THE

WHITE EARTH RESERVATION STRATEGIC PLAN



THE OFFICIAL STRATEGIC PLAN

OF THE

WHITE EARTH RESERVATION TRIBAL COUNCIL

Prepared By The White Earth Reservation Steering Committee

Adopted By The White Earth Reservation Tribal Council
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The White Earth Indian Reservation, which is located in northwestern Minnesota, is home to the White Earth Band of Ojibwa. The White Earth Reservation (hereafter Reservation) encompasses all of Mahnomen County and portions of Becker and Clearwater counties. Promised to the Mississippi Band of Ojibwa, the 837,268 acre area was set aside by the Treaty of 1867 (March 19, 1867). As time passed, the White Earth Reservation became home to the Mississippi Band of Ojibwa, Lake Superior Band of Ojibwa, Pembina and Pillager Bands. In time, the Reservation also became home to a large number of non-Indians, a circumstance made possible by subsequent federal Indian policies, principally the General Allotment Act of 1887 and the Nelson Act of 1889.

Through the provision of the Allotment Act, Reservation lands were transferred from communal to individual ownership as part of a strategy to "westernize" and assimilate Indians into the mainstream of American society. Today, the Tribe communally owns only 9% of the Reservation land base, or approximately 77,000 acres. Over the past century the Reservation changed from a communal land base to a complex "checkerboard" of land holdings and legal statuses. This allowed for non Indians to acquire land within the boundaries of the Reservation.

With regard to strategic planning and any corresponding regulation, this "checkerboard" creates difficulties as many jurisdictional agencies and entities are working independently, each attempting to exert their own authority.

As such, the White Earth Reservation Strategic Plan has aimed to protect Tribal Sovereignty and rights, while still being cooperative and understanding of public, Federal, State, county and local entity interests. Although this Plan has been written to attend to the interests of all individuals and groups, final decision-making and implementation authority shall reside with the White Earth Reservation Tribal Council.

OVERVIEW

The White Earth Reservation Strategic Plan (hereafter Plan) articulates and establishes a mission, goals and policies that will guide the stewardship of the resources of the White Earth Indian Reservation. The purpose of this Plan is to present a unified vision for both physical and social planning that will promote and protect the health, safety and welfare of all Reservation residents.

The structure of this Plan begins with an inventory of existing conditions and then the presentation of goals and policies. For the purpose of clarity and ease of reference, the existing conditions portion of the plan has been separated into four areas: [1]Human Environment, [2]Natural Environment, [3]Social Environment and [4]Built Environment. Through the development of the White Earth Reservation Strategic Plan, six issue areas were identified for goal and policy development: [1]Housing and Economic Development, [2]Infrastructure, [3]Resource Management, [4]Education, [5]Safety and Laws and [6]Health and Human Services. As such, specific plans have been developed for each.

THE PURPOSE OF PLANNING

Strategic plans provide guidance for future policy and implementation decisions, both private and public, and serve to assist decision-makers and the public in evaluating public benefits associated with land use, natural resource, transportation, infrastructure, economic development, educational, safety, legal, health and human services proposals. The Plan functions as a tool for the residents of the White Earth Indian Reservation to collectively promote the general public health, safety and welfare of the community. The importance of strategic planning is necessary as the White Earth Reservation Tribal Council seeks to assure a quality of life that is deemed desirable to both present and future generations, while confronting the issues facing the Reservation.

The Plan seeks to promote established policies in all future development regulations, capital improvements, social programming and social projects, in order to provide the overall function as a management tool. Explicit policies of the Plan, therefore, are intended to provide direction and purpose to future "implementing plans and regulations". Future plans and regulations must conform to the policies of this Plan in order to effectuate attainment of the Reservation's goals and policies. Subsequent detailed plans and implementing ordinances will thus be developed to carry out the established purpose of this Plan and will, therefore, be intended to be both specific and prescriptive while insuring conformance to the Plan's overall goals and policies.

THE AUTHORITY TO DEVELOP A STRATEGIC PLAN

Tribal Government derives its authority from three separate fundamental sources: reserved pre-treaty powers; proprietary rights; and treaty rights as conveyed by instruments of federal congressional delegation. The statutory authority for Tribal planning is established under the provision of its own enabling powers and constitutional authority pursuant to Section 16 of the Indian Reorganization Act of 1934. As such, the White Earth Reservation Tribal Council has inherentsovereign regulatory authority over civil and criminal matters.

THE HUMAN ENVIRONMENT

Location and Population. The White Earth Reservation is located in northwest Minnesota, on the edge of the Red River Valley and the Minnesota Lake Country. The original boundaries of the Reservation were set by Treaty in 1867 to encompass 837,268 acres of land, or about 1,300 square miles. The Reservation is located in three counties (portions of Becker and Clearwater, and all of Mahnomen), and when established, contained 36 townships (refer to Map 1). As a result of the Nelson Act, the boundary of the Reservation was, by federal action, diminished to include only 32 of the original 36 townships.[1]

The Reservation is located in a rural area, is sparsely populated and is remote from any major metropolitan areas. The closest metropolitan area is Fargo/Moorhead, which is 68 miles from the closest edge of the Reservation.

The White Earth Reservation includes five incorporated cities and five major villages. The incorporated cities are the cities of Mahnomen (pop. 1,202), Waubun (pop. 403), Bejou (pop. 94), Ogema (pop. 143), and Callaway (pop. 200). The villages, which are predominately Native American, are: White Earth (pop. 424), Naytahwaush (pop. 583), Pine Point (pop. 337), Rice Lake (pop. 226) and Elbow Lake (pop. 104).

According to the 2000 U.S. Census, the total population of the White Earth Reservation in 1999 was 9,192 people, an increase of 5% over the 1990 U.S. Census.

Race. Of the total population, 44%, or 4,029 people were "self-classified" as Native American alone or in combination with one or more races, according to the 2000 U.S. Census. Nearly all of the remaining population was Caucasian.

Approximately 38% of the Native Americans living on the Reservation live in the five major Reservation villages, with an additional 14% living within the incorporated areas.

Age Distribution. Similar to State trends, the White Earth Reservation saw a rise in the median age from 33.2 in 1990, to 36.2 in 2000. These increases in median age reflect the general aging trend of our population locally, regionally, and nationally. The major factor affecting the median age is the continued aging of the large baby boom generation.

[1a] The status of these four townships (Nora, Minerva, Rice and Southwest Clearwater {Unorganized}) is disputed, as the Tribe maintains that they are still legally part of the Reservation. However, under the current federal ruling, the four townships are not within the jurisdictional authority of the Reservation. As a result, this Plan's *implementation authority* will only focus upon the area of the Reservation still "legally" established, and those Indian owned lands within the four disputed townships. However, this Plan will establish goals, policies and plans for all 36 townships.

[1b] Because of the manner in which Census data is collected, the information included under *Human Environment* will include only the 32 legally established townships. The remainder of the information within this Plan will cover all 36 townships that were originally established.

The following list outlines the total percentage breakdowns and changes in age categories for the White Earth Reservation between 1990 and 2000.

- School Age Population (5-19) – increase of 3.1%
- Productive Age Group (20-54) – increase of 9.9%
- Mature Age Group (55-64) – increase of 12.2%
- Senior Citizen Group (65+) – decrease of 2.2%

Gender. In 1990, the U.S. Census Bureau reported a gender distribution pattern for the population of the White Earth Reservation as 4,434 male (50.8%) and 4,293 female (49.2%). In the 2000 Census, the percentage remained approximately the same, with 4,642 males (50.5%) and 4,550 females (49.5%). The ratio of males to females is not expected to change dramatically over the next twenty years.

Educational Attainment.[2] According to the 1990 Census, 65.2% of Reservation residents has a high school diploma or higher, with 8.7% of the population having a bachelor's degree or higher.

Income.[2] The median household income on the Reservation in 1989 was $16,276, compared to the state median household income of $30,000. The poverty rate for the same year was 30.8%.

Work Force.[2] In 1990, there was an unemployment rate of 12.6%, with a labor force participation rate of only 50.4% among persons 16 years of age and older. According to the 1990 Census, the majority of those employed were employed in the following sections: [1]agriculture, forestry and fishing (16.8%), [2]retail trade (14.9%), [3]educational services (13%), [4]health services (8%) and construction (8%), [6]public administration (6.1%). Since that time, the White Earth Tribal Council has opened a gaming, entertainment and hotel facility in the City of Mahnomen. Employment records indicate that approximately 1,000 individuals are employed by the Shooting Star Casino, Hotel and Event Center, making it the largest employer and employment sector on the Reservation.

[2] At the time this Plan was published, selected information from the 2000 U.S. Census was not yet available. For this reason, the data included from the notated sections is based upon the 1990 U.S. Census. Decisions requiring information from within these areas should consult the latest data available through the U.S. Census Bureau or other sources with reliable information.

THE NATURAL ENVIRONMENT[3]

Climate. The White Earth Indian Reservation is located in a humid continental zone, which results in wide variations in seasonal temperatures. The average summer temperature on the Reservation is 65 degrees, with temperatures at times exceeding 100 degrees. The average winter temperature is 11 degrees above zero, with lows dropping to 50 degrees below zero.

The average annual precipitation on the Reservation is 24 inches, with about 75% accumulating during the 120 day growing season. Snowfall averages between 45 and 55 inches annually, with snow cover lasting approximately 130 days each year.

Topography. The general topography of the Reservation is level in the western half and moderately hilly in the eastern portion of the Reservation. Elevations range from a low of 1,129 feet above sea level to a high of 2,008 feet.

Soils. Soils on the Reservation are generally divided in half, with the western-most section of the Reservation consisting of clay soils and the eastern section consisting of sandier soils. The clay soils tend to be high in fertility, and the sandier soils tend to be low in fertility (refer to Map 4 for greater detail).

Forests. The eastern half of the Reservation is covered by forest. All total, the reservation has over 400,000 acres of forested land. Since the Reservation is located on the edge of three differing geographic regions, a wide variety of tree species exist. The major forests present are the Central Hardwood/Deciduous, Northern Pine and Conifer forests (see Map 5). This wide variety of tree cover also creates a unique and prime environment for medicinal plants and herbs. Forest management plans exist and are on file at the Tribal Forestry Office, State Department of Natural Resources, and the various county land administration offices.

Minerals. According to a 1978 Bureau of Indian Affairs report, valuable mineral resources on the White Earth Reservation are limited to small deposits of sand, gravel and peat. More valuable deposits, particularly metallic deposits, have not been produced on the Reservation, and there is little potential for new findings.

Water. The water resources on the Reservation, like that of much of north-central Minnesota, are among the best in all of the Midwest. The Reservation is uniquely blessed with both abundant and high quality surface water, as well as adequate groundwater supplies.

The surface water on the Reservation is divided among lakes, streams, rivers and wetlands. The surface resources include 530 bodies of water, encompassing over

[3] In order to ensure that the Reservation's natural resources will be available to future generations, the White Earth Reservation Tribal Council has developed and adopted the White Earth Integrated Resource Management Plan. The Integrated Resource Management Plan uses great care and detail in identifying current conditions and, therefore, elements of the Plan have been included here where appropriate.

51,290 acres, 124,311 acres of wetland and seasonal wetland areas, and over 300 miles of rivers and streams.

