



Great Lakes Indian Fish & Wildlife Commission 2010 Strategic Plan

Wii Gimawanjii'idimin Gaye Wii Nibawaadaanamin
(We will all meet together and we will dream)

Guiding Principles

This Strategic Plan anticipates future needs based upon the knowledge, visions and sacrifices of those who have gone before us. It also incorporates the notion of “Anishinaabe bimaadiziwin,” which, loosely translated, refers to the Indian lifeway, or the physical and spiritual life journey that begins at birth and extends throughout life. It should be noted that the Ojibwe language, Ojibwemowin, is alive and operates on a different level of consciousness. Each Ojibwemowin word is specific and contains a story in its origin that is difficult to effectively translate into English or explain through non-Anishinaabe ideologies.

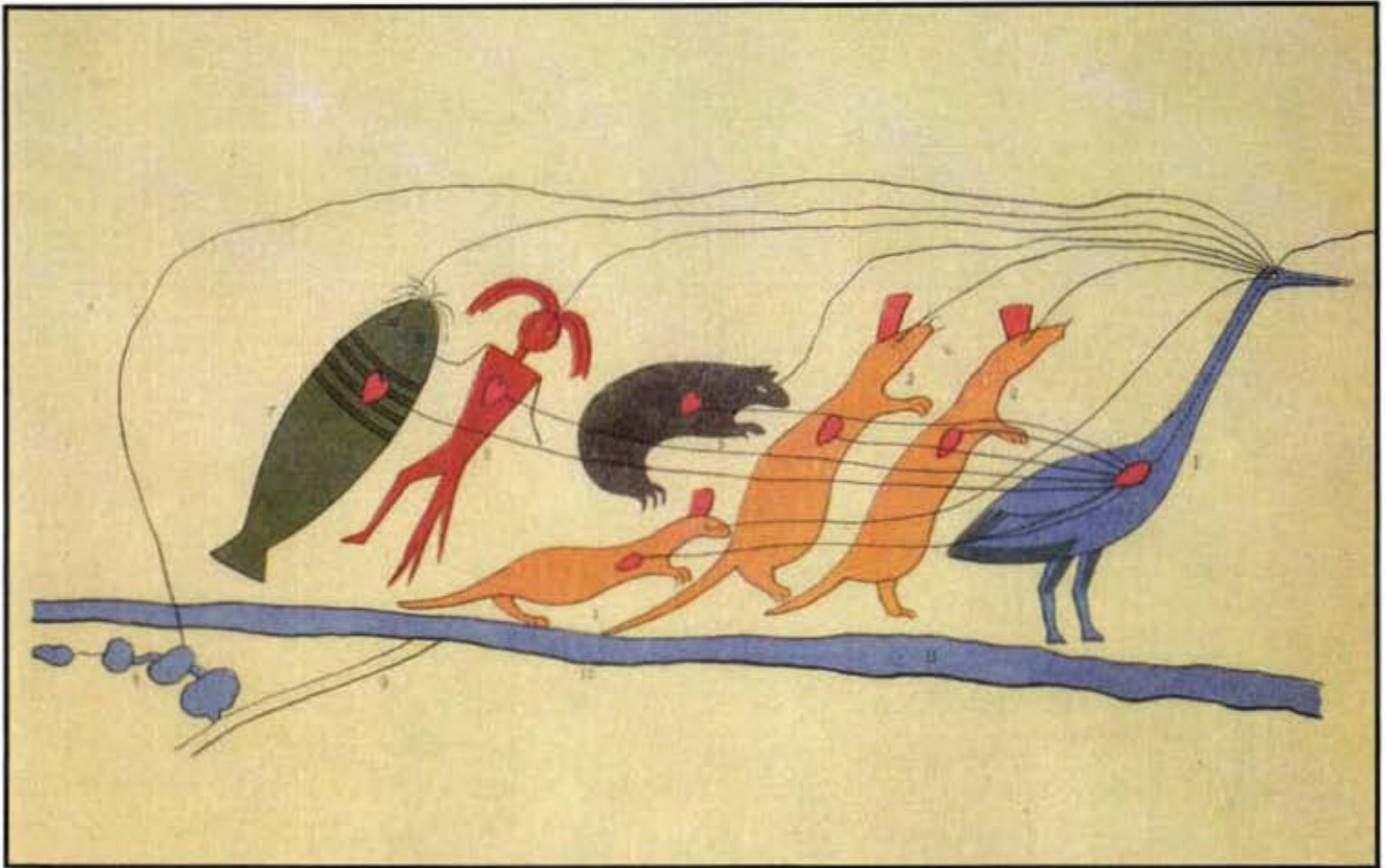
One such word is “nindaanikoobijiganag,” which can refer either to a great grandchild or a great grandparent. This word enlightens the Anishinaabe perspective of Seven Generations that involves a generational circle from great grandparents to great grandchildren:

1. *nindaanikoobijiganag (my great grandparents)*
2. *nokomis (my grandmother) and nimishomis (my grandfather)*
3. *nimaama (my mother) and nindehdeh (my father)*
4. *niin (myself)*
5. *nindaanis (my daughter) and ningozis (my son)*
6. *nooshisens (my grandchild) and nooshis*
7. *nindaanikoobijiganag (my great grandchildren)*



This circle of Seven Generations helps us apply in a very real and practical way the teaching that we can only move forward based upon what we bring with us from the past. It aids us in thinking for the long term, so we can anticipate and protect the needs of the seventh generation from now. Anishinaabe bimaadiziwin acknowledges that the traditions of the Anishinaabe encompass an understanding of the sacredness of land, people, resources and history. Through the use of Anishinaabe bimaadiziwin, the Ojibwe are able to express their identity and being, define themselves as a people, pass on their history from generation to generation, and provide a means for cultural survival through connection to all living things on earth.

The circle of Seven Generations and Anishinaabe bimaadiziwin provide a foundation for the Great Lakes Indian Fish & Wildlife Commission's work. That work is also supported by the use of the traditions and sacred items with which the Commission has been entrusted—dewe'igan (drum), opwaaganag (pipes), miigwanaatigoog (staffs), miigwanag (feathers), nagamonan (songs), gaye mashkiwan (medicines).



Symbolic Petition of the Chippewa Chiefs, 1849. (State Historical Society of Wisconsin)

During the late 1840s, rumors circulated around Wisconsin that the Anishinaabe living near Lake Superior were to be removed from their homes and sent to inland Minnesota. In 1849, an Anishinaabe delegation traveled to Washington to petition Congress and President James K. Polk to guarantee the tribe a permanent home in Wisconsin. The delegates carried this symbolic petition with them on their journey.

The animal figures represent the clans of the delegation representatives who made the historic appeal. Other images represent features of the tribes' beloved north woods, including Lake Superior (long blue line) and the path from the Lake to an inland chain of wild rice lakes. The lines connecting the rice lakes with the hearts and eyes of the doodems (clans) signify the unity of the delegation's purpose.

It is with a similar unity of hearts and minds, and with the Seven Generations in mind, the tribes of the Great Lakes Indian Fish and Wildlife Commission come together to implement "Wii Gimawanjii'idimin Ji-Anishinaabe-Bimaadiziyaang." We hope that this strategic plan keeps us on a good path for those who will follow.



Mission Statement of the Great Lakes Indian Fish & Wildlife Commission (GLIFWC)

As an agency of its member tribes GLIFWC will:

- Conserve and manage ceded territory natural resources to support treaty-reserved Anishinaabe lifeways and to meet spiritual, cultural, medicinal, subsistence, and economic needs;
- To ensure effective self-regulation and intertribal co-management in support of the sovereignty of its member tribes in the regulation and management of ceded territory natural resources;
- Protect ceded territory ecosystems in recognition that fish, wildlife and wild plants cannot long survive in abundance in an environment that has been degraded; and
- Infuse Anishinaabe culture and values in all aspects of its mission.

Future Direction Statement

GLIFWC will support tribal sovereignty and self-regulation through the development and implementation of intertribally coordinated co-management systems, protocols and conservation codes that conserve and enhance natural resources, that protect public health and safety, and that serve to meet the spiritual, cultural, medicinal, subsistence, and economic needs of tribal members.



GLIFWC will respect the sovereignty of its member tribes by remaining focused on its ceded territory mission, and by clearly defining its role and authority in relationship to its member tribes' other sovereign prerogatives.

