

FORT BELKNAP INDIAN COMMUNITY

Comprehensive Economic Development

Strategies

(CEDS)

2017-2022

Fort Belknap Indian Community
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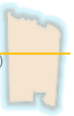


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Comprehensive Economic Development Strategies (CEDS)

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Fort Belknap Indian Community

Comprehensive Economic Development Strategy (CEDS)

I. Executive Summary

This document represents the Fort Belknap Indian Community's Comprehensive Economic Development Strategy (CEDS) document. The purpose is to ensure that Fort Belknap complies with EDA CEDS guidelines and to format a process that can be used as an example in developing both short-range and long-range economic development strategies, for the Fort Belknap Reservation.

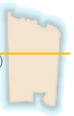
Fort Belknap Indian Community's Comprehensive Economic Development Strategy (CEDS) represents a renewed commitment by the Fort Belknap Indian Community Council (FBICC) to deliver and sustain a high level of attention and service to economic development strategies identified in Fort Belknap's Strategic Plan, developed, on average, every 2 -3 years. The most recent Strategic Plan was developed in FY2014 and updated in FY2015, with participation by Tribal Council, Program Directors, Staff, College and community members.

The 2014 and 2015 Strategic Action Planning process is a byproduct of a thoughtful and challenging planning and implementation process designed to improve the economy and quality of life on the Fort Belknap Reservation, in north central Montana. This planning process, facilitated by an independent consultant, involved gathering input from Tribal Leadership, tribal administration, department directors and the For Profit entity of the Tribes. Participants identified a need for more strategy in growing a stronger local economy, the development of a court/judicial system that is able to fairly and impartially function, the development of a Land Master Use Plan to capitalize on landing holdings that create sustainable jobs, economy and energy, the creation of a hotel development plan that will create local jobs and increase the local tourism economy, the creation of the 'Lodge pole store' which will offer fresh produce and food as well as stimulate economic development efforts for an isolated part of the Reservation, the declaration of a State of Emergency on Drugs within the Reservation as an antithesis to regain the control and power of the communities and usher in wellness and recovery. Other priorities identified were to continue to pursue alternative energy sources, utilizing both wind and solar energy and to explore the development of mineral sources, such as bentonite, oil and gas development.

In 1997, Fort Belknap's Ten Year Vision Chart identified 85 development strategies/needs through community participation. Nineteen of the strategies have been accomplished and three are in the planning and development process.

In 2010, Fort Belknap's Strategic Action Plan identified 6 development strategies/needs through community participation. The Tribal Planning Department and Tribal Programs respond to these needs through the submission of grant applications to various funding agencies.

Included in this update is the most recent social and **economic data for the Bureau of Census** and other sources. Also included is an assessment of Fort Belknap's **past development efforts, an analysis of the economic condition, and a discussion of the current strategy for economic development.** The development of Fort Belknap Indian Community's CEDS has been made possible with economic information provided by the Indian Health Service, Bureau of Indian Affairs, Aaniiih Nakoda College, Hays Lodge Pole School, Island Mountain Development Group, Opportunity Link, and Fort Belknap Tribal Council, Directors, Staff and interested members of the community. The CEDS is a culmination of economic information received from the major employers on the reservation. The Strategic Plan, Developed in 2014 and 2015, are the needs, identified by community members over the past two years, identifying economic development goals and objectives to meet those goals.



II. Planning Organization

A. CEDS Process

This comprehensive Economic Development Strategy, hereafter referred to as “CEDS,” is the culmination of efforts by the Fort Belknap Planning staff, the Fort Belknap Community Council, Island Mountain Development Group and community members from Hays, Lodge Pole, Dodson area and Agency to define and improve upon the Fort Belknap Reservation’s economic conditions.

The Economic Development Administration (EDA), a division of the U.S. Department of Administration states the following:

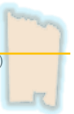
“A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and funding sources. A CEDS integrates a region’s human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilized the region’s unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region’s residents. A CEDS must be the result of continuing economic development planning process developed with broad based and diverse public and private sector participation, and must set forth the goals and objects necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.”

The CEDS document is mandated by the EDA and is used to define Economic Development Districts (EDD) throughout the nation. Goals and objectives are revised annually, while the entire CEDS document must be updated to reflect regional growth and change every five (5) years.

B. Tribal Council

The Fort Belknap Indian Community Council (FBICC) is recognized as the official governmental entity of the Fort Belknap Indian Reservation. A ten member Council, consisting of (4) Gros Ventres and (4) Assiniboine, enrolled members, are elected to serve a two year term. The President and Vice President, consisting of one Gros Ventre and one Assiniboine, run as a team and are elected to serve a four year term. The President appoints the secretary/Treasurer, who also serves a four year term. All members of the Council must be enrolled members of either of the two tribes, or a combination of both tribes and must be age 25 or older and reside within the exterior boundaries of the reservation. There is no selection process for any non-elected minority representatives. All tribal representatives of the Fort Belknap Indian Community Council are elected officials, in accordance with the established Constitution and By-Laws. The Secretary-Treasurer, Chief Administrator Officer and Chief Finance Officer are appointed by the Tribal Council.

Primary elections are held the first Tuesday in October, every two years. The two people receiving the two highest votes, in each district, move on to the General Election, which is the first Tuesday in November, every two years. The elected council persons take an Oath of Office the next day after the Election. The President and Vice President are in the second year of a four-year term. All other members of the Council assumed office in November of 2017 and will be up for re-election, in October 2019. All current members are publicly elected officials. The Fort Belknap Indian Community Council is governed by a tribally



adopted, Election Ordinance. The current Fort Belknap Indian Community Council was seated in November 2013. The President establishes the committees and appoints a Chairperson and a Vice Chair, as oversight for each committee. The committees meet monthly with the various program Directors updating the committee/Council on activities of their respective programs.

Name	Title:	District:	Committee/Economic Interest
Mark L. Azure	President	FB Reservation	Executive Committee & Finance & Human Services
George Horse Capture Jr.	Vice-President	FB Reservation	Executive Committee & Natural Resources & Land
Alvin “Jim” Kennedy	Council Member	Gros Ventre At Large Representative	General Services Committee
Donovan Archambault	Council Member	Assiniboine At Large Representative	Land Committee & Finance Committee
John Hawley	Council Member	Gros Ventre Representative	Public Safety Committee
Curtis Horn	Council Member	Assiniboine Representative	General Services Committee
Dominic Messerly	Council Member	River Gros Ventre Representative	Natural Resources Committee & Health Committee
Kyle Bigby	Council Member	River Assiniboine Representative	Public Safety Committee
Warren Morin	Council Member	Mountain Gros Ventre Representative	Human Services Committee
Lynn Cliff, Jr.	Council Member	Mountain Assiniboine Representative	Health Committee

A listing of the Current governing body, the Fort Belknap Indian Community Council (FBICC) and their assigned Committees and their areas of experience, expertise and interest, are as follows:

A. Strategy Committee

The Fort Belknap Community Council is the official Comprehensive Economic Development Strategy Committee (CEDS) for the Fort Belknap Reservation.

III. Community Profile & Background

A. Background

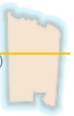


Fort Belknap Indian Reservation is located in North Central Montana and is the homeland to the Gros Ventre and Assiniboine People, Fort Belknap Indian Reservation was created by an Act of Congress on May 1, 1888, **(Stat., L., XXV, 113)**. The reservation that remains of the vast ancestral territory of the Blackfoot and Assiniboine Nations. The Gros Ventre, as members of the Blackfoot confederacy and the Assiniboine Nation signed the Fort Laramie treaties of 1851 and 1855 with the United States Government establishing their perspective territories within the continental United States. The Fort Belknap Reservation is part of what remains of these two nations ancestral territory that included all of central and eastern Montana and portions of western North Dakota.

The Gros Ventre people are “A’ ani nin” meaning White Clay People. They believed that they were made from the White Clay that is found along the river bottoms in Gros Ventre country. Early French fur trappers and traders named this tribe “Gros Ventre” because other tribes in the area referred to them as “The Water Falls People.” The sign for water fall is the passing of the hands over the stomach and the French thought the Indians were saying big belly, so they called them “Gros Ventre” – meaning “big belly” in the French Language.



The Assiniboine people are “Nakoda” Meaning the generous ones. This tribe split with the Yantonai Sioux in the Seventeenth century and migrated westward onto the northern plains with their allies, the Plains Cree. “Assiniboine” is a Chippewa word meaning, “One who cooks with stones.” The Assiniboine are located on both the Fort Belknap and Fort Peck Indian Reservations in Montana and on several reserves in Saskatchewan and Alberta.



The Gros Ventre and Assiniboine were nomadic hunters and warriors. They followed the buffalo which provided them with all the necessities of life. Their food, clothing and teepees all came from the Buffalo. The buffalo was the Indian staff of life and the Assiniboine and Gros Ventre and other plains tribes lived a good life with the buffalo. In 2016, Fort Belknap Indian Community maintains a buffalo herd of approximately 594 head, which roam the plains area, between the Bear Paw Mountains and the Little Rocky Mountains, on the reservation.

Today the two tribes are united as one government called the Fort Belknap Indian Community. Together, the tribes have formed and maintained a community that has deep respect for its land, its culture, and its heritage. Fort Belknap derives its name from the original military post that was established on the Milk River, one mile southeast of the present town of Chinook, Montana. Fort Belknap named for William W. Belknap, who was the Secretary of War at that time, was a Military Fort combined with a trading post. It became a Government agency for the Gros Ventre and Assiniboine Indians living in the area.



On October 27, 1934, the male voters accepted the Indian Reorganization Act. This allowed the tribal members, of Fort Belknap Indian Community to establish a Constitution and By-Laws, and Corporate Charter. The Constitution was adopted on October 19, 1935, and a Corporate Charter adopted on August 25, 1937, in accordance with Section 16, of the IRA of June 18, 1934, 48 Stat. 984.

The dark history of American Indian Nations begin with broken treaties and promises, open warfare, and germ warfare (blankets infested with small pox). Hundreds of Indian nations experienced removal and death marches – the Navajo’s Long Walk and the Five Civilized Tribes forced to March to Indian Territory (Oklahoma), known as the Trail of Tears, are just two examples. Some nations fled to Mexico and Canada to escape what today is called “Ethnic Cleansing”. From the beginning, the American imperative was to conquer the continent. For two centuries, the U.S. Government pushed Indian Nations out of their traditional territories and onto reservations. Indian Nations surrendered land and resources, but never their sovereignty – the right to exist as separate political, economic and cultural entities.

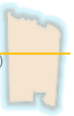


Control and management of the reservation lands and resources were placed in Trust, to be handled by the federal government. To this day, the federal government, the Bureau of Indian Affairs (BIA), Department of Interior, must approve the amount of non-Indians pay to use Indian assets, held in trust, for all Indian leases for land transactions consisting of grazing, mining, oil and gas exploration, timber harvest and the amount of water that can be diverted. Many tribes allege that their properties and resources go below-market value. But most significantly, the money generated from these tribal and individual leases has been mismanaged by the federal government. Indians today suffer the worst poverty, illiteracy, poor health, short life expectancy and highest unemployment

of any ethnic group in the nation. Still, these nations can’t tap into the single resource that would help to correct this myriad of problems – capital – because of the fact that the federal government has misplaced and mismanaged those trust funds.

The Trust relationship between the United States and Indian Nations is three fold, the United States acknowledges separate political, economic, and cultural communities, referred to as the federally recognized Indian Tribes. An Indian Tribe is a separate political community whose rights to self-governance or sovereignty are not derived from the U.S. Constitution, because Tribal Rights to self-government predate not only the constitution, but also the advent of the arrival of the first Europeans on this continent.

The federal government has the final approval over the use and disposition of restricted Indian lands and natural resources, held in trust by the federal government, for the benefit of an Indian Tribe or individual Indian. Indian lands were placed in federal trust to prevent their theft and plunder by private citizens, and by the federal and state governments.



According to international law, a less powerful polity is placed under the trustee protection of a great power. A trustee with protectorate responsibility is obligated to protect the political, social and economic integrity of the protected community, in this case, the federally recognized Indian Tribes. This is absolutely clear in treaty, in the Constitution, in federal law and in court decisions affirming tribal authority to regulate commerce and to tax economic enterprises. Other examples are the Acts of Congress requiring both Tribal and Federal approval before land can be ceded from Tribal to State jurisdiction.



The social contract has existed since the earliest period of the federal Indian relationship. The federal government assumed the responsibility for assisting Indian Nations, to cope with the socioeconomic costs of conquest and loss of lands and resources. The federal government provides a wide range of services to Indian individuals and assistance to Indian Nations because of their status as Indians. America promised this to the Indian Nations in exchange for lands, territories and resources – these services and rights derive from the political relationship between the United States and Indian Nations.

A. Economy - Following are selected economic statistics for the Fort Belknap Reservation.

Occupation

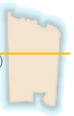
	#	%
Management, business science and arts	262	29.91%
Service Occupation	251	28.65%
Sales and office occupation	131	14.95%
Natural Resources, construction and maintenance	172	19.63%
Production, transportation and material moving	60	6.85%

Source: U.S Census – 2011 – 2015 American Community Survey

Employment by Industry Sector

	#	%
Agriculture, forestry, fishing, hunting & mining	87	9.93%
Construction	75	8.56%
Manufacturing	17	1.94%
Wholesale trade	6	0.68%
Retail trade	41	4.68%
Transportation, warehousing and utilities	24	2.74%
Information	0	0.00%
Finance, insurance and real estate	23	2.63%
Professional, scientific and management	50	5.71%
Educational services and health care	294	33.56%
Arts, Entertainment, and recreation	36	4.11%
Other services	23	2.63%
Public Administration	200	22.83%

Source: U.S Census – 2011 – 2015 American Community Survey



Household Income

	#	%
Less than \$10,000	106	11.1%
\$10,000 - \$14,999	83	9.4%
\$15,000 - \$24,000	187	21.4%
\$25,000 - \$34,999	98	9.9%
\$35,000 - \$49,999	113	23.0%
\$50,000 - \$74,999	142	14.3%
\$75,000 - \$99,999	63	5.6%
\$100,000 - \$149,999	20	3.5%
\$150,000 - \$199,999	10	1.5%
\$200,00 or more	0	0.2%
Median Household Income	\$28,571	-
Mean Household Income	\$37,702	-
Per Capita Income	\$12,330	-
Montana Mean Income	\$51,933	-
Montana Per Capita Income	\$22,216	-

Source: U.S Census – 2011 – 2015 American Community Survey 5 year Estimates

Percentage of People whose Income in the Past 12 = Months is below Poverty Level

	%
All People	41%
Under 18 years	53%
Related children under 18 years	52.8%
Related children under 5 years	59.6%
Related children 5 – 17 years	50.2%
18 years and over	33.8%
65 years and over	11.9%
People in families	40.3%
Unrelated individuals 15 years and over	46.4%

Source: U.S Census – 2011 – 2015 American Community Survey 5 year Estimates

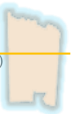
A. Population

Between 2000 and 2010 the populations in the towns and places on the Fort Belknap Reservation grew while the population in the surrounding counties decreased.

2010 Population of Towns and Census Designated Places

	2010	2000	%
Fort Belknap Reservation	2,780	2,959	(-6%)
Fort Belknap Agency	1,293	1,262	2.5%
Hays	843	702	20%
Lodge Pole	265	214	23.9%
Blaine County	6,491	7,009	(-7.4%)
Phillips County	4,253	4,601	(-7.5%)

Source: U.S Census 2010



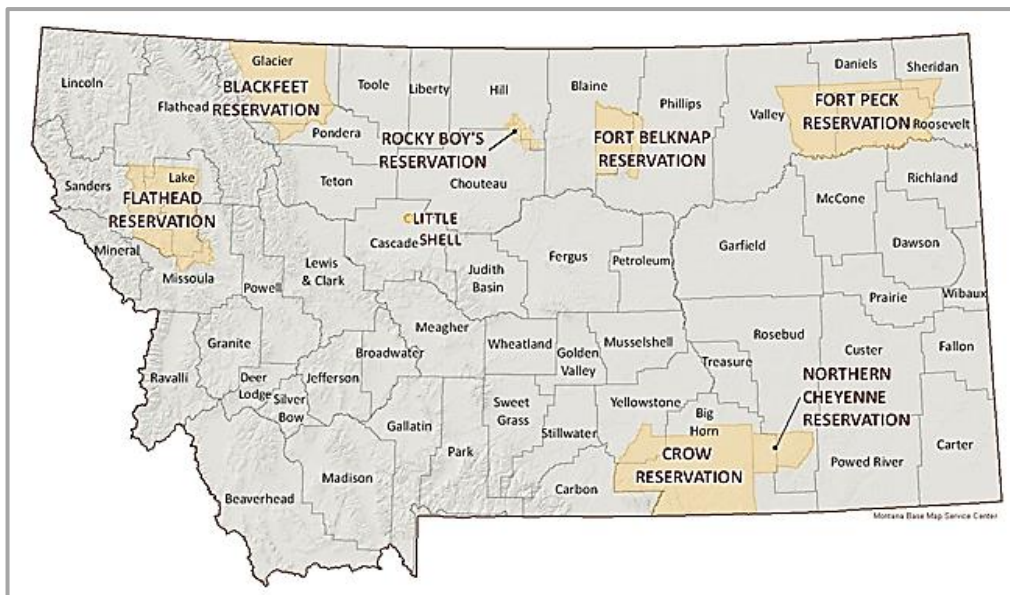
Population by Age – Fort Belknap Reservation

