

# Northwoods NiiJii Enterprise Community, Inc.

## Comprehensive Strategic Plan



2014

## **ACKNOWLEDGEMENTS**

Northwoods NiiJii Enterprise Community's Comprehensive Strategic Plan was developed with the following residents and staff. Special thanks are extended to the following people:

- Northwoods NiiJii EC Board of Directors
  - Lac du Flambeau Band of Lake Superior Chippewa Indians - tribal governments, program directors and community members
  - Sokaogon Chippewa Community - tribal governments, program directors and community members
  - Menominee Indian Tribe - tribal governments, program directors and community members
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  - Towns of Antigo, Lac du Flambeau, Crandon, Minocqua
  - Shawano County Economic Progress Inc.
  - University of Wisconsin – Applied Population Laboratory
  - University of Wisconsin – Stout
  - Minnesota Housing Partnership
  - Waaswaaganing Indian Bowl Tribal Corporation Board
  - East Central Wisconsin Regional Planning Commission
  - North Central Wisconsin Regional Planning Commission
  - Great Lakes Inter-Tribal Council
-

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## **Appendices**

A – Comparative Plans and Sustainable Futures Analysis

B – Northwoods Nijii Enterprise Community Inc. “A Decade of Success” Benchmarks

C – Public Meeting Summary and Survey Responses

D – SWOT Analysis

E – 2013 Tribal Profiles

# **CHAPTER ONE: INTRODUCTION**

The Nijii Community is defined by the people who live and work there; the houses and businesses; the parks and cultural features. There are three tribes affiliated with the Nijii Enterprise Community; they are the Lac du Flambeau Band of Lake Superior Chippewa, the Menominee Indian Tribe of Wisconsin and Sokaogon Chippewa Community (aka Mole Lake Band of Lake Superior Chippewa Indians), see MAP 1. The comprehensive plan provides guidance to the Nijii Enterprise Community when making future decisions on key community elements. How a community changes, how that change is perceived and how change is managed are the subjects of community comprehensive planning. The plan will provide goals, objectives and policies to successfully grow and advance the communities in five key elements: Population and Housing; Economic Development; Utilities and Transportation; Agriculture, Natural Resources and Cultural; and Land Use. Goals and objectives include key livability principles ensuring future growth that accommodates community member’s needs and desires ultimately working towards a better more sustainable life for the Nijii Enterprise Community.



The Background section looks at the history of the Nijii Enterprise Community, previous planning studies that are particularly important to the present effort and the long term vision of the Nijii Enterprise Community. The identification of key issues, SWOT analysis, an overview of the public participation process and key livability principles are identified and discussed.

## **A. Tribal Introduction**

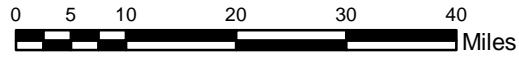
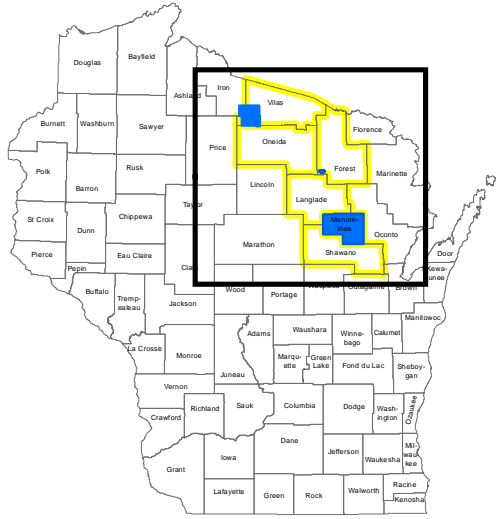
The Nijii Enterprise Community consists of three tribes: the Lac Du Flambeau Band, the Menominee Indian Tribe of Wisconsin and Sokaogon Chippewa Community (aka Mole Lake Band of Lake Superior Chippewa Indians). The tribes include over 324,000 acres, Menominee being the largest tribal area with 235,525 acres and 8,749 people, 4,168 living on the reservation. There are 3,415 tribal members in Lac du Flambeau, 3,004 living on the reservation and 2,000 tribal members in Mole Lake with just 452 living on the reservation.

<b>TRIBE</b>	<b>LAND BASE (acres)</b>	<b>DATE OF CONSTITUTION</b>	<b>TOTAL ENROLLED</b>	<b>LIVING ON REZ</b>
Lac du Flambeau Band	86,600	1934	3415	3004
Menominee	235,524	1979	8749	4168
Mole Lake Band	2,000	1938	1261	452

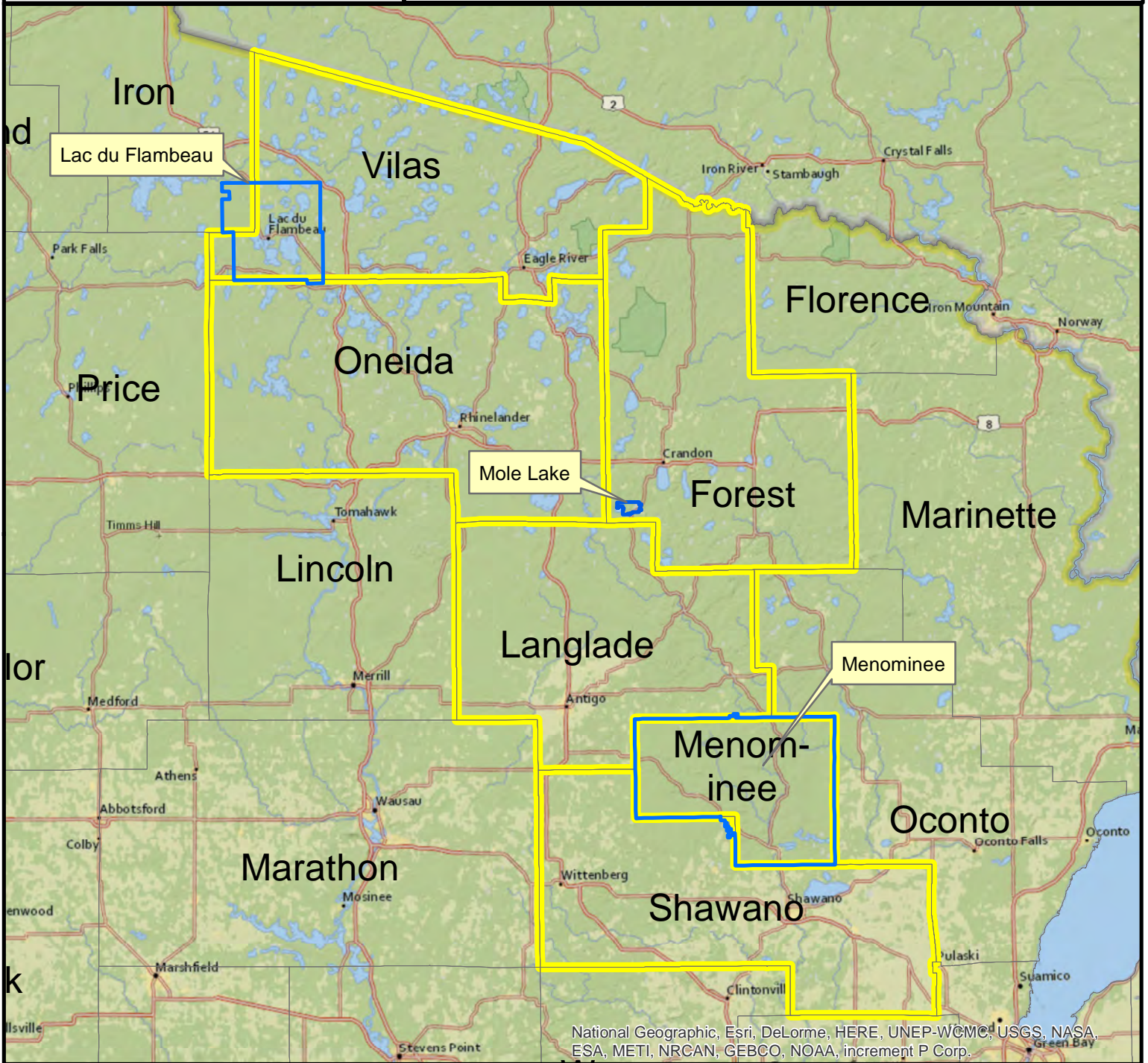
# Legend

-  Tribal Boundaries
-  Region County Boundaries

# Map 1 Northwoods Nijii Enterprise Community Location



Map Prepared By: North Central Wisconsin Regional Planning Commission



National Geographic, Esri, DeLorme, HERE, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, increment P Corp.



While all three tribes note ancestry indigenous to Wisconsin and their current reservation areas, their historical relationships with the federal government are varied and described separately, below. Similarities in modern development include modest gaming enterprises that enhance their self-determination and economic growth.

## **B. Current State of Tribal National Development**

### **Menominee Indian Tribe of Wisconsin**

#### *Brief History*

The Menominee Indian Tribe of Wisconsin is indigenous to eastern Wisconsin. Their creation story cites the mouth of the Menominee River in northeast Wisconsin as the point of their beginning and the Wisconsin River as a place where the Clans expanded in number. History further identifies clans of the Menominee occupying mid-eastern Wisconsin, part of the Upper Peninsula of Michigan, with geographic boundaries described by the Escanaba River, Door Peninsula, Milwaukee River and points as far west as the Mississippi River.

The current Menominee Reservation was established by the Treaty of 1854. In 1954 – 100 years after the Reservation was established, the US Congress passed the Termination Act (P.L. 108) abolishing the Menominee Reservation and the Indian identity of its members. When the Termination Plan was implemented in 1961 the entire reservation was established as a new county in Wisconsin and the enrolled members became shareholders in Menominee Enterprises, Inc. (MEI) which controlled the Tribal assets. The M.E.I. Board of Trustees consisted of seven members; three of whom were non-tribal members. In 1968, the M.E.I. entered into the “Lakes of Menominee,” project referred to now as Legend Lake.


The Termination Act was eventually overturned by passage of the Restoration Act in 1973; however, Menominee County and Legend Lake remain. The Menominee approved a new constitution in 1979, beginning a new era in the history of the Tribe. The Reservation and Menominee County share nearly identical boundaries excepting the area known as Middle Village which was created by the Tribe on land purchased in adjacent Shawano County, SEE MAP 2. Altogether tribal lands cover 235,523 acres including 223,500 acres of forested lands. There are a total of 187 streams and rivers, and 53 lakes totaling 2,756 acres of surface water.

#### *Tribal Government/Law Enforcement Structure*

The Menominee Tribal Legislature is composed of nine members and elections are held every January. The Chairperson, Vice Chairperson and Secretary are elected each February by the seated tribal legislators to a one year term. Each of the nine legislators is elected to a three

# Menominee Reservation

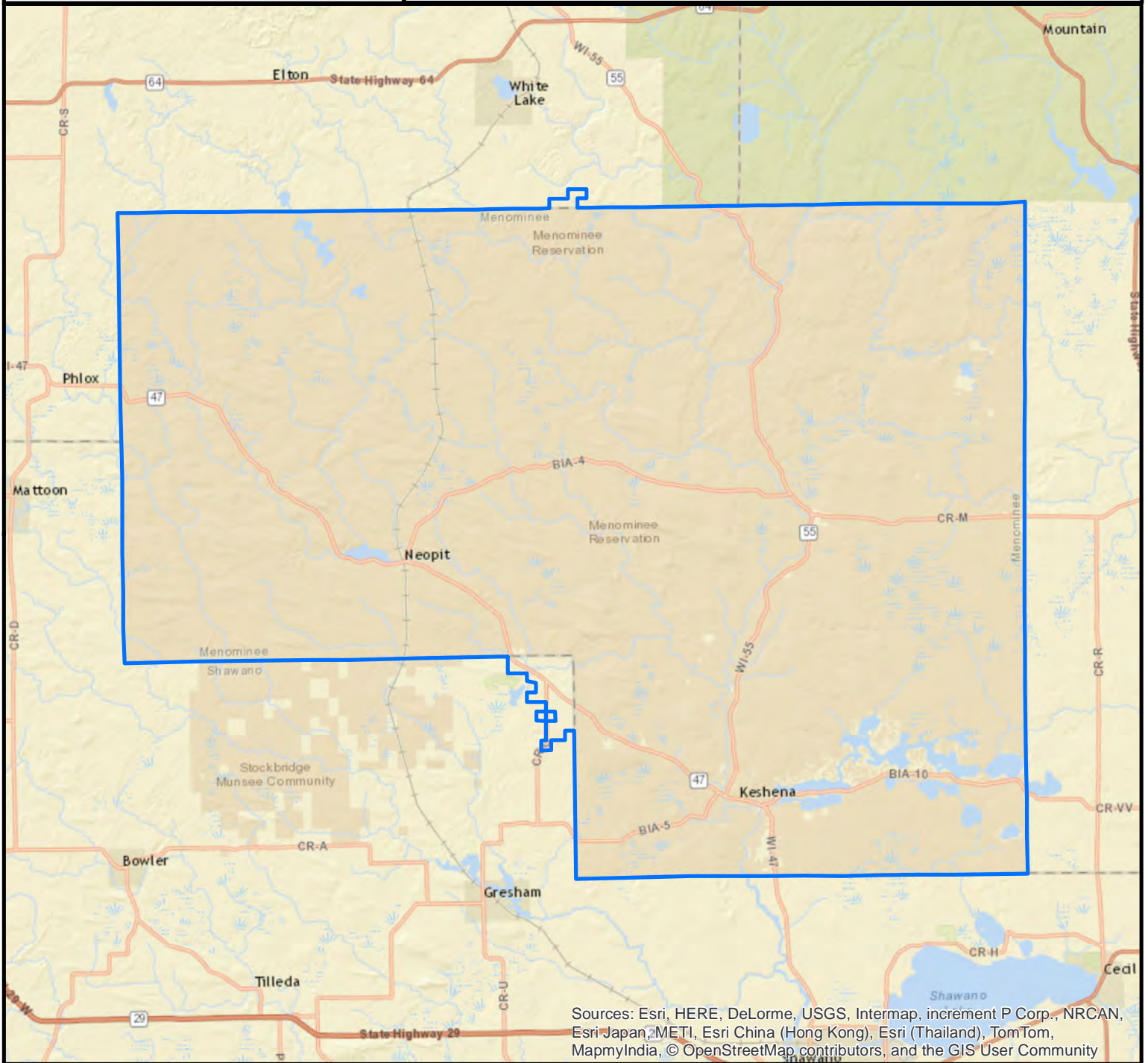
## Legend

 Tribal Boundary



0 1 2 4 6 8 Miles

Map Prepared By: North Central Wisconsin Regional Planning Commission



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

year term, with terms staggered so that three are up for re-election each year. They meet twice monthly.

The sovereign immunity of the Tribe is retained through Article XVIII of the Constitution and Bylaws, which allows suit to be brought against the Tribe in Menominee Tribal Court by those subject to the Tribe's jurisdiction. In its reorganization after Restoration of Tribal status, the tribal members opted out of P.L. 280 which would relinquish law enforcement authority to the State. Instead, the Menominee Tribal Law Enforcement retains full arrest authority for all civil and criminal offenses, excepting those crimes charged federally. The Menominee Police Department is partially funded by the Bureau of Indian Affairs and other grants, with approximately \$1.5 million of its operating costs provided by the Tribal Government. Budgeted sworn strength for FY2012 is 26 officers including patrolmen, detectives, community service officers, and conservation wardens.

The Menominee Police Department is a member of Wisconsin's 18th Multi-Jurisdictional Drug Enforcement Group referred to as the Native American Drug and Gang Initiative (NADGI), dedicated to combining information and investigative resources of Wisconsin Tribes and surrounding communities to reduce violence and crime. NADGI has further allied itself to the Wisconsin Alliance for Drug Endangered Children which serves to educate professionals and others to identify youth who live in homes where drugs are used, dealt, or manufactured. MTPD further maintains a Multi-Disciplinary Task Force consisting of two agencies of the federal government, two county Social Service departments, two sheriff's departments and four tribal departments; this group meets quarterly.

The Tribal Police maintain the essential work relationship with the Federal Bureau of Investigations for prosecution of violent crimes and other criminal acts on the reservation deemed a federal offense. There is no formal relationship with the Menominee County Sheriff's Department, but the co-terminus jurisdiction has led to some cost-efficiency measures, including the joint dispatch and response.

The Menominee Tribal Court is a court of general jurisdiction with appellate review operating under the authority of the Menominee Tribal Constitution and By-laws as a separate and equal branch of the Tribal Government. The court system has jurisdiction over all Native Americans within the exterior boundaries of the Menominee Indian Reservation and consists of a chief justice, two lower court judges and an appeals court judge. Civil and criminal courts operate through the following court types: Small Claims and other civil, Motor Vehicle, Guardianship, Criminal, Child Support, Paternity and Wellness Court.

## Lac du Flambeau Band of Lake Superior Chippewa Indians

### *Brief History*

The Lac du Flambeau Reservation is located in north-central Wisconsin primarily in Vilas County (71,345 acres), but also encompassing parts of Iron County (14,595 acres), and Oneida County (690 acres), for a total land base of 86,630 acres, SEE MAP 3. The band has inhabited the Lac du Flambeau area since 1745 when the legendary Chief Keeshkemun (Sharpened Stone) led his band to this area for wild rice, fish, and game. The name Lac du Flambeau means Lake of the Torches and was given to the band by the French traders in reference to their practice of harvesting fish at night by torchlight.

The reservation was officially established by treaties in 1837, 1842 and finally in 1854. The reservation is 86,630 acre reservation (or 144 square miles) is a checkerboard reservation with land status consisting of Tribal (45.4%), Tribal Allotted (21.4%), and Alienated (33.1%) land.

The reservation consists of 260 lakes with 17,897 surface acres of water which is believed to be the third highest concentration of lakes in the world. In addition to the lakes there are approximately 71 miles of creeks, rivers, and streams and 24,000 acres of wetlands; altogether, surface waters cover nearly one-half (48%) of the Lac du Flambeau Reservation. Finally, 41,733 acres of forested upland leave only 3,000 acres for residential, manufacturing and commercial development.

The area was continually logged in the years following the 1854 Treaty as it became a tourist destination for families from southern Wisconsin and Illinois around the turn of the century. Fishing, hunting, camping, boating, skiing, snowmobiling, and other outdoor recreational activities play a major role in the local economy.

The population of Native Americans in Lac du Flambeau increased nearly 24% between the 2000 and 2010 census (see page 19). According to the latest census data (U.S. Census), 2,995 people live on the Lac du Flambeau reservation, with a total of 2,198 being Native American. Enrollment for the Lac du Flambeau Band is 3,661 members, from which 2,001 tribal members reside on or near the reservation (LDF Enrollment Department, Tribal Census Record 2013). Important treaty rights and cultural activities are affected by this development. There are a total of 1,259 households on the reservation with an average of 2.38 people per household, and the median household income is \$28,938 (U.S. Census Bureau, Census 2010).

### *Tribal Government*

The Lac du Flambeau Tribal Council is composed of 12 elected members meeting twice monthly; decisions are made by a majority rule. Elections are held every October for two officer positions and four members of the council. Two-year terms are staggered


The Judicial Branch includes one Trial Judge and Associate judges as deemed necessary by Tribal Council when the need arises, and three appellate court judges. The Lac du Flambeau Court System handles cases such as conservation/natural resources, children & families, health, safety & welfare, civil, divorce, custody, child support, domestic abuse, small claims, replevin, and recognition of foreign orders. The Judiciary is funded through Bureau of Indian Affairs grants, tribal funds and a sub-contract with the Great Lakes Indian Fish and Wildlife Commission (GLIFWC).

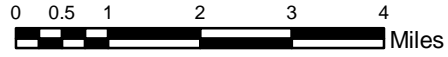
The Lac du Flambeau Judiciary has the powers to interpret and apply the Constitution and laws of the Lac du Flambeau Band; the Tribal Trial Court has original jurisdiction over all cases and controversies, both criminal (offenses with a 1 year sentence) and civil, in law or in equity, arising under the Constitution, laws, customs and traditions of the Lac du Flambeau Band, including all actions in which the provisions of the Indian Child Welfare Act of 1978. As part of PL 280, Lac du Flambeau Court cooperates with County and State Criminal Courts for offenses which hold a greater than one year sentence.

Law Enforcement services do operate under P.L. 280; the twelve officers and Chief of Police operate through an agreement with Vilas County Sheriff's Department for transportation and jail services. The department is funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds.

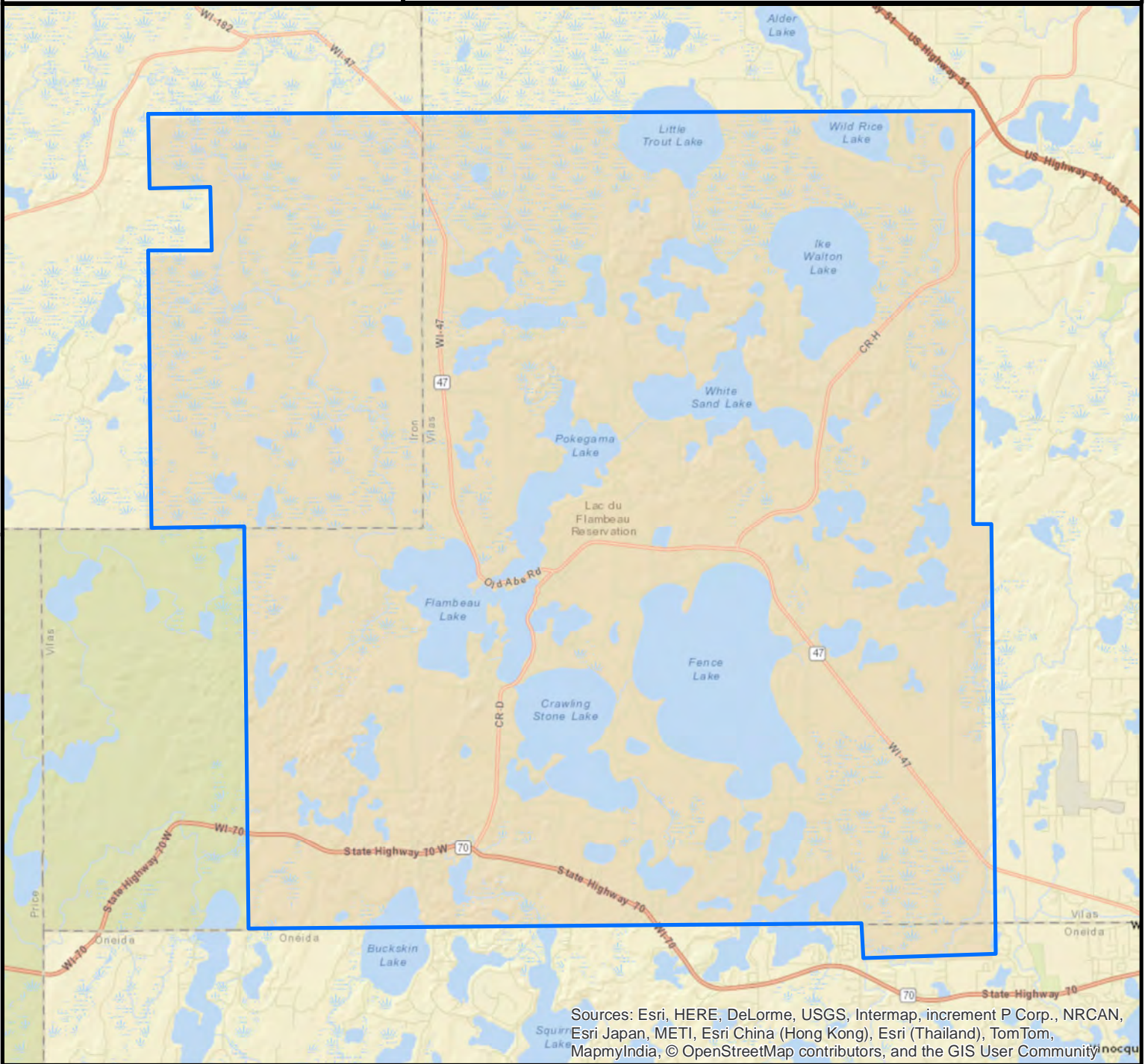
# Lac du Flambeau Reservation

## Legend

 Tribal Boundary



Map Prepared By: North Central Wisconsin Regional Planning Commission



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

## **Sokaogon Chippewa Community**

### **Mole Lake Band of Lake Superior Chippewa Indians**

#### *Brief History*

The Mole Lake Anishinabe (Chippewa) settled in the northern regions of Wisconsin, having moved out of eastern Canada at least a 1,000 years ago. The history of the Sokaogon Chippewa is difficult to trace because of a number of “official” names by which the Sokaogon (meaning “post in the lake”) Band were known, the existence of another band of Chippewa with a similar name, and inaccurate geographic representation in the Treaty signed in 1854 on Madeline Island. Because of this the Sokaogon Chippewa are virtually “lost” in official annual reports between 1862-1899.

According to tribal history, the Mole Lake Indians had been promised land through the Madeline Island Treaty, signed with Franklin Pierce in 1854. Representatives from the Mole Lake Band attended this treaty council and understood that the federal government agreed to provide them and several other Chippewa bands with cash, equipment, and their traditional land base. The following year, the Indian commissioner denied having met with the Mole Lake Band during that treaty council, and the promises were not kept. This agent did offer compensatory settlement and was to confirm their treaty and secure the land for them, but drowned on his return trip from Washington. It wasn't until 1934 that the federal government purchased 1,734 acres for the tribe after Tribal representatives successfully petitioned the Federal Government following the Indian Reorganization Act of 1934; a permanent deed to this small piece of unspoiled land in Forest County was officially received in 1937, SEE MAP 4.

In 1968 the Sokaogon received additional lands which brought the reservation size to just under 2,000 acres. Living near the upper Great Lakes region, it is also recognized that they kept the right to hunt, fish and gather on lands sold to the U.S. Government in the mid 1800's. Before the reservation was incorporated, the Mole Lake Chippewa lived in extreme poverty. These Chippewa welcomed the Reorganization Act and accepted a constitution on October 8, 1938.

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

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

their resources, education of their community members, and social programs that enhance the general health and welfare of the Sokaogon Chippewa Community.

### *Tribal Government*

The Sokaogon Chippewa Community is governed by a six member council, meeting monthly or more often if needed. Decision making is by majority rule, and elections are held annually for council members not holding officer positions; officer elections are held every two years.

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

The Sokaogon Chippewa Community does not have a law enforcement entity and is served through an agreement with the Forest County Sheriff's Department. The Tribe does have a Court System, consisting of four judges, one prosecutor, one attorney, one clerk of courts and one Guardian ad Litem.

Various tribal programs are managed through its Department of Administration including Human Resources, Accounting, Cultural Preservation, Information Technology, Environmental Protection, Roads Maintenance, Commodities Distribution, Solid Waste Disposal, Marketing , Housing, Health and Tourism.



# Map 4 Mole Lake Reservation

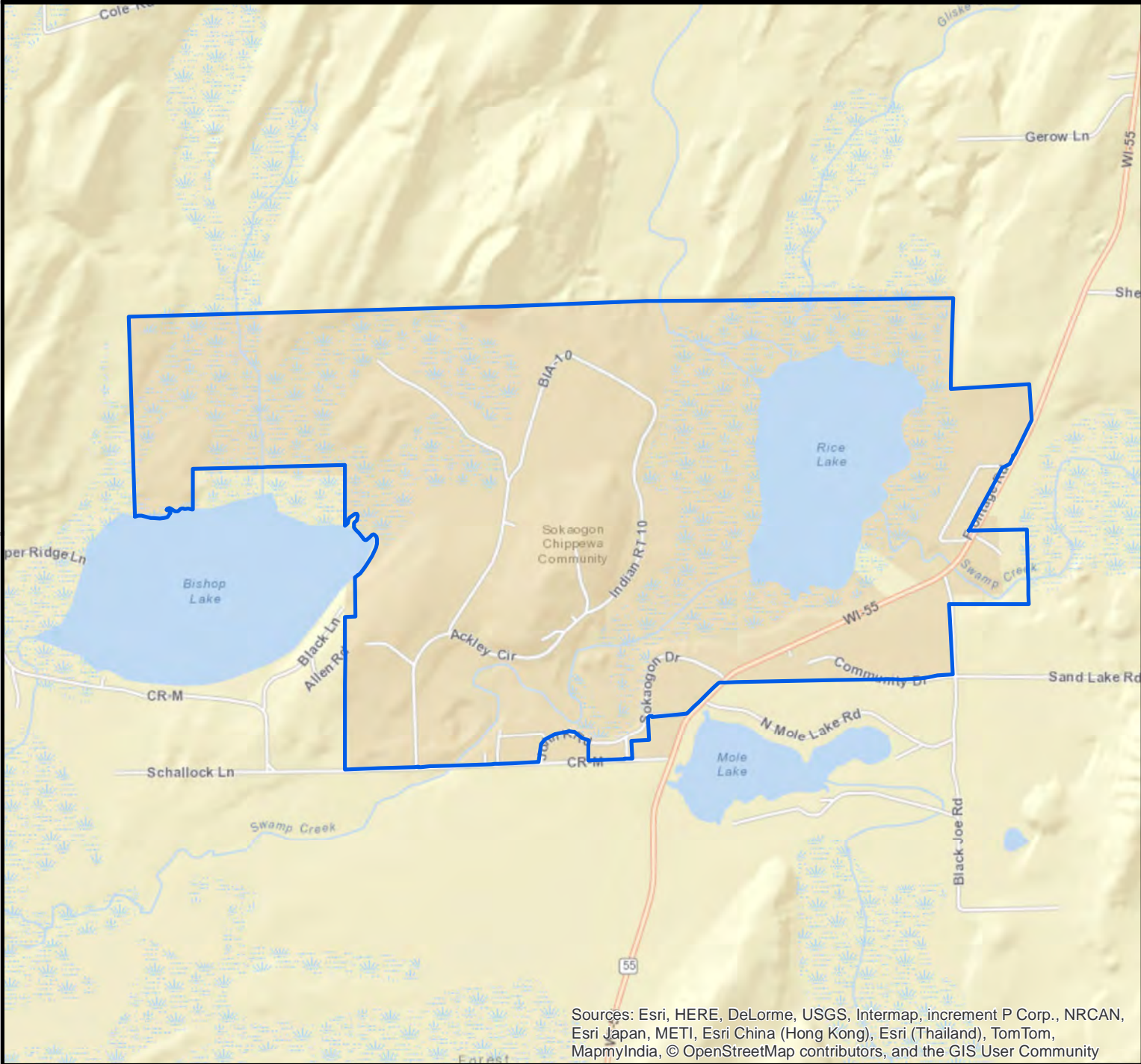
## Legend

 Tribal Boundary



0 0.125 0.25 0.5 0.75 1 Miles

Map Prepared By: North Central Wisconsin Regional Planning Commission



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### **C. Previous Reports that Relate to the Comprehensive Strategic Plan**

This section looks at other reports that have particular significance to the current planning effort. These older documents provide a planning context for the comprehensive plan. Each document was prepared for a different purpose, but together they offer a more complete perspective on the problem the comprehensive plan is meant to address. Each plan identified specific issues and opportunities and established a variety of goals to address the problems identified during the planning process. Although each plan is different and focuses on different counties, issues and opportunities, many of the plans have similar goals that overlap. The goal of the Nijii Enterprise Community comprehensive plan is to identify gaps that previous plans did not address and create goals that address those gaps while supporting the existing goals (see Appendix A).

#### **Previous Nijii Goals**

The previous Nijii Comprehensive Community-Based Strategic Plan identified 72 community development projects, of which 67 were actively pursued. Active projects had a total budget of almost \$176 million. Over \$165 million has already been raised by the Tribes and partners since the project implementation began ten years ago, bringing these communities 94% of the way toward funding their ten-year strategic plan. Of the 67 projects actively pursued, 99% have achieved their targeted outcome and 98% of the tasks defined in the work plans have been completed.

#### **Community Development Projects Completed (SEE APPENDIX B):**

##### *Mole Lake Tribe*

- Benchmark 1: Training to Improve Public Safety and Emergency Services
- Benchmark 2: Upgrade Mole Lake Waste Water
- Benchmark 3: Upgrade Roads
- Benchmark 39: Rehabilitate Housing in Mole Lake
- Benchmark 40: Constructing Modern Health Facilities
- Benchmark 41: Taking Care of Elders
- Benchmark 42: Create Retail Facilities in Mole Lake
- Benchmark 43: The Next Retail Incubator Project in Mole Lake
- Benchmark 44: Launch Recycling and Solid Waste Management in Mole Lake
- Benchmark 45: Insuring Continued Resource Quality Through Water Quality Standards
- Benchmark 47: Develop New Fish Hatchery Complex
- Benchmark 55: Building Capacity in Mole Lake
- Benchmark 64: Creating Historic Tourism in Mole Lake
- Benchmark 65: Create a Facility for Youth and Family involvement in Mole Lake

- Benchmark 66: Youth Development
- Benchmark 72: Educating on Wild Rice Conservation
- Benchmark 85: Preserving Culture and Language

*Lac Du Flambeau Band of Lake Superior of Chippewa*

- Benchmark 6: Construct Retail Space and Incubate Business in Lac du Flambeau
- Benchmark 7: Planning and Information Reservation Resource Center
- Benchmark 9: Replacing and improving water and sewer
- Benchmark 11: Downtown Revitalization
- Benchmark 12: Creating New Roads in Housing Subdivisions
- Benchmark 13: Expanding Water and Sewer on the Lac du Flambeau Reservation
- Benchmark 14: Establishing a Micro Loan Business Revolving Loan Fund
- Benchmark 15: Designing a Savings Program for Low Income Persons
- Benchmark 16: Establish and sustainable u-pick berry farm
- Benchmark 17: Creating a space for cultural tourism to flourish through the Lac Du Flambeau Indian Bowl
- Benchmark 24: Expanding Self-Development Curriculum, Programs and Infrastructure for Lac du Flambeau
- Benchmark 26: Building a new and efficient medical clinic
- Benchmark 28: Improving Wellness Options
- Benchmark 36: Constructing a Public Safety Building
- Benchmark 37: Constructing Elder Housing in Manitowish Waters
- Benchmark 38: Developing a Multi-Purpose Recreational Trail System
- Benchmark 60: Bridging Understanding and Promoting Intercultural Leadership
- Benchmark 67: Improving Water and Sewer Along HWY 47
- Benchmark 71: Building Capacity and Volunteerism in Lac du Flambeau
- Benchmark 84: Interpreting a Sorrowful History BIA Boys Dormitory Restoration
- Benchmark 87: Constructing the Lac du Flambeau Green Natural Resource Complex

*Menominee Indian Tribe of Wisconsin*

- Benchmark 4: Promoting Incubation of Entrepreneurs in Shawano and Menominee Counties
- Benchmark 5: Supporting Marketing of Arts and Crafts
- Benchmark 18 and 28: Improving Water and Wastewater Treatment
- Benchmark 19: Expand the Menominee Judicial Facility
- Benchmark 20: Implementing Emergency 911 Response Services on the Menominee Reservation

- Benchmark 22: Create a Menominee Public Works Solid Waste Facility and Services
- Benchmark 23: Enhance Menominee Student Work Study Program
- Benchmark 27: Engage Parental Involvement in Menominee Student Education Through the Boys and Girls Club
- Benchmark 32: Provide Affordable Housing in Shawano and Menominee Counties
- Benchmark 33: Menominee Street Lights and Signage
- Benchmark 35: Preserving the Menominee Language
- Benchmark 46: Market Shawano County Area for Economic Progress and Business Attraction
- Benchmark 48: Provide Labor Training for Employers in Shawano Area
- Benchmark 49: Support Development of Shawano Industrial Park for Business Development
- Benchmark 50: Expanding Production and Value Added at Menominee Tribal Enterprises
- Benchmark 56: Preserving Cultural Resources Through the Menominee Museum.
- Benchmark 57: Raising the Capacity of Our Menominee Leaders and Citizenry
- Benchmark 59: Construct a Playground in Warrington
- Benchmark 61: Rehabilitating Naes College of Public Policy (East-West University)
- Benchmark 68: Developing Retail on the Menominee Reservation
- Benchmark 81: Develop Menominee Community Gardens
- Benchmark 91: Develop Menominee Youth Through Sports Opportunities

### *Regional*

- Benchmark 29: Menominee College Expansion
- Benchmark 51: Improving Access to Capital for Small Business
- Benchmark 52: Increasing Tourism and Cultural Preservation Through Woodland Arts
- Benchmark 53: Improving Business Networking Opportunities Through a Network of Chamber of Commerce
- Benchmark 54: Support Business Development, Entrepreneurship, and Workforce Development
- Benchmark 54: Supporting Entrepreneurship Spirit
- Benchmark 54: Supporting Students and Native Small Business Through Retail Training and Financial Literacy

## **D. Northwoods Nijii Enterprise Community Vision, Mission and Goals**

*Vision: To create sustainable communities for present and future generations.*

The vision of Northwood's Nijii Enterprise Community Inc. will be achieved through community collaborations with a focus on positive systems change. Cultural and social values will guide the way to this change. We will seek out partnerships to help champion our efforts. Leadership will come from our grassroots community; our team will strive to evaluate our progress to ensure we continue our journey on the good path. Sustainable employment, education, environment and balanced growth will assist our community members to live in a good way.

*Mission: Alleviate Poverty by Building Sustainable Communities*

The mission of the Northwood's Nijii Enterprise Community was created during a strategic planning meeting in 2012. After performing a SWOT analysis, participants identified key elements as a part of the Nijii mission. Those elements included: To empower residents; to create partnerships and leverage resources; to eliminate poverty for future generations.

The Nijii Enterprise Community's vision for the future is expressed in its goal statements for each of the comprehensive planning elements. The tribe's planning goals are broad statements of community values and tribal member preferences for the long term (20 years or more). Implementation of this comprehensive plan will result in the achievement of these goals by the year 2035. For further detail on these goals, including related objectives, and policies refer to Chapter Eight: Goals, Objectives and Policies of this comprehensive plan.

## **E. Comprehensive Strategic Plan Public Participation Process**

The Nijii Enterprise Strategic Comprehensive planning process was designed to encourage extensive grassroots, citizen-based input. Community groups and Neighbors have been organized in talking circles, focus groups, key contact interviews and surveys to provide necessary public input for the development of goals, objectives and prospective projects. To date 1,052 community members have been engaged, see APPENDIX C.

### **Focus groups:**

- Special Focus Group: Economic Development- Regional 6/19/13 with 9 participants and 7/25/13 with 12 EDC and Program Manager participants.
- Special Focus Group- Culture (LdF) Waaswaaganing Board 5/24/13 8 participants, Waaswaaganing Board 4/26/13 9 participants, Waaswaaganing Board 3/22/12, 9 participants. Community Focus group, 2/27/13, 30 participants.
- Special Focus Group: Comprehensive Planning (Mole Lake) 8/15/13, 31 participants
- Menominee Energy Summit Focus group: 8/21/13, 20 program manager participants.

**Key stakeholder interviews:**

- Community assets have been identified and mapped assessment. (2/1/13, 2/8/13, 4/9/13, 5/24/13, 60 participants.)
- Key contact interview: Lac du Flambeau 4/3/13, 4/11/13, 11 interviews.
- Key stakeholder interview: Mole Lake 5/1/11, 1 participant.

**Surveys:**

- Community Survey: 8/15/2013 Mole Lake, 28 respondents
- Community Survey: 1/17/2013, Lac du Flambeau, 64 respondents
- Culture Specific at LdF Parent Expo: 3/21/13 Lac du Flambeau 57 respondents
- UW Stout Community Survey: 4/5/2011, 522 respondents

**Additional public participation activities**

Extensive input with the Enterprise Community Board, staff and partners has been obtained. The Enterprise Community Board consists of 5 designates from each Tribe who are residents and a representative of the impoverished community served.

- 11 board participants- 12/21/2012
- 8 board participants- 1/23/2012
- 9 board participants- 2/16/2012
- 8 board participants- 6/13/2012
- 9 board participants- 6/19/2012
- 8 board participants- 6/20/2012
- 12 board participants- 7/25/2013
- 9 board participants- 8/15/2012
- 11 board participants- 8/21/2012
- 9 staff participants- 9/11/2012
- 9 staff participants- 9/12/2012
- 10 board participants- 10/26/2012
- 9 staff participants- 11/7/2012

**F. Issues and Opportunities**

The direction of the comprehensive strategic plan and the goals and objectives were set by identifying the strengths, weaknesses, opportunities and threats to the Nijii Enterprise Community. On January 23, 2012, a strategic meeting identified the partner tribe's strengths, weaknesses, opportunities and threats (SWOT). Nijii staff and board members also participated in a SWOT analysis establishing key issues and opportunities for the tribe. Issues are defined as challenges, conflicts, or problems that a community is currently facing or is likely to face in the future. Opportunities are defined as the positive aspects of a community that residents are proud of and value about their community. Opportunities could be positive aspects of the community, or have the potential to be created in the future, see Appendix D.

## **G. Key Livability Principles**

On June 16, 2009, the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) joined together to help communities nationwide improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment.

The Partnership for Sustainable Communities works to coordinate federal housing, transportation, water, and other infrastructure investments to make neighborhoods more prosperous, allow people to live closer to jobs, save household's time and money, and reduce pollution. The partnership agencies incorporate six principles of livability into federal funding programs, policies, and future legislative proposals. These six principles are the foundation of the various goals and objectives introduced in the comprehensive strategy ensuring that the Nijii Enterprise Community's comprehensive strategic plan is in sync with the larger regional and national plan.

### **Provide more transportation choices**

Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.

### **Promote equitable, affordable housing**

Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.

### **Enhance economic competitiveness**

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

### **Support existing communities**

Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.

### **Coordinate and leverage federal policies and investment**

Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

### **Value communities and neighborhoods**

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

# CHAPTER TWO: HOUSING AND POPULATION

## A. Introduction

Population and housing are two key indicators that will help the Nijii Enterprise Community plan ahead for future growth and change. This chapter provides a brief summary of the population and housing data along with projections for the future. The following demographic information came from the U.S. Census and the Wisconsin Department of Administration (WDOA) Demographic Service Center. Future projections were calculated by North Central Wisconsin Regional Planning Commission. The Town of Lac du Flambeau and the Lac du Flambeau Band of Lake Superior Chippewa share jurisdiction within the Town boundaries. The Town of Nashville and the Mole Lake Band of Lake Superior Chippewa Indians share jurisdiction within the Town boundaries. The Town of Menominee and the Menominee Indian Tribe of Wisconsin share jurisdiction within the Town boundaries. The U.S. Census provides information for all residents within the Town (Tribal and non-Tribal), and Tribal residents within the Reservation that extends outside of the Town. The three tribes are located in a total of 6 counties: Vilas, Menominee, Shawano, Oneida, Forest and Langlade Counties. Ethnicity was used for reference to separate the two groups of Town residents for some data sets. The WDOA only has total Town resident projections. Even if U.S. Census data could be separated, there is no way to isolate Tribal and non-Tribal residents among WDOA projection data.

## B. Demographics

### *Population Trends and Forecasts*

Between 1990 and 2010 all six counties and two of the three reservations increased their population, see TABLE 2. Lac Du Flambeau Reservation experienced the largest percent population growth increasing 53.5 percent over the 20 year period. Mole Lake Reservation increased its population 41 people while Menominee Reservation decreased their population 215 people. Overall, the Nijii Enterprise Community increased population 592 people, or 12 percent. The Community's 12 percent growth is below the state's growth rate of 16.3 percent. Maps 5-7 show the American Indian populations per decade for all three reservations and the 6 counties per census tract. The maps show the population growth in the Lac du Flambeau Reservation and the minimal change in population in the Menominee and Mole Lake Reservations over the past 20 years.

Vilas County is the only county to experience faster growth than the state increasing their population 21 percent over the 20 year period. Shawano County had the highest increase in population growing their population 4,792 people. Forest, Langlade and Menominee Counties all experienced a population increase between 1990 and 2000, but decreased population between 2000 and 2010.



	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>Net Change 1990-2010</b>	<b>% Change 1990-2010</b>
<b>Lac Du Flambeau Reservation*</b>	1,432	1,778	2,198	766	53.5%
<b>Menominee Reservation*</b>	3,182	3,070	2,967	-215	-6.8%
<b>Mole Lake Reservation*</b>	311	332	352	41	13.2%
<b>Nijii Enterprise Community</b>	4,925	5,180	5,517	592	12.0%
<b>Forest County</b>	8,776	10,024	9,304	528	6.0%
<b>Langlade County</b>	19,505	20,740	19,977	472	2.4%
<b>Menominee County</b>	3,890	4,562	4,232	342	8.8%
<b>Oneida County</b>	31,679	36,776	35,998	4,319	13.6%
<b>Shawano County</b>	37,157	40,664	41,949	4,792	12.9%
<b>Vilas County</b>	17,707	21,033	21,430	3,723	21.0%
<b>Wisconsin</b>	4,891,769	5,363,715	5,688,040	796,271	16.3%

Source: U.S. Census

\*Data is for census race category of American Indian alone.

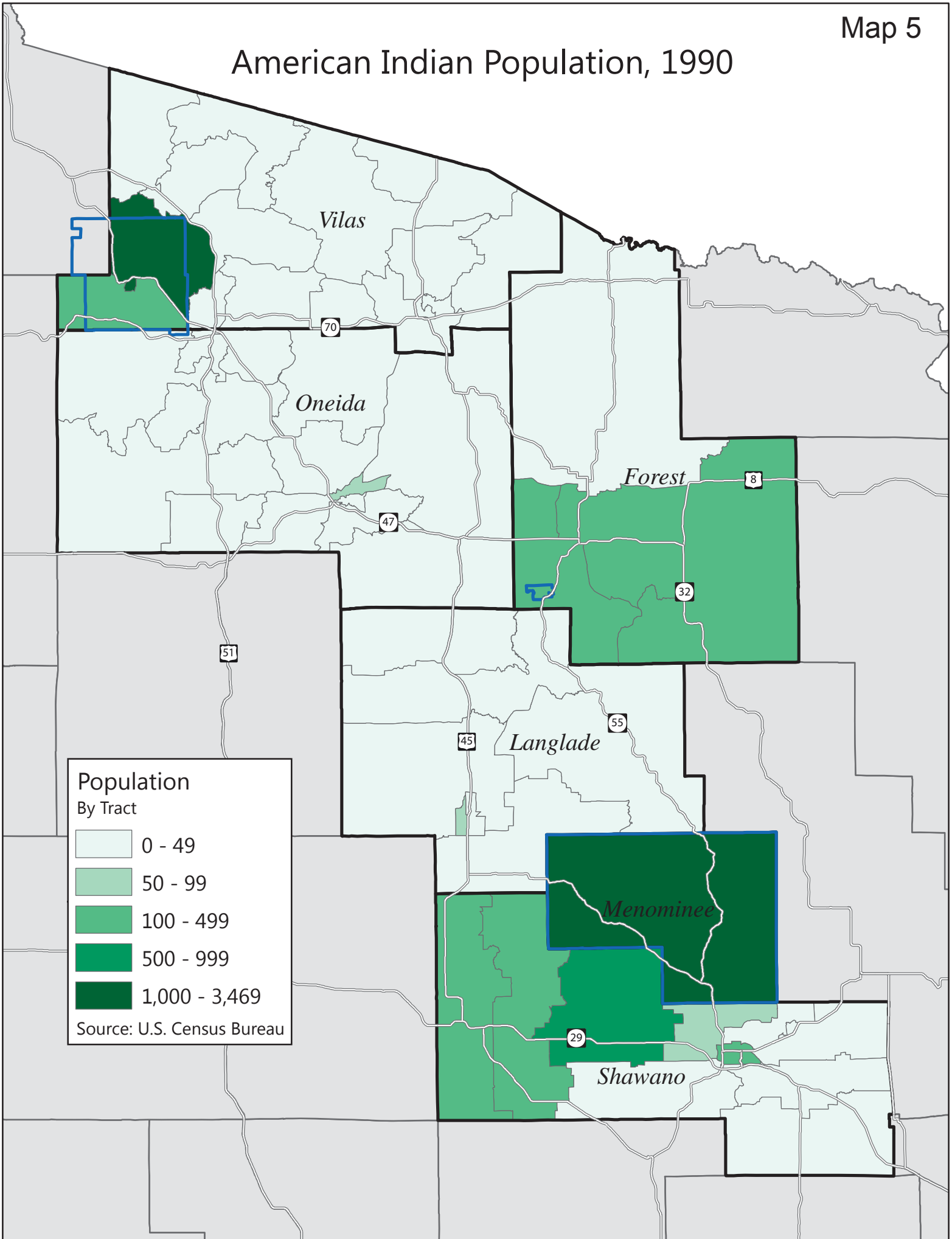
	<b>2010</b>	<b>2020</b>	<b>2030</b>	<b>Net Change 1010-2030</b>	<b>% Change 2010-2030</b>
<b>Lac Du Flambeau Reservation*</b>	3,442	3,618	3,916	474	13.8%
<b>Menominee Reservation*</b>	3,141	3,388	3,793	652	20.8%
<b>Mole Lake Reservation*</b>	414	432	478	64	15.5%
<b>Nijii Enterprise Community</b>	6,997	7,438	8,187	1,190	17.0%
<b>Forest County</b>	9,304	9,695	10,710	1,406	15.1%
<b>Langlade County</b>	19,977	19,915	20,340	363	1.8%
<b>Menominee County</b>	4,232	4,565	5,110	878	20.7%
<b>Oneida County</b>	35,998	37,265	39,985	3,987	11.1%
<b>Shawano County</b>	41,949	43,590	46,305	4,356	10.4%
<b>Vilas County</b>	21,430	22,535	24,395	2,965	13.8%
<b>Wisconsin</b>	5,688,040	6,005,080	6,375,910	687,870	12.1%

Source: WI DOA, 2010 Census of Population; Wisconsin Demographic Services Center, 2013.

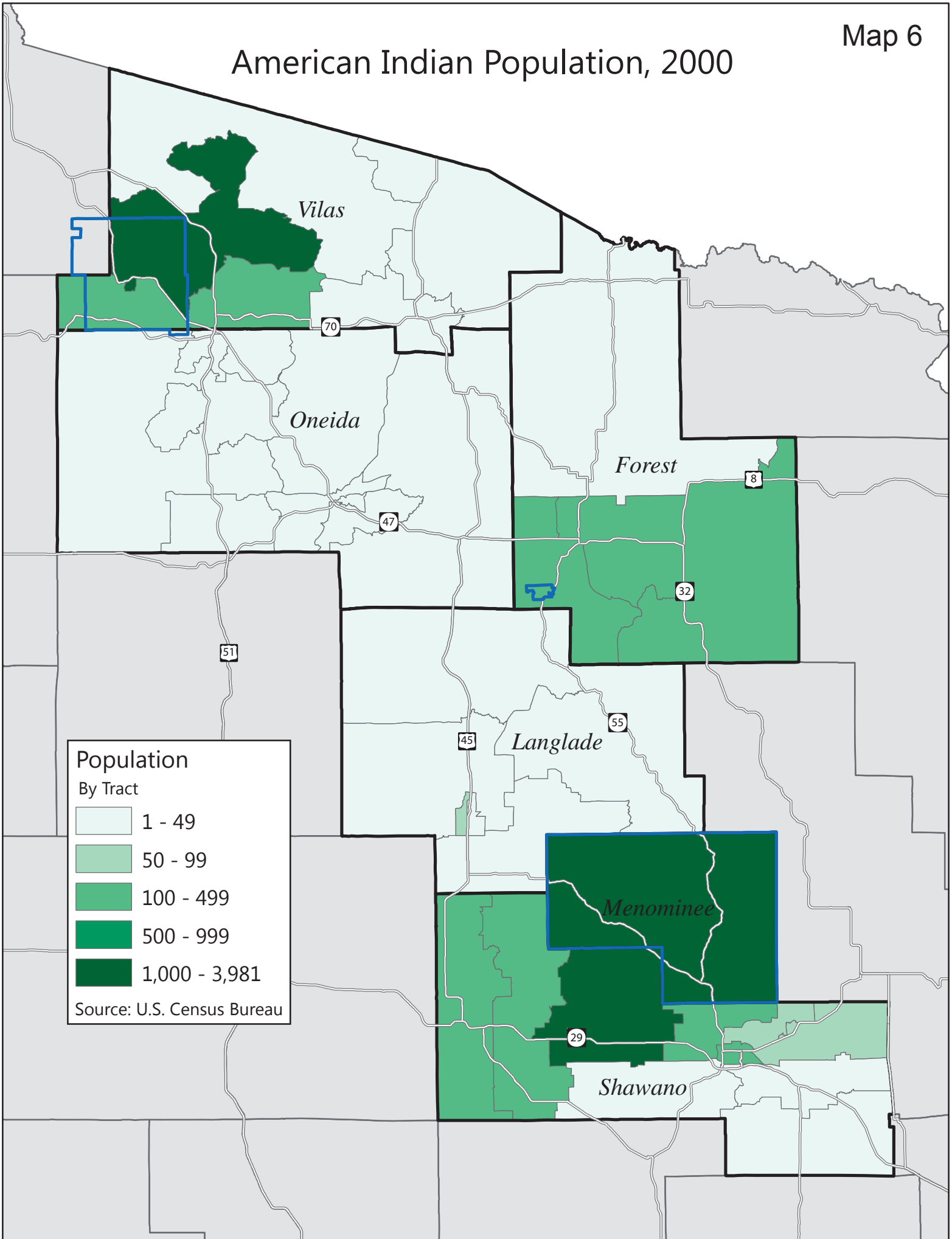
\*Data is for census race category of American Indian alone

Population projections in TABLE 3 show the Lac Du Flambeau Reservation growing a total of 13.8 percent over the next 20 years, 2010-2030. Projections show Menomonee Reservation increasing a total of 20.8 percent over the same time period while Mole Lake Reservation is projected to increase a total of 64 people, a 15.5 percent increase.

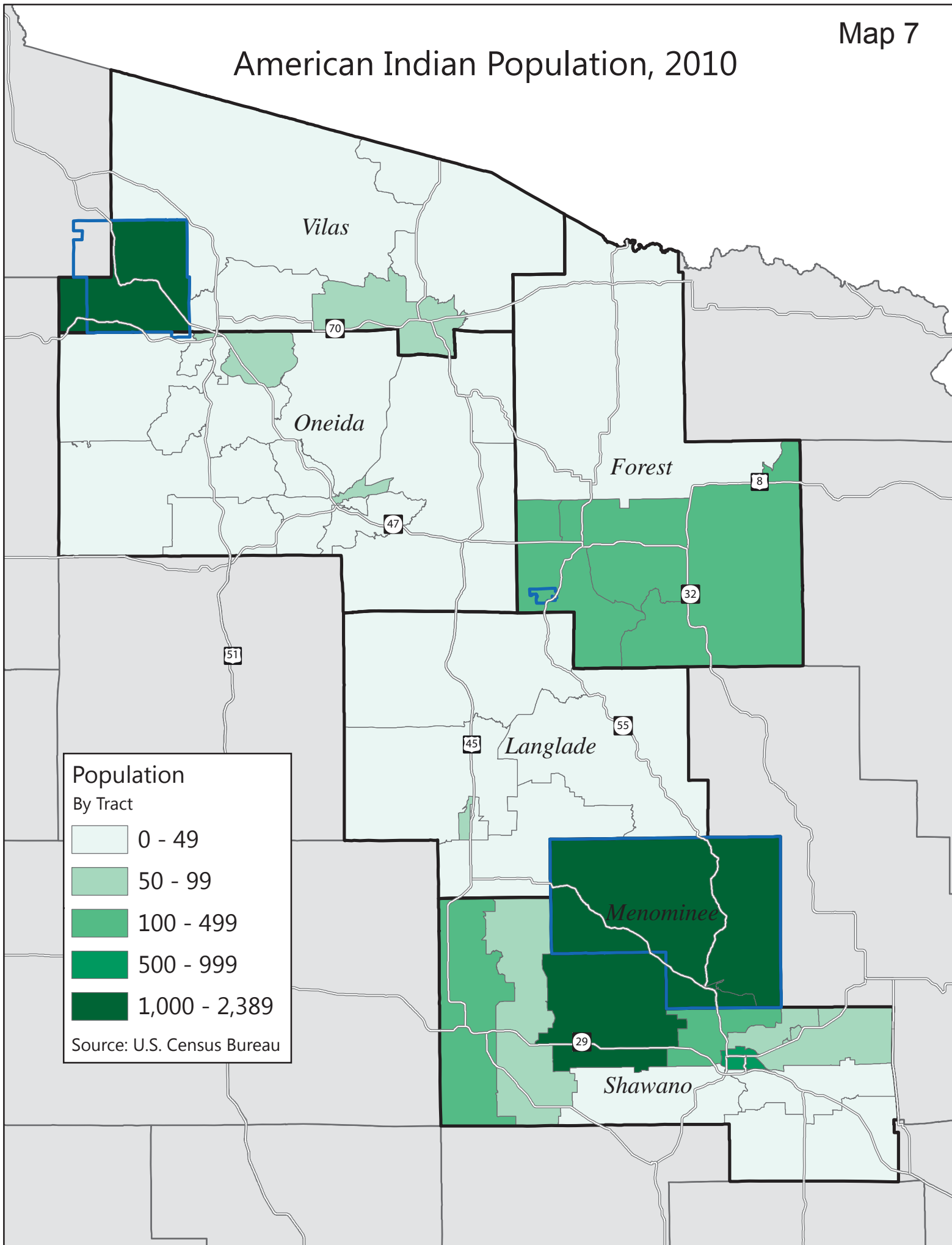
# American Indian Population, 1990



# American Indian Population, 2000



# American Indian Population, 2010



Overall, the Nijii Enterprise Community is projected to increase population by 1,190 people, a 17 percent increase.

All counties are projected to increase their population at a healthy rate over the next 20 years, except Langlade County. Langlade County is projected to grow just 1.8 percent over the next 20 years. Langlade, Oneida and Shawano Counties are projected to grow at a slower rate than the state (12.1%). Forest, Menominee and Vilas Counties are projected to grow their population at a faster rate than the state. With a projected increase of 4,356 people, Shawano County is projected to add the most people to their population while Menominee County is projected to have the highest percent increase at 20.7 percent between 2010 and 2030.

Overall, all counties and reservations are expected to grow their population over the next 20 years.

### *Age Distribution*

Between 2000 and 2010, Lac Du Flambeau Reservation increased its median age from 23.7 in 2000 to 24.9 in 2010. Between 1990 and 2010, Lake Du Flambeau Reservation increased the population 766 people experiencing a healthy increase in all age groups. More than half of the increase in population was aged 20 to 64 years of age. Population aged between 20 and 64 accounts for 51.8 percent of the reservation's population. Population aged 5 to 19 years of age increased 215 people over the same time period, an increase of 49.5 percent. The Lac Du Flambeau Reservation saw a larger increase in population aged 65 and over, increasing 97.1 percent. However, people over the age of 65 only account for 6.2 percent of the population, SEE TABLE 4.

Between 1990 and 2010, the Menominee Reservation decreased their population 215 people, a 6.8 percent decrease. The Menominee Reservation experienced 100 percent of their population reduction in the 19 and under age group. Population aged less than 5 years of age decreased 25.7 percent over the 20 year period and population aged 5 to 19 decreased 21.0 percent over the same time period. Combined, people aged 19 and under decreased 330 people. The reduction in population aged 5 to 19 took place over the last 10 years. After increasing this age group 63 people between 1990 and 2000, the reservation experienced a decrease of 291 people between 2000 and 2010. The Menominee Reservation increased population aged 20 to 64 by 69 people and increased population 65 plus by 59 people, or 33.3 percent. However, after decreasing population aged 65 and over by 35 people between 1990 and 2000, population increased 94 people between 2000 and 2010, a 66.2 percent increase. The decrease in population aged 19 and under and increase in population over 20 increased the median age 5.8 years to 26.8 years between 1990 and 2010.

Similar to the Menominee Reservation, the Mole Lake Reservation decreased population aged 19 and under. Population aged 5 and under decreased 50 percent over the 20 year period, 34 total people. After increasing the population aged 5 to 19 by 20 people from 1990 to 2000,

Mole Lake Reservation experienced a decrease of 23 people between 2000 and 2010 resulting in a total decrease of 3 people over the 20 year period. Overall, people under the age of 19 decreased 37 people over the past 20 years. The reservation had significant increases in population aged 20 to 64, 46.7 percent, and 65 and over, 166.7 percent. The increase in people over 20 years of age and decrease in people under 19 increased the median age 5.5 years to 30 years between 1990 and 2010.

Overall the Nijjii Enterprise Community increased population aged 20 to 64 by 543 people over the 20 year period, a 23.2 percent increase. Population aged 65 and over has increased significantly over the past 10 years, increasing 60 percent, or 149 people after decreasing by 8 people from 1990 to 2000. Overall, people over 65 increased 55.3 percent over the 20 year period. Population aged 5 and under decreased 163 people from 1990 to 2000 and increased 87 people from 2000 to 2010 resulting in a net decrease of 76 people. Population aged 5 to 19 increased 257 people between 1990 and 2000, but decreased 273 people between 2000 and 2010 resulting in a net decrease of 16 people. However, population aged 5 to 19 still accounts for 29 percent of the population base. Population aged 20 to 64 accounts for the largest percentage of population, 52.2 percent.

<b>Table 4: Population by Age</b>					
<b>Lac du Flambeau Reservation*</b>					
	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>Net Change 1990-2010</b>	<b>% Change 1990-2010</b>
<b>Total population</b>	1432	1778	2198	766	53.5%
<b>Under 5 years</b>	201	192	274	73	36.3%
<b>5 to 19 years</b>	434	608	649	215	49.5%
<b>20 to 64 years</b>	728	884	1139	411	56.5%
<b>65+ Years</b>	69	94	136	67	97.1%
<b>Median age (years)</b>	N/A	23.7	24.9	1.2	--
<b>Menominee Reservation*</b>					
<b>Total population</b>	3182	3070	2967	-215	-6.8%
<b>Under 5 years</b>	447	333	332	-115	-25.7%
<b>5 to 19 years</b>	1085	1148	857	-228	-21.0%
<b>20 to 64 years</b>	1473	1447	1542	69	4.7%
<b>65+ Years</b>	177	142	236	59	33.3%
<b>Median age (years)</b>	N/A	21	26.8	5.8	--
<b>Mole Lake Reservation*</b>					
<b>Total population</b>	311	332	352	41	13.2%
<b>Under 5 years</b>	68	28	34	-34	-50.0%
<b>5 to 19 years</b>	99	119	96	-3	-3.0%
<b>20 to 64 years</b>	135	174	198	63	46.7%
<b>65+ Years</b>	9	11	24	15	166.7%
<b>Median age (years)</b>	N/A	24.5	30	5.5	--
<b>Nijii Enterprise Community*</b>					
<b>Total population</b>	4925	5180	5517	592	12.0%
<b>Under 5 years</b>	716	553	640	-76	-10.6%
<b>5 to 19 years</b>	1618	1875	1602	-16	-1.0%
<b>20 to 64 years</b>	2336	2505	2879	543	23.2%
<b>65+ Years</b>	255	247	396	141	55.3%

Source: U.S. Census

\*Data is for census race category of American Indian alone.

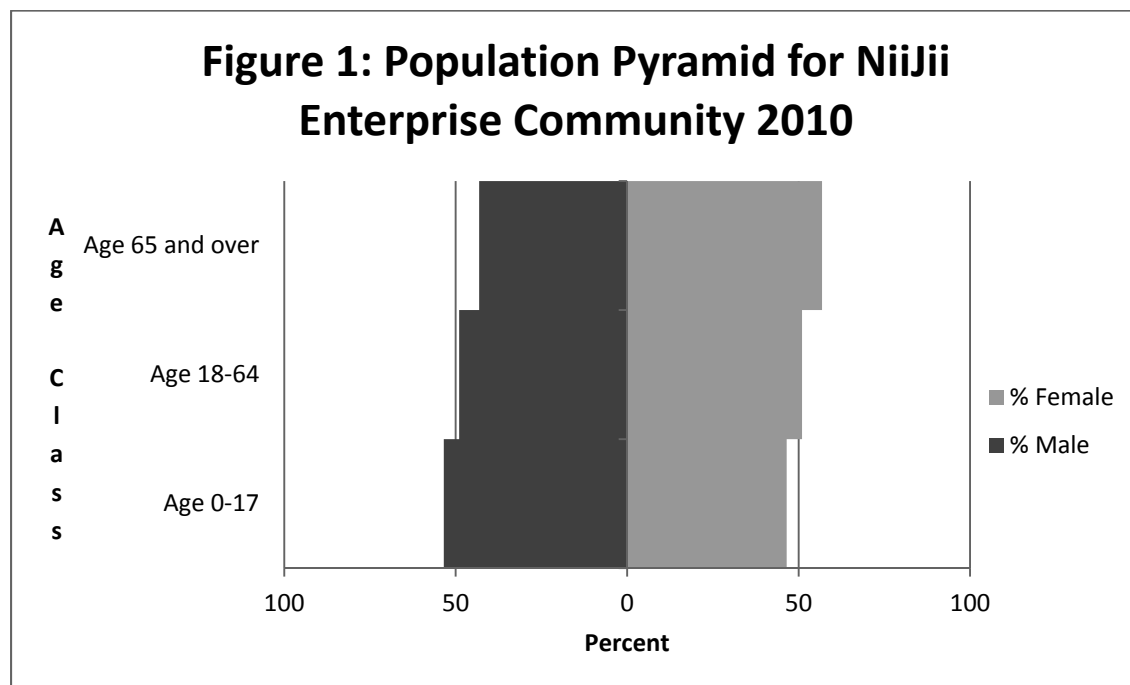
### *Population by Sex*

Population by sex for the Nijii Enterprise Community is evenly split with 50.23 percent being male and 49.77 percent being female, see TABLE 5. Males aged 0 to 17 slightly outnumber females 53.47 percent to 46.53 percent, see FIGURE 1. Females outnumber men in both 18 to 64 and 65 and over age groups. Females outnumber males over 65 years of age by a considerable margin, 56.82 percent to 43.18 percent. This may be the result of females typically

living longer than males. The higher number of females to males in the 18 to 64 age group would indicate that more males move out of the reservation after graduating from high school than females, possibly to seek employment, military service or other opportunities.

