

Sault Ste. Marie Tribe of Chippewa Indians

2025 ANNUAL REPORT



Nme

Nme, the Lake Sturgeon. The late spiritual leader Eddie Benton-Banai identified Nme as the Ogimaa (chief) of the Fish Clans. Members of the Fish Clan are spiritual advisors, philosophers & keepers of wisdom.

The Seven Grandfathers Teachings

Debwewin—	Truth	—Be faithful to reality
Gwekwaadziwin—	Honesty	—Tell the truth
Aakdewin—	Bravery	—Choose with courage
Nbwaakaawin—	Wisdom	—Use good judgment
Minadendmowin—	Respect	—Act without harm
Zaagidwin—	Love	—Practice absolute kindness
Dbaadendizwin—	Humility	—Treat all life equally



Win Awenen Nisitotung Special Section

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TRIBE'S GOVERNING BODY: BOARD OF DIRECTORS



AUSTIN LOWES,
CHAIRMAN



KIMBERLE GRAVELLE
DIRECTOR, UNIT I



ASHLEY GRAVELLE
DIRECTOR, UNIT I



ROBERT MCRORIE
DIRECTOR, UNIT I



MICHAEL MCKERCHIE,
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AARON PAYMENT
DIRECTOR, UNIT I



LANA CAUSLEY-SMITH,
DIRECTOR, UNIT II



KIMBERLY LEE,
DIRECTOR, UNIT II



SUE ST. ONGE,
DIRECTOR, UNIT III



BRIDGETT SORENSON,
DIRECTOR, UNIT III



LARRY BARBEAU,
DIRECTOR, UNIT IV



COLE GOUDREAU,
DIRECTOR, UNIT IV



TYLER LAPLAUNT
DIRECTOR, UNIT V

The Sault Ste. Marie Tribe of Chippewa Indians Board of Directors

The Sault Tribe Board of Directors is the governing body of the tribe. There are 12 board members and one chairperson, elected to four-year terms. The board members represent the five units of the tribe's service area in the Eastern Upper Peninsula of Michigan. The chairperson is elected at large. Five board members represent Unit I, two board members represent Unit II, two board members represent Unit III, two board members represent Unit IV, and one board member represents Unit V. Regular meetings are held twice a month, usually on Tuesdays.

See www.saulttribe.com/government/board-of-directors for the meeting schedule, board votes and minutes. See www.facebook.com/saulttribe for live meeting links. Write to your board representative care of the Sault Ste. Marie Tribe of Chippewa Indians, 523 Ashmun St., Sault Ste. Marie, MI 49783.

Sault Ste. Marie Tribe of Chippewa Indians seven-county service area

The tribe's seven-county service area consists of the seven easternmost counties in Michigan's Upper Peninsula: Marquette, Delta, Alger, Schoolcraft, Luce, Mackinac and Chippewa.



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CHIEF EXECUTIVE OFFICER 2025 HIGHLIGHTS



GOVERNMENTAL CEO
JESSICA DUMBACK

The Governmental Chief Executive Officer (CEO) is committed to providing strong leadership, effective administration, and accountable governance, which support the purpose of the Sault Ste. Marie Tribe of Chippewa Indians. Through collaboration, strategic planning, and operational excellence, the Executive Office works to ensure tribal programs and services continue to meet the needs of the tribal membership, while honoring Sault Tribe’s next seven generations.

Guided by the tribe’s commitment to strengthening tribal families and communities, the Executive Office works alongside tribal leadership, departments, and community partners to improve services and support *mino bimaadiziwin*—a good life—for all tribal members.

The Governmental Chief Executive Officer provides direct oversight and leadership to key governmental divisions and departments responsible for delivering programs, services, and administrative functions across the tribe. These leadership positions ensure the effective implementation of board directives, operational coordination among divisions and departments, and the continued delivery of services to tribal members.

The Governmental CEO provides direct supervision and guidance to the following divisions and departments:

- Anishnaabek Community and Family Services (ACFS)
- Communications
- Education
- Elder Services
- Enrollment
- Housing Authority
- Human Resources
- Language and Culture
- Law Enforcement and Conservation
- Legislative Affairs
- Natural Resources
- Recreation
- Strategic Planning

The Executive Office is supported by an administrative manager, executive assistants, membership liaisons, receptionists, and an efficiency analyst, all of whom play an essential role in providing responsive service to tribal members and supporting daily governmental operations.

2025 HIGHLIGHTS

Leadership and

Organizational Development

During 2025, the Executive Office focused on strengthening organizational leadership and improving operational effectiveness throughout tribal government.

Significant accomplishments included:

- Filling key leadership positions within Natural Resources, Human Resources, Language and Culture, and Anishnaabek Community and Family Services, and ensuring continued operations with the appointment of an Interim Housing Director.
- Implementing the Governmental Compensation Study pursuant to Resolution #2024-218.
- Recommending organizational charts for Key Employees, Authorities and Commissions, and Committees, which were approved via Resolution #2025-225.
- Completing the Governmental Human Resources restructuring.
- Reestablishing the Policy Review Group to modernize Governmental policies and procedures.

— Enhancing Membership Services

Improving communication and access to tribal services remained a priority throughout the year.

Key accomplishments included:

- Updating and distributing the Membership Services Directory to tribal members.
- Establishing Semi-Annual Membership Services presentations to provide regular program updates. These presentations were livestreamed and are available to view on the tribal website.
- Creating a Frequently Asked Questions section in Win Awenen Nisitotung to address common membership questions and improve communication.

Strengthening Government Operations

Several initiatives were completed to improve coordination, accountability, and organizational alignment.

These efforts included:

- Collaborating with executive leadership to strengthen emergency response readiness, resulting in the development of an Emergency Conditions Procedure and creation of an Emergency Texting Tree. This procedure and implementation tool ensure timely communication, coordinated decision-making, and rapid response during emergency situations.
- Establishing a process requiring Human Resources to receive all remote work requests for consistent administration.
- Streamlining to consolidate related programming by transitioning the Consortium-Coop Ecological Resilience (CCER) Program under the Natural Resources Division and by moving Repatriation and Historic Preservation under the Language and Culture Division.

Government Relations and Advocacy

The Executive Office continued building relationships with tribal, state, and federal partners to advance tribal priorities.

Throughout the year, leadership participated in:

- The I-500 Dinner, meeting with state legislators to discuss tribal priorities.

— The annual Tribal-State Summit with Michigan Governor Gretchen Whitmer to strengthen state and tribal relations.

— The Government-to-Government meeting with U.S. Attorney Timothy VerHey to strengthen federal-tribal collaboration.

— Legislative meetings with Khoury Johnson Levitt and state of Michigan representatives regarding key legislative initiatives.

Supporting Culture and Community

The Executive Office remained committed to preserving tribal culture, while strengthening services for tribal elders and communities.

Highlights included:

- Updating the Cultural Leave process and creating a dedicated submission email address to better support employees participating in cultural activities.
- Continuing the Elder Interview Project in partnership with Elder Services and Communications staff.
- Encouraging expanded outreach efforts through Elder Services to increase participation in elder meals and community gatherings.
- Participating in the annual Elder Holiday Luncheon, serving tribal elders, and celebrating their contributions to tribal communities.

Recognizing Team Members and Investing in the Future

Recognizing the dedication of tribal team members and investing in future generations continued to be important priorities. In 2025:

— The annual Team Member Recognition Luncheon honored 193 team members for their years of service and commitment.

— Approximately 430 team members participated in Team Building Day, strengthening collaboration across tribal government.

— Community fundraising efforts generated \$83,352.65 to support children’s Christmas parties throughout the tribe’s service area.

Strategic Communications and Major Projects

The Executive Office continued working to increase public awareness of tribal initiatives, while supporting long-term infrastructure improvements.

Notable accomplishments included:

- Celebrating the comple-

tion of the Epoufette Access Road Project after 13 years of planning and coordination. Final directional signage is expected to further improve public access to the harbor, while protecting neighboring private property.

— The 24th Annual Sault Tribe Golf Scholarship Classic raised \$112,000.00 to support scholarships for tribal students pursuing higher education.

— Partnering with Bellwether Public Relations to develop and implement a comprehensive 2% revenue sharing marketing campaign through Win Awenen Nisitotung and social media. A total of \$1,565,914 was distributed to local units of government throughout the tribe’s seven-county service area.

Tribal Government by the Numbers

As of Dec. 31, 2025:

- Enrolled tribal members: 52,753
- Governmental team members (excluding Health): 524

LOOKING AHEAD

As the tribe continues to grow, the Executive Office remains focused on strengthening organizational leadership, enhancing communication with tribal members, improving operational efficiency, and ensuring responsible stewardship of tribal resources.

In 2026, the Office will focus on strategic priorities designed to enhance organizational coordination, service delivery, and accountability across tribal government operations.

The impact of these priorities include:

— Governance and Board Alignment: Ensure timely, accurate reporting and communication to support informed board deci-



sion-making.

— Strategic Planning and Organizational Alignment: Align planning, budgeting, and performance measures with long-term tribal priorities.

— Financial Responsibility: Strengthen oversight, reporting, and operational efficiency to safeguard tribal resources.

— Emergency Preparedness and Operational Readiness: Maintain continuity of government operations through initiative-taking planning and interdepartmental collaboration.

— Membership Engagement and Service Delivery: Enhance communication and responsiveness to tribal membership needs.

— Organizational Capacity and Leadership Stability: Reinforce leadership structures and supervisory clarity to maintain operational consistency.

— Performance Accountability and Data Transparency: Expand data-driven insights to monitor progress and guide decision-making.

By working collaboratively with tribal board members, team members, and community partners, the Executive Office remains committed to delivering high-quality programs and services, improving the lives of tribal members today, while building a stronger future for the next seven generations.



Photo courtesy state of Michigan

Attending the 2025 State-Tribal Summit for Sault Tribe were (L-R) General Counsel Ryan Mills, Unit 1 Director Aaron Payment, Michigan Gov. Gretchen Whitmer, Chairman Austin Lowes, Governmental CEO Jessica Dumback and CEO of Enterprise Operations Dan Doyle.



St. Ignace and Sault Ste Marie area team members pose for a group photo at the 2025 Team Building Day in August 2025.

SAULT TRIBE’S FINANCIAL HIGHLIGHTS FOR 2025

The tribe’s total governmental assets and deferred outflows decreased by \$25.0 million or 7.3% over the course of this year’s operations and total assets and deferred outflows from business-type activities increased by \$3.8 million or 2.1%. Total primary governmental assets were \$507 million at year-end, a decrease of \$21.2 million or 4%.

Total liabilities and deferred inflows in governmental activities decreased by \$30.8 million or 21.99%. Total liabilities and deferred inflows in business-type activities increased by \$8.1 million or 16.31%. Total primary governmental liabilities and deferred inflows were \$167 million at year-end.

During the year, the tribe’s governmental expenses and transfers were \$5.8 million less than the revenues generated by grants, taxes, and other sources for governmental activities.

In the tribe’s business-type activities, total revenues were \$98.2 million while total expenses, taxes, and transfers were \$102.4 million.

The General Fund reported a decrease in expenditures of \$34,000 for the year due to consistent General Government expenses funded with ARP Act of 2022 COVID-19 grants and Recreation and Culture expenditures.

The tribe’s MERS Defined Benefit Pension Plan for law enforcement employees reported a net pension asset of \$390,297 in the government-wide financial statements.

Tribal external debt reduction payments amounted to \$1.2 million.

Major capital projects included:

— The beginning of infrastructure work in St. Ignace for the expansion of affordable housing opportunities.

— The Tribal Building Fund purchased equipment, vehicles and made building improvements totaling \$9,341,062. These were funded in part as noted in the ARPA section and with Building funds. These included improvements to office buildings, cultural and recreation centers, and expansion of member service opportunities.

— Improvements at the JKL School included the completion of a number of ARPA funded projects as noted in the ARPA section.

— The Health Center in Marquette was opened in the fall of 2025 with the commencing of patient services. The Escanaba Community Center has a Health Center which opened in 2025. The Gladstone Health Building completed its fitness center. The Health Centers also began the implementation of their new Electronic Health Record Software Project with completion expected in mid-2026.

— The former Endayon Group Home located on the Sault Housing site was transferred to Sault Tribe Housing Authority. The STHA has plans to remodel the building for use as a local on-site housing office, tentative completion July 2026.

— Governmental Human Resources relocated to renovat-

ed space in the Administration Complex.

— The Transportation Dept purchased 4 vehicles at a cost of \$216,150 using a DOT CARES grant for use in transporting tribal members to doctor and other appointments.

— The remodeling of an existing structure into the home for the Sober Sanctuary Program was completed and began operations in 2025.

ARPA use of funds in 2025
— With the receipt of ARPA funds in 2021, the Sault Tribe formulated plans in each geographic unit of the seven-county service area to purchase or use existing tribal property to develop much needed housing and community centers.

— As a result, the Sault Tribe began to implement the board-approved housing and community center expansion projects. The Manistique Fitness Center was completed in 2025. The Hessel Community Center will be completed in 2026. The Marquette and Escanaba Community Centers were opened in 2025.

— In 2022, these ARPA funds were used to begin construction of 38 affordable housing units at various locations throughout the tribe’s service area. The goal for this project is to provide community members another source of desirable housing alternatives. Units will be either placed on lots at Odenaang (Housing development by Sault Tribe Housing Authority), Riverside Village Park or on a site chosen by the tribal member. As of Dec. 31, 2025, all the units were occupied. Total cost of the project is \$10.2 million.

— ARPA funds were also used to repurpose and upgrade existing buildings. Improved access, new HVAC systems, security enhancements and restroom renovations were among the uses of the funds.

— The campus at JKL School saw the completion of a number of ARPA projects in 2025. Among those were the Bus garage, storage building, cafeteria and restroom remodeling and new sets of entry doors.

— Remodeling was completed at the Administrative Complex for three office suites using ARPA funds. Completion was in mid 2025.

— The tribal elder building had a complete roof replacement and the outside was completely repainted using ARPA Funds.

— The Natural Resources Division remodeled the existing structure at the former Motor Pool Building in Sault Ste Marie and added additional space with the completion expected in 2026.

— The following projects were completed/initiated in 2025 using ARPA funds: McCann - HVAC upgrade, Sugar Island powwow grounds, Sault cultural building upgrades, Sault elderly building parking lot reconstruction, Big Bear Arena chiller upgrade, and Big Bear HVAC System replacement.

— ARPA funds were also used by Kewadin Casinos to complete projects started in 2024 for various projects: Hotel Room Remodeling Project, Hotel Exterior Surface Replacement and the completion of the work

on the replacement of the Casino South Entrance.

Enterprise Major Projects
— Additions to the various casinos included land improvements, furniture and fixtures, equipment and right-to-use assets totaled \$3,671,935 with the major projects being the replacement of computer equipment and credit card devices, furniture and fixtures and slot machines at all five locations. The major project to refurbish 261 hotel rooms in Sault Ste. Marie was completed in fall 2025.

— DeMawating 2025 additions totaled \$909,250. These included a rental property purchase in Sault Ste. Marie which includes 19 units for short-term rentals. The remaining additions were part of their program of systematic roof and furnace replacements and interior renovations.

Work continued in 2025 on the replacement of the water and sewer infrastructure at the DeMawating-owned Riverside Village Park. This is expected to be completed in 2026 with all sites having upgraded water and sewer lines.

— Sawyer Village’s 2025 additions were \$311,696. These additions involved their program of systematic roof and furnace replacements and interior renovations. Sawyer began the complete outside and inside renovation of 42 previously unoccupied units. This is considered a “work-in-progress” until completed in 2026.

— In 2024, the Eagle Lending Program received a \$2,956,523 grant under the State Small Business Credit Initiative (SSBCI), which is geared towards assisting tribal and tribal member businesses with procuring financing through loan participation or collateral support. Two loans totaling \$2,022,256 were completed in 2025, one a tribal loan and the other a tribal member loan.

— Bear on the Mountain (Hessel Ridge) Golf Course improvements included 20 electric golf carts costing \$76,250.

— In July 2025, the entire tribal organization began the systematic upgrading of the payroll process beginning with a new time-keeping system. All 1,800 employees were impacted as the new system was implemented in July for all sites. The next phase beginning early January 2026 is to use the system for processing of payroll and benefits. Kewadin Casinos will begin this process first with the remaining areas of the organization following throughout 2026.

— Also in the planning stages is the replacement of the main accounting software for the entire organization as the current software has run its course and is not systematically supported any longer. This is a huge undertaking given all the major improvement to this type of software since the original software was implemented in 1992. It is anticipated that the switch over will commence in January 2027.

Sault Tribe Housing Authority
— The Sault Tribe Housing Authority (STHA) received over \$798,873 in funding from the

Indian Health Services Sanitation grant program. These grants afforded 18 tribal member families with new well or sanitation systems.

— STHA also received \$12,878,557 from the following sources: Housing and Urban Development \$6,555,400, Michigan State Housing Development Association \$26,025, and Sault Tribe \$6,124,512. These funds were used for its mission to provide tribal members assistance under the following programs: Housing Assistance, Down Payment Assistance, Housing Rehabilitation Assistance, Emergency Housing Services, Homelessness, New Housing Construction, Furnace and Roof Replacements and other, similiar programs.

— In addition, the Authority served a total of 184 tribal members under the Emergency Rental Assistance Program Grant. Total expenditures for this program were \$124,390 in 2025.

— The Housing Authority was awarded \$6 million in Indian Housing Block Grant funds, which were combined with \$2 million in ARPA funds to construct 20 single-family housing units at the Odenaang site in Sault Ste. Marie.

— Sault Tribe Housing Authority Capital Assets totaled \$82,306,707 at the end of 2025 and consisted of land improvements, building and structures, equipment and machinery and vehicles. The total net increase in 2025 for these types of assets was \$6,419,412.

In addition to the renewal of funding for a host of tribal programs, new grant awards in 2025 consisted of the following expenditure amounts: USDA Broadband Grant,\$1,876,360; USDA Co-Stewardship of Federal Lands Grant, \$73,742; DOI - Ecosystems & Wildlife Grants, \$57,444; and Dept of Transportation - RAISE Grant, \$125,779.

Government-wide Statements

The government-wide statements report information about the tribe as a whole using accounting methods similar to those used by private sector companies. The statement of net position includes all of the government’s assets and liabilities. All of the current year’s revenues and expenses are accounted for in the statement of activities regardless of when cash is received or paid.

The two government-wide statements report the tribe’s net position and how they have changed. Net position – the difference between the tribe’s assets and liabilities – is one way to measure the tribe’s financial health, or position.

— Over time, increases or decreases in the tribe’s net position are an indicator of whether its financial health is improving or deteriorating, respectively.

— To assess the overall health of the tribe, consider additional non-financial factors such as changes in the gaming industry regulations and changes in federal law.

The government-wide finan-

cial statements of the tribe are:

— Governmental activities – Most of the tribe’s basic services are included here, such as health and welfare, public safety, education, and recreation and culture. Taxes, federal revenue, state revenue, and charges for services finance most of these activities.

— Business-type activities – The tribe charges fees to customers to help it cover the costs of certain services it provides. The tribe’s Gaming Authority and businesses are included here.

Fund Financial Statements
The fund financial statements provide more detailed information about the tribe’s most significant funds - not the tribe as a whole. Funds are accounting devices that the tribe uses to keep track of specific sources of funding and spending for particular purposes.

— Some funds are required by federal law.

— The Sault Ste. Marie Tribe of Chippewa Indian’s Board establishes other funds to control and manage grant money for particular purposes (Head Start, Fisheries, Sanitation, etc.).

The tribe has three kinds of funds:

GOVERNMENTAL FUNDS – Most of the tribe’s basic services are included in governmental funds, which focus on (1) how much cash and other financial assets that can readily be converted to cash flow in and out and (2) the balances left at year-end that are available for spending. Consequently, the governmental funds statements provide a detailed short-term view that helps you determine whether there are more or fewer financial resources that can be spent in the near future to finance the tribe’s programs. Because this information does not encompass the additional long-term focus of the government-wide statements, we provide additional information at the bottom of the governmental funds statement, or on the subsequent page, that explains the relationship (or differences) between them.

PROPRIETARY FUNDS – Internal services for which the tribe charges internal customers a fee are generally reported in the general fund. Proprietary funds, like the government-wide statements, provide both long and short-term financial information. In fact, the tribe’s enterprise funds (one type of proprietary fund) are the same as its business-type activities, but provide more detail and additional information, such as cash flows. We use internal services for the tribe’s other programs and activities – such as the IT, Human Resources, Accounting, etc.

FIDUCIARY FUNDS – The tribe is trustee, or fiduciary, for its employees’ pension plans. It is also responsible for other assets because of a trust arrangement – can be used only for the trust beneficiaries. The tribe is responsible for ensuring that the assets reported in the funds are used for their intended purposes. All of the tribe’s fiduciary activities are reported in a separate statement of fiduciary net position and a

See “Financials,” Page 5

SAULT TRIBE’S FINANCIAL HIGHLIGHTS FROM 2025

Table A-1												
	Governmental Activities		Business-type Activities		Total		Governmental Activities		Business-type Activities		Total	
	2025	2024	2025	2024	2025	2024	Amount change	% Change	Amount change	% Change	Amount change	% Change
Current and Other Assets	\$ 227,833,469	\$ 262,552,822	\$ 43,854,515	\$ 55,154,210	\$ 271,687,984	\$ 317,707,032	(34,719,353)	-13.22%	(11,299,695)	-20.49%	(46,019,048)	-14.48%
Capital Assets	91,458,591	81,357,974	143,739,225	128,609,826	235,197,816	209,967,800	10,100,617	12.42%	15,129,399	11.76%	25,230,016	12.02%
Deferred Outflows of Resources	-	384,363	-	-	-	384,363	(384,363)	-100.00%	-		(384,363)	-100.00%
Total Assets and Deferred Outflows	\$ 319,292,060	\$ 344,295,159	\$ 187,593,740	\$ - 183,764,036	\$ 506,885,800	\$ 528,059,195	(25,003,099)	-7.26%	3,829,704	2.08%	(21,173,395)	-4.01%
Current Liabilities	\$ 80,427,088	\$ 110,279,880	\$ 17,136,494	\$ 13,149,824	\$ 97,563,582	\$ 123,429,704	(29,852,792)	-27.07%	3,986,670	30.32%	(25,866,122)	-20.96%
Noncurrent Liabilities	28,312,488	29,306,906	38,989,354	34,621,039	67,301,842	63,927,945	(994,418)	-3.39%	4,368,315	12.62%	3,373,897	5.28%
Deferred Inflows of Resources	582,709	552,874	1,592,088	1,853,548	2,174,797	2,406,422	29,835	5.40%	(261,460)	-14.11%	(231,625)	-9.63%
Total Liabilities and Deferred Inflows	109,322,285	140,139,660	57,717,936	- 49,624,411	167,040,221	189,764,071	(30,817,375)	-21.99%	8,093,525	16.31%	(22,723,850)	-11.97%
Net Position												
Net Investment in Capital Assets	87,306,924	76,332,652	127,607,856	121,658,201	214,914,780	197,990,853	10,974,272	14.38%	5,949,655	4.89%	16,923,927	8.55%
Restricted	10,219,255	9,731,629	8,281,841	240,000	18,501,096	9,971,629	487,626	5.01%	8,041,841	3350.77%	8,529,467	85.54%
Unrestricted	107,943,596	115,091,298	(6,013,893)	12,241,424	101,929,703	127,332,722	(7,147,702)	-6.21%	(18,255,317)	-149.13%	(25,403,019)	-19.95%
Designated	4,500,000	3,000,000	-	-	4,500,000	3,000,000	1,500,000	50.00%	-	#DIV/0!	1,500,000	50.00%
Total Net Position	\$ 209,969,775	\$ 204,155,579	\$ 129,875,804	\$ - 134,139,625	\$ 339,845,579	\$ 338,295,204	5,814,196	2.85%	(4,263,821)	-3.18%	1,550,375	0.46%

From “Financials,” pg. 4

statement of changes in fiduciary net position. We exclude these activities from the tribe’s government-wide financial statements because the tribe cannot use these assets to finance its operations.

