



Three Affiliated Tribes
Five Year CEDS Plan
(Community Economic Development Strategic Plan)
Tribal Business Council
September 2021
Planning & Grants Department
Sheila Many Ribs, Director

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PREFACE

This Three Affiliated Tribes' Comprehensive Economic Development Strategic (CEDs) Plan replaces the Overall Economic Development Plan approved by Three Affiliated Tribes' (TAT) in October 1992. This plan was developed as a coordinated effort of the Denver Regional Office of Economic Development Administration, United Tribes Technical College Center for Economic Development, the People of the Three Affiliated Tribes through the reservation-wide CED Planning Committee.

Throughout the past several years, various public meetings have been held in several surrounding areas on the subject of the Tribes' Energy development, which involves a clean fuels refinery Thunder Butte located within the boundaries of the reservation. In 2017, Tribal Council approved for Thunder Butte to start-up costs for the synthetic crude storage facility. Also, MHA Nation intends to construct a self-contained greenhouse facility on tribal land. The 3.35 acre greenhouse will provide a controlled environment in which to grow fruit, vegetables, and herbs to both feed the tribe and sell in regional markets. Electrical power, heat, and supplemental carbon dioxide (for enhanced growth of crops) will be generated with a combined heat and power (CHP) system. The CHP engine will be run on natural gas sourced from nearby oil and gas wells and run through process equipment to treat for impurities. The Facility will employ 50 people most of them residents of the Fort Berthold Indian Reservation. Completion date is June 2022.



CREDITS

Credit is given to the hard work and dedication of the TAT Planning & Grants Staff members, all other Tribal staff members who assisted in this effort, Tribal Administration, and Tribal Council Members, staff, tribal elders, youth; and especially, all those initial individuals representing various tribal and non-tribal entities, who volunteered their time, effort, ideas, recommendations, and prayers, while serving as a member of the CEDS Planning Committee, and who had a big part in putting this plan together. It is hoped committee members who follow you, will have the same dedication and cooperative spirit that was shown by you!

Credit is also given to Jodi Duncan and other Economic Development Administrative professionals from the Denver Regional Office who provided training and technical assistance.

Thank You All!!

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Mark N Fox was elected as Three Affiliated Tribes Chairman in November 2014 by the MHA Nation and re-elected Chairman in 2018 and is a veteran of the U.S. Marine Corps. He has earned his law degree in 1993 from the University of North Dakota. Chairman Fox has served on various national boards including Department of Energy's Indian Country Energy and Infrastructure Work Group, ITMA, and the National Gaming Association. Renowned for his work in the areas of taxation, gaming, energy, and economic development; Chairman Fox is a strong advocate for tribal sovereignty. He enjoys spending time with family, participating in health-related events and swimming, and partaking in charitable and non-profit in charitable and non-profit events are also very important to Chairman Fox.

"Violence Against Women Reauthorization Act of 2013"

All Tribal Leaders would like to thank North Dakota's congressional delegation for casting votes in support of the Violence Against Women Reauthorization Act of 2013, which included a historic provision to allow 566 federally recognized tribes to prosecute non-Indians who commit certain violent acts against Native women. Additionally, we are grateful to North Dakota Senator Heidi Heitkamp for introducing a bill to create a Commission on Native American Children to conduct an intensive study on issues effecting Native children, including high rates of poverty, staggering unemployment, child abuse, domestic violence, crime, substance abuse, and economic opportunities. Another thanks to former North Dakota Senator and Chairman of the US Senate Committee on Indian Affairs, Byron Dorgan, he continues to be a tireless advocate for Indian Country.

Economic Development Summit: This past July 19 to July 21, 2021, NCAI co-hosted along with the Bureau of Indian Affairs an Economic Development Summit. We were able to bring together tribal enterprises, federal agencies, and industries to discuss ways to achieve in "Building a Stronger Indian Country" by discussing and networking the federal trust responsibility toward tribal infrastructure and in areas such as education, transportation, telecommunications, and housing.

Economic Development Centers: To improve the lives of all the people who live in our rural communities, both Indian and Non-Indian the Tribal and State leaders must work together to develop rural economic development centers on the reservations.

Housing: Within the next three years, we are continuing to build 10 homes and duplexes per year in all six segments within the boundaries of the reservation.

Healthcare: The Tribe has healthcare for all enrolled members; and beginning October 1, 2016, all participants will be covered with platinum level care plans which means no co-pay will be required. Because of the Indian Health Care Bill, the I.H.S. now says they are the payer of last resort. We provide funding to assist with local ambulance services, but still do not have a 24-hour care facility anywhere near the reservation. We continue to work with our congressional delegation to improve this situation and welcome any efforts the state can make to alleviate this situation.

Transportation: We supplement the transportation efforts provided by the Bureau Of Indian Affairs by more than \$4,000,000 per year supplying additional equipment and funds for snow removal and for maintaining the hundreds of miles of gravel and paved roads that are not part of any county or state system on our reservation and we also help to maintain the many private, mostly gravel, roads that go to tribal members homes.

Education: Last June, more than 150 tribal members received post-secondary degrees from higher education institutions, mostly from schools in North Dakota. The Tribe is continuing to provide scholarships and educational assistance to our members at a rate of more than \$600,000 per year.

Refinery: Thunder Butte Petroleum Services, INC.; our refinery development project, currently is completing preparation work at the refinery site and is financed by tribal money. This will bring 800 to 1,000 jobs to the New Town area during the construction phase and about 140 permanent jobs are estimated to be created at the facility, and millions of dollars in revenue are expected to be generated annually for the surrounding communities. In 2017, Tribal Business Council secured a loan for start up costs for synthetic crude storage facility.

Tribal/State Economic Development Partnerships: Because of the population increases on the reservations, the educational achievements of tribal members and our tribes' efforts at economic development, we can become rural economic development centers. The tribe needs to build on our successes and assist rural regions to become self-sufficient so that we all benefit here in North Dakota. To accomplish this, we need to develop and work on the following issues:

Tax Agreements on Alcohol and Tobacco Taxes: As sovereign governments, tribes are exempt from paying taxes while on the reservation. We need to work with the state and legislature to achieve fair tax agreements that recognize our sovereignty. In order for the tribes to achieve a fair and equitable agreement that will uphold and honor our sovereignty we need to ask the legislature to work with our Governor and tribes.

Human Rights Commission: A Human Rights Commission can assist our economic development efforts by assuring that everyone has a fair and equal opportunity to share in the good life that is North Dakota. Due to many tribal members continue to suffer discrimination in employment, housing, credit, public services and other areas. A Human Rights Commission will encourage all segments of our state population to work together and that will represent the diverse interests of all the people in North Dakota is needed.

Veterans and Elder Care Facility: Under the present state law certification of nursing homes is virtually impossible to obtain. The tribes concern is that in order to obtain care in nursing homes many of our elders are required to leave the reservation and many die far from home amongst strangers. The need for reservation based elder care facilities where our elders, particularly our elder veterans can be cared for at home and in culturally relevant circumstances. New Town Segment, Monica Mayer, Councilwoman, completed her Veterans building and had grand opening March 10, 2020.

There are many issues to be resolved and so many opportunities for tribal nations and the state of North Dakota to work together to build more prosperous communities for all our people.

Let's Continue to Work together to build a stronger future for our people.

Mark N. Fox, Chairman, Three Affiliated Tribes

Chapter I Introduction

CHAPTER 1

INTRODUCTION

A. History of the Mandan, Hidatsa, and Arikara (Three Affiliated Tribes) of North Dakota

Historians document the first tribe to occupy the Missouri River Region as being the Mandan (Nu'eta) Tribe, with the Hidatsa and the Arikara Tribes moving up the River later.

The Mandan call themselves "People of the First Man" or Nu'eta.

The Hidatsa were also known as Minnetaree or GrosVentre. Hidatsa was formerly the name of a village occupied by the Tribe, which is said to mean "*willows.*" Minnetaree, spelled in various ways, mean "*to cross the water.*"

Arikara oral historians say the names "Arikara, Arickara, Ricarees, and Rees" were given to them by the Pawnee and other informants to describe the way they wore their hair. The people call themselves Sahnish, which means "*the original people from whom all other tribes sprang.*"

Oral history preserved the stories and ceremonies of the three Tribes through a strict and sacred process, adding to the validity of oral history. All three tribes believe their presence in North America is from the beginning of time.

The Mandan and Hidatsa people were originally woodland people who moved to the plains. One theory is the Mandan moved from the area of what is now southern Minnesota and northern Iowa, to the plains area about 900 A.D., slowly migrating north along the Missouri River.

The Hidatsa moved from what is now central Minnesota to the eastern part of what is currently North Dakota, near Devils Lake, and moved to join the Mandan at the Missouri River about 1600 A.D.

According to anthropologists, the Sahnish people lived in an area that extended from the present Gulf of Mexico, across Kansas, Nebraska and South Dakota.

Migration dates have been determined by archeological investigations of village sites along the Missouri and elsewhere. Many of these sites, although collapsed and abandoned centuries before, were excavated during 1950 to 1960.

The three tribes lived in separate villages, in permanent homes called earth lodges. They were agrarian societies, planting corn, beans, squash, tobacco, and other garden products. They picked and dried berries and plants. They fished, hunted. Trapped and preserved wild game. The buffalo was relied upon heavily for food, shelter, robes, clothing, and the manufacturing of various by-products in the form of utensils and garden tools. They were also shrewd businessmen, maintaining a vast trading system extending from the northwest continent to the southwest. They mined and marketed Knife River Flint, which was in great demand by other tribes for use as arrowheads and weapons.

B. Smallpox

After European contact, the Mandan, Hidatsa and Sahnish were subjected to several devastating smallpox epidemics that nearly destroyed them. Whole families, clans, specific bands, chiefs, spiritual leaders, and medicine men died quickly, taking with them many of their social and spiritual ceremonies and clan rites.

“The great plague of smallpox track the Three Tribes in June of 1837, and this horrible epidemic brought disaster to these Indians. Francis A. Chardon’s journals state that on July 14, a young Mandan died of smallpox and several more had caught it. The plague spread with terrible rapidity and raged with a violence unknown before. Death followed in a few hours after the victim was seized with pain in the head; a very few who caught the disease survived. The Hidatsa scattered out along the Little Missouri to escape the disease and the Arikara hovered around Fort Clark. But the Mandan remained in their villages and were affected worse; they were afraid of being attacked by Sioux if they ventured out of their villages. By September 30, estimated that seven-eighths of the Mandan and one-half of the Arikara and Hidatsa were dead. Many committed suicide because they felt they had no chance to survive. Nobody thought of burying the dead, death was too fast and everyone still living was in despair. The scene of desolation was appalling beyond the conception of the imagination. The Mandan were reduced from 1800 in June to 23 men, 40 women, and 60 to 70 young people by fall. Their Chief Four Bears, had died.” (Shane, 1959, p. 199)

On July 28, 1837, Chardon wrote: The second chief of the Mandan was the brave and remarkable Four Bears, life-long friend of the whites, recipient of the praises of Catlin and Maximillian, and beloved by all that knew him. Now, as his people were dying all about him, he spoke:

“My friends one and all, listen to what I have to say – Ever since I can remember, I have loved the whites. I have lived with them ever since I was a boy, and to the best of my knowledge, I have never wronged with the white man, on the contrary, I have always protected them for the insults of others, which they cannot deny. The Four Bears never saw a white man hungry, but what he gave him to eat, drink, and a Buffalo skin to sleep on in time of need. I was always ready to die for them, which they cannot deny. I have done everything that red skin could do for them, and how have they repaid it? With ingratitude! I have never called a white man a Dog, but today, I do pronounce them to be a set of black-hearted Dogs, they have deceived me, them that I always considered brothers, has turned out to be my worst enemies. I have been in many battles, and often wounded, but the wounds of my enemies I exalt in, but today I am wounded, and by whom, by those same white Dogs that I have always considered, and treated as Brothers. I do not fear Death my friends. You know it, but to die with my face rotten, that even the Wolves will shrink with honor at meeting me, and say no themselves, that is the Four Bears, the friend of the Whites – listen well what I have to say, as it will be the last time you will hear me. Think of your wives, children, brothers, sisters, friends, and in fact all that you hold dear, are all dead, or dying, with their faces all rotten caused by those dogs the whites, think of all that my friends, and rise up all together and not leave one of them alive: The Four Bears will act his part.” (Abel, p. 124, 1932)

After the continuous devastation of the smallpox epidemics of 1792, 1836, and 1837, the Mandan, Hidatsa, and Sahnish combined forces for protection and survival---physically, economically and socially. However, each tribe continued to maintain their separate ceremonies, bundles, beliefs, clan systems, bands, and cultural identity.

