



## Introduction/Background

*Submission Email To Tribal Community (On and Off-Reservation)*

Dear Red Cliff Community,

On behalf of the Red Cliff Band of Lake Superior Chippewa, Blue Stone Strategy Group has been retained to support in the development of a Red Cliff Economic Diversification Strategy. The goal of this initiative is to guide our movement forward in growing a resilient and sustainable Tribal economy as we strategically plan for the use of our important assets (Tribal lands) and potential development of our commercial areas for Red Cliff long-term stability and growth. Strategic planning is valuable as it will provide directional focus and alignment for various Tribal departments, programs, and businesses to support in setting a clear vision for the future growth of Red Cliff economic development and diversification.

**As part of this process, Blue Stone Strategy Group is conducting a Red Cliff Community Survey to better determine the focus areas for the Tribe's Economic Diversification Strategy.** As the Strategy will help direct the energy and resources of Red Cliff for future economic development, we would greatly appreciate it if you would please complete this survey and provide your valuable feedback in supporting the Tribe's future direction.

Below please find the link to access the online survey. **Please provide your feedback by Wednesday, March 31st. Thank you in advance!**

**Survey Link:** <https://www.surveymonkey.com/r/L76VWK2>

For the purpose of this survey, below please find some clarifying definitions:

### DEFINITIONS:

**Sovereignty:** The authority of the Tribe to self-govern and all the associated powers to regulate internal affairs of the Tribe within the bounds of the reservation including trust lands off reservation. This authority allows the Tribe, like the federal government, to establish its own form of government, determine membership requirements, enact legislation, and establish law enforcement, etc.

**Economic Development:** Investing and developing Tribal businesses to generate revenue and long-term job opportunities to be able to reinvest in the Tribe and its people.

**Economic Governance Structure:** Rules and processes that dictate the governance structure of the Tribe's businesses.

**Red Cliff Business Development Corporation:** The Red Cliff Band of Lake Superior Chippewa's current economic corporation. The corporation was established in 2012 to be a governmental instrument of the Tribe to carry out responsibilities for economic advancement of the Tribe and its members, to generate revenue, increase well-being of the community, promote & revitalize commerce, stimulate investment, and create gainful employment opportunities for Tribal Members.

**Education:** The ability of the Tribe to provide opportunities for its people to increase knowledge, skills, or character through educational pursuits.



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**Workforce Training:** The Tribal Government's efforts to employ Tribal Members for positions across the Tribe and its Tribal organizations. The Tribal Government's ability to recruit, and to provide mentoring and internship opportunities. The efforts of the Tribal Government to provide succession planning, short-term/seasonal employment, entry-level positions, and opportunities for future growth.

**Entrepreneurship:** Creating individually owned businesses, and the ways in which the Tribal Government can support and develop opportunities for Tribal Member driven business development.

**Housing:** The ways in which the Tribal Government provides housing opportunities to Tribal Members.



1. Please rank the following identified areas on their level of importance for future growth of the Tribe. Rank them in order from 1-most important to 7-least important. *Please use each number only once.*

	Workforce Training
	Economic Development
	Education
	Economic Governance Structure
	Sovereignty
	Housing
	Entrepreneurship

2. Please rate each of these priorities related to economic development at the Tribe on a scale from 1 to 5. (1- don't agree with this priority at all & 5 completely agree that this needs to be a priority for diversifying the Tribal economy) *Please mark only one number for each priority.*

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**Strengthen the Red Cliff Business Development Corporation (BDC):** Strengthen the Corporation through refinement of operational policies and setting of the long-term Red Cliff Tribal economy vision with clear roles and responsibilities to support successful implementation of Tribal economic development priorities.

1       2       3       4       5

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**Revisit & Rework Land Use Planning:** Tribe to review its zoning and land use policies, refine processes for land leases, sales, and other uses, and create a more business-friendly attitude towards commercial & residential development to make it more accessible.

1       2       3       4       5

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**Expand Opportunities and Participation for Tribal Workforce & Education:** Enable Tribal Members to gain the education and skills necessary to fill vital roles within the Tribal Government, staff and lead Tribal enterprises, gain meaningful employment inside and outside the reservation.

