

Proposal and Marketing Plan St. Croix
Chippewa Indians of Wisconsin

“Feasibility Study for Bio Mass Electrical
Generation on Tribal Lands”

Solicitation Number (DE-PS36-02GO92006)

Grant Number (DE-FG36-03GO13021, A000)



The St. Croix Chippewa Indians, From Yesterday to Today and into the Future.

In 1934, with the passage of the Indian Reorganization Act, the St. Croix River Indians were given federal recognition as the “St. Croix Chippewa Indians of Wisconsin.” The 1934 Act enabled the St. Croix Indians to gain reservation land.

The now approximately 5,000 acres (1,802 held in trust) of reservation lands are scattered throughout three counties in northwest Wisconsin; Burnett, Polk, and Barron. There are nine separate communities that require services, and an off reservation population that also requires services. According to the most recent census conducted, the service population of the reservation is 2,518.

The St. Croix Chippewa Tribe is governed by a five-member council, publicly elected every two-years. The Council consists of a Chair, Vice-chair, Secretary/Treasurer, and two Administrators. Tribal Council is responsible for the general welfare of tribal members and the management of the day-to-day tribal businesses. The Council is governed by the tribal constitution and bylaws, which were originally ratified under the Indian Reorganization Act. The St. Croix Tribal Council oversees programs and projects out of its offices located in the St. Croix Tribal Center in Hertel, Wisconsin.



TRIBAL COUNCIL

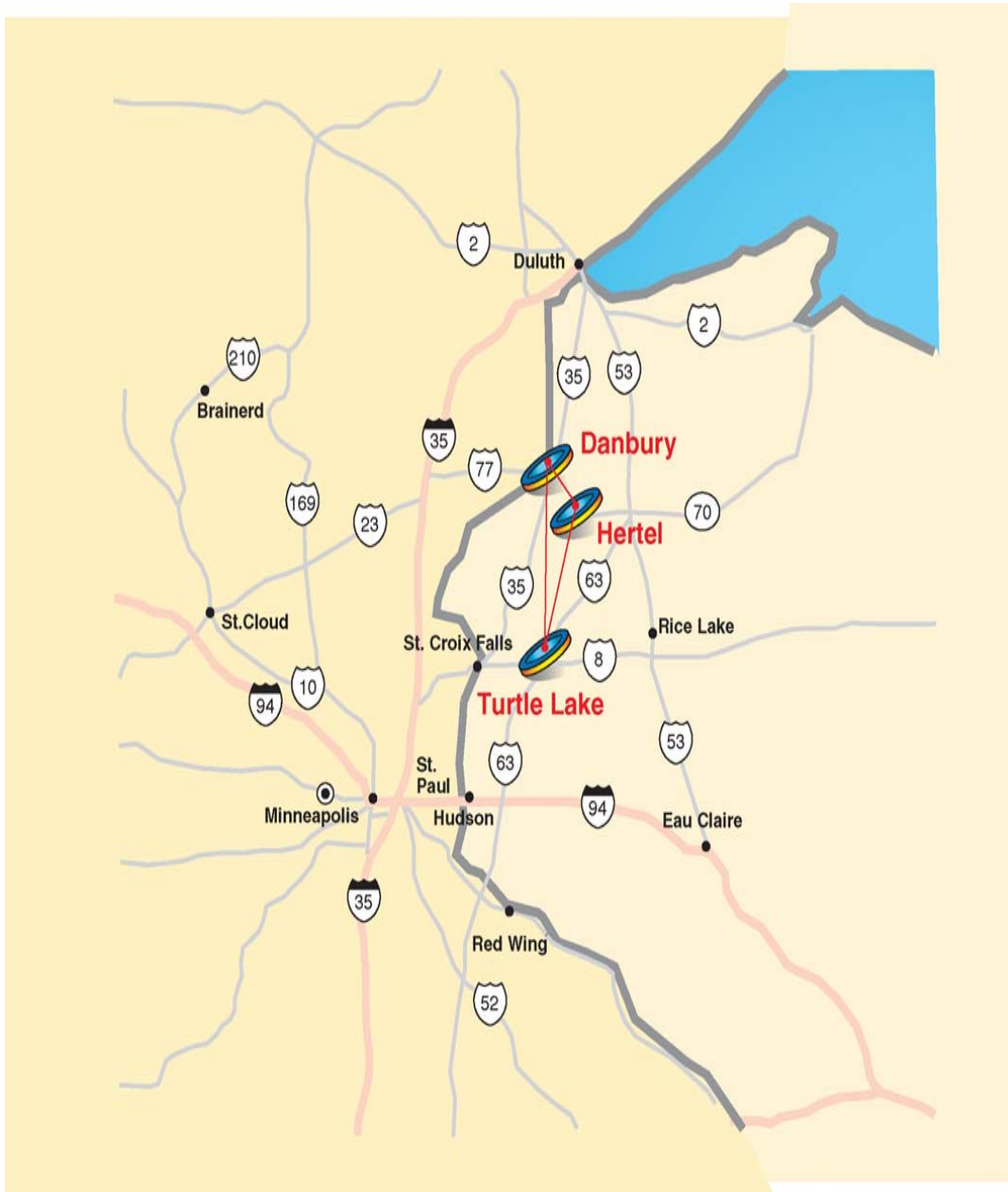
Lewis Taylor, Council Member; David “Maabin” Merrill, Tribal Chairman; Leo Butler, Secretary/Treasurer;
Gloria Benjamin, Council Member; Michael Bearhart, Vice-Chairman