“The fur trade era with the Mandan, Hidatsa, and Arikara was the motive for much of the early exploration of the frontier. It was also a prime factor in the destruction of their traditional cultures. The fur trade in the Upper Missouri became highly competitive, and in their quest for profits, corrupt traders resorted to the most brazen forms of deceit and trickery. Most harmful

was the unrestrained use of whiskey in trading with the Indians, who were physically and spiritually defenseless to alcohol. Little regard was shown for the Indians' welfare by the fur companies, but the damage could not have been nearly so devastating had it not been for the cooperation of the Indian agents of the United States government. The crime of traders, politicians, and other exploiters during this era, was that not only did they steal the Indians' land, they crashed their spirit and destroyed their cultures.” (Dunn, 1963, p. 235)

C. Treaties & Land Cessions

“The first major treaties with tribes in this region were written in 1825. A group under Indian Agent Benjamin O’Fallon and General Henry Atkinson traveled up the Missouri to the Yellowstone with nine keelboats and a large military escort, making treaties with the Teton, Yankton, and Yanktonai Dakota, Cheyenne, Mandan, Hidatsa, and Arikara. In these treaties, the indigenous people acknowledged the supremacy of the United States; which, in turn, promised them its protection. The Indians agreed not to trade with anyone but authorized American citizens. They also agreed to the use of United States law to handle injury of American citizens by Indians and vice versa. On July 18, 1825, the Arikara signed the Atkinson and O’Fallon Treaty.” (Schulenberg, 1956, p. 101)

The first boundaries of what was to later become the Fort Berthold Reservation were a result of treaty negotiations between representatives of the government of the United States, D.D. Mitchell, Superintendent of Indian Affairs; and Thomas Fitzpatrick, Indian agent; commissioners specially appointed and authorized by the President of the United States; and representatives of the TAT, Nochk-pit-shi-toe-pish, She-oh-mant-ho, representing the Mandans and Hidatsa; and KounOhei-ti-shan and Bi-atach-tah-wetch, representing the Arikaras. This tribal delegation accompanied Father Pierre-Jean DeSmet to Fort Laramie in what is now Wyoming, to hold council with representatives of the government of the United States. White Wolf represented the Mandan, Four Bears represented the Hidatsa, and Iron Bear the Sahnish. The Treaty was signed at Fort Laramie, Wyoming, on the 17th day of September 1851. The boundaries, encompassing 12,000,000 acres, were agreed upon, as follows:

“...commencing at the mouth of Heart River; thence up the Missouri River to the mouth of the Yellowstone River; thence up to the Yellowstone River to the mouth of Powder River in a southeasterly direction, to the head-waters of the Little Missouri River; thence along the Black Hills to the head of Heart River, and thence down Heart River to the place of beginning.” (11 Stats, p. 749)

“This was the largest treaty council ever held. More than ten thousand plains Indians from the Lakota, Cheyenne, Arapaho, Crow, Mandan, Sahnish, Assiniboine, and Gros Ventres (Hidatsa) nations attended. In exchange for fifty thousand dollars a year for fifty years, the nations agreed to allow the United States to construct roads and military posts through their country. The tribes also established the boundaries of their territories and agreed to maintain peaceful relations with one another and with the United States. Several tribes, including the Mandan, Gros Ventres (Hidatsa), Crows, Blackfeet, and some bands of the Cheyenne and Arapahos, accepted reservations.” (O’Brien, 1989, p. 141)

Following the Fort Laramie Treaty of 1851, the government established several forts along the Missouri. In 1864 the cavalry was sent to Fort Berthold and remained there until 1867 when they moved to Fort Stevenson, 18 miles down the river. The establishment of forts brought

numerous groups upriver by steamboat---20 to 30 steamboats stopped at Like-a-Fishhook Village every summer. By 1869, the railroad had reached the territory of the Mandan, Hidatsa and Sahnish, a bustling economic center for the region.

D. Establishment of the Fort Berthold Reservation

On April 12, 1870, the Fort Berthold Reservation was established by Executive Order. Prior to this, in the late 1860's, the Mandan, Hidatsa and Arikara (Sahnish) had complained of their wood supply dwindling because of whites cutting timber on their lands and selling it to passing steamboats. When the chiefs complained to Washington, Captain Wainwright, and officer at Fort Stevenson, met with the chiefs. They consented to the establishment of a reservation that included most, if not all, of the territory claimed by them at Fort Laramie (Meyer, p. 112)

Because the Sioux had claimed possession of a parcel of the land in question the previous year, the government took off the southern boundary of the Mandan, Hidatsa and Sahnish territories. The southern boundary of the reservation became a straight line from the junction of the Powder River from the Little Powder River to a point on the Missouri River four miles below Fort Berthold. In order to accommodate the villages then occupied by the Mandan, Hidatsa and Sahnish, the United States Government included a strip of land east of the Missouri River. These provisions became legal in the Executive Order of April 12, 1870.

“As more settlers poured into the west, the government, pressured by the railroads and settlers for more land, approached the tribes to cede additional lands. On July 27, 1866, the Arikara (Sahnish) signed an agreement by which they granted such rights-of-way to territories east of the Missouri, and were to receive in return an annuity of \$10,000 for the next twenty years. When the treaty was presented for ratification, Congress added an addendum onto this agreement, which included the Mandan and Hidatsa in its terms and provided for cessation of a tract of land on the east bank of the Missouri roughly forty by twenty-five miles.” (Kappler, 1904-41, report. Ed. 1971, Vol. 2, p. 1052-56)

“These lands, which were well below the villages of where the Mandan, Hidatsa and Arikara were in 1866, although no longer continuously occupied by them, continued to be used for hunting purposes. In addition, these lands contained ancient burial sites; and like many cultures, the area was considered as sacred ground. Congress, however, pressured by the railroad companies, was unwilling to recognize the tribe's claim to these lands and the treaty was never ratified.” (Meyer, 1977, p. 111)

(Note: Part of the preceding history has been obtained from the writings of Calvin Grinnell, Historian, TAT Cultural Preservation Office.)

The Fort Laramie Treaty was revised further by Executive Orders of the U.S. Government on July 13, 1880, and December 14, 1886 (ratified March 3, 1891). (Charles C. Royce, “Indian Land Cessions in the United States”.)

(Addendum 1 – Map)

“In the Treaty of Fort Laramie, Wyoming, September 17, 1851, the Fort Berthold Indians were assured by the Federal agents that their land would be secure and would be free from danger of dispossession in the future for any reason whatsoever...The Indians had great faith in this treaty and always hoped someday everything would be righted.” (Carl Sylvester, Hidatsa, May 2, 1948)

The Homestead Act of 1910 resulted in further loss of land when the U.S. Government believed the TAT did not need, and were not using, all of their land. Therefore, the northeast quadrant of the reservation was opened up to homesteaders. This area later came into dispute, because the City of New Town and homesteaders in this quadrant felt the Homestead Act has diminished the boundaries of the reservation. However, a decision in the United States Court of Appeals for the Eighth Circuit Court on January 17, 1972, upheld an earlier decision of Judge Register of the United States District for the District of North Dakota, that the Reservation boundaries had not been diminished or changed by the 1910 Homestead Act.

The current boundaries encompass approximately 1,000,000 acres or 1,562.5 square miles. The reservation occupies sections of the following six North Dakota counties:

<i>County</i>	<i>Total population</i>	<i>Native American</i>
Dunn	4,616	424
McKenzie	17,884	1,472
McLean	9,292	686
Mercer	8,029	248
Mountrail	11,157	2,956
Ward	67,497	1,437
<i>Total</i>	<i>118,475</i>	<i>7,223</i>

World Population Review for Population Figures

There are two incorporated towns within the boundaries of the reservation.

<i>Town</i>	<i>Population</i>	<i>% Native American</i>
New Town	2,740	77.94
Parshall	1,390	52.73

World Population Figures

E. Lake Sakakawea (Garrison Dam)

Lake Sakakawea, formed by the construction of the Garrison Dam on the Missouri River in 1952, traverses the reservation and splits it into four parts, distantly connected by the road system and one bridge. The lake covers 155,000 acres of land in the middle of the reservation. Approximately 600 miles of shoreline lie within the boundaries of the reservation. The lake is the major aquatic ecosystem on the Reservation. (Addendum 2 – Map)

After construction of the Garrison Dam, major communities of the reservation were inundated in 1954. These strategically placed communities had provided local schooling for the children and encouraged community togetherness in the form of sewing circles, social dances, fundraising, religious services, basket sales, cake walks, etc.

The communities flooded were Nishu in the east; Charging Eagle, Red Butte, and Beaver Creek in the south; Independence in the west; Little Shell and Lucky Mound in the north; and, the hub of all these communities, Elbowoods, which had a centrally-placed elementary and high school,

gymnasium, hospital, police department, jail, grocery and variety stores, sawmill, flour mill, post office, churches, offices and homes.

The after-effects of the great flood have caused of fifty years of social and cultural upheaval and economic depression. The devastating disruption to the

location on which to build the dam, in an attempt to preserve what was most dear to them—the last strands and ties to our ancestors.)

While there are families living throughout the reservation, the majority live in the present-day small communities of Drags Wolf Village (Northwest Segment), Mandaree (West Segment), New Town/Little Shell (North Segment), Parshall/Lucky Mound (Northeast Segment), White Shield (East Segment), and Twin Buttes (South Segment). These segments also serve as the six political subdivisions of the reservation.

F. Government Structure & Current Governing Board Members

The TAT Tribal Government, most commonly known as the Tribal Business Council (TBC), is representative and democratic in form. All candidates serve four-year terms. Tribal elections are held during even-numbered years, with three members elected from three segments, and a chairperson elected at-large. After two years, three members are elected from the other three segments.

On May 15, 1936, the enrolled voting members of the TAT adopted and approved, by referendum vote, a constitution and by-laws in response to the United States of America Indian Reorganization Act (IRA) of June 18, 1934. After approval by the Secretary of the Interior on June 29, 1936, the Mandan, Hidatsa, and Arikara were federally recognized as the Three Affiliated Tribes.

The TAT possesses a federal Corporate Charter of Incorporation, chartered under the Act of June 18, 1934 (Sec. 16) (48 Stat. 984); amended by the Act of June 15, 1935 (49 Stat. 378).

The TAT Constitution and By-laws are on file in the Tribe's Legal Department. A copy of the Tribes' Constitution and By-laws are also on file in the TAT Planning and Development Department.

THE CEDS FIVE YEAR FOR THE 30 DAY PUBLIC MEETINGS WITHIN THE COMMUNITIES ON FORT BERTHOLD RESERVATION WAS PUT ON MHA NATION WEBSITE FOR 30 DAY PERIOD AND THEY WERE REVIEWED AND TAKEN BACK TO THEIR COUNCILMAN FOR THEIR SEGMENTS AND THEY WERE ANSWERED ACCORDINGLY AN MOST OF THE COMMENTS WERE HOUSING AN ELDER FACILITY AND THESE ARE PART OF THE PROJECTS THAT ARE BEING DONE WITHIN EACH COMMUNITY WHICH INCLUDES HOUSES AND FACILITIES FOR ELDERS, VETERANS, AND CHILDREN.

THESE DOCUMENTS WERE ATTACHED AS AN ADDENDUM.

Current TAT Governing Board Members are as follows:

Three Affiliated Tribes' Governing Board Members

<i>NAME</i>	<i>OFFICE</i>	<i>SEGMENT</i>	<i>ECON INTEREST</i>	<i>TERM</i>
Mark N. Fox	Chairman	At Large		Nov 2018 – Nov 2022
Mervin Packineau	Treasurer	Northeast		Nov 2018 – Nov 2022
Cory Spotted Bear	Vice Chairman	South	Natural Resources, Judicial, Health/Human, Energy, Cultural, Economic, Executive	Nov 2018 – Nov 2022
V. Judy Brugh	Representative	Northwest	Cultural, Economic, Education, Judicial, Natural Resources	Nov 2018 – Nov 2022
Fred Fox	Secretary	East	Judicial Natural Resources Economic Development Education	Nov 2020 – Nov 2024
Monica Mayer	Representative	North	Economic, Energy, Education, Judicial, Health/Human Resources	Nov 2020 – Nov 2024
Sherry Lone Fight	Representative	West	Education, Cultural	Nov 2020 – Nov 2024

Governing board members are elected by their constituents in each of their respective districts, with the exception of the Chairman, who is elected at large.

