

2025 CTER Legal Update Conference

The Palms Casino
Las Vegas, Nevada

MARK N. FOX, CHAIRMAN

MANDAN, HIDATSA, ARIKARA NATION

DECEMBER 5, 2025

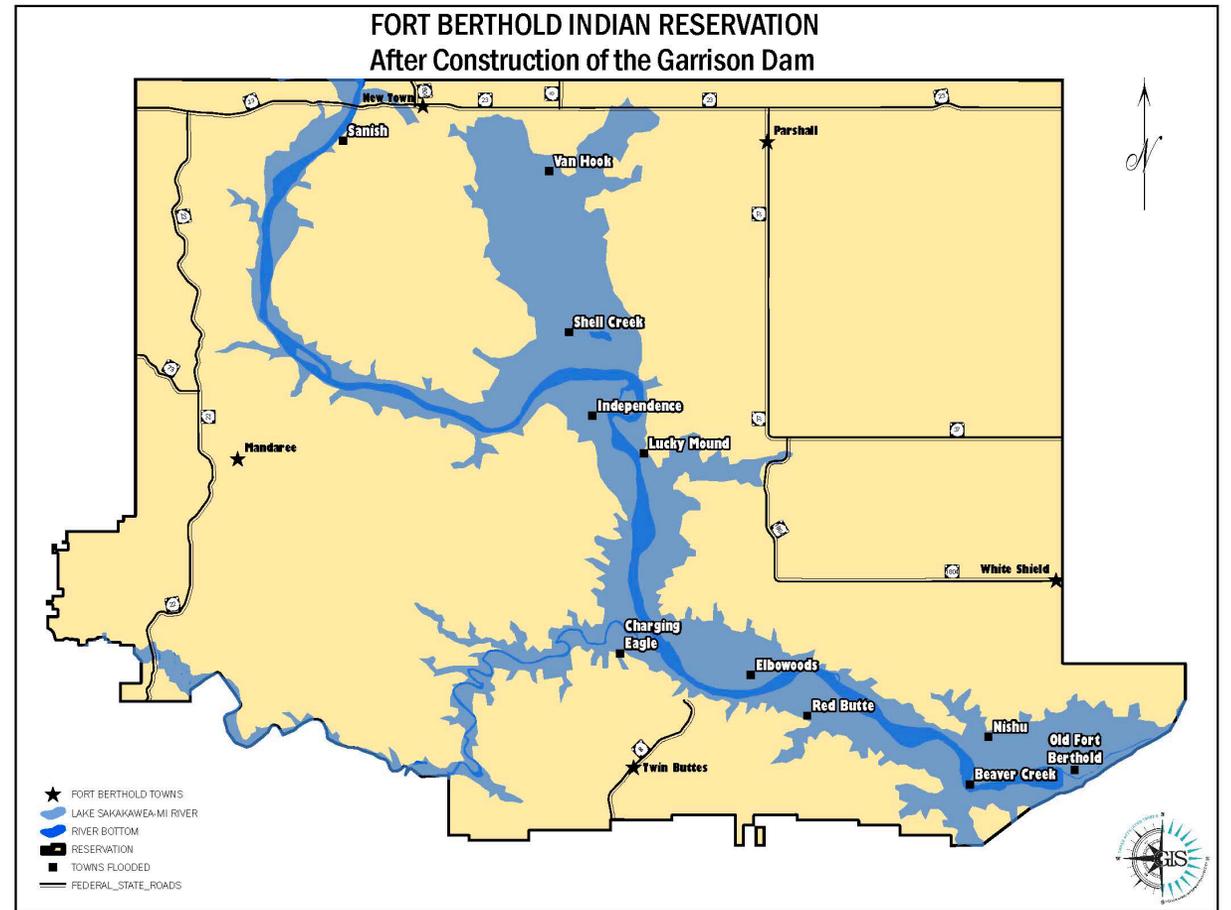
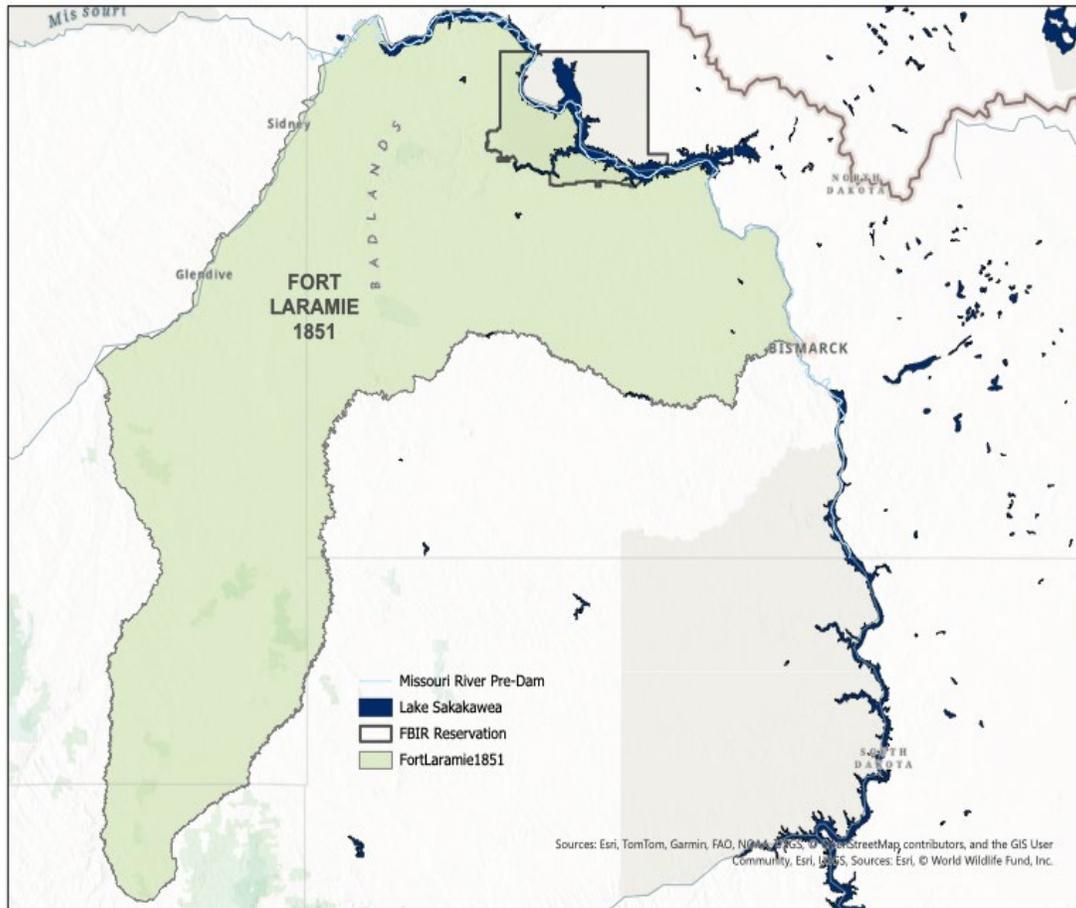


