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Unlocking Capital for Native American Communities

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Allison Rowland

Coordinator, Research and Technical Assistance
Council of Development Finance Agencies
Columbus, OH

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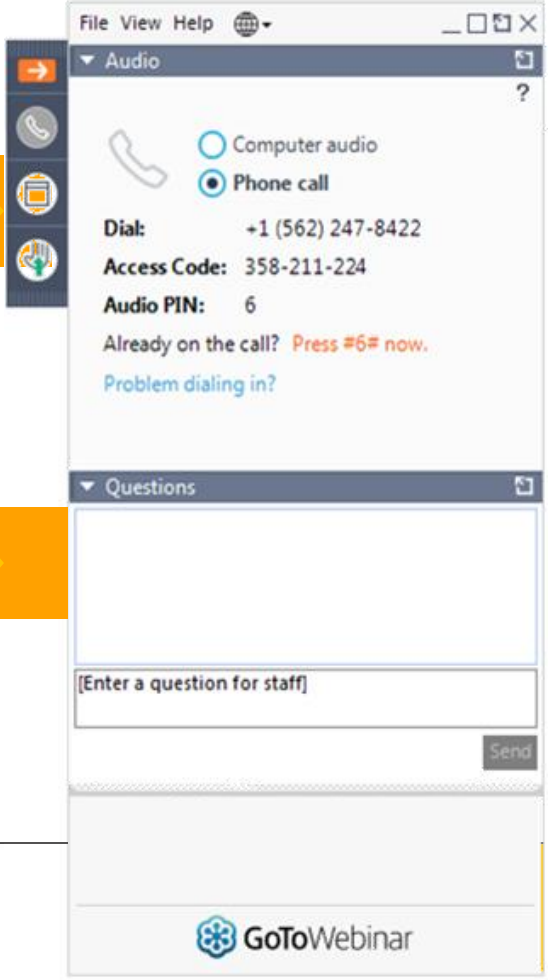
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Panelists

Tammy Davis, Moderator

Vice President

The Bank of New York Mellon

Tim Hagaman

Regional Rep

New Mexico Economic Development Department

Wendy Ederer

Owner

Cornerstone Consulting Associates, LLC

Phil Glynn

President

Travois New Markets, LLC

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Tammy Davis

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Unlocking Capital for Native American Communities



Tim Hagaman

Regional Rep, Northern Eastern Front Range
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NEW MEXICO



ECONOMIC DEVELOPMENT

FOR IMMEDIATE RELEASE:

Contact: Bruce Krasnow

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Gov. Michelle Lujan Grisham
Cabinet Secretary Alicia J. Keyes
Deputy Secretary Jon Clark

Aug. 27, 2019

New Mexico offers \$1 million bonus to Opportunity Zone projects

The State of New Mexico has unveiled an incentive program for Opportunity Zone (OZ) projects and is offering a \$1 million bonus to investments that meet certain benchmarks, Economic Development Cabinet Secretary Alicia J. Keyes said Tuesday.

Keyes said the \$1-million OZ Jobs Bonus shows that Opportunity Zone investments are a key strategy for Gov. Michelle Lujan Grisham as the state diversifies its economy. The federal tax initiative to stimulate development in lower-income neighborhoods can be a huge catalyst in New Mexico where it can be difficult to attract outside financing.



NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT CREDIT ENHANCEMENT PROGRAM (CEP)

In order to support business growth in New Mexico and to create and retain jobs, NMEDD encourages banks and other financial institutions to make loans to small businesses in “under-served” markets. NMEDD can pledge cash to cover a collateral shortfall of a loan in order to enable financing that otherwise might not be available to a small business. The program is administered through the NMEDD’s Finance Development Team.



LEADS

Local Economic Assistance & Development Support

LEADS is a funding program for economic development projects that produce sustainable outcomes. The funding provided through LEADS is intended to create jobs; develop the tax base; and/or provide incentives for business development. LEADS applications will be evaluated based on these objectives. Projects may be awarded \$5,000 to \$15,000 through a cost reimbursement contract. Reimbursement will be made upon completion of the project.

JOB TRAINING

INCENTIVE PROGRAM

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ECONOMIC DEVELOPMENT

By reimbursing qualified companies for a significant portion of training costs associated with newly created jobs, the New Mexico Job Training Incentive Program (JTIP) is one of the nation's most aggressive training incentive packages. Since the program's inception in 1972, more than 1,250 companies and 43,000 New Mexico workers have benefited from the program.

