

Gaming Update and Overview



Provided by the
Aquinnah Wampanoag Gaming Corporation

Aquinnah
Gaming

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Letter to Tribal Membership

Tribal Family,

The Aquinnah Wampanoag Gaming Committee (“AWGC”) hopes that this letter finds you and your loved ones very well. It is with great pleasure that we are able to provide you with this update and overview relative the progress that the AWGC has made in advancing the Tribe’s gaming initiative. In this packet you will find information about:

- The significant progress that has been made toward executing your directive to temporarily convert the unfinished Community Center into a Gaming Facility (“Project”);
- A group of 71 tribal members (less than 6.0% of the Tribe) that have filed yet another petition in an attempt undermine and reverse the **YOUR** clear directive that has been unquestionably established through now, **SIX** tribal actions multiple tribal actions;
- The facts necessary to make a fully informed decision;
- Attending the General Membership meeting on Sunday, August 16, 2015 where the Referendum vote will be held, and again, for the **SEVENTH TIME** re-affirm the prior **SIX** tribal actions; and
- Travel options available to Tribal Members so that your voice can be heard at the August 16, 2015 meeting.

Much has been made about the progress of the AWGC to advance the gaming project at the former community center. The following pages will provide you with the truth behind the work and information regarding the ongoing struggle to protect both the Tribe and you as tribal members from the onslaught of legal attacks that have been made on Aquinnah’s sovereignty. Take note, the State, the Town of Aquinnah and the Aquinnah Taxpayers Association believe that the best interests of Tribal Membership are second to theirs and, like the Indian fighters of old, they are fighting us at every opportunity. We are blessed with a team that is dedicated to seeing the Tribe succeed and have worked tirelessly with us to defend and protect the Tribe. With this team in place, the AWGC continues to move forward and make great strides in our journey toward self-reliance.

Unfortunately, despite a consistent message from each of you supporting gaming as a way to provide comprehensive services to you and your families, yet **ANOTHER** petition has been initiated (signed by only 6% of the tribal membership), all in an attempt to overturn your directive as General Membership.

Support for this referendum will be nothing short of disastrous for the Tribe.

In addition to sacrificing the opportunity to generate significant benefit for **ALL** of Tribal Membership such as elder care, education and child care programs, tribal member housing, expansion of tribal health care opportunities, etc., we are unquestionably fighting to protect our Sovereignty. The lawsuits filed by the State, the Town of Aquinnah and Aquinnah Tax Payers Association are blatant attacks on our right to govern ourselves. The opening of the Project is our Sovereign Right and is supported by the Federal Government.

***Your vote is critical to protecting and promoting the Tribe's Sovereignty,
Economic Development and Good Governance.***

The Tribe includes each of you, on-Island and off-Island. We each have a responsibility to ensure that the action taken by the Tribe truly reflects the will of **ALL** of our tribal members, not just a few. We encourage you to attend the General Membership meeting and **vote against this latest referendum** and in favor of defending our Sovereign Right to govern and act in the best interests of each of you through the continued development of the Project.

Respectfully,

Aquinnah Wampanoag Gaming Corporation

Cheryl Andrews-Maltais	Chairwoman
Naomi Carney	Vice-Chairwoman
Keith Marden	Treasurer
Steve Craddock	Secretary
Tobias Vanderhoop	Member

Transportation Plan and Schedule

In order to facilitate transportation to and from the General Membership meeting on Sunday, August 16th, the following transportation options are being made available to assist Tribal Members.

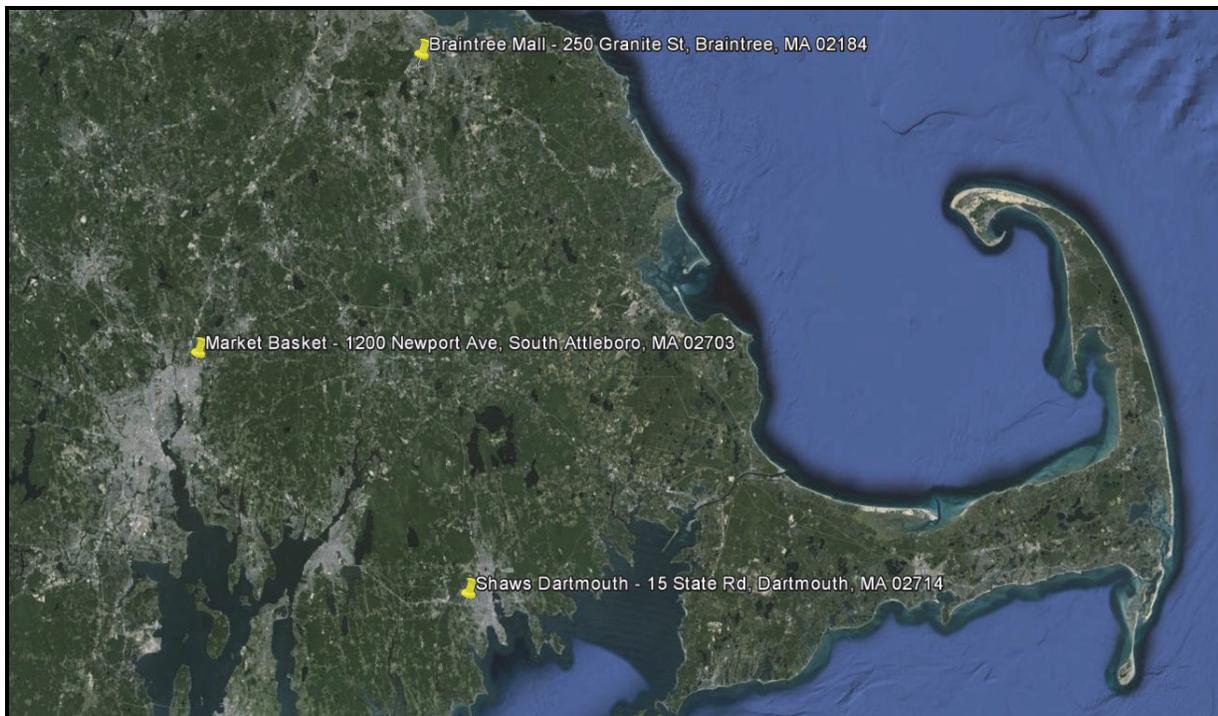
Please call or email to reserve space.