<b>Table 5: Population by Sex and Age 2010</b>					
Age	Male	Female	Total	% Male	% Female
Age 0-17	1085	944	2029	53.47	46.53
Age 18-64	1515	1577	3092	49.00	51.00
Age 65 and over	171	225	396	43.18	56.82
Total	2771	2746	5517	50.23	49.77

Source: U.S. Census



### *Population Density*

Population density reflects the degree of urbanization of a community as well as impacts the demand and cost effectiveness of the provision of urban services. Population density is calculated as the number of people per square mile of land area excluding surface water. In 2010, the average population density for Lac Du Flambeau Reservation was 32.2 persons per square mile, SEE TABLE 6. Population density for the Menominee reservation was 8.8 persons per square mile and 84.8 persons per square mile for Mole Lake Reservation. Lac Du Flambeau Reservation and Menominee reservation are significantly under the State population density of 105.0 persons per square mile. Overall, the 6 counties and all have lower population density and only Mole Lake Reservation has a population density comparable to the state.



<b>Table 6: Population Density</b>	
	<b>2010</b>
Lac Du Flambeau Reservation	32.2
Menominee Reservation	8.8
Mole Lake Reservation	84.8
Forest County	9.2
Langlade County	22.9
Menominee County	11.8
Oneida County	32.3
Shawano County	47.0
Vilas County	25.0
State of Wisconsin	105.0

Source: U.S. Census

### **C. Housing**

#### *Housing Composition*

The household composition of the Nijii Enterprise Community varies from the surrounding counties. A high percentage of households in the Nijii Community are family households. Over 79 percent of households were family households in 2000, see TABLE 7. That number decreased slightly to 74 percent in 2010, see TABLE 8. Family households comprise roughly 70 percent of the total households for the surrounding counties. As the region added households over the 10 year period, all but Menominee County increased the number of female households. The Nijii Community typically has a higher percentage of female householder homes compared to the counties. Over 35 percent of households in 2010 were female householder units, up from 33 percent in 2000, compared to 8.7 percent in Langlade County and 7.5 percent in Oneida County. The Nijii Community has a much lower percentage of married couple households compared to the surrounding counties. Only Menominee County has a similar percentage, 43 percent in 2000 and 38 percent in 2010. Married couple families in the Nijii Community accounted for 33 percent of households in 2000 and 25 percent in 2010. The high percentage of family households combined with a low percentage of married couple households indicates that the reservations have a high number of multigenerational households with children and grandchildren living with their elders.

**Table 7: Occupancy Characteristics-2000**

	Households	Family household	Married-couple family	Female householder	Non-Family households
Lac du Flambeau Reservation	498	397	176	154	101
Menominee Reservation	732	601	245	272	131
Mole Lake Reservation	121	73	31	23	48
Nijjii Enterprise Community	1,351	1,071	452	449	280
Forest County	4,043	2,768	2,183	398	1,275
Langlade County	8,452	5,819	4,792	689	2,633
Menominee County	1,345	1,065	572	358	280
Oneida County	15,333	10,493	8,867	1,086	4,840
Shawano County	15,815	11,154	9,220	1,258	4,661
Vilas County	9,066	6,297	5,294	682	2,769

Source: U.S. Census

**Table 8: Occupancy Characteristics-2010**

	Households	Family household	Married-couple family	Female householder	Non-Family households
Lac du Flambeau Reservation	674	468	111	248	206
Menominee Reservation	838	670	283	289	168
Mole Lake Reservation	123	68	15	43	55
Nijjii Enterprise Community	1,635	1,206	409	580	429
Forest County	3,836	2,525	1,877	795	1,311
Langlade County	8,587	5,629	4,471	745	2,958
Menominee County	1,318	1,014	507	351	304
Oneida County	16,003	10,396	8,547	1,201	5,607
Shawano County	17,019	11,566	9,171	1,501	5,453
Vilas County	9,658	6,332	5,138	774	3,326

Source: U.S. Census

*Housing Age Characteristic*

The addition of new housing units has increased the median housing age in all three reservations. Lac du Flambeau has consistently had the oldest housing stock over the past 20 years, see TABLE 9. However, they have increased the age of their housing stock at the same rate as Mole Lake, increasing the average age 5 years over the 20 year period. In comparison, Menominee Reservation increased their median home age 7 years. Mole Lake Reservation is

the only area that decreased their housing age at any point during the 30 year period, decreasing from 1987 to 1985 between 1990 and 2000 before increasing 7 years between 2000 and 2010. The construction of several new units over the past decade in Mole Lake increased the housing age significantly. As the reservations continue to accommodate the growing population and needs of the tribal members, new home construction will continue to increase the median housing age in the Nijjii Enterprise Community.

**Table 9: Median Housing Age\*\***

	Lac du Flambeau Reservation			Menominee Reservation			Mole Lake Reservation		
	1990	2000	2010	1990	2000	2010	1990	2000	2010
Age of Home									
Median year structure built	1971	1973	1976	1977	1982	1984	1987	1985	1992

Source: U.S. Census, American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land

### Housing Costs

#### Renters

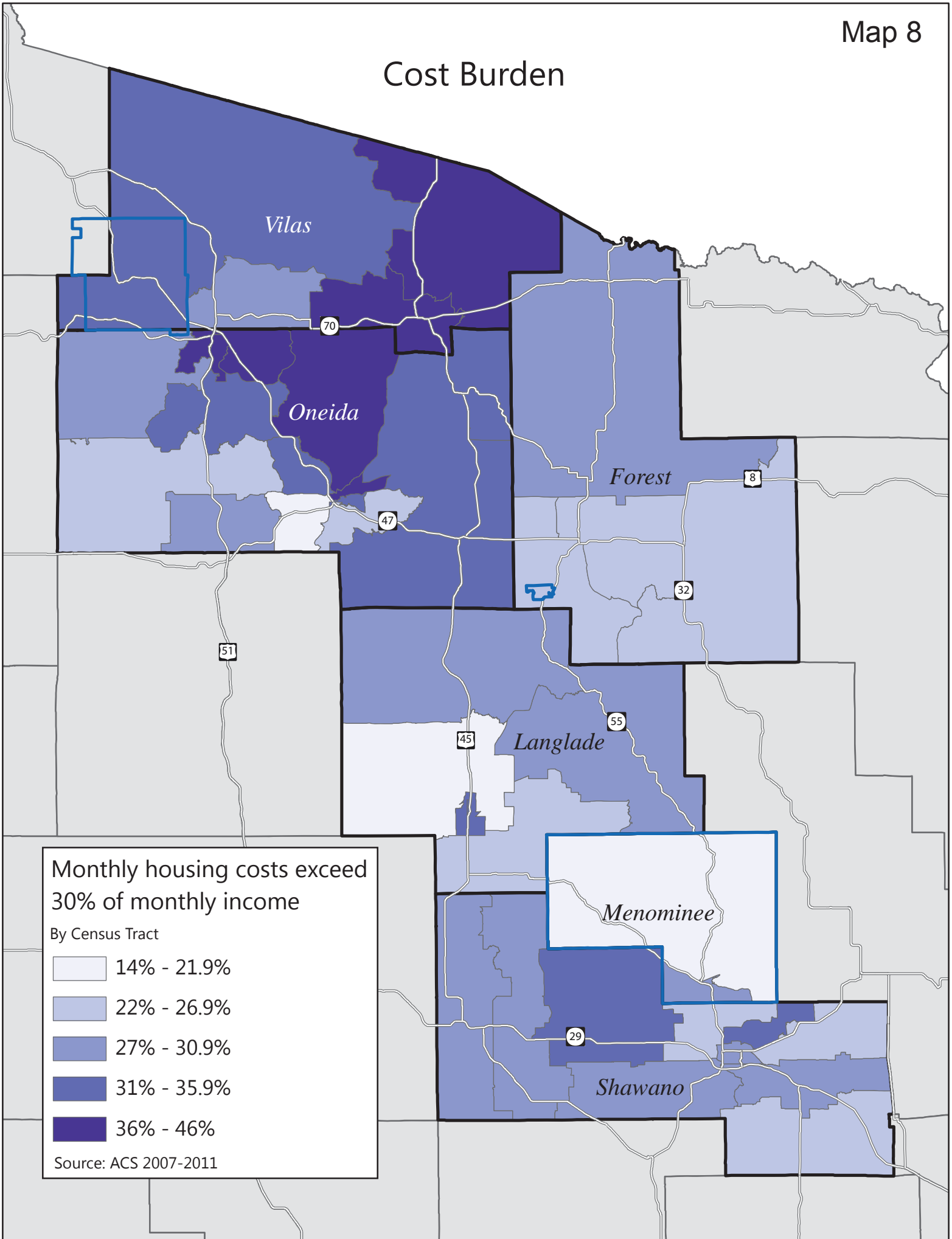
The relationship between housing costs and household income is an indicator of housing affordability, which is gauged by the proportion of household income expended for rent or home ownership costs. Rental costs include contract rent, plus the estimated average monthly cost of utilities and fuel. Owner costs include payment for mortgages, real estate taxes, fire hazard and flood insurance on the property, utilities and fuels.

Lac du Flambeau experienced a 24.4 percent growth between 1990 and 2000 and Menominee Reservation experienced an 8.7 percent growth in median rental prices. Mole Lake Reservation had a 5.6 percent decrease in rent over the ten year period, see TABLE 10. However, all three reservations increased median rents over the past 10 years, 2000-2010. Compared to the surrounding counties, Mole Lake Reservation and Menominee Reservation have lower median gross rents. Lac du Flambeau’s median rent is higher than three of the counties and lower than three of the counties. Mole Lake has the lowest median rent in the area at \$311 per month and Oneida County has the highest median rent at \$682 per month, see TABLE 11. Lac du Flambeau experienced the largest increase between 2000 and 2010 increasing 99 percent. The increase in rent had a significant impact on renters increasing the number of households spending more than 30 percent of their household income on rent from 21.2 percent in 2000 to 36.3 percent in 2010. After decreasing the number of renters spending 30 percent or more on rent between 1990 and 2000, Lac du Flambeau now has the highest percentage of renters in the three reservations spending more than 30 percent of their household income on rent. Menominee

Reservation has drastically declined the number of renters spending more than 30 percent of their household income on rent reducing the percentage of renters from 63.8 percent in 1990 to 24.2 percent in 2010. Mole Lake Reservation has historically had a low percentage of renters spending more than 30 percent of their income on rent; however, renters spending more than 30 percent of their household income on rent have slowly increased from 8.7 percent in 1990 to 17.9 percent in 2010.

Compared to the surrounding counties, Menominee and Mole Lake Reservations have a lower percentage of renters spending more than 30 percent of their household income on rent than all of the counties. Only Forest and Menominee Counties have a lower percentage than Lac du Flambeau indicating that the Reservations are more affordable for most renters than the counties. Over 50 percent of renters in Langlade, Oneida and Vilas Counties spend more than 30 percent of their household income on rent. MAPS 8 and 9 identify the areas where residents are spending more than 30 percent of their household income and 50 percent of their household income on housing. All three reservations have at least 10 percent of their population spending 50 percent or more of their household income on housing. Menominee Reservation has the highest percentage of population spending more than 50 percent of their income on housing, especially in the southeast corner of the reservation where 16 to 26 percent of the population spends between 16 and 26 percent of their household income on housing.

# Cost Burden



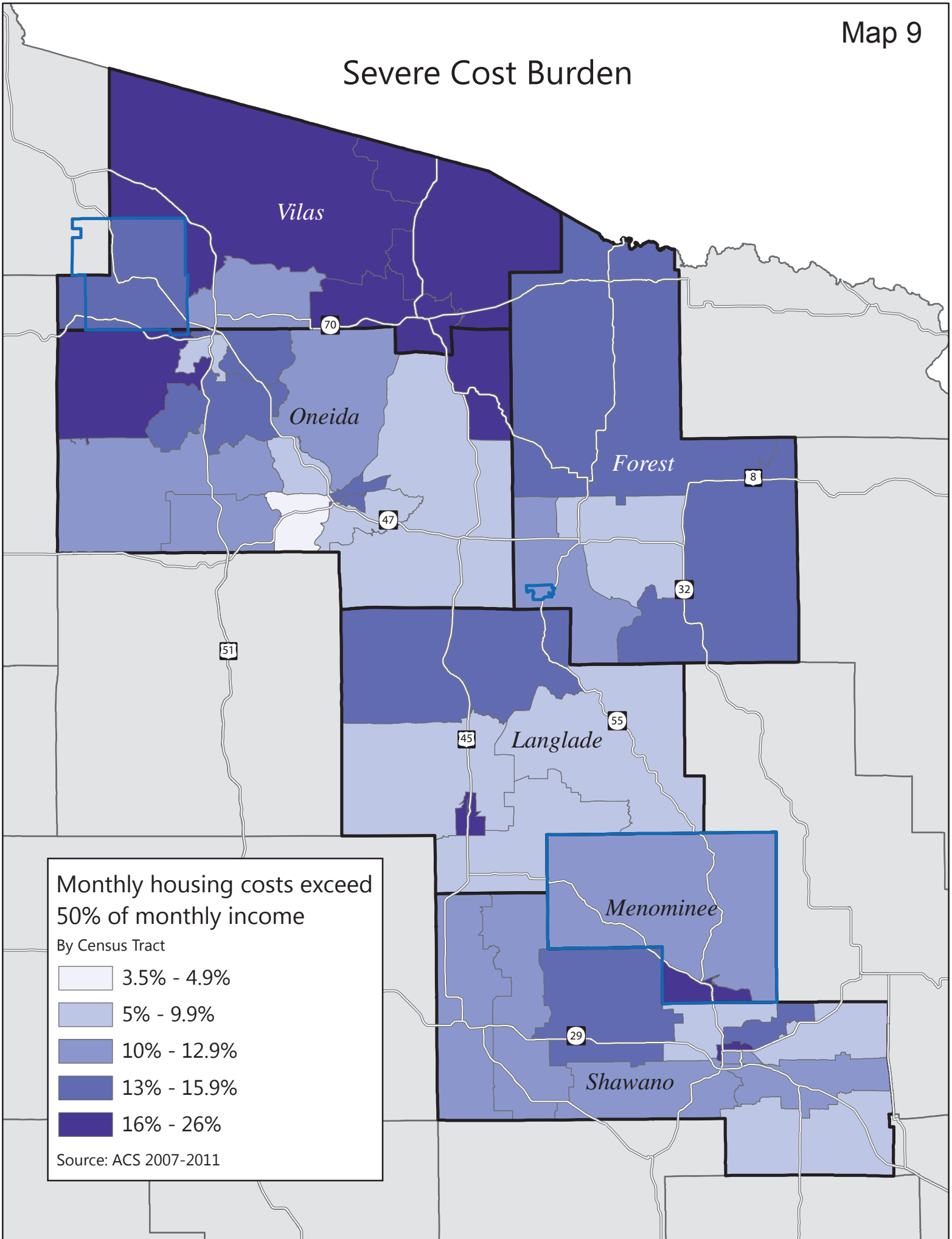
Monthly housing costs exceed 30% of monthly income

By Census Tract

- 14% - 21.9%
- 22% - 26.9%
- 27% - 30.9%
- 31% - 35.9%
- 36% - 46%

Source: ACS 2007-2011

# Severe Cost Burden



Monthly housing costs exceed 50% of monthly income

By Census Tract

- 3.5% - 4.9%
- 5% - 9.9%
- 10% - 12.9%
- 13% - 15.9%
- 16% - 26%

Source: ACS 2007-2011

	Lac du Flambeau Reservation			Menominee Reservation			Mole Lake Reservation		
	1990	2000	2010	1990	2000	2010	1990	2000	2010
<b>Gross Rent</b>									
Median gross rent	\$238	\$296	\$590	\$229	\$249	\$340	\$252	\$238	\$311
Households with gross rent 30% or more of household income	47.9%	21.2%	36.3%	63.8%	30.1%	24.2%	8.7%	18.2%	17.9%
<b>Owner Costs</b>									
Median monthly owner costs									
Housing units with a mortgage	\$390	\$745	\$1,306	\$373	\$503	\$925	\$257	\$388	\$700
Housing units without a mortgage	\$213	\$296	\$489	\$159	\$244	\$285	\$125	\$217	\$430
Median value of owner-occupied housing units	\$60,100	\$139,400	\$226,000	\$43,400	\$52,500	\$65,400	\$33,800	\$82,900	\$95,000

Source: U.S. Census, American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land

**Table 11: Housing Costs-2010\*\***

	Lac Du Flambeau Reservation	Menominee Reservation	Mole Lake Reservation	Forest County	Langlade County	Menominee County	Oneida County	Shawano County	Vilas County
<b>Gross Rent</b>									
Median gross rent	\$590	\$340	\$311	\$452	\$568	\$517	\$682	\$606	\$674
Households with gross rent 30% or more of H.H.	36.3%	24.2%	17.9%	35.5%	53.5%	30.1%	54.1%	41.8%	51.1%
<b>Owner Costs</b>									
Median monthly owner costs									
Housing units with a mortgage	\$1,306	\$925	\$700	\$1,007	\$1,046	\$986	\$1,190	\$1,219	\$1,222
Housing units without a mortgage	\$489	\$285	\$430	\$404	\$412	\$320	\$442	\$443	\$438
Median value of owner-occupied housing units	\$226,000	\$65,400	\$95,000	\$121,600	\$111,800	\$86,900	\$166,800	\$128,200	\$190,800

Source: U.S. Census, American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land



## Owners

All three reservations experienced an increase in housing costs for owners between 1990 and 2010. Mole Lake and Menominee Reservations had small increases between 1990 and 2000 and larger increases between 2000 and 2010, see TABLE 10. Mole Lake increased median monthly costs for units with a mortgage from \$257 in 1990 to \$700 in 2010, a 172 percent increase. Menominee Reservation increased median monthly costs for units with a mortgage from \$373 per month in 1990 to \$925 per month in 2010, a 148 percent increase. Lac du Flambeau had the largest increase in monthly costs increasing from \$390 in 1990 to \$1,306 in 2010, a 235 percent increase. The increase in monthly mortgage costs is directly affected by the median value of housing units. Lac du Flambeau increased the median value of homes from \$60,100 in 1990 to \$226,000 in 2010. This increase resulted in higher median mortgage costs for home owners. Menominee Reservation and Mole Lake Reservation increased their median home values \$22,000 and \$61,200 respectively over the same 20 year time period.

Compared to the surrounding counties, Lac du Flambeau has the highest median home value, \$35,200 greater than the next highest, Vilas County. As a result, Lac du Flambeau has the highest median monthly cost for owners with and without a mortgage. Menominee Reservation has the lowest median home value and only Menominee County has a lower median home value than Mole Lake Reservation. However, Mole Lake Reservation has the lowest monthly owner cost in the area. The lower median home value for Mole Lake Reservation and Menominee Reservation make them the most affordable places to live with the lowest median rents and median owner costs.

### *Housing Occupancy*

Occupancy status reflects the utilization of available housing stock. The total number of housing units includes renter-occupied, owner-occupied and various classes of vacant units. Vacant units include those units which are available for sale or rent and those which are seasonal, migrant, held for occasional use or other units not regularly occupied on a year-round basis.

Owner occupied housing units in Lac du Flambeau and Mole Lake Reservations increased the number of owner occupied housing units over the past 20 years. All three reservations had the most owner occupied housing units in 2000 before the economic recession between 2000 and 2010. Lac du Flambeau has the highest number of owner occupied housing and Mole Lake has the lowest number of owner occupied housing, see TABLE 12. Over 80 percent of the housing units in Mole Lake in 1990 were rental units. Over the past 20 years, Mole Lake has increased owner occupied housing roughly 10 percent reducing the percentage of rentals to 69.7 percent. Native American households that are owner occupied in Mole Lake are also significantly low. Only 31.9 percent of households in 2010 were owner occupied. However, 62.9 percent of Native American households in the Menominee reservation are owner-occupied the highest of the three reservations. The biggest gap in owner occupied households is in Lac du Flambeau.

When comparing Native American households to all households in 2010, the percentage of owner occupied households decreased 15.4 percent. In 2010, 51.1 percent of Native American households in Lac du Flambeau were owner occupied. A 17 percent increase from 1990 when only 34.1 percent of households were owner occupied. Lac du Flambeau and Mole Lake have increased the number of Native American households that are owner occupied over the past 20 years.

In 2010, Mole Lake Reservation and Menominee Reservation had a small percentage of vacant households, 8.4 percent and 11.2 percent respectively. Mole Lake Reservation has decreased the percentage of vacant households from 12.2 percent to 8.4 percent over the past 20 years. Menominee Reservation has decreased the number of vacant households from 23.4 percent to 11.2 percent over the same time period. Lac du Flambeau has a significant percentage of vacant households. In 2010, 62.5 percent of all households were vacant in Lac du Flambeau reservation. Lac du Flambeau decreased the number of vacant households 4 percent over the past 20 years.

Compared to the surrounding counties, the three reservations have a much lower percentage of owner occupied housing units. In 2010, Mole Lake Reservation had the lowest percentage of owner occupied housing units with 30.3 percent of households being owner occupied. Oneida County had the highest percentage with 81.4 percent, see TABLE 13. Owner occupied housing in all six counties is greater than 70 percent.

Lac du Flambeau has the highest percentage of vacant housing units with 62.5 percent of total housing units being vacant. Mole Lake and Menominee Reservations have the lowest percentage of vacant housing units. Vilas County has the second highest percentage of housing units that are vacant at 57.2 percent. The high number of vacant households is due to the higher number of seasonal dwellings located on the areas lakes.

**Table 12: Housing Occupancy\*\***

	Lac du Flambeau Reservation			Menominee Reservation			Mole Lake Reservation		
	1990	2000	2010	1990	2000	2010	1990	2000	2010
<b>Tenure</b>									
Occupied housing units	869	1,078	1,259	901	852	916	108	144	152
Owner-occupied housing units	60.2%	70.4%	66.5%	60.0%	63.6%	57.9%	19.4%	28.5%	30.3%
Renter-occupied housing units	39.8%	29.6%	33.5%	40.0%	36.4%	42.1%	80.6%	71.5%	69.7%
Occupied housing units for American Indian	428	558	657	824	800	861	93	129	141
Owner-occupied housing units	34.1%	53.2%	51.1%	57.6%	62.9%	57.6%	16.1%	29.5%	31.9%
Renter-occupied housing units	65.9%	46.8%	48.9%	42.4%	37.1%	42.4%	83.9%	70.5%	68.1%
<b>Vacancy</b>									
Total housing units	2,593	2,907	3,354	1,176	932	1,031	123	167	166
Occupied housing units	33.5%	37.1%	37.5%	76.6%	91.4%	88.8%	87.8%	86.2%	91.6%
Vacant housing units	66.5%	62.9%	62.5%	23.4%	8.6%	11.2%	12.2%	13.8%	8.4%

Source: U.S. Census, American Community Survey 2006-2010  
 \*\* Data includes both reservation and off-reservation trust land

**Table 13: Housing Occupancy-2010\*\***

	Lac Du Flambeau Reservation	Menominee Reservation	Mole Lake Reservation	Forest County	Langlade County	Menominee County	Oneida County	Shawano County	Vilas County
<b>Tenure</b>									
Occupied housing units	1,259	916	152	3,836	8,794	1,284	16,226	17,219	10,668
Owner-occupied housing units	66.5%	57.9%	30.3%	77.9%	76.5%	71.5%	81.4%	75.3%	77.1%
Renter-occupied housing units	33.5%	42.1%	69.7%	22.1%	23.5%	28.5%	18.6%	24.7%	22.9%
<b>Vacancy</b>									
Total housing units	3,354	1,031	166	8,970	12,339	2,359	30,083	20,674	24,801
Occupied housing units	37.5%	88.8%	91.6%	42.8%	71.3%	54.4%	53.9%	83.3%	43.0%
Vacant housing units	62.5%	11.2%	8.4%	57.2%	28.7%	45.6%	46.1%	16.7%	57.0%

Source: U.S. Census, American Community Survey

\*\* Data includes both reservation and off-reservation trust land

## Structural Type

Structural type is one indication of the degree of choice in the housing market. Housing choice by structural type includes the ability to choose to live in a single family home, duplex, multiunit building or mobile home. Homes in Lac du Flambeau are predominately single family homes. In 2010, 95.8 percent of all housing units were 1 unit homes, see TABLE 14. The number of single family homes peaked in 2000 with 96.1 percent of all homes being 1 unit. The construction of 3 unit apartments between 2000 and 2010 decreased the number of single family homes 0.3 percent.

The Menominee Reservation decreased the total number of housing units between 1990 and 2000, reducing the number of 1 unit housing units by 6.0 percent. Between 2000 and 2010, the Menominee Reservation increased the total number of housing units to 1,033 increasing the number of single family units 6.8 percent and the number of duplexes by 8.1 percent.

Mole Lake Reservation increased the total number of housing units over the 20 years period. In 1990 and 2000, roughly three quarters of the housing units in Mole Lake Reservation were single family 1 unit structures. Between 2000 and 2010, Mole Lake increased the number of 3 unit structures 17.1 percent providing a variety of housing options for its residents. This increase in multifamily housing reflects the reservations high rental occupancy.

	Lac du Flambeau Reservation			Menominee Reservation			Mole Lake Reservation		
	1990	2000	2010	1990	2000	2010	1990	2000	2010
Units in Structure									
Total housing units	2,593	2,904	3,347	1,176	947	1,033	123	165	170
1 unit	94.1%	96.1%	95.8%	76.4%	70.4%	77.2%	76.4%	75.2%	57.6%
2 units	0.5%	0.9%	0.5%	0.2%	1.7%	0.0%	8.1%	5.5%	9.4%
3 or more units	1.0%	2.3%	3.6%	3.4%	7.4%	5.3%	4.9%	15.8%	32.9%
Other	4.3%	0.7%	0.1%	20.1%	20.5%	17.5%	10.6%	3.6%	0.0%

Source: U.S. Census, American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land

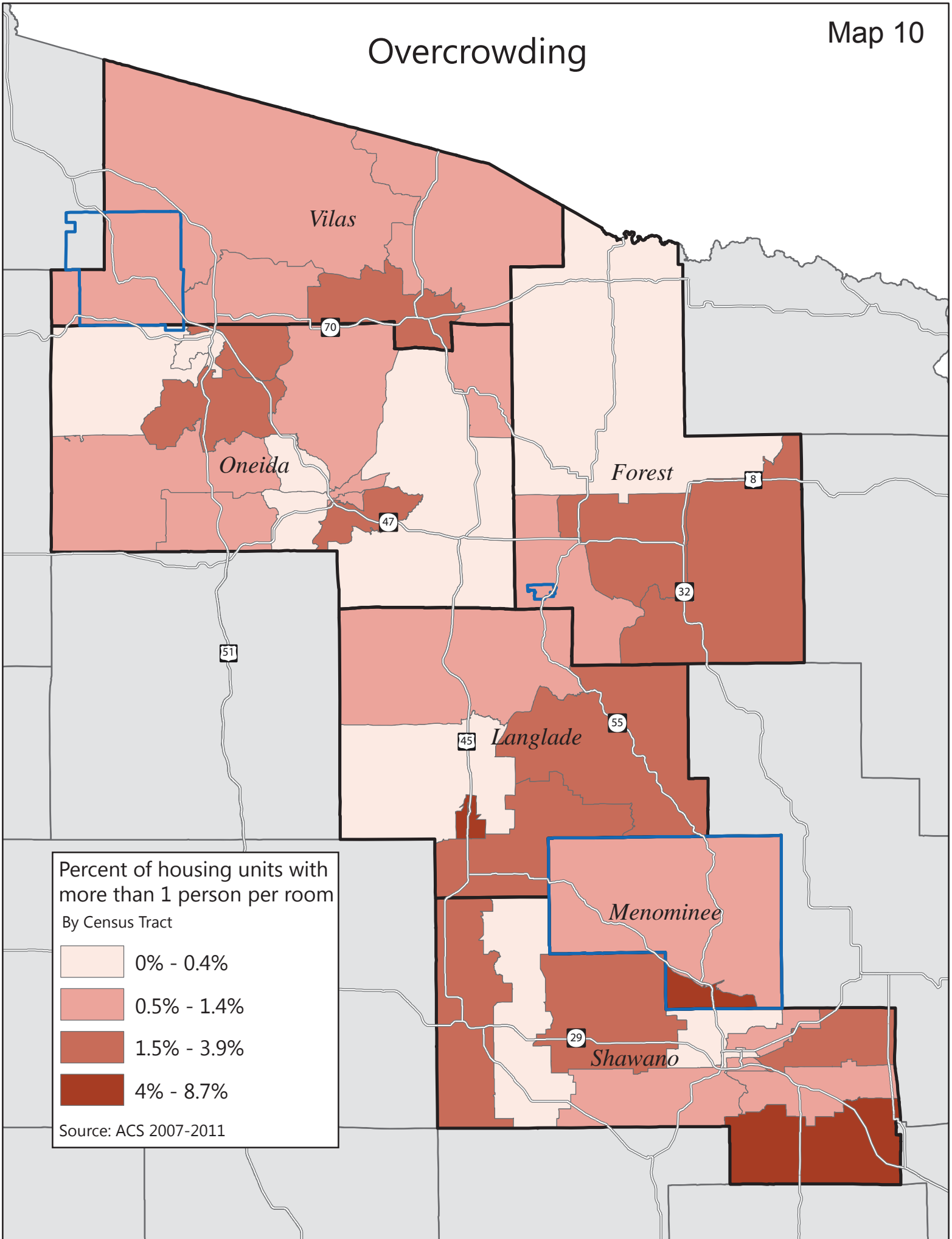
## Population Overcrowding

Map 10 shows the percentage of households with more than one person per room. Lac du Flambeau Reservation and Mole Lake Reservation have less than 1.4 percent of their housing units housing more than one person per room. A majority of the Menominee Reservation also

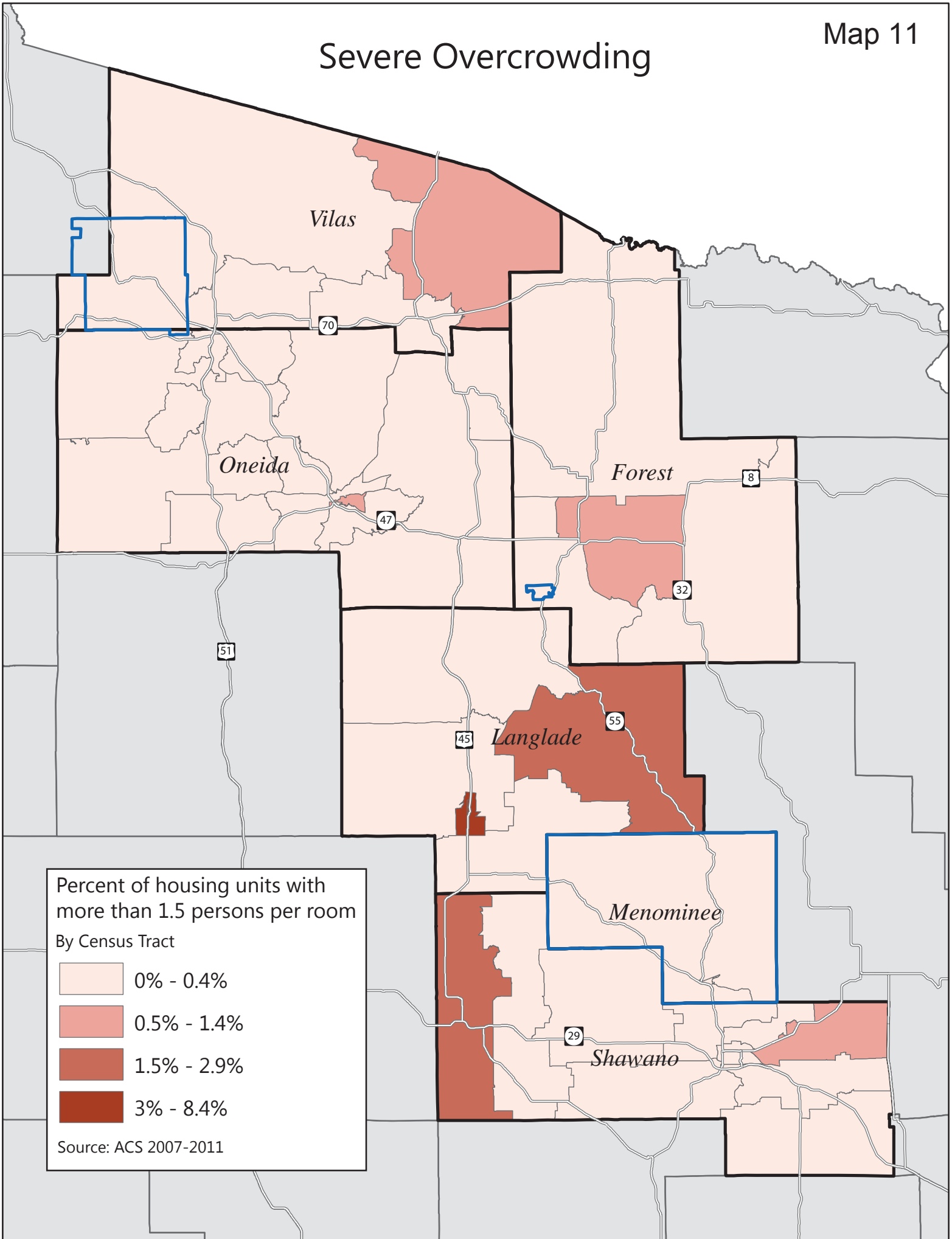
has less than 1.4 percent of their housing units housing more than one person per room. However, in the south section of the reservation, the percent of housing units housing more than one person per room increases to between 4.0 percent and 8.7 percent.

Map 11 shows the percentage of households with more than 1.5 persons per room. Households with more than 1.5 persons per room are considered to be severe overcrowding. All three reservations have 0 to 0.4 percent of housing units housing more than 1.5 persons per room.

# Overcrowding



# Severe Overcrowding



Percent of housing units with more than 1.5 persons per room  
By Census Tract

- 0% - 0.4%
- 0.5% - 1.4%
- 1.5% - 2.9%
- 3% - 8.4%

Source: ACS 2007-2011



*Income*

The median household income for Lac du Flambeau and Menominee Reservations in 2000 was over \$26,000, see TABLE 15. Lac du Flambeau increased the median household income \$2,867 while the Menominee Reservation decreased the median household income \$5,160 over the past 10 years. Menominee Reservation increased per capita income over this same time period, increasing per capita income from \$8,096 to \$10,814. The increase in per capita income while decreasing household income is the result of a decrease in the median household size. Between 2000 and 2010, Menominee County decreased the median household size from 3.35 in 2000 to 3.17 in 2010, a 5.7 percent decrease. Lac du Flambeau increased per capita income over the 10 year period from \$10,741 in 2000 to \$13,468 in 2010.

Mole Lake Reservation median household income was significantly less than both Menominee and Lac du Flambeau in 2000. Mole Lake Reservation increased median household income from \$17,083 in 2000 to \$26,406 in 2010, a 55 percent increase. Per capita income also increased over the 10 year period, increasing from \$7,170 to \$13,621, a 90 percent increase. Comparing per capita incomes to median household incomes indicates that many households in all three reservations are dual income households.

<b>Table 15: Niiiji Community Household Income*</b>			
	<b>Lac du Flambeau Reservation*</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Median household income	N/A	\$26,071	\$28,938
Per capita income	N/A	\$10,741	\$13,468
	<b>Menominee Reservation*</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Median household income	N/A	\$26,618	\$21,458
Per capita income	N/A	\$8,096	\$10,814
	<b>Mole Lake Reservation*</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Median household income	N/A	\$17,083	\$26,406
Per capita income	N/A	\$7,170	\$13,621

Source: U.S. Census, American Community Survey 2006-2010

\* Data is for census race category of American Indian alone.

Median household incomes on the three reservations are drastically lower than the median incomes in the surrounding counties, state and nation. Only the county of Menominee has a median income less than \$40,000 per year, see TABLE 16. Lac Du Flambeau Reservation’s

median income is \$16,963 less than the areas highest median income in Shawano County (\$45,901). Per Capita income is also much higher in the surrounding counties than it is in the three reservations. Only Menominee County has a per capita income similar to the three reservations, \$14,479. Vilas County has the highest per capita income of the 6 counties with a median per capita income of \$26,423, almost twice as much as the highest reservation per capita income.

	Lac du Flambeau Reservation*	Menominee Reservation*	Mole Lake Reservation*	Forest County	Langlade County	Menominee County	Oneida County	Shawano County	Vilas County
Median Household Income	\$28,938	\$21,458	\$26,406	\$40,215	\$42,958	\$37,644	\$44,181	\$45,901	\$40,743
Per Capita Income	\$13,468	\$10,814	\$13,621	\$20,684	\$23,064	\$14,479	\$26,374	\$22,827	\$26,423

Source: American Community Survey 2006-2010 (reservations) American Community Survey 2008-2012 (Counties)

\* Data is for census race category of American Indian alone.

### *Poverty*

Between 1990 and 2000, poverty rates for all categories decreased significantly in Lac du Flambeau Reservation. The Lac du Flambeau Reservation decreased the poverty rate of children from 68.3 percent to 28.7 percent over the 10 year period, see TABLE 17. The poverty rate for adults decreased 32 percent and families decreased 35.5 percent. Poverty rates increased slightly between 2000 and 2010. For all persons, poverty rates increased 8.1 percent during the decade. Adults and families experienced the largest increase in poverty rates from 2000 to 2010, increasing 12 percent and 15.8 percent respectively. Overall, Lac du Flambeau has decreased poverty rates considerable over the past 20 years, but has experienced an increase over the past 10 years in every area.

The Menominee Reservation has experienced a similar trend to the Lac du Flambeau Reservation. Between 1990 and 2000, the Menominee Reservation decreased poverty in every area. Poverty rates for children decreased 20.6 percent over the 10 year period. The poverty rate for families decreased 15 percent and adults decreased 16.7 percent. Overall, poverty rates decreased 17.3 percent. However, poverty rates increased between 2000 and 2010, increasing 7.4 percent for all persons. Families and elders experienced the largest increases in poverty rates increasing 11.7 percent and 9.3 percent respectively. Children have the highest poverty rate in Menominee Reservation with 52 percent of all children living in poverty. Overall, the Menominee Reservation has decreased poverty rates considerably over the past 20 years, but has experienced an increase in rates for all areas over the past 10 years.

In 1990 and 2000, Mole Lake Reservation consistently had the highest poverty rates in the Nijji Enterprise Community. In 1990, 62.5 percent of all persons lived in poverty. Children had the highest poverty rate at 72.4 percent. The poverty rate for families was 65.7 percent. Between 1990 and 2010, Mole Lake Reservation decreased the total poverty rate from 62.5 percent in 1990 to 30.6 in 2010, a 31.9 percent decrease. Poverty rates for children decreased 40.6 percent to 31.8 percent in 2010 and poverty rates for families decreased 37.8 percent over the 20 year period. However, poverty rates for elders increased significantly over the 20 year period increasing from 18.2 percent to 52.2 percent.

<b>Table 17: Poverty Status for Selected Categories*</b>			
	<b>Lac du Flambeau Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>POVERTY STATUS</b>			
Poverty Rates For:			
<i>Individuals</i>			
All Persons	57.7%	23.8%	31.9%
Children (under age 18)	68.3%	28.7%	31.7%
Adults (age 18-64)	52.8%	20.8%	32.8%
Elders (65 and Over)	23.4%	14.4%	22.7%
<i>Families</i>			
Families	56.9%	21.4%	37.2%
	<b>Menominee Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Poverty Rates For:			
<i>Individuals</i>			
All Persons	54.2%	36.9%	44.3%
Children (under age 18)	66.6%	46.0%	52.0%
Adults (age 18-64)	46.3%	29.6%	39.7%
Elders (65 and Over)	25.9%	24.6%	33.9%
<i>Families</i>			
Families	48.8%	33.8%	45.5%
	<b>Mole Lake Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Poverty Rates For:			
<i>Individuals</i>			
All Persons	62.5%	45.1%	30.6%
Children (under age 18)	72.4%	54.5%	31.8%
Adults (age 18-64)	54.5%	36.5%	26.2%
Elders (65 and Over)	18.2%	55.6%	52.2%
<i>Families</i>			
Families	65.7%	38.4%	27.9%

Source: U.S. Census, American Community Survey 2006-2010

\* Data is for census race category of American Indian alone.

*Public Assistance*

The percentage of households on public assistance has drastically decreased in all three reservations over the past 20 years. Lac Du Flambeau Reservation decreased the percentage of households on public assistance from 25.2 percent in 1990 to 2.8 percent in 2000. Lac du Flambeau increased the percentage of households on public assistance 7.9 percent in the last decade. Overall, the percentage of households on public assistance decreased 14.5 percent over the past 20 years. Menominee Reservation decreased the percentage of households on public assistance from 47.5 percent to 5.4 percent between 1990 and 2010. Mole Lake Reservation decreased the percentage of households on public assistance from 57.1 percent to 6.6 percent over the same 20 year time period, see TABLE 18.

<b>Table 18: Public Assistance**</b>			
	<b>Lac du Flambeau Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>HOUSEHOLDS</b>	872	1,085	1,538
On Public Assistance	25.2%	2.8%	10.7%
	<b>Menominee Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>HOUSEHOLDS</b>	934	832	913
On Public Assistance	47.5%	5.9%	5.4%
	<b>Mole Lake Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>HOUSEHOLDS</b>	98	144	136
On Public Assistance	57.1%	11.1%	6.6%

Source: U.S. Census, American Community Survey 2006-2010

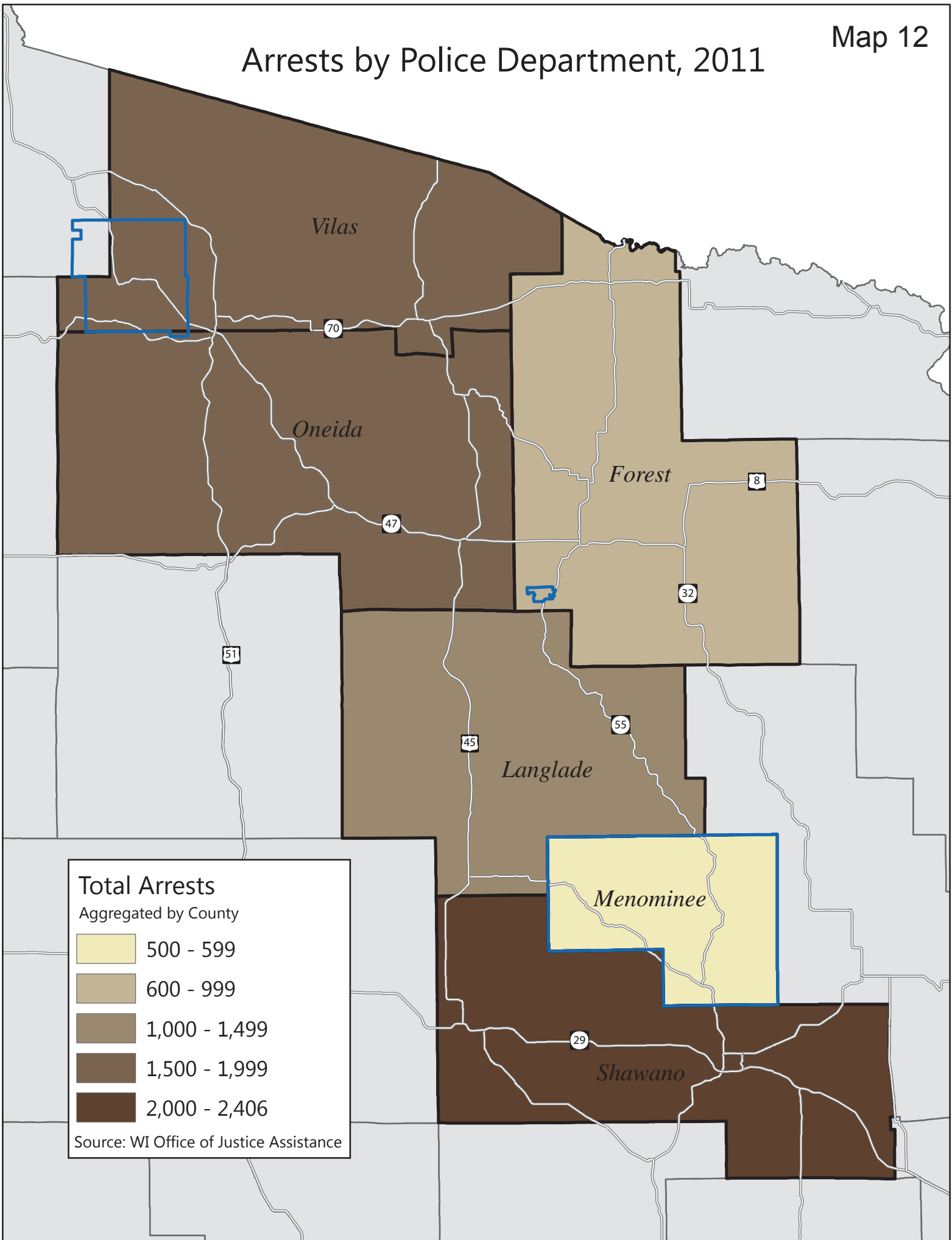
\*\* Data includes both reservation and off-reservation trust land

*Crime*

The Shawano County Sherriff’s Department had the most arrests in 2011 with 1,617 arrests. Lac du Flambeau Tribal Police Department had the second highest number of arrest in 2011, 976 arrests; 641 less than Shawano County Sherriff. The U.S. Bureau of Indian Affairs- Menominee Tribal Jail had 533 arrests and Forest County who patrols Mole Lake Reservation had 674 arrests. Compared to other municipalities and county sheriffs, the reservations had an above average number of arrests in 2011, see TABLE 19. MAP 12 shows the number of arrest per County in 2011. Menominee County had the lowest number of arrest in 2011 and Shawano County had the highest number of arrests.

<b>Table 19: Arrest per Police Department</b>		
	<b>COUNTY</b>	<b>Arrests 2011</b>
LAC DU FLAMBEAU TRIBAL POLICE DEPARTMENT	VILAS	976
UNITED STATES BUREAU OF INDIAN AFFAIRS - MENOMINEE POLICE DEPARTMENT / MONOMINEE TRIBAL JAIL	MENOMINEE	533
FOREST COUNTY SHERIFFS OFFICE / FOREST COUNTY LAW ENFORCEMENT CENTER	FOREST	674
CRANDON POLICE DEPARTMENT	FOREST	179
EAGLE RIVER POLICE DEPARTMENT	VILAS	163
MENOMINEE COUNTY SHERIFF	MENOMINEE	25
ANTIGO POLICE DEPARTMENT	LANGLADE	627
LANGLADE COUNTY SHERIFFS DEPARTMENT / LANGLADE COUNTY JAIL	LANGLADE	457
SHAWANO COUNTY SHERIFFS DEPARTMENT	SHAWANO	1617
WOODRUFF POLICE DEPARTMENT	ONEIDA	73
ONEIDA COUNTY SHERIFFS DEPARTMENT / ONEIDA COUNTY JAIL	ONEIDA	965
MINOCQUA POLICE DEPARTMENT	ONEIDA	392
RHINELANDER POLICE DEPARTMENT	ONEIDA	155
SHAWANO POLICE DEPARTMENT	SHAWANO	789
VILAS COUNTY SHERIFFS DEPARTMENT / VILAS COUNTY JAIL	VILAS	400
THREE LAKES POLICE DEPARTMENT	ONEIDA	37

# Arrests by Police Department, 2011



## Total Arrests

Aggregated by County

- 500 - 599
- 600 - 999
- 1,000 - 1,499
- 1,500 - 1,999
- 2,000 - 2,406

Source: WI Office of Justice Assistance

#### **D. Key Issues Identification**

Demographic change is a principle factor in predicting future community growth. Population characteristics relate directly to the community's housing, education, utility, recreation, and facility needs, as well as future economic development. Over time, fluctuations in local and regional economies can influence population change. Of the population and housing trends identified for Nijii Enterprise Community, the following are likely to be experienced over the next 20 to 25 years.

- Only Menominee Reservation (-6.8%) decreased population over the past 20 years.
- Nijii Enterprise Community and all 6 counties are projected to increase population over the next 20 years.
- The median age of the Nijii Enterprise Community is increasing due do the increase in population over the age of 18. Those over 65 years of age increased the fastest over the past 10 years.
- Lac du Flambeau and Menomonee Reservations have very low population densities.
- Nijii Enterprise Community has a higher percentage of female householder homes and low percentage of married couple households.
- Renters spending more than 30 percent of their household income on housing in Lac du Flambeau has increased 15.1 percent over the past 10 year, but has decreased in Menominee and Mole Lake Reservations.
- Median Value of owner-occupied housing units has increased in value.
- Mole Lake Reservation has a high amount of renter occupied units
- The percentage of owner-occupied housing in the Nijii Enterprise Community is lower than the surrounding counties.
- Menominee and Mole Lake Reservations have a low percentage of vacant housing units.
- Lac du Flambeau has a high percentage of vacant housing units, mostly seasonal homes.
- Lac du Flambeau has a high percentage of single unit housing units.
- Mole Lake Reservation has decreased the percentage of single unit housing units from 76.4 percent in 1990 to 57.6 percent in 2010.
- Median household incomes are drastically lower than the median income in the surrounding counties, state and nation.
- Poverty rates have increased in the past 10 years after decreasing from 1990 to 2000 in Lac du Flambeau and Menominee Reservations.
- Menominee Reservation has a 52 percent poverty rate for children and Mole Lake has a 52.2 percent poverty rate for elders.
- The number of households on public assistance has decreased significantly in the Nijii Enterprise Community.
- Lac du Flambeau Tribal Police Department has the second highest total arrests in 2011 in the 6 county area.



# CHAPTER THREE: ECONOMIC DEVELOPMENT

## A. Introduction

Economic development planning is the process by which a community organizes, analyzes, plans, and then applies its energies to the tasks of improving the economic well-being and quality of life for those in the community. Planning for economic development is an on-going process in which a community organizes for the creation and maintenance of an environment that will foster both the retention and expansion of existing businesses and the attraction of new businesses. Understanding the existing resources which serve as assets for economic development efforts is important. The economic development section will identify strengths and opportunities the Nijii Enterprise Community can take advantage of in an effort to grow the community's economy and improve the community's well-being. The retention and expansion of existing business and the attraction of new businesses employs the tribal population, increasing per capita and household incomes and improving overall quality of life. To grow efficiently and effectively the Nijii Enterprise Community must have a specific plan identifying the industries that offer the greatest potential and help achieve the vision and mission of the community.

## B. Economic Characteristics

### *Education*

A skilled and knowledgeable workforce is instrumental in the expansion and retention of existing businesses and the attraction of new businesses to the reservation. Between 1990 and 2010, the Nijii Enterprise Community has improved the population's educational attainment. Lac du Flambeau increased the education of the reservation population in every category between 1990 and 2010, see TABLE 20. As a result, the percentage of people over the age of 25 without a high school diploma decreased to 15.3 percent in 2010. People over the age of 25 with a bachelor's degree or higher peaked in 2000 at 6.2 percent decreasing 1.3 percent of the past 10 years. In terms of people who have at least attended some college or have an associate's degree, Lac du Flambeau is the most educated reservation in the Nijii Enterprise Community.

Menominee Reservation also improved the population's education over the 20 year period. People with some college or an associate's degree increased from 18.4 percent in 1990 to 33.3 percent in 2010. The reservation also increased the number of people over 25 with at least a bachelor's degree 3.3 percent over the 20 year period. The increase in higher education decreased the number of people without a high school diploma to 18.1 percent in 2010. The increase in those with an associate's degree, some college or higher between 2000 and 2010

decreased the percentage of people with just a high school diploma from 44 percent in 2000 to 40.3 percent in 2010.

Mole lake Reservation experienced improvement in education attainment from 1990 to 2000. During that time period, people over the age of 25 with some college or an associate's degree increased 10.8 percent and those with a bachelor's degree increased from 0 percent to 4.7 percent. The increase in education decreased the percentage of people without a high school diploma to 30.7 percent. However, between 2000 and 2010, Mole Lake Reservation education attainment has regressed. Almost half of the 146 people over 25 do not have a high school diploma. People without a high school diploma increased 11.1 percent and people with some college or an associate's degree decreased 14.9 percent. The reservation increased the percentage of people with a bachelor's degree 2.8 percent.

<b>Table 20: Educational Attainment*</b>			
	<b>Lac Du Flambeau Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>EDUCATIONAL ATTAINMENT</b>			
Total Age 25 and Over	685	760	932
No high school diploma	41.0%	31.3%	15.3%
High school graduate (includes equivalency)	32.0%	35.7%	36.9%
Some college or Associate's degree	25.4%	26.8%	42.8%
Bachelor's degree or higher	1.6%	6.2%	4.9%
	<b>Menominee Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Total Age 25 and Over	1,449	1,279	1,282
No high school diploma	40.6%	25.3%	18.1%
High school graduate (includes equivalency)	38.2%	44.0%	40.3%
Some college or Associate's degree	18.4%	24.0%	33.3%
Bachelor's degree or higher	2.8%	6.7%	8.3%
	<b>Mole Lake Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
Total Age 25 and Over	112	150	146
No high school diploma	43.8%	30.7%	41.8%
High school graduate (includes equivalency)	35.7%	33.3%	34.2%
Some college or Associate's degree	20.5%	31.3%	16.4%
Bachelor's degree or higher	0.0%	4.7%	7.5%

Source: U.S. Census, American Community Survey 2006-2010

\* Data is for census race category of American Indian alone.

### *Employment Status*

Lac du Flambeau had the highest percentage of population in the labor force and the highest percentage of employment in 2010. However, the reservation's unemployment rate has continued to increase over the 20 year period peaking in 2010 at 16.3 percent, see TABLE 21. Menominee Reservation decreased the population over age 16 during the 20 year period, but has increased both the percentage of population in the labor force and the percentage of employment. Employment increased 6.9 percent from 1990 to 2010. Similar to Lac du Flambeau, unemployment has steadily increased over the 20 year period, increasing significantly between 1990 and 2000 when it increased 11.3 percent. Unemployment peaked in 2010 at 25.4 percent.

Employment in Mole lake Reservation increased 16.6 percent between 1990 and 2010 while the labor force decreased over the same time period. As a result of a decreasing labor force and an increase in employment, Mole Lake Reservation decreased unemployment to 17.5 percent in 2010. Between 1990 and 2010 Mole Lake Reservation decreased unemployment 12.8 percent.

In comparison, the state of Wisconsin's unemployment rate was 7.5 percent in December 2010 and the National unemployment rate was 9.4 percent in December of 2010 (Bureau of Labor Statistics).

<b>Table 21: Employment Status*</b>			
	<b>Lac du Flambeau Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>EMPLOYMENT STATUS</b>			
Population 16 years and over	890	981	1,096
In Labor Force	57.5%	64.5%	75.0%
Employed	43.6%	55.5%	62.8%
Unemployment rate	13.9%	14.1%	16.3%
	<b>Menominee Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>EMPLOYMENT STATUS</b>			
Population 16 years and over	1,907	1,675	1,717
In Labor Force	52.9%	60.5%	64.8%
Employed	41.3%	46.6%	48.2%
Unemployment rate	11.6%	22.9%	25.4%
	<b>Mole Lake Reservation</b>		
	<b>1990</b>	<b>2000</b>	<b>2010</b>
<b>EMPLOYMENT STATUS</b>			
Population 16 years and over	155	179	176
In Labor Force	67.1%	65.4%	64.8%
Employed	36.8%	48.0%	53.4%
Unemployment rate	30.3%	26.5%	17.5%

Source: U.S. Census, American Community Survey 2006-2010

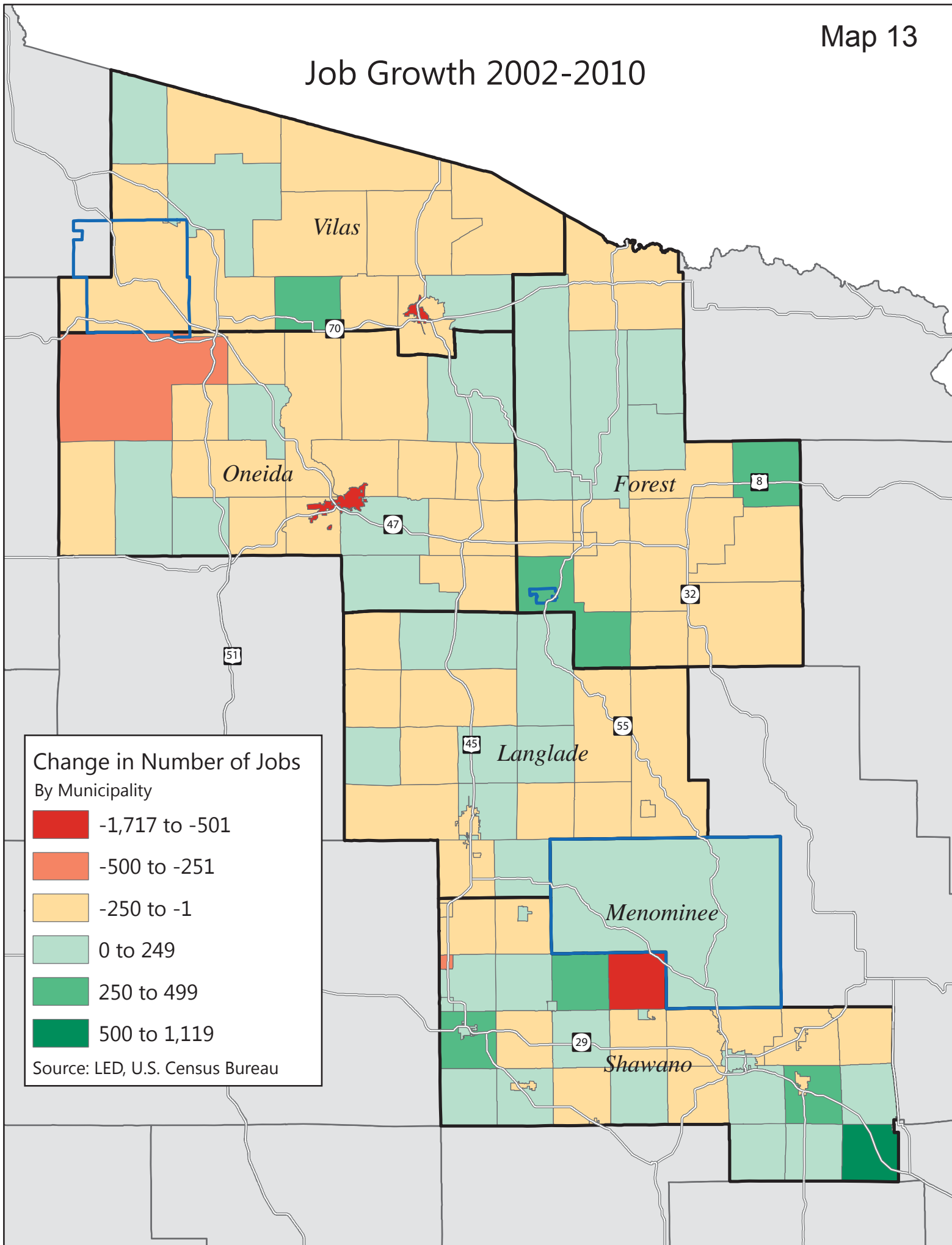
\* Data is for census race category of American Indian alone

### *Job Growth*

Map 13 identifies job growth between 2002 and 2010 in the 6 county region. Overall, only the southeast corner of Shawano County experienced any significant job growth adding 500 to 1,119 jobs over the 8 year period. The cities of Rhinelander (Oneida County), Eagle River (Vilas County) and Gresham (Shawano County) decreased jobs significantly over the 8 year period, each city eliminating at least 501 jobs.

Lac du Flambeau Reservation lost 1 to 250 jobs. Northwest Oneida County, directly south of Lac du Flambeau, experienced a larger decrease in jobs, losing between 251 and 500 jobs over the 8 year time period. Menominee Reservation increased jobs over the 8 year period, adding 0 to 249 jobs. A majority of the area surrounding Menominee Reservation decreased jobs over the

# Job Growth 2002-2010



**Change in Number of Jobs  
By Municipality**

Red	-1,717 to -501
Orange	-500 to -251
Light Orange	-250 to -1
Light Green	0 to 249
Medium Green	250 to 499
Dark Green	500 to 1,119

Source: LED, U.S. Census Bureau

8 year period with the exception of one area to the southwest where job growth increased 250 to 499 jobs. Mole lake Reservation experienced the most job growth, adding 250 to 499 jobs. The area surrounding Mole lake Reservation also added 250 to 499 jobs. Overall, the 6 county region lost 2,071 jobs between 2002 and 2010. Shawano County had the largest job growth adding 912 jobs. Oneida County suffered the highest job loss losing 2,316 jobs. Shawano, Menominee and Forest County all experienced job growth while Vilas, Oneida and Langlade all experienced a loss in jobs over the 8 year period.

*Industry Employment by Reservation*

Employment by Industry within an area illustrates the structure of the economy. Identification of specific industries allows economic developers to identify potential businesses that can improve supply chains and increase employment opportunities. TABLE 22 indicates employment by sector in Lac du Flambeau Reservation in 2012. The top two industries in Lac du Flambeau Reservation are Arts, Entertainment, Recreation, and Accommodation and Food Services and Educational Services, Healthcare and Social Assistance employing 29.8 percent and 17.9 percent of the employed population respectively. Historically, the state of Wisconsin has been a strong manufacturing state. Employment in the Manufacturing industry in Lac du Flambeau Reservation is 9.3 percent.

<b>Table 22: Employment by Industry- Lac du Flambeau Reservation (2012)**</b>		
<b>Industry</b>	<b>Total</b>	<b>Percent</b>
Civilian employed population 16 years and over	1,400	
Agriculture, forestry, fishing and hunting, and mining:	7	0.5%
Construction	79	5.6%
Manufacturing	130	9.3%
Wholesale trade	8	0.6%
Retail trade	106	7.6%
Transportation and warehousing, and utilities:	44	3.1%
Information	0	0.0%
Finance and insurance, and real estate and rental and leasing:	99	7.1%
Professional, scientific, and management, and administrative and waste management services:	32	2.3%
Educational services, and health care and social assistance:	250	17.9%
Arts, entertainment, and recreation, and accommodation and food services:	417	29.8%
Other services, except public administration	83	5.9%
Public administration	145	10.4%

Source: American Community Survey 2008-2012

\*\* Data includes both reservation and off-reservation trust land

Employment in Menominee Reservation correlates with the employment by sector in Lac du Flambeau. Menominee Reservation has 58 fewer civilians employed over 16 years of age, see TABLE 23. The top two industries in Menominee Reservation are Educational Services, Healthcare and Social Services employing 29.8 percent of the employed population and Arts and Entertainment employing 15.8 percent of the employed population. Manufacturing employs 8.2 percent of the workforce. Agriculture, Forestry, Fishing and Hunting is also a significant employer in Menominee Reservation employing 105 people, or 7.8 percent of the employed population.

<b>Table 23: Employment by Industry- Menominee Reservation (2012)**</b>		
<b>Industry</b>	<b>Total</b>	<b>Percent</b>
Civilian employed population 16 years and over	1,342	
Agriculture, forestry, fishing and hunting, and mining:	105	7.8%
Construction	29	2.2%
Manufacturing	110	8.2%
Wholesale trade	12	0.9%
Retail trade	44	3.3%
Transportation and warehousing, and utilities:	48	3.6%
Information	15	1.1%
Finance and insurance, and real estate and rental and leasing:	103	7.7%
Professional, scientific, and management, and administrative and waste management services:	26	1.9%
Educational services, and health care and social assistance:	400	29.8%
Arts, entertainment, and recreation, and accommodation and food services:	212	15.8%
Other services, except public administration	0	0.0%
Public administration	238	17.7%

Source: American Community Survey 2008-2012

\*\* Data includes both reservation and off-reservation trust land

Employment in Mole Lake Reservation is significantly less than in Lac du Flambeau and Menominee Reservations. Civilian employed population 16 years and over in Mole Lake is 134 people, compared to 1,400 in Lac du Flambeau Reservation and 1,342 in Menominee Reservation. However, like Lac du Flambeau Reservation and Menominee Reservation the Arts, Entertainment, Recreation, and Accommodation and Food Services Industry is a major employer in Mole Lake employing 27.6 percent of the employed population, see TABLE 24. The second highest employment by industry is Retail trade employing 9.7 percent of the employed population. Mole Lake Reservation has several industries with zero employment; Manufacturing, Wholesale trade and Information.



<b>Industry</b>	<b>Total</b>	<b>Percent</b>
Civilian employed population 16 years and over	134	
Agriculture, forestry, fishing and hunting, and mining:	5	3.7%
Construction	2	1.5%
Manufacturing	0	0.0%
Wholesale trade	0	0.0%
Retail trade	13	9.7%
Transportation and warehousing, and utilities:	5	3.7%
Information	0	0.0%
Finance and insurance, and real estate and rental and leasing:	2	1.5%
Professional, scientific, and management, and administrative and waste management services:	6	4.5%
Educational services, and health care and social assistance:	10	7.5%
Arts, entertainment, and recreation, and accommodation and food services:	37	27.6%
Other services, except public administration	6	4.5%
Public administration	48	35.8%

Source: American Community Survey 2008-2012

\*\* Data includes both reservation and off-reservation trust land

### *Employment by Reservation Economic Enterprises*

#### *Lac Du Flambeau Reservation*

Economic Enterprises in Lac du Flambeau Reservation employs approximately 800 people, see APPENDIX E. Economic Enterprises in Lac du Flambeau Reservation includes: Lake of Torches (Casino, Hotel and Convention Center); and Lac du Flambeau Tribe and Tribal Enterprises (Campground/Marina, Store/Gas Station, Smoke Shop, Museum, and Simpson Electric).

