Economic

Section E

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E. Economic Development

I. Successes from the MITW 2007 Strategic Plan.

Originally, the 2007 Strategic Plan Economic Development Workgroup created two goals and four objectives by members of the community, partners, and stakeholders to address the necessary changes needed for continued efforts to improve and develop resources that promote and enhance economic development. With that in mind, they have created long-lasting collaborative relationships over the past 16 years.

The 2007 Economic Goal One: Objectives 1, 2, and 3 were to complete a Gap Analysis of Legal, Financial, and Physical Resources. To date, these objectives are being addressed by an EDA grant to compile a proposal to perform the Gap Analysis regarding the impact it has on the Menominee Nation. An advisory board has been created with strategic partners working on aligning their goals and objectives with the MITW Strategic Plan. The Menominee Tribe is also included in the Great Lakes Inter-Tribal Council's (GLITC) Comprehensive Development Strategy Report of 2019 which is completed every five years as a requirement of the U.S. Department of Commerce's Economic Development Administration.

A resource network for entrepreneurs has been established through GLITC Economic Development and Small Business Technical Assistance, the American Indian Chamber of Commerce of Wisconsin, and First American Capital Corporation.

Resources include the MITW Lending and Tax Department, the Wisconsin Native Loan Fund, the Wisconsin Economic Development Corporation, and the Wisconsin Indigenous Economic Development Corporation.

The Tribe has updated the WRDC Charter, Chapter 740, to combine the Menominee Fuel Station, Menominee Indian Economic Development Authority, and WRDC into one entity responsible for the economic growth of the Menominee community. The goals and objectives created back in 2007 were revisited and are ongoing through collaboration and relationship building.

Figure 1: Cell Tower Installation

II. Community Survey Overview

The Community Survey asked respondents a total of twelve questions regarding their perceptions of economic development efforts on and off the reservation, gaming, and job opportunities, meeting community needs, and possible economic endeavors. The survey results revealed the following highlights:

- Respondents indicated that the overall economy on the reservation is not so good or poor (81% on the reservation and 72% off the reservation).
- Nearly all respondents would like to see more economic development take place on the reservation, preferring light industrial (23-28%) and small business (22-24%) development as priorities. In a separate question, respondents noted that natural resource development (39-43%) is the most important.
- A hardware store, supermarket, and pharmacy were identified as businesses that are very much needed.
- 69% of on-reservation and 68% of off-reservation respondents support an off-reservation gaming enterprise in Kenosha, WI.

When asked for their opinion on tourist development, 51% on-reservation and 58% off-reservation indicated they were in favor of this economic development opportunity.

For more information concerning the comparative data results refer to the website, Menominee App, Menominee Nation News, or call Administration at (715) 799-5154 to request information.

III. Planning Workgroup

A workgroup of professionals and community members was assembled to evaluate the community survey results to identify and address problems as well as their underlying causes. The workgroup members identified programs that directly address economic development and opportunities on and off the reservation. The workgroup designed objectives aimed at enhancing the Tribe's responses in areas relevant to economic development. The workgroup consisted of the primary and alternate representatives from the following departments:

- Lending and Tax
- Environmental Services
- Administration
- Conservation
- Tribal Courts
- Maintenance
- Community Development
- Grants Department
- Menominee Tribal Enterprises
- Legal Department
- Wolf River Development

The workgroup met weekly throughout a two-month period in early 2023. Information about the workgroup's efforts to develop goals and objectives for economic development was posted on the website, and the Menominee App, and made available at retreats, community meetings, and through the Menominee Nation Newspaper.

IV. Programs with a Specific Emphasis on Economic Development

Although the workgroup recognized that all departments and programs operated by the Tribe have a vested interest in the Tribal economy, the workgroup identified the following Tribal programs and partners as resources due to their collective knowledge and their emphasis on economic development:

- **Menominee Business Center:** This Private Sector Initiative (PSI) provides a locally designed program for the Menominee Indian Tribe intended to stimulate private sector business development, particularly micro-businesses, through the extensive use of educational and "hands-on" technical assistance. The business center is identified as a responsible party under the Community Development Department.

- **Community Development:** The department is responsible for developing and overseeing a vast array of programs and services aimed at supporting community infrastructure and conducting long-term and short-term planning for the development of the community.
- **Menominee Casino, Bingo, and Hotel:** The casino generates Tribal revenues by providing bingo and class three gaming entertainment to the public that includes slot machines, table games, and a variety of promotions. The Forest Island Restaurant, Hotel, and Gift Shop are among the additional services offered to guests.
- **Tribal Utilities:** This department is responsible for providing sewer, water, electric, and septic services to the community. The department staff properly maintains and operates systems and facilities used in the delivery of these services. For these reasons, the Tribal Utilities Department plays a vital role in economic development.

Figure 2: 2018 Roundabout Project Overview

V. SWOT Analysis

Legislators, Directors, and the Administration Department staff identified the Strengths and Weaknesses, which focused on the current conditions, and the Opportunities and Threats, which focused on the future story.

