

2019 Update Comprehensive Economic Development Strategy Report



Great Lakes Inter-Tribal Council

Encompassing 11 federally recognized Indian tribes located in Wisconsin and Upper
Michigan

October 2019

Great Lakes Inter-Tribal Council

2932 Hwy 47 North

Lac du Flambeau WI 54538

www.glitc.org

EXECUTIVE SUMMARY

There are many ways to pursue economic development—this plan seeks to identify and utilize existing community assets and build upon earlier strategies and efforts expended by the tribes in order to prioritize the best way forward. This will allow tribal economies to maximize the benefits of its investments in the community while economizing its use of the limited available resources, as well as help the various tribes join forces with viable partners in a coordinated effort.

A recent survey conducted by the American Planning Association found that “two-thirds of Americans believe their community needs more planning to promote economic recovery” (APA Economic Development Task Force, 2015). Economic development planning is critical to the long-term success of every community. Primary outcomes of economic development planning include:

-  *Job creation*
-  *Industry diversification*
-  *Business retention and expansion*
-  *Increased revenue base*
-  *Improved quality of life*

All these outcomes are critical to successful tribal economies and the well-being of their communities.

CEDS UPDATE

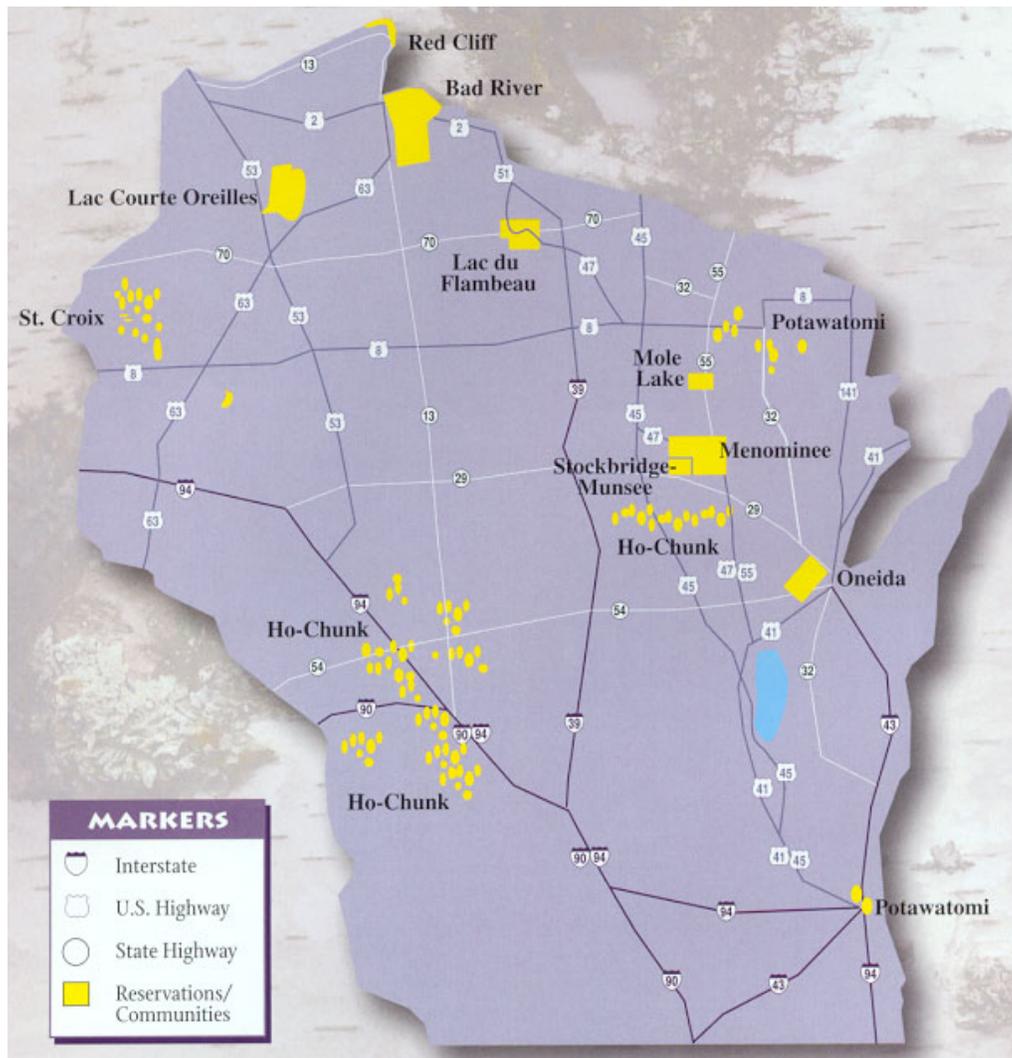
Great Lakes Inter-Tribal Council, Inc. (GLITC) is currently in the process of updating the Comprehensive Economic Development Strategy (CEDS). This is a strategy planning document which is required to maintain the Wisconsin tribes’ designation as an Economic Development District by the U.S. Department of Commerce, Economic Development Administration (EDA). This designation enables tribal communities within the state to remain eligible for EDA and other funding programs. Jurisdictions seeking EDA funding for public works projects, engineering and construction projects, planning studies, business assistance, or aid to an economy in distress must first be listed in an EDA-approved CEDS to be considered eligible.

Development of a CEDS requires an appraisal of each member entity’s existing conditions, needs, abilities, financing options, and project readiness. GLITC is required to provide EDA with annual updates. The most recent CEDS covers the five period 2016 – 2021.

During the fall of 2019, data was collected utilizing a questionnaire developed with the intent to assess how the tribes’ approach economic development, and where they are in their respective planning processes. This questionnaire was sent to all Chairpersons and Presidents of the Tribal Nations in Wisconsin, and to each of the tribes’ planning

and economic development personnel. The tribes were also asked to provide GLITC with information on existing SWOTs and any strategic planning efforts as they pertain to economic development. This report is a summary of the data provided to GLITC.

