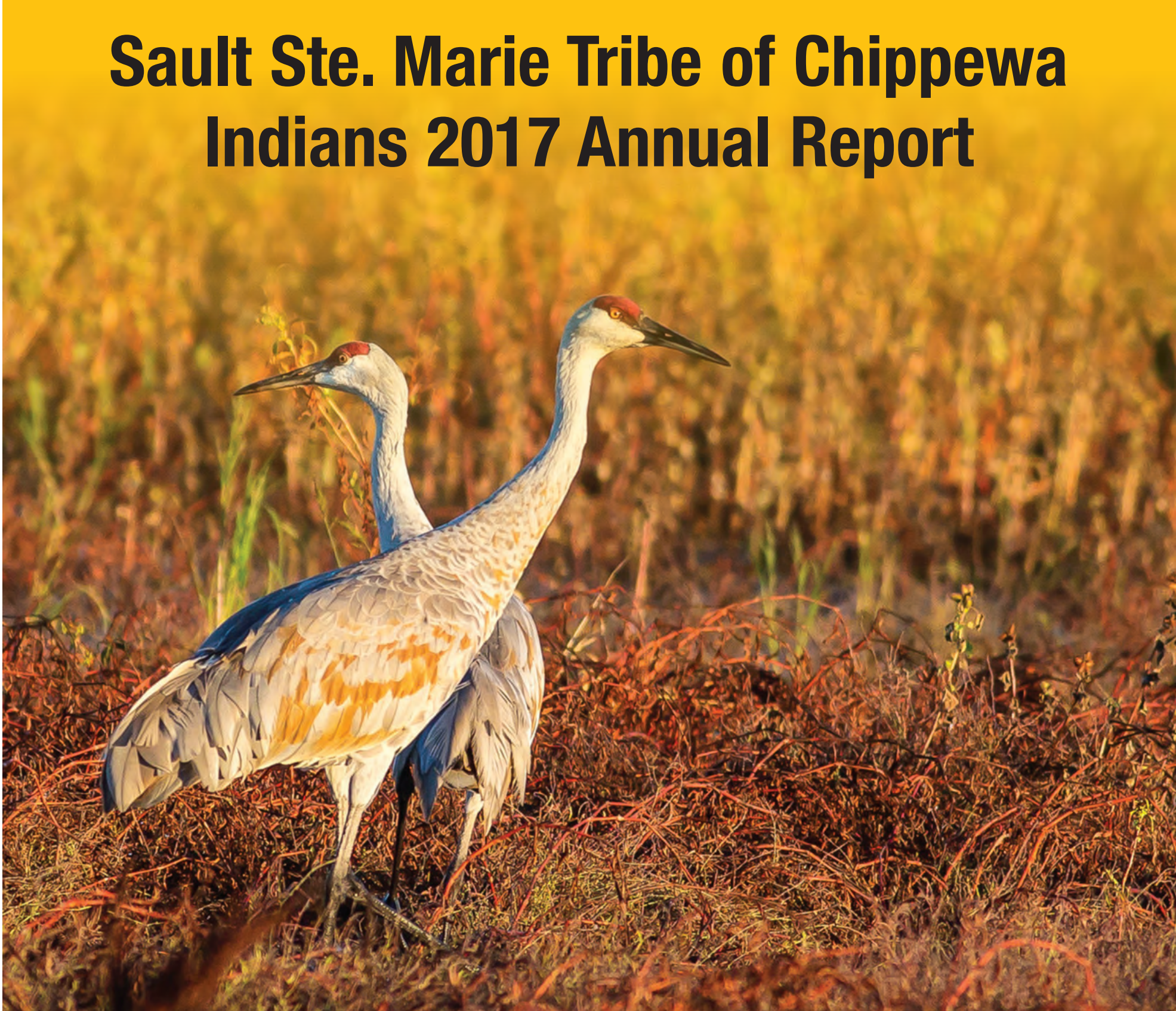


Sault Ste. Marie Tribe of Chippewa Indians 2017 Annual Report



Win Awenen Nisitotung Special Section



*Debwewin-Truth-Be faithful to reality
 Gwekwaadziwin-Honesty-Tell the truth
 Aakdewin-Bravery-Use courage to choose
 Nbwaakaawin-Wisdom-Use good sense
 Minadendmowin-Respect-Act without harm
 Zaagidwin-Love-Practice absolute kindness
 Dbaadendizwin-Humility-Treat all life equally*

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Tribe's significant and historical events in 2017

A number of significant and historical events happened in 2017. Construction began on the St. Ignace Elder Complex and the JKL middle school classroom addition. The tribe implemented VAWA and TAP. JKL School instructors earned a significant endorsement and certifications. The EDC began business expansion. A number of high-level positions were also hired in 2017.

Red Lightning Woman Elder Complex

Construction began on the 5-acre Red Lightning Woman Elder Complex in St. Ignace, named in honor of late Sault Tribe Housing Commissioner Shirley Goudreau. The site of the new building is where the original St. Ignace casino once sat. Sault Tribe Housing Authority acquired the property by paying the tribe \$50,000 for the property and paying to demolish the old casino. Water and sewer infrastructure were installed in the fall of 2016 along with all utilities and the foundation, contracted out to a local tribal member owned company.

Construction of the new building began April 3, 2017. The Housing Authority is acting as its own general contractor on the build. Most of the work has been kept in-house with its Force Account crew, 14 top-notch carpenters and laborers who are all tribal members from Sault Ste. Marie, St. Ignace, Manistique and Cheboygan.

The complex on Mackinac Trail will offer independent elders 60 and over a 2-bedroom, 960 square foot apartment. The 25,000 square foot complex will have a large open community space with 10 apartments on each side.

JKL Middle School Addition

Ground was broken on the JKL School middle school classroom addition in August 2017 and it was completed in spring 2018. The \$3.5 million classroom addition at the Joseph K. Lumsden Bahweting Anishnabe School on Marquette Ave. in Sault Ste. Marie is over 17,000 square feet and includes nine instructional classrooms, a multi-purpose classroom, a culture and language room, bathrooms and office and storage areas that support the gym. It is attached to the middle school gymnasium, and there is a connecting hallway to the school's main K-8 facility.

Violence Against Women Act

The Violence Against Women Reauthorization Act of 2013 was enacted in response to the epidemic of violence against women, with specific provision for tribes. Under VAWA, tribes can exercise their sovereign power to investigate, prosecute, convict and sentence both Natives and non-Natives who assault Indian partners or violate a protection order in Indian Country. The Sault Tribe Board of Directors approved changes to the *Tribal Code Chapter 70: Criminal Procedure* at its Dec. 13, 2017, meeting, adding four new sections to the

Code to enable Sault Tribe Law Enforcement and Tribal Court to investigate and prosecute domestic violence committed by non-Indians on tribal lands. The

court had the prosecuting attorney, law-trained judge, probation staff, indigent defense attorneys, advocates and law enforcement needed to implement VAWA.

Tribal Action Plan

Moving forward on the tribe's Tribal Action Plan to combat substance abuse began in 2017. The effort began in 2011 with a

Department of Justice, Bureau of Justice Assistance grant to establish a TAP. In 2012, the board formally resolved to begin the process, which started with gathering community input and ended in 2016 with a plan to combat substance abuse. Implementation began immediately with the search for a TAP coordinator and the formation of TAP working subcommittees to the Tribal Advisory Board. The TAP Plan is available on the tribe's website home page at saultribe.com. The plan encompasses the gamut of dealing with addiction, from prevention to a treatment facility.

Anishinaabemowin Language and Culture teaching endorsement

JKL Teacher and Culture and Language Coordinator Chris Gordon acquired the first ever Anishinaabemowin Language and Culture teaching endorsement in the state of Michigan. The feat is a historic milestone in forming the foundation for advancing education about the Anishinaabe people as well as expanding opportunities for folks across the state to learn the Ojibwe language. Gordon intends to contribute to making the process more efficient for other teachers to gain the endorsement.

National Board Certification

In February 2015, the Bureau of Indian Education announced a partnership with the National Board of Professional Teaching Standards to provide professional development, support and mentoring for teachers in all BIE-funded schools who want national board certification. Teachers at JKL Bahweting School have been taking advantage of this opportunity ever since. The school's first national board certification candidates completed their components in the spring of 2017 and were recognized as nationally board certified by the end of 2017.

EDC Begins Business Expansion

In 2017, the relatively new Economic Development Commission (EDC) and EDC director analyzed methods to create new revenue streams to help support tribal member services and programs. Two new business ventures the EDC took on are storage units and billboards. The EDC acquired Mackinac Trail Storage, in St. Ignace, Mich., just off I-75 where Mackinac Trail and M-134 meet, with 18 storage units and 100 percent occupancy. The EDC expanded into the billboard business with six billboards on tribal land, four in Sault Ste. Marie and two in Wetmore.

Administrative Changeovers

In 2017, Sault Tribe hired a casino CEO, an Insurance director, a casino Marketing vice president, lead fisheries biologist, Elder Services Division director and Medical director. There was also a vacancy for Health director and CFO, which were filled in 2018.



The Force Account construction crew working on the elder complex in May 2017. The 14 crew members (one is missing from photo) are all tribal members from the Sault, St. Ignace, Manistique and Cheboygan.



JKL Bahweting School third grade students congratulate Anishinaabemowin Language teacher and Culture coordinator Chris Gordon, center, in February 2017 for acquiring the first ever Anishinaabemowin Language and Culture teaching endorsement in the state of Michigan.



JKL School instructors seeking national board certification are (L-R) Michael Brown, Gretchen Cornwell, Megan Sorensen, Erin Heyboer, Jaci McDowell, Donna Kozma, Greg Chromy, Aaron Litzner, Teresa Ridley. (middle row) Cathy Wilkinson, Sarah Kwaitkowski, Sara Stec, Heather Purple, Richelle Baylis, Katie Fewchuk, Angela Chaput, Janna Deneau, Dianne Heckman, Holly Traynor, Katie Heyboer, Tan-A Hoffman, Kara VanderMeer (front) Amy Klco, Susan Solomon, Barbara Rogers.

Tribe's Governing Body: Board of Directors



AARON PAYMENT,
CHAIRPERSON



BRIDGETT SORENSON,
DIRECTOR, UNIT III



CATHERINE HOLLOWELL,
DIRECTOR, UNIT II



DARCY MORROW
DIRECTOR, UNIT IV



DENISE CHASE,
DIRECTOR, UNIT IV



DENNIS MCKELVIE,
DIRECTOR, UNIT I



JENNIFER MCLEOD,
DIRECTOR, UNIT I



KIMBERLE GRAVELLE
DIRECTOR, UNIT I



KEITH MASSAWAY,
DIRECTOR, UNIT III



LANA CAUSLEY-SMITH,
DIRECTOR, UNIT II



MICHAEL MCKERCHIE,
DIRECTOR, UNIT I



DJ HOFFMAN
DIRECTOR, UNIT I



CHARLES MATSON
DIRECTOR, UNIT V
(ELECTED IN 2018)

Board Information

The Board of Directors is the governing body of the tribe. There are 12 board members and one chairperson, elected to four-year terms. The board members represent the five units of the tribe's service area in the Eastern Upper Peninsula of Michigan. Five board members represent Unit I, two board members represent Unit II, two board members represent Unit III, two board members represent Unit IV, and one board member represents Unit V. The chairperson is elected at large. Regular meetings are held twice a month, usually on Tuesday. See www.saulttribe.com/government/board-of-directors for meeting schedule, live meeting link, board votes and minutes, reports and more.

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Sault Ste. Marie Tribe of Chippewa Indians Seven-County Service Area

The tribe's seven-county service area consists of the seven easternmost counties in Michigan's Upper Peninsula: Marquette, Delta, Alger, Schoolcraft, Luce, Mackinac and Chippewa.



Main offices are in Sault Ste. Marie and satellite offices with administration and health services are in Hessel, St. Ignace, Manistique, Escanaba, Newberry, Marquette and Munising.

Sault Tribe Executive Office 2017 Highlights



**Executive Director
Christine McPherson**

Hello from the Executive Office. It has been 10 years since we have completed an annual report for the membership. It is our intent to continue these each year so we inform you of the programming, financial status and new initiatives that are being implemented.

Executive Office functions are administration, strategic planning and fiscal responsibility. The executive director leads and directs division directors to administer governmental and internal services for benefit of tribal members, tribal employees and tribal interests. The executive director facilitates the overall strategic plan and ensures division level plans are developed and carried out in alignment with the overall plan. The executive director is responsible for overall fiscal management of governmental and internal services.

The Executive Office is available to respond to any questions that may arise from the membership. Any questions can be forwarded to Executive Director Christine McPherson at either cmcpherson@saulttribe.net or (906) 635-6050.

The following is a brief summary highlighting 2017 Executive Office activities.

Delegation of Duties to Executive Director

In accordance with Resolution 2016-290, which reassigned the tribe's day-to-day operations to the executive director, the first few months of 2017 were spent becoming more familiar with each of the newly acquired divisions, their objectives, directors, staff, duties and procedures.

Financial Responsibility Training

Training social workers and other front line staff from Sault Tribe and other entities about financial responsibility through the Consumer Financial Protection Bureau's (CFPB) "Your Money, Your Goals," a financial empowerment program is a long-time focus of the Executive Office.

In 2017, the office administered all of the required train the trainer training with Native and non-Native communities across the country; worked with other tribal nations and the CFPB to develop a supplemental guide especially for Native communities titled "Your Money, Your Goals: Focus on Native Communities;" and finished a webinar for communities all across the country to use on their own online to educate their tribal members on the material in the toolkit.

Since Jan. 1, 2017, certain

tribal programs incorporate the toolkit into the everyday services already provided to tribal members with great beneficial results to the community. If there is interest in this program, please contact our office and we will direct you to the programs that will assist.

Grants Tracking System

Grants-At-A-Glance sheets were developed for each department listing all active grants and other provisions throughout the organization. In addition, grant tracking procedures were used for a smooth flow of information in the processes of acquiring grants.

Tribal Divisions Strategic Plans

All of the tribe's departments were directed to write and submit new strategic plans working with the Strategic Planning and Development Department. Steady progress was made throughout the year and plans should be completed and submitted in 2018.

Fishing Access Improvement

Completed contracted construction work on a dock in Grand Marais with the installation of a drive-on dock, boardwalk, garage demolition and restoration work. A commercial fishing dock and boat launch area in Epoufette Harbor, which included dredging work, steel sheet pile wall, site restoration and boat launch installation was started.

Natural Resources Departments Merge

Merged the Inter-Tribal Fisheries Assessment Program, Sault Tribe Great Lakes Fisheries Management and the Inland Fish and Wildlife Department into a single Sault Tribe Natural Resources Department. This included moving some staff to different quarters.

Health Assessment

A contract was completed with Doctor's Management to conduct an assessment on our health services to be completed in 2018.

HR Audit Conducted

The board authorized a performance audit of Human Resources and employee morale survey to be conducted by REDW CPAs Business and Finance Advisors. A 46-question survey was sent to all employees for completion. REDW submitted a summary report of the survey, which had a very high response rate. Employee focus groups will consider information from the survey and develop strategies to address top items in 2018.

Annual COLA Increases

The board mandated the calculation of cost of living allowances (COLA) based on the Consumer Price Index and that it be included and implemented in the fiscal year 2017 budget and in all future annual budgets for all employees of tribal government, Kewadin Casinos and tribal enterprises effective Jan. 1 of each calendar year. The COLA increase was implemented on Jan. 1, 2017. With the approved cost of living allowances, the board asked for a market study of all employees conducted by the Human Resource Department to determine which employees could be eligible to receive pay raises to match current market pay scales. The financial impact and budget modifications were calculated working with department directors and the information was submitted to the board for review.

Chi Mukwa Community Approach

Staff from the Education and Cultural departments were moved into quarters at the Chi Mukwa Community Recreation Center to provide a community-based approach to their programs and services.

Veterans' Assistance Outreach



Tribal Veterans Outreach Officer Stacy King was hired in 2017. She has office hours in every tribal health center in the service area.

Negotiated an agreement with the American Legion Department of Michigan for the legion to hire and supervise a veterans outreach position with the tribe providing grant funding and oversight to ensure health services are made available and help in identifying any need for additional services. Several meetings took place throughout the year between the Executive Office, Legal Department and the Health



Sault Tribe Unit I Representative Jennifer McLeod, state Senator Wayne Schmidt and Sault Tribe Executive Director Christine McPherson in a discussion at a July 2017 legislative dinner held by Sault Tribe.

Department in working out project details.

Tribal Action Plan

The board adopted the Tribal Action Plan in 2016. This plan is a detailed comprehensive prevention and treatment program for alcoholism and other substance abuse. There is a designated Advisory Board to implement this plan. A TAP coordinator was hired in 2017 to administer this plan with oversight by health and the executive office.

Highlights of Directives and Supervision

- Established or improved many internal administrative policies and procedures for reporting, tracking and processing, funding priorities and emergency response, most of which included complementary training of staff.
- Formed interdepartmental workgroup for youth services.
- Reviewed departmental job descriptions, staffing and grant information.
- Attended or conducted over 280 meetings and onsite visits with assorted groups and individuals in addition to nine multi-day conferences and symposiums.

