

THE REPORT OF THE

WISCONSIN INDIGENOUS BUSINESS AND ECONOMIC DEVELOPMENT SUMMIT

SEVEN DIMENSIONS OF TRIBAL ECONOMICS



Wisconsin Indigenous
Housing & Economic
Development Corporation



Great Lakes
Inter-Tribal Council, Inc.

WISCONSIN
ECONOMIC DEVELOPMENT

Wisconsin Economic
Development Corporation

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Acknowledgements

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We are especially grateful to those who participated in Summit discussions, focus groups, workshops, and other engagement activities. Their insights, expertise, and lived experiences were instrumental in identifying barriers to capital access, business development challenges, and opportunities to strengthen economic growth within Tribal communities.

WIHEDC also gratefully acknowledges the guidance and contributions of the Summit's planning partners, the Great Lakes Inter Tribal Council and Wisconsin Economic Development, whose perspectives helped shape the research process and findings. WIHEDC and GLITC are Key Strategic Partners with WEDC.

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David was most recently with the Wisconsin Economic Development Corporation (WEDC) as Tribal Liaison, where he worked with WIHEDC and GLITC to host the Indigenous Business and Economic Development Summit. Prior to that, he was a Business Instructor at Lac Courte Oreilles Ojibwe University, where he developed the Bachelor's in Business program aimed at preparing students for Tribal administration, entrepreneurship, or nonprofit management.

David's career is grounded in Native CDFIs, Tribal colleges, and all things related to increasing access to capital for Tribal members and Nations. He is also a business coach for the First Peoples Fund, which provides business skills training for Native artists across the country. David holds an MBA from UW-Eau Claire.



Message from Fern Orie

CEO, Wisconsin Indigenous Housing & Economic Development Corporation

Building on Our Strengths. Creating Opportunity. Shaping Our Future.

As I reflect on our first Wisconsin Indigenous Business and Economic Development Summit (IBEDS) and the conversations, relationships, and opportunities that came together through this important gathering, I am excited, hopeful, and eager for us all to continue this forward, synergistic momentum.

The Summit represents more than a single event. It is part of an ongoing effort to strengthen Indigenous economic development, support Tribal businesses and entrepreneurs, and create greater opportunities for Native American communities throughout Wisconsin. We gathered our ecosystem of Wisconsin Tribal economic development and business development leaders for a day of meaningful dialogue, ideation, networking, and sharing.

The Summit provided an opportunity to share knowledge, identify challenges, celebrate accomplishments, and explore new possibilities. Just as importantly, it helped strengthen the relationships that are essential to advancing Indigenous economic development. The connections made through gatherings like this can become partnerships, and those partnerships can become lasting economic opportunities for our communities.

I am especially encouraged by the spirit of collaboration demonstrated throughout the Summit. Economic development is strongest when we work together while respecting the unique sovereignty, priorities, cultures, and economic goals of our Wisconsin Tribal Nations. WIHEDC and our Native Community Development Financial Institutions (CDFIs) stand ready to continue collaboration in providing resources and support to our tribal communities.

Looking forward, I hope the momentum generated by this Summit continues. This report is a springboard to carry our conversations and ideas forward together, build on the relationships established, and remain committed to creating pathways for expanding opportunities and collaborative growth with the common goal of strengthening our communities.

Thank you to everyone who contributed their time, knowledge, resources, and leadership to make our Wisconsin Indigenous Business and Economic Development Summit possible. I am grateful to be part of this work and look forward to what we can accomplish together.



Yaw^ko,

A handwritten signature in black ink, appearing to read 'Fern V. Orie'.

Fern V. Orie

Chief Executive Officer

Wisconsin Indigenous Housing and Economic Development Corporation (WIHEDC)

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Executive Summary

The Indigenous Business and Economic Development Summit (IBEDS) was established to support Tribal economic development in Wisconsin and to strengthen the capacity of Tribal leaders, Indigenous-led organizations, and economic development partners to foster entrepreneurship, small business growth, and collaboration. A key focus of the initiative is the development of Small Business Hubs at each reservation that form a network of Indigenous-led business development resources and points of contact.

Indigenous Business & Economic Development Summit

Hosted by WIHEDC

July 8, 2026

Mashkiziibiing



IBEDS is rooted in Tribal sovereignty, cultural values, and respect for the unique economic priorities of each Tribal nation. Small Business Hubs represent an emerging investment in long-term economic infrastructure designed to strengthen entrepreneurship, expand access to capital, and build Tribal capacity for sustainable economic growth. Each Small Business hub is shaped by the unique governance, culture, and development goals of the Tribal Nation it serves.

Small Business Hub investments on each reservation are intended to increase opportunity to support foundational economic infrastructure. Tribal governments, entrepreneurs, and Business Development Corporations often face barriers to capital access, technical assistance, business networking, and market opportunities. Investments that strengthen Tribal ecosystems, build local capacity, and support Indigenous-led solutions generate long-term economic benefits while advancing self-determination and sovereignty.

This report summarizes input from Wisconsin's Tribal Nations, lenders, business support organizations, and prominent subject matter experts in Native economic, business, and community development. This report provides practitioner-informed knowledge that can support investment attraction, grant applications, funding proposals, and economic development initiatives for sustainable economic growth for Tribal nations.

Information on individual business needs and key issues regarding entrepreneurship is researched by Native CDFIs and other groups, while this report focuses on the needs of the entities that develop capitalization and developmental services programs. Therefore, the focus of the IBEDS report is not on business development from the perspective of entrepreneurs, but rather from the perspective of Tribal administrators and economic development practitioners in the field, whose day-to-day experiences shape the information contained in this report.

Research Design and Summit Format

The Indigenous Business and Economic Development Summit (IBEDS) report contains findings and data on economic priorities, business development, and investment opportunities across Wisconsin's eleven Tribal Nations and provides an overview of the ecosystem in which Tribal Nations operate. Findings in this report were gathered through WIHEDC's Small Business Hub development initiative and its broader economic development efforts throughout Wisconsin. Through funding from Wisconsin Department of Administration (DOA), WIHEDC began outreach to Tribes to discuss Small Business Hubs and interviewed potential project staff, leaders, and administrators at each Nation. During this initial development and outreach, WIHEDC learned that there was a deep need for intertribal communication and information sharing. Small Business Hub project leads were primarily working in their Tribal BDCs or grants and planning departments and had little interaction with other Tribal BDCs and administrators.

The IBEDS was conceived in part to address this situation and create an opportunity for Tribal BDCs and Small Business Hub leads to learn about each Tribe's business development activities and discuss collaborative methods and ideas.

Tribes design their Small Business Hubs according to their unique needs, which resulted in a variety of funding uses and implementation ideas and further demonstrated the need to bring Nations and key business groups together to share information and collaborate. Throughout the early engagement process, several key themes emerged that helped form the framework of the IBEDS and determine how the summit would be structured. Information in this report comes from a variety of interviews, focus groups, discussions with summit organizers, IBEDS activities and survey. The themes are organized through the *Seven Dimensions of Tribal Economics*, an author-developed framework used to organize and interpret the findings. The framework identifies seven interconnected dimensions of Tribal economic development useful for examining the conditions, capabilities, relationships, and resources that influence Tribal economic development in Wisconsin.



IBEDS was held on July 8, 2026, at Mashkiiziibing in the Bad River Lodge and Casino, with invited Tribal administrators from all eleven Tribal Nations, all four Native CDFIs, and other key business and financial institutions that primarily serve Tribal citizens throughout Wisconsin. The report focuses on information provided and disseminated by these key stakeholders, who provide a particularly direct view of the Tribal business ecosystem in Wisconsin.

A key strength of IBEDS was its comprehensive stakeholder representation. The Summit brought together representatives from all eleven Tribal Nations, every Native CDFI and Tribal Business Development Corporation operating in the state, and many of the organizations actively engaged in Tribal economic and business development. Statewide organizations were also represented, including the American Indian Chamber of Commerce Wisconsin, the Indigenous Business Group, and the Tribal Nations Code Council.

Wisconsin Indigenous Business and Economic Development Summit 2026

The composition of the Summit created a *critical mass* of practitioners with direct experience in Tribal economic development, business development, finance, policy, and entrepreneurship. This level of representation provided an unusually comprehensive practitioner perspective on the opportunities and challenges facing Wisconsin's Tribal business ecosystem.