HISTORICAL BACKGROUND

- ▶ Aboriginal Trade Center: "Riverine Tribes"
 - ▶ Domestication of Plants and Animals & Fur Trade
- ▶ Virgin Soil Epidemic – 1780s & 1830s
 - ▶ Smallpox blankets
- ▶ Arikara War of 1823
- 13+ million acres reduced by Executive Orders and Federal Acts, i.e.:
 - Treaties of 1825 & 1851 - Atkinson and O'Fallon Trade and Intercourse Treaty of 1825 ; Treaty at Fort Laramie
 - Executive Orders of 1870 & 1880
 - General Allotment Act & Homestead Act
 - 1944 Flood Control Act



LAND REDUCTION AND POST DAM IMPACT



Lake Sakakawea covers nearly 155,000 acres of reservation land and about 600 miles of reservation shoreline.

FORT BERTHOLD INDIAN RESERVATION TODAY

- ▶ Over 1 Million Acres
- ▶ Over 17,687 enrolled members *(as of 11.14.25 TBC mtg)*
- ▶ 6 geographical/political segments
- ▶ 7 Tribal Business Council Representatives
- ▶ Chairman Only Member Elected At-Large



ECONOMY PRIOR TO ENERGY DEVELOPMENT

Primarily Agriculture

- Cattle and Farming

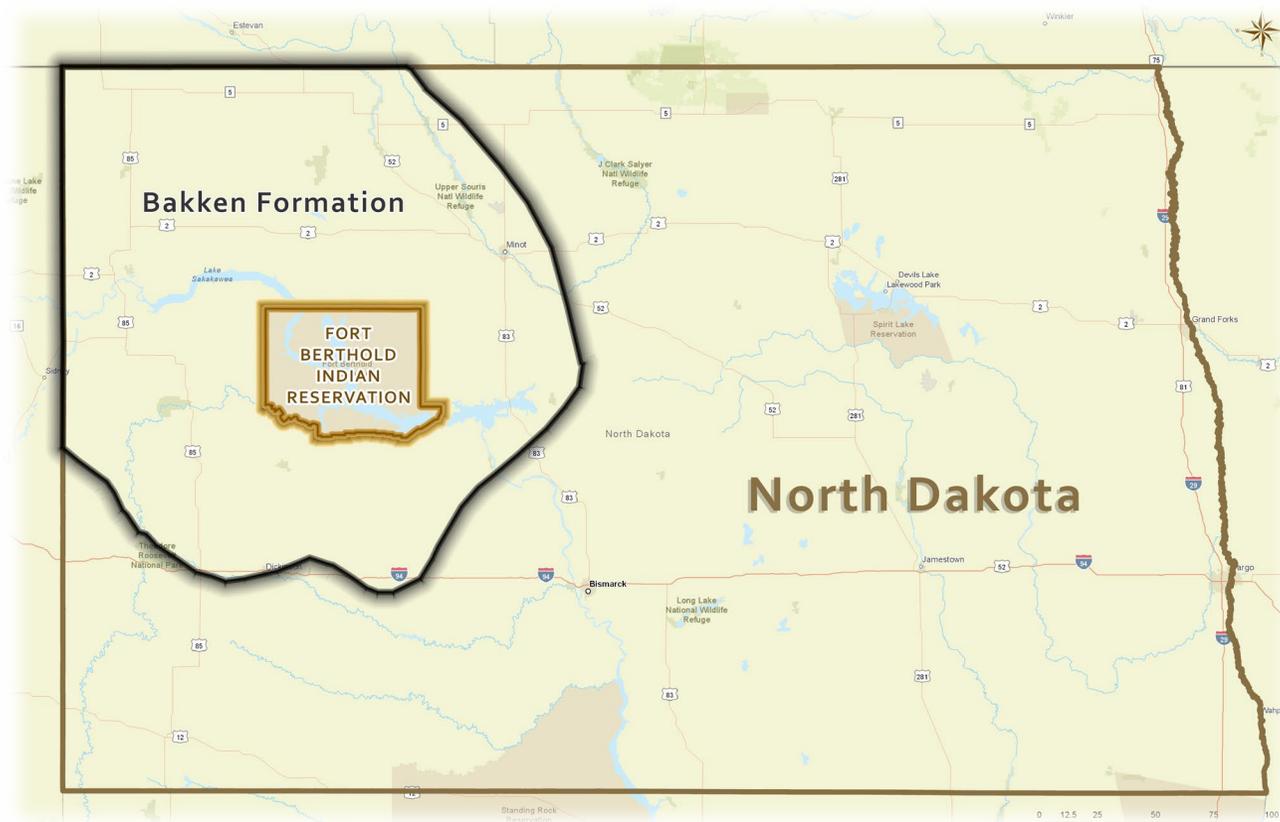
Government Services

- P.L.638 Contracting

Gaming

- 4 Bears Casino
- Son of Star (Coming Soon)

Economic Impacts: Energy Development



- ▶ Bakken Shale Play
- ▶ FBIR is located in the heart of the Formation.
- ▶ One of the highest producing fields in the world – est. avg of 250,000+ bpd on FBIR alone
 - ▶ ~3% of US Oil Production
 - ▶ Averaging 6m BBLs/Month & 1m MCF/Month
- ▶ Over 3,000 Active Wells
 - ▶ Trust : 2,299
 - ▶ Fee: 707

INFRASTRUCTURE DEVELOPMENT – CREATE
A CONDUCIVE BUSINESS ENVIRONMENT
FOR OUTSIDERS/INVESTORS & SUPPORT FOR
FURTHER ENHANCEMENT:

- *Roads & Water*
- *Housing & Zoning*
- *Waste Management*
- *Electricity*
- *Legal & Law Enforcement
Development*
- *Health & Judicial Facilities*
- *Job Training & Workforce
Development*
- *Creation of Beneficial Programs –
e.g., Beautification Program and
Loan Programs*

REBUILDING AN ECONOMY

MHA TERO



The Structure of TERO

The TERO Commission is the governing body that sets policy, reviews enforcement practices, and ensures alignment with tribal law and long-term vision. The TERO Office is the public-facing entity that delivers services, responds to inquiries, and upholds our employment rights on a day-to-day basis.



What We Do

The TERO Office ensures economic development on tribal lands delivers real benefits to our citizens by enforcing Indian Preference in employment, contracting, and training; certifying Indian-owned businesses for greater opportunity; ensuring employer compliance with the TERO Ordinance; protecting worker safety and workplace standards; and supporting workforce development through job placement and advocacy.



