

**FOND DU LAC BAND OF LAKE SUPERIOR
CHIPPEWA**

**2021-2026 COMMUNITY ECONOMIC
DEVELOPMENT STRATEGY**

Approved by:

THE FOND DU LAC RESERVATION BUSINESS COMMITTEE

Kevin R. Dupuis, Sr., Chairman

Ferdinand Martineau Jr., Secretary/Treasurer

Wally J. Dupuis, District I Representative

Bruce M. Savage, District II Representative

Roger M. Smith, Sr, District III Representative

December 9, 2020

Fond du Lac Band of Lake Superior Chippewa Reservation Business Committee

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RESOLUTION # 1505/20

Resolution to Adopt the Fond du Lac Reservation Community Economic Development Strategy 2021-2026



Chairman
Kevin R. Dupuis, Sr.

Secretary/Treasurer
Ferdinand Martineau, Jr.

Dist. I Representative
Wally J. Dupuis

Dist. II Representative
Bruce M. Savage

Dist. III Representative
Roger M. Smith, Sr.

Executive Director,
Tribal Programs
Miyah M. Danielson

Executive Director,
Tribal Enterprises
Terry Savage

The Fond du Lac Reservation Business Committee, on behalf of the Fond du Lac Band of Lake Superior Chippewa, hereby enact the following Resolution:


WHEREAS, the Fond du Lac Band of Lake Superior Chippewa are a sovereign people, who occupy the Fond du Lac Reservation and retain their aboriginal rights of self-government and self-determination pursuant to the Treaty of LaPointe of September 30, 1854, 10 Stat. 1109; the Indian Reorganization Act of 1934, 25 U.S.C. § 461 et seq.; the common law of the United States; and as recognized by the United Nations Declaration on the Rights of Indigenous Peoples of September 13, 2007; and

WHEREAS, it is the sovereign obligation of the Fond du Lac Reservation Business Committee, as the duly-constituted governing body of the Fond du Lac Band, to exercise the responsibilities of self-government and management over the Band's affairs; and

WHEREAS, the Fond du Lac Reservation Business Committee has developed the Fond du Lac Reservation Community Economic Development Strategy 2021-2026 that will provide a framework to move the Fond du Lac Band of Lake Superior Chippewa in a forward direction; and

WHEREAS, NOW THEREFORE BE IT RESOLVED, that the Fond du Lac Reservation Business Committee hereby adopt the "Fond du Lac Band of Lake Superior Chippewa Community Economic Development Strategy 2021-2026" as a development guide for the Fond du Lac Reservation

We do hereby certify that the foregoing Resolution was duly presented and acted upon by vote of 4 for, 0 against, 0 silent, with a quorum of 5 being present at a special Meeting of the Fond du Lac Reservation Business Committee held on December 9, 2020 on the Fond du Lac Reservation.


Kevin R. Dupuis, Sr.
Chairman


Ferdinand Martineau, Jr.
Secretary/Treasurer

CHAPTER 1

SUMMARY AND INTRODUCTION

The Fond du Lac Band of Lake Superior Chippewa consists of approximately 4,208 enrolled members, approximately 1,800 live within or near the 101,000-acre Reservation located in Carlton and St. Louis Counties in northeastern Minnesota. The Band exercises its governmental authority within the Reservation Boundary and retains its possession of usufructuary rights over a much larger area outside the Reservation.

Established by the LaPointe Treaty of 1854 and governed by subsequent acts of the United States Congress, the Reservation is headed by the Reservation Business Committee (RBC). On behalf of the Reservation, the RBC is responsible for a wide range of tribal activities including economic and business development. The Planning Division provides staff support and day-to-day operations in development and planning to the RBC. The Division provides a variety of services including: economic development, grant writing, economic project development and management (project concept, financing, construction oversight, and the like), long range Reservation planning, research and information, land use planning, transportation planning, and program development.

Fond du Lac has set forth on the path of increased economic self-sufficiency for the Reservation and individual members. This has and will continue to involve the integration of key services and programs to focus limited Tribal resources on those opportunities which will best advance the economic, education and health situation of Reservation members. These actions also mirror Fond du Lac's understanding that it is a vital member of the broader regions community and will continue to operate to the mutual benefit of that community.

The emergence of gaming and entertainment complexes as major revenue producers for Fond du Lac is more than just a short-term economic boost for the Reservation. By resolution the Fond du Lac RBC has expressly directed that net profits from its gaming enterprises be used for initiatives and services in economic development, health and human services, and education. For too many years Fond du Lac citizens have been in a downward spiral of despair; lack of education, unemployment, dysfunctional families, alcoholism, lack of self-esteem and loss of individual and tribal confidence. Gaming revenues represent the economic force which, because they derive from tribal initiative and control, can redirect the old spiral into an upward one of positive change, self-esteem, meaningful employment, income, opportunity and the confidence to grab the opportunity.

The 2021 – 2026 Community Economic Development Strategy outlines goals for the Fond du Lac Reservation are:

- Work with public and private sector groups to strengthen and enhance the Band's capacity and economic development

- Prepare the Band for economic growth by expanding and maintaining critical infrastructure including communications, transportation and public utilities.
- Improve the Band's entrepreneurial environment.
- Ensure an adequate supply of quality, affordable workforce housing in the region.
- Obtain and sustain economic self-sufficiency for the Fond du Lac Band of Lake Superior Chippewa; and,
- Secure, expand and nurture economic and personal self-sufficiency for all individual members of the Fond du Lac Band of Lake Superior Chippewa.

The CEDS identifies many projects and programs to help achieve these goals over the short- and long-term time periods. Please see Figure 2 at the end of this document for more detailed information. Those with the greatest priority are:

- Continue to improve and expand the Fond du Lac Transit system.
- Construct trails on the Reservation to improve non-motorized travel, infrastructure and health.
- Further develop a high-speed internet system on the Reservation for both residential and commercial use.
- Conduct research in renewable and green energy venues for the Reservation.
- Expand services and other business opportunities near the Fond du Lac Gas and Grocery.
- Develop a bank, credit union or a CDFI to address specific needs and goals of the Band and its membership.
- Develop infrastructure such as roads, sewer and water lines as ways to improve the quality life for residents, but use as an economic tool.
- Create a business incubator with staff support to assist Band members with business ideas.
- Expansion of the gravel pit business.
- Development of an RV park.
- Further development of the Tribal Emergency Response team, and emergency management division.
- Updates to the planning page on the Fond du Lac tribal website.
- Develop a framework for business development.
- Develop an agricultural department.
- Continue development of Gitigaaning (Fond du Lac farm)
- Secure funding and construct the Regional Water Distribution Project (Mahnomen Project)
- Development of a Comprehensive Plan.
- Updates to the Safe Routes to School, Safety and Transportation Plans.
- Continue as related to the COVID-19 Pandemic.
- Secure for the Fond du Lac Communications Building (Work Space, Data Center and store front).
- Law enforcement/Emergency Management Building with public works.

The Fond du Lac Reservation is a part of the Northeast Minnesota Economic Development District of which the Arrowhead Regional Development Commission is the designated planning organization. The most recent CEDS was completed by ARDC and adopted in 2018.