Call:	508-317-2671 or 508-328-8178
Email:	awgc@wampanoagtribe.net

*** Please also be aware that the Falmouth Road Race will be taking place on August 16th and will cause certain road closures to occur. Please plan accordingly.

Pickup / Drop-off Locations

Location	Address
Braintree Mall	250 Granite St, Braintree, MA 02184
Market Basket – Attleboro	1200 Newport Ave, South Attleboro, MA 02703
Shaws - Dartmouth	15 State Rd, Dartmouth, MA 02714



Background

The Tribe has been pursuing its inherent right to secure opportunities that are in the best interest of Tribal Membership, through the exercise of our Sovereign Rights (as affirmed by the Indian Gaming Regulatory Act) to leverage gaming, as a means to improve our social, political and economic status since the early 1990's.

As **245 gaming tribes across the country** have found, revenues generated by gaming provide tribes with a variety of benefits such as:

- Protecting our Cultural Resources and promoting the preservation of our culture, heritage and tradition;
- Ensuring that Tribal Elders and Tribal youth are afforded the highest and best quality care and assistance;
- Drastically improving the ability to provide health care to tribal members;
- Ensuring and Promoting Tribal Member education through fully funded scholarship programs and cultural revitalization programs;
- Supporting the continued development of affordable Tribal housing opportunities;
- Building a Tribal Economy to support Tribal Membership through job creation and the development of skilled career opportunities;
- Leveraging gaming as the cornerstone to create and promote additional economic development and diversification opportunities.

Our initial efforts were focused on developing a gaming facility on the mainland and the Tribe negotiated two separate gaming compacts with the State to this end. Unfortunately, due to State politics beyond the Tribe's control and influence asserted by competitors that would be negatively impacted by our success, the Legislature refused to ratify these compacts and the Tribe's gaming initiatives were stalled.

What has become crystal clear is that Massachusetts is not against commercial or tribal gaming within the State -- Massachusetts is only against Aquinnah gaming.

Why are we, the Aquinnah people, being treated differently than any other group in the Commonwealth?

The State's refusal to negotiate with the Tribe in good faith meant that that the AWGC had to re-group and re-evaluate the steps necessary to protect our Sovereign Rights, in order to do what is in the best interest of **ALL** tribal members. With the State's refusal to negotiate a compact, the sole remaining option was to explore a Class II bingo hall on tribal trust land located on the Island. The Indian Gaming Regulatory Act places gaming in three separate classes with differing regulatory structures. By constructing a Class II bingo hall, the Tribe's only interaction would be with the Federal Government,

eliminating the State, with their highly prejudiced and patently biased actions that were being taken against the Tribe.

Based on this blatant disregard and discrimination, at the August 2010 Tribal Membership meeting the Tribe voted to pursue **ALL** gaming options available, including the development of gaming on our trust lands. The Tribe adopted a Gaming Ordinance, which was subsequently approved by the NIGC, we requested and received an opinion from the BIA Solicitor's Office that our Settlement Lands are eligible for gaming, and received confirmation that the jurisdiction the Tribe exercises over our lands is sufficient for gaming purposes.

These federal approvals are the only approvals required for the Tribe to begin to conduct gaming on land that has belonged to the Aquinnah for all time.

However, once the State, the Town and the Taxpayers Association heard that the Tribe was serious about moving forward on the Island, they sued us arguing that **THEY** should be the only entities authorized to make decisions on our land! The Wampanoag Tribe of Gay Head (Aquinnah) is a Sovereign Nation existing thousands of years before our Island was invaded. Aquinnah possesses the Sovereignty inherent in all tribes and Sovereign governments to make our own decisions without interference from or enforcement by any state or town entity. This is the right of all tribes and it is defending this right that the Tribe has continued to assert its Sovereignty.

In no uncertain terms – the Tribe's Sovereignty is under attack.

Project Overview

The Tribal Membership has directed the AWGC to maximize all on-island and off-island gaming opportunities. Pursuant to this directive, AWGC has advanced a thorough process strategically designed to deliberately improve the posture and position of the Tribe. Due to the State's refusal to negotiate a Gaming Compact with the Tribe despite all best efforts, this strategy **MUST** start with the exercise of our Sovereign Right to game on our existing trust lands through the temporary conversion of the Community Center. As the following overview more clearly displays, the AWGC remains acutely focused on its highest priority, ensuring the best interest of all tribal members remain paramount. In pursuing this goal, the AWGC has not only met with and had outreach with both on-island and off-island tribal members to allay concerns and answer questions regarding the project, but of equally importance has been explicit in its focus and direction on developing a project that is in tune with tribal priorities and fits within both the tribal and island community. It is for these reasons that the character of the existing building has remained largely unchanged, and it is for this reason that the standards by which the project is being constructed exceed those of not only the Tribe itself, but the Town and the State.

