

# Our Mission

Island Mountain Development Group is a dynamic Native American economic development corporation dedicated to creating a self-sustaining economy by striving to create opportunities for the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations through business, jobs, and resource development.

# Our Vision

The Island Mountain Development Group promotes the values of generosity, trust, respect, discipline, patience, sustainability, and resilience. We are devoted to and fully adhere to our Mission Statement and the company's progress in these core values to ensure we are serving the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations to the best of our abilities.



# Prosperity for Our People

Island Mountain Development Group serves the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations of the Fort Belknap Indian Community.

IMDG has built a self-sustaining local economy as a for-profit Native American economic development corporation. Our steady business growth and job development fuel our growing economy.

In 2022, IMDG expanded business operations throughout Montana and the country. These business operations generated revenues and profits from financial services, residential development, government contracting, and local customer service. Profits increased so much over the past year that IMDG sent some to the Fort Belknap Indian Community Council.

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# 2022 Business

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In 2022, Island Mountain Development Group (IMDG) continued its business and corporate growth within the Fort Belknap Indian Reservation, the state of Montana, and in other places throughout the nation. The company has worked tirelessly to grow its workforce and revenues.





# erview

Island Mountain Development Group has created a self-sustaining economy within the Fort Belknap Indian Community. As a result, tribal members work at the main corporate office, one of three lending companies, a convenience store, or at construction sites within the Reservation.

In the past, tribal members would drive or move to nearby towns to earn a living. Now, tribal members can work in the community where they live.

IMDG employees work in the Hays, Montana, corporate office in various capacities in executive and senior management, human resources, finance, and informational technology. IMDG's remaining staff work at offices at Billings, Havre, Washington, D.C., and individual remote sites throughout the country.

In 2022, Island Mountain Development Group's corporate work improved communities within the Reservation and throughout Montana. The company's most successful current and proposed expansion efforts include:

- Little River Trading Post (LRTP)
   at the Fort Belknap Agency that
   opened a hot/cold deli in 2022.
- The Eagle Valley Homesite in development at the Fort Belknap Agency will build on 20 acres that could have 33 residential lots in Phase 1.

- Anaakyaaniiin Wellness Center in Hays, Montana, will include a recreation center, fitness facility, medical wing, and nutrition room/community kitchen. The center will offer telehealth appointments to connect patients, especially youth and veterans, with caregivers.
- Call Center opening and expansion in Havre, Montana, includes a 4,800 sq/ft floor space with six rows of cubicles, seven workstations, and a break area.

These expansion efforts provide Fort Belknap tribal members on and off the Reservation with good paying jobs, future safe and secure housing, and future accessible healthcare. IMDG employees can spend locally at a tribally corporate-owned business in the community.

Our talented and committed workforce at IMDG's seven corporate subsidiaries --- Buffalo Horse, Inc., Classic Design Homes, GVA Holdings, Island Mountain Enterprises, Island Mountain Realty Holdings, Snake Butte Construction, and Spirit Box Technologies --- generate growing revenues and return profits to the Fort Belknap Community Council, which improves the community within the Fort Belknap Indian Reservation and throughout the state of Montana.

"In the past, tribal members would drive or move to nearby towns to earn a living. Now, tribal members can work in the community where they live."

# Corporate and Individual Economic Impact

In 2022, IMDG created good-paying jobs and increased revenues and profits, benefiting the Fort Belknap Indian Community. Sound corporate management and direction have allowed continued yearly job creation and financial growth since the company's founding in 2009.

In addition to competitive wages, IMDG offers its employees a generous benefits package that encourages employees to remain at the company longer than other employees working at other businesses in the area and throughout the state.

In addition to medical, vision, and dental benefits, IMDG provides its employees with:

- · Education Assistance / Leave
- Employee Hardship Assistance
- \$5,000 Annual Dependent Care
- · Paid Holidays and Parental Leave
- · Life Insurance Options
- Retirement Plans

These benefits provide peace of mind for our workforce so that they know their personal and family needs can be met through our generous benefits package.