Financial analysis of the tribe as a whole

Net position: The tribe’s combined governmental and business-type net position was \$339,845,579 for 2025. (See Table A-1 above.)

\$87.3 million of governmental assets are invested in capital assets (land, buildings and equipment) with \$127.6 million of business assets invested in the same manner.

Change in net position: The tribe’s total revenues from primary activities (excluding special items) was \$251 million. (See Table A-2.) The tribe’s revenue comes mainly from gaming revenues, charges for services, taxes and federal sources.

The total cost of all primary activities was \$243 million and included both governmental and member services along with business-type operating costs excluding transfers and taxes.

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

Governmental and Business-type Activities

— Revenues from the tribe’s governmental activities decreased 17.94%, while total expenses increased 18.04%.

— Revenues from the tribe’s business-type activities decreased 18.48%, while total expenses decreased 6.48%. (See Table A-2.)

Governmental Activities

Table A-2 presents the cost of each of the tribe’s five largest programs—health and welfare, public safety, recreation and culture, education, and general government as well as its judicial services, public works and interest expense.

— The cost of all governmental activities this year was \$143.7 million.

— The cost of those services was paid from the following:

- Taxes of \$7.73 million.
- Charges for services of \$35.5 million.
- Operating and Capital Grants

of \$101.1 million.

Interest, dividends and other revenues of \$8.9 million.

The increase in governmental net position for 2025 was \$5.8 million.

Business-type Activities

Revenues of the tribe’s business-type activities were \$98.2 million and expenses were \$99.4 million. (Refer to Table A-2). Business-type activities provide all of the governmental tax revenues, and the decrease in net position for the businesses in 2025 was \$4.3 million after taxes.

As the tribe completed the year, governmental funds reported a combined fund balance of \$107.4 million, a decrease in combined fund balance of \$4.3 million from 2025. The primary reason for the increase in fund balance is highlighted in the analysis of governmental activities. In addition, these other changes in fund balance should be noted:

— Debt service expenditures were \$2.7 million.

— \$15.5 million net was transferred out from the General Fund, a decrease of 27% from 2025.

General Fund Budgetary Highlights

Over the course of the year, the tribe’s Board made several changes to the tribe’s budget. The budget process falls into three categories:

— Original budgets are approved by the Board prior to the beginning of the program’s fiscal year.

— Amendments and supplemental appropriations are approved as needed by the Board of Directors during the course of the fiscal year.

— Year-end modifications are made during the calendar year as needed for programs with non-December year ends.

Even with these adjustments, actual expenditures were \$2.7 million less than the final budgeted General Fund amounts. The actual excess of revenues over expenses and other uses was \$10.4 million more than the final budget anticipated. This is due, in part, to lower transfers out as well as higher transfers in than the final budgeted amounts.

The most significant variances were as follows:

— Interest and other revenues were higher than budgeted.

— Debt service costs were less.

— Recreation and culture cost were less.

— Other financing uses of funds were significantly less.

Capital Assets

At year-end, the tribe has invested \$235,197,816 in a broad range of capital assets, including land, machinery and equipment, buildings, roads, and vehicles.

The principal change in capital assets consists mainly of land purchases and equipment purchases. (See Table A-3 at right.)

Long-Term Debt

At year-end, the tribe had approximately \$7.9 million in notes payable. There was \$4.5 million in Governmental debt

at year-end and Internal Service debt decreased by \$1 million.

Economic factors and next year’s budgets and rates

The COVID-19 pandemic has had a significant impact on the tribe’s operations. The tribe is carrying over \$4 million of unspent ARP Act of 2021 COVID-19 funding into 2026 for COVID-19 disaster relief. The effect of COVID-19 continued to impact all aspects of the tribal economy during 2025 from both the governmental and business perspectives. It will remain to be seen how quickly both the general and tribal economies recover.

These indicators were taken into account when adopting the General fund budget for fiscal 2026. The amount appropriated in the General Fund budget for operations is \$11.6 million, which is a 9% decrease from final fiscal 2025 budget. The tribe will use its revenues to finance current and expected future programs, program expansions into outlying areas, and the expected impact of inflation on those programs.

The largest fiscal 2026 bud-

geted expenditures are for direct services, consulting / subcontracting, and expansion of member services. If these estimates are realized, the tribe’s budgetary General fund balance is expected to remain steady by the close of fiscal 2026.

As for the tribe’s business-type activities, we expect that the 2026 results will also improve based on these items:

— Reduction in operating costs.

— Reduction in Debt Service.

— Increase in operating margins.

Contacting the tribe’s financial management

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

Table A-3				
Tribe's Capital Assets - at Cost				
Governmental Activities	Business-type Activities	Governmental Activities	Business-type Activities	
2025	2025	2024	2024	
\$ 30,889,950	\$ 12,497,000	\$ 30,862,857	\$ 12,319,474	
13,018,707	52,079,459	8,873,817	30,909,709	
148,748,506	262,701,434	136,790,064	262,173,361	
(101,198,572)	(183,538,668)	(95,168,764)	(176,792,718)	
\$ 91,458,591	\$ 143,739,225	\$ 81,357,974	\$ 128,609,826	

Table A-2												
Changes in Tribe’s Net Position												
	Governmental Activities		Business-type Activities		Total		Governmental Activities		Business-type Activities		Total	
	2025	2024	2025	2024	2025	2024	Amount change	% Change	Amount change	% Change	Amount change	% Change
Revenues												
Program Revenues:												
Charges for services	\$ 35,475,432	\$ 36,861,144	\$ 97,554,521	\$ 115,985,885	\$ 133,029,953	\$ 152,847,029	(1,385,712)	-3.76%	(18,431,364)	-15.89%	(19,817,076)	-8.59%
Operating grants and Contributions	94,211,444	119,156,416	-	-	94,211,444	119,156,416	(24,944,972)	-20.93%	-	0.00%	(24,944,972)	-26.48%
Capital grants and Contributions	6,952,366	10,080,500	-	-	6,952,366	10,080,500	(3,128,134)	-31.03%	-	0.00%	(3,128,134)	-44.99%
General Revenues:												
Taxes	7,731,744	7,884,656	-	-	7,731,744	7,884,656	(152,912)	-1.94%	-	0.00%	(152,912)	-1.98%
Interest/Dividends	8,879,930	12,702,890	706,251	741,050	9,586,181	13,443,940	(3,822,960)	-30.10%	(34,799)	-4.70%	(3,857,759)	-37.48%
Component unit distributions	-	-	-	1,528,778	-	1,528,778	-	#DIV/0!	(1,528,778)	-100.00%	(1,528,778)	#DIV/0!
Employee Retention Credit	-	-	-	2,232,960	-	2,232,960	-	0.00%	(2,232,960)	0.00%	(2,232,960)	#DIV/0!
Other	(41,507)	7,950	(89,783)	(60,936)	(131,290)	(52,986)	(49,457)	-622.10%	(28,847)	47.34%	(78,304)	35.42%
Total Revenues	\$153,209,409	\$ 186,693,556	\$ 98,170,989	\$ 120,427,737	\$ 251,380,398	\$ 307,121,293	(33,484,147)	-17.94%	(22,256,748)	-18.48%	(55,740,895)	-15.95%
Expenses												
Gaming Authority	\$ -	\$ -	\$ 78,636,224	\$ 72,529,705	\$ 78,636,224	\$ 72,529,705	-		6,106,519	8.42%	6,106,519	3.88%
Other	-	-	20,761,679	33,755,773	20,761,679	33,755,773	-		(12,994,094)	-38.49%	(12,994,094)	-31.29%
Judicial	1,543,186	1,752,686	-	-	1,543,186	1,752,686	(209,500)	-11.95%	-		(209,500)	-13.58%
Education	14,284,950	14,061,395	-	-	14,284,950	14,061,395	223,555	1.59%	-		223,555	1.56%
Health and Welfare	94,714,299	76,487,286	-	-	94,714,299	76,487,286	18,227,013	23.83%	-		18,227,013	19.24%
Recreation and Culture	5,110,756	4,377,730	-	-	5,110,756	4,377,730	733,026	16.74%	-		733,026	14.34%
Public Safety	5,332,595	4,786,619	-	-	5,332,595	4,786,619	545,976	11.41%	-		545,976	10.24%
General Government	18,707,779	15,066,755	-	-	18,707,779	15,066,755	3,641,024	24.17%	-		3,641,024	19.46%
Public Works	1,056,803	2,140,711	-	-	1,056,803	2,140,711	(1,083,908)	-50.63%	-		(1,083,908)	-102.56%
Interest Expense	2,907,612	3,034,185	-	-	2,907,612	3,034,185	(126,573)	-4.17%	-		(126,573)	-4.35%
Total Expenses	\$143,657,980	\$ 121,707,367	\$ 99,397,903	\$ 106,285,478	\$ 243,055,883	\$ 227,992,845	21,950,613	18.04%	(6,887,575)	-6.48%	15,063,038	4.40%
Excess	\$ 9,551,429	\$ 64,986,189	\$ (1,226,914)	\$ 14,142,259	\$ 8,324,515	\$ 79,128,448	(55,434,760)	-85.30%	(15,369,173)	-108.68%	(70,803,933)	-997.58%
Transfers	(3,737,153)	(24,330,893)	3,737,153	24,411,049	-	80,156	20,593,740	-84.64%	(20,673,896)	-84.69%	(80,156)	
Taxes	-	-	(6,774,060)	(6,845,133)	(6,774,060)	(6,845,133)	-	0.00%	71,073	-1.05%	71,073	-0.52%
Change in Net Position	5,814,276	40,655,296	(4,263,821)	31,708,175	1,550,455	72,363,471	(34,841,020)	-85.70%	(35,971,996)	-113.45%	(70,813,016)	2609.78%
Net Position - Beginning	204,155,499	163,500,203	134,139,625	102,431,450	338,295,124	265,931,653	40,655,296	24.87%	31,708,175	30.96%	72,363,471	15.32%
Net Position - Ending	\$209,969,775	\$ 204,155,499	\$ 129,875,804	\$ 134,139,625	\$ 339,845,579	\$ 338,295,124	5,814,276	2.85%	(4,263,821)	-3.18%	1,550,455	0.33%

TRIBAL COURT 2025 ACCOMPLISHMENTS

For the Sault Ste. Marie Tribe of Chippewa Indians, the Tribal Court is a cornerstone of tribal sovereignty and self-governance. The Court provides a forum where disputes, criminal matters, child welfare cases, civil actions, and community issues can be resolved according to Tribal law, values, and traditions while ensuring due process and fairness for all parties. Beyond administering justice, the Tribal Court helps protect the tribe's inherent right to govern its own people and territory, strengthens public safety, supports families and vulnerable children, and promotes accountability and healing through culturally responsive practices. By maintaining an independent judiciary, the Sault Tribe reinforces its nation-to-nation relationship with federal and state governments and ensures that the community's unique customs, history, and interests remain central to the administration of justice.

In 2025, our trial-level court consisted of the chief judge, court administrator/magistrate, court clerk, deputy court clerk, a probation officer, a specialty court coordinator, and a part-time field surveillance officer/bailiff.

Court Administration

During 2025, the Tribal Court received 376 new operational case filings across a wide range of case types, including criminal, child welfare, guardianship, landlord-tenant, personal protection



The Tribal Court finalized 12 adoptions in 2025. Above, an adoption takes place in court with a traditional ceremony.

order, conservation, and juvenile matters. In addition, the Court administered 512 jury-related matters, bringing the total number of filings recorded during the year to 888.

The Court recorded 1,196 hearing events and outcomes, including arraignments, pretrial conferences, motion hearings, plea hearings, review hearings, permanency planning hearings, dispositional hearings, sentencing, guardianship proceedings, and other judicial proceedings.

Through a combination of in-person and remote proceed-

ings, the Court continued to improve access to justice for litigants, attorneys, service providers, and incarcerated individuals while reducing travel barriers and increasing appearance rates. The Court also maintained a strong focus on timely case resolution, disposing of 1,418 cases and matters during the year and achieving a clearance rate of approximately 160%. As a result, the Court reduced its pending caseload from 231 cases at the beginning of the year to 161 cases at year end, a reduction of more than 30%.

Among the Court's most

meaningful work were proceedings that strengthened and preserved families. During 2025, the Court finalized 12 adoptions and continued oversight of numerous guardianship and child welfare matters affecting tribal children and families, advancing the Court's commitment to the safety, well-being, and permanency of tribal youth and families.

Probation Department

The Probation Department plays a critical role in promoting public safety, accountability, rehabilitation, and successful reintegration by supervising adult offenders in the community as an alternative to incarceration. To ensure compliance with court-ordered conditions and support positive behavioral change, probation officers utilize a variety of supervision strategies, including electronic monitoring, random drug and alcohol testing, field contacts, and community service oversight. The department also supervises participants in the Tribal Drug Court and Domestic Violence (DV) Court. These specialty courts provide intensive supervision, treatment services, and evidence-based interventions designed to address the root causes of criminal behavior, reduce recidivism, and improve community safety.

In addition to adult supervision, the department provides services to juvenile offenders through both informal and formal probation. Informal probation offers eligible youth an opportunity to address behavioral concerns without creating a formal court record, while formal probation provides structured, court-ordered supervision. To ensure services are tailored to each youth's needs, the department utilizes the Michigan Juvenile Justice Assessment System (MJJAS) to identify risk factors and service needs. Additional programming, including the Juvenile Justice Initiative (JJI) and Adolescent In Home Assistance (AIHA), supports accountability, skill development, and positive decision-making. The department also oversees juvenile community service projects, providing opportunities for youth to give back to the community while developing responsibility, strengthening community connections, and building valuable life skills.

Gwaiak Miicon

Gwaiak Miicon Adult Treatment Court continued operations in 2025, marking its 25th consecutive year of serving individuals affected by substance use disorders. Gwaiak Miicon is an evidence-based, highly structured treatment court program designed for individuals who are at high risk of continued involvement with the criminal justice system due to substance use and related challenges. By combining intensive judicial oversight, accountability, culturally responsive support, and behavioral health treatment services, the program seeks to address the underlying causes of criminal behavior and promote long-term recovery. The Court recognizes that when the root causes of criminal conduct, including substance use, trauma, and other underlying issues, are effectively addressed, participants



are better positioned to achieve lasting stability and reduce future involvement with the justice system.

Court of Appeals

The restructuring of the Appellate Court occurred on Aug. 20, 2024, by board resolution. Four new appeals were filed in 2025: Two landlord/tenant matters, and two child welfare matters. The Sault Tribe Court of Appeals plays an equally important role by providing independent review of trial court decisions, helping to ensure that laws are applied fairly, consistently, and in accordance with the tribe's Constitution and legal principles. Through appellate review, the Court of Appeals strengthens public confidence in the judicial system, safeguards the rights of litigants, and promotes the continued development of tribal jurisprudence, creating a stable and predictable body of law for future generations.

Domestic Violence Court

The Court also continued its Domestic Violence (DV) Court program this year for offenders convicted of abusive crimes against an intimate partner. DV Court is presided over by the judge or magistrate and is a specialized docket that allows the justice system to have intensive oversight on cases, enhances victim safety, and holds offenders accountable while offering them rehabilitative services to deter repeat offenses. Participants must attend frequent Court review hearings, attend Men's Group, complete a behavioral health assessment and treatment if recommended, and write a series of essays on power and control. Tribal Court staff are trained in the Men's Education Group Duluth Model and Moral Recognition Therapy (MRT) to facilitate the weekly groups. The curriculum for Men's Education is 26 weeks, and the Court also incorporates cultural teachings and two sweat lodges into its program through collaboration with Traditional Medicine. MRT is a 12-step workbook designed to modify criminal thinking. Tribal Court accepts referrals to Men's Education Group and MRT from social service agencies and other tribal and state courts for a nominal fee.

Tribal Court Goals for 2026

— Continue efforts to prepare the implementation of the Tribal Law & Order Act, which would increase the maximum criminal penalty for a crime in this court from 1 year to 3 years confinement.

— Continue to increase responsiveness, efficiency, and accuracy.

— Develop, implement, and administer programs tailored to the evolving needs of the tribal justice community, and be a partner in problem solving with other tribal services.

ELDER PAYMENT INFORMATION

New Optional Online Process for 2026 Elder Checks

Online registration is quick, easy, and takes just **4 steps**

To complete your online form:

1. Visit www.saulttribe.com
2. Click on the "Elder Dividend Portal" button
3. Complete and submit the online form
4. Once your form has been successfully submitted, you will receive a confirmation/reference number. Please keep this number for your records.



Eligible Tribal members now **have the option** to enroll online to receive their 2026 Elder Dividend from **NOW until Oct. 1, 2026**.

If you will be 60 years of age or older by December 31, 2026, you are eligible to enroll.

The online portal will only be available from **Aug. 1 - Oct. 1, 2026**. If you do not complete the online form during this time, a paper form will be mailed to you which you must complete and return by mail to receive your 2026 Elder check.



LAW ENFORCEMENT HIGHLIGHTS FOR 2025



Sault Tribe Law Enforcement (STLE) serves tribal communities in Sault Ste. Marie, Kincheloe, Hessel, St. Ignace, Newberry, Manistique, Wetmore, Munising, Escanaba and Marquette. STLE also serves as the Conservation Enforcement and treaty licensing entity for Sault Tribe.

STLE also provides access to Sex Offender Registration and Notification Act (SORNA) resources, public website, registries, and related information to help keep the community informed and safe.

The department oversees the operation and administration of the Sault Tribe Youth Facility (STYF), a 25-bed facility in St. Ignace that houses ages 11-17 who are court-ordered to a detention facility. Trainings attended by STYF staff in 2025 included BIA Detention Guidelines Training, Detention Facility Policies and Procedures, IAFMS Maximo Training, First Aid, CPR and Narcan Training.

Throughout 2025, STLE remained continued to invest in the professional development of its officers and staff. Personnel attended a variety of specialized training programs, including forensic interviewing, human trafficking investigations, active violence response, CPR certification, firearms and taser instruction, K9 operations, and criminal jurisdiction in Indian Country. These training opportunities strengthen departmental capabilities and ensure officers are equipped to effectively serve and protect tribal communities.

Officers coordinate, assist and escort ACFS staff when they need to fingerprint possible foster parents. In 2025, dispatchers answered 11,316 phone calls.

Conservation

With regards to Conservation, in 2025 STLE issued the following:

- 4,685 (104 increase from 2024) Inland harvest cards with over 12,300 associated hunting tags
- Received and processed 710 (41 increase from 2024) bear applications and 764 (52 increase) elk applications
- Received and entered 2,893 (256 increase from 2024) inland harvest reports
- Issued 44 commercial captain, one Co-Captain, one Small Mesh Permit and 65 (10 increase from 2024) commercial helper licenses
- Received 807 commercial catch reports (12 increase from 2024)
- Issued 180 (one increase



Det. Sgt. McLeod gets pied for “Pie a Po-Po,” where he raised the second highest amount for the Brimley Child Advocacy Center.

from 2024) Great Lakes subsistence gillnet licenses and 205 (56 increase from 2024) subsistence licenses, and entered 3,212 (515 increase from 2024) subsistence catch reports

- Cancelled or reinstated 87 (25 increase from 2024) Subsistence/Gill Net licenses
- STLE’s 2025 highlights**
 - Staffing changes included a SORNA Coordinator and two new officers.
 - Officer trainings included: De-escalation Training, BIA Recertification, Legal Update, Sex Trafficking, K9 Patrol and Narcotics, FOIA, Controlled Force MACH Train the trainer, MDHHS STOP Violence, Criminal Jurisdiction in Indian Country, Active Violence Training, Mental Health Awareness, CPT Training, Child Abuse & Sex Crimes Forensic Interviewing, Glock Armorer, ARIDE, CPR, Anti-Trafficking Operations, Human Trafficking, Interrogation, Taser Instructor re-certification, and Pistol Shoot/Taser, Response to Active Violence training, PAAM Forensic Interview, and Active Shooter and Response Mass Casualty.
 - STLE assisted with the Election Ballot Count, picking up ballots, and standing by to ensure full transparency.
 - The SORNA project coordinator and two officers attended multiple Health and Housing fairs in the following areas throughout the year in Kincheloe, Newberry, Hessel, St. Ignace, and Sault Ste. Marie.
 - STLE staff participated in 2025’s team building event, Sault Tribe powwow, Feeding America food distributions, board of directors’ meetings, YEA and Kinross Trunk or Treat, Escanaba Halloween party, Walmart safety event, child abuse prevention

drive thru event, St. Ignace, Sault and Kincheloe Housing Authority Health and Safety Fairs, recovery walk, domestic violence walk, and ACFS’s family fun day for child abuse prevention.

