



Fond du Lac Reservation Agricultural Division



STRATEGIC PLAN

2021-2025

Fond du Lac Band of Lake Superior Chippewa

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Reservation Business Committee

RESOLUTION # 1322/21

Resolution to Adopt the Fond du Lac Agricultural Division Strategic Plan 2021-2025



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 Agricultural Division Strategic Plan 2021-2025 as a guide to that will assist the Fond du Lac Band of Lake Superior Chippewa in creating a sovereign, holistic food system; 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 Agricultural Strategic Plan 2021-2025" as a guide for the future development of 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 July 28, 2021 on the Fond du Lac Reservation.



Kevin R. Dupuis, Sr.
Chairman



Ferdinand Martineau, Jr.
Secretary/Treasurer



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05.27.21 & 06.03.21

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Executive Summary

In May 2021, the Fond du Lac Tribal and Community College Environmental Institute, in conjunction with the Fond du Lac Band of Lake Superior Chippewa and an array of stakeholders, engaged Northspan to conduct a strategic planning process for a proposed Agriculture Division within the tribal government. The goals of the process were to clarify and/or identify the following:

- Strategic Directions for next 5 years
- Accomplishments by which the strategic directions are achievable
- Establish a timeline and priorities among the identified strategic actions

A large group of stakeholders, over the course of three 2-hour sessions, operated under the following mission, vision, and intent:

MISSION

The Fond du Lac Bimaaji'idiwn Food Sovereignty Initiative envisions a sovereign, holistic food system rooted in Anishinaabe values that is environmentally responsible and empowers a thriving, resilient community.

INTENT

To lead and coordinate the FDL Community's efforts to rebuild the local food system in order to improve our community's health and resiliency.

STRATEGIC DIRECTIONS

1. Operations
2. Production
3. Community Engagement
4. Processing
5. Distribution and Marketing

This document provides an overview of the new strategic plan, which will guide the creation of the Agriculture Division and its work for the next five years. Details on the planning process and supporting documents from that process are available in the appendices.

Overview

The Fond du Lac Band of Lake Superior Chippewa currently offers both direct and indirect support for agricultural activity on tribal lands, but it does not have a unified department or division dedicated to agriculture. This strategic planning process brought together stakeholders from a variety of formal and informal entities that are associated with this agricultural activity. The process was organized by the Band's Planning Division and the Fond du Lac Tribal and Community College Environmental Institute.

Agricultural Division stakeholders sought to complete a strategic plan to guide their activities from 2021-2025. In its current form, the band's Food Sovereignty Initiative began in 2016, created its first strategic plan in 2017, and updated the plan in 2019, a process that included the creation of a Food Sovereignty Assessment. Since 2019, stakeholders have worked to advance agriculture on the reservation in a variety of ways and further developed concepts for a proposed division to unify their efforts. The new strategic plan builds on the foundations created in recent years to develop a clear action plan, complete with a timeline, for the creation of the new division.

Background Information

The Fond du Lac Reservation covers 154 square miles across north-central Carlton County and south-central St. Louis County in northeast Minnesota, and the band currently consists of over 4,200 members. Most of its land area is in woodland or wetland areas, plus some urbanized areas around the City of Cloquet; as a result, it does not feature the large-scale farming operations seen in other parts of Minnesota. The only crops with significant acreage in the area are low-intensity operations for hay and alfalfa, plus some pastureland for cattle grazing, particularly in Carlton County. Berry and Christmas tree farming are significant agricultural activities in the region, and the area also is home to substantial wild rice harvesting for members of the band.

An investigation of data from the U.S. Department of Agriculture confirms this notion that most agricultural activity in the Fond du Lac area is smaller scale and relatively diversified. According to the 2017 Census of Agriculture, 96% of farms in Carlton County and 97% of farms in St. Louis County make less than \$50,000 per year in revenue, and the average farm size in both counties (177 acres in Carlton County and 178 acres in St. Louis County) is roughly half the average size for the state of Minnesota. Land uses for agriculture are varied across the area, with less than half of the active acreage in cropland and significant proportions of woodland, pastureland, and other scattered uses.

The USDA Census of Agriculture also suggests that Native Americans are either underrepresented in agricultural activity or undercounted by official data. According to the 2019 American Community Survey from the U.S. Census, Native Americans are 5.1% of Carlton County's population, but represent just 1.7% of agricultural producers identified by the USDA; while 1.8% of St. Louis County is Native American, just five of its 1,282 producers identified as such. These data show opportunities to both expand agricultural opportunities to members of the Fond du Lac band and to help existing producers scale up or otherwise formalize their operations.

Strategic Plan 2021-2025

This strategic plan is the culmination of a planning process that began in May 2021 and builds on a previous plan developed in 2017 and updated in 2019. The planning provided new strategic directions and established action steps and outcomes to advance the strategic directions. The strategic directions provide a renewed focus and direction the proposed Agriculture Division and create a path to bring it into reality.

VISION

The Fond du Lac Bimaaji'idiwn Food Sovereignty Initiative envisions a sovereign, holistic food system rooted in Anishinaabe values that is environmentally responsible and empowers a thriving, resilient community.

MISSION

To lead and coordinate the FDL Community's efforts to rebuild the local food system in order to improve our community's health and resiliency.

INTENT

Consistent and incremental strengthening of our Tribal Food Sovereignty.

STRATEGIC DIRECTIONS

1. Operations
2. Production
3. Community Engagement
4. Processing
5. Distribution & Marketing

SD1

OPERATIONS

Definition:

This strategic direction consists of the background tasks necessary to make the entire division successful. It was not originally identified as a strategic direction at the start of the planning process, but as the plan developed, it became clear that numerous actions and outcomes cut across several or all the other four strategic directions and were often foundational for their success. As a result, stakeholders decided to create a new strategic direction that captures these vital actions. The current realities that support this strategic direction are integrated into the other four strategic directions.

Action Steps:

1. Establish Ag Division and start to consolidate food sovereignty programs within it
2. Work with tribal council to establish semi-permanent or permanent funding streams for Ag Division
3. Write grants that specifically support the Ag Division vision that is already articulated
4. Establish network to support inter-division cooperation with Natural Resources Division, Language Center, and other divisions
5. Hire division director and more staff for all areas of division
6. Bring someone from Land Use Committee into the Food Sovereignty Initiative to include them in the decision-making process
7. Encourage Land Use Committee to set aside more land to increase area available for production

Outcomes:

- Division in place with experts in all areas of agriculture intertwined with values, culture, and history of Fond du Lac
- Designated budget with sustainable financing
- Evaluating vision and mission, review after 5 years to see if it's still relevant
- Policy on making existing land available for production in place to lease to producers (agricultural land lease process for FDL members)
- Dedicated long-term budget and staff for food processing, distribution, and marketing

SD2

PRODUCTION

Definition:

This strategic direction focuses on the activities of cultivation of plants and animals that would be both directly under and supported by the proposed Fond du Lac Agricultural Division. It recognizes the informality of much existing agriculture on the Reservation and the scattered structure supporting it, while also acknowledging substantial harvests and growth trends in tribal agriculture. It provides the expertise and resources to help band properties and members scale up their production capacity as they desire.