IMDG employed 389 people at our Hays, Billings, Havre, Washington, D.C., and several remote sites nationwide. This is an increase from 375 employees in 2021. Almost 60% of the workforce are Fort Belknap Indian Community Nakoda or Aaniiih Tribal members.

The company is committed to building the workforce and expanding corporate and business operations that benefit our committed workforce and communities.

# Revenue Increased



2021

2022

Revenue

\$186,106,956

\$246,659,396





2021 375 2022



# Employee Count by Location

**IMDG** Jobs

2021 2022

Hays	187	120
Billings	126	113
Havre	0	62
Remote Jobs	21	26



### Wages and Benefits

2021 \$15,407,848 2022 \$22,118,366

## IMDG Economic Impact on the Local and Regional Economies

IMDG's recent economic activity highlights positive economic impacts in Blaine and Yellowstone Counties and Montana.

## Personal Economic Impact on the Local and Regional Economies

At the individual level, the IMDG workforce's economic impact shows millions spent on goods and services at businesses in Blaine and Yellowstone Counties and throughout Montana.

Disposable Personal Income	Hays/ Blaine	Billings/ Yellowstone	Montana
Millions	\$23.9	\$7.2	\$35.3

**Source:** Economic Contribution Report and the Impacts of COVID-19, 2020.

After IMDG corporate pays its expenses and IMDG employees pay their living expenses, the company and its employees spend the remaining money at local or surrounding area businesses. IMDG and its employees have a \$66.3 million impact on local and statewide businesses.

#### **Increases in Local and Regional Employment**

IMDG corporate and individual workforce spending creates jobs at local and surrounding grocery stores, restaurants, car dealerships, and clothing stores in two Montana counties.

315 Jobs in Blaine County

90 Jobs in Yellowstone County

340 Jobs that positively impact the Montana Labor Force

Workers at these local businesses can spend their paychecks at other local businesses, which creates additional economic prosperity resulting from IMDG's initial economic activity.











# **IMDG Subsidiaries**

# Jobs on the Reservation

Island Mountain Development Group's six subsidiaries are creating jobs and building economic security within the Fort Belknap Indian Reservation. GVA Holdings, Island Mountain Enterprise Development, Snake Butte Construction, Classic Design Homes, Island Mountain Realty Holdings, and Buffalo Horse Inc. employ 389 skilled workers to build and deliver quality products and services its customers deserve.

#### **Employee count by IMDG subsidiary**

	2021	2022
Buffalo Horse, Inc.	14	9
Classic Design Homes	11	11
GVA Holdings	181	222
Island Mtn. Enterprises	19	14
Island Mtn. Realty Holdings	1	1
Snake Butte Construction	9	8



### 445>445>445>445>445>445>445>445> FOCUS ON GROWTH









Buffalo Horse, Inc. (BHI) provides custom contracting solutions for government agencies and private entities. Managed by an experienced, security-vetted team of professionals, the company's successful project delivery work includes:

- Security
- Intelligence Support
- · Specialized Construction
- Administrative and General Management Consulting Services
- Professional Financial / Budget Consulting Services
- Call Center / Help Desk Support
- Cybersecurity
- · Environmental Remediation
- I.T. Services
- · Access Control

BHI worked through the pandemic that continued to cause some disruption to our contracts. Dustin Monroe formally became the General Manager of BHI in May 2022. BHI has seen growth in yearly revenue. BHI completed a 2023 Strategic Plan to create new business opportunities and guide federal contracting for the following national clients.

#### **Joint Chiefs of Staff Contract**

BHI secured a contract with the Joint Chiefs of Staff for work at the Pentagon over five years. BHI is the prime contractor. BHI and Mele, a Virginia firm with over 20 years of technical security countermeasures experience, won the contract.

#### **DHS Contract**

The Department of Homeland Security (DHS) immigration tip line is a national intake center that receives information on alleged criminal or suspicious activity.

The call center in Williston, Vermont, operates 24 hours a day, 365 days a year. BHI has four employees for this contract. This contract is a joint venture with Heartland Consulting as the prime of the agreement.

#### **TTB Contract**

The United States Treasury Bureau (TTB) contract supports the Scientific Services Division's tax collection and consumer protection mission. BHI employs two chemists and one mid-level physical science technician. They work in the Beltsville, Maryland, laboratory.

