

RESOURCE TEAM ASSESSMENT REPORT

for

GLENDIVE, MONTANA

NOVEMBER 5TH – 6TH, 2003

In partnership with

**Montana Department of Commerce, Montana Economic Developers Association,
Glendive Chamber of Commerce, Dawson County Economic Development Council,
USDA/Rural Development, Great Falls Development Authority, Beaverhead
County, MT Department of Agriculture, Montana Manufacturing Extension Center
and the people of Glendive.**

EXECUTIVE SUMMARY

I am sure I speak on behalf of the team in thanking the community of Glendive for its hospitality. It was a privilege to spend two days in your vibrant community and learn of its challenges, strengths and dreams.

Before digging in to the report itself, I would like to give recognition to Montana Department of Commerce (MDOC), USDA/Rural Development and MEDA – Montana Economic Developers Association. MDOC sponsors Resource Team Assessments across the state, while USDA/Rural Development provides funding for training team members and follow-up costs. MEDA provides the contractual services that make Resource Teams possible. You can join MEDA and become a part of this economic development network at <http://www.medamembers.org>.

Special thanks are due Don Kettner, President of the Dawson County Economic Development Council. Don served as the spark plug behind this entire project. More thanks are extended to the entire Dawson County Economic Development Council as well as the Glendive Chamber of Commerce. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Bill Barr (USDA/RD), Mike McGinley (Beaverhead Meats and Beaverhead County) John Kramer (Great Falls Development Authority), Angelyn DeYoung (Montana Department of Agriculture), and Al Diebert (Montana Manufacturing Extension Center) . Each team member's contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure!

The stage is now being set for Glendive's future. There are a number of short term and long term accomplishable recommendations that the resource team has provided in this report. Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. It is also important for the entire community and/or county to be involved in finding 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. It can be done. It is your choice, your decision; you can do it!

Be sure to attend the follow-up Town Meeting scheduled tentatively for February 18th!

Gloria O'Rourke
MEDA

PROCESS FOR DEVELOPMENT OF THIS REPORT

Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Glendive, Montana, in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of the area.

Don Kettner, of the Dawson County Economic Development Council, served as the local contact and local team leader for the project. Don took the lead in agenda development, logistics, budgeting 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 Glendive officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed over 80 people during November 5th and 6th, 2003. The team was available for listening to the following groups: Agriculture, Business, Industry, Banking, Finance, Senior Citizens, City, County, State Governments, Law Enforcement, College, High School, Educators, Churches and Non-Profit organizations.

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

Upon completion of the interviews, the team met in a work session to compare notes and share comments. 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 this a final report to Glendive.

A preliminary oral report and a summary of group recommendations was presented to the people of Glendive on November 6th.

Following the oral report, this formal written report was prepared and is presented to Glendive. Copies will be made available in print and electronically. The report is available on the MEDA website at <http://www.medamembers.org>. A meeting is planned for February 18th to review the report with the people of Glendive and to set priorities and initiate action plans.

**GLENDIVE, MONTANA
RESOURCE TEAM ASSESSMENT
NOVEMBER 5 - 6TH, 2003**

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MAIN ISSUES
GLENDIVE RESOURCE TEAM ASSESSMENT

Note: This list of Main Issues is a summary of the comments made during the Glendive Listening Sessions.

NOVEMBER 5 – 6, 2003

COMMUNITY

- Encourage positive community attitude
- CAVE and NIMBY
- Helplessness
- Beautification
- Out migration
- Nothing to Do
- Low wages
- Lack of leadership
- Full time Economic Director
- 3 C's - Communication, Collaboration, Coordination
- Teen Center
- Community Theme

BUSINESS

- Lack of Jobs
- Skilled workforce
- Work ethic
- Shop local
- Retain, create, recruit
- Value added ag production and processing
- Diversify crops
- Aquaculture – maintain and increase
- Natural resource development

TOURISM

- Makoshika State Park
- Marketing the area
- Signage
- Snag and drag/fleece and release
- River access and use
- Paddlefishing
- Develop community theme
- Dinosaurs
- Hunting & Fishing

(continued)

INFRASTRUCTURE

- **Utilize broadband access**
- **Flood Plain issues**
- **Promote transportation strengths – airport, rail, interstate, river and highway**
- **Utilize EastMont, other unused buildings**
- **Development of adequate parking facilities**
- **Dept. of Transportation road maintenance threshold of 5,000**

FINANCIAL

- **Encourage ways to encourage small business financing**
- **Decrease reliance on grant funding; increase alternative options, work together**
- **Legislation to allow communities to help themselves**
- **Maximize use of economic development resources**

EDUCATION

- **Promotion of quality of education**
- **Collaborate with high school, advanced placement classes, etc.**
- **Community use of DCC resources – for high school special events programs**
- **Collaboration with country schools**
- **Expansion of college**

Glendive Resource Team Assessment
Team Member Report

Report by: Angelyn DeYoung, Marketing Specialist

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MAIN TOPIC: BUSINESS

Issue: Job Creation

According to community members, there is a need in Glendive for more jobs, specifically higher wage jobs to encourage people – especially young adults – to relocate to Glendive. This is especially important as EastMont is closed, resulting in the loss of many higher wage jobs. Furthermore, there is a lack of diversification of businesses in Glendive, and there is an opportunity for businesses to provide products and services that are not currently available locally (e.g. business apparel, etc.). Glendive also lacks the availability of low-cost funding for startup businesses. There is a lack of skilled workers in the area.

Recommendations:

- Convert currently vacant buildings – such as EastMont or the soon to be vacant Senior Citizens Center – into a food business incubator, including a certified test and production kitchen.
 - Community members could rent this facility to either test food production ideas or to produce products for retail sales.
 - The kitchen will have food production equipment necessary for commercial production (e.g. large quantity cooking kettle, food processors/choppers, walk-in coolers, etc.).
 - This will encourage entrepreneurship within community members.
- Conduct a study on the products and services that the Glendive community demands but does not currently provide (market vacuum study). Develop new businesses in the area that provide these products and services.
- Provide a source of low-cost business financing through a city endowment fund or a revolving loan fund, coordinated by a local economic development agency (e.g. Glendive Chamber of Commerce).
- Consider developing a Business Expansion and Retention (BEAR) program in Glendive, through the Glendive Chamber of Commerce.
- Develop a business recruitment packet that includes information that potential businesses might be interested in:
 - Local businesses and services (office supplies, gas, power, telecommunications, etc.)
 - Economic development agencies
 - Financing options, including tax incentives, etc.

- Recruit businesses whose products or services would complement those currently available (e.g. recruit microbrewers to locate their facilities in Glendive to take advantage of the malt barley processed in the Sidney plant).
- Consider recruiting businesses that would make Glendive a destination (e.g. Cabela's: people will drive hundreds of miles to shop there).
- Develop workforce-training programs.

Develop long-distance learning opportunities (on-line) through the Dawson Community College, offering four-year degrees.

Develop entrepreneurial training programs, such as NxLevel, and market the availability of these programs through public and private entities (Glendive High School, Chamber of Commerce, Action for Eastern Montana, etc.).

Recommended Resources:

- Mission Mountain Market (MMM) in Ronan has created a food business incubator with a certified test and production kitchen, and they also provide cooperative marketing for their members. Contact MMM to discuss how the Market's concept was brought about and then how they followed through with planning, financing and building, including complying with state and federal food production regulations (see enclosed *Contact Information*).
- The Montana Department of Public Health and Human Services' (DPHHS) Food and Consumer Safety Section regulates certified kitchens throughout the state. Contact DPHHS when in the planning stages for assistance with complying with state and federal certified kitchen regulations (see enclosed *Contact Information*).
- The Montana Department of Agriculture's Growth Through Agriculture (GTA) program provides financial assistance to individuals or groups. The Glendive Chamber of Commerce or other local economic development agencies could apply for GTA financial assistance (up to \$50,000) for funds to assist with building the facility or with conducting the market vacuum study (see enclosed *Contact Information*).
- The Montana Department of Commerce coordinates the development of revolving loan programs. Work with the Regional Development Officer, Tod Kasten, to facilitate the development of this program (see enclosed *Contact Information*).
- The U.S. Department of Agriculture – Rural Development provides programs for revolving loan fund startup, including Rural Business – Cooperative Services, Rural Business Enterprise Grant (RBEG), Intermediary Relending Program (IRP), Rural Economic Development Loan & Grant (REDL&G), and Rural Business Opportunity Grant (RBOG) (see enclosed *Contact Information*).
- BEAR program development assistance can be obtained by contacting Linda Beck with the Big Sky Economic Development Authority (see enclosed *Contact Information*).
- For new companies requiring assistance with business startup and marketing (including financing), refer them to Angelyn DeYoung with the Montana Department of Agriculture's Agriculture Marketing and Business Development Bureau (see enclosed *Contact Information*).
- Montana State University (including the Montana Manufacturing Extension Center) and University of Montana have investigated long-distance learning – via Internet – opportunities (see enclosed *Contact Information*).

Issue: Economic Base Diversification

According to community members, Glendive's current economic base is too dependent upon commodity-based agriculture production. There is a need for economic base diversification, especially within the agricultural industry.

Recommendations:

- Conduct a study on how to diversify Glendive's agricultural production.
 - Compare Glendive's production to areas with similar climates throughout the country (or even the world) to identify production opportunities.
 - Identify market vacuums and determine if Glendive can grow or manufacture products to serve those markets' demands (e.g. gluten-free products, low carbohydrate products, etc.).
 - Work with growers in the area currently practicing diversification to determine if other producers could cooperate to grow the same products.
 - Work with producers to develop value-added products from crops currently grown in and around Glendive.
- Consider converting currently vacant facilities into a community-owned commodity processing facility.
- Convert currently vacant buildings – such as EastMont or the soon to be vacant Senior Citizens Center – into a food business incubator, including a certified test and production kitchen. (See *Issues: Employment for further recommendations here.*)

Recommended Resources:

- The Montana Department of Agriculture's Growth Through Agriculture (GTA) program provides financial assistance to individuals or groups. The Glendive Chamber of Commerce or other local economic development agencies could apply for GTA financial assistance (up to \$50,000) for funds to assist with conducting this study. (See enclosed *Contact Information*).
- The Montana State University's Eastern Agricultural Research Center and Dawson County Extension Agent could assist with this study as well, utilizing past research data (see enclosed *Contact Information*).

MAIN TOPIC: COMMUNITY

Issue: Communication and Cooperation

According to community members, there is a need for improved communication and cooperation between public and private resources in the Glendive community. Many of the local agencies duplicate efforts of other agencies or are unaware of other agencies' services and projects. Furthermore, Glendive community members wish for cooperation between these agencies in order to gain more political power.

Recommendations:

- Develop a city/county/region intranet in which all community members and agencies (both public and private) can post current projects and on-going programs and services for all members to view.
 - The home page will link to each individual agency's website.
 - A forum for community members to suggest activities or to post announcements should be provided.
- Consider hiring a lobbyist to share the concerns of Glendive's public and private agencies with the Montana Legislature.

Recommended Resources:

- The Montana Department of Agriculture's Growth Through Agriculture (GTA) program provides financial assistance to individuals or groups. The Glendive Chamber of Commerce or other local economic development agencies could apply for GTA financial assistance (up to \$50,000) for funds to assist with developing the intranet. (See enclosed *Contact Information*).

Issue: Youth Activities

According to community members, there is a lack of activities for the youth (especially those ages 13 – 20) in Glendive, and the youth and adult community members are unaware of activities currently available. There is also a need for youth leadership and young farmer training in the area. Retention of the youth is another issue, as the youth leave the area in search of higher education and job opportunities.

Recommendations:

- Activities should be developed for Glendive's youth (e.g. indoor pool, teen center – run by young adults, community symphony, etc.).
- Market the youth activities currently available to Glendive's youth and adults. This can be accomplished through cooperation with the high school, Chamber of Commerce and other public and private entities.
- To improve young farmer training, encourage youth to become involved in 4H and FFA, and encourage young adult farmers to attend the Montana Department of Agriculture's Young Ag Couples Conference.
- To improve youth leadership skills, create a seat on the Town Council for a Glendive high school student. Encourage the high school administration to form a mock town council (similar to Model U.N.) outside the student council in order to advise the high school Town Council member on the student body's wishes.

Recommended Resources:

- Contact other communities to determine how they have accomplished the aforementioned projects.

Issue: Community Support

According to community members, in general, Glendive community members portray a lack of community pride, due in part to the deplorable condition of the downtown landscape (i.e. vacant buildings, weeds in sidewalk, lack of parking). This is also shown in the lack of support of local businesses.

Recommendations:

- Conduct a “support your local businesses” campaign, aimed at local citizens, businesses and institutions, encouraging them all to support Glendive’s businesses.
- Create and disperse a reminder to community members of what products and services are available locally (e.g. hardware store, telecommunications, grocery store, etc.). This could be in the form of a town flier or website.
- Conduct a “Beautify Glendive” campaign to clean up the downtown area.
 - Form a “Beautify Glendive” team with business owners, high school, chamber of commerce, city council, etc.
 - The team conducts a town beautification assessment:
 - What needs to be done (tear down shoddy buildings, increase parking, etc.)?
 - Who needs to do it (individual business owners, Glendive Chamber of Commerce, etc.)?
 - When does it need to be done?
 - The team assigns beautification duties:
 - Business owners: plant flowers, de-weed your sidewalks
 - Vacant building owners: lower the rent of your vacant buildings to new or startup businesses
 - Chamber of Commerce: identify how to tackle parking problem.

Recommended Resources

- Alternative Energy Resources Organization (AERO) conducts a *Buy Fresh, Buy Local* campaign to encourage communities to support their local businesses. AERO provides signs and other resources for this campaign (see enclosed *Contact Information*).

MAIN TOPIC: INFRASTRUCTURE

Issue: Energy and Transportation

According to community members, there are many energy and transportation opportunities of which Glendive may take advantage.

Recommendations:

- Investigate the possibility of developing energy alternatives, such as wind and coal-fired energy.
- Investigate the possibility of developing an intermodal transportation site that would consolidate transportation options and capitalize on the transportation options currently available to Glendive:

Sealed container cargo capabilities

Truck on rail car capabilities (allows for the development of identity preserved crops).

Recommended Resources:

- The Alternative Energy Resources Organization (AERO) works to develop and promote alternative energy in Montana and will have resources available to begin this process (see enclosed contact information).
- The Dawson County Extension Agent, Bruce Smith, has investigated intermodal transportation options and will be a useful resource (see enclosed *Contact Information*).