The composition of the Summit was intentional and invitation-based. Rather than relying primarily on outside observers or secondary sources to assess the Tribal economic development environment, the research design placed practitioners who are directly involved in developing businesses, deploying capital, administering programs, building infrastructure, and supporting entrepreneurs at the center of the process. Participants brought knowledge of successful initiatives and persistent challenges, as well as firsthand experience navigating Tribal governmental, financial, regulatory, workforce, and business environments. Bringing representatives from all Tribal Nations together also created an opportunity to identify common challenges and opportunities while recognizing that each Nation operates within its own governmental, economic, cultural, and institutional context.

The IBEDS served not only as a data-gathering exercise, but also as a forum for identifying shared knowledge, existing capabilities, relationships, and potential areas for greater collaboration across Wisconsin's Tribal economic development ecosystem. The practitioner-centered design also reflected concerns and expectations expressed during the summit regarding the need for continuity, meaningful collaboration, practical action, and sustained communication beyond the event itself.



Since one of the key objectives of IBEDS was to create an opportunity to share ideas and network, the summit included exercises meant to gather data as well as encourage interaction among participants. The morning session included exploratory exercises where participants worked together to identify common resources or ideas in small groups. The afternoon sessions helped participants form new ideas and expand on shared concepts. At the end of the summit, participants completed the survey on site and offered feedback in a large group setting.

Landscape Analysis

Each of Wisconsin's eleven Tribal Nations has unique situations and varying levels of business infrastructure. The economic conditions at each reservation vary significantly, however common themes emerge across Nations due to similar historical events relating to Tribal / Federal relationships, impacts of Federal Indian Policy, and generational socio/economic conditions.

A 2024 UW–Madison report finds that Tribal citizens represent roughly 1% of Wisconsin’s population and remain underrepresented among the state’s business owners. While Tribal member-owned businesses have grown modestly in recent years, particularly among small non-employer firms, they tend to generate lower revenues and employ fewer workers than comparable non-Native-owned businesses. These challenges are particularly pronounced on reservations, where geographic isolation, limited access to capital, and fewer financial and business-support resources can constrain business growth.¹

Tribal governments are often the largest employers in their respective counties, with gaming, healthcare, and education contributing significantly to employment. Tribal enterprises, including gaming and Tribal Lending Entities, also generate significant revenue for Tribal governments and contribute to the financial foundation for economic development. Gaming remains particularly prominent within Wisconsin’s hospitality and tourism industry.

Business ownership among Wisconsin’s Tribal members was studied by WIHEDC in 2024 and they found that Wisconsin’s Indigenous business economy represents a significant and growing component of the state’s economic landscape. Based on survey findings and the most recent available Census data, WIHEDC estimates there are approximately 3,900 Indigenous-owned businesses and Tribal enterprises operating in Wisconsin. In 2023, those businesses were projected to generate between \$1.79 billion and \$2.42 billion in revenue, contribute \$3.58 billion to \$4.83 billion in total economic output, and support \$493 million to \$669 million in payroll.² These estimates indicate that the Tribal business sector remains relatively small compared with the state's overall business economy.

Economic Impact

- Based on the survey data, we estimate that all Native-owned businesses and Tribal Enterprises in Wisconsin had the following economic impact in 2023:

\$1.79 - \$2.42 billion in revenue	Employed 7,688 – 10,200 full-time workers	\$493 - \$669 million in payroll
\$3.58 - \$4.83 billion in economic output	\$1.1 - \$1.6 billion in household earnings	21,190 – 28,573 jobs created

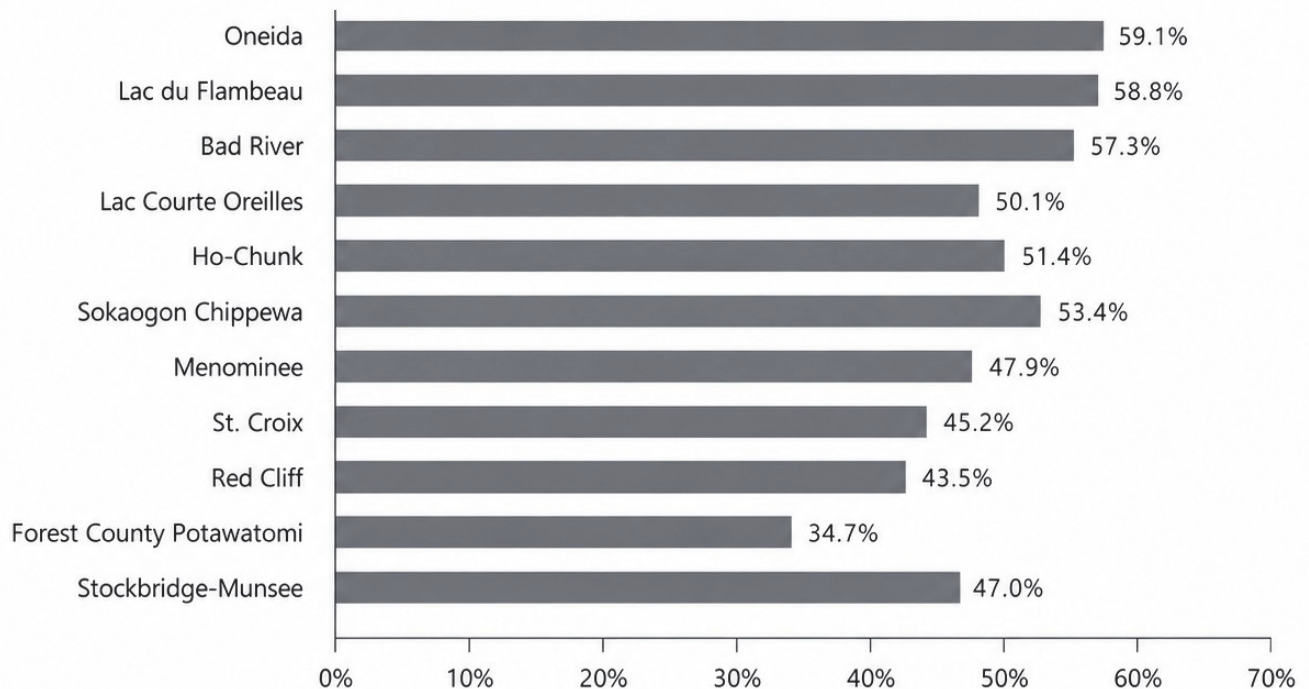
Access to capital and credit in Native communities has improved since the early 2000s, with greater financial infrastructure, more Native-focused lending institutions, and expanded financing tools available to individuals, businesses, and Tribal governments. The growth of Native CDFIs, Bay Bank (Oneida), federal loan guarantees, and Tribal financing programs have created new pathways to capital and increased capacity for economic development. However, significant barriers remain.

At the National level, Native CDFIs often lack sufficient capitalization to meet demand, while challenges involving trust land, collateral, leasing, and lending infrastructure continue to limit financing opportunities. Federal and Tribal lending programs are also frequently underutilized, suggesting that the *availability* of capital does not always translate into *access* at the community or business level.³

There is substantial variation in employment conditions across Wisconsin's Tribal Nations because of diverse geographic, economic, and workforce conditions that face each Tribe which means that there is no single model for Tribal economic development. Bureau of Indian Affairs (BIA) data from 2013 provides a useful historical baseline for understanding the persistent differences in economic opportunity across Wisconsin's Tribal communities.⁴

Historical Employment Variation Across Wisconsin Tribal Nations

Estimated employment percentages, 2010 — BIA 2013 American Indian Population and Labor Force Report, Table 9



Historical baseline — not a current employment assessment.

Source: U.S. Department of the Interior, Bureau of Indian Affairs, 2013 *American Indian Population and Labor Force Report*, Table 9. Reference year 2010.

Housing is increasingly recognized as an economic development and infrastructure issue, particularly as Tribal Nations seek to attract and retain workers.

Overall employment challenges persist, but their nature and severity vary among Tribal Nations, with housing shortages often compounding workforce challenges and limiting the ability to attract and retain administrators, managers, and other employees.



