

MBAC/GEDD

Tri-County

Region



Comprehensive Economic Development Strategy (CEDS)

2019-2023



Acknowledgements

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*We thank the cities, counties, local chambers of
commerce, local economic development
organizations, and the citizens of the region for their
participation.*

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“Helena Region CEDS”

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Executive Summary

The Montana Business Assistance Connection catalyzes community leaders, stakeholders, and opportunities driving prosperity, our economy, business vitality, high quality job growth and the enhancement of quality of life throughout the region

Broadwater, Lewis and Clark, and Meagher counties have an abundance of natural beauty, pristine water, and abundant wildlife. The counties are rich in mineral, agricultural and forest resources, but their economies have been impacted by the downturn in these industries. Area leaders are therefore focusing on diversification of industries, workforce development, business clustering and enhancement of their infrastructure and transportation. Problems and challenges exist and much needs to be done to meet the needs of the region in order to achieve the objectives and goals of the Comprehensive Economic Development Strategy, better known as CEDS. The District encourages a regional approach to solving these problems.

The Montana Business Assistance Connection (MBAC) region CEDS provides guidance for local and regional economic and community development planning. It builds upon established initiatives to create jobs and increase capital for businesses and economic development. In addition, it focuses on issues that enhance the quality of life for residents in the three-county region.

The CEDS process uses modern survey instruments, collection of census and other data as well as face-to-face meetings, public hearings, focus groups, and TV media presentations. This process relies heavily on our local partners at the cities and counties, but also includes the regional chambers of commerce and local Economic Development Organizations (EDO's).

The District's economy is no longer driven by commodity prices dictated by world markets or the cyclic funding related to state and federal government spending. As identified in a recent Targeted Industry Analysis, the areas of light manufacturing, medical, business analysis, value-added agriculture and tourism are emerging and growing industries that create a strong backbone for a stable economy.

The 5 goals guiding the District over the next five years are:

Goal 1: Increase the size and performance of the region's workforce, generate innovative apprenticeship opportunities, start-up businesses and mentor entrepreneurs.

Goal 2: Expand and diversify new and existing clusters in the region. Attract new clusters and businesses that will bring new wealth into the region.

Goal 3: Promote the region's assets, amenities, and physical location. Implement strategies to increase the region's "live, work and play" appeal.

Goal 4: Maintain and enhance the region's physical infrastructure including the development of commercial ready properties. Work with local governments and businesses to bolster the region's taxable value.

Goal 5: Foster effective collaborations with organizations such as regional colleges, Service Corps of Retired Executive (SCORE), Small Business Development Center (SBDC), Local Development Organizations (LDOs), and local governments to leverage additional resources for economic development.

Considerable effort was made in this process to choose the strategies and priorities most likely to produce these outcomes and offering the best returns on investment of time, money, and staff resources. Priorities reflect the input provided by individual counties and communities in our region regarding their goals and concerns.

Organization and Management of the CEDS Process

The CEDS is a local planning and implementation process designed to create jobs, foster stability, diversify economies, improve living conditions, and provide a mechanism for guiding and coordinating the efforts of persons and organizations concerned with all aspects of urban and rural economic development. The planning process analyzes local conditions, identifies strengths, weaknesses, opportunities and threats, designs strategies to achieve goals, coordinates activities to implement the strategies, and evaluates accomplishments. Planning for community economic or rural development is a continuous and ongoing process. The action items identified in the CEDS will be accomplished by many different groups, communities and agencies. There are many worthy projects in the action plan of this document that, due to the limitations of the District's resources and staffing, this organization may not be able to work on directly. The projects listed herein represent the desires of people residing in the area and will contribute to the region's economic development and thus rightly have a place in this CEDS document.

The CEDS is formally updated every four years to meet the changing needs and conditions of the area. The CEDS committee oversees the formal revision as well as the annual updates so that the staff work-plan is meeting goals and objectives of current and future community needs.

The work plan recognizes current situations and trends to help communities plan for future needs. By looking at past demographic trends and future demographic projections, it is imperative that communities continually assess their infrastructure and plan for future needs.

MBAC's planning and economic development activities will influence future activities by improving regional economic conditions through coordinated community development efforts. MBAC will assist local governments in planning public works and coordinating public and private investment. By taking an advisory role, MBAC will assist in achieving the area's goals and objectives.

Elements of the CEDS process:

1. Analysis – The analysis assesses the state of the regional economy, the opportunities and threats posed by external trends and the availability of partners and resources for economic development.
2. Vision and goals – The community’s vision and goals, together with an appraisal of the region’s competitive advantage (strengths and weaknesses), sets the strategic direction for the action plan.
3. Action Plan – The action plan establishes priority programs and projects for implementation.
4. Evaluation – Criteria are established to evaluate the process for periodic updates of the document and its elements. The CEDS document will be evaluated as information changes and to determine the success of the action plan being implemented. Changes will be made as deemed appropriate.

Who We Are

MBAC’s mission is to catalyze community leaders, stakeholders, and opportunities driving prosperity: our economy, business vitality, high quality job growth and the enhancement of the quality of life throughout the US Economic Development Administration MBAC Economic Development ***District*** which includes Broadwater, Lewis and Clark, and Meagher counties. In addition to the US EDA District, MBAC also works closely with Jefferson County on economic development.

This mission includes:

- 1) To attract businesses and/or industries that will generate new employment opportunities and bring new wealth into the region.
- 2) Sustain existing businesses and industries and protect existing jobs in the region.
- 3) Provide comprehensive technical assistance in areas such as business, natural resource development, commercial properties, and community revitalization.
- 4) The creation, promotion and management of public and private revolving loan funds to support capital formation.
- 5) Improve and develop each communities’ infrastructure to sustain long-term growth.

The MBAC Board of Directors and CEDS Committee members represent city and county governments, local economic development agencies, job centers, businesses and other interested parties.

Both the CEDS Committee and the Board of Directors oversee the CEDS process. The broad representation of both the CEDS Committee and Board of Directors ensures that all viewpoints of

the communities are considered. The representatives promote the utilization of local skills and resources in the program-formulation and implementation.

The ***District*** is required to appoint representatives to the Board of Directors and CEDS Committee that will represent the views of the following sectors:

- 1) Elected officials: Public leadership is essential for the coordination necessary to develop and implement the CEDS.
- 2) Private business representatives: members contribute their own experiences in business towards economic development initiatives.
- 3) Economic development organization: Members contribute their organizational/county focus towards economic development initiatives.
- 4) Employment and training sector: Links to labor force skills, initiatives and focus is crucial.
- 5) Community organization and other special interest groups: Members contribute unique perspectives so that all issues are appropriately considered.
- 6) Women, minorities, aged and disabled: The CEDS must appropriately address all the needs of its residents.

Montana Business Assistance Connection Staff:

Brian Obert
Executive Director

Rebekah Dupre
Office Manager

Mark Menke
Director of Lending

Darren Clayton
Loan Assistant

Eric Seidensticker
Program Manager

Reina Ishibashi
Project Intern

MBAC Board of Directors Membership Roster

1. Government Representatives

Name	Jurisdiction	Position (Title and Appointment)
Ed Noonan	City of Helena	City Commissioner
Jim McCormick	Lewis & Clark County	County Commissioner
Jamie Schell	City of East Helena	Mayor
Victor Sample	Broadwater County	Broadwater County Designee
Vickie Rauser	City of Townsend	Council Member

2. Non-Government Representatives

A. Private Sector Representatives

Name	Company	Position/Title
Stephen Johnson	Anderson-ZurMuehlen	CPA/Shareholder
Scott Todorovich	Student Assistance Foundation	Chief Executive Officer
Deb Chouinard	Helena Job Service	Manager
Dan Mazurek	Opportunity Bank	Loan Officer
Klint Fisher	SMA Architects	Principal – Helena Director

B. Stakeholder Organizations

Name	Organization	Position/Title
Cathy Burwell	Helena Area Chamber of Commerce	President
Kirk Lacy	Helena College	Dean

MBAC CEDS COMMITTEE ROSTER

1. REPRESENTATIVES OF OTHER ECONOMIC INTERESTES

Name	Company	Position/Title
Ernie Forrey	Jack Farm Crafts	Owner
Jenny Clowes	Broadwater Health Center	Chief Financial Owner
Max Pigman	Lewis & Clark Brewery	Owner
Nancy Schlepp	Sandfire Resources	PR Director
Kevin Sandoval	Helena Indian Alliance	Business Manager

2. PUBLIC SECTOR REPRESENTATIVES

Name	Affiliation	Title
Sharon Haugen	City of Helena	Community Development Director
Jamie Schell	City of East Helena	Mayor
Nichole Brown	Broadwater County Planning	Planning Director
Peter Italiano	Lewis & Clark County	Planning Director
Mike Eby	White Sulphur Spring City Council	Council Member

History of Economic Development in Region

This document grew out of the East Helena Area Economic Adjustment Strategy (EAS) completed in 2002. The closure of the East Helena smelter in 2001 motivated the study as a way of finding new directions for the newly unemployed smelter workforce. One of the recommendations of the EAS was to form an Economic Development District under the auspices of the Economic Development Administration (EDA). An EDA prerequisite to forming an Economic Development District is the compilation of a regional CEDS. This allows the Economic Development District to qualify for assistance from the EDA for public works, economic adjustments and planning projects.

Soon after, work began to form the Gateway Economic Development District (Gateway EDD) with its own 501(c)3 designation. In 2004, the CEDS document was submitted to the EDA and in November of 2006, the three counties were designated as the Gateway Region. In March of 2007, Gateway EDD received its first planning grant. In 2011, Gateway Economic Development District became a subsidiary of the Montana Business Assistance Connection with the same board of directors.

Broadwater County

Broadwater County Development Corporation is a local Economic Development Organization (EDO) that was formed in August of 1980. The organization is active and currently has a membership of 61, with a 7 member board of directors. There is no paid staff.

Lewis and Clark County

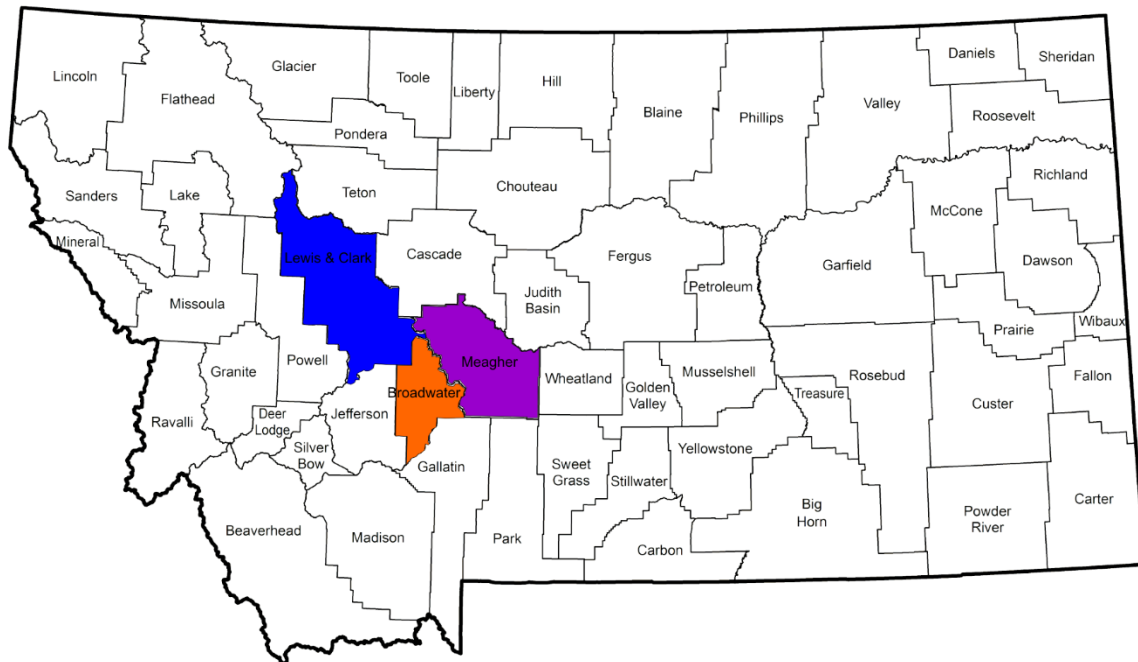
Helena Area Development Corporation (HADCO) was formed in the Helena region to perform Economic Development activities. This organization grew into Gateway Economic Development Corporation, with the addition of Gateway Economic Development District in 2006. The organization combined into Montana Business Assistance Connection.

Meagher County

Meagher County joined Northern Rockies RC&D and Montana Business Assistance Connection at the same time. They relied on MBAC to provide a Small Business Development Center (SBDC) and lending capabilities, and Northern Rockies RC&D to work on housing and resource development. In 2013, Northern Rockies RC&D ceased to exist as an organization

MBAC

Regional Overview



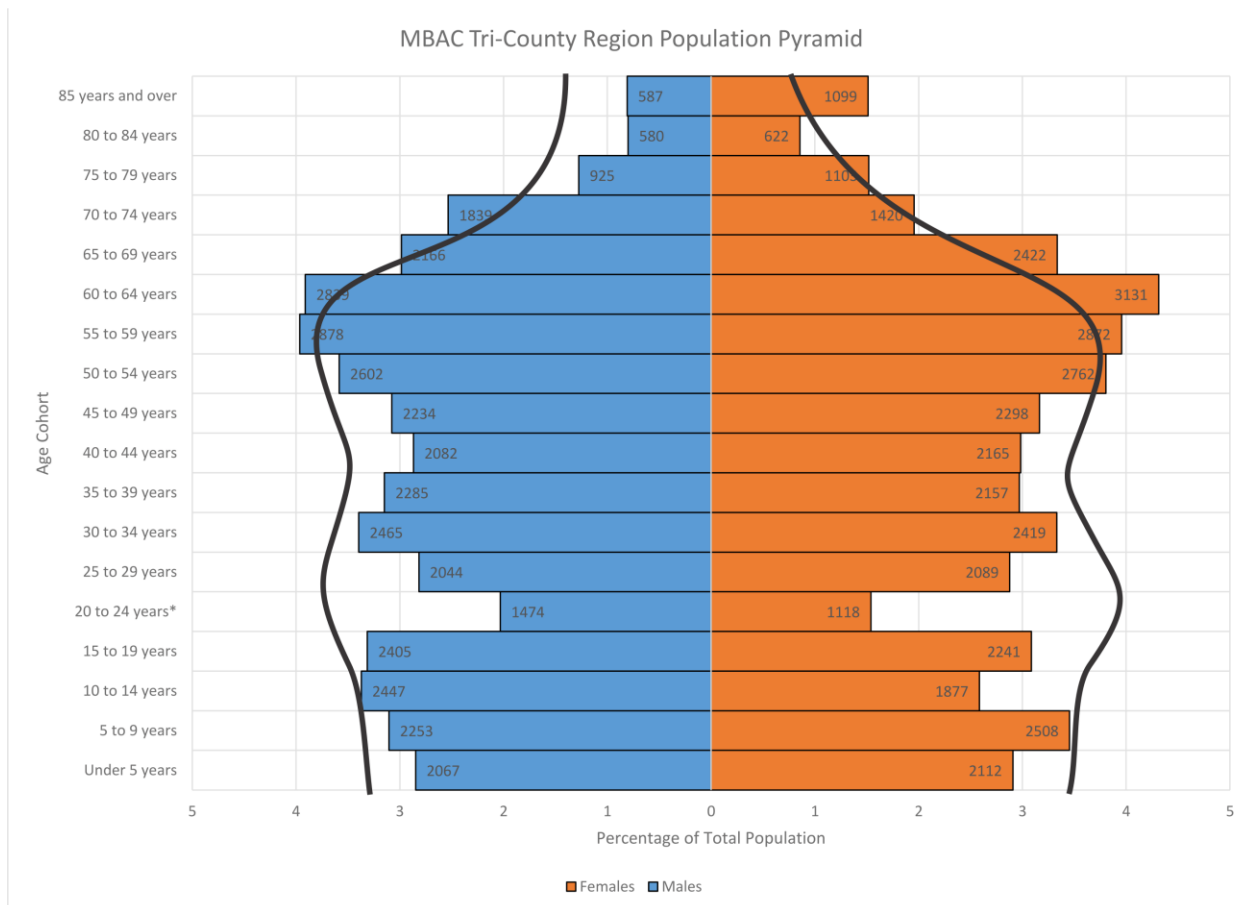
MBAC is the Capital Region of Central Montana including:

- **Lewis and Clark County** pop 68,910 3,498 square miles
 - City of Helena pop 30,157
 - City of East Helena pop 2,084
- **Broadwater County** pop 5,704 1,239 square miles
 - City of Townsend pop 1,921
- **Meagher County** pop 1,814 2,395 square miles
 - City of White Sulphur Springs pop 902

The MBAC region incorporates the central portion of the State of Montana, east of the Continental Divide. It is defined by large mountain ranges with expansive river valley bottoms. The modern history of the region evolved out of placer gold deposits that spurred agriculture and logging to support the boom towns of the region.

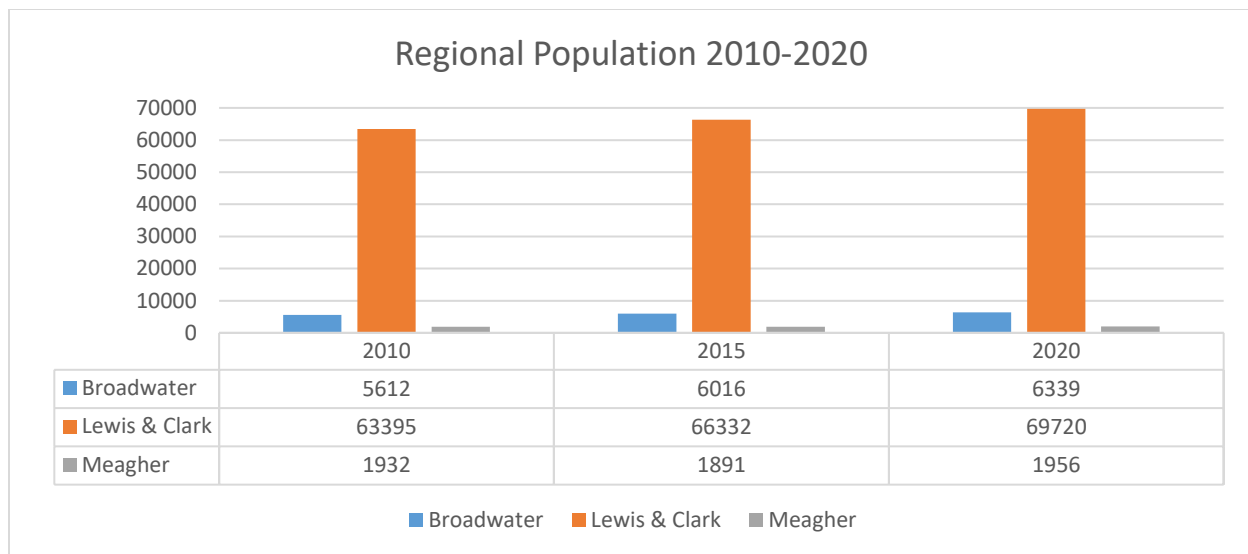
Demographics Analysis

The MBAC region incorporates the Capital City of Helena, and the surrounding rural communities of East Helena, Lincoln, Craig, Townsend and White Sulphur Springs. The region as a whole is experiencing a graying populous, much like the rest of the State of Montana. The population pyramid of the region shows the out-migration of the cohort age brackets 20-44, as compared to a national normal line. This corresponds with an unusually high grouping of the 45-69 cohorts.



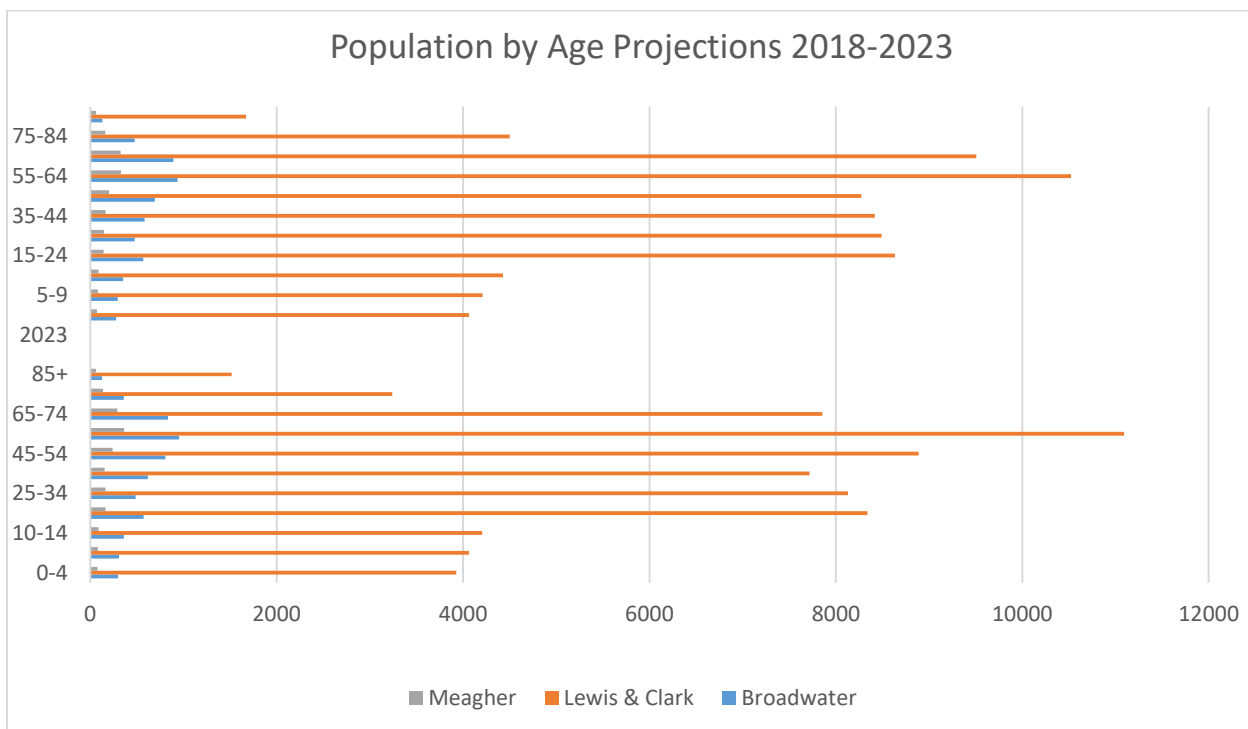
Source: US Census Bureau

At the same time, the region is outpacing the population growth rates for the State and the Nation. The MBAC region is estimated to experience a 1.41% annual population growth rate as compared to the Nation at 0.68% and the State of 0.88% (see bar chart below). As defined in the following County chapters, this growth rate is not across the District. Population growth is clustered in specific regions of the MBAC area.



Source: MT Governor's Office of Economic Development (ESRI)

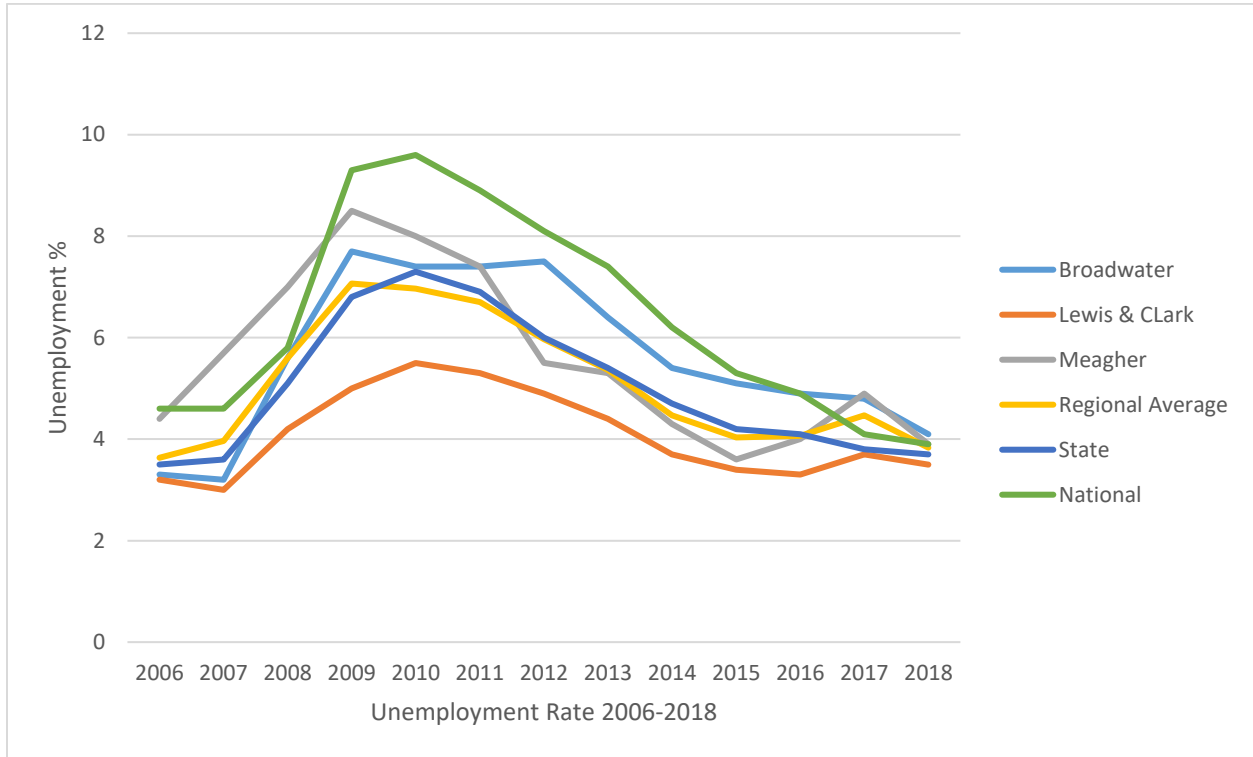
The age projections per cohort continues to show the graying of the region. The youth are flat in growth and the elderly numbers are increasing looking forward 5 years. The young professional cohort continues to experience out migration, and the later aged working class continues to grow.



Source: MT Governor's Office of Economic Development (ESRI)

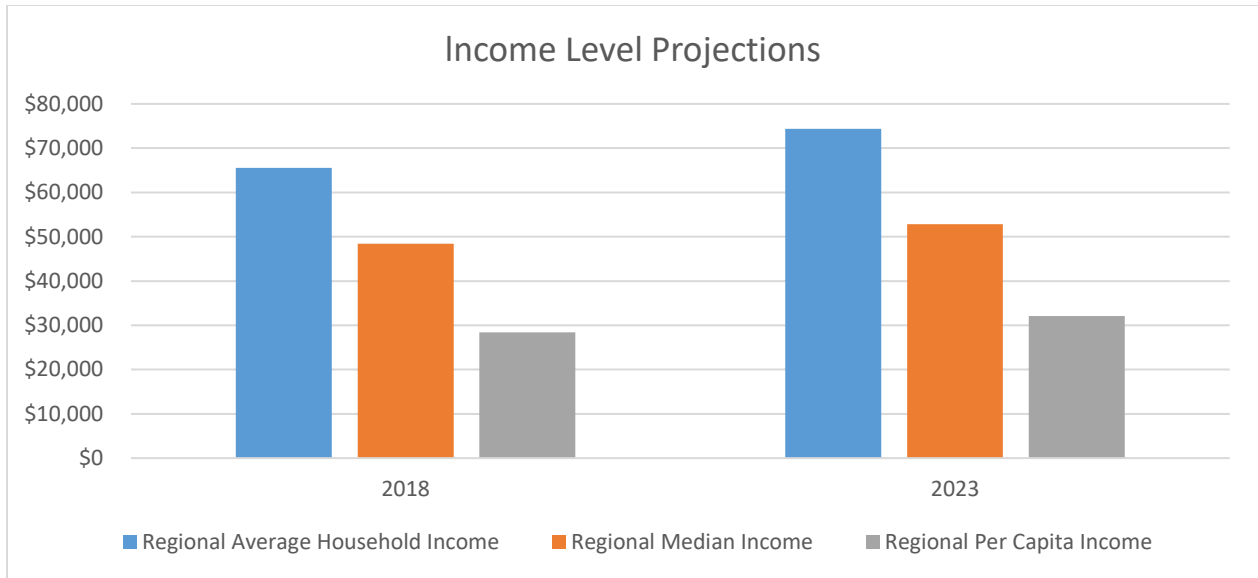
Economics

To summarize, the regional economy is anchored by state and federal employment in the state capital of Helena with diminishing economic activities in the peripheral counties of Broadwater and Meagher. Commodity prices for agriculture products have been steady since the last CEDS update period. The timber industry has increased in recent years due to a resurgence in housing.



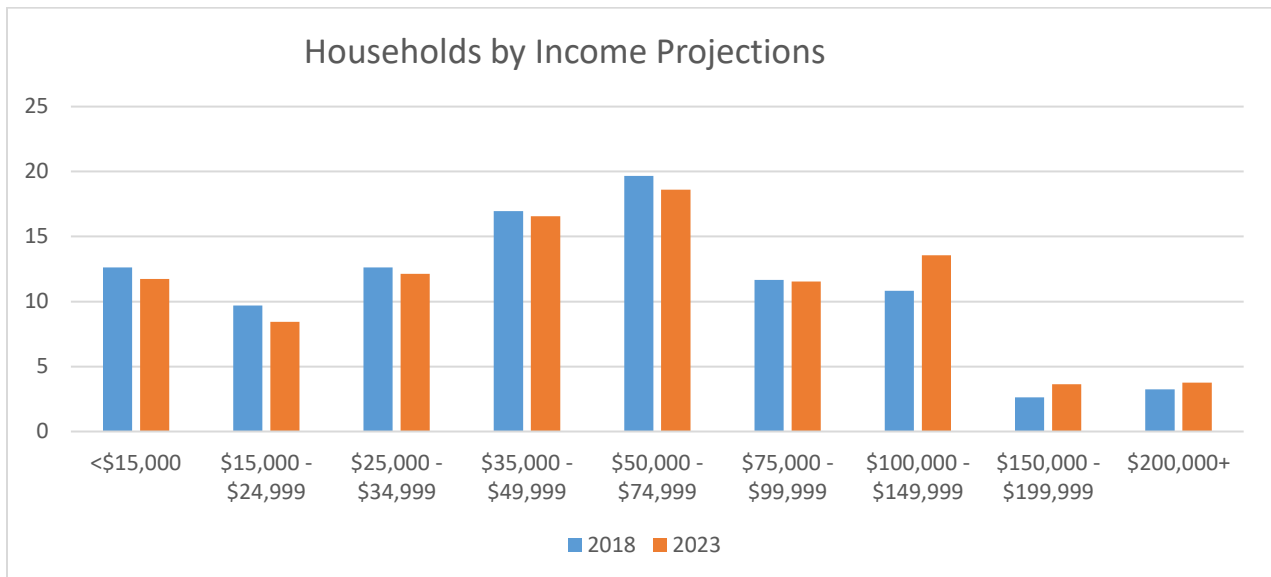
Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

District projections regarding income levels shows growth rates similar to the state. Median household income is anticipated to grow by 9.1%, average household income 13.3%, and per capita income is anticipated to grow 13.2%. However, income growth in Lewis & Clark County, with the largest employment pool, masks reducing incomes in peripheral counties, in particular Meagher County.



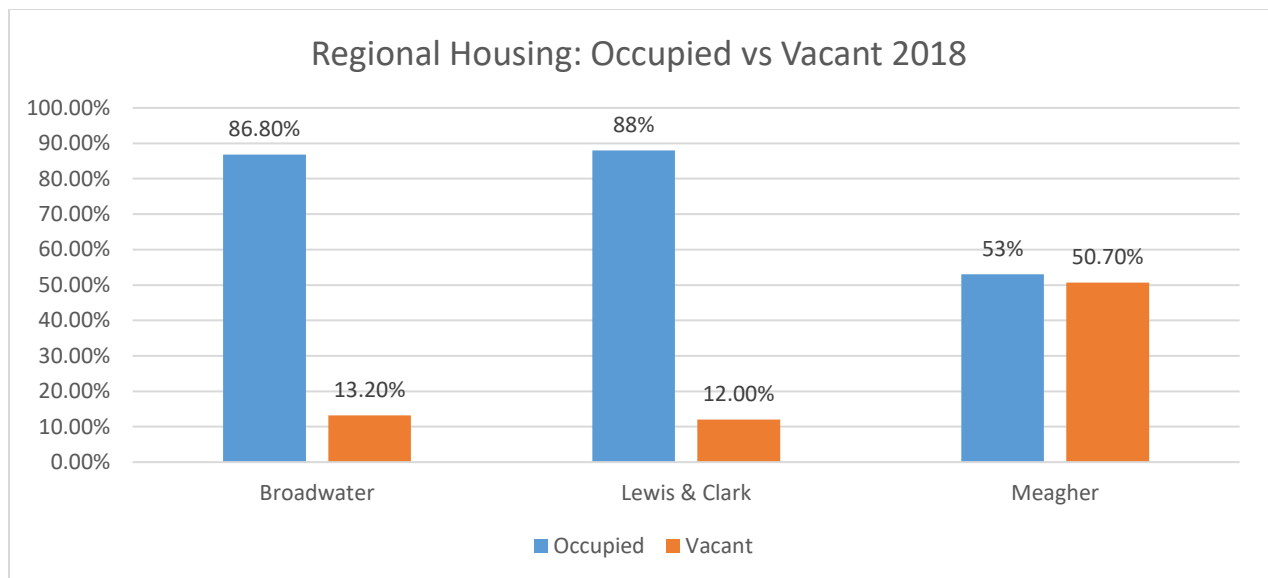
Source: MT Governor's Office of Economic Development (ESRI)

Breaking that growth down shows that families in the lower-wage brackets will be decreasing over the next 5 years (<\$15,000 - >\$34,999). Families in the middle-wage brackets will decrease slightly and families in the upper-wage brackets will increase.

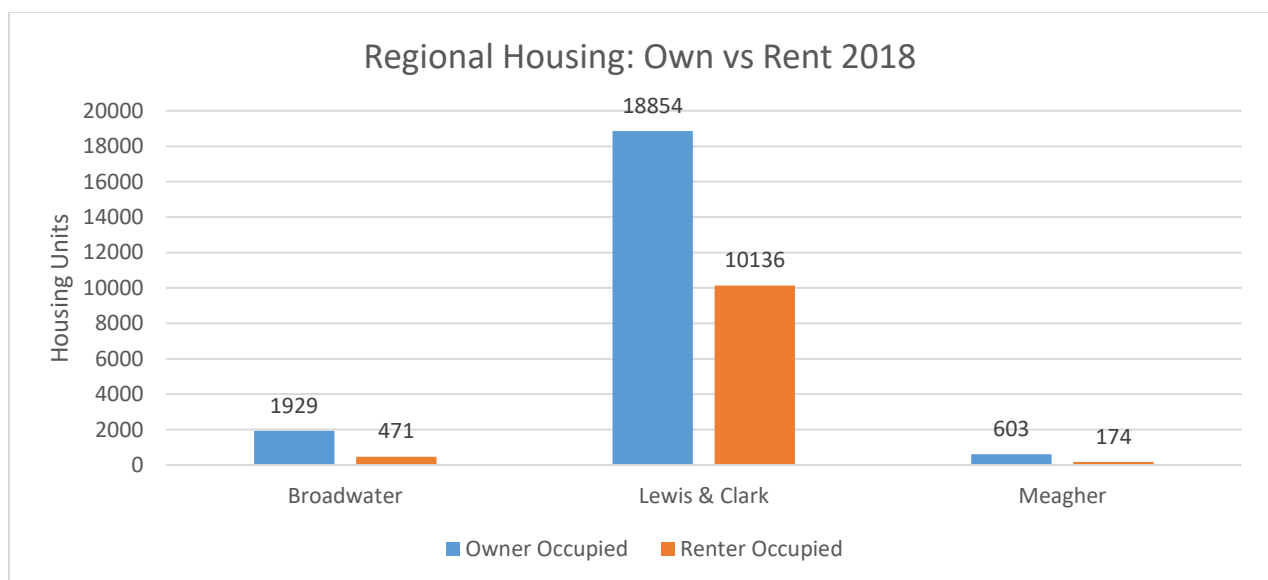


Source: MT Governor's Office of Economic Development (ESRI)

The following charts depict the ratio between occupied vs vacant housing and owned housing units vs rentable housing units.