#### *Menominee Reservation*

Economic Enterprises in Menominee Reservation employs 701 people; 72 percent are Native American. The Menominee Tribe is the largest employer in Menominee County, see APPENDIX E. The Menominee Indian Tribe of Wisconsin has four chartered businesses: Menominee Casino, Bingo and Hotel (Gaming/Lodging/Entertainment); Menominee Tribal Enterprises (Forest products and sawmill); Economic Development Authority (Business Development); Kenosha Gaming Authority (Off-Reservation Gaming).

#### *Mole Lake Reservation*

Economic Enterprises in Mole Lake Reservation has a limited economic base that is highly dependent on tourism dollars. Plans are underway to improve the utility infrastructure which

will allow for a diversification of business enterprises to begin. Business enterprises include: Mole Lake Casino, Lodge and Conference Center; Mole Lake New Business Incubator; Sokaogon Chippewa Community C-Store; Café Manoomin Restaurant. See APPENDIX E

### *Industry Employment by County*

TABLE 25 indicates employment by sector in the six county region in 2010. The six county region has 4 industries that employ the largest percent of workers; Manufacturing, Retail Trade, Healthcare and Social Assistance, and Accommodation and Food Service. Employment in Manufacturing is strongest in Langlade County where 22.6 percent of the employed people are employed in Manufacturing. Shawano and Forest Counties also have a strong employment base in manufacturing with 17.7 percent and 16.9 percent employment respectively. Employment in Retail Trade is the strongest in the 6 county region with 5 of the 6 counties having their highest percentage of employment in this industry. Oneida County has the highest percentage of employment with 25.2 percent of the employed population working in retail trade. Vilas and Langlade employ over 19 percent of the employed population in Retail. Healthcare and Social Assistance employs a high percentage of the employed population in Oneida, Shawano and Vilas Counties. Oneida County has the highest percentage of employed population with 19.6 percent employment. Accommodation and Food Service is the second strongest industry in the 6 county region employing more than 10 percent of the employed population in 5 of the 6 counties. Vilas County has the highest percent employment with 28.5 percent. Menominee County does not have significant data for all but one industry. Other Services is the only industry that Menominee County registers employment, with 36.9 percent of the employed population working in that industry.

**Table 25: Percent Employment by County (2010)**

Industry	Forest	Langlade	Menominee	Oneida	Shawano	Vilas
Agriculture, forestry, fishing and hunting	ND	ND	NC	1.4%	6.4%	ND
Mining, quarrying, and oil and gas extraction	ND	ND	NC	NC	NC	ND
Utilities	ND	ND	NC	ND	0.2%	0.7%
Construction	4.7%	3.2%	ND	5.5%	4.0%	9.4%
Manufacturing	16.9%	22.6%	ND	9.7%	17.7%	5.2%
Wholesale trade	ND	ND	ND	2.9%	6.0%	3.6%
Retail trade	16.9%	19.1%	ND	25.2%	15.3%	19.5%
Professional and technical services	5.7%	1.7%	NC	2.5%	ND	ND
Management of companies and enterprises	NC	0.4%	NC	0.4%	ND	ND
Administrative and waste services	1.0%	1.1%	ND	3.3%	3.0%	3.0%
Educational services	ND	ND	ND	0.2%	0.1%	1.0%
Health care and social assistance	ND	ND	NC	19.6%	16.4%	7.8%
Transportation and warehousing	6.7%	5.2%	ND	ND	2.8%	1.7%
Information	ND	1.1%	NC	1.9%	2.4%	1.5%
Finance and insurance	4.8%	3.3%	NC	2.6%	3.1%	3.8%
Real estate and rental and leasing	1.4%	0.4%	ND	1.3%	0.9%	1.4%
Arts, entertainment, and recreation	1.6%	1.0%	NC	1.8%	1.6%	2.7%
Accommodation and food services	11.1%	10.7%	ND	13.6%	11.8%	28.5%
Other services, except public administration	ND	5.4%	36.9%	5.2%	5.0%	7.2%
Unclassified	NC	0.0%	NC	0.0%	0.0%	0.1%

Source: Bureau of Labor Statistics

### *Export Industries*

Industry location quotient (LQ) is a way of quantifying how “concentrated” an industry is in a region compared to the nation. Industry LQs are calculated by comparing the industry’s share of regional employment with its share of national employment. Industries with high LQ are typically (but not always) export-oriented industries, which are important because they bring money into the region, rather than simply circulating money that is already in the region (as most retail stores and restaurants do). A LQ over 1 indicates an industry that the county may have a unique advantage in comparison to the nation.

TABLE 26 indicates the 2010 location quotient by industry for the 6 county region. Based on the 6 county region's employment concentration compared to the nation, the region has 4 export industries: Manufacturing, Retail Trade, Accommodations and Food Services, and Other Services. Agriculture, Forestry, Fishing and Hunting in Shawano County has the highest single LQ with a 5.96, meaning Shawano County employment in this industry is 6 time more concentrated than the national average. Langlade County has the highest LQ with more than two times the employment of the national average in Manufacturing. The LQ in Manufacturing in Oneida County and Vilas County is below 1 indicating that employment in manufacturing is not as concentrated as the national average. Retail Trade is the 6 county region's strongest and most concentrated industry. The LQ in 5 of the 6 counties is greater than 1, indicating retail is an export industry for the region. Oneida County has the highest LQ with a 1.85 followed by Vilas County with a 1.43. Accommodations and Food Services is the only other industry where 5 of the 6 counties have a LQ over 1.0. Vilas County has the highest LQ with a 2.73 followed by Oneida County with a 1.3. The high location quotients in Retail Trade and Accommodations and Food Services reflect the regions strength in the tourism industry.

**Table 26: Location Quotients by County (2010)**

	Forest	Langlade	Menominee	Oneida	Shawano	Vilas
Agriculture, forestry, fishing and hunting	ND	ND	NC	1.29	5.96	ND
Mining, quarrying, and oil and gas extraction	ND	ND	NC	NC	NC	ND
Utilities	ND	ND	NC	ND	0.33	1.38
Construction	0.91	0.62	ND	1.06	0.77	1.81
Manufacturing	1.56	2.08	ND	0.9	1.63	0.48
Wholesale trade	ND	ND	ND	0.55	1.17	0.7
Retail trade	1.24	1.4	ND	1.85	1.12	1.43
Professional and technical services	0.81	0.24	NC	0.35	ND	ND
Management of companies and enterprises	NC	0.2	NC	0.24	ND	ND
Administrative and waste services	0.14	0.15	ND	0.47	0.44	0.44
Educational services	ND	ND	ND	0.08	0.05	0.43
Health care and social assistance	ND	ND	NC	1.29	1.08	0.51
Transportation and warehousing	1.81	1.41	ND	ND	0.76	0.46
Information	ND	0.42	NC	0.75	0.95	0.59
Finance and insurance	0.92	0.64	NC	0.5	0.6	0.73
Real estate and rental and leasing	0.76	0.22	ND	0.74	0.47	0.76
Arts, entertainment, and recreation	0.91	0.56	NC	0.97	0.92	1.51
Accommodation and food services	1.06	1.02	ND	1.3	1.13	2.73
Other services, except public administration	ND	1.33	9.02	1.26	1.22	1.76
Unclassified	NC	0.11	NC	0.15	0.22	0.52

Source: Bureau of Labor Statistics

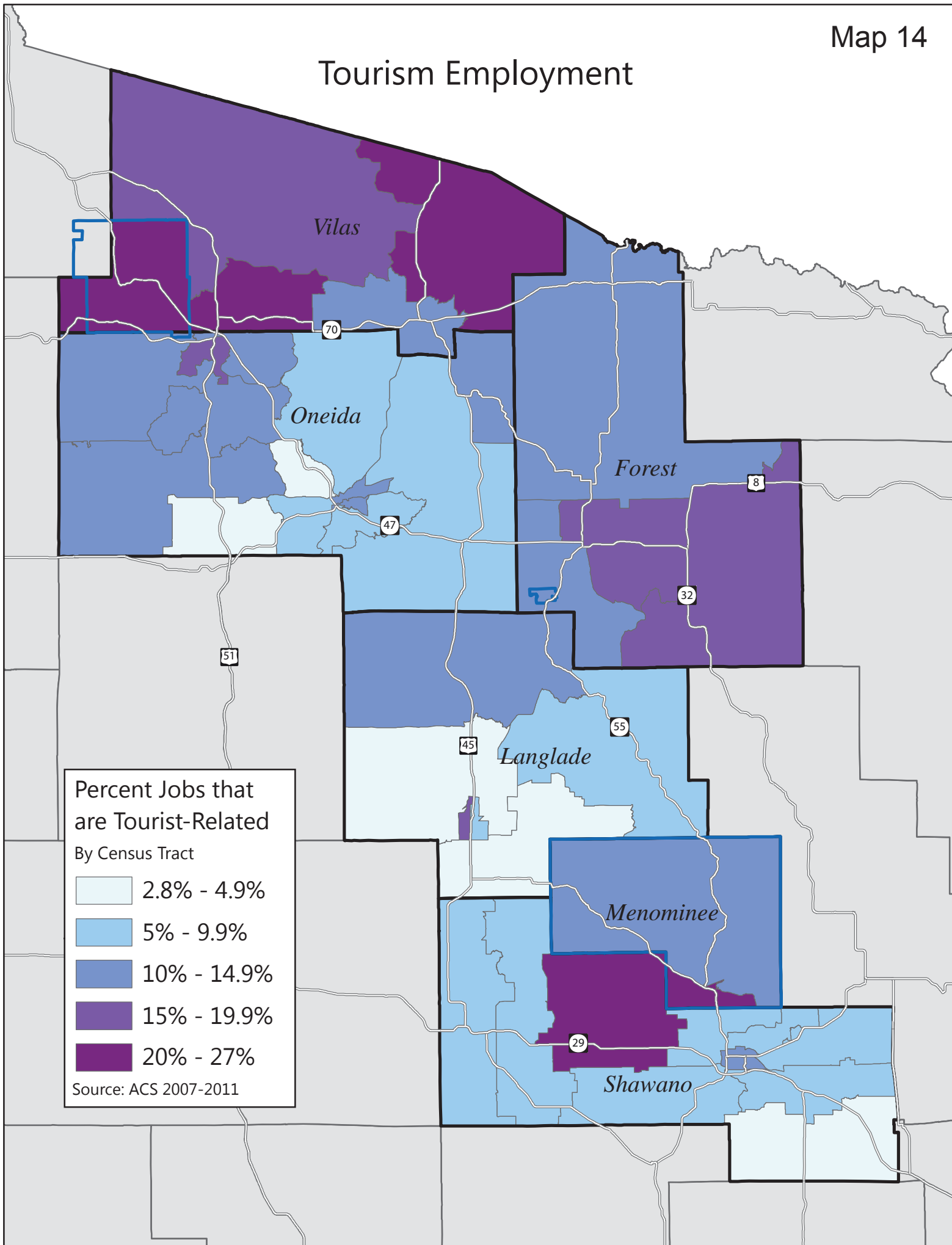
### *Tourism*

The high percentage of workers employed and high location quotients in the Retail Trade and Accommodations and Food Services industries reflect the regions strength in the tourism industry. MAP 14 identifies the percent of jobs in each area that are tourism related. Vilas County and Lac du Flambeau have a high percentage of jobs in tourist related fields. In most of Vilas County and all of Lac du Flambeau, tourism related jobs account for 20 percent to 27 percent of all jobs. Overall, the tourism industry in Vilas County creates at least 15 percent of all jobs in a majority of the county. Between 20 percent and 27 percent of all jobs in sections of Menominee and Shawano Counties are also tourism related. In Menominee County, tourism related jobs account for 10 percent to 14.9 percent of all jobs in most of the county, with the southern region’s tourism related jobs accounting for 20 percent to 27 percent of all jobs. Tourism related jobs in the Mole Lake Reservation account for 10 percent to 14.9 percent of all

jobs. Tourism related jobs account for 15 percent to 19.9 percent of all jobs for roughly half of Forest County. Overall, the tourism industry is a major employer and economic driver in the 6 county region.

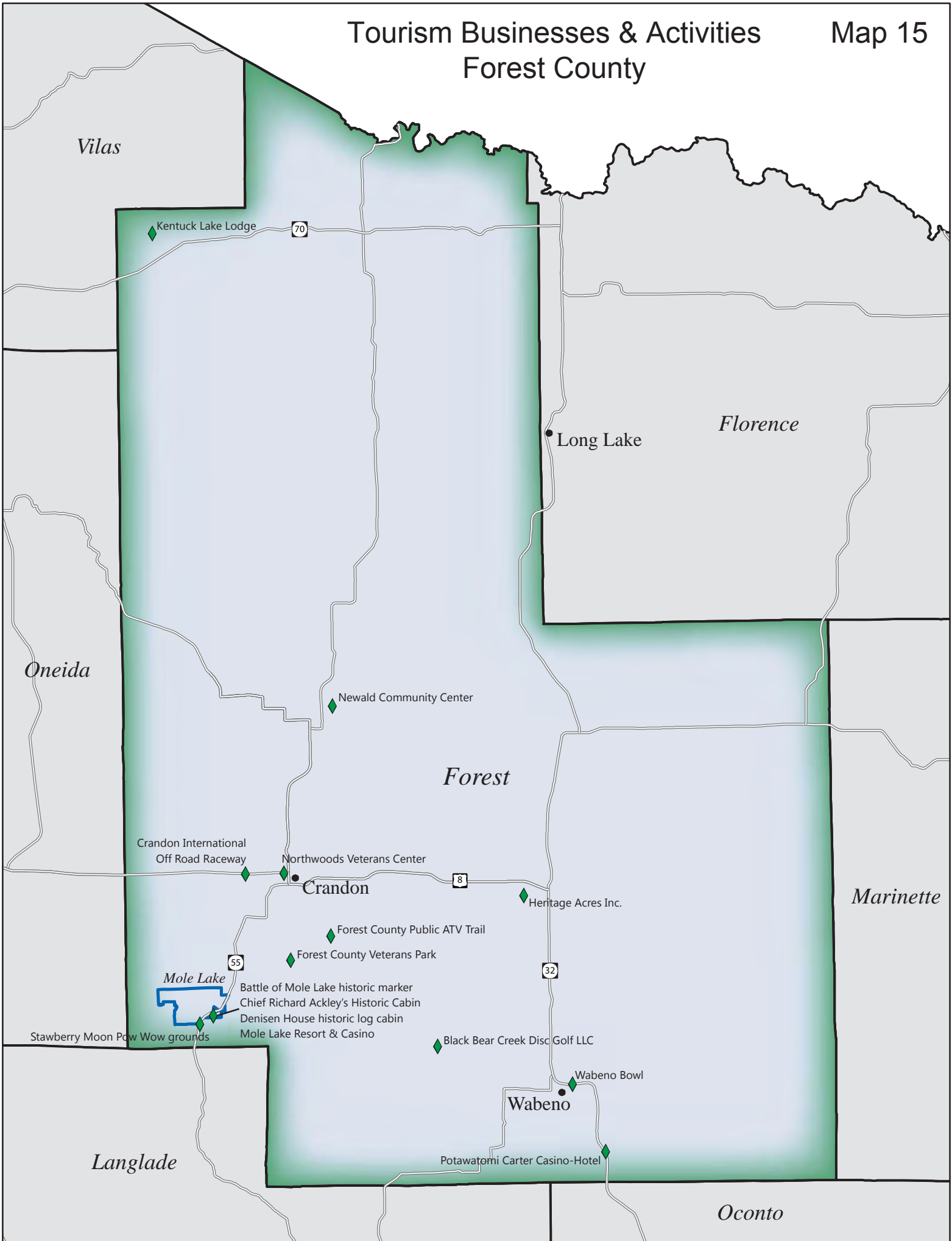
The high employment in tourism related occupations is the result of a unique geography that includes a variety of lakes, open space and forestland. As a result, the 6 county region has a high number of tourism related businesses and activities. MAPS 15 to 20 identify the various tourism businesses and activities that attract unique visitors to the region. Tourism related businesses and activities introduce new money to the region stimulating the economy while educating residents and visitors about the importance of the environment and culture of the tribal communities.

# Tourism Employment



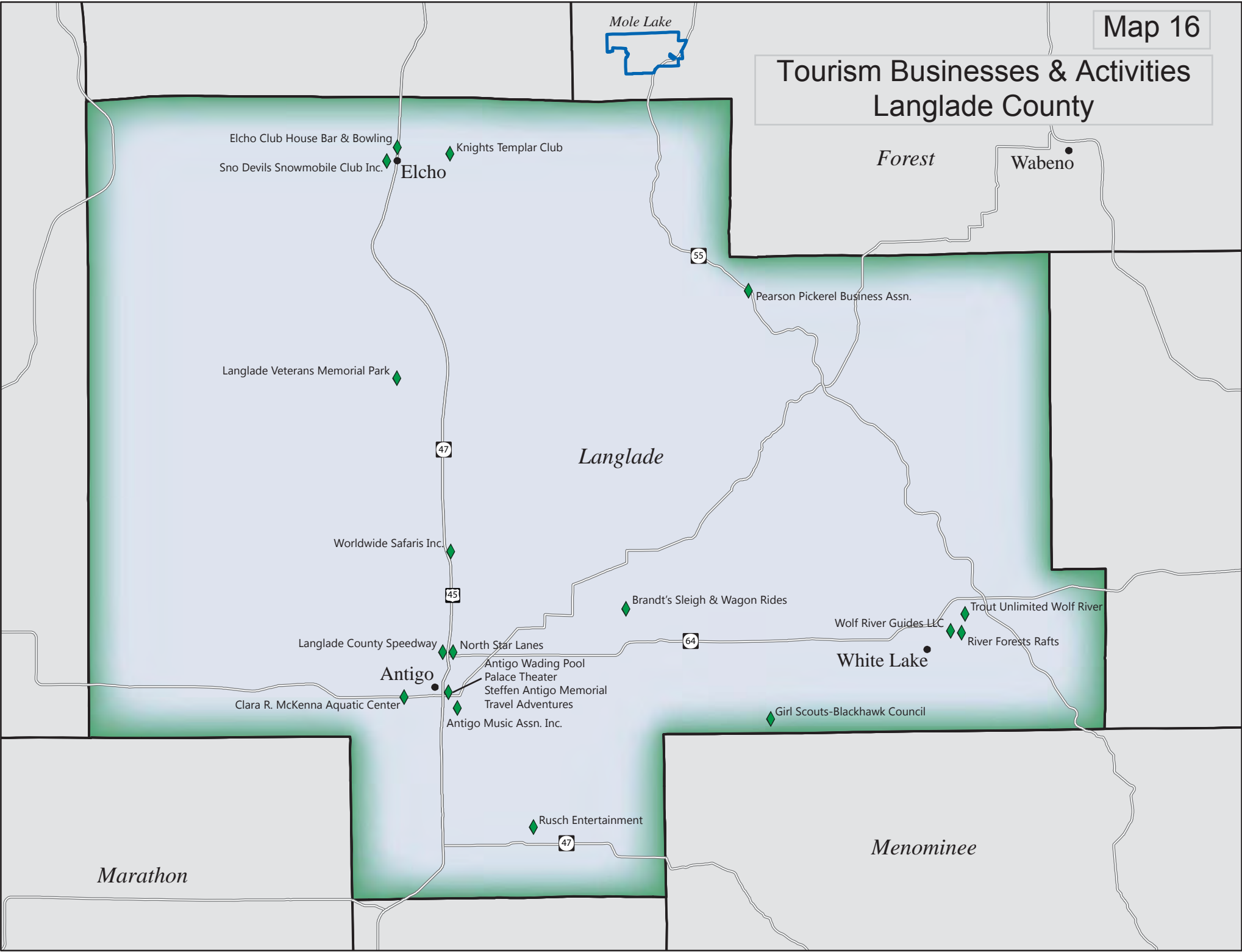
# Tourism Businesses & Activities Forest County

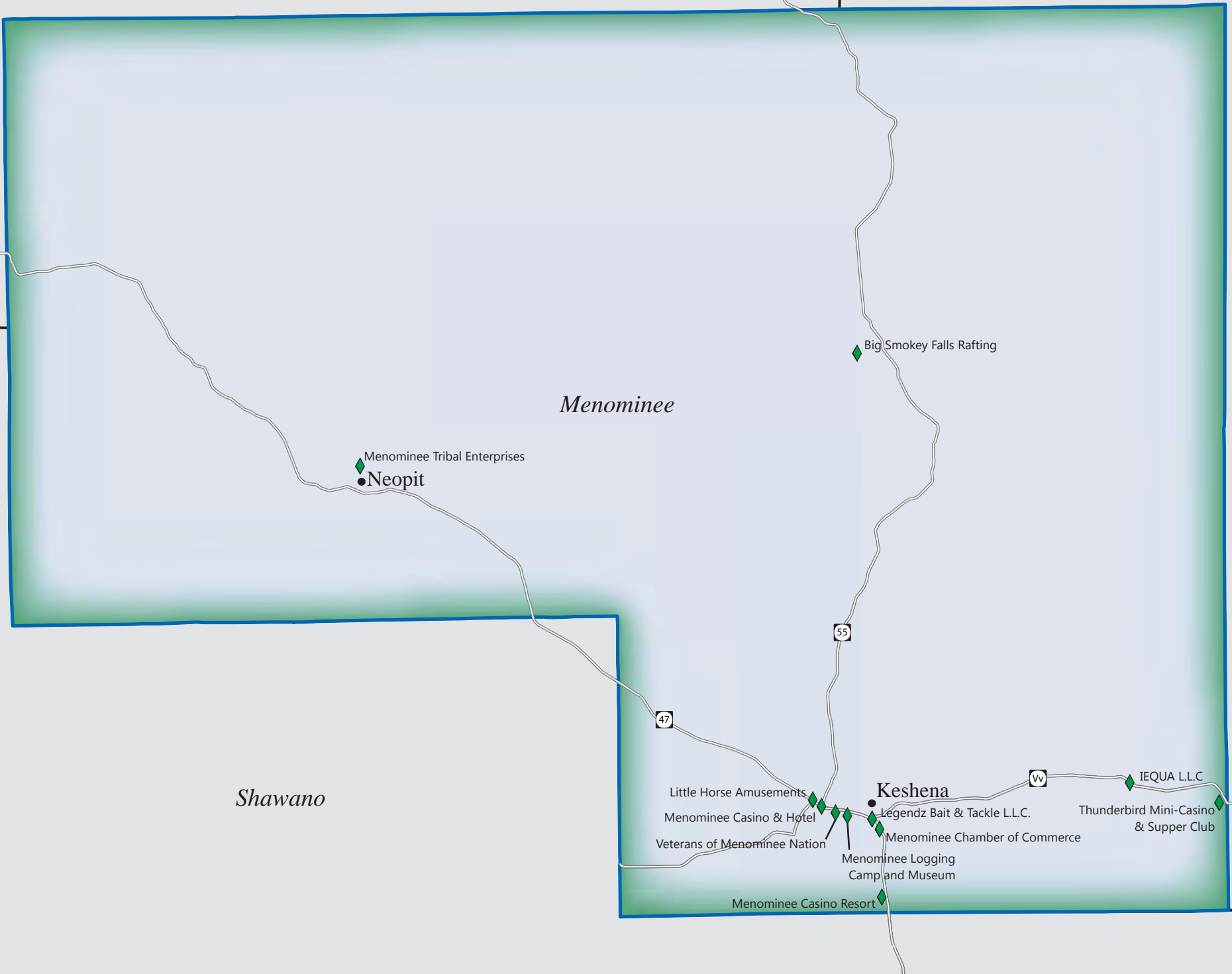
Map 15





# Tourism Businesses & Activities Langlade County





Lac du Flambeau

# Tourism Businesses & Activities - Oneida County

Map 18

Vilas

Eagle River

Woodruff

Lakeland Travel & Cruises

Minocqua Sport Rental  
Chequamegon Adventure Co.

Lakeside Boat Rentals

Minocqua

Minocqua Gun Club

Island City Lanes & Lounge

Buck's Northwoods Guide SVC

Lakeland Hawks Ice Inc.

Settlers Mill Adventure Golf

Elite Motorsports

Mike Bowen Fishing Guide

B K Guide SVC

Lake Tomahawk Info.

New-Tom Sno-Fleas

Three Lakes Info. Bureau

Rod & Gun Club

Three Lakes Power Sports Inc.

51

Northern Lights Playhouse

Oneida

Come Dance With Me

Gaul's Hall

47

Riam Expedition Outfitters LLC

45

White Pines Family Fun Center

Hodag Country Festival

Canoe Livery

Hodag BMX Club

Hodag Lanes

Hodag Sports Club

Western Connection Ranch

Rhineland

Desperado's

Rouman Cinema

Jewell Travel Inc.

Holiday Stables

Oneida Outdoor Rec.

Rhinelanders Parks

State Theater

Travel Adventures

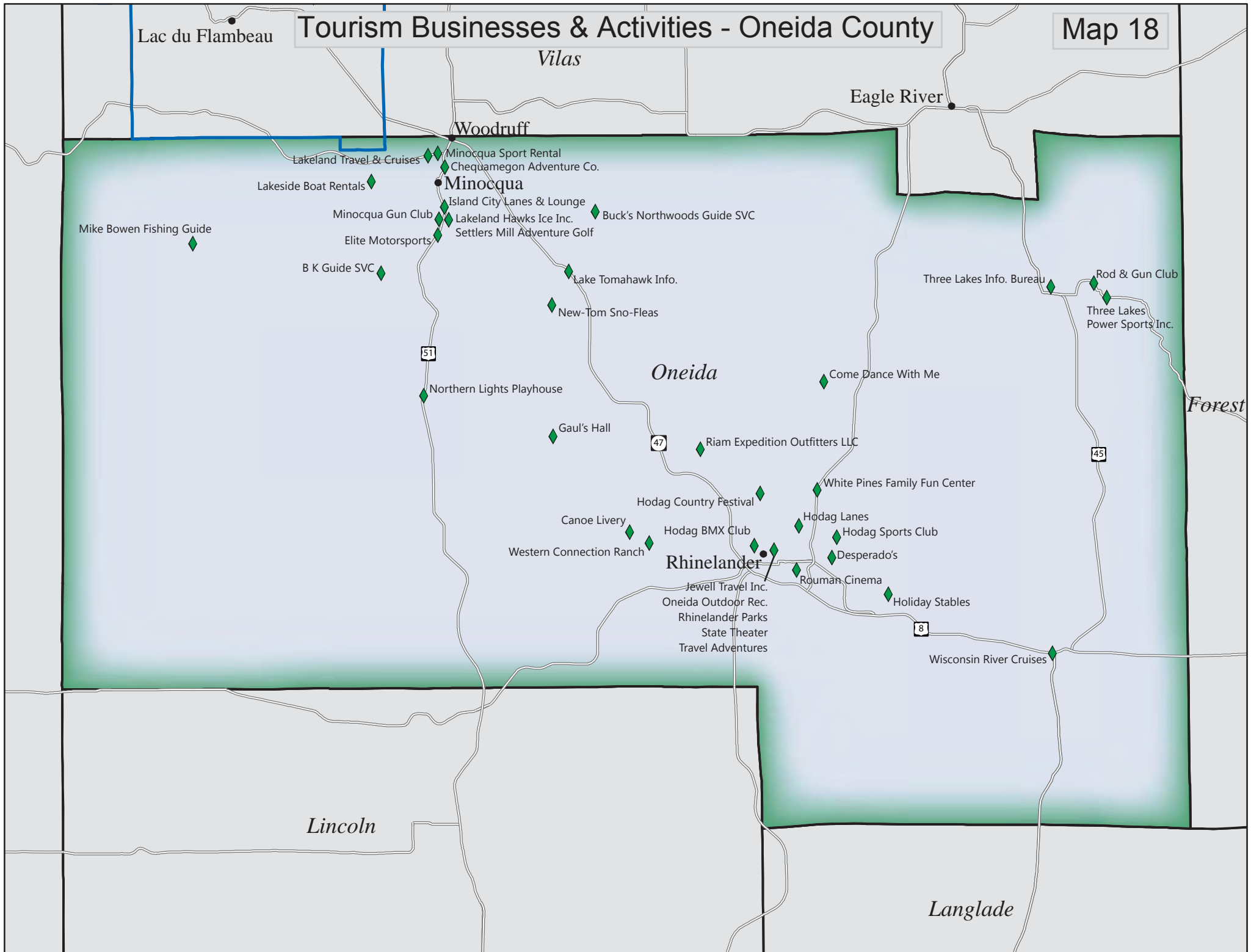
8

Wisconsin River Cruises

Forest

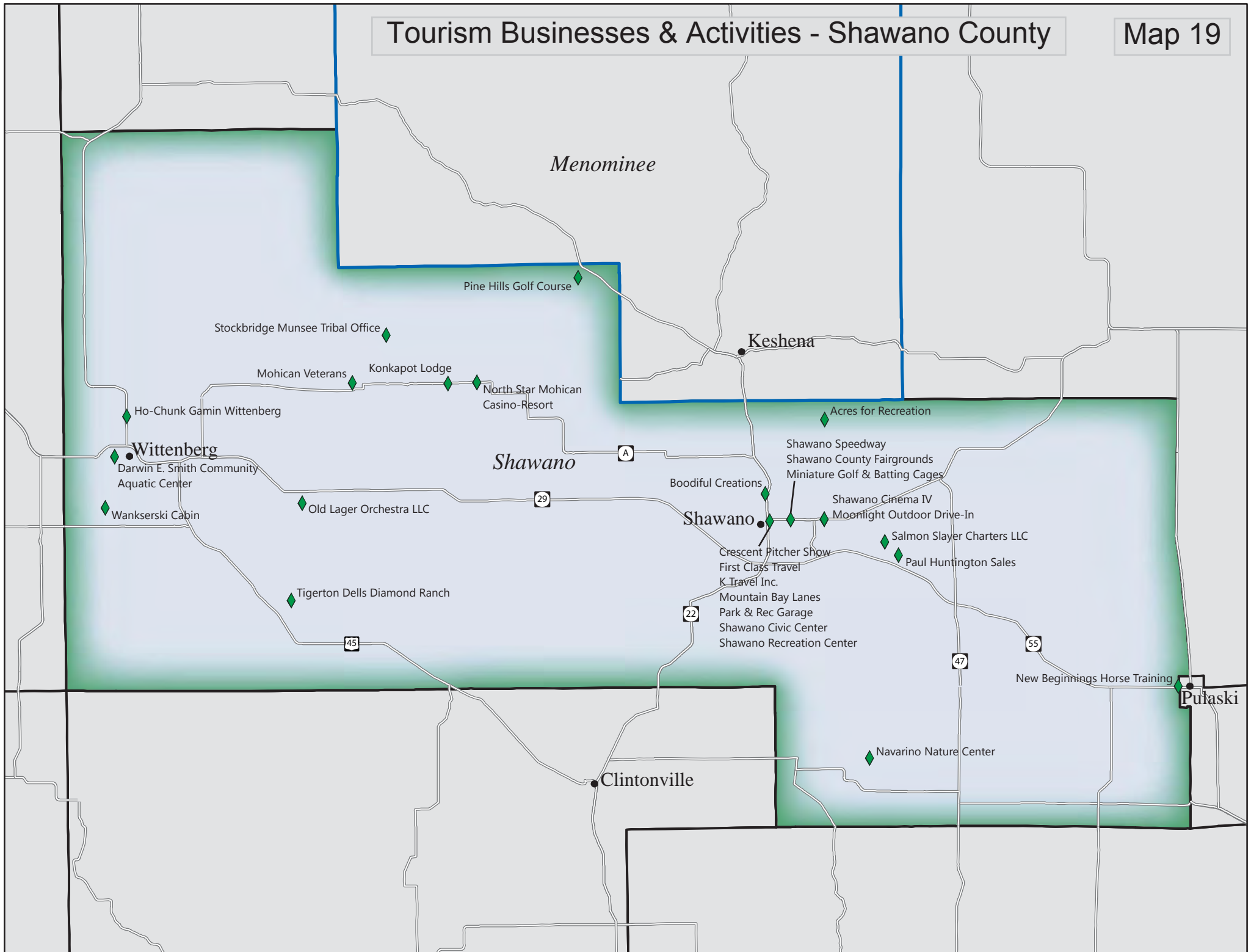
Lincoln

Langlade



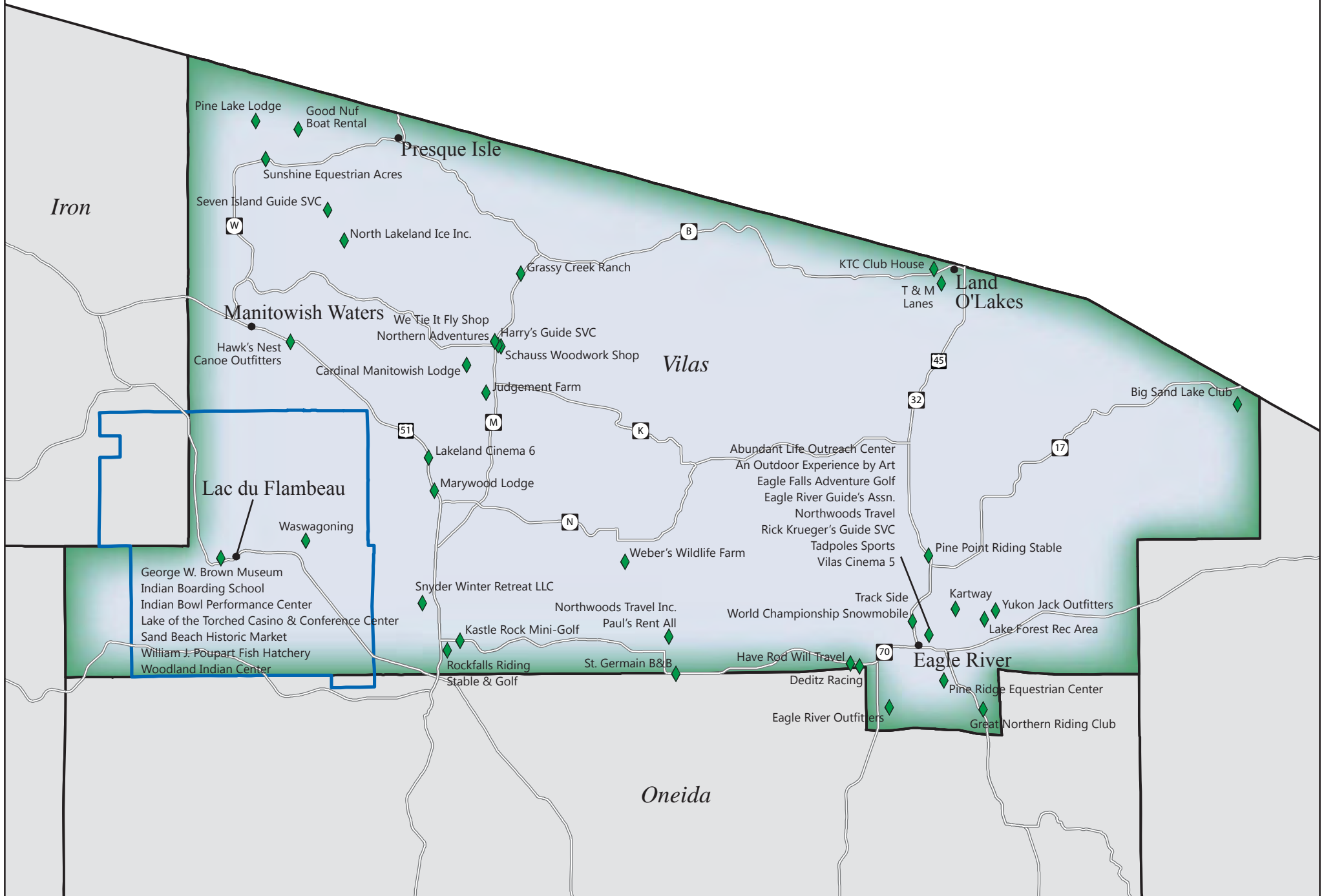
# Tourism Businesses & Activities - Shawano County

Map 19



# Tourism Businesses & Activities - Vilas County

Map 20



### C. Economic Strengths and Weaknesses (Tribal Region-Focused)

#### *Strengths*

- Access to entrepreneurial training and business loans (NiiCap)
- Location to key transportation corridors (STH 47 and 55)
- Intergovernmental Relationships between the Tribe and County/ State
- Vast forest/ woodlands resource
- Natural resources: Lakes, Rivers, Wetlands
- Pristine Environment
- College of Menominee Nation and LCO Tribal College
- Strong Public Transportation System in some areas
- Cultural Base
- Youth and future workforce
- Land base and potential for biomass production
- Tourism
- Diverse industries of employment (Manufacturing, Food and Accommodations, Education, Arts and Entertainment, Retail)
- Growth in workforce
- Increase in education, specifically with some college/ associates and bachelor's degree
- Projected population growth through 2030
- Large population between 18 and 64 years of age
- NWTC Tech College in Shawano and North Central Technical College in Wittenberg
- Area worker training programs

#### *Weaknesses*

- High unemployment rate
- Intergovernmental cooperation
- Lack of private/fee land for development
- Lack of community amenities (gas station, grocery store, bank, etc.)
- Lack of affordable housing
- High crime and truancy rates
- Lack of forest processing jobs
- Lack of municipal sewer and water along STH 70
- Lack of rail access
- Distance to other industries
- Lack of highways designated as a state truck route
- Increasing percent of population without high school diploma (Mole Lake)

- Large percent increase in population over 65 years of age (1990-2010)
- Low amount of export industries
- Lack of job growth in 6 county region
- Low median household incomes
- High poverty rates, especially for youth and elders
- Limited access to family-supporting wage jobs
- Distance to commercial water ports (Green Bay)

#### **D. Future Sites for Business & Industry**

Most of downtown Lac du Flambeau was redeveloped between 1995 and 2005. The casino opened in 1996 on land that was a grade school and athletic fields. A new grocery store and strip mall were built. The tribe reconstructed all the downtown roads, and added new street furniture. Most of the land in downtown is owned and managed by the tribe. Quarries have a built-in redevelopment mechanism via reclamation regulations. Most existing quarries within the Town have a number of years of life left. Reclamation to a useable state is required upon closure of any quarry. A new industrial park and technology center are also in the planning process.

Future businesses and industrial land uses will be directed to the unincorporated communities of Keshena, Neopit and Zoar in the Menominee Reservation . The Future 2030 Framework Map identifies properties that are currently undeveloped and available. No distinction has been made to distinguish ownership or jurisdiction (Trust vs Fee).

In 2003 the Sokaogon Chippewa Community and the Forest County Potawatomi purchased what is known as the Crandon Mine site. This nearly three thousand acre property is primarily wooded and undeveloped. Planning for the use of this property represents an historic opportunity for the Sokaogon people. Purchase of the Crandon Mine expanded the Sokaogon Community's land holdings by 43%. Although maintaining current patterns of residential and commercial development is probably the most sustainable alternative, this land offers the possibility of a substantial increase in tribal forestry enterprises.

#### *Brownfield Redevelopment*

Brownfield's are sites where development or redevelopment is complicated by real or perceived hazardous substances, pollutants, or contamination. Knowing the location of Brownfield's and the extent of pollution greatly improves the likelihood that these sites will be redeveloped.

The Wisconsin Department of Natural Resources (WDNR) Bureau of Remediation and Redevelopment maintains a listing of Brownfield's and contaminated sites. The WDNR Environmental Cleanup and Brownfield Development website lists 3 open entries for the Nijii Enterprise Community. These entries are classified as Leaking Underground Storage Tank (LUST). Open is defined as "Spills, LUST, ERP, VPLE and Abandoned Container activities in need of cleanup or where cleanup is still underway" The clean-up of Brownfield sites is to be managed by the tribe as the DNR does not have authority on tribal lands. The tribe's entries, corresponding categories and status are described in further detail below:

Lac du Flambeau Reservation:

- LUST: Francois, Ken Property. 1870 W STH 47 Lac du Flambeau, NE ¼ of the NW ¼ of Sec. 19, T40N, R06E. Vapor Intrusion.  
Last Action September 7, 2011

Menominee Reservation:

- LUST: Boivin Oil Co. HWY 47 Village of Neopit , South of Intersection East Avenue. Public Land Survey: NE ¼ pf the SE ¼ of Sec 20, T29N, R14E. Discharge of petroleum.  
Last action: March 20, 2014

Mole Lake Reservation:

- LUST: Hoffman Site. STH 55 & CTH M Mole Lake. NW ¼ of the NW ¼ of Sec 34, T35N, R12E. Vapor Intrusion.  
Last Action: September 7, 2011

## **E. Economic Development Programs**

The following is a brief listing of federal, state, regional and local resources and programs to assist economic development efforts in the Region. This list is only a summary of some of the programs available, and provides the most current program information. The reader should seek current information on any of the programs listed.

### Federal Programs:

#### ***Economic Development Administration (EDA):***

The EDA is part of the U.S. Department of Commerce focusing on providing financial assistance to meet the economic development needs of distressed communities. EDA works with states, Regions, and communities to assist in the creation of wealth and minimize poverty using capacity-building and planning techniques as well as research grants and strategic initiatives. All EDA investments must be targeted in areas that demonstrate need or economic distress



and, out of those qualifying communities; assistance is directed toward those projects that will generate long-term economic growth.

EDA's programs include:

1. Public Works Program – empowers distressed communities to revitalize, expand, or upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Examples of past investments include water and sewer facilities, industrial access roads, rail spurs, port improvements, skill-training facilities, technology related infrastructure, as well as the demolition, renovation, and construction of publicly owned facilities.

2. Economic Adjustment Program – assists state and local interests in the design and implementation of strategies to adjust or bring about a change in economy due to industrial or corporate restructuring, natural disaster, reduction in defense expenditures, depletion of natural resources, or new federal laws or requirements.

3. Technical Assistance Program – often supports feasibility studies on potential economic development projects to help fill the knowledge and information gaps that may prevent local leaders in distressed areas from making optimal decisions on economic development issues. Often these studies involve evaluations of proposals for industrial parks or business incubators. Sometimes, however, these funds may be used to sponsor conferences, develop revitalization plans, or to establish Geographic Information Systems for local planning and development purposes.

***U.S. Small Business Administration (SBA):***

The SBA provides financial, technical, and management assistance to help citizens start, run, and grow their businesses. The SBA has many programs focused primarily on making business loans and providing counseling and training programs for small businesses.

SBA's Certified Development Company (504) Loan Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings. 504 loans can be used to fund land purchases and improvements, grading, street improvements, utilities, parking lots and landscaping, construction of new facilities, or modernization, renovation, or conversion of existing facilities. A Certified Development Company (CDC) is a nonprofit corporation set up to contribute to the economic development of its community. The Region utilizes the statewide Wisconsin Business Development Finance Corporation to access this program.

***U.S. Department of Agriculture, Rural Development:***

USDA Rural Development provides a wide range of programs to assist in community and economic development in farm and rural areas across the US. While the USDA's housing, empowerment, and utility programs are beneficial to the stability of communities, it is their business and cooperative programs that are the most directly applied to economic development.

1. Business and Industry (B&I) Guaranteed Loan Program - helps create jobs and stimulates rural economies by providing financial backing for rural businesses. This program provides guarantees up to 90 percent of a loan made by a commercial lender. Loan proceeds may be used for working capital, machinery and equipment, buildings and real estate, and certain types of debt refinancing. The primary purpose is to create and maintain employment and improve the economic climate in rural communities.

2. Intermediary Relending Program (IRP) – finances business facilities and community development projects in rural areas. This is achieved through loans made by the Rural Business-Cooperative Service (RBS) to intermediaries. Intermediaries re-lend funds to ultimate recipients for business facilities or community development. Intermediaries establish revolving loan funds so collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

3. Rural Business Enterprise Grants (RBEG) Program – available to public bodies, private nonprofit corporations, and Federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area.

4. Rural Business Opportunity Grant (RBOG) – promotes sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.

**State Programs**

***Department of Administration:***

The Division of Housing, within the Department of Administration, offers a broad range of financial and technical assistance to improve and expand housing, increase affordable housing opportunities and provide services to people without housing. The variety of federal and state

programs it manages benefits persons with disabilities, low and moderate income residents and homeless populations. The Division of Housing partners with local governments, homeless service providers, developers and housing organizations throughout the state to improve housing conditions for low to moderate income Wisconsin residents. It distributes over \$30 million annually.

Community Development Block Grant (CDBG) – Economic Development Program: Grant funds are awarded to local governments to assist businesses to create or retain jobs for individuals with low and moderate incomes. Examples of eligible projects include: business loans to expand facilities or purchase equipment, specialized employee training, or business infrastructure projects.

Community Development Block Grant (CDBG) – Public Facilities: These funds help support infrastructure and facility projects for communities. Some examples of eligible projects include streets, drainage systems, water and sewer systems, sidewalks, and community centers.

Community Development Block Grant (CDBG) – Planning Program: These grant funds support community efforts to address improving community opportunities and vitality. Grants are limited to projects that, if implemented, would meet a CDBG National Objective.

Community Development Block Grant (CDBG) – Affordable Housing Funds: These grant funds help communities improve and expand the supply of affordable housing for low- and moderate-income families. Eligible activities include housing rehab, homeownership assistance, and acquisition, demolition, or site improvements for construction of affordable housing.

Community Development Block Grant (CDBG) -- Emergency Assistance (EAP) Funds: This grant fund program assists communities that are working to recover from a recent natural or manmade disaster. Eligible activities include: repair of disaster-related damage to dwellings, assistance to purchase replacement dwellings, and repair and restoration of public infrastructure and facilities.

Customized Labor Training (CLT): The CLT program can provide grants to help cover a portion of the costs associated with training employees on new technologies, industrial skills or manufacturing processes. Eligibility is typically limited to those companies that are making capital investments in new technologies that subsequently necessitate the training of existing or new employees.

Economic Development Tax Credits/ Job Tax Credits: Tax credits for companies remaining, expanding or relocating.

***Wisconsin Economic Development Corporation:***

The Wisconsin Economic Development Corporation is the state's primary department for the delivery of integrated services to businesses. Their purpose is to 1) foster retention of and creation of new jobs and investment opportunities in Wisconsin; 2) foster and promote economic business, export, and community development; and 3) promote the public health, safety, and welfare through effective and efficient regulations, education, and enforcement.

Brownfield Grants: Grants to local governments, businesses, non-profits and individuals for developing commercial and industrial sites that have been adversely affected by environmental contamination.

Brownfield Site Assessment Grant: Grant funds to approved projects to assist local governments with conducting initial environment assessment and demolition activities on an eligible abandoned, idle, or underutilized industrial or commercial site.

Business Opportunity Loan Fund: Financing options ranging from loans to loan guaranties for businesses making investments to expand in or relocate to Wisconsin.

Workforce Training Grants: Developed to assist businesses in workforce retention and expansion into new markets and technology, training grants provide funds to businesses planning to upgrade or improve the job-related skills of its full-time employees.

Idle Industrial Sites redevelopment Program: Highly competitive program offering grants to Wisconsin communities for the implementation of redevelopment plans for large industrial sites that have been idle, abandoned, or underutilized for at least five years.

Impact Loan Program: Forgivable loans to businesses with expansion projects providing job creation or retention; capital investment; and significant impact.

The Industrial Revenue Bond (IRB) Program: The IRB program involves an allocation of Federal tax-exempt status on bonds that will be issued by a business to finance an expansion project. By classifying the bonds as tax exempt, the company is able to offer the bonds at a reduced interest rate. Although this program is heavily utilized, its use is limited to small and mid-size manufacturers with strong financial statements.

*Enterprise Zone Program:* The State of Wisconsin provides tax incentives to new or expanding businesses whose projects will affect distressed areas. The zone is "site specific" and applies to only one business. Projects must affect distressed areas suffering from high unemployment, low incomes, declining population, declining property values, and plant closings and that have high numbers of people on public assistance. Businesses earn credits only by creating new full-time jobs or by conducting environmental remediation on a "Brownfield" site. The Region currently has four designated enterprise zones and all are located in the central sub-Region. They are: *Renaissance Learning* in Wisconsin Rapids; *Award Flooring*, and *Marathon Electric* in Wausau; and *Lands' End* in Stevens Point.

**Capacity Building Grants:** Grants to assist local and Regional economic development groups to create an advanced economic development network within the state.

**Certified Sites Program:** Consistent standards developed for Wisconsin sites consisting of at least 50 contiguous, developable acres signaling that key approvals, documentations and assessments for industrial uses are already in place.

**Capital Catalyst Program:** Grants to local organizations that contribute matching dollars to locally-managed seed fund for investments in high-growth, technology based companies.

**Qualified New Business Venture (QNBV):** Early stage businesses developing innovative products, processes or services may be designated as QNBVs by the Wisconsin Economic Development Corporation (WEDC). This designation allows eligible angel investors and qualified venture capital funds to receive a tax credit based on their equity investment.

**Technology Development Loan Program:** Flexible lending program designed to assist high-tech startup and emerging growth companies in financing the development and launch of innovative products and services.

**Seed Accelerator Program:** Grants to local organizations that operate mentor-driven business modeling training programs to provide funds to participating start-ups.

**Export Technical Assistance:** Assistance to expand the sale of Wisconsin-made products outside of the United States and to help companies develop an export strategy.

**ExporTech:** Export acceleration program to help Wisconsin companies expand their global market reach through targeted export strategy development and execution.

Global Business Development Grants: Grant funding to support the growth and expansion of exports by Wisconsin companies.

Main Street Program: This program helps communities organize to revitalize their downtowns. The Main Street program promotes a four-pronged approach of: organization, promotion, design, and economic restructuring. State assistance includes training for community-based program managers, workshops, on-site visits, and on-going technical support.

Community Investment Grant Program: The Community Development Investment Grant Program will support redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community driven efforts. Successful recipients will demonstrate significant, measurable benefits in job opportunities, property values and/or leveraged investment by local and private partners.

***Wisconsin Department of Workforce Development (DWD):***

DWD offers programs in vocational rehabilitation, employee training, child care establishment, and adult apprenticeship programs in construction, services, and industrial/manufacturing activities, among others.

***Wisconsin Department of Natural Resources (DNR), Bureau of Remediation and Redevelopment:***

The DNR provides a comprehensive and new streamlined program that consolidates state and federal cleanups into one program (e.g., hazardous waste cleanup, underground storage tank investigation & cleanup, spill response, state-funded clean ups, and Brownfield sites). Assistance is also provided to businesses seeking to clean up and re-use existing Brownfield sites for commercial, public or green space uses. The DNR also inventories Brownfield sites through their Tracking System (BRRTS) and Geographic Information (GIS) registry. These databases connect to statewide information about contaminated sites, spills, cleanups and other data.

***Wisconsin Housing and Economic Development Authority (WHEDA):***

WHEDA is responsible for a number of housing and economic development functions. WHEDA works with local and state economic development professionals, businesses, and lending institutions to help an individual expand or modernize a farm or business. Loan Guarantees, direct loans, New Market Tax Credits, and interest rate subsidies are utilized within a financial package to help ensure that the project has the best chance for long term success.

***Other state resources include:***

Impact Seven, Inc., is one of more recognizable statewide organizations that provide micro-loans for small business start-ups and expansions (Source: [www.impactseven.org](http://www.impactseven.org)) The Wisconsin Women’s Business Initiative Corporation (WWBIC) also provides micro-loans to predominately women, people of color, and those with lower incomes (Source: [www.wwbic.com](http://www.wwbic.com)). The Wisconsin Business Development Finance Corporation provides financial assistance and resources to business and lenders throughout the state (Source: [www.wbd.org](http://www.wbd.org)).

**Regional Programs**

***North Central Wisconsin Regional Planning Commission (NCWRPC):***

The North Central Wisconsin Regional Planning Commission is a designated Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration. Under this designation, the Commission maintains a continuous process of planning assistance that supports the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income. The NCWRPC provides services such as: economic research, marketing, financial packaging, evaluation and analysis of public infrastructure needs that support private economic development activity, and works with local units of government to maintain eligibility for certain grants.

***North Central Wisconsin Development Corporation (NCWDC):***

The North Central Wisconsin Development Corporation (NCWDC) is a Regional organization created for the purpose of managing two Regional revolving loan funds. Currently businesses in the following counties are eligible: Adams, Forest, Juneau, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood. The NCWDC is a non-profit organization and is staffed by NCWRPC. One fund was funded by USDA- Rural Development using the Intermediary Relending Program (IRP) and the other was funded by a grant from HUD.

***Small Business Development Centers:***

The Wisconsin Small Business Development Centers (WSBDC) and The Wisconsin Small Business Development Center Network (WSBDC) includes 12 business assistance centers and three specialty service centers for small businesses and entrepreneurs. Associated with four-year campuses of the University of Wisconsin system, the WSBDC assistance centers provide free one-on-one counseling and moderately-priced training programs designed to promote local entrepreneurship and small business growth.

***North Central Wisconsin Workforce Development Board (NCWWDB):***

North Central Wisconsin Workforce Development Board (NCWWDB) is a public/private partnership between government and business that plans, administers and coordinates Workforce Investment Act (WIA) employment and training programs in the nine counties of Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood. This region is known as Workforce Development Area 6. The NCWWDB purpose is to provide policy, planning, oversight and funding for local workforce development programs and address workforce issues as they emerge within our region.

***Central Wisconsin Economic Development (CWED):***

County and local CDBG funded revolving loan funds from Adams, Forest, Lincoln, Marathon, Portage, Vilas and Wood Counties, and many local communities in those counties have consolidated their funds into one managed fund. By regionalizing the funds, numerous benefits have resulted including removal of some limiting federal regulations. A board of directors was established to provide general oversight. Local loan review committees work at the local level to lend these funds.

***Grow North:***

Grow North is a volunteer private/public organization dedicated to the economic development in eight counties of northern Wisconsin. The Grow North Region consists of Forest, Florence, Marinette, Lincoln, Langlade, Oconto, Oneida, and Vilas Counties. The region has vast resources and recreational opportunities. Grow North is a membership driven organization whose partners recognize the importance and value of collaboration to ensure that the Grow North region remains competitive in the global economy.

**County & Local Programs:**

Five of the six counties have full-time economic development organizations. The five staffed countywide development corporations are: Forest County Economic Development Partnership, Langlade County Economic Development Corporation, Oneida County Economic Development Corporation, Shawano County Economic Progress, Inc., and Vilas County Economic Development Corporation. These corporations were created to assist local economic development activities throughout the Region.

In addition to those countywide organizations listed above, many individual communities have their own development groups; some are associated with chambers of commerce, while others are local development or redevelopment corporations/authorities..



# CHAPTER FOUR: TRANSPORTATION

## A. Introduction

The transportation system supports safe, convenient, and comfortable access and travel for all users within the Niijii Enterprise Community. A complete transportation system not only creates a healthy transportation system for its users, it supports the area land use and economic vitality. Transportation planning has a significant impact on the guided, predictable growth of an area. It can act as a key component for economic development as well as provide the safe and efficient movement of people and goods. The complete transportation system that increases livability is comprised of many components: modes (roads, pedestrian paths, bicycle paths, transit systems, railroads, waterways, and airports). In a well-planned transportation system, all of these modes are acknowledged and specifically planned for. The transportation chapter identifies highways within the three tribal communities by function and incorporates state, regional and other applicable transportation plans, including transportation corridor plans, county highway functional and jurisdictional studies, urban area and rural area transportation plans, airport master plans and rail plans that apply in to the Niijii Enterprise Community.

## B. Highways and Trucking

### *Highways*

The road network within the Niijii Enterprise Community reservation boundaries are grouped into functional classes based on the intended service. The entire transportation network works together to move traffic from one point to another. Functional classification defines the flow of traffic through the transportation network by identifying the role a particular road plays. A transportation system is made up of urban or rural arterials, collectors and local roads. Arterials move high volumes of traffic through the system, while local roads connect to the various land uses. Collectors work to bring traffic from the local roads to the arterials. Arterials are further classified as principal or minor and collectors as major or minor. Principal refers to arterials that service the region like state or interstate highways and minor refers to arterials that service the corridor, that link cities and large towns. Major refers to collectors that move traffic from larger towns and special generators (schools, business parks, parks) to arterials and minor refers to collectors that move traffic from local roads and small generators to major collectors. MAPS 21-23 show the main transportation routes in each reservation.

### *Principal Arterials*

Principal arterials serve interstate and interregional trips. These routes generally serve all urban areas with populations greater than 5,000. Rural principal arterials are further subdivided into 1) interstate highways and 2) other principal arterials.

Principal Arterials in the three reservations are:

- Lac du Flambeau Reservation: U.S. Highway (USH) 51
- Menominee Reservation: None
- Mole Lake Reservation: None

#### *Minor Arterials*

Minor Arterials accommodate interregional and county-to-county traffic, often in conjunction with principal arterials.

Minor Arterials in the three reservations are:

- Lac du Flambeau Reservation: State Trunk Highway (STH) 70
- Menominee Reservation: State Trunk Highway (STH) 47 and 55
- Mole Lake Reservation: State Trunk Highway (STH) 55

#### *Major Collectors*

Major Collectors provide service to moderate sized communities and other intra-area traffic generators. Major collectors often link those generators to nearby larger population centers or higher function routes.

Major Collectors in the three reservations are:

- Lac du Flambeau Reservation: State Trunk Highway (STH) 47, part of County Trunk Highway (CTH) D, and CTH H
- Menominee Reservation: County Trunk Highway (CTH) M and CTH VV
- Mole Lake Reservation: State Trunk Highway (STH) 55, County Trunk Highway (CTH) B, CTH Q, CTH S, CTH DD, Pickeral Lake Road and Sand Lake Road.

#### *Minor Collectors*

Minor Collectors take traffic from local roads and provide links to all remaining portions of smaller communities and connect to other higher function roads listed above.

Minor Collectors in the three reservations are:

- Lac du Flambeau Reservation: Part of County Trunk Highway (CTH) D, Little Trout Road and Indian Village Road
- Menominee Reservation: County Trunk Highway (CTH) AA
- Mole Lake Reservation: County Trunk Highway M and Shore Drive

#### *Local Roads*

Local roads provide direct access to residential, commercial and industrial developments. All roads not classified as arterials or collectors are local.

#### *IRR Roads*

Indian Reservation Roads (IRR) is a system of roads consisting of nearly 33,000 miles of public roads and 940 bridges owned by the Bureau of Indian Affairs (BIA) and Tribal governments and over 61,000 miles of public roads owned by State and local governments and other entities. The


IRR system is part of the IRR Program, which was established by the Surface Transportation Assistance Act of 1982. The IRR Program addresses transportation needs of over 560 Indian Tribes and Alaska Native Villages by providing funds for planning, designing, construction, and maintenance activities. The program is jointly administered by the Federal Highway administration's Office of Federal Lands Highway (FLH) and the Bureau of Indian Affairs (BIA) in accordance with a memorandum of understanding. The IRR system provides safe and adequate transportation and public access to, within, and through Indian reservations for Native Americans, visitors, recreational users, resource users, and others, while contributing to the health and safety and economic development of Native American communities.

