Executive Summary

The 2012 update of Bear Paw Development Corporation of Northern Montana's Comprehensive Economic Development Strategy (CEDS) represents the renewed commitment by our staff and Board of Directors to deliver and sustain a high level of attention and service to each of our members. In 1992, 21 projects were identified in the update of our Overall Economic Development Plan (OEDP). This year, 72 projects and initiatives are described in our CEDS Update. Our high level of activity is made possible by allocating the resources and talents of our organization and staff to only those projects that implicitly meet the selection criteria described in Part 3 of this document.

The 2012 update of our CEDS is a byproduct of a thoughtful and often challenging planning and implementation process designed to improve the economy and quality of life in north central Montana. This ongoing process involves gathering input from a culturally and economically diverse group that includes individuals and organizations from throughout the Bear Paw Economic Development District. We continually analyze local conditions, identify the strengths, weaknesses, problems, opportunities, and design strategies to achieve these objectives, coordinate activities to implement the strategies, and evaluate accomplishments.

At planning meetings held throughout the District, residents expressed a desire to initiate projects that will provoke sustainable, multi-faceted economic development. Most often mentioned was the desire to develop value-added agricultural products, attract more tourists, foster the development of homegrown businesses, and to turn our abundant supplies of agricultural products, wind, sunlight and natural gas into alternate sources of affordable, reliable energy. The residents of our District have also accepted the challenge of understanding and addressing the causes of poverty and they have shown a willingness to face the challenges of communicating and collaborating with other communities and cultures to create and sustain positive change.

Certainly, the communities within the Bear Paw District face many challenges. However, there are reasons to be optimistic and we describe them in this document, which represents the fourteenth update of the Overall Economic Development Program (OEDP), first prepared by the Bear Paw Economic Development District in 1968. In November 2002, the Economic Development Administration (EDA) issued new guidelines for the OEDP process, which is now called the Comprehensive Economic Development Strategy (CEDS). The purpose of this update is to ensure Bear Paw's continued compliance with the CEDS guidelines.

Included in this update is the most recent social and economic data from the Bureau of the Census and other sources. We also provide an assessment of the District's past development efforts, an analysis of the District's economic condition, and a discussion of the District's current strategy for economic development. Without the active involvement of local elected officials, area business people, government employees, school officials and private citizens, this update would not have been possible. It represents the input Bear Paw staff received from District residents over the past 12 months to identify economic development goals and objectives and to work together to develop strategies to meet those needs.
Administrative Organization

Bear Paw Development Corporation of Northern Montana is a private, nonprofit corporation incorporated under the laws of Montana in 1968. Execution of an inter-local agreement between Hill and Blaine Counties and the Fort Belknap and Rocky Boy's Indian Reservations was the foundation for this joint effort. The Economic Development Administration, U.S. Department of Commerce, approved funding for the organization, and in March 1968, EDA officially designated the Bear Paw Economic Development District. Liberty County joined the original entities as a participating member of the District in 1972. Chouteau County became a member in 1995, Phillips County in 2000, and the Town of Big Sandy became a member of the District in 2002.

The District was established to administer a program for improving regional economic conditions by coordinating economic planning and development among member entities, helping local governments in planning public works and coordinating public and private investments, and by engaging in research, planning and advisory functions appropriate to the attainment of the District's objectives. As a designated Economic Development District, under the provisions of the Public Works and Economic Development Act of 1965, as amended, the District has specific area-wide responsibilities for planning and prioritizing the programs and projects to be funded under that Act.

Overall program direction is the responsibility of the Board of Directors comprised of elected officials and citizen appointees representing a cross section of interests within the District. A staff is employed under the management of the Executive Director, and funding support is provided by the Economic Development Administration, with matching funds from each member of the District.

Participating Governments

Hill, Blaine, Liberty, Phillips, and Chouteau Counties, the incorporated communities of Big Sandy, Chinook, Chester, Fort Benton, Harlem, Havre, and Malta, along with the Fort Belknap and Rocky Boy's Indian Reservations and the Little Shell Tribe make up the District’s participating governments. The Little Shell Band of Chippewa Indians is currently seeking the status of a federally recognized Indian Tribe and while their Tribal Headquarters are located in Great Falls, the Tribe has no land and many of its members live in the Bear Paw EDD.

Self-contained governments with typical county functions and organizations administer the District’s five (5) county service area. The county seats are located in Havre (Hill County), Chester (Liberty County), Malta (Phillips County), Fort Benton (Chouteau County), and Chinook (Blaine County).

The Chippewa-Cree Tribe of the Rocky Boy's Reservation accepted the provisions of the Reorganization Act of June 1934, adopting a constitution, bylaws, and charter. The tribal governing body is the Rocky Boy's Business Committee, consisting of nine members elected by popular vote.

The constitution and bylaws of the Fort Belknap Indian Community were developed under the Wheeler-Howard Act of 1935. Fort Belknap Indian Community Council is the governing body. The Council consists of six members who are elected every second year by popular vote.

The Little Shell Band of Chippewa Indians is incorporated in the State of Montana and conducts its business according to its Tribal Constitution. The Council consists of seven members elected by popular vote. The Little Shell is a landless Indian tribe and is currently in the process of seeking status as a federally recognized tribe.
District Organization

The District’s Board of Directors has 24 members, reflecting a balance of government representatives, as well as non-government representatives.

1. GOVERNMENT REPRESENTATIVES  (51-65%)

Elected officials and/or employees of a general purpose unit of state, local or tribal government who have been appointed to represent the government.

<table>
<thead>
<tr>
<th>Name</th>
<th>Government</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Sangrey</td>
<td>Rocky Boy’s Indian Res.</td>
<td>Rocky Boy Chief of Staff</td>
</tr>
<tr>
<td>John Allen</td>
<td>Fort Belknap’s Indian Res.</td>
<td>Tribal Council Member</td>
</tr>
<tr>
<td>Lorraine Mulonet</td>
<td>City of Chinook</td>
<td>City Clerk</td>
</tr>
<tr>
<td>Jim Ghekiere</td>
<td>Liberty County</td>
<td>Planner &amp; Weed District Coordinator</td>
</tr>
<tr>
<td>Rachel Ghekiere</td>
<td>Town of Chester</td>
<td>Town Council Member</td>
</tr>
<tr>
<td>Lesley Robinson</td>
<td>Phillips County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Kathy Bessette</td>
<td>Hill County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Stan Klimas</td>
<td>Chouteau County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Betty Hofeldt</td>
<td>Little Shell Tribe</td>
<td>Tribal Council Member</td>
</tr>
<tr>
<td>Shyla Jones</td>
<td>City of Malta</td>
<td>City Council Member</td>
</tr>
<tr>
<td>Bill Taylor</td>
<td>City of Harlem</td>
<td>City Council Member</td>
</tr>
<tr>
<td>Tim Solomon</td>
<td>City of Havre</td>
<td>Mayor</td>
</tr>
<tr>
<td>Rick Morris</td>
<td>City of Fort Benton</td>
<td>Mayor</td>
</tr>
<tr>
<td>Charlie Kulbeck</td>
<td>Blaine County</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Colby Baumgarn</td>
<td>Town of Big Sandy</td>
<td>Town Council Member</td>
</tr>
</tbody>
</table>

2. NON-GOVERNMENT REPRESENTATIVES  (35-49%)

Private Sector Representatives: Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)

<table>
<thead>
<tr>
<th>Name</th>
<th>Company / Enterprise</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayne Wardell</td>
<td>Wardell Farms</td>
<td>Partner</td>
</tr>
<tr>
<td>Sheri Nicholson</td>
<td>First Bank of Montana</td>
<td>Bank Manager</td>
</tr>
<tr>
<td>Doug Kaercher</td>
<td>Topflight Properties</td>
<td>Owner</td>
</tr>
<tr>
<td>Ken Engellant</td>
<td>Engellant Ranch Company</td>
<td>President</td>
</tr>
<tr>
<td>Curtis Starr</td>
<td>Phillips County News</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Shaud Schwarzbach</td>
<td>NW Farm Credit Services</td>
<td>Assistant Vice President</td>
</tr>
<tr>
<td>Debbie Callahan</td>
<td>Independence Bank</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td>Rob Moog</td>
<td>Moog Enterprises</td>
<td>Partner</td>
</tr>
</tbody>
</table>

Stakeholder Organization Representatives: Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greg Kegel</td>
<td>MSU-Northern</td>
<td>Dean, College of Technical Sciences</td>
</tr>
</tbody>
</table>

3. AT-LARGE REPRESENTATIVES  (0-14%) - NONE

CALCULATIONS

- Government Representatives (51-65%)  15  62%
- Non-Government Representatives (35-49%)  9  38%
  - Private Sector Representatives (at least 1)  8
  - Stakeholder Organization Representatives (at least 1)  1
- At-Large Representatives (0-14%)  0  0%

Total Board Membership  24  100%
District Staff

Paul Tuss, Executive Director — Employed 2000: The Executive Director is responsible for the administration, supervision, and coordination of the District’s programs, subject to the direction of the Board of Directors. In addition, the Executive Director is responsible for the operation of the District-wide planning program and the implementation of the District’s activities. The Director must also supervise and monitor all employees, and is responsible for the overall administration of the District’s business assistance and lending programs.

Pam Lemer, Infrastructure Specialist — Employed 2007
Michele Turville, Infrastructure Specialist — Employed 2009
The Infrastructure Specialists are responsible for assisting with the organization’s housing and public facilities project development, grant writing, project management and reporting to state and federal funding agencies.

Christin Hileman, Director of Loan Services — Employed 2008: This position is responsible for the overall operation of the organization’s loan program, which consists of eight separate revolving loan funds. Specifically, the Director of Loan Services is responsible for the management of each fund, the administration of loan policy and procedures, and all reporting to funding agencies. In addition, this position is the Loan Technician’s immediate supervisor.

Brent Melle, Loan Technician — Employed 1999: The loan technician is responsible for preparing loan documents, loan security instruments, and loan closing documents. The asst. will also maintain loan files and monitor borrower compliance with loan agreements.

Joe LaPlante, Small Business Development Center Director — Employed 2006: The SBDC Director is responsible for the operation of the District’s Small Business Development Center. Duties include development of training and technical assistance opportunities for small businesses, assistance with the preparation of business plans and financial statements, and general business assistance.

Krystal Steinmetz, Director of Community Planning — Employed 2007: The position involves working with local governments to assess needs, identify funding opportunities, set priorities, and prepare applications. Along with those duties, the planner is responsible for the development and administration of projects funded, in part, by the Montana Department of Transportation’s Community Transportation Enhancement Program (CTEP). The planner also prepares the CEDS, progress reports, and draft of the annual work program.

Tiffany Melby, Value Added Agriculture Coordinator — Employed 2011: The Value Added Agriculture Coordinator assists agricultural producers to become more profitable through identifying resources that can be utilized to add value to traditional commodity farm and ranch operations. Responsibilities include grant writing and management and working with statewide Montana Bio Product Innovation Center network.

Michelle Burchard, Director of Operations — Employed 2009: This position is responsible for bookkeeping, office management, and other general office duties as may be assigned by the Executive Director.
Strategy Committee

Bear Paw Development Corporation formed a Strategy Committee in May 2007. This Committee is responsible for developing, revising, or replacing the CEDS. The Strategy Committee is comprised of representatives from local government, tribal government, business, industry, finance, education and community organizations. The Committee demonstrates a conscious effort to include as broad a range of voices as possible in the development of a sustainable economic strategy for northern Montana.

In 2007, and once a year since, the Bear Paw staff surveyed the Strategy Committee, asking some of the following questions:

- In general, how would you rate the state of the regional economy of the Bear Paw District?
- What do you believe are 2-3 of the best opportunities to improve the regional economy of the Bear Paw District?
- What do you believe are 2-3 of the best opportunities to improve the economy where you live and work?
- What do you consider to be the biggest threat to our region’s economy?
- What are some of the challenges/obstacles that business entrepreneurs face when starting out in northern Montana?
- What can the state/local government/Bear Paw Development do to mitigate these challenges?
- Who are the people, organizations, business entities or units of government that are the most important for Bear Paw Development to partner with to create a vibrant economy for the people and communities of northern Montana?
- Please complete the following sentence: “The regional economy of northern Montana is as good as it can be. This is because …”
- Give us your thoughts about how Bear Paw Development can become a better organization and contribute more significantly to a stable, growing economy for our region.

In addition to the feedback gathered from the surveys, which is detailed in Part 3 of this document, the Strategy Committee typically meets semiannually to discuss economic development issues in northern Montana. The committee has identified the following opportunities and threats that exist in the current economy:

**Opportunities:**
- Changing status of Port of Wild Horse (and Ports of Morgan & Turner) to a 24-hour commercial port
- MSU-Northern and Applied Technology Center
- Energy supply: unlimited and untapped resource
- Value-added agriculture

**Threats to economic development:**
- Water issues: St. Mary's & Milk River
- Lack of work force
- Population decline
- MSU-N enrollment decline

The feedback provided by the Committee helps District staff modify the CEDS as conditions warrant. In December, Bear Paw Development Corporation’s Board of Directors meets to review a draft version of the CEDS update and if appropriate, approves the document and its submission to the EDA.

This process has enabled our Board, the Strategy Committee and our local partners to better understand the role Bear Paw Development Corporation plays in our region and has facilitated a better appreciation of the challenges facing the other communities in our District. The names of each member of our Strategy Committee, along with the communities and interests they represent are included in the table found on the following page.
1. PRIVATE SECTOR REPRESENTATIVES  *(At least 51%)*

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS  *(No more than 49%)*

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janine Donoven</td>
<td>JM Donoven Designs</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Craig Tilleman</td>
<td>Tilleman Motor Company</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Dave Clausen</td>
<td>Clausen &amp; Sons Construction</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Cole Chandler</td>
<td>NFR Energy</td>
<td>Operations Manager</td>
</tr>
<tr>
<td>Rick Stevens</td>
<td>Hill County Electric Coop.</td>
<td>General Manager</td>
</tr>
<tr>
<td>Kelcey Diemert</td>
<td>Western Drug Pharmacy, Inc.</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Shaund Schwarzbauch</td>
<td>NW Farm Credit Services</td>
<td>Assistant Vice President</td>
</tr>
<tr>
<td>Marlys Bitz</td>
<td>Agro-Prairie Insurance</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Lary Poulton</td>
<td>Ezz’e Wholesale</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Ward Van Wichen</td>
<td>Phillips County Hospital</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Noel Walston</td>
<td>Hi-Line Hardware</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Art Kleijnjan</td>
<td>Kleinjan Ranch</td>
<td>Owner / Rancher</td>
</tr>
<tr>
<td>Brett Earl</td>
<td>Earl Fisher Biofuels</td>
<td>Owner / Manager</td>
</tr>
<tr>
<td>Tony Belcourt</td>
<td>Chippewa-Creek Construction</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Heather DePriest</td>
<td>Montana Grafix</td>
<td>Owner</td>
</tr>
<tr>
<td>Keith Ballantyne</td>
<td>Ballantyne Design Associates</td>
<td>Owner</td>
</tr>
<tr>
<td>Phil Aaberg</td>
<td>Sweetgrass Music</td>
<td>Owner</td>
</tr>
<tr>
<td>Mike Novak</td>
<td>Mike’s Thriftway</td>
<td>Owner / Manager</td>
</tr>
</tbody>
</table>

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

<table>
<thead>
<tr>
<th>Name</th>
<th>Area of Interest</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debbie Vandeberg</td>
<td>Business and commerce</td>
<td>Director, Havre Chamber of Commerce</td>
</tr>
<tr>
<td>Greg Kegel</td>
<td>Education</td>
<td>Dean, COTS, MSU-Northern</td>
</tr>
<tr>
<td>James Limbaugh</td>
<td>Education</td>
<td>Chancellor, MSU-Northern</td>
</tr>
<tr>
<td>Kathy Bessette</td>
<td>Local Government</td>
<td>Hill County Commissioner</td>
</tr>
<tr>
<td>Richard Sangrey</td>
<td>Tribal Government</td>
<td>Rocky Boy Chief of Staff</td>
</tr>
<tr>
<td>Caroline Brown</td>
<td>Community Planning</td>
<td>Fort Belknap Tribal Planner</td>
</tr>
<tr>
<td>Rick Morris</td>
<td>Local Government</td>
<td>Mayor, City of Fort Benton</td>
</tr>
<tr>
<td>Wayne Stahl</td>
<td>State Government</td>
<td>Montana Legislator, Phillips County</td>
</tr>
<tr>
<td>Anne Bothe</td>
<td>Economic Development</td>
<td>ED Specialist, Triangle Communications</td>
</tr>
<tr>
<td>Jim Lyons</td>
<td>Transportation</td>
<td>Director, North Central Montana Transit</td>
</tr>
<tr>
<td>Courtney Moles</td>
<td>Economic Development</td>
<td>Director, PhilCo Economic Growth Council</td>
</tr>
</tbody>
</table>

CALCULATIONS

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector Representatives (at least 51%)</td>
<td>18</td>
<td>62%</td>
</tr>
<tr>
<td>Representatives of Other Economic Interests (no more than 49%)</td>
<td>11</td>
<td>38%</td>
</tr>
<tr>
<td>Total Committee Membership</td>
<td>29</td>
<td>100%</td>
</tr>
</tbody>
</table>
District Elected Officials

The District's planning and implementation components frequently involve local elected officials, and several are represented on the Bear Paw District's Board of Directors. A complete list of the District's chief elected officials, all of whom have had and will continue to have contact with the District's economic development efforts, follows below.