- Provided presence at multiple concerts at all of our Kewadin Casino sites
- Provided safety/escort services for Bronco the Mac
- Hosted five Interns from Sault High for a day
- Hosted intern focusing on Conservation
 - Supported Tri-County Drug Enforcement Team (TRIDENT) by dedicating one officer to serve on this team
 - Submitted Conservation articles to be published in the Sault Tribe newspaper
 - Ensured continued compliance with Sault Tribe’s Chapter 72-Sex Offender Registration and Notification Code, which included ensuring that all offenders within Sault Tribe’s jurisdiction were registered, updated, and/or verified
 - Worked with tribal departments to make sure the public has the most up-to-date information regarding offenders in our areas
 - Worked with HR regarding incoming employees on the SORNA registry
 - Assisted Santa Claus with his visit to the Sault Tribe Daycare
 - Participated with St. Ignace and Sault schools for lock down drills
 - Participated in the sixth annual Community of Trees, taking third place
 - Participated on Sept. 30, 2025, “Every Child Matters” day, wearing orange or orange ribbons
 - Participated in the “Annual Dispatcher” week with Central Dispatch
 - Sat on the Sault High Advisory Board, Lake Superior

State University (LSSU) MCOLES Advisory Board, and hosted interns from LSSU and Sault High School

- Completed annual firearms qualifications under state and federal regulations and met 40 hours of continuing education under MCOLES licensing standards
- Participated in the Sault Ste. Marie downtown trick or treating and the 10th annual fright night at the Manistique Drive In
- Presented to Sault Area Public Schools Law Enforcement class
- Participated in the Sault Ste. Marie “Shop with a Hero” for Christmas
- Participated in I-500 to ensure trails were safe. (Picture below)
- Participated in the 2025 “Fire vs Police: Battle of the badges” hockey game, raising \$10k in scholarship funding
- Received “Highline Internet: EUP First Responder of the Month” for July
- Participated in the 2025 USC Mental Health Awareness Ice bucket challenge.
- Participated in the “Pie a Po-Po” to raise money for the Bay Mills Mashkawizii Child Advocacy Center

- Participated in the Big Bear summer program
- Handed out information at Sault Ste. Marie’s annual Engineers Day
- Participated in “Breakfast with a Badge” with Malcolm high school students
- Visited with Sault Tribe Head Start and Cedarville Head Start
- Created two “non-certified” police officer positions now enrolled in the academy
- Helped Ms. Stecs’ Social Studies class with a mock trial
- Assisted with the Elder Christmas party in Sault Ste. Marie
- Participated in the Hell to Paradise Motorcycle Rally
- Participated in every local parade in the tribe’s local counties
- Participated in a Department of Homeland Security grant program that provides funding for STLE officers to assist the U.S. Border Patrol in providing increased border security along the northern border



Officer Hadfield MSTQ decorated his vehicle for Trick or Treat in Manistique on Halloween 2025.



Officers TenEyck and Lubben (L-R) and K-9 Nuka make a presentation.



Officer Thorne, STLE Administrative Manager Amber Horner, and Sgt. Lester man the booth at an ACFS Family Fun Night.



Officers Gardner and Jezewski keeping the trails safe at the 2025 I-500 snowmobile race.

NATURAL RESOURCES DIVISION HIGHLIGHTS IN 2025

The Natural Resources Division (NRD), made up of the Wildlife Program, Fisheries Program, Environmental Program and Consortium for Cooperative Ecological Resilience, accomplished significant work in 2025.

In fiscal year 2025, NRD managed \$2,862,209, with 92% coming from external funding essential to sustaining our staffing and programs from the U.S. Fish and Wildlife Service (USFWS), U.S. Forest Service (USFS), U.S. Environmental Protection Agency (EPA), U.S. Bureau of Indian Affairs (BIA), The Nature Conservancy, and other partners.

WILDLIFE PROGRAM

Coastal Resilience Initiative

For more than a decade, division staff have led innovative invasive species control and coastal wetland restoration throughout the St. Marys River. The Wildlife Program is working to restore wetlands and enhance habitat for migratory birds by reestablishing native plant species such as manoomin (wild rice) and bulrush, managing invasive species, and using long-term wildlife monitoring to guide restoration.

Invasive Species Mapping and Removal: Staff continued systematic surveillance and treatment of aquatic invasive species across coastal wetlands on public and Tribal lands in the lower St. Marys River. In 2025, staff treated approximately 20 acres of invasive species along St. Marys River shorelines and mapped new detections from Sault Ste. Marie to Dunbar, including on Sugar and Neebish Islands. Through collaboration with Three Shores Cisma, 159 invasive species detections were reported to support rapid response efforts. Since 2021, the Wildlife Program has treated 94 acres of invasive species, including hybrid cattail, European frog-bit, and purple loosestrife.

Manoomin Restoration: In 2025, staff advanced efforts to restore manoomin (wild rice) across St. Marys coastal wetlands, seeding approximately 27 acres. A community seeding event brought together Sault Tribe members, local Anishinaabeg, and Division staff to seed Munuscong Bay. The Munuscong Bay experimental restoration site entered its sixth year. Through partnerships, staff are supporting the refinement of a Manoomin Habitat Suitability Model to identify areas with greatest potential for successful restoration.

Secretive Marshbird and Waterfowl Monitoring: The Wildlife Program has led long-term monitoring of secretive marshbirds, including American bitterns, rails, and coots, along with migratory waterfowl to measure the health of St. Marys River coastal wetlands and guide restoration efforts. Annual surveys track changes in species presence, abundance, migration timing, and breeding activity, allowing staff to evaluate habitat conditions, detect ecological change, and ensure restoration efforts continue to benefit the birds and wetlands that sustain them.

Black Tern Monitoring: Black terns have declined by nearly 90% across Great Lakes coastal wetlands, making habitat



restoration in the St. Marys River a conservation priority. Since 2020, the Sault Tribe has worked with partners to monitor and protect one of the region’s largest remaining breeding colonies. Through habitat restoration, long-term monitoring, and installation of nesting platforms, the Wildlife Program is working to improve nesting success, strengthen colony resilience, and support the recovery of this Michigan species of concern.

Mudpuppy Conservation: Mudpuppies are a key indicator of clean, healthy aquatic ecosystems, yet populations are declining across the Great Lakes due to habitat loss, pollution, and other environmental stressors. In 2025, the Sault Tribe launched a pilot assessment in the St. Marys River to establish baseline data on mudpuppy populations, evaluate spawning habitat, and build a foundation for future conservation. This project will guide future conservation strategies for this species of greatest conservation need. If you observe a mudpuppy, please report the location and date to wildlifeprogram@saulttribe.net and send a photograph to aid in monitoring.

Remote Camera Trapping: The Wildlife Program continued its multi-year camera-trapping project designed to better quantify wildlife populations in the

1836 Treaty Ceded Territory. Staff maintained 60 remote camera traps across the east unit of the Hiawatha National Forest, compiled and organized data, and identified the wildlife species present in each photo. Division staff will use this data to develop occupancy models and inform future population estimates for gray wolves in the eastern Upper Peninsula.

Wolf Assessments, Monitoring, and Planning: Division staff continue to monitor wolves through camera trapping and GPS collaring activities. Staff spent time organizing and updating existing camera data in preparation for analysis.

Inter-agency Ishkode (Fire) Stewardship Plan: This plan is built off a partnership between the Division and USFS to reintroduce prescribed fire to the Hiawatha National Forest. NRD continues to collaborate with the USFS to ensure tribal ceremony and management priorities are integrated into ongoing Ishkode work. As part of NRD’s 2025 pre-fire ecological assessment, staff conducted assessments on spruce grouse and American marten habitat use and vegetation composition in Betchler Marsh. Additional vegetation surveys were conducted after the burn so that the short-term and long-term impacts of Ishkode can be docu-

mented. A community cranberry assessment laid the groundwork for long-term monitoring of cranberry responses to burns on peatland complexes. Two waabizheshi (martens) were fitted with radio collars in 2025 to understand how their habitat use may be influenced by fire.

Harvest Assessment and Reporting

In 2025, tribal members with Sault Tribe-issued harvest cards submitted 2,117 annual harvest reports for 2024, which are vital for understanding subsistence and commercial use of fish, wildlife, and plant species across the 1836 Ceded Territory. This information helps guide species assessments, regulatory review, and monitoring programs that support treaty-reserved harvesting by tribal members. Staff conducted the annual lake sturgeon, elk, and bear permit lotteries. Finally, NRD worked with Sault Tribe Law Enforcement to issue and meet reporting requirements for 129 walleye system harvest permits, one steelhead permit, and 29 specially regulated methods reports.

Fisheries Program - Great Lakes Fisheries Management

The Fisheries Program collects data to estimate stock size and mortality of commercially important species such as lake whitefish and lake trout. Projects that protect subsistence fishing and recreational angling for tribal citizens are also prioritized.

Fishery-dependent Surveys: Survey crews completed dockside sampling of commercial harvest and ride-alongs with tribal commercial fishers. Crews completed 34 dockside samples and sampled nearly 1,300 fish representing six commercially harvested species, collecting biological information such as length, weight, and age. Crews completed eight ride-alongs and lifted 54 nets with tribal commercial fishers, used to monitor year class strength of juvenile fish or “throwbacks” collecting information from over 200 juvenile fish.

Fishery-independent Survey: In 2025, crews deployed 18 experimental graded mesh nets on the bottom of Lake Huron along randomly selected depth strata and set six suspended nets targeting the midwater column. They collected biological information—length, weight, and age—from over 400 fish representing 16 different species.

Deepwater Project: The team completed 2025 fieldwork for the GLRI-funded Deepwater project

sampling fish and zooplankton at four study sites in Lake Huron.

Non-Local Being Monitoring: Non-local species monitoring survey in the St. Marys River was completed as part of a collaborative effort with the U.S. Fish and Wildlife Service, the Bay Mills Indian Community, the Department of Fisheries and Oceans Canada, the Ontario Ministry of Natural Resources, and the Michigan Department of Natural Resources. Tribal staff sampled 36 sites, contributing to the 110 total sites surveyed by all collaborators and the examination of over 15,000 fish. They detected no new non-local species during the survey but found and removed three non-native Eurasian Ruffe and one Threespine Stickleback from Lake George, one Threespine Stickleback from the North Channel, and one Sea Lamprey from the Charlotte River.

Lake Whitefish Initiative

Lake whitefish are central to the Sault Tribe’s commercial fishery, yet populations within the 1836 Treaty waters have experienced significant declines since the early 2000s. Sault Tribe initiated a groundbreaking pond-based lake whitefish rearing program in 2018 to support the restoration of river-spawning stocks while advancing propagation and conservation techniques. The program is centered at Nunn’s Creek Hatchery, which has the capacity to incubate approximately 1.5 million eggs and produce up to 400 pounds of juvenile fish annually. In 2025, the program successfully stocked 110,000 summer fingerlings. The fish were predominately stocked in Northern Lake Huron tributaries: the Pine River and Nunn’s Creek. During the 2025 November spawning season work began towards 2026 stocking. Gametes were collected from more than 100 adult spawning pairs, resulting in the fertilization of over 1.4 million eggs. More than 900,000 eggs successfully hatched to the fry stage.

The Fisheries Program also continued its Carp River whitefish translocation project, an initiative designed to reestablish river-spawning stocks from wild adult fish. During 2025, a total of 243 adult lake whitefish were captured in Lake Huron and transported approximately 23 miles upstream into the Carp River. Of these, 64 fish were fitted with acoustic transmitters

See “NRD 2025,” page 9



Successful nesting by Black Terns on an artificial platform installed to enhance breeding habitat.



A female marten (Waabizheshi) is released and bounds into the Hiawatha National Forest wearing a new radio collar.



From “NRD 2025,” page 8
to monitor post-release move-
ments and spawning behavior.
Preliminary telemetry data
indicate that many translocated
fish remained within the river
well beyond the peak spawning
period. This suggests an encour-
aging level of site fidelity and
the potential for successful rees-
tablishment of river-spawning
populations.

Walleye Production

The Sault Tribe operates a
production walleye hatchery in
Barbeau, with an annual stocking
target of 1–1.5 million fingerlings
for release into Great Lakes and
inland waters within the 1836
Treaty territory. In the summer
of 2025, more than 437,000 fin-
gerlings were stocked. During
fall electrofishing surveys, staff
found that more than 75% of the
sampled juvenile walleye were
hatchery-reared, demonstrating
successful contributions from the
stocking program. Each year the
Fisheries Program assists in local
Walleye tournaments. These fish
are returned alive to the water by
the program. However, if fish do
expire, the program collects bio-
logical samples and, with the help
of Massey Fish Co., processes
the fish into meals for the Elders’
Meal Program.

ENVIRONMENTAL PROGRAM 2025 HIGHLIGHTS

In 2025, Environmental staff
served communities throughout
the tribe’s seven-county service
area, protecting drinking water,
expanding air-quality monitoring,



Sault Tribe Fisheries Biologist I Coco Eberhard and Fisheries Technician II and Boat Captain, Rich Reining, sample a commercial fisher’s catch at a fish shed.



Sault Tribe Fisheries Technician II and Boat Captain, Rich Reining, operates the lifter aboard the R/V Atikameg, Sault Tribe’s Great Lakes research vessel.

improving emergency response
readiness, and building a long-
term surface-water monitoring
program.

Protecting drinking water

One of the year’s most direct
benefits to tribal members came
through the groundwater urani-
um project. Some private wells
located on or near the Jacobsville
Sandstone formation along the
northern Upper Peninsula can
contain naturally occurring urani-
um. The Environmental Program
focused testing in this area.
When a well tested above the
federal drinking-water limit for
uranium, the program installed a

reverse-osmosis treatment system
in the home.

Staff continued required
drinking-water monitoring com-
munity water systems in Hessel,
Manistique, and Wetmore; casin-
os in Hessel, Christmas, and
Manistique; and the Manistique
Tribal Health Center. Monthly
bacteriological sampling checked
for possible contamination. Staff
also coordinated required testing
for nitrate and nitrite, lead and
copper, disinfection byproducts,
and radionuclides.

Expanding Air-Quality Protection

In late 2025, the tribe began
monitoring PFAs deposited into
the environment via rain and
snow. PFAs are long-lasting
chemicals that can travel through
air and water and persist in the
environment. The Environmental
Program secured grant funding to
support this work through the end
of 2027. The new project builds
on the tribe’s participation in the
National Atmospheric Deposition
Program’s National Trends
Network, which has collected
precipitation data at the tribal
monitoring site since 2021.

Staff also conducted indoor
air-quality assessments for
tribal members throughout
the seven-county service area.
Assessments were also completed
at tribal facilities upon request.

Strengthening Emergency Response

The Environmental Program
also strengthened the tribe’s abil-
ity to respond to hazardous spills
and other environmental emer-
gencies. In May 2025, staff par-
ticipated in Incident Management
Assistance Team training with the
U.S. Coast Guard. Staff soon had
an opportunity to put that train-
ing into practice during the 2025
Oberstar incident, when a freight-
er ran aground in the St. Marys
River. An Incident Command
Center was established, and NRD
staff provided tribal leadership
with daily updates on changing

conditions and response activities.
In recognition of that work, the
Environmental Program Manager
received a U.S. Coast Guard
public service commendation in
2026 for the response to the 2025
incident.

The tribe also purchased a new
spill-response trailer and related
equipment. The trailer gives staff
better access to the tools need-
ed to respond when hazardous
materials threaten tribal property,
waterways, or nearby communi-
ties.

Surface Water and Community Stewardship

The Surface Water Program
made progress on a 5-year
water-quality monitoring strategy
and Quality Assurance Project
Plan. Together, these documents
will guide where water samples
are collected, how testing is com-
pleted, and how the quality of the
results is confirmed.

The program also hosted suc-
cessful rain-barrel workshops
for tribal members. Participants
learned how rain barrels can
conserve water and reduce storm-
water runoff, and free rain barrels
were provided to those attending.
The workshops gave members a
practical way to help protect local
waters at home.

CONSORTIUM FOR COOPERATIVE ECOLOGICAL RESILIENCE

Regional Wild Rice Planning,
Forest Partnerships, and Policy
Advocacy

The Consortium for
Cooperative Ecological
Resilience (CCER) officially
joined the Sault Tribe’s Natural
Resources Division (NRD), and
spent 2025 building out four
major efforts that shape how the
division works with tribes, uni-
versities, and federal agencies
across the region: a basin-wide
plan for wild rice, a shared
framework for managing forest
ecosystems, new tools supporting
the tribe’s forest research, and a
growing role in policy that pro-
tects treaty rights.

Regional Wild Rice

CCER’s biggest undertaking
in 2025 was continued leader-
ship on the Great Lakes Basin
Manoomin Stewardship Plan,
a years-in-the-making effort to
guide the restoration and care of
manoomin (wild rice) across the
entire Great Lakes region. This
fall, CCER brought on Compass
Resource Management to help
lead the planning process and
began reaching out to tribal com-
munities throughout the basin to
understand their priorities.

That groundwork built toward
a major community event in
November, when CCER co-host-
ed the Great Lakes Manoomin
Gathering, Gimaada’oonidimin
manoomini-gikendaasowin (We
share wild rice knowledge),
at the Kewadin Casino and
Convention Center. Chairman
Lowes opened the two-day gath-
ering, which drew tribal mem-
bers, First Nations, university
researchers, and state and federal
partners from across the region to
share knowledge about caring for
wild rice.

The Hemiboreal Decision Support Project

CCER, NRD, the U.S. Forest
Service, and the U.S. Fish and



Rain Barrel Display at a Sault Tribe powwow.

Wildlife Service spent 2025
laying the groundwork for a
shared, three-year plan to man-
age the region’s boreal forest
ecosystems. In May, CCER
hosted a Hemiboreal Decision
Support Project retreat, bringing
together representatives from
those agencies along with the
Bay Mills Indian Community,
Little River Band of Ottawa
Indians, Grand Traverse Band of
Ottawa and Chippewa Indians,
and Little Traverse Bay Bands
of Odawa Indians to discuss
how to improve collaboration on
ecological stewardship across
land ownership. That work led
later in the summer to a finalized
joint decision charter, the guiding
document for the project going
forward.

This fall and winter, CCER
worked with the First Nations
Development Institute to build
a training plan for the partner
tribes and agencies involved.

TFPA Support: Turning fieldwork into understanding

CCER also spent 2025 build-
ing the tools and partnerships
that support the tribe’s work
under the Tribal Forest Protection
Act (TFPA) agreement with the
Hiawatha National Forest. While
the Wildlife Program’s biologists
ran the cameras, traps, and col-
lars that gather data across the
forest, CCER’s role is turning
that fieldwork into usable sci-
ence.

NRD Policy Support

CCER played a growing role
this year supporting NRD’s work
on policy issues that affect treaty
rights and resource management.
In May, CCER and NRD leader-
ship reviewed a proposed federal
bill, the FORESTS Act, aimed at
expanding tribal co-management
of federal lands.

Looking Ahead

Together, these four efforts
— wild rice planning, forest eco-
system planning, wildlife science
partnerships, and policy support
— reflect CCER’s role within
NRD: building the partnerships,
funding, and frameworks that
make the tribe’s on-the-ground
stewardship work possible.
Heading into 2026, CCER will
continue building out project
teams, growing research partner-

2025 LANGUAGE & CULTURE DIVISION HIGHLIGHTS

The Sault Tribe Language and Culture Division works to provide meaningful opportunities for tribal members to learn our Anishinaabe Bimaadiziwin (way of life) and Anishinaabemowin (Ojibwe language). In doing so, we honor and respect our inherent responsibility to protect and preserve the beautiful way of life given by Gichii Maniidoo (Creator) and left to us by our ancestors to carry on for generations to come.

- 2025 Cultural Events and Activities**
- Winter Ceremony Gathering
 - Snow Snake Workshop
 - Snow Snake Competition and Games
 - Ribbon Skirt Workshop (four workshops)
 - Winter Storytelling
 - Winter Survival Camp at Mary Murray Culture Camp
 - Flint Knapping Workshop
 - Spring Ceremony Gathering
 - Pucker Toe Moccasin Workshop
 - Eagle Cleaning Demonstration
 - Annual Sugar Bush Camp at Mary Murray Culture Camp
 - Winter Mitten Workshop (three workshops)
 - Hand Drum Workshop (three workshops)
 - Powwow Accessory Workshop
 - Medicine Pouch Workshop (two workshops)
 - Annual Chiefs’ Feast
 - 43rd annual Baaweting Summer Gathering and Powwow
 - Music in the Park
 - Fall Ceremony and Jiibay Feast
 - Men’s Retreat at Mary Murray Culture Camp
 - Veteran’s Day Drum Social and Feast

- Black Ash Basket Workshop
- Bi-Weekly Craft Nights (St. Ignace)
- Zhishiigwaanike (Shaker/Rattle making)
- Cooking classes with Indigenous foods
- Wabeno Lodge Building Teachings
- Ojibwe design leather belt workshop
- Powwow Dance Instruction
- Monthly Teachings at St. Ignace Youth Detention Center
- Foliage Basket Workshop
- Beaded Fringe Earring Workshop
- Craft and Tea Evenings in Library
- Paper Quilling Workshop
- Women’s Talking Circle
- New Year’s Eve Sobriety Powwow and Feast

Niigaanagiizhik Ceremonial Building

The division acts as caretaker for the Niigaanagiizhik Ceremonial Building, which was built in the 1990s at the request of tribal elders in the Baaweting community. The elders wanted a place where loved ones could journey to the spirit world with Anishinaabe ceremony, traditions, and family, without question.

- 2025 Niigaanagiizhik Usage**
- Community Funerals, 24
 - Community Fundraisers, 5
 - Craft Workshops, 12
 - Meetings, 24
 - Gatherings and Ceremonies, 27
 - Community Usage, 22
- The facility was also used for weekly drum practice and weekly cultural craft night — both are organized by community members and not division staff.
- For 2026, Niigaanagiizhik will undergo painting upgrades, new appliances, and landscaping.



Jingle dress dancer from the annual Bahweting Powwow in Sault Ste. Marie.

Mary Murray Culture Camp – Sugar Island, Mich.

Mary Murray Culture Camp (MMCC) on Sugar Island is also under the supervision of the Language and Culture Division. It sits on 40 acres of hardwood with nature trails throughout. The camp was built to provide an environment to teach our traditional life ways. It sleeps 36 guests for overnight stays, with a full kitchen, showers, bathrooms, and community gathering space. The camp is available for use by other tribal departments and community groups.

The biggest event hosted annually at the camp is the Sugar Bush, usually running for a month between March and April. In 2025, 70 trees were tapped, groups from Joseph K. Lumsden School and Sault Area High School visited the camp to take part in sap collection and boiling, and the division hosted an annual Community Sugar Bush day where a boiled dinner was cooked in maple sap for all who attended. The division also hosted a staff

in-service day to make maple sugar. Other MMCC activities in 2025 included a craft workshops, spring and fall fasting camps, drum groups, and a men’s retreat in October. For 2026, we will be looking to bring back many more camps by collaborating with Youth, Education & Activities (YEA), Education, Community Health, Traditional Medicine and Bay Mills Community College.

43rd Annual Baaweting Homecoming Powwow

- Culture staff, board members, other department staff, and volunteers began meeting early in February to identify needs such as repairs to the arena, new sound system, electrical, water access, landscaping, garbage disposal, and more carts for handicapped and elders. In 2025, the powwow had six drums, 175 registered contest dancers, additional 50 registered non-contest dancers, 51 vendors, and an estimated crowd 2,500.

Ceremonial Events

- *Aadizookaanan* – Series of sacred winter story telling events at Niigaanagiizhik.
- Seasonal Ceremonies, *Ziibing, Niibin, Miinwaa Dgwaagi, Biboon* (spring, summer, fall, winter.)
- Annual Chiefs’ Feast during summer Baaweting Homecoming to honor our chiefs from the past who made a path for the people to survive here today.
- Annual *Jiibaakwe* (Fall Spirit Feast, Ghost Feast).
- Assist with *Waabeno* lodge teachings and building for summer ceremonies in Hessel, Sault Ste. Marie, and Sugar Island.
- Men’s sweat lodge – monthly from May through September.
- Division director worked with ACFS and Tribal Court to provide eight blanket ceremonies

for adoptions and placements for tribal families adopting children into their families.

