

BREDD, Inc
COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY
(CEDS)

Mineral, Missoula, and Ravalli Counties--Montana

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INTRODUCTION

Overview of the Comprehensive Economic Development Strategy (CEDS)

Through a variety of programs, the US Department of Commerce Economic Development Agency (EDA) assists states, sub-state planning units, Indian Tribes, and local governments strengthen economic development planning capacity and establish comprehensive economic development strategies designed to reduce unemployment and increase incomes. The Comprehensive Economic Development Strategy program is described as follows:

A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.

A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents.

A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.¹

The Bitter Root Economic Development District, Inc. (BREDD)

The Bitter Root Economic Development District, or **BREDD**, is the federally designated and funded economic development district for the Western Montana Region covering Ravalli, Mineral, and Missoula counties. BREDD is responsible for regional economic development planning and collaborates with various private and public sector agencies to accomplish this goal. BREDD brings together the private and public sectors in a partnership necessary to provide a coordinated strategy and an ongoing economic development program for the region. More information is available at BREDD's website,;

<http://www.bredd.org>

¹ CEDS Summary of Requirements <http://www.eda.gov/>

BREDD assembled five working groups and a strategy committee from the three counties to complete the CEDS process. The *CEDS Process* section in the *Appendix* to this document provides a description of the process and lists the participants in the working groups, strategy committee, and public review period.

OVERVIEW OF REGIONAL ECONOMY

The Bitter Root Economic Development District is comprised of Mineral, Missoula and Ravalli counties located in west central Montana, and covering an area of 3,980,800 acres and with a total population of 143,888 as of 2005. A small part of the Flathead Indian Reservation is also included in the District. There are eight incorporated towns in the District and a dozen unincorporated communities. Missoula is the largest of these communities, with a population of 64,053.

Socioeconomic Profile

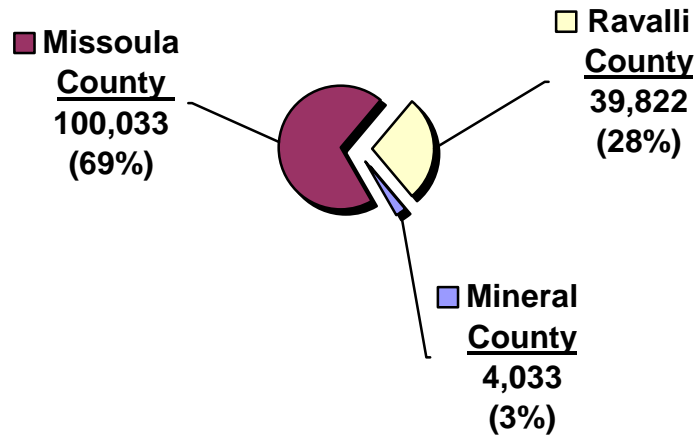
The following paragraphs highlight a set of key socioeconomic trends for the Mineral, Missoula, and Ravalli counties economic region.² Full profiles for each county, accompanied by a narrative and a comparative analysis with national trends, are available in the Appendix to this document.

Population

In 2005, the population for the BREDD was **143,888**.

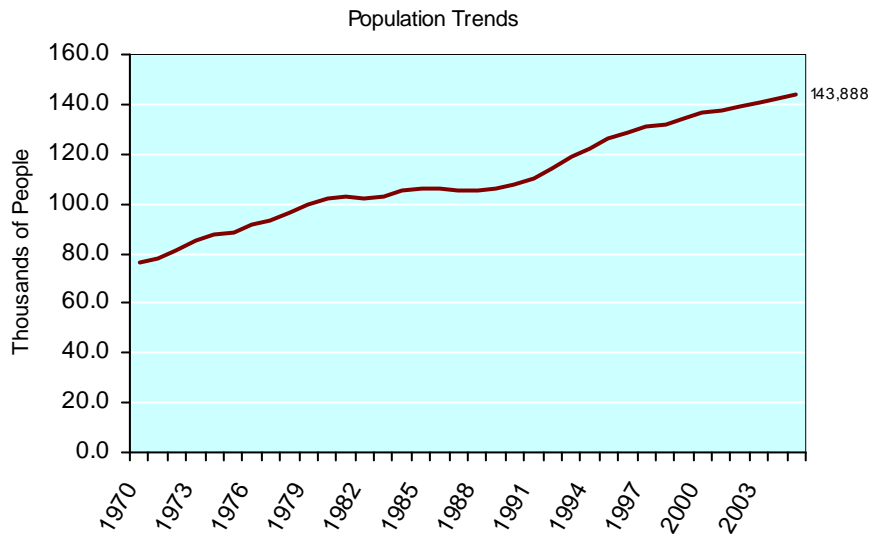
² Data and charts compiled by the Economic Profile System of Headwater Economics
www.HeadWatersEconomics.org

2005 Population Distribution by County



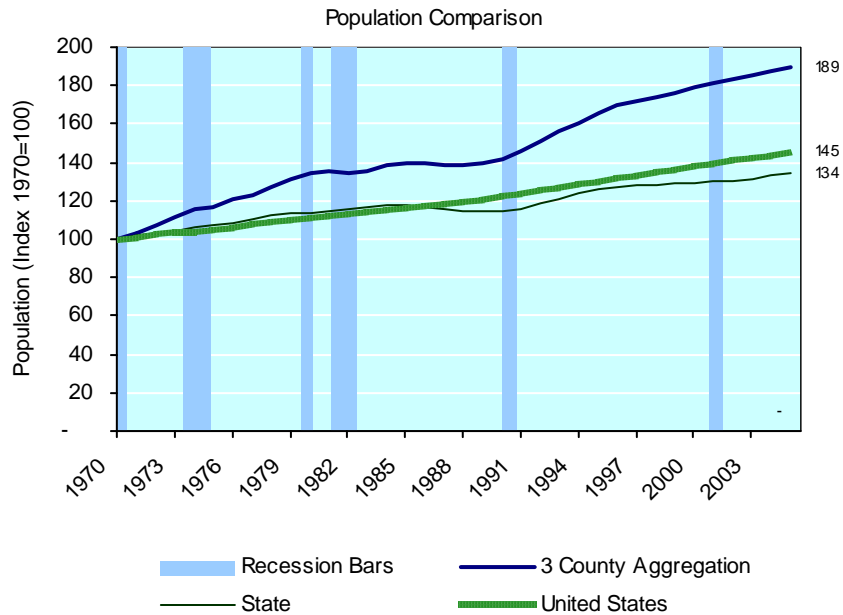
As shown in the following graph, from 1970 to 2005 the population of the BREDD grew by 67, 908 to 143,888, an annual increase of 1.8%.

Mineral, Missoula, and Ravalli County Region Populations Trends 1970-2005



From 1970 to 2005, population growth in the BREDD outpaced that of Montana and the nation as a whole.

Population Comparison to MT and Nation 1970-2005



Demographics

The top five demographic groups for each of the three counties, as defined by ESRI’s Community Tapestry³ segmentation, as a percentage of total households in 2006, are as follows:

Top Tapestry Segments: MINERAL COUNTY

1. Rooted Rural (50.5%)
2. Rural Resort Dwellers (49.5 %)

Top 5 Tapestry Segments: MISSOULA COUNTY

1. College Towns (19.8%)
2. Midland Crowd (16.8%)
3. Metropolitans (8.4%)
4. Crossroads (7.4%)
5. Green Acres (6.1%)

Top 5 Tapestry Segments: RAVALLI COUNTY

1. Rural Resort Dwellers (48.7%)
2. Green Acres (13.7%)
3. Midlife Junction (13.2%)

³ Community Tapestry is a market segmentation system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions: http://www.esri.com/data/community_data/community-tapestry/index.html

4. Rooted Rural (10.4%)
5. Simple Living (7.3%)

The following table presents the top twenty Tapestry segments for the BREDD with population figures by county.

Tapestry Segment	Mineral	Missoula	Ravalli	Region	% Pop.	Rank
Rural Resort Dwellers	1,979	5,190	20,389	27,558	18.7%	1
Midland Crowd		19,128		19,128	13.0%	2
College Towns		17,235		17,235	11.7%	3
Green Acres		7,040	6,158	13,198	8.9%	4
Metropolitans		8,012		8,012	5.4%	5
Crossroads		7,440		7,440	5.0%	6
Midlife Junction		1,931	4,703	6,634	4.5%	7
Rooted Rural	2,006		4,056	6,062	4.1%	8
Up and Coming Families		4,610		4,610	3.1%	9
Sophisticated Squires		4,167		4,167	2.8%	10
Great Expectations		3,793		3,793	2.6%	11
Old and Newcomers		3,593		3,593	2.4%	12
Exurbanites		3,585		3,585	2.4%	13
Simple Living		1,075	2,463	3,538	2.4%	14
Main Street, USA		3,039		3,039	2.1%	15
In Style		2,975		2,975	2.0%	16
Prosperous Empty Nesters		1,435	1,363	2,798	1.9%	17
Pleasant-Ville		2,470		2,470	1.7%	18
Cozy and Comfortable		2,058		2,058	1.4%	19
Inner City Tenants		1,984		1,984	1.3%	20

The brief descriptions below of the top five Tapestry segments, and *Rooted Rural* for the region, comprising 61.8% of the regional population, are extracted from ESRI's Community Tapestry demographic data.⁴

Rural Resort Dwellers

Favoring milder climates and pastoral settings, *Rural Resort Dwellers* live in rural, nonfarm areas. These small, growing communities mainly consist of single-family houses and mobile homes, with a significant inventory of seasonal housing. This somewhat older group has a median age of 46.0 years. Most households consist of married couples with no children living at home, or singles who live alone. A higher-than-average proportion of these residents is self employed and works from home. The median household income is \$45,600. Modest living and simple consumer tastes describe this market. Because of the rural setting, residents have riding lawn mowers and satellite dishes. Lawn

⁴ <http://www.esri.com/library/brochures/pdfs/community-tapestry-handbook.pdf>

maintenance and gardening is a priority, and households own a plethora of tools and equipment. Many households own or lease a truck. Residents enjoy boating, hunting, fishing, snorkeling, canoeing, and listening to country music.

Midland Crowd

Approximately 10.8 million people represent Midland Crowd, Community Tapestry's largest segment. The median age of 36.3 years matches the U.S. median. Most households are composed of married-couple families, half with children and half without. The median household income is \$48,200. Housing developments are generally in rural areas throughout the United States (more village or town than farm), mainly in the South. Homeownership is at 84 percent. Two-thirds of households are single-family structures; 28 percent are mobile homes. This is a somewhat conservative market politically. These do-it-yourselfers take pride in their homes, lawns, and vehicles. Hunting, fishing, and woodworking are favorite pursuits. Pet ownership, especially birds or dogs, is common. Many households have a satellite dish, and TV viewing includes various news programs as well as shows on CMT and Outdoor Life Network.

College Towns

Education is the key focus for College Towns residents. College and graduate school enrollment is approximately 41 percent. The median age for this market is 24.5 years, with a high concentration of 18–24-year-olds. One out of eight residents lives in a dorm on campus. Students in off-campus housing rent low-income apartments. Approximately 31 percent of the households are typically town residents who live in owner-occupied, single-family dwellings. The median home value is \$132,900. Convenience is the primary consideration for food purchases; residents frequently eat out, order in, or eat easy-to-prepare food. Many own a laptop computer. In their leisure time, they jog, go horseback riding, practice yoga, play tennis, rent videos, play chess or pool, attend concerts, attend college football or basketball games, and go to bars. They listen to classical music and public radio programs.