Indian Reservation Roads in the three reservations are:

- Lac du Flambeau Reservation: None
- Menominee Reservation: 506 miles of illegible roads
- Mole Lake Reservation: Indian Route 10

# Lac du Flambeau Transportation Infrastructure

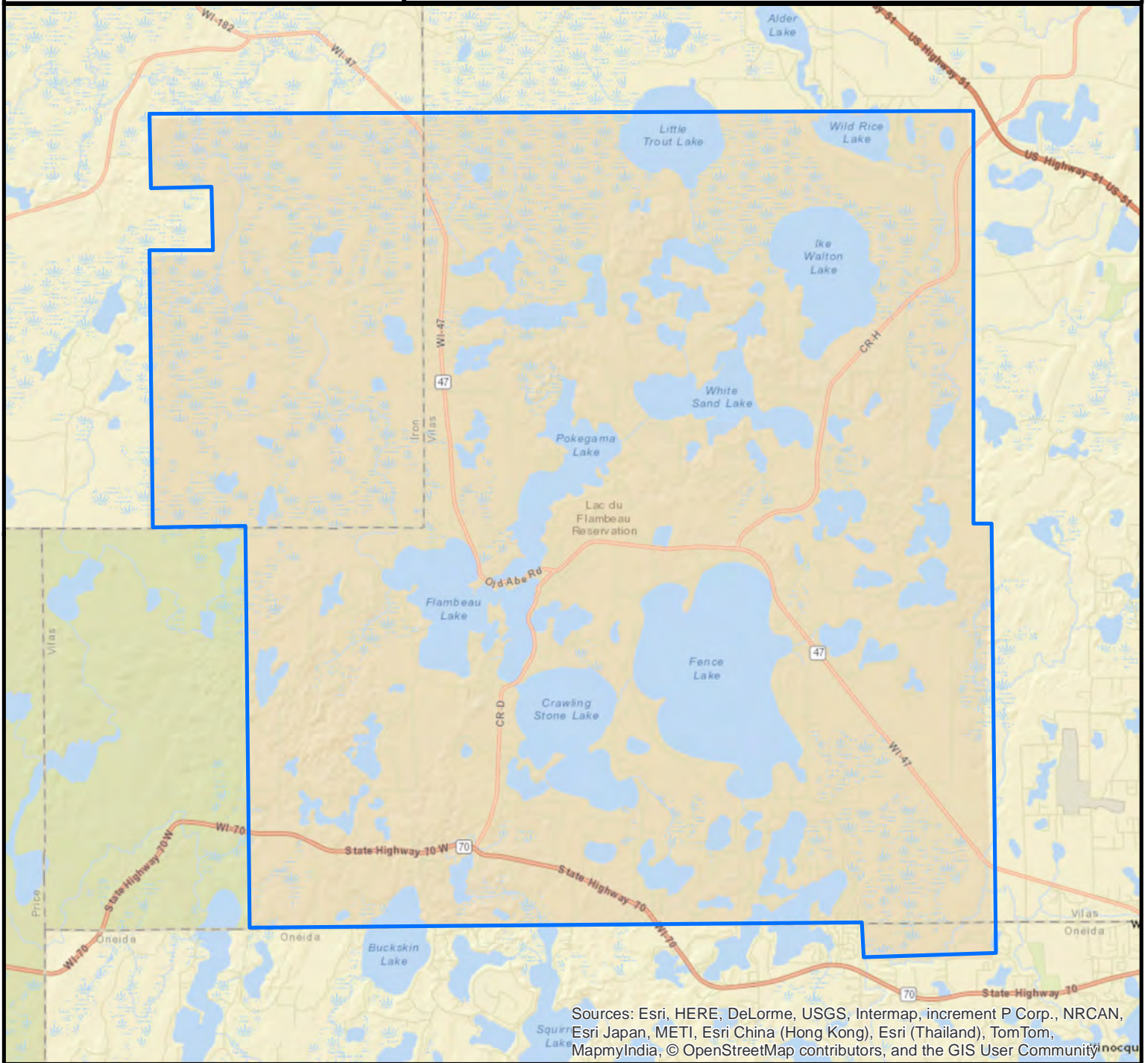
## Legend

 Tribal Boundary



0 0.5 1 2 3 4 Miles


Map Prepared By: North Central Wisconsin Regional Planning Commission

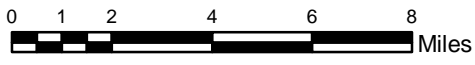
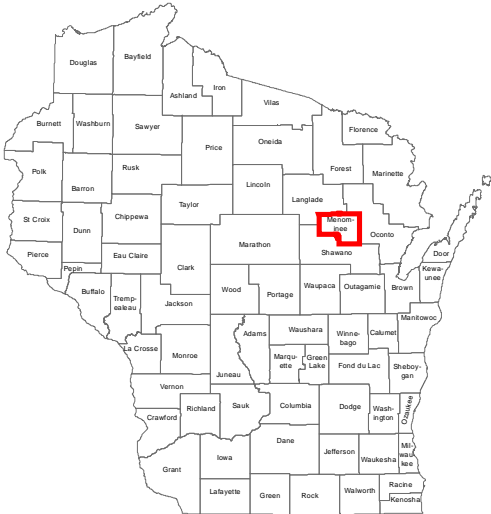


Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

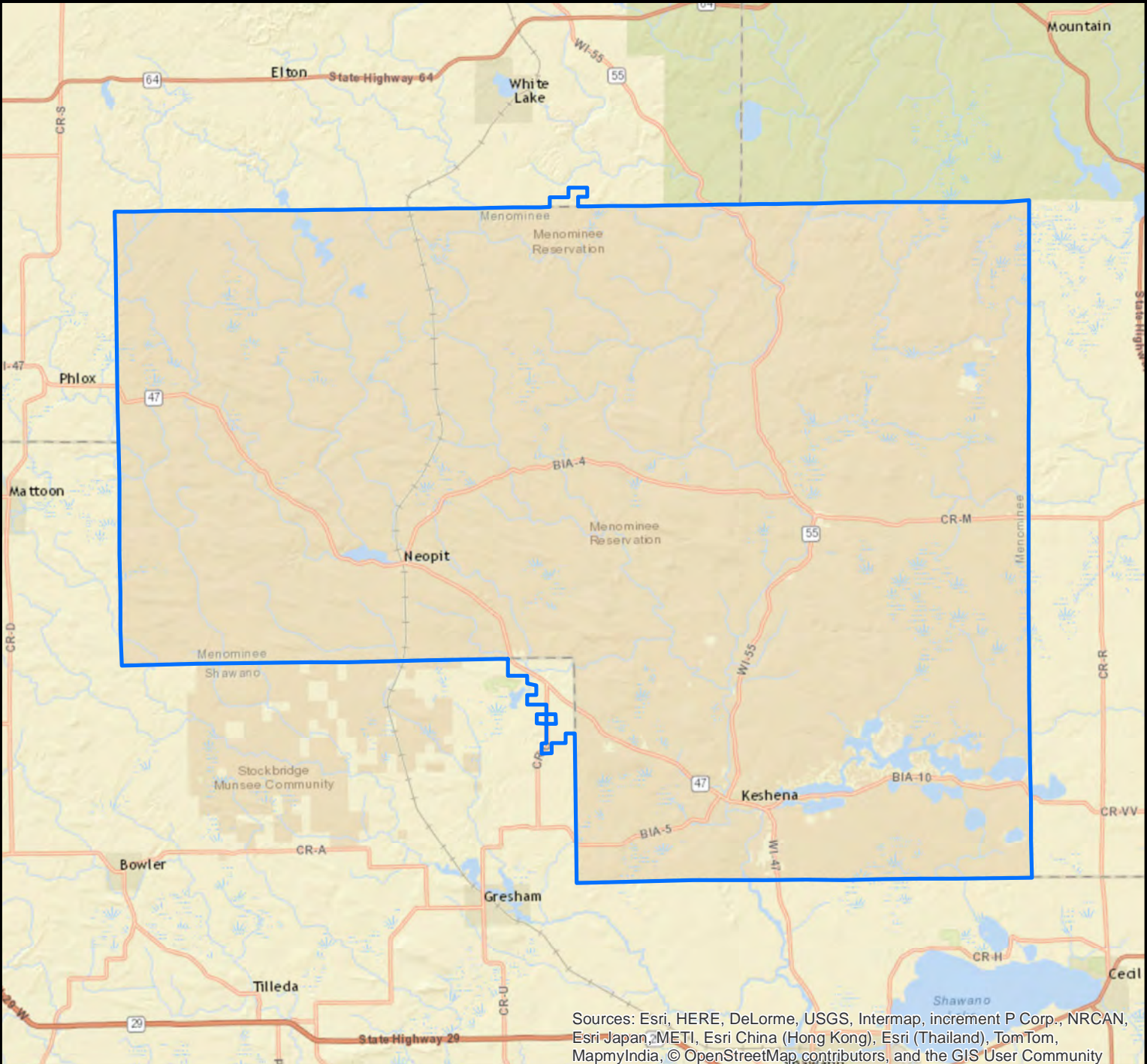
# Menominee Transportation Infrastructure

## Legend

 Tribal Boundary



Map Prepared By: North Central Wisconsin Regional Planning Commission

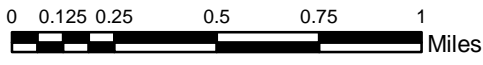


Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

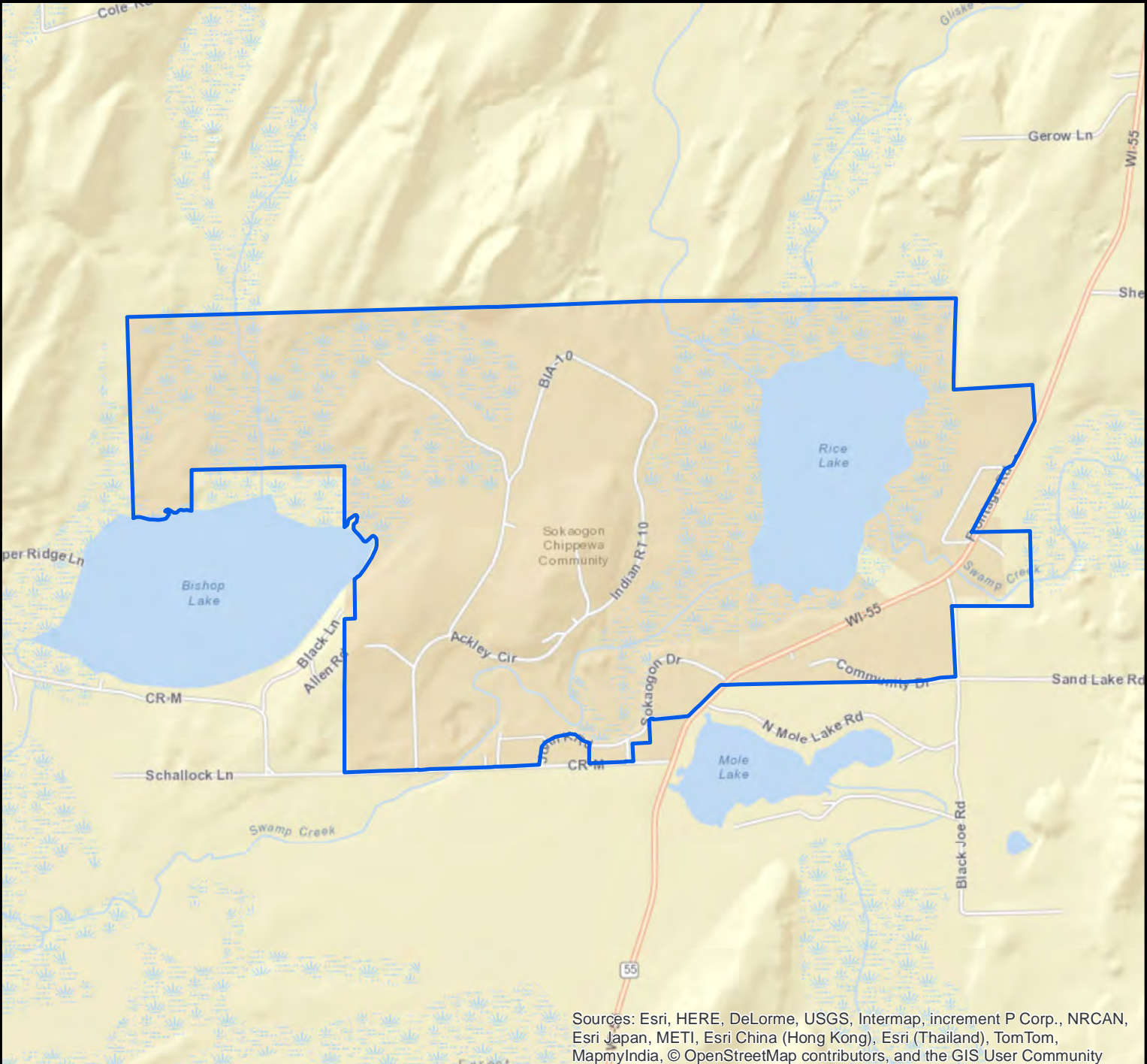
# Map 23 Mole Lake Transportation Infrastructure

## Legend

 Tribal Boundary



Map Prepared By: North Central Wisconsin Regional Planning Commission



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

## *Trucking*

The WisDOT truck operator map identifies the Wisconsin highways for operation of vehicles and combinations of vehicles where the overall lengths of which cannot be limited—official designated highways. Trans. 276 clarifies other statutory provisions or federal rules affecting the weight, width, and length of vehicles and combinations of vehicles, and the number of vehicles in combination. County trunk highways limit semi-truck travel when they are posted with weight limits in spring. When county trunk highways do not have posted weight limits, then basic semi-trucks are allowed. Local truck routes often branch out from these highways to link local industry with the official designated state highways as well as for the distribution of commodities with the local area. Mapping these local truck routes is beyond the scope of this plan, and local issues such as safety, weight restrictions, and noise impacts play significant roles in the designation of local truck routes.

Designated trucking routes in the reservations are:

- Lac du Flambeau Reservation: STH 70 is an official designated highway for truck traffic. STH 47 is another state highway
- Menominee Reservation: Two 65 foot Restricted Truck Routes (48 foot trailers no double bottoms). STH 47 and STH 55
- Mole Lake Reservation: STH 55

## **C. Railroad**

Direct passenger service and freight service is not currently offered in the Nijii Enterprise Community at this time.

## **D. Air Transportation**

### *Lac du Flambeau Reservation*

The Lakeland Airport/Noble F. Lee Memorial Field (ARV) is cooperatively owned and operated by the Towns of Minocqua, Woodruff, Arbor Vitae, and Lac du Flambeau. ARV is located within the Town of Arbor Vitae near the southeast corner of Lac du Flambeau. This transport/corporate airport is intended to serve corporate jets, small passenger and cargo jet aircraft used in regional service, and small airplanes (piston or turboprop) used in commuter air service. The only difference between a transport/corporate airport and a commercial airport is that the commercial airport has scheduled passenger service.

Frank's Seaplane Base (4P5) seaplane base is open to the flying public, and operates on Squaw Lake, which is in Vilas and Oneida Counties. The land address is: 13726 Crissie Lane, Lac Du Flambeau, WI 54538.

The Rhinelander/Oneida County Airport (RHI) in Rhinelander is a short haul air carrier airport. This airport serves scheduled, nonstop, airline markets and routes of less than 500 miles. Mesaba Airlines d.b.a. Northwest Airlinck, provides daily scheduled service to Minneapolis/St Paul, and Midwest Airlines provides daily scheduled service to Milwaukee, WI.

The Gogebic-Iron County Airport (IWD) in Ironwood is a short haul air carrier airport. This airport serves scheduled, nonstop, airline markets and routes of less than 500 miles. Midwest Airlines provides daily scheduled service to Milwaukee, WI.

#### *Menominee Reservation*

Menominee Reservation is served by airports outside of the County. Outagamie County (Greenville, WI), Austin Straubel International (Green Bay, WI), and Central Wisconsin (Mosinee, WI) provide the nearest regional services. These airports are regional facilities offering scheduled passenger air service, charter air service, and air freight express services. General Mitchell International Airport in Milwaukee, WI provides the most numerous passenger service options and non-stop flights, but is also the furthest away at approximately 170 miles.

#### *Mole Lake Reservation*

The Rhinelander/Oneida County Airport (RHI) in Rhinelander is the closest public airport to Mole Lake. RHI is an air carrier / air cargo airport, which is designed to accommodate virtually all aircraft. Airports in this category are usually referenced by the type of air carrier service provided—RHI is a short haul air carrier airport. This airport serves scheduled, nonstop, airline markets and routes of less than 500 miles. Short haul air carriers typically use aircraft weighing less than 60,000 pounds, and use primary runways with a length between 6,500 to 7,800 feet.

The Crandon Municipal Airport (Y55), which lies partly in Nashville, is a basic utility (BU-A) airport that is designed to accommodate aircraft of less than 6,000 pounds gross weight, with approach speeds below 91 knots and wingspans of less than 49 feet. Such aircraft are typically single-engine piston.

### **E. Water Transportation**

There are currently no commercial ports in the Nijii Enterprise Community. Water is an important recreational feature in Menominee Reservation and Lac du Flambeau Reservation. Mole Lake Reservation has a variety of streams and lakes within the town that include boat launches.



## **F. Transit and Transportation for the Disabled**

### *Lac du Flambeau Reservation*

There is a new tribal on-call transit available to the general public that has come into operation serving the reservation and town of Minocqua. Plans are to expand fixed routes to Rhinelander and Wausau in future years. The service provider is currently contracted to Menominee Transportation.

Specialized transit is transportation that is accessible to elderly and handicapped people. Vilas County has applied for several specialized transit vehicles for use among various non-profit providers that serve people in Lac du Flambeau.

The following groups provide specialized transit:

- Lakeland Retirement Foundation—Any elderly (60 and older) and handicapped people (any age) who do not drive are eligible. A \$5 co-payment is charged for up to a 5-mile round trip; \$6 for 6-10 miles; and \$7 for an 11-15 mile round trip. Advance reservation are required for this door-to-door van service that operates from 9:00 a.m.-4:00 p.m., Monday-Friday. Services are provided to Lac du Flambeau, Arbor Vitae, Hazelhurst, Lake Tomahawk, Woodruff, Minocqua, and St. Germain.
- Lac du Flambeau Seniors and Disabilities—Any elderly (60 and older) and handicapped people (any age) are eligible. This service is available to the general public when room is available. No passenger revenue is collected. Reservations are needed one day in advance for door-to-door service. Regular pick-ups are made in Lac du Flambeau to transport people to the nutrition center within the Wellness Center. All services operate from 8:00 a.m.-4:30 p.m., Monday-Friday. Occasional shopping and recreational trips out of town, and to the medical clinics are provided as needed.
- Vilas County Commission on Aging Escort—Any older adult (60 and older) and handicapped people (any age) are eligible. Letters are sent out at the end of each month requesting a donation for the number of miles the passenger was transported. Donations are not required for further service. Reservations are needed one day in advance for this door-to-door service that is provided on weekdays and weekends upon request.

### *Menominee Reservation*

Menominee transit service plays a vital role in the overall transportation system and in the lives of every tribal citizen; especially the elderly, youth, children at risk, low-income and auto less residents. The goal of the Menominee transit service is to provide transportation to allow people to travel to work on and near the reservation, to non-emergency medical and health needs and to travel to educational opportunities.

The MITW Department of Transit Services has been managing the transit needs of the community since 1982. The demand response routes divide the reservation into operating districts based on travel patterns and people living on the routes. Tribal members can make flag stops anywhere along the route, but most members schedule a pick-up for a particular route. The demand response routes provide service between Keshena, Neopit, Middle Village, Zoar, Shawano, South Branch, Highway VV, Wausau, Green Bay, Appleton, Milwaukee, Madison and demand response when driver and vehicle are available. All routes/trips are scheduled on a first come first serve basis.

Additional bus service is offered to the Menominee Casino in Keshena.

#### *Mole Lake Reservation*

The Forest County Commission on Aging coordinates driver-escort service to residents of Forest County, which includes Nashville. Forest County works with adjacent counties, like Langlade, to provide service where it is more cost effective. Escort drivers provide transportation to elderly and disabled residents of Forest County that qualify as a priority trip purpose. Travel includes both in and out of county travel, and generous volunteers have driven any day or time necessary.

There is no intercity bus service within Forest County or any surrounding counties.

### **G. Bicycling and Pedestrian**

Walking is emerging as an important exercise as well as mode of transportation. The Wisconsin Pedestrian Policy Plan 2020 outlines statewide and local measures to increase walking throughout the state as well as promote pedestrian safety and comfort. Pedestrians, by definition, are anyone who travels by foot. In addition, this definition has been extended to disabled persons who require the assistance of a mobility device. Pedestrian traffic can be difficult along highways where sidewalks are not present, safety measures are absent, or traffic volume is heavy.

#### *Lac du Flambeau Reservation*

All roads except freeways are available for bicycle and pedestrian travel. All sidewalks in Town are maintained by the Tribe, and most of them are in downtown.

The Bicycle Federation of Wisconsin along with WisDOT has determined what the bicycling conditions are on all county and state highways. Under current conditions, State Trunk Highway (STH) 70, and both County Trunk Highways (CTH) D & H, and State Trunk Highways 47 from the Town center to Woodruff are rated as "poor" for bicycle travel because of high traffic volumes and a narrow shoulder. However, the construction of wider paved shoulders along these highways would likely improve the condition rating for bicycling. STH 47 between the loop

route of Cemetery Road has moderate conditions for bicycling. CTH F, and STH 47 north of the Cemetery Road loop have the best conditions for bicycling.

No town roads were rated either good or bad for bicycle suitability, but many of them are paved and provide good connections for through traffic.

#### *Menominee Reservation*

The Wisconsin State Trails Network Plan, completed in 2001 provides a vision for establishing a comprehensive statewide trails network. The plan identifies existing and proposed trails and connections that would service as the main corridors or articles in the state. Menominee County is located in the Northeast Region. The trail proposed for Menominee County would follow the abandoned railroad corridor and is located within the reservation. More information is available at <http://dnr.wi.gov/org/land/parks/reports/trails/ner.html>.

WisDOT has made several recommendations for bicycle traffic (for Menomonee County) in the Wisconsin State Bicycle Transportation Plan 2020.2 As part of this plan, the Wisconsin State Bike Map is published and distributed through the Bicycle Federation of Wisconsin with information provided by WisDOT. Downloadable bike maps for each of Wisconsin's 72 counties are available on WisDOT's website. Each county map highlights the most favorable bicycling conditions while presenting the full continuum of roads. According the 2 Wisconsin State Bicycle Transportation Plan 2020. <http://www.dot.wisconsin.gov/projects/state/bike2020.htm> Wisconsin State Bike Map, the best conditions for bicycling in Menominee County are CTH VV, from the Shawano County line east to Keshena; CTH M, from Neopit east to Oconto County; CTH AA, north from South Branch to Oconto County; and STH 55 from CTH M north to Oconto County. Moderate conditions for bicycling include STH 47 from Neopit west to the Langlade County line; and STH 55 from Spirit Rock Road north to the northern intersection with CTH M. Undesirable conditions for bicycling are found on STH 55/47 from the Shawano County line, through Keshena; STH 47 from Keshena northwest to Neopit; STH 55 from Keshena north to Spirit Rock Road; and CTH VV from Keshena east to Moshawquit Road.

#### *Mole Lake Reservation*

As part of the Wisconsin Department of Natural Resources State trail Network Plan Forest County is developing Segment 56 from Argonne to Shawano, from the state plan. This abandoned rail corridor goes through the southeast section of Nashville. The Town has developed its own bike trail on Pickerel Lake Road.

On rural town roads where traffic volumes are less than 1,000 vehicles per day, generally no special improvements are necessary to accommodate bicycles. This "shared-use" concept applies to most roads. Bicyclists and pedestrians commonly utilize these town roads. Electric personal assistive mobility devices such as wheel chairs and scooters can utilize many of the same trails and roadways as cyclists and pedestrians.

## H. Mode of Transportation

The preferred mode of transportation to work in the Nijii Enterprise Community is the individual automobile. In all three reservations, over 85 percent of all workers aged 16 and over drive and car, truck or van to work on a daily basis, SEE TABLE 27. Lac du Flambeau has the highest total number of people driving to work with 1,135 people choosing this mode of transportation on a daily basis. Lac du Flambeau also has the highest percent of workers driving a car, truck or van with over 88 percent of their workforce choosing this mode, compared to 85 percent for both Menominee and Mole Lake Reservations. A lack of public transportation options are shown as very few people use this mode of transportation to get to and from work.

	Lac du Flambeau Reservation	Menominee Reservation	Mole Lake Reservation
Workers 16 years and over	1,289	853	115
Car, truck, or van	1,135	728	98
Public Transportation	0	14	8
Walked	92	69	9
Other means	12	2	0
Worked at home	50	40	0

Source: American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land

### *Access to Vehicle*

With a high percentage of workers using the car, truck or van to get to work and the lack of public transportation options, access to a vehicle is vital. Lac du Flambeau has the highest percentage of total occupied households with access to a vehicle at 90.7 percent, SEE TABLE 28. Mole Lake Reservation has the lowest percentage of total occupied households with access to a vehicle, 70.6 percent. However, 100 percent of owner occupied households in Mole Lake have access to a vehicle. All three reservations experience a significant drop in the percentage of renters who have access to a vehicle compared to owner occupied households. Mole Lake Reservation has the largest gap where only 67.5 percent of renters have access to a vehicle, a 32.5 percent difference. Less than 78 percent of all renters have access to a vehicle in the Nijii Enterprise Community. A significant decrease compare to owner occupied units where more than 94.6 percent of owner occupied households have access to a vehicle.

**Table 28: Access to Vehicle (2010)\*\***

	Lac du Flambeau Reservation	Menominee Reservation	Mole Lake Reservation
Tenure by vehicles available			
Occupied HU with vehicle available	90.7%	83.9%	70.6%
Owner Occupied HU with vehicle available	96.1%	94.6%	100.0%
Renter Occupied HU with vehicle available	78.3%	71.9%	67.5%

Source: American Community Survey 2006-2010

\*\* Data includes both reservation and off-reservation trust land

### *Access to Key Amenities*

As a result of the rural make-up of the Nijii Enterprise Community and the location of key amenities like grocery stores and medical care, access to a vehicle is crucial. Maps 24 to 27 show the proximity of key amenities like community centers, grocery stores, big box retail, and medical for each reservation. All major medical, big box shopping and grocery stores are located outside of the three reservations. Menominee reservation has secondary education located within the reservations boundaries, College of the Menominee Nation. Lac du Flambeau has 2 post-secondary options for the reservation; satellite locations for Nicolet Technical College and La Courtore (LCO) Tribal College. Mole Lake has a satellite location for Nicolet also. Satellite locations offer limited course offerings. The closest non-satellite secondary education option for both Lac du Flambeau Reservation and Mole Lake Reservation is Nicolet Area Technical College, 38.8 miles and 32.1 miles away respectively. Mole Lake Reservation also has the farthest distance to a medical facility, 36.5 miles to Langlade Memorial Hospital. All three reservations have decent access (less than 15 miles) to a post office and department of motor vehicles. TABLE 29 shows distances to key amenities for each reservation.

	<b>Lac du Flambeau Casino (1)</b>	<b>Mole Lake Casino (2)</b>	<b>Menominee Tribal Enterprises (3)</b>	<b>Menominee Casino (4)</b>
<b>Grocery Store</b>	Save More Market Place, Minocqua	Schaefers Food Mart	Country Store Foods	Country Store Foods
	13.6 miles	7.9 miles	20.0 miles	6.21 miles
<b>Big Box</b>	Walmart, Minocqua	Shopko, Rhinelander	JC Penny, Shawano	JC Penny, Shawano
	13.50 miles	26.26 miles	20.8 miles	6.9 miles
<b>Medical</b>	Howard Young Medical Center	Langlade Memorial Hospital	Shawano Medical Center	Shawano Medical Center
	12.46 miles	36.5 miles	19.5 miles	5.69 miles
<b>Education</b>	Nicolet Area Technical College & LCO College	Nicolet Area Technical College, Rhinelander	College of the Menominee Nation	College of the Menominee Nation
	38.8 miles	32.1 miles	16.0 miles	7.9 miles
<b>County Government</b>	County Gov, Eagle River	County Gov, Forest County, Crandon	County Gov, Menominee County, Keshena	County Gov, Menominee County, Keshena
	37.7 miles	7.9 miles	11.4 miles	2.4 miles
<b>Post Office</b>	Lac Du Flambeau Post Office	Crandon Post Office	Neopit Post Office	Keshena Post Office
	0.7 miles	7.9 miles	0.1 miles	2.3 miles
<b>DMV</b>	Minocqua service center	Crandon Service Center	Keshena Service Center	Keshena Service Center
	14.5 miles	7.9 miles	12.7 miles	1.1 miles

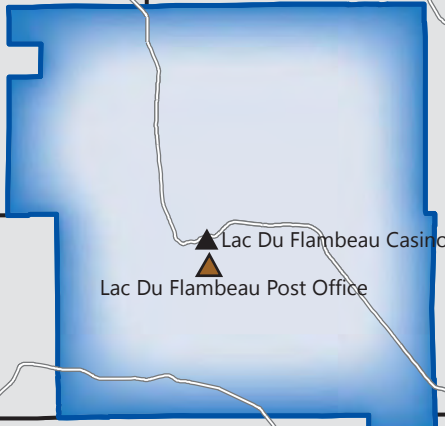
\* Grocery store required to have at least 10 employees

# Lac du Flambeau Reservation - Key Amenities

Map 24

*Iron*

*Vilas*



Lac Du Flambeau Casino

Lac Du Flambeau Post Office

Vilas County Government

70

Wal-Mart

Howard Young Medical Center

Save More Market Place

Minocqua service center

*Price*

*Oneida*

- ▲ Community Center
- Grocery Store
- Big Box
- ✚ Medical
- ▩ Secondary Education
- ◆ County Government
- ▲ Post Office
- ⬢ DMV

51

47

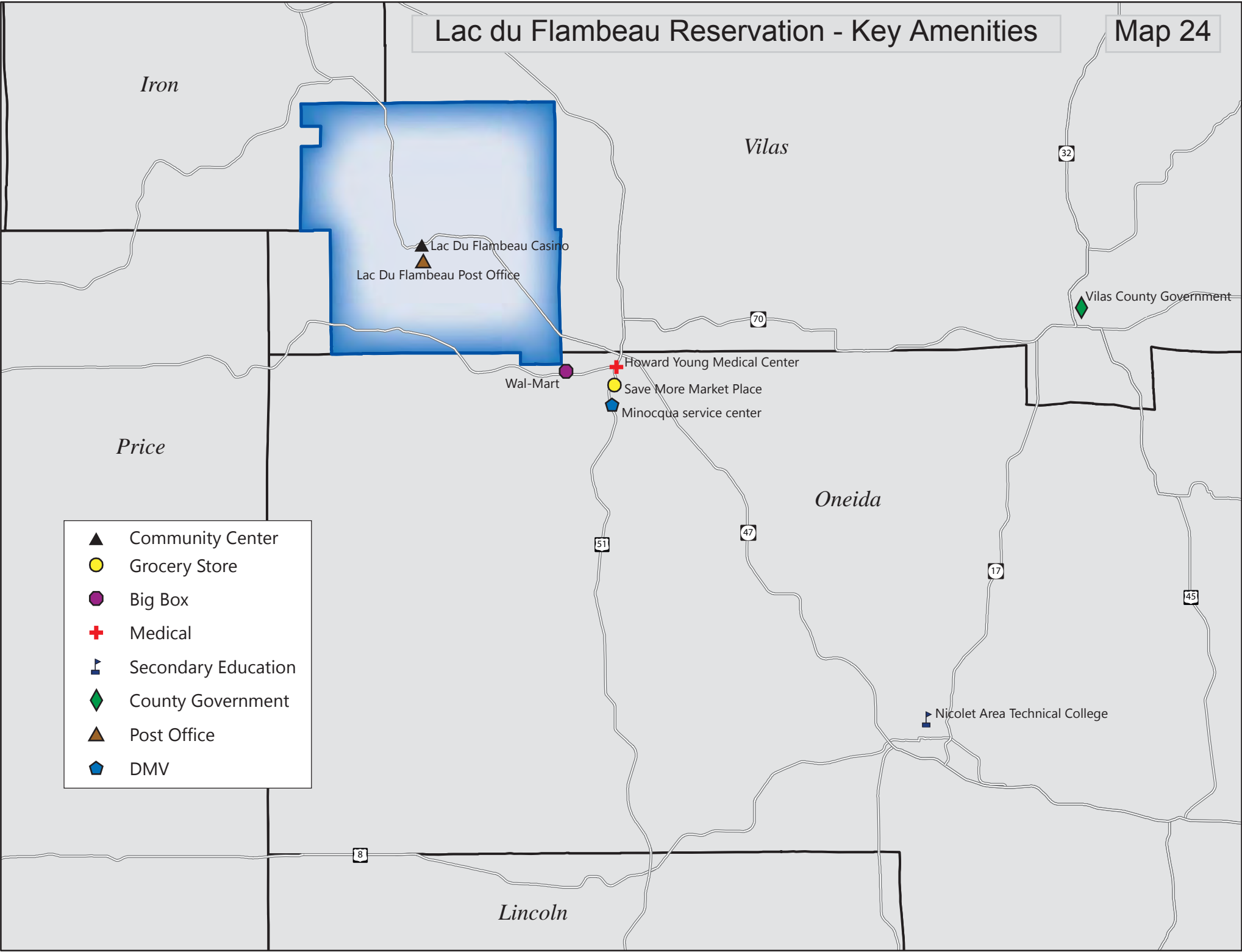
17

45

Nicolet Area Technical College

8

*Lincoln*



# Menominee Reservation - Key Amenities 1 of 2

Map 25

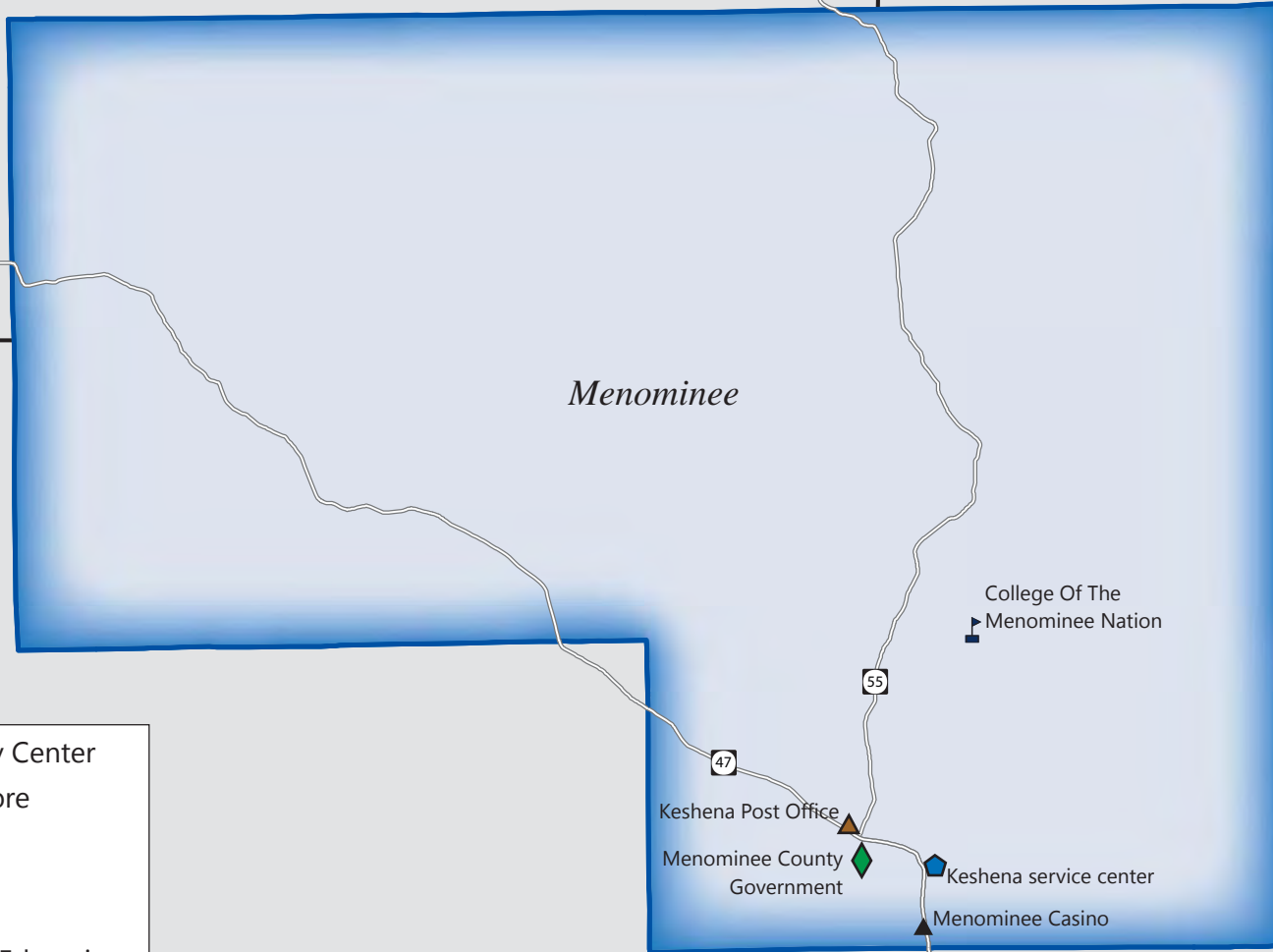
*Langlade*

*Menominee*

*Oconto*

*Shawano*

- ▲ Community Center
- Grocery Store
- Big Box
- ✚ Medical
- 🎓 Secondary Education
- ◆ County Government
- ▲ Post Office
- 🏠 DMV



Keshena Post Office  
Menominee County  
Government

College Of The  
Menominee Nation

Keshena service center  
Menominee Casino

Shawno Medical Center  
Country Store Foods  
JC Penny



# Menominee Reservation - Key Amenities 2 of 2

Map 26

*Langlade*

*Menominee*

*Oconto*

*Shawano*

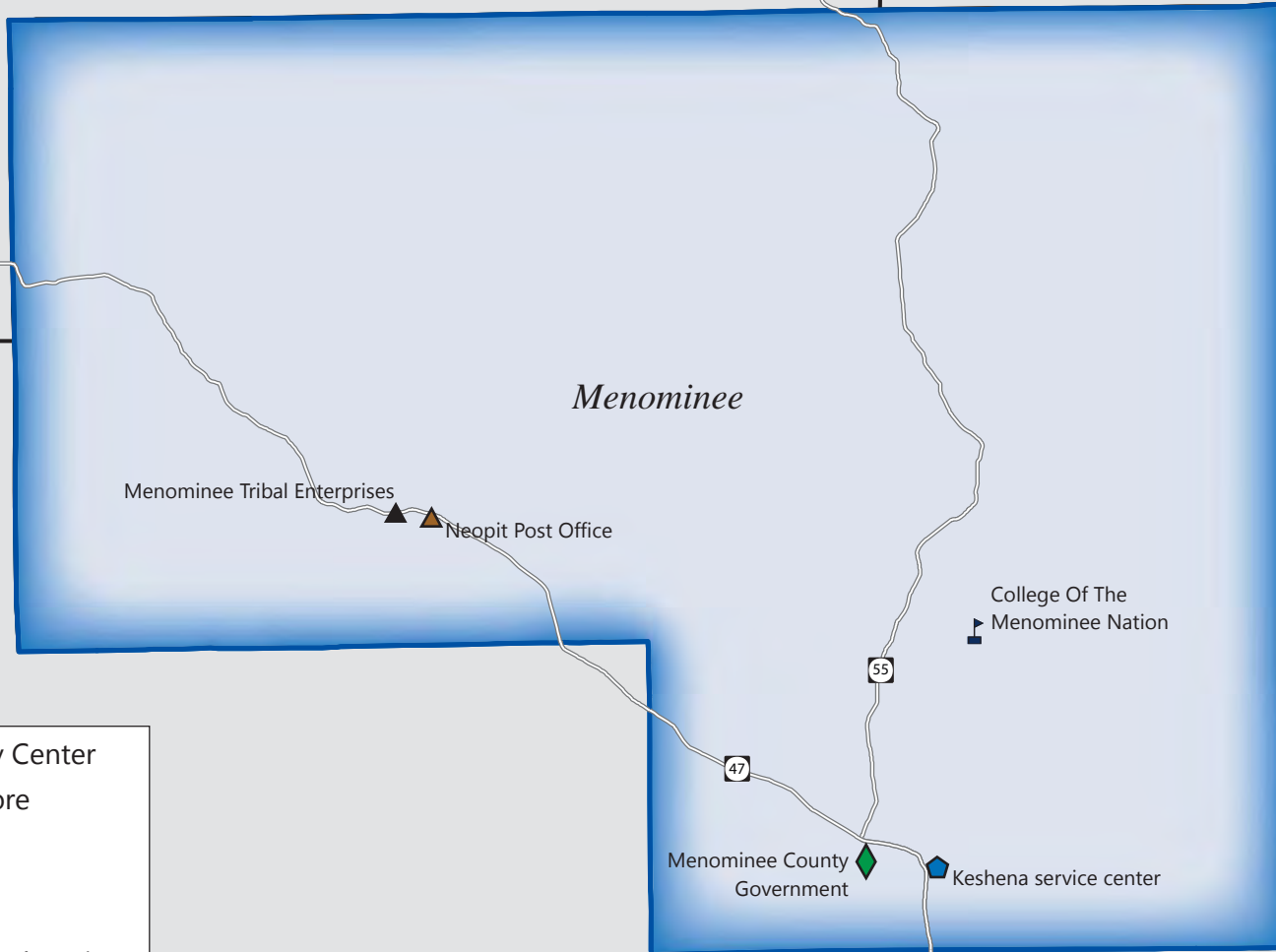
Menominee Tribal Enterprises  
Neopit Post Office

College Of The  
Menominee Nation

Menominee County  
Government  
Keshena service center

Shawno Medical Center  
Country Store Foods  
JC Penny

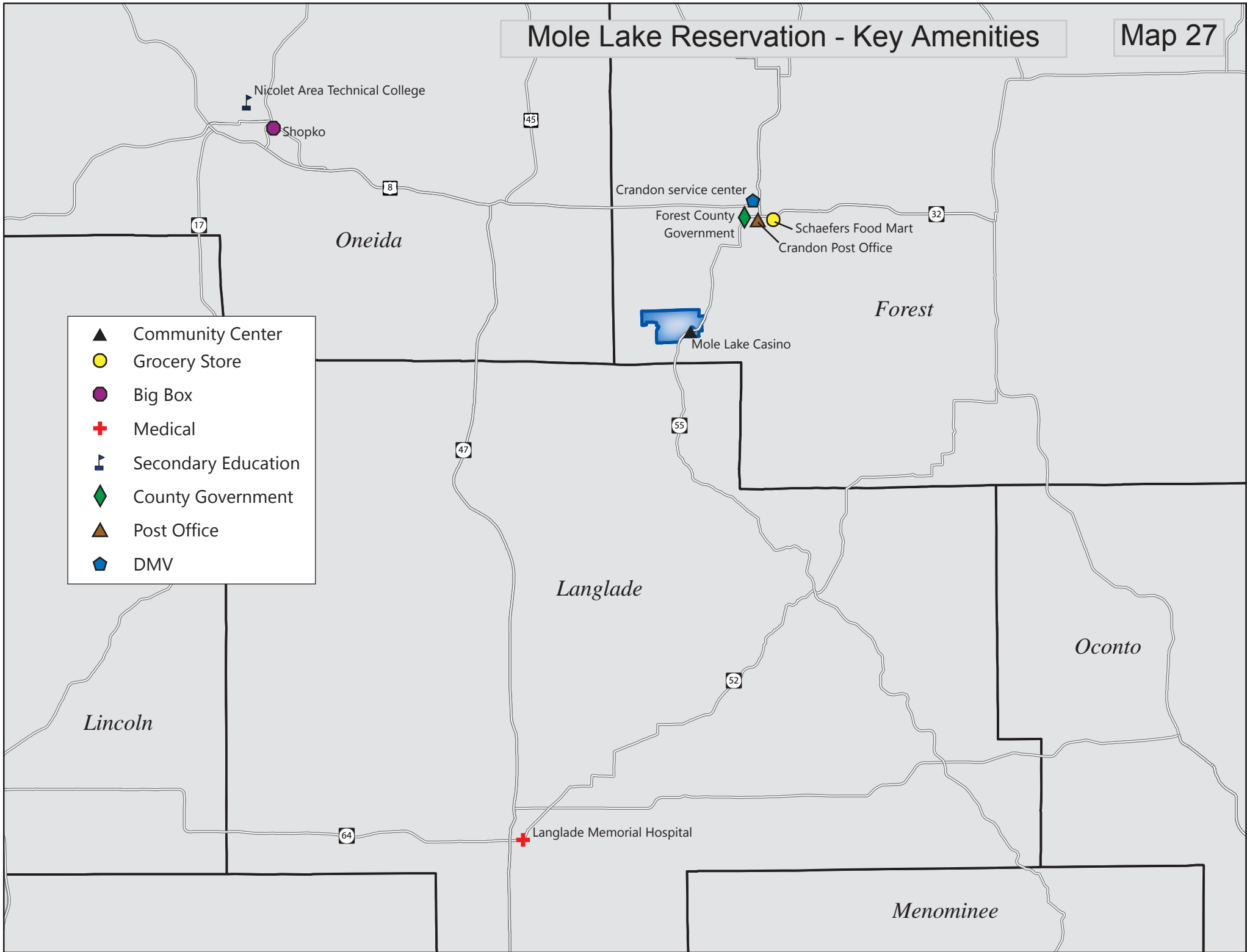
- ▲ Community Center
- Grocery Store
- Big Box
- ✚ Medical
- 🎓 Secondary Education
- ◆ County Government
- ▲ Post Office
- ⬠ DMV



# Mole Lake Reservation - Key Amenities

Map 27

- ▲ Community Center
- Grocery Store
- Big Box
- ✚ Medical
- ▮ Secondary Education
- ◆ County Government
- ▲ Post Office
- ◆ DMV



# CHAPTER FIVE: UTILITIES AND COMMUNITY FACILITIES

## A. Introduction

One responsibility of a community is to maintain a certain level of community services to ensure the health, safety, and welfare of the general public. To achieve it, they must continuously maintain, upgrade, and expand existing facilities in a cost-effective manner based on future growth projections and the desires of the community. Community facilities and services include: wastewater management, water supply, solid waste disposal, power and telecommunication services, schools, and emergency and medical services.

The following section provides an inventory of some of the services and facilities available in the Nijii Community Enterprise. The analysis of facilities is based on generalizations and predictions and is no substitute for detailed engineering or architectural studies, which should be completed before municipal funds are expended on specific projects. The size of community facilities along with the cost of providing services is directly related to land use, development patterns, and the existing and future densities of development.

## B. Inventory and Analysis of Existing Facilities

### Water and Wastewater Facilities

#### *Lac du Flambeau Reservation*

The Tribe operates 4 sanitary sewer systems, and 2 public water supply systems in 4 zones. All development next to those roads is served by the nearby system. Zone 1 includes downtown Lac du Flambeau, and is served by the Main water system, and the Main sanitary sewer system. The Main water system includes 5 high capacity wells in two wellhead protection areas. The Main sanitary sewer system treats sewage in a 3-stage lagoon treatment system. Zone 2 includes all of Wayman Lane, and is served by the Main water system, and the Wayman Lane recirculating sand filter treated sanitary sewer system. Zone 3 includes North Indian Village Road, Indian Village Road, and Prairie Road; and is served by the Main water system, and by individual on-site septic tank & drainfield systems for sewage disposal. Zone 4 includes Wildcat Circle, and is served by the Fence Lake water system, and by individual on-site septic tank & drainfield systems for sewage disposal.

The purpose of the Wellhead Protection Areas (WHPAs) is to prevent potential contamination sources from being improperly located in relation to the community drinking water wells. There are two basic approaches to management of municipal groundwater resources—regulatory and voluntary. The Tribe maintains a Wellhead Protection Management Plan and ordinance, approved by US EPA, for all of these WHPAs. All of the regulatory and voluntary measures to

protect groundwater are described in the management plan, which is available in the Tribal Natural Resources offices.

Wastewater is handled by private on-site septic systems that discharge to underground drainage fields and may include: conventional (underground), mound, pressure distribution, at-grade, holding tank, or sand filter systems. These on-site wastewater treatment technologies are regulated by the Wisconsin Department of Commerce.

### *Menominee Reservation*

The Menominee Indian Tribe of Wisconsin provides municipal water to tribal and non-tribal properties in the unincorporated communities of Keshena, Neopit, Middle Village (Shawano County), Red Wing, the Trailer Court and Zoar.

- Keshena: The public water supply system serving Keshena has been recently updated and is running at about 50 percent of capacity.
- Neopit: The public water system is currently operating at about 85 to 90 percent of capacity. The Menominee Indian Tribe of Wisconsin is planning on installing three new wells to increase capacity.
- Middle Village: The public water system is operating at about 25 percent of capacity. The current system serves mainly about 80 private homes, a CBRF for the elderly and a few other tribal facilities. However, in the future, additional tribal facilities are planned in this location.
- Zoar: The public water system is operating at about 25 to 30 percent of capacity. However, there is no public water available, at this time, for fire protection.

The remainder of Menominee County is served by private wells. As such, groundwater is the source of drinking water within the towns. As with many other locations in Wisconsin, a high concentration of minerals in the soil substrate creates “hard” water. Iron, one mineral which contributes to hardness, is found at extremely high levels. Occasionally elevated bacteria levels have been detected in a few of the private drinking water wells within the county. Educational opportunities in well water testing are available to county residents. Nitrates and atrazine are not an issue in Menominee County.

The Menominee Indian Tribe of Wisconsin provides wastewater treatment to tribal and non-tribal properties in the unincorporated communities of Keshena, Middle Village, and Neopit.

- Keshena: The wastewater treatment facility (WWTF) serving Keshena has been recently updated and is running at about 40 percent capacity. The existing stabilization pond was kept in operation when the new oxidation ditch was recently added. This gives the Menominee Indian Tribe of Wisconsin the flexibility to utilize the old facility when

needed. The new facility was designed so that it can be easily expanded in the future. The County/Town of Menominee, through cooperative planning and enhancement of existing

- Middle Village: The wastewater treatment facility (WWTF) was constructed around 1993 and serves about 80 homes, a senior facility, a Community Based Residential Facility (CBRF) for seniors, fire station and temporary housing. The facility has a design flow of 65,000 gallons per day and is running at about 20 to 25 percent of capacity.
- Neopit: The wastewater treatment facility (WWTF) serves about 1,000 people. The plant is currently near or over capacity. The Menominee Indian Tribe of Wisconsin is planning on upgrading the facility.

Private on-site wastewater treatment systems (POWTS) serve a majority of the development in the remaining portions of the county, including the Legend Lake area.

#### *Mole Lake Reservation*

The Mole Lake reservation has a public water supply system and sanitary sewer service. The wastewater treatment plant has a capacity of 87,125 gallons per day with a utilization rate of 57.4 percent. Two water towers, with a capacity of 105,000 and 50,000 gallons, are part of the drinking water supply system.

### **Solid Waste Disposal and Recycling Facilities**

#### *Lac du Flambeau Reservation*

Private haulers provide container pick up of garbage and recycling for businesses and residents in town. The town maintains a transfer station for solid waste and recycling, which is available to all town residents. There is also an independently operated transfer station available to all residents. The Nijii Enterprise Community received a grant to collect medical waste; so all town residents may dispose of their medical waste at the town transfer station.

#### *Menominee Reservation*

The Menominee Indian Tribe of Wisconsin contracts for solid waste and recycling services. The county subcontracts these services from the Menominee Indian Tribe of Wisconsin. Curbside solid waste and recycling services are offered throughout the county. The Menominee Tribal Transfer Station is located in Keshena. In addition to accepting solid waste and recyclables, this station takes Hazardous Materials during “clean sweep” (once per year).

#### *Mole Lake Reservation*

Currently the Tribe provides curbside pick-up on the reservation, which is sorted at the holding facility operated by the Environmental Department. Recyclables are separated and special and

hazardous wastes, such as old tires, oil and paint, are held for proper disposal. Waste Management, Inc., under contract with the Tribe, picks up garbage, which is first sent to a transfer station in Antigo for final shipment to a landfill in Marquette Michigan.

## **Power and Telecommunication Facilities**

### *Lac du Flambeau Reservation*

Electrical service is provided by Wisconsin Public Service Corporation in most of the Town. Price County Coop provides electrical service in the southwest part of town.

Liquid petroleum is delivered by local vendors.

Telephone service is provided by Verizon, and also provides DSL within a 5-mile radius of downtown Lac du Flambeau. Dial up Internet service providers with local numbers include Northern Net Exposure, and New North. Cellular and emergency communications towers are located within Lac du Flambeau.

### *Menominee Reservation*

Alliant-Wisconsin Power & Light provides electric power to the majority of the County. Wisconsin Power and Light (WP&L) is a subsidiary of Alliant Energy Corporation who serves more than 1.4 million customers in Iowa, Minnesota and Wisconsin. A small portion in the eastern part of the County is served by Oconto Electric Cooperative.

Natural Gas is not provided within the county. Residents and businesses use propane and other fuels for these needs.

Frontier Communications provides telecommunication service to the entire county. They offer local and long-distance telephone service, Internet access, wireless Internet access, digital phone, DISH satellite TV and more. Internet access is currently provided by dial up access with high-speed service being offered in limited areas. There are two cell phone towers owned by Cellcom. One tower is next to Menominee Indian High School, and one is located in Neopit. Cellcom, among others provides satellite service.

### *Mole Lake Reservation*

Electrical service is provided by Wisconsin Public Service Corporation.

Liquid petroleum (LP gas) is available for home and business delivery from several vendors. Natural gas service does not currently extend to the reservation, but is available in some adjacent towns.

Telephone service is provided by Frontier, which also provides DSL Broadband to most of the area. The Tribe owns a wireless telephone antenna mounted on its water tower, on which it leases space to Celcomm to provide cell phone service throughout the reservation, but service is spotty in some areas.

## **Educational Facilities and Services**

### *Lac du Flambeau Reservation*

The Town belongs to the Lac du Flambeau Elementary School District and the Lakeland Union High School. The Lac du Flambeau elementary school is located at 2899 State Hwy 47 South in Lac du Flambeau. Lakeland Union High School is located at 9573 State Highway 70 in Minocqua. Lac du Flambeau education opportunities also include:

- Community Education center
  - Education Department
  - Nicolet Area Technical College classroom
  - LCO Tribal College

- Zaasijiwan Head Start
- Lac du Flambeau Ojibwe Language Program
- Youth Center - Abinoojiiyag Center

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

The Center operates under the Family Resource Center, and collaborates with the Lac du Flambeau Public School, Lakeland Union High School, Tribal programs, Great Lakes Inter Tribal Council, and other tribes throughout Wisconsin to provide these services. Services for which the Abinoojiiyag Center building is available include: family activities such as naming ceremonies, family reunions, birthday parties, when no other center-sponsored activity is taking place, which promote family togetherness, community wellness, healthy alternatives to alcohol, tobacco and other drug use

### *Menominee Reservation*

#### Primary and Secondary Education

The entire county, including Middle Village in Shawano County, is served by the Menominee Indian School District (MISD), making it one of only two public school districts located almost entirely on Indian lands. The Menominee Indian School District operates a total of four schools; Keshena Primary School (K-5, Keshena), Menominee Indian Middle School (grades 6-8, Neopit), Menominee Indian High School (9-12, Keshena), and the Menominee Indian Alternative School which offers two alternative school programs. One is designed for high school students whose

learning is encouraged and enhanced by a non-traditional setting. The other alternative program is tailored for students with exceptional needs. In 2003, the district opened an adult learning center. The Menominee Tribal School in Neopit is operated by the Menominee Indian Tribe of Wisconsin and serves students from kindergarten to 8th grade.

The tribe operates a comprehensive birth-to-five Head Start Program. Early Head Start has an enrollment of 32 children and 13 pregnant mothers. Head Start has an enrollment of 198 three and four year old children.

#### Institutions of Higher Education

The College of Menominee Nation (CMN), located in Keshena, is one of 34 tribally controlled community colleges in the United States. CMN is a member of the American Indian Higher Education Consortium (AIHEC) and is one of two tribal colleges in the State of Wisconsin. The Menominee Tribal Legislature chartered CMN as an institution of higher education in March of 1993. The college has many transfer opportunities with other Wisconsin public and private Colleges and Universities. The College of Menominee Nation is a part of the Wisconsin Transfer Information System which is a web-based interactive program that allows a student to see how their credits transfer between the Universities, Wisconsin 2-year colleges, Wisconsin Technical Colleges, and the College of Menominee Nation. The University of Wisconsin, Madison and the College of Menominee have a Guaranteed Transfer program as well as a Connections Program which allows the student to transfer easily into Madison's programs.

East-West University located in Chicago, Illinois has an out-of-state campus in Keshena (N803 STH 47/55/33) The University provides both Associate and Bachelor degree programs. Degree programs at the site in Keshena are limited to Bachelor of Arts in Liberal Arts, with a major in Behavioral and Social Sciences.

#### *Mole Lake Reservation*

The Mole Lake is within the Crandon and Wabeno School Districts. The Nicolet Technical College has a campus located in Rhinelander and offers extension courses. North Central Technical College campus is located in Antigo. Tribal members mostly attend Nicolet College.

#### **Library**

##### *Lac du Flambeau Reservation*

The Ben Guthrie–Lac du Flambeau Public Library is owned and maintained by the Tribe and supported financially by the town for all to use, and is part of the Northern Waters Library Service. The mission of the Lac du Flambeau Public Library is to provide informational, cultural, educational, recreational resource and services to all residents of the Lac du Flambeau area,



and encompassing the communities in Vilas County. The library is committed to freedom of information to all.

#### *Menominee Reservation*

The Menominee Tribal/County Library is part of the Nicolet Federated Library System, and is located at W2760 Chief Little Wave Road. Federated library systems are designed to provide expanded library service to more people without making additional large expenditures. Funding for the library is provided by the Menominee Indian Tribe and Menominee County.

#### *Mole Lake Reservation*

At this time, there is not a designated library in Mole Lake Reservation.

### **Parks and Open Space Facilities**

#### *Lac du Flambeau Reservation*

The Lac du Flambeau Tribe maintains several outdoor recreation facilities for the public.

- Lac du Flambeau Tribal Campground—located on Highway 47, offers campground and beach open to the public for swimming. There is also a public paved boat launch and place to dock your boat to enjoy the beach as well as a marina where you can rent canoes and motor boats.
- Leech Beach—is a swimming beach located on Big Crawling Stone off of Moss Lake Road.
- Ross Allen Sr. Pavilion—is located behind the Lac du Flambeau elementary school on Highway 47. There are tennis and basketball courts, a walking/running track, baseball fields and a pavilion with picnic tables and a place for concessions.
- Sand Beach—is a Tribal historical site because it overlooks Strawberry Island and Medicine Rock and is on Flambeau Lake. There is a swimming beach, picnic tables, and grills.
- Thunderbird Park—is located in downtown Lac du Flambeau on Waswagon Street and has a pavilion.

#### *Menominee Reservation*

The Menominee Indian Tribe has a number of recreational facilities within the county.

- Veterans Park (Keshena): Veterans Park is located north of the intersection of Kittecon Road and STH 47/55 in the unincorporated community of Keshena. Facilities at the park include a small pavilion, baseball field, and picnic tables. A tank is displayed in a prominent location on the site.

- School View Park (Keshena): An unnamed park is located next to the School View Housing Development in the unincorporated community of Keshena. Facilities at the park include a playground and one ball diamond.
- Menominee Fairground (Keshena): Once the site of the Menominee County Fair, facilities at the fairground include a baseball diamond, running track and nine hole disc golf course. Annual events at the fairground include the annual Fourth of July fireworks, Easter egg hunt and fundraising activities.
- Ball Field (Neopit): A ball field is located on the east side of the unincorporated community of Neopit.
- Unnamed Park (Neopit): An unnamed park is located on the south side of STH 47 in the unincorporated community of Neopit. Facilities at the park include playground equipment.
- Big Smokey Falls Rafting: Big Smokey Falls Rafting is located north of the intersection of CTH M and STH 55 along the Wolf River. Amenities include a concession stand and rafting.
- Sullivan Falls: Located north of the unincorporated community of Keshena, the falls feature a seven foot drop along the Wolf River. Amenities include a concession stand.
- Wolf River Dells: The Wolf River Dells is a beautiful area to view the Wolf River. Amenities include a concession stand, small picnic area and rafting. A hiking trail provides a view of the falls and the dells.
- Nacotte Park (South Branch): The park is located by St. Joe's Church in South Branch. Amenities include playground equipment and a ball diamond.
- Slam City Park (Keshena): Slam City Park is located behind CTH VV in the unincorporated community of Keshena. Amenities include a basketball court and small playground.

### *Mole Lake Reservation*

There are two neighborhood playgrounds and two park-like public areas: the four-acre Pow Wow grounds, and the public open space surrounding the Dinesen House, that is utilized for the annual Heritage Days celebration. Ample recreational opportunities exist for members on the reservation including five boat landings maintained by the Tribe.

## **Emergency Services**

### *Lac du Flambeau Reservation*

#### Police

Police protection in the Town of Lac du Flambeau is provided by the Vilas County Sheriff's Department and the Tribal Police Department. The tribal police department includes 22 officers and one Chief of Police. The Wisconsin State Patrol, located in Wausau, has statewide jurisdiction on all public roads but operates mainly on State and U.S. highways as a matter of

general practice to enforce traffic and criminal laws, and help motorists in need. They also help local law enforcement by reconstructing traffic accidents; inspecting trucks, school buses, and ambulances; and helping local agencies with natural disasters and civil disturbances.

#### Fire

The Town maintains its own volunteer fire department with two fire stations. Fire Station #1 is located at 614 Wild Rice Avenue, and Fire Station #2 is located in the southeast part of town at 13145 Firehouse Lane. Both fire stations contain an ambulance.

#### *Menominee Reservation*

##### Police

Police protection within the county is supplied by the Menominee County Sheriff's Department and the Menominee Tribal Police Department.

The Menominee County Sheriff's Department supplies 24 hour law enforcement services to the county. The Menominee Tribal Police Department (MTPD) employs 46 people, 25 of whom are sworn law enforcement officers that operate exclusively within the reservation boundaries. Vehicle patrols consist of two officers per shift. Boat Patrols are operated every Friday through Saturday from Memorial Day through Labor Day.

The Menominee Tribal Police are located at W3293 Wolf River Drive. The Menominee Tribal Police Department is comprised of twenty one full time officers, which includes two K-9 units, and three full-time investigators.

#### Fire

There are five separate fire departments that operate in Menominee County. They are located in Keshena, Neopit, South Branch, Middle Village (Shawano County) and Underhill (Oconto County). In addition, Menominee Tribal Enterprises and the WDNR monitor the vast woodland areas of the County utilizing two fire watch towers and a plane. The Menominee Indian Tribe of Wisconsin pays for 50 percent of the Fire Departments' annual budget, and pays the full annual budget of the Middle Village Fire Department. The Fire Department does not have an overall chief, each station is individually managed. Fire inspection services are performed under contract by private companies. Additionally, two fire towers, manned by Menominee Tribal Enterprises provide fire protection to the vast acres of forestland within the county.

#### *Mole Lake Reservation*

##### Police

Police protection in Mole Lake is provided by the Forest County Sheriff's Department.

## Fire

The Sokaogon Chippewa contract with the City of Crandon Fire Department for fire and rescue service to cover the reservation.

## Medical Services

### *Lac du Flambeau Reservation*

The nearest medical facility is the Howard Young Medical Clinic located in Woodruff. The 109-bed facility, with ICU and CCU units as well as a renal dialysis unit, opened its doors to patients in February 1977. Howard Young Medical Center is an acute care facility that provides a level of care not commonly found in a typical rural hospital. Specially trained physicians, nurses and technical personnel are dedicated to caring for the health and wellness of those in the local communities. Fifty-two beds are available for general medical/surgical patients, and a 10-bed special care unit meets the needs of more seriously ill patients. The Transitional Care Unit offers additional beds.

The Peter Christenson Health Center (PCHC) is also available on the reservation. PCHC offers quality health care provided by three board certified family practice physicians, advanced practice nurse prescriber and one certified physician's assistant. Services include:

- Acute med conditions assessed through the walk-in dept.
- Staged Diabetic Management
- Obstetric Care
- Women's Wellness
- Chronic Disease Management
- Well Child exams
- Preventative Care
- CLIA certified Laboratory services
- Pharmacy

Funded by Lac du Flambeau Tribe, with some funds coming from the Indian Health Service and the Wisconsin Department of Health and Family Services, PCHC also has a new Optical Department, offering the full spectrum of optical services, including frames and contacts.

In addition to medical services, PCHC Dental Clinic also offers preventative and routine dental care, oral surgery and prosthetics.

The next nearest clinic is Marshfield Clinic Minocqua Center, which is located in Minocqua. More than 50 physicians provide care in a variety of specialties. The facility also includes a

state-of-the-art ambulatory surgery center. This clinic is located a short distance from Howard Young Medical Center

#### *Menominee Reservation*

There are two health care facilities located within Menominee County. The Menominee Tribal Clinic is located at W3275 Wolf River Drive in Keshena and the Maehnowesekiyah Treatment Center located at N2193 CTH G in Middle Village.

The Menominee Tribal Clinic provides comprehensive outpatient services in the area of Medical, Dental and Community Health Services. The Clinic is accredited from the Joint Commission on Accreditation of Healthcare Organizations. The Clinic employs over 129 employees, including seven (7) board certified family physicians, two (2) mid-level practitioners, four (4) dentists, and two (2) optometrists. The Clinic has over 9,000 active medical charts, of which 10% are non-tribal members.

Four hospitals are located within an hour drive from the county. The four General Medical-Surgical hospitals are Shawano Medical Center in Shawano, Langlade Memorial Hospital in Antigo, Community Memorial Hospital in Oconto Falls, and the Bond Health Center in Oconto.

Emergency Medical Services are provided to Menominee County residents and tribal members by the Menominee Tribal Rescue Services. The Menominee Tribal Rescue Service provides 24-hour ambulance services which include not only Basic Life Support Services but also advanced skills of cardiac defibrillation, advanced airway management combi-tube, and administration of epinephrine for anaphylactic shock caused by allergic reactions. Since August of 2003, Menominee Tribal Rescue Services has been able to provide an EMT Basic IV Technician service level.

#### *Mole Lake Reservation*

The nearest medical facilities are Saint Mary's Hospital in Rhinelander and Langlade Memorial Hospital in Antigo, which provide 24-hour emergency service and critical care. The Crandon medical clinic is affiliated with Saint Mary's Hospital in Rhinelander.

The Mole Lake Health Clinic serves reservation residents and non-resident tribe members. This facility also offers mental health, urgent care, substance abuse services, and dental care.

### **C. Utilities and Public Facilities Programs**

Providing public infrastructure like roads, sewer and water service, schools, police and fire protection is one of the major functions of tribal government. In addition to these public services, both public and private entities provide electricity and telephone service as well as such specialized services as childcare, health-care and solid-waste disposal. Taken together these constitute the utilities and community facilities that represent much of the backbone of modern life. Beyond what these facilities do for us, they also represent a huge investment of public and private resources.

The efficient utilization of these resources is one of the basic principles of comprehensive planning. Already in-place infrastructure is a public asset that must be safeguarded for the future, both to conserve and protect environmental values and to maximize the benefits of economic growth. Development that bypasses or ignores existing infrastructure resources is wasteful of the public investment that they represent. Development patterns that require the extension of utilities and the expansion of public facilities while existing facilities go unused at other locations is probably not the best use of scarce resources.

Development of needed public infrastructure was the primary focus of work done by Northwoods Nijii Enterprise Community in the previous ten-year comprehensive plan. Wise use of resources will remain a focus as we move into a new planning cycle to build sustainable communities.

# CHAPTER SIX: AGRICULTURE, NATURAL RESOURCES AND CULTURE

## A. Introduction

Agricultural, natural, and cultural resources give definition to a community and strongly affect its quality of life. The Nijjii Enterprise Community's natural features such as topographic relief, lakes, streams, wetlands and soils have a significant bearing on historic and contemporary land use, development patterns and contribute to a strong heritage of outdoor business and recreational pursuits. Forestry is vital to the economy of the Menominee Reservation. The production of wild rice is vital for the Mole Lake Reservation. Fishing, swimming, hunting, and other outdoor activities are essential to the quality of life within the Nijjii Enterprise Community. Lakes and forested features provide attractive home sites for many permanent and seasonal residents. At the same time, many of these environmental elements have limiting conditions that make them less than ideal for supporting particular types of activity or development. Understanding the relationship between these environmental characteristics and their physical suitability to accommodate specific types of activity or development is a key ingredient in planning a community's future land use.

## B. Natural, Cultural, and Agricultural Resources' Inventory

### Groundwater and Geology

Groundwater is water that occupies void spaces between soil particles or cracks in the rock below the land surface. It originates as precipitation that infiltrated into the ground. The type of soil and bedrock that a well is drilled into often determines water's pH, saturation index, and the amount of hardness or alkalinity in water. The type of soil and bedrock in a region also determines how quickly contaminants can reach groundwater. Human activities are often responsible for elevated levels of contaminants such as nitrate and chloride.

#### Lac du Flambeau Reservation

Residents of the Reservation depend on groundwater pumped from glacial sand flats for the bulk of their water needs. The groundwater table is typically less than 20 feet below the surface, and is replenished by rainfall and snowmelt, which percolates down through the soil until it reaches the groundwater table.

Well yields range from 50 to 2,000 gallons per minute. High-capacity wells yield 15 to 60 gallons per minute per foot of drawdown. Most high-capacity wells are 40 to 130 feet deep. Yields of 10 to 20 gallons-per-minute (gpm) are sufficient for domestic purposes and can be obtained almost anywhere in the County.

The relatively rapid movement of groundwater within the sand flats aquifer is a concern from a potential contamination standpoint. Nearly all soil types in Vilas County are classified as "most susceptible" to groundwater contamination by the UW-Extension Geological and Natural History Survey.

Most groundwater contamination is related to poorly sited land uses such as manure, petroleum, and salt storage in areas of high groundwater tables or fractured bedrock. Contamination of groundwater can also result from such sources as improperly placed or maintained landfills, private waste water disposal (septic effluent), excessive lawn and garden fertilizers and pesticides, and leaks from sewer pipes.

Groundwater quality in Vilas County, the Town of Lac du Flambeau and the Lac du Flambeau Reservation is generally good. The main constituents in the water are calcium, magnesium, bicarbonate ions, and a high concentration of iron—but it is not considered a health hazard.

#### Menominee Reservation

In Menominee County, groundwater occurs mostly in glacial deposits (glacial outwash, ice contact sand and gravel) above the granite bedrock. Generally the fractured crystalline bedrock does not supply much water. Groundwater is generally of good quality. The main components are calcium, magnesium and iron. Precipitation in the form of either rain or snow is the largest contributor to recharge of the groundwater aquifers. Recharge is generally greatest in spring when water from melting snow and heavy rains saturates the ground and percolates to the water table. If discharge (the drawing out and use of groundwater) is greater than recharge, the elevation where the groundwater is extracted will fall and a local depression in the water table will result. Lower water levels may cause the pumping lifts to increase and may reduce the yields of some of the wells. The Menominee Indian Tribe of Wisconsin provides municipal water to tribal and non-tribal properties in the unincorporated communities of Keshena, Neopit, Middle Village (Shawano County), Red Wing, Zoar and the Trailer Court. The remaining properties within Menominee County are served by private wells.

Although groundwater is found at varying depths throughout the County, the majority of groundwater in Menominee County is found in depths greater than six feet. Groundwater depths of less than two feet are found in approximately 17 percent (40,014 acres) of the County, an additional 14 percent (32,591 acres) has groundwater depths of 2 to 6 feet. The remaining 69 percent (161,031 acres) of land in the County has either no rating or is surface water. In general, there is a strong correlation between areas of high groundwater and wetlands. A greater concentration of higher groundwater is generally found along the river corridors and south of CTH M and east of STH 55.



