

# THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS 2004 ANNUAL REPORT

The Sault Tribe News, July 18, 2005 Vol. 26 No.10



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# Honoring our past, preparing for our future

## Greetings from Sault Tribe Chairperson Aaron Payment



Our new \$30 million St. Ignace Shores Casino development is progressing along on schedule after new management structure put in place. The new casino will have 1,500 square feet of gaming space, an entertainment lounge and a 81 room hotel with a breathtaking view.

This year, we recognized the contributions of our veterans by again hosting the Moving Wall Memorial and have launched plans to establish a permanent Sault Tribe veterans memorial.

I acknowledge the advocacy of those who paved the way for us. The gratitude I feel for what we have been given is matched only by the seriousness of the responsibility of planning to provide for our members' needs.

We are a tribe, not a corporation. Our gaming operations and enterprises exist only to provide revenue for our needed services. Our prime objective, therefore, must be to maximize profits. Realizing that Michigan may be nearing the saturation point for gaming, we must become even more competitive in our gaming operations. Our customer service must improve even more to give tourists a reason to travel to our facilities.

However, development and expansion for its own sake is hollow. We must never forget that our operations are a means to an end which is to generate revenue to meet the needs of the neediest first.

Upon entering the office of chairperson, it became apparent that we were off schedule and were projected to end \$6 million over budget on the Kewadin Shores new casino development project.

As a result, I convened a committee of team members and tribal board representatives including Unit III board member Fred Paquin and Vice-Chair Bob LaPoint to try to bring the project back in line. After a great deal of cooperation and a focused project management approach, we scaled back the project to near its original budget of \$30 million. As you can see above, the investment in our new and improved facility will be well worth it as our new vacation destination property will draw even more customers.

The \$2.66 million contract payouts on election night, put us in a position where we could have ended the year at a loss. With the previous year ending at a \$3 million over expenditure, I came into office with significant projected potential losses.

Additionally, we discovered an arbitration award of \$7 million against Greektown Casino and were in danger of defaulting on our payments to our former Greektown partners. This could have placed Greektown Casino in bankruptcy or receivership. With the leadership of our new general counsel, tribe member Steven J. Morello, and the cooperation of the tribal board, we are able to find settlement terms which will result in savings between \$9 million to \$18 million.

Upon taking office, I gave a directive to all services staff to project five percent, 10 percent and 20 percent reductions. We then implemented five percent reductions in opera-

tional costs to ensure we had continued funding to provide the same level or expanded services. The result? We ended 2004 with a \$4,242,471 surplus. With the exception of 2003, when I served as the deputy executive director, we have never posted a positive bottom line. Comparing the first five months of 2004 with 2005, we have seen a savings of about 19.11 percent or \$2,518,744. This means that we are operating more effi-



Elder Catherine "Tapun" Young and Jennifer Bouley at Sault Tribe Powwow.

ciently and have excess revenue to reallocate for membership services. As our gaming market matures, we must be smarter and more efficient in the manner in which we spend the valuable resources we do have.

As we move forward, we must not forget where we came from and remember those who

are still in need. Reviving our cultural ways is key as it reconnects us to our past and our values. Above is a photo of an elder who met her long lost uncle Steven Bouley's great-granddaughter at the Bahweting Powwow. What a beautiful thing — even though separated by generations, that family could come together through our Anishinaabe ways.

We cannot forget the tribal spirit in which we came to be such a great nation. Please join with me to reach out to one another and lend our support for establishing Unit VI in this same Anishinaabe spirit.

On a very personal note, my mother — Katherine 'Gotnee' Payment, a Sault Tribe member since before federal recognition, crossed over to the spirit world this year. I am grateful she lived to see her son become tribal chairperson. Though she turned 60 before she passed, she did not get to benefit from the elders' land claims distribution. This motivates me even more to work toward improving health care as my mother long suffered from heart disease and diabetes — the top two causes of death for our people.

I am so very thankful I have been granted the honor of serving you as tribal chairperson. Things get challenging at times with tribal politics, but I love my job and I appreciate the opportunity to serve you!

Chi megwitch,  
Anishinaabe Negee

*Aaron*



Jossie Payment at Bahweting Sault Tribe Powwow.



Pearl, Katherine "Gotnee" and Henry Bouley in 1950 on Sugar Island.

Above is a photo of my aunt, my mom, and my uncle. They grew up on Sugar Island without running water or electricity. My grandmother cared for them to the best of her ability. Around 1950, veterans of WWII and family members decided to try to provide a better life for future generations. Seeing the way the rest of the world lived gave our veterans the vision to see what life could be like for our own people.



Elder Sophie "Bazz" Willis at Chairperson Payment's annual picnic.

## TABLE OF CONTENTS

Chairman's letter.....	2
Map of service area and Board of Directors.....	3
Health.....	4
Education.....	6
Culture.....	8
ACFS.....	10
Housing.....	11
Recreation.....	12
Fisheries.....	13
Law Enforcement.....	14
Tribal Court.....	15
Human Resources.....	16
Non-Gaming Businesses.....	17
Kewadin.....	18
Greektown.....	19
Financial Overview.....	20
Self-Sufficiency.....	21
2004 in Pictures.....	22
Community Contributions.....	24

**On the cover:**  
The photos on the cover represent health, culture, tribal enterprises and education. All important priorities for the future of the tribe. Welcome to the 2004 Annual Report of the Sault Ste. Marie Tribe of Chippewa Indians.

Photos by Alan Kamuda



Child Advocacy Award

# Sault Ste. Marie Tribe of Chippewa Indians

## 2004 Board of Directors



**Robert LaPoint**  
Vice Chairman  
Unit II Representative

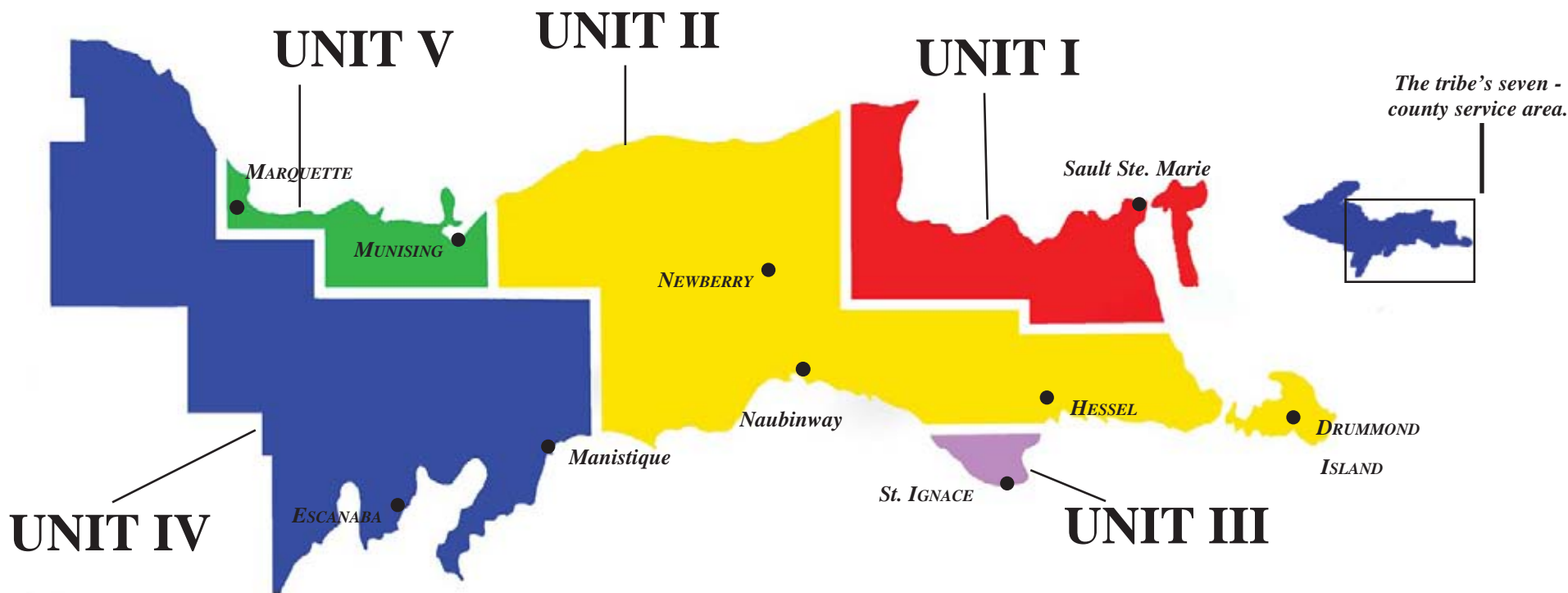
**Cathy Abramson**  
Secretary  
Unit I Representative

**Todd K. Gravelle**  
Treasurer  
Unit I Representative

**Joseph Eitrem**  
Unit I Representative

**Dennis McKelvie**  
Unit I Representative

**Paul Shagen**  
Unit I Representative



**Lana Causley**  
Unit II Representative

**Robert Lambert Sr.**  
Unit III Representative

**Fred Paquin**  
Unit III Representative

**Denise Chase**  
Unit IV Representative

**Thomas Miller**  
Unit IV Representative

**Victor Matson Sr.**  
Unit V Representative

### Directors' numbers

**Aaron Payment**, Chairperson  
W 635-6050 H 632-2446  
**Robert LaPoint**, Vice Chairman  
H 493-5311  
**Cathy Abramson**, Secretary  
H 635-3054  
**Todd Gravelle**, Treasurer  
H 635-5740  
**Joseph Eitrem**, Unit I  
H 633-8567  
**Dennis McKelvie**, Unit I  
H 632-7267  
**Paul Shagen**, Unit I  
W 635-0281 H 437-5381  
**Lana Causley**, Unit II  
H 484-2954  
**Robert Lambert Sr.**, Unit III  
H 643-6783  
**Fred Paquin**, Unit III  
H 643-8878  
**Denise Chase**, Unit IV  
W 341-6993 H 341-6783  
**Thomas Miller**, Unit IV  
H 644-2689  
**Victor Matson Sr.**, Unit V  
H 387-4378

For telephone numbers to all the listed services, please visit the tribe's website at: [www.saulttribe.net](http://www.saulttribe.net)

### CLINICS AND HEALTH CENTERS

**DeTour Medical Clinic**  
906-297-3204  
**Escanaba Comm. Health Office**  
906-786-9211  
**Hessel Community Health**  
906-484-2727  
**Kinross Community Clinic**  
906-495-5745

**Lambert Center**  
906-643-8689  
Toll free number 877-256-0135  
**Manistique Tribal Clinic**  
906-341-8469  
Toll free number 866-401-0043  
**Munising Tribal Center**  
906-387-4614  
Toll free number 800-236-4705  
**Newberry Health Office**  
906-293-8181  
**Sault Medical Clinic**  
906-632-5200  
Toll free number 877-256-0009

### MEMBERSHIP SERVICE DIRECTORY

**Administration**  
906-635-6050  
**Enrollment Department**  
Toll free number 800-251-6597  
**Health Services**  
906-632-5274  
**Anishinaabek Community and Family Services**  
906-632-5250  
Toll free number 800-726-0093  
**Cultural Department**  
906-632-7494

**Human Resource**  
Main Line (906) 635-4937  
**Education Department**  
906-635-6050  
**Elder Services**  
906-635-4971  
**Housing Department**  
906-635-4960  
Toll free number 800-794-4072  
**Judicial Services**  
Court 906-635-4963  
Law Enforcement 906-635-6065  
**Recreation Division**  
906-635-4758  
**U.S.D.A. Food Distribution**  
906-635-6076  
Toll free number 888-448-8732

### THE SAULT TRIBE NEWS

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Brenda Austin.....Staff Writer  
Rick Smith.....Staff Writer  
Sherrie Lucas.....Secretary  
Darryl Brown.....Advertising Sales Associate

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# Health Services



Certified Optical Technician Jackie Berden prepares a patient for an eye exam at the Lambert Health Center in St. Ignace. Three different optometrists come to the center three times a week and see over 2,000 patients a year.

## BUILDING HEALTHY COMMUNITIES

Tribe members are served by a three-story, state-of-the-art medical center in Sault Ste. Marie, a new community health center in Manistique and satellite clinics throughout the service area. The health division, now the tribe's largest government program — had an operating budget of almost \$26 million in 2004 and employs 250 health care professionals. The tribe's medical and traditional healers recorded over 50,000 patient visits and contacts in 2004. (See chart for breakdown by county).

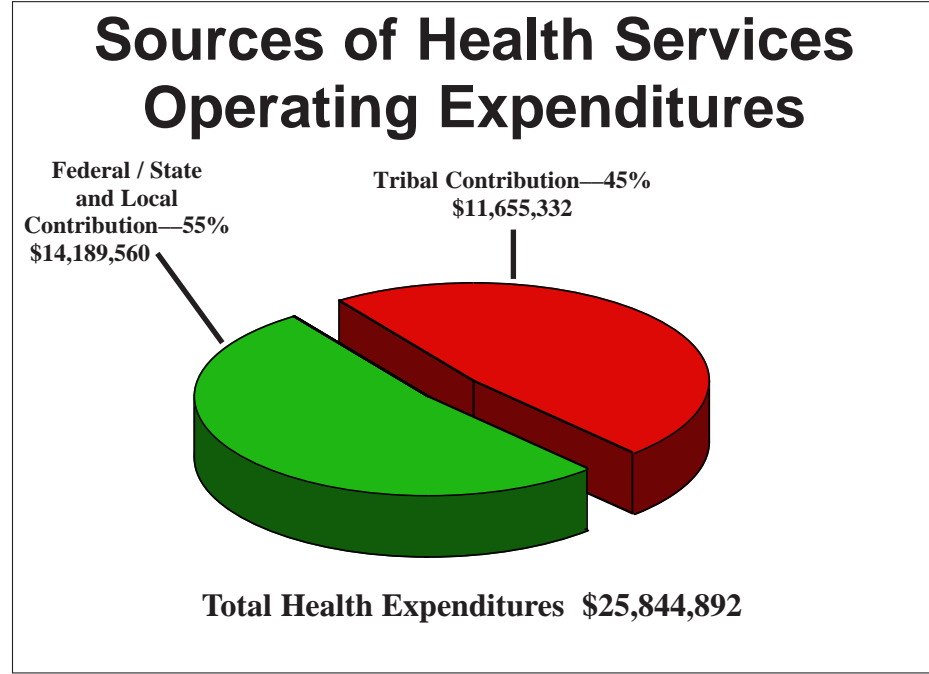
Their mission, high quality patient-centered health care, has become a reality. Since moving into the new health center in Sault Ste. Marie, the tribe has opened health offices in St. Ignace, Kinross, Hessel, Manistique, Marquette, Munising, DeTour, Escanaba and Newberry. The Sault Tribe is now the largest Indian health care provider in the Great Lakes. (Direct tribal support for health care services increased from \$2.4 million in 1998 to \$11,655,332 in 2004).

Like employers and governments across the nation, the tribe is doing its best to keep up with skyrocketing health care costs. To maintain and expand services, the health division has entered into agreements with area and regional hospitals to improve member access to health facilities.

### 2004 ACCOMPLISHMENTS

Each year the health division reaches more members with more programs. Here are the division's 2004 achievements:

- Maintained commitment to improve delivery of diabetes care and manage Indian Health Services — Special diabetes program for Indians non-competitive grant which support the addition of pharmaceuticals, staff positions, case-management, diabetes classes, etc.
- Implemented systems approach to tobacco cessation — pharmacy, health education, medical/nursing all health center sites. A total of \$48,815.43 was spent on smoking cessation pharmaceuticals.
- Implemented rotary endodontic treat-



Sault Tribe Health Program - 2004			
Primary care provider visits by county and unit of residence			
County	Dental	Medical	Optical
Alger	92	1,596	19
Chippewa	4,674	21,934	1,675
Delta	92	1,441	38
Luce	177	975	83
Mackinac	1,721	7,003	865
Marquette	80	836	31
Schoolcraft	244	2,983	76
All others	1,409	3,106	511
<b>Totals</b>	<b>8,489</b>	<b>39,874</b>	<b>3,298</b>
Unit I	4,203	19,387	1,498
Unit II	1,133	5,402	456
Unit III	1,295	5,372	652
Unit IV	304	4,411	105
Unit V	161	2,074	48
<b>Totals</b>	<b>7,096</b>	<b>36,646</b>	<b>2,759</b>

ment (a new root canal filing system).

- Incorporated the guidelines for infection control in dental healthcare settings
- All water systems in all units are in compliance with the requirements of the Safe Drinking Water Act.

— continued on page 5

### 2004 MAJOR HEALTH ACCOMPLISHMENTS

- Received three year accreditation from the Accreditation Association of Ambulatory Health Care Inc.
- Implemented major strategic health plan initiatives focused on improving membership access to needed health services by adding diagnostic ultrasound testing, increasing pharmacy services, expanding access to services at Kinross Community Clinic, expanding physical therapy services, adding OB prenatal care services and behavioral health services integrated in primary care clinic.
- Completed COLA laboratory survey and met all criteria for laboratory accreditation.
- Revised the strategic health plan and began efforts to accurately assess behavioral health risks.
- Successfully implemented and expanded pain management treatment alternatives and standardized practices for all patients receiving controlled substances.
- Opened the Manistique Health Center and established a number of cooperative efforts to expand services to members residing in Delta, Schoolcraft, Alger, and Marquette counties.

### 2005 Major Health Goals

- Establish and implement policy to maintain or exceed accreditation and health care standards to continually improve delivery of health services.
- Complete assessment of current health care information system and establish a plan to implement electronic medical records with the focus on improving communication and coordination of health services provided.
- Complete the 2005 tribal health status report, which will help identify membership health risk factors of cardiovascular disease, diabetes, cancer, and alcohol and substance abuse.
- Promote clinical practice guidelines which emphasis health prevention and health promotion which include continued screening and interventions for alcohol and substance abuse; assessment and system-wide interventions focused on prevalent health risks such as tobacco use and obesity and the promotion of healthy active lifestyles.

### SERVICES AND PROGRAMS

- Medical and preventative services
- Dental services
- Community Health Programs
- Contract health services
- Elder Health Fund program
- Rural Health program
- Elder care services
- Elder meal services
- Traditional medicine
- Pharmacy services
- Environmental health services

—continued from page 4

- Formulated and established externship program with Pennsylvania College of Optometry. First student arrived on Feb. 28, 2005, thus allowing us to see 300-400 more patients this year.
- Completed the design of the optical dispensary and exam lanes and installed equipment at the Manistique Tribal Health Center.
- Increased the number of patients receiving visual fields at their first appointment by 24 percent by increasing same day appointments and further educating the patient.
- Increased the number of glasses ordered for patients.
- Expanded services to include on-site diagnostic ultrasound services to increase access for members without health insurance and to support new OB services.
- In cooperation with the Great Lakes Epi-Center, a mortality database using death certificates was established to more accurately track and trend membership morbidity and mortality rates.
- Planned and participated in smoking cessation program by helping improve patient access and education on the use of nicotine patches and lozenges to improve quitting success rates.
- Filled 122,470 prescriptions in 2004 which is a 16 percent increase over the previous year.