Green Acres

A "little bit country," *Green Acres* residents live in pastoral settings of developing suburban fringe areas, mainly in the Midwest and South. The median age is 39.9 years. Married couples with and without children comprise most of the households and live in single-family dwellings. This upscale market has a median household income of \$62,300 and a median home value of \$179,700. These do-it-yourselfers maintain and remodel their homes—paint, install carpet, or add a deck—and own all the necessary tools to accomplish these tasks. They also take care of their lawn and gardens, again, with the right tools. Vehicles of choice are motorcycles and full-sized pickup trucks. For exercise, residents ride their bikes and go water skiing, canoeing, and kayaking. Other activities include bird-watching, power boating, target shooting, hunting, and attending auto races.

Metropolitans

Metropolitans residents favor city living in older neighborhoods. Approximately half of the households are composed of singles who live alone or with others. However, married-couple families are 40 percent of the households. The median age is 37.1 years. Half of employed persons hold professional or management positions. These neighborhoods are an eclectic mix of single-family homes and multiunit structures, with a median home value of \$194,100. The median household income is \$57,600. Residents lead busy, active lifestyles. They travel frequently and participate in numerous civic activities. They enjoy going to museums and zoos and listening to classical music and jazz on the radio. Refinishing furniture and playing a musical instrument are favorite hobbies. Exercise includes yoga, roller blading, and hiking/backpacking

Rooted Rural

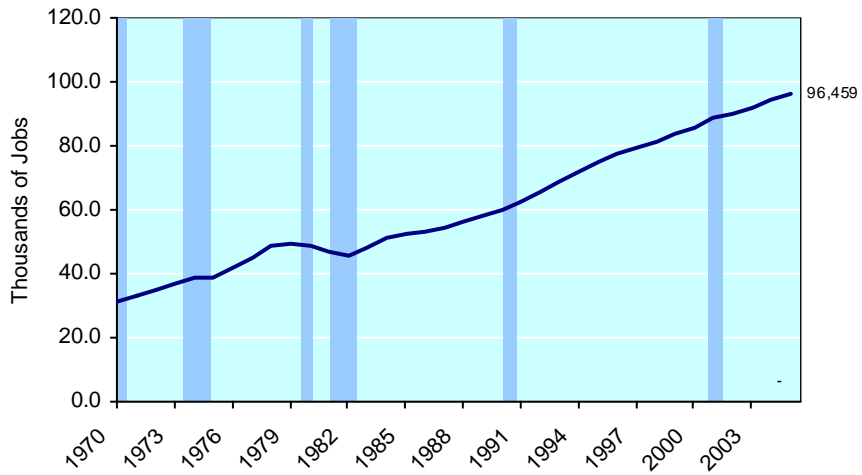
The population of the *Rooted Rural* segment is slightly older, with a median age of 41.0 years. Married-couple families dominate these rural neighborhoods; however, 23 percent of households are occupied by singles who live alone. *Rooted Rural* residents are do-it-yourselfers. These settled families take pride in their homes and keep busy with home improvement and remodeling projects. Housing types include single-family dwellings (70 percent of households) and mobile homes (26 percent). *Rooted Rural* residents prefer to shop for groceries at IGA or a Wal-Mart Supercenter, where they purchase their favorite blend of Folgers coffee. For convenience, many order apparel and other items from catalogs. *Rooted Rural* residents enjoy hunting, fishing, target shooting, boating, attending country music concerts, and going to auto races. They read hunting and fishing magazines and listen to country music and NASCAR auto racing on the radio.

A full report of ESRI's demographic segmentation for BREDD 2006 is available in the Appendix.

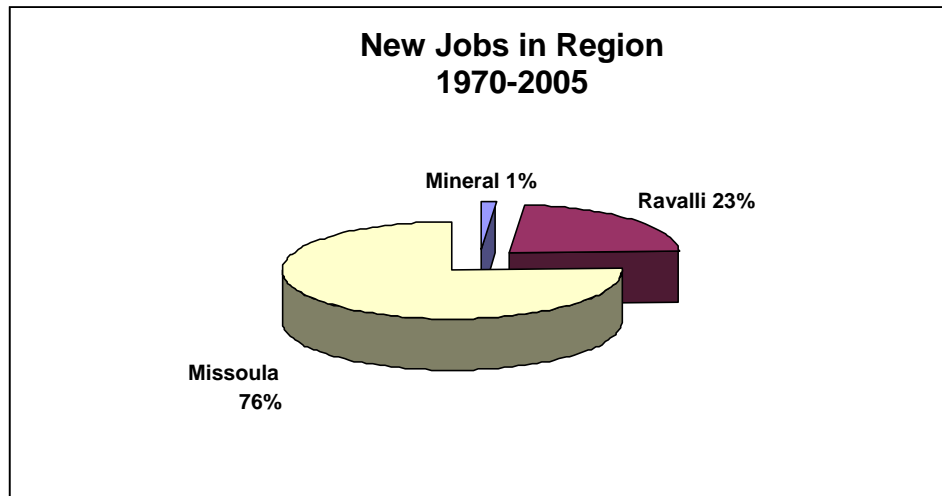
Employment

From 1970 to 2005, the region generated 65, 203 new jobs.

Number of New Jobs in Region 1970-2005

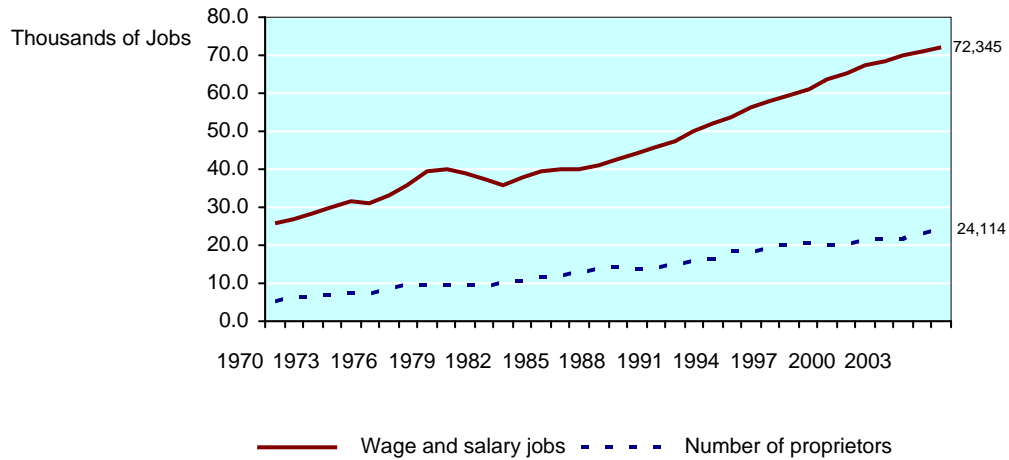


New Jobs in Region 1970-2005



From 1970 to 2005, the majority of job growth, 71% of new jobs, occurred in Wage and Salary Employment (people who work for someone else).

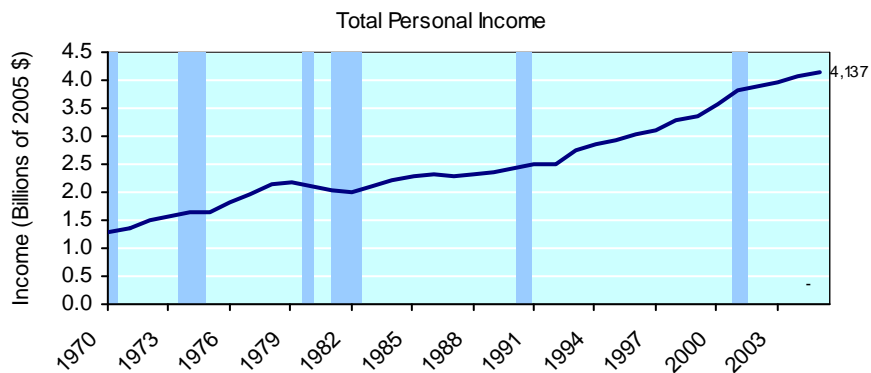
Regional Job Growth 1970-2005



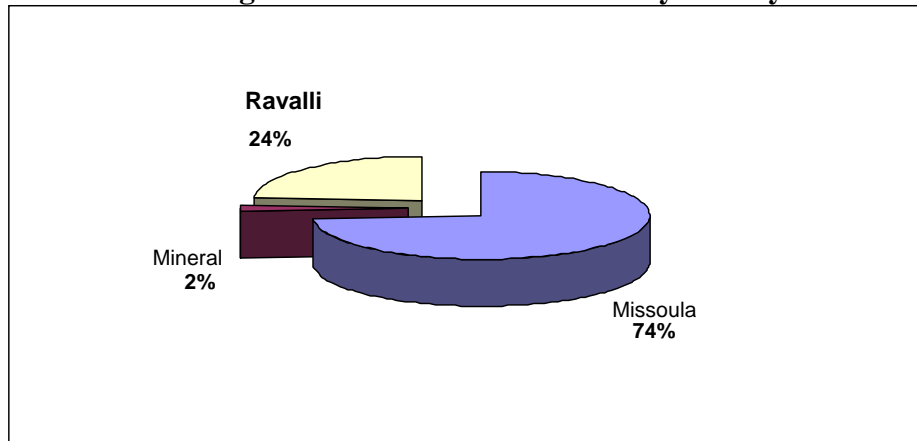
Personal Income

Personal Income is income received by persons from all sources. The aggregate of growth from 1970 to 2004 had an annualized increase of 3.4%. The following charts show the increase of Personal Income over time and the distribution of Personal Income by County.

Personal Income of Aggregate 1970-2005



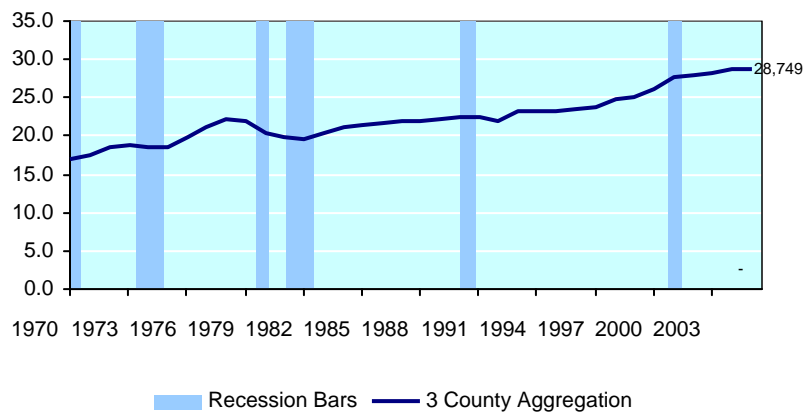
Percentages of Total Personal Income by County in 2005



Per-Capita Income

In 2005, per capita income in 3 County Aggregation (\$28,749) was lower than the state (\$29,015) and the nation (\$34,471).

