
BAD RIVER BAND OF LAKE SUPERIOR TRIBE OF CHIPPEWA INDIANS



Project Title:	Bad River Fish Hatchery Improvement Project
Award Amount:	\$500,000
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 7/31/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 6 elders involved
- 15 youth involved
- \$58,000 in resources leveraged
- 7 partnerships formed
- 3 products developed

BACKGROUND

The Bad River Band of Lake Superior Tribe of Chippewa Indians is located south of Lake Superior, near the Wisconsin and Michigan border. The reservation's land area, 90% of which is wilderness, spans roughly 192 square miles of land in Ashland and Iron counties, Wisconsin. Of the Band's 6,000 members, 1,411 were registered as residents on the reservation in the 2000 U.S. Census. The Bad River Band's population is predominantly divided between the four communities of Odanah, Diaperville, Birch Hill and Frank's Field.

In the late 1970s the Tribe constructed a fish hatchery with five fish-rearing ponds in an effort to ensure the community's stocks of Lake Superior walleye and a minimal amount of yellow perch, both of which are traditionally harvested by tribal members. Since that time, tribal member crews have annually collected eggs during spawning

season, incubated them in the hatchery and transferred the eggs to the fish ponds for rearing.

By the 1990s the original earthen ponds had become inoperable due to muskrat infestations in the ponds' berms and vegetation encroachment from the adjacent wetlands. The dramatic decrease in the hatchery's capacity to rear significant numbers of walleye fingerlings coincided with a period of population growth.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to restore three of the original fish-rearing ponds to increase walleye and yellow perch rearing populations for future generations.

The Project's first objective was to revitalize three inoperative rearing ponds with design assistance from the National Resources Conservation Service (NRCS) and the Army Corps of Engineers (ACE). Delays and environmental mitigation concerns from ACE arose in the design work, pushing the completion date for the pond revitalization to the end of 2006. With this delay, Project staff needed to revise their original project end date to the end of summer 2007 in order to avoid rearing fish in the cold weather of northern Wisconsin. By the spring of 2007,

the pond restoration was mostly complete and included three new ponds with rubber liners and a chain-link fence surrounding the property to keep rodents out. Fish hatchery staff members were also able to install a metal flashing barrier around the bottom of the new fence, though this occurred after the Project's timeframe had ended.

Objective 2 was to increase walleye fingerling production and restore yellow perch numbers through their release in the Bad River waterways. By the end of the Project, the fish hatchery successfully stocked 550,649 walleye fingerlings in the Bad River waterways, up from the pre-Project annual mean of 359,000, or an increase of 65%. This increase was less than the 100% increase anticipated in the original proposal. The capacity to raise an additional 60,000 3-4" extended-growth walleye was also achieved through the pond renovations, however, no extended-growth fish were raised during the Project timeframe. In addition to walleye fingerlings, Project staff raised and released 50,000 yellow perch fingerlings into the Bad River waterways.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Tribe's elders benefited from the tribal fish hatchery program, which donated 75 fish to the Tribe's elder feeding program as well as 300-400 walleye fillets to tribal families. The hatchery's increased fish-rearing capacity will help ensure the continued supply of fish for feeding programs.

Staff members also reported on Project benefits that extend past the availability of fish as a food source. Erv Soulier, Bad River's Natural Resources Director, shared that the hatchery's work has "increased opportunities for local fishing and the maintenance of traditional social events," such as spear and net fishing and a

traditional spring water ceremony.

The Tribe has also benefited as a whole from this Project. Hatchery staff reported that the Tribe received positive public relations exposure from the local non-Native community as a result of this Project and the continuation of the fish hatchery Project. Through the Project, the Tribe contributed to the overall health of the Lake Superior walleye and yellow perch populations, not just fish stocks under the Tribe's control. An extension of the benefits received by the Tribe and tribal fishermen should reach the local non-Native fishermen, fisheries and sports fishing clubs due to the continued efforts of the fish hatchery.

Another of the Project's beneficiary groups was the Gitiganing Community Garden, which received fish waste from the ponds to utilize as fertilizer. By the end of the Project, staff had delivered roughly 75 cubic feet of fertilizer from the ponds to the community garden.