G. Constitution and Bylaws

(Addendum 3)

H. TAT Organizational Chart (Addendum 4)

*Chapter II The Comprehensive Economic
Development Strategy (CEDS Process)*

CHAPTER II THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) PROCESS

A. Establishment of the Fort Berthold Comprehensive Economic Development Strategy CEDs Committee

On October 15, 1999, The governing body passed Resolution No. 99-209-DSB, which approved the organization and establishment of a comprehensive economic development strategy committee. (Addendum 5)

The committee was directed to develop a tribal planning model, a mission and vision statement, and to identify goals which reflected community input, provided a framework for public and tribal decision making, and served as the basis for the formulation of an action plan. This document, then, is the dissertation of that directive.

The Fort Berthold CEDs Planning Committee consist of 21 members from all six segments/communities of the Fort Berthold Reservation, the City of New Town, the private sector, business sector, tribal, local, and federal government, and tribal entities.

B. Establishment of the Community Economic Development Services (CEDs) Planning and Development Department

The TAT/TBC approved the establishment of a tribal community planning and development department on June 8, 2000, with the passage of Resolution NO 00-203-DSB, (ADDENDUM 6) originally, the resolution approved a budget of \$450,000 for a 10-member staff but we are now at 7 employees and our budget is \$435,000 per Tribal Business Council.

The TAT CEDs Planning & Department presently consists of 8 full time permanent staff members: 1 Administrator/EDA Planner, 2 Grant Writers, and 2 Data Research Assistant, 1 Data Technician /Admin Assistant, 1 Project and Grant Liaison, 1 Data Clerk

C. Intent & purpose of the Fort Berthold CEDs Planning Process:

Preparation of a Comprehensive Economic Development Strategy for planning is required to access Economic Development Administration grant programs, American Native Association Grant programs, and a number of other federal programs, for grant monies.

1. The intent of the Fort Berthold CEDs Planning Process is to create a new planning process wherein community members may have an opportunity to voice their opinion regarding plans for the community in which they live.
2. The purpose of the Fort Berthold CEDs Planning Process is to analyze local conditions and identify problems and opportunities.

The Fort Berthold CED Planning Committee works with the CEDs Planning & Development office, other tribal programs, communities, entities, and the Tribal Business Council to:

1. Design strategies to accomplish their goals.
2. Coordinate activities to implement those strategies.
3. Assist with writing grants for funding.
4. Provide adequate staff support, resources, and technical assistance to the Fort

Berthold CEDS Planning Committee.

Most importantly, the monthly CEDS Planning Meetings are a means to empower the people by providing a system wherein the needs and wishes of the grassroots sector will be heard and acted upon.

D. CEDS Planning Process

As stated previously, the CEDS planning process on Fort Berthold Reservation was developed to provide a guide to the TAT governing body, economic development professionals, local leaders, community residents, and other stakeholders on the Reservation. The CEDS planning process provides strategic, comprehensive, coordinated planning for long-term economic development.

The Fort Berthold CEDS planning process began with:

1. An overall economic analysis of the area
2. Needs assessment
3. Strength, Problems, Weaknesses, and Threats Analysis
4. Vision, Mission and Goal Statement
5. Objectives
6. Planned and Prioritized Projects
7. Strategies to meet those objectives and goals
8. An evaluation of the planning process

The Fort Berthold CEDS process involved the following steps:

1. Identifying the partners to be involved
2. Identifying the support staff to be involved
3. Comprising the planning committee
4. Comprising sub-committees to undertake special projects
5. Conducting research to show where we have been
6. Analyzing that research
7. Holding community meetings to get public input and ideas
8. Developing a vision and mission statement and goals
9. Prioritizing and ranking these goals
10. Developing an action plan
11. Prioritizing programs and activities
12. Adopting the TAT CEDS plan
13. Evaluating and meeting reporting requirements

At the inception of the Fort Berthold CED Planning process, community leaders and those

interested in social and economic development were called together to gather their comments about this proposed new planning process. Tribal Business Council have participated in the CEDS Reservation Planning process which are the White Shield segment, North Segment, Parshall Segment and the Twin Buttes Segment. Scott Satermo, current Chief Executive Officer of Tribal Administration, and Pat Wilkinson, current Programs Manager, have also been involved in this new planning process.

After initial meetings were held, volunteers attended community meetings throughout the reservation to disseminate information and to educate the public on the importance of a CEDS planning process. Volunteer committee members attended community meetings and explained the importance of each community envisioning and defining their values and needs, and informed them of the community's need to support the CEDS planning process.

E CEDS Core Committee

A core Fort Berthold Reservation Planning Committee was subsequently formed, comprised of each of the community chairpersons or community representatives, community volunteers, and other representatives from federal, tribal, city, and state organizations. The Committee was asked to define the reservation's strengths and weaknesses and to identify a minimum of five areas they foresaw as being of primary importance. The group identified seven areas of immediate importance, as follows:

1. A centralized data base with reliable statistical data
2. A planning office to serve and assist all tribal programs, tribal entities, tribal communities, and the public
3. A reservation-wide strategic planning model
4. A shared mission, vision and goal statement
5. A clearing house for past studies, surveys, plans, and assessments
6. A tourism infrastructure
7. A technology plan to include technological connectivity between tribal administration, tribal segment offices, tribal entities, schools, and other tribally-related functions

All or most of these immediate importance areas have been met. The current status of each of the needs identified above is addressed further in Item G, 1-7.

E. CEDS Planning Sub-Committees

After a series of public meetings and input, six sub-committees were set up, as follows:

<u>Planning Model</u>	<u>Survey</u>	<u>Technology</u>	<u>Bridge</u>	<u>Land Use</u>	<u>Bus.Proj. Review</u>	<u>Workforce Dev/Trng</u>
S. Many Ribs Pat Wilkinson	TBC	Wayne Simpson Bonnie Baker	Ron Hall MHA Elders	Bonnie Blake Kenny Lyson	Sybria Bell Mary Connors	Jerome Dancing Bull
Scott Satermo		Zach Benton Rick Grant	Comm. Reps	Tex Lone Bear Carson Hood, Jr	Marty Foote	Karen Poitra Jamie Hall Twlya Demaray Dewey Hosie Charles Foote

1. Planning Model Sub-Committee

After studying several planning models, the sub-committee gave their recommendation to the Reservation Planning Committee, which then voted to adopt the Harvard Planning Model that was done specifically for Fort Berthold by Sue. W. Wong and Armando L. Ramirez, Harvard candidates for Master in Public Policy, entitled “A new Direction: Building a Foundation for Successful Economic Development on the Three Affiliated Tribes’ Fort Berthold Reservation”. This planning model was adopted with the understanding that the group would be using this model as a guide and would be utilizing only that which they felt would work for them. Copies of the planning model guide were distributed to all core planning members. The original will be on file in the TAT/CEDS Planning & Development Office.

2. Segment Survey

The Segment Survey will be set up to pull all tribal programs and tribal entities (college and housing) together to come up with one overall survey. It was felt that this effort would benefit each segment to their own individual needs for the community. Will be available to everyone in need of such information. It was noted several surveys have already been done for the Tribe, copies of which need to be centrally located and accessible when specific information is required and/or needed by the TBC and/or others. Documents gathered by the Survey for the segment are on file in the TAT/CEDS Planning Office, which will continue to collect, store, and maintain these various studies and reports as a tribal clearinghouse.

3. Technology Sub-Committee

The technology sub-committee continue to work with the local telephone providers, RTC to access the cost of updating the Tribe’s newly established Management Information Systems Department and Technology Information Structure to better serve planning, administrative, and information needs on the Reservation. RTC provides a Wide Area Network (WAN) that would allow for band width capabilities to support television, Internet, and telephone connectivity to all of the Reservation communities, homes, and tribal entities.

Reservation Telephone Cooperative (RTC) continues to update T1 line for tribal administration and provide internet access to the tribal offices.

4. Bridge Sub-Committee

Three Affiliated Tribe has conducted two feasibility studies. a) Charging Eagle b) Elbowoods and will be finalized by December 2021.

5. Land Use Planning Sub-Committee

The Land Use Planning Sub-Committee has made several attempts at beginning the process of planning for land use on the Reservation; and, especially, planning for the land owned by the Tribe in the Four Bears Area. The waterpark was opened August 11, 2018. However, since there are no funds presently available for such a venture, the development of Four Bears Peninsula and the TAT Methodist Camp Area has been left in the hands of Ameritech Engineering Corporation, Williston, ND, a firm hired by the TAT Tourism & ANA Department, which has been charged with the planning, development, and construction of a TAT Cultural Interpretive Center. The Interpretive Center was complete and had their soft grand opening May 2021.

The Tribe's Natural Resources Department Geographical Information Systems (GIS) Office has moved to 204 Main Street, New Town, ND, and provides geographic systems in regards to such service benefits: 911, BIA, Realty, Taxes, Home Sites, Energy, Environmental, Cultural preservation, Cemeteries, Section 17, Agriculture, Transportation, Mortgage, Rural Water, and County assessments.

6. Business Project

The Business Department was set up to allow for all business proposals contemplated to be presented to the TAT governing body to be first reviewed by this committee. (**Addendum 8**-copy of TAT Resolution NO. 01-283-MWJr, dated November 8, 2001, with copy of attached TAT Business Proposal Policy and Guidelines)

7. Workforce Development & Training Sub-Committee

The Workforce Development & Training Sub-Committee is composed of members from the Tribal Employment Rights Office (TERO), 477 TANF, Employment Training, Vocational Rehabilitation, Fort Berthold Community College, and Job Service ND. Due to the wide array of construction projects expected to begin this construction season, arrangements have been made for a basic introductory course in heavy equipment operation. *The community college and United Tribes Technical College are working with the sub-committee on developing a one-week curriculum for class time. The total course will be 240 hours.* As with all projects, funding is being sought by the sub-committee to provide additional training in other areas. This sub-committee is an ongoing work committee.

F. Committee Work Program

1. Although a full-time demographer Tanya Sand is the centralized demographic database for the Tribe. A part-time demographer was assigned from the Geographic Information System (GIS) Department, who did a lot of research and gathering of statistics for the Tribe, which was shared with the planning office.
2. A central planning and development office has been established by TAT/TBC.
3. A reservation-wide strategic planning model entitled "A New Direction: Building a Foundation for Successful Economic Development on the Three Affiliated Tribes' Fort Berthold Reservation", dated May 29, 1996, prepared by the John F. Kennedy School of

Government, Harvard University Public Policy Master Candidates, has been adopted by the Fort Berthold Reservation Planning Committee, with the understanding that this model will be used only as a guide.

4. A shared Mission Vision and Goal Statement has been adopted by the Fort Berthold Reservation Planning Committee.
5. The CEDS Planning and Development Office has begun to request and retrieve copies of previous studies, reports and surveys that have been done for the Tribe, so as to establish a clearing house for previously completed documents.
6. A Tourism Office has been providing tourist information to the reservation of Fort Berthold.
7. Workforce development and training is underway. (Please see Item F, &, this chapter.)

The Ongoing Work Plan for the Fort Berthold Reservation Planning Committee and TAT/CEDS Planning and Development Department is shown in its entirety on the following page.