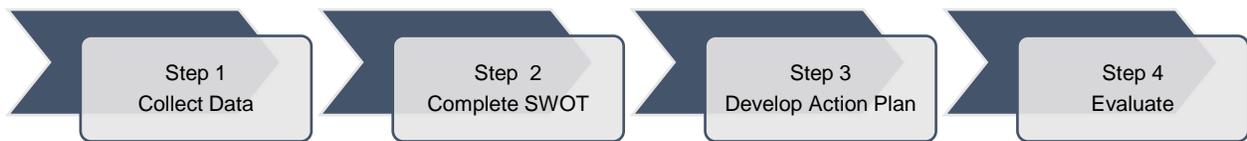
Location Map of the 11 Federally Recognized Tribes in Wisconsin



GLITC's Economic Development District (EDD) region is comprised of the eleven federally recognized reservations in Wisconsin. The reservations or EDD region included in this CEDS is vast and encompasses more than one half million acres in Wisconsin. The reservations and tribally held lands are located in part or encompass whole sections of 16 different counties in the state - Ashland, Barron, Bayfield, Brown, Burnett, Forest, Jackson, Menominee, Milwaukee, Monroe, Outagamie, Sauk, Sawyer, Shawano, Vilas, and Wood.

The vision of the GLITC's EDD is to be recognized as an economic development resource by its member entities and community partners. By collaborating on key regional objectives including workforce development, business resiliency, infrastructure, and disaster planning, CED members can create a stronger, more resilient region, able to withstand both economic and natural disaster disruptions, while expanding economic opportunity for all reservation residents.

CEDS PLANNING PROCESS



This planning process for updating the CEDS consists of four major steps. A series of SWOT analyses were compiled by GLITC with input being requested from tribal leaders and economic development staff/groups/committees across the state. This is the first step needed to begin updating the CEDS document.

There are three additional CEDS components that will need to be developed to update the CEDS in the upcoming year. After the SWOT information is compiled, the findings from this information will be used to develop a Strategic Direction and Action Plan, along with an evaluation framework to evaluate its implementation. To accomplish this, a new CEDS Committee will be formed that will be comprised of tribal leaders and economic development representatives that will meet on a quarterly basis, and guide the development of the remaining components of the CEDS preparation: Identification of priorities, and selection of projects to be proposed for EDA investment.

After all the components have been developed, the all-new CEDS will be complete by January 2021. The current edition of the CEDS is available on GLITC's website at <http://www.glitc.org/forms/EDA/ceds-document-2016.pdf>

DEVELOPMENT PRIORITIES REVISITED

In 2016, the GLITC Board of Directors, who are also the highest level of leadership in each of the Tribal Nations in Wisconsin, determined the following priorities for economic development:

- ❖ Small business development
- ❖ Infrastructure development
- ❖ Tourism
- ❖ Development of commercial/retail businesses

❖ Forest products/natural resources

In September 2019, the GLITC Board of Directors began the process of reviewing and revising the current strategic plan. This process will be complete in January 2020. It should be noted that tribal priorities have consistently emphasized the need for small business development to achieve full employment and to encourage business expansion into essential sectors such as energy, information technology, health, education, and cultural preservation. Since tribal communities are confined to reservations, there is also a recognized need to expand social enterprise development in the areas of environmental sustainability and climate resiliency.

REGIONAL CONTEXT AND ECONOMIC IMPACT

The tribes' economic bases are primarily dependent on gaming. As a result, the tribes are extremely valuable economic engines in Wisconsin. The positive effects from tribal gaming in Wisconsin extends far beyond reservation or trust land borders. Tribes drive an array of economic activity including services, jobs, wages, taxes, other government revenue, and capital investment.

Exercising their inherent sovereign rights as independent nations under federal law, tribes agree to use their gaming profits in accordance with the Indian Gaming Regulatory Act (IGRA)¹. Under IGRA, gaming is recognized as a “means of promoting tribal economic development, self-sufficiency, and strong tribal governments”². Historically, tribes have used their gaming profits on the following:

- Support tribal government operations;
- Develop tribal infrastructure;
- Support tribal social and economic programs and services, such as health care, education, housing assistance, public safety, vocational training, youth programs, elderly care, transportation, cultural, and environmental and natural resource services;
- Fund the development of other tribal enterprises;
- Help charitable causes; and
- Make payments to local governments and contract for government services (e.g., law enforcement, fire protection, and judicial services).³

The tribal gaming industry has long been a significant contributor to the national as well as state economies. The tribal gaming sector, representing nearly half of all casino

² Indian Gaming Regulatory Act, 25 U.S.C. § 2701(5).

³ Indian Gaming Regulatory Act, 25 U.S.C. § 2702(1).

³ Alan Meister, 2017, *Casino City's Indian Gaming Industry Report*, 2017 Edition, Newton: Casino City Press. IGRA sets forth that tribes may only use gaming profits to fund tribal government operations or programs, provide for the general welfare of their members, promote tribal economic development, donate to charitable organizations, and help fund operations of local government agencies. Indian Gaming Regulatory Act, 25 U.S.C. § 2710(b)(2)(B).

revenue in the U.S., is a critical driver of economic activity.⁴ In addition, due to remoteness of location, tribes often bring employment opportunities to many rural and economically challenged areas.

The following is a recent list of employment rankings provided by Department of Workforce Development:

- Bad River Band of the Lake Superior Tribe of Chippewa Indians
They are the largest employer in Ashland County
- Forest County Potawatomi Community
They are the largest employer in Forest County, among the largest in Milwaukee County, and they are the 34th largest employer in the state
- Ho-Chunk Nation
They are the largest employer in Sauk and Jackson Counties
- Lac Courte Oreilles Band of Lake Superior Chippewa Indians
They are the largest employer in Sawyer County
- Lac du Flambeau Band of Lake Superior Chippewa Indians
They are the largest employer in Vilas County
- Menominee Indian Tribe of Wisconsin
They are the largest employer in Menominee County
- Stockbridge Munsee Community
They are the largest employer in Shawano County
- Oneida Nation
They are the fifth largest employer in Brown County and the fourteenth largest employer in Outagamie County
- Red Cliff Band of Lake Superior Chippewa Indians
They are the largest employer in Bayfield County
- St. Croix Chippewa Indians of Wisconsin
They are the largest employer in Burnett County and the second largest employer in Barron County
- Sokaogon Chippewa Community
They are the twelfth largest employer in Forest County

The tribes' gaming compacts also provide certain allocations of tribal gaming revenues to state agency programs. For example, in 2017-18, tribes allocated \$25,355,800 to various state programs in such areas as health services, justice, education, veterans affairs, and tourism promotion.⁵

Although these figures present a prosperous picture, the eleven tribal communities rank high in community distress criteria. With few exceptions, these communities are economically challenged by high unemployment, lack of on-reservation commerce or industry, lack of transportation services, depressed educational achievement, lack of

⁴ Meister (2017).