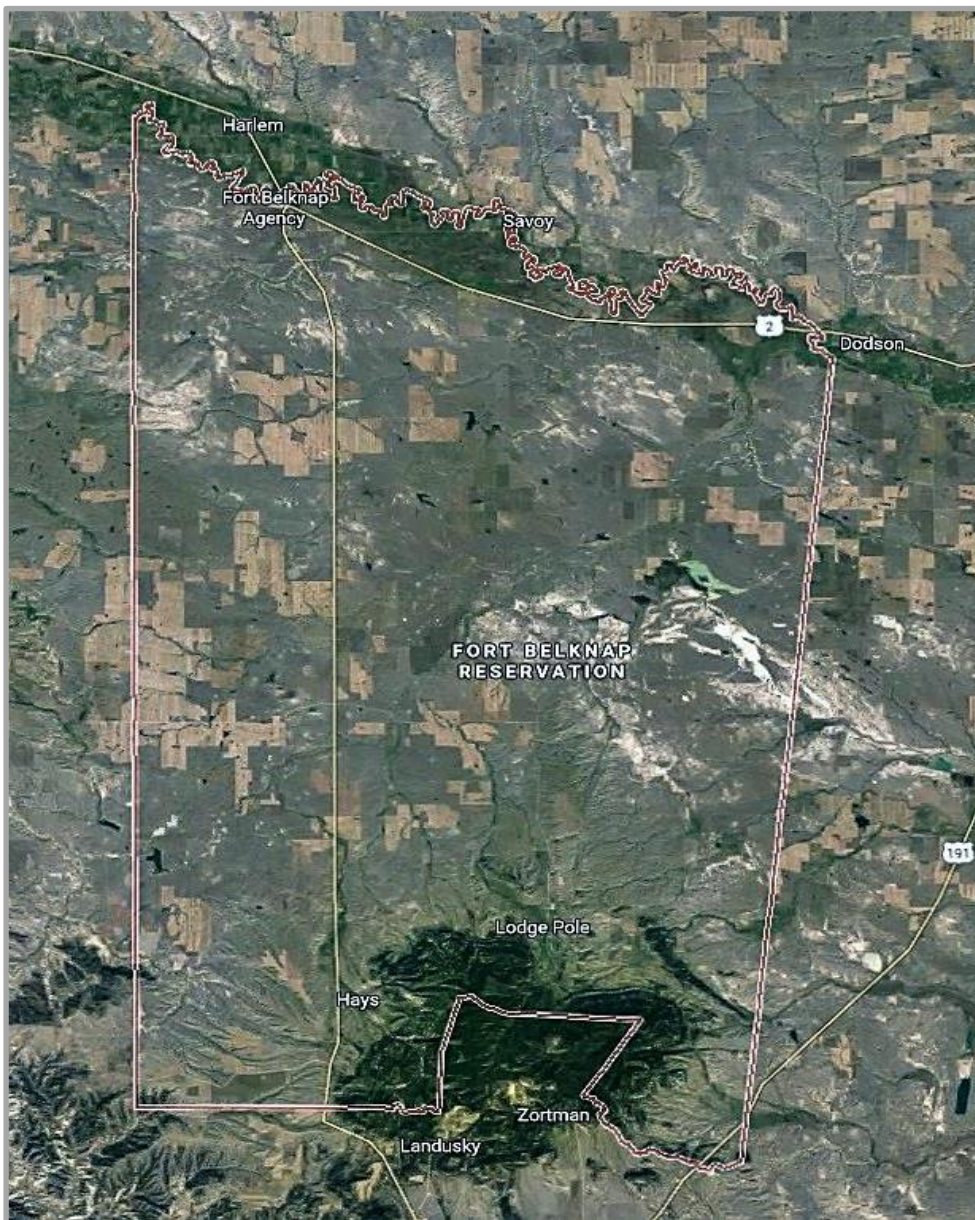
	%
Under 5 years	10.07%
5 to 9 years	10.66%
10 to 14 years	10.86%
15 to 19 years	9.08%
20 to 24 years	6.89%
25 to 34 years	13.05%
35 to 44 years	9.48%
45 to 54 years	11.41%
55 to 59 years	5.87%
60 to 64 years	4.89%
65 to 74 years	5.84%
75 to 84 years	1.15%
85 years and over	0.10%
Median Age	62.71%
Montana Median Age	39.7%

Source: U.S Census Bureau, 2011 – 2015 American Community Survey

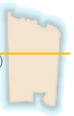
A. Geography

The Fort Belknap Reservation encompasses 687,617. 18 acres, and is home to 8, 157 enrolled members, per Tribal Enrollment records, dated June 3, 2017. In addition, there is 28,731 acres of Tribal Lands outside the reservation’s boundaries obtained through the land acquisition program. The reservation is rectangular, in shape with an average width of 28 miles. The average length, north to south, is 40 miles. The northern boundary is the Milk River. The southern boundary includes a large portion of the Little Rocky Mountains. The east and west boundaries are marked by survey lines. The Fort Belknap Reservation is the fourth largest of the seven reservations in Montana and is included in portions of Blaine and Phillips Counties.





A. Reservation Communities



Fort Belknap Reservation has four very distinctive communities within the reservation boundary. Each community has its own culture and traditions. The four communities on the reservation are as follows:

Agency – Located at the northwest boundary, is the governmental hub for all governmental entities, such as Tribal Government, Tribal Programs, Bureau of Indian Affairs, Indian Health Services and Aaniiih Nakoda College. A combination of tribal members from both the Gros Ventre and the Assiniboine Tribes reside at the Agency. The Agency is approximately 3 miles south of Harlem and 50 miles east of Havre, Montana, on US Highway 2.

Hays – Located at the southwest portion of the reservation, is 35 miles south of the Agency, off Montana Highway 66. The population in Hays consists mainly of members of the Gros Ventre Tribe, and/or descendants of the Little Shell and Cree Tribes.

Lodge Pole – Located 13 miles east of Hays, at the southeast end of the reservation, consists mainly of members of the Assiniboine Tribe, with a mix of members of the Gros Ventre Tribe. This community maintains their traditions and culture more than any of the other communities.

Dodson Center/Area – Located 35 miles north of Lodge Pole, on Route 8, has community members who are mainly members of the Gros Ventre Tribe, with a few members being of the Assiniboine Tribe and/or nontribal members. Dodson Center is approximately 22.6 miles east of the Agency, on US Highway 2.

B. Workforce

Employment Statistics

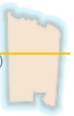
Employment Status	#	%
Population 16 years and over	2017	66.15%
In Labor Force	1192	39.09%
Civilian Labor Force	1192	39.09%
Employed	876	28.73%
Unemployed	316	10.36%
Not in Labor Force	825	27.06%
Percent Unemployed	-	%

Source: U.S. Census – 2011 – 2015 American Community Survey

U.S. Department of Interior, Bureau of Indian Affairs, Labor Force Report Background

Accurate information on the population and employment levels of tribes is critically important for understanding the social and economic circumstances that tribes face and identify the best policies and strategies for promoting economic development in Indian Country. Congress recognized this importance in the Indian Employment, Training and Related Services Demonstration Act of 1992, as Amended, (Pub. L. 102-477, 17), by requiring the Department of Interior to Publish, at least once every two years, the American Indian Population and Labor Force Report. The Act specifically requires the following information:

The DOI, BIA Labor Force Report is a report on the population, by gender, eligible for the services which the Office of the Assistant Secretary, Indian Affairs, U.S. Department of the Interior provides to Indian people. The report includes, but is not limited to, information at the national level by State, Bureau of Indian Affairs Services Area, and Tribal level for the Following: 1) Total service population; 2) The service population available for work; 3) The population available for work; including those not considered to be actively seeking work; 4) the employed population, including those employed with annual earnings below the poverty line; and 5) the numbers employed in private sector positions and in public sector positions. The following chart provides the most recent BIA Labor Force Reports Produced by the DOI, BIA for the Fort Belknap Reservation.



**Department of Interior - Bureau of Indian Affairs
Labor Force Report 2003, 2005 and 2015**

	2003	2005	2015
Tribal Enrollment	6,427	6,304	8,157 ¹
Total Eligible for Services	4,834	6,035	4,323 ²
Age Distribution Data			
Age Under 16	1,269	1,760	972 ³
Age 16 – 64	2,622	2,977	1056 ⁴
Age 65 & Over	943	1,298	218 ⁵
Labor Force Data			
Not Available for Work	525	183	519 ⁶
Available for Work	3,040	4,092	1,008 ⁷
Number Employed	769	849	742 ⁸
Number not employed	2,271	3,243	266 ⁹
Unemployment as % of Labor Force	75%	79%	23.8% ¹⁰
Total Employed			
Public	654	728	1,313 ¹¹
Private	115	121	209 ¹²
Total	769	849	1,522 ¹³
Employed Below Poverty Guidelines			
Number	163	75	597 ¹⁴
Percent	21%	22%	35.3% ¹⁵

Source: US Department of Interior, Bureau of Indian Affairs, Labor Force Report 2003, 2005 & 2013, *American Community Survey 5-Year Estimates, 2011-2015*

A. Transportation Access

Fort Belknap Transportation/Transit Department

The Fort Belknap Tribal Transportation Program (TTP) originally started in 1993 under a PL 93-638 Contract. At the time, this was a new opportunity for tribes under the ISTEA Bill of 1993, which was the Federal Highway Bill. This was a

significant improvement in how tribes were given a seat at the 'transportation' table, "so to speak", and really get involved in their transportation systems. Prior to this, BIA set the Tribes' priorities for the road construction projects.

¹ 2015 FBIC Enrollment Department, Annual Report

² 2015 FBIC Enrollment Department, Annual Report

³ American Community Survey 5-Year Estimates, 2011-2015

⁴ American Community Survey 5-Year Estimates, 2011-2015

⁵ American Community Survey 5-Year Estimates, 2011-2015

⁶ American Community Survey 5-Year Estimates, 2011-2015

⁷ American Community Survey 5-Year Estimates, 2011-2015

⁸ American Community Survey 5-Year Estimates, 2011-2015

⁹ American Community Survey 5-Year Estimates, 2011-2015

¹⁰ American Community Survey 5-Year Estimates, 2011-2015

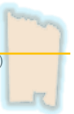
¹¹ American Community Survey 5-Year Estimates, 2011-2015

¹² American Community Survey 5-Year Estimates, 2011-2015

¹³ American Community Survey 5-Year Estimates, 2011-2015

¹⁴ American Community Survey 5-Year Estimates, 2011-2015

¹⁵ American Community Survey 5-Year Estimates, 2011-2015



The Ft. Belknap Transit is pleased to support the North Central Montana Transit (NCMT) in its mission to continue to improve mobility and access for residents of North Central Montana. It is our understanding that since August 24, 2009, the North Central Montana Transit transported over 26,468 citizens across the regions of Hill and Blaine Counties; including, the cities of Harlem, Chinook, Havre, Laredo, and Box Elder; as well as, the Fort Belknap and Rocky Boy's Indian Reservations. As a partner in this endeavor, the Ft. Belknap Transit commits the following resources to the success of this endeavor: Participation of designated representatives in the Transit Advisory Committee which assists the North Central Montana Transit in assessing and prioritizing local needs. Promote routes and services to be offered by the North Central Montana Transit to our constituents who are residents of North Central Montana.

The Vision of the Fort Belknap Transportation/Transit Department is *"to dedicate itself to the promotion and the betterment of a seamless link between existing map data and the social and economic elements vital to the stewardship of the land & culture for the welfare of the Fort Belknap Indian Community."*

The Mission of the Fort Belknap Transportation/Transit Department is seeing *"Transportation as the 'Golden Thread' that ties everything together: Transportation weaves through a community both physically and mentally. It connects health, education employment, together. We, who are in the transportation field, really need to consult with other programs to understand their current needs and needs in the future; if there are silos, we need to break them down and work together; really understand expectations of the community so that we can ensure we are meeting the needs that the community seeks. Our roads are investments to our communities. Usually roads are important after some type of development is planned; it shouldn't be in that order. Circulation should be at the forefront"*.

The basic premise of the Transportation/Transit Department includes a belief that tasks that follow the concept of the transportation system, land use, resource and economic development are interdependent. The Tribes Transportation Planning Program (TTP) will address all aspects of the Fort Belknap Indian Communities Transportation System, including, but not limited to, long range transportation planning; assisting in project development for an TTP Project or an eligible Highway Safety Project, priority setting, community involvement and information gathering, the collection, coordination and dissemination of transportation information between other local, state and national organizations and carrying out a comprehensive, effective, and ongoing transportation planning program for the Fort Belknap Indian Community.

The Tribal Transportation Program is managed by the Tribal Transportation Director and assisted by an Assistant Director in addition to other key staff members that hold specific responsibilities and tasks in support Fort Belknap Indian Community's overall transportation strategic plan. The staff members and their respective roles are as follows:

Transportation/Transit Staff:

C. John Healy, Sr. - Director, since 1993. Oversees the Tribes Tribal Transportation Program's (TTP) annual allocations for the operation of the TTP. Administers relative contract funds which have been grant awarded, provides oversight to the Tribes Indian Reservation Road Inventory and works with the State Department of Transportation and Opportunity Link, a nonprofit organization, to provide a transit system within the reservation communities and to Havre, 45 miles from the reservation, daily, for two runs during weekdays and to Great Falls, 150 miles from the reservation, twice per week, for two round-trips. Reports on all transportation issues to the Tribal Council. Share signature authority with the Tribal Council President to sign project delivery orders as contained in the Indefinite Delivery Contract with the Tribes Design Consultant. Leads discussion, addressing transportation issues with the Rocky Mountain Region Office (RMRO), Division of Transportation on behalf of Fort Belknap Tribal Transportation/Transit Department.

Wes Cochran - Assistant Director, Transportation Planner/Acting Transit Coordinator, since 2005. Assist with and carries out transportation planning activities for the Tribes. Assists in planning alterations and modifications of existing streets, highways, and bridges to improve traffic flow. May assist in a particular phase of work such as surveys, improving signs, lighting systems, preparing plans, including 9-1-1 Plans or construction/maintenance activities. Responsible for collecting existing data from various state, and local governments, BIA, and Tribal sources: i.e. highway planning studies, highway & street improvements and maintenance programs, mileage data on the IRR System, construction plans, road inventories, travel demand, road usage, and air strip improvements. Familiar with 25 CFR Part 170 Final Rule, provisions applicable to the Indian Reservation Roads (IRR), Program, as well as the Road Inventory Field Data System (RIFDS), for the recording and inputting of data, electronically. Assist in the collection of, and maintain data for Bridges, Highway Safety, Roadway Management Systems, and Signage. Coordinate reservation transportation plans with tribal officials and representatives of the federal, state, county transportation programs. Participate in transportation planning meetings and conferences, locally and nationally, when warranted.



Elizabeth Horse Capture Azure - Fiscal Manager, since 2015. Maintains the budgets and expenditures on all the transportation/transit department funds. Monitors accounts for modification, submitting them for approval. Acts as liaison for the transportation/transit services and delivery of services, in Transportation/Transit Director and Assistant Director's absence.

Dawn Chandler - Tribal Surveyor, since 2016. Primarily responsible for maintaining the Tribes' Long Range Transportation Plan (LRTP) and other duties as assigned. Responsible for performing surveying, experienced in subdivision planning and platting, AutoCAD drafting, legal surveying for subdivisions, lot layout, legal surveying for ROW's and construction staking with Trimble GPS R8 and Robotic Total Stations by coordinating/planning surveys with work of engineering and architectural personnel, clients, and others concerned with project. Utilizes new surveying industry technology by planning ground surveys designed to establish base lines, elevations, and other geodetic measurements. Determines photographic equipment to be used defining altitude from which to photograph terrain and considers aerial surveys of specified geographical area. Analyzes survey objectives and specifications, utilizing knowledge of survey uses. Prepares survey proposal or directs one or more phases of survey proposal preparation. Drafts or works with others to draft maps of survey data. Determines appropriate and economical methods and procedures for establishing survey control. Keeps accurate notes, records, and sketches to describe and certify work performed. Takes instrument readings of sun or stars and calculates longitude and latitude to determine specific area location. Studies weight, shape, size, and mass of earth, and variations in earth's gravitational field, using astronomic observations and complex computation. Assists in the Estimates for the cost of survey. Conducts research in surveying and mapping methods using knowledge of techniques of photogrammetric map compilation, electronic data processing, and flight and control planning. Computes geodetic measurements and interprets survey data to determine position, shape, and elevations of geomorphic and topographic features. Prepares charts and tables and makes precise determinations of elevations and records other characteristics of terrain. Establishes fixed points for use in making maps, using geodetic and engineering instruments. Coordinate reservation transportation plans with tribal officials/departments/staff and representatives of the federal, state, county transportation programs, as needed. Network with transportation organizations on surveying technology such as ESRI, the American Association of State and Highway Transportation Officials (AASHTO), federal, state, county transportation programs, as needed. Provide quarterly written reports to the Assistant Director. Participate in transportation planning meetings and conferences, both locally and nationally, when warranted.

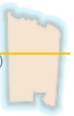
Lyndsey Stepetin - Secretary, since 2017. Greets guests, directs or assists all inquiries or request for maps and addressing needs as requested. Routes all calls, maintains meeting space use request on behalf of both tribal employees and community members. Submits financial request for payments, as needed. Maintains office equipment including the servicing and day to day functioning of the transit buses and the departments' GSA vehicles. Interfaces with IT to maintain the department's website for accuracy and up to date relevant transportation-related information.

B. Resources

The following Resources will provide the basis for Economic Growth & the need for development:

- 1) Land and Water resources;
- 2) Sand, Gravel, Coal, Bentonite; Limestone; Granite; Metallic Minerals;
- 3) Forest and agriculture products; crops; livestock;
- 4) Arts & Crafts;
- 5) Recreation and Historic Areas;
- 6) Industrial and Commercial Buildings;
- 7) Industrial and Commercial Sites;
- 8) Human Resources;
- 9) Oil and Gas;
- 10) Wind and Solar Energy Development.
- 11) Tourism
- 12) Education Program

Environment & Natural Resources



Climate of the reservation is typical of the semiarid Great Plains region, having long, cold winters and short, warm summers. Yearly precipitation averages 12 inches. Elevations within the reservation range from 2,300 to 5,000 feet. The area within the reservation boundaries is approximately 620,086 acres (Montana State Library – Geographic Information; <http://geoinfo.montanastatelibrary.org/>) Approximately 102,125 acres are used for dry land crops and pastures; 18,265 acres are used for irrigated crops and pastures; and 26,830 acres consists of forested land. The remaining land, approximately 472,870 acres, consists of glaciated plains, represented by northern mixed grass prairie.

Major Landforms and Land Cover: The Milk River Valley, Little Rocky Mountains and the glaciated plains comprise the Dominate landforms of the reservation. The Milk River Valley is a broad, flat floodplain, bounded by low bluffs rising to glaciare rolling plains. The four principal tributaries of the Milk River that are located on the reservation include Three Miles, White Bear and Peoples and Beaver Creeks. Approximately 123 miles of perennial streams and river reaches provide the surface water on the reservation.



