

The Rise of Institutions

- Tribal Primary Institution
 - Government
 - College or Company
 - Lack of Multiple Ongoing Institutions
 - Limits Economic Growth




Growth of the Winnebago Tribe of Nebraska




- By 1994...
 - Modest Gaming Operation
 - WinnaVegas Casino
 - Winnebago Industries
 - Unprofitable Tribal Business Enterprises
 - Odds Were Against Long-Term Economic Development





Growth of the Winnebago Tribe of Nebraska

- Today...
 - Thriving Community
 - Growth and Innovation
 - Higher Education
 - Higher Income
- How Did It Happen?

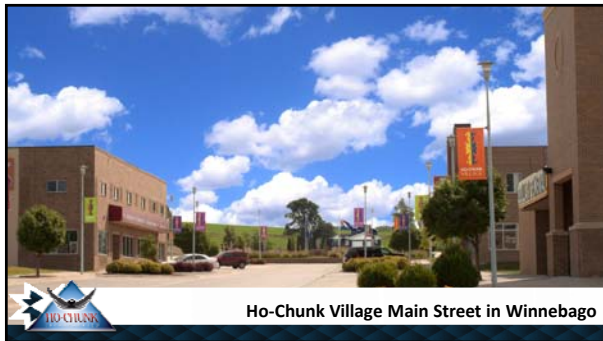






Winnebago Today...New Homes...New Business...New Industry



12 Clans of the Winnebago Tribe Statue Garden



Ho-Chunk Village Main Street in Winnebago

Growth of the Winnebago Tribe of Nebraska

- A Fortunate Accident
 - Creation of Tribal Institutions
 - Unplanned Series of Innovations
- Today's Tribal Economy
 - Roughly Mirrors Mainstream
- Key To Our Success




History of Tribal Entity Formation

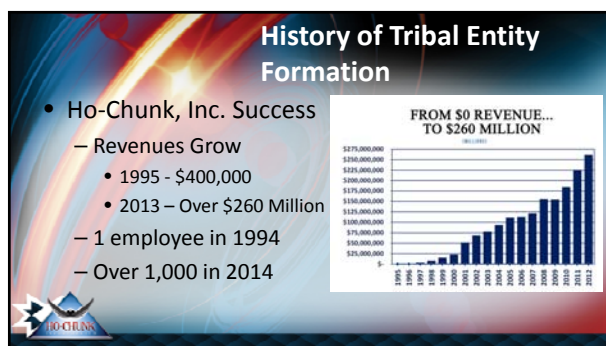
- 1992
 - Winnavegas Casino
 - Provided New Capital Investment Opportunities
- 1994
 - Ho-Chunk, Inc.
 - Tribally Owned Economic Development Corporation
 - Insulation from Tribal Politics
 - Honoring Nations Award Winner



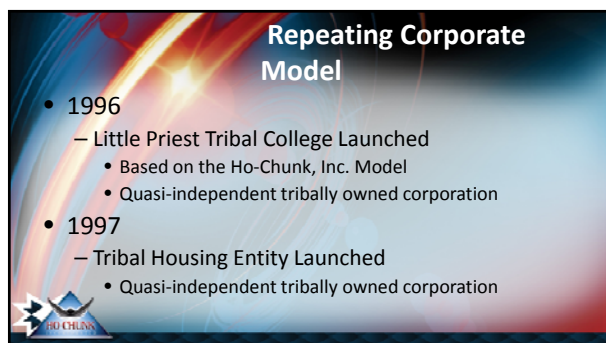

History of Tribal Entity Formation

- Ho-Chunk, Inc. Success
 - \$9 Million Starting Capital
 - From Casino Profits
 - No Further Capital Provided
 - New Casino Competition Cuts Tribe's Profit by 80%
 - Ho-Chunk, Inc. Must Succeed On Its Own









Ho-Chunk Community Investment

- 2000
 - Ho-Chunk Launches Community Non-Profit
 - Ho-Chunk Community Development Corp. (HCCDC)
 - 501(c) (3) Non-Profit
 - Raised \$40 million for the community to date
 - Not Directly Owned or Controlled by the Tribe
 - Non-Profit Resource to the Tribe and Its Entities
 - Ho-Chunk provides annual operational funding