⁵ *Tribal Gaming in Wisconsin Informational Paper 86*. Wisconsin Legislative Fiscal Bureau, January 2019.

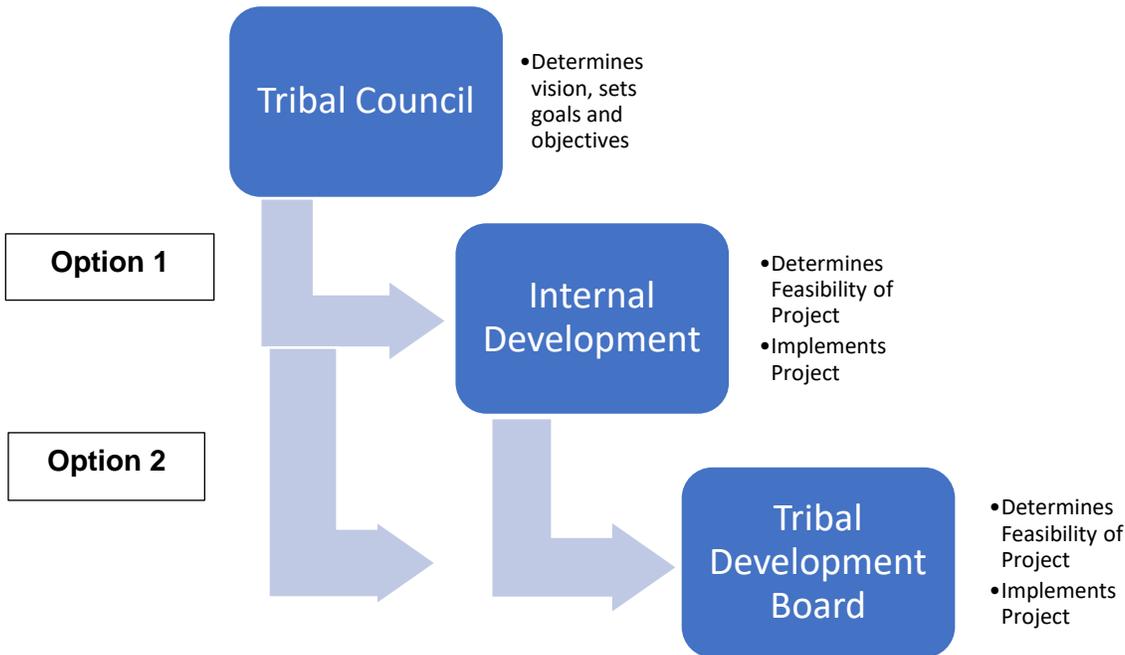
entrepreneurial culture, and general dependency. Recognizing the need for economic diversification, tribal leaders are unified in their efforts to encourage the development of small businesses, whether in tourism, hospitality, forest products/natural resources, supplier services, consumer services, "Buy Indian" and other initiatives and in supporting programs that can assist in their own business development efforts.

COOPERATIVE PLANNING EFFORTS

The Tribal Nation in Wisconsin have access to a broad range of business practitioners, private sector entrepreneurs, and local, regional and state economic development agencies and organizations. Participation with state and federal agencies is at the forefront. Many tribes also work well with other entities in specific areas such as county transportation and law enforcement. However, many of the tribes do not fully engage with other regional/ external entities in their economic development efforts. Minimal levels of participation with these external entities is reported and is typically project specific. In addition, tribal representation/committee inclusion with non-tribal entities is rare.

Along with state agencies, the following are potential strategic partners: Bay-Lake Regional Planning Commission (BLRPC), East Central Wisconsin Regional Planning Commission (ECWRPC), First American Capital Corporation (FACC), Minority Business Development, NiiJii Capital Partners, Inc. (NiiCaP), North Central Wisconsin Regional Planning Commission (NCWRPC), Northwest Regional Planning Commission (NWRPC), Wisconsin Housing and Economic Development Authority (WHEDA), Wisconsin Indian Business Alliance (WIBA), Wisconsin Native Loan Fund (WINLF), WisDOT Inter-Tribal Task Force, and the Wisconsin Procurement Institute (WPI), American Indian Chamber of Commerce (AICCW), and Wisconsin Economic Development Corporation (WEDC).

TRIBAL DEVELOPMENT PROCESSES



Business formation is critically important for tribal business development. Many tribes still conduct business through an internal economic development component of the tribe. These businesses do not have a separate legal structure from the tribe. In this structure, development projects are initiated and approved by the tribal councils. Another way that tribes conduct business is through a separate entity such as a business development corporation. The creation of a tribal business development corporation or other business entity separated from tribal government can provide certain advantages:

- Free the tribal council from micro-managing tribal businesses and allow the council to focus on long-term development strategies and goals
- Assign responsibility to operate and manage tribal businesses to those who have business skill and knowledge
- Provide a buffer between managers and tribal politics
- Provide continuity and stability to business management by promoting the development of economic development and business policies that are less subject to change by electoral politics.⁶

Sovereign immunity, organizational considerations, legal liability, federal tax treatment, and financing considerations are some things tribes consider regarding business development. It should be noted that there is also a trend identified toward establishing a holding company structure for tribal development. Not only does this structure maintain the recommended separateness, this formation structure allows for efficiencies of shared administrative services such as human resources, marketing, finance, and management among other overhead costs that are provided to its subsidiaries.

TRIBAL CORPORATE STRUCTURE

Many of the tribes utilize separate corporate entities to conduct their businesses. The following tribes have separate corporate entities chartered either 1) under their constitutional authority; or 2) under state law⁷:

- ❖ Bad River Band of the Lake Superior Tribe of Chippewa Indians:

Bad River Community Development Corporation - chartered 2018

- ❖ Forest County Potawatomi Community:

Potawatomi Business Development Corporation - chartered in 2002
Subsidiary companies include Silver Lake Construction, Advancia Technologies, Advancia Aeronautics, Greenfire, Data Holdings, Redhawk, Potawatomi Federal Solutions, and 1Prospect Technologies

⁶ Atkinson, K. & Nilles, K. (2008). *Tribal Business Structure Handbook*. Published by the Office of the Assistant Secretary of Indian Affairs, U S. Department of Interior.