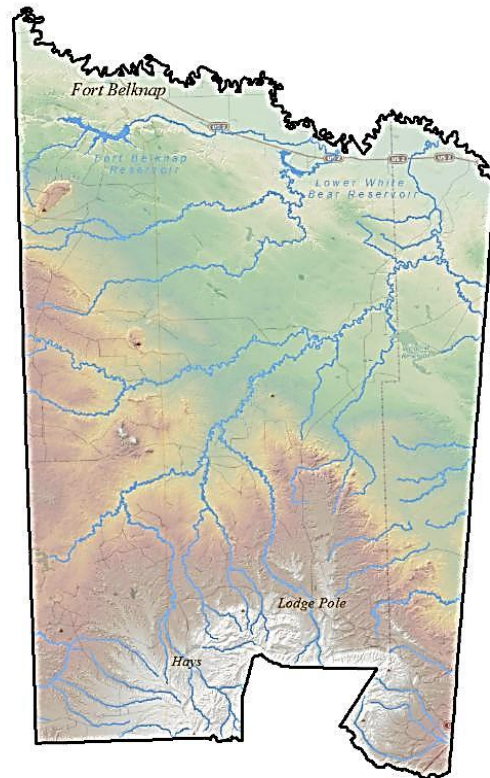
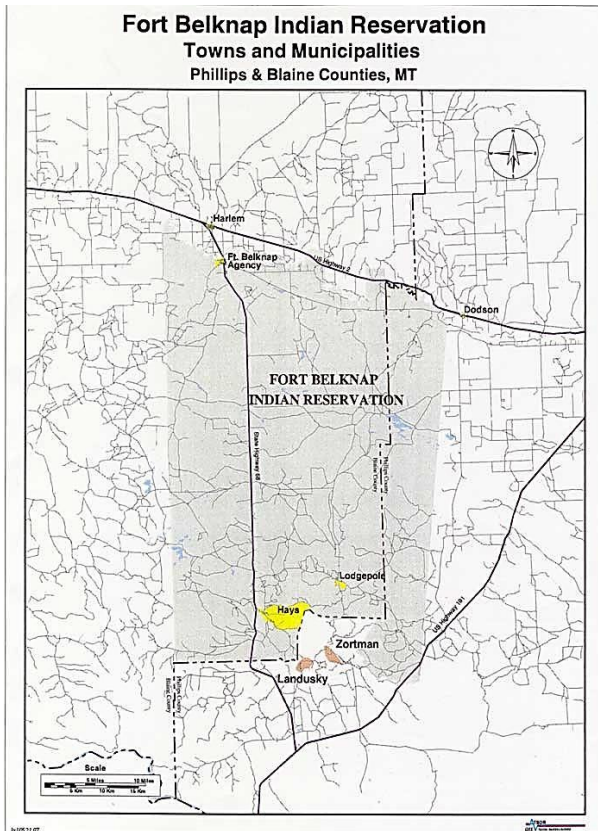
The Little Rocky Mountains are one of several “Island Mountain ranges” that rise above the Northern Great Plains. Forested land is dominated by Douglas-fir and lodge pole pine and comprises approximately 4% of the reservation. Most of the reservation, (approximately 76%) consists of flat land or gentle rolling hills of the glaciated plains, which is best suited for raising livestock. The dominant vegetation is northern mixed grass prairie; commonly represented by western wheatgrass, blue gamma and needle and thread. Dominant forbs include scarlet globe mallow, wholly plantain and American

vetch. Dominant shrubs include silver sagebrush. The native grasslands and shrub lands support abundant and healthy big game populations of pronghorn antelope, white-tailed deer, mule deer, and expanding elk populations, and an approximately 450 head herd of American bison, managed by the Tribal Fish and Game Department. This area also sustains many non-game populations, which are in decline throughout much of their range, including black-tailed prairie dogs, black footed ferrets and several listed grassland bird species or those of concern, such as Sprague’s Pipit, Baird’s Sparrow, Chestnut-collared Longspur, McCown’s Longspur, Ferruginous Hawk, Mountain Plover, Brewer’s Sparrow, Loggerhead Shrike, Long-billed Curlew, Great Sage-Grouse and Burrowing Owl.



The Major Lakes and Reservoirs that occur on the reservation include Snake Butte Reservoir, Big Lake and Lake 17. Snake Butte Reservoir is approximately 5 acres. It is recreational area for fishing, picnicking, berry picking and canoeing. Bigby Lake is 145 acres, Surrounded by agricultural fields. It is the largest prairie pothole on the reservation and a stopping point for migratory waterfowl. Lake 17 is 415 acres. I was created in the 1950’s to provide water for livestock. This water body is used by migratory waterfowl for breeding.

As indicated by the map below, Fort Belknap is located in a semi-arid region with annual rainfall averaging between 10 to 12 inches per year on the north part of the reservation and between 14 to 18 inches per year on the southern more mountainous part of the reservation.

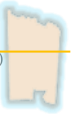


Fort Belknap Environmental Department

“The mission of the Fort Belknap Environmental Department, with respect to the unique cultural values of the White Clay and Nakoda Nations, is to ensure the Fort Belknap Reservation and the people are protected from harmful levels of pollution. “Fort Belknap Environmental Department was organized in 1991.

In May 2003, FBIC was awarded a Targeted Brownfields Assessment (TBA) for the Agency Dump site, located one mile southwest of the Fort Belknap Agency. A Phase I and a Phase II environmental site assessment (ESA) was conducted at the site by EPA’s contractor, URS Corporation. Some contamination was found during the Phase II sample activities and a final Phase II ESA Report was submitted and approved by EPA and the FBIC Council in April 2004. The FBIC Tribal Environmental Department’s program activities completed include the following: (1) Education Plan for the Brownfields Programs, and (2) Quality Assurance Project Plan (QAPP), completed in 2001, which is Fort Belknap Indian Community Little Rockies/106 Special Project Quality Assurance Project Plan.

FBIC administered a Clean Air Act (CAA) Section 103 Air Quality Project Special Project from October 2000 to 2013. The objective of the initial project was to assess current air quality conditions on the reservation and continue to maintain a clean air shed. In 2002, the Air Emissions Inventory of Fort Belknap Reservation was completed and reviewed and revised in 2003 and 2004, with assistance of Portage Environmental Inc., a contractor. In addition, they determined impacts from the transfer stations (gas pipe line) just west of the reservation and impacts from Canada. In spring 2004, the Air Quality Specialist initiated a 1- year saturation (PM 10) study near the Little Rockies to investigate the concentration of particulate matter in the air on the southern end of the reservation. In 2005, a 1-year Saturation Study (PM-10, and PM-2.5) was conducted on the northern end of the reservation. In 2007, an Open Burning Ordinance was developed and approved/adopted by FBCC. In 2009, a Prescribed Rangeland and Forestry Burning Ordinance was developed and approved/adopted by FBCC. An Indoor Air Quality Project was administered from 2011 to 2013. The objective of the Indoor Air Quality Project was to assess radon impacts to homes on the reservation and provide education and outreach on indoor air quality issues, such as radon, mold, etc. to the reservation community.



The FBIC administered a CWA Section 106 Water Pollution Special Projects on Water Quality from April 1999 to December 2001. Coordination efforts were implemented on the CWA Section 106 Special Project to assess possible contaminants in the Old Agency Landfill site migrating to Fort Belknap Agency's domestic water supply. In August 2000, EPA approved the revised FBIC Quality Assurance Project Plan (Water Quality Monitoring for Surface and Groundwater) to monitor under this project. Three (3) ground water wells were installed near the landfill. These wells were monitored along with two surface water sites from August 2000 to December 2001.

Results from this investigation appeared to indicate the landfill had not contaminated the underlying groundwater and the adjacent oxbow with pesticides (PCBs). After reviewing the elevation contours measured in the monitoring wells, it became apparent that none of the monitoring wells were placed up-gradient, or down-gradient of the landfill to characterize background conditions. In addition, soil sampling did not occur during the well installation. Organic chemicals often attach themselves to soils that are clay-like such as are at the landfill site. This may be the reason that organic chemicals were not detected in the water analysis, under this study. It was determined that further investigation of the Old Agency Landfill site was required to safeguard the health and welfare of reservation residents. It was recognized as a potential Brownfields site and was prioritized under the Brownfields Assessment Demonstration Pilot project as one of the two sites to conduct an Environmental Site Assessment (ESA).

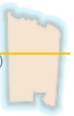
The FBIC also administered a second CWA Section 106 Special Project from April 2000 to March 2004. The focus of this project was to investigate and assess potential contamination of domestic water supplies near the Little Rocky Mountains from acid mine drainage (AMD) and land practices. In February 2001, EPA approved the FBIC Little Rockies/106 Special Project Quality Assurance Project Plan to monitor under this project. Well data was researched and gathered, and potentially impacted domestic wells and springs were identified for ground water monitoring. Site locations were monitored from July 2001 to June 2002. Three (3) sites were identified with water quality impacts. The 3 sites were added to the CWA Section 106 Sampling and Analysis Plan for FY 2003 to the present. The sites will continue to be monitored on a long-term basis.

The FBIC administered a Source Water Protection grant from 1998 to 2002. Based on the results of the ground water analyses, contaminants from identified sources had little effect on the ground water at that time. However, it was recommended that monitoring be continued to analyze for any trends in ground water quality from acid mine drainage and non-point sources, such as wastewater and agricultural impacts. It was further recommended to continue taking static water levels as long as monitoring is being conducted to get comprehensive representation of how fluctuations in water quality affect water quality over time.

FBIC administered the Lead Screening and Educational Outreach Project from April 2006 to March 2008. The goal of the project was to provide the community with education and outreach regarding the harmful effects of lead and potential pathways within the community that could be a concern due to lead exposure. The grant also provided the FBIC with the opportunity to test for lead in children up to five years old.

The FBIC administered a Toxic Substances Control Act (TSCA) Section 404(g) Tribal Lead-Based Paint Program from January 2000 to March 2002. In 1999, the Tribes submitted a Treatment in a Manner Similar to a State (TAS) application to become eligible to receive funding for the program. The goal of the project was to: (1) identify key stakeholders to form partnerships and collect data; (2) conduct a baseline assessment to determine any prior blood-lead screening, household water, soil, dust, and paint sampling; and (3) provide lead training/education and disseminate lead outreach materials to the public to educate them of possible lead hazards in the home/community. The Tribes submitted the Fort Belknap Environmental Protection Program Quality Assurance Project Plan for Lead-Based Paint Data Operations on December 20, 2000 and was approved on January 17, 2001. It was the first Tribal QAPP for the Lead-Based Paint Program approved in Region VIII. On May 29, 2001, the Lead Coordinator passed the U.S. EPA OPPTS/ Lead-Based Paint Activities Certification Risk Assessor Examination. As a result, the FBIC received certification as a Firm to conduct lead-based paint activities pursuant to 40 CFR Part 745.226; and in June 2001, the Lead Coordinator also received certification as a Risk Assessor to conduct lead-based paint activities pursuant to the same Code. In August 2001, she also became certified to operate the NITON XRF Spectrum Analyzer from the Niton Corporation.

Non-Time Critical Removal Action in King Creek was conducted in 1999-2000. At the request of the FBIC Council, EPA conducted a Non-Time Critical Removal Action in King Creek in the Mission Canyon near Hays. The U.S. Army Corps of Engineers were oversight for the project. IT Corporation was the primary contractor. The Council was awarded \$50,000 to hire a Technical Advisor for the project and a Tribal Liaison to work directly with the Advisor. Portage Environmental, Inc. was awarded the contract for the Technical Advisor. The (Tribal) Environmental Liaison provided communication between the Council, EPA, Army Corps of Engineers, IT Corporation, Portage Environmental, Inc., BLM, and others. He informed the Council of all project activities. IT Corporation, the primary contractor, hired and trained 11 tribal members for the project. The project consisted of removing mine tailings from the King Creek drainage and hauling and placing the tailings at the Landusky



mine site for use in their reclamation activities. The project was completed in the 2000 field season. See <http://www.hq.usace.army.mil/cepa/pubs/jun01/story7.htm> for more information.

The FBIC administered the Administration for Native Americans (ANA)/Department of Defense (DOD) Environmental Mitigation Project from 1998 to 1999. The objective of the project was to conduct a remedial site investigation to determine impacts from the Snake Butte Rock Quarry operations during the 1930's by the U.S. Army Corps of Engineers. The rock or riprap taken from the quarry was shipped by railroad from Fort Belknap Indian Reservation to Fort Peck, Montana, and was used in the construction of the Fort Peck Dam. The result was the Snake Butte Environmental Mitigation Remedial Site Investigation (Phase I) Report. The report identified and documented impacts associated with removal of 650,000 cubic yards of riprap (rock) from Snake Butte.

The FBIC administered EPA's Environmental Justice Small Grants Program from 1994 to 1998. The goal of the project was to promote environmental justice/ environmental awareness and education to the residents of the Fort Belknap Indian Reservation. This was accomplished through a quarterly environmental newsletter, environmental seminars and workshops, radio programs, and community participation in/at community meetings, public scoping meetings, and at community events. Most activities continue to present.

Agriculture

According to the 2007 Census of Agriculture (See chart below), the number of total farms nearly doubled from 121 to 224 between 2002 and 2007. Also, the number of farms operated by tribal members increased from 83 to 175, a 53% increase in farm/ranch ownership. The numbers of cattle owned by tribal members increased by about 2,000 during those same years and continue to be far in the lead of chosen livestock raised for marketing. Although tribal members produce a large inventory of wheat, they are putting up about half of the total production within the boundaries of the Fort Belknap Reservation.

The agricultural Extension Agent for the reservation has reported that producers are continuing to build their numbers and revamping the local Livestock Marketing Cooperative that was started in 2002. The organization is embarking on a new membership drive, a capital campaign to upgrade and expand the certified livestock scale and holding/working/loading/unloading facilities at Hays, and development of a training program. The training program will encourage members to concentrate on marketing beef to niche markets that will net top dollar by providing quality and quantity. Producers are looking at shared genetics in their bulls, optimal nutrition practices and grazing management.

Better nutrition and healthier life styles continue to be a goal in the agricultural realm. Producers are looking at natural beef production as a higher quality source of protein to be utilized locally and to market.

Community gardens and individual gardening have been supported by Extension Service, and nutritional education is ongoing in the schools and after school programs. The agriculture Extension Service plans to



continue supporting natural beef production, fresh produce and preservation, and healthy menus in the schools, community functions, and at home.

Programs are being introduced through the FBLMC to enhance youth development with members sponsoring young age producers with club calf and horse shows and sales. It is through these agricultural leaders that the youth will be mentored to advance into their own operations of production and leadership.

Farmers and ranchers are concerned with noxious weed control, and efforts are underway to provide education and services using integrated pest management systems. Several entities have been undertaking these endeavors, but are now collaborating to pool resources and share services.

**USDA-NASS MONTANA FIELD OFFICE
 2012- Fort Belknap Indian Reservation Information**

Characteristics	Unit	Total	American Indian Operations	Characteristics	Unit	Total	American Indian Operators
Farms	Number	150	121	Operators	Number	221	163
Land In Farms	Acres	707,759	561,541	Operator Gender	Male	163	189
Reservation Acres in Farms	Acres	555,480	494,945		Female	58	44
Total Cropland	Farms	100	77	Primary Occupation	Farming	138	92
	Acres	180,737	139,317		Other	83	71
Harvested Cropland	Farms	91	68	All Operators	Average Age	54	55
	Acres	77,905	50,841				



Irrigated Land	Farms	35	23	Farms with Internet Access	Number	92	65
	Acres	18,336	10,390				
All Wheat for Grain	Farms	31	24	Renewable Energy Providing Systems	Farms	2	1
	Acres	42,312	28,428				
	Bushels	1,339,006	885,626				
Barley for Grain	Farm	9	4	Forge Land	Farms	79	61
	Acres	1,268	501		Acres	33,898	21,485
	Bushels	55,482	29,462		Tons, dry	50,861	28,583
Horses and Ponies Inventory	Farms	86	70	Horses and Ponies Sold	Farms	22	17
	Number	1,330	1,028		Number	131	88
Cattle and Calves Inventory	Farms	88	71	Cattle and Calves Sold	Farms	82	66
	Number	23,449	11,692		Number	12,431	7,307

1/ Data are for farms and ranches reporting at least some agricultural production on reservations during 2012

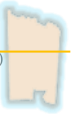
2/ At least one of the reported operators (Out of maximum of three) is self-identified as American Indian either exclusively or in combination with other races

Housing

Housing on the Fort Belknap Reservation continues to be inadequate, due to the increasing population over the years and the return of tribal members, back to the homeland. A 2014 HUD report, on Indian housing Block Grant Estimate Allocation, that Fort Belknap Reservation has 204 households experience overcrowding and a housing shortage of 343 houses. During the strategic planning sessions, over the years, throughout all the communities, on the reservation, the need for more housing was always mentioned as a top priority.

Eagle Valley

Since 2008, the Eagle Valley Estates has been a 120-Unit Mixed Use Housing Development planning project in the works on behalf of local, community, tribal, state and federal partners, sited to be created adjacent to the Agency community of the Fort Belknap Indian Community based on need to accommodate community expansion and growth. The project has solicited and secured federal in-kind and leveraging from the Dept of Defense for pre-development and ground surveying



work. The project will be enhanced by transportation configurations that provide for paved streets with gutters, alley and ease ways and will provide the neighborhood linkage to the local transit system as well as the North Central MT transit system. Anticipated occupancy date is 2022. The Fort Belknap Planning Department will assist the Transportation Department in securing water/sewer infrastructure funds, starting with Phase I infrastructure developments, through grant applications to FY18 HUD ICDBG grant, appropriate and eligible Tribal Transportation grants and Federal Set Asides.

HUD Housing

In 1967, Fort Belknap Reservation begin to access the opportunity to benefit from HUD Housing, with the construction of 10 Mutual Help units in 1967 and 15 more units constructed in 1968. Fifty years later, in 2013, Fort Belknap Housing Department has an inventory of **54** Mutual Help Houses and **204** Low Rent Houses. 52 unites were transferred over to a Tax Credit Rehabilitation Project to be completely renovated. Mutual Help Houses, which are constructed prior to 1988, except for 6 MH Units, have been conveyed to the homeowner. Therefore, Housing no longer receives a subsidy from HUD for the houses which have been conveyed or the 6 units not conveyed. In 2017, Fort Belknap Housing received subsidy for **48** Mutual Help Houses, and 256 LR units, which includes 52 unites under the Tax Credit Rehabilitation Project.