Action Steps:

1. Gather input from community through outreach to elder program, youth, other committees through meetings/gatherings for shared understanding of accomplishments
2. Complete business plan and agricultural resources management plan
3. Complete assessment of local food and seed needs, including grocery store feasibility study
4. Write and pass food code and hemp ordinances and identify staff to implement them
5. Build partnerships/relationships within regional and inter-tribal food systems
6. Establish composting facility for use at agricultural facilities or sell to producers
7. Begin organic certification process for FDL
8. Work with Black Bear Casino to explore collaborative efforts such as an on-site composting facility for food waste or a greenhouse atop its parking ramp

Outcomes:

- Transportation system/hub in place to connect all of farms and distribute, including small farmers who want to grow
- Implemented distribution network
- Inter- and multi-generational community involvement and buy-in
- Formalized CSA or similar entity with acreage dedicated to production
- Producers in training program able to purchase or lease land to start up own operations if they wish
- Designated person/people to talk about wild foods and foster various types of production and land for it
- Seed bank/library developed for FDL
- More involvement/understanding/participation from community through outreach dedicated to production
- Animal production operation in progress or in place
- Hemp farm concept developed and in operation and code compliance in place
- Increase in number of tribal member producers in USDA data
- Local foods policy prioritizes tribally grown, healthy foods within FDL
- Meet people where they're at with food, so providing more food to existing tribal programs and enterprises and keeping more money here.
- Enough food grown to fully stock root cellar
- Some funding for composting; seeking full funding
- Continued growth of producer training program

SD3

COMMUNITY ENGAGEMENT

Definition:

This strategic direction aims to grow band member agricultural activity on the reservation through a variety of interactive methods. It builds on existing engagement efforts, creates and expands educational opportunities, and builds on strong community support for additional agricultural activity for a variety of purposes. If successful, it will create a community with a holistic understanding of the role of agriculture and support a range of initiatives that allow band members to get involved.

Action Steps:

1. Develop more coordinated/collaborative community engagement efforts among organizations/programs that already support tribal agriculture
2. Provide educational or technical assistance opportunities to accomplish goals (FDLTCC role)
3. Provide “Starting a Food Business Roadmap” from the Minnesota Department of Agriculture so people understand what tools exist
4. Design curriculum focused on traditional environmental knowledge, including how to relate to the land, plants, animals, food, and survival
5. Explore how to have competitive wages for programs
6. Develop internship program with FDL youth to get them involved in Ag Division
7. Create options for leased and owned land for producers
8. Create micro-loan programming to increase the number of producers and their access to land & equipment
9. Create/expand, carefully and smartly, open markets for native products and plants, i.e., foraging

Outcomes:

- All programs and opportunities at Gitigaaning will be fully utilized by the community
- Markets will be established & connected to the growers
- Independent private land-owning food producers, on own farms, in the community (not just FDL programs)
- Education in daycare, youth programming, Head Start, early childhood, K-12, and college that connects us to food, environment, and outdoors integrated into the cultural and language curriculum
- Supporting food service staff with training, hours/ wages, and permission to promote farm to school programming
- Connection to the land for mental, physical, cultural health
- Better mental health in the community; maybe survey now for baseline and in future to compare
- Continued and more dialogue related to how the college can be supportive; could provide outreach & education for the programming
- Owned land creates multi-generational wealth

SD4

PROCESSING

Definition:

This strategic direction focuses on the activities completed by the Fond du Lac Band and its members to move agricultural products into a state where they are ready for distribution, sale, and consumption. It acknowledges a relative lack of expertise in the area around processing activity and the potential to scale up existing operations to support community needs.

Action Steps:

1. Secure additional funding to increase processing capacity
2. Hire staff for existing facility to make it accessible to the community
3. Develop expertise and knowledge necessary to abide by food codes through mentorship program and Fond du Lac Tribal and Community College; ServSafe certificate will include needed information
4. Develop more season-extending buildings in place on reservation
5. Track and measure increase in use of agricultural products on FDL programs
6. Agree upon or develop a set of codes (either by agreeing to state codes or developing own)

Outcomes:

- Processing allows for more formal farmers market or coop
- Processing infrastructure matches production infrastructure
- Number of gardeners/farmers (and those making a sustainable living from it) on FDL increases
- Amount of land used for agriculture increases
- Codes established for FDL and there are people to enforce them
- Increased agricultural infrastructure
- Staff tied to infrastructure expansion is in place
- Increased tribal presence in farmer's markets off-reservation
- Products from FDL are being sold throughout the community and throughout the broader region
- More presence in tribal producer directories creates stronger digital presence
- Fully utilize existing processing infrastructure
- Number of participants in program who move to private production increases

SD5

DISTRIBUTION & MARKETING

Definition:

This strategic direction recognizes the limited nature of current distribution and marketing of products produced by the Fond du Lac Band and its members. It builds on more consistent production and connects with local and regional networks on both small and large scales to move products to the market. It strives to achieve these goals while building a culture of sustainability and food sovereignty that emphasizes the uniqueness and quality of its products.

Action Steps:

1. Determine the best ways to increase and stabilize, coordinate, and scale to create predictable production, especially for those who seek going to market
2. Obtain dedicated long-term budget and staff for food processing, distribution and marketing
3. Fully utilize existing infrastructure (processing, distribution, food storage, outlets)
4. Solidify agreements with potential buyers, e.g., casino, retailers outside of direct community, Niiwin, etc.
5. Develop coherent brand/identity for sold products, both for individuals and FDL production
6. Build pilot food hub to better support existing and emerging producers to get to market or direct to consumer
7. Coordinate and scale efforts for specialty food products and value-added products
8. Coordinate and scale for food storage
9. Create a culture that is conducive to food sovereignty
10. Support and fund education programming in the schools so that it's not always relying on grant funding
11. Bring along next generation of growers/gatherers/producers via paid youth internships
12. Provide resources to expand digital presence of local producers
13. Control unique products and develop appellation (branding)
14. Conduct a needs assessment after five years to address failures, pivot as necessary, and forecast ongoing growth or scaling back, depending on community needs and wants
15. Utilize CSA model as a training tool for consistency

Continued on next page..