GLIFWC will facilitate and support the exercise of treaty-reserved hunting, fishing and gathering rights as a means of enhancing the overall health and well-being of tribal members and tribal communities through:

- The use of traditional foods to improve diet and nutrient intake and to prevent chronic diseases;
- The opportunities for physical fitness and outdoor activities associated with hunting, fishing, trapping and gathering activities;
- The opportunity for the transfer of knowledge between generations and within families, as well as to experience, learn, and promote cultural activities; and
- The opportunity to develop personal qualities valued in Anishinaabe culture such as sharing, self-respect, pride, self-confidence, patience, humility and spirituality.

GLIFWC will be a leader in natural resource management and ecosystem protection, recognizing that traditional ecological knowledge and Anishinaabe values provide a proven basis for leadership.

GLIFWC will pursue strategic alliances to enhance restoration, protection and co-management of ceded territory natural resources, cultural and traditional properties, habitat, tribal sovereignty and treaty rights.

GLIFWC will pursue opportunities to encourage communication and forge open, healthy and respectful relationships between Indian and non-Indian communities.

GLIFWC will adapt or expand its programs throughout the ceded territories to respond to new challenges, ecosystem threats, emerging issues and unmet needs.

GLIFWC will use state-of-the-art methods and technology for effective communication, education and resource management.

Anishinaabe Bimaadiziwin Goal

Goal

Consistent with the tribes' treaty rights, GLIFWC will support Anishinaabe bimaadiziwin (lifeways and culture) by infusing Anishinaabe values, traditions, knowledge, and language into all of its endeavors.

Strategies:

- Promote harvest and use of natural resources by: 1) increasing awareness of the health benefits and cultural value of traditional foods; 2) promoting the use of traditional foods to develop and sustain community food systems as a means of improving health and combating chronic diseases; and 3) collecting and preserving traditional Anishinaabe knowledge relating to natural resource use and protection.
- Provide culturally appropriate information about contaminant levels and risks associated with treaty resources and their use, and work with health care professionals and programs to inform and advise members.
- Develop and carry out programs in ways that: 1) educate and connect with tribes on a regular and ongoing basis, with an emphasis on youth; 2) promote inter-generational connections and activities that provide the opportunity to pass on traditional knowledge and lifeways; 3) promote cultural awareness, understanding of Ojibwemowin and the importance of Anishinaabe traditions and values; and 4) integrate elders and other experts as advisors on ojibwemowin, Ojibwe stories, and Anishinaabe harvest, management and use of natural resources.
- Educate and provide opportunities for staff to participate in cultural activities and fulfill the responsibilities that come with the opwaaganag (pipes), miigwanaatigoog (staffs), dewe'igan (drum) and other sacred items in GLIFWC's care and other matters such as the Mikwendaagoziwaag Memorial and the Healing Circle Run/Walk.
- Assist tribes in protecting cultural and historic properties within the ceded territories.



Tribal Sovereignty and Governance Goal

Goal

Maintain and support tribal sovereignty and intertribal co-management by assisting member tribes in affirming, implementing and preserving their treaty-reserved ceded territory rights.

Strategies:



- Promote intertribal unity and a community of interest based upon common bonds among member tribes, including common origin, language, history and treaties, by: 1) facilitating a common understanding of legal principles and ceded territory regulatory systems; and 2) supporting the efforts of member tribes to reach consensus in a neutral way by providing biological, technical or other information and data within GLIFWC's expertise equally to all tribes involved and providing forums for discussion.
- Facilitate recognition and affirmation of the tribes' rights by other governments, including: 1) continuing to define the nature, extent and scope of the rights; 2) assisting in the negotiation of intergovernmental agreements; and 3) providing litigation technical assistance.
- Assist member tribes in providing and maintaining the necessary elements of an effective self-regulatory system in the ceded territories by: 1) facilitating a common understanding of intertribal co-management principles and ceded territory regulatory systems; 2) assisting in the development of conservation codes, management plans, and ordinances; and 3) updating court orders and agreements to address new or changing circumstances.
- Continue to develop the capacity to address the habitat and ecological protection aspects of treaty rights by: 1) assessing all impacts of proposed activities on treaty rights and ceded territory resources; and 2) responding to and influencing other governments' decisions to permit or allow activities that impact the ceded territories.
- Inform and educate tribal councils, Board and committee representatives, and leaders to: 1) facilitate the effective engagement of tribal governments in decisions that affect the exercise of their treaty rights; 2) increase their understanding of and effective participation in relevant agency budget processes and other funding opportunities; and 3) engender support for GLIFWC's mission and programs.

