

# MONTANA RURAL DEVELOPMENT PARTNERS, INC.



## Rural Resource Team Report

**Cut Bank, Montana  
Glacier County  
January 22, 23 & 24, 2002**

### **MT RDP Mission**

As our Mission, the Montana Rural Development Partners, Inc. is committed to supporting locally conceived strategies to sustain, improve, and develop vital and prosperous rural Montana communities by encouraging communication, coordination, and collaboration among private, public and tribal groups.

## **THE MONTANA RURAL DEVELOPMENT PARTNERS, INC.**

The Montana Rural Development Partners, Inc. is a collaborative public/private partnership that brings together six partner groups: local government, state government, federal government, tribal governments, non-profit organizations and private sector individuals and organizations.

An Executive Committee representing the six partner groups governs MT RDP, INC. The Executive Committee as well as the Partners' membership has established the following goals for the MT RDP, Inc.:

- Assist rural communities in visioning and strategic planning
- Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues.

The Partnership seeks to assist rural Montana communities with their needs and development efforts by matching the technical and financial resources of federal, state, and local governments and the private sector with locally conceived strategies/efforts.

If you would like more information about the Montana Rural Development Partners, Inc. and how you may benefit as a member, contact:

Gene Vuckovich, Executive Director  
Montana Rural Development Partners, Inc.  
118 East Seventh Street; Suite 2A  
Anaconda, Montana 59711

Ph: 406.563.5259

Fax: 406.563.5476

[genev@mtrdp.org](mailto:genev@mtrdp.org)  
<http://www.mtrdp.org>

# EXECUTIVE SUMMARY

The elements are all here for Cut Bank to have a successful future. To become a growing, vibrant community takes people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on the big jobs, it is on small ones that can be achieved quickly. The big ones come later after Cut Bank has seen the results of the smaller efforts and sees that it can accomplish things.

There is a number of short term, accomplishable recommendations that the resource team has provided. The most important thing is to get the entire community involved in trying to find ways to accomplish its goals. A few celebrations at the successful conclusion of an activity that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the suggestions, pick out one, and get started!

Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. There are enough tasks for everyone. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Cut Bank's goals. It can be done! There is no problem-facing Cut Bank that cannot be solved by the people living in the community. It is your choice, your decision; you can do it. The Montana Rural Development Partners, Inc. can only help you to help yourself.

On behalf of the Cut Bank Resource Team, I want to thank the community and our sponsors GAIN, City and County Governments, for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding and certainly deserve a gold star from this team! We heard over and over in the listening sessions that Cut Bank, has great people and we can certainly attest to that! Thank you very much.

We hope you will find great value in this report and remember, any team member is available for you to call to clarify or provide more information and assistance. Use these folks!

The Montana Rural Development Partners, Inc. is here to help you in any way we can.

Sincerely,

Gene Vuckovich

## **PROCESS FOR DEVELOPMENT OF THIS REPORT**

The Montana Rural Development Partners, Inc. has provided a resource team to assist the community of Cut Bank, Montana in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Cut Bank.

The City of Cut Bank requested a community assessment from the Montana Rural Development Partners, Inc. Joni Stewart, Executive Director of GAIN, served as the community contact and took the lead in agenda development, logistics and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Cut Bank officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed approximately 300 people over a three-day period from January 22 – 24, 2002. The team interviewed representatives from the following segments of the Cut Bank community: Agriculture, Government and Law Enforcement, Churches, Youth, Educators, Retail Businesses, Utilities, Banking and Financial Institutions, Healthcare, Civic Clubs, Seniors and Oil and Gas Industries. Each participant was asked to respond to three questions designed to begin communications and discussion and to serve as a basis for developing the action plan. The three questions were:

- What do you think are the major problems and challenges in Cut Bank?
- What do you think are the major strengths and assets in Cut Bank?
- What projects would you like to see completed in two, five, ten and twenty years in Cut bank?

Upon completion of the interviews, the team met to compare notes and share comments following the three days of intense study. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into MT RDP's final report to Cut Bank.

A preliminary oral report and a summary of group recommendations was presented to the people of Cut Bank on January 24, 2002 and many of the citizens of Cut Bank who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to the community of Cut Bank. It was agreed that the Community would print copies or summaries for each person interviewed.

# RESOURCE TEAM MEMBERS

**Gene Vuckovich (Team Leader)**

Montana Rural Development Partners, Inc.  
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Web: <http://www.mtrdp.org>

**Ann Desch, Administrator**

Community Development Block Grant  
Program for Economic Development  
Business Resources Division/MT Dept. of  
Commerce  
1424 Ninth Avenue  
Helena, MT 59620

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Fax: 406.444.1872

E-Mail: [adesch@state.mt.us](mailto:adesch@state.mt.us)

Web: <http://www.discoveringmontana.com>

**Deborah Singer,****Economic Dev. & Key Account Specialist**

Montana Power Company  
P.O. Box 80330  
Billings, MT 59108

Phone: 406.655.2550

Fax: 406.655.2578

E-Mail: [dsinger@mtpower.com](mailto:dsinger@mtpower.com)

**Linda Reed, Executive Director**

Montana Community foundation  
101 North Last Chance Gulch #211  
Helena, MT 59601

Phone: 406.443.8313

Fax: 406.442.0482

E-Mail: [lindareed@mtcf.org](mailto:lindareed@mtcf.org)

Web: <http://www.mtcf.org>

**Craig Erickson, Planner**

Bear Paw Development Corporation  
P.O. Box 170  
Havre, MT 59501

Phone: 406.265.9226

Fax: 406.265.5602

E-Mail: [cerickson@bearpaw.org](mailto:cerickson@bearpaw.org)

Web: <http://www.bearpaw.org>

**Mitchel R. Copp, Director**

Rural Utilities Service Program  
Rural Development/U.S.D.A.  
P.O. Box 850  
Bozeman, MT 59771

Phone: 406.585.2520

Fax: 406.585.2565

E-Mail: [mitchel.copp@mt.usda.gov](mailto:mitchel.copp@mt.usda.gov)

**Judie Tilman, Coordinator**

Headwaters RC&D  
305 West Mercury Street  
Butte, MT 59701

Phone: 406.782.7333

Fax: 406.782.9675

E-Mail: [jtilman@headwatersrcd.org](mailto:jtilman@headwatersrcd.org)

**Special Thanks to Gloria O'Rourke  
who was Our Valuable Recorder**

Montana Rural Development Partners,  
Inc., Deputy Director  
118 East Seventh Street; Suite 2A  
Anaconda, MT 59711

Phone: 406.563.5259

Fax: 406.563.5476

E-Mail: [gloria@mtrdp.org](mailto:gloria@mtrdp.org)

# LOCAL CONTACTS/COORDINATORS

**Joni Stewart, Executive Director**  
Glacier Action & Involvement Now  
P.O. Box 1329  
Cut Bank, MT 59427

Phone: 406.873-2337  
Fax: 406.873.2337  
E-Mail: [gain@northerntel.net](mailto:gain@northerntel.net)  
Web: <http://www.cutbankmontana.org>

**Marion Culleton, Mayor**  
City of Cut Bank  
113 East Main  
Cut Bank, MT 59427

Phone: 406.873.5526  
Fax: 406.873.2455

**Allan R. Lowry, Commissioner**  
Glacier County  
512 East Main Street  
Cut Bank, MT 59427-3016

Phone: 406.873.5063  
Fax: 406.873.2125

# Cut Bank Community Assessment January 22-24, 2002

## AGENDA

### Tuesday, January 22<sup>nd</sup>

12:00 Noon to 1:30 P.M.  
1:30 P.M. to 5:00 P.M.  
6:00 P.M.

Lunch/Organization Mtg.  
Area Tour  
Team Working Supper

### Wednesday, January 23<sup>rd</sup>

6:30 A.M. to 7:30 A.M.  
8:00 A.M. to 9:05 A.M.  
9:10 A.M. to 10:15 A.M.  
10:20 A.M. to 11:25 AM  
11:30 AM to 12:50 P.M.  
1:00 P.M. to 2:05 P.M.  
2:10 P.M. to 3:15 P.M.  
3:20 P.M. to 4:25 P.M.  
4:30 P.M. to 4:55 P.M.  
5:00 P.M. to 6:05 P.M.  
6:10 P.M. to 7:15 P.M.

### GEC Hosp.RM/CB High S.

Breakfast  
Agriculture  
City, County, Law Enfor.  
Churches  
Lunch  
Break: Review of Sessions  
Youth  
Education  
Break: Return to GEC  
Retail, Business, Utilities  
Banking and Financial

### Thursday, January 24<sup>th</sup>

6:30 A.M. to 7:30 A.M.  
8:00 A.M. to 9:00 A.M.  
9:05 A.M. to 10:15 A.M.  
10:45 A.M. to 11:50 A.M.  
12:00 Noon to 1:00 P.M.  
1:00 P.M. to 2:05 P.M.  
2:10 P.M. to 4:30 P.M.  
5:00 P.M. to 6:30 P.M.

### (GEC Hosp.Rm/Sr. Citiz.)

Breakfast  
Healthcare  
Civic Clubs  
Seniors  
Lunch  
Oil and Gas  
Team Meeting Preparation  
Working Supper

### Thursday, January 24<sup>th</sup>

7:00 P.M.

### (High School Auditorium)

Resource Team Town Meeting

**By: Craig Erickson, Planner**  
**Bear Paw Development Corporation**  
**P.O. Box 170**  
**Havre, MT 59501**

**Phone: 406.265.9226**

**Fax: 406.265.5602**

**E-Mail: [cerickson@bearpaw.org](mailto:cerickson@bearpaw.org)**

**Web: <http://www.bearpaw.org>**

### **Leadership**

The Cut Bank Schools, Liberty County Chamber of Commerce, Glacier County and the City of Cut Bank should immediately begin the process of developing a leadership program at Cut Bank High School. The program can be modeled after similar programs in Kalispell, Missoula, Billings, and Havre. Each of the programs is unique to their communities, but there are several similarities. The schedule below gives a brief description of the program agenda for this school year at Havre High School.

Havre's Leadership High School Program Schedule for 2001 – 2002

Retreat – Mandatory  
October 30, 2001

Purpose: To create an opportunity for participants to become acquainted with one another. To introduce participants to the team building process, a valuable leadership tool, by facilitating activities that encourage group communications and interaction.

Current Social Issues  
November 27, 2001

Current social issues for teens: drinking and driving...its results. The jail process. Presentation on how the community's social services affect our community; to gain knowledge of the many social issues facing our community.

Community Service Work Day  
December 18, 2001

A day set aside for youth to help at the food bank, the give-away house, the soup kitchen and/or day care. This day provides an over view of the help provided by these local services as well as giving the students first hand experience volunteering. Another opportunity to learn about the community.

Government – Impact on Youth  
January 29, 2002

An opportunity to learn about Havre's history. An insight to the economics of the area and how local economies drive our city. The students are also given the opportunity to discuss the local government process with the local government officials and department heads.

Live Skills  
February 25, 2002

Finding a job, writing a resume', filling out job applications, and the job interview are a few of the things that will be covered. There is also a discussion of work ethics and attitude, life outside of work, credit, contracts, bank accounts and dealing with change.

Job Shadowing/Graduation  
March 26, 2002

On this day the students will job shadow in the morning. They will then be honored at a graduation luncheon. At this time local businesses will also be recognized for their sponsorship of the program.

#### Contact Information

Havre:	Debbie Vandenberg Executive Director Havre Area Chamber of Commerce Phone: 265-4383 Email: <a href="mailto:havremt@mtintouch.net">havremt@mtintouch.net</a>	Kalispell:	Shawn Lowney Youth Leadership Flathead Kalispell Chamber of Commerce Phone: 758-2803
Missoula:	Krista Clawson Program and Events Director Missoula Area Chamber of Commerce Phone: 543-6623 ext. 25	Billings:	Charlene Zaske Leadership Billings Billings Area Chamber of Commerce Phone: 245-4111 Fax: 245-7333

## Potential Funding Sources

Gap Inc. Community Relations  
Myra Chow, Director of Community Relations

1 Harrison Street  
San Francisco, CA 94105  
Phone: (800) 333-7899  
Fax: (415) 427-2504  
Internet Address: [www.gapinc.com/community/community.htm](http://www.gapinc.com/community/community.htm)  
Scope: **Specifically youth programs that encourage leadership, learning, building self-esteem and staying in school are supported.**

Baker Foundation (R.C.)  
C/O Frank L. Scott, Chairman  
P.O. Box 6150  
Orange, CA 92863-6150  
Phone: (714) 750-8987  
EIN: 951742283  
Scope: Higher and other education, fine arts, youth, hospitals, disabled, **leadership development**, mental health, hunger, museums, cultural programs, health, and social services.

Coors Foundation (Adolph)  
C/O Linda S. Tafoya, Executive Director  
4100 East Mississippi Avenue  
Denver, Colorado 80246  
Phone: (303) 388—1684  
EIN: 510172279  
Scope: Higher and secondary education, public policy, civic affairs, social services, **youth**, health, and disadvantaged.

Moriah Fund  
1634 I Street Northwest, Ste. 1000  
Washington, DC 20006  
Phone: (202) 783-8488  
Fax: (202) 783-8499  
EIN: 311129589  
Scope: Natural resource conservation and protection; healthcare; reproductive health; family planning; family services; single parents; human rights (international); community development; **leadership development**.

Coca-Cola Company Giving Program  
Donald R. Greene, Director  
P.O. Draw 1734  
Atlanta, Georgia 30301  
Phone: (404) 676-8804

Internet: [www.coca-cola.com](http://www.coca-cola.com)

Scope: Health, social services, civic affairs, community development, **youth**. Matching gifts from employees support education and arts organizations.

Fannie Mae Foundation

C/o Harriet M. Ivey, Executive Director

4000 Wisconsin Avenue, N.W.

Washington, DC 20016-2800

Phone: (202) 274-8000

Fax: (202) 274-8100

Internet: <http://www.fanniemaefoundation.org>

EIN: 521172718

Scope: Low-income housing and community development (67% of funding): affordable housing, neighborhood revitalization, community reinvestment activities, promote homeownership; Social Concerns (20% of funding): youth at risk, seniors, physically and mentally disabled, homeless;

Work Force Issues (10% of funding): prepare youth for college and the workplace, **youth development and leadership**, mentoring and community service, and education preparation for higher education;

Other (20% of funding): arts and culture, research and public policy development, health, professional development, public broadcasting, minorities and women.

Land O'Lakes Foundation

Bonnie Bassett, Executive Director

P.O. Box 64150

St. Paul, MN 55164-0150

Phone: (651) 481-2222

Fax: (651) 481-2000

Internet: [www.landolakesinc.com](http://www.landolakesinc.com)

Scope: The foundation gives through the following programs: Community Grants Program, which provides cash grants to help groups put plans and people into action, including support for the United Way and efforts to alleviate hunger, **rural youth leadership**, civic concerns, soil and water conservation and the arts.

I also recommend that an adult leadership program be developed for young adults. Many of Cut Bank's young people leave the community never to return. Those who stay must be given the opportunity to lead, develop projects and to help set the course of the community. The Missoula Chamber of Commerce also has an excellent adult leadership program that has groomed many of the key people in lead that very successful community. Krista Clawson is also the contact person for the Leadership Missoula program.

The directors of each of these programs are willing to share their information and experience with other communities. The development of a youth leadership program

could begin immediately in Cut Bank. The costs associated with such a program are low and the potential dividends are high. I strongly encourage the community to initiate the develop of its own leadership program and have it in place in time for the upcoming school year.

## **Recreation**

A skate board park, walking trail, and an indoor swimming pool were the three recreational facilities most Cut Bank residents expressed a desire to have. I will address each project individually.

**Skateboard Park:** Libby built the first skateboard park in Montana approximately 10 years ago for \$10,000. Last summer, the City of Helena completed a 10,000 sq. ft. facility for \$69,000.

Begin by organizing a Task Force to facilitate the development of a skateboard park. Representatives from GAIN, City of Cut Bank, Glacier County, Cut Bank Public Schools, and the Chamber of Commerce should be joined on the Task Force by youth interested in developing the project. Joni Steward of GAIN could serve as the Project Coordinator. The Task Force should then open a dialogue with representatives from the Helena Park and Recreation Department and Libby Skate Park Inc. to understand how each of these communities were able to complete their projects.

### Contact Information:

Libby: Jane Thom  
Libby Skate Park Inc.  
Phone: 293-574  
Email: [janiethom@yahoo.com](mailto:janiethom@yahoo.com)

Helena: Randy Lilje  
Director of Parks and  
Recreation  
City of Helena  
316 North Park Ave.  
Helena, MT 59623  
Phone: 447-8462  
Email: [rlilje@ci.helena.mt.us](mailto:rlilje@ci.helena.mt.us)

### Potential Funding Sources:

Turner Foundation  
Turner Youth Development Community Initiative  
Program Department

One CNN Center, Suite 1090 South Tower  
Atlanta, GA 30303

Website: <http://www.turnerfoundation.org/turner/application.html>

Application Deadlines: December 15, March 15, June 15 and September 15

Montana Department of Fish, Wildlife and Parks  
Land and Water Conservation Fund (LWCF)  
Montana State Parks  
1420 East Sixth Avenue  
Helena, Montana 59620  
Telephone: 444-3750

Website: <http://www.fwp.state.mt.us/parks/landw/index.asp>

**Walking Trail:** This project could be funded, in part, through the Montana Department of Transportation's Community Transportation Enhancement Program (CTEP). Through this program, the City of Cut Bank, Glacier County and the Blackfeet Reservation each receive annual allocations that can be used to finance projects that are traditionally not funded with transportation dollars, such as pedestrian and bicycle facilities.

Public input during the project planning process is vitally important. I would encourage people with an interest in having a walking trail to form a committee that would select a preferred location for the trail, determine what the scope of the trail should be, identify the type of materials that can be used, and then formulate a preliminary cost estimate. The committee would take this information to the City and County and ask that the project be considered for CTEP funding. Ideally, the City and County would share resources so that more sections of the trail can be built.

Currently, Glacier County has a balance of \$278,000 in its CTEP account. While the City has a balance of \$46,879. Those numbers will grow larger when each government receives its CTEP allocation for FY 2002. Glacier County will receive approximately \$50,000 and the City an additional \$20,000 this fiscal year. By working together, the two governments could allocate nearly \$395,000 toward the development of a walking trail project! With the local match requirement adding another 13.42% to the project's budget, it is possible that nearly \$448,000 would be available for the construction of a walking trail. In addition, the CTEP offers several options that make it possible for the City and/or County to leverage those dollars so that more of their CTEP dollars are available for construction. The key to success is working closely with the CTEP staff in Helena and MDT staff in Great Falls. It would also be helpful if each government select a single person to serve as their Local Program Administrator (LPA). Joni Stewart of GAIN would be a logical choice. The LPA serves as the liaison between the local government and the MDT. This relationship allows the LPA to learn more about this complex program while developing long-term relationships that help make the project development process more efficient and effective.

Each of the following people is willing to answer any questions you may have about the Community Transportation Enhancement Program or how it is administered by the Montana Department of Transportation.