SD5

DISTRIBUTION & MARKETING, Continued

Outcomes:

- More food distributed to tribal programs and enterprises
- 13 Moons participants/producers are able to offer food in all seasons
- Infrastructure and policies in place to support food producers
- Farm to Table is established with Black Bear Casino
- Clear brand for FDL Ag Division, possibly through producer training program; everyone does their own and the Ag Division provides assistance in branding
- Focus on sustained development education and research from Head Start through college regarding food, cooking, and harvesting to be self-sustaining and wean ourselves off of oil/plastic-based products
- More seeds and niche vegetables developed
- More sustainable foraging developed
- Distribution of food, compost, and seeds all leads to greater sustainability
- More research on perennial versus annual success in our region
- Students prefer to work in these programs as summer crew versus outside jobs

Timelines & Priorities

With its accomplishments in place, the Agriculture Division stakeholders then further defined the strategic plan timeline. This stage of the planning process gives participants an accurate understanding of when certain tasks may be completed, and it seeks to space out actions to balance the workload for staff. Participants determined start and end times by month (in 2021) or by quarter (in 2022-2025) for each strategic action. The timeline is available in the appendix titled FDL Ag Division Strategic Plan Timeline 06.10.21.



APPENDICES ATTACHED

1. STRATEGIC PLANNING PROCESS
2. FDL AGRICULTURE DIVISION STRATEGIC OVERVIEW 05.25.21
3. FDL AG DIVISION CURRENT REALITY, SUCCESS INDICATORS & ACCOMPLISHMENTS
05.27.21 & 06.03.21
4. FDL AG DIVISION STRATEGIC PLAN TIMELINE 06.10.21

APPENDIX 1



Strategic Planning Process

The Fond du Lac Band agricultural division stakeholders have prepared this five-year strategic plan to guide their activities and achieve accomplishments consistent with the group's vision and mission. The strategic process steps, session dates, and agendas are included as an attachment, as are the results of the sessions that followed.

PROCESS STEPS

1. Collection of background information
2. Creation of Strategic Overview document and an overview presentation to provide context and clarify the strategic directions
3. 05.27.21 Strategy Planning Session 1 of 3
4. 06.03.21 Strategy Planning Session 2 of 3
5. 06.10.21 Strategy Planning Session 3 of 3
6. 06.10.21 – 06.25.21 Draft Strategic Plan Review & Feedback
7. 07.08.21 Strategic Plan Presentation
8. Complete a 90-day check-in

ACTION PLANNING | STRATEGIC PLANNING VIRTUAL SESSION: MAY 27, 2021

AGENDA | May 27, 2021 | 2:30PM – 4:30PM

Open Zoom room at 2:15PM

2:35 Start to give group a few minutes to join our virtual space

2:35 Welcome & Introductions

2:55 Grounding Presentation

3:30 – 3:35 Break

3:40 Focused Implementation Workshop Part 1 of 3

4:30 Next Steps & Adjourn

On May 27, 2021, Northspan facilitated a strategic planning session with Agriculture Division stakeholders and presented background information on the elements of the plan. This presentation included four strategic directions that had previously been developed by a smaller committee guiding the process. Those four strategic directions were:

1. Production
2. Community Engagement
3. Processing
4. Distribution & Marketing

Participants then identified the current reality, desired outcomes, and accomplishments that could move the group toward the production and community engagement strategic directions.

APPENDIX 1

ACTION PLANNING | STRATEGIC PLANNING VIRTUAL SESSION: JUNE 3, 2021

AGENDA | June 3, 2021 | 2:30PM – 4:30PM

Open Zoom room at 2:15PM

2:35 Start to give group a few minutes to join our virtual space

2:35 Welcome & Introductions

2:45 Focused Implementation Workshop Part 2 of 3

4:30 Next Steps & Adjourn

On June 3, Northspan facilitated a second session in which participants identified the current reality, desired outcomes, and accomplishments that could move the group toward the Processing and Distribution & Marketing strategic directions.

TIMELINES | STRATEGIC PLANNING VIRTUAL SESSION: JUNE 10, 2021

AGENDA | June 10, 2021 | 2:30PM – 4:30PM

Open Zoom room at 2:15PM

2:35 Start to give group a few minutes to join our virtual space

2:35 Welcome & Introductions

2:45 Focused Implementation Workshop Part 3 of 3

4:30 Adjourn

On June 10, Northspan facilitated a third and final workshop with Fond du Lac Agriculture Division stakeholders. In this session, the participants established a timeline for achieving the tasks outlined in the previous sessions.

PLAN REVIEW AND FEEDBACK

With the sessions complete, Northspan worked with the committee guiding the creation of the Agriculture Committee to edit the plan. Through this process, stakeholders created a fifth strategic direction, Operations, which brought together several actions scattered across multiple strategic directions that applied to several of them and constituted foundational work for the whole plan. The group also worked to make sure the timelines aligned across the strategic directions and fit well with one another. This revised document was shared with all stakeholders in the process for review and feedback.

APPENDIX 2

Fond du Lac (FDL) Band of Lake Superior Chippewa AGRICULTURE DIVISION | Strategic Overview | 05.25.21



Definition of Food Sovereignty

A condition where FDL community members are willing and able to obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable, local food system that maximizes community self-reliance, cooperation, and resilience.

Vision

The Fond du Lac Bimaaji'idiwin Food Sovereignty Initiative envisions a sovereign, holistic food system rooted in Anishinaabe values that is environmentally responsible and empowers a thriving, resilient community.

Mission

To lead and coordinate the FDL Community's efforts to rebuild the local food system in order to improve our community's health and resiliency.

Intent

Consistent and incremental strengthening of our Tribal Food Sovereignty.

Division Strategic Directions

1. Production
2. Community Engagement
3. Processing
4. Distribution & Marketing

APPENDIX 2

Fond du Lac (FDL) Band of Lake Superior Chippewa AGRICULTURE DIVISION | Strategic Overview | 05.25.21



SD1: PRODUCTION

Bimaaji'idiwin Producer Training Program

Provides training, education, supplies, equipment, technical support, land, and facility use for new producers; increase local food production with organic and sustainable practices; establishes connections with other producers, service providers, USDA programs and resources; expands markets and opportunities for local produce to be bought and sold; increases awareness and advocates for food sovereignty within Fond du Lac. Currently operates in partnership with the 13 Moons Program, primarily on plots located on Gitigaaning.

- 7-month training program focused on agricultural enterprise planning, management, and execution
- FDLTCC Extension program and part of the 13 Moons Program
- Primarily located at Nagaajiwanaang Gitigaaning
- Supplies Gitigaaning Farmer's Market (restart when possible), Fond du Lac Food Hub, Elder CSA (Access to FDL Distribution Network)

Community Orchards

There are 3 community orchards, producing apple, plum, and cherry trees. Located in each of the three districts, Gitigaaning (Sawyer), Brookston, and Cloquet.