- The Montana company DTS Logistics, a third-party logistics development company, can assist with the development of the intermodal transportation site (see enclosed *Contact Information*).

MAIN TOPIC: TOURISM

Issue: Tourism Expansion

According to recent traffic pattern and tourism studies performed by the Glendive Chamber of Commerce, Glendive is considered an area for “passing through” by travelers. Interstate travelers are not aware of the services and tourist attractions offered in Glendive and therefore don’t consider Glendive a destination.

Recommendations:

- Hire an Economic Development Director to coordinate Glendive marketing projects.
- Work with other communities (with access from the interstate from Glendive – e.g. Sidney, Circle, etc.) to market their services and tourist attractions. This will get more travelers off the interstate at Glendive.
- Place signs on the interstate before each exit marketing the services available in Glendive (gas stations, restaurants, hotels, museums, etc.).
- Develop a community theme for Glendive (e.g. Flathead is known for its cherries, Napa Valley is known for its wines, Austin Minnesota is known for Spam, Anaheim is known for Disneyland, etc.).
 - Identify local products and strengths, tourist attractions, landscape anomalies, etc.
 - Pick one of those as the theme for Glendive (e.g. “Glendive – your destination for Makoshika State Park”).
- Host a community festival focusing on Glendive’s theme (e.g. Chokecherry Festival in Lewistown, Lewis & Clark Festival in Dillon, etc.).
- Consider utilizing “Wall Drug-type” marketing for Glendive; i.e. place signs along the interstates traveling in all four directions from Glendive, marketing Glendive’s community theme (e.g. “Glendive – your destination for Makoshika State Park – 150 miles”).
- Consider recruiting businesses (e.g. Cabela’s) that would make Glendive a shopping destination (e.g. Sturgis’ bike rally, Las Vegas’s casinos, Owatonna’s Cabela’s, etc.).

Contact Information

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Agriculture Marketing & Business Development Bureau

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Marketing Specialist

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Mission Mountain Market

Lora Poirer

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Montana Department of Public Health and Human Services

Food and Consumer Safety Section

Stan Strom

Food Drug and Cosmetic Program Manager

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Website: <http://www.dphhs.state.mt.us/hpsd/pubheal/healsafe/food/index.htm>

Montana Department of Agriculture

Growth Through Agriculture Program

Matt McKamey

GTA Program Manager

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Eastern Ag Research Center

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Montana Department of Commerce

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Serving: Valley, Daniels, Sheridan, Roosevelt, McCone, Richland, Dawson, Prarie, Wibaux, Fallon, Carter, Powder River, Custer, Treasure, Rosebud, and Garfield counties.

Alternative Energy Resources Organization (AERO)

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Buy Fresh, Buy Local Program Manager
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Big Sky Economic Development Authority

Business Expansion and Retention (BEAR) Program
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U.S. Department of Agriculture – Rural Development

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Web Site: <http://commerce.state.mt.us/>

Glendive really has a lot going for it. I was surprised at all of the positive activity, from the new construction (Williston Basin and others) to the start up of a clothing store and a music store. I would agree (we heard this at every meeting) that the people, location and transportation infrastructure of Glendive are strong assets. You also have the same basic challenges that all of rural Montana and for that matter, rural America has. The difference between the communities that survive and the ones that fade away lies within yourselves. If it's to be, it's up to me; or probably "we" for a community. We can either be part of the problem or part of the solution. I see that a portion of your community appears to want to be part of the solution.

Glendive Strengths

The community has a number of strengths that you should consider leveraging for your benefit. These include the oil and gas industry, more irrigation, transportation hub, the hospital and all of its businesses, the school and college, all the traffic that seems to just drive through town and the tourism opportunities that you have (river, museum, parks, and many others). The media available to Glendive (radio, newspaper and TV) is a strength that any community would love to have and would want to leverage.

Glendive Challenges

As far as challenges, all of our communities have many of the same ones, the ones that are obvious are loss of population (esp. young), lack of job opportunity, negative attitude, and the number of properties that need to be cleaned up. The apathy and only a certain number of people always being the ones to volunteer (unless it is a project that is easy to get behind) is not only a problem for Glendive. It is for too many of our communities, and it is something we need to try to correct. Other challenges, that could be helpful if overcome, are that the community must better realize how important the current businesses are to the community (how can you grow these businesses) and how much potential the community has for tourism and business development if you want to embrace it.

Below I will attempt to address only a few of the bigger items that I think you as a community could focus on. I would recommend, since you have done this planning effort, that you strongly support and attend the follow up public meeting and vote on two or three of the highest community priorities. Then organize and take action on the projects and get them accomplished.

A Foundation for the Community of Glendive

One general suggestion, given the great way your community raises money to support the community, is that you may want to consider forming a 'foundation' for the community.

Excess funds raised and other donations can go into the foundation, the donors can receive tax benefits and there would be some money always available to support the community.

One resource to help in this area is the Montana Community Foundation. They can be reached at 406-443-8313. I believe that Mike Carlson (and maybe others) has already been working on this and he should be helped.

I would like to take this opportunity to express my appreciation for the hospitality and the opportunity to meet new friends. I would congratulate you on taking the steps to make improvements and a difference in your community. I am hopeful that at least one thing that I have mentioned while in town or in these comments will help a little. If I can ever be of any help, or just to be used as a sounding board, please feel free to give me a call. Thank you all for everything. Best of Luck.

MAIN TOPIC: WHO CAN HELP?

Issue: Where to find help.

Recommendations:

There are many places to find resources and assistance. There are thousands and thousands of places to look for grants and funding assistance. I would recommend that the first place to start (the very first thing to do with anything) is to look close to home. The best place to start to find help for whatever you need will probably lie with the following: (These resources, if they are not able to help will know who can.)

Recommended Resources:

Contact the USDA Rural Development Office at 406-585-2540 and ask for a copy of their resource book: Montana State and Tribal Resource Directory (they update it about once a year).

This book is a great resource for the people of Montana. A must have for community and economy development efforts in my opinion.

Also (besides your chamber of commerce, economic development organization and local leaders) keep these people busy helping you:

Eastern Plains Resource and Conservation District

Mike Carlson

Ph.: 406-433-5024

www.eprcd.org/

Action for Eastern Montana

Leslie Colbrese

Ph.: 406-377-3564

MSU Extension

Bruce Smith

Ph.: 406-377-4277

City of Glendive

Kevin Dorwart

Ph.: 406-377-3318 ext. 17

Montana Department of Commerce

www.commerce.state.mt.us

Tod Kasten

PO Box 520

Circle, MT 59501

Ph.: 406-485-3374

MAIN TOPIC: COMMUNITY

Issue: Communication and working together.

Recommendations:

I would recommend that the community start having a meeting (it could be the existing town meeting or the chamber or whomever) where the community keeps up on what all is going on and what is being done around the community. I understand that meetings are difficult to attend and put together. So, add a short newsletter, to this effort, that will publish what is going on around town, what people/groups are working on and the status. Then people can read it and provide input not only to the project but also to add their efforts/projects to the newsletter.

An example: a couple of groups indicated a need for a youth center. We were told that the boys and girls club just received a large grant to build one. Everyone, especially the youth should have already known about this as best possible.

Recommended Resources:

The meetings and newsletter is something the economic group could put together.

Start a leadership program:

Contact Sidney Chamber of Commerce

Sharron Rau

Ph.: 406- 433-1916

MAIN TOPIC: INFRASTRUCTURE

Issue: Flood plain, streets, sidewalks, and other areas to include some community clean up.

Recommendations:

The flood plain problem needs to be solved. Your active town employees and council appears to BE working on this. The downtown parking issue, mentioned by many people, needs to be addressed. This typically and mainly requires local effort to make improvements.

Recommended Resources: (Most of these are in the book I mention above)

www.mainst.org/ The National Main Street Center

1785 Massachusetts Avenue, NW

Washington, DC 20036 e-mail: mainst@nthp.org

Phone: (202) 588-6219 FAX: (202) 588-6050

Larry Gallagher, Community Builder
U.S. Department of Housing and Urban Development
Power Block Building
7 West Sixth Avenue, Level 1
Helena, MT 59601
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E-Mail: Lawrence_Gallagher@hud.gov

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

Sue Gantz, Deborah Chorlton and Mitch Copp
Ph: 406-585-2515
USDA-Rural Development
PO Box 850
900 Technology Blvd., Suite B
Bozeman, MT 59771

Connie Onstad, Program Manager
Community Development Block Grant – HOME Program
P. O. Box 200545
Helena, MT 59620-0545
(406) 841-2819

Bob Morgan (Single Family Housing)
Matt Rude (Multi-Family Housing)
Montana Board of Housing
P. O. Box 20052
Helena, MT 59620-0528
(406) 444-3040

Fannie Mae Foundation
Mary Lou Affleck, Senior Deputy Director
Montana Partnership Office
404 N. 31 st Street, Suite 220
Billings, MT 59101
(406) 259-7049
E-mail: mary_lou_affleck@fanniemaefoundation.com

Gus Byrom
CDBG for Public Facilities and Housing
P. O. Box 200523
Helena, MT 59620-0523
(406) 841-2777

Newell Anderson, Coal Board
Department of Commerce
PO Box 200501
Helena, MT 59620
Phone: 405-841-2772
Fax: 406-841-2771

Jim Edcomb, Program Manager Treasure State
Endowment Program
Department of Commerce
PO Box 200501
Helena, MT 59620
Phone: 406-841-2785
Fax: 406-841-2771
Todd Teegarden, Pollution Control
State RLF Program
Department of Enviro. Quality
PO Box 200901
Helena, MT 59620
Phone: 406-444-5324

John Tubbs, Chief
Resource Development Bureau
DNRC
PO Box 2001601
Helena, MT 59620

Geri Burton, Bond Program Officer
Board of Investments
PO Box 200545
Helena, MT 59620
Phone: 406-444-1365
Fax: 406-449-6579

Mike Davis, CTEP Coordinator
Community Transportation Enhancement Program
Montana Department of Transportation
PO Box 201001

2701 Prospect Avenue
Helena, MT 59620-1001
406-444-4383
Email: mdavis@state.mt.us
<http://www.mdt.state.mt.us/planning/ctep/>

MAIN TOPIC: TOURISM

Issue: One item that could help improve the economy of the Glendive community.

Recommendations: Revive or help promote a tourism effort through the Chamber of Commerce. Work on signage, brochures, a visitors center or stop, update the chamber web site and start the coordination of tourism, events and activities in the community. Glendive is the gateway into Montana on the interstate, all the benefits for tourism on the Yellowstone River, Makoshika and many other rich local tourism attractions. Everyone in Glendive (for an example) should know what the museum hours are and where people can go to get more information about all the great things to do around the area. Put on workshops for local people to learn about and how to do bed and breakfasts, be a guide, offer farm tours and the like. Snag and drag the traffic off of the interstate; fleece and then release.

Recommended Resources: (Some, there are many)

TIIP: Non-profit organizations or communities with a tourism-related "brick-n- mortar project" needing funding should pick up a 2003 TIIP Grant Application. TIIP-Tourism Infrastructure Investment Program-is a Montana Commerce Department, Travel Montana program that helps fund tourism-related projects that develop new attractions in Montana, preserve or restore important heritage and cultural sites and properties, add new or update existing equipment for tourism related facilities and other physical tourism projects. Since its creation in 1995, TIIP Grants have invested over \$1.66 million in to 35 Montana tourism projects valued at more than \$21 million.

CTAP: Montana communities interested in assessing the current role tourism plays in their local economic and social activity as well as planning for tourism's future in their area are invited to apply for the 2003-2004 session of the Community Tourism Assessment Program (CTAP).

CTAP is a 9-month community "self help" process facilitated by the Department of Commerce, Travel Montana and MSU Extension with assistance from UM's Institute for Tourism and Recreation Research. Local action committees work with the facilitators to analyze their current inventory of attractions and facilities, resident attitudes toward tourism, current visitor profiles, and identification of tourism projects that would benefit the area. Since 1993, 33 Montana communities have been involved in the process. Three communities are selected to participate in each session of CTAP.

Applications for both TIIP grants and CTAP participation are available electronically at <http://www.travelmontana.state.mt.us/OURPROGRAMS/TourismDevEd.htm>. For hard copies contact Victor Bjornberg, 406-841-2795, victor@visitmt.com. Deadline for applications is August 1, 2003. Website: <http://travelmontana.state.mt.us>

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

Issue: Beautification – Trees

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

Randy Lilge, Director of Parks and Recreation

316 North Park Avenue

Helena, MT 59623

(406) 447-8462

E-mail: rlilje@ci.helena.mt.us

State of Montana Department of Fish, Wildlife and Parks

Land and Water Conservation Fund (LWCF)

Web: <http://fwp.state.mt.us/parks>

Montana State Parks

1420 East Sixth Avenue

Helena, MT 59620

(406) 444-3750

MAIN TOPIC: BUSINESS RETENTION, EXPANSION AND NEW

One big issue: This may be the key to everything that a community needs to form the backbone of a healthy place to live. Good jobs and opportunity.

Recommendations: There were some good ideas discussed during our time in Glendive. A few items that I think would be doable and were discussed are: Work on a plan to utilize the strong transportation infrastructure in the area. Do something with the EastMont facility. Work to expand the hospital related services and recruit more RN's and staff. Tourism development. Irrigation development. Look into supporting ag related businesses like bio-diesel and new and different crops. Start a local cattle finishing business and sell the meat through the local restaurants and bed and breakfasts.

Find more ways to support local businesses. Cheer on and provide what support possible to the existing and new business owners. At community meetings find out what products do locals need but can not find to buy? Get, or help, a local business provide it. And, many items like this. It was mentioned at a session that the community wants donations from the businesses but that is the only time they come into the store.

Recommended Resources: (A few below, there are many)

www.doc.gov/eda/ Economic Development Administration
Attn: John Rogers, Regional Director Edrmteda@aol.com
P.O. Box 10074
Helena, MT 59626
Phone: (406) 441-1175 FAX: (406) 441-1176

John Guthmiller
Ph: 406-585-2540
USDA-Rural Development
PO Box 850
900 Technology Blvd., Suite B
Bozeman, MT 59771

Brent Poppe, Mike Sullivan and Sam Antonick
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

Havre SCORE
Barry Remus, Co-Chair
Gus Korb, Co-Chair
518 1st Street, Box 308
Havre MT 59501
Phone: (406) 265-4383
Fax: (406) 265-7548
E-mail: remo55@mtintouch.net or korbg@nmc1.nmclites.edu

Montana Super Host Training
Debbie Donovan
(406) 228-8221

Your local Extension Agent has many items they can help with.