Eligibility for JTIP funds depends on the company's business, the role of the newly created jobs in that business, and the trainees themselves. A JTIP funding contract must be approved and fully executed BEFORE the new employee is hired or training begins. It is best to begin the application process when you determine that the company will be creating new positions and at least 2-3 months before the first hire is expected.



NM Economic Development Office of International Trade

The Office of International Trade was created by the legislature within the New Mexico Economic Development Department to support job creation, retention, and expansion by assisting New Mexico companies to capitalize on opportunities in the competitive global marketplace.

Unlocking Capital for Native American Communities



Wendy Ederer

Owner

Cornerstone Consulting Associates, LLC
Albuquerque, NM

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Economic Development and an Indigenous-Led Economy



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OUR FOUNDATION

Indigenous Values:

- Revolutionizing business models
- Revitalizing indigenous economies
- Peer leadership
- Collaboration not competition
- Respect natural laws



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Indigepreneurship

“A business paradigm which incorporated IWOK would naturally consider the impact that its business ventures are having on the natural environment. It would consider the thousands of years of lived experience where sustainability, balance, and harmony in a community is intricately interwoven with the natural environment.”

From, *Tribal Wisdom for Business Ethics* by Grace Ann Rosile



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ABOUT

a non-profit organization with a mission to change the status quo in Native-owned business by providing tools for success to Native American companies, and tribal organizations.

- 2004: started as a VC Firm
- 2013: 5-year ANA grant awarded
- 2014: NEIR Program began
- 2017: Multi-year W.K. Kellogg grant
- 2018: Community of Practice via MBDA



STORIES OF REGENERATION | Root, Rise, and Thrive



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STORIES OF REGENERATION

Root - Financial Business Basics

@Santa Clara, Laguna, and Santa Ana Pueblos



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STORIES OF
REGENERATION
Rise - NEIR



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Our Impact – Native Entrepreneur in Residence (NEIR)



46

entrepreneurs graduated



265

new jobs created



13.7

million in new gross revenues generated



70

percent of jobs hired are Native hires



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STORIES OF REGENERATION
Thrive - Community of Practice



*NATIVE ENTREPRENEUR IN
RESIDENCE PARTICIPANT*

Lunch & Learn

COMMUNITY OF PRACTICE



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COLLABORATION IS CELEBRATED



Native Women Lead



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Red Moon Ale House & Spirit Mountain Roasting



OPPORTUNITY | New Mexico

- 2nd highest poverty rate in U.S. at 20.6%
- 2nd highest Native population in the country by state
- 9,000 Native-owned businesses in New Mexico, only 5% have employees



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OUR VISION

- Scaling: 10 NEIR grads each year for 3 years
- Strategy: expand into more states
- Hire more Indigenous teachers/facilitators/educators
- Regenerative collaboration
- FBB program
- Community of Practice



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Access to Capital for Native Entrepreneurs Challenges

- Lack of confidence: business owners do not believe that they will be given a loan
- Lack of knowledge: business owners do not know where to go for a loan (are susceptible to predatory lenders)
- Lack of collateral
- Lack of a business plan, financial statements and ability to articulate how the lender will be repaid
- Unaccustomed to self promotion
- Intimidated by the lending process

Access to Capital for Native Entrepreneurs

The Road to Bankability

- Educate business owners on where to go for financing
 - Investment funding
 - Tribal CDFI's
 - Alternative lenders
 - State lending programs for Native business owners
 - Federal guaranteed loan and grant programs
 - Small Business Administration
 - Bureau of Indian Affairs
 - US Dept of Agriculture
 - Traditional banks and credit unions

Access to Capital for Native Entrepreneurs

The Road to Bankability

- Educate and provide technical assistance regarding:
 - Available resources in the geographic area
 - Bookkeeping, accounting & tax filings
 - Financial statements
 - Development of a complete business plan or comprehensive presentation
 - Collateral
 - The “Ask” and a clear plan to increase revenue and repay the loan
- Connect and Collaborate with other Native business owners

THANK YOU!

