

# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan



## Meaning of Seal:

The winding river and pine tree depicted on the Seal of Tribe honor the riverine and woodland traditions and history of the Little River Ottawa people. The two (2) adult eagles represent the balance and different strengths brought to the Tribe's families and community by the male and female, as well as ones who bring our people's prayers to the Creator. The circle with the four sacred colors represents the balance of life: the four races of people, the four periods of our lifetimes, the four seasons of nature, etc. The nine feathers represent the nine historic Grand River Ottawa Bands, from whom the members of the Tribe descend.

# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

The Budget and Appropriations Act of 2013 requires the Tribal Council to develop a five-year Strategic Plan. The Strategic Plan shall include the mission statement and long-term results-oriented goals and objectives covering the major functions of each branch of government.

## Little River Band Mission Statement:

To exercise our sovereign powers, organize for our common good, govern ourselves under our own laws, maintain and foster our Anishinaabe culture, provide for the welfare, prosperity, and protection of our Gdinwindaadanaannik. (All My Relations: All Life)

## Organizational History:

The Little River Band of Ottawa Indians was federally reaffirmed on September 21, 1994, Public law 103-32108 statute 2156 and adopted its Constitution on May 27, 1998, as amended on May 13, 2004, and as amended on August 4, 2016. The Tribe currently has approximately 3843 members.

The Government of the Little River Band of Ottawa Indians is a tripartite government consisting of three co-equal branches of governance. The Legislative powers of the Little River Band shall be invested in the Tribal Council (Legislative Branch); The Executive powers of the Little River Band shall be invested in the Tribal Ogema (Executive Branch) and the Judicial Powers of the Little River Band shall be invested in the Tribal Courts (Judicial Branch).

Each Branches Major functions are listed in the Constitution under

### Legislative, Tribal Council

- Consistent with LRBOI Constitution (Article 4, Section 7 Constitution a-j)

### Executive, Tribal Ogema

- Consistent with LRBOI Constitution (Article 5, Section 5 Constitution a-c)

### Judicial, Tribal Courts

- Consistent with LRBOI Constitution (Article 6 section 8 Constitution a-j)

# Gaa Ching Ziibi Daawaa Anishinaabek

## Little River Band of Ottawa Indians

### 2026 Strategic Plan

#### Legislative History:

The Legislative Branch of Little River Band of Ottawa Indians Tribal Council is comprised of nine (9) enrolled members of the band. The adult members of the LRBOI elect members of the Tribal Council for four-year terms. Once elected by the membership, Tribal Council selects a Speaker and a Recorder. Tribal Council also oversees multiple Legislative Commissions and Committees, as well as, the Communications, Legislative Legal and the Office of Business and Accounting Departments.

#### Little River Band Legislative Branch Vision Statement:

The Little River Band of Ottawa Indians (LRBOI) Legislative Vision is to strengthen and revitalize our tribal existence by exercising our sovereignty while enhancing the wellbeing of our tribal members. Create sustainable and diverse economic growth for our nation to improve the lives of our tribal members.

#### Guiding Principles~ 7 Grandfather Teachings

Nbwaakaawin – Wisdom, to know of these is to know truth.

Zaagidwin – Love, to know love is to know peace.

Mnaadendimowin – Respect, to honor all of creation is to have respect.

Aakwade'ewin – Bravery, to face life with courage is to know bravery.

Gwekwaadiziwin /Gizhewaadizi – Honesty/Generosity, to walk through life with Integrity is to know honesty. Help others around you.

Dbaadendiziwin – Humility, to accept yourself as a sacred part of creation is to know humility.

Debwewin – Truth, to know of these things is to know truth.

# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

## Legislative Priorities

### Exercise Sovereignty

- Uphold the Tribe's Constitution.
- Review and amended existing and development of new Tribal Regulations and Ordinances.
- Acquire and exercise jurisdiction over all our land and waterways.
- Exercise all 1821,1836 & 1855-treaty rights for hunting/fishing/trapping/gathering and conserve our resources for we are the stewards of Mother Earth.
- Represent the Little River Band of Ottawa Indians at Tribal/National/State events.
- Support and encourage cultural teachings and traditions that strengthen our tribal identity.
- *Speaking Anishinaabemowin in Tribal Council Regular Meetings.*
- *Asserting Legislative authority under separation of powers*

### Fiscal Responsibility

- *Review, Approve or Amend the Tribes annual budgets.*
- Approve budget modifications, supplemental appropriations and other budget changes.
- Approve contracts.
- Review monthly mandatory budget reports/expenditures to ensure stability of government operations and ensure expenditures are for the benefit of the membership.
- *Enforce existing Budget and Appropriation Ordinance Financial/Performance requirements.*
- Establish Economic Development to diversify Tribal investing strategies.

## Legislative and Executive Shared Priorities

- Fostering Anishinaabek Culture  
Engage membership to participate and promote annual Tribal Cultural activities i.e., Jiingtamok, Language Camp, Round Dance, *secure* Spring and Fall *Sacred Fires and Lifeway Teachings.*
- Strengthen Programs and Services for Membership  
Evaluate current programs and services to ensure that tribal members' needs are provided to advance the health, wellbeing and general welfare of our Tribal Members.

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## Executive Priorities

- Review and recommend uses for the Muskegon Property/Casino Plans and discuss how we can move forward.
- Ensure the Constitution and Regulations are being followed on a regular basis.
- Revamp the Organizational Chart to ensure every position is needed and every need for a position is filled. In doing so, we also want to evaluate the wage scales and duties of each position to ensure each employee is being paid fairly.
  
- Longer term,
- Long Term Plan for keeping IT /Face book up to date, a larger more inclusive plan to assist the three branches.
- Look at the forming documents of the EDC LRH to ensure they comply with our Constitution.
- Look at the best way to utilize tribal dollars to assist the most TMs along with TC, ARPA, Grant and Tribal dollars.
- Work to Complete the Cemetery Project
- Continue to protect sovereignty and treaty rights.

## Judicial Priorities

- Continue to uphold the Constitution and exercise sovereignty to the greatest extent through membership-based jurisdiction.
- *Continue to represent Little River at the Tribal, State, Federal Judicial Forum, and continue building good working relationships with state and other tribal Courts.*
- Prepare for and implement jurisdiction under the Violence Against Women Act.
- *Establish a guideline for case timeline dispositions where not already established.*
- *Update Court rules to make sure they are in line with current Tribal Ordinances.*
- Reorganize Peacemaking department.
- Speaking Anishinaabemowin in Court proceedings. evaluation.)

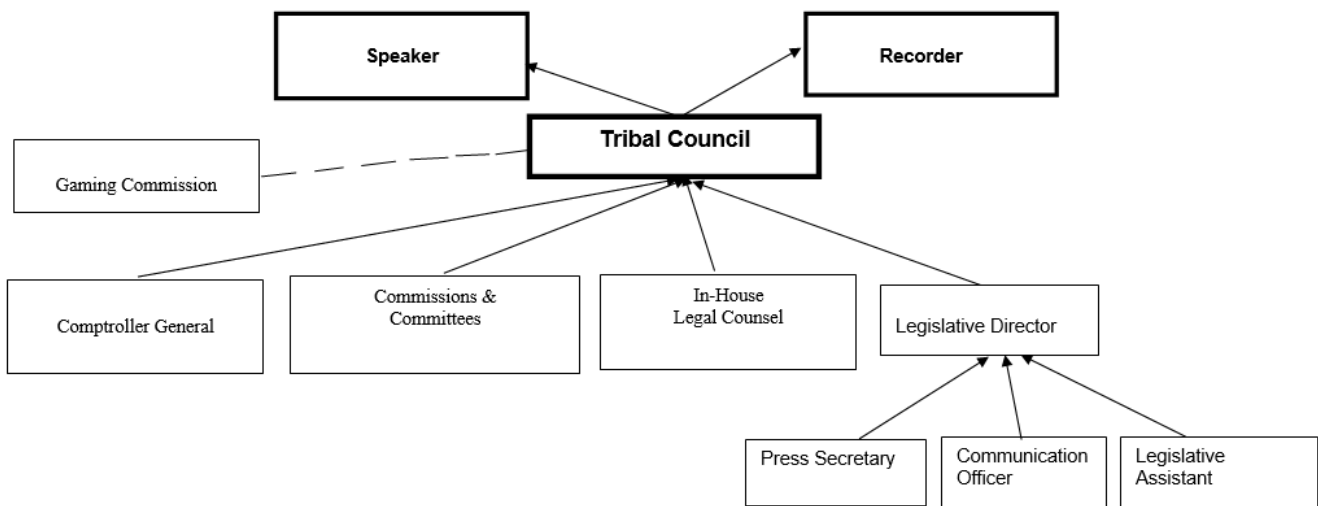
## Shared Priorities:

- Express Culture, as listed within document as to shared priorities with Council and Ogema.
- *Resume Summit meetings?*

# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

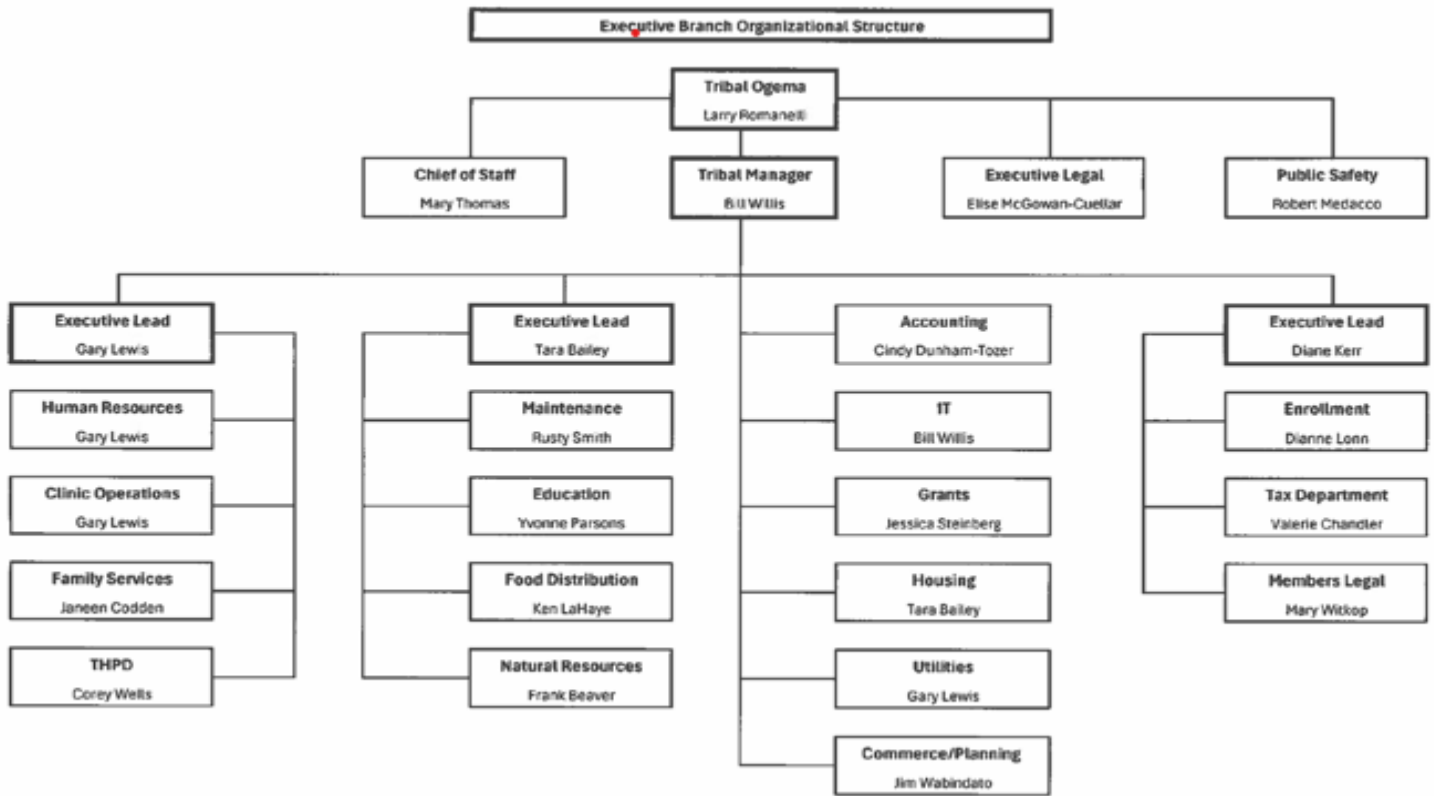
## Legislative Organizational Chart

(Proposed) Little River Band of Ottawa