Issue: Business Retention – the BEAR Program

A good example of a business expansion and retention program in Montana:

Linda L. Beck
Director of Business Outreach and Recruitment
Big Sky Economic Development Authority

222 N. 32nd Street, Ste. 200 Billings, MT 59101-1948 Telephone: 406.256.6871
<http://www.bigskyeda.org/BusinessDevelopment/bearindex.htm>

The services provided through the Business Expansion And Retention (BEAR) program are proving to be a great resource for participants in this program,” states, Linda Beck, Director of Business Outreach and Recruitment at Big Sky Economic Development Authority (Big Sky EDA).
“Our slogan and goal is “our team helping your team grow,”” explains Beck.

Beck further explains, “BEAR is a collaborative community-wide effort spearheaded by Big Sky EDA and facilitated by Beartooth RC&D, Big Sky EDA, Big Sky Economic Development Corporation, Billings Area Chamber of Commerce, Billings Job Service Workforce Center, Celebrate Billings, Montana Department of Commerce, Montana Manufacturing Extension Center, Montana State University-Billings, Rocky Mountain College, and Yellowstone Development and Training Cooperative.” Joe McClure, Executive Director of Big Sky EDA emphasizes, “I believe the combined expertise of BEAR program team members offers valuable resource tools to the businesses participating in the program.”

These entities provide interviewers, resources, contacts in the community, or financial support to our efforts. BEAR consulting services include workforce training, marketing assessments, government contracting assistance, business and marketing planning and funding options. We also have resources available to our clients in Information Technology and web site development. The BEAR program is a blend of public entities providing services and recommendations to our clients and private sector services and resources.

BEAR is a program designed to provide experienced, knowledgeable assistance in expansion and retention efforts to existing local businesses. The two major components of planned economic development are retention and expansion of existing businesses and the recruitment of new businesses to the area. We believe retention and expansion efforts enhance recruitment potential immensely and that if we put 80% of our efforts into BEAR, those efforts will result in positive results on the recruitment side.

MAIN TOPIC: YOUTH

Issue: Keep them involved and have them help define and develop the community.

Recommendations:

The youth of your community hold and are the future. They would like to see more things for them to do in Glendive. They are interested in a youth center and many other good ideas. Most of all they said they wanted to be a part of helping put these together and were interested and willing to work and help

Recommended Resources:

Invite and allow the local students and youth to participate in your meetings. Allow them to have a representative on the local Chamber of Commerce, Town Council etc.

Report by: Alan Deibert, Field Engineer
Montana Manufacturing Extension Center
900 Technology Blvd.
Suite A
Bozeman, MT 59718
406-994-7732 ph
406-994-7701 fax
aldeibert@coe.montana.edu

MAIN TOPIC: YOUTH

Issue: Boredom, “Nothing to do”

Several groups of people mentioned that the high school aged students don't have anything to do and are bored. Some people mentioned that there is a good bowling program and several good church-based youth groups. Children are much more likely to have a negative view of their community when they are bored.

Several people mentioned building a youth center. The students were less excited about this due to concerns about too much parental involvement or a vocal minority of students running the center.

Recommendation:

1. If there is a youth center, I recommend doing it through a local pizza restaurant or other private company to minimize the potentially negative impact of too much parental involvement and/or a vocal minority of students determining what type of music will be played, etc. If the center is connected to a private company, neither issue will overwhelm the center's success.
2. I **STRONGLY** recommend contacting Montana Young Life at 556-8085 and starting a Young Life club in Glendive. Please look at www.younglife.org to get some background on organization. Young Life is a non-denominational Christian youth ministry that is not like a church youth group. They have provided positive things to do for youth in rural and urban areas throughout the world for over 50 years. Young Life has clubs in Billings, Bozeman, Belgrade, Missoula and Kalispell. Each community has clubs in at least one high school and junior high.

Resource(s):

For a private business associated youth center, I recommend contacting the most popular pizza restaurant and see if there is a possibility of adding a youth-specific wing.

For starting a Young Life club, please call Dan Barnett in Bozeman at 556-8085. If you have further questions about Young Life, please call me at the number above.

MAIN TOPIC: INFRASTRUCTURE

Issue: Flood Plain

Resolving the flood plain issue was brought up by almost every business group that we met with.

Recommendations:

Require leadership and accountability from who ever is responsible for resolving the issue. The person or persons responsible should set a specific timeline, with milestones. The community should receive regular updates on progress. If the community is waiting on the Corp. of Engineers, require the Corp. to set a date to determine if they are going to do the project.

Resource(s):

Office or position of person or persons responsible to the community.
Locally elected state-representatives.
Federally elected officials (Burns, Baucus, Rehgurg).
Corp. of Engineers

MAIN TOPIC: BUSINESS

Issue: Lack of local jobs

This Herculean task will require a full time professional position to have any hope of positive results. In order to fund a full time position the community may need to implement a local option tax (currently not possible).

Recommendations:

Glendive, and all Eastern Montana communities, desperately need to lobby state government to allow a local option tax for economically disadvantaged communities. This may require working with all communities on the High Line and the North Dakota border working together to lobby the state. The community will need to define the qualifications and job description long before funds are identified. The community will also have to be dedicated to hiring the right person, preferably from outside the community.

Resource(s):

Locally elected state representatives.
Meet with other Eastern Montana and High Line county commissioners, mayors and chambers of commerce to draft letters to state government about passing local option taxes.
Letters from citizens to the governor.

Issue: Adding value to locally produced agricultural products

Glendive has been a leading community with diversifying their agricultural products. In order to create jobs and wealth, the community desires to develop more ag value added companies.

Recommendations:

This project should be a portion of the community development professional's job. Having a resource like Bruce Smith is a rare privilege. The Chamber of Commerce may want to appoint a specific task force to work with Bruce to focus on this issue.

Recommended Resource(s):

Bruce Smith
Montana Manufacturing Extension Center.
Montana Dept. of Ag.

Issue: Increasing Tourism

The community desires to increase destination tourism and longer daily or overnight stays. Local hotels, restaurants and retailers will benefit significantly when tourism levels increase.

Recommendations:

Create a community or regional identity.

Work with travel agents, RV clubs, motorcycle groups, etc. to promote Makoshika and the Yellowstone. Since paddle fish don't mature for over 10 years, start working with DFWP and State Tourism Office to create a paddle fish hatchery.

Restart the water park.

Recommend appointing a specific task force of hotel, restaurant and retail owners to focus on this issue.

Resource(s):

Dept. of Fish, Wildlife and Parks

Phone 406.444.2535 <http://www.fwp.state.mt.us>

Current owner of the water park.

New Glendive economic development professional (once hired).

Travel agents.

Issue: Business recruitment

This issue is closely related to "lack of local jobs" above. With respect to business recruitment, many groups noted that one of the strengths of the community is the geography and outdoor activities available around Glendive. When people think about recreation in Montana, they commonly think about the Western side of the state. Glendive has a TON to offer the person who enjoys outdoor sports. The hunting, fishing, biking and horseback riding opportunities are actually far better in the Eastern side of the state.

There must be many small company owners who would enjoy the lifestyle opportunities in and around Glendive.

Recommendations:

Have the Glendive economic development professional actively recruit small companies to relocate to the area. There are many niche-based small companies that do not require close proximity to large markets (the local pump company, large cabinet shop in Sidney, etc.).

Promote Fort Peck (like a large private lake), the Yellowstone, Missouri, access to huge tracts of public land, varmint, upland, waterfowl and big game hunting, excellent trophy quality, paddle fishing and other outdoor activities.

Promote the lack of population, low crime rate, local college, excellent hospital, internet access, weather, etc.

Promote the low cost of living in the area (housing, rent, etc.).

Promote the relative lack of snow compared to the rest of the state.

Resource(s):

Trade shows and publications (metal fabrication, software development, equine specialty, etc.).

Focused recruitment efforts to lure outdoor, equine, agricultural and hunting products manufacturers to the area.

Report by: Mike McGinley, Beaverhead County Commissioner

2 South Pacific CL #4

Dillon, MT 59725

(406) 683-3750

email: mmcginley@co.beaverhead.mt.us

Hello Glendive,

I would like to thank the people of Glendive for the invitation to your community. The openness and sharing of problems and pride really shows that Glendive has the real ability to re-focus and prosper. I will be contributing my strengths in business, community, and tourism. I realize that my area of expertise comes from being a 20-year business owner in a small, rural Montana town and most recently as County Commissioner. I feel strongly that local governments must support their community development organizations. That is not saying that they should do economic development, but they should be aware of what is being done so that they may help in any way needed. So keep an open dialogue with all entities involved and have a great and prosperous year in Glendive.

Thanks,
Mike McGinley

MAIN TOPIC: BUSINESS

Issue: Business Retention and Environment

Through all the listening sessions a sense of urgency and despair were obvious but many positives were mentioned. We know a good thing when we see it and the Glendive area is a good thing.

Recommendation:

I am of the belief that any community should first and foremost make business retention the ultimate priority. Any immediate growth should and can come from within. Until the current business climate is changed to a positive and productive environment, why would a positive recruitment want to come and try to be the proverbial band-aid for the perceived downward spiral? Once again, from the listening sessions, the people of Glendive already know their strengths and assets for a positive business climate. The transportation (freeway, railroad, and airport), the water resources, hospitals, and school system (K-12 and Dawson Community College) are all resources that Glendive has which other communities could only wish for. But above all, the Glendive people are the asset that must be nourished. The comments were made that when the people of Glendive see a need, they can all pull together and accomplish anything.

That is the task that must be pushed to the front of Glendive's goals, with the real urgency that it will get everyone to pull together. To quote one of the comments, "If our people see something that must get done, we all pull together and get it done." Ditto, ditto, ditto.

I feel this project can be put together this winter and spring to be in full force by the summer business season. This project will require a mind-shift of the way you see yourselves as well as different priorities of what you now have versus what you want that is new. This will have to work concurrently

with Part II of this report, which is on Community Apathy and Poor Attitude. The resources in Part II will work well with the emphasis on business. I would strongly recommend the BEAR (Business Expansion and Retention) Program, which is working in Billings and will start in Butte and the 7 surrounding counties early in 2004. You will need the Chamber of Commerce, another business organization, or maybe even Action for Eastern Montana to carry the ball for this project. Possibly DCC can keep the database that will be required.

Don't forget that your Ag community and Ag businesses have great potential for value added products. Think of the local economy first when developing value added products.

Recommended Resources:

Adopt and Believe: "The 20 Clues to Rural Community Survival"

Linda Beck
Director of Business Outreach and Recruitment
Big Sky Economic Development Authority
222 N 32nd St. Suite 200
Billings, MT 59101-1948
(406) 256-6871
email: beck@bigskyeda.org
www.bigskyeda.org

Southwest Montana BEAR Program
Kim Robinson – Administrator
(406) 496-4480

MAIN TOPIC: COMMUNITY

Issue: Apathy and Poor Attitude

Apathy and Poor Attitude!! Across the full spectrum of the listening sessions, apathy and poor attitudes were a major concern. A cancer if allowed to continue.

Recommendations:

I don't like to focus on the negative of a community that was a gracious host of an enjoyable visit for a detailed look at your town. But, the amount of comments on apathy, negative attitudes, doom and gloom, CAVE people, and NIMBY must cease and be replaced with talk of possibility and 'what if we try this'. Our job was to hold a mirror so your community can see itself. So if you don't like what you see, that is what you should change. To change the attitude of a community you must first change the attitudes of the individuals. This could be the favorite wintertime activity in Glendive. Challenge the whole community to get involved by forming a new habit of a positive attitude. Habits (good or bad) take 60 days to become a way of life, so for 2 months, help each other maintain a positive mental

attitude and not allow negativity into your life. Do this on a personal and public level. “If you want to change the world, change the way you see the world and the world will change.”

Here are some ideas to keep a positive mental attitude:

- Keep the town’s marquees and windows full of inspirational quotes. Such as “Flexible people never get bent out of shape.”
Give recognition to the best of the week.
- Encourage local radio stations to continually mention ‘Chin-up’ stories.
- Get local newspaper to write and challenge this Positive Mental Attitude goal of the community.
- When asking someone how they are doing, insist that they respond by saying “GREAT!” instead of the usual good or fine.
- Make sure that no one catches you with a frown on you face. Always smile.
“I have never seen a monument dedicated to a pessimist.”
- Subscribe to the Bits & Pieces Magazine.
- Hire Terry Flick – “The Attitude Doctor”. Bismark, North Dakota?

I am convinced that life is 10% of what happens to me and 90% of how I react to it. We are in charge of our attitudes.

Recommended Resources:

Chamber of Glendive – Linda – Be in charge of attitudes. Promote it. Live it.

Bits & Pieces Magazine
1-800-878-5331
email: cservice@ragan.com
Bits & Pieces
316 N. Michigan Ave.
Chicago, IL 60601-9786

Terry Flick – Attitude Doctor
Bismark, N.D.?
(I saw him perform in Glendive at a MACO convention)

MAIN TOPIC: TOURISM

Issue: Marketing

As is the business world, no product is valuable until someone else knows about it and wants it. Hence, we need to tell the world about Glendive. Market tourism assets, but how?

Recommendations:

Stay visible with the current state publication on tourism. Make sure the product you have is presented as you want. Lewis and Clark Bicentennial has the potential for a small community to launch marketing programs that will reach a large audience. Listening sessions had a lot of comments on the bed tax money, so be sure to stay involved with Travel Montana to see that your investment is spent wisely. Makoshika State Park, dinosaur digs & museums, and Paddlefish are all great assets for you community. The freeway will continue to bring lots of potential visitors right by your town. Signage and marketing is a must. This past year through BERT (Beaverhead Economic Renewal Training) Dillon and Beaverhead County picked their first project to be to develop a 'brand' for Dillon. The idea was to create a community theme that everyone would be encouraged to use. The hope is to have this logo and theme on any and all correspondence that comes from the Dillon area. We were able to use the marketing people from Great Harvest Bread to lead this project and gather the ideas from all of those involved into the 'Dillon Brand'. They hope to have this ready for use in March of 2004. Please contact JT Smith in Dillon for information on this project. This is where rural Montana communities can work together through their Chambers or Travel Centers. When any traveler leaves Dillon heading east, they should know about the dinosaurs in Glendive and travelers leaving Glendive and heading west would have already seen the Dillon Brand.