Wendy Ederer
505 238 3004
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Unlocking Capital for Native American Communities



Phil Glynn

President
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INVESTING WITH IMPACT

In Indian Country since 1995



TRAVOIS™



SERVING NATIVE COMMUNITIES FOR 24 YEARS

Travois is a certified B Corporation that has dedicated its impact work exclusively to American Indian, Alaska Native and Native Hawaiian communities

Certified



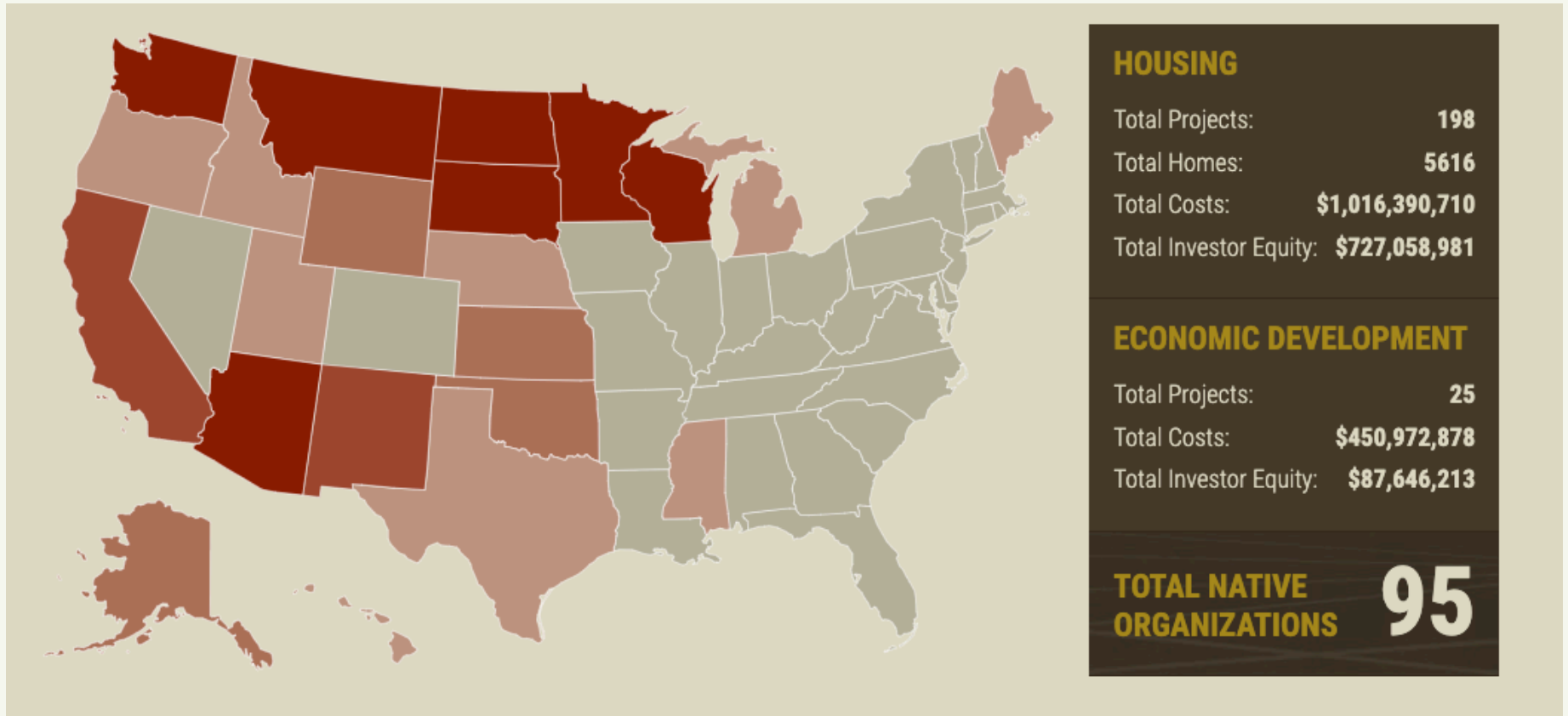
Corporation

This company meets the
highest standards of social
and environmental impact



TRAVOIS™

TRAVOIS WORKS ACROSS INDIAN COUNTRY





IMPACTS & LEVERAGE

Primary Travois Impacts




5,478 affordable homes
5,000 quality jobs

Primary Leveraging Tools



Low Income Housing Tax Credits (LIHTC)
New Markets Tax Credits (NMTC)



Travois provides services to help Native communities spark positive change

CONSULTING

- ▶ We help Tribal housing, business and infrastructure organizations bring transformative community development ideas from the drawing board to the real world. We manage assets, impacts and ensure investor and regulatory compliance.