- Includes Gitigaaning, Cloquet, and Brookston Orchards
- Supplies Gitigaaning Farmer's Market, FDL Food Hub, Elder CSA, etc.

Future Distribution Network

- Gitigaaning Production Farm
- Gitigaaning Grow Dome: The Grow Dome is a season-extension space located within Gitigaaning. Outfitted with an above-ground pond, solar panels, temperature-controlled vents, and raised beds, this growing space represents a controlled, sustainable environment for year-round production.
- Gitigaan Demonstration Garden: Showcases the variety of plants donated to the community during the Gitigaan Plant Giveaway. The Gitigaan Demonstration Garden is currently located on Gitigaaning.
 - Showcases the variety of different plants given away every year during the Gitigaan plant giveaway
 - All produce harvested from the organic demonstration garden is distributed throughout the FDL community
 - Associated with the FDL Gitigaan Program
- Community High Tunnels: Located in each of the three districts, Sawyer, Cloquet, and Brookston, these high tunnels provide an additional growing space for community producers. Currently managed through the Gitigaan Program.
 - Located in the Cloquet, Sawyer, and Brookston Districts
 - Managed by community members with support from the Agricultural Division
- Hemp Production
- Buffalo Farm
- Agroforestry
- Meat and Poultry
- Eggs

APPENDIX 2

Fond du Lac (FDL) Band of Lake Superior Chippewa AGRICULTURE DIVISION | Strategic Overview | 05.25.21



SD1: PRODUCTION Continued

Agriculture Division Network

- **Gitigaaning Northern Expansion**

- Located behind Na'enimonigamig (Kitchen / Cannery) on Gitigaaning, is a 10+ acre stretch of land. Currently unused, this area has potential to be developed into additional production plots, a grazing area for ruminants, a dedicated perennial space, etc.

SD2: COMMUNITY ENGAGEMENT

Fond du Lac Gitigaan Program

Provides 12-weeks of classes, focused on the farming, harvesting, preparation and processing of local foods. The Gitigaan Program currently offers seeds and plants to approximately 140 households and provides tilling for members living within the boundaries of the reservation.

Gitigaaning Native Garden

A perennial garden space planned to showcase the flora of the region and promote community foraging practices. This area, located behind the Grow Dome within Gitigaaning, will support pollinators by providing nectar and pollen to local pollinator insects.

- A planned space, located on the Gitigaaning property, that will mimic a traditional native landscape and showcase the flora of the region; promote community foraging practices
- Will also act as a pollinator garden, providing nectar and pollen to local pollinating insects
- Once incorporated into the Agriculture Division, will be supported by the FDL Natural Resources Division

Bimaaji'idiwin Gitigaan

Research and demonstration garden created in partnership with the Fond du Lac Tribal and Community College Extension Program and Fond du Lac Reservation. The Bimaaji'idiwin Gitigaan preserves and promotes traditional Anishinaabe cropping systems and educates the greater community on contemporary strategies for organic food and medicinal plant production. The Bimaaji'idiwin Gitigaan is located behind the Fond du Lac Ojibwe School.

- Research and demonstration garden created in partnership with Fond du Lac Tribal and Community College Extension and Fond du Lac Reservation
- Preserves and promotes traditional Ojibwe cropping systems as well as educate the greater community about contemporary strategies for organic food and medicinal plant production.

Babaamaadiziwin Gitigaan (Journey Garden)

Facilitates youth agricultural education through enrichment programs, focused on horticulture and ecosystem management. Founded in 2008 behind the Fond du Lac Ojibwe School, Babaamaadiziwin provides hands-on learning through gardening, foraging, greenhouse work, cooking, and traditional methods of processing and preserving. The program is dedicated to community engagement, by selling fresh produce, value-added products, and farm to table meals through the Gatherers Market.

- We are an Anishinaabe youth summer program from the Fond du Lac Reservation, focused on nutrition, horticulture, and ecology.

APPENDIX 2

Fond du Lac (FDL) Band of Lake Superior Chippewa AGRICULTURE DIVISION | Strategic Overview | 05.25.21



Partnership with Anishinaabetwaakamig (Cultural Language and Learning Center)

The planned community engagement of the future Agricultural Division is strongly centered around cultural activities, tied to Anishinaabemowin and the increased knowledge and use of traditional foods and methods. Many of these planned activities are currently being pursued by Anishinaabetwaakamig. The multitude of ongoing and planned food sovereignty activities at Anishinaabetwaakamig present a partnership opportunity between the Cultural Language and Learning Center and the future Agricultural Division.

Agricultural Education Curriculum

SD3: PROCESSING

Na'enimonigamig (Kitchen / Cannery)

Commercial kitchen outfitted with canning equipment, a root cellar to store surplus production and overwinter food, as well as space for community gatherings. Na'enimonigamig is located on Gitigaaning.

- Located on the Gitigaaning property
- Outfitted with a commercial kitchen, cannery, root cellar, and space for community gatherings
- Will be utilized by the Agricultural Division and community producers in the production of agricultural products

Community Food Cellar

- Location for Agricultural Division to store surplus production and overwinter food

Fond du Lac Food Hub

An FDL Food Hub would allow both the future Agricultural Division and community producers to enter the wholesale marketplace and sell their produce to local programs, enterprises, retail stores, and more. Additionally, this Food Hub could utilize David Abasz's free online platform for inventory, ordering and organizing deliveries.

The Wallace Center states this about food hubs: *"Food hubs are unusual in that they take a values-based approach to their supplier as well as their buyers. This move from a commodity mentality allows new farmers to enter the wholesale marketplace, allows those farmers to take risks to grow their operations, and has a local economic multiplier effect, keeping the wealth in the community. They also provide small-to mid-sized producers greater access to institutional and retail markets, create new jobs along the supply chain, and – crucially – increase access to fresh, healthy food for consumers through more mainstream food-system outlets such as retail stores, corner stores, schools and hospitals. Food hubs have a particularly important role to play in increasing access for underserved communities."*

- Markets the goods produced by local FDL producers and the growing dome
- Incorporates FDL enterprises, FDL programs, local Native markets/stores, and local natural foods stores
- Look to the Oneida Food Distribution Center as a model

Future Distribution Network

- Commercial Kitchen & Cannery
- Fond du Lac Food Hub
- Community Food Cellar



SD4: DISTRIBUTION & MARKETING

Tribal Farm-to-School Program

Coordination between the Gitigaan Demonstration Garden (Plan to include Head-Start and Early Head-Start Farm-to-School programming)

- Coordination between the Agricultural Division and the Fond du Lac Tribal School to supply fresh, locally grown produce to the children of Fond du Lac

Elder CSA

- Connects the various Fond du Lac producers with elders within the FDL community, allowing elders to subscribe to the harvest of a certain farm or group of producers (taken from Kaitlyn’s Agricultural Department summary)

Gitigaaning Farmer’s Market

A local farmer’s market showcasing the multitude of goods produced by community producers at Gitigaaning and throughout the whole of the reservation.