Anishinaabemowin (Language) Activities

- Developed Ojibwe calendars with the traditional names for each month which are available on the site along with list of language related to that month. Language lessons are also published monthly in the tribal news paper.
- The division continues to offer weekly Anishinaabemowin classes virtually via Zoom (Wednesdays 6-8 p.m. and Thursdays 10 a.m.-12 p.m.).
- Cecil Pavlat, Paul Blondeau, Susan Askwith and Yvette Pitawanakwat all continue to serve as language instructors.
- Hosted the annual Baaweting Anishinaabmowin conference to give opportunity to learners to listen to and interact with other language speakers and each other.
- After-School Program for children ages 7-12 aims to produce emerging speakers. Children take part in fun projects and recreational activities and learn everyday language and cultural practices woven into the curriculum.
- Youth Summer Program provided a summer program for young language learners ages 7-12 four afternoons a week. The children experience Ojibwe language through participation in fun activities such as cooking, gardening, picking medicines, visiting local tourist sites, Native crafting, fishing, traveling to water parks, and a couple of camping trips (language immersion).
- In 2026, we will be looking to expand our collaboration with other tribal departments including Education, Recreation, Communications, and others.

REPATRIATION AND LIBRARY ACTIVITIES FOR 2025

NAADIN ESHPENDAAGWAK — To get back what we hold sacred

The Ojibwe Learning Center & Library offers educational materials and space for the tribal community, and promotes the learning and preservation of traditional Anishinaabe ways. Books are focused on Native American traditions, cultures, and languages. The library contains authentic cultural pieces, including baskets, beadwork, and a birchbark canoe. It is also a place to hold meetings, events, classes, or language classes (in-person and online).

Repatriation & Historic Preservation represents our tribe on issues concerning the Native American Graves Protection and Repatriation Act (NAGPRA) and Section 106, and facilitates the return of ancestral remains and items of cultural patrimony removed from our homelands, past and present. The program deals with inadvertent discovery of ancestral remains and sacred or traditional cultural properties taken from tribe during construction projects. It also serves as the administrative contact for Wequayoc Cemetery Committee. It addresses the tribe’s policy

concerning gravesites and their protection, works with tribal, federal, state, and local branches of government.

RHPO STAFF

The Repatriation and Historic Preservation Office, located in the Ojibwe Learning Center and Library is staffed by the Repatriation and Historic Preservation Specialist, and a part-time library aide.

REPATRIATION

The RPHO facilitated the repatriation of 24 ancestors and their belongings. The Repatriation Specialist conducted routine NAGPRA consultations. The RHPO held four Repatriation Ceremonies (burial of ancestors) on June 3, June 14, Oct. 18, and Nov. 22.

HISTORIC PRESERVATION

The Repatriation Specialist conducted routine NHPA Section 106 reviews or consultations with the U.S. Army Corps of Engineers (USACE) at Soo Locks Complex to discuss the removal of the Brady Park Obelisk from the burial mounds. Also:

- Held a Section 106 staff-to-staff conversation with Huron Manistee National Forest

Heritage Manager.

- Conducted tribal relations relationship building with Hiawatha National Forest Tribal Liaison for presentation “Tribal 101” to Hiawatha leadership, line officers, and staff.
- Met with DNR archaeologist to discuss Palms Book and Indian Lake State Parks cultural

resource management and the DNR’s new planning document for each park.

- Attended routine Line 5 Tribal Cooperation meetings.
- Worked with United States Geological Services on re-naming traditional cultural landscape. This included creating a pronunciation guide. The USGS is



The obelisk displayed in Brady Park among Anishinaabeg gravesites was removed November 2025 in sections by the USACE.

documenting the Sault Tribe’s approach as a model in a report for other tribes.

OJIBWE LEARNING CENTER AND LIBRARY

In 2025, the OLCL hosted 885 visitors. The OLCL was available to tribal and community members to view library materials and research. The OLCL accepted several library materials and collections donations from individuals. The OLCL hosted three Anishinaabe Art Workshops, as a part of the Rematriating Anishinaabe Art Grant: Mitten Workshop March 1-3, Drum Stick Making Workshop April 6, and Quill Wrapped Earrings, Nov. 21-23. The OLCL also loaned items to be on display for the First Lady Jill Biden visit on May 17.

GOALS FOR 2026

Repatriation and Historical Preservation will continue consultations with current institutions and follow-up with institutions reaching out requesting a consultation.

Ojibwe Learning Center and Library will continue developing art workshops for Rematriating Anishinaabe Art Grant and develop a plan to display OLCL collections throughout the service area.

HEALTH DIVISION'S 2025 HIGHLIGHTS

The Sault Tribe Health Division entered 2025 laying the groundwork for major advancements, including preparation for the new electronic health record (EHR) system, implementation of the Pharmacy ScriptPro system, expansion of facilities, and the addition of new staff.

The Health Division now operates five large health centers—Sault Ste. Marie, St. Ignace, Manistique, Munising, and Marquette — along with four smaller nursing stations in Hessel, DeTour, Newberry, and Gladstone. In December, the Health Division opened the new Marquette clinic, upgrading the site from a nursing station to full clinic, designed to offer expanded services and improved access. Another key addition in 2025 was the establishment of a dedicated Human Resources Department, focused on supporting team members, supervisors, and leadership throughout every stage of the employment lifecycle.

Accreditation

During 2025, the tribal Health Division completed accreditation reviews through the Accreditation Association for Ambulatory Health Care (AAAHC) for medical services and the Commission on Accreditation of Rehabilitation Facilities (CARF) for Behavioral Health. These rigorous evaluations assess clinical quality, safety, and operational standards. The division earned three-year AAAHC accreditation for Medical, Pharmacy, Optical, Community Health Nursing, Dental, and Radiology, and three-year CARF accreditation for Mental Health and Substance Abuse services.

Patient Satisfaction Survey Results

Phone surveys conducted by JP Morgan & Associates showed continued progress across key areas of patient experience. Nurse communication remained a strong area, maintaining last year's high satisfaction rate of 94%. Non urgent appointment availability improved from 87% to 90%, and urgent appointment access rose from 82% to 85%. To further support patient engagement, kiosks are now located in the clinics to collect real time patient satisfaction information.

Behavioral Health

The Sault Tribe Behavioral Health Program provided a wide range of culturally sensitive outpatient services in 2025. Services were available to all Native Americans, non-Native individuals pregnant with a Native child, spouses and adopted children of Sault Tribe members, Sault Tribe employees and their immediate dependents, and Medicaid recipients. Offerings included intake and assessment; individual, couples, family, and group therapy; psychological and psychiatric evaluations with follow up care; crisis intervention/urgent care; integrated care, recovery support, referral support, and case management; and therapeutic interventions such as play therapy, cognitive behavioral therapy, trauma focused care, and motivational interviewing.

Additional services included outpatient substance use disorder treatment, compulsive gambling counseling, driver's license review assessments, prevention



Manistique's new fitness center. Both Manistique and Gladstone opened new fitness centers in 2025, offering 24/7 access to modern exercise equipment and wellness spaces.

and education programs, continuing care counseling, alcohol/drug awareness, Employee Assistance Program counseling, and home-based parenting education through the Family Spirit Program. Psychological testing was available for patients from age 5 through older adulthood.

Special initiatives strengthened access and recovery. The Road to Wellness Program helped clients overcome transportation barriers to medical appointments. The Family Spirit Program delivered evidence-based, culturally-tailored home visiting support for families during pregnancy through early childhood. The Healing for Those Creating Life Program addressed Neonatal Abstinence Syndrome and opioid-related issues, supporting mothers at risk, or diagnosed with substance use disorders. The Sault Tribe Opioid Prevention and Response Grant Program operated three recovery homes, partnered with schools to deliver the Positive Action curriculum, hosted culturally-relevant sober events, and provided peer recovery coaching across the seven-county service area.

Program statistics reflected strong demand: in 2025, 7,309 individuals received outpatient treatment and 414 accessed psychiatry services. The waitlist was reduced to under three months by early 2026. Accomplishments included a successful Recovery Walk in September with more than 250 participants at the Big Bear Arena. The program advanced the second year of a 5-year Tribal Opioid Response grant and maintained success with the Road to Wellness, Mental Health Block, Family Spirit, and Neonatal Abstinence Syndrome grants. In 2025, Behavioral Health assisted 20 individuals in entering residential treatment.

Clinic Services - Rural Health

The Sault Tribe's Rural Health Program provides essential care across five Upper Peninsula locations, delivering medical, community health, and wellness services tailored to tribal members and their families. The Newberry, Munising, and Marquette clinics continued to expand access in 2025, offering treatment for acute and chronic conditions, medication pick up, Traditional Medicine, telemedicine, nutrition counseling, smoking cessation,

home visits, office visits, and public health education through Community Health staff.

A major milestone in 2025 was the opening of the new Marquette Tribal Health Center, which now offers expanded ambulatory clinical services. Ten new clinical staff positions were hired between 2025 and 2026.

In 2025, Newberry provided 1,297 Community Health service contacts, Munising delivered 5,988 ambulatory and community health visits, and Marquette recorded 1,277 contacts during its first month of expanded operations. Together, these clinics completed 8,562 patient care contacts. Since 2023, telemedicine has supported an additional 483 visits across all sites, improving access for patients who face travel barriers.

The Manistique and Gladstone clinics continued to provide comprehensive services. Manistique offered Medical, Nursing, Audiology, Dental, Optical, Pharmacy, Nutrition, Behavioral Health, and Community Health care, while Gladstone provided Community Health, Laboratory services, telemedicine clinics, medication pick up, and access to tribal programs. Together, they completed 3,429 medical and nursing visits, 2,066 dental visits, 939 optical visits, and 2,353 community health visits in 2025.

Both Manistique and Gladstone celebrated the opening of new fitness centers in 2025, offering 24/7 access to modern exercise equipment and wellness spaces for tribal members and the public.

Clinic Services – St. Ignace

St. Ignace Tribal Health, the Health Division's second-largest facility, continued to advance services and strengthen partnerships throughout 2025. Daily operations ran smoothly in the new 20,000 square-foot medical office building on the Mackinac Straits Health System campus in St. Ignace, supported by upgraded equipment, digitized records, and improved workflow systems.

St. Ignace offers Medical, Dental, Optical, Pharmacy, Traditional Medicine, Community Health, Behavioral Health, and more. The Mobile Medical Office continued seasonal visits to Romulus, and quarterly off-site clinics were held at the Hessel Community Center.

In 2025, St. Ignace recorded 6,066 medical visits (5,835 ambulatory and 231 telehealth), 3,619 dental visits (1,949 dentist, 1,670 hygienist), 280 oral surgery referrals, 901 optical visits, 115 after hours TeamHealth encounters, and 2,704 referrals for 1,153 patients.

Several service enhancements were completed, including expanded optical frame inventory and pharmacy upgrades to the ScriptPro Pharmacy Management system.

St. Ignace strengthened collaborations with Intertribal Council of Michigan and Midwest AIDS Education and Training Center; Wayne State University School of Medicine; Michigan Department of Health and Human Services; and Luce, Mackinac, Alger and Schoolcraft Counties District Health Department to enhance clinical services and expand access to specialized care. A new affiliation agreement with the University of Michigan–Flint Physician Assistant Program was finalized to strengthen clinical education and student rotations.

Clinic Services – Sault Ste. Marie

The Sault Ste. Marie Tribal Health Center (STHC) continues to serve as a central hub for high-quality ambulatory care, providing essential services—including Laboratory, Radiology, and Medical Records—to patients and satellite clinics across the seven-county service area.

In 2025, medical providers completed 15,768 patient visits, while nursing staff conducted 1,057 nurse-only appointments. These visits supported a wide range of services such as immunizations, dressing changes, suture and staple removal, allergy injections, cerumen removal, medication reconciliation, injectable medications, and EKGs.

The on-site Walk-In Clinic remained a critical resource for immediate, non-emergency care. Open Monday through Friday from 8 a.m. to 7:30 p.m., the clinic served 6,050 patients in 2025. Providers addressed acute concerns including respiratory illnesses, COVID-19, sinus infections, sprains and strains, urinary tract infections, and minor lacerations.

The Naandwejegamig (Healing Place) Medication Assisted Therapy (MAT) Clinic continued its growth as a vital support for individuals seeking long-term recovery from substance use disorders. Open to all tribal members and the broader community, the clinic completed 3,366 patient visits in 2025. Operating Monday through Thursday from 8 a.m. to 6 p.m., the Healing Place requires no referral and can be reached at (906) 635-8877. The MAT program remains a cornerstone of accessible, compassionate recovery services.

The STHC Laboratory introduced a new women's health testing through the Xpert Xpress MVP Multiplex Panel, an advanced molecular diagnostic tool designed to improve the detection of common infections with greater accuracy and efficiency. The laboratory also expanded point-of-care testing at the Marquette Tribal Health



Clinic, increasing access to timely diagnostic services and supporting faster clinical decision-making.

The Radiology Department achieved reaccreditation from the American College of Radiology (ACR) in 2025. ACR accreditation, considered the gold standard in the field, recognizes excellence in image quality, staff training, equipment performance, and safety protocols. In 2025, Radiology completed 2,041 X-ray exams, 954 mammography exams, and 695 ultrasound exams, continuing to provide comprehensive imaging services to the community.

Community Health Education

In 2025, the Sault Tribe Community Health Education program continued to expand prevention focused, culturally-grounded wellness services across the tribe's seven-county service area. The Nicotine Dependence Program (NDP) maintained early morning, evening, and weekend hours to increase accessibility, and provided youth outreach through e-cigarette and vaping education at Pickford High School, reaching more than 250 students. Public awareness efforts were strengthened through a culturally-tailored TV commercial and tobacco prevention billboards.

The Medical Fitness Program offered individualized clinic-based exercise plans and continued group classes such as fall prevention, elder balance, and flexibility. Outdoor activities—including moonlight snowshoe walks, community hikes, and kayak excursions—remained popular and supported year-round physical activity.

Centers for Disease Control and Prevention funded initiatives through Good Health and Wellness in Indian Country and Tribal Practices for Wellness in Indian Country (TPWIC) advanced trail-based wellness projects, including enhancements to Sault Ste. Marie's Downtown Lunch Loop and installation of the bilingual Little Red Hen Storybook Trail. In Kinross, a walking trail was revitalized with Ojibwe-English signage highlighting native plants, animals, and movement prompts.

Cultural wellness programming expanded with workshops in cultural beading, tea blending, apple cider press, drum teachings, moccasin making, birch bark crafts, ribbon skirt and shawl making, Indigenous breastfeeding, and canning and preserving. More than 250 Gitigaan (garden) kits were distributed in partnership with MSU Extension's Federally Recognized Tribes Extension Program, supporting

See "Health," page 12

The department also performed ceremony following an oil spill on Marquette Island and participated in the People, Plant, and Pollinators gathering, leading a plant walk focused on pollinator benefits. Staff joined college interns and the tribe's Natural Resources Division for the annual sage harvest, ensuring medicines were gathered responsibly for departmental use.

Hours: Mon-Fri 8:00 am – 4:00 pm
Services: Medication Pick up,
Community Health, Nutrition, and
Traditional Medicine

SAULT TRIBE ELDER SERVICES' 2025 HIGHLIGHTS

The Elder Services Division provided a wide variety of services to tribal elders in 2025. The goal of Elder Services is to provide the best possible programming to meet elders' needs, promote healthy living opportunities and improve their quality of life. Team members provide high quality in-home care and access to community-based services. The goal is to help tribal elders have good health and independence, all while being able to remain in their homes. Federal funding from the Older Americans Act Title VI program, state funding through Upper Peninsula Commission For Area Progress (UPCAP) Area Agency on Aging, third-party revenue and tribal support allowed the division to provide all of the following services.

In 2025, over 52,000 meals were provided to tribal elders across our four meal programs, Elder Sub-Committee meetings, Mackinac Island meal vouchers, and special events like the summer picnics and holiday parties. Over 22,000 of those meals were served in house at our four Elder meal programs located in Sault Ste. Marie, St. Ignace, Hessel and Manistique, and 29,000 meals were delivered to homebound elders. Each elder meal program provides lunch Monday through Thursday, and is supported by two Elder Services team members. The Sault and Manistique had summer youth workers, and Hessel has an elder worker, both as part of the WIOA Program, and are a significant support to the Elder Meal Programs.

Elder Services is fortunate to have a full-time registered nurse as part of the team. She oversees the four full-time Home Health technicians and four full-time outreach workers who provide services to tribal elders across the seven-county service area. An initial assessment completed by the registered nurse helps determine what services will best help the elder. The Home Health technicians can provide home care, personal care and respite services for elders who are referred to the program. Reassessments are completed on a regular basis to ensure that the elders' needs are still being met.

Elder Services is proud to partner with care agencies in the Upper Peninsula, with funding through the UPCAP, to be able to provide additional services to tribal elders who live in areas outside of where the Home Health technicians are able to travel. Close to 5,000 in-home visits were made in 2025 to tribal elders, thanks to the dedicated Elder Services team members and the UPCAP partnership.

The Elder Services outreach workers' main focus is establishing key relationships with tribal elders and their families by coordinating programs and services to help them continue to maintain a good quality of life, and age in place. For some tribal elders, their outreach worker is like family, serving as an advocate when there might not be anyone else. Whether it is assisting an elder with completing a number of applications for both tribal and non-tribal programs, helping coordinate social and recreational

programs, or simply being a kind listening ear, this position can be very rewarding. Over 10,000 points of contact, like home visits, phone calls, emails or sending a card in the mail, were made between outreach workers and tribal elders in 2025.

The Elder Services Transportation Program provides non-emergency rides to medical appointments across the Upper Peninsula, and into northern Lower Michigan and northern Wisconsin. Close to 1,000 rides were provided to tribal elders from across the service area. Under the supervision of the Transportation coordinator, one full-time driver and two part-time drivers provide the bulk of the rides to medical appointments. Frequently, other Elder Services team members step in to assist with transportation as well. Close to 1,300 medication deliveries were made to homebound elders within the Sault Ste. Marie city limits throughout the year.

Elders also enjoyed a number of outings in 2025 in the two 13-passenger mobility buses, including color tours, trips to northern Lower Michigan, the U.P. State Fair, and dinner and a Christmas concert.

The Elder Health Fund continues to assist tribal elders with partial payments for various dental and vision needs. This benefit is open to any tribal elder, as long as the work is done at any of the Sault Tribe Health Centers. Eligible elders are also able to purchase a lifeline unit, using the Elder Health Fund. Assistance is based upon income, following the Federal Registry Poverty Guidelines. In 2025, over 180 Elder Health Fund applications were processed.

The Elder Services Ramp Program provided three long-term ramps to tribal elders across the service area. Referrals for ramps are sent to the Elder Services registered nurse, who then visits the home and completes the assessment for need. Elder Services partners with a Sault-based, tribally-owned company to design and build the custom ramps, which provides safer access for the elder into his or her home. The ramps are available to the tribal elder for as long as it is needed.

With the opening of the Marquette Community Center, the Marquette area elders finally have a space to gather and meet for workshops and Elder Sub-Committee meetings and meals. Nokomis-Mishomis Gamik had some exterior work done in the fall of 2025, including a new roof, exterior paint, and new cement sidewalks near the building's entrances.

Elder Services team members had the opportunity to engage in a number of conferences, trainings and meetings throughout the year. Elder outreach workers attended Alzheimer's Association seminars and Mental Health First Aid trainings in Marquette and Sault Ste. Marie. The Elder Services Division director was able to attend a week-long National Title VI Training & Technical Assistance Conference in Minneapolis, Minn., as well



Meal Program Aide Midge Gugin and Cook Sarah Watkins serve Unit 2 Hessel Elders at their summer picnic held at the Hessel Tribal Center.



Tom and Brenda Cook at the Elder Sock Hope Prom.



Elder Services Director Katie Peabody and the late Kathy Egert (L-R) at the Unit II Newberry Elder Christmas Lunch.

as the MDHHS Tribal Summit in Lansing. The Elder Services registered nurse was able to attend the annual UPCAP Provider meeting in Escanaba. Both the director and registered nurse attended the Aging, Community Living, and Supports Bureau Wellness and Nutrition Summit in Roscommon.

In 2025, Elder Services was fortunate to partner with a number of tribal and community entities to provide additional programs and assistance to Sault Tribe elders. Sault Tribe Community Health offered balance classes throughout the year at the St. Ignace Elder Complex. Community Health provided immunizations at both Sault Ste. Marie and St. Ignace Elder Meal Program locations. The dietitian and intern from Sault Tribe Health Center provided Heart Health and Nutrition BINGO to Unit 1 elders.

Community Health and the EUP Intermediate School District SNAP-Ed Program partnered with Elder Services to provide fresh fruit trees to be planted at the Hessel Tribal Center, and raised

garden beds for interested elders residing at the St. Ignace Elder Complex. EUPISD also provided a portion of the 13 moons teachings to elders in both the Sault Ste. Marie and Hessel.

Tribal elders received gitaagan (garden) seed kits through a partnership with the Tribal Food Sovereignty Coalition and Community Health. A Natural Resources Division team member traveled to the majority of the Elder Sub-Committee meetings to share about the Ishkode (Fire) Project she was working on, and invited elders to share fire knowledge toward the project.

A team member from the Advocacy Resource Center visited the Sault Ste. Marie and Hessel Elder meal programs to share education on the different types of elder abuse, and ways to prevent, report and advocate for elders who may be experiencing abuse.

The Sault Tribe Fisheries program donated large quantities of fresh and smoked fish throughout the year, which were distributed at Elder Sub-Committee meetings across the service area.

Sault Tribe Video Productions partnered with Elder Services to begin an elder interview video series. Video Productions visited with Sault Tribe elders and recorded their stories, to be shared on the Sault Tribe YouTube channel. The elder interviews are ongoing. Video Productions traveled to Elder Sub-Committee meetings in Manistique and Escanaba to share about the project, as well as finished interviews of elders from their respective areas.

Other visits included:

- A team member from the Tribal Action Plan (TAP) Program visited Nokomis-Mishomis Gamik and provided education on sobriety and well-being.

- The Mobile Secretary of State Office provided services to tribal elders in the Sault Ste. Marie, St. Ignace, Manistique and Escanaba locations.

- An attorney from Michigan Indian Legal Services made visits to Elder meetings in Newberry, Naubinway, and Munising, regarding services available for estate planning.

- Local insurance agents traveled throughout the service area to educate elders on the importance of supplemental insurance programs for healthcare.

- The Sault Women's Auxiliary provided Christmas baskets to homebound elder veterans in Units 1, 2 and 3.