- With respect to other governments, seek support for tribes and their rights by: 1) educating and informing them about the nature of the rights and GLIFWC's history, mission and programs; 2) facilitating GLIFWC and member tribes' participation in appropriate inter-governmental initiatives to ensure the coordinated exercise of sovereign prerogatives; and 3) engaging the federal government to acknowledge and fulfill its ceded territory treaty obligations and trust responsibility to member tribes.
- Carry out programs and activities in a way that does not prejudice the ability of tribes to exercise their sovereign prerogatives, challenge the actions of other governments, or pursue remedies for violations of or infringement on treaty rights or damage to treaty resources.

Natural Resources Goal

Goal

Consistent with the Anishinaabe world view, use the best science to manage, protect, and enhance ceded territory natural resources.

Strategies:

- Provide services to maintain an effective self-regulatory system through: 1) harvest monitoring and reporting; 2) data and information sharing; 3) providing scientific and technical expertise that informs the development of management plans and conservation codes; and 4) natural resource management, protection, enhancement and research.
- Promote sustainable, diverse ecosystems to meet the spiritual, cultural, medicinal, subsistence, and economic needs of tribal members by: 1) protecting and restoring native species, communities, habitat, and ecological processes; 2) assessing and managing impacts of habitat loss and degradation, invasive species, contaminants and diseases; and 3) responding to emerging issues such as mining and climate change.
- Promote effective tribal self-regulation and co-management processes by: 1) participating in inter-governmental committees and forums that promote effective communication, understanding, respect and consensus based decisions; and 2) pursuing governmental and non-governmental partnerships, projects and planning that maximize efficiencies and capabilities.
- Promote recognition that Anishinaabe knowledge and world-view provides an important and much-needed contribution to resource management, ecosystem protection and respectful relationships.



Enforcement Goal

Goal

Provide effective and efficient ceded territory conservation enforcement services through a community-oriented policing approach.

Strategies:

- Attract, retain and provide continued training to professional officers who understand Anishinaabe culture and perspectives and are certified in law enforcement, emergency medical services, and search and rescue activities.
- Provide enforcement of ceded territory conservation codes in a manner sensitive to Anishinaabe culture.
- Maintain a presence in member tribes' communities to: 1) provide community education regarding tribal regulations related to the exercise of treaty rights; 2) liaison with tribal representatives, prosecutors and courts regarding the enforcement of each tribe's off-reservation conservation codes; and 3) provide culturally appropriate education and safety programs (e.g. hunting, fishing, trapping, ricing, boating and canoe, ATV and snowmobile safety).
- Provide support and training for tribal court systems (including tribal prosecutors) to ensure their ability to enforce tribal conservation codes through the adjudication of alleged violations.
- Develop GLIFWC's Enforcement Division programs to: 1) provide a hands-on outdoor and harvest experience for youth, families and community members; 2) connect experienced treaty rights participants with those new to treaty harvesting; and 3) facilitate structured activities that will integrate mentors and elders into education and training programs.
- Achieve reciprocity with and recognition by other law enforcement agencies for the protection of GLIFWC's officers and the benefit of overall public safety.
- Develop standards to qualify and train other agencies to enforce tribal codes in a culturally sensitive manner.
- Engage in cooperative law enforcement and training with tribal, state and federal agencies that also work within the ceded territories.
- Remain an active partner in regional law enforcement and emergency services networks within the scope of particular credentials or when otherwise called upon to assist.



Education and Outreach Goal

Goal

Increase understanding, awareness and respect for Anishinaabe people, history, culture, spirituality and treaty rights, and all aspects of GLIFWC's programs.

Strategies:

- Develop, update and disseminate informational materials on GLIFWC's mission, programs and accomplishments that incorporate an Anishinaabe perspective, in a variety of formats and venues (e.g. printed material, websites, interactive media, conferences, information booths).
- Support the use of GLIFWC's materials about tribal history, treaty rights and sovereignty in effective and economical ways by: 1) targeting teacher education and curriculum development programs; 2) responding to increasing demands for materials and information by tribal institutions and communities; and 3) targeting youth and youth programs in relevant and contemporary ways.
- Encourage open and respectful relationships between Indian and non-Indian communities, and adapt education and outreach efforts in response to social trends or attitudes that undermine tribal sovereignty and treaty rights.
- Work with other governments, organizations and agencies to infuse into their materials and publications recognition and respect for Anishinaabe people, rights, culture, values and traditions.