- Potential location: by old powwow facility by the Ojibwe School

Agricultural Distribution Network

A distribution network that efficiently distributes food produced through the Fond du Lac Agricultural Division to local enterprises and programs, including Black Bear, FDL Gas & Grocery, Elder CSAs, and more.

- Local Natural Foods Grocers
- Fond du Lac Gas & Grocery
- Black Bear Casino
- Other Fond du Lac Programs



APPENDIX 2

Fond du Lac (FDL) Band of Lake Superior Chippewa AGRICULTURE DIVISION | Strategic Overview | 05.25.21

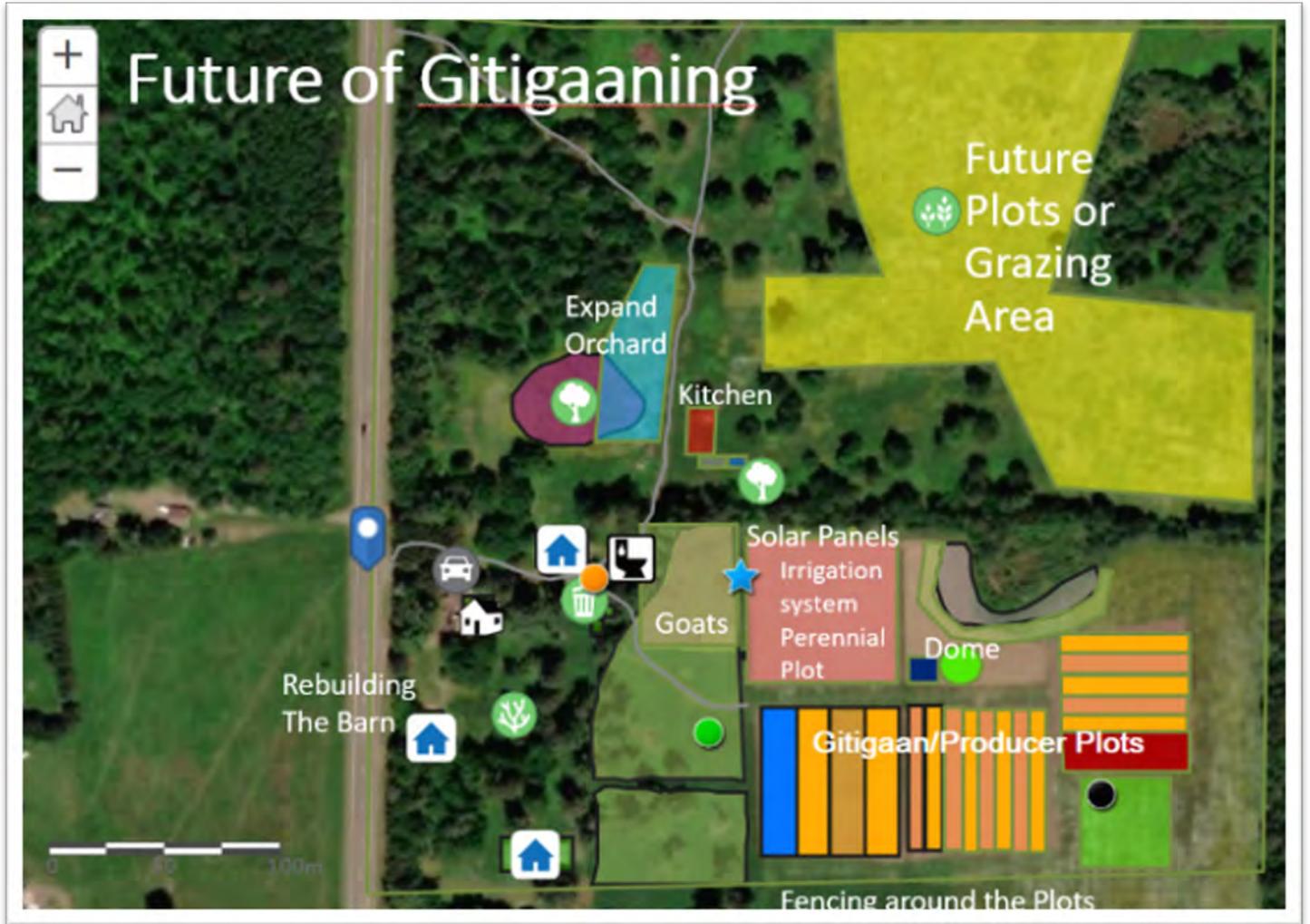


FOND DU LAC AGRICULTURAL PROPERTIES

Gitigaaning (Place of the Gardens)

The Fond du Lac Band of Lake Superior Chippewa owns and operates Gitigaaning, a 36-acre farm outfitted with a growing dome, orchard, berry patch, solar panels, and community kitchen. During the 2021 season, Gitigaaning is providing acreage and support to 36 growers in partnership with the Bimaaji'idiwin Producer Training Program at Fond du Lac Tribal Community College.

- Attributes
 - Farmhouse / Garage
 - 4 Pole Barns
 - Fenced orchard
 - Producer Training Plots
 - Gitigaan demonstration plot
 - Growing dome
 - Well / Irrigation system
 - Fencing
 - Compost site
 - Berry patches
 - Professional kitchen / Cannery
 - Additional acreage for future farming
 - Forested areas (Agroforestry potential)
 - Small wetland area
- The Gitigaaning Farm, the current centerpiece of the Fond du Lac Band's food sovereignty initiative, represents a training ground for community producers and agricultural entrepreneurs. Home to the Fond du Lac Producer Training Program, professional kitchen / cannery, growing dome, and an abundance of supporting machinery and infrastructure, Gitigaaning is by far the most developed of the three Fond du Lac Farm properties. Given this, the Gitigaaning Farm seems best suited to be the Fond du Lac Food Hub. A physical model of food sovereignty, Gitigaaning's Producer Training Program teaches the community how to produce food. Gitigaaning's commercial kitchen and root cellar enables those same community members to process and store food; and a Gitigaaning food hub will allow them to distribute that food.
- John Fisher Merritt supports the development of a production farm on the area located on the north end of the property ("Future Plots or Grazing Area" on map).
- This site would be host to the Fond du Lac's Department of Agriculture's processing, marketing, and distribution operations.



