



Little Shell Tribe

# **LONG RANGE TRANSPORTATION PLAN**

April 2025  
*Amended March 2026*



## Acknowledgements

The Little Shell Tribe of Montana (LST) Long Range Transportation Plan (LRTP) is a product of a collaborative effort and commitment from LST staff, Tribal Council, and Bureau of Indian Affairs. This LRTP represents a significant milestone for LST in order to create a Tribal Transportation Program to address transportation related needs of the Tribe. This inaugural plan would not have been possible without the participation of key individuals/programs/agencies who have been identified below. The project team would also like to acknowledge stakeholders and community members within the region who participated and provided instrumental feedback to guide the LRTP.

### **Little Shell Tribe Administration & Programs**

- Little Shell Tribal Council
- Little Shell Tribe Cultural Center
- Little Shell Housing Program
- Little Shell Elders Program
- Little Shell Tribal Health
- Little Shell Powwow Committee
- Little Shell Tribe Food Distribution

### **Support Agencies**

- Bureau of Indians Affairs (BIA)
- City of Great Falls Planning Department
- Great Falls Metropolitan Planning Organization
- Montana Department of Transportation (MDOT)



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# EXISTING CONDITIONS

## BACKGROUND & RECENT TRIBAL HISTORY

### TRIBAL BACKGROUND

The ancestors of today's Little Shell Tribe of Chippewa Indians of Montana, or Little Shell Tribe ("LST" or "Tribe"), are political successors of interest to the historical Pembina Band of Chippewa Indians. The Tribe's first documentation was as early as 1692 in the land now known as the State of Montana, guiding Henry Kelsey of the Hudson's Bay Company. In the 1730s, as part of the Nehiyaw Pwat Confederacy (i.e., Cree Assiniboine, aka, Iron Alliance), ancestral Little Shell peoples traded guns and metal materials to the Blackfoot Confederacy in their fight with the Shoshone. LST citizens have resided in Montana in unbroken lineage since the 1780s.

Ancestors of the LST migrated from the Great Lakes area into the Plains of Canada and the United States. Part of the historical Pembina Band of Chippewa Indians, the Little Shell Band of Chippewa were referred to as the Little Shell Band of Ojibwe. As documented by European settlers in the early 18th century, the Ojibwe held approximately 63-million acres of land throughout South Dakota, North Dakota, and Canada. By the early 19th century, many French-Canadian men, mostly fur trappers, had married into LST and Ojibwe families.

The Pembina Band and Red Lake Band of Chippewa ceded approximately 11-million acres of territory across Minnesota and North Dakota to the United States in the 1863 Pembina Treaty, also known as the Treaty of Old Crossing. In 1864, LST leader, Esens, refused to amend the original treaty and walked out of further negotiations. He sent word to Washington D.C. in 1892 looking to exchange the treaty rights of 1863 and 52-million acres of land for a large reservation that included the Turtle Mountain region in North Dakota, at the price of \$1.00 per acre of land. A North Dakota Senator at the time, Porter J. McCumber, was set to meet with the Pembina Band but during the first meeting the senator was not present, and his agent Waugh offered \$0.10 per acre. The Pembina walked out, knowing the United States had paid



\$1.00 per acre for less valuable land. Agent Waugh later brought in 32 Ojibwe to sign the treaty, which became known as the Ten Cent Treaty or McCumber Agreement.

In 1892, the Turtle Mountain Indian Reservation was established in present day North Dakota with the McCumber Agreement between the Turtle Mountain Indians and the McCumber Commission, however many of the LST Indians refused settlement here. Instead, migrating to Montana under the leadership of Chief Little Shell refusing to cede any additional lands and settling here for more than 100 years without a significant land base and no reservation. Eventually, LST citizens did settle on the Turtle Mountain Indian Reservation as other citizens migrated north and west into Saskatchewan and Alberta, Canada and then later made their way back south into Montana.

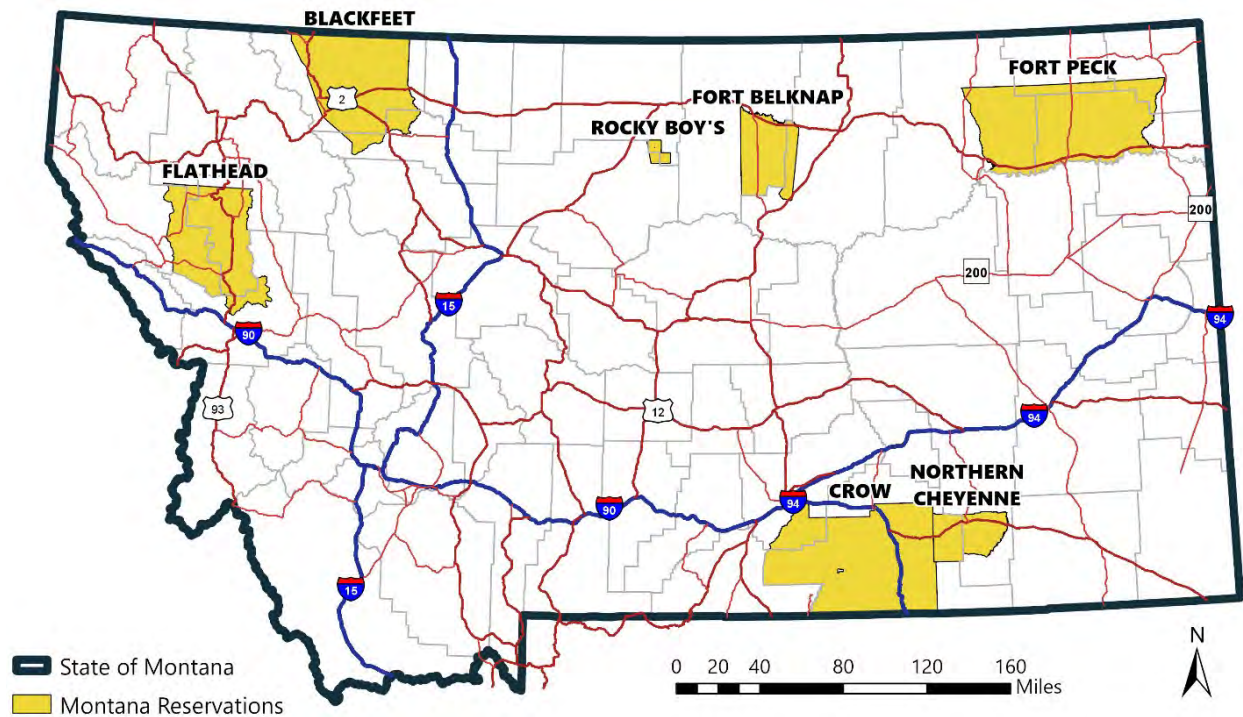
By the mid-19th century, LST had no formal enrollment procedure, no reservation, and thus no documented population, despite petitions to the federal government under the Indian Reorganization Act of 1934 (“IRA”), but the Tribe was numbered at several thousand in the Red River-Pembina region.

## **Federal Recognition**

The LST has gone without an Indian Reservation, considered “landless Indians of Montana” (or the “landless Indians of Hill 57”), for most of its history, due to conflicts with federal authorities in the 19th century. Petitions for federal recognition, which would give the LST access to federal assistance and the ability to hold land, went nowhere for more than a century. Montana Senators, Mr. Tester (D) and Mr. Daines (R), introduced and inserted restoration legislation into the National Defense Authorization Act for Fiscal Year 2020. On December 20, 2019, the Act was signed into law including the Little Shell Restoration Act, granting LST federal recognition as the 574th federally recognized tribe. Different bands chose to settle in different areas on other reservations across Montana. Montana Reservations are shown on Figure 1. Tribal Reservations in Montana. Today, LST owns 718 acres of land in and around the Great Falls, Montana area, in addition to overseeing management of the Hell Creek Recreation Area.



Figure 1. Tribal Reservations in Montana



## Tribal Population

There are more than 6,800 enrolled Little Shell citizens that elect a seven-member Executive Committee and Tribal Council. Tribal government operations are headquartered in Great Falls. Tribal citizens reside in various parts of Montana, including:



**Table 1. Population of LST Citizens in Counties**

<b>County</b>	<b>2024 Population*</b>	<b>In LST Service Area? (Y/N)</b>
Blaine	110	Y
Cascade	1,246	Y
Glacier	418	Y
Hill	174	Y
Lewis and Clark	289	N
Yellowstone	260	N
Missoula	196	N
Flathead	182	N
Lake	112	N
Gallatin	81	N

*\*Source: Little Shell Tribal Enrollment Office May 2024 Report.*



**Table 2. Population of Communities where LST Citizens Live**

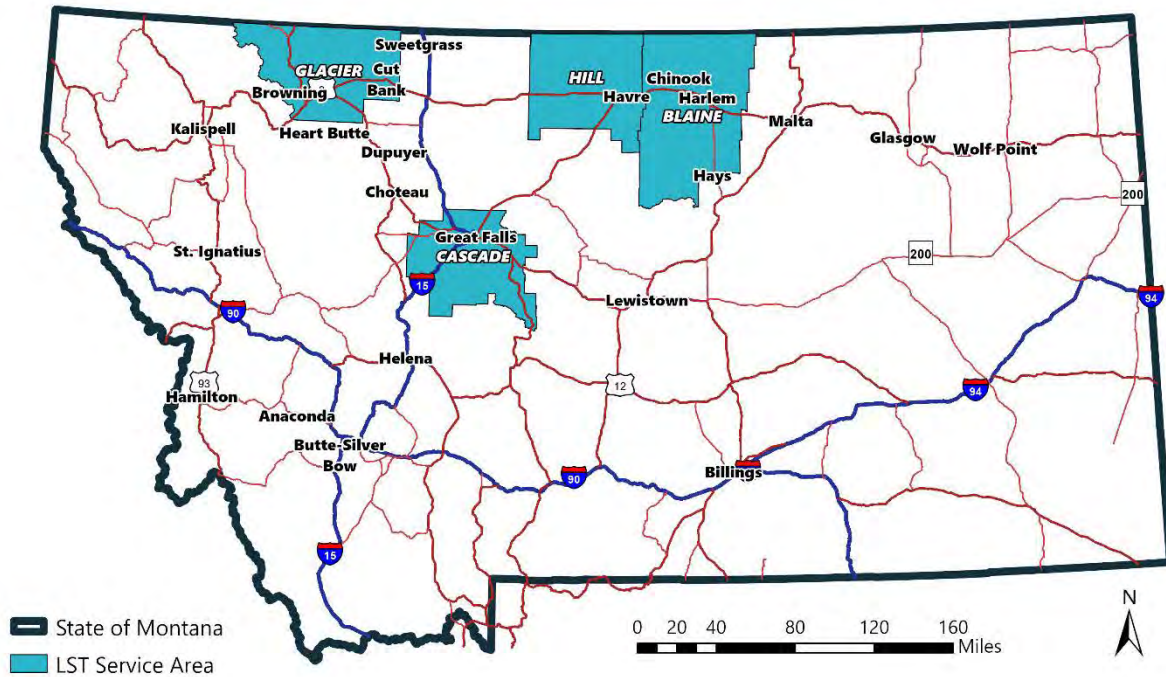
<b>Community</b>	<b>2020 Population*</b>	<b>In LST Service Area? (Y/N)</b>
Billings	180,641	N
Browning	834	Y
Butte/Silver Bow	34,495	N
Chinook	1,185	Y
Cut Bank	744	Y
Great Falls	60,442	Y
Hamilton	4,827	N
Havre	9,354	Y
Hays	996	Y
Heart Butte	536	N
Helena	32,090	N
Lewistown	5,954	N
Wolf Point	2,517	N
Choteau	1,721	N
Sweetgrass	56	N
Harlem	768	Y
Malta	1,845	N
Glasgow	3,177	N
Dupuyer	100	N
Kalispell	24,602	N
St. Ignatius	769	N
Anaconda/Deer Lodge	9,413	N

*Source: United States (U.S.) Census Bureau and Tribal Historic Preservation Office (THPO) Office*





Figure 2. LST Service Areas



As shown in Figure 2. LST Service Areas, the Long-Range Transportation Plan (“LRTP” or “Plan”) includes a four-county service area of Montana where LST citizens live, the Tribal government owns and operates facilities, and/or owns property. The four-county service area includes the following counties in Montana:

- Glacier
- Hill
- Blaine
- Cascade

## LITTLE SHELL TRIBAL TRANSPORTATION PROGRAM

The LST was awarded its first Tribal Transportation Program 638 contract from the Bureau of Indian Affairs (“BIA”) to begin initial transportation planning efforts in June 2023. As a result, LST sought qualified consultants to provide planning services, lead planning and evaluation activities, and coordinate stakeholder and partner engagement to develop the LST’s first Long-Range Transportation Plan (“LRTP” or “Plan”). In addition to the LRTP development, consultants were asked to include development of the initial four-year Tribal Transportation Improvement Program (“TTIP”) that would result from the LRTP and support adding Tribal transportation facilities to the National Tribal Transportation Facility Inventory (“NTTFI”).



As with all government programs, the LRTP will uphold the Tribe's mission and vision and advance its strategic goals. The Tribe's mission and vision are included below.

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***Mission:***

***Working together to provide services that foster development, growth, innovation, and sustainability of the Little Shell Tribe.***

***Vision:***

***Our vision is that the Little Shell Tribe are people who are healthy, self-sustaining, innovative, and preserve traditional ways of life.***

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## TRIBAL LEADERSHIP

On behalf of the Little Shell Tribal citizens, the LST tribal government develops and executes short- and long-range plans by exercising tribal sovereignty through land acquisition and program delivery. The governing body of the Tribe includes a seven-member Tribal Council comprised of a Chairperson, Vice-Chairperson, Second Vice-Chairperson, Secretary-Treasurer, and At-Large Councilmembers. Councilmembers are democratically elected on a regular basis. Elections are held every two years for each Councilmembers and every four years for the Executive Officers.

The current elected officials comprising the LST governing body also known as Little Shell Tribe Tribal Council are listed below.

- *Gerald Gray – Tribal Chairman*
- *Clarence Sivertsen – 1<sup>st</sup> Vice Chairman*
- *Leona Kienenberger – 2<sup>nd</sup> Vice Chairwoman*
- *Colleen Hill – Secretary/Treasurer*
- *Alisa Herodes – Councilwoman*
- *Iris Kill Eagle – Councilwoman*
- *Daniel Boyer – Councilman*



# LONG-RANGE TRANSPORTATION PLAN OVERVIEW

The LST LRTP addresses critical existing and anticipated future transportation needs for citizens of the LST. The LRTP has a planning horizon year of 2045, and covers identified transportation facilities in the Tribe's four-county service area for tribal citizens across Montana. This document represents the culmination of the planning process to date and provides an overview of existing conditions that will set the foundation of goals, objectives, and recommendations found within the LRTP.

The Tribe's LRTP aims to:

- promote safety and mobility;
- provide economic support and opportunities for orderly growth;
- improve connectivity and continuity of roads, trails, and transportation services;
- identify funding sources; and
- establish overall strategy for prioritizing investments in transportation.

To support this effort, specific and explicit goals and objectives are included at the beginning of the chapter to which they pertain; outside of the goals and objectives section, goals and objectives will be highlighted at the beginning of each Plan section to which they are most applicable.

## PURPOSE OF THE PLAN

In accordance with the Tribal Transportation Program ("TTP"), the purpose of the LST LRTP is to clearly demonstrate the Tribe's transportation needs and help fulfill Tribal goals by developing strategies and recommendations to meet transportation needs. The LRTP will facilitate coordination with other affected jurisdictions and help the Tribe prioritize and strategize future transportation investments. The Tribe's transportation system will address Tribal land use, economic development, traffic demand, public safety, health, housing, and social needs<sup>1</sup> to improve the Tribe's transportation facilities and future system to advance LST goals. The LRTP will assess

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<sup>1</sup> Pursuant to 25 CFR Part 170.400 and 410.



anticipated growth over the next twenty years, review existing roadway and LST facilities, analyze safety, and pedestrian and bicycle facilities to prepare recommendations. The Plan will be used as a tool and framework to guide major transportation investments and applicable policy decisions for the Tribe.

By pursuing the development of a 20-year transportation plan, the Tribe is laying the foundation for a transportation system that can accommodate changing travel needs for Tribal citizens across Montana along identified transportation routes and LST facilities. In addition, the planning process provides opportunities to enhance and develop planning partnerships between the LST, Federal, State, regional, and local governments projects that improve multi-modal transportation options for involved stakeholders and the Tribe.