Fort Berthold Reservation Planning Committee
TAT CEDS Planning & Development Office
Work Activities and Work Plan

TASKS:	TIMELINE:	RESPONSIBILITY:
1. Identify CEDS Planning Partners	1-2017	Tribal Planner & CEO
2. Identify CEDS Committee Staff Support	1-2017	Tribal Planner & CEO
3. Appoint CEDS Planning Committee Team Members	2-2017	CEDS Committee
4. Identify Needs/Strategies	2-2020	CEDS Planning Comm.
5. Authorization CEDS Planning Comm	ongoing	CED Planning Comm.
6. Hold Community Meetings	Ongoing	Tribal Planner & CEO
7. Update Planning Office Budget	July 2021	Tribal Planner & CFO
8. Authorization for Planning Office	June 2000 RESO	Tribal Planner & CEO
9. Conduct Community Profile	Ongoing	Tribal Planner & TBC
10. Review Committee	Ongoing	Tribal Planner
11. Analyze Data	Ongoing	Tribal Planner & Staff
12. CEDS Planning, Vision, Mission, & Goals	Aug 2001	CEDS Staff
13. Dev. Strengths, Problems, Oppor. And Threats	Aug 2020	CEDS Staff
14. Conduct Research	Ongoing	CEDS Staff
15. Prioritization & Ranking of Goals	Oct 2020	Tribal Planner & TBC
16. Develop Action Plan	Oct 2020	CEDS Planning Staff
17. Adopt Action Plan	Aug 2021	CEDS Planning Staff
18. Implement Prog & Activities	Ongoing	CEDS Planning Staff
19. Define Evaluation Process	Jan 2021	CEDS Staff & CEO
20. Meet Reporting Requirements	ongoing	CEDS Planning Staff

Chapter III Need for Economic Development

CHAPTER III NEED FOR ECONOMIC DEVELOPMENT

A. Need

Sustainable community development has been, in many ways, the vision of the Three Affiliated Tribes for years. Indeed, one only has to read the words of Mark Mahto regarding the taking of Indian land for the Garrison Dam to understand the desire to have sustainable community development:

“...You white people have been here 300 years and yet have no sentimental attachment to any section of our country...with the Indians it is different. He is protected by a treaty more sacred than any law congress can promulgate. I love to visit the graves of my departed relatives and friends at least once a year. I love to visit the spot where my father fasted to obtain the favor of the Great Spirit. This I can’t do when all the sacred spots are flooded. If there be any people in these United States who are entitled to sing, “My Country ‘Tis of Thee, Sweet Land of Liberty,” it is the American Indian people. Yet when I sign “America,” I feel like crying, because I don’t see any liberty or Justice”.

(The Indian Viewpoint, Elbowoods, North Dakota, August 9, 1946)

The Tribe has sought to redevelop ‘livable and vibrant’ communities following the flooding of the fertile tribal bottomlands by the U.S. Army Corps of Engineers in the early 1950’s.

The previous ten-year plan of the Tribe (adopted October 1992) acknowledges the traumatic history of the tribes as well as an effort to embrace the future through the development of tribal initiatives that focused on economic development, education, social welfare, and other needs.

This new updated five-year plan focuses its effort on developing a coordinated comprehensive plan that reflects the general public’s desire for economic recovery, and may be seen as a reflection of our beliefs that, if followed, the following principles can lead to development of sustainable communities on the Fort Berthold Reservation.

1. Supporting economic vitality, which is crucial to the health of every community.
2. Protecting natural, scenic, cultural and historic resources that are important community assets.
3. Making decisions to accommodate economic development while preserving vital natural environmental systems.
4. The process of arriving at a community vision should be open and inclusive and should reflect the diverse population of the community.
5. Because communities and their surrounding areas are interdependent, there is a need for collaborative approaches to problem solving.
6. Enforcing safe, healthy, and clean communities is necessary to ensure a high quality of life for our citizens.
7. Recognizing that our citizens are the source of governmental power and authority.
8. Recognizing that community stability and social-well-being go hand in hand.

This strategic plan, a plan that has included multi-governmental and community institutions in its development, accurately reflects the values of the residents of the segments/communities.

Additionally, other planning documents included in the development of the plan included community participation. The plan is both a product of the existing work team, as well as a reflection of other efforts of the Tribe to meet the needs of our constituents.

1. Define vision and goals of the community
2. Evaluate and update the process

(The process must adopt a logical approach to long-range development while identifying and implementing short-term problem solutions to achieve early results and maintain momentum and public support).

3. Promote economic development and opportunity
4. Foster effective transportation systems
5. Enhance and protect the environment
6. Balance resources through sound management of development

In line with the visioning process that the Fort Berthold CEDS Planning Committee has gone through, the Vision, Mission and Goal Statement adopted by the Reservation Planning Committee is shown in its entirety on page 62, Chapter VI, Vision.

The committee has expressed that this document is a “living” document; and, therefore, shall be changed and updated each year, as seen fit by the committee with input from the community.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” Margaret Mead

1. Social & Economic Program Service Statistics

The TAT Social Services Program averages 17 General Assistance (GA) clients per month. Approximately 11% of these are determined to be unemployable. In 2019, the total number of children served, either directly or indirectly, was 100; 18 children and families were provided intensive in-home services; 20 were given parent aid, and 15 received parenting classes. Overall, 63 children were not living with biological parents, caretakers, or guardians. Through ICNA, an additional 100 children in foster care off the reservation.

The Tribes’ P.L. 102-477 Demonstration Project (JTPA/Vocational Education/ Job Training/ TANF) had 568 participants during the period Sep 2018 through Oct. 2020. 127 participants received classroom training, 14 received on-the-job training, 138 received supportive services, and 98 received other tribal services. Of this number, 78 participants were classified as “dropouts”. At the end of this period, 96 participants remained in the program; 45 were BIA GA recipients and 51 were TANF recipients.

The monthly number of household’s participants in the USDA Food Distribution Program averages 2019- a total of 222 clients per month and in 2020- a total of 216 clients per month. The Women Infant & Children (WIC) Program presently serves 137 clients per month and breakdown was not available due to COVID 19 shut down.

Although the present Tribal Administration Building was expanded last fiscal year to 10 offices, a new reception area, and new tribal chambers, the problem of too little space still remains. With approximately 54 buildings scattered throughout the Reservation being used by 65 tribal

programs for offices, including 12 buildings in the immediate area, there is a need to centralize tribal offices in each segment; and, especially, at Tribal Headquarters. Reservation wide, there are currently 1,100 tribal employees. The Tribe rents 4 building at \$16,000 per year. Upkeep, maintenance, and insurance for these structures costs the Tribe approximately \$150,000 per year, with utilities costing another \$225,000 per year. A tremendous savings factor is to establish a tribal complex in each district and all segments currently have a renovated community building or a new community building. The large community building in each segment would sufficiently house all tribal office programs.

The establishment of a motor vehicle pool is also a need that is being reviewed for future. The Tribes currently own and maintain approximately 230+ passenger vehicles; which includes federal program contract vehicles. MHA Department of Transportation Licensing Administration for Tribal motor vehicle division opened October 1, 2018 and organizes and structure the use, maintenance and assignment of these tribally-owned and program use vehicles, This licensing is only available to Enrolled Members that reside on the Fort Berthold Indian Reservation. The license plates will be available for motor vehicles, campers, motorcycles, and boat trailers.

Chapter IV Organization & Staffing

CHAPTER IV Organization & Staffing

1. Fort Berthold CEDS Planning Committee.

In accordance with the directives of Resolution No. 99-209-DSB, a Fort Berthold CEDS Planning Committee was set up from within the General CEDS Planning Team, i.e., the general public. This Reservation Planning Committee was there upon given voting rights, with the understanding they are representing the general public and that all meetings are to remain open to the public. (Addendum 9 – Flow Chart)

The Reservation Planning Committee currently consists of twenty-one (21) members who represent all six districts of the Fort Berthold Reservation (White Shield, Twin Buttes, Mandaree, Four Bears, New Town, and Parshall) and come from within the private sector, the business sector, local community boards, city government, and federal government. Current 2016 Fort Berthold CEDS Planning Committee Members are as follows:

Name	Representing	Race	Sex
Carol Danks	Local Gov't	Native	F
Kathy Eagle	Public Health	Native	F
Twyla Demaray	Education	Native	F
Ardella Fox	Housing	Native	F
Kristen Morsette	Youth	Native	F
Ramona Two Shields	MHA Elders	Native	F
Allen Demaray	Culture	Native	M
Jamie Hall	Disabled	Native	F
Kerry Hartman	Agriculture	Caucasian	M
Dan Uran	Local Gov't	Caucasian	M
Whitney Bell	Finance	Native	M
Nathanial Mayer	North Segment	Native	M
Karen Rabbithead	NE Segment	Native	M
Jonell Abe	East Segment	Native	F
Jessica White Plume	South Segment	Native	F
Kevin Finley	West Segment	Native	M
Marcus Levings	Fours Bears Segment	Native	M
Clarence Oberry	Industry	Native	M
Judy Hood	Women	Native	F
Jerome Dancing Bull	Labor	Native	M

The Tribal Roads Department is seen as a critical element of the Tribal infrastructure, given both the remote location of the reservation, as well as our history where families were up-rooted from ancestral home places.

The Fort Berthold Tribal Employment Rights Office, representing minorities and labor, has had a representative on the Fort Berthold CEDS Planning Committee since the inception of the planning committee.

Fort Berthold Rural Water Development, representing utilities, is currently represented by the Director of this program as a member of the support staff.

Although all TAT Programs are expected to support the Fort Berthold Reservation CEDS Planning Committee, the following TAT Programs have been the main volunteer support staff for the committee:

TAT CEDS Planning Department

Business Development

MIS

477

Social Services

Public Works

Tribal Employment Rights Office

Law Enforcement

Natural Resources

Tribal Realty

Tourism Department

Fort Berthold Rural Water Development

The following individuals serve as support staff representing the TAT Tribal Business Council:

Nathaniel Mayer – Councilwoman Monica Mayer Office

Joyce Yellow Bird – Councilman Mervin Packineua Office

Jonelle Abe – Councilman Fred Fox Office

Jessica White Plume – Councilman Corey Spotted Bear Office

Kevin Finley– Councilwoman Sherry Lone Fight Office

Marcus Levings – Councilwoman Judy Brugh Office

Representing the entire reservation, the Fort Berthold Reservation CEDS Planning Committee will govern social, cultural, and economic planning with the support of the tribal government, as well as support and participation of all people in the various communities of the Fort Berthold Indian Reservation.

The Fort Berthold Reservation CEDS Planning Committee is comprised of a variety of stakeholders who perform decision-making for their individual organizations on a daily basis. All committee members are sensitive to community, cultures, traditions, values, and the unique needs of their rural, poverty stricken Reservation. They have been charged with multiple purposes for generating the local economy through community economic development and creating an infrastructure for community-based services rather than depending on government bureaucracies.

A majority of the committee members are familiar with community driven movements to promote economic development locally, and will assist the TAT/TBC in planning the future of their communities.

The Committee's Decision-making for strategic plan implementation is autonomous from outside political influences—federal, state, municipal, or local. Fair and effective decision-making of the committee considers the legal standards, codes, and practical aspects of their decisions. This local community development planning committee is necessary for the following reasons:

- To lay the foundation for coordinated, effective and responsible community/society participation in development;
- To provide all stakeholders, especially local government, with an effective link to the community, through which mutual constraints, capabilities and needs are discussed in order to forge important partnerships;
- To create an efficient, effective and strong community networking and communication systems;
- To ensure development is informed by the needs, capacities, and priorities of communities;
- To promote grassroots, bottom-up development that is owned and driven by communities;
- To ensure community capacity building is a key aspect of the development process; and,
- To create links and foster unity within communities.

With these functions in mind, the Fort Berthold Reservation CEDS Planning Committee will make fair and effective decisions for strategic plan implementation on schedule by:

- Identifying, collating and prioritizing the needs of the communities of the Fort Berthold Reservation;
- Addressing, on an ongoing basis, problems and needs within these communities as they arise;
- Communicating the needs and priorities of the community to the tribal government;
- Advocating development projects to the tribal government;
- Undertaking research to facilitate and inform on development proposals;
- Assisting in local project planning, management and implementation;

- Securing ongoing feedback on these various development proposals;
- Participating in development projects;
- Communicating with communities on project development;
- Promoting the dissemination for effective communication to the communities;
- Resolving project shortfalls or challenges;
- Promoting the development of partnerships; and
- Promoting cooperation with the tribal government

2. TAT CEDS Planning Staff

The TAT Planning and Development Department is administered through the Tribal Business Council, under the guidance and support of the Fort Berthold Reservation Planning Committee. The individuals entrusted with the responsibilities for community economic development strategic planning implementation are:

1. Shiela Many Ribs, Director/EDA Tribal Planner

Administers the EDA Tribal Planning Grant and the TAT CEDS Planning & Development Department. Works closely with U.S. Department of Commerce District and Regional Offices. Responsible for annual update of TAT CEDS Plan. Represents TAT and CEDS Planning Committee on numerous planning propels.

2. Fahtima Hood, Planning and Development Liaison

Provides planning & development services for on-going projects, assists with research, surveys, data analysis, statistics, and demographic information. Serves as a liaison between Planning & Grants and the Fort Berthold Reservation Planning Committee. Work Experience includes 14 years In the CEDS Department.