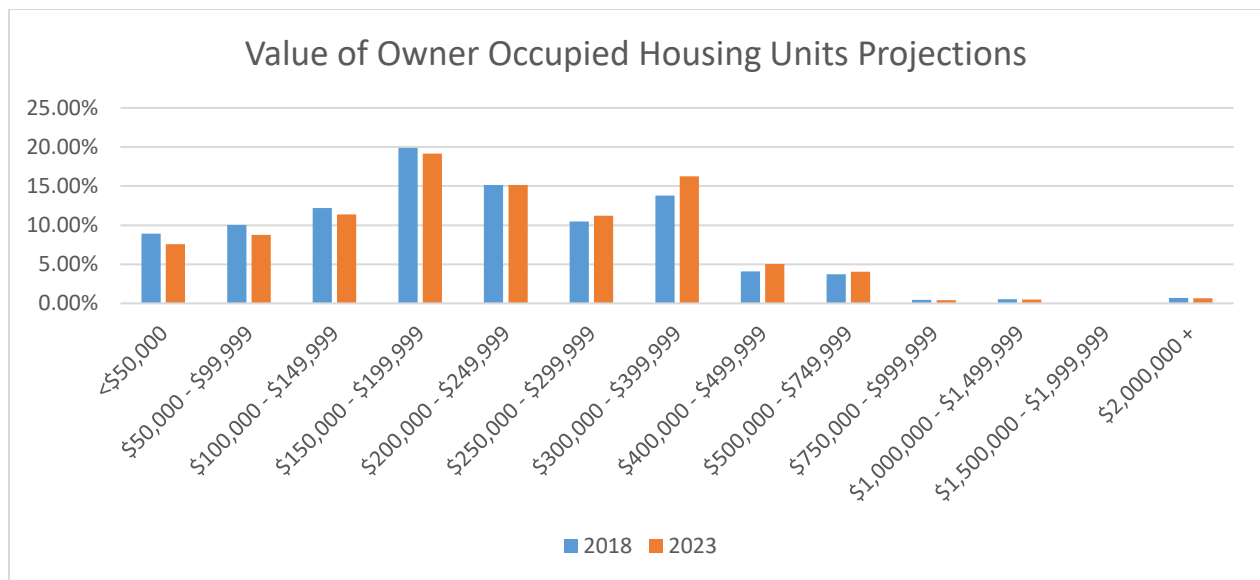


Source: MT Governor's Office of Economic Development (ESRI)



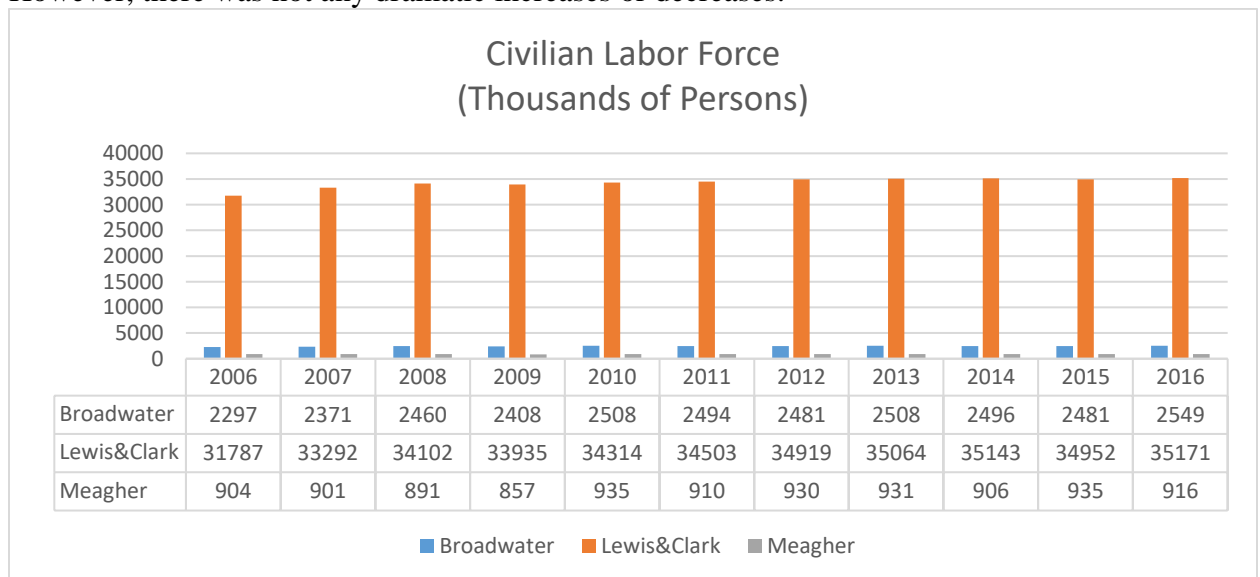
Source: MT Governor's Office of Economic Development (ESRI)

Projections of housing values shows that housing stocks in the region will be trending towards the \$150,000 to \$250,000 values.



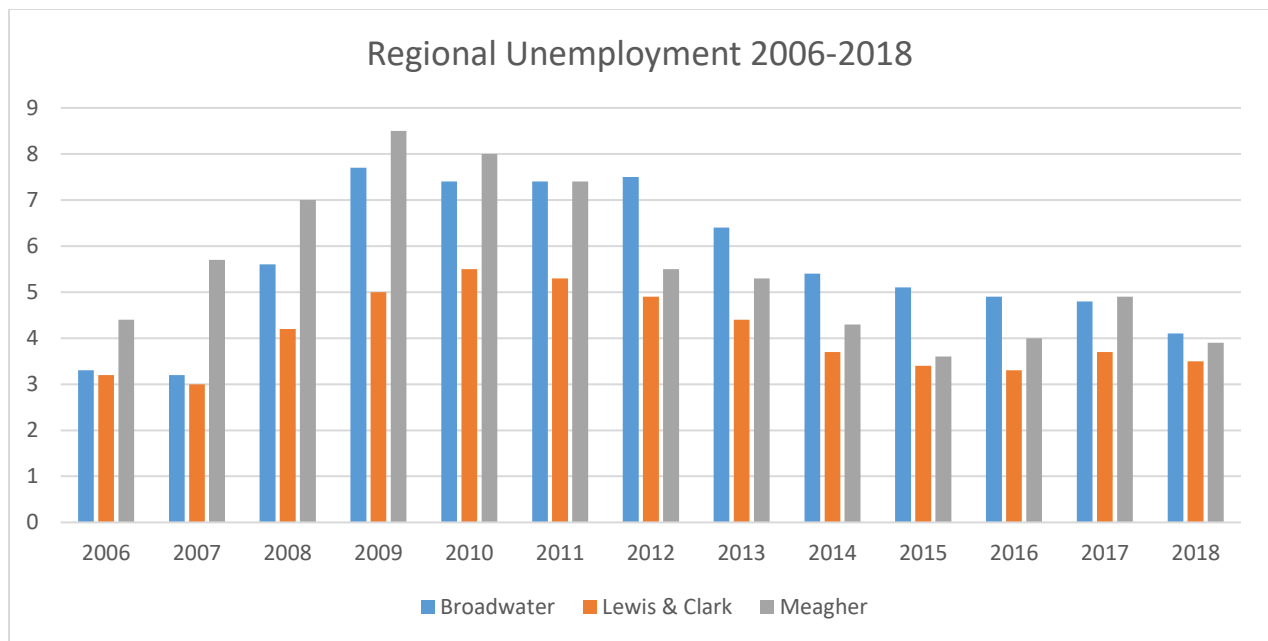
Source: MT Governor's Office of Economic Development (ESRI)

From 2006 to 2016, the labor force in the region fluctuated consistently on an annual basis. However, there was not any dramatic increases or decreases.



Source: MT Governor's Office of Economic Development (ESRI)

From 2006 to 2016, the region has seen sharp increases and decreases in unemployment percentages. 2008 to 2012 were peak years for all three counties. From 2013 to 2016, unemployment percentages began to significantly decrease over the four year span.



Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

Resources

The economy of the MBAC region was, and still is, driven significantly by the resources of the region. Agricultural and mineral resources of the area continue to contribute significantly to the overall economy. These two industries have renewed interest in niche or select markets. This includes projects that are focusing on “Farm to Fork” food markets, as well as mineral extraction in select high-grade mineral lodes, specifically tunnel applications.

Resources related to the workforce continue to grow in the region, but are starting to show the stresses of an aged workforce. This aging workforce, coupled with an out-migration of the youth, will pose pressure on the economic engine of the region. As an example, 43.3% of the 6,145 government workers that live in Lewis & Clark County are aged 55 or older. In 1995, 56% government workers that lived in Lewis & Clark County were older than 65. Today that number exceeds 300.

Economic Development resources in the region are limited. MBAC and its collaborative agencies that include the cities, counties and chambers of commerce must be very selective and prioritize projects to create the greatest impacts.

Infrastructure

The MBAC region is not large by population, but does have the infrastructure of a larger community. It has direct access to the interstate highway system, both east-to-west with I-90, as well as the north-south utilizing I-15. The region is serviced by *Montana Rail Link* with mainline traffic, but also with daily service for small lot delivery and pickup. Commercial air service is provided by Helena Regional Airport with direct flights to Seattle, Salt Lake, and Denver. As of early 2019, The Helena Regional Airport is being remodeled and expanded. The expansion will add additional gates, seating area and flights. Regionally, the rural communities provide small airports with available fuel.

City services are available with a varied level of capacity and life expectancy. On the whole, the regional governments continue to invest in infrastructure and to comply with regulations. The entire region is continuing to see investment and upgrades in modern infrastructure such as fiber optic internet, internet connectivity and improvements are crucial for the success of the entire MBAC region, but the rural communities need the investment the most.



Regional Vision and Implementation

The CEDS outreach process has created an economic development mission and a series of goals that Montana Business Assistance Connection has adopted. Through their implementation, this vision and associated goals will create a roadmap to guide the economic development priorities of the region and the organization.

Vision:

MBAC catalyzes community leaders and regional stakeholders to create opportunities that drive prosperity in our economy. These goals and actions grow business vitality, create high quality job growth and enhance the quality of life throughout the region which includes Broadwater, Lewis and Clark, and Meagher counties.

The 5 goals guiding the District over the next five years are:

Goal 1: Increase the size and performance of the region's workforce, generate innovative apprenticeship opportunities, start-up businesses and mentor entrepreneurs.

Goal 2: Expand and diversify new and existing clusters in the region. Attract new clusters and businesses that will bring new wealth into the region.

Goal 3: Promote the region's assets, amenities, and physical location. Implement strategies to increase the region's "live, work and play" appeal.

Goal 4: Maintain and enhance the region's physical infrastructure including the development of commercial ready properties. Work with local governments and businesses to bolster the region's taxable value.

Goal 5: Foster effective collaborations with organizations such as regional colleges, Service Corps of Retired Executive (SCORE), Small Business Development Center (SBDC), Local Development Organizations (LDOs), and local governments to leverage additional resources for economic development.

The community outreach process fostered similar but unique concerns and opportunities for each county. In this document MBAC has created an overarching strategy and objective for the region, but with community sub-sections included that drill down to the local concerns.

As an overview, we have created a synopsis of each region:

Broadwater County:

The community needs to focus on the continued diversification of their business sectors, reinforcement of the health care segments to reflect trending demographics, improve recreational amenities, infrastructure improvements of all kinds, and expand county-wide tax base. Housing is a substantial issue and attracting skilled, viable workers.

Lewis and Clark County:

The community has a stable economy that significantly relies on public sector employment. The demographics of the state and federal workers shows that a large number of these workers are approaching retirement age. The lack of balance with private sector industries in the region will create a worker shortage in technical segments. The region needs to focus on diversifying the economy by expanding the private sector, accompanied with emphasizing education and training to help fill the skills gap that will be growing in the public sector in the near future.

Meagher County:

The Community has not seen the population growth that the rest of the region has experienced. Livability issues dominate the public discourse, the need for quality jobs and an emphasis on the “Look” of the community. The City & County need to continue working on infrastructure and enhance appearance, but at a “cost” that is manageable. Prioritization and outreach to regional partners is a priority, as well as taking advantage of the natural attributes of the region which includes recreation, agriculture and natural resources. Housing is a substantial issue and attracting skilled, viable workers.

Community Feedback

During the CEDS process, MBAC received community feedback from several persons. The following is a list of the questions asked and the categories that most of the responses fell into.

- 1) What do you think are three of the Helena region’s economic problems (Lewis & Clark, Broadwater, and Meagher Counties)?
 - a. **The location**
 - i. The area seems to be stuck in the middle of Great Falls, Missoula, and Bozeman.
 - ii. It was also noted that one of the region’s best kept secrets was its location and the numerous recreation opportunities available.
 - iii. Harsh winters. The tendency for the winter to be colder and see greater snowfall may detract from a growing tourism industry.
 - b. **Infrastructure**
 - i. There is a lack of infrastructure outside cities.
 - ii. There is also a lack of transportation by bus, plane, or train.

- iii. There is also a significant shortage of infrastructure in the K-12 education system.

c. Work Force

- i. The economy is too dependent upon governmental jobs (mostly Lewis and Clark region, Helena specifically)
- ii. The public and private sector compete for a limited pool of qualified and skilled workers.
- iii. Due to low population levels, finding enough of a workforce is also a challenge.
- iv. Regional employers are having a difficult time attracting skilled workers and keeping them long-term.
- v. Many jobs are low paying, especially in the retail and service industries.
- vi. Affordable housing, workforce housing and housing in general directly affect attracting workers to the region.

2) What do you think should be three goals of a Helena region economic strategy?

a. Strengthen current business

- i. Help current businesses to grow and expand.
- ii. Provide support to help retain existing business.
- iii. Assist with creating jobs and attracting employees.

b. Expanding diversity

- i. Diversify employment. Many jobs in the Helena region are in the public sector.
- ii. Continue to improve the number of specialized tech companies.
- iii. Attract more new businesses to help fuel growth and diversify the workforce.
- iv. Attract new industries to the region and promote niche marketing that highlights the region.

c. Developing opportunity

- i. Continue to promote the region's recreational opportunities and natural resources to attract industries and workforce.
- ii. Identify vacant and/or underutilized properties that could be targeted for redevelopment and help grow local tax base.
- iii. Promote redevelopment and revitalization, especially in the downtown corridors across the region.

3) What tactics should be used as a regional economic strategy?

- a. Promote existing businesses and emphasize that the region is business friendly.
- b. Highlight quality of life amenities that the region has to offer.
- c. Support local marketing and attraction efforts.

SWOT Analysis

District Strengths: The most notable strength of the regional economy is that Helena is the state capital with a high percentage of government jobs and related jobs in services and retail. The government sector provides economic stability. Also, in many households both spouses work in government which raises median household income. However, the government sector will not significantly expand, and the economic effect of government reduces with distance from the capital: for example, Meagher County receives little benefit and has significant poverty.

District Weaknesses: A common regional economic development problem for all District counties is the lack of jobs for persons in their 20s. Demographic analysis shows the 20-30 year old cohort continue to leave the District to find employment and the remaining population is aging. The prime working-age labor pool is shrinking and the dependent aged population is growing.

District Opportunities: The most significant economic opportunities include the expansion of the tech industry, manufacturing sector, and the possible development of a new copper mine in Meagher County that will generate 250 jobs by 2020. Another smaller opportunity is the development of national-brand stores in Helena that attracts consumers from the surrounding region. However, the new national retail development has reduced consumer demand for local stores which have been forced to close, e.g., the Helena Capitol Shopping Mall is almost completely vacant and downtown stores have recently closed in traditional retail centers.

District Threats: The major economic threat to the district is that historical trends continue: 20-30 years olds leave, the population ages, and incomes stagnate or lower. Since the last CEDS process, housing has risen to the top of the region's threat list. Housing, of all types, is desperately needed across the region. The rural communities already face significant challenges attracting workers. The lack of housing accommodations adds "insult to injury" in a sense that the rural communities cannot house the workforce that does come to their community.

District Economic Development Strategies: These economic trends are the reasons for MBAC to facilitate the creation of export jobs and export investments while continuing to support the retention and expansion of existing businesses, and entrepreneurship. Retention and expansion of businesses will most likely result in modest job creation and retention. Exporting and entrepreneurial firms are the most likely to create new jobs and attract new investment. This is MBAC's first-level priority to bring in and develop new-job creating firms. Preconditions for recruiting exporting firms and developing entrepreneurial firms are respectively ready sites and financial capital. Preparing sites/infrastructure and capital formation are MBAC's second level priorities.

The SWOT information and feedback was compiled from regional public hearings, joint work sessions with local government officials, LDOs, Chamber of Commerce meetings, and feedback received from a survey developed by Carroll College and MBAC.

Broadwater County

MBAC worked with Broadwater County Development Corporation (BCDC) to host a meeting with a SWOT analysis of Townsend's Downtown corridor. SWOT feedback was received during a community growth visioning session on January 18th, 2019.

Strengths

- Location
- Recreational Amenities
- Improving Healthcare Services
- New businesses & industries
- Favorable water & soils
- Strong public schools
- Engaged community

Weaknesses

- Decaying buildings & properties
- Internet connectivity
- Lack of affordable housing
- Attracting & keeping workforce
- Lack of identity
- Lack of community planning

Opportunities

- Downtown revitalization in Townsend
- Natural resource development
- Business & Industrial Park development at CDP, Wheatland
- Expansion of Niche Agriculture

Threats

- Aging workforce
- Aging infrastructure
- Lack of housing accommodations
- Faction in the community
- Poverty and substance abuse

Lewis & Clark County

MBAC staff attended a jointly held public hearing on April 11th, 2018 with the City of Helena and Lewis & Clark County to discuss the SWOT of the area.

Strengths

- Diverse mix of businesses & industries
- Growing tech sector
- Recreational Amenities
- Improved healthcare services
- Stable economy
- Public education expansion
- Airport growth
- Stronger marketing efforts

Weaknesses

- Empty buildings & properties
- Shrinking pool of qualified & skilled workers
- Stagnate mindset & issues realizing potential
- housing options & accommodations

Opportunities

- Attracting private investment into Helena's Opportunity Zone
- Downtown Revitalization in all communities
- Local workforce development initiatives
- Marketing the area a "work, live & play destination.
- Entrepreneurship growth

Threats

- Aging workforce
- lack of LMI and workforce housing
- Lack of investment in rural towns
- Community decay and blight
- Aging infrastructure

Meagher County

MBAC has worked closely with the Meagher County Chamber of Commerce in recent years to identify challenges in the community, and to find solutions. A public meeting was held with the Chamber on November 19th, 2018 to discuss the SWOT analysis.



Broadwater, Lewis & Clark and Meagher Counties are facing similar and different challenges. Broadwater County is sandwiched between Helena/Lewis & Clark County and rapidly growing Bozeman, MT/Gallatin County. The “Bozeman Corridor” begins at the southern end of Broadwater County, where Hwy 287 & I-90 meet. This intersection is known as CDP Wheatland, and is near the Headwaters of the Missouri River. A Bozeman based business has purchased 250 acres in the Wheatland area and will be constructing a \$12 million dollar manufacturing facility. This is a substantial amount of investment that Broadwater County does not typically see. Broadwater County is starting to see positive signs of housing development, especially near the Silos Area and CDP Wheatland. However, the City of Townsend is in need of new housing developments, particularly for low-income families.

Townsend’s downtown corridor is experiencing positive changes. There is a new craft brewery that will attract local citizens and tourists, a storefront grant program has helped business/property owners improve their façades, and there has been a recent interest in historic preservation. However, there is still a substantial amount of work to be done. MBAC has started discussions with Townsend’s City Council to discuss the possibility of pursuing a Downtown Master Plan (DMP) via grant application. A DMP is critical for planning and future growth.

Lewis & Clark County is experiencing a growth at rate of roughly 1% annually. The City of Helena is continuing to grow as the hub of Lewis & Clark, Broadwater and northern Jefferson Counties.

Since the last CEDS process, the City of Helena has annexed a substantial amount of land into the City's limits and extended services (i.e. water & sewer) to these areas. The annexation has led to new housing developments and commercial businesses. Annexation has been both positive and negative for the City. For example, a major downtown business, Blue Cross Blue Shield of Montana, moved its entire operation and hundreds of employees to a new urban location. This move left roughly 66,000 sqft vacant in the downtown area, and the space remained unoccupied for almost three years. This example is a common trend in the downtown area, however, the downtown area was recently awarded the Opportunity Zone designation. MBAC and numerous partners are hoping that the designation will attract private investment and spur downtown revitalization efforts.

The Helena Regional Airport has experienced positive growth and demand over recent years. The airport offers several direct flights to major cities such as Salt Lake City, UT and Denver, CO. As of early 2019, the airport is undergoing a large expansion that will expand the number of terminals and flights offered per day. The airport and expansion will continue to positively impact Helena's appeal as a travel, tourism and business destination. Next to the airport, the Boeing Company, has also experienced large growth in recent years. Boeing expanded its manufacturing facility and is currently planning for another expansion. Overall, the airport and Boeing have boosted Helena's image as a leader in the aerospace industry across Montana.

Several other parts of Helena, such as the Railroad district and West Business District, are experiencing growth and new business. The City of Helena 2019 Growth Policy update is geared towards planning for the next five-to-seven years. The update is a balanced mix of improving services for residents, tourism attraction, and business-friendly initiatives to support existing businesses and attract new industries.

The City of East Helena has experienced several monumental changes in recent years and several large transactions have occurred. As an EPA Superfund Site, East Helena has been subject to large environmental projects and an important project was completed in 2017. The Prickly Pear Creek bed project was completed and the creek was moved roughly 60 yards from the gigantic slag pile. In 2018, The Montana Environmental Trust Group (METG) sold a large tract of property to a major convenience store and hotel chain. The Montana Natural Resources Damages (NRD) Division is currently working with the Prickly Pear Land Trust to establish a [massive greenway](#) (i.e. trail system), that will allow patrons and tourists to enjoy the new Prickly Pear Creek and access East Helena's amenities.

In 2018, East Helena voters approved a multi-million dollar mill levy to build a new high school and to expand the East Helena School District from K-8, to K-12. This vote substantially changed East Helena, previously students attended high school in Helena. The new high school will be built on land that was previously owned by METG and the first freshman class will start fall 2019. The rural communities in Lewis & Clark County; Augusta, Craig, Lincoln, & Wolf Creek are in need of investment and positive growth. These communities rely heavily on travelers stopping and

spending money. A successful tourism season is vital to sustaining year round stability for these communities.

The rural communities have also experienced hardships due to natural causes. Augusta experienced significant flooding during spring 2018 and an emergency declaration was issued. As a result of the flooding, the famous Augusta Rodeo was canceled (later rescheduled) but the cancellation created a negative impact on Augusta's businesses. During the winter of 2017-2018, Lincoln received heavy snow fall, and the town was essentially shut-off from the rest of the county for weeks.

Supporting local business in these communities is critical to sustaining their existence. MBAC and Lewis & Clark County will be partnering to establish a Storefront Grant Program to assist businesses by providing matching grants to improve façades. MBAC has also been partnering with organizations to promote historic preservation & revitalization of old buildings. There are projects in each community currently underway that will help increase business vitality and promote each community.

Since the last CEDS document, Meagher County has arguably seen the most changes. The City of White Sulphur Springs has experienced a resurgence and has become a major destination. Given its proximity to Helena and Bozeman, White Sulphur Springs is regularly patronized by non-residents looking to get out of nearby communities for a day, or a weekend. Montana Department of Transportation (MDOT) upgraded the town's main street (which is also Hwy 12), and rebuilt sidewalks. MBAC worked with the Meagher County Chamber of Commerce to add new street lights and beautify several community parks. The project also generated new signage for the parks and entrances into the City and County. MBAC worked with the Chamber to award storefront grants to businesses to improve their façades. The program has been highly successful and has improved the aesthetics of White Sulphur Springs.

Sandfire Resources, formerly known as Tintina Resources, is moving towards receiving its permit from Montana Department of Environment Quality (MDEQ) to open the Black Butte Copper Mine. Since the last CEDS, Sandfire entered the rigorous permitting process, commissioned an Environmental Impact Study (EIS), and started a feasibility study to address business logistics pertaining to the mine's operation. As of March 2019, the EIS has been completed and MDEQ has found that the mine's presences and operation will have no negative impact to the popular Smith River that dissects the County. Once opened, the mine will employ 250 employees and will have a substantial economic impact on the County's economy.

A new pumped storage-hydro operation is currently being developed in Meagher County as well. Located on the eastern edge of the County, the Gordon Butte operation will connect to the Colstrip 500 kV transmission line that provides services to much of the Pacific Northwest. Both of these projects highlight substantial developments in Meagher County.

Meagher County has been designated as an Opportunity Zone and there is hope that will lead to other sizeable projects similar to the Black Butte & Gordon Butte projects. The County is desperate for taxable value and private investment. The County has a limited budget and the increase in taxable value would improve operations and functions.

Looking at the entire MBAC region, there are several trends and issues each county is facing. Workforce attraction and retention is one of the most common issue mentioned. Businesses of all sizes are struggling to find qualified/skilled workers. MBAC and partnering organizations are working to address this issue on two fronts 1.) home-growing talented workers 2.) attracting and retaining workers from other places. Home grown workforce development initiatives such as Helena WINS and the Helena Area Chamber of Commerce, is spearheading with partners like MBAC. Helena area businesses have started to develop innovative training programs internally to train prospective employees. Helena College, a two-year public college, has also been heavily involved with this approach and the Helena WINS initiative. Attracting and retaining workers through initiatives like Helena WINS and regional marketing efforts. Marketing the area as a “live, work, play” destination has been successful. Helena and the surrounding region has received substantial interest for its recreational opportunities.

Another issue mentioned across the region is the lack of housing options and accommodations. Traditionally, MBAC has not been a lead agency in terms of addressing housing issues in the region. However, we are starting to see that the housing issues directly affect workforce development, attraction and retention. MBAC will be ramping up efforts to support housing initiatives across the region.

Other common issues and trends include:

- Aging infrastructure
- Underutilized and or vacant properties
- Loss of taxable value
- Taxable value does not reflect actual growth rate
- Open jobs and positions due to low unemployment rate
- Shrinking pool of qualified/skilled workers
- Loss of business and industries

Feedback from the SWOT analysis in all three counties, and current trends, MBAC has developed a new year 5 year action plan for the region. This action plan includes priorities, objectives, timeframes, action items, and resources to carry out the mission of the CEDS.

2019 Implementation/Action Plan- Schedule

MBAC Region

CEDS Strategy	Priority	Objective	Lead Agency	Time Frame	Jobs	Action Item	Resources
Loan Program	A	Provide loan programs that expand and attract business growth in the MBAC Region	MBAC	2019-2023	25	Prioritize Targeted Industries & Clusters Target Succession Planning for aging businesses	Additional Capital – BOI, EDA, Private Equity, MDEQ
Business Technical Assistance	A	Provide competent & proactive business consulting	MBAC	2019-2023	5	Coordinate with SCORE, SBDC, and Helena College to provide Services	Personnel – Score, SBDC, Helena College, MBAC, Job Service
Business Attraction	A	Develop a targeted approach to attract businesses to the region	MBAC	2019-2023	100's	Use TIA to specify specific Niche Markets that have Highest potential	MBAC, Chamber, BID, MMEC
Cluster Development	A	Exploit the strengths of the region	MBAC	2019-2023	100's	Promote Helena WINS initiatives Develop Engineering Cluster Expand Coding & IT Cluster Expand Machining & Manufacturing Clusters	MBAC, Helena College, MMEC, M&M, Boeing, Pioneering
Workforce Development & Education	A	Provide opportunities to increase the performance and efficiencies of the workforce, generate apprenticeships, and opportunities for entrepreneurs	Helena College	2019-2023	100's	Target workforce training opportunities	Job Service, Helena College, Carroll College
Commercial Property "Shovel Ready"	B	Develop/Assist to provide property options that address the area's needs	MBAC	2019-2023	-	Identify properties that need redevelopment/infill	Brownfield, Developers Association
Infrastructure	A	Identify utilities that are needed to support further business and community growth	MBAC	2019-2023	-	Prioritize properties and costs associated with infrastructure expansion	Municipalities, MBAC, MDOT, Dept of Commerce
Energy	B	Reduce the costs per BTU & promote the efficient use per kw and BTU. Promote Alternative Energy resources and initiatives.	MBAC	2019-2023	-	Explore the use of LNG in rural locals	MBAC, NWE, Amerigas, Private Investment
Transportation	A	Promote efficient use of highway and rail corridors	MBAC	2019-2023	Safety Issue	Prioritize road and rail projects	MBAC, MDOT, MRL

Broadwater County

CEDS Strategy	Priority	Objective	Lead Agency	Time Frame	Jobs	Action Item	Resources
Broadwater Health Center	A	Assist with the implementation of BHC – Campus Plan.	BHC	2019-2023	20	<ul style="list-style-type: none"> • Upgrade or build new facility. • Build new ambulance facility 	BHC, MBAC, Dept of Commerce, USDA, HUD
Improve Silos Recreation Area	A	Implement findings and recommendations in the Silos Area – Master Plan	BCDC	2019-2023	Quality of life issue	<ul style="list-style-type: none"> • Upgrade facilities, improve access, and bring new amenities. • Create new design/buildout plan 	BCDC, MBAC, County, BOR, Dept of Commerce
Park and Trail Development	B	Prioritize and expand the sidewalk and trail system	City	2019-2023	Quality of life issue	<ul style="list-style-type: none"> • Manage sidewalk improvements • Create trail to fairgrounds 	Joint City/County Parks & Recreation Board
Tourism Development	A	Expand available services at the river and lake	BCDC	2019-2023	5	<ul style="list-style-type: none"> • Implementation of the Silos Area Master Plan & Missouri River Marketing Plan • Develop Copper City biking trails. 	BOR, Broadwater County, FWP, BCDC, Chamber, MBAC, BSTF
Transportation	A	Promote safe and convenient corridors	MBAC	2019-2023	Safety issue	<ul style="list-style-type: none"> • Promote replacement of Toston Bridge • Footpath over the river • Facilitate roadway widening efforts Hwy 287 	MDOT, BCDC, Chamber, MBAC, TIGER Grant
Natural Resource Development	A	Promote the safe and sustainable use of resources	MBAC	2019-2023	10	<ul style="list-style-type: none"> • Promote sustainable harvest of regional forest • Promote the extraction of minerals • Promote the conservation of water 	Forest Service, Chamber, BCDC, MDEQ, Conservation District, MBAC
Niche Agriculture	A	Promote the expansion of niche markets that generate wealth	MSU-Ext	2019-2023	2	<ul style="list-style-type: none"> • Creation of a feedlot • Increase the availability of microgreens • Find product/plants that flourish in the region micro climate (i.e. Hops) 	MSU-Ext, BCDC, MBAC, Conservation District

Lewis & Clark County

CEDS Strategy	Priority	Objective	Lead Agency	Time Frame	Jobs	Action Item	Resources
Redevelopment of impaired properties	A	Remediate and ready properties for better higher use	MBAC	2019-2023	100s	<ul style="list-style-type: none"> Find occupants for vacant properties, especially in downtown Helena. Develop East Helena Properties 	MDEQ, EPA, METG, MBAC, East Helena, L&C County, Property Owners, and all other applicable parties
Machining & Manufacturing Cluster	A	Develop an internationally recognized machining & manufacturing cluster	MBAC	2019-2023	100's	<ul style="list-style-type: none"> Identify Core Competencies Attract like Industries Attract Ancillary Industries Create apprenticeship opportunities 	Helena College, MMEC, Helena Airport Authority, MBAC, Boeing, Pioneer
Tourism Development	A	Expand services & opportunities provided	TBID, BID	2019-2023	25	<ul style="list-style-type: none"> Expand biking options Expand retail offerings Expand experiential opportunities 	BID, Chamber, MBAC, Helena Tourism Alliance, City of Helena, Lincoln
Transportation	B	Promote safe and convenient corridors	City & County	2019-2023	Safety issue	<ul style="list-style-type: none"> Promote interconnectivity around airport Traffic Study in Railroad District Expansion of rail loading options Grade separation on North Montana 	MDOT, Chamber, MBAC, City of Helena, City of East Helena
Natural Resource Development	A	Promote the safe and sustainable use of resources	MBAC	2019-2023	5	<ul style="list-style-type: none"> Sustainable harvest of regional forest Appropriate extraction of minerals Promote the conservation of water 	Forest Service, Chamber, MDEQ, Conservation District, MBAC
Defensible Spaces	A	Develop defensible spaces in the urban – forest interface & urban military area	Tri-County	2019-2023	-	<ul style="list-style-type: none"> Develop standards that meet fire requirements and joint land use standards. Train Volunteer Fire Dept on risks associated in Urban-Forest interface 	Tri-County FireSafe, City of Helena, L&C County, MBAC, Realtor Association, Developers
Education & Training	A	Strive to create a well-educated and motivated populace and work force. Work with the public schools to provide skills training for students.	Helena College /MBAC	2019-2023	10	<ul style="list-style-type: none"> Identify regional needs/weaknesses Promote programs that are effective Increase apprenticeship opportunities Promote Helena WINS initiative 	Helena College, Carroll College, School Districts, Chamber, MBAC, Job Service
Public Facilities	B	Develop public facilities that meets and exceeds the needs of the region	Municipalities, YMCA	2019-2023	-	<ul style="list-style-type: none"> Develop a expansion schedule Promote the benefits 	Fairboard, Chamber, BID, Helena Tourism Alliance, MBAC, MSU-Ext
Environmental Engineering Cluster	B	Promote the highly educated and volume of Environmental Engineering professionals in the region	MBAC	2019-2023	10	<ul style="list-style-type: none"> Identify Core Competencies Attract Environmental Research and Development Develop a marketing strategy 	Helena College, Carroll College, MBAC, Engineering association
Regional Planning	A	Update regional planning documents to reflect key issues including: 1) housing availability 2) wastewater disposal 3) roads 4) fire protection	Lewis & Clark County Cities of Helena & East Helena	2019-2023	-	<ul style="list-style-type: none"> Survey community Promote economic growth and quality of life 	City and County Planning

Meagher County

CEDS Strategy	Priority	Objective	Lead Agency	Time Frame	Jobs	Action Item	Resources
Implement Growth Policies	A	Implement growth policies to help manage population growth and land development.	Meagher County, City of WSS	2019-2023	-	<ul style="list-style-type: none"> Prioritize land use objectives Promote area attraction 	City of WSS, Meagher County, MBAC, Chamber
Remediate Community Blight	A	Promote a community that everyone is proud of. Grow local tax base via property redevelopment.	Chamber	2019-2023	Quality of life issue	<ul style="list-style-type: none"> Identify regions of stress Promote beautification 	Chamber, MBAC, City of WSS, Meagher County
Tourism Development	A	Expand services & opportunities provided	Chamber	2019-2023	5	<ul style="list-style-type: none"> Revise the Brand and internet marketing of region Expand business attraction due to FTTH fiber optic availability Expand recreational opportunities 	Chamber, MBAC, City of WSS, Montana Mainstreet, Central Montana Country
Transportation	B	Promote safe and convenient corridors	MDOT	2018-2023	Safety Issue	<ul style="list-style-type: none"> Facilitate reconstruction opportunities of Hwy 12 Promote streetscape beautification 	MDOT, Chamber, MBAC, City of WSS
Natural Resource Development	A	Promote the safe and sustainable use of resources	Chamber, MSU Extension	2019-2023	100's	<ul style="list-style-type: none"> Promote the appropriate extraction of minerals Promote sustainable harvest of forests Promote the conservation of water 	Forest Service, Chamber, MDEQ, Conservation District, MBAC, Sandfire Resources
Education & Training	A	Strive to create a well-educated and motivated populace and work force	Schools	2019-2023	-	<ul style="list-style-type: none"> Identify regional needs/weaknesses Promote programs that are effective 	School Districts, Chamber, MBAC, Job Service
Housing Strategy	A	Improve the existing housing stock and create new housing accommodations for workforce and LMI peoples.	Chamber, MBAC, City of WSS & County	2019-2023	Quality of life issue	<ul style="list-style-type: none"> Work with local and regional developers Statewide housing agencies Coordinate between Senior living and Hospital CAH facility 	Chamber, Senior Center, MBAC, Meagher County, Hospital, City of WSS, Banks

MBAC

Evaluation

Our organizational performance is continually evaluated by the numerous state and federal agencies that have entrusted our District with performance responsibilities relative to the proper management of their specific programs. These evaluations include, but are not limited to, financial audits, regularly scheduled reporting obligations, and frequent communication with the respective agencies. As a matter of course, the Montana Business Assistance Connection Board of Directors is responsible for evaluating and reporting CEDS “Action Plan” progress. The Board will continue to comply with all EDA reporting requirements. Our District’s effectiveness is evaluated on an ongoing basis by our Board of Directors and CEDS committee via staff communication on the progress of current projects. Project updates occur through such means as our Board of Director’s meetings, personal contacts, meetings of member entities, MBAC’s newsletters, as well as the EDA Annual Report and CEDS update. The status of activities and progress, including achievement of goals, will be reviewed at each quarterly Board of Director’s meeting. A “Project Evaluation” chart, updated by MBAC staff for each Board meeting, corresponds specifically to projects in progress and outlines the project’s title, its CEDS category, financial partners, funding levels, and anticipated date of completion. A chart detailing “Completed Projects” to date is also provided. While activity will be ongoing, the evaluation of progress will be done at the Board of Director’s meetings.

