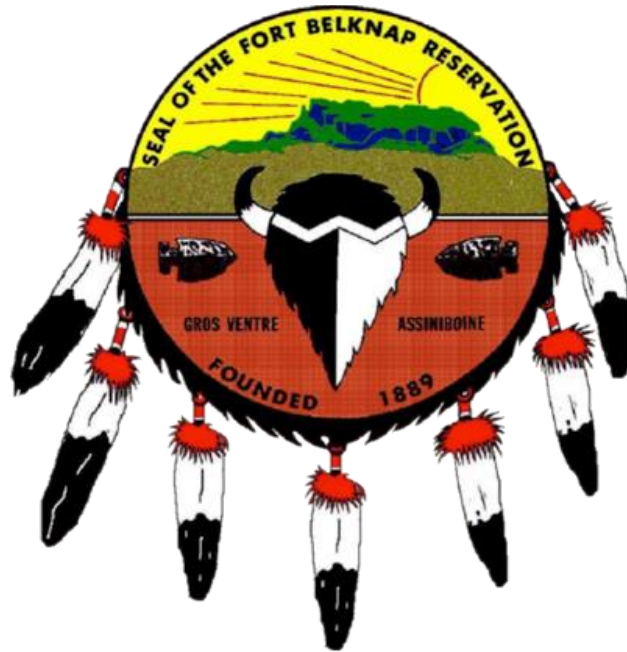


FORT BELKNAP INDIAN COMMUNITY

REVISED 04/10/2020

Comprehensive Economic Development Strategies (CEDS)



2021 – 2026

Fort Belknap Indian Community
Fort Belknap Agency
656 Agency Main Street
Harlem, Montana 59526

www.ftbelknap.org

Fort Belknap Indian Community

REVISED 04/10/2020

Comprehensive Economic Development Strategies (CEDS)

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Planning Organization Information

| | |
|------------------------------|--|
| Name: | FORT BELKNAP INDIAN COMMUNITY |
| Address: | 656 AGENCY MAIN, FORT BELKNAP AGENCY, HARLEM, MT 59526 |
| POC Name, Title: | DELINA CUTS THE ROPE, PLANNING DIRECTOR/ACTING CAO |
| POC Telephone, Email: | PH-406-353-8450 EMAIL–DELINA.CUTSTHEROPE@FTBELKNAP.ORG |

Executive Summary

The Fort Belknap Indian Community (FBIC) is a federally recognized tribe established reservation in 1889 and governed by the Fort Belknap Indian Community Council (FBICC), to support the health, safety and well-being of all Fort Belknap enrolled members on the Fort Belknap Indian Reservation in North Central Montana, counties of Blaine and Phillips. The tribe's planning department is designated to support economic development for and on the reservation and administers the Tribal Partnership Planning grant, 2020.

Tribal Council – Fort Belknap Indian Community's election process and election timeframes are as follows: The Fort Belknap Indian Community Council is recognized as the official governing body of the Gros Ventre and Assiniboine Tribes. The ten person Council consists of eight members, plus a President and Vice-President and operates under a Constitution consistent with the Indian Reorganization Act. The Council contains representation from each of the four Districts on the reservation (Mountain Assiniboine District, Mountain Gros Ventre District, River Assiniboine District, and River Gros Ventre District). Membership consists of four Gros Ventre and four Assiniboine members, each of whom is elected to serve a two-year term. The President and Vice-President of the Council, who are one Gros Ventre and one Assiniboine, run as a team and are elected to serve a four-year term. The Fort Belknap Indian Community Council is the governing body and functions as the Strategy Committee and is comprised of the following:

| |
|---|
| <i>Fort Belknap Indian Community – Tribal Council List</i> |
|---|

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| <i>Council Executive Officers</i> | | | | |
|-----------------------------------|---------------------|---------------------------------------|-------------|---|
| Name | Title | District | Term | Oversight |
| Andrew Werk, Jr. | President | All Districts | 11/17-11/21 | executive, operations, administration, enterprises. |
| Gerald Healy | Vice-President | All Districts | 11/17-11/21 | executive chair. |
| Steve Fox, Jr. | Secretary-Treasurer | All Council | 11/17-11/21 | finance, elections, enrollment, recording. |
| <i>Council Members</i> | | | | |
| Name | Title | District | Term | Oversight |
| Michael D. Fox | Councilman | Gros Ventre-At-Large Both Tribes | 11/19-11/21 | public safety chair, buffalo, law enforcement, fish/wildlife, roads, transportation, disaster emergency services, human services co-chair |
| Tracy “Ching” King | Councilman | Assiniboine At Large Both Tribes | TBD | human services chair, seniors, commodity, vocational rehabilitation, social services, child support |
| Judith King | Councilwoman | Assiniboine | 11/19-11/21 | finance chair, procurement, credit, investment. |
| Jeffery Stiffarm | Councilman | Gros Ventre At Large Gros Ventre Only | 11/19-11/21 | general services chair, public safety co-chair, |
| Lynn Cliff, Jr. | Councilman | Mountain Assiniboine | 11/19-11/21 | natural resources chair, historical and language preservation, environmental protection, fire management, MSU extension, co-chair health, medical billing, hemp agriculture |
| Warren Morin | Councilman | Mountain Gros Ventre | 11/19-11/21 | Land chair |
| Dominic Messerly | Councilman | River Gros Ventre | 11/19-11/21 | health chair, medical billing |
| Donald Horn | Councilman | River Assiniboine | 11/19-11/21 | planning chair, employment, training, energy, tiwahe. |

Grantee must create a Comprehensive Economic Development Strategy document and update it every five years to be in compliance with EDA funding agency. This revised CEDS was developed with broad participation from leaders and citizens on the reservation and the region and documents ongoing planning efforts by FBIC.

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The Fort Belknap Indian Community Council provides strategic direction to the Strategy Committee by chairing and co-chairing monthly subcommittee meetings that facilitates strategy recommendations, based on the analysis of significant economic development issues or opportunities, current economic conditions and unanticipated challenges as they relate to not only sovereign and tribal communities, but to the regional economics as a whole.