3. Joleen B. Steele, Administrative Assistant

Provides administrative support services, including assisting with coordination of Fort Berthold Planning Committee Meetings. Assists with collection of data, surveys, financial reports, and other research.

A. Working Relationships

To the extent possible, efforts have been made to extend the reach of the planning efforts of the Tribe. It must be noted the Tribe exists as a sovereign nation within the State. The Tribe maintains a friendly government-to-government working relationship with the State and Federal Governments. As, United States Citizens, the Tribe and its population are seen as being eligible for the following services and technical assistance from various units of State and Federal agencies:

1. USDA, Rural Development, Minot & Bismarck, ND

The TAT CEDS Planning Office has developed a strong working relationship with Rural Development, which provides valuable technical assistance to the Tribes. At least one member of the CEDS Planning Staff attempts to attend USDA-sponsored workshops and USDA training sponsored by them. The Tribes generally include USDA in any projects that we feel their

programs will fit into.

2. Division of Community Services (DCS), Bismarck, ND

A State agency that receives HUD projects through the Community Development Block Grant program. DCS is utilized for housing projects, public facilities and economic development projects. DCS monitors all projects and reviews projects for compliance with federal guidelines.

3. ND Economic Development & Finance (ED&F), Bismarck, ND

This State agency is charged with the economic development responsibility of the entire state. They have recently identified industries that are compatible with ND and have undertaken a national and international marketing effort to recruit those businesses to the state. ED&F has individuals assigned to represent each of the identified targets and helps them choose the best suitable site location. The TAT CEDS Planning Office utilizes ED&F for resource information and vice versa.

4. Economic Development Association of ND, Bismarck

EDAND is a professional development association made up of the State's economic development professionals. CEDS Staff attempt to attend training and meetings of the organization. The CEDS Office also provides the EDAND with a valuable networking tool.

5. One Stop Capital Center – Small Business Administration (SBA)

SBA is the primary sponsor of this Center, which is located in the Bank of ND building in Bismarck, ND. It is designed so a project can be presented to all the federal and state economic development entities in one stop. It also allows all of the development agencies to develop a package of financing that fits the project being considered.

6. Northwest Venture Communities, Inc. (NVCI), Minot, ND

NVCI is a regional planning venture under the auspices of Northwest Area Foundations, Minneapolis-St. Paul, consisting of eight (8) North Dakota counties and the Fort Berthold Reservation. The CEDS Planning Office Director has served as a member of the volunteer Steering Board Committee since December 2001, and has been actively involved in the executive, leadership training, and planning meetings.

7. Souris Basin Planning Council, Minot, ND

SBPC is an independent, nonprofit, regional cooperative consisting of representatives from 7 counties, City of Minot, Minot Air Force Base, and the Three Affiliated Tribes. The Council is involved in community and economic development, technical assistance, planning and funding opportunities for beginning or expanding businesses. The CEDS Planning Office Director has served as an Executive Board Member on this council since December 2001, and works closely with the members of the council.

8. North Central Human Service Center, Minot, ND

Provides assistance with planning and organizing chemical dependency health services with respect to the TAT Parshall Resource Center, TAT Circle of Life Program, and the TAT Parshall Detox Center.

9. U.S. Army Corps of Engineers, Riverdale, ND

Provides assistance and direction regarding recreational and agricultural water use in conjunction with the TAT.

10. Bureau of Indian Affairs, New Town, ND; Aberdeen, SD; Washington, DC

Through 638 contracting and other means, BIA provides the Tribes with a part of the fiscal resources necessary so that we might function as a dependent nation. (We are interested in developing fees and other revenue generating structures as a mean of further empowerment.)

11. Indian Health Service, New Town, ND; Washington, DC

Through contracting and other means, I.H.S. provides a modicum of health care, mainly to residents in the north sector of the reservation. However, reservation-wide, 24-hour emergency care is non-existent.

12. North Dakota Indian Affairs Commission, Bismarck, ND

Provides an opportunity for dialogue, research, and other resources to the Tribes.

13. Economic Development Administration (EDA), Denver RO

TAT has been a planning grant recipient off and on for the past 30 years. We have been able to access numerous public works and technical assistance grants throughout the years. EDA staff has provided technical assistance to the Tribes on different projects and issues, on many occasions. We work very closely with the EDA representative and attempt to attend the Annual EDA Conference, as well as other meetings and trainings hosted by EDA.

14. United Tribes University Center, United Tribes Technical Center (UTTC), Bismarck, ND

The establishment of a University Center at UTTC has been very helpful to the EDA Tribal Planning Grant Program, the Fort Berthold Reservation CEDS Planning Committee and the TAT CEDS Planning Office, in that technical assistance is immediate and forthcoming additional training opportunities have been provided, funding opportunities are shared, and local training is made available.

15. TAT Tribal Business Council

16. TAT CEO

17. TAT Tribal Programs (60+)

18. Fort Berthold Casey Family Program

19. HUD Office of Native American Programs (ONAP), Denver, CO

20. Fort Berthold Housing Authority

21. Fort Berthold Community College

22. Fort Berthold Extension Service

23. Environmental Protection Agency (EPA)

24. U.S. Department of Commerce Census Bureau

25. State Historic Preservation Office, Bismarck, ND

In each intergovernmental interface, our agenda is to plan for community change in a manner that supports a high quality lifestyle for our constituency.

Chapter V Analysis

Chapter V ANALYSIS

A. History of Economy

The Missouri River runs diagonally through Fort Berthold Reservation, from the northwest to the southwest. Before the Missouri River was dammed, resulting in flooding of the rich, fertile bottomlands and timberlands, the reservation economy was prosperous. Families residing in the country were engaged in farming, ranching, or both. Families had their land allotments, crops, cattle, horses, pigs, chickens, gardens, and other possessions typical of country living. Family heads of household who lived in the small communities near the Missouri River were either employed or self-employed in or near their communities. Each community had a local grade school and a community hall, both of which contributed to social activities.

After the completion of the Garrison Dam in 1954, under the 1944 Flood Control Act, the destruction of the Fort Berthold Reservation's small community economy was complete. Lands upon which the families were forced to relocate proved very inhospitable and inadequate—a sharp contrast to the lands they had previously nurtured and lived upon. These new lands were arid, with little or no vegetation, no water, no electricity, dirt roads, no hospital close by, no schools close by, no small grocery store nearby. Thus, was the beginning of social and economic upheaval for the residents of Fort Berthold.

As a result of federal Indian policies, young children were forced to attend boarding schools far from home; young farmers and cattlemen were forced to give up their way of life and relocate with their families to large cities in hope of finding employment. Many young people who left at this time are now returning back to the reservation as elders and retirees.

A shift from an agricultural community to a jobs-based community, gradually occurred for families who stayed on the reservation after the great flood. The families that remained at Fort Berthold post Garrison Dam did so as farmers/ranchers and were forced to struggle daily to eke out an existence. Many family heads of household were forced to seek second jobs off the Reservation. Others were forced on welfare. Throughout the years, it was a constant struggle to remain on the reservation, due to the lack of job opportunities. The main sources of employment on the reservation throughout these hardship years were menial jobs with the Bureau of Indian Affairs, Indian Health Service, schools, and working as farm or ranch hands for non-native farmers/ranchers. It has only been in the last 15-20 years that enrolled member have been given an opportunity to fill the higher levels of these employment areas.

“Flooding of the bottom lands rendered the residual reservation useless. Settlement payments were too low to provide full reestablishment of most families. The uprooting of kinship and other primary groups destroyed the community life so fundamental to the Indians’ culture. Farms and ranches were liquidated, unemployment rose as high as 70% and many tribal members were driven to a life of despair in nearly urban centers.” (Lawson, p. 61-62)

B. Demographics

The current resident Native population on the Reservation is estimated to be 5,629 with a total, combined population of 7,223. (MHA Enrollment Department) This represents an 7.5% increase in overall population and a 27.9% increase in Native population on the Reservation since the

1990 census. The median age of Natives on the reservation increased from 21.9 years of age in 1990 to 30.9 in 2019, while the median age in the State of North Dakota is 35.

The growth spurt on the reservation attributed to the influx of people from the urban Indian communities in the United States back to the reservation, either due to the welfare to work system, perceived new job opportunities at the 4 Bears Casino, enrolled members retiring and moving “home”, military discharge, birth rate, and other factors.

According to MHA Nation Enrollment Department, the population in each Reservation community/segment is as follows:

Four Bears	Mandaree	Parshall	New Town	Twin Buttes	White Shield	TOTAL
801	868	744	2,072	399	745	5,629

MHA Enrollment Department, Sevant Taft, Director

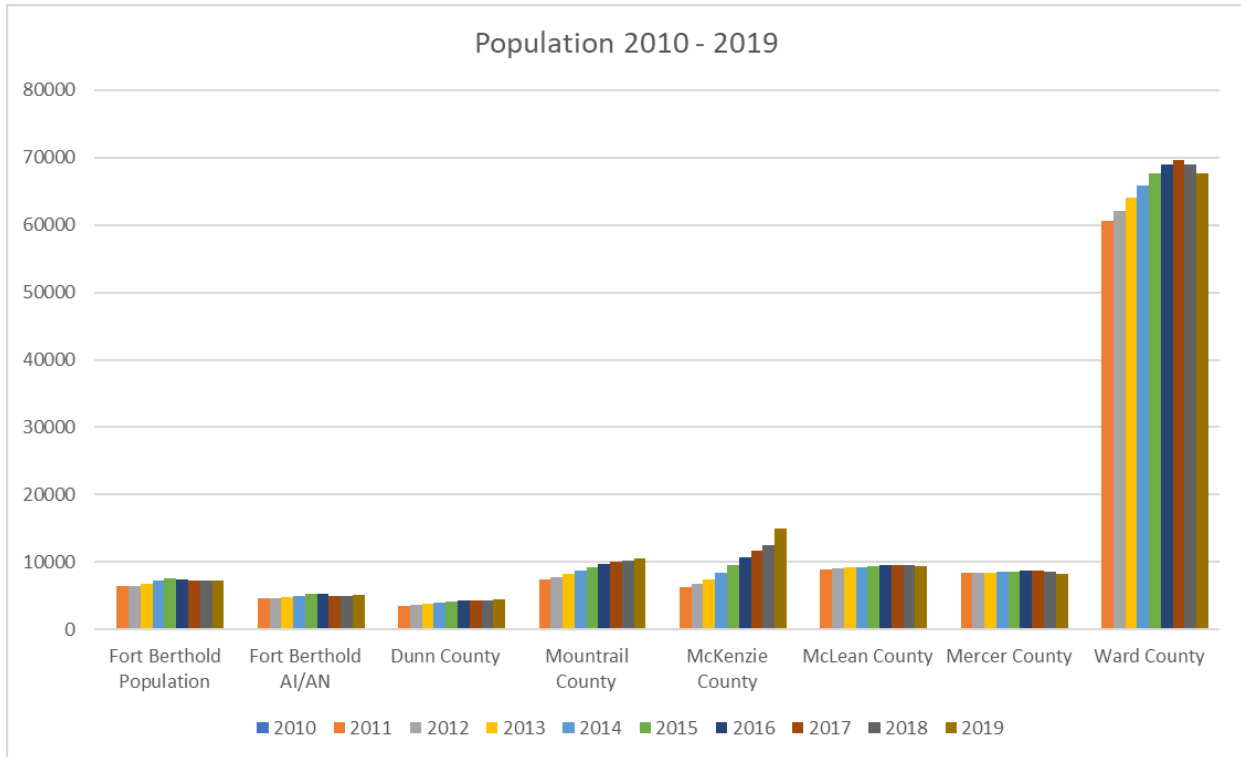
The total enrolled tribal member population is now at 16,862+ members. The Tribe averages 150+ per month for enrollment for reservation.