Thousands of 2005 \$ **Per Capita Income for Region 1970-2005**



Comparative Per Capita Income by County, State, and Nation, 2005

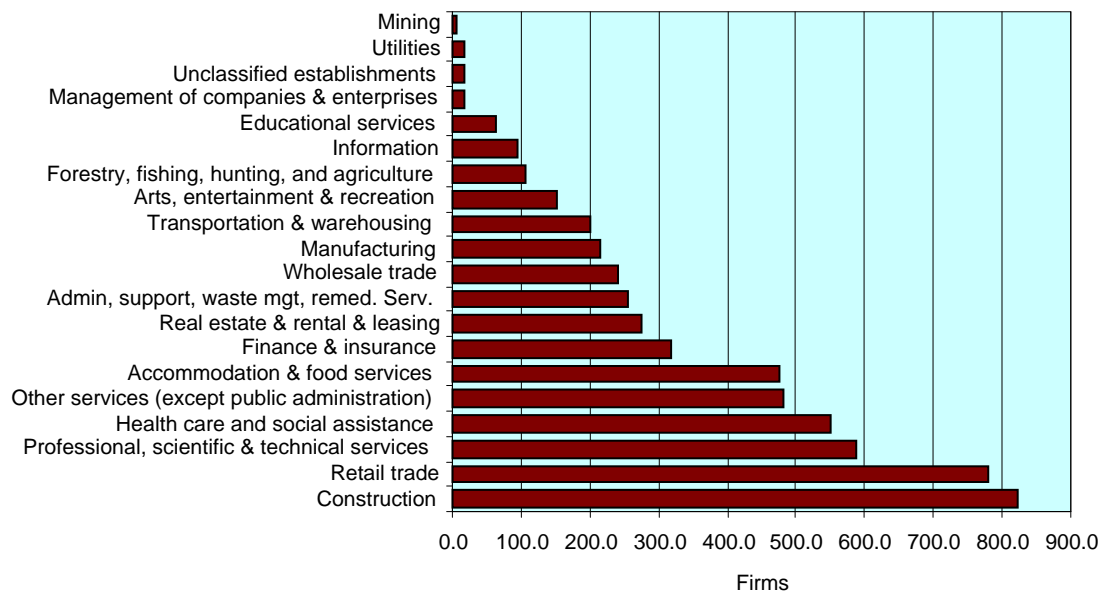
	Per Capita Income	% of State	% of Nation
Missoula	\$30,608.00	105.5%	88.8%
Ravalli	\$24,758.00	85.3%	71.8%

Mineral	\$22,057.00	76.0%	64.0%
Montana	\$29,015.00		84.2%
Nation	\$34,471.00		

Firms by Size and Industry

The following charts depict firms by industry and size for the region.

REGION: Firms by Industry in 2005



REGION: Firms by size and industry in 2005

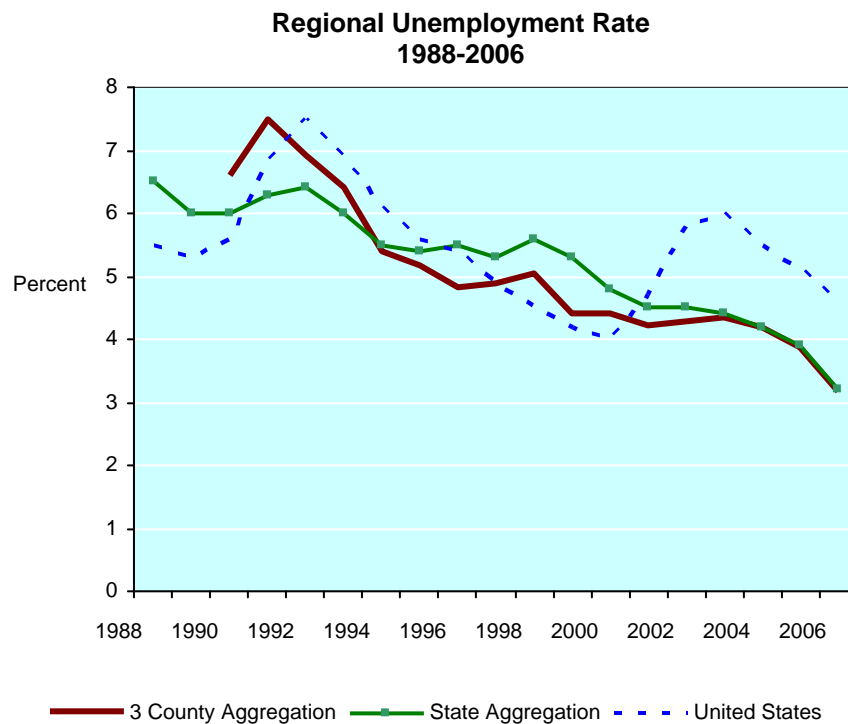
	Total	Number of Employees per Firm								
		1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
Forestry, fishing, hunting, and agriculture support	107	80	18	5	3	0	1	0	0	0
Mining	5	3	1	0	1	0	0	0	0	0
Utilities	16	10	1	1	3	1	0	0	0	0
Construction	822	606	126	65	14	11	0	0	0	0
Manufacturing	215	113	40	22	24	9	5	1	1	0
Wholesale trade	240	127	53	36	13	9	2	0	0	0
Retail trade	780	359	194	112	75	25	14	0	1	0
Transportation & warehousing	200									

	117	32	26	18	5	1	1	0	0	
Information	96	56	11	14	11	2	2	0	0	
Finance & insurance	317	195	63	37	16	5	1	0	0	
Real estate & rental & leasing	276	218	35	14	7	1	1	0	0	
Professional, scientific & technical services	587	416	92	43	31	1	3	0	1	
Management of companies & enterprises	17	6	2	3	4	1	0	0	1	
Admin, support, waste mgt, remediation services.	254	172	37	19	12	8	4	2	0	
Educational services	63	36	9	12	5	1	0	0	0	
Health care and social assistance	551	285	123	74	42	14	8	2	1	
Arts, entertainment & recreation	153	74	37	20	17	2	3	0	0	
Accommodation & food services	476	151	98	114	94	16	3	0	0	
Other services (except public administration)	481	307	104	48	21	1	0	0	0	
Unclassified establishments	16	13	2	1	0	0	0	0	0	
Total	5672	3,344	1,078	666	411	112	48	6	5	2

Source: Census County Business Patterns

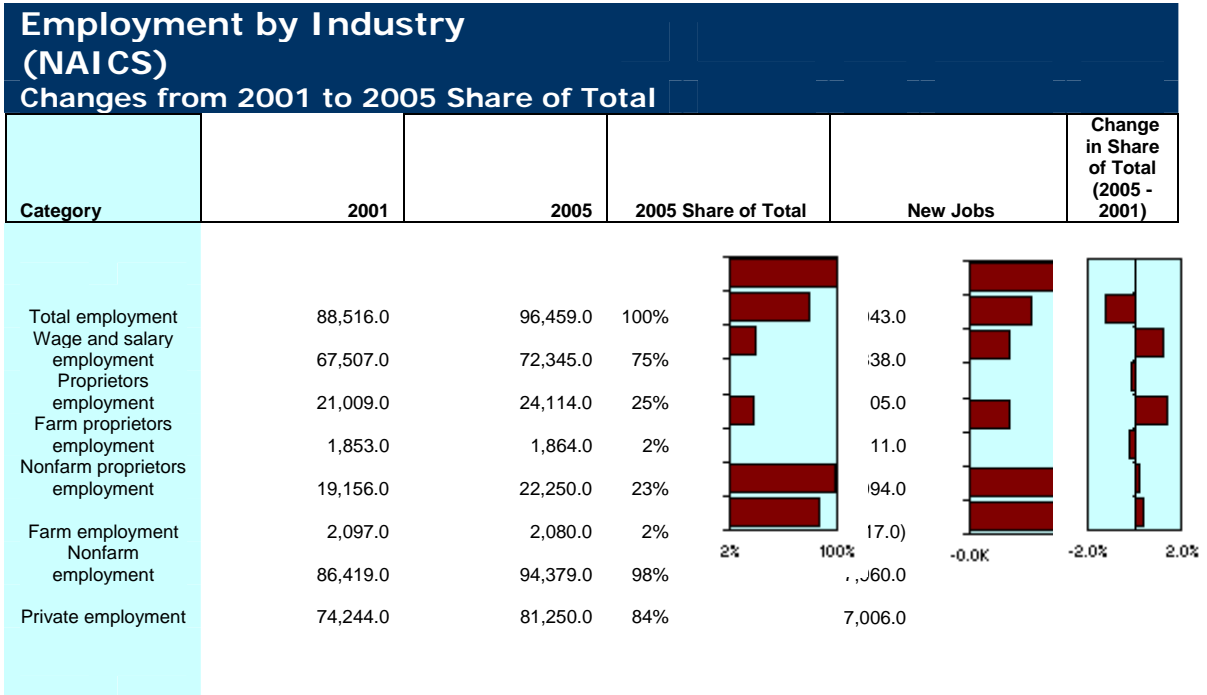
Unemployment

The following chart shows the steady decline in regional unemployment rates from 1988-2006.



Employment and Wages

The following charts list the share of employment, by industry, from 2001-2005, and the average annual wage by employment sector in 2005.



County Wages and Employment in 2005			
	Employment	% of Total	Average Annual Wages
Total Private & Public	65,144	100%	28,745
Total Private	54,328	83%	27,207
Goods-Producing	8,832	14%	33,990
Natural Resources and Mining	674	1%	29,167
Agriculture, forestry, fishing & hunting	405	1%	32,135
Mining	21	0%	40,453
Construction	4,181	6%	31,200
Manufacturing (Incl. Forest Products)	3,976	6%	37,750
Service-Providing	45,497	70%	25,889
Trade, Transportation, and Utilities	14,403	22%	25,380
Information	1,258	2%	35,760
Financial Activities	3,000	5%	34,416
Professional and Business Services	5,926	9%	32,476
Education and Health Services	9,548	15%	33,023
Leisure and Hospitality	8,489	13%	11,506
Other Services	2,853	4%	20,387
Unclassified	12	0%	31,665
Total Public	10,816	17%	36,474
Federal Government	2,004	3%	56,638
State Government	3,908	6%	33,938
Local Government	4,904	8%	30,256

Wages are shaded in green when they are more than 20% higher than the wages for all sectors and in red when they are less than 20% lower.

Business Clusters Analysis

No formal investigation into the existence or potential emergence of competitively advantageous business clusters has been performed for the region. The following analysis is based entirely on the **Cluster Mapping Project** conducted by Harvard University's Institute on Strategy and Competitiveness.⁵

The **Cluster Mapping Project** offers data only at the state, metropolitan, economic areas, and inner city level. This requires the use of data from the Missoula Metropolitan Statistical Area (MSA), consisting of all of Missoula county, to serve as a proxy for the three county region.

The Institute's approach is to look at three categories of industries to see if any competitive advantages may be causing a "clustering" of business in a given region. The definitions given by the cluster mapping projects are as follows:

The first type of industry in regional economies is **local** industries. In these industries, employment is evenly distributed across all regions — that is, employment is roughly proportional to regional population. Local industries

⁵ <http://www.isc.hbs.edu/aboutus.htm>

provide goods and services primarily to the local market, or the region in which the employment is located. Such industries compete in only a limited way with other regions. Most are services including local health services, most utilities, retailing, and many types of construction. A few goods producing industries are revealed as local, including bottled and canned soft drinks, newspapers, concrete products, and ready-mixed concrete.

A second type of industry is **resource dependent** industry. Employment in these industries is located primarily where the needed natural resources are found, but these industries compete with other domestic and international locations. Examples of such industries include uranium ore, logging, beet sugar, and freight transportation on the Great Lakes.

The third type of industries in regional economies is **traded** industries that are not resource dependent. These industries sell products and services across regions and often to other countries. They locate in a particular region based not on resources but on broader competitive considerations, and employment concentration varies markedly by region. Examples of traded industries include aircraft engines and engine parts, motion picture and videotape production, and automobile assembly.