Strategic Assessment

SWOT analysis provides a practitioner-informed assessment of Wisconsin's Tribal economic and business development landscape, drawing on the experience of the foremost practitioners working in this field across the state.

The IBEDS participants include the economic development, business development, lending, entrepreneurship, planning, and support professionals who are often the only individuals directly responsible for advancing economic and business development in their respective communities. Their collective input identifies a landscape with significant existing financial and institutional resources, partnerships, infrastructure, Tribal assets, and sovereignty, while also revealing persistent challenges in organizational capacity, staffing, policies, systems, access to capital, information, and execution.

At the same time, participants identified substantial opportunities to expand entrepreneurship, capital access, business-support infrastructure, capacity building, partnerships, and new economic development mechanisms, alongside threats arising from funding instability, political and regulatory uncertainty, competition, rising costs, workforce pressures, and resistance to change.

The SWOT findings provide a uniquely informed view of the current landscape from the people actively working within it.

SWOT Highlights

STRENGTHS

- Existing financial and institutional resources. Some Tribal Nations have existing sources of financing and institutional resources that can support economic development, including Tribal financing, gaming-supported small business funding, grants, established business development structures, and other economic development resources.
- Partnerships and support infrastructure. Existing relationships with colleges, chambers of commerce, planning departments, training organizations, incubators, and intertribal organizations provide a foundation for business development, technical assistance, education, and collaboration.
- Tribal assets, sovereignty, and community characteristics. Tribal Nations have important assets that can support economic development, including sovereignty, cultural and natural resources, established infrastructure, supportive leadership, hiring preferences, tourism opportunities, competitive wages, and community characteristics that can contribute to economic growth.

WEAKNESSES

- Organizational capacity, staffing, and execution. Limited staffing, qualified personnel, management capacity, training, continuity, and the ability to follow through on specific initiatives can limit the effectiveness of existing economic development efforts.
- Policies, systems, and processes. The SWOT identified gaps in economic development planning, business and lending codes, policies, standard operating procedures, communication, direction, and internal processes that can make it difficult to consistently develop and support businesses.
- Capital, information, data, and business-support gaps. Businesses and economic development programs face challenges related to access to capital, collateral, credit counseling, grants, reliable data, business directories, financial tracking, mentorship, training, and other information and support needed to develop and sustain businesses.

OPPORTUNITIES

- Entrepreneurship and expanded access to capital. Interest in entrepreneurship, combined with opportunities through Native CDFIs, SSBCI, Tribal lending, grants, and other financing sources, creates opportunities to increase business formation and expand access to capital for Tribal entrepreneurs.
- Business support infrastructure and capacity building. Workshops, education, mentorship, apprenticeships, internships, incubator space, technical assistance, business directories, and other support services could strengthen the ability of Tribal entrepreneurs and economic development programs to develop businesses.
- Partnerships, policies, and new economic development mechanisms. Opportunities exist to strengthen partnerships with counties, universities, CDFIs, other Tribal Nations, and outside organizations while developing policies, codes, commercial development opportunities, and new approaches to economic development and investment.

THREATS

- Funding instability. The potential loss or reduction of programs such as SSBCI, uncertainty surrounding grant funding, inflation, and the need to secure long-term funding could affect the continuity and sustainability of economic development efforts.
- Political, governmental, and regulatory uncertainty. Changes in federal policy and administration, legislation, internal political processes, regulatory issues, and legal challenges involving Tribal sovereignty can create uncertainty for economic development and business activity.
- Competition, costs, workforce pressures, and resistance to change. Tribal businesses face competition from outside businesses, increasing costs, workforce and housing challenges, limited market scale, rapid technological change, and internal resistance to change that can make business development and economic growth more difficult.

Beyond the primary themes identified in the SWOT highlights, the detailed responses reveal a number of specific conditions shaping Tribal economic development. Participants identified existing assets such as business development corporations, incubator space, training facilities, Tribal colleges, supportive leadership, competitive wages, tourism, natural resources, and established relationships with universities and other organizations.

They also identified practical weaknesses that affect day-to-day economic development work. These include limited collateral, gaps in accounting and financial training, incomplete business and economic data, inconsistent communication, staff turnover, unclear lending procedures, limited business directories, and difficulty tracking how funds and businesses are performing.

Participants identified opportunities to strengthen this environment through entrepreneur lending, SSBCI technical assistance, Tribal codes, apprenticeships, university partnerships, incubator and commercial development, business directories, community education, and improved data systems. They also identified emerging opportunities in areas such as cannabis and hemp, trade ports, free trade zones, off-reservation membership engagement, and new approaches to leveraging CDFI capital.

Other detailed responses point to concerns about the loss of SSBCI funding and other federal funding along with the difficulty of maintaining long-term financial support. Participants also identified rising business costs, workforce housing, competition from larger or better-capitalized businesses, federal policy changes, sovereignty-related litigation, internal political processes, and resistance to change as factors that could limit progress.

IBEDS participants inform us that Wisconsin's Tribal economic development environment contains substantial assets and opportunities, but that the ability to convert those assets into sustained economic activity depends heavily on organizational capacity, effective systems, and the ability to respond to a changing external environment.

Tribal Business Ecosystem

The Tribal Business Ecosystem encompasses the people, organizations, resources, and relationships that collectively support Tribal businesses and entrepreneurs. There are many resource providers and an effort initiated by the First American Capital Corporation (FACC) and the Economic Development Administration (EDA), called Tribal Toolbox Tours, was developed to help connect Tribal administrators with state and federal agencies. This effort is currently facilitated by WIHEDC, AICCW, WPI, and WEDC and invites resource providers to a host reservation to network and discuss Tribal priorities and applicable resources.

There is a need to connect organizational resources to Tribal communities. An initiative, the **Tribal Toolbox Tours**, was established by WIHEDC, First American Capital Corporation (FACC) and the Economic Development Administration (EDA) to connect Tribal administrators with relevant state and federal agencies. The initiative is currently facilitated by WIHEDC, AICCW, WPI, and WEDC and brings together resource providers and Tribal administrators to foster networking, identify mutual priorities, and discuss available resources and programs.

Native community development financial institutions (NCDFIs), including WINLF, also administer State Small Business Credit Initiative (SSBCI) programs for the Lac Courte Oreilles (LCO) and Bad River Tribes. Bay Bank administers an additional SSBCI program and has proven to be a valuable partner.

Native American Tourism of Wisconsin (NATOW) is a statewide intertribal organization dedicated to promoting Native American tourism, cultural heritage, hospitality, recreation, and economic development across Wisconsin's eleven federally recognized Tribal Nations.

Established in 1994 through the Great Lakes Inter-Tribal Council (GLITC), NATOW brings together Tribal representatives to advance tourism as a strategy for economic diversification, cultural education, and community prosperity. Through its annual conference, marketing initiatives, partnerships, and industry development efforts, NATOW has become one of the state's leading Tribal tourism organizations and a recognized voice for Indigenous tourism in Wisconsin.



Uniquely Indigenous-led organizations, organizations whose target market is 50% or more Native American, and organizations that have Native-specific products or services create a unique, but much smaller, Tribal Business Ecosystem as illustrated below. The IBEDS highlighted the most used and accessible resource providers and listed other potential resources where some Tribes have had successful relationships.

Tribal Business Ecosystem



Partner Resource Highlights

- **Wisconsin Economic Development Corporation (WEDC)**
Business development and expansion support
- **Wisconsin Housing and Economic Development Authority (WHEDA)**
Housing development and financing
- **U.S. Small Business Administration (SBA)**
Small business loans and support
- **U.S. Department of Agriculture (USDA)**
Rural development and agricultural support
- **Small Business Development Center (SBDC)**
Small business training and consulting

Organizations and Resources Identified

Federal and State Government

U.S. Small Business Administration; U.S. Department of Agriculture Rural Development; U.S. Economic Development Administration; U.S. Department of the Interior, Bureau of Indian Affairs; Federal Emergency Management Agency; U.S. Department of Energy; U.S. Department of Justice; U.S. Department of Veterans Affairs; Indian Health Service; Food and Drug Administration; Wisconsin Economic Development Corporation; Wisconsin Housing and Economic Development Authority; Wisconsin Department of Health Services; Wisconsin Department of Natural Resources; Wisconsin Department of Administration; Wisconsin Department of Workforce Development; Wisconsin Department of Revenue; Wisconsin Department of Transportation; Wisconsin Department of Safety and Professional Services; Wisconsin Department of Financial Institutions; Wisconsin Public Service Commission; Wisconsin Division of Vocational Rehabilitation.