These, and the other objectives and projects identified in the CEDS, reflect Fond du Lac Band’s understanding of the interwoven nature of economic development with on-going education, enhanced family life, and personal self-development.

CHAPTER II

ORGANIZATION

General

The Fond du Lac Reservation lies in the Northeastern Minnesota adjacent to the City of Cloquet approximately 20 miles southwest of the City of Duluth. The Treaty of 1854 between the United States government and the Lake Superior Bands of Chippewa established the Reservation, comprised of 101,000 acres. Over 1,800 Indians reside within the Reservation and another 1,500 live in the immediate service district, a 30-mile radius around the Reservation.

The Tribe exercises its governmental authority within the Reservation Boundaries and retains possession of usufructuary rights over a much larger area outside of these boundaries. The Tribe’s governmental responsibilities are similar to a state. It serves a resident population scattered throughout the Reservation, including several small communities.

The Reservation Business Committee (RBC), the unit of government, was established by a Constitution pursuant to the provision of the Indian Reorganization Act of 1934. The RBC is comprised of five popularly elected officials, three of whom are representatives of the Reservations three Districts, and two who at-large positions. The RBC representatives serve four-year terms with elections being held every two years. The RBC directs the Reservation’s administration functions as well as Reservation owned business operations.

The members of the Reservation Business Committee are:

Name	Title	Term/Years	Next Election
Kevin R. Dupuis, Sr.	Chairman	4	2024
Ferdinand Martineau, Jr	Secretary/Treasurer	4	2022
Wally Dupuis	District I Representative	4	2024
Bruce M. Savage	District II Representative	4	2022
Roger Smith, Sr.	District III Representative	4	2024

Organization

The basic organizational structure of the Fond du Lac Reservation is shown in Figure 1.

The RBC has ultimate responsibility for all economic development and planning activities on the Reservation. Staff support and day-to-day planning operations in development and planning is provided by the Planning Division. The Division provides a variety of services including: economic development, grant writing, economic project development and management (project concept, financing, construction oversight, and the like), long range Reservation planning, research and information, land use planning, transportation planning, and program development.

To provide the necessary direction affecting the future of the Fond du Lac Reservation, there are a number of methods used to ensure sound community participation in public processes. In order to reach as wide a range of community involvement and gain a broader voice in future plans and activities of the Reservation, various opportunities are provided to Reservation members. These include:

Advisory boards have been developed to provide direct input to the activities of administrative divisions. These boards are comprised of community members who take an active role in shaping the direction of key programs. These boards include: Housing Authority, Senior Advisory, Human Services Advisory, Ojibway School, Conservation, Economic Development Committee and Land Use Committee's.

Periodic needs assessments are conducted by Fond du Lac staff. These include labor force surveys, health and human services surveys, needs assessments, and traditional community feasts.

Public meetings are held on the Reservation to specifically address the purpose of submittal of a Community Development Block Grant application covering such areas as community facilities improvements, land acquisition, and economic development projects.

Regular monthly meetings are held on the third Thursday of the month by the Reservation Business Committee. At these meetings administrative and enterprise division directors inform the public of issues, concerns, new services, etc. Community members are expressly invited to attend and participate in these meetings.

Annual "State of the Band" addresses are held the third Thursday of February as an end of the year review and community members are encouraged to attend.

Fond du Lac produces a monthly newspaper that is available to all Band members. This can keep them informed of current issues, services and projects.

Additionally, there is an insert that appears monthly in the Cloquet Pine-Journal. Additionally, the online Fond du Lac Newspaper has been posting daily updates during the COVID-19 pandemic.

The Fond du Lac Reservation also has a website at www.fdlrez.com which provides Reservation news, Tribal events, governmental structures, contact information and program information. Additionally, the Fond du Lac Band has several Facebook pages related to the Reservation, departments or specific projects. Lastly, the Band also has account with Instagram.

In September 2011, the Reservation completed the construction of a radio station, WGZS-89.1 FM located in the Fond du Lac Ojibwe School. This too will be a welcome addition to ways to provide the Band membership with information, news, educational opportunities, Tribal events and entertainment.

In April 2012, the Reservation signed an asset purchase agreement with owner of WKLK-AM, WKLK-FM- and WMOZ-AM to purchase all three radio stations. The purchase has been completed and full transfer occurred September 1, 2012.

CEDS Committee:

The Fond du Lac Economic Development Committee provides input and counsel to the Band's Planning Division on business opportunities, ideas, and proposals. The Planning Division will bring those recommendations to the RBC. The EDC functions to acquaint themselves with the FDL Strategic Plan and the Community Economic Development Strategy; to review and make recommendations to the Planning Director about all business proposals brought to the Planning Division; and to advise the Planning Director in all matters related to management and development issues affecting business on the Fond du Lac Reservation.

Some major economic development projects currently underway include:

- The construction of trails on the Reservation to improve non-motorized travel, infrastructure, and health
- The development of a well-connected, fiber—optic network to provide high speed broadband internet to residential buildings throughout the Reservation
- The development of a Fond du Lac utility for water, sewer, and other future projects, such as green power and broadband
- The development of the Cary Road property to promote food sovereignty, healthy lifestyles, and various agriculture-related economic opportunities.
- The construction of a Fond du Lac communications building

Public Review:

A 30-day notification was placed on the Fond du Lac Band of Lake Superior Chippewa website on October 26, 2020. Comments were added and minor changes were made to the document and were included as an attachment.

Emergency Operations Plan:

Emergencies and disasters have affected the Fond du Lac Reservation in the past, and will again in the future. The purpose of the Fond du Lac Emergency Management Plan is to mitigate the impact of these events by ensuring the effective, coordinated use of local resources, including facilities, equipment, personnel and skills of government and non-government organizations to:

(1) Maximize the protection of life, health, property and the environment (including culturally sensitive areas of concern). (2) Ensure the continuity of Fond du Lac Band government services. (3) Provide support to all districts of the Reservation which require assistance.

This version of the Fond du Lac Emergency Operations Plan was completed in May 2016, and is scheduled to be updated in the near future.

Hazard Mitigation Plan:

Carlton County is vulnerable to a variety of potential disasters. These disasters, both natural and human caused, threaten loss of life and property in the county. Such hazards, as tornados, flooding, wildfires, blizzards, straight line winds, ice storms, and hazardous material spills have the potential for inflicting vast economic loss and personal hardship.

Completed in 2014, this Hazard Mitigation Plan represents the efforts of local agencies in Carlton County to fulfill the responsibility for hazard mitigation planning. The intent of the plan is to reduce the actual threat of specific hazards by limiting the impact of damages and losses.

An updated Carlton County Hazard Mitigation Plan is scheduled to be published in the near future.

Transportation:

The Fond du Lac Band of Lake Superior has had an established transit system on Reservation for the past 6 years. The ridership has fluctuated over time but it now has approximately 30,000 riders per year. The fleet is comprised of ten vehicles, including six buses and two vans. The services provided cost \$1.00 per trip, or \$2.00 per round trip on Reservation, to Cloquet or to Duluth.

Over the past two years, the Band has also invested a substantial amount of time and resources into planning activities. The Long-Range Transportation Plan, published in 2016, encompasses both the Tribal Transportation Program, for road planning and project scheduling, and the Active Transportation Plan, focused on the development of non-motorized transportation and a more bicycle and pedestrian friendly community.