# ASSESSMENT OF EXISTING CONDITIONS

## STUDY LOCATION

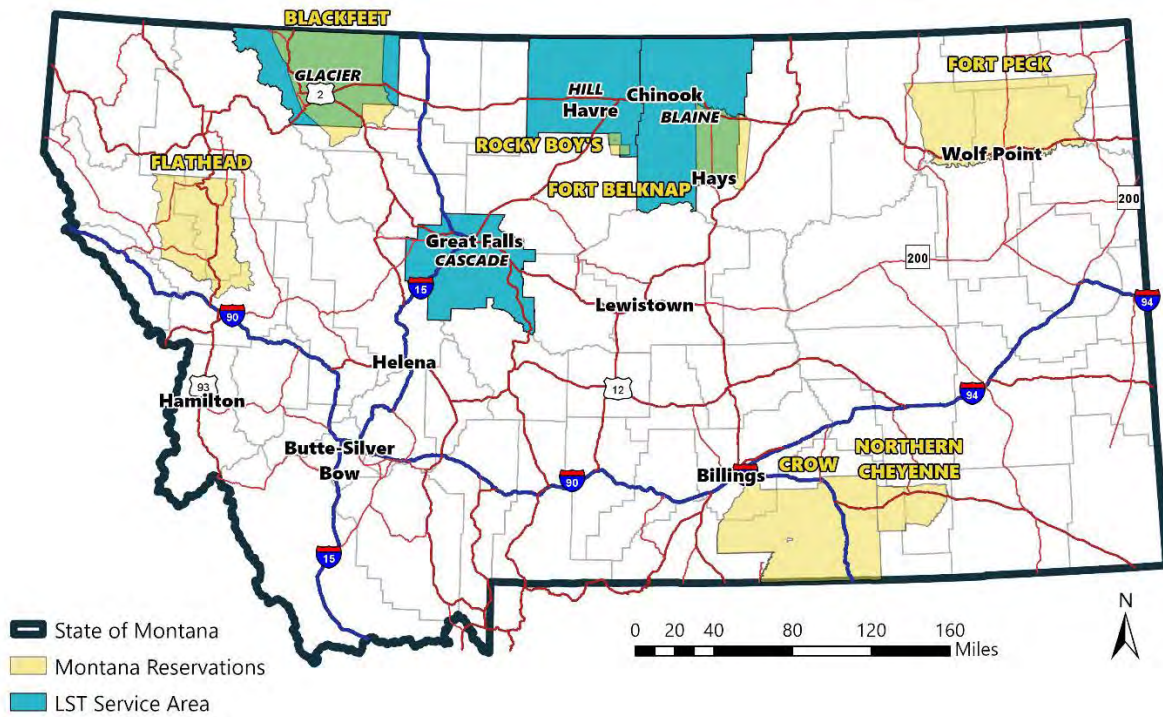
As a recently restored tribe, LST has no formal Reservation boundaries but has a congressionally identified service area where LST provides government services to Tribal citizens. The service area consists of Glacier, Hill, Blaine, and Cascade Counties. The four-county service area covers over 12,000 square miles and is in proximity to other reservations in Montana, listed below in Table 3. Reservation in LST Service Area Proximity and identified in Figure 1. Tribal Reservations in Montana:

*Table 3. Reservation in LST Service Area Proximity*

<b>LST Service Area County</b>	<b>Reservation in Proximity</b>
Blaine	Fort Belknap
Cascade	None
Glacier	Blackfeet
Hill	Rocky Boy's



Figure 3. Reservation in LST Service Area Proximity



## TRANSPORTATION SYSTEM

### Little Shell Tribe Service Area Connectors

The road system between LST service areas include primary routes selected for mobility between service areas. The primary mobility routes are listed below in Table 4. LST Service Area Mobility Routes:

Table 4. LST Service Area Mobility Routes

Route	Functional Classification	Mobility Direction	Service Area Connection
I-15	Interstate	North-South	Cascade, Glacier,
US 89	Principal Arterial / Minor Arterial	North-South	Cascade, Glacier
US 2	Principal Arterial	East-West	Glacier, Hill, Blaine
US 87	Principal Arterial	North-South	Cascade, Hill
MT 66, US 191, US 87	Minor Arterial, Principal Arterial, Principal Arterial	Northwest- Southwest	Blaine, Cascade



## Little Shell Tribe Facility and Property Connectors (Great Falls)

According to 2026 tax parcel records, the Tribe owns 35 separate properties in proximity to Great Falls, in Cascade County. Five LST properties are within Great Falls city limits. All the properties within city limits have facilities including buildings and infrastructure in which the Tribe operates and maintains. LST's undeveloped or vacant land holdings are primarily located directly northwest of Great Falls. See **Figure 4. LST Properties & Facilities** for more detail.

The road system between LST facilities and general land holdings includes preliminary routes selected for mobility and accessibility between strategic, critical LST locations in and around Great Falls. The primary mobility and accessibility routes are listed below in **Table 5. LST Strategic Routes in the City of Great Falls**.

Routes identified below are not owned or maintained by the Tribe, but the Tribe has an interest in these strategic routes as they provide connections between government services and properties the Tribe owns. As the Tribe continues to acquire additional properties, additional strategic routes may be identified. See also **Figure 5. Strategic Routes**.





**Table 5. LST Strategic Routes in the City of Great Falls**

Route	From	To	Functional Classification	Mobility Direction
Central Ave W	Interchange with I-15	3rd St NW	Principal Arterial	East-West
Alley (north of Central Ave W)	7th St NW	5th St NW	Local (alley)	East-West
Vaughn Rd	Central Ave W	Watson Coulee Rd	Minor Arterial	North-South
Watson Coulee Rd	Vaughn Rd	Northwest Bypass	Major Collector	North-South
Stuckey Rd	Northwest Bypass	Vinyard Rd / 6th St NW	Major Collector	North-South
6th St NW	Central Ave W	Skyline Dr	Minor Arterial / Major Collector	North-South
Smelter Ave NW	6th St NW	Division Rd	Minor Arterial	East-West
Smelter Ave NE	Division Rd	10th St NE	Minor Arterial / Principal Arterial	East-West
Valley View Dr	15th St NW	Smelter Ave NW	Local	East-West
15th St NW	10th Ave NW	Valley View Dr	Local	North-South
10th Ave NW	15th St NW	6th St NW	Local	East-West
NW Bypass	Stuckey Rd	3rd St NW	Principal Arterial	East-West
3rd St NW	Central Ave W	Smelter Ave NE	Principal Arterial	North-South



Figure 4. LST Properties & Facilities

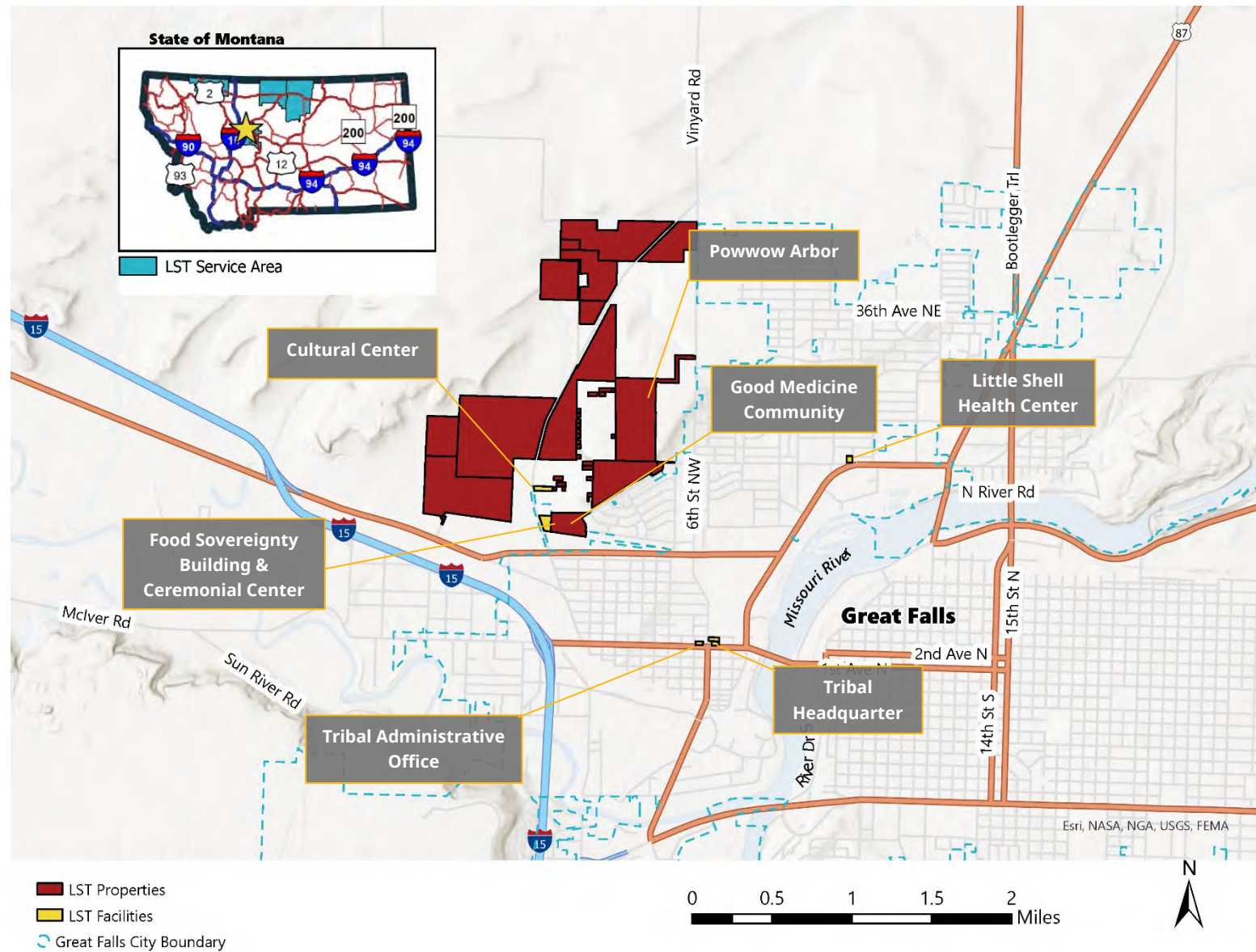
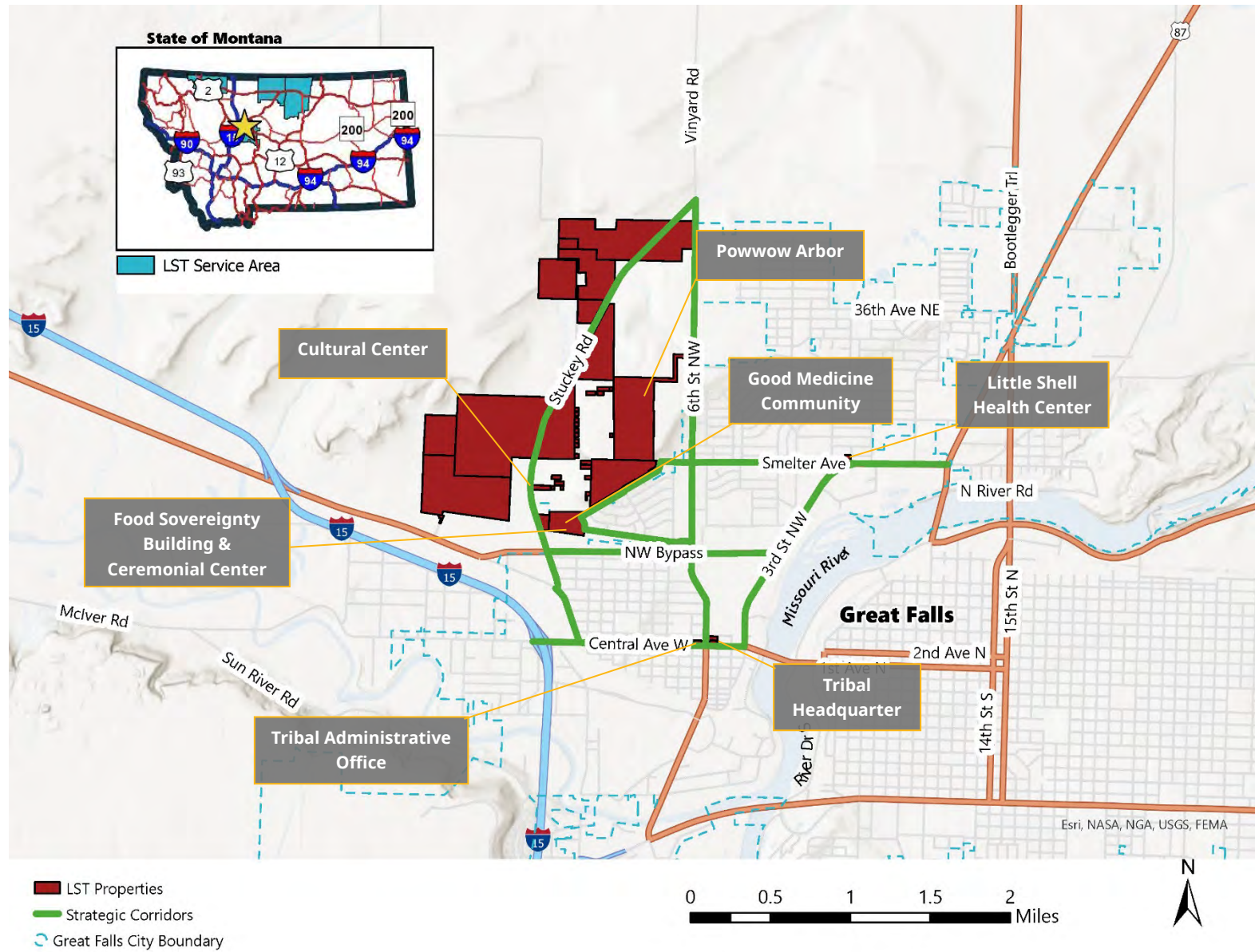




Figure 5. Strategic Routes





## NATURAL ENVIRONMENT

Montana is known for its remarkable natural beauty and resources which drives billions of dollars of tourism-related spending in the State – an estimated 12.52 million non-resident visitors spending over \$5 billion in 2021<sup>2</sup>. The State is comprised of four major ecosystem typologies. Although specific boundaries are difficult to define, the LST service areas fall generally into the following ecosystem typologies described by Montana Department of Fish, Wildlife, and Parks and Montana State University:

*Table 6. LST Service Area Ecosystem Typology*

LST Service Area County	Montana Ecosystem Typology
Glacier	Crown of the Continent
Hill	Crown of the Continent / High Plains
Blaine	High Plains / Crown of the Continent
Cascade	Upper Missouri

### Crown of the Continent

The Crown of the Continent region spans corners of Alberta, British Columbia, and Montana. The ecosystem is highlighted by glaciers, mountain peaks, prairies, and wetlands. Defined by wildness, diversity, and continuously intact Rocky Mountain habitat, the Crown of the Continent ecosystem is one of the most intact wildlands in North America. Bighorn sheep, mountain goats, elk, and grizzly bears are just some of the critical, well-known species of animals found in this habitat. The area is especially susceptible to subdivision and development. Fragmentation of the natural habitat, especially in developable areas such as river valleys, can negatively impact the plethora of species that call this ecosystem home.

### High Plains

The High Plains Region generally surrounds the Fort Belknap Reservation. Highlighted by depression wetlands, also known as “prairie potholes,” which formed as glaciers receded across North America during the last ice age. Prairie pothole wetlands are home to breeding and nesting grounds of more than half of all migrating ducks in North America. These areas are especially susceptible to

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<sup>2</sup> State of Montana Office of Tourism. (2021). 2021 Economic Impact



seasonal precipitation which can negatively impact migrating birds and other diverse species found in the ecosystem.

## **Upper Missouri**

The City of Great Falls is centrally located in the Upper Missouri ecosystem of Montana. The ecosystem has remained relatively unchanged since the Wild and Scenic Rivers Act of 1968 maintaining the natural prairie zone environment. Riparian vegetation, white cliffs or bluffs, sharply carved “Badlands”, and juniper covered breaks define this habitat. The diverse ecosystem sustains a variety of wildlife, recreational opportunities, livestock grazing, and multiple use activities. Habitat is especially susceptible to human-related activities and development, which can negatively impact the ecosystem through habitat fragmentation, impact erosion, or cause other extenuating impacts associated with intensifying economic development (i.e. agriculture, resource extraction, recreation).

## **Greater Yellowstone**

The Greater Yellowstone Region comprises one of the last remaining large, intact ecosystems in the northern temperate zone on the planet. The ecosystem is highlighted by natural beauty and living diversity including hydrothermal features, wildlife, vegetation, lakes, and geologic marvels including the Grand Canyon of the Yellowstone River. The largest concentration of wildlife in the lower 48 states call this habitat home. Terrain is snow covered for much of the year, and biodiversity depends upon natural historic ecosystem impacts such as volcanic activity and forest fires. The ecosystem is especially susceptible to human impacts which can negatively affect wildlife’s interaction with each other and habitat quality.

## **Great Falls**

The City of Great Falls is located in the north-central region of Cascade County near the northern Great Plains ecosystem of Montana as the third largest city in Montana. The City’s ecosystem is defined by a series of five waterfalls on the Missouri River north and east of the city.

Great Falls is nestled between four mountain ranges including the Highwood Mountains to the east, Adel Mountains to the southwest, Big Belt Mountains to the south, Little Belt Mountains to the southeast; three rivers including the Missouri





River, Sun River, and Roe River; two (2) wilderness areas including the Bob Marshall Wilderness to the west and Scapegoat Wilderness to the west; and one (1) wildlife refuge, the Benton Lake National Wildlife Refuge to the north. Great Falls is located centrally in the State of Montana and is the mid-point between Glacier National Park to the northwest and Yellowstone National Park to the south.