Performance Measures

Performance measures will be tied directly to the long-term economic development goals as previously identified in this document. The following criteria will be used to measure our performance as an Economic Development District (EDD).

The level and frequency of participation by government, business, and community leaders in projects, including Board and CEDS committee meetings.

The level at which we comply with all EDA Planning and Technical Assistance grant award and administrative conditions.

The level and frequency to which District staff interacts with communities in the region to provide assistance towards identified infrastructure deficiencies.

The level at which we meet the criteria established by the Montana Department of Commerce’s Certified Regional Development Corporation Program.

Number of jobs created or retained per project.

The amount and types of funding leveraged per project.

Opportunity Zones

Created as part of the Tax Cuts and Jobs Act 2017, Opportunity Zones are a federal economic development tool aiming to improve the outcomes of distressed communities. Opportunity Zones offer tax incentives to groups who invest and hold capital gains in Zone assets or property.

MBAC Opportunity Zones:

MBAC Opportunity zones include the urban census tract in downtown Helena – Tract 30049000800 and the Meagher County census tract 30059000100.

Implications:

Investments of capital gains into the Opportunity Zones within the MBAC region creates significant investment enhancements:

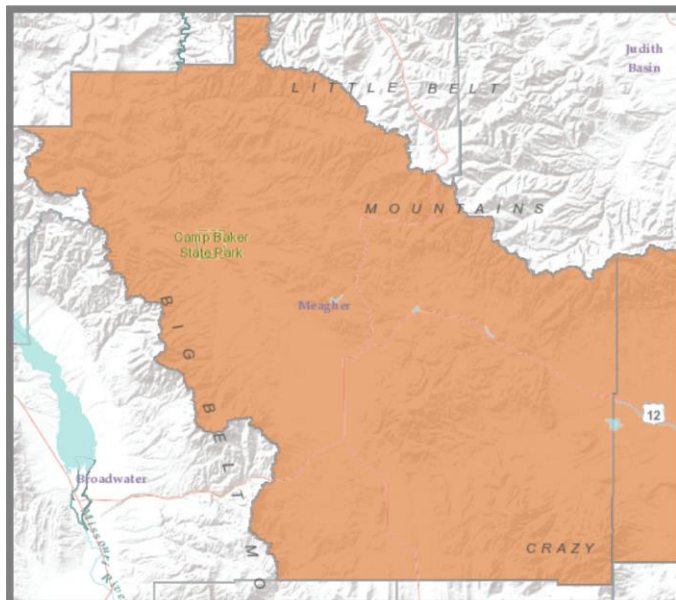
Opportunity Zone/Fund Timeline

2019	2020	2021	2022	2023	2024	2025	2026	April 2027	2028	2029
Year 0 Roll over gain into OZ investment (defer taxable gain)	Year 1	Year 2	Year 3	Year 4	Year 5 Tax on original capital gain is reduced by 10%	Year 6	Year 7 Tax on original capital gain is reduced by additional 5% (15% total)	Year 8 Pay taxes on original deferred capital gain (less 15% reduction)	Year 9	Year 10 All capital gain taxes are now eliminated on the OZ fund investment

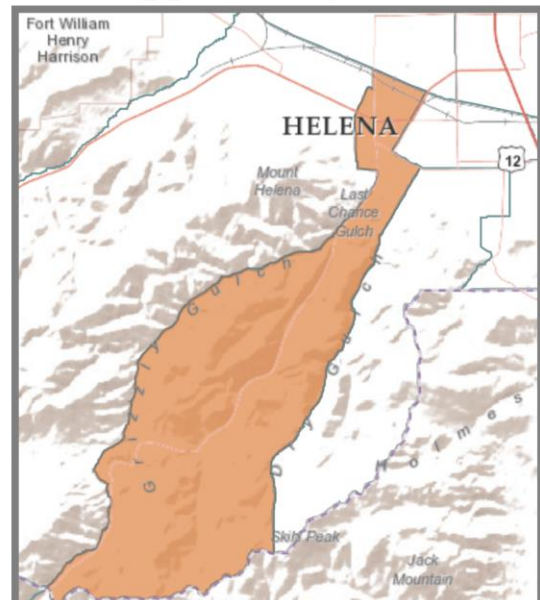
Locations:

Department of Treasury certified Opportunity Zones in MBAC region:

Meagher County Opportunity Zone



Helena Opportunity Zone



For more information see the MBAC website: <https://www.opportunityzonehelena.com/>



Broadwater County

[Overview](#)

[Population](#)

[Economy – Public Sector](#)

[Economy – Private Sector](#)

[Education](#)

[Health, Medical and Emergency Services](#)

[Municipal Services](#)

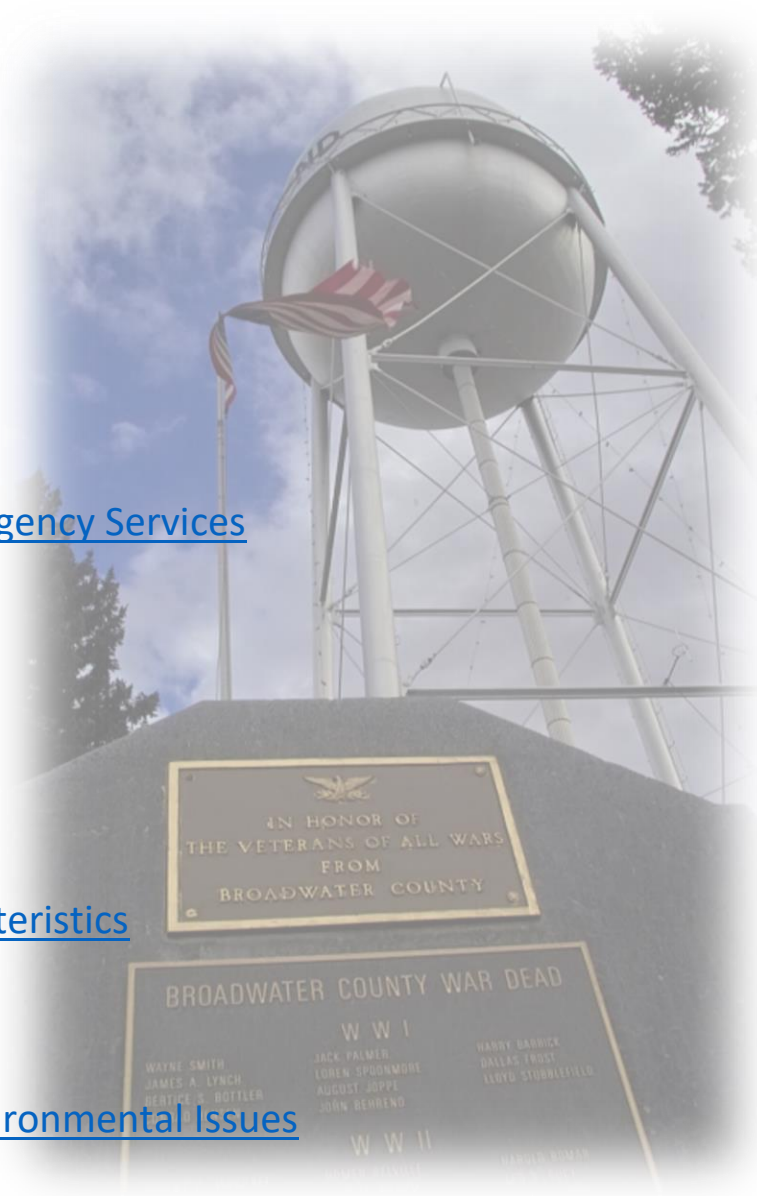
[Utilities](#)

[Transportation](#)

[Housing Stock and Characteristics](#)

[Agriculture](#)

[Natural Resource and Environmental Issues](#)



OVERVIEW

Broadwater County was created February 9, 1895, from the Missouri River valley portions of Jefferson and Meagher Counties. This was to make everyday life more efficient for the 4,000 people of the valley. Commerce and government interactions required a long trek over mountain ranges to the county seats in White Sulphur Springs or Boulder. The county's creation was made

possible by hard work of the then State Senator Gordon Watt and Lieutenant Governor A. E. Spriggs. Newly created Broadwater County included 1,238 square miles of the headwaters of the Missouri River basin.

The region was first explored by the Lewis & Clark – Corps of Discovery on July 24, 1805 with well-known locations still visible including the Crimson Bluffs, Yorks Islands, and the Little Gates of the Mountains. Gold was discovered in the region on Confederate Gulch in 1864, creating a gold boom to the region. 580,550 ounces of placer gold was removed from this mining district alone. At today's prices, this district produced \$775 million dollars of gold, most being recovered over 5 years.



The region grew consistently from the early days with mining, logging, and agriculture dominating the economy. In 1883, the Northern Pacific Railroad created the rail-stop that became Townsend, the county seat when Broadwater County was formed.



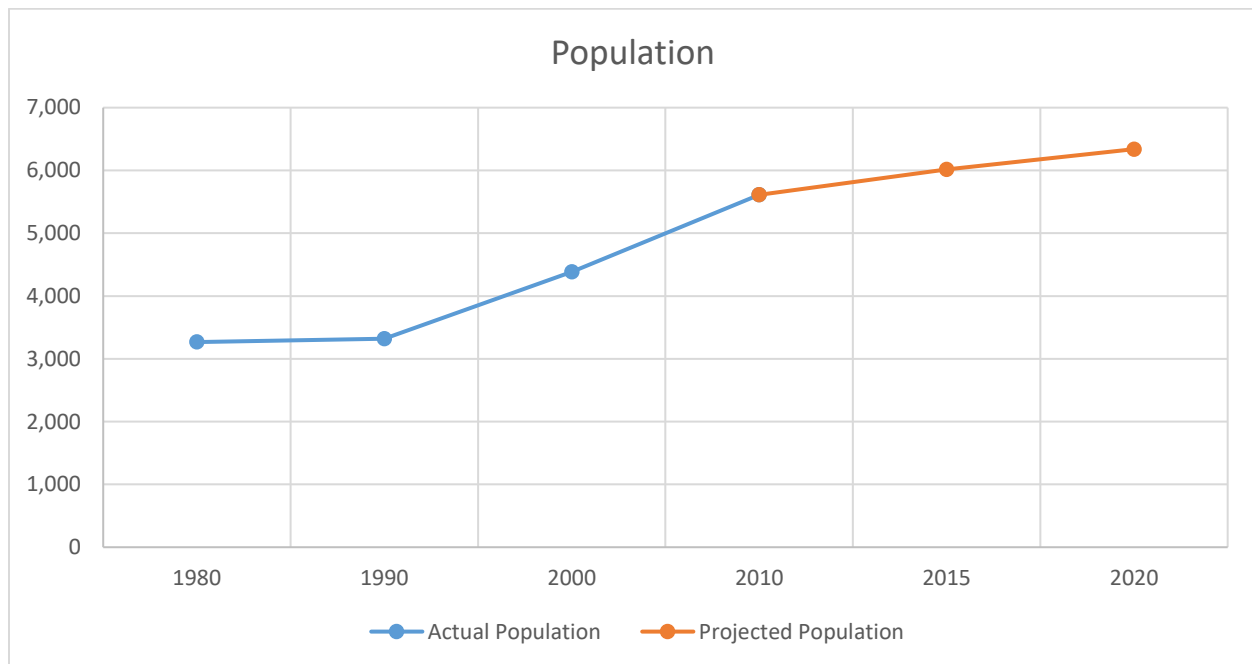
In 1940, the Toston Dam was completed on the Missouri River with an accompanying irrigation canal that brought much needed water to the fertile soils of the basin miles to the north. The dam was retrofitted in 1989 with a 10 MW run-of-the-river hydroelectric generation plant.

In 1954 the Canyon Ferry Dam was completed on the Missouri River, creating Canyon Ferry Lake which dominates Broadwater County. The hydroelectric unit has an installed capacity of 50 MW. The filling of the lake, displaced the town of Canton. Many of the homes in Townsend had were moved from the Canton town site. The most notable home was that of A.B. Cook mansion. The home is now a bed and breakfast.

POPULATION

In 2010, the US Census Bureau determined the population of Broadwater County was 5,612. Broadwater County is strategically located between the cities of Bozeman and Helena. These urban regions boast populations of 92,614 and 63,395 respectfully. Due to this strategic location, from 1990 to 2010, Broadwater County experienced a rapid population growth of 69%, averaging a 2.8% annual growth rate.

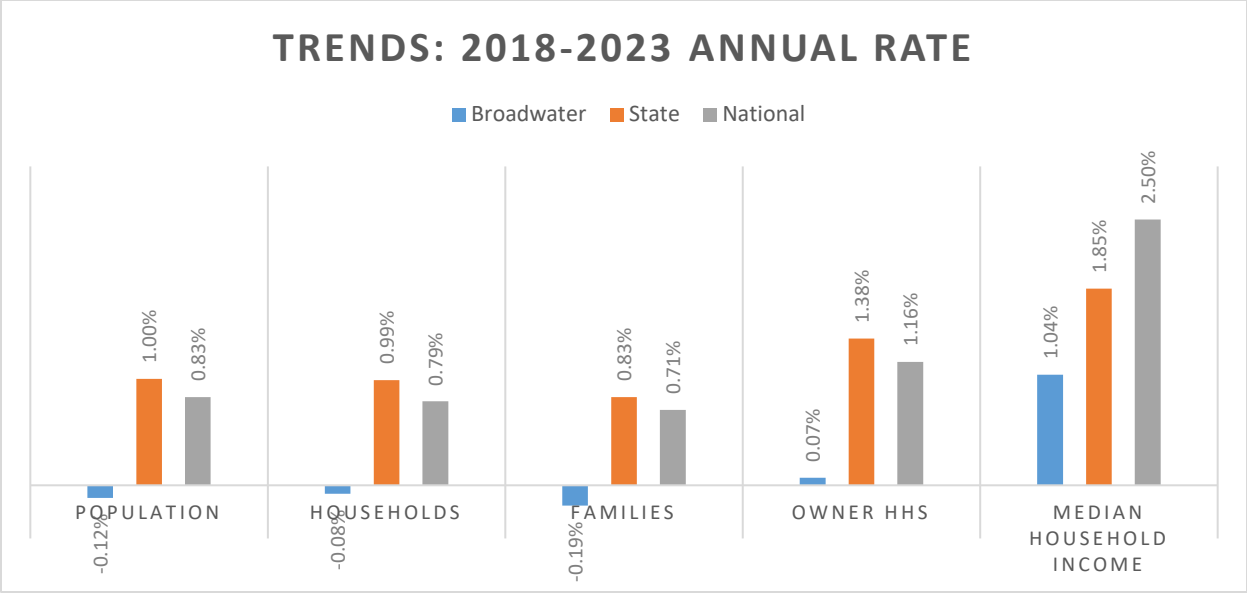
Looking forward, the 5 year growth projections in Broadwater County look to continue at a rapid rate.



Source: US Bureau of the Census--Montana Population of Counties by Decennial Census: 1900 to 1990; U.S. Census Bureau, Census 2000; U.S. Census Bureau, 2010 Census, Esri Business Analysis

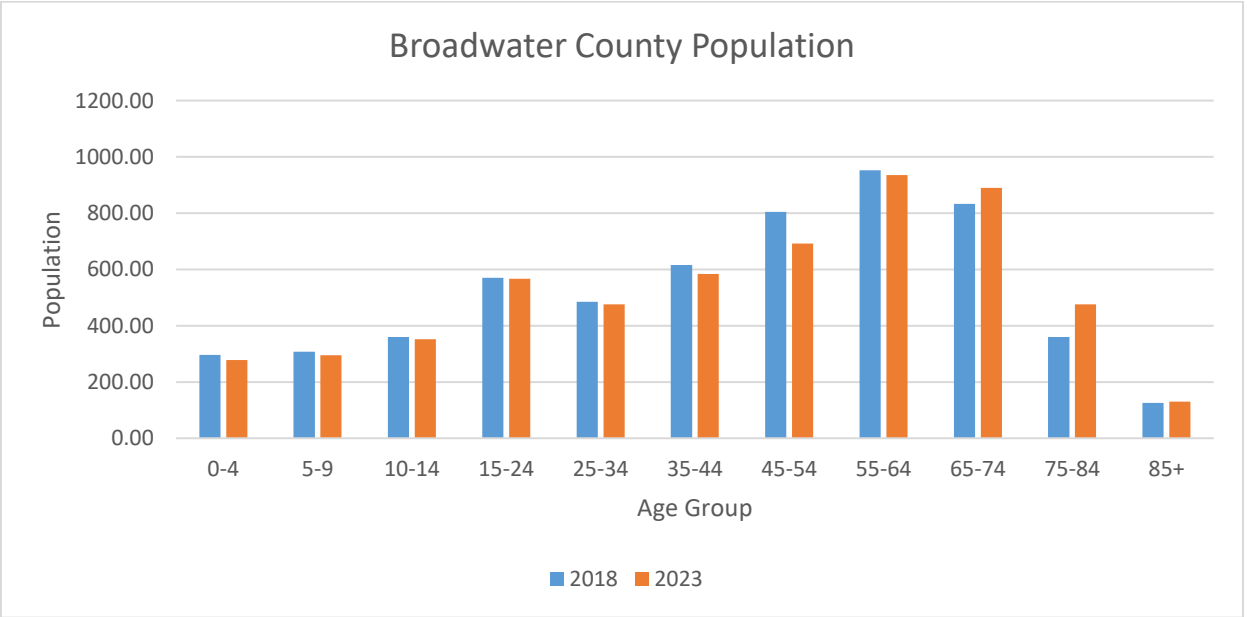
Growth in Broadwater County is occurring primarily outside of the City limits of Townsend. During the previous 20 years, rural sub-development growth had been extensive with an excess of 2,000 lots available for development.

Comparing Broadwater County to the State of Montana and the United States projections shows that growth rates will continue at faster than average, except for the Median Household Income that will lag state averages.



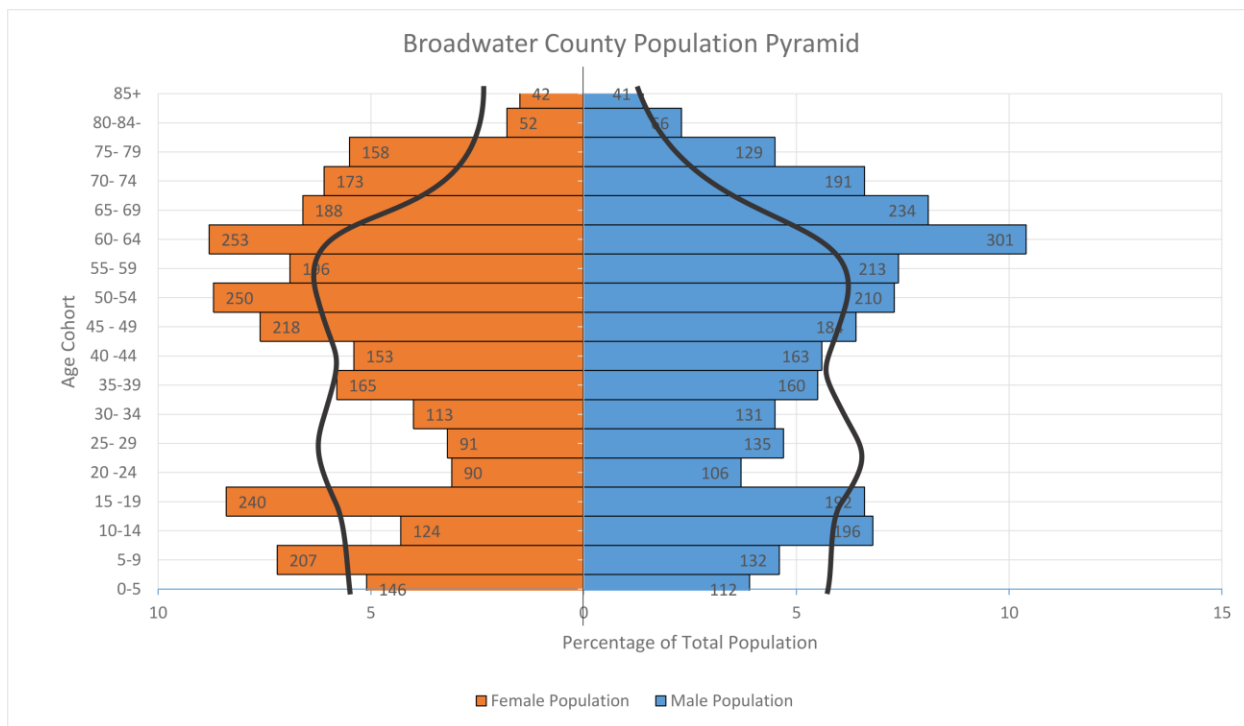
Source: MT Governor’s Office of Economic Development (Esri)

POPULATION OF BROADWATER COUNTY BY AGE; 2018-2023



Source: MT Governor’s Office of Economic Development (Esri)

The population pyramid for the County tells a common story playing out in rural communities. The median age in 2018 was 48 years of age. The community is expected to continue to grey with a projected median age in 2023 being 49 years of age.



Source: U.S. Census Bureau

Economy – Private Sector

The Cost of Living index for Broadwater County, (*City-Data.com*, in March of 2012) was scored at 88.1 as compared to a national average of 100, indicating that it is generally less expensive to live in Broadwater County. In 2013, the US Census Bureau’s Small Area Income and Poverty Estimates (SAIPE) program determined, 702 residents (12.3%) of Broadwater County were living in poverty and 223 (18.2%) of those residents were under the age of 18.

Top Private Employers in Broadwater County Based on 2nd quarter 2017 data

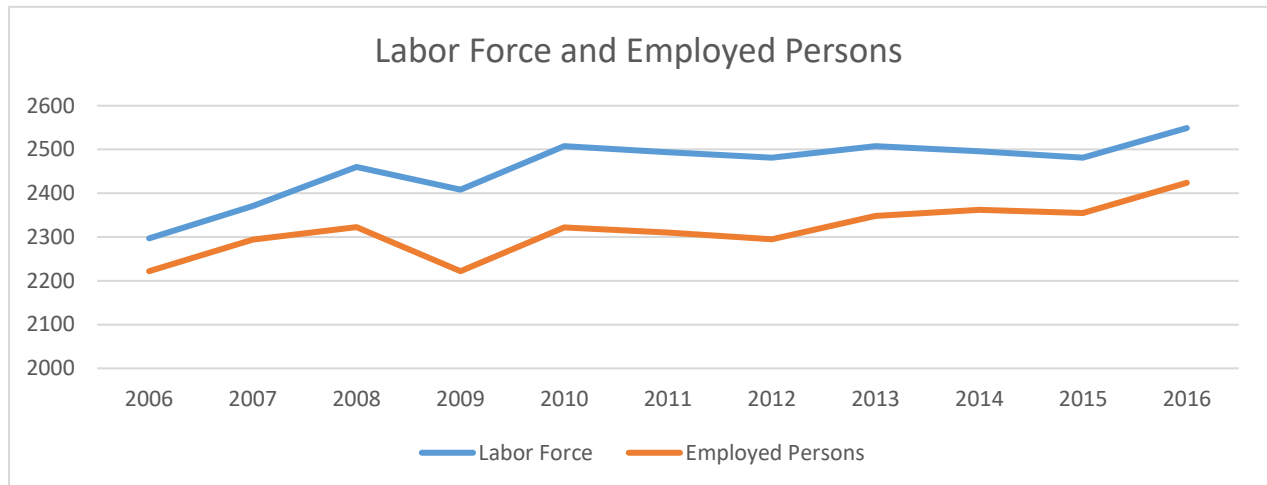
Business Name	Size Class
RY Timber	6
Wheat Montana Bakery	6
Broadwater Health Center	5
Bob's Supermarket	4
Graymont Western US Inc	4

Employment Size Class Coding: Class 6 = 100 - 249; Class 5 = 50 - 99; Class 4 = 20 - 49

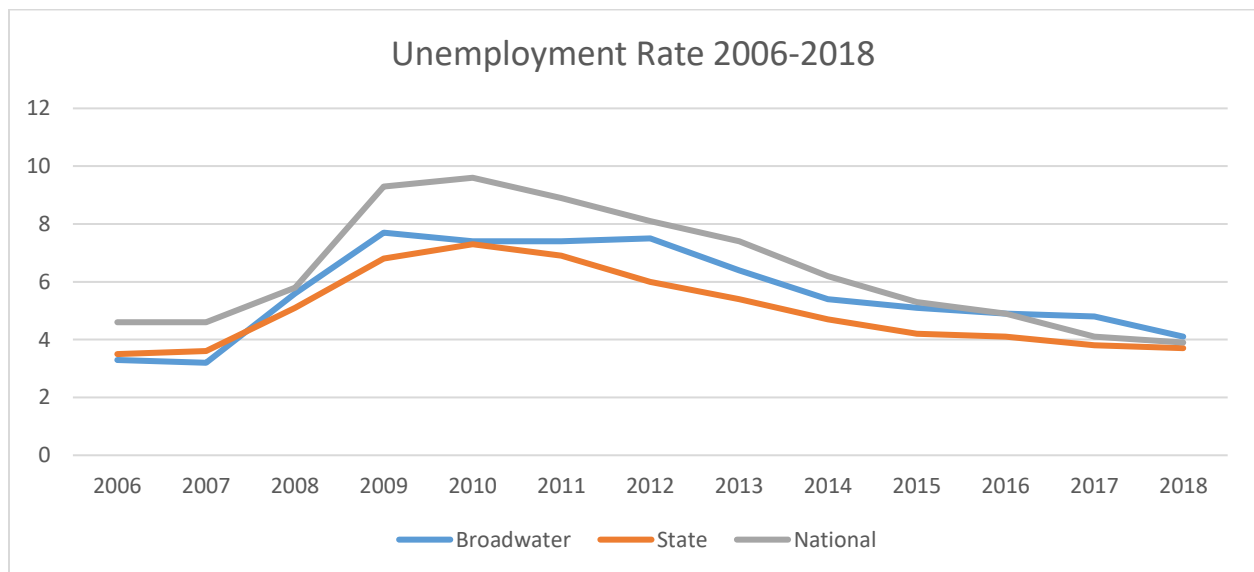
The economy of the region has historically been driven by commodity prices. The economy has been driven around mining, logging and agriculture as seen by the top 5 employers to the region. But with the installation of Canyon Ferry Dam and the resulting reservoir, the community has experienced an increase in tourism and recreation related businesses.

In recent years, the region's proximity to Helena and Bozeman has driven an increase in a commuter class of professionals that live in the region, but work in the more urban locations. The regions central location within the state has also driven an increase in sales and service related business such as Watsons Irrigation.

EMPLOYMENT

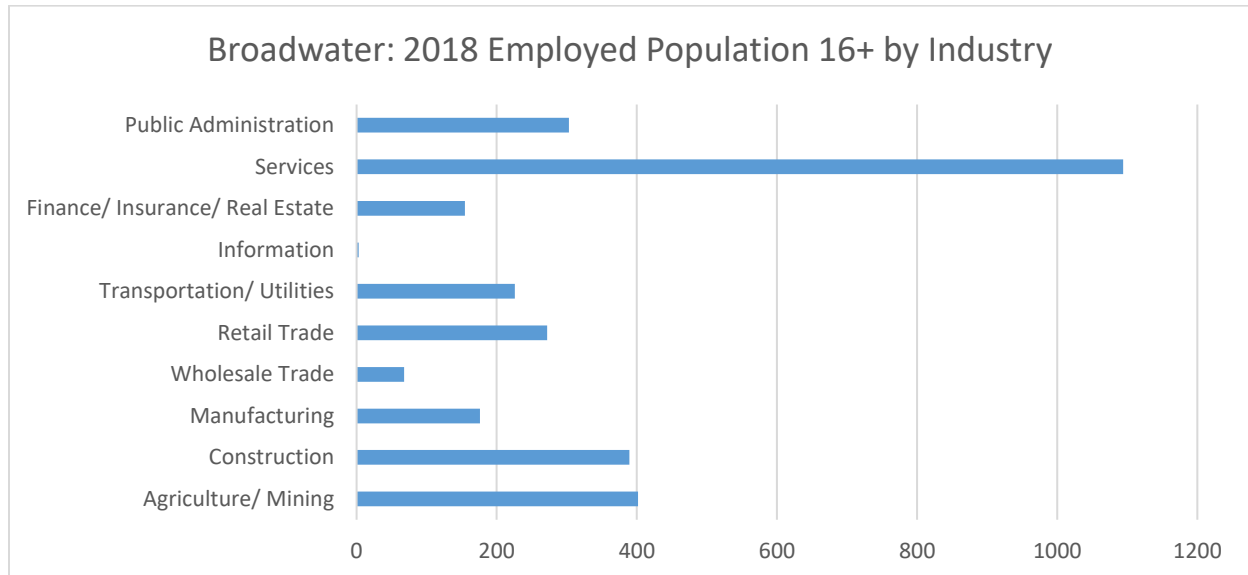


Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

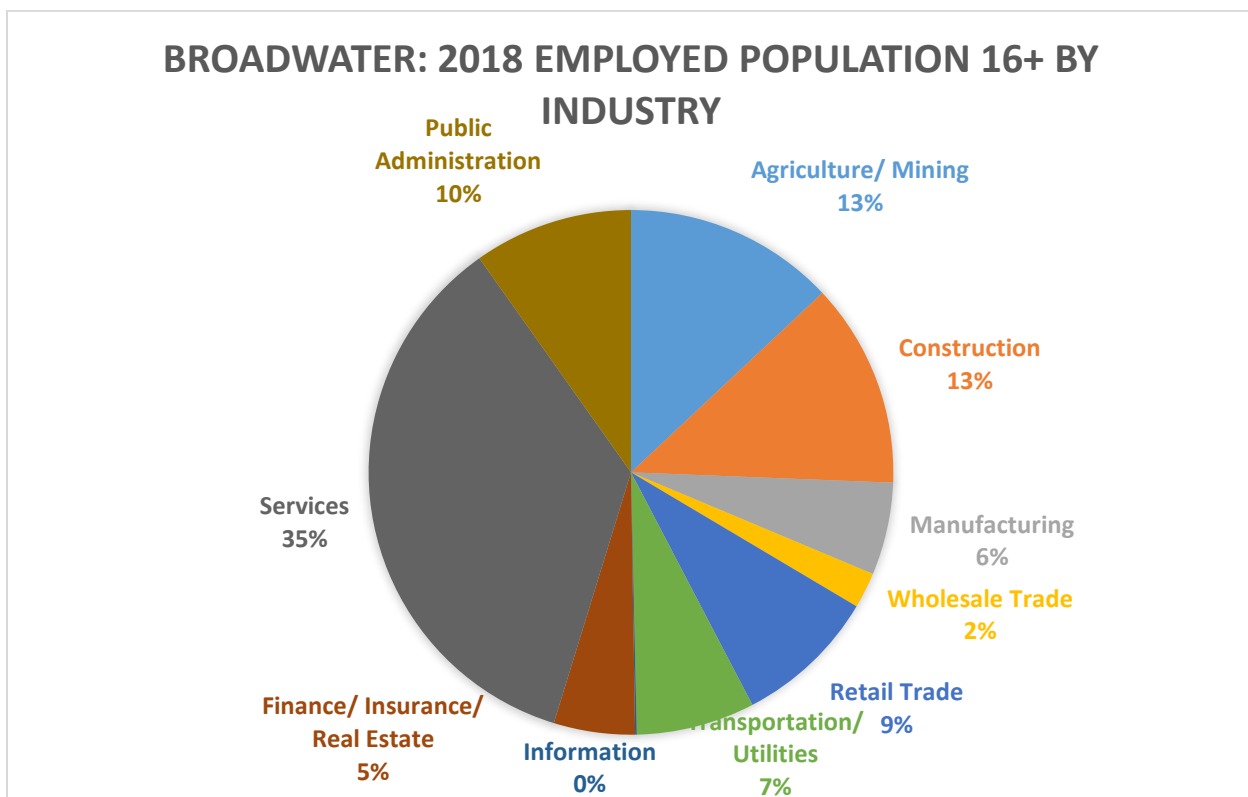


Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

ESTIMATED EMPLOYMENT BY INDUSTRY (16+), 2018



Source: Montana Governor's Office of Economic Development (Esri)



Source: Montana Governor's Office of Economic Development (Esri)

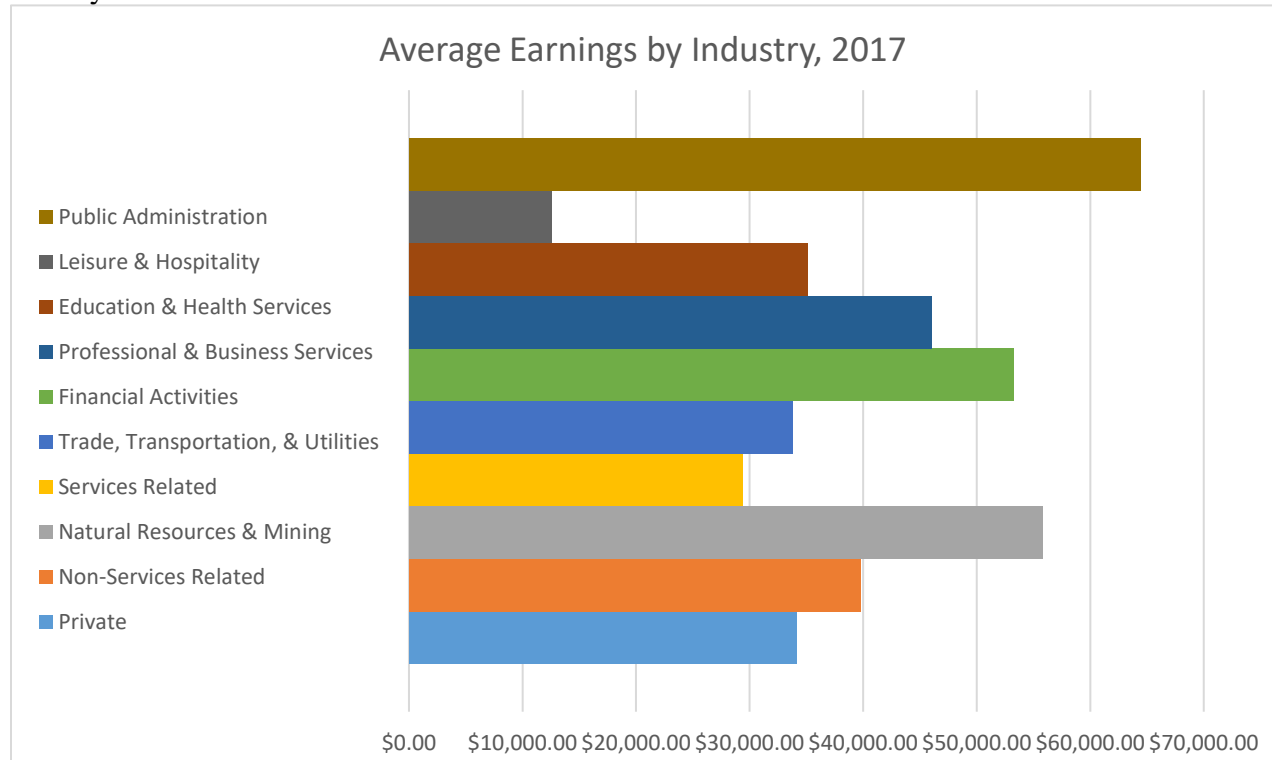
The table below lists the location quotients by industry for Broadwater County during Q1 2018. The quotient is derived by dividing the number of people in an industry by the number of people in Broadwater County. That number is then compared to the same ratio for the national level. A score of 1 or more indicates an industry that generally employs more persons than are employed around the United States on average overall, meaning that the industry is profitable in the area and exports products to other states.