Ho-Chunk Community Development Corporation

- HCCDC Programs
 - Winnebago Community Development Fund
 - Sub-Institution
 - Funded by Gas Tax
 - Provides capital for community or economic development
 - Has funded over 30 projects in the community
 - Honoring Nations Award Winner



Ho-Chunk Community Development Corporation

- HCCDC Programs
 - Winnebago Down Payment Assistance Fund
 - Sub-Institution
 - Funded by
 - 1/3 of Tobacco Tax
 - \$1.3 Million of Ho-Chunk, Inc. Dividends
 - Provides Down Payment Assistance for Tribal Member Privately Owned Home on the Reservation



Winnebago Gaming Development Corporation

- 2004
 - Ho-Chunk, Inc. Launches Separate Gaming Company (WGDC)
 - Goal to Conduct Class II Gaming in Nebraska
- 2005
 - Spun off as Separate Tribal Company
 - Ho-Chunk's focus was non-gaming
 - New Entity Now Another Quasi-Independent Tribally Owned Entity



COLLABORATIVE EFFORT

Tribal Government, For-Profit, Non-Profit



Winnebago Tribe Of Nebraska

Starts Ho-Chunk, Inc. In 1994

HO-CHUNK VILLAGE

Ho-Chunk Village Broke Ground In 2003

Ho-Chunk, Inc. Starts Ho-Chunk Community Development Corporation (HCCDC) 501(c)(3) Non-Profit In 2000

Outside Economy vs Tribal Economy

- U.S. National Economy
 - Government Spending
 - 28-34% of Economy and Growing
 - Private Sector
 - 66-72% of Economy




Outside Economy vs Tribal Economy

- Winnebago Tribal Economy
 - Past Economic Problems
 - Disadvantage of “Trust Land”
 - Historically Capital Access Only by Tribal Government
 - Over the 1970’s and ‘80s Accessed Loans and Grants
 - Resulting Business Failures Primarily due to “government ownership”



Outside Economy vs Tribal Economy

- Winnebago Tribal Economy
 - By 1990
 - Funded solely by Tribal and Federal Government
 - Only \$180,000 of independent capital through land lease program
 - No tribal private sector
 - Tribe and Federal Government Controlled 100% of the economy





Rise Of The Multi-Institution Tribe

- 1994
 - Tribal Gaming Provided The First Significant Capital Resource
 - Individual Tribal Members Still Lived in Poverty
 - Tribe Invested Capital in Tribal Entities
 - Individual Entities Grew Their Mission
 - Provided Opportunities for Individual Tribal Members to Improve Their Lives



Rise Of The Multi-Institution Tribe

- Tribal Government Evolved From the Sole Institution in the Community
- Became A Resource
 - Traditional Governmental Services
 - Sets Policy for Quasi-Independent Tribal Entities
 - Provides Necessary Capital
 - Support for Grants
 - Reallocation of Dividends



2014 Tribal Economy

- Multiple Tribal Institutions
 - Operations in the Private Sector
 - Ho-Chunk, Inc.
 - Winnavegas Casino
 - Winnebago Gaming Development Corporation
 - Ho-Chunk Community Development Corporation
 - Little Priest Tribal College



2014 Tribal Economy

- Multiple Tribal Institutions
 - Operations in the Private Sector
 - Today, similar to the outside economic model
 - 1990 Tribal Government 100% of Economy
 - 2014 Tribal Government 25% of Economy
- Emerging Entrepreneurs
 - New sector from Tribal Economic Growth
- Future Tribal Operations Spun Off
 - Housing and Land Management




Conclusion

- Winnebago Tribe Is Thriving
 - Success Has Many Authors
- Tribe's Decision Significant In Its Success
 - Form Multiple Quasi-Independent Institutions
 - Capitalize Those Institutions
 - Absolute Boon for Innovation and Growth

Conclusion

- Winnebago Tribal Government
 - Serves A More Traditional Government Role
 - Is No Longer The Only Source of Economic Impact
 - Provides The Resources
 - Allows The Private Sector to Grow A Thriving Local Economy
- The Tribe Has Been Successful
 - Without A Specific Plan
 - But Now That Success and Structure Is Documented
- This Successful Model Can Be Repeated For Other Tribes