## LAND USE

The land use of Great Falls is derived from the [City's Zoning District map](#), there are twenty-two (22) zoning districts providing for varying degrees of density and intensity of land uses including:

- R-1 Single-family Suburban
- R-2 Single-family Medium Density
- R-3 Single-family High Density
- R-5 Multi-family Medium Density
- R-6 Multi-family High Density
- R-9 Mixed Residential
- R-10 Mobile Home Park
- PUD Planned Unit Development
- C-1 Neighborhood Commercial
- C-2 General Commercial
- C-3 Highway Commercial
- C-4 Central Business Core
- C-5 Central Business Periphery
- M-1 Mixed-use District
- M-2 Mixed-use Transitional
- I-1 Light Industrial
- I-2 Heavy Industrial
- PLI Public Lands and Institutional
- POS Parks and Open Space
- U Unincorporated Enclave
- Southside Business Overlay

Strategic routes shown in Figure 5. Strategic Routes run through the following Great Falls zoning districts:



**Table 7. LST Strategic Routes and City of Great Falls Zoning**

<b>Route</b>	<b>From</b>	<b>To</b>	<b>Adjacent Zoning</b>	<b>Primary Adjacent Zoning</b>
Central Ave W	Interchange with I-15	3rd St NW	I-2, C-2, POS	C-2
Alley (north of Central Ave W)	7th St NW	5th St NW	I-2, C-2, POS	C-2
Vaughn Rd	Central Ave W	Watson Coulee Rd	I-2, C-2	I-2
Watson Coulee Rd	Vaughn Rd	Northwest Bypass	R-5, R-3, M-2, POS	M-2
Stuckey Rd	Northwest Bypass	Vinyard Rd / 6th St NW	I-1, M-2, U	U
6th St NW	Central Ave W	Stuckey Rd	C-2, R-2, R-3, R-5, R-6, PLI, U	R-2
Smelter Ave NW	6th St NW	Division Rd	R-2, R-5, R-6	R-2
Smelter Ave NE	Division Rd	10th St NE	C-2, R-5	C-2
Valley View Dr	15th St NW	Smelter Ave NW	R-2, U	R-2
15th St NW	10th Ave NW	Valley View Dr	R-2, U	R-2
10th Ave NW	15th St NW	6th St NW	R-2, R-5, C-2, POS, PLI, U	R-2
NW Bypass	Stuckey Rd	3rd St NW	R-3, C-2, POS, PLI	C-2
3rd St NW	Central Ave W	Smelter Ave NE	C-2, M-2, PLI	M-2



Three of the strategic routes (Stuckey Road, 6th Street NW, and NW Bypass) are outside of the City boundary, therefore land use is also derived from [Cascade County's Zoning Map](#), there are twelve (12) county zoning districts providing for varying degrees of density and intensity of land uses including:

- RR-5 Rural Residential
- SR-1 & SR-2 Suburban Residential
- UR Urban Residential
- R-5 Multi-family Medium Density
- R-6 Multi-family High Density
- R-9 Mixed Residential
- MU & MU-20 Mixed Use
- A Agricultural
- MH Mobile Home
- OS Open Space
- C Commercial
- I-1 Light Industrial
- I-2 Heavy Industrial
- PUD Planned Unit Development

Strategic routes shown in Figure 5. Strategic Routes also run through the following Cascade County zoning districts:

**Table 8. LST Strategic Routes and Cascade County Zoning**

Route	From	To	Adjacent Zoning	Primary Adjacent Zoning
Stuckey Rd	Northwest Bypass	Vinyard Rd / 6th St NW	I-1, C, SR-1,	SR-1
6th St NW	Central Ave W	Stuckey Rd	UR, SR-1	UR
NW Bypass	Stuckey Rd	3rd St NW	I-1	I-1

Despite federal recognition and legislation granting LST the right to acquire and place lands into trust, it did not provide appropriation (funding) to do so. The Tribal Council received funding to expand the Tribe’s contiguous land holdings in Great Falls located near existing facilities, in addition to funding from BIA to acquire 40-acres on Hill 57 (mostly referred to as “Mount Royal”). Investments in Tribal properties continue to expand for future development with other available Tribal resources used to purchase an 18-acre parcel for housing and Tribal services expansion. Currently, the Tribe owns five properties in the City of Great Falls and approximately 700+ acres total in and around the City of Great Falls.





## **Event Center**

The Elder and Event Center is co-located with maintenance and storage facilities along Stuckey Road. The Center regularly hosts elder communal luncheons, social, networking, cultural, and educational activities, and other government activities. Co-located on the property is a maintenance and storage facility for government equipment and property.

## **Little Shell Health Center**

Located in an area generally referred to as Lower Riverview, the Little Shell Health Center provides health care services to LST citizens, including outpatient, dental, pharmacy, optometry, radiology, behavioral health, and public health education services. In addition to the central location in the City of Great Falls, LST uses two Mobile Medical Units as a traveling medical hub across the Service Area. The Mobile Medical Units travel to key LST communities where there are access points for LST citizens. The LST Health Department has recently partnered with Smiles Across Montana to provide dental services, including cleanings, screenings, and referrals to Tribal citizens across the LST service area.

## **Little Shell Food Sovereignty**

The LST Food Sovereignty and Distribution (“Miijim”) Program addresses food insecurity within the LST community through Elder Luncheon and Food Distribution Programs for Tribal citizens. The Little Shell Food Sovereignty Program is headquartered on and around Mount Royal where the Tribe will grow crops and raise cattle to not only provide food assistance but build a sustainable program for future generations.

## **Housing Programs**

LST has strategically acquired property that is contiguous to the Food Sovereignty Program with plans to develop single family housing units for elders and families, to facilitate outdoor activities and community gatherings, and to construct areas for outdoor wellness. This project is currently in development and expected to include walking trails, sidewalks, and roads that connect with existing city and county infrastructure.





## Little Shell Health & Community Services

LST works to provide health & community services to Tribal citizens across the service area through the following programs:

- Harm Reduction Program
- Standing Buffalo Strong (suicide prevention)
- Special Diabetes Program for Indians (SPDI)
- Chronic Disease Prevention
- Domestic Violence Assistance Program
- Opioid Prevention Program
- Indian Child Welfare Act
- Housing
- Community-Based Health Services

## ECONOMY

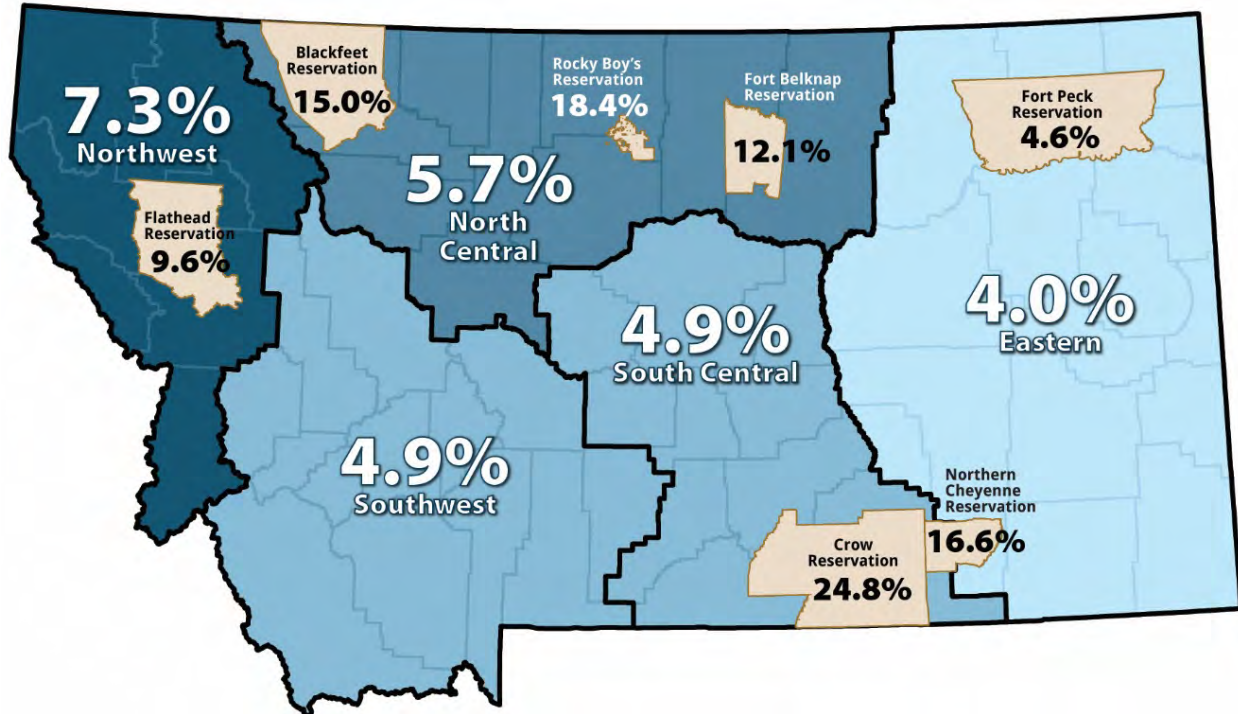
### State of Montana

Montana's economy has outperformed the national economy since the turn of the century, showing resilience during the "Great Recession" (2007) and recovering faster and stronger than the rest of the Nation. Recently, Montana's economy has been healthy, posting above average job growth and improvement in all economic indicators. However, not all of the State has performed equally, for example Montana's seven reservations have posted economic growth, but remain some of the most economically sensitive areas of the State, often with unemployment levels two to three times higher than their surrounding regions. Figure 6. Unemployment Rates by Region and Reservation (2013) shows 2013 unemployment rate differences between reservations and the surrounding regions. Per capita income is far lower than the national average, and poverty is a problem in several parts of the state, especially on reservations.

The Economy of Montana is driven by primary sectors of agriculture, forestry, mining, energy production, and services. About 33 percent of the state workforce is employed by the service sector. The outdoor recreation industry also continues to emerge as an important industry for the state economy.



Figure 6. Unemployment Rates by Region and Reservation (2013)



## Agriculture and Forestry

Beef cattle, sheep, grain, sugar beets, potatoes, and fruit are produced on irrigated farms in the broad, dry valleys of Rocky Mountain Montana and in the incised valleys in Great Plains Montana. Wheat and barley are primarily grown on large dryland grain farms throughout the two major grain-growing regions, the Golden Triangle and northeastern Montana. Most of the rest of the state is rangeland used for livestock ranching and the production of sheep and beef cattle.

Forest products are vital to western Montana. Approximately 13-million acres of commercial forestland contributes to forest products which comprise the state's third largest industry.

## Resources and Power

Coal is one of the major mineral resources of the state, including petroleum and natural gas. Coal is extracted from the Great Plains region of Montana. Other important minerals are mined from the Rocky Mountain region of the state. Montana is among the top producers of talc in the nation. Petroleum was discovered





commercially in the state as early as 1915 and recent production is focused on the Williston Basin in the northeast and Bell Creek field in the northwest.

The State also has numerous water resources which provide hydroelectric power production and for uses in other sectors of the Montana economy. Approximately 33 percent of the State's electricity is generated by water. There are several large dams, power stations, and reservoirs, mainly clustered in the mountains of northwestern Montana and along the Upper Missouri River.

## **Manufacturing**

Manufacturing and processing contribute only about five (5) percent of the State's gross domestic product (GDP). This includes meatpacking, flour milling, and sugar refining. Most of the farm and ranch products are processed outside of the State. Petroleum refineries are in Billings, Laurel, and Great Falls.

## **Services**

Billings, Great Falls, Missoula, and Butte are the state's major regional service hubs. Tourism has emerged as a critical component of Montana's modern economy and is heavily marketed.

## **Transportation**

A comprehensive network of interstate and spur freight railroads serve most of Montana, including an Amtrak passenger route which crosses the northern part of the State. Although highway mileage is low in Montana, there is a well-developed primary route network of interstate and highways between population centers. Some of the larger public airports are in Billings, Great Falls, and Helena.

## **Little Shell Tribe Economic Development**

The Little Shell Enterprises LLC was established to sustain and provide a reliable income source to LST and reliable, good-paying job opportunities to citizens. LST began economic development endeavors in July 2020 and continues to establish a diverse group of businesses. Tribal Council anticipates that the group of businesses will become stable in three to five years, at which point they should become profitable. As of 2023, all business endeavors continued to develop and are projected to meet the three-to-five-year timeframe.





## **Yellowstone Rock (Gardiner, MT & Idaho Falls, ID)**

Yellowstone Rock manages travertine quarries and stone processing facility, operating in Montana and Idaho. Travertine is a type of unique limestone found where there is geothermal activity. This business operates approximately sixty-six (66) percent of the known, active travertine quarries in the U.S. with long-term, generational reserves. Yellowstone Rock also offers skilled custom travertine production and will soon launch into standardized products such as tile and pavers.

## **Silver Wolf Enterprises Corp (Great Falls, MT)**

Specializes in government contracting with over 25+ years of selling goods such as appliances, water related products including bottled water, canned food, health and safety supplies, coffee machines, and more. This business prides itself on providing customers such as federal agencies and other tribes with exceptional, unmatched service.

## **Blue Ribbon Nets LLC (Bozeman, MT)**

Blue Ribbon Nets has been building handmade wood fishing nets for approximately 20 years and is in southwest Montana's fly-fishing mecca. This business caters to fly fishers around the globe. Blue Ribbon provides high-quality, laminated fishing nets made from ash, cherry, and walnut in a variety of combinations to achieve both beauty and function. The business holds a trademark on the "AquaFade" bag which is biodegradable therefore providing an eco-friendly option for recreational fishers. In 2023, Blue Ribbon Nets went through a re-brand including new names, website, and new catalog.

## **Hell Creek Recreation Area LLC (Fort Peck Lake)**

In the Spring of 2022, Little Shell Tribal Enterprises took over the no-cost lease of the Hell Creek Recreation Area (HCRA) from the US Army Corps of Engineers that was previously held by Montana Fish, Wildlife and Parks. Once called Hell Creek State Park, this 337-acre property includes 71 camping spots, employee housing, a shop, a shower house, a fish cleaning station, and several other facilities used to serve campers.

HCRA is a world-class fishing destination that is very busy during the Spring and Summer months as well as a destination for hunting and ice fishing during the off-



season. However, the HCRA lacks proper roadway infrastructure, limiting recreation and transportation access. The Little Shell Tribe holds a 25-year lease and future development plans include adding solar electric sites, an interpretive center, amphitheater, and primitive cabins. The goal is to continue to improve this area so that we can increase the visitor count and allow more people to recreate in this wonderful public resource.

## **Little Shell Pet Products LLC (Great Falls, MT)**

In Spring of 2023, Little Shell Tribal Enterprises acquired a business supplying aquatic water products to several large retailers including Walmart and Petco. Utilizing a specialty constructed, 900-foot well to access the Madison aquifer, Little Shell Pet Products packages unmodified water ideal for aquatic life. The most popular products are used in freshwater aquariums and salt water primarily used for hermit crabs.





# SOCIOECONOMIC TRENDS AND FORECASTS

## POPULATION AND HOUSING TRENDS

In 2023, the Tribe indicated that the long-term purpose for existing and future property acquisition is to develop Tribal residential developments. LST housing development goal is to develop a well-planned community for tribal citizens across a concentrated location to increase accessibility to tribal services. Currently, there is no designated Tribal housing as tribal citizens are responsible for their own housing, but the Little Shell Housing Department offers housing assistance to provide safe and affordable housing to Tribal Citizens and their families, assisting 350 Tribal member households. The Tribal Council has established three housing assistant programs to address Tribal Citizen housing needs: Homeowners Assistance Fund Program (“HAF”), Emergency Rental Assistance Program (“ERAP”), and Elder Housing Assistance Program (“EHAP”).

## FUTURE POPULATION GROWTH

LST does not conduct population or demographic forecasts however, there have been statewide demographic forecasts conducted in the past. According to a [study by Montana State University \(“MSU”\)](#), the state expected the following trends through 2030:

- Modest population growth is expected across the state
- Increasing elderly dependency ratio
- Native American dependent-aged population to grow at a faster rate than other populations in the state
- Labor force challenges as the ‘Baby Boomer’ generation retires

These trends follow national trends. However, growth expectations and growth pressure in rural states have increased since the COVID-19 pandemic and the modest population growth assumed by MSU did not foresee socioeconomic or demographic changes that resulted post-2020.



Tribal enrollment records grew significantly through the mid to late 1980s due to state recognition and federal efforts. However, the Tribe did not see renewed interest until passage of the Restoration Act, followed by the COVID-19. The culmination of both events led to tribal enrollment doubling and more families choosing to enroll with the Tribe. LST enrollment follows similar trends MSU noted as enrolled citizens age and slow growth occurs. In 2024, the Tribal Council approved recognition of first-generation descendants in order to support their access to other services. However, this extension does not confer enrollment rights to those descendants. LST will continue to monitor and analyze socioeconomic factors of citizens, in order to focus programs and services to citizen needs.





# TRIBAL FACILITY INVENTORY

## BACKGROUND & RECENT TRIBAL HISTORY

### TRIBAL BACKGROUND

The Little Shell Tribe (“LST” or “Tribe”) owns approximately 70 properties in and near the City of Great Falls. Of those properties, five have been identified by LST as transportation related facilities. The facilities range from parking lots near tribal government service locations to garage/storage facilities. Three properties (tribal headquarters, administrative office, and health clinic) are asphalt covered parking lots, one property is a mix of asphalt and gravel covered facility (garage/shop), and one property is a gravel facility (cultural center parking lot).

The Tribal Transportation Program requires transportation facilities be added to the BIA’s National Tribal Transportation Facility Inventory (“NTTFI”) to access funds that can be used to assist in transportation and project planning, justify expenditures, identify transportation needs, maintain existing TTP facilities, and develop management systems.

According to 23 United States Code (USC) Code 204, the use of Tribal Transportation Program (“TTP”) Program Funds requires a five-year plan for improvements on each reservation. The five-year plan is called the Tribal Transportation Improvement Plan (“TTIP”). For a facility to be included in the TTIP, LST can then use funds to improve those facilities identified in the TIP.



