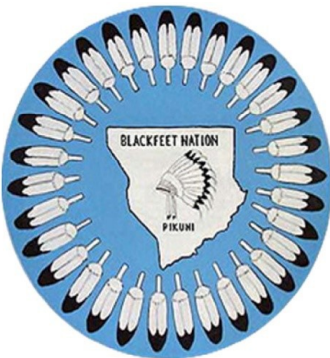


2018-2022

***The Blackfeet Tribe of the
Blackfeet Indian Reservation***

***Comprehensive Economic
Development Strategy***



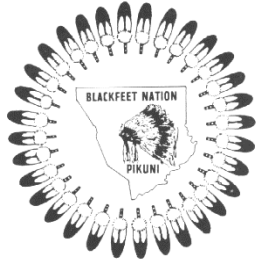
FOR INFORMATION RELATED TO THIS CEDS DOCUMENT OR

FOR INFORMATION ABOUT THE BLACKFEET RESERVATION,

CONTACT THE BLACKFEET PLANNING OFFICE AT:

PO BOX 2809 BROWNING MT 59417 (406)338-7406 OR

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BLACKFEET NATION

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**EXECUTIVE COMMITTEE
BLACKFEET TRIBAL BUSINESS COUNCIL**

Harry Barnes, Chairman
Timothy Davis

Terry Tatsey, Vice-Chairman
Harry Barnes Tyson T. Running Wolf, Secretary
Joseph "Joe" McKay Tinsuwella Bird Rattler, Treasurer
Nelse St. Goddard

Terry Tatsey
Tyson T. Running Wolf

Carl D. Kipp
Iliff "Scott" Kipp, Sr.
Roland Kennerly, Jr.

RESOLUTION

NUMBER: _____

WHEREAS: The Blackfeet Tribal Business Council is the duly, constituted, governing body within the exterior boundaries of the Blackfeet Indian Reservation pursuant to Section 16 of Act of June 18, 1934 and Amendments thereof, and

WHEREAS: The Blackfeet Tribal Business Council has been organized to represent, develop, protect, and advance the views, interest, education, health and resources of the Blackfeet Indian Reservation, and

WHEREAS: Pursuant to the Blackfeet Tribal Constitution and By-Laws, Article VI, Section 1 (a), the Blackfeet Tribal Business Council has the power and authority to negotiate with the federal, state, and local governments on behalf the Blackfeet Tribe, and

WHEREAS: The Blackfeet Tribal Business Council is cognizant of the fact that it must have a viable plan that directs economic development on the Blackfeet Reservation, and

WHEREAS: The Blackfeet Tribal Business Council is cognizant of the main purpose of Blackfeet Planning and Development Department is to provide comprehensive planning and economic development for the Blackfeet Indian Nation direction, and

WHEREAS: The Blackfeet Tribal Business Council is cognizant of the efforts of the Blackfeet Planning and Development Department to obtain input from community members, program directors and other agencies in an effort to formulate a Comprehensive Economic Development Strategy (CEDS), and

NOW, THEREFORE BE IT RESOLVED as follows:

1. That the Blackfeet Tribal Business Council, acting for and on behalf of the Blackfeet Indian Nation, hereby approves the attached 2018-2022 Comprehensive Economic Development Strategy (CEDS)
2. That the Chairman or Vice-Chairman in the Chairman's absence and the Secretary are hereby authorized to sign this Resolution on behalf of the Blackfeet Tribe of the Blackfeet Indian Reservation.

ATTEST:

**THE BLACKFEET TRIBE OF THE
BLACKFEET INDIAN RESERVATION**

Tyson T. Running Wolf, Secretary
Blackfeet Tribal Business Council

Harry Barnes, Chairman
Blackfeet Tribal Business Council

CERTIFICATION

I hereby certify that the foregoing Resolution was adopted by the Blackfeet Tribal Business Council in a duly called, noticed, and convened _____ Session assembled for business this _____ day of _____, 20____, with _____ () members present to constitute a quorum and with a vote of ____ FOR, ____ OPPOSED, and ____ ABSTAINING.

(Corporate Seal)

Tyson T. Running Wolf, Secretary
Blackfeet Tribal Business Council

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Introduction

The Comprehensive Economic Development Strategy (CEDS) is a collaborative planning document designed to guide the economic growth on the Blackfeet Reservation. The purpose

of the Blackfeet CEDS is to establish a process that analyzes what the Blackfeet Reservation has at the present time to help create jobs, promote stable and diversified economies, and improve living conditions in the next five (5) years. The Blackfeet Tribe receives annual funding from the U.S. Department of Commerce Economic Development Administration (EDA) to conduct economic development planning activities. An outcome of these activities is a re-write of the Blackfeet Comprehensive Economic Development Strategy (CEDS) every five years.

This strategy describes the background setting of the Blackfeet Reservation economy, including information about Tribal history, demographics, physical environment, existing businesses, job training programs, economic trends and the Tribes association to regional economic growth. The Plan identifies the strengths and weaknesses of the Reservation economy, as well as opportunities and threats – called a SWOT analysis. The SWOT analysis directs the strategy and action plan of the Blackfeet Reservation for economic development. The action plan was developed from the goals and objectives identified by Tribal leaders, Tribal members and partners through the planning process. Evaluation and performance measures are incorporated in the action plan as well as addressing economic resilience.

The Blackfeet CEDS was developed with input from a BCEDS committee, partners included; multiple Tribal government departments, members of the Blackfeet Tribal Business Council economic development committee, a member of the Native American Development Corporation, small businesses and Siyeh Tribal Corporation members. The planning process was open to the public and public input sessions were conducted in Browning, Babb and Heart Butte.

Summary Background

The Blackfeet Indian Reservation is located in northern Montana east of the Continental Divide along the Canadian border. The reservation is situated along the eastern slopes of the Rocky Mountains bordered by the Canadian province of Alberta on the north with Cut Bank Creek and Birch Creek making up part of its eastern and southern borders.

The reservation is a highly rural agricultural area, spanning parts of both Glacier County and Pondera County, with a population of 10,405 residents (2010 census). There is one large community on the reservation, the past Town of Browning (population 1,016) it is no longer incorporated, which is the gateway to Glacier National Park and has served as the headquarters of the Blackfeet Indian Agency since 1894. Browning is also the principle shopping center on the reservation. There are also a number of small unincorporated communities (census designated places) on the reservation including the towns of Babb, East Glacier Park Village, North Browning, South Browning, Starr School and Heart Butte.



Currently there are approximately 17,194 enrolled tribal members, two thirds of whom (9,557) reside on the Blackfeet Reservation. The reservation contains approximately 3,000 square miles (1,525,712 acres) of which 30% (452,729 acres) are individually allotted lands, 33 % (508,644 acres) are tribally owned lands and 37% (564,339 acres) are fee title or state lands. (Maps 1-1 and 1-2 Blackfeet Reservation and its communities)

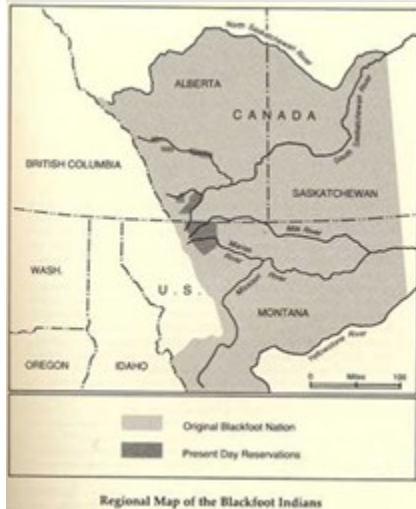
The Blackfeet Reservation has a varied topographic makeup ranging from the grasslands and river valleys of its agricultural area's in the central and eastern parts of the reservation to the heavily-forested mountainous region along the western boundary. Altitudes range from 3,400 feet on the eastern end of the reservation to over 9,000 feet at Chief Mountain in the west.

The Blackfeet Reservation has abundant surface water from tributaries originating on the east face of the Continental Divide in Glacier National Park and the Rocky Mountain Front. Major streams include the Milk River, Cut Bank Creek, Saint Mary River, Two Medicine River, and the Marias River. There are also numerous smaller volume streams widely distributed throughout the reservation, most of which are part of the Missouri River drainage system. The rivers provide a year round source of water for irrigation, livestock, and domestic needs.

Highway 2, a major east – west transportation route, runs through the middle of the reservation and the Town of Browning, while Highway 89 runs across the Reservation from north to south. The Burlington Northern-Santa Fe (BNSF) railroad also runs east-west through the reservation, Browning and East Glacier.

History

Today's members of the Blackfeet Tribe are decedents of the Blackfoot Nation. The Blackfoot Nation is actually a confederation of several distinct tribes, including the South Piegan (Blackfeet or Pikuni), the Blood (or Kainai), the North Piegan, and the North Blackfoot (or Siksika). They traditionally called each other Nitsitapii, or "Real People." This word was also



used by fur traders in the late 1700's thru the 1800's as a reference to Blackfoot speaking people. The name Blackfoot reportedly derived from the black-dyed moccasins worn by some tribal members at the time of early contact with non-Indians. The Blood, Siksika, North and South Piegan freely intermarried, spoke a common language, shared the same cultural traits, and fought the same enemies. This confederation traditionally occupied the northwest portion of the Great Plains from the northern reaches of the Saskatchewan River of western Saskatchewan and southern Alberta, Canada, to the Yellowstone River in central Montana including the headwaters of the Missouri River. The Northern Blackfoot live farthest north, the Blood and North Piegan in the middle just north of the Canadian border, and the South

Piegan (Blackfeet) furthest south along the eastern edge of the Rocky Mountains in northern Montana. The confederation had more than one tribal leader. Each tribe consisted of a number of hunting bands, which were the primary political units of the tribe. Each of these bands was headed by a war leader and a civil leader, the former chosen because of his reputation as a warrior, and the later chosen because of his eloquent oratory.

The location of the territory that they occupied was such that the Blackfeet were relatively isolated and as a consequence they encountered the white man later than most other tribes. During the first half of the 19th century, white settlers began entering the Blackfeet territory and this exposed them to trading. The horse and gun soon revolutionized the Blackfeet culture. The white man's guns offered a formidable new defense against their enemies. Competition for the better hunting territories and the desire to acquire horses led to intertribal warfare. The Blackfeet quickly established their reputation as warriors and demanded the respect of other Indian tribes and the white man alike.

Although they were not officially represented or even consulted, a vast area was set-aside for the Blackfeet Tribes by the Fort Laramie Treaty of 1851. In 1855, the government made a treaty with the Blackfeet and several of their neighboring tribes, which provided for use of a large portion of the original reservation as a common hunting territory.

In 1865 and 1868, treaties were negotiated for their lands south of the Missouri, but were not ratified by Congress. In 1873 and 1874, the Blackfeet southern boundary was moved 200 miles north by Presidential orders and Congressional Acts. The land to the south was opened to settlement.

During the winters of 1883 and 1884, the Blackfeet experienced unsuccessful buffalo hunts. After the disappearance of the buffalo, the Blackfeet faced starvation and were forced to accept reservation living and dependence upon rationing for survival.

In 1888, additional lands were ceded and separate boundaries established for the Blackfeet, Fort Belknap, and Fort Peck Reservations. In 1896 an agreement was once again made between the United States government and the Blackfeet Tribe. This time the United States government was asking for the sale of the Rocky Mountains, which bordered the reservation to the west. It was believed that there were valuable minerals there. A commission was sent out to negotiate and disagreements ensued with tribal members over how much land and money this agreement would involve. The end result was a cession of land that now makes up Glacier National Park and the Lewis and Clark National Forest. Today this agreement is still in dispute over how much land and money was agreed upon. The Blackfeet Tribe still holds some rights in Glacier National Park and in the Lewis and Clark National Forest.

The Indian Reorganization Act (IRA) of 1934 passed by US Congress allowed for tribes to organize a tribal government along with other provisions for education (Johnson O'Malley Funds), credit programs, and others. With the re-establishment of inherent tribal power in 1935, the Blackfeet formed the Blackfeet Tribal Business Council (BTBC) who developed a constitution outlining the powers and authority of the Blackfeet Nation. It is at this point of time that the Tribe selected the corporate name "The Blackfeet Tribe of the Blackfeet Indian Reservation".



The BTBC formed a for-profit business corporation named Siyeh Development Corporation. Siyeh, a federally chartered corporation 100% owned by the Blackfeet Tribe, the name originates from a legendary Blackfeet warrior who was known to be fearless, hardworking and honest. The spirit of Siyeh, embodies, "(1) independent thinking, (2) shouldering responsibility for the work to be done, and (3) taking bold action." Siyeh Development Corporation is the body designated within the tribal organizational structure to carry out business and economic development projects. The corporation chartered in 1999 under Section 17 of the Indian Reorganization act, is part of a dedicated effort on behalf of the Blackfeet Tribe to become economically self-sufficient.

As owners of the Development Corporation, the BTBC retains the authority to make appointments to the Board of Directors of Siyeh. The Board of Directors consists of six members, serving a two-year staggered appointment. The Board of Directors is responsible for managing the business affairs of Siyeh Corporation. To insulate the Board from political pressure the BTBC has no authority to direct corporate affairs. The Siyeh Board of Directors has a fiduciary duty to the Blackfeet Nation as the sole shareholder, and is fully accountable to the Blackfeet Tribe for their business decisions or ventures. The Blackfeet Tribal Business Council views Siyeh Corporation as a way to grow economic development by utilizing Tribal members to bring new sources of jobs to the Blackfeet Reservation.

As with many tribes, a revitalization of tribal traditions and customs grew in the late twentieth century with education initiatives leading the way. The Blackfeet language and their traditional cultural values are taught today through head-start programs in primary and secondary schools and at their Tribally controlled Community College on the Blackfeet Reservation. Strengthening the sense of community through a continued identification with their heritage is one goal of these programs.

Demographics

In 2010 the population of the Blackfeet Indian Reservation was 10,405. Between 1990 and 2010 the population of the reservation grew by 1,856 (21.7%) or about 93 persons per year. This is a higher growth rate than Glacier County which grew by 10.5%, but slightly lower than the State of Montana with a growth rate of 23.8%.

Table 3-1 provides historic population data (since 1990) for the Blackfeet Reservation, the Town of Browning and the reservations unincorporated communities (Census Designated Places), Glacier County and the State of Montana. As Table 3-1 indicates the population of the Blackfeet Reservation has grown by 21.7% since 1990. During the same period of time the Town of Browning, the only incorporated community on the reservation at the time, experienced a 13.6% loss of population while the North Browning Census Designated Place (CDP) grew by 47.5% and South Browning CDP grew by 2.1%. Map 3-1 portrays population densities per square mile on the Reservation.

Table 3-1 Population 1990-2010 Blackfeet Reservation, Glacier County, State of Montana						
	1990	2000	% Change 1990- 2000	2010	% Change 2000- 2010	% Change 1990- 2010
Blackfeet Reservation	8,549	10,100	18.1%	10,405	3.0%	21.7%
Babb		144		174	20.8%	
Browning	1,170	1,065	-9.0%	1,016	-4.6%	-13.2%
East Glacier Park Village	326	396	21.5%	363	-8.3%	11.3%
North Browning CDP	1,630	2,200	35.0%	2,405	9.3%	47.5%
South Browning CDP	1,748	1,677	-4.1%	1,785	6.4%	2.1%
Starr School CDP	260	248	-4.6%	252	1.6%	-3.1%
Heart Butte CDP	499	698	39.9%	582	-16.6%	16.6%
Glacier County	12,121	13,061	7.8%	13,399	2.6%	10.5%

State of Montana	799,065	902,195	12.9%	989,415	9.6%	23.8%
Source: U.S. Census of Population and Housing 1990, 2000 and 2010						

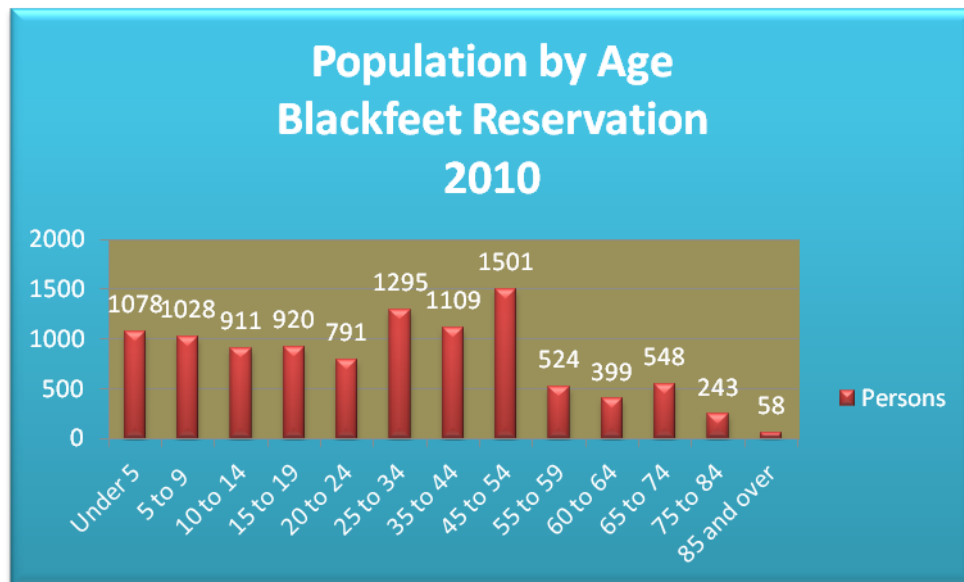
Map #3-1: Population Densities

AGE DISTRIBUTION

Population distribution by age is important in the planning process. Different age groups have different needs. For example, a dependent populations such as people in the 5 to 19 years of age group require schools while people 65 and older may have changing or special housing related needs.

As can be seen in Table 3-2 much of the population on the Blackfeet Reservation is comparatively young. 52.3% of the reservation residents are under 30 years of age with 20.3% being under ten. This contrasts with the age distribution occurring nationally and in the State of Montana. Nationally only 40.7% of the population is under 30 and only 13.1% is under 10. In Montana only 30.6% of the population is under 30 with 12.4% being under ten.

Table 3-2 Age & Gender Distribution Blackfeet Reservation 2010				
Age	Both sexes	%	Male	Female
Total population (all ages)	10,405		5,089	5,316
Under 5 years	1,078	10.4%	524	554
5 to 9 years	1,028	9.9%	519	509
10 to 14 years	911	8.8%	481	430
15 to 19 years	920	8.8%	449	471
20 to 24 years	791	7.6%	392	399
25 to 29 years	705	6.8%	343	362
30 to 34 years	590	5.7%	299	291
35 to 39 years	554	5.3%	262	292
40 to 44 years	555	5.3%	273	282
45 to 49 years	754	7.2%	362	392
50 to 54 years	747	7.2%	347	400
55 to 59 years	524	5.0%	244	280
60 to 64 years	399	3.8%	191	208
65 to 69 years	325	3.1%	164	161
70 to 74 years	223	2.1%	96	127
75 to 79 years	150	1.4%	71	79
80 to 84 years	93	0.9%	51	42
85 to 89 years	39	0.4%	13	26
90 to 94 years	17	0.2%	7	10
95 to 99 years	1	0.0%	1	0
100 to 104 years	1	0.0%	0	1



TRENDS AND PROJECTIONS

Population and household trends and projections provide information important to the planning process. Additional population will increase the demand for services from the Tribe. It will also create land use related demands. For example, an increasing number of households generally indicates a need for more housing units, and an increased need for housing construction will result in additional residential land use demand. Similarly increases will likely result in more transportation, public facility/utilities and open space/recreational land use related needs. In order to consider the amount of developable land that will be needed to accommodate the future population growth, projections of future population size and household numbers need to be considered.