**GOALS**

- Continue active well-child program services and strive to achieve a health program immunization rate of 90 percent for children five and under.
- Open Manistique Dental Clinic, which will increase patient visits and third party collections for the rest of 2005.



Dr. Rebecca Werner uses a doppler to listen to Lisa Kerfoot's unborn baby's heartbeat as part of the new prenatal program at the tribal health center in the Sault. Dr. Werner started the program to increase access to prenatal care for pregnant tribe members and their babies. Dr. Werner and the three person prenatal staff meet with the expectant mothers, counsel them on prenatal care options, hold education programs, disperse prenatal vitamins and conduct lab tests. Dr. Werner, a lieutenant commander in the United States Public Health Service, also delivers the babies at War Memorial Hospital in the Sault as part of the new program.



Meet the staff of the Munising Tribal Health Center. Left to right, Gail Sulander, dietitian, Debra Frazier, administrative assistant, Sally Burke and Shirley Kowalke, community health technicians, and Lois Bryant, program clerk. The Newberry center makes almost 7,000 patient contacts per year as part to the tribe's rural health program. Missing from this staff photo are Katherine Manville, community health nurse, and Alice Quinlan, community health clerk.



**Photos by Alan Kamuda**

Left: Amy Powers, RN, completes the bandaging of 14 year old Amanda Weinert's leg as her mother Colleen looks on, at the new Manistique Health Center located in the Manistique Community Center on Highway 2. The Manistique center opened in 2004 and provides services to tribe members who live in Delta, Schoolcraft, Alger and Marquette Counties. A full-time doctor is on staff at the center and, in August, a dentist will join to provide dental services to members in the western end of the service area.

**Health Division**

**Directory**

- **Sault Tribe Health Center**  
(906) 632-5200  
Toll free 877-256-0009
- **DeTour Health Clinic**  
(906) 297-3204
- **Escanaba Health Office**  
(906) 786-9211
- **Hessel Health Office**  
(906) 484-2727
- **Kinross Community Clinic**  
(906) 495-5745
- **Lambert Health Center**  
(906) 643-8689  
Toll free 877-256-0135
- **Manistique Tribal Clinic**  
(906) 341-8469  
Toll free 800-347-7137
- **Munising Tribal Clinic**  
(906) 387-4614
- **Newberry Health Office**  
(906) 293-8181
- **Sault Community Care Clinic**  
(906) 635-0041  
**Physical Therapy Service at Chi Mukwa**  
(906) 635-4905

# Education



Kijhay McKeever gets a little help from Lynette Rogers at the media center at the Sault Tribe Child Care Center. Kijhay listens to an audio tape of the book she is looking at. The program helps the children develop their reading skills. The center has 48 children enrolled and is open five days a week from 7 a.m. to 6 p.m.

Photo by Alan Kamuda

## Working towards a stronger future.

The tribe's comprehensive Education Division opened in 1978. Today its services include cultural and recreational activities, Head Start and Early Head Start for preschool students, tutoring, academic, cultural and social counseling services for elementary through high school and admission applications and financial aid assistance for college students.

The department also holds GED or high school completion classes. It also offers adult-level college courses to members and employees seeking to further their education or upgrade their working skills.

The department provides services to many school systems in the service area of Michigan's eastern Upper Peninsula. The department also offers financial assistance to members attending colleges or trade schools throughout the nation.

**Early Head Start** is a program for infants, toddlers and pregnant women, including children with disabilities. The program is federally funded through the Department of Health and Human Services, Head Start Bureau, American Indians and Alaskan Natives Program Branch. In 2004 the tribe received \$453,718 from the Head Start Bureau and the tribe contributed \$113,429 of tribal funds. It provides center based services for sixteen children in Sault Ste. Marie, located at 2076 Shunk Road and also provides home based services for children and their families in Chippewa, Luce and Mackinac counties. The home based program brings the classroom into the home and the home visitors work with parents to deliver a comprehensive educational experience.

Early Head Start operates year round. Teachers have a minimum of an associates degree in early childhood education and a child development credential issued from the Department of Education. Classrooms use the Creative Curriculum for infants and toddlers and the Ojibwa Circle of Life curriculum. All home visitors have a family service credential from the Portage Project. The home based program uses the parents as teacher curriculum and the Ojibwa

Circle of Life curriculum.

Early Head Start staff have completed their second year in the SpecialQuest Project that is funded through Hilton and the Head Start Bureau. This four-year project focuses on strengthening the services provided to children with disabilities and will end in the summer of 2006.

The Education Disabilities Coordinator has been appointed the services coordinator for all Native American children with dis-

abilities in Chippewa and Mackinac counties. This was accomplished through a collaborative agreement with the Early On program. The programs received an additional grant to implement a Fatherhood Initiative project. The Dads Matter system was selected and it is working very well with great participation from the fathers of children who are enrolled.

For more information on Head Start or Early Head Start please call (906) 635-7722.

**Head Start** is a preschool program for children 3-5 years of age, including children with disabilities. The program is federally funded through the Department of Health and Human Services, Head Start Bureau, American Indians and Alaskan Natives Program Branch. In 2004 the tribe received \$562,324 from the Head Start Bureau and the tribe contributed \$140,580 of tribal funds and services were provided for 84 children. The program offers part-

day, part year services in Sault Ste. Marie and St. Ignace. The Sault center is located at 2076 Shunk Road and has two classrooms of 20 children. The St. Ignace Center is located at the Lambert Center and has one classroom of 20 children. Teachers have minimum qualifications of an associates degree in early childhood education or equivalent. The program uses the creative curriculum and our own Ojibwa curriculum, the circle of life. The part-day, part

scored above the national averages in all areas. This test is administered to all Head Start children across the nation.

**The Sault Tribe Child Care Center** celebrates its tenth year this June. The tribe supports quality care for children of members, employees and the community. A safe nurturing environment with emphasis on the education of young is the goal of the program.

The center is in the third year of partnership with Head Start to provide a full year program that offers before and after care.

### Statistics:

- Children served: 71
- Sault Tribe children: 52
- Non-native: 19

### 2004 Accomplishments:

- All staff trained in CPR and first aid.
- Annual license evaluation completed.
- Surveillance equipment replaced.
- Signed agreements with ACFS, Head Start, Sault Area Skill Center and Community Coordinated Childcare to better serve our members.

Parent fees are payroll deducted or cash payments. Some families receive childcare assistance to offset their charges from the Child Development Fund through ACFS or state funding through FIA if they meet the income guidelines. The tribe offers a reduced full day rate to members and employees. Priority of placement is full-time slots to Sault Tribe members, employees and community.

For more information about child care please call (906) 632-5258.

**Youth Education and Activities** held approximately 1,100 activities with 11,469 participants within the service area. Activities ranged from academic to cultural to leadership on a daily, weekly and monthly basis.

### 2004 Accomplishments

- Development and implementation of a Sault Tribe incentive program to recognize our tribal students in grades six-12 who received either all A grades or perfect attendance for at least one marking period. Participation in this program extended from California to Florida.

- Collaboration with Title VII Indian Education for year end community/school student recognition celebrations at all YEA sites. Production of tribal senior recognition book in collaboration with Sault Schools.

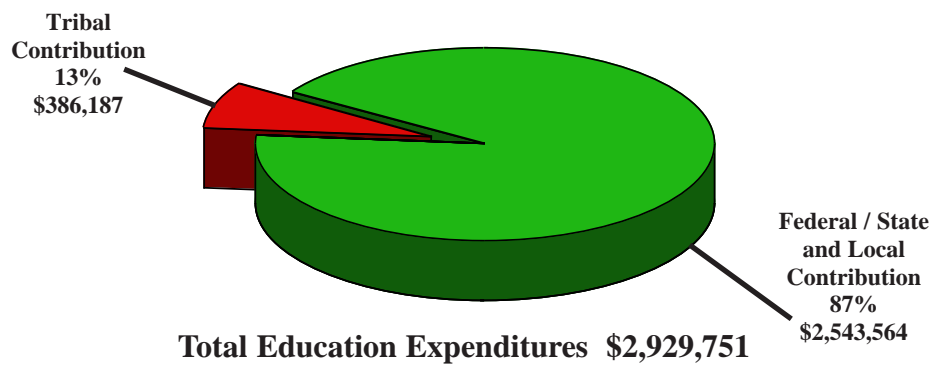
- Establishment of a teen court in collaboration with Judge Kandra Robbins. Youth from Units I, II and III have been trained by tribal court staff to conduct trials of youth offenders. First trial projected for the first quarter of 2005.

- Tribal youth leadership development including the formal board of directors approval of councils in Units I, II, III and IV and formation of a grand council to which each sends representatives. Each council performed local service learning projects related to community service, cultural heritage, healthy lifestyles, and the environment. The youth were elected to serve on the national UNITY executive council, appointed to the National Organization of Youth Safety, addressed the Congress regarding our Celebrate Fitness Grant, and presented a workshop at the national youth summit.

- Youth completed the Celebrate Fitness Grant from the Robert Wood Johnson Foundation. The culmination of this three year grant is the development of a tool kit which promotes youth driven initiatives to promote healthy lifestyles including asset identification, public service announcements, posters, and training materials.

—continued on page 7

## Sources of Education Operating Expenditures



abilities in Chippewa and Mackinac counties. This was accomplished through a collaborative agreement with the Early On program.

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year program operates from September through early May, four days a week, four hours per day. In collaboration with our tribal child care center, a one full day, full year option is offered. The classroom of 20 children is in the Child Care Center at 2218 Shunk Road, in the Sault. The teacher has a minimum of an associates degree in early childhood education and the center uses the same curriculum.

One of the greatest honors received in 2004 was that the center was asked to display their Ojibwa curriculum at the new Museum of the American Indians at the Smithsonian Institute in Washington, D.C. The curriculum is available to all visitors in the resource room located on the second floor of the museum.

Head Start is completing its second year of national testing. Students are tested in fall and then again in spring. The areas they are tested in are vocabulary, letter recognition, early math skills and understanding spoken English. Children have

—continued from page 6

• Through collaboration with the Cultural Division, initiated language classes in the Hessel Tribal Center, the Les Cheneaux Schools, the Manistique YEA Hang Out Zone and laid ground work for language classes to be offered at Sault High. Tribal youth attended the Anishnabemowin Teg Language Conference.

• Lighting the Seventh Fire, Youth Empowerment Powwow: As the culmination of our Circle of Life Summer Program, a powwow was held where over 100 youth and their families from throughout the Upper Peninsula were in attendance and received support from the Inter-Tribal Council of Michigan to make it a smoke-free event.

• Staff professional development training: Staff received training in community youth mapping, family math and science, multi-site management, results based accountability through collaboration with other tribal and non-tribal resources.

• Contributions for funding were secured from ACFS, tribal youth prevention program, Inter-Tribal Council of Michigan, Michigan Indian Elders Association, Association on American American Indian Affairs and the Robert Woods Johnson Foundation, to name a few

**2005 Program Goals**

- Unit restructure of YEA service paradigm.
- Maximize service penetration within consistent budget parameters.
- Mobilize funds and other resources from internal tribal and external collaborative sources to integrate into YEA initiatives for direct service.
- Increase our tribal youths' academic success and cultural engagement.
- Create opportunities for tribal youth to positively impact their communities on a local, tribal, regional and national level.

**The Sault Tribe Adult Learning Center** finished 2004 with another successful year. Though our enrollment started out slow it began to pick up towards the end of the year and a total of 14 people had completed all the tests necessary to receive their GED.

**The Higher Education Department** works with over 1,500 students per year. They assist students and parents in guiding them through their college endeavors, including communicating with the admissions and financial aid offices, and providing other financial aid resources.

**The Higher Education Grant program** is an unmet need-based program intended to assist with direct education costs (tuition, fees, books, supplies, room and board) that are not covered through other financial aid that the Sault Tribe student is eligible for — including family contribution — excluding loans.

To be eligible, the student must be attending a Michigan state-supported school full time (12 credits or more) and have an additional unmet need. The additional unmet need is determined after the student has applied for all institutional financial aid and by



Youth Education and Activities and *The Sault Tribe News* awarded outstanding achievement recognition to students who qualified for the Young Scholars Program by earning straight A grades or perfect attendance. Along with recognition, students received a certificate of appreciation and an incentive award of \$25 for their hard work and dedication. If the students received all A grades or perfect attendance for more than one marking period, they received a maximum award of \$50.

completing the Free Application for Federal Student Aid (FAFSA). The student must also submit a higher education assistance application to the Sault Tribe Higher Education Department for the school year they are applying for assistance. Tribal grant awards are based on recommendations made by the college financial aid offices and available tribal funds. Awards go directly to the schools.

**For the 2004-05 school year, 207 students were awarded \$142,792 with the average award for the year being \$690.** The Higher Education Self-Sufficiency Fund Program is not a need-based program. This is an incentive award program that rewards tribe members for successfully completing college credits toward their degree. Award amounts vary depending on the college's academic calendar and the number of credit hours the student completes. It is a first-come, first-served program, which means as grade reports come in; awards are given until funds are depleted. The incentive awards are given directly to the student and are considered taxable income.

To participate in this program, the student must first submit the tribal higher education assistance application for the school year they're seeking the incentive. They must be enrolled in a two or four-year college or university within the United States or Canada and be in good academic standing making satisfactory progress toward graduation. A student does not have to be full-time to be eligible.

**• For the 2003-04 school year, 1,135 students were awarded \$838,192.29 with the average of \$738.50. When this program first began nine years ago with the 1996-97 school year, 537 students received \$399,988.**

**Scholarships**

To increase the amount of financial aid for tribe members attending college, scholarships have been established in memory of past tribal leaders or to honor present tribal families.

**PAMELA CABLE GERSHON MEMORIAL SCHOLARSHIP**

This scholarship was established in 1986 by the Cable family and friends after the untimely death of their daughter.

Pamela was born in Petoskey,

Mich., and raised in Wyandotte, Mich. She was a graduate of the Theo. Roosevelt High School, where she was elected to the National Honor Society.

After graduating with honors from Michigan State University, Pamela taught mathematics at the Derby Junior High School in Birmingham, Mich. She was in her fifth year of teaching when she was killed in an automobile accident in London, Ontario.

To qualify for this \$150 scholarship (one available), a tribe member must be a current graduating high school senior, less than one-quarter Indian blood quantum and reside in one of the counties of the tribe's service area (Alger, Chippewa, Delta, Luce, Mackinac, Marquette, or Schoolcraft). Must be accepted for enrollment in a Michigan state-supported school full time. Must have submitted a Sault Tribe higher education assistance application for the current school year. Must submit a cover letter to include the following: (a) Name of the high school you graduated from; (b) College or university you've been accepted to; (c) Planned academic major and; (d) Career objective. Must submit a brief statement on what this scholarship would mean to you. This award is for the freshman year only. Applicants can apply from May 1 through July 1.

**GEORGE K. NOLAN TRIBAL JUDICIAL SCHOLARSHIP**

This scholarship was created to honor long-time employee George Nolan, who served the tribe in many important areas in the 1980s and mid-1990s. He served as tribal housing director, judge, chief judge and executive assistant to the tribal chairman and vice-chairman of the tribe.

To qualify for this \$1,000 scholarship (one available), a tribe member must be at least a college sophomore enrolled or accepted into a two or four year college or university full-time within the United States studying tribal law, law enforcement, legal studies, political science or public administration. Must have submitted a Sault Tribe higher education assistance application for the current school year. Must be in good academic standing (include a transcript showing grades from the last term or semester attended). Must submit a cover letter to include the following: (a) The

name and location of the college or university attending (b) The academic major you are pursuing; and (c) Career objective. Must submit a 300-500 word essay, describing how the scholarship will help you realize your goal. Applicants can apply from May 1 through July 1.

**JOSEPH K. LUMSDEN MEMORIAL SCHOLARSHIP**

This scholarship honors the tribe's first elected chairman, Joseph K. Lumsden, who passed away while in office. Chairman Lumsden, Bouschor and others led efforts in the 1970s to seek and obtain federal recognition for the tribe.

To qualify for this \$1,000 scholarship (two available), the tribe member must be at least one-quarter Indian blood quantum and be at least a college junior with a full-time status at a Michigan state-supported school. The student must have at least a 3.00 accumulative grade point average. Must have submitted a Sault Tribe higher education assistance application for the current school year. Must submit a cover letter to include the following: (a) The name and location of the college or university attending; (b) The academic major you are pursuing; and (c) Career objective. Must submit a brief statement on what this scholarship would mean to you. Applicants can apply from May 1 through July 1.

**BERNARD BOUSCHOR HONORARY SCHOLARSHIP**

The tribe will be offering \$1,000 scholarships to tribe members who are working towards under-graduate degrees.

Qualifications: Must be enrolled or accepted full-time into a two or four-year college or university working towards an under-graduate degree.

Applicants must submit a letter of application to include the name and location of the college or university you will be attending, academic major along with class level and number of credits completed and your career objective.

Applicants must also submit a 300-500 word essay describing how you feel your education will benefit you and why you should receive a scholarship.

There are three ways to apply, through the U.S. mail — submit a letter of application, proof of tribal membership and essay to Attn. Bernard Bouschor Honorary

Scholarship, Sault Tribe Higher Education Department, 2 Ice Circle, Sault Ste. Marie, MI 49783. E-mail a letter of application and essay to [jljewton@sault-tribe.net](mailto:jljewton@sault-tribe.net). You must include your social security number for tribal membership to be verified. If e-mailed, the submission date must be no later than Aug. 1, 2005. Or you can drop by the Education Department's new offices located inside Chi Mukwa Rereation Center in the Sault.

**FRED L. HATCH MEMORIAL TEACHER EDUCATION SCHOLARSHIP**

The Sault Ste. Marie Tribe of Chippewa Indians offers a \$1,000 scholarship to tribe members who are enrolled in a Michigan public four-year college or university.

Qualifications: Must be at least one-quarter Indian blood quantum and an enrolled member of the Sault Tribe (verified by the tribal enrollment department) also enrolled as a full-time (12 or more credit hours) junior or higher in a Michigan public college or university in a teacher education program with a cumulative grade point average of at least 3.00 (include transcript showing grades from the last term or semester attended).

Applicants must submit a cover letter including the name and location of the college or university you are attending, academic major you are pursuing, your career objective and a brief statement on what the scholarship would mean to you.

Submit all the required information to: Fred L Hatch Scholarship, Sault Tribe Education Department, 2 Ice Circle, Sault Ste. Marie, MI 49783, June 15 through Aug. 1, 2005. Must be postmarked no later than Aug. 1.