## Mole Lake Reservation

The majority of the reservation lies within a glacial drift aquifer, which is the major source of ground water in most of the county. Large yields of ground water are available where the thickness of the saturated drift is at least 50 feet. Precambrian crystalline rock underlying the county is not considered a significant source of water. The availability of water from the bedrock is difficult to predict and is probably less than 5 gallons per minute. The glacial drift aquifer above the bedrock is the best source of ground water.

Susceptibility of groundwater to pollutants is defined here as the ease with which a contaminant can be transported from the land surface to the top of the groundwater called the water table. Materials that overlie the groundwater can offer good protection from contaminants that might be transported by infiltrating waters. The amount of protection offered by the overlying material varies, however, depending on the materials. Thus, in some areas, the overlying soil and bedrock materials allow contaminants to reach the groundwater more easily than in other areas of the state. Groundwater contamination susceptibility in Forest County is "most susceptible" based upon accepted standards from the Soil Conservation Service of USDA, soil characteristics, surficial deposits, depth to water table, depth to bedrock, and type of bedrock. Many land use activities have the potential to impact the quality of groundwater. A landfill may leach contaminants into the ground that end up contaminating groundwater. Gasoline may leak from an underground storage tank into groundwater. Fertilizers and pesticides can seep into the ground from application on farm fields, golf courses, or lawns. Leaking fluids from cars in junkyards, intentional dumping or accidental spills of paint, used motor oil, or other chemicals on the ground can result in contaminated groundwater.

Groundwater quality in Forest County and the Mole Lake reservation is generally good according to the residents. The aquifer water is principally a calcium magnesium bicarbonate type that is moderately hard or hard. A high content of iron is a problem in many wells, but it is not a health hazard. Well yields within Forest County vary greatly from a few gallons to 1,000 gallons per minute.

## Surface Water

### *Lac du Flambeau Reservation*

Surface water resources support the area's economy by drawing tourists, and providing a good quality of life for residents. Vilas County is home to over 1,320 lakes, more than any other county in Wisconsin, and resulting in one of the highest concentrations of inland freshwater lakes in the world. The Town of Lac du Flambeau has over 100 lakes. These surface water resources are held in public trust (Art. 1, §1, WI Constitution) by the State for all to use and enjoy.

## Watersheds

Most of the Town of Lac du Flambeau is located in the Bear River watershed, SEE MAP 28. The part of Town within the Chequamegon-Nicolet National Forest lies within the Upper South Fork of the Flambeau River watershed. A sliver of the northeast part of Town is located in the Manitowish River watershed, and two lobes of Town in the southeast are within the Upper Tomahawk River watershed. All of these watersheds drain into the Mississippi River.

## Impaired Waters

Section 303(d) of the federal Clean Water Act requires states to develop a list of impaired waters commonly referred to as the "303(d) list." A water body is considered impaired if a) the current water quality does not meet the numeric or narrative criteria in a water quality standard or b) the designated use that is described in Wisconsin Administrative Code is not being achieved. A documented methodology is used to articulate the approach used to list waters in Wisconsin. Every two years, states are required to submit a list of impaired waters to EPA for approval.

Four water bodies in the Town of Lac du Flambeau are listed as not meeting the standards set under the U.S. Clean Water Act, Section 303(d). The impaired waters in Lac du Flambeau are: Ike Walton Lake, Amik Lake, Broken Bow Lake, and Squaw Lake. All four lakes have mercury contamination from atmospheric deposition, and are rated a low priority for clean-up by the WDNR. The only action taken based upon that pollution is for the WDNR to issue fish consumption advisories.

## Invasive Species

Surface water resources in Vilas County are threatened by the introduction of invasive aquatic species. These species out compete native species and degrade habitats possibly by decreasing biodiversity from having less plant and animal species. Vilas County has invasive aquatic species infestations of rusty crayfish (*Orconectes rusticus*), curly-leaf pondweed (*Potamogeton crispus*), Eurasian water milfoil (*Myriophyllum spicatum*), purple loosestrife (*Lythrum salicaria*), rainbow smelt (*Osmerus mordax*), and yellow perch parasite (*Heterosporis*). Two additional species are also of immediate concern—spiny water flea (*Bythotrephes cederstroemi*), and zebra mussels (*Dreissenia polymorpha*). Search the WDNR website to identify any of these species. Contact the Vilas County Land and Water Conservation Department for public outreach education strategies to control the spread of invasive aquatic species. The Lac du Flambeau Town Lakes Committee along with several Lake Associations is very committed to bringing awareness and prevention of Invasive Aquatic Species in our area.

## *Menomonie Reservation*

### *Surface Water*

The majority of the lakes within Menominee County are natural and of glacial origin. There are 54 lakes and/or impoundments found within Menominee County, occupying approximately 4,391 acres. Legend Lake, by far the largest, is a manmade impoundment. This large spring-fed lake is over six miles long and contains 47.5 miles of shoreline. Lake development, along with extensive recreational uses (boating, fishing and personal watercraft), is impacting the water quality of these lakes.

There are 187 named river/streams in Menominee County totaling approximately 1,314 miles. The most prominent rivers within Menominee County are the Wolf River and the West Branch Wolf River.

### *Watersheds*

Menominee County is divided into seven sub-watersheds, SEE MAP 29. The Wolf River/Langlade and Evergreen Rivers Sub-watershed (Wolf River Basin) is located in north central Menominee County and eastern Langlade County. It covers an area of about 147 square miles. The West Branch Wolf River Sub-watershed (Wolf River Basin) includes the portion of the Wolf River from the mouth of the Red River (north of the City of Shawano) to near the mouth of the Evergreen River in Menominee County. The Red River Sub-watershed (Wolf River Basin) covers an area of roughly 208 square miles. The Shawano Lake Sub-watershed (Wolf River Basin) covers an area of about 62 square miles in Shawano and Menominee counties. The northwest portion of this sub watershed stretches into the southeast corner of Menominee County. The Lower North Branch Oconto River Sub-watershed (Upper Green Bay Basin) is located in the northeast portion of Menominee County and drains into the bay of Green Bay. The South Branch Oconto River Sub-watershed (Upper Green Bay Basin) covers the eastern (central and upper) portions of Menominee County. The Lower Oconto River Sub-watershed (Upper Green Bay Basin) falls within the southeastern portion of Menominee County. The Legend lake area is included in this sub-watershed.

## *Mole Lake Reservation*

### *Surface Water*

Mole Lake Reservation has three lakes and four creeks and rivers. Lakes in Mole Lake Reservation include: Mole Lake, Rice Lake and Bishop Lake. Rivers and creeks include: Swamp Creek, Wolf River, Rocky Siding Creek, and Gliske Creek. Bishop Lake is located to the west of the Reservation, Rice Lake to the east and Mole Lake to the south. Swamp Creek enters Nashville from the east to about STH 55, and again from CTH M west to the townline. The

Wisconsin Department of Natural Resources does not have jurisdiction over tribal waters on the Mole Lake Reservation.

#### Watersheds

Mole Lake Reservation is located within the Upper Wolf River and Post Lake watershed, SEE MAP 30. This watershed drains into Lake Michigan.

#### Impaired Waters

The 2008 Section 303(d) list in Wisconsin shows three water bodies within the Town of Nashville that are identified as impaired waters. These water bodies include Little Sand Lake, Deep Hole Lake, and Arbutus Lake. Both Little Sand Lake and Deep Hole Lake are in close proximity to the Crandon Mine site, which is owned by the Tribe. All three lakes are listed for mercury contamination from the air and are rated a low priority for clean-up by the WDNR. Fish consumption advisories would be the only action. This does not necessarily speak to the quality or lack thereof for other water bodies within the Town.

#### Invasive Species

Surface water resources in Forest County are threatened by the introduction of invasive aquatic species. These species out compete native species and degrade habitats possibly by decreasing biodiversity from having less plant and animal species. DNR reports show that Mole Lake is affected by the freshwater jellyfish (*Craspedacusta sowerbii*). Purple Loosestrife also affects wetlands within the Town of Nashville. Contact the County Land Conservation Department for public outreach education strategies.

#### **Wetlands**



Wetlands perform many indispensable roles in the proper function of the hydrologic cycle and local ecological systems. In terms of hazard mitigation, they act as water storage devices in times of high water. Like sponges, wetlands are able to absorb excess water and release it back into the watershed slowly, preventing flooding and minimizing flood damage. As more impermeable surfaces are developed, this excess capacity for water runoff storage becomes increasingly important.

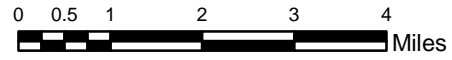
Wetland plants and soils have the capacity to store and filter pollutants ranging from pesticides to animal wastes. Calm wetland waters, with their flat surface and flow characteristics, allow particles of toxins and nutrients to settle out of the water column. Plants take up certain nutrients from the water. Other substances can be stored or transformed to a less toxic state within wetlands. As a result, the lakes, rivers and streams are cleaner.

Wetlands that filter or store sediments or nutrients for extended periods may undergo fundamental changes. Sediments will eventually fill in wetlands and nutrients will eventually modify the vegetation. Such changes may result in the loss of this function over time. Eradication of wetlands can occur through the use of fill material. This can destroy the hydrological function of the site and open the area to improper.

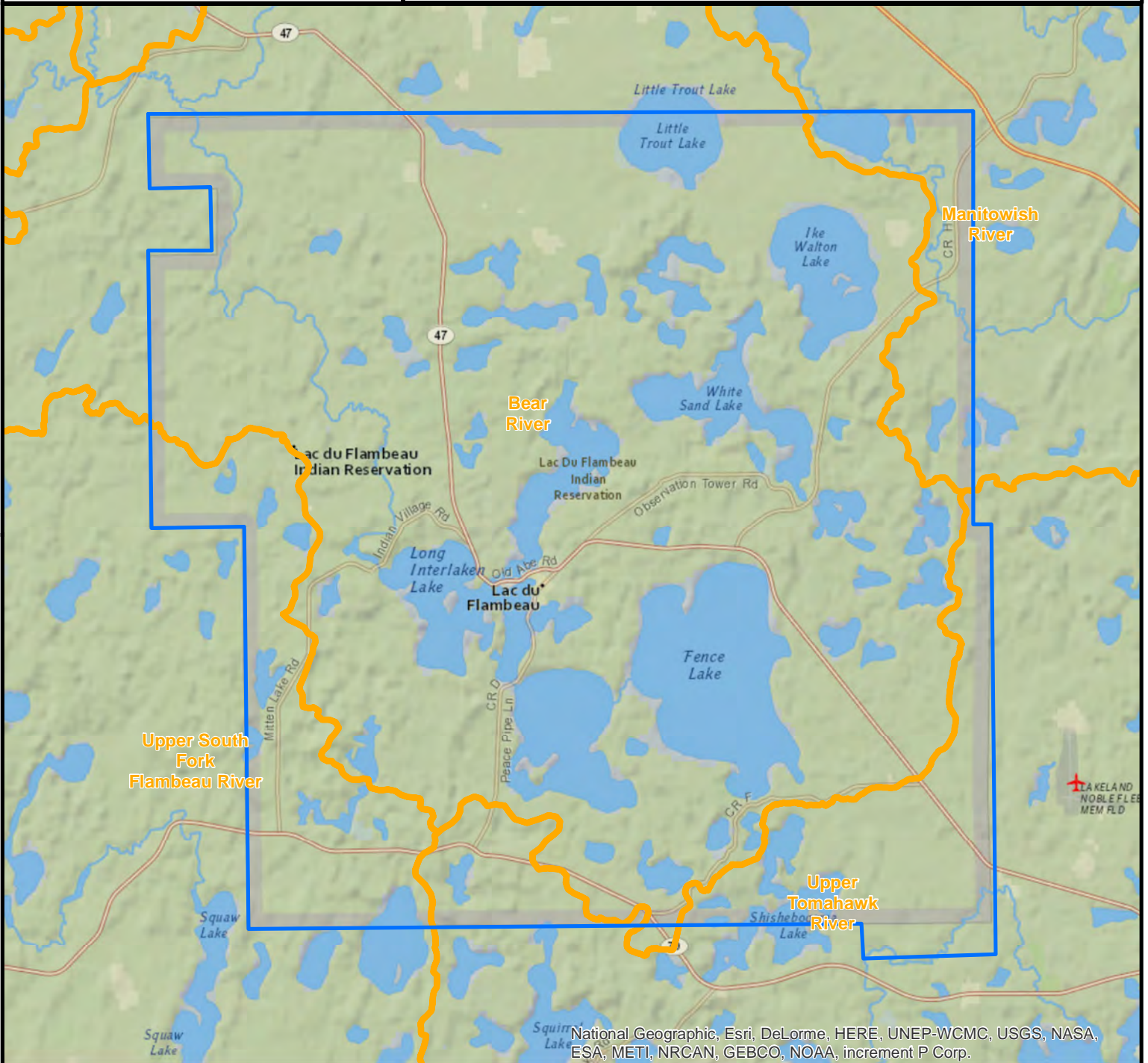
# Lac du Flambeau Watersheds

## Legend

-  Tribal Boundary
-  Watersheds





Map Prepared By: North Central Wisconsin Regional Planning Commission

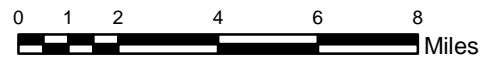


National Geographic, Esri, DeLorme, HERE, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, increment P Corp.

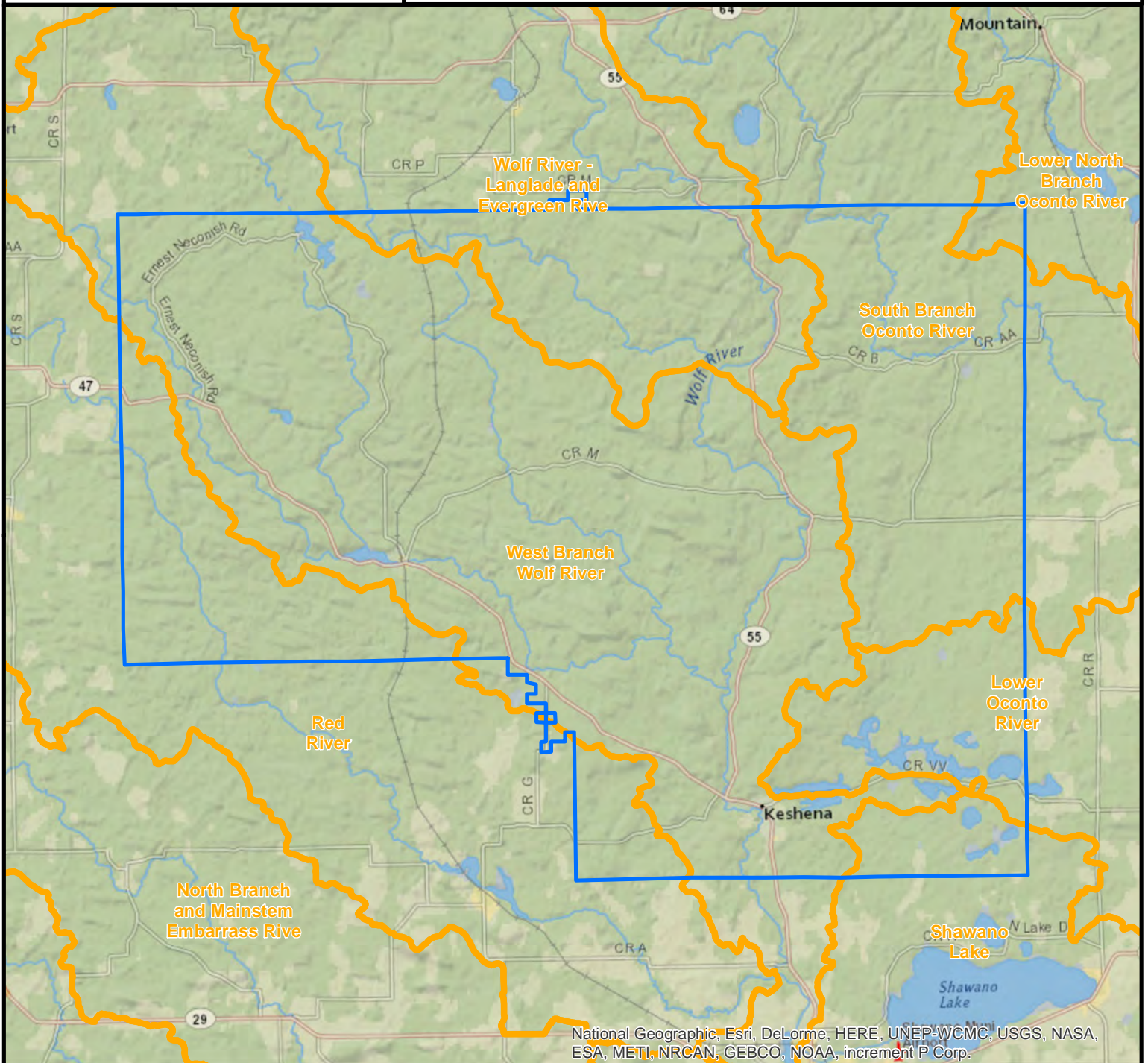
# Map 29 Menominee Watersheds

## Legend

-  Tribal Boundary
-  Watersheds





Map Prepared By: North Central Wisconsin Regional Planning Commission

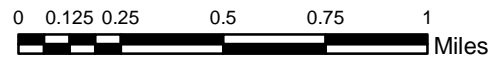


National Geographic, Esri, DeLorme, HERE, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, increment P Corp.

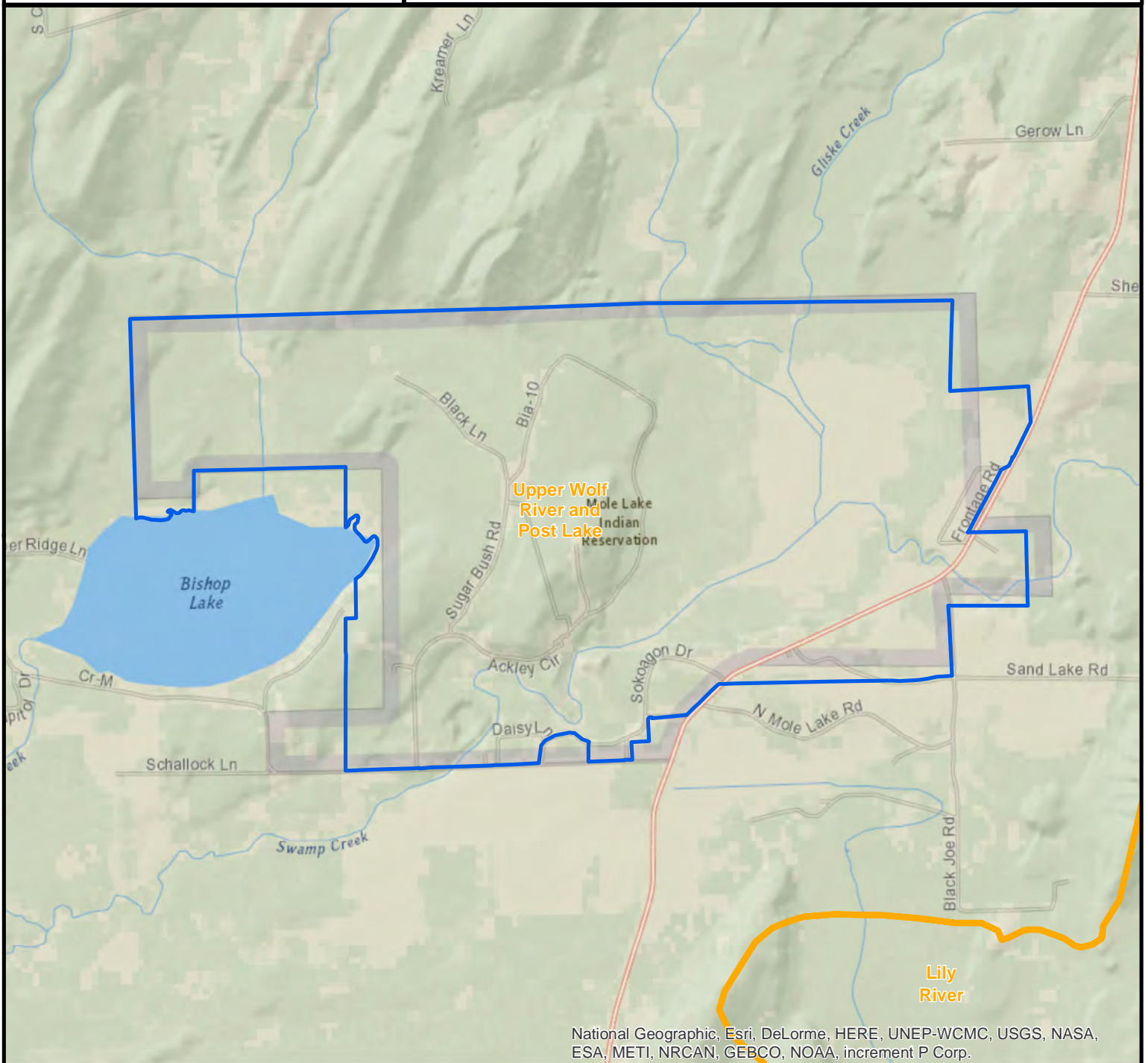
# Map 30 Mole Lake Watersheds

## Legend

-  Tribal Boundary
-  Watersheds



Map Prepared By: North Central Wisconsin Regional Planning Commission



National Geographic, Esri, DeLorme, HERE, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, increment P Corp.



### *Lac du Flambeau Reservation*

Lac du Flambeau Reservation includes two designated wetland areas: Powell Marsh and Mishonagon Swamp. Powell Marsh, covering the northern third of Town, is a regionally important wetland because of its large size and open character. Without management, this open wetland habitat succeeds to tamarack forest and black spruce muskeg. A combination of prescribed fire, hand-cutting, mowing and shearing, as well as changes in water levels, is used to limit the growth of shrubs and trees while increasing the abundance of grasses and sedges. Control of woody species is the primary required habitat manipulation for many wildlife species. Flowages are managed with periodic draw-downs. Mishonagon Swamp lies south of County Trunk Highway (CTH) F, between Shishebogama Lake and State Trunk Highway (STH) 47.

### *Menominee Reservation*

Wetlands are scattered throughout the County and are generally associated with the County's steam corridors. Not including small tracts of wetlands (less than five acres); approximately 15 percent or 35,429 acres of land within Menominee County is classified as wetlands. The amount and variety of wetlands may have some limitation on the future growth and development of the County and reservation.

### *Mole Lake Reservation*

Approximately 46 percent or 974 acres of land within the reservation is classified as wetlands. The amount and variety of wetlands may have some limitation on the future growth and development of the County and reservation.

## **Floodplains**

A floodplain is generally defined as land where there is a one percent chance of flooding in any year. The primary value of floodplains is their role in natural flood control. Flood plains represent areas where excess water can be accommodated whether through drainage by streams or through storage by wetlands and other natural detention/retention areas. Specific areas that will be inundated will depend upon the amount of water, the distance and speed that water travels, and the topography of the area. If uninterrupted by development, the areas shown on a map as floodplains should be able to handle the severest (regional) flood, i.e. those that have a probability of occurring once every one hundred years.

### *Lac du Flambeau Reservation*

At this time Vilas County remains ineligible to apply for Mitigation Program Grants because of its non-participation in the National Flood Insurance Program.

### *Menominee Reservation*

Floodplains in Menominee County are generally associated with low lying areas along the West Branch of the Wolf River corridor located to the south and west of the STH 47 and STH 55 corridors. Less than one percent (268 acres) of the land within the County lies in the 100 year floodplain.

### *Mole Lake Reservation*

Floodplains have not been developed for the Mole Lake Reservation.

## **Woodlands**

Woodlands play a key role in the protection of environmentally sensitive areas like steep slopes, shorelands, wetlands, and flood plains. Expansive forests provide recreational opportunities, aesthetic benefits, and economic development. Expansive woodlands provide recreational opportunities, aesthetic benefits, and economic development. Regulations concerning removal of woodland vegetation may be necessary to protect scenic beauty, provide critical wildlife habitat, and control erosion into surface waters.

### *Lac du Flambeau Reservation*

About 66% of the Town of Lac du Flambeau is covered in woodland. The pre-settlement composition of woodland in the Town of Lac du Flambeau primarily included two forest types—pine forest, and mixed conifer forest. Pine forests covered about half the town, and were composed of eastern white pine (*Pinus strobus*) and red pine (*Pinus resinosa*) with no hardwoods. Mixed conifer forest covered the other half of town, and were composed of eastern hemlock (*Tsuga canadensis*), sugar maple (*Acer saccharum*), and yellow birch (*Betula allegheniensis*) with mixtures of white and red pine.

Over the years, the Town of Lac du Flambeau has regained much of its woodland cover, although the plant species composition is not the same as pre-settlement times. Now, significant amounts of aspen (*Populus spp.*), paper birch (*Betula papyrifera*), and balsam fir (*Abies balsamea*) exist where pine and hemlock once stood.

All woodlands are dynamic, always changing from one stage to another, influenced by natural forces and humans. Changes can be subtle and occur over long periods, or can happen in seconds from a timber harvest, windstorm, or fire.

### School Forest

The Lac du Flambeau Elementary School has a 40-acre school forest in Town. A school forest is an outdoor classroom on land owned or controlled by a public or private school and used for environmental education and natural resource management, which is registered through the state community forest program.

## National Forest

The Chequamegon-Nicolet National Forest covers about one sixth of the town in the southwest portion of town.

### *Menominee Reservation*

Originally, the majority of Menominee County contained extensive stands of oak/jack pine barrens, jack pine forests, hardwood forests (sugar maple, hemlock and yellow birch) along with red pine and white pine stands. Today forest land is the dominant land use in Menominee County and approximately 94 percent of the total land area in Menominee County is forested, the majority of these wooded areas are unplanted. Menominee County's forests presently consist of northern hardwoods, aspen with smaller amounts of oak, lowland hardwoods, jack pine and oak barrens.

The Menominee Nation, through the Menominee Tribal Enterprises (MTE) maintains sustainable forestry management traditions that are recognized nationally. Land, managed by MTE, is held by the United States in trust for the Menominee Nation. The remainder of the forested land in the county is considered fee lands and Tribal lease lots. Pine and Northern pin oak type forests comprise the majority of these lands. According to the Menominee Indian Tribe of Wisconsin, in 2009, a total of about 230,000 acres were managed by MTE (Sustained yield forestland) within Menominee County.

### *Mole Lake Reservation*

The pre-settlement composition of forestland in Mole Lake was a mixed conifer and deciduous tree species that included white pine, red pine, yellow birch, sugar maple, hemlock, and beech. All forests are dynamic, always changing from one stage to another, influenced by natural forces and humans. Changes can be subtle and occur over long periods, or can happen in seconds from a timber harvest, windstorm, or fire. The Mole Lake Reservation is mainly forested.

## **Soils**

Area soils are related to the physical geography, climate, and vegetation. By reviewing the soil maps and other information, it is possible to determine the best uses for a particular area. Human activity also affects soil formation by altering and accelerating natural soil processes. Clearing, burning, cultivating, and urbanization thereby affecting soil structure, porosity, and content of nutrients have altered many soils.

### *Lac du Flambeau Reservation*

In 1984, the Natural Resource Conservation Service partnered with the University of Wisconsin to create the Soil Survey of Vilas County. See the Soil Survey for detailed information about the use and management of specific soils.

### *Menominee Reservation*

The United States Department of Agriculture (USDA) and the Natural Resources Conservation Services (NRCS) completed a Soil Survey of Menominee County in 2004. See the USDA's 2004; Soil Survey of Menominee County, Wisconsin, for more information regarding each soil types: forest productivity, forest habitat, prime farmland, wildlife habitat, building site development, construction materials, etc.

### *Mole Lake Reservation*

Information is not available separately for the Mole Lake Reservation.

## **Metallic and Non-Metallic Resources**

The Wisconsin Department of Natural Resources estimates that there could be no more than five metallic mineral mines developed in Wisconsin over the next twenty years (1997-2017). This includes the Flambeau Mine now fully reclaimed, the Crandon Project is no longer being considered, the Lynne Project no longer being considered, the Bend Project known but not yet under consideration, and one additional ore body not now known. This estimate is based on the current state of knowledge about the geology of northern Wisconsin and the steps necessary to discover an ore body and the time it takes to complete the regulatory requirements.

### *Lac du Flambeau Reservation*

There are a number of rock, sand, and other aggregate mines throughout the town and are often referred to as "pits" or "quarries." These sites produce unconsolidated material such as sand or gravel, and can vary in size from just a few acres of land to large excavations covering hundreds of acres. The Town of Lac du Flambeau has a zoning ordinance regarding metallic and non-metallic mineral exploration, mining, processing, and reclamation. Mining activities are allowed by conditional use in some districts of the zoning ordinance.

### *Menominee Reservation*

Menominee Reservation does not have any metallic or non-metallic mineral resource sites.

### *Mole Lake Reservation*

The Crandon mineral resource site, owned by both the Sokaogon Chippewa and Potawatomi tribes, dropped the permitting process and is no longer under consideration.

There are a number of non-metallic quarries in the Town of Nashville, as well as a few closed or inactive sites. Mole Lake Reservation does not have any metallic or non-metallic mineral resource sites.

### **Rare Species and Natural Communities**

Wisconsin's biodiversity goals are to identify, protect and manage native plants, animals, and natural communities from the very common to critically endangered for present and future generations. Knowledge, appreciation, and stewardship of Wisconsin's native species and ecosystems are critical to their survival and greater benefit to society. The latest inventory of potential and existing natural spaces that complement Wisconsin's biodiversity goals are in the WDNR's Wisconsin Land Legacy Report 2006-2056.

#### *Lac du Flambeau Reservation*

The Town of Lac du Flambeau has 38 sections with occurrences of aquatic and terrestrial plants, animals, and/or natural communities of endangered status as identified in the Wisconsin Natural Heritage Inventory. Each section identified may have several different species or just one species. The Town of Lac du Flambeau does not have a higher amount of rare species occurrences than any other town in Vilas County.

- 30 sections have aquatic occurrences;
- 2 sections have terrestrial occurrences; and
- 6 sections have both aquatic and terrestrial occurrences.

#### Champion Trees

The WDNR maintains records on the largest trees (Champion Trees) in the state to encourage the appreciation of Wisconsin's forests and trees. Hunting for the big trees can put you in touch with our natural resources heritage. The Town of Lac du Flambeau has many tall trees, but none were voluntarily recorded as Champion Trees. There are 13 Champion Trees within Vilas County.

#### *Menominee Reservation*

The Wisconsin Department of Natural Resources maintains a database of rare, special concern, threatened, and endangered species and natural communities in Menominee County. In order to protect these communities from harm, their exact locations are not released to the public; however, Menominee County has access to this database. When a development proposal is presented to the county, the WDNR database is consulted prior to granting approval. Before development, precautions should be taken to minimize adverse impacts which could disturb potential habitats for these flora and fauna.

### *Mole Lake Reservation*

The Town of Nashville has 24 sections with occurrences of endangered resources (rare, threatened, or endangered species of plants & animals, and high-quality natural communities) as identified in the Wisconsin Natural Heritage Inventory. This includes most of the reservation and the entire Crandon Mine site.

The Wisconsin Land Legacy Report 2006-2056, compiled by the WDNR, is a comprehensive inventory of the special places that will be critical to meet future conservation and outdoor recreation needs for the next fifty years. The report focused on identifying what areas of our state or regionally significant green infrastructure remains to be protected. The Upper Wolf River is a Land Legacy Area summarized below with 5 stars representing the highest level for that category.

### **Historical and Cultural Resources**

Cultural and historical resources, like natural resources are valuable assets which should be preserved. These resources define a community's unique character and heritage. Included in this section is an inventory of historic buildings, sites, structures, objects, archeological sites and districts.

### *Lac du Flambeau Reservation*

A brief history

The Town of Lac du Flambeau is located in the southwest corner of Vilas County. The name "Lac du Flambeau" means lake of the torches, which comes from the French who came to the area and saw the Ojibwe Indians spearing fish by torchlight at night.

Before January 1, 1875, Vilas County was part of Marathon County; from 1875 to 1885 part of Lincoln County; from 1885 to 1893 part of Oneida County, then being set off as Vilas County on April 12, 1893. Vilas County was named after William F. Vilas of Madison. Vilas attained the rank of Lieutenant Colonel during the Civil War, was Postmaster General of the United States from 1885-1888, was Secretary of the Interior (1888-1891) and U.S. Senator (1891-1897).

The town was created in 1900, and at that time was a busy logging area. Logging came to Lac du Flambeau in 1885. During the next 20 years, three sawmills were in operation seven days a week, and eight to ten railroad cars carried timber out each day. When the logging businesses left the area, Lac du Flambeau residents turned to resorts and tourism for economic gain. With more than 100 lakes within the township boundaries, lakeside resorts became very popular with visitors from Chicago and Milwaukee, as well as other Midwest cities.

Lac du Flambeau has two forms of local government. The Town government is organized under the provisions of the Wisconsin State Statutes, with an elected Town Board consisting of a

Town Chairman and two Town Supervisors, an elected Town Clerk and an elected Town Treasurer. The Lac du Flambeau Band of Lake Superior Chippewa Indians operates under federal recognition as a sovereign Indian nation. The Tribal government oversees issues relating to tribal members and tribal land. The Town and Tribal governments work together on issues affecting the entire community.

The area known as Lac du Flambeau is what is commonly referred to as a “checkerboard reservation” i.e. there is taxable fee land regulated by the Town, interspersed with Tribal non-taxable land which is regulated by the Tribe.

#### Historical Facilities

The Lac du Flambeau historical marker lies in a wayside park between STH 47 and Flambeau Lake. A number of buildings in the Town appear on the Wisconsin Architectural History Inventory (WAHI), because of a report titled Vilas County Resorts 2004.

The following buildings are recorded in the WAHI:

- Frank Oelrick Cottage, 1937;
- The Gauthier Resort, 1913;
- Peterson's Housekeeping Cabins, 1939; and
- Sand Lake Resort, 1993.

The Planning Committee identified the Town Hall (1936) as a historic place.

The following sites are listed in the State Register and/or National Register of Historic Places:

- Government Boarding School at Lac du Flambeau  
1895-1932  
Ethnic heritage/Native American education.
- Nicolaus H. Hultin House  
1900-1924  
Late 19th and 20th Century revivals architecture.
- Strawberry Island Site  
499-0 BC, 0-499 AD, 1000-1499 AD, & 1875-1924 AD  
Historic settlement

#### *Menominee Reservation*

##### A brief History

The Menominee, who speak a language of the Algonkian language family, are the only present-day Tribe in Wisconsin whose origin story indicates they have always lived in the state. The

Menominee refer to themselves as Mamaceqtaw (pronounced ma-machaytau), meaning "the people." Other Indians called them Menominee (also spelled Menomini), derived from manomin-an Algonkian word for wild rice-because it is a major food source for the Tribe. The Menominee lived around Green Bay when the French explorer Jean Nicolet arrived there in 1634. The French called the Menominee Folles Avoines: "the wild oats people."

In 1836, with signing of the Treaty of the Cedars and the 1848 Treaty of Lake Poygan, the Menominee sold their remaining lands to the United States. In exchange, the government offered them about 600,000 acres along the Crow Wing River in Minnesota. Oshkosh, the Grand Chief of the Menominee's, was supposed to lead his Tribe there, but he and other tribal leaders asserted that they had signed the 1848 treaty under pressure. In 1852, the President allowed the Menominee to stay on a temporary reservation on the Wolf River in northeastern Wisconsin. An 1854 treaty made this quarter-million acre reservation permanent, and in 1856 about 46,000 acres in the reservation's southwest corner were granted to the Stockbridge-Munsee.

Tribal government operated during the first half of the twentieth century through a tribal council and other interest groups. A tribal constitution was adopted in 1928, preceding the Indian Reorganization Act of 1934 which allowed tribes to maintain their own governments. In 1951, the Tribe received \$8.5 million from the federal government as compensation for losses due to mismanagement of their logging operations in the 1890s. Within three years of this decision, the Menominee became one of the first tribe in the United States to undergo a new federal program called Termination, signed by President Dwight Eisenhower in June of 1954. This policy terminated the United States jurisdiction over the Menominee Indian Tribe of Wisconsin and ended their tribal sovereignty. The Menominee underwent Termination early because the federal government felt the tribe possessed the economic resources necessary to succeed without governmental supervision. On April 30, 1961 the reservation ceased to exist and Menominee County was born. All tribal property and assets were held by Menominee Enterprises, Incorporated.

All federal services ended with the assumption that the tribe could serve itself. The reservation hospital at Keshena closed due to the lack of federal funds. Only one other tribe, the Klamath in Oregon, had been terminated by Congress, and the problems that they and the Menominee faced convinced other tribes to resist the government's policy. Termination of the Menominee Indian Tribe of Wisconsin led to a drastic decline in tribal employment, increased poverty, and brought about devastating reductions in basic services and health care.



The Menominee's greatest fear was that without federal protection, their tribal lands would pass into the hands of non-Indians. In 1970, a few Menominee's banded together and created the Determination of Rights and Unity for Menominee Shareholders (DRUMS) group, which sought to end termination and restore the Menominee status as a federally recognized tribe. Under the direction of Ada Deer, a Menominee woman, DRUMS pushed for the restoration of the Menominee federal status. On December 22, 1973, President Richard M. Nixon signed the Menominee Restoration Bill into law. In April 1975, the lands of Menominee reverted back to reservation status, and in 1976, the Menominee approved their new tribal constitution. The new tribal legislature took over governance of the tribe in 1979.

#### Historical Facilities

There is one item listed on the National Register for Menominee County:

- Saint Joseph of the Lake Church and Cemetery

#### Architecture and History Inventory (AHI)

In order to determine those sites that are eligible for inclusion on the National Register, the DHP frequently funds historical, architectural, and archaeological surveys of municipalities and counties within the state. Surveys are also conducted in conjunction with other activities such as highway construction projects.

A search of the DHP's on-line Architecture and History Inventory (AHI) reveals the following properties within Menominee County.

- US Government School Complex - Pump house (Keshena)
- US Government School Complex - Laundry
- US Government Agency House
- Saint Joseph of the Lake Church and Cemetery (St. Joseph Church Road)

There is one historical marker in Menominee County, which is:

- Spirit Rock - Hwy 55, 2.5 mi. N of Keshena

There are two museums, in Menominee County.

- Menominee Logging Museum- This museum has the largest collection of logging artifacts in the world. Guided tours explore a real logging village where you will visit a bunkhouse, cook shanty, horse barn, blacksmith shop, wood butcher's shop, saw filers shack, and an old time camp office, all fully restored with original tools and equipment used in Northern Wisconsin lumber camps.
- Menominee Indian Cultural Museum- This museum documents the rich heritage of the Menominee Indian Tribe and display rare and unique artifacts from their past.

The Menominee Tribal Historic Preservation Office serves to protect and preserve the cultural heritage of the Menominee people. This includes Menominee language, culture and traditions. Their highest priority is to revitalize and preserve the Menominee language which considered the mainstay of their identity for future generations of the Menominee Indian Tribe of Wisconsin. They also seek to protect and preserve their valuable cultural resources that have been left by our Menominee ancestors.

### *Mole Lake Reservation*

Historically, the Sokaogon Chippewa were a nomadic people; traveling north, south, east and west; following the seasonal stream of animals and weather patterns. They came to the Great Lakes region and settled near Rice Lake, Swamp Creek, and various other lakes where they found wild rice, (or manoomin in Ojibwe). In 1806, a battle over the rice patties between the Sioux and Sokaogon Chippewa was fought. The Sokaogon Chippewa emerged victorious; hence they kept that which is sacred and valuable. The wild rice, a sacred item, was harvested for cultural traditions, events, and practices each year in the fall. Wild rice was not the only cultural-important food. The Sokaogon Chippewa were also excellent hunters and fishermen which provided additional culturally important foods, clothing, and medicines.

Once settlers came into the area, treaties were made with the Sokaogon Chippewa that entitled them to hunt, fish, and gather wild rice and other plants in ceded territories. The treaty of 1854 put most Ojibwe bands onto reservations. The Mole Lake Band of Lake Superior Chippewa was formally recognized as an independent tribe by the federal government in 1939. The Mole Lake reservation is currently the home of the Sokaogon Chippewa Community. Under the provisions of the 1934 Reorganization Act, 1,745 acres of land were purchased for this reservation.

In 1976, Exxon discovered a zinc-copper ore deposit upstream from Rice Lake at the headwaters of the Wolf River. The Sokaogon Chippewa actively protested against the mine and the dangers it would have presented to the cultural integrity and traditions of the Sokaogon Chippewa. The Nicolet Minerals Company, its mineral rights, and the mining area of approximately 4,800 acres were purchased by the Potawatomi and Sokaogon Chippewa in 2003.

To this day, the Sokaogon Chippewa actively and avidly practice their cultural traditions of the past through stories, ceremonies, religion, and daily life. They are ensuring their way of life is sustained for the “seventh generation” of future generations.

## Historical Facilities

One building on the Reservation appears on the Wisconsin Architectural History Inventory:

- Dinesen-Motzfeldt-Hettinger Log House.  
This building has recently been restored with funding from the National Park Service and the Jeffris Family Foundation.

The Dinesen House has been placed on the State Register of Historic Place (11-15-04) and the National Register of Historic Places (1-12-05).

There are a number of other assets that have been identified as having cultural and historical importance to Sokaogon people.

- Mushgigamongsebe District
- Pow Wow Grounds
- Tribal Cemetery
- Burial grounds and Battlefield with Historic Marker
- Rice Lake

## Productive Agricultural Areas

### Agriculture

TABLE 30 shows the agriculture production by county in 2007. Shawano County has the regions highest production of agriculture leading the region in 8 of the 10 agriculture areas. The largest production in Shawano County is Corn for Grain with over 7 million bushels harvested in 2007. Shawano County also has a high production of soybeans with over 900,000 bushels harvested in 2007. Langlade County is the only other county with any significant agriculture production. Langlade County produced over 500,000 bushels of oats and over 150 million pounds of milk in 2007. Shawano County had the highest milk production in 2007 with over 790 million pounds of milk produced. Menominee County is the only county that did not produce any agriculture in 2007. Agricultural resources play a very limited and minor role within Menominee County. Vilas, Oneida, and Forest Counties all had minimal production in 2007.

	Forest	Langlade	Menominee	Oneida	Shawano	Vilas
Corn for Grain - Bushels	0	0	0	0	7,200,000	0
Corn for Silage - Tons	0	0	0	0	615,000	0
Soybeans - Bushels	0	0	0	0	960,000	0
Oats - Bushels	0	528,000	0	0	263,000	0
Winter Wheat - Bushels	0	0	0	0	334,000	0
Hay Alfalfa (Dry) - Tons	4,800	15,700	0	0	74,700	0
All other Hay (Dry) - Tons	6,600	11,100	0	4,200	0	600
Milk Cows - production in 1,000 lbs	0	151,500	0	0	791,800	0
Milk Cow Herds	2	59	0	0	350	0
All Cattle and Calves	2,900	17,000	0	700	87,000	200

Source: 2007 Census of Agriculture

Berry production has become a popular land use for some of the counties and reservations. According to the 2007 Census of Agriculture, Oneida County and Vilas County each had 7 cranberry farms harvesting 812 acres and 691 acres of cranberries respectively. Teske's Cranberry Farm in the northeast corner of Lac du Flambeau has 137 acres of cranberry bogs. Tribal Forestry has maintained strawberry fields, since 2001, as a cash crop on Tribal land. In 2007, Vilas County had a total of 4 strawberry farms harvesting 20 acres, Shawano County had 6 strawberry farms harvesting 8 acres and Langlade County had 1 strawberry farm. Shawano and Vilas Counties also had raspberry production on a total of 6 farms, 4 farms in Shawano County and 2 farms in Vilas County. A total of 2 farms in Shawano County and 1 farm in Vilas County harvest blackberries and dewberries. A total of 1 farm in Oneida County, 2 farms in Shawano County and 3 farms in Vilas County harvested blueberries in 2007.

### *Farms*

TABLE 31 shows the number of farms and value by county in 2007. Shawano County has the highest total number of farms and the most acres in farm land. The median size of farm is greatest in Langlade County, followed by Oneida County and Forest County. Although Vilas County only has 71 farms, Vilas has the highest estimate market value per farm, land and buildings and estimated value per acre. Shawano County, who has the most farms and most land in farm, has the 4<sup>th</sup> highest estimate market value per farm, land and buildings and 3<sup>rd</sup> highest estimated value per acre.

	<b>Forest</b>	<b>Langlade</b>	<b>Menominee</b>	<b>Oneida</b>	<b>Shawano</b>	<b>Vilas</b>
Farms	173	487	4	179	1,450	71
Land in farms - acres	33,805	122,895	318	39,172	271,718	9,942
Average farm size - acres	195	252	80	219	187	140
Median farm size - acres	113	120	30	80	107	40
Est. market value per farm, land & buildings - dollars	376,172	644,726	93,333	622,980	577,079	696,398
Est. market value per acre, land & buildings - dollars	1,925	2,555	1,174	2,847	3,080	4,973

Source: Source: 2007 Census of Agriculture - County Data

### **C. Natural, Cultural, and Agricultural Resources Programs**

Programs available to the NiiJii Enterprise Community to achieve their goals, objectives, and policies with regard to agricultural, natural and cultural resources are identified below. The following list is not all-inclusive. Contact the agency or group that offers the program for specific program information.

**Aquatic Habitat Protection Program:** The WDNR provides basic aquatic habitat protection services. Staff members include Water Management (Regulation) Specialists, Zoning Specialists, Rivers (Federal Energy Regulatory Commission-FERC) Specialists, Lakes Specialists, Water Management Engineers, and their assistants (LTEs). The program assists with water regulation permits, zoning assistance, coordination of rivers, lake management, and engineering.

**County Conservation Aids:** Funds are available to carry out programs for fish or wildlife management projects as per §23.09 (12), Wis. Stats. and NR 50, Wis. Adm. Code. Projects related to providing improved fish or wildlife habitat or projects related to hunter/angler facilities are eligible. Projects that enhance fish and wildlife habitat or fishing and hunting facilities have priority. Contact the WDNR for further information.

**Drinking Water and Groundwater Program:** This WDNR program is responsible for assuring safe, high quality drinking water and for protecting groundwater. This is achieved by enforcing minimum well construction and pump installation requirements, conducting surveys and inspections of water systems, the investigation and sampling of drinking water quality problems, and requiring drinking water quality monitoring and reporting. A team of specialists, engineers, hydrogeologists, and a program expert and program assistants staff the program. WDNR staff provide assistance to public and private well owners to help solve water quality complaints and water system problems. They also provide interested citizens with informational or educational materials about drinking water supplies and groundwater.

Wisconsin Fund is a program by the Wisconsin Department of Commerce, Safety and Buildings Division. Grants are provided to homeowners and small commercial businesses to help offset a portion of the cost for the repair, rehabilitation, or replacement of existing failing Private Onsite Wastewater Treatment Systems (POWTS). Eligibility is based upon several criteria, including household income and age of the structure. 66 counties out of Wisconsin's 72 counties, the City of Franklin, and the Oneida Tribe of Wisconsin participate in the program. County government officials assist interested individuals in determining eligibility and in preparation of grant applications. A portion of the money appropriated by the state government for the program is set aside to fund experimental POWTS with the goal of identifying other acceptable technologies for replacement systems.

**Endangered Resources Program:** The WDNR's Endangered Resources staff provides expertise and advice on endangered resources. They manage the Natural Heritage Inventory Program (NHI), which is used to determine the existence and location of native plant and animal communities and

Endangered or Threatened Species of Special Concern. The NHI helps identify and prioritize areas suitable for State Natural Area (SNA) designation, provides information needed for feasibility studies and master plans, and maintains the list of endangered and threatened species. All management activities conducted by Wildlife Management and Forestry staff must be reviewed to determine the impact on NHI-designated species. Permits for the incidental take of an Endangered or Threatened species are required under the State Endangered Species Law. The Endangered Resources Program oversees the permit process, reviews applications and makes permit decisions. Funding for the Endangered Species Program comes from a number of sources, including tax checkoff revenue, license plates, general program revenues (GPR), gaming revenue, Natural Heritage Inventory chargebacks, wild rice permits, general gifts and Pittman Robertson grants.

**Fisheries Management Program:** The WDNR funds this program primarily through the sale of hunting and fishing licenses. The program assists with fishery surveys, fish habitat improvement/protection, and fish community manipulation. This program may also be used to fund public relations events and a variety of permitting and administrative activities involving fisheries.

**Forest Management Program:** Funding for the forestry program is supported primarily by a fixed rate mill tax on all property in the State of Wisconsin. Other support is received from the federal government, from recreation fees, from sale of forest products, from sale of state produced nursery stock, forest tax law payments, and other miscellaneous sources. All activities

of the Forestry Program help support efforts to promote and ensure the protection and sustainable management of Wisconsin's forests.

**Private Forestry:** The WDNR's goal is to motivate private forest landowners to practice sustainable forestry by providing technical forestry assistance, state and federal cost-sharing on management practices, sale of state produced nursery stock for reforestation, enrollment in Wisconsin's Forest Tax Law Programs, advice for the protection of endangered and threatened species, and assistance with forest disease and insect problems. Each county has at least one Department forester assigned to respond to requests for private forestland assistance. These foresters also provide educational programs for landowners, schools, and the general public. Both private and industrial forest landowners have enrolled their lands under the Managed Forest Law.

**Managed Forest Law (MFL):** The purpose of the MFL is to promote good forest management through property tax incentives. Management practices are required by way of an approved forest management plan. Landowners with a minimum of 10 contiguous acres (80% must be capable of producing merchantable timber) are eligible and may contract for 25 or 50 years. Open lands must allow hunting, fishing, hiking, cross-country skiing, and sight-seeing, however, up to 80 acres may be closed to public access by the landowner. There is a 5% yield tax applied to any wood products harvested. Contact the WDNR for further information.

**Nonpoint Source Pollution Abatement Program:** This WDNR program is currently undergoing restructuring and being gradually replaced by short-term grants that will address specific projects rather than focusing on entire watersheds. The goal of this voluntary program is to improve and protect the water quality of surface waters and groundwater within the watershed. Landowners are encouraged to control nonpoint pollution on their properties through cost sharing of Best Management Practices. This program will be replaced by Targeted Runoff Management projects (TRM). These are projects that are more specific in nature and may last up to three years. They are scored on a competitive basis, based on the amount of pollutant control they will achieve and the degree of impairment of the location. One nonpoint source coordinator is located in the Rhinelander WDNR Service Center. This coordinator administers and oversees the priority watershed program and will also assist with the TRM grants. The coordinator also provides nonpoint source pollution advice to counties that are implementing their land and water plans.

**Parks and Recreation Program:** The WDNR gets its authority for administering the Parks and Recreation Program from Chapter 27 Wisconsin Statutes. This program provides assistance in the development of public parks and recreation facilities. Funding sources include: the general

fund, the Stewardship Program, Land and Water Conservation fund (LAWCON), and the recycling fund, and program revenue funds.

**Stewardship Grants for Nonprofit Conservation Organizations:**

Nonprofit conservation organizations are eligible to obtain funding for the acquisition of land or easements for conservation purposes and restoration of wildlife habitat. Priorities include acquisition of wildlife habitat, acquisition of lands with special scientific or ecological value, protection of rare and endangered habitats and species, acquisition of stream corridors, acquisition of land for state trails including the Ice Age Trail and North Country Trail, and restoration of wetlands and grasslands. Eligible types of projects include fee simple and easement acquisitions and habitat restoration projects. All projects must be in a WDNR approved outdoor recreation plan. Contact the WDNR or NCWRPC for further information.

**Wastewater Program:** The Department of Natural Resources provides this program to address point and non-point source pollution control. Operating funds for this program come from the federal government’s Clean Water Act funding as well as state general program revenues. The core work of this program involves the issuance of wastewater discharge permits that discharge directly

to surface or groundwater and enforcing the requirements of these permits. The program closely monitors the impacts of industry, septic tanks, sludge, and storm water on the environment. Pretreatment plants for wastewater are offered economic assistance and provided with plan review services before the facility is established.

**Watershed Program:** The WDNR seeks to protect wild and domestic animals, recreational activities, natural flora and fauna, agriculture, business, and other land uses through watershed management. Funds to run this program are provided by the federal government through Clean Water Act and through state general program revenues. The program assists with watershed planning, water quality monitoring and modeling, and development of water quality standards and policy.

**Wetlands Reserve Program (WRP):** The purpose of the WRP is to restore wetlands previously altered for agricultural use. The goal of the WRP is to restore wetland and wildlife habitats. Lands that have been owned for at least one year and can be restored to wetland conditions are eligible. Landowners may restore wetlands with permanent or 30-year easements or 10-year contracts. Permanent easements pay 100% of the agricultural value of the land and 100% cost-sharing; 30-year easements pay 75% of the agricultural value and 75% cost sharing; 10-year contract pays 75% cost share only. Permanent or 30-year easements are recorded with a



property deed, however 10-year contracts are not. Public access is not required. Contact the USDA Natural Resources Conservation Service for further information.

**Wildlife Management Program:** The WDNR's Bureau of Wildlife Management oversees a complex web of programs that incorporate state, federal and local initiatives primarily directed toward wildlife habitat management and enhancement. Programs include land acquisition, development and maintenance of State Wildlife Areas, and other wild land programs such as State Natural Areas. Wildlife Staff work closely with staff of state and county forests to maintain, enhance, and restore wildlife habitat. Wildlife Management staff conduct wildlife population and habitat surveys, prepare property needs analysis's, develop basin wildlife management plans and collaborate with other WDNR planning efforts such as Park, Forestry or Fishery Area Property Master Plans to assure sound habitat management. Funding comes from the federal government in the form of Endangered Species grants and Pittman-Robertson grants and from state government in the form of hunting and trapping license revenues, voluntary income tax contributions, general program revenue and Stewardship funds.

**Wisconsin Historical Society, Office of Preservation Planning (OPP):** The OPP can provide information on how to protect and preserve your own historic property, to implement grassroots strategies for preserving and protecting historic properties and on state or federal laws and regulations that may be applicable to a given case.

## CHAPTER SEVEN: LAND USE

Land use directly influences all the various elements presented in the previous chapters. The choices for housing type, location, transportation alternatives, decisions on employment locations, recreational opportunities, and the quality of the man-made and natural environments are all intricately woven together into land use. Land use policy decisions can have far-reaching repercussions for factors including housing growth and the protection of natural resources.

### A. Background

Land within the Nijii Enterprise Community is either held in tribal “trust” status or is classified as “fee simple” lands. Tribal lands held in trust by the United States are classified as “Trust” or restricted lands. The Secretary of the Interior (Secretary) is authorized by Congress to acquire title to land or interests in land on behalf of individual Indians and tribes. The Secretary must process and approve an individual Indian’s or tribe’s conversion of its privately held title to land (fee) into federally held title to land before the conversion is complete. The United States holds in trust title to the lands or interests in lands for the individual Indian or tribe upon completion of the process and approval. On the other hand, “fee simple” is a form of ownership status where the person may freely alienate and encumber title without federal approval. Land in trust status or restricted status is not held in fee. Essentially, all ‘trust’ lands are governed by the Tribe, while ‘fee simple’ lands are governed by the Town/County.

- **Fee land** refers to land in which an owner holds the title. The land is generally subject to taxation. This is the only land that the Town of Lac du Flambeau has jurisdiction over.
- **Trust land** refers to land in which the title is held by the United States Government in trust for a Tribe or individual American Indian. This land cannot be sold without the approval of the Secretary of the Interior.
- **Tribal land** is a combination of trust land and land owned by the tribe.
- **Allotted land** is land that was historically parceled out to individual Tribal members by the General Allotment Act of February 8, 1887 (also known as The Dawes Act).

#### *Lac du Flambeau Reservation*

The vast amount of lakes and woodlands present in Lac du Flambeau are the driving force behind the Town's development. The Town of Lac du Flambeau covers almost 132 sections totaling about 86,600 acres in a reversed "L" shape carved out of Vilas County's southwest corner. One-seventh of the Town is part of the Chequamegon National Forest, where most of the land is owned in trust by the U.S. Forest Service for all to enjoy according to the forest management plan. The remaining six sevenths of the Town are part of the Lac du Flambeau Band of Chippewa Reservation. About 67 percent of reservation land in the Town is held in trust

or is Tribally owned for Tribal members' housing needs and economic development pursuits. The remaining 33 percent of land is "fee land," which is privately owned by individuals, most of which are not Tribal members. Under the Dawes Allotment Act of 1887, each Native American was provided a piece of property within the reservation as their own private property. Land that is currently in private ownership was "trust land" that was sold to willing buyers by individual Native Americans under the Dawes Act.

In 2013, The Lac du Flambeau Reservation, located primarily in Vilas County, totaled 86,600 acres.

- 39,403 acres are tribally owned
- 18,532 acres are individually allotted
- 28,665 acres are fee land
- 24,000 acres are water/wetlands that include 260 lakes, 65 miles of streams, lakes, and rivers.

#### *Menominee Reservation*

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

#### *Mole Lake Reservation*

Under the provisions of the 1934 Reorganization Act, 1,745 acres of land were purchased for the Mole Lake Reservation. This area lies in southwestern Forest County, near Crandon. In 2013, Mole lake Reservation totaled 4,904.2 acres. Of that, 1,930 acres are reservation, 1,320 are trust land, 172 are fee land and 1,482.2 are fee land (NMC Purchase)

## **B. Existing Land Use**

### **Land Use Categories**

#### 1. Agriculture

Lands that are managed to produce crops or raise livestock.

#### 2. Commercial

Identifies areas that sell goods or services to the general public; such as gas stations, stores, restaurants, professional services, hotels, campgrounds, and car dealerships. Higher density residential development is also allowed here, along with some storage facilities.

#### 3. Governmental/Institutional

Identifies areas where the main purpose of use is for public good facilities, for example: utilities, community non-profit facilities, schools, churches, and governmental buildings.

#### 4. Industrial

Identifies areas that produce goods or services for distribution to commercial outlets, for example: manufacturers and wholesale distributors. Any uses that directly relate to trucking or mining operations are also located in industrial areas.

#### 5. Open Lands

Contains sensitive environmental areas, such as 100-year floodplains as defined by the Federal Emergency Management Agency, DNR wetlands, steep slopes of 12 percent or greater. This area could include endangered species habitat or other significant features or areas identified by the Town, including cultural area.

#### 6. Outdoor Recreation

Land that is or could become parks or trails. Ball fields, outdoor amphitheatres, and waysides are all included in this designation.

#### 7. Residential

Identifies areas of residential development typically consisting of smaller lot sizes that may be served by municipal water and sewer systems, even if a municipal system is not planned.

#### 8. Resort

Identifies areas where a resort, bed-and-breakfast, or a camp exists. See the Community Facilities map to see where the camps are.

#### 9. Transportation

Identifies the existing road network along with the recommendations for improved and safe traffic movement in the town, including airports and rail facilities.

#### 10. Woodlands

Areas of land that are covered with trees and hardly any grass. Single family houses, and hunting shacks may exist in this area on large lots. DNR wetlands that contain many trees, and campgrounds may also exist in this area.

### *Lac du Flambeau Reservation*

TABLE 32 shows the calculated generalized land areas for each type of land use within the Town as of the year 2007, as calculated from a geographic information system (GIS) computer program. "Tribal" consists of land owned or managed by the Tribe.

Tribal land that includes woodlands and forested wetlands is about 16% of the water listed in TABLE 32, and most of the land in downtown Lac du Flambeau. All land use types described will represent the general acreage within the Town that is not Tribal. The majority of the Town is woodlands and forested wetland at about 30,075 acres or 37 percent of the whole town. The next most significant land use type is water at about 22 percent or about 17,600 acres. Open Lands consist of fields and non-forested wetlands, and cover about 1,400 acres (2 percent).

Residential land covers about 1,800 acres (2 percent). Transportation land use type includes all the roads in Town and amounts to about 590 acres (almost 1 percent). All other land uses listed in TABLE 32 amount to less than 100 acres for each land use.

<b>Table 32: Lac du Flambeau Reservation Existing Land Use, 2007</b>		
Land Use	Total Acres	Percent of Total
Agriculture	151	0.18%
Commercial	69	0.08%
Government / Institution	19	0.02%
Industrial	96	0.12%
Open Lands	1390	1.70%
Outdoor Recreation	2	0%
Residential	1842	2.25%
Resort	79	0.10%
Transportation	590	0.72%
Tribal	29862	36.50%
Water	17632	21.55%
Woodlands	30075	36.76%
<b>Total Acres</b>	<b>81,808</b>	<b>100%</b>

Source: NCWRPC GIS

### *Menominee Reservation*

Menominee County encompasses approximately 233,606 acres; SEE TABLE 33 Approximately 3 percent (2.5%) of the total area is developed. The primary developed uses include Transportation (59.3%), Single-family Residential (28.8%), Utilities/Communications (4.6%), Institutional Facilities (2.8%), and Recreational Facilities (2.1%). Collectively these uses account for 98 percent (97.6%) of the developed area. Overall, woodlands (planted and unplanted) accounts for 94 percent (94.3%) of the total land use. Water features (2.2%), other open land (0.8%), and non-irrigated cropland (0.1%), comprises the remaining three percent (3.1%) of the remaining land uses.

Land Use	Total Acres	Percent of Developed Land	Percent of Total
Single Family Residential	1,705	28.80%	0.70%
Farmstead	7	0.10%	0.00%
Multi-Family Residential	12	0.20%	0.00%
Mobile Home Parks	0	0%	0%
Industrial	76	1.30%	0.00%
Recreational Facilities	123	2.10%	0.10%
Commercial	46	0.80%	0.00%
Institutional Facilities	164	2.80%	0.10%
Utilities/Communications	271	4.60%	0.10%
Transportation	3,507	59.30%	1.50%
Total Developed	5,912	100.00%	2.50%
Non-irrigated Cropland	324		0.10%
Irrigated Cropland	0		0%
Planted Woodlands	3,321		1.40%
Unplanted Woodlands	216,977		92.90%
Active Quarry	36		0.00%
Other Open Land	1,912		0.80%
Water Features	5,125		2.20%
Total Acres	233,606		100.00%

Source: East Central Wisconsin Planning Commission, 2008

### *Mole Lake Reservation*

TABLE 33 presents the current breakdown of land-use types within the reservation. The majority of the reservation is woodlands at about 2,933 acres or nearly 87%. Water covers about 7% of the reservation. The next most significant land use type is residential at about 3%. The other land uses combined are only about 3.1% of the total area.

Land Use	Total Acres	Percent of total
Acres Percent		
Agriculture	20	0.60%
Commercial	16	0.50%
Government	15	0.40%
Open Land	20	0.60%
Residential	102	3%
Transportation	35	1%
Water	237	7%
Woodlands	2,933	86.80%
Total	3,378	100%

Source: NCWRPC, Sokaogon Chippewa Community

### **C. Analysis of Trends**

#### **Land Supply**

##### *Lac du Flambeau Reservation*

As shown in TABLE 31, the majority of the Town is woodlands, so the supply of land potentially available for development appears to be more than adequate; however, a significant portion of this woodland area is wetland. Based upon various state and federal laws and engineering difficulties, water and wetlands are not considered developable, which leaves 57 percent available (this and all future percent's include Tribal land within the Town). Now all existing developed land is removed from possibility, and 47.5 percent remains. No Chequamegon National Forest land is available; therefore 43,300 acres or about 53 percent of the Town of Lac du Flambeau is potentially available for development. Even under a rapid growth scenario, the supply of land in the Town of Lac du Flambeau is more than sufficient to accommodate projected demand over the next 20 years.

##### *Menominee Reservation*

The amount of land available for development within Menominee County is finite. Over 92 percent of total acres are unplanted woodlands, SEE TABLE 32. Factors that limit the amount of developable land include fee simple versus trust lands, sustainable yield land, environmental restrictions (floodplains, high groundwater, wetlands, steep slopes, and water quality), zoning (setbacks, conservancy and development easements, permitted uses), and conflicts between uses.

##### *Mole Lake Reservation*

Over 86 percent of the total acres are "undeveloped" woodlands in Mole Lake, so the supply of land "available" for development appears to be adequate, see TABLE 33. Much of this

undeveloped area is large blocks of forest, which are most productive if roads are not cut into it and subdivided. Even under a rapid growth scenario, the supply of land in the Mole Lake Reservation is more than sufficient to accommodate projected demand over the next 20 years for all use categories.

**Land Values**

*Lac du Flambeau Reservation*

Overall equalized land values in the Town have decreased 21.5 percent over the last six years; however, not all categories of land decreased equally. Residential property values decreased by 21.7 percent, while commercial decreased by 18.8, See TABLE 35. Overall, 5 of the 8 types of property decreased value over the 6 years Manufacturing property was the only property to experience an increase over the 6 year period, increasing 36.6 percent in value.

<b>Table 35: Town of Lac du Flambeau Equalized Property Values</b>			
Type of Property	2007	2013	% Change
Residential	\$ 1,071,659,600.00	\$ 839,301,900.00	-21.7%
Commercial	\$ 17,659,900.00	\$ 14,345,000.00	-18.8%
Manufacturing	\$ 599,000.00	\$ 818,400.00	36.6%
Agriculture	\$ 14,900.00	\$ 10,000.00	-32.9%
Undeveloped	\$ 165,800.00	\$ 165,800.00	0.0%
Ag Forest	\$ -	\$ -	0.0%
Forest	\$ 17,948,600.00	\$ 15,090,800.00	-15.9%
Other	\$ 579,700.00	\$ 409,600.00	-29.3%
<b>Total Value</b>	<b>\$ 1,108,627,500.00</b>	<b>\$ 870,141,500.00</b>	<b>-21.5%</b>

Source: WI DOR 2007,2013

*Menominee Reservation*

Land values have consistently increased between 2001 and 2013 for Menominee County, SEE TABLE 36. Land values in Menominee County increased 451 percent between 2001 and 2013. Land values have increased significantly over the past 5 years, increasing 135.3 percent between 2008 and 2013. The largest year increases for Menominee County occurred between 2006 and 2007. This increase in the equalized value was due to a revaluation that was undertaken in 2006. From 2006 to 2007, land values increased by 26 percent in the County.