Accurate population and household projections for the Blackfeet Reservation are somewhat difficult to derive due to a number of inconsistent data sources. Time series data from the U.S. Census is readily available, but has historically been inaccurate. Other data sources deemed more credible are not available over a similar time series, making trends more difficult to determine, and projections less certain. Additionally factors such as the lack of housing and jobs can act as limiting factors for population growth. There is some belief among reservation residents that members of the Blackfeet Tribe who live off of the reservation would move to the reservation if jobs or housing were available.

POPULATION TRENDS AND PROJECTIONS

We have assembled three different projections using different assumptions. The first projection is based on the growth rate which occurred in the 20 years between 1990 and 2010.

During that period of time the population of the reservation grew by 21.7%. Projecting a 21.7% growth through 2030 would result in a high range number of 12,663.

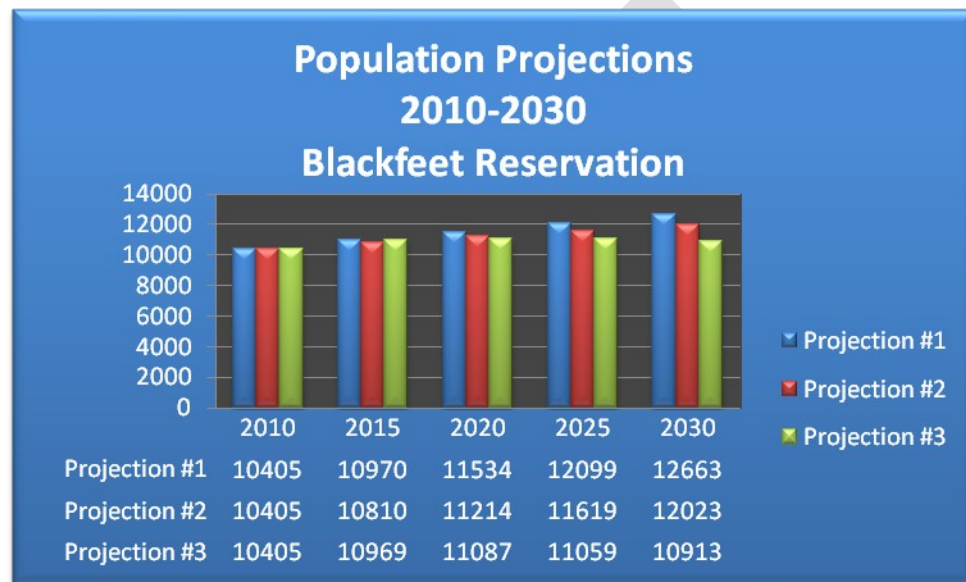
Projection #2, like the first projection is a linear projection based on the growth rate which occurred between 2010 and 2013 according to the American Community Survey. Under this scenario growth of approximately 15% would occur resulting in a population of 12,023 in 2030. Projection #3 is based on the Montana Census and Economic Information Center (CEIC) projection that Glacier County's population will rise to 13,752 by 2030, an increase of 4.3% from 2010 and Pondera County's population will increase to 7,142 by 2030 which is an increase of 11.2%. The CEIC projections are for the entire counties without a specific breakout for the Blackfeet Reservation which had a 2010 population of 10,405. In Projection #3 we have prepared a population forecast for the Blackfeet Reservation which uses a technique involving a ratio analysis from the county level to the area under study (the Blackfeet Reservation). This method uses a previously prepared forecast for the counties (CEIC's projection) and by ratio procedures establishes how the study area (the Blackfeet Reservation) could be expected to share in the forecasted population of the larger area (Glacier County and Pondera County). Under this projection we could anticipate a 2030 population size on the Blackfeet Reservation of 10,913 which is approximately 5% larger than the Reservations 2010 population

It should be emphasized that this projection method is based on the assumption that population growth in any area will exhibit a relationship to the population growth of its parent area. If this relationship were to change, the projected population would also exhibit a corresponding change. It further assumes that the forces that accelerate or retard natural population increases are concurrent between the counties and the study area.

Table 3-3 Population Projection Blackfeet Reservation					
	2010	2015	2020	2025	2030
Projection 1 (based on 1990-2010 growth rate)	10,405	10,970	11,534	12,099	12,663
Projection 2 (based on 2010-2013 growth rate)	10,405	10,810	11,214	11,619	12,023
Projection 3 (based on proportionate share of Glacier and Pondera County Projections)	10,405	10,969	11,087	11,059	10,913
Source: NECI Projection, Montana Census & Economic Information Center					

Three sets of figures above (projections 1, 2 and 3) were utilized in forecasting the Blackfeet Reservations year 2015 through 2030 populations.

We believe that the 2015 through 2030 populations of the Blackfeet Reservation will fall somewhere between Projection 1 and Projection 3 which would place them in the vicinity of Projection 2. However, it must be remembered that these figures are only estimates which are based upon past trends and events such as the development of new housing or creation of new jobs could markedly escalate that figure. For planning purposes, a year 2030 Blackfeet Reservation population of 12,023 is a workable figure.



INCOME

Income related indicators have historically been low on the Blackfeet Reservation. The extent to which incomes are depressed is indicated in Table 3-4 which shows that one-third (33.7%) of the reservations households have incomes below \$20,000 annually and almost one-half (49.6%) have incomes below \$30,000 annually.

Table 3-4 Household Income in the Last 12 Months Blackfeet Reservation		
	#	%
Total:	3,136	.
Less than \$10,000	507	16.2%
\$10,000 to \$14,999	312	9.9%
\$15,000 to \$19,999	239	7.6%
\$20,000 to \$24,999	204	6.5%
\$25,000 to \$29,999	294	9.4%
\$30,000 to \$34,999	148	4.7%
\$35,000 to \$39,999	263	8.4%

\$40,000 to \$44,999	72	2.3%
\$45,000 to \$49,999	180	5.7%
\$50,000 to \$59,999	190	6.1%
\$60,000 to \$74,999	227	7.2%
\$75,000 to \$99,999	266	8.5%
\$100,000 to \$124,999	86	2.7%
\$125,000 to \$149,999	42	1.3%
\$150,000 to \$199,999	78	2.5%
\$200,000 or more	28	0.9%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table B19001		

Table 3-5 compares the 2013 income levels on the Blackfeet Reservation with those of Glacier County, Pondera County and the State of Montana. The 2009-2013 American Community Survey 5-Year Estimates results clearly show a significant difference between income levels on the reservation, these counties and State of Montana.

Table 3-5 Income Levels Blackfeet Reservation, Glacier County, Pondera County & State of Montana				
	Blackfeet Reservation	Glacier County	Pondera County	State of Montana
Per Capita Income	\$13,505	\$15,604	\$22,256	\$25,373
Median Family Income	\$31,741	\$36,701	\$52,698	\$59,743
Median Household Income	\$30,280	\$33,519	\$41,277	\$46,230
Mean Household Income	\$42,699	\$46,178	\$57,767	\$60,639
Source: 2009-2013 American Community Survey 5-Year Estimates; Table DP03				

The per capita income in 2013 was \$13,505 which is only 53.2% of that of the State. Similarly the reservations median family income, median household income and mean household income are each significantly lower than those of the state.

PERSONS IN POVERTY

Table 3-6 compares the poverty rate on the Blackfeet Reservation with those of Glacier County, Pondera County and the State. Almost forty percent of all residents of the Blackfeet Indian Reservation live in poverty. This is over twice the statewide average, over twice Pondera County's poverty rate and is almost six percent higher than Glacier County's.

Table 3-6 Poverty Rates Blackfeet Reservation, Glacier County, Pondera County & State of Montana	
	Poverty Rate
Blackfeet Reservation	39.5%
Glacier County	33.7%
Pondera County	17.5%
State of Montana	15.2%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table DP03	

Reservation households are also considerably more likely to receive public assistance with 38.3% of reservation households reporting that they had received public assistance income or supplemental nutrition assistance. (Table 3-7).

Poverty has been a long term problem on the Blackfeet Reservation. Glacier County, in which most of the reservation lies, has been labeled a persistent poverty county by the U.S. Department of Agriculture (U.S.D.A) meaning that 20% or more of its residents were poor as measured by the 1980, 1990, and 2000 decennial census and the American Community Survey 5 year estimates for 2007-2011.

Table 3-7 Household Receiving Public Assistance Income or Food Stamps/SNAP Blackfeet Reservation & State of Montana				
	Blackfeet Reservation #	Blackfeet Reservation %	State of Montana #	State of Montana %
Total Households	3,113	--	405,508	--
With cash public assistance or SNAP	1,192	38.3%	42,432	10.4%
Without cash public assistance or SNAP	1,921	61.7%	363,076	89.6%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table B19058				

Decreasing the number of people living in poverty and increasing incomes must be a focus of the economic development efforts of the Blackfeet Tribe. Studies have shown that children who live in poverty tend to drop out of school more often and have higher incidents of criminal behavior. Improving the income levels on the reservation will have significant social impacts.

The reservation's high poverty rates and reliance on public assistance are driven by a number of factors, with perhaps the most important being the lack of private sector activity and jobs. U.S.D.A. has described Glacier County's economy, which is largely influenced by the Blackfeet Reservation, as being "government dependent". Although some view this as making the local economy recession proof, it does not build wealth and opportunity.

Socioeconomic Development

For years the Blackfeet Reservation has struggled with the lack of economic development and limited employment opportunities. The general inability to access necessary financing for business start-ups and/or expansion has inhibited private sector business development. Consequently, employment in government agencies – tribal, state and federal – makes up almost half the employment (over 1,600 jobs). Major employers include the Browning Public Schools, Indian Health Service, Bureau of Indian Affairs, Blackfeet Housing and Blackfeet Community College.

HUMAN RESOURCES

In 2015 a review of population, income, employment and education trends on the Blackfeet Reservation revealed three central findings related to Human Resources:

- ❖ The reservations population is growing and is younger – this contrasts with statewide and national trends which are witnessing an aging population.
- ❖ Income levels on the reservation lag significantly behind statewide and national income levels.
- ❖ Educational attainment levels, while showing improvement, still lag behind those of the State of Montana as a whole.

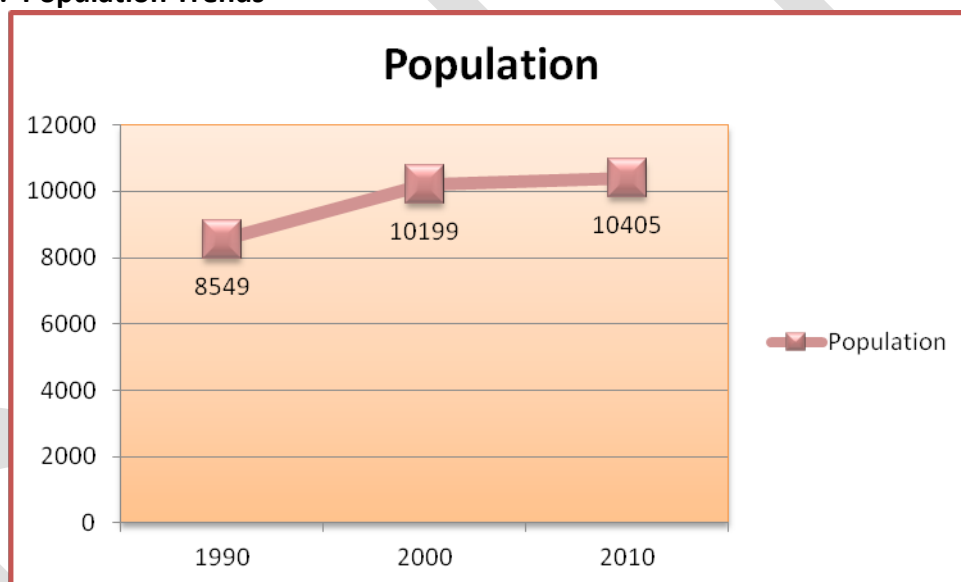
The most important asset to promote future economic growth is a community's workforce. Ensuring that this workforce has marketable skills is essential if future economic growth is to be realized. This section will examine general population characteristics, including population count, age, education, and income characteristics. The second section will focus only on the population which is considered to be part of the labor force specifically examining available labor on the Reservation, unemployment, employment and labor force participation rates.

POPULATION

The Blackfeet Reservation has experience consistent growth. There is some belief among reservation residents that accelerated growth would be inevitable if jobs and housing were available. The Director of Blackfeet Housing indicated, that if a rental housing “waiting list” of 100 households existed and 100 houses were constructed, there would still be a “waiting list” of 100 households as new households would fill the void.

Figure 5-1, below reflects the Population Trends from 1990-2010 which, as was previously indicated reflected a 21.7% growth rate.

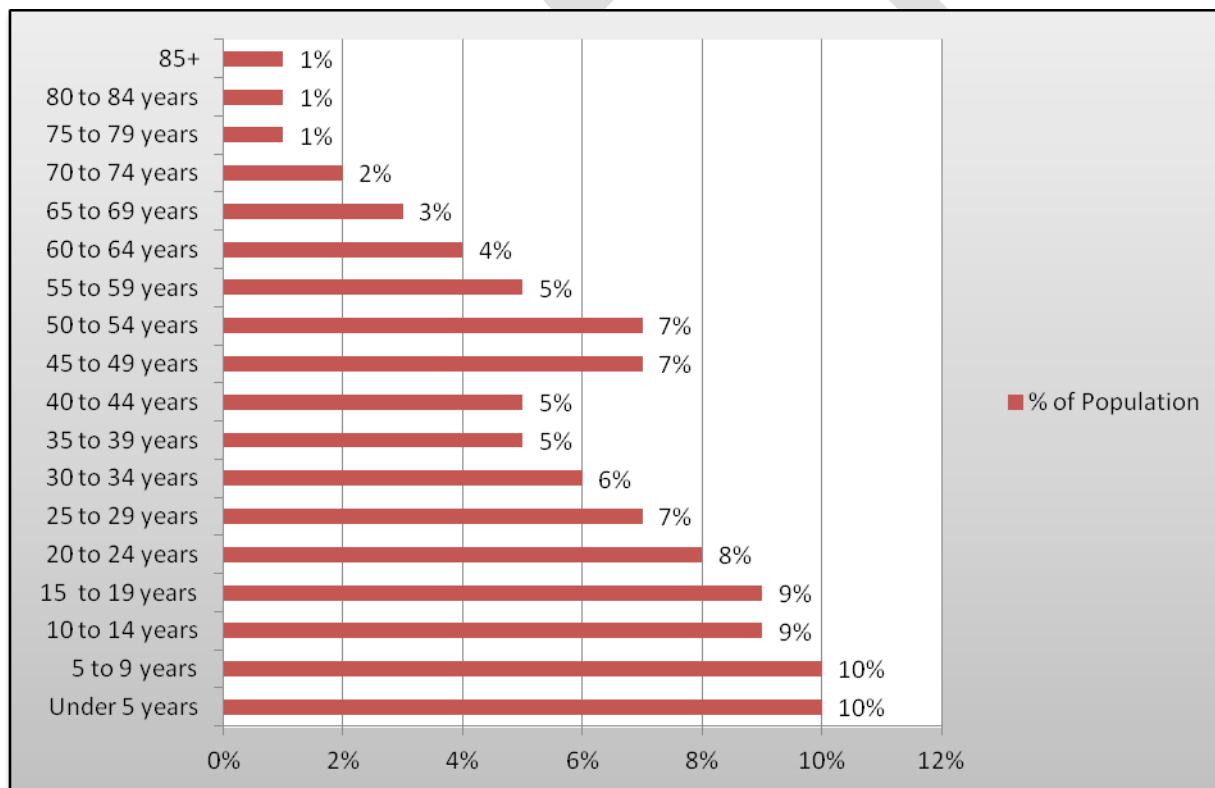
Figure 5-1: Population Trends



Source: US Census of Population 1990, 2000, 2010

Figure 5-2 reflects the Reservations population by age. This data is important for long-term planning. As can be seen below, the population of the Reservation is young. A population pyramid, like the one reflected below, indicates a higher proportion of children and young adults which can be predictive of an accelerated rate of population growth and a lower proportion of older people.

Figure 5-2. Population by Age



Source: US Census of Population 2010

Blackfeet youth make up a larger proportion of the population when compared to the State of Montana as well as Glacier and Pondera Counties. This is reflected in Table 5-1 below, which compares the ages of population for each jurisdiction. The populations were grouped into three age demographics including (1) school age or under 18, (2) 18-65 which is the age demographic from which the labor force is drawn; and (3) the over 65 age group.

With almost one-third of the Blackfeet Reservations population being under 18 years of age an accompanying rise in births could occur which will further strain the tribes need for revenue generation in the future. However, a youthful population also means that the Blackfeet Reservation has a supply of a most important resource – an eager and young workforce which is anxious to cultivate the necessary skills to secure meaningful employment. As the population ages the labor force around the State is expected to shrink. This may provide the reservations younger growing workforce with an opportunity and a competitive advantage. But, it needs to be recognized that simply having workers is not enough. This workforce must be skilled and educated in order for the Reservation to realize its economic potential.

Table 5-1 Population by Age Comparison Blackfeet Reservation, Glacier and Pondera Counties and State of Montana				
	Blackfeet Reservation	Glacier County	Pondera County	State of Montana
Under 18	32.4%	31.8%	24.4%	22.4%
18-65	58.7%	57.5%	56.2%	62.3%
65 and over	8.9%	10.7%	19.4%	15.3%
Source: 2009-2013 American Community Survey 5-Year Estimates Table S0101				

EDUCATION ATTAINMENT

Analyzing the educational attainment statistics of those individuals 25 years and older provides some insight into the Reservation's readiness to meet the business related demands of the future. These figures are often used for comparison purposes in order to determine whether a population has a workforce which is educated to the level necessary to meet the needs of specific businesses. In today's economy there is a growing demand for skilled workers and higher education levels correlate to greater economic opportunities for the area. Table 5-2, below, reflects the Reservation's educational attainment statistics.

Table 5-2 Educational Attainment Population 25 and over Blackfeet Reservation			
	Blackfeet Reservation 2013	Blackfeet Reservation 2000	State of Montana 2013
Less than 9 th grade	5%	9.8%	2.4%
9 th to 12 th grade, no diploma	13.8%	15.8%	5.5%
High school graduate (includes GED)	25.7%	24.7%	30.1%
Some college	24.5%	25.1%	25.2%
Associates degree	14.6%	11.1%	8.2%
Bachelors degree	13.1%	8%	19.7%

Graduate or professional degree	3.2%	5.5%	8.9%
Percent high school graduate or higher	81.1%	74.4%	92.1%
Percent bachelor's degree or higher	16.3%	13.5%	28.6%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table S1501			

One of the most significant economic development concerns facing the Blackfeet Reservation is the educational level of its residents. As is indicated in Table 5-2, current levels of educational attainment, although improved since 2000, remain unsatisfactory. It will be more difficult to create a sustainable long-term economic development effort without changes in the skill level of the workforce.