Additionally, there is a Safe Routes to School plan which was updated in 2015 for the trail planning to create a safer and healthier program for students to get to school. This Safe Routes to School plan was scheduled for another update in 2020. Fond du Lac had the 2nd plan nationally for Tribes.

Economic Opportunities: The Fond du Lac Band has opportunities in several sectors. These sectors a strong health care system, the overall education system, renewable and green industry potential, tourism, gaming and natural resources. These strengths are the most prominent features of the Band and there is a high ceiling in the future.

How are we doing? The Fond du Lac Reservation has made tremendous strides since 1990. In 1990, the unemployment rate was 33% and very few job opportunities existed on the Reservation. Presently, the unemployment rate is 7.9% and the Band employs approximately 2,108 individuals and is one of the largest employers in Carlton County. In the last CEDS period, ending in 2018, the Band successfully implemented 5 high of its highest priority projects, which include:

- Expansion of the gravel pit business
- Created a telephone company, called Fond du Lac Communications.
- Established Aaniin, the Fond du Lac Bands fiber internet company.
- Establishment of a Tribal Emergency Response team, and emergency management.
- Constructed two bicycle and pedestrian trails.
- Expansions to the Min-No-Aya-Win Clinic, and the Center for American Indian Resources.

Additionally, the Band has completed vital portions of other high priority projects, including:

- Completion of the Gikinoo-amon Trail, as well as plans and funds for two additional on-reservation trails
- Completion of Phase I of a Reservation-wide high-speed internet system for both residential and commercial use (Phase II is expected to be completed in 2020)
- Continued improvement and expansion of the Fond du Lac Transit system
- Continued research in renewable and green energy venues for the Reservation

Past and Present Development Opportunities: The Fond du Lac Tribal Council for the past several years has looked to diversify the Band's economy, while enhancing the gaming aspect as much as possible.

In the past the Band has started several new businesses such as the propane company, a convenience store, golf course, and the acquisition of the WKLK/WMOZ radio station cluster in Cloquet, MN.

In the future the Band is looking at green and renewable business opportunities, broadband, public works, and improvements to the gaming industry.

Cluster Research and Partnerships: The Fond du Lac Reservation is active in working with local agencies and group that are involved in local economic development. For instance, the Band has representation on local development boards such Arrowhead Regional Development Commission, the Northspan Group, and the Northland Foundation. Additionally, staff from the Band, meets with staff from Carlton County, City of Cloquet and the State of Minnesota Monthly and quarterly to discuss projects, potential partnerships and to keep one another apprised on what is begin developed.

CHAPTER III

THE RESERVATION AND SURROUNDING AREA

Fond du Lac Reservation

The Fond du Lac Reservation was established by the LaPointe Treaty of 1854 and is one of the six Reservations inhabited by members of the Minnesota Chippewa Tribe. The Reservation lies in northeastern Minnesota adjacent to the city of Cloquet and is approximately 20 miles west of the twin ports of Duluth, Minnesota and Superior, Wisconsin. The St. Louis River borders the Reservation to the north and east and Minnesota Highway 210 lies on the approximate southern border. The Reservation is comprised of 101,000 acres of which 29 percent is Indian owned (included land owned by the Fond du Lac Band, and parcels owned by individual Indians).

Topography of the land ranges from rolling hills along the St. Louis River to nearly level marshlands in the western and southwestern sections. There are 23 lakes that total over 3,000 acres; Perch Lake covering 832 acres is the largest. Many of these lakes are shallow and well suited to the production of wild rice and wildlife. With the virgin pine being harvested at the turn of the century, the remaining forested land consists of second growth trees of less commercial value. The northern areas are composed of sand and gravel while peat reserves with some limited commercial value are in the southwest. A high-water table throughout the Reservation complicated the installation, operation, and maintenance of sanitation facilities yet provides easily accessible sources of drinking water and habitat for waterfowl. Wild game had become less abundant due to increased hunting pressure and housing sprawl. Appropriate hunting regulations and land management practices may reverse this trend.

The Reservation climate is characterized by moderate summers and cold winters. Temperature extremes range from –35 to 100 degrees Fahrenheit. The growing season is short with an average minimum sixty-day frost-free period. Winter is the longest season with snow cover from mid-November to mid-April. The frost line often exceeds 60 inches.

Fond du Lac Demographics and Labor Force

Fond du Lac is located in Carlton and St. Louis Counties in northeastern Minnesota. Trends within the region tend to affect the Reservation and thus it is important to have some understanding of the broader demographic picture. Table 1 shows the recent population trends for the region.

COUNTY	2000	2010	2020
Aitkin	15,301	16,202	15,886
Carlton	31,671	35,386	35,871
Cook	5,168	5,176	5,463
Itasca	43,992	45,058	45,130
Koochiching	14,355	13,311	12,229
Lake	11,058	10,866	10,641
St. Louis	200,528	200,226	199,070
Regional Total	322,073	326,225	308,404

Source: U.S. Census Bureau

After a population spurt primarily fueled by expansion of the taconite industry on the late 1970’s, northeastern Minnesota drastically lost population in during the 1980’s. However, Carlton County with a more diverse economic base remained essentially stable. In addition, although the City of Duluth lost considerable population in the 1970’s and 1980’s, the outlying areas of Southern St. Louis County actually gained population at this time. Thus, Fond du Lac Reservation finds itself in one of the few areas of the regional where overall economic and demographic conditions have remained somewhat stable.

The overall region was adversely affected by the recession of 2009. The economy slowly regained its strength since 2010. The Fond du Lac Reservation did withstand the recession well in comparison to the region. The Band did not experience layoffs and construction did not slow down. The Reservation had multiple projects ready for construction at this time, and continued that development as the recession progressed. Then the American Recovery and Reinvestment Act was passed and the Fond du Lac Reservation further enhance economic development by have several shovel ready projects and were to construct those as well. Overall, the Band performed well under those circumstances even as gaming slowed as a result of the recession.

The current COVID-19 pandemic has made many challenges for Fond du Lac and the region. For the Band there were over 1,000 furloughed employees and the casino closed for over 4 months. Non-furloughed staff continued work to operate the Bands government and enterprises. Over \$35,000,000.00 in COVID related funding was attained by Fond du Lac for purposes of program, staff and community support. Since

the pandemic is still ongoing as this document is being written no real results have been determined.

The 2020 census estimate that 2,152 Native Americans reside in Carlton County with 1,457 living on the Reservation. The majority of the resident’s lives within the Cloquet area largely due to the fact that the majority of Fond du Lac homes are located there, and has better access to jobs and services. Additionally, this also has the larger tracks of land more suited for housing and governmental development than other areas of the Reservation. The Sawyer Community is the second largest population of Native Americans with the Brookston area being third. A large number of Native Americans, who seek jobs and services from the Reservation, reside in the nearby areas of South St. Louis County and the City of Duluth; the 2020 Census estimate 1,369 Native Americans living in Duluth.

A comparative analysis between the 2011 labor force report and a 2016 Labor Force estimate is presented in Tables 2 & 3. Prepared by the Reservation the figures provide data about the labor force of the Reservation and service area. The labor force report was required by the Bureau of Indian Affairs annually, but this process was no longer required after 2013. Even though the unemployed figure is still very high it is lower since 1991. The figure was 32% in 1991 dropping to 22% in 2003, then further lowering to 15.5% in 2011.