#### **FTC Contract**

The Federal Trade Commission (FTC) contract provides administrative support for the FTC Dallas, Los Angeles, and Seattle divisions. The FTC renewed the contract with a year four option for five staff.

A BHI employee received a commendation from the FTC Director for his excellent customer service at the Regional Offices. BHI received positive reviews from the FTC Director of Security and Commissioners for exceptional security service.

#### **Eagle Vision**

BHI established Eagle Vision, IMDG's first Geographic Information System and civil engineering department. Timothy Rosette will lead Eagle Vision as the Geospatial Project Manager. He has experience in Tribal and Federal GIS and civil engineering. Eagle Vision is part of the strategy to diversify BHI services.

BHI conducted a market analysis and planning for 2023. The department's goals are to establish contracts locally to attain past performance. BHI will develop and offer commercial/federal services with this new capability.



# CLASSIC DESIGN



**Doug Wild** General Manager

Classic Design Homes (CDH) is Montana's premier custom home design/build company. The experienced CDH team guides homebuyers through the home-building process. Current CDH projects include the Legacy West and Buffalo Crossing subdivisions in Billings.

Investment in projects off the Reservation will increase access to capital for on-reservation projects and create long-term revenue sources for Island Mountain Development Group and the Tribes. The investment in these projects leverages profits to build larger residential and commercial projects in the future.

CDH continued to lay the groundwork for future expansion into the housing market in the Billings, Montana, area. In 2022, CDH started or continued the construction of twenty-two homes. These homes range in price between \$475,000 and \$750,000.

CDH completed the IMDG Billings corporate office second and third-floor renovations at 1537 Ave D.

The Buffalo Crossing engineering is complete. The annexation and zoning are approved. In October 2022, the Billings City Council approved the final subdivision design.

In Legacy West, 30 of the 34 first-phase lots are sold or reserved. The second phase of Legacy West infrastructure development is underway and ready for home construction.







### **GVA Holdings**



**Chris Biewer**General Manager

installment-based lending companies. Target Cash Now, Bright Lending, and Cash Advance Now provide short-term loans to individuals with limited options. Contact centers in Hays, Billings, and Havre employ loan representatives who assist customers with loan processing and repayment options.

Gros Ventre/Assiniboine Holdings (GVA) owns and operates three small-dollar

GVA reinvests profits from these financial lending operations into a growing portfolio of diverse business opportunities. These businesses provide essential jobs, facilitate culturally responsible resource development, and stimulate the reservation economy.

Job creation continues to be a top priority. GVA opened the Havre Contact Center office in February 2022, where 35 loan representatives and other employees work.

GVA opened its three offices to 100% capacity and will continue hiring new employees across all three centers. GVA continued to invest in enhancing its training and compliance departments throughout the year.

GVA Holdings focuses on product diversification, customer service and training, and the growth of its lending entities. The Bright Lending portfolio launched a mobile app that offers customers quick and reliable customer service experiences.









### Island Mountain Enterprises, LLC



Island Mountain Enterprises, LLC (IME) focuses on business development on and off the Fort Belknap Indian Reservation. IME's tribal economic development facilitates and supports building profitable, long-term sustainable business ventures that offer stable workforce and career development opportunities for the tribal community.

#### **Little River Trading Post**

IME assumed ownership and management of the Little River Trading Post (LRTP). IME will improve the facility over four phases.

PHASE I: Focus on Transition and Standing Up Operations: Keneco, a petroleum repair company, conducted a leak inspection and fixed the alarm that had been on since the February 2021 windstorm that took the canopy down.

PHASES II & III: Design/Layout & RFP Process. Mission Services Two (MS2), an Oneida Nation Architect and Engineering firm, assessed the interior design/layout and exterior/interior building materials, lighting, and roofing. MS2's preliminary designs will guide construction and remodel planning and timeline.

WWC Engineering studied turning movements, traffic flow, and parking to improve gas station traffic safety. They redesigned the stormwater drainage to prevent flooding in the crawl space that causes mold and mildew damage.