Recognizing the limitations and vulnerability associated with the economy being heavily reliant on the government sector the Blackfeet Tribe has attempted to diversify by creating or acquiring tribally owned businesses. For years the Blackfeet Tribe struggled in the hope that sustainable tribal enterprises could be created that would produce revenue for the nation and meet the needs of its citizens for jobs and services. Most of these businesses failed because the tribe did not have the needed financial resources or capacity to operate them and because of conflicts within the tribal government.

In 1999, the tribe established a federally chartered, tribally owned corporation (the Siyeh Corporation) to manage businesses on behalf of the tribe and to insulate those businesses from inappropriate political influence. The Siyeh Corporation today runs multiple businesses including a cable television company, a heritage center, an art gallery, a grocery store, a hotel, a telecommunications company and two casinos for the tribe. The corporation promotes economic growth and stability while attempting to preserve Blackfeet cultural and traditional values.

The Tribe did, until 2007, own and operate several Tribal ranches which the Blackfeet Tribal Business Council elected to discontinue because of the often vacillating unpredictable economies associated with ranching and livestock. The herds and equipment were sold and the ranches were leased out thereby allowing the Tribe to retain land ownership and generate a revenue stream.

The reservation does have approximately 140 privately owned businesses, the largest of which employment-wise is Teepees IGA, a grocery store which employs over 50 people.

ECONOMIC CHARACTERISTICS

Economic factors such as employment levels, incomes, available workforce all have an impact on development patterns. The most up to date data available on employment and income levels specific to the Blackfeet Reservation is provided through the 2009-2013 American Community Survey 5 Year Estimates (ACS), so this is the source that we have used in this plan.

TOTAL EMPLOYMENT

Table 5-3 shows the employment status for the Blackfeet Reservation. The unemployment rate on the Blackfeet Reservation as indicated by the ACS is 23.1%. This is significantly higher than the unemployment rates for Glacier County (17.7%), which includes the Blackfeet Reservation in its count, Pondera County (7%) and the State of Montana (7.3%) (Table 5-4). The relatively low labor force participation rate on the Reservation (59.3%) is a clear indication that there are a significant number of discouraged workers. Discouraged workers are individuals who have been unemployed for a long period of time and have given up on seeking employment. These individuals are not considered part of the labor force from the Census Bureau's perspective, and therefore are not reflected in the unemployment rate indicated in Table 5-3. It is believed that the actual unemployment rate would likely be much higher on the Blackfeet Reservation if those individuals who have been unable to find employment, and have quit looking, were considered to be part of the labor force. The Blackfeet Reservations civilian labor force participation rate is lower than that of Glacier County (60.4%), Pondera County (60.7%) and the State of Montana as a whole (64.2%).

Table 5-3 Employment Status Blackfeet Reservation		
	#	%
Total Population (16 years and over)	7,454	
In Civilian Labor Force	4,420	59.3%
Employed	3,396	45.6%
Unemployed	1,024	13.7%
Not In Labor Force	3,034	40.7%
Unemployment rate	23.1%	
Source: 2009-2013 American Community Survey 5-Year Estimates; Table DP03		

The high unemployment and low labor force participation rates on the reservation can be viewed both positively and negatively. While these rates are indicators of economic distress which has historically plagued the Blackfeet Reservation, during times of tight labor markets the potentially available labor on the Reservation is an opportunity which could be attractive to business and industry.

On the Blackfeet Reservation, the tribal economy is largely employed by the tribal government. Almost one half (48.5%) of the employed population on the Blackfeet Reservation are classified as government workers (Table 5-5). Employment through the Blackfeet Tribe, the Bureau of Indian Affairs, Indian Health Services and other governmental entities provide employment for over 1,600 residents. Forty percent of the workforce (1,357 workers) is privately employed while the remainder (11.6%) are self-employed or unpaid family workers.

Table 5-5 Class of Worker Blackfeet Reservation		
	#	%
Civilian Employed Population (16 years and over)	3,396	
Private Wage & Salary Workers	1,357	40.0%
Government Workers	1,646	48.5%
Self Employed in Own Not Incorporated Business Workers	233	6.9%
Unpaid Family Workers	160	4.7%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table DP03		

Table 5-6 provides the distribution of employment by industry for the Blackfeet Reservation. A very large proportion (48.5%) of the employment on the reservation is in the public service industries (education, health care, social assistance, public administration) while in contrast, a very small proportion (1.1%) works in the manufacturing sector. As was previously indicated, the high employment in the public service industries is attributable to jobs which are supported by the federal and tribal governments.

While government based employment is sometimes viewed as a positive because some consider it recession proof, having so much of the economy dependent on one sector creates certain vulnerabilities. The Tribe should continue to seek opportunities to create economic diversity on the Reservation.

Table 5-6 Employment by Industry Blackfeet Reservation		
	#	%
Civilian Employed Population (16 yrs+)	3,396	
Agriculture, Fishing, Hunting & Mining	402	11.8%
Construction	219	6.4%
Manufacturing	39	1.1%
Wholesale Trade	18	0.5%
Retail Trade	285	8.4%
Transportation, Warehousing & Utilities	45	1.3%
Information	57	1.7%
Finance, Insurance, Real Estate, Rental & Leasing	149	4.4%
Professional, Scientific, Management, Administrative & Waste Management	98	2.9%
Educational Services, Health Care and Social Assistance	1,201	35.4%
Arts, Entertainment, Recreation, Accommodation & Food Services	437	12.9%

Other Services except Public Administration	85	2.5%
Public Administration	361	10.6%
Source: 2009-2013 American Community Survey 5-Year Estimates; Table DP03		

Table 5-7 provides information on median earnings by industry for the Blackfeet Reservation and the State of Montana. It can be seen from this table that with few exceptions the comparative earnings in most of the industries indicate that employees on the Blackfeet Reservation are compensated at levels below those of the State of Montana as a whole

Table 5-7 Median Earnings by Industry Blackfeet Reservation				
	Total	%	Blackfeet Reservation	State of Montana
Civilian employed population 16 years and over	3,396		\$23,357	\$28,255
Agriculture, forestry, fishing and hunting, and mining:	402	11.8%	\$26,154	\$31,942
Agriculture, forestry, fishing and hunting	380	11.2%	\$22,500	\$26,754
Mining, quarrying, and oil and gas extraction	22	0.6%	\$93,167	\$61,046
Construction	219	6.4%	\$30,208	\$34,042
Manufacturing	39	1.1%	\$11,932	\$33,447
Wholesale trade	18	0.5%	\$20,000	\$36,177
Retail trade	285	8.4%	\$15,184	\$21,076
Transportation and warehousing, and utilities:	45	1.3%	\$18,750	\$44,584
Transportation and warehousing	12	0.4%	\$26,250	\$42,091
Utilities	33	1.0%	\$16,635	\$59,107
Information	57	1.7%	\$15,179	\$31,476
Finance and insurance, and real estate and rental and leasing:	149	4.4%	\$21,406	\$33,254
Finance and insurance	41	1.2%	\$15,972	\$35,270
Real estate and rental and leasing	108	3.2%	\$28,542	\$30,465
Professional, scientific, and management, and administrative and waste management services:	98	2.9%	\$29,500	\$32,312
Professional, scientific, and technical services	34	1.0%	\$32,083	\$41,807
Management of companies and enterprises	0	0.0%	-	\$54,196
Administrative and support and waste management services	64	1.9%	\$26,875	\$21,459
Educational services, and health care and social assistance:	1,201	35.4%	\$27,944	\$28,675
Educational services	599	17.6%	\$35,114	\$30,848
Health care and social assistance	602	17.7%	\$23,446	\$27,437
Arts, entertainment, and recreation, and accommodation and food services:	437	12.9%	\$8,967	\$13,585

Arts, entertainment, and recreation	103	3.0%	\$15,313	\$16,326
Accommodation and food services	334	9.8%	\$8,819	\$12,982
Other services, except public administration	85	2.5%	\$24,250	\$21,345
Public administration	361	10.6%	\$27,824	\$42,027
Source: 2009-2013 American Community Survey 5 Year Estimates Table S2403				

The reservation has approximately 140 privately owned businesses, however most of these are low paying retail and service sector employers. One of the greatest barriers to business establishment or expansion is the lack of access to credit and capital. Trust status of tribal lands hinders business development by making it difficult to mortgage land or buildings, to get business start-up capital, or to use equity in non-business property for financing. Other barriers to business development on the reservation also exist. Inadequate infrastructure, the lack of zoning and building codes and the lack of adequate buildings for commercial ventures all act as barriers to business development.

AGRICULTURAL ECONOMY

Agriculture is a significant industry on the Blackfeet Reservation. The 2012 Census of Agriculture indicated that the market value of agricultural products raised at least in part on the Blackfeet Reservation was \$115,551,000. Of this amount, crops (including nursery and greenhouse crops) accounted for \$68,413,000 (59.2%) while livestock, poultry and their products accounted for \$47,138,000 (40.8%). The average dollar amount generated by each farm was \$219,679.

82% of the farms on the reservation are either individually owned or family owned while partnerships, corporations and other legal structures comprise the remaining 18% of the farm ownerships (Table 5-8).

Table 5-8 Farms By Legal Status Blackfeet Reservation			
Type of Ownership	# of Farms	%	
Family or Individual	433	82%	
Partnership	33	6%	
Corporation	50	10%	
Other - cooperative, estate or trust, institutional	10	2%	
Total	526		
Source: 2012 Census of Agriculture, American Indian Reservations Table 1, Page 57			

The vast majority (89.17%) of the reservations farms are fully owned or partly owned by the farm operator (Table 5-9). Full owners or part owners farm 1,695,126 acres (some of which is off the reservation) while tenants farm 76,399 acres, or about 4.3% of the total farmed land.

Table 5-9 Farm Tenure Blackfeet Reservation					
	#	%	Acres	%	
Full Owners	245	46.58%	635,106	35.85%	
Part Owners	224	42.59%	1,060,020	59.84%	
Tenants	57	10.84%	76,399	4.31%	
Total	526		1,771,525		
Source: 2012 Census of Agriculture American Indian Reservations Table 1, Page 5					

Wheat and barley are the major harvested crops. A very limited number of acres are dedicated to the raising of oats for grain and vegetables (5-10).

Table 5-10 Major Crops Harvested Blackfeet Reservation				
Crop	# of Farms	Acres	Yield in Bushels	Yield in Tons
Barley for Grain	100	98,224	3,823,633	
Forage land for hay, haylage, grass silage, & green chop	204	61,802		97,435
Oats for Grain	5	186	6,250	
Wheat for Grain	95	121,899	4,210,226	
<i>Winter Wheat for Grain</i>	52	41,134	1,817,125	
<i>Durum Wheat for Grain</i>	10	4,138	98,048	
<i>Spring Wheat for Grain</i>	75	76,627	2,295,053	
Land in Vegetables	7	25		
Source: 2012 Census of Agriculture, American Indian Reservations Table 1, Pages 83-84				

Cattle and hogs are the major livestock raised and sold on the Blackfeet Reservation. Other types of livestock raised include sheep, horses, goats, bison and chickens (Table 5-11).

Table 5-11 Livestock and Poultry Blackfeet Reservation

Livestock Type	# of Farms	Livestock Inventory	Livestock Sold	
Cattle and Calves	315	66,432	36,096	
Hogs and Pigs	10	26,288	54,003	
Sheep and Lambs	17	5,906	3,894	
Horses and Ponies	308	5,437	787	
Goats	11	31	31	
Bison	9	2,289	136	
Chickens (Layers)	16	117,365	-	
Chickens (Broilers and other meat type)	3	-	3,200	
Source: 2012 Census of Agriculture, American Indian Reservations Table 1, Pages 82 & 83				

Land on the Blackfeet Reservation is varied and can be broadly categorized as agriculture/open space, wetlands/surface water, intense development and forest/woodland.

Agriculture is a major industry on the Blackfeet Indian Reservation. Approximately 87 percent of the reservations land is in agricultural usage. Map 6-1 displays the locations within the Reservation in which agricultural land use is occurring.

The 2012 Census of Agriculture for American Indian Reservations indicates that there are 526 farms on the Blackfeet Reservation. These farms encompass 1,771,525 acres of land of which 1,329,854 acres are on the reservation. Approximately 60% of those engaged in agriculture on the Reservation are cattle ranchers whose operations use 832,746 acres for grazing. 497,108 acres are categorized as cropland, including both irrigated and non-irrigated land, with 313,138 acres of cropland being harvested. Major crops include barley for grain, wheat for grain and forage (American Indian Census of Agriculture 2012).

There are 296 farms with cropland (Table 6-2) with 63 percent of the cropland acreage being harvested, 130 of the cropland farms irrigate with total irrigated cropland acreage at 72,020.

Table 6-2 Farms and Cropland Blackfeet Reservation		
	# Farms	Acres
Cropland	296	497,108
Harvested Cropland	254	313,138
Irrigated Land	130	72,027
Source: 2012 Census of Agriculture American Indian Reservations Table 1, Page 5		

As is indicated in Table 6-3, over half (54.56%) of the farms on the reservation are over 500 acres and 45.44% are over 1,000 acres. Only a small portion of the farms (23.76%) are less than 180 acres.

Table 6-3 Farms by Size Blackfeet Reservation		
	#	%
0.1 to 9 acres	25	4.75%
10 to 49 acres	37	7.03%
50 to 179 acres	63	11.98%
180 to 499 acres	113	21.48%
500 to 999 acres	49	9.32%
1,000 acres or more	239	45.44%
Total	526	
Source: 2012 Census of Agriculture, American Indian Reservations Table 1, Page 5		

Economic Trends

Past Economic Development Efforts

Previous economic development efforts by the Tribe have included a pencil factory (Blackfeet Writing Instruments) and Tribal ranches which met with limited success and are no longer in operation. More recent endeavors have included the establishment of two casinos (Glacier Peaks and Glacier Lil Peaks), a Grocery Store (Glacier Family Foods), a hotel (Glacier Peaks Hotel), a cable TV company (Star Link Cable), a telecommunications company (Oki Communication), Sleeping Wolf Campground and a Heritage Center/Art Gallery. Each of these business operations are managed by the Siyeh Development Corporation which is 100% owned by the Blackfeet Tribe.

The Siyeh Development Corporation was developed with the intent of separating the operation of Tribal enterprises from Tribal politics. As such, members of Siyeh's Board of Directors, who manage the business affairs of the corporation, are not allowed to hold political office within the Blackfeet Nation.

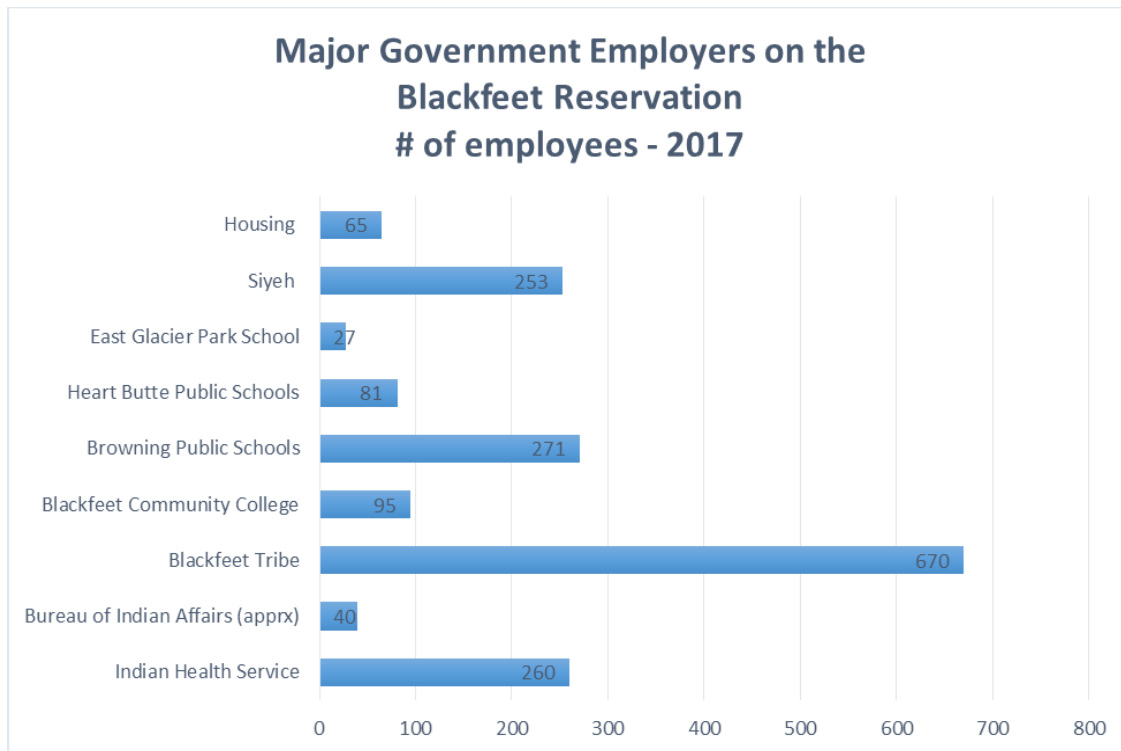
Economic Development Challenges

There are many challenges to not only improving, but to maintaining the economy on the Blackfeet Reservation. The remote location of the reservation, its distance from urban centers, and its rural nature (small population base) means that there is not a large population base to provide ongoing support to the economy. Income levels are very depressed on the Reservation which diminishes purchasing power and decreases the levels which commerce is able to be conducted. It therefore becomes critical that the Reservation is able to capture the seasonal business of tourists who are passing through the Reservation en route to Glacier National Park. The Reservations greatest concentration of businesses is located in the Browning area, although the range of commercial products offered is somewhat limited and many residents are forced to travel to population centers outside the reservation to meet their needs. This causes revenue leakage as expenditures which could have potentially been “captured” have left the Reservation.

Because the incomes on the Reservation are not large, there are few individuals who have the capital necessary to start a new business. Therefore it would be necessary to have access to borrowed capital which is difficult because lenders are not willing to make loans which they are unable to secure with a mortgage.

Future Outlook

The economy on the Blackfeet Reservation, as was previously indicated, is over-dependent on government – it is essentially government driven with a significant part of the local employment being government based. In recent years attempts to diversify the economy have been undertaken with the development of a number of Tribal enterprises. Oil and gas leases, though significant revenue generators, are subject to opposition by many Tribal members who are concerned about their impact on the Reservations’ vast natural resource base. The major employers have consistently been government entities, many of them still have job position open and recognize the need to training and skill development in the local workforce.



Diversification of the local economy using local strengths and opportunities is critical to developing a stronger economy. To accomplish this the Tribe will need to figure out how best to improve, address, and/or take advantage of the following: (1) Business Incentives; (2) Physical Infrastructure; (3) Work Force Development; (4) Natural Resources; (5) Grow and Attract Talent; (6) Technology; (7) Quality of Place.