Table 2: FOND DU LAC LABOR FORCE, 2011

	Number	Percent
Indians Residing On Reservation	1492	
Indians Residing In Service Area	3325	
Total Resident Indian Population	4817	
Potential Labor Force*	2317	
Employed Earning Below Poverty Line	279	12.0%
Employed Earning Above Poverty Line	1341	57.9%
TOTAL Employed	1617	69.8%
Unemployed	359	15.5%

Table 3: FOND DU LAC LABOR FORCE, 2016

	Number	Percent
Indians Residing On Reservation	1457	
Indians Residing In Service Area	1893	
Total Resident Indian Population	3350	
Potential Labor Force	2610	
Employed Earning Below Poverty Line	577	22.1%
Employed Earning Above Poverty Line	1239	47.5%
TOTAL Employed	1810	69.3%
Unemployed	524	20.1%

* 16 years of age and older, and less students, physically disabled, etc.

Source: BIA Labor Force Report

The figures in Table 2 strongly indicate that underemployment is as a serious of a problem as unemployment for area Native Americans. Though the numbers have

changed in Table 3, the issue of underemployment still exists. Additionally, half of those employed in 1991 were below the poverty rate. As of 2016 the number had increased from 12% to 20.1% below the poverty rate. There has been improvement in the overall figures from 1991 to present.

Even though there has been improvement made the unemployment figures are still significantly higher than those for the county and the region. When the Reservation rate was 20.1 percent in 2016, the rates for Carlton and St. Louis Counties were 5.9 and 5.2 respectively. In 2010, the Reservation rate was 15.5 percent and the rates for Carlton and St. Louis Counties were 7.3% and 7.8%.

In 2011 and 2012 the Fond du Lac Band contracted with the University of Minnesota, Duluth – Bureau of Business and Economic Research to conduct an economic impact study of the Band. Attached at the end of the CEDS is a copy of Executive Summary of the economic impact study. In 2011, the Band created almost \$336.9 million in output between the tourism, services and construction operations. The impact to employment both directly and indirectly created over 3,600 jobs in the region. The Band is now working on an agreement with a university to conduct a new economic impact study for Fond du Lac and it should be completed by 2021.

Fond du Lac Human Services Surveys

Every two years the Fond du Lac Reservation Human Services Division conducts a comprehensive survey to assess the health and human service needs of the community. The most recent assessment was completed in January 2009. Among the highlights were:

The percentage of individuals who filled out the survey who indicated they did not have health insurance increased from 75% in 2007 to 86% in 2009.

The percentage of individuals who smoke cigarettes in the past twelve months has decreased from 56% in 2001 to 60.7% in 2007.

Approximately, 33% of the respondents reported to have either a high school diploma or GED in 2001, results from the 2005 survey states that 32% had a high school diploma or GED, and the 2009 survey states the respondents had a 26% rate to the same question.

As indicated by the survey results the leading issues on Fond du Lac show that drugs, misuse of prescription drugs, abuse and violence are the most significant.

Other related national statistics regarding health conditions in Indian country.

Injuries and violence are the leading killers of Native American children and youth, accounting for 75% of all deaths among one to 19-year olds.

Native American male's ages 15 to 19 years had the highest number of deaths for six causes of injury: motor vehicle-related, pedestrian-related, firearm-related, homicide, suicide, and drowning.

Heart Disease and Cancer are number one and two causes of death, and over half of the adult population has diabetes.

Average age of mortality is 72.3 years.

Fond du Lac Resource Management

In 2008 the Fond du Lac Reservation Resource Management Division prepared a document titled "Integrated Resource Management Plan," which was updated in 2018. The purpose of the document was to evaluate the Reservation's resources, determine the desires of resident's regarding resource management, and set forth a cohesive plan of action for future management. Management themes were developed with involvement of the Band membership. These themes are cultural resources, wild rice, water and wetlands, fisheries, land resources, forestry, wildlife, air quality, conservation enforcement, recreational resources, and energy resources.

Among the major issues, concerns, and opportunities identified in the resource assessment were:

- Climate change, weather pattern changes, annual precipitation and temperature changes have the potential to impact viability of wild rice waters, plant harvesting and hunting sites.
- Within the Ceded Territory, cultural resources such as sugar bush stands and traditional fisheries are being lost or substantially altered, sometimes inadvertently, with increasing frequency due to development pressures. Pipeline corridor development (increases invasive species, fragments the forests, impacts animal migration and browse patterns), St. Louis River shoreline development, threat by proposed discharges from mining projects upstream of the Reservation, all potentially impact cultural resources on Fond du Lac Reservation as well as the Ceded Territories.
- The ineffectiveness of current mechanical methods for the manoomin restoration project on Chi-awasonigaming
- Manoomini-zaaga'iganing continues to produce a thin crop of manoomin, despite its potential for higher yields.
- Nonpoint source impacts continue to be the major source of adverse effects to Reservation water resources. The FDLOWP should continue to update and implement the Nonpoint Source Management Plan, seek funding where

necessary, and take actions to restore lakes and streams that have been adversely impacted.

- Routine monitoring of the fisheries and habitats, including: spring and fall electrofishing surveys for walleye, summer net assessments of lakes, river and stream surveys for trout and non-game fishes, and habitat surveys in conjunction with fish assessments.
- Restoration of lost / declining fisheries in the form of in-stream habitat improvements, lake shore habitat improvements, and stocking programs
- The 2,354 different owners with 19,248 interests (as of 2017) make for a paperwork headache. The average ownership interest encompasses an equivalent 2.99 acres. There are 2.73-acre equivalents per owner. At 2017 land prices, the average land value per owner is about \$2,730. There are many landowners with less than 0.1% interest in a parcel. This translates to less than \$40 value to the owner.
- Nearly all of the 11,717 acres in fee status are available to put into trust. This process takes, on average, four to five years. Fond du Lac has aggressively purchased fee land over the past 6 years, which has caused a significant increase in taxes.
- Significant ash decline (mortality) is occurring in some black ash forested wetlands and emerald ash borer may add to the problem.
- Birch decline is an ongoing concern that will increase with climate change and with the aging of existing birch stand.
- Invasive plant and insect species including buckthorn, worms, garlic mustard, emerald ash borer, and gypsy moth may adversely affect Fond du Lac's natural resources.
- At this time remaining issues with the 1854 Treaty case appear to be close to being settled. However, new political or legal challenges to the meaningful exercise of treaty rights are possible. In addition, experience with the 1837 Treaty indicates the nature and extent of treaty rights and how they are exercised will change as wildlife populations, technologies, cultural practices and other influences evolve. This will require ongoing consultations with tribal members and other agencies.
- Secure adequate funding to assure the ability to replace equipment like radios, vehicles, ATVs, and boats as needed. Damaged or outdated equipment can pose serious safety threats to officers in the field.

- The City of Cloquet is exploring the possibility of developing mountain bike trails in the same area as the cross-country ski trails. This may be an opportunity to co-manage a mountain bike trail system.

For a more comprehensive list of issues, concerns, and opportunities, refer to the 2018 Integrated Resource Management Plan.