Highlights of completed projects

- Overall, construction projects, system upgrades, assessments, hiring, reports, FY 2018 budgets, 25 employee policies and procedures were completed in 2017.
- Sault Tribe Natural Resources Department worked on construction of a fish barrier to keep minnows out of the tribe's walleye

- ponds that was a cooperative effort between U.S. Department of Agriculture, Natural Resources Conservation Service, and the Executive Office.
- Health constructed a 2,880 square-foot storage facility adjacent to the tribe's Health and Human Services building in Sault Ste. Marie.
- Housing implemented a new construction technique for the St. Ignace elders complex with a high performance building system that results in an extremely strong, energy efficient and cost effective structure.
- The Environmental Department completed the first assessment for services to the Housing Authority, compiling a complete assessment document, announcing and conducting public meetings and comment periods in response to U.S. Housing and Urban Development directions.
- MIS and Telecommunications upgraded a variety of electronic systems for several governmental departments and Sault Kewadin Casino.
- Housing Authority received very high marks in U.S. Housing and Urban Development performance review.
- The legislative and executive office collaborated on compiling and presenting information to Michigan legislative staff, state officials and the governor's office about state child protection legislation and legislation protecting Low Income Home Energy Assistance Program funding. As an ongoing tasks prepare many white papers and presentations of BIA budget priorities, talking points, farm bills and any other materials for tribal leaders as requested.

Goals and objectives for 2018

Continuing work on improving several administrative functions, finish strategic plans, consult with board and employee focus groups on implementing Human Resource audit recommendations, finish health services assessment, improve security at Wequayoc Cemetery, continue work on correcting the tribe's pay compression issue.



Housing implemented a new construction technique for the St. Ignace elders complex with a high performance building system that results in an extremely strong, energy efficient and cost effective structure.

FINANCIAL OVERVIEW FOR 2017

The tribe has completed its financial audit for the 2017 fiscal year. The audit report has been presented to and approved by the Board of Directors last month. Below are some of the financial highlights for last year. The Accounting Department is available to respond to any questions that may arise from the membership. Any questions can be forwarded to Bob Schulte/CFO at either rschulte@saulttribe.net or (906) 635-6050.

- Bahweting Drive construction started for \$268,285;
- Powwow trails and walks costing \$144,979;
- The USDA building entrance was completed costing \$180,283 and the USDA Department purchased a building generator for \$42,620.
- USDA is starting a building remodel for a store front concept and

additional storage. U.P. Engineers has completed a conceptual plan for the building, and a cost opinion preliminary estimate of \$1,562,032. This project will be completed in four phases. Currently they are in phase 2 of the final design and construction drawings.

- Purchased property at Fairport Harbor for \$308,704.

- Purchased several properties around the school location and behind Kewadin Casino with building funds.
- MIS projects were completed involving system and software upgrades, as well as equipment purchases of \$183,192.
- Telecommunication's installation of a new phone system of \$162,488.

New grants in 2017 consisted of:

- Community Development Grant – \$2,000
- Tribal Transit Grant – \$300,000
- Secretive Marsh Birds – \$51,356
- Tribal Forestry project – \$51,511
- Road to Wellness – \$204,730
- Tribal Opioid (TOP) – \$43,709

FINANCIAL HIGHLIGHTS

- The tribe's total governmental assets increased 8.8 percent to \$114.8 million over the course of this year's operations and total assets from business-type activities increased 2 percent to \$117.4 million. Total primary governmental assets were \$232.1 million at year end 2017.
- During the year, the tribe's revenues generated by grants, taxes and other sources exceeded expenses and transfers by \$7.9 million for governmental activities; this was a 3 percent decline from 2016.
- In the tribe's business-type activities, total revenues were \$93.7 million while total expenses, taxes, gain on disposal of capital assets, and transfers were \$91.3 million generating a \$2.4 million positive change in net position. This was a 257 percent improvement from 2016.
- Dollars spent on member services decreased \$0.5 million or 2.9 percent while grant revenues increased \$1.7 million or 3.7 percent.
- The General Fund reported an increase in expenditures of \$0.2 million or 1.9 percent for the year due to increases in general government costs.
- Tribal external debt reduction payments amounted to \$268,000.
- Major capital projects:
 - The new harbor in Epoufette was completed using \$249,406 of Michigan Economic Development Corporation funds, \$356,572 of funds from the Great Lakes Trust and \$41,250 in tribal matching funds. The total project funding to date is \$1,007,750 of which \$647,228 was paid in 2017 (see photos on page 6).
 - The Grand Marais Harbor project was completed in the amount \$241,801 (see photos on page 6).
 - The JKL Bahweting middle school project was started. A \$3 million loan was taken out to help fund the \$3.5 million project.
 - Construction at the Judicial building including a sally port and holding cells addition was started and partially completed with \$680,266 of a \$991,394 grant utilized.
 - Transportation Program had the following projects in 2017:
 - Completed Odenaang road reconstruction costing \$89,644;

TOTAL GOVERNMENT FUNDS							
	2017	2016	2016 (with out adjustment of settlements)	2015	2014	2013	2012
REVENUES:							
Federal	41,856,137	43,257,009	43,257,009	39,237,695	38,900,893	37,171,253	40,733,416
State	2,396,995	1,584,102	1,584,102	1,928,200	1,578,753	1,436,056	1,122,569
Local	1,065,119	959,479	959,479	608,304	960,191	1,315,391	792,717
Charges for services	12,536,868	9,010,322	9,010,322	10,077,424	9,052,977	9,975,374	9,682,131
Taxes	17,475,035	17,445,635	17,445,635	16,475,899	17,631,879	17,518,984	17,525,730
Interest	271,256	77,206	77,206	6,851	13,645	22,507	36,763
In-kind	1,298,572	1,354,366	1,354,366	1,324,741	1,002,415	919,707	970,077
Other	4,944,288	8,916,817	4,595,048	5,441,940	6,952,792	6,131,581	5,922,453
Total revenues	\$ 81,844,270	\$ 82,604,936	\$ 78,283,167	\$ 75,101,054	\$ 76,093,545	\$ 74,490,853	\$ 76,785,856
EXPENDITURES:							
Judicial	1,054,460	1,156,152	1,156,152	1,177,843	985,209	806,944	847,506
Education	9,432,777	9,067,744	9,067,744	7,962,522	7,213,517	7,320,011	7,925,489
Health and welfare	42,124,685	40,751,480	40,751,480	39,695,381	37,150,456	41,138,943	41,929,368
Recreation and culture	2,926,254	3,306,915	3,306,915	2,577,338	2,712,568	2,180,248	2,199,413
Public safety	4,268,833	3,533,621	3,533,621	3,914,791	3,993,872	4,621,492	5,199,362
General government	7,550,430	6,225,935	6,225,935	6,410,062	10,159,606	6,456,883	6,020,266
Public works	1,102,240	2,811,085	2,811,085	1,049,055	2,827,530	989,723	983,461
Debt service	3,311,161	3,388,998	3,388,998	4,488,026	4,808,406	4,560,541	4,922,750
Total expenditures	\$ 71,770,840	\$ 70,241,930	\$ 70,241,930	\$ 67,275,018	\$ 69,851,164	\$ 68,074,785	\$ 70,027,615
Excess of revenues (expenditures)	10,073,430	12,363,006	8,041,237	7,826,036	6,242,381	6,416,068	6,758,241
OTHER SOURCES (USES)							
Gains (losses)	66,995	139,282	139,282	97,334	(27,617)	8,699	(5,031)
Other						50,000	
Operating transfers in	20,796,743	13,195,658	13,195,658	19,099,704			
Operating transfers out	(25,355,734)	(17,494,505)	(17,494,505)	(23,380,043)	(5,276,558)	(5,547,821)	(4,490,868)
Total other sources (uses)	\$ (4,491,996)	\$ (4,159,565)	\$ (4,159,565)	\$ (4,183,005)	\$ (5,304,175)	\$ (5,489,122)	\$ (4,495,899)
Excess of revenues (expenditures over (under) other sources (uses))	5,581,434	8,203,441	3,881,672	3,643,031	938,206	926,946	2,262,342
Fund balance (deficit), beginning of the year, as restated	(13,959,309)	(22,162,750)	(23,267,229)	(26,910,260)	(26,507,298)	(27,434,244)	(29,696,586)
Fund balance (deficit), end of year	\$ (8,377,875)	\$ (13,959,309)	\$ (19,385,557)	\$ (23,267,229)	\$ (25,569,092)	\$ (26,507,298)	\$ (27,434,244)
			(5,426,248)				
			4,321,768.74	Ramah			
			1,104,478.38	CSC			
			5,426,247.12	Total Settlements			

TOTAL ENTERPRISE FUNDS						
	2017	2016	2015	2014	2013	2012
OPERATING REVENUES:						
Charges for services	70,036,341	64,996,179	65,312,093	79,458,487	85,590,698	89,421,839
Sales	20,064,107	19,166,547	20,942,806	25,765,916	26,663,764	26,995,795
Rentals	1,688,416	1,723,910	1,686,517	1,544,298	1,544,416	1,505,607
Other	1,904,283	150,060	643,525	1,194,793	1,395,077	1,295,525
Total revenues	\$ 93,693,147	\$ 86,036,696	\$ 88,584,941	\$ 107,963,494	\$ 115,193,955	\$ 119,218,766
EXPENDITURES:						
Cost of sales	36,750,045	35,479,815	37,893,470	51,025,488	54,155,469	56,762,622
Operating expenses	35,726,952	32,053,170	32,608,599	38,175,404	40,787,439	41,303,086
Total operating expenses	\$ 72,476,997	\$ 67,532,985	\$ 70,502,069	\$ 89,200,892	\$ 94,942,908	\$ 98,065,708
Operating income (loss)	21,216,150	18,503,711	18,082,872	18,762,602	20,251,047	21,153,058
NON OPERATING REVENUES (EXPENSES)						
Gains (losses)	(187,183)	134,442	(18,319)	380	383	4,216
Loss on disposals of capital assets				(94,308)	(5,800,259)	-
Interest income	4,265	1,224	19,205	24,768	16,998	23,676
Interest expense	(579,643)	(671,262)	(570,269)	(659,291)	(807,614)	(930,409)
Other	(1,084)	592,202	1,164,001	955,191	870,721	942,852
Project development	(619,325)	(459,270)	-	-	-	-
Tribal taxes	(17,475,035)	(17,444,087)	(16,475,899)	(17,631,879)	(17,518,984)	(17,525,730)
Transfers in	24,395	9,997	25,515			
Transfers out	-	-	(5,489)		(615,381)	(1,625,554)
Total non-operating revenues (expenses)	(18,833,610)	(17,836,754)	(15,861,255)	(17,405,139)	(23,854,136)	(19,110,949)
Change in net position	2,382,540	666,957	2,221,617	1,357,463	(3,603,089)	2,042,109
Net position, beginning of the year	92,959,606	92,292,649	90,071,032	88,713,569	92,316,662	90,274,553
Net position, end of year	\$ 95,342,146	\$ 92,959,606	\$ 92,292,649	\$ 90,071,032	\$ 88,713,573	\$ 92,316,662

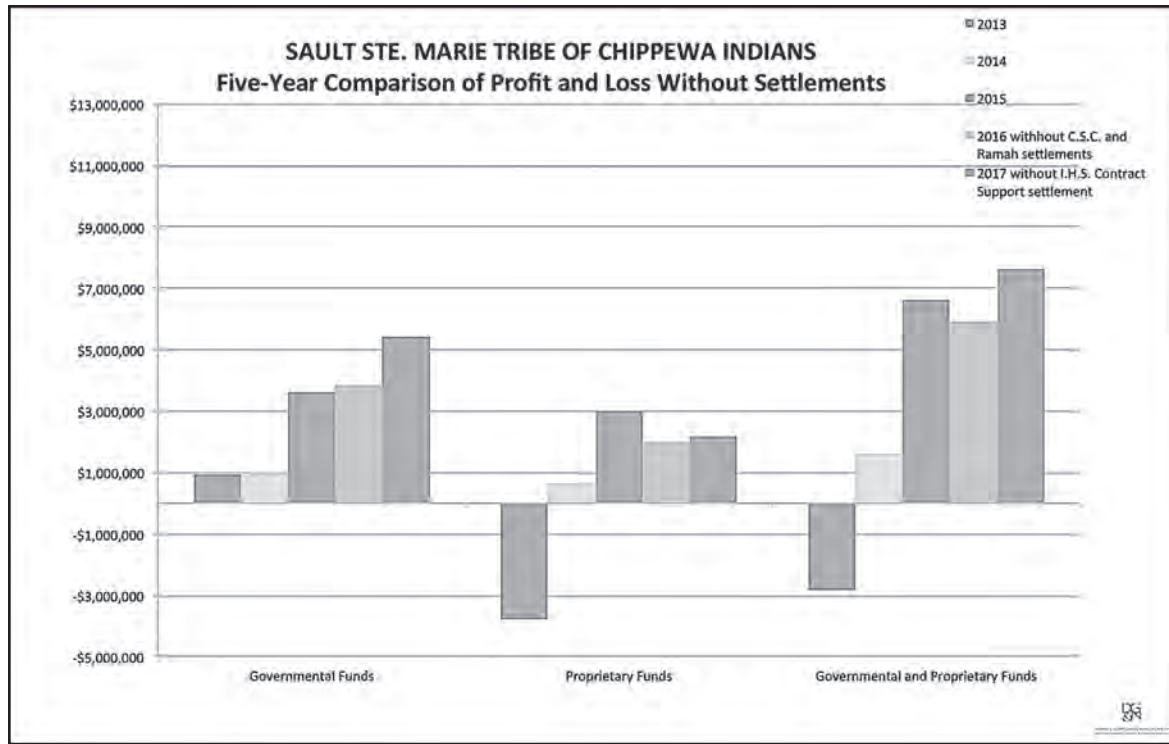
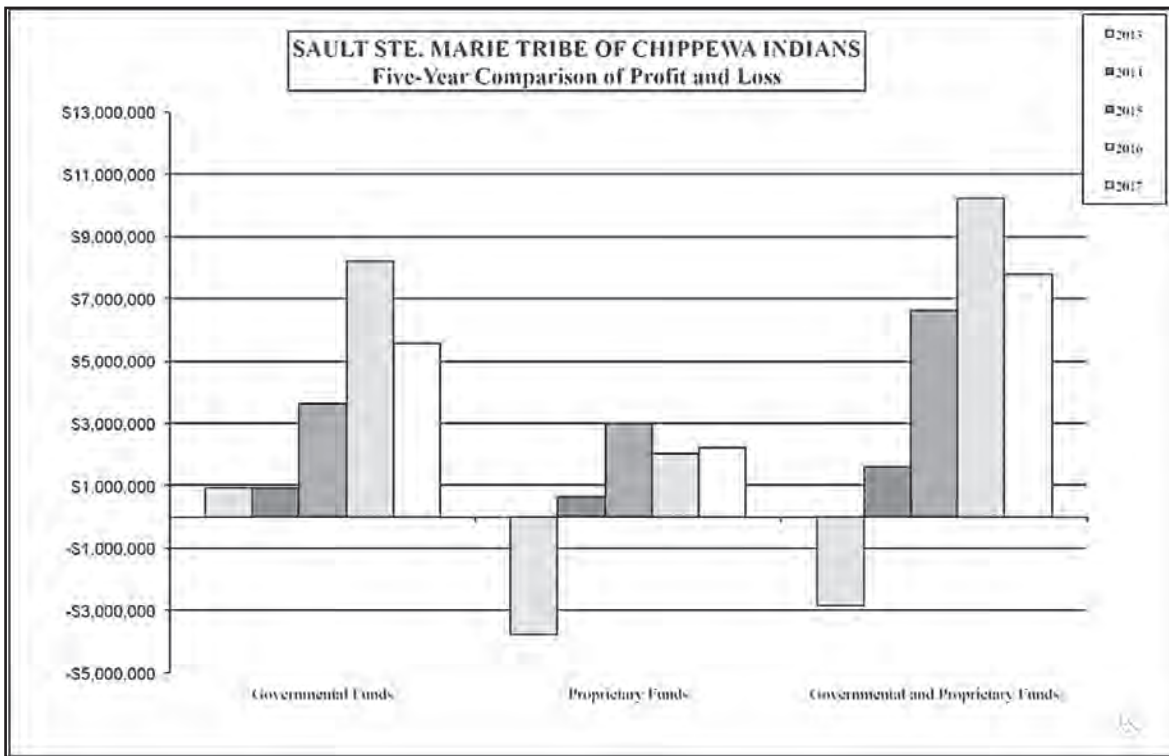
FINANCIAL OVERVIEW FOR 2017



Above and below two shots of the Grand Marais Harbor Project on Lake Superior, completed in 2017, costing \$241,801. Above is the drive-on dock. Below is the boardwalk. This project was for the purpose of improving fishing access.



Below are two graphs of five year profit and loss comparison, one with settlements included.



Pictured at right, top and bottom, is the new harbor in Epoufette, on Lake Michigan. The harbor was completed in 2017 using \$249,406 of Michigan Economic Development Corporation funds, \$356,572 of funds from the Great Lakes Trust and \$41,250 in tribal matching funds. The total project funding to date is \$1,007,750 of which \$647,228 was paid in 2017. At top is a panoramic view of the Epoufette Harbor. At bottom is the new boat launch.



Education Division in the Year 2017

The Education Division provides academic, work training and early development services to tribal youth from infancy to adulthood in guiding their knowledge development. The primary purpose of our programs is to instill all students with high expectations of academic success and competent thinking skills while fostering growth in social and emotional behaviors and positive attitudes.

Head Start and Early Head Start

Head Start and Early Head Start provide services for 123 children from birth to 5 years old and pregnant women in Chippewa and Mackinac Counties. Early Head Start has 31 center-based slots and 15 of these are through the Child Care Center Partnership. The center-based slots are located in Sault Ste. Marie. In addition, 12 home-based slots are offered to families in Chippewa and Mackinac Counties.

Head Start Provides 40 part day, part year slots in Sault Ste. Marie; 20 full day, full year slots through our Child Care Center Partnership, and 20 slots that were funded through an Extended Duration grant allowing full day, school year services in St. Ignace.

Head Start and Early Head Start programs are federally funded through the Department of Health and Human Services, Administration for Children and Families, Office of Head Start and American Indian and Alaskan Natives Program Branch.