**If you have questions call (906) 635-7784 or 1-800-793-0660 and ask for higher education.**

**Education Directory**

- **Adult Education (906) 635-7786**
- **Higher Education (906) 635-7784**
- **Early Head Start (906) 635-7047**
- **Sault Head Start (906) 635-7722**
- **St. Ignace Head Start (906) 643-9722**
- **Youth Education and Activities Sault Ste. Marie (906) 635-7010**
- **St. Ignace (906) 643-7262**
- **Hessel (906) 484-2298**
- **Manistique (906) 341-3362**
- **Munising, western end coordinator (906) 387-3861**

# Cultural



One of the 2005 goals of the Anishinaabeg Edinokiwad (Culture Camp/Powwow) department, to expand the culture camp activities to the western-end of the seven county service area, was completed this year when a flute making camp was held in Munising. 50 children and adults showed up for the camp as the culture department expanded its services to include the whole eastern Upper Peninsula. Photo by Alan Kamuda

## Anishinaabe Bimaadziwin-Cultural Division

The office of the Cultural Division is a resource to tribe members and communities offering traditional cultural teachings and knowledge that preserves and perpetuates our Anishinaabe bimaadziwin (way of life).

The division administers six different departments, the cultural leave program for team members, facilitates opening prayers and ceremonies and serves as positive role model in the community to promote cultural awareness.

### 2004 Accomplishments

- Participation in the 10th annual language conference with over 900 attendees.
- New Year's Eve Jingtamok (Powwow) with over 600 visitors.
- July 4 Jingtamok with over 4,000 visitors.

### 2005 Goal

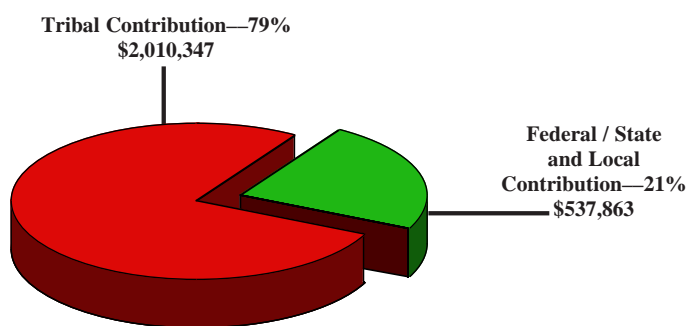
- Integrate traditional medicine and culture camp programs.
- Increase communication and division wide services to outlying areas.
- Create resource library.

### Naadin Eshpendaagwak (Repatriation) To get what means a lot to us

The Cultural Repatriation office is concerned with understanding and accepting the responsibility and obligation that was left to us by our ancestors to protect and preserve our traditions and cultural heritage. This includes protection of past burial sites, present day burial sites and unknown burial sites. Along with burial sites, the issue of traditional cultural properties, which can include any item or area of cultural importance, such as sacred objects, artifacts, traditional gathering areas and spiritually significant places is also a concern.

This office is responsible for facilitating the repatriation of ancestral remains and sacred objects removed from their original burial sites, under the Native American

### Sources of Recreation and Culture Operating Expenditures



**Total Recreation and Culture Expenditures \$2,535,526**

Grave Protection and Repatriation Act (NAGPRA), this federal law applies to any museum or government agency in possession of these items. They must return them to the affiliated tribe when due process has been completed. This office also deals with the inadvertent discovery, during construction projects, of ancestral remains, sacred objects or items of cultural significance. Education of the public regarding issues surrounding repatriation is also a top priority.

Naadin Eshpendaagwak also provides cultural awareness and outreach to the community by participating in ceremonies and tribal social events and receives requests to offer teachings, conduct traditional funeral services, weddings, sweat-lodges and presentations at tribal conferences.

### 2004 Achievements

- Close out of \$75,000 FY 2002 NAGPRA grant on June 30.
- Integrate Niigaanagizhik Building supervision of maintenance and events scheduling.

- Completion of National Historic Preservation Act, Sec 106 training.
- Completion of consultation project with Andrews Cultural Resources (database documenting traditional cultural properties within our service area).
- Participation in over 40 traditional ceremonies for tribe members, tribal organization and community.

### 2005 Goals

- Application for National Park Service, NAGPRA grant.
- Establish tribal burial policy and the development of tribal cemeteries.
- Create agreement for fenced protection of ancient tribal burial site at Brady Park *Anishinaabeg Edinokiwad (Culture Camp/Powwows) Working to sustain themselves* The Mary Murray Culture Camp (est. 1995) is a place of learning to preserve and promote the Anishinaabe cultural arts and traditions through the teaching of life skills. The camp can accommodate up to 40 people with showers for men and women. A fully functional kitchen and

large living room are great for group demonstrations. A variety of camps take place throughout the year and leasing the building for other programs to host their own cultural retreats is available.

Powwows throughout the service area provide a social time for families to get together.

2004 was the 24th annual Sault Tribe Traditional Powwow which featured host drum Northern Cree. 4,000 visitors attended. The department continues to work through committees to help with planning for community Jingtamoks in Hessel, St. Ignace, Sugar Island, Rapid River and Manistique.

Cultural awareness and outreach is provided to the community by participating in ceremonies and tribal social events. The Bahweting Singers (drum) are called on for traditional funerals, weddings and tribal conferences.

Presentations for tribal in-services, public schools and visiting dignitaries are also provided.

### 2004 Accomplishments

- First Veterans Powwow in Kinross with over 400 attendees.
- Camp building addition 16x20 and equipment expansions.
- Landscape developments.
- First environmental awareness camp.
- 18 culture camps held with 804 attendees.

### 2005 Goals

- Integrate camp coordination with Cultural Division strategic planning.
- Integrate Ojibwe language throughout camp lesson plans.
- Develop camps in the western service area.
- Promote participation of Powwow committees within each community.
- Promote environmental awareness.

—continued on page 9



—continued from page 8

### Wii Nsaatamaageng (Cultural Training)

#### Providing Understanding

The cultural training office researches, develops and delivers cultural awareness of Sault Tribe Anishnaabe Bimaadiziwin, Ojibwe customs and teachings and presentations that emphasize historical and cultural contributions. The office also consults with tribal programs, committees and tribe members to promote our culture throughout our community.

Its mission is to revitalize and restore Anishinaabemowin (language) and Anishinaabe Bimaadiziwin (our way of life).

Curriculum lessons use basic Ojibwe language in an effort to increase daily usage for conversations and ceremonial use. Ojibwe customs and teachings are experienced through teaching circles and demonstrations. Also, history is delivered from an American Indian perspective instead of a European influenced perspective.

The purpose of training is to enhance the identity of our people by providing them with an opportunity to learn and live our unique culture today, tomorrow and in the next seven generations. By providing understanding to the community members (native and non-native) with information about who we are, they can assist others to heal and grow in the knowledge, culture and spirituality of the Bahweting Anishnaabe, Sault Tribe of Chippewa Indians.

#### 2004 Accomplishments

- “What Was Never Told” awareness training program developed and delivered.
- Development and delivery of department in-services.
- Delivery and analysis of Headstart cultural curriculum.

#### 2005 Goals

- Public awareness campaigns.
- Promotion of Culture Division through the media.
- “What Was Never Told” program delivery.
- Public school presentations.
- Resource building for the training program and Cultural Division.

### Nishnaabe

#### Nanaawndawichigewin (Indian Healing)

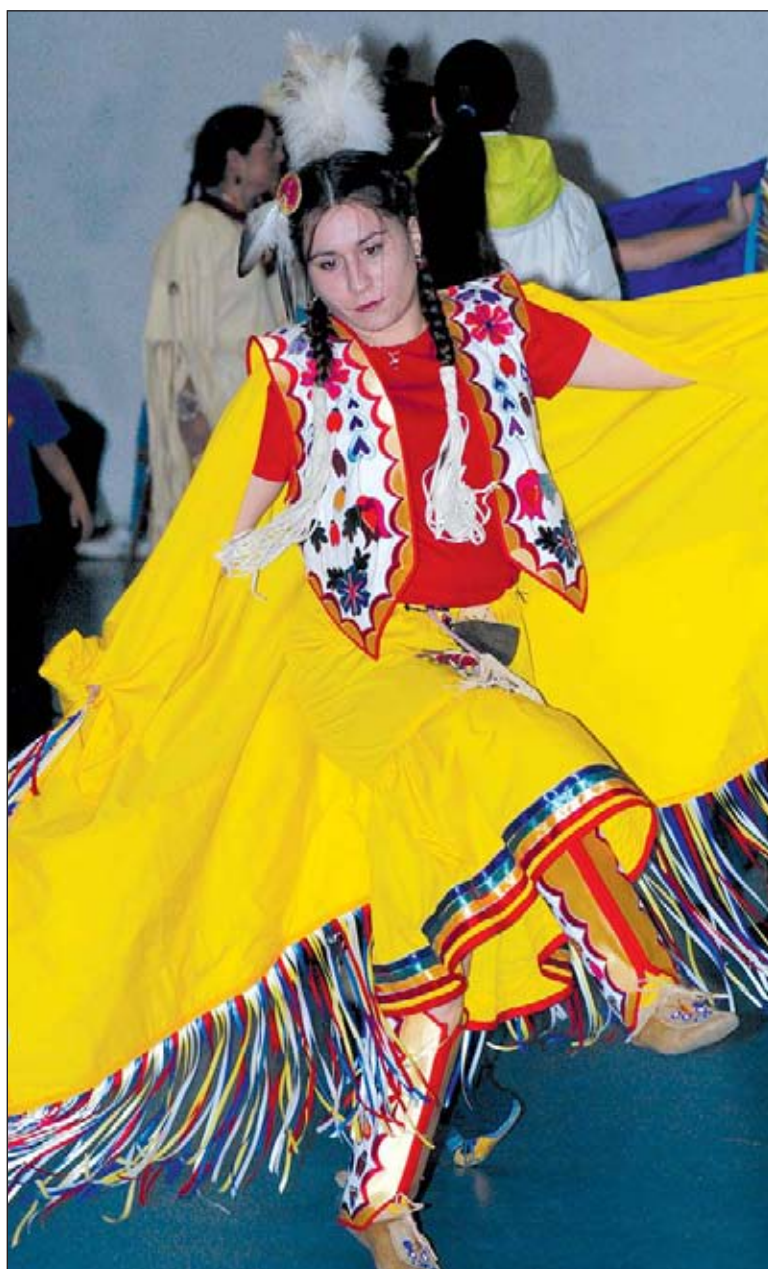
#### Traditional Medicine Program

The Sault Ste. Marie Tribe of Chippewa Indians was the first tribe in the United States to offer traditional medicine services integrated into its health delivery system. Traditional medicine services include traditional practitioner consultation, diagnosis and treatment with herbs or specific ceremonies, sweat lodges, fasting, naming, clan and colors identification.

Traditional medicine services are available at the tribal clinics in Sault Ste. Marie, St. Ignace, Hessel, Manistique, Marquette, Kinross, Newberry and Munising. Services can also be available in the client’s home or at the hospital. Two male and one female plus two assistant traditional practitioners provide services to the tribal community. Several community members have volunteered in the gathering, planting, processing and donation of herbal medicines, sweat lodge supplies and ceremonies. Traditional teachings are given to the community and clinic staff several



Youth show off the hand drums they made as the culture camp made a stop at the Manistique Community Center.



Head female dancer Christa Rennels at the 2004 New Year’s Eve Powwow.

times a year.

Introductory Ojibwe language grammar lessons are offered as a means of the membership and clients to understand the beauty and breadth of the language and its role in healing, ceremony and cultural practices such as fasting and the sweat lodge.

#### 2004 Accomplishments

- 1,800 clients used the services of a traditional practitioner at six tribal health facilities.
- Nearly 100 women attended sweat lodges.
- 20 women have participated in the annual spring and fall fasts.
- Monthly cultural in-service sessions.

- Weekly beginning Ojibwe grammar classes.

#### 2005 Goals

- Fully integrate the traditional medicine program administrative services within the Cultural Division while maintaining the quality and quantity of traditional medicine services at the tribal health facilities.
- Present Ojibwe grammar class.
- Hire a traditional practitioner’s assistant.
- Expand traditional practitioner clinic hours.

#### Anishinaabemowin Ojibwe Language

The Ojibwe language program is responsible for the develop-

ment of a long term sustainable program to teach the Ojibwe language. This office coordinates different sources of funding to support a language program to meet individual and community interests in learning about the Ojibwe language.

#### 2004 Accomplishments

- Completion of a three-year ANA Language Preservation Grant — Learning Language at Home.
- Initiated language classes in local communities.
- Developed a language curriculum for families and community.
- Assisted ELAT with local dialect of the language.
- Co-hosted Anishinaabemowin teg language conference.

#### 2005 Goals

- Apply for an ANA grant for a language recording project with emphasis on total immersion.
- Continue and formalize the elders language advisory team.
- Deliver total immersion lessons on a weekly basis.
- Expand immersion lessons to other communities.

#### Gaa Bi-zhiwebeg (Historic preservation and outreach)

#### That’s What Happened

The historic preservation and outreach department promotes Anishinaabek identity by emphasizing our long-term connection to the Great Lakes. By encouraging tribe members to embrace the idea that we are all part of a continuing story of the Anishinaabek, it is the ultimate goal of Gaa Bi-zhiwebeg to connect and unify the Sault Tribe through an understanding of our unique history and culture.

The Cultural Division can provide a nucleus for the Sault Tribe in helping to regain the cultural knowledge that has been lost due to the historical stresses placed on our people. The expansion of the historic preservation and outreach department, along with the other departments within the Cultural Division, will encourage the diffusion of knowledge throughout the entire tribal service area.

Currently the department is researching and developing educational resources that support

community efforts to improve understanding of our cultural heritage. By using communications, the department is able to inform tribe members of the accomplishments and goals of the Cultural Division. Also the many events being planned and coordinated by Gaa Bi-zhiwebeg promotes our history and culture to both a tribal and non-tribal audience. By securing a social and economic development strategies planning grant from the Administration of Native Americans, the construction of a tribal interpretive center could be a reality in the near future. This facility will be the ideal place to demonstrate the vibrancy of our culture and history to not only our own people, but to the whole world.

#### 2004 Accomplishments

- Began to develop and administer the historic preservation and outreach department.
- Helped secure a \$190,000 planning grant for a future Sault Tribe cultural interpretive center.
- Researched and developed history for “What Was Never Told” curriculum.
- Coordinated the Cultural Division page for *The Sault Tribe News*.
- Appointed to the Soo Locks Visitor Center Board.

#### 2005 Goals

- Plan and coordinate tribal support for the 150th Soo Locks celebration.
- Plan and coordinate tribal support for the Vietnam Memorial Moving Wall display.
- Begin building a historical network with in the tribal areas by mentoring the YEA Youth Council.
- Continue networking with professional organizations to promote Anishinaabek culture throughout the entire community.
- Participate in the culture camp quarterly trips to the outlying areas to expand outreach opportunities.
- As the Ojibwe planner for the interpretive center, administer and coordinate the project.

## The Sault Tribe Culture Department 206 Greenough Sault Ste. Marie, MI 49783

(906) 632-4794

Wendi Pages, administrative assistant.

Judy LaJoie, receptionist.

Cecil Pavlat, cultural repatriation specialist.

Bud Biron, camp coordinator and Melissa Causley, camp coordinator assistant

Elaine Wright, cultural training specialist.

Ted Holappa traditional medicine program manager, Laura Colins and Peggy Hemenway, traditional practitioners assistant, Jake Agoneh, Harland Downwind and Dorothy Sam, traditional practitioners (healers).

Rhonda Hopkins and Nancy Debassige, Ojibwe language instructors.

Art Leighton, cultural historic and preservation specialist.

Randy Lee, maintenance

# Recreation



**Learn to Skate**, left to right, Paige Cushman, Katie Jo Robinson, Braylyn St. John, Bradley Robinson, Isabelle Fadullo, Allyson Burke and Alyssa DeMolen, part of 24 youngsters signed up for the five week Learn to Skate program, receive lessons from instructor Katie Andary at Chi Mukwa Community Recreation Center in Sault Ste. Marie.

Photo by Alan Kamuda

## Recreation opportunities for tribe and community members

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

The Sault Tribe owns and operates Chi Mukwa 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, a dance room, a state-licensed child care center which provides after school and summer youth recreation programs for the community and the tribe, conference rooms, concessions and a pro shop.

The Chi Mukwa events management department develops and coordinates facility events and activities for tribal and community families, youth and elders.

Chi Mukwa concessions department provides over-the-counter vending and vending machines, food services for games and events, catering for various functions, and food service delivery for the youth recreation programs.

The pro shop offers hockey and figure skating equipment and accessories, skate repair and sharpening and skate rentals to support facility activities.

### TWO PERCENT AGREEMENTS

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

- **Marquette** with NMU
- **Escanaba** with the YMCA
- **Sault Ste. Marie** with LSSU
- **Manistique** with Little Bear West and Manistique Area Schools.
- **St. Ignace** with Little Bear East

Marquette and Escanaba offer full fitness centers and swimming pools. In Sault Ste. Marie, members may use the basketball court, weight room, swimming pools, youth and elder swimming classes and bas-

ketball and volleyball camps. In Manistique members have access to the skating rink at Little Bear West and the swimming pool at Manistique Area Schools. In St. Ignace members may use the skating rink and fitness center at Little Bear East and the swimming pool at the LaSalle High School.

Chi Mukwa also houses the All in One Fitness Center which is free to tribe members. The expanded fitness center includes state-of-the-art fitness equipment, locker rooms, spas and saunas, indoor walking track, fitness classes and clubs.

### SIGNIFICANT STATISTICS

- More than 8,500 attended the Homier Tool Shows held in March and November.
- More than 1,700 attended the Nightmare on Bear Street Halloween Party.
- More than 1,450 attended the Sault Tribe Children's Christmas Party.
- More than 600 attended the New Year's Eve Sobriety Pow Wow.
- Approximately 1,476 tribe members participated in public skating.
- Approximately 1,021 tribe members participated in open volleyball and basketball.
- A Bear Necessity summer recreation programs had 137 participants (95 tribe members-69 percent).
- A Bear Necessity after school program had an average of 30 participants per month (20 tribe members-67 percent).
- The Chi Nodin Running Club had 31 participants and 168 Billy Mills Race participants.
- Average walk through traffic per day, 1,668.
- Average walk through traffic per month, 50,736.
- Total walk through traffic, 608,836.
- Designated free tribal usage hours accounted for over 6,200 hours (which accounts for 33 percent of the facility rental hours).

### GROWTH AND EXPANSION OF SERVICES

- Increased youth spring league participation by 17 percent from last year (160 to 187).
- The adult hockey league nearly doubled in participation from last year (130 to 253).
- Teen Lock-In participants totaled 225, of which 90 were tribe members. This was a 15 percent increase in member participation from last year.
- The Billy Mills race participation increased by 10 percent from last year (153 to 168).
- Expanded after school program transportation to include Soo Township and Emmanuel Lutheran schools.