The lakes in the southern portion of the Reservation have steep slopes and sandy bottoms, which makes for prime fish habitat. On the other hand, the lakes in the north are generally shallow and are well suited for wild rice production, a culturally and economically significant resource on the White Earth Indian Reservation.

Confined aquifers are the major supply of groundwater on the Reservation. Aquifers are generally located between 50 and 300 feet below the surface and are typically 5 to 25 feet thick. With only a few exceptions, the groundwater aquifers meet and/or exceed federal drinking water standards.

Fish and Wildlife. The bountiful water and forest resources on the White Earth Reservation provide the natural setting necessary for abundant production of fish and a variety of wildlife.

Land Use and Land Cover. The major differences in soil type, elevations and water resources greatly affect the landscape. Forested and agricultural areas dominate the existing land use/land cover of the Reservation. Table 1 illustrates the acres and percentages of land cover by type.

Table 1: Land Cover

Cover Type	Acres	Percent
Forested	360,637	43.04
Cultivated	280,575	33.49
Transitional Agriculture	87,282	10.42
Wetlands	53,243	6.35
Water	48,362	5.77
Rural Residential/Farmsteads	5,744	0.69
Other Development	1,732	0.21
Extractive	169	0.02
Other	110	0.01

SOCIAL ENVIRONMENT

Education

Public School Facilities: There are six public school districts within the Reservation, a Tribally controlled Bureau of Indian Affairs' school (Circle of Life), a Tribally controlled state school (Pine Point) and a private school (St. Michael's) (refer to Map 2). Student enrollment at the Circle of Life School is 100% Native American. Table 2 lists the schools serving the Reservation and the fall 2000 enrollment levels.

Table 2: K-12 Education

District	School Name	Grades	School Type	Total Enrollment
Bagley	Bagley Elementary	K-6	Public	575
	Bagley Secondary	7-12		530
Detroit Lakes	Callaway Elementary	K-5	Public	92
Fosston	Magelssen Elementary	K-6	Public	315
	Fosston Secondary	7-12		361
Mahnomen	Mahnomen Elementary	K-6	Public	239
	Mahnomen Secondary	7-12		333
	Mahnomen ALC	7-12		100
	Naytahwaush Elementary	K-6		126
	St. Michael's	K-6	Private	75
Park Rapids	Park Rapids Senior High	9-12	Public	608
Pine Point	Pine Point Elementary	K-8	Public	60
Tribal	Circle of Life	K-12	Tribal	162
Waubun	Waubun Elementary	K-6	Public	194
	Waubun Secondary	7-12		263
	Ogema Elementary	K-5		143
	Waubun ALP	9-12		22

Source: Minnesota Department of Children, Families and Learning. Circle of Life School.

Of the school districts present on the Reservation, the majority offer pre-school through grade 12 education, special education and alternative education services.

The Bagley, Mahnomen, Waubun and Pine Point school districts serve a large majority of the Native American students living on the Reservation. Students are evenly distributed between the three districts.

Residents of the White Earth Reservation also have access to a wide variety of higher education opportunities. Liberal arts colleges located within 75 miles include: Moorhead State University, Concordia College, the University of North Dakota, North Dakota State University, Bemidji State University, and the University of Minnesota-Crookston. The White Earth Reservation Tribal Council operates the White Earth Tribal and Community College. In addition, technical colleges are located throughout the area through the Northwest Technical College system. General job training is available through a variety of sources, including the White Earth Employment and Training Program, Rural Minnesota Concentrated

Employment Program, area extension services, local community education programs and, in some cases, local school districts.

Head Start: The White Earth Head Start Program is based on the premise that all children, particularly those from low-income households, can benefit by receiving a comprehensive developmental program to meet their education needs.

There are seven Head Start Centers and classrooms serving the White Earth Reservation. They are located at White Earth, Waubun, Rice Lake, Pine Point, Mahnomen, Elbow Lake and Naytahwaush. The program is funded for children three, four, and five years in age that come from low-income families. Ten percent of the children enrolled in Head Start may be from families above the federal income guidelines. Priority is given to handicapped and special needs children; Head Start offers services for the handicapped with ten percent of federal resources designated for these children.

Law Enforcement. The White Earth Reservation Tribal Law Enforcement Department works with the Minnesota State Patrol and county sheriff departments to provide law enforcement throughout the Reservation.

The top four serious offenses (Type I) committed on the Reservation in 1999 were larceny, burglary, motor vehicle theft and aggravated assault. Less serious crimes (Type II) affecting the Reservation were vandalism, fraud, driving under the influence and other assaults (Minnesota Bureau of Criminal Apprehension).

Health Care Facilities. Multiple health services are available to the residents of the Reservation. Although some of the services are offered exclusively to persons of Indian descent, others are available to the public at-large (refer to Map 3).

According to the Minnesota Department of Health, the major health issues effecting Reservation residents in 1999 were as follows: [1]heart disease, [2]cancer, (malignant neoplasm) [3]stroke and [4]chronic lower respiratory disease.

Health issues facing persons of Native American descent were noted by the White Earth Health Department to include heart disease, diabetes, cancer and drug and alcohol abuse.

Inpatient Care Services: Residents of the White Earth Reservation are served by several local and regional care providers: St. Mary's Hospital in Detroit Lakes, Clearwater County Memorial Hospital in Bagley, Fosston Municipal Hospital in Fosston, Mahnomen County and Village Hospital in Mahnomen, and St. Joseph's Hospital in Park Rapids. Other inpatient services can be procured at Bemidji, Minneapolis, Rochester and Fargo, North Dakota. Some individuals find it necessary to travel hundreds of miles to obtain specialty inpatient services.

Outpatient Care Services: Clinic services are offered through both the Mahnomen Health Center and the Indian Health Service Center in White Earth and at its satellite centers in Naytahwaush and Pine Point.

Extended Care Services: Extended care services are available on the Reservation at Mahnomen. Other nursing homes routinely utilized by residents are located in Detroit Lakes, Park Rapids and Twin Valley.

Ambulatory Patient Care Service: On-reservation ambulatory care is centered in Mahnomen, Naytahwaush and White Earth (refer to Map 3). Off-reservation care providers that service the needs of the Reservation are found in Bagley and Osage.

Community Health Services: Home based health services are provided to extend health care activities through community based operations. The prevention-oriented services offered provide a true public health dimension to the White Earth Service Unit Program. As such, they serve to support clinical services through identification, referral, tracking, follow-up and the development of special resources and home care programs. Additionally, Multi-County Nursing Services serves as the County Public Health Agency in Mahnomen and Becker counties, providing community health services to residents and communities of the Reservation.

In addition to the Indian Health Service and other community care providers, the Tribal Council operates health services through its health and human services programs. Health services offered include: Tribal Health Service Administration, Community Health Nursing, Social Service/Mental Health Service, Health Education Services, Home Health Agency, Tribal Emergency Medical Service, Chemical Dependency Program, Community Health Representatives and Community Health Representatives.

With an aging population, the residents of the Reservation will place greater pressures on health care and senior care facilities over the next ten to twenty years.

Human Service Centers and Services Offered. Human services are offered to Reservation residents through centers in Mahnomen, Detroit Lakes and Bagley. Additional services are offered to Tribal members through offices located in Naytahwaush and White Earth.

Tribal human services offered include: Adoption Services, Child Care, Employment and Training, Food Distribution, Geriatric Services, Indian Child Welfare, Victim Services, Vocational Rehabilitation, Direct Employment and Constituent Services. County services include: Adoption, Case Management, Child Support Services, Counseling, Congregate and Home Delivered Meals, Day Care, Developmental Achievement Center, Detoxification, Emergency Placement, Extended Employment, Family Based Services, Food Benefits, Foster Care, General Assistance, Home School Interventions, Homemaking Services, Information and Referral, Juvenile Court Services, Legal Services, Money Management, Parenting Education, Protection Services, Residential Treatment, Respite, Screening and Transportation Services.

BUILT ENVIRONMENT

Housing. The total housing stock on the Reservation, according to the 2000 U.S. Census, was 4,992, up 382 units from 1990 (U.S. Census Bureau). Approximately 33% of the total housing stock at that time was for seasonal, recreational or occasional use. Of the remaining housing units (3,342), 77.4% were owner occupied and 22.6% were renter occupied. According to the 2000 U.S. Census, vacancy rates for owner and renter occupied housing units was 1.1% and 7% respectively.

According to the White Earth Housing Authority, in June 2001 there were 289 low-rent housing units, 112 Mutual Help homes and 25 Section 8 Vouchers being utilized. The waiting list for low-rent housing units, Mutual Help homes and Section 8 Vouchers was reported to be 183, 47 and 42 respectively.

Land Ownership. As indicated by Map 6, Land Ownership, the Reservation is a mixture of private, county, state, federal and tribal land holdings. Table 3 lists the acreages and percent of land ownership within the original boundaries of the Reservation.

Table 3: Land Ownership

	Acres	Percent
Private	522,108	62.36
County	123,925	14.80
Tribal	76,955	9.19
State of Minnesota	63,992	7.62
United States of America	36,992	4.42
Trust Fund Land	13,453	1.61

Transportation System

Roadways: Transportation systems are necessary to effectively link people, products, resources and activities, both inside and outside the Reservation. These systems include roadway transportation, public transit, rail and air transportation systems. Considering the rural nature of the White Earth Reservation, transportation systems on and near the Reservation are excellent. The most essential and important of these systems is the roadway transportation network.

The Reservation is served by Federal (36.9 miles), State (130.4 miles), County and Township (967.9 miles), Tribal (84 miles) and forestry roads (569.8 miles). The classification, distribution and cover type of these roadways can be found on Map 1.

Regional Transportation networks on and near the Reservation connect businesses and residents to external markets. These systems are adequate given the rural nature of the Reservation (refer to Map 7 for greater detail).

Even after consideration of all of the road networks, the central and east-central portions of the Reservation still have limited access. Unfortunately, this area

contains the majority of the Tribe's land base. This creates significant problems in the effective utilization and development of Tribal lands.

Rail: Unlike many rural areas of Minnesota, the White Earth Reservation continues to have rail transportation access. The Soo Line Railroad currently runs on line north-south along U.S. Highway 59 through the cities of Bejou, Mahnomen, Waubun, Ogema and Callaway. Rail usage averages two to three trips per day. Currently, unit trains can be loaded in the City of Mahnomen at the Farmers Coop Grain Association. The Burlington Northern Railroad Company also has a short length of track in the upper area of the Reservation. The BN railway has no loading points within the Reservation boundaries.

Air: The only airport within the boundary of the Reservation is a grass landing strip just south of the City of Mahnomen along U.S. Highway 59. However, the Reservation is within close driving distance to two regional airports: Fargo (63.1 miles) and Bemidji (32.7 miles). Hector Airport (Fargo) offers commuter flights to Minneapolis/St. Paul and Denver, while Bemidji offers commuter flights to Minneapolis/St. Paul.

Public Transit: Public transit within rural areas presents a difficult challenge, as the operating and capital costs per rider are significant. However, because of the income and poverty status of many Reservation residents, it is often the only manner in which people can access jobs, health services, retail centers and recreational activities. The combination of these factors presents a particular challenge on the White Earth Reservation.