Supersector	Number of establishments Private Q1 2018 ^P	Employment Private Mar 2018 ^P	12 month percent change in employment Private Mar 2017-Mar 2018 ^P	12 month change in employment Private Mar 2017-Mar 2018 ^P	Location quotient Private Mar 2018 ^P	Average weekly wage Private Q1 2018 ^P	12 month percent change in average weekly wage Private Mar 2017-Mar 2018 ^P	12 month change in average weekly wage Private Mar 2017-Mar 2018 ^P
Unclassified	1	ND	ND	ND	ND	ND	ND	ND
Financial Activities	11	87	61.1%	33	1.08	\$1,072	5.0%	\$51
Other Services	17	40	25.0%	8	0.91	\$501	-19.3%	-\$120
Professional and Business Services	17	45	9.8%	4	0.22	\$775	-7.0%	-\$58
Service-Providing	129	687	6.5%	42	0.68	\$571	6.3%	\$34
Leisure and Hospitality	29	207	6.2%	12	1.32	\$230	2.2%	\$5
Total, all industries	181	1,176	4.4%	50	0.97	\$649	-1.2%	-\$8
Goods-Producing	52	489	1.7%	8	2.32	\$757	-6.8%	-\$55
Trade,Transportation, and Utilities	39	185	0.0%	0	0.69	\$589	-1.5%	-\$9
Education and Health Services	13	117	-12.0%	-16	0.52	\$717	15.6%	\$97
Information	2	ND	ND	ND	ND	ND	ND	ND
Natural Resources and Mining	14	88	-14.6%	-15	4.95	\$1,033	-6.9%	-\$77
Construction	30	86	-	-	1.26	\$659	-	-
Manufacturing	8	315	-	-	2.54	\$707	-	-
Public Administration	-	-	-	-	-	-	-	-

Source: U.S. Department of Labor, BLS Beta Labs.

MEDIAN EARNINGS BY INDUSTRY

The following bar chart displays the median annual earnings for each industry in Broadwater County:



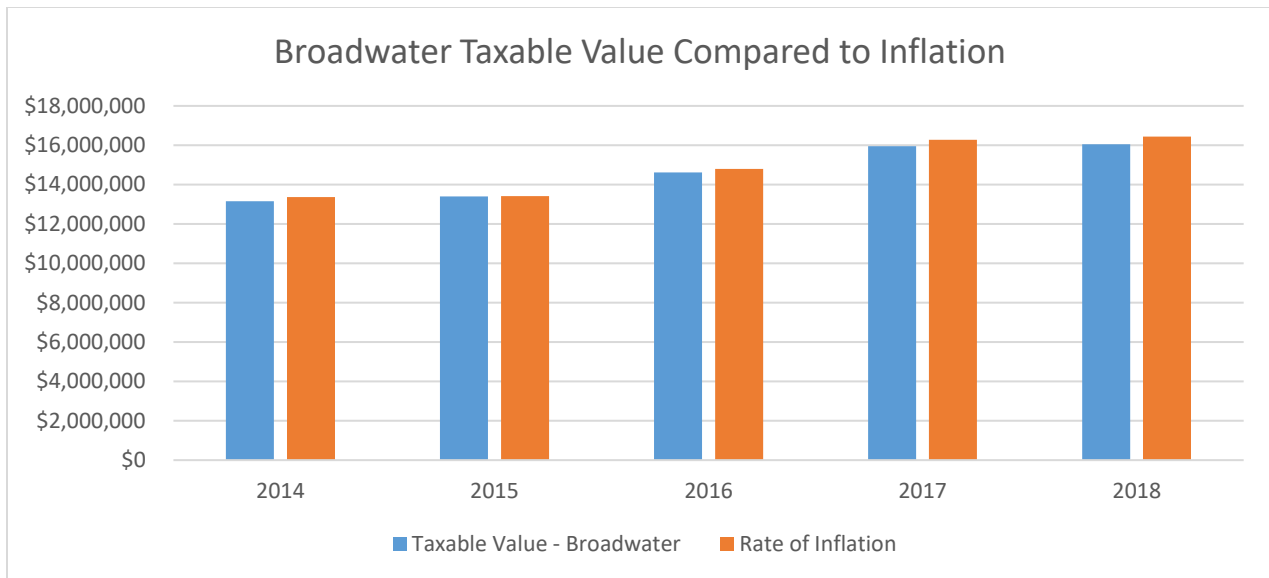
Source: Bureau of Labor Statistics, via Headwaters Economics

In Broadwater County for the year 2018, the median household income was \$49,223 with an average household income of \$66,190. By 2023, the median household income is expected to grow to \$51,828 with the average household income increasing to \$74,925. Since 2012, the median household income has grown from \$41,850 to \$49,223 in 2018, an increase of 17.61%.

ECONOMY – PUBLIC SECTOR

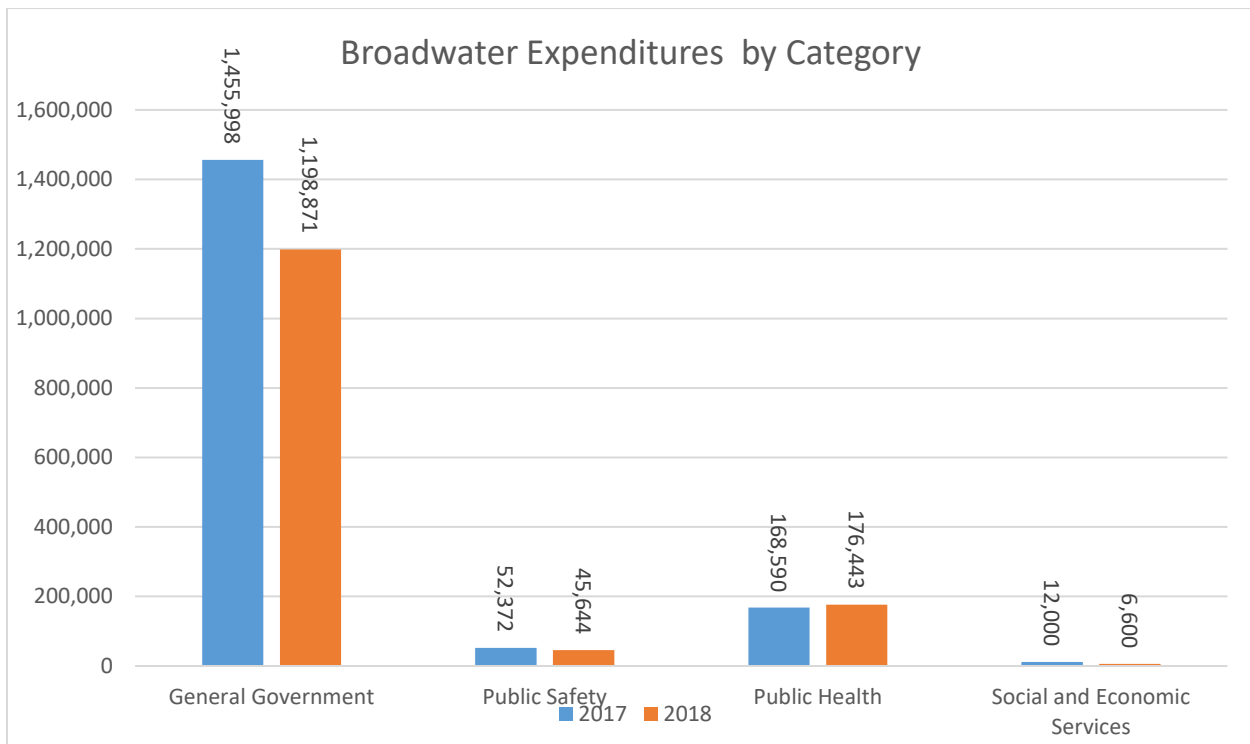
TAXABLE VALUE AND GOVERNMENT SPENDING

The following graph shows the change in taxable value for Broadwater County from 2014-2018. The blue line depicts the taxable value and the orange line depicts inflation over that same time period.

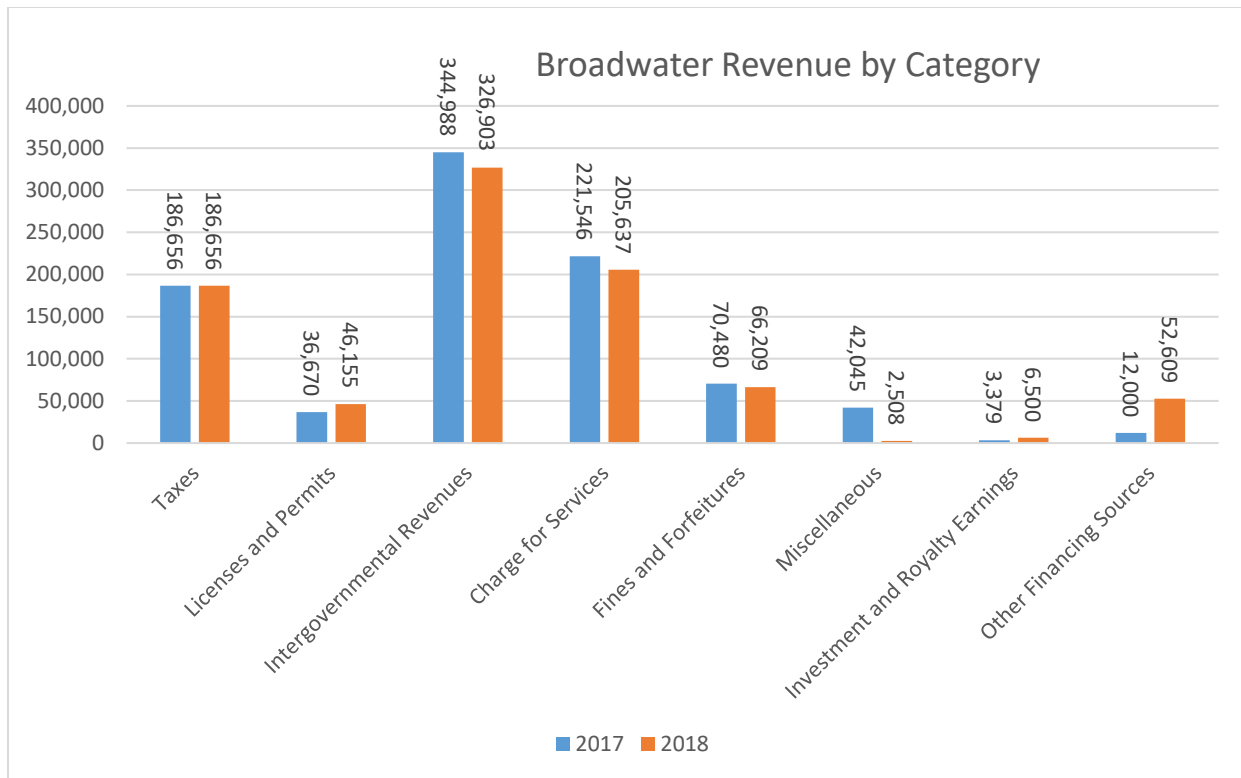


Source: MT Department of Revenue & inflationdata.com

As demonstrated in the above graph, the taxable value of Broadwater County is increasing near the same rate as inflation over the past 5 years. This makes it more likely that the County can keep up with inflationary costs that are associated with providing services.



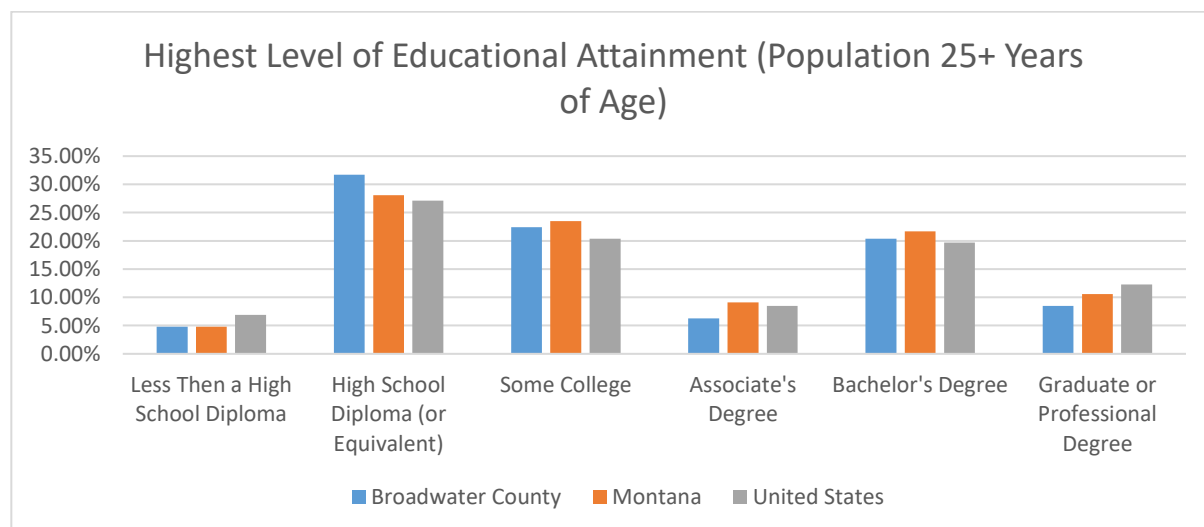
Source: Broadwater County Adopted Budget FY17 & FY 18



Source: Broadwater County Adopted Budget FY17 & FY 18

EDUCATION

The chart below displays the highest level of education attained by persons aged 25 and older.



Source: Montana Governor's Office of Economic Development (Esri)

The County is above average in percentage of persons with a high school diploma (or equivalent) and maintains with averages of persons with some College or an Associate's degree. The area is lacking Bachelors or higher education.

There is one school in Broadwater County. The school is located in Townsend. The elementary school (Cecelia Hazelton) teaches grades K-8 and has an enrollment of 351 students. The elementary school employs 7 teachers - 2 for each grade except for 2nd—and 20 classrooms. Broadwater High School has an enrollment of 199 students and employs 9 teachers. The high school has 14 classrooms. 6 of the faculty members are shared between the elementary school and high school.

School Name	City	Number of Students	Female Students	Male Students	Teacher - Student Ratio
Cecelia Hazelton School	Townsend	351	155	196	12:1
Broadwater High School	Townsend	199	51%	49%	12:1
Townsend 7-8	Townsend	113	53%	47%	13:1

Source: www.publicschoolreview.com

To learn more about the education system in Broadwater County, visit their website at: www.townsend.k12.mt.us

HEALTH, MEDICAL, AND EMERGENCY SERVICES

LAW ENFORCEMENT

Broadwater County Sheriff's Department

The Broadwater County Sheriff's Department employs 8 full-time officers, 2 part time deputies, the sheriff, 13 full-time control officers and 2 part time officers. The department also provides law enforcement to Townsend through an inter-local agreement.

FIRE PROTECTION

City of Townsend V.F.D.
Broadwater County Rural Fire District
Three Forks Fire District for CDP, Wheatland

Broadwater County has two fire protection agencies: The City of Townsend V.F.D., and Broadwater County Fire District V.F.D. County fire halls are located in Winston, Duck Creek, Toston and Radersburg. In total, Broadwater County has 3 structure trucks, 8 tenders, 8 brush trucks and 51 volunteer fire personnel. There are 7 dry hydrants in the county, as well as 17 locations designated for water withdraw from canals, river or lakes.

HOSPITAL AND NURSING HOME

Broadwater Health Center

The Broadwater Health Center, located in Townshend, offers both inpatient and outpatient services to all of Broadwater County. Inpatient services are fully able to address typical hospitalization needs, including both acute hospitalization and recuperative stays. Outpatient services include Laboratory, Radiology (X-ray), and Physical Therapy. Broadwater Health Center has 18 beds and an emergency room that is open 24-hours a day. The ER is staffed by Registered Nurses with a Doctor, Nurse Practitioner, or Physician Assistant on call. Broadwater Health Center is serviced by 2 MDs, 3 PAs, and 2 physical therapists.

EMERGENCY MEDICAL Broadwater County Disaster and Emergency Service

In Broadwater County, there are 12 certified EMT's and 2 ambulances to provide emergency medical services to the residents.

MUNICIPAL SERVICES

Community Infrastructure Systems	
Townsend	
Water	Groundwater Supply
Wastewater	3-Cell partially mixed aerated Lagoon with quiescent cell*
Power	Overhead/Underground Northwestern Energy
Natural Gas	Underground Propane Service
Traffic	Rural
Railroad	Montana Rail Link
Airport	Townsend Airport

Townsend is supplied with drinking water by a combination of three wells. The town's water system is gravity driven from a water tower and distributes its water to the 1,878 residents through a system of PVC, copper and steel piping. The system holds 250,000 gallons of fire reserves in a water tower and has fire service hydrants evenly spaced on two block intervals around town.

UTILITIES

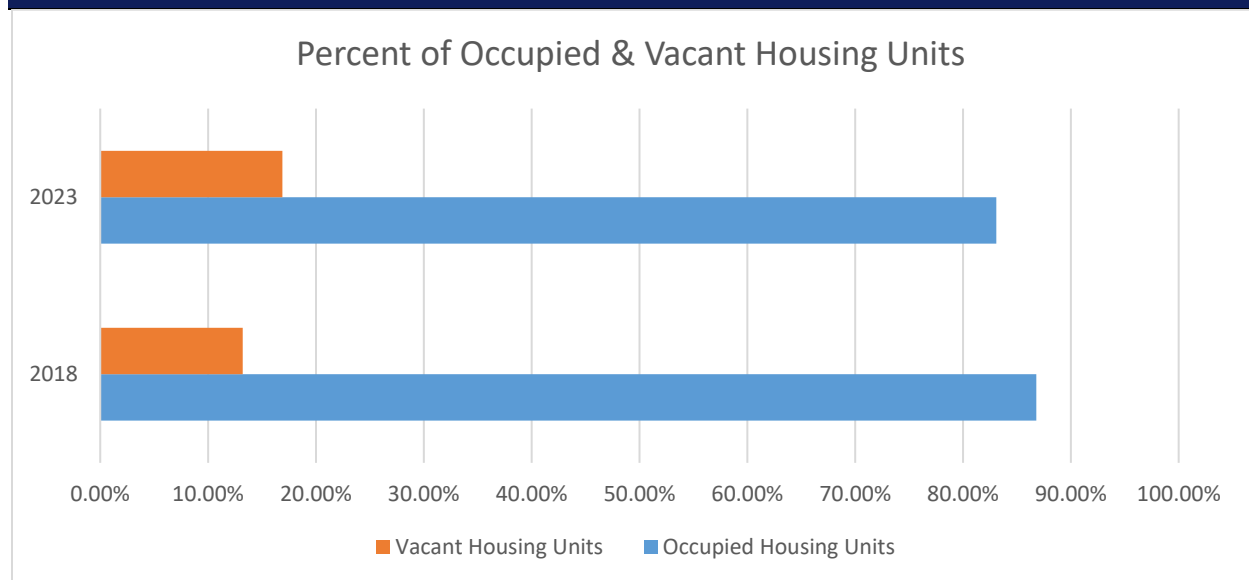
Electric Utilities are provided by Northwestern Energy and Vigilante Electric. Propane is distributed in the City of Townsend by Northwestern Energy. Rural locals receive propane from Amerigas, and Montana Energy Alliance. Heating Oil is distributed by Rocky Mountain Supply.

Natural Gas is not available.

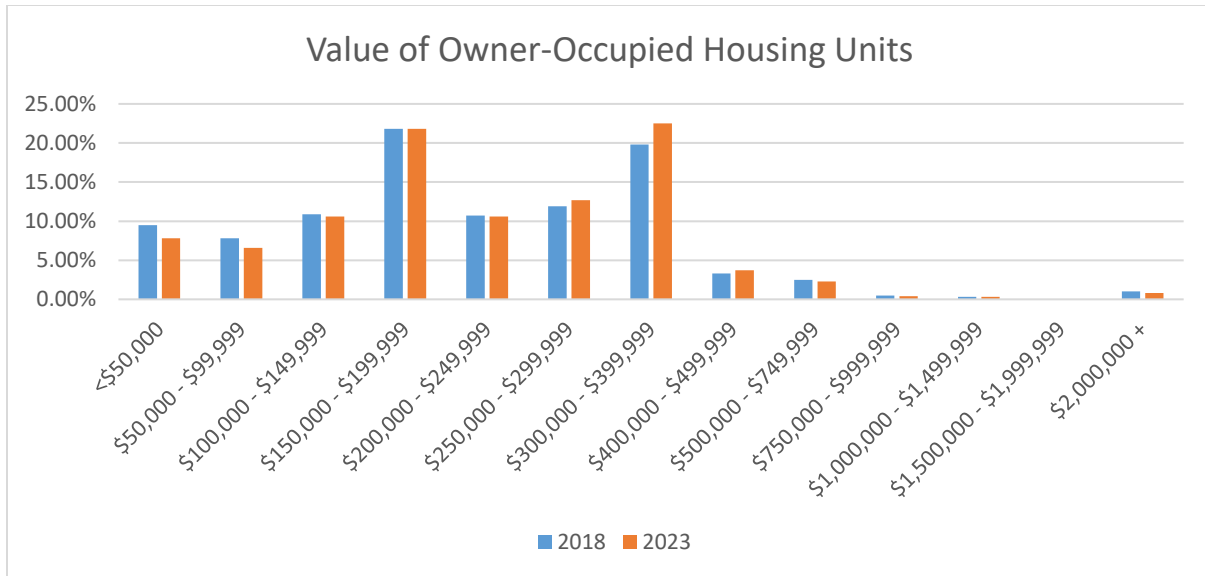
TRANSPORTATION

Transportation throughout the region is provided by Montana highways, County and City roads and streets. There is a County paved airfield east of Townsend. The facility has av gas, but not jet fuel. Interstate highway I-90 crosses the south end of the County and Montana Rail Link provides rail service in Broadwater County, with daily service 5 days a week.

HOUSING STOCK AND CHARACTERISTICS



Source: MT Governor's Office of Economic Development (Esri)



Source: MT Governor's Office of Economic Development (Esri)

AGRICULTURE

AGRICULTURAL STATISTICS FOR BROADWATER COUNTY			
	2007 Census	2002 Census	% Change
FARMS			
Farms: (number)	302	279	8%
Land in farms (acres)	474892	469782	1%
Average size of farms (acres)	1572	1684	-7%
Median size of farms (acres)	233	400	-42%
Farms by size: (number)			
Less than 1,000 acres	210	195	8%
1,000 acres or more	92	84	10%
Farms by value of products sold: (number)			
Less than \$100,000	242	217	12%
\$100,000 or more	60	62	-3%
Farms by type of organization: (number)			
Family, Individual, Partnership	262	265	-1%
Corporation, Cooperative, Trust	40	14	186%
LIVESTOCK INVENTORY AND CROPS HARVESTED			
Livestock and Poultry Inventory (number)			

Cattle and calves	20078	18555	8%
Hogs and pigs		238	
Horses and ponies	980	826	19%
Chickens (layers and broilers)	575		
Crops Harvested (acres)			
Wheat for grain, All	34125	37268	-8%
Winter wheat for grain	12093	9054	34%
Spring wheat for grain	22032	26905	-18%
Durum wheat for grain	0	1309	-100%
Oats for grain	352		
Barley for grain	3723	5377	-31%
Hay, haylage, grass silage	26989	34088	-21%
OPERATOR DEMOGRAPHICS			
Primary occupation: (number)			
Farming	171	185	-8%
Other	131	94	39%
Place of residence: (number)			
On farm operated	247	242	2%
Not on farm operated	55	37	49%
Years on present farm: (number)			
Less than 10 years	85	103	-17%
10 years or more	217	176	23%
Age group: (number)			
Under 55 years	113	148	-24%
55 years and over	189	131	44%
Average age of operators: (number)	58.5	55.4	6%

NATURAL RESOURCE AND ENVIRONMENTAL ISSUES

With the exception of Townsend wastewater system the majority of the wastewater in Broadwater County is disposed of through individual private septic systems. As the population of Broadwater County grows there are areas where the concentration of wastewater systems may be impacting the groundwater supply.

Broadwater County has been a producer of timber for the lumber industry for many years. RY Timber maintains lumber mills both Townsend and in Livingston, producing stud grade lumber. In recent years it has proven to be difficult to source timber from federal lands. Private land owners with forested properties have been managing their properties and selling timber into regional mills. An epidemic of Pine Bark Beetle and other invasive species have infested the forested regions in

the County. Much of the affected timber has not been harvested, and at this time is no longer viable for use as saw logs.

Mining has been a historic industry in Broadwater County. Currently Graymont Western operates a Limestone Quarry and processing facility, producing hydrated lime and quick lime. In 2013 Graymont received a revised operating permit to extend the life of the quarry and invested extensively in the rail based load out facility.

Historically the region is well known for placer gold on the west slopes of the Big Belt Mountains, Copper, Gold and Silver in the Elkhorn Mountains. The entire region has many other shows of mineralization.

Natural Resources of other note in the region are large deposits of lime in the north of the County near McMasters, limestone base construction marble at the southern end of the Limestone range and a deposit of Thorium nodules in Duck Creek.

For an interactive map of known mineral deposits in Broadwater County, follow this link to the MBAC website. From this site you can gain access to layers that are used in Google Earth and identify historic deposits with associated known data.

Historic mining districts in Broadwater County.

http://www.deq.mt.gov/abandonedmines/linkdocs/30tech.mcpx	Confederate Gulch District
http://www.deq.mt.gov/abandonedmines/linkdocs/33tech.mcpx	Lone Mountain District
http://www.deq.mt.gov/abandonedmines/linkdocs/32tech.mcpx	Magpie Gulch District
http://www.deq.mt.gov/abandonedmines/linkdocs/35tech.mcpx	Park/Hassel District
http://www.deq.mt.gov/abandonedmines/linkdocs/36tech.mcpx	Radersburg District
http://www.deq.mt.gov/abandonedmines/linkdocs/37tech.mcpx	Winston District



Lewis and Clark County

Overview

Population

Economy – Private Sector

Economy – Public Sector

Education

Health, Medical and Emergency Services

Municipal Services

Utilities

Transportation

Housing Stock and Characteristics

Agriculture

Natural Resource and Environmental Issues



Overview

Lewis and Clark County was created in 1864 within the Montana Territory, originally called Edgerton County after the first Territorial Governor Sidney Edgerton. The region was renamed Lewis and Clark County in 1868 after the Lewis and Clark expedition. The Corps of Discovery first came thru the region in July of 1805 with great wonder at the Gates of the Mountains.



Fur trappers founded a small trading outpost in 1840, in the Canyon Creek region, north of Helena. Later, on July 14, 1864 the City of Helena was founded with the discovery of placer gold deposits in present day Last Chance Gulch, by the Four Georgians. On October 30, 1864 the local population authorized the layout of the streets, and chose the name Helena.

The region grew quickly, spurred on by placer gold mining which transitioned into Lode tunnel mining. Agriculture sprang up quickly in the river valleys to supply goods to the mining communities in the region. Investors and businessmen took root in Helena making it the financial, political and cultural center of Montana. In 1875, Helena was made the capital of the Montana Territories and by 1883, the Northern Pacific railroad had reached the bustling community, with the Great Northern soon following. By 1890, the City of Helena had become well known as a “civilized” community with a streetcar system that stretch from the State Nursery in the west to the smelting facility in the east. Many thought that Helena would become one of the great cultural communities that would rival Denver and San Francisco. The “Silver Panic” of 1893, brought those aspirations to a close.

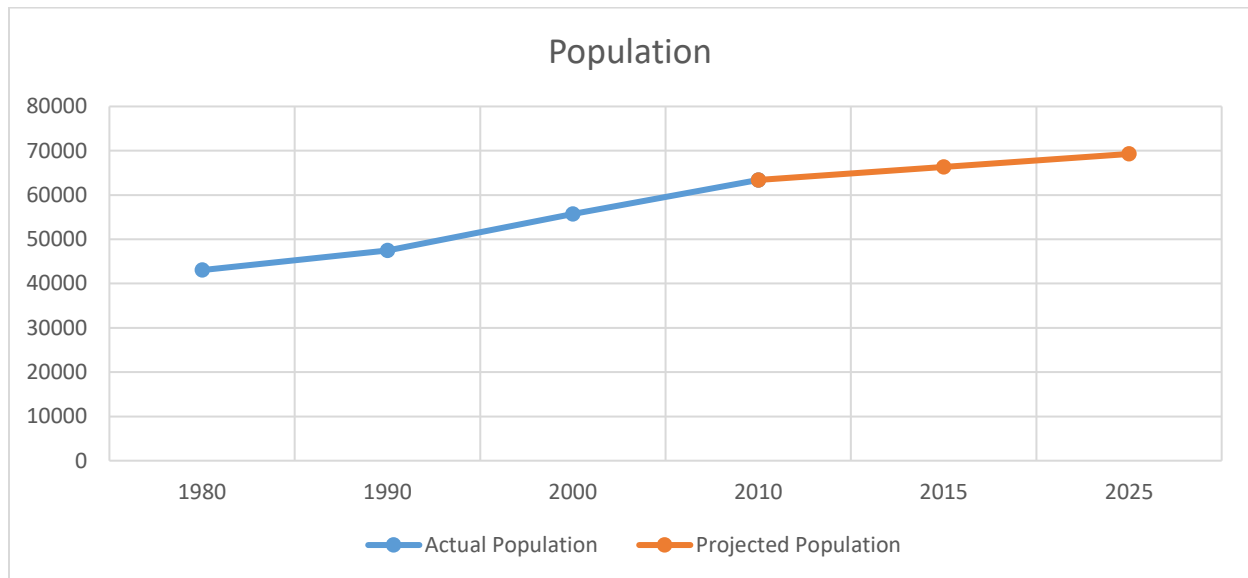


The Lewis and Clark County region is a contrast of urban development in the south around Helena, to the wild remoteness of the Bob Marshall Wilderness in the north. The County, covering a distance of 110 miles.

Population

In 2010, the US Census Bureau determined the population of Lewis and Clark County was 63,395. The city of Helena (28,190 people) is the County seat and Capital of the State of Montana. The Helena region is centrally located within the populous region of western Montana with a total population of 428,000 people living within 2 hours of the capital.

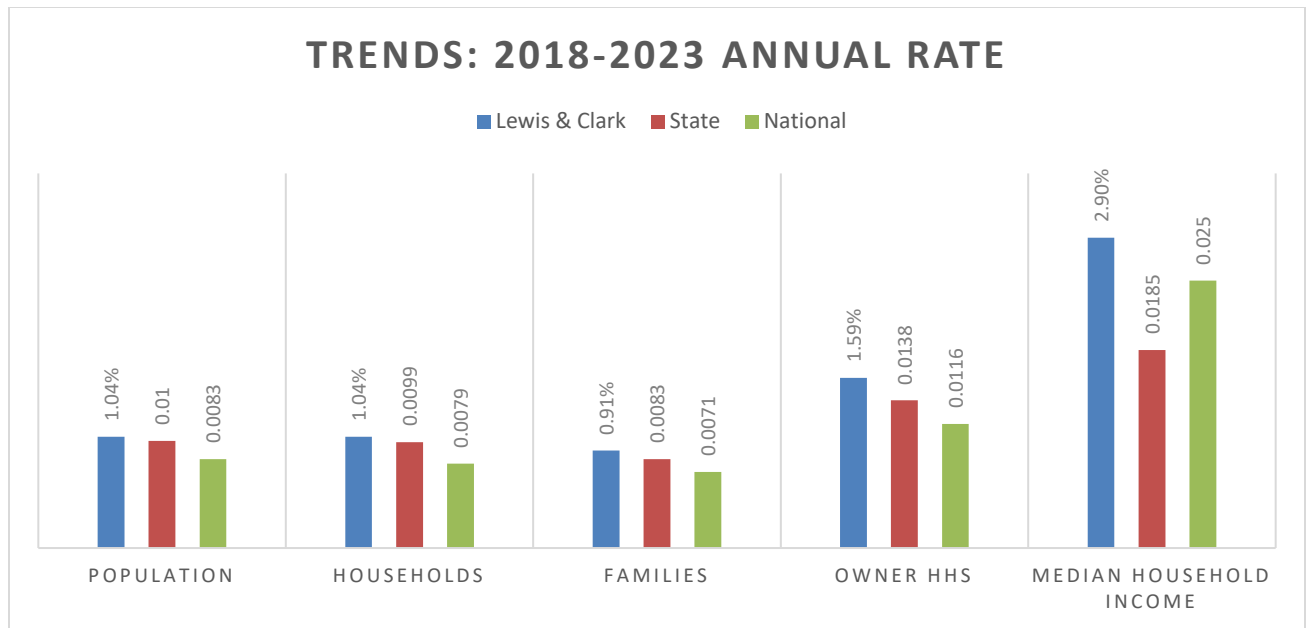
Looking forward, the 5-year growth projections in Lewis and Clark County look to continue at a consistent rate.



Sources: Esri Business Analysis

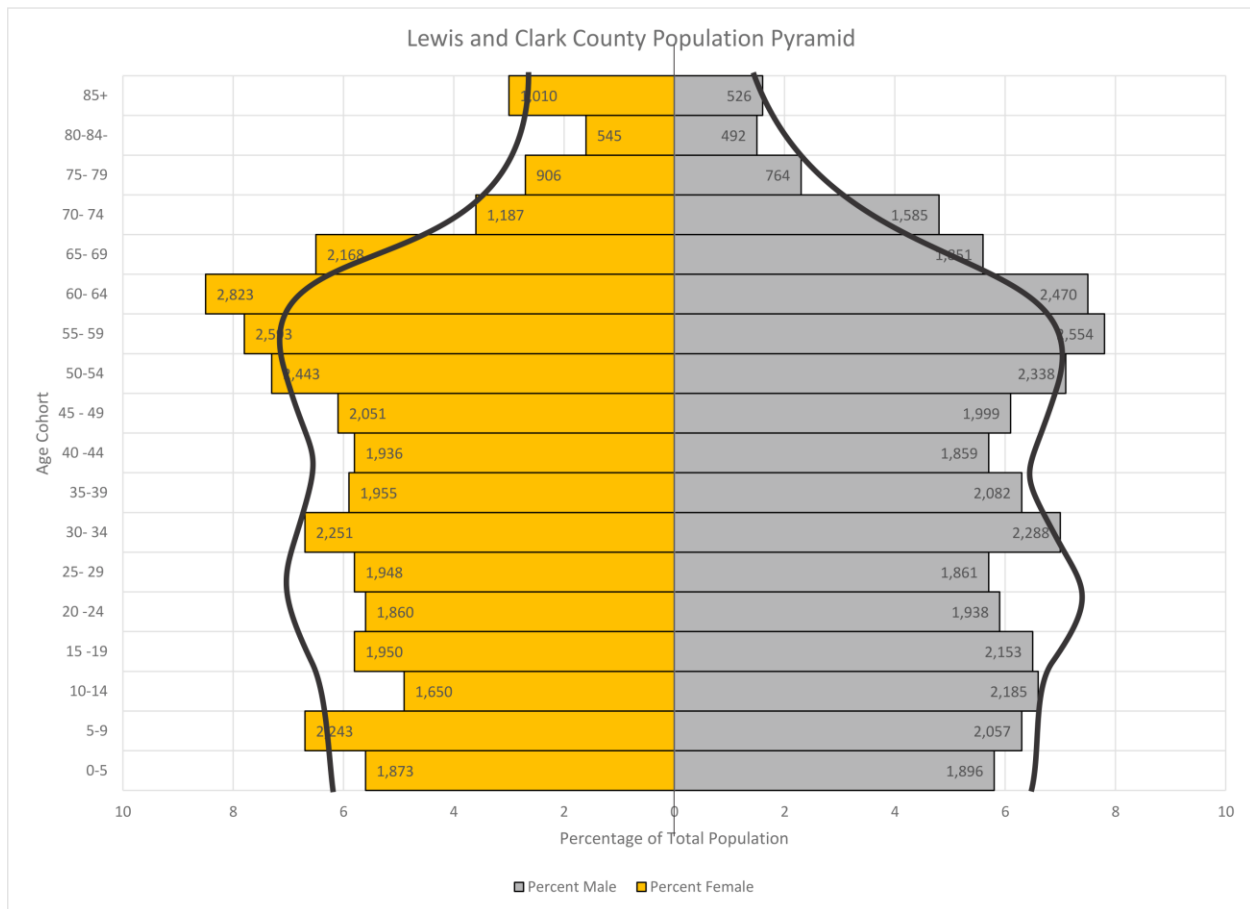
Growth in Lewis and Clark County is primarily occurring in and around the City limits of Helena. The greater Helena Valley is seeing substantial housing development and even some business startups. East Helena is continuing to see population growth as well.