⁷ Corporate charter of Bay Bancorporation-Oneida Nation established under state law.

- ❖ Lac du Flambeau Band of Lake Superior Chippewa Indians:

Lac du Flambeau Business Development Corporation - chartered 2012
Subsidiary corporations: LDF Construction, LDF Country Market, LDF Holdings,
and Ishkodance LLC

- ❖ Menominee Indian Tribe of Wisconsin:

Wolf River Development Company - chartered in 2014

- ❖ Oneida Nation:

Oneida Airport Development Corporation - chartered 1994
Bay Bancorporation - chartered 1995
Oneida Seven Generations Corporation - chartered in 1996
Oneida Golf Enterprise - chartered in 2009
Oneida Engineering Science and Construction Group LLC - chartered in 2012
a wholly owned holding company with two subsidiaries:

- *Mission Support Services (MS2); and*
- *Sustainment and Restoration Services (SRS)*

- ❖ Red Cliff Band of Lake Superior Chippewa Indians:

Red Cliff Business Development Corporation - chartered 2017

- ❖ Sokaogon Chippewa Community:

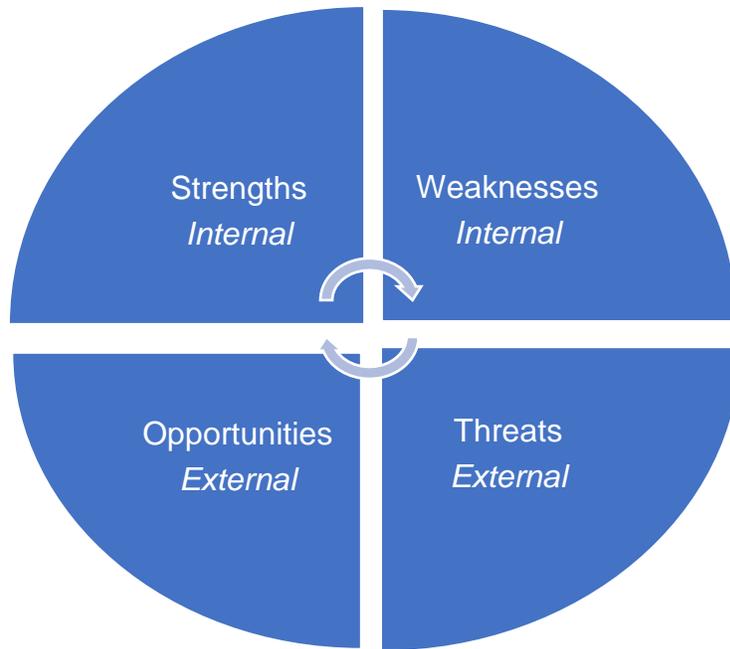
Sokaogon Chippewa Inc. - chartered 2014

SWOT ANALYSIS

A SWOT analysis is a necessary component in updating the CEDS. Results of the SWOT analysis help identify internal and external factors of the tribes' regional economies. This discovery phase will cascade into discussions about where the overall tribal regional economies are going and identifying strategies that can ensure the long-term success, viability, and durability of the regional economies. Examples of regional attributes that may be uncovered during the exercise include:

State of the regional economy	Infrastructure needs
External trends and forces	Natural hazards
Workforce considerations	Equitable development
Resources for economic development	Partners for economic development

This SWOT analysis of each tribe's regional economy should answer the question, "Where are we now?"



To complete the SWOT, the tribes were asked the following questions:

Strengths - Internal

What does your tribe do better than others? What advantages do you have over your competition? What do others perceive as your strengths?

Weaknesses - Internal

What specific challenges are preventing your tribe from obtaining a maximum level of development? Is there anything holding your tribe back from this success? In what areas is your tribe struggling the most?

Opportunities - External

What upcoming opportunities for your tribe are you most excited about? What conditions, that if capitalized on, will contribute to improving or progressing in economic development?

Threats - External

Are there challenges that may lead to a deteriorating business or financial position? What factors beyond your control could place your tribe at risk? What trends or conditions may negatively impact your tribe?

The following is a compilation of general factors as represented by the SWOTs collected from the tribes and from information contained in the strategic plans:

SWOT COMPILATION

Strengths

- Sustainability of pristine beauty of natural environment
- Quality and abundance of natural and wildlife resources
- Hunting, fishing, and outdoor recreational activities
- Available land for development

Weaknesses

- Tribal income levels relatively low as compared to local regions
- Lack of affordable housing for members
- Lack of business diversification
- Difficulties attracting and retaining talent

Opportunities

- Tourism development
- Expand agriculture and food sovereignty practices
- Increase participation in external collaborative groups

Threats

- Gaming revenues no longer growing
- Lack of preparation for digital economy
- Increasingly more competitive and restrictive funding sources

STRATEGIC PLANNING EFFORTS

As each tribe has different priorities and resources, each tribe is at a different stage in their overall strategic planning efforts. In addition, economic development planning is typically only one of many components addressed in tribal strategic planning processes. Most of the tribal strategic plans have components that address culture and language, education and workforce, health and social welfare, housing, and land issues.

One aspect that is consistent in tribal planning processes is the recognition for community input in the process. Tribal members from each community take an active role in the planning for the future of their reservations.