When complete, the converted structure will be an approximately 9,000 square foot, modest Class II Slot Parlor featuring approximately 300 gaming machines. The property has been developed to be simple and cost effective due to its temporary nature and has explicitly been designed to complement the aesthetic of the Island. When approaching the casino, the circular entry drive is anticipated to be pervious material allowing for all natural water runoff. In addition, it is anticipated that there will be some walking paths using dimensional stone tiles to move around the building and outdoor areas. The building itself will remain as is with the exception of cleaning and possibly painting of the trim around doors and windows like the majority of buildings on the island.



The main entrance will be through the existing foyer, however, it will now occur through new full glass double doors giving a slight contemporary transition and introducing the customers to a quality experience. Upon entry, the room will open up to significant volume with subtle elements to view as patrons start their gaming experience.



The Interior of the property is anticipated to provide a light and airy overall feeling that mirrors the island atmosphere. Unlike many casinos, the gaming space will receive some natural light from the centrally located pyramid shaped cupola, which will retain its natural wood finish. To complement the open feeling of the property, it is anticipated that a hanging element, possibly lighting, will be a focal point of the entry way drawing attention to the cupola. In addition, it is anticipated that there will be complementing design elements hanging throughout the facility to assist in the scaling of the room volume.

The general finishes throughout the property will include light to medium woods/laminates and earth tones colors traditionally associated with the island environment. The property is intended to have the feel of bringing the outside in. Since island visitors spend a significant amount of their time outdoors, the intention is to create an interior comfort level for patrons that will promote a feeling of relaxation and support longer patron play at the property.

Economic Impact for Aquinnah

Direct Employment

- The Property will generate over 100 year around direct employment opportunities.
- During the high season the property is expected to increase employment opportunities by approximately 30 jobs, to a total 130 positions.
- The annual payroll is expected to be in excess of **\$2.5 million**.
- All positions will be made available first to qualified tribal members.

Indirect Impact

- It is widely acknowledged that a gaming facility will generate indirect employment opportunities that are at least equal to the number of positions at the Property.
- The purchase of equipment and supplies required for the operation will be first offered to businesses owned by tribal members.
- Qualified businesses owned by tribal members will receive preferential consideration in all purchasing decisions.

Financial Projections

- Feasibility projections derived by industry recognized research firm Klas Robinson QED, anticipate that the Property will generate Gross Gaming Revenues of approximately **\$12.7 million** in year one and growing thereafter.
- It is projected that the facility will generate EBITDA¹ of approximately **\$4.5 million** in year one and growing thereafter.

¹ EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) = Cash Flow after payment of operating expenses available to pay debt service and maintenance capital expenditures.

Consistent Tribal Support for Exercising our Gaming Rights

The Tribe has unwaveringly acted in support of exercising our Sovereign Rights to leverage all gaming opportunities as a means to improve access to key tribal member benefits such as health care, elder care, youth and education programs, housing, etc. The Tribe has displayed this resounding and continued support by unequivocally voting to advance all of its gaming opportunities through the following **SIX** separate governmental actions.

Action 1: <i>August 2010</i>	General Membership votes to advance all on- and off-island Class II and Class III gaming opportunities.
Action 2: <i>May 6, 2012</i>	General Membership votes to approve the change in use of the community center to a Class II slot parlor.
Action 3: <i>May 16, 2012</i>	Tribal Council ratifies the May 6 th vote of the General Membership to change the use of the community center to a Class II slot parlor.
Action 4: <i>May 20, 2012</i>	General Membership votes for a second time to approve the change in use of the community center to a Class II slot parlor.
Action 5: <i>June 20, 2012</i>	Tribal Council again ratifies the May 2012 votes of the General Membership to repurpose the Community Center and advance all gaming options.
	<ul style="list-style-type: none"> • November 2013 - General Membership requests an informational meeting. • February 14, 2014 - A petition for referendum to overturn prior actions of General Membership and Tribal Council advancing gaming opportunities is filed.
Action 6: <i>February 16, 2014</i>	Despite i) a failure to notify the General Membership and ii) a failure to postpone meeting despite treacherous blizzard weather conditions, Referendum fails.