Why It Matters

From pipelines to hospitality suites, from construction sites to checkout counters, tribal citizens are at the core of MHA Nation's economic growth. The TERO framework ensures that the wealth generated from our lands and enterprises is reinvested into our people, building capacity, protecting rights, and strengthening sovereignty.

A person in traditional Native American regalia is the central focus, seen from the back. They wear a large, elaborate headdress with a wide base of yellow and red feathers, topped with three large, fluffy white pom-poms. A red and white beaded sash hangs from the headdress. The person's garment is white with long, thin fringes and a tan collar featuring three black stars. The background is a blurred crowd of people at an outdoor event, possibly a powwow, under a dark sky.

Some of Our Successes & On-Going Projects

New Schools

- ▶ Parshall (top picture)

White Shield (Middle picture)

- ▶ Mandaree (Bottom Picture)

Twin Buttes – Brand New High School that will include a residence hall, a sports complex, a bus garage and general site improvements

Opening Fall of 2026



New Community Centers

▶ **White Shield (top picture)**

Includes offices, golf simulators, a gymnasium, fitness room, aquatic facilities, a movie theater, nutrition bar, commercial kitchen, and various other community spaces.

▶ **Twin Buttes (Middle picture)**

Includes a gymnasium, a walking track, fitness center, recreation room, locker rooms, a sauna & steam rooms, a full-service kitchen, plus a movie theater.

▶ **Parshall (Bottom Picture)**

- ▶ Includes a gymnasium, theater, full commercial kitchen, golf simulators, pool, volleyball and basketball courts, Elders room, a coffee bar, office spaces and aquatics center which includes a children's play area, lap pool, zip line, and rock-climbing wall.

New Community Centers are also planned and being developed in New Town, Four Bears and Mandaree





New Health Facilities



Elbowoods Memorial Health Campus (EMHC)

Medical staff living units

Regenerative Clinic

Diabetes Education Center *(top picture)*

Provides Education and training for those living with Diabetes - Includes a fitness center, locker rooms, yoga studios, indoor walking track, kitchen for cooking classes, meeting spaces and community garden

Kidney Dialysis Unit (KDU)

Dental & Optometry Building

Public Health Nursing Center *(bottom picture)*

Programs : WIC Programs, Infant and Toddler Programs, Physical & Speech Therapy, First Aid Training, Elder Health Training, Diabetic Foot Care, Home Visits, Client and Patient Advising & Counseling, Car Seat & Crib Programs, Hepatitis C and AIDS/HIV Screening

New Outreach Segment Clinics

Mandaree, White Shield & Twin Buttes

MHA Recovery Services

▶ Good Road Recovery Center

▶ Provides substance abuse services, such as residential care, partial hospitalization, day treatment, and education.

▶ Good Road Recovery Cottages

▶ Two new residential cottages designed to support individuals overcoming substance abuse.

▶ Healing Hearts Lodge

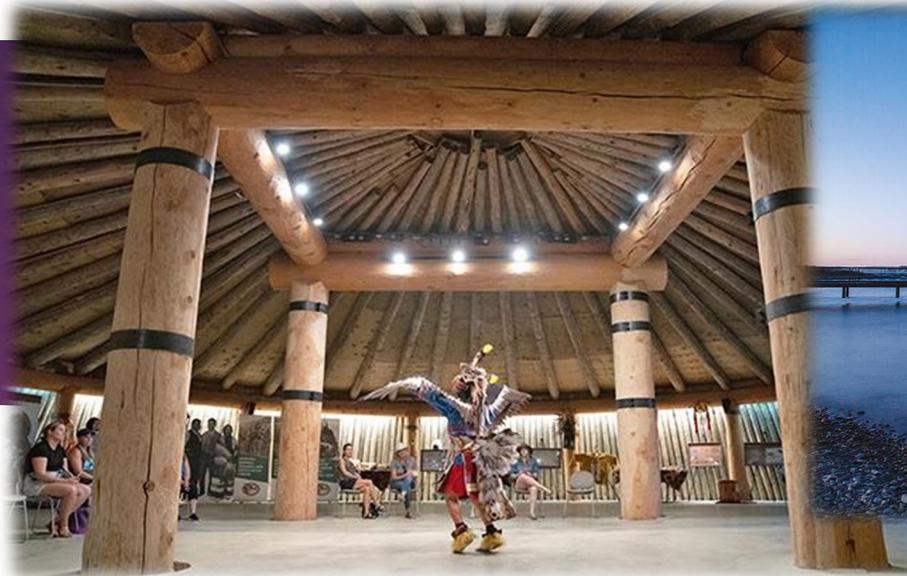
▶ Transitional sober living facility for women and children in Bismarck, ND