Recommended Resources:

Travel Montana
Carol Crockett
301 S Park
Helena, MT 59620
(406) 841-2870

Lewis and Clark Bicentennial Commission
Clint Blackwood
Executive Director
600 North Park
PO Box 201203
Helena, MT 59620-1203
(406) 443-2109
email: cblackwood@state.mt.us

BERT (Beaverhead Economic Renewal Training)
JT Smith – Beaverhead County
2 S. Pacific CL #4
Dillon, MT 59725
(406) 683-3724
Cell: (406) 660-0233

Report by: Gloria O'Rourke

Montana Economic Developers Association

118 E. Seventh St.; Suite 2A

Anaconda, MT 59711

Ph: 406.563.5259 Fx: 406.563.5476

Email: gloria@medamembers.org

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

I believe the Glendive Resource Team members have done an excellent job in providing the City of Glendive ideas, recommendations and resources for future planning and opportunities. I have just a few thoughts to add. Thanks once again for inviting us in to your community.

MAIN TOPIC: COMMUNITY

Issue: CAVE and NIMBY people

Every community has them: Citizens Against Virtually Everything and the Not In My Back Yard people. When these attitudes pop up during a community issue/discussion, it is tempting to answer with a resounding "Lead, follow, or get out of the way!"

Recommendations:

I have learned that apathy often comes about due to a lack of process, not lack of attitude. People often care about their community, but they don't know how to participate. (See #3 below.)

1. Defeat the defeatism. You must not sit back and observe/allow things to happen to you. You DO have a say, you DO have a voice, and with patience, change can begin to happen.
2. Know your enemy. Most people, if properly approached and given direction are willing to help their community, but be aware that you have some natural enemies. These days, time is of the essence – people have prioritized family time, time with the television, sports, eating out, or working late. Be aware of cynics who play the role of "gloom and doom" in a community. Be prepared to say over and over "**Let's try.**" Some individuals may openly oppose any effort for change. **All you can do is try to understand their objections, work with them as much as possible, and go on.**
3. Become a learning community – a community willing to risk failure to find the best way. Be willing to try new approaches, take on a new project, review what works/doesn't work and apply the lessons learned to the next project. Some experts call this the gardening approach:
 - Planting – talk about your issue. Call attention to the issue, be descriptive, unfocused, and simply discuss a problem that you feel should be dealt with. This is not just complaining, but reaching out to others. Learn how other communities solved a similar problem. Find five to seven people that you feel you can count on to begin to address the issue. Remember – you don't have all the answers at this point, but are confident a solution can be found. Consensus to finding solutions will take place in the "blossoming" step below.
 - Cultivating – as interest builds, don't rush things. Thoroughly investigate an issue before taking a major first step. Put together a steering committee, talk and write about the issue, get public opinion and input, perhaps conduct a survey to begin intensive planning. Realize that objections and doubts will now be raised such as, "who is going to do all this work?" or "where will the

money come from?” and the famous “we have tried this before and it didn’t work”. To replace the defeatism, have short answers prepared as to why your community can – and should – address this issue. Do visit public officials, non-profits, business leaders, etc., to see where they stand on the issue. Ask advice – but it is too early to push for a commitment. As you visit, ask about possible resources. Have a plan in place to put-to-work new volunteers. Now is the time to create your volunteer database.

- **Blossoming** – this would involve a big event or series of events. The purpose is to set the stage for excitement, commitment and direction. To avoid appearing manipulative or “pushy” – thoroughly complete the Cultivating step before moving on to Blossoming. To hold a successful “blossoming” event, think about what other community events have proven successful in the past. Perhaps it was a community dinner, a town meeting, an outdoor get-together. It is not so important as to having a large number turn out, but that there is a good cross-section of the community present. The event must conclude with consensus and commitment. Remember that a solution may be found to the issue that you had not thought of...keep an open mind.
- **Harvesting** – be ready to run with success. Usually a successful event will reveal new volunteers. Plan ahead as to how you will welcome and put-to-work these individuals. The more people you can offer meaningful roles to, the faster and farther enthusiasm will spread. Put people in their right “slot” – matching their ability with a portion of the project. Remain enthusiastic – and enthusiasm will continue to grow.

4. Keep the momentum going: divide big goals into smaller ones – and celebrate success along the way; be sure to broadcast your successes – don’t let people forget what has been accomplished; reward or acknowledge your volunteers; keep attention focused on the problem AND the solution.

Resources:

Utilize the upcoming Glendive Resource Team Assessment prioritizing town meeting to identify the issues on which Glendive needs to go to work. Tentative date: February 18th. Contact Don Kettner for additional details.

Review additional ideas and strategies at <http://www.civic-strategies.com>

Subscribe to a free monthly newsletter: <http://www.volunteerpower.com>

Issue: Full Time Economic Development Director

Don Kettner and the Dawson County Economic Development Council can only do so much. The Glendive Chamber of Commerce office is run ragged – what an incredibly busy place!

Recommendation:

Above all, Glendive needs to find the means of funding a full time Economic Development Coordinator. Imagine having ONE person to call for many other community contacts, ONE person that has expertise in a variety of community and economic development arenas, ONE person that can improve the three c’s of communication, collaboration and coordination. How to fund this position?

Resources:

MEDA is an organization made up of many economic development professionals. View the MEDA directory and phone economic development professionals around the state with the same population/area of Glendive. Ask how THEY are funded. <http://www.medamembers.org>

Also, if Glendive is serious about hiring a full time economic development director, I would be happy to spend several hours searching for funding resources. As a MEDA member, I have access to a huge grant-search program called GrantStation. In doing a quick search (you have to be a Grant Station member to access the database) I received over 41 sources of funds for an economic development position in Montana. To be honest, finding the sources is the easy part – the hard part is to investigate these contacts and write proposals for funding. But...Glendive can do it! I would be glad to assist.
gloria@medamembers.org

Charles Stewart Mott Foundation

Mott Foundation Building
503 South Saginaw Street, Suite 1200
Flint, MI
48502 - 1851

Phone: 810-238-5651
Fax: 810-766-1753
Email: info@mott.org
Url: <http://www.mott.org>

Common Counsel Foundation

1221 Preservation Park Way
Suite 101
Oakland, CA
94612 - 1206

Phone: 510-834-2995
Fax: 510-834-2998
Email: ccounsel@igc.org
Url: <http://www.commoncounsel.org>

Lilly Endowment

Grant Services Office
P.O. Box 88068
Indianapolis, IN
46208 - 0068

Phone: 317-924-5471
Fax: 317-926-4431
Url: <http://www.lilly.com/about/community/foundation/endowment.html>

Issue: Leadership

During a recent assessment in Havre, I learned of an incredible leadership program that is coordinated by the Havre Chamber of Commerce. When the Havre Team attended a City Council meeting, a youth

from the leadership program opened and ran the meeting. Retreats are held with local leaders and the youth plus a special group is involved at the high school.

Recommendations:

I strongly encourage you to give the Havre Chamber of Commerce a call, or speak with Craig Erickson. Craig is the Community Development Specialist for Bear Paw Development and has been active in the program for some time.

Resources:

Craig Erickson, Bear Paw Development

Ph: 406.265.9226

cerickson@bearpaw.org

MAIN TOPIC: BUSINESS

Issue: Business Retention

The BEAR project that Alan mentions in his report is terrific. Butte Local Development Corporation recently began a BEAR program in the Butte/Anaconda area.

Recommendation:

In addition to the BEAR program, please consider the following article by Del Birch.

12 Essential Steps for Jumpstarting the Business Retention Process

By Del Birch

Creating an effective, sustainable business retention program *looks* easy on paper. Actually implementing it is *easier said than done*. Providing an ongoing retention program that delivers value to your community is a significant accomplishment and a major competitive advantage for your community.

Here are 12 essential steps that economic development and community leaders can take to create an effective program sustainable over the long term.

Again, we offer a note of caution: these steps only look easy on paper. Creating and then maintaining an ongoing retention program is not easy. Here's another caveat: this is not an *a la carte* line where steps can be taken – or missed – at will. Building an effective, **sustainable retention program is a systematic** process. Each step in the process is critical and essential.

There's no question that retention takes a substantial investment in time, energy and willpower. While the investment is high, the potential return on investment is equally high – keeping wealth and job creating companies in your community and growing job opportunities for area residents.

Remember what every private sector company already knows: *satisfied customers* – your community's employers – *typically don't leave*.

Step #1 Recognize the value of retaining existing businesses.

Attraction or retention? Consider that up to 80% of job growth in any community is generated by firms already located in the community.¹ Can you really afford to ignore the customers – your community's existing employers – that you already have?

Step #2 Generate a commitment from key service providers. Build the team.

Retention requires a team of dedicated service providers who are ready (and willing) to respond to customer needs identified through the interview or outreach process. Don't bother with outreach without a strong, committed, dedicated team in place. And, don't expect the team to coalesce immediately. Team-building takes time so start early.

Step #3 Focus on a common objective: job growth through retention and expansion of existing businesses.

The objective is simple: create more jobs at existing firms. How is this done? First, use outreach to build relationships and identify the firm's needs. Second, deliver required services efficiently, enhancing the firm's bottom line. Third, maintain open lines of communications with CEOs to ensure that they are happy and satisfied.

Step #4 Target specific business segments yielding the highest return on investment.

Economic development organizations have limited budgets, staffs and time. It makes sense to target limited resources to those firms that have the highest propensity to create jobs and wealth. Retention is Darwinistic. Focus limited resources on winners, not losers.

Step #5 Create an efficient team communications network.

Winning teams know each player's strengths and weaknesses. Winning teams communicate efficiently. Today, winning teams in business use technology and email to communicate quickly and efficiently.

Step #6 Initiate customer outreach

Why talk to your community's business owners? You want to accomplish specific goals: 1) learn more about the companies that employ area residents; 2) identify the needs of the company and then deliver those services efficiently; 3) learn what business owners like and dislike about the business climate in your community and state; and, 4) use this knowledge and intelligence to constantly improve service delivery and the business climate.

Step #7 Create a useable, accessible, dynamic customer database.

Empower your team to efficiently meet the needs of businesses by giving them the data, knowledge and intelligence gathered through outreach. Databases are useless unless they are used. Allow service providers on the local retention team to access company profiles and satisfy customer needs faster, smarter and better.

Step #8 Respond to customer needs consistently and promptly.

Train your team to respond to pre-qualified company needs quickly. The service provider receiving a referral should contact the CEO within 24 to 48 hours for a follow-up meeting. This demonstrates to the CEO that the local economic development team understands the real time constraints that the firm faces in today's dynamic business environment.

Step #9 Use the database to anticipate needs.

The data from your outreach effort is current, accurate and highly specific to your community and region. Analyze it for opportunities to add services, improve existing services, and identify programs and policies that can make your community and state more competitive. You're gathering relevant, accurate information from your business owners so use it!

Step #10 Measure customer satisfaction.

Adopt another technique from the private sector: call companies requesting assistance and ask if they were happy with the assistance provided to them. Follow-up with the customer to ensure customer satisfaction. This strengthens the customer relationship and provides valuable feedback about the quality of programs and service delivery.

Step #11 Make necessary changes to increase customer satisfaction.

Follow-up with the customer provides a good checks and balances for the team. It identifies those service providers who are doing a superior job – and those who are not. Use this information to strengthen the team and replace non-performers with service providers totally committed to superior customer satisfaction. Customer follow-up can identify opportunities to improve program. Use this feedback to make programs more user-friendly.

Step #12 Constantly strengthen the team to benefit the customer.

Once you have a team in place, use it to benefit the customer. Tap the expertise of your multi-organization team as an informal economic/community development "think tank." Analyze gaps in resources and programs. Create and/or suggest new programs or program enhancements. Respond to recurring problems or opportunities. And, always remember: *satisfied customers typically don't leave.*

1 Job Creation in America. Dr. David Birch. 1987

Issue: Skilled workforce; Brain Drain; Retaining our Youth

The Montana education system works so well that out-of-state companies and businesses hire many of our youth. After leaving Montana for a time, many of our youth would like to "come home."

Recommendation:

One outcome of Resource Team Assessments is a unique online business recruitment tool. Julie Foster of Montana Jobs Network created the Come Home Montana project to put local communities in touch with "youth" that want to return home. Visitors to the site can view a list of community assets, challenges, and their vision for the future to assist them in making a decision to return to their community, start a business or participate in an existing Montana business or organization. Glendive

can use the information gleaned from this Resource Team Assessment to place community information on the website.

Resources:

Contact Julie – she will talk you through the details of coming on board.

Visit <http://www.comehomemontana.org>.

Contact: Julie Foster

Montana Jobs Network

4655 Watt Lane

Stevensville, MT 59870

Ph: 406.777.7185

Email: jmfoster@montana-jobs.net

Issue: Aquaculture – Maintain and Increase

What a unique business to have in Glendive, Montana!

Recommendation:

If you haven't already, be sure to talk with Fraser McLeay of the Montana World

Trade Center to learn how to expand into the global market. MWTC recently received a grant to encourage businesses in global participation.

Resource:

Fraser McLeay

Montana World Trade Center

Gallagher Business Building #257

Missoula, MT 59812

Ph: 243-6892

Email: fraser@mwtc.org

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

Issue: Natural Resource Development – Wind Energy

I don't know very much about wind energy – but I know people who do!

Recommendation:

Ask to be placed on the Montana Wind Working Group email list – and participate in the meetings. The Montana Wind Working Group is an open group of industry, consumer and government representatives promoting the development of wind energy in Montana. This group is active, enthused and in-the-know about wind energy efforts in Montana.

Resources:

View minutes of previous meetings, current articles and activities at:
<http://www.deq.state.mt.us/energy/Renewable/MtWindWorkGroup.asp>

MAIN TOPIC: TOURISM**Issue: Signage**

There is very, very little signage to encourage a traveler to stop in Glendive – the few signs that do exist are old and faded. Visitors will not stop if they do not feel welcome or receive a bad first impression of the community.

Recommendation:

Glendive needs to take advantage of the Interstate exits to market Glendive. Have two “Gateway” signs at each and every entrance. Work with your local artists to construct beautiful signs.