Child Care Center

The Child Care Center provides full day full year services for 45 families in Sault Ste. Marie. The Child Care Center partners with Head Start & Early Head Start and they provide before and after care services to children enrolled in the partnership. Parents are able to participate in Head Start and Early Head Start and at the same time receive Child Care services for an extended day.

The Child Care Center is funded through the tribe and receives funding through ACFS CCDF grant, Head Start and Early Head Start and parent fees.

Accomplishments

Extended Duration Grant awarded for Head Start increased 508 hours of service and 17 days for Head Start children in St. Ignace.

United Way mini grant awarded for parent and family literacy events at all three centers.

Goals

Research and choose a Parent Education Curriculum.

Complete Digital Access to Curriculum and On-going Assessment in Teaching Strategies GOLD.

Have all three centers evaluated and staff trained in lock down procedures and active shooter situations.

Maximize use for reports and data in our Childplus system.

Youth Education and Activities

YEA provided over 26,000 services to over 2,200 individual students across the seven-county service area. Joint activities included Bike the Sites (47-mile bike ride between Sault Ste.



Adult Education 2017 graduates.

Marie and St. Ignace) and a youth workshop in collaboration with the Michigan State University Native American & Hispanic Business Students (NAHBS), which had 52 participants. YEA worked with Community Health on Yoga and Zumba training as well as Kayak Instructor Training. YEA also hosts an annual Youth Powwow in Rexton, Mich., scheduled for July 28 this year.

Each of the sites across the service area provides a wide range of services throughout the year and provides transportation to events. All YEA sites offer Tribal Youth Council, tutoring, cultural activities, anti-bullying programs, outdoor summer activities like gardening and hiking, Circle of Life Summer Program. Little Learners and high school senior recognition. They also participate in many tribal family events and health events. Each site has its own local programming.

Sault Ste. Marie — Chi Mukwa Community Recreation Center. Examples of local programming are regalia making, Read Sault Ste. Marie, Community Backpack giveaway, Smoke Pigs Not Cigs, Pendill's Creek Kid's Fishing Day and Pictured Rocks Yooper Day. The Tribal Youth Council worked on activities such as Recovery and Domestic Violence Walk.

Rudyard — Rudyard Schools. Local programming includes the Community Backpack giveaway and Jump Start for grades 1-3. Tribal Youth Council worked on activities such as fundraising and volunteering for worthy causes, the Haunted Trail 5k run and setting up an Elementary school booth at the Fall Festival.

Hessel — Hessel Tribal Center. Examples of local programming are Newberry drum socials, Applied Suicide Intervention Skills Training (ASIST) and character education after school program in Engadine utilizing the Seven Grandfather Teachings.

St. Ignace — St. Ignace Middle School. Local programming includes Art Club, cultural workshops and after school labs, Youth Leadership, yoga, and Act it Out (Middle School Drama Club).

Manistique — Zhigag Drive. Local programming includes regalia making, peer mentoring, Seven Grandfather teachings, monthly drum socials, drum practice and Kids in the Kitchen with the help of Health Center staff.



Head Start Family Education activity.



Youth Education and Activities hoops teaching.

Escanaba — Wigob Street. Examples of local programming are the Life of a Monarch and Pollination, A Positive You program, Natural Helpers, Overcoming Obstacles and school feasts.

Munising — Munising Elementary School. Assistance to seniors with college and scholarship applications and FAFSA assistance and the Children's Art Fair are two examples of local programming.

Goals

In 2018, YEA would like to continue collaborating with other departments in the tribe to create opportunities for youth such as a College Night and youth language classes. YEA staff would also like to attend trainings and conferences to improve skills and get ideas for new events.

Workforce Innovation and Opportunity Act

WIOA is a federally funded program designed to help Native American job seekers access employment, education and training services that will assist them in obtaining and keeping productive employment. The Sault Tribe has operated very similar programs throughout the years.

Training Services provided through the WIOA Program include

On-the-Job Training (OJT) provides opportunities for both employer and adult participants

by reimbursing 50% of the trainee's wages during a specified training period.

Work Experience is short-term, temporary employment for youth. Often referred to as after-school employment.

Summer Youth Employment provides up to 10 weeks of summer youth employment to eligible applicants Classroom Training provides skills training to adults in an institutional setting to obtain a license or certificate. (Nurse Aide Training, Heavy Equipment, CDL, etc.)

Senior Employment Program provides part-time employment to Sault Tribe Elders residing in the service area, age 60 or over.

Accomplishments

Nineteen youth participated in the Work Experience Program. Eight adults participated in the OJT Program, Ten adults participated in the Classroom Training program, Twenty-Eight youth participated in the Summer Employment Program and Eight Elders participated in the Senior Employment Program.

Goals

Continue to prepare Native American youth and adults for success in the workplace through work experience and training opportunities and to increase the number of Native Americans who attain post-secondary skill certifications and degrees to make them more marketable in the workforce.

Funding sources and amounts

The WIOA program is funded with grant dollars through the Department of Labor and tribal support.

Higher Education Programs

Every year the Higher Education Division releases its annual application packet and scholarship essay topic for Sault Tribe members. Students who are interested in receiving funding for the school year are required to submit a complete application packet, which is posted on the Sault Tribe website www.sault-tribe.com.

A number of scholarships are available, most of them \$1,000, with various eligibility requirements. Students are required to submit an essay based on that year's assigned essay topic.

Grant funding is available for full-time undergraduate students who are attending a Michigan state supported public college and are Michigan residents. Grants are based on unmet financial need.

Self-sufficiency incentive awards are available for FALL semester only. The available funding is divided by the number of credit hours taken by all students who submitted their fall grades.

In 2017, 205 essays were submitted for scholarships and 7,588.5 credit hours were submitted by 618 students for the Self-Sufficiency Incentive Award.

The BIA grant awards students who have an unmet need as determined by their college's financial aid office. The Winter 2017 grant awarded \$69,144 and the Fall 2017, \$66,897.89.

Adult Education

Twenty-six graduates received a high school equivalency credential (in addition, 10 alternative education students received diplomas).

Consolidated Community School Services partnered with the Eastern Upper Peninsula Intermediate School District to provide Career and Technical Education (CTE) programs for adult education students (CNA, Welding, Office software).

Goals

To increase enrollment in EUP adult education programs by at least 10 percent

To continue and improve upon the CTE partnership with the EUPISD

Funding Sources

2 percent (automatic renewal cycle)

CONTACTS —

Lisa Moran, Education Director, 632-6798

Anne Suggitt, Early Childhood Manager, 635-7722

Dawn Fegan, Child Care Center Supervisor, 632-5258

Laura Porterfield, YEA Manager, 635-7010

Brenda Cadreau, WIOA Program Manager, 635-4767

Tanya Pages, Adult Education Coordinator, 632-6098

Higher Education — Contact Brenda Cadreau or Lisa Moran

Anishnaabek Community & Family Services

ACFS offers a wide variety of services through several programs. It manages 30 grant contracts funded by Bureau of Indian Affairs, Indian Health Services, U.S. Department of Health and Human Services, Department of Justice, USDA and the state of Michigan. The contracts are related to one another and are combined to provide the most efficient services within Child Placement, Advocacy Resources and Direct Assistance.

DIRECT SERVICES provides direct assistance to tribal members experiencing financial and other difficulties.

General Assistance — 129 Individuals Served in 2017

General Assistance provides temporary financial assistance for basic living necessities. Eligibility criteria include Sault Tribe membership, residency in the seven-county service area and a monthly income below the monthly cash benefit. This program services adults without minor children in the home.

Native Employment Works

This program targets working families at or below 150 percent of the poverty level by providing tools that could potentially lead to self-sufficiency. Supportive services include both financial assistance and related job activities, to help achieve assigned goals agreed upon by both the client and their Direct Assistance case manager.

110 Families Served in 2017 Tribal Emergency Assistance

This program is available to Sault Tribe members who are faced with an unexpected emergency situation through no fault of their own, such as homelessness, living in sub-standard housing, unexpected medical travel or fire.

301 Families served in 2017 Employee Emergency Assistance

This program is offered to all Sault Tribe employees (past their probationary period) in need of

ACFS 2017 Funding Sources

Federal Funds	\$4,178,775
State Funds	\$1,492,178
Tribal Funds	\$348,519
Other Funds	\$126,908
TOTAL	\$6,146,380

assistance for emergencies related to fire, death, accident and serious medical issues requiring out of town travel.

94 Employees served in 2017 Community Services Block Grant

This program provides emergency assistance to tribal households facing immediate and urgent needs where they are not able to resolve on their own.

301 Families served in 2017 Elder Heating Assistance

This is funded by the tribe to assist elders 60 and over who are not eligible for the federally funded LIHEAP energy program.

63 Elders served in 2017 Low Income Home Energy Assistance

LIHEAP helps tribal families with Heating Assistance, Crisis Energy Assistance, and Cooling Assistance.

893 families served in 2017 Self-Sufficiency Funeral Assistance

All enrolled members of the Sault Ste. Marie Tribe of Chippewa Indians are eligible for funeral assistance from the Sault Tribe Funeral Fund, up to \$1,000.00 for funeral expenses only — burial, cremation, burial plot and headstone.

162 Families served in 2017 Child Care Development Fund

ACFS operates the CCDF program with funding from the U.S. Department of Health and Human Services Office of Child Care. The program supports low-income working families through childcare financial assistance and promotes children's learning by improving the quality of early care, education and after-school



Grandpa Kelly Hewitt with Abby Nolan, 3, and Allie Nolan, 4, at the 19th annual Family Celebration.

programs.

Child Care Licensing

Licensed day care providers are needed to provide day care to Sault Tribe children. All tribally-licensed day care providers are eligible for the same child care payments that are provided to day care providers licensed by the state of Michigan. This fund provides supportive financial services for day care and respite to families involved with children's protective services and foster parents.

130 Children and 88 Families were served in 2017

USDA Food Distribution Program

The USDA Food Distribution Program provides nutritional foods to qualified low-income individuals and families who are enrolled members of the Sault Ste. Marie Tribe of Chippewa Indians or other federally recognized tribe in Chippewa, Mackinac, Luce, Alger, Benzie, Marquette, Schoolcraft, Delta, Emmet, Cheboygan, Leelanau, Grand Traverse, Antrim, Charlevoix and Manistee counties. USDA staff members certify and distribute food at a central warehouse located in the Sault and eight tailgate sites. A nutrition educator is available for questions.

6466 units of service provided for 2017 with an average of 804 units per month

Commodity (\$853,882) and Produce (\$205,075) Value \$1,058,957

CHILD PLACEMENT aims to improve the outcomes of safety, permanency and well being in each program area of the Child Placement component including Adult Protective Services.

Family Support Services

ACFS Child Placement Family Support Services provides a variety of services to Native American children and their families to improve the circumstances of the family. Whenever possible, these services are used to prevent out-of-home placements. The agency identifies families who may be at risk, assesses their needs, offers appropriate services, advocates when necessary and supports positive change to ensure safety for tribal children. The ACFS definition of families includes biological, adoptive, fos-

ter and extended families.

301 Families served in 2017 Family Support Services include the following programs:

Nurturing Parent Education

This program provides in-home parenting skills instruction for at-risk Sault Tribe members and their families. Participation in the program is most often court ordered as part of a reunification plan. It is also available on a voluntary basis. Child development, budgeting, coping with stress, health and nutrition are some of the topics offered. The program also includes a structured parent-child interaction component that is highly effective in allowing the provider to interact and model lessons learned and coach the parents when dealing with the real behaviour of their own children.

Prevention Services

This program is considered to be the most important means to promote the well being of Sault Tribe children and their families within our community. This is a home-based program with a mandated minimum monthly face-to-face contact with the family. Prevention activities are implemented so children can continue to remain safely in their own homes. Services may include: Intensive home based services Referrals to substance abuse and mental health counselling/therapy services Referrals to and assistance with processing applications for financial assistance, job assistance, or other assistance with financial planning Referrals to other Tribal programs or community agencies Parenting education Support to the family to address needs identified by client and family such as school issues, legal issues, housing issues, medical issues or any issue identified as a need by the family.

In Home Care Services

In cases following the substantiated investigation of child abuse or neglect where the decision is made children can be maintained safely in the home, ACFS will provide In Home Care services that focus on the safety and risk issues identified during the CPS investigation. In Home Care is an intensive home-based pro-

gram with a mandated minimum weekly face-to-face contact with the family in which services are targeted to individual child and family needs. Among the typical services provided are crisis intervention, family counselling, parenting and other skills training, respite care, housing location assistance, child development, child day care and behaviour management, along with concrete services such as emergency assistance for food, utilities, clothes, medicine and community-related resource referrals.

Family Continuity

In cases following the substantiated investigation of child abuse or neglect where the decision is made that children can be maintained safely in the home, ACFS will provide Family Continuity-Voluntary Services that focus on the safety and risk issues identified during the CPS investigation. It is an intensive home-based program with a mandated minimum weekly face-to-face contact with the family. Time-limited services are targeted to individual child and family needs. Among the typical services that are provided are crisis intervention, family counselling, parenting and other skills training, respite care, housing location assistance, child development, child day care and behaviour management, along with concrete services such as emergency assistance for food, utilities, clothes, medicine, and community-related resource referrals.

Family Continuity - Reunification Services is an intensive home-based program with a mandated minimum weekly face-to-face contact with the family.

Adolescent In Home Assistance Services

The AIHA program was designed in response to an identified need to provide services to the juvenile delinquent population with the goal of reducing the number of youth removed from their homes and the early return of youth who have been removed from their homes, as a result of delinquency. To effectively treat the adolescent, it is essential that the entire family be involved.

The AIHA program engages each individual client based on the entire family's strengths and



Sault Tribe USDA Food Distribution Director Tony Nertoli (left) received a Certificate of Appreciation & Excellence for 37 years of service and commitment from the USDA Food Distribution on Indian Reservations Program at the regional conference in Sault Ste. Marie, awarded by Food Nutrition Services Regional Administrator Tim English on Aug. 30, 2017.

ACFS 2017 accomplishments and 2018 goals

needs. For one family, this may mean assistance with transportation to employment interviews or assistance with locating court ordered community service opportunities. Typical services provided are crisis intervention, family counseling, parenting and other skills training, respite care, housing location assistance, child development and behaviour management, along with emergency assistance for food, utilities, clothes and medicine and community-related resource referrals. AIHA is an intensive home-based program with a mandated minimum weekly face-to-face contact with the family.

Monitoring (ICWA)

ACFS provides monitoring of child welfare cases throughout the U.S. involving children either enrolled in or eligible for membership in the tribe to ensure that the Indian Child Welfare Act (ICWA) is followed. The Indian Child Welfare Act is a federal law passed in 1978 that provides special protections for Indian children and families. ICWA applies to any state proceeding in which a child cannot be returned to the custody of the parent.

796 Inquiries received, 497 cases, 397 Legal in 2017.

Children In The Middle: Divorce Education for Parents

This is a skills-based program that helps children and parents deal with children's reactions to divorce and caretaker separation.

Child Protective Services

Child Protective Services (CPS) is responsible for the safety, permanency, and well being of children and their families. CPS goals include protecting children from abuse, neglect or exploitation, promoting the integrity and stability of families and providing permanent places to live for children who cannot safely remain with their own families.

177 Families received Protective Services in 2017

Sault Tribe Binogii Placement Agency Services

The Sault Tribe Binogii Placement Agency is our tribal child placement agency. The agency is licensed by the state of Michigan to provide foster care and adoption services to children ages 0-19 who reside in the tribe's seven-county service area, providing direct foster care, foster home licensing, and adoption services.

290 Families were served in 2017

Child Placement Programs

Foster Care case management services are provided for children and families when children are removed via court order from the parental home due to child abuse and neglect, with the goal of reunification. The agency monitors the out-of-home placement of the child, develops an individual treatment plan for the parents to achieve the goal of reunification and monitors and reports progress to the court as needed.

Foster Home Licensing:

The Binogii Placement Agency has a critical need for new foster homes.

Relative and non-relative families can be licensed by the state of Michigan or Sault Tribe depending on their circumstances. When children cannot be placed with a relative, the need for Sault Tribe foster families is great. All



In consultation (L-R) is Sault Tribe ICWA attorney Elizabeth Eggert, Pokegon Potawatomi attorney Annette Nichols, Melissa VanLuven of ACFS child placement services and ACFS director Juanita Bye.

licensed foster homes are eligible for payment to assist families in providing for the basic needs of the children.

Adoption: The agency provides adoption services to children whose parents have had their rights terminated via court order and who are being adopted through the foster care system.

Advocacy Resource Center

The mission of the Advocacy Resource Center is to provide comprehensive, culturally appropriate and trauma informed direct services to victims / survivors that promote individual dignity and self-sufficiency through supportive advocacy and assistance. Shared knowledge and increased access to community resources will enhance options for victims / survivors seeking safety from perpetrator violence involving the abuse of power, intimidation and coercion. Advocacy Resource Center staff is dedicated to enhancing victim / survivor well being in order to promote justice, improve offender accountability and enhance community safety.

ARC Background Statement and History

The ARC was established in 1988-89 as a tribal government victim services program and was the first tribal victim services program in the state of Michigan to have received state administered Victim of Crime Act (VOCA) funding. Originally based in the Sault Tribe's judicial system, the ARC program was relocated to ACFS as a community-based victim services program serving both Native and non-Native victims of all crimes.

The ARC provides culturally specific, holistic, comprehensive and trauma-informed programming that includes four primary function areas of advocacy, individual/group/community education and outreach services, outpatient therapy.