Currently, public transit is offered on a dial-a-ride basis from county providers. In August of 2000, a Transit Study was completed which evaluates the public transit service delivery systems on the White Earth Reservation. Because of the rural nature of the Reservation, fixed route public transit posses significant problems.

Public Water and Sewer. The incorporated cities of Mahnomen, Callaway, Bejou and Waubun are served by public water and sewer systems. The Chippewa Ranch and the unincorporated villages of White Earth, Elbow Lake, Rice Lake, Pine Point, Naytahwaush are also served by Tribal water and sewer systems.

Waste Management. Waste management carriers currently serve the entire Reservation, with the Tribe owning and operating its own system for Tribal members and the general public. Recycling centers and sheds are also located throughout the Reservation and are open one day per week as advertised. Household hazardous waste is accepted by Becker County Environmental Services year-round, and by Mahnomen and Clearwater County on scheduled dates.

Emergency Services. Map 3 illustrates the service areas for ambulance services and for fire services. The Reservation is served by a network of volunteer fire and ambulance services. The White Earth Reservation operates a 24-hour a day

ambulance service. Dispatchers rotate shifts to cover the telephone and radio and to contact Emergency Medical Technicians (EMTs).

Energy. There are ample sources of energy to serve the Reservation. There are four providers of electric power on the Reservation: Ottertail Power Company, Wild Rice Electric Cooperative, Clearwater Polk Electric Cooperative and Itasca-Mantrap Cooperative Electric Association. The abundant low sulfur coal in North Dakota is a major fuel used by large companies to produce electrical power. There appears to be enough electrical power available for both current needs and future growth until the year 2015. Additionally, wind energy appears to be a potential source of renewable energy. At the current time, studies are being conducted and an experimental wind turbine is being constructed to gather critical data on the economic feasibility of wind energy production.

Telecommunications. With respect to electronic connectivity, portions of the Reservation are accessible by fiber-optic cable, and portions via DSL or ADSL technology. Those areas not covered by these services can typically be connected via a purchased dial-up account. As technology in the satellite and wireless communications market continues to emerge and grow, it is expected that the competitive advantage that metropolitan areas have over rural areas will be negated.

Connectivity via telephone is available in most areas of the Reservation. However, the high cost of service installation is a significant barrier for many low-income families on the Reservation. While the nationwide penetration rate for those with incomes below $5,000 in rural areas was 76.7% in 1999, the comparable rate for Native American persons on tribal land was 46.6%. Cellular and digital communications on the Reservation are less-than-adequate, with some areas being within "shadow" zones due to the lack of cellular towers, thus making continued mobile connectivity difficult.

VISION STATEMENT

The White Earth Reservation will be a safe community where all people have access to stable employment, suitable housing, quality education, health and human services and leisure activities. The White Earth Reservation will be a place of respect where cultural, historical and environmental assets are treasured and conserved for future generations.

MISSION STATEMENT OF THE WHITE EARTH RESERVATION TRIBAL COUNCIL

We, the White Earth Tribal Council of the White Earth Nation of Ojibwa, strive toward a time when our people live long, healthy and prosperous lives. We are the caretakers and protectors of our children and our elders, our greatest resources. We commit ourselves to a vision of a time of unlimited educational opportunities from early childhood to our tribal college and beyond. We pledge ourselves to a time when everyone is housed in safe and quality housing.

We pledge ourselves to protect our sovereignty where our identification as a Native People lies. We work to protect our natural resources of air and water, animals and fish, soil and plants. These are the very things that feed our bodies, give us medicine and feed our spirits.

We hold this vision near to our hearts and keep it always before us as we work and make decisions each day for the good of our people.

Overview of Existing Conditions

The White Earth Reservation is currently faced with a shortage of housing. Perpetuating this problem is the sub-standard condition of many of its existing housing units. With the low incomes of many individuals on the Reservation, and the relative shortage of affordable housing, many families are forced to "double-up" in sub-standard or dilapidated housing units. With the large number of governmental entities serving the Reservation, it is believed that a unique opportunity exists to partner as a means of offering additional housing and rehabilitating existing units.

The industrial composition of the Reservation is heavily weighted towards the service industry, with many jobs paying less than a living wage. Additionally, the unemployment rate among residents is in excess of 25%. With the strong economy, the White Earth Reservation is one of the few places in the region with a large supply of available labor. This factor, in conjunction with the unique marketing incentives available on Reservation land, provides a positive foundation for future economic growth.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Encourage and promote housing development and homeownership.

- *Policy 1)* Provide and improve first-time homebuyers assistance.
- *Policy 2)* Coordinate and collaborate with public and private entities to increase the supply of quality, affordable housing.
- *Policy 3)* Coordinate and collaborate with public and private entities to increase the supply of rental property within and outside of the Reservation.
- *Policy 4)* Provide financial counseling to homeowners and homebuyers.
- *Policy 5)* Provide housing alternatives for elders.
  - *A)* Provide assisted living facilities within the village communities for elder utilization.
- *Policy 6)* Implement enforcement measures to ensure quality, housing construction.

Goal 2) Encourage and promote housing maintenance and rehabilitation.

- *Policy 1)* Improve housing maintenance and upkeep.
- *Policy 2)* Create tenant responsibility for housing and property maintenance.
- *Policy 3)* Improve families, individuals and the publics knowledge about Tribal housing policies and housing air quality.
- *Policy 4)* Support housing rehabilitation.
- *Policy 5)* Improve the appearance of public housing projects and yards.

Goal 3) Strengthen the economic condition of the Reservation and the region through the diversification, retention and expansion of business.

Policy 1) Provide small business assistance to create and expand growth within the service, manufacturing and artisan industries.

Policy 2) Promote environmentally friendly industrial developments.

Policy 3) Initiate and pursue joint economic development initiatives and partnerships.

Policy 4) Identify and market the unique business incentives present within the Reservation.

Policy 5) Encourage and promote culturally-based tourism and related facilities.

Policy 6) Improve the quality and availability of leisure facilities and activities.

Policy 7) Encourage and promote home occupations as a growing segment of the economy.

A) Promote "telework" opportunities on the White Earth Reservation.

Policy 8) Encourage and promote value added manufacturing facilities.

Policy 9) Promote aggregate mining as a tribally owned business.

Policy 10) Promote the development of Tribally-owned financial institutions.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, twelve implementation strategies have been established.

Strategy 1 – *Business Development* *Ongoing*

All existing and future ordinances and codes shall be written to allow for maximum freedom in business development, while still ensuring the protection of the environment and while adhering to the other goals and policies included within this Strategic Plan.

Strategy 2 – *Monitoring Housing and Employment Need* *Ongoing*

White Earth Tribal Council shall continually monitor, collect, compile and analyze data and information relating to housing and employment needs and shall conduct a Reservation-wide census every 10 years, to be staggered with the U.S. Census.

Strategy 3 – *Lease Compliance* *Ongoing*

The White Earth Tribal Council shall enforce conditions of leases to ensure compliance.

Strategy 4 – *Housing and Economic Development Commission* *2 years*

Develop a joint housing and economic development commission for the purpose of improving the availability of affordable housing and improving the economic condition of the Reservation and its people. This purpose will be accomplished

through planning, project development, fund procurement, establishment of a revolving loan fund, marketing and governmental coordination. The commission should consist of approximately nine members, with representation from municipal, county and Tribal government, and shall be funded through a combination of municipal, county, Tribal and grant funds. The commission shall employ, at minimum, an executive director, which will work for the commission in the fulfillment of their duties.

Strategy 5 – *Housing Maintenance Ordinance* *2 years*

The White Earth Tribal Council shall develop and implement a housing maintenance ordinance to improve the maintenance and upkeep of Tribal housing units. This ordinance shall be implemented by the Tribal Housing Authority, and enforced upon housing tenants.

Strategy 6 – *Business Attraction* *2 years*

The White Earth Tribal Council shall market the Reservation to prospective businesses through the creation, publication and distribution of a brochure, identifying development incentives unique to the Reservation and identification of available development areas/lots.

Strategy 7 – *Community Councils* *2 years*

The White Earth Tribal Council will encourage the development of community councils that reward proper maintenance of housing units and yards.

Strategy 8 – *Building Code* *5 years*

The White Earth Tribal Council shall develop, implement and enforce a building code for all residents of the reservation upon which a legal basis can be established.

Strategy 9 – *Housing Plan* *5 years*

The White Earth Tribal Council shall initiate the development of a Reservation Housing Plan.

Strategy 10 – *Cultural Tourism* *10 years*

The White Earth Tribal Council will pursue and support development of culturally-based tourism programs, activities, institutions and facilities that advance understanding and appreciation of historical, cultural and racial issues.

Strategy 11 – *Tribal Bank* *10 years*

The White Earth Tribal Council shall establish a Tribally-owned bank to encourage economic development and home ownership

Strategy 12 – *Business Development and Training Center* *10 years*

The White Earth Tribal Council will establish a Business Development and Training Center to provide business development assistance to individuals and companies and to provide training for potential employees of private and public employers.

Overview of Existing Conditions

The existing condition of additional public infrastructure is as follows:

- Generally speaking, the reservation consists of a broad mixture of tribal, federal, state, county, township, city and forestry roads, with public transit offered by county governments.
- Electrical power is sufficient to meet current needs.
- Community water and sewer is available in the majority of Reservation cities and villages, with the greatest capacity for large-scale commercial and/or industrial development present in the City of Mahnomen.
- Telecommunications on the Reservation trail behind other rural regions in Minnesota, with a significant need for higher speed data connectivity and greater telephone penetration rates.
- Fire and rescue services are offered by a variety of agencies and volunteer organizations throughout the reservation, with a significant need existing for updated equipment.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Provide transportation systems that meet the needs of the Reservation's residents and businesses.

- *Policy 1)* Construct and improve roadways that allow for more efficient land access and circulation, when not in conflict with other policies and strategies within this plan.
- *Policy 2)* Ensure that adequate road weight limits are present on Reservation highways to encourage economic development and the transport of goods to market.
- *Policy 3)* Coordinate road development and maintenance activities between jurisdictional authorities.
- *Policy 4)* Encourage coordination of existing transit services and explore alternate modes of transportation.

Goal 2) Encourage and promote energy and telecommunications practices that meet current and future needs.

- *Policy 1)* Promote and encourage energy conservation.
- *Policy 2)* Encourage alternative energy exploration and development on the Reservation when reasonable.
- *Policy 3)* Seek expansion of the "local telephone service area."
- *Policy 4)* Promote the wise development of cellular, digital and satellite infrastructure, as appropriate, to improve the general condition of telecommunications within the region.
- *Policy 5)* Support the development of high-speed Internet connectivity on the Reservation.

Goal 3) Ensure adequate fire and rescue protection.

- *Policy 1)* Support local fire-fighting organizations to ensure that they have adequate equipment and personnel to meet the needs of the areas that they serve.
- *Policy 2)* Provide quality support infrastructure within incorporated cities and villages.
- *Policy 3)* Provide quality emergency services for Reservation residents.
- *Policy 4)* Provide educational programming that increases public knowledge of disaster and emergency response programs and processes.
- *Policy 5)* Coordinate fire and rescue activities.

Goal 4) Enhance and develop enforcement measures that improve environmental quality and the quality of the built environment.