FBIC conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in September 2018 which included public meetings in four of the communities on the reservation, a series of tribal council and departmental planning sessions and review of current and previous strategic plans of the tribe, tribal enterprises, major entities, and the North Central Montana region. SWOT elements were key to the developing the CEDS.

The SWOT revealed economic strengths of the region including economic development partnerships, and building blocks for infrastructure development and improvement such as land use, zoning, and housing. Weaknesses include lack of skilled workforce, lack of jobs and housing for recruitment and retention of skilled workers, lack of small business and entrepreneurs. Major employers, Tribal Leaders, and Tribal Community members are concerned with money spent off the reservation due to no basic services. Young people do not want to return, professional service providers do not long, and local critical infrastructure is outdated. Each meeting generated these opportunities and obstacles of creating a stable and prosperous economy.

Fort Belknap Planning Department

- Kristi King Little, Administrative Assistant, is a full-time employee, since 2015. She assists with preparation of administrative budgets, documents, for grant applications, requisitions, maintains list of all grant applications submitted and maintains department inventory.
- Alicia Shields, Data Clerk, is a full-time employee, since 2021. She assists with data collection, data analysis, and data banking for the department and other various tribal programs.
- Margaret Nicholson, Temporary Grant Writer I, is a full-time temporary employee since 2021; she researches funding opportunities that have potential to meet the needs identified in the FBIC's Strategic Plan and plans and writes grant application(s).
- Loretta Delora, Grant Writer II, is a full-time employee, since January 2015. She plans, writes grant proposals, coordinates meetings related to planning and economic development within locally, state, and region. She is experienced in community development and her focus of expertise is on vibrant tribal communities and leakage study analysis.
- Doreen Bell, Grant Writer III, is a full-time employee since March 2021. In addition to grant writing and planning and economic development projects she specializes in health related projects with a

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focus on water/sewer infrastructure, solid waste removal, and dialysis feasibility and business planning.

- Marlene Werk, Temporary Grant Writer IV, is a part-time employee since 2020. In addition to grant writing and planning and economic development projects, her area of expertise is in agriculture - based economic development and practices.
- Karen Hawley, Research Analyst/Grant Writer, is a full-time employee, since 2003. She has experience with statistics, budget development, accounting, database management, and electronic filing systems. She assists all grant writers in electronic grant submission, maintaining departmental budgets, data collection protocols, and maintains the grant map of successful awards.
- Delina Cuts The Rope, Director, is a full-time employee with the FBIC Organization since 1997, and with the department since 2017. She serves as administrative authority over the FBIC Planning Department as well as delivers grant writing, strategic planning, and CEDS development. Delina Cuts The Rope has been in the position of FBIC Chief Administrative Officer since 2017 and 2020 hired on a Contract, will be back as the Director of Planning in November 2021.
- Amy Murdock, Acting Director is a full-time permanent employee within the FBIC since February 2018 with Tiwahe and has recently been detailed to the Acting Planning Director position in August, 2020. She serves administrative authority over the entire FBIC Planning Department as well as delivers grant writing, strategic planning, and CEDS development. Director salary is paid from the FBIC's Indirect Cost funds and from the Tiwahe Initiative which is a contract within the FBIC.

In response to the current conditions of the region, FBIC intends to work vigilantly to support economic development, to bring basic opportunity to individuals and make our Tribal economy more resilient than it is today. FBIC will find ways to improve tribal operations, planning and fiscal management, identify funding for economic development on the reservation, identify educational opportunities, identify infrastructure improvement projects on the reservation, increase housing, create opportunities for elders and youth, improve resource management, establish land use/recreation plans, and create a healthier community and improve the quality of life for all FBIC citizens.

Summary Overview and Background

The FBIC Region lies in North Central Montana, shared with mainly Hill, Blaine and Phillips Counties, the Chippewa Cree Indian Reservation, the towns of Hays, Lodgepole, Fort Belknap Agency, Harlem, Malta, and Havre, but extends from the center of Montana to the Canadian border. Major employers are the FBIC Tribal organization, Bureau of Indian Affairs, Indian Health Service, Island Mountain Development Group, Aaniiih Nakoda College, FB Casino, Hays/Lodgepole School and Kwik Stop.

FBIC reservation consists upwards of 700,000 acres, a large percentage of the land is prairie, some land dedicated to ranching and farming with scattered home sites and 4 small communities.

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Montana is sparsely populated with just over a million people. Large trading centers are located in Billings, Great Falls, and Missoula. These are all more than 200 miles from Fort Belknap.

Population and Poverty

| FORT BELKNAP IN BLAINE COUNTY MONTANA LOCAL ECONOMY | | |
|--|--------------------------------|--|
| <u>POPULATION</u> | <u>MEDIAN AGE</u> | <u>MEDIAN HOUSEHOLD INCOME</u> |
| 6,727 | 33.8 | \$38,083 |
| <u>POVERTY RATE</u> | <u>NUMBER OF EMPLOYEES</u> | <u>MEDIAN PROPERTY VALUE</u> |
| 29.6% | 2,577 | \$89,800 |

Income

| <i>Blaine County/Fort Belknap Reservation Percentage of People whose Income in the Past 12 = Months is below Poverty Level</i> | 2011 | 2017 |
|--|-------|-------|
| All People | 41% | 32.7% |
| Under 18 years | 53% | 44.2% |
| Related children under 18 years | 52.8% | 44.1% |
| Related children under 5 years | 59.6% | 46.8% |
| Related children 5 – 17 years | 50.2% | 43.1% |
| 18 years and over | 33.8% | 27.7% |
| 18 to 64 years | - | 31.1% |
| 65 years and over | 11.9% | 14.4% |
| People in families | 40.3% | 31.2% |
| Unrelated individuals 15 years and over | 46.4% | 41.2% |
| <i>Source: U.S Census – 2011 – 2017 American Community Survey - 5 yr. estimates</i> | | |