According to the American Community Survey, the 2019 population on the Fort Berthold Indian Reservation and in each of the 6 counties dividing the Reservation are as follows:

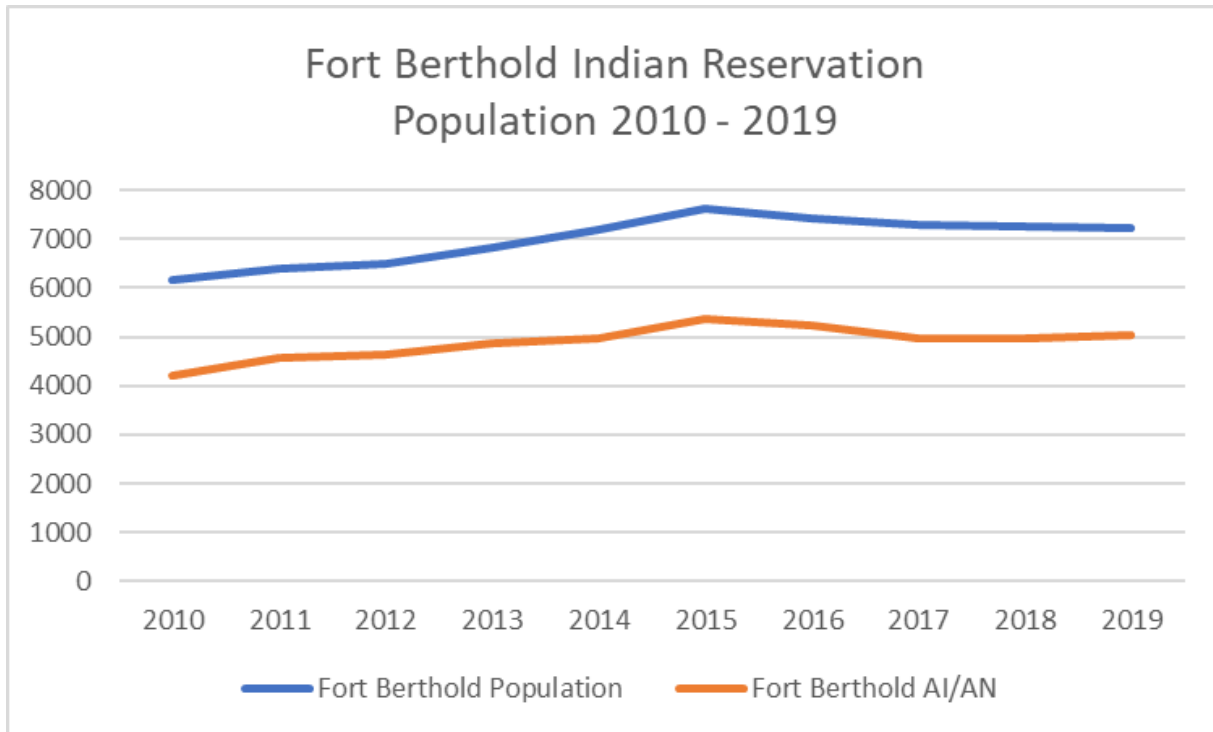
Mercer	Dunn	McLean	Mountrail	McKenzie	Ward	FBIR
8,187	4,424	9,450	10,545	15,024	67,641	7,219

American Community Survey 2019 Population Figures

The graph below shows, apart from Mountrail and McKenzie Counties that saw significant growth, the population of the six-county area has remained relatively flat from 2010 - 2019. The North Dakota State Data Center reports that between 2010 and 2020 McKenzie County’s population increased 131.2% and Mountrail County’s population increased 27.8%. Ward and Mercer counties have lost population each year from 2017 - 2019.



The total enrolled tribal member population is now at 16,000+ members. The Tribe averages 150+ new enrollments per month. However, the population of resident American Indian/Alaska Native persons increased only marginally from 2010 – 2019 and actually declined from a peak of 5366 in 2015 to 5049 in 2019. (See Figure 2). One reason for the limited population growth may be the limited availability of housing. In 2010 there were an estimated 3322 housing units available and in 2019 there were 4167, a net growth of 845 units.



The flat to rolling grasslands of the north, east and northeast districts contain desirable cropland. Approximately 80% of the reservation land base is rough grassland, rolling hills, prairies, and small and large buttes, which are primarily use for livestock production and minimum amount of farming,

Lake Sakakawea, a large man-made lake bisecting the Reservation diagonally from northwest to southeast, covers 150,568 acres within the exterior boundaries. There is approximately 600 miles of shoreline within the reservation borders, which is controlled by the Corps of Engineers and managed by the Fort Berthold Game & Fish Department.

A. Four Bears

The terrain in the northwest district is mostly hilly, but with small farms interspersed among the major routes. The soil is poor sandy/clay but is used for hay, alfalfa, and some wheat. The Tribal Administration Building, MHA TERO Energy Complex, Interpretive Center, 4 Bears Casino, Lodge, Convenience Store, Marina and Bait Shop, TAT Kidney Dialysis Unit, Little Shell Pow Wow Grounds, TAT Museum, Fort Berthold Rural Water Development, Fort Berthold Communication Enterprise, MHA Complex, Social Services Building, and Four Bears Waterpark, and Four Bears Park are all located in this area, which is bordered on the east by Lake Sakakawea.

B. Mandaree

The terrain in the west district (Mandaree) of the reservation is hilly, with rugged buttes, deep wooded coulees, and clay/sandy soil. The area is noted for its isolation and scenic beauty. The Mandaree Community is the largest reservation community in land mass and is the third largest by population. Lake Sakakawea borders this district on the northeast and east, while the Little

Missouri River runs along the south and southeast borders. The community of Mandaree is located approximately 28 miles from tribal headquarters.

C. New Town/Little Shell

The Terrain in the north district is primarily hilly, but with numerous small farms located on fee land in the area south of town. The district is surrounded by Lake Sakakawea on three sides and by Highway 23 on the north. It is the most densely populated reservation community.

D. Parshall/Lucky Mound

The terrain in the northeast district of the reservation is flat, fertile farmland and is 17 miles from the hub of tribal commerce and programs in the New Town-Little Shell district.

E. Twin Buttes

The terrain in the south district of the reservation is hilly, with rugged buttes, deep wooded coulees, clay soil, and gravel. This area is comprised of 81,920 acres or 128 square miles. It is the least populated and the most isolated from mainstream reservation programs and activities. This area is noted for its cultural and historic value, and its immense scenic beauty. This district has Lake Sakakawea to the north, northeast and east, with the Little Missouri to the northwest and west. Agriculture plays a major role in the District, because of the uninhabited land base. The community of Twin Buttes is located approximately 114 miles from tribal headquarters.

F. White Shield

The terrain in the east district of the reservation is flat, fertile farmland. White Shield is the fifth in size of the six reservation communities, and is second only to Twin Buttes in distance from mainstream tribal programs and operations. White Shield is bordered on the south, southwest, and west by Lake Sakakawea. White Shield Community is located approximately 62 miles from tribal headquarters.

2. Climate Data

The regional climate is continental and semi-arid, with long, cold winters and warm, pleasant summers. The frost-free season generally extends from mid-May through September 20, for a growing season of approximately 120 days.

The immediate region within the Reservation area is a relatively low precipitation area. Snows are familiar to the area, but most of the precipitation is received during the warmer months, which have an average temperature of 77 degrees. Average annual precipitation is 10 to 15 inches. Most of the rain occurs during the months of May, June and July, the most favorable time for growing crops.

The dominant wind directions comes from the northwest. At times, the winds become quite strong. Climatic factors, however, may vary considerable from year to year. Hail, tornadoes, and other severe weather conditions may occur at infrequent intervals.

E. Historic Preservation

1. Staff and Office

The Three Affiliated Tribe's has a Historic Preservation Office (HPO) staffed with Cultural

Preservation Officer and a Cultural Resource Specialist. Although the Tribe does not have a cultural tribal management plans with the State Historic Preservation Office (SHPO) or the State of ND, both SHPO and the COE work closely with the Tribes' HPO.

2. Language

The Mandan and Hidatsa Tribes belong to the Siouan linguistic group, along with the Crow, Dakota, Lakota, Yanktonai, Assiniboine, Iowa-Oto-Missouri, Quapaw, Omaha-Ponca-Osage-Kansa.

The Sahnish belong to the Caddoan linguistic group, along with the Pawnee, Caddo, Wichita, Anadarko, Skidi, Tawakoni and Waco.

Native languages spoken are Mandan (Nueta), Hidatsa and Arikara (Sahnish). The potential loss of our native languages is rapidly becoming a threat, due to the continued loss of our elders, many of who spoke at least one of the languages fluently. The communities of White Shield (Arikara), Twin Buttes (Mandan), and Mandaree (Hidatsa) have been proactive in endeavoring to preserve our native languages. All of the above schools, including New Town, have native language instructors employed, and are teaching linguistic basics. The Tribal College also offers Hidatsa language classes each semester.

The Cultural Resource Specialist has documented stories in the Mandan Language, which have been translated to English. Some of the TAT older songs have been archived by the North Dakota State Historic Preservation Society, and have been re-recorded on cassettes and placed in the TAT Museum.

3. Customs/Traditions

Six annual celebrations are held throughout the summer, as follows:

- a. Four Bears – Last week in May.
- b. Twin Buttes – Nueta Celebration – First weekend August
- c. White Shield – Second Weekend in July.
- d. Mandaree – Third Weekend in July.
- e. Little Shell Antelope Society – Second Weekend in August.
- f. Lucky Mound Nuxx-baga – Third weekend in June.

Different Cultural ceremonies are conducted during the pow-wows, Honoring, naming, flag ceremonies, donations, and feasts are some of the special events occurring during pow-wows. Various competitions such as foot races, tug of war, horse races, hand games, singing, dancing and drumming are also held. The majority of the reservation population takes part in all or some of these ceremonies and celebrations at one time or another. At least 50% actively participate in the dances, singing and games through the pow-wow season.

Each Spring, War Bonnet Dances are held in connection with each of the pow wows. The Antelope Society continues to perform the Tail Feather Ceremony, which has been done for generations, at the end/beginning of each year. They also have a Mid-Winter Pow Wow at this time.

During the Summer months, beginning in June, five separate sun dances are held throughout the

reservation in various areas. These sun dances attract people from other tribal nations and elsewhere, who come from overseas and throughout the United States to assist and support or to participate,

There are spiritual healers, spiritual leaders and people with medicine who reside on the reservation and are highly respected. There are also “bundle keepers” who possess and take care of sacred bundles that have been passed down by word of mouth from each generation to the next. Occasionally, these customs and traditions are “tweaked” by someone, i.e., a new or different way of doing something is borrowed from another Tribe and introduced into our cultural system. This induces some confusion; and may be adopted by the younger generation, who believe this is the correct way. The danger of this is that our original customs and traditions may soon be lost and replaced by “new” customs and traditions and culture that they attempt to follow. In some cases, these separate cultures are intertwined due to marriage and close relationships.

F. Environmental & Natural Resource Profile

1. Solid Waste Management and Sewage

TAT operates a reservation-wide solid waste program through its Natural Resources Department, Environmental Division.

- a. The Tribe has completed the three new lagoon systems for White Shield, Mandaree, and Twin Buttes Communities.
- b. Environmental studies, surveys and designs for the three lagoons

2. Hazardous Waste Management

The TAT Environmental Division is charged with all issues relating to hazardous waste; and if necessary, the Emergency Management Office as well. The Tribes have implemented a pesticide use and disposal code since the early 1980’s. To date, there have been no incidences of hazardous waste, however, a protocol is in place to handle such incidences, should they occur.

3. Endangered Species

All potential projects on the Fort Berthold Reservation are cleared through the State of North Dakota Fish and Wildlife & Endangered Species Office before development. Not only is consultation and concurrence from this agency always solicited for all projects but this is a requirement of the nation’s environmental policy. The Reservation cooperates with the State of North Dakota and the U.S. Army Corps of Engineers to maintain habitat for several endangered species residing within the exterior boundaries of the Reservation. “The least tern and the piping plover nest on sandbars of the Missouri River The pallid sturgeon is a bottom feeding fish that has lived for millions of years in large, slow moving, shallow rivers. The whooping crane and the peregrine falcon also visit the lake on occasion.” (U.S. Army Corps of Engineers).

4. Water Treatment

Fort Berthold Rural Water Development (formerly Municipal, Rural and Industrial Water Project) has water treatment plants in operation at White Shield, Four Bears, Mandaree, and Twin Buttes. These facilities are operated and maintained by tribal water operators, who are state-certified.

Under the auspices of the North Dakota Water Resources Act, the Tribes are in the process of designing and implementing a rural water system that will reach all residents on the reservation. This project, to be done in phases, is currently threatened by federally reduced funding.

There are still many homes throughout the reservation with septic tanks. Families have to haul their drinking water and pay for septic cleaning and the Rural Water Department is working continuously to get them to remove the septic tanks. Brown coal-filtered well water throughout the reservation has typically proven to be unhealthy, for drinking and household use. Many families must still take their clothes to a Laundromat because the brown water is also not suitable for washing clothes.