**BLAINE COUNTY COMMISSIONERS**
Charlie Kulbeck, Frank DePriest and Dolores Plumage

**CHOUTEAU COUNTY COMMISSIONERS**
Stan Klimas, James O'Hara, and Daren Schuster

**HILL COUNTY COMMISSIONERS**
Mark Peterson, Mike Wendland, and Jeff LaVoi

**LIBERTY COUNTY COMMISSIONERS**
Russ Tempel, Larry Hendrickson, and Rlynn Rockman

**PHILLIPS COUNTY COMMISSIONERS**
Bruce Christofferson, Lesley Robinson, and Richard Dunbar

**FT. BELKNAP INDIAN COMMUNITY COUNCIL**
Tracy “Ching” King, President; Mel L. Adams Doney, Vice President; Phyllis Culbertson, Will Crasco; Wes Kill Eagle Sr.; Edward Moore; Donovan Archambault; Andrew Werk Jr.; Patty Quisno; Gerald “Manny” Healy; Mike “Gopher” Fox

**ROCKY BOY’S BUSINESS COMMITTEE**
Ken St. Marks, Chairman; Richard “Rick” Morsette, Vice-Chair; Ted Demontiney; Harlan Baker; John C. Houle; Ted Russette; Gerald Small; Dustin Whitford; Ted Whitford

**LITTLE SHELL TRIBAL COUNCIL**
Gerald Gray, Chairman; Clarence Sivertsen, 1st Vice Chairman; Leona Kienenberger, 2nd Vice Chairman; Louella Fredricksen, Secretary-Treasurer; Richard Parenteau; Colleen Hill; Donald Davis

**CITY OF CHINOOK**
James Neibauer, Mayor. Council members: Shawna Broadhead; Keith Hanson; Heath Richman; and Jack Conner

**CITY OF FORT BENTON**
Rick Morris, Mayor. Council members: Sherry Little; Mike Wigger; Don Hazen; John Cloepfil; Barbara Thomas; and Roger Axtman

**CITY OF HARLEM**
Bill Taylor, Mayor. Council members: Sondra Ashton; Ken Hanson; Jeremy Kinyon; Ralph Schneider

**CITY OF HAVRE**
Tim Solomon, Mayor. Council members: Allen Woodwick; Gerry Veis; Janet Tretheway; Rick Dow; Andrew Brekke; Robert Kaftan, Bonnie Parenteau; and Brian Barrows
CITY OF MALTA
Shyla Jones, Mayor. Council members: Bill Crowder; Warren Abrahamson; Bonnie Wiederrick; and David Rummel

TOWN OF BIG SANDY
Shaund Schwarzbach, Mayor. Council members: Colby Baumgarn; Shane Cline; Ted Pursley; and Steve Siles

TOWN OF CHESTER
Noel Walston, Mayor. Council members: Rachel Ghekiere; Tina Neer; Dave Ghekiere; Bill Albee; Brett Earl; and Scott Ross

CITY/TOWNS/COMMUNITIES WITHIN THE DISTRICT

There are 42 communities located in the Bear Paw District. Of those communities, eleven are incorporated municipalities, which are listed below:

BLAINE: 11 communities:

CHOUTEAU: 11 communities:
Big Sandy*, Carter, Floweree, Fort Benton*, Highwood, Geraldine*, Loma, Montague, Shonkin, Square Butte, and Virgelle

HILL: 9 communities:
Box Elder, Fresno, Gildford, Havre*, Hingham*, Inverness, Kremlin, Rudyard, and Simpson

LIBERTY: 4 communities:
Chester*, Joplin, Lothair, and Whitlash

PHILLIPS: 7 communities:
Malta*, Dodson*, Saco*, Whitewater, Zortman, Landusky and Loring

(*) Incorporated Community
Committees

Excellent examples of the public/private partnerships that have been forged by the Bear Paw EDD and its members are the committees that review and select projects for the District's Microbusiness and Revolving Loan Funds, as well as the City of Havre’s Housing Program that is administered by Bear Paw staff. The membership of each of these volunteer committees includes representation from the private and public sectors, with the rosters of each identified in the following tables.

Microbusiness Loan Committee

Since 1992, the Bear Paw EDD has participated in Montana’s Microbusiness Loan Program. The District established a Microbusiness loan fund totaling $905,456 dedicated to assisting very small businesses (annual sales less than $1,000,000, with ten or fewer employees) using a portion of the District’s existing RLF funds as a match. The District has received private support to cover the cost of administering the Microbusiness Loan Fund. In addition to financial assistance, the Microbusiness program also provides technical assistance to businesses.

The Microbusiness Loan Review Committee is responsible for approving or declining loan requests. The Committee may also modify the conditions of the each loan.

<table>
<thead>
<tr>
<th>Name</th>
<th>Occupation</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayne Wardell, Chairman</td>
<td>Mayor</td>
<td>Town of Chester</td>
</tr>
<tr>
<td>Andrew Brekke</td>
<td>Insurance Agent</td>
<td>Erickson Insurance Associates</td>
</tr>
<tr>
<td>LuAnn Burkhartsmeyer</td>
<td>Banker</td>
<td>Wells Fargo Bank - Havre</td>
</tr>
<tr>
<td>Max Vogel</td>
<td>Banker</td>
<td>US Bank - Havre</td>
</tr>
<tr>
<td>Kathy Turbovitz</td>
<td>Fiscal Officer</td>
<td>District IV HRDC</td>
</tr>
<tr>
<td>Debbie Callahan</td>
<td>Banker</td>
<td>Independence Bank - Havre</td>
</tr>
<tr>
<td>Tim Waldo</td>
<td>Banker</td>
<td>First Security Bank - Fort Benton</td>
</tr>
<tr>
<td>Teresa McKeon</td>
<td>Certified Public Accountant</td>
<td>CHMS Accounting - Malta</td>
</tr>
<tr>
<td>Vacancy</td>
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</tr>
</tbody>
</table>
Revolving Loan Fund Committee

Since 1985, the District has emphasized the need to increase availability of local risk capital to support business start-ups, expansions, and retention. The District recommitted itself to this need in 1992.

Since 1992, the Bear Paw Development Loan Program has grown to seven (7) loan funds that help meet the needs of businesses for risk capital. Since 1989, the District has operated a revolving loan fund (RLF) capitalized with $350,000 from EDA’s Title IX LTED Program and a local match, which brought the initial capitalization of the fund to $700,000. Today, the District’s loan portfolio includes 61 active loans worth approximately $4.9 million. There is currently just over $10,000 available for new projects.

The RLF Committee is responsible for approving or declining loan requests. The Committee may also modify the conditions of the each loan.

<table>
<thead>
<tr>
<th>Name</th>
<th>Occupation</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shaud Schwarzbach</td>
<td>Banker</td>
<td>Northwest Farm Credit Services</td>
</tr>
<tr>
<td>Wayne Wardell</td>
<td>Mayor</td>
<td>Town of Chester</td>
</tr>
<tr>
<td>Vacancy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tim Solomon</td>
<td>Mayor</td>
<td>City of Havre</td>
</tr>
<tr>
<td>Stan Klimas</td>
<td>Commissioner</td>
<td>Chouteau County</td>
</tr>
<tr>
<td>Sheri Nicholson</td>
<td>Banker</td>
<td>Western Bank - Chinook</td>
</tr>
<tr>
<td>Doug Kaercher</td>
<td>Tax Appeal Board Member</td>
<td>State of Montana</td>
</tr>
<tr>
<td>Kathy Bessette</td>
<td>Commissioner</td>
<td>Hill County</td>
</tr>
<tr>
<td>Shyla Jones</td>
<td>Mayor</td>
<td>City of Malta</td>
</tr>
</tbody>
</table>
Havre Housing Program Loan Committee

The City of Havre established its housing program in CBDG grants in 1986 and 1988. Bear Paw staff manages the housing program for the City of Havre, as well as the City of Harlem. In Harlem, the City Council makes all decisions regarding the use of program income. In Havre, that responsibility belongs to the Housing Loan Review Committee, which includes representatives of the City and its private sector.

All CBDG eligible activities may be funded by the program as long as the project benefits a population that is 51% low and moderate income. However, emphasis is given on housing rehabilitation, new construction, and assisting first time homebuyers. The committee is charged with reviewing each application and then either approving or rejecting the request.

<table>
<thead>
<tr>
<th>Name</th>
<th>Occupation</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Solomon</td>
<td>Mayor</td>
<td>City of Havre</td>
</tr>
<tr>
<td>Nate Molstad</td>
<td>Banker</td>
<td>Independence Bank</td>
</tr>
<tr>
<td>Diane Savasten-Getten</td>
<td>Housing Specialist</td>
<td>District IV HRDC</td>
</tr>
<tr>
<td>Duane Naber</td>
<td>Banker</td>
<td>US Bank - Havre</td>
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<tr>
<td>Gerry Veis</td>
<td>Banker</td>
<td>Bear Paw Credit Union</td>
</tr>
<tr>
<td>Mary Blair</td>
<td>Realtor</td>
<td>Flynn Realty</td>
</tr>
<tr>
<td>Pete VanderVen</td>
<td>Small Business Owner</td>
<td>Havre</td>
</tr>
<tr>
<td>Woody Woodwick</td>
<td>Councilman</td>
<td>Havre</td>
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Part II

Summary of Planning Activities

Opportunity Link (Northwest Area Foundation Community Ventures Program)

Since 2001, Bear Paw Development Corporation staff has been intimately involved in the facilitation and administration of a process to develop and implement a strategic plan to reduce poverty in an eleven-county region of North Central Montana. The planning area encompasses the entire Bear Paw Economic Development District, including the Fort Belknap and Rocky Boy’s Indian Reservations.

On October 15, 2003, the North Central Community Ventures Coalition submitted its $75 million poverty reduction plan to the Northwest Area Foundation (NWAF) in St. Paul for review. On December 8, 2003, the Foundation announced that the Coalition had been selected for a 10 year, $12 million partnership with the Foundation to implement the Coalition’s plan to reduce poverty in North Central Montana. Bear Paw Development Corporation was selected by the Coalition’s Board of Directors to serve as the fiscal agent for the project and on April 1, 2004, the grant agreement between the Bear Paw Development Corporation and the NWAF was executed. In March 2005, the name of the project was changed from North Central Montana Community Ventures Coalition to Opportunity Link. To date, $3 million has been made available through Bear Paw Development to Opportunity Link to implement the plan and develop projects intended to reduce poverty in the 11-county area. Bear Paw staff provided fiscal management to this project through 2008, but has since handed the fiscal responsibilities back to Opportunity Link, as the organization has now developed its own administrative capacity.

The Coalition’s efforts to develop the poverty reduction plan were assisted by Bear Paw Development Corporation, District IV HRDC, Chippewa-Cree Development Corporation, Fort Belknap Tribal Planning, Montana Department of Commerce, and several local governments, as well as private and public sector entities. Much of the data used during the preparation of the plan was gathered over a period of several months during which 19 community conversations were held and well over 200 people interviewed. The Coalition learned that poverty is the unspoken tragedy across the eleven counties and three reservations. Depending on the community, between one-third and almost half of our children under five live in poverty. The outcome of this effort is a plan that includes 28 strategies and more than 100 actions organized in the following seven overarching strategic directions, which the Coalition believes will improve the lives of people living poverty:

- **Community:** To identify, learn about, and celebrate the spirituality and uniqueness within our regional community
- **Health:** To create healthy communities by improving the physical, mental, emotional, and spiritual health of those living in poverty
- **Children, Youth, and Families:** To provide families and communities with the resources and skills necessary to build and maintain healthy families
- **Economy:** To build and live in a sound and healthy regional economy
- **Education:** To create educational opportunities and resources which are readily available and affordable to people at all educational levels
➢ **Housing:** To ensure safe and affordable housing and home ownership is available

➢ **Transportation:** To ensure access to affordable, accessible, and convenient transportation for low-income individuals

These strategic directions are bound together by some common approaches and themes, carried out through the strategies and actions:

- Building social capital
- Removing barriers to moving out of poverty
- Building healthy communities in which all aspects of health are improved
- Using the land while protecting it from harm
- Increasing assets and capital available to low-income persons
- Assuring access to and the use of technology
- Learning as a tool and an end

Due to the significant potential this project has to improve the lives of the most economically distressed residents of our District, Bear Paw Development Corporation will continue to allocate resources to the implementation of the Poverty Reduction Plan. Subsequently, several of the economic goals and strategies that emerged during the development of the plan have influenced the selection of goals and strategies for the Bear Paw Economic Development District.

For more information visit [http://www.opportunitylinkmt.org](http://www.opportunitylinkmt.org) or contact Opportunity Link at (406) 265-3699.
Community Resource Assessments — Community Roundtable Visioning Activities

Since November 2002, the following members of the Bear Paw EDD have conducted a community resource assessment:

- Town of Big Sandy
- Town of Chester
- City of Chinook
- City of Harlem
- City of Havre
- City of Malta
- Hill County
- Liberty County
- Fort Belknap Indian Reservation
- Rocky Boy’s Indian Reservation

During this process, hundreds of people were interviewed, their comments recorded, and comprehensive reports prepared by each of the assessment teams. Each community was then asked to select and prioritize the projects that they want to develop. This rich and diverse source of data has heavily influenced the selection and prioritization of the goals and strategies selected for inclusion in this document by our Strategy Committee.

In addition to the Resource Assessments, Bear Paw partnered with Vibrant Futures in 2012 to conduct a number of community roundtable discussions across the Bear Paw EDD. The purpose of the meetings was to give residents a voice in developing community goals so the actual residents could become the driving force behind shaping the future of their community.

The Opportunity Link managed Vibrant Futures is a Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant made possible by the Partnership for Sustainable Communities.

“Vibrant Futures is a project that is built around citizen involvement in government planning that will lead to improved employment, housing, community health, regional transportation, water quality, and resource management. The residents of Blaine, Cascade, Choteau, Glacier, Hill, Judith Basin, Liberty, Phillips, Pondera, Teton, and Toole Counties, along with members of the Blackfeet, Fort Belknap, and Rocky Boy’s Reservations, will be ask to attend community meetings in order to gain input and ideas to create a 20-year regional plan towards sustainable development in the region.”

- www.vibrantfuturesmt.org

Vibrant Futures is funded through a $1.5 million grant from HUD. Its region encompasses all of the Bear Paw EDD including the Rocky Boy’s and Fort Belknap Indian Reservations, in addition to 6 other counties and the Blackfeet Indian Reservation.