Strengths	**Weaknesses**
• Revenue from MTE, WRDC, and the Casino supports tribal families; it is limited to those who work there. • Doing economic development in an environmentally conscious and sustainable way. • MTE: Sustained Yield Policy. • Communicating what the infrastructure can handle so small businesses are more knowledgeable about their options and possibilities. • Communicating our infrastructure plan.	• There is no long-term economic plan for the base dollar – only the multiplier is addressed. • Kenosha Casino – There is a lack of information on where we are with this initiative. • There is no plan to sustain business dollars in the community. • There is limited communication about what is possible for small businesses on what the infrastructure can handle. • No land is reserved for small business development by tribal members. • There are no succession planners. • There is no education for the public on financial literacy and economic development for them to confidently start small businesses.
Opportunities	**Threats**
• Opportunities to revive our bartering system to barter our resources with other tribes. • Long-term opportunities with MTE rather than short-term. • More marginal timberland. • Revenue from MTE, WRDC, and Casino is limited in that it supports only those who are employed there. • Develop E-COMMERCE, marketability, and product development. • Tourism – Connect with northern tribes – Casino tour route. • Continue to strategically purchase properties.	• The community doesn't have a general understanding of the restrictions and guidelines we must abide by when it comes to our grant funding. • Tourism increases revenue but brings up jurisdiction issues, enforcement, and environmental impacts. • Land availability – How do we create more land to build on for tribal member development/housing? • Competitive wages and benefits. • Not investing in and maintaining our current businesses.
Passions	**Priorities**
• High-tech manufacturing. • Renewable energy. • Well-paying jobs to improve the quality of life with needs met. • Use technology to reduce energy use/expense. • Reduce carbon footprint. • Assist people in finding talents.	• Land Use Plan – designate a business park. • Leasable facilities for small businesses. • Assessment of current resources for businesses. • Development of current resources for agriculture. • Development of business opportunities that require no degree and have a low cost of entry.

A full report of the SWOT Analysis for Economic Development is available on the website: https://www.menominee-nsn.gov/GovernmentPages/Initiatives/StrategicPlanning.aspx, on the Menominee App, or by requesting a copy from the MITW Tribal Chairperson, PO Box 910, W2908 Tribal Office Loop Road, Keshena, WI 54135, or you may call (715) 799-5154.

VI. Overview of Goals and Objectives

In the Economic Development service area, the workgroup developed three goals and nine objectives. These goals include the following:

- Goal One: Develop community-building business opportunities to improve the quality of life for business owners and community members.
  - Objective One: Evaluate current conditions; legal, financial, and physical.
  - Objective Two: Develop the legal infrastructure for new businesses, i.e., commercial code, building code, zoning, etc.
  - Objective Three: Develop a Tribal Investment Group to serve as a sovereign wealth fund.
  - Objective Four: Revisit and expand tax agreements with the State, an agreement to split with Tribe/State for sales of specific purchases, E-Commerce, etc.
- Goal Two: Assist Tribal members to successfully start and operate small businesses.
  - Objective One: Increase awareness of and access to resources for small businesses.
  - Objective Two: Develop training and educational opportunities to support small businesses.
  - Objective Three: Promote businesses and partnerships on the Reservation (public relations and marketing).
- Goal Three: Review Tribal Departments for cost and revenue efficiency.
  - Objective One: Centralize purchasing/expenditures for cost-efficiency; and procurement cost-savings.
  - Objective Two: Revisit the fee schedule process within Tribal Departments to identify potential revenue-generating opportunities.

As the community and departments move into the implementation phase of the strategic plan, the community engagement workshops will provide a forum for feedback and updates on the progress being made to complete goals and objectives. As goals and objectives are being implemented, there may be modifications or new goals may be added with the approval of the Legislature.

Figure 3: Final 4 Floors

Economic Development Goal ONE: Develop community-building business opportunities to improve the quality of life for business owners and community members.				
Objectives: ➔ **Categories:** ⬇	*Objective One: Evaluate current conditions; legal, financial, and physical.*	*Objective Two: Develop the legal infrastructure for new businesses, i.e., commercial code, building code, zoning, etc.*	*Objective Three: Develop a Tribal Investment Group to serve as a sovereign wealth fund.*	*Objective Four: Revisit and expand tax agreements with the State, an agreement to split with Tribe/State for sales of specific purchases, E-Commerce, etc.*
Inputs/ Resources	♆ Any documents that indicate the current conditions of legal, financial, and physical community-building business opportunities.	♆ Review current legal infrastructure for new businesses. ♆ Gain workgroup thoughts and ideas. ♆ Current resource documents.	♆ Gain resources available through other investment groups.	♆ Current agreements between the Tribe and the State.
Outputs/ Activities	♆ Assessment of legal, financial, and physical conditions.	♆ Create 90-day plans for actions needed to support new businesses. ♆ Complete 90-day plans to support new businesses.	♆ Create 90-day plans for actions needed to support Tribal Investment Group. ♆ Complete 90-day plans to support a new sovereign wealth fund.	♆ Create 90-day plans for actions needed to address new agreements. ♆ Complete 90 days plans to gain new Tribal/State tax agreements.
Outcomes/ Results	♆ Completed EDA Grant Assessment.	♆ Legal infrastructure reviewed and revised for Tribe and for tribal member business owners.	♆ Fund developed for Tribal Investment Group is set up.	♆ The Tax Commissioner has new agreements between the Tribe and the State.
Baseline Data	♆ WRDC Current Performance Measures.	♆ Current legal structure.	♆ None available.	♆ Current agreements between the Tribe and the State.
Timeline	♆	♆	♆	♆