## EXISTING TRIBAL FACILITY INVENTORY

This section described the existing aspects of the tribal transportation facility inventory. LST maintains an inventory of tribally owned transportation facilities. Currently, all tribally owned transportation facilities are made up of parking lots that serve LST government buildings and services.

*Figure 7. Tribal Headquarters Office Parking Lot*



### **Tribal Headquarters Office**

The Tribal Headquarters Office Building, owned by the Tribe, serves as the central hub for governance and operations, supporting Tribal programs and Community Services. Located in northern downtown Great Falls, the facility provides essential services to Tribal citizens and supports tribal operations. The property's transportation infrastructure, including parking facilities, is open to tribal citizens and the general public, accommodating staff, visitors, and community members accessing Tribal services.



**Table 9. Tribal Headquarters Office Building**

<b>511 Central Ave W, Great Falls, Montana 59404</b>	
<p><b>Tribal Headquarters Office Building</b></p> <ul style="list-style-type: none"> <li>• Building Footprint: 11,440 ft<sup>2</sup></li> <li>• Lot Size: 1.72 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> <li>• Land Use: General Commercial 2 (C-2)</li> <li>• Zoning: General Commercial 2 (C-2)</li> <li>• Building Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	
<p><b>North Side Parking</b></p> <ul style="list-style-type: none"> <li>• Parking: 105 Stalls (4 ADA)</li> <li>• Off-street</li> <li>• Dimensions: 275' X 125'</li> <li>• Access: 1st Ave NW &amp; Alleyway</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: 7 Commercial Fixtures</li> </ul>	<p><b>Drive-thru/Parking Retrofit</b></p> <ul style="list-style-type: none"> <li>• Parking: Spaces TBD</li> <li>• Off-street</li> <li>• Dimensions: 200' X 70'</li> <li>• Access: 5th St NW &amp; Alleyway</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: N/A (Central Ave W streetlights)</li> </ul>
<p><b>NTTFI Route:</b> • <b>3</b></p>	<p><b>NTTFI Section:</b> • <b>10</b> • <b>20</b></p>
<p><b>Priority Ranking (High/Medium/Low):</b> High/Med</p>	
<p><b>Potential Improvements:</b> Reconstruction, Reconfiguration of Green Space (High Priority), Curb Replacement (Medium Priority)</p>	
<p><b>Planning Level Cost Estimate:</b> \$1,104,094 (High priority), \$45,900 (Medium Priority)</p>	





## Tribal Administrative Office

The Tribal Administrative Office Building, owned by the Tribe, supports Tribal administrative services and staff responsible for managing Tribal operations. This facility ensures efficient delivery of programs and resources to Tribal citizens. The property's transportation infrastructure, including parking facilities, is open to tribal citizens and the general public, providing accessibility for staff, visitors, and those utilizing administrative services.

*Figure 8. Tribal Administrative Office*





**Table 10. Tribal Administrative Office Building**

<b>615 Central Ave W, Great Falls, Montana 59404</b>			
<b>Administrative Office Building</b>			
<ul style="list-style-type: none"> <li>• Building Footprint: 17,450 ft<sup>2</sup></li> <li>• Lot Size: 0.71 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	<ul style="list-style-type: none"> <li>• Land Use: General Commercial 2 (C-2)</li> <li>• Zoning: General Commercial 2 (C-2)</li> <li>• Building Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>		
<b>East Side Parking</b>		<b>West Side Parking</b>	
<ul style="list-style-type: none"> <li>• Parking: 13 Stalls (1 ADA)</li> <li>• Off-street</li> <li>• Dimensions: 40' X 125'</li> <li>• Access: Central Ave W &amp; Alleyway on north</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: N/A (Central Ave W streetlights)</li> </ul>		<ul style="list-style-type: none"> <li>• Parking: 19 Stalls (1 ADA)</li> <li>• Off-street</li> <li>• Dimensions: 55' X 110'</li> <li>• Access: Central Ave W &amp; Alleyway on north</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: N/A (Central Ave W streetlights)</li> </ul>	
<b>NTTFI Route:</b>	• 4	<b>NTTFI Section:</b>	• 10 • 20
<b>Priority Ranking (High/Medium/Low):</b> High/Med			
<b>Potential Improvements:</b> Patching, ADA Improvements, Safety Materials, Signage (High Priority); Striping (Medium Priority)			
<b>Planning Level Cost Estimate:</b> \$28,925 (High Priority); \$5,600 (Medium Priority)			



## Little Shell Health Center

The Little Shell Health Center, located in northern downtown Great Falls, is owned by the Tribe and serves as a critical resource for LST citizens. It offers comprehensive health care services, including outpatient care, dental, pharmacy, optometry, radiology, behavioral health, and public health education. The facility also supports two Mobile Medical Units that provide traveling medical services to key LST communities. The property's transportation infrastructure, including parking facilities, is open to tribal citizens and the general public, accommodating staff, patients, and visitors to ensure accessible health services for all.

*Figure 9. Little Shell Health Center*





Table 11. Little Shell Health Center

425 Smelter Ave NE, Great Falls, Montana 59404	
<p><b>Tribal Health Clinic</b></p> <ul style="list-style-type: none"> <li>• Building Footprint: 9,160 ft<sup>2</sup></li> <li>• Lot Size: 0.98 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> <li>• Land Use: General Commercial 2 (C-2)</li> <li>• Zoning: General Commercial 2 (C-2)</li> <li>• Building Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	
<p><b>East Side Parking</b></p> <ul style="list-style-type: none"> <li>• Parking: 28 Stalls (2 ADA)</li> <li>• Off-street</li> <li>• Dimensions: 60' X 180'</li> <li>• Access: Smelter Ave NE &amp; 5th St NE (right in/right out on Smelter Ave NE)</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: 1 Commercial Fixture (LED)</li> </ul>	<p><b>North Side Parking</b></p> <ul style="list-style-type: none"> <li>• Parking: 8 Stalls</li> <li>• Off-street</li> <li>• Dimensions: 70' X 40'</li> <li>• Access: Smelter Ave NE &amp; 5th St NE (right in/right out on Smelter Ave NE)</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: 2 Commercial Fixtures (LED)</li> </ul>
<p><b>NTTFI Route:</b> • 5</p>	<p><b>NTTFI Section:</b> • 10 • 20</p>
<p><b>Priority Ranking (High/Medium/Low):</b> Low</p>	
<p><b>Potential Improvements:</b> Signage</p>	
<p><b>Planning Level Cost Estimate:</b> \$6,900</p>	





## Little Shell Food Sovereignty & Distribution Program

The Little Shell Food Sovereignty and Distribution Program, headquartered on and around Mount Royal, is owned by the Tribe and plays a key role in addressing food insecurity within the LST community. Through Elder Luncheon and Food Distribution Programs, it supports Tribal citizens while fostering sustainability by growing crops and raising cattle. The property's transportation infrastructure, including parking facilities, is open to tribal citizens and the general public, accommodating staff, program participants, and visitors, ensuring accessibility to these critical food assistance services and sustainability initiatives.

*Figure 10. Little Shell Food Sovereignty & Distribution Program*





**Table 12. Little Shell Food Sovereignty & Distribution Program**

1301 Stuckey Rd, Great Falls, Montana 59404			
<b>Shop/Garage/Service</b>			
<ul style="list-style-type: none"> <li>• Building Footprint: 5,440 ft<sup>2</sup></li> <li>• Lot Size: 3.69 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>		<ul style="list-style-type: none"> <li>• Land Use: Mixed-Use Transitional (M-2)</li> <li>• Zoning: Unincorporated Enclave (U)</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	
<b>West Side Parking</b>			
<ul style="list-style-type: none"> <li>• Parking: 11 designated stalls (1 ADA)</li> <li>• Off-street</li> <li>• Dimensions: 100' X 30'</li> </ul>		<ul style="list-style-type: none"> <li>• Access: Stuckey</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: Yes</li> </ul>	
<b>NTTFI Route:</b>	• 1*	<b>NTTFI Section:</b>	<ul style="list-style-type: none"> <li>• 10*</li> <li>• 20*</li> <li>• 30*</li> <li>• 40*</li> <li>• 50*</li> </ul>
<b>Priority Ranking (High/Medium/Low):</b> High			
<b>Potential Improvements:</b> Traffic Restrictions (High Priority)			
<b>Planning Level Cost Estimate:</b> \$10,800			

*\*Pending approval by the Bureau of Indians Affairs*





## Little Shell Ceremonial Center

With construction planned for completion in early 2026, the Ceremonial Center will serve as a new convening location for government operations, citizen-focused service delivery, and community gathering place. The Center, co-located with the Tribe's Miijim Program (Food Distribution), will provide a modern meeting place, equipped to meet the demands of types of events, including emergency operations, regular luncheons, and quarterly government meetings. The building will join the growing list of tribal governmental infrastructure that deploys critical features including a large meeting hall for 200 people, outdoor gathering areas, and a kitchen to expand community luncheon services. It also includes state-of-the-art technology to support virtual, in-person, and hybrid meetings.

**Figure 11. Little Shell Ceremonial Center**





**Table 13. Little Shell Ceremonial Center**

1315 Stuckey Rd, Great Falls, Montana 59404			
<b>Ceremonial Center</b>			
<ul style="list-style-type: none"> <li>• Building Footprint: 6,515 ft<sup>2</sup></li> <li>• Lot Size: 3.69 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>		<ul style="list-style-type: none"> <li>• Land Use: Mixed-Use Transitional (M-2)</li> <li>• Zoning: Unincorporated Enclave (U)</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	
<b>Parking</b>			
<ul style="list-style-type: none"> <li>• Parking: 66 Spots (2 ADA)</li> </ul>		<ul style="list-style-type: none"> <li>• Access: Stuckey</li> <li>• Pavement Surface: Asphalt</li> <li>• Lighting: Yes</li> </ul>	
<b>NTTFI Route:</b>	• <b>1*</b>	<b>NTTFI Section:</b>	<ul style="list-style-type: none"> <li>• <b>10*</b></li> <li>• <b>20</b></li> <li>• <b>30</b></li> <li>• <b>40</b></li> <li>• <b>50</b></li> </ul>

*\*Pending approval by the Bureau of Indians Affairs*





## Little Shell Cultural Center

The Cultural Center, also known as the Elder and Event Center, located along Stuckey Road, is owned by the Tribe and serves as a vital community hub. It hosts elder communal luncheons, social gatherings, networking events, cultural and educational activities, and various government functions. The co-located maintenance and storage facility supports government equipment and property. The property's transportation infrastructure, including parking facilities, is open to tribal citizens and the general public, accommodating staff, visitors, and event attendees while supporting accessibility for all.

**Figure 12.** Little Shell Cultural Center





Table 14. Little Shell Cultural Center

1529 Stuckey Rd, Great Falls, Montana 59404	
<b>Cultural Center &amp; Shop/Garage/Service</b> <ul style="list-style-type: none"> <li>• West Building Footprint: 3,675 ft<sup>2</sup></li> <li>• East Building Footprint: 3,500 ft<sup>2</sup></li> <li>• Lot Size: 2.11 acres</li> <li>• Parcel Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> <li>• Land Use: Mixed-Use Transitional (M-2)</li> <li>• Zoning: Unincorporated Enclave (U)</li> <li>• <b>Building</b> Ownership: Little Shell Tribe of Chippewa Indians of Montana</li> </ul>	
<b>East Side Parking</b> <ul style="list-style-type: none"> <li>• Parking: No Designated Stalls</li> <li>• Off-street</li> <li>• Dimensions: 340' X 90'</li> <li>• Access: Stuckey Rd</li> <li>• Pavement Surface: Gravel</li> <li>• Lighting: N/A</li> </ul>	
<b>NTTFI Route:</b>	• <b>2*</b>
<b>NTTFI Section:</b>	• <b>10*</b>
<b>Priority Ranking (High/Medium/Low):</b> High/Medium	
<b>Potential Improvements:</b> Phase I – ADA Improvements (High Priority); Phase II – Paving and Grading (around building – High Priority); Phase III – Paving and Grading (entire lot – Medium Priority)	
<b>Planning Level Cost Estimate:</b> Phase I & II - \$365,500 (High Priority), Phase III - \$306,800 (Medium Priority)	

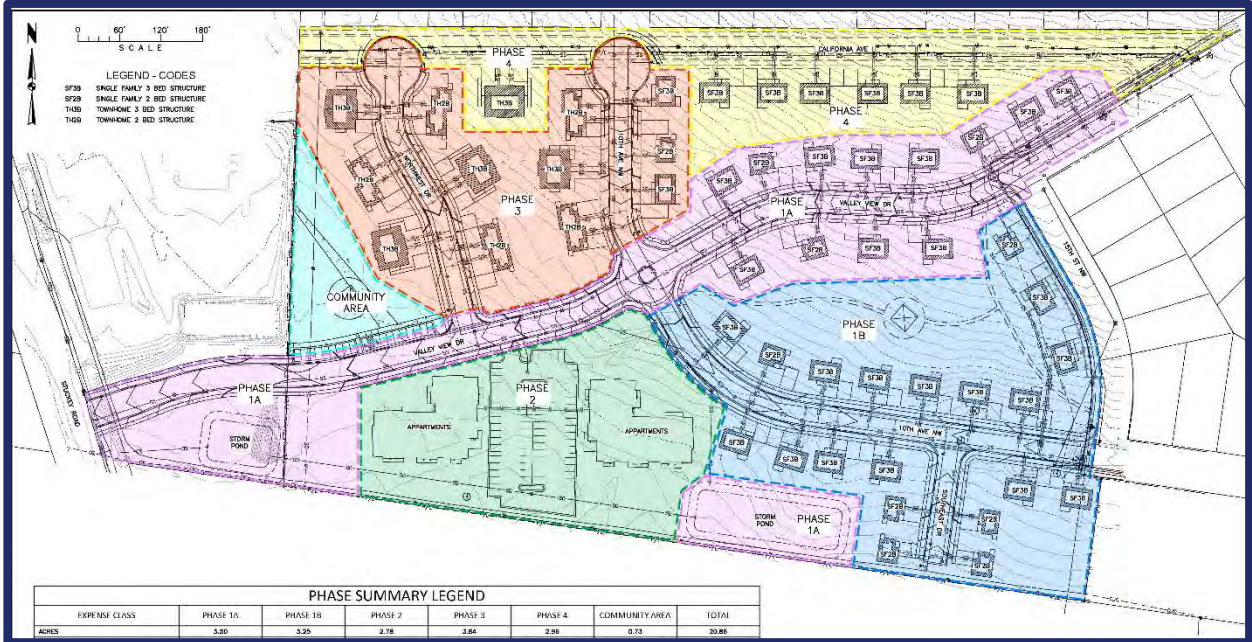
*\*Pending approval from the Bureau of Indian Affairs.*

More photos of existing facilities can be found in **Appendix C: Facility Photos**.



# FUTURE TRANSPORTATION FACILITIES

Figure 13. Good Medicine Community – Tribal Housing Development



## Good Medicine Community - Tribal Housing Development

Just east of the LST Food Sovereignty and Distribution facility, LST has a planned housing development on the property shown in **Figure 12. Good Medicine Community – Tribal Housing Development** . The masterplan concept includes proposed extensions of Valley View Drive and 10th Avenue NW. The development includes a community open space, sidewalk and trail connections, and a mix of housing for senior and low-income tribal citizens including single-family detached, single-family attached (duplex/townhome), and multiple-family (workforce) apartment housing. The Master Plan includes a planned approach to phase construction that includes new road construction that would provide public access through the development and other strategic routes in the City of Great Falls. The Tribe has developed concept renderings and floorplans for the housing development and a single-family unit is highlighted in **Figure 14. Single-Family Housing Unit Concept Rendering and Floorplan.**

The Project and corresponding transportation improvements will be constructed in four (4) phases as highlighted in **Figure 13. Good Medicine Community – Tribal**



**Housing Development** The proposed (pending approval from the Bureau of Indian Affairs) NTTFI Route of the future street network is 6 and includes section numbers:

- 10 (new Valley View Dr. from just east of 15th St. NW to Stuckey Rd.)
- 20 (new Northwest Dr.)
- 30 (new 10th Ave. NW north of new Valley View Dr.)
- 40 (new 10th Ave. NW south of new Valley View Dr.)
- 50 (new Southeast Dr.)



Figure 14. Single-Family Housing Unit Concept Rendering and Floorplan



Finish Scheme A - Single Home Concept  
Little Shell Housing Masterplan - Floor Plan Update  
August 2025



GSF: 940 SF



2 Bed 1 Bath House Floor Plan  
Little Shell Housing Masterplan - Floor Plan Update  
August 2025





## **Powwow Road**

LST completed construction of an arbor to host the annual Elder and Veteran Powwow near Mount Royal. Mount Royal has been identified by Tribal leadership as an area that has potential for growth. Access to the property was improved in 2024 just prior to the construction of the powwow arbor. The roadway will stay in its current location, however safety improvements may be necessary in the future. Consideration may also be given to construct a parking lot to accommodate vendors and other event parking.

## **Little Shell Event Center & Resort on Mount Royal**

The Little Shell Event Center & Resort, located on Mount Royal, represents a transformative milestone for the Little Shell Tribe of Chippewa Indians of Montana. This development builds upon the Tribe’s historical resilience and recent strides since gaining federal recognition in 2019. Over the last five years, the Tribe has implemented key programs including a tribal health clinic, housing initiatives, food sovereignty efforts, and powwow grounds that benefit its nearly 7,000 members. The Event Center & Resort will further this legacy by serving the Tribe and surrounding communities while honoring the cultural and historical significance of Mount Royal.