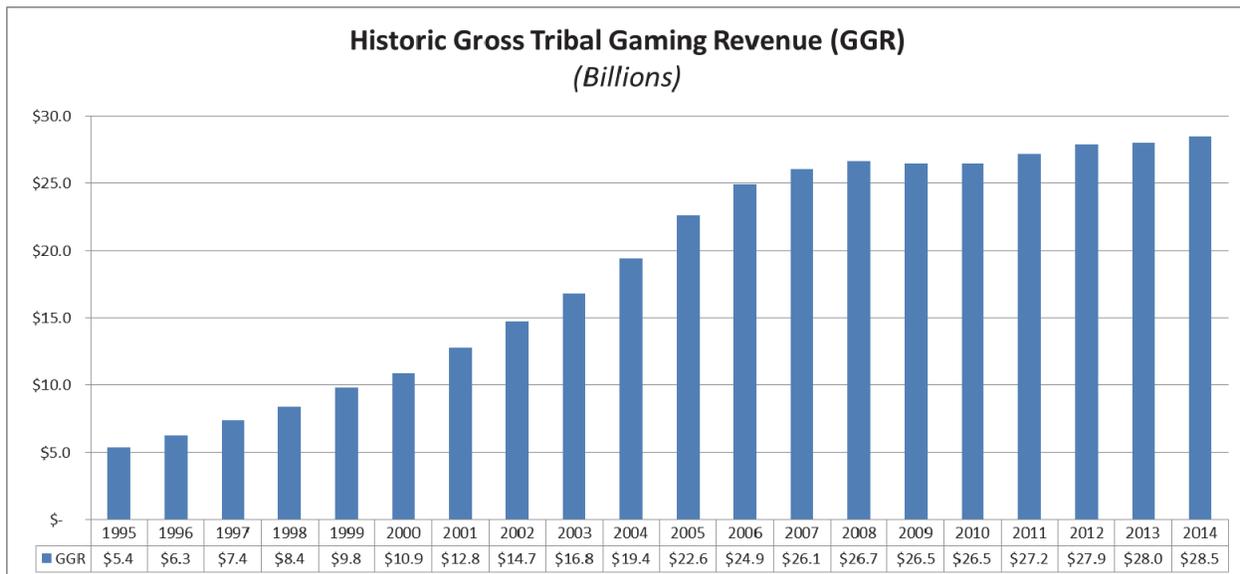
The AWGC and its development team have worked tirelessly to both defend and protect the Tribe based on this unwavering position and have made great strides toward reaching that goal. These efforts have come at the cost of a massive amount of man hours and significant legal, financial advisory, along with construction work and expense, much of which has been deferred. In other words, most of our team is working without pay because they believe in our rights!

Most importantly, AWGC's legal team continues to vigorously defend the Tribe's Sovereign Right to protect and govern ourselves against the onslaught of legal attacks by the State, the Town of Aquinnah and the Town of Aquinnah Tax Payers Association who are threatening our Sovereignty and right to govern in a manner that promotes the best interest of our Tribe.

Benefits of Tribal Gaming across Indian Country

Tribal Gaming is the single most successful economic development initiative in Indian Country.

It with the development of gaming throughout Indian Country that Tribe's across the nation have accomplished massive advancements and improvement in the overall health and well-being of their tribal communities. The following chart highlights the tremendous growth of tribal gaming since 1995.



Source 1: National Indian Gaming Commission

The enormous success of Tribal gaming has provided those Tribe's with the ability to capitalize on this form of economic development the ability to take massive strides toward eliminating their reliance on the federal government and becoming truly self-sufficient in meeting the needs of tribal membership and its governmental operation.

This is the very definition of truly being a Sovereign Nation!

The AWGC remains focused on advancing the key priorities originally advanced in the early 1990s, including but not limited to:

- Protecting our Cultural Resources and promoting the preservation of our culture, heritage and tradition;
- Ensuring that Tribal Elders and Tribal youth are afforded the highest and best quality care and assistance;
- Drastically improving the ability to provide health care to tribal members;

- Ensuring and Promoting Tribal Member education through fully funded scholarship programs and cultural revitalization programs;
- Supporting the continued development of affordable Tribal Member housing opportunities;
- Building a Tribal Economy that would support our Tribal Membership through job creation and the development of skilled career opportunities;
- Leveraging gaming as the cornerstone to create and promote additional economic development and diversification opportunities for the Tribe.

The Tribe has the unique and valuable benefit of advancing along a refined path that is informed by learning from the missteps of those Tribe’s that have leveraged gaming to create significant and lasting benefit to their Tribal Membership. In addition, please find included at Exhibit A, a Tribal Leader Round Table discussing the significant positive impact that gaming has had on Tribe’s across Indian Country.

The following are a few examples which exemplify the benefits and opportunities, highlighting how tribal gaming revenue can be leveraged to generate significant benefit for Tribal Members:

<p><u>Gila River Health Care</u></p> <p>Gila River Health Care (“GRHC”) includes two main campuses, the Hu Hu Kam Memorial Hospital Campus and the Komatke Health Center Campus, which provide a wide range of primary and specialty health care services including state-of-the-art dialysis units and comprehensive behavioral health services. In addition, GHRC has i) strategically located Behavioral Health Services offices throughout the community, ii) “Thwajik Ke” – “the Healing House” which provides substance abuse residential treatment services, and operates the Ak-Chin Clinic, which is located on the reservation of the Ak-Chin Indian Community.</p> <p style="text-align: center;">http://www.grhc.org/</p>	
<p><u>Peter Christensen Dental Campus</u></p> <p>A \$10 million, 36,000-square-foot, two-level facility, owned and operated by the Lac du Flambeau Band of Lake Superior Chippewa Indians, offering 20 dental chairs, laboratories, the latest technology and classroom space to train future dental hygienists and assistants.</p> <p style="text-align: center;">http://www.pcdcampus.com/</p>	

Pueblo of Isleta Assisted Living Facility

A \$12 million, 33,000-square-foot assisted living, memory care facility and elder center. The assisted living complex has 20 private rooms, 10 for independent seniors who need minimal assistance and 10 that are dedicated to assisting seniors suffering from dementia or Alzheimer’s disease. This facility offers many amenities like daily lunch, an activity room with exercise equipment, transportation, and an adult daycare, which offers pick-up and drop-off services to help disabled or elder adults who may need assistance during the day.