Contact information:

Thomas Martin  
CTEP Bureau Chief  
Montana Department of Transportation  
P.O. Box 2010011  
Helena, MT 59620-1001  
Phone: (406) 444-0809  
Email: [tmartin@state.mt.us](mailto:tmartin@state.mt.us)

Michael "Mick" Johnson  
Great Falls District Administrator  
Montana Department of Transportation  
P.O. Box 1359  
Great Falls, MT 59403  
Phone: (406) 454-5887

Craig Erickson  
Bear Paw Development Corp.  
P.O. Box 170  
Havre, MT 59501  
Phone: 265-9226  
Email: [cerickson@bearpaw.org](mailto:cerickson@bearpaw.org)

**Indoor Swimming Pool:** The first step is to determine if this type of project is financially feasible for the City of Cut Bank. A Task Force comprised of interested community members should work with GAIN and North Central Resource, Conservation and Development (RC&D) to identify potential sources of funding. However, I think it would be very difficult to fund this type of project entirely with grant revenue. Realistically, voters in Cut Bank, and possibly Glacier County, would have to approve a bond issue to finance at least a portion this project and to cover its O & M costs.

Contact information:

Dave Wilson  
Parks and Recreation Director  
City of Havre  
Phone: (406) 265-5781

Potential Funding Sources:

Montana Department of Fish, Wildlife and Parks

Land and Water Conservation Fund (LWCF)  
Montana State Parks  
1420 East Sixth Avenue  
Helena, Montana 59620  
Telephone: 444-3750  
Website: <http://www.fwp.state.mt.us/parks/landw/index.asp>

Turner Foundation  
Turner Youth Development Community Initiative  
Program Department  
One CNN Center, Suite 1090 South Tower  
Atlanta, GA 30303  
Website: <http://www.turnerfoundation.org/turner/application.html>  
Application Deadlines: December 15, March 15, June 15 and September 15

### **Cultural Tourism**

I believe Cut Bank has developed a solid foundation on which to develop their community as a destination for cultural tourists. The Lewis & Clark Sites, Montana Storytelling Roundup, Glacier County Historical Museum, and the Murals sponsored by the Cut Bank Revitalization Society offer visitors an experience that is unique to the community. It is imperative that the people associated with each of these assets work together to promote what they have developed to potential visitors. The Chamber of Commerce website makes this immediately possible. The Chamber should create a tourism committee made up of representatives from **each** of the tourist attractions in the community. The Committee can then work through Travel Montana's Glacier Country to promote the Cut Bank region as a tourist destination. Ron Gustafson of the Glacier Gateway Inn regularly attends Glacier Country meetings and he may welcome the additional support.

I also recommend that Cut Bank and Glacier County do a community asset inventory. The Asset Inventory will include cultural and heritage sites, venues, interpreters, events, and all community assets upon which a marketing effort can be built. Guidance for such a project can be obtained by contacting Vicki Munson, who is a private consultant that specializes in tourism as a means of developing economic development. Vicki's contact information as well as potential funding sources is listed below. By working more aggressively with Travel Montana and by promoting the area via the Chamber of Commerce website, Cut Bank should be able to see a greater number of visitors within the community.

#### Contact Information:

Vicki Munson

Munson Consulting

8505 East Shore Route  
Polson, MT 59860  
Phone: (406) 887-2126  
Fax: (406) 887-2128  
Linda Anderson  
Email: [ymunson@cyberport.net](mailto:ymunson@cyberport.net)

Executive Director  
Glacier County  
P.O. Box 1035  
Big Fork, Montana 59911  
Phone: (406) 837-6211

Potential Funding Sources:

Baker Foundation (R.C.)  
C/O Frank L. Scott, Chairman  
P.O. Box 6150  
Orange, CA 92863-6150  
Phone: (714) 750-8987  
EIN: 951742283

Scope: Higher and other education, **fine arts**, youth, hospitals, disabled, leadership development, mental health, hunger, **museums, cultural programs**, health, and social services.

Brach Foundation (Helen)  
Raymond Simon, President  
55 West Wacker Drive, Suite 701  
Chicago, Illinois 60601  
Phone: (312) 372-4417  
Fax: (312) 372-0290  
EIN: 237376427

Scope: Prevention of cruelty to animals, public safety, social and family services, prevention of cruelty to children and child welfare, homeless, housing, aged [seniors], youth, women, disabled, disadvantaged, conservation, environment, secondary, higher, and other education, **fine arts, museums**, health, hospitals, law and justice, legal services.

New-Land Foundation, Inc.  
1114 Avenue of the Americas, 46<sup>th</sup> Floor  
New York, New York 10036-7798  
Phone: (212) 479-6162  
EIN: 136086562

Scope: **Arts and children**, civil rights/justice, leadership development, environment (other than hazardous waste), population control, child development, and peace/arms control.

Bair Family Trust (Charles M.)  
C/o First Trust Company  
Attention: Beverly Jensen, Administrative Secretary  
P.O. Box 3168  
Portland, Oregon 97208-3168  
Phone: (406) 657-8124

Application Address:  
C/o U.S. Bank Trust Montana  
P.O. Box 20678  
Billings, MT 59115  
EIN: 816075761

Scope: **Theater, museums, arts, youth, historic preservation**, mental health, **performing arts**, higher education.

Fannie Mae Foundation  
C/o Harriet M. Ivey, Executive Director

4000 Wisconsin Avenue, N.W.  
Washington, DC 20016-2800  
Phone: (202) 274-8000  
Fax: (202) 274-8100  
Internet: <http://www.fanniemaefoundation.org>  
EIN: 521172718

Scope: Low-income housing and community development (67% of funding): affordable housing, neighborhood revitalization, community reinvestment activities, promote homeownership; Social Concerns (20% of funding): youth at risk, seniors, physically and mentally disabled, homeless;

Work Force Issues (10% of funding): prepare youth for college and the workplace, youth development and leadership, mentoring and community service, and education preparation for higher education;

Other (20% of funding): **arts and culture**, research and public policy development, health, professional development, public broadcasting, minorities and women.

Hewlett Foundation (William and Flora)  
C/o Paul Brest, President  
525 Middlefield Road, Suite 200  
Menlo Park, CA 94025-3495  
Phone: (650) 329-1070  
Fax: (650) 329-9342  
Internet: [www.hewlett.org](http://www.hewlett.org)  
Email: [info@hewlett.org](mailto:info@hewlett.org)  
EIN: 941655673

Scope: Family & Community Development: physical, social and human capital of low-income communities through planning, job creation, small business assistance, commercial revitalization, and **cultural development**.

Kongsgaard-Goldman Foundation  
C/o Martha Kongsgaard, President  
1932 First Avenue, Suite 602  
Seattle, Washington 98101  
Phone: (206) 448-1874  
Fax: (206) 448-1973  
Internet: [www.Kongsgaard-goldman.org](http://www.Kongsgaard-goldman.org)  
Email: [kf@Kongsgaard-goldman.org](mailto:kf@Kongsgaard-goldman.org)  
EIN: 943088217

Scope: Environment, health associations, cancer, social services, Jewish welfare, AIDS, civil rights, **arts, museums, performing arts**, adult and legal education, literacy, libraries, family planning, hunger, woman, gays and lesbians

Microsoft Corporate Contributions Program  
1 Microsoft Way  
Redmond, WA 98052-6399  
Phone: (425) 936-8080

Fax: (206) 936-7334

Internet: [www.microsoft.com/giving](http://www.microsoft.com/giving)

Scope: **Arts and culture**, civic and public affairs, environment, higher education, international, social services, and technology.

Land O'Lakes Foundation

Bonnie Bassett, Executive Director

P.O. Box 64150

St. Paul, MN 55164-0150

Phone: (651) 481-2222

Fax: (651) 481-2000

Internet: [www.landolakesinc.com](http://www.landolakesinc.com)

Scope: The foundation gives through the following programs: Community Grants Program, which provides cash grants to help groups put plans and people into action, including support for the United Way and efforts to alleviate hunger, **rural youth leadership**, civic concerns, soil and water conservation and the arts.

Harriman Foundation (Gladys & Roland)

C/o William F. Hibbard, Secretary

63 Wall Street, Suite 3101

New York, NY 10005

Phone: (212) 493-8185

EIN: 510193915

Scope: Private higher and other education, youth historic preservation, social services, **museums**, health, and hospitals.

### **Hospital and Health Care**

During our visit it was made very clear to the team that the future viability of the Glacier County Medical Center is one of the most important issues facing Cut Bank residents. The list of concerns related to the Medical Center included the inability to recruit qualified staff, especially nurses, as well as the age and the size of the facility. Many of the people who attended the listening sessions expressed a strong desire to build a new and larger hospital that would position Cut Bank as a regional medical center. Clearly, such a project would require a significant invest. I recommend that a Task Force of interested community members be formed to study all of the potential options that should be considered.

Given the complex funding, personnel and technology issues indigenous to health care I would urge the community to consider hiring a health care consultant to conduct the feasibility study. The American Association of Healthcare Consultants has a directory of member firms that may help the Task Force find a consultant that can assist them with a feasibility study.

Contact Information:

American Association of Healthcare Consultants

1926 Waukegan Road, Suite 1

Glenview, IL 60025

Phone: (847) 657-6964  
Email: [info@aahc.net](mailto:info@aahc.net)  
Website: <http://www.aahc.net/>

Potential Funding Sources:

Baker Foundation (R.C.)  
C/O Frank L. Scott, Chairman  
P.O. Box 6150  
Orange, CA 92863-6150  
Phone: (714) 750-8987  
EIN: 951742283  
Scope: Higher and other education, fine arts, youth, **hospitals, disabled**, leadership development, **mental health**, hunger, museums, cultural programs, **health**, and social services.

Fannie Mae Foundation  
C/o Harriet M. Ivey, Executive Director  
4000 Wisconsin Avenue, N.W.  
Washington, DC 20016-2800  
Phone: (202) 274-8000  
Fax: (202) 274-8100  
Internet: <http://www.fanniemaefoundation.org>  
EIN: 521172718

Scope: Low-income housing and community development (67% of funding): affordable housing, neighborhood revitalization, community reinvestment activities, promote homeownership; Social Concerns (20% of funding): youth at risk, seniors, physically and mentally disabled, homeless;

Work Force Issues (10% of funding): prepare youth for college and the workplace, youth development and leadership, mentoring and community service, and education preparation for higher education;

Other (20% of funding): arts and culture, research and public policy development, **health**, professional development, public broadcasting, minorities and women.

Bair Family Trust (Charles M.)  
C/o First Trust Company  
Attention: Beverly Jensen, Administrative Secretary  
P.O. Box 3168  
Portland, Oregon 97208-3168  
Phone: (406) 657-8124

Application Address:  
C/o U.S. Bank Trust Montana  
P.O. Box 20678  
Billings, MT 59115

EIN: 816075761

Scope: Theater, museums, arts, youth, historic preservation, **mental health**, performing arts, higher education.

Moriah Fund

1634 I Street Northwest, Ste. 1000

Washington, DC 20006

Phone: (202) 783-8488

Fax: (202) 783-8499

EIN: 311129589

Scope: Natural resource conservation and protection; **healthcare**; reproductive health; family planning; family services; single parents; human rights (international); community development; leadership development.

Coca-Cola Company Giving Program

Donald R. Greene, Director

P.O. Draw 1734

Atlanta, Georgia 30301

Phone: (404) 676-8804

Internet: [www.coca-cola.com](http://www.coca-cola.com)

Scope: **Health**, social services, civic affairs, community development, youth. Matching gifts from employees support education and arts organizations.

Mattel Children's Foundation

C/o Gloria De Necochea, Manager

333 Continental Boulevard

El Segundo, California 90245-5012

Phone: (310) 252-4747

EIN: 953263647

Scope: Special foundation outreach grant initiatives for Family Learning Center, **health care for children**, and Hand in Hand: Parents, Schools, Communities United for Kids-parental involvement in education. Limited number of grants serving disadvantaged children.

Ostern Foundation

C/o Howard L. Thaler, Esq.

Suite 1105

9401 Wilshire Boulevard

Beverly Hills, California 90212

Phone: (310) 476-0169

Fax: (310) 472-1174

EIN 954241196

Scope: Health associations, medical movement disorder research, and **health**.

Coors Foundation (Adolph)

C/O Linda S. Tafoya, Executive Director

4100 East Mississippi Avenue  
Denver, Colorado 80246  
Phone: (303) 388-1684  
EIN: 510172279

Scope: Higher and secondary education, public policy, civic affairs, social services, youth, **health**, and disadvantaged.

Castle Rock Foundation  
C/O Linda S. Tafoya, Executive Director  
4100 East Mississippi Avenue, Suite 1850  
Denver, Colorado 80246  
Phone: (303) 388-1636  
Fax: (303) 388-1684  
EIN: 841243301

Scope: Education, public policy research, legal services, **hospitals and health**.

Herzog Foundation, Inc.  
C/o Bentley, Mosher, Babson, and Lambert P.C.  
321 Railroad Avenue  
Greenwich, CT 06836-0788  
Phone: (203) 629-2424  
EIN: 510200524  
Scope: Medical research, **hospitals** and education.

Huisking Foundation, Inc.  
Frank R. Huisking  
P.O. Box 368  
Botsford, CT 06404-0353  
Phone: (203) 426-8618  
EIN: 136117501  
Scope: Catholic higher and secondary education, church support and welfare, **hospitals**, and religion associations.

Chatlos Foundation, Inc.  
C/o William J. Chatlos, President  
P.O. Box 915048  
Longwood, FL 32791-5048  
Phone: (407) 862-5077  
Internet: [www.chatlos.org](http://www.chatlos.org)  
EIN: 136161425  
Scope: 26% of funding goes to **medical concerns**.

Davis Foundations (Arthur Vining)

C/o Jonathon T. Howe, Executive Director  
111 Riverside Avenue, Suite 130  
Jacksonville, FL 32202-4291  
Phone: (904) 359-0670  
Internet: <http://www.jvm.com/davis/>  
Scope: Private higher education, **health care**, and public television.

Little Family Foundation  
C/o Linn T. Spalding, Trustee  
1 Boston Place  
Boston, MA 02108  
Phone: (617) 722-7772  
EIN: 056016740  
Scope: Scholarship funds at designated business schools [higher education], Rhode Island Junior Achievement for programs in secondary education, youth, cultural programs, **hospitals**.

Harriman Foundation (Gladys & Roland)  
C/o William F. Hibbard, Secretary  
63 Wall Street, Suite 3101  
New York, NY 10005  
Phone: (212) 493-8185  
EIN: 510193915  
Scope: Private higher and other education, youth historic preservation, social services, museums, health, and **hospitals**.

Hearst Foundations  
C/o Robert M. Frehse, Jr., Executive Director  
888 Seventh Avenue, 45<sup>th</sup> Floor  
New York, NY 10106-0057  
Phone: (212) 586-5404  
Internet: <http://fdncenter.org/grantmaker/hearst.html>  
Scope: Education: undergraduate higher education through establishment of endowed scholarships at private liberal arts colleges, endowed scholarship support for professional study in teaching, medicine, nursing, engineering, math, science, and the health care professions at the undergraduate and graduate levels, private elementary and secondary education with outstanding academic programs and demonstrated track records of outreach to economically disadvantaged students;  
**Health: improve and increase care, facilitate wellness, prevention and rehabilitation, hospitals, increase access for underserved urban and rural populations**, areas of interest include perinatology and pediatrics, cancer, stroke, aging, women's health issues, and medical research;  
Social Services: technical assistance, management training, and leadership development designed to help non-profit agencies deliver services more efficiently and effectively;  
Cultural Programs: increase access and educational opportunities for diverse populations and underserved communities, endow arts education and/or community outreach programs through major cultural programs.

## **Cultural Relations**

Nearly every discussion I participated in while in Cut Bank included at least a comment or two about the poor relationship between the Blackfeet Indians and the other residents of Glacier County. If the problem is really as severe as it seems to be, and I believe it is, then extraordinary measures must be taken in order to begin the process of solving the problem.

One of the first changes that must be made is this: White people must stop viewing Native Americans only as sources of government grant funding. Several times during our visit I heard a person say “we need to work with the Tribe in order to get grant funding.” Native Americans know this mentality exists and they resent it.

I also believe the Glacier County Commissioners must find a means of resolving the issue of unpaid property taxes on lands with Blackfeet Reservations portion of Glacier County. This is a major source of resentment within the White community. Given the scope of the problem the Commissioners may want to request a meeting with Blackfeet Tribal leadership that has one or more members of Montana’s Congressional delegation serving as the mediator. The Montana Consensus Council should facilitate the discussion and make available to each party its expertise in resolving difficult issues.

Contact Information:

Matthew J. McKinney, Ph.D.  
Executive Director  
Montana Consensus Council  
Office of the Governor  
State Capital  
Helena, MT 59620  
Phone: (406) 444-2075  
Fax: (406) 444-5529  
Email: [mmckinney@state.mt.us](mailto:mmckinney@state.mt.us)

Racism this is a problem that will not never completely disappear, but if the residents of the Cut Bank, Glacier County and the Blackfeet Indian Reservation are truly serious about economic and community development then they must find a way to set aside their differences and work together to improve their communities. Glacier County is a spectacular place that has resources few communities can even imagine. If all who live there were willing to work together and make the long-term commitments necessary to elicit meaningful change, there is absolutely no reason why the Reservation, County and Cut Bank cannot prosper and grow.

**By: Ann Desch, Administrator**

**Community Development Block Grant Program for Economic Development  
Business Resources Division**

**Montana Department of Commerce**

**1424 Ninth Avenue**

**Helena, MT 59620**

**Phone: 406.444.0560**

**Fax: 406.444.1872**

**E-Mail: [adesch@state.mt.us](mailto:adesch@state.mt.us)**

### **General Observations:**

My impression of the Town of Cut Bank through my own observations and the listening sessions is that it has great, untapped potential. The town is at a crossroads with the fading of its two major industries, agriculture and oil and gas. The town is coming to the realization that it seriously needs to move in the direction of diversifying its economic base. Cut Bank appears to be serious about moving forward with diversifying its economy. Every suggestion and opportunity for development, however, must be considered in light of the town's extreme water problem and in terms of what Cut Bank can do to plan for its future. I have listed some recurring themes from the listening sessions for which resources and guidance are available if the town decides to pursue these ideas.

### **Planning**

Some planning may be in process or may have been done in the distant past. In light of the changes in its economic base, the Town may need to revisit planning through a comprehensive plan or growth strategy, the Certified Communities profile and strategic plan, a capital improvements plan, a downtown revitalization or neighborhood plan. Seville needs to be included in the planning process. These need to be followed up with concrete actions for implementation. With any planning that is done, implementation has to follow. The following people can provide guidance and examples of rural planning implemented in Montana.

Contact: Gavin Anderson or Rich Weddle  
Community Technical Assistance Program  
Montana Department of Commerce  
1424 Ninth Avenue  
Helena, MT 59602  
444-4476 or 444-2781

## **Downtown Revitalization**

Many participants in the listening sessions emphasized the need to develop retail businesses in the downtown, get people to shop locally, and initiate the beautification of the downtown. The empty buildings need to be filled by viable businesses and façade improvements initiated. If the downtown could be made more attractive, the town would attract more shoppers from in town and the surrounding area. Participants stated that they wanted to bring in new businesses and more importantly, support the existing businesses.