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| <i>Blaine County/Fort Belknap Reservation Household Income</i> | <i>2011</i> | <i>2017</i> |
|--|-------------|-------------|
| Less than \$10,000 | 11.1% | 11.5% |
| \$10,000 - \$14,999 | 9.4% | 9.3% |
| \$15,000 - \$24,000 | 21.4% | 13.4% |
| \$25,000 - \$34,999 | 9.9% | 15.0% |
| \$35,000 - \$49,999 | 23.0% | 15.7% |
| \$50,000 - \$74,999 | 14.3% | 19.1% |
| \$75,000 - \$99,999 | 5.6% | 5.5% |
| \$100,000 - \$149,999 | 3.5% | 7.6% |
| \$150,000 - \$199,999 | 1.5% | 1.8% |
| \$200,00 or more | 0.2% | 1.0% |
| Median Household Income | \$28,571 | \$35,506 |
| Mean Household Income | \$37,702 | \$46,783 |
| Per Capita Income | \$12,330 | \$17,059 |
| Source: U.S Census 2011 to 2017 American Community Survey - 5 yr. estimates | | |

Median Household Income

| | |
|-------------------|----------------------|
| \$35,506 | -3.71% |
| 2017 VALUE | 1 YEAR GROWTH |
| ± \$2,516 | ± 8.97% |

Fort Belknap Households in Blaine County, MT have a median annual income of \$35,506, which is less than the median annual income of \$60,336 across the entire United States. This is in comparison to a median income of \$36,875 in 2016, which represents a -3.71% annual growth. See chart below showing Fort Belknap in Blaine County comparison to surrounding counties and the nation.

Unemployment

| <i>Unemployment by Montana Counties within the Fort Belknap Reservation - U.S. Labor Statistics</i> | | | | | |
|---|-------------|--------------------|-----------------|-------------------------|------------------------|
| County | Year | Labor Force | Employed | Unemployed Level | Unemployed Rate |
| Blaine | 2021 | 2,265 | 2,256 | 112 | 4.9% |
| Phillips | 2021 | 1,880 | 1,810 | 100 | 5.3% |

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Education

Montana Educational attainment among people aged 25 years and older; 38.6% higher degree, 54.3% H.S. Diploma, and 7.1% no H.S. Diploma. On Fort Belknap Indian Reservation, the Hays Lodgepole School District #50 graduation rate is 60%, which is ranked within the bottom 50% of all 351 school districts in Montana. The graduation rate at Aaniiih Nakoda College is 32% within 150% normal time, the retention rate is 34% as of August 2018.

Employment

| <i>Blaine County/Fort Belknap Reservation Employment by Industry Sector</i> | <i>2011</i> | <i>2017</i> |
|---|-------------|-------------|
| Agriculture, forestry, fishing, hunting & mining | 87 | 497 |
| Construction | 75 | 181 |
| Retail trade | 41 | 221 |
| Transportation, warehousing and utilities | 24 | 89 |
| Wholesale trade | 6 | 45 |
| Manufacturing | 17 | 25 |
| Information | 0 | 13 |
| Finance, insurance, real estate, rental and leasing | 23 | 101 |
| Professional, scientific and management | 50 | 60 |
| Educational services and health care | 294 | 586 |
| Arts, Entertainment, and recreation | 36 | 151 |
| Other services, except public administration | 23 | 86 |
| Public Administration | 200 | 351 |
| <i>Source: U.S Census 2011 to 2017 American Community Survey</i> | | |

Changes in the economic environment of the region

According to the Montana Department of Labor and Industry projections, Montana was expected to add approximately 7,300 jobs in 2016 and 2017, and slow to 5,100 jobs per year from 2017 to 2025. Slower long-term growth will be due to worker shortages caused by the retirement of Montana's aging workforce. Labor force participation for younger workers will continue to decline, while rates for workers over 25 will rise due to plentiful job opportunities and rising wage levels. With the forecasted employment growth, the unemployment rate is expected to decline to as low as 2% in the upcoming ten years, with tight labor markets in Montana. Future employment growth is expected in all Montana's regions as follows:

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| Montana Regional Projections Summary 2015-2025 | | |
|---|--------------------------|----------------------------|
| Region | Annual Employment Growth | Average Annual Growth Rate |
| Northwest | 1,824 | 1.26% |
| Southwest | 1,797 | 1.23% |
| North Central | 379 | 0.58% |
| South Central | 1,150 | 1.10% |
| Eastern | 401 | 1.00% |

Housing

Availability of adequate housing is a major concern across the region and at Fort Belknap. In tribal communities on the reservation, finding suitable housing for families is a challenge. The lack of available housing has multiple families living under one roof. Housing data shows that there is a 230 plus waiting list that takes years to become available. Housing for workforce and professional service providers are also extremely unavailable which has created it nearly impossible to attract vital medical professionals, law trained judges, and other professionals to fill vacant positions with all major employers on the reservation. 119 low rent?

SWOT Analysis

The SWOT analysis is the tool used in the CEDS process to identify advantages of the reservation that make it competitive in the region. The process identifies factors that might limit the reservation to realize its potential and possibilities with the greatest growth potential. Tribal Council and Department heads held four public community meetings between May 2019 and September 2019 to gather feedback and input from local leaders and tribal citizens on their perception of strengths, weaknesses, opportunities and threats of the reservation area and region. Public meeting notes were collected detailing information about the discussions.

Using the information gathered during the public meetings, the Tribal Council held a formal strategic planning session in September 2019, again incorporating the SWOT analysis model. To understand local opinions gathered, the strategic planning session included assets, values, need, and economic strength. .

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The overall strategy of this plan is to effectively identify and meet community-wide social and economic goals through collaborative, culturally appropriate, resource leveraging efforts. Specifically, this includes the following major strategies:

Strategy A – Management: Utilize a culturally-appropriate approach to managing resources in order to enhance the Tribal Departments of the FBIC.

Strategy B – Development: Plan, design, and construct projects that are capable of meeting the needs of our current and future generations.

Strategy C – Community Enrichment: Increase the knowledge and awareness among stakeholders through community-based services.