### SERVICES AND PROGRAMS

- Public skating
- Learn To Skate program
- Drop in hockey
- Drop in figure skating
- Youth spring hockey league
- Adult hockey league
- Youth hockey clinics and camps
- Adult volleyball leagues
- After school program
- Summer recreation program
- Toddler/adult skate
- Drop in basketball/volleyball
- Chi Nodin Running Club
- Billy Mills Race
- Pro shop
- Concessions
- Ice and space rentals
- Birthday parties
- Meetings
- Teen Lock-In
- Totzones
- Early bird basketball

### 2004 Achievements

- Reached toddler age (five and under) by developing the Totzone and enhancing the Tot Trot in the Billy Mills Race.
- Developed policy and procedure manuals for the Billy Mills Race and Chi Nodin Running Club.
- Additional sponsorship for the Teen Lock-In.
- Obtained renewal of state child care license.
- Incorporated cultural activities in the summer recreation program.
- Promoted the summer recreation program through the Fourth of July parade with a facility float.

### Recreation Phone Numbers

**Events Management**  
(906) 635-4758

**Fitness Department**  
(906) 635-7465

**Pro Shop**  
(906) 635-4906

**Concessions**  
(906) 635-7465

**Tribal Recreation**  
(906) 635-7770

**Youth Program**  
(906) 635-4777

# Housing



Yvonne Belonga and her daughter Amy, left, have decorated the front porch of their new home in St. Ignace with colorful flowers and easy chair gliders to enjoy the warm days of summer. Yvonne gives a heartfelt thanks to the housing department for her new home. "I really appreciate all they have done for us. I have a physically challenged daughter and now she can easily move around our new home. This is a very quiet neighborhood and the people here are all so friendly."

In addition to providing housing for members, a resident services department works within the housing division to assist residents with their needs and concerns to ensure their continued occupancy while providing training and counseling curriculums to enhance their quality of life, promote self-sufficiency and build strong communities. They provide resources and train residents on various topics such as loss prevention, fire safety, money management, neighbor dispute resolution, and rent/utility collection. In 2004, the staff completed 1,162 home visits throughout the area.

## Providing quality homes for members

The housing department has provided affordable homes to tribe members in the Upper Peninsula since 1981 when it opened its first 48 units in Sault Ste. Marie and now manages a subsidized housing program which offers low-income families in our tribe affordable, safe and sanitary housing.

The construction focus in 2004 included the further development of Odenaang — "A place of many hearts," a 300 acre parcel of land located in Sault Ste. Marie. The goal is to develop a housing community to include approximately 170 residences, rental and ownership.

2004 proved to be a very productive construction season once the weather cooperated. The development department broke ground in early spring to construct three three-bedroom and three four-bedroom homes at Odenaang. Odenaang is also the site where five two-bedroom elderly units were finished and occupied in early summer.

Construction also started on nine homes in St. Ignace which will be ready for occupancy late summer, 2005.

The Development Department partnered with the Home Improvement Program to provide construction services on many projects. A structurally deteriorated home of a Sault Ste. Marie tribal elder was demolished and in its place a new home funded with BIA grants dollars was built.

Another project in Garden, Mich., was also for a tribal elder. It was a 30 year old trailer with a foot of old newspapers insulating the floor. The land was cleared and removed of debris and the trailer was replaced with a brand new mobile home.

The Native American Housing Assistance Self Determination Act (NAHASDA) benefits members in the tribe's service area. NAHASDA assists income-eligible, rural members whose homes are in need of specific repairs. Nearly \$100,000 was spent repairing owner occupied homes. The repairs or replacements consisted of new furnaces, windows and roofs.

Modernization is a rehabilitation program to repair existing low rental homes and properties developed under the 1937 Housing Act by the Housing Authority.

The staff completes a variety of needed work such as roof replacement, exterior painting, installing new flooring and window replacement. In 2004, the modernization department completed 226 work orders, painted the exterior of 47 homes, rehabbed 18 bathrooms, replaced 67 exterior doors, completed 45 interior painting work orders, restored 67 vacant units, replaced numerous bathroom fans, three furnaces and installed 44 new roofs.

The service department maintains safe and sanitary housing for

families of our tribe and is responsible for the daily maintenance and repairs of the existing low rental homes and operations of the water systems which the authority operates on five housing sites. Every three years, the service department is responsible for conducting an extensive maintenance assessment for the purpose of budgeting for future large-scale repairs, such as furnace replacement, roof replacement, and floor or appliance replacement. In 2004, the service department completed 5,819 routine work orders, 206 after hours emergency work orders and 67 vacant unit maintenance work orders.

The occupancy department maintains resident files, recertifying current tenants, rent determinations and processing rental and homeownership applications. In 2004, 85 families moved into homes on nine various housing sites in the service area. There are now 1,362 individuals living in 482 housing units in the service area and 1,014 are Sault Tribe members. Seventy-one of the 482 housing units consist of elderly head of household.

The BIA home improvement program repairs and brings substandard homes up to housing codes. If it is not possible to refurbish a home for \$35,000, the program funds can be used to build a new home. Funds from the program are often pooled with other community, state or federal resources to improve existing homes.

The sanitation program is federally sponsored by IHS and helps members seeking services related to water and/or waste systems in two categories: home improvement projects that are receiving new plumbing or adding to the home, newly built or purchased homes and projects at homes with existing systems that have failed or are failing.

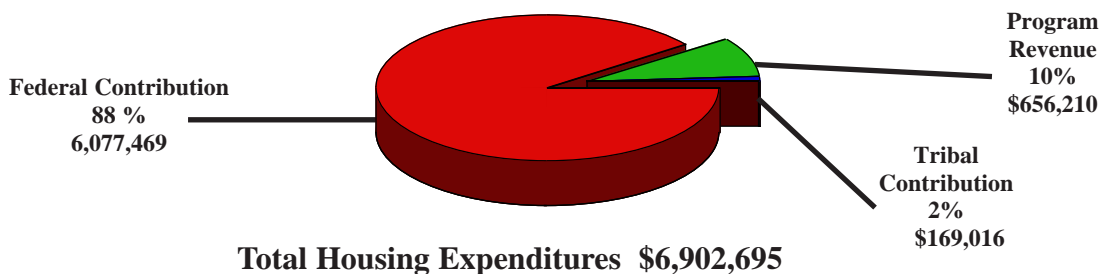
### 2004 Accomplishments

- Commenced work on 15 new units of housing, six at Odenaang in Sault Ste. Marie and nine in St. Ignace to be ready for occupancy in the summer of 2005.
- Completed construction of five two-bedroom rental units and Phase III of roads at Odenaang.
- Administration collaborated with ACFS to establish reduced rental rates for two licensed foster care homes.
- Service and modernization departments completed 206 after hours/emergency work orders and 5,819 routine work orders.
- Modernization department installed 238 new windows in Kincheloe rental units, replaced flooring in 29 units and new roofs on 44 units.

Housing Site	# of Homes
Sault Ste. Marie	172
Newberry	24
Marquette	10
Manistique	38
Kincheloe	110
Hessel	23
Escanaba	25
St. Ignace	61
Wetmore	19

**TOTAL 482**

## Sources of Housing Operating Expenditures



### 2005 Goals for the Sault Tribe Housing Department.

- Begin development of eight one and two bedroom multi-family housing units on Odenaang.
- Develop a Tribal/Housing Authority rehabilitation program for privately owned tribe member homes in the service area.
- Submit an application for a Title VI, HUD guaranteed loan.
- Research the need for a rental assistance program, focusing on the western service area.
- Continue developing a homebuyer advocate program which will make homeownership easier for tribe members.

### Housing Directory

- Administration (906) 495-1454
- Development (906) 635-4958
- Home Ownership (906) 635-7723
- Modernization (906) 635-4958
- Occupancy/Applications (906) 495-1450
- Resident Services (906) 495-1450
- Service/Maintenance (906) 495-5598

### Financial assistance to counties

Each year the Housing Authority provides financial assistance to every county or township in which housing units are located. The funds are directed to each county government to off set the cost of services such as police, fire protection, ambulance, road maintenance and snow removal to name a few. In 2004, the Housing Authority made "Payment in Lieu of Taxes" in the amount of \$73,963.07

Sault Ste. Marie	\$22,063.07
Soo Township	\$5,400
Schoolcraft	\$5,700
Alger	\$2,850
Escanaba	\$3,750
Mackinac	\$12,600
Marquette	\$1,500
Pentland Township	\$3,600
Kinross Charter Township	\$16,500
<b>Total</b>	<b>\$73,963.07</b>

# Anishnaabek Community and Family Services

## Strengthening Anishinaabek families

The goal of Anishnaabek Community and Family Services, (ACFS), continues to focus on the tribal community's strategic plan to help tribe members build a strong community, revitalize traditional and spiritual values to strengthen Anishinaabek families.

The department is divided into five separate components grouping like services together. The structure of the components allow staff to ensure comprehensive services from their component while assisting members with referrals to, or services from, other components.

ACFS is proud to be a partner with other tribal departments and programs and also federal, state and local community agencies and programs.

The **Advocacy Resource Center** provides comprehensive services to victims of crime with a special focus on crimes of violence against women and children. In 2004, we had four components: Advocacy, civil legal assistance, shelter and men's education which provided advocacy services to 369 tribe members, including 3,488 units of service; provided civil legal assistance to tribe members; provided a total of 1,356 emergency shelter nights to victims of domestic violence, sexual assault and stalking; facilitated weekly women's talking circles; sponsored the second annual scavenger challenge, a fundraising event; held the fourth annual community feast honoring survivors; sponsored women's retreat days, coinciding with the four seasons; hosted bi-annual domestic violence task force meetings and sponsored training through the American Prosecutor's Research Institute, a nationally recognized organization.

The **child placement component** includes the Binogii Placement Agency, Endahyon Group Home and family support services.

Binogii Placement Agency is a state licensed placement agency, providing foster care and adoptive services to children of our tribe.

The Endahyon Group Home was closed and a Child Advocacy Center was opened, a child-friendly facility where children and families who are victims of physical or sexual abuse can come to receive assistance in completing steps to addressing the abuse.



In 2004, the child placement component provided:

- Protective services to 180 households, serving 567 individuals.
- Prevention services to 10 households, serving 38 individuals.
- Indian Child Welfare Act monitoring to 73 households, serving 227 individuals.
- Foster care to 62 children.
- Adoption-licensing services to 20 households.
- Services to 10 residents at Endahyon Group Home and emergency shelter to six individuals.

The Endahyon Group began their twice annual pick-ups between M-129, from Five Mile Road to the I-75 Business Spur, as part of the Michigan Department of Transportation's, Adopt-A-Highway Program.

The **Native employment works component** was consolidated with the direct assistance component and will continue to offer case-management and supportive ser-

vice to adult members of a household when the household is receiving temporary financial assistance. Members are provided with the skills needed to seek and retain employment with a goal of self-sufficiency.

In 2004, they provided case-management and supportive services to 55 households.

General assistance services was provided to 226 households, serving 251 individuals and \$195,631 in general assistance payments, a 14 percent increase over the previous year.

The **behavioral health component** provides services to tribe members, their dependents and other persons in a tribal household in an effort to improve the welfare of the household members. Services offered include individual and family counseling, limited psychological testing and consultation, gambling rehabilitation services, substance abuse counseling and prevention services to members and family members, referrals for employee assistance and home-based counseling services for children in need.

In 2004, the behavioral health component facilitated and sponsored two spiritual gatherings, three women's gatherings, one teen wellness weekend, two "All Star" cultural weekends for Native youth who completed the All Star program; provided sweat lodge at men's and women's gatherings; facilitated talking circles in Hessel; participated in a woman's hand drum gathering in Hessel; provided financial support for the spiritual gathering that preceded the Sugar Island Powwow and the spiritual gathering in Manistique; assisted in planning, organizing and provided financial support for the men's gathering and participated in the Rapid River spiritual gathering as volunteers.

A staff member acts as an informal community liaison with the traditional medicine program by making referrals, facilitating appointments and educating members in looking to traditional medi-

cine as an alternate path to healing.

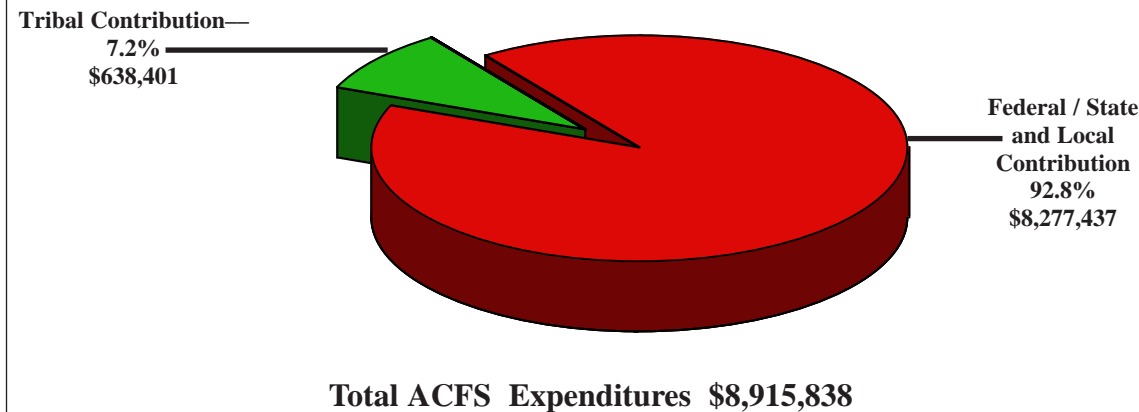
The **direct assistance component** is comprised of a variety of financial assistance programs. The assistance may be provided in the form of cash, credit or goods. Eligibility criteria may differ from program to program depending on the funding source. These programs strive to assist tribe members who are in need of temporary or emergency assistance when faced with a situation that cannot be resolved without assistance.

In 2004, this component obtained Federal Emergency Management Authority funds for emergency food and shelter for Chippewa (\$1,500) and Mackinac (\$900) Counties; acquired a \$500 Community Foundation Grant for 2005 parenting awareness activities in Mackinac County; negotiated discounts with energy vendors resulting in increased services to tribe members and program savings that may be leveraged to request additional assistance resulting in additional services to members; hosted a tribal social service conference at the Sault Kewadin Casino; the second annual Child Care Development Fund provider training in Sault Ste. Marie; the USDA provided services to 5,682 households, serving 10,890 individuals.

**Safe Kids, Safe Streets** strives to reduce juvenile delinquency by reducing child abuse and neglect.

In 2004, the program established the Peacemaker Court Steering Committee and monthly steering committee meetings; work break down structure established for tasks in organizing, researching, discussing with the community, training, recruiting, and implementation; mediation training selected and negotiated for 2005; community youth-mapping session II planning and development occurred and the community healing program completed the first "What was Never Told" session.

### Sources of ACFS Operating Expenditures



### 2005 Goals for ACFS

- Increase tribe member input into the planning, development and evaluation of services
- Increase cultural programming with expansion of activities throughout tribal service area
- Enhance service delivery through accreditation by the Council of Accreditation for Children and Family Services.
- Pursue funding to meet the needs of the membership as identified by strategic planning.
- Implement a multi-disciplinary team approach to effectively serve families.
- Implement best practice service protocols and research based interventions.
- Ensure quality of service through staff development and training.

### ACFS DIRECTORY

**SAULT STE. MARIE**

Central Office  
2864 Ashmun Street  
906-632-5250  
800-726-0093

AISA  
1022 E. Portage Ave.  
906-635-6075  
800-726-9105

Lodge of Bravery  
1111 Minneapolis St.  
906-632-1808

Child Advocacy Resource Center  
2163 Migisa Ct.  
906-632-4001

USDA  
3601 Mackinac Trail

**KINCHELOE**  
Child Placement Services  
60 Kincheloe Dr.  
906-495-1232

Escanaba Tribal Health Center  
906-786-9211

**SAINT IGNACE**

Lambert Tribal Center  
225 Wa She Drive  
906-643-8103  
877-444-5608

**MANISTIQUE TRIBAL CENTER**

5698 W. US 2  
906-341-6993  
800-347-7137

**MUNISING**

418 D. Mill Street  
PO Box 509  
906-387-3906

**SATELLITE LOCATIONS**

Hessel Tribal Center  
906-484-2727  
Newberry Tribal Center  
906-293-8181

# Fisheries and Assessment

The Inter-Tribal Fisheries and Assessment Program (ITFAP) provides biological, environmental and fishery management services on matters related to the 1836 Treaty resources of Lakes Huron, Michigan, and Superior. ITFAP gives the tribes the biological expertise to act as co-managers of the Great Lakes fishery resource along with the State of Michigan and the federal government.

ITFAP was established in 1981 to provide the three tribes that were litigating for treaty fishing rights in the Great Lakes under U.S. v Michigan with the biological expertise necessary to represent tribal interests. Since that time, ITFAP has expanded to provide Sault Tribe, and four other tribes organized under the Chippewa/Ottawa Resource Authority (CORA), with the ability to self-regulate their fishery and act as co-managers of the Great Lakes resource with the State of Michigan and the federal government.

The Sault Tribe's federal appropriations typically provide 60-65 percent of the annual funding for program operations, along with tribal support funding when necessary. Through annual sub-contracts, funding support is also provided by the four other CORA tribes (Bay Mills Indian Community, Grand Traverse Band of Ottawa/Chippewa Indians, Little River Band of Ottawa Indians and the Little Traverse Bay Bands of Odawa Indians).

Managing a shared resource of this magnitude is a complex task, especially when many other governments (states, federal, Canadian), and user groups are involved. Biological information must be collected, analyzed, and presented on a variety of fish species that are spread over three Great Lakes and many management subunits. This information must then be compared or combined with similar information collected by other agencies. As a result, ITFAP has a very broad and complex scope of work.