So that you may understand the relationship between the needs assessment and community roundtable process and this update of our CEDS, we feel it would be helpful if we acknowledged a few of the more predominant challenges, strengths, and projects identified by each of the communities that participated in these processes. The following pages detail the information gathered during the community roundtable discussions in fall of 2012.
Harlem Community Input

Economic development/private business
- Fiber optics with Triangle Communications
- UPS drop stop
- Revitalize Main Street
- Attract younger people with new ideas

Employment
- Make town more attractive; attract business from Hwy 2
- Expand Port hours

Energy
- Encourage cooperation to start up wind projects, solar projects, coal production
- Negotiate transmission lines for wind projects
- Produce biofuels on larger scale

Environment
- Coordinate blocked RR crossings
- Add another RR crossing
- Seek CTEP funding for sidewalks

Health
- Update wastewater system
- Improve ambulance and fire response
- Recruit younger firefighters and EMTs
- Use empty storefronts to develop community center

Housing
- Develop more senior housing
- Work with Fort Belknap to develop housing
- Bring investors to Harlem

Recreation & Parks
- Develop community center
- Include fitness center, cold weather

Other
- Public safety—start a Community Watch program
- Create a communication hub to communicate resident needs
Chinook Community Input

Economic development (private business)
- Lower water and sewer rates
- Develop more retail, perhaps a cooperative store
- Expand child care
- Remodel Cy Courthouse, City Hall, Police Dept
- Upgrade water treatment/sewer systems
- Seek access to affordable business loans
- Promote community attractions, events, businesses, and services
- Improve rest area, fair grounds, walking path

Education
- Seek grants to improve heating/cooling systems in schools

Employment
- Seek federal financing and lower interest loans for Main Street businesses

Energy
- Explore wind power; biofuel; gas and oil
- Improve natural gas distribution system

Housing
- Develop multi-family housing to take advantage of limited available lots
- Develop moderate to higher income housing
- Attract commuters to buy and rent here
- Rejuvenate existing housing stock
- Mitigate flood plain problems
Fort Belknap Community Input

Housing
- Seek funding to build homes
- Build multi-family housing

Health & Health Care
- Educate doctors & staff
- Educate community, individuals

Environment
- Enact environmental laws to protect clean air, water
- Fight noxious weeks (leafy spurge)
- Clean up Zortman-Landusky mines
- Secure clean drinking water for all communities

Energy
- Prepare for coming oil & gas boom
- Education

Private Business
- Thinking/being more entrepreneurial
- Business ventures overseen by their own body
- Education/training for more skilled workforce

Gaming Employment
- Need to bring in outside customers
- Need hotel, shows, and bigger facility

Education
- More support for students dealing with substance abuse issues
- More support for programs to assist people who have dire needs

Transportation
- Seek funding to support public transit
- Have a Master Lube business here
- Build and maintain better roads, private and tribal
- Develop student housing to reduce commuting
Hays-Lodge Pole Community Input

Housing
- Renovate existing homes
- Create senior citizen housing
- Seek funding, grants, programs
- Utilize the trade programs from the tribal college; YouthBuild
- Emergency housing for homeless

Health & Health Care
- Train local First Responders/EMTs
- Establish local Emergency Room
- Complete local 911 addressing
- Meals on Wheels program for elders; better food for Senior Center
- Safer water system

Parks & Recreation
- Develop plan to increase tourism
- Find local work programs to maintain playgrounds and canyon
- Build programs for children (B&GC Supervisor, pool table, snack bar)
- Provide security at all times (lights on playgrounds, police patrols, summer park teachers)
- Build campgrounds in canyon

Energy
- Develop local energy sources (wind)
- Thin forests for wood fuel
- Create program to deliver wood to elders for heating fuel

Other
- More police officers
- More child care programs
- Support public transit
Big Sandy Community Input

**Economic development/jobs**
- Create job opportunities for young people, year-round, wages higher than minimum wage
- Improve presentation of Main Street area to entice highway traffic
- Improve quality of older housing to attract new residents
- Improve water and sewer infrastructure to attract new businesses
- Keep current businesses on Main Street

**Energy**
- Encourage cooperation to start up wind projects, solar projects, coal production
- Negotiate transmission lines for wind projects
- Produce biofuels on larger scale

**Environment**
- Pave roads and sidewalks
- More recycling

**Health**
- Create walking paths for exercise
- Access fresh fruits and vegetables
- Offer more services and housing to attract resident doctor

**Housing**
- Improve quality of older housing attract new residents

**Recreation & Parks**
- Create indoor recreation center for cold weather months
- Indoor rec center for all ages

**Transportation**
- Pave streets and add sidewalks
- Coordinate with public transit from Havre to Great Falls
- Improved handicapped, railroad parking

**Other ideas**
- Create incentives or enforce town codes to persuade residents to clean up lots
- Attract a child care business to start in town
- Fund a municipal swimming pool for kids
- Upgrade sewer and water systems to attract new residents
- Grow vegetables year round; community gardens; farm-to-cafeteria program
- Create more forum for community involvement, share information about available resources and services
Fort Benton Community Input

Economic Development
- Attract entrepreneurs who work from home via internet
- Attract young families and year-round residents
- Create incentives for hiring locally on new projects
- Continue infrastructure improvements
- Establish a land trust
- Expand local industry beyond agriculture

Employment
- Add diversity to employers to better balance public vs. private businesses
- Attract service providers to keep local dollars in town
- Take more risks

Energy
- Develop wind energy, water energy
- Develop transmission lines to energy markets

Health & Health Care
- Establish bus service to Great Falls

Housing
- Improve quality of older housing to increase value, improve availability, make resale easier

Transportation
- Encourage Burlington Northern Rail Road to retain rail service
Geraldine Community Input

Economic development (private business)
- Secure consistent, faster, Internet access
- Develop local veterinarian clinic
- Develop local auto/ag machinery mechanics shop
- Develop meat processing business
- Develop local law enforcement

Education
- Improve Internet access
- Continue to attract teachers (assist them to find housing)

Energy
- Seek grants to develop alternative energy sources like wind farm

Housing
- School needs more housing
- Develop a 4-plex apartment
- Seniors need housing (retirement home with medical and transit services)
- Seek a benefactor (like Winifred or Harlem)

Infrastructure & Environment
- Develop secondary water source
- Mitigate saline seep (alfalfa)

Recreation & Parks
- Develop RV area between depot and RR, with water and sewer
- Place signage to direct visitors from rest stop
- Update community center to include youth center
- Make walking/bike trail on old RR between Geraldine and Great Falls

Transportation
- Develop local transit system (8-passenger van)
- Improve options with existing transit systems
- Support Snowy Mountains Development efforts to rebuild trestle and railroad
- Reopen airport

Other ideas
- Improve “curb appeal” by enforcing blight ordinance to clean up unkempt lots
- Provide incentive to improve local yards and lots
Kremlin-Gildford Community Input

Employment
- Use spaces that have been vacated to house new craft shops; senior living; manufacturing.
- Develop ag-related manufacturing
- Apply for Incumbent Workers Training Program grants from Montana DOLI

Energy
- Do feasibility study for small scale wind farms, solar power.
- Hard-wire street lights for dependable service in winter
- Educate consumers on benefits of improved energy efficiency
- Take advantage of all renewable energy resources

Health
- Provide weekly transportation to health services; run bus from Chester to Havre; collaborate with home health care providers for transportation
- Recruit local doctors
- Expand current farmer’s market, join Food Hub to improve fresh foods access
- Improve eating habits and make exercise a family affair
- Educate 911 dispatchers on NCMT geography; improve mapping of area

Other ideas
- Use the vacant Kremlin school for a care center
- Promote the area
Havre Community Input

Economic development (private business)
- Education opportunities (MSUN, Havre Job Svc)
- Nurture farmers, markets, co-ops, etc.
- Develop low-cost health care options
- Open port, improve roads, create housing.
- Utilize old IGA building.

Education
- Find new funding sources, perhaps from expanded development of natural resources
- Increase representation on Board of Regents
- Increase local control over schools, reduce federal and state control
- Create counseling program for bullying prevention
- Serve healthy foods in cafeterias, increase students’ physical activity

Employment
- Create more opportunities for vocational training
- Engage youth as part of community
- Invest in industrial employers to stay in community for a long time
- Continue to offer transit, university-level technical training
- Develop more diverse opportunities (e.g. arts organization, non-industrial employers)

Energy
- Expand home weatherization program
- Encourage dialogue re: energy, sources, development of alternative fuels (wind, solar, biofuels)
- Piggyback development on MSU research
- Reduce government mandates

Environment/Recreation & Parks
- Create more walking trails and recreational opportunities
- Acquire pulverizer for recycling local glass
- Create incentives for recycling
- Organize more community cleanups
- Develop fur trading services
- Seek greater local autonomy

Health
- Attract new local health care providers, including specialists
- Develop health care options separate from existing local “monopolies”
• Reduce turnover of doctors  
• Reduce health insurance charges  
• Focus on prevention (diet and exercise)

**Housing**  
• Find housing developer; offer tax credits  
• Develop more middle-income and low-income housing options  
• Refurbish old houses  
• Habitat for Humanity

**Transportation**  
• More buses in city  
• Increase use of bus line (NCMT)  
• Better service and prices for air flights

**Other ideas**  
• Sponsor alcohol-free events  
• Encourage more collaboration among community non-profits; pool resources; promote efforts like this one (VF)  
• Farm the boulevard, living pantry, hydroponic garden, outdoor water park.  
• Consolidate city/county governments; introduce non-partisan elections  
• Invest in value-added agriculture and natural resource development  
• Improve awareness of estate planning and Havre Community Foundation  
• Promote MSUN, Boys & Girls Club, afterschool activities  
• Develop city infrastructure including city sewers and curbside recycling
Chester Community Input

Economic development/jobs
- New Main Street businesses (restaurant, motel, tire repair services)
- Access to affordable business financing
- Industrial parking

Employment
- Improved infrastructure to capture and sell wind energy
- More housing and more affordable housing to attract new residents
- Caught in a spiral: “Business owners say no reliable help, no employees; citizens say no jobs available.”

Health
- Government programs aren’t working; slow Medicare payments and cutbacks are forcing local hospital to “eat” costs
- Limit liability to reduce cost of insurance
- Local training for health care professionals
- Bring chiropractor back to town

Housing
- Seek financing for demolition of “eyesore” housing
- Seek financial group to invest in new housing
- Create more affordable low-income housing

Infrastructure
- Prepare for the expansion of Bakken activity, the coming “boom”:
  - Hire more police
  - Improve the jail
  - Improve sewer system
  - Build sidewalks

Recreation and parks
- Pave roads to Lake Elwell

Other ideas
- Seek ways to keep kids here or bring them back (summertime youth activities, job opportunities)
- Build capacity to care for elders
- Market vacant lots to people from outside the area
- Market slower pace of life to people from outside the area
- Market tourist opportunities (we are in an ideal central location)
Dodson Community Input

Economic development (private business)
- Low population means low tax base. In order to increase population:
  - Develop housing
  - Attract new businesses, industry

Housing
- Develop new rentals (multi-family, low income affordable)
- Write grants for home ownership
- Clear some old, unused housing to make lots available for building

Infrastructure
- Build tax base by attracting new residents
- Recruit volunteers for fire department
- Improve road maintenance (gravel, paving)
- Encourage use of bus
- Replace water system
- Better cell phone & Internet service
- Expand Hwy 2 to four lanes
- Attract employers

Tourism & recreation
- Dodson has city park & playground, fairgrounds, hunting & fishing access, RV parking, local B&B
- Market hunting/fishing for tourism
- Develop gas station, convenience store, museum, restaurant
- Develop community rec center
Malta Community Input

Economic Development
• Continue revitalization of downtown area
• Continue to fund Phillco
• New call center
• Neighborhood block party
• Community center
• Better use of existing buildings; recruit new businesses
• Business directory
• “Welcome” packet for tourists and new residents
• Recruit optometrist, dentist

Housing
• Encourage development of new housing & subdivision
• Encourage housing rehabilitation through demonstration grant
• Host rental information session for potential landlords
• Offer local tax incentives to remove old structures and replace with new housing
• Encourage private development
• Convert old hospital into 2-4 bedroom units
• Create more rentals
• Make housing more affordable

Infrastructure
• Assess electrical in buildings
• Insurance companies
• Smart communities
• Create office space to rent

Tourism & Recreation
• Build partnerships and volunteerism
• Create water park
• Provide bowling facility
• Promote and market city of Malta
• Promote areas like Zortman
• Promote gold panning
• Market through use of pamphlets and informational documents
Saco Community Input

Economic development (private business)
- Aging population, declining numbers, can’t support local businesses enough to support growth
- Offer employee training in customer service
- Price of gas must improve

Employment
- More small business
- Less regulation
- Allow the TransCanada project
- Employee training
- Move in companies to create more jobs
- Improve government policy in regards to agriculture, mining

Energy
- Develop housing, services to keep gas employees

Health
- Many specialized services, providers are located far distances from here
- Need hospice care
- Help for elders to make medical appointments

Transportation
- Seek more dollars to work with
- Improve Hwy 2 to accommodate increased east-west traffic (Bakken) – “4 for 2”
- Seek north-south public transportation to assist folks to make medical appointments in Great Falls
- Reduce regulations that inhibit private enterprise

Other ideas
- Community involvement
- Attract new people to move in
- Work to bring young people back to all businesses
- House all emergency vehicles in one location
- Reduce Fish & Game, DEQ, EPA regulations
Whitewater Community Input

Economic development (private business)
- Public transportation (community bus; part-time driver; weekly route to Malta)
- Public restrooms
- Public park
- Local grocery store
- Farm-to-cafeteria program to improve access to fresh foods
- Restaurant w/ regular meals
- Traveling doctor/nurse (work w/ Phillips Cy Hospital)

Housing
- Build energy efficient housing
- Retrofit current housing for energy efficiency
- Seek grants to develop new housing (current housing stock is older; mobile homes are not energy efficient; need housing for larger families; apartment complex)

Infrastructure
- New system to provide drinking water to all households
- Improvements to sewer system (especially for cold weather)
- Improved gravel/maintenance of local roads
- Even the road grade where it crosses culvert
- Restrooms at track field

Tourism & recreation
- Support tourism (wildlife & landscape photography, hunting, dinosaur fossils) by developing services (lodging, restaurant, gas station, public restrooms, public access park, signs)
- For local recreation, develop golf course, bowling alley, community center, weight room, etc
Zortman Community Input

Economic development (private business)
- Marketing to promote recreational opportunities (landscape & wildlife, ATV trails, campgrounds, hunting & fishing, gold panning)
- Services to support hunting and tourism (mapping, maintenance, trail safety)
- Develop year-round employment options
- Develop housing (limited by public lands surrounding town)

Housing
- Housing development is limited by public lands, flood plain
- Weatherization program
- Retrofit program to improve energy efficiency
- Develop new rentals

Infrastructure
- BLM should improve fire access, signage, and gates on some roads
- Improve maintenance of local roads (gravel, paving)
- Improve cell phone and Internet service
- Improve sewer system (now all septic tanks)
- Attract younger firefighters

Tourism & recreation
- 4th of July Celebration, ATV trails, horse-back riding, gold panning, camping, birding, hiking, hunting, fishing
- Requires trail and road maintenance, ambulance service, law enforcement
- Support through marketing, signs, trail maintenance, safety brochures, maps, history kiosks
- Develop recreational access to Azure cave

Environment & reclamation
- Reclamation is ongoing at the mine
- Open some state lands to recreational access and housing development
- Develop access road
Community Needs Assessments: Harlem, Big Sandy, Hill County, and Chouteau County

The basic framework of Montana’s CDBG Program was established in 1982 by a 14-member Task Force composed of local government officials which was appointed by the Montana Department of Commerce (MDOC) to design the state’s CDBG program. The Task Force recommended including a requirement for a community needs assessment as part of the CDBG application process. Their intent was to encourage Montana communities to move away from a “crisis management” approach to community problem solving and instead adopt a view of community development as a methodical, long-term process of incremental and inter-related actions to improve the community. The Task Force members felt strongly that broad public involvement was critical for the process of setting community development goals and priorities and for successful CDBG project implementation.

In the past three years, Bear Paw Development staff assisted Hill County, the City of Harlem and the Town of Big Sandy, and Chouteau County in meeting the Montana CDBG Program needs assessment condition, which requires that each applicant for a Housing and Community Revitalization or Public Facilities CDBG project must include narrative that describes:

- The applicant’s overall community development needs, including the needs of low and moderate income persons;
- The process used by the applicant to identify overall community development needs and the activities it plans to meet the identified needs; and
- The rationale for selecting the proposed CDBG project.