ARC Program Functions

Advocacy—Provides voluntary assistance and support to victims and their children regardless of law enforcement involvement or length of time since the assault, abuse, or crime. The ARC provides advocacy services to not only victims, but also to family members or friends needing information about how to support a victim in their life. Additionally, the ARC maintains a Limited English Proficiency (LEP) Plan and a 24-hour emergency pager for use by both victims and law enforcement seeking

support when the ARC business office is closed.

Prevention, Education and Outreach—Provides for the delivery of collaborative community awareness outreach events, educational presentations and individual and group education.

Emergency Shelter

Aakdehewin Gaamig-Lodge of Bravery (LOB) is a 16-bed temporary emergency shelter for female victims of domestic, family and dating violence and their children. The LOB is staffed 24 hours a day, 365 days a year to ensure immediate entry for those seeking safety from violence.

Outpatient Therapy—The ARC Program provides outpatient therapy to Sault Tribe victims of sexual abuse and sexual assault.

Advocacy services include crisis intervention, emotional support, safety plan development, transportation assistance, referrals to available community resources, civil and criminal justice advocacy in state, tribal and federal judicial systems, Anishinaabe traditional medicines onsite and facilitates referrals.

ARC Service Delivery Units

During 2017, ARC victim advocates provided 4,317 advocacy support units to 209 unduplicated survivors who had 183 minor children as secondary beneficiaries. The Aakdehewin Gaamig - Lodge of Bravery - Emergency Shelter provided 3,965 shelter advocacy support units throughout the 3,568 shelter nights that were provided to 54 women and 42 children. These are the highest numbers served since opening in 2003. ARC staff facilitated 169 individual and group education sessions and participated in 49 community events reaching 14,761 individuals. During 2017, ARC staff drove 15,847 miles meeting and transporting victims throughout the tribe's seven-county service area.

2017 Highlights

- ARC Program Manager Jami Moran was recognized by the National Criminal Justice Training Center of Fox Valley and OVC for Outstanding Leadership and efforts to strengthen programs to serve victims of crime.
- Successful 2017 Bingil Audit and Contract Review
- ACFS ICWA Attorney Elizabeth Egger co-presented at the SCAO ICWA/MIFPA CRG Webinar Training.
- ACFS ICWA Attorney

Elizabeth Eggert successfully argued a case before the Michigan COA related to need for QEW testimony when children are removed from one parent even if they are placed with their other parent.

- Elizabeth Eggert and Chairperson Payment testified before Senate on SB616, which passed the Senate.
- Elizabeth Eggert provided County Court Referee training in Lansing, Mich.
- ACFS Backpack project
- Successful Family Fun Events in Sault Ste. Marie, St. Ignace and Manistique
- Inclusion of Blanket Ceremony in Tribal Court Guardianship and Adoption Hearings
- Expansion of Direct Service Satellite Office hours in Marquette
- ARC-Completed a Community Needs Assessment; 44 percent of respondents indicated the number one community need was for ongoing access to a tribal emergency domestic violence shelter. The second priority was the need for financial assistance for victims. The third priority was legal assistance for victims and the fourth priority was for victimization related community education, outreach and prevention activities.
- LIHEAP Funding Reinstated to \$500,000
- USDA Food Items available on an available buy basis-Sockeye Salmon, Bison and Wild Rice (traditional Nature Foods).
- USDA Parking Lot Expansion
- Jennifer McLeod was appointed to the National Elected Consolation Group for Government to Government issues on Tribal Consultations.

Collaboration and Consultation

- Staff Participated in the Department of Health and Human Services Consultation in New Buffalo, Mich., on June 15 and 16, 2017.
- ARC successfully completed the DOJ-OVC site visit on July 25 to the 27, 2017.
- ARC-Attended the OVW Annual Consultation in Arizona on Oct. 3-4, 2017.
- Staff Attended the ACF Annual Consultation in

Washington D.C. on Nov. 6, 2017.

- Sault Tribe/Michigan DHHS Annual Consultation
 - USDA attended Mid-West Region Nutrition Education Consultation in Chicago.
 - USDA Program Director commented on 2018 Farm Bill reauthorization in writing and via webinar.
 - Child Placement Binogii Placement Agency successfully completed Annual Audit with the State of Michigan.
- Goals for 2018**
- ARC-Secure sufficient funding levels to maintain basic victim service program which includes advocacy, community education and outreach and emergency shelter services.
 - Determine if funding may be allocated from tribal BIA funding to support victim services programming.
 - Continue seeking federal and state grant opportunities to support ACFS future program enhancements.
 - ARC-Implement Vision 21 standards and recommendations.
 - Begin conversion of USDA Building from Warehouse to Storefront concept.
 - Continue to actively participate in consultations at a tribal, state and federal level in an effort to improve quality of service to our members.
 - Maintain current level of funding for continued programming.
 - Update Child Welfare Code to include Customary Adoptions.
 - Update the Sault Tribe Victims Rights Code.

CONTACTS —

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Child Advocacy Center
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Sault Ste. Marie, MI 49783
632-4001

Advocacy Resource Center
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Melissa VanLuven
Child Placement Program
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St. Ignace Office
1140 N State St.,
St. Ignace, MI 49781
643-8689

Manistique Office
5698 W HWY US-2,
Manistique, MI 49854
341-6993 or (800) 347-7137

Munising Office
622 W Superior St.,
Munising, MI 49862
387-3906, (800) 236-4705

Culture Division's overview of work in 2017

The Cultural Division works to provide meaningful activities to tribal members and interested community members that emphasize the historical and cultural contributions of our Anishinaabe ancestors. The Cultural Division is comprised of four departments plus overall administration:

- Anishinaabemowin (Language)
- Naadin Eshpendaagwak (Repatriation)
- Anishinaabeg Edinokiiwad (Mary Murray Culture Camp)
- Ojibwe Learning Center & Library

Anishinaabemowin Language (The sound of the Ojibwe)

The goal of this program is to teach Anishinaabemowin to the people of Bahweting — Sault Ste. Marie tribal members — to speak the language and preserve sovereignty. The Language Department staff provides internet lessons and classes across the seven-county service area. Language staff continues to teach Anishinaabemowin to the Early Childhood Education Program.

The Anishinaabemowin language program delivered classes at the following locations with the following annual attendance:

- St. Ignace, McCann Elders Center, 320
- Newberry, Health Center, 248
- Munising, Health Center, 286
- Sault Ste. Marie, Monday Beginner, 216
- Sault Ste. Marie, Lunch Bunch, 438
- Sault Ste. Marie, Elders Center, 484
- Livestream Delivery, lessons recorded 39

The program delivered classes to three locations within the Early Childhood Education Program at the following locations with the following annual attendance:

- Sault Ste. Marie, 2076 Shunk Road (1,932)
- Sault Ste. Marie, 2218 Shunk Road (1,905)
- St. Ignace, 225 WaSeh Drive (89)

Other Highlights

Printed 2,000 annual Bahweting Anishinaabemowin calendars that were dispersed across our seven-county service area employees and community members.

Hosted the seventh annual Baawting Anishinaabemowin Conference June 9-10, 2017. Attendees totaled 72 over the course of the two-day conference, which included presentations on storytelling, cradleboard teachings, bundle teachings, medicine teachings and table manners. The conference opened and closed with a local drum. Anishinaabemowin songs were performed during the feast.

Under the direction of the Language Department instructors, longtime student Susan Askwith started the monthly Anishinaabemowin page in the Sault Tribe newspaper.

Repatriation: Naadin Eshpendaagwak (To Get Back What is Sacred)

The Office of Cultural Repatriation is responsible for representing our tribe on issues concerning the Native American Graves Protection and Repatriation Act (NAGPRA).



2017 Language Conference

This includes the return of ancestral remains, sacred items and items of cultural patrimony removed from our homelands, past and present. Repatriation also deals with applicable historic preservation laws, environmental laws and applicable (local, state, tribal) federal laws to protect our valuable cultural resources.

The Niigaanagizhik Ceremonial Building is part of the Repatriation Department in the Cultural Division. Niigaanagizhik hosted 132 scheduled events in 2017.

Repatriation staff attends and represents the Sault Tribe at Michigan Anishinaabek Cultural Preservation and Repatriation Alliance (MACPRA) quarterly meetings. Colleen Medicine is currently the MACPRA vice-chairperson.

Highlights

- Repatriated 13 ancestors from the Lake County Discovery Museum in Wauconda, Ill.
- Generated \$63,300 in fee-based consultations for 211 projects.
- Processed 92 cultural leave requests
- Worked regularly with the Wequayoc Cemetery Committee and the Mackinac Island Cemetery Committee
- Hosted a Fall Ceremony
- Inadvertent discovery on Mackinac Island resulted in the repatriation of two ancestors
- Conducted consultation with the Con Foster Museum, University of Michigan, Karl May Museum, Lake County Discovery Museum, Fort De Baude Museum, Army Corps of Engineers, Michigan State University, Ojibwa Museum, Michigan Department of Natural Resources, Hiawatha National Forest, City of St.



Ogitchidaa George Martin from Lac Courte Oreilles Tribe presented traditional teachings about corn at the Culture Camp in 2017.

Ignace and City of Traverse City.

Anishinaabeg Edinokiiwad (Where the Native People Work)

The Mary Murray Cultural Camp allows the Sault Ste. Marie Tribe of Chippewa Indians an avenue to perpetuate our ancestral beliefs and practices through teaching our people traditional life skills, tribal history and customary practices.

The camp's primary focus is to provide Anishinaabe teachings and life skills to our children. However, all ages are encouraged to participate and family participation is strongly encouraged. The establishment of the Mary Murray Cultural Camp has allowed the tribe to honor our elders and ancestors by revitalizing our traditional culture. The camp promotes Bahweting Anishinaabe cultural traditions through tribally supported programming that conducts various youth camps, activities, field trips, feasts, sweat lodges,

Selection of display items from the Ojibwe Learning Center & Library pictured below.



fasting camps, elder gatherings, powwow accommodations, seasonal ceremonial gatherings and so forth.

The camp provides a venue for tribal programs and community organizations to host their own retreats or meetings. Leasees have full access to camp trails, teaching lodge, sugar bush area, kitchen facilities, outdoor grill, bathrooms, showers and enough room to sleep 38 people.

The Mary Murray Cultural Camp staff held 12 camps in 2017: Winter Survival, Snow Snake, Regalia Making, University of Michigan Road Scholars, Warrior, Ogitchidaakwe, Youth Environmentalist, Smoked Fish and Raptor, Corn, Storytelling, Christmas Craft and Storytelling feast.

Other highlights

- Held six regalia workshops
- MMCC and Repatriation staff conducted the Honoring the Waters and Her Protectors Powwow and Round Dance in St. Ignace

- Conducted the Water Walkers Feast
- Conducted the Sault Tribe, Kinross Veteran's and New Year's Eve Powwows
- Attended United Three Fires against Violence Youth Summit.

Ojibwe Learning Center & Library

The purpose of the Ojibwe Learning Center & Library (OLCL) is to provide meaningful educational materials and to promote the learning/preserving of traditional Anishinaabe ways.

The Ojibwe Learning Center and Library has over 1,000 books focusing on Native American traditions and customs. The library contains over 120 authentic pieces, including two birch bark canoes. The library also has numerous educational DVDs, videos and Anishinaabemowin resources.

Besides direct access to culture and traditions, the OLCL also offers Language Classes (onsite and online) and space to hold meetings, events or classes. It is a safe and inviting place where traditions may be shared and experienced. The OLCL is open to the general public.

In addition to three weekly language classes held within the OLCL, there were 16 other events that took place within the library. In 2017, 293 guests sign into the library's guest log.

Upon application, the OCLC received a FY2017 Institute of Museum and Library Services Basic Grant.

Funding Sources

- IMLS grant Federal funding
- Fee based consultation
- Tribal support, which includes Repatriation and Language

Goals

- Increase access to Anishinaabemowin language classes, instructors, and resources
- Get Anishinaabemowin into the homes of our community members, so they are using the language daily
- Receive FY18 IMLS Basic Grant
- Increase advertisement and exposure for the Ojibwe Learning Center & Library
- Increase protection for cultural resources
- Continue to generate funding through fee based consultation
- Continue to bring home our ancestors and objects from museums and institutions
- Continue to protect our sacred sites
- Provide more events, projects, classes, and camps that will continue to promote the protection and preservation of our Anishinaabe Bimaadiziwin

CONTACTS —

Lisa Moran, Education Director, 632-6798

Colleen Medicine, Cultural Repatriation Specialist, 632-1347

Niigaanagizhik BLDG, 632-0239

Mary Murray Culture Camp, 635-5604



MACPRA Quarterly Meeting with Repatriation Officer Colleen Medicine, second from left.

Sault Tribe Health Division overview for 2017

The Sault Tribe Health Division is comprised of four large ambulatory care facilities, four nursing stations throughout the Upper Peninsula and the Fitness Center.

The larger health facilities are in Sault Ste. Marie, St. Ignace, Manistique and Munising. The four nursing stations are in Hessel, Newberry, Escanaba and Marquette. The tribal service area covers 8,500 square miles, which encompasses the tribe's service area in seven rural counties in the Eastern Upper Peninsula of Michigan: Alger, Chippewa, Delta, Luce, Mackinac, Marquette and Schoolcraft.

The Health Division currently has over 16,000 active users of our Health facilities. Health Division is comprised over 260 health staff serving the Mission of the Health Division. In 2017, the tribal Health Division remained nationally accredited under Accreditation Association for Ambulatory Healthcare (AAHC) for the Medical services provided, which includes services like Pharmacy, Optical, Community health Nursing, Dental and Radiology. The Health Division also holds a national accreditation under the Commission on Office Laboratory Accreditation (COLA) for its full laboratory services which performs approximately 85-90 percent of all Labs drawn at our health facilities. Finally, the Behavioral Health program which consists of Mental health and Substance abuse services is nationally accredited under the Commission on Accreditation of Rehabilitation Facilities (CARF). The accreditation processes is a seal of quality on care which are provided to Tribal members and their families who use our services.

2017 Accomplishments ADMINISTRATION

Successfully hired a new Tribal Action Plan (TAP) coordinator to coordinate the implementation of the tribe's TAP.

Planned an active shooter simulation training for the STHC and will continue to do simulations at all of our major sites

Hired a new Health Division's director, Dr. Leo Chugunov

STHC

Establishment of agreements with local walk-in clinics across the Upper Peninsula to provide after hours, weekend and holiday care for tribal members.

Team Health After Hours Nurse Triage was established and made available for all tribal members at no cost. This triage line is used in order to determine if Purchased Referred Care (PRC) will cover the walk-in services and to provide medical information and education for the patients in need.

Baby Box Program was established to reduce Sudden Infant Death Syndrome (SIDS) deaths in tribal communities. This program, greeted with great popularity, is operated out of the Family Spirit program.

A state-of-the-art 3-D mammography unit was installed. It will increase the ability to diagnose cancer earlier. This is one of only three units in the Upper Peninsula.



Students in a Community Health class eat their veggies the fun way by learning to "spiralize" them in this summer course.



Michigan House Representative Sue Allor (District 106) visited the tribal health clinic in Sault Ste. Marie on Nov. 20, 2017. Above, Allor and Clinic Manager Tony Abramson Sr. discuss mental health issues.



Sault Ste. Marie clinic added live plants to its interior setting last summer to help make the clinic more welcoming.

Upper Peninsula Health Information Exchange (UPHIE) connection was completed. This bi-directional communication with UPHIE and associated hospitals in the U.P. allows critical care information and continuity of care to be shared among the members. Types of shared information are clinical results, lab reports, x-ray reports and general health summaries.

Business Office

Exceeded budgetary third-party collections: \$10,960,267 actual revenue; \$9,812,500 projected revenue; an increase of \$1,147,767

Net Income (carryover) for FY

2017: \$606,404.

Purchased Referred Care

There were savings PRC's \$2,862,911 budget of due to MLR hospital/physician rate discounts for FY 2017.

OPERATIONS

Health Center facelift

New live plants were placed throughout health center, new flooring was installed and walls were painted.

2,880 square foot storage facility completed.

New software installed for online trainings, incident reporting, safety plans, electronic policy and procedures reviews.

New directional signage for all

departments installed.

New information kiosk for patients installed on first floor.

Community Health

Community Health completed its Partnerships to Improve Community Health (PICH) grant. Community Health worked with coalitions across the seven-county service area to increase physical activity opportunities, access to healthy, local foods and beverages and promote smoke-free environments. Through the PICH project Community Health initiated policy, system and environmental changes at the community grass roots level.

Community Health staff increased their outreach numbers this year to promote our services and provide valuable health education and screenings to our Tribal members, families and the community. Staff also increased home and office visit numbers in 2017 for all disciplines.

Health Fairs were held St. Ignace, Sault and Hessel in collaboration with Community Health Nursing, Nutrition, Diabetes and Health Education.

Staff participated in the Annual Community Baby Shower, Teen Health Fair, WMH Health Fair and Family Fun Night.

Diabetes Program presented at the National Indian Health Board Conference highlighting the accomplishments achieved through the Diabetes Program.

Community Health technicians (CHTs) in St. Ignace, Hessel and St. Ignace completed extensive training and received state certification for vision and hearing screening.

Community Health nurses (CHNs) and Registered Dietitians (RDs) completed the online American Association of Diabetes Educators (AADE) training for Certified Diabetes Educator (CDE) licensure.

Onsite planning and introduction to insulin pump therapy.

Planned celebration for National Nurses' Week, National Nutrition Month, and Administrative Assistants' Day.

St. Ignace's Community Health is fully staffed after five years of unfilled vacancies.

St. Ignace's Clinic

Two pharmacy technicians received their CPhT certification through the MDCH Pharmacy Technician Certification Board and are now Pharmacy Technician II.

Two billing clerks were able to advance from billing clerk II billing clerk III.