▶ Accommodates 42 residents in 4- Family Units, 18- Shared Living Units and 2-On-Site Care Coordinator Studio Apartments. - Moving on to Phase 2



Economic Growth

- ▶ MHA Interpretive Center
- ▶ Earth Lodges
- ▶ Twin Buttes Fairgrounds
- ▶ Healing Horse Ranch
- ▶ 4 Bears Casino & Son of Star *(Coming soon)*
 - ▶ River Willow
 - ▶ Water Park
- ▶ TAT National Park
 - ▶ 2,100 acres - includes hiking trails with rugged wilderness routes and scenic trails
- ▶ Tourism Department
 - ▶ NDSF Indian Horse Relay
- ▶ Thrill & Chill Family Entertainment Center



Some of our Other Successes from Energy Development

- ❖ TRIBAL HEADQUARTERS
- ❖ EMERGENCY OPERATIONS CENTER
- ❖ PUBLIC SAFETY & JUDICIAL CENTER
- ❖ NEW FIRE STATION - WHITE SHIELD
- ❖ VETERAN CENTERS – NEW TOWN & WHITE SHIELD
- ❖ RESTAURANTS - WHITE SHIELD, PARSHALL
- ❖ HOUSING- TWIN HOMES, APARTMENTS, LODGE HOMES & SUBDIVISION DEVELOPMENT
- ❖ 4BEARS WATERPARK & COMMUNITY SPLASHPADS
- ❖ COMMUNITY PLAYGROUNDS & RECREATIONAL FACILITIES
- ❖ LAUNDROMAT, CAR WASH & OIL CHANGE CENTERS – NEW TOWN
- ❖ CONVENIENCE STORE & CAR WASH – FOUR BEARS
- ❖ CHILD SAFETY CENTER, DAYCARES & BOYS & GIRLS CLUB FACILITIES
- ❖ GOOD ROAD RECOVERY CENTERS & WELLNESS OUTREACH FACILITY
- ❖ ASSISTED LIVING FACILITIES - PARSHALL, TWIN BUTTES & MANDAREE
- ❖ EXPANSION OF OUR BOUNDARIES & PURCHASE OF MORE LAND

The background image shows an industrial facility, likely a refinery or chemical plant, during the "blue hour" of dusk. A prominent feature is a tall flare stack in the center-right, which is actively burning, creating a large, bright, yellow-orange flame that reaches into the sky. To the left, several vertical distillation columns are visible. The foreground is a dark, grassy field. The sky is a mix of deep blue and purple. A large, semi-transparent purple shape is on the left side of the image, and a smaller purple rectangle is in the top right corner. The text is overlaid on the purple shape and the sky.

Future Investment in Energy Development & Related Infrastructure

Energy Vision: 3 Paths Forward



- Enhancement of our crude storage
 - Volatile Market
 - SPR Program – Local & National Level
- Gas Capture and Processing
 - NG2 Greenhouse
 - LNG to Foreign Markets
- Power Generation & Data Center Development



Native Green Grow - NG2 Greenhouse



- ▶ Food Sovereignty and Environmental benefits
- ▶ Capturing, redirecting and converting 400 pounds of carbon dioxide (CO₂) into heat and electrical power for the greenhouse.
- ▶ 6 Phases – Phase 1 completed 2025
 - ▶ Produce ~1.8M lbs. annually
 - ▶ Cucumbers, Peppers, Strawberries & Leafy Greens (such as cabbage and lettuce)
- ▶ Local & Regional Market
 - ▶ Extending growing season to year round

NOW OPEN AND PRODUCING!



Energy & Economic Development Opportunities Vs. Impediments



IMPROVE STANDARD
OF LIVING FOR
TRIBAL MEMBERS



INVEST IN OUR
MEMBERS & PUBLIC
INFRASTRUCTURE



DIVERSIFY THE
ECONOMY



SUPPORT
RESPONSIBLE
ENERGY
DEVELOPMENT



ERADICATE FEDERAL
DEPENDENCY
WITHOUT
ELIMINATING TRUST
RESPONSIBILITY



MHA IMPACT TO THE
ND STATE ECONOMY

- ▶ Due to insufficient infrastructure, enhanced regulation will be essential as economic development accelerates.
- ▶ Inefficient Division of Labor Across Multiple Federal Agencies
- ▶ Backlog on Approvals (ex. IMDA Leases, ROWs and CA's)
- ▶ Deference to Tribal Law & Treaty Rights
- ▶ Dual Taxation
 - ▶ Cotton Petroleum Corp v. New Mexico



Major Objective:
Elimination of Federal
Dependency

Thank you!!!