The formal strategic session began with an assessment of the current situation. Specifically, the FBIC's strengths, weakness, threats, opportunities, and needs were identified by the participants. In this regard, a preliminary SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) was developed. This work was intended to provide a framework for the prioritization of needs and respective strategies broad enough to apply to the community while still being able to focus and coordinate efforts between the FBICC, Tribal Departments, and other relative stakeholders. The following represents the results of that session:

Strengths in General:

Ambitious plans being developed

Unmodified opinion/audit

Community involvement/proactive

Family structure

Culture/traditions

Strong land base

Enterprises

Sovereignty

Capable staff

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Strong leadership

United leadership

Buffalo

Natural resources

Visionaries

Youth councils

College

Strengths in Communication:

Radio station

Access to social media

Public meetings

Council members participate in social media

Tribal government

Legal counsel

Weaknesses in General:

Implementation of Corrective Action Plan(s) (CAP) which are plans designed to correct deficiencies in programs

Repetitive programmatic findings

Staff turnover

Unnecessary spending

Audit identified material weakness

Lack of repayment plans

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Tracking current revenue

Analyzing new revenue

Healthcare

Preparedness

Territorial issues/division

Housing

Micro-management/interference

BIA

Job opportunities

Substance abuse

Division among Gros Ventre, Assiniboine, and Metis

Crab in the bucket syndrome

Repeated audit findings

Weaknesses in Communication:

No newsletter

No public relations department/policy

Lack of funding source/restricted funding

Lack of current code/policy revisions

Radio station under-utilized

Lack of funding/staff/infrastructure

Weaknesses in the Tribe:

Inability to pass audit

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Failure to address program review failures

Lack of external/internal communication

Lack of qualified staff with advanced degrees

Audit findings related to corrective action plans

Federally funded unsuccessful program review

Social Services plan

No consultation

CAO to provide guidance

Opportunities:

Funding agency reporting on regular basis

Utilization of “zero” based budgeting to address deficit

Opportunity to improve via CAPs

Streamline programs

Streamline financial file content

Self-governance – away from IRA

College

Enterprises

Develop wireless/cellular infrastructure

Develop internet infrastructure

Land ownership (buy-back program)

Threats:

Unspoken threat to pull funding

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Unfunded mandates

Unearned revenues

BIA restrictions

State

Moving land out of trust to fee

Climate Change

Drugs

Outside influences

Misinformation

Transparency

Social media

Loss of language/culture

Congress

Mines and environmental threat

Historical Trauma – Intergenerational Trauma

The *Strategic Planning Committee* spent a considerable amount of time brainstorming the needs of the community and determined that the following existed in the FBIC:

Community Needs:

Water settlement

Money for economic development

Constitutional reform

Tribal codes updates

Housing issues

Communication system

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Health care

Dialysis center

Health care data needs/access

Law enforcement

Emergency services

Search and rescue team

Data collection

Mandatory data sharing

Substance abuse

Youth

Food bank

Jobs

Combat drug trafficking

Funding

Retaining professional staff

Infrastructure

Loss of culture/language

In-patient treatment center

Public outreach/communication

Workforce development

Master land use plan

Zoning

Social services

Energy plan

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Business incubation

Diversified economy

Higher education

Homeless shelter

New admin buildings

Wellness center

Cultural resource committee

Community committees

Food sovereignty

Youth activities

Services for Senior Citizens

Out of this list, the *Strategic Planning Committee* analyzed and came to consensus on the top eleven (11) community needs with the reasoning for their selection described in the table below:

| <i>Fort Belknap Indian Community</i> <i>Prioritized List of Community Needs</i> | |
|--|---|
| <i>Community Needs</i> | <i>Reason for Priority Ranking</i> |
| Purchase Gilbert Ranch | To consolidate land holdings within the exterior boundaries of the Fort Belknap Indian Reservation. Also, the Tribe wants to develop additional income streams. |
| Water Settlement | Finalize water settlement with the Federal government to complete water delivery system and receive resources for on-reservation economic development. |

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| | |
|------------------------------|--|
| Constitutional Reform | To institute constitutional reform through a Secretarial Election. |
| Housing | To address the current housing shortage on the reservation |
| Tribal Communications | To create a Public Relations Department within the Tribal infrastructure to ensure transparency and create a communications policy. |
| Healthcare | To improve the quality and availability of healthcare services on the reservation including the establishment of a dialysis center, improved emergency medical services, and an inpatient substance abuse program. |
| Law Enforcement | To have the Tribe take over the detention services from the BIA |
| Data Collection | To establish a centralized Tribal-wide data collection infrastructure. |
| Youth | To provide full-time programs and services for reservation youth throughout the entire reservation. |
| Food Bank | To establish a food bank for less fortunate Tribal members to combat hunger on the reservation. |
| Economic Development | To expand and improve upon current economic opportunities on the reservation and receive more financial information from current for-profit Tribal enterprises. |

Strategic Direction/Action Plan

Our schedule demonstrates a plan of action for the coming years utilizing the CEDS goals and the most recent FBIC Tribal Council Strategic Plan approved in December 2018, as follows:

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| 2018-19 FBIC Tribal Council Strategic Action Plans Underway and Completed | | | | | | |
|---|--|---|---|---|----------|--------------|
| Objective (s) | Task(s) /Project(s) | Lead Agency | Funding Source | Approx. month/day/year to be completed | Priority | Jobs created |
| Fort Belknap Indian Community, Montana | | | | | | |
| Self - Governance | Prepare organizational infrastructure | Tribal Council, & Admin., | Tribal | 12/2022 In progress | High | TBD |
| Transparency/Communications Policy | Continue Public Relations Officer and social media policy implementation | Central Administration & CFO | Tribal | 12/2018 Completed | High | 1 in FY18 |
| Balance Budget | Ensure budgets are not overspent or underspent GAAP compliant | Finance & Accounting | Tribal IDC | 12/2018 Completed & Ongoing Fiscal Year 2019 & thereafter | High | TBD |
| Elder/General & Medical Assistance policy | Assign medical assistance to centralized billing | Finance CFO, CAO and Central billing dept. | Medicaid reimbursement and tribal funds | 12/2018 Completed | High | NA |
| Purchase Gilbert Ranch | Expand tribal land base and generate additional revenue streams | Tribal Council, Attorneys, CFO, land Dept. | Investment Board and Tribal Revenue | 12/2018 Completed | High | NA |
| Constitutional Amendments | Propose, public input, conduct secretarial election, ratify | Tribal Council, Attorneys, Public Relations Officer | Tribal and BIA | 12/2019 In progress | High | NA |