The following is a list of tribal nations that currently have existing strategic plans or are in the process of developing their strategic plan:

TRIBE	YEAR APPROVED	COMMUNITY INPUT	OTHER COMPONENTS ADDRESSED
Bad River	2018 Ten-year plan with review in five years	Listening sessions	Yes
Ho Chunk	2019 Ten-year plan	Surveys	Yes
Lac Courte Oreilles	In Progress	---	Yes
Menominee	2007	Direct mailings and community meetings	Yes
Oneida	2018 Ten-year plan	Interactive polling tool used with leaders/staff and online survey for community members	Has only economic development focus
Sokaogon Chippewa	Five-year plan	Paper surveys and input also collected from directors	Yes
Stockbridge	2015	Input sessions with community	Yes

TRIBES: TWO TYPES OF COMMUNITY DEVELOPMENT

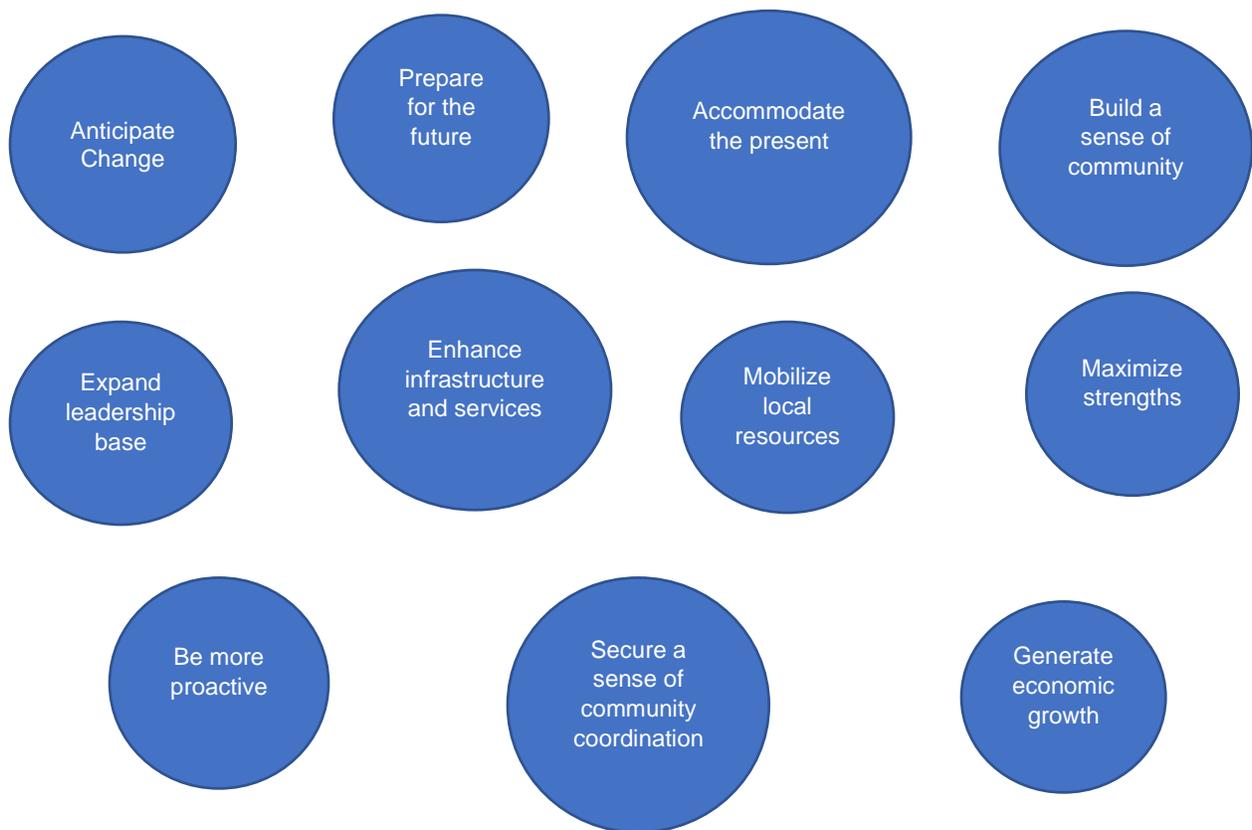
There are two types of development in community development - development in community and development of community (Theodori, 2009). Based upon the information provided to GLITC, economic development for tribes encompasses both types:

In community primarily refers to an approach to bring about improvements, primarily infrastructural enhancements, in the community. Examples include economic growth, modernization, improved service delivery, and business

retention, expansion and recruitment. With this type of development, the community tends to be viewed merely as a setting or location in which various improvements occur.

Of community is a much broader process than economic development, modernization, improved service delivery and other developments in the community. This type of development consists of establishing, fostering and maintaining processes in the community that encourage communication and cooperation between/among individuals, informal groups and formal organizations. Development of community involves purposive, positive, structure-oriented efforts by people in a locality to articulate and sustain a community.

By engaging in community-based planning, tribal communities will be able to⁸:



⁸ Theodori, G. (2009).

STRATEGIC PLANNING - KEY THEMES

Aligning common development goals and objectives can be difficult, given the many differences among the Tribal Nations in Wisconsin. However, there are common themes identified in their strategic planning efforts. Nuances aside, the following are key themes that the Tribal Nations in Wisconsin consider important in planning for their future:

Growing Communities

Many tribes are planning for growth by currently assessing their own structures, systems, economies, and the future of their gaming businesses. Tribes also recognize the importance of diversification and fostering partnerships with key stakeholders, other tribes, and the surrounding communities to help deliver on shared priorities and coordinate development at different levels.

Leading and Listening

Tribal governments recognize the importance of providing transparent governance with open communication and clarification of roles and responsibilities.

Environment and Sustainability

The protection and sustainability of tribal lands is a priority for all the tribes. Identified complexities involve balancing land use with economic value, natural resources, cultural value, and conservation practices.

Infrastructure Development

This would include not only physical infrastructure development, but internal infrastructure development of important systems and processes. Informal, sociocultural institutions are also crucial to tribal economic development.

Education and Workforce Development

Human capital, particularly education and skills, is recognized as an important determinant of long term tribal economic development.