To ensure the sustainability of the renovated fish hatchery, staff began planning for the future financial security of the hatchery. In addition to receiving continued Fish and Game funding from the Bureau of Indian Affairs, Project staff discussed the possibility of selling surplus fingerlings and fry to local private and governmental buyers interested in fish hatcheries. To determine the feasibility of such a proposal, Project staff will monitor the fry and fingerling production during the next few seasons to determine the amount of surplus that could become available for sale.

GREAT LAKES INDIAN FISH AND WILDLIFE COMMISSION (GLIFWC)



Project Title:	Anishinaabe Language Natural Resource Project
Award Amount:	\$514,623
Type of Grant:	Language
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribal Consortium

PROJECT SNAPSHOT

- 4 jobs created
- 53 elders involved
- 3 youth involved
- \$62,348 in resources leveraged
- 340 people trained
- 29 partnerships formed
- 5 products developed
- 907 native language classes held
- 8 adults increased their ability to speak a native language

BACKGROUND

Formed in 1984, the Great Lakes Indian Fish and Wildlife Commission (GLIFWC) is a natural resource management consortium that serves eleven sovereign Ojibwe member governments in Wisconsin, Minnesota and Michigan. The total tribal enrollment for the member bands was 33,040 in a 1999 census. The tribes control 58,469 acres of land ceded to them in the Chippewa treaties of 1836, 1837, 1842 and 1854. GLIFWC assists its member bands in the implementation and protection of off-reservation treaty rights and natural resource management.

The native language of the tribes served by GLIFWC is Anishinaabe. In the last several decades, Anishinaabe use amongst tribal members has decreased dramatically. Many plant, animal and location names were lost as elders passed and took their knowledge with them. The two dictionaries used in Anishinaabe language programs only identified 112 plants and 62 animals out of the 3,000 plants and 640 animals currently present in the current land base.

PROJECT PURPOSE AND OBJECTIVES

The focus of this Project's purpose was an effort to stem the tide of Anishinaabe language (parent to the Ojibwe language and often used interchangeably with Ojibwe when referencing language) loss by preserving the native lexicon of the tribes' natural environment. To do so, staff sought to develop an Anishinaabe language database containing names of plants, animals and locations found within the area administered by GLIFWC. The compiled databases would then be developed into a CD/DVD and book that could be used by GLIFWC staff, tribal colleges and language programs as a language resource tool.

Objective 1 was to create GIS maps documenting the Anishinaabe names of

locations within the ceded treaty areas, including the names of lakes, rivers, islands, traditional village sites, and wintering sites. Project staff created four large laminated maps: one for the eleven tribes' total territory and one for each of the individual states within the territory.

The second objective for years one and two was to create databases for all of the bird, fish, animal, reptile, insect and plant species within the treaty territories. The database was successfully completed. As an unintended benefit, GLIFWC received language expertise and guidance from a number of Canadian Ojibwe members and staff from the Ojibwe Language Program at the University of Minnesota, St. Paul.

The single objective for the Project's third year was to complete the Anishinaabe Language Natural Resource Dictionary / Guide of Plants, Animals and Locations CD and accompanying book, utilizing the databases created during the first two years of the Project. The resulting Language Natural Resource CD exceeded all expectations in its scope, design and comprehensiveness. On the CD, each of the more than 1,500 words for the plants, animals and location names surrounding the GLIFWC member bands is given its own visual page, with the accompanying scientific, English, and Anishinaabe translations. Each page has been developed as an interactive language tool. In all, 1,500 copies of the CD have been made and were equally distributed amongst GLIFWC's eleven constituent tribes.

Project staff faced continuous challenges with the technical aspects of the CD creation throughout the Project's implementation. The challenges caused GLIFWC to continue activities after the Project's ended in order to accomplish all proposed objectives.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Implementation of the Project allowed for the employment of a total of eleven people and created 27 partnerships with wildlife photographers, who donated 340 photographs to the language CD.

For GLIFWC staff and Ojibwe language students from the University of Minnesota, St. Paul and other local institutions, the Project created important opportunities for Anishinaabe language learning. For the language students, participation in the Project increased their sense of ownership in the learning process. Throughout the language CD's creation, students across the region were utilized to test the CD for user-interface capabilities and contribute their advice on improvements. GLIFWC staff received five weekly hours of formal Ojibwe language training from local teachers. In all, over 900 Anishinaabe language classes and language CD workshops were conducted as a result of the Project with participation from 340 people.