Fond du Lac Economy, Development and Vision

Understanding Fond du Lac Bands general economic situation requires a brief review of the economy of northeastern Minnesota. Many of the same factors that affect the region also affect the Fond du Lac Reservation. Historically reliant on iron mining and forest industries, the region as a whole has undergone serious economic restructuring since the mid 1980’s.

The Northeast Minnesota Comprehensive Economic Development Strategy, completed in 2018, conducted a SWOT analysis for each of the plan’s four cornerstones of economic development: Human Capital, Economic Competitiveness, Community Resources, and Foundational Assets. SWOT stands for:

- Strengths: Internal factors that give our region, communities, and businesses an advantage over others.
- Weaknesses: Internal factors that place our region, communities, and businesses at a disadvantage relative to others.
- Opportunities: External factors that our region, communities, and businesses could capitalize on to our advantage.
- Threats: External factors that could create challenges for our region, communities, and businesses.

Human Capital	
<p>Strengths (79)* Work Ethic (9) Education System (11) Higher Education (5) Well Educated Workforce and Population (6) Community and Technical Colleges (5) Access to Job Training (11) Available Labor Force (9) Productive Workforce (4) Quality of Life (5) *No. of total and category responses</p>	<p>Weaknesses (87) Education System Obstacles (7) Lack of Economic Diversification (5) Politics (7) Affordable Housing (5) Retention and Attraction (7) Technical Education (4) Transportation Access (4) Lack of Skills and education (14) Childcare (7) Job Access (3) Lack of Inclusiveness/Diversity (Added by Committee)</p>

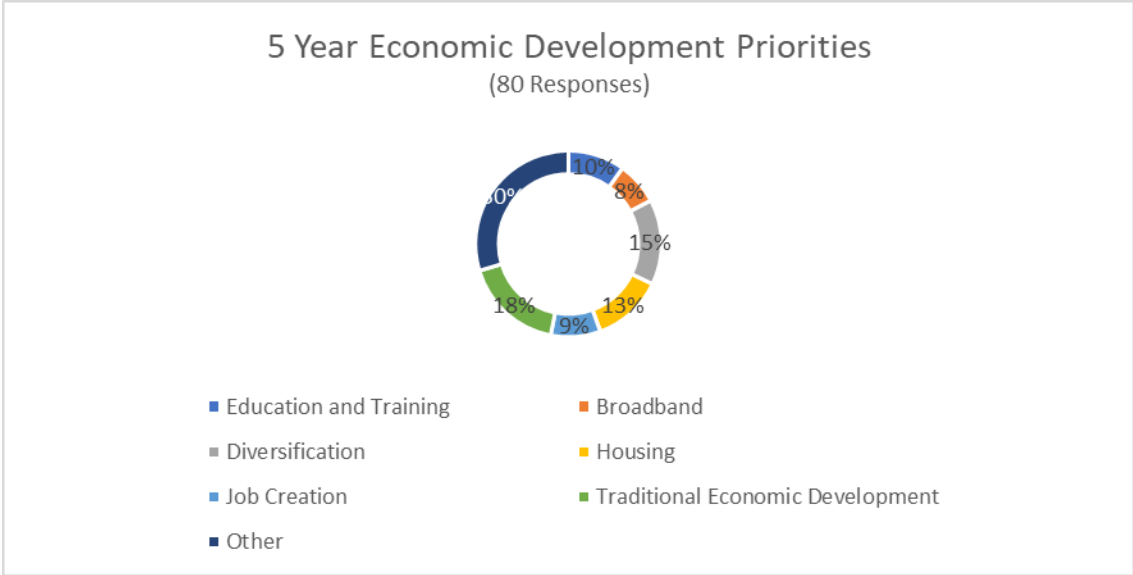
Opportunities (55) Expand Training (8) Improve Connections Between Business, Education, and Workforce Training (8) Expand Training in High Schools (5) Available Workforce (5) Broadband for telecommuting (3) Expand Housing (3)	Threats (48) Public Policy and Funding (10) Out Migration (8) Aging Demographics (4) Child Care (4) Regulations (3) Labor Skills (3)
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Economic Competitiveness	
Strengths (62)* Economic Development Organizations and Infrastructure (36) Access to Capital and Financing (6) Entrepreneurship (4) Workforce (4) Natural Resources (3) <i>*No. of total and category responses</i>	Weaknesses (43) Lack of Access to Capital and Finance (14) Low Wages and Incomes (3) High Taxes (3) IRRRB Funding (3) Challenges of Mining and Forestry (3)
Opportunities (43) Support for Entrepreneurs (7) Natural Resource Development (6) Further Develop Workforce Systems (5) Small Business Assistance (4) Broadband (3)	Threats (57) Demographics (Aging and Low Population Growth) (6) Jobs and the Environment (5) Interregional Competition (4) Lack of Skilled Workforce (3) Childcare (3) Drugs (3) Lack of Education Funding (3) <i>Electricity Prices (Added by Committee)</i>

Community Resources	
Strengths (86)* Outdoor Recreation (19) Arts and Culture (14) New Leaders (10) Natural Resources (9) Tourism (9) Water Quality (8) Quality Healthcare (3) <i>*No. of total and category responses</i>	Weaknesses (43) Barriers to Leadership (7) Remoteness (3) Cost to Maintain Amenities (3)
Opportunities (54) Grow Arts and Entertainment (7) Tourism (7) Brain Gain/Population Growth (5) New Leaders (4) Placemaking (4) Trail (3) Outdoor Recreation (3) <i>Healthy Communities (Added by Committee)</i>	Threats (25) Jobs and the Environment (5) Parochialism (Geographic, Generational) (3)

Foundational Assets	
<p>Strengths (59)* Trails (13) Electric Utilities (7) Road System (6) Affordable Housing (5) Public Transportation (5) Port (4) Rail System (4) Broadband (4) Airports (4) <i>*No. of total and category responses</i></p>	<p>Weaknesses (55) Housing (14) Public Transportation (12) Broadband (6) Roads (6)</p>
<p>Opportunities (47) Broadband Expansion (10) Workforce Housing (6) Expand Public Transportation (6) Downtown Revitalization (5) Trails (4) Pedestrian and Biking Facilities (4) <i>Regional Rail (Added by Committee)</i></p>	<p>Threats (32) Aging Infrastructure and Facilities (5) Lack of Funding (5) Lack of Broadband (3)</p>

Participants were also asked to identify what they believed should be the top economic development priorities for the next five years. The results were compiled into categories and appear in the following graph.



The following is adapted from the Minnesota Department of Employment and Economic Development Regional and County Profiles (mn.gov/deed/data) and the US Census My Tribal Area data tool (census.gov/tribal):

Carlton County, in which half of the Reservation lays, population has increased so far this decade, ranking as the 35th fastest growing of the 87 counties in the state from 2010 to 2018. It is now the 30th largest in the state. At 41 years, Carlton Co.'s population has an older median age than the state, 38.1 years, and a larger percentage of people aged 65 years and older. The population is aging, especially as the Baby Boom generation ages. Fond du Lacs median age of 38.2 years is closer to the State's median age. Northeast Minnesota has a much older population than the rest of the state, with 21.0 percent of residents aged 65 years and over, compared to 15.4 percent statewide. Consequently, the Arrowhead had a lower percentage of people in the 25- to 54-year-old age group, typically considered the "prime working years," as well as a smaller percent of school-aged children. Fond du Lac's 65 and over population was 15.3 percent. At 36% compared to 33.9%, Fond du Lac had more people in the 25- to 54-year-old age group than Northeast Minnesota.