A new LRTP logo features the buffalo. The buffalo shows the parallel between traditional uses of the buffalo for food, clothing, and utensils and how LRTP supports the community with life necessities. The rebranding will be displayed on the U.S. Highway 2 and Montana Highway 66 signs near the store.

The Environmental Protection Agency inspected the underground storage tanks (UST). The review evaluated whether the LRTP facility complies with federal UST installation, operation, and maintenance regulations. LRTP passed the inspection.

A boring sample will test the water levels, soil types, and contamination with the 33-year-old underground storage tanks (USTs). This testing helps LRTP determine the correct UST types, sizes, and storage criteria. Once the soil testing is completed, LRTP will replace the USTs. UST tank orders will be delayed until 2024.

LRTP will replace the canopy and modify the fuel pump island direction from east to west to north to south. The new alignment makes it easier for employees to monitor the pumps and allows two additional fuel dispensaries. Four missing fuel dispensers were replaced in September 2022.

LRTP's deli operation opened in August 2022. A tribal member, who has been with LRTP since it opened, will serve as Deli Manager. An Assistant Manager will support the Manager. Three new full-time employees will work in the Deli. All employees are tribal members. A majority of them have been with the company since December 2021.

PHASE IV: Compliance & Evaluation Reporting. Island Mountain Enterprises is conducting due diligence to ensure compliance with the American Rescue Plan Act (ARPA) funding awarded through the Fort Belknap Indian Community Council (FBICC). IMDG hired a government procurement specialist knowledgeable in guiding LRTP so that LRTP meets tribal and federal guidelines and requirements.



## Island Mountain Realty Holdings, LLC



Sean Henderson General Manager

Island Mountain Realty Holdings is committed to achieving affordable housing on the Fort Belknap Reservation for tribal members. Realty Holdings assists with creating new residential developments and opportunities to remediate existing home structures on the Reservation.

#### **Eagle Valley Homesite Development**

The IMDG housing development team established an operating agreement with the Fort Belknap Housing Authority and Transportation and Planning Departments for the Eagle Valley homesite. The team works with Walking Shield, a California non-profit, to access the project's community development support and humanitarian aid.

The Eagle Valley master plan draft concept is complete and will guide contracting engineering services, planning, and long-term waste-water development needs. These development plans include working directly with the Indian Health Service, Operation Walking Shield, Tribal Transportation and Planning Departments, and the Bureau of Indian Affairs.

IMDG is now a 'sub-recipient' for managing the Indian Housing Block Grant (IHBG) funding awarded to the Housing Authority to build on 20 acres that could have 33 residential lots in Phase I of Eagle Valley.

Multiple locations, including the southern and northeastern areas of Fort Belknap, are currently under review for pre-development purposes for additional residential subdivisions within the Reservation for tribal members.



The Bureau of Indian Affairs (BIA) approved a pilot project to access land status and mapping software and digitize all land records for Fort Belknap. IMDG attended a BIA summit to discuss accessing land status information through GIS mapping, digitization, and implementation planning.

Newly acquired federal access, management, and land status mapping, documentation, and recording information will improve the ability to implement land leasing for residential development. These elements support land development, streamline renovation projects, and expand financing options.

#### **Island Mountain Development Group Office Expansions**

The proposed Agency call center at the old IHS hospital is under review. The IMDG Board of Directors and the Fort Belknap Indian Community Council approved the business filing and documentation. As requested by BIA, staff amended surveys and renewed permit applications with the Tribal Historic Preservation Office (THPO). After the surveys and permits are approved, staff can process the business lease application.

The IMDG headquarters in the Old Hays business lease is in review. Staff are expediting an amended survey for this site and are waiting for the renewed permit application from THPO. Staff is updating the required environmental reporting to assist with future approval and recording processes.







**Delvin Ereaux** General Manager

Snake Butte Construction (SBC) provides professional construction and construction-related services, including:

- · General Construction
- Design/Build
- Construction + Project Management
- Construction Management Services
- Accuracy Checks for Cost Estimates
- · Constructability Reviews

SBC has eleven employees: a General Manager, Project Manager, Field Supervisor, three Lead Carpenters, and five Laborers.