Sault Tribe Elder Services once again promoted and supported tribal youth in 2025. The Elder Advisory Committee Scholarship, thanks to donations from each of the Elder Sub-Committees, awarded two graduating seniors \$500 each to use toward their post-secondary education. The Michigan Indian Elders Association incentive program returned, rewarding Sault Tribe children grades K-12 for their perfect attendance and all A's on their report cards. Over \$2,000 in incentives were paid out to students this year.

2025 brought a number of social and recreational gatherings for Sault Tribe elders. Recreational BINGOs were held before the monthly elder meetings in Escanaba and Marquette, at the Manistique and Naubinway Elder picnics, and after lunch throughout the year at both the St. Ignace Elder Complex, and in Sault Ste. Marie.

The first ever Elder Prom was held in the Sault Ste. Marie. A sock hop-themed dance brought a number of elders, guests and friends to Nokomis-Mishomis Gamik to dance the night away, ending with the crowning of a Prom King and Queen.

A special Christmas in July lunch was served in St. Ignace, and a Christmas in July themed BINGO was held in Sault Ste. Marie. Elder picnics were planned and coordinated throughout the service area, providing elders and guests a time to enjoy good food, beautiful weather, live music and games. The year wrapped up with elder Christmas parties, bringing over 700 elders and guests together to celebrate the holidays.

Elder Services is excited for what 2026 will bring, and chi miigwech to the hard-working team that makes this division run so smoothly.

ANISHINAABEK COMMUNITY & FAMILY SERVICES

The People Behind The Work

Every number in this report represents a relative helped, a family supported, a child protected, a survivor believed, a household kept warm, or a person provided food, shelter, and another opportunity. Behind every one of those numbers is an ACFS employee who answered the call, completed the paperwork, drove the miles, appeared in court, worked through the night, rebuilt what was lost, and kept services accessible.

Anishnaabek Community and Family Services (ACFS) is one of the Sault Tribe's largest and most complex service divisions. More than 90 employees administer an annual budget exceeding \$15 million and manage more than 40 grants and funding agreements while providing child welfare, victim advocacy, homeless shelter, emergency assistance, child care, heating assistance, employment support, and food distribution throughout the tribe's seven-county service area and for some services beyond.

The work is often difficult, urgent, and largely unseen. In 2025, ACFS employees continued doing it through one of the agency's most challenging years.

They rebuilt while they served

The 2025 malware attack resulted in the loss of more than two years of critical electronic files. Employees spent months recreating databases, recovering documents, rebuilding shared files, and restoring administrative systems.

At the same time, children still needed placements. Families still needed services. Courts still required responses. Survivors still needed safety. Elders still needed heat. Households still needed food and shelter.

ACFS staff did not have the option to pause. They continued the agency's work while rebuilding the systems that support it—a process that remains ongoing today.

They protected tribal children and tribal sovereignty

Child Welfare managed 2,691 cases and inquiries during 2025, including 90 foster children, 540 monitoring cases, 372 legal intervention cases, 214 child and adult protective services cases, and 1,153 ICWA inquiries.

The reopening of Tribal Enrollment brought additional responsibility as children became newly enrolled or eligible during active state child welfare proceedings. ACFS staff and tribal attorneys worked quickly to establish eligibility, notify courts and agencies, and protect each child's rights under the Indian Child Welfare Act and the Michigan Indian Family Preservation Act.

This ICWA work was not always welcomed. ACFS continued encountering resistance from some state courts and child welfare systems regarding notice, active efforts, placement preferences, meaningful tribal participation, and recognition of the tribe's sovereign authority. Staff continued showing up, documenting the law, asserting the tribe's rights, and protecting



A guardianship goes through tribal court.



ACFS staff representing Sault Tribe .



Family Fun Day is hosted each year by ACFS.

children's connections to family, culture, community, and tribe.

The tribe also continued implementing customary adoption as a culturally grounded permanency option. The Binogii Placement Agency completed its annual contract and licensing reviews with no cited noncompliance, participated in a federal Title IV-E review, completed a Department of Justice Tribal Access Program audit, and continued supporting foster, adoptive, and kinship families throughout the service area.

They kept the doors open

Bgwasendam Gamigong—Lodge of Hope, the tribe's 21-room homeless shelter, housed 47 tribal households during 2025. The lodge operates 24 hours a day, 365 days a year. Staff assist guests with housing barriers, Medicaid, food assistance, disability benefits, documentation, and housing-voucher applications while maintaining the safety and stability of a shared residential environment.

ACFS also assisted relatives outside the lodge through emergency motel placements, security deposits, first month's rent, and eviction prevention.

The lodge strengthened its entry and waiting-list procedures to prioritize applicants based on vulnerability and need. ACFS is also working toward a restorative approach that creates voluntary

opportunities to have eligible community standard violation occurrences eliminated.

Shelter work is demanding and often misunderstood. Lodge staff is expected to be compassionate and firm at the same time while ensuring consistent professional boundaries exist. Involuntary exits are not made casually; each community standard violation is reviewed through three levels of management before a final determination is rendered.

They stood with survivors

Advocacy Resource Center (ARC) staff provided 4,022 advocacy support units to 236 survivors, with 210 minor children as secondary beneficiaries. ARC provided \$111,971.94 in direct financial assistance and traveled 29,693 miles to provide transportation, advocacy, outreach, and regional service coordination.

Aakdehewin Gaamig—Lodge of Bravery provided 2,693 shelter nights to 28 adults and 14 children. ARC staff answered 401 community service inquiries, participated in 79 community events and outreach activities, and continued providing culturally honoring, trauma-informed services throughout the seven-county service area.

ARC experienced significant growth in service demand and community reach during 2025.

Aakdehewin Gaamig—Lodge of Bravery provided 2,693 shelter nights, compared with 1,766 in 2024—a 53% increase. ARC staff also traveled 29,693 miles to provide transportation, advocacy, outreach, and regional coordination, compared with 18,465 miles in 2024—an increase of approximately 61%. In addition, ARC participated in 79 community events and outreach activities, more than double the 37 events reported in 2024.

ACFS has documented 35 Sault Tribe citizens who meet the MMIP definition. Of those 35 individuals, 22 were murdered and 13 were reported missing. Of the 13 individuals reported missing, 10 have since been located and three remain unlocated/missing.

ARC staff continue carrying these stories with the seriousness, care, and respect they deserve.

They helped families meet basic needs

Direct Services assisted 2,223 households during 2025 through heating and utility assistance, emergency housing, child care, employment support, funeral assistance, medical travel, and other emergency programs.

— 901 households received Low Income Home Energy Assistance.

— 472 households received



child care assistance through 50 child care providers.

— 483 households received Tribal Emergency Assistance.

— 239 households received Funeral Assistance.

— 202 households received Emergency Housing assistance.

The USDA Food Distribution Program served an average of approximately 700 family members each month and distributed more than \$1.3 million in USDA food during 2025. By December, 481 families representing 820 family members were certified. In December 2025 alone, staff distributed \$116,359 in food to 444 households and 743 individuals.

The program also fully utilized \$140,800 in emergency supply-chain funding to provide additional foods, including wild rice, whitefish, trout, venison, beef, turkeys, tuna, and other nutritious items. Food Distribution employees supported tribal shelters, New Hope programs, Feeding America, and other community partners in addition to serving enrolled households.

They carried the agency through change

In November 2025, a carefully planned leadership transition allowed a new director to begin work before the former director's retirement. The overlap protected institutional knowledge, relationships, grant continuity, and agency operations. For a division of this size and complexity, that planning mattered.

What 2025 says about ACFS

The most important accomplishment of 2025 cannot be reduced to a single statistic.

ACFS employees continued serving through disruption, pressure, scrutiny, crisis, and change. They rebuilt systems without abandoning families or each other. They defended tribal children and tribal sovereignty. They kept shelters open. They transported survivors. They delivered food, heat, child care, emergency assistance, and support. They carried out both the visible work and the work few people will ever see.

To every ACFS employee: your work mattered in 2025. The lives touched by this agency are the evidence.

ACFS enters the next year committed to building stronger systems, improving outcome data, increasing employee support, and enhancing culturally honoring services. Most importantly, ACFS remains committed to the purpose set forth in the Sault Tribe's Constitution: perpetuating our way of life, advancing the welfare and prosperity of our people, preserving our right of self-government, and protecting the future of our tribe—one relative, one family, and one generation at a time.

TRIBAL HOUSING AUTHORITY 2025 OVERVIEW

The Sault Tribe Housing Authority (STHA) is a tribally designated housing entity (TDHE) for the Sault Ste. Marie Tribe of Chippewa Indians. A TDHE is an organization that a federally recognized Indian tribe authorizes to receive federal housing funds and administer affordable housing programs on the tribe’s behalf. STHA is governed by a Housing Commission appointed by the Sault Tribe Board of Directors.

The Sault Tribe Housing Authority’s mission is to “improve the quality of life for tribal members through affordable and unique housing opportunities.” Its vision is to “create and sustain housing programs that promote improved quality of life, economic self-sufficiency and future growth for members of the Sault Tribe of Chippewa Indians.”

2025 HIGHLIGHTS DTE Energy Incentives/ Rebates

Housing Operations has been working with DTE on rebates for the new construction project at Odenaang. There is potential to recover a considerable amount in rebates. Becoming a “traditional partner” with DTE will enable STHA to leverage other DTE programs. In 2025, STHA recovered over \$157,000 in DTE rebates.

Resident Services

The Resident Services Department processed 577 applications for rental units, completed 39 move-ins and conducted 2,727 home visits. Occupancy specialists processed 475 interim recertifications and 280 annual recertifications in 2025, and 17 families were provided with rental vouchers through the rental voucher program.

Housing Authority Events

Housing staff facilitated 21 on-site events at housing sites in partnership with community agencies, including mini-site cleanups, elders bingo, health and safety fairs, and back-to-school events, with 703 participants.

Mini-Site Cleanups

Mini-Site Cleanups were completed at all housing sites. Housing staff, community members and Housing residents picked up garbage from common areas and elders’ yards. Housing provided all materials.

Family Fun Day

Housing staff attended the Family Fun Day at the Big Bear in Sault Ste. Marie, manning a booth with housing information, games, giveaways, snacks, and prizes.

Health and Safety Fairs

Resident Services held health and safety fairs in Escanaba, Wetmore, Marquette, Kinross, St. Ignace, Sault Ste. Marie, and Manistique. Participants played games, including some with the local fire departments, and ate walking tacos. Vendors gave out prizes and ice cream treats, and there were elder-youth discussions.

Back to School

Back-to-school events were held at Kincheloe, Wetmore, Manistique, Escanaba, Marquette, Hessel, Newberry, Sault Ste. Marie, and St. Ignace. Bus safety, rock painting, and pizza were offered, and children received their school supplies.

Culture Camp and Cultural Activities

The Housing Authority provid-



Housing presented with DTE rebate check.

ed financial assistance to support select tribal resident community events that promoted wellness, education, safety, and community engagement. In addition, 19 in-person cultural activities, such as workshops, camps, and conferences, were held throughout the year, supporting cultural education, language revitalization, traditional practices, and community connection.

Homeownership Department

The Homeownership Department provides counseling and resources in efforts to reach the goal of homeownership. The department provides information on mortgage products, assistance with credit repair and advocates on behalf of tribal members with banks and credit unions. Services are available to all tribal members.

Down Payment Assistance

The Down Payment Assistance (DPA) program selected 11 recipients from 36 applications in 2025 to receive \$9,500, or 20% of the purchase price, for down payment or closing costs. A homebuyer education course is required for all selected participants.

Home Rehabilitation Services

The Home Rehabilitation Program assists Sault Tribe members living in the seven-county service area who privately own their home. Each eligible member may receive a grant within approved budget amounts for weatherization services, or rehabilitation services.

In 2025, the Homeownership Housing Programs received 45 applications. These programs provide financial assistance to homeowners who do not have the resources to obtain other funding for needed home repairs and improvements.

Approved projects included a variety of home improvements based on the level of assistance provided. Level 1 services included window, insulation, and door replacements. Level 2 services focused on roof repairs and replacements. Level 3 rehabilitation projects addressed more extensive housing needs, including roofing, interior and exterior door replacement, window replacement, sidewalk improvements, ADA-accessible ramps, electrical upgrades, kitchen and bathroom renovations, drywall installation and repair, and interior and exterior painting.

Additionally, five rehabilitation projects that began in 2024 were successfully completed during 2025.

Owner Occupied Rehabilitation

This program assists tribal homeowners in the seven-county service area with replacement or repair of furnaces, boilers and water heaters that are no longer functioning properly. High efficiency replacements are required so the homeowners can also save on future energy costs. In 2025, 11 furnaces/boilers and six water heaters were replaced.

Crime Prevention & Safety

The Sault Tribe Housing Authority supported the Tribal Law Enforcement K-9 Team with medical expenses, which included routine appointments and vaccines to maintain good health. Also, financial support was provided for essential supplies and equipment for the K-9 team. The Tribal Law Enforcement K-9 team attended all Annual Fire and Safety Fairs on housing sites.

Energy Efficient Roof Replacement Project-Sault Ste. Marie

The Housing Authority Indian Housing Plan designated funding to leverage the Indian Community Development Block Grant (ICDBG) and provide 18 energy-efficient roof replacements on the Sault Ste. Marie Housing site.

Operations and Maintenance

The Housing Authority provides residents with a 24-hour maintenance emergency phone line. The Operations Department provides daily management of routine and non-routine/emergency maintenance of all 577 Housing Authority units. In 2025, there were 387 annual maintenance inspections, 2,233 routine maintenance work orders, 42 non-routine work orders, and 80 emergency work orders.

Emergency Housing Assistance

The Housing Authority, in combined efforts with Sault Tribe Anishnaabek Community and Family Services, provided emergency financial assistance to tribal members faced with homeless situations in the tribal community. This program assists tribal members maintain current housing or secure safe and sanitary housing. The Emergency Housing Assistance Activity assisted 184 tribal households in 2025 — 54 families received financial assistance for hotel/motel stays to address homelessness and secure safe and sanitary temporary housing, 34 families received financial assistance for security deposits or first month’s rent, and 96 received

payments preventing evictions or foreclosures due to past-due rent, delinquent mortgage payments, and associated fees.

Rental Assistance

The Housing Authority provided 17 tribal families with a rental assistance voucher. The program provides financial assistance for eligible families to secure decent, affordable, safe, and sanitary housing off the reservation throughout the seven-county service area. The program placed six project-based vouchers at Garfield Landing Apartments in Sault Ste. Marie.

2025 PILT

The Housing Authority has established cooperation agreements with many of the local cities and townships that have housing sites. Each year payments are made to the local municipality for emergency, fire and police services, road maintenance and snow removal.

AREA 2025 PILT Amount

Soo Twp.	\$18,150
Schoolcraft County	\$5,700
Pentland Twp.	\$3,450
Kinross Charter Twp.	\$15,750
St. Ignace	\$1,500
Sault Ste. Marie	\$17,700
Marquette	\$1,500
Escanaba	\$4,200
Alger County	\$2,850
TOTAL	\$70,800

Tribal Treasury ARPA Projects Assigned to STHA via Interagency Agreements 2025:

Unit I Treasury ARPA Project -Single Person Apartment Complex

The remaining \$2 million of ARPA funds for Unit I are being used on the apartment building at Odenaang and will be spent in 2026.

Unit II Treasury ARPA Project

Construction on both the Hessel and Newberry projects continues to progress on schedule, with no delays reported. Both projects remain on track for completion during the second quarter of 2026.

Unit III Treasury ARPA Project

To help streamline the process and support the project timeline, the Bureau of Indian Affairs (BIA) is recommending that the Sault Tribe lease the property to the Sault Tribe Housing Authority, the Tribally Designated Housing Entity (TDHE). This approach is expected to simplify the process and better accommodate the project’s accelerated schedule. All required easements and rights-of-way (ROW) from the county have



been secured, providing access to the previously landlocked Savard Property and allowing the project to move forward. Construction began in spring of 2026.

Unit V Treasury ARPA Project

All Tiny Homes at the Wetmore site have been occupied, marking the successful completion of move-ins for the development. Planning for future land development at the Wetmore site remains under way. The Operations Manager and Housing team are collaborating with Coleman Engineering to develop a comprehensive site plan that will guide future expansion.

Housing Authority Dress Down Funds

Housing assisted 20 low income and one homeownership family with \$100 gift cards to help with Christmas expenses, made possible by Housing-specific Dress Down funds.

Former director honored nationally

Joni R. Talentino and her legacy as a dedicated leader in tribal housing continues to inspire across Indian Country. During the recent National American Indian Housing Council (NAIHC) Annual Convention and Tradeshow, Joni Talentino was posthumously honored with the prestigious Virginia Kizer Award, one of the highest recognitions in Native Housing.

2026 Goals

— Establish a mechanism to accept online payments via the new website and accept debit and credit card payments at all Housing offices.

— Select best option for installing solar panels on rental units with electric heat.

— Apply for a Low-Income Housing Tax Credit application with MSHDA for a 36-unit permanent supportive housing project.

— Construct a 20-unit single person apartment complex at Odenaang housing site.

— Construct two duplexes (four rental units) for elders at Odenaang.

— Complete water, sewer and roads at the Savard housing development in St. Ignace.

— Submit an Indian Housing Block Grant Application to construct 26 housing units at the Savard Property.

— Complete land development in Escanaba, Manistique and Munising. This will include wetland delineations, site prints and plans, moving a playground and a basketball court and beginning construction of new road in Wetmore.

— Development of homeownership post-purchase education for new tribal members homeowners

SAULT TRIBE EDUCATION DIVISION 2025 HIGHLIGHTS

The Sault Tribe Education Division provides quality educational opportunities grounded in Anishinaabe traditions to our tribal members from infancy through adulthood. The division consists of several departments including Early Childhood Education, Youth Education & Activities (YEA), Higher Education, Adult Education and Workforce Innovation and Opportunity Act (WIOA) along with the Youth Development Fund (YDF), Summer Internship Program, and the tribal Education Department (TED) Scholarship Program. Through our various programs, we strive to instill all students with high expectations of academic success and competent thinking skills while fostering growth in social and emotional behaviors and positive attitudes.

Youth Development Fund

This program helps eligible families fund activities for their children in support of the strategic directions of the medicine wheel including academic/intellectual, physical, emotional, and cultural/spiritual activities. Eligible activities include, but are not limited to, sports registration, drivers education courses, sports equipment purchases, language lessons, educational and sports camps, class trips, and instrument purchases. In 2025, 377 tribal youth were served with a total of \$76,471 in funding used across the seven-county service area. For more information or the application, email youthdevelopmentfund@saulttribe.net.

Summer Internship Program

Started in 1997, the Sault Tribe Internship Program is designed to provide Sault Tribe college students with valuable experience, where they can both apply their skills and learn new ones, as they work in their fields of interest. Their internships provide real world experience and help them as they look for permanent employment upon graduating college. Our hope is that each of these talented students will come back and work for us here at Sault Tribe. In 2025, we employed eight interns, each placed in their first choice as it relates to their fields of study. Participating programs included: JKL Bahweting School, Sault Tribe YEA, Early Childhood Education, Community Health, Repatriation, Natural Resources, Traditional Medicine, Planning & Development, and Communications.

The program runs for 10 weeks, with the interns working a regular, full-time, schedule. The Sault Tribe Education Division manages the program and works closely with site supervisors to ensure everything goes smoothly. Aside from their regular workday schedule, we planned several fun activities to ensure a fun experience. Examples included touring our Sault Tribe fisheries program including the hatchery and actively rearing walleye, attending the sunrise ceremony at the annual Bahweting Homecoming Powwow, participating in a fun “downtown day” playing tourist, and attending a guided kayak tour through the Soo Locks.



Above, a young scientist enrolled in the Child Care Center investigates some leaves.

TED Scholarship Program

The TED Scholarship program is administered through the tribal Education Department (TED) Grant and graciously funded by the Bureau of Indian Education (BIE). This is a \$1,000 scholarship, awarded to eligible recipients enrolled in university or trade school, per academic semester. In 2025, there were 324 scholarships awarded between the Winter and Summer 2025 semesters. Due to lack of available funding after the Summer 2025 semester, we were unable to administer a Fall 2025 scholarship round. We remain hopeful for additional funding in 2026!

Early Childhood Education – Head Start / Early Head Start / Child Care Center

The Early Childhood Education Programs provides a comprehensive, interdisciplinary approach to services which include education, health, nutrition, social services, and parent involvement to achieve successful child and family outcomes.

In 2025, Sault Tribe Early Childhood Programs served a total of 170 children including 127 preschoolers and 43 infants/toddlers from 153 families. Head Start provides 40 extended duration slots in Sault Ste. Marie, 20 full-day, full-year slots through



Becoming acquainted with drumming at the Child Care Center.

its Child Care Center Partnership, and 20 extended duration slots in St. Ignace. Head Start and Early Head Start programs are federally funded through the Department of Health and Human Services Administration for Children and Families, Office of Head Start and American Indian and Alaskan Natives Program Branch with a tribal match grant.

The Child Care Center provided full-day, full-year services for 103 children and in Sault Ste. Marie. The Child Care Center partners with Head Start and Early Head Start providing before and after care services to children enrolled in the partnership. The Child Care Center is funded through the tribe and receives funding through ACFS Childcare Development Fund grant, Head Start, Early Head Start, and parent fees.

The Anne Suggitt Early Childhood Education Center is in Sault Ste. Marie and houses Head Start, Early Head Start, and Child Care under one roof and is attached to the Big Bear Arena. The center has seven infant/toddler classrooms and four preschool classrooms with the ability to enroll up to 136 children making it the largest childcare center in the Eastern Upper Peninsula. St. Ignace center is operated at 225 WaSeh Drive and houses one pre-k classroom.

Program highlights in 2025 include our continued partnership with Bay Mills Community College to provide financial support to our team members who are enrolled in Early Childhood Education courses through the HOPE grant, which is funded through the Office of Head Start. Over 30% of our team members were enrolled in college and continuing their education during the Fall 2025 semester. Partnerships with Early On Michigan, Sault Ste. Marie Area Public Schools and St. Ignace Area Schools to provide special education services and supports to our children with diagnosed disabilities.

Early Childhood Education hosted 14 family events and

on-site hearing, vision, dental, and nutrition screenings. Progress was made in all areas of development towards school readiness goals as well as family goals. Lastly, the program provided monthly professional development to 73 team members in 2025 on topics that ranged from child development, health, safety, culture & language, mental wellness, administrative, and policy reviews.

Youth Education and Activities

Throughout the year, Youth Education & Activities (YEA) offered services to a significant number of students and recorded numerous interactions, demonstrating our commitment to offering a wide range of support for tribal students. In 2025, YEA served 15,086 students, which includes in-school presentations and tutoring to students across the service area.