This facility is poised to meet the growing needs of Great Falls and Cascade County, offering a venue for economic development, cultural preservation, and regional gatherings. The development will impact the area’s future transportation network and the ability to support increased traffic and evolving land use.

The development of the Event Center & Resort will impact the regional transportation system, requiring thoughtful planning to address increased traffic volumes, multimodal transportation needs, and safety considerations. The Tribe and regional stakeholders must coordinate to ensure the network is prepared for future demands.

### ***Key Transportation Considerations***

#### ***Roadway Maintenance and Capacity***

Increased usage of roads leading to Mount Royal will require regular maintenance to ensure safety and functionality. Collaboration with regional and state agencies





will be critical to maintain road surfaces, handle higher traffic loads, and ensure efficient roadway capacity.

### ***Traffic Management***

Anticipating higher volumes of vehicles and pedestrians, implementing adaptive traffic management systems will be essential. Traffic-calming measures such as narrowed lanes, curb bump-outs, and roundabouts can enhance safety and reduce congestion.

### ***Signage, Lighting, and Safety Infrastructure***

Adequate signage, street lighting, and pedestrian safety infrastructure (e.g., crosswalks, refuge islands) will be necessary to support multimodal use. These improvements will enhance safety for all users, including event attendees, local residents, and visitors.

### ***Multimodal Integration***

Designing the transportation network to accommodate various modes of travel—such as walking, cycling, and public transit—will be crucial. Protected bike lanes, wider sidewalks, and transit stops near the resort will improve accessibility and reduce dependency on single-occupancy vehicles.

### ***Environmental Sustainability***

Transportation improvements should align with the Tribe's commitment to sustainability. Strategies such as electric vehicle (EV) charging stations, green infrastructure, and reduced emissions policies will ensure that the development supports environmental goals.

### ***Potential Impacts and Concerns***

- **Increased Traffic and Congestion** – The Event Center & Resort will bring significant vehicular traffic to Mount Royal. Managing peak event traffic and ensuring smooth ingress and egress will require strategic roadway design and traffic control measures.
- **Pedestrian and Cyclist Safety** – With more visitors expected to walk or bike, the likelihood of conflict points between motorized and non-motorized users increases. Infrastructure improvements, such as designated pedestrian pathways and protected crossings, are essential.



- **Public Transit Needs** – As demand grows, expanding public transit options to serve the area will reduce congestion and improve accessibility for those without personal vehicles or elder populations.
- **Employment and Workforce Transit** – The development will generate jobs, necessitating transit solutions for employees commuting from surrounding areas. Flexible and reliable transportation options will be key to supporting the workforce.

### ***Collaborative Strategies for Implementation***

The Tribe and its partners should take a proactive approach to planning the future network:

- **Data-Driven Decision Making** – Traffic studies and forecasting models can inform infrastructure investments, ensuring they meet current and future demands.
- **Community Engagement** – Engaging tribal members and local stakeholders through surveys, public meetings, and workshops will align transportation plans with community needs and values.
- **Leveraging Funding Opportunities** – Federal and state grants for infrastructure and multimodal transportation can support the development of necessary roadway and transit improvements.
- **Regional Coordination** – Partnering with Cascade County and Great Falls transportation agencies will ensure a cohesive network that serves both tribal and regional interests.

The Little Shell Event Center & Resort on Mount Royal represents a bold vision for the Tribe’s future. A well-planned transportation network is essential to realizing this vision while ensuring safety, accessibility, and sustainability. By addressing roadway maintenance, traffic management, and multimodal needs, the Tribe can create a resilient and inclusive transportation system that supports economic growth and honors its commitment to community well-being.





## National Tribal Transportation Facility Inventory (NTTFI)

In addition to the five transportation facilities identified by LST, the LRTP identifies strategic routes in and around Great Falls. The strategic routes vary in jurisdiction from the MDOT, City of Great Falls, and Cascade County. Coordination with state and local jurisdictions should occur if LST has any interest in placing a strategic route on the NTTFI. If placed on NTTFI, the strategic routes can be added to the TTIP therefore, making that strategic route eligible for LST transportation program funds.

## Electric Vehicle Chargers

The Little Shell Tribe should consider pursuing sustainable transportation initiatives and promoting energy efficiency by installing Electric Vehicle (EV) charging stations at key tribal government service locations, such as the Tribal Headquarters. The growing national trend of EV adoption and the increase in available government funds provides an opportunity for the Tribe to enhance its transportation system while supporting sustainability, energy efficiency, and cost savings. Incorporating EV infrastructure into the Long-Range Transportation Plan (LRTP) aligns with the Tribe's long-term vision to support future transportation trends, improve transportation connectivity, and explore future multimodal transportation services. The Tribe can further prepare for the growing number of EVs on the road by developing policies and services in addition to EV-related infrastructure to advance their communities' to be EV power grid readiness.

*Figure 15. EV Charging Stations*



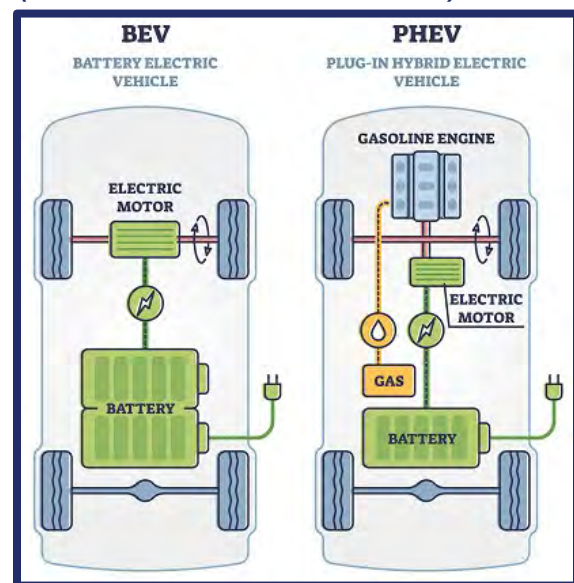
In rural parts of the country, residents drive more than their urban counterparts which can lead to higher vehicle fuel and maintenance cost, and often have fewer alternatives to driving to meet transportation needs. Integrating EV infrastructure as part of a larger region and nationwide EV transportation network can help residents of rural areas reduce vehicle costs and minimize environmental impact while improving accessibility and quality of life in their communities. To plan for EV



infrastructure, it is important to consider the variety of EV types and the charging equipment required to support them.

- **Battery Electric Vehicles (BEVs):** Also known as "all-electric vehicles," BEVs are powered solely by electricity. They use one or more electric motors and are fueled by rechargeable battery packs that require an external power source for charging. BEVs typically have a minimum range of 100 miles per charge, with newer models offering ranges of 200-300 miles or more.
- **Plug-In Hybrid Electric Vehicles (PHEVs):** Similar to BEVs, PHEVs use batteries to power an electric motor but differ in that they are recharged by both an external power source and a smaller internal combustion engine. This engine can recharge the battery or directly power the wheels, enabling longer driving ranges. PHEVs typically travel 20-50 miles in "EV mode," reducing their gasoline use by 14 to 47 percent. When electricity is unavailable, PHEVs seamlessly switch to conventional fuel, such as gasoline or diesel.
- **Fuel Cell Electric Vehicles (FCEVs):** FCEVs use a highly efficient electrochemical process to convert hydrogen into electricity, which powers an electric motor. Unlike other EVs, FCEVs on the market today are not designed for external battery recharging. Instead, they are fueled with compressed hydrogen gas stored in an onboard tank.

*Figure 16. EV Charging Types*  
(Source: VectorMine/stock.adobe.com)



While most drivers will primarily charge their vehicles at home and at work, many individuals and businesses will also depend on publicly accessible charging stations. Increasing the availability of affordable public charging, will ensure rural residents and visitors are able to recharge when and where they need to just as reliably as they can refuel a conventional vehicle. EVs can be charged using electric vehicle service equipment (EVSE) operating at different charging speeds including:



- **Level 1:** Level 1 charging uses a standard residential 120-volt (120V) AC outlet. It typically takes 40-50+ hours to charge a Battery Electric Vehicle (BEV) to 80 percent from empty and 5-6 hours for a Plug-In Hybrid Electric Vehicle (PHEV).
- **Level 2:** Level 2 charging provides higher-rate AC charging through 240V electrical service for residential applications or 208V for commercial settings. It is commonly used for home, workplace, and public charging. Charging at this level typically takes 4-10 hours for a Battery Electric Vehicle (BEV) to reach 80 percent from empty and 1-2 hours for a Plug-In Hybrid Electric Vehicle (PHEV).
- **Direct Current Fast Charging (DCFC):** DCFC provides rapid charging and is essential for long-distance travel and high-traffic locations along major corridors with installed stations. It typically takes only 20 minutes to 1 hour for a Battery Electric Vehicle (BEV) to charge to 80 percent from empty. However, most Plug-In Hybrid Electric Vehicles (PHEVs) currently on the market are not compatible with fast chargers.

As of January 2025, the Great Falls area has 29 EV charging stations including 11 free stations and 1 DCFC. The EV market is rapidly evolving due to advancements in vehicle technology, decreasing costs, and growing consumer awareness. EV sales have significantly increased in recent years, reflecting a broader national trend. Automakers are making substantial investments in EV production, with many committing to transition a significant portion of their fleets to electric vehicles over the coming decades.

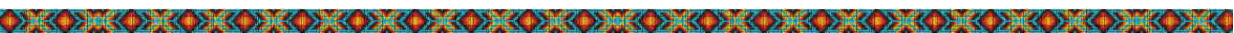


## Future Recommendations and Considerations

The Little Shell Tribe has an opportunity to invest in sustainable transportation by incorporating EV infrastructure and policies that support the Tribe's Long Range Transportation Plan (LRTP) vision and goals. By installing EV charging stations at key Tribal locations and collaborating with community stakeholders and agency partners, the Tribe can further promote emerging EV readiness efforts. LST can support accessibility and connectivity, promote energy efficiency, and prepare its community for future multimodal transportation through available government EV infrastructure funding and incentives. These initiatives will not only address current



needs but also the Tribe's long-term vision including system preservation, regional connectivity and accessibility, and increasing transportation infrastructure.





# ENGAGEMENT SUMMARY

## BACKGROUND & EVENT DETAILS

### EVENT BACKGROUND

The 2024 Little Shell Veteran’s and Elder’s Powwow (Powwow) was hosted for the first year at its permanent location on Mount Royal – just above historic Mount Royal. After a year of planning and construction wrapping up just a few days before the Powwow, the Tribal Council was excited to gather under the beautiful new wooden arbor.

#### Pop-Up Public Engagement Event

*Figure 17. Little Shell Tribe’s Powwow Arbor on Mount 57*



**When:** Saturday, August 24th to Sunday, August 25th, 2024

**Where:** Little Shell Powwow Arbor – Mount Royal, Great Falls, Montana

**Why:** Public & Stakeholder involvement is a critical component of the Long-Range Transportation Plan (LRTP)





LST and the LRTP project team identified the Powwow as a priority event and a perfect opportunity to gather public input and engage with enrolled citizens, Powwow participants, and visitors. The goal for engagement was to understand LST tribal citizens origins, identify transportation challenges and priority issues to invest in, and opportunities to improve LST transportation facilities. Feedback was collected through various means to make participation more engaging including an online and hardcopy survey, an interactive dot activity, and a comment box.

## LONG-RANGE TRANSPORTATION PLAN (LRTP) PUBLIC ENGAGEMENT

The pop-up engagement booth at the Powwow was located along a ring of vendor booths outside the Arbor with other agencies who participated during the event.

### Who We Heard From

Public input gathered came from a majority of enrolled citizens or descendants, who had previously been identified as a priority audience to engage with as part of the LRTP engagement plan. Over 90 percent of people who provided feedback about the LRTP were either enrolled citizens or descendants of the Tribe. While all of survey takers (100 percent) and 88 percent of comment card submitters were either enrolled or descendants.

A small majority of enrolled citizens or descendants that submitted comment cards lived in Great Falls. Of those tribal citizens who were not from Great Falls that took the survey, most came from other areas with notable LST tribal citizen population including the following:

- Billings (13 percent)
- Bozeman (20 percent)
- Cascade (7 percent)
- Great Falls (20 percent)
- Hays (7 percent)
- Missoula (20 percent)
- Wolf Point (7 percent)

### Setup, Materials, & Activities

The LRTP booth was set up with the intention to make engagement more accessible for participants. This ensured all members of the community were engaged and facilitated an open discussion on the LRTP, collection of written comments, survey responses, and effective engagement activities.





The pop-up engagement booth had several display boards to introduce the project to tribal citizens including:

- Welcome board with a link to the online LRTP survey
- Interactive Transportation Challenges (activity)
- Map of Montana Reservations (activity)
- Map of Little Shell Tribe Service Area (activity)
- Map of Great Falls Area (activity)
- Map of Little Shell Tribe Properties and Facilities (activity)

**Figure 18. Chatting with participants about Great Falls area facilities**



The booth also had:

- Flyer handouts
- Comment cards
- Hardcopy surveys & an iPad for online surveys
- Marketing items
- Drawing to win gift cards including four Taco Treat gift cards, two Visa gift cards, one sweatshirt, and two bags of wild rice



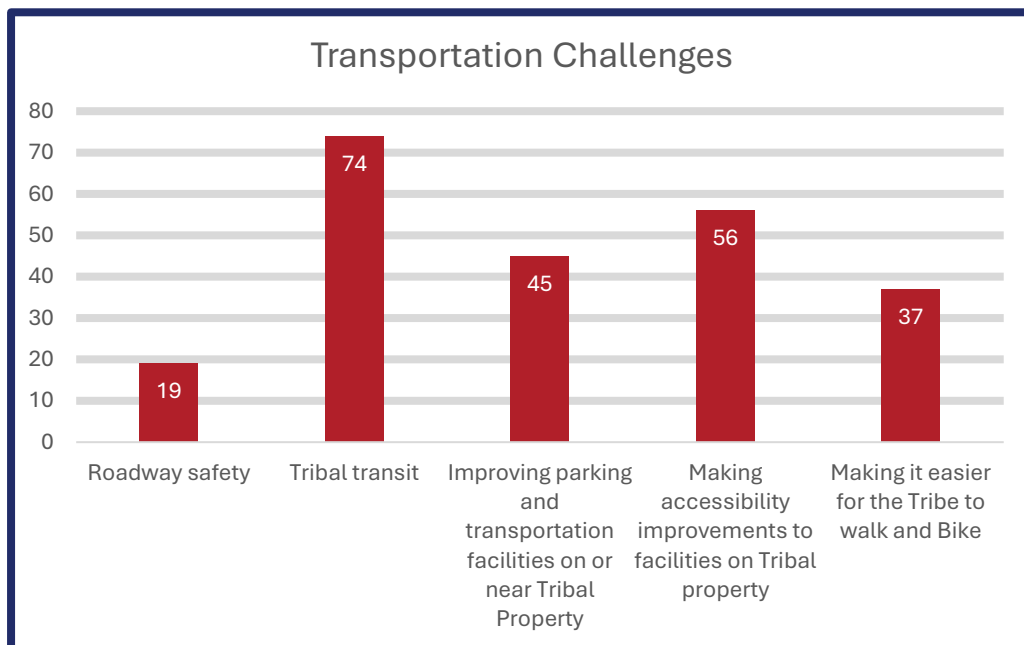
# PUBLIC FEEDBACK RECEIVED

## TRANSPORTATION CHALLENGES ACTIVITY

As part of this exercise, participants were given three stickers to vote on the transportation challenges most important to them. An estimated 77 people participated in the Transportation Challenge Activity and placed 231 sticker dots on the board.

The transportation challenges participants identified as a top priority and future investment are ranked as (see Table 14. Transportation Challenges):

**Table 15. Transportation Challenges**



1. Tribal transit (74 votes)
2. Making accessibility improvements to facilities on Tribal properties (56 votes)
3. Improving parking and transportation facilities on or near Tribal property (45 votes)
4. Making it easier for the Tribe to walk and bike (37 votes)
5. Roadway safety (19 votes)

Please see Appendix A: Public Engagement for the boards after the powwow.





## MONTANA RESERVATIONS & LST SERVICE AREA ACTIVITY

If people were from outside of Great Falls, the Project team asked where they were coming from and if they would like to place a sticker on the Map of 'home'. An estimated 25 people participated in the feedback exercise, while even more referenced it for information or to have a discussion about Montana reservations and LST service areas.

As shown in the following map, Figure 18. Montana Reservations & LST Service Area Results: Where are you coming from?, people came from various locations across Montana, including areas within Little Shell Tribe's Service Area, and from areas outside of Little Shell Tribe's service area. Of those coming from outside of LST's Service Area, most were located within proximity to other Montana Reservations including:

- Crow
- Flathead
- Fort Belknap
- Fort Peck

There were several comments from LST enrolled citizens about expanded Tribal services to locations across the state, or why it is only shown in the four counties.