Comparing Lewis and Clark County to the State of Montana and the United States projections shows growth rates will continue to grow faster than average, except for the Median Household Income that will lag state averages



Source: MT Governor's Office of Economic Development (Esri)

The population pyramid for the County shows a pattern more closely following US norms but still showing an outmigration of youth from the ages of 20-44 years of age. The median age in 2018 was 42.5 years of age with a median age in 2023 being 42.8 years of age.



Source: US Census Bureau

Economy – Private Sector

Top Private Employers in Lewis and Clark County 2017	
Business Name	Size Class
St. Peter's Hospital	9
Blue Cross/Blue Shield	7
Carroll College	7
Shodair Hospital	7
Wal- Mart	7
Albertsons/ Safeway	6
A 2 Z Personel	6

American Chemet	6
Boeing	6
Costco	6
Intermountain Children's Home	6
Lowes Home Center	6
Montana Independent Living Project	6
Salvation Army	6
SoFi	6
Spring Meadow Resources	6
Touchmark	6
Town Pump	6
Valley Bank	6
West Mont	6
Employment Size Class Coding: Class 9 = 1,000+ employees; Class 8 = 500 - 999; Class 7 = 250 - 499; Class 6 = 100 – 249	

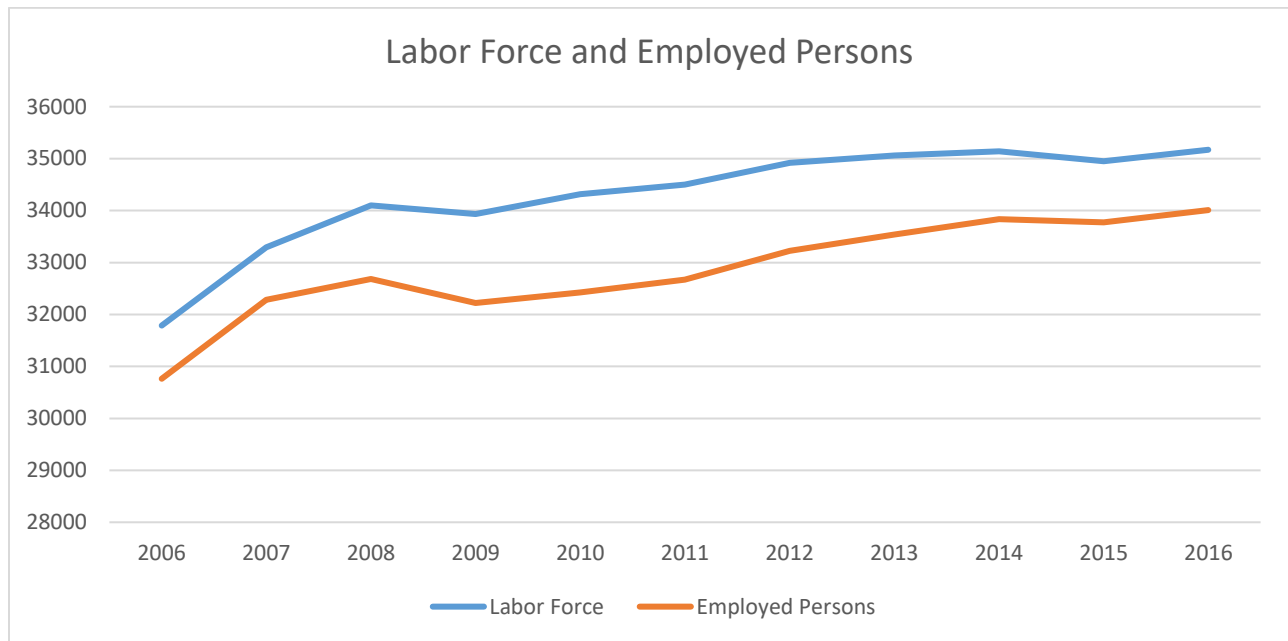
The Cost of Living index for Lewis and Clark County, (*City-Data.com*, in March of 2012) was scored at 87.9 as compared to a national average of 100, indicating that it is generally less expensive to live in Lewis and Clark County.¹ In 2012, The US Census Bureau's Small Area Income and Poverty Estimates (SAIPE) program estimates, 7,101 residents (11.2%) of Lewis and Clark County were living in poverty, with 2,181 residents under the age of 18 (15.6%) living in poverty. The County continues to struggle with similar poverty statistics.

The economy of the region is distinctly divergent. The Helena valley is buoyed by government employment and the service sector. The remainder of the county is driven by commodity prices, mostly beef, lamb, hay and wheat.

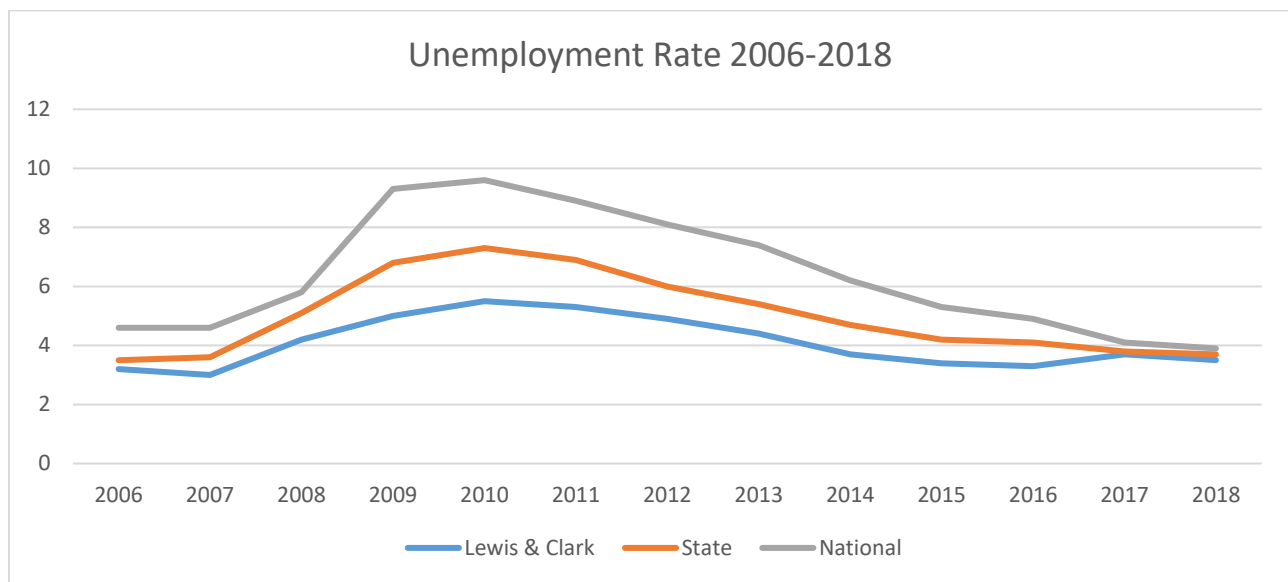
The top employers in the region, excluding government, comprise a significant number of health related businesses, data management, not for profits, banks, engineering and an emerging aerospace manufacturing sector.

¹ http://www.city-data.com/county/Lewis_and_Clark_County-MT.html

EMPLOYMENT

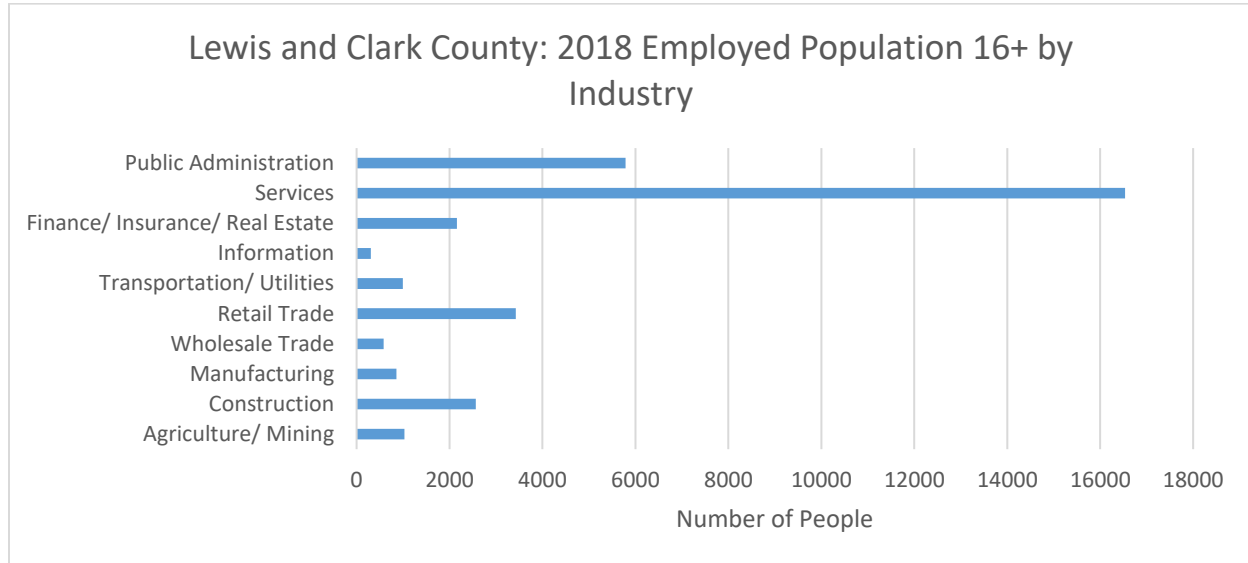


Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

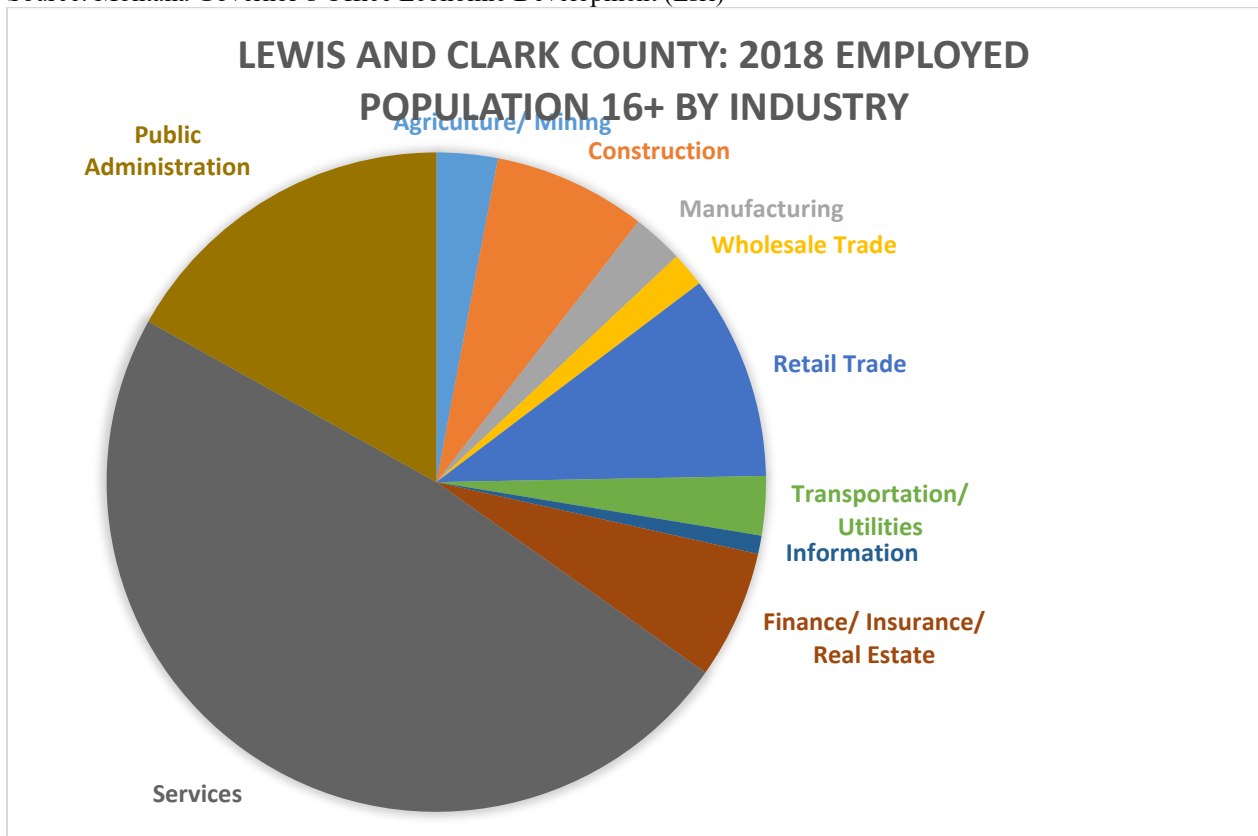


Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

ESTIMATED EMPLOYMENT BY INDUSTRY (16+), 2018



Source: Montana Governor's Office Economic Development (Esri)



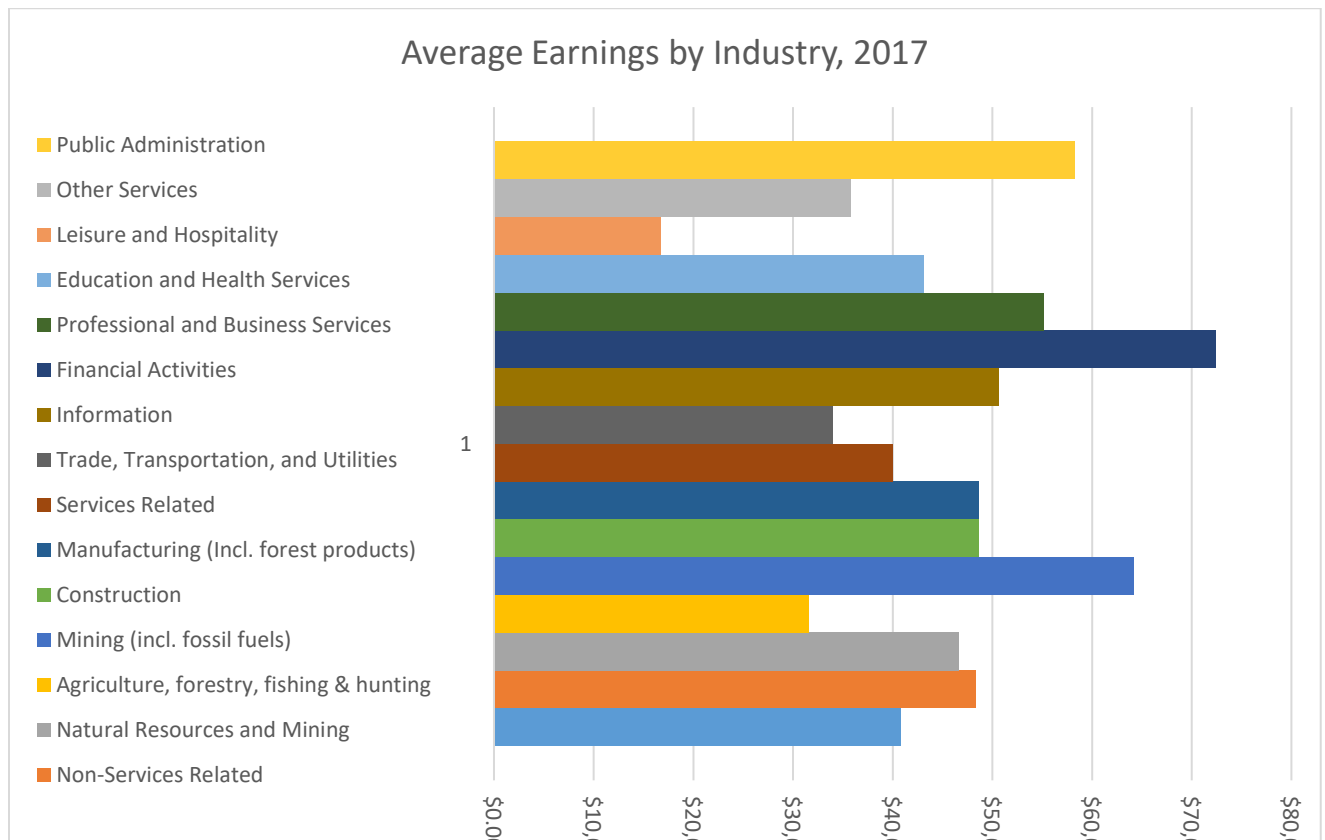
Source: Montana Governor's Office Economic Development (Esri)

The table below lists the location quotients (with 1 or higher) by industry for Lewis and Clark County. The quotient is derived by dividing the number of people in an industry by the number of people in Lewis and Clark County. That number is then compared to the same ratio for the national level. A score of 1 or more indicates an industry that generally employs more persons than the United States average overall, meaning that the industry is profitable in the area and exports product to other states.

Supersector	Number of establishments Private Q3 2018 ^P	Employment Private Sep 2018 ^P	12 month percent change in employment Private Sep 2017-Sep 2018 ^P	12 month change in employment Private Sep 2017-Sep 2018 ^P	Location quotient Private Sep 2018 ^P	Average weekly wage Private Q3 2018 ^P	12 month percent change in average weekly wage Private Sep 2017-Sep 2018 ^P	12 month change in average weekly wage Private Sep 2017-Sep 2018 ^P
Manufacturing	81	967	9.5%	84	0.31	\$953	0.5%	\$5
Leisure and Hospitality	288	4,283	7.1%	283	1.07	\$328	-0.9%	-\$3
Professional and Business Services	597	3,124	3.6%	109	0.61	\$1,012	-0.5%	-\$5
Financial Activities	264	2,002	3.3%	64	1.0	\$1,343	5.0%	\$64
Other Services	360	2,071	3.2%	65	1.88	\$717	5.4%	\$37
Goods-Producing	439	2,745	2.3%	61	0.5	\$947	3.7%	\$34
Total, all industries	2,889	25,524	1.8%	442	0.83	\$778	1.8%	\$14
Service-Providing	2,450	22,779	1.7%	381	0.9	\$757	1.5%	\$11
Construction	320	1,434	0.8%	12	0.79	\$931	4.3%	\$38
Trade,Transportation, and Utilities	481	5,244	-1.1%	-58	0.78	\$655	2.3%	\$15
Education and Health Services	412	5,547	-1.2%	-66	1.0	\$833	1.5%	\$12
Information	44	504	-2.7%	-14	0.73	\$964	-0.2%	-\$2
Natural Resources and Mining	38	344	-9.2%	-35	0.68	\$995	9.9%	\$90
Unclassified	4	4	-33.3%	-2	0.06	\$836	76.7%	\$363
Public Administration	-	-	-	-	-	-	-	-

MEDIAN EARNINGS BY INDUSTRY

The following bar chart displays the median annual earnings for each industry in Lewis and Clark County:

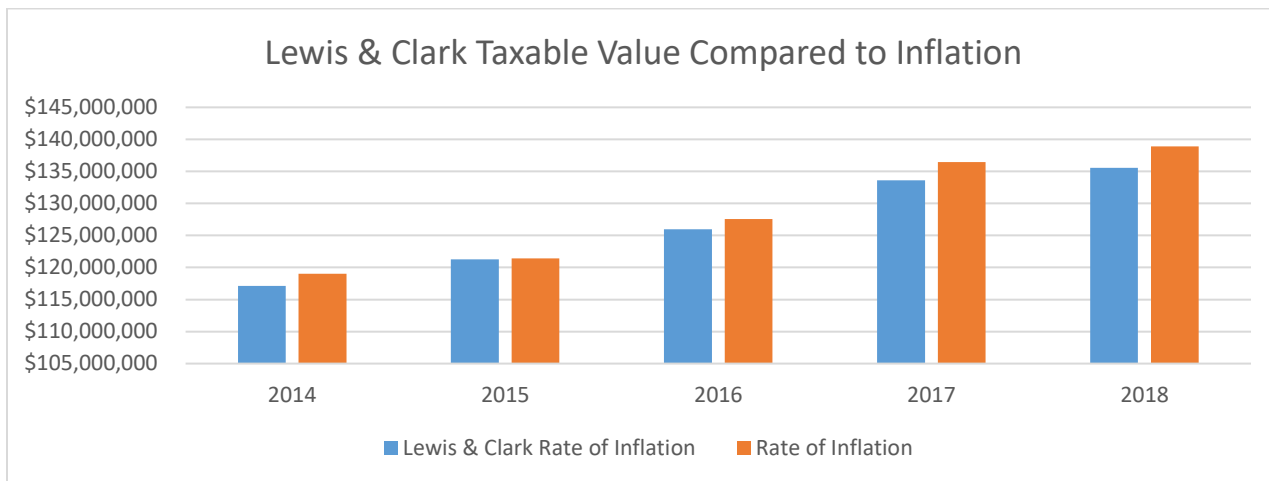


In Lewis and Clark County for the year 2018, the median household income was \$58,898 with an average household income of \$78,400. By the year 2023, the median household income is expected to grow to \$67,953 with the average household income increasing to \$90,729. Since 2012, the median household income has grown from \$47,335 to \$58,898 in 2018, an increase of 24.4%.

Economy – Public Sector

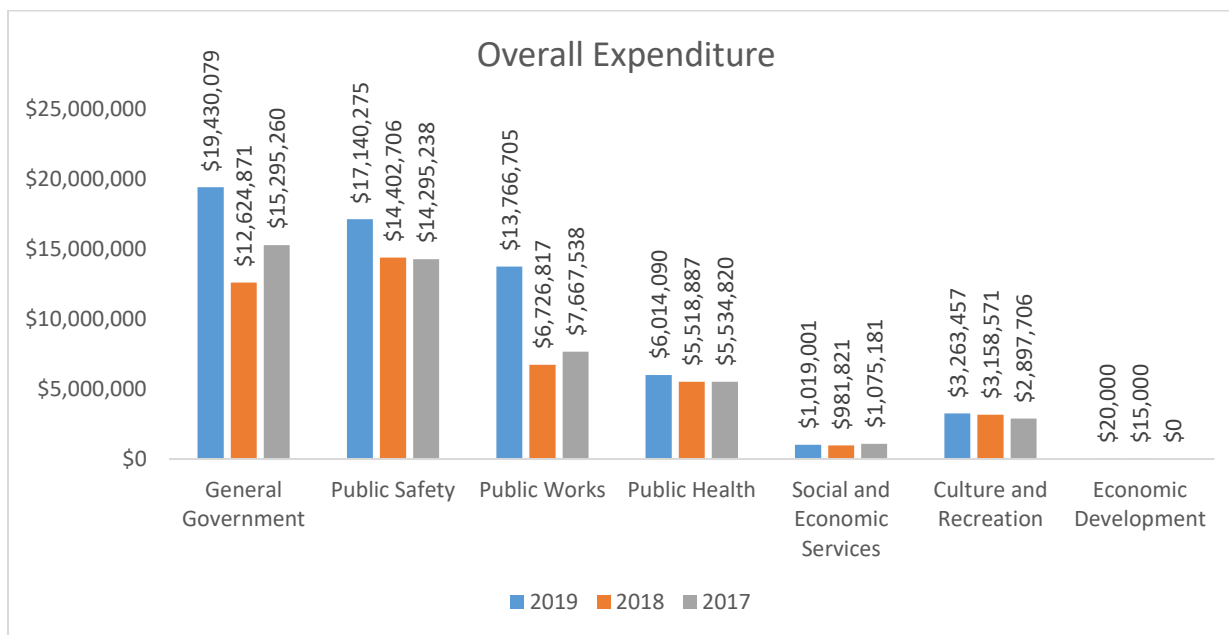
TAXABLE VALUE AND GOVERNMENT SPENDING

The following graph shows the change in taxable value for Lewis and Clark County from 2014-2018. The orange line depicts the taxable value, the grey line depicts inflation over that same time period.

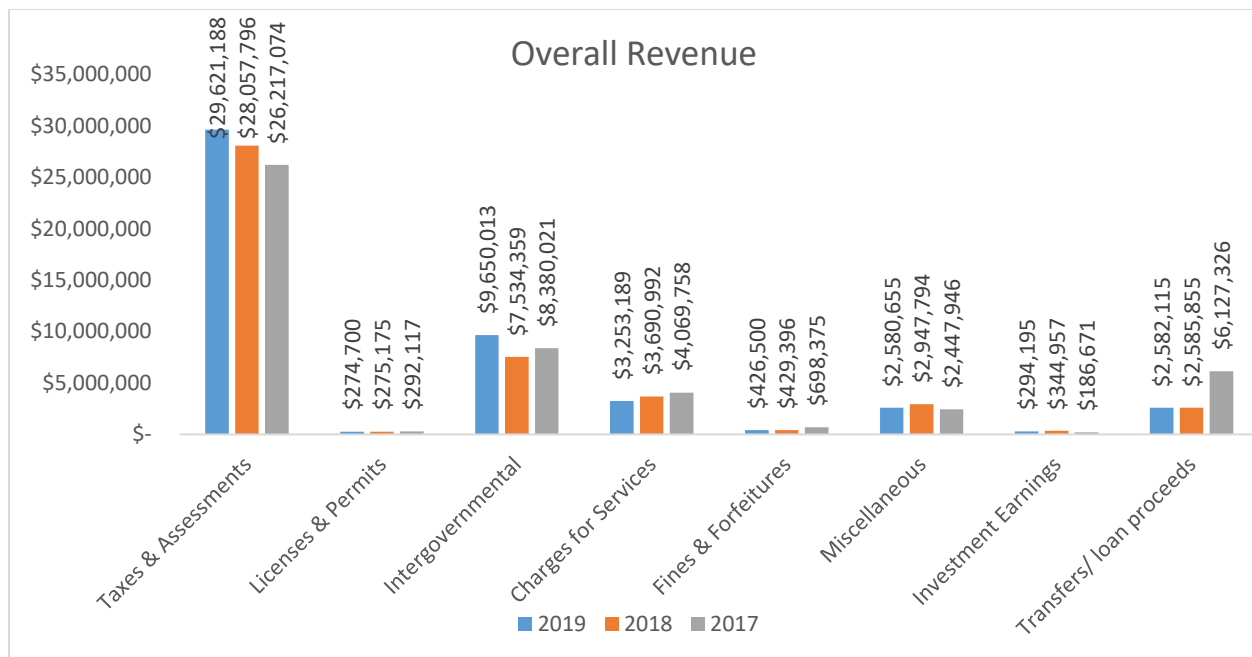


Source: MT Department of Revenue & inflationdata.com

As demonstrated by the above graph, the taxable value of Lewis and Clark County has been keeping pace with inflation over the past 5 years.



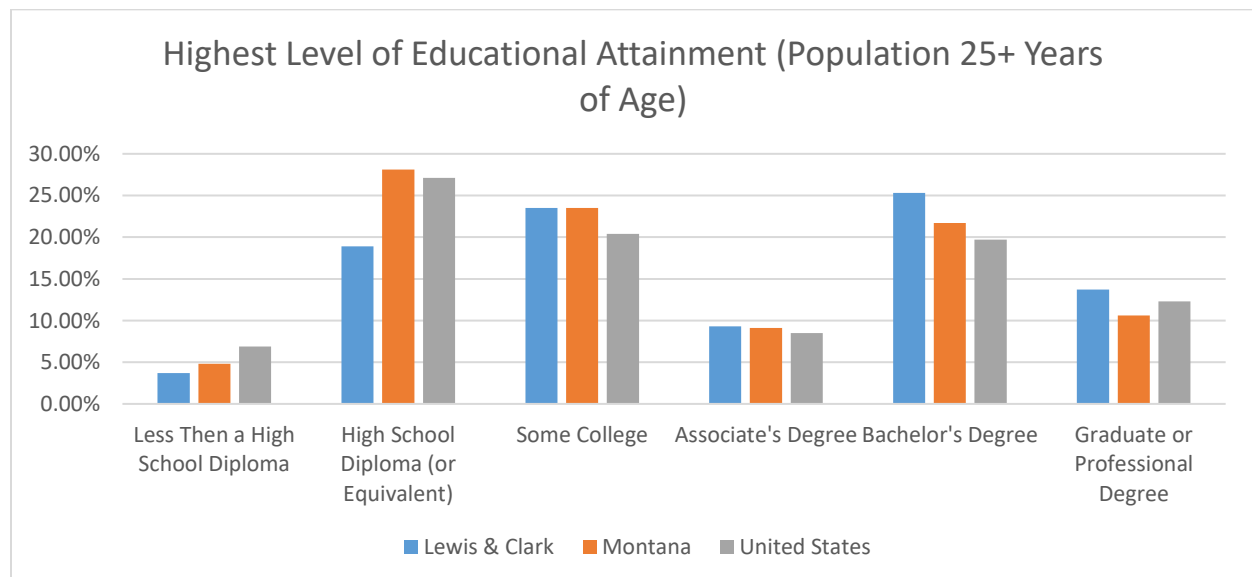
Source: Governor's Office of Economic Development (Esri)



Source: Governor's Office of Economic Development (Esri)

Education

The chart below displays the highest level of educational attainment in persons aged 25 or more.



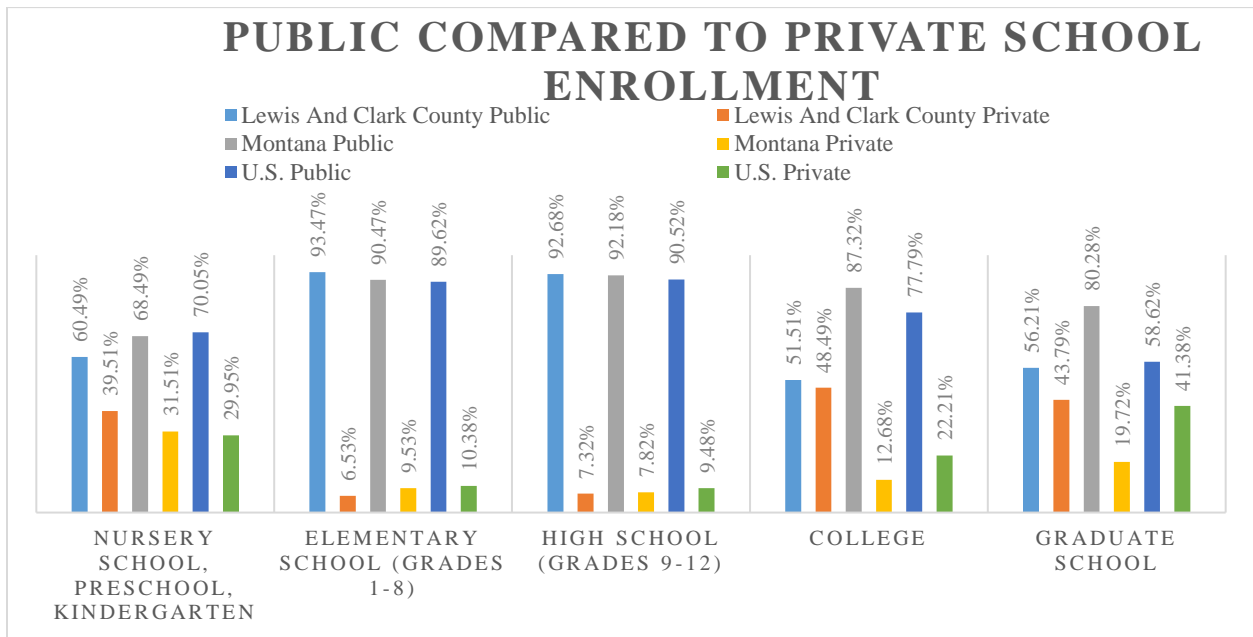
Source: Montana Governor's Office of Economic Development (Esri)

As the chart shows, Lewis and Clark County is an educated community. 25% of the County's citizens hold at least a Bachelor's Degree. That is substantially higher than the state and national averages.

There are eight school districts in Lewis and Clark County.

School Name	City	Number of Students	Female Students	Male Students	Female - Male Student Ratio
Augusta High School	Augusta	38	20	18	1.11
Augusta Elementary School	Augusta	32	11	21	0.52
Augusta 7-8	Augusta	12	7	5	1.4
Trinity School	Canyon Creek	24	9	15	0.6
Radley Elementary School	East Helena	481	231	250	0.92
East Valley Middle School	East Helena	393	193	200	0.96
Eastgate School	East Helena	258	123	135	0.91
Helena High School	Helena	1,642	818	824	0.99
Capital High School	Helena	1,369	669	700	0.96
C R Anderson Middle School	Helena	1,028	501	527	0.95
Helena Middle School	Helena	653	309	344	0.9
Four Georgians School	Helena	511	241	270	0.89
Rossiter School	Helena	490	240	250	0.96
Smith School	Helena	312	153	159	0.96
Warren School	Helena	310	136	174	0.78
Jim Darcy School	Helena	287	137	150	0.91

Broadwater School	Helena	283	151	132	1.14
Central School	Helena	281	140	141	0.99
Hawthorne School	Helena	255	132	123	1.07
Bryant School	Helena	248	104	144	0.72
Jefferson School	Helena	246	115	131	0.88
Kessler Elementary School	Helena	232	107	125	0.86
Lincoln Elementary School	Lincoln	81	40	41	0.98
Lincoln High School	Lincoln	66	31	35	0.89
Lincoln 7-8	Lincoln	22	11	11	1
Auchard Creek School	Wolf Creek	26	18	8	2.25
Wolf Creek School	Wolf Creek	12	9	3	3
Source: US Department of Education					



Source: US Census American Community Survey

To learn more about the education system in Meagher County, visit the County Superintendent of Schools website to direct you to your specific district:

<http://www.lccountymt.gov/education/superintendent.html>

Health, Medical, and Emergency Services

LAW ENFORCEMENT

Lewis and Clark County Sheriff's Department

The Lewis & Clark County Sheriff's Office is the chief law enforcement agency in Lewis & Clark County, Montana. It is comprised of sixty five employees including sworn officers, detention officers and professional support staff. The Sheriff's Office provides general law enforcement, detention functions, rural fire support and search and rescue operations for the citizens of Lewis & Clark County in a service area of over two million acres. Additionally, this agency provides specialized regional services to all of the county and contract law enforcement to specific areas.

FIRE PROTECTION

There are 16 fire departments that assist Lewis and Clark County with fire protection. The Lewis and Clark VFD is the primary fire department. It currently has thirteen volunteer firefighters under the leadership of an appointed chief. Currently the department has four fire apparatus: one 1972 Segraves 1250 GPM engine; one 1981 Chevrolet one ton 4X4 brush unit; one 1970 International 800 gallon water tender; and one 1994 Chevrolet 4X4 pickup used as an equipment and command vehicle. In 2018, a voter mill levy was passed and additional trucks, equipment, and personnel were added.

HOSPITALS

St. Peters Hospital
Shodair Children's Hospital

St. Peter's employs approximately 1,384 staff members. Medical staff consists of 113 physicians representing approximately 30 different specialties, with significant strength in the primary care specialty areas. Staff members provide medical care and service in the areas of family practice, specialty care, surgery, cancer treatment, orthopedics, cardiology, behavioral health, hospice, seven-day-a-week urgent care and more. There are also approximately 100 people that volunteer for nearly 13,000 hours at St. Peter's annually. St. Peter's Hospital is a sole provider, not-for-profit, licensed 123-bed facility. It is accredited by the Joint Commission and is an affiliate of VHA-Mountain States.

Shodair's medical specialists develop programs that provide care and treatment of children suffering from illness, diseases, and other physical, mental, and emotional conditions that impair their health and well-being. Shodair's Child and Adolescent Psychiatry Program has 3 units: Acute Care, Children's Residential and Adolescent Residential. The Program has a total of 88 beds and

is staffed by 5 psychiatrists who specialize in the treatment of children and adolescents, 9 primary therapists, 2 psychologists, 2 speech-language pathologist, and a number of RN's, LPN's, special education teachers, mental health technicians and music, art and recreation therapists. Shodair also houses the Montana Medical Genetics Program that consists of 5 departments: Clinical Genetics, a laboratory, Cytogenetics, DNA, and Newborn Screening Follow-up.

Municipal Services

	Community Infrastructure Systems					
	East Helena	Augusta	Craig	Wolf Creek	Helena	Lincoln
Water	Groundwater Treatment *	Private Wells	Private Wells	Private Wells	Ground/Surface Water Treatment	Private Wells
Wastewater	Central Mechanical Treatment *	Total Retention Lagoons*	Private Septic Systems	Private Septic Systems	Central Mechanical Treatment	Step System and Lagoons
Power	Overhead/Underground Northwest Energy	Overhead/Underground Northwest Energy	Overhead/Underground Northwest Energy	Overhead/Underground Northwest Energy	Overhead/Underground Northwest Energy	Overhead/Underground Northwest Energy
Natural Gas	Northwest Energy Distribution	Underground Distribution System	Underground Distribution System	Underground Distribution System	Underground Distribution System	N/A
Traffic	Complex Urban/Rural Hwy 287	Rural Hwy 287 / Hwy 12	Rural	Rural	Complex Rural	Rural
Railroad	Montana Rail Link	N/A	N/A	N/A	Montana Rail Link	N/A
Airport	Helena Regional Airport	Augusta Airport	N/A	N/A	Helena Regional Airport	Lincoln Airport

Utilities

Electric Utilities are provided by Northwestern Energy and Vigilante Electric. Natural Gas is distributed by Northwestern Energy. Propane in rural regions, not supplied by a dedicated natural gas line is distributed Amerigas, and Montana Energy Alliance.