Tribal elders also benefited greatly from the Project investment in Anishinaabe language preservation. Each of the 53 participating tribal elders received \$50 per hour to participate in the Project. The elders expressed their sense of pride at seeing their knowledge used to preserve the culture in a medium more understood by the younger generations of Chippewa. Nancy Jones, a key participating elder in the Project, expressed, "I enjoy participating in the project because I know that I am telling the stories that I grew up with and that are no longer common knowledge amongst the living Chippewa."

To ensure the sustainability of the language CD and map production, Project staff will sell the CD at cost to interested parties. As evidenced by several sales to European customers, Jim St. Arnold, the Project Director, reported, "This Project is going to sustain itself."

GREAT LAKES INDIAN FISH AND WILDLIFE COMMISSION (GLIFWC)



Project Title:	GLIFWC's Treaty Fisheries Intertribal Food System
Award Amount:	\$254,382
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribal Consortium

PROJECT SNAPSHOT

- 11 jobs created
- 6 businesses created
- 350 elders involved
- 100 youth involved
- \$375,442 in resources leveraged
- 64 people trained
- 37 partnerships formed
- 20 products developed

BACKGROUND

Formed in 1984, the Great Lakes Indian Fish and Wildlife Commission (GLIFWC) is a natural resource management consortium comprised of eleven sovereign Ojibwe member governments in Wisconsin, Minnesota and Michigan. The total tribal enrollment for the member bands was 33,040 in a 1999 census. Member tribes control 58,469 acres of land ceded to them in the Chippewa treaties of 1836, 1837, 1842 and 1854. GLIFWC assists its member bands in the implementation and protection of off-reservation treaty rights and natural resource management.

Commercial fishing remains an important source of income for many tribal members

in four of GLIFWC's member tribes: Red Cliff, Bad River, Keweenaw Bay and Bay Mills. Tribal fishermen from GLIFWC's service area have harvested fish and sold them primarily to non-tribal wholesale processors since the 1970s. Recently, the tribally-harvested Great Lakes whitefish market has suffered an economic downturn, partly as a result of the increased competition from foreign fish imports and large fish processing operations.

PROJECT PURPOSE AND OBJECTIVES

The goal of this Project was to assist GLIFWC members' tribally licensed fishermen to harvest, process, market and sell high quality American Indian products.

The Project's first objective was to provide trainings in Hazard Analysis and Critical Control Points (HACCP), which is required for tribal fishermen to sell processed fish to tribal restaurants, grocery stores and food service operations. GLIFWC assisted 49 fishermen to pass the HACCP course by the end of the Project. This objective also included planning to support tribally-harvested fish sales through the production and distribution of marketing materials; product demonstrations and promotions; and the design of new whitefish packaging labels that include a "Made by American Indians"

logo. Project staff printed 11,750 individualized fishing labels, 11,250 point of origin sales materials and 1,250 recipe/information booklets. Staff conducted 12 product demonstrations in GLIFWC communities and printed “Lake Superior Whitefish” advertisements in a regional tourism magazine. Finally, staff submitted a logo to the Inter-Tribal Agriculture Council, but did not receive a response by the end of the Project’s timeframe.

The second objective was to implement an intertribal fish business development and expansion strategy with tribal fish processors. In exchange for purchasing fish processing equipment, such as whitefish pin-boning machines, industrial freezers and vacuum-packing machines, tribal fishermen were required to purchase the equipment through donations of fresh and frozen whitefish fillets to the eleven participating communities. By the end of the Project over \$52,992 in whitefish had been given as contributions to elder and family feeding programs, community events and product demonstrations from the fishermen. The expansion strategy was ultimately responsible for the creation of six new local fish businesses and the expansion of seven existing businesses.

The Project’s major challenge was the staff’s inability to expand fish processing capacity for the intended milestone of eleven tribal fishermen. This resulted from the lack of expected support from some fishermen that initially expressed interest in business expansion.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The six start-up businesses assisted by participation in the Project will sustain local jobs and offer fish processing and catering services to the local fish industry. The businesses will add to the member tribes’

stake in the local fish market, further insulate them from processing middlemen and retain fish harvesting profits within the community. This will maintain the business cycle within the communities and stop the financial leakage associated with outside processors and fish vendors.

For the seven fishermen able to expand their operations, the resulting sales contracts with local restaurants and grocery stores will increase profits and ensure their sustainability. The owner of the newly founded and expanded Apostle Island Fish Company expressed, “I’ve seen a real big increase in sales since I started working with Jim [the Project Director] on this project.”