- *Policy 1)* Enforce codes and ordinances as related to illegal solid waste disposal.
- *Policy 2)* Implement quality and maintenance requirements for centralized water and sewer systems.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, four implementing strategies have been established.

Strategy 1 – *Transportation Coordination* *Ongoing*

The White Earth Tribal Council shall make every reasonable effort to coordinate road construction and improvement projects, air service improvement projects and transit service with federal, state, county and municipal entities. The establishment of a committee to meet semi-annually will be initiated to accomplish this task.

Strategy 2 – *Road Construction Priorities* *Ongoing*

Road construction and improvement expansion and rehabilitation shall follow the priorities set forth on the Infrastructure Improvement Map.

Strategy 3 – *Energy* *Ongoing*

The White Earth Tribal Council will work to explore alternative energy and work cooperatively with agencies and businesses exploring such.

Strategy 4 – *Fire and Rescue Commission* *2 years*

The White Earth Tribal Council will encourage and work to develop a joint fire and rescue commission consisting of all Reservation service providers. This commission will work cooperatively to improve service delivery and make application for capital funds for the improvement of fire and rescue equipment.

Overview of Existing Conditions

The White Earth Reservation is located in a diverse region of the State of Minnesota. The Reservation is situated on the edge of the Red River Valley and the edge of Minnesota's Lake Country, with topography changing from relatively level in the western third of the Reservation to hilly in the east. Because of the multitude of ecological regions, soil types, land cover and wetlands, wildlife and fish abound.

The "checker-board" land holding pattern on the Reservation creates difficulty in implementation of regulatory ordinances and policies. Additionally, a unified vision for habitat protection and wildlife enhancement has not been present on the Reservation, and as such environmental protection cannot be ascertained.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Improve and strengthen land management coordination between governmental entities.

- *Policy 1)* Clarify and coordinate issues of jurisdictional authority with regard to land use and natural resource codes and ordinances.
- *Policy 2)* Utilize public education and public relations efforts as a means of improving awareness and understanding of land rights and jurisdictional authority.

Goal 2) Manage, maintain and improve the natural and built environment.

- *Policy 1)* Protect and enhance water quality.
- *Policy 2)* Protect and preserve environmentally sensitive areas.
- *Policy 3)* Implement and coordinate land use and land development controls to protect the health, safety and welfare of the tribe.
  - *A)* Allow for industrial and commercial facilities, where such facilities do not adversely impact surrounding land uses and/or the environment.
  - *B)* Identify and designate areas appropriate for large-scale public housing.
  - *C)* When and where an environmental impact is created because of development, mitigation should be required.
- *Policy 4)* Protect lakes, rivers, streams and wetlands through proper management measures.
- *Policy 5)* Encourage wise timber management practices, including the protection of old-growth areas.
- *Policy 6)* Encourage and promote reforestation practices, when such practices do not conflict with housing development.
- *Policy 7)* Coordinate efforts to mitigate and prevent fire hazards in forested areas.

Policy 8) Improve and enhance the aesthetics of the Reservation and its communities.

Policy 9) Preserve prime agricultural areas.

Policy 10) Promote best management practices.

A) Promote sustainable resource harvesting (timber, berry, wild rice, agricultural).

Policy 11) Manage the environmental effects of feedlots.

Policy 12) Protect archeological areas and areas of cultural and/or historical importance.

Policy 13) Protect and enhance air quality.

Policy 14) Provide access to natural and cultural resources for all Tribal members.

Goal 3) Promote proper fish and wildlife management practices.

Policy 1) Manage fish populations and control fish harvest.

Policy 2) Control and prevent fish and wildlife habitat loss.

Policy 3) Identify and preserve habitat corridors.

Policy 4) Manage wildlife populations and harvest.

Policy 5) Ensure the utilization of safe harvest methods, including coordination of hunting seasons, where such methods will benefit all Reservation residents.

Goal 4) Promote the Tribe's acquisition and management of land when it benefits the purpose of the Tribe.

Policy 1) Encourage the acquisition of land that is prime development land for residential housing and economic development activities, improves access to hunting opportunities, and/or is of historic or cultural significance.

Policy 2) Placement of land into trust status shall be made with full consideration of all affected parties.

Policy 3) Implement management techniques to ensure full and accurate knowledge and identification of Tribal land ownership.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, nine implementation strategies have been established.

Strategy 1 – *Land Acquisition* *Ongoing*

The White Earth Tribal Council will make every effort to invest in the purchase and acquisition of land through annual budgeting and proper land identification techniques.

Strategy 2 – *Resource Management* *Ongoing*

The White Earth Tribal Council will monitor, evaluate and regulate, where appropriate, the utilization of the Reservation's resources, including but not limited to: forest resources, aggregate mines, pesticides, herbicides, fungicides and air quality.

Strategy 3 – *Water Quality Management* — *Ongoing*

There shall be continuous monitoring of water quality within lakes and watersheds. The intent of such is as follows: when negative trends in the quality of the water system begin occurring, immediate action can be taken to remedy the situation.

Strategy 4 – *Integrated Resource Management Plan* — *2 years*

The White Earth Tribal Council shall update its Integrated Resource Management Plan, with full consideration of all relevant Federal, State and county plans and policies. Upon adoption of said plan, White Earth Tribal Council will ensure its implementation.

Strategy 5 – *Village Plans* — *2 years*

The White Earth Tribal Council will develop, in coordination with community members, village plans for White Earth, Pine Point, Naytahwaush, Rice Lake and Elbow Lake. Each plan should identify the community's needs, goals and an implementation plan.

Strategy 6 – *Community Education* — *2 years*

The White Earth Tribal Council shall initiate and manage an aggressive educational program that informs Reservation residents of the benefits, uses, responsibilities and restrictions associated with the Reservation's natural resources.

Strategy 7 – *Joint Land Use Advisory Commission* — *2 years*

Establish a joint land use advisory committee that shall meet regularly to address issues pertaining to land use, development planning, development regulations and issues pertaining to Tribal land acquisition.

Strategy 8 – *Environmental Protection and Land Development Code* — *2 years*

Development and implementation of an Environmental Protection and Land Development Code, which will include, but is not limited to, the following types of regulatory tools: zoning ordinance, individual septic tank ordnance, solid waste code, subdivision ordinance, archeological/historical preservation code and water resource protection code. These codes shall be implemented by the Tribal Council and be enforced over all geographic areas within the external boundary of the Reservation where a legal basis can be established. The codes shall be established in a manner consistent with the goals and policies of this plan, and shall follow the general land use pattern that can be found on the Proposed Land Use Map.

Strategy 9 – *Fringe Area Agreements* — *5 years*

The White Earth Tribal Council will work with municipalities on issues pertaining to the development and conservation of land within or near areas of incorporation.

Overview of Existing Conditions

Educational services on the Reservation range from pre-kindergarten, to a post-secondary tribal and community college. Head Start through post-secondary educational facilities consist of multiple Head Start centers, public schools, a parochial school, a Tribal school and the White Earth Tribal and Community College. The primary challenges facing local schools are achievement, dropout rates, truancy and low achievement, and their impacts.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Improve and strengthen educational institutions.

- *Policy 1)* Improve coordination and collaboration between educational systems/entities and school districts.
- *Policy 2)* Improve truancy enforcement practices, policies and processes.
- *Policy 3)* Improve the physical condition of the Reservation's educational facilities, and ensure that both long and short-term space needs are being met.
- *Policy 4)* Improve access to computers and technology within public facilities serving the needs of all segments of the population.
- *Policy 5)* Provide and ensure equal access to curriculum instruction and training for educational staff.
- *Policy 6)* Promote and encourage the training and hiring of Indian teachers and administrators within the educational system.
- *Policy 7)* Strengthen Tribal and public educational institutions through the promotion of adequate funding levels.

Goal 2) Improve educational opportunities and achievement.

- *Policy 1)* Promote awareness of special needs children and fetal alcohol syndrome/fetal alcohol effect (hereafter FAS/FAE) children.
- *Policy 2)* Increase the resources available to special need children.
- *Policy 3)* Increase material resources available to students and staff.
- *Policy 4)* Promote and support after-school tutoring for K-12 students.
- *Policy 5)* Improve comprehensive student guidance services.
- *Policy 6)* Promote and encourage mentoring programs.
- *Policy 7)* Promote culturally sensitive curriculum in the public school system and promote understanding and appreciation of diversity, with such curriculum including Tribal history, language and government.
- *Policy 8)* Promote community education programming.
- *Policy 9)* Increase opportunities for adult continuing education.
- *Policy 10)* Promote reform of educational institutions through the use of best practices.

Policy 11) Support and expand educational opportunities available to gifted and/or academically talented students.

Policy 12) Increase awareness of advanced education opportunities.

Goal 3) Strengthen and promote higher education on the Reservation.

Policy 1) Increase educational opportunities through education and service based programming.

Policy 2) Improve access to education as a means of decreasing the incidence of poverty.

Policy 3) Promote the concept of a centralized Tribal College campus, while still ensuring the provision of off-site, community and culturally based classrooms.

Policy 4) Increase distance-learning alternatives.

Policy 5) Improve coordination among higher education institutions.

Policy 6) Where practical, utilize the Tribal College for training programs and higher education.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, six implementation strategies have been established.

Strategy 1 – *K-12 Coordination* *Ongoing*

The White Earth Tribal Council shall coordinate educational efforts and services to forward the intent of the goals and policies as stated above.

Strategy 2 – *Post-secondary Coordination* *Ongoing*

The White Earth Tribal and Community College will work to compliment regional post-secondary educational and training institutions.

Strategy 3 – *Regulatory Control Over Juveniles* *2 years*

The White Earth Tribal Council will collaborate with Reservation based educational institutions to improve regulatory laws and enforcement procedures relating to juveniles, including adoption of a Juvenile Code with enforcement procedures to address issues of compulsory school attendance and truancy.

Strategy 4 – *Educational Needs Study* *2 years*

Conduct a Reservation-wide assessment of educational needs and prepare an implementation plan, which will be updated regularly.

Strategy 5 – *Tribal and Community College Campus* *5 years*

A centralized White Earth Reservation Tribal and Community College campus will be established, with satellite classrooms available within the Reservation villages.

Strategy 6 – *Tribal School* *5 years*

The Tribal Council shall pursue the development of a new Tribal school.

Overview of Existing Conditions

The complexity of law enforcement and prosecution is mirrored by few other places. In addition to state, county and municipal law enforcement agencies, the Tribe operates a law enforcement division and Tribal Court. Difficulties arise with regard to jurisdiction, conflicting laws and ordinances, coordination, collaboration and communication.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Improve intergovernmental cooperation, coordination and collaboration.

- *Policy 1)* Develop and implement mutually beneficial procedures and processes.
- *Policy 2)* Ensure equal and consistent enforcement of regulatory laws on the Reservation, and develop additional laws and enforcement procedures as appropriate.
- *Policy 3)* Enhance and improve the support of Tribal laws.

Goal 2) Enhance and improve the public safety system.