Tax Credit

In 1990's, Fort Belknap Housing began obtaining houses through a Tax Credit Program. In 2017, Fort Belknap Housing has an inventory of **98** houses obtained through the Tax Credit Program.

Home Improvement Program (HIP)

The Bureau of Indian Affairs contracts funds for the implementation of the Home Improvement Program (HIP). This program provides funds for both housing renovation and for new construction. Since its inception, the HIP Program has constructed 21 houses on the reservation. Fort Belknap was not allocated funding for FY16.

In FY17, the Bureau received funding to assist one homeowner. However, through a 5-year family strengthening BIA pilot project, the TIWAHE Initiative, Fort Belknap Indian Community will plan to develop transitional housing for adolescents placed in the tribal foster care system through provisions to access this funding outside of the regulatory scheme via regulatory formula the national TIWAHE coordinator is currently working with HUD officials on. Anticipated planning and development timeline to commence the construction RFP in 2018, with a physical structure being developed and operational by end of fiscal year 2019.

BIA Houses

Previously, in 2002, the BIA turned over management and ownership to the Tribes, six buildings; five being sold and one being gift deeded by the Tribes. To date, negotiations about any additional transference of deeds have not yet surface. Meanwhile, Fort Belknap Housing Authority continues to strategize ways to diversify housing stock options for their tribal members.

Malstrom Air Force Base Houses

In 2013, Fort Belknap Community Council entered into an agreement with the U.S. Government to receive Malstrom Air Force Base Houses for potential renovation for tribal housing options. A committee was convened by the then Tribal President, Tracy C. King, to develop a detailed plan for the development of up to 32 housing units. The Committee met weekly for about a month, from March to April 2013. Potential development sites were identified throughout the three communities with associated development and predevelopment costs to provide for 10 units throughout three communities within the Reservation. The committee recommended that a Housing Fair be scheduled in the near future, inviting Housing representatives from HUD, USDA, Native American Bank, Veterans Administration and Native American Community Development Corporation/Financial Services, Inc. to present information on their home ownership programs and requirements for qualifying for a home buyer loan. A Housing Fair will give the community members, an opportunity to



learn the process of becoming a home buyer and an opportunity to purchase a Malmstrom Air Force Base house as their home, with the assumption that the air base houses are suitable for human occupancy.

Private Built/Purchases

Prairie Mountain Utilities identified 7 Private Homes. Commercially, there is one in Hays and five at the Agency. IHS hooked up 10 private homes. Tribal Members can purchase or rent to own Malmstrom Air Force Base Houses, pending their occupancy certification.

ABANDONED HOUSES AND HOUSES IN NEED OF REPAIR

Based on a survey in early 2017, 88 Abandon Houses and 21 Vacant Houses stand throughout the entire Reservation. Fort Belknap Housing Authority will plan and develop a course of action to institute as part of their housing strategic plan to convert these structures to viable housing options for community members as part of the housing master plan.

IV. Analysis of Economic Development Problems and Opportunities

If one were to visit the Fort Belknap Indian Reservation prior to 1960, they would have encountered dilapidated governmental buildings, inadequate housing, poor infrastructure, or no infrastructure, such as no indoor plumbing, electricity; telephones and few tribal governmental activities. In **1962**, The Fort Belknap Indian Community Developed an Overall Economic Development Plan which presented the following information on the economic status on the reservation and economic opportunities for increasing employment.

- ❖ Total registered population of the reservation, at that time, was 3,270, with 1,843 actually residing on the reservation and the remaining 1,427 living elsewhere, seeking employment in distant industrial centers, some in nearby towns for employment opportunities, and better housing and utility accommodations.
- ❖ Principal economic activities, as measured by employment, were the following: Laborers, Farm and Ranch Hands and a few with experience in mining, Truck Driving, Heavy Equipment Operators and Retail Trade. Major employment activities in the area were farming and ranching. The usual type of work offered was riding for livestock, tractor operating, rock picking, haying, potato picking, thinning and hoeing beets and general farm and ranch chores.
- ❖ Estimated Average Annual income was \$900.

Records indicate a trend of families returning to the reservation. Reasons given varied, including: layoffs, a need for medical care, low wages; and failure to adjust to a new environment. Most of the people would rather work at or near home, if possible.

Factors contributing to economic decline, or stagnation were the following: 1) Population Increase; 2) Lack of Adequate Financing for farming and ranching opportunities; 3) Depleted Natural Resources, when a forest fire, in 1936, consumed almost the entire Tribal forest, wiping out a tribal sawmill, which produced rough timber, poles and posts, for sale. 4) Lack of Non-Agricultural Industries on the reservation; 5) Machine Age replacing the need for laborers.

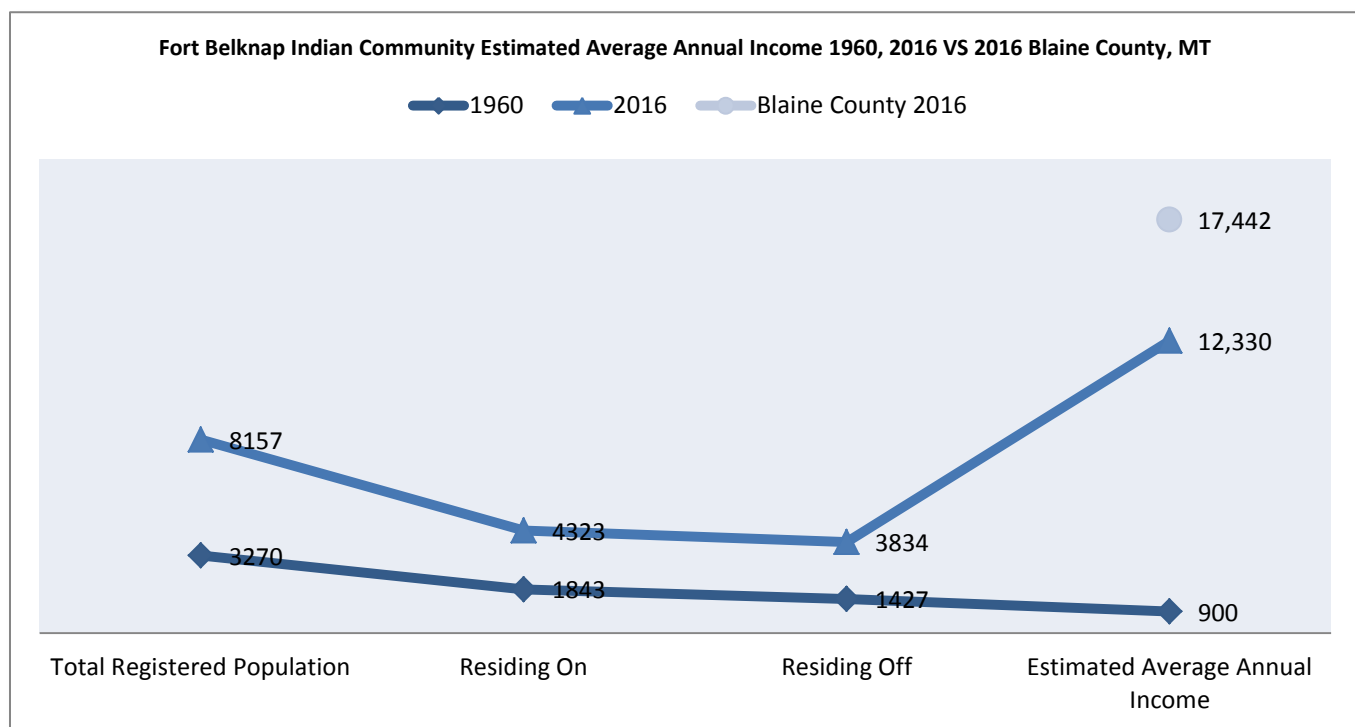
In 2017, the Fort Belknap Planning Department surveyed the major employers on the reservation, in an effort to identify the economic contribution the Fort Belknap Reservation has very few retail establishments, therefore, almost all the wages earned on the reservation is spent in neighboring towns, off the reservation, such as in Harlem, Chinook, Havre, Dodson and Malta. Community members travel to Great Falls and Billings, 150 miles and 220 miles, one-way, respectively, for major shopping sprees and weekend entertainment, rest and relaxation.

Today, 2016, Fort Belknap's total registered population is 8, 157 with 4,323 living on the Reservation and 3,834 living off the Reservation and the estimated annual income was \$12,330. Below, is a comparison of the economic makeup of Fort Belknap in 1960 and 2016. The annual income for Blaine County, MT was \$17,442 in 2016.



Category	Organization	# Of Employees	Allocation by	Total Payroll
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2016 Total Payroll Expenditures -

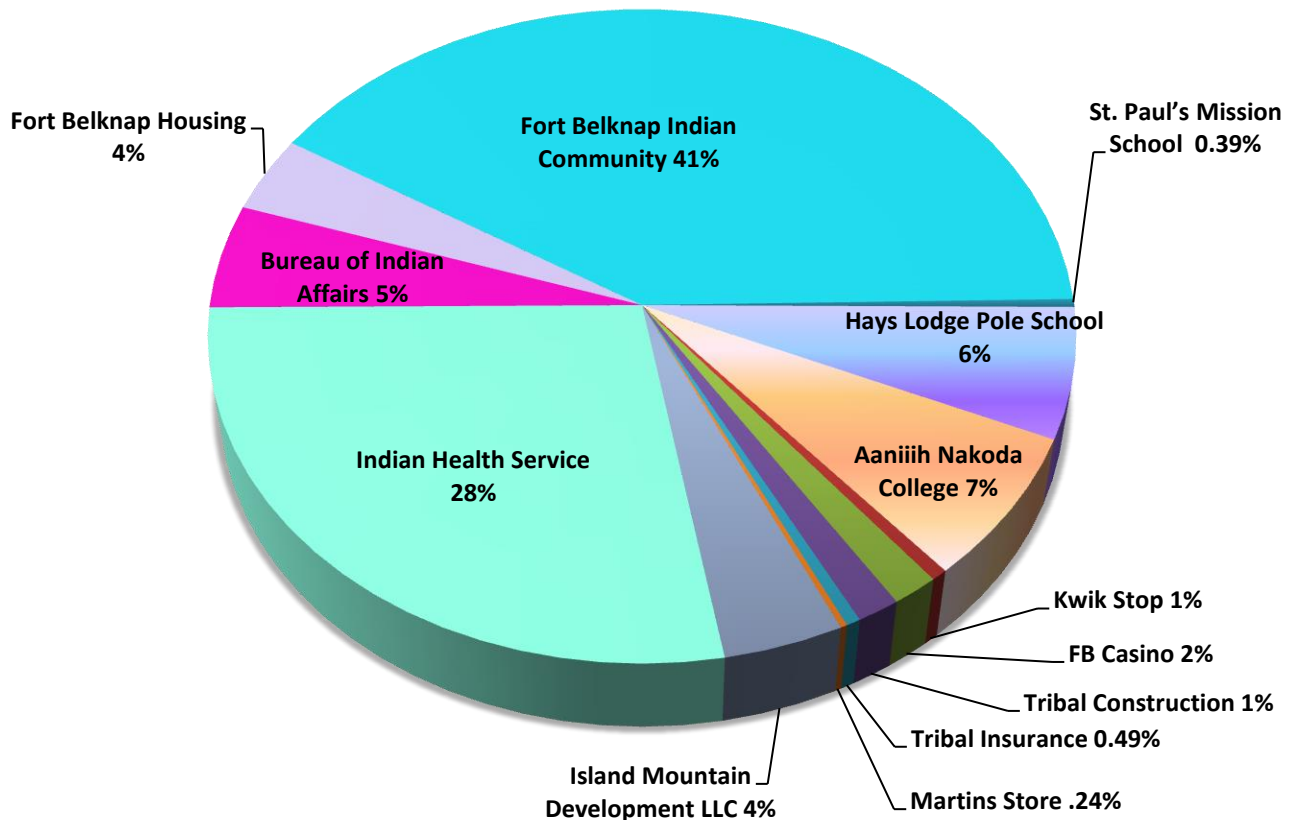


Fort Belknap Reservation Provides a substantial economic contribution to the State of Montana’s economy through job creation and employer contributions by both the public and private sector employers. In 2011, a survey of all the major employers on the reservation was developed for employer information on the following: 1) the number of jobs created, both full time and part time and 2) the total payroll for FY2016 for each employing entity. The survey results identified the Fort Belknap Indian Community as contributing the greatest economic contribution to the State’s economy, with 44.79% of the total payroll paid by employers on the reservation. The survey also identified Fort Belknap Employers Economic Contribution to the State of Montana’s economy with a total Payroll, in FY2016, in the amount of \$27,556,169, which is the total payroll of all employers on the reservation.



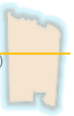
		FT	PT		
Government Entity	Indian Health Service	98	1	28%	\$ 10,071,146.00
Government Entity	Bureau of Indian Affairs	26	20	5%	\$ 1,868,916.81
Government Entity	Fort Belknap Housing	54	23	4%	\$ 1,373,044.03
Government Entity	Fort Belknap Indian Community	244	84	41%	\$ 14,886,697.69
Educational Institute	St. Paul's Mission School	13	2	0.39%	\$ 142,632.76
Educational Institute	Hays Lodge Pole School	51	60	6%	\$ 2,344,138.55
Educational Institute	Aaniiih Nakoda College	51	60	7%	\$ 2,619,050.28
Tribal Enterprise	Kwik Stop	12	32	1%	\$ 203,138.09
Tribal Enterprise	FB Casino	7	12	2%	\$ 584,081.87
Tribal Enterprise	Tribal Construction	14	10	1%	\$ 541,154.48
Tribal Enterprise	Tribal Insurance	4	2	0.49%	\$ 177,613.93
Private Enterprise	Martins Store	1	13	0.24%	\$ 86,275.00
Private Enterprise	Island Mountain Development LLC	130	0	4%	\$ 1,500,000.00
TOTAL		705	319	100%	\$ 36,397,889.49

FORT BELKNAP EMPLOYER'S ECONOMIC CONTRIBUTION CHART



Information was collected from all major employers on the Fort Belknap Indian Reservation, Montana to show Fort Belknap's economic contribution to the State of Montana. Data includes 2016 payroll and total full-time and part-time employees

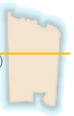
A. Strengths



From 1960 – 2012, Fort Belknap Indian Reservation has gone through dramatic socio-economic changes in every facet of social and economic developmental activity. Fifty years later, the reservation has maintained the following developments: 1) HUD Housing development from the mid-1960 through 2000, transformed the reservation from dilapidated housing to primary housing developments, both homeownership and rental units throughout the reservation. 2) Community water, sewer and solid waste services, in all communities; 3) Electricity, telephone, internet and satellite services are available in the community sites on the reservation, however broadband service has gaps in service throughout the reservation; 4) paved streets throughout a majority of housing developments, governmental, educational and religious areas; 5) paved roads throughout the reservation's main transportation arteries; 6) a Transit System transports residents from the southern end of the reservation to the northern, governmental hub of the reservation, some 90 miles round trip, for employment, college, business and health care; including health Care in Great Falls area as well as shopping and connecting to the Intermountain Bus Service; 7) a health facility at the Agency and a clinic at Hays; 8) a tribal administration facility; 9) a Tribal Convenience store; 10) a Tribal Casino at the junction of U.S. Highway 2 and Mt. Highway 66; and 11) Aaniiih Nakoda College, a tribally chartered college, since 1984; 12) Tribal Sovereignty since before 1889. These dramatic socio-economic changes transpired on the Fort Belknap Reservation, over the past 50 years.

From 2015 to present, the following developments and services through the lens of preserving culture and developing jobs and economic opportunity for their tribal members: 1) the Language Preservation program developed a strategic plan to imbed the Aaniiih and Nakoda languages more visibly in the community by erecting signs of common places such as the Tribal Headquarters in both the traditions languages, Aaniiih and Nakoda, signifying their traditional names, while employing local linguistic 2) the Tribal Historical Preservation brokered and negotiated cultural monitoring opportunities throughout the Northern Plains region to advance economic opportunities for tribal members that are certified to provide such service, cultural monitoring, 3) Land Buy Back program created as a result of a federal lawsuit gave tribal members, who are land owners, financial opportunity to sell fractionated parcels of land back to the Tribes to be held in Trust at fair market value. The 4) Tribal Employment Rights Office (TERO) continues to assess 4% upfront contracting fees for non-tribally enrolled members, consultants and companies doing development work within the Fort Belknap Indian Reservation. In addition they provide limited training dollars with partner with sister departments such as 477 TANF Program and the Vocational Rehabilitation to support tribal members needing to increase their skill sets to successfully respond to the local job market. Fort Belknap Indian Community maintains 6) a 500+ herd of bison that provide a modest funding stream through tours. Aaniiih Nakoda College in its 31st year of providing academic education to community members to obtain secondary education and certification to respond to labor force demands. The college's 7) Immersion School offers primary age students the opportunity to received culturally-enriched education instruction through the use of their aboriginal language as a model for cultural preservation. Fort Belknap continues to maintain their 8) Economic Development platform through a myriad of strategies, both commercial and non-commercial practices to invest resources locally, build and strengthen community capacity and by brokering appropriate policy and government-to-government compacts. 9) Infrastructure maintenance, repair and re-development efforts provide for not only necessary built environments and structures but also create economic opportunity for community members. Fort Belknap anticipates creating tighter linkage amongst key departments and partners such as TERO, Transportation, Planning, Tribal Construction, 477 TANF, Vocational Rehabilitation, Aaniiih Nakoda College and Opportunity Link to develop appropriate on ramps into the local workforce force system as a means to increase employment and economics within the Fort Belknap Indian Community. One local opportunity will be the expansion of the Tribal Transportation program. The 10) Fort Belknap Casino provides local employment opportunities for community members while also generating a profit off of gaming revenues to be re-invested back into the community. The Casino has been working on drafting plans to add a hotel to the Casino as another strategy to advance economics locally. The Tribes' 11) Tourism Office is in its strategic planning stages anticipating to what degree to develop a tourism economic development plan locally as a means to generate revenue while maintaining cultural preservation in the process.

B. Weaknesses



If one were to visit the Fort Belknap Indian Reservation prior to 1960, they would have encountered dilapidated governmental buildings, inadequate housing, poor infrastructure, or no infrastructure, such as no indoor plumbing, electricity; telephones and few tribal governmental activities. In 1962, the Fort Belknap Indian Community developed an Overall Economic Development Plan, which presented the following information on the economic status on the reservation and economic opportunities for increasing employment.