Some of the more important ITFAP activities include:

**1. Assessment and Research.**

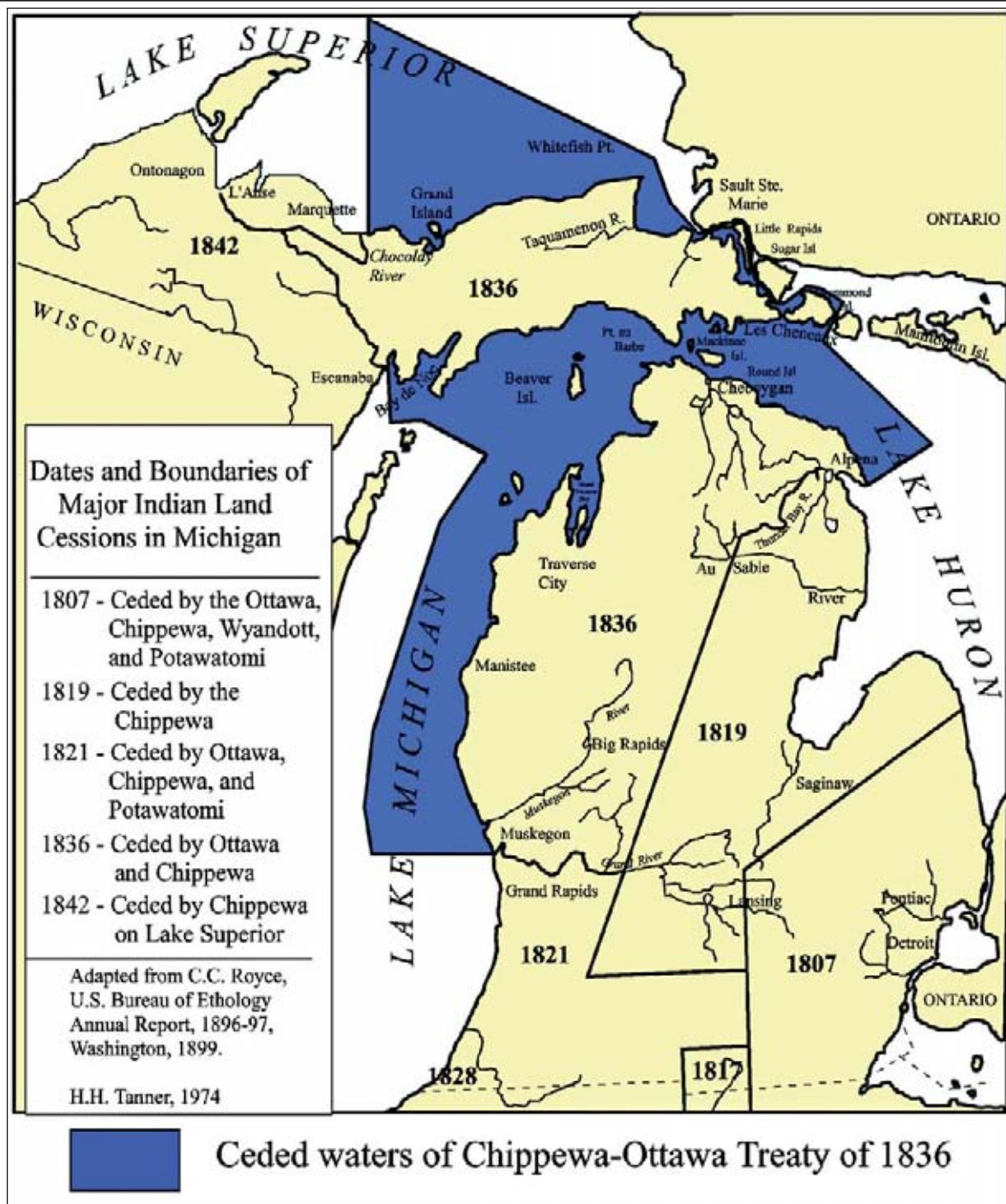
ITFAP staff conduct many field collections throughout the year on fish species important to the tribal fishery. The purpose for this work is to assess the health of the fish populations and to develop appropriate harvest limits and guidelines.

**2. Harvest and effort statistics.**

Staff collect monthly fish harvest reports from tribal commercial and subsistence fishers, process that information into a computer database and provide summarized data to tribal officials for a variety of management purposes.

**3. Representation and co-management.**

As co-managers of the Great Lakes fisheries, ITFAP staff participate in many inter-governmental management and research committees and projects. The most important of these is the Technical Fisheries Committee, which was formed under the 2000 Consent Decree.



**Sources of funding for The Inter-tribal Fisheries and Assessment Program and Related Activities**

	Total Revenues	Total Expenses	Tribal Support	Other Transfers
Intertribal Fisheries	\$ 590,539	\$ 627,457	\$ 36,918	\$ -
Nunn's Creek Fisheries	131,952	131,952	-	-
LAMP/RAP Implements	49,744	49,744	-	-
Trapnet	470,722	454,650	-	(5,469)
EPA CEM	10,985	10,895	-	-
BIA	99,964	77,448	-	(66)
<b>TOTALS</b>	<b>\$ 1,353,906</b>	<b>\$ 1,352,146</b>	<b>\$ 36,918</b>	<b>\$ (5,535)</b>

One of the more important mandates for this committee is to produce annual fish harvest limits and guidelines for certain fish species.

**4. Environmental.**

Environmental issues on the Great Lakes have increased dramatically in recent years, many of which have the potential to greatly impact tribal fishing opportunities. ITFAP staff have been heavily involved in these issues. Three of the most important issues relate to invasive species, contaminant levels in fish and pollution and diversion of Great Lakes waters.

**5. Fisheries Enhancement.**

In addition to the fisheries management focus, ITFAP oversees a small fisheries enhancement



Walleye fingerlings are raised in the ITFAP ponds near Barbeau and released into the Great Lakes treaty waters.

(hatchery) program for walleye as well as a weir collection of salmon at the Nunns Creek Fishery Enhancement Facility. Similar to the fisheries management program, the walleye hatchery program also receives funding support from Bay Mills and Grand Traverse Band.

**6. Assistance payment to**

fishers. Although not a normal program operating expense, the Sault Tribe Board of Directors authorized an assistance payment to Sault Tribe licensed captains in 2004 that totaled \$415,000. Funding for this payment was provided by one-time federal funds secured during negotiations for the 2000 Consent Decree, and was distributed in proportion to each fisher's harvest. The purpose for the payment was to offset both the recent decline in market prices as well as the recent rising costs associated with commercial fishing operations. While higher fuel prices and cost of fishing gear contributed to the rising operational costs, significant increased costs have also been

incurred as a result of the direct and indirect impacts non-native species have exerted on commercial fish species and operations (e.g. zebra mussels, sea lamprey).

**Significant Statistics - 2004:**

- 126 field trips to monitor tribal fish catches, or conduct assessments.
- 16,837 fish samples collected; 10,325 fish aged.
- 1,200 commercial catch reports, and 1,500 subsistence harvest reports processed.
- 72 tribal or inter-governmental fisheries and environmental meetings attended
- 14 reports to conservation committees and CORA.
- Harvest limits and guidelines prepared for whitefish and lake trout in 30 management units.
- 429,200 walleye fingerlings stocked into Great Lakes treaty waters

**2004 Achievements:**

- Helped secure and oversee a research grant from the Great Lakes Fishery Trust to examine natural mortality factors in whitefish in Lakes Huron and Michigan.
- Secured and conducted a research grant from USFWS to determine whitefish distribution in Lake Huron.
- Served as chairpersons for the Lake Superior Committee, Lake Superior Technical Committee, Great Lakes Fish Health Committee, St. Marys River Binational Public Advisory Council (co-chair).
- Appointed to represent CORA on the National Aquatic Nuisance Species Task Force.
- Conducted fish contaminant monitoring program in Lake Superior
- Participated in securing a grant from the Agency for Toxic Substances and Disease registry to continue fish contaminant monitoring, and provide public information related to fish consumption.

**Staff:**

- Staff consists of five biologists, four technicians, one fisheries aide, and one executive secretary.

**2005 Goals:**

- Secure inter-tribal support for 2006.
- Continue assisting Sault Tribe and CORA tribes in addressing the biological, inter-jurisdictional issues confronting the Great Lakes commercial and subsistence fisheries.
- Participate in activities promoting national legislation aimed at eliminating the invasion of non-native species into the Great Lakes.
- Assist with improving computer models designed to determine fish harvest limits.
- Assist with development of marketing initiatives for tribal commercial fish.
- Complete improvements at the walleye rearing pond site.

# Law Enforcement

## 2004 Law Enforcement Achievements

- Opening of the 24 bed state of the art youth facility in St. Ignace.
- Secured \$1.16 million in operational money for the youth facility.
- Received awards from the Western District U.S. Attorney's Office and the U.S. Coast Guard and Homeland Security Board.
- Joint training for law enforcement agencies including creating a tactical response team.
- Increase conservation patrols with new vessels
- National and state model for community policing programs.
- Awarded \$271,722 in grant funding through the U.S. Department of Justice
- Successfully audited by the Inspector General and the Office of Community Policing on grant management.



The Sault Tribe Public Safety Department consists of Chief of Police Fred Paquin, two Sergeants, Samuel Gardner and Daniel Grondin, shown above at the Kewadin Shores Casino, 15 patrol officers, two dispatchers and an officer manager.

## Public Safety, conservation and detention



Officers Robert Marchand, left, and Richard Cullen patrol the Straits of Mackinac enforcing the treaty fishing laws and ensuring the tribe's right to self-regulate its fishing activity. Increased conservation patrols are mandated under the 2000 Consent Decree.

PHOTOS BY ALAN KAMUDA

### PROGRAMS AND SERVICES

- Public safety
- Conservation
- Youth detention
- Bike safety classes
- School safety fairs
- Spring clean-up on tribal reservation sites



### Youth facility opens in St. Ignace.

After years of combined effort, construction of the \$1.5 million youth facility was completed and the facility, shown above, was fully operational on April 2004.

The facility is equipped with classrooms, shown on the right, a secured sally port, indoor and outdoor recreation areas, dining room, visitors room, interview room, computer labs, 24-bed secure detention unit, commercial kitchen and administrative offices.

The facility is a state of the art secure detention facility for male and female juveniles ranging from 11 to 17 years of age. The facility is licensed by the State of Michigan and has federal certification through the Bureau of Indian Affairs.

"Our mission is to provide the highest quality of structured care to our youth through a variety of programs and services that teach accountability and provide protection to the community," said Sault Tribe Police Chief Fred Paquin.

The facility provides structured supervision of youth, support activities, health-related services, substance abuse, mental health services with the St. Ignace area public school system operating the school programs focusing on furthering educational, cultural, and social development.

The facility staff consists of 12 federally certified officers, two lead cooks, two maintenance technicians and one administrator.

This is the only facility that is both state and federally certified in the nation and the only tribally owned and operated facility east of the Mississippi.

"This facility helps us deepen our commitment to the youth and the families in all the communities of northern Michigan while keeping our young offenders close to home," added Paquin.



### SIGNIFICANT STATISTICS PATROL ACTIVITIES

**Arrests:**  
2004 - 5,286 calls/506 arrests.

**Traffic/Parking Enforcement:**  
2004 - 462 stops / \$1,859 fines collected.

### CONSERVATION

- 136 commercial fishing permits issued.
- 742 subsistence fishing permits issued.
- 964 hunting and fishing permits issued.
- More than 22,104 catch reports filed.

# Tribal Court

## Sault Tribe Court and services



The court staff, left to right, Mike Powers, court therapist, Pat McKelvie, adult probation officer, Vanessa Owaski, court recorder, Brenda Brownlee, legal secretary, Vickie Gardner, court clerk Annette Brabant, court administrator, Chief Judge Kandra Robbins, Joanne Umbrasas, juvenile prevention services coordinator. Missing for the photo is John Block, juvenile probation officer.

Photo by Alan Kamuda

The Sault Ste. Marie Chippewa Tribal Court was established in accordance with the tribal Constitution. The court's jurisdiction is established by various ordinances adopted by the board of directors and contained in the tribal code.

The court has jurisdiction over ordinances concerning criminal law, child welfare, juvenile cases, land use, traffic, cases involving violations of treaty fishing and hears civil cases involving non-Indians on tribal lands.

In 1998, the Sault Tribe Board of Directors appointed a three-member appellate court to hear appeals from the tribal court. In 2004, the tribal board of directors appointed two attorneys to the appellate

size.

The **Gwaiak Miicon Program** (Drug Court) was implemented in 2000 from a grant received from the federal government. The grant ended in December 2003, however the tribal court continued the program under the probation department. Gwaiak Miicon is an alternate sentencing mechanism that allows the participants to obtain a full range of services that will assist them in making a choice to lead alcohol and other drug-free lifestyles.

The program offers various services including substance abuse treatment, judicial oversight, random drug screening, assistance in obtaining housing, education, recreation, mental health therapy, family

tantrums and how to make routines that make life easier. It offers advice on how to care for your child at different stages and how to take care of yourself.

- Ages 5-12. This class assists parents on how to improve communication and teach responsibility and other important issues. It also helps parents handle problems as they arise and teaches parents how to defuse power struggles between adult and child.

- Ages 13-17. This class teaches how to talk to your teen about drugs, alcohol, sex and violence. It also offers effective discipline for teens and addresses current issues teens face and teaches problem solving techniques and how to reinforce your teen's courage and inner strength.

**Mentoring** program conducted a needs assessment throughout the seven-county service area. As a result, a Mentoring Advisory Council was created. The Council began work on the policy and procedures.

**Tutoring** program established a referral process and recruited tutors for the program. The program served five children in 2004.

**Juvenile prevention events** held a youth empowerment powwow in which over 100 youth participated. The prevention events also had a booth at the March annual family fun night in the Sault and also participated in Hessel family fun night.

**Voices to Choices** is a weekly forum that offers an opportunity for substance abusers and their family members to make positive choices through education. The forum is divided into two distinct groups: juveniles and adults, which rotate weeks allowing the moderator to focus on the specific needs of the participants. Guest speakers join the forum on a regular basis to provide additional perspectives of the addiction and recovery process.

**Ezhkiniigijig Dibaaknigewin** (teen court) is a program designed to be an alternative to traditional criminal justice proceedings for juveniles who have committed first time, non-assaultive, misdemeanor offenses. This is an opportunity for youth to be a part of a judiciary process, to learn the roles of court officials and participate in a great community service. The volunteers must maintain the highest moral and academic standards.

**Grants management** received the Court Enhancement Grant in 2004. This grant will provide for the purchase of equipment to increase the efficiency of the court and the Tribal Youth Program grant. This grant was in the amount of \$267,911 over a three-year period and focuses on creation and implementation of parenting classes, mentoring and tutoring. It also focuses on supporting other activities and events that relate to juvenile prevention services.

**S.A.G.E.** (Social Action Group Experience) was created in late 2004. The purpose of the group is to provide positive opportunities for youth to learn the value of volunteerism through community involvement.

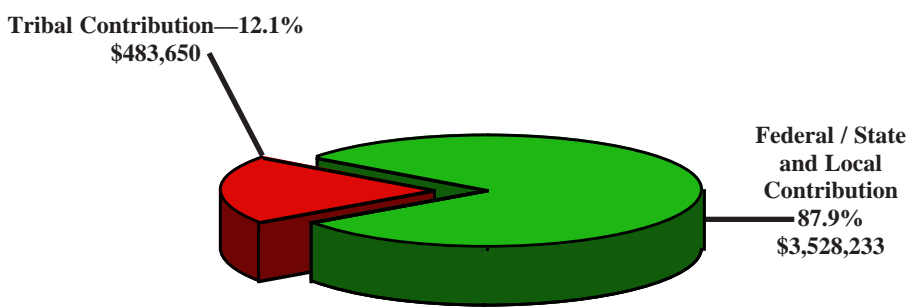
**Anger management group** for juveniles began in November 2003. The group is focused at reducing incidents of assaultive behavior for youth in the court system. This group is facilitated by a psychologist contracted through the court.

### 2004 Tribal Court

#### Achievements

- Awarded supplemental court enhancement grant.
- Hired a juvenile prevention services coordinator through a tribal youth grant.
- Hosted a spring conference for 50 of our tribe's teens.
- Successfully created and implemented parenting classes from ages 0-17.
- Creation and implementation of a teen court.
- Juvenile probation officer and selected juveniles attended a juvenile conference.
- Creation of S.A.G.E.
- Hired an electronic court reporter.
- Created indigent defense brochure.
- Created a new and improved Voices to Choices brochure.
- Created a parenting brochure.
- Third annual court appreciation picnic.
- Purchase of a surveillance system.
- Purchase of a permanent digital recording system for the courtroom.
- Successfully completed Phase II of case management training.
- Sponsored children's carnival at the Powwow.
- Reconfigured travel to the west end to better serve the outlying areas.

### Sources of Judicial/Law Enforcement Operating Expenditures



**Total Judicial / Law Enforcement Expenditures \$4,242,972**

court creating a five-member panel. Tribal court opened 785 new cases and the appellate court heard one.

The board of directors appointed a magistrate in 2002 who presides over arraignments and drug court in the absence of the judge and hears traffic disputes.

The **indigent defense counsel** is a tribal program that assures members coming before the court for neglect and abuse cases are represented by an attorney. The tribe sets aside funds to hire attorneys to represent indigent tribal members in the tribe's service area. The tribe also contracts with the Chippewa County Public Defenders Office to represent persons charged with criminal or juvenile offenses. In 2004, the program provided \$41,922.92 in fees for 25 cases that came before the court. Defense counsel spent a combined total of 838.45 hours working on 25 cases. Currently there are 11 attorneys contracted with the tribe to provide counsel. Eligibility is based on income and family

counseling, traditional teachings and many other services as identified during the assessment phase of the program.

Participants pass through four phases to complete the program over an approximately 10-month period. As they pass from one phase to another, they are awarded a certificate and an appropriate gift such as a journal or a book regarding sobriety. Upon graduation, they are honored by fellow participants, the Gwaiak Miicon team, judicial services staff as well as family members and friends. Each graduate receives a gift of a ribbon shirt or vest hand made by local community members.

**Parenting classes** are currently held in Sault Ste. Marie and Kincheloe. In 2004, 26 referrals were received and 17 graduated from a parenting program. The classes are broken down into three very distinct age groups.