- *Policy 1)* Improve response times of public safety and emergency response providers.
- *Policy 2)* Ensure the utilization of automotive child protection devices through enforcement and education.
- *Policy 3)* Promote the use of helmet usage.
- *Policy 4)* Ensure proper enforcement of the Animal Control Ordinance.
- *Policy 5)* Develop and implement alternative enforcement techniques.
- *Policy 6)* Utilize drug and alcohol testing and enforcement, as well as perform background checks for safety sensitive positions.
- *Policy 7)* Promote, clean, safe communities.
  - *A)* Decrease gang participation and violence.
  - *B)* Enforce vandalism laws and correct areas where vandalism has occurred.
- *Policy 8)* Promote community policing.
- *Policy 9)* Advocate enforcement of criminal law.
- *Policy 10)* Ensure culturally appropriate training of law enforcement officials.

Goal 3) Enhance and improve the local judicial system.

- *Policy 1)* Strengthen the enforcement of civil/regulatory laws and the prosecution thereof.
- *Policy 2)* Ensure separation of powers within Tribal Government.
- *Policy 3)* Strengthen and maintain the Tribal Court in a viable form.
- *Policy 4)* Educate the public about the Tribal Constitution and laws.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, seven implementation strategies have been established.

Strategy 1 – *Public Safety Advisory Commission* — *2 years*

A public safety advisory commission shall be established to recommend standard operating procedures, dispute resolution and mediation processes, coordinated routing and patrol schedules and to recommend the standards and conditions of Tribal and county authority. The commission shall consist of representation from Tribal and county representatives.

Strategy 2 – *Restorative Justice* — *2 years*

Restorative justice techniques (e.g. sentencing circles) shall be established within communities for the prosecution of juvenile and adult offenders, with an emphasis placed upon community services within sentencing consideration.

Strategy 3 – *Technical Advisory Committee* — *2 years*

A technical advisory committee shall be established by the Tribal Council to review all Tribal, State, Federal, county and municipal regulations and to recommend revision to such laws, regulations, ordinances and codes, where said revisions improve consistency and does not change the intent and purpose of the regulation.

Strategy 4 – *Standard Referral* — *5 years*

A standard referral system shall be established, whereby all proposed and/or revised plans, laws, regulations, ordinances and codes are sent to affected jurisdictions for review and comment prior to adoption.

Strategy 5 – *Legal Representation* — *5 years*

Legal representation shall be offered/allowed to all accused individuals subject to prosecution within the White Earth Tribal Court.

Strategy 6 – *Juvenile Treatment and Rehabilitation Center* — *10 years*

The White Earth Tribal Council will establish a Juvenile Treatment and Rehabilitation Center on the Reservation.

Strategy 7 – *Retrocession of Public Law 280* — *10 years*

The White Earth Tribal Council will seek to gain full retrocession of Public Law 280, while continuing to build upon its relationships and agreements with other public safety entities.

Overview of Existing Conditions

Health services available to Reservation residents are much greater than those of comparable rural areas. The Reservation is served by local and area health care providers. Additionally, an Indian Health Center and various satellite clinics are located on the Reservation to serve the health needs of persons of Indian descent at no cost. Chemical dependency and mental health services are also offered to area residents. Such a comprehensive offering of services are necessary on the Reservation, as the general health needs of local residents, particularly Native Americans, are much greater than that of other areas in the State.

Human services offered on and near the Reservation are also quite comprehensive, with both tribal and county offices and services available. Although human services are comparably comprehensive, a significant need within Reservation remains unmet due to funding restrictions.

Direction for the Future

In preparing the White Earth Reservation for the next 20 years, this Plan prioritizes the direction that citizens and affected parties of the Reservation desired to pursue, as a means of achieving the established Vision and Mission of the Reservation. As such, the following goals and policies have been developed.

Goal 1) Maintain and enhance a comprehensive health system to ensure that the health care needs of Reservation residents are met.

- *Policy 1)* Promote the development of birthing facilities within the Reservation.
- *Policy 2)* Encourage and support the development of a dialysis unit on the Reservation.
- *Policy 3)* Meet the medical needs of patients through the provision of specialized education and treatment, including, but not limited to, items relating to diabetes, FAS/FAE and cardiovascular.
- *Policy 4)* Develop health care clinics within all villages and cities of the Reservation.
- *Policy 5)* Encourage and promote coordination and collaboration between health care providers.
- *Policy 6)* Provide efficient and effective emergency care services to Reservation residents.
- *Policy 7)* Provide quality mental health services in an efficient and effective manner.
- *Policy 8)* Offer "healthy lifestyle" educational programming.
- *Policy 9)* Develop and improve elder care programming and facilities.
- *Policy 10)* Provide both preventative programming and treatment services for drug, alcohol and tobacco addiction.
- *Policy 11)* Increase awareness of FAS/FAE and problems associates with such.
- *Policy 12)* Encourage local residents to pursue health care as a profession.

Policy 13) Encourage the utilization of traditional medicine and healing as a health care alternative.

Policy 14) Ensure adequate funding to meet the complete health needs of Reservation residents.

Goal 2) Strengthen communities through the provision of family related support services.

Policy 1) Support programs and services for our children and youth that provide for a healthy and safe life.

Policy 2) Support and strengthen the extended family.

Policy 3) Provide family support services.

Policy 4) Enforce and collaborate on issues and regulations affecting our children and families.

Policy 5) Provide work force training to increase self-sufficiency.

Policy 6) Improve area service providers' ability to deal with and manage the effects of alcoholism and drug abuse.

Policy 7) Provide services that improve self-respect and confidence.

Policy 8) Offer transportation alternatives to Reservation residents.

Policy 9) Enhance internal and external communication, coordination and collaboration between human service providers.

Policy 10) Support programming and services that promote gender equity.

ACHIEVING OUR GOALS

As a means of achieving the established goals and implementing the policies set forth above, six implementation strategies have been established.

Strategy 1 – *Healthy Lifestyles* *Ongoing*

The White Earth Tribal Council will seek to offer inter-generational, life-long educational services and recreation programming that develop healthy lifestyles.

Strategy 2 – *Joint Human Services Committee* *2 years*

A joint human services committee shall be established and consist of Tribal, county, municipal and non-profit human service providers. The charge of the committee shall be to coordinate and collaborate on the provision of services, to share resources and to partner on projects that meet the needs of Reservation residents.

Strategy 3 – *Joint Health Care Committee* *2 years*

A joint health services committee shall be established and consist of Tribal, county, municipal and non-profit health care providers. The charge of the committee shall be to coordinate and collaborate on the provision of services, to share resources and to partner on projects that meet the needs of Reservation residents.

Strategy 4 – *Self-sufficiency* *2 years*

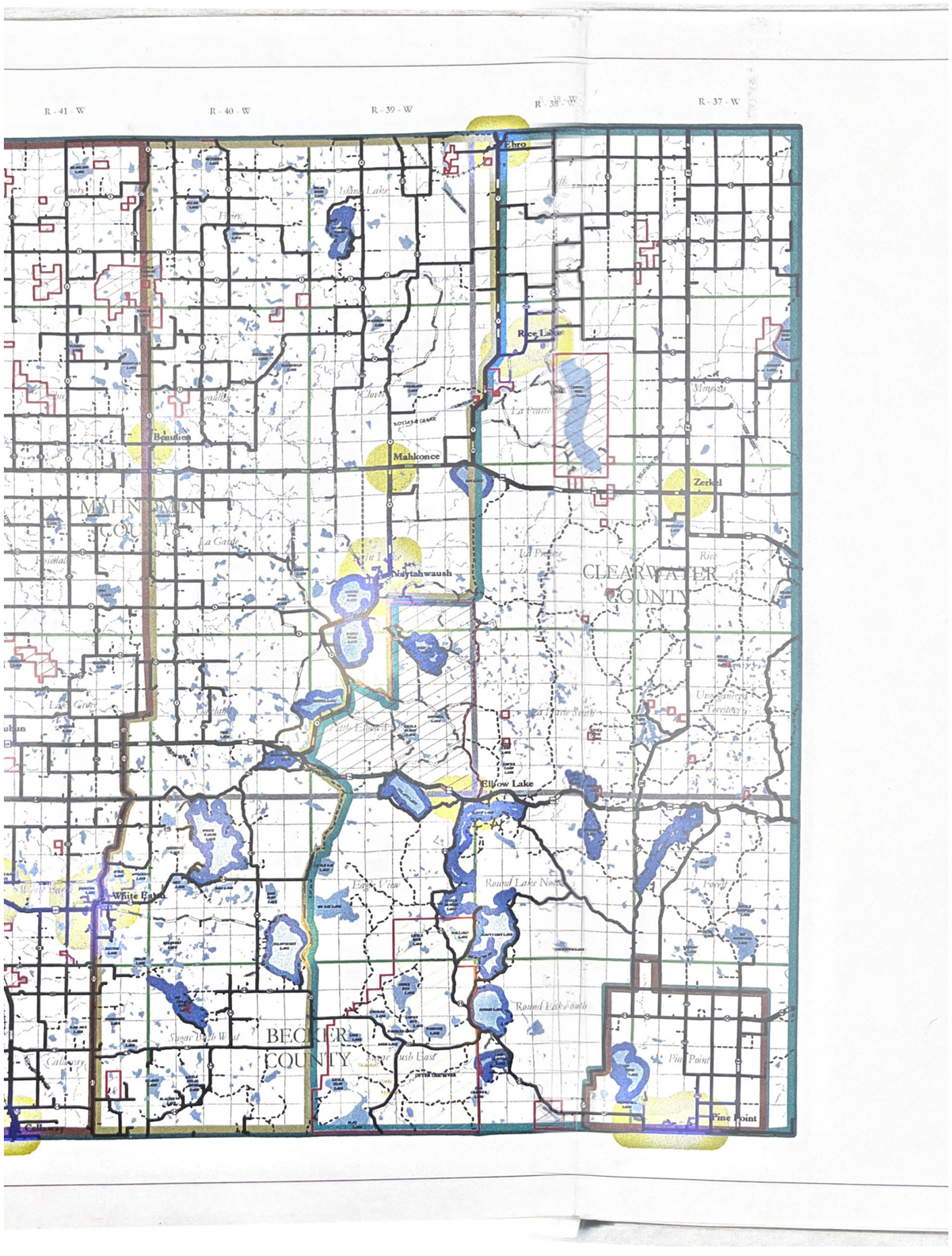
The White Earth Tribal Council shall seek to create independence and self-sufficiency through education, economic development and the development and implementation of culturally appropriate policies and procedures.

Strategy 5 – *Resident Treatment Center* *10 years*

The White Earth Tribal Council will seek to establish a Resident Treatment Facility for individuals suffering from chemical dependency.

Strategy 6 – *Clinic Ownership* *10 years*

The White Earth Tribal Council shall investigate ownership of the I.H.S. Clinic.



White Earth Reservation

Proposed Land Use Map

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road
- Rail Lines

- County Boundaries
- Township Lines
- Lakes
- Streams & Rivers
- Preservation Areas
- Recreation Development Zone

- Agricultural
- Enviromental
- General Development
- City/Village Development

Recreation Development:
Minimum of 200' width and 100' setback.

Agricultural:
Not more than 1 unit per 5 acres, except in environmentally/culturally sensitive areas.

Environmental:
Not more that 1 unit per 5 acres, except in environmentally/culturally sensitive areas.

General Development:
Not more than 1 unit per 2 acres, except in environmentally/culturally sensitive areas.