The **resource dependent** industries in the U.S. account for only 0.7% of employment and have experienced a 1.2% decline from 1990 to 2004. For Montana, employment in these industries shrank by 3,614 jobs to 2.9% of total jobs. Missoula County MSA also saw a loss of 724 jobs in this sector, decreasing to 2.3% of total jobs. It is clear that focusing on the development of a cluster in this area is not likely to yield positive results.

The **local industry** is the largest cluster both nationally (70% of jobs), statewide Montana (75.9%) and Missoula MSA (75.9%). This cluster also pays the lowest wages nationally (\$30,416), in Montana (\$23,952) and in Missoula (\$23,861). These types of businesses grow at roughly the same rate as the population, and any development efforts to provide jobs and infrastructure for a growing population will tend to expand this sector.

It therefore appears that a possible economic development strategy is to locate and foster the growth of the **traded** industries. These businesses pay the highest wages and have the highest wage growth rate.

The following data was drawn from the Cluster Mapping Project and shows the economic performance indicators for Missoula County and the state of Montana as compared to the rest of the US.

Total 2004 private, non-agricultural employment

Missoula County MSA	46,409	0.04% of national employment
Montana	314,865	0.27% of national employment

Employment growth per year from 1990-2004

Missoula	3.49%	1.5% for the US (ranked 31 out of 361 (Cities?)).
		1.5% for the US (ranked 8 out of 51
Montana	2.53%	(States/Territories?).

Average wages in 2004

Missoula	\$26,556	\$36,967 for the US, or 28.16% below the national average
Montana	\$26,288	\$36,967 for the US, or 28.89% below the national average

Average wage growth per year from 1990-2004

Missoula	2.96%	3.61% for the US (ranked 283 out of 361).
Montana	3.33%	3.61% for the US (ranked 38 out of 51).

Annual growth in number of firms in traded industries from 1990-2004

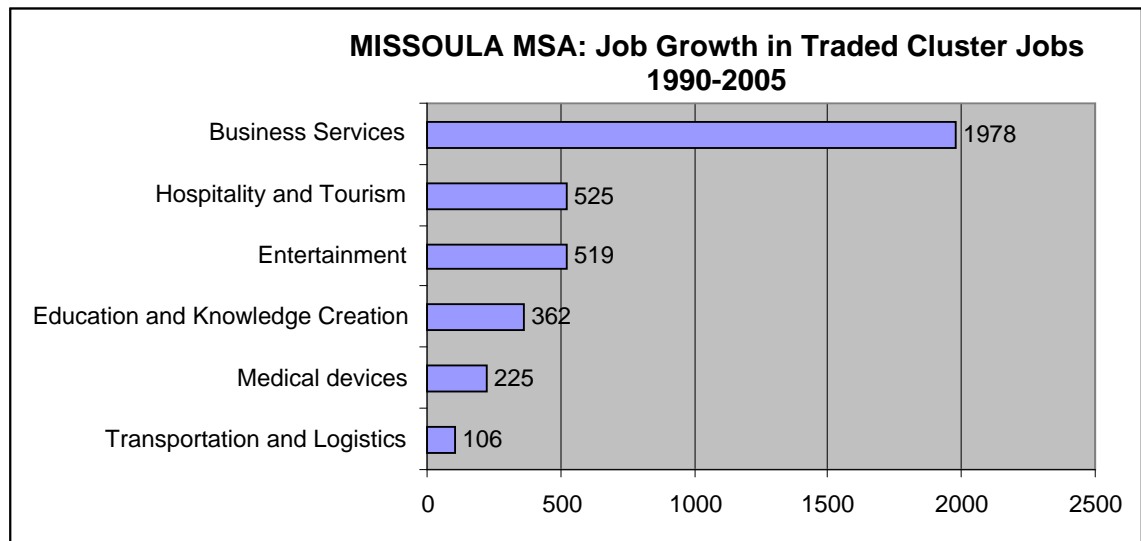
Missoula	6.50%	3.15% per year for the US (ranked 17 out of 361).
Montana	5.50%	3.15% per year for the US (ranked 4 out of 51).

Average Wages in Traded Clusters, 2004

Region	Wages	% of National
Missoula	\$27,975	56.7%
Montana	\$26,789	54.3%
Nation	\$49,367	

This data suggests that there could be some competitive advantages contributing to the surge in employment for both the state and Missoula County. It is possible that the significantly lower wages offered by these firms could be attracting new businesses to the state and region. So while Missoula County achieved more than twice the national growth in traded firms during the studied period, employees in these firms earn slightly more in wages than half of their national counterparts.

The graph below shows the new jobs created in the traded cluster firms from 1990 to 2004 and clearly shows the most important cluster is **Business Services**.



The types of businesses within the traded cluster include:

- Management consulting
- Online information services
- Computer Services
- Computer Programming
- Photocopying
- Marketing Related Services
- Professional Organizations and Services
- Engineering Services
- Laundry Services
- Facilities Support Services

Average wages paid in this cluster (\$34,325) are also higher than the average wages paid by traded firms in general in Missoula County (\$24,975). Since the national average wage paid in the business services cluster is \$50,099, it still remains possible that Missoula County's main competitive advantage is lower wages as opposed to other regional characteristics.

Further investigation into the clustering of traded firms should be pursued as supporting the growth of these firms could have very positive affects on the region's economic well-being.

Transportation Access

Montana Rail Link's main line provides east-west railroad freight service through Mineral and Missoula Counties. An additional branch line runs from Missoula to Darby in southern Ravalli County. Passenger rail service ended in 1979 with the elimination of Amtrak's North Coast Hiawatha service. There is interest in restoring this route across southern Montana. Amtrak's Empire Builder route provides service across northern Montana.

Greyhound provides bus service along Interstate 90 while Rimrock Trailways provides service from Missoula to Kalispell as well as to Billings, Helena, and Great Falls.

Six commercial air carriers connect Missoula International Airport with ten direct destinations. Corporate and general aviation traffic may also use Missoula International. Smaller aircraft and helicopters may use Hamilton, Stevensville, Superior and Seeley Lake airports.

Missoula is a center for interstate truck transportation, with a large number of log trucks in the surrounding area.

Interstate 90 enters Missoula County at its far eastern edge, transits Missoula and Mineral counties, and enters Idaho at Lookout Pass towards the west end of Mineral County. US Highway 93 enters Montana from Salmon, Idaho, and passes through Ravalli and Missoula Counties on its way to its northern terminus at the Canadian border just north of Eureka.

Environmental Profile

Geography

The Bitter Root Economic Development District is comprised of three counties covering 6,212 square miles. The district's counties, Mineral, Missoula and Ravalli, are located in west central Montana, bounded on the north by the Flathead Indian Reservation, on the west by the Bitterroot-Selway Wilderness and Idaho, and on the south and east by the Sapphire Mountains and the Bob Marshall Wilderness. Elevation is lowest where the Clark Fork River leaves Mineral County, with Trapper Peak in southern Ravalli County the highest point at 10,157 feet above sea level.

Natural Resources Overview

The natural resources of the area have been the primary basis for commerce even before white settlement began. When Father DeSmet arrived in what is now Stevensville in 1841, he soon constructed a sawmill and a flour mill. Other enterprises were developed around Missoula after the Civil War. Because of demands from the mining districts around Butte, timber and food products flowed from the area for nearly a century. Some mining has occurred in all three counties, but only sand and gravel production has any importance today.

Agriculture is impacted by urban sprawl and the economics of agricultural production have greatly reduced dairy, fruit and vegetable outputs when compared to the amounts produced in the 20th century. Sugar beet production has ceased altogether. Some grain is still produced and cow-calf production is the major source of agricultural income in all three counties. As hobby farms and rural housing has grown, there has been a substantial increase in horse numbers and exotic livestock, which also supports a substantial hay industry on land which once produced sugar beets and grain. Farmers markets are a vibrant part of our communities, and they exist throughout the region, continuing to grow along with the national local/organic food movement.

Even with the momentum of the local/organic food movement farmland in the region continues to be lost to development. Ravalli County has the greatest amount of agricultural acreage and experiences the highest growth rate. Increasing land values and development continue to threaten the economic viability of agricultural production in the region.

The timber industry has experienced severe changes, with reduced allowable cuts in federal land and depleted inventories of commercial saw timber on industrial and large private ownerships. Sawmills in all three counties have largely ceased operation, except for those in Seeley Lake, St. Regis, Bonner and Smurfit-Stone's paper plant at Frenchtown. In Ravalli County, the expansion of the post, pole and log home industries helped mitigate the loss of jobs.

In terms of geology, the three-county area is structurally complex; made up of linear mountain ranges, such as the Bitterroots, the Sapphires and the Coeur d'Alenes, separated by narrow sediment filled valleys. Large areas are underlain by ancient Precambrian (Belt) sedimentary rocks. Geologic formations are arranged in seven classes for clarity and simplicity. Rocks of igneous and volcanic origin cover a large part of Ravalli County, with acid igneous formations of the Idaho batholith occupying the greatest area. Glacial Lake Missoula, created in part from the meltwater of the Pleistocene Cordilleran ice sheet, covered an estimated 3,300 square miles to a depth of 2,000 feet. Valleys in the area were covered up to the 4,200-foot elevation more than 40 times. Some tourism may develop as Lake Missoula phenomena are expanded and sites are delineated. Remnants of Tertiary and Quaternary formations and carbonate rocks occupy the valleys of the area. Tertiary bench gravels and "lakebed" deposits of silt, sand, gravel, volcanic ash and impure limestone are found in the northern part of the Bitterroot and Nine Mile valleys. Silt, clay and ash deposits require caution if developed for construction sites, since air photos of the three counties show such formations at the mouths of many canyons. Volcanic intrusions occur in eastern Ravalli County, creating even greater difficulties for construction and finding water sources. Except for sand and gravel extraction, there is very little mining activity in the three counties. In 1972, a number of mines were producing metals, building stone and rare minerals; all have since been closed.

Soils in the three-county area vary widely, with 17 soil groupings. Soils of the floodplains, low terraces and narrow valleys cover about 160,000 acres, or about 4 percent of the area. While some of these agricultural lands are situated in floodplains or experience high water tables, this is the most important segment of agricultural lands containing some areas with prime farmland and soils of state and local importance. However, these productive lands are being subdivided and developed. Soils of the fans and intermediate terraces cover about 400,000 acres, or 10 percent of the three counties. Lower slopes support irrigated and dryland crops and all soils in this class developed under timber or grassland vegetation, over underlying gravel or clay alluvium. Above these soils are the soils of the upland foothills, covering about 4 percent of the area, mainly timber and rangelands. Soils of the steep mountainous lands cover 3,270,800 acres, or about 82 percent of the three counties. Shallow patches of soil occur over bedrock and large rock outcrops with most of this acreage covered with timber or grasslands.

In terms of water resources, the three-county area lies entirely in the upper Columbia River basin, with drainage into the Pacific Ocean. The Bitterroot and

Blackfoot rivers join the Clark Fork River at Missoula, then flow through Mineral County where annual discharges of about 5.4 million acre-feet of water are measured as the river leaves the area. Lake Como and Painted Rocks Reservoirs in Ravalli County are the largest water storage facilities in the area. Increased capacity was constructed at Lake Como a number of years ago, which, with some 28 other reservoirs in the county, provides some 125,000 acre-feet of storage in the county. Ten reservoirs exist in Missoula County and a series of natural lakes in the northeast part of the county stabilize water flows. Pollution of surface and groundwater resources has been a primary concern in the area.