Pharmacists were added to the HORNE Market-Based Compensation Plan.

Team Health Nurse Triage Line was implemented.

AudioCare Prescription Refill Line was implemented.

Facility Wi-Fi hot spots installed.

Partnered with CMU College of Medicine and MSHS on CMU's Comprehensive Community Clerkship Program for medical students. Two CMU medical students shared with MSHS for a 6-month rotation twice a year.

Approved NBME site for medical interns to take medical exam by chief proctor.

Participated in inaugural Recovery Day Celebration Walk Sept. 21, a community collaboration.

Partnership with CHAC for enrollments into the Health Insurance Marketplace, Medicaid Expansion, Medicare and Disability.

New signage in waiting areas, pharmacy, windows and name plates.

Offering OCT Cirrus services for advanced glaucoma, macular degeneration and diabetic retinopathy diagnostics and management.

Ophthalmologist Dr. Currier partnered with MSHS and St. Ignace Health and Human Services to bring cataract surgery to our area.

Certified American Red Cross Instructor available onsite to provide CPR and First-Aid training for Health and Human Services and Detention Center staff.

Rural Health

Successful coordination and ongoing implementation of agreements with five area hospitals for after hours access to urgent care services for tribal members.

Coordination and implementation of the pilot project for telemedicine services between the Escanaba and Manistique Tribal Health Centers with the first clinic scheduled for Jan. 16, 2018.

Successful recruitment of an Indian Health Service commissioned corp officer for the chief solo dentist position at the Manistique Tribal Health Center with a hire date of Dec. 28, 2017.

Equipment purchase and space renovation for a fifth operatory at the Manistique Tribal Health Center Dental Department.

Implemented the Prescription Drugs' Mailing Project at the Manistique Tribal Health Center Pharmacy in December 2017.

Installed security camera and door fob system at the Manistique Tribal Community Health Center facility.

Installed equipment for telepsychiatry services in the clinical services area of the Manistique Tribal Health Center.

Installed new telephone system at the Newberry Tribal Community Health Center facility.

Community Health Program staff rendered public health services to 600 tribal members living in five counties across the Upper Peninsula.

2017 Patient Visits

Based on data collected from all Health Division sites:

In 2017, the Sault Tribe Health Division produced 33,172 medical visits, 9,645 dental visits (in Sault Ste. Marie, St. Ignace and Manistique) and 3,381 optical visits.

Patient Satisfaction

The Sault Tribe Health Division collected patient satisfaction data through a third party contractor in 2017 who conducted patient phone interviews. The contractor randomly selected patients to contact and ask a battery of questions related to many aspects of the patient visit. In 2017, the Sault Tribe Health Division maintained patient satisfaction in excess of 96 percent satisfied.

Elders Services Division 2017 accomplishments

Elder Services Division's mission is to provide high quality in-home, access and community based services for tribal elders and their spouses to assure maximum health and independence.

In 2017, Elder Services Division went through a transition with the hiring of a new director. The new director started in February 2017 and even with this transition Elder Services Division was and is committed to assisting tribal elders' wide array of needs. Elder Services Division programs are in-home care, congregate and home delivery meal program, non-emergency medical transportation and Elder Health Fund.

Meal Program

Elder Services Division offers congregate meal programs in Sault, Manistique, Hessel and St. Ignace. The Sault, Hessel and St. Ignace meal sites provide home deliveries to tribal elders unable to leave their homes. In 2017, Elder Services Division served 28,277 meals. Sault meal site served 15,053 meals between both congregate and home deliveries, Hessel served 5,347, St. Ignace served 3,915 and Manistique congregate meal program served 3,692.

Transportation

Elder Services Division has a Non-emergency Medical Transportation program that provides rides to medical appointments at Sault Tribe Health Centers and to special medical appointments in northern Michigan. In 2017, Elder Services Division provided 701 rides. This program is to assist tribal elders who, for a variety of reasons, have difficulty using conventional means of transportation to reach medical health care services. Examples of transportation needs

were routine medical, specialists, therapy, cardiac rehab, physical therapy, oncology, dialysis and diabetic-related appointments.

Home Care

The Home Care objective is to give elders the ability to stay in their homes longer. Four full-time staff served 893 clients in 2017. Home care consists of three programs: Personal Care, Respite Care and Homemaking.

Personal Care is defined as in-home assistance with daily living activities (bathing, dressing, grooming and etc.) Elder Services Division made 266 personal care visits in 2017.

Respite care provides companionship, supervision, and assistance with activities of daily living for mentally or physically disabled and frail elderly persons to allow care givers to receive a needed break from caregiver duties. 2017 saw Elder Services Division staff making 994 Respite care visits.

Homemaking is our highest demanded service with 2,520 visits in 2017. Under Homemaking, Elder Services staff perform light household tasks to maintain a safe and clean living environment for older individuals with function limitations.

Elder Health Fund

The Elder Health Fund is a program established to assist elders in paying for glasses, dental labs and procedures, lifelines and durable medical equipment. In 2017, Elder Services Division processed 288 applications and some of the requested services were for eyeglasses; telemergency (lifelines); arch replacements; denture relines; and denture repairs, crowns, caps and guards.

2017 Events

Elder Services Division holds or assists in few annual events

held throughout the seven-county service area for Elders. Some of those events are:

Annual Unit Elders Christmas lunch/dinner.

Annual Unit Picnics

Elder Services would like to thank all those who plan and work these events. These events would not be as great as they are without that assistance.

Also in 2017, the Nokomis/Mishomis building hosted a 50th Wedding Anniversary gathering for Frank and Beverly Marble and 89th birthday party for Basel Willis.

Goals for 2018

The Elder Services Division plans for 2018 include:

Completing the St. Ignace meal site move to the new Sault Tribe Housing Elder complex.

Establishing healthy living educational program to assist Elders to improve their daily lives.

Finding and promoting more education programs that match elders areas of interest.

Exploring expansion the meal program that is both efficient and sustainable.

Elder Services 2017 Funding

Tribal	\$649,347
Fed/State	\$258,007
Self Sufficiency	\$256,125
Other	\$12,900
Total	\$1,176,379

CONTACT —

Elder Services Division
2076 Shunk Rd.
Sault Ste. Marie, MI 49783
Phone: 635-4971
Toll Free: (906) 711-7356



Bev and Frank Marble celebrated their 50th wedding anniversary at Nikomis-Mishomis Place.



A lunch at the Manistique Meal site.

SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS HEALTH CENTERS

Grand Island Chippewa Community Center
 622 W Superior, Munising, MI 49862
 (906) 387-4721
 (800) 236-4705
 Hours: Mon-Fri 7:30 a.m. – 5 p.m.
 Services: Medical, Community Health, Traditional Medicine and Nutrition

Newberry Tribal Community Health Center
 4935 Zeez-ba-tik Lane, Newberry, MI 49868
 Phone: (906) 293-8181
 Hours: Mon-Fri 8 am – 5 pm
 Services: Community Health, Nutrition, Medication Pickup and Traditional Medicine

Sault Ste. Marie Tribal Health Center
 2864 Ashmun, Sault Ste. Marie, MI 49783
 (906) 632-5200; (877) 256-0009
 Hours: Mon-Fri 8 am – 5 pm
 Services: Medical, Dental, Optical, Pharmacy, Behavioral Health, Community Health, Traditional Medicine and Nutrition

Marquette Tribal Community Health Center
 1229 W. Washington Street
 Marquette, MI 49855
 (906) 225-1616
 Hours: Mon-Fri 8 am – 5 pm
 Services: Medication Pick up, Community Health and Nutrition

Escanaba Tribal Community Health Center
 1401 North 26th Street Suite 105
 Escanaba, MI 49829
 (906) 786-2636
 Hours: Mon-Fri 8 a.m. – 5 p.m.
 Services: Medication Pickup, Community Health and Traditional Medicine

Manistique Tribal Community Center
 5698 W Hwy US-2, Manistique, MI 49854
 (906) 341-8469; Toll Free: (866) 401-0043
 Hours: Mon-Fri 9 a.m. – 5 p.m.
 Services: Medical, Optical, Dental, Pharmacy, Behavioral Health, Community Health, Traditional Medicine and Nutrition

Sault Tribe Health & Human Services Ctr.
 1140 N State, Suite 2805, St. Ignace, MI 49781
 (906) 643-8689; Toll Free: (877) 256-0135
 Hours: Mon-Fri 8 a.m. – 5 p.m.
 Services: Medical, Dental, Optical, Pharmacy, Behavioral Health, Community Health, Traditional Medicine and Nutrition

Hessel Tribal Community Health Center
 3355 N. 3 Mile Rd, Hessel, MI 49745
 (906) 484-2727
 Hours: Mon-Fri, 8 a.m. – 4:30 p.m.
 Services: Medication Pickup, Community Health and Traditional Medicine



Sault Tribe Recreation Division 2017 overview

The Recreation Division provides recreational opportunities for tribal members in the seven-county service area and for community members in Sault Ste. Marie and surrounding area.

Recreation Agreements

To supplement tribal facilities and programming, Sault Tribe has negotiated recreation agreements in the following areas at minimal or no charge to tribal members:

- Marquette - NMU
- Escanaba - YMCA
- Manistique - Manistique Area Schools
- St. Ignace - Little Bear East
- Sault Ste. Marie - LSSU

Marquette and Escanaba offer full fitness centers and swimming pools. In Manistique, members have access to the swimming pool at Manistique Area Schools. St. Ignace offers use of the fitness center and track at Little Bear East.

At LSSU, members may use the Student Activity Center (SAC) including indoor track and fitness center. In addition, various athletic camps are free for tribal youth as well as free tickets to LSSU hockey, basketball and volleyball games.

Big Bear Arena

The Sault Tribe owns and operates the Chi Mukwa (Big Bear) Community Recreation Center in Sault Ste. Marie. This 150,000 square foot facility features two ice surfaces, a 4,500 square foot fitness center, basketball and volleyball courts, aerobic room, meeting rooms, dance room, indoor track, playground, nature trail, Pro Shop and Concessions.

The facility is home of the Sault High Blue Devils Hockey Team, Soo Michigan Hockey Association, the Academy of Performing Arts and Champion Force Cheerleading. The courts also serve as a training center for the Soo Eagles Hockey Club, Sault Area Little League and Sault Area Lacrosse.

Division Departments

The Recreation Division oversees six departments. The Events Management department develops and coordinates facility events and activities for tribal and community families as well as coordinate customer ice and space rentals and events. The Youth Program Department includes the development of the summer recreation program as described in the photo caption on the right. Concessions provides over-the-counter food and beverage services for activities and events. Vending machines are also available throughout the facility. The Pro Shop offers hockey and figure skating equipment, skates, apparel and accessories as well as skate repair and sharpening. Custom and team orders are also available. The Administration department oversees business operations, advertising and customer services strategies. Operations ensures facility equipment is operational as well as maintaining the ice and dry floor surfaces and facility cleanliness.

Big Bear houses the All-In-One Fitness Club which is free to tribal members. The expanded

fitness center includes state-of-the-art fitness equipment, locker rooms, saunas, indoor walking track, personal training and fitness classes. Additionally, the facility houses Youth Education and Activities (YEA), Higher Education, Cultural, Adult Education, Education, the Workforce Innovation and Opportunity Act (WIOA), Community Health and Physical Therapy departments.

Big Bear Services & Programs

- Public Skating
- Learn To Skate
- Drop-In Hockey
- Stick N Puck
- Senior Skate
- Drop-In Figure Skating
- Drop-In Basketball
- Drop-In Volleyball
- Summer Recreation Program
- Cheerleading Program
- Dance Program
- Totzones
- Baby and Bridal Showers
- Team Meals
- Totzones
- Birthday Parties
- Baby and Bridal Showers
- Adult Volleyball Leagues
- Adult Hockey League
- Youth Hockey Leagues and Clinics
- Meeting/Training Space
- Private Ice and Space Rentals

2017 Accomplishments

- 1,728 tribal member visits to NMU in Marquette
- 1,316 tribal member visits to the YMCA in Escanaba.
- 192 tribal member visits to the Manistique Area Schools pool.
- 858 tribal member visits to the Little Bear East in St. Ignace.
- 1,252 tribal member visits to the LSSU SAC and 788 to the pool.
- 138 tribal youth enrolled in LSSU athletic camps.
- 12,800 tribal member visits to the All-In-One Fitness Club.
- Hosted the Sault Tribe Anishinabek Community and Family Services (ACFS) Family Fun Night with 541 participants.
- Hosted the ACFS and Sault Tribe Tribal Court Recovery Walk with 250 participants.
- Collaborated with the United Way of the EUP on their Backpack Giveaway event with 486 backpacks distributed.
- Hosted two adult hockey tournaments and six youth tournaments with a total of 155 teams and 23,650 players and spectators.
- Hosted 25 school fun days including Sault Tribe Head Start and Early Head Start.

2018 Goals

- Collaborate with Education, YEA, Community Health, Fitness Center and the Cultural departments to develop new events and activities for the community.
- Collaborate with Sault Tribe Transportation department and other agencies to implement way finding signs throughout the city and make improvements on the

Recreation 2017 Funding Sources

Events	56 percent
Retail	26 percent
Tenants	18 percent



CELEBRATE MILESTONES AT THE BEAR — The facility hosted 163 birthday parties in 2017, which was a 77 percent increase over the last 10 years. The typical birthday party includes use of the basketball or volleyball court, jumping castle, party cart complete with balls, hoola-hoops, scooters, frisbees and much more. Customers appreciate the large physical activity space while providing a seating area with tables, chairs and table linen for food and gift tables. In addition, the set-up and clean-up is handled by facility staff making celebrations more enjoyable. Team meals, baby and bridal showers, graduation parties and receptions have also become more popular, especially with the newly renovated Hospitality Room.



YOUTH STAY ACTIVE IN SUMMER REC — The Summer Recreation Program participants (Adam, Sarah and Jordan Doghmi) pause for a photo during a field trip to Project Playground. There were 116 participants in the program including 74 tribal members and 42 community members. Programming included sports, arts and crafts, water fun days, ice skating, field trips and many other organized games and activities. In addition to regular programming, a partnership was established with Sault Tribe Community Health utilizing the Community Kitchen (located inside Big Bear Arena) to offer healthy eating classes throughout the summer.

- nature trail.
- Collaborate with MIS and Accounting departments to establish a dedicated website for the facility including online payment processing
- Research energy efficient sensor lights, sensor lavatories and hand dryers, including grant funding opportunities.
- Create combo meals in Concessions and research

- and implement healthy food and beverage choices.
- Promote team sales in Pro

Shop, including outreach to surrounding associations and clubs.

CONTACTS —

Big Bear Arena
Two Ice Circle
Sault Ste. Marie, MI 49783
(906) 635-RINK
(800) 588-RINK
www.bigbeararena.com

Recreation Agreements, 635-4758
Concessions, 635-7465
Events Management, 635-6509
Pro Shop, 635-4906
Operations, 635-4982
Youth Programs, 635-4777

Sault Tribe Law Enforcement 2017 overview

Police Department

Police duties to enforce tribal laws on the reservations started in 1983, after the tribe secured low income housing for its members. The tribe has reservation sites in Sault Ste. Marie, St. Ignace, Hessel, Manistique, Wetmore, Marquette, Escanaba, Kincheloe, and Newberry. Police officers provide patrol and other police services to all sites, which are in the seven counties of the Eastern Upper Peninsula of Michigan.

The police department was created to ensure residents and visitors on tribal lands are afforded protection of personal well-being and protection of their property. The police further have the responsibility to protect all other property: public, private, or tribal. The department provides enforcement of all tribal law and order codes, the Michigan Motor Vehicle Code as adopted by the tribal code, and any ordinance enacted by the Tribal Board of Directors. The department provides assistance to citizens, to all other units of tribal government, and to other tribal, state and federal enforcement agencies.

The Sault Ste. Marie Tribe of Chippewa Indians has entered into mutual aide agreements with the counties where reservation sites are located. These agreements provide for the cross deputation of officers and allow the officers to maintain their State Certification through the Michigan Commission on Law Enforcement Services.

The Law Enforcement Department adopted a community policing philosophy that promotes and supports organizational strategies to address the causes of crime and to reduce the fear of crime and social disorder through problem solving tactics and police-community partnerships. We strive to implement community policing projects that ensure our ability to comply with this philosophy and we strive to implement new projects on a continual basis to enhance this effort.

Conservation Enforcement

The Conservation Enforcement department was created in 1979, after the federal court decision affirming tribal rights to commercial and subsistence fishing. This department regulates treaty fishing activity in the 1836 Treaty ceded waters of Lakes Superior, Huron, and Michigan. In 1985, the federal court placed into effect a consent agreement



2017 graduates of the Junior Police Academy. Over 40 youth attended the week-long camp.

that governs treaty fishing activity. The tribe has also adopted a chapter in its law and order code which includes supplemental regulations governing treaty-fishing that are unique to the tribe.

The Conservation Department is charged with the enforcement of laws governing treaty fishing rights, under the federal court decision that tribes have the right to self-regulation when exercising treaty fishing rights. The Conservation Department has the responsibility to ensure that persons utilizing treaty fishing rights obey the joint federal regulations, regulations enacted by the tribe and any other emergency order issued by the tribal board of directors, when treaty fishing anywhere in the ceded waters as allocated in the 1836 treaty.

Sault Tribe Law Enforcement issues treaty-regulated licenses for Inland Hunting, Fishing and Gathering; Subsistence and Subsistence Gill Net; and Commercial – Captains, Co-Captains, and Helpers.

Sault Tribe Youth Facility

Juvenile crime rates have dropped throughout the nation, but continue to rise in Indian country. Tribal law enforcement and juvenile justice systems are overburdened and under-funded.