Native Financial and Business Organizations

Bay Bank; First American Capital Corporation; Cedar Growth; Wisconsin Native Loan Fund; Woodland Financial Partners; Native American Bank; Great Lakes Inter-Tribal Council; Wisconsin Indigenous Housing & Economic Development Corporation; American Indian Chamber of Commerce Wisconsin; Indigenous Business Group; Tribal Nations Code Council.

Organizations and Resources Identified

Business Support, Education and Technical Assistance	Wisconsin Small Business Development Center Network; University of Wisconsin–Madison; University of Wisconsin Law School Law and Entrepreneurship Clinic; College of Menominee Nation; Lac Courte Oreilles Ojibwe University; American Indian Higher Education Consortium; Service Corps of Retired Executives; Kiva; Tribal Toolbox Tours; law firms providing pro bono assistance; university internship and mentorship programs.
Foundations and Philanthropy	Yield Giving; Green Bay Packers Foundation; Associated Bank Foundation; Indigenous Tomorrow Fund; Bill & Melinda Gates Foundation; Mellon Foundation; University of Wisconsin Foundation; Amazon; Microsoft; Google; private foundations; Tribal foundations; bank and utility foundations; religious organizations; local businesses and private donors.
Investment and Capital Resources	Community Development Financial Institutions; Native Community Development Financial Institutions; venture capital firms; private equity firms; family offices; union pension funds; private businesses and corporations; real estate investors; foreign investment entities; Tribal Lending Entities; Federal Home Loan Banks; participation lending; private placements; crowdfunding and community lending; inter-Tribal capital stacking; cooperative Tribal funds; sovereign investment funds; Tribal Shark Tank.
Programs and Financing Mechanisms	New Markets Tax Credit Program; Housing Tax Credits; Clean Energy Tax Credits; direct-pay rebates; carbon credits; Opportunity Zones; capital stacking; mezzanine financing; entrepreneurial grant programs; interest-rate buy-down and subsidy programs; business incubators; consortiums; mentorship and protégé programs.

This list was generated for the Small Business Hubs to begin or augment their directory of resources.

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Seven Dimensions of Tribal Economics

The seven dimensions capture areas of focus, or themes, identified by Wisconsin's Tribal business development experts. They provide a common framework for understanding the priorities and activities shaping Tribal economic development across Wisconsin. The application of these dimensions, however, will vary by Nation, with each Small Business Hub likely to emphasize those most closely aligned with its Nation's economic development priorities, needs, and opportunities.

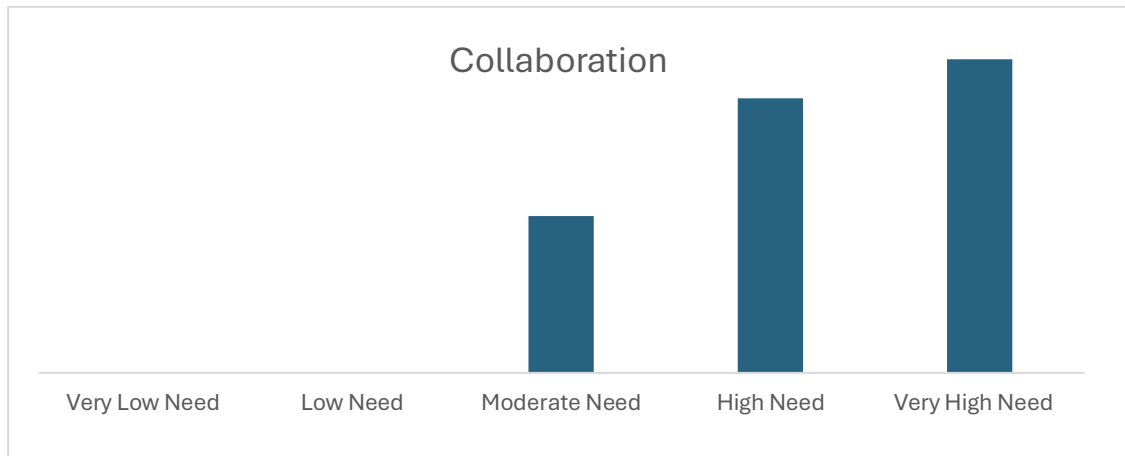
The IBEDS reveal that collectively the primary dimension for Small Business Hub and economic development initiatives is Collaboration. Finance and Connectivity are co-equal secondary priorities. Measurement and Infrastructure provide supporting dimensions, while Capacity and Implementation are foundational dimensions that enable the others to function effectively. However, it is not a stacked model where one dimension rests or depends on another, but rather they are all components for overall assessment and focus that can be tailored to the unique needs of a Tribal Nation.



1. Collaboration represents the greatest potential opportunity for Small Business Hubs to achieve deeper and more meaningful impact, particularly during the early stages of business development. Its importance was reinforced throughout the IBEDS discussions, where collaboration emerged as one of the most frequently recurring themes.
2. Finance and Connectivity are secondary dimensions representing the focus area of investment and development activities. These dimensions emerge through participation lending agreements, joint Tribal venturing, and risk mitigation.

3. Measurement and Infrastructure considerations improve the efficiency of Small Business Hub and economic development infrastructure.
4. Capacity and Implementation are foundational dimensions that shape the ability of Tribal economic development efforts to function effectively and produce sustained results.

Collaboration



How would you rate the overall need for increased inter-Tribal collaboration, information sharing, and peer networking among Tribal administrators and economic development leaders?

Throughout initial outreach and during the summit there were repeated calls for collaboration among Tribal Nations and within the Small Business Hub network. The nature of the collaboration was more than simple information sharing, it included opportunities for participation loans, training and technical assistance cohorts, and an idea that small business hubs could leverage the strengths of other Tribal business hubs to fill in capacity gaps in service delivery and loan capital. The potential for greater inter-Tribal collaboration across economic development includes shared resources and expertise, coordinated approaches to business regulations and contracting, capital and financing strategies, workforce development, entrepreneurship, infrastructure, and joint business opportunities.

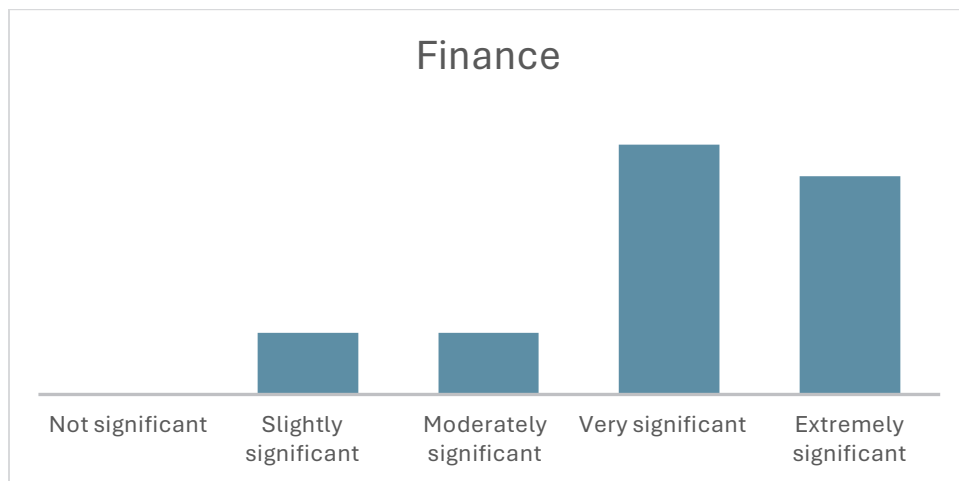
There is a fundamental structural challenge where much of this activity remains siloed within individual Tribes and, in some cases, concentrated among Tribal leadership rather than with the practitioners responsible for implementation.