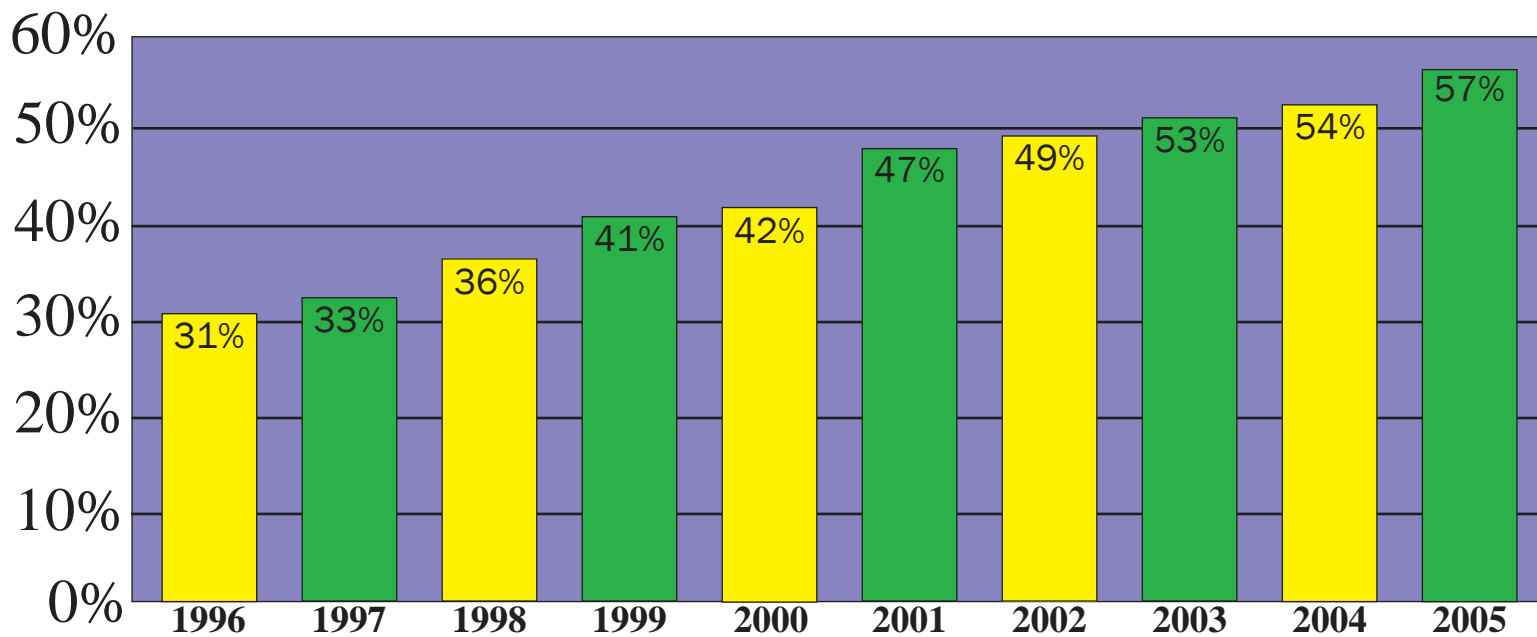
- Ages 0-4. This class focuses on discipline methods that work and how to make rules your child will follow. Prevention of

### 2005 Tribal Court Goals

- Submit a Friend of the Court implementation grant.
- Extend parenting classes throughout the service area.
- Implementation of a needs assessment tool for juvenile probation program.
- Implementation of peacekeeping court.
- Implementation of a mentoring program.
- Juvenile prevention activity held in conjunction with YEA group.
- Continuation of parenting classes.
- Partnering with Kiwanis Clubs on our parenting program.
- Partnering with the Adolescent In-Home Assistance Program.
- Partnering with probate court to extend services in state court for our tribe's juveniles.
- Recruitment of juveniles to participate with S.A.G.E.
- Recruitment and continual participation with the teen court.
- Participation in Family Fun Night.
- Participation of children's carnival at the powwow.

# Human Resources

## TRIBE MEMBERS EMPLOYMENT TREND



The Human Resources Department reports to the Sault Tribe's Board of Directors at least four times a year, noting the number of member compared to non-member employees.

## The tribe's greatest asset is our team members

The Human Resource Department would not be the success that it is without its team members who endured many changes throughout the year. The old offices, located on the second floor of Kewadin Casinos, Sault Ste. Marie, were relocated after the February 2004 fire. The HR administration permanent location now is right off the main employee entrance at Kewadin Casinos in Sault Ste. Marie.

The employment department is located at the old Sault Ste Marie Kewadin Casino hotel entrance. The training center is still at 531 Ashmun Street and the training staff have offices in the casino. The payroll department, which now falls under the Sault Tribe Accounting Department, is also located at 531 Ashmun Street.

The employment component of Human Resources recruits for governmental, casino, and EDC vacant positions, along with processing applications and providing job placement for people seeking to advance in the organization. A database of potential job applicants is maintained by the employment department. We take a proactive approach to recruit applicants with the necessary education, skills and experiences that will best compliment departments with open positions. Job openings are advertised in local and major newspapers and journals, radio stations and over the internet.

The Sault Tribe Human Resource Training Center, employs a full staff to ensure our services are meeting the team members' and organizational needs. Some of our duties include:

- Researching the latest methods in organizational behavior.
- Preparing training materials,

booklets, and demonstration models.

- Conducting technical courses and motivational workshops.
- Evaluating effectiveness of classes by collecting surveys for progressive approaches in delivery and content.

Off site training in the tribe's service area is also conducted. For more information, please contact the training department at (906) 635-4937 or e-mail [rmckechie@saulttribe.net](mailto:rmckechie@saulttribe.net)

The compensation department of Human Resources is responsible for job descriptions, organizational charts, market studies, pay plans, establishing appropriate rates of pay for new and existing job titles and evaluations and assisting departments within the organization.

The department studies 20 percent of all job titles within the organization on an annual basis and conducts market studies almost daily so that the tribe is current with the market or better yet, to be seen as the employer of choice by setting the market.

Evaluations are now used throughout the year by supervisors to track team member strengths and weaknesses. The Sault Tribe has adopted a "pay for performance plan" and team members are now being recognized for their outstanding contributions based on our funding capabilities.

The Human Resource Information Systems (HRIS) Department is responsible for reviewing, designing and assessing all systems that deal with compiling and reporting of information. The objective is to automate or design a better, more efficient system wherever possible with the overall goal to make the Human Resource Department as paperless as possible while providing management with the

information necessary to make timely decisions.

HRIS designs and runs query reports provided to management as well as government agencies, and maintains systems to ensure efficient processing and generation of reports.

HRIS also maintains the personnel files and ensures documents are retained in compliance with applicable laws and policies and administers the HR intranet (internal internet system) and internet site.

HR representatives dealing with team member relations is dedicated to the enhancement of a quality working environment for team members by promoting positive communication among all levels within the workplace. The HR representatives assist management in all areas dealing with applicable federal and tribal employment laws.

Representatives assist in the development, interpretation and enforcement of our personnel policies for governmental, casino and enterprise operations. The representatives work to maintain team member relations by promoting consistency in the application of our policies and provide on-site visits to outlying areas routinely. They meet with team members or supervisors concerning any issues or concerns regarding employee relations as well as conducting internal investigations.

### Employment Branding Assists with Recruiting Proposal

The Employment Department has developed branding for jobs within the tribe and has done this by getting out to the public and making appearances in at least 10 different areas of education,

planning and university venues. They have been working closely with team members within ACFS to assist all tribe members in finding meaningful work by holding a private and special job fair.

This has brought the message out to the public and within our tribe that we have Cool Places! Cool People! For Cool Jobs!

The slogan has been added to recruiting campaign signs and the sign outside the employment office so that all applicants will associate our slogan with applying for any open positions within the tribe.

The computer kiosk that is outside the employment office is the first of its kind within the organization. The kiosk is designed to attract off-regular-business hours customers. When the office is closed, applicants, or just those who are curious can browse our Web site for employment opportunities. So far, the kiosk has been a success in Kewadin Casino in Sault Ste. Marie and will be implemented at other designated areas over the next year. A recruiting proposal task force was created in 2004 to look at all casino sites and discuss the future of recruiting for casinos. All of the information has been compiled and is currently under review.

When we first launched the ideas and effort behind the recruiting proposal we had high hopes of filling nearly all positions with Sault Tribe members. The percent of Sault Tribe member employees has jumped from 54 percent to over 57 percent, an all time high. We continue to strive toward the goal of 60 percent Sault Tribe member employees.

### 2004

#### Accomplishments

- Increased tribe members employed by the tribe by 84% from 1996 to 2005.
- Updated five year strategic plan for human resources.
- Developed an employment brochure to use as a recruiting tool at job fairs, career days, etc.
- Application kiosk located in Kewadin Casinos - Sault Ste. Marie for applicants to review job openings and apply on-line after hours.
- Implementation of HR site on Intranet.
- Revised and updated 20 training classes in a seminar format.
- Continue to promote cultural awareness in all training classes.
- Master certification training for training instructors.
- Developed new supervisor orientation class.
- Application drop-off box located on main floor of St. Ignace Casino for easy accessibility for the public.

## Employment Opportunities

If you are looking for a different position within the tribe or know of anyone interested in employment with the tribe, check our Web site at [www.saulttribe.com](http://www.saulttribe.com) for daily job opening updates.

Look for our job postings in newspapers throughout the tribe's service area. A list of open positions can also be found at tribal satellite offices in Hessel, St. Ignace, Manistique, Christmas and Newberry.

### How to Contact Human Resources

Human Resource Administration  
Main Line (906) 635-4937  
Fax (906) 635-4918

Employment Department  
Main Line (906) 635-7032  
Toll Free 1-866-635-7032  
Fax (906) 635-4992

St. Ignace Employment Department  
Main Line (906) 643-4176  
Fax (906) 635-7021



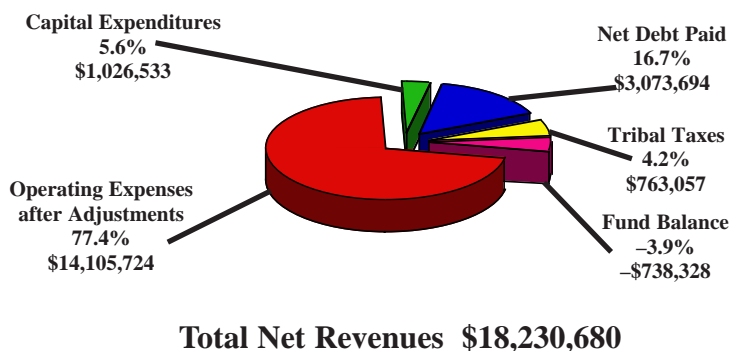
# Non-gaming Businesses

## Tribal businesses strengthen the the U.P. economy



Darcy Chase, left, interim manager of the Kewadin Shores Casino in St. Ignace, looks over the blueprints of the St. Ignace Kewadin Shores Casinos with Lenny Adams, project site manager. The new resort, expected to open in 2006 will consist of an 81 room three story hotel, buffet/restaurant seating 225, and entertainment lounge seating 125, deli and 80 seat sports bar. Photo /AI Kamuda

### Use of Funds Non-Gaming Businesses



The tribe's non-gaming businesses provide many benefits to tribe members, including job opportunities, tax revenues that fund member programs, and products and services that support the tribe's gaming operations. Tribe members are employed in non-gaming businesses as retail sales agents, certified professional cleaners, hotel managers and more. Not all of our non-gaming businesses succeed. We have closed businesses that failed to produce profits, which reflects sound fiscal management of tribal resources.

Gaming remains our largest and most stable source of income, yet there are non-gaming businesses the tribe will continue to consider either to bring jobs closer to our reservations or to provide more services to our members.

#### TRIBAL TAXES

Like Kewadin Casinos, the non-gaming enterprises pay tribal taxes to help fund the tribe's membership programs and services. In 2004, the non-gaming enterprises paid \$763,057 in tribal taxes.

#### HOTEL ENTERPRISES

In addition to providing jobs and tax revenues, the tribe's hotels attract customers to our gaming properties.

Most of our hotels are marketed under the Kewadin Casino Inn brand to help boost recognition of our gaming properties. A Kewadin Casino Inn is located in Manistique and the tribe also owns the Kewadin Casino Lakefront Inn in St. Ignace.

Currently, the tribe's largest hotel property, with more than 300 rooms, is at our flagship casino resort — Kewadin Casino Hotel and Convention Center — in Sault Ste. Marie. The tribe plans to develop a 400-room hotel as part of our permanent Greektown Casino resort, which will be built in the near future and is in the construction phase of the new 81 room resort in St. Ignace.

Our hotels bring gaming customers to the U.P. by cross-marketing with Kewadin Casino's Northern Rewards players club program. Kewadin Casino Inns also offer casino packages to guests.

Our hotels pay a room tax of

three percent, in addition to other tribal taxes, that help fund programs and services for elders.

#### RETAIL AND SERVICE ENTERPRISES

The tribe's two **Midjim Gas and Convenience Stores** are located 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. From September 2000, when the tribe member discount program began, through Dec. 13, 2004, Midjim Convenience Stores have passed along \$4,289,787 in total savings to tribe members. The Midjims share the tribe's tax-exempt status on cigarettes by contributing to the tribe's health program for smoking cessation. The Midjims pay taxes to support programs and services for tribe elders. The stores also provide convenient access to food, gasoline and other basic items for members who live on or near the reservations.

**Northern Hospitality** sells retail and wholesale furniture, fixtures and equipment. The business benefits the tribe by providing furniture, fixtures and equipment to Greektown Casino, Kewadin Casinos, tribal hotels and other entities.

- Providing the tribe with expertise on purchasing special industry items for its casinos and hotels.
- Enhancing the tribe's purchasing power by providing services to Greektown Casino that result in lower prices for the tribe and the casino.
- Allowing team members to payroll deduct their purchases. This

increases revenues for Northern Hospitality and provides team members with a unique method of paying for furniture and fixtures.

#### Chippewa Service and Supply

provides janitorial services and supplies to commercial and residential customers across the Upper Peninsula. This business also allows team members to payroll deduct their purchases. This increases revenue for Chippewa Service and Supply and provides team members with a unique method of paying for their janitorial services.

#### OFFICE OF TRIBAL REAL ESTATE PROPERTY MANAGEMENT

In collaboration with the Sault Tribe Housing Authority, provided oversight of the Down Payment Assistance Program, assisting six tribal families in obtaining homeownership and monitoring 58 previous recipients' activities.

Assisted an additional 13 families in achieving homeownership by providing technical assistance in the mortgage process up to and including closing.

**DeMawating Development** leases and sells properties, including single-family and two-family homes, to tribe members and others living in the Kincheloe area.

DeMawating helps tribe members find high quality, affordable housing. For example, DeMawating offers trust land unit sales to tribe members. The property is conveyed to members using a long-term residential land lease. Some homes are reserved for income-eligible members.

**Sawyer Village** leases residential homes to tribe members and others living in the Marquette

area. Due to fee simple land status, no official membership data may be collected by this company.

**Eagle Ridge Apartments** in Marquette offers 16, two-bedroom apartments.

#### 2004 Services Statistics

- 39 percent of DeMawating Development tenants are tribe members.
- DeMawating Development coordinated with tribal administration to provide transitional housing to two of our tribe's families who were homeless.

#### 2004 Division Accomplishments

- Real estate/consolidated property management companies property taxes — The tribe paid \$391,475 in property taxes with approximately \$205,910 going to the City of Sault Ste. Marie.
- Revised the vision and mission statements to accurately summarize the purpose and direction of the Tribal Real Estate Office, implementing changes through revisions to current operating procedures and practices.
- Completed the *Standard Operating Procedures Manual* for the property management companies to ensure consistency in operations.

- Invested \$343,000 back in to the properties through capital improvements such as new windows, roofing and siding, and overall unit rehabilitation.

- DeMawating restructured the company to have all routine and non-routine maintenance done in-house instead of contracting out labor for vacant unit rehabs, bathroom remodels, etc.

- Reduced capital expenditures by over \$110,000 or 53 percent from 2003.

- Increased rental revenue by \$24,000 plus over last year.

- Sawyer Village reorganized the company to balance current operation needs with financial performance with additional focus on employee retention and advancement.

- Completed several capital projects outlined in our capital expenditure plan to correct current building deficiencies, initiate the preventative maintenance plan and increase the properties curb appeal for greater marketability.

#### 2005 Division Goals

- Obtain final approval from the Sault Tribe Board of Directors on residential land leasing policy and procedures.

- Land use regulations for the Odenaang development.

- Create a strategic plan for future acquisition and disposition of tribal land.

- Provide a safe and secure environment for the team members and customers by creating an emergency response and building security procedure.

- Strengthen and increase the bottom line and increase cash flow to the tribe by reducing unit turn over costs, increasing rental revenue, reducing outstanding accounts, maintaining units standards, and increasing team productivity.

# Kewadin Casinos

## Award Winning facility

Kewadin Casinos has been the recipient of many prestigious awards throughout the year. In the "Best of counties 2004" survey, The Evening News in Sault Ste. Marie awarded:

Dreamcatcher's restaurant:

- **Best Seafood**
- **Best BBQ**
- **Best Buffet**
- **Best Salad Bar**

The DreamMaker Theater:

- **Best Entertainment Venue**

Kewadin Casinos:

- **Best Casino**
  - **Best Place to Play Bingo**
- Midwest Gaming and Travel Magazine readers voted Kewadin Casinos as having:
- **The Best Players Club**
  - **Best Players Club Parties**
  - **Best Lounge**
  - **Favorite Casino Buffet**
  - **Best Concert Venue**



Kewadin Casinos initiated a development plan in 2003 aimed at providing guests with updated gaming and attractions. The second segment of the plan was opened in mid 2004 which included the entrance to the Superior Room, above, which is dominated by the new waterfall and the redesigned bar, below, features multiple large screen televisions, illuminated backgrounds and ample non-gaming lounging areas, a new deli in the "Trail " area and a completely remodeled east wing (52 rooms) and fifth floor of the hotel.

Photos By Alan Kamuda

## Kewadin Casinos Gaming Operations

Kewadin Casinos has locations in five northern Michigan communities located in Sault Ste. Marie, St. Ignace, Hessel, Manistique and Christmas employing approximately 1,300 people with an annual payroll of \$26 million.

The gaming organization is the most lucrative business that the Sault Tribe has invested in throughout their long history. Over the twenty year period the casinos have been in operation, revenues have been able to support and grow tribal membership services and programs such as health care, elderly care, recreational services and educational programs.

When Kewadin Casinos opened in 1985, they were a one-room blackjack house employing 80 people. Now, Kewadin is comprised of 482,000 square feet of facility space which accommodates seven restaurants and delis, one 320 room hotel, a 25,000 square foot convention facility, eight lounges, and four gift shops. Over 90,000 square feet of this space is earmarked for gaming which includes 2,100 slot machines and over 50 table games.

The hard work of Kewadin's team members and management make the casino a successful facility drawing approximately 4.1 million customers from around the state and country.

### Community Leaders with an Impact

Kewadin Casinos is proud to be a community leader in the areas our casinos are located and throughout northern Michigan. Not only does the casino sponsor local events and fundraisers, but also assists campaigns to show support for local veterans, children, Big brothers and Big Sisters, 4-H and other caring programs.

In 2004, Kewadin was a major sponsor of the following events: the Soo I-500, the River Rampage Boat Race, the Chippewa/Luce County Relay for Life, the St. Ignace Car Show, the Manistique Motorcycle Rally, the Soo Locks Festival, the Gold Wing Riders Juvenile Diabetes Association and the Bon Soo Festival. Kewadin's sponsorships totaled \$100,000 in 2004. These events are not only fun activities for our local community, but help to draw people into the Upper Peninsula increasing tourist traffic and bringing awareness to many of the natural assets surrounding the area.