#### **Projects Completed by SBC in 2022:**

- Three offices within the existing SBC facility, a vehicle compound, and an 8' security fence.
- Base cabinets, countertops, and a table in the IMDG Administration Board Room.
- A new driveway into the IMDG offices.
- Havre Call Center. Remodel includes three offices, two bathrooms, a kitchen, and a locker system.
- New shelves and signage installation at the Little River Trading Post.
- Storage containers or sheds for the I.T., Human Resources, Finance, and Facilities departments; Life's Language Lodge; and the facilities department at the Billings Office.
- Security fences for the Transportation garage, Life's Language Lodge playground, Old Hays playground, and the IMDG garden.
- Seven residential projects. Projects included homesites excavations; building footings, siding, windows, and trusses; and repairing an ADA ramp that had water damage.

The SBC crew worked at Big Sky, Montana, to build framing. SBC was a Martell Construction sub-contractor for the 2.5-week-long project.

For SBC, safety is the number one priority, with a commitment to the highest standard of customer service.







## **Future Plans and**

# Capital Investments

In line with Island Mountain Development Group's sound financial practices and management, IMDG explores new business opportunities that will develop jobs on and off the Reservation, generate revenue, and diversify IMDG's existing portfolio.

The primary focal points to determine whether to pursue a particular business are (1) profitability; (2) sustainability; (3) long-term/upward mobility job creation; and (4) the ability to establish "living wages" and excellent benefits.

**IME 5-Year Plan.** With the recent company changes, 5-year planning activities will revolve around the priorities that IMDG's new leadership will establish.

#### Commercial Greenhouse Feasibility Study

WWC Engineering completed the first feasibility study. IMDG leadership approved the study. The first report provides a general geothermal commercial greenhouse business model and scenario. WWC is working on a Statement of Work (SOW) for the second phase of the feasibility study, focusing on cannabis as the primary product, which will help set the direction for cannabis and peripheral profit centers initiative.

#### **Laundromat Feasibility Study**

The feasibility study is underway to determine costs, location, user capacity, and profitability. IME will present the study to IMDG's Leadership to determine the next steps after the study is completed.

#### **Other Peripheral Business Opportunities**

New business prospects include a tow truck/roadside assistance provider/mobile mechanic (basic tire changes, oil changes, minor mechanical issues); offering BBQ propane tanks; an automatic carwash; reviewing clean water refill access; and a community change machine (doesn't make money but it will bring customers into the store if space is available).

The company is exploring the opportunity to operate and support multiple ATM partnerships.

A local entreprenuer option is offering tribal member artists sales space, selling tribal business logo merchandise, and facilitating community vendor sales days. Local vendors can sell their food and other products, which could be coordinated with Nakoda Aaniiih Economic Development Corporation plans for a Farmer's Market space. Events like this attract customers while increasing market access for local community artists and vendors.

A final business opportunity includes exploring leasing small equipment and tools (home generator, air cleaner, carpet cleaner).



# IMDG Employee Contributions: Creating Economic Self Determination on the Fort Belknap Indian Reservation



Starting with a single employee in 2009, Island Mountain Development Group (IMDG) has developed a top-notch finance, housing and general construction, customer service, real estate development, and government contracting workforce.

IMDG's skilled workforce earns competitive wages allowing employees to make their own financial decisions and create self-determined pathways for themselves and their families.

IMDG invests in its workforce through targeted training that develops our employees' professional skills and abilities. Our talented pool of employees makes IMDG competitive and responsive to ever-changing market demands.