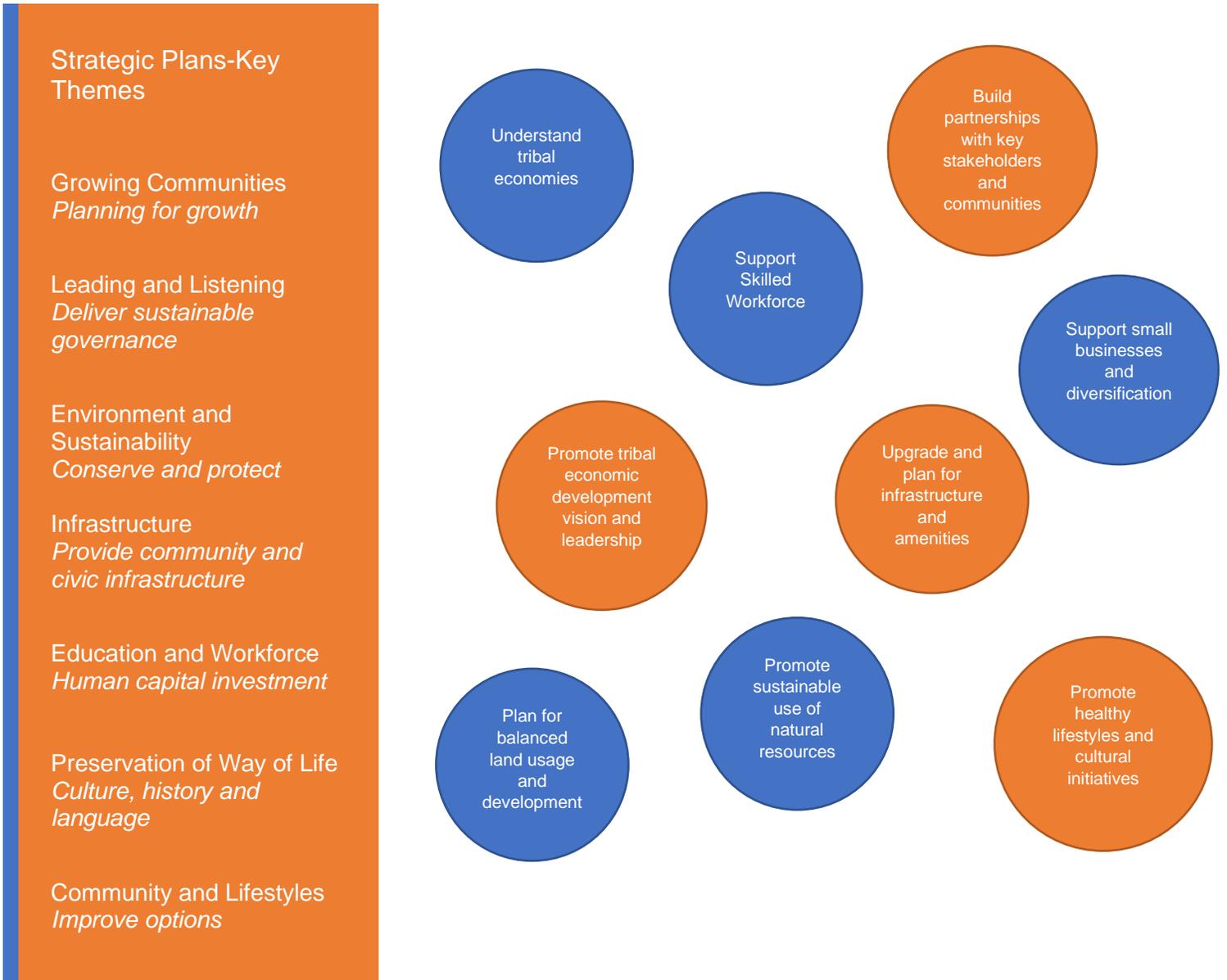
Preservation of Way of Life

Promotion of healthy living through cultivation and preservation of the unique ways of tribal life.

Community and Lifestyles - Improving options

Tribes are focused on creating options for collaborative, preventive, and holistic systems of care for their members and the promotion of healthy lifestyles.

Tribal Community Strategic Plans → Economic Development Roles → Actions



The figure above illustrates an economic development framework of which identifies key themes in the tribes' strategic plans and recommends overarching economic development roles. The roles set the framework for clear actions to be identified following CEDS stakeholder engagement.

RECOMMENDED FRAMEWORK

Achieving the Vision and Priorities – Recommended Framework for the Economic Development Strategy

To ensure the economic development strategy contributes to, and aligns, with the vision for tribes, it is suggested an economic development framework be ultimately guided by the already established themes found in the tribes' strategic plans. As a result of these themes, clear economic development roles can be established to then guide the identification of strategies and corresponding actions that will ultimately form the CEDS Economic Development Strategy.

NEXT STEPS

1. Continue with Collection of Data

Several of the tribes still need to submit their planning documentation to GLITC. The results of the questionnaires, SWOTs, and strategic planning submissions will continue to be compiled and integrated into updated findings that will be available to new CEDS Strategy Committee for use in their strategic planning activities at the beginning of 2020.

Timeline: Ongoing until 2020

2. Establishment of CEDS Strategy Committee

A new GLITC EDA CEDS Strategy Committee will be formed. Tribal leadership will designate representatives of their respective tribes to serve on this committee. Membership of this committee will comply with EDA requirements and include representatives from the entire region. This committee will be responsible for the development of the remaining components for the 2021 CEDS Update which will include identification of strategies, selection of projects to be proposed for EDA investment, and action items for the tribes in the EDD. This planning process will also result in the identification of local needs and availability of related state, federal or private foundation assistance to assist in meeting these needs. The committee will also be charged with developing a strategy for business investments designed to create and retain jobs, particularly for the unemployed and underemployed since the GLITC service area includes many economically distressed and rural regions in the state.

Timeline: First Quarter of 2020

COMPLETION OF CEDS

After the strategy and action components have been developed, the all-new CEDS will be complete by January 2021.

References

"*Tribal Gaming in Wisconsin Informational Paper 86.*" Wisconsin Legislative Fiscal Bureau, January 2019.

Atkinson, Karen and Nilles, Kathleen. "*Tribal Business Structure Handbook.*" Office of the Assistant Secretary of Indian Affairs - U.S. Department of the Interior, 2008.

Meister, Allan. "*Casino City's Indian Gaming Industry Report.*" Newton: Casino City Press, 2017 Edition.

Theodori, Gene. "*Preparing for the future: A guide to community-based planning.*" Southern Rural Development Center, April 2009.