According to the Minnesota State Demographic Center, Carlton Co.'s population is expected to grow from 2020 to 2030, with a rate of change that is slower than the projected statewide growth rate (5.0%). In addition to the overall growth, the number of people aged 65 years and older is expected to increase over the next decade.

Carlton Co.'s population was becoming more racially diverse over time. Since 2000, the county's white population increased and the number of people of other races increased. The largest racial groups are white, 89.4%, and American Indian, 5.3%.

Carlton Co. has a higher percentage of adults (18 years & over) with at least a high school diploma than the state (92.2%), and a lower percentage of people with at least some college experience. Carlton Co. also has a higher percentage of people with an Associate's degree and a lower percentage of people with a Bachelor's degree or higher. Fond du Lac's high school graduation rate is a bit lower at 89.8%. Fond du Lac's population has a bachelor's degree rate of 16.7% compared to 14.8% in Carlton County.

At 4.1%, Carlton Co. had a higher unemployment rate than the state (2.9%) in 2018. Carlton Co.'s unemployment rate declined compared to 4.7% in 2017, and was lower than the 8.5% rate posted in 2009. The number of unemployed workers actively seeking work in Carlton Co. declined over the past year, and is down compared to 2009. Carlton Co. had a lower labor force participation rate than the

state. The labor force in Carlton Co. is less racially diverse than the state (85.9% or workers are white alone), but is becoming more diverse over time.

Carlton Co. had a lower median household income than the state, and a higher percentage of households with incomes below \$50,000. Overall, Carlton Co. had the 25th highest median household income of the 87 counties in the state. Carlton Co. also had a lower cost of living than the state, with a required hourly wage of \$14.16 for a single person living alone to meet a basic needs cost of living, and an hourly wage requirement of \$15.78 for a typical family with 2 adults and 1 child.

Carlton County's employment peaked in 2014 and has remained relatively stable since. The largest employment sectors are Health Care and Social Services (18.35%), Public Administration (15.71%), Educational Services (10.14%), Retail Trade (10.3%), and Manufacturing (9.79%).

Fond du Lac is located with the Duluth-Superior Metropolitan Statistical Area. Duluth has responded to the restructuring of the regional economy by heavily investing in tourism, medical industry and education. Once considered a steel, manufacturing and port city, Duluth has emerged as a major destination spot for Midwest tourists. Currently, \$1 Billion in investments by St. Luke's Hospital and Essentia Health are underway in Duluth.

Fond du Lac Infrastructure and Services

Reservation children attend school in the Cloquet, Carlton, and Brookston School Districts as well as the Fond du Lac Ojibwe School. In 2001, the Fond du Lac Reservation opened a new Fond du Lac Ojibwe K-12 School. As of 2019, the school has an enrollment of 175 students. There are home-school coordinators in each school and the graduation rate was 70.59% in 2018. University and vocational training are available in several facilities in the region including the Fond du Lac Tribal and Community College. The Fond du Lac Tribal and Community College was the first facility in the United States owned by the Tribe and is a full member of the state college system.

The Fond du Lac Ojibwe School was opened to students in January of 2001. The previous school was undersized and had several outmoded buildings. In 1999, the Fond du Lac Reservation received funding from the Bureau of Indian Affairs to construct a new school in the amount of \$12,000,000.00. Construction on the school began in late 1999 and was completed in 2001.

The Fond du Lac Tribal College was chartered under Ordinance #15/93 of the Fond du Lac Band of Lake Superior Chippewa to provide post-secondary educational services to members of the community in a manner consistent with and reflective of the traditions, customs and values of the Anishinaabeg. The mission of the Fond du Lac Tribal College

is to provide the highest standard of educational opportunities for Anishinaabeg and other Native communities in a welcoming and culturally relevant learning environment. The values of the Tribal College are based on the Seven Grandfather Teachings modified to better reflect our educational purpose. These values are as follows:

- Gikendaasowin – Knowing, knowledge
- Gwayakwaadizin – Living in a balanced way
- Zoongide’ewin – Strong hearted
- Aangwaamiziwin – Diligence and caution
- Debwewin – Honesty and integrity
- Zaagi’idiwin – Loving and caring
- Zhawenindiwin – Compassion

Addressing patterns of high-risk behavior and educational underachievement, Native American leaders are re-establishing strong identities through revitalization of their language and cultures. The Fond du Lac College Ojibwemotaadidaa Omaa Gidakiiminaang Ojibwe Immersion Program is an example of this.

For over ten years, The Fond du Lac Tribal College Ojibwemotaadidaa Omaa Gidakiiminaang Ojibwe Immersion Program has helped over 200 adults gain greater facility speaking and comprehending the Ojibwe language. In November 2019, through partnerships with the Minnesota Department of Human Services, Child Care Aware, the Fond du Lac Community College, and Fond du Lac Social Services, this program extended its outreach to infants and toddlers through the implementation of the Fond du Lac Tribal College’s Language Nest, “Grandma’s House”. The language nest provides a space for parents, children, elder first speakers, language program staff and Ojibwe-speaking early childhood student-teachers to come together and experience the Ojibwe language and culture in a rich homelike environment. Grandma’s House aims to improve the parents’ spoken language, strengthen the children’s Ojibwe identity, better prepare them for success in both life and school, and pass the language and culture on to the next generation. Grandma’s House is funded through a five-year grant from the Minnesota Department of Human Services with additional funding from the Minnesota Indian Affairs Council’s Dakota and Ojibwe Language Revitalization Program and Title III Part A.

In addition to the Ojibwemotaadidaa Omaa Gidakiiminaang Ojibwe Immersion Program, the Fond du Lac Tribal College has only been actively involved in a number of other programs and initiatives, including:

- Teacher Training – In 2019, six students completed their classroom training and set themselves up for their 2020-2021 student teaching experience. These completing students will graduate with a Bachelor Degree and, upon passing the required examinations, receive their teaching license in 2020.
- Thirteen Moons - Established within the Fond du Lac Tribal College’s Environmental Institute, the Thirteen Moons program is designed to use the progression of the seasons to highlight the traditional uses, current issues, and

- economic opportunities of natural resources. Future plans for the Thirteen Moons program include expanding that scope to include programming that focuses on both traditional and conventional harvesting practices, and on the Food Sovereignty Initiatives (FSI) strategic plan goals to promote community resiliency through economic, health, and healing programming around fresh foods.
- USDA APHIS; Agricultural and Natural Resources Knowledge Immersion Camp – The APHIS summer camp allows youth interested in agriculture and natural resources the option to explore career pathways in an experimental setting. The fundamentals of the camp incorporate scientific training for understanding the relationship of between to the soil, air, water, and other organisms, with immersion into the fields of biology and environmental science.
 - USDA RHSE: Cultural Response to Healing Trauma, Fighting Opioids and Unlocking the Potential of Native Youth – This new program engages Fond du Lac tribal youth with Ojibwe culture through regional resources, social networks, and a generation of tradition to prevent and combat substance abuse. The program integrates multiple community-level and culture-based practices such as mind-body medicine, circle keeping, and traditional activities, such as lacrosse.
 - Climate Strong-Building Tribal Youth Leadership for Climate Resiliency – Climate Strong is an immersion camp for middle and high school youth to gain awareness of how climate change impacts cultural and community systems. The youth are introduced to developing leadership skills by understanding various climate change models and how to contribute to community resiliency strategies.