One of the nation's greatest attempts at environmental remediation, ecological restoration and community redevelopment has just begun at the confluence of the Clark Fork and Blackfoot Rivers in western Montana. After more than twenty years of study, planning and legal negotiation, work began in the fall of 2006 at the Milltown Reservoir Superfund site, one of the nation's largest Superfund projects. Under the cleanup plan, more than two million cubic yards of toxic sediments along with the dam and associated structures will be removed. The State of Montana will follow the dam's removal with a restoration plan returning the river to a more naturally functioning state by reestablishing natural stream channels and native vegetation. Overlaying the restoration work is a redevelopment effort aimed at capitalizing on opportunities afforded by the cleanup for economic development and community revitalization.

Groundwater supplies in all three counties vary greatly, being abundant in the valley bottoms which were once covered by ancient Lake Missoula. The bench lands are a complex of glaciated and lake-laid deposits which make well drilling much more difficult and uncertain. Irrigation leakage supplies much of the well water, especially in Ravalli County. The higher terraces above irrigation canals and lands verging into the forests are spotty and difficult sources of domestic water. Wetlands lie mainly along rivers and side streams, and also border high mountain lakes. Most of the three counties have mature drainage, with the exception of a pothole and lake area around Seeley Lake.

In terms of prime farmland, urban expansion has removed a large proportion of the best land from the agricultural base. Whole farm systems have disappeared from the three counties in the last three decades, such as the loss of the entire sugar beet industry along with agricultural processing plants. There is no large-scale poultry or egg production and the small amounts of fruit and vegetables that are raised locally are sold mainly through farmers markets. However degraded the agricultural economy may be today, increasing the total income from agriculture and the vision of agricultural open space continues to score high on the scale of desirability from the public.

Climate

The region's rugged terrain contributes to a wide range of climatic conditions, because of varied elevations as well as shifts between continental and maritime

weather conditions. While maritime weather from the west coast tends to predominate, occasional cold fronts can descend from the north and east, creating inversions which trap smoke and pollution.

The three counties usually experience temperatures warmer than central and eastern Montana, with temperatures reaching below zero only a few days each winter. Summer temperatures are usually moderate, while spring brings cool and cloudy weather and the fall season provides sunny weather with warm days and cool nights. High mountain areas may have frosts throughout the summer, while parts of Ravalli and Missoula counties may have over 120 frost-free days each year. Drought conditions persist over most of Montana, mainly affecting the District in lower elevations which are not served with irrigation water, reducing dryland crop and grass production while also increasing fire danger. Precipitation, occurring mostly in May and June, varies, from heavy snowfall in the mountains, to areas with scant moisture. Generally, even in years of low winter snowpack, early summer irrigation is adequate, and those served by reservoirs usually have a stable water supply. (What about changing climate? There is good info available on this.)

Wilderness Areas

Each of the three counties includes wilderness areas (see Appendix A: Maps—Land Use) and substantial roadless areas. Seeley Lake is a major entry point into the Bob Marshall Wilderness and the Mission Mountains, while a number of trailheads in Mineral and Ravalli counties provide entry into the Bitterroot-Selway, Anaconda-Pintlar, and Welcome Creek wilderness areas. Idaho hunters use the Montana trailheads in large numbers to enter the Selway. Roadless areas may also be seen on the map and include some areas which could be wilderness candidates.

These areas provide some tourist income, especially the Bob Marshall, and all see substantial use, in some cases leading to erosion, overcrowding and sanitation problems at trailheads, trail junctions, camping spots and lakes. Violations of wilderness regulations occur in all seasons, but especially entry of snowmobiles into closed areas is a significant problem. Such travel creates danger for the violators; and several have been killed within the last year as they attempted to “high-mark,” which caused avalanches. Risky behavior on snowmobiles in the off-season has also resulted in deaths and injuries as riders ran on grass or attempted to cross open water.

Endangered Species and Critical Habitats

There are several threatened and endangered species living in the region. The threatened Water Howellia is found in the pothole region of northern Missoula County. The Bull Trout is listed as threatened and exists within designated critical habitat in all three counties. The endangered Gray Wolf has returned to the region following the reintroduction programs in Yellowstone National Park and the

Selway-Bitterroot Wilderness Area. These packs are classified as experimental non-essential populations. The Ninemile pack however, in the upper Nine-Mile area, was established naturally from sub-populations found to the north of the region. The Grizzly Bear, listed as threatened, has always lived in the northern part of Missoula County and recently, a confirmed killing of a Grizzly bear occurred in the Idaho portion of the Bitterroot Ecosystem. The threatened Canada Lynx also inhabits the District.

REGIONAL CHALLENGES AND OPPORTUNITIES

Qualitative Regional Perceptions of Challenges and Opportunities

No current professional economic analysis of regional strengths and weaknesses is available. BREDD's regional working groups however, developed a list of qualitative challenges and opportunities for the region's economy. The key findings are summarized as follows:

Perceived Challenges

- Regional workforce quality and quantity is lagging behind regional economic growth patterns.
- Wage rates are substantially below national averages and are not keeping pace with rising costs, especially housing costs.
- Lack of affordable housing.
- Lack of healthcare benefits and coverage especially in rural parts of the county.
- Insufficient educational planning programs.
- Unpredictable regulatory environment.
- Lack of tax credit availability.
- Lack of funding and policy tools to promote quality development.
- Lack of an intermodal transfer facility.
- Lack of a regional planning mechanism for local government economic development policy.
- Transportation costs both in and out of the region are expensive.
- Infrastructure investments are not keeping pace with growth patterns.
- Lack of leadership to develop a strategy to effectively and efficiently accommodate growth while preserving the region's quality of life.
- Lack of experience at the state legislative level to meet economic development challenges and opportunities.

- Historical distrust by the Montana public for planning projects

Perceived Opportunities

- Strong educational resources such as The University of Montana, The College of Technology, and K-12.
- Economic expansion and vitality in the region.
- Wealth of natural resources, recreational amenities, and a relatively clean environment.
- Quality of life is attracting new businesses.
- Strong non-government organizations (NGO) in the region.
- Transportation corridors such as the I-90 and US 93 corridors as well as rail
- Real estate values lower than other growing areas but increasing and offering investment opportunities.
- Strong healthcare services and options.
- Engaged citizens and a well developed sense of community.
- Growing receptivity in thinking and acting regionally to strengthen the economy while protecting natural resources and quality of life.
- Arts and culture contribute considerably to the economy and quality of life.

STRATEGIC PLAN

Vision for the Region

The following long-term vision for the region was crafted and adopted by the CEDS strategy committee.

Mineral, Ravalli and Missoula counties comprise a region of unique cultural and natural assets, in which people want to live, work, and recreate.

Quality of life is very high for all citizens: all people have access to adequate health care; housing is plentiful and affordable; thoughtful infrastructure investments are made; our cities and towns are active centers of employment, shopping, housing, education and culture; the natural resource environment in public lands is preserved and managed with integrity for beauty, productivity, and accessibility to citizens; private open space and agricultural lands are preserved, well managed, productive and sustainable; and a full range of educational opportunities are accessible to meet people's cultural and employment needs.

Economic opportunity abounds, with a sustained supply of jobs that meet or exceed the cost of living, and allow people to build long-term economic security.

We protect and enhance the health and well-being of the most vulnerable among us: children, the elderly and people in need.

We nurture and cultivate leaders, and we build trust and collaborative partnerships in our communities. Public and private decision-makers are positive, knowledgeable and long-term in orientation. The citizenry is engaged and active.

Through innovation and adaptation, we find common ground and understanding between our region's diverse approaches to economic development. We create collaborative regional solutions that result in long-term positive outcomes for both people and the supporting natural environment.

Goals, Objectives, & Implementation Activities

BREDD and the Strategy Committee developed goals, objectives, and implementation activities in the following five areas considered vital to realizing the economic vision for the region:

1. Business Development
2. Education/Workforce Development
3. Infrastructure
4. Land Use
5. Redevelopment

Business Development

Goal

To create a regional environment and network of services that: 1) supports the growth, vigor, and innovation of existing and new businesses; and 2) attracts a wide range of successful companies from outside the area.

Objective 1: Enhance the capacity of elected officials and business service providers to leverage and market the region's opportunities for business development.

Implementation Activities

- Introduce to key business development stakeholders the "Economic Gardening" approach to creating an entrepreneur-friendly region.

- Determine ways to optimize the flow of information and relationship development between businesses, workforce development professionals, economic developers, agency programs, banks, and business service providers.
 - Websites
 - Roadshow
 - Listserves
 - Forums
 - Other
- Identify the condition of our region in terms of services for entrepreneurs. Determine the best means for identifying the region's business climate and entrepreneurs' level of awareness related to the resources available to meet their needs.
- Identify the region's clusters (i.e., natural resource companies; life science; software development; IT services) and determine ways to support their growth.
- Identify ways to coordinate workforce and education activities with cluster development.
- Assess and coordinate with past and existing efforts to identify and leverage the region's assets that attract or retain businesses.

Objective 2: Increase awareness in the region of the requirements necessary to achieve comprehensive and sustainable development.

Implementation Activity

- Identify ways to quantify and communicate the role played by infrastructure, redevelopment, land use, workforce development and education in creating and sustaining the growth and vitality of local businesses and communities.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent they have contributed toward accomplishing the goals and objectives.
- Utilize BEAR report from the three counties to quantify progress and business assessment of the region's business environment.
- Utilize census and economic information to show changes in the business tax base.

Potential Partners

Initial partners include but are not limited to:

Ravalli County Economic Development Authority, Montana Community Development Corporation, Missoula Area Economic Development Corporation, Missoula Job Services, Bitterroot Job Services, Mineral County Economic Development Corporation, Mineral County Extension Office, Bitterroot Resource Conservation & Development, Montana Department of Commerce, Montana Department of Labor and Statistics, Economic Development Administration, University of Montana, College Of Technology, area banks, Missoula County Public Schools, Ravalli County Public Schools, Mineral County Public Schools, County Business Expansion And Retention (BEAR) Programs, local governments, private consultants, United States Forest Service, Montana Business Connection, Blackfoot Telephone, Missoula Electrical Coop, Ravalli Electrical Coop, Qwest.

Education/Workforce Development

Goal

Ensure that the area workforce and education systems are optimized to meet the changing needs of the region.

Objective 1: Increase coordination and understanding between area businesses needs and workforce/education network to better respond to a changing economy.

Implementation Activities

- Respond to business needs for training by bringing employers to the “table” for planning and implementing purposes.
 - Recognize the economic value in ongoing training offered through various public and private parties.
 - Recognize that training needs vary with the size and type of businesses; recognize the needs of small companies.
 - Encourage employer training toward retention of workforce.
 - Engage labor in the discussion.
- Bring the Workforce and Economic Development stakeholders together in a statewide ongoing forum.
 - Ensure that education is at the table when “economic development” is being addressed.
 - Economic development and education need to be aligned before a company makes a request:
 - Create a system that enables a group of experts to respond quickly to changes in workforce needs.
 - Build a system to identify and quickly respond to new training needs.
- Create sector based strategies for collaboration and mapping jobs, employers, and sources of training needed to solve future workforce requirements.
 - Components of this model which would be important to recognize: employer involvement as a key element; job ladders which allow

movement to better paying jobs; combined forces of services providers.

- Promote better training opportunities for the medical/health care profession.
- Recognize the significant number of small companies and initiate training which addresses “self-employment” and the components for success.
 - Small businesses are not used to paying for/investing in training. This is a good place for government to get the ball rolling.
- Create a system which will offer information about and access to short-term training available in our communities.
- Ensure that the full range of University of Montana assets is leveraged in support of regional workforce development and education.
- Utilize the existing Community Management Teams (CMT) in the three counties as a resource.