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| | | | | | | |
|---|--|---|----------------|------------------------|------|-----|
| Land Audit | Inventory, analysis, report status and income derived from all lands | Tribal Council, consultants & Tribal Land Dept. | TBD | 12/2019 In progress | High | TBD |
| Legislative, Code & Policy Updates | Revise, review & adopt | Tribal Council, Attorneys, All Directors | Tribal | 12/2019 In progress | High | TBD |
| Fiscal Tribal Revenue Assessment | Update all revenue inventory, assess and renegotiate | Tribal council & Finance Dept. | Tribal | 12/2018 In progress | High | TBD |
| Implement Council Strategic Plan | Develop, approve and use plan | Tribal council, CAO & Planning Dept. | Tribal | 12/2019 In progress | High | TBD |
| Increase Housing Development | Increase housing capacity to meets housing needs | Housing Authority, CFO, Planning Dept. | TBD | 12/2019 In progress | High | TBD |
| Water Settlement | Introduce bill and develop plan voted on by tribal membership | Tribal council, attorneys, Directors | Tribal and TBD | 12/2019 | High | TBD |

Vision Statement, Goals and Objectives

Below is the prioritized list of core values identified by the *Strategic Planning Committee* that provides a foundation for the overall direction of the FBIC and include the following:

| <i>Fort Belknap Indian Community Prioritized List of Core Values</i> | |
|--|---|
| 1. Community | 2. Work under pressure (tied for 2nd) |
| 3. Humor (tied for 2nd) | 4. Family (tied for 3 rd) |
| 5. Culture (tied for 3rd) | 6. Leadership |
| 7. Helping Society | 8. Public Service (tied for 6 th) |
| 9. Self-Motivation (Tied for 7th) | 10. Self-Respect (tied for 6 th) |

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| | |
|--|---|
| 11. Friendship (tied for 6 th) | 12. Democracy (tied for 6 th) |
| 13. Challenging Problems (tied for 6 th) | 14. Power and Authority (tied for 7 th) |
| 15. Meaningful Work | 16. Open and Honest |
| 17. Wisdom | 18. Teamwork |
| 19. Freedom | 20. Loyalty |
| 21. Progress | 22. Knowledge |

Vision Statement

“The vision of the Fort Belknap Indian Community Council is to preserve and protect for present and future generations the Aaniiih and Nakoda cultures, land, water, health, security and general welfare of the Fort Belknap Indian Community by addressing the needs on the reservation, accomplished through economic development and education, improving the quality of life for all members.”

Mission Statement

“We the elected public servants of the Aaniiih and Nakoda Nations of the Fort Belknap Indian Community work to perpetuate the lifeways of our generations - past, present, and future. We work together in unity to govern our own affairs professionally with courage, equity, integrity, duty, respect, and transparency.”

The planning process is designed to effectively define the steps that are necessary to implement successful strategic goals. Special consideration has been taken to ensure that the Fort Belknap Tribal members, including government and community leaders, understand and agree with the goals, as set forth by this plan. To build this support, previous and ongoing open planning forums and discussions have/will be conducted. To achieve the objectives of this plan, the group brainstormed and identified the following immediate, short-term, and long-term strategic goals:

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Goals and Objectives

| <i>Immediate, Short-term, and Long-term Strategic Goals</i> |
|---|
| Immediate Goals (I.G.): 0-13 months |
| <ul style="list-style-type: none">• I.G.1. Gilbert Ranch buy back/repayment/business plan.• I.G.2. Reduce and eliminate 638 program findings.• I.G.3. Set up communication system.• I.G.4. Complete financial plan.• I.G.5. Investment Board repayments.• I.G.6. Implement Integrated Resource Management Plan (IRMP) funding plan.• I.G.7. Development of land use master plan.• I.G.8. Increasing revenue/cash plan.• I.G.9. Communication/transparency.• I.G.10. Water settlement committee.• I.G.11. Noxious weed department.• I.G.12. Legislation responsibility.• I.G.13. ARMP implementation and enforcement.• I.G.14. Resume control of Kwik Stop.• I.G.15. Improve Courts/Law Enforcement.• I.G.16. Grant writing for program staff.• I.G.17. Tourism.• I.G.18. Address deferred revenue.• I.G.19. Balance budget.• I.G.20. Language preservation.• I.G.21. Ethics training.• I.G.22. Enforce current strategic plan.• I.G.23. Relocate dumpsite and lagoons.• I.G.24. Create tax base. |
| Short-term Goals (S.G.): 13 months - 3 years |
| <ul style="list-style-type: none">• S.G.1. Business incubation program.• S.G.2. Complete Uniform Commercial Codes (UCC).• S.G.3. Explore Commercial Development Financial Institution (CDFI).• S.G.4. Review previous strategic plan.• S.G.5. Prepare for self-governance.• S.G.6. Develop building inspection practice.• S.G.7. Blood quantum.• S.G.8. Term limits.• S.G.9. Staggered terms.• S.G.10. Change reservation name.• S.G.11. Code revision.• S.G.12. In-patient drug & alcohol treatment center.• S.G.13. Timber harvest initiative program.• S.G.14. Add live poker to casino.• S.G.15. Develop wildland fire services. |

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- **S.G.16. Address housing needs.**
- **S.G.17. Improve wireless/internet services**