The YEA Program was active in 21 schools in 2025 — including Sault Ste. Marie, Rudyard, Hessel, St. Ignace, Manistique, Escanaba, and Munising — sharing the tribe’s rich culture through classroom presentations, traditional crafts, and other engaging activities. Outside of school, YEA offers leadership opportunities through the Tribal Youth Council, and in some areas a Junior Tribal Youth Council. YEA hosts a Youth Leadership Conference and takes part in the United National Indian Tribal Youth Conference (UNITY). Additionally, YEA provides after-school programming that includes academic support, health and fitness programs, the Circle of Life Summer Program, and the Youth Empowerment Powwow. Nearly all sites offer classroom instruction for the schools within their service areas, focusing on cultural education and character building through the Seven Grandfather Teachings.

The Sault Tribe Board of Directors extended its support to the Tribal Youth Council members, enabling the youth council

See “Education,” page 17



Nine Tribal Youth Council students attended Native Youth Leadership Summit held in Washington, D.C., in February 2025

SAULT TRIBE EDUCATION DIVISION 2025 HIGHLIGHTS

From “Education,” Page 16
 cil to attend the UNITY Conference in San Diego, Calif., June 27-July 1, 2025. Tribal Youth Council also participated in the Native Youth Leadership Summit in Washington, D.C., through the National Congress of American Indians (NCAI). Nine Tribal Youth Council students attended this summit in February 2025. This was a great opportunity to meet other Native youth from across the country to develop strategies for improving tribal communities through policy development and resolution process. They learned how to become advocates for their communities while networking with peers and tribal leaders from across Indian Country.

The Youth Empowerment Powwow was a success with the Munising powwow committee and YEA joining forces to offer a spectacular event, honoring students, elders, and community members. YEA also offers other joint activities that include the culture camp programs and the Circle of Life Summer Program. During the academic year, all YEA locations provide academic support through tutoring and homework lab, either on-site, in the classrooms, or during after-school programs. Nearly all sites provide classroom instruction for the schools within their service area. YEA extends its gratitude to all parents, guardians, and grandparents for trusting their children with the program. It is an honor to guide the tribe’s future generations.

MiLEAP Out-of-School Time (OST) Grant

In November 2025 YEA applied for, in collaboration with Lake Superior Academy (LSA), a state of Michigan (MiLEAP) Out-of-School Time (OST) grant. The award, scheduled to begin in February 2026, was \$705,355 — \$514,075 for YEA and \$191,280 for LSA. YEA’s portion will be split, as instructed by MiLEAP, between each YEA site to support after-school and summer programming and will allow YEA to enhance and, where necessary, expand services.

Higher Education

Sault Tribe Higher Education provides post-secondary education services and other financial

support to Sault Tribe members. Services include, but are not limited to, assistance with Michigan Indian Tuition Waiver and FAFSA applications, the Sault Tribe Scholarship Program, Self-Sufficiency Incentive Award Program, and the Need-Based Grant Program.

The tribe’s Scholarship Program is announced every summer with scholarships released in early Fall. Those interested in applying are required to submit a complete application packet including essays. Scholarships are competitive. Students enrolled in trade school or college full or part-time in the upcoming academic year at any accredited U.S. school are encouraged to apply. In 2025, the Sault Tribe Higher Education Program provided scholarships to 13 graduate students, 50 undergraduate students, and three trade/vocational students.

The Need-Based Grant Program is a BIA funded program available to eligible Sault Tribe members enrolled as full-time undergraduate students. The student must be attending a Michigan state-supported public college and be a resident of Michigan. These grants award students who have an unmet need as determined by their college’s financial aid office. They are available for the Fall and Winter semesters each academic year. In 2025, the fall and winter programs helped 144 students totaling \$139,778 in funding.

Self-sufficiency incentive awards are available for the Fall semester only. Students are required to submit their completed application and other required documents including their transcript, prior to the deadline. Available funding is divided by the number of eligible credit hours per student who applies. This is not a need-based program. The program awards funding only for grades earned of C or better and does not pay for repeat courses. The Self-Sufficiency Incentive Award Program helped 354 students with \$78,288 in funding.

Adult Education

Sault Tribe, in partnership with Consolidated Community School Services (CCSS), provides alternative high school and adult education programs to residents in Chippewa, Luce and Mackinac

counties. Regardless of a student’s prior education experience, these programs offer welcoming learning environments with individualized instruction, caring instructors and support staff and collaboration with the Intermediate School District and outside agencies. In 2025, 18 Sault Tribe members enrolled in the GED program, with 11 earning a GED credential. Earning a high school diploma, 11 Sault Tribe members enrolled in alternative education. In 2025, Adult Education worked with CCSS to develop an online GED program, available to students residing in Chippewa, Luce, and Mackinac County.

Workforce Innovation and Opportunity Act (WIOA)

WIOA is a federally funded program designed to help Native American job seekers access employment, education, and training services to assist them in obtaining and keeping productive employment. Training Services provided through WIOA include:

On-the-Job Training (OJT) provides opportunities for both employer and adult participants by reimbursing 50% of the trainee’s wages during a specified training period.

Work Experience is short-term, temporary employment for youth, often referred to as after-school employment.

Summer Youth Employment provides up to 10 weeks of summer employment to eligible applicants.

Classroom training provides short-term skills training to adults in an institutional setting to obtain a license or certificate (i.e. Nurse’s aide training, CDL, heavy equipment, etc.).

Elder Employment provides part-time employment to Sault Tribe elders 60 or over residing in the seven-county service area.

In 2025, WIOA provided employment and training services to 94 participants.

Education Division Contacts

Stephanie Sprecker, Education Director – (906) 632-6798 or ssprecker3@saulttribe.net

Ashlee Mielke, Assistant Education Director – (906) 430-3079 or amielke4@saulttribe.net

Breanna Sliger, Executive Assistant – (906) 632-6797 or bsliger@saulttribe.net

Youth Development Fund – youthdevelopmentfund@saulttribe.net or (906) 632-6797

Summer Internship Program – internships@saulttribe.net or (906) 632-6797

Shondra Gervais, Early Childhood Programs Manager – (906) 635-7722 or sgervais@saulttribe.net

Rachel McKechnie, TED Project Specialist – (906) 635-7465 or rmckechnie6@saulttribe.net

Lisa Burnside, YEA Manager – (906) 635-4944 or lburnside@saulttribe.net

Diane McLeod-Maleport, Higher Education Specialist – (906) 635-7784 or highereducation@saulttribe.net

Tanya Pages, Adult and Alternative Education Coordinator – (906) 495-5343 or tpages@eup-schools.org

Brenda Cadreau, WIOA Program Manager – (906) 635-4767 or bcadreau@saulttribe.net



YEA Escanaba



YEA Hessel



YEA Munising



YEA Rudyard



YEA St. Ignace



Sault Tribe’s college interns took a guided kayak tour through the Soo Locks.

RECREATION DIVISION 2025 HIGHLIGHTS

BIG BEAR ARENA Est. '96

The Recreation Division provides recreational opportunities for tribal members in the seven-county service area and for community members in Sault Ste. Marie and surrounding area through recreation agreements and tribally owned facilities.

Recreation Agreements

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

- Escanaba - YMCA and Sullivan's Health and Fitness
- Kinross / Kincheloe - Recreation Fitness Center
- Manistique - Yooper Fitness, High School Pool and Little Bear West Ice Arena
- Marquette - Northern Michigan University (NMU)
- Munising - Alger Parks & Recreation Center
- Negaunee - YMCA of Marquette County
- Newberry and Curtis - Helen Newberry Joy Hospital & Healthcare Center
- Sault Ste. Marie - Lake Superior State University (LSSU)
- St. Ignace - Little Bear East Arena

Most recreation agreements include access to full fitness centers, with some facilities also offering swimming pool and ice-skating access. In addition to the fitness center at Lake Superior State University, tribal youth may participate in a variety of athletic camps at no cost and receive complimentary tickets to LSSU hockey, basketball, and volleyball games. Detailed information about recreation agreements throughout the seven-county service areas can be found on www.bigbeararena.com, or by emailing tgraham@saulttribe.net.

Tribally-Operated Facility

The Sault Tribe owns and operates the Big Bear Arena in Sault Ste. Marie. This 150,000 square-foot facility includes two ice surfaces, a 6,000 square-foot fitness center, small and large gymnasiums, an aerobic room, meeting rooms, a dance room, an indoor track, playground, arcade, nature

trail, concessions, and vending services.

The facility is home of the Sault High Blue Devils Hockey Club, Soo Indians AAA Midget Hockey Club, Soo Michigan Hockey Association, Superior Storm Volleyball Club, Soo Coed Volleyball League, Sault Women's Volleyball League, and the All Styles, All Occasions Dance Program. Its gymnasiums and ice rinks also serve as a training center for the Soo Eagles Hockey Club, Lake Superior State University, and various Canadian youth hockey teams.

Purpose Statement

The Recreation Division is dedicated to promoting wellness, athletic excellence, high principles and values and to creating bonds of mutual respect between individuals and communities.

Division Departments

The Events Management department develops and coordinates facility events and activities for tribal and community families, and manages customer ice and space rentals. Works collaboratively with tribal and community programs to support joint programming and community engagement.

The Youth Program department develops and coordinates the Summer Recreation Program for tribal and community youth ages 7–11. The group-based program offers a variety of recreational and educational activities, including sports, arts and crafts, organized games, field trips, guest speakers, water fun days, and nutritional and cultural programming.

The Concessions department provides over-the-counter food and beverage services for facility activities and events, as well as small catering needs for trainings and seminars. Vending machines are available throughout the facility. In addition, limited hockey accessories, including tape, laces, pucks, and mouthguards, along with skate sharpening services are available in the Reception retail area.

The Administration department oversees business operations, marketing, and customer service

strategies, as well as the safety and security of staff and patrons.

The Building Operations department ensures facility equipment is operational and maintains ice and dry floor surfaces, cleanliness, and a safe and secure environment for all users.

The All-In-One Fitness Club, owned and operated by the Sault Tribe Health Center, is located inside the Big Bear Arena and offers free access to tribal members. The expanded fitness center features state-of-the-art weight and cardio equipment, locker rooms, saunas, an indoor walking track, and fitness classes. Detailed club information is available by emailing myoung3@saulttribe.net.

Additionally, the facility houses the Education Department, Youth Education and Activities (YEA) Department, Higher Education Department, Workforce Innovation and Opportunity Act (WIOA) program, Community Health's Medical Fitness Program and Community Kitchen, Physical Therapy, and the Language and Culture Division, and is connected to the Anne Suggitt Early Childhood Center.

Big Bear Services and Programs

- Public Skating
- Learn To Skate
- Stick N Puck
- Drop-In Figure Skating
- Drop-In Basketball and Volleyball
- Summer Recreation Program
- Pickleball
- Cardio Drumming
- Totzones
- Family Fun Days
- Baby and Bridal Showers
- Birthday Parties
- Team Meals
- School Fun Days
- Meetings and Trainings
- Adult Volleyball Leagues
- Hockey Tournaments
- Hockey Leagues, Clinics and Tryouts
- Special Events
- Private Ice and Space Rentals

2025 Accomplishments

The following recreation accomplishments were achieved within the 7-county service area:

- 102 tribal memberships to NMU in Marquette
- 4,012 tribal member visits to the YMCA in Escanaba
- 106 tribal member visits to the pool at the high school in Manistique
- 352 tribal member visits to the ice rink at Little Bear West Arena
- 4,932 tribal member visits to the Little Bear East in St. Ignace
- 4,283 tribal member visits to the LSSU SAC and pool
- 2,229 LSSU athletic tickets distributed
- 82 Sault Tribe youth enrolled in LSSU athletic camps
- Updated and distributed the 7-County Wellness and Recreation Guide

Additionally, the following events and activities occurred at the Big Bear Arena with other Sault Tribe departments:

- 21 meetings, trainings, gym and skating sessions with the YEA Department
- 33 meetings, trainings, gym and skating sessions with the Language and Culture Department
- 107 meetings, trainings and gym sessions with the Early

- Childhood Education Programs
 - 250 participants at the Behavioral Health Recovery Walk
 - 515 attendees at the ACFS Family Fun Day
 - 301 participants at the Health Division's Harvest Your Health Fair
 - 191 attendees at the Advocacy Resource Center's Skating Weekend
 - 322 attendees at the Advocacy Resource Center's Halloween Party
 - 357 registered youth at the Children's Christmas Party
 - 250 attendees at the New Year's Eve Sobriety Powwow
- Furthermore, the following recreation events and activities served the community:

- 4,999 people provided food at the Feeding America Mobile Food Distributions
- 4,372 patrons participated in Public Skating
- 2,692 rented skates
- 601 rented skate aids
- 986 patrons participated in Stick N Puck
- 512 patrons participated in Totzones
- 573 patrons participated in drop-In basketball/volleyball
- 232 patrons participated in drop-in pickleball
- 44 basketball practices
- 68 volleyball practices
- 80 cheerleading sessions
- 330 dance sessions
- 212 birthday parties and celebrations
- 57 meetings and trainings
- 11 school and organization fun days
- 33 high school hockey games
- 9 youth and adult hockey tournaments
- 12 hockey tryouts, camps and clinics
- 205 players in the Youth Spring Hockey League
- 107 participants in the Summer Recreation Program

- 2026 Goals
- Programming and Partnerships
 - Expand recreational opportunities for seniors and teens through new and enhanced programming.
 - Collaborate with other Sault Tribe departments to share resources and develop programs, events, and activities for tribal members.
 - Collaborate with various Sault Tribe departments to enhance community events, activities, and Summer Recreation Program offerings.

- Technology and Customer Access
 - Develop a smartphone app integrated with the facility website.
 - Implement online facility reservations to improve customer access and convenience.
 - Create an online application process for Lake Superior State University hockey, basketball, volleyball tickets, and athletic camps.
 - Update the Wellness and Recreation Guide seasonally or as needed.

- Marketing and Community Outreach
 - Work with local agencies and the Sault Tribe Transportation Department to install wayfinding signage throughout the city.
 - Continue collaborating with local agencies to promote facility events through newsletters, web-



Torque Boxing has found a new home at Big Bear Arena, where over 35 athletes train twice weekly during the school year. That hard work paid off for Sault Tribe member Ayden McKiddie, who captured the win in the 165-pound division at the Super Bull Championship in Bay City, Mich.

- sites, and email communications.
- Secure long-term advertising contracts, including new locations throughout the facility.
- Plan and coordinate activities and events celebrating the facility's 30-year anniversary, including logo development with Kewadin Marketing.

Facilities & Maintenance

- Update the 5-Year Maintenance Plan and collaborate with Facilities Management on maintenance, renovation, and capital improvement projects.
- Continue routine facility maintenance and renovations to ensure a safe, efficient, and welcoming environment.
- Work with the Transportation Department and Facilities Management to install fencing around the retention pond and playground.

Facility Enhancements

- Create a designated food and beverage consumption area in the lobby.
- Install food and hot beverage vending machines near the arcade.
- Install a hockey accessory vending machine in the lobby.
- Establish and promote designated skate sharpening hours.
- Staff Development
 - Schedule monthly staff training sessions.
 - Foster a culture of excellence by maintaining high standards for facility operations, safety, cleanliness, and customer service.
 - Collaborate with the Human Resources Department to develop training videos and resources.

Contact Information

Big Bear Arena
Two Ice Circle
Sault Ste. Marie, MI 49783
(906) 635-RINK
bookthebear@saulttribe.net
www.bigbeararena.com



Participants enjoyed an evening of Halloween fun, including candy, games, dinner, and other activities during the Sault Tribe Advocacy Resource Center's Halloween Party held at Big Bear Arena on October 18. There were 322 participants.



The Summer Recreation Program enjoyed fun water activities washing Officer Thorne's patrol car.

SAULT TRIBE 2% DONATIONS OVERVIEW FOR 2025

Under the 2% agreement between the Sault Ste. Marie Tribe of Chippewa Indians and the state of Michigan for gaming revenue sharing, the tribe is required to disburse 2% of its slot revenue to local units of gov-

ernment. Since 1993, the Sault Tribe has disbursed 2% payments twice annually to communities and organizations. Funds are distributed based in the tribe’s service area to communities from

St. Ignace to Manistique; from Marquette to Sault Ste. Marie. To date, more than \$31 million has been awarded by the tribe based on 2 % of slot revenue from the tribe’s Kewadin Casino properties in Sault Ste. Marie, St.

Ignace, Hessel, Manistique and Christmas. For more information about 2% payments or a 2% request form, please visit <https://www.saulttribe.com/about-us/2-per-cent>.



Spring 2025 2%

Type	Agency	Unit	Description/Purpose	Amount
LT	Chippewa County	1	General Government	\$ 14,000
LT	Chippewa County	1	Probate Court-Foster Care	\$ 3,000
LT	Kinross Charter Township	1	Law Enforcement	\$ 13,500
LT	Lake Superior State University	1	Gem of the North	\$ 34,025
LT	Sault Area Public Schools	1	Title VII Advocate	\$ 25,000
LT	Sault Area Public Schools	1	PILT	\$ 12,000
LT	City of Sault Ste. Marie	1	General Government	\$ 148,729
LT	Clark Township	2	General Government	\$ 2,000
LT	Rudyard Area Schools	2	Pool	\$ 10,000
LT	Newton Township	2	Scott's Point Walkway	\$ 7,000
LT	Mackinac County Animal Aid	3	Spay/Neuter and Food/Litter	\$ 7,000
LT	Mackinac County Sheriff Depart.	3	Lodging and Law Enforcement	\$ 11,250
LT	St. Ignace Area Schools	3	Student Advocate	\$ 8,900
LT	St. Ignace Township	3	General Government	\$ 7,000
LT	City of St. Ignace	3	Road Improvements	\$ 6,500
LT	City of St. Ignace	3	Lodging and Law Enforcement	\$ 3,500
LT	Delta County Sheriff Office	4	Lodging and Law Enforcement	\$ 8,000
LT	Bay De Noc Community College	4	Delta County YMCA	\$ 8,000
LT	City of Escanaba	4	Law Enforcement	\$ 4,000
LT	Manistique Township	4	General Government	\$ 2,000
LT	City of Manistique	4	Lodging and Law Enforcement	\$ 2,500
LT	Schoolcraft County Sheriff	4	Lodging and Law Enforcement	\$ 6,400
LT	Alger County Sheriff Office	5	Lodging and Law Enforcement	\$ 6,400
LT	Autrain Township	5	General Government	\$ 1,500
LT	City of Marquette	5	Lodging and Law Enforcement	\$ 4,000
LT	City of Munising	5	General Government	\$ 16,000
LT	City of Munising	5	Recreation Program	\$ 9,000
LT	Munising Township	5	General Government	\$ 1,500
				\$ 382,704
ST	Dater Township	1	Brush Truck	\$ 12,782
ST	Soo Township	1	Wildland Fire	\$ 12,782
ST	Kinross Township	1	Kids Fishing	\$ 12,000
ST	Kinross Township	1	Fire Department Services	\$ 12,782
ST	Sault Area Schools	1	HS Library Renovations	\$ 15,000
				\$ 65,347
ST	Luce County	2	Airport Winter Maintenance	\$ 1,549
ST	Newton Township	2	Scotts Point Walk Way	\$ 13,000
ST	Pickford Schools	2	Industrial Arts Program	\$ 5,500
ST	Pickford Schools	2	Panther Legacy Fieldhouse	\$ 6,520
ST	Mackinac County	2	Snowmobile Museum-Media	\$ 2,500
ST	Hudson Township	2	SCBA Air Bottles	\$ 6,192
ST	Hendricks Township	2	Two Underground water tanks	\$ 6,520
ST	Trout Lake Township	2	Education and Collaboration	\$ 7,048
ST	Trout Lake Township	2	ORV Trail Maintenance	\$ 5,000
ST	Detour Village	2	Storm Run Off	\$ 6,520
ST	Luce County	2	Little League Playground	\$ 4,997
				\$ 65,347
ST	St. Ignace Township	3	New Voting Tabular	\$ 5,693
ST	City of St. Ignace	3	Police Training Equipment	\$ 2,264
ST	City of St. Ignace	3	Water Main Saw	\$ 3,617
ST	City of St. Ignace	3	DDA Splashpad Replacement	\$ 13,000
ST	City of St. Ignace	3	Sewer Pipe Locator	\$ 2,832
ST	City of St. Ignace	3	City Hall Mail Processing	\$ 5,000
ST	City of St. Ignace	3	Fire Dept Computer Upgrade	\$ 2,500
ST	City of St. Ignace	3	Little Bear East equipment	\$ 7,000
ST	City of St. Ignace	3	Museum of Cultural	\$ 13,141
ST	City of St. Ignace	3	HS Varsity Softball	\$ 3,000
ST	City of St. Ignace	3	Marina Macbook Pro	\$ 1,300
ST	LaSalle High School	3	Robotics Team	\$ 3,000
ST	City of St. Ignace	3	Library Space Evaluation	\$ 3,000
				\$ 65,347
ST	Escanaba Area Schools	4	Reaching Potensial with	\$ 4,000
ST	Big Bay De Noc School	4	Building a Healthy Peninsula	\$ 19,557
ST	City of Escanaba	4	Vent Fans for Fire Department	\$ 2,778
ST	Garden Township	4	FD Thermal Imaging Drone	\$ 13,400
ST	Gladstone Area Schools	4	Outdoor Learning	\$ 2,000
ST	Gladstone Area Schools	4	Indian Education Cultural	\$ 9,000
ST	Fairbanks Township	4	AEDS	\$ 4,612
ST	Nahma Township	4	FD Side by Side Enclosure	\$ 10,000
				\$ 65,347
ST	City of Marquette	5	Cultural Trail Storymaker	\$ 10,000
ST	City of Marquette	5	David and Thu Brule YMCA	\$ 4,000
ST	City of Munising	5	Fir Street Climb Trail	\$ 5,000
ST	Charter Township of Chocolay	5	Pedestrain and Bike Safety	\$ 15,178
ST	Munising Public Schools	5	Middle and High School	\$ 13,300
ST	Munising Public Schools	5	William Mather Title VI	\$ 17,869
				\$ 65,347