Current Fond du Lac Tribal College Research Projects include:

- Gardening Project – accomplishing sustainable food initiatives
- Greenhouse – innovating with solar energy
- Mercury – understanding the variability of mercury in the St. Louis River Watershed
- Bee Project – understand how pollinators work and sustaining a year-round hive.

In general, the Reservation has limited public utility systems. The Reservation constructed sanitary sewer and water lines along Big Lake Road in 1997, on a corridor extending westerly from the border with the City of Cloquet (Pinewood Dr.) to the Tribal Center, to service the Tribal Center, Fond du Lac Gas and Grocery, Min-No-Aya-Win Clinic, the Housing Authority and a small number of individual homes. Also, in 1993 sanitary sewer and water lines were built from the City of Carlton to service the Black Bear Casino and Hotel. Currently, the Reservation owns, operates and maintains approximately seven (7) miles of sanitary sewer and six (6) miles watermain along with seven (7) lift stations to convey wastewater to Western Lake Superior Sanitary District (WLSSD) for treatment. There are approximately 81 residential connections and 23 commercial connection, with 104 in total. There are two independent living properties for the elderly residents. The oldest facility located in the Cloquet District, has 17 units and is connected to city sewer and water, and the newest unit build in 1996 has 20 units and

has an individual well and septic. The Reservation recently completed a 24-unit supportive housing facility. In addition to the already mentioned low income and elderly group housing units, there are an additional 225 units of HUD housing.

The Reservation itself does not own or provide garbage service. Although, through the Resource Management Division the Reservation provides recycling services and a household hazardous waste program to Band members. The facility located on-site with the division provides these services to Band members at no charge.

Also, the Reservation does not have its own fire protection service. These services are currently provided, under agreements, by other local units of government. Presently, the Reservation is doing an assessment to provide data to see if the Band should provide these services themselves.

In the past fourteen years the Reservation has developed land management infrastructure such as a land use plan, zoning ordinance, air & water quality standards, solid waste ordinance, wetland conservation plan, integrated resource management plan, transportation plan, and other similar controls.

Until 1997 the Reservation did not assume law enforcement within its boundaries. In 1997 the Reservation created a police force and since then the force has grown from two officers to fourteen. The law enforcement now provides service 24 hours per days, seven days a week. Also, the Reservation has cross-deputization agreements with the City of Cloquet, Carlton County and St. Louis County to improve law enforcement services to the Reservation.

Fond du Lac operates its own Health and Human Services Division that offers a variety of services including Behavioral Health, Community Health, Dental, Home Health, Medical, Pharmacy, Prevention/Intervention, Social Services, and Substance Use Disorder services. Enrolled members of federally recognized tribes, and their children and grandchildren are eligible to receive a variety of services from the Human Services Division. Some programs may have additional eligibility requirements. Clients must have proof of eligibility when registering for services. Anyone with Fond du Lac insurance is also eligible to receive direct medical services.

The Reservation is strategically located with regard to highways. Interstate 35 passes the eastern border while Minnesota Highway 210 and US Highway 2 transect the Reservation to the south and north respectively. Within this system is a network of County and local roads, most of which are paved, providing access to all sections of the Reservation.

This road network gives easy access to and from the Reservation by residents and visitors. It is one reason that the Reservation is stressing tourist related economic development enterprises. The system also permits good access to the educational facilities, Tribal administration, health care, and other necessities to local residents.

B. EVALUATION

Fond du Lac has entered a phase at which its continued development can be continued and expanded upon through the use of traditional values and the opportunities granted by its own hard work. Historically statistics has shown that Native Americans suffered from lack of education, unemployment, dysfunctional families, alcoholism, lack of tribal identity and self-esteem. Although these trends have improved in that past 25 years, and emerging trend of using traditions to assist in the utilization of local resources and initiatives in education, human services, resource management and economic development to provide the tools to direct the future.

Economic development at Fond du Lac requires: financial strength through casino operations and other development efforts, education provided through the Ojibway School and the tribal and community college, and viable families which are helped by services provided by human services. All these components must be interwoven to create a community that is capable and confident of being able to support their livelihoods.

The historic pattern of life on the Reservation is being reversed through tribal actions that must continue in the future. Educational opportunities have been strengthened from pre-school through the college years. This allows people to develop skills to enter the job market. Quality of living has been improved, and will continue to be improved in attempts to eliminate the negative encumbrances on individual and families. Economic activities set to work in conjunction with the diversifying local economy are providing employment opportunities and investment capital essential to a more secure future for the tribe and Band membership.

The statistics and the Reservations past history state that the Band must make coordinated progress on all three fronts if any one of them is to succeed. The result must be an even more successful community fully capable of increased participation in the regional economy, educational system and community development.

Educational efforts have and should continue to be focused on the full range of activities. This includes continual review and upgrade of school facilities and programs. This also includes providing non-school programs to reinforce the educational gains made at school. Sustaining and expanding services at the Fond du Lac Community College must also continue. All of this means that administration must find new ways to integrate traditional teachings and values into modern culture in order to sustain historic ways and to enrich current ones.

Human services must continue to focus on strengthening families as functional units. They must also sustain the health and well-being of individuals so that they are fully capable of being involved members of the community. As new educational and employment initiatives provide people with renewed self-confidence and economic

support, human services have to work with these people to successfully counter the negative factors of the past.

Finally, economic development activities must be directed towards those efforts which provide local employment in enterprises and infrastructure development that fit within diversified local economy. The casino's fit in this mold as well provide the fiscal resources for future endeavors. Those new endeavors must not only seek to expand the current successes but also to reach out into such areas as tourism services, forest products, environmental services, renewable energy, internet services, and retail.

CHAPTER IV GOALS

This section presents the basic economic development goals for the Fond du Lac Band of Lake Superior Chippewa. These goal statements are based upon the evaluation of current and projected needs and opportunities and reflect the philosophy of the Reservation Business Committee and the Fond du Lac community.

Fond du Lac has set forth on the path of increased economic self-sufficiency for the Reservation and individual members. This has and will continue to involve the integration of key services and programs to focus limited Tribal resources on those opportunities which will best advance the economic, education and health situation of Reservation members. These actions also mirror Fond du Lac's understanding that it is a vital member of the broader regions community and that it has and will continue to operate to the mutual benefit of that community.

The emergence of gaming and entertainment complexes as major revenue producers for Fond du Lac is more than just a short-term economic boost for the Reservation. By resolution the Fond du Lac RBC has expressly directed that net profits from its gaming enterprises be used for initiatives and services in economic development, health and human services, and education. For too many years Fond du Lac citizens have been in a downward spiral of despair; lack of education, unemployment, dysfunctional families, alcoholism, lacking self-esteem and loss of individual and tribal confidence. Gaming revenues represent the economic force which, because they derive from tribal initiative and control, can redirect the old spiral into an upward one of positive change, self-esteem, meaningful employment, income, opportunity and the confidence to grab the opportunity.