<http://www.isletapueblo.com/assistedlivingfacility.html>



Red Lake Nation College

An \$11.4 million, 42,000 square foot, Tribal College featuring state-of-the-art technology for shared distance learning with other Colleges, a large, multi-purpose Student Union, 14 classrooms with biology and chemistry labs, along with two computer labs. In addition, the College features a tribal archives/library center, Ojibwe Language Center and an Ojibwe Language Immersion Head Start and Daycare Center, which accommodates up to 60 children. Also included in the facility is a Student Café, a Wellness and Fitness Center, as well as a Sweat Lodge to promote healthy lifestyles and strong cultural living. The college facilities will be open to the public.

<http://www.redlakenc.org/>



Rincon Fire Department

The 13,000 sq. ft. facility was built in response to the growing need for fire protection on and around the Tribe’s 3,918 acre reservation. The facilities feature crew quarters containing 10 bedrooms, 5 restrooms, an office, 2 locker rooms, a workout facility, kitchen, and day room; a four bay apparatus garage, small workshop, janitorial storage and administrative support offices. The Department consists of 31 full time personnel staffing three shifts of 8-10 personnel, 24 hours a day. Staffing covers Medic Engine 6411, Medic 6495 and Truck 6471.

<http://www.rinconfire.net/>



Pokagon Department of Housing & Facilities

In support of the Pokagon Band mission statement, it is the vision of the Pokagon Band Department of Housing & Facilities to be a seamless housing resource center that provides housing opportunities to tribal citizens. The Department supports all manner of affordable living opportunities, including rentals, home ownership programs, elder housing, etc. The Department also manages and maintains Kekyllak Odanek, a Pokagon Elders Village providing housing for eligible Pokagon Band Elders.

<http://www.pokagon.com/government/departments/housing-and-facilities>



Exhibit A - Tribal Leader Round Table

Spotlight on Economic Development

In this month's Tribal Leader Roundtable, we spoke with our panel of leaders about the most significant impacts gaming has had on their tribes and the economic development plans they have for the future. Here is what they had to say...

Governor Bill Anoatubby Chickasaw Nation Nineteen gaming properties in Oklahoma www.chickasaw.net



Bill Anoatubby

GAMING IMPACT: Because of gaming, the Chickasaw Nation is able to provide numerous programs and services which would otherwise not be possible. These services directly benefit Chickasaw citizens and the communities in which they live.

Less than three decades ago, the Chickasaw Nation operated just over 30 programs, most of which were funded by the federal government. Today, successful tribal economic development efforts enable us to fund a majority of our programs and services.

The Chickasaw Nation offers more than 200 programs and services in the areas of education, health care and nutrition, housing, family services and more.

The success of our gaming venues has also allowed the Chickasaw Nation to branch out and build a sustainable source of revenue by diversifying our business portfolio. We now operate more than 100 successful businesses, which include manufacturing, banking, tourism, energy, health care and hospitality.

Although the primary goal of our gaming enterprises is to provide revenue and funding for programs and services, these business ventures have positively impacted the economic health of the cities and counties in which they reside and, therefore, the state of Oklahoma.

Chickasaw businesses have created numerous jobs, both directly and indirectly, which contribute to the 13 counties within the Chickasaw Nation having some of the lowest unemployment rates in Oklahoma.

FUTURE DEVELOPMENT: The Chickasaw Nation is continually looking forward. In recent years, progress and expansion have been at the forefront of providing for our citizens.

We are in the midst of a tourism initiative which includes the development of a number of new facilities, some of which were completed in the past few years. A core part of that initiative is the Chickasaw Cultural Center in Sulphur, OK. Other recently completed tourism destinations, located

in Sulphur, OK, include the Artesian Hotel, Bedré Fine Chocolate factory and Chickasaw Visitor Center.

Future economic development plans are underway in two cities within the Chickasaw Nation boundary, Tishomingo and Purcell, as well as Oklahoma City, which has a large concentration of Chickasaw citizens.

Tourism in the Tishomingo area will soon include a new Chickasaw Visitor Center to accompany established tourist destinations, the Chickasaw Council House Museum and Chickasaw National Capitol Building. Services in the area will receive a new home with the opening of a new senior center, community center and Head Start facility.

Plans underway in the Purcell area include a new area office to accommodate the tribe's growth in the area. Health care in Purcell will also get a boost with a new Chickasaw Wellness Center and Chickasaw Health Clinic expansion.

The new community and senior center in Oklahoma City will provide a convenient location for activities and fellowship for the many citizens in the area.

Chairman Vincent Armenta Santa Ynez Band of Chumash Indians Chumash Casino Resort in Santa Ynez, CA www.chumashcasino.com



Vincent Armenta

GAMING IMPACT: It's given us the ability to invest outside of gaming. What this means is the tribe is no longer dependent on one source of income. We're now able to plan for the future by tapping into multiple revenue streams.

In the last decade, the tribe has diversified and expanded its investment portfolio to include numerous commercial real estate properties throughout the U.S., an apartment complex, two hotels, a restaurant and two service stations in the Santa Ynez Valley.

The success of our business enterprises has also allowed our tribe to support vital tribal government services. Our tribal families now have increased opportunities for education, better health care and access to cultural offerings that preserve, honor and build on our past. One major initiative has been the revival of our Samala language through classes and an apprentice-training program. The tribe has also published an

award-winning comprehensive Samala-English dictionary.

In October, we kicked off the largest and most ambitious casino and hotel expansion projects since opening the Chumash Casino Resort in 2003.