Fall 2025 2%

Type	Agency	Unit	Description/P	Amount
LT	Alger County Sheriff Office	5	Lodging and Law Enforcement	\$ 9,600.00
LT	Autrain Township	5	General Government Services	\$ 3,500.00
LT	Chippewa County	1	General Government Services	\$ 16,000.00
LT	Clark Township	2	General Government Services	\$ 5,000.00
LT	Chippewa County	1	Probate Court-Foster Care	\$ 4,500.00
LT	Delta County Sheriff Office	4	Lodging and Law Enforcement	\$ 8,000.00
LT	Bay De Noc Community College	4	Delta County YMCA	\$ 8,000.00
LT	City of Escanaba	4	Law Enforcement	\$ 6,000.00
LT	Kinross Charter Township	1	Law Enforcement	\$ 21,500.00
LT	Lake Superior State University	1	Gem of the North	\$ 42,275.00
LT	Rudyard Area Schools	2	Pool	\$ 20,000.00
LT	City of St. Ignace	3	Ojibwe Museum	\$ 10,500.00
LT	Mackinac County Sheriff Depart.	3	Lodging and Law Enforcement	\$ 11,250.00
LT	Manistique Township	4	General Government Services	\$ 5,000.00
LT	City of Manistique	4	Lodging and Law Enforcement	\$ 2,500.00
LT	City of Marquette	5	Lodging and Law Enforcement	\$ 6,000.00
LT	City of Munising	5	General Government Services	\$ 16,000.00
LT	City of Munising	5	Recreation Program	\$ 9,000.00
LT	Munising Township	5	General Government Services	\$ 3,500.00
LT	Sault Area Public Schools	1	Title VII Advocate	\$ 15,316.00
LT	Sault Area Public Schools	1	PILT	\$ 18,000.00
LT	City of Sault Ste. Marie	1	General Government Services	\$191,271.00
LT	Schoolcraft County Sheriff Department	4	Lodging and Law Enforcement	\$ 9,600.00
LT	St. Ignace Area Schools	3	Student Advocate	\$ 10,000.00
LT	St. Ignace Township	3	General Government Services	\$ 13,000.00
LT	City of St. Ignace	3	Road Improvements	\$ 6,500.00
LT	City of St. Ignace	3	Lodging and Law Enforcement	\$ 3,500.00
LT	Clark Township	2	Grooming	\$ 5,000.00
LT	Munising Township	5	Grooming	\$ 5,000.00
LT	Schoolcraft County	4	Grooming	\$ 5,000.00
LT	City of St. Ignace	3	Grooming	\$ 5,000.00
LT	Consolidated Community Schools	1	GED	\$ 86,372.00
LT	Hulbert Township	2	Grooming	\$ 5,000.00
				\$586,684.00
ST	Dater Township	1	Brush Truck	\$ 8,000.00
ST	Kinross Township	1	Grooming	\$ 2,500.00
ST	Kinross Township	1	Rec Center Activities	\$ 11,000.00
ST	Kinross Township	1	Heritage Park	\$ 2,275.00
ST	Chippewa County Sheriff	1	CAD UNIT	\$ 5,000.00
ST	Sugar Island Township	1	Fire Department UTV	\$ 8,000.00
ST	EUPISD	1	Indigenous Education Inclusion	\$ 4,907.85
ST	Bay Mills Indian Community	1	Point Iroquis Lighthouse	\$ 2,275.00
ST	Lake Superior State University	1	Mobile Robotis	\$ 9,999.96
				\$ 53,957.81
ST	Luce County	2	Friday Night Done Right	\$ 2,000.00
ST	Detour Schools	2	Industrial Arts Program	\$ 5,292.80
ST	Mackinac County	2	Museum Chimney Repair	\$ 3,000.00
ST	Pickford Schools	2	Panther Legacy Fieldhouse	\$ 5,000.00
ST	Mackinac County	2	Snowmobile Museum-Media Upgrade	\$ 2,500.00
ST	Rudyard Schools	2	Cardio Lab	\$ 5,416.25
ST	Hendricks Township	2	EMT Training	\$ 3,500.00
ST	Trout Lake Township	2	EMS Training	\$ 3,000.00
ST	Trout Lake Township	2	Trout Lake Historical Society	\$ 3,000.01
ST	Detour Village	2	Marina Park Beautification	\$ 5,416.25
ST	Detour Township	2	Veterans Park	\$ 5,416.25
ST	Drummond Island Township	2	Pickleball Courts	\$ 5,416.25
ST	Garfield Township	2	Wildland Fire Boots	\$ 5,000.00
				\$ 53,957.81
ST	City of St. Ignace	3	Event and Emergency Barricades	\$ 10,000.00
ST	City of St. Ignace	3	Ojibwe Museum	\$ 4,500.00
ST	City of St. Ignace	3	Fire Dept Lighting	\$ 5,344.81
ST	City of St. Ignace	3	Little Bear East Activities	\$ 10,000.00
ST	City of St. Ignace	3	PD Ballistic Shield	\$ 12,000.00
ST	City of St. Ignace	3	Library Historical Preservation	\$ 1,113.00
ST	City of St. Ignace	3	EMT Scholarship and Equipment	\$ 11,000.00
				\$ 53,957.81
ST	Gladstone Area Schools	4	Indian Eduation	\$ 3,000.00
ST	Rapid River Schools	4	Betterment of Youth	\$ 5,715.00
ST	Schoolcraft Hospital	4	LUCAS Unit	\$ 8,242.81
ST	Schoolcraft Medical Facility	4	Insomnia Carts	\$ 1,000.00
ST	Manistique Area Schools	4	Indian Education	\$ 3,000.00
ST	Big Bay De Noc Schools	4	Indian Education	\$ 3,000.00
ST	Escanaba Area Schools	4	Indian Eduation	\$ 3,000.00
ST	Ishpeming Area Schools	4	Indian Eduation	\$ 3,000.00
ST	Negaunee Area Schools	4	Indian Eduation	\$ 3,000.00
ST	Mid Peninsula Area Schools	4	Indian Eduation	\$ 3,000.00
ST	Gwinn Area Schools	4	Indian Eduation	\$ 3,000.00
ST	City of Manistique	4	Little Bear West Skating	\$ 5,000.00
ST	Manistique Area Schools	4	High School Pool	\$ 5,000.00
ST	Bay de Noc Community College	4	YMCA Pool	\$ 5,000.00
				\$ 53,957.81
ST	Munising Township Fire Department	5	800 MHz Radio	\$ 11,352.36
ST	City of Marquette	5	Police Fitness Equipment	\$ 10,000.00
ST	Alger County Sheriff	5	Emergency Backpacks	\$ 3,274.06
ST	Munising Area Schools	5	Music Program Instruments	\$ 12,352.49
ST	County of Marquette	5	Suicide Prevention	\$ 5,000.00
ST	County of Marquette	5	Harm Reduction	\$ 3,263.90
ST	Marquette Area Schools	5	Native American Education	\$ 8,715.00
				\$ 53,957.81

SAULT TRIBE OF CHIPPEWA INDIANS FACILITIES LISTING 1

Sault Ste. Marie Tribe of Chippewa Indians Facilities Listing as of Sept. 3, 2026.

SAULT AREA BUILDINGS

Kewadin Casino Hotel & Convention Center
2186 Shunk Road
Sault Ste. Marie, MI 49783
1-800-KEWADIN
(906) 632-0530
Kewadin Casinos Human Resource Department office Sault (906) 632-5006
Government/Enterprises Human Resource Department (906) 635-4937
Sault Tribe Administration Bldg
Min Waban Dan (Pleased with It)
523 Ashmun Street
531 Ashmun Street
Sault Ste. Marie, MI 49783
(906) 635-6050
(800) 793-0660
Chief Executive Officer
Legal Department
Prosecutor
Tax Office
Budget Department
Chairperson’s Office
Membership Liaison – Unit 1
Legislative Department
Board Administrator
Finance Department
Chief Financial Officer
Payroll Department
Insurance Department
Internal Auditor
Planning and Development
Transportation Department
Communications Department
IT Department
Tamarack Business Center
Sault Tribe EDC
Sault Tribe Inc.
Sault Tribe Thrive
Governmental Human Resources, (906) 635-4937
Enterprises Human Resource, (906) 635-6050, Ext. 26233

Big Bear Arena
2 Ice Circle Drive
Sault Ste. Marie, MI 49783
(906) 635-RINK (7465)
www.bigbeararena.com
Administration
Youth Programs
Events Management
Building Operations
Concessions
TENANTS:
All-In-One Fitness Club: (906) 635-4935
Physical Therapy: (906) 635-4905
Community Health Medical Fitness Program: (906) 635-4991
Education Division: (906) 635-7010
Higher Education: (906) 635-7784
Workforce Innovation and Opportunities Act: (906) 635-4767
Youth Development Fund: (906) 632-6797
Youth Education & Activities Program: (906) 635-4944
Language & Culture Division Main Office: (906) 635-6510
Repatriation and Historic Preservation: (906) 635-6050, Ext. 26134
Ojibwe Learning Center and Library: (906) 635-7746, Ext. 26497

Chip MacArthur Facilities Garage
2280 Shunk Road
Sault Ste. Marie, MI 49783
(906) 635-7750

Sault Tribe Housing Authority
2163 Migisa Court
Sault Ste. Marie, MI 49783
(906) 495-1450
(906) 495-5555
(800) 794-4072

Niigaanagiizhik Ceremonial Building
11 Ice Circle Drive
Sault Ste. Marie, MI 49783
(906) 635-6510

Sault Tribe Mary Murray Culture Camp
266 Homestead Road
Sault Ste. Marie, MI 49783
(906) 635-6510

Powwow Grounds
10 Ice Circle Drive
Sault Ste. Marie, MI 49783

Sault Tribe Health and Human Services Building
Miskeke Gamig (Medicine Lodge)
2864 Ashmun Street
Sault Ste. Marie, MI 49783
(906) 632-5200
(877) 256-0009
Laboratory
Medical
Medical Billing
Medical Records
Radiology (906) 632-5237
Administration
Dental (906) 632-5260
Patient Registration
Optical (906) 632-5218
Pharmacy (906) 632-5226
Behavioral Health (906) 635-6075
Community Health (906) 632-5210
Audiology, Traditional Medicine, Nutrition, Home Health Aide, Diabetes Coordinator
Purchased Referred Care (906) 632-5220 or (800) 922-0582
Urgent Care Walk-In Clinic – Monday through Friday, from 8 a.m. to 8 p.m. Closed weekends and holidays.
Human Resources, Health Division (906) 632-5203

Tamarack Cove Professional Center
Naandwejgegamig (Healing Place)
Medication Assisted Treatment (MAT) Clinic
2861 Ashmun St. Suite 5 & 6
Sault Ste. Marie, MI 49783
(906) 635-8877

Shedawin Haven
2318 Shunk Road
Sault Ste. Marie, MI 49783
(906) 632-2993

Anne Suggitt Early Childhood Education Center
4 Ice Circle Drive
Sault Ste. Marie, MI 49783
Child Care/Head Start/Early Head Start
(906) 635-7722 or (906) 632-5258

Joseph K. Lumsden Bahweting School Public School Academy
1301 Marquette Avenue
Sault Ste. Marie, MI 49783
(906) 635-5055

Mary Murray Building/Bonnie McKerchie Building
2218 Shunk Road
Sault Ste. Marie, MI 49783
ACFS (906) 632-5250 or (800) 726-0093

USDA/Food Distribution
3601 S. Mackinac Trail
Sault Ste. Marie, MI 49783
(906) 635-6076

Advocacy Resource Center “Aakdehewin Gaamig” Lodge of Bravery
Sault Ste. Marie, MI 49783
(906) 632-1808 or (877) 639-7820
Temporary Emergency Intimate Partner Domestic Violence Shelter
Victim Advocacy Services

Advocacy Resource Center
Sexual Violence Services (SVS)

“Naanda Nswi Kidwenan”
Sault Ste. Marie, MI 49783
(906) 632-1808 or (877) 639-7820
Victim Advocacy Services

Lodge of Hope
(Bgwasendam Gamigong)
3901 I-75 Business Spur
Sault Ste. Marie, MI 49783
(906) 632-5000

Nokomis-Mishomis Building
2076 Shunk Road
Sault Ste. Marie, MI 49783
Elder Meals
Eldercare Services (906) 635-4971, (888) 711-7356
Gaming Commission (906) 635-7042
Enrollment Department
Mailing address:
PO Box 1628
Sault Ste. Marie, MI 49783
(906) 635-3396
(906) 632-8552
(800) 251-6597

Natural Resources Division
(Gidayaangwaami’idimin Ezhi-inawendiyang)
199 W. 3 Mile Road
Sault Ste. Marie, MI 49783
(906) 632-5040

George K. Nolan Judicial Bldg
2175 Shunk Road
Sault Ste. Marie, MI 49783
Sault Tribe Law Enforcement/Conservation (906) 635-6065
For emergencies, dial 911
Sault Ste. Marie Chippewa Tribal Court (906) 635-4963

Sault Tribe Construction
3375 South M-129
Sault Ste. Marie, MI 49783
(906) 635-0556

MidJim Sault
2205 Shunk Road
Sault Ste. Marie, MI 49783
(906) 635-4782

DeMawating Development – Portage Place
Onigaming
351 Portage Street
Sault Ste. Marie, MI 49783
(906) 498-9800

DeMawating Development – Crane Industrial Suites
4539 S. Seymour Rd.
Sault Ste. Marie, MI 49783
(906) 498-9800

DeMawating Development – Chippewa Storage
732 W. Spruce Street
Sault Ste. Marie, MI 49783
(906) 498-9800

DeMawating Development – Odenaang Storage
1288 E. Bobcat Court
Sault Ste. Marie, MI 49783
(906) 498-9800

DeMawating Development – Riverside Village Park
2210 Riverside Drive
Sault Ste. Marie, MI 49783
(906) 498-9800

DeMawating Development – The Guest House
Nbwaachwegamigong
2049 Ashmun Street
Sault Ste. Marie, MI 49783
(906) 498-9800

KINCHELOE AREA BUILDINGS
ACFS Kincheloe Office - Child Placement
60 Kincheloe

Kincheloe, MI 49752
(906) 495-1232

Sault Tribe Housing Authority
154 Parkside Drive
Kincheloe, MI 49788
(906) 495-1450
(906) 495-5555
(800) 794-4072
Maintenance (855) 205-2840
Administrative Office
Public Works
Home Improvement/Weatherization Program
Sanitation Program
Rental Programs
Home Ownership Programs
Resident Services
Emergency Rental Assistance Program

Their Home of Hope Sober Living Homes
Enji Bgosendaming Endaa’aad
(906) 635-6075

DeMawating Development
42 Woodlake
Kincheloe, MI 49788
(906) 498-9800

Youth Education and Activities Program - Rudyard/Kinross
Rudyard Schools (Facility not owned by Sault Tribe)
11185 2nd Street
Rudyard, MI 49780
(906) 440-1870

ST. IGNACE AREA BUILDINGS
Kewadin Casino St. Ignace
3015 Mackinac Trail
St. Ignace, MI 49781
(906) 643-7071
1-800-KEWADIN
Kewadin Casinos Human Resource Department Office St. Ignace
(906) 643-4176

St. Ignace Tribal Health Clinic & Human Services Center
1140 N. State Street, Suite 2805
St. Ignace, MI 49781
(906) 643-8689 or (877) 256-0135
Services:
Anishnaabek Community and Family Services: Case Manager, ext. 34578
Acupuncture (starting soon)
Administration
Advance Directives
After-hour Triage
Audiology
Case Management: (906) 643-4983
Clinical Medical Care
Clinical Nursing Care
Community Health Nursing (906) 643-8689
Dental Clinic: (906) 643-7202
Diabetes Care
DOT Physicals
Health Education
Hygienist
Immunizations
Laboratory Services
Mental Health
Nutrition Services
Optical Clinic: (906) 643-4995
Pharmacy: (906) 643-4996
Referral Coordinator: (906) 643-0881
Smoking Cessation
Sports Physicals
Substance Abuse
Traditional Medicine
Triage Nursing
Wellness Exams (all ages)
Wellness Programs

St. Ignace Elder Housing Complex
3017 Mackinac Trail
St. Ignace, MI 49781
Elder Meal Site
(906) 495-1450
(906) 495-5555
(800) 794-4072

Lambert Center
225 WaSeh Drive
St. Ignace, MI 49781
Head Start (906) 643-9733
Membership Liaison (906) 643-2124
Enji Maawanjii’ Iding
(Former McCann School)
399 McCann Street
St. Ignace, MI 49781

Sault Tribe Youth Facility and Sault Tribe Law Enforcement
1130 N. State Street
St. Ignace, MI 49781
Sault Tribe Youth Facility (906) 643-0941
Sault Tribe Law Enforcement (906) 635-6065 or (906) 643-7210
For emergencies, dial 911

MidJim St. Ignace
3045 Mackinac Trail
St. Ignace, MI 49781
(906) 643-9906

DeMawating Development – Mackinac Trail Storage
6091 Mackinaw Trail
St. Ignace, MI 49781
(906) 498-9800

Youth Education and Activities Program - St. Ignace
LaSalle Middle School (Facility not owned by Sault Tribe)
860 Portage Street
St. Ignace, MI 49781
(906) 440-7667

HEssel/CEDARVILLE AREA BUILDINGS
Kewadin Casino Hessel
3395 3 Mile Road
Hessel, MI 49745
(906) 484-2903
1-800-KEWADIN

Hessel Community Health Center
3355 N 3 Mile Road
Hessel, MI 49745
(906) 484-2727
Monday-Friday 8 a.m. - 4 p.m.
Services:
Nursing Services
Telemedicine Services
Prescription Pickup
Lab Draws
Registered Dietician Appointments
Immunizations (including flu and COVID shots)
Footcare
Nike Shoe Program
Incontinence Products
Diabetes Nurse Appointments
Car Seats
Wellness Programs
Elder Meals (906) 484-2710
ACFS: Satellite Office Hours first and third Wednesday of every month 9:30 a.m. - 4 p.m. Please call (906) 643-8689 and ask for Case Manager, ext. 34578
**After Hours Urgent Medical Care. Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

Bear on the Mountain (Gchi Wajiwan Makwa) Golf Course
2061 N. Three Mile Road
Hessel, MI 49745
(906) 484-2107

Makoons Community Wellness Center
Tribal Fitness Center (906) 40-6753 / (906) 440-6742
Youth Education and Activities Program - Hessel (906) 203-5278
1901 3 Mile Road
Hessel, MI 49745

Wequayoc Cemetery
2354 E M-134
Hessel, MI 49745

SAULT TRIBE OF CHIPPEWA INDIANS FACILITIES LISTING 2

DeMawating Development - Hillcrest Properties
1429 E. M134
Cedarville, MI 49719
(906) 498-9800

DETOUR AREA BUILDINGS
DeTour Tribal Health Center
Sault Tribe Community Health
200 St. Mary’s Street
DeTour, MI 49725
Phone: (906) 442-0111
Monday through Friday 8 a.m. - 4 p.m.
—Prescription Pickup
—Nursing Services
—Lab Draws
—Registered Dietician Appointments
—Immunizations (including flu and COVID shots)
—Footcare
—Nike Shoe Program
—Incontinence Products
—Diabetes Nurse Appointments
—Car Seats
—Community Garden
—Wellness Programs
TBA: Telemedicine Services
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinics.

NEWBERRY AREA BUILDINGS
Newberry Tribal Community Health Center
4935 Zeez ba tik Lane
Newberry, MI 49868
(906) 293-8181
Fax (906) 293-3001
Monday-Friday 8 a.m.-5 p.m.
(Closed for Lunch)
Telemedicine Services
Community Gathering Space
Community Health Program
Services- Main Reception,
Traditional Medicine, Nursing,
Health Education, Nutrition,
Immunization Clinics, Medication Pick-Up
Anishnaabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093
Veterans Administration Services
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

MUNISING AREA BUILDINGS
Kewadin Casino Christmas
N7761 Candy Cane Lane
Christmas, MI 49862
(906) 387-5475
1-800-KEWADIN

Grand Island Chippewa Center
Victor Matson, Sr. Community Center
Kitchi-Miniss Ednakiiyaang Gamig
622 W. Superior Street
Munising, MI 49862
(906) 387-4721
(800) 236-4705
Fax (906) 387-4727
Administration
Membership Liaison (906) 450-7011
Veterans Administration Services
Elder Luncheon Meetings
Community Gathering Spaces
Maintenance
Health and Human Service
Programs-Main Reception/Patient Registration, Medical, Traditional Medicine, Nursing, Medical Records, Medical Referrals, Pharmacist, Audiology, Community Health, Nutrition, Health Education, Behavioral Health
Anishnaabek Community and Family Services (906) 387-3906
**After Hours Urgent Medical Care
(906) 387-4721

White Pine Lodge and Convenience Store
E7889 W. State HWY M-28
Christmas, MI 49862

(906) 387-1111
Youth Education and Activities Program - Munising
Wetmore YEA Building
6379 Atik Ameg Drive
Wetmore, MI 49895
(906) 379-7772

MANISTIQUE AREA BUILDINGS
Kewadin Casino Manistique
5630 W US 2
Manistique, MI 49854
(906) 341-5510
1-800-KEWADIN

Manistique Tribal Community Center
Chigibig Ningabi An (Near the Western Shore)
5698W US Highway 2
Manistique, MI 49854
(906) 341-8469
(866) 401-0043
Fax (906) 341-1321
Administration
Sault Tribe Law Enforcement-For emergencies dial 911
(906) 635-6065
(906) 341-8317
Membership Liaison (906)341-8469
Veterans Administration Services
Elder Meals (906) 341-9564
Community Gathering Spaces
Maintenance
Health and Human Service
Programs- Main Reception/
Patient Registration, Medical, Traditional Medicine, Nursing, Medical Records, Medical Referrals, Pharmacy, Dental, Optical, Audiology, Community Health, Nutrition, Health Education and Behavioral Health
Anishnaabek Community and Family Services (906) 341-6993 or (800) 347-7137
**After Hours Urgent Medical Care
(906) 341-8469

Manistique Tribal Fitness Center
5696W US HWY2
Manistique MI 49854
(906) 341-7677

Housing Authority: Escanaba, Newberry, Manistique, Wetmore, Marquette
1176 North Chitoma Drive
Manistique, MI 49854
(906) 341-5145
(888) 353-9502
Maintenance-Eastern and Western End
(855) 205-2840

Youth Education and Activities Program - Manistique
174 Zhigag
Manistique, MI 49754
(906) 341-3362
(906) 450-5183

MARQUETTE AREA BUILDINGS
Marquette Community Health Center
1210 South Front Street
Marquette, MI 49855
(906) 225-1616
Fax (906) 225-1633
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Telemedicine Services
Community Health Program
Services- Main Reception, Medical, Traditional Medicine, Nursing, Health Education, Nutrition, Immunizations, Medication Pick-Up
Anishnnabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093
Veterans Administration Services
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinics.