The Sault Tribe Youth Facility is a state-of-the-art 25-bed secure detention facility for male and female juvenile offenders pending further court action, ranging from 11 to 17 years old. The facility is licensed by the state of Michigan and has federal certification through the Bureau of Indian

Affairs. All renovations will meet BIA acceptance for occupation and operation, consistent with Planning on New Institutions (PONI) BIA standards along with State of Michigan standards.

The facility provides structured supervision of youth, support activities, health-related services, substance abuse and mental health services (when needed) and focuses on furthering education, cultural and social development of the youth.

Our mission is to provide the highest quality of structured care to our youth through a variety of creative and cultural programs and services that teach accountability and provide protection to the community.

Our vision is to further the development of positive social skills for the youth and the families we serve and to advance the overall safety of the community in which we live.

In 2000 STLE was awarded \$1.6 million through the Correctional Facilities on Tribal Lands Program to construct a 24 bed juvenile detention center. With the limited amount of funds available we did successfully implement this program and are currently operating a 25-bed facility. The facility is equipped with two small classrooms, a half gymnasium, dining and multipurpose area, dayrooms and an outdoor recreation area for programming. Other space includes secured sally port, visitation room, interview room and a 25-bed secure detention unit with two eight-bed open dayroom housing units for

youth with minor offenses and two bed-single cell dayrooms for youth with more severe offenses or behavior, holding cell, a commercial kitchen and administrative office area.

Sex Offender Registration & Notification Act (SORNA)

In 2007, Sault Tribe enacted Resolution No. 2007-108 (enacted in 2006), which provides for Sault Tribe to be its own registration jurisdiction for convicted sex offenders who either live, work, or visit tribal lands. STLE received a 2011 Adam Walsh Act Implementation Grant which provided resources to hire a SORNA Project Assistant to develop Sault Tribe's SORNA program. This program includes not only registration of convicted sex offenders, but community notifications and research and updates to Tribal Codes based on federal law changes. STLE applied for, and received, a continuation grant in 2013 to re-hire the SORNA Project Assistant to continue with the substantial implementation of Sault Tribe's Tribal Code Chapter 72.

Emergency Management

STLE's Emergency Management responsibilities as they pertain to natural and terrorist type disasters began in 2011 when it applied for, and received, Sault Tribe's first Tribal Homeland Security Grant Program. This grant provided resources to hire an Emergency Manager who would assist all tribal programs.

2017 Highlights

In 2017, STLE conducted its annual week-long Jr. Police Academy for over 40 tribal youth.

Construction began on STLE's renovation grant project to provide secure access to the Tribal Court, a two-car garage, conference room, visitation room, office and secure temporary holding cells.

STLE moved forward with several technology improvements in 2017, including a licensing database, officers' body cameras, download hot spot for in-car camera systems.

STLE hired four officers while Officer George Parish retired after 30-plus years with the department, making the department fully staffed by the end of 2017.

2017 Complaints: 5,235

CONSERVATION: 1,703

Inland: 666

Great Lakes: 1,037

Cons Miles: 55,397

PUBLIC SAFETY: 3,532

Traffic Complaints: 725

OWI Arrests: 24

Sent to Prosecutor: 187

K-9 Assist: 25

Arrest: 147

Tickets/VW-PS/CO: 810

Cellebrite Exam: 33

Court Process: 269

Juvenile Petition: 36

LOCATION

Sault Ste Marie: 3,233

Hessel: 64

Kincheloe: 383

Manistique: 239

St. Ignace: 554

Escanaba: 10

Newberry: 29

Wetmore: 9

Marquette: 7

2018 Goals

- Obtain CTAS grant funding for an adult correctional treatment facility as a collaboration between, Health, ACFs, Housing, Education, Judicial, prosecution and other areas.
- New evidence storage and tracking system, enhancing chain of custody for evidence.
- New interview room, wired for sound and video recording to comply with laws pertaining to interviewing felony cases.
- E-ticketing.
- Enhance our conservation enforcement efforts.

Law Enforcement

2175 Shunk Road

P.O. Box 925

Sault Ste. Marie, MI 49783

635-6065, Emergency 911



ARC Community Educator Jessica McKerchie, Sault Tribe Assistant Prosecutor Dennis McShane, Officer Carson Duffy, Officer Josh Mayer and Detective Mike Pins hold up Violence is NOT Traditional car magnets that will go on both sides of police cruisers.



Renovations added a two-car garage, conference room, visitation room, office, temporary holding cells and secure access to Tribal Court.

Sault Tribe Housing Authority 2017 in review

The Sault Tribe Housing Authority (STHA) is a "Trially Designated Housing Entity." The TDHE was officially established via tribal board resolution May 5, 1998.

2017 Highlights

The Housing Authority nearly doubled the number of Down Payment Assistance (DPA) clients served from the previous year.

A new construction technique was implemented at the St. Ignace Elder Complex using Structural Insulated Panels (SIPs), a high performance building system of insulating foam core sandwiched between two structural facings that is extremely strong, energy efficient and cost effective.

The Eastern Woodland Office of Native American Programs (EWONAP) Housing and Urban Development (HUD) staff completed an On-Site Performance review of the Housing Authority. During the exit interview HUD reported STHA is an extremely well organized and run TDHE. They noted the files were impeccable and considered STHA to be one of the top five nationwide.

Housing is nearing completion of its goal to designate 25 percent of all housing units smoke free.

The Utility Authority completed installation of a new community well in Hessel. This project has been a work in progress including over \$600,000 (grant funded) of pump house upgrades. The remaining funds are being spent to install emergency backup generators at each pump house.

A \$12,000 grant from Indian Health Service (IHS) enabled the Utility Authority to hire a contractor for ICE Piggings. This is a new state-of-the-art technology to scrub the water mains in Hessel by flushing them with ice slurry, which was very successful.

Funding was increased for the Emergency Housing Assistance program to serve more tribal members in emergency housing situations. This program is administered through Anishnabek Community and Family Services.

A community development specialist position was created and hired to pursue future community development initiatives.

STHA purchased a new, K-9 specially equipped, patrol vehicle for Sault Tribe Law Enforcement.

2018 Goals

Joseph K. Lumsden Way (JKL) foundation restoration, landscaping and drainage system to divert water away from foundations will be completed.

The completion of a 20-unit Elder Complex in St. Ignace, Mich., is set for late summer 2018. Along with the complex opening for occupancy, some of our elders living in larger homes on the St. Ignace housing site will move to the complex in order to free up larger units for low income families to move in once the units are rehabilitated. A grand opening is planned for end of the summer 2018.

Warranty siding replacement schedules will start early fall 2018 for the eastern end housing sites and finishing up on the western end in 2019. The majority of the costs for this project are covered through a warranty claim that included materials and labor



A before shot of the Elders Complex building site.

costs from the original manufacturer of the siding.

The Housing Authority will complete a new five-year Strategic Plan to aid in the planning in all areas and enhance the functions and growth of the Housing Authority.

The Housing Authority will research, revise and re-launch the Odenaang Development Site plan, with a mixed use approach, to meet tribal members housing and commercial needs.

The Housing Authority will plan, implement and administer housing activities that are culturally structured, collect and analyze data to prepare organized information, for fiscal responsibilities, risk management, and capacity building.

Financial Assistance Payment in Lieu of Taxes 2017

Sault	\$18,300
Soo Twp.	\$10,350
Schoolcraft	\$5,700
Alger County	\$2,850
EsCANABA	\$3,750
Mackinaw	—
St. Ignace	\$1,331
Marquette	\$1,500
Pentland Twp	\$4,003
<u>Kinross Twp.</u>	<u>\$20,249</u>
Total	\$68,033

Each year the Housing Authority provides financial assistance to each county or township in which housing units are located. The funds are directed to each counties governing body to offset the costs of services supplied to the housing community. In 2017, the Housing Authority made "Payment in Lieu of Taxes" (PILOT) in the amount of \$68,032.87.

HOMEOWNERSHIP DEPARTMENT

The Housing Authority Homeownership programs (HOP) are managed by the Assistant Housing Director. The Homeownership Programs includes Weatherization Program (WX), Owner Occupied Rehab (OOR), Home Rehabilitation Program (HRP), Home Improvement Program (HIP) and Sanitation Services. The Housing Authority does not receive administrative costs to administer programs that are not NAHASDA funded. Those costs are covered

by the Housing Authority.

Weatherization (WX) assists Sault Tribe members, living in the seven-county service area, to provide energy conservation improvements to make the home more energy efficient. Each eligible member selected could receive up to \$7,500; eligible applicants may receive assistance no more than every five years. This program opens in the spring of each year and runs until all funds have been exhausted. Applicants are served based on a point system in which income and need for repair are taken into consideration.

Owner Occupied Rehab (OOR) assists Sault Tribe members, living in the seven-county service area, to provide energy conservation and moderate rehabilitation to home owners faced with costly repairs and replacement of substandard heating systems and water heaters. Each eligible tribal member homeowner selected could receive up to \$6,500; this program can only be utilized once in a lifetime. This program opens in the first of year and will run until all funds have been exhausted. Applicants are served on a first come, first served basis.

Home Rehabilitation Program (HRP) assists Sault Tribe members, living in the seven-county service area, with home rehabilitation assistance for homes that are privately owned by members. Each eligible member may receive a grant within approved budget amounts for the weatherization or rehabilitation services. There is a waiting list for this program and applicants are not guaranteed services. Applicants are selected by utilizing a point system with the highest points being serviced first. This is a once-in-a-lifetime service.

Sanitation Services with funds provided by Indian Health Services (IHS), assists Sault Tribe members, living in the seven-county service area, with individual water and sewer services. This program is a once-in-a-lifetime service. Additionally, this program does not have emergency funding and the process from start to finish can be very long.

Home Improvement Program (HIP), with funds provided by the Bureau of Indian Affairs (BIA), provides funding to assist Sault Tribe members in need of repairs and renovation to off reservation homes in the tribe's seven-county service area. The goal is to provide housing for the neediest Indian families living substandard housing and have no other recourse for assistance.

Down Payment Assistance (DPA) assists Sault Tribe members living in the seven county service areas to become first-time homeowners of a structurally sound home. Each member selected could receive up to \$9,500 or 20 percent of the purchase price. Thorough homebuyer education classes are required of all participants prior to closing on the purchase of new homes.

Lease to Purchase Program (L2P) is leasing with the option to purchase. This program is designed to have the home paid off in 15-30 years. Payments are based on the value of the home and amortized over the period of years chosen by the homebuyer. No down payment is required. Homebuyers may seek conventional financing to purchase the home outright anytime during the contract period but must provide their own down payment and qualify for a land lease.

Odenaang Development was designed for tribal members to have the opportunity to lease a lot and build their own home. There are currently 27 lots available for individual development.

Home Ownership Counseling/ Services assists Sault Tribe members gain a better understanding of how to become financially stable. This would include personal finance, credit repair and advanced budgeting. Ultimately, assisting tribal members to become credit worthy and financially stable.

RESIDENT SERVICES DEPARTMENT

The Sault Tribe Resident Services Department consists of four Resident Services specialists who cover all nine housing sites. The specialists assist residents with their individual needs and concerns and ensure their contin-

Housing Authority 2017 Funding Sources

Federal	\$6,778,371
Tribal	\$82,700
I.H.S.	\$379,637

ued occupancy while providing training and counseling curriculums to enhance their quality of life to promote self-sufficiency and build strong communities. They execute home visits, perform annual safety inspections in every home and collaborate with outside agencies, tribal entities and programs, to hold community events.

Community Events:

- Annual Fire Safety Fair
 - Site Beautification clean-up
 - Annual Fire Safety Poster Contest
 - Christmas Decorating Contests
 - Summer Yard Beautification Contests
 - Community Gardens
- Services Offered:
- Money Management Training
 - Care and Maintenance Training
 - Tenant Referrals
 - Dispute Resolution
 - Rental Assistance Program

The rental assistance program provides rent subsidies for income qualified working families. The tenant is subsidized, not the rental unit within the seven-county service area. Participants are required to pay 30 percent of their adjusted income to the landlord and the Housing Authority will pay remainder up to fair market rental unit but the rental unit must pass a Housing Quality Standards Inspection prior to leasing. Emergency Assistance Program

*This program is funded by the Housing Authority and administered by ACFS. The Emergency Assistance Program provides financial assistance to remove obstacles considered an emergency in nature and the household is not able to resolve with their own funds. Assistance may be provided as a form of last resort to prevent or remedy the housing emergency. Services can include the following: First month rent, security deposit and payments to prevent an eviction up to \$750 annually.

Number of homes on all housing sites:

EsCANABA	25
Hessel	23
Kincheloe	108
Manistique	38
Marquette	10
Newberry	24
Odenaang	68
SSM	117
St. Ignace	70
<u>Wetmore</u>	<u>19</u>
Total	502

CONTACTS —

Administration, 495-1450
Maintenance, 495-5555
Homeownership, 495-1450
Resident Services (East), 495-1450

Resident Services (West), 341-5163

Resident Emergency # (855) 205-2840

Toll Free (East) (800) 794-4072

Toll Free (West) (888) 353-9502

Tribal Buildings Across the 7-county Service Area

SAULT AREA BLDGS

Kewadin Casino Hotel & Convention Center, Sault Ste. Marie, 2186 Shunk Rd. Sault Ste. Marie, MI 49783 1-800-KEWADIN 632-0530
Employment Office 635-4937 or (866) 635-7032

Min Wabab Dan (Pleased with It) Sault Tribe Admin. Building

523 & 531 Ashmun Street Sault Ste. Marie, MI 49783 635-6050, (800) 793-0660
Board of Directors, Chairman's Office, Membership Liaison-Unit I, Executive Director, Administrative Manager, Efficiency Analyst/Trainer, Legal Department, Tax Office, Legislative, Planning and Development, MIS, Telecommunications, IT Security Communications (632-6398), Asst. Executive Director, Culture, CFO Office, Accounting, Payroll, Transportation, Insurance, Facilities, Gaming Commission (635-7042), Budget, Economic Development

The Dawn M. Eavou Child Advocacy Center

2163 Migisa Ct. Sault Ste. Marie, MI 49783 632-4001

Chi Mukwa (Big Bear) Community Recreation Center

2 Ice Circle Sault Ste. Marie, MI 49783 635-RINK (7465)
Administration, Youth Programs, Events Management, Operations, Pro Shop, Concessions
TENANTS:
All-In-One Fitness: 635-7711
Physical Therapy: 635-4905
Education Division: 632-6798
Higher Education 635-4767
Adult Education 632-6098
WIOA: 635-4767
YEA Main Office 635-7010

Joseph K. Lumsden Bahweting School Public School Academy

1301 Marquette Ave. Sault Ste. Marie, MI 4978 635-5055

Fred Hatch Building

206 Greenough St. Sault Ste. Marie, MI 49783
Environmental Department 632-5575

Miskeke Gamig (Medicine Lodge) Sault Tribe Health and Human Services Building

2864 Ashmun St., Sault Ste. Marie, MI 49783, 632-5200 (877) 256-0009
Laboratory, Medical, Medical Billing, Medical Records, Radiology, Administration, Dental, Patient Registration, Optical, Pharmacy, Behavioral Health, Community Health, Audiology, Traditional Medicine, Nutrition, Home Health Aide, Diabetes Coordinator, Occupation Health Nurses, Purchased Referred Care (632-5220 or (800) 922-0582), Urgent Care Walk-in Clinic, Monday - Friday, 8 a.m. to 8 p.m. Closed weekends and holidays.

Niigaanagiizhik Building

11 Ice Circle Sault Ste. Marie, MI 49783 632-0239

Mary Murray Building/Bonnie

McKerchie Building 2218 Shunk Rd. Sault Ste. Marie, MI 49783 Child Care Center 632-5258 ACFS 632-5250 or (800) 726-0093

Northern Hospitality

827 Ashmun St., Sault Ste. Marie, MI 49783, 635-4800

Mary Murray Culture Camp

266 Homestead Rd., Sault Ste. Marie, MI 49783, 635-5604

Powwow Grounds, 10 Ice Circle

Sault Ste. Marie, MI 49783

Nokomis-Mishomis Building

2076 Shunk Rd., Sault Ste. Marie, MI 49783
Eldercare Services 635-4971, (888) 711-7356
Sault Tribe Head Start/ Early Head Start 635-7722

Enrollment Department

PO Box 1628, 2428 Shunk Rd., Sault Ste. Marie, MI 49783 635-3396, 632-8552 (800) 251-6597

Sault Tribe Natural Resource Wildlife Department

2428 Shunk Rd., Sault Ste. Marie, MI 49783, 632-6132

Sault Tribe Natural Resource Fisheries Department

916 Ashmun St., Sault Ste. Marie, MI 49783, 632-0072

George K. Nolan Judicial Building

2175 Shunk Rd. Sault Ste. Marie, MI 49783
Sault Ste. Marie Chippewa Tribal Court 635-4963
Prosecutor's Office 635-4749
Sault Tribe Law Enforcement and Conservation 635-6065

MidJim Sault

2205 Shunk Rd. Sault Ste. Marie, MI 49783 635-4782

Sault Tribe Construction

3375 South M-129, Sault Ste. Marie, MI 49783, 635-0556

USDA/Food Distribution

3601 Mackinaw Trail, Sault Ste. Marie, MI 49783, 635-6076

Advocacy Resource Center

2769 Ashmun St., P.O. Box 1576 Sault Ste. Marie, MI 49783 632-1808 or (877) 639-7820
Lodge of Bravery, Advocacy Services, Legal Aid

Shedawin Building - Empty

2158 Shunk Rd. Sault Ste. Marie, Behavioral Health Uses

Bi-Bagi (Call, Cry out, or Shout)

Maintenance and Motorpool 2151 Shunk Rd. Sault Ste. Marie, MI 49783

Odenaang Storage

1288 E. Bobcat Ct. Sault Ste. Marie, MI 49783

Gitchi Auto, Home & Recreation

2270 Shunk Rd. Sault Ste. Marie, MI 49783

Storage, 199 Three Mile Rd.