INVESTMENT

- ▶ We raise capital from New Markets Tax Credit Investors, Low Income Housing Tax Credit investors, Banks, Public agencies, Institutional Investors, Foundations, Impact Investors and Opportunity Zone Investors. We deploy funds in high-impact projects serving Native Communities.



Equity Investments

Federal & State Grants

Advocacy

Asset Management & Compliance

Loans

Design



OUR IMPACTS

Native Clients	Affordable Homes	Quality Jobs	Geothermal Green Infrastructure	Solar Panels
95	5,616	5,000+	153,000 sq. ft.	330



**\$1,400,000,000 of flexible,
affordable capital to Indian Country**



OUR LEADERSHIP




CEO Elizabeth Bland Glynn believes positive investor relationships are built on strong performance, transparency and accountability. Travois is a woman-led and woman-owned business that brings an equity lens to all of our activities.



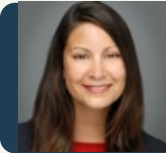
President Phil Glynn works with Tribal leaders across America to build a strong pipeline of development opportunities in a range of asset classes.



Vice President for Economic Opportunity Eva Schulte leads Travois' impact measurement and outreach to Impact Investors across America.



OUR NEW MARKETS ADVISORY BOARD



Little Fawn Boland (Piro/Manso/Tiwa Indian Tribe of the Pueblo of San Juan de Guadalupe in New Mexico), owner at Ceiba Legal LLP



Lance Morgan (Winnebago), president and CEO of Ho-Chunk Inc. Member of the Federal Reserve Bank's community advisory council & board member of Casey Family Programs foundation.



Gabe Galanda (Round Valley), founding partner of Galanda Broadman. Member of the International Advisory Council of Native Nations Institute.



Jason Evans (Inupiaq Eskimo), founder of Financial Alaska. Founder and CEO of Rural Energy Enterprises and board member of Bering Straits Native Corporation & Sitnasuak Native Corporation.



Laurel Vermillion, Ph.D. (Standing Rock Sioux), President of Sitting Bull College. Board member of the American Indian Higher Education Consortium.

ADVISORY BOARD DEAL PREFERENCES

- ▶ Infrastructure to address substance abuse
- ▶ Community facilities
- ▶ Living wages and good benefits
- ▶ On-site childcare



ECONOMIC DEVELOPMENT HIGHLIGHTS



Travis' CDE loans have resulted in \$316,343,364 of construction.



These investments have created 891 direct permanent quality jobs and 1,622 construction jobs.



These new developments provide a range of community goods and services (health care, healthy food, education) to 51,958 end users throughout Indian Country.



This has resulted in 604,977 square feet of new community space.



Travis New Markets deals support the United Nation's Sustainable Development Goals



**TRAVOIS
IMPACTS SUPPORT
THE UNITED NATION'S
SUSTAINABLE DEVELOPMENT
GOALS**

**SUSTAINABLE
DEVELOPMENT
GOALS**





Winnebago Educare Ho-Chunk Inc.

- Investor Closing & Completion Date: 2013-2014
- Social Impacts: Educational & cultural community center supporting ages zero to five through Educare
- Deal Size: \$11,400,000
- Location: Winnebago Tribe of Nebraska reservation, 319 Frenchman Street, Winnebago, NE 68071
- Sustainable Development Goal: Provides early and quality education for children within the tribe



Lucy F. Covington Government Center Confederated Tribes of the Colville Reservation

- Investor Closing & Completion Date: 2014-2015
- Social Impacts: Tribal Government Center providing services for 5,000 enrolled members
- Environmental Impacts: 153,000 sq. ft. of geothermal energy used renewably for building operations
- Native Community Impact: Investor Equity of \$6,000,000
- Deal Size: \$44,000,000
- Location: Colville Indian reservation, 21 Colville St, Nespelem, WA 99155
- Sustainable Development Goal: Building operations supported through use of geothermal energy, which is a clean and affordable energy source