Cloquet Agricultural Site

- Located within the Cloquet District off Brevator Road, this site is currently home to a community orchard and high tunnel. While there is a desire for further agricultural development within the Cloquet District, specifics remain unknown.
- Attributes:
 - Smallest of the 3 farms
 - Most central of the 3 farms
 - C-shaped pond
- While the only currently existing agricultural infrastructure on at the Cloquet Farm are the community high tunnel and orchard, the property has a lot of potential as a Fond du Lac Farms project. This potential is primarily tied to the size and location of the Cloquet Farm in comparison to the two other properties. The Cloquet Farm is small and centrally located. The property’s smaller size and proximity to the Fond du Lac Tribal Center and Ojibwe School make the Cloquet Farm the most suitable location for community education and outreach.

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- Like the Bimaaji'idiwin Gitigaan Demonstration Garden, the Cloquet Farm can act as a demonstration farm, aimed at preserving and promoting traditional Anishinaabe cropping systems and educating the greater community on Fond du Lac's food sovereignty practices. Outfitted with two functional residential buildings, one larger shed, one smaller garden shed, and a wigwam, the Farm already has some of the infrastructure needed for community education and outreach.
- Additionally, the property's pond presents an opportunity for further food sovereignty outreach and promotion. For example, the cattails that grow in the pond can be harvested and used in educational demonstrations, showcasing the many diverse uses of the native plant.
- This site would be host to the Fond du Lac's Department of Agriculture's community engagement and outreach operations.



Brookston Agricultural Site

- Located within the Brookston District off Brevator and Jokela, this site is currently home to a community orchard and pole barn. There is a desire to further develop this property, replicating much of what is currently on Gitigaaning.
- Attributes:
 - Potentially the largest of the 3 farms
 - Located in Brookston
- Brookston, being the largest but least developed of the three properties, makes it a decent candidate for any future buffalo/cattle herds and/or larger scale meat, poultry, or egg production.
- An expansion of the orchard for scaled up fruit production.

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Cultural Language & Learning Center

- Maple syrup processing
- Cleaning fish
- Tanning hides
- Additional uses



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Fond du Lac Ojibwe School

- Agricultural site for school – supports community engagement
- Produces food for Farm to School program
- Trail behind school allows for food and medicine foraging
- Maple syrup and wild rice processing at demonstration level in food shack



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FDL AGRICULTURAL DIVISION POTENTIAL STAFF

1. **Agricultural Director:** This position will work to develop and implement the Fond du Lac Agricultural Division. This will include working with the Gitigaan Program, the Producer Training Program, the District High Tunnels, Na’enimonigamig and other Agricultural Properties or Programs. This position will be responsible for managing grants, developing the Agricultural Division, developing job descriptions, and hiring division staff and conducting agricultural field work for the Reservation.
2. **Gitigaaning Farm Manager:** This position will oversee and run all daily Gitigaaning farm operations for the Fond du Lac Agricultural Division. The farm manager will work alongside the Gitigaaning team and producers to facilitate food production for the Fond du Lac community. As proposed by John Fisher Merritt, this position should be filled by a Fond du Lac Band member and will require 2-years of training on a local Community Supported Agriculture (CSA) farm. This training is meant to familiarize the farmer with Fond du Lac’s developing CSA-style production.
3. **Livestock Manage**
4. **Season Extension Specialist**
5. **Food Sovereignty Coordinator**

FDL FOOD SOVEREIGNTY INITIATIVE TEAM

FDL Planning Division:

- Jason Holliday - Planning Director
- Jamie Adams - Economic Development Planner
- Jeanne Smith - Administrative Assistant
- Noah Kruger - Farm Manager
- Kaitlyn Walsh - Season Extension Specialist
- Alexandera Houchin - AmeriCorps Minnesota Fellow
- Conor Henneberry - AmeriCorps Food Sovereignty VISTA
- Laura Rivas - AmeriCorps Food Sovereignty VISTA

FDL Tribal Community College:

- Courtney Kowalczak - Environmental Institute Director
- Elizabeth Dean - Environmental Institute AmeriCorps VISTA

FDL Resource Management:

- Nikki Crowe - Tribal Conservation Collaboration Coordinator
- Erika Legros - 13 Moons Garden Manager
- Phil Savage - 13 Moons Coordinator

FDL Ojibwe School:

- Mace Fonoti - Ojibwe School Cook
- Francois Medion - Master Gardener

FDL Human Resources:

- Katherine Gokee - Health Educator
- Samantha Martin - Health Educator
- Elizabeth E. McLaughlin - Community Nutrition Educator

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Fond du Lac (FDL) Band of Lake Superior Chippewa | 05.27.21 & 06.03.21 AGRICULTURE DIVISION | Current Realities, Success Indicators & Accomplishments



Current Reality: Description of the current situation as it relates to the Strategic Direction

Success Indicators: Explains what will be different in 5 years if the organization mobilizes around and gets behind the Strategic Direction

Accomplishments: Considers and answers “What do we need to accomplish at a level of program, project, or event to begin moving from Current Reality to Success as described?”

SD1. Operations

Definition: This strategic direction consists of the background tasks necessary to make the entire division successful. It was not originally identified as a strategic direction at the start of the planning process, but as the plan developed, it became clear that numerous actions and outcomes cut across several or all the other four strategic directions and were often foundational for their success. As a result, stakeholders decided to create a new strategic direction that captures these vital actions. The current realities that support this strategic direction are integrated into the other four strategic directions.

Success Indicators

- Division in place with experts in all areas of agriculture intertwined with values, culture, and history of Fond du Lac
- Designated budget with sustainable financing
- Evaluating vision and mission, review after 5 years to see if it's still relevant
- Policy on making existing land available for production in place to lease to producers (agricultural land lease process for FDL members)
- Dedicated long-term budget and staff for food processing, distribution, and marketing

Accomplishments

1. Establish Ag Division and start to consolidate food sovereignty programs within it
2. Work with tribal council to establish semi-permanent or permanent funding streams for Ag Division
3. Write grants that specifically support the Ag Division vision that is already articulated
4. Establish network to support inter-division cooperation with Natural Resources Division, Language Center, and other divisions
5. Hire division director and more staff for all areas of division
6. Bring someone from Land Use Committee into the Food Sovereignty Initiative to include them in the decision-making process
7. Encourage Land Use Committee to set aside more land to increase area available for production

SD2. Production

Definition: This strategic direction focuses on the activities of cultivation of plants and animals that would be both directly under and supported by the proposed Fond du Lac Agricultural Division. It recognizes the informality of much existing agriculture on the Reservation and the scattered structure supporting it, while also acknowledging substantial harvests and growth trends in tribal agriculture. It provides the expertise and resources to help band properties and members scale up their production capacity as they desire.