ECONOMIC DEVELOPMENT Goal TWO: Assist Tribal members to successfully start and operate small businesses.				
Objectives: ➔ **Categories: ⬇**	*Objective One: Increase awareness of and access to resources for small businesses.*	*Objective Two: Develop training and educational opportunities to support small businesses.*	*Objective Three: Promote businesses and partnerships on the Reservation (public relations and marketing).*	
Inputs/ Resources	♨ Current communication efforts being used for small business owners.	♨ Current resources being used to assist and support small businesses.	♨ Current communication efforts being used.	
Outputs/ Activities	♨ Develop a checklist of all resources available. ♨ Create public relations and/or communications for improved awareness.	♨ Create training and educational programs to support small businesses.	♨ Create 90-day plans to promote businesses and partnerships on Reservation. ♨ Complete 90-day plans to promote businesses and partnerships on Reservation.	
Outcomes/ Results	♨ Public relations project to communicate awareness of the availability of resources to tribal members.	♨ Program that trains and educates tribal members on creating small business plans. ♨ Funding program available for tribal members to support small businesses.	♨ Communication plan specific to tribal members interested in starting a small business.	
Baseline Data	♨ Current number of resources available to tribal members who want to start a business.	♨ Training programs. ♨ Resource materials. ♨ Educational materials.	♨ Communication materials provided.	
Timeline	♨	♨	♨	

ECONOMIC DEVELOPMENT Goal THREE: Review Tribal Departments for cost and revenue efficiency.				
Objectives: ➔ **Categories:** ⬇	*Objective One: Centralize purchasing/expenditures for cost-efficiency; and procurement cost-savings.*	*Objective Two: Revisit the fee schedule process within Tribal Departments to identify potential revenue-generating opportunities.*		
Inputs/ Resources	Current policies and procedures.	Current fee schedules for Tribal Departments.		
Outputs/ Activities		Development of fee schedules for departments that currently have.		
Outcomes/ Results		List of fees generated in one place. Authorization.		
Baseline Data		Current fee schedule.		
Timeline				

VII. Responsible Parties

The following is used to identify responsible parties in the matrix sections of the strategic plan:

- The primary lead department (P*) is responsible for coordinating efforts to complete the specific objectives listed.
- The primary departments (P) are responsible for directly assisting the lead in completing the specific objectives listed.
- The secondary departments (S) are responsible for attending meetings and providing input to assist in achieving the specific objectives listed.

Agencies/Organizations	ECONOMIC DEVELOPMENT								
	Goal 1				Goal 2			Goal 3	
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Tribal Departments									
Administration	P*	P*	P*	P*	P*	P*	P*	P*	P*
Advocacy and Support Services									
Aging and Long-Term Care									
Agriculture and Food Systems									
Chairman's Office	P			P*					
Child Support									
Communications					P*	P*	P*		
Community Development		S			P				
Community Resource Center					S	S	S		
Conservation	S								
Early Childhood Services									
Education					P	P	P		
Emergency Management									
Environmental Services	S								
Family Services									
Finance	S		P*	S				P*	P*
Gaming Commission	S								
Historic Preservation	S								
Housing	S								
Human Resources	P		P*		S	S	S	P*	P*
Information Technology				S	S	S	S		
Kaehkenawapahtaeq									
Land Management									
Language and Culture									
Legal Services	P*	P	P*	P*					
Lending and Taxes	P			P*	P	P*	P*		

Agencies/Organizations	ECONOMIC DEVELOPMENT								
	Goal 1				Goal 2			Goal 3	
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 1	Objective 2	Objective 3	Objective 1	Objective 2
Maehnowesekiyah									
Maintenance									
Member Services	S								
Probation									
Prosecutor									
Public Defender									
Transportation									
Tribal Archives									
Tribal Jail									
Tribal Police	S								
Tribal School									
Youth Services									
PARTNERS									
Bureau of Indian Affairs									
Churches									
College of Menominee Nation	S	S	S	S	S	P	S	P	S
Community	S	S	S	S	S	S	S	S	S
Great Lakes Inter-Tribal Council									
Menīkānaehkem									
Menominee Casino	S								
Menominee County	S	S							
Menominee Indian School District									
Menominee Tribal Clinic									
Menominee Tribal Courts									
Menominee Tribal Enterprise	S								
Menominee Tribal Legislature	S	P	P*		S	S		P*	P*
Menominee Tribal Schools									
Nataenawemakano (YSP)									
State of Wisconsin			S			S		S	S
UW Extension									
Wolf River Development	P*	P*	P*	P*	P*	P*	P*	P*	P*
Woodland Boys and Girls Club									