Indians Tribal Council Organizational Chart September 2025



# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

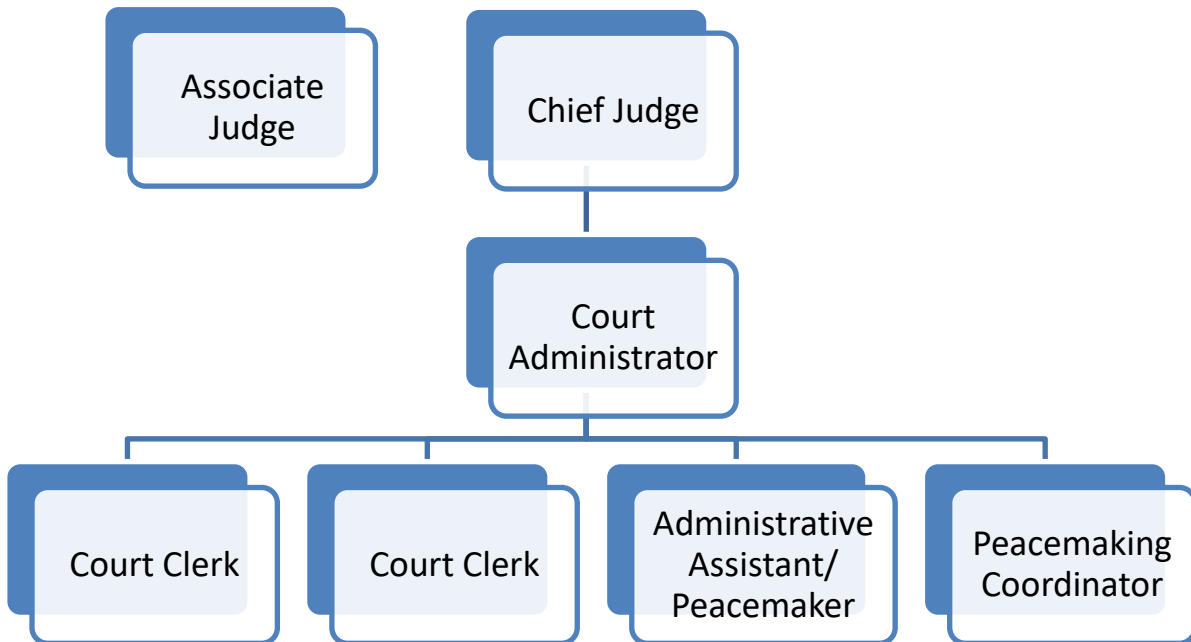
Executive Organizational Chart



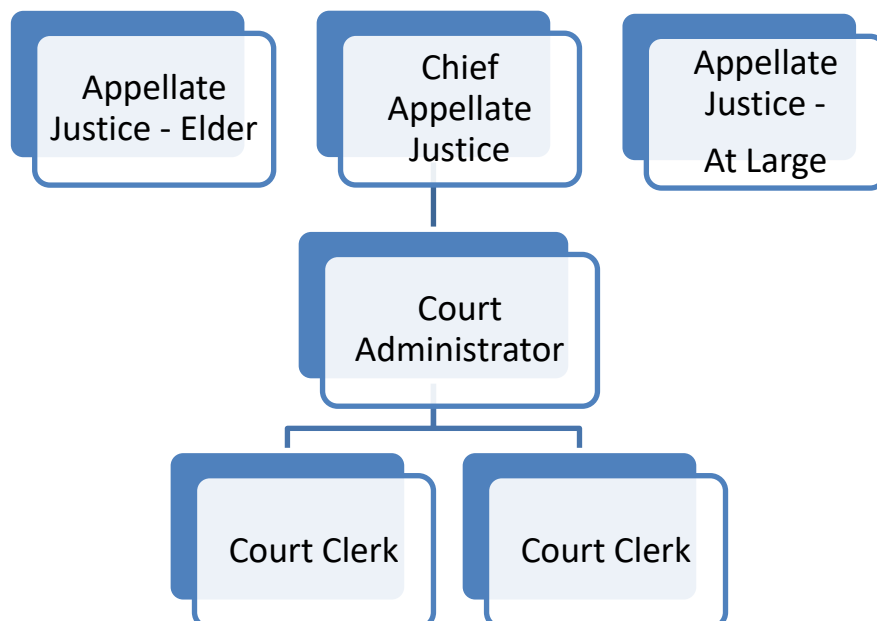
# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