Marquette Community Center
204 Cherry Creek Road
Marquette, MI 49855
(906) 341-1838
Youth Education and Activities Program – Marquette
(906) 379-7772
MidJim University
301 W. Fair Ave.
Marquette, MI 49855
(906) 226-2456

Sawyer Village
250 Voodoo Avenue
Gwinn, MI 49841
(906) 346-3919

Harvey Properties
2250 US 41 South
Marquette, MI 49855
(906) 249-4223
(906) 346-3919

ESCANABA AREA BUILDINGS
Escanaba YEA Building
Youth Education Activities Program – Escanaba
1226 Wigob
Escanaba, MI 49829
(906) 203-5888

Escanaba Community Center
3721 Jingob Street
Escanaba, MI 49829
(906) 341-1838

GLADSTONE AREA BUILDINGS
Gladstone Tribal Community Health Center
2002 Minneapolis Avenue
Gladstone, MI 49837
(906) 341-1836
Fax (906) 786-0944
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Telemedicine Services
Community Health Program
Services-Main Reception, Traditional Medicine, Nursing, Telemedicine Clinics, Health Education, Nutrition, Immunization Clinics, Medication Pick-Up
Anishnaabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093
Veterans Administration Services
** After Hours Urgent Medical Care. Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

Gladstone Tribal Fitness Center
2002 Minneapolis Ave
Gladstone MI 49837
(906) 442-0103

GAS STATIONS
The following gas stations are offering the discount to Sault Tribe members. Tribal owned gas stations offering gas and cigarette discounts:

MidJim Convenience Store
2205 Shunk Road
Sault Ste. Marie, MI 49783

MidJim Convenience Store
3045 Mackinac Trail
St. Ignace, MI 49781

White Pine Lodge and Convenience Store
7889 E. W. M-28
Christmas, MI 49862

Tribal owned gas station offering gas discount only:
MidJim University
301 W. Fair Ave.
Marquette, MI 49855

Not Tribal owned stations offering gas discount only:
Kinross BP
4440 Tone Road
Kincheloe, MI 49788

Cedar Pantry
159 W M-134
Cedarville, MI 49719

Sunoco
13975 M-28
Newberry, MI 49868

Shell
401 Cedar Street M-28
Munising, MI 49862
(906) 387-4817

Manistique Oil Company
216 Deer Street
Manistique, MI 49854

Carnes Eco Fuels
2300 Ludington Street
Escanaba, MI 49837

LAW ENFORCEMENT SATELLITE OFFICES
Kincheloe - There is an officer for the Tribe on duty at this location. For emergencies, dial 911
(906) 635-6065

Sault Tribe Youth Facility and Sault Tribe Law Enforcement
1130 N. State Street
St. Ignace, MI 49781
Sault Tribe Youth Facility
(906) 643-0941
Sault Tribe Law Enforcement
(906) 635-6065
(906) 643-7210
For emergencies, dial 911

Sault Tribe Law Enforcement
Manistique Tribal Community Center
5698 W US-2
Manistique, MI 49854
For emergencies, dial 911
(906) 635-6065
(906) 341-8317

SAULT TRIBE SATELLITE HEALTH CLINICS
Hessel Community Health Center
3355 N 3 Mile Road
Hessel, MI 49745
(906) 484-2727
Monday through Friday 8 a.m. - 4 p.m.
Services:
Nursing Services
Telemedicine Services
Prescription Pickup
Lab Draws
Registered Dietician Appointments
Immunizations (including flu and COVID shots)
Footcare
Nike Shoe Program
Incontinence Products
Diabetes Nurse Appointments
Car Seats
Wellness Programs
Elder Meals
(906) 484-2710
ACFS: Satellite Office Hours first and third Wednesday of every month 9:30 a.m. - 4 p.m. Please call (906) 643-8689 and ask for Case Manager, ext. 34578
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

Newberry Tribal Community Health Center
4935 Zeez ba tik Lane
Newberry, MI 49868
(906) 293-8181
Fax (906) 293-3001
Monday-Friday 8 a.m.-5 p.m.
(Closed for Lunch)
Telemedicine Services
Membership Liaison (906) 643-2124
Community Gathering Space
Community Health Program
Services- Main Reception, Traditional Medicine, Nursing,

Health Education, Nutrition, Immunization Clinics, Medication Pick-Up
Anishnaabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093
Veterans Administration Services
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

DeTour Tribal Health Center
Sault Tribe Community Health
200 St. Mary’s Street
DeTour, MI 49725
Phone: (906) 442-0111
Monday through Friday 8 a.m. - 4 p.m.
Prescription Pickup
Nursing Services
Lab Draws
Registered Dietician Appointments
Immunizations (including flu and COVID shots)
Footcare
Nike Shoe Program
Incontinence Products
Diabetes Nurse Appointments
Car Seats
Community Garden
Wellness Programs
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinics.

Gladstone Tribal Community Health Center
2002 Minneapolis Avenue
Gladstone, MI 49837
(906) 341-1836
Fax (906) 786-0944
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Telemedicine Services
Community Health Program
Services-Main Reception, Traditional Medicine, Nursing, Telemedicine Clinics, Health Education, Nutrition, Immunization Clinics, Medication Pick-Up
Anishnaabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093
Veterans Administration Services
** After Hours Urgent Medical Care. Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.

Marquette Tribal Community Health Center
1210 South Front Street
Marquette, MI 49855
906-225-1616
Fax (906) 225-1633
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Telemedicine Services
Community Health Program
Services- Main Reception, Medical,Traditional Medicine, Nursing, Health Education, Nutrition, Immunizations, Medication Pick-Up
Anishnnabek Community and Family Services: By appointment only. Call (906) 632-5250 or (800) 726-0093.
**After Hours Urgent Medical Care.
Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinics.

LIST PROVIDED BY THE SAULT TRIBE COMMUNICATIONS DEPARTMENT. TO CORRECT OR UPDATE LOCATION INFORMATION, PLEASE CALL (906) 632-6398 OR E-MAIL YOUR REQUEST TO SLU-CAS@SAULTTRIBE.NET.

SAULT TRIBE EDC & ENTERPRISES 2025 OVERVIEW

EDC: Building long-term enterprise value through disciplined commercial growth

Establishing the foundation for sustainable enterprise growth

The year 2025 represented an important milestone in the evolution of the Sault Tribe’s non-gaming commercial enterprises.

Through the establishment of the Enterprise Authority, Resolution 2025-184, the tribe created a modern commercial governance framework designed to strengthen accountability, strategic alignment, and long-term economic sustainability.

The Enterprise Authority establishes a clear distinction between governmental functions and commercial business management, allowing commercial enterprises to operate within a structure designed to support efficient disciplined decision-making, operational excellence, and responsible growth.

Within this framework, the Enterprise Development Corporation (EDC) serves as the corporate-level operating entity responsible for developing and executing enterprise strategy, managing portfolio performance, and supporting operational alignment across the tribe’s non-gaming commercial enterprises.

The EDC’s role is to build a professionally managed enterprise system focused on long-term value creation while maintaining alignment with tribal priorities and the responsibility to strengthen the economic foundation that supports essential tribal member services.

A modern commercial operating model

The establishment of the Enterprise Authority represents more than a governance change. It represents the continued development of the systems, structures, and capabilities necessary to operate a diversified commercial enterprise portfolio.

The EDC operating model is built around several foundational principles:

- Disciplined capital allocation
- Operational accountability
- Performance management
- Strategic investment
- Long-term asset stewardship
- Continuous operational improvement

This framework allows individual enterprises to maintain focus on their specific markets and customers while operating within a coordinated portfolio structure designed to maximize long-term enterprise value.

Building a diversified enterprise portfolio

The EDC manages a diversified portfolio of non-gaming commercial enterprises operating across multiple sectors throughout Michigan’s Upper Peninsula:

- Retail & Fuel
- Hospitality & Recreation
- Real Estate
- Manufactured Homes & Automotive

Each enterprise serves a distinct market and customer base while contributing to the broader objective of strengthening the tribe’s commercial assets, generating sustainable economic value,



Portage Place

and supporting essential tribal member services.

The EDC’s approach is centered on strengthening existing operations, improving portfolio performance, and responsibly expanding enterprise capacity through strategic investment, modernization, and aligned partnerships.

RETAIL & FUEL

The EDC’s Retail & Fuel sector includes the Midjim convenience stores in Sault Ste. Marie, St. Ignace, and Marquette, as well as the convenience store operating alongside White Pine Lodge in Christmas.

These businesses provide fuel, convenience products, and other essential services to tribal members, local residents, and visitors throughout the Upper Peninsula. The stores also create direct value for tribal members through tax-exempt fuel and tobacco savings where applicable.

Sault Ste. Marie and St.

Ignace Midjims

The Midjim convenience stores remain important community hubs on reservation lands. During 2025, Midjim Sault Ste. Marie sold 730,637 gallons of gasoline, while Midjim St. Ignace sold 399,047 gallons. In 2025, Midjim Sault Ste. Marie and Midjim St. Ignace generated \$779,343 in direct savings to tribal members through eligible tax-exempt purchases.

Midjim Marquette

During 2025, Midjim Marquette sold 859,992 gallons of gasoline and provided an additional \$36,803 in fuel savings to tribal members.

The Marquette Midjim partnered with H.T. Hackney, one of the largest wholesale distributors in the United States, to broaden its product offerings and improve access to retail merchandise. Managers from all four convenience-store locations participated in the 2025 H.T. Hackney trade

show.

White Pine Lodge Convenience Store

The convenience store adjacent to White Pine Lodge continued to serve lodge guests, snowmobilers, tourists, and the surrounding Christmas community during its seasonal operating periods.

The White Pine Lodge convenience store sold 265,900 gallons of gasoline during 2025 and provided \$16,145 in direct tribal member savings through tax-exempt purchases.

HOSPITALITY & RECREATION

The Hospitality & Recreation sector includes White Pine Lodge, Tanglewood Marsh Golf Course, and Bear on the Mountain Golf Course.

These enterprises support tourism, recreation, hospitality, community events, and regional economic activity. During 2025, the EDC continued to evalu-

ate operating models, seasonal demand, facility use, and service offerings to improve long-term sustainability across the sector.

White Pine Lodge

Located near Kewadin Christmas, White Pine Lodge remains a popular destination for snowmobilers, outdoor recreation visitors, and Upper Peninsula tourists. Occupancy reached 100 percent during peak periods in 2025.

During the year, the Lodge transitioned to a seasonal operating model to better align staffing and operating costs with periods of strongest customer demand. White Pine Lodge now operates from Jan. 1 through March 15 and from May 15 through Oct. 31.

Tanglewood Marsh Golf Course

Tanglewood Marsh Golf Course is an 18-hole course located in Sault Ste. Marie. The property spans approximately 145 acres and features a 5,300-yard layout from the back tees.

Tanglewood Marsh includes a putting and chipping green, indoor and outdoor event areas, dining and beverage service, and catering available for on-site events. These amenities allow the enterprise to serve golfers, community organizations, private events, and other regional customers.

Tanglewood Marsh transitioned to a fully seasonal staffing model in 2025. The golf course held 6,726 9- and 18-hole general rounds, with 2,762 league rounds and 55 memberships.

Bear on the Mountain Golf Course

Bear on the Mountain Golf Course, formerly Hessel Ridge, is located in Hessel and encompasses 155 acres. The 18-hole course features a 6,300-yard layout from the back tees.

The course is recognized for its scenic setting, regional views, quality greens, and playable course conditions.

Bear on the Mountain transitioned to a fully seasonal staffing model in 2025. The golf course held 6,577 9- and 18-hole general rounds, with 814 league rounds and 45 memberships.

REAL ESTATE

The Real Estate sector includes DeMawating Development and Sawyer Village. Together, the two enterprises manage a geographically diverse portfolio of residential, commercial, office, industrial, and storage properties throughout the Upper Peninsula.

During 2025, the enterprises continued to provide housing and commercial space, maintain strong occupancy across key property categories, renovate existing assets, and prepare underutilized properties for productive use.

Sawyer Village

Sawyer Village, headquartered in Gwinn, managed a portfolio of 525 residential units, commercial spaces, and storage spaces in 2025.

- The portfolio included:
- 229 residential units at Sawyer Village;
 - 42 out of service residential

See “EDC,” Page 23



DeMawating Development manages three industrial units within the Crane Industrial Warehouse on the Odenaang reservation in Sault Ste. Marie.

SAULT TRIBE EDC & ENTERPRISES 2025 OVERVIEW

From “EDC,” Page 22
units identified for full renovation;
— two residential units in Christmas;
— one residential unit in Manistique;
— 185 storage spaces in Chocoley;
— 54 seasonal winter-storage spaces at Sawyer Village; and
— 12 commercial buildings and spaces, including administrative and maintenance facilities.

DeMawating Development
DeMawating Development, headquartered in Kincheloe, managed a portfolio of 422 residential, commercial, office, industrial, and storage units and spaces in 2025. The portfolio included:
— 341 residential units;
— five commercial spaces;
— three office units;
— three industrial facilities; and
— 70 storage units.
Occupancy remained strong during the year, reaching:
— 95% for residential units;
— 100% for commercial and office units;
— 100% for industrial facilities; and
— 86% for storage units.

Crane Industrial Warehouse
DeMawating Development manages three industrial units within the Crane Industrial Warehouse on the Odenaang reservation in Sault Ste. Marie. The facility includes two 5,000-square-foot units; and a 10,000-square-foot unit. All three units were fully leased in 2025.

Geographic reach and residential portfolio
In addition to Kincheloe, DeMawating Development manages properties in Cedarville, Hessel, St. Ignace, Naubinway, DeTour, and Sault Ste. Marie. Its residential offerings include:
— 2-, 3-, and 4-bedroom duplexes;
— single-family homes;
— single- and double-wide manufactured homes;
— studio apartments; and
— 1- and 2-bedroom apartments.

The Guest House
In 2025, DeMawating Development expanded its residential portfolio through the acquisition of The Guest House property. The property includes 16 units within the main building; an attached 2-bedroom, 1.5 bath apartment; and a separate duplex located adjacent to the main building. Renovations are underway to add kitchen areas to two units in the main building, with plans to continue converting additional rooms into more functional residential studio units over time.

Storage Portfolio
DeMawating Development also provides a range of storage options, from smaller traditional storage units to large drive-in bays and entire-facility leasing opportunities. The storage portfolio maintained an 86% occupancy rate in 2025.

Manufactured Homes & Automotive
The Manufactured Homes & Automotive sector is represented by Gitchi Home & Auto. Gitchi provides manufactured and modular homes, duplexes, used vehicles, sheds, and related products. The enterprise serves both tribal and non-tribal customers while supporting the EDC’s broader participation in housing

development, residential construction, and consumer transportation markets.
Gitchi’s financial performance improved significantly from 2024 to 2025. Gitchi sold 12 homes in 2025, compared with six homes in 2024, along with 57 vehicles and five sheds, providing \$30,956 in tax-exempt savings to tribal members.

Building the enterprise platform
In addition to managing the individual enterprises, the EDC continued to develop the organizational systems needed to support a commercially aligned enterprise portfolio.

The EDC’s principal corporate initiatives include:
— Activating an enterprise-specific human resources function
— Continuing optimization of enterprise technology systems
— Continuing the commercial alignment of operating practices, policies, and organizational systems

Sault Tribe Thrive & Capital Access Initiative
Expanding access to capital and commercial opportunity

As part of the EDC’s broader effort to build long-term economic capacity, Sault Tribe Thrive supports entrepreneurs, tribal member-owned businesses, Sault Tribe enterprises, and other qualifying businesses through access to capital resources and business development support.

In 2025, Sault Tribe Thrive entered a new phase through its role supporting the Sault Tribe Capital Fund, a financing support program designed to improve access to capital for eligible businesses seeking to start, expand, acquire equipment, purchase property, or strengthen existing operations.

The Sault Tribe Capital Fund does not provide direct lending. Instead, it works with participating financial institutions through tools such as collateral support and loan participation programs. These tools are designed to reduce lender risk and improve financing opportunities for businesses that may otherwise face barriers accessing traditional capital.

The program is available to eligible tribal member-owned businesses, Sault Tribe enterprises, and other qualifying businesses. In addition to financing support, participants may access technical assistance through Sault Tribe Thrive, including business planning, financial guidance, marketing assistance, credit counseling, and business coaching.

The Sault Tribe Capital Fund and related technical assistance resources are supported through the State Small Business Credit Initiative (SSBCI), a U.S. Department of the Treasury program designed to expand access to capital and support small business growth through approved financing mechanisms. Program participation is administered consistent with established SSBCI requirements, financing structures, and applicable eligibility criteria.

By combining access to capital with business development resources, Sault Tribe Thrive strengthens the broader commercial ecosystem supporting entrepreneurship, enterprise growth, and long-term economic opportunity.
Strategic Partnerships and

Development
Strategic partnerships remain an important component of the EDC’s approach to growth and enterprise development. The EDC seeks to work with experienced partners when specialized technical knowledge, operating capability, industry expertise, or additional resources can improve the feasibility and execution of an opportunity.

Strategic Partnership in Practice
Broadband
Through the EDC’s partnership with Cherry Capital Connections, CCC is providing technical expertise and operational guidance during the implementation of the USDA ReConnect 3 and ReConnect 4 broadband grant projects.

Energy
Through continued collaboration with Cloverland Electric Cooperative and the tribe’s membership in American Rural Cooperative Power (ARC Power), the EDC continues to engage with experienced energy organizations

to evaluate opportunities that support long-term energy resilience, infrastructure development, and strategic economic growth.

Real Estate
The tribe currently holds a 10% ownership interest in Garfield Landing apartment complex in Sault Ste. Marie. EDC is engaging with similar developers to explore a range of multi-unit development concepts throughout the seven-county service area.

These relationships reflect the EDC’s broader strategic partnership approach: building relationships with experienced organizations, expanding access to specialized expertise, and identifying opportunities that align with the tribe’s assets, long-term objectives, and commercial strategy.

Looking ahead to 2026
The EDC and its enterprises will continue to focus on operational improvement, asset development, market-based housing expansion, strategic partnership development and the modernization of enterprise systems.

Corporate and Portfolio Initiatives
During 2026, the EDC plans to:
— continue development of the enterprise human resources function;
— continue optimization of enterprise technology systems;
— further align operational practices with commercial standards;
— strengthen performance reporting and accountability; and
— continue identifying strategic partnerships and responsible growth opportunities.

Real Estate Initiatives
Sawyer Village will continue redevelopment of 42 long-vacant residential units at the former K.I. Sawyer Air Force Base.

Three manufactured duplexes will be placed at Strawberry Lane in St. Ignace.

DeMawating Development plans to add a duplex at the Hillcrest Housing property in Cedarville.

Renovations at The Guest House will continue, with plans to continue to convert units from small studios without kitchen facilities into more functional studio units equipped with kitchenettes.

DeMawating Development plans to install updated signage identifying Portage Place by its current name and replacing references to the former Seven Seas property.

Planning will continue for infrastructure improvements at Riverside Village. Water and wastewater infrastructure installation along Row C is expected to be completed in 2026.

Hospitality and Recreation Initiatives
Tanglewood Marsh and Bear on the Mountain will continue investing in equipment enhancements that support course conditions, operating efficiency, and the overall customer experience.

White Pine Lodge will continue refining its seasonal operating model to improve efficiency and financial performance.

Automotive and Manufactured Homes Initiatives
Gitchi Home & Auto intends to evaluate additional manufactured-home product lines to expand the selection available to customers. Gitchi will also pursue opportunities to sell manufactured homes directly to DeMawating Development as it expands its residential rental portfolio.

Retail and Fuel Initiatives
The Midjim convenience stores will evaluate industry-leading software and point-of-sale solutions designed specifically for convenience-store and fuel-retail operations.

Strategic Partnership Initiatives
EDC will continue pursuing strategic partnerships with experienced organizations when specialized technical knowledge, operating capabilities, industry expertise, or additional resources can improve the feasibility and execution of an opportunity.
Initial residential connections to the tribe’s broadband network are expected to begin in fall 2026. This milestone will represent an important step toward placing the network into operation and expanding reliable broadband access to tribal homes and facilities.

SAWYER VILLAGE



Sawyer Village homes before renovations.



Sawyer Village under construction.



Sawyer Village homes after renovations.

TRANSPORTATION DEPARTMENT 2025 OVERVIEW

The Transportation Department experienced a successful year in 2025, significantly expanding its capacity to improve transportation infrastructure, transit services, community connectivity, and economic development throughout tribal communities. Through strategic planning, successful grant management, and effective management of Bureau of Indian Affairs (BIA) Transportation Program funding, Federal Transit Administration (FTA) programs, and the tribe’s historic \$19.9 million Ozhitoon Mino-Bimaadiziwin (Build for the Good Life) RAISE Grant, the department advanced a wide range of major infrastructure projects and projects that support safety, accessibility, mobility, and long-term community growth.

2025 HIGHLIGHTS

- Over \$29 million in transportation funding managed under 10 cost centers
- \$19.9 million federal RAISE Grant investment
- 11 major RAISE infrastructure projects advancing through design
- Tribal Transportation

Improvement Plan (TIP) completed

- Regional Rides to Wellness Program established and prepared to launch
- Branding & Wayfinding Initiative launched
- Purchase of four transit vehicles
- Two new transportation positions filled
- Multiple BIA Program capital improvement projects advanced: Hessel Caution Light Project, Odenaang Development Roadway Project, Escanaba Housing Project, Tribal Trails Projects

Branding & Wayfinding Initiative

The department launched the tribe’s first comprehensive branding and wayfinding initiative. This effort is designed to strengthen tribal identity, improve navigation, enhance visitor experiences, support tourism, and incorporate Anishinaabemowin language and cultural values into a unified signage system.

Major accomplishments included:

- Establishing a Language &

Culture Subcommittee

- Developing tribal branding concepts and draft signage packages
- Integrating transportation, tourism, placemaking, and cultural preservation goals into one coordinated strategy

Regional Tribal Transit Program

Major accomplishments included:

- Procurement of transit vehicles
- Advancing the Rides to Wellness Program
- Completing mobility management planning

RAISE Grant Program

The Ozhitoon Mino-Bimaadiziwin (Build for the Good Life) RAISE Grant Program represents the largest transportation investment initiative in tribal history. The program supports roadway reconstruction, pedestrian safety, multimodal transportation, recreation, accessibility, and economic development projects throughout the community.

RAISE Projects

The department advanced engineering and design on 11 major projects, including:

- East 3 Mile Road Reconstruction
- 3 Mile Multi-Use Path
- Shunk Road, Marquette Avenue, East 10th Street, East 15th Street, Casino Ring Road, South Access Road, Ice Circle Drive, future development roads, and a tribal nature preserve & boardwalk system.

Collectively, these projects will improve roadway safety and accessibility, expand pedestrian and bicycle infrastructure, enhance recreational opportunities, and strengthen community connectivity for future generations.

2026 GOALS

The department will continue to strengthen its ability to serve tribal communities and support future growth, and continue progress on BIA, FTA, and RAISE Grant Programs, with focus on:

- Advancing RAISE Grant projects toward construction
- Launching Rides to Wellness and Job Access and Reverse Commute services
- Implementing Branding & Wayfinding recommendations
- Improving safety, accessibility, and mobility throughout tribal communities.



Hessel Caution Light Project — Installation located at the intersection of 3 Mile Rd. and Nopaming Drive, Hessel, Mich.



Hessel Campus Plan — Community Plan to guide future development.



Hessel Trail Project Conceptual Design — The proposed community trail system outlines the layout, connections, and features needed to link neighborhood and tribal facilities with a safe, usable network.



Odenaang Development Project — Phase 2 Design and full reconstruct of infrastructure at Odenaang Development site.



Above, one of several community meetings across the seven-county service area to gather information on signage concepts.



Above, branding and wayfinding draft design package. Below, building sign mock up.