Downtown revitalization has the potential to be sustained by Cut Bank and the surrounding area, without having to rely on recruiting a large business. Changes can be accomplished incrementally, immediately and relatively inexpensively without a large capital expenditure.

The town needs to think about the positive characteristics that distinguish Cut Bank from other towns in the area and capitalize on that. What I observed and what I heard is that Cut Bank is unique in its proximity to Glacier Park, the Blackfeet Indian Reservation with its cultural diversity, the surrounding Hutterite colonies, and Canada with 3 ports of entry. It has sunny days and clear air, two Lewis and Clark sites, a museum, a large high-school auditorium, a community sports center, a large high-school gym, and a good medical facility, to name a few.

The development of the downtown is impacted by the development of tourism in town. I heard many interesting ideas for the development of tourism in Cut Bank that should be pursued: shuttle buses to Glacier Park that would also stop at the Plains Indian Museum in Browning; promoting and publicizing specific points of interest and recreational opportunities with specific directions or shuttles to get there.

**Business Survey** – A survey should be conducted on why people are shopping outside of Cut Bank, what types of businesses are needed, and what kind of businesses are the town residents willing to support. What services or retail operations could be offered in Cut Bank that may be needed by and are not offered in Shelby, Conrad, or Browning? What unique shopping opportunities could be offered in Cut Bank that could attract tourists to stop and shop? What shopping opportunities can be made available to Browning residents who visit Cut Bank for medical services?

**Building condition survey** - A survey could be conducted of the condition and square footage of the vacant buildings to assess which buildings might be possible for the recruitment and promotion of potential businesses. Also, the town needs to assess the buildings impact on the tax base. Would some properties be better off demolished to make room for another use, a new building, or a green space or pocket park? I would emphasize finding potential entrepreneurs within the community or surrounding area and filling business niches identified in the survey as being needed and wanted by town residents. (The community needs to brainstorm possible uses:

the kids mentioned a video-arcade, a multipurpose space for youth activities or a skateboard park; a Lewis and Clark related information area and gift shop; a display of cottage crafts, or a use related to museum activities and located next to a business that gets a lot of foot traffic).

**Beautification** – I heard many suggestions from the listening sessions: façade improvements to the downtown that reflect a western theme or the cultural diversity of the area; more greenery, and more trees and plants that could add to a pleasant visual image. I like the tourism information center’s sign, the Tepee, the Indian sculpture, and the murals. The town could expand on these visual images throughout the downtown. I heard many participants say they would like more murals and a walking/bike path down by the river. Connecting a walking path to the downtown would be beneficial. To fund improvements, a tax increment financing district (TIF) or urban renewal area might be a possibility. The Town of Fort Benton has formed a TIF for downtown improvements. For the Fort Benton project, contact Annmarie Robinson at Bear Paw Development Corporation in Havre at 265-9226 or [arobinson@bearpaw.org](mailto:arobinson@bearpaw.org).

Funding of \$300,000 in grant funds for planning activities will be made available by the Montana Department of Commerce in April 2002. Planning activities will include planning for reuse of buildings, downtown revitalization strategies, etc. Applications are due April 26, 2002. Contact:

Ann Desch, 444-1759 or Gus Byrom, 444-4477  
CDBG Program  
Montana Department of Commerce  
1424 Ninth Avenue  
Helena, MT 59620  
444-2488 or 444-1759

For a TIF and urban renewal district, contact:

Larry Gallagher, Community Builder  
U.S. Department of Housing and Urban Development  
Power Block Building  
7 West Sixth Avenue, Level 1  
Helena, MT 59601  
Ph: (406) 449-5040,  
E-Mail: [Lawrence\\_Gallagher@hud.gov](mailto:Lawrence_Gallagher@hud.gov)

Janet Cornish, Consultant  
954 W. Caledonia  
Butte, MT 59701  
Ph: (406) 723-7459

The community’s best resource, its people and their support for those in need, can be applied to revitalization and beautification of the downtown. Why not raise funds for downtown improvements just as the town has for families in need? Leadership, fund-raising, and marketing are key elements to initiating downtown improvements. Contact the following for ideas.

Mountain/Plains Regional Office  
Main Street Program  
National Trust for Historic Preservation  
910 16<sup>th</sup> Street, Suite 1100  
Denver, Colorado 80202  
Ph. 303-623-1504, FAX 303-623-1508, e-mail: [www.nationaltrust.org](http://www.nationaltrust.org)

To revitalize the downtown, initiate events that bring people downtown. I heard enthusiasm for the school computers fundraiser and the festival of lights. Promote events that are already successful, such as the Montana Storytelling Roundup and Lewis and Clark Days, to bring people into the downtown. Contact:

Paul Reichert, Director  
Jim McHugh, Marketing Manager for Downtown Events  
Business Improvement District  
225 N. Cruse  
Helena, MT 59601  
Ph: 447-8419

**Hospital** – The hospital is a valuable asset in the community and a large generator of good paying jobs, but may need to be upgraded in the next 3-4 years. I also heard that a facility to house seniors that is an independent care facility is something that might be needed to help seniors stay in the community.

Contact: Community Development Block Grant for Public Facilities and Housing for grants or Economic Development for low-interest loans. Contact Gus Byrom at 444-4477 for public facilities or Ann Desch at 444-0560, if this would be a job creation or retention project. The CDBG program has funded hospital and/or nursing home improvements in Roundup, Big Timber, Red Lodge, and Townsend. The program might be a possible source of funds for renovation of a building into senior apartments, or an assisted living facility if it created enough jobs.

**Access to Capital** – The Town of Cut Bank through GAIN should continue to explore discussions regarding a local revolving loan fund, either Citywide or joining a regional fund. Local access to capital is extremely important to assist existing businesses. Revolving loan funds can provide direct loans, loan guarantees in participation with a bank, and linked deposits where RLF are deposited in a bank and used to subsidize interest rates.

“Counting on Local Capital” by the Corporation for Enterprise Development, and statistics presented by Dick King, Missoula Area Economic Development Corporation, formerly of Bear Paw Economic Development Corporation, outlines the nature of the revolving fund industry in Montana and the enormous potential that exists by pooling resources in a regional or multi-county revolving loan fund. The Corporation for Enterprise Development produced a primer for revolving loan fund management, which will give you more information on how to manage a fund to suit the needs of your community. Randy Hanson, Regional Development Officer for MDOC, 262-9579, has facilitated the first discussion for a north central RLF. For information on revolving loan funds or a copy of the above-mentioned publications, contact Ann Desch, Montana Department of Commerce at 444-0560. The Montana Community Development

Corporation in Missoula is a multi-county revolving loan fund that has explored these issues, including potential community development venture capital funds.

Contact: Rosalie Cates, Executive Director  
Montana Community Development Corporation  
103 East Main  
Missoula, MT 59802  
Ph: (406) 728-9234, FAX 542-6671, [rcates@mtcdc.org](mailto:rcates@mtcdc.org)

For capitalizing revolving loan funds, funding individual businesses, or developing organizational capacity, call John Guthmiller, USDA, regarding the Rural Business Enterprise Grant (RBEG) program, the Intermediary Relending Program (IRP), or the Rural Business Opportunity Program (RBOG). Glacier Electric Cooperative could also apply to the Rural Economic Development Loan and Grant Program (REDLG) for a particular business or revolving loan fund, with an application deadline at the end of the calendar year (this program will not be available after this year). For developing a cooperative, contact Bill Barr.

John Guthmiller  
USDA-Rural Business-Cooperative Service  
PO Box 850  
900 Technology Blvd., Suite B  
Bozeman, MT 59771

USDA-Rural Business Services  
Bill Barr, Cooperative Development Specialist  
(406) 585-2545  
[Bill.Barr@mt.usda.gov](mailto:Bill.Barr@mt.usda.gov)

Resource: Enclosed is the Montana Department of Commerce, Business Resources Division brochure, a matrix of state and federal economic development loan and grant programs, which lists the funding programs, basic criteria, and contact persons.

### **Value-Added Agriculture**

I heard that Cut Bank area grows very high quality grains, such as wheat and barley, that it could be made into bread, specialty flour, beer etc., and that farmers forming an agricultural cooperative would be a good idea. I also heard the following ideas for value-added processing businesses and facilities: flour mill, new grain-handling facility, feedlot, ethanol plant, harnessing the wind for power generation, and pasta plant. The Certified Communities Profile and Strategic Plan process can guide the town as to what assets it has to offer and narrow the field as to what kinds of businesses it can realistically support and recruit. Governor Martz and Ralph Peck, Montana Dept. of Agriculture held a forum in February 2001 on Value-added Agriculture for producers and processors. It might be of value to get a copy of the findings and recommendations from:

Brent Poppe, Agricultural Marketing & Business Development Bureau

Montana Department of Agriculture  
Livestock Building  
303 North Roberts  
P.O. Box 200201  
Helena, MT 59620-0201  
Ph: 444-2402  
[www.agr.state.mt.us](http://www.agr.state.mt.us)

**Employee Training** – I heard that more professional, and better-paying jobs are needed in the community. There are grant funds available for existing businesses that need to upgrade the skills of their workers and will pay at least \$11.35 after training. However, the minimum funding request is \$100,000. For companies that could train at least 20 workers at \$5,000 per worker, the CDBG Program for economic development has grant funds available. Contact:

Ann Desch, CDBG ED Program  
Montana Department of Commerce  
1424 Ninth Avenue  
Helena, MT 59620  
444-1759

Training is also available at a subsidized rate to assist existing businesses become more productive and profitable. The training is geared mainly to manufacturing operations and offers engineering, technical, and business assistance. MMEC or the Small Business Development Center might be able to assist with smaller operations that employ fewer people.

Todd Daniels, Field Engineer  
Montana Manufacturing Extension Center  
Montana Department of Commerce  
1424 Ninth Avenue  
Helena, Montana 59620  
Ph: 444-9739

## **Small Business Assistance and Entrepreneurial Development**

For assistance to business owners, the Small Business Development Center in Great Falls or the state Small Business Assistance Office in Helena can provide free counseling to business owners. The State SBDC Office received a grant from the Community Foundation to purchase and install personal computer videoconferencing cameras at the SBDC offices around the state. Where a significant amount of time is now spent traveling to reach rural areas, this will allow the SBDC to provide more free one-on-one counseling to business owners through videoconferencing.

Suzanne David, Director  
Small Business Development Center  
High Plains Development Authority  
710 1<sup>st</sup> Avenue North/PO box 2568  
Great Falls, MT 59403-2568  
Ph: (406) 453-8834

Fax: (406) 454-2995  
[suzie@hpda.org](mailto:suzie@hpda.org)

Entrepreneurial Development – Continue to explore through GAIN the Sirolli Institute’s method for developing local entrepreneurs, to help grow businesses from within your community.

For assistance to people considering going into business or just starting a business, training is offered through the NxLevel Program. The NxLevel Program will be offering greatly reduced rates over the next several months to bring more people into the program. For very small businesses and disadvantaged business owners, training can be accessed through the Internet through the NxLevel On-Line Program. Access to business information and technical assistance is also offered through the Tribal Business Assistance Center in Browning.

Contact: Phil Belangie, MicroBusiness Training Officer, in Missoula, 406-728-9234, ext. 202,  
[pbelangi@state.mt.us](mailto:pbelangi@state.mt.us)

Contact: Tribal Business Information Center  
Blackfeet Reservation  
Blackfeet Community College  
Zana McDonald  
P.O. Box 819  
U.S. Highway 2 and 89  
Browning, MT 59417  
Ph: (406) 338-5441 Ext. 269  
Fax (406) 338-3272

**By: Linda Reed**  
**Executive Director**  
**Montana Community Foundation**  
**Phone: 406.443.8313**  
**Fax: 406.442.0482**  
**E-Mail: lindareed@mtcf.org**

My feedback will focus on those topics raised during the listening sessions about which I can offer some useful resources or suggestions.

### **Community Communication:**

This is not a unique problem to Cut Bank. Community problems are long term in solution and we often forget what we heard months ago or miss the news completely. We heard conflicting information several times, especially on the critical issue of water. Here's a suggestion from Helena and I think Billings. Hometown Helena Pride was organized on a volunteer basis several years ago in an attempt to spark economic development. There is no formal organization. A few individuals take the responsibility for finding a speaker or topic of general interest and importance to Helena. Anyone can attend. The meetings are held every Thursday morning (7 to 8) at a local hotel. Everyone pays for his or her own coffee and breakfast. There are now about 70 people who attend each week and nearly all the chief executive officers from the major employers are there – the hospital, school superintendent, mayor, county commissioners, private sector businesses, airport, realtors, etc. In addition to the program, everyone is invited to share news about his or her organization. It has become the place to know what is going on in Helena.

For Cut Bank this kind of forum could be useful in keeping community leaders up-to-date on the water issue, airport development, hospital and school issues, business closures and openings. It has the advantage of sharing information from first-hand sources, which increases accuracy. It will require a long-term commitment to such an activity – sufficient time for people to understand that it is the source of the news. Some beginning topics might be the water crisis. David Nelson ????? seemed to have the best information regarding the current situation, actions taken to date, and future needs. A periodic update on critical issues such as this one will make it much easier for the community to come together when the difficult decisions of financing a new water source come about. The students should be invited to discuss the skateboard park; the hospital director should talk occasionally about new equipment, financial challenges . . . since the hospital is so important to the community.

### **Inter-racial Tension:**

The inequity in tax systems between natives and non-natives and the public services burden placed on the city and county to address native issues; and cultural differences are creating tension between residents of the county. Resolving these issues will not be quick or easy, but because of the impact on the quality of life in the county as a whole, steps to address these issues should be taken.

*My opinion* is that many of the changes that are needed will only come about through time and therefore resources need to be focused on the youngest generation. Programs specifically developed to address racial and cultural difference at the Head Start age and carried through to high school may begin to resolve issues. Creating opportunities for native and non-native youth to join into projects is another idea. The schoolhouse on the museum site might be a place where children of the same age come together to learn how students were educated in years past – and not just the non-native approach to education, but how Indian youth learned life skills and traditions. Involving Hutterite children would also provide a different point of view, since they not only have classroom education, but also learn specific skills needed by the colony to be self-sufficient.

The Lewis and Clark celebration also offers a vehicle for bringing different cultures together. The museum is developing a new interpretive display of the Indians at the time of Lewis and Clark. I hope there is a role for the Blackfeet to play in the development of this display. And also to be an active part during the celebration with demonstrations, story telling, guided trips. There must be a way to involve Indian children in these same activities. . . demonstrating, story telling, and guiding children from the tourist community.

The Blackfeet should be invited to set up tables at your farmers market during the summer. Perhaps there is interest within the non-native community in learning beading? There is certainly active interest among the crafters I associate with.

### **Youth Activities:**

A couple of resources: Colleen McCarthy was Helena's mayor during the time the skate park was debated and constructed. She now is the ED of Helena Housing Authority 442-7970, use my name. This was a contentious and expensive project in Helena, so the lessons learned here are likely to cover most issues you might encounter.

After school activities. . . The Turner Youth Foundation (it only supports communities near property owned by Ted Turner – sorry) has supported some interesting projects including the Blue Iguana (teen club in Bozeman). There are probably some ideas to be had here. I suggest calling Bob Buzzas who works directly with the kids. 586-1572 and use my name. He might share the names of some of the kid managers, so your kids could make some linkages. I know that Turner is generously underwriting the project, the rent alone is about \$2,000 per month, but the kids are raising about \$1,500 of that. Perhaps, in Cut Bank the expense of an idea like this could be offset by the donation of one of the vacant building downtown. Bob and the group in Bozeman will be able to help you think through the issues of liability.

### **Telecommunications:**

The closeness of high-speed telecommunications services from Canada is a potential asset that must be explored and developed. *My opinion again*, rural communities that want to break away from their traditional economy must find a new niche. Shelby is a great example – taking advantage of the cross-roads and proximity to the border crossing. Perhaps high-speed telecommunications is one of those assets that could help Cut Bank create a new commercial

niche. There seemed to be confusion about availability and perhaps the relationship with the provider is rocky or unclear, but I think it is worth some investigation and development. This would be another topic for the community round table described earlier.

### **Hospital:**

Many voiced concern about keeping the hospital and the quality medical services available in Cut Bank. However, we did not learn the cause of this concern. There was only mention of the difficulties in collecting from BIA. If the hospital is facing real threats those need to be articulated to the community. If this is general concern based upon the community's reliance on these services, the hospital should be more aggressive in working with the community to raise awareness of its services and financial health. Cut Bank is not a stranger to endowments – as I understand you have an educational endowment. If not done so already, putting together an endowment fund(s) for the hospital would help ensure its long-term ability to continue community service. Endowments for operations, equipment, professional recruitment, or emergency services (everyone seems to be so generous during an emergency, why not prepare for them?) are a couple of suggestions. Jerry Hoover at the Health Facility Authority (part of the Montana Department of Commerce) 444-5435 is a wizard at medical facility financing. Also Barbara Campbell (585-9133 and use my name), a for-profit economic development consultant has worked with several Montana communities to save their medical services. It seems to me that Montana was instrumental in passing legislation (I think federal) in creating a new class of medical facility – something less than a hospital, still providing emergency and routine services, maybe even nursing home care in the same facility – that was still eligible for public grants and loan. Not knowing if there is a critical threat to the hospital – I only offer these resources to you in the event that they might be useful some day.

### **Buy Locally:**

There needs to be a community wide campaign stressing the importance of buying locally, especially to the youth. It's not too early for them to learn that they have a financial impact on the community as well as responsibility for its well-being. ABC, Always Buy Cut [b]ank, – to copy a promotion from Colorado, or something like this could be the way to rally the community around buying locally. Publishing information about the impact the retail economy has, helping persuade people to invest in Cut Bank by buying locally if the price is only 5-10% higher than Great Falls. Working with retailers to find out what people are shopping for out of town. The high school students talked about driving to Shelby to buy “cheesy fries” – someone in Cut Bank must be able to duplicate those???. I think the community needs to prepare for a spurt of retail business during Lewis and Clark. Given the number of times we heard “Dairy Queen” someone should at least do a feasibility study. Providing for high quality unique items from the Blackfeet and Hutterites (I want one of those little clothes lines they manufacture.) could keep people in town a bit longer.

### **Aesthetics:**

These always count. It influences the morale of the community citizens and determines the first impression of visitors. Some small groups need to go outside town – both directions – and walk into the town, so you can really see what it looks like. The junkyards were identified as

eyesores. Helena was successful in moving one of these from near a freeway exit. I'm pretty sure it involved a land swap. Ron Mercer at the Helena Regional Airport might have some details. 442-2821, use my name. Moving those will take some finesse and a sensible offer to the owner. "The Point" is a landmark in the community – but only because of the memories surrounding it. As a first impression of the community – it's not interesting, exciting, attractive, or a statement about prosperity. (People don't want to participate in things or places that hint of decline.) The downtown buildings – difficult issues, especially because they are privately owned. There would be nothing wrong with taking some of them down, if their state of repair is such that new construction will always make better financial sense. Creating a pocket park for a while might be preferable to a vacant building and it would be a future building site. Explore a tax increment-financing district. Most of the long time economic developers can explain these understandably. Although it can be a long-term strategy, it can provide a fund for helping renovate the downtown.

