CONTINUING THE INVESTMENT SUCCESS:
Proven Programs for Montana’s Economy
New Working Training Grant Program
Primary Sector Workforce Training Grant Program
Performance Measurements

<table>
<thead>
<tr>
<th>Current Level Funding</th>
<th>Total $ Awarded Fiscal Years 2006, 2007, 2008</th>
<th>New Montana Jobs Created</th>
<th>Leveraged Funds Invested in Projects</th>
<th>Annual Estimated Return to State General Fund</th>
<th>Proposed Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4 Million/yr</td>
<td>$6,046,038</td>
<td>1,900</td>
<td>$104,548,249</td>
<td>$5,799,632</td>
<td></td>
</tr>
</tbody>
</table>

New Worker Training Program...
- Provides grant funds to existing and new Montana businesses for new worker training.
- Provides a seven member Grant Review Committee consisting of both public and private members which reviews applications and allocates funding through the Department of Commerce.

Need for Program: Montana continues to struggle with low wages and under-trained workers. The New Worker Training Program is needed to...
- Provide an essential incentive for new businesses to locate to Montana. State-supported worker training programs are among the incentives most important to expanding or relocating businesses.
- Provide existing businesses with essential support for new worker training that allows them to expand their business in Montana without needing to leave the State.

Program Goals and Measurements: The New Worker Training Program will continue to...
- Attract new businesses to Montana by providing state support for new worker training as a major incentive to relocation.
- Assist new and existing businesses to create new jobs that pay a minimum of the state or county average wage thereby raising wages across Montana.
- Measure its success by tracking and reporting...
  - The creation of eligible new jobs and the hiring of employees for those jobs.
  - The salaries of trainees and changes to salaries through the project.
  - Summaries of the training program as planned and as delivered.
  - Amount expended for each trainee. (not to exceed $5000)

Risks if program is not funded:
Failing to renew funding for the New Worker Program would result in...
- The loss of an essential incentive for new businesses to relocate to Montana.
- The loss of support for new worker training programs which has already generated more than 1,000 new jobs.
- The loss of a competitive recruitment and retention tool that almost all other States employ putting Montana at a significant disadvantage for expanded jobs and businesses.
Indian Economic Development Program
Performance Measurements

<table>
<thead>
<tr>
<th>Current Level Funding</th>
<th>$ Invested in Indian Economic Development FY06 and FY07</th>
<th>$ Invested by State in each Reservation + Little Shell Annually FY06 and FY07</th>
<th>Potential New Job Creation</th>
<th>Matching Tribal Funds</th>
<th>Indian Entrepreneurs Receiving Training</th>
<th>Proposed Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$800,000/yr</td>
<td>$1,000,000</td>
<td>$62,500</td>
<td>301</td>
<td>$2,804,519</td>
<td>615</td>
<td></td>
</tr>
</tbody>
</table>

The Tribal Economic Development Program provides funding for...
- Tribal business development projects,
- Tribal workforce training projects,
- Tribal entrepreneurial training projects,
- Tribal feasibility studies and needs surveys, and
- Other Tribal business development projects.

Need for Program: Montana’s Reservations continue to struggle with high unemployment and underemployment, along with low wages. The Indian Economic Development Program is needed to...
- Provide necessary resources to existing Tribal businesses to help them expand operations and facilities, train and employ new workers, and thrive.
- Provide necessary resources to encourage the development of new Tribal businesses creating new job opportunities, and improving the overall economies of Montana’s Reservations.

Program Goals and Measurements:
The Tribal Economic Development Program will continue to...
- Provide grant funding for economic development programs on Montana’s Indian Reservations supporting new and expanded business development, improved worker training opportunities, and encouraging economic prosperity for Tribal members.
- Success will be measured by tracking and reporting...
  - Number of jobs created and/or retained as a result of ICED investment.
  - Amount of leveraged funds.
  - Number of projects that met or exceeded their proposed goals.