Objective 2: Improve the region’s ability to plan for and respond to the wide range of ages contributing to the workforce, as well as all communities and their various needs.

Implementation Activities

- Create Employment Preparation Skills training for youth and adults.
- Create Employment Retention Skills training for youth, adults, and incumbent workers.
- Support and grow initiatives which recognize individuals in our communities as (1) in transition to college, (2) in transition from school to adult services, (3) in transition to employment.
- Establish a list of union and non-union apprenticeship programs and develop needed programs
- Create graduate level certification programs: MBA essentials, Microsoft Certification, Engineering, Global Training (MWTC and Governor’s Office of Economic Development)
- With a focus on youth employability (hard and soft skills) implement the following:
 - Work with high schools to develop and offer training for career development or continued education and internship programs.
 - Create a summer hire program for high school age students.
 - Facilitate internships and work study at earlier ages.
 - Establish dual credit programs and college courses available to high school students via distance education or other partnerships.
- Recognize the aging populations and the need to offer training geared toward the older workforce by promoting technology training for older workers.
- Informal group is currently working to develop a “quick response” network to address layoffs in natural resource based jobs. Permanently establish a group to respond to these needs.
 - Include Stone Container, Stimson.
 - Be proactive rather than reactive.

- Nurture and grow educational opportunities that are not necessarily directly job related to help attract a creative workforce.

Objective 3: Create a centralized mechanism for grant writing or funding development which would support local and regional workforce development and/or retention.

Implementation Activities

- Identify regionally a coordinator that would have an understanding of existing funding and be able to identify additional funding sources, both public and private.
- Investigate the feasibility of a regional resource to acquire funding, staff or financial resources.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent these activities have contributed toward accomplishing the goals and objectives.
- Utilize the three counties' BEAR program to measure progress. Develop a quantitative report from BEAR interviews, but with confidentiality.
- Check off "implementation activities" as a measure of success.

Potential Partners

Initial partners include but are not limited to:

University of Montana, College of Technology, Job Services., Literacy Bitterroot, Unions, Adult Educations, Dickinson Lifelong Learning Center, Flathead Community College, area high schools, businesses, Small Business Development Center, Job Corp, Missoula County Public Schools, Experience Works, employment agencies, Project Challenge, Stimson, Stone Container, Restore Montana, University of Montana Continuing Education Program, Area Chambers (Missoula, Bitterroot, Mineral, Seeley), Local Community Management Teams (CMT).

Infrastructure

Goal

Develop infrastructure that supports the vitality of the region's economy and in addition will enhance quality of life and preserve community values.

Water

Objective 1: Develop the knowledge and capacity for regional infrastructure coordination to ensure high water quality.

Implementation Activities

- Explore new innovative technologies to ensure water quality.
- Create regional inventory of water and sewer needs and prioritize those needs.
- Investigate and secure regional funding opportunities for the area's prioritized needs.
- Investigate one-source funding for multiple project locations.
- Create regional forum to coordinate, communicate, and collaborate on water and sewer issues.

Objective 2: Develop the knowledge and capacity for regional infrastructure to optimize water distribution for agricultural and irrigation purposes while preserving in-stream flows needed for wildlife and recreation.

Implementation Activities

- Secure funding for ditch improvement, repair, and maintenance
- Identify and utilize current best practices to ensure efficient delivery, conservation, and use of water resources

Telecommunications

Objective 1: Develop the region's capacity to continually expand telecommunication infrastructure in order to enhance the capability of the region's businesses to compete in today's global economy.

Implementation Activities

- Investigate and understand the latest telecommunication technology and its implication for the region's economy in the short and long term.
- Understand the regional high-speed bandwidth need and work with the industry to insure that adequate capacity is provided.

- Be aware of the fast pace of technology development.
- Explore wireless rural broadband for economic inclusion of rural communities in region.
- Encourage comprehensive and continuous cell phone coverage throughout the region.

Power and Energy

Objective 1: Increase capacity for regional planning and collaboration between cooperatives and companies to optimize the region's energy portfolio and distribution.

Implementation Activities

- Encourage regional planning and collaboration between electric coops and power suppliers
- Diversify the region's energy portfolio to include clean sources such as solar, biomass, wind, cogen, natural gas, and small scale systems.
- Assist and promote regions commercial energy consumers to increase energy their efficiency.
- Extend 3 phase power where needed and feasible to assure adequate business development

Transportation

Objective 1: Increase and facilitate regional transportation planning to support safe and efficient movement of people, goods and services by bus, car, rail, air, and non-motorized vehicles.

Implementation Activities:

- Explore opportunities to increase air flights to better support business, leisure, and recreational travel both in and out of the region.
- Encourage interconnected regional bikeways and trails, including local walkway and bike paths, for local in-town commuting and recreation.
- Spread knowledge of available funding and programs to communities for transportation projects both state and federal.
- Provide a forum to work with communities to plan and fund integrated regional roadway network.
- Seek funding to address pressures on local road systems from growth to ensure proper maintenance and air quality standards.
- Support public transportation and explore regional consolidation or coordination of transportation service providers.
- Improve wildlife corridors and safety for both wildlife and drivers.
- Extend and enhance transportation options including web based carpooling and van pool networks.
- Explore regional standards for transportation corridors.

- Support diversification of the airport's economic base as a major economic engine for the region.
- Explore opportunities for an intermodal transfer facility.

Public Safety

Objective 1: Improve ability to respond to emergencies and provide adequate law enforcement throughout the entire region.

Implementation Activities

- Coordinate better with state and federal responders.
- Improve radio systems for better communications in rural areas.
- Create communication systems to broadcast emergencies in rural areas.
- Support enhanced 911 addressing in rural areas.
- Ensure law enforcement coverage in rural locations.
- Support state methamphetamine use awareness and enforcement.
- Encourage comprehensive and continuous cell phone coverage throughout the region.
- Develop policies to manage the urban/wildland interface to enhance public safety and reduce fire suppression costs.

Solid Waste Management

Objective 1: Improve the region's ability to efficiently reduce, reuse, and recycle and dispose of solid waste.

Implementation Activities

- Inventory capacity regionally and identify priority areas.
- Bring more recycling to the region: glass, plastic, newspaper/cardboard.
- Bring curbside recycling to rural areas.
- Develop recycling drop-off points for rural areas.
- Increase RV waste disposal site availability.
- Address rural dumping.
- Investigate expanding or creating community compost yards.
- Develop recycling goals and a pricing structure for garbage pick up that encourages recycling.

Housing

Objective 1: Develop innovative and affordable options for present and future housing needs for the citizens of the region.

Implementation Activities

- Identify and articulate the diverse populations that need housing assistance.
- Identify the housing types that are most appropriate for each population served.
- Create market incentives and regulations to produce the housing needed.
- Identify locations in each community appropriate for affordable housing.
- Explore mechanisms to fund housing at state, local, and federal levels.
- Identify ways to better educate the community on the various methods available for funding affordable housing.
- Facilitate the development of partnerships between housing organization and local businesses.
- Work with local officials to develop continuity in neighborhood development to provide for open-space, parks, hiking and biking trails and public transportation stops.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent these activities have contributed toward accomplishing the goals and objectives.
- Calculate and monitor the amount of infrastructure investments aligned with the implementation activities.

Potential Partners

Initial partners include but are not limited to:

Mountain Water, Bitterroot Resource Conservation and Development, Bitter Root Irrigation District, Corvallis Canal Water System, Daly Ditch, incorporated distribution companies that utilize irrigation water, Incorporated Communities, Department of Natural Resource and Conservation., Missoula Ravalli Transportation Management Association, Mountain Line, Bitterroot Bus, area Water and Sewer Districts, Communication Companies, Utility Companies, Montana Department of Transportation, Missoula Housing Authority, Home WORD, Human Resource Council, Ravalli County Council on Aging, Missoula County Council on Aging, Counties.

Land Use

Goal

Develop the capacity for responsiveness, consistency, adaptation and innovation in regional land use planning and policy in order to: 1) get “in front of”

development pressure; 2) ensure a balance between the built environment, open space, and productive lands for a strong regional economy and quality of life.

Objective 1: Improve public agency, private sector, and citizenry understanding of how land use policy and planning contribute to the regional economy and quality of life.

Implementation Activities

- Explore opportunities, partnerships, and funding to improve public, of all age levels, understanding of roles and processes of land use planning.
 - Explore speaker bureaus and other venues throughout the region for public education.
- Develop a Growth Policy presentation (web based and PowerPoint presentation) for each community in the District which:
 - summarizes the goals and objectives of adopted Growth Policy;
 - ties the Growth Policy to implementation tools like County and City zoning and subdivision regulations;
 - explains the limitations inherent in Montana law with regard to enforcement of Growth Policy provisions; and
 - identifies opportunities for policy update and regulatory reform.
- Form a coalition to advocate for changes to land use regulations prior to and during the 2009 legislative session. Engage legislators representing the District (incumbents, candidates) in substantive discussion of land use issues prior to the 2009 legislative session.

Objective 2: Increase the region's ability to work together on land use planning crossing jurisdictional boundaries.

Implementation Activities

- Work with New West to develop session regarding regional land use planning at their Real Estate and Development in the Northern Rockies Conference.
- Create mechanisms for addressing the impacts of development across jurisdictional boundaries.
- Identify, engage, and coordinate existing collaborative groups within the region and those groups that are already working regionally to address land use issues.
- Convene a periodic regional dialogue on land use planning and growth issues.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives.

- Measure the number of new partnerships and cross jurisdictional activities that are in place as part of this initiative and how they relate to the goal and objectives.
- Create a list of presentations and meetings on educational land use activities that occurred and the approximate number of attendees.
- Measure the response generated by web-based information.
- Create a list of groups/partners that have agreed to participate in the process.

Potential Partners

Initial partners include but are not limited to:

Local planning offices, Community and Neighborhood Councils, Five Valleys Land Trust, Bitterroot Land Trust, Right to Farm and Ranch Board, Plum Creek, Federal and State resource agencies, State and local transportation agencies, Sewer districts, Public Works Departments, Salish Kootenai Tribe, Bitter Root Resource Conservation and Development, Resource Advisory Councils (RACs), National Association of Counties, Rocky Mountain Elk Foundation, Trout Unlimited, Elected State Legislators, County Commissioners, Mayors and City Council members, private sector planning and design community, private sector real estate community, financial community.

Re-Development

Goal

Tie restoration of the natural and built environments to the long term health and resilience of the area's economy.

Objective 1: Increase the capacity within the three counties to effectively and efficiently revitalize contaminated and underutilized former industrial lands.

Implementation Activities

- Explore best structure to house and expand Brownfield Program to serve the three counties.
- Determine how to best coordinate information and partnerships to effectively leverage Federal, State and local programs in conjunction with private investment sources.
- Find funding to create redevelopment feasibility evaluation criteria, conduct an inventory of existing sites and rank these sites.
- Identify the regulatory and redevelopment barriers to Brownfields clean up and revitalization.
- Develop case study and compile lessons learned from Missoula Sawmill Site and previous efforts at Missoula's White Pine site

- Encourage public private partnership in order to achieve community health, safety, and growth management goals by accessing efficiencies of private investment.

Objective 2: Increase the effective use of policy, strategies, and public/private financing tools to develop vibrant commercial cores.