Well, enough from me. Cut Bank has wonderful people, a location that is an asset and liability (you can choose which one to emphasize), good schools, and a good hospital. The community needs to find a way to engage itself in change – it will be a long-term process. Existing leaders need to commit to it, find a project that can be accomplished quickly and successfully to keep and build momentum.

Thank you for the wonderful time I had in Cut Bank. I'll always remember this as a rewarding experience when I met some exceptional people.

P.S. You all need to learn a bit about wind generation, so you can eliminate that from your list of opportunities.

**By: Mitchel R. Copp**

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**Rural Development/ U.S.D.A**

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I really appreciated the opportunity to visit your community and become better acquainted with this part of rural Montana. The hospitality was excellent and the stay was enjoyable. The knowledge and professionalism of the other members of the assessment team was impressive. This was a positive experience for me.

The web site for Rural Development is <http://www.rurdev.usda.gov>. All of the RD programs along with the regulations, forms, etc. can be accessed. If there are any questions regarding any of this, please feel free to contact me.

## **General Observations**

It was surprising that the Blackfeet Tribe was not included in the resource assessment. It will be difficult, of not impossible, to have meaningful planning and development in Glacier County if the Tribe is not included. The Tribe is a tremendous resource and can influence most economic development in the county. Also, there are more people residing on the reservation than reside in the rest of the county. Therefore, the Tribe is the major political entity in the area. The Tribe also controls most of the natural resources in the County such as water and Glacier National Park.

There are also a number of Hutterite Colonies located in Glacier County. These colonies can have considerable influence in the area and should also be considered in any meaningful economic development plan for the area.

Cut Bank has a lot going for it. Location with relation to Glacier Park and Canada is a definite plus. Also, the transportation potential for the community is excellent with the airport, AMTRAK, and highway 2. The school system, medical facilities and recreational opportunities are superb for a community of this size. The high school was recently recognized as one of the twelve best in Montana.

Major industries for the area are oil & gas, agriculture, and tourism. Unfortunately, presently oil & gas and agriculture are not doing well. Agriculture production is down due to the extended drought in the area and commodity prices have not been good for the past two or three years. Tourism, with Glacier Park as the major draw, has the potential for future development.

The community is taking a proactive stance and desires to have some control over its future. This is a definite plus.

It was interesting that as we sat through the various listening forums; there were a number of problems and challenges that were repetitiously identified by most of the groups. I would like to address some of these problems or challenges, make some observations, and offer some suggestions to resolve them.

### **Challenge: Water**

Water, both quality and quantity, was mentioned in every one of the listening forums as a problem. We, Rural Utilities Service (RUS) have met recently with the Mayor and other city officials regarding this issue. RUS has a loan and grant program that provides financial assistance to communities to resolve water and waste water problems. Presently, Cut Bank is not eligible for RUS grant assistance because its income based on the 1990 census exceeds RUS eligibility levels, when the new census information becomes available, this may change. Cut Bank's current water rates are relatively high and grants help to keep the rates low. Cut Bank is eligible for RUS loan assistance, however, and if the grant eligibility remains unchanged, this avenue will be looked at.

In the meantime, the City will be preparing an application for assistance. There are grants in place from the Treasure State Endowment Program and the Department of Natural Resources and Conservation for the water project. To its credit, the city administration is well aware of the problem and is working diligently to resolve the situation.

### **Challenge: Care for the Aging**

Another theme that was prevalent in most of the listening forums was concern for the elderly members of the community. When senior citizens reach the stage of their lives when they need limited assistance, it is not available in Cut Bank. Many of these folks have to move to other communities, which places financial and emotional burdens on the families.

Cut Bank does not have an assisted living facility. It was suggested a facility be built that could address both the assisted living issue and the need for the existing nursing home. It was suggested the existing nursing home be either replaced or renovated.

There are programs that can provide financial assistance for the construction of this type of facility. A feasibility study should be done to determine the viability. It must first be determined if there is a customer base sufficient to support the proposed facility. If the need exists, is it financially feasible to construct the facility and can the community support it. A well-conducted feasibility study should answer these questions.

### **Programs Providing Financial Assistance:**

Rural Development/Rural Housing Service  
PO Box 850  
Bozeman, MT 59771  
Contact person: Sue Gantz

406-585-2555  
Fax 406-585-2565

Community Development Block Grant (CDBG)  
1424 Ninth Avenue  
PO Box 200523  
Helena, MT 59620-0523  
Contact Person: Gus Byrom  
406-444-4477  
Fax 406-44482

### **Challenge: Seville Colony Road**

The resource team visited the Seville Colony. While we were there, the condition of the road into the Colony was discussed. The road is in very poor shape. The Colony ships approximately 30,000 eggs each week to market. They experience a 6% breakage of the total. Breakage accounts for 1,800 eggs. If there were a demand for pre-scrambled eggs, the Colony would be able to fill that demand. This is probably not what the proponents of the value added concept to agricultural products have in mind.

If the eggs have a value of \$ .50 per dozen, the value lost per week represents \$750. On a yearly basis, the loss is approximately \$35,000. This would certainly pay for a lot of road repair.

### **Challenge: Overpass**

The railroad tracks split Cut Bank. Considerable train traffic causes delays in moving from one side of the community to the other. There were some interesting stories on being caught on the wrong side of the tracks. It was alluded that a couple of deaths resulted in being unable to get through to emergency health care. This problem was noted by all but one of the listening forums.

The overpass is on the Montana Department of Transportation list for construction and will probably be completed within five years. The only reason for mentioning this is because it took cooperation between a group of county commissioners in the area. The commissioners agreed to move the overpass into the top seven highway projects for the area. This is a good example of the results of divergent groups cooperating.

### **Challenge: 4 for 2**

The idea to make Highway 2 a four lane road across Montana is not new. Unfortunately, this initiative goes beyond local focus. This would, at a minimum, require the combined efforts of the northern tier of counties to promote it. The State of Montana would have to make it a priority for the expenditure of highway funds.

It would not be realistic for the highway to be a four lane road in Montana and a two lane road across our neighboring states. Therefore, it would take the northern tier of states to promote the initiative as a national priority in order for the idea to become reality.

While this initiative would be great if it happened, it is probably beyond the control of the City of Cut Bank to make it happen. Efforts would be better spent in the pursuit of attainable goals.

### **Challenge: Investment Capital**

It was mentioned in two or three of the listening forums that there is a shortage of investment capital in Cut Bank. The concern was more for availability for new business start up than for existing businesses. There are programs available that can fill this need for the community.

Rural Business Service (RBS) of Rural Development has two programs that can provide investment capital. The first is the Intermediary Relending Program (IRP) which creates a local revolving loan fund. RBS provides a low interest loan to a local non-profit organization such as GAIN that in turn makes loans to local businesses. The intent of the program is to provide gap financing to worthy businesses or to provide loans to areas that do not have access to commercial loans.

The second is the Rural Business Enterprise Grant program. RBS provides a small grant to a local non-profit who in turn provide technical or financial assistance to the applicant. These funds can also be used to create or augment a revolving loan program. GAIN is also eligible for this program.

The Department of Commerce through CDBG also has a grant program that can be used to create a revolving loan program. The Local Development Officer (LDO) is the contact person for this program. The LDO for this area is Randy Hanson.

Programs providing assistance:

Rural Business-Cooperative Service  
PO Box 850  
Bozeman, MT 59771  
Contact Person: John Guthmiller  
406-585-2540  
Fax 406-585-2565

Randy Hanson  
Regional Development Officer  
Department of Commerce  
48 2<sup>nd</sup> Street  
PO Box 311  
Havre, MT 59501  
406-262-9579  
FAX 406-262-9581

## **Challenge: Telecommunications**

Two or three of the listening forums listed inadequate telecommunications capabilities as both a problem and a challenge. The school and the hospital have access to high-speed broad band but it is not available to the general populace at reasonable rates. The monthly cost to have high speed capabilities is \$1,000 per month. It is quite expensive.

This problem is probably market driven and until there is more market demand, the product will be expensive. I am not aware of a quick fix to resolve the situation.

## **Assets: Airport**

The Cut Bank International Airport is an excellent resource for the community. The development of the facility could be the source of varied opportunities for the area. It appears that considerable planning and development has already taken place. The Cut Bank Airport Authority has been actively engaged in developing the site and should be commended for their efforts.

There are planning grants available to provide for economic development planning, technical assistance, or training. The Airport Authority should be encouraged to pursue this assistance.

Rural Business-Cooperative Service of Rural Development has Rural Business Opportunity Grant program that provides grants for economic planning purposes. John Guthmiller is also the contact person for this initiative.

## **Summary**

The week spent in Cut Bank was enjoyable. As is usually the case, I took much more from the community than I left. If I can be of further assistance for anything, please feel free to contact me. It will be interesting to see where this process is going to lead us. Thank you again for this opportunity.

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**PERSONAL OBSERVATIONS:**

First, I want to thank the people of Cut Bank and especially Joni Stewart from GAIN for the wonderful hospitality we received on the Cut Bank Resource Team. In every listening session the number one strength mentioned was “the people” and that was very evident to the resource team that you are a community of great people.

I had never been to Cut Bank before and I was very impressed with the diversity of services offered in your community. I was also impressed with the impassioned desire by members of the community to make Cut Bank a better place to live now and in the future. Your community was very open in acknowledging the problems and challenges facing Cut Bank, but in almost every listening session the participants wanted to focus what’s right with your community and what you collectively can do to improve life in Cut Bank. Your community represents the values and strengths of rural America.

You also are fortunate to have Joni Stewart and GAIN office there to assist you in Cut Bank with your efforts. GAIN can provide the leadership and link for your community efforts to the various state resources to help make things happen in Cut Bank. I encourage every citizen of Cut Bank to spend some time understanding the role of GAIN, learn about their goals, and most of all support their efforts.

Good luck in moving forward!

**GENERAL OBSERVATIONS:**

As the Resource Team reviewed the listening sessions it became evident that your community has some central issues or needs that must be addressed to execute your ideas and make improvement in your community, and these include:

- A need for comprehensive **Community Planning**
- A need for **Better Communication** between the different groups in the community
- A need to develop additional sources of proactive **Leadership**
- A need to have broader **Community Participation** – not always asking the same folks to do everything

The Resource Team also identified some cultural issues that are interwoven in all the activities in the community, and these are:

- Tax Disparity between Glacier County Residents that live in Cut Bank, and Glacier County Residents on the Blackfeet Reservation.
- Tribal Relationships between the Blackfeet and the community.

## **MAJOR THEMES**

### **PUBLIC SERVICES**

#### **CHALLENGES:**

Your community provides a variety of public services that are positives for a community of your size, but they also present some challenges to your community to continue to maintain these services. These services include your hospital, schools, assisted/independently living elderly housing units, jail, Senior Center, Civic Center, Pool and Golf Course. These services were mentioned in the majority of the listening sessions as important services that the community wants to continue to maintain, but there is concern on how the community can continue to maintain and support these services with a smaller population and tax base.

#### **RECOMMENDATION:**

##### **Form Task Forces to Develop Strategic Business Plans for these various services**

Since these public services are very important to the broad community, it would be important to develop community based task forces that would develop a short-term and long-term strategic business plans for each of these important services. There may already be some task forces or boards established in your community that could help develop these plans. The task forces would be charged with developing a Strategic Business Plan that would include information on the services provided, costs to provide the services, sources of revenues, long-term financial sources, markets for these services, and methods to promote these services to prospective users. Even those these are public services it is important to approach the development of the strategic plans as if these services are a “business.” There are numerous sources of information on how to develop a business plan, and the nearest Small Business Development Center could even offer some assistance in this area as well as the local GAIN office.

### **ASTHETICS**

#### **CHALLENGES:**

In a number of the listening sessions the participants brought up concerns about the way the community looks to potential tourists or businesses wanting to locate in Cut Bank. Some of the critical areas that were mentioned was a need to beautify the downtown area, clean-up the empty buildings, develop a walking/biking trail throughout the city, clean-up the Railway Avenue street, and plant more trees downtown. The current effort to have murals painted in the downtown area was mentioned as a positive effort to beautify the downtown area, and should be continued and expanded.

#### **RECOMMENDATION:**

**Take inventory of existing commercial space downtown, and what it would take to make the space rent able.**

One of the first things that need to be done to either beautify or promote the space in the downtown area is to get a good inventory of the space. This would be a good project to do with a commercial realtor that could not only help evaluate potential renters for the space, but provide a real understanding of what it would take to make the spaces rent able. Also, if a business wanted to locate in the area, it would be much easier for organizations like GAIN or the commercial realtors to have a current list of rent able spaces that included square footage, description of space, etc.

#### **RECOMMENDATION:**

##### **Develop a plan to implement a walking/biking trail throughout the community.**

The idea of a walking/biking trail was mentioned as a positive thing that would not only beautify your community, but would be of value to citizens of all ages both young and old. You need to form a task force from community stakeholders that could access where the bike path would go, look for funding sources, and be sure that you have encompassed the entire city in the project. It is even possible there could be some government transportation funds available for a project of this type, and Joni Stewart at the GAIN office could assist in identifying these resources.

## **YOUTH**

#### **CHALLENGES:**

The youth in community were concerned about three main issues: 1) Need for a skateboard park recreation area, 2) Need for additional activities for the youth, and 3) Concerns about the use of drug and alcohol by the youth in your community.

The youth were very passionate about the desire to construct a skateboard park. They saw the skateboard park, as a place where youth can gather and do something fun that didn't involve drugs and alcohol. The youth that weren't even interested in skateboarding also would support the building of a skateboard park, and thought the park could be expanded to include some activities for youth that don't skateboard. The youth were willing to have the skateboard park be an outdoor park if that would make it happen and cost less than an indoor facility.

#### **RECOMMENDATION: Work with the youth in your community to help them develop and implement a business plan to build a skateboard park.**

There were several youth in the listening session that mentioned the skateboard park and it appeared they had already done some work to research the cost and how to get a skateboard park installed in your community. You need to tap into this desire and get these youth involved in solving the problem. This could be a great project at the high school that could be turned into a learning experience on how to develop a Business Plan, design a structure, and go through the process of a building a skate board park. What a great learning experience if these kids can come away from the project understanding that in life you don't wait for people to take care of you, if you really want something you have to go to work and make it happen.

## **INFRASTRUCTURE**

### **CHALLENGES:**

Your community had a number of very serious infrastructure issues that must be addressed if your community can plan to move forward and even to sustain the businesses you currently have in the community. Some of the critical infrastructure issues raised were a need for a railroad overpass, critical concerns of adequate water supplies, how to better leverage the outstanding airport facility in the community, expansion of Highway 2 to four lanes, how to better leverage your telecommunication system, and finally the Seville Colony had concerns about the condition of the county road.

### **RECOMMENDATION:**

**Immediately implement a plan to address your critical water supply issues.**

From discussions in the community we were advised that the overpass project is on the schedule to begin in 2005 and be completed by 2007. The more immediate and critical project that needs to be addressed is the issue of providing adequate water supplies in the community. It sounds like your community has been examining the different options for your water supply, but until you develop a plan and implement the plan, then all the other community development efforts in Cut Bank are secondary. Without an adequate reliable water supply you can't promote business development or tourism. Although this is not my area of expertise, there are numerous resources that can assist you for funding and Joni Steward at the GAIN office needs to be involved.

## **JOB CREATION**

### **CHALLENGES:**

Your community has tremendous challenges in the area of job creation, and in the listening sessions these were identified:

- How to retain the jobs and business that are already operating in Cut Bank?
- How to add value to your existing business, such as, agriculture?
- How to revitalize your downtown area and fill up the empty shops?
- How to provide new businesses with accessible capital to develop their business?
- How to develop craft and cottage industries in your community?
- How to take advantages of the opportunities to develop wind power for electric generation in your community?
- How to revitalize the oil and gas industry by allowing exploration and drilling on the Rocky Mountain Front Range?
- How to encourage resident's of Cut Bank to shop locally and support the local businesses?
- How to provide the skills trainings to find people to fill the vacancies that exist in the current businesses in Cut Bank?

## **RECOMMENDATION:**

**Establish several different Job Creation Task Forces to work in the areas of Oil & Gas Industry, Local Business Retention & Expansion, Energy Development, and Agriculture Value Added.**

Because job creation cross a variety of different types of business from agriculture, to oil and gas to wind power it would be beneficial to get more people involved in this issue. I would recommend that some community job creation task force groups be created in the areas of: Oil & Gas Industry, Local Business Retention & Expansion, Energy Development, and Agriculture Value Added. You may even be able to tap into some existing efforts by local or state groups like the Montana Petroleum Association for the Oil & Gas Industry. The role of these job creation task forces would be to develop and implement plans to address job creation issues in each area. In the area of adding value-added products to agriculture there is a wealth of information available through state organizations like the Montana Extension Service and the Montana Department of Agriculture listed at the end of this report.

## **TOURISM**

**CHALLENGES:** The location of your community provides for a variety of tourism activities, but the challenge is how to promote and market your attributes. How do you draw tourists to your area to not only pass through, but also stay an extra night? How do you make Cut Bank a destination, not just on the way to somewhere else? There were several potential tourist activities that were brought up in the listening sessions including:

- Lewis & Clark Bicentennial Activities with two sites near Cut Bank.
- Fishing and hunting opportunities near your community and on the reservation.
- Direct access to Glacier National Park via Highway 2.
- Local tourist events, such as, Lewis & Clark Days.
- Your Montana Story Telling event in April each year.
- Your local museum that has some wonderful exhibits and collections related to Lewis & Clark and the history of the oil and gas development in the region.
- Potential opportunities to promote the use of your high school for regional athletic events

**RECOMMENDATION:** Develop and implement a Strategic Tourism Marketing Plan and implement a “50/50 in Cut Bank” marketing campaign to promote tourist attractions and events.

As we listened to the various community members discuss all the different things you could do in and around Cut Bank a potential marketing slogan for your community seemed to emerge. The slogan is “50/50 in Cut Bank” 50 things you can do within 50 miles of Cut Bank.” With this slogan you could develop a marketing campaign to promote all the things that you can do in and around the Cut Bank area.

I believe that you also need to establish a community task force to develop a Strategic Tourism Marketing Plan for your community that targets your location to tourists within a 400-mile radius of Cut Bank. This Tourism Marketing Plan would be developed to identify and inventory all the potential tourism opportunities in the and around the area, identify target markets for these events or activities, and determine the most effective media to use to promote these activities (i.e. newspaper ads, television, website, etc.) I believe that even the rest of the state

may not be aware of all the things to do in and around Cut Bank and Cut Bank needs to be marketed to Montanans we well. As a resident of Billings, I don't even think folks in Billings know about the wonderful opportunities your community offers and that even a mini-vacation to Cut Bank could provide a lot of fun activities for families. In any marketing plan, you also need to include an analysis of potential tourism from Canada.

**RECOMMENDATION: Coordinate local tourism plans with the 2003-2007 Strategic Plan for Montana's Tourism and Recreation Industry.**

The efforts of a local Strategic Tourism Plan for your area should also be coordinated with efforts going at the state level. Currently there are efforts underway in the state to develop a 2003-2007 Strategic Plan for Montana's Tourism and Recreation Industry with input from Montanans by the Hingston Roach Group. The draft plan and the public input gathered to date are posted on this site at <http://travelmontana.state.mt.us/newsandupdates/strategic.htm>. Your participation will help develop a plan that includes the Cut Bank area in the process. For more info contact Lorraine Roach 208.983.2175 lroach@thrgroup.com or Victor Bjornberg 406.444.4366 victor@visitmt.com.