Current Realities

- Not many agricultural producers in the region (shown in numbers)

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- Band helps facilitate producer training program, but is not a large-scale operation; helps individuals produce food themselves
- Most producers operate individually; not much beyond this
- Small gardens focused on demonstration and education that happen to feed a good amount of people (e.g., Elder CSA that is informal collection of extra/left over food) - could be more formal
- Band members' harvest (besides row crops and vegetables) - thousands of pounds of wild rice, 6 tons of fish, on reservation: 200-300 deer per year, blueberries, maple syrup
- Band has food code focused on commercial sale at commercial kitchen, but little that encompasses production (including wild game, food harvesting)
- Bimaaji'idiwin: 450-1,000 lbs. of produce per year; producer training program participants harvesting over 300 lbs.
- Only one participant recorded volume last year: 1,300 lbs. Previous year 2,000 lbs. (self-reported)
- Lots of production-oriented entities all have been developed, but are under a variety of organizations and divisions; no centralized entity coordinating production
- Limited capacity and built on soft money
- Limited staff capacity to support entities long-term; most through people in grant-funded positions or AmeriCorps or FT staff who have many other job functions
- Staffing built into remit for FTE employees at college as well. Rotation (re-training new Vistas) limits capacity
- Structure scattered and confusing both internally and externally
- Cultural barrier - participation on reservation requires understanding both external and the cultural structures to do good work
- Treaty rights can be a grounding for food sovereignty – FDL has a division for the language, but who is the point person for tribal foods? No one specific place to go
- Water management for wild rice also a role FDL plays - could be part of Agr. division
- Working on ag resources management plan to map out available land for production - will happen as plan gets updated
- Land availability/current status established
- Seeds being saved by groups and community members, but not a large-scale/regional network
- Participation in producer training program growing steadily (mostly vegetables) - people are interested

Success Indicators

- Transportation system/hub in place to connect all of farms and distribute, including small farmers who want to grow
- Implemented distribution network
- Inter- and multi-generational community involvement and buy-in
- Formalized CSA or similar entity with acreage dedicated to production
- Producers in training program able to purchase or lease land to start up own operations if they wish
- Designated person/people to talk about wild foods and foster various types of production and land for it
- Seed bank/library developed for FDL
- More involvement/understanding/participation from community through outreach dedicated to production

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Fond du Lac (FDL) Band of Lake Superior Chippewa | 05.27.21 & 06.03.21 AGRICULTURE DIVISION | Current Realities, Success Indicators & Accomplishments



- Animal production operation in progress or in place
- Hemp farm concept developed and in operation and code compliance in place
- Increase in number of tribal member producers in USDA data
- Local foods policy prioritizes tribally grown, healthy foods within FDL
- Meet people where they're at with food, so providing more food to existing tribal programs and enterprises and keeping more money here.
- Enough food grown to fully stock root cellar
- Some funding for composting; seeking full funding
- Continued growth of producer training program

Accomplishments

1. Gather input from community through outreach to elder program, youth, other committees through meetings/gatherings for shared understanding of accomplishments
2. Complete business plan and agricultural resources management plan
3. Complete assessment of local food and seed needs, including grocery store feasibility study
4. Write and pass food code and hemp ordinances and identify staff to implement them
5. Build partnerships/relationships within regional and inter-tribal food systems
6. Establish composting facility for use at agricultural facilities or sell to producers
7. Begin organic certification process for FDL
8. Work with Black Bear Casino to explore collaborative efforts such as an on-site composting facility for food waste or a greenhouse atop its parking ramp

SD3. Community Engagement

Definition: This strategic direction aims to grow band member agricultural activity on the reservation through a variety of interactive methods. It builds on existing engagement efforts, creates, and expands educational opportunities, and builds on strong community support for additional agricultural activity for a variety of purposes. If successful, it will create a community with a holistic understanding of the role of agriculture and support a range of initiatives that allow band members to get involved.

Current Realities

- Role models in the community doing/engaging in the work; jealousy motivates others to get involved
- WDSE was at kitchen/cannery filming demos
- Publicity happening in a variety of ways
- Quality of food needs to increase - more whole foods
- Foods in the school system are dismal
- Events that program host get a lot of attention, e.g., plant giveaway
- No full-time staff yet, need to get going, Director and Support staff
- Gov Walz visited last fall, Sen. Smith in the last month
- Expansion of sugaring with new cultural center and at the school; large, shared activity with lots of possibility
- 13 Moons does a lot and could do even more
- 13 Moons does a lot of outreach
- Powwow offers outreach opportunities
- Lot of programs and engagement going on; many need a little more funding and capacity to make them as productive as they could be

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- Prior to Covid, farmer's market with school and in Duluth; all interrupted, and restarting - and there is demand by the public and possibly private partners
- Farmer producer training started with a grant; pushed and motivated college to create a pathway in their degree programs
- Support from the tribal council
- Community events, "taking care of things" event, resource management gardens, farm to table event in August
- People beginning to harvest without proper education on sustainable practices connected to cultural knowledge

Success Indicators

- All programs and opportunities at Gitigaaning will be fully utilized by the community
- Markets will be established & connected to the growers
- Independent private land-owning food producers, on own farms, in the community (not just FDL programs)
- Education in daycare, youth programming, Head Start, early childhood, K-12, and college that connects us to food, environment, and outdoors integrated into the cultural and language curriculum
- Supporting food service staff with training, hours/wages, and permission to promote farm to school programming
- Connection to the land for mental, physical, cultural health
- Better mental health in the community; maybe survey now for baseline and in future to compare
- Continued and more dialogue related to how the college can be supportive; could provide outreach & education for the programming
- Owned land creates multi-generational wealth

Accomplishments

1. Develop more coordinated/collaborative community engagement efforts among organizations/programs that already support tribal agriculture
2. Provide educational or technical assistance opportunities to accomplish goals (FDLTCC role)
3. Provide "Starting a Food Business Roadmap" from the Minnesota Department of Agriculture so people understand what tools exist
4. Design curriculum focused on traditional environmental knowledge, including how to relate to the land, plants, animals, food, and survival
5. Explore how to have competitive wages for programs
6. Develop internship program with FDL youth to get them involved in Ag Division
7. Create options for leased and owned land for producers
8. Create micro-loan programming to increase the number of producers and their access to land & equipment
9. Create/expand, carefully and smartly, open markets for native products and plants, i.e., foraging

SD4. Processing

Definition: This strategic direction focuses on the activities completed by the Fond du Lac Band and its members to move agricultural products into a state where they are ready for distribution, sale, and

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consumption. It acknowledges a relative lack of expertise in the area around processing activity and the potential to scale up existing operations to support community needs.