Physical Setting/Natural Resources

Climate and Weather

The Blackfeet Reservation is located within a region which is classified as dry continental with four well-defined seasons. Large day to day temperature variations, particularly from fall to spring are a common occurrence. Typically temperatures are not oppressively hot in the summer or severely cold in the winter – particularly for an area located at the latitude location of the Blackfeet Reservation. Average high temperatures in January are 28 to 32°F with average lows 8 to 14°F. The coldest averages occur at the lower elevations and plains of the reservation while the mildest winter conditions occur in the Rocky Mountains.

Summers are typically cool at night and moderately warm during the day. Average high temperatures in July are in the upper 70s to mid-80's F with average lows in the mid-40s to

50s°F, the coolest temperatures are generally found in the Rocky Mountains. Freezing temperatures do occur during the summer, but are generally limited in location to the Rocky Mountains.

Annual average precipitation is 15 to 27 inches with greater precipitation taking place in the higher elevations. The lower elevations are generally dryer with average monthly precipitation of 1 inch or less during October through March. The wettest months in the lower elevations are May and June with monthly averages exceeding 2 inches.

Precipitation generally falls mostly in the form of snow during late fall, winter, and early spring. Average winter snowfall ranges from 60 to 125 inches, except over the highest elevations of the Rocky Mountains where the average snowfall is over 125 inches. Heavy snow storms can produce more than 12 inches of snow and are often accompanied by high winds which bring about blizzard conditions. At low elevations, mid-winter snowstorms in general produce less than 6 inches of snow. Storms can produce over 3 feet of snow in the Rocky Mountains.

The Blackfeet Reservation often experiences windy conditions. Average wind speeds range from 10 to 15 miles per hour (mph), depending on the exposure of the location. The highest wind gusts often occur with thunderstorms during the summer, with gusts over 60 mph occurring every year. The highest sustained winds, generally over 40 miles per hour, tend to occur in the spring and fall. Windstorms with gusts over 70 mph occur frequently on the Blackfeet Reservation.

Table 2-1 provides information on the recorded weather extremes that have occurred on the reservation since the late 1800's.

Table 2-1					
Weather Extremes in Browning, Montana					
Hottest Days		Coldest Days		Wettest Days	
99°F	July 16, 1910	-56°F	January 26, 1916	5.90 Inches	June 8, 1964
99°F	July 2, 1909	-50°F	January 31, 1917	4.70 Inches	May 31, 1980
99°F	July 17, 1899	-47°F	December 17, 1924	3.40 Inches	June 19, 1975
98°F	July 28, 1934	-46°F	February 11, 1899	3.40 Inches	May 19, 1932
98°F	June 27, 1910	-44°F	January 27, 1972	3.15 Inches	June 13, 1937
Wettest Years		Driest Years			
26.28 Inches	1896	6.39 Inches	1935		
25.61 Inches	1899	7.54 Inches	1979		
25.58 Inches	1948	9.08 Inches	1988		
23.67 Inches	1927	9.12 Inches	1960		
22.33 Inches	1897	9.95 Inches	1935		

Source: Data from National Weather Service

Protection of Natural Resources

The Blackfeet Nation has an abundance of natural resources i.e. forestland, oil and gas reserves, wildlife, fish, water, air, vegetation and plants that serve our economic, social, cultural and spiritual needs. Our connection to the land and its resources is the base from which we draw on for our cultural and spiritual needs. We hold many of our ceremonies out in the environment following the path laid down by our ancestors over thousands of years. We must hold on to these spiritual ties to the land and pass them on to our youth who are destined to become our future leaders and caretakers of the land.

Cultural Resources

Cultural resources include Traditional Cultural Properties (TCP's) which would be a place historically associated with a community's beliefs, customs and practices which are important to maintaining its cultural identity. One such location is the Badger-Two Medicine portion of the Lewis and Clark National Forest which has received designation as a Traditional Cultural District under the National Register of Historic Places, in part because of its significance to the people of the Blackfeet Nation.

Other culturally important resources include archeological sites and locations of plant species which are culturally significant to the Blackfeet people. Much of the Blackfeet Reservation has not been surveyed for sites of archeological or cultural significance. Therefore when projects are developed (particularly those with federal funding attached) a survey needs to be completed to assure that culturally significant sites and artifacts are not disturbed.

The 1976 amendments to the National Historic Preservation Act (the Act) established the Historic Preservation Fund (HPF) which is a source of preservation grants and financial assistance to Tribes as well as States and local governments. The Act allows Tribes to participate in the national historic preservation program by appointing a Tribal Historic Preservation Officer (THPO) to survey, document, and record historic properties and guide preservation activities at the Tribal level. The HPF provides the money necessary for Tribes to implement these activities.

Funding for the HPF does not come from taxpayer dollars, but rather from offshore oil and gas lease revenues. The idea is that the use of one non-renewable resource benefits the preservation of other irreplaceable resources.

The Historic Preservation Fund (HPF) provides annually-appropriated funding to Tribes that have signed agreements with the National Park Service, designating them as having an approved Tribal Historic Preservation Officer (THPO) to protect and conserve important Tribal

cultural and historic assets and sites. The grant funding assists THPOs in executing their tribe's historic preservation programs and activities pursuant to the *National Historic Preservation Act of 1996, as Amended*, and other relevant laws. Costs covered include staff salaries, archeological and architectural surveys, review and compliance activities, comprehensive preservation studies, National Register nominations, educational programs, and other preservation-related activities.

Blackfeet Environmental Programs

The Blackfeet Tribe Environmental Office was established in 1991 with a primary purpose to collect data, develop environmental ordinances and codes and build Tribal Environmental Capacity which would establish a foundation for the protection of Human Health and the Natural Resources and our Reservation Environment. Under the umbrella of the Blackfeet Environmental Department many programs work in unison to provide the protection and to act as a resource for the residents in improving their knowledge and understanding of the Natural Resources in which they reside thus were expanding the web of resource protection on a person to person and community to community basis.

Blackfeet Inter-dependent Environmental Programs

Air Quality Program- Public education and community outreach, Comprehensive Air Quality Plan, Air pollution impact data entered into the AQS National Data Base, completed draft Comprehensive Air Plan for the Blackfeet Tribe, review and overseeing of Open Burning Permits, Received EPA Award for Outstanding work in Air Toxics, Works with Fire Cache when wild fires are burning around the reservation, completed Air Emission Inventory and Quality Network reviews.

The **Brownfields program** was established in October of 2003. Six sites were chosen for the Assessment Grant which includes the former and four more sites were assessed Blackfeet Pencil Factory, Cemetery Lake, St Michael's Lake, Sharp Lake, Old Browning Dump, No Name Lake, Evans Chevron, Camp 9, Old Hear Butte Clinic, Kipco, Bingo Hall Opportunity Building. The program continues under the Tribal Response Program which establishes a public record, putting regulatory mechanisms in place such as a new revised Solid Waste Ordinance for eventual clean-up, and ensuring clean-up is adequate based on tribal standards.

Wetlands Program; Developed wetland mitigation guidelines for use in issuing wetlands permits, contracted consultant to develop wetland vegetation monitoring protocols and herbarium of wetlands plant, review Ordinance 90-A Permits, Developed two rapid assessment methods and vegetative monitoring methods, Developed Wetlands Conservation Strategy, Wrote grant and Major partner in establishing Green House at BCC,.

Non-Point Source Program; Base funding since 1997 and competitive grant funded at \$150,000 for the past seven years. Hosted Regional Non-point source training on the Blackfeet reservation, completed 100% on the previous Non-point Source Competitive grants, administered over 33 landowner project sites and currently working on a Water Shed Management project plan for Willow Creek.

106 Water Pollution Prevention Program; three years of watershed water quality data entered into EPA's Stored Data base, worked in conjunction with the Non-Point Source to complete 33 landowners project, continued monitoring on the 40 sampling sites that have been place for the last 13 years, Provided maps and data layers through the BEO staffs capability and utilization of GPS and GIS. Developed the Tribes Water Quality Standards which has gone through public comments reviewed and changes made for submission to tribal council and waiting approval by EPA Headquarters,

Solid Waste Program; successful closure of the Tribe's Non-Compliant landfill and phase III closure activities when completed is a 1.4-million-dollar project, roll off site in Heart Butte, Funding secured for Construction and Demolition Landfill, Funding secured and purchase of two new Garbage Trucks, have carried out enforcement activities on incident reports of violations from Solid Waste Code.

Underground Storage Tank Program; Provides oversight for tank pulls, Leaking Tanks, completion and update of active and inactive UST/LUST's, established fee for land farming of contaminated soils of which Tribe received 77% to date \$ 49,000.

Blood Lead Screening Project; working with Head Start to screen 300 children for Blood lead levels. So far 205 student have been tested.

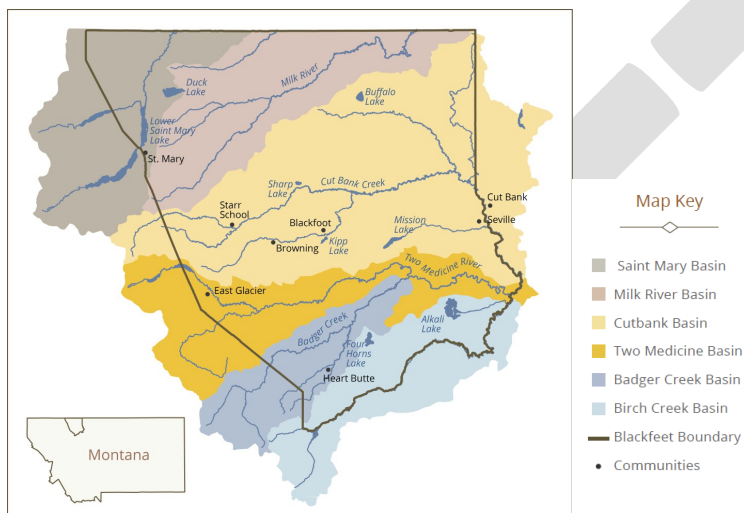
The remaining 95 children were tested. The rate of children that tested positive for Lead in their blood was one out of the 300 and that children had already been targeted and was already being treated at the local hospital. Of the remaining 299 children 29 had lead in their blood but the level was well below the acceptable level stated by the EPA. Lead testing was done in the homes of the children who tested positive to determine where the exposure was coming from and was determined that cheap dollar store toys and chipped or cracked ceramic mugs and dishes were found. Educational material was distributed and awareness program activities were conducted in the head start system.

Blackfeet Climate Adaptation Plan

The Blackfeet Tribe in conjunction with the Salish and Kootenai Tribe received a Climate Change Adaptation planning grant in 2016. The Blackfeet Tribe had worked with consultants from Center Large Landscape Conservation along with a Blackfeet Tribal Task force and has developed a draft Climate Change Adaptation Plan and will be seeking further funding to make the plan final and move into implementation measures.

Water Resources

The Blackfeet Reservation contains five watersheds, 73 sub-watersheds and over 17,367 acres of lakes and 51,582 acres of wetlands. The reservation lies in two continental drainage patterns – the Hudson Bay and the Gulf of Mexico. Water which falls on the eastern slopes of the continental divide in the northern areas of the reservation flows into Hudson Bay, while water falling in the southern portion flows into the Gulf of Mexico. These two drainage basins are separated by St. Mary's Divide and the Divide Mountains.



Rivers and Waterways

Drainage north and west of St. Mary's Divide primarily is into the St. Mary's River, while drainage east and south of the divide is into river ways such as the Milk River, Two Medicine River, Cut Bank Creek and Badger Creek which unite to form several large streams before entering the Missouri River.

Lakes and Reservoirs

There are many small lakes on the Blackfeet Reservation encompassing over 17,367 acres. These lakes provide excellent summer and winter fishing and some have attracted the development of sites for summer homes.

Major water storage facilities on the reservation include Lake Sherburne (capacity of 66,200 acre-feet), Two Medicine Lake/Reservoir (25,120 acre-feet), Four Horns Lake capacity of 16,320 acre-feet), and Swift Reservoir (useable capacity of 30,000 acre-feet). In addition to the major reservoirs there have been a number of reservoirs constructed for stock water or private irrigation purposes.

Water Rights

The Blackfeet Water Compact and Settlement Act is an agreement among the Blackfeet Nation, the United States and the State of Montana that confirms and establishes the Tribe's water rights (also called Winters rights) and confirms the Tribe's jurisdiction and authority to manage those rights.

The compact required the approval of the Tribe, the State of Montana and the United States. The Montana Legislature approved the compact in 2009. Congress passed a bill that was then signed into law by President Obama on December 16, 2016, which provided federal approval of the compact as well as \$422 million (in addition to the state contribution of \$49 million) in funding for water-related projects on the Reservation. Then on April 20, 2017, Blackfeet tribal members voted to approve the Blackfeet Water Compact and Settlement Act.

A finalized water rights agreement would provide more than \$470 million in federal funding for projects that would provide important improvements to watersheds, as well as jobs and benefits for members of the Blackfeet Nation. The projects in the settlement focus on improved water usage on the Reservation for community water supplies, irrigation, fisheries, recreational lakes, energy projects, resolution of environmental issues and other water related uses.

Proposed Projects;

- Community water systems will be improved and/or constructed to provide adequate drinking water for all Reservation communities.
- New irrigation projects, including additional storage, in the St. Mary, Milk River, Cut Bank Creek and Birch Creek areas and potentially other areas.
- Improvements will be made to the Blackfeet Irrigation Project, including deferred maintenance, on-farm improvements and improvements at Four Horns Reservoir.
- A pipeline will be built to provide water to Birch Creek water users under the Birch Creek Agreement and then provide water to the tribe for its own use or to market others.
- Improvements will be made to recreational lakes throughout the Reservation to improve access and to provide facilities and other improvements.
- Changes and improvements will be made to address environmental concerns relating to use of Swiftcurrent Creek and St. Mary Lake by the Bureau of Reclamation Milk River Project.
- Acquisition of Reservation fee lands with a focus on those with state water rights.
- Projects to improve fisheries throughout the Reservation will be implemented.
- Funds can be used for water related energy issues.

The Blackfeet Tribal Business Council has created a Water Rights Implementation committee to review and prioritize the proposed projects providing the BTBC with recommendations.

Forest Land

According to the latest Forest Inventory Analysis, there are 174,963 acres of forestland on the Blackfeet Reservation. Approximately twenty-nine percent, or 51, 180 acres of the total forestland are suitable for logging and are therefore referred to as commercial timberland. The remaining acreage is composed of non-commercial timberland, commercial and non-commercial woodland, and reserved timberland and reserved woodland areas. Forested lands on the Reservation primarily feature conifers, Lodge Pole Pine Spruce, Alpine Fir, and Douglas fir. In terms of economic growth and planning relative to forestry, the focus is and should be on the commercial timberland acres.

Between 2013 through 2017, timber has been harvested on two timber sales on the Blackfeet Reservation: the Saint Mary Sanitation-Salvage and the Milk River Logging Unit. The feasibility of timber harvest on the Blackfeet Reservation is directly related to the timber market (which determines the delivered log prices), and the cost of logging activities. Five years ago, a timber sale on reservation was barely feasible due to low delivered log prices and high fuel costs. Since that time, the timber market has improved and, most recently, remained steady. For the next five years, the Blackfeet Tribe should look to harvest as much of its annual allowable harvest as possible.

Aside from economic constraints discussed above, timber sales preparation and subsequent harvest face some environmental obstacles. Several species listed as threatened and endangered (T&E) reside on the Blackfeet Reservation. Land management activities with the potential to disturb habitat require special analysis. This analysis necessitates additional planning for harvest activities on the reservation. The delisting and/or potential delisting of some T&E species is promising for the outlook of timber sales over the next five years.

In addition to the challenges that T&E species present, wildland fire is another environmental element that creates challenges to timber harvest. In 2015 the Spotted Eagle fire crossed onto the Blackfeet Reservation from the Helena-Lewis and Clark National Forest. The fire burned a significant amount of acreage on the reservation. Most of the areas that burned were outside of the Tribe's commercial timber base, which had already been markedly reduced by the Red Eagle, Skyland, and Fox Creek Fires. The plan for the areas burned by the Spotted Eagle fire is to monitor for natural regeneration and then plant locally-sourced tree seedling as necessary. The areas burned by the other fire mentioned above are experiencing high rates of natural regeneration. Many forested tracts of land will require pre-commercial thinning over the next five years. This work is a potential source of seasonal employment for tribal members in the coming years.

The current Forest Management plan expires in 2023. With an improved timber market and stable fuel prices, the Blackfeet Tribe should harvest as much timber as possible. Especially given that most of the commercial timberland on the reservation is composed of stand

replacement cover type, harvesting timber would be the best possible treatment for forest lands, especially in light of the increased risk of wildland fire associated with climate change. The Blackfeet Tribe is in a position in the next five years to treat and protect forest stands by harvesting timber in association with an integrated fuels management plan, as well as to develop future commercial stands by pre-commercially thinning. Each of these activities, which are only just recently feasible, would promote healthy ecosystems, generate revenue for the Tribe, and create employment for tribal members.

Mineral Resources

The Blackfeet Reservation has coal, gas, oil and gravel resources within its boundaries. The Blackfeet Coal field located about 10 miles north of Browning contains an estimated 30 to 50 million tons of bituminous coal. There also exists other smaller coal fields on the Reservation but information on the quantity and quality of the coal resources has not been generated. The Blackfeet Coal field is a strip 12 miles long and 1 mile wide. Environmental concerns have caused the Blackfeet Tribal Business Council to not pursue development of this coal resource at this time.

The Blackfeet Reservation contains 1,525,712 acres with the mineral estates divided as follows:			
Surface Estate Approximately:		Mineral Estate Approximately:	
Blackfeet Tribal Trust- 508,644 acres	33%	Blackfeet Tribal Trust- 769,809 acres	50%
Indian Allotted Trust- 452,729 acres	30%	Indian Allotted Trust- 345,487 acres	23%
FEE- 564,339 acres	37%	FEE- 410,416 acres	27%
Source: Blackfeet Oil & Gas Department 2017			

Oil & Gas resources also exist on the Blackfeet Reservation, with the greatest concentration of oil wells being in the eastern third of the Reservation. Several years ago there was renewed interest in oil & gas exploration on the Reservation, which was brought about by the presence of the Devonian-Mississippian Bakken Shale, a prolific producer in the Williston Basin. The Companies the Tribe lease to are as follows; Omimex, Cenex, Berexco, Croft, Provident, Synergy, & FX Drilling. Land Leased to the companies are approximately 100,000 acres of Reservation land for oil/gas exploration. Annual Royalty Averages \$1,800,000-\$2,000,000 depending on oil prices. Annual Income derived from 10 oil wells and 5 producing gas wells owned and operated by the Blackfeet Tribe averages \$250,000-\$350,000 depending on oil

prices. The income derived from said wells is split as follows: Blackfeet Tribe 70% Wells Operation 30%.

The department has recommended reversing the split to insure they have the funds to pay for maintenance operation and upgrade of the wells and field and prepare for the cost of plug and abandonment when the time comes. This split will allow the Tribe guaranteed income of 30% over a longer period of time. 30 % to the Tribe is a larger amount than the Tribe sees in royalty of 12 ½% & 16 2/3 % from other lease Oil & Gas properties. Currently there are two positions within the Blackfeet Oil & Gas, Director and Administrative Assistant; as the program grows or becomes an enterprise there may be a need of more employees.