On March 22, 2006, the City of Harlem held a Needs Assessment Public Hearing, which was attended by 25 local residents. Another assessment hearing was held on February 11, 2010, and the following community and economic development issues were discussed:

- Police protection
- Neighborhood watch
- Training for the installation of child safety seats
- Railroad crossing safety training
- High cost of city services—water, sewer, streets
- Deficiencies of wastewater treatment plant
- Housing concerns
- Need for restrooms along the highway
- Attracting and retaining new teachers
- Desire for walking paths in town
- City beautification
- Need for motel & café
- Potential for community-owned cooperative business
- Need for city website
- Computer education classes for seniors and others
- Pool and community hall
- Potential to expand Little Rockies Retirement Home
- Improve communication with Fort Belknap Indian Reservation

Other issues brought forth in 2006 include:
- Emergency alarm system is needed for community in case of storms or other emergencies.
- Fourth Street needs to be paved and drainage improved.
Since February 2007, there have been four public hearings related to the needs assessment and community development projects in Chouteau County and Big Sandy. Chouteau County hosted three of the four hearings in Fort Benton, while the Town of Big Sandy hosted the fourth public hearing on March 26, 2008 at Big Sandy High School to discuss Phase I and Phase II of its wastewater improvement project. A Community Needs Assessment Survey for that project was also held and 47% of Big Sandy’s households responded.

Themes common to each hearing were the need to create jobs and balancing the need for upgrading infrastructure that either creates or retains jobs against the high cost of construction and the burden of higher user rates placed on residents, particularly senior citizens living on fixed incomes.

A summary of community assets, needs and potential projects, as identified by residents who attended the public hearings, is detailed below:

Community Assets
- Big Sandy Activities – Serves 21 people and contributes $990,000/year in wages and benefits to local economy
- Big Sandy Medical Center
- Benton Pharmacy
- Montana Grains Flour Mill (Fort Benton)
- Fort Benton and Chouteau County’s history
- Missouri River and the new Bureau of Land Management Interpretive Center (3 FTE)
- Agricultural Industry and organic ag
- Good Schools
- High Quality Emergency Services
- Great place to retire with the following services available:
  - Hospitals
  - Nursing Homes
  - Retirement Communities
  - Senior Centers
  - Low Cost of Living
  - Strong Sense of Community

Community Needs
- Lack of jobs for young people
- Declining enrollment in public schools
- Limited class offerings and extracurricular activities in public schools
- Retail offerings are limited – increasing pressure from Great Falls and Wal-Mart in Havre
- Training for workforce
- Training for small business owners
- Health care is difficult for Medicaid patients or the working poor.
- Public transportation
- Affordable housing

Summary – Potential Projects
- Improve Day Center Facility for Big Sandy Activities
- Bus Barn for Big Sandy Activities
- Tumbleweed Gallery – needs help finding operating capital
- Brownfield Redevelopment in Fort Benton and Big Sandy
### MISSION STATEMENT

The mission of PhillCo Economic Growth Council is to assist in improving the economic stability of the Phillips County area and the standard of living of the residents. To provide leadership in the county relative to the retention and creation of jobs with expanded wealth of our residents and tax revenue for the communities.

<table>
<thead>
<tr>
<th>Officers</th>
<th>Board of Directors</th>
<th>Executive Board</th>
<th>Community Fund Board</th>
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<tbody>
<tr>
<td>Jake Stuart, President</td>
<td>Jane Knudsen</td>
<td>Jake Stuart</td>
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<tr>
<td>Mike Rappold, Vice President</td>
<td>Bud Mavencamp</td>
<td>Mike Rappold</td>
<td>Gary Howell</td>
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<tr>
<td>Sharon Kindle, Secretary/Treasurer</td>
<td>Gary Knudsen</td>
<td>Sharon Kindle</td>
<td>Ron Scott</td>
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<tr>
<td>Courtney Moles, Executive Director</td>
<td>Luke Spencer</td>
<td>Lary Poulton</td>
<td>Mike Lang</td>
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<td>Shirley Legg</td>
<td>Marko Manoukian</td>
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<td>Steve Cole</td>
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<td>Gary Howell</td>
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<td>Marko Manoukian</td>
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<td>Ron Scott</td>
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<td>Dan Waters</td>
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<td>Mark Albers</td>
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<td></td>
<td>Michael Rappold</td>
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<td></td>
<td>Curtis Starr</td>
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<td></td>
<td>Karl Harms</td>
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<td></td>
<td>Marty Johnson</td>
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<td></td>
<td>Mike Lang</td>
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<td></td>
<td>Ross Simser</td>
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### Goal One - Promote quality of life conducive to the economic growth of the area.

<table>
<thead>
<tr>
<th>Category</th>
<th>Objective</th>
<th>Action Step</th>
<th>Benchmarks</th>
<th>Timeline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Economic Development</td>
<td>Housing - expand opportunities for affordable rental units and home ownership.</td>
<td>Work with units of local government, Malta Chamber, Homeland Security, Realtors and Community to identify and publicize local housing options.</td>
<td>Inventory Malta housing stock, identify lots available for development with utility locations.</td>
<td>2010</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Coordinate housing efforts with Michelle Turville, BPDC, for housing and public facilities development.</td>
<td>2010</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Publicize state of Montana rental link. Add to web page.</td>
<td>2010</td>
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<td></td>
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<td></td>
<td>Learn particulars of available programs such as NSP and CDBG. Host joint meeting to inform City and County officers, Housing and Planning Boards, prioritize plan for action.</td>
<td>2010/2011</td>
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<td>Submit NSP and/or CDBG application as applicable.</td>
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<td></td>
<td>Host workshop for Landlords to identify rights and responsibilities and for renters rights/responsibilities.</td>
<td>2010</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Promote &quot;developer&quot; concept to build spec homes in Malta and Saco communities.</td>
<td>2010</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Continue communication with owners of old hospital building, promote multi use of property. Pursue need for Preliminary Architect Report (PAR) to determine space options. Submit application for PAR.</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>Continue to support efforts of HRRC for assisted living expansion and facility renovations</td>
<td>2010/2011</td>
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<td></td>
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<td></td>
<td>Meet with Town of Saco, assess housing needs and assist as requested.</td>
<td>2011</td>
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<td></td>
<td></td>
<td></td>
<td>Meet with Town of Dodson, assess housing needs and assist as requested.</td>
<td>2011</td>
<td></td>
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<tr>
<td>Public Infrastructure</td>
<td>Promote efforts to improve and maintain public buildings and facilities in area.</td>
<td>Horizons Infrastructure Committee - determine support for new swimming pool.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Work with County officials to identify priorities for CTEP funds. Consider options for walk bridge across Milk River. Apply for funding as requested.</td>
<td></td>
<td>2010/2011</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Maintain &amp; improve transportation means in community.</td>
<td>Strengthen efforts to recognize the Port of Horgan as a strategic location between MT and Saskatchewan.</td>
<td>Ongoing</td>
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<td></td>
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<td></td>
<td>Improve BNSF and Amtrak relationships - host meeting in Malta to discuss local station and right of way improvements. IE: Painting/Clean up of right away.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Continue involvement in MDT technical committee per Impact of Canadian Economic Development Study.</td>
<td>Ongoing</td>
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</tbody>
</table>
### Goal Two - Maintain PhillCo EGC as an effective long term organization for the promotion of economic development.

<table>
<thead>
<tr>
<th>Category</th>
<th>Objective</th>
<th>Action Step</th>
<th>Benchmarks</th>
<th>Timeline</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>Improve communication with general public and those individuals and businesses wishing to relocate to our community</td>
<td>Revise community profile/demographic data for Phillips County &amp; incorporated towns</td>
<td>Create PhillCo web page and face book presence. Offer community profile/demographic info on web.</td>
<td>2010</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Update brochures</td>
<td></td>
<td>2010</td>
<td></td>
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<tr>
<td>Community Outreach</td>
<td></td>
<td>Host “Around the County” meetings in all communities (during regular PhillCo meetings)</td>
<td></td>
<td>Fall 2010/Winter 2011</td>
<td></td>
</tr>
<tr>
<td>Secure long term organizational structure.</td>
<td></td>
<td>Organizational documents</td>
<td>Bylaws &amp; Articles of incorporation</td>
<td></td>
<td>2010</td>
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<tr>
<td></td>
<td></td>
<td>Revise &amp; adopt employee policies and procedures</td>
<td></td>
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<td></td>
<td></td>
<td>Wake committee appointments</td>
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<td></td>
<td></td>
<td>Prepare &amp; deliver binders to new board members</td>
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<tr>
<td>Financial</td>
<td></td>
<td>Continue contract agreements with Bear Paw and Malta Chamber.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Adopt three year budget in conjunction with local officials. Contract expires in 2011.</td>
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<tr>
<td></td>
<td></td>
<td>Conduct annual financial review with tax preparers and committee members/document findings with minute file</td>
<td></td>
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<tr>
<td>Training</td>
<td></td>
<td>Seminars/Webinars</td>
<td>Attend economic development training/meetings</td>
<td>Review training each yr</td>
<td></td>
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<tr>
<td>Outreach</td>
<td></td>
<td>Provide media coverage for all meetings and significant activities</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td></td>
<td>Participate in meetings/activities as requested by local officials.</td>
<td>Ongoing</td>
<td></td>
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<td></td>
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<td>Create annual newsletter for general distribution</td>
<td>Annually</td>
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<td></td>
<td>Continue annual meeting and recognition of business efforts</td>
<td>Annually</td>
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<tr>
<td>MBEDD</td>
<td>Establish a marketing plan for lots and area</td>
<td>Finalize cost estimates/prices for utility installation.</td>
<td></td>
<td>2011</td>
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<td>Adopt format for pricing/selling lots - consider realtor listings</td>
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<td></td>
<td>Obtain environmental clearance for all lots</td>
<td>Complete DEQ Targeted Brownfield process. Work with Bear Paw Dev Corp on Brownfield Site Assessment</td>
<td></td>
<td>2010/2011</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Obtain DEQ approval for septic systems onsite.</td>
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</table>
## Goal Four - Establish Phillips County as a regional trade and service center.

<table>
<thead>
<tr>
<th>Category</th>
<th>Objective</th>
<th>Action Step</th>
<th>Benchmarks</th>
<th>Timeline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Economic Development</td>
<td>Improve upon existing retail &amp; industrial services in county</td>
<td>Formulate participation in Business Expansion &amp; Retention (BEAR)</td>
<td>Research BEAR and determine value to community. Attend training as needed.</td>
<td>2010</td>
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<td></td>
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<td></td>
<td>Initiate local BEAR committee</td>
<td>2011</td>
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<td></td>
<td>Conduct BEAR survey of area businesses</td>
<td>Winter 2011</td>
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<td>Host regional speakers and workshops (example, SBA, SBDC, NoLevel) and monthly technical assistance visits by SBDC.</td>
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<td>Support efforts to strengthen local medical services</td>
<td>Develop a specific action plan for specialized professionals needed for community - assess current basis, options for incentives, funds for equipment, etc. (Eye doctor, 2nd dentist, mental health, plumbers, etc.)</td>
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<tr>
<td>Community facilitator</td>
<td></td>
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<td>Provide ongoing assistance to Malta Horizon Program</td>
<td>2010</td>
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<td></td>
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<td></td>
<td>Investigate options for 2010 Horizon program in Saco</td>
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<td>Host business/agency round table - informal discussion to share plans, etc.</td>
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<td>Support efforts of community organizations per request</td>
<td>Phillips Co. Community Foundation non profit form 1023 filing</td>
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<td></td>
<td></td>
<td>Malta Trails nonprofit form 1023 filing</td>
<td>2010</td>
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</table>
The Little Shell Tribe of the Chippewa Indians of Montana

The Little Shell Chippewa Tribe is recognized by the State of Montana, but so far has been denied federal recognition. The Tribe has no designated land base in Montana, but they generally populate and live in north central Montana, including Havre, Malta and Great Falls. The smallest tribe in Montana, their tribal enrollment is 4,500 (based on 2006 estimates). The Little Shell Tribe is a member of the Bear Paw Economic Development District, and a tribal member sits on Bear Paw’s Board of Directors.

Little Shell Tribe Economic Development Projects:

1) Little Shell Chippewa Indian Tribe Infrastructure Development

A. Physical Infrastructure
   Tribal Operations are currently located in space that is leased on a month-to-month basis. In order to stabilize operations for the future, it is desirable for the tribe to have its own facility. The tribe plans to purchase a building to house and to manage tribal operations. A planned child care center may be housed in the same facility. The estimate cost of purchasing or building an adequate facility is approximately $370,000.

B. Operational/Organizational Structure
   State recognition has provided the tribe with access to project and service funding opportunities heretofore not accessible. Federal recognition will provide access to formula grants and other federal funding available to federally recognized tribes. The tribal organizational infrastructure needs to develop in order to fully utilize such future opportunities. The tribe needs to develop a strategic plan that encompasses all aspects of tribal government, including leadership, social systems, judicial systems, financial systems and resource development. Development of this type of infrastructure will require the hiring of consultants, grant writers and planners. The estimated cost of developing the tribal organizational infrastructure is approximately $225,000.
VISION

Bear Paw Development Corporation believes in creating opportunity and success through partnerships, hard work, creativity and knowledge. These values manifest themselves in quality projects for our region that build communities, grow businesses and improve the quality of life for the residents of northern Montana.

MISSION

Bear Paw Development Corporation’s mission is to be the most responsive and relevant nonprofit economic and community development organization in Montana, focusing on our five-county, two-reservation region of northern Montana. Timely, courteous and knowledgeable assistance to our customers with their project development needs – every time – will be the hallmark of our commitment. Our services will be delivered with honesty and integrity and will always be client-focused.

GOALS

Goal I
Create economic opportunity and enhance local capacity of the Fort Belknap and Rocky Boy’s Indian Reservations.

Goal II
Maintain and enhance the physical infrastructure of the District.

Goal III
Assist in the development of value-added agricultural projects.

Goal IV
Attract and support entrepreneurs and help create job opportunities for the underemployed and unemployed.

Goal V
Continually provide economic development planning services to District members.

Goal VI
Sustain and enhance the development and delivery of our region’s natural and renewable resources.
EVALUATION OF ORGANIZATION’S MISSION AND VISION

Bear Paw Development Corporation held a strategic planning session in Havre on October 26, 2006, with its Board of Directors and staff members that was designed to evaluate the mission and vision of the organization. Through a professionally trained facilitator, we engaged in a SWOT analysis of the organization and developed consensus on six items that are considered high priorities over the next three years. The results of this strategic planning session are included below.

Objectives of the session
- Evaluate the past (What happened? How did we do it?)
- Experience the present (What is happening now?)
- Envision the future (Where do we want to go? How does that fit our vision of the future?)

Mission and Vision
A Mission Statement defines what business you are in. What is your purpose for existence?
A Vision Statement defines what success looks like. What would the world look like if you got there? Much more “Blue Sky.”

How would you define success for BPDC? By defining success you create a Vision of an ideal future.

- BPDC has partnered with the private sector and has created infrastructure, incomes, and opportunities that match or exceed what is available in more populated regions.
- BPDC created the highest % of job creating businesses, with a decent living wage in an area that enjoys high quality infrastructure with an ever-changing eye on the future.
- BPDC will strive for development of better communities by working with those communities to provide great quality of life to the residents of the Hi-Line.
- BPDC is an adaptive entity with the capacity to be an effective partner that augments a strong rural economy that includes quality employment opportunities.

Mission (Current)
The mission of the Bear Paw Economic Development District is to assist our members to take and maintain positions as centers for alternative energy generation and distribution, value-added agriculture, tourism, transportation, small business development, and education.

Our efforts are focused on fostering our partnerships with both public and private entities and through the timely and professional delivery of our core functions of community and regional planning, infrastructure planning and financing, entrepreneurial counseling, and economic development financing.