Appendix A

PRIMARY CASINOS

BAD RIVER CASINO

Bad River Band of Lake Superior Chippewa Indians
Hwy 2, P.O. Box 8, Phone: (715) 682 7121
Odanah, WI 54861 FAX: (715) 682-7149
(Ashland County)

HO-CHUNK GAMING – WISCONSIN DELLS

Ho-Chunk Nation
S3214A Hwy 12, Phone: (608) 356-6210
Baraboo, WI 53913 Fax: (608) 355-4035
(Sauk County)

HO-CHUNK GAMING – BLACK RIVER FALLS

Ho-Chunk Nation
Hwy 54 E W9010, Phone: (715) 284-9098
Black River Falls, WI 54615 Fax: (715) 284-9739
(Jackson County)

HO-CHUNK GAMING - NEKOOSA

Ho-Chunk Nation
949 County Road G, Phone: (715) 886-4560
Nekoosa, WI 54457 Fax: (715) 886-4551
(Wood County)

LEGENDARY WATERS RESORT & CASINO

Red Cliff Band of Lake Superior Chippewa Indians
88705 Pine Tree Lane
P.O. Box 1167, Hwy 13, Phone: (715) 779-3712
Bayfield, WI 54814 Fax: (715) 779-3715
(Bayfield County)

LAC COURTE OREILLES SEVENWINDS CASINO, LODGE & CONVENTION CENTER

Lac Courte Oreilles Band of Lake Superior Chippewa Indians
13767 W. County Road B, Phone: (715) 634-5643
Hayward, WI 54843-4184 Fax: (715) 634-8110
(Sawyer County)

LAKE OF THE TORCHES RESORT & CASINO

Lac du Flambeau Band of Lake Superior Chippewa Indians
510 Old Abe Road, Phone: (715) 588-7070
Lac du Flambeau, WI 54538 Fax: (715) 588-9508
(Vilas County)

MENOMINEE NATION CASINO RESORT

Menominee Indian Tribe of Wisconsin
P.O. Box 760, Phone: (800) 343-7778
Keshena, WI 54135 (715) 799-3600
(Menominee County) Fax: (715)799-1325

MOLE LAKE CASINO

Sokaogon Chippewa Community, Mole Lake Band of Lake Superior Chippewa Indians
3084 State Hwy 55
PO Box 277, Phone: (715) 478-7562
Crandon, WI 54520 Fax: (715) 478-7547
(Forest County)

NORTH STAR MOHICAN CASINO RESORT

Stockbridge-Munsee Band of Mohican Indians
W12180 County Road A, Phone: (715) 793-4090
Bowler, WI 54416 Fax: (715) 787-3129
(Shawano County)

ONEIDA CASINO

Oneida Nation of Wisconsin
2020 Airport Drive, Phone: (800) 238-4263
Green Bay, WI 54304 Fax: (920) 496-2019
(Brown County)

**ONEIDA IRENE MORE ACTIVITY CENTER (IMAC)
(Across parking lot from Oneida Bingo & Casino)**

Oneida Nation of Wisconsin
2100 Airport Drive, Phone: (800) 238-4263
Green Bay, WI 54313
(Brown County)

ONEIDA MASON STREET CASINO

2522 W. Mason Street, Phone: (800) 238-4263
Oneida Nation of Wisconsin
Green Bay, WI 54303
(Brown County)

POTAWATOMI BINGO CASINO

Forest County Potawatomi Community of Wisconsin
1721 West Canal, Phone: (414) 645-6888
Milwaukee, WI 53233 Fax: (414) 645-6866
(Milwaukee County)

POTAWATOMI CARTER CASINO HOTEL

Forest County Potawatomi Community of Wisconsin
Hwy 32 North, Phone: (715) 473-2021
Carter, WI 54566 Fax: (715) 473-6104
(Forest County)

ST. CROIX CASINO & HOTEL

St. Croix Band of Lake Superior Chippewa Indians
777 Hwy 8/63, Phone: (800) 846-8946
Turtle Lake, WI 54889 (715) 986-4777
(Barron County) Fax: (715) 986-2877

ST. CROIX CASINO - DANBURY

St. Croix Band of Lake Superior Chippewa Indians
Highway 35 & 77
P.O. Box 98, Phone: (800) 238-4946
Danbury, WI 54830 (715) 656-3444
(Burnett County) Fax: (715) 656-3178

ANCILLARY LOCATIONS

GRINDSTONE CREEK CONVENIENCE & CASINO

Lac Courte Oreilles Band of Lake Superior Chippewa Indians
13394 W. Trepania Road, Phone: (715) 634-2430
Hayward, WI 54843
(Sawyer County)

HO-CHUNK GAMING - WITTENBERG

Ho-Chunk Nation
N7217 US Highway 45, Phone: (715) 253-4400
Wittenberg, WI 54499 Fax: (715) 253-3677
(Shawano County)

HO-CHUNK GAMING - TOMAH

Ho-Chunk Nation Phone: (608) 372-3721
27867 Highway 21 Fax: (608) 372-4162
Tomah, WI 54660
(Monroe County)

LITTLE TURTLE HERTEL EXPRESS CONVENIENCE & CASINO

St. Croix Band of Lake Superior Chippewa Indians
4384 State Road 70, Phone: (715) 349-5655
Hertel, WI 54845 Fax: (715) 349-5538
(Burnett County)

ONEIDA TRAVEL CENTER

Oneida Nation of Wisconsin
5939 Old Highway 29, Phone: (920) 865-7919
Pulaski, WI 54162
(Outagamie County)

ONEIDA ONE-STOP PACKERLAND

Oneida Nation of Wisconsin
3120 S Packerland Drive, Phone: (800) 238-4263
Ashwaubenon, WI 54313
(Brown County)

THUNDERBIRD

Menominee Indian Tribe of Wisconsin
P.O. Box 760, N277 Hwy 44/55
Keshena, WI 54135 Phone (800) 343-7778
(715) 799-3600 Fax: (715)799-1325
(Menominee County)

Appendix B

The following section is an update of the governing bodies of the Wisconsin tribes

Bad River Band of the Lake Superior Tribe of Chippewa Indians



Contact Information:

P.O. Box 39
Odanah, WI 54861
Phone: 715-682-7111
Fax: 715-682-7118
Website: www.badriver-nsn.gov
www.badriver.com

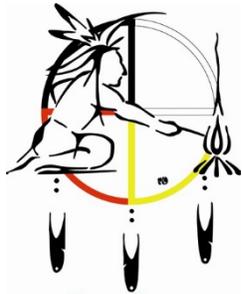
Mike Wiggins Jr., Chairman
Michael Berlin, Vice Chairman
Etta Burns, Treasurer
Jay McFee, Secretary