1       2       3       4       5

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**Tribal Member Entrepreneurship:** The Tribe to provide resource support for Tribal Members who desire to create their own businesses.

1       2       3       4       5

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**Tribal Enterprise Launch and Transition:** Create a standardized due diligence process to know when is best to transition Tribal programs into Tribal businesses (where appropriate) to maximize revenues and/or jobs, and reduce costs to the Tribal Government/community.

1       2       3       4       5

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**Tourism Industry and Outdoor Recreation Industry:** The Red Cliff Band of Lake Superior Chippewa is well-positioned physically to capture a larger share of tourism dollars that flow through the region. The Tribe also has the natural and cultural assets to attract, expand and launch businesses in the outdoor recreation space. The Tribe should work to maximize this potential as an economic development opportunity.

- 1       2       3       4       5

**Redesign/Expand the Tribal Tax Code:** The Tribal Government to evaluate if there is opportunity to expand revenues from the currently imposed taxes on goods and services (i.e. Cigarette tax, Alcohol tax, Sales tax, etc.) and how to maximize the uses of this tax income.

- 1       2       3       4       5

3. Please select your age range

- 17 years or younger       45 - 54 years old  
 18 - 24 years old       55 - 64 years old  
 25 - 34 years old       65 years or older  
 35 - 44 years old

4. Please select from below and/or describe the education, degree/certification, apprenticeship and/or experience you would like to share with us: *Please provide your education /degree /certificate /apprentices focus area for the selected answer/s in the comment area below*

- |   |  |                                       |
|---|--|---------------------------------------|
| <input type="radio"/> I did not attend school | <input type="radio"/> Professional Certification | <input type="radio"/> Master's Degree |
| <input type="radio"/> 8th grade or less       | <input type="radio"/> Trade School               | <input type="radio"/> Doctoral Degree |
| <input type="radio"/> Some high school        | <input type="radio"/> Some College               |                                       |
| <input type="radio"/> GED                     | <input type="radio"/> Associate's Degree         |                                       |
| <input type="radio"/> High School Diploma     | <input type="radio"/> Bachelor's Degree          |                                       |

5. Which of the following choices best describes your current employment status?

- Full time  
 Part-time  
 Retired  
 Seasonal  
 Unemployed



6. Are there opportunities on the reservation to start or continue your career path?

- Yes
- No

7. What type of jobs would you like to see available? *Please list or describe below.*

8. From your perspective, when looking for a job in the area what are the resources you would use?

*Select all that apply*

- Online Job sites (Indeed, Jobs.com, Monster, etc.)
- Social Networking Applications/sites (Twitter, Facebook, etc.)
- Newspaper/Job postings (classified, Craigslist)
- Friends/Family
- Tribal Postings
- Directly contacting a company/business you want to work at.
- Other, *please explain below*

9. Where can you go today for support to grow in your career path? *Please list all that apply (such as Tribal human resources, specific resource center, funding, certification program/training, etc.).*



10. What categories of education and training do you think would be most beneficial to the Red Cliff Tribe of Lake Superior Chippewa Tribal community? *Please select all that apply.*

- Assistance with job searching
- Trades skills education assistance
- Resume assistance
- Financial literacy
- Computer skills training
- Business accounting
- Adult basic education
- Business plan development
- Communication and public speaking training
- GED program
- Other, *please describe below*

11. Are there additional resources you would like to see made available through the Tribe for education (degree, certification, trade skills, etc.)? *Please explain below.*

12. Are you thinking about starting your own business or currently operate/own a business?

- Yes, *please describe what kind of business below.*
- No
- Currently operate/own business, *please describe what kind of business below.*



13. If you have an idea for a business, do you know where you can find help to get started?

- Yes, *please list any resources you are aware of including Tribal resources below.*
- No

14. Would you support the refinement of the image of the Tribal community when entering downtown Red Cliff (the economic corridor)? (e.g. stricter property maintenance regulations near this corridor to strengthen the image of the Tribe to potential business relocations, community development opportunities, etc.) *Please provide any additional comments below.*

- Yes
- No

15. Please provide any other comments or thoughts you would like to share regarding economic diversification for the Tribe.