St. Croix Tribal Government Center

The St. Croix Tribal Center, located in Hertel, Wisconsin, is the hub for the Tribal Enterprises. The St. Croix Tribal Government Center houses the St. Croix Tribal Council along with several departments including Historic Preservation, Legal, Accounting, MIS Department, Public Relations, Personnel, Enrollment, Natural Resources, and Land Planning and Development. It is also home to a number of programs including Elders Advocates, Foster Grandparent and Senior Companion.



St. Croix Tribal Center



The St. Croix Chippewa Indians of Wisconsin is the largest employer in Burnett County and one of Barron County's largest employers. With three casinos, a fishery and various other tribal enterprises, including the government center, the Tribal workforce totals near 2,000 employees.

St. Croix Casino and Hotel

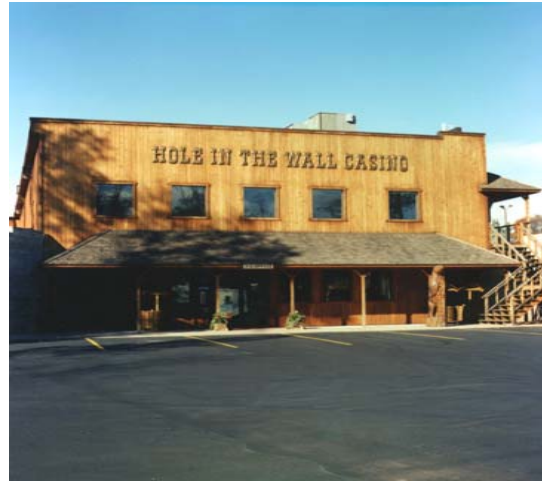
The St. Croix Casino & Hotel in Turtle Lake has emerged as one of the premier entertainment facilities in the Midwest. St. Croix Casino & Hotel features 1,180 slot machines, 24 blackjack tables, full-service restaurant, a buffet, two full-service bars, a saloon, a gift shop, 160 rooms/suites, 8 themed jacuzzi suites, pool, hot tub and sauna.



St. Croix Casino & Hotel

Hole In the Wall Casino & Hotel

Since opening in 1991, Hole in the Wall Casino & Hotel has become a top-notch entertainment center for the residents and visitors of Wisconsin and Minnesota. Located in Danbury, Wisconsin, the 22,565 square foot entertainment complex features 315 slots, 10 blackjack tables, a café and saloon, a gift shop, a hospitality center, an arcade, 46 hotel rooms, a pool, jacuzzi room and a 35-site full service RV park.



Hole in the Wall Casino & Hotel Pool

Little Turtle Hertel Express

Little Turtle Hertel Express Casino, which opened in 1996, combines a full-service convenience store with a casino. The 2,128 square foot complex operates 99 slot machines. It also runs a full-line smoke shop and is open seven days a week. The Little Turtle Hertel Express sells everything from gasoline to groceries, and household goods to gifts.