To provide more reasons for travelers to stop, developing a strategy outlining actions:

1. Identify kinds of visitors (i.e. leisure, pass through, sightseers, retirees, friends etc.)
2. Recreationists; destination visitors
3. Heritage/Cultural Travelers; seeking enrichment from local history
4. Commercial and Business Travelers; international trade, agency/business travelers

Identify where visitors come from. Tourism development efforts can focus on serving these markets more effectively by anticipating and fulfilling their needs. Pass-through tourists need visible information and activities (farmers market, hikes) and improvements to entrances/community appearance to entice them. Heritage and cultural travelers seek local history, culture and arts (historic buildings, community/tribal culture, local artists/craftsmen, events). Commercial travelers need business support services (data ports in hotel rooms, access to copying/printing services, meeting rooms, cell phone coverage). All of these segments seek good quality dining and shopping experiences.

You MUST visit the MT Dept. of Transportation website regarding Outdoor Advertising Regulations. <http://www.mdt.state.mt.us/rw/oacinfo.html> Here is a *small portion* of the information available on the website.

Congress passed the Highway Beautification Act to control and limit signs along the interstate and primary highways which allows the traveling public to enjoy the nation's scenic beauty.

The Montana Legislature also enacted laws consistent with the federal act. Montana Department of Transportation (MDT) is responsible for enforcing these laws, and failure to do so could jeopardize millions of dollars in highway construction funds.

Outdoor advertising signs are not prohibited, but there are specific limitations such as where they may be located, how close they can be to other permitted signs, how large they can be, and how they must be maintained.

- Signs may be placed in areas that are zoned for commercial and industrial use or in unzoned areas where commercial or industrial activities are located. It's our responsibility to determine if those areas qualify for the placement of signs.
- Permitted signs must be at least 500 feet apart along interstate highways and 300 feet apart along primary highways. Outside of incorporated cities and towns they cannot be closer than 500 feet from a public park or public forest boundary. Also, they must be at least 500 feet from highway rest areas or from an interstate highway interchange
- Signs may vary in size but cannot be larger than 672 square feet in area. (A sign that is 48 feet long and 14 feet high is 672 square feet.) The sign cannot be more than 48 feet long and no higher than 30 feet above the surface of the roadway.
- In addition, there are several other regulations that may apply. Before applying for a sign permit, you should discuss your plans with a right-of-way agent at the [MDT district office](#) in your area.

Resources:

Montana Community Foundation
 Linda Reed
 101 N. Last Chance Gulch #211
 Helena, MT 59601 ph: 406.443.8313
<http://www.mtcf.org>

For onsite signage assistance visit
<http://www.sba.gov/starting/signage>

Glendive Transportation District

Phone: (406) 365-5296
 503 N. River Ave., PO Box 890
 Glendive, MT 59330-0890

MAIN TOPIC: INFRASTRUCTURE

Issue: Utilizing current infrastructure (transportation and broad band) for economic development

Recommendations:

For ideas on how to use all of the solid Glendive infrastructure now in place, I suggest you seek out two organizations for assistance.

NARFI – North American Rural Futures Institute is a non-profit organization that focuses on looking ahead and utilizing new ideas.

Real World Development is new to Montana – but Myrt Webb (Senior Associate) has more experience with infrastructure issues and use than anyone I know. He and his partner utilize all kinds of data available from a community and overlay this information with infrastructure available. Real World Development then assists a community in discovering the best use for the current infrastructure. Here is a helpful example: a community may waste its time on raising funds for a water park, when they do not have an adequate water system to support the business.

Resources:

NARFI

Timlynn Babitsky

Real World Development

Myrt Webb

MAIN TOPIC: FINANCIAL

Issue: Need for encouraging small business financing

During the banking/financial listening session in Glendive, the financial institutions representatives stated they have funds to loan to small businesses. Small business owners are not approaching the banks, however.

Recommendation:

The business community needs to get the “word” that loan funds are available. Perhaps the local banks could combine their own promotion/advertising in promotion of current business customers. For example, one of our local television stations has a quick advertising segment called “Here’s My Card”. Small businesses have their business card displayed on the screen while a narrator reads the business contact information and states a brief purpose. Several cards are presented in a brief time slot. Perhaps the local banks could serve as sponsors to the commercial ad – promoting the bank as well as a customer.

Also, please review the article below, “Effective Strategies for Community Development Finance” provided by the OCC – Office of the Comptroller of Currency under the US. Treasury Dept.:

According to the U.S. Small Business Administration (SBA), the approximately twenty-two million small businesses in this country “employ about 53 percent of the private work force, contribute 47 percent of all sales in the country, create two out of every three new jobs, and produce two and one-half times as many innovations per employee as do large firms.” The SBA also notes that the commercial banking system is one of the most important sources of credit to small firms. The banks in our study generally define small business lending as the part of the market between retail lending and middle-market commercial lending. Typically, the banks further segment the small business market by financing and servicing small business located in traditionally underserved markets. Improving the delivery of credit to these small business customers is an important component of the banks’ overall CD

finance strategies and objectives. Small business development supports job creation and economic self-sufficiency in low-income communities.

We found a variety of approaches to banks' financing and servicing of small businesses, which organizations of any size or market can adopt. The banks respond to many of the credit and service issues facing small businesses, particularly those located in traditionally underserved markets. For example, small businesses often need diverse types of credit, including secured term loans and unsecured lines of credit. New or expanding small businesses, in particular, may require equity capital and technical assistance, particularly on financial management issues. Many businesses have also expressed to banks their frustration over the lack of timeliness and flexibility on credit decisions. In addition, some businesses are concerned about the lack of loan approval authority among the lending officers with whom they deal regularly.

The study focuses on small business loans of \$20,000 to \$250,000 to businesses that have one or more of the following characteristics:

- Operate in low- and moderate-income and other disadvantaged communities;
- Are a start-up business or have annual revenues of less than \$500,000 and have limited equity capital;
- Have owners who personally create their product or deliver the service;
- Have fewer than 25 employees; and
- Have a local customer base.

EFFECTIVE STRATEGIES

The banks' product lines and approaches vary considerably, but the banks share several effective strategies in small business finance. The banks

- Commit resources, including expert staff, and actively solicit small business customers;
- Learn about small business needs and offer diverse products and services;
- Provide small business customers with easy access to bank products and services;
- Establish streamlined processing for timely decisions

U.S. Small Business Administration, *Small Business Lending in the United States* (Small Business Administration, 1997), Introduction.

Resources:

Your local television and radio media outlets
and

http://www.knowledgeplex.org/kp/report/report/refiles/occ_0606_estrategies.pdf

MAIN TOPIC: EDUCATION

Issue: Collaborate with High School, Advanced Placement Classes, etc.

Recommendation:

You have a tremendous, one-of-a-kind resource in Don Kettner. No one knows what is available at DCC better than Don! Use his unique knowledge and personality to make connections with the high school and college. Form a committee for the purpose of improving collaboration between the High School and DCC – and use Don's expertise to form long term, lasting benefits.

Resources:

Don Kettner
406.365.5601

Issue: Collaboration with country schools

Everyone realizes the importance of maintaining our small community schools as they are a component of economic development within a community.

Recommendations:

To assist surrounding country schools to be the best that they can be, I would again recommend Don Kettner's connections with DCC to be utilized. Also, a committee could be formed containing Glendive school officials, County Superintendent of Schools in the area, a representative from DCC as well as several parents from each school. Go through a similar process as a Resource Team Assessment – asking: what are our problems and challenges? What are our strengths and assets? What would we like to see addressed in the next 2, 5, 10 years. Prioritize these issues then...get to work! ☺

Resources:

Don Kettner, 406.365.5601

Montana Rural Education Association: <http://www.mrea-mt.org>

Montana Small Schools Alliance: <http://www.mtsmallschools.org>

Report By: John A. Kramer, President

Great Falls Development Authority, Inc.
710 First Avenue North
Great Falls, MT 59401

Phone: (406) 454-1934

FAX: (406) 454-2995

Website: www.gfdevelopment.org

MAIN TOPIC: COMMUNITY

Issue: Beautification

The best asset of any community is always its people and the pride they have concerning their community, state, and region. The most effective way of judging that is to look at the way that the residents in the community maintain their own homes. We were in Glendive late in the year so judging how well lawns are maintained, etc., is difficult however, it was obvious there was a great deal of pride by the residents in their homes. Unfortunately the next indicator is how well the appearance of the Main Street and the accesses to the community are maintained.

Recommendations:

In order to encourage beautification and community pride, first start an annual program where you acknowledge the best positive change in appearance of a residence. Create different classes according to the value of the homes. Do the same thing with retail businesses. Make it a significant event where the winners are perhaps announced at either the City Commission or County Commission meetings. Really promote the event so that the private sector will want to make the investment for appearance sake. Make sure that it gets a great deal of publicity, which would be free publicity for the winning business.

Secondly, in order to warrant this program, potential low-interest loans for the businesses as far as beautification is concerned may be an option. (See Small Business Financing.) Tighten up the building and zoning inspection program to review hazards and building code violations. You must show the private sector that investments in improvements are appreciated. Perhaps start out with a monthly event instead of just an annual event. Simply acknowledging investments into beautification can accomplish a lot.

Issue: Economic Development

First and foremost, every community needs a focused economic development program and it needs someone and some entity accountable for that function. Communities without an economic development program flounder.

Recommendations:

First I would recommend the formation of an economic development program. Everybody in the community including the city, county, business sector and the residents would be involved with that corporation. The corporation would need a staff. Let me be the first to say that in communities the size of Glendive, it would be difficult to get someone with 10 to 20 years experience. However, it would be possible to get someone that has the background and is new in the business. That can be a good thing because you get new ideas and someone who would want to make a name for themselves. You would have that person for probably three to five years. But the consistency of an ongoing program and the staff to support it would be very effective. In order to finance a staff a coordinated organization of the

city, county, and private sector where they all financially contribute would need to be established. This could possibly be done on a regional basis with two or three cities at one time. The concept is becoming more regional than just one community.

Issue: Leadership and Volunteerism

In most communities, it is difficult to get people to be involved. In a lot of cases people don't know how to become involved because they don't know what the committees are or what the structure is.

Recommendations:

An aggressive community outreach program highlighting the areas of involvement and the needs of the community and rewarding those people with publicity for participating would be important. Everybody likes to be thanked. Even more important is to develop a leadership-training program. Several Chambers of Commerce throughout the state have such a program that takes the younger people and older people into a program that teaches each person how to be a leader in the community and how to get involved. There are a lot of people who sit back and wait to be asked. However, to be asked to undertake a major community building activity when you have no experience is difficult. Participating in a leadership program and understanding what the different facets of the community are and what they do is important. Therefore, developing a leadership-training program and marketing to the community what the different organizations are doing and the need for assistance would be very helpful.

Resources:

Great Falls Chamber of Commerce
710 1st Avenue North
Great Falls, MT 59403
(406) 761-4434

MAIN TOPIC: BUSINESS

Issue: Business Traffic

Recommendation:

Explore the impact of developing a major truck stop. Glendive is mid-way between Billings, Montana, and Bismarck, North Dakota. A major truck stop that would not only have restaurants but truck facilities such as a repair garage, a carwash, overnight lodging, shower facilities, etc., (everything that is associated with a major truck stop) would be hugely beneficial. If you can get people off the highway, their money will be spent in your community.

Resources:

For information contact some major truck stops such as Flying J and the Montana Department of Transportation.

Montana Department of Transportation
P.O. Box 201001
Helena, MT 59620-1001
(406) 444-6200

Issue: Diversification of Crop Base for Value Added Processing

Every region has a major commodity crop but a lot of areas have developed specialty crops such as baby carrots, edible beans, and onions. You already have caviar. What would it be like if you had four or five products for value added processing?

Recommendation:

Approach the Montana Department of Agriculture for a \$10,000 grant to hire a consultant to analyze what the best crop opportunity in the Glendive area would be for a value added facility. First concentrate on developing one product. Get the plan developed as to what would be the best first project and how it would be financed. Once this one product is established, the rest will follow. Other areas in North Dakota and Iowa have been extremely successful by doing just this—developing a small value added processing facility.

Recommendation:

Montana Department of Agriculture
303 North Roberts Street
Helena, MT 59620
(406) 444-3144

Issue: Strategic Marketing Plan

Recommendation:

Assuming you have the staff, determine what type of additional business you want beyond agriculture. Find your niche. Then put together a very defined marketing strategy for that niche.

Issue: Shop Local

Recommendation:

Develop a buy local directory. First do a survey, which is also a great public relations tool. Survey the residential community for what products they want, where they would like to get them, and would they shop local if available. If you do this on a semi-annual basis (it's not very expensive to do), you will start developing loyalty to the community for responding. I applaud Glendive for opening their own store. I think that is tremendous. However, if the residential community within the region responds that they want something else in it, this becomes a great marketing tool to be able to respond to that. You build loyalty by asking your customers what they want and responding to those requests.

MAIN TOPIC: TOURISM

Issue: Makoshika State Park

Recommendation:

Makoshika State Park is a significant historical attraction. Therefore, look at developing a significant campground, one that would highlight the area and utilize the park's hiking trails and other features. Build up the historical aspects of the park by using major billboards on the highways from both Billings and Bismarck into Glendive (the Wall Drug approach) so that people would want to camp the night to see the historical attractions.

Issue: Historical Event

Recommendation:

Developing a historical event that would cause people traveling the interstate to want to stop for would be significant. The dinosaur approach isn't doing very well because not a lot of people are interested in dinosaurs. Is there a place where the Lewis and Clark Expedition camped? Is there a place where Custer came through? Is there any kind of battlefield within that area? Is there anything that you could build as a reason for tourists to stop in the area? Once this is established, concentrate on creating a community event around this historical event that would include such things as a parade or a street dance. Build the awareness of this historical event so that it also becomes a tourism event.

Issue: Hunting & Fishing

Recommendation:

This area has huge hunting and fishing capabilities. Think of what Canada has done with sport fishing. You can't compete with them, but think of where you could, such as sharp tail hunting. North Dakota created the Cannonball River Company. They bring in hundreds of hunters each year who each spend hundreds of dollars a day at the restaurants, motels, and sporting goods stores. Look at taking some of the land in the area and putting it into game preserves where hunting would perhaps not only take place in the fall but possibly in the spring. Check with the Department of Natural Resources as to how you could increase the populations of game by eliminating the predators. Develop hunting package plans with motels that would include game cleaning. Start marketing these packages at the major sporting shows. There are a lot of hunters who only hunt in the fall because there is no season specified in the spring. On a game preserve hunters are allowed to hunt in the spring. In addition, sharp tail hunting starts earlier (September) than pheasant season and has a longer season. Create a tourism/marketing strategy to attend all the sporting shows in Minneapolis, Chicago, etc. It is a proven concept that people will spend money on hunting and fishing if they know that they are well taken care of and that there is game available.