Council Members:

Barb Smart, Senior Council Member
Milisa Corbine, Senior Council Member
Dylan Jennings, Junior Council Member

Location: Ashland County, northern Wisconsin

Forest County Potawatomi Community



Forest County
Potawatomi Community

Contact Information:

P.O. Box 340
Crandon, WI 54520
Phone: 800-960-5479 or 715-478-7200
Fax: 715-478-5280
Website: www.fcpotawatomi.com

Executive Council:
Ned Daniels, Chairman
Brenda Shopodock, Vice Chairwoman
Joseph Daniels, Sr., Treasurer
James A. Crawford, Secretary
Brooks Boyd, Council Member
Nick Shepard, Council Member

Location: Forest and Milwaukee Counties, Wisconsin

Ho-Chunk Nation



Contact Information:

Tribal Office Building
P.O. Box 667
Black River Falls, WI 54615
Phone: (715) 284-9343 / (800) 294-9343
Fax: (715) 284-2632
Website: www.ho-chunknation.com

Marlon WhiteEagle, President
Karena Thundercloud, Vice President
Hinü Helgesen Smith, Secretary

Members of Tribal Legislature by Legislative Area:

District 1 - Karena Thundercloud, George Stacy, Hinü Helgesen Smith

District 2 - Conroy Greendeer, Kristin WhiteEagle, Carly Lincoln

District 3 - Darren Brinegar, Lawrence Walker Jr., Sarah Lemieux

District 4 - Kathy Lone Tree-Whiterabbit, Paul Fox, Robert TwoBears, Matthew Mullen

Locations: Jackson, Monroe, Sauk, Shawano, and Wood Counties, Wisconsin

Lac Courte Oreilles Band of Lake Superior Chippewa Indians



Contact Information:

Lac Courte Oreilles Tribal Governing Board
13394 West Trepania Road
Hayward, WI 54843
Phone: 715-634-8934
Fax: 715-634-4797
Website: <https://lcotribe.com/>

Louis Taylor, Chairman
Lorraine Gouge, Vice Chairwoman
Michelle Beaudin, Secretary/Treasurer

Council Members:

Don Carly
Tweed Shuman
Gary "Little Guy" Clause
Glenda Barber

Location: Sawyer County, northwest Wisconsin



Lac du Flambeau Band of Lake Superior Chippewa Indians

Contact Information:

P.O. Box 67
Lac du Flambeau, WI 54538
Phone: 715-588-3303
Fax: 715-588-7930
Website: www.ldftribe.com

Joseph Wildcat Sr., President
George Thompson, Vice President
Jamie-Ann Allen, Secretary
William "Bill" Stone, Sr., Treasurer

Council Members:

Dee Ann Allen
Jerome "Big John" Brooks
Charles "Gus" Theobald
Eric Chapman, Sr.
Brittany Allen
Melissa Doud
John D. (Goober) Johnson
Racquel (Zortman) Bell

Location: Vilas County, north central Wisconsin



Menominee Indian Tribe of Wisconsin

Contact Information:

Legislature

W2908 Tribal Office Loop

P.O. Box 910

Keshena, WI 54135-0910

Phone: 715-799-5114

Fax: 715-799-3373

Website: <http://www.menominee-nsn.gov>

Douglas Cox, Chairman

Joan Delabreau, Vice Chairperson

Pershing Frechette, Secretary

Council Members:

Gary Besaw

Eugene Caldwell

Craig Corn

Ronald Corn Sr.

Gunnar Peters

Myrna Warrington

Location: Menominee County, northeast Wisconsin

Oneida Nation



Contact Information:

PO Box 365
N7210 Seminary Road
Oneida, WI 54155-0365
Phone: 920-869-2214
Fax: 920-869-4040
Website: <http://oneidanation.org>

Tehassi Hill, Chairman
Brandon Stevens, Vice Chairman
Lisa Summers, Secretary
Trish King, Treasurer

Council Members:

David Jordan
Jenny Webster
Kirby Metoxen
Ernest Stevens III
Daniel Guzman-King

Location: Brown and Outagamie Counties, northeast Wisconsin

Red Cliff Band of Lake Superior Chippewa Indians



Contact Information:

88455 Pike Road, Highway 13
Bayfield, WI 54814
Phone: 715-779-3700
Fax: 715-779-3704
Website: www.redcliff-nsn.gov

Richard "Rick" Peterson, Chairman
Nathan Gordon, Vice Chairman
Dennis Soulier, Treasurer
Laura Gordon, Secretary

At-large Members:

Christopher Boyd
Bryan Bainbridge
Nicholas DePerry Sr.
Marvin Defoe Jr.
Steven Boyd

Location: Bayfield County, northwest Wisconsin

St. Croix Chippewa Indians of Wisconsin



Contact Information:

St. Croix Tribal Center
24663 Angeline Avenue
Webster, WI 54893
Phone: 715-349-2195
Fax: 715-349-5768
Website: <http://www.stcciw.com>

Susan Lowe, Chairwoman
Francis Songetay, Vice Chairman
William Reynolds, Secretary/Treasurer

Council Members:
Thomas Fowler
Beverly Benjamin

Location: Barron, Polk and Burnett Counties, Northwest Wisconsin

Sokaogon Chippewa Community



Contact Information:

Sokaogon Chippewa Community
3051 Sand Lake Road,
Crandon, WI 54520
Phone: 715-478-7500
Fax: 715-478-5275
Website: www.sokaogonchippewa.com

Garland McGeshick, Chairman
Arlyn Ackley, Jr., Vice Chairman
Ronald Quade, Secretary
Victoria Ackley, Treasurer

Carmen McGeshick, Council Member I
Kenneth Van Zile, Council Member II

Location: Forest County, northern Wisconsin



Stockbridge-Munsee Community

Contact Information:

Stockbridge-Munsee Tribal Council
P.O. Box 70
Bowler, WI 54416
Phone: 715-793-4111
Fax: 715-793-1307
Website: <http://www.mohican-nsn.gov>

Shannon Holsey, President
Jolene Bowman, Vice President
Terrie Terrio, Treasurer

Council Members:

Craig Kroening, Jr.
Marv "Buttons" Malone
Jeremy Mohawk
Martin Welch

Location: Shawano County, northeast Wisconsin