Long-term Goals (L.G.): 3-10 years

- **L.G.1. Code revision.**
- **L.G.2. Veterans housing.**
- **L.G.3. Build rest home.**
- **L.G.4. Dialysis center.**
- **L.G.5. 4-year degree at Aaniiih Nakoda College (ANC).**
- **L.G.6. Hays wellness center funding plan.**
- **L.G.7. Elder service plan.**
- **L.G.8. Solar farm.**
- **L.G.9. Youth activities plan.**
- **L.G.10. Complete program evaluations.**
- **L.G.11. Create resource manual.**
- **L.G.12. Establish policy creation, review approval activities.**
- **L.G.13. Update policy manuals.**
- **L.G.14. Create legislative analyst position.**
- **L.G.15. Self-governance.**
- **L.G.16. Clean audits.**
- **L.G.17. Improve/enhance burial program.**
- **L.G.18. Constitutional reform.**
- **L.G.19. Secretarial election.**
- **L.G.20. Departmental strategic plan.**
- **L.G.21. Define separation of powers.**
- **L.G.22. Reassume control of jail.**
- **L.G.23. Maintain/upgrade playgrounds.**
- **L.G.24. Mobile food pantry/food bank.**
- **L.G.25. Homeless shelters.**
- **L.G.26. Improve veteran services.**
- **L.G.27. Mineral development.**
- **L.G.28. Restore fairgrounds.**
- **L.G.29. Alternative energy.**
- **L.G.30. Youth activity center.**
- **L.G.31. Inventory land.**
- **L.G.32. Infrastructure.**
- **L.G.33. Create education department**

These goals directly align with the core values and support the vision and mission of the FBIC while directly addressing the fundamental needs of the community. The FBICC is responsible for ensuring that Program Directors are implementing the plan within their respective departments in a manner consistent with the fixed timelines identified in the implementation plans. The ongoing progress of the plan will be reviewed and monitored by the FBICC at least monthly to ensure that all moving parts of the plan are progressing in an acceptable and responsive manner. Ultimately, the effects of these efforts will

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be measured by how it impacts (either positively or negatively) the enrolled members of the Aaniiih and Nakoda Tribes, who comprise the Fort Belknap Indian Community.

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.

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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.

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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.

digital economy.

Community and Private Sector Involvement

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 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. 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

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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.

Strategic Projects, Programs and Activities

Fort Belknap KWIK Stop is a Tribal Enterprise, established in 1988, 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. Store 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. Fort Belknap KWIK STOP provides employment for 10-12 tribal members, and is a Proud Supporter of the Native American Community.

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.

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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 Transit offers three intercity routes cover more than 600 miles a day, totaling more than 200,000 miles a year. Fort Belknap Community Council approved an agreement between the Fort Belknap Transit System and Opportunity Link, 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. 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.

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.

Government Economic Sector

Island Mountain Development Group (IMDG) – the economic arm of the FBIC, 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. IMDG “creates jobs,” by creating start-up businesses, needed in the community: 2016 - Snake Butte. Construction, 2012 - On Line Loans, Smoke House Grill/Deli/Grocery/Java Shop. IMDG provides workplace training, positive role models, and resource development. IMDG businesses today include construction & IT companies and an ecommerce Call Center. There are over 300 employees that are employed by IMDG with plans to expand the local workforce by 300 more jobs by 2021. IMDG remains

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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.

Fort Belknap Community Economic Development Corporation. a nonprofit entity conducts 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) 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) 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: grocery store, 24 hour gasoline pumps, food processing and pantry in Lodge Pole, MT., located within the Fort Belknap Indian Reservation.

Private Sector Business

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 Assiniboiné 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.

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.

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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 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. **Still in business**

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, employing 2 employees, based out Hays, MT. **Are they still in business?**

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. **Is Steve still in business**

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, , 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, employing 2-5 employees on the average, based out of Harlem, MT.

Denise Perez, Self-employed Independent TUPPERWARE sales distributor 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 staff members, based out of Harlem, MT.

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Implementation, Evaluation and Performance Measures

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 needs of the reservation. The strategic plan has been used in planning for immediate, short and long range planning projects.

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

FB Planning Department meets weekly, FB Economic Development Committee meets monthly and the FBIC Tribal Council Executive Planning Committee meets monthly. Progress towards goals and objectives will be tracked monthly and will help leadership and staff focus on their work in the region.

| Goal 1: Improve Tribal Operations, Planning and Fiscal Management | | | | | | |
|---|---|--|----------------|--|----------|--------------|
| Schedule 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| objective(s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | Priority | jobs created |
| plan/develop grant applications to improve tribal operations, planning and fiscal management | improve tribal justice systems; courts, law enforcement, detention, prosecution, etc. and continue timely audit current IDC | council, planning dept., grant administrator | DOJ CTAS | long term 12/2022 | High | TBD |

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|--|---|--|----------------------------|--------------------|------|---|
| | rate, IDC budgets and current financial reports | | | | | |
| | improve child welfare legal advocacy and investigation services and continue timely audit current IDC rate, IDC budgets and current financial reports | council, planning dept., grant administrator | DOJ OVC | long term 12/2021 | High | 1 |
| | improve local disaster and emergency services and continue timely audit current IDC rate, IDC budgets and current financial reports | council, planning dept., grant administrator | MT DES & Tribal DES Coord. | short term 12/2020 | High | 1 |
| | update tribal pre disaster mitigation plan and continue timely audit current IDC rate, IDC budgets and current financial reports | council, planning dept., grant administrator | FEMA, State & Tribal DES | short term 12/2020 | High | 1 |
| | healing to wellness court strategic plan | council, Justice system programs, tiwahe, & planning | DOJ OJJDP | short term 12/2020 | High | 1 |
| | Small Business Economic Final Proposal Development Plan | council planning | NWAF | short term 12/2020 | High | 1 |
| | substantially implement SORNA tribal registry | council, chief of police, SORNA officer | DOJ SMART | short term 12/2020 | High | 1 |

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| Goal 2: Identify Funding Economic Development on the reservation | | | | | | |
|--|--|----------------------------|----------------------------|--|----------|-----------------|
| Schedule 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Plan and develop grant applications in response to the needs identified in the strategic plan to improve the economy on the reservation | community portable saw mill infrastructure development | council, BIA forestry, PMU | BIA, USDA | long term 12/2022 | high | 5 potential TBD |
| | rural fire readiness project | council, fire management | BIA, rural fire assistance | short term 12/2020 | high | 3 seasonal |

| Goal 3: Identify Educational Opportunities | | | | | | |
|--|-------------------------------------|--------------------------|----------------------------|--|----------|--------------|
| 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Plan and develop grant applications in response to the needs identified in the strategic plan to improve educational opportunities on the reservation | rural fire readiness project | council, fire management | BIA, rural fire assistance | short term 12/2020 | high | 3 seasonal |
| | food sustainability & nutrition Ed. | MSU ext., & community | USDA | short term 12/2020 | high | 1 |