**RECOMMENDATION: Promote your high school gym facility for traveling basketball team tournaments.**

One of the ideas that also came out of the listening sessions was how could your community capitalize on your high school gym to host tournaments. One area your community may not be aware of is the traveling basketball clubs that have been formed around the state. These clubs or teams are not associated with schools, but are traveling boys and girl's teams composed of player's ages 9-14. A number of communities around the state have aggressively gone after this market to promote basketball tournaments on the weekends. Miles City has been quite successful in hosting a tournament every year in the winter that sells out all the motel rooms in the city. Other traveling basketball tournaments I am aware of are hosted in cities like Sheridan, Wyoming, Glendive and Dickinson, North Dakota. Chamber of Commerce's in these cities may have some names of contacts. There is no formal association for these groups, but you could contact the Doug Robinson, Athletic Director at West High School in Billings at 406-655-1400 and he may be able to direct you to the names of individuals involved in these efforts.

**Resources for Assistance:**

**Tourism Resources:**

**Lewis & Clark Bicentennial**

**Golden Triangle Area - Glacier, Pondera & Teton Counties**

Elaina Zempel  
406 1/2 So. Main  
Conrad, MT 59425  
(406) 278-7791 (w)

(406) 278-7273 (fax)  
chamber@conradmt.com or  
ecodev@conrad.com

## **2003-2007 Strategic Plan for Montana's Tourism and Recreation Industry**

Lorraine Roach 208.983.2175  
lroach@thrgroup.com or  
Victor Bjornberg 406.444.4366 victor@visitmt.com.  
Website: <http://travelmontana.state.mt.us/newsandupdates/strategic.htm>

## **Agriculture Value-Added Resources & Agriculture Marketing:**

### **Montana Department of Agriculture**

P.O. Box 200201

Helena, Montana 59620-0201

(406) 444-3144 FAX (406) 444-5409

TDD: (406) 444-4687

Email: [agr@state.mt.us](mailto:agr@state.mt.us)

Website: <http://agr.state.mt.us/>

### **Montana State University Extension**

The Extension Service can provide a variety of resources in areas of leadership training, economic development and agriculture issues. You should be sure your local County Extension Agent is involved many of the community activities. For more information you can contact:

Montana State University Extension Service

336 Culbertson Hall, Montana State University

P.O. Box 172230

Bozeman, MT 59717-2230

(406) 994-1752

Website: <http://extn.msu.montana.edu/index.html>

Glacier County Extension Office

Agent: Darren Crawford

Courthouse Annex

1210 East Main St.

Cut Bank, MT 59427-3152

Phone: (460) 873-2239 FAX (406) 873-9103

Email: [DPC@montana.edu](mailto:DPC@montana.edu)

**By: Judie Tilman**  
**Headwaters RC&D Coordinator**  
**305 W. Mercury St.**  
**Butte, MT 59701**

**Tel.: (406) 782-7333**  
**Fax : (404)782-9675**  
**e-mail: [jtilman@headwatersrcd.org](mailto:jtilman@headwatersrcd.org)**

I want to thank Gain, Inc., and the people of Cut Bank for affording me the opportunity to become acquainted with your community and the surrounding area. It was indeed special that you were not only so welcoming to us, but also so willing to share your thoughts, ideas, and dreams for the future with us. I am sure that I learned at least as much, if not more than you did. And, after all that is what this process is about, learning from one another.

The Cut Bank area reminded me in many ways of southwest Montana with its economy hit hard by the boom and bust cycles that plague the natural resource extractive industries and agriculture; its people who go the extra mile for one another; and a wealth of opportunities just waiting to be developed.

I would like to share some thoughts I had after the sessions in Cut Bank. My report briefly addresses a few of the projects identified during the "Listening Sessions" and provides references to people or other resources that may be of assistance in planning or serve to stimulate your imagination to go far beyond what is discussed.

**The Skateboard Park-** I was thoroughly impressed with the students who showed up to speak on behalf of the Park and with the support they received from the other students. I can't help but feel a great opportunity exists to involve not only the teens who so adamantly want a place to practice their sport and recreate, but also to involve other students with its development. Students can research funding opportunities, write grants, fund-raise, design, and even build forms in shop class. They can work with the City/County to secure land and permits. They can work on the business plan so that they understand the insurance issues and the maintenance costs associated with the facility. The list goes on. And, what funder would not be impressed to see this kind of commitment and involvement? What is necessary is a committed adult advisor and support from the school system, local government, and community.

Finding the hard dollars (as opposed to in-kind contributions) is always a challenge, no matter what the project. The *Land and Conservation Fund* administered by the State of Montana Dept. of Fish, Wildlife and Parks offers grants that can be used for outdoor recreational facilities. There is a local match required (non-federal funds) that must be

present before the grant is approved. A copy of the grant guidelines and application form can be secured at: <http://fwp.state.mt.us/parks>.

**Foundations** are a funding possibility. Foundations tend to be more subjective than federal or state grants. Always look closely at potential funder's priorities, past grant recipients, where they give, etc. and if possible call the contact person. BNSF has a foundation as do most of the larger banks, i.e. First Interstate. Local contacts can be invaluable in this process. The Montana Community Foundation has a grant program that has been supportive of well-planned projects. I encourage communities to identify people with ties to the area that either have foundations or serve in executive positions with corporations. Example: The Turner Foundation does not, as a rule, give to youth programs, however, because of Ted Turner's large land holdings in southwest Montana he has established a program specifically for youth activities in the areas where he has land. Dillon built its skateboard park with funding from the Turner Youth Initiative.

### **Lewis and Clark Bicentennial-**

This is an area where I have both a personal and a professional interest. Like most Montanans, I find the journey to be fascinating and would love to follow the Trail. But, moreover it presents all of us living and working along the Trail an opportunity to tell our part of the story and acquaint visitors with the wonderful natural resources in our area and the culture that has developed over the last 200 years. It also affords us an opportunity to enhance the tourism industry and develop facilities and programs that will remain after 2006.

In the Cut Bank area you have a wonderful opportunity to develop the Lewis & Clark story side-by-side with the story of Native American culture. Not only can this be used to bridge some of the cultural differences that exist in the area, but it can also be of economic benefit to both cultures. Your already established Lewis & Clark Days is a wonderful starting place, as is the development of the Lewis & Clark display at the museum. If they are not already involved, I would urge you to involve Native Americans in the design of the display.

You should consider having a delegation attend the upcoming conference on building tribal relations. Information on this conference can be found at the Montana Rural Development Partners web site. (As a side note, considering that we heard racial tensions in the schools are increasing, why not include students in the delegation.)

For some ideas of what can be accomplished with cultural heritage tourism, I refer you to a publication entitled *Share Your Heritage* recently published by the National Trust for Historic Preservation. You can obtain this publication by calling the Trust at (202) 588-6000. The National Trust can be an excellent resource.

Some **grant sources** for Lewis & Clark related projects are:

- The National Endowment for the Arts/Forest Service Rural Outreach Grant Program, contact: Steve Yaddof (202)682-5616 or NEA web site; www: arts.gov/partner/Rural

- Forest Service Rural Community Assistance Program, contact: local FS District Ranger
- Montana Cultural Trust Program, contact: Montana Arts Council, (406)444-6430
- The National Park Service cost-share grants program, contact: <http://nps.gov>
- Travel Montana's TIIP, contact: (406)444-2654
- Montana Bicentennial Grants Program, contact Clint Blackwood or Rita Cortright (406)444-2109

As Headwaters RC&D acts as the coordinating entity for the tri-county Southwest Montana Lewis & Clark Commission, this is as much for us as you, but I feel we all need to be much more aware of what is taking place and being developed in other regions. For example, I did not know about your "Lewis & Clark Days" and you may not be aware of the "Reenactment at Clark Canyon Reservoir" in Beaverhead County. Both events should be major drawing cards for their respective communities. Why not coordinate and advertise events not only in our own regions but also along the Trail.

### **Downtown Revitalization/Beautification-**

I personally have a hard time separating these two issues. In fact, its almost "a chicken or the egg situation". Business Improvement Districts and Tax Increment Financing Districts are two tools that many communities have used to spur downtown improvements. Each has benefits and drawbacks and I would suggest very careful investigation before deciding to use either one. Do you have a Downtown Business Association or a committee within Gain that addresses downtown issues?

Many downtown areas in Montana are suffering economically and the deterioration of buildings and infrastructure is common. The Butte Main Street Program is hosting a conference on April 11 & 12 addressing downtown revitalization. Contact: Leslie Klusmire (406)782-8443 e-mail: [info@mainstreetbutte.org](mailto:info@mainstreetbutte.org)

The aesthetics of the area can be addressed through clean-up, planting trees along boulevards, weed control, demolition of dilapidated buildings, and storefront projects. Build on your mural project with perhaps mini theme parks where possible. These activities can make the area more inviting to visitors and customers and thus businesses will be more willing to invest.

Several groups, in conjunction with Downtown Revitalization and overall community beautification mentioned **trees**. If tree planting is a priority, you should investigate these potential funding sources:

- The U.S. Forest Service has a very small grant program for community trees. Contact: Glen Roloff
- North Central RC&D. The National Carbon Offset Coalition is developing potential sites for community forestry projects, utilizing carbon credits. Larry Van Rinsum with NCOC is another contact, (406)261-7094

- DNRC has a variety of natural resource based grant programs that might prove useful in developing a community forestry program. i.e. Renewable Resource Grant Program, Contact: your local conservation district, the RC&D or visit <http://dnrc.state.mt.us>
- Local funding using funds from a recycling program or similar on-going fund raiser
- Community Transportation Enhancement Program. Contact: Mayor, City Council on availability and process.

Remember programs can and often need to be leveraged to achieve your goals.

### **Cottage Industries and Farmers Markets**

These are possibilities for downtown projects. I was told you have farmers markets in the summertime. Are they held downtown? Is there a possibility of expanding them to include Native American crafts and/or goods manufactured at the Hutterite Colonies? Can other activities be added to make them a draw for people passing through town on their way to Glacier Park? i.e. food vendors, music, a vacant lot turned into an inviting gathering place? Could one of the vacant buildings be restored and a business established that specializes in locally manufactured goods and/or an old-fashioned soda shop and candy store? Let your imagination go.

**Small businesses**, whether downtown or not, appear to be facing adverse economic conditions. If you have not already examined the retail leakage problems, you need to have a good understanding of what goods and services are needed by the residents and businesses alike, where they are buying these items and why. Fabric was one item that jumped out at me. Women on the Hutterite Colonies sew practically everything, including sheets, but when I asked where they bought their material, the answer was “We have to go to Canada.” A discount fabric store is perhaps a possibility. Is a cooperative venture with the Colonies a possibility?

The creation of Value-Added Industries was mentioned over and over. The key to this, in my opinion, is an entrepreneur with fire in her/his stomach and the willingness to take risk. These are private enterprises and while Gain, the SBDC, and the Mt. Dept. of Ag., and others can guide, advise, and assist with financing packages, only the businessperson can make it work.

The Montana Dept. of Agriculture has a Growth Through Agriculture Program and a Seed Capital Loan Program. Contact Quinn Holzer @ (406) 444-2402. Interested persons may also want to tour or speak with the developers of successful value added industries. The one that comes to mind is Wheat Montana located at the junction of Highway 287 and Interstate 90 (just west of Three Forks). Another good example of both value-added and downtown revitalization can be found in Philipsburg, MT. If you are not acquainted with Shirley Beck and Dale Siegford and the Philipsburg story, you should be.

The difficulty associated with **financing** projects was mentioned. This relates not only to the creation of value-added business, but small business development/expansion in general. A regional revolving loan fund that can provide gap financing and take a second

position can provide part of the answer. Lenders often are not in a position to provide all of the needed capital. I believe the North Central RC&D is in the process of establishing an Economic Development District. I would urge you to become active and see what needs to be done to ensure the creation of the District and the establishment of a well-managed regional revolving loan fund. The area has a MicroBusiness Finance Loan Fund and a Small Business Development Center. Both can be invaluable tools for small start-up businesses. I encourage active participation on the Boards governing all of the regional programs to ensure they are meeting your needs. The old adage about the squeaky wheel is true, and if you are not involved the people that are will have no idea that your needs are not being met.

Being an active member of an Economic Development District designated by the Economic Development Administration provides other benefits for public works and job creation projects. The creation of this District can give you another set of tools to work with.

One last thought on value-added. Many times value-added products are foodstuffs, the manufacture of which requires a commercial kitchen. This can be extremely expensive and prohibitive. In Ronan there is a new commercial kitchen that can be rented by the hour and staff that provides valuable technical support. For information contact Billie Lee at (406)676-5901 or [www.mtmountainmarket.org](http://www.mtmountainmarket.org)

If travel to Ronan is a deterrent for start-up businesses, you might investigate what it would take to get the kitchen at the Senior Citizens Center licensed as a commercial kitchen. The kitchen is probably unused from 2:00 pm until morning and perhaps it could be brought into compliance for a reasonable cost. If there is job creation involved, the possibility of grants from EDA, CDBG, Mt. Dept. of Ag, US Forest Service and others exists.

The Senior Citizens also expressed the need for additional income to make improvements at their Center. Perhaps a project such as this could be of mutual benefit. Remember, however, that the committed entrepreneur is the first ingredient.

### **Conclusion:**

I left Cut Bank feeling that there is a wealth of opportunity afforded by its location, the cultural diversity, and the energy and spirit of the people. Capitalizing on those assets is the challenge. If you wish to discuss anything written in this report with me, I will be most happy to do so. A quote that I hadn't heard in a while was recently printed in the Montana Standard. "***You must be the change you want to see in the world.***" *Mahatma Gandhi* It is as relevant on a community level as it is on the larger world scale.

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First of all, I want to thank our sponsors, especially those who provided our lodgings and meals and to Joni Stewart of GAIN for gathering support throughout the community of Cut Bank for having a Resource Team visit and the Mayor, City Council Members, County Commissioners and most of all the citizens of Cut Bank for the time and energy expended in making this Resource Team visit such a pleasure. As the Team Leader, I want to, also, thank the other members of the Resource Team and our recorder, Gloria O'Rourke for their dedication and hard work.

I would be more than happy to address any questions regarding my observations or to provide any additional clarifications. I can be contacted via email at: [genev@mtrdp.org](mailto:genev@mtrdp.org) or I can be reached at 406.563.5259.

**General Observations:**

1. The community of Cut Bank has many assets and is very close to putting these assets together.
  - A. The community should concentrate on:
    1. Training: There appears to be a need for partnership building/teamwork, leadership, promotions, marketing, business planning/entrepreneurship and grant writing.
    2. Attitude: The community should realize that what they have is important. The people of Cut Bank can make a difference. It was brought out in several listening session that when a real crisis appears in the community, the people of Cut Bank always rally support. The community should consider economic development, youth and community diversity as the "crisis of the day".

3. Planning: Some of the things that need planning are: a tourism/community marketing plan, a retail leakage survey and a plan that identifies a vision/future for Cut Bank (includes community involvement, consistent implementation and identification of stakeholders).
  - a. Examples:
    - i. Alternative fuel development
    - ii. Alternative water sources
    - iii. Marketing of tourism/awareness (i.e. capturing people already in the area – Lewis & Clark tourist/tours and individual travelers).
  - b. Cut Bank needs to effectively organize to accomplish this task by relying on resources already established locally and in the State including the Montana University System and rural development grant programs.
2. The listening sessions have identified that Cut Bank has some social issues that should be addressed (managed) including: drug and alcohol abuse, export of youth, low wages, cultural differences and lack of parenting skills.
  - i. Example Solutions:
    - i. Multi-purpose center/youth center – co-location adjacent to senior center.
    - ii. Involvement of youth in civic leadership – town council appoints a youth advisory council
    - iii. More cultural ties within the community
3. Cut Bank needs to build new jobs – job diversification. Cut Bank should place emphasis on retention/expansion or business startup instead of only business recruitment.

### **Quality of Life:**

I was truly impressed with Cut Bank, its citizens, location and what it has to offer those in search of a quality of life not found in many areas of the country. Some group(s) (possibly the Chamber of Commerce, City Government, local newspaper, GAIN or a citizens group) needs to extol Cut Bank's abundant natural resources such as air, mountains, open spaces, proximity to Glacier National Park, fishing, hunting, biking, etc., to the rest of the world. Cut Bank has a comparatively low cost of living, low crime rate, and a small town atmosphere the likes of which are sought by many.

### **Infrastructure:**

Every listening group listed water as a problem for present and future development of Cut Bank. The present drought situation has made this problem even more apparent. A good source of water is a basic need for the community. Team member, Mitch Copp, who is with the USDA/Rural Development Agency State Office, is working with the community on this issue. One apparent source of water is located on the Blackfeet Indian Reservation. This source would be a major reason for a dialogue to be established between the City/County governments and the Tribal Council. There seems to be reluctance on the part of both the non-tribal and tribal citizens to work together. This has to be addressed. Both groups are interdependent upon each other and every effort should be expended in bring both groups together for the mutual benefit of each other. Perhaps, a neutral party could help to establish communications between the groups. The Montana Rural Development Partners, Inc. is co-sponsoring a workshop on “Developing Effective Working Relationships with Indian Tribes and Organizations” on February 26-28, 2002, in Billings, MT. If the workshop is successful, future workshops will feature other Montana Tribes (hopefully, the Blackfeet Tribe). Please check the MT RDP website at: <http://www.mtrdp.org>.

Another issue that was brought out in most groups was the “Railroad Divide”. It is my understanding that this issue is on the Montana Transportation Departments listed projects and should be addressed in the near future. Credit should go to the County Commissioners who convinced Commissioners from other counties to move the overpass project ahead of theirs.

The Resource Team got mixed signals regarding the availability of telecommunications infrastructure in Cut Bank. A factual report should be done on what is available and what is needed. Telecommunications is one area where rural areas can compete on an equal footing with urban areas. In most cases, the cost of telecommunications is driven by distance and density. Thus, the community should look into creating an aggregated demand for high-speed access. This can be accomplished by getting local government, schools, the hospital and other large users to come together.

### **Business/Economic Development:**

With regard to retail business, the most important thing that must be done is for businesses to tap the market that they already have, namely, people that live in Cut Bank, but shop elsewhere. A program that could help local firms is a retail trade survey, to assess what goods and services are purchased locally and what are purchased outside the area, and identify what barriers or reasons that local residents are not purchasing goods and services locally. For assistance and information on possible ways to conduct a survey contact Dave Sharp, Montana State University Cooperative Extension Service or Webb Brown, Montana State Chamber of Commerce

A business retention and expansion (BRE) program can provide two benefits to a community that can improve the business climate. First, a BRE program identifies

barriers to expansion by a firm or reasons for a firm to stay in the community. The BRE taskforce works with firms individually to deal with problems that may occur from government regulations or conflicts between businesses. A second benefit that a BRE program can bring to the business climate in a community is an increased understanding of business perspectives and problems in the community itself. A BRE program that is run by a professional but uses volunteers that come from both main street businesses and the general public to conduct the interviews of local businesses, provides a two-way educational opportunity. The business community gets a sense of the resident perspective and the community, through its volunteers, gets an understanding of the business perspective. The Montana Ambassador's recently conducted their second BRE interview throughout the state. A copy of this report can be obtained from Jan Clack, Coordinator for the Montana Ambassadors located at the Montana Department of Commerce in Helena, MT.