Year	RE Value	% Change
2001	\$ 52,398,600.00	
2002	\$ 59,957,300.00	14.4%
2003	\$ 67,872,800.00	13.2%
2004	\$ 71,069,900.00	4.7%
2005	\$ 79,346,600.00	11.6%
2006	\$ 81,704,900.00	3.0%
2007	\$ 103,351,200.00	26.5%
2008	\$ 122,771,500.00	18.8%
2013	\$ 288,848,100.00	135.3%

Source: WI DOR

*Mole Lake Reservation*

The Wisconsin Department of Revenue does not calculate an equalized value for Mole Lake Reservation.

**Land Demand**

*Lac du Flambeau*

Residential

TABLE 37 lists projected residential land demands in 5-year increments based upon 977 single-family housing units using the Town's required 0.69-acre (minimum) lot size for each lake lot without sewer, and 26 duplexes on the same 0.69-acre lot size. A total of 692 additional acres of residential land is anticipated to accommodate projected seasonal and permanent resident growth between the years 2010 and 2025. If all projected seasonal housing units will be built on Fee Land, and if each of these houses will be single-family dwellings, then an additional 604 acres of Fee Land will be used for residential housing by year 2025.

Commercial

TABLE 37 shows the projected increase of commercial and industrial land uses in 5-year increments. The most land that could become developed by 2025 would include a potential doubling of all mining operations. No increases in land are projected for use by the casino, commercial development, or any governmental or educational institutions through 2025.

	2010	2015	2020	2025
Total Residential Acreage (Tribal and Non-Tribal)	2,475	2,614	2,752	2,891
1. Fee Land Residential Acreage	1,980	2,119	2,257	2,396
2. Tribal Residential Acreage	519	538	555	573
Total Commercial and Industrial Acreage	220	268	316	364

Source: NCWRPC

### *Menominee Reservation*

#### Residential

Based on projections by the ECWRPC, the addition of 29 single family units per year may be reasonable. The average size of a single/two-family residential parcel in the Menominee County is approximately 0.8 acres. According to the 2000 U.S. Census and ECWRPC existing land use, there were 70 multifamily units in the County that occupied about 12 acres. Per the Menominee County Zoning Ordinance, future single-family residential land use is to occur on a minimum lot size of 20,000SF. Therefore future single family residential land use was calculated utilizing 0.46 acres/unit. This means that Menominee County will likely experience an increase of about 362 acres of new single family residential growth, depending on the density selected, over the planning period, SEE TABLE 38. It is necessary to note, that a number of these single family starts may occur on reservation lands, therefore county zoning will not apply. Multi-family land use was calculated assuming that an additional 26 units of multifamily would be added utilizing 0.11 units per acre. This means Menominee County will likely experience an increase of 3 acres of multi-family development over the life of the plan.

#### Commercial

Future commercial and industrial growth was estimated using a ratio of existing population to existing commercial and industrial land use and projecting it forward based on future population estimates. It is assumed that about 8 acres of commercial and 20 acres of industrial development will be added over the life of the plan, SEE TABLE 38. Currently, agricultural land use is located in the South Branch area. Sewer and water is presently not available in this area. Therefore it is assumed that no agricultural land will be lost over the life of the plan. It is anticipated that future development will occur in the areas currently served by sewer and water (Keshena, Neopit and Zoar) and in the Legend Lake area. While infill development is expected to occur, much of this land is currently forested. Therefore, the county is expected to experience a loss of forestland. This loss of forestland will most likely occur in areas currently not held in trust, but will occur on fee land areas. Based on these assumptions approximately 394 acres of forestry land use will be lost over the life of the plan.

	2010	2015	2020	2025	2030
Residential	1,748	1,839	1,929	2,020	2,110
Multi-Family	13	14	15	16	16
Commercial	47	49	51	53	55
Industrial	114	119	124	129	134
Agricultural	324	324	324	324	324
Forestry	220,259	220,161	220,062	219,963	219,865

Source: ECWRPC 2008 land use projections. U.S. Census 2000, DOA

### *Mole Lake Reservation*

#### Residential

The overall residential demand for land in the Mole Lake Reservation results from a projected 49-person increase in population, SEE TABLE 3- Population Projections. TABLE 39 shows projected residential land demand based on household projections for the reservation increased proportionally based on the current acreage in residential use. An average increase of 9 acres of residential land is expected on the reservation every 5 years to accommodate anticipated population growth by the year 2030.

#### Commercial

The overall commercial demand for land in the Mole Lake Reservation is expected to increase 10 acres over the next 20 years. The low amount of total land and limited amount of commercial space on the reservation creates a slower demand for commercial acreage.

	2010	2015	2020	2025	2030
Residential Acreage Demand	113.5	125	137	148	160
Commercial Acreage Demand	21.5	24	26.3	28.8	31.2

















Source: NCWRPC

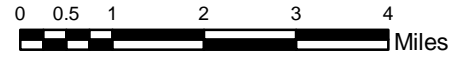
### **Future Land Use**

The Future Land Use maps represent the long-term land use recommendations for all lands on the reservations. The map is advisory and is intended to guide Tribal policy as it relates to land use, and is intended to reflect community desires and serve as a guide to Tribal officials in coordinating future development on the reservations. Future land use maps, SEE MAPS 31-33, for each reservation were created during each reservations individual comprehensive plan process; Lac du Flambeau Comprehensive Plan adopted 2008, County/Town of Menominee Comprehensive Plan 2030 adopted 2009, and the Sokaogon Chippewa Community Comprehensive Plan adopted 2011

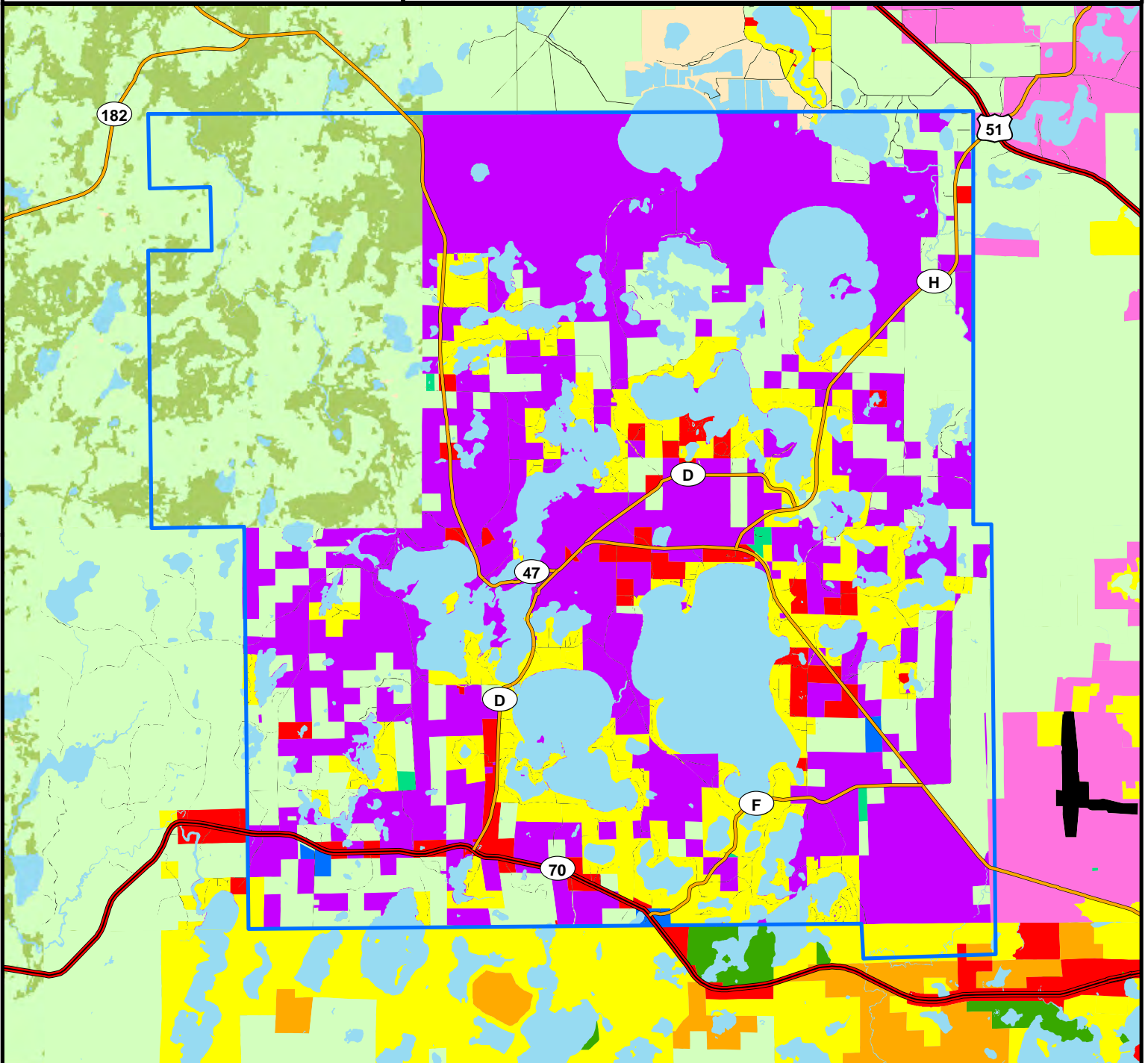
# Lac du Flambeau Reservation Future Land Use Plan

### Legend

-  Tribal Boundary
-  Federal & US Highways
-  State & County Highways
-  Agricultural Areas
-  Commercial
-  Forestry
-  Governmental/Public/Institutional
-  Industrial
-  Mixed Use
-  Preservation and Open Space
-  Outdoor Recreation
-  Residential
-  Rural Residential
-  Transportation
-  Tribal (See Tribal Plans)
-  Water



















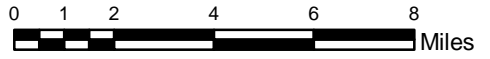
Map Prepared By: North Central Wisconsin Regional Planning Commission



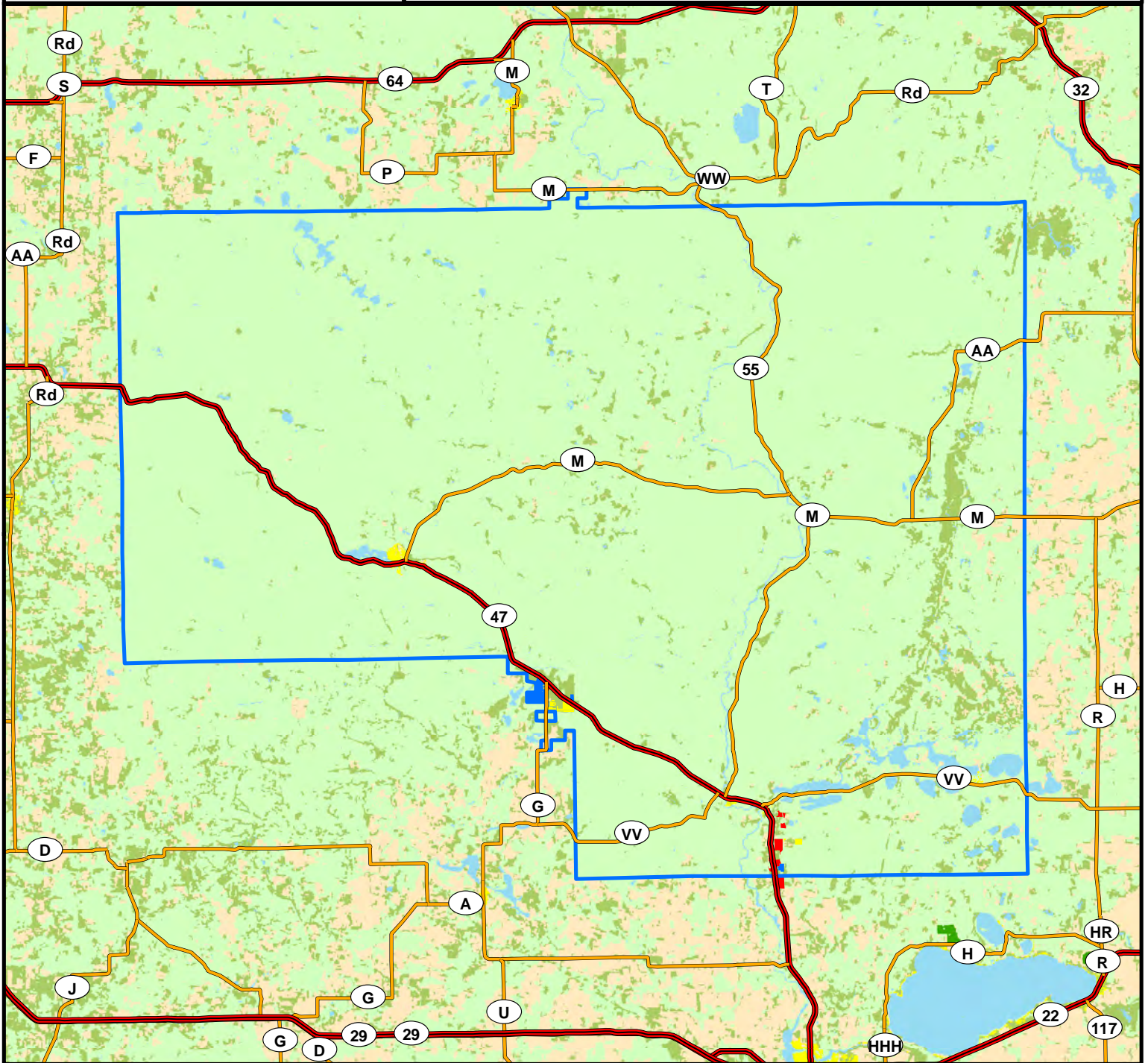
# Map 32 Menominee Reservation Future Land Use Plan

## Legend

-  Tribal Boundary
-  Federal & US Highways
-  State & County Highways
-  Agricultural Areas
-  Commercial
-  Forestry
-  Governmental/Public/Institutional
-  Industrial
-  Mixed Use
-  Preservation and Open Space
-  Outdoor Recreation
-  Residential
-  Rural Residential
-  Transportation
-  Tribal (See Tribal Plans)
-  Water



















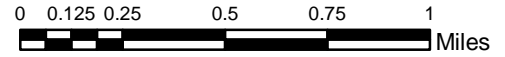
Map Prepared By: North Central Wisconsin Regional Planning Commission



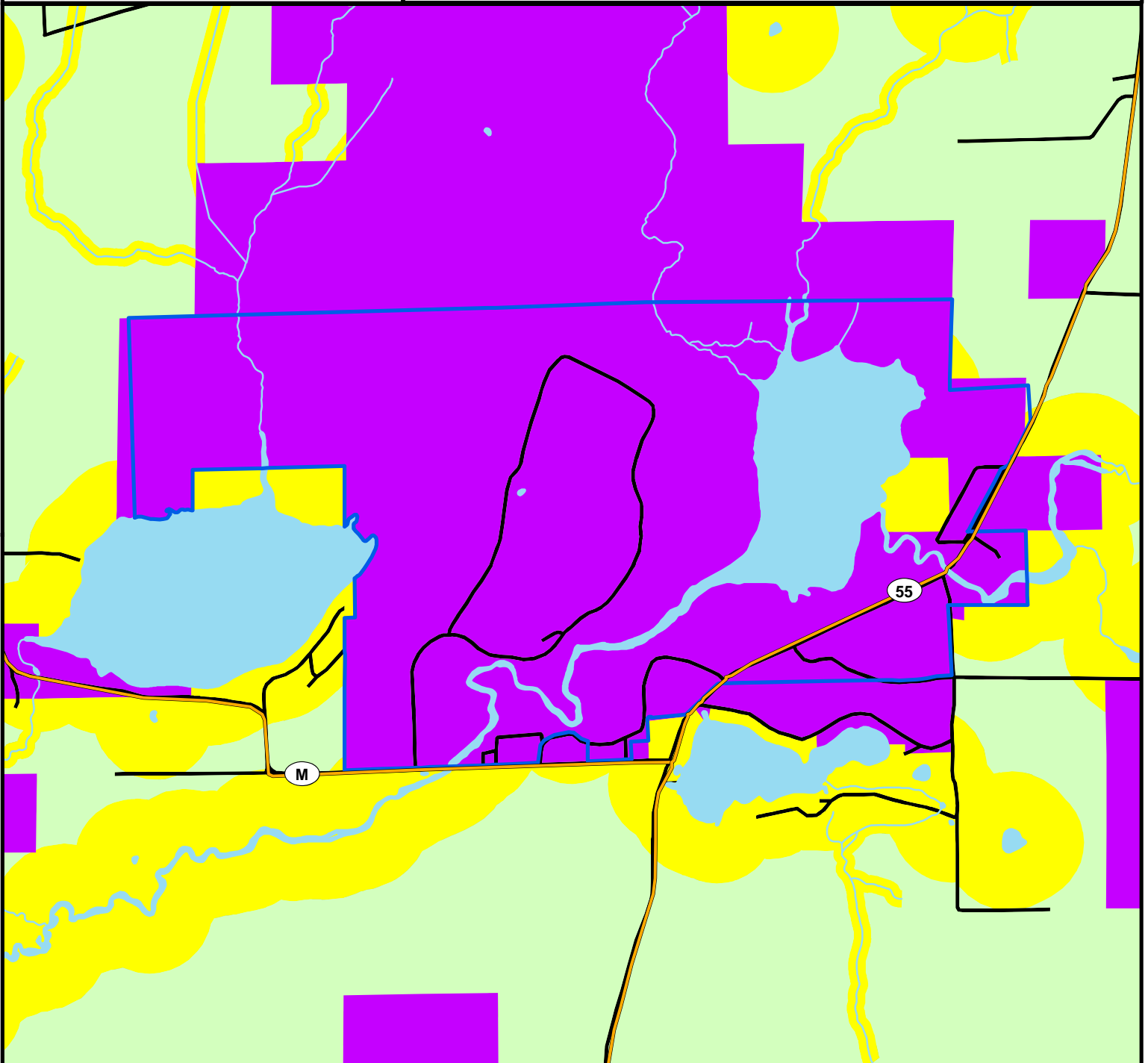
# Map 33 Mole Lake Reservation Future Land Use Plan

## Legend

-  Tribal Boundary
-  Federal & US Highways
-  State & County Highways
-  Agricultural Areas
-  Commercial
-  Forestry
-  Governmental/Public/Institutional
-  Industrial
-  Mixed Use
-  Preservation and Open Space
-  Outdoor Recreation
-  Residential
-  Rural Residential
-  Transportation
-  Tribal (See Tribal Plans)
-  Water



Map Prepared By: North Central Wisconsin Regional Planning Commission



## Land Use Conflicts

### *Lac du Flambeau Reservation*

#### Issue #1—Trust and Fee Lands

The Lac du Flambeau Reservation covers the entire eastern portion of the Town of Lac du Flambeau, but not all land within the Reservation is Tribally managed land—Trust Land. Property in the Town that is not managed by the Tribe is called Fee Land. Tribal members and non-Tribal residents can both own Fee Land, but only Tribal members and their families may occupy Trust Land. Property type—Trust or Fee Land—determines which local government has jurisdiction over the property. More analysis is provided in the Intergovernmental Chapter in this Town of Lac du Flambeau Comprehensive Plan.

#### Issue #2—Forest Fragmentation

Forest fragmentation is the conversion of large contiguous areas of forest into relatively small patches of forest and non-forest in ways that reduce or eliminate the ability of the forest to MAP 30: Lac du Flambeau Future Land Use Map provides ecological, economic (from timber harvest), and social benefits (from large tracts available for recreation). Forested land in Lac du Flambeau has been, and still is, highly valued for home sites and recreational areas, not just forest products. In addition, rising forestland values relative to other property and the Farmland Use Value Assessment program, fully implemented in 2000, has shifted tax burden to non-agriculture land, notably to forest land that is not enrolled in Managed Forest Law.

#### Issue #3—Fire in Wildland Urban Interface

The wildland-urban interface can be thought of as the place where structures meet wildland fuels. As development continues to expand into forested areas, there is increasing forest fire risk. Increased development in the wild land-urban interface presents a major challenge in protecting life, property and forest resources from destructive wildfires.

Intensive Protection Areas are the most heavily forested areas of the state, and contain the most fire hazards and risk. The Town of Lac du Flambeau is in this area. Fire detection is accomplished with fire towers, aerial detection, and citizen reporting. The most restrictive debris burning laws are in effect. These laws are regulated by the DNR and require a burning permit for debris burning whenever the ground is not snow covered throughout the year. Permits can be obtained from local emergency fire wardens and DNR ranger stations.

### *Menominee Reservation*

In order to avoid future land use conflicts, neighboring towns and counties should establish a communication process to determine the potential effects of new developments within 300

feet of their common border. By doing so, the impacts of the development will be more likely to be minimized.

Menominee County and Tribal departments, adjoining towns and counties, schools, lake districts and others should monitor and provide comments to the County/Town during the ongoing comprehensive planning process which is currently underway. Potential land use conflicts may arise as new development occurs. Tribal officials and county employees will need to collaborate to ensure that the overall density of development within Menominee County is consistent with the overall land use vision of both entities.

Natural resource preservation, sustainable yield lands, and development may be in conflict with each other. High quality wetlands, floodplains, streams, lakes and other features comprise the natural resource base. Increased development near these resources could lead to displacement of wildlife; degradation of surface and groundwater; loss of forest, and other open lands and resources.

Incompatibilities may arise between adjacent land uses as development continues. To minimize these conflicts, other land use controls such as setbacks, screening, and buffering should be utilized to limit potential conflicts.

#### *Mole Lake Reservation*

Because the Sokaogon Chippewa Community owns all the land in common, both trust and fee land, there should be no land use conflicts that are not somehow within the power of the Tribe to regulate.



# CHAPTER EIGHT: GOALS, OBJECTIVES, POLICIES

The following goals, strategies and recommendations provide an overall framework for the development of Nijii Enterprise Community over the next twenty years. This framework is meant to guide the development of future policies, regulations, and individual decisions and should be considered somewhat flexible in nature.

Goals, objectives, and policies are arranged by Housing; Economic Development; Transportation; Utilities and Community Facilities; Agricultural, Natural and Cultural Resources; and Land Use.

For purposes of this plan, goals, objectives, and policies are defined as follows:

**Goals:** Broad statements that express general public priorities about how the Tribe should approach development issues during the next 20 years. These goals are based on key issues, opportunities and problems that affect the Community.

**Objectives:** More specific than goals and are usually attainable through planning and implementation activities. Accomplishment of an objective contributes to the fulfillment of a goal.

**Policies:** Rules or courses of action used to ensure plan implementation and to accomplish the goals and objectives. Decision-makers use policies on a day-to-day basis.

## A. HOUSING

### **GOAL 1: Provide housing options that allow residents to “age in place”.**

**Objective 1:** Build new or rehabilitate existing units that comply with the American Disability Act.

**Objective 2:** Encourage adaptable and accessible housing that can respond to the changing needs of residents, including emerging middle income families.

**Objective 3:** Ensure that the location of housing offers residents adequate access to transportation, employment, services, and to social and support networks.

**Objective 4:** Support development of senior and special needs housing within the reservations.

## **Policies**

1. Pass legislation identifying residential construction codes that set ADA Standards and environmental impact , green standards and mitigation standards. Provide incentives for achieving and/or exceeding minimum standards. Have occupants participate in housing unit design process.
2. Adopt uniform public housing policies and practices for repair and maintenance. Identify minimum standards for all public housing units and upgrade present housing stock to meet and/or exceed these standards for ADA compliance, livability, functionality, and environmental impact.
3. The Niiiji Enterprise Community will consider walkability and bikability when reviewing new housing developments.

### **GOAL 2: Provide equitable and affordable housing for all incomes levels increasing mobility and access to information and amenities ensuring environmental justice.**

**Objective 1:** Develop affordable housing options reducing the percentage of households spending greater than 30% of their take home income on housing.

**Objective 2:** Improve the mix of multifamily units and single family units within the Niiiji Enterprise Community.

**Objective 3:** Ensure that the location of housing offers residents' adequate access to transportation options, education, employment, services, and to social and support networks (walkable destinations).

**Objective 4:** Increase the percentage of Native American owner occupied households.

**Objective 5:** Ensure that local land use controls and permitting procedures do not discourage or prevent the provision of affordable housing opportunities

**Objective 6:** Promote collaboration within and between governmental, tribal, private and non-profit sectors to ensure the provision of an adequate supply of reasonably priced housing.

#### **Policies:**

1. Provide the means by which members can become owners of their housing units; legislation, financial assistance, financial institution coordination, member education. Provide members who chose to participate in home ownership a choice of locations using a lot lease program.

2. The Community will work with developers to provide a variety of housing types for all income and age groups.
3. The Nijjii Enterprise Community will work with the Counties, State and Federal Government to pursue funding to meet affordable housing needs.
4. The Nijjii Enterprise Community will consider walkability and bikability when reviewing new housing developments.
5. Develop housing programs that allow all Native American's the opportunity to purchase their own home.

**GOAL 3: Encourage preservation and rehabilitation activities to preserve the integrity of the existing housing stock.**

**Objective 1:** Make existing housing stock more energy efficient.

**Objective 2:** Encourage public private partnerships that promote economic opportunities and provide for decent, safe affordable housing.

**Objective 3:** Improve the condition of existing owner and renter occupied housing.

**Objective 4:** Modernize existing housing units to preserve the existing housing stock while decreasing the minimum housing stock age of 20 years.

**Policies:**

1. Promote programs to assist residents with maintaining or rehabilitating existing housing.

**GOAL 4: Ensure housing choices near jobs, services, transportation systems, recreational areas and other essentials utilizing existing infrastructure.**

**Objective 1:** Locate more intensive residential development such as multi-family and senior housing to areas where water and sewer exist to accommodate the development.

**Objective 2:** Increase residential density

**Objective 3:** Support and encourage infill housing developments

**Policies:**

1. The Nijjii Enterprise Community will promote redevelopment properties and infill projects.
2. Provide incentives and support to higher density projects.
3. Remediate and redevelop brownfield sites.

## **B. ECONOMIC DEVELOPMENT**

### **GOAL 1: Retain and expand the existing economic base of the Nijii Enterprise Community increasing employment and business profits.**

**Objective 1:** Communicate with existing businesses to identify opportunities and challenges to business growth.

**Objective 2:** Educate business owners on export opportunities and business programs.

**Objective 3:** Communicate grant and funding opportunities to encourage business growth.

**Objective 4:** Continue to grow the arts and entertainment industry.

**Objective 5:** Increase Native American employment

#### **Policies:**

1. The Nijii Enterprise Community will communicate openly with all business owners and announce business opportunities.
2. Collaborate with county, state and federal agencies leveraging funding and identifying programs to help local businesses.
3. Consider industry clusters and locations when working with new business.
4. Consider the employment of Native American's when considering financial assistance to companies.
5. Community leaders will actively participate in economic development meetings on the county, regional and state levels.

### **GOAL 2: Create an innovative atmosphere to foster an entrepreneurially supportive environment.**

**Objective 1:** Diversify the Nijii Enterprise Community's economy by supporting the development of emerging industries.

**Objective 2:** Increase the number of new businesses

**Objective 3:** Establish/ support an incubator for Native American businesses on Mole Lake Reservations.

**Objective 4:** Support new businesses using economic gardening techniques; training, market research, financial assistance and strategic planning.

**Objective 5:** Expand Junior Achievement program in the Menominee School Districts to all three reservations.

**Policies:**

1. The Nijjii Enterprise Community will work with new businesses to identify office space and workforce.
2. The Nijjii Enterprise Community will advertise and research funding opportunities from county, state and federal programs.
3. Accommodate home-based businesses that do not significantly increase noise, traffic, odors, lighting, or would otherwise negatively impact the surrounding areas.
4. Design a business support center that will meet the needs of tribal members and encourage business development on the reservation. Obtain the funding and resources necessary to implement the facility. Market the center to members and investors.
5. Encourage new businesses that fit the cultural values and vision of the Nijjii Enterprise Community.

**GOAL 3: Ensure the future availability of a skilled workforce prepared to meet the needs of future employers.**

**Objective 1:** Communicate with business owners, leaders and educators identifying gaps in workforce knowledge, skills and abilities.

**Objective 2:** Increase the education attainment of Native Americans.

**Objective 3:** Continue to support the existing internship programs that have been established between Tribal Colleges and local companies.

**Objective 4:** Encourage the local high school and guidance counselors to promote technical programs and careers.

**Objective 5:** Provide training to workers of all ages and economic strata to ensure they are current in existing and emerging skills, knowledge, ability and expectations.

**Objective 6:** Identify and establish partnerships with organizations to establish a sustainable scholarship program for post-secondary education.

**Policies:**

1. Policies and procedures will be developed to ensure that training opportunities for tribal members are a community priority. Training for unemployed members will focus on employable skills based on projected employment openings. Employees will receive continuous career track training to improve and maintain their employment skills.

Businesses that provide tribal member employment opportunities will be given priority in assistance for start-ups on the reservation.

2. Assist and support the expansion of and addition of programs that serve the needs of the population.
3. Training programs and assistance will have an emphasis on helping residents living in poverty.
4. Encourage regional technical colleges and universities to offer courses and training programs.

**GOAL 4: Enhance economic competitiveness through short commutes to jobs, education and recreation.**

**Objective 1:** Foster the revitalization of downtowns, rural town centers, Main Streets, and existing infrastructure creating higher density, walkable, mixed use areas.

**Objective 2:** Encourage the development of safe bicycle and pedestrian systems that connect housing areas, employment centers, education institutions and parks and recreations areas.

**Objective 3:** Utilize tax programs like the New Markets Tax Credit to increase mixed use developments.

**Objective 4:** Encourage home based businesses that do not significantly increase noise, traffic, odors, lighting, or would otherwise negatively impact the surrounding areas.

**Objective 5:** Encourage mixed use developments.

**Objective 6:** Continue to access, remediate and redevelop brownfield sites.

**Policies:**

1. The Nijii Enterprise Community will promote form based code, promoting mixed use developments.
2. Accommodate home-based businesses that do not significantly increase noise, traffic, odors, lighting, or would otherwise negatively impact the surrounding areas.
3. Encourage developments that incorporate multiple modes of transportation (i.e. biking, walking, and driving).
4. Direct commercial developments to areas with existing infrastructures like main streets and downtowns.
5. Work with federal and state programs to leverage funding.

**GOAL 5: Recognize the importance of art and culture and expand the tourism industry.**

**Objective 1:** Develop a community tourism strategy focusing on culture and arts.

**Objective 2:** Build vibrant public spaces showcasing Native American art and culture.

**Objective 3:** Develop programs to rehabilitate and improve existing cultural landmarks and centers.

**Objective 4:** Develop an outreach education program teaching regional students and population about the history and traditions of the Nijii Enterprise Community.

**Policies:**

1. Prioritize and protect historical and cultural landmarks and traditions.

**C. TRANSPORTATION**

**GOAL 1: Provide more transportation options for all age and income groups.**

**Objective 1:** Ensure all streets are compliant with the states complete street program.

**Objective 2:** Increase access to key amenities like healthcare and food stores.

**Objective 3:** Encourage future development to focus on bicycle and pedestrian access and transportation.

**Objective 4:** Develop bike share programs within the reservations.

**Objective 5:** Encourage transportation oriented developments that enhance the community's character.

**Objective 6:** Develop programs, policy and design guidelines that accommodate the future needs of older adults, persons with disabilities and non-drivers.

**Policies:**

1. Promote developments that focus on multimodal transportation options.
2. Promote developments that encourage healthy alternatives to driving.
3. Ensure future developments are within a 20 minute walk of residential, employment and amenities.
4. Provide bicycling parking at all employment sites.
5. Create a complete streets policy.

**GOAL 2: Promote and maintain a safe and efficient road system.**

**Objective 1:** Land uses that generate heavy traffic will be avoided on local roads that have not been constructed or upgraded for such use.

**Objective 2:** Incorporate transportation design that enables the community to navigate the community easily and efficiently.

**Objective 3:** Ensure all signage is large enough to alert drivers of conditions and locations.

**Objective 4:** Improve roadway safety for all users by reconfiguring roads to reduce conflicts between the various modes of transportation.

**Objective 5:** Ensure that all children can safely walk and bike to school and youth centers.

**Policies:**

1. The safety of the tribal members will be the number one priority in all transportation decisions.
2. The tribe will respond to site specific road maintenance and safety issues in a timely manner.
3. Continue to work with local, county and state agencies leveraging funding and ensuring a safe transportation system.
4. Promote the development of multi-use trails, trail linkages, and wide shoulders on roads as part of new developments or road projects.
5. All tribal roads must accommodate emergency medical vehicles

**GOAL 3: Explore opportunities for transportation tourism activities.**

**Objective 1:** Work cooperatively with the counties and state to identify opportunities for improved tourism business and amenity development that will not compromise the environment.

**Objective 2:** Acquiring recreational trail easements on all tribal roads.

**Objective 3:** Support snowmobile, all-terrain vehicle trails, and silent trail development in response to local community sentiment.

**Objective 4:** Improve and expand outdoor recreational trails allowing visitors to visit environmental and cultural areas.

**Objective 5:** Develop a cultural signage program.



**Policies:**

1. Transportation projects will protect and enhance the natural environment and culture.

**D. UTILITIES AND COMMUNITY FACILITIES**

**GOAL 1: Provide adequate infrastructure and public services to meet existing and future market demand for residential, commercial and industrial uses.**

**Objective 1:** Consider the potential impacts of development proposals on groundwater quality and quantity.

**Objective 2:** Share equipment and services across Town boundaries, and with the Nijji Enterprise Community whenever possible.

**Objective 3:** Research and examine alternative energy sources.

**Objective 4:** Continue to assess the police and fire needs of the reservation and ensure adequate service and response time to tribal members.

**Objective 5:** Provide reliable fiber optic broadband and cellular coverage to tribal members.

**Policies:**

1. Continue to provide ambulance, fire, and first responder services to tribal members.
2. Develop and maintain a Capital Improvements Plan for major equipment purchases.
3. Promote developments that are energy efficient and utilize alternative energy resources (e.g. solar, wind, wood, geothermal)
4. Extend natural gas services to tribal members.
5. Construct a library for tribal members in Mole Lake Reservation.

**E. AGRICULTURE, NATURAL AND CULTURAL RESOURCES**

**GOAL 1: Preserve and protect the unique natural resources of the community that are key elements of the tribal character, which includes wetlands, groundwater, and forests.**

**Objective 1:** Control the spread of invasive species in lakes, streams, rivers, wetlands and forests.

**Objective 2:** Protect and maintain wetland areas.

**Objective 3:** Protect and maintain forestry areas.

**Objective 4:** Protect natural resources from developments.

**Objective 5:** Protect and maintain farmland areas.

**Policies:**

1. Develop an ordinance that could be jointly adopted and enforced by both the Tribes and the Counties to control the spread of invasive species.
2. Continually update the invasive species plan.
3. Continue to work with lake home owners and tribal members educating them on preventive measures to protect natural resources.
4. Continue to implement procedures for proposed buildings/projects that includes an in depth environmental analysis.
5. Create a farmland preservation plan.

**GOAL 2: Expand access to locally grown products.**

**Objective 1:** Encourage the development of a local market and farmers market.

**Objective 2:** Improve the ability to get locally grown product to tribal members and restaurants.

**Policies:**

1. Create and expand the community gardens program.
2. Build awareness through education and marketing of local food programs.
3. Utilize existing agriculture lands to provide local products.

**GOAL 3: Preserve the quality and quantity of the groundwater supplies.**

**Objective 1:** Limit residential development near landfills.

**Objective 2:** Preserve groundwater quality through education and testing.

**Objective 3:** Protect existing and future municipal wellhead locations from land uses that could potentially contaminate groundwater.

**Policies:**

1. Cap unused wells within the reservation.
2. Educate private well owners on the importance of wellhead protection.
3. Create a private well testing program.

**GOAL 4: Maintain and improve the surface water quality of the lakes and streams in the County.**

**Objective 1:** Minimize nutrient contributions from private on-site septic systems.

**Objective 2:** Control storm water runoff from construction activities and impervious surfaces.

**Objective 3:** Reduce non-point nutrient runoff into lakes and streams.

**Policies:**

1. Support efforts to have all Tribal lots septic systems inspected and pumped when necessary.
2. Continue to administer pumping and inspection requirements around the entire Reservation for all taxed parcel.
3. Consider the use of green infrastructure techniques such as rain gardens, bio-swales, etc.
4. Require storm water management plans for new development.
5. Continue to provide technical assistance and educational information to lake organizations and interested property owners.

**GOAL 5: Preserve the important cultural resources within the community.**

**Objective 1:** Continue to preserve the cultural heritage, language, artifacts, archeology and other cultural resources.

**Objective 2:** Consistent with smart growth, consider opportunities for historic preservation in all future planning, zoning and development decisions.

**Objective 3:** Increase preservation of historic and culturally significant properties and resource.

**Policies:**

1. Continue to protect historic areas and artifacts.
2. Continue the development of cultural programs.
3. Increase awareness and knowledge of traditions and culture to non-tribal members.
4. Work with owners of historic properties to seek available grants and other favorable funding sources.
5. Preserve structures and areas with cultural and historical significance.

## F. LAND USE

### **GOAL 1: Encourage a pattern of community development and growth that preserves and enhances the quality of life for tribal members.**

**Objective 1:** Ensure compatible land uses near common boundaries shared with counties and towns.

**Objective 2:** Promote the development of “Smart Growth” areas within the reservation.

**Objective 3:** Promote “infill” development taking advantage of existing infrastructure.

**Objective 4:** Encourage mixed use developments focusing on form based code.

#### **Policies:**

1. When evaluating new developments consider accessibility for pedestrians and the availability of public transportation.
2. Continue to evaluate existing interconnections (greenways, paths, sidewalks) between residential areas and places of employment, recreations, school, etc.
3. When evaluating new proposals, give preference to “infill” developments that are located immediately adjacent to existing infrastructure.
4. Continue to collaborate with counties and towns on zoning and other land use issues so that uses on adjoining parcels are compatible.
5. Consider changing existing use based codes to form based codes.

### **GOAL 2: Preserve and protect the natural resources and features of the community.**

**Objective 1:** Preserve the quality and quantity of the groundwater supplies.

**Objective 2:** Protect and maintain wetland areas.

**Objective 3:** Maintain a quality forest and farmland resources within the community.

**Objective 4:** Protect the natural resources from development.

#### **Policies:**

1. Limit residential development (on private wells) within 1,200 feet of an existing or former landfill sites.
2. Encourage and Educate private well owners on the importance of wellhead protection.
3. Continue to manage the Sustainable Yield lands.

4. Take a proactive role by working lake owners associations, WDNR and others to control the spread of Emerald Ash Borer and other terrestrial invasive species into the county and reservation.
5. Continue to utilize procedures for proposed buildings/projects that includes an in depth environmental analysis which includes a mitigation component.
6. Encourage a farmland preservation plan for the community.

**GOAL 3: Protect the important cultural and archeological resources within the County/Town.**

**Objective 1:** Support the Tribes in their efforts to preserve their cultural heritage, language, artifacts, archeology and other cultural resources.

**Objective 2:** Consistent with smart growth, consider opportunities for historic preservation in all future planning, zoning and development decisions.

**Policies:**

1. Continue to identify and protect historic areas and artifacts.
2. Identify and preserve structures and areas with cultural and historical significance.
3. Include cultural resources and historic preservation components in any regulatory modifications the community may undertake in the future.

**GOAL 4: Ensure that the future transportation system is integrated with the existing and future land use plan.**

**Objective 1:** Integrate transit oriented development (TOD) design in future developments.

**Objective 2:** Work with WisDOT and counties to address safety concerns in other areas of the reservation.

**Objective 3:** Ensure that the road system operates as an efficient system.

**Objective 4:** Ensure that residents have access to County and Tribal public transportation services.

**Objective 5:** Encourage the expansion and safety of non-motorized transportation facilities.

**Objective 6:** Address the All-Terrain Vehicle (ATV) use in the County

**Policies:**

1. Work with WisDOT to initiate a “Safe Routes to School” program.
2. Monitor population locations in regard to services and ensure that public transportation provides a link between residents and services.
3. Ensure that any upgrades incorporate pedestrian (sidewalk) and bicycling facilities.
4. Place a priority on the long-term installation of pedestrian and bicycling facilities.
5. Ensure the recreational trail system connects to the state bike system where possible.
6. Expand the ATV trail system along connecting trails to state system, where identified as a community priority.
7. Consider adding additional ATV, silent and snowmobile trails.

# CHAPTER NINE: OPPORTUNITY ANALYSIS AND ACTION PLAN

## A. Introduction

Access to opportunity is a critical underpinning of the Sustainable Communities Regional Planning Grant Program. Grantees are creating a more inclusive conversation on regional issues, with a particular emphasis on engaging those who have traditionally been marginalized from the community planning process. This has provided new insight into the disparate burdens and benefits experienced by different groups across a region. One way to address these disparities is the Opportunity Analysis and Action Plan. Every community has its own distinctive circumstances that must be considered. This is particularly critical for tribal communities, who, because of historical discrimination, concentrated socioeconomic impacts, and unique governance structures, must consider the issues of equity and economic opportunity with a highly nuanced analysis.

## B. Equity and Opportunity Analysis

Livability Principals/Three Action Items:

Lac du Flambeau Band of Lake Superior Chippewa Indians

- Enhance Economic Competitiveness: Development of a Youth Center to afford positive opportunities for youth development as an alternative to high crime, drug and gang rates and educational under-performance; **SEE TABLES 19 and 20 for baselines.**
  1. Resources: Use of a combination of HUD Indian Community Development Block Grant, USDA Rural Development Community Facilities Grant/Loans, Tax Credits, Commercial Lending, BIA Roads Funds for Infrastructure and YMCA for Programming.
  
- Enhance Economic Competitiveness: Development of an Industrial Park to (1) relocate Simpson Electric to provide cost-saving updated infrastructure for this manufacturing operation, (2) develop a technology center to address issues of workforce skill deficits in technology careers, create jobs and expand business opportunities; **SEE TABLES 20 and TABLE 22 for baselines.**
  1. Resources: Industrial Park
    - a. Use of employment tax credits as an additional incentive for prospective new tenants (or expansion).

- b. Use of OCS CED (up to \$800,000 but this round is due on July 2<sup>nd</sup>) funds as an equity investment for business expansion or start-ups (new tenants). If the funds are repaid (structured like a loan), the returned funds can revolve.
    - c. Use of Simpson as the anchor tenant in the park.
    - d. Debt products can be used if the tenants can pay rent. Tenants such as Simpson are very important because they solidify cash flow.
  - 2. Resources: Building for Simpson Expansion
    - a. OCS CED equity investment (funds invested to allow for the business to expand and create jobs. Program goal is for 1 job per \$20,000, however the average has been about 1 per \$17,000).
  - 3. Resources: Technology Center
    - a. Sources could include OCS CED
    - b. EDA funding (for the tech center, especially if this serves the region (all tribes)). EDA's focus is on job creation and partnerships focused on meeting regional employment and training needs.
  - 4. Resources: Combination Industrial Park, Tech Center
    - a. Use of EDA (EDA's main funding is ideal for an infrastructure expenses, road, utilities, sewer improvements for the entire center).
    - b. Can more easily meet the New Markets Tax Credits threshold of \$ 6-7 million dollars.
- Value Communities and Neighborhoods and Economic Competitiveness: Development of a Living Arts and Culture Center to preserve cultural resources and endangered arts, expand cultural tourism development, create jobs, and educate cross-culturally; **SEE TABLES 22 and 25 and MAPS 14, 18 and 20 for baselines.**
  - 1. Resources for Infrastructure:
    - a. Ford Foundation
    - a. PRI (Project Related Investments), MRI (Mission Related Investments) or EQ2 (Equity Like Investments) investments into projects
    - b. US Bank and Wells Fargo are in neighboring towns. These two banks are great sources for support from their foundations and for corporate support.
      - US Bank is the largest New Markets Tax Credit Investor (they are the largest buyer of NMTC's, and as a result have great connections with the entities that receive credits for projects). Very active foundation
      - Wells Fargo has a strong foundation and has an investment arm that provides EQ2 investments equity like investments at very low interest rates).



- May wish to coordinate a “bank” strategy through contact with the Federal Reserve or other regulatory institutions.
- c. HUD Indian Community Development Block Grant
- d. USDA Community Facilities Grant/Loan
- e. Kresge Foundation
- f. Private Donations and Fundraising
- g. EDA Economic Development Grants
- h. Tax Credits
- i. Commercial Lending

2. Resources for Programming:

- a. National Endowment for the Arts
- b. First Peoples Fund
- c. ArtPlace
- d. National Performance Network
- e. Ford Foundation
- f. HHS Administration for Native Americans

### **Sokaogon Chippewa Community of Mole Lake**

- Promote Equitable Affordable Housing: Promoting home ownership. Building single family and duplex housing. Facilitating finance; **SEE TABLES 12-14** for baselines.

1. Resources:

- a. Department of Treasury CDFI Fund
- b. WI Home Program
- c. Tax Credit Programs

- Enhance Economic Competitiveness: Development of Youth Programming at the Youth Center to support educational attainment and positive alternatives for youth; **SEE TABLE 20** for baseline.

1. Resources:

- a. YMCA and Boys and Girls Clubs
- b. Potawatomi Foundation
- c. UW Extension Service
- d. Title VI Educational Programming
- e. HHS Administration for Native Americans

- Enhance Economic Competitiveness: Supporting Post-secondary educational attainment through a scholarship fund; **SEE TABLE 20** for baseline.

1. Resources:
  - a. Private Donations
  - b. Madison Community Foundation
  - c. Many Education Grant Sources
- Enhance Economic Competitiveness: Supporting local business and expanding the tourism economy by leveraging the WI scenic by-ways designation; **see MAPS 14-16, and 18** for baseline.
  1. Resources:
    - a. US DOT MAP funding
    - b. USDA Rural Business Opportunity Grants
    - c. USDA Rural Business Enterprise Grants

### **Menominee Indian Tribe of WI**

- Enhance Economic Competitiveness: Develop more Tribal and Private Businesses on the Reservation to recapture the leakage of tribal dollars off-reservation and generate employment. i.e. Menominee Tribal Enterprises; Develop small mill (small board & RR ties) (50 jobs, \$50 mil equip) Millworks division: cabinetry (ongoing, furniture – contracted); i.e. Off Reservation Bingo, ie. Metal Fabrication, i.e. Franchise (such as cleaning – Server Pro); i.e. Retail Business Development (Save-A-Lot, Costco); i.e. Food Production Incubator (SCEPI); **SEE TABLES 23, 26 and MAPS 25-26** for baselines.
  1. Resources:
    - a. EDA
    - b. WI Department of Commerce
    - c. USDA Rural Development Rural Business Enterprise Grants
- Enhance Economic Competitiveness: Find a Tribal Bank or Credit Union to service local population, create employment and recapture investment dollars; **SEE TABLE 21** for baseline.
  1. Resources:
    - a. Department of Treasury CDFI Fund
    - b. WI Department of Commerce
    - c. USDA Rural Development Rural Business Enterprise Grants

### C. Other Action Plans and Project Activities:

#### Mole Lake:

##### **Economic Development:**

1. Establish a Lumber Yard
2. Establish a Grocery Store

#### Menominee:

##### **Economic Development:**

1. Gas Station expansions and C-Store Development in Keshena and South Branch
2. Solid Waste Recycling Center (feasibility is complete, need business funding)
3. Develop a federal credit union

#### Whole Zone:

##### **Business Development:** Set the environment for an entrepreneurial culture.

1. NiiJii to develop e-commerce component of social enterprise for authentic Native Arts sales
2. Provide resources that enable the region to attract, start up and expand businesses.
3. Perform a Business Opportunities and Development Assessment.
4. Develop funding and partnerships to support economic investments that benefit Native communities.
5. Partner with organizations to provide business capital and training.
6. Provide capacity building resources to support businesses.
7. Host training to build capacity in contracting and bidding.
8. Provide Tribal Government training on creating an entrepreneurial environment, addressing barriers to business, and leadership.
9. Develop a strip mall, c-store, federal credit union, and other businesses for revenue generation and sustainability of the NiiJii Organization.

##### **Workforce Development:** Prepare the workforce to participate in a vibrant economy.

1. Focus workforce development efforts toward existing business retention and expansion.
2. Assess workforce development and training needs.
3. Adopt a Work Certified Training Program.
4. Seek Workforce Enhancement Grant.
5. Engage informal learning resources to develop workforce.
6. Develop partnerships with SCORE and retired CEO's.
7. Provide training in work ethics.
8. Partner with Technical Colleges and Workforce Development Agencies to create a system of seamless supports for workforce development.

9. Focus on career clusters developing partnerships with area high schools to engage students in business site visits and internships/ job shadowing programs.
10. Train and promote businesses that involve sustainable technology and applications.

**Sustainable Development:** Set the environment to create sustainable development both locally and regionally.

1. Expand regional strategic planning for renewable energy development and green construction. Develop a sustainable foods plan.
2. Improve access to and investment in transit by coordination among Native and non-Native partners.
3. Develop a planning process and training of trainers program to facilitate the development of recreational resources and green space.
4. Ensure NiiJi's long-term organizational viability.
5. Revise the Organizational Sustainability Plan.

**Education:** Assist the regional communities in strengthening cultural pride and developing cultural assets. Focus on asset development.

1. Provide cross-cultural education and outreach.
2. Provide meaningful access and funding to post secondary education.
3. Establish a scholarship program.
4. Support Native Arts through Training and Incubation.
5. Develop infrastructure to support cultural programming.
6. Expand Literacy in historic Native assets:
7. Utilize Native Nations Developing Native Assets curriculum to address financial literacy in the cultural context.
8. Utilize Gwayokose or the Red Road curriculum to address social issues through cultural literacy.

# CHAPTER TEN: PERFORMANCE MEASUREMENT

## A. Introduction

Performance measures were developed to identify needs and establish the relationship between objectives, policies and goals. Performance measures for the Northwood's Nijii Enterprise Community Comprehensive Strategic Plan were selected to provide the means to evaluate the performance in key areas over time and with other communities and reservations. Performance measurements should serve as benchmarks identifying successful implementation of programs and policies in the attempt to achieve the community's objectives and goals.

## B. Performance Measures

### Housing Affordability

Housing is the single biggest cost for American households, and the share of household income it has claimed has been increasing for decades. Reducing families' housing costs is the way to make the biggest impact on people's quality of life and financial sustainability.

#### Indicator:

- Combined Housing + Transportation Costs as a proportion of area median income (derived from the H+T Affordability Index)

### Equitable Development

New growth and development should extend benefits to all community members. This includes creating more economic opportunities for low-income residents and other at-risk populations as well as proactively addressing the potential for the displacement of low-income households that can result from neighborhood revitalization efforts. Each of the indicators in this element is measured for two subsets of the relevant area: communities of concern (defined below) and all other communities.

### Communities of Concern (currently considering alternative names)

Communities of concern (COC) are neighborhoods that contain population with multiple potential disadvantage characteristics relevant to regional planning and infrastructure investment. Performance measures can be used to evaluate progress towards sustainable community goals in communities of concern and compare this to progress made in the remainder of the region (i.e., those areas that are not COC).

Communities of concern are defined as census tracts that have high concentrations of four or more of the following population groups. (“High concentration” is defined as greater than one standard deviation above the regional mean concentration.)

- Racial or Ethnic Minorities
- Low Income (<200% of Poverty)
- Limited English Proficiency
- Zero-Vehicle Households
- Seniors 75 and Over
- Population with a Disability
- Single-Parent Families
- Cost-burdened Renters

Each of these of these population variables are can be calculated with data available in the American Community Survey.

**Indicators:**

- **H+T Affordability:** Percent of household income spent on housing and transportation costs
- **Displacement risk:** Percent of population who are renters that pay more than 50% of their income on housing AND live in a block group where the average cost of housing has risen more than X% per year over the preceding Y years
- **Access to healthy food choices:** Percent of total regional population that reside in a low income census track AND reside more than one mile from a supermarket/large grocery store (for rural census tracts, the distance is more than 10 miles)
- **Access to open space:** Percent of population that reside within ¼ mile of a park or open space
- **Exposure to Environmental Hazards:** Environmental hazard “points” per acre

**Economic Resilience**

A community’s ability to weather economic shocks depends on the stability, efficiency, and diversity of its economy. When communities increase economic productivity per unit of energy consumption they become more economically competitive and resilient to energy prices rises. Local and regional strategies to improve energy efficiency--such as developing district energy systems, incentivize local renewable energy production, and reducing transportation-related fuel consumption through efficient land use and infrastructure investment--can significantly reduce energy related costs of local businesses while also reducing greenhouse gas emissions.

**Indicator:**

- Economic output per unit of energy consumption

**Growth through Reinvestment**

Focusing new housing and commercial growth in areas that have already been urbanized helps to “recycle” vacant or underutilized land while increasing the vitality of existing communities and safeguarding rural landscapes. It also makes better use of existing public infrastructure while avoiding the expense of expanding infrastructure to new areas.

**Indicators:**

- Net Acres of agricultural and natural resource land lost annually to development per new resident
- Adequate Infrastructure Maintenance Investment Ratio = amount your city / state / region is spending on infrastructure repair relative to the amount of use of your infrastructure in need of repair or replacement (measured by category: bridges, roads, transit, etc.)
- Percent of new housing units (or commercial space) built in previously developed

**Transportation Choice**

Livable communities feature multiple, safe and convenient options for more people to walk, bike, or ride transit in addition to driving in their cars. Less driving alone means less congestion and less air pollution. Using alternative modes of transportation also leads to better public health outcomes as people naturally get more exercise.

**Indicator:**

- Total percentage of people commuting via walking, biking or transit

# Appendices A



Goals and Objectives and Activities

ELEMENT A: ECONOMIC DEVELOPMENT

CLASS A10 ENTERPRISES

	Vilas County Economic Development Corps (VCEDC)	Vilas County Comprehensive Strategic Plan	Oneida County Comprehensive Strategic Plan	Lac du Flambeau Tribal Strategic Plan (Millennium)	Forest County Economic Development Plan	Sokaogon Chippewa Economic Development Corp	Grow North	Mehominee Comprehensive Strategic Plan	Menominee Indian Tribe	Menominee Indian Economic Development Authority	Shawano County Economic Development Authority	New North	Great Lakes Intertribal Council	Northwoods Nuliji	USDA Strategic Plan	State of Wisconsin	US Forest Service	National Resources Conservation Service	GLIFWC	Totals
Create new businesses.		X	X		X	X	X	I		X		X		X						10
Support entrepreneurial development.		X		X				I		X	X	X	X	X						12
Regional entrepreneurial networking.		I			X					X		I	X		X					7
Foster entrepreneurial culture that supports innovation and new business development. Identify innovation demonstration cases and focus resources to insure success.		X							X		X									5
Accommodate home based business.								I		X										3
Develop TERO Office to improve employment opportunities for Native Americans.																				2
Foster business leadership and best practices.		X						X												2

CLASS A20 ECONOMIC DEVELOPMENT PLANNING

Pursue funding.		I	X	X		X	X		X	X	X	X	2			X				15	12
Leverage regional economic development through collaborative leadership, communication and joint action; develop partnerships.		X	X			I	X		X	X	X	X			X						10
Retention and expansion of current economic base.		X	X	X	X	X	X		X		X				X						10
Grow and develop cultural and natural resources in a sustainable manner (green tourism, renewable energy and value added economies).						X	X	X	X		X			X	X						7
Participate in the creation, retention and recruitment of a quality workforce (talent, career opportunities, living wage, skilled workforce).		X	X		X				X		X	X		X		3 (3)					7
Diversify economy while maintaining a rural character and environmental purity.			X	X			X	X						X		10					6
Regional marketing to promote economic development.		I						X	X		I	X						11 (1)			5
Identify, pursue and create new (growth) industry and business sectors.			X			X	X				X	X									5
Relocate businesses.			X	X		X					X										4
Expand & diversify the economy for to increase employment opportunities.			X		X		X							X							4
Increase access to risk and growth capital.		X						X		X		I									4
Improve business climate and regulatory environment.		X			X								X								3
Develop financial institutions & loan funds.				X				X	X												3
Encouraging and embracing diverse talent.												X		X							2
Develop a mentorship program leveraging seasonal retirees.								X			X										2
Revitalize small town areas.			X												11	11 (1)					2
Increase/coordinate R&D.							X									11 (1)					1
Serve as point of contact and resource depository.		X																			1
Survey existing businesses.		X																			1
Assist rural communities to create prosperity so they are self-sustaining, repopulating, and economically thriving.															9						1
Develop green tourism economy around existing cultural and natural resources.											249										1
Develop economic opportunities associated with agriculture.											249										1
Connect job seekers to jobs.															2 (3)						1











Goals and Objectives and Activities	Vilas County Economic Development Corps. (WCEDC)	Vilas County Comprehensive Strategic Plan	Oneida County Comprehensive Strategic Plan	Lac du Flambeau Tribal Strategic Management Plan (Millennium)	Forest County Economic Development Corp.	Sakagon Chippewa Comprehensive Strategic Plan	Grow North	Menominee Indian Tribe	Menominee Indian Economic Development Authority	Shawano County	New North	Great Lakes Intertribal Council	Northwoods Nijiji	USDA Strategic Plan	State of Wisconsin	US Forest Service	National Resources Conservation Service	GLIFWC	Wisconsin Dept. Health & Family Services	Totals
<b>ELEMENT E: GOVERNMENTAL ADMINISTRATION</b>																				
<b>CLASS E10 ADMINISTRATION</b>																				
Seek mutually beneficial cooperation with all levels of government.	8-6				167	76			284	2						6	7			6
Coordinate activities across jurisdictions to improve services.					167	76														2
Investigate joint operation or consolidation when considering expanded or new services or facilities.						76														1
Promote a high level of community involvement in town and county decisions.								264												1
Increase access to county and town information.								264												1
Maintain and support tribal sovereignty.																7				1
Maintain continuous and regular internal communication.	8 (2)																			1
<b>CLASS E20 JUSTICE</b>																				
Implement policies and programs that improve social cohesion and social support for all by reducing racism and other forms of discrimination.														13 (5)						

Goals and Objectives and Activities

Vilas County Economic Development Corps. (NCEDC)
Vilas County Comprehensive Strategic Plan
Oneida County Comprehensive Strategic Plan
Lac du Flambeau Tribal Strategic Management Plan
(Millennium) Forest County Economic Development Corp.
Forest County Comprehensive Strategic Plan
Sokaogon Chippewa Strategic Plan
Grow North
Menominee Comprehensive Strategic Plan
Menominee Indian Tribe
Menominee Indian Economic Development Authority
Shawano County Economic Development Authority
New North
Great Lakes Intertribal Council
Northwoods Nuliji
USDA Strategic Plan
State of Wisconsin
US Forest Service
National Resources Conservation Service
GLFWC
Totals

<b>ELEMENT F: CULTURE</b>																			
<b>CLASS F10 MUSEUMS</b>																			
<b>CLASS F20 GALLERIES</b>																			
<b>CLASS F30 ARTS &amp; CRAFTS</b>																			
<b>CLASS F40 MUSIC &amp; DANCE</b>																			
<b>CLASS F50 LANGUAGE PRESERVATION</b>																			
Support Anishinaabe culture and language.																6	1		
<b>CLASS F60 HISTORIC PRESERVATION</b>																			
Preserve the county's scenic beauty, history and heritage, and archeological resources.		2-27	71													274	4		
Preserve, protect, and promote historical features, buildings, sites and other cultural resources.		2-27	71													274	3		
Encourage nomination of sites to the State Historical Society.			71													274	3		
Identify key cultural, historic and archeological sites.																274	3		
<b>CLASS F80 MISC.</b>																			
Increase opportunities for community interaction.																264	15 (5)	6	3









Goals and Objectives and Activities

	Vilas County Economic Development Corps (VCEDC)	Vilas County Comprehensive Strategic Plan	Oneida County Comprehensive Strategic Plan	Lac du Flambeau Tribal Strategic Management Plan (Millennium)	Forest County Economic Development Plan	Sokolong Chippewa Comprehensive Strategic Plan	Grow North	Menominee Indian Tribe	Menominee Indian Economic Development Authority	Menominee County	Shawano County Economic Development Authority	New North	Great Lakes Intertribal Council	Northwoods Nijili	USDA Strategic Plan	State of Wisconsin	US Forest Service	National Resources Conservation Service	GLFWC	Totals
<b>ELEMENT I: SOCIAL SERVICES</b>																				
<b>CLASS 110 ECONOMIC SUPPORT</b>																				
<b>CLASS 120 ELDER &amp; VET PROGRAMS</b>																				
<b>CLASS 130 FOOD SECURITY</b>																				
<b>CLASS 140 FAMILY RESOURCES</b>																				
<b>CLASS 150 DOMESTIC ABUSE</b>																				
<b>CLASS 160 MISCELLANEOUS</b>																				
Improve access to government, health and social services												X	X		2					3



Goals and Objectives and Activities

Vilas County Economic Development Corps - (WCEDC)
Vilas County Comprehensive Strategic Plan
Oneida County Comprehensive Strategic Plan
Lac du Flambeau Tribal Strategic Management Plan
(Millennium) Forest County Economic Development Corp.
Forest County Comprehensive Strategic Plan
Sokaogon Chippewa Comprehensive Strategic Plan
Grow North
Menominee Indian Tribe
Menominee Indian Economic Development Authority
Shawano County
New North
Great Lakes Intertribal Council
Northwoods Nijiji
USDA Strategic Plan
State of Wisconsin
US Forest Service
National Resources Conservation Service
GLIFWC
Wisconsin Dept. Health & Family Services
Totals

ELEMENT X: TRANSPORTATION															
CLASS 10 SYSTEM-WIDE TRANSPORTATION															
Minimize transportation footprint of new development.	5-10	4-22		4-18											3
Support transportation of elderly and handicapped residents.	5-10	4-22		4-19											3
Encourage a balanced transportation network that provides multiple transportation modalities.	5-9	4-21		4-17											3
Expand transportation footprint to ensure that all communities have connectivity.	5-9	4-21		4-17											3
Coordinate with state and regional MPO to ensure local transportation system is coordinated with proposed facilities or programs.		4-21		4-17											2
Minimize the negative impacts of proposed transportation facility expansions		4-21		4-17											2
Explore opportunities for transportation related tourism.								258							1
Address medical transportation needs for transportation disadvantaged populations.								256							1
Provide a diversity of affordable transportation options for all age and income groups.								256							1
Support the development of a tri-county transit system.		4-22													1
CLASS D20 ROADS															
Consider future road locations, extensions, or connections when reviewing development plans and proposals.	5-10	4-22		4-18	53										4
Work with WisDOT on corridor preservation for all federal and state highways.	5-10	4-21		4-18											3
Consider implementing road impact fees for new development.	5-10	4-22		4-18											3
Work with the towns to implement Town Road Management Plans to provide for the appropriate maintenance of town roads.	5-10	4-22													2
Ensure connectivity of planned development areas to control highway access, preserve rural character, and improve access to these areas.		4-22		4-18											2
Preserve the scenic value along select roadways.	5-9	4-21													2
Preserve scenic views by limiting off-premise advertising along selected highways.		4-22		4-18											2
Improve transportation system productivity and efficiency by addressing capacity deficient roadways or by modifying existing roadway make up.							5-2	256							2
Tribal roads must accommodate emergency and utility vehicles.					53										1
Seek Rustic Roads designation for preservation, economic development, tourism and recreational purposes.	5-9														1
Address all terrain vehicle (ATV) use.								257							1
Support park-and-ride plan and establishment of park-and-ride lots.		4-22													1
CLASS D30 SUSTAINABLE TRANSPORTATION															
Encourage sustainable transportation choices.	5-9	4-21		4-17				257				15 (5)			5
Provide healthy transportation choices including recreational trails, sidewalks and bike lanes.							5-2	257				15 (5)			3
Support expanded bike accommodations on County Highways and additional off-road bike trails.		4-22						257							2
Provide public transportation.								256							1
Ensure all residents are served by public transit.								256							1
Incorporate sustainable and environmentally friendly principals in the daily maintenance and operation of the transportation system.								258							1
Preserve and enhance the existing rail lines in the County.				4-17											1
Pressure freight rail corporations to maintain or create quality rail service		4-22													1
Explore the creation of a Railroad Commission to promote the use of rail				4-19											1
CLASS D40 SAFETY															
Space roadway access according to minimum standards to increase safety and preserve capacity.	5-10	4-22		4-18	53										4
Implement a "Safe Routes to School" Program							5-2	254							2
Improve safety for bicyclists and pedestrians							5-2	256							2
Maintain street signage to improve visibility for all residents as needed.					53										1
Identify/address dangerous intersections and roadways								255							1

Goals and Objectives and Activities	Vilas County Economic Development Corps. (WCEDC)	Vilas County Comprehensive Strategic Plan	Oneida County Comprehensive Strategic Plan	Lac du Flambeau Tribal Strategic Management Plan (Millennium)	Forest County Economic Development Plan	Sakagon Chippewa Comprehensive Strategic Plan	Grow North	Menominee Indian Tribe	Menominee Indian Economic Development Authority	Shawano County	New North	Great Lakes Intertribal Council	Northwoods Millij	USDA Strategic Plan	State of Wisconsin	US Forest Service	National Resources Conservation Service	GLIFWC	Wisconsin Dept. Health & Family Services	Totals
<b>ELEMENT 2: AGRICULTURAL RESOURCES</b>																				
<b>CLASS 10 FOOD SECURITY</b>																				
Conserve productive forest and farmland.	2-26	66		49	67									22	1					6
Develop and support regional food systems.									249					10						2
Increase access to nutritious food.				10 (2)										34			6			2
Maintain the viability of wild rice crops in ceded territories.					30											6				2
Promote food safety.														38	20 (5)					2
Encourage retaining large, contiguous farmland tracts.					56															1
<b>CLASS 20 SUSTAINABLE SYSTEMS</b>																				
Support a sustainable and competitive agricultural system.														16						1
<b>CLASS 30 PRODUCTION</b>																				
Develop agricultural opportunities					X	X			X					3						4
Promote agricultural production and biotech exports to increase food security.														30			12			2
Protect economically productive farmlands.				56																1
Promote gardening.														15 (5)						
<b>CLASS 40 NUTRITION</b>																				
Promote healthy diet.														36	15 (5)		6			2

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- 1 North Central Wisconsin Regional Planning Commission, (2011). *Forest county comprehensive plan* . Retrieved from website: [http://www.ncwrpc.org/forest/COUNTY/Adopted\\_ForestCountyCompPlan\\_OnWeb.pdf](http://www.ncwrpc.org/forest/COUNTY/Adopted_ForestCountyCompPlan_OnWeb.pdf)
- 2 Forest County Health Department & Partners, (2011). *Forest county community health improvement plan* . Retrieved from website: <http://www.forestcountyhealth.org/images/stories/pdf/healthplanfinal.2011.pdf>

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- 2 Vilas County Public Health Department, (2012). *Community health improvement plan 2012-2017* . Retrieved from website: <http://www.vilaspublichealth.com/documents/VilasCoCHIPsLR.pdf>

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- 2 Wisconsin Department of Health & Family Services, (2005). *Wisconsin nutrition and physical activity state plan* . Retrieved from website: <http://www.dhs.wisconsin.gov/physical-activity/StatePlanBM.pdf>
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- 1 East Central Wisconsin Regional Planning Commission, (2009). *County/town of menominee comprehensive plan 2030* . Retrieved from website: <http://www.eastcentralrpc.org/reports/Menominee/2030CompPlan/MN2030CompletePlan.pdf>



## **Appendices B**

Northwoods NiiJii  
Enterprise Community  
2014

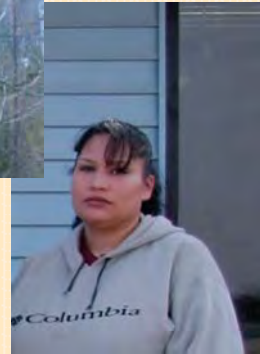
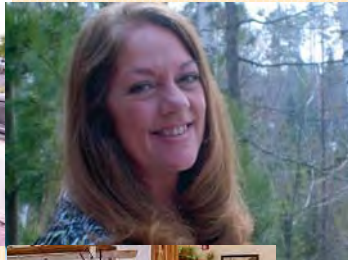


## A DECADE OF SUCCESS

### BOARD OF DIRECTORS, CITIZEN ADVISORY GROUPS AND TRIBAL COUNCILS



## NIJII STAFF



## SOKAOGON CHIPPEWA COMMUNITY OF MOLE LAKE



## TRAINING TO IMPROVE PUBLIC SAFETY AND EMERGENCY SERVICES (BENCHMARK 1)

WE HAVE USED BUCKETS OF WATER, HAND OVER HAND, ON OUR HOUSES UNTIL THE FIRE DEPARTMENT ARRIVED FROM THE NEXT TOWN, BUT WE ARE PLANNING TO CHANGE THAT.