BDCs and Small Business Hubs can provide a structure that allows economic development practitioners to work more collaboratively across inter-Tribal boundaries and with outside partners, while maintaining a greater separation between business development and the political functions of Tribal government. Because BDCs are generally focused on business development, they can create greater continuity for practitioners, provide a more consistent point of connection for entrepreneurs and partners, and make it easier to share expertise, resources, and opportunities across organizations. The opportunity is not simply to encourage more collaboration, but to create the connective infrastructure needed to make collaboration routine.

There also exists a challenge in providing sustained mechanisms for Tribes and practitioners to exchange information, share successful models, coordinate responses to common challenges, and identify opportunities for joint action. Tribal experts' suggestions for shared resource hubs, communication platforms, coordinated convenings, and Tribe-to-Tribe partnerships reflect a broader desire to move from isolated efforts toward a more integrated Tribal economic development ecosystem in which knowledge, resources, capital, and opportunities can flow more readily across Tribal communities.

Finance and Connectivity emerge as strong secondary dimensions, representing two important areas of focus within the Seven Dimensions that invite partnership and collaboration especially among federal, state, and philanthropic partners.

Finance



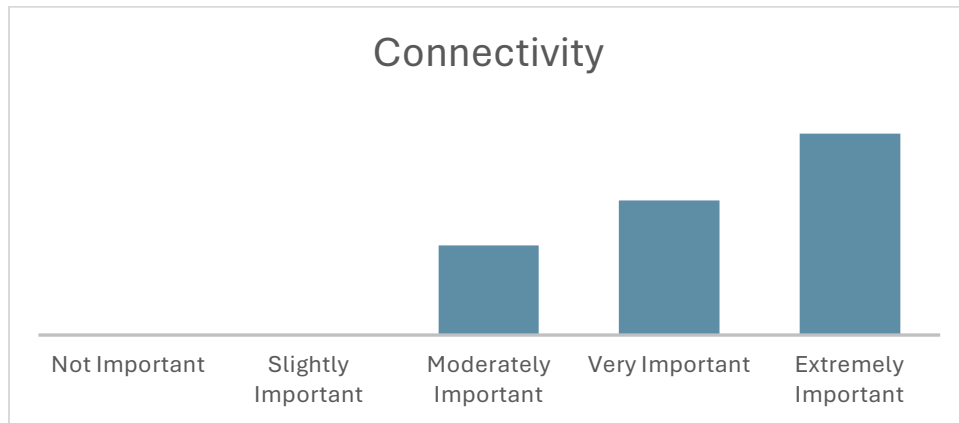
How significant are funding and financial sustainability concerns related to entrepreneurial programs and/or Tribal small business hub development?

A key finding was the strong emphasis on long-term sustainability and the need for stable, multi-year funding commitments that allow Tribal small business support organizations and hubs to establish trust, demonstrate results, and operate without continual uncertainty. Participants highlighted the importance of developing diversified revenue streams, including earned income where appropriate, while increasing awareness of available funding opportunities and preparing for changing economic and funding conditions. Overall, respondents stressed that long-term thinking, organizational resilience, and sustainable funding models should be prioritized to ensure the continued growth and effectiveness of Tribal economic development initiatives.

Long-term continuity and the ability to sustain Small Business Hubs over time emerged as central considerations because economic development results often take years to materialize. Participants emphasized that financial sustainability extends beyond securing initial funding and requires strategies to maintain programs and infrastructure through changing priorities, shifting economic conditions, rising operating costs, and the expiration of grant-funded initiatives.

The discussion also highlighted the importance of diversifying sources of capital, including exploring ways to increase equity financing and direct cash investment that can provide flexible, patient capital for business growth. While Tribal economic development has traditionally relied on grants and loans, participants expressed growing interest in venture capital, private equity, and capital stacking approaches. Expanding access to equity and investment capital may create new opportunities for businesses seeking to scale.

Connectivity



How important is it to establish ongoing support networks, cohorts, peer-learning groups, or other intertribal partnerships?

Connectivity is reflected in the importance placed on sustained networks, relationships, peer learning, mentorship, and partnerships. The summit findings demonstrate a strong case for ongoing intertribal collaboration and structured networks as essential components of Tribal economic development capacity. The value of these relationships extends beyond information sharing or occasional networking. Effective networks can provide access to expertise, mentorship, benchmarking, peer learning, business relationships, specialized resources, and collaborative action that may be difficult for individual Tribal Nations or businesses to develop independently.

The need for ongoing connection is particularly important because many Tribal Nations are confronting similar economic development challenges. Regular opportunities to share experiences, examine what is working, learn from unsuccessful approaches (autopsies), and identify solutions developed by other Tribal Nations can reduce duplication and accelerate learning. The experience and institutional knowledge already present across Wisconsin's Tribal Nations represents an underutilized economic development resource.

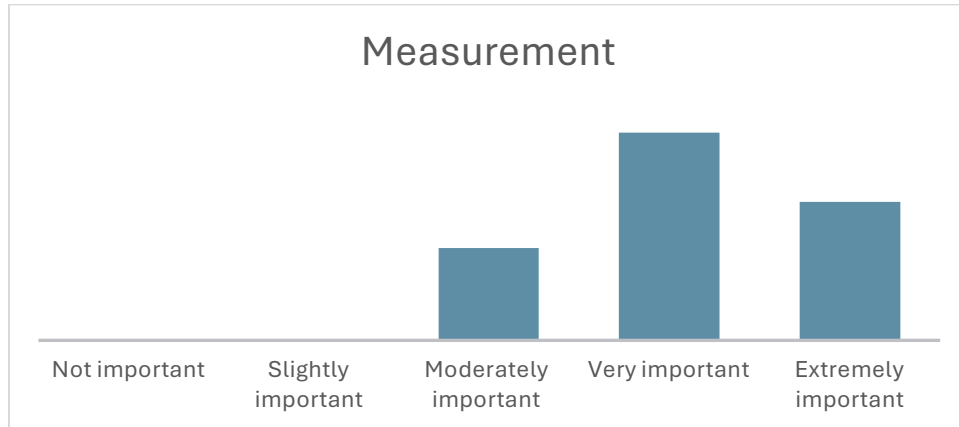
The findings point toward a more structured approach to collaboration rather than relying primarily on informal relationships or one-time events. Communities of practice, cohorts, coalitions, mentor/protégé relationships, and other recurring structures can create sustained channels for communication and problem-solving. IBEDS participants inform us that relationships become more valuable when participants know where to connect, who is involved, and how collaboration can lead to action.

Trust and relationships are foundational to effective collaboration. Economic development frequently requires sharing information, developing partnerships, and coordinating activities across organizational boundaries. Stronger relationships among Tribal leaders, economic development professionals, lenders like Native CDFIs, and other resource providers can expand access to opportunities that are otherwise dependent on individual networks.

The findings also highlight the importance of combining Tribal and non-Tribal networks. Tribal economic development does not occur in isolation from the broader economy. Access to business leaders, lenders, investors, contractors, suppliers, educational institutions, government agencies, and other external partners can expand markets and resources available to Tribal businesses and enterprises. These connections are reflected in the Tribal Toolbox Tours and provide a unique environment for sharing knowledge and networking.

Measurement and Infrastructure serve as secondary dimensions within the framework. Measurement received strong emphasis in assessing economic development progress and success, while Infrastructure focused on the availability and accessibility of the systems, resources, and support needed to strengthen Tribal entrepreneurship.

Measurement



How important is it to establish shared metrics and performance indicators for future economic development initiatives?

Measurement considers a strong need for clear, consistent, and meaningful measures of economic development progress. Establishing shared metrics can provide a common framework for understanding whether investments, programs, partnerships, and business-support initiatives are producing measurable results. At the same time, the findings recognize that Tribal Nations differ in their economic conditions, priorities, and starting points, making it important to establish common measures without reducing Tribal economic development to a single definition of success. It is important that each Tribal Nation develop their own metrics of success as they relate to their unique economic development priorities.

Economic development success must be measured by outcomes, not simply activity. Participation numbers, program utilization, training attendance, and the number of businesses served provide useful measures of reach, but they do not by themselves demonstrate economic impact. Stronger measures include businesses started and sustained, business revenue and growth, employment created, capital secured, business ownership, business longevity, contracting activity, and the ability of businesses to expand their markets and serve multiple Tribal communities. Many Tribes follow more traditional measures like “living a good life”, or “being able to drink from the stream”.