Risks if program is not funded: Failing to renew funding for the Tribal Economic Development Program would result in...
- The loss of support for new business and existing development on Montana’s Reservations.
- Continuing issues with high under employment, unemployment, poverty, and lack of economic opportunities on Montana’s Reservations.
Montana Main Street Program

Current funding: $125,000/yr

<table>
<thead>
<tr>
<th>Net Jobs</th>
<th>Net businesses</th>
<th>Number of public improvements</th>
<th>Value of public improvements</th>
<th>Number of building improvements</th>
<th>Value of building improvements</th>
<th>Number of volunteer hours</th>
<th>Proposed Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>106</td>
<td>45</td>
<td>25</td>
<td>$2,985,768</td>
<td>72</td>
<td>$1,047,375</td>
<td>5,353</td>
<td></td>
</tr>
</tbody>
</table>

The Montana Main Street program ...

- Addresses the revitalization of traditional business districts by focusing on: organization, promotion, design, and economic restructuring.
- Promotes economic development within the context of historic preservation, by encouraging communities to use their unique assets – distinctive architecture, local ownership, and personal service – to rebuild their downtowns.
- Helps identify local needs and provides corresponding on-site consulting and training services, often delivered in partnership with the National Trust Main Street Center.
- Provides networking and advocacy to local Main Street communities.

Need for Program:
The Montana Main Street program is needed to …

- Help identify and capitalize on existing assets in the traditional business districts.
- Revitalize communities throughout the state by creating and retaining jobs locally.
- Develop local capacity to foster economic development into the future.
- Enable communities to share all kinds of information with each other, ranging from raising money in small communities and recruiting and retaining volunteers to improving retail displays and making streetscape improvements.

Goals and Measurements:
The Montana Main Street program will continue to:

- Publicize and expand the program, particularly to smaller towns whose downtowns are struggling.
- Facilitate the sharing of information.
- Apprise communities of funding opportunities through the Department of Commerce and other agencies.
- Support regional collaboration and capacity-building.
- Measure its success by tracking and reporting …
  - Net of all gains in jobs annually
  - Net of all gains in new businesses
  - Number and dollar value of public improvement projects
  - Number and value of all private investment spent in building or rehabilitation projects
  - Number of volunteer hours donated annually

Risks if Program is Not Funded:
Failing to fund the Main Street program would …

- Decrease the ability of small communities to build capacity for economic development.
- Communities could backslide. Before communities were designated as Main Street communities, they were losing businesses, and property values were decreasing. Maintaining or increasing the number of businesses, employees, and property values defines success.
- Decrease the ability of local residents to maintain their community’s historic integrity and residents’ sense of place and belonging.
Montana Marketing Technical Assistance Program

Statistics from Calendar Years 2006—2007

<table>
<thead>
<tr>
<th>Current Level Funding</th>
<th>Number of Jobs Created and/or Retained</th>
<th>Businesses Receiving Direct Assistance</th>
<th>Number of Workshops Facilitated</th>
<th>Number of Workshop Participants</th>
<th>Proposed Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000/yr</td>
<td>98 Direct</td>
<td></td>
<td>12</td>
<td>16</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>400 Indirect</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Montana Marketing Technical Assistance Partnership...
- Provides technical (business-to-business) marketing information and coaching to selected Montana businesses
- Provides business-to-business marketing workshops through local Small Business Development Centers and other organizations
- Offered through a joint venture of the Montana Department of Commerce, the University of Montana, the Montana Economic Developers Association (MEDA), and the Montana Manufacturing Extension Center (MMEC)

Need for Program:
Business-to-business marketing expertise is an important component for business success yet it has been misunderstood and underutilized. Most companies do not have staff with this expertise and most, if not all, private sector marketing assistance is in “retail” marketing, not business to business marketing. The program provides value to Montana businesses by...
- Assigning a marketing coach to an individual company to help assess markets for entry or expansion
- Training the business’ staff in conducting market analysis and market planning
- Encouraging business to focus resources in marketing
- Creating access to training for businesses interested in learning more about marketing concepts to help them expand their market reach
- Being the only program offering business-to-business marketing assistance to individual companies and through workshops

Goals and Measurements:
The Montana Marketing Technical Assistance Partnership measures its success by documenting.....
- Jobs created and retained by companies receiving assistance
- New sales generated by companies receiving assistance
- Training provided to company staff in business-to-business marketing enabling them to capture ever greater market share in their product lines

Risks if Program not Funded
Failure to renew funding for the program would result in...
- Loss of a competitive advantage for companies lacking marketing expertise