## Judicial Organizational Chart

### *TRIBAL COURT – TRIAL COURT*



### *TRIBAL COURT – APPELLATE COURT*



# Gaa Ching Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2026 Strategic Plan

Tribal Five (5) Years Plan (5.02a)

Projected Strategic Legislative Objectives Include:

By March 31<sup>st</sup>, 2025,

*Closing Out ARPA Funding*

Maximize America Rescue Plan Act ARPA funding to ensure the best use of ARPA dollars to support government operations and membership services.

By December 31<sup>st</sup>, 2026,

Legislate Membership Service Programs

Maximize grant and tribal dollars to expand membership programs and services to tribal membership.

Enhance Tribal Communications

With the full support of Tribal Council, the Communication Department works to ensure responsiveness to membership concerns and foster innovative, inclusive communication throughout the Tribe.

Land Acquisition

The Tribal Council will work on a Land Acquisition Ordinance that will set goals, boundaries and *timelines* for the purchase and management of land acquired by the Tribe, to expand Reservation lands. *Get as many properties as possible into trust status.*

Tribal Cemetery

Follow up with Executive branch to establish the opening of our Tribal Biimadiiiziiwin Cemetery on Little River Band of Ottawa Indians Trust Lands in Custer, MI, designate a Biimadiiiziwiin Cemetery Representative/*Sexton* to govern and manage the operations by the allotment of burial rights in a plot, burial eligibility, and the maintenance of the grounds.

Monitor and Evaluate Casino Sport Book Betting

The LRBOI has operated Sports book betting for a few years. Tribal Council will review sustainability of Sports Book betting. LRBOI needs to consider *creating* an App.

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## Muskegon Health Clinic

Separate Muskegon and Manistee Health Clinic Annual Budgets. This is necessary to evaluate finances/feasibility of each location.

Maximize grant and clinic revenue to continue to expand tribal health services at our Muskegon facilities funded by revenues generated by the Muskegon Health clinic. Promote the pharmacy services to Muskegon and outlying areas to Tribal Membership.

## *Third Party Billing*

*Focus on Third party revenue sources for all billable locations.*

## *Expand Pharmacy Services*

*Feasibility/Profitability of mailing Prescriptions at both Pharmacy locations.*

## Muskegon Property

The non-gaming trust process has been filed for the 60 Acres of Muskegon Property. Determine the potential use of the other 173 acres of commercial property in Muskegon.

## Tri Part Government Branch Summit Meeting

Host *Annual* meetings between Legislative, Executive and Judicial Branches?

## *Future of Online Gaming*

*Begin Developing Online Gaming sources and enforcing Online Gaming Distribution Act.*

## Tribal Census

Develop a census for Tribal Members to determine their needs are being met by our current program and services to improve our community's health and resiliency.

## Tribal Sovereignty

Conduct a Food Sovereignty needs Assessment. Legislate sustainable Food Sovereignty Program rooted in Traditional Anishinaabek food systems with at least one full time staff member. *Create strong reservation boundaries land base utilizing trust status properties.*

## Document Review

*Ongoing Annually*, review all Regulation and Ordinance to determine what updates each will need.