Other income derived from Oil & Gas, is a right of way agreement between the Blackfeet Tribe & Conoco Phillips 66 established June 2006; to be paid annually every August. Phillips 66 pays the Tribe \$15,000 annually for an education fund; which Oil & Gas disperses through application process.

The Right of way agreement annual payments are as follows:			
2017 - \$62,629.24	2018 - \$63,881.80	2019 - \$65,159.44	2020 - \$65,129.30
Source: Blackfeet Oil and Gas Department 2017			

Most recently the Tribe has been in negotiations with a few different companies out of Oklahoma/Canada. Existing seismic wells & core samples are available for review at the Division of Energy and Mineral Development in Denver, CO.; with the permission of the Blackfeet Tribe. Bureau of Indian Affairs holds the records of Mineral and Surface ownership. Bureau of Indian Affairs has final approval authority and holds record of Mineral/Surface ownership.

(Maps of the Blackfeet Tribe's Oil & Gas wells and Pipelines)

Gravel resources exist on the Reservation. In 2014 an Aggregate Resource Study was conducted at twenty five sites. This study determined that at eleven of the most promising sites there was good quality aggregate amounting to approximately 17.5 million tons. The study further determined that some consideration of a processing and rail shipping operation for the aggregate should be explored.

The Indian affairs Division of Energy and Mineral Development estimated an average retail value of a range of aggregate products. Considering costs to the tribe it appears there could be a potential for a profitable gravel production operation. (Map – Potential Gravel Sites)

Sustainable Alternative Energy Development

WIND ENERGY

The Blackfeet Indian Reservation is considered as the windiest large contiguous land area in the four states Pacific Northwest Region. The Tribe participated in the Regional Energy Assessment Program operated by Bonneville Power Administration (BPA) during the period of 1981-1986. The findings from the ten (10) anemometer locations on the Blackfeet Reservation confirmed that the area contained vast wind energy resources. At that time it was estimated that 85% of the wind power potential in the NW was located on the Blackfeet Reservation.

In 1986 the Tribe requested that a wind power feasibility study take place. This study was performed by the Council of Energy Resource Tribes (CERT) and the findings concluded that the wind resource could support wind turbines with a combined electric capacity of up to 21,800 megawatts. It further found that an area within the Reservation of approximately 1,000 square miles has average annual diurnal wind speed of 22.4 miles per hour. The Tribe has not ventured into the market of wind energy however it continues to be a possibility for future development.

Hydropower, biomass, wind energy and solar development

Animal Wildlife

The Blackfeet People were a bison people for thousands of years. The bison provided everything the people needed in the way of food, clothing, and shelter. Bison provided for both their physical and spiritual needs. It also connected them to animal and plant relatives in a way nothing else could provide. The elders have long believed that until the bison returned, the Blackfeet would drift. Over the past 4 decades they have started the gradual return.

Blackfeet Tribal Buffalo Program

The Blackfeet Nation in Montana has managed a bison herd since 1974. The first bison were brought in from Theodore Roosevelt and released as a free-roaming herd managed by the Fish and Game Program. Herd management was then moved over to the Lands Program. Because of persistent landowner complaints the herd was eventually rounded up and a new herd management strategy was implemented on specific tribal land allocations. The Bison Calf Winter Camp is located on the Two Medicine River and includes about 9000 acres of grassland and cottonwood bottom. The summer pastures are located close to East Glacier and include about 5000 acres of prime grassland on either side of Highway 2. In 2016 the Blackfeet Nation purchased the "Smith Ranch", which contains over 15,000 acres where several pastures are allocated to the bison program. The current bison program is trying to increase the size of the existing herd and currently pasture 450 animals. The Blackfeet are blessed with an abundance of land and move the herd between two forage areas with other Tribal grazing lands available.

The current herd originated from Theodore Roosevelt National Park with additions from the National Bison Range. This herd is managed in a semi-wild state and they are not handled annually. The migration from summer to winter habitat and return are by assisted migration across tribal lands on a 3 day bison drive. Some harvest is done in the field for a small number of individuals in a lot but occasionally sales are made in larger lots by shipment to slaughter plants or to other bison herds. Meat is primarily allocated to tribal needs including food for elders, sick and needy. Tribal requests come into the bison program office for approval and the meat is processed through the Intertribal Buffalo Council program in Rapid City, S.D.

In late 2015, the Blackfeet Nation and WCS began a dialogue with Elk Island managers about repatriating some of their bison to the Blackfeet Reservation. These animals were rounded up in January and 90 calves were selected for the Blackfeet project. In February, all the bison were tested according to federal regulatory requirements and found to be free of tuberculosis and brucellosis. In April 2016, the Blackfeet acquired 87 calves from Elk Island National Park. After a second 60-day quarantine in Montana, the bison were ready to be sent to their ancestral homeland. They were originally housed at the Bison Calf Winter Camp on the Two Medicine River then were moved to pastures on the Smith Ranch. Due to their unique genetics and because they are free of cattle genes they are kept separate from the main Blackfeet bison herd. These animals are available for restoration to wild landscapes along the Rocky Mountain Front.

Beginning in May 2010, members of the Blackfoot Confederacy (Kainai, Siksiika, Piikani and Amskapi-pikuni) held a series of transboundary dialogues that brought together elders and tribal members to create a grassroots restoration vision for Blackfoot territory. These elders and tribal members participated in traditional dialogues where they shared relevant spiritual, cultural, and political views. They spoke passionately about the return of ii-nii-wa (Buffalo), health of the land, and well-being of the Niitsitapi.

IINNIIWA is part of us, and we Sokitapiwa are part of IINNIIWA culturally, materially, and spiritually. Our ongoing relationship is so close that we have stories of common consanguinity. IINNIIWA is so close to us that IINNIIWA is the essence of our life and life-ways. We, members of Sokitapiwa, calling ourselves the Bison People, hereby declare our intention to revitalize our relationship with IINNIIWA by welcoming IINNIIWA home to again live among us as Creator intended. It is our intention to realize the presence of IINNIIWA among us by doing everything within our means so that we will again live together, to nurture each other culturally, and spiritually. It is our intention to provide a space and a safe environment for IINNIIWA so that together we can again nurture our land, our holy plants, and our animal relatives so that we can both realize the Bison Ways for our future generations.

When Niitsitapi elders were asked to consider why we should return iinnii to Blackfoot lands and people they caution that he has never left us spiritually but his physical presence is very important. This group of elders identified several key reasons why iinii has and is important and should be returned.

Building on the ancient knowledge and traditions of Niitsitapi there is a unique opportunity at hand to preserve culture, protect traditional lands, and build a new business model that is culturally centered. Bringing back iinni will help achieve this purpose.

Fish and Wildlife

The Blackfeet Indian Reservation supports a high diversity of wildlife species, partly due to its location in the transition zone between the Northern Great Plains to the Rocky Mountains and relatively abrupt elevation changes. Conifer forests of various ages, extensive aspen stands interspersed with meadows and riparian areas, prairie potholes, native grasslands and agriculture crop land all occur on the reservation making a wide variety of wildlife habitat available. The unique prairie and montane habitat on the reservation includes Big game species that occur: elk, moose, mule deer, white tailed deer, pronghorn antelope, grizzly bear (threatened) and black bears. Predators that may occur include: gray wolf, coyote, red fox, swift fox, striped skunk, badger, wolverine, bobcat, Canada lynx (threatened), mountain lion, American marten, fisher, and several species of weasels. Numerous small mammal species occur, such as: snowshoe hare, white tailed jackrabbit, mountain cottontail, yellow-bellied marmot and various ground squirrels, mice, voles, and shrews.

A variety of bat species may roost and/or forage through the reservation. Several species have been documented south of the Blackfeet Indian Reservation and likely to occur throughout Blackfeet Country. A recent study of amphibians and reptiles on the Blackfeet Indian Reservation documented the occurrence of seven amphibian and four reptile species.

Due to the diversity of habitats and large size of the reservation, there is a large number of bird species that are known or likely to occur here. A query of the Montana Bird Distribution database indicated that at least 119 avian species have been observed in the area. Substantially more species are likely to migrate through the reservation. Numerous shorebird, woodpecker and songbird species occur here.

The Blackfeet Tribe's Fish and Wildlife Department manages the wildlife and fisheries on the reservation. Hunting for big game species is available for tribal members in hunting zones managed for differing objectives. Non-tribal members may purchase hunting permits for a limited number of trophy big game tags and for upland bird and waterfowl hunting.

Fisheries

There are more than 1,200 miles of streams and 11,000 acres of lakes on the Reservation. Numerous fish species exist on the Reservation, including but not limited to: Rainbow trout, brown trout, Lake Whitefish, mountain whitefish and walleye to name a few species. Phenomenal sport fishing on the Blackfeet Reservation is known worldwide and data has shown that stocked trout can grow as much as three pounds per year. It is not uncommon to catch trout weighing more than ten pounds from our waters. Two of our reservation lakes have established campgrounds and the other lakes have no facilities.

Blackfeet Fish and Wildlife Law Enforcement

The law enforcement branch presently consists of four (4) Game Wardens and one (1) Director. The Fish and Wildlife Regulations are primary Civil in nature. Annual Regulations are established which regulate the hunting, fishing, and recreational activities on the Blackfeet Reservation. During the early part of the year ice fishing is the primary activity that the game wardens focus on checking fisherman for licenses, over limits and other types of illegal activities. Around May the fish start their spawn again the game wardens are out monitoring the rivers, streams and lakes. Big Game Hunting starts in early September. The Department offers a Hunter Safety Course and around 25 to 30 students attend the class each year. Bow season starts in early September and rifle season starts in early October. The day before Rifle Season the department holds a Fun Day with food, games, horseshoe throw, Elk Bugle contest and fish pond for the children. The department holds lotteries for 5 bull elk and 5 bull moose tags drawn for Tribal Members during the Fun Day. Tribal Members, Tribal Descendants and a Non-member Spouse can purchase a Hunting Permit the tags differ for each group, interested individuals can contact the department. The Department has averaged around 1300 tags yearly for the past five years. Big game special permits are sold to non-members. Five (5) bull elk tags are available, ten (10) cow elk tags available, five (5) whitetail deer tags, five (5) mule deer tags, ten (10) black bear tags are available and five (5) moose tags available. Bighorn Sheep tags are available every other year for \$30,000 or highest bid.

Tourism, Parks and Recreation

As the neighbor of Glacier National Park (GNP), we are unique in location and share a very scenic border with GNP. There are many opportunities to be taken advantage of in terms of tourism. Developing the Blackfeet communities' tourism industry can be a vital economic strategy being in close proximity to GNP, whom attracts millions during the spring and summer season. The development of marketing the Blackfeet Reservation as a vacation destination is currently in it's infancy, however, the idea has already been recognized and can be seen in a variety of programs and businesses. The Reservation is the gateway to the east side of Glacier National Park (GNP) and Alberta, Canada and should capitalize on such a location.

The Blackfeet Tribe is in the process of creating a desirable destination locale through cultural/heritage tourism efforts. . Attracting the "geotraveler" (a traveler/tourist who seeks

to “go local” destinations where the local people are involved in their culture and heritage and desires a unique and memorable experience) will be a marketing goal. The TR & P will be creating an itinerary that will invite curiosity and the promise of a unique experience rich with Blackfeet elements. Our destination will promote our land as it is right now; pristine, mountainous, natural, open, clean, and rich in history.

Two important cultural events, that are also rich in event in which Blackfeet traditions is celebrated every 2nd Thursday of July and August. North American Indian Days and Heart Butte Indian Days, these days are packed with all kinds of activities, vendors, dancing, singing, and food. The Indian Days Celebrations include parades in near their location and traditional and contemporary activities held at the pow wow grounds; which contains the dance arbor and a rodeo grounds. The dance arbor is an open circular facility with bleacher seating surrounding the dance area. Representatives from many different tribes perform traditional dances at the dance arbor during the celebration.

The Bison Program manages over 500 bison, developing their own tourism niche, and also very significant in culture/heritage preservation. The managers have proposed building the Blackfeet Historical Bison Park on the north side of the summer pasture along Highway 2. The proposed Park would include an interpretive center, a bison viewing area and a traditional tipi village in hopes of becoming a tourism destination site.

The Blackfeet Nation’s Siyeh Corporation, is a valuable partner in the success of the tourism venture. Siyeh Corp has much to offer in attractions and hospitality. They currently manage the Blackfeet Heritage Center and Art Gallery (that retains a 501(c)(3) non-profit status), featuring the work of over 500 Native American artists, artisans and craftspeople and carries a wide variety of Blackfeet and Native American crafted items. They also have on display the smallest and most complete skeleton of a juvenile tyrannosaur found in North America. The Glacier Peaks Hotel and Casino offer a place for visitors to stay overnight, entertain themselves in the casino, dine-in breakfast/lunch/dinner, and a fully stocked bar. They also operate Sleeping Wolf RV Park, a Goodsam endorsed RV Park located in town.

Natural resources and scenic views are abundant throughout the Reservation. The Tribe’s Manpower program manages four campground and RV Parks. Manpower’s management has ensured that the campgrounds are tribally operated, maintained by Blackfeet tribal members, and guarantee that they are opened on time. They four are Chewing Blackbones Campground and RV Park, Duck Lake Campground and RV Park, Red Eagle Campground, and Buffalo Calf Campground and RV Park. Chewing Blackbones is perhaps the best in amenities offered located next to the St. Mary Lake. All are very attractive and their locations are easy to access.

St. Mary-Glacier Park, KOA Campground is located three quarters of a mile from the intersection of US Highway 89 and Going to the Sun Road, about 32 miles from Browning.

Situated at the east entrance to Glacier National Park near the St. Mary River and the St. Mary Visitor Center, this KOA offers unobstructed views of Triple Divide Peak.

In addition to the above named facilities several other tribally owned campgrounds are available for commercial lease including: Evening Star Campground and Malmstrom Campground.

There are privately owned campgrounds, RV Parks, rental homes, and rental tipis also exist on the Blackfeet reservation but the exact number is unknown. TP&R will be working on a plan to identify these business and reaching out to them. The more businesses identified the more the reservation has to offer as a destination.

The Blackfeet Tribe has two parks in Browning. All Chiefs Park is located on a one-acre site at the intersection of Old Person Road and All Chiefs Road across from the Tribal Headquarters. This park has two basketball courts, a picnic shelter and picnic tables. The second park is located in North Browning and has paved walking trails, picnic areas and wildlife ponds.

The Tribe also has a swimming pool, Glen Heavy Runner Swimming Pool, which is an Olympic sized indoor pool. The pool also has a hot tub, saunas and locker/shower facilities. Recently the Thunder Park Skate Park completed construction and was dedicated.

Recreation use of the Blackfeet Reservation has been gaining interest because of the proximity to Glacier National Park. Recreational use has been of a "drive through" nature to gain access to the Park, but relatively recent developments such as campgrounds, tourist facilities and horseback riding, and fishing have been made to capture income from this resource. The Blackfeet Tribe is responsible for managing recreation development and use on tribal lands. The Reservation offers many recreational activities such as fishing, hunting, camping, and picnicking. Rodeos are very popular in the summer as are horse races.

Land Use

Planning for future land uses is one of the most visible parts of the community planning process. Future land use planning determines land use types and patterns which in turn drives the location of future infrastructure (sewer, water, streets) as well as housing, commercial, industrial and recreational and open space uses.

The general pattern of development within the Blackfeet Reservation is the result of both natural features such as topography, rivers and lakes as well as man-made developments such as roads, sewer and water. The road system and other available infrastructure has been a major contributing factor that has guided development on the Reservation and within each of the Reservations communities.

The Planning Department had a Land Use Analysis and Plan completed in 2015. The document contains three main sections: (1) an inventory of existing resources; (2) an analysis of current land uses; and (3) a future land use plan. The inventory of existing resources considers the Blackfeet Reservations natural resources as well as the Reservations man-made infrastructure including roads, sanitary sewer and water.

The analysis section involves the consideration of various pieces of information which will assist in understanding future land requirements, existing development patterns, identifying the most appropriate sites for development, and identification of lands of special significance.

Finally, the future land use plan identified goals and policies which will serve as a blueprint for future decision-making, establishes a future land use map, and outlines plan implementation strategies.

Land Use on the Blackfeet Indian Reservation falls into two broad categories broad categories: Intensely Developed and Agricultural/Open Space/Conservation. The Intensely Developed classification includes the land uses found within the Town of Browning and the CDP's of Babb, East Glacier Park Village, North Browning, South Browning, Starr School and Heart Butte. The Agricultural/Open Space/Conservation land uses would include agricultural land uses and natural resource areas (including forested areas, surface water resources, as well as areas where minerals and natural resources are being harvested).

Land on the Blackfeet Reservation is varied and can be broadly categorized as agriculture/open space, wetlands/surface water, intense development and forest/woodland.

The Land Buy-Back Program for Tribal Nations (Buy-Back Program) implements the land consolidation component of the *Cobell* Settlement, which provided \$1.9 billion to purchase fractional interests in trust or restricted land from willing sellers at fair market value. Consolidated interests are immediately restored to tribal trust ownership for uses benefiting the reservation community and tribal members.

Infrastructure

Access to infrastructure has historically influenced development patterns on the Blackfeet Reservation. Infrastructure include physical facilities such as roadway systems, sanitary sewer systems, water systems, solid waste facilities and service/utility related facilities such as natural gas lines, telephone lines, electric distribution facilities, airports and railroads.

Transportation

The transportation system, particularly the road system, greatly influences development patterns and land uses. The following discusses the Blackfeet Reservations existing transportation system.

Transit

Transit services are needed for medical, employment, shopping, and recreational needs for all age groups on the reservation. A 2007 Tribal Transit Demographic Need Indicators Study by the Small Urban & Rural Transit Center at North Dakota State University, Fargo, North Dakota estimated that approximately 8,100 persons on the Blackfeet Reservation fall into sub-populations which are traditionally mobility dependent including senior citizens, disabled individuals, low income individuals, school age youth, and households without automobiles. It is these households and individuals who have the greatest difficulty making it to work or to appointments, and are most reliant on public transit.

Blackfeet Transit provides rides to anywhere in the Reservation with 24 hour notice and handles approximately 170 call per day.

Air Service

Residents seeking passenger service use both the Great Falls International Airport (130 miles away) which is served by Delta, Allegiant, Alaskan and United Airlines or the Glacier Park International Airport in Kalispell (100 miles away) which is served by Delta-Sky West, Allegiant, Alaskan, and United Airlines. Cut Bank International airport does not offer commercial airline services but handles general aviation, executive jets, military, homeland security and air ambulance flights year around. There are also two airstrips which are located on the Reservation, one in Starr School and one near Cut Bank (other than Cut Bank International) which provide ambulance and limited service to the local population

Rail Service

The Burlington Northern Santa Fe Railway (BNSF) is a rail giant in the western US and is a major freight transporter in Montana. BNSF revenues are primarily generated by transporting coal, grain, intermodal containers and trailers, chemicals, metals and minerals, forest products, automobiles and consumer goods.

Burlington Northern-Santa Fe mainline runs east and west through the Blackfeet Reservation entering at Cut Bank and exiting near East Glacier Park. Passenger service is provided by Amtrack which has daily stops on the Reservation (either Browning or East Glacier).