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| Goal 4: Identify Infrastructure Improvement Projects on the reservation | | | | | | |
|---|---|---|-----------------------------------|--|----------|--------------|
| 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Plan and develop infrastructure improvement projects, identified in the strategic plan | water/sewer infrastructure phase II for eagle valley housing sub division | council, transportation, PM utilities, planning dept. | DOD, USDA tribal set aside, ICDBG | short term 12/2021 | high | TBD |
| Plan and develop grant applications for funds to improve tribal infrastructure | agency low rent and rodeo drive housing drainage | council, planning dept. transportation northern engineering | BIA & tribal | short term 12/2021 | high | TBD |
| | Lodgepole leggings housing drainage | council, planning dept. transportation northern engineering | BIA & tribal | short term 12/2021 | high | TBD |

| Goal 5: Housing | | | | | | |
|---|----------------------------------|--|--------------------|--|----------|--------------|
| 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Plan and develop housing development projects to meet the needs identified in the strategic plan | Eagle Valley Housing Development | Planning Transportation Housing Auth. Utilities | DOD USDA ICDBG RDA | long term 12/2022 | high | TBD |
| Plan and develop grant applications in response to the needs identified in the strategic plan | Eagle Valley Housing Development | council transportation planning dept housing auth. Utilities | DOD USDA ICDBG RDA | long term 12/2023 | high | TBD |

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|--|-----------------------------|------------|-------|--------------------|------|-----|
| | FB housing stock renovation | FB housing | ICDBG | short term 12/2020 | high | TBD |
|--|-----------------------------|------------|-------|--------------------|------|-----|

| Goal 6: Elders | | | | | | |
|--|----------------------------------|---|----------------------------|--|----------|--------------|
| 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Plan and develop housing for elders, as identified in the strategic plan | eagle valley housing development | planning transportation housing auth. utilities | USDA ICDBG RD | long term 12/2023 | high | TBD |
| Plan and develop grant applications to meet the elder housing needs | same as above | | | | | |
| Plan and develop grant applications to meet the social and economic needs of elders | Senior centers renovation | council, senior center director, central admin | tribal ITMA community fund | short term 12/2020 | high | 2 |
| Plan and develop grant applications to meet the transportation needs of elders | TBD | council planning transportation | TBD | TBD | medium | TBD |

| Goal 7: Youth | | | | | | |
|---|-------------------------------|-----------------------|-------------------------------------|--|----------|--------------|
| 2017-22 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Identify funding to meet the economic, education, social and | Increase consolidating health | council tribal health | tribal medicaid reimbursement funds | short term 12/2020 | medium | 3 |

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|--|---|---------------------------------------|----------------|-------------------|--------|-----|
| cultural needs of youth | programs into agency health & wellness center | dept, | | | | |
| Plan and develop grant applications to improve the economic, education, social and cultural needs of youth on the reservation | Increase and or enhance youth health programming services | council, planning, tribal health dept | SAMSHA, DPHHS, | Long term 12/2021 | Medium | TBD |

| Goal 8: Resource Management | | | | | | |
|---|--|---|----------------|--|----------|--------------|
| 2017 CEDS Implementation/Action Plan | | | | | | |
| Fort Belknap Indian Community, Montana | | | | | | |
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Research, plan and develop alternative energy resources, for potential projects in wind, solar, water, oil, gas, gold, and bentonite development | existing tribal energy strategic plan | council, planning, climate change coord., tribal programs and community | TBD | long term 12/2023 | medium | TBD |
| Identify funding for alternative energy development | action plan implement existing energy strategic plan | council, planning, climate change coord., tribal programs and community | TBD | | medium | TBD |
| Plan and develop grant applications to develop alternative energy development projects | action plan implement existing energy strategic | council, planning, climate change coord., | TBD | | medium | TBD |

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|--|------|-------------------------------|--|--|--|--|
| | plan | tribal programs and community | | | | |
|--|------|-------------------------------|--|--|--|--|

Goal 9: Land Use / Recreation

2017-22 CEDS Implementation/Action Plan

| Fort Belknap Indian Community, Montana | | | | | | |
|--|------------------------------------|---|-------------------------|--|----------|--------------|
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Research, plan and develop grant applications for funds to develop a land use plan and zoning ordinance for the reservation | zoning ordinance and land use plan | council, planning, land dept., & infrastructure development committee | BIA & TBD | long term 12/2023 | medium | TBD |
| Plan and develop grant applications to meet the land use and recreation needs identified in the strategic plan | ARMP | council, land dept planning | BIA | long term 12/2023 | high | TBD |
| | Tourism Feasibility Study | IMDG tourism director, Planning, | MT ICED | short term 12/2021 | high | TBD |
| | buffalo storage facility | buffalo program | inter tribal bison coop | Short term 12/2020 | medium | TBD |

Goal 10: Healthy Community & Improved Quality of Life

2017-22 CEDS Implementation/Action Plan

| Fort Belknap Indian Community, Montana | | | | | | |
|--|----------------------------|----------------|-------------------------------|--|----------|--------------|
| Objective (s) | task(s) /project(s) | lead agency | funding source | approx. month/day/year to be completed | priority | jobs created |
| Collaborate with tribal | improve medical assistance | council tribal | tribal medicaid reimbursement | short term 12/2020 | medium | TBD |