5. Air Quality

An Air Quality Program has been in existence on the Reservation since the 1980's, and is administered by the Tribes Environmental Department. There is currently an air-quality monitoring station, and a wind monitoring station located in the Four Bears District. There is also an air-quality monitoring station located in both the White Shield and Mandaree Districts. The EPA air monitoring sites measure wind velocity and direction, rainfall, barometer and temperature. The sites monitored have always been well below EPA standards and are classified as having pristine air.

6. Wetlands

Wetlands systems present on the Reservation are Palustrine and Lacustrine systems. Palustrine systems include all non-tidal wetlands dominated by trees, shrubs, persistent emergence, emergent mosses or lichens, and all such wetlands that occur in tidal areas where salinity from ocean-derived salts is below .5 ppt. Wetlands lacking such vegetation are also included if they exhibit all of the following characteristics:

- *are less than eight hectares (20 acres);
- *do not have an active wave-formed or bedrock shoreline feature;
- *have at low water a depth less than 2 m (6ft) in the deepest part of the basin; and,
- *have a salinity due to ocean-derived salts of less than .5 ppt.

Lacustrine systems include wetlands and deep water habitats with all of the following characteristics:

- *situated in a topographic depression or a dammed river channel;
- *lacking trees, shrubs, persistent emergence, emergent mosses or lichens with greater than 30 percent areal coverage; and,
- *total area exceeds eight hectares (20 acres).

(TAT Environmental Assessment, Braun Intertec Corporation, Mpls, MN, May 29, 1998)

7. Flood Plains

The Planning Office recently received a \$53,000 grant from the Federal Emergency Management Agency (FEMA) to develop a flood mitigation plan for flood-prone, winter storms, tornadoes, oil and gas spills, etc. on the reservation. This plan developed has been complete by an outside consultant who had until November 2017 to complete it and In September 2018 the

Mitigation Plan and NIMS (National Integration Management System) was completed and approved by FEMA And Tribal Council. The Planning Office will seek funding to map the flood plains located within the exterior boundaries of the reservation. The Mitigation Plan was complete and approved by FEMA and the Tribal Business Council in 2018 along with the NIMS (National Incident Management System). There is millions of federal funds available after the Mitigation Plan was approved so MHA Nation can apply for the second phase which is the Shelters for each six communities.

G. Smart Growth Initiatives

1. Recreation

TAT's 4 Bears Casino has afforded more continuous employment on the reservation during the past fifteen years than any other venture. The further expansion of an Events Center, C-Store, Bait Shop and Marina has provided opportunities not only for full and part-time employment, but also for recreation and entertainment. The casino currently employs roughly over 400 individuals.

2. Energy

a. Oil Refinery JS 7/1/21

The Oil refinery is on Phase I and along with the oil refinery TAT is proposing an energy development plan which would include the refinery, and ethanol plant, and industrial park. The refinery will create around 300 jobs during construction and as many as 100 permanent jobs once construction is complete.

b. Ethanol Plant

Currently, the State of North Dakota ethanol industry contributes more than \$300 million annually to state's economy and supports more than 10,000 jobs. North Dakota's ethanol plants employ nearly 200 workers directly in positions such as chemists, engineers, accountants, managers, and support staff. The TAT continues to try and do a feasibility study for an ethanol plant, however, this was held off until the oil refinery FEED Study was complete and that is still has not been done.

3. Tourism

a. Three Affiliated Tribes Earth Lodges

The Tourism is working on a new rebuilding the new earthlodges located west of the tribal building. Also, a park, picnic area, hiking trails and camping is also available onsite and located by Lake Sakakawea.

b. Figure Four Ranch

This 15,000 acre ranch located on the southwest border of the Reservation, provides trail rides, hiking, camping, hunting forays, bed and breakfast, bird watching, and other tourist related activities.

c. White Shield Cultural Center

The center is an earth lodge shaped structure, featuring Arikara

(Sanish) artifacts and displays, archived recordings of songs, stories, reference, library, sound room, youth center, kitchen, activity center, and exhibit area, conference room, and visitor reception area.

d. Four Bears marina & Bait Shop

The marina and bait shop bring tourist to the area by way of having Derbies, boating, swimming, and other water recreation.

4. MHA Enterprise

- a. MHA Buffalo Enterprise raises buffalo (Bison) for wholesale, retail and for hunting. The operation is located in Mandaree, ND, and operates pastures in the Skunk Creek area and the Figure Four Ranch.
- b. Figure Four Ranch consists of approximately 15,000 acres next to the Little Missouri River. The ranch includes biking, hiking, hunting, and camping.

H. Brownsfield

The original structure, which was built with EDA assistance in 1963, served off and on as a motor lodge/restaurant and lounge facility, but had fallen into ruin largely because of the high electrical costs associated with its operation. The Tribe does have a Brownfield grant thru the EPA and its to survey the reservation for new sites and investigate potential Brownfield sites brought to the attention of the Brownfield office. Also, to give an updated list of locations, buildings, and/or properties on the Fort Berthold Reservation that are known or suspected to be contaminated due to releases of hazardous substances, pollutants or contaminants to include petroleum, mining/mineral or controlled substances/drug lab wastes.

I.) Infrastructure

1. Transportation

a. **Airport Services**- Fort Berthold Reservation is situated 81 miles southwest of the nearest airport in Minot, ND, which is served by Northwest Airlines, Delta, United, and Allegiant. The City of New Town owns a general aviation airport 1 mile south of New Town, which has a 3000 foot runway; and the City of Parshall, 17 miles east, has a small airport. The next nearest airports are Williston, ND, located 70 Miles northwest of the Reservation; Dickinson, ND, Located 70 miles south of the Reservation; and Bismarck Airport, 2.5 hours southeast of the Reservation.

b. **Bus Service**- (1)GreyHound Bus Service: There is no public transportation bus service within the immediate area. Dickinson Greyhound Bus Line (60) miles would be the closest on the south boundary of the Reservation. (2) **Four Bears_Casino Shuttle**- The 4 Bears Casino provides Local shuttle service to residents within the City of New Town and Drags Wolf Village (Four Bears District) to the casino and back to their homes. They also have a Fun Bus service that are used to bring guests from Minot, Dickinson, and Bismarck only during special guest star appearances or special events, usually on weekends.

c. Highways/Roads

(1) Interstate 94

Runs east and west, and is accessible either through Dickinson or Bismarck-Mandan, 1.5 and 2.5 hours, respectively.

(2) U.S. Highways

(a) Highway 83 runs north and south, and is located 60 miles east from New Town.

(B) Highway 85 runs north and south 45 miles west of New Town.

(3) State Highways

(a) Highways 22 and 23 and 37 provide most of the paved roads on the Reservation and are traveled most frequently.

(b) Highway 22 located on the west boundary of the reservation, traverses north/south, and serves the New Town, Four Bears, Mandaree, and Twin Buttes Segments. A portion of this highway, within the reservation boundaries has been designated as a Scenic Byway by the State Highway Department.

(c) Highway 23 on the north boundary of the reservation, traverses east/west and serves the New Town, Parshall, and White Shield Segments.

(d) Highway 37 in the northeast part of the Reservation traverses south/east or west/north. Highway 37 serves as the major access road to the Parshall and White Shield Segments.

(e) A portion of State Highway 1804 designated as a part of the Lewis & Clark Trail is located in the White Shield Segment.

(4) Four Bears Bridge

Connecting the North, NE, and East Segments of the Reservation with the NW, West, and South Segments of the Reservation is in the beginning stages of being replaced and is complete and provides service to all traffic. The new Four Bears Bridge will have two 12-foot wide driving lanes with 8 foot wide shoulders, along with a 20 foot wide walkway. The walkway will have an informational display. Thirteen piers will hold more than 500 8x50x16 foot concrete sections, which will be pre-cast at the construction site, then moved by barge to their positions on the bridge.

Chapter VI Vision, Mission, Goal Statement

Chapter VI Vision, Mission, Goal Statement

VISION:

As a planning team of tribal members who are community based and share cultural values, languages, and traditions of the Three Affiliated Tribes (Mandan, Hidatsa, Arikara) we invoke the divine blessings of our creator upon these efforts and purposes envisioned by us. We wish to preserve for ourselves, and for our descendants, the rights secured under Indian Treaties and the benefits we deem ourselves entitled to under the Laws and Constitution of the United States. Our Vision is to prepare ourselves to return to a strong, independent tribal society and nation within this new millennium.

MISSION:

Our Mission is to provide an opportunity for the current and future members of our Tribal Business Council, our current and future tribal entities, and our people, the Mandan, Hidatsa, and Arikara, to utilize an effective planning process which will include consideration of all our tribal resources—human, natural, and other—to best meet the needs of the Three Affiliated Tribes’ and its communities through the establishment of a socio-economic planning model that will evolve and be utilized on a continuing basis.

GOAL:

Our Goal is to develop a social, political, and cultural environment, which will provide a democratic government for the Nueta, Hidatsa, and Sahnish people of the Three Affiliated Tribes.

Values & Beliefs:

Leadership Accountability

Maintaining a culturally-based respect for tribal diversity

Native Empowering by community participation in all tribal planning efforts

Preservation of our three native languages

Rendering services that include notable tribal benefits

Respect for Mother Earth

Sharing rewards in appropriate and empowering ways

Tribal Efficiency and government stability

PRAYER

“We Humbly invoke the divine blessing of the creator upon our efforts & purposes”

Chapter VII ACTION PLAN

Chapter VII Action Plan

A. TAT Planning and Development Office

The CEDS professional staff, currently numbering seven full-time employees, is charged with the responsibility of carrying out the policies and directives of the Fort Berthold CEDS Planning Committee, while working with and through the Tribal Business Council and others.

In addition to their regular duties, and in lieu of a statistician or demographer, the staff is attempting to collect and analyze pertinent information about the Reservation, coordinate the visioning and goal setting process of the CEDS Planning Committee, assist in the development of the action plans, prepare the annual TAT CEDS Plan, document after public input, and recommend changes have been obtained, and implement the action plans.

B. Fort Berthold Planning Committee

From here on, the Fort Berthold CEDS Planning Committee Members will be involved in the TAT CEDS planning process as their individual situations allow. Monthly, quarterly, or special planning meetings shall be held at the request of members of the planning committee, and shall be facilitated by the Planning and Grants Office.

C. Prioritized List of Goals and Objectives:

1. Oil Refinery
2. Dive & Rescue Building
3. Seed to Feed Program (Greenhouse)
4. White Shield Administrative Building
5. Diabetic Building
6. Elders Center White Shield
7. Four Bears Community Center

D. Implementation Schedule/Time Line Strategic Goals & Objectives

1. OIL REFINERY (Tribal, Federal, Private Venture Funds) Goals/Objectives			
Key Activity	Responsible Party	Time Line	Evaluation Indicator
Hold Community/Info Mtgs Apply for EDA Grant Lobby for BIA Funds	Planning Dept Consult. Planning Dept. TAT Chairman	Ongoing	Minutes/Attendees Grant Received BIA Funds Rcvd
Begin FEED Study Process	Legal/TAT TBC	Nov 28, 2008	TBC Approved Jan '09
Seek Venture Capital	RIAD Engineers; Consultant	Ongoing	TBS Approval
Set Up Separate Energy Enterprise Corp. BODs EPA Approval	Consultant/Planning Consultant/P&G Dept.	Oct 2013	Capital Raised TBC Approval
Site (location decision; Purchase land; development of utilities infrastructure; obtain rights of ways, easements; application to transfer fee land to trust land.	Public Works, CEDS Consult/Planning Consult/Planning/Legal Nat Resources, Public Works	Complete May 2013	EPA Approval Land Obtained
Set Up Transmission Line Contracts, Agreements, etc.	Consult/TAT TBC	11-2013	Construction work commenced
Advertise & Award bids for Construction	Consult/Planning	10-2013	Contractor for Transmission lines
Begin Construction Phase		11-2013	Construction begin

<p>Supply Crude</p> <p>Begin Education, Training Process</p>	<p>Contractor/Project Engineer/Planning Contractor</p> <p>Workforce Dev Comm. FBCC; Human Res.; Pub Works/Planning</p>	<p>Spring '18 June 2016 Nov 2016</p> <p>Fall 2019</p> <p>Immediate and Ongoing</p>	<p>BIA Awarded TBC Approved Construction completed</p> <p>TBC Approved</p> <p>Employees Trained for refinery jobs</p>
<p>Final Inspection</p> <p>Begin Hire Process</p> <p>Begin OJT and Work-Related Exercises</p>	<p>Proj. Eng. Human Res/TAT TBC Refinery Director and Refinery Employees</p>	<p>Aug 2017 Ongoing Spring 2021</p>	<p>Const. Complete Jobs filled Refinery Operating</p>