Public Road System

Existing Roadways

The Blackfeet Reservation's public roadways are constructed and maintained by several jurisdictions including: the Blackfeet Department of Transportation, the BIA-Blackfeet Agency, Glacier County, Pondera County, and the State of Montana (the Montana Department of Transportation).

There are 1,179.8 miles of roads on the Blackfeet Reservation. These vary in surface and design from primitive trails to paved roads. Paved roads make up 38.5% of the Reservations road system, followed by primitive trails (29.9%), gravel roads (24.5%), other roads - including non-classified (5.7%) and proposed roads (1.4%). Table 7-1 summarizes existing road mileage by surface type and ownership.

Table 7-1 2012 Road System & Surface Type Blackfeet Reservation							
Ownership	Primitive Trail	Earth	Gravel	Paved	Proposed Road	Other	Total
BIA	114.7		103	141.5	9.6	15	383.3
State				157.8			157.8
County			167.6	154.3		1.8	323.7
Tribe	238.4		18.8	.4	6.4	50.5	314.5
Total	353.1	0	289.4	454	16	67.3	1,179.8
Source: Official Indian Reservation Road Inventory – Downloaded May 19, 2015							

Functional Classifications

The BIA Functional Classification System was designed to define the function and identify the importance of various roads. In order to accurately assess the Reservations road system one must identify what the Functional Classification of each road is. Table 7-2 provides a mileage summary by BIA functional class for all roads on the inventory.

Table 7-2 2012 Road System by BIA Functional Classification Blackfeet Reservation	
Classification	Miles of Road in Classification
Class 1 - Major Arterials	0
Class 2 - Rural Minor Arterials	345.6
Class 3 - Streets and Roads within Communities	61.1
Class 4 - Major Collectors	446
Class 5 - Local Rural Roads	298.6

Class 6 - City Minor Arterials	0
Class 7 - City Collector Streets	0
Class 8 - Non-Road Projects	0
Class 9 - Other Transportation Facilities	1.6
Class 10 - Airstrips Open to Public	.8
Class 11	0
Not Classified	26.1
Total	1,179.8
Source: Official Indian Reservation Road Inventory – Downloaded May 19, 2015	

Traffic Generators

Traffic Generators are the destinations of the trips these are the reasons that people travel. The heaviest traffic counts are found in the Browning area (Browning, North Browning and South Browning) with Duck Lake Road, North Piegan Street and U.S. 2 carrying the greatest volumes. Major traffic generators (destinations) in the community include:

- (1) Tribal Government Offices
- (2) Schools and Tribal College
- (3) High density housing developments
- (4) Glacier Foods
- (5) Glacier Peaks Casino
- (6) Teepees IGA

The Blackfeet Transportation Planning Department has prepared a Transportation Improvement Plan (TIP) which outlines its intended capital improvements to be undertaken on the Reservation.

Industrial Park

The Blackfeet Industrial Park site is located on approximately 568-acre parcel one mile south of Browning, Montana. The 40-acre industrial park itself is bound by fence lines on the south and west, Heart Butte Road on the east, and the Burlington Northern Santa Fe railroad and easement to the north. The Tribe recently had a marketing analysis and master plan completed for the Blackfeet Industrial Park.

The key goal of the Master Plan is to promote local economic development by creating a successful business environment using incentives and strategic marketing to attract new businesses to the Blackfeet Industrial Park. The following recommendations were suggested by the firm contracted to complete the Master Plan; *1) Incentivize New and Start-up Businesses through Cost Savings; 2) Marketing and Strategic External Outreach; 3) Kick-start Industrial Business Development through Internal Tribal Operations or Contacts; 4) Coordinate or Partner to Develop a Forage Agricultural Project.* Establishing partnerships could be successful with

input from a board of directors familiar with various industries. The Blackfeet Industrial Park can support thriving industries in technology, manufacturing, medical distribution/logistics, food processing and the BIP can support a diverse tenant base.

Water, Wastewater & Sewer Systems

The Two Medicine Water Company (TMWC) was established after the new water system was developed delivering water from Two Medicine Lake to the communities of East Glacier and Browning. The Two Medicine Water Company is currently being managed by the Tribes Siyeh Corporation. Between the two communities of Browning & East Glacier TMWC has a total of 1,862 customers 586 (31%) of these customers owe on their water, sewer & trash bills. TMWC has taken on the task of inheriting the deficiencies from both communities from the State & EPA when it was the Tribes decision to operate these systems. The only way to fix these deficiencies is collecting for the water and sewer services to make sure the costumers have an adequate amount of water and safe drinking water. When treating surface water it does cost more compared to ground water wells and the testing requirements set by the EPA are more closely regulated. So the Blackfeet Tribe has developed a collection process for the services they are providing to both communities.

Browning – Water & Wastewater

Water System

Browning provides water service to residential and commercial customers in Browning, North Browning and South Browning. Water is provided to the community of Browning though Two Medicine Water Company (TMWC) which operates the system constructed under the Blackfeet Community Water Project. Under this system water is withdrawn through an intake screen located in the bottom of Lower Two Medicine Lake and is the pumped approximately 2.5 miles to the water treatment plant which is located 14 miles from Browning. Filtered water is then pumped to Browning and East Glacier through separate pipelines.

Prior to the completion of the Blackfeet Community Water Project the Town of Browning's drinking water was supplied by six wells in two production well fields located 4 to 5 miles west of Browning. These well fields remain active as a backup/supplemental water supply for Browning.

Water in Browning is distributed through a system which is comprised of different types of pipe including asbestos cement, steel and PVC. Many of these distribution lines have been reported to be old and in need of replacement (source: Town of Browning Growth Plan).

Wastewater System

The Community of Browning has a central sewer collection system. The system is aging and upgrades have been made in recent years including updating and expanding the lagoon in 2010, and renovating 25 manholes in 2009 using a sealant to stop water infiltration during heavy rains. In 2017 two of the lift stations were upgraded in Browning. The treatment system known as the Hodson Lagoons, is an aerated lagoon system which also serves South Browning.

The Depot Lagoons serve the Industrial Park. These lagoons consist of a .8 acre primary cell and a 1.34 acre secondary cell. Flows for this facility have never come close to its design capacity, even when the industrial park was most heavily utilized. Although these lagoons are believed to have the capacity to serve any future expansion or additional use of the industrial park facilities an assessment will need to be done to determine if the system can accommodate any proposed changes.

Recently the Blackfeet Indian Health Service secured funding to replace the sewer main in the original Community of Browning. This project was started in 2016 and will be completed in 2018. The line had been scoped which allowed them to prioritize which lines would be replaced. Since the Blackfeet Tribe has recently acquired the Town property and now the community has grown in area there will need to be further assessments of the system with potential additional lines needing to be replaced.

East Glacier Park Village – Water & Sewer

Water System

East Glacier Park Village receives its drinking water through the system constructed under the Blackfeet Community Water Project. Water is provided by and purchased from the Two Medicine Water Company (TMWC).

Sewer System

East Glacier Park is served by a community sewer collection and lagoon treatment system. Limited information was available on the existing system.

The outlying communities such as Babb, Heart Butte, Starr School, Seville and Blackfoot their water services are handled by housed under Blackfeet Solid Waste program.

Babb – Water & Sewer

Water System

New water lines now connect south Babb to North Babb, which includes the school. The Bed Rock well will supply all areas of the community.

The water system improvements, including new wells storage and system interconnections, were critical for this community.

Sewer System

Properties in parts of north Babb rely on a communal septic system which was upgraded in 2005. There are currently fewer homes on this system than its design capacity. Those properties in north Babb which are not connected to the communal system (including the school, as well as some homes and commercial properties) rely on individual septic systems. South Babb has a community collection system which flows to a lift station on the north side of Highway 89 and is pumped to a lagoon near the St. Mary River. This two celled lagoon was initially built for the Chewing Black Bones campground in the late 1970's and is underutilized.

This lagoon could conceivably serve the entire Babb community and still have capacity to allow additional hookups.

Heart Butte – Water & Sewer

Water System

The Heart Butte water system consists of two primary wells and two above ground storage tanks with holding capacities of 20,000 gallons and 100,000. Water is pumped from the wells to the distribution system and storage tanks. There is no water treatment system.

Sewer System

Heart Butte is served by a community sewer collection and treatment system. In 2008, because of some community growth, the lagoon was updated and expanded. The sewer system in 2016 was upgraded the control panel was single phase changed to three phase all new control, 4 pumps, rail system and new float systems at both stations.

Starr School – Water & Sewer

Water System

The Starr School community water system which serves 55 homes includes two domestic wells, an older distribution system, which is presumed to be in good condition, and a pair of welded steel storage tanks with a combined capacity of 88,000 gallons. The foundations of these tanks are failing, and the tanks are not at a sufficient elevation to provide the community with adequate water pressure, frequently below the minimum level of 20 psi.

The tanks need to be replaced and several tank types were considered, including welded steel, glass-fused steel, elevated, and concrete. It was determined that a glass fused steel tank would provide the best balance of cost and low maintenance. Needed improvements include storage tank replacement, installation of a new electronic pressure switch, new well pumps and new tank foundation and it will serve 55 Indian homes.

In April of 2015 The U.S. Environmental protection Agency (EPA) selected the Starr School New Water Tank Project for a grant award. Completing the plan to change out the old water tank with a new one, will be completed by 2018.

Sewer System

Starr School is served with a community collection and treatment system. The treatment system is a lagoon system consisting of a primary and a secondary cell. This system did experience some problems with leakage from the primary cell in the 1990's which was corrected.

Seville – Water & Sewer

Water System

Seville is served by a water line which is connected to the City of Cut Banks water plant which draws its water from Cut Bank Creek. A new water tank was installed 2017. The Tribe has expressed interest in extending a water main from Browning to the Seville line.

Sewer System

Seville is served with a community collection and treatment system which was installed at the time the HUD housing project was developed. The treatment system is a two cell lagoon system consisting of a primary and a secondary cell. This system did experience some problems in the 1990's (bank stabilization and transfer repairs) which were corrected. The existing capacity of the treatment system is sufficient to allow for expansion of the Seville community. Possibly in 2018 a new cell will be developed for the the Seville community.

Blackfoot – Water & Sewer

Water System

Blackfoot residents are served with a community water system that was upgraded three years ago. These improvements to the well and additional storage capacity made, will support additional users.

Sewer System

Blackfoot does not have a community sewer system. Homes in the Blackfoot community are equipped with individual septic systems. There was some discussion in the mid-1990's regarding development of a community collection and treatment system, but it was determined that such an improvement would not be feasible cost-wise. There are not enough residents to qualify for a lagoon system.

Solid Waste Disposal

Blackfeet Solid Waste is the primary sole – service solid waste provider on the Blackfeet Reservation. They provide service to All Blackfeet Reservation residents/commercial businesses pertaining to collection and disposal of solid waste and service. Currently, we service approximately 3,000 customers and maintain six water and wastewater systems to five rural communities on the Reservation.

Blackfeet Solid Waste (BSW) is a Public Utility Service and currently does not have any enforcement powers. BSW works under the auspices of EPA regulations, primarily the Resource Conservation and Recovery Act and they abide by regulations set forth by EPA's Safe Drinking Water Act and the National Pollutant Discharge Elimination System (NPDES).

The make-up of customers on the Reservation is very diverse they provide services to; permanent residents, seasonal customers, permanent and seasonal commercial businesses, contractors, federal, state and Tribal Organizations. Revenue for the Program comes from; cash/check payments from residential customers, onsite scale disposals, commercial businesses, schools, Tribal departments, housing, Head start and Two Medicine Water

Company. Rental for 40 yard bins, tipping fees and change outs. Federal contracts; Indian Health Service, Bureau of Indian Affairs,

Currently, Blackfeet Solid Waste short term planning efforts concentrate around restructuring administratively, improving services and public image as well as increase their customer base and inventory. Their long term plans are to update and amend the Integrated Solid Waste Management Plan as well as the Blackfeet solid Waste Ordinance 105 and Ordinance 103. Long term planning will include various “Sustainability Components” such as including green infrastructure, HazWaste Days, waste reduction, recycling and utilizing renewable energy.

Electricity and Energy

Glacier Electric Cooperative of Browning and Cut Bank serve the Blackfeet Reservation and surrounding areas. Sufficient capacity for any requirements can be furnished with expansion to any new area readily available in either single or three phase services. In years past Glacier Electric Coop would provide service extensions to homes or other users when needed. In more recent times the Co-op has adopted policies that require the user to pay for the majority of the cost of the service line extension. These costs can be very high and limit the ability of the land owners to move onto or develop their land if electric lines are not already onsite or close. The Community of Browning has street lights in most of the area within the corporate boundary and pays for the service to Glacier Electric, by charging property owners equal share for the service. Blackfeet Housing provides street lighting to a majority of the communities' housing projects but does not have the ability to pass costs on to tenants.

Natural Gas is supplied by Northwestern Energy Company, which is headquartered in Kalispell. Natural Gas is available for residents, commercial, and industrial use for East Glacier and majority of Browning. For those homes or projects that do not already have a natural gas line, the cost of service lines or trunk lines must be borne by the requesting party. Initial costs can be quite high and most residents in the Browning area not already served cannot afford the connection. Annual consumption around here is propane

An alternative to natural gas is propane. There are companies in the surrounding areas that provide propane and bulk gasoline to the Reservation. To obtain propane you must make arrangements with a supplier to provide a tank and the refills as needed. Cost of the tank is high but rental tanks are available and the supplier will run connecting lines to the home or building with a small additional charge.

According to the LEAP office the annual energy consumption for this area; Electricity \$1465, Natural Gas \$1084.68, Propane \$2,160, Wood \$1,500 and Wood Pallets \$920

Telecommunications / Broadband

Telephone installations are provided by Three Rivers Telephone Co-Op of Fairfield, MT and by Qwest Communications of Denver, CO. In recent years portions of the reservation communication system has been upgraded to high-speed fiber optic lines. A recent survey showed approximately 70% of all families living on the reservation has telephone service. Verizon is the primary server of wireless communication on reservation. The wireless service is present in all major communities on the reservation with limited service found in some rural areas.

Wireless internet capabilities are available in the Browning and East Glacier and service is provided by the OKI communications. OKI plans to extend service to other communities on the Reservation. OKI is managed by SIYEH Development. Broadband and modem based Internet service is provided by Three Rivers Telephone Co-OP. Satellite service is available through several providers.

Radio stations from Browning, Shelby, and Great Falls provide services, through regular broadcasting. There is one local radio station KWGB Thunder Radio owned and operated by the Blackfeet Tribe.

Cable television is available in Browning by Star Link, a company managed by SIYEH Cooperation.

Emergency Services/Safety

Fire Protection - **The Blackfeet Tribal Fire Management Program** (BFMP) is the lead entity for management of resources for wildland fire, wildland fire use, prescribed fire and other all-hazard incidents throughout the Blackfeet Area and, when necessary, for assignment throughout the United States.

"The Indian Self-Determination Act of 1976" (Public Law 93-638) allowed tribes to contract with the federal government to manage certain Federal programs. The Blackfeet Tribe has taken the initiative in the summer of 2007 on the P.L. 93-638 process of contracting the Wildland Fire Management Program from the Blackfeet Agency, Bureau of Indian Affairs. As of March 1, 2008 the Blackfeet Tribe assumed all responsibility for all wildland fire Management activities within the exterior boundaries of the Blackfeet Reservation.

The Blackfeet Tribe is committed to a policy of aggressive and rapid suppression and control of all unplanned fires on the reservation. The Blackfeet Tribes first order of action is to update Bureau of Indian Affairs, Blackfeet Agency to Blackfeet Tribal Cooperative / Mutual Aid Agreements, operating plans, management plans, and other documents.



The **Chief Mountain Hotshots** are a Native American Elite firefighting crew based out of the Blackfeet Indian Reservation located at Browning,

Montana with Glacier National Park as their back yard. The 1988 and 1989 fire season was the two trial years for the crew. In 1990 the crew received their Type I Hotshot Status.

The Chief Mountain Hotshots are known as the “Warriors of the Forest” and are well known throughout the United States and Canada. In 1999 the crew received the National Safety Award for zero lost time accidents and zero reportable vehicle accidents.

The crew has been in existence for 30 years as of 2018 and are a highly trained self-sufficient hot shot crew, working in wildland firefighting. The Hotshot crew works 15 to 20 large fire incidents and travel 10,000 to 20,000 miles a year. When the crew is not on any fire incidents they will assist the Blackfeet Nation with community service. The crew helps in spring clean-up, assist local people in burn permits, and obtains fire wood for elderly and for spiritual needs and also works with the Blackfeet Tribe on fuel and fire management issues.

The local **Emergency Firefighter program** is a cooperative effort between the BIA and the Blackfeet Tribe to set a standardized operation procedures, guidelines and policy for management and administration of BIA sponsored EFF crews. The policies that affect the Blackfeet EFF program are established in The Native American Crew Operating Plan. This plan is maintained by the Northern Rockies Coordinating Group (NRCG), Native American Crew (NAC) committee, an advisory committee organized to recommend emergency firefighter crew management policy to fire protection agencies.

Blackfeet Emergency Medical Services (EMS) The primary responsibility shall be to furnish all necessary personnel, materials, services and do all things necessary to administer a Basic Life Support (BLS) with authorization for Advanced Life Support (ALS). The Blackfeet EMS program will provide services to and from the Blackfeet Community Hospital/Indian Health Service, 24 hours per day, (7) days per week including weekends and holidays.

Police Protection and Law Enforcement: The Blackfeet Law Enforcement department is located in Browning and maintains misdemeanor, juvenile and felony jurisdiction over Tribal members.

The department has 24 sworn officers; a Chief of Police, one Captain, one Lieutenant, four Sergeants, one drug officer, one elder abuse officer, one S.V.O.R. officer, one child abuse officer and 14 patrol officers. The department maintains a dispatch center with 9 sworn dispatchers.

Blackfeet Law Enforcement patrols 1.5 million acres, the Blackfeet Reservation from north to south is 75 miles, east to west its 51 miles officers respond to round trips when they receive a call in these areas. Blackfeet Law Enforcement receives approximately 2000 plus calls for service per month. When juveniles are arrested they are seen by a judge and depending on the nature of the charge they are transferred it to the Juvenile Detention Center (JDC) in Great Falls Montana which is 126 miles one way. Blackfeet law enforcement is funded by a 638 contract with the Bureau of Indian Affairs. The jail holds

up to 48 inmates and is managed by the Bureau of Indian Affairs District 5 Corrections. This facility was built in 19?? and is in need of renovations or build a new facility.

The Blackfeet Tribe does not have any jurisdictional agreements with Glacier County Sheriff or Pondera County Sheriff's offices the only agreement is with the Montana Highway Patrol.

Blackfeet Tribal Court has jurisdiction over civil and criminal matters occurring on the reservation, as authorized by the Blackfeet Constitution, and tribal and federal law.

The appropriate court of jurisdiction for residents for the Blackfeet Indian reservations depends on the status of the individual. The Tribal member, non-tribal member, and Canadian Indian and non-Indian will determine what level of jurisdiction whether; tribal, federal or both.