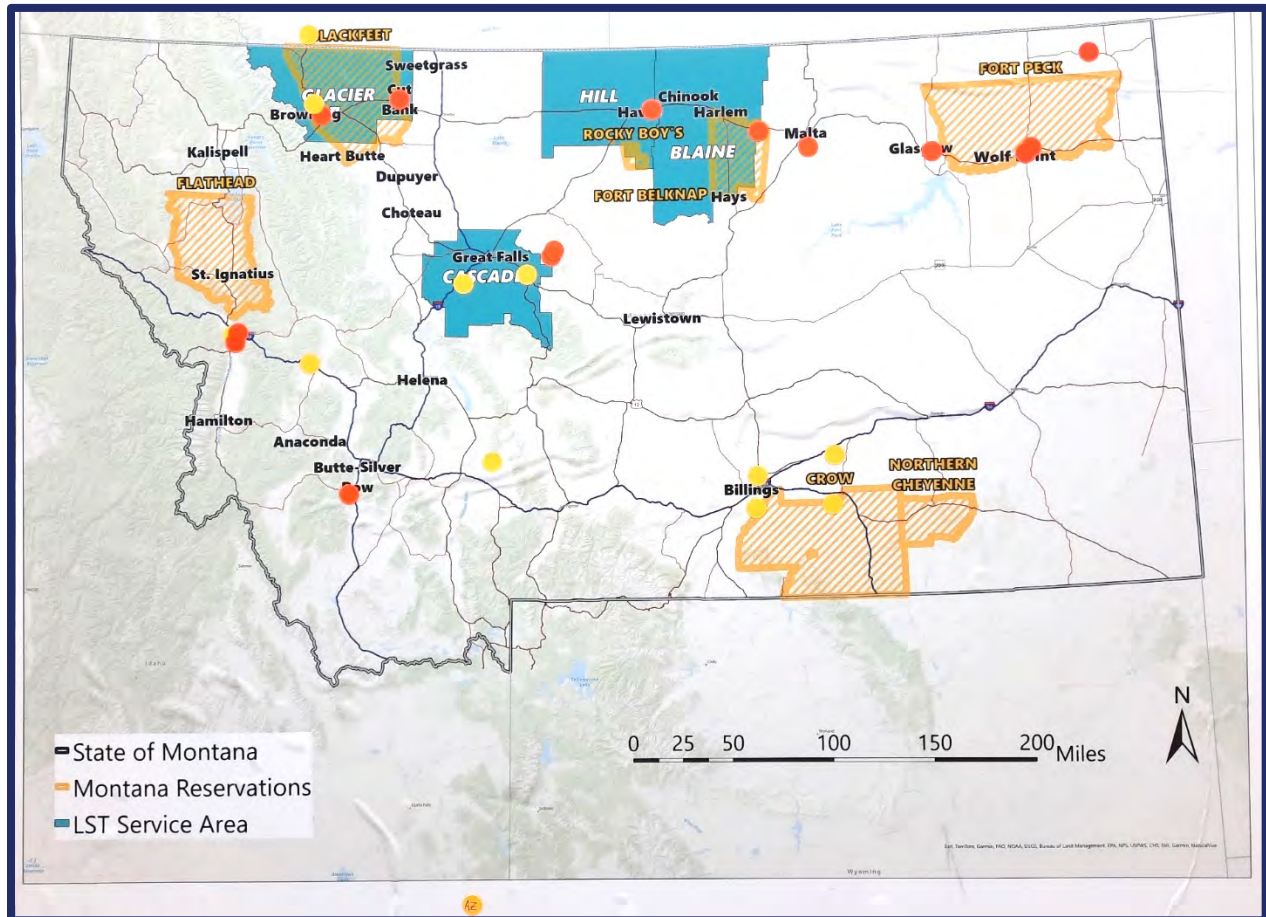
## GREAT FALLS AREA & LST PROPERTIES/FACILITIES ACTIVITY

Public feedback from participants in proximity to LST properties, or those interested in Great Falls transportation challenges, were asked to look at a map of the Great Falls area and provide location-specific feedback or comments.

However, participants used the map as a discussion topic but did not add dots or comments. Several participants commented on the local Great Falls Area and LST Properties specifically, the LST Health Clinic and accessibility challenges including entering and exiting the facility.



Figure 19. Montana Reservations & LST Service Area Results: Where are you coming from?



## COMMENT CARDS

The Project team received 76 written comments from participants who wanted to give additional feedback. Common themes received from the comment cards and conversations had throughout the day were as follows.

- Meeting the transportation needs of elders for things like medical appointments, tribal events, but also for general transportation.
- Fixing the intersection outside of the Little Shell Clinic.
- Exploring the possibility of tribal transit services.
- Ensuring tribal facilities are accessible to people with physical disabilities.



## COMMUNITY SURVEY

The community survey had 15 respondents and all survey respondents identified themselves as enrolled citizens. From the survey results, respondents reported that the top transportation issues are as follows:

- Roadway maintenance (68 percent)
- Inadequate lighting (38 percent)
- Inadequate intersection controls (38 percent)
- Lack of roadway markings (23 percent)
- Visibility concerns (23 percent)

From the public input received, it is likely that those who reported inadequate intersection controls are referring to the intersection outside of the Little Shell Clinic. Overall, survey respondents generally feel mobile and safe while traveling. The average score for people to get where they needed, and when they needed to go was 80 percent (8 out of 10).

*Figure 20. Several people took the survey online at the pop-up booth*





# GOALS & OBJECTIVES

## LAND USE

### INTEGRATE LAND USE AND TRANSPORTATION PLANNING

**Goal: Recognize the linkage between Little Shell Tribe’s desired growth and the transportation network to ensure that decisions regarding transportation and land use are fully integrated with land use planning and development efforts.**

Identify future strategic transportation corridors and facilities for inclusion on the National Tribal Transportation Facility Inventory (NTTFI).

Incorporate Montana Department of Transportation (MDT) Access Management design standards and policies into Little Shell Tribe’s Transportation Plan.

Establish a coordinated review process between Little Shell Tribe and local governments (County, Townships, City) that includes the Little Shell Tribal Planning Program in the review and approval process for subdivisions and roadway access requirements in proximity to Tribal properties and strategic transportation corridors.

Prepare for Tribal property acquisitions and establish future land use to project transportation system needs related to future development.





# ECONOMIC DEVELOPMENT

## SUPPORT LOCAL GROWTH

**Goal: Manage transportation resources to support existing industry and facilitate future economic opportunities.**

Identify potential freight routes to support existing and future economic development.

Ensure efficient and timely maintenance of transportation infrastructure including parking lots and transportation-related facilities on Little Shell Tribe properties.

Ensure that the transportation system has potential to serve major economic development generators.

Coordinate economic development efforts with the Tribal Transportation Program to ensure that the necessary roadway and facility improvements for development are fiscally feasible and can be provided in a timely manner.

Coordinate economic development efforts with Public Transit including Great Falls Transit.

Promote future economic development at strategic properties.

Maintain mix of land use to support economic development (Agricultural).





# TRANSPORTATION SYSTEM

## EFFICIENT MOVEMENT

**Goal: Ensure that the transportation network promotes the efficient movement of people and goods.**

Provide right-of-way (ROW) to serve new development areas and future strategic routes between Little Shell Tribe's properties.

Identify improved linkages to strategic transportation corridors.

Review the current functional classification system and propose a future 2045 functional classification framework for strategic transportation corridors.

Consider multiple connections or routes between residential developments and strategic corridors.

Encourage consistency between roadway jurisdiction, designation, and functional classification.

Improve multimodal transportation ensuring facilities enhance accessibility, connectivity, and mobility.

## JURISDICTIONAL COORDINATION

**Goal: Build cooperation, coordination, and partnership among state and local jurisdictions to improve the transportation system.**

Seek opportunities to coordinate roadway improvement plans with local jurisdictions including the City of Great Falls, Great Falls Metropolitan Planning Organization (MPO), Cascade County, and the State.

Review and propose logical jurisdictional modifications for discussion among affected governments.

Promote cooperative intergovernmental activities to increase the efficiency and effectiveness of services.

Coordinate with local, state, and federal agencies to better address the transportation needs of the entire Tribe.





## LOCAL COMMUNITY

**Goal: Establish a network of connected trails and sidewalks to and from the local community.**

Incorporate new/updated sidewalks in housing developments.

Prioritize multimodal transportation including pedestrian and bicycle facilities when designing new roadway extensions.

Provide safe walking routes for local schoolchildren.

Continue to support community initiatives through Tribal Transportation Program (TPP).

Leverage grant opportunities to finance trail and sidewalk improvements.

Identify properties eligible for Tribal Transportation Program (TPP) funding to improve transportation facilities and support the growing roadway network for Tribal Citizens.

## REGIONAL CONNECTIVITY

**Goal: Support planning endeavors to expand and integrate regional transportation network into tribal growth opportunities.**

Establish connections to regional trails and recreation areas.

Coordinate with agencies such as the Montana Department of Natural Resources and Conservation (DNRC) to identify opportunities for hiking and recreational trails and to collaborate on funding for such facilities.

Participate as a key stakeholder and support development of strategic corridors to balance regional mobility and accessibility to and from Tribal properties.



# SAFETY

**Goal: Develop and maintain a transportation network that promotes safety for all users.**

Review transportation facility geometrics and identify safety improvement needs.

Pursue funding to secure law enforcement programs, employees, and agreements to enforce laws impacting transportation safety.

Identify high crash locations and pursue segment/intersection improvements as warranted.

Consider access management along strategic roadways and from existing and future Little Shell Tribal properties, in accordance with local and state spacing guidelines.

Consider lighting on local streets, trails, and intersections.

Evaluate and apply suitable traffic calming techniques on future local Tribal roads.

Prioritize hazardous road segments for reconstruction, resurfacing, or maintenance as warranted.

Improve winter road and trail maintenance. Coordinate with local agencies to identify opportunities to increase efficiency of services and ensure equitable snowplow coverage.

Improve ADA accessibility for Tribal Citizens including tribal elders at identified locations and along strategic corridors as applicable to Tribal facilities.

Install adequate pedestrian infrastructure signage, crosswalks, and/or signals at appropriate locations as applicable.

Review transportation facility geometrics and identify safety improvement needs.





# TRANSPORTATION SYSTEM PRESERVATION

**Goal: Develop a transportation facility preservation plan that provides guidance on safeguarding existing transportation facility inventory, maintenance/repaving, and reconstruction inadequate facility infrastructure.**

Maintain all transportation and transportation-related facilities including parking lots, signage, lighting, and stormwater drainage in a state of good repair.

Identify existing roadside and transportation-related hazards on Little Shell Tribe properties and along strategic corridors between tribal properties and service areas.

Identify and evaluate present conditions to determine future transportation needs.

Prioritize transportation improvement projects.

Gather feedback from the public about what they perceive as transportation needs of the Tribe.

Improve parking to adequately support staff and visitors.

Improve accessibility to LST facilities, including the LST Health Clinic intersection to address entry and exit challenges.





# TRANSIT SYSTEM

**Goal: Consider transit users and people reliant upon transit to go about their daily lives.**

Expand tribal transit systems identified in strategic routes and other transit growth opportunities.

Link Little Shell Tribal Citizens with services both on and off Tribal properties.

Define intradepartmental relationships and where Tribal Transit Program may be housed in Little Shell Tribe's organizational structure.

Identify funding opportunities to provide Tribal Transit Program and services based on community feedback.

Conduct a feasibility study based upon where Tribal Citizens need and want to travel and identify gaps in existing service, to determine level of transit service needs.

Consider staffing needs for an effective transit program.

Conduct Pilot Tribal Transit Program and evaluate results.

Operate storage and maintenance facilities that can accommodate future system growth.

Pursue and strengthen partnerships with other transit agencies and local governments such as Great Falls Transit and North Central Montana Transit.





# PRESERVATION PLAN

## TRIBAL FACILITY

### BACKGROUND

This section describes existing and future transportation system preservation needs. It will be used to build the 2025-2028 Tribal Transportation Improvement Plan (“TTIP”). A prioritization scheme for planning system preservation improvements will be laid out in this section. All improvements refer to existing facilities. At this point in the process of developing a LRTP, NTTFI and TTIP, system preservation is emphasized over system expansion due to high costs to build new transportation facilities and limited funding available to the LST.

The LST’s LRTP will provide a list of fiscally constrained future transportation projects. “Fiscal constraint” implies that not all projects may be feasible, and that improvements should be programmed in future TTIPs only if they can be fully financed under a reasonable funding scenario. Thus, improvements must be prioritized based on priority of need and other considerations.

### PAVEMENT CONDITIONS

Facility condition is a key variable that determines facility needs and investment priorities. The American Society for Testing and Materials (ASTM) 6433-11 Standard Practice for Roads and Parking Lots Pavement Condition Index Surveys should be followed. For this plan all five facilities were given a Pavement Condition Index (PCI) score based on the distresses observed on the surface of the pavement (e.g. transverse cracking, rutting, slab cracking, etc.) PCI ratings use a 0-100 scale, where 100 is essentially a brand-new road.

To visualize pavement conditions, PCI scores were classified as Very Good, Good, Fair, Poor or Very Poor. Table 15. Pavement Condition Index Ranges below indicates the PCI range for each category and recommended treatment options. Figure 20. PCI Rating Examples provides visual evidence of various PCI scores for each site.



**Table 16. Pavement Condition Index Ranges**

<b>Pavement Condition</b>	<b>PCI Range</b>	<b>Recommended Treatment Options</b>
Very Good	86-100	<ul style="list-style-type: none"><li>• Do nothing (new roads)</li><li>• Crack sealing/filling</li><li>• Seal coating</li></ul>
Good	71-85	<ul style="list-style-type: none"><li>• Crack sealing/filling</li><li>• Seal coating</li><li>• Microsurfacing</li></ul>
Fair	56-70	<ul style="list-style-type: none"><li>• Microsurfacing</li><li>• Overlay</li><li>• Mill and Overlay</li></ul>
Poor	41-55	<ul style="list-style-type: none"><li>• Mill and Overlay</li><li>• Full Depth Reclamation</li><li>• Cold in Place Recycling</li></ul>
Very Poor	40 and below	<ul style="list-style-type: none"><li>• Full Depth Reclamation</li><li>• Cold in Place Recycling</li></ul>

The implementation of a pavement preservation plan is good practice, as it focuses on maximizing the condition of life of a network of pavements while minimizing the network’s lifecycle cost. It may be counter-intuitive, but when it comes to maintaining LST transportation facilities, the ones receiving attention are the ones that are in good condition. The primary goal should be to proactively keep good condition facilities in good condition, when repairs for these facilities are less costly.



The black curve in **Figure 21. Maintenance Best Practices for Asphalt Pavement** below depicts deterioration over a pavement’s design life if maintenance is not performed. The blue curve depicts how pavement life can be extended through the timely application of various maintenance activities. Performing the right type of maintenance on bituminous or asphalt pavement at the right time will slow the rate of deterioration.

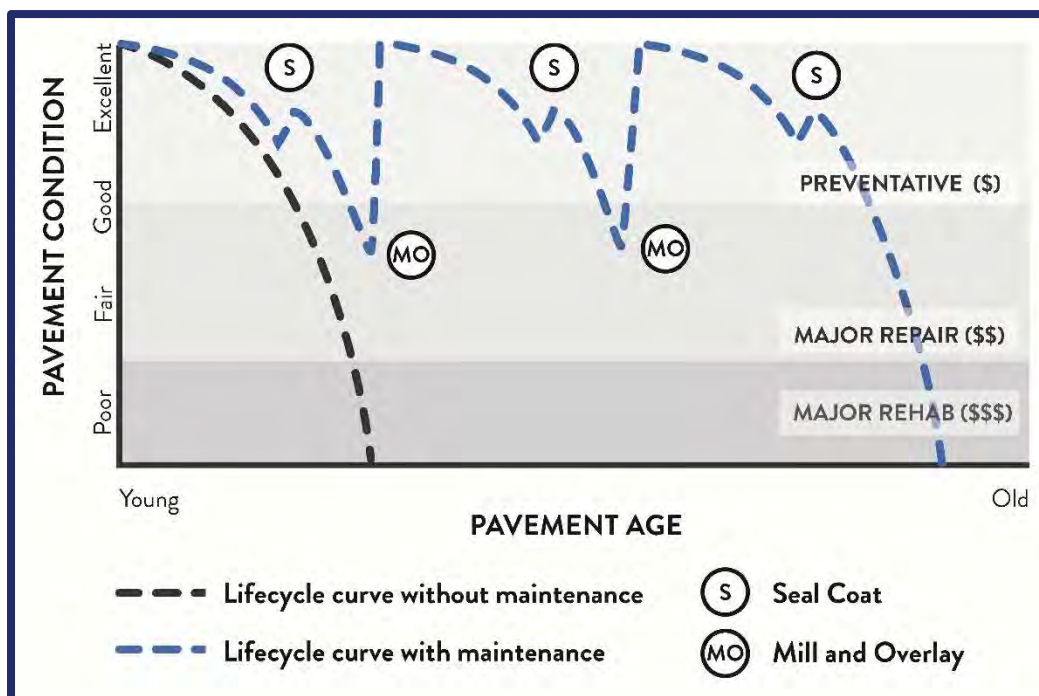
*Figure 21. PCI Rating Examples*





Moving forward, “Fair” facilities should be prioritized for resurfacing, provided the subsurface is in good condition. More importantly, LST should prioritize maintenance on facilities in “Good” condition to prolong pavement life. Once the PCI degrades to about 60, the rate of deterioration accelerates and the window to avoid more costly improvements begins to close. Although **Figure 22. Maintenance Best Practices for Asphalt Pavement** is typically used to convey the importance of maintenance on asphalt roadway, LST transportation facilities include several asphalt parking lots and the same lifecycle extending practices should be taken.

*Figure 22. Maintenance Best Practices for Asphalt Pavement*





## PLANNED IMPROVEMENTS

Currently, the Tribe has an annual budget of approximately \$600,000 through 2027. This money is currently being held by the BIA until this LRTP is completed and transportation facilities are added to the NTTFI. Following the development and approval of the LRPT and NTTFI, LST will prepare a TTIP that lays out expenditures to address transportation facility needs. The TTIP provides an indication of the extent and nature of improvements that LST can reasonably expect to accomplish within any given year.