SWOT Analysis

Internal Strengths
- Knowledgeable, dedicated, and professional staff and board
- Connected organization with relationships at multiple levels
- Mature organization with excellent capacity and reputable track record
- Trust and confidence at all levels ~ board, staff, communities, state, feds, etc.
- Willing to do honest self appraisal and positively move forward
Internal Weaknesses
• Under staffed – doing too much
• Hiring and retaining qualified staff
• Lack of public awareness of what we do - marketing ourselves
• Lack of internal communication
• Lack of engagement of some board members

External Opportunities
• Job creation through value-added ag and alternative energy, oil and gas, diversified crop rotation
• Tourism and recreational development
• Networking with state and federal agencies
• Connection to federal and state grants, i.e. infrastructure
• Entrepreneurial opportunities/support
• Stay in touch with private sector
• Geography

External Threats
• Public perception – Do they think of us?
• Funding
• Politics
• Lack of staffing – resources
• Member fracturing

In the next three years, Bear Paw Development will... must...
• Evaluate the current work plan to determine and assess staffing levels, training needs and budget requirements.
• Create a Strategy Committee.
• Explore ways to increase our image in the region through a more comprehensive image campaign.
• Explore other sources of funding – internal and external.
• Integrate BEAR program into the work plan.
• Continue to build and maintain our partnerships.
Bear Paw Development Strategic Planning Initiative

In 2012, Bear Paw Development embarked upon a strategic planning initiative that involved the organization’s Board of Directors, staff and regional stakeholders. The effort was facilitated by a professional facilitator and included a joint session between board members and Bear Paw personnel that focused on several future-oriented proposals dealing with core mission, finances, services, area needs, diversity and long-term stability and relevance.

This session was followed up by a staff-only planning session that focused on the organization’s image and brand. Staff members conducted scripted interviews with approximately 50 key regional leaders regarding the role that Bear Paw plays in our area, its reputation for success and areas where improvement may be necessary. The results of this effort have been compiled and are now being used to target areas that will allow the organization to continue to remain relevant to private industry, local governments and our nonprofit partners.

Bear Paw’s strategic planning process is a robust attempt to focus on the effectiveness of our work and to be an ongoing guide regarding the services we provide to our region and how those services will continue to meet the needs of our Economic Development District for years to come.

The information below was compiled from the strategic planning session on April 5, 2012, which involved the BPDC Board of Directors, as well as the BPDC staff.

AGENDA:
1. Mission statement
2. Vision statements
3. The Bear Paw priority strategic directions
   a. Comprehensive Economic Development Strategy
      2011 Update: Programmatic Strategic Directions
   b. Our internal / infrastructure priority strategic directions
4. Bear Paw Official Value Statements
5. Criteria for inclusion in our work program, CEDS
6. Accountability to our plans

1. The Bear Paw mission statement:
The mission of the Bear Paw Economic Development District is to assist our members to take and maintain position as centers for alternative energy generation and distribution, value-added agriculture, tourism, transportation, small business development, infrastructure, and education.

(Mission statements, in one sentence typically, describe what we’re all about, why we exist, and what makes us unique from any other organization. They are understandable to our next door neighbors, someone completely distant from our work. They do not explain how we go about the work, nor are they just a few words; that is a slogan.)

2. Bear Paw vision statements
Regarding our partnerships with the District’s communities:
– The economies of the Montana counties of Blaine, Choteau, Hill, Liberty, and Phillips are robust and steadily growing.
– The two Tribal communities of Fort Belknap and Rocky Boy have strong economies and ample local jobs.
– Community partners are able to fully update their infrastructure resulting in clean drinking water, dependable sewer systems, safe bridges, sound public buildings, recreation, etc.
– District communities are great places to live because of intelligent planning, quality housing and transportation development projects, and beautification efforts.
– Both the agriculture economy and the entire value-added production chain are strong.
– The specific efforts of developing wind energy and other natural resources are successful, and contribute significantly to our local economies and the Tribes’ economies.
– Pride in and feelings of optimism about the future of our communities are strong.

Regarding our partnerships with the District residents:
– They fully utilize and access the great resource of Montana State University North, and are able to stay in our area with viable jobs as a result.
– Our populations are growing in healthy and sustainable ways.
– People know they can access our help and expertise to both begin and grow their businesses – and highly value what they receive from the partnership.
– People feel strongly proud of – and optimistic about the future of – their communities.

Regarding the Bear Paw Development Corporation organization:
– Bear Paw is well known, appreciated and respected for the programs we provide our District communities and residents.
– Bear Paw is a leader among organizations like ours across the state – and nationally.
– Bear Paw is financially stable and has predictable sources of income.
– Bear Paw continues to have highly committed, dedicated, intelligent and community-focused Board members. People vie for seats on our Board because of the sense of accomplishment they experience.
– Bear Paw hires the best people, values their expertise, and encourages their on-going education and skills building.
– Bear Paw owns its own building – and has physical space resources to offer the community.

(Vision statements name the results we exist to achieve – in a truly ideal way. They name what the communities will look like and be like when we fully achieve our mission. They are typically a list, versus one sentence because we can’t encompass in one sentence all we want to accomplish. They are spoken in the present tense, versus the less effectual “We will...”)

3. The Bear Paw priority strategic directions


Programmatic Strategic Directions

I. Create economic opportunity and enhance the local capacity of the Fort Belknap and Rocky Boy Indian Reservations.

II. Maintain and enhance the physical infrastructure of the District.

III. Assist in the development of value-added agriculture projects.

IV. Attract and support entrepreneurs and help create job opportunities.

V. Provide economic community development planning services to District members.
VI. Prepare for, sustain and enhance the development and delivery of our region’s natural and renewable resources.

b. Our internal / infrastructure priority strategic directions

I. Continue all efforts that keep the organization’s infrastructure sound and strong.
   a. Educate policy makers about our value and services, and advocate for continued funding.
   b. Actively market Bear Paw; utilize branding activities.
   c. Continue to exercise sound expense control.

II. Examine and adjust fees and dues upward.
   a. Raise member dues.
   b. Revise the service fee structure.
   c. Create an associate membership category.

III. Expand Bear Paw’s fiscal agent services.

IV. Offer grant writing services to non-member entities.

V. Pursue ownership of a Bear Paw building.
VI. Develop a plan and implement recruitment of local governments in Big Sandy and Fort Benton, and the Ft. Belknap Tribe.

4. Bear Paw Official Value Statements

The following principles guide our work.
I. We exist for the people we serve in the counties of Blaine, Choteau, Hill, Liberty, and Phillips and the two Tribal communities of Fort Belknap and Rocky Boy. We keep their best interests and future prosperity in mind with every decision we make. Our politics, egos and personal or community’s agendas are not on the table.

II. We seek to perpetually and regularly learn more and better understand economic development so we can do our best possible, professional work.

III. We believe in the importance of always demonstrating respect to our fellow Board members, staff people, and community representatives. At our meetings, respect means we assume good intent of each other, allow and invite each other to speak, and express opinions and ideas in the meetings directly and honestly, but always in a productive tone.

IV. We practice honesty and transparency in everything we do.

5. Criteria for inclusion in our work program, CEDS

1. Is the proposal consistent with the goals of the District?
2. Does it create or sustain jobs?
3. Does is expand the District’s manufacturing or value-added base?
4. Does it promote public-private partnerships that will benefit the District’s residents, especially low- and moderate-income residents and those in “protected groups?”
5. Does it expand markets for our natural resources and agriculture products?
6. Does it eliminate barriers to economic growth?
7. Does it foster inter-governmental cooperation between Reservation and off-Reservation units of local government?
8. Does it sustain, maintain, create new or enhance existing infrastructure to maintain economic and community growth?
9. Does it create communities that are better prepared to engage in economic Development activities?

6. Accountability to our plans
   - We print on all our meeting agendas:
     – the Bear Paw mission and vision statements;
     – both the Comprehensive Economic Development Strategy 2011 Update
   - Programmatic Strategic Directions and our internal / infrastructure priority strategic directions;
     – the Criteria for inclusion in our work programs from the CEDS; and
     – the Bear Paw Official Value Statements.
   - At the beginning of each meeting, we review all of these items we print on our agendas – aloud, following the review of the agenda and introductions. We share the reading responsibility.
   - The outline of our meeting agendas follow the programmatic and internal/infrastructure strategic directions. They drive our meetings from beginning to end.
CRITERIA FOR INCLUSION IN WORK PROGRAM

The Board of Directors and staff prepare and prioritize projects to address the District’s goals. When considering activities proposed for inclusion in the District’s annual work program, the Board of Directors uses several basic criteria for selection, which were adopted during the process of updating the OEDP in 1985 and renewed for this CEDS update.

Will the proposed activity:

- Be consistent with the goals of the District?
- Create or retain basic jobs?
- Expand the District’s manufacturing or value-added base?
- Promote public-private partnerships that will benefit the District’s residents, especially low and moderate-income residents and those in “protected groups”?
- Expand markets for our natural resources and agricultural products?
- Eliminate barriers to economic growth?
- Foster inter-governmental cooperation between Reservation and off-Reservation units of local government?
- Create new or enhance existing infrastructure to accommodate economic and community growth?
- Create vibrant communities that are better prepared to engage in economic development activities?

Additionally, Bear Paw Development Corporation has created a District-wide protocol to better assure compliance and consistency when considering projects for inclusion in our work program. This protocol includes a formal, written request from a member of the District, consideration, and agreement by the Executive Director that the item meets the District’s criteria and final approval by the Board of Directors at a regularly scheduled meeting. Further, the activity is then assigned by the Executive Director to the appropriate staff member and the project is prioritized by that staff member according to project timelines, individual workload, and the overall priorities of the District.
EDA INVESTMENT POLICY GUIDELINES

In addition to the District’s Board-approved criteria for inclusion in the work program, Bear Paw Development Corporation, as an EDA-approved Economic Development District, will also utilize the EDA’s Investment Policy Guidelines in its project selection process, particularly for those projects that may qualify for EDA investment funding. EDA Investment applications are competitively evaluated on their ability to meet or exceed the following investment policy guidelines:

➢ **Be market-based and results-driven.**

An investment will capitalize on the Bear Paw EDD’s competitive strengths and will positively move a regional economic indicator measured on EDA’s Balanced Scorecard, such as: increased number of higher-skilled, higher-wage jobs; increased tax revenue; or increased private-sector investment.

➢ **Have strong organizational leadership.**

An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources to ensure a project’s successful execution.

➢ **Advance productivity, innovation, and entrepreneurship.**

An investment will embrace the principles of entrepreneurship, enhance regional clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

➢ **Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.**

An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region’s success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.

➢ **Demonstrate a high degree of commitment by exhibiting:**

• High levels of local-government or non-profit matching funds and private-sector leverage.
• Clear and unified leadership and support by local elected officials.

Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments.
PERFORMANCE EVALUATION

Bear Paw Development Corporation manages a growing number of programs for our member entities, programs that typically include public sector financing. Our consistent policy is to assure compliance with the rules and regulations that govern these programs. Our organizational performance is continually evaluated by the myriad of state and federal government agencies that have entrusted our District with fiduciary and performance responsibilities relative to the proper management of their specific programs. These evaluations include, but are not limited to, performance and financial audits, regularly scheduled reporting obligations and frequent communication with the respective agencies.

Our District’s effectiveness is also evaluated on an ongoing basis by our Board of Directors and the newly formed Strategy Committee through communication by staff on the progress of current projects. Project updates occur through such means as Board of Director meetings, personal contacts, meetings of member entities, Bear Paw’s quarterly newsletter, Annual Report and the CEDS. Criteria by which we measure our performance are identified on the next page.

PERFORMANCE MEASUREMENTS

- The level at which we comply with all EDA Revolving Loan Fund, Planning, and Technical Assistance grant award and administrative conditions.
- The number of jobs created after the implementation of our CEDS.
- Number and types of investments undertaken in the Bear Paw EDD.
- Number of jobs retained in the Bear Paw EDD.
- Amount of private sector investment in the Bear Paw EDD after implementation of our CEDS and changes in the District’s economic environment.
- The level and frequency to which District staff interacts with communities within the region to provide assistance toward mitigating identified infrastructure deficiencies.
- The level and frequency of participation by government, business, and community leaders in projects and Board & Strategy Committee meetings.
- The level at which we meet the criteria established by of the Montana Department of Commerce’s Certified Regional Development Corporation Program.
- The level at which the SBDC program meets the annual counseling and training goals established jointly by the SBA, Montana Department of Commerce and the SBDC.

We expect our current performance measures to be modified for future CEDS updates as it is a goal of our EDD to expand present evaluation processes by establishing annual objectives to be met by staff members relative to their areas of responsibility.
Annual GPRA Report

In order to provide establishment of strategic planning and performance measurement in the Federal Government, Congress passed the Government Performance and Results Act (GPRA) of 1993. The purpose of the GPRA was to improve the confidence of the American people in the capability of the Federal Government, by systematically holding Federal agencies accountable for achieving program results and improve Federal program effectiveness and public accountability by promoting new focus on results, service quality, and customer satisfaction.

Since 1993, Bear Paw staff has prepared and submitted to the EDA an annual GPRA report that includes the following information:

- Number of economic development initiatives from the CEDS process implemented during the prior investment award period (fiscal year) that led to private investment and jobs.
- Category of each project: facility construction/rehab, technical assistance, infrastructure, planning, or other.
- Number of projects classified as either technology or Brownfields.
- Number of investments funded by any source.
- A list of the economic development initiatives/projects.
- Estimated number of jobs created or retained as a result of the initiatives/projects.
- Estimated amount of private sector investment generated by initiatives/projects.
- Estimated amount of public sector investment generated by initiatives/projects.

On December 14, 2012 the Bear Paw EDD submitted to the EDA its GPRA Report for the 2012 Investment Period as a measure of the District’s performance over the previous 12 months. The report contained the following information:

<table>
<thead>
<tr>
<th>Number of economic development initiatives/projects from the CEDS implemented during the investment award period (2012):</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category type of projects: Technical Assistance</td>
<td>5</td>
</tr>
<tr>
<td>Facility Construction / Rehab</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
<tr>
<td>Number of Brownfield projects:</td>
<td>0</td>
</tr>
<tr>
<td>Number of Technology projects:</td>
<td>0</td>
</tr>
<tr>
<td>Estimated number of jobs created or retained as a result of projects:</td>
<td>58</td>
</tr>
<tr>
<td>Estimated amount of private sector investment generated by projects:</td>
<td>$ 1,008,135</td>
</tr>
<tr>
<td>Estimated amount of public sector investment generated by projects:</td>
<td>$ 538,306</td>
</tr>
</tbody>
</table>
EVALUATION OF PERFORMANCE OF ECONOMY AND ORGANIZATION

One of the responsibilities of the District’s Strategy Committee is to help the district identify potential economic development challenges and opportunities in our region, as well as examine the overall performance of the District and its staff:

The following information was gathered from surveys completed by Strategy Committee members in June 2009 and November 2011. Additional information from an October 2012 survey of the Strategy Committee follows. This valuable input, along with the data gathered by Bear Paw staff over the past 12 months, is reflected in the District’s Vision, Mission, Goals, Actions, and Work Plan.

1) In your opinion, has your community or business experienced economic growth or decline in the past 5 years? Why?

Decline—businesses in the County seem to be struggling. Attitudes are troubled.

In Chester, we’ve had growth! With 2 new Grain elevators, and a possibility of a third one remodeling and upgrading is a tremendous economic growth, with that the housing market is moving and also a few new homes being constructed. We have also had a 2 new business open (Vintage Floral and Remedies Pharmacy) and well as 2 businesses changing locations, one remodeled a existing building (Cicon & Associates) and the other constructed a new building (NorthWestern Energy). We have seen growth in retail sales with the construction crews in town. Not forgetting a new Senior Center as well as a new Swimming Pool and the Sweetgrass Lodge built 2 duplexes within the last 3 years.

Decline due to decreased population and increased competition from Havre

Decline, probably due to everyone wanting to leave town to do business at other larger towns that have more economic activity and lower prices.

The community has experienced decline due to a shrinking, aging population and tax base as well as a lack of jobs with competitive salaries to bring young people back home after college graduation.

Mom & Pop businesses are struggling and some have closed, but we have other businesses that have opened; i.e. biofuel plant, implement, restaurant, BLM new office, etc. But our population is still declining.

Fort Belknap Reservation has experienced some Economic Growth in the past 3 years. The Tribal College has grown considerably, with increased enrollment and the completion of a new library and technology center and presently has a new Work Force Training Center under construction. Indian Health Service has completed 16 new housing units for professional employees.

Some growth with community, lots of growth with our business with GSA and Border Patrol work, natural gas work has been good until this year.