Current Realities

- Existing facility (Na'enimonigamig) - just built, haven't had it for a growing season yet
- Vision of expanding to 2 additional facilities - Cloquet and Brookston
- Brookston moving along - has a vision; not at this point in Cloquet
- Processing facilities at cultural and language center: tanning, meat processing, syrup, wild rice
- Food codes necessary to get food to market off reservation; need to iron out regulatory processes
- Using Great Lakes Indian Fish and Wildlife Commission (GLIFWC) as model/template
- Some inspection for powwow stands
- Expand to raising pork and turkeys, some past thoughts about goats - fast turnover time, very possible (could use existing facilities and also new ones)
- Lack of personnel for processing and animal husbandry expertise
- People who raise chickens on FDL have to bring them to Brainerd for processing - is a mobile butcher/processing plant possible? Other tribal entities do this - business opportunity for non-Native populations as well
- Would need meat processing plan in place and approved by FDA
- Processing (even deer) in the area is in decline
- Recent site visit NERC to see facility and understand how it works
- Processing own rice difficult - threshing stage is challenging and may be why people aren't doing it; requires USDA/inspected facility for commercial sale
- No existing process for agricultural land lease

Success Indicators

- Processing allows for more formal farmers market or coop
- Processing infrastructure matches production infrastructure
- Number of gardeners/farmers (and those making a sustainable living from it) on FDL increases
- Amount of land used for agriculture increases
- Codes established for FDL and there are people to enforce them
- Increased agricultural infrastructure
- Staff tied to infrastructure expansion is in place
- Increased tribal presence in farmer's markets off-reservation
- Products from FDL are being sold throughout the community and throughout the broader region
- More presence in tribal producer directories creates stronger digital presence
- Fully utilize existing processing infrastructure
- Number of participants in program who move to private production increases

Accomplishments

1. Secure additional funding to increase processing capacity
2. Hire staff for existing facility to make it accessible to the community
3. Develop expertise and knowledge necessary to abide by food codes through mentorship program and Fond du Lac Tribal and Community College; ServSafe certificate will include needed information
4. Develop more season-extending buildings in place on reservation

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5. Track and measure increase in use of agricultural products on FDL programs
6. Agree upon or develop a set of codes (either by agreeing to state codes or developing own)

SD5. Distribution & Marketing

Definition: This strategic direction recognizes the limited nature of current distribution and marketing of products produced by the Fond du Lac Band and its members. It builds on more consistent production and connects with local and regional networks on both small and large scales to move products to the market. It strives to achieve these goals while building a culture of sustainability and food sovereignty that emphasizes the uniqueness and quality of its products.

Current Realities

- Information disconnect between producers and buyers
- We don't have steady production to consistently market
- Fragmented; many different efforts not coordinated
- Reko ring just launching; on-demand CSA on Facebook
- Last 5 seasons, average harvest 400 - 1,000 lbs of produce, distributed to community members
- Due to Covid, shared directly to Ojibwe school program and to ENP & Edlers housing buildings in Cloquet and Sawyer, 180+ lbs.
- Producer training program: only a few interested in selling right now. This interest has been growing, will bring online more regular producing-sellers, adding to predictability for buyers
- Current demand is high in our area: Twin Cities, AICHO, Niiwin (market on 4th St. in Duluth), etc. (e.g. blueberries, bergamot, bee balm, spruce tips, white cedar bows, hemlock, mushrooms)
- More trainings for food safety, etc.
- AICHO meeting with harvesters, gardeners, etc. to discuss distribution
- Gift economy is strong throughout the region
- A lot of food being distributed through tribal programs and enterprises but mostly outside distributors
- Need more steady production; grow dome may allow for starting early and having larger production
- Casino is interested in farm to table from local producers
- Food Policies (when it comes to distributing wild harvested foods) are lacking
- Lots of producers prioritize feeding family and relatives which is a cultural strength
- Taking more control over what food is distributed here and benefiting from this industry locally
- FDL-based farmer's market
- Education and information around local foods, why they could be more expensive, what the value is
- The need for culturally relevant events with food, e.g., feasts, celebrations
- We have a lot of existing entrepreneurs such as Native Wise, Delilah Savage, and Spirit Lake Native Farms already doing this, but Fond du Lac as an institution is not as involved.
- Taking Care of Things: catering company will take as much food as they can from the demo garden
- Manoomin distribution or meat that sometimes comes from Resource Management? Wild rice distribution to band members through Operations Division right now
- 25 Conservation officers manage meat
- 12 Right now we give away 20+ different seeds to 120 households for their gardens, it would be great if in the future, those seeds were grown here at FDL.

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Success Indicators

- More food distributed to tribal programs and enterprises
- 13 Moons participants/producers are able to offer food in all seasons
- Infrastructure and policies in place to support food producers
- Farm to Table is established with Black Bear Casino
- Clear brand for FDL Ag Division, possibly through producer training program; everyone does their own and the Ag Division provides assistance in branding
- Focus on sustained development education and research from Head Start through college regarding food, cooking, and harvesting to be self-sustaining and wean ourselves off of oil/plastic-based products
- More seeds and niche vegetables developed
- More sustainable foraging developed
- Distribution of food, compost, and seeds all leads to greater sustainability
- More research on perennial versus annual success in our region
- Students prefer to work in these programs as summer crew versus outside jobs

Accomplishments

1. Determine the best ways to increase and stabilize, coordinate, and scale to create predictable production, especially for those who seek going to market
2. Obtain dedicated long-term budget and staff for food processing, distribution and marketing
3. Fully utilize existing infrastructure (processing, distribution, food storage, outlets)
4. Solidify agreements with potential buyers, e.g., casino, retailers outside of direct community, Niiwin, etc.
5. Develop coherent brand/identity for sold products, both for individuals and FDL production
6. Build pilot food hub to better support existing and emerging producers to get to market or direct to consumer
7. Coordinate & scale efforts for specialty food products and value-added products
8. Coordinate and scale for food storage
9. Create a culture that is conducive to food sovereignty
10. Support and fund education programming in the schools so that it's not always relying on grant funding
11. Bring along next generation of growers/gatherers/producers via paid youth internships
12. Provide resources to expand digital presence of local producers
13. Control unique products and develop appellation (branding)
14. Conduct a needs assessment after five years to address failures, pivot as necessary, and forecast ongoing growth or scaling back, depending on community needs and wants
15. Utilize CSA model as a training tool for consistency