- ❖ Total registered population of the reservation, at that time, was 3,270, with 1,843 actually residing on the reservation and the remaining 1,427 living elsewhere, seeking employment in distant industrial centers, some in nearby towns for employment opportunities, and better housing and utility accommodations.
- ❖ *Principal economic activities*, as measured by employment, were the following: Laborers, Farm and Ranch Hands and a few with experience in mining, Truck Driving, Heavy Equipment Operators and Retail Trade. Major employment activities in the area were farming and ranching. The usual type of work offered was riding for livestock, tractor operating, rock picking, haying, potato picking, thinning and hoeing beets and general farm and ranch chores.
- ❖ *Estimated average annual income was \$900.*

Records indicate a trend of families returning to the reservation. Reasons given varied, including: layoffs, a need for medical care, low wages; and failure to adjust to a new environment. Most of the people would rather work at or near home, if possible.

Factors contributing to economic decline, or stagnation were the following: 1) Population Increase; 2) Lack of Adequate Financing for farming and ranching opportunities; 3) Depleted Natural Resources, when a forest fire, in 1936, consumed almost the entire Tribal Forest, wiping out a tribal sawmill which produced rough timber, poles and posts, for sale. 4) Lack of Non-Agricultural Industries on the reservation; 5) Machine Age replacing the need for laborers.

A survey of major employers on the reservation, in 2011, identified the economic contribution Fort Belknap Indian Reservation contributes to Montana's economy; in 2012 was **\$23,956,080**. Fort Belknap Reservation has very few retail establishments, therefore, almost all the wages earned on the reservation is spending in neighboring towns, off the reservation, such as in Harlem, Chinook, Havre, Dodson and Malta. Community members travel to Great Falls and Billings, 150 miles and 220 miles, one-way, respectively, for major shopping sprees and weekend entertainment, rest and relaxation.

The Fort Belknap Indian Community Council established the Prairie Mountain Utilities Commission in 2003, by resolution No. 74-2003, which requires a business plan to function as a Tribal Enterprise. Administrative staff will develop and implement a plan that separates the administration of the Utilities Department, returning collections of customer billing to the utility enterprise and arranging for the payment of wages by a clerk to assist the utilities department in establishing an effective billing process and water service delivery model.

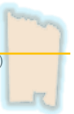
The Tribes of Fort Belknap Reservation continue to be challenged with a poverty rate of 41%¹⁶, which has risen from 36.4%¹⁷ in 2012 and an unemployment rate of 26.5%¹⁸, compared to an average rate of 15%¹⁹ of all federally recognized Tribes in Montana, based on 2015 data. Although the Tribes have advanced economic development endeavors and opportunity, these data points are still a staggering fact. Many families and individuals are challenged with lack of housing, child care and an underutilized workforce services that assists individuals in addressing skill sets needed for the local job market. Drug addiction, alcoholism and the resulting family discord creates another layer of challenges for a large portion of the tribal population. Limited and inconsistent tribal policy and procedures are amplified by the double layer of federal policy federally recognized tribes are subjected to adhere to. The historic development of the internet and broadband telecommunication infrastructure on Fort Belknap Tribal lands has precluded the Tribes from developing their own telecommunications infrastructure while providing service that is sporadic and extremely expensive for the majority of families with the Fort Belknap Indian Community. In this time of the Technology Age when electronic communication is the vital for everything from e-commerce to

¹⁶ MSU Extension Montana Poverty Report Card: Fort Belknap Reservation (Aug 2017)

¹⁷ MSU Extension Montana Poverty Report Card: Fort Belknap Reservation (Aug 2017)

¹⁸ MSU Extension Montana Poverty Report Card: Fort Belknap Reservation (Aug 2017)

¹⁹ MSU Extension Montana Poverty Report Card: Fort Belknap Reservation (Aug 2017)



access to resources and real time information, it triples the burden for families in the Fort Belknap Indian Community to achieve basic necessities and results in sustaining livable wages and stable families.

C. Opportunities

Fort Belknap Reservation has an abundance of opportunities, for economic growth throughout the reservation. Listed here are a few of the many opportunities; 1) an available work force; 2) Aaniiih Nakoda College; 3) a work force development center; 4) a large land base, 99% Indian ownership; 5) a buffalo herd for cultural and sustainable development; 6) Tourism development; 7) Renewable Energy development; 8) Mineral and Natural Resource development; 9) Sovereignty; 10) Technology.

Other Job Opportunities: The Burlington Rail Road, Northern Montana Long Term Care Center, Sweet Memorial Nursing Home, 3-Public Schools, Head Start, Early Head Start, IHS Clinic, Tribal Health, AN College offers Jobs

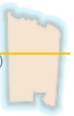
The Fort Belknap Tribal Employment Rights Office (TERO) enforces the TERO Ordinance by means of exercising Indian Preference and ensuring any and all contractors and/or businesses commencing work within the exterior boundaries of the Fort Belknap Indian Reservation are within compliance. It all ensures all compliance components of contracting firms are being met as far as assessing and collecting any and all TERO fees, monitoring of Davis-Bacon wage scale of core-crews and local labor force. Within the last two (2) fiscal years, TERO has calculated an average of \$81,000 in revenue which consists of individual business licenses, registrations and 40/o contracting fees. These fees are utilized for the operation and enforcement of such and managed directly under the Fort Belknap Indian Community's General Fund. The economic development opportunities have somewhat increased within these past fiscal years and have offered mostly short-term employment for enrolled and/or community members who actively register and seek employment through TERO. We have also been able to assist with training necessities and opportunities for those who have a current registration. Those positions have been identified but not limited to Certified Nurses Assistants, Fencers, Truck Drivers and/or Laborers. There are approximately 1,050 individuals who are actively registered into the data bank with sixty-four (64) certified Indian Preference firms and thirty-two (32) annually active non-Indian owned firms registered as of date.

PMU- the FBICC established a Prairie Mountain Utilities Commission. Will become a Tribal Enterprise that includes a Business Plan. By resolution No. 74-2003, the Fort Belknap Indian Community directed the Administrative Staff to develop and implement a plan to separate the administration of the Utilities Department, to return collections of customer billing to utilities and arrange for the payment of wages for a clerk to assist the utilities department to reestablish an effective billing process.

Triangle Telephone Cooperative (TTC) is a company owned by its members. The cooperative was incorporated on March 24, 1953 in Havre, Montana by rural residents of Central Montana. In 1994, TTC purchased 13 exchanges from US West (now Century Link) and formed a subsidiary named Central Montana Communication (CMC). Triangle Communications is the name TTC and its subsidiaries have chosen to do business as since 2008. In 2016, CMC was merged into the Cooperative. Now with over 15,000+ subscribers in 39 exchanges located in 16 counties and two tribal reservations, Triangle is a leader among providers offering multiple business and personal solutions including voice, broadband and mobile. www.itstriangle.com www.itstrianglemobile.com

Malta Meat Packing/LITTLE ROCKIES MEAT PACKING: December 2002, Fort Belknap Indian Community Council (FBICC) purchased the Former Big Sky Beef/Hi Line Meat Packing facility, located in Malta, Montana. The new name is: Little Rockies Meat Packing Incorporated (LRM, Inc.) Tribally chartered corporation, is 100% Indian Owned and has a seven member board of Directors, separate and distinct from FBICC. Fort Belknap Indian Community Council's primary reason for purchasing the meat packing facility is to provide employment for the Hi Line communities, to develop a Job Training Program for residents of Fort Belknap Indian Reservation and to establish a business enterprise for the marketing of locally owned beef and buffalo meat products. Little Rockies Meat Packing, Inc. Primary focus is on processing of beef purchased from local ranchers on FB and surrounding communities. Future sales are developing markets for both beef and buffalo. Projected sales of \$2,303,997.

LAND BUY BACK: Officials at Fort Belknap Indian Reservation are ready to launch a massive land buy-back program with funds allocated to the reservation under a federal lawsuit. People on the reservation and throughout the United States



own small parcels, sometimes less than a quarter acre, that the tribe hopes to buy back, consolidate and convert into useful property, said Margey Bell Azure, a realty specialist for the reservation's Tribal Land Department. Generations after allotment was made of communal lands 94 years ago to individual tribal households under the Dawes Act, control has become split up among thousands of descendants of original allottees in many federally recognized tribes. The Fort Belknap Reservation has been described as one of the most fractionated in the country in terms of its landholdings, with an estimated 75% of land on the reservation being fractionated under individual owners. ^[1]

As part of the 2009 settlement of the Cobell v. Salazar class action suit, the Department of Interior has set up the Land Buy-Back Program for Tribal Nations to buy back such fractionated land from descendants, on a purely voluntary basis, with market value being offered. The land portions of those who accept the offers will be put in federal trust under control of the tribe, in order that it can increase the communal land base and improve its ability to manage resources for its members. In 2015 "[m]ore than 3,500 buy-back offers were mailed to tribal landowners at the beginning of June. Some amounted to less than \$100; others total tens or even hundreds of thousands [of dollars]."^[1] In June 2015, Interior employees came to the reservation to discuss the program in more detail. They reviewed up to \$54 million in offers with landowners who may be interested in selling their portions. These offers apply to 26,000 tracts of land, most very small, within the boundaries of the Fort Belknap reservation.

Margey Azure, tribal coordinator of the program, believes it can help both individuals and the tribe. She said, "We're in a position where we can consolidate these lands, and maybe even help some young Indian operators get started in the cattle ranching business or something like that."

D. Threats

To further complicate the Tribe's ability to focus on improving living conditions and creating economic opportunities for the residents of the Fort Belknap Indian Reservation, tribal resources have been significantly strained by the on-going costs incurred to make the necessary repairs and the replacement of major roadways, sanitary facilities, and community buildings that were damaged by the flooding that occurred.

Extreme weather posed threats to the Fort Belknap Indian Reservation in 2017. Earlier this year, the northern Reservation grappled with flooding and this past summer, the Hays community rallied together to abate a wildfire just south of the Reservation border, east of the town of Zortman. Known as the "July Fire" community members volunteered to put preventative measures together should the fire grow by excessive winds or wind gusts, which north central Montana is known for. The shift in climate and the resulting factors has created a marked change in climate on the Fort Belknap Indian Reservation. The winter snow pack isn't what it once was and the summers are longer and drier creating drought conditions, which exacerbates the threat of wild fires, eroding soil content further in the process.

In 2016, the Fort Belknap Indian Community declared a State of Emergency for the communities, families and children related to Methamphetamine and Other Dangerous Drugs, through Resolution No. 01-2106. Some community awareness measures resulted from this, targeting awareness building and access to resources. Regionally, the State of Montana

E. Government Sponsored Plans & Activities

Economic Development & Planning Staff:

Fort Belknap Planning Program implements the Region VIII EDA Program. The purpose is to create conditions for economic growth and improved quality of life by expanding the capacity of individuals, programs, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services. Economic Development is essential to ensuring Fort Belknap's economic future. "EDA plays a vital role in our communities' success. Fort Belknap Planning enables us to grow, provide valuable trainings, and reach the women, veterans, minorities, and low income entrepreneurs who need us most." Fort Belknap Planning Staff consist of: Director, Administrative Assistant, Research Analyst/Grant Writer, Grant Writer I, Grant Writer II, and Data Technician.



Island Mountain Development Group - a

for-profit entity is a spin off from the original Planning and Development Corporation, which was chartered by the Fort Belknap Indian Community, in 2007 and operated from 2007 to 2009. Michelle Fox, an enrolled member of the Gros Ventre Tribe, is the CEO for the



organization. Island Mountain Development Group was established, to continue the plan for the development of tribal enterprises. Island Mountain Development Group began operations in 2009, providing technical assistance and management services for the following tribal enterprises:

- Little Rockies Meat Packing, Inc.
- Little River Smoke House, Inc.
- Fort Belknap Casino
- Fort Belknap News

Island Mountain Development Group recognizing the need for businesses on the reservation has focused efforts towards “creating jobs,” by creating start-up businesses, needed in the community. Island Mountain Development Group – Portfolio 2010 – 2016:

2016

- Snake Butte Construction

2012

- On Line Loans

Former Enterprises

- Smoke House Grill.
- Smoke House Deli.
- Smoke House Grocery Store
- Java Shop

In business since 2009, Island Mountain Development Group (IMDG) is an employee-driven company dedicated to serving the Gros Ventre and Assiniboine Nations by creating a self-sustaining, local economy through the creation of business opportunities, jobs and by providing workplace training, positive role models, and resource development.

IMDG operates with the goal of building profitable businesses and a solid local workforce. By striving to build businesses and developing a strong workforce; we are generating a stronger local economy where tribally earned dollars are circulated within our local economy.

IMDG businesses include construction & IT companies and an ecommerce Call Center. These businesses are continuously evolving with the needs of the community. We are constantly seeking new entrepreneur endeavors to enhance the economic well-being of Fort Belknap Indian Community. Presently, there are over 125 employees that are employed by IMDG with plans to expand the local workforce by 300 more jobs by 2018. Currently, more than \$2.3 million is paid annually to our local employees.

Throughout all our business practices, IMDG remains committed to the tribe’s core values, collaborating with the Tribal Council members and our employees to create a strategy to build a self-sustaining sovereign nation. We work to fill necessary gaps in local services, reduce the ancillary burden to various Tribal services, boost the local economy, and bring out the best in our employees.

FBCEDC: Fort Belknap Community Economic Development Corporation. Was formally organized as a nonprofit entity to conduct economic development activities, including: a)planning, developing, and/or managing community economic development activities as deemed necessary for the efficient provision of employment opportunities on the Fort Belknap Indian



Reservation; b) to provide training opportunities for Tribal members and residents of the Fort Belknap Indian Reservation to allow them to utilize job opportunities created through community economic development; and c) to support the creation of workforce housing for low-income tribal members allowing them to reside near employment opportunities. Board members: Dawn Bishop Moore, Chairwoman, dawn_hayspm@yahoo.com, Hannah Has Eagle, Vice-Chair, olewinky@yahoo.com, Tracy Charles King, Secretary-Treasurer, 40mazaska@yahoo.com, Lynn Cliff, Jr. Member, leo_clifford@yahoo.com

Fort Belknap's Red Creek Trading Post and Food Pantry: Lodge Pole, Montana, located within the Fort Belknap Indian Reservation, will have its own grocery store for the first time in decades when the Red Paint Creek Trading Post and Pantry, a nonprofit cooperative, opens this summer. Leslie “Josie” Cliff, GM and project manager, told *The Shelby Report* in late May that the store is scheduled for a soft open on July 14. “That’s what we’re shooting for,” she said. “Then we’ll be planning a grand opening—maybe a month after that, sometime in August.” Members of the Fort Belknap community have been patient—the store has been in development since 2014—but it will be a relief when it opens. Residents in Lodge Pole currently have to make a 100-mile round trip for groceries, or for anything else they might need. “We don’t have any stores at all, so this will be the first store,” Cliff said. About half of the approximately 5,300-s.f. building will house the store, which will carry locally grown produce and locally sourced meats, along with dry goods; the rest will be devoted to a commercial kitchen and food pantry. The development also will feature a gas station offering both diesel and unleaded fuel from dispensers equipped with credit card readers. The pumps will be open 24/7, while the store will operate from about 8 a.m. to 10 p.m.

F. Workforce Investment

Tribal Government Force Account Work, by the Road and Maintenance Departments provides On-The-Job Training opportunities, for tribal members, in heavy equipment care, repair and operation and truck driving. Tribal Construction provides On-The-Job Training opportunities for tribal members, in building repair, renovation and new construction, which includes carpentry, sheet rock, painting and roofing.

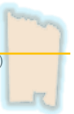


Aaniiih Nakoda College (ANC): Formerly Fort Belknap Tribal College is tribally chartered college since 1984 and is accredited by the Northwest Commission on Colleges and Universities, since June 1993. Aaniiih Nakoda College is located at the northern entrance of the reservation, directly off U.S. Highway 2. The College was renamed on September 21, 2011 to Aaniiih Nakoda College, which reflects the names of the two tribes that reside on the Fort Belknap Reservation, the Gros Ventre and Assiniboine Tribes. Aaniiih Nakoda College graduates, on average 25-35 students per year, in the following academic programs: Allied

Health, Business, Computer Information Systems, Early Childhood Education, Human Services, American Indian Studies, Environmental Science, Nursing, Psychology, Liberal Arts, Carpentry, Welding, Tribal Management, and Health Science. ANC completed construction on a workforce center and renamed the two-story building “Returning Buffalo”, September 26, 2013. Returning Buffalo houses advanced equipment for the Welding Program (Associate of Applied Science and Certificate), Nursing Education Program (Associate of Science), Human Services/Psychology Programs (Associate of Arts), and Computer Information Systems Program (Associate of Science). Returning Buffalo also has a state-of-the-art equipped SIMS lab that provides the students true-to-life simulations in nursing. Faculty offices and the Native American Career, Technology and Education Program (NACTEP) offices are also housed in Returning Buffalo. ANC completed construction on a Carpentry Shop to house the Carpentry Program (AAS and Certificate). Students learn from the ground up, literally, installing foundations and footings. The students have completed three “tiny” houses on flatbed trailers to sell.

G. Past, Present and Projected Economic Development investments

The Fort Belknap Indian Community utilized the Strategic Planning Process to develop the Comprehensive Long Range Plan, used as a guide when making planning decisions for the Fort Belknap Indian Community. This planning process has been utilized since 1980, with subsequent sessions in 1984, 1988, 1990, 1992, 1994, 1995, 1996, 1997, 2002, 2004, 2006, 2010 and 2011. Community members of all ages, including elders, youth, community members, Tribal Council, Directors, Staff and Aaniiih Nakoda College (Fort Belknap College) come together to participate in Tribal Strategic Planning Process. The four



communities within the reservation boundaries, consisting of the Agency, Hays, Lodge Pole and the Dodson area are all participants in this planning process.

In February 1997, the Fort Belknap Indian Community’s strategic planning session, identified twelve main categories of needs and eighty-five activities to work towards achieving, over the next ten year. Thus the FBIC’s **Ten Year Vision Chart – 1997** was developed. In the next fifteen year period from 1997, through 2012, the Fort Belknap Indian community made great strides in the development of the tribes’ infrastructure, which includes health, education, community service programs and economic development. The following chart identifies nineteen of the activities, which have been accomplished and activities, which continue, as “work-in-progress.”