Right now grain and cattle prices are holding up our economic growth. There is no growth in the other areas but things are rather steady.

Both, we’ve lost retail and population, but gained in new ventures (ATech, Border Patrol, Medical, Education) and over 10 area graduates have moved back to the Malta area (as professionals - nurse, electricians, con-
structure foreman, office manager, office accountant, CPAs, ranchers and more). Impacts of no natural gas well drilling/maintenance has hurt supplies, lodging, eating, growth, etc. I believe it was due to the cost of gas and people shopping close to home. People are now starting to think of the other costs in relation to going out of town to shop.

No, Because of the inability of bringing raw materials in and finished products out and no sure water supply.

We have experienced economic growth due to advances in the telecommunications arena that we have pursued.

Liberty County is in a little boom but we still need employees.

In our County, agriculture is doing real well, but oil and gas, especially gas, development is slow.

Growth - we have several new businesses come into our community and actually have had some disaster and those small businesses rebuilt and are continuing to do well today. The affects of the AG business affects our community much like small rural communities in Montana.

2) How has the deteriorated state of the national economy impacted your community?

I feel we are OK. Montana is positioned better than many states during this current economic downturn. And I feel our area has also remained strong.

Certain regions are doing well (Chester) while others seems to be feeling impacts of national economy. Ag income has been good, but associated costs are up.

Minimally to date, but I feel the question is not a matter of if, but more of when. I do know of some employees who work for bigger companies (ie - BNSF or Northwestern Energy) and some smaller local companies

People are not spending money on home improvement or lawn and garden as previous years. We are having to carry customers more (store charging) and they are not paying their bills on time. Financial institutions less willing to lend money for community members needs, such as home renovation, etc.

Recession is when people stop spending money – the negative news media caused by the declining economy has caused some pull back in spending and hence a lower economy around here although our fundamentals are good.

No one has any money.

Yes – everyone is tightening their belts. Not buying new items, looking for better deals and cutting back on their donations. Our health facility, the biggest employer of the county, is struggling and cutting back hours. This will have a huge impact on the county economy.

Business development is cautious, banks are too, unfortunately, we all listen to too much national and world news. People are not buying as much at this time.

We are somewhat insulated from major spikes in the national economy, however, I do feel that people are choosing their purchases more wisely.
Example above per natural gas industry – layoffs by Elenberg, no drilling in Phillips County. Shoppers are more conservative.

I would say yes. It has made people more aware and more cautious of their spending and saving habits.

I don't think there has been a major impact on our community.

Right now I think it is good to be in Montana and great to be in Havre. For the most part we haven't been as affected as other area. Havre and the area has faced economic challenges for years - most driven by Mother Nature - as the weather we get enough rain, no hail and what will the market price for wheat be at this given time. Market beef prices also affect our economy in any given year. We have also overcome the challenges of merges and local downsizing with the railroad – which are good jobs that we lost to the centralization of BNSF. We don't have million dollar second homes sitting around – we don't have spec building taking place and our banks have done a great job on managing their money and their local investments. Now that is not to say that we are not feeling some of the pain of the national economy in the area of consumer confidence. The general feeling of uncertainty has slowed down purchases of fringe items.... I believe they are holding onto what they have till they have a better picture of what our future holds.

3) What do you believe is the greatest challenge(s) facing small businesses in your community?

Population, availability of products small labor pool to draw from

Lack of transportation - hwy 2 should have been revamped 4 lanes, disregard for N central MT by rest of State, burdensome regulations, coupled with a bewildered customs that has different interpretations of the rules at each port,. MSUN !! needs to grow beyond MSU's thumb

Lack of employees, Affordable Housing,

Retaining good employees, keeping them enthused about their work and workplace. access to raw materials for construction (example - fiber optic cable for Triangle Communications) uncertainty of federal budgets and impact it will have on agriculture

Small business in this region needs more diversified industry to help sustain it. We have land, air, water, and transportation, that will, at some point, help us attract industry. Our remote setting is a barrier but at some point we will be able to capitalize on our natural resources

Good employees! People sometimes have a sense of entitlement before exhibiting a good work ethic! Good employees are the key to success.

The availability of government sustenance to prevent people from working. If you can live comfortably and not have to work then why work? This does not allow for growth of the economy

Our rural location, which is a factor for our great lifestyle. Not enough population. Not enough people with ideas.

Shrinking Population; Shrinking tax base; Aging communities; lack of motivation among community members; community members traveling to other larger cities to do shopping they could do here.
The biggest obstacle is employees. It is hard to find people who are reliable and do a job worth min. wage. It takes more than a couple good employees to keep the doors open. Business owners are expected to provide so many benefits to employees who do not help the business to profit. They have an entitled attitude because they showed up. It is almost becoming a welfare system.

1. No buildings to house small businesses. 2. No financing for potential businesses. 3. Potential entrepreneurs have difficulty getting financing, due to lack of collateral. 4. Potential Entrepreneurs do not have cash saved for a down payment or investment. 5. Potential entrepreneurs need Consumer Credit Counseling service, to get them to be bankable applicants. 6. Need a Small Business Center on the reservation to meet the needs of the potential entrepreneurs. 7. Need classes for development of business plans; financial statements; Quick Books; etc. 8. The importance of Marketing their product and service. 9. The importance of establishing excellent Public Relations.

Technology and internet shopping I feel is a big factor facing businesses in Havre. How do we assist them to get their business on the web. Finding capital to invest in the business to grow. Finding capital to help assist in getting buildings looking a bit better. The buildings are looking tired and need some paint, new signs etc.

Competition from the large businesses. The lack of small business such as machinery dealers, clothing stores, restaurants and grocery stores in our communities. People go else where to buy what is not available in our small towns and when they are there they buy everything they need.

This area is heavily reliant on the Ag sector, the railroad, border patrol and our educational facilities. A further downturn in the economy and belt tightening could curtail railroad operations and will affect ag support payments from the gov’t. It is my hope that border enforcement will remain strong but that is also at risk.

Ability to have enough financial stability to continue to grow their business to better serve the community and their customers. Access to quality/qualified personnel

4) What economic opportunities currently exist in northern Montana and your community?

Long time residents, who still need to purchase groceries, clothing, cars, gifts, meat, ag items, get haircuts, perms, hardware, fast food and special entertainment for all ages, from water slides, skate board park, indoor & outdoor theater, souvenir stands, screened-in picnic areas to avoid the mosquitoes and to enjoy our beautiful outdoors.

There is opportunity for anyone who wants to work, if more people went to work there would be more opportunity.

Border work, natural gas, hospital, BNSF, MSU-N and possibilities, hunting and recreation, TTC/HCE.

Clean energy, technology


If we are talking jobs, I would say there is an opportunity in the medical and teaching fields, but I think the wage needs to be increased.
Value added ag products. Gas and oil if all involved quit messing with the price of oil. Farming and ranching.

I believe there are still great opportunities in the area. There is a current slow in oil and gas and railroad layoffs but we have seen this before. I feel that what happens at Northern in the next 5 years will really be the driver for our economy and the proposed 24 hour still holds great opportunity for our area.

Green energy development – Biofuels & Wind & Solar.

Broadband - our connectivity to the world. Telework, virtual employment, targeted business recruitment, etc. Utilizing the Youth Build Program at MSUN to manufacture housing for reservations and boom areas of Montana and Dakotas. Youth entrepreneurism - grow your own job.

I would have to say to just build on the elevators that are being built now continue to grow wheat. Exploring The possibility of Canadian Wheat coming down this way would be a good thing. I think we will need a Truck tire place before long.

We have a young workforce that are place bound that need to be educated (trained) ..... we need industries i.g. (modular housing, material processing, bioenergy production, cereal grain production, beef cattle finishing facilities, fabrication, etc.)

I feel Big Sandy has substantial opportunity being on the highway but they would have to beautify their main street and they do not want to do that.

1. More use of bio fuels. 2. More farmers willing to grow crops to produce biofuel. 3. Oil & gas exploration and development. 4. Exploration for minerals, such as gravel, bentonite, etc.

Investments in Northern... and their niche programs in bio-diesel area and the diesel technology areas. We have a housing issue that needs to be addressed.

Production of our natural resources. Fair trade That four lane highway through Montana ( East and West) in other words improving our transportation system. Building one good oil refinery.

With the Canadian exchange rate near par a good transportation route to Canada and a port with longer hours is an excellent means of growing our market potential.

Continued development and support of infrastructure (ie. cities, counties, schools, health care) along with assisting the small business owner to remain sustainable

5) Please provide us with any other thoughts you may have regarding economic development in our region.

Thank you to Bear Paw and all of our local economic development groups that look for those opportunities for future growth in uncertain times.

Economic development within the region should include working with and assisting both the Rocky Boy Reservation and the Fort Belknap Reservation in developing their infrastructure to meet the needs of tourists and potential new residents to our area. Tourists normally want to see and experience the lifestyle of the Native Americans.
In Liberty County, keeping our health facility open and viable is the first concern to sustain existing economy. Economic growth in Liberty County would be new jobs through ag related businesses or some type of manufacturing. Technology is always a plus, because you can do most anything anywhere with the Internet.

These kinds of collaborative groups are good to get people together to brainstorm. We have good people with ideas, need to get them together once in a while, lock them in a room. The good people are busy.

Partnerships make it all work.

Right now I think we are in a wait and see situation depending on affairs overseas and the economic condition in the United States. The availability of money.

Trying to get the big bang by attracting a large business is seldom successful – emphasize the development of smaller businesses that will stay here and can more effectively handle a changing economy as well as strongly supporting our existing businesses

Refinery, bio and conventional, commercial port, air drone better infrastructure. GROW MSUN!

It’s sad to see the old IGA building sit vacant for so long. It would be nice to fill it up - possibly a mini mall or a business incubator project - Just something!!

It would be great to see Tax Increment Finance Districts utilized as a development tool and great to have a training for local development professionals on how they work and how to set one up.

I would like to see BPDC working more with each of the reservations, in the area of economic development.

I (Chamber) have a partnership idea that I think may help get the word out to help those looking to do business in our area. of course the continued effort on the Wild Horse port. The industrial plant.

As government budgets are tightened this area will feel the effects of those cuts. Unless we all work together to support the planning and development of economic opportunities in our area as they arise this area will not stay above the economic struggles that has stymied growth in the rest of the US.

The Strategy Committee's October 2012 economic development survey is detailed on the next several pages:
Bear Paw Development Strategy Committee Survey

1. In your opinion, has your community or business experienced economic growth or decline in the past 5 years? Why?

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11</td>
</tr>
</tbody>
</table>

- answered question 11
- skipped question 3

2. In general, how would you rate the state of the regional economy of northern Montana? Please rate on a scale of 1 to 10, with 10 being the best.

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<tr>
<th>Response</th>
<th>Percent</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
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<td>2</td>
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<tr>
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<tr>
<td>10</td>
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</table>

- answered question 14
- skipped question 0
3. What are potential barriers to economic development in your community? (please check all that apply)

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<tr>
<th>_barrier</th>
<th>Response Percent</th>
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<tbody>
<tr>
<td>Lack of funding</td>
<td>21.4%</td>
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</tr>
<tr>
<td>Limited number of major employers</td>
<td>57.1%</td>
<td>8</td>
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<tr>
<td>Quality of life</td>
<td>14.3%</td>
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<tr>
<td>Ag land idled by CRP</td>
<td>7.1%</td>
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<tr>
<td>Availability of land</td>
<td>0.0%</td>
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<tr>
<td>Unpredictable commodity prices</td>
<td>7.1%</td>
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<tr>
<td>Lack of skilled labor</td>
<td>50.0%</td>
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<tr>
<td>Inadequate infrastructure – roads, water and sewer, etc.</td>
<td>28.6%</td>
<td>4</td>
</tr>
<tr>
<td>Inadequate telecommunications infrastructure</td>
<td>14.3%</td>
<td>2</td>
</tr>
<tr>
<td>Cost of land</td>
<td>7.1%</td>
<td>1</td>
</tr>
<tr>
<td>Citizen opposition</td>
<td>35.7%</td>
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<tr>
<td>Population decline</td>
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<tr>
<td>Lack of information</td>
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<td>1</td>
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</table>

Other (please specify) 8

answered question 14
skipped question 0
4. What do you believe is the greatest challenge(s) facing small businesses in your community? Please list as many challenges as you'd like.

<table>
<thead>
<tr>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
</tr>
<tr>
<td>answered question</td>
</tr>
<tr>
<td>skipped question</td>
</tr>
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</table>

5. What economic opportunities currently exist in northern Montana and your community?

<table>
<thead>
<tr>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
</tr>
<tr>
<td>answered question</td>
</tr>
<tr>
<td>skipped question</td>
</tr>
</tbody>
</table>
6. Which of the following sectors do you believe should be the focus of economic development efforts in the Bear Paw District (Hill, Blaine, Liberty, Phillips, and Chouteau Counties)?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Response Percent</th>
<th>Response Count</th>
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</thead>
<tbody>
<tr>
<td>Manufacturing</td>
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</tr>
<tr>
<td>Tourism / hospitality</td>
<td>50.0%</td>
<td>7</td>
</tr>
<tr>
<td>Retail</td>
<td>35.7%</td>
<td>5</td>
</tr>
<tr>
<td>Agriculture &amp; Value Added Ag</td>
<td>85.7%</td>
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</tr>
<tr>
<td>Warehousing / distribution</td>
<td>42.0%</td>
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<tr>
<td>Technology / telecommunications</td>
<td>57.1%</td>
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<tr>
<td>Health care</td>
<td>35.7%</td>
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<tr>
<td>Residential community</td>
<td>57.1%</td>
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<tr>
<td>Infrastructure</td>
<td>50.0%</td>
<td>7</td>
</tr>
<tr>
<td>Alternative Energy</td>
<td>71.4%</td>
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</table>

Other (please specify) 4

7. Other comments - please provide us with any other thoughts you may have regarding economic development in our region.

<table>
<thead>
<tr>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
</tr>
<tr>
<td>9</td>
</tr>
</tbody>
</table>

answered question 9

skipped question 5
1. In your opinion, has your community or business experienced economic growth or decline in the past 5 years? Why?

**Open-Ended Response**

Fort Belknap Reservation has experienced Economic growth in the past 5 years, with the establishment of the FB Casino, which created approximately 6-8 FT jobs and 12-18 PT jobs, in addition to establishing a social gathering place 'on the reservation' for those who enjoy that type of entertainment. Island Mtn Dev. has created 20-30 PT jobs with their business development. Transportation & Road Maintenance continue to improve roads and transportation service. Aaniiih Nakoda College continues to expand educational service and build new buildings for technology and workforce development.

Yes. 2 new grain elevators built and a 3rd one remodeling

Our business has experienced growth. Our community has not been much of a factor with our growth. We are mobile with our work, go after the work where it is. We continue to be challenged with finding new construction people, including project managers. We do not have an ambitious pool of people to look into.

I feel Havre’s business community has had a slight bump up in the business community.

I believe most Malta area businesses are in a holding pattern. Larger priced retail sales are slow and shoppers seem to be in a conservative mode, taking full advantage of sales and discounts.

My business has seen economic growth however it has been much slower than projected. This area has not seen the devastating effects of the recession along with a side benefit from the Bakken oil exploration efforts has kept us somewhat stable.

I think it has remained steady, maybe not much growth, but not a huge decline like many other areas have experienced. The ag community is doing fairly well; natural gas is almost nonexistent, and people seem to be spending money.

I think it has been at a standstill in the last 5 years.

No opinion; have not lived here long enough.

Growth. Existing business has stabilized and no growth is taking place. Seems the area has figured out that you have to adapt to circumstances and plan for the future. BIG step for this community.

Growth - because of the determination of local organizations to help bring forward new businesses and the young entrepreneurs in our area.
3. **What are the potential barriers to economic development in your community?**

**Other (please specify)**

- housing
- State Government being anti-business
- location, cost of transporting goods

Employees have realized the value of health benefits and seem to be seeking employment with companies that provide it at any level. Natural gas prices have negatively impacted our region - employees of gas companies are moving or opting to work in other regions/states where employer is busy. Some ag land are being sold with benefits of young farmer programs but there is also fear of dropping prices and cost of production. Some lands have retained CRP because of extreme costs of equipment.