Resources:

DNRC

Montana Fish, Wildlife & Parks
1420 East 6th Avenue
P.O. Box 200701
Helena, MT 59620-0701
(406) 444-2535

Ducks Unlimited
Great Plains Regional Office
2525 River Road
Bismarck, ND 58501-9011
(701) 355-3500

MAIN TOPIC: INFRASTRUCTURE

The infrastructure of a community should be focused around what the anticipated growth is. If the community is not predicting growth in a certain area, don't invest in that area.

Issue: Flood Plain Area

Recommendation:

If there is a flood plain area, getting it undesignated should be the emphasis. For this you may want to hire a specialized engineering company with FEMA experience. However, starting to develop a residential or commercial area that is outside the flood plain would be paramount.

Issue: Vacant Buildings

Recommendation:

Take a look at the buildings that are vacant in the Main Street area. If the owners are absentee owners there is no incentive for them to fill it. Look at a special tax on those buildings because they are vacant that would help to beautify the building or bring it back up to code. Absentee owners, especially when they are out-of-state owners, usually could care less about the appearance of the building. When you get an opportunity to fill such a building, work with the potential buyers. Offer them small business loans or give them a property tax break for three years, anything to give them an incentive to purchase or lease such a building. Once they have opened their business, acknowledge their existence by making them the business of the month or as previously discussed, make them a recipient of a beautification award of the community. Work with that new business and show support. Do whatever you have to do to build around that opening. If you are doing a market research study of the residential consumers in the area, you will have an idea as to whether that business will be successful or not.

Issue: Parking

Recommendation:

If the downtown area needs it, the federal government has awarded and allowed business improvement districts (BID) to self-tax. There is also tax increment financing. There are some unique financial programs that would allow the business community and the city to respond to that parking need. The creation of a financial entity on a regional basis, or working with one that's in existence in creating those financial tools is essential. When there's a need for public parking, other cities and communities have used tax increment financing and BID designation in the process.

Resources:

See Small Business Financing section of this report.

MAIN TOPIC: FINANCIAL

Issue: Small Business Financing

Recommendations:

Look at developing a regional financial entity that would get into micro-loan lending and a revolving loan fund. It would not be fair to your economic development person to also have to be the financial person or to not have the funding available for the expansion of existing small businesses or for the start up for new small businesses. There are federal and state programs available but you must have staffing to acquire it. This staff should have experience in all types of financial programs and expertise in tax increment financing, BID, and grant writing that would assist in planning and zoning. Regions that have this expertise available to them are far more advanced than areas that do not.

Resources:

USDA Rural Development
900 Technology Blvd., Suite B
Bozeman, MT 59771
(406) 585-2580

mtfinanceonline.com, etc.

MAIN TOPIC: EDUCATION

Issue: Dawson Community College (DCC)

DCC is already a tremendous advantage to Glendive. The way that the college has continued to acquire endowments is to be applauded.

Recommendations:

DCC needs, if not already in place, a special endowment committee to build for not only the college but the community certain assets that the community needs such as a civic center with a theatre, expansion for the library, or a youth center to be used by both college and high school students. Other communities have been very successful in developing a multi-purpose youth facility when it is placed right. Having a committee that looks at raising money through endowments for things that there are significant tax advantages for are very important. Don't just ask for it for the college; be sure to ask for the entire community.

Issue: Training Needs

Recommendations:

Do a survey as to what training needs exist within a 100-mile radius. For example, are there businesses that need certain ISO training for welders? Once the survey is completed, respond to those needs. Surveying the surrounding business community and responding to the identified needs will start focusing the region to DCC and not just to Glendive.

Report by: Bill Barr
Cooperative Development Specialist
USDA-Rural Development
Contact Information:

USDA-Rural Development
900 Technology Blvd, Suite B
Bozeman, MT 59771

E-Mail: Bill.Barr@mt.usda.gov
Phone: 406-585-2545 **TDD:** 406-585-2562
Website: www.rurdev.usda.gov/mt/index.htm

GLENDIVE RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION

Main Topic, Issue, Recommendation, and Recommended Resources

MAIN TOPIC: COMMUNITY

- **Issue:** Economic development interest in Glendive and Dawson County appears to depend on the same group: a core of volunteer leadership and participants. A part of this issue is a perceived lack of communication, coordination, and collaboration among these components of Glendive's economic development process.
- **Recommendation:** The hiring of a professional full-time or at least a part-time individual is recommended. Currently, it appears that a "tired" group volunteers and core professionals from related disciplines form a base for launching and maintaining economic development activities in Glendive and Dawson County. There also appears to be a notable lack of community consensus for accepting leadership guidance from these various groups and core professionals across the community. A full-time professional economic development focal point could serve as an on-site contact person who could support and direct the local activities and coordinate the represented interests and the capabilities of volunteers and core professionals. This individual could assist in facilitating discussions, developing a community consensus, addressing prioritization and resourcing of local economic development projects. This individual should be a participant in strategic planning for Glendive and Dawson County, be able to network with nearby local and regional economic development organizations. Anticipated outcomes of this process could be a Comprehensive Economic Development Survey and Strategy including asset mapping and community resource building. These are simply terms to describe ways in which a community addresses its strengths, weaknesses, opportunities and threats and takes that analysis to realistically design an economic development process which is attainable for that community. The process also assists in "community buy-in" to the process and results. If there is no buy-in or consensus reached in the community, simply hiring a full-time person will not make the problems go away or the solutions simply happen.

- **Recommended Resources:** Providing a long term sustainable basis for a full-time economic development person and office is critical. Local businesses, individuals, and local government and county government officials will need to form a core support structure. Their commitment to economic development and directing financing for this position is essential if this path to professionalizing and coordinating economic development for Glendive is to be improved. An elected active Board of Directors is recommended to provide oversight and governance for the economic development organization and the economic development focal point. Assistance with this process and networking partners in this process might include, but are not limited to: Montana Economic Developers Association, (406) 563-5259; Jim Atchison of the Southeast Economic Development District, (406) 748-2990; Leslie Messer, Richland Economic Development in Sidney, (406) 482-4679.

MAIN TOPIC: COMMUNITY

- **Issue:** The need for downtown beautification was identified as an issue needing attention, along with finding ways to address closed businesses, ways to attract tourists and travelers to stop and enter the business areas of the Glendive.
- **Recommendations:** Community beautification is often best addressed by a Chamber of Commerce led community resource team which works with local businesses and community leaders to work to instill a sense of community pride through clean-up activities. Glendive is divided into two primary segments and ways to make Glendive more attractive and alive to those passing through it and to those who live here is important. This approach focus Chamber resources in areas which, while related to economic development, are not as focused on business recruitment, new job creation, and on longer term economic development issues. It is an approach that can produce results in a shorter term and which can help improve the community position for presenting itself more favorably to new business development opportunities when they arise. Over the past few years, it appears that you Chamber has made progress in this area with some local businesses, but improving associations with non-downtown entities would strengthen the Chamber's impact. Such an approach includes but is not limited to identifying and prioritizing projects, involving the local media, and involving city and county government resources. The Chamber should be an active partner with the full-time economic development organization. Chamber beautification projects should be undertaken year round and seek to involve as many people as possible. A program of recognizing individuals and groups who are trying to make a difference can assist in generating and expanding participation in such projects.
- **Recommended Resources:** Networking (which is already done by your Chamber) with existing Chambers of Commerce (such as Sharon Rau in Sidney, (406) 433-1916, the State Chamber of Commerce in Helena, and the Montana Economic Developers Association can provide concrete resources and examples of similar programs and efforts elsewhere in Montana. For assistance with Tourism matters, contact the Montana Department of Commerce (Victor Bjornberg, Tourism Development Coordinator, Travel Montana 406-444-4366, PO Box 200533, Helena MT 59620; The Community Tourism Assessment Program –CTAP; Tourism Infrastructure Investment Program –TIIP can also be accessed through Victor Bjornberg. Tod Kasten, Regional Development Officer, Montana Department of Commerce, (406)485-3374 and Anna Marie Moe (406)444-2654 of Travel Montana can also help provide guidance to

competitive tourism assessment grants which can assist Glendive. The Montana Community Foundation, 101 N. Last Chance Gulch, Suite 211 in Helena can provide small grants for cultural development projects. County Extension Agents (Bruce Smith, (406) 377-4277) are another resource for working with youth and adult groups on community projects. The local media can play a large role in garnering the services of volunteer groups and in providing educational information about beautification tips. Implementation of local, county, or state laws can facilitate clean up and beautification efforts. Ralph Johnson of the Montana State University Community Development Center (MSU-CDC)(406)994-4650) employs the services of MSU architectural students to develop designs and modifications for beautification projects in rural communities. Volunteers can burn out easily, if the same people are always showing up to help. Spread the load: many hands make light work. Service and business clubs and church groups can form a useful resource base for community projects, as well.

MAIN TOPIC: COMMUNITY

- **Issue: Zoning and land use planning** can be a source of vital long and short range planning strategies that can result in the coordination of resources and help identify infrastructure needs that need to be in place if the community is to be ready for economic development opportunities when they arise.
- **Recommendation:** Zoning and land use planning can result in zoning ordinances that can correct deficiencies in community appearance. Abandoned dwellings and businesses can be purchased by private entities (individuals or organizations), remodeled, and sold or rented. An economic development agency can get involved in this process as well. Terms can be made on the properties to attract new businesses to the community. Zoning can separate areas of Glendive, establish standards for dwellings and businesses, and encourage the quality in the community. As a start, use the County Planner as a chairperson to lead a committee of government, business, and community leaders to identify what planning documents currently exist and through a process of community visioning, assess who was involved in those plans and performance to those plans. Is the plan relevant to the current situation, in what ways and in what ways does it need to be modified? The plan should be integrated with community economic development plans and strategies, and linked to regional development. Identify the resources needed to implement the revised plan, prioritize and assign responsibility, and develop an action plan and assessment vehicle. Periodic reports on progress to the community should be part of this process.
- **Recommended Resources:** Dave Sharpe, Community Development Specialist, MSU Extension Service, 106 Taylor Hall, MSU-Bozeman, Bozeman, MT 59717, 406-994-2962 is a valuable resource for this type of process. Jim Atchison of the Southeast Economic Development District (406) 748-2990 can provide guidance as can networking with other County Planners, County Commissioners, and Mayors as individuals or with their professional organizations. Leslie Messer of Richland Economic Development (406)482-4679 can provide assistance. The Montana Economic Developers Association can provide a networking link to local development organizations that have gone through similar exercises. (406) 563-5259.

MAIN TOPIC: NATURAL RESOURCES

- **Issue:** Alternative Energy development was identified as an economic development interest.
- **Recommendation:** If a group of interested people is interested in exploring this topic, they need to form an interested group and steering committee and begin assessing what opportunities realistically exist for them to exploit. Alternative power generation represents one issue, but transmission and distribution poses another set of issues. Viable wind generation sites need to be specifically identified, both in terms of ground location and elevation of the tower and turbine. Bio fuel serves as another source of alternative energy development. There are programs to assist in their development, but the group will need to recognize that equity investment will be required and decisions will have to be made about uses of the power. Will it be for local consumption or for resale or for both? A number of regulatory development issues will face this group as well as fiscal concerns, and while not insurmountable, they are significant.
- **Recommended Resources:** The US Department of Energy's National Renewable Energy Labs and the American Wind Energy Association have a website available and are full of information and specific contacts. The closest NREL location is in Boulder, CO. If the proposed organizational structure is a cooperative, resources exist at USDA-Rural Development in Bozeman (Bill Barr, (406) 585-2545), The Montana Cooperative Development Center (Ty Duncan, (406) 444-9136), and Bruce Smith, a Technical Assistance Provider for the Montana Cooperative Development Center, (406) 377-4277. USDA-Rural Development has a Renewable Energy producer grant which is available to assist projects ready for commercialization. John Guthmiller (406) 585-2540 is the contact person for this grant program and Janet Held (406) 585-2540 is the specialist providing program technical assistance and servicing. USDA-Rural Development's Value-Added Producer Grant Program (contact person: Bill Barr, (406) 585-2545) may provide another option for alternative energy development.

MAIN TOPIC: AGRICULTURE

- **Issue:** The economy in Dawson County has an historically agriculture based component. There are significant agriculture resources in the county, but there is a sense that integration between the agricultural interests and resources and the main street business interests and resources could be improved. Commodity production is the mainstay of local agriculture, but interest there is in changing that. CRP contributes to the county's problems of out migration to loss of local businesses. Conservation of natural resources by taking marginal crop land out production has been successful in achieving that particular objective, but negative consequences have resulted which have had major adverse impacts on rural communities.
- **Recommendation:** Economic diversification and value-added agriculture have been proposed as alternatives to traditional commodity production. Commodity processing is possible if producers are willing to take the risk and raise alternative high value crops or at least investigate value-added alternatives. Adding value to what the region does best may be a viable alternative to doing things the same way and getting the same results. Seeking ways to develop positive

relationships with gatekeepers of resources is more likely to open positive avenues for development than waiting for “things to get better” without intervention.

- **Recommended Resources:** Changing a commodity through processing it into another form or marketing of a commodity in a unique way (such as “organic”) is a form of value-added agriculture. USDA-Rural Development has a value-added producer grant available to assist producer majority operated ventures. (Bill Barr, (406) 585-2545.) Any projects exploring the expansion of irrigation which may be related to the production of high value crops and utilizing value-added processing can inquire about technical assistance and resource identification from Bruce Smith (406-377-4277, Leslie Messer at Richland Economic Development (406)482-4679, and Gary Amestoy (406-443-2370. Interest in dairy development may drive requests for assistance, and the above resources may also be helpful in that line of value-added development. Assistance may also be provided by USDA-Rural Development (Bill Barr, 406-585-2545); Tod Kasten, Montana Department of Commerce, (406) 485-3374; Mike Carlson, Eastern Montana RC&D (406-433-5024); Brent Poppe, Montana Department of Agriculture, (406-444-2402.) Some value-added ventures may want to utilize a cooperative form of business structure and may receive assistance from Ty Duncan (Montana Cooperative Development Center, 406-444-2402), Bruce Smith, a cooperative development technical assistance provider, (406)377-4277), or Bill Barr, USDA-Rural Development Cooperative Development Specialist, 406-585-2545.) Technical assistance and other resource development can be provided to interested groups or steering committees. The Montana Department of Agriculture (Brent Poppe and Angie DeYoung, 444-2402) can provide marketing development assistance and other forms of technical assistance. Good ideas for Dawson County need groups willing to organize and invest in those ideas. Groups need not re-invent the wheel. There are many good models already in existence and assistance is available.. There needs to be a willingness and ability to invest in a new business venture. Private investment can be coupled with public grant and loan assistance and with available technical assistance to make a difference in Glendive and Dawson County. Agriculture can still be an important part of the region’s economic future. Depending on the project, there are many other resources, both state and federal, which can be brought to bear in making projects work. Value-added businesses create jobs on and off the farm and assist rural community main street businesses as well. It is one way in which agriculture can deal with the changing world economy.