Just as important, the fishermen will be able to carry on a family tradition, reversing the recent decline in fishing careers. Also, nine new jobs were created and paid for as a result of the Project. The sustainability of these positions will not depend on future grants or subsidies.

The fish marketing campaign focused its attention on the health benefits of whitefish, namely its high omega-3 fat content and low levels of mercury and other toxins, specifically when compared with other fish choices available in the local market. Through community fish boils, GLIFWC demonstrated a healthy alternative to popular fish fries.

Community elders and low-income families benefited from the Project’s fish donation component. Since the fish delivered was usually frozen, it could be stored and delivered to community members during the tough winter months, when weather can hinder trips to the store. Furthermore, as whitefish is a traditional food for individuals of GLIFWC’s member tribes, the presence of whitefish at the dinner table reinforces traditional family bonds.

GREAT LAKES INTER-TRIBAL COUNCIL



Project Title:	Small Business Training and Technology Center
Award Amount:	\$700,041
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 38 jobs created
- 28 businesses created
- 15 elders involved
- \$182,044 in resources leveraged
- 157 people trained
- 92 partnerships formed
- 2 products developed

BACKGROUND

The Great Lakes Inter-Tribal Council (GLITC) was founded in 1965 as a nonprofit organization with headquarters on the Lac du Flambeau Reservation in northern Wisconsin. GLITC is a consortium of twelve federally recognized Native American tribes in Wisconsin and Upper Michigan. GLITC provides programs and services to constituent tribes to support the expansion of self-determination efforts.

The tribes involved in this project include: 1) Forest County Potawatomi; 2) St. Croix Chippewa; 3) Lac du Flambeau Band of Lake Superior Chippewa; 4) Oneida Nation; 5) Red Cliff Band of Lake Superior Chippewa; 6) Sokaogon Mole Lake Chippewa; 7) Bad River Band of Lake

Superior Chippewa; 8) Stockbridge-Munsee Tribe; 9) Menominee Tribe; 10) Lac Courte Oreilles Band of Lake Superior Chippewa; 11) Ho-Chunk Nation; and 12) Lac Vieux Desert Tribe.

The population of the twelve communities is approximately 50,000 people.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to establish a GLITC Small Business Training and Technology Center with end-user sites in the twelve targeted communities. The purpose of the Center is to assist tribal economic development through distance learning, small business seminars, and one-on-one business counseling for interested entrepreneurs.

The Project's first objective was to set up the video-conferencing infrastructure for the Center and the twelve end-user sites and to train tribal IT staff in system use and maintenance. To establish infrastructure, each site's Tribal Council first appointed an on-site IT Coordinator and then determined a physical location for videoconferencing equipment. Use and effectiveness of videoconferencing equipment varied widely as some equipment is in user-friendly

locations such as the tribe's library or small business development office, and in other cases was placed in Tribal Council offices and therefore only accessible to the community through appointment. To train each IT Coordinator on the system's use and purpose, Project staff informally assessed the Coordinators' expertise levels and arranged them into learning groups. Trainings were tailored to each group's readiness and learning needs and delivered by project staff via the videoconferencing equipment. The Project staff provided follow-up training upon request. During the Project's second year, staff visited each site to encourage equipment use and suggest alternative methods of utilization. Project staff members therefore became "cheerleaders of technology" in encouraging use of the equipment, thereby taking additional time to push activities towards completion in achievement of the objective.

The Project's second objective was to develop a small business training program to be delivered via the installed technology and include provisions for one-on-one consulting services for interested entrepreneurs. Two Project staff members received training on, and utilized, the pre-existing 'Spirit Inside' curriculum, adapting the lessons to fit Project needs. One hundred and fifty-five prospective entrepreneurs received training in such areas as financial literacy, creating business plans and marketing. Additionally, Project activities created a network of 92 business consultants and provided mentorship to interested entrepreneurs both during and after the formal training sessions. Several of this objective's follow-up activities were abandoned during implementation. Training participants were not awarded college credit by the University of Wisconsin as 'Spirit Inside' was not the agreed upon curriculum in the work plan. GLITC also did not establish a fee structure for the future sustainability of the business

training sessions, although a USDA grant has been secured to continue the classes. Finally, the pursuit of minority-owned business certification status for entrepreneurs that successfully established a business was not pursued. Instead, certification of tribal entrepreneurs by the Wisconsin Entrepreneur's Network is being pursued by Project staff, but was not completed upon the Project's conclusion.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Of the entrepreneurs trained, 28 new small tribal businesses were created through this Project, employing a total of 37 people. These businesses will provide increased services to community members and will help retain tribal dollars within the communities and attract non-tribal dollars into the local economies. Additionally, Project staff members discouraged some trainees from starting their business due to lack of readiness or expertise, thereby protecting them from possible failure. In these cases, staff utilized the established consultant network to increase trainee knowledge and experience.