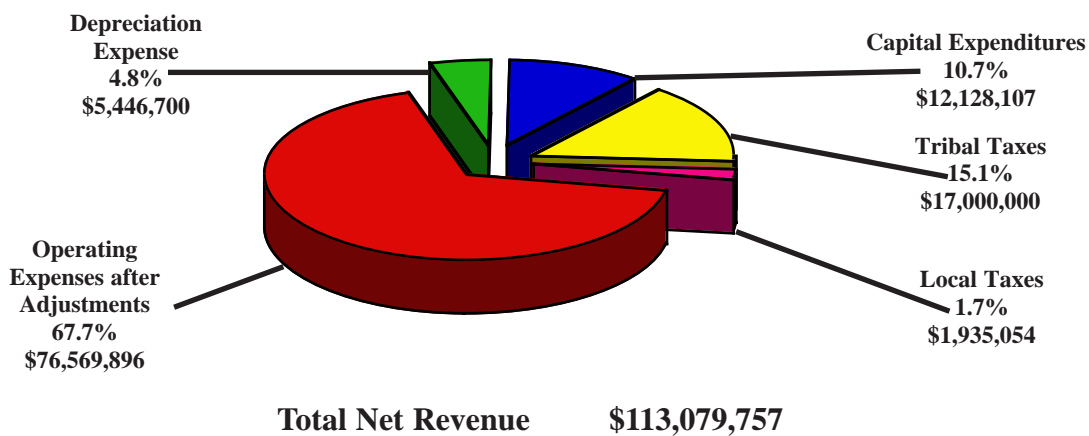
In addition to sponsorships, Kewadin is proud to support local and regional events with prize donations and in-kind contributions. Approximately \$40,000 was given during 2004 to support these activities and groups including: Tribal Youth Council, local and regional benefit fundraisers, snowmobile associations, township fundraisers, graduation parties, festivals and banquets and holiday giving programs.

Each year, the tribe contributes two-percent of its Casino slot earnings to local governments. This money is used to support local activities that effect families of our tribe and surrounding communities. Monies are earmarked for projects such as street construction, police and fire upgrades, the purchase of emergency response vehicles, recreation services, community projects and school projects.

In 2004, Kewadin distributed over \$1.9 million in two-percent funds to local governmental agencies in the tribe's service area. To date, the casino and tribe have awarded \$20.4 million in two-percent distributions to local units.



## Use of Cash for Kewadin Casinos



### Kewadin Casinos Fast Facts for 2004:

- **The annual payroll for the Sault Tribe and Kewadin Casinos in 2004 was \$63,885,427**
- **The percent of Sault Tribe members employed at Kewadin Casinos increased from 41 percent in January 2004 to 46 percent in December 2004.**
- **Kewadin Casinos employed approximately 1,300 team members in 2004.**
- **Kewadin Casinos dolled out over \$15 million in slot machine jackpots that were over \$1,200.**

# Greektown Casino



*“In 2005, Greektown recorded its largest share of the Detroit gaming market for the month of June while the competitor’s revenues declined or stayed flat. With the state imposed tax increase of 6 percent, about \$19 million additional cost, we have created efficiencies to help reduce this liability nearly in half. With the increase, our bottom line year to date income from operations is \$25.5 million. Without the tax increase our year to date income from operations is \$35.9 million. July 2005 shows an even healthier trend than June 2005 with a three day revenue count of nearly \$8 million ahead, coin in, compared to the same three day period last year.”*

— Sault Ste Marie Tribe of Chippewa Indians  
Chairperson Aaron Payment

The Sault Tribe’s permanent Greektown Casino, shown above in an artist rendering, will be built in a spectacular location with easy access to the highway. The permanent Greektown Casino will feature 100,000 square feet of gaming space, a 400-room hotel, a 4,000-space attached parking garage, themed restaurants, 50,000 square feet of convention space, fitness center, a pool and spa area.

## Greektown continues to support tribal programs and services

Gaming is the tribe’s largest revenue source by far. Our Greektown Casino in Detroit assures that gaming will remain a ready source of revenue for tribal member programs and services for years to come.

Gaming revenue funds member health care services, housing programs, elder programs, social services, fishing initiatives, cultural programs, government departments, divisions and more.

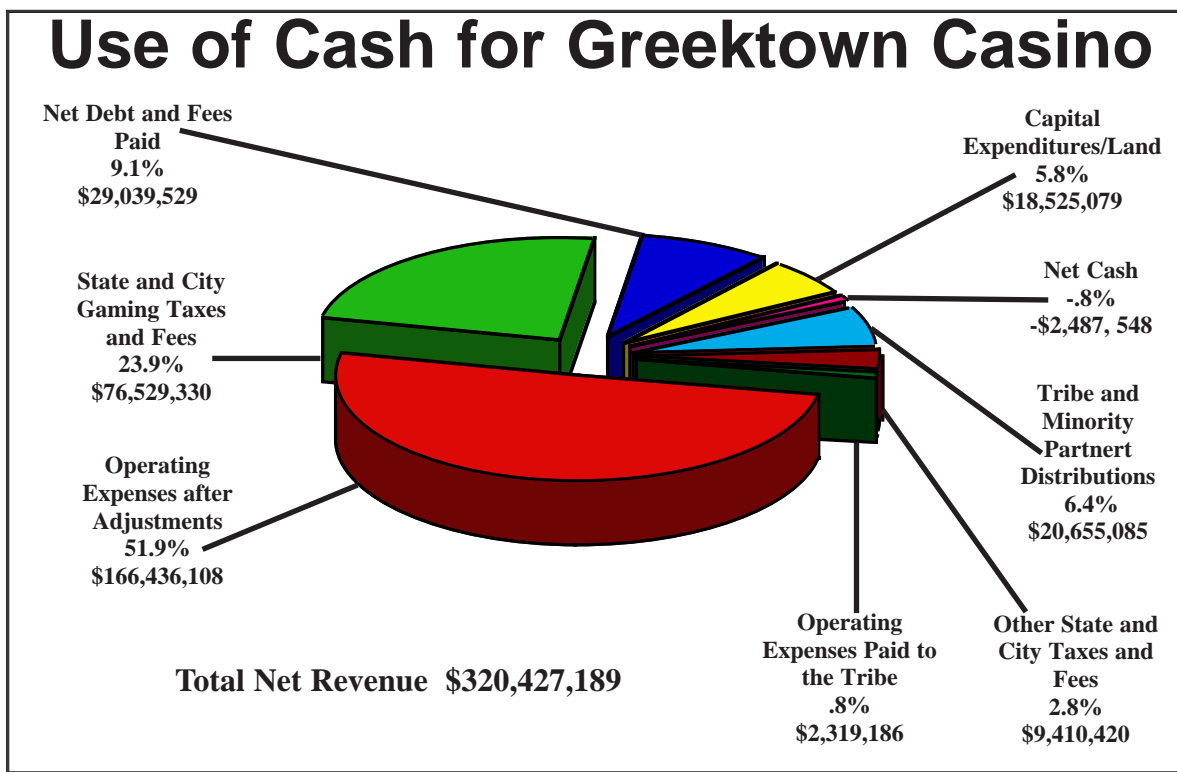
Following are some Greektown Casino and Detroit gaming market highlights for 2004:

**Michigan voters say “YES” to Proposal 1.** With strong support from the Sault Tribe and other native communities, Michigan voters overwhelmingly approved Proposal 1 in the November 2004 elections. The constitutional amendment

requires that all non-native gambling expansions be approved by voters statewide and by voters in the community where the gambling would take place. In other words, before any non-native casino can open in Michigan in the future, it must first be approved following the same process that legalized the three Detroit casinos, which were approved by Detroit voters in 1994 and Michigan voters in 1996.

Because of Proposal 1, Michigan voters will always have a say in major commercial gambling expansions in our state. For example, if the Michigan Lottery would propose installing slot machines in bars and restaurants, voter approval would first be required. If racetracks would want to install “video lottery terminals” or add other casino-style gambling, they will have to get voter approval. If the state would want to legalize Internet betting, voters would have the final say.

Clearly, the passage of Proposal 1 protects hundreds of



millions of dollars in Sault Tribe gaming investments throughout the state and the government programs funded by our gaming revenues. The Sault Tribe and Greektown Casino were actively involved in campaigning for Proposal 1.

**“Racinos” stopped.** The passage of Proposal 1 also ended debate in Lansing on legislation that would have allowed Michigan horse racetracks to install video lottery terminals — electronic slot machines — to create casino/racetrack hybrids called “racinos.” Before Proposal 1 passed, the legislature and governor were close to approving bills that would have opened up to seven racinos in Michigan, nearly doubling the number of slot machines in the state. These racinos would have severely reduced the gaming revenues of the tribe’s Greektown Casino and Kewadin Casino properties. The Sault Tribe’s leaders and Lansing team were actively involved in working against the racino legis-

lation in Lansing.

**Greektown voted “Best” casino — again.** Greektown Casino was named “Best” casino by readers of *The Detroit News* and *Detroit Free Press*, Michigan’s two largest newspapers, for the fifth consecutive year. Greektown Casino also placed first in other categories in *The Detroit News* reader survey, including “best slots,” “best wait staff outfits,” “best craps tables,” “best blackjack tables,” “best high rollers area,” “best casino restaurant,” “best casino with quickest valet” and “best casino entertainment.”

**Permanent Greektown Casino being finalized.** The new Sault Tribe Board and Greektown Casino Management Board began the process of re-evaluating the plans for the tribe’s permanent Greektown Casino. The permanent casino will meet or exceed all aspects of the tribe’s development agreement with the city of Detroit and will feature a 400-room hotel, convention space, a

spacious and attached parking garage and an expanded world-class gaming area.

**Lac Vieux lawsuit settled.** The lawsuit over whether the bidding process for Detroit’s casino licenses violated the constitution was resolved, clearing the way for permanent casinos in Detroit. The long-standing lawsuit filed by the Lac Vieux Desert Band of Lake Superior Chippewa Indians charged that two of the three Detroit casino groups received preferential treatment in their license bidding because they helped pass Proposal E (the 1996 amendment that legalized casino gambling in Detroit). The lawsuit had stopped the Detroit City Council from approving building permits for the permanent casinos.

**Home to Detroit Poker.** Greektown Casino was the first Detroit market casino to open a poker room, which remains Motown’s center for the hottest trend in gaming. Greektown Casino’s poker room was

expanded to accommodate more guests, and new games and tournaments were added to attract new players. For the third straight year, Greektown Casino also sent a player to the World Series of Poker in Las Vegas.

**Improving guest service and convenience.** Greektown Casino continues to lead the Detroit gaming market in deploying technologies to improve customer service and convenience.

Greektown Casino is converting all slots to “ticket-in, ticket-out” (TITO) machines. TITO machines allow guests to collect tickets redeemable for their cash winnings instead of carrying around buckets of coins. TITO machines create a more enjoyable gaming experience for guests. In addition, about 20 new ticket redemption kiosks have been installed throughout the casino to allow guests to redeem tickets from TITO machines for their cash winnings, vastly reducing the wait time to collect winnings.

**Jobs lost when governor, Legislature raised state gaming tax.** The Michigan Legislature and governor approved a 33-percent increase in the gaming tax paid by the three Detroit casinos, despite strong opposition from the casinos, the Detroit Regional Chamber of Commerce, the Michigan Chamber of Commerce, organized labor, the Metro Detroit Convention and Visitors Bureau, the Black Chamber of Commerce and many other prominent groups. The tax increase was aimed at plugging a hole in the state budget.

While the tax increase forced the Detroit casinos to lay off hundreds of workers, Greektown Casino was able to offset some of the impact of the enormous tax hike by improving efficiency and implementing other cost-saving techniques.

# Financial Overview

The following are excerpts from the 2004 Sault Ste. Marie Tribe of Chippewa Indians Annual Audited Financial Statements.

**Net assets.** The tribe's combined governmental net assets decreased by 2.5 percent between fiscal years 2004 and 2003 to \$38 million. (See Table A-1).

Net assets of the tribe's governmental activities decreased 2.5 percent to \$38.1 million. \$45 million of assets are invested in capital assets (buildings, equipment, and so on). The tribe's business-type activities net assets increased to \$123 million.

**Changes in net assets.** The tribe's total revenues (excluding special items) increased by .4 percent to \$514 million. (See Table A-2). The tribe's revenue comes mainly from gaming and federal sources.

The total cost of all primary activities decreased by \$31.5 million or 6.8 percent due to lower interest cost and lower costs of running the organization. This is shown on the General Government line on Table A-2.

The tribe was able to cover the current year's costs for programs and services of governmental operations. Table A-2 and the narrative that follows consider the operations of governmental-type activities and business type activities separately.

#### Governmental and business-type activities.

- Revenues for the tribe's governmental activities decreased four-and-a-half percent, while total expenses decreased three percent.

- Revenues for the tribe's business-type activity increased .15 percent and expenses decreased 6.4 percent.

Total revenues have decreased .5 percent, most of which is attributable to the decrease in governmental revenues as discussed in the financial highlights. Total expenses have decreased by 6.8 percent due to the decreases in interest, insurance costs and the wages.

Table A-2 presents the cost of each of the tribe's five largest programs—health and welfare, public safety, recreation and culture, education and general government—as well as each program's net cost (total cost less fees generated by the activities and intergovernmental aid).

- The cost of all governmental activities year was \$65.8 million.
- The cost of those services was paid from the following:

- Taxes of \$17,763,061
- Charges for services of \$4,559,255
- Operating Grants of 23,396,201

#### Business-type activities.

Revenues of the tribe's business type activities increased by .15 percent to \$453.5 million, and expenses decreased 6.4 percent to \$369.1 million. Contributing to these results included:

- Stabilization of gaming revenues and increase in other revenues.
- Decrease in gaming cost of sales and decrease in depreciation expenses.

As the tribe completed the

	Governmental Activities		Business-Type Activities	
	2004	2003	2004	2003
Current and other assets	\$19,258,970	\$33,810,923	\$392,090,787	\$371,259,161
Capital assets	56,215,940	56,712,958	224,938,967	221,238,383
<b>Total assets</b>	<b>75,474,910</b>	<b>90,523,881</b>	<b>617,029,754</b>	<b>592,497,544</b>
Current liabilities	16,424,076	31,086,102	441,526,079	292,537,244
Long-term debt outstanding	20,965,125	20,377,651	52,384,862	227,590,359
<b>Total liabilities</b>	<b>37,389,201</b>	<b>51,463,753</b>	<b>493,910,941</b>	<b>520,127,603</b>
Net assets				
Invested in capital asset, net of related debt	45,159,390	59,063,915	30,727,263	(7,619,403)
Unrestricted (deficit)	(7,073,681)	(20,003,787)	92,391,550	79,989,344
<b>Total net assets</b>	<b>\$38,085,709</b>	<b>\$39,060,128</b>	<b>\$123,118,813</b>	<b>\$72,369,941</b>

	Governmental Activities		Business-Type Activities	
	2004	2003	2004	2003
<b>Revenues</b>				
Program revenues				
Charges for services	\$ 4,559,255	\$ 4,186,983	\$450,674,768	\$452,505,086
Operating and capital grants	23,395,359	35,341,288	-	-
General revenues:				
Taxes	17,763,061	17,060,924	-	-
Investment earnings (loss)	600,678	645,288	283,624	228,252
Other	14,217,912	6,156,438	2,617,617	178,733
<b>Total revenues</b>	<b>60,536,265</b>	<b>63,390,921</b>	<b>453,576,009</b>	<b>452,912,071</b>
<b>Expenses</b>				
Gaming and other	-	-	352,854,444	357,276,811
Judicial	1,036,323	971,061	-	-
Education	3,298,135	3,523,877	-	-
Health and welfare	35,267,137	29,371,729	-	-
Recreation and culture	3,205,117	3,038,227	-	-
Public safety	3,835,223	4,227,798	-	-
General government	18,457,785	22,136,523	-	-
Public works	316,428	133,190	-	-
Interest expense	529,885	4,543,559	16,260,550	37,186,346
<b>Total expenses</b>	<b>65,946,033</b>	<b>67,945,964</b>	<b>369,114,994</b>	<b>394,463,157</b>
Excess (deficiency)	(5,409,768)	(4,555,043)	84,461,015	58,448,914
Transfers	4,435,349	16,115,911	(4,435,349)	(16,115,911)
Taxes	-	-	(22,098,115)	(17,060,924)
<b>Increase (decrease) in net assets</b>	<b>\$(974,419)</b>	<b>\$11,560,868</b>	<b>\$57,927,551</b>	<b>\$25,272,079</b>

year, its governmental funds reported a combined deficit fund balance of \$2,047,372, a 133 percent decrease in combined fund balance. The primary reason for the decrease in fund balance is highlighted in the analysis of governmental activities. In addition, these other changes in fund balance should be noted:

- Tribe spent \$2.3 million on construction and equipment purchases in its governmental funds.
- Debt service expenditures were \$3.3 million.
- \$4.4 million was transferred in from other activities.

**General fund budgetary highlights.** Over the course of the year, the tribe's board made several changes to the Tribe's budget. The budget amendments fall into three categories:

- Original budgets are approved by the board prior to the beginning of the programs fiscal year.
- Amendments and supplemental appropriations are approved as needed by the programs during the course of the fiscal year.
- Year end modifications are made during the calendar year as needed for programs with non-December year ends.

Even with these adjustments, actual expenditures were \$8.6

million over the final budgeted general fund amounts. This is due, in part, to the 2.2 million transfer to Elder Land Claims Fund and the transfer of inactive property from the enterprise fund to the general fund.

The most significant positive variances were as follows:

- Tax collections were greater than expected.
- Accounting treatment of certain charges for services revenue had those funds net with rent results.
- Gains and distributions were higher than anticipated thus increasing amounts available for appropriation.

**Capital assets.** At the end of 2004, the tribe had invested \$281 million in a broad range of capital assets including land, machinery and equipment, buildings, roads and vehicles.

The principal change in capital assets consists mainly of casino expansion.

**Capital outlay.** This year's major capital asset additions included (dollars in millions):

- Gaming equipment and facilities for \$31.8 million.
- Land purchases of \$1 million.
- Non gaming equipment and facility additions totaled \$7.1 million.

The tribe's fiscal year 2005 capital budget projects spending another \$32 million for capital projects, principally for casino construction. The tribe has plans to issue additional debt to finance this project.

**Long-term debt.** At year-end the tribe had \$432.1 million in bonds, notes, and leases outstanding — a decrease of three percent over the last year. General government debt decreased by \$2.7 million or 21 percent to \$10.2 million. The tribe also issued \$471,000 of governmental debt for the construction of the Manistique Community Center.

#### Economic factors and next year's budgets and rates.

- The value of the Canadian dollar continues to improve in value.
- Greentown Casino has not yet begun construction on its permanent site.
- The increase in casinos in the state of Michigan and province of Ontario will continue to affect Kewadin's future gaming revenues.

These indicators were taken into account when adopting the general fund budget for FY2005. Amounts appropriated in the general fund budget are \$28,010,157, a decrease of 5.44 percent over

the final FY2004 budget. The tribe will use these revenues to finance current and expected future programs, program expansions into outlying areas and the expected impact of inflation on those programs.

The largest FY2005 budgeted expenditures are for direct services, consulting, subcontracting and expansion for the Manistique Health facility. If these estimates are realized, the tribe's budgetary general fund balance is expected to remain steady by the close of FY2005.

As for the tribe's business-type activities, we expect that the 2005 results will also improve based on these items:

- Gaming expansion
- Reduction in operating costs.

This financial report is designed to provide our members, grantors, investors and creditors with a general overview of the tribe's finances and to demonstrate the tribe's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Sault Ste. Marie Tribe of Chippewa Indians Administration Office, 523 Ashmun St., Sault Ste. Marie, MI 49783.