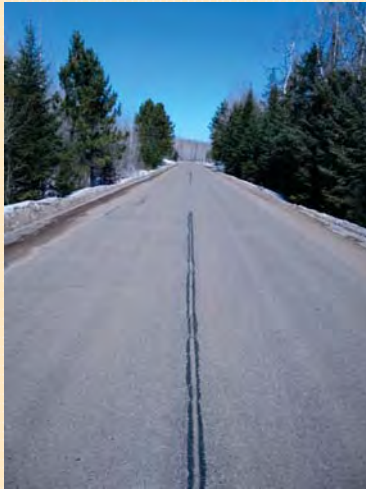
## UPGRADE MOLE LAKE WASTEWATER (BENCHMARK 2)

Before, there were homes with sewage pooling in the yards. Now we have healthy system to for processing waste and wastewater.



## UPGRADE ROADS (BENCHMARK 3)

“Before, I used to have to slog through 3 feet of mud to get to my house and in the winter snow I couldn’t tell where the road ended and the ditch began, now I have easy access to my residence.”, Richard Ackley. The roads also make much easier access for fire and safety access.



## REHABILITATE HOUSING IN MOLE LAKE (BENCHMARK 39)

Before there were dismal homes for people on the Reservation. Now almost all have been rehabilitated, landscaped and cleaned up, with new green home going up in new neighborhoods.



## CONSTRUCTING MODERN HEALTH FACILITIES (BENCHMARK 40)

Before our clinic was in an old trailer with limited services.  
Now we have a state of the art facility, with expanded services including dental.



## TAKING CARE OF ELDERLY (BENCHMARK 41)



Before, some elders did not have adequate independent living options, transportation to medical appointments, or access to nutrition daily meals and socialization. Now we are taking Care of our Elders.



## CREATE RETAIL FACILITIES IN MOLE LAKE (BENCHMARK 42)

Before, there was little reason to stop here other than the Casino.  
Now our convenience store provides jobs and revenues and a place for tourist to linger.



## THE NEXT RETAIL INCUBATOR PROJECT IN MOLE LAKE (BENCHMARK 43)

IS IT FEASIBLE?



## LAUNCH RECYCLING AND SOLID WASTE MANAGEMENT IN MOLE LAKE (BENCHMARK 44)

Before, trash used to blow around the Reservation,  
now its clean and we help protect the environment through recycling.



## INSURING CONTINUED RESOURCE QUALITY THROUGH WATER QUALITY STANDARDS (BENCHMARK 45)

BEFORE WE RELIED ON THE LAWS OF OTHERS TO KEEP OUR WATER SAFE FROM INDUSTRY.  
NOW WE SET THE STANDARDS UP AND DOWN STREAM.





# MOLE LAKE FISH HATCHERY (BMS 47)



# BUILDING CAPACITY IN MOLE LAKE (BENCHMARK 55)



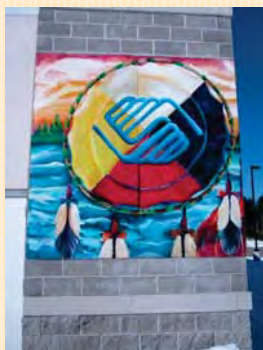
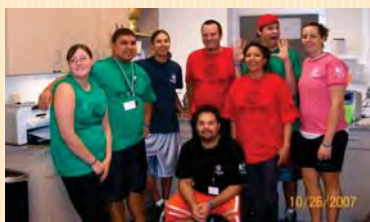
## CREATING HISTORIC TOURISM IN MOLE LAKE (BENCHMARK 64)

Before, this important historic site was crumbling,  
now it has been preserved along with heritage of the area.



## CREATE A FACILITY FOR YOUTH AND FAMILY INVOLVEMENT IN MOLE LAKE (BENCHMARK 65)

Before, the kids had no place to go after school.  
Then they did an after school programs at the tribal center conference room with limited resources.  
Now they have a comprehensive Youth Center.



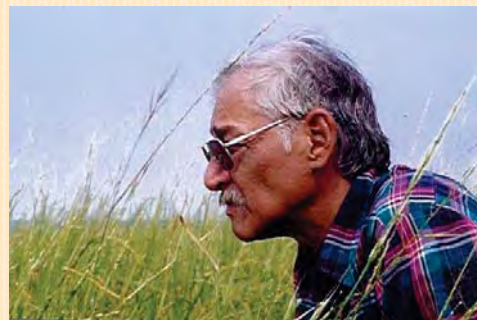
## YOUTH DEVELOPMENT IN MOLE LAKE (BENCHMARK 66)

Before there was one dangerous dilapidated playground for children,  
now we have three safe ones.



## EDUCATING ON WILD RICE CONSERVATION (BENCHMARK 72)

We settled to this place because food grows on the water. Then the wild rice harvest started to diminish.  
Now with education we can conserve this resource and protect the harvest for future generations.



## **PRESERVING CULTURE AND LANGUAGE (BENCHMARK 85 )**

**OUR LANGUAGE, OUR CULTURAL PRACTICES AND OUR HERITAGE ARE WHAT MAKES US WEALTHY.  
ASSETS WE MUST PASS ON TO THE SEVENTH GENERATION.**



## **LAC DU FLAMBEAU BAND OF LAKE SUPERIOR CHIPPEWA**



## CONSTRUCT RETAIL SPACE AND INCUBATE BUSINESSES IN LAC DU FLAMBEAU (BENCHMARK 6)

Before there was little space available if someone wanted to start a business on the Reservation, now there are new, clean facilities at very reasonable rates.



## PLANNING AND INFORMATION RESERVATION RESOURCE CENTER (BENCHMARK 7)

Before the Planning Office, Chamber of Commerce, Mapping Department, UW Extension, Newspaper, Employee Assistance were scattered around the Reservation in various Offices. Now they are consolidated for easy public access. A new bank and Public computer facility have also been brought in.



## REPLACING AND IMPROVING WATER AND SEWER ON THE LAC DU FLAMBEAU RESERVATION (BENCHMARK 9)

BEFORE, WE HAD LIMITED DISTRIBUTION PIPES AND SOME WERE LINED WITH ASBESTOS, NOW WE CAN PROTECT THE ENVIRONMENT, OUR HEALTH AND KEEP THE COMMUNITY SAFE.



## DOWNTOWN REVITALIZATION OF LAC DU FLAMBEAU (BENCHMARK 11)

Before a community impressions survey indicated that downtown Lac du Flambeau was not an inviting place for pedestrian traffic. Now we have beautiful side walks, curbed roads, planters, flags and a cultural walking tour to invite visitation and enjoyment of the Downtown Area.



## CREATING NEW ROADS IN HOUSING SUBDIVISIONS (BENCHMARK 12)

KIDS USED TO HAVE TO WALK TO SCHOOL ON THE SIDE OF THE ROADS, SOMETIMES STRUGGLING IN SNOW BANKS. NOW ITS SAFE, PEOPLE USE THE SIDEWALKS FOR PHYSICAL ACTIVITIES..



## EXPANDING WATER AND SEWER ON THE LAC DU FLAMBEAU RESERVATION (BENCHMARK 13)



**ESTABLISHING A MICRO LOAN BUSINESS REVOLVING LOAN FUND  
(BENCHMARK 14) AND  
DESIGNING A SAVINGS PROGRAM FOR LOW INCOME PERSONS  
(BENCHMARK 15)**



**ESTABLISH A SUSTAINABLE U-PICK BERRY FARM (BENCHMARK 16)**





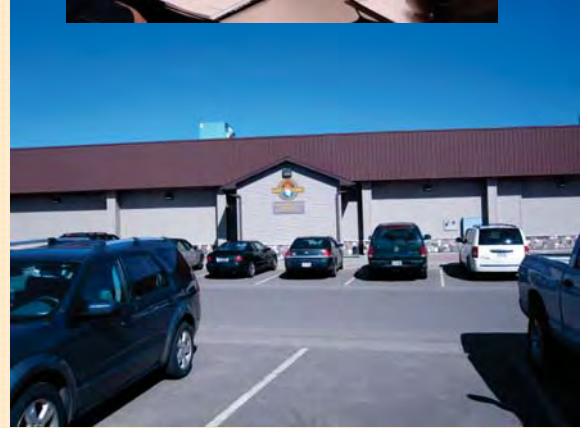
# CREATING SPACE FOR CULTURAL TOURISM TO FLOURISH THROUGH THE LAC DU FLAMBEAU INDIAN BOWL (BENCHMARK 17)



## INDIAN BOWL (CONTD)

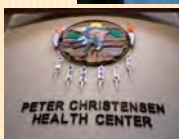


## EXPANDING SELF-DEVELOPMENT CURRICULUM, PROGRAMS AND INFRASTRUCTURE FOR LAC DU FLAMBEAU (BENCHMARK 24)



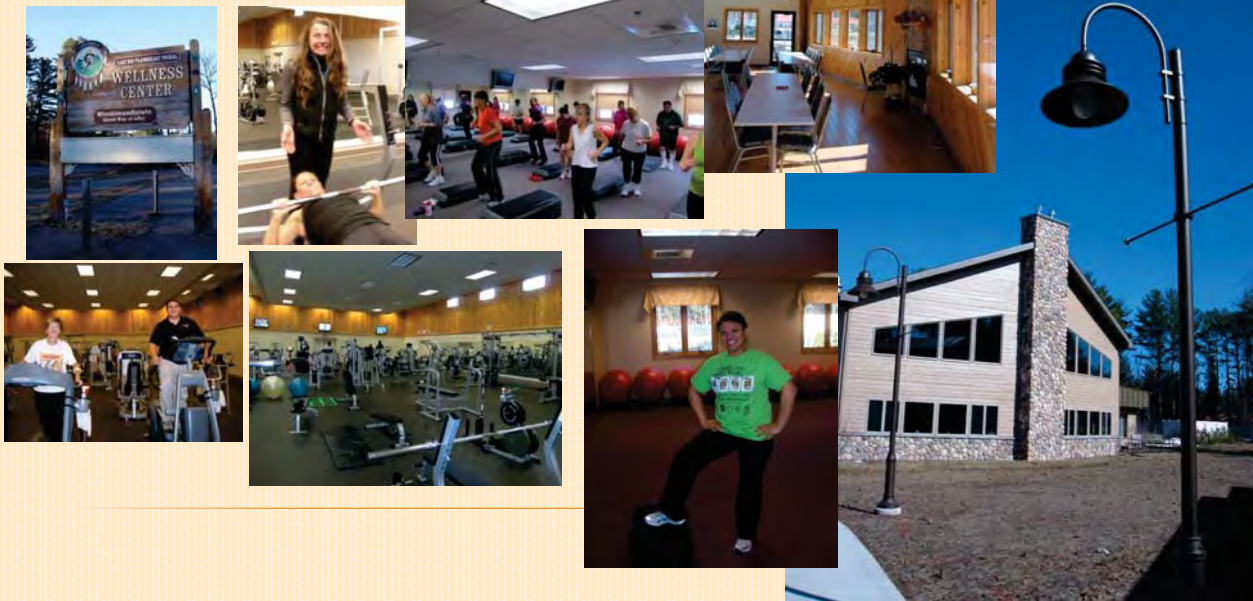
## BUILDING A NEW AND EFFICIENT MEDICAL CLINIC IN LAC DU FLAMBEAU (BENCHMARK 26)

- ✘ People remember a time when pregnant women had to travel a days journey to another town to have their babies. Prenatal care on the Reservation didn't exist. Now we have access to care, a new clinic with modern diagnostics, good Doctors, a lab, pharmacy and eye center.



## IMPROVING WELLNESS OPTIONS (BENCHMARK 31)

Our people suffer shorter lifespans due to Diabetes and Obesity. Now we have a Wellness Center with Educational Programs on Nutrition and Fitness and can receive personal assistance to reach our Wellness objectives at the Gym.



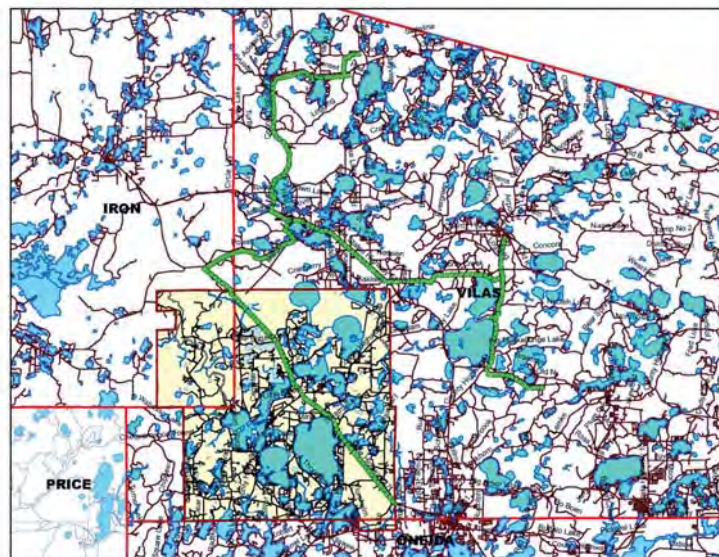
## CONSTRUCTING A PUBLIC SAFETY BUILDING (BENCHMARK 36)



## CONSTRUCTING ELDER HOUSING IN MANITOWISH WATERS (BENCHMARK 37)



## DEVELOPING A MULTI-PURPOSE RECREATIONAL TRAIL SYSTEM (BENCHMARK 38)



## BRIDGING UNDERSTANDING AND PROMOTING INTERCULTURAL LEADERSHIP (BENCHMARK 60)

Before, racial tensions at the high school were high and the graduation rate of Native students was below 70%. After the Intercultural Leadership Program, cultural understanding improved, conflicts were reduced, and the graduation rate of the Native students attending soared to more than 90%.



## IMPROVING WATER AND SEWER ALONG HWY 47 (BENCHMARK 67)

Before, we had limited distribution pipes and some were lined with Asbestos, now we can protect the environment, our health and keep the community safe.



## BUILDING CAPACITY AND VOLUNTEERISM IN LAC DU FLAMBEAU (BENCHMARK 71)



## INTERPRETING A SORROWFUL HISTORY VIA BOYS DORMITORY RESTORATION (BENCHMARK 84)



# CONSTRUCTING THE LAC DU FLAMBEAU GREEN NATURAL RESOURCE COMPLEX (BENCHMARK 87)

BEFORE



AFTER



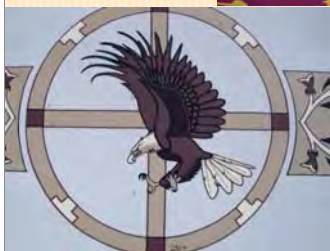
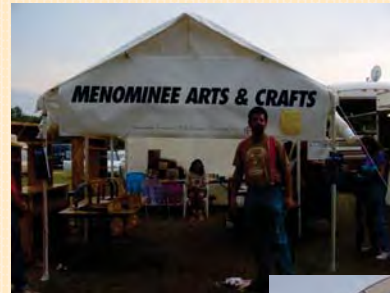
# MENOMINEE INDIAN TRIBE OF WISCONSIN



## PROMOTING INCUBATION OF ENTREPRENEURS IN SHAWANO AND MENOMINEE (BENCHMARK 4)



## SUPPORTING MARKETING OF ARTS AND CRAFTS (BENCHMARK 5)





# IMPROVING MENOMINEE WATER AND WASTEWATER TREATMENT (BENCHMARKS 18 AND 28)



# EXPAND THE MENOMINEE JUDICIAL FACILITY (BENCHMARK 19)



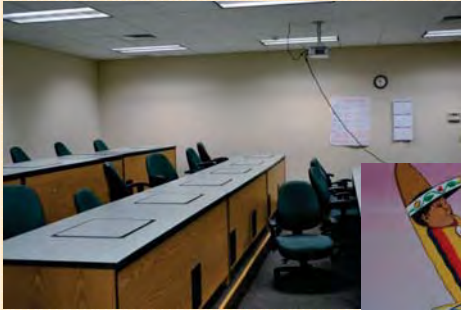
## IMPLEMENTING EMERGENCY 911 RESPONSE SERVICES ON THE MENOMINEE RESERVATION (BENCHMARK 20)



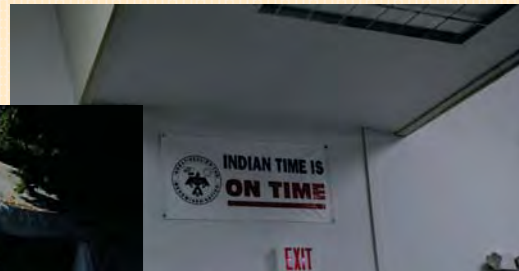
## CREATE A MENOMINEE PUBLIC WORKS SOLID WASTE FACILITY AND SERVICES (BENCHMARK 22)



## ENHANCE MENOMINEE STUDENT WORK STUDY PROGRAM (BENCHMARK 23)



## ENGAGE PARENTAL INVOLVEMENT IN MENOMINEE STUDENT EDUCATION THROUGH THE BOYS AND GIRLS CLUB (BENCHMARK 27)



## PROVIDING AFFORDABLE HOUSING IN SHAWANO AND MENOMINEE (BENCHMARK 32)



## MENOMINEE STREET LIGHTS AND SIGNAGE (BENCHMARK 33)



Before, when lighting was poor and street signs and fire numbers non-existent, emergency services had a difficult time responded to calls.



## PRESERVING THE MENOMINEE LANGUAGE (BENCHMARK 35)



## MARKET SHAWANO COUNTY AREA FOR ECONOMIC PROGRESS AND BUSINESS ATTRACTION (BENCHMARK 46)



## PROVIDE LABOR TRAINING TO EMPLOYERS IN SHAWANO AREA (BENCHMARK 48)



## SUPPORT DEVELOPMENT OF SHAWANO INDUSTRIAL PARK FOR BUSINESS DEVELOPMENT (BENCHMARK 49)



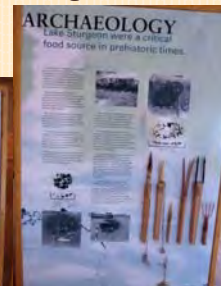
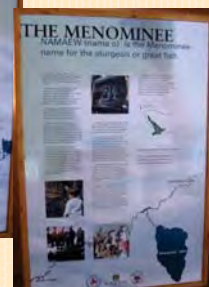
## EXPANDING PRODUCTION AND VALUE ADDED AT MEMOMINEE TRIBAL ENTERPRISES (BENCHMARK 50)

BEFORE WE SHARED A LOT OF PROFIT WITH MIDDLE MEN, NOW WE ARE PRODUCING VALUE ADDED GOODS.



## PRESERVING CULTURAL RESOURCES THROUGH THE MEMOMINEE MUSEUM (BENCHMARK 56)

There were many culturally sacred and important artifacts that we were not able to bring back for lack of a facility to properly care for them. Now we are repatriating our heritage.



## RAISING THE CAPACITY OF OUR MENOMINEE LEADERS AND CITIZENRY (BENCHMARK 57)



### LUMBERJACK BREAKFAST AND UNCOMMON FOREST PRODUCTS WORKSHOP

Date: Saturday, October 11<sup>th</sup>

Place: Menominee Logging Museum Grounds and Cook Shanty



### ALL YOU CAN EAT LUMBERJACK BREAKFAST

Breakfast: \$5.00

Served 9:00 - 1:00 p.m.

#### Uncommon Forest Products Workshop Agenda

- 9:00 - 9:30: Registration/Welcome
- 9:30 - 10:00: Ash Basket Making - Melaine White
- 10:00 - 11:00: Organic Herbal Products - Nanuse Acres - Jane Stevens
- 11:00 - 12:00: Lumberjack Brunch - Served on Grounds (Donations Appreciated)
- 12:00 - 12:45: Bushouse/Butterfly House - Bill Kooze
- 12:45 - 2:15: Mushroom Cultivation - Joe Krawczyk
- 2:15 - 3:15: Herbal Salve Making - Bonni Stoneham-TSYUNHEKWA
- 3:15 - 3:45: Medicinal Plants - Dore Tunney
- 3:45 - 4:00: Close

**PUBLIC INVITED**

For more information call Menominee Historic Preservation Department at (715) 799-5228

Sponsored by  
• Menominee Enterprise Subarea Committee  
• Lumberjack RC&D  
• Menominee Historic Preservation Department

## CONSTRUCT A PLAYGROUND IN WARRINGTON (BENCHMARK 59)

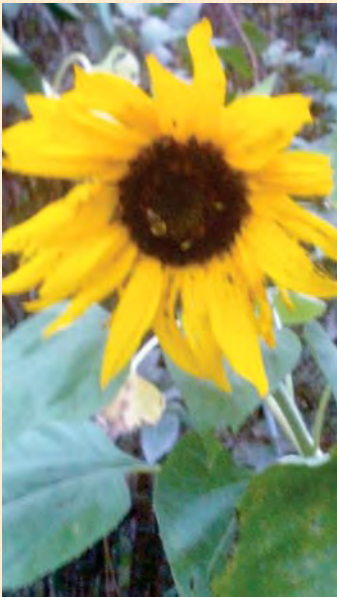




**REHABILITATING NAES COLLEGE OF PUBLIC POLICY (EAST-WEST UNIVERSITY)  
(BENCHMARK 61)**



**DEVELOP MENOMINEE COMMUNITY GARDENS (BENCHMARK 81)**



## DEVELOPING RETAIL ON THE MENOMINEE RESERVATION (BENCHMARK 68)



## DEVELOP MENOMINEE YOUTH THROUGH SPORTS OPPORTUNITIES (BENCHMARK 91)

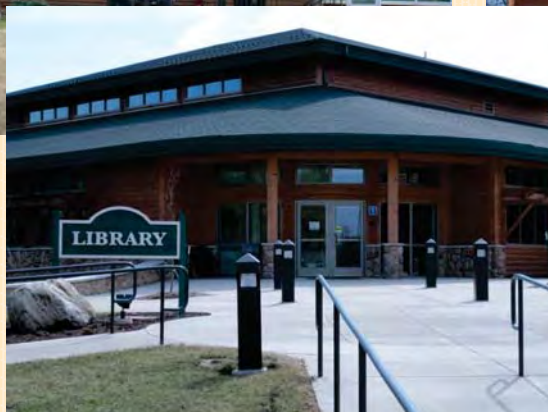


# REGIONAL PROJECTS



## MENOMINEE COLLEGE EXPANSION (BENCHMARK 29)

Before we had a good start on the College, now we have expanded services, programs, students, and graduates; a library, student union and cultural center.



## IMPROVING ACCESS TO CAPITAL FOR SMALL BUSINESS (BENCHMARK 51)

- ✦ The Business Center houses NiiJii Capital Partners, Inc. (NiiCaP) a US Treasury Certified Community Development Financial Institution that provides loans to Native Businesses.



NiiCaP, a premier source for small business Financing, Technical Assistance and Training in the Enterprise Community service territory, exists because of the efforts of Northwoods NiiJii Enterprise Community. "NiiCaP was included as Benchmark #51 in the original NiiJii Strategic Plan – Creation of a financing entity to serve small business. Were it not for that Plan, and the efforts of NiiJii Board members and staff, there would not be a NiiCaP; there would not be over \$430,000 in business loans to meet the local demand for business credit, over 100 businesses served, and 75 jobs directly created," said John Smith, Executive Director of NiiCaP. "The Partnership between NiiCaP and NiiJii has created a new and successful financial institution, an institution that meets the needs of Enterprise Community businesses and entrepreneurs while maintaining the cultural heritage of the businesses and entrepreneurs we serve."

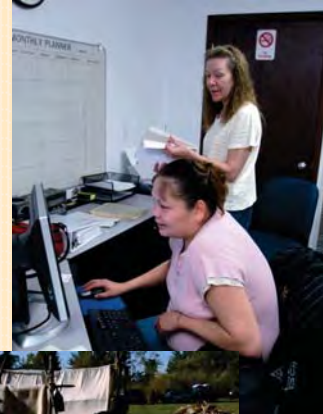
"Before, the development of NiiCaP, access to credit was difficult for businesses. Now Native Entrepreneurs have opportunities to start and expand through our financial and technical assistance programs", say David Fleming, NiiCaP Development Services Manager.

## INCREASING TOURISM AND CULTURAL PRESERVATION THROUGH WOODLAND ARTS (BENCHMARK 52)



## IMPROVING BUSINESS NETWORKING OPPORTUNITIES THROUGH A NETWORK OF CHAMBER OF COMMERCE (BENCHMARK 53)

The Menominee Chamber of Commerce is also housed at the Menominee Business Center. The Chamber was created through support of NiiJii, the Menominee Business Center and the Corporation for National Service, and now touts 49 business members. "Before, businesses had no opportunity to network locally or affiliate regionally. Now the membership gets together regularly, enjoys opportunities to network, cooperatively market, self direct a training agenda, and pursue resources and partnerships. Awareness of the importance of circulating commerce, income and revenues within the local economy is growing, as is community pride", says Renee Mahkimetas.



## CHAMBER EVENTS TO BRING IN TOURISM (BENCHMARK 53)



## BUSINESS DEVELOPMENT (BENCHMARK 54)

- ✦ The **Menominee Business Center** encourages entrepreneurial development and growth through management assistance, cost-effective space utilization and a synergistic environment catering specifically to Tribal members and professional businesses. Businesses can lease space in the incubator thereby reducing their initial start up costs, sharing costs for a receptionist, photocopying, faxing, trash disposal, security, maintenance, mail and furniture, and conserving cash for advertising and inventory uses, improve their business with on site management assistance and support and strengthen their business skills by working in a supportive environment with other businesses.
- ✦ "Before, businesses did not have access to inexpensive office space and support. Now the incubator is at 90% capacity and we are able to serve non-anchor tenants", says Carrie Grignon, Menominee Business Center Manager.
- ✦ "Before, businesses were missing support resources like scholarships, training through partnerships, and a professional setting in which to work", says Renee Mahkimetas of the Private Sector Initiative at the Menominee Business Center. "Now businesses have a awareness of a continuum of services available to help. Important training partners include Northwoods Nijii, Shawano County Economic Development Inc., Great Lakes Inter-tribal Council, and Menominee College. Businesses have also really benefitted from our tax services." **The Private Sector Initiative** provides support to business clients to develop business plans for start up or expansion.



The Menominee Business Center also houses other organizations that support business development. Northwoods Nijii hosts a Business Development Specialist who reviews financial statements and business proposals for private enterprises and the Tribe, promotes training for businesses and coordinates Financial Literacy Training among community institutions.

"The program has been a real asset to business start ups and expansions", says Wilmer Peters, Nijii's Business Development Specialist.

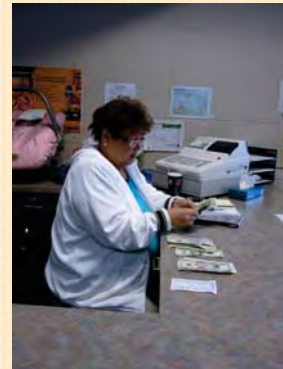
## SUPPORTING BUSINESS DEVELOPMENT, ENTREPRENEURSHIP, AND WORKFORCE DEVELOPMENT (BENCHMARK 54)

In 2009 a new Workforce Development Initiative was launched throughout the Enterprise Community resulting in three partnerships that provide workforce development training including Goodwill, Nicolet College and the College of the Menominee Nation. Five new programs have been created including Lac du Flambeau's Gwayokose (The Good Road) Program, College of Menominee Nations' Business Training Program, Nicolet Technical College's Workforce Development and Soft Skills Training, Goodwill's Retail Training, and Nijii's Entrepreneurial Skills for Artisans Program. Including individualized technical assistance provided to the community, this program has trained 128 individuals in such courses as Managing Conflict, Emotional Intelligence, Finding Job Opportunities, Creating Your Resume, Applying for Work, Successful Interviewing, etc.



The Workforce Development initiative continues efforts begun in 2001 to build the skills of Native entrepreneurs. A four-pronged approach forming holistic business supports was initiated to increase business access to capital, incubation, training and networking. Since Enterprise Community Inception, supports for local businesses have resulted in starting 73 businesses, expanding 36 businesses, providing 847 participants with business training programs, supporting creation of 95 business plans, leveraging \$11,886,750 toward investment in small business in Indian Country and creating employment. Two hundred fifty (250) jobs were created and 455 jobs were saved. 88% of the jobs created are still in existence as of the end of 2009.

## SUPPORTING THE ENTREPRENEURIAL SPIRIT (BENCHMARK 54)



## SUPPORTING STUDENTS AND NATIVE SMALL BUSINESS THROUGH RETAIL TRAINING AND FINANCIAL LITERACY



NiiJii is making it possible for Native entrepreneurs like Kiesha Beltz to come back to the Reservation and start family-supporting businesses.

# THE END





# Appendices C

Lac du Flambeau Community  
Survey Report

**Shelly Hadley**  
**David Trechter**

**Survey Research Center Report 2011/11**  
**June 2011**

We would like to thank SRC staff and students, Denise Parks, Jim Janke, Hannah Stuttgen, Aaron Peterson, Ted Cannady, Ashley Julka, Danielle Hammer, Caleb Riedeman, Jacki Roden, and Erin Ingli. Their hard work and dedication are gratefully acknowledged. The SRC would also like to thank Brian Gauthier, Community Resource Development Educator/Department Head, Lac du Flambeau Tribal University of Wisconsin Extension, Emerson Coy, Lac du Flambeau Tribal Planning Director, and Trinity Stella, Tribal Government Operations/Enrollment Director. Finally, we would like to thank the Lac du Flambeau Tribal members who took the time to complete the questionnaire.

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## Executive Summary

In April and May of 2011, the Survey Research Center (SRC) at the University of Wisconsin–River Falls mailed surveys to 2,774 Lac du Flambeau Tribal members seeking their input on a number of important issues facing the Tribe. The initial mailing was followed by post card reminders and a second mailing to non-respondents. The overall response rate was 19 percent (522 usable questionnaires). The estimates provided in this report are expected to be accurate to within plus or minus 3.9 percent with 95 percent confidence. Further, non-response bias (concern that non-respondents hold consistently different views than those who completed the questionnaire) does not appear to be a problem with this survey. We expect the sample to accurately represent the opinions of Tribal members.

Analysis included in this report:

- A summary of the 2011 survey results, including analysis that looks at differences across demographic groups.
- A statistical analysis to determine if responses varied significantly between 2008 (when a similar community survey was conducted) and 2011 survey data (in many cases there were significant differences in response). *The economic conditions prevailing when the 2008 survey took place are quite different than they are in 2011. The 2008 survey took place just before the U.S. economy went into the current recession and the 2011 survey was completed during the early stages of a recovery. This probably influences the importance given to employment and housing shown throughout the 2011 survey results.*

### Quality of Life

The highest levels of satisfaction regarding quality of life issues on the reservation were with drinking water quality, the water quality of lakes/streams, and the natural environment.

### Community Facilities and Services

Seven services out of eighteen had at least a majority of respondents rating it as very good or good: health and medical services, elderly facilities and services, water and sewer service, public school system, ambulance service, fire protection, and snow removal.

When members were asked which two projects, roughly comparable in size in terms of tribal investment, should be the top priorities on the Reservation, the top priority was an expanded grocery store followed by a senior independent living facility.

A substantial majority agreed that Tribal buildings/businesses on the Reservation are generally well maintained. However, less than one-third of members believe that housing on the Reservation is generally well maintained.

### *Communication*

Fifty percent of members were dissatisfied or very dissatisfied with Tribal government communications, 19 percent were satisfied or very satisfied, and nearly one-third (31%) were neither satisfied nor dissatisfied.

### *Economic Development*

Members place high importance on employment services (temporary placement service or job/training center) and educational resources (continuing education opportunities and a cultural center) on the Reservation.

### *Transportation*

Almost all respondents (98%) believe it is important or very important that the Reservation have disability/elder transportation services.

### *Housing*

A majority of respondents place high priority on the rehabilitation of existing homes on the Reservation, an assisted living facility, and more single-family housing (owner and rental).

### *Land Use and Growth*

Economic development, new housing, and more land purchases were high priorities for more than half of respondents. Approximately half also placed high priority on recreational areas and more hunting and gathering areas.

## Survey Purpose

The motivation for this study was to gather opinions of Lac du Flambeau Tribal members about a number of important issues facing the Tribe. The Lac du Flambeau Tribal UW-Extension Program chose to work with the Survey Research Center (SRC) at the University of Wisconsin–River Falls to survey Tribal members about key planning issues.

## Survey Methods

In the spring of 2011, the SRC mailed surveys to 2,774 Lac du Flambeau Tribal members seeking their input on the future development of the Reservation.<sup>1</sup> After two weeks, the SRC mailed postcards to those from whom a completed questionnaire had not been received. A second questionnaire was sent to remaining non-respondents at the end of April. The SRC received a total of 522 usable questionnaires from members for a 19 percent response rate. The estimates provided in this report are expected to be accurate to within plus or minus 3.9 percent with 95 percent confidence.

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who do not return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. **Based upon a standard statistical analysis that is described in Appendix A, the Survey Research Center (SRC) concludes that non-response bias is not a concern for this sample.**

In addition to the numeric responses, respondents provided additional written comments that were compiled by the SRC from the surveys. **Appendix B to this report contains the complete compilation of comments.**

**Appendix C contains a copy of the survey questionnaire with a quantitative summary of responses by question.**

### **Description of Data and Analysis Procedures:**

The 2011 Lac du Flambeau Community Survey was sent to approximately 51 percent on-reservation members and 49 percent off-reservation members. Survey returns show a similar pattern with approximately 55 percent coming from members living on the reservation and 45 percent living off-reservation. These numbers are noteworthy in the upcoming analysis. Statistical tests show that off-reservation members were much more likely to report not having an opinion about many of the issues addressed on the survey.

For statistical purposes, all data received in 2011 from usable surveys was included in the 2011 analysis. Data used to compare the 2008 survey (only on-reservation members participated) and 2011 survey (both on-and-off reservation members were invited) was modified so that only members who had an opinion about the issues being addressed were included in the analysis.

---

<sup>1</sup> The Lac du Flambeau Council decided to survey all tribal members 18 years and older regardless of their location of residence (on or off the reservation). Approximately 30 Tribal members returned their surveys noting that they do not live on the reservation and felt they could not adequately answer the questions on the survey.

## Profile of Respondents

Table 1 summarizes the demographic profile of respondents to the survey. Where comparable data were available from the 2005-2009 American Community Survey, they were included to indicate the degree to which the sample represents the underlying adult population on the Reservation. The data in Table 1 show that the demographic profile of respondents aligns well with the Census data.<sup>2</sup> For comparison purposes, the demographic profile of respondents from the 2008 surveys is included as well. The 2011 demographic profile is similar to 2008.

<b>Table 1: Profile of Respondents – Lac du Flambeau Community Survey – 2011 and 2008 Survey Results</b>							
<b>Gender</b>	<b>Count</b>	<b>Male</b>	<b>Female</b>				
Sample 2011	498	47%	53%				
Census (18+)	984	45%	55%				
Sample 2008	279	44%	56%				
<b>Age 18+</b>	<b>Count</b>	<b>18-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
Sample 2011	505	8%	13%	18%	24%	22%	15%
Census	984	15%	24%	18%	17%	13%	14%
Sample 2008	291	7%	13%	20%	23%	19%	19%
<b>Household</b>	<b>Count</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5+</b>
Number Adults 2011	488		21%	44%	19%	9%	7%
Number Adults 2008	277		23%	46%	18%	9%	4%
Number Children (<18) 2011	482	54%	16%	15%	8%	4%	3%
Number Children (<18) 2008	269	43%	23%	16%	9%	5%	3%
<b>Residential Status</b>	<b>Count</b>	<b>Own</b>	<b>Rent</b>	<b>Neither<sup>3</sup></b>			
Sample 2011	511	45%	34%	20%			
Census (occupied housing units)	601	50%	50%	-----			
Sample 2008	283	58%	42%	-----			
<b>Employment Status</b>	<b>Count</b>	<b>Full-Time</b>	<b>Part-Time</b>	<b>Self Employed</b>	<b>Unemployed<sup>4</sup></b>	<b>Retired</b>	<b>Other</b>
Sample 2011	507	39%	8%	5%	21%	19%	9%
Census (Population 16+)	1,085	68% <sup>5</sup>		6%	10%	9% <sup>6</sup>	
Sample 2008	291	40%	9%	5%	16%	21%	8%
<b>Annual Household Income Range</b>	<b>Count</b>	<b>&lt;\$15,000</b>	<b>\$15-\$24,999</b>	<b>\$25-\$49,999</b>	<b>\$50-\$74,999</b>	<b>\$75-\$99,999</b>	<b>\$100,000+</b>
Sample 2011	481	30%	25%	24%	12%	5%	3%
Census (Total Households)	601	20%	17%	39%	11%	9%	3%
Sample 2008	288	33%	27%	24%	12%	3%	1%
<b>Highest Level of Education</b>	<b>Count</b>	<b>&lt; High School</b>	<b>HS Diploma</b>	<b>Some College/ Tech</b>	<b>Tech College Graduate</b>	<b>Bachelor's Degree</b>	<b>Grad/Prof Degree</b>
Sample 2011	488	12%	33%	33%	9%	7%	5%
Census (Population 25+)	836	13%	33%	33%	11%	6%	4%
Sample 2008	295	17%	31%	37%	6%	4%	5%

<sup>2</sup> Source: U.S. Census Bureau, 2005-2009 American Community Survey.

<sup>3</sup> "Neither" category added in 2011.

<sup>4</sup> Census data separates those not in the labor force (and not looking for work) and the unemployed (job seeking), so this could explain the difference between the current sample and census data. Also, the average unemployment over the past five years would include some years (2005-2007) with relatively low unemployment and some with quite high (2008-2010).

<sup>5</sup> Census employment data does not differentiate between full-time and part-time workers.

<sup>6</sup> Percentage based on the number of households with a person receiving retirement income.



A question was added to the demographic portion of the survey in 2011 asking respondents if they live in a household where relatives and/or friends live together (i.e., “doubling-up” for convenience, to share expenses, or other reasons). About one-third (34%) of respondents live in a household where relatives and/or friends live together.

## Quality of Life

**Level of Satisfaction.** Tribal members were asked to best describe their current level of satisfaction with a variety of quality of life issues on the Lac du Flambeau Reservation and their answers are summarized in Table 2. Approximately half of the respondents are satisfied with drinking water quality, water quality of lakes/streams, and the natural environment and open spaces on the Reservation.

A majority of members are dissatisfied with shopping opportunities and employment opportunities. Approximately half are also dissatisfied with public transportation, crime rate/safety, and housing choices. It should be noted that for nearly all of the items listed, a third or more of respondents are neutral. In particular, members living off the reservation were statistically more likely to be neutral about all the issues shown in Table 2 with the exception of opinions about the Reservation’s natural environment/open space where no statistically significant differences were found between on-and-off reservation members.

Issue	Count	Satisfied	Neutral	Dissatisfied
Water quality ( <i>drinking water</i> )	507	53%	37%	10%
Water quality ( <i>lakes, streams</i> )	507	49%	38%	12%
Natural environment/open space ( <i>wetlands, wildlife</i> )	510	46%	40%	14%
Medical care ( <i>doctors, clinics, dentists</i> )	506	43%	40%	18%
Quality of all schools	505	33%	51%	16%
Roads/traffic	506	33%	45%	22%
Emergency services ( <i>police, fire, ambulance</i> )	507	30%	46%	24%
Proximity to work	499	24%	61%	15%
Cell phone reception	500	22%	41%	37%
Computer/internet access	492	20%	51%	29%
Parks and recreation	509	19%	39%	42%
Cost of living	501	13%	46%	42%
Crime rate/safety	503	11%	35%	54%
Shopping opportunities	506	11%	32%	57%
Housing choices	502	10%	41%	49%
Employment opportunities	507	9%	36%	55%
Public transportation	502	6%	40%	54%

Satisfaction levels differ between demographic groups with respect to the Reservation issues included in Table 2:

- Females are more likely to be dissatisfied with crime rate/safety and water quality (lakes, streams) than males, but are slightly more likely to be satisfied with the natural environment/open space.
- Older respondents (45 and over) are more likely to say they are dissatisfied with cell phone reception, the cost of living, and crime rate/safety.
- Non-employed respondents are less satisfied with emergency services and housing choices than employed respondents.
- Respondents with children in the home are less satisfied with computer/internet access, medical care, and public transportation than members without children in the home.
- Lower income respondents (<\$50,000) are less satisfied with the cost of living, proximity to work, and water quality (lakes, streams).
- Homeowners have significantly higher levels of satisfaction with water quality (lakes, streams).
- Respondents with at least a Bachelor’s degree were more likely to be dissatisfied with the quality of schools.

### 2008/2011 Comparisons

From 2008 to 2011, there were statistically significant decreases in the satisfaction ratings respondents give the cost of living, emergency services, proximity to work, school quality, and roads/traffic on the Lac du Flambeau reservation. A statistically significant increase in satisfaction is shown for medical care (Table 3).

	<b>Cost of Living</b>	<b>Crime Rate/Safety</b>	<b>Emergency Services</b>	<b>Employment Opportunities</b>	<b>Housing Choices</b>
Sample 2011	13%	11%	30%	9%	10%
Sample 2008	19%	14%	38%	9%	13%
	<b>Medical Care</b>	<b>Natural Environment</b>	<b>Parks and Recreation</b>	<b>Proximity to Work</b>	<b>Quality of All Schools</b>
Sample 2011	43%	46%	19%	24%	33%
Sample 2008	28%	47%	16%	35%	51%
	<b>Roads/Traffic</b>	<b>Shopping Opportunities</b>	<b>Water Quality (Lakes, Streams)</b>	<b>Water Quality (Drinking)</b>	
Sample 2011	33%	11%	49%	53%	
Sample 2008	41%	13%	52%	58%	
<i>Computer/internet access, cell phone reception, and public transportation were added to the survey in 2011, so comparison to the 2008 survey is not possible.</i>					

**Quality of Life on the Reservation.** Approximately one-third of the respondents believe that their quality of life on the Reservation has remained the same over the past 5 to 10 years. (Figure 1). Approximately one in four members believes it has declined; 22% say it has improved. Seventeen percent have lived on/near the Reservation less than 5 years.

**Figure 1: Quality of Life on Lac du Flambeau Reservation Over the Past 5 to 10 Years**



Demographic comparison regarding quality of life opinions:

- Homeowners more strongly agreed that the quality of life on the Reservation has improved over the past 5 to 10 years compared to renters.

**2008/2011 Comparisons**

Results show a substantial decrease from 2008 to 2011 of respondents saying their quality of life on the Lac du Flambeau Reservation has declined. However, it appears that this does not mean their quality of life has improved but rather it has remained the same (Table 4). This change is statistically significant.

<b>Table 4: Quality of Life on the Lac du Flambeau Reservation Over the Past 5 to 10 Years: Comparison of 2011 and 2008 Survey Results</b>				
	<b>Improved</b>	<b>Declined</b>	<b>Remained the Same</b>	<b>Lived on/near Reservation less than 5 years</b>
Sample 2011	22%	27%	34%	17%
Sample 2008	29%	45%	23%	3%

## Community Facilities and Services

There are decidedly mixed views about local services on the Reservation for members who had an opinion. Seven services out of eighteen had at least a majority of respondents rating it as very good or good: health and medical services, elderly facilities and services, water and sewer service, public school system, ambulance service, fire protection, and snow removal (Table 5). At the other end of the scale, three facilities and services have at least one-half of respondents rating them as poor or very poor: employment services, housing, and park and recreation facilities. Given the importance of these services, particularly housing and employment services, these would seem to be clear priorities for Tribal action.

<b>Table 5: Opinions about the Quality of Community Facilities and Services</b>						
<b>Rate the following local services on the Lac du Flambeau Reservation.</b>	<b>Count</b>	<b>Very Good</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very Poor</b>
Health and medical services	428	26%	35%	22%	11%	5%
Elderly facilities and services	393	22%	35%	26%	12%	5%
Water and sewer service ( <i>public system</i> )	369	18%	37%	37%	6%	2%
Public school system	398	22%	32%	31%	12%	4%
Ambulance service	363	17%	35%	31%	13%	4%
Fire protection	369	14%	37%	38%	7%	3%
Snow removal	398	17%	34%	31%	12%	6%
Waste management & recycling programs	377	14%	32%	38%	13%	4%
Road Maintenance	421	10%	33%	34%	16%	7%
Storm water management/rain runoff	345	10%	31%	41%	12%	6%
Public Library	391	9%	27%	32%	23%	8%
Family and social services	392	8%	26%	37%	22%	7%
Police protection	405	10%	22%	34%	21%	13%
Youth programs	372	8%	21%	26%	24%	22%
Land use/zoning	332	3%	21%	40%	22%	14%
Park and recreation facilities	410	4%	17%	27%	30%	22%
Housing	414	5%	15%	28%	32%	20%
Employment services	392	3%	11%	32%	38%	17%

### Demographic comparisons:

- Non-employed respondents were more likely to rate elderly facilities/services and employment services as poor or very poor.
- Homeowners are more likely than renters to rate housing as poor or very poor.
- Older members rate the public library higher than younger members.
- Respondents with children in the home rate parks and recreation, the public library, and housing lower than those without children in their household.
- Respondents with annual household incomes of less than \$50,000 rate housing and youth programs lower than those with household incomes of \$50,000 and above.

## 2008/2011 Comparisons

Results show substantial decreases between 2008 and 2011 in respondents' ratings of family and social services and the public school system. These changes are statistically significant. Other 2011 results are consistent with 2008 results (Table 6).

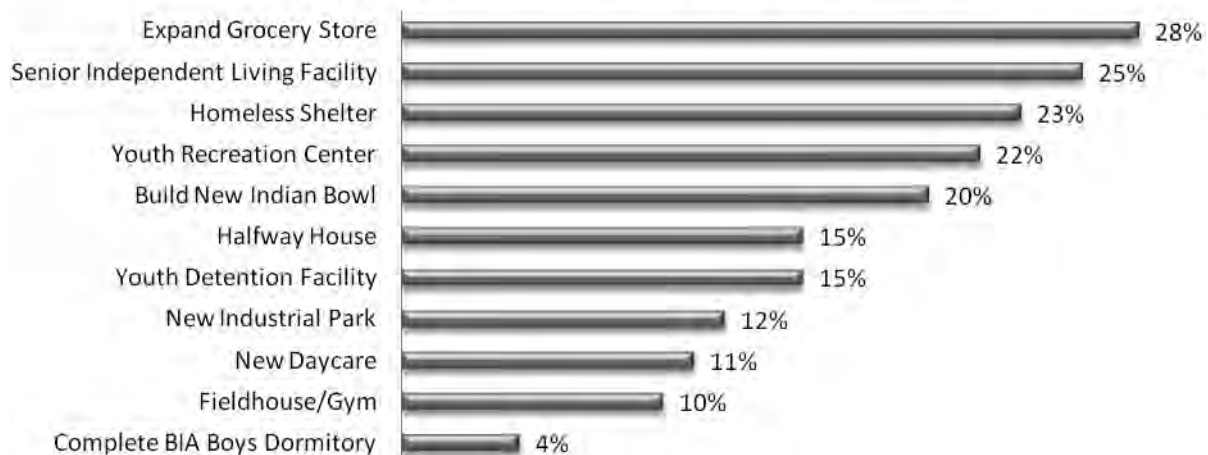
<b>Table 6: Opinions about the Quality of Community Facilities and Services – Very Good + Good Responses: Comparison of 2011 and 2008 Survey Results</b>						
	<b>Ambulance Service</b>	<b>Elderly Facilities and Services</b>	<b>Family and Social Services</b>	<b>Fire Protection</b>	<b>Housing</b>	<b>Park and Recreation Facilities</b>
Sample 2011	52%	57%	34%	52%	20%	21%
Sample 2008	57%	60%	43%	60%	19%	18%
	<b>Land Use/ Zoning</b>	<b>Police Protection</b>	<b>Public Library</b>	<b>Public School System</b>	<b>Road Maintenance</b>	<b>Snow Removal</b>
Sample 2011	24%	32%	36%	54%	43%	51%
Sample 2008	23%	31%	43%	67%	45%	49%
	<b>Storm Water Mgmt/Rain Runoff</b>	<b>Waste Mgmt and Recycling Programs</b>	<b>Water and Sewer Service</b>	<b>Youth Programs</b>		
Sample 2011	41%	45%	55%	29%		
Sample 2008	37%	45%	59%	33%		

*Health and Medical Services was added to the 2011 survey, so comparison to the 2008 survey is not possible. Some items were slightly modified from the 2008 survey. 2008 wording is listed below:*

- *Planning and land use*
- *Family services*
- *Storm water management*

**Tribal Investment.** Members were asked which eleven projects, roughly comparable in size in terms of tribal investment, should be the top priorities on the Reservation (Figure 2). The top priority (chosen by slightly over one-fourth of respondents) is a grocery store expansion, followed by a senior independent living facility (25%), homeless shelter (23%), youth recreation center (22%), and building a new Indian Bowl (20%). Substantially few respondents show support for a halfway house, a youth detention facility, a new industrial park, a new day care facility, a fieldhouse/gym, or completing the BIA boys' dormitory.

**Figure 2: Top Project Priorities on the Reservation**



There are significant differences in the way demographic groups prioritize the projects summarized in Figure 2:

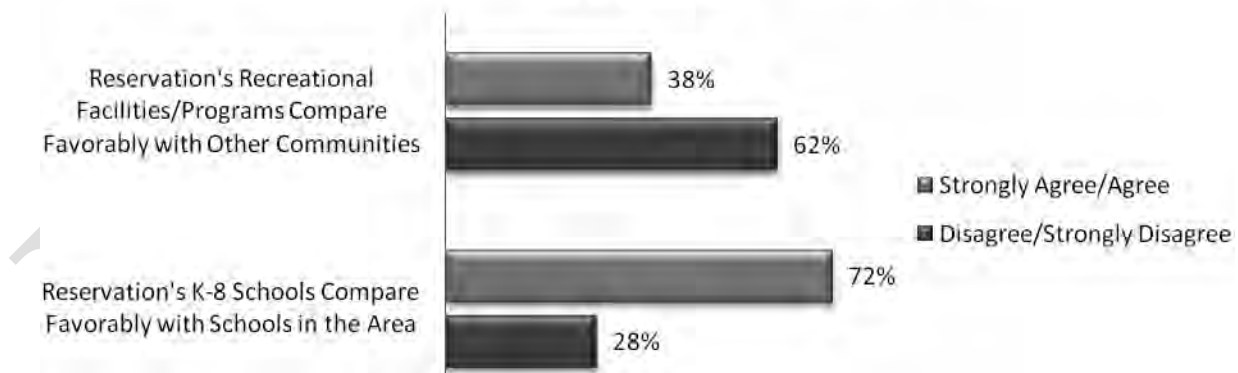
- The priority for a senior independent living facility increases with age, income, and if children are present in a household.
- A youth recreation center is more likely to be favored by members younger than 45 and members with children in their household.
- A homeless shelter is more likely to be favored by the unemployed, renters, lower income members, and those with less formal education.
- A new daycare is more likely to be given high priority by females, members younger than 45, and those with children in their household.
- Employed members and members without children in their household are more likely to favor an expanded grocery store.
- The priority for a fieldhouse/gym decreases with age.

### 2008/2011 Comparisons

Due to different tribal projects listed on the 2011 survey, comparisons between the 2008 and 2011 survey cannot be made.

**Recreational Facilities and K-8 Schools.** Members were asked if the Reservation’s recreational facilities and programs compare favorably with other communities and if the Reservation’s K-8 schools compare favorably with other schools in the area (Figure 3).

**Figure 3: Reservation’s Recreational Facilities/Programs and K-8 Schools**



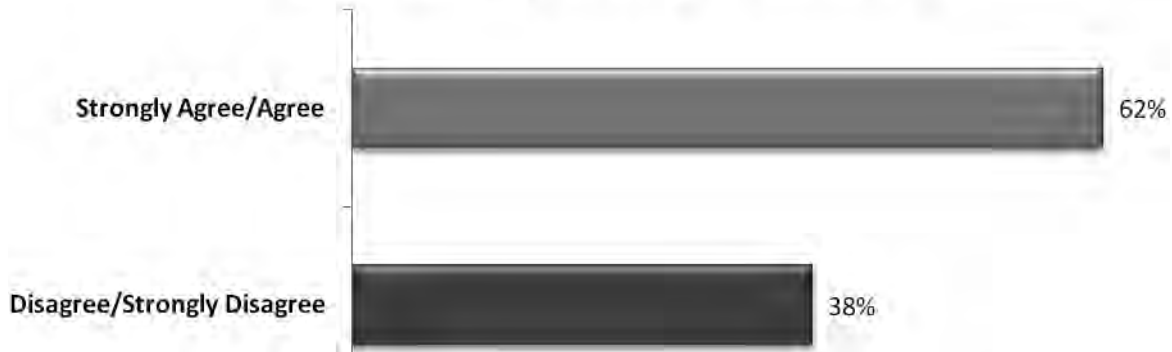
Approximately two-thirds of respondents with an opinion disagree/strongly disagree that the Reservation’s recreational facilities and programs compare favorably with other communities (62%). A strong majority strongly agree/agree that the K-8 schools on the Reservation compare favorably with other schools in the area (72%).

Demographic difference:

- Lower income members are more likely to agree that the Reservation’s K-8 schools compare favorably with other schools in the area.

**Tribal Buildings/Businesses.** Approximately two-thirds of respondents with an opinion strongly agree/agree that Tribal buildings/businesses on the Reservation are generally well maintained; slightly more than one-third disagree/strongly disagree (Figure 4). There are no significant differences among demographic groups regarding their opinions on tribal property maintenance. A summary of the results regarding *individual* property maintenance can be found in the housing section of the report on page 21.

**Figure 4: Tribal Buildings/Businesses on the Reservation are Generally Well Maintained**



There are no statistically significant demographic differences regarding tribal maintenance.

**2008/2011 Comparisons**

Compared to 2008, there were increases in the proportion of respondents who agree/strongly agree that the reservation’s recreational facilities and programs compare favorably with other communities and that tribal buildings/businesses on the Reservation are generally well maintained. These increases are statistically significant (Table 7). The slight increase (2%) in the proportion of members who agree/strongly agree that the Reservation’s K-8 schools compare favorably with other schools in the area is not statistically significant.

<b>Table 7: K-8 Schools, Recreational Facilities, and Tribal Buildings/Businesses – Strongly Agree + Agree Responses: Comparison of 2011 and 2008 Survey Results</b>			
	<b>Reservation’s K-8 Schools Compare Favorably with Other Schools in the Area</b>	<b>Reservation’s Recreational Facilities and Programs Compare Favorably with Other Communities</b>	<b>Tribal Building/Businesses on the Reservation are Generally Well Maintained</b>
Sample 2011	72%	38%	62%
Sample 2008	70%	27%	37%

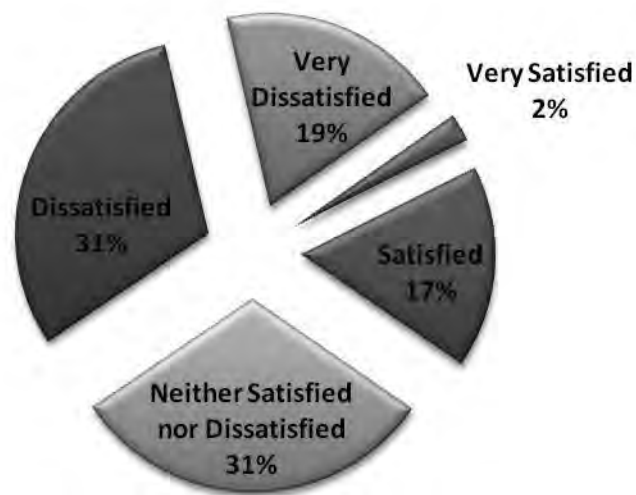
*Items were slightly modified from the 2008 survey. 2008 wording is listed below:*

- *The Reservation’s K-8 schools compare favorably with top-quality schools elsewhere in the state.*
- *The Reservation’s recreational facilities and programs compare favorably with state & national facilities.*
- *Tribal property on the Reservation is generally well maintained.*

## Communication

Members were asked how satisfied they are with overall communication from Tribal government on programs and issues. Only about one-fifth of members are satisfied or very satisfied with Tribal government communication (Figure 5). One-half of members are dissatisfied or very dissatisfied with Tribal government communication and a substantial percentage of members (31%) are neither satisfied nor dissatisfied. These results suggest that improving communications from the Tribal government to members should be a priority for Tribal leaders.

**Figure 5: Satisfaction with Tribal Government Communication**



There are no statistically significant demographic differences regarding satisfaction with Tribal government communication.

The question highlighted in Figure 5 was a new addition to the Lac du Flambeau Community Survey in 2011, so comparison to the 2008 survey is not possible.

**Information Preference.** Table 8 indicates that direct mailings are members' preferred primary source of information about Tribal programs and issues. About one-fourth of members prefer receiving their information through a newsletter. Few report a preference for electronic tribal communication (web site, email).

<b>Table 8: Preferred Primary Source of Information about Tribal Programs and Issues</b>	
<b>Source</b>	<b>Percentage</b>
Direct mailing	34%
Newsletter	24%
Newspaper Articles	18%
Other	10%
Public Meetings	6%
Web Site	5%
Email	3%
Radio	0%

There are relatively few demographic differences with respect to communication preferences:

- Lower income respondents favor newspaper articles and public meetings more than higher income respondents.
- Web site communication is more popular among higher income respondents.



## 2008/2011 Comparisons

Results show a substantial increase between 2008 and 2011 in respondents' preference for receiving tribal information from a newsletter and a decrease in preference of obtaining information at a public meeting. These changes are statistically significant (Table 9).

	Direct Mailings	Email	Radio	Newspaper Articles	Newsletter	Web Site	Public Meetings
Sample 2011	34%	3%	1%	18%	24%	5%	6%
Sample 2008	39%	1%	1%	18%	14%	3%	18%

## Economic Development

Tribal members were asked if the current council actively supports good economic development activities through funding, policies, and programs and if profits received from investing tribal money off the Reservation benefit the community. Their opinions are summarized in Table 10.

Approximately six in ten respondents with an opinion disagree/strongly disagree that the current council actively supports economic development activities through funding, policies, and programs; 42 percent agree/strongly agree with this opinion.

Two-thirds of respondents with an opinion disagree or strongly disagree that profits received from investing tribal money off the Reservation benefit the community; one-third agree/strongly agree that a benefit occurs.

The relatively high proportion of respondents who disagree or strongly disagree with the items in Table 10, at a minimum, support the need for improved communications between Tribal government and members.

	Count	Strongly Agree	Agree	Disagree	Strongly Disagree
The current council actively supports good economic development activities through funding, policies, and programs	346	8%	34%	37%	21%
Profits received from investing tribal money off the Reservation benefit the community	377	9%	25%	34%	32%

Demographic difference:

- Respondents who have completed post-secondary education were less likely to agree/strongly agree that the current council actively supports good economic development activities through funding, policies, and programs.

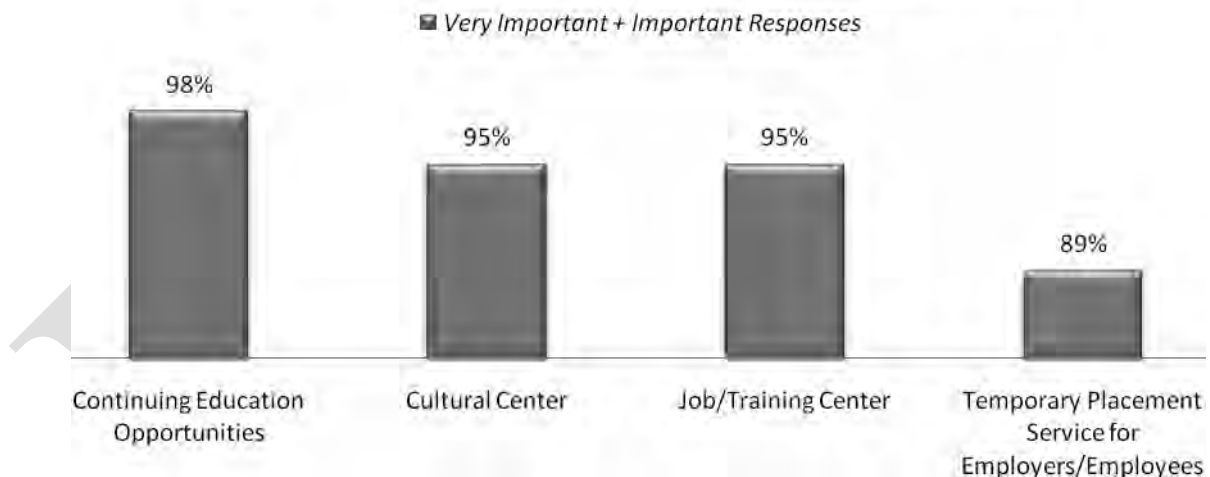
## 2008/2011 Comparisons

There was very little change for either result of the economic development issue questions from 2008 to 2011 (Table 11).

<b>Table 11: Opinions About Economic Development Issues on the Reservation – Strongly Agree + Agree Responses: Comparison of 2011 and 2008 Survey Results</b>		
	<b>The current council actively supports good economic development activities through funding, policies, and programs</b>	<b>Profits received from investing tribal money off the reservation benefit the community</b>
Sample 2011	42%	34%
Sample 2008	43%	30%
<i>Items were slightly modified from the 2008 survey. 2008 wording is listed below:</i> <ul style="list-style-type: none"> <li>▪ <i>The council actively supports economic development activities through funding, policies, and programs.</i></li> <li>▪ <i>Dividends received from investing tribal money off the reservation benefit the community.</i></li> </ul>		

**Employment and Education Resources.** Members were asked to rate the importance of four types of employment and educational resources services on the Reservation. Their responses are summarized in Figure 6 and clearly indicate that members place a high level of importance on all of the resources listed. Slightly fewer members place importance on a temporary placement service for employers/employees than the other resources listed, but there is still high support from members.

**Figure 6: Importance of Employment and Educational Resources**



Demographic differences regarding the importance of the services mentioned:

- Renters place more importance on a temporary placement service for employers and employees and a job/training center.
- Lower income members are more interested in a job training center than higher income members.
- Continuing education opportunities are more likely to be favored by those with children in their home.
- Younger members place higher importance on a cultural center than older members.

It does not appear to matter if a respondent is employed or not to be supportive of the two employment services mentioned:

- 88% of non-working members support a temporary placement service vs. 90% of working members.
- 96% of non-working members support a job/training center vs. 94% of working members.