Little Turtle Hertel Express Casino

Currently, Indian Gaming is the best resource and asset that the tribe's members and tribal government possesses to improve the grinding level of poverty prevalent on Indian reservations. The Tribe recognizes, however, the need to diversify and add to these successes in order to reach their goal of achieving economic and social self-determination. The St. Croix Tribe and its governing body have made enormous strides in improving the quality of life for the reservation residents and surrounding communities. The Tribe in recent years has become aggressive in its pursuit of economic opportunities in attempts to diversify its means for self-sufficiency.

St. Croix Waters Fishery

Aquaculture... “the science, art and business of cultivating fish and shellfish”. In October of 2001, the St. Croix Waters Fishery opened in Danbury, Wisconsin. The 170,000 square-foot, \$23 million facility is a state-of-the-art, recirculating aquaculture system. The facility is currently growing yellow perch and hybrid striped bass and is capable of producing approximately 2 million pounds annually for commercial sale. Future expansion plans include a new water treatment system and an advanced perch spawning facility. Projected improvements are valued at 2.5 million, while savings are expected to exceed 1.75 million annually.



St. Croix Waters Fishery



St. Croix Waters Fishery

Chippewa Check Services

On November 1, 2002 the St. Croix Tribe, in its continuing efforts to expand and diversify, created its first off-reservation enterprise. Chippewa Check Services, a full service cash access business, provides check cashing, credit card cash advances, and ATM services that previously had been outsourced to another company for the past 10 years.



Fourwinds Market

On March 1, 2003, the St. Croix Tribe entered into the grocery/retail business by opening the Fourwinds Market in Siren, Wisconsin. This is the first step in an ongoing dynamic business plan which also includes the Southwinds Professional Center and the Northwinds Retail Center.



Southwinds Professional Center

Construction of our Southwinds Professional Center was just completed in September of 2003. This 20,375 square foot building offers a total of 12 Class A office spaces, located just north of Siren, Wisconsin on State Highway 35/70.



SCT Lumber

In June of 2003, the St. Croix Tribe purchased SCT Lumber, previously operated as Campbell Lumber. SCT Lumber is located on Highway 35 in Webster, Wisconsin.



St. Croix Construction Company

The St. Croix Construction Company is located across the street from the St. Croix Tribal Center in Hertel. The tribal construction company is responsible for building new structures, repairing dilapidated buildings and adding on to existing facilities. The construction company has been instrumental in the building of tribal housing, as well as tribal services facilities and commercial buildings. They are also involved in new road construction and maintenance.



St. Croix Construction Company

St. Croix Housing and EPA



St. Croix Environmental Protection Agency

The St. Croix Environmental Protection Agency (EPA) plays an important role in the development, expansion, management and protection of environmental resources on tribal lands. EPA is in charge of several areas of the reservation including wellhead protection, solid waste removal, recycling, maintaining clean water and wastewater management, and general assistance and environmental quality incentive programs.

The St. Croix Housing Department is responsible for providing safe comfortable housing for tribal members and provides services to tenants including re-roofing, siding, flooring, vent cleaning and chimney cleaning.



St. Croix Housing Authority

St. Croix Tribal Health Department

In 2001, the St. Croix Tribe opened a 20,800 square-foot comprehensive healthcare clinic next to the Tribal Center. The \$3 million clinic houses a mental health clinic, pharmacy and exercise room, and employs a full-time doctor, four registered nurses, a visiting nurse practitioner, a dentist, a podiatrist, an optometrist, two registered dietitians and nutritionist.

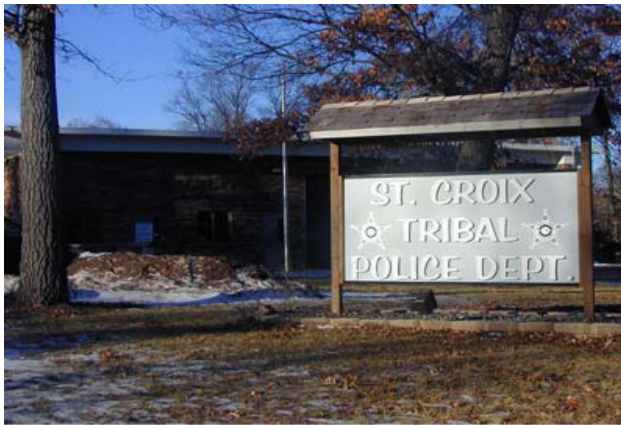


Emergency Services

The St. Croix Fire Department has been in operation since the mid-1970s and consists of 35 volunteer firefighters and members of the First Responders Team.