It includes a hotel tower that will add 215 guestrooms to our existing 106, a 20,000 sq. ft. pool deck, expansion of the existing gaming floor and additional food and beverage venues.

Among the most exciting news in 2014 was our announcement to move forward on the design of our long-awaited Chumash Museum Cultural Center. The tribe waited more than a decade to build its museum and cultural center on 6.9 acres of land across the street from the reservation. Some 14 years ago, the tribe submitted an application to the Bureau of Indian Affairs (BIA) to place that land into federal trust. After years of battling with local tribal opponents who fought the BIA's decision to place the land into trust, the tribe prevailed. The land was placed into federal trust in June 2014. Leading the project is architect Johnpaul Jones, who led the design for the National Museum of the American Indian in Washington, D.C.

FUTURE DEVELOPMENT: In 2010, the tribe purchased 1,400 acres of ranch land in the Santa Ynez Valley. The property, known as Camp 4, is about two miles east of the reservation. Our goal is to place the land into federal trust to become part of the reservation and build 143 homes for our tribal families.

There has never been a more exciting time for our tribe. Today, our tribal economy has set us on the path of self-sufficiency at a pace that has never been possible before. We're looking forward to an even more successful future.

Chief Gary Batton
Choctaw Nation of Oklahoma
Eight gaming properties in Oklahoma
www.choctawcasinos.com

GAMING IMPACT: The most significant impact gaming has had on the tribe is giving us the ability to self-govern and the ability to finally consider sustainability. There are two things critical to sustainability and that is people and resources. Now we are able to choose our own path and choose what is best for our people. It has led to opportunities for our tribal members in the areas of improved healthcare, social programs such as higher education, and the creation of jobs to name a few. It has also allowed us to diversify our businesses so that we can now truly look at sustainability for many generations.

We now offer college scholarships to over 5,000 students annually and we have helped over 2,500 to receive certificates from accredited technical schools. We have built a new 125,000 sq. ft. hospital and 4 new outlying clinics as well as two alcohol and substance abuse facilities. One for men and



Gary Batton

one for women with children.

We now have over 89 businesses in 13 different industries ranging from gaming, manufacturing, health care, hospitality services, architectural services, ranching and convenience stores to name a few.

Gaming is allowing our tribal members to be independent which allows the tribe to be independent and to finally stand on our own and be proud people. Not because

of the money but because we are now speaking our language again and keeping the rich culture and history alive which makes us the proud Choctaw Nation of Oklahoma. *Chahta sia hoke* which means I am Choctaw.

FUTURE DEVELOPMENT: We have several development plans in the works. We are in the process of turning our property in Durant, where we have over 700 acres, into a regional tourist destination. Currently, on this property we are adding another 281 hotel rooms with convention space, retail space, more gaming floor, a bowling alley, a four screen movie theater, a kids quest childcare facility and additional dining amenities.

We are building small casinos in the Antlers and Heavener communities. We are also developing two franchise opportunities with Chili's in the cities of Atoka and Poteau. We recently purchased 44,000 acres of land to expand our timber and cattle operations.

We have also started a tourism department where we can showcase our culture and history of the Choctaw Nation to the world. We are in the planning phases of developing a cultural center to just do that.

Chairman Clifford M. LaChappa
Barona Band of Mission Indians
Barona Resort & Casino in Lakeside, CA
www.barona.com

GAMING IMPACT: The opportunities our tribe has today are possible because of the wise decisions made by our tribe's leaders throughout our history. There were tough decisions that needed to be made by multiple tribal leaders, including me, to secure a bright future for generations to come.

Barona is among the first to open a major casino on reservation land in the early 1990s. Indian gaming is the basis on which Barona has been able to rebuild our community, provide our members with healthcare, housing, education and jobs.

Indian gaming also has made many improvements possible on the reservation, including the Barona Indian Charter School, the Barona Fire Department, the Barona Museum and Cultural Center, a Sports park Complex, a full-service



Clifford M. LaChappa

community center, and major reservation infrastructure improvements and additions.

Beyond the reservation, Barona is one of largest economic engines in East County creating jobs and contributing to infrastructure projects among many other benefits. It is also one of San Diego's major employers with approximately 3,000 staff members.

Barona has made sharing with the community at large a priority by donating to hundreds of charitable organizations over the years that support education, at-risk youth, senior programs, public safety, the environment, healthcare and medical research.

FUTURE DEVELOPMENT: Because we have an extremely beautiful, yet remote, location compared to our competitors, Barona is guided by a unique strategy to maintain our leadership position in the marketplace. Other casinos typically expand or build new non-gaming features when their hotels and casinos start to age. By contrast, Barona stays focused on capital improvements and staged renovations and enhancements to continually improve our players' experiences. We make significant investments to upgrade our casino, hotel and golf course. Some of the changes are visible to players and others are behind the scenes but all intended to fulfill our mission to be the "Happiest Casino on Earth." Beyond renovations, we are always looking for the latest and greatest technology and games and even develop our own if what's available doesn't meet our standards. Most importantly, we place a premium on well-trained, happy employees and that reflects in our renowned customer service. The day we opened Barona Resort & Casino we made a commitment that it would be more beautiful every day in the future than it was the day before. We have ongoing economic development plans, but the projects and investments are within our current resort property and are for our casino players.

Chairman Kevin Leecy
Bois Forte Band of Chippewa
Fortune Bay Resort Casino in Tower, MN
www.fortunebay.com

GAMING IMPACT: The revenue generated by Fortune Bay Resort Casino has allowed us to improve the lives of our tribal members in so many ways, including better housing, education, health care, elders' programs, and cultural preservation.