Charter and 3 Rivers Communication provide phone service.

Transportation

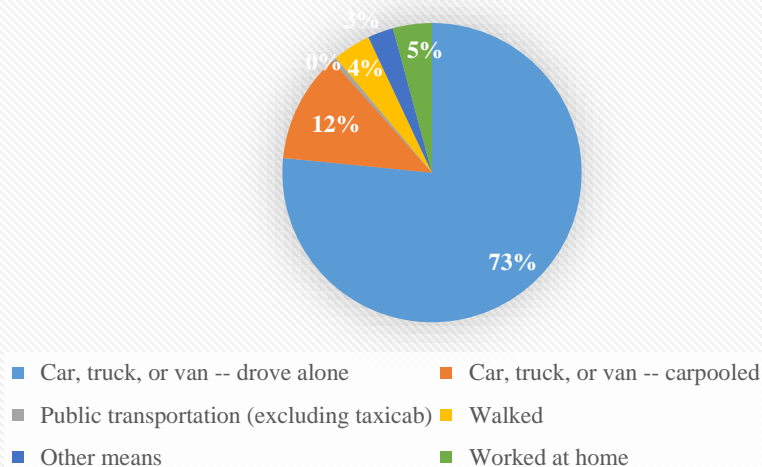
Transportation throughout the region is provided by Montana highways, County and City roads and streets. Interstate highway I-15 provides direct access to routes north and south.

Montana Rail Link provides rail service in Lewis and Clark County, with daily service 6 days a week. <https://www.montanarail.com/>

Helena Regional Airport provides service to Seattle, Salt Lake, Minneapolis/St. Paul, and Dever. <http://helenairport.com/>

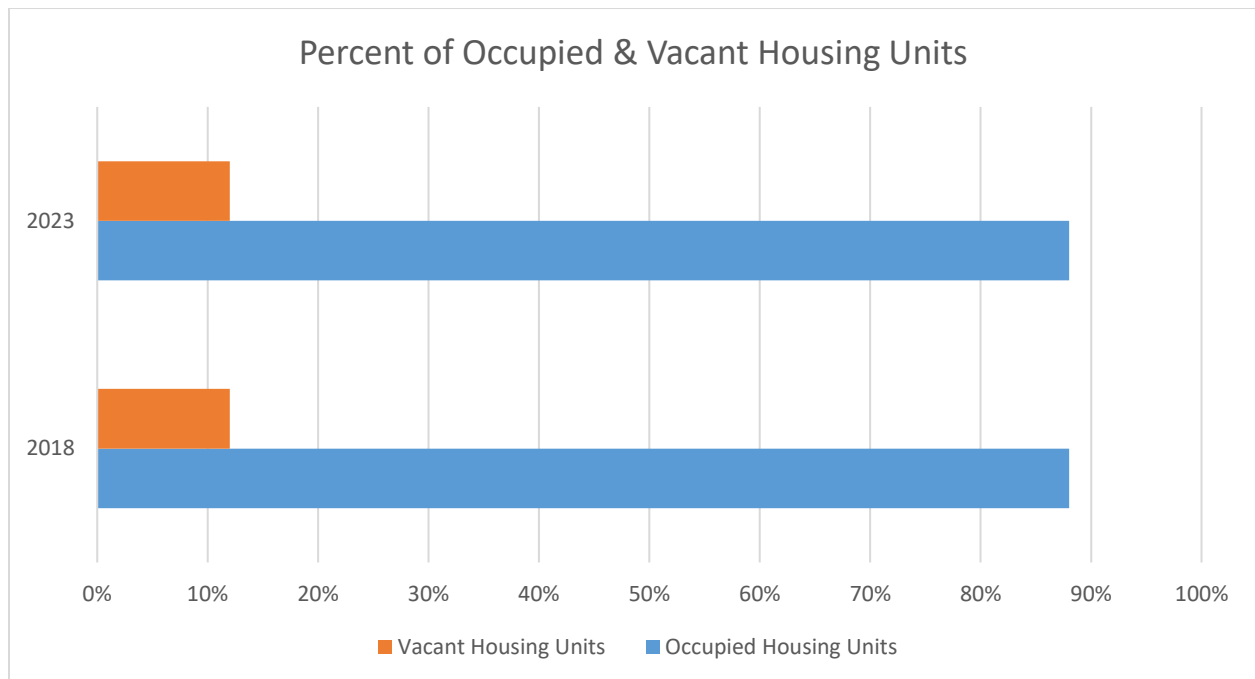
The County maintains public airfields in Augusta, Benchmark, Lincoln and Mountain Lakes Field.

Mode of Transportation to Work

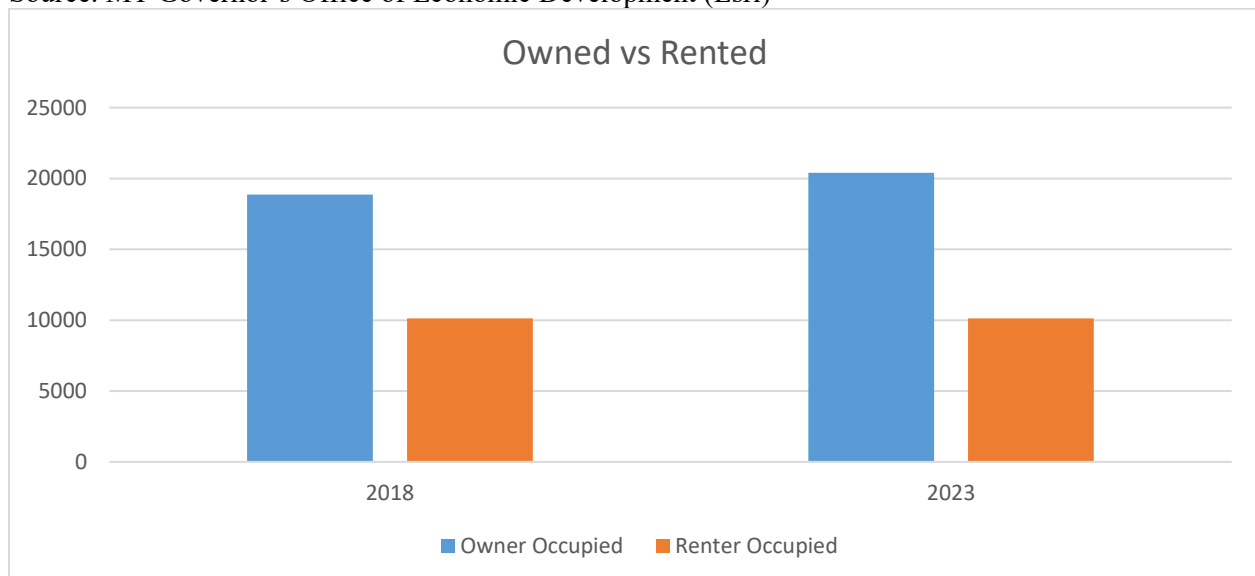


Source: bestplaces.net

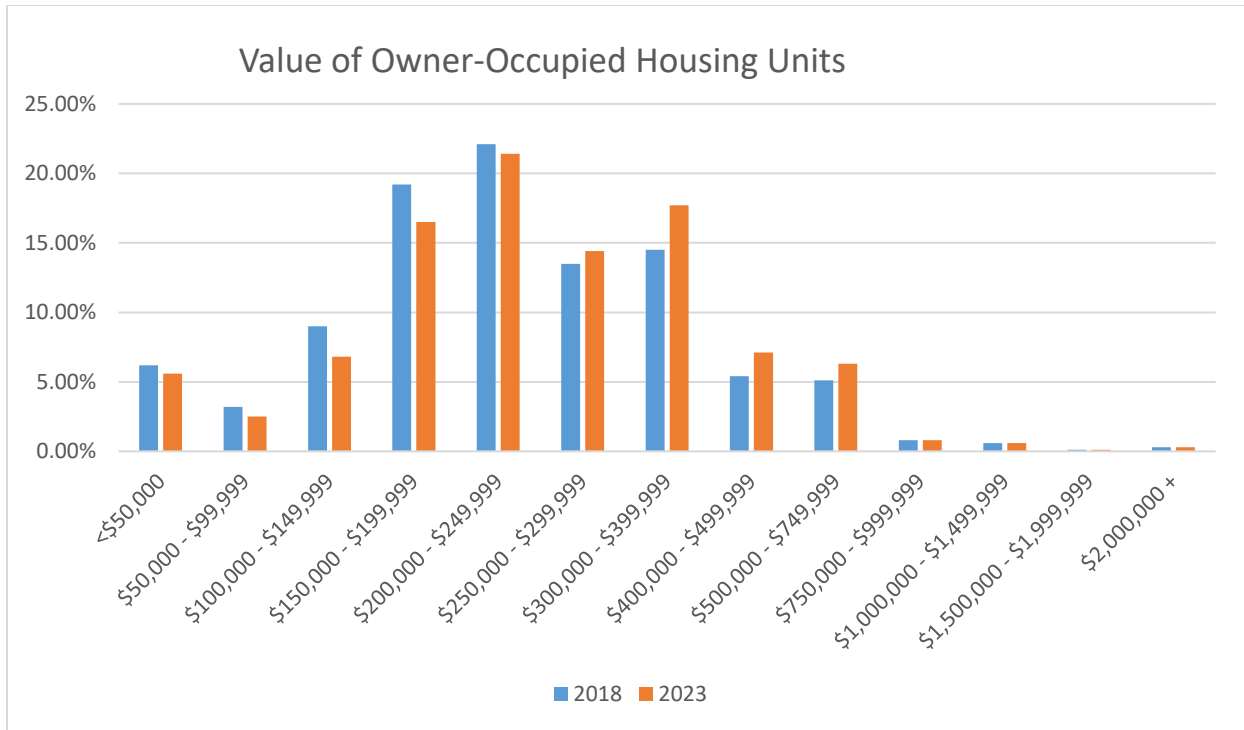
Housing Stock and Characteristics



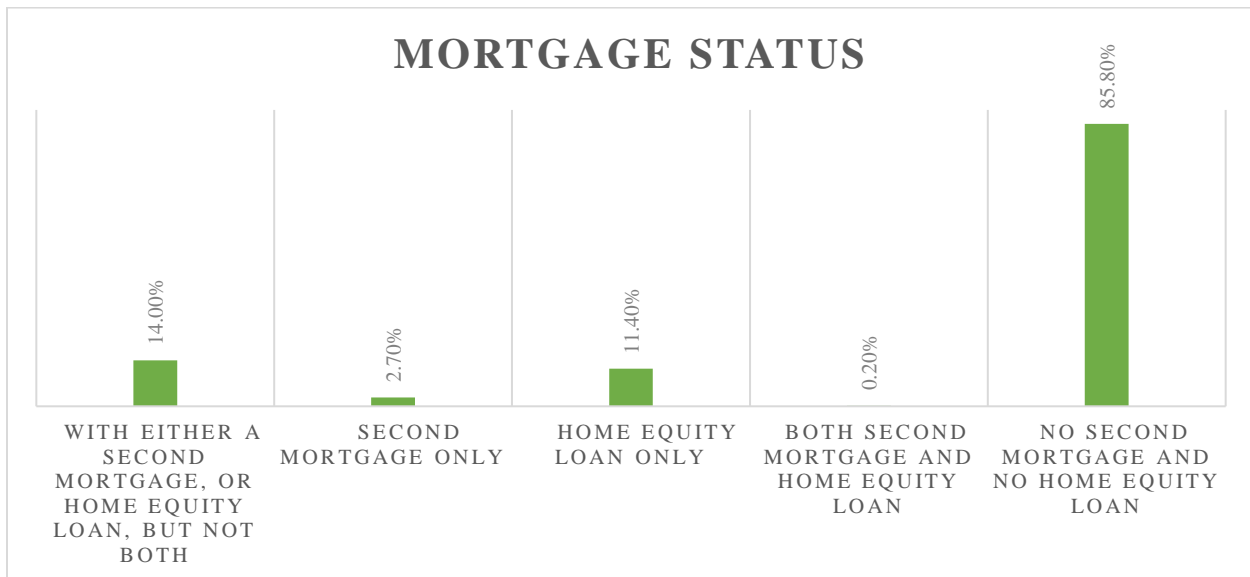
Source: MT Governor's Office of Economic Development (Esri)



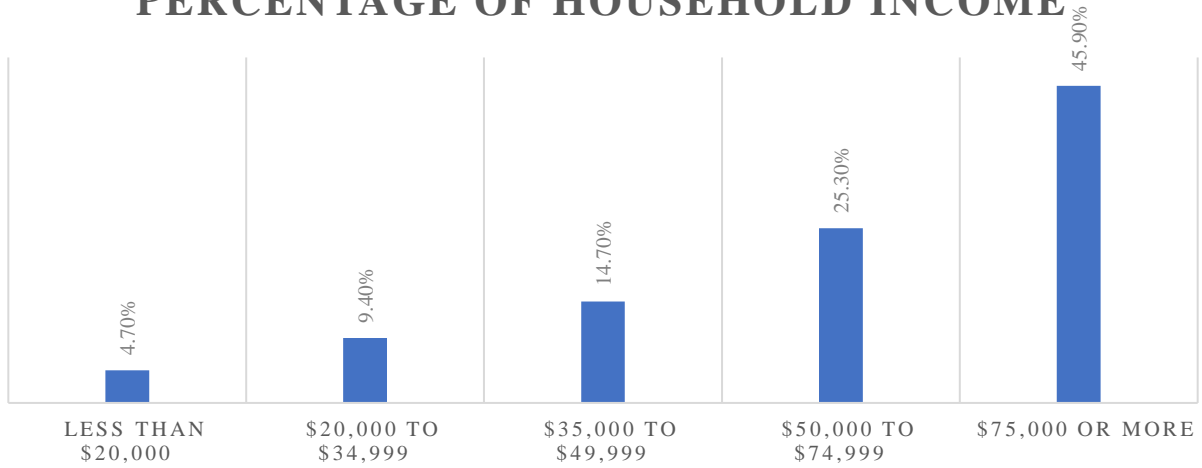
Source: MT Governor's Office of Economic Development (Esri)



Source: MT Governor's Office of Economic Development (Esri)



MONTHLY HOUSING COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME



REAL ESTATE TAXES



Agriculture

AGRICULTURAL STATISTICS FOR LEWIS AND CLARK COUNTY			
	2007 Census	2002 Census	% Change
FARMS			
Farms: (number)	675.00	635.00	6%
Land in farms (acres)	971240.00	841826.00	15%
Average size of farms (acres)	1439.00	1326.00	9%
Median size of farms (acres)	50.00	60.00	-17%
Farms by size: (number)			
Less than 1,000 acres	578.00	541.00	7%
1,000 acres or more	97.00	94.00	3%
Farms by value of products sold: (number)			
Less than \$100,000	616.00	586.00	5%
\$100,000 or more	59.00	49.00	20%
Farms by type of organization: (number)			
Family, Individual, Partnership	618.00	596.00	4%
Corporation, Cooperative, Trust	57.00	39.00	46%
LIVESTOCK INVENTORY AND CROPS HARVESTED			
Livestock and Poultry Inventory (number)			
Cattle and calve	45607.00	39644.00	15%
Sheep and lambs	3244.00	3776.00	-14%
Horses and ponies	2732.00	2492.00	10%
Crops Harvested (acres)			
Wheat for grain, All	17552.00	6829.00	157%
Barley for grain	10329.00	7786.00	33%
Hay, haylage, grass silage	42925.00	45339.00	-5%
OPERATOR DEMOGRAPHICS			
Primary occupation: (number)			
Farming	267.00	337.00	-20%
Other	408.00	301.00	36%
Place of residence: (number)			
On farm operated	597.00	570.00	5%
Not on farm operated	78.00	65.00	20%
Years on present farm: (number)			
Less than 10 years	185.00	186.00	-1%
10 years or more	490.00	449.00	9%
Age group: (number)			

Under 55 years	285.00	326.00	-13%
55 years and over	390.00	309.00	26%
Average age of operators: (number)	57.40	55.50	3%

Natural Resource and Environmental Issues

Lewis and Clark County has been a producer of timber for the Lumber industry for many years. RY Timber maintains a lumber mill in Townsend, Pyramid Mountain Lumber in Seely Lake and Sun Mountain Lumber in Deer Lodge. In recent years it has been difficult to source timber from federal lands. Private land owners with forested properties have been managing their properties and selling timber into regional mills. An epidemic of Pine Bark Beetle and other invasive species have infested the forested regions in the County. Much of the affected timber has not been harvested, and at this time is no longer viable for use as saw logs.

Mining has been a historic industry in Lewis and Clark County. This includes Sapphire which is prevalent along portions of the Missouri River, such a Spokane Bar.

Historically the region is well known for placer gold, but also deposits of Copper, Gold, Silver and Lead.

Other natural resources in the region are large deposits of limestone and shows of Molybdenum outside Canyon Creek.

For an interactive map of known mineral deposits in Lewis and Clark County, follow this link to the MBAC website. From this site you can gain access to layers that are used in Google Earth and identify historic deposits with associated known data.

Historic mining districts in Lewis and Clark County.

http://www.deq.mt.gov/abandonedmines/linkdocs/94tech.mcp	Austin District
http://www.deq.mt.gov/abandonedmines/linkdocs/96tech.mcp	Gould/Stemple District
http://www.deq.mt.gov/abandonedmines/linkdocs/103tech.mcp	Rimini District
http://www.deq.mt.gov/abandonedmines/linkdocs/95tech.mcp	Blue Cloud District
http://www.deq.mt.gov/abandonedmines/linkdocs/203tech.mcp	Bob Marshall District
http://www.deq.mt.gov/abandonedmines/linkdocs/97tech.mcp	Heddeleston/Mike Horse District
http://www.deq.mt.gov/abandonedmines/linkdocs/98tech.mcp	Helena/Last Chance District
http://www.deq.mt.gov/abandonedmines/linkdocs/32tech.mcp	Hellgate District

http://www.deq.mt.gov/abandonedmines/linkdocs/99tech.mcpx	Lincoln District
http://www.deq.mt.gov/abandonedmines/linkdocs/100tech.mcpx	Marysville District
http://www.deq.mt.gov/abandonedmines/linkdocs/101tech.mcpx	Missouri River District
http://www.deq.mt.gov/abandonedmines/linkdocs/104tech.mcpx	Scratchgravel Hills District
http://www.deq.mt.gov/abandonedmines/linkdocs/105tech.mcpx	Wolf Creek District
http://www.deq.mt.gov/abandonedmines/linkdocs/106tech.mcpx	York District

Warm Spring activity around the Helena region is of potential economic interest. There has been interest in warm springs in the Boulder, Alhambra, Broadwater and Marysville which included an extensive study in 1973 at the Marysville geothermal area. Dr. David Blackwell of Southern Methodist University drilled blind holes in the Marysville and White Earth areas and found extensive heat sources. It is estimated that the source rock temperatures are:

Boulder - 136 °C

Alhambra – 96 °C

Broadwater – 118 °C

Marysville – 130 °C with heat flow data of 240 °C/km



Meagher County

Overview

Population

Economy – Private Sector

Economy – Public Sector

Education

Health, Medical and Emergency Services

Municipal Services

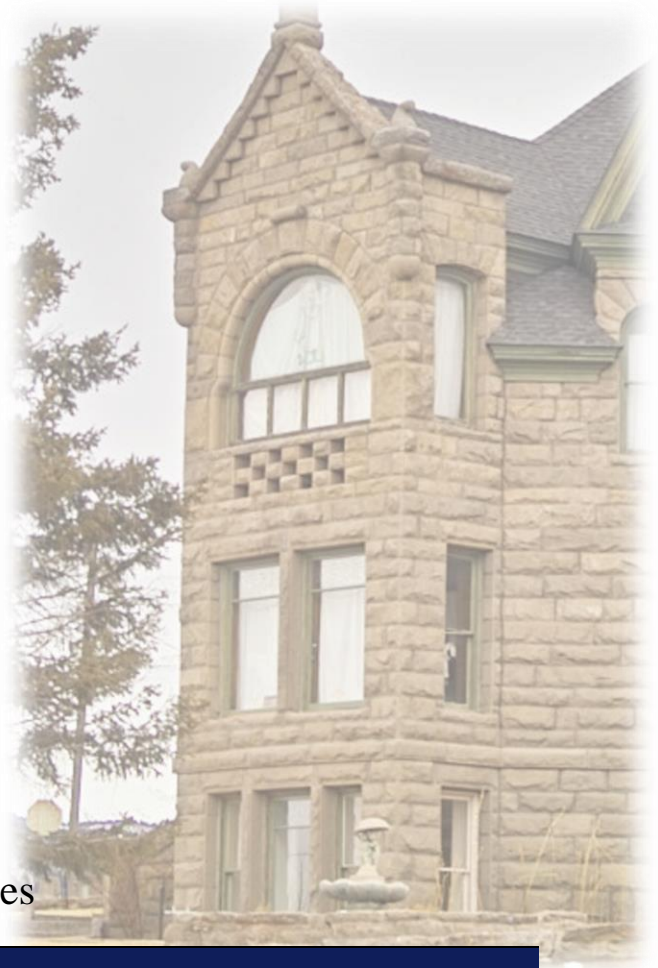
Utilities

Transportation

Housing Stock and Characteristics

Agriculture

Natural Resource and Environmental Issues



Overview

Meagher County was created in the Montana Territory in 1867, and named after the colorful general Thomas Francis Meagher, the acting Governor of the Montana Territories from 1865-1867. The County was cut out of Chouteau and Gallatin counties and originally totaled 20,000 square miles. From 1867-1920, portions of the Judith, Musselshell, Smith and Missouri River basins were removed from the original Meagher County, creating new counties. By 1920, Meagher County was 2,395 square miles.

The County Seat was moved from Diamond City to White Sulphur Springs in 1880. White Sulphur Springs was founded by James Brewer in 1866 at the site of Trinity Springs, a thermal hot spring that was frequented by the Flathead Indians as well as



many other tribes and considered neutral territory because of its medicinal value. Initially called Brewer's Springs, the facility was sold to Dr. Parberry in 1876 and renamed White Sulphur Springs.

The region grew rapidly with the discovery of gold in Confederate Gulch at Diamond City in 1864. The population of the region swelled to more than 5,000 people by 1868, driven by placer gold deposits in the Big Belt Mountains. But, by 1870, the placer deposits of Diamond City and Confederate Gulch had plaid out and the population moved on looking for new found mineral deposits and riches in towns like Castle, Copperopolis and Neihart.

The grand valley of Meagher County became the bread basket to the mining cities and supplied timber and agriculture to the surrounding region.

The valley in the early days was dominated by sheep ranches, such as the C.M. Bair ranch in Martinsdale but later transitioned to cattle ranching and hay production. The region still remains a productive ranching community.²



The panic of 1893 brought lead and silver mines in Castle to a standstill, but construction continued on the Montana Railroad (Jawbone Railroad) from Lombard to Ringling then Loweth, with the hope that the rail line would facilitate the reopening of the mining districts. In 1908, what remained of the Montana Railroad was sold to the Chicago, Milwaukee, St. Paul and Pacific Railroad Company, which later became the Milwaukee Road.



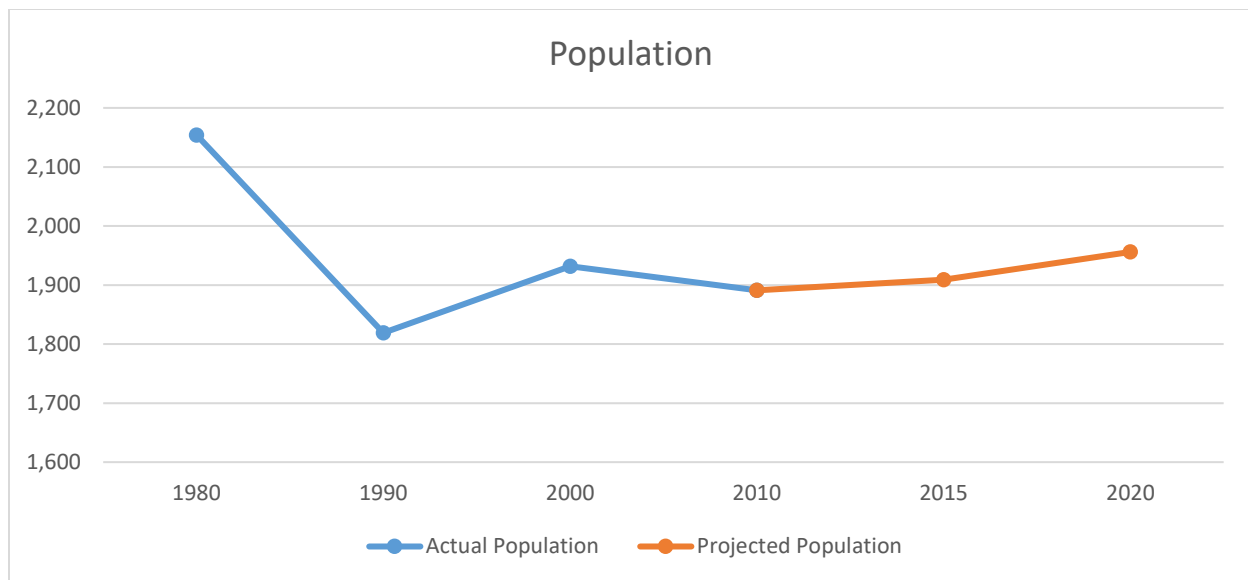
The region also includes the communities of Martinsdale, Checkerboard, Lennep and Ringling.

Population

In 2010, the US Census Bureau determined the population of Meagher County was 1,891. This was a far cry from the population in Meagher County during its heyday in 1867 of over 5,000 people. In 1980, Meagher County had a population of 2,154, but in 1984 the closure of two lumber mills and the associated timber harvest jobs accounted for a steep decline of -1.6% annually in population that continued into the 1990's.

The following line chart shows the changes in Meagher County's population from 1980-2010:

² Excerpts taken from Meagher County: An Early-Day Pictorial History, 1867-1967:
<http://cdm103401.cdmhost.com/cdm/compoundobject/collection/p15018coll43/id/11744>

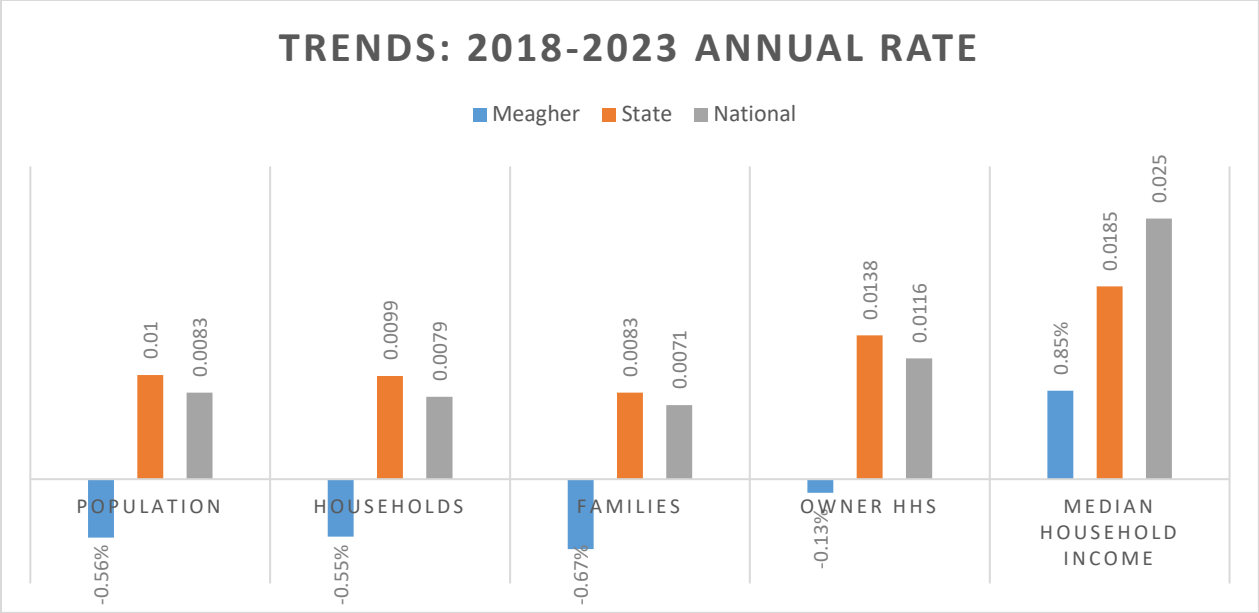


Source: Esri Business Analysis

The graph above shows a sharp decline in population from 1980 to 1990. By the turn of the century, the county experienced some growth and then a slight decrease by 2010. Since then, the population has steadily increased. By 2020, the County is projected to have nearly 2,000 residents. This would be the highest population influx since 2000.

If the Black Butte Copper Mine project comes to fruition, it is anticipated that the County's population will experience an upfront increase, and grow at a steady rate over a 3-5 year period. The mine will attract workers from neighboring counties, but White Sulphur Springs will undoubtedly become larger in population as a result.

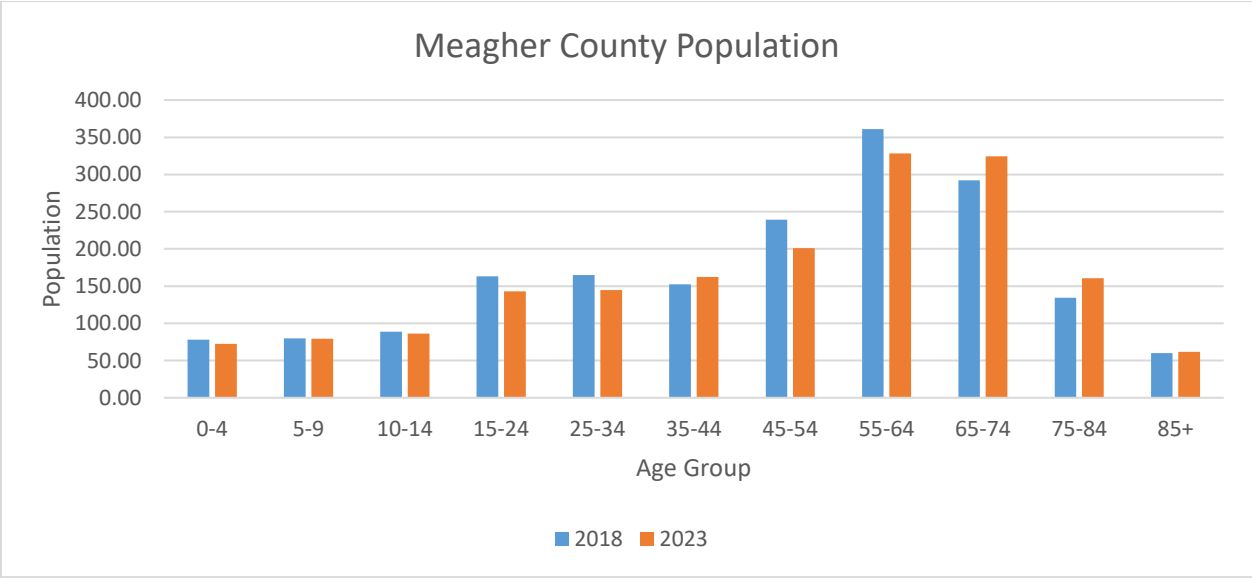
The following bar chart depicts the estimated change in growth for Meagher County by the year 2023:



Sources: MT Governor’s Office of Economic Development (Esri)

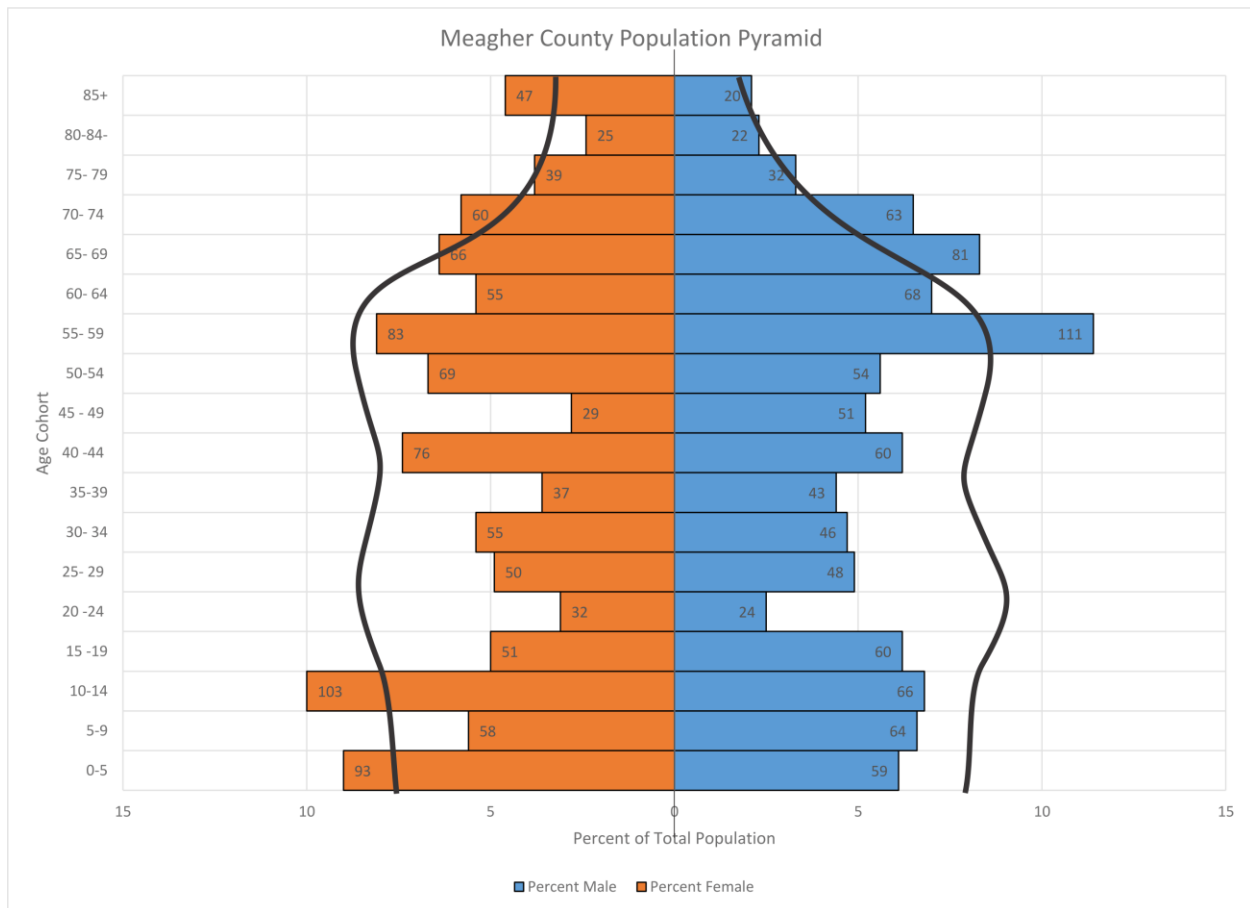
POPULATION OF MEAGHER COUNTY BY AGE; 2018-2023

The following bar chart shows the Meagher County population cohorts from the 2018-2023 census:



Source: MT Governor’s Office of Economic Development (Esri)

Meagher County has an older population compared to that of the United States. In 2018 the median age in Meagher County was 53 years and the community is expected to continue to grey with a projected median age in 2023 of 54 years.