St. Croix Fire Department



St. Croix Police Department

The St. Croix Police Department has existed since 1999 and employs nine full-time police officers, a Burnett County liaison, and one full-time animal control officer. Officers are cross-deputized with full arrest powers in two counties.

Elderly and Youth Services



St. Croix Headstart Program

The St. Croix Headstart program, constructed in 1999, provides educational and child-care services for children between the ages of three and five as they prepare for kindergarten.



St. Croix Old Hall

The St. Croix Old Hall is used as a place to hold traditional dances, feasts, and religious events, as well as serving as a meal hall and social meeting place for the elderly.



St. Croix Youth Center

The St. Croix Youth Center includes a number of programs and activities for children including language and culture classes. The Youth Center also offers accredited on-line college courses through the LCO Satellite College.

Additional Enterprises and Services

- **SCT Travel Agency**, a full service travel agency serving a multitude of tribal and community clients.
- **Eagles Landing Campground**, providing 30 seasonal camp sites on over 900 feet of Yellow River frontage.
- **Many Nations Recovery Home**, located in Pensacola, Florida.
- **St. Croix Tribal Smokeshop**, serving four locations.

The great fact of Anishinabe life is unity – the oneness of all things. In their view, history is expressed in the way that life is lived each day and the way that harmony with all created things has been achieved. The people cannot be separated from the land with its cycle of seasons or from the other mysterious cycles of living things –of birth, growth, death, and new birth.

Historically, tribes surviving into the 20th Century were highly adaptive in maintaining a balance between both earth-centered and people oriented philosophies. Maintaining a connection to the earth while transitioning into the 21st Century is a significant tribal goal.

The St. Croix Chippewa Tribe is interested in “Green Business” development and sustainable economic development that promotes a better balance between environmental protection, jobs, and wealth distribution.

The St. Croix Tribal Community economic development goals are closely aligned with a “Renewable Energy Development on Tribal Lands” project. Therefore, the St. Croix tribe is very interested in development of a bio fuel power project on tribal lands.

Using locally available bio fuel for power generation directly fits into the community, economic, social, and cultural goals of the St. Croix Tribe. A bio fuel power project will leverage community assets and resources and provide a foundation for future sustainable development.

Department of Energy financial assistance enables the St. Croix Tribe to conduct a feasibility study that will assist the Tribe in obtaining the needed financing for development, implementation, and operation of a bio fuel generating plant.

The feasibility study will look at siting a potential renewable energy power plant and ancillary business within the reservation communities of Big Sand Lake or Round Lake. These communities are located in Burnett and Polk Counties, respectively.

We will develop a list of primary and secondary screening criteria for a bio fuel power plant facility location.

Siting criteria include items such as:

- **Land** - Acreage required desired configuration, topography, zoning, and geology.
- **Utilities and Support Services** – Access to power line corridors, gas, water, sewer, wastewater.
- **Transportation** – Bio fuel supply highway requirements.
- **Labor** - Skill levels and number of employees required.
- **Environmental Issues** - Prior land use, construction and operating permits expected to be required, buffer zones, community receptivity, sensitivity to noise, sensitivity to truck traffic, visual impacts.
- **Business Climate** - Taxes, financing, construction costs, cultural considerations, proximity of support services, and infrastructure sharing opportunities.

Utility Park

The Tribe is currently involved in the potential generation of electricity. We have recently developed a partnership with Caterpillar, Inc. (Power Systems North America) to develop, construct, finance, and operate a 40-45 MW peaking power project in our utility park, for the sale of capacity and energy to Dairyland Power Cooperative, who now provides power to local cooperatives that service the St. Croix Reservation.



St. Croix Waters Fishery

Caterpillar, Inc. and the Tribe are also looking at co-generation of electricity for it's 1.5 MW use fishery. The renewable manure resource of 400,000 gallons per year can be used to create methane to power the co-generation operation which in turn will produce the facility power and excess heat from the operation will be used to heat culture water to it's optimum growth temperature. Potential savings will bolster revenues and create additional full-time employment for the plant which currently has 35 employees.