The Blackfeet Tribal Court follows laws specified to the Blackfeet Reservation which includes Blackfeet Law and Order Code, Civil, Family Court Code, Ordinance 81 (Commercial), Fish and Game Code, and Ordinance 108 (Child Support). The orders involve the Blackfeet Court criminal, civil, family, traffic, probate, fish and game, and name change.

The Blackfeet Court of Appeals hears appeals on the decisions of the Blackfeet Tribal Court and the Blackfeet Family Court.

Health Services

The **Blackfeet Tribal Health Department** is responsible for the planning, implementation and administration of health care systems to serve the Blackfeet people on the Blackfeet Reservation. The Tribe's philosophy and mission are to improve the quality of Health Care Systems and elevate the Health Status of the Blackfeet People to the highest possible level.

The Tribal Health Director, with direct supervision of the Blackfeet Tribal Business Council, is administratively responsible for project and contract compliance. The Blackfeet Tribal Health Department administers the daily operation of all BTHD P.L. 93-638 Contracts.

Tribal Health Programs include; Community Health Representatives (CHR), Crystal Creek Lodge, Emergency Medical Services (EMS), IHS Security, Southern Piegan Diabetes Project, Tobacco Prevention and the Honor Your Life Programs are affiliated under the BTHD. There are seven programs under Honor Your Life; Domestic Violence Prevention Initiative (DVPI), Methamphetamine & Suicide Prevention Initiative (MSPI), Community Wellness, Injury Prevention, Juvenile & Adult Healing to Wellness Court and Partnership for Success (Prescription Drug Abuse Prevention).

Southern Peigan Health Center operates under the Blackfeet Tribe, they strive to provide services to meet all health concerns among the communities located within and around the

Blackfeet Nation. The Clinical services include Primary Care, Wellness Exams, Foot Care, Diabetic Care, Southern Peigan School Health and Wellness Programs, Women's Health, and Pediatric Care.

They accept all forms of health insurance even those without health insurance and offer assistance in completing Medicaid Application by submitting via online application. They also offer a Sliding Scale Fee that will arrange co-payments based on monthly income.

Southern Peigan Health Center makes referrals with surrounding demographic clinics that offer services such as X-Rays, M.R.I. and CT Scans.

Southern Peigan Health Center offers complete wellness exams to infant to elder. They also do physicals for headstart families, sports, and employment. In the near future SPHC will also be able to offer DOT Physicals.

Southern Peigan Health Center devotes their care towards our Diabetic Patients overall health with a nutritionist, trainer, and a provider. The Southern Peigan Health Center is located in the same proximity of the Southern Peigan Diabetes Center and offers a workout area along with an on-site trainer.

Southern Peigan Health Center operates on 3rd Party Billing as well as accepts the following Health Insurance: Medicaid, Medicare, Private Health Insurance and we offer a Sliding Scale Fee if patients don't have insurance.

Southern Peigan School Health and Wellness Programs goal and intent is to provide health care services to our local youth in all the Blackfeet Reservation Schools. The initial startup, plan of operation and funding sources of the program began with a grant from Montana Health Care Foundation and the Blackfeet Tribe. Future funding will be generated by Third Party Billing and provide for future funding opportunities. Medicaid, Medicare, Private Insurance and self-pay options will be offered and accepted along with a sliding fee scale to private pay individuals. No student will be denied services due to inability to pay. For students on Medicaid, we bill all services directly and the student/family will have no out-of-pocket expenses.

Services shall include Medical, Mental Health, Nutrition and Dental. The SPSHWP is actively recruiting the following providers: Clinical Coordinator, Family Nurse Practitioner, Licensed Addiction Counselor, Registered Nurse, Dental Hygienist, Licensed Clinical Social Worker and/or Licensed Clinical Professional Counselor and a Certified Medical Assistant. The Southern Peigan School Health and Wellness Program works closely with the public schools and personnel to assist and accommodate the children during school hours.

The Blackfeet Tribe authorized the creation of a **Centralized Billing Office** (CBO) for third party billing in January 2017. The Blackfeet Tribe has created multiple health care programs in order

provided quality health care to its members and those residing on or near the Blackfeet Reservation. The CBO serves as the internal control mechanism for oversight, compliance and guidance for all Tribal health programs eligible for billing third party insurance companies. To sustain these healthcare programs the centralized billing office will be responsible for billing and accounts receivable transactions for all Tribal health departments. The centralized billing office has assisted the Southern Peigan School Health and Wellness Programs and Southern Peigan Health Center set up their Medicaid, Medicare, Private Insurance and self-pay options. They will continue to assist other Tribal Health Programs with third party billing as needed.

First opened in Browning, Montana in 1937, the **Blackfeet Community Hospital** has since been transformed into an expansive modern day 110,000 square foot 28 bed comprehensive health care facility complete with a 64 slice state of art computer tomography (CT) unit within a fully digitized radiology and lab service department.

Outpatient dental and optometry services are available five days per week. The facility also has in-patient pharmacy capabilities including an automated outpatient pharmacy department filling up to 1200 prescriptions per day. A daily Women's Health Center providing pre and post-natal care five days per week and a 24/7 OB/GYN department averages 200 to 210 newborns per year. They also provide surgical services for both outpatient and inpatient procedures with a full time general surgeon and contracts with other sub-specialties.

The hospital offers a full time diabetic clinic with daily Podiatry consultations and boasts of a sophisticated 8 bay emergency room equipped with a rooftop helipad transfer complex along with an urgent care/ same day appointment clinic delivering emergent and urgent care for slightly more than 131,000 patient encounters per annum. The facility contracts with other larger medical centers within the northwest to meet the needs of those patients experiencing severe trauma and or requiring critical care.

The hospital also operates a small health clinic 4 days per week 30 miles south of Browning in the community of Heart Butte where they provide direct patient care to over 5,000 patient visitors per year including pharmacy and general clinic services for the surrounding urban centers of Helena, Great Falls and Butte, Montana.

The Blackfeet Service Unit (et al) is accredited by Centers for Medicare & Medicaid Services (CMS).

Educational Systems

The Blackfeet Reservation provides educational opportunities in the form of elementary and secondary Public schools and private organizations. The reservation has a tribal college, Blackfeet Community College, which offers Bachelor and Associate degrees as well as certificate programs. There are 3,413 individuals currently enrolled in school, making up 32.8% of the total

reservation population. Of the population currently enrolled in school, almost 11.9% are in preschool, over half are in elementary school, almost a quarter BHS 590 & HBHS 71 are in high school, and 11% are enrolled in post-secondary education. (2017 Data by Planning dept.)

Current School Enrollment Blackfeet Reservation, Glacier County, State of Montana				
	Grade Level	# of Students	# of Teachers	Total # of Employees
Blackfeet Early Head Start	Prenatal – 5yrs	405	76	87
Browning Public Schools	K-12	2,171	177	371
East Glacier Park School	K-8	72	5	13
Heart Butte Public School	K-12	204	21	55
Private Schools & Parochial School				
Nizi PuhWah Sin/Cuts Wood School	K-8	31	5	9
De La Salle Blackfeet School	4-8	72	13	18
*Blackfeet Boarding Dorm	1-12	80		12
College/University				
Blackfeet Community College	2yr A.A. degree	378	27	95
Total (*not included in student count)		3,413	324	660
Source:				

Tribal Education Programs

Blackfeet Early Childhood Center provides an early childhood education program for eligible children ages Prenatal to 5 years old for the Blackfeet Reservation. They focus on providing services to low income families.

The Blackfeet Tribal Education Department founded in 1978, provides educational guidance and direction to the Tribal Council and coordinates the Tribal Grant for Higher Education Program.

Blackfeet Community College founded in 1976, provides adult and higher education programs for the area residents and surrounding communities of the Blackfeet Reservation. Blackfeet Community College provides access to quality educational programs that prepare students for achievement in higher education, meaningful employment, basic skills instruction, and community education, while integrating the Blackfeet culture and language. The Blackfeet Tribe recognizes the need for quality education in its quest for survival in the future. The Blackfeet Community College, a tribal chartered institution of higher education, is a tribal effort to achieve a balance between education advancement and cultural preservation.

According to the Blackfeet Community College 2016-18 Academic Catalog they currently offer; Associates of Arts programs of study in Education, Human Services/Behavioral Health, Liberal Arts, Piikani (Blackfeet) Studies, and Language Studies. Associates of Science programs of study in Business, Math/Science, Health Science, Pre-Engineering, and Registered Nursing (RN). Associates of Applied Science programs of study in Computer Science, Community Health, Licensed Practical Nursing (LPN), Piikani (Blackfeet) Studies, and Construction Technology. One-year certificate programs of study in Behavioral Health Aide, General Core, Building Trades, Emergency Medical Responder (EMR), and Emergency Medical Technician (EMT). As well as an endorsement program of study in Behavioral Health Aide. BCC is moving toward a 4-year college with the integration of a 2+2 hybrid models in the areas of; social work (BS University of Montana – Missoula (UMT), early childhood education (with the University of Montana – Western (UMTW), and elementary education (BA from University of Montana - Missoula) of bachelor's degrees in education and social work.

U.S. Government Program (BIA)

Blackfeet Boarding Dorm provides a live-in program for eligible student's grades 1-12. The public and private schools provide the educational programs for these students.

Public Schools

Browning Public School – District #9 provides educational services for Browning, Babb/St. Mary and two Hutterite Colonies on the Blackfeet Reservation.

Heart Butte Public School – District # 1 provides educational services for grades K-12 for Heart Butte area.

East Glacier Park School – District # 50 provides educational services for grades K-8 for East Glacier residents and surround area.

Parochial and Private Schools

De La Salle Blackfeet School (DLSBS) is a San Miguel School, operated by the De La Salle Christian Brothers, for boys and girls who live on the Blackfeet Indian Reservation in Montana.

Nizi Puh Wah Sin or Cuts Wood School is located in Browning, Montana and is dedicated to preserving the Blackfeet Language through our youth of today. The Nizi Puh Wah Sin Blackfeet Language Schools Immersion Program is focused on educating kindergarten through eighth grade scholars.

Housing

Blackfeet Housing Report for Blackfeet Tribal Planning: Past, Current and Future Housing Status

Blackfeet Housing (BH) Inventory:

Program Title	# of Units	Income Level	On Reservation
Formula Current Assist Stock (FCAS) Low Rent Units	649	Low to Very Low Income	Yes
Reclaimed Mutual Help Homes	12	Median Income Level	Yes
Mutual Help Homes under BH management (non-conveyed)	140	Median Income Levels	Yes
Tax Credit #1	20	Moderate Income	Yes
Tax Credit #2	35	Moderate Income	Yes
Tax Credit #3	25	Moderate Income	Yes
Tax Credit #4	50	Low Income	Yes
Tax Credit #5	24	Moderate Income	Yes
Duplex in Pablo, MT	2	Moderate Income	No
Total Current Inventory	957		

Current Development:

Glacier Heights Expansion Project (GHEP) 2016 - 2018

Bedroom Size	# of Units
Two-Bedroom	10
Three Bedroom	25
Four Bedroom	15
Total Units	50

GHEP is a forty (40) unit homeownership project in addition to ten (10) Elderly Veteran Homes. Homes are purchased at cost by members qualifying for a HUD 184 loan utilizing private financing.

Tax Credit #6 Project: "Depot Coulee"

Bedroom Size	# of Units
Three Bedroom	20
Four Bedroom	10
Total Units	30

Depot Coulee project is a Low Income Housing Tax Credit (LIHTC) project started December 2017 and will be 100% occupied by January 1, 2019.

Blackfeet Housing Waiting Lists as of

<u>Low-Rent Units</u>	
<u>One (1) – Bedroom</u>	32
<u>Two (2) – Bedroom</u>	52
<u>Three (3) – Bedroom</u>	30

<u>Four (4) – Bedroom</u>	13
<u>Five (5) – Bedroom</u>	1
<u>Elderly List</u>	10
<u>Total Blackfeet Members on Low Rent Waiting List</u>	138
<u>Tax Credit Waiting List</u>	
<u>One (1) Bedroom</u>	12
<u>Two (2) Bedroom</u>	26
<u>Three (3) Bedroom</u>	36
<u>Four (4) Bedroom</u>	21
<u>Total Blackfeet</u>	95
<u>Total Blackfeet Members on all Waiting List</u>	233

Blackfeet Housing Objectives:

Homeownership is a priority for Blackfeet Housing. The need for housing on the Blackfeet Reservation will never be fulfilled through HUD and subsidized housing. In order to meet the housing needs of the Blackfeet Reservation affordable and accessible homeownership must exist. Blackfeet Housing created a homeownership program that provides the opportunity of homeownership through the following:

- Availability of land
- Infrastructure development
- Affordable construction
- Creative Financing
- Program that truly encourages homeownership through financial counseling and coaching

BH has identified a tract of land and is in the process of sub-dividing for residential lots. Environmental reviews will be complete. Plans for infrastructure will be completed and constructed as funding is available. BH's goal is to have lots available with utilities for individuals that wish to reside in town. BH identified the HUD 184 as the top resource for individual homeownership on Tribal trust land. Additionally, BH has closed loans with the Veterans Affairs program by assisting as the third party in the program.

Projections for Future Construction Projects

Projected Construction Year	Title VI Construction	HUD 184 Construction	HUD/VASH	Low Income Housing Tax Credit Construction	Professional Living Development	Total Homes Constructed for Year
2018	10	5	0	30		45
2019	10	10	10	0	10	40
2020	10	15	10	30	10	75
2021	10	20	10	0	10	50

2022	10	25	10	30	10	85
Total Projected New Construction Through 2022						295

BH recognizes the need for the development of “Professional Living” for our schools, health providers and law enforcement. BH is currently in discussion with the Browning School District and Indian Health Services to develop a program to construct housing to meet each entity’s need.

Existing Tribal Businesses and Revenue-Producing Programs:

Siyeh – Tribal Enterprises

- Glacier Peaks Hotel provides accommodations to visitors of the reservation.
- Glacier Peaks Casino provides casino gaming to guests, and is adjacent to Glacier Peaks Hotel.
- Blackfeet Heritage Center and Art Gallery is an experience for visitors to expand their understanding of the Blackfeet people.
- Glacier Family Foods is located in Browning and provides the freshest grocery products available.
- Oki Communications provide telecommunications and internet services to the residents, institutions and businesses on or near the Blackfeet Indian Reservation.
- Commemorative Coins offers a collection of precious coins honoring the heritage of the Blackfeet Nation.
- Star Link Cable is a cable television offering services to residents and businesses in Browning.

Tribal Government Revenue Producing Programs: (Tribal Credit, Fish and Wildlife Dept., Land Dept., Forestry, Revenue Dept., Manpower – Tribal Campgrounds).

Existing Tribal Job Training Programs

The **Blackfeet Manpower One-Stop Center** is a Montana state certified “One-Stop”. The agency provides employment and training opportunities to persons living within or near the boundaries of the Blackfeet Indian Reservation, as well as programs of assistance to people living at or below the poverty level. The organization’s main objectives are to increase

occupational skill attainment, improve the quality of the workforce, reduce welfare dependency, enhance the productivity of the Blackfeet Nation's economy, and secure a degree of self-sufficiency which meets each individual's personal requirement for health, well-being and quality of life. These services are provided within the context of Blackfeet culture and with respect for unique Blackfeet needs. The organization administers the following grants/programs:

Public Law 102-477 services: Cash assistance, child care, employment, training, job placement, supportive services and related services from these funding sources;

- Child Care Development Fund
- Employment/ Job Readiness
- General Assistance
- Native Employment Works (NEW)
- Workforce Innovation and Opportunities Act (WIOA)- Adult & Youth

Other Programs & Services:

- AmeriCorps VISTA: A VISTA member is hosted by the BMP and renewed each year with a new individual who provides volunteer services to help end the cycle of poverty.
- Blackfeet Vocational Rehabilitation: Provides career counseling and supportive services to individuals who may have a documented disability that hinders their ability to find meaningful employment, training or education that leads to stable employment.
- Community Management Team: meets 2nd Wednesday of every month to discuss economic opportunities and combines resources to eliminate duplication of services.
- Child Support Program (BCSE): provides child support enforcement and family mediation to members and descendants of the Blackfeet Tribe.
- Hi-SET Study (Adult Education) Program: A trained education instructor prepares individuals for the State of Montana Hi-SET testing.
- Native American Career Technical Education Program (NACTEP): Provides support for clientele to complete certifications and degrees in the technical education fields.
- Teen Pregnancy & Parenting Coalition: Provides peer support and connection to community resources, including parenting techniques and advocacy for housing and employment.
- Tribal-State Work Activity Program (SWAP): Provides case management services to State TANF clientele, which have one family member who is an enrolled member of the Blackfeet Tribe.
- Tribal-Temporary Assistance for Needy Families (TTANF): Provides financial assistance to individuals who meet eligibility criteria.
- Veterans services- Blackfeet Veterans Alliance (BVA): Holds monthly meetings, connects veterans to federal, state and tribal service
- The Blackfeet Manpower also manages 4 campgrounds for the Blackfeet Tribe; Chewing Black Bones, Duck Lake, Red Eagle and Buffalo Calf Campgrounds. The agency utilizes the 477 funding to place workers at the campgrounds.

It is the purpose of the **Blackfeet Tribal Employment Rights office (TERO)** to strictly enforce the Indian preference requirements as set forth by the Blackfeet Tribe.

Other Services We Offer

- Certified UA Collectors for Drug Testing
- Complaint form (TERO and EEOC)
- Identify Certified Indian Preference Firms
- Assist companies in application process
- Offer TERO clients assistance in completing necessary paperwork applications, resume's etc.
- Conference Room for meetings

Blackfeet Community College currently offers; Associates of Arts programs of study in Education, Human Services/Behavioral Health, Liberal Arts, Piikani (Blackfeet) Studies, and Language Studies. Associates of Science programs of study in Business, Math/Science, Health Science, Pre-Engineering, and Registered Nursing (RN). Associates of Applied Science programs of study in Computer Science, Community Health, Licensed Practical Nursing (LPN), Piikani (Blackfeet) Studies, and Construction Technology. One-year certificate programs of study in Behavioral Health Aide, General Core, Building Trades, Emergency Medical Responder (EMR), and Emergency Medical Technician (EMT). As well as an endorsement program of study in Behavioral Health Aide. BCC is moving toward a 4-year college with the integration of a 2+2 hybrid models in the areas of; social work (BS University of Montana – Missoula (UMT), early childhood education (with the University of Montana – Western (UMTW), and elementary education (BA from University of Montana - Missoula) of bachelor's degrees in education and social work. (2016-18 Academic Catalog)

BCC Workforce Division Certificates and Trainings

One-year certificates are offered in building trades, class 7 American Indian language and cultural specialist, behavioral health Aid (BHA), and tribal advocate.

Less than one year trainings that are offered are behavioral health endorsement, electrical, plumbing, welding, solar energy, Emergency Medical Technician (EMT)/ Emergency Medical Responder (EMR), Commercial Driver's License (CDL), Certified Nursing Assistant (CNA), and highway construction flagging. Additional trainings offered are based on need

Resources that provide support to Tribal Member Business Owners

Blackfeet Tribal Planning Office

Organized under the Blackfeet Tribal Business Council, this entity promotes coordinated development through the provision of technical planning assistance, through the preparation of comprehensive plans and studies. The Planning staff works with numerous funding agencies to obtain grants or contracts through proposal applications that will provide needed services to tribal members and to other residing on the Blackfeet Reservation.