The findings place particular emphasis on economic activity that remains within and strengthens Tribal communities. Success can be reflected not only in the creation of businesses and jobs, but also in the circulation of dollars through Tribal economies, the protected environment, preservation of culture and knowledge bearers as well as the conversion of income into assets held by Tribal members and communities.

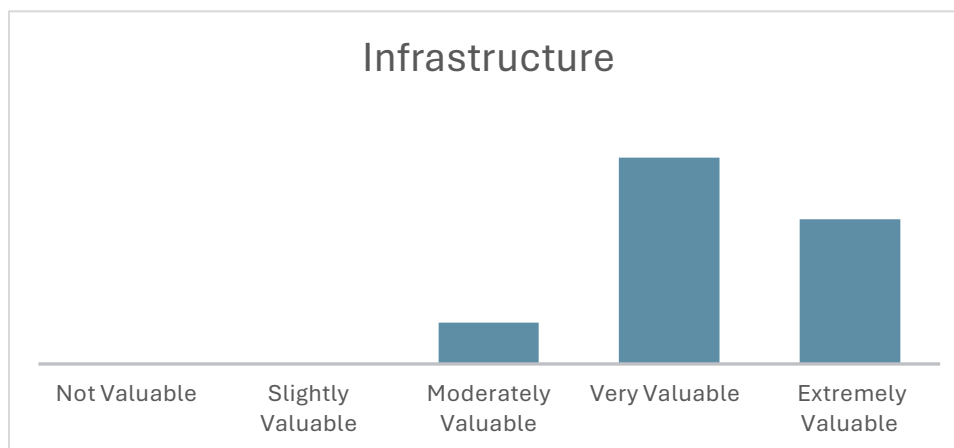
These measures move beyond conventional program outputs toward a deeper understanding of community wealth creation and economic self-sufficiency.

The findings do identify Tribal entrepreneurship and business ownership as important measures of economic capacity. Tracking the number and growth of Tribal member-owned businesses, their revenue levels, employment, longevity, contracting activity, and geographic reach can reveal whether the entrepreneurial base of Tribal communities is expanding. Changes in housing construction and ownership, workforce participation, income, and other community-level indicators can provide additional context for understanding the broader economic effects of that growth.

At the same time, measurement must respect Tribal sovereignty and the distinct priorities of individual Tribal Nations. A useful framework should establish a baseline of shared indicators while allowing each Nation to define additional measures that reflect its own economic strategy and goals. Data collection should also account for Tribal data sovereignty and ensure that information is governed and used in ways consistent with Tribal priorities.

IBEDS findings suggest that the next generation of Tribal economic development measurement will shift from counting activities to demonstrating impact. The true measure of economic impact is not the volume of programs delivered or individuals served, but the extent to which Tribal economies are creating new businesses, strengthening enterprises, sustaining quality employment, building community wealth, and expanding economic opportunity. Equally important is whether this growth advances Tribal priorities by protecting sovereignty, stewarding natural resources, preserving culture and traditions, and ensuring the well-being of elders and future generations.

Infrastructure



Based on Summit discussions, how valuable would a Tribal Small Business Hub be for supporting entrepreneurs and small businesses?

Infrastructure concerns point to a significant gap between the availability of business resources and the ability of Tribal entrepreneurs to effectively access and navigate them. Technical assistance, financing, and training opportunities exist across Tribal, regional, state, and private-sector systems, but these resources are not consistently connected into a clear pathway for Native entrepreneurs.

Access, rather than simply availability, is a central challenge. The presence of programs and resources does not necessarily translate into meaningful access or effective utilization. Entrepreneurs can still face uncertainty about where to begin, which resources are appropriate to their needs, how to prepare for financing or contracting opportunities, and how to progress from one stage of business development to the next. This fragmentation can create additional barriers to entrepreneurship even where individual programs and services are available.

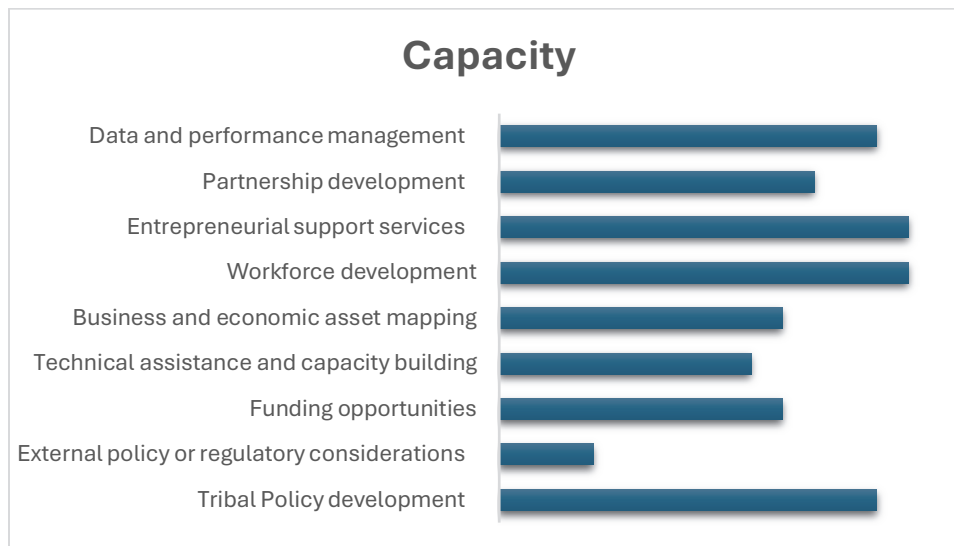
The findings also demonstrate that Tribal entrepreneurship depends on an ecosystem of interconnected resources rather than any single business-support service.

Entrepreneurs require different forms of assistance as their businesses develop, including education and planning during startup, access to capital and professional services, mentorship and operational support, and connections to customers, contracts, and markets as businesses grow. These needs extend across organizational boundaries and change over time.

A consistent theme is the importance of local accessibility and having a trusted point of connection within their communities. Many of the resources exist outside Tribal communities and reveal a need for stronger connections between local Tribal economies and the larger regional and statewide economic-development system.

The findings further indicate that a common support structure can coexist with significant differences among Tribal Nations. Tribal communities operate within different economic conditions, industries, governance structures, markets, and institutional capacities. At the same time, many of the underlying business-development needs are shared. This creates both common infrastructure needs and a strong rationale for locally responsive approaches. The central challenge is not simply a lack of business resources, but their connectivity. Connecting entrepreneurs to resources, connecting resources to one another, and connecting Tribal communities to the capital, expertise, and relationships is necessary for sustained business growth.

Capacity



Which of the following areas require the greatest attention moving forward?

Capacity findings point to a fundamental challenge in Tribal economic development where Tribes are identifying opportunities and developing strategies but often lack the capacity needed to consistently turn those plans into results. Across the discussions, the need for stronger economic development capacity is a long-standing challenge. Each Tribal Nation approaches economic development from its own perspective but often faces common challenges and can benefit from sharing successful approaches and developing partnerships.

Capacity emerged as a central constraint on execution. Limited staff capacity, difficulty attracting and retaining talent, turnover in Tribal government, competing priorities, and uncertainty associated with changes in leadership can interrupt economic development efforts and make it difficult to sustain momentum. The challenge is more than developing sound plans or identifying promising projects; it's maintaining the organizational capacity necessary to administer plans over time.

Implementation

Findings reveal a strong emphasis on the practical realities of turning economic development priorities into action. The discussions centered on the value of working collectively and clarifying the roles of participating organizations. Implementation was closely associated with available capacity, leadership engagement, time, and the ability to maintain continuity.

The range of issues raised suggests that implementation experiences vary considerably among Tribal Nations and are shaped by their existing resources, organizational structures, economic conditions, and starting points reinforcing the need for flexible support, especially regarding financial constraints.

The findings also show that implementation is closely connected to how goals and progress are defined. There was recognition that Tribal Nations should be evaluated according to their own starting points and objectives rather than through direct comparisons with one another. Wisconsin Tribal economic development does not appear to suffer from a shortage of ideas, initiatives, or potential partners. The recurring constraint is the capacity to coordinate and execute those efforts with sufficient focus and continuity.