Besides generating revenue, Fortune Bay has become a major area employer. There are jobs for tribal members, and many opportunities to start and advance a career. We are proud of the number of tribal members who have furthered their



Kevin Leecy

training and education for their careers, and proud that most of Fortune Bay's senior management positions are held by our people.

Unlike casinos outside of Indian Country, whose profit-taking owners might live far away, we are part of this community. That means we are eager to reinvest profits right here, in an area of Minnesota that has struggled economically.

Northeastern Minnesota's economy is largely driven by tourism, and Fortune Bay has been instrumental in drawing tourists to the area. That is why we have worked hard to make Fortune Bay a full-service resort with appeal beyond gaming, such as The Wilderness, our award-winning golf course and fishing on gorgeous Lake Vermilion. Thousands of golfers, anglers, hunters, snowmobilers, bikers, hikers and more come here year round, and they spend money at businesses across the region. We work closely with area businesses to promote tourism and our joint marketing initiatives have been successful in part due to our role as the largest tax contributor to the Lake Vermilion Resort Association.

Fortune Bay is also a leading philanthropist in northeastern Minnesota. The resort casino is a major sponsor of organizations such as the March of Dimes, and individual Fortune Bay team members support a wide variety of causes.

Less obvious than the economic impacts, but no less significant, is the impact gaming has had on cultural preservation. Now Indian voices are telling Indian stories through our nationally recognized Heritage Museum, and through our participation in high-profile projects such as *Why Treaties Matter*, a traveling exhibition produced in conjunction with the Smithsonian Institution.

Finally, one of the most important results of Fortune Bay's success has been the increased influence we now wield in government and in business. Bond houses that once refused to fund reservation projects now compete for them. Congressional and gubernatorial candidates now campaign for tribal members' votes. I recently had the opportunity to join other tribal leaders in Washington D.C. for meetings with the President and high-ranking cabinet officials. Gaming has given us a seat at the table.

FUTURE DEVELOPMENT: We just opened a new 11,000-sq. ft. medical and dental clinic, so we plan to promote that heavily in 2015. And we are always looking for ways to cross-market and enhance our businesses. For example, Fortune Bay is home to the only Tim Hortons coffeehouse and bakery in the state. We are currently expanding one of our convenience stores and plan to add a Tim Hortons restaurant that will feature an Internet Cafe, drive thru and expanded menu.

Chairman Dale. A Miller
Elk Valley Rancheria

Elk Valley Casino in Crescent City, CA
www.elkvalleycasino.com



Dale A. Miller

GAMING IMPACT: Elk Valley Rancheria, California is located along the coast in rural Northern California south of the Oregon border. The population is less than 30,000 including Pelican Bay State Prison. For many, many years the economy was based on logging and commercial fishing; however nowadays the economy is based around tourism. National resources such as The Redwoods, three world class

fishing rivers and the Pacific Ocean contribute to the increase in tourism each year.

Despite the overall changes in the economy, Elk Valley Rancheria, California has become a vibrant entity unto itself

and this community. Our casino began as a doublewide trailer and now is 26,000 sq. ft. with 300+ slot machines, an 8-table poker room, 2 blackjack tables, event center, restaurant and lounge. Casino revenue has provided governmental programs such as a housing program, educational programs, a vocational educational program, medical benefits for tribal members and employees, cultural driven programs, cemetery improvements, and last but not least community support. Elk Valley Rancheria, California diversified and now has a golf course, R.V. Park, bowling alley, rock quarry business, and is the third largest employer in Del Norte County. The economy, as all over in California, has been down but the business management of its entities has made them viable and her for the long term.

FUTURE DEVELOPMENT: Elk Valley Rancheria, California has a strategic plan for the tribe's future. Our goals are to remain successful to aid its government so it can continue to provide for its people in prosperity. Therefore, we have placed several parcels of land into trust land with the 203 acre Martin Ranch, which is located on Hwy 101, to be the site of our new gaming facility. Future phases of this plan are a hotel, R.V. Park, and possibly a gas station convenience store complex. We have worked very hard for 10 years to achieve the progress in this project and our ultimate goal is to see this project completed. We have chosen to be careful with our governmental services and making sure those come first; however we will successfully complete this project as it is our vision for the future. The more prosperous future of Elk Valley Rancheria, California and its members is the tribe's goal and we continue to work diligently to see that the future for following generations is bright and prosperous.

Chairperson Liana Onnen
Prairie Band Potawatomi Nation

Prairie Band Casino & Resort in Mayetta, KS
www.pbgaming.com

GAMING IMPACT: One of the most significant impacts gaming has had on our tribe is an overall improved quality of life for our members. We have improved housing, infrastructure, health care, education, emergency services and many other opportunities and services we either, never had, or that were limited. We have been able to do this through the development and expansion of tribal programs. All of these things are integral to a good quality of life and provide the building blocks to help make all of our members as successful in life as they would like to be.

Another significant impact is the ability to strengthen our sovereignty, to be a more self-determined tribe, by having the financial means to procure and provide our own services without having to rely so heavily on other financial resource and outside vendors. These funds have allowed us to take on

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Liana Onnen

legal issues that we feel infringe on our sovereignty and have allowed us to work with and hire experienced individuals to work with us. We have worked to pass legislation that supports and expands on, not only our own sovereignty, but sometimes the sovereignty of other tribes as well. We are continuously looking for ways to improve and expand services to our members, to meet the

unmet needs, and to take care of our own people in our own way.