Economic Goal

Goal

Assist tribes in realizing optimum economic return, including job opportunities, from the exercise of their rights.

Strategies:

- Develop programs to assist tribes and tribal members in increasing their capacity to harvest, process and market treaty resources.
- Assist tribes in maintaining a sustainable commercial fishery in Lake Superior by:
1) researching new gear and harvest methods that improve efficiency and reduce by-catch;
2) establishing new markets; and 3) developing value added products.
- Assist tribes in assessing economic opportunities using ceded territory natural resources.



Human Resources Goal

Goal

Seek and retain dedicated, professional and loyal employees who understand the communities that GLIFWC serves.

Strategies:

- Encourage staff retention and advancement by providing commensurate remuneration, benefits and training, and encouraging advancement through the organization.
- Provide a respectful, supportive and safe work environment and maintain a professional public image.
- Provide employees with up-to-date equipment, training and tools to enable them to do their jobs safely, effectively and efficiently.
- Implement a systematic career development strategy to increase the number of tribal members GLIFWC hires and retains by: 1) expanding outdoor experiences and increasing awareness of treaty harvest opportunities for upper elementary, middle and high school students; 2) participating in education/job fairs in tribal communities to increase awareness of career opportunities at GLIFWC and the various levels of education required; 3) networking with tribal community colleges and area colleges/universities to improve understanding of GLIFWC's natural resource employment needs; and 4) developing a network to assist tribal members in identifying appropriate natural resources and conservation enforcement degree programs.
- Consistent with Indian Self-Determination and Education Assistance Act Indian preference, provide internships and employment opportunities for tribal members.
- Educate and orient staff to develop a common understanding of treaty rights and GLIFWC's history, mission and programs, so that staff is informed and can educate and inform others.



Agency Operations Goal

Goal

Maintain and improve GLIFWC's operational efficiency and effectiveness.

Strategies:

- Implement a system of operations that: 1) ensures continuous and efficient operations; 2) addresses issues related to equipment and vehicle replacement, succession, cross-training, and absences/leave; and 3) ensures effective communication among staff, in particular with those not located in the Odanah office.
- Use technology to improve the efficiency of: 1) harvest management and enforcement systems; 2) communications with member tribes and tribal representatives; 3) collaboration, communication and data sharing among staff.
- Provide a means to systematically archive and retrieve materials, records, publications, and photos in GLIFWC's possession and to recognize and capture the institutional memory of employees.
- Minimize the adverse ecological impacts of GLIFWC's operations by reducing, reusing and recycling, and by considering: 1) the type and amount of materials (e.g. office supplies) and energy purchased; 2) the use of technology for remote meetings; and 3) the type and amount of travel.
- Meet growing facility needs while maintaining and maximizing the use of existing facilities as GLIFWC expands its programs and services.



Funding Goal

Goal

Maintain and increase GLIFWC's Department of Interior, Bureau of Indian Affairs (BIA) Indian Self Determination and Education Assistance Act (ISDEAA) funding, as well as diversify and leverage funding from other sources.

Strategies:

- Maintain ISDEAA funding in order to: 1) restore any cuts that have been made; 2) ensure that GLIFWC's Self-Determination Act funding keeps up with inflationary costs; and 3) expand funding to meet increasing demands or new responsibilities.
- Use an adaptive annual budgetary process and develop a funding strategy that takes into account trends and circumstances, and is approved by the Board of Commissioners and supported by member tribes.
- Participate in the federal budget and appropriations processes: 1) as agencies develop their budgets two years in advance; 2) with agencies and the Office of Management and Budget (OMB) during the development of the Administration's proposed budget; and 3) with Congress.
- Institute data and information management that: 1) documents the outcomes and results of GLIFWC's programs; 2) demonstrates compliance with the Government Performance and Results Act and OMB's Program Assessment Rating Tool; 3) allows clear communication of those outcomes and results to current and potential funding sources.
- Prevent the erosion or the transfer of GLIFWC funding or programs due to the initiatives of other governments or agencies.
- Use and develop relevant staff expertise in: 1) annual budget processes; 2) identifying funding opportunities and developing funding proposals; 3) grant review committees and within the decision-making processes of other agencies; and 4) the implementation and management of grant awards.





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