Furthermore, twelve tribal communities have new teleconferencing infrastructure as a result of this project. The equipment will serve to keep GLITC in contact with their geographically disparate constituents and allows each tribe to explore alternative uses for their newfound videoconferencing capability.

LAC DU FLAMBEAU BAND OF LAKE SUPERIOR CHIPPEWA INDIANS



Project Title:	Youth Entrepreneurship Project
Award Amount:	\$352,000
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 20 elders involved
- 206 youth involved
- \$1,800 in revenue generated
- \$130,935 in resources leveraged
- 124 people trained
- 13 partnerships formed
- 5 products developed

BACKGROUND

The Lac du Flambeau Reservation was created in 1854 and spans approximately 245,000 acres. The reservation is located in northern Wisconsin on land the Tribe has inhabited since 1745. The Tribe currently counts almost 3,500 enrolled members, of which about half live on reservation lands. Approximately one-quarter of the total population is under 18 years of age.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to offer business education activities to increase the leadership capacity and entrepreneurial skills of Lac du Flambeau youth.

The Projects' first objective was to conduct summer training programs in the areas of leadership and business skills development. During the Project's first year, staff developed curriculum for, and implemented, an Introduction to Business Leadership course. Seven high school and six middle school students completed the five-week program, which included formal classroom instruction in business and financial literacy as well as participation in community service projects. In Year 2, Project staff followed up the first-year training by creating a curriculum entitled Future Business Leaders. The four-week program was completed by seven high school students and fourteen middle school students. Project staff made adjustments to the program based upon feedback solicited from first-year program participants. The formal classroom instruction component featured more interactive learning activities and a stronger focus was placed on community service. Youth participants completed eleven service projects, including the creation of a medicine plant garden at the Elders Center and the development of a hiking trail around the reservation.

The Project's second objective was to create and facilitate a school-based curriculum to introduce entrepreneurship as a career opportunity to both high school and middle school students. In the Project's first year, staff developed and implemented an Entrepreneurship 101 course. Twelve high school students completed the elective course which met twice a week for the full academic year. As part of the coursework, each student developed a basic business plan and participated in field trips to nine local businesses and four colleges. For the middle school program, eight students from the Tribe's Future Leaders program were taught the curriculum over the course of a school quarter. During the Project's second year, staff developed and implemented an Entrepreneurship Options course. Eight high school students completed the elective course which met twice a week for the full school year. For the middle school program, the course was offered as an after-school activity, and fourteen students participated for a school quarter. As an unintended benefit, project staff was invited to present the leadership development portion of their course at the local public high school, involving 70 students in the sessions.

The third Project objective was to develop a native youth entrepreneurship toolkit. A video entitled "Today's Warriors: Leaders and Entrepreneurs" was completed and features Lac du Flambeau small business owners and native youth participants from this project, thereby offering positive role models that the Native community can identify with. The video was paired with the curriculum developed under this Project's second objective to complete the toolkit. Upon request, nearly 800 of the toolkits have been distributed to local schools, tribal community centers, tribal youth programs and academic institutions.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For each youth involved in the activities in this Project, pre- and post-evaluation tests indicated a measurable increase of knowledge and skills in financial literacy and leadership capacity. When asked about the lessons they had learned during the program, one of the youth from the Tribe's Future Leaders Program, Elijah, shared, "You have to make your work or your business something you love to do."

Youth learned civic responsibility through community service activities, which included roadside cleanups on reservation lands and the construction of trash bins and picnic tables. Youth received stipends for their service work, strengthening the linkage between hard work and financial reward. Furthermore, the hiking trail and garden created through the activities of the Project's first objective continue to be maintained by youth after the program's conclusion. Leon Valliere, father of one of the Project's participants, expressed, "Through this Project, I have seen my son come out of his shell. He is more positive and better able to relate to his peers." He added, "The goals of this Project are exactly what we want our children to strive for."