# Self-Sufficiency

## Today's earnings invested for tomorrow's generations

### SELF-SUFFICIENCY

In 1996, the chairman and the board of directors crafted a plan to expand tribal membership benefits beyond geographic and income boundaries. Though the demand for "need based" programs and services will continue, the tribal leadership has a strong desire to give more members access to more programs and services. Thus, the Tribal Self-Sufficiency Program was established.

The tribe's traditional value of planning for seven generations was the guiding principle in creating the self-sufficiency plan. The self-sufficiency program invests funds into interest-earning accounts. Annually, based on the performance of tribal investments, the interest is used to fund specific member programs and services, while the principals remain in tact.

In spring 1996, the board of directors used tribal business revenues to create the first Self-Sufficiency Fund. An amount of \$4 million was set aside with the goal of generating \$400,000 a year to help send tribe members to college. Under the plan, each qualifying tribe member could receive up to \$1,000. Since the fund was established, the number of members attending colleges and universities has increased tremendously — **For the 2003-04 school year, 1,135 students were awarded \$838,192.29.**

In 1998, the board of directors added \$2 million to the fund for members attending vocational or technical schools. The principal in the fund now stands at \$6 million.

The Elder Self-Sufficiency Fund provides significant benefits to our most cherished and deserved members.

The principal in the Elder Fund — \$19.6 million came to the tribe in 1998 when a 161-year-old land claim originating from the 1836 Chippewa Ottawa Treaty was resolved. The payment came from the federal government.

To decide how the funds should be used, tribal leaders surveyed members nationwide and held community meetings across the service area. As a result of suggestions from members, the tribal board created the Elder Self-Sufficiency Fund and deposited the land

claim settlement into the account. Interest earned on the principal is used to fund programs and services for tribal elders ages 60 and older.

Though the national economy and stock markets have slid the past couple of years, dividends paid to elders from the self-sufficiency fund have increased every year. The tribal board has decided to continue to appropriate higher amounts even though interest on the fund has not met projections.

Since the program began, the tribe's Self Sufficiency programs have distributed \$35,274,863 including \$24,387,441 to elders. Soon payments from the funds will exceed the amounts originally invested. Yet, the principals will remain in tact.

Total payments through June, 2005, to members from the tribe's Self Sufficiency funds include:

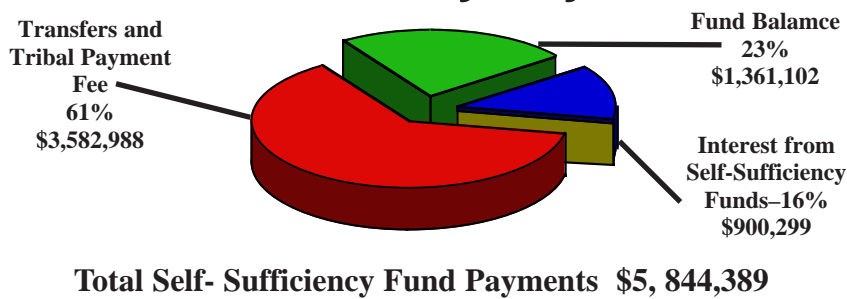
- More than \$6 million to education programs.
- More than \$2.5 million to the funeral assistance program.
- More than \$2.3 million to elder and health employment program.

Members support expanding member benefits through self-sufficiency funds. In a recent survey, 79 percent of tribe members supported the elder dividend program, 70 percent supported the funeral assistance program, and 65 percent approved of the higher education self-sufficiency program.

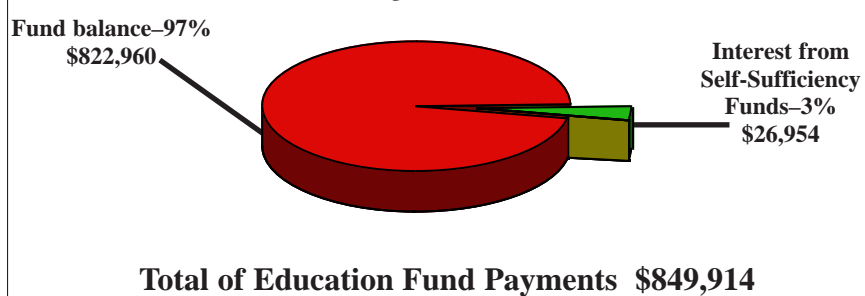
Members have also expressed a growing interest in establishing more self-sufficiency fund programs. For example, 81 percent of members support establishing a child trust account for education, while 71 percent would like some sort of national tribal health insurance plan based on income eligibility.

Overall, 93 percent of tribe members agree that revenues from the tribe's gaming businesses have made strong, positive differences for members, especially in providing funds for member programs and services. In addition, 76 percent of members understand that the tribe's gaming profits are the largest single source of funding for tribal programs and services.

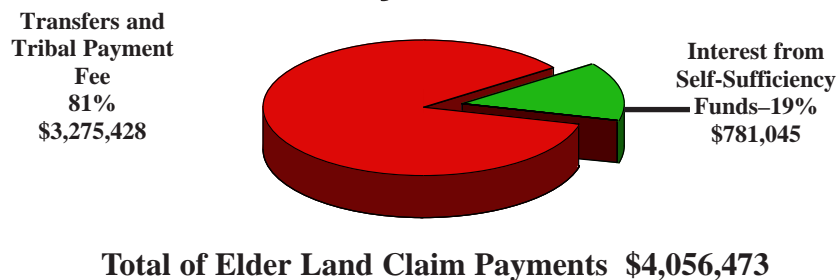
### 2004 Sources of Total Self-Sufficiency Payments



### 2004 Sources of Education Fund Payments



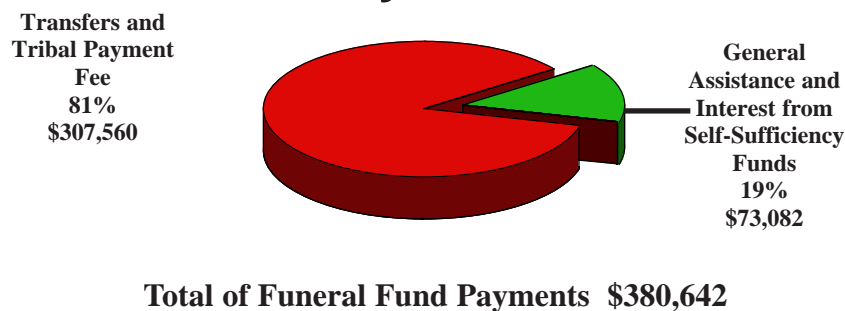
### 2004 Sources of Elder Land Claim Payments



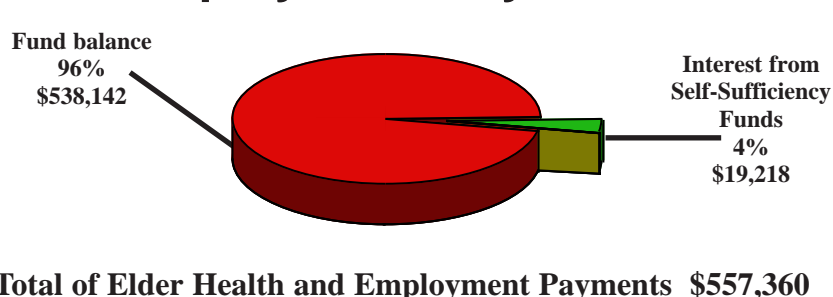
The self-sufficiency dollars are provided to the membership in addition to the programs and services operating expenditures. **Interest from self-sufficiency funds** is the annual interest earned by investment of the funds. Only the interest is used for member payments in order to maintain the earning power on the principal for future generations. **Tribal payment fee** is the additional fee paid by the tribe to the members for the use of the funds to pledge to banking institutions. Without this fee, significantly fewer dollars would be paid to the elderly, education, funeral assistance, elder health and employment.

Elder Payment with Tribal Payment Fee.	\$1,600
Elder Payment without Tribal Payment Fee.	\$389

### 2004 Sources of Funeral Fund Payments



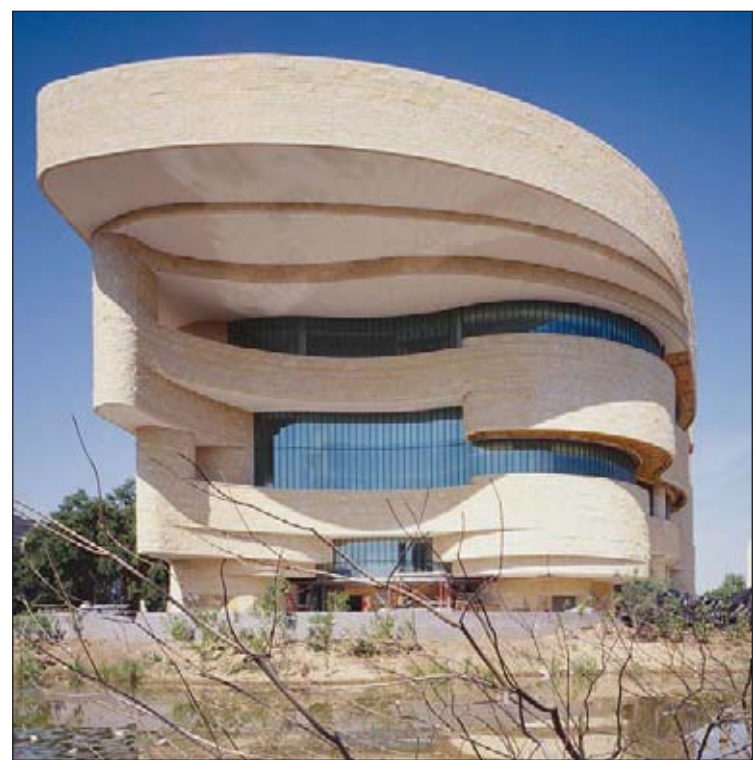
### 2004 Sources of Elder Health and Employment Payments



Elders in Sault Ste. Marie raise their hands to show their support for the plan that would consist of investing \$10 million of the Elder Land Claim Fund into the Kewadin Casinos St. Ignace building project. The casino project is low risk with a guaranteed 12% annual return for five years. At the end of the five years, the \$10 million will be returned to the Fund principal, unless our elders feel that the benefit is worth an additional five-year investment.



**And they did** — 58 percent of the voters in Michigan agreed with the community and tribal leaders who gathered in Traverse City before the November election to urge the people of the state to pass Proposal 1 and now the Michigan Constitution must be amended to give voters the final say in the expansion of non-Indian gambling in the state. Left to right, Bernie Sprague, tribal sub-chief, Saginaw Chippewa Indian Tribe; Bob Olsen, superintendent of Manistee Area Public Schools; Pamela Medahko, council woman, Little River Band of Ottawa Indians; Jim Pavelka, superintendent, Traverse City Public Schools; Maria Flynn, Manistee business women; Lee Sprague, Ogema, Little River Band; State Senator Jason Allen; Derek Bailey, council member of the Grand Traverse Band; Sault Tribe Chairperson Aaron Payment; Deborah Knudsen, president/CEO of the Grand Traverse Convention and Visitors Bureau; and Andrew Bateman, executive vice president and general manager of the Grand Traverse Resort and Spa.



**National Museum of the American Indian opens in Washington D.C.** — The National Museum of the American Indian, the first national museum to be dedicated exclusively to American Indians, opened Sept. 21, 2004, along the National Mall close to the capitol. "Visitors will leave this museum knowing that Indians are not part of history. We are still here and making vital contributions to contemporary American culture and art," says the museum's founding director W. Richard West Jr. (Southern Cheyenne). For more information on the nation's newest museum, visit the website at [www.nmai.si.edu](http://www.nmai.si.edu).

# 2004 in review, people and places



Auctioneer George Snider holds up a cuddly toy St. Bernard to be auctioned off at the ACFS Fundraising Committee auction on Sept. 18, 2004. Over \$1,500 was raised at the auction.  
Photo by Alan Kamuda



The Sault Area High School Native American Science Bowl Team, the five students on the left, Lisa Peters, Becky Rambo, Ryan Gleason, Jaclyn Goetz and Mary-Ellen Hemming look on while President George Bush gave a short speech. Students meet briefly with the president during their visit to Washington D.C. while competing in the National Science Bowl.  
Photo courtesy of John Howell



The tribal youth council celebrate after defeating the board of directors in the Jeopardy game at 'The Battle of the Boards' at the Chi Mukwa Recreation Center.  
Photo by Alan Kamuda



Clean up crews throw the trash out of the second floor of the Sault casino and remove the damaged siding and insulation where an electrical fire started in February, 2004. The fire caused extensive smoke and water damage to part of the casino which was completely remodeled and reopened June 2005.  
Photo by Alan Kamuda



2005 brought a new chairperson and four new members to the tribe's board of directors. Chairperson Aaron Payment held a Sunday BBQ at his home in the Sault to thank supporters after the election. Above, joining Payment are new board members Tom Miller, who won the seat in Unit IV and Unit I Representatives Todd Gravelle and Joe Eitrem. Lana Causley was also newly elected to the board from Unit II.

Photo by Alan Kamuda



**Honoring area veterans** - Above, children dressed in red, white and blue with their hands on their hearts showing their unity and pride as they pledged allegiance to the American flag, took part in the filming of an "I Pledge" promotional video.

Kewadin Casinos, the Sault Tribe, and 9&10 News partnered together to produce this video to honor our veterans and remind our community that our military men and women are fighting for our freedom. Back row, left to right, Brynn Mansfield, 4, Alaysa Brewer, 4, Camron Pavlat, 3, Emily Payment, 3, Austin Schirhart, 4, and Deana LaLonde, 4. Front row, left to right, Sawyer VanAlstine, 3, Toni Willis, 3, Ashley Hackworth, 4, and Jared Harper, 3.

Below, about 250 people from lower Michigan, Canada and the Upper Peninsula turned out for the first Veteran's Pow Wow held in Kinross, Michigan. L to R: Carrie Kuzmik and Norma Bennett, women's traditional dancers, and head male dancer David Hahaj.

Photos by Brenda Austin

# 2004 in pictures



An agreement formalizing the process for protection of Indian cultural artifacts and remains was signed in Mount Pleasant between the USDA Natural Resources Conservation Service (NRCS) and the Michigan Anishinaabek Cultural Protection and Repatriation Alliance (MACPRA). Michigan State Conservationist Ron Williams, above right, signed the agreement on behalf of NRCS, and tribe member Cecil Pavlat, above left, signed as the Chairperson of MACPRA.



The engines were hot but the weather was not. The Michigan Snow X Racing Association made a stop in St. Ignace. Over 400 professional and semi-pro racers took part in the 45 races competing for cash purses. The races were also held in Manistique and the Sault.

Photo by Alan Kamuda

# Contributions to the Community



Students of Gros Cap school in the Moran School District of Mackinac County hold a banner thanking the Sault Tribe for the \$20,000 they received as part of the two-percent distributions. In the back row, left to right, Tony Geotz, interim COO of Kewadin Casinos, Unit III Representative Robert Lambert, Bill Peltier, superintendent, Janice O'Boyle, board president, Unit III Representative Fred Paquin, Michael Cope, board trustee and Nancy Dandona, school board treasurer. Lambert said, "The two-percent monies that we give out are a way for our tribe to be a good corporate neighbor. My personal priority for this money is to better serve our youth in the community." Paquin added, "Our mutual two-percent agreement with local communities has benefitted the tribe through our law enforcement agreements, in the areas of jail housing and law enforcement coverage. The City of St. Ignace has been very good to work with in the past and I hope to continue that relationship."

Photo by Alan Kamuda

## Total Community Contributions for 2004 \$4,690,691

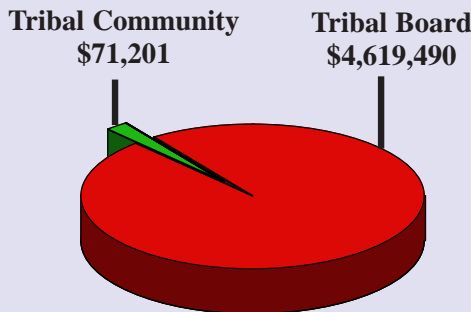
### Tribal Board and Administration Contributions \$4,619,490

\$ 1,926,099	2% Funds
\$ 1,148,282	Board of Directors Initiative
\$ 48,922	Children's Christmas Party
\$ 50,523	Chi Mukwa Membership Subsidy
\$ 4,865	Day Care Subsidy
\$ 666,680	Donations to Tribal Programs
\$ 139,895	Elder Gift Certificates
\$ 6,849	Elder Snowplowing
\$ 25,697	Elder Thanksgiving/Christmas Dinners
\$ 155,105	Employee Gift Certificates
\$ 6,647	Foster Care Christmas (Board Subsidy)
\$ 326,781	Funeral Assistance
\$ 9,932	Gifts and Flowers
\$ 1,454	Graduation Parties
\$ 86,759	Pow Wows
\$ 15,000	United Way

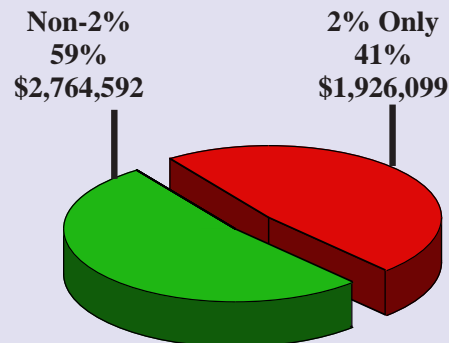
### Tribal Community Contributions \$71,201

\$ 43,714	Dress Down
\$ 12,837	Relay for Life
\$ 14,650	United Way

### Total Contributions for 2004 \$4,690,691



### Contribution Source



Twice a year, the tribe receives requests for donations through the two-percent program. This year, a special request was received from the 150th Anniversary of the Soo Locks Committee, shown above with Chairperson Aaron Payment, Unit I Representative Cathy Abramsom and Assistant Area Engineer Steve Rose at the visitor's center at the Locks. The committee organized a summer long celebration of the Soo Locks in honor of their 150th year in operation. "After we received the request from the Anniversary Committee, we took time to meet with the group and to really understand what they wanted to do with the money they requested," Payment said. "They want to promote our area and show the state and the community how much the Soo Locks has impacted the Sault and the Mid-West region of the United States. It's a great idea and we are very excited to support them." A total of \$20,000 was given to the committee to help their event.

Photo by Alan Kamuda

### Over \$20.4 million given to local governments

Since 1994, Kewadin Casinos and the Sault Ste. Marie Tribe of Chippewa Indians has helped negotiate with the state, mandated semi-annual two-percent payments. This requires the tribe to earmark two-percent of its net win from electronic gaming machines to area governments. To show their support for this program, many of our tribe's board members have visited the organizations receiving funds. Since the payments began, the tribe has awarded more than \$20.4 million to local governments throughout the entire service area.

The 1993 Gaming Compact,