There are many vacant building in downtown Cut Bank. This detracts from the downtown business area. A survey of the vacant buildings and what it would take to make them attractive to businesses could serve as a starting point for attracting downtown businesses.

The murals are a great start at making the community attractive. This should continue. A walking tour for tourist could be set-up that could be directed at the murals with a map and background on the murals and their significance illustrated in a brochure. This would keep tourist in town, create traffic in the business district and possibly help establish other businesses.

While buildings are vacant, possibly the storefronts could be decorated by community artists or by students in art classes.

Cut Bank needs to decide what it wants to be in the next ten, to twenty years. Hopefully, the town meeting following the Resource Team Report will help decide the future course for Cut Bank.

The hospital in Cut Bank is a real asset to the community and should be encouraged to provide as many services as possible for not only the citizens of Cut Bank, but also for surrounding communities. Up dating and modernizing the Cut Bank Hospital is a very real economic development project. This community resource has the potential of expanding by providing services that individuals from surrounding communities drive to metropolitan areas such as Great Falls to access. There also appears to be a need for independent living facilities for seniors who are not in need of assisted living or rest home care. If Cut Bank desires to encourage individuals to move to Cut Bank for their retirement, the community needs to address such items as buildings and sidewalks that are up to ADA requirements.

Contacts can be found by visiting the MT RDP web page at: <http://www.mtrdp.org> and checking on "Useful Links".

## **Planning:**

As stated before, Cut Bank needs to decide what it wants for its future. Once a goal is set, resources and community groups can coordinate their efforts. If tourism is to be considered as a potential economic resource, then a concerted effort must be made to bring all parties and individuals together on this goal. Tribal and cultural groups (such as the Hutterites) should be invited to become part of the tourism attractions of Cut Bank and Glacier County.

The Cut Bank airport facility is a major asset that is being developed. The proposed World War II Museum and Memorial to the crews of the Army Air Corp could become a major component of any local tourism promotions. The possibility of using the Cut Bank International Airport as a staging/jump off point for the Interagency Fire Crews located in Browning would provide a boost to the local economy. Again, this possibility requires an improved working relationship between tribal and non-tribal entities.

For individuals who wish to start new businesses or to improve present businesses excellent training is available through the Small Business Development Centers. The NxLevel program is an excellent program for established businesses, as well as start-up businesses. The program takes you step-by-step through writing a business plan. The SBDC also offers free business counseling. Locations and information on SBDCs can be obtained from the Montana Rural Development website: [www.mtrdp.org](http://www.mtrdp.org).

# CHALLENGES LISTENING SESSION

## CHALLENGES - AGRICULTURE

- Employment opportunities are lacking
- Opportunities for youth – retain youth
- Low commodity prices
- Tax base going down with oil prices – depletion of oil
- Drought
- Water quantity
- Lack of people in industry – oil companies moved out – don't have people to attract industry.
- Jobs – more high paying jobs
- Lack of variety of crops that can be raised here
- Water quantity
- Lack of leadership and follow through – capacity building – more leaders
- Lack of enthusiasm from within the community – apathy
- Concern over maintaining hospital
- Nursing shortage
- Parts dealership – concern of losing that business
- Geographic location – border Canada and reservation – do not have income and population surrounding us.
- Too many imports of cattle and grain from Canada into the states
- Canadian beef coming in hurts this area
- Recruiting and retaining teachers -
- Transportation costs – fuel prices and train freight prices are higher in this region
- Canadian imports – so close to the border and the currency exchange is too drastic – buyers are going to Canada to purchase items 60% cheaper in Canada
- Youngsters – bring them back – retain them
- Prepare and care for our aging population
- CRP acres have taken a lot of ag ground out of production
- Welfare concerns – due to surrounding population have a heavy welfare load
- Lost base (oil) ag is now the base – and it is struggling – Cannot support the community as a stable base
- Lack of water storage
- Water system is getting older and in repair, inadequate to pump water for bigger industries
- Holding facility needed for water

## CHALLENGES – CITY, COUNTY, LAW ENFORCEMENT

- Water –
- Lack of economic development resources
- Better law enforcement facility – jail
- Lack of job base

- Retain and attract young people to town
- Water – lack of, lack of storage
- Need value added agriculture – we just ship out products
- Tax base – 4/5ths reservation – have a tax plan in place but payment is not observed by tribes at a loss to county government
- School taxes are especially hurt by the lack of honoring the tax base rules
- Follow through – keep the momentum going for community projects
- Funding for government – keeping the services open we have (civic center and pool)
- Keep the doors open on the hospital
- Lack of mental health resources
- Law Enforcement - Inaccessibility to federal monies due to skewed statistics and reservation restrictions
- Must provide law enforcement services to Browning, but to Federal rules, not allowed to use the demographic data of the reservation
- One result of skewed statistics - difficult to come up with match funds for grants
- Jail built in 1937 – accident waiting to happen
- Difficulty in dealing with enforcement issues and reporting on reservation incidents – statistics are then skewed for reporting purposes
- Assisted living housing
- Need more cooperation between stable tribal government and the community of Cut Bank
- Airport – tremendously under utilized
- Not enough facilities to attract tourists to stay as they travel to Glacier
- City Park with stage – need to promote local talent and attract tourists
- Lack of moisture
- Water sources are limited – look for other sources
- Continue to fight to keep the hospital open and high quality
- Manage hospital finances in spite of difficult reimbursement problems with clients
- Growing crime rate – especially with influx of drugs
- Lack of Main Street businesses
- Juvenile offenders are sent to Great Falls, Troy or Libby – expensive to transport, doubles manpower hours to deal with juvenile offenders cost:
- Limited pre-school child care
- Lack of funding resources for multi-jurisdictional area

## **CHALLENGES – CHURCHES**

- Competition for our youth's time – scheduling conflicts between churches and schools
- Water
- Drugs
- Overpass

- Water – problems with accessing and storage issues
- Too much talk and not enough roll-up the sleeves involvement
- Jobs
- Bureaucracy involved that slows the job potential and business potential
- Problems with Water –
- Problems with Senior housing
- Problems with Hospital
- Recruiting educational professionals as current teachers retire
- Recruiting special ed instructors, special service workers
- Lack of quality water – drinking water for municipality as well as irrigation water
- Lack of people who want to work if jobs were available
- Apathy in people – to care enough to act in their community
- Leadership needs – same people are being tapped over and over.
- Awareness of the drug/alcohol problem – people are unaware of the extent of drugs in town
- Drugs/Alcohol and the violence that goes along with the drugs
- Racism is a problem in Cut Bank – white vs. Native American and vice versa
- Drug problem is prevalent and people do not want to acknowledge it
- Lack of mental health resources
- Both drug manufacturing and drug usage is a problem.
- Change difficult relationship between Cut Bank and Browning so that both communities benefit from partnering.
- Cut Bank residents need to support local business and local health services
- Alcohol abuse is a constant factor throughout the problems of Cut Bank
- Intolerance of colony populations – colony residents looked down upon
- Taxation system on reservation and in Cut Bank causes resentment and frustration
- Negative image of north side
- High rate of cancer/Parkinson's disease

### **CHALLENGES - YOUTH**

- Lack of effort in making this a better community
- Our community is divided – don't spend a lot of time as a community but only in divided groups
- Need a reason to come back after college
- More areas for youth recreation
- Stronger base of tourism
- Need an overpass so emergency vehicles have access when a train is in
- Need a skate board park
- Need a skate board park
- Need a skate board part and other activities for youth
- Need options to skate board
- Need options to skate board
- Need an overpass
- Community is not kid-based – more for adults

- Not enough for kids to do – a skate park would is of interest to a lot of kids
- Not enough for kids to do –
- Find activities that would involve the entire community –
- Attract more business to the community
- Overpass is needed
- Not enough activities for youth – more kids get in trouble from not having activities to do.
- A place for everyone to meet and do things
- Alternative activities and a place to hang out
- Agree with more activities and a skate park
- Not enough to do in this area for kids
- Don't have things to do - would be willing to learn to skateboard
- More to do than watch TV
- More things to do.
- Boring when there are no choices for activities
- A place to hang out that would not lead to trouble
- Keep current student hangouts drug and alcohol free -
- A drug and alcohol problem is in the community – high usage
- Community needs to invest money on tourism projects
- Things the community starts seem to fizzle out
- We used to have an arcade and a dance club – but it only stayed open a week – projects do not last.
- Use Empty buildings so we do not appear to be a dead town
- Bring in larger businesses to draw shoppers to cut bank
- Dairy Queen
- Need more restaurants such as Subway, pizza,
- We drive to Shelby but Shelby people do not drive here
- A meeting place – to hold large dances or other events
- Need more leaders
- Need to be willing to add more classes and projects to the school curriculum.
- Retain teachers
- Hard to start new things when no one will follow – may not get support for new attempts, i.e. – the Rage
- Tennis courts need work
- Lack restaurants and motels for tournaments to be held

## **CHALLENGES – EDUCATORS**

- Economics and tough business climate
- Finding a way to bolster the economy
- Communication between law enforcement and schools
- Consistency in enforcing laws

- Fractured community – and some tension between populations of Indian, White, Hutterite, Traditional Religion, “born and bred” Cut Bank residents, newcomers to Cut Bank, rural vs. town, parents vs. school system, etc.
- Little support for public art
- Town needs beautification and support for beautification
- Lack of economic stimulation
- Businesses closing
- Lack of business diversity
- Oil industry has left
- Tourism is “iffy” at best
- Many businesses have closed
- Attracting and keeping quality teachers
- The future looks bleak – especially for attracting new people, ideas, business and such.
- Majority of downtown is closed storefronts.
- Disharmony involving the medical center
- GAIN needs to do more to bring businesses in
- Subsidized housing
- Clean up the town
- Lack of businesses and people who support them
- Community is not good at supporting each other
- Drug and alcohol abuse
- Lack of moisture
- Poverty
- Maintain quality school system
- Businesses hurt due to out-of-town shopping – causes people to leave and reduces our population
- Not enough well paying jobs
- Gossip
- Lack of communication
- Judgment without knowledge
- Business closures
- Shrinking tax base and downtown
- Low economy
- Low employment – need incoming businesses
- Funding
- Shrinking population can mean problems for school system both financially and for credibility/quality
- Availability of work – people moving to find jobs means less young people
- Billing system at the local hospital
- Health care – in school system as well as availability locally
- Lack of jobs
- High taxes
- High crime rate

- High number of people on welfare
- High crime rate
- High number of people on welfare
- Poor community spirit among lower income citizens
- Parental responsibility of children
- Low economic base due to ag and oil situation
- Teenage and adult alcohol abuse
- Healthcare - uncertainty about hospital
- Too dependent on agriculture
- Declining businesses – especially downtown
- Lack of discipline in school system
- People moving away
- Many houses for sale
- Large population and few jobs – children need insurance, mental health, child services, that do not exist
- Lack of support and shopping at our local businesses
- Activities for youth needed – need positive things to do outside of school
- Water – needed to attract businesses
- Cultural diversity causes lack of working together – us vs. them and finger pointing
- Two government jurisdictions in the county, two separate entities to answer to make it difficult...a huge problem
- Health care and education programs are in danger because of Cut Bank's economic situation
- Cultural division and pockets of different groups without communication to link them
- Racial flare-ups and discord are visible and audible on a daily basis
- Affordable infrastructure improvement
- Affordable high speed access
- More retail businesses needed to support schools and hospital
- Do not have tax base to support services needed – a Catch 22
- Apathy and flat out aggression between the cultures
- Lack of activities for youth to do outside of school and church
- Struggling with community identity –
- Struggling to maintain hospital
- Must find a way to improve local economy –
- See decline in respect for property, persons and authority – on all levels -
- Improve family lives
- Ag economy is beyond bad – facing drought and disaster – concerned for domino effect
- Lack of teachers effecting quality education is a pending problem
- Support and creation of small businesses
- Declining tax base is a big concern
- Support existing businesses or risk losing what is in place

- Substance abuse is a growing concern

## **CHALLENGES – RETAIL, BUSINESS, UTILITIES**

- Losing self of identity – oil is leaving, ag is struggling, where is Cut Bank’s niche, Cut Bank’s special product or products
- Allocating power resources as the western region load growth increases in the county
- Rate payers are low income
- Golf Course losing membership as population and economy declines
- Difficult to afford fulltime help at the golf course
- Decline in professional staff in pharmacy, health, schools
- Unmotivated workforce – either unqualified or unwilling to work, causes downsizing and less services
- Water and infrastructure
- Employment pool is shallow – makes it hard for a business owner to volunteer time to the community
- Business retention – should come before business attraction
- Reinvent community as oil and ag suffers to keep current businesses and then be able to attract new businesses
- Inability to think outside of the box – get beyond oil and create value added ag
- Need aggressive leadership – willing to work past the naysayers
- Pull together the leadership and opportunities that exist to create an economic change
- Lack of follow through!
- Unreliable water availability –
- Financial restrictions – to address one need we must rob from another need
- Remote location and climate
- Box stores and retail in Great Falls drain local business
- Tough to find people who want to work in the jobs that are available (\$7.00/hr)
- Lack of support and promotion for local small businesses
- Lack of affordable insurance based on average wages
- Business retention – locals must support local businesses
- Funding for entrepreneurs and new business ideas
- Lack of start-up capital
- Need for waitresses, cooks, clerks – receive applications but not qualified applicants
- Downtown business infrastructure is poor – may be due to water, wire, or overall neglect
- People are fund-raised to death
- Water to the airport

## **CHALLENGES - BANKING AND FINANCIAL**

- Water – need a water system that would support additional capacity

- Young people appeal – to bring them in and keep them here
- Empty buildings
- Maintain hospital in good working order
- Economic conditions – drought impact
- Water – need good source
- Recreation tied to a water resource
- Need small businesses to fill in empty spaces downtown
- No variety of affordable stores – especially for kids
- Lack of taking advantage of available business opportunities
- Water shed system
- Bring people together
- Transportation access holds us back
- Overpass
- Get more people involved in planning and executing community events
- Retaining and attracting business
- Health care retention
- Need Good mental health facilities
- Transportation
- Retain tourism dollars in the community
- Can't look ahead without moisture

### **CHALLENGES – HEALTHCARE**

- Good jobs to keep families here
- Demographics have changed a bit in the last 15 years causing new challenges for the community
- Shortage of services in the health care industry – more need, less workers
- Lack of facilities and businesses to increase community growth
- Need more jobs so when one professional comes in there is work for a spouse or other family members
- Support our local businesses
- Retain area professionals with competition from outlying areas
- Shortage in nursing personnel
- Unemployment – need more work opportunities
- Keeping the hospital afloat and well staffed
- Retail resources needed to keep support of the hospital
- Need an economy boost
- Adequate water supply
- Aging hospital and nursing home need replacement or improvements
- Job opportunities
- Water supply – stream flow is very low
- Community development fund to provide seed money for businesses
- Better communication between entities that are working on different projects
- Lack of comprehensive community plan

- Concerned with maintaining and improving medical facilities - major factors for the community
- Lack of community enthusiasm –
- Lack of community enthusiasm toward those that do try to lead
- Vacant buildings are in bad need of repair before a business could use them – financing would be needed
- Financial opportunities are lacking to bring in new businesses
- Lack of economic diversity – overly dependent on oil and gas
- Need assisted care center to retain our aging population
- Lost on sight weather observation that was available from the airport facility
- Same core group does the volunteering in the community and can burn out
- Mobile community – people do not get involved if they are only staying a short time
- Difficult to collect reimbursement/payment for some hospital expenses and patients
- Low reimbursement for medical expenses from patients
- Lack of a spark-plug type of leader to pull the community together
- Lower income population does not have time for community involvement as they are striving hard to just make a living
- Rental properties not kept up

#### **CHALLENGES – CIVIC CLUBS**

- Depressed ag economy
- Oil moving out of area
- Drought
- Water system – better water control
- Economic growth to provide jobs in this area
- Utilize our resources (such as wind and ag products ) to create more growth
- Develop our community by modernizing and fixing up infrastructure
- Lack of leadership to encourage follow-through
- Need more community leaders
- Lack of enthusiasm/involvement as the same people seem to do the work
- Empty buildings and uncleanliness of Main Street and the rest of the town
- Need an overpass
- Often know what we want to do but uncertain where to find the resources and how to accomplish them
- Lack of leadership and expertise in changing the economic base of Cut Bank
- Lack of property tax or tax base to fund the infrastructure needs of the County and City
- Tax structure – 40% pay for 100% of the users. Other 60% pay no taxes to support the services they use.
- Lack of tax structure prohibits projects such as wind production, revitalizing downtown

- Value add products to agriculture and lack of funds and direction to create those products
- Empty buildings
- Water Source
- Kids need things to do and somewhere to go.
- Negative attitudes when a project is suggested – “can’t do or has never been done”
- Lack of local value added ag products – we ship it all out
- Communications between groups is lacking – need to talk and reason together
- Unemployment and lack of jobs – small businesses closing
- Adequate water supply
- Downtown revitalization – capture tourists driving by
- Promotion of tourism
- Website for City and County of Cut Bank
- Inadequate water supply
- Cut Bank is not a destination city for tourists
- Housing is being taken off the tax rolls by an outside federal program
- Try to shop local but sometimes products not available or stores are not open long enough hours
- People pick up items out of town as they go out of town for services
- Economic condition is causing our good facilities to begin to deteriorate – due to lack of tax base
- Canadian exchange is a draw for shoppers to go to Canada i.e., saving \$11,000 on a van
- Have to pay more to use the same chemicals used in Canada for crops – must purchase the US product
- Often the cash a family does earn is spent on gambling rather than home upkeep and family needs
- Parking near gym is a problem

### **CHALLENGES – SENIORS**

- Jobs to keep kids here and community alive
- Jobs to save the economy
- Park for skateboarding
- Water
- Funding to finish and improve Senior Citizens Center
- Need more businesses – and keep open the ones we have
- Put out money for college education for our kids but they can’t come back here to work
- Hospital – use it or we will lose it
- Lack of involvement to work on a project
- Overpass
- Overall appearance of the town needs improved
- Getting people to stop in Cut Bank

- Get people to stop and spend money
- Environmental restrictions

## **CHALLENGES – OIL AND GAS**

- Compete with Hill and Blaine County – we have less reserves and compete for skilled labor with these counties
- Wells are economic at \$15 and above – but must depend on unreliable commodity price
- Not enough technological infrastructure such as DSL or T1 lines – causes us to run two steps back
- Need stabilization of all products –ag, oil, etc
- Lack of available finance for oil and gas
- Funding to get businesses started
- Need a stable economic base – in the past have had a balance of oil and ag
- Creating of jobs – using Rocky Mountain Front
- Lack of value added products – have raw materials but no products from them
- We are in a coop territory which makes it difficult to conduct electricity
- Access to capital for business ventures and growth
- Community is shrinking, not growing
- Lack of educated, skilled workers in various professions
- Need more private industry good paying jobs
- Stronger unity with Blackfeet nation
- Need to work on cultural differences and open communication between this community and the reservation
- Difficult to get degreed, professional workers even when pay scale is met – due to location and lack of urban amenities
- People in Montana want to keep rural setting but want big city amenities
- Misunderstanding of technological needs in the community – most people think we have great access and broadband – which is not the case; what is available is not affordable.
- Wind energy generation is not reliable by itself – needs to be tied to gas/oil production to be stable (steady speed is the problem)
- Problem with transmission lines and capacity to carry product
- Need to find oil and gas resources adjacent to the current fields – need a big supply to get big players back in the game – too expensive to start up without large find
- Refineries do not compete for crude oil – work together to set prices
- To get attention and input from David Gibson, Randy Hanson and other state agency representatives
- Difficult to get oil and gas people away from their work and into a sit-down session to discuss the problems
- Misimpression that oil and gas people are wealthy
- Difficulty in reaching a compromise position with environmentalists
- Bureaucratic red tape is daunting and located in Helena