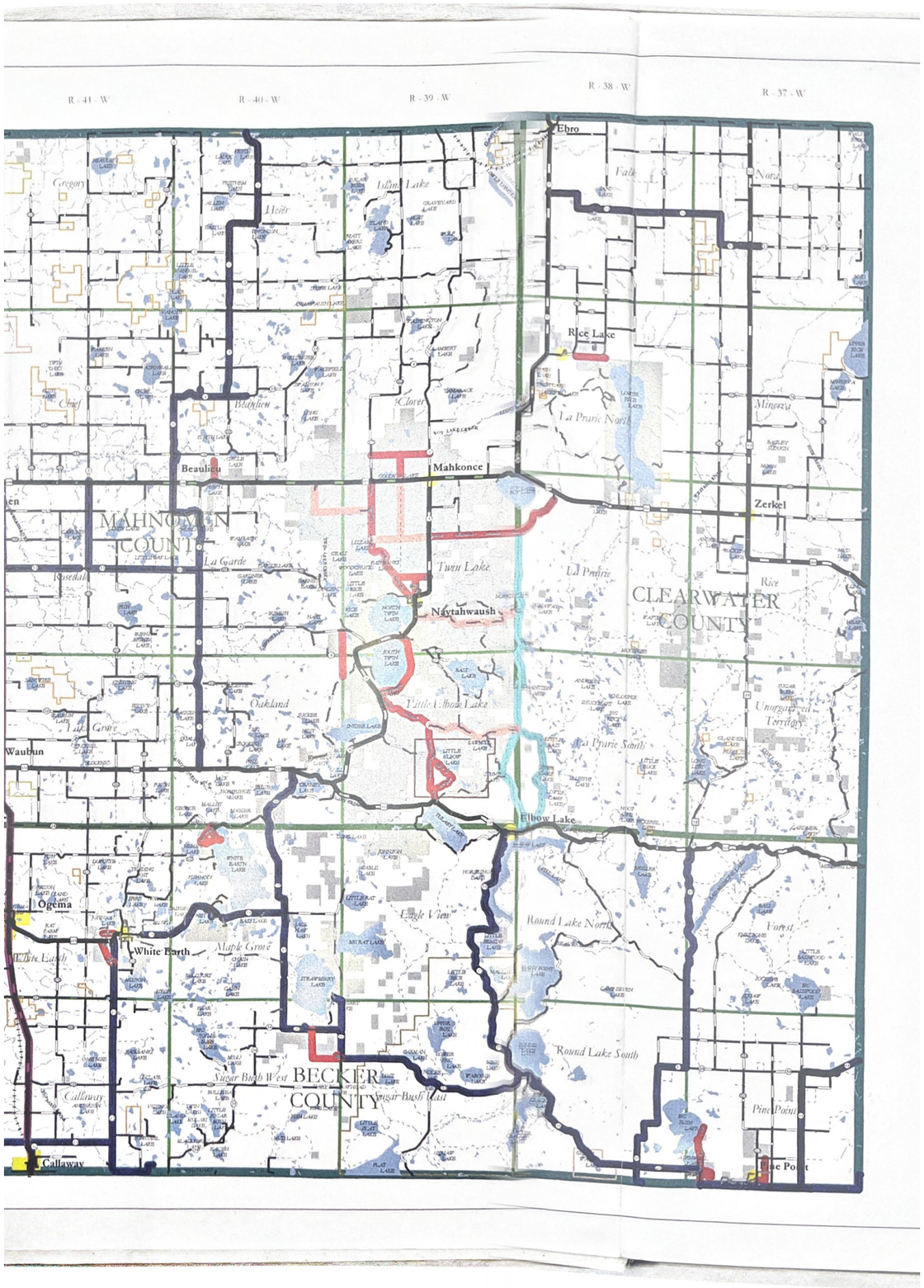
Preservation Areas:
No development, except on privatley held land.

Village/City Development:
With Public Utilites
Not more than 4 units per 1 acre.
Without Public Utilities
Not more than 1 unit per 1 acre,
or by application.

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White Earth Reservation

Infrastructure Improvement Map

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers
- Tribal Land

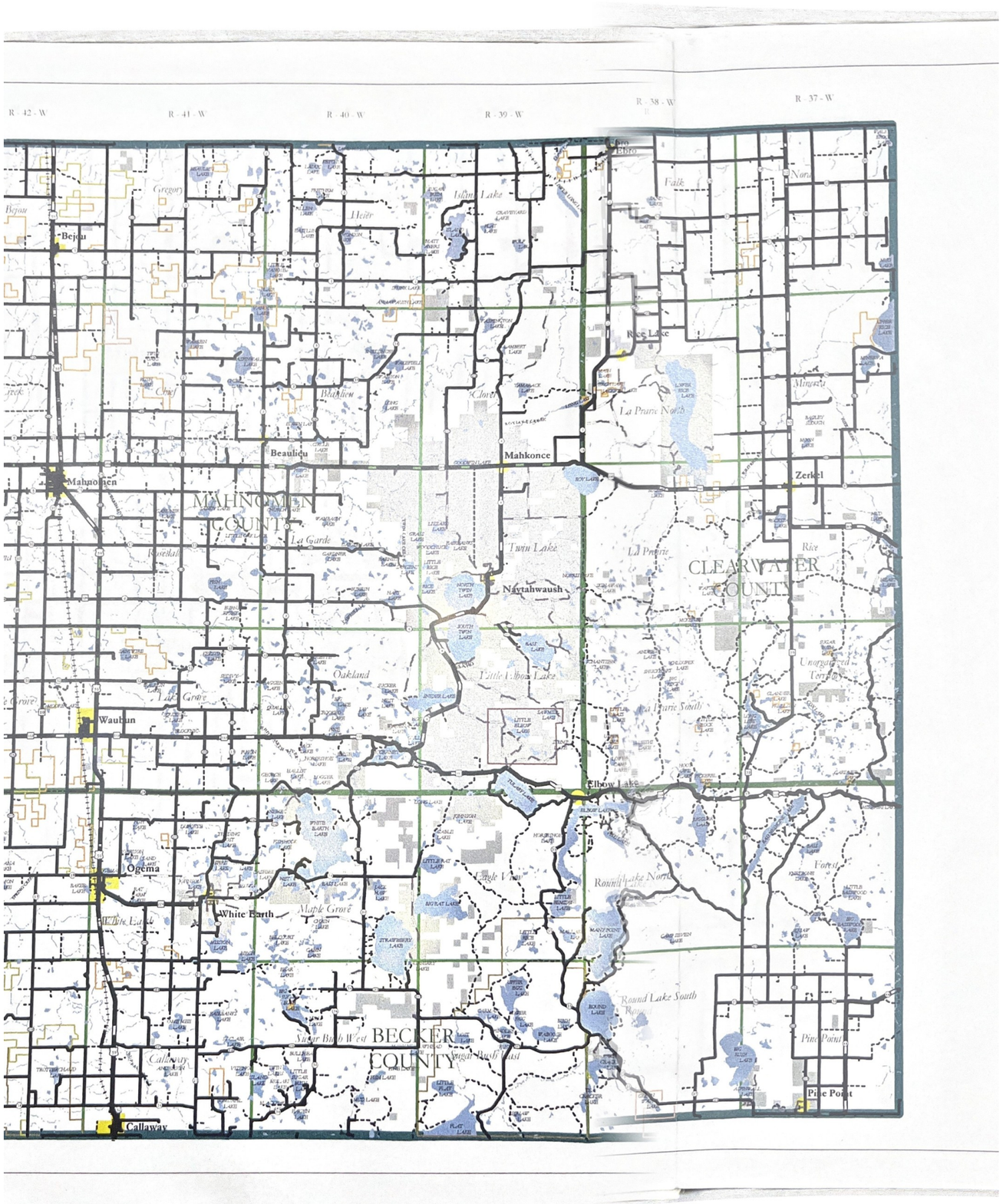
- US
- State
- County
- Tribal
- Tribal-Low Priority

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White Earth Reservation

Map 1 - Base Map

Key to Features

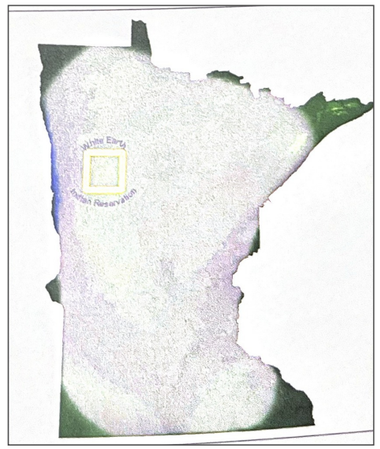
Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

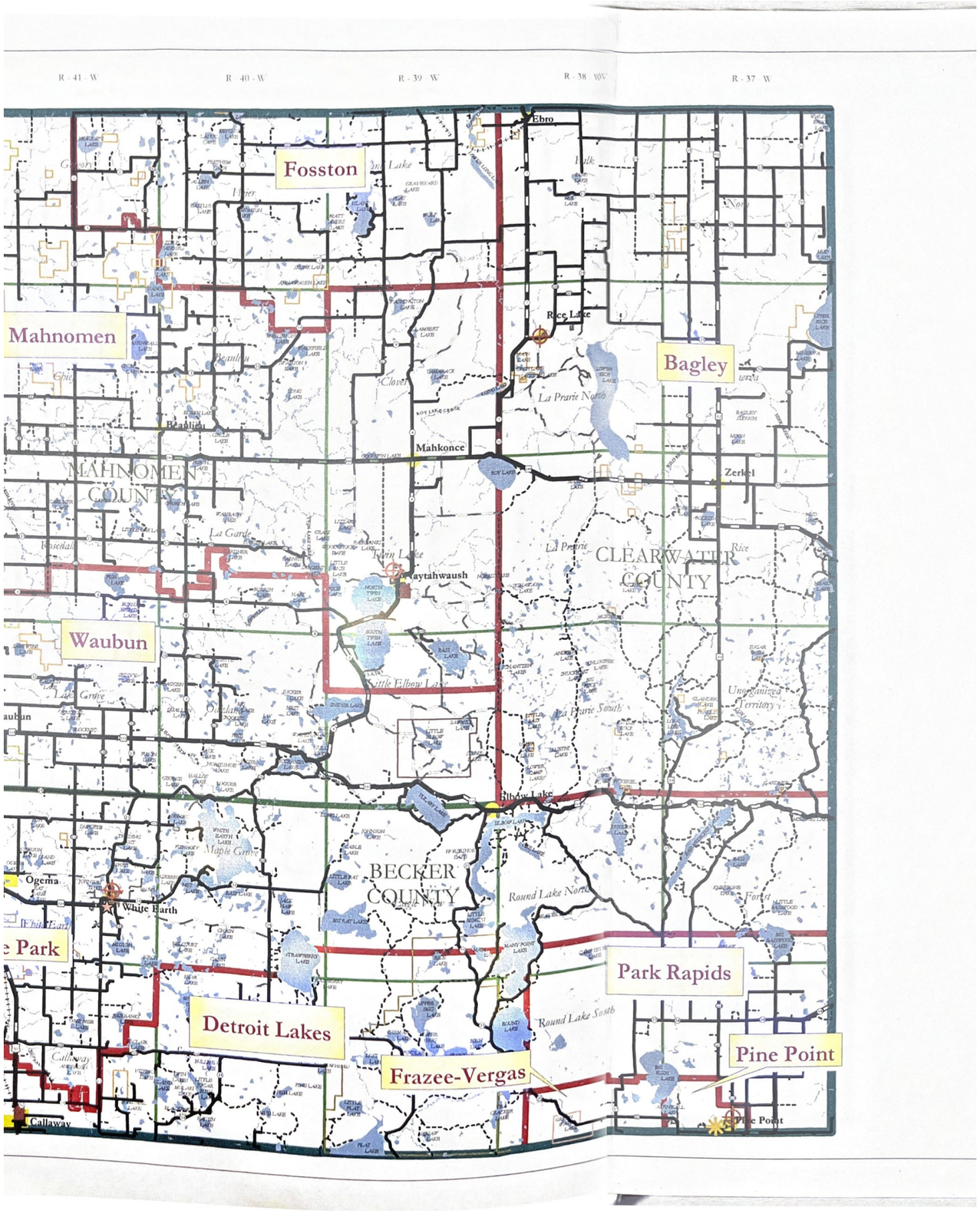
- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers
- Tribal Land