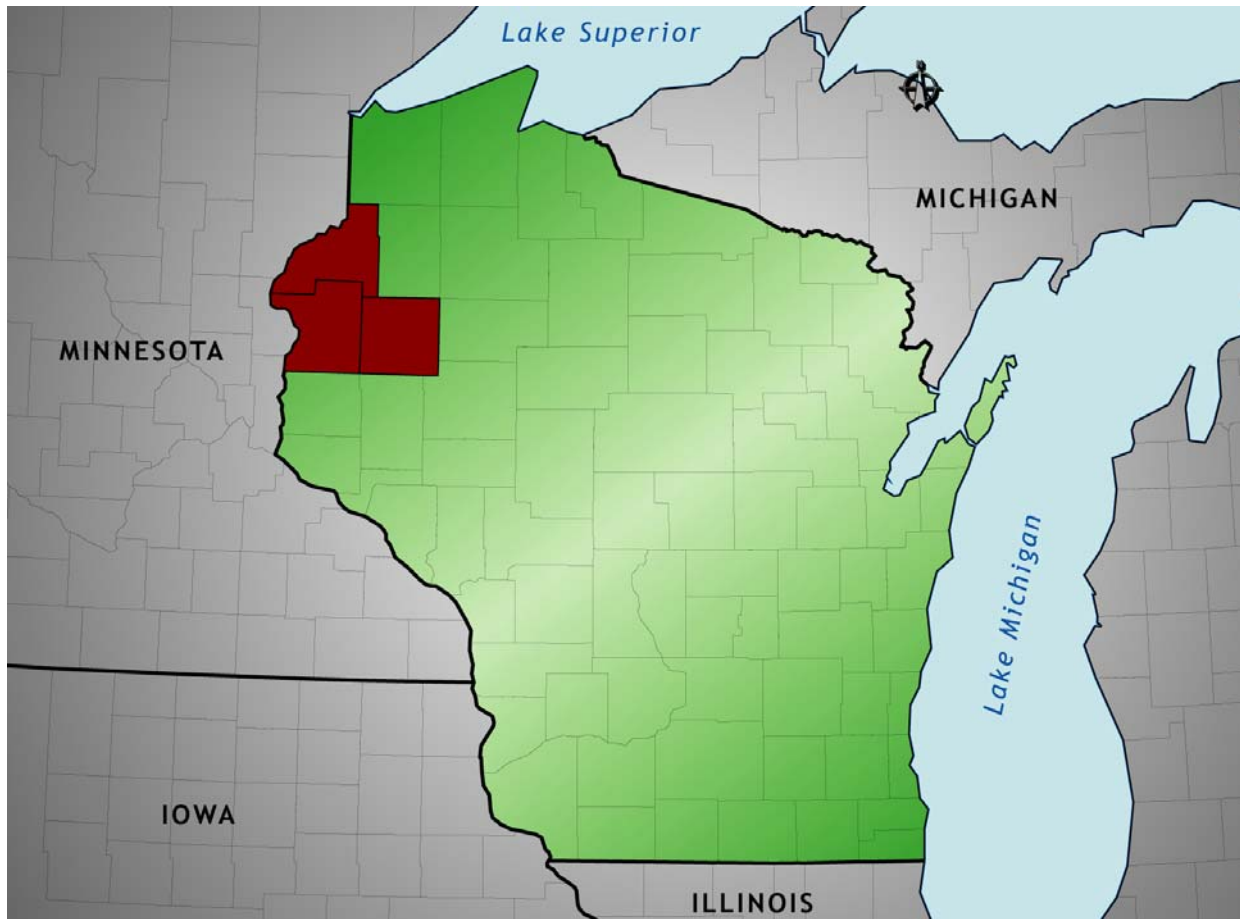


The project will be managed by Richard Hartmann, Director of Planning and Development for the St. Croix Chippewa Indians of Wisconsin. He will be supported by Marty Shutt, Director of Environmental Affairs.