#### **Cybersecurity Apprentice Program**

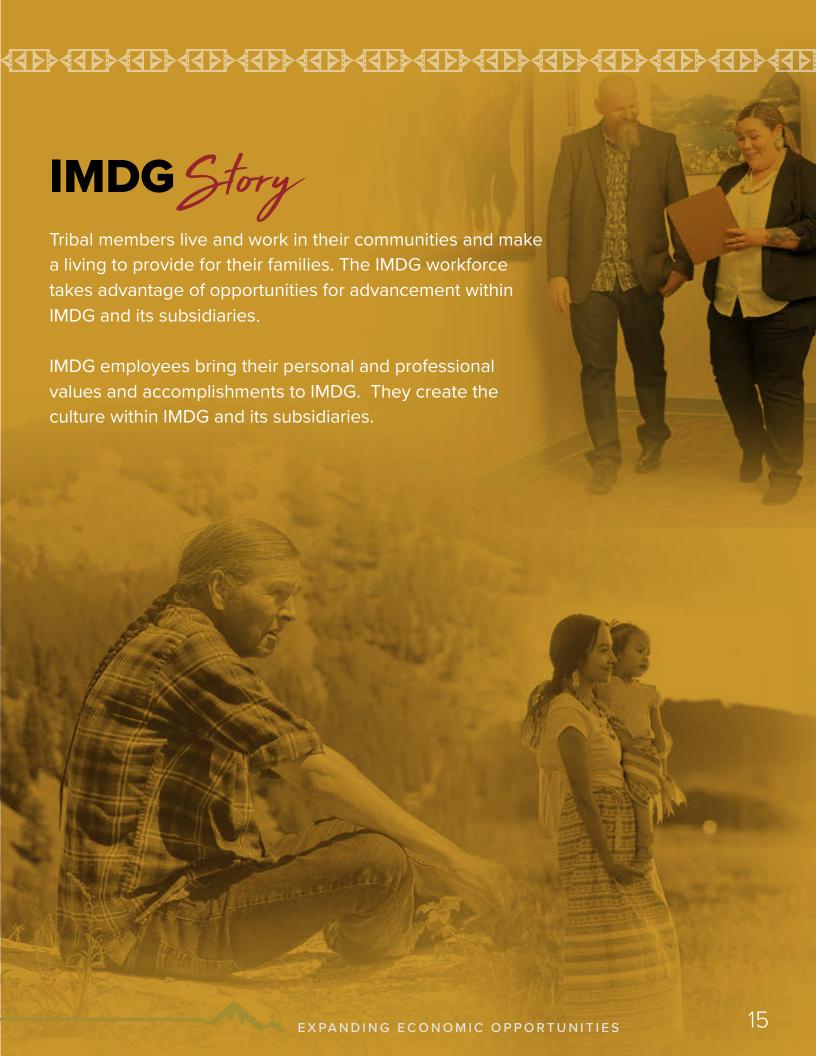
In 2022, IMDG and private and government organizations created an apprenticeship program for four employees to hone and perfect their information technology skills that will protect corporate data and resources from outside intrusions, disruptions, and threats.

IMDG and Safal Partners will train four apprentices to become Informational Technology Specialists. The apprentices will complete on-the-job training, online cybersecurity technology training, and a 15-week cybersecurity training program at the University of Montana.

The apprentices are Noah Jackson, Dana Woods, Steven Borrows, and Emmitt Cochran. They earned their AAS degrees from Aaniiih Nakoda College and enrolled in the program to advance their technology careers. They started their training on September 13, 2022.

Students must complete 4,000 hours of study in Informational Technology coursework to graduate from the program. Upon completion, the candidates will receive a micro-credential from the University of Montana, a completion certificate from the Cybrary, and a nationally recognized portable credential from the U.S. Department of Labor. Cybrary's Learning Platform System will train the apprentices to overcome cybersecurity threats.

The program sponsors are the Montana Department of Labor and Industry, Montana Job Service, Safal Partners, and IMDG. The sponsors offer career and technical education that will build an innovative and sophisticated cybersecurity team at IMDG.



# Employee Features:



Charles Hawley, Financial Analyst

My name is Charles Hawley. I am enrolled Gros Ventre with the Fort Belknap Indian Reservation. I grew up in Hays until 1997. I finished school at Havre High School. After graduating, I enlisted in the United States Marine Corps. My duty station was Camp Pendleton, California. I served one tour in Iraq. After my discharge, I moved to Havre and worked in construction.

I have two wonderful children, Breezy and Peyton. I attended Aaniiih Nakoda College and graduated with a 4.0 GPA. After graduation, I moved to the family ranch. In 2017, I applied to work at IMDG. I first worked as a call representative on January 16, 2018. I worked up to Team Leader with the Bright Lending portfolio, then advanced to Portfolio Manager Assistant. I moved to the Reporting Specialist job in 2021. In 2023, I took a position with the Finance department as a Financial Analyst.