Implementation Activities

- Investigate and educate communities on tax increment financing and other tools to create robust central business districts for both urban and rural communities.
- Create clearinghouse to share expertise and experience among the region's planning and economic development agencies to facilitate, distribute and leverage existing programs within the region.
- Maximize use of various programs throughout the region, including Main Street Program, Community Transportation Enhancement Program, Community Development Block Grant, and New Market Tax Credits.
- Create an optimal investment environment and a transparent regulatory process to attract and strengthen private sector involvement in vibrant commercial core development.
- Assure private sector participation in the development of commercial core policy.

Objective 3: Increase regional awareness of restoration based economic development and increase the region's capacity to pursue it.

Implementation Activities

- Coordinate with Department of Natural Resource Conservation Office of Restoration and Reclamation's state-wide restoration effort.
- Facilitate partnerships between public agencies and private entities.
- Support the current collaborative Milltown Dam effort among the wide spectrum of federal, state, county and private organizations.
- Educate the citizenry about restoration economy and its benefits.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent these activities have contributed toward accomplishing the goals and objectives.
- Document the number of industrial sites identified, ranked, and have initiated redevelopment, including the anticipated investment in these sites.

- Document the number of commercial core projects initiated as well as the anticipated investment costs.
- Document the number of Natural Restoration projects initiated as well as the anticipated investment costs.
- Ensure that the Redevelopment Subcommittee develops a framework for measuring progress and redevelopment and its effect on the local economy and quality of life.

Potential Partners

Initial partners include but are not limited to:

Missoula Redevelopment Agency, regional economic development organizations, engineering and planning firms, Incorporated Towns, Counties, State Department of Environmental Quality, Environmental Protection Agency, private finance, developers, College Of Technology, University of Montana, Center for the Rocky Mountain West, Restore Montana, Western Progress, Department of Natural Resources and Conservation.

Economic Development Projects:

Ravalli County Projects:

Project: Victor Town Sewer District

Location: Victor, MT

Project Advocate: Town of Victor, Victor Fire Department, Ravalli County, Ravalli County Economic Development Authority

Description: The Victor Town sewer system has a modest capacity to expand under the right circumstances. There is an infiltration problem during the summer. Currently the Town does not have a water supply, but the Fire Department would like to have a water supply for fire suppression.

Project: Ravalli Entrepreneurship Center (REC)

Location: Hamilton, MT

Project Advocate: Ravalli County Economic Development Authority

Description: A 6-8 acre campus on the Old Corvallis Road is the site for the planned 10,000 sq. ft. REC. The REC will provide a range of business services including business coaching, mentoring, advisory boards, networking opportunities, access to capital programs, marketing information, quality space to lease, and state of the art technology. REC will collaborate with The University of Montana and the Bitterroot Community College. A privately owned business park adjacent to the REC campus will provide opportunity for businesses graduating the REC to remain close to their support systems and peers.⁶

⁶ A Business Plan has been completed for the REC. Funding for the Business Plan was provided by the Economic Development Administration and the Montana Department of Commerce, Big Sky Trust Fund

Project: Town of Darby Sewer and Water Expansion

Location: Darby, MT

Project Advocate: Town of Darby, Ravalli County, Ravalli County Economic Development Authority

Description: Sewer and water capacity in Darby are just meeting the current needs. Water and sewer systems in Darby need to be developed to meet EPA standards. Currently Darby is under an OCCT Treatment Order that must be completed within one year. Darby is the fastest growing community in a county that is among the fastest growing in Montana as well as nationally.

Project: Corvallis Town Sewer District

Location: Corvallis, MT

Project Advocate: Town of Corvallis, Ravalli County, Ravalli County Economic Development Authority

Description: In 1999 Corvallis expanded their sewer system. The engineer said the project would cover the Town's needs for the next 20 years. Only three years later the system is at 100% capacity. Corvallis has asked the County for assistance in planning for the future of their town. The town does not have a town water supply.

Project: Old Corvallis Road Lift Station (Area 3)

Location: Hamilton, MT

Project Advocate: Ravalli County Economic Development Authority and Ravalli County Council on Aging

Description: Construct the Area 3, Old Corvallis Road Lift Station with staged construction using wet well piping sized adequate for the full capacity of Area 3 and the pumps, along with SCADA controls and back-up power suitable only for the immediate needs of the Ravalli Entrepreneurship Center and the Ravalli County Council on Aging Senior Housing Cooperative.

A Preliminary Engineering Report (PER) has been completed for the above project paid for by the RCEDA. The PER was commissioned at the request of the City of Hamilton and was completed in collaboration with the City of Hamilton's Engineer.

Project: Stevensville Sewer Treatment Plant

Location: Stevensville, MT

Project Advocate: Town of Stevensville.

Description: The current wastewater treatment plant in Stevensville does not meet state requirements and needs to be upgraded. The project is in phase I, and the city is currently working with an engineering firm to assess options and cost. Estimated cost: 5 million.

Project: Middle Burnt Fork Road

Location: Stevensville, MT

Project Advocate: Town of Stevensville.

Description: The town water supply comes from up the Middle Burnt Fork Road which is inadequate and degraded. The upgrade is need to meet State requirements There are

opportunities to work with Ravalli County as they upgrade the road.. This would reduce cost of the project and construction time. Estimated cost of the project is 2 million dollars.

Project: Eastside Highway Sewer Replacement

Location: Stevensville and Ravalli County, Montana

Project Advocate: Selway and Town of Stevensville

Description: The existing clay line is failing and over 100 years old. Currently the Selway Corporation (120 employees) is using the line because their field failed. Replacement would consist of a new line from the west side of Selway Corporation to the town sewage plant. This would serve other businesses, as well as Ace Hardware, the Creamery, and future subdivisions. Original estimates for the upgrade in 2005 were \$594,112.00, with a 4% annual increase. A request for a 2008 Federal Appropriation has been made.

Mineral County Projects:

Project: Saltese Sewer

Location: Located in the West end of Mineral County

Project Advocate: Mineral County Board of Commissioners

Description: Saltese is an un-incorporated community in the west end of the county and is in dire need of a community sewer system. Approximately 20 residential and commercial establishments currently rely on individual septic systems that are in a flood plain. They are in need a system wide facility.

Project: Emergency services communications

Location: County wide

Project Advocate: Mineral County Commissioners, Sheriff's office, emergency medical services, rural fire departments, and County emergency management.

Description: There is a need to standardize communications equipment for all emergency services. Currently some departments are still using analog while others have digital equipment. In addition, there are blind spots in the county that need repeaters erected. This project would include establishing a communication system for the general public during emergencies.

Project: Hazardous fuels reduction

Project Advocate: State DNRC (Dept of Natural Resources and Conservation), Board of County Commissioners, U.S. Forest Service, and MCEDC.

Description: Due to a tremendous build up of dead and dying timber, private residences and communities are at risk from wild fires. The Healthy Forest Restoration Act of 2003 gives positive direction to the Forest Service to create safe zones around communities and private dwellings near the forest. This collaborative partnership requires comprehensive planning and provides some cost-share funds for work on the ground in eliminating hazardous fuels.

Project: Senior Housing

Location: County wide

Project Advocate: Mineral County board of Commissioners, MCEDC, Human Resource Council, and city governments in Superior and Alberton.

Description: Mineral County is home to a great many senior citizens, many on limited incomes who are in need of low income housing. Current efforts to provide adequate housing for seniors is not keeping up with the demand.

Project: Industrial Park Feasibility Study

Location: County Airport, Johnson Brothers, and County lands suitable for industrial activities.

Project Advocate: Board of County Commissioner, MDEDC

Description: Mineral County does not have industrial sites that would accommodate new businesses. With limited space available in the county for development and the loss of jobs resulting from the mill closure there is a need to perform a feasibility study to identify possible sites and assess needs.

Project: Senior Center

Location: St. Regis

Project Advocate: St. Regis Senior Citizens, Board of County Commissioners, MCEDC.

Description:

The senior citizens in St. Regis are searching for a new center and they lack the finances to purchase a facility that would accommodate their needs.

Project: Mineral County rural fire stations

Location: River bend subdivision and the Lozeau area located East of Superior.

Description: The residents in the River Bend sub-division and Lozeau are interested in establishing a rural fire department in partnership with the Superior Rural Fire Department. Both of these areas currently sit outside the jurisdiction of the current fire department. In order to reduce travel time when responding to fires, they would like to development stations in strategic locations to accommodate the efficient delivery of services.

Project: Mineral County Civic Center

Location: Mineral County property in Superior, Montana

Mineral County Fair Grounds

Project Advocate: Mineral County Commissioners; Mineral County Fair Board; Mineral County Museum Board; Mineral County Non-profit and Volunteer Organizations

Description: A Quonset hut, constructed in the 1940's, is the main building on the fair grounds. Known as the "4-H Building," it is used by 4H and many other public/community organizations free of charge. It can also be rented at a reasonable rate by private individuals for reunions. The fairground is located in the central portion of Superior adjacent to Superior High School. Demands are increasing on the aging building and the fair board is hard pressed to keep up with their small annual budget. The size of the building precludes any large functions and the county is hard pressed to find a place for banquets, hobby/trade shows or other events that could attract visitors. The proposed

structure would provide space for expanded use during the fair; a home for the Mineral County Museum, which currently is only able to display 20% of its holdings; Mineral County 4H would expand the shooting sports program; other projects and entities would have access to a large indoor heated area, such as the Friends of NRA, who could have their annual 150 plate banquet; the Mineral County Car Show could utilize the proposed outdoor covered area which will include concession booths. Community meetings have been held to determine scope and desire. Outcomes include two story daylight type handicap accessible structures with covered outdoor stage area. A common theme became the use of logs and roundwood in order to demonstrate building techniques and accent the county's natural resource history.

Project: Superior Water Project

Location: Superior Montana

Project Advocate: Town of Superior

Description: The Town of Superior has a \$1,236,032.00 water improvement project to improve fire flows and provide adequate water to areas without adequate service.

- Fire protection
- Improves areas of inadequate flows

The project includes the installation of 8" and 12" mains. The Town of Superior has received \$700,000 in grants from the State of Montana. The expected completion date for the project is September 2008.

Project: River Park Project

Location: Superior Montana

Project Advocate: Town of Superior

Description: The Town of Superior has a \$25,000- \$30,000 park project that will allow river recreationists access to downtown Superior. The Clark Fork River that runs the length of Mineral County is accessed by many recreationists during the summer months. The park would allow connectivity between the river and the town of Superior increasing tourism in the community.

- River Access
- Economic Development

Project: Fire Hall Construction

Location: Superior Montana

Project Advocate: Town of Superior

Description: The Town of Superior is constructing a new Fire Hall that will replace the old and inadequate facility that is currently used by the Town of Superior and owned by the County. The project is in the planning stage the town is currently working with an architect. The estimated cost of the project is \$1,600,000. The Town has purchased land to build the Fire Hall.

- Adequate space
- Town ownership
- Energy efficiency
- Space for training

Project: Phase II Water Project**Location:** Superior, Montana**Project Advocate:** Town of Superior**Description:** The Town of Superior has a Phase II Water Improvement Project that will loop mains and improve fire flows. The estimated cost is \$1,900,000.

- Improves fire flows
- Better and more effective water treatment
- No dead ends

A start date has yet to be established

Project: Phase III Water Project**Location:** Superior, Montana**Project Advocate:** Town of Superior**Description:** The Town of Superior has Phase III Water Improvement Project that will replace all remaining undersized mains and improve fire flows. The estimated cost is \$1,000,000. With the town's proximity to the Wildland Urban Interface, water accessibility and flow are very important.