These Seven Dimensions provide a framework for investment planning, program development and for the allocation of administrative resources. Each Tribal Nation and their respective Small Business Hub may concentrate their efforts in one or more of these dimensions depending on where they are with their organizational development. Tribal Nations with developed Business Development Corporations are more likely to focus on sustainability while emerging BDCs are likely to focus on collaboration as they utilize best practices in their initial plans.

Applying the SWOT findings to the Seven Dimensions of Tribal Economics illustrates some interesting connections:

Dimension	Existing Strength	Constraint
Finance	Tribal financing, gaming revenue	Capital access, collateral
Connectivity	Intertribal relationships	Communication gaps
Infrastructure	Incubators, colleges, training	Equipment, technology
Capacity	Motivated teams	Staffing, expertise
Implementation	Existing initiatives	Execution, continuity
Collaboration	Partnerships	Silos / communication
Measurement	Grant statistics	Lack of data / tracking

IBEDS Findings

The next stage of Tribal economic development is not simply to create more programs. It is to connect the programs, capital, expertise, and relationships that already exist into a functioning Tribal Business Ecosystem.

1. Grants

Participants emphasized **grant identification and access**, including better systems for finding opportunities, increased awareness of available funding, grant-writing capacity, matching requirements, and the administrative capacity needed to manage grants successfully.

2. Federal and State Resources

Participants emphasized **better access and relationships with government resources**, including more targeted Tribal programs, reduced administrative burdens, stronger relationship-building, and improved coordination among agencies and Tribal communities.

3. Equity Investors

Participants identified **access to private investment networks** as a significant opportunity, while highlighting gaps in relationships, investment readiness, Tribal legal and business structures, and the ability to maintain Tribal ownership.

4. Foundations

Participants emphasized **underutilized philanthropic resources and relationship-building**, including greater awareness of available foundations, stronger connections with funders, and expanded access to Tribal, corporate, and private philanthropy.

5. New and/or Innovative

Participants highlighted **alternative approaches to building capital**, particularly inter-Tribal capital stacking, partnerships, consortiums, participation lending, crowdfunding, and opportunities to develop new investment structures.

6. Financing and Tax Credits

Participants placed particular emphasis on **tax credits and direct-pay incentives**, while also identifying capital stacking, CDFI partnerships, Native banks, interest-rate assistance, and other financing mechanisms as important tools.

7. Cultural

Participants emphasized **integrating culture and community into economic development**, including greater community input, involvement of Elders, traditional management practices, Tribal sovereignty, and community buy-in for major investments and projects.

8. Native CDFIs and CDFIs

Participants viewed **Native CDFIs as an important but underutilized pathway to capital**, with particular emphasis on greater awareness, financial education, mentorship, partnerships, and stronger coordination among CDFIs and other capital providers.

Recommendations

Begin planning for the next study that incorporates lessons learned and how money can be invested in Wisconsin tribes, Tribal member owned businesses, and explores ways to accept multi-million dollar investments for big projects that significantly increase revenue for Tribal nations.

1. Establish the Small Business Hubs as a statewide network, not eleven isolated programs.

Sustained investment in Tribal Small Business Hubs is needed to fund the staff, administration, systems, and day-to-day operations required to effectively serve Tribal businesses. A common operating framework can support consistency across the network while allowing each Nation to design its Hub around its own economic conditions. Multi-year operating support is essential for small business hubs and a network can provide economies of scale and expedite the growth towards self-sufficiency and appropriate scale.

2. Create a Tribal Business Development Community of Practice.

A Community of Practice can strengthen the Tribal Small Business Hub network by creating a structured forum for peer learning, shared expertise, and continuous improvement. Connect Hub leaders and practitioners through a model that supports ongoing collaboration, knowledge exchange, and collective problem-solving across Tribal communities. A sustained Community of Practice can help cultivate institutional knowledge, strengthen professional relationships, and unlock capital.

3. Build a common “business pathway” from idea to investment.

A shared business development pathway across Tribal Small Business Hubs can create greater consistency in how entrepreneurs are supported while allowing each Hub to adapt services to local needs. By organizing businesses into common stages of development and moving participants through cohort-based support models, Hubs can more easily collaborate, share costs, leverage specialized expertise, and coordinate services across the network. A common framework also creates opportunities to aggregate demand, align technical assistance, and develop investment opportunities for businesses that are ready to advance to the next stage of growth.

4. Hubs sustain a directory of Tribal Small Businesses.

Maintaining a simple business directory requires dedicated staff capacity to collect, update, and manage information on local entrepreneurs and businesses. Small Business Hubs can maintain their own directory and share information across the network through a low-cost, collaborative model, creating a practical “modern phone book” that improves visibility and connectivity among Native-owned businesses. Modest investments in staffing and basic technology support can ensure the directory remains accurate, accessible, and sustainable over time.

Other Recommendations:

- Create a shared professional-services network to provide specialized expertise while reducing costs across the Hub system.
- Strengthen Tribal business codes, policies, and regulatory infrastructure to support entrepreneurship and investment.
- Develop investment-readiness programs that prepare businesses to access capital and growth opportunities.
- Establish long-term funding models to ensure the sustainability of Tribal Small Business Hubs.
- Implement a common measurement framework focused on business outcomes and economic impact.

Conclusion

Wisconsin's Tribal economic development landscape is no longer defined solely by a lack of resources. Lenders, business organizations, educational institutions, and entrepreneurial initiatives exist and the challenge is increasingly one of connection, capacity, and implementation.

The availability of resources alone does not produce economic growth and Collaboration emerges as the greatest potential for long term economic benefit. Small Business Hubs provide an important structure for addressing this challenge. Securing capital to support Tribal business requires administrative capacity which is not funded well enough. Limited sources of income to cover salaries for business support positions are often scarce. When connected through a statewide network, individually designed Hubs can become part of a larger Tribal Business Ecosystem while allowing each Tribal Nation to determine its own priorities, strategies, and approach to economic development while utilizing some economy of scale. A statewide network does not require uniformity. Instead, it creates the opportunity to share expertise, resources, relationships, and capacity while preserving Tribal sovereignty and local decision-making.

IBEDS provides a current, practitioner-based assessment of Wisconsin's Tribal business and economic development landscape. It draws directly on the experience and expertise of Tribal economic development professionals and business-support organizations actively engaged in this work.

The knowledge of IBEDS participants provides an unusually comprehensive view of the current conditions, challenges, opportunities, and priorities shaping Tribal economic development in Wisconsin. IBEDS captures not only what resources are available, but how they are being used, where gaps remain, what barriers practitioners encounter, and where economic development infrastructure can be strengthened.

Appendices

Citations

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<https://economicdevelopment.extension.wisc.edu/files/2024/12/Special-Feature-4-Native-V6-Policy-Brief-Tessa-11-25-bleeds.pdf>
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3. Native Nations Institute. 2016. *Access to Capital and Credit in Native Communities*. Digital version. Tucson, AZ: Native Nations Institute, The University of Arizona.
https://nnigovernance.arizona.edu/sites/default/files/2022-09/Accessing_Capital_and_Credit_in_Native_Communities_A_Data_Review.pdf

4. U.S. Department of the Interior, Bureau of Indian Affairs, 2013 American Indian Population and Labor Force Report (reference year 2010), Table 9. <https://www.bia.gov/sites/default/files/dup/assets/public/pdf/idc1-024782.pdf>

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Resources

Native CDFIs in Wisconsin

Bay Bank

Address: Green Bay, Wisconsin
Phone: 920-490-7600
Email: [general email, if available]
Webpage: <https://www.baybankgb.com/>

First American Capital Corporation (FACC)

Address: Hales Corners, Wisconsin
Phone: 414-604-2044
Webpage: <https://faccwi.org/>

Cedar Growth

Address: Black River Falls, Wisconsin
Phone: 715-284-2470
Email: cedargrowth@ho-chunk.com
Webpage: <https://cedargrowth.org/>

Wisconsin Native Loan Fund

Address: Lac du Flambeau, Wisconsin
Phone: 715-588-1600
Email: info@winlf.org
Webpage: <https://www.winlf.org/>