**Fort Belknap Community Council Strategic Plan
Ten Year Vision Chart – 1997
Accomplishments through 2017**

Priorities Identified	Priorities Accomplished 2012 - 2017
1. Indian Gaming Compact	<ul style="list-style-type: none"> A. National Indian Gaming Commission approved FB Gaming Code, Sept 5, 2002. B. State Approved Class III Gaming Compact, Nov. 9, 2007. C. Fort Belknap Casino opened for business, July 2008. D. Fort Belknap Casino employs 7 full time and 20 part time positions.
2. Retirement Plan for Tribal Employees.	Established 1998
3. Lower Blood Quantum.	Enroll Ordinance approved Sept. 1, 2001, amended from ¼ to 1/8 Indian blood, as defined in the Constitution, entitled membership in Fort Belknap Indian Community.
4. Programmatic Implementation of Strategic Long Range Plan.	Grant Writers utilize Strategic Plan when seeking funding for FBIC.
5. Live Stock Scale & Market Facility.	Established in Hays, in 2002 and utilized by local ranchers.
6. Meat Packing Plant.	FBIC purchased Little Rockies Meat Packing facility in 2002.
7. Increase in Private Sector Businesses.	Twenty home-based businesses developed 1995-2002. In 2012, six businesses continue their operations.
8. More Jobs.	<ul style="list-style-type: none"> A. FBIC employed 300 FT & 125 PT employees, in 2002. B. FBIC, in 2012 employs 325 FT & 175 PT employees. C. FB KWIK Stop Convenience Store employs 4FT & 4 PT positions. D. FB Casino employs 7 FT & 20 PT positions. E. Island Mountain Planning & Development Corporation employs 39 FT & 30 PT.
9. Fort Belknap Credit Union.	Bear Paw Credit Union offers satellite service at Fort Belknap Reservation, once a week, for deposits and savings accounts.
10. Cultural Learning Center.	Aaniiih Nakoda College has a resource center with a collection of materials covering legends, community records and affairs, education, interview with tribal elders; historical issues of tribal newspapers, National Archives microfilm of census; documents related to negotiation of ratified treaties; BIA superintendents’ annual narratives’ and statistical reports.
11. Twenty More Indian Teachers in Harlem Schools.	In 2012, Harlem School System has 13 Classroom Teachers and 19 Support Staff, who are Native American and from FB Reservation.
12. Practice Cultural & Traditional Values.	Culture & Traditional Values are practiced in all schools, where students from the reservation are educated.



13. Two Youth Recreation Centers.	In 2006, Lodge Pole Chief Nosey Recreation Center was completely renovated. In 2006, the Hays Education & Recreations Center, (Hays CEDC) was completed. In 2016, a skateboard park was developed in Hays thorough a combined effort between the Tribes and a philanthropic donor.
14. Four Fire Stations, in each community.	Fire Stations identified in each community. Need equipment and training for volunteers.
15. Tribal I.D. Card Benefits.	Tribal ID Cards are recognized as official IDs by the State, US & Canadian Border Patrol, airlines, railways and in consumer transactions.
16. Bus Service Daily between Hays/Lodge Pole and Agency	Fort Belknap Received the following funds for developing a Tribal Transportation System: <ul style="list-style-type: none"> A. In 2004, funds for three buses for transporting elders for lunch and meals for the homebound. B. Transit Needs Assessment Completed in 2005 justified need for Transit System. C. TransADE funds received from MDT, in FY05 & FY06 D. Federal Transit Tribal Set –Aside funds received in FY08, for transit operations. E. MDT Capitol Assistance received in FY08 for vehicle acquisition. F. Fort Belknap Transit established, in 2009, in partnership with North central Montana Transit, offering service from Fort Belknap, Havre, Rocky Boy & Great Falls.
17. Prevention to wipe out diabetes in ten years.	Diabetes Prevention Program established in 1998. Healthy Heart Diabetes Initiative established in 2004. Both programs provide education and prevention activities, in an effort to wipe out diabetes.
18. Develop one new water & sewer system in all communities	In 2012, Fort Belknap has six community water systems to ensure compliance with EPA SDWA. Agency: Surface water system; Hays: Three Ground Water Systems (Mission, Hays, White Cow & Old Hays); Lodge Pole: Two Ground water systems (Agnes Leggins & LP Housing). Each community has a sewer system.
19. 24 Hour Health Facility.	Indian Health Service Operates 24 hour Health facility, which includes a clinic, 8-5 and an Emergency Room, 24/7, with rooms for patients held for observation.
20. Detention Center	Rehab Services
21. Child Support Enforcement	OCSE partners with federal, state, tribal and local governments and others to promote parental responsibility so that children receive support from both parents even when they live in separate households.
22 .Burial Fund	Is provided by the 2 Treaty committees: Gros Ventre and Assiniboine.
24. Extension MSU	The role of FRTEP on the Fort Belknap Reservation has been historically integral to knowledge acquisition and skill development in the lives of tribal members at Fort Belknap. Our intended outcomes include: increased involvement by tribal youth in social, economic and cultural activities.
25. BIA	Is responsible for the administration and management o surface acres and subsurface minerals held in trust by the USAI, Indian Tribes and Alaska Natives, Bureau of Indian Education.

Work In- Progress – In 2017	Work in-Progress - 2017
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	15. Credit Department is Implementing Small Business Entrepreneur Program.
1. TIWAHE Initiative	16. Language Program: Gros Ventre and Assiniboine
2. Eagle Valley Estates	17. Courts Reentry Program
3. Tourism Strategic Plan	18. Early Head Start
4. Third Party Billing Feasibility Study	19. FB Website Updating
5. Community Data Collection Project	20. Establishing Fort Belknap Program Working Committees: PMU Board, Housing Board, Health Board, FBCEDC Board, MID Winter Fair Committee.
6. Diabetes Clinic Project	21. Need Network Storage for PDF Grant Document files.
7. Language Preservation Signage Project	
8. Tribal Historical Cultural Monitoring Services	
9. Tribal Administration Building	
10. Homeless Youth Feasibility Study	
11. Develop Youth to Wellness Program	
12. Update Law and Order Codes	
13. Establish a Health Board	
14. Improve Tribal Court Management System-Hiring Court Manager.	

V. Goals & Objectives

Vision Statement, Goals and Objectives

Vision

The vision of the Fort Belknap Indian Community is to protect the health, security and general welfare of the Fort Belknap Indian Community by addressing the social, health, education, and economic needs on the reservation, through ventures in economic development, education and improve social and health services for all members.

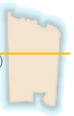
Goals and Objectives

The goals and objectives are designed to be flexible enough to evolve and reflect new directions and opportunities as they are identified. The reservation goals were categorized under the following categories: Tribal Operations, Planning & Fiscal Management; Economic Development; Educational Opportunities; Infrastructure; Housing Elders; Youth; Resource Management; Land Use & Recreation; and Healthy Communities & Quality of life.

Services that the Fort Belknap Planning Department provides, in support of the vision, goals and objectives include the following:

1. Planning and Economic Development projects and infrastructure on Fort Belknap Reservation.
2. Plan and develop grant applications to address economic and infrastructure on Fort Belknap Reservation.
3. Respond to EDA Scope of Work, in Three-Year Planning Grant.
4. Assist Tribal Programs with submitting grant applications electronically.
5. Assist Tribal Programs in responding to reporting requirements for various Funding Sources.

Goal 1: Improve Tribal Operations, Planning and Fiscal Management.



- Objective A: Plan and Develop grant applications to improve Tribal Operations.
- Objective B: Plan and Develop grant applications that respond to the needs identified in the Strategic Plan.
- Objective C: Plan and develop grant applications and trainings that will improve FBIC's Fiscal Management.

Goal 2: Identify funding for Economic Development on the reservation.

Objective A: Plan and Develop grant applications, in response to the needs identified in the Strategic Plan, to improve the economy on the reservation.

Goal 3: Identify Educational Opportunities.

Objective A: Plan and Develop grant applications, in response to the needs identified in the Strategic Plan, to improve educational opportunities on the reservation.

Goal 4: Identify Infrastructure Improvement Projects on the reservation.

- Objective A: Plan and Develop infrastructure improvement projects, identified in the Strategic Plan.
- Objective B: Plan and Develop grant applications for funds to improve Tribal Infrastructure.

Goal 5: Housing

- Objective A: Plan and Develop housing development projects to meet the needs identified in the Strategic Plan.
- Objective B: Plan and Develop grant applications in response to the needs identified in the Strategic Plan.

Goal 6: Elders

- Objective A: Plan and Develop housing for elders, as identified in the Strategic Plan.
- Objective B: Plan and Develop grant applications to meet the elder housing needs.
- Objective C: Plan and Develop grant applications to meet the social and economic needs of elders.
- Objective D: Plan and Develop grant applications to meet the transportation needs of elders.

Goal 7: Youth

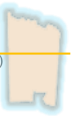
- Objective A: Identify funding to meet the economic, education, social and cultural needs of the youth.
- Objective B: Plan and Develop grant applications to improve the economic, education, social and cultural needs of youth on the reservation.

Goal 8: Resource Management

- Objective A: Research, plan and develop alternative energy resources, for potential projects in wind, solar, water, oil, gas, gold, and bentonite development.
- Objective B: Identify funding for alternative energy development.
- Objective C: Plan and Develop grant applications to develop alternative energy development projects.

Goal 9: Land Use/Recreation

Objective A: Research, plan and develop grant applications for funds to develop a Land Use Plan and a Zoning Ordinance for the reservation.



Objective B: Plan and develop grant applications to meet the Land Use and Recreation needs identified in the Strategic Plan.

Goal 10: Healthy Community & Improved Quality of Life

Objective A: Collaborate with Tribal Programs to meet the needs identified in this goal.

Objective B: Work with the Tribal Council to Develop a Strong Sovereign Government.

VI. Community and Private Sector Involvement

Fort Belknap Investment and Economic Development Plan – 2004

In early 2004, the basic concept of the Fort Belknap Investment and Economic Development Plan was developed. The Plan sought to manage certain funds which were either committed, or invested in businesses quite some distance from the Fort Belknap Reservation. This Plan sought to make a commitment for uncommitted funds, and bring the control of funds, invested in other locations, back to a locally controlled entity, while guaranteeing funds for the purposes intended. Hence, the Fort Belknap Investment and Economic Development plan was developed and presented to the Tribal Council, on May 13, 2004, for their review and comment. The Goals of Fort Belknap Economic Development Plan are as follows:

1. Provide better security to the funds being invested by Fort Belknap Insurance.
2. Provide a local benefit from dollars invested, turning over dollars in the local community.
3. Develop local planning and develop capabilities using the expertise of existing staff and developing new expertise.
4. Develop an independent Board of Investment to provide local management of funds and attract additional investment dollars using the leverage of local expertise and availability of established local funds.
5. Develop additional local businesses, partnering with enrolled members and others to turn over dollars locally, spawn new businesses and develop employment.
6. Provide resources on a local basis for other nonprofit efforts to meet social and community needs.
7. Expand the Reservation land base to resolve fractionated interests and related problems.

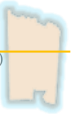
The Fort Belknap Insurance Company was established in 1991 by the Fort Belknap Indian Community Council as a separate entity to administer worker's compensation and unemployment insurance services. The company has been in operation since that time and has administered and paid out thousands of claims. The Insurance Company operates through administrative dollars paid by the FBICC and its sub entities for the express purpose of providing compensation to injured workers and unemployment benefits to those workers who qualify because of their layoff status.

Administering these programs has created benefits in a variety of ways. The Insurance Company has consistently employed staff with funds which otherwise would have gone off reservation to employ individuals at Montana State government offices or elsewhere. Administering these monies locally has made both workers and administrative staff more cognizant of these plans in place. Revenues generated continued to provide the security necessary to ensure that claims can be met as they are filled.

From 1991 to 2004, funds were invested through off reservation, out of state investment firms. FBICC recognized the need to have the funds administered locally to ensure safe administration as well as to have access to those making the investment decisions on a more routine basis. The earlier process did not allow the investment manager to provide in person summaries to the Insurance Company and had little knowledge of the priorities or desires of the Fort Belknap Insurance Company Board.

The funds of the Insurance Company are limited by actuarial evaluation of what's needed to secure the purpose of the programs. Because the unemployment insurance and worker's compensation funds both involved receiving recourse from government grants and contracts, in part through the indirect cost pool established for the Council, there is a finite amount of funds which can be withdrawn and held for those purposes. The Insurance Company, on an annual basis, secures the services of professionals to evaluate the amount of those funds and to make recommendations on policies needed to accomplish the delivery of those funds.

The key feature of this overall plan to make Fort Belknap Insurance funds available for local investments is that those funds would be managed by a Board, separate and apart from the Council, under a plan of Operation and Memorandum of Agreement(s) to make it clear as to how those funds will be managed. Another important feature of this plan is that those funds are proposed to be guaranteed by the Council Investing additional monies which, as necessary, could be used to return lost



investment dollars to the name of the Fort Belknap Insurance Company, if that eventually took place. It is projected that those funds from the Council can guarantee as much as \$3.5M over the next ten years. As noted earlier, it is only proposed that approximately \$1M of Insurance Company Funds be invested in local investments.

Fort Belknap Indian Community is the first and only reservation, in Montana to be “Self-insured, with the management of worker’s compensation and unemployment insurance funds.” Since its inception in 1991, Fort Belknap Insurance Company continues to serve the community members with timely processing for both worker’s compensation and unemployment insurance payments in addition to establishing a pool of funds for investments in economic development projects on the reservation. Fort Belknap Insurance is a model that other Tribes can utilize as a Best Practice in Community and economic development.

Fort Belknap Community Council’s involvement in this plan has several features. The Council initially directed the creation of a Board of Investment, establishing initial Bylaws and a Plan of Operations, which remain in place as long as a Memorandum of Agreement between the Council and Fort Belknap Board of Investment exists. A Memorandum of Agreement between the Council and the Board of Investment is a critical guide to how investments are to be made. It also outlines the guarantee the Council’s assignment of tobacco tax dollars to the board of Investment to guarantee investments made by the Fort Belknap Insurance Company.

After a period of time, when the Board of Investment is successful in its administration of investments, there are additional pools of money generated by the tribal government which could be administered by the board of Investment and potentially through a diversified plan, be partially invested in local enterprises, and be guaranteed by the tobacco tax. Initially however, as a start-up plan, there needs to be some experience with benefits and detriments to this plan and fine tuning, so that all concerns and needs are met.

The Plan envisions that the Council separately develops a “planning and development corporation,” initially owned by the council. The idea behind developing such a corporation is to take the human resources that have grown over the years through training and experience and collect that expertise in a corporation which could make money through the sale of that expertise. The Council could take the funds it currently utilizes for planning and development services and contract those funds to the planning and development corporation. The plan would be for the planning and develop corporation to provide planning and services to the Council, and technical assistance to start up enterprises of the Council.

This corporation contracts for management, accounting, proposal writing, and/or training services, as funds are available. The potential for growth is very substantial. There are a variety of consulting, training and other services the government requires. They are, for the most part, now being provided by private entities at substantial profit. This entity could collect and hire staff as funds are available and contract with other providers to develop expertise locally. In the long run, these services are much needed, in order to grow the anticipated enterprises under this plan. The council views it as critical for planning grants to be obtained by this entity to provide services that will be needed to make the various enterprises successful.

On the enterprise side of this plan, the Council and individual Councilmen have reviewed numerous ideas and business proposals over the last fifteen years. The primary element needed to develop the various enterprise ideas viewed has been start-up capital. Through this Board of Investment, the capital could be made available to properly start enterprises and to leverage additional investment dollars to greatly increase the success rate of local businesses of the Council. The Council would still be involved in the initial planning of enterprises and in contracting the planning and development necessary. The Council has substantial land, water, people and program resources. Commitment of just a fraction of some of these resources to leverage start up investment from the Board of Investment, as well as from government and private sources, should be a formula for success.

The Memorandum of Agreements with the Board of Investment provides a preference to enterprises which involve partnerships, or ventures with enrolled members or other investments, to minimize tribal investment/risk. The plans for such enterprises could involve up to 40% partners, and still maintain the various preferences as tribally owned businesses.



The Memorandum of Agreement between the Council and the Board of Investment limits the amount of dollars initially expended so that future councils, with new and different ideas, have funds available for investment.

The Fort Belknap Board of Investment is a nonprofit corporation designed to manage and invest the funds deposited with the Board. The makeup of this Board, as a nonprofit, separate legal corporation, is key. It is the intent that the Board members be professionals; bankers, accountants, lawyers, and related professionals, who could watch over funds, deposited and make sound investment decisions.

The separateness/independence of this Board from the Council is what makes their investments legal. The Board is kept relatively small – three to five members, to save costs. Keeping this separateness is key to the success of this overall plan. If appointed by Council, it is recommended that they have lengthy terms – 4 to 8 years, each. If not appointed by Council, then safeguards are in place to provide continuity in this Board. A council person, if appointed to the Board, is a nonvoting, ex-official member, to maintain separateness.

The function of this Board, at least initially, requires part-time participation, as decisions to invest are made periodically and after review of complete business plans. Most of the money initially deposited with the Board is deposited in traditional investment tools, such as mutual funds, stocks, bonds and banks. Over time, investments in Tribal enterprises is reviewed and approved, as those enterprises prepared those plans.

The Board could either own a portion of the companies in which investments are made, or the monies could be tracked to the owners of the funds invested, to reflect an ownership interest in that entity. Either way, the Board in making investments, requires shareholder agreements which allow the removal of capital investments/sale of interests, should the need arise, and a planned return on investment, beginning in the second year. A guaranteed return could be made of 4% to 8% using the Tobacco Tax funds to guarantee this rate.

The Board of Investments accounts for all funds received, deposited and invested. Monthly written reports are generated to reflect the interests of all investors. Quarterly and yearly reports are prepared to reflect trends and events of interest. At least yearly meetings with the Council, Fort Belknap Insurance and Fort Belknap Planning and Development Corporation are scheduled.

To date, the Board of Investment has provided loans for improving both Governmental Infrastructure and Tribal Enterprises. Three land purchases have been accomplished, lands, which likely would have gone out of trust and potentially tribal ownership, if not purchased by the FBIC. Tax Credit loans assisted in rehab of 52 units and building 24 new units. The home purchase loans process enabled enrolled members to purchase 15 mobile homes for the price of transportation and set up (excess FEMA trailers). Little Rockies Meat Packing loan assisted in working with a business partner to purchase buffalo meat for processing and sale, sustaining hat business and employing 10 individuals. Loans to the Tribe have enabled the Tribe to consolidate debt and provide cash flow to address shortfalls in budget, purchase new accounting software to better manage \$40+ million in grants and contracts. Total grants and contracts have doubled in dollar amount \$40+ million in the past 4-5 years, with attendant growing pains. The loans, through the Investment Board have enabled the Tribe to meet servicing obligations and upgrade accounting services necessary to carry the cash flow associated with this income.