- Federal Regulations - EPA/FCC
- A community that does not want change or to have to follow the rules for funding.
  - housing
  - NO housing for mid-income people to lease/rent.

---

4. **What do you believe is the greatest challenge(s) facing small businesses in your community? Please list as many challenges as you'd like.**

**Open-Ended Response**

- Lack of Business from community. Many people drive farther to get the same product. Lack of a Business Development Center and lack of funding for business startup.
- lack of competent employees, everybody having less and less money
- finding qualified employees, housing
- finding new employees with a work ethic, we have reservations nearby with high unemployment, but they don't seem to want to work
- funding red tape, funding in general, cost of getting goods shipped to area
- Networking with tribal communities, determining how to proceed in environment that is heavily impacted by outside agenda's - APF, etc. Maybe best process is local education - finding common ground? Phillips and Blaine Counties could use impartial assistance in this area.
- Staying adaptable and flexible to the changes that economic growth will bring to our area.
- Travel to Great Falls, Billings, etc.
- I think it is having enough dependable employees
- Republicans
- Lack of funding for small business development. Lack of housing (see last question). Out with the old way of thinking that change is bad. Out with the old business that work to suppress competition and grow. Involving young adults in the planning of the communities. A hospital with very poor reputation and health care.
- Community Acceptance and Lack of Funding for Startup
5. **What economic opportunities currently exist in northern Montana and your community?**

**Open-Ended Response**

Business Development, Tourism Development, Culture Resource Center, Recreational Development (Parks, fishing, hunting, hiking, etc.)

Jobs, seems like everyone is looking for good people to work for them. Oil & Gas? truck repair(tires)

Ag picture is optimistic; business has been good for us. We have some new commercial development going.

There is funding if willing to pursue, there are holes in the business makeup – thus offering room for additional business, Canadian market- need to do more marketing

Improved attitude across the Hi-Line - people and businesses are positive, making small improvements, taking minimal risks. There are several new owners/new businesses throughout the region. Access to broadband speeds in FTTP communities is exceptional asset and should be promoted for business startup, relocation and new telework opportunities.

This area has good potential for future Ag growth as well as oil related industry.

Value added ag has a huge (but expensive) potential; MSUN is so very important to this community

Ag, hospital, school, lodging, retail,

The grow local movement. Industries that support the Bakken such as transportation, welding etc...

We are experiencing several inquiries for new businesses in town - hopefully they will materialize soon.

<table>
<thead>
<tr>
<th>6. <strong>Which of the following sectors do you believe should be the focus of economic development efforts in the Bear Paw District (Hill, Blaine, Liberty, Phillips, and Chouteau Counties)?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other (please specify)</strong></td>
</tr>
<tr>
<td>OIL and GAs energy , 2 lane high way , NOT alternative energy</td>
</tr>
<tr>
<td>To continue to be a great community partner, industrial park development</td>
</tr>
<tr>
<td>All are important. I believe significant gains could be seen in manufacturing (ag and energy related), warehousing and distribution (proximity to border and Billings), need for housing rehab, (program to raze properties needed in all communities, develop/share a model for property development with community investors, promote regional partners in tourism (Malta, Chinook, Havre), model storefront improvement program such as PhillCo’s, work with area communication providers and MSUN to encourage further development of tech and telecommunications linked to business/entrepreneur development.</td>
</tr>
<tr>
<td>Public transportation to support all of the above</td>
</tr>
</tbody>
</table>
7. Other comments - please provide us with any other thoughts you may have regarding economic development in our region.

<table>
<thead>
<tr>
<th><strong>Open-Ended Response</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Worried Bullock was anti-business as AG now governor, fiscal cliff with US federal government, uncertainty in world economics</td>
</tr>
<tr>
<td>We have good possibility of good things coming from MSU-N renewable fuels program, our community needs to continue to support them. Promoting development at MSU-N will help entire community long term. We have a labor source at Rocky Boy, how do we get them to want to become involved in 2012 world? We could be great benefit for each other, wishful thinking.</td>
</tr>
<tr>
<td>Bear Paw is a great community business partner. Continue and keep up the good work you do.</td>
</tr>
<tr>
<td>Thanks for the opportunity to share ideas. We need to insure that the Vibrant Futures effort is useful to our communities long into the future.</td>
</tr>
<tr>
<td>As previously stated with the economic growth there will be many changes and only those businesses that are able to adapt and find ways to be innovative in their ongoing business plans will be the ones that will stay healthy.</td>
</tr>
<tr>
<td>This community has a lot going on that people aren't aware of. There is the misconception that this is a boring place to live!!! Not big city but friendly, helpful and safe.</td>
</tr>
<tr>
<td>Tourism is not only a one-time deal. Tourists fall in love with a place and move there. They start businesses. I think the area of city beautification is hampered by concessions to ag traffic. Landscaping makes a difference.</td>
</tr>
<tr>
<td>The young adults who live in the communities need to be involved and the drivers for their vision of the future. The old tries way of running the communities is what has us in the messes we have today. The future should be designed by those who will be in it.</td>
</tr>
<tr>
<td>Our area appears very strong at the moment and we hope to continue that growth.</td>
</tr>
</tbody>
</table>
Employment Diversity Index

One measure of economic success is economic diversity, or the lack of specialization. Communities that are heavily reliant on only a few industries are economically vulnerable to disruptions. This page documents one measure of specialization based on employment data from the 2000 Census.

The above chart illustrates how this county compares to all of the other counties in the nation. Each bar represents the number of counties that have a index of specialization in that range. The green vertical line illustrates the value for the mean. As you can see, most counties are similar, but there are a few counties that are wildly specialized (the long tail on the right).

Bear Paw EDD is roughly average (973 versus a median of 396 for the US counties.)

The chart to the right illustrates the data on which the index is based - employment share of total from the 2000 Census. There are more timely breakouts by industry from a different data source later in the profile.

Source: Census 2000 SF3 Table P49.
Stability

Stability vs. State and Nation

- Different regions can behave very differently during recessions and recoveries.
- Note: Below 0% means absolute decline. Above 0% means absolute growth, but at different rates.

Labor vs. Non-Labor Income Stability

- Non-labor income sources can have a stabilizing effect on the economy and are sometimes, but not always, counter-cyclical to labor income.

Source: BEA REIS 2005 Table CA30
## Performance Comparisons

Benchmark = Median of all Counties in U.S.***

<table>
<thead>
<tr>
<th>Metric</th>
<th>County</th>
<th>US Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Growth (Annualized rate, 1970-2005)</td>
<td>-0.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Employment Growth (Annualized rate, 1970-2005)</td>
<td>0.5%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Personal Income Growth (Adjusted for inflation, annualized rate, 1970-2005)</td>
<td>0.5%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Non-labor Income Share of Total in 2005</td>
<td>44.6%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Median Age*</td>
<td>36.9</td>
<td>37.3</td>
</tr>
<tr>
<td>Per Capita Income (2005)</td>
<td>$26,659</td>
<td>$26,371</td>
</tr>
<tr>
<td>Average Earnings Per Job (2005)</td>
<td>$27,999</td>
<td>$30,269</td>
</tr>
<tr>
<td>Education Rate (% of population 25 and over who have a college degree)*</td>
<td>19.1%</td>
<td>14.5%</td>
</tr>
<tr>
<td>Education Rate (% of population 25 and over who have less than a high school diploma)*</td>
<td>16.0%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Employment Specialization*</td>
<td>493</td>
<td>155</td>
</tr>
<tr>
<td>Ratio Rich/Poor (Number of households that made under $30K for every household that made over $100K).*</td>
<td>12.3</td>
<td>8.7</td>
</tr>
<tr>
<td>Housing Affordability (100 or above means that the median family can afford the median house.)*</td>
<td>180</td>
<td>186</td>
</tr>
<tr>
<td>Change in Housing Affordability (1990-2000)*</td>
<td>4.0%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Government share of total employment</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Unemployment Rate in 2006**</td>
<td>3.3%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

* from 2000 US Census ** from Bureau of Labor Statistics

***Median is the middle value of a list of numbers. This is different from mean (average), which is the sum of all the numbers in a list divided by the number of numbers in the list.
On November 8, 2012, the District’s Board of Directors approved the goals and strategies for the coming year described in detail in Part 3. In this section, we restate our goals and provide a summary description of the projects and initiatives that have been approved by our Board for inclusion in our Work Plan since the submission of the last update of our Comprehensive Economic Development Strategy (CEDS).

**Goal I**

*Create economic opportunity and enhance local capacity of the Fort Belknap and Rocky Boy’s Indian Reservations*

- **Item 1:** When appropriate and when requested to do so, Bear Paw staff will assist the Rocky Boy’s and Fort Belknap Indian Reservations with their economic and community development needs.

- **Item 2:** Bear Paw staff will provide technical assistance for the development of the Rocky Boy’s/North-Central Regional Water System.

- **Item 3:** Bear Paw staff will continue to provide, where appropriate, project planning and implementation services to the Northwest Area Foundation-funded Opportunity Link Poverty Reduction Project.

- **Item 4:** Bear Paw staff will continue to assist the Chippewa-Cree Tribe and Fort Belknap Indian Community, as requested, with technical assistance for the development of renewable energy on tribally controlled lands.

- **Item 5:** The Small Business Development Center at Bear Paw Development will continue to collaborate with the Fort Belknap Indian Reservation’s Small Business Development Center and with personnel from Stone Child College on the Rocky Boy’s Indian Reservation to provide workshops twice a year pertaining to marketing, business plan writing, financial analysis and any other topics as requested.

**Goal II**

*Maintain and enhance the physical infrastructure of the District*

- **Item 1:** Bear Paw staff will assist the Town of Chester in securing funding to assess the Town’s wastewater system, and provide technical assistance as the Town addresses any deficiencies that are found.

- **Item 2:** Bear Paw staff will continue to assist its members with preparation of applications for Intercap Loans from the Montana Board of Investments.
Item 3: Bear Paw staff will assist Chouteau County, through the Highwood Pedestrian Committee, in developing a biking and foot trail adjacent to the existing highway in Highwood.

Item 4: Bear Paw staff will provide technical assistance to the City of Chinook as it upgrades the City’s water system.

Item 5: Bear Paw staff will assist the City of Havre in developing a Capital Improvements Plan for the City.

Item 6: Bear Paw staff will continue to provide Hill County with technical assistance as the County works with the Montana Department of Natural Resources and Conservation (DNRC) and the USDA Natural Resources Conservation Service to secure funding to address both short-term and long-term deficiencies at the Beaver Creek Dam, south of Havre.

Item 7: Bear Paw staff will provide technical assistance to the City of Malta as it works to implement a project to address deficiencies in the City’s water system.

Item 8: Bear Paw staff will continue to assist the City of Fort Benton with the development of their community’s recreational trail system.

Item 9: Bear Paw staff will continue to manage the housing loan programs for the City of Havre and the City of Harlem.

Item 10: Bear Paw staff will assist the City of Havre in securing funding to assess the City’s wastewater system, and provide technical assistance in addressing identified deficiencies.

Item 11: Bear Paw staff will assist the City of Harlem with the planning and implementation of improvements to its wastewater system.

Item 12: Bear Paw staff will assist the City of Fort Benton in extending any utilities necessary for Montana Microbials to locate its planned facility in Fort Benton.

Item 13: Bear Paw staff will continue to provide project planning assistance and program administration of the Community Transportation Enhancement Program (CTEP) for eleven (11) of its member governments.

Item 14: Bear Paw staff will help secure funding to address erosion issues at the City of Havre Weir.

Item 15: Bear Paw staff will assist the City of Havre with its effort to have the Port of Wild Horse be open 24 hours a day. The City of Havre has partnered with the City of Medicine Hat, Alberta to change of status of Wild Horse to a 24 hour commercial port because they each believe having 24 hour access will result in increased commerce between their communities.

Item 16: Bear Paw staff will provide technical assistance to Blaine County in the mechanical rehabilitation of the Blaine County Courthouse.

Item 17: Bear Paw staff will continue to provide assistance to the Town of Big Sandy as it upgrades its wastewater system.
Item 18: Bear Paw staff will provide technical assistance to Hill County as it works to secure funding for wastewater system upgrades Rural Special Improvement Districts (RSID) #11 and #21.

Item 19: Bear Paw staff will provide technical assistance to Chouteau County as it implements a project to address several deficiencies in the Day Treatment Center operated by Big Sandy Activities, Inc.

Item 20: Bear Paw staff will provide technical assistance to Hill County as it implements a bridge replacement plan.

Item 21: Bear Paw staff will provide technical assistance to Blaine County as it proceeds with a long-term plan to upgrade its bridge inventory.

Item 22: Bear Paw staff will assist Chouteau County in securing funding to rehabilitate the Big Sandy Library.

Item 23: Bear Paw staff will continue to provide grant administration to the Hill County Water District for the upgrades to the District’s branch meters.

Item 24: Bear Paw staff will assist the Carter Chouteau County Water and Sewer District with securing funding for Phase II of its water system upgrade project.

Item 26: Bear Paw staff will continue to assist Hill County and the Beaver Creek Park Board in helping to secure funding to improve the park infrastructure.

Item 27: Bear Paw staff will assist Hill County in helping to secure funding to improve the county-owned H. Earl Clack Museum and Wahkpa Chu’gn Buffalo Jump.

Item 28: Bear Paw staff will provide project planning assistance to Chouteau County as it examines the feasibility of constructing a new hospital facility in Fort Benton.

Item 29: Bear Paw staff will provide project planning assistance to Havre’s Eagles Manor as it examines the feasibility of converting its existing housing units into assisted living units. The Manor is also interested in increasing the energy efficiency of the building.

Item 30: Bear Paw staff will help secure funding to address potential deficiencies with the bridges in Chouteau County, as well as provide technical assistance in implementing a bridge replacement plan.

Item 31: Bear Paw staff will provide technical assistance to the North Havre County Water District as it works to secure funding for water system upgrades.

Item 32: Bear Paw staff will assist the Flat Coulee Water Users’ Association in creating a water district, as well as obtaining funding to establish a drinking water system.

Item 33: Bear Paw staff will provide project planning assistance to the Town of Big Sandy and the Big Sandy Senior Center as they evaluate the senior center, and apply for potential funding for renovations or construction.
Item 34: Bear Paw staff will assist Hill County’s Wildhorse Rural Fire District in securing funding to construct a new building to house fire trucks and equipment.

Item 35: Bear Paw staff will provide technical assistance to the City of Fort Benton as it implements a project to address deficiencies in the city’s wastewater treatment system.

Item 36: Bear Paw will assist the Havre Day Activity Center in securing grant funding to help the Center expand their client training programs, renovate the organization’s refurbishing facility and create a retail store.

Item 37: Bear Paw staff will assist the Town of Geraldine identify funding opportunities for improvements to the Town’s Community Center. The Town is also considering moving the Community Center to another location in town.

Item 38: Bear Paw staff will assist Hill County and the City of Fort Benton in the creation of a Tax Increment Finance Industrial District (TIFID) that can be utilized to finance infrastructure needs for their industrial park projects.

Goal III

*Assist in the development of value-added agricultural projects*

Item 1: Bear Paw Food and Agriculture Development Center will continue to serve as a regional sub-center of the Montana Food and Agriculture Development Center Network. We will continue to assist agricultural producers in becoming more profitable by providing business development assistance and identifying resources that can be utilized to add value to traditional commodity farm and ranch operations. Bear Paw FADC will also continue to work with business entrepreneurs focusing in value-added agriculture business ventures utilizing Montana products by providing business development and marketing assistance.

Item 2: Bear Paw FADC will continue to work with agriculture producers and rural small businesses to incorporate renewable energy systems and improve the efficiency of current energy systems in their operations. Bear Paw FADC will partner with interested individuals/entities by providing them with access to necessary resources and assist in the application process for loan and grant programs with funds allocated for the above purposes.

Item 3: Bear Paw FADC will continue to partner with Montana State University Northern Bio-Energy Center toward the development of a biofuels processing facility in the Bear Paw District. The completion of a project of this nature could bring up to 45 new jobs to the District. Bear Paw staff will continue to aid in business plan development, facilitate funding applications and will provide any additional technical assistance as needed.