## PROJECT PRIORITIZATION

Project prioritization is critical for decision-making through LST's TTP. Prioritization involves project scoring, with higher scores reflecting higher priority. LST's prioritization process provides flexible, replicable, and simple metrics based on established key factors below.

### **Tribal Leadership**

Based on LST Tribal Council's given score or priority to individual projects. Intended to provide needed flexibility to address emergent needs. Allows Tribal Council to also consider other things that may not be considered in other key factors including:

- Additional or new public input
- Emergency condition degradation
- Updated strategic planning
- Land use or development changes
- Other

Over time, other factors should be considered. The existing and anticipated future function of the facility should be considered. Additionally, locational factors should be considered. Efficiency gains are possible in construction and development if clustered/linked residential/commercial/government services are constructed together. Although not analyzed as part of the LRTP, existing and future ADT volumes could impact prioritization and/or the nature of the improvement as LST expands the transportation network and continues to maintain the existing inventory.



## **Community Feedback**

Reflects feedback identified through public engagement and as summarized in the engagement summary document and transportation challenges activity results. Used to rate projects on how they align with or address public feedback as obtained through the LRTP development process. A project given a 5 rating would address five or more of the biggest concerns or high priorities identified in the engagement summary document, or transportation challenges activity. A project given a 4 rating would address 4 of the biggest concerns or high priorities identified in the engagement summary document, or transportation challenges activity, and so on.

## **Surface Condition**

The rating is based solely upon condition of infrastructure. However, priority is inversely related to condition for example, a lower condition rating would score higher. Ratings are associated directly with the condition ratings as described in Table 16. Prioritization Factors.

## **Goals and Objectives**

The rating is based on how each project forwards the goals and objectives of the LRTP. A project given a 5 rating would meet five or more different objectives of the plan. A project give a 4 rating would meet four different objectives, and so on.





**Table 17. Prioritization Factors**

Key Factors	Possible Rating Up to 5				
	5	4	3	2	1
<b>Tribal Leadership</b>	Tribal Council assigned rating, see Tribal Leadership information above.				
<b>Community Feedback</b>	5 or more high priority transportation challenges	4 high priority transportation challenges	3 high priority transportation challenges	2 high priority transportation challenges	1 high priority transportation challenges
<b>Surface Condition</b>	Very Poor	Poor	Fair	Good	Very Good
<b>Goals and Objectives</b>	5 or more objectives	4 objectives	3 objectives	2 objectives	1 objective

When key factors are analyzed in combination, the highest-priority segments are identified by ranking the projects by score.

## PROJECT IDENTIFICATION

A list of projects has been developed as part of this plan. The list is comprehensive in nature and addresses short-, mid- and long-term transportation facility needs of LST. Because TTP funds are limited and will not cover every need of LST a prioritized list of projects is needed to address LST’s highest transportation facility needs.

This plan identifies four key factors when prioritizing transportation facility projects. The prioritization factors are unique to this plan as LST is developing a LRTP as well as adding transportation facilities into the NTTFI to access designated TTP funds. Once the LRTP is completed and transportation facilities are added to the NTTFI additional time and effort can be directed towards data collection as part of the Road Inventory Field Data System (“RIFDS”). RIFDS is a database of public transportation related facilities and fields that tribes define as important to their local use. Once LST completes the LRTP, adds transportation facilities to the NTTFI and develops a five-year TTIP, RIFDS data will then be collected and assigned to each transportation facility. This will allow future updates to the LRTP to use RIFDS data to develop a more comprehensive prioritized list. In the meantime, a more simplified methodology will be used to develop a prioritized list of transportation projects.





Projects identified by tribal leadership will be given the highest priority based on existing and future tribe service needs. It must be understood that tribal leadership priorities may shift depending on a variety of circumstances, but final say must be given to leadership to allow for the best interest of LST.

Gathering community feedback on existing transportation facility conditions and desired improvements is critical in giving tribal members and community members a voice in addressing issues and concerns. Community feedback collected during the Annual Elders and Veterans Powwow in August 2024 has been used to determine project prioritization.

Surface and base condition is a key factor that is needed and a part of this plan’s development it weighs heavily in determining which projects are ranked.

The goals and objectives documented throughout this plan were reviewed to ensure implementation efforts are moving forward.

The priority scale below provides a numeric rating scale. The higher the number given to each project the higher the priority. This scale will also be used when determining short-, mid-, and long-term project programming.

## PLANNED IMPROVEMENTS

Currently, the Tribe has an annual budget of \$600,000 through 2027. This money is currently being held by the BIA until this LRTP is completed and transportation facilities are added to the NTTFI. Following the development and approval of the LRTP and NTTFI, LST will prepare a TTIP that lays out expenditures to address transportation facility needs. The TTIP provides an indication of the extent and nature of improvements that LST can reasonably expect to accomplish within any given year.

## SHORT TERM PRESERVATION (2025 TO 2028)

### High/Highest Priority

*Table 18. Tribal Administration Office Short Term Preservation Plan Priority*

625 Central Ave W – Administration Office		
Improvement	Priority Rating	Cost Estimate
Patching	13	\$10,025





ADA Improvements	13	\$13,600
Safety Materials (Mirrors)	11	\$2,000
Signage	6	\$3,300
<b>Total</b>		<b>\$28,925</b>

*Table 19. Elder Center Short Term Preservation Plan Priority*

<b>1529 Stuckey Road - Elder Center</b>		
Improvement	Priority Rating	Cost Estimate
Phase I - ADA Improvements	11	\$64,700
Phase II - Paving and Grading (around building)	11	\$291,800
<b>Total</b>		<b>\$365,500</b>

*Table 20. Food Sovereignty Short Term Preservation Plan Priority*

<b>1301 Stuckey Road - Food Sovereignty</b>		
Improvement	Priority Rating	Cost Estimate
Traffic Restriction	6	\$10,800
<b>Total</b>		<b>\$10,800</b>

*Table 21. Good Medicine Community Housing Development Short Term Preservation Plan Priority*

<b>Good Medicine Community Housing Development</b>		
Improvement	Priority Rating	Cost Estimate
Phase 1 Construction	10	\$1,200,000
Phase 3 Construction	10	\$425,000
<b>Total</b>		<b>\$1,625,000</b>

*Table 22. Tribal Headquarters Short Term Preservation Plan Priority*

<b>511 Central Ave W - Tribal Headquarters</b>		
Improvement	Priority Rating	Cost Estimate
Reconstruction	13	\$573,900
Reconfiguration of Green Space	9	\$530,194
<b>Total</b>		<b>\$1,104,094</b>

**Short Term Preservation Plan Total Estimated Cost: \$3,134,319**



# MID TERM PRESERVATION PLAN (2029-2032)

## Medium Priority

Table 23. Administration Office Mid Term Preservation Plan Priority

625 Central Ave W – Administration Office		
Improvement	Priority Rating	Cost Estimate
Striping	4	\$5,600
<b>Total</b>		<b>\$5,600</b>

Table 24. Elder Center Mid Term Preservation Plan Priority

1529 Stuckey Road – Elder Center		
Improvement	Priority Rating	Cost Estimate
Phase III – Paving and Grading (entire lot)	5	\$306,800
<b>Total</b>		<b>\$306,800</b>

Table 25. Tribal Headquarters Mid Term Preservation Plan Priority

511 Central Ave W – Tribal Headquarters		
Improvement	Priority Rating	Cost Estimate
Curb Replacement	3	\$45,900
<b>Total</b>		<b>\$45,900</b>

Table 26. Good Medicine Community Housing Development Mid Term Preservation Plan Priority

Good Medicine Community Housing Development		
Improvement	Priority Rating	Cost Estimate
Phase 2	10*	\$300,000
<b>Total</b>		<b>\$300,000</b>

\*Project determined to be mid term priority based on preliminary construction phase, not priority rating.

**Mid Term Preservation Plan Total Estimated Cost: \$658,300**





# LONG TERM PRESERVATION PLAN (2033-2045)

## Low Priority

Table 27. Health Clinic Long Term Preservation Plan Priority

425 Smelter Ave – Health Clinic		
Improvement	Priority Rating	Cost Estimate
Signage	2	\$6,900
<b>Total</b>		<b>\$6,900</b>

Table 28. Good Medicine Community Housing Development Long Term Preservation Plan Priority

Good Medicine Community Housing Development		
Improvement	Priority Rating	Cost Estimate
Phase 4 Construction	10*	\$650,000
<b>Total</b>		<b>\$650,000</b>

\*Project determined to be long term priority based on preliminary construction phase, not priority rating.

**Long Term Preservation Plan Total Estimated Costs: \$656,900**

## OTHER PROJECTS

As LST continues developing properties and implementing the Tribe’s strategic plan, the project list and priorities of the LRTP will need to evolve. LST will need to work with local jurisdictional partners, especially if non-Tribal facilities are added to the NTTFI. Especially for projects which result in additional Tribal transportation facilities, projects that may have an impact on other jurisdictional roadways, or projects that may address other concerns of Tribal citizens on other jurisdictional roadways.

## PLANNING LEVEL COST ESTIMATES

Planning level cost estimates have been developed for improvements to each transportation facility. As the LST TTP grows and additional facilities are desired it is important to update the LRTP, NTTFI and TTIP to identify the changing needs of LST.





All costs are given in 2025 dollars. This allows LST to compare apples to apples when making infrastructure decisions. However, it should be noted that prices will inflate in the future. A reasonable estimate of project costs for any given year could be produced by scaling 2025 estimates with the rate of inflation. A reasonable assumption would be to add 3-5% inflation for every year beyond the 2025 costs shown. A detailed breakdown of unit costs is provided in **Appendix B: Detailed Unit Cost Estimates**.





# TRANSIT

## BACKGROUND

The Little Shell Tribe (LST) is currently considering the development of a tribal transit program to address the transportation needs of its citizens. Currently, LST is analyzing what a transit service system entails, including operations, funding, and coordination with local transit providers. While the Tribe owns two cargo vans, they are not currently used as part of a routine transit system but are instead utilized to transport citizens for special events. Existing vehicles are stored at the Elder Center and used on an as-needed basis. The tribe does not have a central transportation hub to store and manage vehicles or support future transit services, which is another challenge to operating a dedicated transit service. This presents both a challenge and an opportunity for the Tribe to establish a more formalized system.



*Figure 23. LST cargo vans stored at the Elder Center along Stuckey Road*

Based on community engagement and feedback, there is significant interest among tribal citizens in establishing a formal transit program. Citizens have expressed the need for transportation services to appointments, tribal events, and general daily activities, particularly for seniors and individuals with limited mobility. Public feedback highlights the need for accessible transportation options, including a dial-a-ride and demand-response services with smaller vehicles, which could provide flexibility and convenience for individuals requiring paratransit services. Additionally, there is interest in exploring fixed-route services to connect key locations, such as the Tribal Headquarters, health facilities, and residential areas. LST leadership acknowledges these needs and should plan to conduct additional public outreach to gather input and determine the feasibility of creating a tribal transit system.



LST should look for opportunities to coordinate with existing transit providers in the Great Falls area to address service gaps and improve regional connectivity. As part of the initial planning process, the Little Shell Tribe is examining what a comprehensive transit service system might entail, including potential partnerships and coordination with existing transit providers in the City of Great Falls. Collaboration with these providers will help identify potential routes, determine shared service opportunities, and ensure that any new tribal transit services complement existing systems. Coordination with local agency will allow the tribe to analyze and understand existing routes, identifying service gaps, and ensuring that any new tribal transit services support and expand existing options.

## SERVICE MODELS

The Tribe is evaluating different service models to determine the best fit for its needs including:

- **Dial-a-Ride Service:** This on-demand service would allow citizens to request rides as needed, offering flexibility and convenience, especially for individuals who may require paratransit services.
- **Fixed-Route Service:** This model would establish predetermined routes with set stops and schedules, potentially connecting key locations such as Tribal Headquarters, government service centers, health facilities, and residential areas.
- **Paratransit Service:** This model provides accessible transportation services for people with disabilities who are unable to use the regular, fixed route transit services and typically includes door-to-door services for people who call to reserve a ride.

These options have different advantages and challenges that could potentially support the Tribe's transit needs. Additional public outreach will help determine which service model(s) aligns best with the community's needs and the Tribe's capacity to develop and operate a transit system.

Though, LST does not have a centralized ground transportation center to support transit operations. LST uses their vehicles for their Mobile Medical Service as part of their Healthcare Program. This program is an extension of the Little Shell Tribal Health Clinic offered at tribal locations to provide a whole health care system of



medical, dental behavioral, traditional, and health care support. Establishing a dedicated transportation facility will be critical for storing, maintaining, and managing vehicles as part of a formalized transit program.

## FUNDING PROGRAMS

The Federal Transit Administration (FTA) and the Montana Department of Transportation (MDT) have several funding programs that are potential opportunities if LST pursues a Tribal transit program that could support development and operations.

- **FTA Section 5311 (Formula Grants for Rural Areas)** – The Formula Grants for Rural Area program provide capital, planning, and operating assistance to states to support public transportation in rural areas with population of less than 50,000 people, where many residents often rely on public transit to reach their destinations. The program also provides funding for state and national training and technical assistance through the Rural Transportation Assistance Program. Funding for this program is distributed by an annual solicitation process overseen by MDT.
  - **Montana Department of Transportation Grants and Funding, Capital and Operating Assistance** – As part of the FTA 5311, MDT Capital and Operating Assistance grant administers federal and state grants to help provide transportation to the rural general public including tribal governments and agencies that operate public transportation services to the elderly and disabled. MDT will provide 86.58 percent federal funding with 13.42 percent local match.
  - **Montana Department of Transportation Grants and Funding, Rural Transit Assistance Program (RTAP)** – As part of the FTA 5311, MDT Rural Transit Assistance Program provides funding to all Montana rural transit providers in four categories: training, technical assistance, research, and related support services to benefit non-urbanized transit providers. This program is 100 percent federally funded.



- **FTA Section 5311 (c) (Tribal Transit Program)** – The Tribal Transportation Program provides funding to federally recognized Indian tribes to provide public transportation services on and around Indian reservations or tribal land in rural areas. Funding is provided as a set-aside within the Formula Grants to Rural Areas program and allocated both by a statutory formula and through a competitive discretionary program.

## PUBLIC INPUT

Community engagement efforts, including surveys and open houses, have revealed that tribal transit is one of the top transportation priorities for citizens. Engagement feedback emphasized the importance of transportation for seniors, medical appointments, and general mobility, with a strong interest in exploring options for expanded transit services. Participants from various locations across Montana, including areas within LST’s service area and nearby reservations, reported the need for expanded transit options. Feedback from LST enrolled citizens included requests for services to reach locations across that state and existing service locations. Comment cards from public engagement sessions also demonstrated strong interest in exploring the possibility of establishing a tribal transit program to address these needs and improve access to essential services. Public input reflects the tribe’s desire for a comprehensive transit system that supports accessibility, connectivity, and a regional transportation system.

Building on collected data, stakeholder input, and reviewing previous transit system goals, the following objectives will frame recommendations for the transit component of the Long-Range Transportation Plan (LRTP).

## FUTURE RECOMMENDATIONS & CONSIDERATIONS

To develop a tribal transit program, the Little Shell Tribe will continue engaging with tribal citizens and stakeholders to refine the vision for a tribal transit program and system. This process involves conducting further outreach to gather detailed input on transit preferences, such as desired routes, service frequency, and types of services needed. A key step will be completing a feasibility study to assess costs, operational requirements, and potential funding sources for the development of the transit system. Additionally, the Tribe will collaborate with local transit providers in



the City of Great Falls and seek out state and federal funding opportunities to support and sustainable operation of the program. Establishing a dedicated tribal transit service will be a significant step to meet the community's transportation needs, enhancing mobility, and improving the overall quality of life for Little Shell Tribe citizens.





# FINANCIAL PLAN

## PROJECTED REVENUES

The financial plan of Little Shell Tribe’s (“LST’s”) Long Range Transportation Plan (“LRTP”) provides critical information necessary to carry out LST’s Tribal Transportation Program (“TTP”). Critical elements include:

- Projected Revenues (funding sources)
- Projected Expenditures (programmed projects)
- Other Resources and Financial Tools

The financial plan guides investments identified in the LRTP and provides a realistic strategy to approach project needs across LST’s transportation inventory. The financial information found herein will be critical to programming eligible transportation projects in the Tribal Transportation Improvement Program (“TTIP”) and to identify LST interests to include on the National Tribal Transportation Inventory (“NTTFI”).

## FEDERAL FORMULA FUNDS

### Tribal Transportation Program (TTP)

The TTP is a dedicated tribal program. Since federal restoration in 2019, LST has been eligible to receive TTP formula funds on an annual basis through the Federal Highway Administration (FHWA). There are no local cost share requirements of the program (100% federal share).

#### ***Purpose***

To provide safe and adequate transportation and public road access to and within LST properties.

#### ***LST Allocation***

Administered through the Bureau of Indian Affairs (BIA), LST has received a TTP allocation of approximately \$550,000 annually, since fiscal year (FY) 2020.





### TTP Funding Strategy

LST can rollover unused or unprogrammed TTP funds. For example, as of today, the Tribe has approximately \$2,100,000 of unprogrammed TTP funds, being held by the BIA until LST establishes their LRTP, TTIP, and adds facilities to the NTTFI. The Tribe is exploring options to invest unused TTP funds, as is permitted, to accrue interest and leverage limited funding resources while other sources of funding are identified.