- Tribal Council - inconsistent leadership – difficult to maintain projects and communication

### **CHALLENGES – Seville Colony**

- The water shortage that is fast approaching
- Our major problem is drought, which we can't do anything about
- We need the promises fulfilled that the County Road Department promised to gravel Pardue Rd and widen the last mile; not run over it at 10mph and spending unnecessary funds by never doing a decent job of road grading.
- Very rough roads and highways, needs rebuilding, we also need railroad warning lights and arms on Pardue Road, medical bills are very high, people are getting overcharged because lots of people can't pay their bills, so people that pay, get charged doubled, taxes are too high.
- We need more friendly businesses open like the Point Drive-In.
- Our road to Seville Colony is in need to be taken care of and hospital to keep going.
- With prices down on agriculture products, we have to think of new ways to supplement our income.
- We need good prices on our agriculture products.
- Maintaining rural roads, not just partial as has been on Pardue Road. The farmers had to take their farm bulldozers to smoothen it up.
- Not enough business - it seems everything is closing.
- Very, very rough road on Pardue Road. Needs more attention.
- More farm businesses

### **CHALLENGES - Misc. Comments submitted in writing**

- Survival of small businesses and creation of new ones
- Lack of jobs
- Lack of jobs
- Loss of business over the years and need to attract new business, not discourage it.
- Decline in quality of education in last 15-20 years.
- More agriculture businesses
- Lack of jobs
- Not enough opportunities for employment - esp those aged 25 - 40
- Water - poor quality
- College graduates do not come back
- Lack of jobs, too much drug abuse and alcoholism
- Lack of effort from community to make Cut Bank a great place to live.
- Low economy
- Low employment (need incoming businesses)
- Funding
- Lack of well paying jobs
- Drugs
- Retaining people in the county

- Water
- Closed small businesses, poor economy
- People need to "shop at home" instead of Great Falls, Kalispell and Lethbridge.
- Bringing in any new businesses
- Anti-native American attitude in Cut Bank
- Over built with smaller, older homes
- Downsizing of population
- Financing to continue to maintain the current business and maybe help them grow
- Our property tax dollars don't help much in our small community.
- A major problem is drugs in town and most cities; our challenge is to keep it out of rural communities

# ASSETS LISTENING SESSION

## ASSETS - AGRICULTURE

- Perfect location for stopping point on the way to Glacier Park
- Over abundance of energy resources
- Abundance of sunshine and wind
- Transportation access – train, airport, interstate
- Hospital and schools – infrastructure in place that can attract people
- Community network, family network,
- Social clubs, events, opportunities for community interaction
- Resourceful people
- Our people of Cut Bank
- Lewis and Clark tourism location
- Amtrak
- Geographic area is a plus
- Highway 2 access
- Hotels and motels are available for tournaments, business people
- Small community that is a nice place to live – close knit
- Energy costs such as electricity are low
- Could harness the wind
- People of Cut Bank are our greatest asset
- Do have available business space for any incoming businesses
- Low rent
- Excellent gymnasium – could be used for potential tournaments –
- Largest high school gym west of the Mississippi
- Geographic location – produces high quality grains and ag products
- Close to recreational activities – hunting, fishing, whitewater rafting, golfing, etc.
- Wind and sun potential energy sources
- Sunshine and beautiful days – plus side of the drought
- Chinooks do provide a break during the winter
- Water is available, the challenge is to access it

## ASSETS – CITY, COUNTY, LAW ENFORCEMENT

- People that work hard as volunteers, local
- Large available workforce
- People of Cut Bank
- Excellent school system and hospital
- Diverse community to promote – oil, history, park, Native American culture
- Human resources – the people make Cut Bank special
- Closeness to Glacier National Park and other tourist attractions
- Hospital and schools
- Closeness to park
- Closeness to Canada – traffic, legal fee resources and economic boost to this area
- Recreational resources and our people

- Tremendous ag base
- Caring and giving nature of the people of Cut Bank
- Good city and county government
- Clean air and true big sky country
- Professionalism within the community
- City and County government has a good working partnership
- Good business support for the community
- Excellent schools
- Storyteller conference and Lewis and Clark Days
- Excellent Airport
- Excellent rapport with Canadian neighbors for festivals, special events
- Participation with Browning Indian Days
- Pre School Child Care
- Reservation is an asset
- City/County Government and Blackfoot Indian Reservation has funds available because we are multi-jurisdictional agencies.
- Lewis and Clark Anniversary pending – and our two historic sites
- Reservation fishery
- Customs site at the airport terminal

#### ASSESTS - CHURCHES

- The quality leadership of Cut Bank –
- Do have a good clinic and hospital and good ratio of doctors
- A welcoming, warm and hospitable community
- School auditorium – asset available
- High speed internet access
- Sports program is a huge community asset economically and socially
- Dedicated and caring coaches and sincere fans
- Community concert programs
- Strong sense of caring – proof is in benefits/fund raising for people in crisis
- Churches are strong
- Mayor is strong and above board
- Community pride
- Sense of caring
- Storytelling Project-
- Available workforce if willing to work
- A family community
- Excellent music program with many talented musicians
- Education foundation established five years ago provides scholarship for college bound and alumni.
- Education foundation provides mini-grants to the teachers and students for a variety of projects.
- Social clubs valuable such as Lions, Elks, Moose, VFW, American Legion, etc.

- GAIN is a big asset to Cut Bank to promote businesses, obtain grants and promote the community.
- Fifty miles from Glacier Park
- Historical Museum
- Take pride in cleanliness of the community
- Generations of family members – families remain in Cut Bank

### **ASSETS – YOUTH**

- People do want to make our community better
- Great murals and paintings
- A few good stores
- Very supportive of sports
- Air is clean, water is okay
- Mentors and talent in the community
- Excellent teachers
- Optimistic town
- Quick to assist with benefits – health crisis
- Murals and tile wall
- Parks
- Lots of talent
- Volunteers and fund raisers for people in need
- Tight knit
- People are willing to improve the community
- Great teachers
- People are looking for positive things to get involved with
- Sports facility is good – holds tournaments
- Will hold district meetings
- Care about each other, know each other, close knit
- People willing to help a family with sick child – raise money
- Great place to grow up - no smog and crap
- Pretty clean – people willing to chip in
- Good church facilities – have a place to go midweek
- Good athletic facility
- Murals
- Some strong leadership in the community
- Good school system
- Clean town and close together
- Sports, murals and people pitch in to help
- Schools and church groups are good
- School system is hard and helps us learn – prepares us for college
- Good school and athletic system – we are known statewide for competitions
- Built giant penguin and murals, example of great community and the opportunities we have
- Friendly people, willing to help others, make you feel welcome

- Great school system with good teachers
- New theater is a draw as people come into town and use restaurants and stores
- School has great support from community i.e., fund raisers, sponsor events, a
- Churches have good programs as well.
- Community does support the school and we are close.
- Good that we have the theater.
- Good teachers
- The penguin is cool.
- Unique community with Cut Bank environment – it is not found anywhere else
- The visitors center is a plus for the community
- The clubs in our school are good –student council, etc.
- Swimming pool is good to use in summer
- Tennis courts

### **ASSETS – EDUCATORS**

- Agriculture – farming and ranching capabilities
- Historical – Lewis and Clark Expedition and dinosaur diggings
- Proximity to Glacier Park
- Ethnic – Blackfeet Indians and Hutterite colonies
- Churches
- People
- School system
- New theater
- Local businesses we do have
- Clinic and hospital
- Community rallies overwhelmingly to meet individuals in crisis – whether cancer, bankruptcy
- Overwhelming support from community for school projects, community projects
- Solid core citizens to help people
- Enduring people who are willing to weather the storms
- Pleased to see GAIN and City Chamber emphasize tourism with tourist center
- Strong effective school system
- People of Cut Bank is why we stay
- Strong school system
- Hospital is good and striving to be better
- The people of Cut Bank, especially the children are an asset
- Strong school staff
- Extremely supportive community no matter the topic – from music to sports – whether manpower ours or money
- Social and community clubs are a positive – Lions, etc.
- Individuals willing to take on multiple leadership roles
- People and their many talents are our biggest asset
- Fantastic volunteer fire department
- Warm and welcoming people when you are new to the community

- Excellent schools and school system
- Welcoming community
- Small town feeling – everyone knows everyone
- The people, school system and emergency health care (ER has saved lives in a rural setting.)
- The people
- Businesses look for support from us and teachers look for support from businesses – there is mutual support.
- Struggling businesses are willing to continue their support of schools
- Available services and choices for aging parents
- The people
- We do have facilities – tennis courts, civic center, sports complex, pool, golf course
- People and facilities – good facilities for a small town.
- The people
- Incredible support from the community, i.e., love packages containing food, clothing and toys for needy families at Christmas.
- Newly remodeled theater
- Murals on Main Street
- Tourist information center
- Central Park
- People behind projects willing to accomplish projects
- Excellent EMTs
- Is help available to students when a crisis occurs
- Churches
- Chamber of Commerce putting on special events and parades
- Summer fun program for kids five to fifth grade
- Fewer than 3% of students are high school dropouts

#### ASSETS – RETAIL, BUSINESS, UTILITIES

- Schools and hospital
- Quality of life
- People
- Proximity of Glacier Park
- Federal money that comes into the county on a monthly basis
- Quality of life and lack of major crime
- Businesses willing to support each other and the community as a whole
- Organizations and families are supportive of causes
- Facilities are good for a community this size – museum, auditorium, golf course, sports complex, etc.
- Hospital
- Huge bandwidth – capacity with Glacier Electric to utilize it
- Railroad as a resource
- Businesses that are here – Pizza Hut, etc.

- UPS central distribution center
- Airport facility potential

#### **ASSETS – BANKING AND FINANCIAL**

- Buyers market
- Airport
- Several businesses in town are very good and are already a draw to our town
- GAIN
- People that want to make a difference
- Friendly community that will pull together when needed
- Nearness to Canada, Great Falls, Glacier Park
- Good school system that provides for career paths
- Friendly and nice community
- A lot of resources in talented people that is a strength to the community
- Crops (wheat, hay, barley) are of highest quality
- Opportunities for younger kids to play sports
- Mountains, snow mobiling, skiing, lakes, fishing, rivers, outdoor recreation
- Work ethic is amazing
- Well laid out and maintained streets
- Proximity to outdoor recreation
- Fishing is exceptional
- Lewis and Clark – Camp Disappointment and Fight Site
- People, education and oil and gas resources
- Museum, education, clean air, safe community

#### **ASSETS – HEALTH CARE**

- The people of Cut Bank – as they rise to the occasion for fund raisers or benefits
- Beautiful city park, courthouse, chamber, tourist booth
- Murals
- Medical services we offer are mighty fine
- Stable medical staff
- Variety of services for the size of medical facility
- A group of people that are outstanding in support of businesses and volunteer for the community
- Great medical staff and a reliable facility
- Close proximity to medical needs
- Take advantage and keep improving excellent medical staff
- Good EMT unit
- Hospital
- The people of Cut Bank – especially the core group at the hospital
- People always come through when there is a crisis
- Hospital employees pull together for the hospital and the community
- Location to Glacier is an asset
- Lots of sunshine, lack of development

- Good schools
- Small town good to raise a family in
- Low traffic – good quality of life – clean air
- Small groups that are doing their own thing to improve the community
- Good quality of life
- Good education for our kids – they are well trained
- Community runs on volunteers
- Health care facility offers outstanding affordable care
- Reputation for producing well educated graduates with a good work ethic
- Geographic location
- Geographic location
- Geographic location
- Good schools
- Community friendliness
- Community friendliness
- Community friendliness
- Community friendliness
- Good airport
- Friendly community
- Strong educational system
- Adequate workforce for growth
- Adequate workforce for growth
- Community willing to work together
- Opportunity to work with reservation
- The reservation location is an asset
- Hospital is supported by the reservation
- Amtrak
- Airport facility is excellent for a community of this size
- Have weather observation options that could be utilized from the airport
- Museum
- Customers from reservation and Canadian shoppers
- Great workout facility and civic center for the size of our town
- Good strong Penny's store
- High school auditorium and beautiful gymnasium
- 60-70% of hospital clients are from the reservation
- Two Lewis and Clark sites
- Annual Lewis and Clark celebrations

#### ASSETS – CIVIC CLUBS

- Quality of life
- Longevity of Agriculture
- Cash industry from the Blackfeet Indian reservation
- Good access to transportation
- Good atmosphere – clean air

- Road, rail and airport
- Quality of life and access to transportation
- Wind
- Sun – lots of sunny days
- Blackfeet Indian Reservation
- Excellent schools
- City/County has excellent sport teams and athletic programs
- Wind
- Affordable housing
- Main thoroughfare to and from Glacier Park
- Amtrak
- New Theater
- Activities for children
- Historical and natural resources to capitalize on tourism
- Racquet ball courts and civic center
- Museum –
- People of Cut Bank – especially supportive in a crisis
- Close to a lot of recreation such as hunting, fishing, civic center, golf,
- The people and businesses that are here – far more supportive of community than businesses in neighboring communities
- People of Cut Bank
- County Museum and new Lewis and Clark exhibit in the works
- Tourism opportunities
- Unemployment rates assist us in applying for grants
- Senior Center
- Cut Bank Revitalization Society – mural project
- Abundance of affordable housing
- Abundance of empty buildings to use – cheap rent
- Saddle Club grounds for those who enjoy horses
- Tremendous Civic organizations that do terrific things – great fund raisers
- Love packages during the holidays
- Schools – produce excellent quality students
- Gymnasium
- Race Car track
- Friendly and welcoming to new comers
- People do care about the community – want to get something done and rebuild
- Empty window downtown project – those that are placing school artwork in windows
- Excellent churches
- Close proximity to Glacier Park
- Small town atmosphere
- Joni Stewart
- Two great Lewis and Clark sites to bring attention and tourists to Cut Bank
- City park and wonderful pool

- Sports complex

#### **ASSETS – SENIORS**

- Once people stop they do see some good things and sites
- The people of Cut Bank
- Fund raisers are strongly supported
- Great place to live
- Young people want to move back – enjoyed quality of life
- Clean air
- Best place to live – especially when compared to Texas ☺
- Really good schools with community support
- One of the better schools in Montana
- City crew that maintains the water quality, water lines and street repair
- GAIN and the help they have been in getting the Overpass project on the transportation list
- County commissioners that will listen – and leaders that listen, too
- Senior Citizens are an asset to Cut Bank
- Raise smart kids

#### **ASSETS – OIL AND GAS**

- Officers on Northern Montana Oil and Gas Association board
- Potential reserve in the Rocky Mountain Front
- Location is a strength as close to Canada, Glacier Park and a city the size of Great Falls
- The people of Cut Bank – good workers and smart people
- Low cost of land and low cost of living
- Wind
- Oil and Gas reserves do retain some jobs
- Workman's comp costs have improved

#### **ASSETS – SEVILLE COLONY**

- Like in any community, being united is the greatest strength and achievement possible.
- Getting along with thy neighbor's a must!
- Working together for future accomplishments and strengths
- United
- Agriculture
- We need more businesses.
- We need to keep the hospital open
- Have less doctors to keep the costs of the hospital down.
- Agriculture

#### **ASSETS - Misc. Comments submitted in writing:**

- The people

- People!
- Businesses support our schools
- Churches
- People
- Friendly and cooperative people
- Closeness to outdoor activities
- Strong group of people who are not willing to let the community (hospital, etc.) die. We still have our hospital, nice businesses, two grocery stores, car dealerships, etc., theater...
- Caring attitude of community
- Willingness to tackle tough issues and try to resolve them
- Great strides have been made with the medical center
- The way that they pull together in time of need - for people in the community with illnesses, etc.
- Strength- gateway to the Park
- There is a small town friendliness about Cut Bank.
- People are willing to help each other in times of need.
- I think for the most part, students can still receive a good education in the Cut Bank Schools.
- Community is generous when asked to help people in need.
- Excellent community spirit i.e., Christmas light show, Lewis and Clark Days, Story Telling Conference, organizations such as GAIN and Chamber are pushing for more business opportunities.
- Good medical facilities and excellent schools.
- School
- Hospital
- Tourism
- It is a small town and you would think it would be easy to get everyone together to do something.
- Close to Glacier Park
- Excellent schools and school system
- Lots of affordable housing
- Close to Glacier Park
- The people
- Support of community members in need due to extended illness
- Well trained, committed volunteer Fire Dept.
- Farming and Livestock
- Glacier National Park
- Clean air and wind
- We only got one implement dealer left; we sure need to keep it going
- Need to keep the hospital going
- Too many doctors are hired and that is why hospital costs are too high
- Agriculture, although prices are too low.
- In our society agriculture is everything.