Item 4: Bear Paw FADC will provide business planning and technical assistance to producers that want to develop greenhouse facilities to grow greenhouse plants – such as tomatoes, peppers, onions, and other varieties that are not traditionally conducive to cold weather climates.
Item 5: Bear Paw staff will continue to collaborate with the Montana Cooperative Development Center to provide technical assistance to groups interested in developing businesses based on the cooperative model. As a strategy to improve the rural economy in Montana, the Center focuses on, but is not limited to, the development of cooperatively organized enterprises that implement “value added” processing of Montana’s raw agricultural, forestry, energy and mineral products.

Item 6: Bear Paw staff will continue to offer technical assistance to beef producers with processing regulations, niche marketing and direct sales of beef to the public.

Item 7: Bear Paw staff will continue to offer assistance to Hill County as it works to complete infrastructure in the Montana Agro-Energy Industrial Park, which is located west of Havre. The goal of the park is to offer shovel-ready construction sites with attractive leasing options to businesses wanting to enter into the biofuels and value-added agriculture sectors.

Item 8: Bear Paw staff will continue to assist businesses interested in camelina research, crushing and biodiesel refinement. Bear Paw staff will assist with meeting facilitation, funding sources, and locating potential business sites.

Item 9: Bear Paw FADC will continue to work with Amerish Development as they explore the possibility of constructing a straw-board manufacturing plant in north central Montana.

Item 10: Bear Paw staff will continue to work with Opportunity Link and Montana Cooperative as they work toward the development of a local Food Hub. This Food Hub will be very similar to the Hubs that have been established in western Montana and will capitalize on the use of Montana grown products and the minimization of distribution of these products.

Item 11: Bear Paw staff will assist MSU-Northern in securing funding for the architectural and engineering plans associated with the expansion of the Bio Energy Center.

Item 12: Bear Paw staff will provide assistance to the City of Fort Benton as they move forward with the development of an Industrial Park that will house value-added agriculture and alternative energy businesses and potentially others that will provide jobs and other economic opportunities to the area.

Item 13: Bear Paw staff will assist the BNSF Railway and MSU-Northern in securing funding to test a Montana-made B20 biodiesel blend purchased from Earl Fisher Bio-fuels in Chester, in one of their switch engines at the Havre rail yard. The test will be for one full year to encompass climate changes, and will test data will include fuel efficiency, lubricity, emissions, and overall effects of B20 biodiesel on the engine. A control engine will also be used for comparison, using regular ultra-low sulfur diesel.

Item 14: Bear Paw FADC will continue to work with Global Agro Commodities as they convert the wheat elevator they purchased in Chester, MT to a pulse crop processing facility. Global plans to be in full operation by 2014.
Goal IV

**Attract and support entrepreneurs and help create job opportunities for the underemployed and unemployed**

**Item 1:** Bear Paw staff will continue its efforts to increase the organization’s capacity to provide capital and support to entrepreneurs through our various loan programs, including our District-wide Revolving Loan Fund and our Microbusiness Loan Program.

**Item 2:** Bear Paw Development, in conjunction with Montana State University-Northern and representatives from the area’s private sector, will continue to serve on an Advisory Council that provides planning, management, and marketing assistance to the Business Incubator, located on the MSU-Northern campus, and to set the policies and procedures that will determine what sectors of the regional economy to target as potential clients of the facility.

**Item 3:** Bear Paw Development, through its Small Business Development Center, will continue to offer the Core Four Business Planning Course—a four-week intensive training program for entrepreneurs, which is designed to encourage business start-up and expansion in a community.

**Item 4:** Bear Paw staff will work with MSU-Northern to enhance their current academic offerings through appropriate curriculum development and technical training programs aimed at enhancing the region’s emerging bio-based and alternative energy industry clusters.

Goal V

**Continually provide economic development planning services to District members**

**Item 1:** Bear Paw Development will continue to offer technical assistance to local businesses through our Small Business Development Center (SBDC). The SBDC offers no cost, confidential counseling, business training, and information to existing business owners and prospective entrepreneurs in the Bear Paw EDD.

In addition, the SBDC Director will continue to identify potential applicants for the District’s Microbusiness Loan Programs and works diligently to educate clients to the other programs available.

**Item 2:** Bear Paw staff will continue to provide rural infrastructure planning services to its member entities, focusing primarily on the preparation and implementation of Capital Improvement Plans, which are an essential tool for responsible and cost effective infrastructure management.

**Item 3:** Bear Paw staff will administer funding that was secured in 2011 from the US Environmental Protection Agency (EPA) for the planning and implementation of a regional Brownfield Assessment Program. Bear Paw was successful at securing two $200,000 Brownfield assessment grants from the Denver Regional Office of the EPA. One assessment grant will focus on petroleum sites and the other will focus on other hazardous substance sites. This three-year investment will be used to assess the real or perceived environmental contamination that exists on
Item 4: Bear Paw staff will provide low-interest loans and subgrants to property owners for the cleanup and redevelopment of contaminated properties with a US Environmental Protection Agency (EPA) Brownfield Revolving Loan Fund. Bear Paw secured $1 million in funding in 2011. This investment will be used to remediate environmental contamination that exists on underutilized or abandoned industrial properties throughout our five-county Economic Development District.

Item 5: Bear Paw staff will continue to provide technical assistance to the North Central Montana Transit system, which provides public transportation to the residents of Hill and Blaine Counties.

Item 6: Bear Paw staff will provide technical assistance to Blaine County as the County works to develop a county-wide Growth Policy that meets the statutory requirements of Montana's Growth Policy law.

Goal VI

*Sustain and enhance the development and delivery of our region’s natural and renewable resources*

Item 1: Bear Paw staff will continue to provide technical assistance to private farm businesses that want to develop utility scale wind powered electrical generation facilities.

Item 2: Bear Paw staff will continue to assist with administrative coordination and fiscal agent services, as well as serve on an advisory committee created by the State of Montana to plan and eventually construct modifications and improvements to the St. Mary Diversion near Browning. The canal is a vital component in a complex system that brings water from Glacier National Park and the St. Mary River to the Milk River Basin, providing potable and irrigation water.

Item 3: Bear Paw staff will continue to assist the Town of Big Sandy, on an as-needed basis, with the planning and development of alternative energy resources to power municipal facilities.

Item 4: Bear Paw staff will provide technical assistance to area farmers interested in developing geothermal and natural gas resources that exist on their properties, which could then be utilized to power their farms and ranches.

Item 5: Bear Paw staff will continue to assist the Unified Disposal Board as it develops a new multi-county landfill in the Bear Paw District. The landfill will focus on recycling and the utilization of natural resources (wind, solar, geothermal) to operate.
## Bear Paw Development Corporation of Northern Montana
### Current Work Plan Matrix

#### Goal I: Create economic opportunity and enhance local capacity of the Fort Belknap & Rocky Boy’s Indian Reservations

<table>
<thead>
<tr>
<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1–2 yrs</th>
<th>Mid Term 3–5 yrs</th>
<th>Long Term 5–10 yrs</th>
<th>Lead Agency</th>
<th>Partners</th>
<th>Type of Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist Reservations with economic and community development needs (when requested)</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Tribal Gov</td>
<td></td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Assist ROBO</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Tribal Gov, City Gov, Water Systems, Bear Paw, BOR, State of MT</td>
<td></td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Opportunity Link</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>NW Area Foundation, State, Local, and Tribal Gov</td>
<td></td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Tribal Renewable Energy Projects</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Tribal Gov</td>
<td></td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Training Small Business Owners</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>SBA, Bear Paw Development, Tribal Colleges</td>
<td></td>
<td>Technical Assistance</td>
</tr>
</tbody>
</table>
## Goal II: Maintain and enhance the physical infrastructure of the Bear Paw Economic Development District

<table>
<thead>
<tr>
<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1 – 2 yrs</th>
<th>Mid Term 3 – 5 yrs</th>
<th>Long Term 5 – 10 yrs</th>
<th>Lead Agency</th>
<th>Partners</th>
<th>Type of Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chester Wastewater</td>
<td>High</td>
<td>X</td>
<td></td>
<td></td>
<td>Local Gov</td>
<td>TSEP</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Intercap Loan Application Assistance</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Local Gov</td>
<td>MT Board of Investments</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Highwood Walking Trail</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Local Gov</td>
<td>MT FWP, SRTS</td>
<td>Technical Planning</td>
</tr>
<tr>
<td>Chinook Water System</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Local Gov</td>
<td>TSEP, RRGL</td>
<td>Technical Planning</td>
</tr>
<tr>
<td>Havre CIP</td>
<td>High</td>
<td>X</td>
<td></td>
<td></td>
<td>Local Gov</td>
<td>CDBG</td>
<td>Technical Planning</td>
</tr>
<tr>
<td>Hill Co. Beaver Creek Dam</td>
<td>High</td>
<td>X</td>
<td></td>
<td></td>
<td>Local Gov</td>
<td>RRGL, NRCS</td>
<td>Technical Assistance</td>
</tr>
<tr>
<td>Malta Water System</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Local Gov</td>
<td>TSEP</td>
<td>Technical Planning</td>
</tr>
<tr>
<td>Fort Benton Walking Trail</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Local Gov</td>
<td>MT FWP</td>
<td>Technical Planning</td>
</tr>
<tr>
<td>Havre &amp; Harlem Housing Programs</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Local Gov</td>
<td>CDBG</td>
<td>Technical Implementation</td>
</tr>
<tr>
<td>Havre Wastewater</td>
<td>High</td>
<td>X</td>
<td>X</td>
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<td>TSEP, SRF, RRGL</td>
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<tr>
<td>Harlem Wastewater</td>
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Goal II: Maintain and enhance the physical infrastructure of the Bear Paw Economic Development District

<table>
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<tr>
<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1 – 2 yrs</th>
<th>Mid Term 3 – 5 yrs</th>
<th>Long Term 5 – 10 yrs</th>
<th>Lead Agency</th>
<th>Partners</th>
<th>Type of Assistance</th>
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<td>CTEP Administration</td>
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<td>MDT, FHWA</td>
<td>Technical Implementation</td>
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<tr>
<td>Havre Weir</td>
<td>Mid</td>
<td>X</td>
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<td>RRGL</td>
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<td>Port of Wild Horse</td>
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<td>Medicine Hat, MDT, Congressional Delegation</td>
<td>Technical Planning</td>
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<td>Blaine County Courthouse</td>
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<tr>
<td>Big Sandy Wastewater</td>
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<td>Hill Co. RSID Wastewater</td>
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<td>Day Treatment Center</td>
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<td>CDBG, USDA-RD</td>
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<tr>
<td>Hill County Bridges</td>
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<td>TSEP</td>
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### Goal II: Maintain and enhance the physical infrastructure of the Bear Paw Economic Development District

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<td>Big Sandy Library</td>
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<td>CDBG, CDBG-ED, USDA-RD, DEQ</td>
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<tr>
<td>Hill County Water District</td>
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<td>X</td>
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<td>RRGL</td>
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<td>Carter/Chouteau County Water System</td>
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<td>TSEP, SRF, WRDA</td>
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<td>Hill County Museum &amp; Buffalo Jump</td>
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<td>MDOC-TIIP, Clack Foundation</td>
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<td>Chouteau County Hospital</td>
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<td>Missouri River Medical Center</td>
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<td>Havre Eagles Manor</td>
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<td>Eagles Manor, HOME Grant, CDBG</td>
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</table>
Goal II: Maintain and enhance the physical infrastructure of the Bear Paw Economic Development District

<table>
<thead>
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<th>Work Item</th>
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<td>North Havre Wastewater District</td>
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<td>TSEP, RRGL, USDA-RD</td>
<td>Technical Implementation</td>
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<td>Flat Coulee Water District</td>
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<td>CDBG</td>
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<td>MT Firefighters Grant</td>
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<td>Fort Benton Wastewater</td>
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<td>TSEP, RRGL, USDA-RD</td>
<td>Technical Planning</td>
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<td>Havre Day Activity Center</td>
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<td>Geraldine Community Center</td>
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<td>Hill County &amp; Fort Benton TIFID</td>
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### Goal III: Assist in the development of value-added agricultural projects

<table>
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<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1 – 2 yrs</th>
<th>Mid Term 3 – 5 yrs</th>
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<th>Lead Agency</th>
<th>Partners</th>
<th>Type of Assistance</th>
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<tbody>
<tr>
<td>Bear Paw Food &amp; Ag Development Center</td>
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<td>Renewable Energy Systems</td>
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<td>USDA RD</td>
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<td>Biofuels Processing Facility</td>
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<td>FADC</td>
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<td>Greenhouse Opportunities</td>
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<td>X</td>
<td>X</td>
<td>Local Producers</td>
<td>FADC, MT Dept of Ag</td>
<td>Technical Assistance</td>
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<tr>
<td>MCDC</td>
<td>Mid</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>MCDC</td>
<td>RD, MT Dept of Ag</td>
<td>Technical Assistance</td>
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<td>Niche Marketing of Beef</td>
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<td>MT Agro-Energy Industrial Park</td>
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<td>FADC, MDOC</td>
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<tr>
<td>Camellina Research</td>
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<td>MT Dept of Ag</td>
<td>FADC, MSUN</td>
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### Goal III: Assist in the development of value-added agricultural projects

<table>
<thead>
<tr>
<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1 – 2 yrs</th>
<th>Mid Term 3 – 5 yrs</th>
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<td>Straw Electrical Generation</td>
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<tr>
<td>MSUN Bio Energy Center</td>
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<tr>
<td>Fort Benton Industrial Park</td>
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<td>B20 Biodiesel Pilot Project</td>
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<td>MSUN, BNSF, Earl Fisher Biofuels</td>
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### Goal IV: Attract and support entrepreneurs and help create job opportunities for the underemployed and unemployed

<table>
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<tr>
<th>Work Item</th>
<th>Priority</th>
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<th>Mid Term 3 – 5 yrs</th>
<th>Long Term 5 – 10 yrs</th>
<th>Lead Agency</th>
<th>Partners</th>
<th>Type of Assistance</th>
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<tbody>
<tr>
<td>Economic Development Finance (RLF &amp; Micro)</td>
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<td>X</td>
<td>Bear Paw Development, SBDC</td>
<td>SBA, EDA, CDBG, Rural Development, Commercial Lenders</td>
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<td>MSU-Northern Business Incubator</td>
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<td>EDA, State of MT, SBA, Bear Paw Development</td>
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<td>Core Four Training</td>
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<td>Bear Paw Development, SBDC</td>
<td>SBDC, MT DOC</td>
<td>Technical Assistance, Instruction, &amp; Administration</td>
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<tr>
<td>MSU-Northern Coordination</td>
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<td>MSUN &amp; Bear Paw Development</td>
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<td>Project Coordination</td>
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## Goal V: Continually provide economic development planning services to District members

<table>
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<th>Work Item</th>
<th>Priority</th>
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<th>Partners</th>
<th>Type of Assistance</th>
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<td>SBA, MT Dept of Commerce</td>
<td>Loan Packaging, FastTrac Training, Business Counseling</td>
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<td>Rural Infrastructure Planning</td>
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<td>Local Gov</td>
<td>EDA, TSEP, CDBG, Rural Development</td>
<td>Project Planning, Technical Assistance, &amp; Administration</td>
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<td>Brownfield Assessment</td>
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<td>Local Gov</td>
<td>EPA, DEQ</td>
<td>Technical Assistance</td>
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<td>Brownfield Cleanup &amp; Redevelopment</td>
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<td>EPA</td>
<td>Low-Interest Loans Packaging &amp; Subgrant Application Assistance</td>
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<td>North Central Montana Transit</td>
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<td>Local Gov</td>
<td>Opportunity Link, MDT</td>
<td>Technical Assistance</td>
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<tr>
<td>Blaine County Growth Policy</td>
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## Goal VI: Sustain and enhance the development and delivery of our region’s natural and renewable resources

<table>
<thead>
<tr>
<th>Work Item</th>
<th>Priority</th>
<th>Short Term 1 – 2 yrs</th>
<th>Mid Term 3 – 5 yrs</th>
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<th>Partners</th>
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<tr>
<td>Wind Generation Facilities</td>
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<td>BOR</td>
<td>State of MT, Congressional Delegation, Irrigations, Sportsmen, Local Gov</td>
<td>Technical Planning</td>
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<tr>
<td>Big Sandy Municipal Wind</td>
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<td>Technical Assistance</td>
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<td>Unified Disposal Board Landfill</td>
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