Sault Ste. Marie, MI 49783

KINCHELOE AREA BLDGS

ACFS - Child Placement 60 Kincheloe Kincheloe, MI 49752 (906) 495-1232

Housing Authority, 154

Parkside Dr., Kincheloe, MI 49788 495-1450, 495-5598 (800) 794-4072
Administrative Office, Home, mprovement, Modernization, Occupancy/Applications
Home Ownership, Resident Services, Maintenance (855) 205-2840

DeMawating Development

Sault Tribe Real Estate 42 Woodlake, Kincheloe, MI 49788, 495-2800

YEA Program Rudyard/Kinross

Rudyard Schools (Not owned by Sault Tribe) 11185 2nd Street, Rudyard, MI 49780, 487-3471, ext. 228

ST. IGNACE AREA BLDGS

Kewadin St. Ignace 3015 Mackinac Trail St. Ignace, MI 49781 (906) 643-7071 1-800-KEWADIN
St. Ignace Employment Office 643-4176

St. Ignace Tribal Health Clinic and Human Services Center

1140 N. State Street, Suite 2805 St. Ignace, MI 49781 643-8689 or (877) 256-0135
Administration, Medical, Nurses, Dental, Hygienist, Traditional Medicine, Community Health, Nutrition, Behavioral Health, Optical, Medical Billing, Medical Records, Pharmacy, ACFS

St. Ignace Elder Housing

Complex, 3017 Mackinac Trail — Under Construction —

Lambert Center, 225 WaSeh Dr.

St. Ignace, MI 49781
Head Start 643-9733
Membership Liaison 643-2124

Sault Tribe Youth Facility and Sault Tribe Law Enforcement

1130 N. State Street St. Ignace, MI 49781
Youth Facility, 643-0941
Law Enforcement, 635-6065
For Emergencies, dial 911

MidJim St. Ignace

3045 Mackinac Trail, St. Ignace, MI 49781, 643-9906

Mackinac Trail Storage

5104 Mackinac Trail, St. Ignace, MI 49781

YEA St. Ignace/Lasalle Middle School (Not owned by Tribe)

860 Portage St., St. Ignace, MI 49781, 643-7262

HESEL AREA BLDGS

Kewadin Hessel 3395 3 Mile Road Hessel, MI 49745 484-2903, 1-800-KEWADIN

Hessel Community Tribal Center

3355 N 3 Mile Road, Hessel, MI 49745, 484-2727
Community Health, Eldercare services lunches, ACFS: every other Thursday beginning with the first Thursday of the month.

Hours vary, 643-8689
YEA, 484-2298

Wequayoc Cemetery/ Vacant

Building, 2354 E M-134, Hessel, MI 49745, 484-2727

MANISTIQUE AREA BLDGS

Kewadin Manistique 5630 W US 2, Manistique, MI 49854, 341-5510 1-800-KEWADIN

Chigibig Ningabi An (Near the Western Shore), Manistique Tribal Community Center

5698W US Highway 2, Manistique, MI 49854 341-8469, (866) 401-0043
Administration, Sault Tribe Law Enforcement 635-6065, 341-8317 (For emergencies, dial 911)
Elderly meals. Health Center: Medical, Nursing, Dental, Hygienist, Optical, Pharmacy, Community Health, Nutrition, Patient Registration, Health Educator, Behavioral Health and Traditional Healing, Maintenance ACFS 341-6993 or (800) 347-7137, Membership Liaison 341-8469

Housing Authority: Escanaba, Newberry, Manistique, Wetmore, Marquette

1176 North Chitoma Dr., Manistique, MI 49854, 341-5145 (888) 353-9502
Maintenance-Eastern and Western End, (855) 205-2840

YEA Manistique

174 Zhigag, Manistique, MI 49754, 341-3362

ESCANABA AREA BLDGS

1226 Wigob, Escanaba, MI 49829 YEA, 789-0972

NEWBERRY AREA BLDGS

Newberry Health Center and Community Building, 4935 Zeez-Ba-Tik Lane, Newberry, MI 49868, 293-8181, Community Health Satellite ACFS Direct Services: 2nd Wednesday of every month from 10 a.m. to 3:30 p.m., 632-5250

MUNISING AREA BLDGS

Kewadin Christmas N7761 Candy Cane Lane Christmas, MI 49862 (906) 387-5475 1-800-KEWADIN

Victor Matson, Sr. Community Center, Grand Island Chippewa Center, Gchi-Minis Ednakiiyaany Gamig

Munising Tribal Community Center (Health and Human Service Programs) 622 W. Superior St., Munising, MI 49862, 387-4721, (800) 236-4705, Health Clinic: Medical, Nursing, Medical Records, Reception, and Behavioral Health Data Entry, Board of Directors office, Elder Office, ACFS 387-3906, Community Health, Traditional Healers office, Health Educator, Membership Liaison 450-7011

YEA (Not owned by Sault Tribe)

Mather Middle School, 411 Elm St., Munising, MI 49862 387-2251, Ext. 180

MARQUETTE AREA BLDGS

K.I. Sawyer, Sawyer Village 250 Voodoo Ave., Gwinn, MI 49841, 346-3919

GAS STATIONS

The following gas stations are offering the discount to Sault Tribe members. Tribal owned gas stations offering gas and cigarette discounts.

MidJim Convenience Store, 2205 Shunk Rd., Sault Ste. Marie, MI 49783

MidJim Convenience Store, 3045 Mackinac Trail, St. Ignace, MI 49781

Not Tribal owned stations offering gas discounts only: Kinross BP, 4440 Tone Road, Kincheloe, MI 49788

Cedar Pantry, 159 W M-134 Cedarville, MI 49719

Newberry BP Express Mart 13975 M-28, xNewberry, MI 49868

White Pine Lodge 7889 E. W. M-28 Christmas, MI 49862

Freedom Value Center 501 W. Washington Street Marquette, MI 49855

Manistique Oil Company 216 Deer Street Manistique, MI 49854

Carnes BP 2300 Ludington Street Escanaba, MI 49837

Law Enforcement

George K. Nolan Judicial Bldg Sault Tribe Law Enforcement/ Conservation (906) 635-6065 For emergencies, dial 911 2175 Shunk Rd. Sault Ste. Marie, MI 49783

LAW ENFORCEMENT SATELLITE OFFICES

Kincheloe — There is an officer for the Tribe on duty at this location. For emergencies, dial 911 (906) 635-6065

Sault Tribe Youth Facility / Sault Tribe Law Enforcement

1130 N. State Street St. Ignace, MI 49781 For emergencies, dial 911 (906) 635-6065 - STLE (906) 643-0941 - STYF

Law Enforcement Manistique Tribal Community Center

5698 W US-2 Manistique, MI 49854 For emergencies, dial 911 (906) 635-6065 (906) 341-8317

Sault Tribe Satellite Health Clinics

Escanaba Tribal Community Health Center (Not owned by Sault Tribe) Penstar Office Building 1401 North 26th Street, Suite 105 Escanaba, MI 49829 (906) 786-2636

Marquette Tribal Community Health Center

(Not owned by Sault Tribe) 1229 West Washington Street Suite 1, Marquette, MI 49855 Phone: (906) 225-1616

Natural Resources Division overview for 2017

Transition to the Sault Tribe Natural Resources Department

In 2017, The Board of Directors reorganized the Natural Resources Division which consisted of the Inland Fish and Wildlife Department and the Inter-Tribal Fisheries Assessment Program. The transition was made to merge these two programs into a single Natural Resources Department with a Fisheries Management Program that covers both Inland and Great Lakes fisheries management and a Wildlife Management Program. This new structure was adopted to create a more efficient structure and eliminate redundancies between program areas.

The Natural Resources Department (NRD) is the biological management program charged with implementation of the biological components of the 2007 Consent Decree, 2000 Consent Decree and the 2006 Memorandum of Understanding with the US Forest Service.

The Natural Resources Department has four programmatic focus areas that are inter-related and all play an important role in protecting and enhancing our member's ability to access treaty wildlife and plant resources and to ensure that future generations enjoy the same: Interagency Fish and Wildlife Management, Harvest Management and Assessment, Adaptive Ecosystem Management and Public Outreach.

Wildlife Program Climate Change Vulnerability Assessment

The Wildlife Management Program led a climate change vulnerability assessment for 15 species identified important based on harvest trends and public input. This project engaged wildlife experts from 15 tribal, state, and federal agencies, universities and non-government organizations. This project will provide the NRD information on the relative climate change vulnerability of each of the species in the assessment, the sources of that vulnerability and the sources of uncertainty of future vulnerability. The results of this report will contribute to the development of relevant climate adaptation planning resources. This information can help the NRD to identify and prioritize future assessment work.

Upper St. Mary's River Migratory Bird Habitat Restoration

Since 2013, Sault Tribe has conducted migratory bird nest and brood surveys on islands and brood-rearing habitat in the St. Mary's River. In 2017, data collection was completed and NRD drafted a long-term migratory bird habitat restoration plan for the Upper St. Mary's River. We also engaged our partners in the Upper St. Mary's River coastal marsh restoration collaborative. Since 2015, this collaborative has removed over 75 acres of hybrid cattail, restored hydrologic connectivity to 88 acres of coastal marsh through cattail removal, treated over 120 acres of coastal marsh for purple loosestrife, over 15 acres of Phragmites and replanted native hardstem bulrush on over 15,000 linear feet of coastal marsh. Along side of these invasive and native plant management activities NRD has also employed rigorous scientific monitoring techniques designed to



Wildlife Management Program Field Technician Aimee Baier with an anesthetized snowshoe hare, captured to collect genetic samples.

evaluate alternative management treatments utilizing cutting-edge tools. A peer-reviewed article titled, "Mechanical Harvesting Effectively Controls Young Typha spp. Invasion and Unmanned Aerial Vehicle Data Enhances Post-treatment Monitoring" was published in *Frontiers in Plant Science* in 2017 and documented our successes and innovative approaches to treating and assessing hybrid cattails in coastal ecosystems.

Assessing relationships between climate change, population performance, and habitat conditions for snowshoe hare in the 1836 Ceded Territory

Since 2014, the Wildlife Management Program has been working on a project focused on understanding the connections between snowshoe hare habitat and population performance with Michigan State University and the Hiawatha National Forest. In 2017, we finished two years of data collection. During this time we completed 540 vegetation assessment plots, completed over 50 kilometers of fecal pellet collection transects and collected over 1,000 fecal pellets for genetic analysis, live-captured 60 hares with 2,160 trap-nights (a trap-night is one trap for one night) and radio-collared 29 adult hares to assess mortality rates. We are currently developing analyses that seek to understand relationships between all of the data that has been collected.

Other Important Wildlife Management Program Facts

The Wildlife Management Program currently has a large ruffed grouse assessment project underway to understand habitat use. This project is funded by the Bureau of Indian Affairs and the U.S. Fish and Wildlife Service

The Wildlife Management Program collects, compiles, and analyzes over 4,000 Inland

Harvest Reports each year including the transcription of all comments. This information is vital to the management and enhancement of fish and wildlife resources the treaty rights depend on.

Since 2009, The Wildlife Management Program has participated in inter-agency sharp-tailed grouse assessments in the eastern Upper Peninsula each spring.

In 2017, the Wildlife Management Program, in collaboration with Michigan State University, finished an assessment that used GPS collars to understand American Marten habitat use. The information from this assessment will help inform land management Agency habitat management projects.

Funding

Since 2009, the Wildlife Management Program has received 100 percent of its funding from external sources. It receives \$362,339 in base funding from BIA Rights Protection Implementation. In 2017, its total operating budget was \$808,201, 55 percent of which was competitive grant funding.

Fisheries Management Program

The Fisheries Management Program (FMP) is tasked with the management of the fisheries for the 2000 Great Lakes Consent Decree and the 2007 Inland Consent Decree.

Assessment and Research

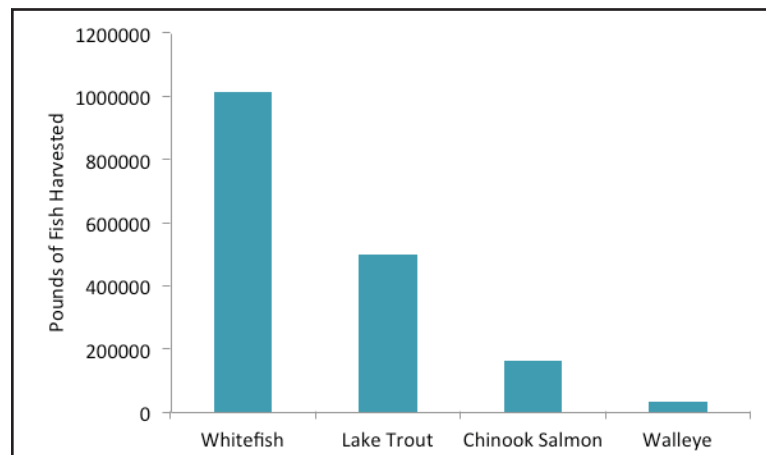
FMP staff conducts assessments and biological field data collections throughout the year on species that are important to the tribal fishery. The purpose of this is to assess the health of the fish population and to help develop appropriate harvest limits and guidelines.

Harvest and Effort Statistics

Staff collects harvest reports (inland, commercial and subsistence) and processes this information to provide summaries of



Fisheries Technician Rich Reining stocking walleye into Lake Michigan.



Pounds of whitefish, lake trout, chinook salmon and walleye harvested by Sault Tribe commercial fishers in 2017 in lakes Superior, Huron and Michigan.

harvest, effort and other biological information to tribal officials for management purposes.

Representation and Co-Management

As co-managers of the Great Lakes fisheries, FMP participates in many inter-governmental management and research committees. One of the most important is the Technical Fisheries Committee. The TFC has biological representation from the parties of the 2000 Consent Decree and produces annual fish harvest limits and guidelines for certain fish species. FMP also serves on committees for the 2007 Consent Decree including the Inland Fisheries Committee.

Fisheries Enhancement

In addition to the management activities, FMP also operates a walleye hatchery. This hatchery produced almost 1.8 million walleye in 2017. These walleye were stocked in waters within the 1836 ceded territory.

Funding

All of the funding in 2017 for FMP comes from federal base funding.

2017 Accomplishments

- 118 field trips taken for assessments or commercial boat rides
- 320 staff days spent assessing fish populations

- 16,192 fish samples collected; 8,138 fish aged, 3,061 fish health indices monitored
- 1,800,000 walleye stocked in the Great Lakes and inland waters of the ceded territory
- The FMP staff are members of eight committees or work-groups which meet more than 30 times a year.

2018 Goals

- Seek adequate base federal funding support for 2019
- Continue to address biological and inter-jurisdictional issues confronting commercial, subsistence and inland fishers.
- Achieve stocking targets for fingerling walleye
- Begin experimentally rearing whitefish in the hatchery.
- Continue assisting with computer models that help determine harvest limits
- Continue collecting biological data to be used in management decisions for policy-makers.

CONTACT —
Natural Resources Department
Wildlife Program
2428 Shunk Rd., 632-6132

Fisheries Program
916 Ashmun St., 632-0072

Tribal Court 2017 accomplishments and plans

Having a Tribal Court is one of the hallmarks of a government and an exercise of our tribe's sovereignty. Our Tribal Court system has a two-tiered framework, with a trial-level court and an appellate court. The Board of Directors, pursuant to its Constitutional authority, established the Tribal Court as it currently exists within Chapter 80 of the Tribal Code. Chapter 80 provides that the Tribal Court has "the jurisdiction provided in the Tribal Code and in any subsequent enactment of the Board of Directors." Tribal Code §80.106. The Tribal Appellate Court, which has "the exclusive jurisdiction to review the decisions of the Tribal Court," was established via enactment of Chapter 82 of the Tribal Code.

In addition to criminal, child welfare and juvenile cases, the trial Court hears a wide range of civil cases including torts, worker's compensation, personal protection orders, garnishments, enforcements of foreign judgments, landlord and tenant matters and conservation cases. Tribal Court appoints attorneys to eligible litigants appearing before the Court in criminal, child welfare and juvenile delinquency proceedings. The Court utilizes a roster of local attorneys throughout the service area to provide indigent defense services. Eligibility for these services are based on income guidelines.

Court Administration & Operations

In 2017, Tribal Court held 1,668 hearings. While the majority of hearings take place in Sault Ste. Marie in the George K. Nolan Judicial Building courtroom, the Court also travels throughout the seven-county service area to hold hearings in St. Ignace, Manistique and Munising. The Court also utilizes a video conferencing system to allow litigants to appear for court remotely.

In 2017, 786 new cases were filed in Tribal Court. The following is a breakdown of cases filed in the court by case type:

- Landlord Tenant, 117
- Enforcement of Foreign Judgment, 62
- Criminal VAWA, 7
- Adoption, 12
- Traffic, 9
- Garnishment, 45
- Child Welfare, 16
- Criminal, 85
- Minor Guardianship, 8
- Conservation, 250
- Personal Protection Order, 20
- Civil Contempt, 127
- Barring, 2
- Juvenile Delinquency, 13
- Adult Guardianship, 2
- Civil Infraction, 9
- General Civil, 1
- Worker's Compensation, 1

Gwaiak Miicon Drug Court

Our adult drug court program, Gwaiak Miicon, continued in operation for its 18th year in 2017. Gwaiak Miicon incorporates the wellness court model to address alcohol or other drug abuse by establishing more structure and a higher level of accountability for offenders whose addiction leads to their criminal activity. Gwaiak Miicon drug court involves comprehensive probation supervision, frequent and random drug testing, required behavioral health treatment services, immediate sanc-



In 2017, the Tribal Court grew to a full complement of appeals court judges for the first time in years with three new judges sworn in by Sault Tribe Chairperson Aaron Payment. Above Appellate Judge Lisa Dietz is sworn in by a smiling Payment. Appellate judges are Karrie Wichtman, Jay Finch, Rick Corbiere, Lori Jump and Elisabeth Dietz.