**Table 29. Fiscal Years 2021-2024 Tribal Transportation Program Funds held by BIA**

FY	Planning (w/LOB)	Tribal Shares	Supplementals
21	12,182.81	536,043.49	-
22	14,754.26	645,086.99	-
23	14,360.37	628,082.99	-
24	14,433.92	631,528.40	133,318.29
25	20,458.42	895,380.11	182,443.90

### Eligible Activities

LST will be able to use TTP funds to perform activities associated with project delivery. These activities include eligible transportation activities:

- Planning (e.g. LRTP, Safety Plan, Transit Development Plan, etc.)
- Design (e.g. Environmental Documentation, Preliminary Engineering, and Final Design)
- Construction
- Road and Bridge Maintenance

## PROJECT EXPENDITURES & FISCAL CONSTRAINT

Projected expenditures will be grouped by short- (2025-2028), mid- (2029-2032), and long-term (2033-2045) timeframes. **Table 30. Projected Revenues by Timeframe below** shows anticipated revenues associated with each timeframe. Expenditures will be included alongside each timeframe to show financial need.





**Table 30. Projected Revenues by Timeframe**

Timeframe	Projected Revenue	Projected Expenditure	Difference
Pre-LRTP	\$2,100,000	TBD	TBD
Short-Term*	\$2,200,000	\$3,134,319	(\$934,319)
Mid-Term*	\$2,200,000	\$658,300	\$1,541,700
Long-Term*	\$7,150,000	\$656,900	\$6,493,100
Overall	\$13,650,000	\$4,449,519	\$9,200,481

*\*The current highway bill, the Infrastructure Investment and Jobs Act (IIJA) is a four-year federal highway bill providing funding for fiscal years 2022-2026. LST should stay be aware that a new highway bill or reauthorization of IIJA at the end of fiscal year 2026 may cause changes to the TTP allocation formula and TTP funding levels may be subject to change.*

## Fiscal Constraint

Through the LRTP, LST has identified potential projects that advance the transportation goals and objectives of the Tribe. Projects shown in **Table 30** may show a negative balance (difference column) between revenue and expenditure, highlighting the transportation need of LST and the potential for shifting projects to different timeframes, depending upon future funding levels ('overall' row). Programmed projects will be fiscally constrained (revenues equal to or greater than expenditures) and programmed in LST's TTIP, based on clearer funding revenue estimates.

## OTHER RESOURCES & FINANCIAL TOOLS

### Federal Funding Opportunities for Tribes

The U.S. Federal Government has several funding opportunities for transportation/infrastructure projects on tribal land. Many of these grant opportunities have tribal set-asides and reduced cost-share matching requirements. Pursuing the resources below may help leverage and save TTP funds, which can be carried over, or help fund larger illustrative projects that may not be fiscally constrained. Federal discretionary grants can provide LST some flexibility and opportunity to implement more projects to further forward the goals and objectives of the LRTP.

Below is a list of the grant opportunities that the LST could potentially take advantage of to accomplish the objectives outlined in the LRTP. It should also be





noted that pursuing federal discretionary programs may require substantial effort by the Tribe however, the level of effort varies by program type. For more information on each of the opportunities listed below, please see the [Transportation Funding Opportunities for Tribal Nations \(2023\)](#) report published by the United States Department of Transportation (USDOT).

### ***Dedicated Tribal Programs***

- Tribal Transportation Program (TTP) (*see above*)
- Tribal Transportation Program Safety Fund (TTPSF)
- Tribal Transportation Facility Bridge Program\*
- Tribal High Priority Projects Program

*\*Tribal Transportation Facility Bridge Program, also referred to as the Bridge Formula Program, Bridge Investment Program (BIP) Tribal Bridge Set-aside*

### ***Other Programs***

- Accelerated Innovation Deployment (AID) Demonstration
- Active Transportation Infrastructure Investment Program (ATIIP)
- Bridge Formula Program (BFP)
- Bridge Investment Program
- Charging and Fueling Infrastructure
- Highway Safety Improvement Program (HSIP)
- Infrastructure for Rebuilding America (INFRA) (Nationally Significant Freight and Highway Projects)
- Local and Regional Project Assistance (BUILD)
- National Culvert Removal, Replacement, and Restoration Grants
- National Infrastructure Project Assistance "Mega-projects"
- National Scenic Byways
- Nationally Significant Federal Lands and Tribal Projects Program (NSFLTP)
- Pollinator-Friendly Practices on Roadsides and Highway Rights-of-Way
- Promoting Resilient Operations for Transformative, Efficient, Cost-Saving Transportation (PROTECT)
- Reconnecting Communities Pilot
- Reduction of Truck Emissions at Port Facilities



- Rural Surface Transportation Grants
- Safe Streets and Roads for All (SS4A)
- Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program
- Transportation Alternatives
- Wildlife Crossing Pilot Program

***Public Transportation Funding Programs***

- Elderly and Persons with Disabilities (FTA Section 5310)
- Rural and Small Urban Areas (5311)
- Job Access and Reverse Commute (5316)
- New Freedom (5317)





# APPENDIX

## APPENDIX A: PUBLIC ENGAGEMENT

**How would you invest money for transportation?**

Using the three dots provided to you, identify your priorities for investments

- Roadway safety** (Blue background)
- Tribal transit** (Green background)
- Improving parking and transportation facilities on or near tribal property** (Yellow background)
- Making accessibility improvements to facilities on tribal property** (Blue background)
- Making it easier for the tribe to walk and bike** (Red background)
- Something else. Tell us more on a post it!** (Blue background)

Handwritten notes on the board include:

- Two sticky notes from Northern Engineering & Consulting, Inc. with a logo and the text: "Have a great day to all!" and "Thank you!"
- A Little Shell Cheyenne and Arapaho Tribes logo at the bottom right.





# APPENDIX B: DETAILED UNIT COST ESTIMATES





PROJECT

Concept Cost Estimate (based upon 2024 bid price information)

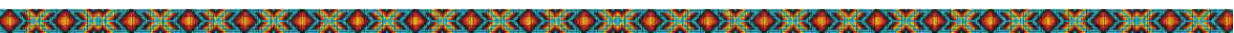
Prepared By: SRF Consulting Group, Inc., October 2024

ITEM DESCRIPTION	UNIT	UNIT PRICE	Administration Office (625 Central Ave W) Patching		Administration Office (625 Central Ave W) Signage		Administration Office (625 Central Ave W) Striping		Administration Office (625 Central Ave W) Safety Materials (Mirrors)		Administration Office (625 Central Ave W) ADA Improvements		Elder Center (1529 Stuckey Road) Phase 1		Elder Center (1529 Stuckey Road) Phase 2		Elder Center (1529 Stuckey Road) Phase 3		Food Sovereignty (1301 Stuckey Road) Phase 1		Food Sovereignty (1301 Stuckey Road) Traffic Restriction		Food Sovereignty (1301 Stuckey Road) Phase 2		Health Clinic (425 Smelter Ave) Signage		Tribal Headquarters (511 Central Ave W) Reconstruction		Tribal Headquarters (511 Central Ave W) Reconfiguration		Tribal Headquarters (511 Central Ave W) Curb Replacement in Alleyway		TOTAL				
			EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT	EST. QUANTIT	EST. AMOUNT			
<b>PAVING AND GRADING COSTS</b>																																					
GP 3a Bituminous Surfacing Patching (4" Digouts)	(1) sq. yd.	\$45.00	123	\$5,525																																	
GP 3b Bituminous Reconstruction (4" bit. 8" agg)	sq. yd.	\$80.00												2,000	\$120,000	1,400	\$84,000							333	\$20,000												
GP 3c Concrete Reconstruction (7" Conc. 6" agg)	Sq. Ft.	\$30.00																																			
GP 4a Concrete Walk / Trail	Sq. Ft.	\$15.00											100	\$1,500	1,620	\$24,300																					
GP 4a ADA Pedestrian Curb Ramp	each	\$5,000.00											1	\$5,000	2	\$12,000																					
GP 5 Concrete Curb and Gutter	lin. ft.	\$50.00																																			
GP 6 Concrete Median Barrier (Permanent)	lin. ft.	\$150.00																																			
SUBTOTAL PAVING AND GRADING COSTS:				\$5,525										\$7,500	\$36,300	\$120,000	\$84,000			\$48,000				\$6,000	\$20,000												
<b>DRAINAGE, UTILITIES AND EROSION CONTROL</b>																																					
Dr 5 Drainage	10%																																				
Dr 7 Turf Establishment & Erosion Control	3%																																				
Dr 8 Landscaping / Green Space	sq. ft.	\$5																																			
SUBTOTAL DRAINAGE, UTILITIES AND EROSION CONTROL															\$15,600	\$12,000			\$1,500						\$2,600												
<b>SAFETY IMPROVEMENT COSTS</b>																																					
SI 1 Mirror	each	\$500																																			
SI 2 Signage	each	\$300																																			
SI 3 Striping	l.s.	\$3,000																																			
SUBTOTAL SAFETY IMPROVEMENT COSTS:															\$1,800	\$3,000	\$1,000																				
SUBTOTAL CONSTRUCTION COSTS:				\$5,525		\$1,800		\$3,000		\$1,000		\$7,500		\$36,300		\$135,600		\$96,000		\$49,500		\$6,000		\$22,600		\$3,000		\$394,600		\$364,194		\$31,000				\$1,009,400	
<b>MISCELLANEOUS COSTS</b>																																					
M 1 Mobilization	5%			\$300		\$100		\$200		\$100		\$400		\$1,900		\$8,800		\$5,000		\$2,500		\$300		\$1,200		\$200		\$19,800		\$18,300		\$1,600				\$58,700	
M 2 Non Quantified Minor Items	5%			\$300		\$100		\$200		\$100		\$400		\$1,900		\$8,800		\$5,000		\$2,500		\$300		\$1,200		\$200		\$19,800		\$18,300		\$1,600				\$58,700	
SUBTOTAL MISCELLANEOUS COSTS:				\$600		\$200		\$400		\$100		\$800		\$3,800		\$13,600		\$10,000		\$5,000		\$600		\$2,400		\$400		\$39,600		\$36,600		\$3,200				\$117,300	
ESTIMATED TOTAL CONSTRUCTION COSTS without Contingency:				\$6,125		\$2,000		\$3,400		\$1,100		\$8,300		\$40,100		\$149,200		\$106,000		\$54,500		\$6,600		\$25,000		\$3,400		\$434,200		\$400,794		\$34,200				\$1,126,700	
1 Contingency or "risk"	10%			\$700		\$200		\$400		\$200		\$900		\$4,100		\$15,000		\$10,600		\$5,500		\$700		\$2,500		\$400		\$44,000		\$41,000		\$4,000				\$130,200	
ESTIMATED TOTAL CONSTRUCTION COSTS PLUS CONTINGENCY:				\$6,825		\$2,200		\$3,800		\$1,300		\$9,200		\$44,200		\$164,200		\$116,600		\$60,000		\$7,300		\$27,500		\$3,800		\$478,200		\$441,794		\$38,200				\$1,256,900	
<b>OTHER PROJECT COSTS:</b>																																					
DESIGN ENG. & CONSTRUCTION ADMIN.	Lump Sum	20%		\$1,400		\$500		\$800		\$300		\$1,900		\$8,900		\$32,900		\$23,400		\$12,000		\$1,500		\$5,500		\$800		\$95,700		\$88,400		\$7,700				\$70,100	
SUBTOTAL OTHER PROJECT COSTS				\$1,400		\$500		\$800		\$300		\$1,900		\$8,900		\$32,900		\$23,400		\$12,000		\$1,500		\$5,500		\$800		\$95,700		\$88,400		\$7,700				\$70,100	
TOTAL PROJECT COST				\$8,225		\$2,700		\$4,600		\$1,600		\$11,100		\$53,100		\$197,100		\$140,000		\$72,000		\$8,800		\$33,000		\$4,600		\$573,900		\$530,194		\$45,900				\$1,686,819	
<b>INFLATION COST (CURRENT YR. TO YR. OI (2))</b>																																					
INFLATION COST (CURRENT YR. TO YR. OI (2))	Years	4%	5	\$1,800	5	\$600	5	\$1,000	5	\$400	5	\$2,500	5	\$11,600	10	\$94,700	20	\$166,800	5	\$15,600	5	\$2,000	20	\$40,000	10	\$2,300									\$279,400		
TOTAL PROJECT COST (OPENING YEAR DOLLARS)				\$10,025		\$3,300		\$5,600		\$2,000		\$13,600		\$64,700		\$291,800		\$306,800		\$87,600		\$10,800		\$73,000		\$6,900		\$573,900		\$530,194		\$45,900				\$1,966,219	

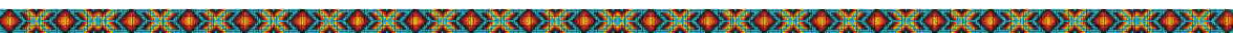
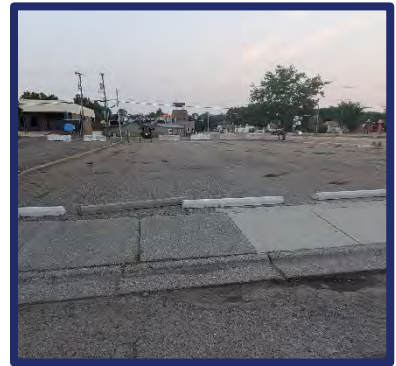


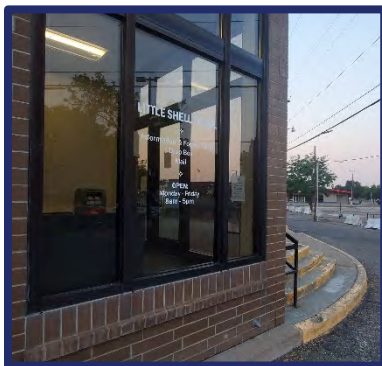
## APPENDIX C: FACILITY PHOTOS

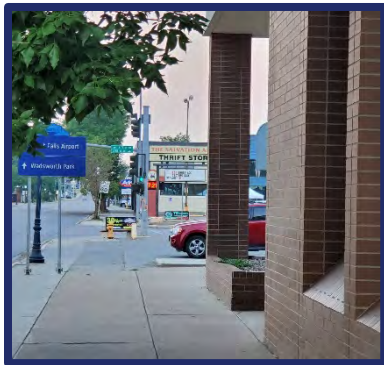
### Tribal Headquarters – 511 Central Ave W, Great Falls, MT









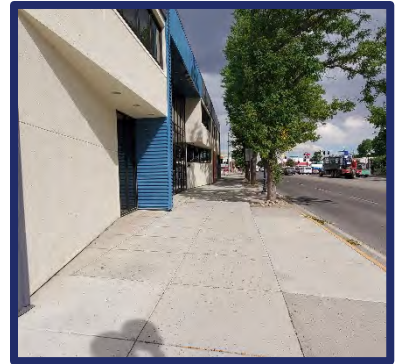




# Tribal Administrative Office – 615 Central Ave W, Great Falls, MT



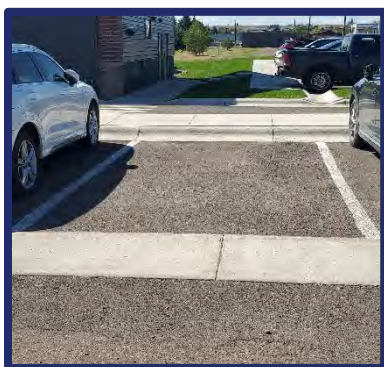
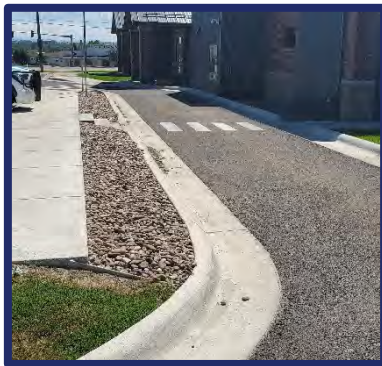






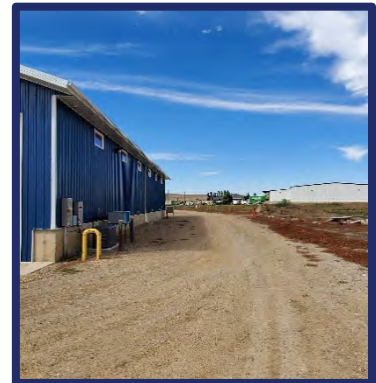
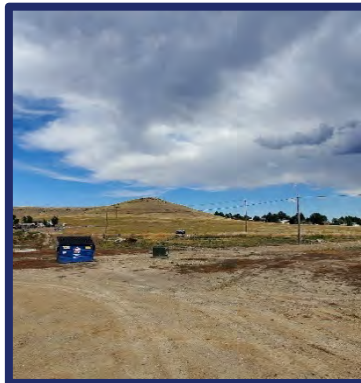
# Little Shell Health Center – 425 Smelter Ave NE, Great Falls, MT

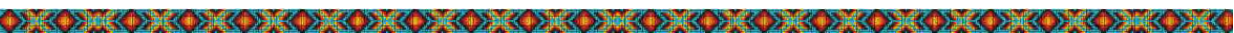






# Little Shell Food Sovereignty & Distribution – 1301 Stuckey Rd, Great Falls, MT







# Little Shell Cultural Center – 1529 Stuckey Rd, Great Falls, MT