The 2020-25 Community Economic Development Strategy outlines goals for the Fond du Lac Reservation are:

- Work with public and private sector groups to strengthen and enhance the Band's capacity and economic development
- Prepare the Band for economic growth by expanding and maintaining critical infrastructure including communications, transportation and public utilities.

- Improve the Band’s entrepreneurial environment.
- Ensure an adequate supply of quality, affordable workforce housing in the region.
- Obtain and sustain economic self-sufficiency for the Fond du Lac Band of Lake Superior Chippewa; and,
- Secure, expand and nurture economic and personal self-sufficiency for all individual members of the Fond du Lac Band of Lake Superior Chippewa.

CHAPTER V OBJECTIVES

The Fond du Lac Community Economic Development Strategy (CEDS) will be broken out into program component areas.

CEDS Objectives

1. Economic Development

- Continue to improve and expand the Fond du Lac Transit system.
- Construct trails on the Reservation to improve non-motorized travel, infrastructure and health.
- Further develop a high-speed internet system on the Reservation for both residential and commercial use.
- Conduct research in renewable and green energy venues for the Reservation.
- Expand services and other business opportunities near the Fond du Lac Gas and Grocery.
- Develop infrastructure such as roads, sewer and water lines as ways to improve the quality life for residents, but use as an economic tool.
- Create a business incubator with staff support to assist Band members with business ideas.
- Develop an agricultural department.
- Continue development of Gitigaaning (Fond du Lac farm)
- Secure funding and construct the Regional Water Distribution Project (Mahnomen Project)
- Development of a Comprehensive Plan.
- Updates to the Safe Routes to School, Safety and Transportation Plans.

2. Education

- Provide the highest standard of educational opportunities for Anishinaabeg and other Native communities in a welcoming and culturally relevant learning environment.

- Support the values of the Tribal College that are based on the Seven Grandfather Teachings modified to better reflect our educational purpose.
- Further grow the Fond du Lac Tribal College Ojibwemotaadidaa Omaa Gidakiiminaang Ojibwe Immersion Program has helped over 200 adults gain greater facility speaking and comprehending the Ojibwe language
- Provide meaningful programs to assist children to become knowledgeable and productive members of tribal society.
- Provide adult education programs to offer basic skills required for on-going employment.
- Provide support to K-12 and college facilities for purposes of expansion and use.
- Provide supportive services to the ongoing development of the Fond du Lac Tribal College.

3. Health and Human Services

- Support home health services to provide better services to residents.
- Provide further health education and care for specific concerns such as diabetes and mental health.
- To further develop services to school age children including services provided in school.
- Continued upgrade of facilities and services for providing key in-patient care.

4. Community

- Provide day care services to permit tribal members to seek meaningful employment while offering reliable and rewarding support for their children.
- Provide appropriate governmental services to protect the health, welfare, and property of the Reservation.
- Provide employment opportunities to the Band membership through economic development projects and programs.

CHAPTER VI CEDS DEVELOPMENT STRATEGIES

Program and Project Selection Criteria

It is necessary to concentrate financial and human resources on the most important programs require the application of criteria to select those programs or projects. The following statements will guide Fond du Lac Reservation Business Committee decisions regarding program initiation, maintenance or redirection during the period of this Community Economic Development Strategy.

Currently identified or proposed future programs and projects will be evaluated by the degree to which they satisfy the following criteria as may be appropriate to the project.

CEDS Goals and Objectives

Does the project meet CEDS goals?

Does the project meet one or more CEDS objectives?

Funding

Is the required Reservation Business Committee funding for the project consistent with short and long financial projections for the Reservation?

Are non-Reservation Business Committee sources of funding available and applied to this project? Greater weight will be given to those projects with non-RBC funding)

Is the project, or can it become, financially self-sufficient in a reasonable time period?

Area of Impact

What is the area directly or indirectly impacted by the project? (Projects will be given more weight the larger area the impact)

Long-term Impact

Will community infrastructure (social, administrative or physical) be expanded or upgraded to sustain future use and development?

Will the Reservation's natural environment and resources be enhanced or impacted regarding traditional hunting, fishing, and gathering activities?

Will the bulk of the direct impact of the program or project be measurably felt for a period of greater than five years?

Employment

Does the project create or retain jobs?

Are the jobs created or retained seasonal or year-round?

Do the jobs pay greater than minimum wage?

Self-sufficiency

Does the project provide education, training, or the opportunity to take advantage of such activities?

Does the project encourage, foster or support direct action by an individual or group of individuals to gain economic self sufficiency?

Family

Does the project serve to rebuild, strengthen or sustain functioning families?

Will the project result in enhancing the ability of individuals to more fully participate in community life in a socially acceptable manner?

Will the project encourage greater understanding of and participation in traditional Ojibwe cultural activities?

Strategy Committee

The CEDS committee will be responsible for the development, updates, changes and implementation of the CEDS document. The committee group is comprised of Economic Development Committee, Executive Director of Enterprises, Director of Planning, and the Economic Development Planner. The Economic Development Committee are all Fond du Lac Band members and two of the five members work for Fond du Lac, two work for private entities and one is retired.

2020CEDS Committee

<i>Name</i>	<i>Organization</i>	<i>Capacity</i>
Bruce Blacketter, Jr	Fond du Lac Reservation	Chairman
James Kirsch	Private Business	Vice-Chairman
Donna Ennis	Private Business	Secretary
Russ Savage	Retired	Board Member
Jacob Dunlap	Fond du Lac Reservation	Board Member
Terry Savage	Fond du Lac Reservation	Executive Director of Enterprises

Governing Board

The governing board of the Fond du Lac Reservation is the Reservation Business Committee (RBC). The RBC is the executive branch of the Reservation and makes all the final decisions of the Band. The RBC is comprised of five elected officials: chairperson, secretary/treasurer, district one representative, district two representative, and the district three representative. All five of the positions are elected for a 4 year term and are staggered. The chairperson and secretary/treasurer positions are openly elected where the entire eligible Band membership votes and the three district representative are voted only by those who registered in that district. Decisions are voted on and must have majority for a decision to be passed or denied.

2020 Governing Board

<i>Name</i>	<i>Position</i>
Kevin R. Dupuis, Sr.	Chairman
Ferdinand Martineau, Sr.	Secretary/Treasurer
Wally Dupuis	District 1 Representative (Cloquet)
Bruce M. Savage	District 2 Representative (Sawyer)
Roger Smith, Sr.	District 3 Representative (Brookston)

Planning Process

The Fond du Lac Band of Lake Superior Chippewa is required to submit a new CEDS every five years to the Economic Development Administration (EDA), although updates are occasionally required by the EDA. The Minnesota Chippewa Tribe (MCT) provides a calendar of when the annual and bi-annual reports are due. The reports are based on progress made on the CEDS.

Changes to the CEDS will be made by the CEDS Committee and these changes are then brought to the Reservation Business Committee for approval through a resolution. The EDA and MCT will be given copies of the CEDS, CEDS updates and reports.