Revenue Department

According to the US Census Bureau 2011-2015 American Community Survey 5 Year Estimates and relying upon the industry terms and classifications of the North American Industry Classification System, the most predominate industries on the Blackfeet Nation reservation are: 1) educational services, healthcare & social assistance; 2) agriculture, forestry, fishing and hunting, and mining; 3) arts, entertainment, recreational and accommodation, and foodservice. The smallest segments of the local economy are: 1) manufacturing; 2) information; 3) wholesale trade. According to the US Bureau of Labor Statistics for the years 2009-2011 nearly all occupations were on a downward trend, with the most significant losses in the accommodation with a 46.9% loss and leisure and hospitality industries with a 35.1% loss in local employment. There was an increase of 146.7% in the professional and business services, while the construction industry seen an increase of 122.2% in local employment. (Blackfeet Reservation, Demographic and Economic Information, Revised October 2013)

Table 1. Occupations by Industry	
Industry	# Employed
Civilian Population Employed 16 and Over	3352
Agriculture, Forestry, Fishing & Hunting, and Mining	445
Construction	324
Manufacturing	41
Wholesale Trade	54
Retail Trade	201
Transportation and Warehousing, Utilities	65
Information	50
Finance and Insurance, and Real Estate and Rental and Leasing	129

Professional, Scientific, and Management, and Administrative and Waste Management Services	111
Educational Services, and Health Care and Social Assistance	1096
Arts, Entertainment, and Recreation, and Accommodation and Food Services	377
Other Services, except Public Administration	126
Public Administration	333
<i>Source: USCB ACS 2011-2015</i>	

Looking at the private sector, the types and numbers of small businesses that have operational commercial space on the Blackfeet Nation are identified in Table 2 on the following page.

Table 2: Small Businesses with Visible Commercial Space	
Business Type	# of Businesses
Accommodations	16
Barber Shops/Salons	4
Bars/Lounges	4
Miscellaneous	9
Non-Profit	4
Restaurants	20
Retail/Grocery Stores	26
Towing/Auto Repair	2

However, these 85 businesses certainly do not paint the entire picture of the private sector operating on the Blackfeet Nation reservation. A more complete view of the private business activity is evident when looking at the types of businesses that are licensed by the Nation under the Comprehensive Tax Code (Ordinance #86). The Nation's Department of Revenue, who is responsible for accepting and approving the licensing of all businesses under the ordinance, currently has issued over 680 business licenses for businesses operating on the Blackfeet Nation reservation. Tribally licensed businesses located and operating on the Blackfeet Nation comprise approximately 47% of the licenses that are issued annually and are summarized below by type (see Table 3).

Table 3: Small Businesses located on the Blackfeet Nation with a Blackfeet Tribal Business License.			
Type of Business	# of Businesses	Type of Business	# of Businesses
Accommodations	21	Health Care Services	3
Accounting	1	Insurance	1

Agriculture	3	Laundromat	1
Arts & Crafts	17	Logging	2
Auto Parts	2	Meat Processing	2
Auto Repair	1	Miscellaneous	15
Auto Sales	2	Music/DJ	2
Bail Bonding	2	Non-Profit	4
Bakery	2	Outfitters/Guides	6
Barber Shop	1	Photography	3
Bars	6	Real Estate	3
Catering	9	Remodeling	2
Cleaning Service	1	Restaurants	23
Coffee Shop	1	Retail	22
Computer Repair	1	Security Services	3
Convenience Stores	2	Sign Shop	2
Convenience Stores/Fuel	6	Tire Service	2
Consultants	48	Tours	3
Contractors	21	Transportation	2
Construction	40	Trucking	10
Gaming/Casino	2	Utilities	4
Grocery Stores	6	Welding	4
Hair Salon	3	Wholesale Goods	2
Total # of businesses on the Blackfeet Reservation with a Blackfeet Tribal Business License.			

The **Blackfeet Tribal Credit** provides financial assistance to Blackfeet Tribal Enrolled members within the boundaries of the Blackfeet Indian Reservation. It is the program's goal to provide this service to our clients while also assisting our clients in developing the necessary skills to move to mainstream financial institutions.

Loans will be made for the primary purpose of raising the social and economic status of members of the Tribe. Loans may be made only upon determination by the Credit Officer that repayments can be made based upon credit analysis and feasibility of an applicant's plan of operation. For a Revolving Credit Fund loan, the applicant at a minimum must have a balance sheet, income statement of the loan application and a release of information form.

BCC Business and Information Technology Division

The college offers an Associates of Science in Accounting and Business Management, as well as an Associates of Applied Science in Computer Information Systems (CIS). All degrees offered by BCC and their respective courses are transferable within the Montana University System (MUS) for students wishing to pursue their Bachelor's degree in business or related fields.

Additionally, a one-year certificate in Records and Information Management is also offered. The BCC Business and Information Technology Division is also seeking to build a 2+2 program with the MUS system to build capacity for the college's own bachelor's degree in business program of study.

Tribal Employment Rights Office-TERO: Our Mission of the Blackfeet Tribal Employee Rights Office is to enhance the lives of the Blackfeet people through employment and training.

The Blackfeet TERO implemented the Blackfeet Tribal Employment Rights Ordinance and Safety Act of 2010, set forth by the Blackfeet Tribe. This important piece of legislation gave employees and more importantly, local business leaders a transparent and solid reference of the Blackfeet Tribal Employment Law. The enactment of this law was a major factor of the increase in employment on the reservation for our local workforce between 2010 and to present day. TERO continues to make changes and adjustments as laws may impact the Tribal Ordinance.

The Blackfeet TERO has partnered up with various off reservation companies such as the iron workers and carpentry unions, along with on reservation entities to offer trainings for our community members. The financial impact of providing training was quickly recognized and funding from other Tribal programs were needed to continue to train our local workforce. The mandatory certification and trainings were required in order for our clients to meet basic qualifications and be eligible to apply for even the more basic jobs in the industry. TERO will continue to reach out for more resources and seek out opportunities as they come.

TERO offers several services for the public; they are certified collectors through SafeTrac for Urine Analysis for on and off reservation companies. With this service they help ensure a safe work place for the members and companies prior to sending them out to the job site. The TERO staff are trained in the formal complaint process for TERO or EEOC (Equal Employment Opportunity Commission) departments. They also assist local Indian Preference Companies in reaching their highest potential. They offer TERO clients assistance in completing necessary paperwork such as applications, cover letters, resumes and other supporting documents for employment. With new upcoming activities on the Reservation, TERO has networked with other tribal programs to aid in job readiness for their TERO clients.

The TERO office has set a high standard of professionalism while serving their clients and building relationships with business leaders hiring on and off the Blackfeet Reservation. They have excellent working relationships with numerous companies, departments and other Indian Tribes across the nation.

The following financial details are a summary of the MDT (Montana Department of Transportation) projects on the Blackfeet Reservation spanning from 2017-2020. Approximately

\$12 million in projects will be constructed in 2018 and about \$26 million more in the planning stages.

Native American Community Development Corporation (NACDC) Financial Services

Their mission is to remove the barriers that exist in Indian Country that prohibit the flow of capital and credit. They address the critical needs in Native communities related to growth of family assets and sustainable economic development.

Certificates: NACDC Financial Services has partnered with Blackfeet Community College in the past to offer credit for many of their classes. A certificate of completion of the financial literacy class is required for our credit builder loan.

Loans: To assist in the flow of capital in Indian Country, NACDC Financial Services offers a number of loans that serve a variety of individuals' needs. The credit builder loans helps repair individuals' credit (financial literacy class is required before receiving loan). NACDC Financial Services also offer other consumer loans including auto, home and short-term loans.

NACDC Financial Services offers micro-business loans with terms of 3-5 years and small business loans with terms of 5-7 years to existing businesses and start-ups. Artist lines of credit are also available to help artists purchase inventory and supplies. For AG businesses, NACDC Financial Services offers working capital loans that cover costs like equipment, cattle and hay purchases. NACDC Financial Services is also the USDA nationwide lender for the Highly Fractionated Indian Land Loans which allows Native Ag producers to purchase fractionated land.

Programs: A major part of removing barriers to capital is education. As such, there is an adult financial literacy class offered a few times throughout the year that covers a variety of topics including: credit, identity theft and budgeting. Youth financial literacy classes covering foundational financial topics are also conducted in school classrooms in several area schools. The youth financial literacy classes are coupled with the Mini-Bank program. This program provides students with real bank accounts through Native American Bank but that are accessible at their school.

NACDC Financial Services offers both ag business and small business seminars and workshops. In an ag business workshop, ag producers learn basic business concepts and are exposed to various resources available to them. In small business workshops, the focus is on helping business owners and prospective start-ups develop a business plan. NACDC Financial Services also conducts artist trainings that help artists develop financial plans and market their art. One-on-one follow-up is always available after each workshop. One workshop of each type is held annually in Browning.

NACDC Financial Services sponsors a Native Art show during the Russell Art Week in Great Falls, MT. NACDC Financial Services also helps business owners of all kinds apply for the Indian Equity Fund Grant (through the Montana Department of Commerce). The main focus of this assistance is helping individuals write a business plan and develop financials. The grant runs once a year.

NACDC Financial Services runs the Montana Indian Youth Small Business Program (through the Montana Department of Commerce) on behalf of the Blackfeet tribe. This program connects students with small businesses in the community for an on-the-job learning experience and pays part of the student stipend.

Economic Strengths, Weaknesses, Opportunities and Threats (SWOT) – SGD

The Blackfeet Reservation economy has existing **Strengths** and **Weaknesses** as well as **Opportunities** and **Threats**. The planning department held community meeting and strategic planning sessions with Tribal departments/programs for the past couple of years. From those meetings the input from community members the following outlines some of the challenges and opportunities for the Blackfeet Tribe. Sweetgrass Development Corporation, one of the Blackfeet Tribes' partners assisted with the community gatherings, provided input on the survey instrument and led the SWOT analysis sessions.

The SWOT analysis revealed economic strengths for the area which included the rich natural landscape as a draw for tourism and recreation and the Tribes Cultural heritage as a positive attribute. Weaknesses included blighted areas along Highway 2 & 89 through the Browning community and the lack of business codes and ordinances to encourage small business development. The Planning Department intends to work with the Blackfeet Tribe and community to diversify the economy and support the development of a robust and varied business atmosphere on the Blackfeet Reservation.

DRAFT



Goals & Objectives

INTRODUCTION

What should the Blackfeet Reservation be working toward in the future? The Comprehensive Economic Development Plan establishes goals and objectives that will help to shape and

direct growth and development for the next fifteen years and beyond. The Plan is based upon a shared vision of the citizenry and stakeholders of what the Blackfeet Reservation should and will become.

The following goals and objectives have been developed to guide the Reservation's vision of itself as it grows, matures, and ultimately attains its anticipated build-out configuration. They establish a framework for specific actions (i.e., policies), to be conceived during later phases of the comprehensive planning process, which will help the citizens and stakeholders of the Blackfeet Reservation achieve their ultimate vision of the Reservation's future.

Discussions of citizen's views regarding the needs and future of the Blackfeet Reservation were derived from public input sessions conducted in 2017, and assisted in formulating the goals and objectives for this planning document. These discussions (and written comments) clearly indicated residents' views concerning the quality of life on the Blackfeet Reservation, as well as its strengths and weaknesses. The discussions and written comments yielded information on the following areas of interest: Economic Development, Judicial and Law Enforcement, Natural Resources, Community Wellness, Housing, Land Use

The Comprehensive Plan goals and objectives were formulated using the results of these input sessions as well as input received from tribal officials, and other interested individuals. In general:

The Blackfeet Tribal Business Council follows a visionary approach for goals and objectives that are developed as guidance toward sustainability and prosperity for the Blackfeet Nation.

Goal 1. Promote a Healthy Business Economy

Objectives:

1. Create a development permit process and regulatory structure that protects the Tribe's interests and is competitive to surrounding local governments.
2. Promote the unique sovereign status of the Tribe to attract development and private investment on the reservation.
3. Establish a workforce development plan
4. Improve existing infrastructure and utilities on the reservation to attract development and private investment.
5. Establish Border crossing for free trade and passage policies; with Blackfoot Confederacy Tribes and allies.

Goal 2. Improve Judicial and Law Enforcement Services

Objectives:

1. Update tribal laws, ordinances, codes, policies and procedures for tribal laws
2. Establish a Justice Center that includes both tribal court and law enforcement services
3. Review and update memorandum of agreements with other governments

Goal 3. Promote Natural Resources and Potential Markets

Objectives:

1. Provide resources to enforce all tribal laws to protect natural resources, fish, wildlife, land, forest, water, rivers and recreational sites
2. Research and develop market for energy development

Goal 4. Provide Community Wellness, Recreational, and Cultural facilities to promote Traditional Values

Objectives:

1. Provide support for Blackfeet Cultural Activities for youth, elders and area residents.
2. Invest in Tourism Opportunities.
3. Create additional community based health care and prevention programs on the reservation

Goal 5. Increase home ownership

Objectives:

1. Provide professional housing, homes for the elderly and expand housing in all communities on the Blackfeet Reservation.

Goal 6. Repurchase Land to Secure Sovereignty and Cultural Integrity

Objectives:

1. Identify land available for sale on the reservation
2. Establish Tribal Budget reserve for land purchase
3. Land Purchase fund will come from Cobell Case upon availability
4. Write a land use plan for best use of assets

Action Plan

The community members and Tribal programs have listed potential action items for the next 5 years. The Blackfeet Tribal Business Council has selected their priorities from the list provided.

Priorities	Economic Development Projects	Goal/Objectives	Lead Agency/Dept	Expected Results	Performance Measures and Evaluation Indicators	Funding Options	Time Frame	Jobs Created
1	Bottled Water Plant							
2	Mini - Mall for Retail Business							
3	New Campground Infrastructure Upgrades via Water Compact							
4	Buffalo Program – Marketing, Growth Plan							
5	Update business/commercial codes & Establish Zoning laws							
6	Provide incentives to attract development and private investment on the reservation							
7	Buffalo Spirit Interpretive Center							
8	Blackfeet Beef/Bison Processing Plant							
9	Credit Union							

10	Babb/St. Mary/East Glacier Area – Resort, Gas & C- Store							
11	Construction Company							
12	Recycling Center							
13	Oil & Gas increase % to dept. for O&M and upgrade wells in field							
14	Tribal Guest Ranch							

Priorities	Community Development Projects	Goal & Objectives	Lead Dept	Expected Results	Performance Measures and Evaluation Indicators	Funding Options	Time Frame	Jobs Created
1	Heart Butte - New Senior Citizens Center							
2	Blackfeet Health & Fitness Center (2013)							
3	Community Wake Center (2014)							
4	New Alcohol & Drug Addiction treatment center							
5	Community Centers for Family Recreation/Learning Center/satellite service offices							
6	Public Utility/Works Division							
7	New Nurturing Center							

8	Updated Law and Order Code: Update laws and ordinance for the Blackfeet Tribe							
9	Homeless/Transitional Living Center and Homes							
10	Street/Alley/Road Maintenance plan in all communities							
11	Additional space needed for Southern Piegan Health Clinic							
12	New Justice Center							
13	Create a Strategic Plan for the Tourism/Parks & Recreation Dept. Est. Walk/Bike Trails (ATV/horseback/hiking) and parks for H. Butte, Seville, St. School, HS to Glacier.							
14	New fire management facility – site est. and funding available							
15	New Natural Resource Building; Consolidate Natural Resource programs							
16	Agricultural Land Use Plan							
17	Create a centralized motor pool dept.							
18	Animal Shelter							
19	NAID and Heart Butte Celebration sites – Need Plan to Upgrade & Dev. management plan							

20	New Tribal Administration Building							
21	New Fish and Wildlife Building							
22	Hospice							
23	Design of a new court room that will insure safety measures for staff, handicap and public.							
24	Full time positions: Data clerk, Defender Clerk, Prosecution Clerk, and Bailiff/Security.							
25	Full Tribal Court Program; this allows paperless files and for all staff to have certain access rights to allow to input information.							
26	FT attorneys expand legal department							
27	Partner w/ UM school of Law – internship program (rsch)							
28	New building to house ambulances							
29	Professional Health Building – leasing space for specialty care svc							
31	Establish a public transportation system							
32	Professional Housing projects in each community							

The Blackfeet Tribal Business Council will narrow down list.

Evaluation and Performance Measures

Annual evaluation of the overall progress on the CEDS action plan will be led by the Planning Department. Information necessary to conduct this annual evaluation will be gathered by the Tribal Administrator identified in the implementation of a given action item. Progress and performance will be documented and recommendations for next steps and/or amendments to each action will be developed and presented to the Tribal Council for consideration. Once the Annual Progress Report has been developed /updated and approved by the Tribal Council, the strategies and actions identified for the coming year will be used to inform the Tribal Budget process and integrated into the goals and objectives for given departments, programs, enterprises and/or entities accordingly.

The CEDS Action Plan is designed to be comprehensive and flexible to fit the planning and development needs of the Tribe annually.

Disaster and Economic Recovery Resiliency

1. Pre-Disaster Mitigation Plan

The Blackfeet Tribal Business Council adopted the Pre – Disaster Mitigation Plan in 2017. The Plan was developed to help guide and focus hazard mitigation activities. The Blackfeet Reservation PDM Plan profiles significant hazards to the community and identifies mitigation projects that can reduce their impacts. The purpose of the plan is to promote sound public policy designed to protect residents, critical facilities, infrastructure, private property and the environment from natural and man-made hazards. The Blackfeet Reservation PDM Plan includes resources and information to assist residents, organizations, local government and others interested in participating in planning for natural and man – made hazards. The Plan identified the following hazards to have the highest probability of occurring on the Blackfeet Reservation.

- Winter storms and extreme cold
- Wildfires
- Flooding
- Hazardous materials incidents
- High wind, severe thunderstorms and hail
- Drought
- Dam Failure

The plan recommends goals and objectives to address these events and includes an action plan that ranks priority and establishes jurisdiction responsibility.

2. Emergency Operations Plan ??

3. Tribal Emergency Response Committee (TERC)

The Blackfeet Tribe has a Tribal Emergency Response Committee, composed of Program Directors and managers which could help in emergency situations, such as law enforcement, fish & wildlife, Tribal Health programs, fire management, Bureau of Indian Affairs etc. The TERC committee meet quarterly, monthly, weekly and daily, depending on the climatic and emergency need on the Reservation. The point of contact is the director of Homeland Security. The director coordinates the emergencies that occur on the Reservation working with the various emergency responders, adjacent to the Blackfeet Reservation.

There a number of tribal and local regulations and policies that form the framework to implement hazard mitigation. The following is a list of plans:

- Blackfeet Indian Reservation Floodplain and Floodway Ordinance
 - Blackfeet Indian Reservation All Hazardous Emergency Operations Plan (2012) * move to #2
 - Blackfeet Agency Fire Management Plan; 2016-2017
 - Wildland Fire Hazard Assessment and Mitigation Plan for the Blackfeet Reservation (2013)
- School District Emergency Plan