Project staff has already identified ways to continue the activities of this Project. They have procured a U.S. Fish and Wildlife grant to create a water education trail that will complement the completed hiking trail. ANA has also awarded the Tribe a one-year grant for 2008 which plans to exercise the youths' recently acquired entrepreneurial skills by utilizing a reservation-based business incubator to create a summer eco-tourism venture. The project will continue to abide by the tenets of what the Lac du Flambeau community calls its triple bottom-line: "Make revenue, be good for the community, and respect Mother Earth".

MENOMINEE INDIAN TRIBE OF WISCONSIN



Project Title:	Strategic Planning Project
Award Amount:	\$525,550
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 79 elders involved
- 100 youth involved
- 161 people trained
- 13 partnerships formed
- 1 product developed
- 1 governance code/ordinance developed
- 1 governance code/ordinance implemented

BACKGROUND

The Menominee Indian Reservation, created in 1854, is located in central Wisconsin and spans 235,523 acres. The Tribe was terminated in 1954, but grassroots efforts led to federal restoration in 1973. There are currently 8,406 individuals enrolled in the Menominee Indian Tribe, with about half of the community members residing on reservation lands.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to create a long-range Strategic Plan to collaboratively coordinate the planning and future

implementation of all Menominee tribal programs.

The Project's first objective was to create, disseminate, and tabulate a community survey for public input on current needs and government services. Project staff initiated the strategic planning process by creating a 70+ question survey that gathered member input on a myriad of topics, including tribal youth programs, housing and culture. The survey was distributed randomly to 1,600 individuals, or about 20% of the enrolled tribal population. Approximately 25% of the surveys were completed and returned. Analysis of the survey findings provided a foundation for the Project's remaining objectives.

The Project's second objective, in cooperation with the College of Menominee Nation, was to conduct eight strategic planning training sessions for management units of tribal governance and six sessions for tribal program directors. Twelve participants were trained in content areas such as SWOT Analysis, Affinity Diagramming, Fishbone Diagramming, Community Planning, and an Overview of Menominee Tribal Constitution and By-Laws. In each of the training sessions,

participants created program action plans which were then incorporated into the Plan.

The third objective was to provide two strategic planning training sessions for the staff of tribal government programs. The trainings were attended by 149 tribal staff and interested community members. Content included identification of strategic goals and objectives, and the development of supporting action plans.

Objective 4 of the Project was to conduct community planning sessions for final inputs and review of the Strategic Plan. The Plan was presented to the public as seven visionary areas complete with action plans for each area: Culture, Justice, Economics, Health, Education, Social and Natural Resources. A total of 182 community members attended eight public hearings. Each participant received a copy of the draft Plan and both written and electronic feedback was encouraged. Project staff members and the seven work groups collected 186 comments, responded directly to each one, and incorporated apt suggestions into the draft Plan.

The Project's final objective was to finalize the Menominee Tribe's Strategic Plan, and to have the document and associated Strategic Plan Ordinance adopted by the Tribal Legislature. Tribal Council met this objective, and by proxy, the Project goal, September 25, 2007, when they adopted the Menominee Tribe's Strategic Plan Ordinance.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Menominee Strategic Plan documents the current state of all tribal programs and sets each of their paths for short, medium and long-term goals. The Plan has been distributed to the Tribal Council and all tribal Program Directors and Managers and is available for the general public on CD and

through the Tribe's website. The completion and adoption of the Plan indicates that all tribal programs are now working together to meet the community's stated needs and achieve the Tribe's goals. The Project activities led to greater communication and collaboration between tribal departments through a cross-sharing of knowledge and skills. All future projects and grant proposals will orient their goals to abide by the directives provided in the Plan. Indeed, the Strategic Plan Ordinance obligates the Planning Department to continue to convene the Program Directors who form the work groups representing the Plan's seven visionary areas. The work groups will update the Plan's goal matrix to chart progress and accomplishments.

For the Menominee community, participation in the Project's planning initiative fostered an environment of empowerment. Community members, including numerous youth and elders, actively participated in governmental goal setting through participatory planning techniques. The Menominee community provided focus and direction for program goals, which now fully align with their vision.

"This Plan is the combined voice of almost 1,000 members of our community."

Jeremy Weso,
Director, Menominee Tribe's
Planning Department