MAIN TOPIC: WORKFORCE

- **Issue:** Expressed concerns about out migration, loss of businesses, low wages, and young people leaving Glendive because of lack of jobs were common at the listening sessions. In the same sessions, comments were made about there being a limited labor supply and skilled workforce, and the lack of well-paying job opportunities in the communities. At the same time, some mention was made of Dawson Community College as an asset and potential contributor to helping solve these problems, but explicit suggestions for providing job creation assistance for Glendive was more vague than expected.
- **Recommendations:** Available labor support for local business that currently exist, and having an available, trained workforce for businesses which might seek to locate in Dawson County is a necessary resource for a community. Identifying and assessing what businesses are needed or

wanted in Glendive and Dawson County is an important first step. Trading dollars from businesses within the community does not increase the pool of dollars in Glendive. The business community needs to bring other peoples' money to Glendive businesses. Providing needed job training and filling gaps in the skills of a workforce is an important tool for helping businesses grow. Providing training needed for starting a business or for running an existing business is part of the skill development process. This can be done on site, locally, through existing resources at DCC or through special programs brought into the community. Training programs also exist which can be delivered electronically. Programs exist which can help a community develop and re-vitalize its Main Street businesses. Investment in existing business training and developing a work force training program helps generate jobs and interest in staying in Dawson County. Businesses close and leave if they are not patronized, if they can't make a profit, and if there is not enough demand for their services.

- **Recommended Resources:** A local economic development focal point can assemble a task force of business and community leaders to assess business training needs. This assessment can include identifying gaps in businesses and services that should be part of the county business infrastructure. Glendive and Dawson County has a wonderful resource in Dawson Community College, and by working together, may be able to keep graduates in Glendive. Opportunities for available state assistance for workforce training can be obtained from Tod Kasten, Montana Department of Commerce Regional Development Office, 406-485-3374, the local Job Service Office in Glendive, and the Montana Economic Developers Association (406-563-5259 can network with local development organizations, especially Julie Foster whose website and phone number are available through MEDA's website. These are assets who have dealt with similar workforce issues present in Glendive and Dawson County . Training can include how to start a business, as well. Programs to encourage local school alumni to relocate their businesses to Dawson County can be successful and can help fill business gaps. (Contact Julie Foster through MEDA, Leslie Messer, Richland Economic Development, Sidney, MT 406-482-4679, and Linda Reed, Montana Community Foundation (406-443-8313) on how to organize such a project.). The Main Street Program, 1785 Massachusetts Ave, NW, Washington, DC 20036 (202)588-6219 may be of assistance in reinvigorating Main Street "centers of commerce." Information on Montana Department of Commerce tax incentive programs for business development and Community Development Block Grant Programs can be obtained from Tod Kasten (406)485-3374 or from Nick Rich at 406-444-4485. Creating a job list for spouses and a network for them to access can be an important key for recruiting or retaining families in Glendive and Dawson County. Expanding the School to Work Program may provide additional opportunities and incentives for young people to stay in Dawson County. This involves expanding the partnership with the schools and with local businesses. There are local school resources and education department resources available to assist with this endeavor.

MAIN TOPIC: HEALTH CARE

- **Issue:** The health care resources in Glendive and Dawson County are a significant asset for the region. Some listening sessions expressed interest in expanding services and developing the region as a retirement center.

- **Recommendation:** Developing and expanding medical partnerships may hold part of the answer when local resources are limited. Local medical support concepts for a “cradle to grave” medical facility network, can be bolstered by improving outreach capabilities following a cooperative model used in Minnesota.
- **Recommended Resources:** Contact Bill Barr, USDA-Rural Development, Cooperative Development Specialist, 406-585-2545. Utilizing retired medical practitioners, a cooperative business can be formed to deliver in-home medical services in rural areas. The training and resources were provided by the “home” medical facility or hospital which contracted the cooperative to deliver services on an out patient basis, services which could otherwise not have been provided. If a group is interested in forming such a business, or in learning more about how it works, assistance with implementing this model can be provided. In addition, if there is interest in networking with other nearby counties, information of those seeking to develop assisted living and nursing home facilities for their residents can be shared with Glendive through USDA-Rural Development along with technical assistance and financial resources which may help meet those needs. (Bill Barr, 406-585-2545, Bruce Smith, 406-377-4277.)

MAIN TOPIC: HOUSING

- **Issue:** In the listening sessions, housing and community infrastructure issues were not brought up a lot, but the information below may be of use to Glendive and Dawson County in the future.
- **Recommendations:** An adequate supply of decent, affordable housing that a person would like to purchase is preferable to having a supply of overpriced housing of questionable quality. Inadequate housing needs to be fixed up or removed. Few people will want to invest in property and a house in a location that will not support the growth of their investment. Resalability of homes is important to a homebuyer. With that consideration, they are more likely to take care of the property and at least try to maintain its value.
- **Resources:** There are several programs available for assisting first time homebuyers, renovating homes, and even building homes. For specific information about programs and how they fit the needs of Glendive and Dawson County, call the following resources:
- USDA-Rural Development, Rural Housing Service.
The Program Director is Deborah Chorlton, (406) 585-2515.

There is a USDA-RD Community Development Office in Billings, MT run by Debra Swanson, (406) 657-6297, ext. 4.

The 504 Program is a Home improvement Loan and Grant Program designed to improve or modernize an existing home.

A 502 Direct Loan Program is designed to assist low and very low-income families with little or no down payment, at a low interest rate, with home purchase.

Single Family Housing Guaranteed Loans are used to assist low to moderate income families who cannot obtain conventional financing without assistance. USDA-RD can provide a 90% guarantee to traditional lender loans.

The 515 Multi-Family Housing Direct Loan Program is designed to address rental housing needs and to provide eligible low and very low income persons with economically designed and constructed rental facilities and rental assistance subsidies.

The Multi-Family Housing Guaranteed Loans 538 Program is designed to serve the housing needs of low and moderate income families. It complements other affordable housing programs and seeks to meet the needs of rural America not being served by the Section 515 Direct Rural Rental Housing Program.

The Rural Housing Service Housing Preservation Grant 533 Program is designed to aid in the repair and rehabilitation of individual housing, rental properties, or co-ops owned and/or occupied by very low and low-income families.

The Farm Labor Housing 514 and 516 Program objectives are designed to provide safe, sanitary, and affordable housing for U.S. farm workers through loans and grants to finance construction of on and off-site housing.

The Community Facilities Direct and Guaranteed Loan Program and the CF Grant Program eligible organizations receive help to construct, enlarge, and improve community facilities that provide essential services in rural areas and town. This assistance can include support for hospitals, health clinics, nursing homes, fire and police facilities, community centers, roads and streets, libraries, schools, criminal justice centers, etc. Specific questions should be directed to Mitchel Copp, USDA-Rural Development Community Programs Director, (406) 585-2520. Water and wastewater program questions may also be directed to him.

The Self-Help Housing Program provides technical assistance grants to non-profit organizations to help very low and low-income families finance and build their own homes.

Information about HUD programs can be obtained from Larry Gallagher, (406) 449-5040.

Classes for first time home buyers and others are available to assist people with this process. Contact any of the organizations above to schedule them.

**GLENDIVE LISTENING SESSIONS
COMMENTS FROM THE PEOPLE OF GLENDIVE**

AGRICULTURE – PROBLEMS

- Adjusting to the shrinking economy
- Apathy
- Ditto – it is our worst problem
- Ditto
- More businesses in town to bring more people to town.
- Business is poor – need more people
- Need a variety of businesses
- Ditto
- Someplace to go with our commodities – i.e., beans, onions, pinto beans
- Volunteerism – see the same people over and over
- Community pride is low
- Feel left out from the western part of the state
- We need some successes
- Ag oriented – and ag economy is not strong right now
- Need value added ag
- Ditto – become more of the middle man
- Need better paying jobs
- People need to stick their neck out
- Hard to keep the young people
- If a farmer retires – no young people take over
- Keeping young folks in the community
- Young people cost us 2/3rd of our tax dollars – and we send them out to other states
- Transportation of product and rail freight rates
- No one to take over family farms – can't make ends meet
- Ditto
- Ditto
- Keeping kids in ag businesses
- Pitifully lacking in school for kids 14 – 21 – nothing for them to do
- Keep our dollars home – and in Montana
- Lack leadership and leadership training
- Tourists only stay less than half a day – we are a drive through
- Little political power – less representation and bigger districts
- Losing population – and our economic needs are not heard as well as the more populated west.
- Merchants need to upgrade and modernize

GLENDIVE LISTENING SESSION BUSINESS AND INDUSTRIAL - PROBLEMS

- People leaving and not enough population
- Need industry – more industry
- State financial support for development
- Shop local
- Loss of jobs i.e., EastMont closure
- Ditto
- Ditto all of the above – especially out migration
- College, hospital, etc., need to buy local, too.
- People are not aware of what is available in Glendive
- Get city or someone to care about blight areas – i.e., old parking lot
- Beautification is under focus
- Difficult to recruit and retain employees
- Attitude of people of the town – this is a wonderful place to live.
- C.A.V.E. Citizens Against Virtually Everything
- A closed attitude for new businesses “we already have that here”
- The idea that competition is bad, – offer more, more people will come
- Retain what we have and look for the young people to come back
- We don’t like to fail – then we give up. Should not be afraid to fail.
- Wages are too low for young families to stay
- Thousands of cars that pass by – need to snag them!
- Need a regional approach
- Substance abuse in the high school
- Not surviving together – we are dying alone.
- Improve local service when customers DO shop local
- Hard to get good employees – kids want paycheck but don’t want to work; also, kids earn enough for a stereo then quit.
- Blight – old buildings ready to fall down – eyesores
- Lack of vision from community leaders (state, city, county) to establish economic development authority
- Ditto all of the above
- Must have an attitude that we are the best! Market Glendive!
- Lack of access to the river
- Flood plain issue – can’t build
- Training needs – need more vocational up at the college; need a good work ethic!!!
- Hard to get financing with the local banks
- We rely on grants too much – and they go away – and we are stuck.
- Several larger employers are not local – and take money out of the community – don’t shop local.

**GLENDIVE LISTENING SESSION
BANKS AND FINANCIAL GROUPS – PROBLEMS**

- Glendive keeps shrinking
- Families are smaller
- Went from 8,000 to 4,000 people – schools keep dropping, too
- Retain jobs! – Need to have a reason to keep people here
- Need to stop seeing Glendive as it was – and look how we have held our own
- Same group of people to volunteer and show up at meetings – everyone else expects these same people to do the work.
- Lack of leadership or direction – no one to step up to lead us into the future.
- Afraid that in the future we will be half as big again.
- Stop competing against our neighboring communities – jobs are the biggest challenge
- Declining property values
- Sad to see downtown diminished
- Parking leaves a lot to be desired
- Need a full time person to lead us in economic development – focused and educated to do it.
- Get out information as to what services are available.

**GLENDIVE LISTENING SESSION
SENIOR CITIZENS – PROBLEMS**

- Area where half a block is out of Glendive city limits – clean up the blight there!
- City parking lot on Merrill – improved
- Gas prices are higher here

**GLENDIVE LISTENING SESSION
CITY, COUNTY, STATE GOVERNMENT, LAW ENFORCEMENT – PROBLEMS**

- Geographic area - hampers growth as to how/where people can grow
- Flood plain – have buildings in the flood plain – if you buy property in that area you must have flood insurance. Can't get flood insurance for that area. City council went back to FEMA with DNRC tried to get reinstated so can be insured. Dike is too low. Can't build there. Corps of engineers has three proposals. Still being reviewed.
- A. turn W. Glendive into swamp/wetlands – recreation , but expensive and have to move several large stores
- B. raise height of the dike
- C. Floodway - flow through structure where previous path of river took
- Mosquito problem
- Every Monday brings up new problems.
- Declining population spiral
- Jobs and commerce – get more businesses so we have more tax revenue
- Need tax revenue to improve streets, sidewalks, etc.
- Hard to find some supplies here – so people shop elsewhere
- Job market for young people – no place to work – wages are too low.
- Difficult to find jobs for people here
- *Montana Legislature and redistricting – we won't have any say – representation is missing*

- Hard for the community to make changes and move on – very conservative community
- Glendive has an older population – 50% Medicaid/Medicare
- Drug/meth use average or above
- Vandalism
- Isolated area gives more opportunity for meth lab
- Hard to find a suit, shoes, in town – also building supplies. People don't want to wait two weeks.

GLENDIVE LISTENING SESSION COLLEGE AND HIGH SCHOOL STUDENT COUNCILS - PROBLEMS

- Nothing to do
- Ditto, ditto, ditto, ditto, ditto, ditto....
- Not enough jobs to bring people into town
- Need a variety of jobs
- Nothing to do – so some drink, drive and party
- Nothing to do –
- Glendive has a major problem with kids getting into trouble
- Need advanced placement program
- Public doesn't know what we do at the school – what clubs do, activities
- School spirit is down but improving.