The strong support given employment services on the reservation align with earlier results showing that members are generally dissatisfied with employment opportunities on the Reservation (Table 2), and few (14%) rate employment services on the Reservation as very good or good (Table 5).

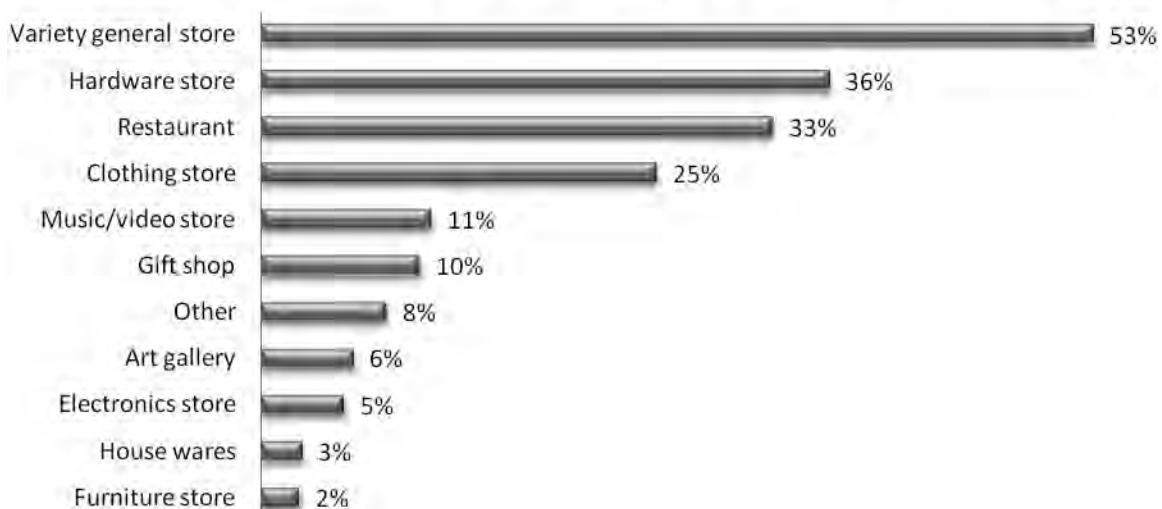
### 2008/2011 Comparisons

There are statistically significant increases in the importance given to a temporary placement service for employers/employees and a job/training center in 2011 compared to 2008 (Table 12).

<b>Table 12: Importance of Placement Services and Job Training Center – Very Important + Important Responses: Comparison of 2011 and 2008 Survey Results</b>		
	<b>A Temporary Placement Service for Employers and Employees</b>	<b>A Job/Training Center</b>
Sample 2011	89%	95%
Sample 2008	83%	90%
<i>Continuing education opportunities and cultural center were added to the 2011 survey, so comparisons to the 2008 survey is not possible.</i>		

**Downtown Businesses.** Tribal members were asked which businesses they would most like to see downtown. Their opinions are summarized in Figure 7. A majority of members chose a variety general store as one of their top choices. A hardware store and restaurant were the second and third choices. Four of the ten businesses mentioned on the survey received less than 10 percent support. Eight percent of respondents wrote in “other” businesses they would like to see downtown (car wash, ice cream shop, etc.). Appendix B contains the complete compilation of “other” businesses mentioned.

**Figure 7: Businesses Members Would Most Like to See Downtown**



Demographic differences regarding types of downtown businesses:

- An electronics store and music/video store are more likely to be favored by members younger than 45.
- Females are more interested in a downtown gift shop and less interested in a hardware store.
- Higher-income respondents are more likely to have interest in a downtown restaurant, gift shop, and variety general store and are less interested in a music/video store.
- Renters show more interest in a clothing store than homeowners.
- Interest in a downtown hardware store and variety general store increases with homeownership and age.

### 2008/2011 Comparisons

Due to changes made to the businesses listed in the 2011 survey (compared to 2008), comparisons between the 2008 and 2011 survey cannot be made.

### Transportation

**Public Transportation.** Members were asked to rate the importance of specific types of public transportation on the Reservation (Table 13). Almost all respondents (98%) believe it is important or very important that the Reservation have disability/elder transportation services. Four in five respondents believe it is important or very important to have a commuter/ride share program. Approximately three-fourths of members place importance on a bus service and a bike trail system. Taxi service was the public transportation of least importance to members, although a substantial number are in favor (61%).

Table 13: Importance of Specific Types of Public Transportation on the Reservation					
	Count	Very Important	Important	Un-important	Very Un-important
Disability/Elder transportation services	501	67%	31%	2%	1%
Bus service	503	38%	39%	19%	3%
Bike trail system	495	30%	45%	22%	4%
Commuter/ride share program	498	27%	53%	18%	2%
Taxi	495	19%	42%	34%	5%

Demographic comparisons:

- Unemployed members and lower income members place more importance on bus service.
- Younger respondents place higher importance on taxi service and a bike trail system.
- Renters place higher importance on a taxi service than homeowners.
- Households with children place greater importance on a bike trail system.

## 2008/2011 Comparisons

Compared to 2008 the proportion of respondents who place high importance on three of the public transportation options included in Table 14 increased substantially in 2011 (taxi, bus service, and commuter/ride share program). These increases are statistically significant.

**Table 14: Importance of Specific Types of Public Transportation on the Reservation – *Very Important + Important Responses: Comparison of 2011 and 2008 Survey Results***

	Bus Service	Commuter/ Ride Share Program	Disability/Elder Transportation Services	Taxi
Sample 2011	77%	80%	98%	61%
Sample 2008	61%	67%	96%	43%

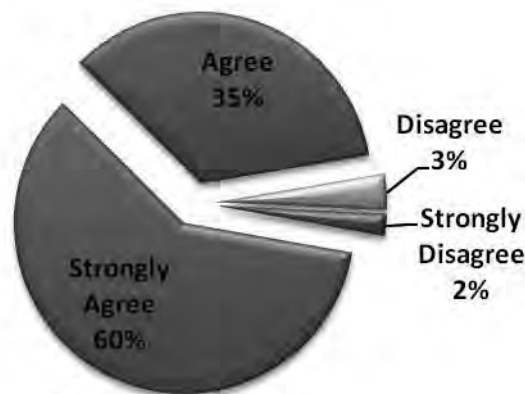
Some transportation items were slightly modified from the 2008 survey. 2008 wording is listed below:

- Bus Service (local)
- Commuter/ride share program to work
- Disability transportation services

Bike trail system was added in 2011, so comparison to the 2008 survey is not possible.

**Public Transportation to Minocqua.** Members were asked if they would pay \$2.00/ride for public transportation to Minocqua; 95 percent with an opinion would and 5% would not.

**Figure 8: Would Pay \$2.00/Roundtrip for Public Transportation (bus, taxi, etc.) to Minocqua**  
Count = 443



Demographic differences regarding public transportation to Minocqua:

- Females and members younger than 45 were more likely to *strongly agree* that they would pay \$2.00/roundtrip for public transportation to Minocqua.

In the 2008 survey, respondents were asked if they would pay \$2.00/ride for public transportation (bus, taxi, etc.). Due to the specific focus in the 2011 survey (public transportation to *Minocqua*), comparisons between the 2011 and 2008 survey cannot be made.

## Housing

As Table 15 indicates, a majority of respondents with an opinion believe that a high priority should be placed on the rehabilitation of existing homes on the Reservation, an assisted living facility, single-family housing (owner), and single-family housing (rental). Forty-two percent place high priority on apartments. Nearly one-half of respondents place low priority on more town houses or condominiums.

<b>Table 15: Priority of Housing Types on the Reservation</b>				
<b>What priority should the Tribe put on increasing the following housing types on the Reservation?</b>	<b>Count</b>	<b>High Priority</b>	<b>Medium Priority</b>	<b>Low Priority</b>
Rehab existing houses	465	63%	25%	12%
Assisted living facility	469	63%	30%	7%
Single family housing ( <i>owner</i> )	465	62%	27%	11%
Single family housing ( <i>rental</i> )	467	54%	32%	14%
Apartments	456	42%	40%	18%
Duplexes ( <i>2 units</i> )	448	29%	43%	28%
Town houses or condominiums	436	21%	31%	47%

Significant demographic differences concerning housing priority:

- Respondents without children in their household place less importance on duplexes and town houses/condominiums than respondents with children.
- Renters place higher priority on single family housing (rental), duplexes, apartments, and town houses/condominiums than homeowners.
- Younger members place a higher priority on duplexes and town houses/condominiums than older members.
- Unemployed members place higher priority on duplexes than employed members.

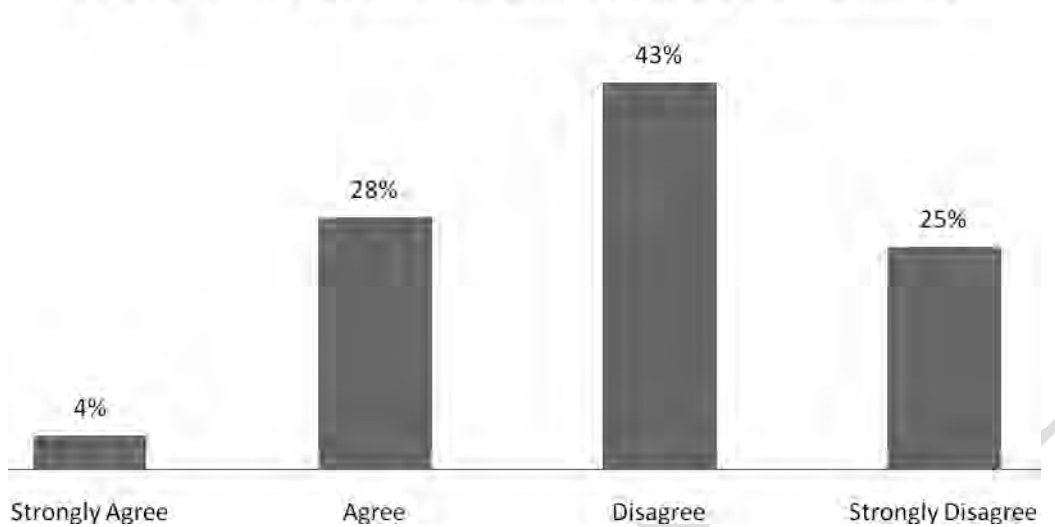
The results regarding housing priority (Table 15) seem to conform to the quality of life ratings discussed earlier – specifically member dissatisfaction (49%) with housing choices on the Reservation.

### 2008/2011 Comparisons

In the 2008 survey, respondents were asked their opinion about the availability of housing types on the Reservation (too many, right amount, too few). Due to the somewhat different focus in the 2011 survey (priority of increasing housing types on the Reservation), comparisons between the 2008 and 2011 survey were not made.

**Housing Maintenance.** More than two-thirds of respondents with an opinion (68%) disagree/strongly disagree that housing on the Reservation is generally well maintained. (Figure 9).

**Figure 9: Housing on the Reservation is Generally Well Maintained**



Demographic difference:

- Employed members are less likely to agree that housing on the Reservation is generally well maintained.

**2008/2011 Comparisons**

2011 results are in exact alignment with 2008 results (Table 16).

<b>Table 16: Housing on the Reservation are Generally Well Maintained – Strongly Agree + Agree Responses: Comparison of 2011 and 2008 Survey Results</b>	
Sample 2011	32%
Sample 2008	32%
<i>Wording was slightly modified from the 2008 survey. 2008 wording is listed below:</i>	
<ul style="list-style-type: none"> <li>▪ <i>Properties on the Reservation are generally well maintained.</i></li> </ul>	

The results from an earlier question regarding Tribal buildings/businesses maintenance (see Figure 4, page 13) shows that members are much less pleased with the upkeep of individual property (Figure 9) than they are with Tribal property.

## Land Use and Growth

Members were asked to rank (high, medium, or low) the priority of specific types of future development on the Reservation. Three types of development, economic development, new housing, and more land purchase are high priorities to over a majority of respondents with an opinion. About half the respondents placed high priority on recreational areas and more hunting and gathering areas. A relatively small proportion of respondents believe that developing land for government services buildings is a high priority (Table 17).

The high priority members give to economic development is consistent with members' dissatisfaction with employment opportunities on the Reservation (see Table 2). The relatively high priority given to new housing is also consistent with the earlier reported results regarding members' belief that there is a need for more housing (assisted living, single family) on the Reservation (Table 15).

What priority should the Tribe put on the following types of future development?	Count	High Priority	Medium Priority	Low Priority
Economic development/all types	474	60%	34%	7%
New housing	475	59%	33%	8%
More land purchase	461	54%	28%	18%
Recreational areas	471	48%	40%	12%
More hunting and gathering areas	468	46%	37%	17%
Developing land for gov't. services buildings	448	15%	40%	46%

Demographic comparisons:

- Males were significantly more likely to place a high priority on more hunting and gathering areas and more land purchase than females.
- Renters were more likely to place high priority on more land purchase and more recreational areas than homeowners.
- Younger respondents and members with children in their households were significantly more likely to place a high priority on more recreational areas.

### 2008/2011 Comparisons

There is a statistically significant increase in the importance placed on new housing in 2011 compared to 2008. The importance placed on economic development/all types and more hunting gathering areas in 2011 were lower than 2008, although not statistically significant (Table 18).

	New Housing	Economic Development/ All Types*	More Hunting and Gathering
Sample 2011	59%	60%	46%
Sample 2008	49%	66%	50%

*Developing land for government services buildings, more land purchase, and recreational areas were added to the 2011 survey, so comparison to the 2008 survey is not possible.*

*\*Item was slightly modified from the 2008 survey. 2008 wording was: Economic Development*



## Conclusions

A unique aspect of this survey was the opportunity given to all adult Tribal members to participate in the survey regardless of their residence status. Off-reservation members were much more likely to say they don't have an opinion about many of the issues addressed on the survey.

There were marked differences in opinions depending on members' demographic characteristics. In particular, key differences were identified based on age, income, home ownership, and if children reside in the home. Younger members place higher priority on a new daycare, fieldhouse/gym, cultural center, taxi service, recreational areas, duplexes, town houses/condominiums, and a bike trail system. Lower income members rated housing and youth programs lower and placed higher priority on a job training center, homeless shelter, and bus service. Homeowners more strongly agreed that their quality of life on the Reservation has improved over the past 5 to 10 years compared to renters. Renters were more likely to place high priority on more land purchase and more recreational areas than homeowners. Members with children in their household were much more likely to support various recreational opportunities on the Reservation (youth recreation center, bike trail system, more recreational areas).

Housing concerns were evident in the survey results. New housing was one of the top two priorities of members when asked about future Tribal development (economic development was the top priority). Only 17 percent of respondents rated housing on the Reservation as very good or good. In addition, a senior independent living facility and a homeless shelter were the second and third choices respectively, when members were asked to prioritize eleven projects of comparable tribal investment (an expanded grocery store was the top choice). Further, about one-third of respondents report living in a household where relatives and/or friends live together (i.e., "doubling-up" for convenience, to share expenses, or other reasons).

Members place considerable importance on current and future job opportunities. More than one-half of respondents are dissatisfied with employment opportunities and only 11 percent rate employment services on the Reservation as very good or good. Nearly all survey respondents were in favor of a temporary placement service for employers and employees, a job/training center, and continuing education opportunities.

Tribal members appear generally satisfied with the Reservation's natural environment, water (drinking and lakes/streams), and health and medical services. Members do, however, show concern with employment opportunities, shopping opportunities, crime rate/safety, and public transportation.

Less than one-fourth of members are satisfied or very satisfied with Tribal government communication, one-half of members are dissatisfied/very dissatisfied, and a substantial percentage of members (31%) are neither satisfied nor dissatisfied. Direct mailings and newsletters are the preferred primary sources of information about tribal programs and issues.

A majority of Tribal members are interested in a downtown variety general store rather than more specialized (electronics, house wares, furniture) stores.

Almost every respondent places importance (98%) on disability/elder transportation services. Four in five respondents believe it is important or very important to have a commuter/ride share program.

## Appendix A – Non-Response Bias Test

Any survey has to be concerned with “non-response bias.” Non-response bias refers to a situation in which people who do not return a questionnaire have opinions that are systematically different from the opinions of those who return their surveys. For example, suppose non-respondents believe that new housing on the Reservation is a low priority (Question 18A), whereas most of those who returned their questionnaire believe it is a high priority. In this case, non-response bias would exist and the raw results would overstate the overall priority placed on new housing on the Reservation.

The standard way to test for non-response bias is to compare the responses of those who return the first mailing of a questionnaire to those who return the second mailing. Those who return the second questionnaire are, in effect, a sample of non-respondents (to the first mailing), and we assume that they are representative of that group. In this survey, 342 people responded to the first mailing and 180 responded to the second mailing.

We found only 3 variables with statistically significant differences between the mean responses of these two groups of respondents (Table A1) out of 97 tested. We only tested responses when a respondent had an opinion (don’t know and no opinion responses were not included in the standard T-Test). Respondents to the first mailing were slightly more satisfied with the water quality of lakes and streams on the Reservation, slightly more willing to support tribal investment in building a new Indian Bowl, and were less enthusiastic about a downtown clothing store. None of the differences would affect the overall interpretation of the results. **The Survey Research Center (SRC) concludes that non-response bias was not a concern for this sample.**

<b>Variable</b>	<b>Mean First Mailing</b>	<b>Mean Second Mailing</b>	<b>Statistical Significance</b>
Q1P Level of Satisfaction: Water Quality (lakes, streams)	1.58	1.73	.018
Q4 Tribal Investment: Build New Indian Bowl	.23	.13	.004
Q13 Downtown Businesses: Clothing Store	.22	.31	.026

## **Appendix B: Lac du Flambeau Community Survey Written Comments**

**Q4** *The projects listed below are roughly comparable in size in terms of tribal investment. Please mark the two projects in which you believe are the top priorities on the Lac du Flambeau Reservation. 'Other' responses*

### **Housing**

- Housing (3x)
- Apartment complex
- Assisted living facility
- Group home
- Homes for members/member housing/houses for reservation members (5x)
- Housing for single people
- Housing needs
- Housing, purchase of land to accompany housing thus balance use of existing land and availability of land
- Housing availability
- More apartments
- More housing
- More housing units
- Nursing home/we need our own nursing home (2x)
- Public Housing
- Senior living facility
- Shelter for battered women

### **Treatment Centers**

- Treatment center (2x)
- Drug and alcohol treatment center
- Drug Problem
- Intervention programs
- Residential treatment
- Treatment center strongly recommend for alcoholics/drug addicts

### **Education**

- Education (2x)
- A building for Nicolet students and LCO Community College Students
- Alternative/tribal high school
- Build a high school
- High School
- HSGED

### **Jail/Prison/Detention**

- Our own jail (2x)
- Adult detention facility
- Family detention facility
- Local jail/for adults
- The kids would glorify the youth detention facility

### **Casino Related**

- Buy another casino or business
- Casino Expansion
- Casino Management
- Off res. Casino

### **Teen/Youth Facilities**

- A place for teens and young adults better than the others.
- Really need something for kids 13-20, too much drugs
- Youth Employment Program

### **Other**

- Car wash (2x)
- Library (2x)
- New community center building (2x)
- Auto Repair Shop
- Fast food restaurants, clothing/shoe stores, hardware stores, tire/oil shop
- Greenhouse
- Helping people survive
- Increase police presence
- Internet Building
- More incentives for people who thrive off the reservation
- More per cap!
- New roof on Tribe Center
- Nice beach
- Ojibwe language preservation
- Public pool
- Put back Vets Memorial
- Some type of manufacturing plant
- Transportation school vehicle

### **Q9 Which is your preferred primary source of information about Tribal programs and issues? 'Other' responses**

#### **Family and Friends**

- Family/family members (6x)
- Friends (2x)
- Friends relatives
- My mom & family

#### **Other**

- People (6x)
- Word of mouth (6x)
- Phone (2x)
- Asking
- Bad
- Bar Gossip
- Complaining people
- Flyers at more public places gas stations, store etc.
- Gossip
- Have none

- Moccasin telegraph
- Not informed
- Off the street
- Person to person
- Postings
- Talking to my bros who live there
- Tribal Letters
- What ever is posted on bulletin boards when ever?

**Q13 Which two businesses would you most like to see downtown? 'Other' responses**

**Food-Related**

- Ice Cream/Ice cream shop (2x)
- Pizza
- Grocery store
- Health food store-produce market
- Native themed ice cream shop for downtown summer tourists.
- Snack shop (where teens can hang out)
- Subway (sandwiches)
- Year round burger with some healthy food also/ice cream place w/ drive thru-Place for kids to run to and get ice cream/food quick, preferably on the right side of current grocery store

**Automobile**

- Car wash (3x)
- Auto oil change and car wash/lube & carwash (2x)
- Auto Parts store (2x)
- 24 gas station
- Auto Repair Shop

**Other**

- Flower shop/small florist (2x)
- Internet/Internet opportunity (2x)
- Library/new/bigger library (2x)
- Shoe store (2x)
- Wal-mart (2x)
- A tribal operated store where we can sell native merchandise.
- All types of stores
- Arcade, game place
- Beauty Salon
- Bowling/theatre
- Different mix of stores
- Dollar store, Dollar Tree
- Fabric store
- Guitar shop/store, sales and repair
- Hardware/general store
- I don't live there
- Land purchase
- Maybe another hotel
- Youth-training for summer for sports, Ojibwe language, Ojibwe themed activities.
- Private arts/crafts & instructional native craft

- Red Box (movies)
- Sporting goods
- Tackle, fish store
- Thrift/trade shop
- Tribal brand name clothing outlet
- Work factory
- Work on improving current incubator(s) with tribal and store entro (?)
- Youth entertainment

**Q21 Employment Status 'Other' responses**

- Disability/disabled (9x)
- Student/full time student (7x)
- In Jail/in prison/inmate/lockup (5x)
- SSI/SSI disability check (4x)
- Home maker/housewife (3x)
- Military (2x)
- 55
- Applying for disability
- At-home mom
- Seasonal
- Social security
- Temporary employed

## Appendix C: Quantitative Summary of Responses by Question

### LAC du FLAMBEAU COMMUNITY SURVEY- 2011

**QUALITY OF LIFE** The following questions ask your opinion on the quality of life on the Lac du Flambeau Reservation.

1. Referring to the Lac du Flambeau Reservation, please fill in the circle that best describes your current level of satisfaction.

	Satisfied	Neutral	Dissatisfied
A Computer/internet access	20%	51%	29%
B Cell phone reception	22%	41%	37%
C Cost of living	13%	46%	42%
D Crime rate/safety	11%	35%	54%
E Emergency services (police, fire, ambulance)	30%	46%	24%
F Employment opportunities	9%	36%	55%
G Housing choices	10%	41%	49%
H Medical care (doctors, clinics, dentists)	43%	40%	18%
I Natural environment/open space (wetlands, wildlife)	46%	40%	14%
J Parks and recreation	19%	39%	42%
K Proximity to work	24%	61%	15%
L Public transportation	6%	40%	54%
M Quality of all schools	33%	51%	16%
N Roads/traffic	33%	45%	22%
O Shopping opportunities	11%	32%	57%
P Water quality (lakes, streams)	49%	38%	12%
Q Water quality (drinking water)	53%	37%	10%

2. What has happened to your quality of life on the Lac du Flambeau Reservation over the past 5 to 10 years? (● Mark <b>ONE</b> only)	Improved	Declined	Remained the Same	Lived on or near Reservation less than 5 years
	22%	27%	34%	17%

**COMMUNITY FACILITIES AND SERVICES** The following questions ask your opinion on community facilities and services on the Lac du Flambeau Reservation.

3. Rate the following <u>local services</u> on the Lac du Flambeau Reservation.	Don't Know	Very Good	Good	Average	Poor	Very Poor
A Ambulance service	28%	12%	25%	22%	9%	3%
B Elderly facilities and services	22%	17%	27%	20%	10%	4%
C Employment services	22%	2%	9%	25%	29%	13%
D Family and social services	22%	6%	20%	29%	17%	6%
E Fire protection	27%	11%	27%	28%	5%	2%
F Health and medical services	15%	22%	30%	18%	10%	4%
G Housing	18%	4%	13%	23%	26%	17%
H Park and recreation facilities	19%	3%	14%	22%	24%	18%
I Land use/zoning	33%	2%	14%	27%	15%	9%
J Police protection	20%	8%	18%	27%	17%	10%
K Public library	23%	7%	21%	25%	18%	6%
L Public school system	21%	17%	25%	24%	9%	3%
M Road maintenance	17%	8%	27%	28%	13%	6%
N Snow removal	20%	14%	27%	25%	9%	5%
O Storm water management/rain runoff	32%	7%	21%	28%	8%	4%
P Waste management & recycling programs	26%	10%	24%	28%	10%	3%
Q Water and sewer service (public system)	27%	13%	27%	27%	5%	1%
R Youth programs	27%	5%	15%	19%	17%	16%

4. The projects listed below are roughly comparable in size in terms of tribal investment. Please mark the **TWO** projects in which you believe are the top priorities on the Lac du Flambeau Reservation.  
 (● Mark **TWO** only)

20% Build new Indian Bowl	4% Complete BIA boys dormitory	12% New industrial park
22% Youth recreation center	25% Senior independent living facility	10% Fieldhouse/gym
23% Homeless shelter	15% Halfway house	15% Youth detention facility
11% New daycare	28% Expand grocery store	13% Other, specify _____

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
5. The Reservation's K-8 schools compare favorably with other schools in the area.	9%	42%	15%	5%	29%
6. The Reservation's recreational facilities and programs compare favorably with other communities.	3%	25%	29%	17%	26%
7. <u>Tribal buildings/businesses</u> on the Reservation are generally well maintained.	6%	45%	22%	10%	17%



**COMMUNICATION** The following questions ask for your opinion about communications on the Lac du Flambeau Reservation.

8. How satisfied are you with overall communications from Tribal government on programs and issues?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
2%	17%	31%	31%	19%

9. Which is your **preferred primary source** of information about Tribal programs and issues? (● Mark **ONE** only)

Direct Mailings	Email	Radio	Newspaper Articles	Newsletter	Web Site	Public Meetings	Other: _____
34%	3%	0%	18%	24%	5%	6%	10%

**ECONOMIC DEVELOPMENT** The following questions ask about how you view economic development on the Lac du Flambeau Reservation.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
10. The current council actively supports good economic development activities through funding, policies, & programs.	5%	23%	25%	14%	32%
11. Profits received from investing tribal money off the reservation benefit the community.	6%	19%	25%	23%	27%

12. Rate the importance of having the following on the Lac du Flambeau Reservation:	Very Important	Important	Unimportant	Very Unimportant
A A temporary placement service for employers and employees	40%	49%	11%	0%
B A job/training center	59%	36%	5%	0%
C Continuing education opportunities	68%	29%	2%	0%
D Cultural center	52%	43%	5%	0%

13. Which **TWO** businesses would you most like to see downtown? (● Mark **TWO** only)

6%	Art gallery	25%	Clothing store	5%	Electronics store	2%	Furniture store
10%	Gift shop	36%	Hardware store	3%	House wares	11%	Music/video store
33%	Restaurant	53%	Variety general store	8%	Other, specify _____		

**TRANSPORTATION** The following questions ask your opinion about transportation on the Lac du Flambeau Reservation.

14. How important are the following types of public transportation on the Reservation?	Very Important	Important	Unimportant	Very Unimportant
A Bus service	38%	39%	19%	3%
B Commuter/ride share program	27%	53%	18%	2%
C Disability/Elder transportation services	67%	31%	2%	1%
D Taxi	19%	42%	34%	5%
E Bike trail system	30%	45%	22%	4%

15. I would pay \$2.00/roundtrip for public transportation (bus, taxi, etc.) to Minocqua	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
	53%	31%	3%	2%	11%

**HOUSING** The following questions ask your opinion about housing on the Lac du Flambeau Reservation.

16. What priority should the Tribe put on increasing the following housing types on the Reservation?	High Priority	Medium Priority	Low Priority	No Opinion
A Single family housing (owner)	57%	25%	10%	8%
B Single family housing (rental)	50%	30%	13%	7%
C Duplexes (2 units)	26%	38%	25%	10%
D Apartments	38%	36%	17%	10%
E Town houses or condominiums	18%	27%	41%	13%
F Rehab existing houses	58%	23%	12%	8%
G Assisted living facility	58%	28%	7%	8%

17. Housing on the Reservation is generally well maintained.	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
	3%	23%	36%	21%	17%

**LAND USE AND GROWTH** The following questions ask for your opinion about land use on the Lac du Flambeau Reservation.

18. What priority should the Tribe put on the following types of future development?	High Priority	Medium Priority	Low Priority	No Opinion
A New housing	55%	31%	8%	7%
B Economic development/all types	56%	31%	6%	7%
C More hunting and gathering areas	42%	34%	16%	8%
D Developing land for government services buildings	13%	35%	41%	11%
E More land purchase	49%	25%	16%	9%
F Recreational areas	44%	37%	11%	8%

**DEMOGRAPHICS** Please tell us some things about yourself.

19. Gender:	Male	Female	20. Age:	18–24	25–34	35–44	45–54	55–64	65+
	47%	53%		8%	13%	18%	24%	22%	15%
21. Employment Status:	Employed Full Time	Employed Part Time	Self Employed	Un-employed	Retired	Other:			
	39%	8%	5%	21%	19%	9%			
22. Place of Residence:	Own	Rent	Neither						
45%	34%	20%							
23. Do you live in a household where relatives and/or friends live together (i.e., “doubling-up” for convenience, to share expenses, or other reasons)?	Yes	No							
34%	66%								
24. Number of Adults (18 or older) in Household:	0	1	2	3	4	5+			
		21%	44%	19%	9%	7%			
25. Number of Children (under 18) in Household:	54%	16%	15%	8%	4%	3%			
26. Annual Household Income Range:	Less than \$15,000	\$15,000 – \$24,999	\$25,000 – \$49,999	\$50,000 – \$74,999	\$75,000 – \$99,999	\$100,000 or More			
	30%	25%	24%	12%	5%	3%			
27. Highest Level of Education:	Less than high school diploma	High school diploma/ GED/HSED	Some college/tech	Tech college graduate	Bachelor’s degree	Graduate or professional degree			
	12%	33%	33%	9%	7%	5%			

**Thanks for completing the survey!**

**Please return your survey by xxxx, 2011 to:**  
 Survey Research Center, University of Wisconsin – River Falls  
 410 S. Third St., 124 Regional Development Institute  
 River Falls, WI 54022



# Ten-Year Strategic Planning Northwoods NiiJii Enterprise Community, Inc.

**1. What are the Key Problems or Issues you see in any of these areas?**

Economic Development	
Natural Resources	
Health and Wellness	
Public Works and Infrastructure	
Government Administration	
Culture	
Education	
Housing and Community Facilities	
Social Services	
Land and Planning	
Transportation	
Agriculture	

**2. What kinds of things would you like to see happen in the Community (on or off reservation) that you think would help?**

Economic Development	
Natural Resources	
Health and Wellness	
Public Works and Infrastructure	
Government Administration	
Culture	
Education	
Housing and Community Facilities	
Social Services	
Land and Planning	
Transportation	
Agriculture	

**3. If gas prices tripled tomorrow and then food and utility prices increased, how would your responses in #2. change?**

Economic Development	
Natural Resources	
Health and Wellness	
Public Works and Infrastructure	
Government Administration	
Culture	
Education	
Housing and Community Facilities	
Social Services	
Land and Planning	
Transportation	
Agriculture	

# Grow North Focus Session Synopsis

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Lac du Flambeau, May 4, 2011

**Attendees:** Lauranne Poupart, Simpson Electric Co; Brian Gauthier, UW-Extension; Emerson Coy, Lac du Flambeau Tribe; Diane Weiler, North Central WI Workforce Development Board; Dan Tannah, Lac du Flambeau Chamber and WI Public Service; Patricia O'Neil, Northwoods NiiJii

## Strengths in area and/or region:

- Native American culture
- Pristine environment/Natural resources
- Tourism, especially gaming
- Post-secondary education (Technical College and UW-Extension)
- Gaming sector is strong, even during the recession
- Retail Incubator facility
- Income from second home owners who visit and tax base on those homes
- Roads and highways
- Medical and dental services and facilities
- Good support for small business owners
- Strong workforce - loyal, hard-working, longevity
- Good process for assessing new business start-ups (environmental and strategic assessment)
- Service industry, retail and hospitality sectors are strong
- Construction trades sector is strong (general construction, HVAC, welding, plumbing, etc.)
- Tax benefits for private companies locating on tribal properties
- Water and electric infrastructure
- Light industrial development sites are available
- Tribe as the biggest employer with good wage jobs
- Times of good synergy between Tribe and Township governmental units

Opportunities in area and/or region	How Grow North can be involved
<b>Infrastructure</b>	
Improved access and speed of broadband to area - especially business sites (residential is well-covered)	Lobby for increased broadband and cell phone coverage to rural and remote areas
Need higher level of air service to the area	Advocate for regional air services
Increased access to natural gas	
Regional transit system	Advocate for transportation issues
Better transit connections between region and rest of the state, especially south of Hwy 29	



<b>Recruit/Attract Large Businesses</b>	
Need additional resources to recruit environmentally friendly light industry to the area	
Need resources to help industries become more environmentally friendly	Resource for environmentally friendly programs, funding etc. to help companies
Need increased diversity in companies outside of tourism sector - renewable energy, light manufacturing, value-added wood industry	Promote business development within tribal lands. Help make connections between tribe and businesses and encourage local investments.
Need increased diversity within tourism industry (more than just casinos). Investigate eco-tourism, cultural tourism, spiritual tourism to increase the "weekly turnover" visitors to resorts, etc.	Promote the fact that this area is more than just casinos and tourism
Over regulation - work rules, road limits, etc	Lobby for improved regulation environment that encourages business development and expansion
Town and Tribal governments need to work together more often	
<b>Small Business Development</b>	
Need additional business start-up resources if larger than a small retail business	
<b>Education</b>	
Need even stronger post-secondary education for job specific training	Organize and educational consortium for the region
Better access to onsite 4-year college	Work to recruit 4 year college to the region
Racism issues in K-12 institutions (especially affecting graduation rates and special ed. student populations)	
Increased career development and work-ready skills programs in earlier years of K-12. Don't wait until 11 <sup>th</sup> and 12 <sup>th</sup> grade.	Work with schools and provide info/resources for improved workforce development in K-12
<b>Quality of Life</b>	
Young people leave area because there are not professional jobs for young people in the area "brain drain"	Recruit light industry with good wage jobs to bring and keep young professionals in the area
Year-round affordable housing is not highly available	
<b>Miscellaneous</b>	
Misconceptions about how Unique Sovereign Nation (Tribal Government) operates	Good marketing efforts to communicate and provide accurate information to help avoid misconceptions
Lack of awareness about tax breaks available to private companies who locate on Tribal lands	Regional Economic Development communication - regular source of information on news, opportunities, etc. in the region
Realtors have misinformation about real estate within tribal areas	



**Regional Economic Development Corporation, Inc.**

Since its inception in 2004, Grow North has been a volunteer private/public 501(c)(6) organization dedicated to the economic development of the five counties of the region. Forest, Lincoln, Langlade, Oneida and Vilas Counties are unique in their own right, but comprise a region of vast resources, recreational opportunities and vibrant economy known as the north woods of Wisconsin.

We now have the opportunity to firmly place the Grow North Region in a position to take advantage of the economic development opportunities provided by a strengthening economy, regional development at the State level and the possibility of providing greater structure for the organization. The process of surveying businesses and other organizations to determine the things that will promote the success of businesses in our region have been ongoing. The next steps are to determine the validity of the information available and to determine how we should develop resources for the future. Focus groups are being scheduled throughout the region to allow greater input. Your participation and ideas will ensure that we are moving in the right direction.

The next steps will include strategic planning by the Grow North Board of Directors and the development of a business plan and plan of work that will ensure Grow North's success into the future.

The focus groups will use a process known as "Compression Planning" that provides a platform for determining needs, barriers and opportunities to and for success. We are identifying 12 to 16 community leaders from the Lac du Flambeau area from business, government and education to participate in the focus group. **We have scheduled a two hour session on May 4, 2011 at the Lac du Flambeau Planning and Information Center at 602 Peace Pipe Road from 1:30 to 3:30 PM.** Theresa Gutsch, Compression Planning Consultant, and Joe Hegge, Grow North Director, will provide organization and facilitation of the focus groups and will also compile a report to the Grow North Board of Directors that can also be shared with the participants.

We are currently planning Focus Group Sessions in:

Crandon, Forest County  
Antigo, Langlade County  
Merrill, Lincoln County  
Tomahawk, Lincoln County  
Rhineland, Oneida County  
Minocqua/Woodruff, Oneida County  
Eagle River, Vilas County  
Lac du Flambeau, Vilas County

## **Focus Group Outline:**

Time Scope: 2 hrs

Locations: diverse and representative of region. Total of 7-9 sessions.

Schedule: determined in collaboration with key individuals at each location

- I. 5 Minutes - Introductions – Joe Hegge
- II. 15 Minutes - Grow North Regional Economic Development Corporation – Joe Hegge
- III. State of Wisconsin Regional Economic Development
  - a. Wisconsin Economic Development Corporation
- IV. The Purpose of the Focus Group Process – Joe Hegge
  - a. Why are the focus groups important?
    - i. Department of Commerce Seed Grant
    - ii. Validation of regional survey outcomes
  - b. What do we hope to determine?
  - c. What are the next steps in the process?
    - i. Board of Directors Strategic Plan
    - ii. Grow North Business Plan
    - iii. Regional Branding and Image
    - iv. Website Development
- V. 90 minutes. Theresa - Compression planning session.
- VI. Non-purpose:
  - a. Discussion of very specific projects, grants, buildings, etc.
  - b. Discussion regarding projects others are (Chambers, local EDCs, etc.) already doing (collaboration, not duplication of efforts)
  - c. Discussion about what we can't do. Forward looking. (May Parking Lot these).
- VII. Compression questions:
  - a. What are current strengths of the economy in GN region? What are economic strengths?
  - b. What opportunities are there to get stronger - niche markets, new opportunities? What economic segments could/should the region do better?
  - c. How should we move forward to maximize strengths and capitalize on opportunities? (This is where challenges will be identified and we can get clarifications if needed)
- VIII. 10 minutes. Conclusions. Thank you for participating

# Appendices D

# NiiJii Strategic Planning Session

January 23, 2012

## SWOT ANALYSIS

### STRENGTHS

Reservation based offices	Broad based community representation through board membership
Experience	Good reputation (3x)
Knowledge of the community and its needs/assets	Subject-matter expertise in planning, comm. development, marketing and economic development
Project development expertise in arts management	Determination
Funding	Good at core we are good people! Good intent!
Good at getting grants	Goals (2x)
Humanity - we are human beings - humanitarian	Leadership (3x)
Good record on accounting and financial records	Teamwork
Our peer network	Consistent and _____ making board of directors
Board members	Trust - we have a trust in ourselves - trust our people!
Humility	Good looking executive director
Honest we value honesty!	History of accomplishments and leverage \$
Staff (3x)	Share cultures
Independence - we acknowledge this intrinsic core strength and asset, value !	Grant writing & expertise
Well known in our communities	Fiscal management and good track record
Established partnerships	Community based
Compassionate people	Progressive - we plan for our continuing existence!
Resources we can bring to bear on projects	
Realistic goals	

### WEAKNESSES

Community engagement - deep enough?	Limited awareness of our value to constituency
Support from tribal leaders	Community feedback
Vision - needs to be enlarged and well defined	Identify community needs
Limited \$\$\$	Funding (2x)
Board membership	Fundraising capacity - not fully & actively embraced
Small staff/over work/less flexible/small % native	Work is primarily grant driven
Sustainability	Lack of young people on board
Mostly grant based	We need specific info and education for NiiJii
Women - more intense efforts towards women's empowerment	Geographic distance between areas
Not enough focus	Lack of undesignated money
Finances - more intense specific and attainable efforts	Limited data to identify areas of opportunity
	Tribal council's expectations
	Few education opportunities available for board and staff

## OPPORTUNITIES

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Regional - seek to establish like, relationships with communities

Technology - develop Nijiji or tribal owned technological assets

Numbers

Funding

Foundations - Establish ongoing relationships with funding foundations

Regional economic analysis

Education - Develop artistic, scientific, political educations

Finding major donors

Identify root causes of poverty

Resources

Niche is arts/culturals tourism in region

Green technology & renewable energy

Partnering

Sharing Ideas

Expand scope of resource partner network

Sustainable communities management history/ leadership

Banking - Tribally owned banking is a good use of our national sovereignty

Improved and increased "branding"

SCEPI/Chamber joint economic and community development plan "Shawano County Vision 2017"

Projects

Partner with other non-profits

Grants

Positioned well with certain Federal Funders: GDFI, financial literacy, arts/culture, business development, sustainable communities

## THREATS

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Lack of external committment

Increased resource competition

Tribal councils expectations

Less relevance to tribal priorities

Political instability nationally - economic collapse

Apaphus

Community

Funding competitors

Political adversarial persons

Uninformed uneducated tribal governments

Apathy

National cuts in budget

National poverty trends

Other organizations with similar efforts

Political priorities

If we move from infrastructure to programs we become invisible

Not enough time to accomplish goals

Political interference

Not being informed enough

Declining \$\$ dedicated to educating youth

A still uncertain economy

Getting volunteer support and engagement

Funding (3x)

## CURRENT MISSION STATEMENT

To empower residents  
to create partnerships and  
leverage resources  
to eliminate poverty for  
future generations

## NOTES FROM VISIONING EXERCISE

Network

Bring people together  
Promote conversation of...  
Need to add NiiJii  
Root causes of poverty

Economic development  
Growing population  
Retirement location  
Public Transportation  
Housing improvement  
Increased development  
Consensus in community  
Empowerment  
Economic opportunity  
Recreation facilities for vulnerable populations  
Parental involvement  
Partnerships  
Political stability  
Lack of sustainability  
Faith in youth  
Employment skills  
Sustainability  
No micro managing  
Partnerships  
Grassroots approach

Improvements

No Poverty  
Business development  
Mainstreet is buzzing  
Positive change  
Dedicated champions  
Good paying jobs  
No need for social programs  
Diversified  
Infrastrucutre improvement  
No AODA problems  
Leadership  
Socially active  
Balanced growth  
Improved housing and medical facilities but more is needed  
Cultural preservation  
Improved education  
Repressive institutions  
Hope  
Full education  
Coalitions between business and community are positive  
Law & order  
Empowering people

**STRENGTHS**

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**BOARD**

1. Reservation based offices
2. Experience
3. Knowledge of the community and its needs/assets
4. Project development expertise in arts management
5. Funding
6. Good at getting grants
7. Humanity - we are human beings - humanitarian
8. Good record on accounting and financial records
9. Our peer network
10. Board members
11. Humility
12. Honest we value honesty!
13. Staff (3x)
14. Political independence - we acknowledge this intrinsic core strength asset and value !
15. Well known in our communities
16. Established partnerships
17. Compassionate people
18. Resources we can bring to bare on projects
19. Broad based community representation through board membership
20. Good reputation (3x)
21. Subject-matter expertise in planning, comm. development, marketing and economic development
22. Determination
23. Good at core we are good people! Good intent!
24. Goals (2x)
25. Leadership (3x)
26. Teamwork
27. Consistent decision making board of directors
28. Trust - we have a trust in ourselves - trust our people!
29. Realistic goals
30. History of accomplishments and leverage \$
31. Share cultures
32. Grant writing & expertise
33. Fiscal management and good track record (2x)
34. Community based
35. Progressive - we plan for our continuing existence!

**STAFF**

1. Good grassroots relationships within community
2. History of successful work/ projects/mission-driven success
3. Proactive partnerships/ good assessment of opportunities (ie planning with NiiJii)
4. Strong fiscal management
5. Art center
6. Being able to be leaders/provide leadership
7. Broad and diverse perspectives (staff)
8. Good staff / skills (IT)
9. Bridgebuilder between Native/ non-Native communities
10. Shared visions of working for benefit of communities
11. Shared values for communities
12. History/ success of mission
13. Dedication/commitment from staff
14. Board sensitivity and understanding of communities' situation/ circumstances
15. Board leadership and dedication to mission
16. Sense of humor
17. Teamwork
18. Knowledge base of organization, i.e. tools developed, data, history
19. Sense of community
20. Flexibility and responsiveness to a wide variety of community needs
21. Board of three communities that work well together
22. Approachability, open and willing to talk, hospitality
23. Able to be heard equally/ opinions valued
24. Institutional integrity: as an organization, and individual integrity (NiiJii is a brand for integrity)
25. Well-known
26. Respected
27. Talented and diverse board
28. Relationships



**WEAKNESSES**

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**BOARD**

1. Community engagement - deep enough?
2. Support from tribal leaders
3. Vision - needs to be enlarged and well defined
4. Limited \$\$\$
5. Board membership
6. Small staff/over work/less flexible/small % native
7. Sustainability
8. Mostly grant based
9. Women - more intense efforts towards women's empowerment
10. Not enough focus
11. Finances - more intense, specific and attainable efforts
12. Limited awareness of our value to constituency
13. Community feedback
14. Identify community needs
15. Funding (2x)
16. Fundraising capacity - not fully & actively embraced
17. Work is primarily grant driven
18. Lack of young people on Board
19. We need specific info and education for NiiJii
20. Geographic distance between areas
21. Lack of undesignated money
22. Limited data to identify areas of opportunity
23. Tribal council's expectations
24. Few education opportunities available for board and staff

**STAFF**

1. Lack of communications among staff, information is not disseminated well
2. Mixed messages/ lack of consistency
3. Unrealistic individual and program expectations (communities don't see restrictions/ compliance-disconnect between community expectations and the restrictions of organization)
4. Lack of understanding of how understanding will benefit the community
5. Ability to coalesce everything we do into a clear, effective communication to outside, to clearly articulate via PR/ marketing/ etc, the totality of what we do. The mission is clear, but the totality of what we do is unclear.
6. Lack of staff understanding/ knowledge of #5
7. Lack of staff/ board partnership (working closely together)
8. Weakness of board to raise funds
9. Lack of staff understanding of where board's direction/ expectations
10. Unclear policy and etiquette
11. Lack of feedback to staff from board
12. Lack of diversity of funding
13. Lack of continuing education
14. Lack of respect/ courtesy among staff
15. Perceived and/or real sense of overwork/ overwhelmed causing stress
16. Job security drives the activities, wears on other staff people/ connected to mission drift
17. Challenges of being soft-funded (grant funded and grant-dependent)
18. Relationships: between staff people
19. Uncertain future of organization/ individual staff salaries
20. Inconsistent board involvement
21. Gossip within and without organization
22. Confusion about sources/ solution of poverty
23. Tail wagging the dog: chasing money causes a lack of focus (too many projects)
24. Challenging staff to work ratio
25. Grant-funding is challenging for time-management/ money management
26. Infrequency of staff interaction/ collaboration
27. Too much transparency (overabundance of emails/ clarifications)
28. Unclear leadership

## OPPORTUNITIES

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### BOARD

1. Regional - seek to establish like relationships with communities
2. Technology - develop NiiJii or tribal owned technological assets
3. Numbers
4. Funding
5. Foundations - Establish ongoing relationships with funding foundations
6. Regional economic analysis
7. Education - Develop artistic, scientific, political educations
8. Finding major donors
9. Identify root causes of poverty
10. Resources
11. Niche is arts/culturals tourism in region
12. Green technology & renewable energy
13. Partnering
14. Sharing Ideas
15. Expand scope of resource partner network
16. Sustainable communities management history/ leadership
17. Banking - Tribally owned banking is a good use of our national sovereignty
18. Improved and increased "branding"
19. SCEPI/Chamber joint economic and community development plan "Shawano County Vision 2017"
20. Projects
- 21 Partner with other non-profits
22. Grants
23. Positioned well with certain federal funders: CDFI, financial literacy, arts/culture, business development, sustainable communities

### STAFF

1. Expanding partnerships: use the tools we have with other organizations
2. Educational in the arts/cultural exchange (art center) that we can provide to community
3. Diversify and expand funding
4. Expand in new program areas/focus
5. Leverage history (use what we've done) to create strong case statement/i.e. marketing materials for the future
6. Identifying existing opportunities for expansion (we don't have to reinvent the wheel)
7. Provide infrastructure where it's lacking in the communities
8. Provide organizational infrastructure where needed
9. Seed funds
10. Opportunities for sustainable enterprise
11. Opportunities to create a national model for economic development
12. Go deeper than infrastructure to impact the sources of poverty: have to get down to causes and conditions
13. Use our sense of humor
14. To use individual skills as a team, synergy
15. To use non-violent communication skills
16. To expand NiiJii influence to other communities
17. To focus our efforts/regroup (strategic planning now is in a different context than pastt)
18. Better utilize volunteers and committees
19. Build one on one relationships with donors (broadening our family)
20. To expand board to members from constituent communities beyond tribes
21. To be flexible
22. Outreach for education
23. Attract and retain talented staff, consultants
24. Programming
25. Look at long-range sustainability for as long as we want
26. Sustainable food systems
27. Sustainable development
28. Reduce racism, through improved cross-cultural understanding

## THREATS

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### BOARD

1. Lack of external commitment
2. Increased resource competition
3. Tribal councils expectations
4. Less relevance to tribal priorities
5. Political instability nationally - economic collapse
6. Funding (3x)
7. Community
8. Funding competitors
9. Politically adversarial persons
10. Uninformed, uneducated tribal governments
11. Apathy
12. National cuts in budget
13. National poverty trends
14. Other organizations with similar efforts
15. Political priorities
16. If we move from infrastructure to programs we become invisible
17. Not enough time to accomplish goals
18. Political interference
19. Not being informed enough
20. Declining \$\$ dedicated to educating youth
21. A still uncertain economy
22. Getting volunteer support and engagement

### STAFF

1. Reduced federal funding
2. Reconfiguration of program emphasis by funders, i.e. five donors are told to coordinate programs, they end up getting combined into one which has impossible requirements
3. Logistics of locations of geographic locations/three communities working together in a regional organization
4. Size of staff causes fatigue
5. Donor fatigue
6. Stress/ uncertainty in external community, i.e. economy, funders, partners
7. Generating community interest without offering incentives
8. Challenge of tribal/ non-tribal governments supporting/ contributing to NiiJii
9. High turnover rate
10. Racism
11. Political environment
12. Paperwork/ administrative burdens
13. Difference of opinions
14. Communications
15. Operating under soft funding
16. Creating/ sustaining enterprise in challenging economic environment
17. Primarily non-native staff in non-native communities
18. Community participation
19. Rural environment, i.e. transportation/ services/
20. Impoverished communities
21. Transportation
22. Seasonal/ tourist economy: one of the highest in the nation
23. The art center is isolated and its own destination, not part of larger business community. Also there's no anchor to business, there's a lack of sustainable business/ entrepreneurial development/ not enough opportunity for synergy
24. Brain drain: people leave for opportunities elsewhere
25. Government requirements, i.e. red tape
26. Systems change: the organization unwilling to change, i.e. organization gets good at something, but it doesn't expand, it never gets great.
27. Lack of trust/ morale
28. Limitations of job positions/ not utilizing everyone's talents
29. Global warming/ climate changes
30. Leadership development, aren't encouraged in efforts to lead both internally and externally

# Appendices E



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# Sokaogon Chippewa Community

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## Mole Lake Band of Lake Superior Chippewa Indians

Sokaogon Chippewa Community  
3051 Sand Lake Road, Crandon, WI 54520  
Phone: 715-478-7500  
Fax: 715-478-5275  
Website: <http://www.sokaogonchippewa.com/>

Chris McGeshick, Chairman  
Arlyn Ackley, Jr., Vice Chairman  
Vickie Ackley, Treasurer  
Myra VanZile, Secretary  
Clinton Fox, Council Member I  
Jim Landru, Jr., Council Member II

Location: Forest County, northern Wisconsin



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# Sokaogon Chippewa Community

Mole Lake Band of Lake Superior Chippewa Indians

## Tribal Statistics

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

- 17 and under = 348
- Ages 18 - 64 = 967
- 65 and older = 62
- The total number of enrolled members residing on the reservation is 468

The Mole Lake Reservation totals 4,904.2 acres

- Reservation 1,930 acres
- Trust Land 1,320 acres
- Fee Land 172 acres
- Fee Land (NMC Purchase) 1,482.2 acres

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

## Tribal Government

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

- The council meets monthly or as required
- Decision making is by majority rule
- Elections are held annually for council members not holding officer positions
- Officer elections are held every two years

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

## Brief History

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

According to tribal history, these Indians had been promised this land by a treaty signed with Franklin Pierce. This agent, who was to confirm the treaty and secure the land for them, drowned on his return trip from Washington. The tribe, to this day, actively pursues any knowledge or document to support their claim to the original treaty lands.

Before the reservation was incorporated, the Mole Lake Chippewa lived in extreme poverty. These Chippewa welcomed the Reorganization Act and accepted a constitution on October 8, 1938.

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

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

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

## **Tribal Services**

### **Law Enforcement**

- The Sokaogon Chippewa Community does not have a law enforcement entity
- The Sokaogon Chippewa Community has an agreement with the Forest County Sheriff to provide law enforcement services

### **Court System**

- Four Judges
- One Prosecutor
- One Attorney
- One Clerk of Courts
- One Guardian ad Litem

### **Education**

- Mole Lake Reservation children are educated in the Crandon and Wabeno School Districts
- Higher Education Financial Assistance
- DOT Employee Training
- Nicolet College Extension Courses

### **Healthcare**

- Mole Lake Health Clinic
- Diabetes Program
- Honoring Our Children
- Well Women
- AODA
- Medicaid Outreach
- Walk-in Urgent Care

- Child Care
- Immunizations
- Family Practice Based Health Care

### **Housing**

- 27 multi-family units
- 126 single family units

### **Social Services**

- Domestic Abuse Support Services
- TRAILS Youth Group
- Family Violence Prevention
- Childcare Development Funds
- Daycare
- Wisconsin Shares W-2 Childcare
- Food Share
- Food Share Employment Training
- Temporary Assistance to Needy Families
- General Assistance
- Native Employment Works
- Workforce Investment Act
- Kinship Care
- Medical Assistance/Badger Care
- MA Transportation
- Wisconsin Home Energy Assistance Program
- Weatherization
- Keep Wisconsin Warm Funds
- Funded through a variety of sources including tribal funds
- Non-tribal members comprise 20% of those receiving tribal services

### **Administration**

- Human Resources
- Accounting
- Cultural Preservation
- Information Technology
- Environmental Protection
- Roads Maintenance
- Commodities Distribution
- Solid Waste Disposal
- Marketing and Tourism

## **Economic Enterprises**

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

- Mole Lake Casino and Bingo
- Mole Lake New Business Incubator (Nijii)
- Sokaogon Chippewa Community C-Store
- Café Manoomin Restaurant
- New in 2008 - 75 Room Hotel with Pool Facilities Attached to Casino
- New in 2008 1.3 million Youth Center





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# Menominee Indian Tribe of Wisconsin

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Menominee Tribal Legislature  
W2908 Tribal Office Loop  
P.O. Box 910  
Keshena, WI 54135-0910  
Phone: 715-799-5114  
Fax: 715-799-3373  
Website: <http://www.menominee-nsn.gov/>

Craig Corn, Chair  
Lisa Waukau, Vice-Chairperson  
Crystal Chapman-Chevalier, Secretary

Council Members:

Myrna Warrington  
Orman "Chief" Waukau  
Gary Besaw  
Joan Delabreau  
Randolph "Randy" Reiter  
Ruth Waupoose

Location: Menominee County, northeast Wisconsin



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# Menominee Indian Tribe of Wisconsin

## Tribal Statistics

There are currently 8,720 Menominee tribal members

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

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

The Menominee Tribe is the largest employer in Menominee County, employing approximately 701 people (*Source: Wisconsin Department of Workforce Development*).

## Tribal Government

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

- Chairperson
  - Elected by the Tribal Legislature
  - One year term
- Vice-Chairperson
  - Elected by the Tribal Legislature
  - One year term
- Secretary
  - Elected by the Tribal Legislature
  - One year term
- Six Legislators
  - 3 year terms, staggered
  - Meets twice a month
  - Decisions are majority rule.

## Brief History

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

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

During the period from 1961 to 1973 federal supervision over the Tribe was terminated. On April 30, 1961 the Menominee Termination Plan was submitted to the Secretary of Interior. In 1962 the Menominee Council of Chiefs was organized as a non-profit organization ideally for the purpose of preserving the name "Menominee Indian Tribe of Wisconsin" which was technically abolished during termination. A petition was signed by 780 Menominee's requesting the repeal of the Menominee Termination in 1964.

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

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

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

## **Tribal Services**

### **Law Enforcement**

- The Menominee Tribal Police Department (MTPD) employs 46 people, 25 of whom are sworn law enforcement officers that operate exclusively within the reservation boundaries
- Law Enforcement is funded by federal, state and tribal funds, with the overwhelming majority coming from the tribe and the federal government through the Department of Justice. The state provides funds for the Crime Victim's Grant.
- Menominee Law Enforcement is involved with the Multi-Jurisdictional team with the State of Wisconsin Division of Criminal Investigation.
- MTPD is a member of the Wisconsin Clearing House for Missing and Exploited Children.
- MTPD is in the development of a Multi-Disciplinary team for tribal Law Enforcement agencies on issues affecting agencies within Wisconsin and Minnesota.

### **Court System**

- Menominee Tribal Court is a court of general jurisdiction for both civil and criminal matters. Except for some major crimes that are handled by the Federal courts, tribal court handles the same types of variety of cases as a Wisconsin circuit court. These include criminal, juvenile delinquency, Juveniles in need of Protective Services, Child in need of Protection/Services, civil litigation, probate, guardianships, mental health and alcohol commitments, traffic, civil ordinance violations, Termination of Parental Rights and adoptions.
- Menominee Tribal court is a two-level judicial system where all final trial court orders can be appealed to the Tribal Supreme Court.
- The court system is funded through federal and tribal funds.

### **Education**

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

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

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

The Menominee also have a tribally-administered school:

- The Menominee Tribal School is a K-8 grade school
- Total enrollment of 198 students
- The school is accredited
- Receives both federal and tribal funding

The tribe operates a comprehensive birth-to-five Head Start Program

- Early Head Start has an enrollment of 32 children and 13 pregnant mothers
- Head Start has an enrollment of 198 three and four year old children

The tribe also operates the College of Menominee Nation.

- The college was chartered by the Menominee Tribal Legislature in 1993. The college was granted full accreditation by the North Central Association of Colleges and Schools (NCA) in 1998.
- The college also offers classes on the Oneida reservation so that other Native Americans can benefit from a tribally run college. The college also represents an opportunity for individuals to continue their education while working. A large number of students are part-time.

## **Healthcare**

- The Menominee Tribal Clinic provides comprehensive outpatient services in the area of Medical, Dental and Community Health Services.
- The Clinic is accredited from the Joint Commission on Accreditation of Healthcare Organizations.
- The Clinic employs over 129 employees, including seven (7) board certified family physicians, two (2) mid-level practitioners, four (4) dentists, and two (2) optometrists.
- The Clinic has over 9,000 active medical charts, of which 10% are non-tribal members.
- Primary funding is through the Indian Health Services, and Department of Health & Family Services through contracts and grants.

## **Social Services**

- Day care receives Tribal and Federal funds, including state funding through the Department of Children and Families.
- Tribal Social Services receives tribal and federal funds, including state funding through the Department of Health Services.
- Child support receives funding through the tribal and federal governments

- Family Preservation programs receive tribal and federal funds, including state funding through the Department of Justice and the Department of Health Services.
- The Menominee have a recreation program fully funded by the tribal government.
- Maehnowesekiyah, a comprehensive AODA treatment center, receives tribal and federal funds, including state funding through the Department of Health Services and Department of Children and Families.
- The Menominee Insurance Department administers funding received through the Department of Health Services for the Medical Relief Block Grant (MRBG). This program serves an average of fifty (50) persons in need of contracted health services.

## Economic Enterprises

- The Menominee Tribe employs approximately 701 people:
  - 72% are Native American
  - 28% are Non-Native American
- The Menominee Tribe is the largest employer in Menominee County.
- The Menominee Chamber of Commerce is a 501(c) 3 Non-Profit Organization. There are currently 46 businesses who are members which include the Shawano, Gresham and Stockbridge communities. The Chamber and Menominee Business Center has worked with USDA-Rural Development, HUD - Indian Community Development Block Grant and the North woods NiiJii Enterprise Community, Inc.

### Other Associates:

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

### The Menominee Indian Tribe of Wisconsin has four chartered businesses:

- |                                   |                              |
|-----------------------------------|------------------------------|
| • Menominee Casino, Bingo & Hotel | Gaming/Lodging/Entertainment |
| • Menominee Tribal Enterprises    | Forest products/Sawmill      |
| • Economic Development Authority  | Business Development         |
| • Kenosha Gaming Authority        | Off-Reservation Gaming       |



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# Lac du Flambeau Band of Lake Superior Chippewa Indians

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

Tom Maulson, President  
Mike Allen, Vice-President  
Elizabeth (Liza) Diver, Secretary  
Mary Peterson, Treasurer

Council Members:

Charles Theobald  
Frank Mitchell  
Eric Chapman Sr.  
Jerome "Brooks" Big John  
Henry "Butch" St. Germaine  
Alice Soulier  
Raquel Zortman Bell  
Ruben Santieseban

Location: Vilas County, north central Wisconsin



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# Lac du Flambeau Band of Lake Superior Chippewa Indians

## Tribal Statistics

There are currently 3415 Lac du Flambeau tribal members.

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

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

- 39,403 acres are tribally owned
- 18,532 acres are individually allotted
- 28,665 acres are fee land
- 24,000 acres are water/wetlands that include 260 lakes, 65 miles of streams, lakes, and rivers.

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

## Tribal Government

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

- The council meets twice monthly
- Decisions are made by a majority rule
- Elections are held every October for two officer positions and four members of the council. Two-year terms are staggered

## Brief History

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

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

To increase economic activity and foster self-reliance among the various Native American communities, the tribe began bingo and casino operations. Revenues generated by the casino operations would go to the tribe and directly benefit the economic and social development of the community. The casino has enhanced both



the economy of the Lakeland area and to provide public services to residents in Lac du Flambeau.

## **Tribal Services**

### **Aging Program**

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

Services:

- Veteran and Elder benefits
- Veteran and Elder activities
- Elder meals; dining and meals on wheels
- Case management
- Information
- Personal care, chore services, and transportation

### **Judicial Branch** (Not a tribal service)

Includes:

- 1 Trial Judge
  - Associate judges as deemed necessary by Tribal Council and when the need arises three appellate court judges
- Legal counsel must pass bar to practice before the court
- The Lac du Flambeau Court System handles cases such as conservation/natural resources, children & families, health, safety & welfare, civil, divorce, custody, child support, domestic abuse, small claims, replevin, and recognition of foreign orders
- Funded by Bureau of Indian Affairs grants, tribal funds and sub-contract with the Great Lakes Indian Fish and Wildlife Commission (GLIFWC).

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

### **Education**

Includes:

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

- Lac du Flambeau Ojibwe Language Program

## **Healthcare: Peter Christensen Health Center**

### Services:

- Quality health care provided by 3 board certified family Practice Physicians, Advanced Practice Nurse Prescriber & one Physician Assistant-Certified.
- Acute med conditions assessed through the walk-in dept.
- Staged Diabetic Management
- Obstetric Care
- Womens Wellness
- Chronic Disease Management
- Well Child exams
- Preventative Care
- CLIA certified Laboratory services
- In addition to medical services, PCHC also offers preventative and routine dental care. The dental clinic is under supervision of Dr. Brad Walden, DMD.
- Clinic services include: urgent care, pharmacy, dental, optical, community health, diabetes care, and nutrition
- Funded by Lac du Flambeau Tribe, with some funds coming from the Indian Health Service and the Wisconsin Department of Health and Family Services
- PCHC also has a new Optical Department, offering the full spectrum of optical services, including frames and contacts. The Optical Department is under the supervision of Dr. Renee Walden, OD.

## **Housing Authority**

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

## **Law Enforcement**

### Includes:

- Twelve officers and one Chief of Police
- Agreement with Vilas County Sheriff's Department (transportation, jail housing)
- Funded primarily with tribal funds, some discretionary federal grants, and Wisconsin Office of Justice Assistance funds

## **Lac du Flambeau Public Library**

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

## **Social Services**

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

Services/Departments:

- Lac du Flambeau Child Welfare Office
- Mental Health Outreach Program
- Juvenile Delinquency Prevention Program
- Tribal Family Services Program
- Domestic Abuse Program
- Alcohol and Other Drug Abuse (AODA) Program
- Economic Assistance/Support
- Food Distribution Program
- Youth Services
- Problem Gambling Counseling

## **Tribal Natural Resource Department**

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

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

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

The Department consists of ten programs:

- Fish Culture
- Fisheries Management
- Wildlife Management
- Circle of Flight
- Conservation Law
- Forestry
- Water Resources
- Parks and Recreation
- Environmental Protection
- Historic Preservation
- Land Management

## **Tribal Roads Department**

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

Services:

- Snow plowing for elders, tribal roads, and some bus routes
- Maintenance of tribal roads; gravelling, signage, disposing of fallen trees, etc.
- Cleaning of lots for new home/subdivision construction

- Stumpage, brushing of tribal lots as requested
- Upkeep of Tribal Garage and all machinery and equipment therein to maintain safety

## **Water and Sewer Department**

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

## **Youth Center - Abinoojiiyag Center**

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

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

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

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

## **Economic Enterprises**

Lac du Flambeau employs approximately 800 people.

<u>Business</u>	<u>Type of Business</u>
Lake of the Torches Lac du Flambeau, WI	Casino, hotel/lodge, convention center
Lac du Flambeau Tribe and Tribal Enterprises Lac du Flambeau, WI	Campground/marina Store/Gas Station Smoke Shop Museum Simpson Electric