## What is the best thing that happened to you after joining the company?

The best thing that happened to me when I started with IMDG was that I had more time with my family. The employees I started working with were amazing. Everyone was so helpful and supportive.

"What I enjoy most about working at IMDG is the people I work with."

#### What do you enjoy most about working here?

What I enjoy most about working at IMDG is the people I work with. The work environment is great. Everyone works together to achieve our goals. I am proud to know I am contributing to our local community.



**Eagle Ereaux,** Employee Well-Being Coordinator

#### Why do I work at IMDG?

I am honored and grateful to work with Island Mountain Development Group (IMDG). IMDG develops programs and creates jobs for the Fort Belknap Indian Community.

My love for Fort Belknap has always pushed me through my education, knowing that one day I would be able to return home and make a difference. IMDG offered me the opportunity to help create an Employee Wellness Program. I'm now privileged to work with incredible people. I provide therapeutic interventions and assistance to people struggling through life changes and challenges.

"My love for Fort Belknap has always pushed me through my education, knowing that one day I would be able to return home and make a difference."

#### What do you enjoy most about working here?

I love being part of a solution focused on helping create a better tomorrow for our people, all people, and all my relations. I am thankful for this amazing opportunity.



**Brandon Long Fox,**Call Center Floor Supervisor/
Operations Assistant

#### Why do I work at IMDG?

I work at Island Mountain Development Group (IMDG) because I believe in the economic value it brings back to our people in the Fort Belknap Community. For example, the Life's Language Lodge helps our youth learn the Aaniiih and Nakoda Languages and cultural ways. Our beautiful languages and values as both Aaniiih and Nakoda people will remain strong through our youth and generations.

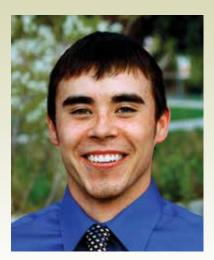
#### What makes me passionate about my job?

The individuals and coworkers I work with daily make me passionate about being the call floor supervisor/operations assistant. My job is to create a positive work environment and make it a fun place to work. Being able to take part in the call floor activities is something I cherish daily. Seeing all my coworkers and employees grow is impressive. I am proud to be a part of it. It's truly amazing to come in and see all these smiling faces. It is a dream come true.

"Seeing all my
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is a dream come true."

#### What has working at IMDG meant to me?

Working at Island Mountain Development Group (IMDG) has meant the world to me. Having an outstanding staff and working with dedicated call representatives is a lifelong dream and career goal. If it weren't for IMDG, I wouldn't be where I am today. IMDG has opened doors for me and provided opportunities to grow and achieve greatness. I was able to purchase my own home. IMDG has truly changed my life for the better, and for that, I am grateful and humbled to work in such a great environment.



**Miles Werk,** Regulatory Assistant

#### Why do I work at IMDG?

I work at Island Mountain Development Group (IMDG) for a couple of important reasons. First, IMDG truly believes in improving the quality of life for its employees and Fort Belknap Indian Reservation tribal members. I also saw an opportunity for growth and other things my previous job didn't offer, such as professional advancement and a top-notch benefits package.

#### What makes me passionate about my job?

I'm passionate about my job because I work for someone who believes in me and constantly pushes me to improve professionally and in all aspects of life. I learn new things almost every day. I am also encouraged and able to pursue my master's degree without worrying about the financial implications of attending graduate school.

"I learn new things almost every day. I am also encouraged and able to pursue my master's degree without worrying about the financial implications of attending graduate school."

#### What has working at IMDG meant to me?

Working at Island Mountain Development Group (IMDG) has allowed me to pursue my goals and provide a better life for my family. I am a father, so my son and significant other mean the world to me. Educational, professional, and financial advancements associated with those things are paving the way for a life filled with support and success for my family. I will work to see my goals through and hope that others follow suit.

# Corporate Governance

Island Mountain Development Group (IMDG) has created a self-sustaining economy on the Reservation. IMDG built financial services, residential development, and retail businesses on and off the Fort Belknap Indian Reservation that employ Fort Belknap Tribal members. IMDG corporate activities have increased tribal members' financial security, health, and well-being.