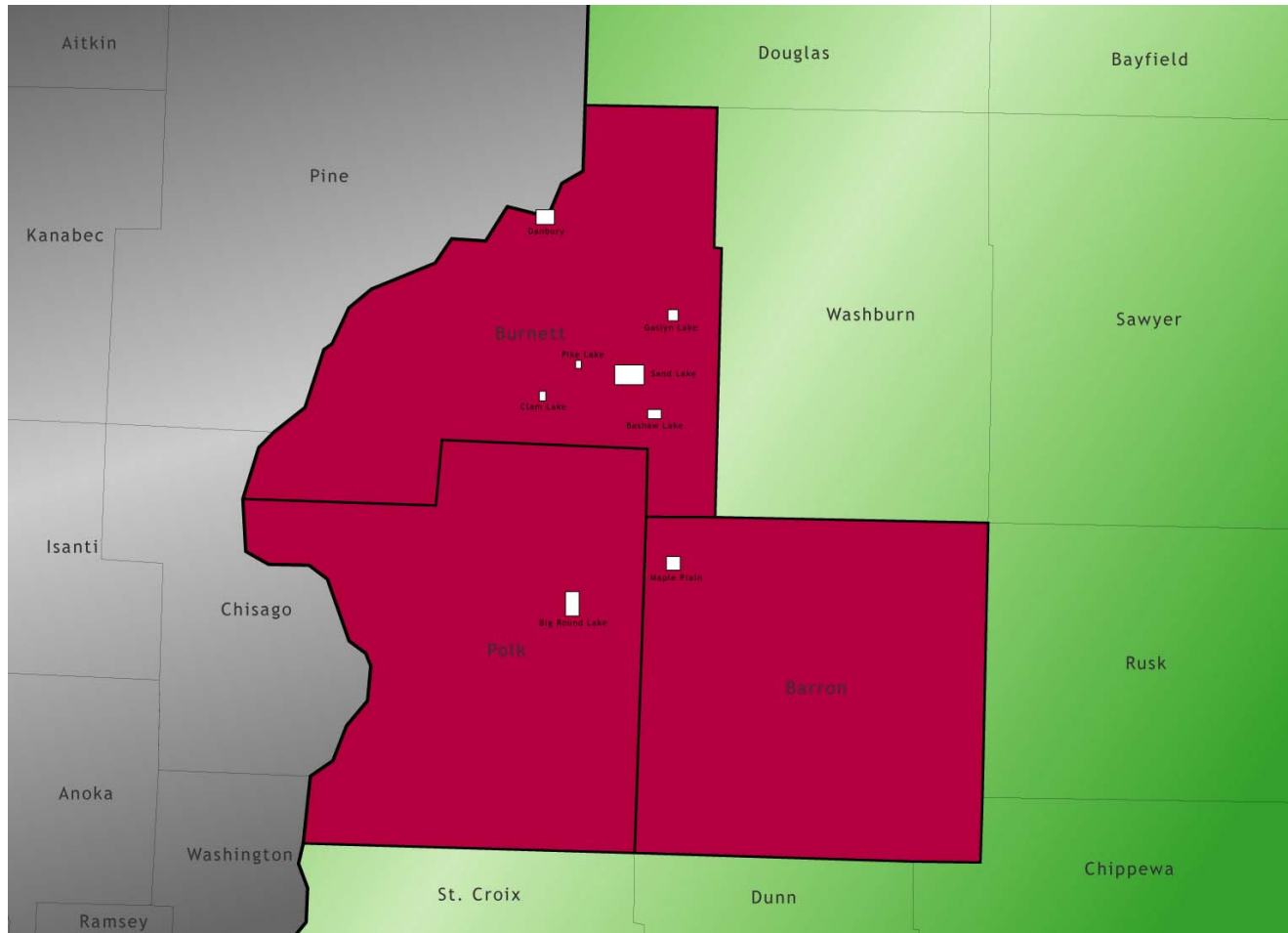
Project contractual specialists, include:

- **E.Vironment** (technology, siting, economic viability, implementation planning)
- **Environmental Resources Group, Inc.** (environmental impacts, permit planning, resource analytics)
- **Professional Public Affairs Services** (power markets, transmission, connectivity)

State-Wide Setting of St. Croix Chippewa Reservation Associated Counties



St. Croix Chippewa Tribal Communities



Action Plan

- Phase 1 - Preliminary Assessment
 - available bio-mass fuel
 - customers and distribution system
 - applicable technologies
 - project definition (size, fuel source, preferred technology, siting criteria, etc.)
 - Site Selection

Action Plan (cont.)

- Phase 2 - Feasibility Assessment
 - Site Selection
 - Permit Planning
 - Economic Modeling
 - Environmental Impacts Assessment
 - Socio-economic Impacts Assessment

Action Plan (cont.)

- Phase 3 - Project Development
 - Project Financing planning
 - MOUs for fuel supply, power sales, EPC contractor(s), permitting contractor

DOE Assistance

- Economic Modeling
- Technology Evaluation
- General Advice (reality check)