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|--|---|---|---|----------------------------------|--------|-----|
| programs to meet the needs identified in this goal | through 3 rd party billing | health dept. CFO CAO | | | | |
| | develop integrated chemical dependency and behavioral health services | Council, tribal health dept., CFO, CAO, legal | P.L. 93-638 Contract Indian Health Services | long term 12/2023 | high | TBD |
| | hays wellness Center | council, IMDG | Shakopee tribe & TBD | long term 12/2023 | medium | TBD |
| | agency tribal health & wellness center | council tribal health dept, | tribal medicaid reimbursement | short term 12/2020 | medium | TBD |
| | Special diabetes program for Indians | council tribal health dept,, SDPI coord. | DPHHS | Long term 12/2023 | high | TBD |
| Work with the tribal council to develop a strong sovereign government | 2018 council strategic plan implementation | Council CAO CFO Planning | tribal and TBD | Short and long term 12/2019-2023 | high | TBD |
| | Creation of Tribal Health Board | Council CAO CFO Planning | MHCF | short term 12/2020 | medium | TBD |

Evaluation Framework

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The goals in this CEDS were identified through the public community meetings and leadership, departmental meetings held throughout September 2018 and through review and discussion of other tribal enterprise plans, our previous CEDS, and regional plans. Under each goal, evaluation considerations are listed. These criteria will be addressed by the FB Planning Department throughout the timeframe of this CEDS to gauge progress.

Performance measures

The following five performance measures will be used by the FB Planning Department to evaluate successful development and implementation of the CEDS:

1. Number of jobs created
2. Employment growth
3. Amount of private sector investment in the region
4. Private investment comparison to the region
5. Changes in the economic environment of the region

GOAL #1 Economic Development Partnerships

Performance Measures 3 & 5: FB Planning Department, FBIC Tribal Government, Tribal and Regional Partners will 1) keep updated the Comprehensive Economic Development Strategy (CEDS) following the CEDS Guidelines and including a resiliency section, every 5 years to include a public comment period, and community input; 2) maintain the Economic Development Strategy Committee to oversee the CEDS process; 3) monitor each of the major goals listed in the 2017-2022 CEDS five year plan; 4) utilize the expertise of and maintain rapport with sister agency, Bear Paw Development Corporation (BPDC) in Havre, MT. and continue partnership efforts, with Aaniiih Nakoda College; Native American Development Corporation (NADC); Montana Department of Commerce (MDOC); State Tribal Economic Development Corporation (STED); Montana Department of Entrepreneurship Program (MEP); U.S. Small Business Administration (USBA); Opportunity Link; Vibrant Futures; Native American Community Development Corporation (NACDC) ; Montana Economic Development Services, PLLC; Island Mountain Development Group (IMDG); and Individual community members to promote entrepreneurship and economic development on the Fort Belknap Reservation; 4) continue partnership efforts with Housing and Urban Development (HUD), USDA, and Native American Community Development Corporation (NACDC) Financial Services, Inc., for pre-development and development funds for housing on the reservation, in an effort to meet the housing needs identified by the residents of Fort Belknap Reservation, which include homeownership, rental units, residential and assisted living housing for elders and disabled, home maintenance and repair and transitional housing; 5) submit to the Denver Regional Office a narrative summary that describes the active participation of private sector representatives, public officials in the CEDS process, which includes, at a minimum: Analyzing local economies; Defining economic goals; and Determining project opportunities.

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GOAL #2 Infrastructure Development & Improvement

Performance Measures A, B, D, and E: FB Planning Department will 1) Support the planning development and implementation of land use, zoning, capital improvement, energy development, climate adaption, eagle valley housing, housing renovation and development, and new administration building/renovation of existing administration building plans, particularly for projects that will remove or mitigate constraints and provide opportunities for economic development.

GOAL #3 Grant Writing for Infrastructure and Economic Development

Performance Measures A, B, C, D, and E: FB Planning Department will 1) provided grant writing services for the FBIC tribal government, departments and programs which will assist in providing jobs, services and improve the social, health, and economic conditions of the community; 2) utilize the CEDS and CEDS progress to foster collaborative reservation economic development efforts; 3) develop and maintain electronic tribal data management systems to collect, process, and present data to the public, to be used to support grant writing and drive decision making; 4) annually update statistics on reservation, county, state and national data; 5) support professional and business development efforts and increase public and private institutional capacity in areas that foster economic development.

GOAL #4 Training and Workshops

Performance Measures A, B, C, D, and E: FB Planning Department will 1) Participate in a minimum of one training per year that supports professional development of Planning Staff in area(s) of grant writing, economic development, capacity building, building sustainable communities, and/or Tribal Planning.

Disaster and Economic Recovery & Resiliency

Pre-disaster Mitigation Plan

The PDM Plan helps guide community disaster and emergency services 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

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- 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. The 2013 plan is currently being updated and completion is anticipated by July 2020. The revised 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.

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.

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. The tribe maintains a Disaster and Emergency Fund for unexpected flood, fire, winter storm, drought, and COVID-19 contingency plan implementation and protective measure activity. The Tribe employs a DES Coordinator who operates the Incident Command structure.

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Economic Resiliency

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.

Transportation Access

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 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

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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. Transit creates jobs for tribal members.

The Transit is operated by the Tribal Transportation Department is 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. Carries out transportation planning activities for the Tribes. Assists in planning alterations and modifications of existing streets, highways, and bridges to improve traffic flow, improving signs, lighting systems, preparing plans, including 9-1-1 Plans or construction/maintenance activities. Maintains data, 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, data for Bridges, Highway Safety, Roadway Management Systems, and Signage. The department maintains the Tribes' Long Range Transportation Plan. Professional staff conduct surveying, 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 projects. Works 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, drafts maps of survey data, determines appropriate and economical methods and procedures for establishing survey control. Networks with transportation organizations on surveying technology such as ESRI, the American Association of State and Highway Transportation Officials (AASHTO), federal, state, county transportation programs.

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;

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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

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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. It 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.

Tribal EPA has experience with 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

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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.

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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

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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 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.

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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.

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 Housing Development

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 Department 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.

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HUD Housing

In 1967, Fort Belknap Reservation began 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 units 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 units 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. The Bureau of Indian Affairs (BIA) 48 HIP homes funded that been built or renovated since 1985. Fort Belknap was not allocated funding for FY16 or since 2018.

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

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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.

Malmstrom Air Force Base Houses

In 2013, Fort Belknap Community Council entered into an agreement with the U.S. Government to receive Malmstrom 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. Housing Fairs 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 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. **Is this still the same?**