Source: U.S. Census Bureau

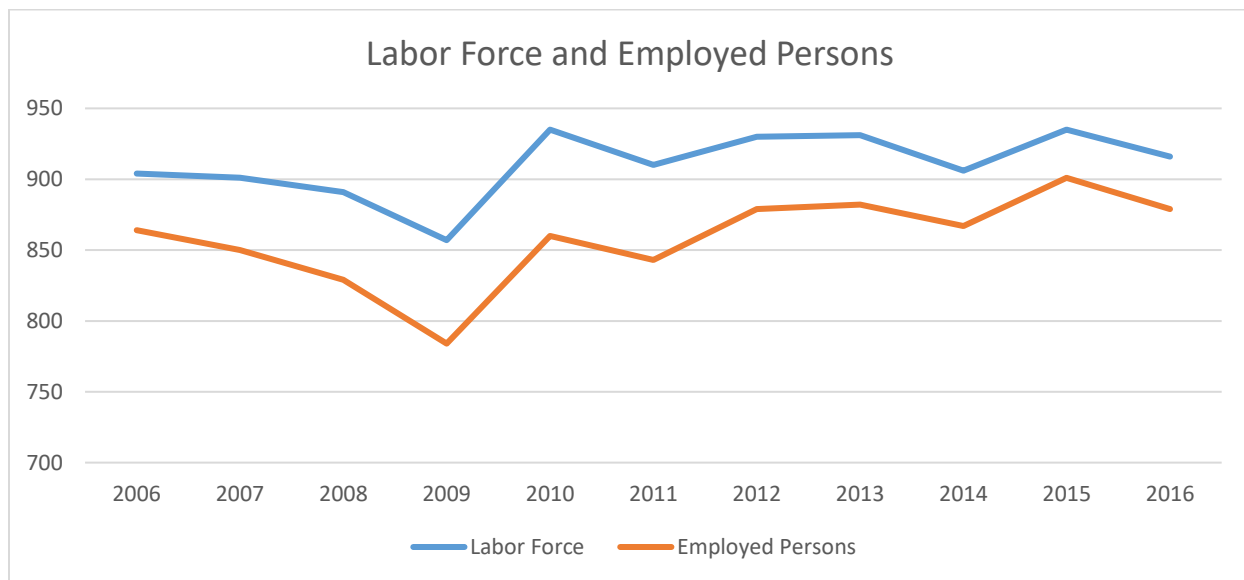
Economy – Private Sector

Top Private Employers in Meagher County Based on 2nd quarter 2017 data	
Business Name	Size Class
Mountainview Medical Center	5
Showdown Ski Area	4
Bar 47	4

Town Pump	4
The Equestrian Center at Horse Creek	3
All Seasons Inn and Suites	3
Bank of the Rockies	3
Seventy- One Ranch LP	3
Stockmans Bar	3
Employment Size Class Coding: Class 5 = 50 - 99; Class 4 = 20 - 49; Class 3 = 10 - 19	

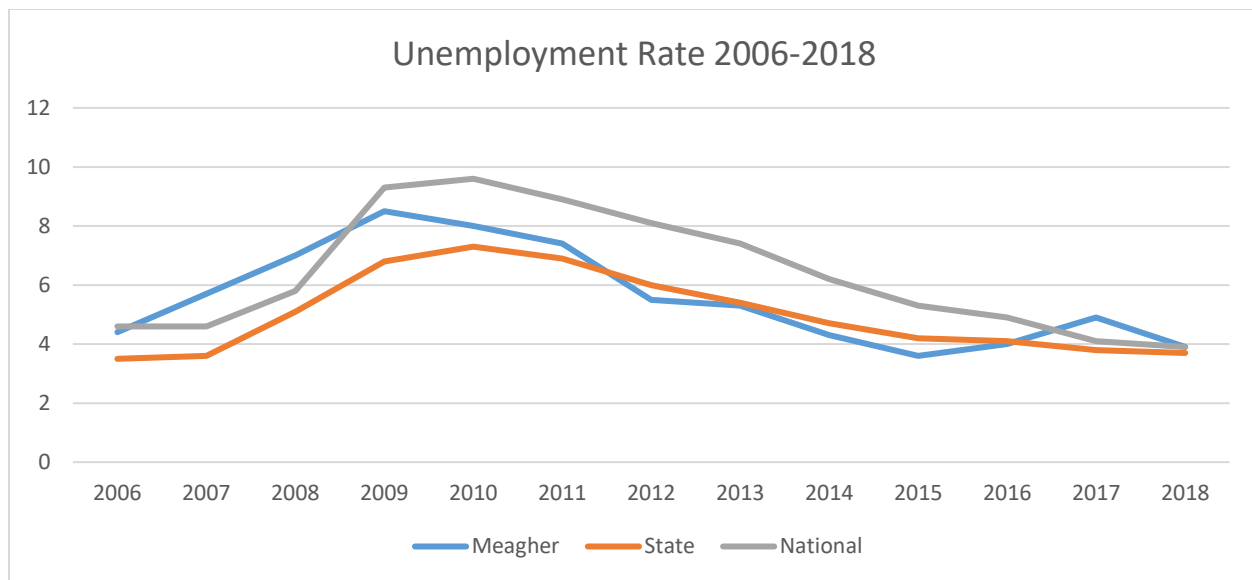
The economy of Meagher County is comprised primarily of Agriculture, Tourism, with a small amount of mining and logging. According to City-Data.com, in March of 2012, the Cost of Living index for Meagher County was scored at 87.3 as compared to a national average of 100, indicating that it is generally less expensive to live in Meagher County.³ The US Census Bureau's Small Area Income and Poverty Estimates (SAIPE) program determined that in 2012, 353 residents (19.1%) of Meagher County were living in poverty, with 103 of those residents being under the age of 18.

EMPLOYMENT



MT Governor's Office of Economic Development (ESRI), Federal Reserve

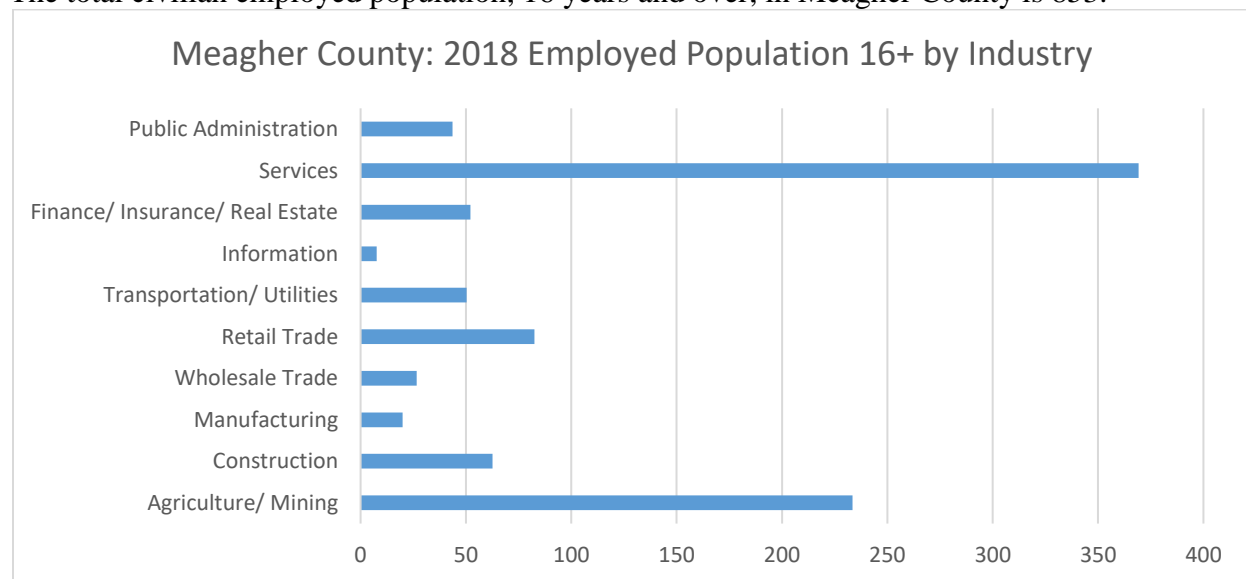
³ http://www.city-data.com/county/Meagher_County-MT.html



Source: Source: MT Governor's Office of Economic Development (ESRI), Federal Reserve

ESTIMATED EMPLOYMENT BY ECONOMIC SECTOR, 2018

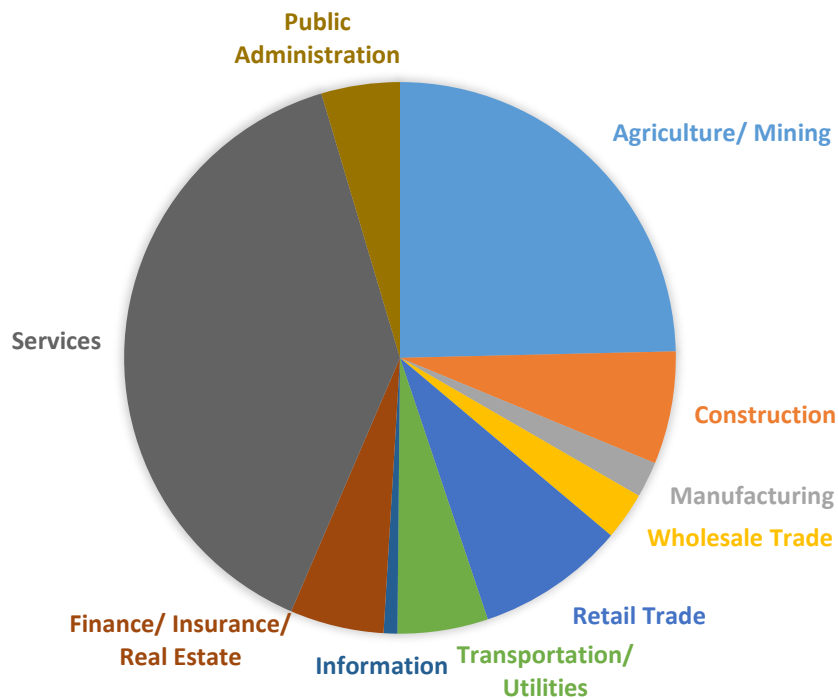
The total civilian employed population, 16 years and over, in Meagher County is 853.



Source: MT Governor's Office of Economic Development (Esri)

The following column chart shows the number of full-time and part-time jobs for the civilian employed population, 16 years and over, in Meagher County.

MEAGHER COUNTY: 2018 EMPLOYED POPULATION 16+ BY INDUSTRY

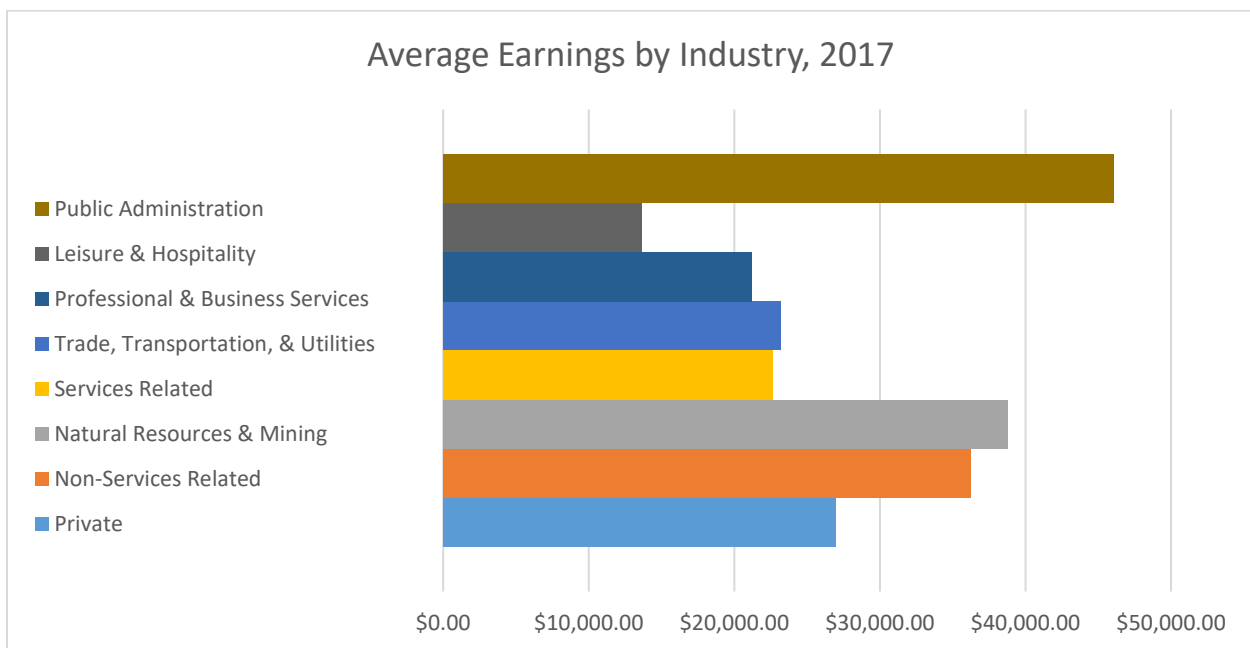


Source: MT Governor's Office of Economic Development (Esri)

The table below lists the location quotients (with 1 or higher being an export industry) by industry for Meagher County. The quotient is derived by dividing the number of jobs in an industry by the total number of jobs in Broadwater County. That number is then compared to the same ratio for the national level. A score of 1 or more indicates an industry employs more persons than the national level, meaning that the industry is profitable in the area and exports products.

Supersector	Number of establishments Private Q3 2018 ^P	Employment Private Sep 2018 ^P	12 month percent change in employment Private Sep 2017-Sep 2018 ^P	12 month change in employment Private Sep 2017-Sep 2018 ^P	Location quotient Private Sep 2018 ^P	Average weekly wage Private Q3 2018 ^P	12 month percent change in average weekly wage Private Sep 2017-Sep 2018 ^P	12 month change in average weekly wage Private Sep 2017-Sep 2018 ^P
Construction	11	ND	ND	ND	ND	ND	ND	ND
Education and Health Services	3	ND	ND	ND	ND	ND	ND	ND
Financial Activities	3	ND	ND	ND	ND	ND	ND	ND
Other Services	6	10	25.0%	2	0.51	\$302	-8.5%	-\$28
Leisure and Hospitality	26	162	14.1%	20	2.25	\$312	19.1%	\$50
Trade, Transportation, and Utilities	16	73	12.3%	8	0.61	\$467	1.1%	\$5
Service-Providing	68	334	9.9%	30	0.74	\$507	10.7%	\$49
Total, all industries	101	496	1.0%	5	0.9	\$598	9.3%	\$51
Goods-Producing	33	162	-13.4%	-25	1.66	\$771	9.5%	\$67
Manufacturing	3	ND	ND	ND	ND	ND	ND	ND
Professional and Business Services	13	14	0.0%	0	0.15	\$666	71.6%	\$278
Natural Resources and Mining	19	123	-22.2%	-35	13.68	\$817	8.8%	\$66
Information	-	-	-	-	-	-	-	-
Public Administration	-	-	-	-	-	-	-	-
Unclassified	1	1	-	-	0.84	\$438	-	-

MEDIAN EARNINGS BY INDUSTRY



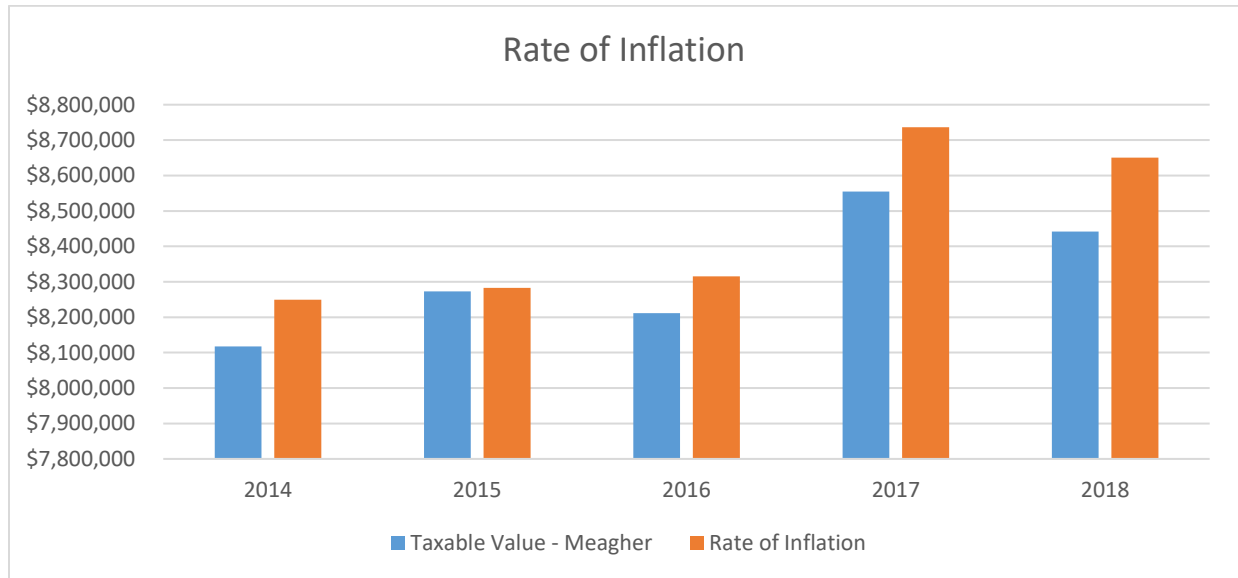
Source: Bureau of Labor Statistics, via Headwaters Economics

In Meagher County for the year 2018, the median household income was \$37,184 with an average household income of \$52,168. By the year 2023, the median household income is expected to grow to \$38,789 with the average household income increasing to \$57,368. Since 2012, the median household income has decreased from \$37,304 to \$37,184 in 2018, a decrease of 0.32%.

Economy – Public Sector

TAXABLE VALUE AND GOVERNMENT SPENDING

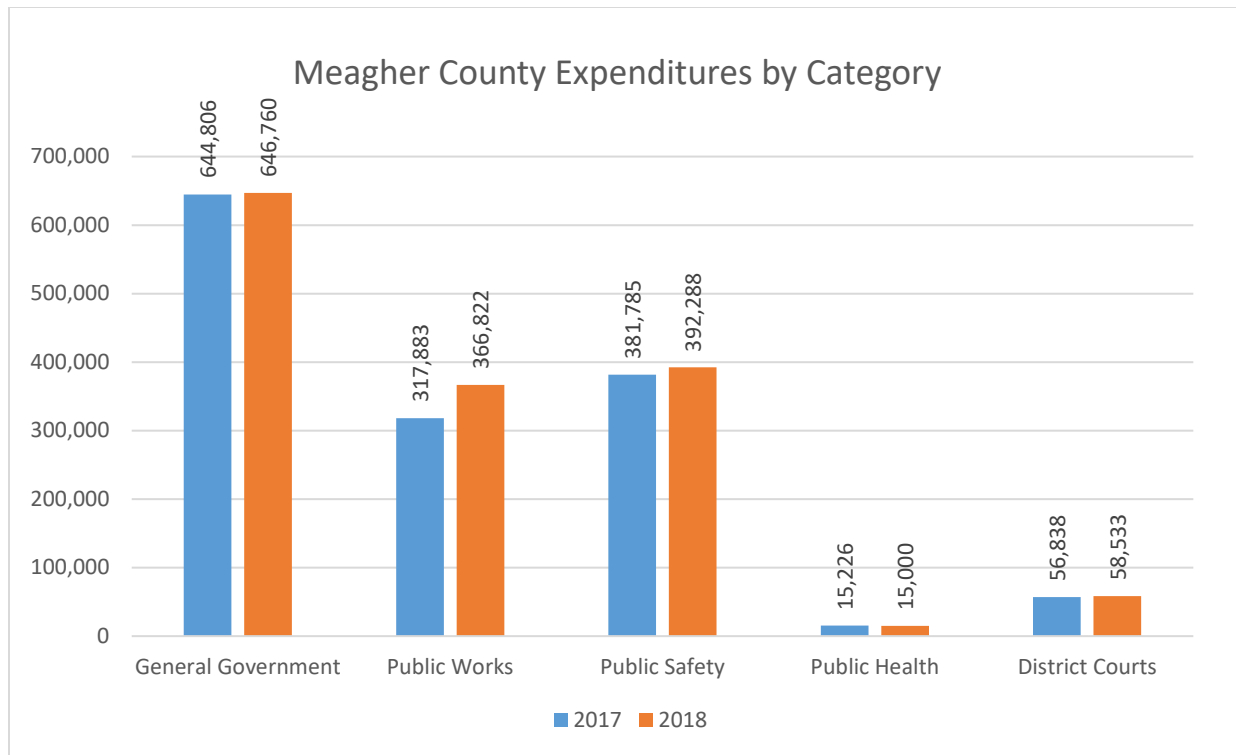
The following graph shows the change in taxable value for Meagher County from 2000-2011. The orange line depicts the taxable value, the grey line depicts inflation over that same time period.



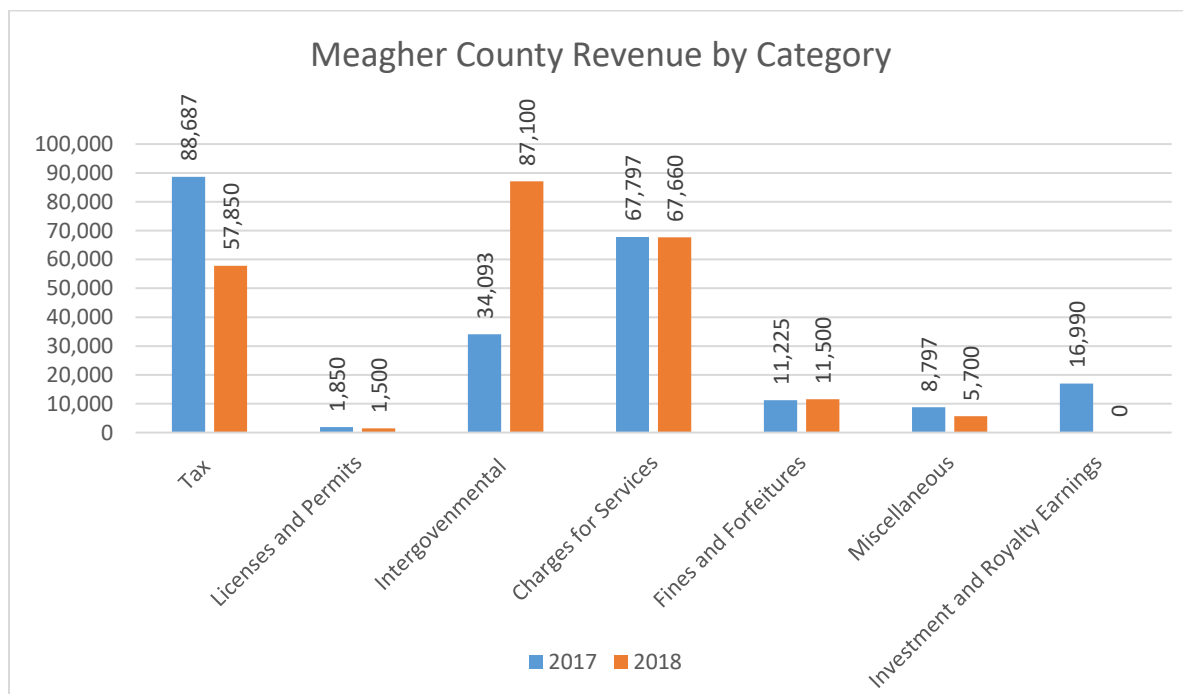
Source: MT Department of Revenue & inflationdata.com

As demonstrated in the previous graph, taxable value in Meagher County is substantially lower than the rate of inflation. The delta was lessened in 2015, but from 2016-2018 there is a noticeable gap. The Black Butte & Gordon Butte projects would significantly boost Meagher County's taxable value. These projects could attract ancillary industries and services that will help boost taxable value for the County.

The next two graphs show Meagher County's expenditures and revenues:

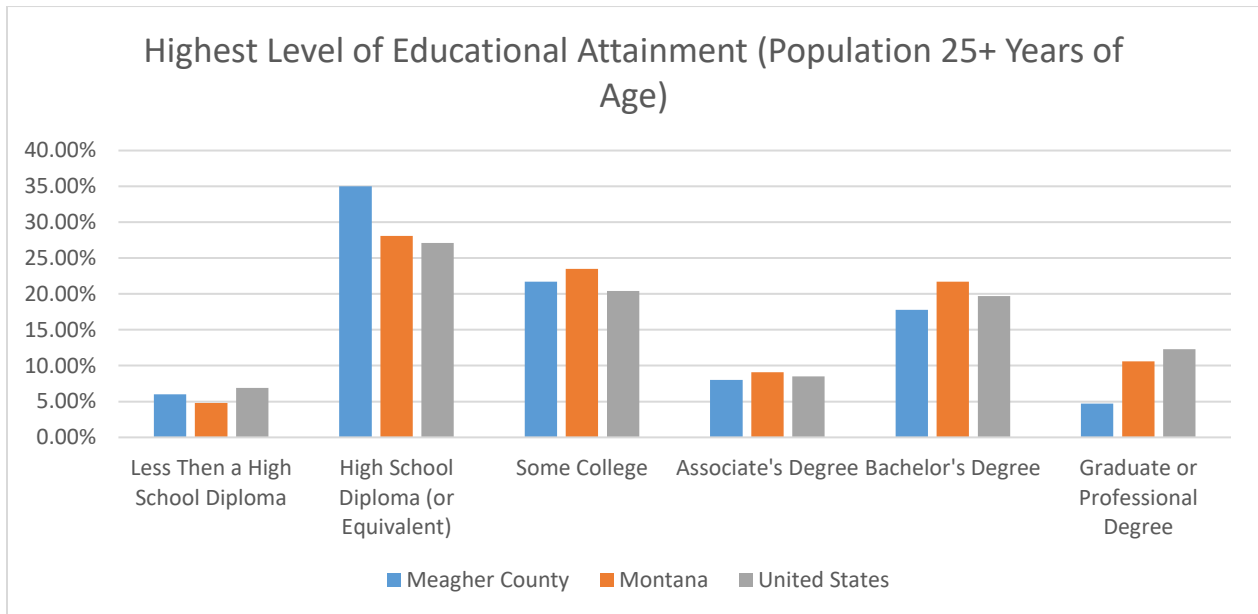


Source: Meagher County Adopted Budgets FY17 & FY18



Education

The chart below displays the highest level of educational attainment in persons aged 25 or more.



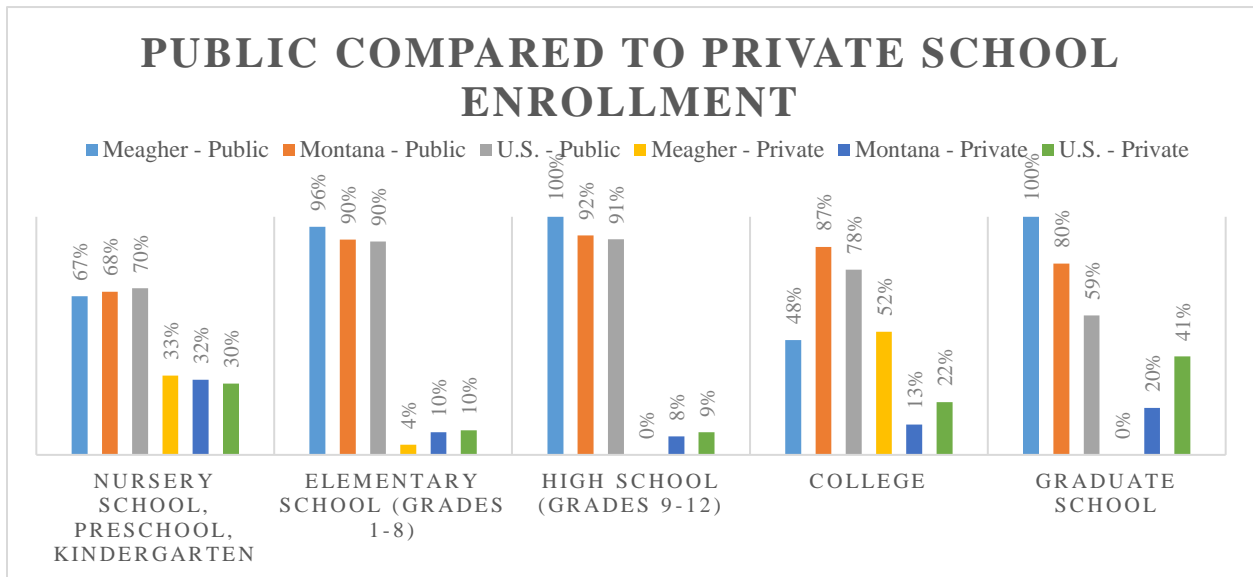
Source: Montana Governor's Office of Economic Development (Esri)

Meagher County is lower in percentages of persons who go on to post-secondary education.

There are two schools in Meagher County. Both of the schools are located in White Sulphur Springs. The White Sulphur Springs Elementary School teaches grades K-8 and has an enrollment of 125 students. The elementary school employs 7 teachers—1 for each grade except for 2nd—and 10 classrooms. The White Sulphur Springs High School has an enrollment of 76 students and employs 9 teachers. The high school has 14 classrooms. 6 of the faculty members are shared between the elementary school and high school.

School Name	City	Number of Students	Female Students	Male Students	Female-Male Student Ratio
White Sulphur Springs Elementary	White Sulphur Springs	125	52	73	.71
White Sulphur Springs High School	White Sulphur Springs	60	28	32	1.24

White Sulphur Springs 7-8	White Sulphur Springs	32	12	20	.60
Lennepe School	Martinsdale	4	1	3	.33



Source: US Census American Community Survey

To learn more about the education system in Meagher County, visit their website at:
www.whitesulphur.k12.mt.us.

Health, Medical, and Emergency Services

LAW ENFORCEMENT

Meagher County Sheriff's Department

The Meagher County Sheriff's Department employs 3 full-time officers, the sheriff, 5 full-time dispatchers, 1 part-time dispatcher. Currently, a position is open for 1 part-time dispatcher.

FIRE PROTECTION

City of White Sulphur Springs V.F.D.
 Meagher County Fire
 Martinsdale Fire Service Area
 Grassy Mountain Rural Fire District

Meagher County has four fire protection agencies: The City of White Sulphur Springs V.F.D., Meagher County Fire, Martinsdale Fire Service Area, and Grassy Mountain Rural Fire District. In total, Meagher County has 12 structure trucks, 7 tenders, 58 volunteer fire personnel, and 1 Ario Bucket Truck. There are 8 pressurized hydrants in the town of Martinsdale and 11 dry hydrants in the county.

HOSPITAL AND NURSING HOME

Mountainview Medical Center

Mountainview Medical Center—based in White Sulphur Springs—provides inpatient, outpatient, and long term care as well as diagnostics and emergency services to all of Meagher County. The center has 25 beds, 4 day nurses, 3 night nurses, 2 Physicians Assistants, and 1 Doctor. The facility was remodeled in 2004 with the original building footprint. The remodel included making changes and updates to the lab, x-ray room, emergency room, patient rooms, and some of the office spaces.

EMERGENCY MEDICAL

Meagher County Disaster and Emergency Service

In Meagher County, there are 18 certified EMT's and 3 ambulances to provide emergency medical services to the residents.

Municipal Services

	Community Infrastructure Systems	
	White Sulphur Springs	Martinsdale
Water	Ground/Surface Water Treatment*	Ground/Surface Water Treatment*
Wastewater	Facultative Lagoons	Facultative Lagoons
Power	Overhead/Underground Northwestern Energy	Overhead/Underground Northwestern Energy
Thermal	Heating Oil/Propane	Heating Oil/Propane
Traffic	Rural	Rural
Railroad	N/A	N/A
Airport	White Sulphur Springs Airport	N/A

White Sulphur Springs is supplied with drinking water by a combination of two wells and Willow Creek. The creek supply is serviced through a sand filter and this supply along with the

water supplied by the two wells is treated with chlorine. The town's water system is gravity driven and distributes its water to the 948 residents through a system of two- to twelve-inch PVC and steel pipes. The system holds 450,000 gallons of fire reserves in a buried concrete tank and has fire service hydrants evenly spaced on two block intervals around town.

The White Sulphur Springs water supply is currently functioning under a demand of 300,000 gallons per day and has no water quality or supply capacity issues. Most of the town's water supply is provided by Willow Creek while the wells are used to supplement the supply when needed. Currently the well pumps are used every other day.

The White Sulphur Springs water system includes approximately two miles of twelve-inch steel pipe. This pipe was installed in 1948 and due to leakage concerns is in need of rehab. A total of 6,000' of pipe was replaced in two phases during 2007 and 2012. The water storage tank was replaced in 2013.

White Sulphur Springs' wastewater system, according to the White Sulphur Springs Public Works Department, functions on a gravity operated system of six- to eight-inch clay and asbestos pipes delivering wastewater to two ten-acre facultative lagoons. Wastewater from eight to ten residents in one section of town is pumped through a lift station to the lagoon. Effluent from the lagoon system is discharged to the Warm Springs Ditch.

The wastewater system was designed for a population of 2,500 residents. Currently the town's population is 948 according to the 2000 Census, and the wastewater system is functioning at under half of its influent capacity with no current needs. Changes in wastewater discharge regulations may adversely affect the capacity of the current system.

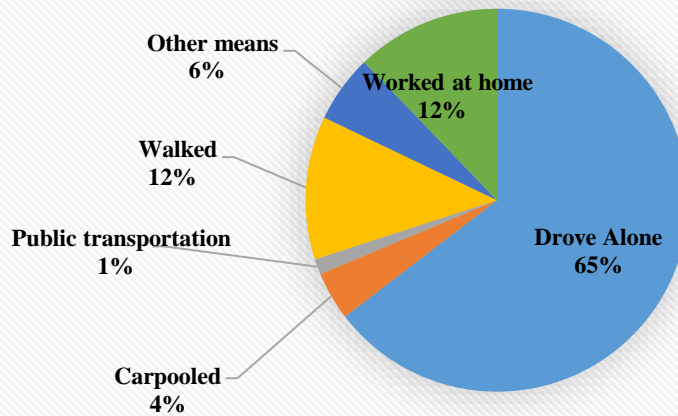
Utilities

Electric power is provided by Northwestern Energy within the Town and County. Phone and internet services are provided by Triangle Communication and includes fiber optic cable directly to properties in most of the region. This is a significant accomplishment and will provide the region with a quality internet backbone that rivals the best in the state. Propane and heating oil is used in the region. Natural Gas is not available.

Transportation

Transportation throughout the region is provided by Montana highways, County and City roads and streets. There is a County airfield south of White Sulphur Springs. The facility has aviation gas, but not jet fuel. There are no interstate highways or railways in Meagher County.