As an outstanding corporate citizen, IMDG understands and ensures our corporate mission continues to serve and benefit tribal members and the following partners and decision-makers.



#### Fort Belknap Indian Community (FBIC)

A sovereign nation comprised of the Aaniiih (Gros Ventre) and Nakoda (Assiniboine) Nations.



#### Fort Belknap Indian Community Council (FBICC)

FBIC tribal members elect the FBICC. The FBICC protects the health, security, and general welfare of the Fort Belknap Indian Community.



#### Island Mountain Development Group (IMDG)

Created through the FBIC corporate charter, IMDG is an autonomous, for-profit economic development corporation entrusted to serve the FBIC.

#### Island Mountain Development Group (IMDG) Board of Directors

The IMDG Board of Directors provides governance, strategic direction, and accountability to IMDG and its subsidiaries.

# Financial Performance Review and Jullook

In 2022, Island Mountain Development Group (IMDG) exceeded its revenue expectations and created more jobs for tribal members than anticipated. IMDG's strategic direction created a robust local market that allowed profit sharing with the Fort Belknap Indian Community Council and direct corporate giving to Fort Belknap tribal members. Our talented workforce created the economic growth our companies have experienced over the past year.

The following financial data show how IMDG created and maintained a solid local economy that benefits the Fort Belknap Indian Community.

#### Revenues

A 32% increase from 2021 of \$246,659,396.

#### **Payroll and Benefits**

The \$22,118,366 payroll and benefits that IMDG workers earn allow Fort Belknap tribal members to determine their financial fitness and destination for themselves and their families.

IMDG analyzed the organization's financial performance, identified threats that may negatively impact operations, created cost-effective solutions, and found more resilient business opportunities to increase revenues. IMDG identified and prioritized essential functions to remain operational and endure unanticipated market volatility.

The business outlook is continued business growth that will expand revenue and profit.







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# Giving Back

Island Mountain Development Group (IMDG) continues the traditional tribal values of generosity and equality. IMDG generously gives to the community so that the community prospers. 2022 Corporate Giving totaled \$3,366,250 to the Fort Belknap Indian Community.

Our corporate contributions provided collegiate scholarships, profit sharing, and holiday gift cards for Fort Belknap tribal members.

#### **Scholarships**

IMDG awarded \$48,000 in scholarships to over 30 tribal member college students to help pay for their college expenses. Thirty-three students earned a \$750 scholarship for the 2022 fall semester. Thirty students earned \$750 scholarships for the 2023 spring semester.

Aaniiih or Nakoda tribal members attended college at:

- · Aaniiih Nakoda College
- · Salish Kootenai College
- · Haskell Indian Nations University
- · Montana State University
- · University of Montana
- · Montana State University-Billings
- · University of Montana-Western
- Montana State University-Northern
- · Colorado State University
- Gonzaga University
- · Johnson County Community College
- · Ohio State University
- · University of Arizona
- · University of Hawaii at Manoa
- · University of Illinois Urbana Champaign
- · University of Oklahoma

IMDG proudly supports our tribal members' higher education pursuits.

#### **Profit Sharing**

IMDG sent \$3.2 million in profits to the FBICC. The FBICC used the profits to fund governmental services that benefit tribal members.

#### **IMDG Holiday Giving**

With individual employee funds and generous community business partners, IMDG employees supported 133 families through our giving tree, gifting over 300 youth for the Christmas holiday.

IMDG provided \$50,000 in grocery gift cards to 500 Fort Belknap elders. These \$100 gift cards helped elders enjoy their Thanksgiving holiday.

Continuing holiday giving, IMDG gave \$68,250 in Christmas gift cards to 1,365 Fort Belknap tribal elders. The \$100 gift card helped tribal elders through the holiday season.

In addition to our corporate giving and through a generous business partner donation, IMDG employees bought gifts for 90 foster care youth in the care of the Fort Belknap Social Services program.

Our employees also donated canned goods and other food items to the Havre Food Bank during the holiday season.

Throughout the year, IMDG honors generosity and equality through its corporate and individual employee contributions to tribal members who may need a helping hand.