Courtroom Charlie (the Court's trauma dog), Court Magistrate Traci Swan and Judge Jocelyn Fabry (L-R) participate 2017 Recovery Walk.

tions, incentives, and therapeutic responses to behavior, team-based case management, and team and community support for the participants.

VAWA Implementation

In December 2016, the Board of Directors approved amendments to the Tribal Code, Chapter 70, to implement Tribal Court jurisdiction over non-native defendants under the Violence Against Women Act (VAWA). These amendments recognized Sault Tribe's inherent power to exercise "special domestic violence criminal jurisdiction" (SDVCJ) over non-Native defendants who commit acts of domestic violence or dating violence or violate certain protection orders on tribal lands.

2017 was the first full year in which the Tribal Court exercised jurisdiction over VAWA cases. There were seven VAWA cases filed in the Court in 2017. Most of these cases were resolved by plea,

however one case did proceed to a jury trial. This trial was the first jury trial of a VAWA case within the Court, which included non-Natives in the jury pool, as required by federal law. The Court utilized non-Native tribal team members to constitute the jury pool.

Adult & Juvenile Probation

The Court continued its commitment to using sentencing alternatives rather than incarceration in 2017, placing the majority of juvenile and adult offenders on probation and ordering completion of rehabilitative services. In 2017, 34 adults and 11 juveniles served terms of probation with the Court. The Court also continued to use electronic monitoring devices (Soberlink, SCRAM, and GPS tether) in lieu of placing offenders in jail. In 2017, 255 days were utilized by such tether services. Probationers are subject to random preliminary breath tests (PBTs) and drug screens as conditions of

probation. In 2017, probation staff conducted 636 drug screens and 635 PBTs.

Probationers generally must also complete community work service as part of their probation term. In 2017, Tribal Court probationers completed 906 total hours of service to the community including volunteering at the Recovery Walk and for Families Against Narcotics, making tobacco ties for the Court and Malcolm School, gathering cedar for conference presenters, and chairing AA meetings.

Tribal Action Plan

In 2016, Sault Tribe adopted a Tribal Action Plan (TAP), a long-term strategic plan to combat substance abuse in our community. The effort to draft the TAP was led in large part by Tribal Court. In 2017, the Court continued working toward the tribe's TAP goals. They mailed a glossy booklet to all tribal households in

magistrate and both a current and former justice of the Michigan Supreme Court. Tribal Court's Chief Judge, Jocelyn Fabry, was appointed co-chair of this forum in 2017, for a three-year term.

In July, members of the Gwaiak Miicon Drug Court team attended the National Association of Drug Court Professionals annual conference in Washington, D.C. While there, some of them were able to meet with U.S. Senators Debbie Stabenow and Gary Peters and State Representative Jack Bergman, to advocate for continued funding for drug courts.

In June, team members from Tribal Court, the prosecutor's office, and the Tribal Health Center went to Washington state to visit the Tulalip Tribal Court and the Seven Nations Healing Lodge, to learn about their healing to wellness court and their juvenile treatment center. Observing the different lifestyles and cultural practices within other tribal justice systems and the distinct connection between substance abuse and mental health created the opportunity for our justice system to improve its response to our people who are battling with these diseases.

In 2017, tribal justice system finalized a Tribal Justice System Plan. The goals of our Tribal Justice System Plan include

- Improving communication and collaboration among Tribal Justice System partners.
- Improving the physical security of the court for court staff and clients advocating for increased Tribal Court sentencing authority pursuant to the Tribal Law & Order Act
- Constructing a tribal adult correctional facility that provides culturally appropriate rehabilitative and treatment services, and
- Maintaining and expanding the availability of comprehensive and culturally appropriate victims services for victims and their families domiciled on trust land.

Future Goals

The Court plans on continuing efforts to improve the community's awareness of the Court, its functions and its role within the tribal government, such as providing information through its Facebook page and the tribal newspaper.

The Court plan on continuing efforts to expand Drug Court (healing-to-wellness court) services to a larger number of tribal members throughout the service area, by establishing a family healing-to-wellness court program, and entering into formal agreements with state court drug court programs to provide such services.

Funding

Federal and state grants \$200,564, 21 percent
Tribal Court Revenue, \$51,684, 6 percent
Bureau of Indian Affairs, \$687,072, 73 percent

CONTACT —

Hon. Jocelyn K. Fabry (P67806)
Sault Ste. Marie Chippewa Tribal Court
2175 Shunk Road
Sault Ste. Marie, MI 49783
635-4963



Seven members of the Sault Tribe Drug Court team and the Tribal Justice Planning Team, which includes law enforcement, ACFS, tribal court, the prosecutor's office and the Advocacy Resource Center, visited the Tulalip Tribe in Seattle and the Healing Lodge of Seven Nations in Spokane, Wash.

the service area outlining the TAP and its goals. In addition, a panel of tribal team members presented at the Michigan Association of Treatment Court Professionals annual conference, as well as the National Association of Indian Court Judges Association annual conference in Albuquerque, N.M., on our tribe's process in creating our TAP. A copy of the entire Tribal Action Plan can be seen at www.saulttribe.com.

Other 2017 Accomplishments

The Court established a Facebook page to share information with the membership regarding Court events, jury duty, Court closures, and other items of interest. Please like "Sault Ste. Marie Chippewa Tribal Court" on Facebook!

On Thursday, Sept. 21, Tribal Court and Sault Tribe Behavioral Health held the seventh annual Recovery Walk to celebrate and raise community awareness of those in recovery from addiction. In September, Tribal Court's Domestic Violence Court team presented at UTFAV's annual Tribal Leadership conference on Mackinac Island.

Sault Tribal Court continued to participate in the Michigan Tribal State Federal Judicial Forum: a coalition of judges from the 12 tribal courts in Michigan, 12 state court judges, a federal court

Kewadin Casinos 2017: A year in review

2017 began strong with one of the best first quarters of revenue growth that Kewadin Casinos has experienced in several years. This was due to Marketing adjusting the customer reinvestment strategy as well as targeting groups of players with direct mail offers. This change resulted in an increase of net revenue of more than \$1.17 million over 2016.

In April, the Gaming Commission authorized the hiring of the CEO, Ron Olson, and over the next several months, Kewadin Casino management made several other key management changes of personnel. The first person hired was Shawn Carlson as Vice President of Marketing and Sales, Michael Bodjiak as Vice President of Food and Beverage, Karen Heyrman as Casino Manager of the Christmas casino, and, most recently, Alan Kerridge, General Manager of the Sault Ste. Marie casino. This group represents over 100 years of gaming experience between the five of them. This group, along with current management, has begun an extensive review of all casino operations and policies.

In 2017, Kewadin updated 232 slot machines across all Kewadin properties. Kewadin finished the year with a total slot machine count of 2,058 — 82 being leased games and 150 being owned games. This has enabled Kewadin to remain competitive in a constant changing market. Our focus has been to provide the latest and greatest technologies available to our guests.

In addition, it has been shown that smaller bank sizes increase player comfort and improve the customer experience. Therefore, in 2017, updates to the slot floor

layout to accommodate smaller bank sizes was achieved at all properties.

Kewadin Team Members — backbone of the casino

The casino employs 885 employees between all five properties. Kewadin struggled in 2017 to maintain staffing levels for most of its front line positions due to competition from other local businesses at all five gaming locations. Management is persistently working to implement new programs that will reward our employees for their hard work and dedication to the company with team member appreciation parties, incentives, new uniforms and a cost of living raise of 2.5 percent for all employees.

Renovating facilities to improve customer service

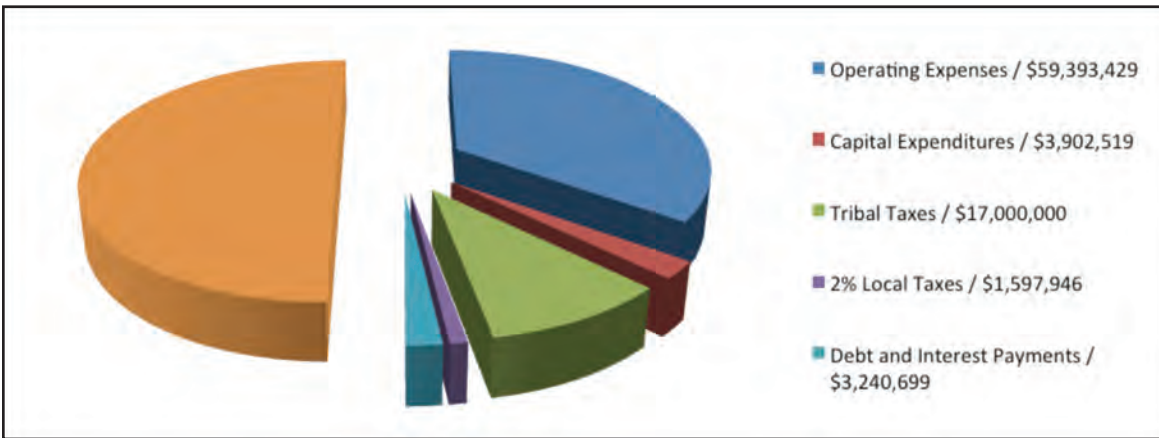
Due to a limited budget, we began to identify a number of small projects that were started in 2017 and to be completed in 2018. These included a remodel of the employee break room and Human Resource offices at the Sault. A number of hotel rooms were remodeled at both the Sault and St. Ignace hotels. We also completed a number of mechanical and electrical upgrades at all five casinos. We began upgrading all of our parking lot and casino lighting with LED.

Giving back to the Community

Kewadin Casinos contributed just over \$159,000 in 2017 towards sponsorships and donations within the local communities. The contributions assisted local events such as:

- Annual Sault Ste. Marie I-500
- St. Ignace Car Show
- Hessel Boat Show
- Manistique Car Show

Kewadin Casino Use of Funds



- Munising Fire Department/ Trout and Salmon Classic
- Local Convention and Visitors Bureau and Chamber of Commerce
- Local fundraisers for families, communities and clubs

Kewadin has also contributed \$1.4 million to local communities in the Upper Peninsula as part of the 2 percent payments. These payments assisted local governments with projects such as:

- Public school enhancements and projects
- Recreation and health services
- Emergency response enhancements and projects
- Community projects

Kewadin revenues sup-

port the Sault Ste. Marie Tribe of Chippewa Indian programs that allow Tribal members to receive services such as:

- Heath Care
- Child Care
- Activity Centers
- Educational Scholarships
- Head Start Programs

Looking into the future

Technology and new gaming laws will drive the future of Kewadin Casinos in 2018 and beyond. Currently, we are in the process of building a new website and phone app that will allow our guests to play their favorite slot machine online and view all casino offers from their mobile phone. With the recent court ruling in

May 2018 we may be allowed to bet on all national and local sporting events at all five casino locations. Also, slot manufacturers this year will begin to offer a number of 3D interactive skill based games that will become the norm for the next generation of gamblers.



Contact Us

visit www.kewadin.com
or
call 1-800-KEWADIN (539-2346)

Kewadin Casino 2017 Statistics

Salaries & Wages	\$20,338,992
Fringe Benefits	\$7,311,794
Slot Payouts	\$473,482,131
Table Payouts	\$11,334,661
Keno Payouts	\$411,417
Bingo Payouts	\$318,782
Kewadin Sponsorships	\$88,583
Kewadin Donations	\$73,705



JOB FAIR — Kewadin Casinos of Sault Ste. Marie held a job fair in June 2017, accepting applications for all positions with possible on-site interviews. HR staffer Dusty TenEyck (right) takes a completed job application from Krishell Harmon, who was interviewed within minutes and was later hired.



2 PERCENT — Former Unit V Director Anita Nelson presents the Alger Community Food Pantry with a generous donation of support from 2 percent funds in the fall of 2017. Shown left to right are John Sherman-Jones, Anita Nelson, Kim Swanberg and Nancy Vernier.



IN CONFERENCE — Kewadin Casino and Convention Center hosted the United Tribes of Michigan in a 2017 meeting, where all 13 tribes in Michigan came together to discuss critical issues.

Sault Tribe's non gaming businesses in 2017

The tribe's EDC oversees the tribe's non gaming businesses as well as economic development. It is located at 523 Ashmun St. and may be reached at 635-6050.

The tribe's non-gaming businesses provides many benefits to tribal members, including job opportunities, tax revenues that fund member programs and retail products that support the tribe's gaming operations. Tribal members are employed in non-gaming businesses as cashiers, sales representatives, maintenance workers, administrative support and managers. We continue to look for business opportunities that will financially contribute to tribal-member services and bring jobs either on or closer to our reservations. Our goal is to make sound fiscal decisions by properly managing our economic resources.

Tribal Taxes

Enterprise businesses pay tribal taxes to help fund membership programs and services. In fiscal year 2017, non-gaming enterprises paid \$475,034 in tribal taxes.

Retail and Service Enterprises

The tribe's two Midjim Convenience stores are on reservation lands in Sault Ste. Marie and St. Ignace. The stores share the tribe's tax-exempt status on gasoline and cigarettes and offer price discounts on these items to tribe members. The Midjims contribute to the tribe's health program for smoking cessation. The Midjims pay taxes to support programs and services for tribal

elders. The stores also provide convenient access to food, gasoline and other basic items for members who live on or near reservations.

Northern Hospitality sells flooring, furniture and fixtures. The business benefits the tribe by providing flooring, furniture and fixtures to Kewadin Casino and other tribal departments. The business also offers expertise on purchasing special industry items for the tribe's casino and hotels and enhances tribe's purchasing power by providing services that result in lower prices for the tribe and casino. Team members can deduct their purchases from their paychecks, which increases revenue for Northern Hospitality and provides team members with a unique method of paying for flooring, furniture and fixtures. Tribal members living in the tax agreement area are able to take advantage of tax exemption when purchasing anything at Northern Hospitality.

Tribal Real Estate Property Management

DeMawating Development and Sawyer Village are property management companies and economic enterprises of the Sault Ste. Marie Tribe of Chippewa Indians.

DeMawating Development is in Kincheloe, Mich., on approximately 130 acres of tribal trust land. DeMawating offers both sales and rental properties to tribal members and others of all income levels and primarily serves as an affordable housing



The tribe's two Midjim Convenience stores are located on reservation lands in Sault Ste. Marie and St. Ignace. Midjim means "provisions" in Ojibwe, and that is exactly what they provide: convenient access to food, gasoline and other basic items.

population who work within a 40-mile radius. DeMawating operates 120-plus rental units with an occupancy rate over 95 percent.

2017 DeMawating Development upgrades:

- 11 units-window replacements
- 16 units-exterior paint/fascia/soffit
- 12 units-stoop replacement
- 6 units-fencing
- 19 units-remodeled
- 4 units-new water heaters
- Purchased 9 units, increased rental revenue
- Purchased a Tommy Gate for maintenance vehicle

■ Built planter box for new signage in front of office
Sawyer Village is on the former KI Sawyer Air Force Base in Gwinn, Mich. Sawyer Village offers rental properties to tribal members and others of all income levels. Sawyer Village consists of 270-plus rental units with an occupancy rate of 74 percent. Sawyer Village also generates revenue utilizing three hangars as storage space.

2017 Sawyer Village upgrades:

- 18 roof replacements
- 4 flooring replacements
- 2 shower replacements
- 22 furnace replacements
- 8 units received exterior painting
- 1 unit received new cupboards
- 5 units were brought online - includes new flooring, roofs, furnaces not previously

Tribal New Business Ventures

In 2017, Economic Development Commission (EDC) analyzed methods to create new revenue streams to help support tribal member services and programs. Two new business ventures that the EDC took on are storage units and billboards.

The EDC acquired Mackinac Trail Storage, in St. Ignace, Mich., just off I-75 where Mackinac Trail and M-134 meet. There are 18 storage units in the storage building and is at 100 percent occupancy. Recently, the EDC built a new storage building at Odenaang and is accepting new tenants. Mackinac Trail Storage and Odenaang Storage are open for business to the general public.

Call 495-2800 for your storage needs.

The EDC expanded into the billboard business. Currently there are six billboards on tribal land; four in Sault Ste. Marie and two in Wetmore. EDC is continuously searching for new opportunities to increase billboard revenue for the benefit of tribal members.

2018 Enterprise Goals

- Obtain 90 percent occupancy on newly constructed Odenaang Storage.
- Continue to expand the number of storage units offered across the service area, at least 25 percent growth
- Continue attraction effort of Sault Tribe member-owned business into the area, target one successful attraction
- Incorporate the newly approved creation of a real estate manager position into the EDC delivery.
- Complete efforts to start up an auto, manufactured home and RV dealership.
- Complete acquisition of manufactured home park and increase occupancy by 10 percent.
- Add at least two new billboard locations.
- Start a development project on tribal lands.
- Continue strategy to evolve into an 8(a) contractor status as a tribe.
- Support development needs of sister divisions of the tribe.
- Offer resources and support to Sault Tribe entrepreneurs.



Northern Hospitality on Ashmun St. in Sault Ste. Marie sells flooring, furniture and fixtures.



One of the tribe's six billboards, above, is stationed on 3 Mile Rd. in Sault Ste. Marie. The billboard below is located on Ashmun St. near the tribe's health center.



Mackinac Trail Storage, in St. Ignace, Mich., located just off I-75 where Mackinac Trail and M-134 meet. There are 18 storage units within the storage building and is at 100 percent occupancy