GLENDIVE LISTENING SESSION EDUCATION, CHURCHES AND NON-PROFITS – PROBLEMS

- Poverty – is in Glendive. Some people are on the edge of disaster.
- Need for lower/middle income housing
- More availability for online education
- Negative attitude about Glendive itself – having lived in other places, Glendive has a lot!
- Glendive is a town to pass through – not a destination
- Livable wages
- NIMBY – Not In My Back Yard
- Stigma against the poor
- Limited political advocacy on the federal level on behalf of Glendive
- Funding is tough to get in our smaller communities due to smaller population
- Ongoing apologetic stance for where we are at – we make excuses for our community. Don't see our assets.
- We are not recognized in Helena.
- School system – outward migration
- Large ag base – needs to step up in leadership role
- It is cheaper for a student in Culbertson to attend college in Williston (by \$900) than in Billings.
- Constipated flow of cash from Helena and Washington, DC.
- Too far from markets
- Resources are limited for our non-profits

GLENDIVE LISTENING SESSION AGRICULTURE – STRENGTHS

- College received grants recently
- Super elevator
- People!
- Have over 40 county boards – all people serve as volunteers
- Rebuilt grandstand
- We are the product of people too stubborn and ornery to quit the farm
- Producers try new crops all the time – stick with it
- We have a lot of spirit
- Location and climate
- No other region in the state with our ag potential
- Location – interstate, CanAm highway, major rail service
- Internet service
- All the potential is here
- Ditto all of the above!
- Ditto
- Natural Resources-the base of this area
- Great soil, great range land
- Scenic beauty
- Great crop land with potential and opportunities
- Yellowstone River, irrigated land
- Can grow a lot of different crops
- Bruce Smith and Mike Carlson in our town trying to get things going
- Not hard to get water
- Loaded with potential – if we could only light the fire
- Community college – ag program
- Hospital
- An outstanding newspaper
- The volunteers that have the energizer bunny inside that keeps going, and going, and going.
- We do have a lot of good and important businesses here.
- Hospital
- College
- Prison
- Veteran’s Home
- High School – tremendous
- Infrastructure – such as the EPEC center
- Makoshika State Park – “bad lands”
- Dinosaurs
- Community clothing store
- New music store
- Paddlefish – caviar

- County wide 4H program
- Action for Eastern Montana
- Chamber of Commerce
- 800 semi trucks pass here per day
- State highway office
- Kiwanis

GLENDIVE LISTENING SESSION

BUSINESS AND INDUSTRIAL – STRENGTHS

- Hospital
- Interstate
- College
- Our people – if there is something that needs to get done, we pull together and get it done!
- Ditto
- College – develops programs that help the community needs, i.e., Cert. N. A. program
- Makoshika State Park
- Local shops and businesses – gives a home town meeting.
- Telecommunications infrastructure and competition – lower prices
- The river
- Hospital
- Transportation hub – freeway, railroad,
- Water resources that a lot of communities don't have
- Pretty city
- Lots of youth activities such as baseball
- Air service – local airport
- Quality of life
- Best garbage service in these United States!
- School system K – high school, plus college
- High speed internet service
- Public Library
- Coal – methane resources
- Action for Eastern Montana

GLENDIVE LISTENING SESSION

BANKS AND FINANCIAL GROUPS – STRENGTHS

- We hold our own
- Dawson County Economic Development Council is a good first step for our future
- Don Kettner
- Hospital
- Community College
- Adequate shopping
- Can get any kind of financial services in Glendive as in a big city
- High quality – low cost of life
- Friendly people – the community pulls together

- People can shop local with the banking in Glendive
- Workforce in Glendive is second to none
- Generate a lot of different ag production
- Level of volunteerism is impressive
- Geographical advantage with interstate, river and railroad
- We live in beautiful country.
- High speed internet is abundant
- Ditto
- Ditto
- Entrepreneurship in the area – lots of creativity
- One of our greatest assets is the college
- Great medical center
- The EPEC Center
- Prison
- Great golf course
- Community Store –
- Caviar program
- Mikoshika Park
- Gateway to Opportunity conference
- Value of the college – so important!
- Do have a mill levy for economic development
- Boys and Girls club

GLENDIVE LISTENING SESSION SENIOR CITIZENS – STRENGTHS

- Hospital and care center
- Recycling center
- Daytime transportation
- Dawson Community College – additions will make it even greater
- Veteran’s home is wonderful
- Mikoshika Park
- Senior Center and the people that work here
- Regional prison
- Our volunteers
- Caviar grant program
- Road to Regina, Circle, Interstate, and Wibaux – great location
- Livestock yard going again
- Quality of life
- Elevator
- Local tv station for coverage KXGN – Big Ed

GLENDIVE LISTENING SESSION

CITY, COUNTY, STATE GOVERNMENT, LAW ENFORCEMENT – STRENGTHS

- State of the art water project
- People of Glendive
- Expertise in the community
- If the community is behind the project – no stopping it.
- Land prices are reasonable
- Mikoshika State Park
- Calypso Trail, Ft Peck
- Ambulance service
- Central location – interstate, state highways, airline service, rail service
- Yellowstone River
- Industries
- Ranching
- Medical
- Coal
- Dawson College
- Utilities – strong base and hub sites
- Top of the line telecommunications – broadband available
- Medical Center is excellent
- Access to the interstate
- Point where everyone meets
- Water – we have water!
- Transportation system in town – public transportation
- People pull together as needed
- Action for Eastern Montana – Enterprise Opportunities Inc. 501c3 for revolving loans.
- Terrific agencies – Domestic Violence prevention, Crime Victims, etc.
- Chamber of Commerce
- We work well with North Dakota

GLENDIVE LISTENING SESSION

COLLEGE AND HIGH SCHOOL STUDENT COUNCILS – STRENGTHS

- Small so we can make a difference
- Community supports us very well
- Fishing, hunting access is big here
- Coronation/Homecoming
- Safe community – have some crime but still, safe community
- A good town in spite of our program
- College has a lot of things the town does not take advantage
- Bowling is all we have to do.
- Boys and Girls Club – can volunteer
- Skating every Friday
- Beginning a youth tutoring program

- Church youth groups
- 4-H

GLENDIVE LISTENING SESSION

EDUCATION, CHURCHES AND NON-PROFITS – STRENGTHS

- Only one direction to go – that is up!
- Agates, dinosaurs, the river
- Hospital
- Coordination
- Beautification and local parks
- Community college
- Moshika State Park
- Action for Eastern Montana
- Ditto above – plus the people – unique and great
- Location – nice place in the middle of nowhere
- Transportation access makes this NOT the middle of nowhere
- Auditorium – get wonderful performances
- History of the area
- River – and untapped activities
- People step up when called on- boot strap kind of people
- Ditto
- Spirit of volunteerism is wonderful – from T-ball on up, hospital, churches, 4-H, fair booths, Fair For All, new bleachers.
- Openness – people willing to look at problems and open to thinking in new ways. Not always but..most of the time.
- History is a part of who we are – can meet first generation immigrants.
- Quality of Life

**GLENDIVE LISTENING SESSION
AGRICULTURE - PROJECTS**

- More small businesses move into town
- Leadership program
- Diversity in Ag
- Value added ag
- Coal fire generating plant near Intake
- Intermodal Transportation site
- Ditto
- Processing plant for onions, beans, etc.(Terry plant may close)
- Ditto
- Ditto – need value added facilities/processing plant
- Potential for a feedlot – have a spot in mind
- When someone talks about Glendive – they know we are the “can do” community
- Ditto
- Use our ag!
- Believe it can be done!
- Teen center – but not planned by the grownups
- Adult Education classes – more evening hours
- Boarding for and creation of Alternative High School
- Community symphony – from ten year olds to seventy plus year olds
- Hang on to elevator and sugar company
- Wind energy
- Learn from mistakes with dairy business and make it happen
- Dinosaur museum
- Micro brewery
- A funded economic development person
- CEDS!!!

**GLENDIVE LISTENING SESSION
BUSINESS AND INDUSTRIAL – PROJECTS**

- Think regional! Work together as a region.
- City gives old buildings to businesses for start-ups
- Owners of old buildings take ownership and clean them up! Immediate attention!
- Market Glendive
- Utilize wonderful telecommunications infrastructure
- Parking lot – downtown
- College building project completed (gym, auditorium, classrooms)
- Dinosaurs – playground that would attract interstate driving families – slide down the tyrannosaurs back, crawl through teeth, walk in the paw...
- Tie in motels on north end with a convention center, National chains need to give \$\$\$.
- Utilize EastMont – with corrections, or????
- Indoor swimming pool used by all
- Community foundation that would reinvest money in the community.

- Ditto
- Ditto
- Multi purpose indoor event center – indoor rodeo, etc.
- Business incubator to help young people get going!
- Develop a community theme we will be known by.
- Access to the river
- Pave 323 – between Ekalaka and Alzada – would bring traffic this way, too.
- DITTO! Big Ditto!
- Create a funded full time economic development person that would retain current businesses and market Glendive.
- Ditto
- See enhancement from the chamber in regards to unifying businesses (for specific events, projects)
- Join fund raising groups together – stronger grants can be written – put under one umbrella
- Thank our businesses for being here!
- Educate our business owners that competition is not something to be afraid of!
- Ditto! Diversify
- Explore coal methane options and become a player, yet preserve our natural resources and environment
- Support and develop the Ag industry – it will benefit this area.
- Revolving Loan Fund –operated through an economic development group

GLENDIVE LISTENING SESSION

BANKS AND FINANCIAL GROUPS – PROJECTS

- Better use of our resources such as Mikoshika State Park, etc.
- Utilize dinosaur area
- Market and Package the area – develop a theme
- Get the water slide going again
- Need to consolidate efforts so we can be quicker, leaner, stronger, meaner i.e., with law enforcement, caring for our infrastructure. Do we need a city superintendent plus a county superintendent, etc... Combine City and County governments.
- Clean up the community!
- Get an economic development director – can't be a volunteer.
- Explore tax issues for supporting economic development
- Finish what the college has started – new gym, fine arts, library expansion
- Run down buildings, awnings falling down, weeds pulled in downtown area
- Expansion of ag based business – make more money from the products we produce Ag built Glendive, it can sustain it.
- Entertainment – More things such as Bump-n-Run dirt track with jumps
- Utilize our football facilities
- Community Foundation – endowment fund
- Ditto! – gets old to always be writing grants -
- have a theme – encourage downtown storefronts in a theme
- covered swimming pool – bring in swim teams

- Incredible auditorium – utilize more for concerts
- Something going on every night during the tourist season
- All Glendive drivers have the Moshika State Park license plate
- Market shoppers in Western North Dakota to shop here
- Establish a leadership program
- Utilize coal bed resources

GLENDIVE LISTENING SESSION SENIOR CITIZENS – PROJECTS

- Clean up city parking lot on Merrill
- Find jobs for our EastMont employees so we don't lose them
- Retain and recruit a dentist
- Promote Moshika State Park more
- Coop or entity to call in when you need a fix-up project done...small things, i.e., window repaired, a room painted, etc.
- Chef training program at the college
- Green Thumb needs a crew to help with small fix-up projects
- Repair, utilize old buildings on main street
- Raise \$30,000 so we can finish Senior Citizen project – are \$30,000 short of approx. \$700,000.
- Attract young families here – but how?
- Make Glendive a retirement community
- Family YMCA
- Promote golf course more

GLENDIVE LISTENING SESSION CITY, COUNTY, STATE GOVERNMENT, LAW ENFORCEMENT – PROJECTS

- Keep lines of communications among various sectors of the community – private, public, education, non-profit, etc.
- Things are in place – get the jobs!
- Get people to shop local
- Downtown Glendive – vacant buildings filled
- Appearance – BNSF is working on east half of Main St.
- Diversify ag products more – and add value here before we send them on the road
- Flood plain – once engineers complete study, take action accordingly
- Continue to increase population
- Don't be afraid to fail – learn from it and move on.
- Learn what other communities are doing to survive – learn from them.
- 50 mile zone of economic development working WITH North Dakota – no longer play each state against the other. Montana must get competitive for businesses and our method of taxing.
- Provide corn for N.D. plant
- Repave the streets
- Snow removal improved
- Coal usage; coal fire energy

- Pave more Moshika State Park roads
- Under pass spiffed up
- Preserve historical buildings
- Use artistic talent in the school to put murals in downtown empty building windows
- Dentists and eye doctors that handle disease

GLENDIVE LISTENING SESSION

COLLEGE AND HIGH SCHOOL STUDENT COUNCILS – PROJECTS

- School to work
- Need more activities within the community – fair needs improved, more fun things during the year. Fairs, sporting events for families.
- Work with college to allow high school students to take college credits – in the works right now.
- Calendar/articles in the local paper for what is happening in the school – i.e., club activities, fund raisers.
- More awareness in the Middle School as to what they can do when in high school
- Spend a day in the high school before Freshman year – orientation day (booths for clubs) that is more personal and more club specific
- Country school students incoming need to be aware of dates such as cheer leader tryouts.
- Get elderly more involved with students – attend band concerts (free), coronation, attend plays.
- Ditto
- Use meeting areas, weight room, library at the college – not being used.
- Need for a youth center - perhaps use old Senior Center when new Senior Center is built. Needs to be run by young adults – perhaps from the college. Needs adequate funding for the teen center. Boys and Girls Club just got a grant for a youth center. Food and fun. Arcade games, pool tables, hot chicks ☺
- WalMart and Wendys
- Need more kids to join 4-H – parents get your kids involved

GLENDIVE LISTENING SESSION

EDUCATION, CHURCHES AND NON-PROFITS - PROJECTS

- Serve poverty-stricken individuals
- Online education availability
- Bike paths, walking paths, healthier activities (college has designed a plan – need funds)
- health complex
- Indoor pool
- Accessible and adequate housing for elderly and/or handicapped (lower to middle income)
- Sell Glendive! Market it – before cars drive by!
- Access the river – not readily available
- Make full use of our interactive television/video infrastructure
- Indoor pool
- Make sure the communities are aware of the programs that are available in the area
- Start paying attention to our 45 – 70 year olds. Design our community for this age group, too.
- Utilize access we do have to state lands

- Coordinate landowners, hunters and outfitters so that they work together.
- Change the way the state funds schools
- Encourage ag producers to step up and take on a leadership role
- Improved funding for the public library
- Utilize EastMont building right away
- Complete Senior Citizen Center – college plans to incorporate some of its services with Seniors
- Creative tax to raise funds
- Reverse outward migration – or won't have to worry about economic development
- Have a plan to use vacant building
- Full time salaried economic development person – funded through city options tax
- Campaign to sell Glendive – especially on the interstate corridors
- Better access to Mikoshika
- An organization to coordinate volunteer efforts
- Use the second floor of the hospital for a wellness center
- Market Glendive as a destination spot.
- Get the town involved with the Economic Development Committee
- More publicity more public information on political activity that effects us – as well as local information that will assist us.
- Get off the dime with the dike/flood plain issue! Resolve it!
- Will need to consider a new city hall
- As fund raisers have a limited giving pool, organize projects that need funds. I.e., Sr. Citizen Center, college, Boys and Girls Club, churches, etc. Consolidate and coordinate fund raising activities.