Economic development has been another significant impact. Casino revenues have allowed us to invest in our own business and our own people. Prairie Band, LLC currently has five enterprises within three subsidiaries. The mission of the LLC is to utilize its various economic and legal advantages to expand and diversify the economic portfolio of the Prairie Band Potawatomi Nation (PBPB). With the ultimate goal of tribal economic self-sufficiency, Prairie Band, LLC adheres to the following core principles: respect the past, capitalize on current opportunities and create a stable economic future for the Nation.

FUTURE DEVELOPMENT: The LLC's latest venture is the opening of a convenience store with specialty items and gifts as well as our own special blend of coffee. The store, Prairie Band One Stop is located on US Hwy 75, a well-traveled road and we fully expect this to be another successful enterprise for our LLC. There are also plans to expand on the gift shop and incorporate a small information center about the history of the Prairie Band Potawatomi people and we hope to be able to display some cultural items as well.

Chairwoman Delores Pigsley Confederated Tribes of Siletz Indians

Chinook Winds Casino Resort in Lincoln City, OR
www.chinookwindscasino.com

GAMING IMPACT: Gaming revenues from Chinook Winds Casino Resort has allowed us to provide benefits and services to tribal members that would otherwise not be available. Satellite offices in Eugene, Salem and Portland provide a variety of services to Siletz tribal members within an 11-County service area which includes Lincoln, Tillamook, Linn, Benton, Lane, Yamhill, Polk, Marion, Multnomah, Clackamas and Washington Counties. Programs and services offered include Adult Education, Cultural Enrichment, Direct General Assistance, Head Start Program, Higher Education, Housing Improvement Program, HUD Mutual Help Housing, Job Training Partnership Act, Tribal Court, USDA Food



Delores Pigsley

Distribution Program, Vocational Training Assistance and Social Services including Alcohol and Drug Rehabilitation, and Elders' programs.

The Siletz Community Health Clinic opened in 1992 and provides medical, dental, pharmaceutical, and optometry services to tribal members and non-tribal members of the surrounding community.

Two hundred and twelve families are now living in tribal housing which consists of dwellings ranging from one bedroom apartments to four bedroom houses. These include mutual help homes, homes for the elders and for low income families.

The tribe opened the first Head Start program in Lincoln County and today operates Head Start programs in Salem, Portland and Springfield, as well.

Tenas Illahee, the tribe's child care center, was completed in 2002. Open to the public with priority given to tribal children, the facility serves up to 50 children daily.

The Siletz Valley School, closed due to budget cuts at the district level, was reopened in 2003 by the tribe and now runs as a charter school for grades K-8 welcoming all the children in the area. Efforts to expand the charter to include a high school program are now under way.

FUTURE DEVELOPMENT: CWCR, as with many tribal properties across the country, is continuously evaluating property development and economic diversification to capitalize on emerging trends, growth opportunities and overall customer satisfaction.

While we have a keen eye to the future, we are constantly updating our existing model with improvements to solidify our place in the highly competitive tourism market. We are continually giving our guests a reason to come back by showing them we are committed to excellence.

George Rivera President, Pueblo of Pojoaque Business Boards

Buffalo Thunder Resort & Casino and Cities
of Gold Hotel & Casino in Santa Fe, NM
www.pojoaque.org

GAMING IMPACT: We have seen the most significant impacts in the areas of education, culture preservation and employment. The Pueblo of Pojoaque is the largest private employer north of Santa Fe providing 1,500 New Mexico residents with employment and employment-related benefits. Our net gaming revenues help to provide community health and wellness services to 1,350 people annually; education, child



George Rivera

care and youth development programs such as our Boys & Girls Club and Public Library; and tribal member early childhood development and culture revitalization programs. The Pueblo of Pojoaque is focused on its future. We have made education a number one priority. The Pueblo's Education Department

has grown to an approximate annual budget of \$1.5 million dollars. This budget supports higher education and private school options for tribal members and is subsidized 100% by gaming revenues. Currently the Pueblo serves 100 members that include school aged children enrolled and excelling in private schools across the State of New Mexico and adult students pursuing their higher education in various colleges across the Nation. The Pueblo is proud that our high school graduation rate is nearly 100% since establishing the Education Program. This is a direct impact of our gaming revenues.

One of the reasons the Pueblo is so adamant that the terms the State of New Mexico has insisted on in our compact negotiations go against the interests of the Pueblo is our plans for continued economic development and diversification as envisioned by Congress through the Indian Gaming Regulatory Act. As you look throughout the Pueblo you will see signs of the Pueblo's commitment to its economy. For example, the Pueblo reached an agreement with a McDonald's franchisee last year paving the way for a new restaurant to open in the Pueblo this past summer.

FUTURE DEVELOPMENT: Tribal Council has approved new 8(A) companies that will seek contracts in the area of recycling and security services. A restaurant owned by a local family has reopened. The business plan of the Pueblo of Pojoaque has always included growth in the non-gaming sectors. Visitor studies consistently list tribes as the second reason people come to New Mexico. We would like to see it ranked first.

The recent economic environment has made this much more challenging. However, the Pueblo constantly seeks out new opportunities and has a staff assigned with the primary objective of developing new business opportunities and/or enticing outside companies to relocate to Pueblo land. In addition to creating jobs, establishing a viable, growing tax base is essential for the economic stability of the Pueblo and its governmental functions. ♣



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