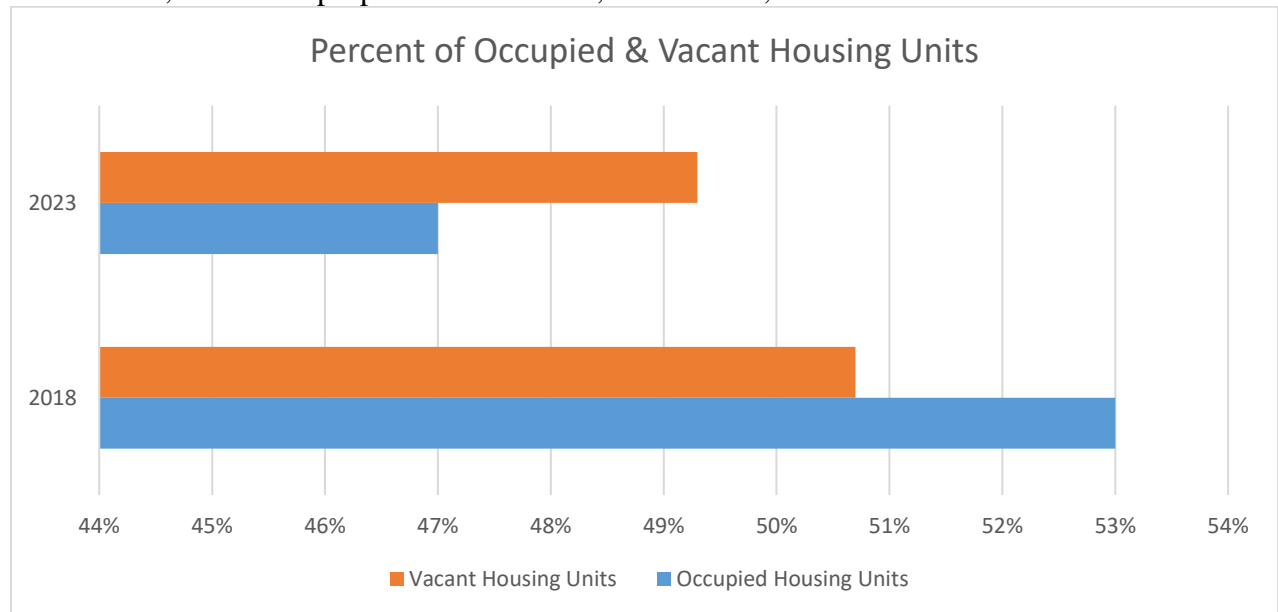
Meagher County Mode of Transportation to Work



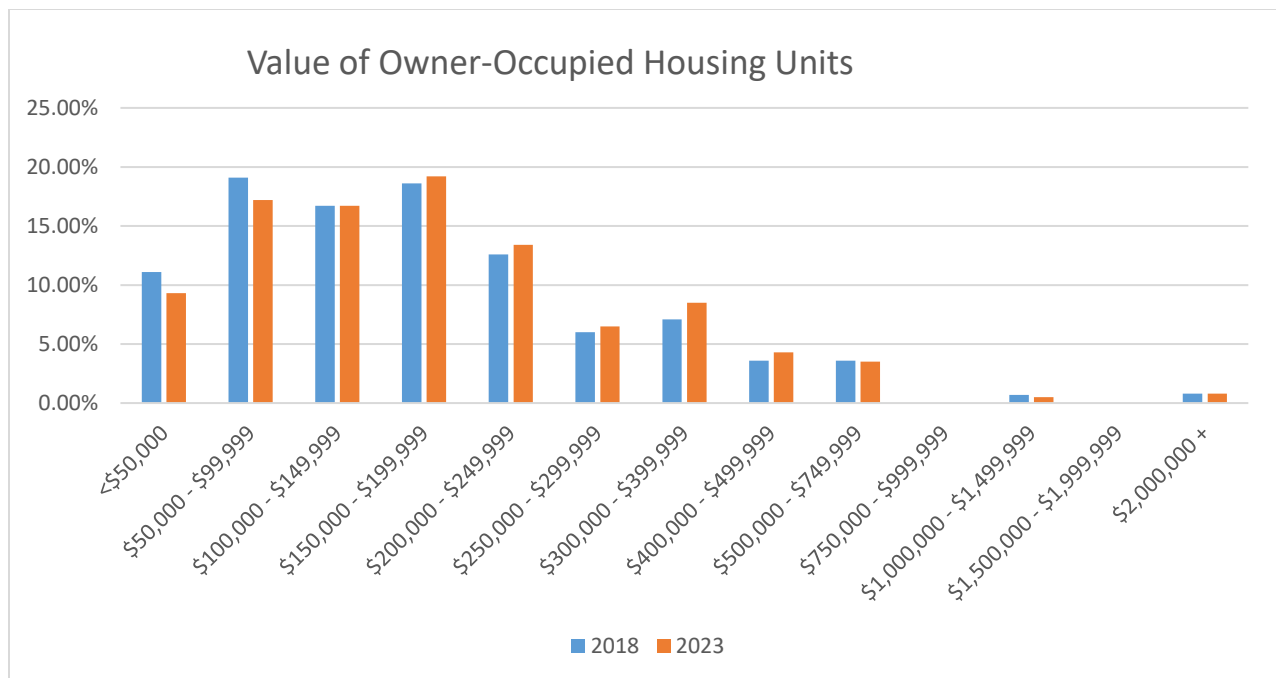
Source: US Census American Community Survey

Housing Stock and Characteristics

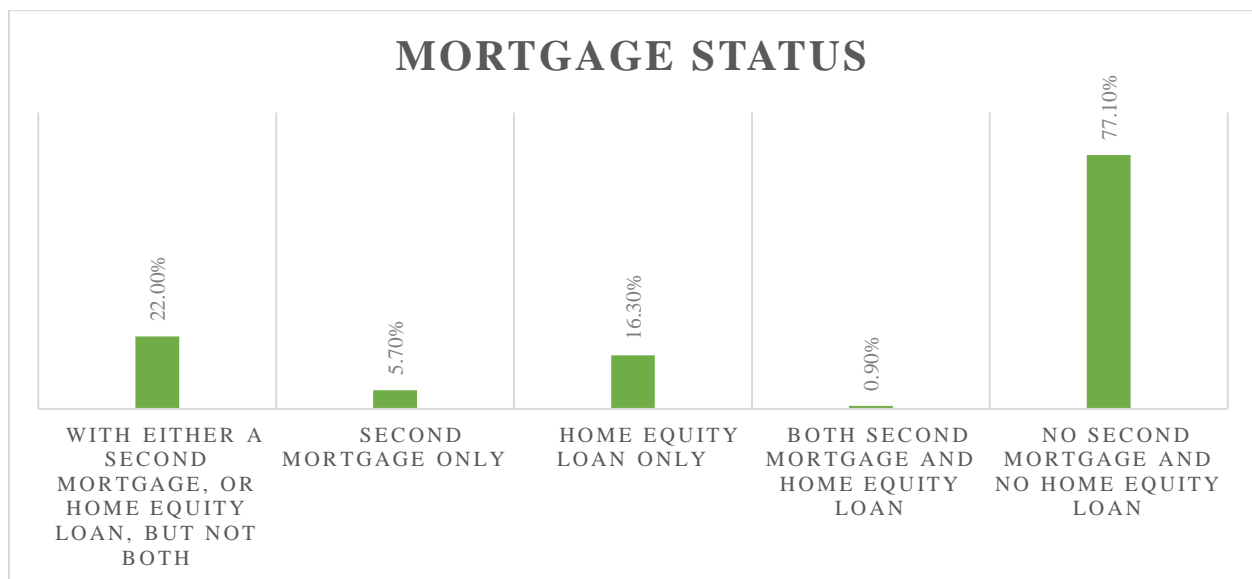
In 2010, the U.S. Census showed 1,432 total housing units in Meagher County, an increase of 69 units between 2000 and 2010. Of the total units, 806 were occupied and 626 were vacant. Of the vacant units, 77% were purposed for seasonal, recreational, or occasional use.



Source: MT Governor's Office of Economic Development (Esri)



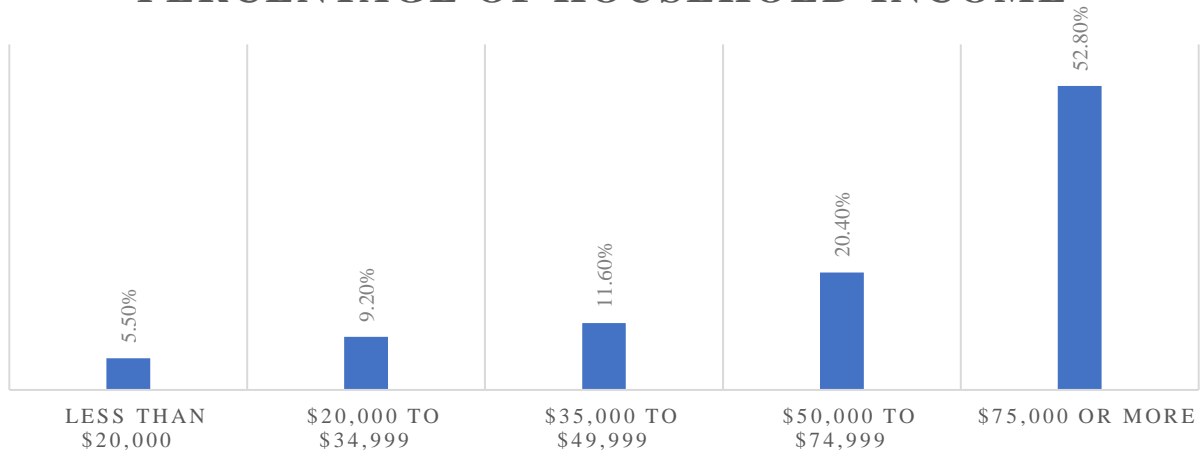
Source: MT Governor's Office of Economic Development (Esri)



Source: US Census Bureau

Of Meagher County's population, 1,288 people reside in owner-occupied housing units, 174 residents live in group quarters and 429 residents live in renter-occupied housing units.

MONTHLY HOUSING COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME



Source: US Census Bureau

REAL ESTATE TAXES



Source: US Census Bureau

Agriculture

AGRICULTURAL STATISTICS FOR MEAGHER COUNTY

	2007 Census	2002 Census	% Change
FARMS			

Farms: (number)	138	136	1%
Land in farms (acres)	812412	857215	-5%
Average size of farms (acres)	5887	6303	-7%
Median size of farms (acres)	1156	3600	-68%
Farms by size: (number)			
Less than 1,000 acres	67	54	24%
1,000 acres or more	71	82	-13%
Farms by value of products sold: (number)			
Less than \$100,000	92	90	2%
\$100,000 or more	46	46	0%
Farms by type of organization: (number)			
Family, Individual, Partnership	110	110	0%
Corporation, Cooperative, Trust	28	26	8%
LIVESTOCK INVENTORY AND CROPS HARVESTED			
Livestock and Poultry Inventory (number)			
Cattle and calves	46296	45467	2%
Sheep and lamb		4961	
Horses and ponies	688	825	-17%
Bison	310	133	133%
Crops Harvested (acres)			
Wheat for grain, All	10458	10082	4%
Winter wheat for grain	6206	6302	-2%
Spring wheat for grain	4252	3780	12%
Oats for grain	700	1124	-38%
Barley for grain	5855	11850	-51%
Hay, haylage, grass silage	40281	47418	-15%
OPERATOR DEMOGRAPHICS			
Primary occupation: (number)			
Farming	81	104	-22%
Other	57	32	78%
Place of residence: (number)			
On farm operated	98	113	-13%
Not on farm operated	40	23	74%
Years on present farm: (number)			
Less than 10 years	35	30	17%

10 years or more	103	106	-3%
Age group: (number)			
Under 55 years	63	66	-5%
55 years and over	75	70	7%
Average age of operators: (number)	56.8	55.5	2%
Source: US Department of Agriculture			

Natural Resource and Environmental Issues

With the exception of White Sulphur Springs' wastewater system the majority of the wastewater in Meagher County is disposed of through individual private septic systems. As the population of Meagher County is small and dispersed over a larger area the volume and concentration of wastewater is minimal. Very little data is available characterizing the groundwater supply aquifers and the influence of wastewater disposal on the groundwater quality in the county. The Montana Bureau of Mines is currently compiling information to further detail the aquifer and groundwater quality characteristics in this region.

Meagher County is well known for thermal features. According to the DEQ website, "A wide thermal area, three to four miles wide, displays elevated surface-soil temperatures. This thermal anomaly provides the heat source for the Spa in White Sulphur Springs, but is also present at other locations in the region. Geothermometers indicate a potential deep reservoir temperature of 125 C. The USGS and MSU conducted several studies in the 1980s but could not locate a hotter source area. DEQ page with chemistry for the region.

<http://deq.mt.gov/energy/geothermal/sites/whiteslp.mcp>

Meagher County has been a producer of timber for the Lumber industry for many years. RY Timber maintains lumber mills both in Livingston and Townsend and are the nearest markets for timber to produce stud grade lumber. In recent years it has been difficult to source timber from federal lands. Private land owners with forested properties have been managing their properties and selling timber into regional mills. An epidemic of Pine Bark Beetle and other invasive species have infested the forested regions in the County. Much of the affected timber has not been harvested, and at this time is no longer viable for use as saw logs.

The region around Meagher County has been actively explored for oil and gas resources for many years. In 2008, Bill Barrett Corp and Devon Energy explored the Cody Shale formation in the southern reaches of the County associated with the Rocky Mountain Overthrust Belt. At this time the Bill Barrett Corporation lists the Cody Shale formation as a Natural Gas reserve in their held lands.

Mining has been a historic industry in Meagher County and is seeing a renaissance in the region due to increase commodity prices. Currently 10,000 short tons of iron ore are mined from an open pit mine north of White Sulphur Springs for use at the Holcum Cement Plant in Logan. Tintina Resources is developing a Copper/Cobalt deposit for commercial production using a underground audit.

Historically the region is well known for placer gold on the east slopes of the Big Belt Mountains, Copper in the Little Belt Mountains and Silver deposits in the Castle Mountains. The entire region has many other shows of mineralization.

Below are links to the major mining districts that are located in Meagher County:

<http://www.deq.mt.gov/abandonedmines/linkdocs/131tech.mcpx>

<http://www.deq.mt.gov/abandonedmines/linkdocs/132tech.mcpx>

<http://www.deq.mt.gov/abandonedmines/linkdocs/133tech.mcpx>

<http://www.deq.mt.gov/abandonedmines/linkdocs/134Atech.mcpx>

<http://www.deq.mt.gov/abandonedmines/linkdocs/134tech.mcpx>

Natural Resources of other note in the region are large deposits of gypsum in the north of the County along the Smith River.

For an interactive map of known mineral deposits in Meagher County, follow this link to the MBAC website. From this site you can gain access to layers that are used in Google Earth and identify historic deposits with associated known data.

www.MBAC.biz/mineralization

Disaster and Economic Recovery and Resiliency Strategy

Montana Code Annotated (MCA) 10-3-103 defines the following:

(3) "Disaster" means the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or artificial cause, including tornadoes, windstorms, snowstorms, wind-driven water, high water, floods, wave action, earthquakes, landslides, mudslides, volcanic action, fires, explosions, air or water contamination requiring emergency action to avert danger or damage, blight, droughts, infestations, riots, sabotage, hostile military or paramilitary action, disruption of state services, accidents involving radiation byproducts or other hazardous materials, outbreak of disease, bioterrorism, or incidents involving weapons of mass destruction.

(7) "Emergency" means the imminent threat of a disaster causing immediate peril to life or property that timely action can avert or minimize.

In the event of a disaster, the Montana Business Assistance Connection (MBAC), in conjunction with its regional partners, is prepared to facilitate planning and recovery efforts as outlined in the following strategy document. However, this brief strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans. This document simply establishes the District's role in both pre- and post-disaster planning and recovery.

Phase I: Pre-disaster Preparedness

The MBAC supports and encourages its communities to:

- Engage in pre-disaster recovery and mitigation planning
- Regularly assess the community's risks and vulnerabilities
- Inventory and organize the community's recovery resources
- Engage in business continuity planning
- Ensure resources are available for the elderly and those with special needs
- Identify shelters
- Identify recovery partners, as well as the type of assistance and resources they can provide
- Establish a timeline for recovery activities (immediate, short-term, intermediate, and long-term)
- Develop and disseminate a community evacuation plan
- Establish a communication chain
- Engage the community's residents in the planning and recovery process

Regional Risks and Vulnerabilities

The MBAC region is vulnerable to a wide variety of disasters including, but not limited to, fires, flooding, chemical/biological warfare, dam failure, drought and extreme heat, freeze events and extreme cold, earthquakes, hazardous materials, landslides, nuclear attack, tornadoes, vector-borne diseases, volcanic fallout, violence, and terrorism.

Recovery and Mitigation: MBAC Regional Challenges

- Small population dispersed over a large area
- Lack of comprehensive services
- Isolation/lack of access
- Limited options for transmitting information
- Possibility for widespread interruption of services
- High percentage of stationary, at-risk population (elderly)
- Lack of economic diversity, loss of “one” may mean loss of “all”
- Limited transit options
- Limited incomes
- Few liquid assets, significant amount of money tied up in land and equipment
- Vulnerable infrastructure, including historic sites and structures
- Heavy reliance on imported materials and food

Recovery and Mitigation Planning

Without being prepared for the complexity of redevelopment in a compressed timeframe following a major disaster, local officials may struggle with recovery decisions and miss opportunities for public participation in reshaping the community’s future. To become more disaster-resilient, local governments should plan for what must happen after rescue and recovery operations are completed in order to return the community to normal or perhaps rebuild an even better community. Through a Post-Disaster Redevelopment Plan (PDRP or Plan), local governments can collaboratively create a long-term recovery and redevelopment strategy in pursuit of a sustainable community.

Plans identify policies, operational strategies, as well as roles and responsibilities for implementation that will guide decisions affecting long-term recovery and redevelopment of the community after a disaster. They emphasize seizing opportunities for hazard mitigation and community improvement consistent with the goals of local and regional comprehensive plans, with full participation from the area’s citizens.

There are three principal benefits to having a well-developed Plan:

1) Faster and More Efficient Recovery

Without a comprehensive, long-term recovery plan, ad hoc efforts in the aftermath of a significant disaster will delay the return of community stability. Creating a process to make smart post-disaster decisions and prepare for long-term recovery requirements enables a community to do more than react, prompting post-disaster action rather than time-consuming debate. By identifying appropriate planning mechanisms, financial assistance, and agency roles and responsibilities beforehand, a community begins the road to recovery more quickly. Being able to show efficient and effective use of taxpayer dollars after a disaster is incredibly important for the public's perception of the recovery.

2) Opportunity to Build Back Better

A disaster, while tragic, can also create opportunities to fix past mistakes or leap forward with plans for community improvements. In the immediate aftermath of a disaster, local officials are under significant pressure to restore the community to its pre-disaster condition. Without a guiding vision, short-term decisions may inadvertently restrict long-term, sustainable redevelopment and overlook opportunities to surpass the status quo. A Post-Disaster Redevelopment Plan strengthens the recovery process, and communities benefit from assessing their risk levels and crafting a long-term redevelopment plan under “blue skies.” Local officials and the public can thoughtfully analyze and debate issues, linking redevelopment goals with other important community plans.

Careful thought and planning achieves a more sustainable and resilient outcome than decisions made under emergency circumstances, compromised budgets, and political pressures.

3) Local Control over Recovery

Developing a PDRP provides local government officials, residents, and businesses the opportunity to determine long-term redevelopment goals and develop policies and procedures that will guide redevelopment before well intended outside agencies and non-government organizations rush to aid the community. While outside resources are needed and welcomed in a major or catastrophic disaster, a locally developed Plan will best channel those resources to effectively meet the community's specific needs and goals. A Post-Disaster Redevelopment Plan will show outside agencies and donors that the community is prepared to play an active role in the recovery process and promote its capabilities to wisely use donated and loaned resources. There will always be rules and, occasionally, strings attached to external sources of funding, but a community that has researched the allowable uses

of federal and state assistance can better work within their boundaries in an effort to fund projects that further local and regional redevelopment goals.

CAN A DISASTER PROVIDE OPPORTUNITY TO ADVANCE YOUR COMMUNITY'S VISION?

The MBAC's communities participated in the region's comprehensive planning process. PDRPs can identify disaster scenarios in which opportunities may be present to advance already-stated visions for these communities in a compressed timeframe.

Opportunities to Consider During Post-Disaster Redevelopment:

- Disaster-resilient land use patterns
- Hazard mitigation construction techniques
- Energy-efficient buildings
- Healthy community design
- Affordable or workforce housing
- Alternative transportation networks
- Environmental preservation and habitat restoration
- Sustainable industry recruitment

Tornadoes, wildfires, floods, and other disasters do not confine themselves to jurisdictional boundaries. Displaced residents, compromised infrastructure, changes in economic conditions, hazardous materials contamination, and degradation of sensitive environments are some of the impacts that can affect an entire region after a major disaster. When recovery is slow, neighboring communities also experience these impacts for an extended period of time.

A PDRP is designed to be used in any disaster, regardless of type, as long as the damage will require long-term redevelopment efforts. It is an all-hazards plan addressing disasters identified in each county's Local Mitigation Strategy (LMS) and each community's Emergency Operations Plan (EOP). As an economic development organization serving Carter, Dawson, Fallon, Prairie, and Wibaux Counties, the MBAC will respond accordingly, utilizing the resources and information outlined in the region's CEDS document. Therefore, counties are encouraged to incorporate PDRP strategies into their disaster planning documents.

Disaster Phases and Redevelopment

Disaster management is typically viewed as a cycle with overlapping phases: 1) pre-disaster mitigation and emergency management preparedness; 2) emergency response; 3) short-term recovery; and 4) long-term recovery and redevelopment.

Pre-Disaster Phase – Mitigation and recovery planning occurs during the pre-disaster phase (unless a community is struck by a disaster before planning is complete). Once a mitigation and recovery plan is adopted, preparatory activities should be implemented on an on-going basis during normal operations, which are sometimes referred to as “blue skies.” Plans should be tested prior to a disaster event, so that all stakeholders with a post-disaster implementation role are familiar with their responsibilities.

Emergency Response Phase –Emergency response activities are specifically addressed in a municipality’s EOP and include immediate actions to save lives, protect property, and meet basic human needs. This is the shortest phase of the cycle, lasting only a few days in minor disaster conditions.

Short-Term Recovery Phase – The role of any plan during the short-term recovery phase is to begin organizing for long-term redevelopment activities and guiding short-term recovery decisions that may have long-term implications (e.g., placement of temporary housing or debris sites). Short-term recovery operations are addressed in EOPs, but a recovery plan can provide direction for transitioning to long-term redevelopment during this phase. The short term recovery phase begins as the emergency response phase is winding down and will continue until critical services are restored. The duration of the short-term recovery phase depends on the severity of the disaster and the level of community preparedness.

Long-Term Recovery and Redevelopment Phase – A recovery plan is used most during this phase. Long-term recovery and redevelopment includes efforts to reconstruct and enhance the built environment, as well as recover the economy, environment, and social systems. This phase begins as short-term recovery activities are accomplished and can last from a couple years for a minor disaster to five or more years for a major or catastrophic disaster.

Interaction with Other Plans

The objective of this “Disaster and Economic Recovery and Resiliency Strategy” is to guide the redevelopment decision-making process following a disaster in a manner consistent with local comprehensive plans (especially Future Land Use maps, where applicable), Local Mitigation Strategies, Emergency Operation Plans, and other relevant plans or codes, such as land development regulations. Each of these plans, and potentially others, has pre-existing policies or procedures that affect post-disaster redevelopment. For instance, local comprehensive plans include many policies that determine where and to what extent redevelopment can occur. Ultimately, the MBAC will help its counties and communities access the information and resources necessary for making post-disaster redevelopment decisions.

MBAC Region: Disaster and Emergency Services (DES) Contact Information

Michael Koehnke - Broadwater County
P.O. Box 506
Townsend, MT 59644
406-949-3522
http://townsendmt.com/chd_sec4pg15.asp

Reese Martin – Lewis & Clark County
221 Breckenridge
Helena, MT 59601
406-447-8285
<http://www.lccountymt.gov/des.html>

Rick Seidlitz - Meagher County
P.O. Box 469
White Sulphur Springs, MT 59645
406-547-4290
www.lepc.meaghercounty.net

Phase II: Post-disaster Planning and Implementation

Disaster Assessment

In the days and weeks following a disaster, MBAC will be available to assist counties and communities:

- Assess the nature and magnitude of the disaster
- Assess the impact on both local and regional economies (business, industry sectors, labor market, etc.)
- Assess the impact on transportation and public infrastructure
- Assess the impact on housing, schools, and health care facilities

Develop and/or Implement Recovery Timeline

Based on the results of the disaster assessment, the MBAC will help regional partners and community leaders move forward with:

- Listing and prioritizing recovery activities to be performed
- Identifying resources (federal, state, local, and private sector) needed for each activity
- Determining the level and type of assistance needed
- Identifying roles and responsibilities

- Determining the timeframe for each recovery activity (immediate, short-term, intermediate, or long-term)
- Establishing recovery benchmarks

Implementing the Recovery Plan (long-term recovery)

In order to accomplish recovery activities quantified as part of long-term recovery, the MBAC is capable of:

- Identifying business, economic, and entrepreneurial rebuild initiatives
- Identifying and utilizing workforce initiatives to employ workers and rebuild the local economy
- Applying for funds from federal, state, and local programs
- Developing management plans to ensure the most effective use of funds

Prioritizing Areas to Focus Redevelopment

Limited time, funds, and materials are going to make simultaneous redevelopment of all damaged areas difficult.

Communities may want to encourage redevelopment in areas that correspond to their vision for the future and those less vulnerable to disasters by prioritizing and incentivizing development in these areas. The best way to build resiliency to disasters is to direct future development to safe locations, while minimizing or mitigating highly vulnerable types of development in hazardous areas. After a disaster, targeted sustainable redevelopment areas can provide immediate opportunities for redevelopment since they will have sustained less damage and can be prioritized for infrastructure restoration and expedited permitting. Allowing for rapid redevelopment in safe areas intended for increased future development will minimize vulnerable redevelopment and/or allow time to plan the sustainable reconstruction of areas severely impacted by the disaster. Designated priority recovery and redevelopment areas can also be used to locate temporary post-disaster facilities more efficiently that are consistent with future land uses.

Historic Preservation and Restoration

The loss of historic resources due to a disaster can have a major impact on the community. Some losses may be unavoidable, but others could occur accidentally during recovery operations if procedures are not in place to watch for these concerns. Historic structures are particularly vulnerable to damage due to their age, and repair of these structures must meet certain requirements to maintain their character and historic designation. There may also be funding opportunities before or after a disaster for implementing mitigation measures to prevent further damage to historic resources. Engaging state and local historic preservation organizations in the planning and

implementation process can ensure that the unique considerations involved with preserving and restoring historic structures and archeological sites are included in a community's recovery plan.

Reducing Disaster Vulnerability through Land Use and Development Regulations

The best practice for post-disaster redevelopment is to restrict rebuilding in hazardous locations and require mitigation where vulnerable redevelopment cannot be precluded. While this plan of action would ensure optimal community resiliency to disasters, it may be very difficult to achieve and may not be a good choice for the first action to be tackled when implementing any recovery plan. However, with careful consideration of the legal implications concerning property rights and extensive public outreach, there are many regulatory tools for increasing disaster resiliency that may be a possibility for the region, especially if pursued during the post-disaster "window of opportunity" for future reductions in disaster vulnerability. Potential regulatory methods could include reduced intensity or density of use, special permit requirements, increased setbacks from hazard sources (e.g., a waterway or building, etc.), hazard-specific site design requirements, and/or increased structural mitigation requirements. These methods could be implemented through policies instituting lower damage thresholds requiring nonconforming uses/structures to meet current standards (in certain zones or throughout the jurisdiction), zoning overlay districts, post-disaster specific land development codes, and/or special assessment districts to fund mitigation projects that benefit more than one property.

ECONOMIC REDEVELOPMENT

The ability of a local economy to rebound after a disaster dictates the success of the community's long-term recovery. The return of jobs, tourism, capital investments, and other indicators of economic health are dependent upon housing recovery, infrastructure restoration, environmental restoration, and social service provision. The involvement of the private sector in the post-disaster planning process is imperative for determining the priorities and actions that will be beneficial to restoring the local economy. Consideration must be given to the different obstacles that could potentially hinder economic recovery, such as those that small businesses will face, decisions large employers will have to make about whether to relocate, opportunities for sustainable diversification of the economic base, and job training and workforce recruitment needed to meet altered market conditions after a major disaster.

Resumption and Retention of Major Employers

Rapid resumption of existing major employers is key to a community's economic recovery after a disaster, especially as employment provides a reason for most residents to return and rebuild quickly. Typically, the major employers in the region are already going to have business continuity plans and will not need the basic disaster preparedness education necessary for smaller businesses. These companies are often able to work with local governments as partners in planning for post-disaster redevelopment and provide insight as to what government assistance they will need to

ensure rapid resumption. Major employers may also have the means to assist in actions to support workforce retention if included in the planning process. While large company recovery assistance will vary, typically businesses located in hazardous areas or older structures may need assistance to reopen or relocate, temporarily or permanently, within the area.

If businesses do not feel a sense of connection to the community or fear that recovery will not be successful, there is a chance that they will relocate their company elsewhere after a disaster. This is especially the case for corporate headquarters and industries that are not location-dependent or whose location choice is tied to quality of life factors. Mitigation and recovery plans provide the private sector with confidence in the community's ability to continue providing the market environment necessary for conducting business. Some factors that may aid the retention of major employers include a high level of communication before and after a disaster about post-disaster redevelopment goals and expectations and/or incentives to ensure retention, if necessary.

Small Business Assistance

A “small business” is often perceived as a family-owned business that provides services solely to the local community. Small businesses comprise the majority of businesses in the MBAC region. Small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening.

Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves.

Short periods without cash flow can be damaging, and small businesses often find restrictions and loan arrangements overwhelming. The region's SBDC Director will be on-hand to help guide businesses through the redevelopment process. MBAC also has access to a certain RLF funds that may be available to businesses during post-disaster redevelopment. Loans are typically based on the pre-event business and tax returns of the firm and require extensive collateralization. Post-disaster market changes, however, may mean the company isn't able to do as well as it did pre-disaster, and the loan, even at below-market interest rates, sometimes becomes a burden to the long-term survivability of the business.

The Small business Administration (SBA) offers low interest loans for businesses damaged from disasters. In order for the SBA to assist, at least five businesses in your country must have suffered economic or physical damage. More information can be obtained via MBAC's webpage under [Emergency Resources](#).

The Economic Injury Disaster Loan Program (EIDL) can provide up to \$2 million of financial assistance to small businesses or private, non-profit organizations that suffer substantial economic injury as a result of the declared disaster, regardless of whether the applicant sustained physical damage. An EIDL can help you meet necessary financial obligations that your business or private,

non-profit organization could have met had the disaster not occurred. It provides relief from economic injury caused directly by the disaster and permits you to maintain a reasonable working capital position during the period affected by the disaster. EIDLs do not replace lost sales or revenue.

Workforce Retention

While trying to retain existing businesses, efforts must also address retaining the workforce that supports those businesses. Actions such as ensuring that schools reopen and childcare is available, allowing temporary on-site housing for employees, and communication of a community's post-disaster plan can assist in getting employees back to jobs as soon as the businesses have reopened.

After a disaster, the market for certain businesses may decrease or be eliminated due to financial troubles or customer demand changes. However, other industries may provide employment opportunities, such as the construction industry, which will boom temporarily due to rebuilding needs. Workforce training programs are important to provide residents with appropriate skill sets to fill newly available positions due to recovery efforts and to adjust workforce skills to other industries that may take a more permanent hold in the community due to post-disaster business recruitment efforts. Providing locals with first preference for temporary recovery work is important for keeping workers from moving out of the area.

Physical Economic Redevelopment Projects

In some circumstances, opportunities may arise after a disaster to move forward with planned physical economic development projects or to create new projects that take advantage of post-disaster funding, available land, or public will. Economic development projects that are disaster-resilient and fill a need in the community after a disaster should be a priority for post-disaster funding. In addition, the community can prioritize projects that incorporate energy efficiency and other "green" building design considerations. Business districts can be prime locations to focus post-disaster redevelopment projects since these districts offer financial tools or incentives, such as tax increment financing, reductions on impact fees, and state tax incentives. Economic leaders can also consider ways to expand these business districts and leverage funding that would be available through disaster programs from several federal agencies, including the Community Development Block Grant program and Economic Development Administration disaster assistance program.

Opportunities to Sustainably Restore Economic Vitality

Retaining existing businesses is the first priority after a disaster; however, post-disaster redevelopment may also present an opportunity for businesses to assess their long-term applicability in the local market and take advantage of any changes in demographics or business incentives that may occur due to disaster impacts and an influx in outside funding to the area. For

instance, a business that was already struggling before the disaster may need to rethink its business plan and use the disaster as an entrepreneurial impetus unless it happens to be engaged in one of the few economic activities that benefit from a disaster, such as the development industry.

Inevitably, some large and small businesses that bear the brunt of significant damage or indirect losses are going to fail or choose to relocate after a major disaster. This can affect the unemployment rate of the county if new businesses do not replace those that relocate. Ideally, a community would have a diverse spectrum of businesses so that if one industry sector is severely impacted by a disaster, the majority of the workforce will not be affected.

Unfortunately, MBAC region struggles with a lack of economic diversity, which means that in the event of a disaster the loss of one business could mean the loss of all the local benefits provided by that employer/industry.

Efforts to diversify the local economy with industries that are less vulnerable to disasters should be integrated into ongoing economic development activities. Industries targeted for attraction and incentive programs after a disaster should be those that will provide a more disaster-resilient and sustainable economy for the community and are appropriate for the post-disaster circumstances.

INFRASTRUCTURE AND PUBLIC FACILITIES

Restoration of infrastructure and critical public facilities after a disaster is a prerequisite for recovery—one that is addressed in local government and private utility and infrastructure companies' emergency response and short-term recovery plans. There are long-term redevelopment considerations for infrastructure restoration, however, that must be weighed in conjunction with land use, environment, housing, and economic redevelopment issues.

Taking advantage of opportunities to upgrade, mitigate, or even relocate infrastructure or public facilities after a disaster is critical. Advanced planning allows a community to make deliberate decisions about redevelopment that it may otherwise have had less opportunity to do during the post-disaster rush to rebuild. Decisions about infrastructure reconstruction will influence private redevelopment decisions, and using disaster repairs as an opportunity to include hazard mitigation allows a local government to lead by example.

There are many agencies, jurisdictions, and stakeholders involved in providing infrastructure, public facilities, and utility services. Before and after a disaster, these private and public entities need to establish communication and coordination procedures to ensure that long-term recovery and redevelopment occurs in an efficient and organized manner. Each agency or company should have its own recovery plan; however, if any opportunities for directing redevelopment are to be pursued then coordination and communication are critical.

Types of Infrastructure and Public Facilities to Address in Post-disaster Redevelopment Planning

A community's infrastructure is made up of a number of different systems and structures, each of which should be considered carefully:

- *Transportation systems* – The repair of roads, bridges, railroads, airports, and public transit is essential to establishing normal operations within a community. The repair of these and other types of infrastructure is often necessary for other redevelopment efforts to take place. Post-disaster redevelopment can be used as an opportunity to modify, improve, and add to existing transportation networks. Incorporating hazard mitigation into the repair and reconstruction of transportation facilities can ensure that when disaster strikes again, the infrastructure is better able to handle the impacts.
- *Potable water, sewer, and stormwater systems* – Damage to potable water, sewer, and stormwater infrastructure can weaken a community's ability to recover. Like with other infrastructure, the community can take the opportunity to include hazard mitigation or other improvements during repairs. In cases of severe damage to infrastructure in highly hazardous locations, relocation could be considered. These opportunities may be missed if pre-planning is not conducted.
- *Power, natural gas, and telecommunications* – Recovery from a disaster cannot begin until major utilities, especially electricity, are restored.
- *Public facilities* – Rebuilding after a disaster provides an opportunity to mitigate future hazard impacts and build back a more resilient community. Public facilities, such as schools, libraries, and government offices must be rebuilt to current building codes. However, above-code hazard mitigation may also be a good investment, and post-disaster funding sources may allow these expenditures. Some public facilities in highly hazardous areas could potentially be targeted for relocation during pre-disaster planning.
- *Parks and recreation facilities* – While parks and recreation facilities are typically not a priority for recovery, they are important for regaining quality of life as part of long-term redevelopment. Park properties also are often used in staging recovery efforts, such as temporary vegetative debris storage.

Financing Infrastructure and Public Facilities Repair

When a community starts to make decisions about which structures to relocate after a disaster or which mitigation projects it should invest in pre-disaster, they should consider funding availability. Knowing where to prioritize spending requires some basic knowledge of what is covered under insurance policies, which projects will be eligible for federal reimbursement through the Public Assistance Program, which projects can be funded through grant programs, and what financial reserves can be targeted for grant matching funds or local investment. When a community begins to address its infrastructure issues as part of the initial planning process or as a pre-disaster implementation action, it can launch an assessment of county or municipal insurance policies to determine which facilities are covered and for what extent of damage. They can then use this

assessment to make decisions about increasing coverage or financing repairs to uninsured structures. They can also determine whether mitigation enhancements would be covered under current policies and Public Assistance or whether additional funding would be needed.

Public Assistance: Improved and Alternate Projects

Occasionally an Applicant may determine that improvements should be made while restoring a damaged facility; or even that the public would not be best served by restoring a damaged facility or its function at all. FEMA refers to these projects respectively as improved and alternate. All requests for these projects must be approved prior to construction.

Possible Alternate Projects

- Repair or expansion of other public facilities;
- Construction of new public facilities;
- Purchase of capital equipment; and
- Funding of hazard mitigation measures in the area affected by the disaster.

Possible Improved Projects

- Relocation of public facilities;
- Using improved materials;
- Expanding capacity, and
- Rebuilding to higher codes and standards

Conclusion

In the event of a disaster, the MBAC is committed to:

- Providing local officials, business leaders, and other community partners with access to regional demographic, economic, and hazard vulnerability data
- Developing technical expertise and economic analysis tools for conducting initial disaster assessments and long-term economic impact analysis
- Establishing collaborative relationships with local government officials and non-government organizations that may provide data, funding, technical expertise, and other resources essential to intermediate and long-term economic recovery following a disaster event
- Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts
- Establishing familiarity with traditional economic and community recovery funding sources, including resources for business development assistance programs, such as EDA's

Revolving Loan Fund (RLF) programs as well as private, nonprofit, and philanthropic resources

- Providing technical support to impacted businesses
- Encouraging concepts and principles of economic resiliency strategies into the existing planning and development plans and activities within the region
- Leveraging assets
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Offering a neutral forum to convene diverse stakeholders and facilitate discussion and planning initiatives around the issues of economic resiliency preparedness and recovery.