Woodland Financial Partners

Address: Keshena, Wisconsin
Phone: 715-701-2645
Email: info@woodlandfinancial.org
Webpage: <https://woodlandfinancial.org/>

Native American Bank

Address: Denver, Colorado
Phone: 800-368-8894
Email: info@nabna.com
Webpage: <https://www.nativeamericanbank.com/>

State Agencies Identified by Participants

Wisconsin Department of Health Services (DHS)

Address: Madison, Wisconsin

Phone: 608-266-1865

Webpage: <https://www.dhs.wisconsin.gov/>

Wisconsin Department of Natural Resources (DNR)

Address: Madison, Wisconsin

Phone: 608-266-2621

Webpage: <https://dnr.wisconsin.gov/>

Wisconsin Department of Administration (DOA)

Address: Madison, Wisconsin

Phone: 608-266-1741

Webpage: <https://doa.wi.gov/>

Wisconsin Department of Corrections (DOC)

Address: Madison, Wisconsin

Phone: 608-240-5000

Email: DOCGeneral@wisconsin.gov

Webpage: <https://doc.wi.gov/>

Wisconsin Department of Justice (DOJ)

Address: Madison, Wisconsin

Phone: 608-266-1221

Webpage: <https://www.doj.state.wi.us/>

Wisconsin Department of Revenue (DOR)

Address: Madison, Wisconsin

Phone: 608-266-2776

Email: DORBusinessTax@wisconsin.gov

Webpage: <https://www.revenue.wi.gov/>

Wisconsin Department of Transportation (WisDOT)

Address: Madison, Wisconsin

Phone: 608-266-3581

Webpage: <https://wisconsindot.gov/>

Wisconsin Department of Workforce Development (DWD)

Address: Madison, Wisconsin

Phone: 608-266-6861

Webpage: <https://dwd.wisconsin.gov/>

Wisconsin Division of Vocational Rehabilitation (DVR)

Address: Madison, Wisconsin

Phone: 608-261-0050

Email: dvr@dwd.wisconsin.gov

Webpage: <https://www.dwd.wisconsin.gov/dvr/>

Wisconsin Economic Development Corporation (WEDC)

Address: Madison, Wisconsin
Phone: 608-210-6700
Webpage: <https://wedc.org/>

Wisconsin Housing and Economic Development Authority (WHEDA)

Address: Madison, Wisconsin
Phone: 608-266-7884
Email: info@wheda.com
Webpage: <https://www.wheda.com/>

Wisconsin Department of Safety and Professional Services (DSPS)

Address: Madison, Wisconsin
Phone: 608-266-2112
Email: dsps@wisconsin.gov
Webpage: <https://dsps.wi.gov/>

Wisconsin Office of the Commissioner of Insurance (OCI)

Address: Madison, Wisconsin
Phone: 608-266-3585
Email: ociinformation@wisconsin.gov
Webpage: <https://oci.wi.gov/>

Wisconsin Department of Financial Institutions (DFI)

Address: Madison, Wisconsin
Phone: 608-264-7800
Webpage: <https://dfi.wi.gov/>

Public Service Commission of Wisconsin (PSC)

Address: Madison, Wisconsin
Phone: 608-266-5481
Webpage: <https://psc.wi.gov/>

Federal Agencies Identified by Participants

U.S. Small Business Administration (SBA) — Wisconsin District Office

Address: Milwaukee, Wisconsin
Phone: 414-297-1099
Email: frank.demarest@sba.gov
Webpage: <https://www.sba.gov/district/wisconsin>

USDA Rural Development — Wisconsin

Address: Stevens Point, Wisconsin
Phone: 715-345-7600
Email: RD.WI.General.Inquiries@usda.gov
Webpage: <https://www.rd.usda.gov/wi>

U.S. Economic Development Administration (EDA) — Chicago Regional Office

Address: Chicago, Illinois

Phone: 312-353-8143

Webpage: <https://www.eda.gov/>

Bureau of Indian Affairs (BIA) — Great Lakes Agency

Address: Ashland, Wisconsin

Phone: 715-682-4527

Webpage: <https://www.bia.gov/regional-offices/midwest/great-lakes-agency>

Federal Emergency Management Agency (FEMA) — Region V

Address: Chicago, Illinois

Phone: 312-408-5500

Webpage: <https://www.fema.gov/locations/region-v>

U.S. Department of Energy (DOE)

Address: Washington, District of Columbia

Phone: 202-586-5000

Webpage: <https://www.energy.gov/>

U.S. Department of Justice

Address: Washington, District of Columbia

Phone: 202-514-2000

Webpage: <https://www.justice.gov/>

U.S. Department of Veterans Affairs

Address: Washington, District of Columbia

Phone: 800-698-2411

Webpage: <https://www.va.gov/>

Indian Health Service (IHS)

Address: Rockville, Maryland

Phone: 301-443-1083

Webpage: <https://www.ihs.gov/>

U.S. Food and Drug Administration (FDA)

Address: Silver Spring, Maryland

Phone: 888-463-6332

Webpage: <https://www.fda.gov/>

Philanthropy

Yield Giving

Address: New York, New York

Webpage: <https://yieldgiving.com/>

Green Bay Packers Foundation

Address: Green Bay, Wisconsin

Phone: 920-569-7500

Webpage: <https://www.packers.com/community/packers-foundation>

Associated Bank

Address: Green Bay, Wisconsin

Phone: 800-236-8866

Webpage: <https://www.associatedbank.com/>

Indigenous Tomorrow Fund

Address: [see organizational contact information]

Email: sbaber@nativephilanthropy.org

Webpage: <https://nativephilanthropy.org/>

Gates Foundation

Address: Seattle, Washington

Phone: 206-709-3100

Webpage: <https://www.gatesfoundation.org/>

Mellon Foundation

Address: New York, New York

Phone: 212-838-8400

Webpage: <https://www.mellon.org/>

University of Wisconsin Foundation

Address: Madison, Wisconsin

Phone: 608-263-4545

Webpage: <https://www.supportuw.org/>

Microsoft Philanthropies

Address: Redmond, Washington

Phone: 800-642-7676

Webpage: <https://www.microsoft.com/en-us/corporate-responsibility/philanthropies>

Google.org

Address: Mountain View, California

Phone: 650-253-0000

Webpage: <https://www.google.org/>

ABC Supply Co., Inc.

Address: Beloit, Wisconsin

Phone: 608-362-7777

Webpage: <https://www.abcsupply.com/>

Business Support Organizations

Wisconsin Small Business Development Center (SBDC) Network

Address: Madison, Wisconsin

Phone: 608-263-2221

Email: sbdc@wsb.wisc.edu

Webpage: <https://wisconsinsbdc.org/>

Wisconsin Indigenous Housing & Economic Development Corporation (WIHEDC)

Address: Lac du Flambeau, Wisconsin

Phone: 715-437-0465

Webpage: <https://www.wihedc.org/>

Great Lakes Inter-Tribal Council (GLITC)

Address: Lac du Flambeau, Wisconsin

Phone: 715-588-3324

Webpage: <https://www.glitc.org/>

SCORE Wisconsin

Address: Madison, Wisconsin

Phone: 608-535-4978

Webpage: <https://www.score.org/wi/>

Kiva

Address: San Francisco, California

Phone: 415-625-3100

Webpage: <https://www.kiva.org/>

University of Wisconsin Law School — Law & Entrepreneurship Clinic

Address: Madison, Wisconsin

Phone: 608-262-2240

Email: entrepreneurhelp@law.wisc.edu

Webpage: <https://law.wisc.edu/academics/clinics/entrepreneurship.html>

Other

Federal Home Loan Banks

Address: Washington, District of Columbia

Webpage: <https://www.fhlbanks.com/>

Opportunity Zones

Address: Washington, District of Columbia

Webpage: <https://www.irs.gov/credits-deductions/businesses/opportunity-zones>

New Markets Tax Credit Program

Address: Washington, District of Columbia

Phone: 202-622-8662

Email: cdfihelp@cdfi.treas.gov

Webpage: <https://www.cdfifund.gov/programs-training/programs/new-markets-tax-credit>

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SEVEN DIMENSIONS OF TRIBAL ECONOMICS

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