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## Property Utilization

Review Tribal properties to explore potential and/or maximize usage.  
Begin discussion/ consideration for Land for Tribal Member Homestead.

## Expand Community Services

Begin discussions/consideration with Executive Branch to develop Fire Department and/or Ambulance Services for the Tribal and surrounding community.

## Cultural Expansion collaborate with Biskaabiiyaang Commission

Begin discussions/consideration with Executive Branch to develop a Cultural department. Goals would include Language, Teaching, Harvesting, and Resource Management.

## Improve Membership Service Programs

Maximize grants and tribal dollars to expand tribal members' services. This may include optometry program, temporary housing services, fire and rescue services, etc.

## *Population Study*

*Review population rates to determine growth or shrinkage rates.*

By December 31<sup>st</sup>, 2027,

Expand Health services to include dental services provided the following conditions are met. A detailed business plan and start -up expenses are budget approved by Tribal Council. Dental services shall be funded by revenues generated by dental practice, pharmacy revenues, and grant funds.

*Review profitability of both brick and mortar and online Gaming operations.*

Diversify investments *and strengthen the EDC* to offset financial dependence on Gaming.

Improve cultural opportunities and Anishinaabemowin revitalization thru expanding cultural, ceremonial and languages teachings, including increase in language staff to Historic Preservation

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*2028 and beyond,*

Continue representing Little River Band of Ottawa Indians Tribal interests at National Indian Gaming Commission (NIGC), National Congress of American Indians (NCAI), Indians Gaming Association (IGA) Chippewa Ottawa Resource Authority (CORA), Midwest Alliance of Sovereign Tribes (MAST) and United Tribes of Michigan (UTM).

Review and approve tribal budgets and crucial activities tasked to the Legislative branch. The Tribal Council will work to improve multiyear financials and allocate funds based on needs.

Purchase or commit land for a community farm to support the Food Sovereignty Program.

## Projected Strategic Executive Objectives Include:

*By December 31, 2027,*

Review and recommend uses for the Muskegon Property/Casino Plans and discuss how we can move forward.

*By December 31, 2026,*

Look at the forming documents of the EDC LRH to ensure they comply with our Constitution.

*By December 31, 2026,*

Revamp the Organizational Chart to ensure every position is needed and every need for a position is filled. In doing so, we also want to evaluate the wage scales and duties of each position to ensure each employee is being paid fairly.

Ensure the Constitution and Regulations are being followed on a regular basis.

Establish (5) Temporary Housing Units.

*2026 and beyond,*

Ongoing, to keep IT /Face book up to date, a larger more inclusive plan to assist the three branches.

Ongoing, work to complete the Cemetery Project

Ongoing, continue to protect sovereignty and treaty rights.

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Ongoing, Continue Annual Three Branch Summits

Projected Strategic Judicial Objectives Include:

*2024 and beyond,*

*Jurisdiction:*

*Ongoing. Continue to express sovereignty through membership-based jurisdiction and continuation of accepting transfer from State Courts in Indian Child Welfare Act cases.*

*By end of 2026*

*Establish a guideline for case timeline dispositions where not already established:*

*Review ordinances and rules to create timeline chart for Court use. -*

*Establish guidelines for cases where there is no current rule or provision on disposition, including conclusion for court use.*

*Review and amend Court Rules as necessary.*

*By Spring of 2027*

*Language:*

*Continue to work with the language department for translations to open court and commonly used terms.*

*Review to decide if more is needed.*

*Peacemaking:*

*Strengthening Peacemaking department through:*

*Hire Peacemaking Coordinator – Reassess program*

*Train Peacemakers*

*Becoming more visible to the community on services offered.*

*Resume National Conferences*

*Ongoing to end of 2028*

*Implementation of Violence Against Women Act Jurisdiction:*

*Prepare Court rules to ensure compliance with the requirements of VAWA.*

*Write Jury rules.*

*Court Appointed Attorneys*

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*Records -keeping and access.*

*Prepare space for requirements of VAWA.*

*Witness area, Attorney/Client area*

*Safety protocols for Court staff and Court room*

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## Legislative Performance Plans (5.02c)

The Speaker or their designee will prepare performance plans for the Legislative branch.