VII. Strategic Projects & Programs



Economic Development Initiatives on Fort Belknap Reservation FY October 1, 2015 – September 30, 2016

<i>Activity</i>	<i>#Jobs</i>	<i>Industry</i>	<i>Source</i>	<i>Funding Amount</i>
<u>Fort Belknap Planning Department:</u> (Projects awarded or continued)				
CTAS	1	Infra/Justice	Dept. of Justice	\$ 1,122,490
Planning Data Management System	1	Infra/Planning Dept.	Indian Country Economic Development (ICED) Tribal Business Planning	\$ 28,000
Partnership project with Montana Legal Services Association (MLSA)	1	Infra/Courts	Dept. of Justice	\$ 265,632
Support for Adam Walsh Act Implementation Grant Program	2	Infra/Law Enforcement	Dept. of Justice	\$ 382,000
<u>Tribal Construction Projects:</u>				
Renovation of Existing Adult Jail	1	Facilities/Correction	Dept. of Justice	\$ 832,020
<u>Sanitation Facilities Construction Projects:</u>				
Water & Sewer 22 homes 2 HIP & 20TH	1	Infra/Health	DPHHS	\$ 57,689
Sanitation/Environmental Health Services	1	Infra/Health	DPHHS	\$ 148,844
<u>FB Transportation Projects:</u>				
Highway Planning & Construction	5	Infra. Construction	DOT	\$ 994,116
Highway Planning & Construction	5	Infra. Construction	DOT	\$ 20,147
Highway Planning & Construction	5	Infra. Construction	DOT	\$ 248,742
<u>FB Road Maintenance Projects:</u>				
Indian Roads	7		DOI	\$ 342,182
<u>Indian Health Service Projects:</u>				
Rain Gutters	1	Infra/Health	IHS	\$ 4,194
ER Doors	1	Infra/Health	IHS	\$ 24,425
Sidewalk Removal	1	Infra/Health	IHS	\$ 5,261
Water Softener	1	Infra/Health	IHS	\$ 2,520

Fort Belknap KWIK Stop is a Tribal Enterprise, which was established in 1988, as a "For Profit Tribal Enterprise", incorporated under the FBIC. The enterprise is organizationally, legally and financially separated from the FBIC. The enterprise was established with HUD Indian Community Development Block Grant Funds and the Bureau of Indian Affairs Business Development funds. The Tribal Enterprise is located at the junction of US Highway 2 and Montana Highway 66 and is a convenience store and gas station, with underground storage tanks, for purchasing fuel in bulk deliveries. The KWIK STOP provides a 24-Hour gasoline/Diesel service pumps, with the use of credit/debit cards, grocery, beer and Naive American novelties and souvenir items, such as Native American movies, CDs, bead work by local artisans, calendars, and Caps and Mugs with the local logo. For the past fifteen years, the Tribal Enterprise has been contracted by Ezzie's Wholesale, which is a non-native entity, based in Malta, Montana. The Fort Belknap Indian Community Council negotiates a lease contract with Ezzie's Wholesale, and receives a monthly lease payment. Ezzie's Wholesale provides the overall management of the business, but all employees, including the Store Manager, are Tribal members from the Fort Belknap Reservation. Fort Belknap KWIK STOP



provides employment for 10-12 tribal members, and is a Proud Supporter of the Native American Community. The KWIK STOP was an Economic Development Project for the FBIC and continues to thrive, providing a valuable service for the residents of the Fort Belknap Reservation, the surrounding communities and the people traveling through Montana on US Highway 2, (which runs east and west across the northern boundary of the reservation) and Mt Highway 55, (which runs south, from Hwy 2 through the reservation), which are main transportation arteries through north central Montana.

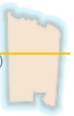
Tribal Construction- was incorporated by Tribal Council in 1985 and operates under articles of Incorporation and By-Laws. The Tribal Council is the governing Board of Directors. The Construction Manager reports directly to the Tribal Council. The Council approves all contracts and projects that Tribal Construction pursues. FBIC Finance Department maintains all the financial records for the Tribal Enterprise. Tribal Construction provides seasonal employment, employing from 5 to 25 seasonal workers, consisting of carpenters, finishers and laborers, throughout the construction season.

Fort Belknap Casino - is a tribally - owned and operated Las Vegas Style gaming facility, with Class II and Class III games. The Casino was chartered by the Fort Belknap Indian Community, in 2008, as a For Profit entity. The Board of Directors is appointed by the Tribal Council. The organization operates completely separate from the FBIC. Fort Belknap Casino maintains their own financial records and has an annual audit completed, per National Indian Gaming regulations. The Casino employs seven full time positions and 13 part time positions. It is open seven days a week, 365 days a year from 10 AM- 2AM.

Nonprofit Partners

Opportunity Link, established in 2004, in partnership with the Northwest Area Foundation, Opportunity Link, is a nonprofit organization that pursues long-term solutions and promotes public-private sector collaborations for community-based poverty reduction projects in 11 rural counties and three Indian reservations in north central Montana. Fort Belknap, Rocky Boy and Blackfeet Reservations are included in Opportunity Link's rural area of organization service. North Central Montana is a vast, sparsely populated region of 31,000 square miles where traveled by car on two-lane highways is often the only means of transportation. Many counties in this remote corner of the Great Plains have a density of two or fewer persons per square mile. People are more likely to be poor than the average Montanan. For example, poverty rates in Blaine and Hill counties, at the geographic center of the region, are 24 percent and 18.2 percent, respectively, compared to a statewide rate of 14.1 percent of Job opportunities can be scarce, particularly within the region's Native Communities. On the Rocky Boy and Fort Belknap Reservations, unemployment rates approach 70 percent, per the latest Bureau of Indian affairs Report, in 2005. Opportunity Link identified transportation as an important means of spurring revitalization of the region. For most people in the area, traveling long distances is necessary to get to work, attend college classes and medical appointments, shop for groceries, and access other services and amenities. Driving those distances is out of the question for many residents because of the cost of the vehicle payments, insurance, maintenance and fuel are prohibitive. Thus, the need for affordable transportation alternatives is great, but funding public transit services has provided to be challenging. According to the U.S. Department of Transportation's Federal Transit Administration (FTA), on average, fare revenues account for only 40% of transit system operating costs, so most public transit systems in the U.S. rely on financial assistance from federal, state, and local governments as well as private sector sources. In remote regions such as north central Montana, transit systems present an even greater challenge, because the sparse and relatively poor population provides a small tax base while the great distances between destinations result in high per capita operating costs.

Recognizing the need and challenge, Opportunity Link sought assistance from the Western Transportation Institute in 2007 to conduct an assessment of transportation needs for low-income residents of north central Montana and to lead an effort to determine effect options. Recognizing that community input would be crucial for any effort to succeed, Opportunity Link also identified and convened stakeholders from the region, and collaboration was launched. Partners included elected officials; major employers; state county, municipal and tribal governments; tribal and state post-secondary education institutions; health care providers; and commercial and social services. The Northwest Area Foundation funded a planning process that involved many community meetings and led to the establishment of a permanent advisory committee of stakeholders. Community



members developed a coordination plan for the creation of North Central Montana Transit (NCMT) and they continued to oversee the service's operations. Through the Montana Department of Transportation, the NCMT partnership secured operational funding from the FTA and American Recovery and Blaine counties, the Fort Belknap Indian Community, at Fort Belknap Reservation, the Chippewa Cree Tribe at Rocky Boy Reservation and MSU-Northern. These NCMT partners continue to provide funding and other support.

Today, NCMT offers daily fixed-route bus service free of charge to riders traveling between Havre, the Fort Belknap Reservation and Rocky Boy Reservation and numerous isolated towns in between. Routes offer shuttle-to-bus connections at tribal "hub" communities, and a twice-weekly shuttle service runs between Fort Belknap and Great Falls, a distance of more than 160 miles, one way. Routes also include a daily round-trip service, between Havre and Fort Belknap that accommodates 24 Havre residents working in Fort Belknap.

North Central Montana Transit's three intercity routes cover more than 600 miles a day, totaling more than 200,000 miles a year. NCMT ridership, originally projected at 250 rides a month, currently averages 1,600 rides a month. By its first anniversary in August 2010, NCMT had provided 18,136 rides, far exceeding original expectations of 2000 to 4000 rides a year. Regular riders include elderly and disabled people, non-drivers, employed commuters, tribal college and university students, medical patients, shoppers and recreational travelers. January 19, 2010, NCMT began running its busses on 5% biodiesel, made by the **MSU-Northern's Bio-Energy Center** from camelina grown in Montana.

In 2009, the Fort Belknap Community Council approved an agreement between the Fort Belknap Transit System and Opportunity Link, Inc. Fort Belknap Reservation is located within Opportunity Link's region of coverage and a public transportation system serving the transportation needs of the residents of the Fort Belknap Reservation is a priority for Opportunity Link.

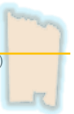
Opportunity Link's strategic plan includes a low-income transportation strategy. Opportunity Link identified the development of a regional public transportation system that would provide people in poverty free or affordable transportation to access basic services such as employment, education and health care as an essential need. Opportunity Link was designated the lead application for Montana Department of Transportation (MDOT) section 5311 funds for FY2008 to form and operate a public transportation system in north central Montana region. This implied that Opportunity Link would be the transit agency for north central regional transit system, covering Hill and Blaine Counties, Rocky Boy Reservation and Fort Belknap Reservation. The purpose of the agreement is as follows:

1. To provide support that would enable Fort Belknap Transit to start offering transit services to its residents and assure that a focus on free or affordable transportation for low-income people is included in its services.
2. To strengthen coordination between the Fort Belknap Transit and North Central Regional Transit System, either through collaboration or consolidation of transportation services that would achieve most benefits for the communities served.
3. To allow for sharing of resources related to transportation through joint use agreements or service contracts supporting the increased level of coordination between the Fort Belknap Transit and the North Central Regional Transit System, particularly in the use of passenger vehicles owned and operated by Fort Belknap Transit.

Opportunity Link would take mutually agreed-upon specific actions to help connect, collaborate or consolidate the Fort Belknap Transit with the larger regional system, while continuing the emphasis on support for low income ridership.

Fort Belknap Transit coordinates with emerging or existing public transit programs in Opportunity Link's region to provide access to regional public transportation system that provides expanded transit services, when it is determined to benefit the communities that benefit both Fort Belknap Transit System and Opportunity Link, Inc. transportation services.

Vibrant Futures, a Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant made possible by the partnership for Sustainable communities. The grant application was submitted in September 2011 by Opportunity Link

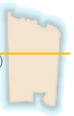


on behalf of a consortium of counties, cities, and tribes in North Central Montana. Fort Belknap is part of the consortium. The grant was awarded in 2011. The planning process includes region-wide vision, planning, capacity building and information exchange. As part of the outreach efforts, community roundtables were conducted across the region. A summary of the comments for the roundtables conducted on the Fort Belknap Reservation are included below.

Fort Belknap	Hays - Lodge Pole
<p>Economic development (private business)</p> <ul style="list-style-type: none"> ○ Thinking/being more entrepreneurial ○ Business ventures overseen by their own body ○ Education/training for more skilled workforce <p>Education</p> <ul style="list-style-type: none"> ○ More support for students dealing with substance abuse issues ○ More support for programs to assist people who have dire needs <p>Energy</p> <ul style="list-style-type: none"> ○ Prepare for coming oil & gas boom <p>Environment</p> <ul style="list-style-type: none"> ○ Enact environmental laws to protect clean air, water ○ Fight noxious weeds (leafy spurge) ○ Clean up Zortman-Landusky mines ○ Secure clean drinking water for all communities <p>Gaming Employment</p> <ul style="list-style-type: none"> ○ Need to bring in outside customers ○ Need hotel, shows, and bigger facility <p>Health</p> <ul style="list-style-type: none"> ○ Educate doctors & staff ○ Educate community, individuals <p>Housing</p> <ul style="list-style-type: none"> ○ Seek funding to build homes ○ Build multi-family housing <p>Transportation</p> <ul style="list-style-type: none"> ○ Seek funding to support public transit ○ Have a Master Lube business here ○ Build and maintain better roads, private and tribal ○ Develop student housing to reduce commuting 	<p>Housing</p> <ul style="list-style-type: none"> ○ Renovate existing homes ○ Create senior citizen housing ○ Seek funding, grants, programs ○ Utilize the trade programs from the tribal college; Youth-Build ○ Emergency housing for homeless <p>Health</p> <ul style="list-style-type: none"> ○ Train local First Responders/EMTs ○ Establish local Emergency Room ○ Complete local 911 addressing ○ Meals on Wheels program for elders; better food for Senior Center ○ Safer water system <p>Parks & Recreation</p> <ul style="list-style-type: none"> ○ Develop plan to increase tourism ○ Find local work programs to maintain playgrounds and canyon ○ Build programs for children (B&GC Supervisor, pool table snack bar) ○ Provide security at all times (lights on playgrounds, police patrols, summer park teachers) ○ Build campgrounds in canyon <p>Energy</p> <ul style="list-style-type: none"> ○ Develop local energy sources (wind) ○ Thin forests for wood fuel ○ Create program to deliver wood to elders for heating fuel <p>Other</p> <ul style="list-style-type: none"> ○ More police officers ○ More child care programs ○ Support public transit

Private Sector Business on the Fort Belknap Reservation has declined in the past fifty years. In the 1950's-1960's, the communities of Hays and Lodge Pole, located at the south end of the reservation, were "self-sustaining communities." Hays Community had two "general stores" which had an inventory of groceries, meats, fruits, vegetables, ice cream products, clothes, shoes, gasoline and kerosene; a cafe, a post office, a post and pole business, a wood cutting business, for the sale of firewood, an apple orchard, fish ponds, that stocked Rocky Mountain trout, an ice house, which kept blocks of ice through the summer months, for maintaining the "ice boxes" in the store, for storage of meat, milk and ice cream products. Hays Community also had a "show hall" in a community hall, with wooden benches. One could watch a "silent movie" which was usually a western movie, at a cost of a nickel. Movies were held once a week, normally on a Saturday night. The Business Owner sold popcorn, soda and candy products, at a cost of five or ten cents, each. The lodge Pole Community had a store which also had an inventory of groceries, meats, fruits, vegetables, clothes, shoes, gasoline, and kerosene and mail delivery service.

Following is a snapshot of tribally owned business listed on the Fort Belknap website:



Martin's Grocery Store a sole proprietorship owned by Gerald and Sheila Martin, since 1990. Both are tribal members, born and raised in the Hays community. In 2012, Martin's store continues to thrive, providing convenience store products, groceries and gasoline. The business provides employment for 4 to 6 employees.

White Clay Embroidery - is a home-based, sole proprietorship, owned by Janice Hawley, since 1997. Janis is an enrolled member of the Gros Ventre Tribe, on the reservation. Products include native designed outfits for traditional events, embroidered caps, jackets, sweatshirts, etc. And custom designed T-Shirts.

Sis's Star Quilts - is a home-based, sole proprietorship, owned by Willows "Sis" Horn, since 1986. Willowa is an enrolled member of the Assiniboine Tribe, on the reservation. Products include traditional star quilts, in all sizes, including king, queen, full, single, baby quilts and star quilt pillows. Quilts are generally made with cotton or satin material, in beautiful colors, or at the customer's request.

Turtle women's Baskets - A home-based, sole proprietorship, owned by Jessie Hawley, since 1997. Jesse is an enrolled member of the Gros Ventre Tribe. Products consist of "Gift Baskets" in various sizes and made with numerous items, which may include traditional food items, braids of sweet grass, sage, or peppermint, or may consist of holiday items, for Christmas, Easter, or prepared as a gift for a special person.

Blue Heaven Ranch - is a home-based, sole proprietorship, owned by Toby & Liz Werk. Toby is an enrolled member of the Gros Ventre Tribe. Services include lodging, meals, tours and guided hunts. Ranch has operated for the past 10 years employing 5 employees, based in Hays, MT.

Brad & Chug Morin Firewood Vending - Self-Employed firewood vendors for 10 years, based out of Hays, MT. Both Brad & Chug are enrolled members of the Gros Ventre Tribe.

PLEXUS WITH TESS - Owned and operated by Tess Bell, enrolled member of the Gros Ventre Tribe, providing weight and health management, specific focus on glucose metabolism, nutrition and personal care. Self-employed for 4 years; business based in Harlem, MT.

J&M Trucking, LLC - Owned and operated by Sly Blackbird, an enrolled member of the Gros Ventre Tribe, providing gravel and asphalt. Employs 4 employees, based out of Fort Belknap Agency, MT.

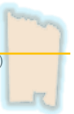
Jacob Doney Log Furniture - hand-crafted swings, tables, chairs, benches, beds and stools. Self-Employed since 2015, based out of Fort Belknap Agency, MT.

Ted's Rain Gutters - Installation of seamless rain gutters on residential homes and businesses. Custom order to match roofing. Work Guaranteed. Owned and operated by Henry Brockie, enrolled member of the Gros Ventre Tribe, for the past 10 years, employing 2 employees, based out Hays, MT.

Stephen Fox, Independent Consultant - Assist small business owners in preparing government contracts and provides trainings and technical assistance on the reservation. In business for past 5 years, based out of Hays, MT. Stephen is an enrolled member of the Gros Ventre Tribe.

Yellow Bear Enterprises, LLP - Owned and operated by Tammy & Greg Rider, Tammy an enrolled member of the Gros Ventre Tribe; Greg, an enrolled member of the Assiniboine Tribe; services offered include portable potties-rentals, cleaning and recharging portable potties, septic removal and disposal, in business for the past 3 years, employing 4 employees.

Jacob Rider, Independent Contractor - providing residential roofing work plus siding, painting, framing, drywall, doors, chimneys, renovations or remodeling; both interior and exterior. In business for the past 3 year, employing 2-5 employees on the average, based out of Harlem, MT.