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White Earth Reservation

Map 2 - School Districts & Facilities

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers

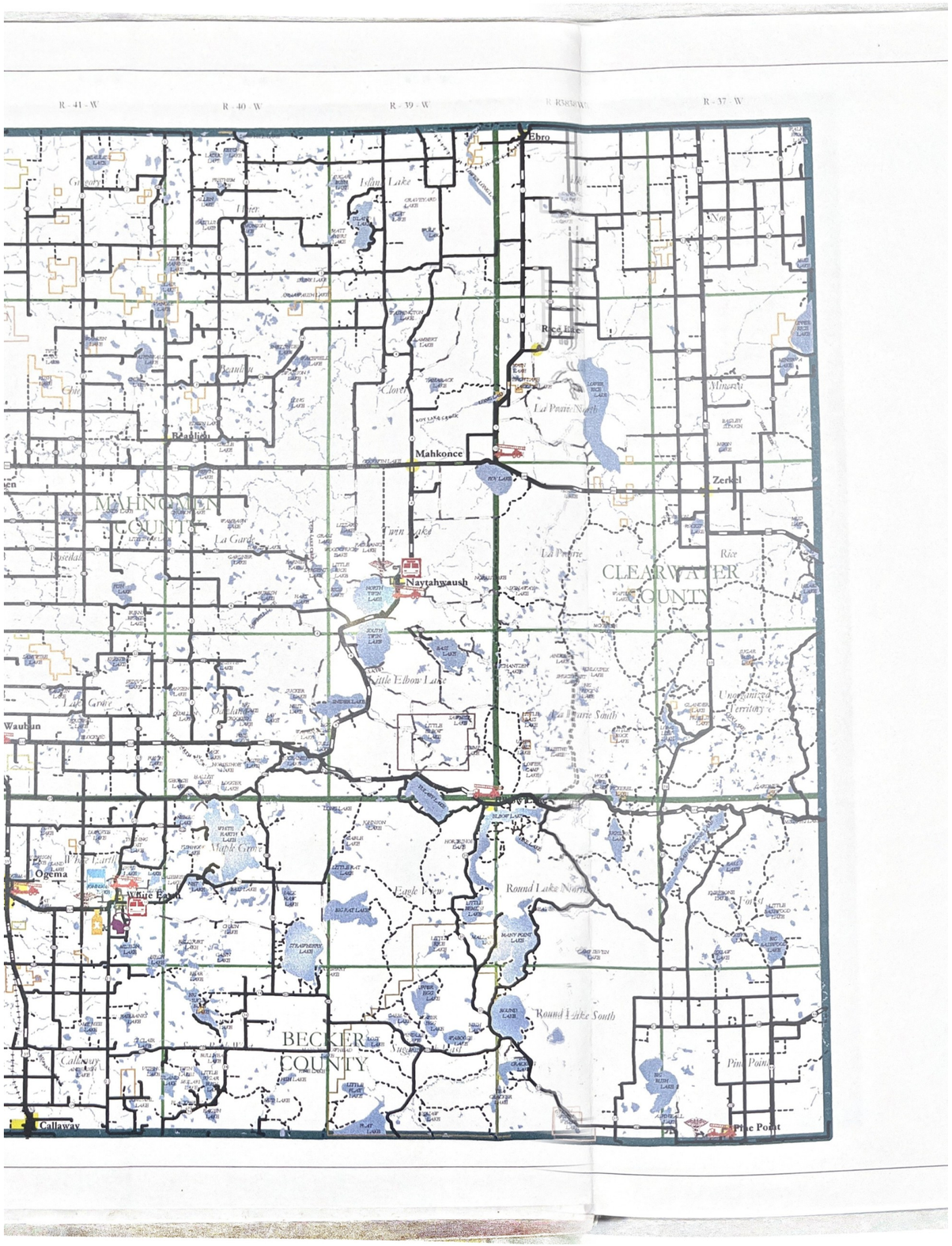
Educational Facilities
- Headstart
- Elementary
- Elementary and Junior High
- Junior High and High School
- K-12
- Tribal College
- School Districts

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Map 3 - Health and Emergency Services

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

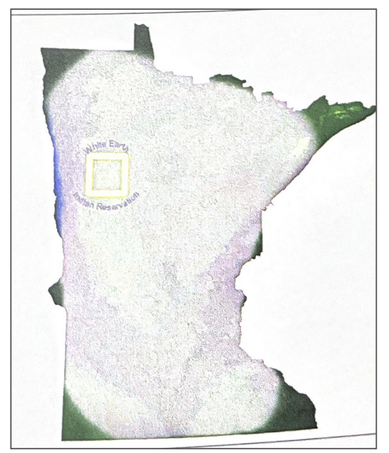
- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers

- F — Fire Stations

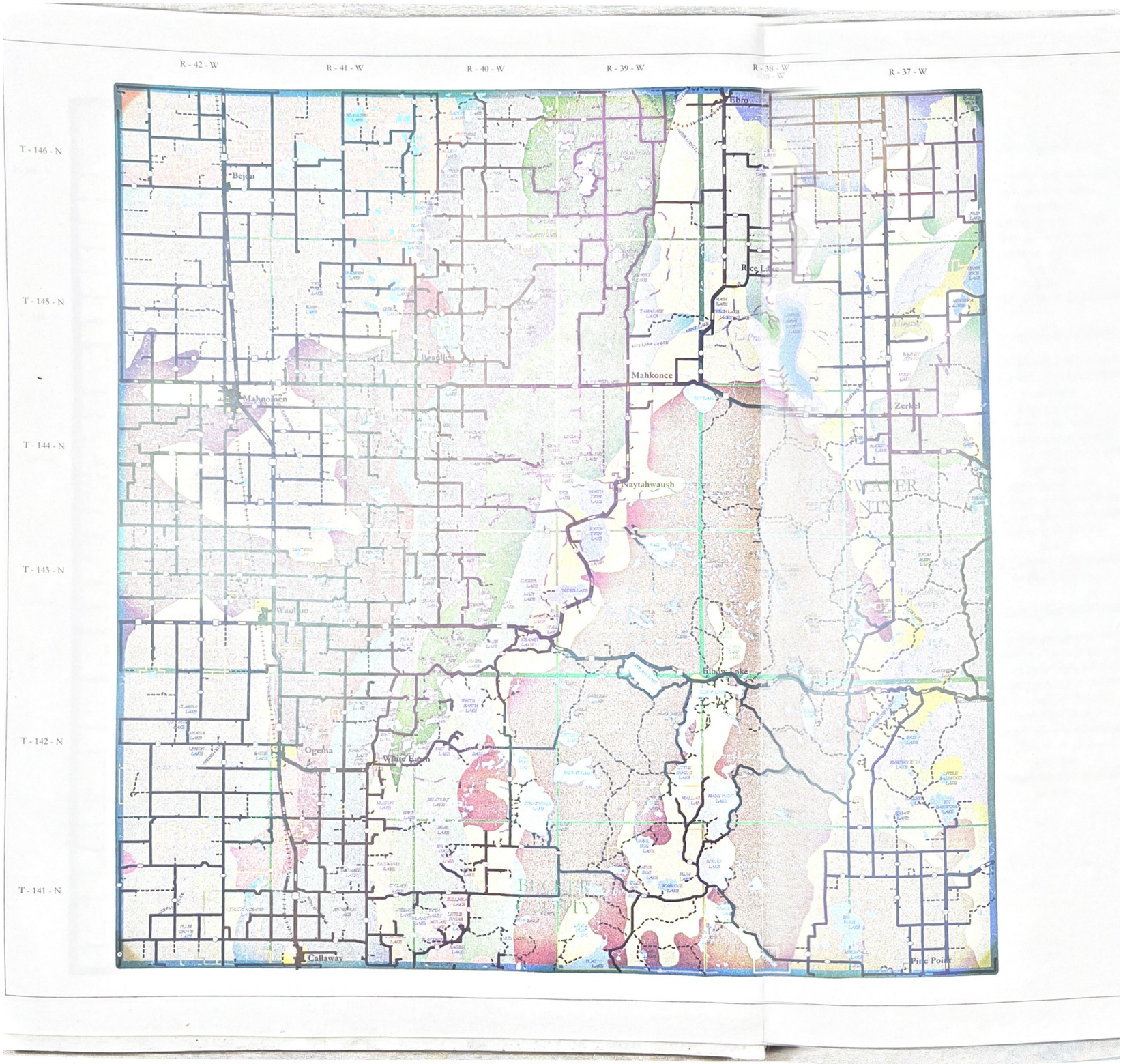
Health Facilities
- A — Ambulance
- CD — Chemical Dependancy
- H — Local Public Health Department
- C — Clinic
- HH — Home Health
- H — Hospital and Clinic
- M — Mental Health

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White Earth Reservation

Map 4 - Soil Type

Key to Features

- Reservation Boundary
- County Boundaries
- Township Lines
- Lakes
- Streams & Rivers

Roads

- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

- Arvilla-Sandberg
- Barnes-Langhei-Vallers
- Birchlake-Audubon-Foxlake
- Cathro-Seelyeville-Lupton
- Hamerly-Winger-Vallers
- Hedman-Fram-Heidal
- Naytahwaush-Mahkonce-Auganaush
- Seelyeville
- Snellman-Rifle-Sugarbush
- Snellman-Wykeham
- Sol-Lupton-Sugarbush
- Sol-Nary
- Sugarbush-Graycalm-Two Inlets Karlstad-Andrusia
- Waukon-Forman-Cathro-Langhei-Flom
- Verndale-Dorset-Corliss