2. Dive & Rescue Building			
Key Activity	Responsible Party	Time Line	Evaluation Indicator
Research Funding	Northeast Rep.	Fall 2020	Research Grant
Find Site	Tribal Bus Council		Tribe
Locations	Planning Dept	2016 to 2019	EDA Funding
Site Purchase Talks*	Natural Resources	2016 to 2019	Sites Approved
Easements, ROWs	Numerous Parties	Summer 2019	Uses of Tribal Land
Environmental	Natural Resources	2020 to 2023	Access Acquired
Proof of Publication	Planning Dept	Summer 2019 to 2020	Approval by EPA
	Planning Dept		USDA Sent Copy
Construction	Contractor	Oct '20 to Feb'21	Project Accepted

3. Seed to Feed Program (GreenHouse) (EDA/Tribe) Goals & Objectives			
Key Activity	Resp. Party	Time Line	Evaluation Indicator
Obtain Funding	Ken Dean, April Wilkinson	July 2021 to Jun 2022	August submission
Site Location	Parshall Community, Natural	Jun 2020	Site Selected and Surveyed
Easements, ROWs	Natural Resources	Sept 2019	Access Permitted
Environmental	A/E, Planning	Summer 2020	EPA Approval
Proof of Publication		2019-2020	
Bid & Award		Tribal Council	Project Accepted

Construction		Fall '21 to Jun 2022	
4. WHITE SHIELD ADMINISTRATION BUILDING (Tribe) Goals & Objectives			
Key Activity	Responsible Party	Time Line	Evaluation Indicator
Community Input	WS Tribal Rep	2018 to 2020	Meeting Minutes
Project Decision	WS Community	2019 to 2020	Meeting Minutes
Environmental Rev	TAT	Oct – Nov 2020	EPA Approval
Secure A&E	WSCB	Feb – Apr 2018	A&E Assigned
Finalize Design	WSCB	Mar – May 201	Plan Accepted
Bid Project	WSCB	Oct – Dec 2018	Successful Bid
Award Project	WSCB	Oct – Dec 2020	Award Accepted
Finalize Contract	WSCB/Legal	Oct – Dec 2019	Signed Contract
Construction Phase	Contractor	Jan – Apr 2020	Complete Project
Final Inspection	Project Manager	April 2021	Project Accepted
Close Out	Finance	September 2021	HUD Approval

5. TAT Diabetic Building (Tribe, Federal) Goals & Objectives			
Key Activity	Responsible Party	Time Line	Evaluation Indicator
Assign Project Responsibility	Chairman/TBC	Dec 2017 to Jan 2018	Designated Project Manager
Budget	Chairman/TBC	2018 -2019	Administrative Capability
Determine Site Location	Natural Res/TBC	2019 - 2020	Site across Clinic.

Finalize Design and Plan for Area	North Segment	2020	Area Mapped Out
Obtain Initial Funding for Project	Chairman Fox/TBC	2021	General Fund

6.Elders Center WS	Tribally Funded	Goals/Objectives	
<u>Key Activity</u>	<u>Responsible Party:</u>	<u>Time Line:</u>	<u>Evaluation Indicator:</u>
Assign Project Responsibility	Chairman/TBC	Dec 2017 to Jan 2018	Designated Project Manager
Budget	Chairman/TBC	2018 -2019	Administrative Capability
Determine Site Location	Natural Res/TBC	2019	Site White Shield
Finalize Design & Plan For Area	White_Shield Segment Represent.	2019-2020	Area mapped Out
Obtain Funding	Chairman/TBC	2020	General Fund
Completion	WS Representative/TBC	2021	Grand Opening

7.WS Community Center	Tribally Funded	Goals/Objectives	
<u>Key Activity</u>	<u>Responsible Party:</u>	<u>Time Line:</u>	<u>Evaluation Indicator:</u>
Assign Project Responsibility	Chairman/TBC	Dec 2017 to Jan 2018	Designated Project Manager
Budget	Chairman/TBC	2018	Administrative Capability
Determine Site Location	Natural Res/TBC	2019	Site White Shield
Finalize Design & Plan For Area	White_Shield Segment Represent.	2019	Area mapped Out
Obtain Funding Completion	Chairman/TBC	2020	General Fund
	WS Representative/TBC	2022	Ongoing

The TAT CEDS Planning Department will continue to encourage quarterly (or monthly if necessary) Reservation Planning Committee Meetings, wherein all key players are present,

The TAT CEDS Planning Department will ensure someone from the planning staff is present at all TBC Meetings to keep informed of potential economic development plans that may be discussed.

The TAT CEDS Planning Department will continue to advocate for all proposal requests seeking tribal investment/funding to be routed through the Reservation Planning Committee.

E. Prioritization of Goals

In 2021, the following projects were identified by the Tribal Business Council as designated priorities for the CEDS Planning Department. However, Projects were later taken from the Planning Department and were contracted out to consultants or assigned elsewhere. The oil and gas application refers to the EDA grant application for a feasibility study.

1. Water Park
2. C Store Expansion Four Bears
3. Mandaree School
4. Four Bears Community Center
5. Elderly Assisted Living Center WS
6. Twin Buttes Community Center
7. Parshall School * Athletic Complex
8. Solid Waste Transfer Stations
9. Land Purchases
10. Emergency Center/Holding Cell WS

Projects 1 has been completed 2018

Projects 2 was completed on July 2021

Project 3 is in process of being built with Tribal Funds.

Project 4 remains to be acted on due to lack of funds but is still considered a priority.

Project 5 has been acted on and is in construction mode.

Project 6 has been completed in Spring 2020.

Project 7 Has been completed Spring 2021.

Project 8 is in process of being built with Tribal Funds.

Project 9 some have been purchased to date but still ongoing.

Project 10 remains to be acted upon but still a priority.

In 2019, the Tribes' prioritization of projects by the Tribal Business Council remained much the same as in 2018. In addition, several new projects were begun utilizing JTAC Economic Development Funds.

These Projects did not go through either the Reservation Planning Committee or the TAT CEDS Planning Office. Rather, consultants and/or other tribal offices were designated to initiate and conduct the administration of the following projects:

1. MHA Child Safety Center
2. Tribal Housing Project (Multi-family Housing) NE Segment
3. Child Care Facility NE Segment
4. Van Hook/Sanish Road Repair
5. Plotting of 39 Home Sites Van Hook

6. White Shield Casino/Grocery/Theater
7. White Shield Public Safety Building
8. White Shield Clinic
9. Four Bears Community Center
10. White Shield Multi Family Housing
11. Twin Buttes Clinic
12. Twin Buttes Duplex.
13. New Town Community Center
14. New Town Car Wash
15. New Town Laundromat

However, on February 11, 2021, the Tribal Business Council did approve the following top priority projects by passing and adopting **Resolution No.** entitled “Three Affiliated Tribes’ Comprehensive Economic Development Strategy (CEDS) Plan – FY 2021-2026” wherein it is stated “This Administration has developed a comprehensive economic development strategic planning process and a reservation-wide strategic planning committee to carry out the economic development initiatives of the Tribe that will benefit the Tribe as a whole; and, the Three Affiliated Tribes’ strategic plan for 2021-2026 shall include, but not be limited to, the following projects, which are not prioritized, as they are all considered to be equally important:

1. Land Purchases
2. Water Park
3. C Store Expansion Four Bears
4. Dive & Rescue Building Peninsula
5. Gaming Vessel
6. Mandaree School
7. Fire Protection Emergency Center
8. Seed to Feed Program (GreenHouse)
9. Elders Center WS
10. Athletic Field WS
11. Bus Garage WS
12. Master Plan Community Infrastructure White Shield
13. Emergency Center/Holding Cell White Shield

14. Master Plan Community Infrastructure Twin Buttes
15. Transitional Living Facility Bismarck
16. Car Wash New Town Complete
17. Laundry Mat New Town Complete
18. Diabetes Building
19. Administration Building White Shield Complete
20. Homeless Shelter New Town
21. Building Interpretive Center Complete
22. Elderly Assisted Living Complex
23. Water Depot & Storage Development
24. Road Construction & Maintenance
25. Community Center White Shield
26. Four Bears Community Center
27. Twin Buttes Community Center Complete
28. Parshall School & Athletic Complex
29. Cattle Relending
30. Solid Waste Transfer Stations
31. Casino Development

F. Cooperative, Participatory Process used to Select and Prioritize Goals

Information gathered by a TAT Economic Recovery Fund Committee was made available to the Tribal Business Council and a few tribal members in a document entitled “Five-year plan for the Equitable Compensation Act, P.L. 102-575, Section 3502, for fiscal years 1998-2003.”

The establishment of a reservation-wide planning committee and a central planning office provided further information to the people and to Tribal Council Members through continued communication and reports.

As discussed in Section D, above, priorities were established and acted upon by the Tribal Business Council, utilizing the resources of planning and other tribal program staff. Planning and Development staff and Planning Committee members have been effective in transmitting the recommendations and concerns of the people of the Tribal Council.

The Strategic Planning Committee information has evolved and been incorporated into this TAT Comprehensive Economic Development Strategic (CEDS) Plan to be used by the Tribal

Business Council, tribal communities and others involved in economic development planning on Fort Berthold Reservation.

This Plan was approved and accepted by the members of the Three Affiliated Tribes' Tribal Business Council on , per TAT Resolution No. .

G. Intermediate, Short, Long-Term goals

1. The intermediate and short-term goals of the TAT CEDS Planning & Development Office for 2021 are:
 - a. Print and distribute copies of the Three Affiliated Tribes' CEDS Plan;
 - b. Continue monthly or quarterly Reservation Planning Committee Meetings;
 - c. Continue to work with Northwest Venture Communities, Inc. in their fight against poverty in northwest North Dakota;
 - d. Coordinate and manage ongoing grants;
 - e. Provide technical assistance to communities and tribal programs on grant applications that complement the Tribes' strategic plan;
 - f. Apply for HUD 2023 ICDBG for Mandaree Infrastructure;
 - g. Provide assistance, when asked, on any ongoing projects.
2. Long-Term Goals
 - a. Establish a centralized data center;
 - b. Establish an archive of all studies and reports completed for the Tribes;
 - c. Establish a coordinated, grassroots planning process for Fort Berthold Reservation;
 - d. Complete a reservation-wide zoning plan;
 - e. Assisted Living Facility
 - f. Water Park for each community
 - g. Boys & Girls Club in each community
 - h. Homeless Shelter
 - i. Elder and Veterans Centers for segments
 - j. Homes and Duplexes for segments

Chapter VIII Evaluation

Chapter VIII Evaluation

A. PERFORMANCE MEASURE:

Although this planning process began in April 2016, for various reasons (Which EDA has been kept apprised of) a NEW CEDS Plan was not immediately written for 8 years. However, through the continuation of a monthly Fort Berthold CEDS Planning Committee Meetings, from 2014 to Spring 2016, it has been reestablished that the needs statement, vision, mission, goal, priorities, and spot analysis all remain unchanged at this time.

After 2016, the TAT CEDS Plan document will be reviewed on an annual basis by the Fort Berthold Reservation CEDS Planning Committee, which will recommend appropriate changes and updated to be made, before forwarding to the Tribal Council for final approval.

On May 30th of each year, The TAT CEDS Planning Office will provide an annual progress report to the Tribal Business Council, the Reservation Planning Committee, and the Economic Development Administration.

Each year, during the CEDS June Meetings, the Tribes' Strategic Plan will be reviewed and evaluated by the Planning Committee, with the necessary changes and updates being made by the TAT Planning Office.

Thereafter, the modified and updated plan will be presented to the Tribal Business Council for review and final approval before the next fiscal year.

B. EVALUATION PROCESS:

When requested by members or others, CEDS Planning Meetings will be held the third Wednesday of each month, 1:00 p.m. to 3:00 p.m. in the Planning Conference Room at the MHA TERO Building.

Special Meetings may also be held if deemed appropriate and necessary. The meetings will allow the community leaders and other tribal representatives to exchange information and be brought up to date on what is happening within their communities and elsewhere on the Reservation.

As a whole, there will be an ongoing evaluation of the process, output, outcome, vision, mission, and goal statement, problems, opportunities, community assessments, and the evaluation process.