### Legislative Performance Goals and Objective for upcoming budget year.

- a. Hold Tribal Council (TC) Meetings.
- b. Hold TC Work Sessions.
- c. Reviews of Government Finances.
- d. Reviews of Casino *Distribution*/Finances.

### Office of Business & Accounting Performance Goals and Objective for upcoming budget year.

- a. Maintain monthly Objective Worklist/Checklist.
- b. Maintain monthly Internal Audit Schedules.

### Tribal Communications Performance Goals and Objective for upcoming budget year.

- a. Publish monthly digital “Currents” newsletter.
- b. Publish events and activities to Tribal social media websites.

### Legislative Goals and Objective will be met by.

- a. Weekly Schedules will ensure TC weekly meetings.
- b. Daily/Weekly Schedules will ensure TC work sessions are held.
- c. Monthly Financial Reviews with Executive/Government Staff.
- d. Monthly Financial Reviews with Casino Staff.

### Office of Business & Accounting Goals and Objective will be met by.

- a. Updating the Objective Worklist Daily/Weekly to ensure completion of Objectives.
- b. Updating Internal Audit Schedule monthly as part of Objective Worklist.

### Tribal Communications Goals and Objective will be met by.

- a. Publishing monthly digital “Currents” newsletter.
- b. Publishing events and activities to Tribal social media

### Legislative Performance Goals and Objectives are measured and verified by.

- a. TC Weekly meeting will be held on record and posted for membership. Membership input will be considered, and follow-up will be handled, case by case.
- b. TC Weekly work sessions will be held as scheduled, as requested.
- c. TC will hold monthly reviews with Executive/Government Staff to review the financial status of Tribal Operations
- d. TC will hold monthly reviews with Casino Financial Staff to review the financial status of Casino Operations.

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Office of Business & Accounting Performance Goals and Objectives are measured and verified by.

- a. A department monthly Objective Worklist is turned into TC Monthly for review by Speaker/TC; they will give directions, as needed.
- b. Internal Audit Schedule is turned in monthly to TC/Speaker, they will give direction, as needed.

Tribal Communications Performance Goals and Objectives are measured and verified by.

- a. Published monthly digital “Currents” newsletter will be evaluated by Tribal Council and input from membership will be maintained, feedback will be handled on a case-by-case basis.
- b. Published events and activities to Tribal social media websites will be evaluated by Tribal Council and input from membership will be maintained, feedback will be handled on a case-by-case basis.

This Legislative Performance Plan will be submitted to Tribal Council with its annual draft budgets.

## Performance Reports (5.02c)

By April 15<sup>th</sup>, the Speaker or their designee will prepare and submit to Tribal Council a performance report that reviews Legislative branches success and failures in meeting their performance goals and objectives from previous years.

## Essential Services (5.02d)

The Tribal Council Speaker has prepared an essential services list of services provided by the Legislative branch. In case of budget shortfall, this list will be maintained in priority order.

1. Tribal Council Weekly Meetings
2. Tribal Council Work Sessions
3. Ensure communications to membership via LRBOI Website and tribal digital newsletter “Currents”.
4. Annual External Audit of LRBOI financial activities.
5. Ensure Tribal Activities create cultural education and opportunities to membership. Jiingtomak, Round Dance, Feast Fires and Ceremony, etc.

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The Ogema has prepared an essential services list of services provided by the Executive branch. In case of budget shortfall, this list will be maintained in priority order.

1. Keeping all service department running to provide services to membership.
2. Processing checks to Employees
3. Processing checks to Membership
4. Processing checks to Vendors

The Chief Judge has prepared an essential services list of services provided by the Judicial branch. In case of budget shortfall, this list will be maintained in priority order.

1. Criminal jurisdiction/court of LR ordinances and laws.
2. Civil jurisdiction/court for LR ordinances and laws (this includes traffic violations and civil infractions at the LR Casino/Resort)
3. Child Welfare cases.
4. Personal Protection Order issuance and enforcement.
5. Child support foreign judgment enforcement.

All Branches of essential services list will be submitted as required to LRBOI "Currents" by the publishing deadline for the annual January issue.