Denise Perez, Self-employed Independent TUPPERWARE sales distributor - for the past 2 months. "Based out of Hays, MT"

Native Assets Accounting and Consulting (NAAC) Owned and operated by Eleanor Yellow Robe, an enrolled member of the Assiniboine Tribe, providing services to Tribal Governments, Tribal organizations and Native Owned small Business. In business for 20+ years as an independent contractor based out of Box Elder, MT.

Sacred Grounds Coffee Shop & Smoke House Grille – Owned and operated by Lee Blackcrow & Crystal Moore, enrolled members of the Gros Ventre & Assiniboine Tribes, providing coffee beverage vending throughout Indian Country since 2010. Awarded two Montana small business grants in 2010 and 2013, Sacred Grounds has expanded their business operations by updating equipment and through concession trailer renovations to continue to provide coffee beverages at Pow Wows, nationally. Employs 7, based out of Harlem, Mt.

VIII. Action Plan

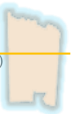
In March 2010, the Fort Belknap Indian Community held a Strategic Planning session, with community members, Tribal Administrators and members of the Tribal Council participating. The needs of the reservation were identified and post as a **Ten Year Vision Chart**, indicating both the short and long range goals for Fort Belknap Reservation. The Fort Belknap Planning Department utilizes the Ten-Year Vision Chart, as a guide, when researching funding opportunities, to improve the economic and social conditions on the reservation. In FY2010, Planning staff submitted 20 grant applications and were awarded \$3.8 million in funds to improve the economic and social conditions on Fort Belknap Reservation.

In April 2011, Strategic Planning sessions were held in each of the four communities, on the reservation, to update the Tribe's Strategic Plan, developed at the March 2010 planning session. Community meetings, held in Hays, Lodge Pole, Dodson Area and the Agency, resulted with an updated strategic plan. The plan prioritized needs by community and for the entire reservation and identified goals either short or long term goals. Short Term Goals, were identified to be achievable within one to three years. Long Term Goals were identified to be achievable within four to 10 years. The Fort Belknap Community Council approved Fort Belknap's Strategic Plan and Ten-Year Vision Chart, developed in 2011, by **FBIC Resolution #26-2011**.

The 2011, updated Strategic Plan, identified **6 needs** on the reservation and is byproduct of a thoughtful and challenging planning and implementation process designed to improve the economy and the quality of life on the Fort Belknap Reservation. This ongoing process involves the collection of information from community members, Tribal Administrators, Staff, Tribal Council and other governmental agencies and employers, on the reservation. At the 2011 planning sessions, community members identified the following projects/activities, as the greatest needs on the reservation: 1) Housing, both home ownership and rental units; 2) Elder Housing/Long - Term Care/ Assisted Living/Retirement Home; 3) More structured Youth activities, mentoring, suicide prevention, cultural education and employment programs; 4) Economic Development and Job Creation, with more locally owned businesses on the reservation, to include a store and gas station in each of the communities; 5) Improved Health Care, with a Dialysis Center on the reservation and better dental care; 6) Utilize Fort Belknap Reservation's natural resources, with the development of parks, campgrounds, hiking/biking and horseback riding trails; 7) Pursue Wind and Solar Energy development and oil and gas development.

Broadband Technology - Fort Belknap Indian Community recognizes the potential benefit to the reservation communities with the implementation of broadband technology. FBIC will support efficient and creative use of broadband technology, to enable community members to better compete in the digital economy.

Fort Belknap - Ten Year Strategic Plan March 24, 2010 & Updated 2011



Tribal Operations, Planning & Fiscal Management	Economic Development	Educational Opportunities	Infrastructure Improvements	Housing	Elders	Youth	Resource Management	Land Use/Recreation	Healthy Community/Quality of Life
Fair Courts and Improved Law Enforcement	Business Ctr More Locally Owned Businesses	Certificates in vocations & Trades	Dialysis Center	Address Audit Findings	Elder Housing Long-term Care/Assisted Living/Retirement Center	More Structured Activities for youth	Wind Energy Solar Energy	Parks, Campgrounds, Hiking/biking trails, Horse Back Trails	Food Bank on Reservation
Eliminate Tribal Debt	New Jobs & Employment Opportunities	4 Year Degrees @ FBC	Store/Gas Station in Lodge Pole	More Houses work w/ Council	Elder Jobs	Invest in Cultural Education	Water Compact	Ice-Skating/Fishing Pond	Disability Services in All Areas
Improve Fiscal Management		More College Ready Students	Hays Community Center	More Rental Homes	Elder Activities	Youth Mentoring Program	Oil & Gas Drilling	Rodeo Grounds - Agency	
Amend Constitution for better form of Tribal Government	Summer/Employment for Youth	More Scholarships for Students	Transition Center for Offenders Returning to Reservation	Increase Home Ownership	Better care for elders	Suicide Prevention	Purchase Land	Family Recreation Snake Butte and Strike	Dialysis Center & Programs
More Government Contracts & Grants	Store Gas Station in Lodge Pole	Youth Adolescent Center	Veterans Center & Health Care Center for Veterans	Transition all Housing	Rest Home in Mountain Area	Hunter Education	Buffalo Herd	Swimming Pool/Waterslide	Better Dental Care
Grants Writing Training for all Program staff			Lights/Security Walking Path in Hays & Lodge Pole	Home Maintenance & Repair	More Asst. from Tribal Programs for Youth & Elders	Cultural activities Youth/Elder	Water System at Hays & Agency	Tourism Association Snake Butte Mission Canyon	Strong Sovereign Government
Ethnic Training for Tribal Staff	Store & Gas Station/Hays Agency & Lodge Pole		Vo-Tech Center	Homes for Elders	Buses to Transport Elders	Youth Employment Programs	Livestock Management	Rodeo Grounds at Hays Fair Grounds	
Dev. Allottee Corp/Mineral Land Owners			Drug & Alcohol Treatment Center	FB Purchase Land for	All Elders qualify for Commodities	Buses to transport Youth	Mining Gold - Bentonite - Etc.	Plant Fish in Hays & LP Creeks	
Legal Asst./ Civil & Criminal			New Tribal Admin Bldg.	Housing in Dodson Area			Hydro Electric Dam at 3 Mile	Tourism Bear Gulch	
RED = Short Term Goals (1-3 Years)					BLACK = Long Term Goals (4-10 years)				

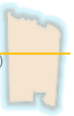
IX.

Implementation, Evaluation & Performance Measures

In the past forty years, the Fort Belknap Indian Community has made a strong effort of utilizing the strategic planning process to identify needs of the reservation and using the strategic plan as a guide in preparing grant applications to funding sources that have funds to meet the needs of the reservation. The strategic plan has been used in planning for long range planning projects, which take a great deal of time to develop, such as planning for a new water treatment plan, a casino, a new housing development area in each of the four communities on the reservation.

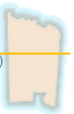
In 2017, Fort Belknap Indian Community adopted the practice of utilizing the S.M.A.R.T. objective format as an approach to gauge the development of measurable goals. S.M.A.R.T., an acronym for Specific, Measurable, Achievable, Relevant & Time-oriented, is a philosophy that guides the development of measureable goals. The intent of implementing this practice is to address deficiencies in a timely manner by crafting appropriate close the gaps efforts that are appropriate, realistic, and feasible so sustaining those efforts are achievable. In terms of evaluation and performance measures, practicing the S.M.A.R.T. approach will yield Fort Belknap Indian Community...

Implementation Plan



The following implementation plan was developed, utilizing the needs identified in Fort Belknap's Ten Year Strategic Plan, dated 2010.

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED				
Goal: Tribal Operations, Planning & Fiscal Management				
Difficulties Encountered: Funding short falls limits progress in all areas				
Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Fair Courts & Improved Law Enforcement	Council, CAO, Court Administrator, Department Directors, Advisory Body Members, Justice Partners	Articulate & efficient staff, free from politics • Implementation of Court Procedures Manual • Implementation of alternatives to sentencing • Tribal law and order code revisions that support (revised) court function, communication and jurisprudence • Infusion of culturally competent services and practices at the front end of (the) service delivery model	• Implementation of Juvenile Recidivism Reduction Initiative (RRI) targeting first time offenders, revised number of jobs, job duties, delivery of service, units of service and use of data collection efforts & tools	Jan 2017
			• Final Draft of Justice System Plan for Tribal Council (COURT S P) approval/adoption	Mar 2018
			• TIWAHE Pilot Pjt Site Implementation	2016
			• Development of Juvenile Healing to Wellness (JH2W) Court & Services via Planning Phase	2019
			• SECOND CHANCE Phase II Adult Reentry Demonstration Planning & Implementation	2019
			• Develop Plan of Operation for Court, Social Services & Law Enforcement • Grant awards implemented as written. • Reports submitted as required and on time, outside of extension or no-cost extension	
Improved Fiscal Management	Council, CAO & Comptroller	Budgets & Financial Reports on schedule • Implementation of revised Tribal Policy that documents compliance with OMB, 2 CFR Part 200 • Implementation of electronic timecard	Timely Audits & no findings. Complies with current federal regulations regarding fiscal management	2019
			Resolves outstanding Audit Findings	2017
			Implements FBICC approved rate	2017



- recording
 - Implementation of FY18 IDC rate
- 2018

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Economic Development

Difficulties Encountered: Access to Capital is limited

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
New Jobs & Employment Opportunities	Council, Program Managers, Enterprise Managers & Island Mountain Development Group	Workforce Development Program for trades & vocations. Job Placement assessment	Workforce Development Plan; Partnerships with Aaniiih Nakoda College, MSU-Northern, Big Flat Electric, Triangle Cooperative, & Licensed Electricians, Plumbers, Welders, Indian Health Service	2016-2017

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Education Opportunities

Difficulties Encountered: Work In Progress

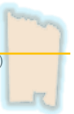
Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Certificates in Vocation & Trades	Aaniiih Nakoda College, Tribal Planning; FB Insurance, TANF, TERO & FB Personnel	Certificates in Trades & vocations. Assistance in Job Placement for graduates.	Workforce Development Plan. Number of trainings established & number of graduates annually.	2016-2017

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Infrastructure Improvements

Difficulties Encountered: Lack of Funds limits progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Produce revised zoning ordinance that incorporates entire Reservation	Tribal Planning	Updated Tribal Codes, Policies and Practices to regulate Ordinances 'across the board'	Analysis of GPS data points Use of S.M.A.R.T. format	2019
New Tribal Administration bldg.	Tribal Planning	Preliminary Architect Report	Additional documentation requested by USDA submitted September. 2012 Waiting	2010-2020



submitted to
USDA in 2012

USDA approval of the
Preliminary Architect Report.

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Housing

Difficulties Encountered: Audit Issues & Lack of Funds for Purchasing Land for Housing Development

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Address Audit Issues	Council & Housing Admin	Clean Audit	Annual Reports and Audits on Time	2011-2013
Increased Housing Availability	Council, Housing Admin & Tribal Land & BIA	6 Section 8 Units	Housing Authority to secure \$600k for predevelopment and modular homes for six sites	2019
Planning for Transitional Housing for TIWAHE Initiative	Council, CAO, Courts, Social Services, BIA	1 residential unit		2019

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Elders

Difficulties Encountered: Lack of Funds & Lack of Structure for Rural Care for Elders

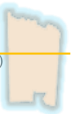
Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Elder Housing, Long Term Care, Assisted Living & Retirement Center	Council, Planning, Senior Center Director & Tribal Health Programs & Indian Health Service	Feasibility Studies Completed	Feasibility Studies Completed. Council identifies funds for O&M for feasible projects. Rural Health Care Plan developed for Elders services. Grant applications sub-mitted for Assisted Living and Adult Day Care facilities	2011-2020

IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Youth

Difficulties Encountered: Lack of Funds & Structure

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
More Structure of Activities for Youth	Suicide Prev., CDC, Tribal Health Programs	Youth Development Plan	Regular planning meetings for all Programs that work with Youth. Develop a Youth Activities Plan for all youth on reservation. Develop grant applications to respond to plan and needs.	2013-2016



Cultural Activities for Youth/Elders	Suicide Prevention, CDC Tribal Health Programs, Senior Center Director & Planning	Youth & Elder Activities Plan	Regular meetings to plan for a Youth & Elders Activities Plan. Grant applications submitted responding to plan and needs.	2013-2016
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IMPLEMENTATION/PLAN OF ACTION/ACCOMPLISHMENTS ACHIEVED

Goal: Resource Management				
Difficulties Encountered: Lack of Funds & Infrastructure				
Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Minerals Development	BIA	Minerals identified for development	Feasibility study	2019
Buffalo Herd	Council & Fish & Game	Buffalo Mgnt Plan, adequate pasture & fences	Buffalo Management Plan identifying acreage required for buffalo inventory and cost of feed and fences and O&M.	2011-2020
Water Systems at Hays & Agency	Council, Indian Health Service, EPA & USDA	EPA certified Water Systems	Planning meetings with PMU, Council, Indian Health Service, EPA & USDA to establish Certified Water Systems on Rez	2011-2015
Livestock Management	MSU-Extension & Agriculture Producers on reservation.	Livestock Management Plan	Planning Meetings with MSU-Extension, Ag Producers and Youth Ag Producers	2011-2020

Evaluation

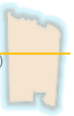
The Fort Belknap Indian Community is continually evaluated by the numerous federal and state agencies that have awarded grant funds for the implementation of projects that are intended to improve the economic, education, health and social activities on the Fort Belknap Reservation. These evaluations include, but are not limited to, financial audits, regularly scheduled reporting obligations, and frequent communication with the respective agencies. The Fort Belknap Planning Department is responsible for developing the scope of work for Fort Belknap Indian Community’s Planning Grant reporting the progress in an Annual Report to EDA.

The Planning Director provides monthly reports to the Fort Belknap Community Council (CEDS Committee) with updates on all “work in progress,” which include major tasks completed in the month and major tasks planned for the next month.

The Planning Department maintains a record of all grant applications submitted within the year. Pertinent information is recorded, for each grant application submitted, such as Submittal Date; Funding Source; Propose: Jobs Created; Amount; Match; In-Kind; Status Funded or Not Funded and Grant Writer.

In 2017, Fort Belknap Planning Department adopted the practice of implementing Doran's format of goal and result-based management principles, the S.M.A.R.T. format, to increase actions, objectives, partnerships, results and strategies in order to assess the true impact of S.M.A.R.T. principle and strategy implementation and to also gauge sustainability efforts of evidence-based and community-driven results.

Performance Measures



- The level at which Fort Belknap Indian Community comply with all EDA Planning and Technical Assistance grant awards and administrative conditions.
- The level at which the Planning Department staff interact with Tribal Council, Programs and Partners interested in improving the economic, education, health and social conditions on the reservation.
- Number of grant applications submitted by planning staff, in response to the Strategic Plan.
- Number of jobs created, or retained per projects awarded.
- Number of economic development projects planning staff worked on to meet the needs identified in the strategic plan.
- Analysis of S.M.A.R.T. principles

X. Disaster and Economic Recovery & Resiliency

1. Pre-disaster Mitigation Plan

Fort Belknap adopted a **“Pre-Disaster Mitigation Plan” in 2007**. The plan was developed to help guide and focus hazard mitigation activities. It includes profiles of significant hazards and identifies projects to mitigate impacts. The plan identified the following hazards to have the highest probability of occurring on the reservation.

- Floods
- Wild land fires
- Winter storm events
- Severe storms with high wind, tornadoes or hail
- Hazardous Materials transportation related event
- West Nile Virus

The plan recommends goals and objectives to address these events and includes an action plan that ranks priority and establishes jurisdictional responsibility. Fort Belknap Indian Community updated the Pre-Disaster Mitigation Plan in 2013. Fort Belknap Indian Community is in the process of updating the Pre-Disaster Mitigation Plan. The updated plan will conform to the Federal Disaster Mitigation Act of 2000 (DMA 2000) (44 CFR Parts 201 & 206), Interim Financial Rule and the Federal Rule and the Federal Emergency Management Act (FEMA), Region 8 crosswalk for tribal plans and will also meet new guidance developed by FEMA in March 2010 for Tribal Hazard Mitigation Planning.

This fall Fort Belknap Planning Department will submit a FY17 FEMA HSG Pre-Disaster Mitigation grant to update the Tribal Multi-Hazard Plan to maintain compliance with the DMA 2000 to identify risks and vulnerabilities associated with natural disasters, and develop long-term strategies for protecting people, resources, and property in future hazard events.

2. Emergency Operations Plan

The Fort Belknap Emergency Operations Plan (FBEOP) was approved by the Fort Belknap Indian Community Council in July 13, 2009 and is in response to the “Disaster Relief Act of 1974” Public Law 93-288. FBEOP provides guidance for emergency personnel to respond to incidents. The plan identifies emergency functions, includes a plan for who should perform those functions and includes a plan to develop capacity to execute the operating procedures. The plan is divided into three sections:

1. General Information – Authorities, applicability, scope, policies, objectives and assumptions.
2. Pre-Incident Stage – Command structure, communication, emergency management strategies, air operations, funding, TERC and Modifications.
3. Function – Standard Operating Procedures, roles and responsibilities of incidents.

3. Tribal Emergency Response Committee (TERC)



The Fort Belknap Indian Community has a Tribal Emergency Response Committee, composed of Program Directors and Managers of Programs which could help in emergency situations, such as Law Enforcement, Corrections, Fish & Wildlife, Department of Health Services, Bureau of Indian Affairs, etc. The TERC committee meet quarterly, monthly, weekly, or daily depending on the climatic and emergency need on the reservation. Fort Belknap's disaster Emergency Manager is Gilbert Horn Jr., who occupies this position on a part time basis and coordinates the emergencies that occur on the reservation, working with the various emergency responders, adjacent to the Fort Belknap Reservation.



Fort Belknap Indian Community Comprehensive Economic Development Strategies (CEDS) 2012-2017

SOURCES

Fort Belknap's Strategic Action Plan, 2015
Draft Fort Belknap Master Plan for Development, 2014
Fort Belknap Indian Community Economic Development Task Force: Strategic Plan 2013
FBIC Environmental Department 2013
FBIC Planning Department/EDA Annual Report 2015
Fort Belknap Strategic Planning Sessions, 2011
Opportunity Link Regional Plan, 2015-2035
Vibrant Futures Strategic Plan, 2013
USDA Census of Agriculture 2002 & 2007
US Census 2000 & 2010
US Census American Community Survey 2007 – 2011, 2011-15
Department of interior, Bureau of Indian Affairs Labor Reports, 2001, 2003, 2005
Fort Belknap CEDS – Prior Years 2002 and earlier



Prepared & Submitted by:
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