Wildlife Management Areas

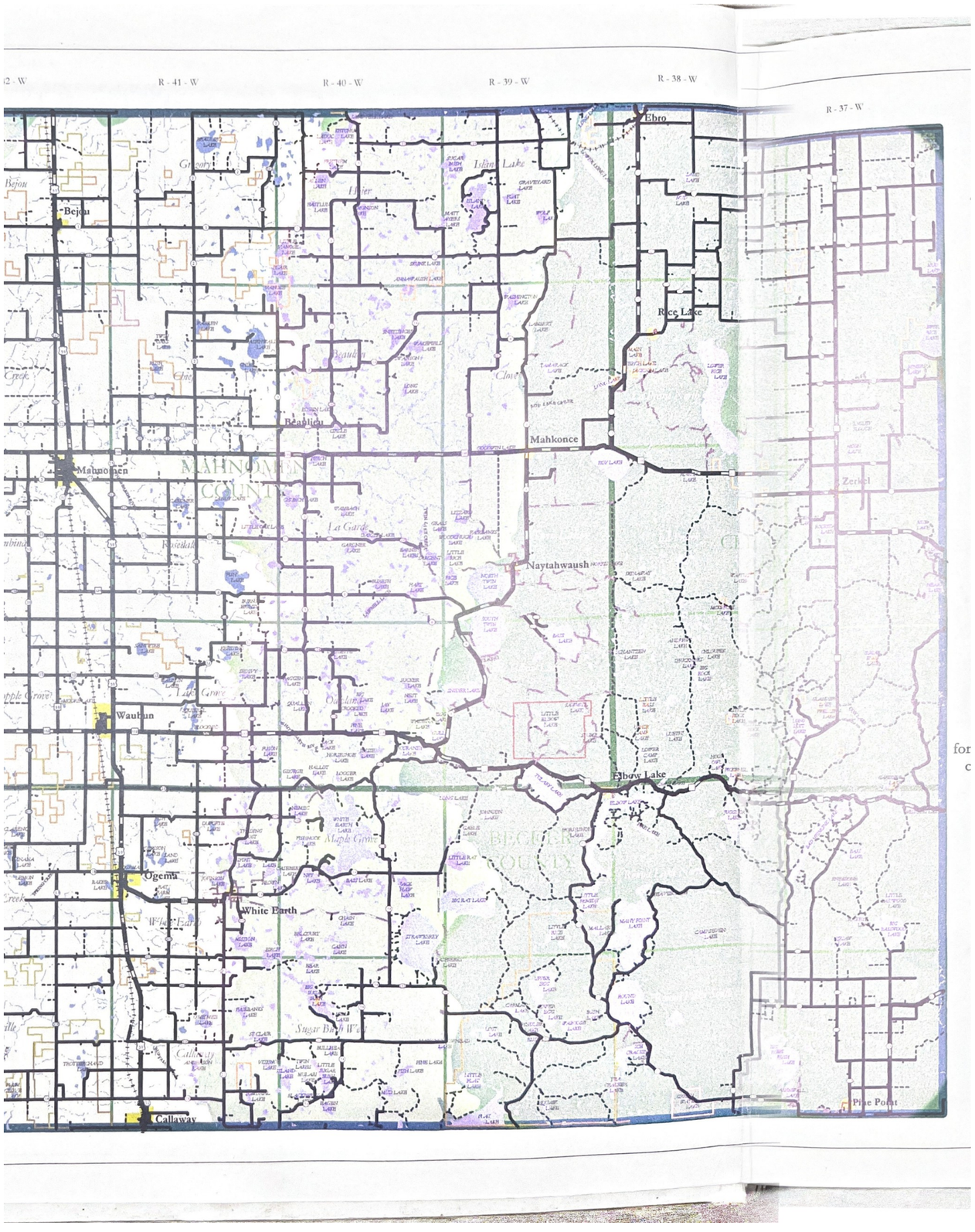
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

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Prairie Parkland Province:
This area was occupied by tall grass before settlement.
Topography:
Level to gently rolling.
Major Landforms:
Lake plains and ground moraine.
Soils:
Generally in the Mollisol Order.

Eastern Broadleaf Province:
Bridges the zone of the prairie to the west and the true forest to the east.
Topography:
Varies from level in the plains to steep in the palezonic plateau of the subsections of the south west.
Major Landforms:
Lake plains, outwash plains, end morains, ground morains, and drumlin fields.
Soils:
Alfisol, Entisol, Histosol and Mollisol orders.

Laurentain Mixed Forest Province:
This province comprises the true forest. Consisting of continuous conifer, conifer- hardwood mix, or hardwood forests vegetation before settlement.
Topography: Variable
Major Landforms:
Ranging from lake plains and outwash plain to ground and end morains.
Soils: Alfisol, Entisol, or Histosol orders.

White Earth Reservation

Map 5 - Ecological Regions

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

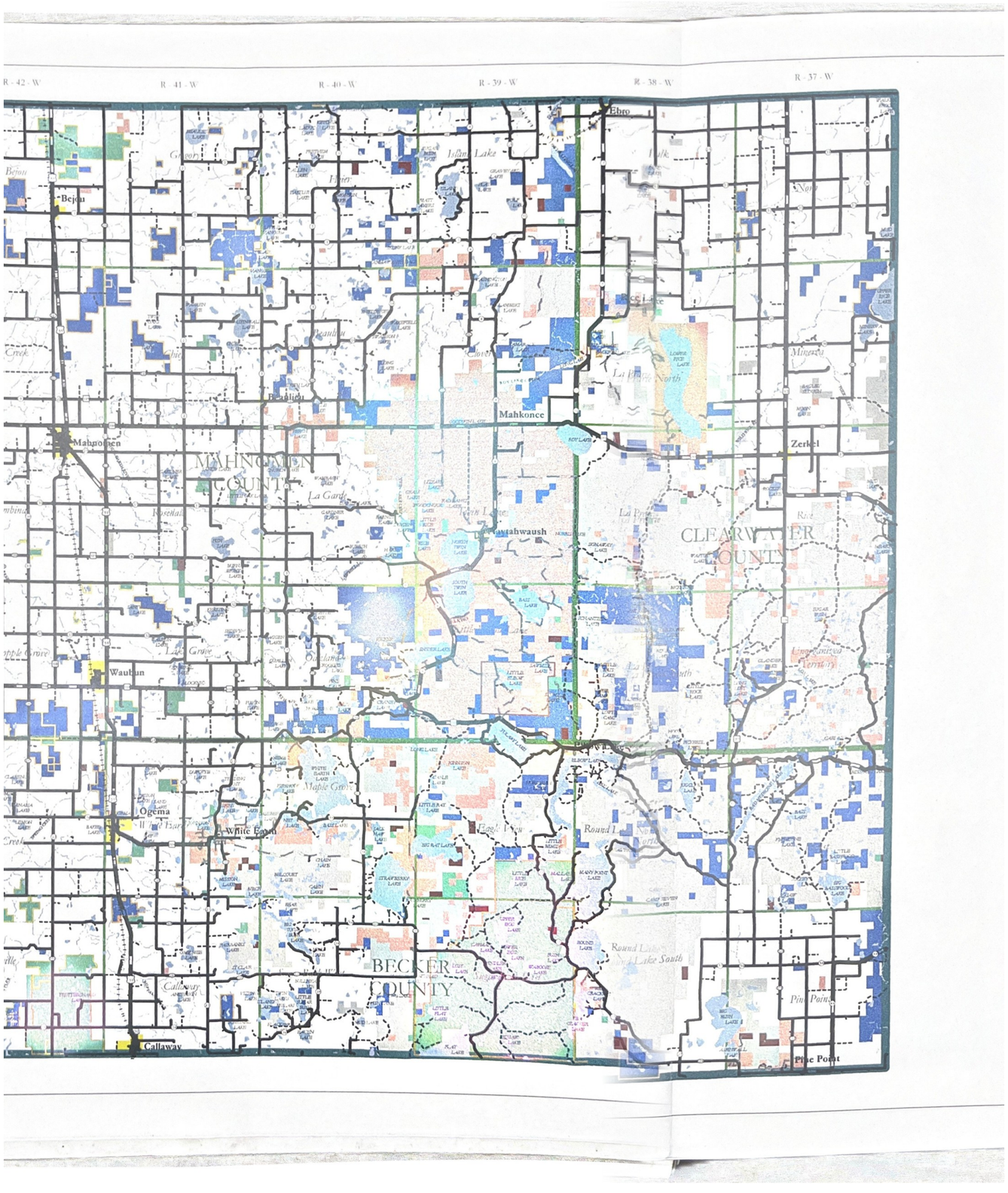
- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers

Ecological Regions
- Prairie Parkland Province
- Eastern Broadleaf Forest Province
- Laurentian Mixed Forest Province

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White Earth Reservation

Map 6 - Land Ownership

Key to Features

Roads
- US Highway
- State Highway
- BIA
- County & Township Road
- Unimproved Road

Wildlife Management Areas
- White Earth
- State Wildlife Protection Area
- National Wildlife Protection Area
- National Wildlife Refuge
- Scientific and Natural Area

- Reservation Boundary
- County Boundaries
- Township Lines
- Rail Lines
- Lakes
- Streams & Rivers

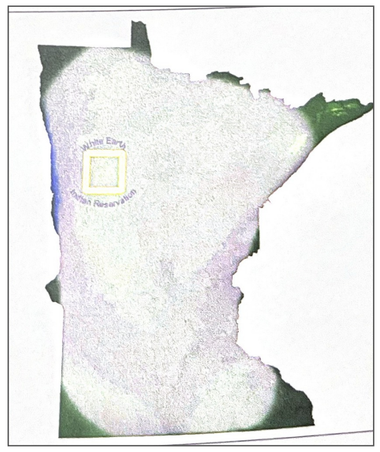
- Indian Allotments
- Tribal Land

Land Owner
- County
- State

- U.S.A.

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Map 7 - Regional Transportation System



Key to Features

- County Boundary
- Municipalities
- Other Reservations

Highways
- Interstae Highway
- US Highway
- State Highway
- Rail Lines

Airports
- International
- Regional
- Municipal

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WHITE EARTH RESERVATION TRIBAL COUNCIL

Resolution No. 016-02-003

WHEREAS, the White Earth Reservation Tribal Council is the duly elected governing body of the White Earth Reservation and is organized under Section 16 of the Act of June 18, 1934 (48 Stat. 984) as amended and pursuant to the Revised Constitution and By-Laws of the Minnesota Chippewa Tribe, and

WHEREAS, it is the intent of the White Earth Reservation Tribal Council to protect Tribal sovereignty and rights, while still being cooperative and understanding of public, federal, state, county and city interests and;

WHEREAS, a strategic plan provides guidance for future policy and implementation decisions, and assists governing bodies and the general public in developing policies that will promote the general public health, safety and welfare of the communities within the Reservation boundaries, and

WHEREAS, the White Earth Strategic Plan has been written to attend to the interests of all individuals and groups, final decision-making and implementation authority of all elements of this Plan shall rest with the White Earth Reservation Tribal Council, governing body of the Tribe, and

THEREFORE, BE IT RESOLVED, that the White Earth Tribal Council does hereby adopt the White Earth Reservation Strategic Plan, and

BE IT FURTHER RESOLVED, that the White Earth Reservation Tribal Council does hereby commit itself and its staff to implement the provisions of the White Earth Reservation Strategic Plan to the extent feasible, and

BE IT FURTHER RESOLVED, that the White Earth Reservation Tribal Council authorizes Doyle Turner, Chairman, to enter into negotiations on their behalf for the above stated purpose.

We do hereby certify that the foregoing resolution was duly presented and approved by a vote of 2 for, 0 against and 0 silent, a quorum being present at a meeting of the White Earth Reservation Tribal Council held on Feb. 25, 2002, at White Earth, Minnesota.

Doyle Turner, Chairman

Erma Vizenor, Secretary/Treasurer