Red Lake Trading Post Red Lake Tribe, Chippewa Indians

- Investor Closing & Completion Date: 2018 (under construction)
- Social Impacts: 20 new permanent jobs, 30 permanent retained jobs, 45 construction jobs
- Food desert: Providing food to service/population area of 4,107 that used to drive 60+ miles for groceries
- Deal Size: \$10,600,000
- Location: Red Lake Nation reservation, 24400 Hwy 1 E, Red Lake, Minnesota 56671
- Sustainable Development Goal: Providing quality and convenient food for local residents and Tribal members, who were previously in a food desert



NAFOA



Itom Hiapsi Pascua Yaqui Tribe

- ▶ Investor Closing & Completion
Date: 2014
- ▶ Social Impact: Community Center
offering services to new populations
- ▶ Deal Size: \$9,000,000
- ▶ Address: 5305 Calle Torim, Tucson,
AZ 85757
- ▶ Sustainable Development Goal:
Ensures that the Tribal members of
Guadalupe, AZ, receive the same
levels of service as Tribal members
living on the reservation



Yukon Koyukuk Elder Assisted Living Consortium

Nulato Tribe, Louden Tribe, Native Tribe of Koyukuk, Ruby Tribe and the Kaltag Tribe

- Date Completed: 2013
- Social Impact: Health care services and elder housing, to keep elders in their community
- Deal Size: \$7,800,000
- Address: 2 1/4 Campion Road, Galena, Alaska, 99741
- Sustainable Development Goal: Prevents displacement of low income seniors from their home and Tribal community, sustaining the culture-bearing role of Tribal elders



Goodnews Bay Regional Processing Plant Coastal Villages Region Fund

- Date Completed: 2010
- Social Impact: Created 59 permanent jobs and 150 part-time jobs. With a processing plant now within a safe and affordable distance, this has allowed 596 fishing families regular access to a sustainable fishing resource
- Deal Size: \$39,052,935
- Address: Napaskiak, AK 99559
- Sustainable Development Goal: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



3 GOOD HEALTH
AND WELL-BEING



Bad River Health & Wellness Center Bad River Tribe, Lake Superior Chippewa

- ▶ Investor Closing & Completion Date: 2011-2012
- ▶ Social Impacts: Supports a total of over 3,000 Tribal members and surrounding community
- ▶ Deal Size: \$9,800,000
- ▶ Location: Bad River Indian Reservation, 53585 Nokomis Rd, Ashland, Wisconsin 54806
- ▶ Sustainable Development Goal: Helps support the health access of the Bad River Tribal members





Coyote Valley Hotel & Water Treatment Coyote Valley Tribe, Pomo Indians

- Investor Closing: 2018
- Social Impacts: Native-owned business, 24 FTE quality jobs, 150 construction jobs
- Deal Size: \$18,000,000
- Location: Coyote Valley Indian Reservation, Redwood Valley, California 95470
- Sustainable Development Goal: Ensures quality water sanitation and provides jobs and earned income



6 CLEAN WATER
AND SANITATION






Itom Mahtawa'Apo Pascua Yaqui Tribe

- Investor Closing & Completion Date: 2011-2013
- Social Impacts: Multi-generational education & cultural preservation center
- Deal Size: \$8,700,000
- Location: Pascua Yaqui Indian Reservation, 7474 Camino De Oeste Tucson, Arizona 85757
- Sustainable Development Goal: Preserves the significant and unique history of tribe and provides education and community programming

11 SUSTAINABLE CITIES
AND COMMUNITIES





Little Big Horn College Health & Wellness Center Crow Nation, Apsáalooke

- Investor Closing & Completion Date: 2011-2012
- Social Impacts: Student-centered facility
- Native Community Impact: Investor Equity of \$2,300,000
- Deal Size: \$10,300,000
- Location: 8645 S Weaver Dr., Crow Agency, MT 59022
- Sustainable Development Goal: Aids in supporting the Health and Well-Being of the Crow Nation Tribal members



3 GOOD HEALTH
AND WELL-BEING





**2018
AFFORDABLE
HOUSING
HIGHLIGHTS
CONTINUED**



7,251 tenant files reviewed to ensure federal compliance and investor impacts



95.73% occupancy rate for Tribal clients' developments with our help



\$6.8 million allocated for supportive residential services

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CONTACT:

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December 4, 2019

1:00 – 4:00 PM Eastern

Intro Food Systems Finance WebCourse

December 11-12, 2019

12:00 – 5:00PM Eastern Daily

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Tuesday, December 17 @ 1:00 pm Eastern

Celebrating 10 years of the CDFA // BNY Mellon
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