- In our society agriculture is the only way for us.
- Hospital
- Museum
- Great Education System
- No traffic
- Glacier Park
- Clean Air
- The School System
- People (however few) who push for change in the community.
- Schools
- Hospital
- Rec Areas (Civic Center/Pool)
- Housing (affordable and much available)
- Library
- Lots of hotels
- Fire Dept.
- Agriculture
- People
- Glacier Park
- The Reservation
- Cut Bank has much to offer; mountain resources
- Lack of moisture has not helped the local water system/supply for commercial development. A workforce but no good paying jobs.
- The location of the community lends itself to being a center for commerce. Midway between Great Falls, Kalispell and Lethbridge. Therefore, we have three auto dealers, 2 lumber yards, 2 hardware stores, and an excellent business atmosphere.
- The people are willing to work together.
- The recreational facilities - i.e., golf, civic center, fishing, Glacier Park
- The Hospital; Glacier Electric, schools
- The school system (still, although it has declined somewhat because of lack of discipline)
- The clinic and hospital
- Our "new" theater
- Local businesses - if only people would TRY shopping locally, they would realize our local business people are the BEST. There is more to smart shopping than saving a few pennies at Wal-Mart.
- Really nice people

# PROJECTS LISTENING SESSION

## PROJECTS - AGRICULTURE

- Build flour mill project – and create by products such as feedlots
- Beautify land along the railroad bed
- Attract a clean industry
- Create value added opportunities – flour mill could create feedlot
- Wind and solar power generating facility
- Farmers use own grains to create own flour, beer, breads, etc., become a nationally known specialty product
- Turn Highway 2 into a four lane – many benefits to the area
- Dam the Cut Bank Creek to store water for all purpose use
- New grain handling facility
- Clean up reservations and work as partners to draw people to the area
- Provide medical resources in Cut Bank for Browning residents
- Ethanol plant
- Malt Barley facility
- 200,000 head of cattle in the area – build a feedlot
- Add value to the ag products that are produced
- Full utilization of airport
- Refurbish/remodel nursing home
- Provide services to encourage care of senior population
- Remodeling and update of hospital
- Become a regional medical facility
- Assisted living center
- Use museum to full potential - possible IMAX theater
- Improve access to museum either through signage or location change
- Create a retail shopping district
- Packing industry – process Canada's products
- Build an all purpose arena – civic center type building
- Clean up highway 2 on both entrances/exits to Cut Bank
- Create a western or unique theme for the community – even empty store fronts could be utilized for display
- Seminars on how to harness and fund wind generation – for both Cut Bank's use and for selling purposes
- Develop new ag products specific to the Cut Bank area – possibly a special barley or wheat.....
- Overpass above the railroad built to provide efficient traffic – to be built in 2005
- Create more murals around town – obtain feedback from the community
- Promote Cut Bank as an attractive visitors stopping point
- Coop or value added group created for the area
- CRP – challenge the rules, open more access for farming and recreational purposes

## **PROJECTS – CITY, COUNTY, LAW ENFORCEMENT**

- Theater in city park – use local talent to promote tourist events
- Find special funding resources for multi-jurisdiction situation for this area
- Find/create alternative water sources
- Work out logistics for Tribal fire fighter cache to use Cut Bank airport
- Bring in industry and jobs
- Overpass project – to be completed 2005 – 2010
- Value added ag – look into bio-mass or ethanol production
- Research alternate fuel products
- Create public recreation area, public walking paths, etc.
- Value add to our local products – bring jobs in to this area as a result of these products
- New jail facility to prevent financial liability disaster
- New jail/justice center – investigate feasibility of using county owned building
- Create wind generation power source facility
- Cut Bank to become a STOP not a pass-through point due to places to stay and events that we hold
- Capitalize on the tourist potential
- Encourage motel workers to share highlights of the areas with their guests to increase length of stay.
- Improve marketing and promotion of Cut Bank – by 1,000%! Need to go worldwide – not just regional or state.
- Dam Cut Bank Creek for water resources but also for a new recreation area to be shared by tribal and off-reservation populations.
- Increase the roadside appeal to Cut Bank – clean up junk yards and railroad beds.
- Spiff up empty downtown buildings.
- Fully develop a business and industrial park at the airport.
- Highway project – four lane of Highway 2
- Provide living arrangements for senior citizens – i.e. independent or assisted living, on both high end and low end income levels.
- Decent handicapped accessible playground for the children.
- Public recreation – walking path
- Partnerships with City, County and School projects
- Skateboard park – great short term project
- Cooperate with Tribe to promote and develop Reservation fishery
- FEMA and Fire crews – utilize Cut Bank airport to full potential

## **PROJECTS - CHURCHES**

- Tap into high speed access – use to promote events/conferences
- Reap benefits from national storytelling advertising
- Overpass – to be constructed in 2005
- Make it easier for cottage industries to start

- Incorporate and involve people on the north side in community involvement – cross the railroad divide!
- Incorporate and involve people in Seville subdivision in community planning.
- Short term and long term goal: more humor!
- Promote Cut Bank for conference and meeting location
- Identify a business that would use our high speed access availability
- Every downtown building full
- Demolish abandoned, eyesore buildings in the downtown
- A Dairy Queen
- Senior housing – assisted living for couples or single people – with adequate space
- Prepare to develop the north side of town due to the overpass access
- Highway 2 to become a four lane highway
- Address high incident of cancer, Parkinson's disease in this area

### **PROJECTS – YOUTH**

- Need leadership training for community and youth leaders
- Add more items to the curriculum and/or school classes, i.e. more foreign languages
- Bike, walking, running trail
- Overpass
- Identify a place for students and community to gather
- Build a skate park
- Create activities for kids
- Overpass needed
- Bike trail
- Arcade
- Skate park
- Overpass
- More murals
- More trees
- More recreation
- Create Big Brothers/Sisters program
- More community gatherings such as the computer carnival, street dances, organized by the community
- Encourage more businesses –
- Bike Path
- Activities for kids
- A place/restaurant to hang out
- Bike trail for safety
- Highway bike trail – perhaps Canadian bikers would participate
- Overpass
- Identify funding for new businesses
- Dairy Queen

- Lower cost stores
- Skate Park – copy what other towns have done
- Suggest the skate park is a business – charge access fee
- Skate Park – public businesses do not want the liability
- Overpass
- Skate Park – tournaments
- Better parking
- Overpass
- Youth need a place to go
- There are buildings available to convert into an indoor/outdoor skate park – or demolish abandoned building for skate park
- Bike trail –
- Skate board park could have concessions and spectators
- Overpass
- Bike/walking trail
- Club for kids to hang out and dance – so non skaters have activities too.
- Overpass
- Better parking for tournaments and events – not available around the gym
- Overpass for emergency situations
- Bike path
- More small businesses –
- Overpass
- Bike trail and miniature golf – could be in same area as skateboard park as well as video games
- Skate board park
- More businesses open up such as Dairy Queen, outlet stores,
- Valet service or shuttle service for parking – fund raiser for kids
- More parking on high school, more restaurants
- Overpass completed
- Downtown businesses are needed – beyond the mall
- Re-open Mr. Freeze
- More businesses and activities for youth
- Entertainment and activities for adults
- Grow and expand Cut Bank through business growth
- Lewis and Clark Days, Community Theater, and community activities,
- More places for kids and businesses
- High paying jobs to come back to after college
- Overpass
- Family activities and more reasons to raise a family here
- A reason to return to Cut Bank – few degreed opportunities here
- More opportunities
- Youth development – and good paying jobs
- More businesses – such as Wal-Mart
- Encourage population growth

- More trees and other projects completed
- Job opportunities and overpass completed
- See Cut Bank expand with more businesses
- Need something to come back to
- More shopping opportunities
- Community beautification and community pride
- Strong community economy, emphasis on tourism
- Affordable living for senior citizens and retiring parents
- A hall to have reunions and Lewis and Clark days
- Overpass
- More trees
- Prepare youth for preparing and building a better Cut Bank
- Job opportunities
- Kinds of stores: music cds and books, Dairy Queen, modern clothing stores, discount store, outlet store, youth center/teen center
- A community building for year round use

## **PROJECTS - EDUCATORS**

- Overpass
- Public transportation between communities and tourist sites – especially with Lewis and Clark anniversary
- More youth programs
- Harness the wind
- More parental involvement
- Education Foundation expanded to maintain and improve school system
- Rain, snow!
- Wind used for energy
- Capitalize on Lewis and Clark bicentennial
- New, younger core of leadership and support in the community
- Alternative school option – perhaps multi county
- Small manufacturing business to employ about 30 people that would involve exporting and improving tax base
- Capitalize on Lewis and Clark and also Glacier National Park
- Fill the empty buildings
- Public transportation for locals and tourists to use
- Maintaining a quality school system
- Mural projects and stronger community involvement in beautification
- Create reasons for people to not just drive by but to stay in Cut Bank
- Provide a future for our young people here in Cut Bank
- Pro-Active rather than reactive to problems - intervention
- Alternative activities for non-team/non-sport participants
- Big Brother/Big Sister program -
- Summer fun program expanded via use of shuttle or school bus – city and kids would benefit from facility use

- Increase non-athletic based activities
- School and civic center work closer together to better use that facility and meet school needs.
- Big Brother/Big Sister mentorship type programs
- In addition to 4-H create an FFA
- Utilize education opportunities available at Glacier Park – a science day, day camp, etc.
- Affordable broadband access for businesses

### **PROJECT– RETAIL, BUSINESS, UTILITIES**

- Business retention projects
- Promote small businesses
- Use energy that is stimulated by fundraisers to apply to economy
- Put bandwidth to use in a cyber hotel
- Use airport and its unique advantages for medical, freight, air shuttle, etc.
- Tiber water – Rocky boy water project
- Civic center more developed and better used
- Downtown develop a theme to bring it all together
- Beautification with trees/wind breaks
- Improve appearance of main downtown corridor
- Accumulation of water reserves
- Native American high quality art outlet and/or collection
- Work with historical society on Native American
- New Middle school gym – like Browning’s
- Expansion of tourism to include a transportation shuttle
- See more multiplier events – a tournament, one business opens, etc., that would have a ripple effect in the economy.
- Water for the golf course
- Big pc server farm to use tons of electricity
- Major medical center –
- Expanded Montana Storytelling Roundup
- Enhanced tourism to encourage lodging and longer visits
- Farmers able to form coop or value added production
- Become a center for shipping grain goods
- Water!
- Welcome people to community with flower gardens and trees.
- Revitalize downtown with new storefronts
- Upkeep of existing businesses and facilities.

### **PROJECTS – BANKING AND FINANCIAL**

- Recreation tied to water source – not just storage
- Steal ideas from other towns as to how they revitalized their downtown businesses
- Repair Railroad Street

- Water storage – linked to recreation somehow
- Value add to our crop products before shipping them out
- Value added such as Pasta Montana, breweries, ethanol plant
- Promote exceptional fishing
- Overpass
- Better irrigation system
- Reliable water source
- Replace oil and gas industry with other vital products or industry
- Involvement with Browning and job training in the oil and gas field
- Reliable water system in place
- Gas exploration
- Use wireless service and promote it
- Overpass
- Increase main street businesses
- New businesses and ability to keep them open
- New and affordable businesses to enable us to shop locally and keep our kids off the street
- Promote the dinosaur finds and fossil finds in this area as a tourism draw
- Utilize area land marks as a tourism draw
- Wind – use it!
- Joint cooperation in projects with the reservation in tourism and business development...work together!
- Work together better with Conrad and Shelby to meet needs.
- Open a business development center
- Create a revolving loan fund
- Airport development – promote usage and facility
- Create a Leadership Cut Bank training

## **PROJECTS – HEALTH CARE**

- Capture hospital customers from Browning to do business in Cut Bank
- Restore live weather observation at the airport
- Bring in more businesses
- Keep the hospital afloat
- Develop community seed money fund to support business
- Address Medicare prescriptions reimbursement
- More emphasis on cooperation into prevention and education programs
- Major hospital renovation or rebuild
- Major hospital renovation or rebuild
- Major hospital renovation or rebuild
- Major hospital renovation or rebuild
- Rail road underpass or overpass
- Rail road underpass or overpass
- Rail road underpass or overpass
- Water system upgrade

- Water system upgrade
- Water system upgrade
- More outpatient services – such as chemotherapy or dialysis
- Hospital and nursing home need updated
- Upgrade hospital and nursing home
- Innovative power changes to ease dependency on oil – develop wind energy sources
- Improving hospital
- Cleanup the community so that we are prettier
- Investigate current oil production options
- Four lane highway
- New jail
- Semi - independent living facility for senior citizens that does provide some health care monitoring
- In-house nursing training with scholarship or loan capability
- New nursing home
- Community theater group to utilize the auditorium and draw tourists
- Improve radiology services
- Upgrade nursing home
- Financing to begin a small business
- Population of 5,000 again
- Higher education resources
- Regional medical center
- Greater economic development (3)
- Widening of highway two
- Continue upgrade of medical facilities
- New hospital
- Develop airport to its full potential
- Repave Railroad Street

#### **PROJECTS – CIVIC CLUBS**

- 24 hour port at Delbonita
- railroad view clean up to encourage train passengers to visit Cut Bank
- promote museum more
- support kids wanting a skate park
- Create more murals (at least two) and interpretive signage as well as information packets for the mural
- Two murals in two years, five more murals in 15 years
- Assisted living/retirement homes for the aging community members
- Expand and promote Lewis and Clark Days
- Better use the Rodeo grounds
- Build an indoor arena complex for rodeo and horsemanship activities to be held year round and independent of wind and weather conditions

- Create more activities and promote them so that people will come to Cut Bank and spend money here
- Develop a theme to encourage people to stop in Cut Bank – establish an identity
- Get town ready for the Lewis and Clark Bicentennial – promote it as a destination
- Period lighting
- Trees all up and down the streets
- Promote the Penguin
- Replace Railroad street
- Update Chamber website and publicity – promote Cut Bank and prepare for Lewis and Clark Bicentennial
- Storytelling
- Lewis and Clark Days
- Prepare for traffic for years to come from Lewis and Clark interest
- Opening the port at Delbonita 24 hours
- Create own website separate from the Chamber
- Overpass
- Concentrated effort and plan on promoting cut bank
- Restoration of native grasslands and prairies would be used as a draw
- Gymnasium promoted for more tournaments
- Create parking around the gym
- Farmers get together and form value added products – own bread, beers, health bars, etc., to make Cut Bank famous for our own products
- Highway 2 into four lane highway
- Keep indoor arena going for rodeo/horsemanship activities
- Improve relationships and divisions in the county/community to utilize funding that is available.
- Museum is excellent – but need to relocate or make it more visible...include a gallery or IMAX theater.
- Possible annex to museum for educational purposes
- To just be here in twenty years
- Develop wind farms and build transmission lines
- Better telecommunications infrastructure
- Indoor arena for circus, fairs, in addition to rodeo activities
- Education opportunities
- Bike path from Cut Bank to Glacier along Highway 2
- Accommodations for bikers
- Overpass
- Value added agriculture – i.e., ethanol plant, and other products
- Museum expansion and better located
- Museum moved in closer and store fronts match with a western or historic theme
- Improved signage for Cut Bank attractions
- Water system updated and enough quantity to be able to do projects and support new businesses
- Adjudicate water rights between city, state and tribes

- Need reservoir
- Airport supported and utilized to its potential – commercial air service
- Large attractive welcoming signage on both ends of town
- Place a monument at the little known third Lewis and Clark site – a campsite near the west end of town near the bridge as described in the journals
- Improve media facilities such as a radio/TV station
- Promote use of race car track

### **PROJECTS – SENIORS**

- Skateboard park
- Senior Citizens Center improvements
- Industry to bring in young people
- Better options for retirement aged and senior citizens
- More business
- Bring back the oil business
- Overpass – to undivide the community and improve emergency services
- Retain our Senior Citizens and bring back those that have moved away by improving facilities
- Develop the airport and put it to use as it is seldom socked in by bad weather
- Need RV parking areas –
- When tourists stop, make Cut Bank attractive
- The Point restaurant drive-in to reopen – it is a landmark
- Airport used to capacity
- Encourage young people that ARE in business to support Cut Bank more
- Take over management of our hospital to have local management
- Improve and clarify medical billing procedures
- Clarify medical treatment when a patient has requested no major efforts to save their life

### **PROJECTS – OIL AND GAS**

- Rally support for broadband for oil and gas needs
- Apply value added concepts to oil and gas products as well
- Remain loyal to and support our Montana producers and businesses
- Board of Investments in Montana producer companies – not just the Enron's of the world
- Create a simple and seamless fund that can be run by local development organizations to meet the unique local needs
- Tax breaks for job creation that would apply for a break on Montana Corporate income tax
- Invite and have a forum with Dave Gibson's office and Randy Hanson, DOC Regional Development Officer
- Balance between the industry and environmentalist
- Must work harder to develop working relationship with the Blackfeet nation.
- Encourage major airlines (Southwest) to come to Cut Bank and Montana

- Bring in a professional team – hockey
- Develop some kind of revolving loan fund that would NOT exclude oil and gas
- Change current ASCS Loans on Soil Conservation Projects (which usually pays up to \$3,500 with no payment return) to include all small earth moving projects throughout the state with an interest free repayment over 20 years to be put into revolving loan pool. (Last years amount \$4.63 million)

#### **PROJECTS – SEVILLE COLONY**

- There is a need for Railroad Stop, arms on Pardue Rd - would like to see that accomplished in 2 years.
- Maintaining roads in rural areas, not just one area.
- Pardue Road has very, very low input, doing very little or partial upkeep - lifting the blade in some areas; if and when they have the road grader on that road
- Gravel the roads that have been promised, by the road management
- Make a four out of two
- Fix Pardue Road and put arms at the Railroad tracks
- We need more maintained roads on Pardue - as much as the rest of the county receives; we are paying road tax and getting no services.
- Fix Pardue Road and put more gravel and make wider where it is narrow.
- Railroad arms at tracks.
- Railroad overpass in cut Bank
- I would like to have the county fix up Pardue Road. They should put some gravel on it and make it wider in the areas that are narrow.
- Put railroad arms at the railroad tracks.
- More retail stores and gravel the road (Pardue)
- Fix up the Pardue Road - it is a must!
- Wider roads and more crushed gravel applied to special areas along the Pardue Road.
- The road - now please - to Seville Colony.
- Would like to see an overpass in Cut Bank.
- Try to get new businesses.
- We would like to see the bridge across Cut Bank Creek rebuilt and the highway widened.
- Maintain the Pardue Road.
- We want a better road.
- Fix the road to the colony in the next year.
- Fix the colony road now, please.

#### **PROJECTS - Misc. Comments submitted in writing**

- Wind farm and alternative energy studies
- New businesses
- Upgrade in technology/decrease in technology costs to general consumer
- More safety/education programs put on by community rather than schools
- Building of an overpass

- A new jail house.
- Maintain businesses, hospital
- Community members need to support businesses and their expansions by shopping locally.
- I would like to see the economy improve to include an overpass, better water system, less low income (subsidized) housing.
- Project that adds value to farm products already produced in community
- New nursing home.
- Bring in more businesses!
- Water!
- A more vital and attractive downtown.
- The salaries of teachers need dramatic improvement to compete with the rest of the nation - ASAP.
- Try to get more tech industries to look at Cut Bank.
- Enhance our transit potential.
- The hospital situation needs to be stabilized.
- Big push for Lewis and Clark bicentennial
- 5 - 10 years - wind generated energy
- It would be nice to see some public sculpture in the town.
- It would be good to see a Wal-Mart in Cut Bank.
- The sidewalks on Main Street could use something, some kind of landscaping - perhaps some trees.
- Overpass
- Revitalize downtown
- Funding for the "Summer Fun" programs so it can continue and expand to fit community needs.
- Quality daycare available 24 hours per day for shift workers.
- Overpass
- Main Street businesses
- Overpass
- A place for the youth of Cut Bank to get together in a fun environment like the RAD without the religious affiliation.
- Hardwood floor on gym at Civic Center
- Skateboard park
- Walkway/Exercise path near the river
- I would like to see a dam put on Cut Bank Creek near the Rail Road bridge with limited hydro-electric production....then one down by Sullivan Bridge with more hydro-electric production.
- Several large wind power farms - without water and power you cannot grow.
- See that the overpass project is completed. We are supposed to be on the DOT list to start this project. Do not let this slip away.
- Need to keep the hospital running in Cut Bank.
- Possibly need an election to increase funding for hospital/nursing home. (I oppose at the present a new facility.)

- Upgrade water storage (reservoir) capability
- Get over down-sizing population from ag and oil sectors
- Market community as a good clean place to live and work
- New water system for the golf course - two years
- New rest home 2 - 5 years
- Industrial Park completed - 5 years
- Hospital replacement - 10 years
- 2 - 5 = overpass and bike path
- 10 = enclose swimming pool for year round access and expand physical fitness areas at Civic Center
- Tours to the Lewis and Clark Sites
- An overpass over the train tracks
- Fix up the train building and the buildings with chips...(don't do houses, people will feel bad.)