- Improves fire flows
- Remove mains that have reached the end of service life

Project: Well**Location:** Superior Montana**Project Advocate:** Town of Superior**Description:** The Town of Superior has plans to add a well in the Town. With the town's proximity to the Wildland Urban Interface, water accessibility and flow are very important. A start date has yet to be decided.

- Improves fire flows
- Adequate supply

Project: Swimming Pool**Location:** Superior Montana**Project Advocate:** Town of Superior**Description:** Replacement of the existing swimming pool that is 47 years old. The current swimming pool is in use from 7:00 am until dark each day.

- Energy efficient
- Inadequate treatment and filtering of water
- Bring facility up to code
- Stop the leaking

Project: St. Regis Sewer District**Location:** St. Regis Community**Project Advocate:** Mineral County**Description:** Expanding capacity for the St. Regis Public Sewer System which is approaching capacity from continued growth. A final phase to increase capacity would be the addition of a synthetic liner for the constructed third cell. A preliminary cost estimate is \$250,000.

Project: Alberton Public Sewer

Location: Alberton

Project Advocate: Town of Alberton

Description: Elimination of effluent discharge to the Clark Fork River. The existing Alberton public sewer has final discharge of treated wastewater to the Clark Fork River. Conversion to a surface or land application would have a preliminary cost estimate of \$200,000.

Project: Cyr Bridge Upgrade

Location: Cyr Bridge Exit – I-90

Project Advocate: Mineral County

Description: Bridge Upgrade to increase weight limit above 11-tons. The Cyr Bridge has a load limit of 11-tons and restricts access to this residential area. Cyr Bridge exit is heavily used during the summer months because it is the main access for commercial companies running river trips down the Alberton Gorge, a destination recreational river corridor. A preliminary cost estimate to upgrade the bridge is \$750,000.

Project: Old Highway 10 Resurfacing

Location: Cyr Bridge to Fish Creek Exit

Project Advocate: Mineral County

Description: Removal and replacement of existing pavement. Mineral County has assumed maintenance for this section of road and has determined that resurfacing is required. A preliminary cost estimate to resurface the road section is \$750,000.

Missoula County Projects:

Project: Miller Creek Road Improved Access to US 93

Location: Missoula County, Montana

Project Advocate: City of Missoula

Description: The Federal Highway Administration (FHWA) proposes to provide safe and improved access between US 93 and the Miller Creek area in Missoula County, MT. The Miller Creek area sits in one of the fastest growing areas in Missoula County. The existing primary roadway access to and from the project area is at capacity and traffic volumes are expected to increase substantially over the next 20 years with the full build-out of the Miller Creek area (a projected additional 3,000 dwellings by 2025). The FHWA has completed a Final Environmental Impact Statement for this project and a Record of Decision is pending. The cost associated with the “Preferred Alternative” is 13.5 million. It is anticipated to be 86.58% federally funded with 13.42% in local/state matching funds.

Project: Arthur Avenue Reconstruction

Location: Missoula, Montana

Project Advocate: City of Missoula

Description: The partnership of Montana Department of Transportation, the City of Missoula and the University of Montana are vested and committed to providing improvements to this “northern gateway” to the University and University District. Long term planning for this area has been examined by the University. These improvements are strategic and important to the future growth and vitality of the area. The design will evaluate vehicle, pedestrian and bicycle characteristics and determine a solution that will allow all modes of transportation adequate access to the University and adjacent neighborhoods as well as allowing Highway 12 access through Missoula in a safe manner. This project will have high use and transportation improvements and would have safety benefits to the community and to the large number of visitors who come to Missoula for special events such as University football games.

The University has significant right-of-way dedicated for this project and the City has \$600,000 of its federal-aid money obligated to the project. Montana Department of Transportation has spent approximately \$800,000 to date on consulting services. The project design is currently being evaluated to accommodate public input. Construction start is contingent on finalizing the design, but is currently projected to be in 2009.

Project: Seeley Lake Water District Upgrade

Location: Seeley Lake, MT

Project Advocate: Seeley Lake Water District

Description: The water district has a 4 million dollar project to upgrade the water district. The main issues are:

- Inadequate flow issues
- Low Pressures issues
- No storage facility
- Failing in some state requirements on testing

The project includes installing a 500,000 gallon storage facility, upgrading pipes for proper flows, and a new disinfection system at the plant. The Water District has received 850,000 in grants from the state of Montana. The expected completion date for the project is January 2009.

Project: Seeley Lake Main Street

Location: Seeley Lake, MT

Project Advocate: Seeley Lake Community Council

Description: The main road running through Seeley Lake is a state owned road. The town would like to adopt new zoning to create a commercial retail district along Pine St, which parallels highway 83. This would establish a Main Street in a fast growing town which could be center for the community, as well as a established economic center to encourage retail and commercial development.

Project: Mormon Peak Road and Highway 93

Location: Lolo, MT

Project Advocate: Lolo Community Council

Description: Mormon Peak Road enters into US Highway 93 (a major commuter road) a little over a ½ mile from Lolo. Highway 93 runs south to Arizona. Locally it serves as a

commuter road for Ravalli County residents working in Missoula County, it also is the major road running north south in the region. Mormon Creek Road has experienced residential growth, with several new subdivision and more proposed. Residents have a hard time turning north from Mormon Creek onto Highway 93, and turning onto Mormon Creek Road from Highway 93 poses a hazard with speed limits at 65 mph and no turning lane.

Project: Seeley Lake Sewer Project

Location: Seeley Lake, MT

Project Advocate: Missoula County Seeley Lake Sewer District

Description: The sewer district presently has a preliminary engineering report which outlines a four-phase, \$15 million dollar waste water disposal project. At this time Seeley Lake has no waste-water treatment facility. The community's ageing septic systems are producing effluent resulting in measured pollution of Seeley Lake and the Clearwater River drainage. The proposed project includes a waste-water treatment facility and the necessary main and connector lines to attach residences within the sewer district to the treatment facility. With the prospect of continued growth, and ageing of the present septic systems, this project is critical to ensure environmental quality for the community and surrounding ecosystem.

APPENDIX

Appendix A CEDS PROCESS

The development of the Comprehensive Economic Development Strategy (CEDS) for the Bitter Root Economic Development District, Inc. took place over an eleven month period from November 2006 through September 2007. Our goal was to create an effective document that can be easily understood while reflecting a sound and inclusive regional planning process for economic development. The process included extensive public participation from Missoula, Mineral, and Ravalli Counties. Two main committees, the Working Groups and the Strategy Committee, were assembled to maximize the reach and scope of regional input. The following describes the process of each committee and the BREDD staff.

BREDD Staff

BREDD staff worked throughout the process to collect data that facilitated discussion and aided in development of the CEDS document. BREDD staff hosted meetings, posted blogs, and made presentations within the region.

Working Groups

December - March 2007

Working Groups were formed representing 5 economic sectors: Land Use, Business Development, Redevelopment, Infrastructure, and Workforce and Education. (These sectors are carried through to our Strategy Committee and the CEDS) The Working Groups engaged over 100 participants from the three counties. Each economic sector was tasked with “painting a picture” of the region by identifying strengths, weaknesses, opportunities and threats, and then providing the CEDS strategy committee with recommendations.

On March 12th, 2007, a Regional Economic Development Strategy Meeting was held at St Patrick Hospital. The Working Groups, the public at large and elected official from the region were invited. The group’s objectives for the day were:

1. Explore vision and guiding principles that help define decision space for evaluating economic sector recommendations.
2. Present and discuss individual economic sector issues and priority recommendations, and provide feedback regarding those recommendations.
3. Identify patterns and commonalities across all or most economic sectors.
4. Develop important messages to be forwarded to the CEDS Committee.

The findings from the working groups and the Regional Economic Development Strategy meeting were submitted to the CEDS Strategy Committee.

Strategy Committee: *April-August 2007*

The strategy group consisted of 31 members with over 50% of its membership coming from the private sector. The members of the Strategy Committee were selected for knowledge of their respective communities, knowledge of an economic sector, and/or their geographic location. The Strategy Committee’s first step was to develop and adopt a vision statement developed from the vision and principles identified in the March 12th meeting. The Strategy Committee then divided into our five economic sectors and utilized the adopted vision statement to guide the development of the CEDS Goals, Objectives, Implementation Activities, and Potential Partners. These groups, because of distance and time, met using different methods including in person, by conference call, and via web meetings. The BREDD staff combined the collected statistical data with the goals, objectives, implementation activities, potential partners, and measurements to create a first draft of the CEDS. This document was distributed to the Strategy Committee for editing and comments, and after incorporating the Committee’s suggested revisions, the draft document was made available for public comment.

Appendix B ACKNOWLEDGEMENTS

BREDD Board of Directors

Jean Curtiss, *President*, Missoula County Board of Commissioners

Greg Chilcott, *Vice President*, Ravalli County Board of Commissioner

Jim Debree, *Treasurer*, Mineral County Economic Development Corporation

Tom Gorman, Missoula Job Services
Robert Struckman, Spiker Communications
Ed Childers, Missoula City Council
Kevin Chamberlain, Mineral County Extension Service
Steve Green, City of Hamilton
Rick Scheele, Town of Darby
BJ McComb, Mineral County Board of Commissioners

BREDD Strategy Committee

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Julie Foster, Ravalli County Economic Development Authority
Liz Gupton, Side Track Café
Dan Huls, Huls Dairy
Cris Jensen, Missoula Airport
Sally Johnson, Private Citizen
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Suzanne Miller, Dunrovin Research
Alesandro Pitcher Celcorp
Owen Robins, Farmer State Bank
Dorene Sain, Alpine Realty
Lynn Stocking, Montana College of Technology
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Karen Sullivan, Community Hospital
Naomi Thorton, WORD
Paul Travitz, Ravalli Council on Aging
Bob Tuskey, Salt Studios

Jonathan Weber, New West
Mark Williams, Lake County Builders
Paul Wilson, Tamarack Construction

Regional Working Groups

Becky Aaring, St Regis Public Schools
Julia Altemus, Montana Logging Association
Wolfgang Ametsbichler, Job Services Missoula
Nancy Anderson, Bureau of Land Management
Larry Anderson, Senator Rehberg's Office
Geoff Bandenoch, Missoula Housing Authority
Kathy Barbalitos, United States Forest Service Flathead
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Bill Bean, SCORE (Bitterroot)
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Nicole Bengel, Northwestern Energy
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Theresa Blazicevich, Ravalli County Environmental Health Department
Kent Bray, CTA Engineers
Brent Campbell, WGM Group
Mark Capel, DirecTV
Rosalie Cates, Montana Community Development Corporation
Chris Cerquone, Geomatrix
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Greg Chilcott, Ravalli County Board of Commissioner
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Beverly Dupree, Great Burn Study Group
Ali Duvall, Blackfoot Challenge
Steve Earle, Mountain Line
Thomi Ellsworth, Community WORC center
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Julie Foster, Ravalli County Economic Development Authority

Patti Furniss, Bitterroot Job Service
Tim German, Sparrow
Gary Gilbert, Experience Works
Tom Gorman, Missoula Job Service
Steve Green, City of Hamilton
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Paul Hubbard, Private Citizen
Karen Hughes, Ravalli County Planning Department
Dan Huls, Huls Dairy
Anne Iverson, Montana Community Development Corporation
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Jerry Lukasik, Mountain Water
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Scott Meader, Western Montana Fair Missoula County
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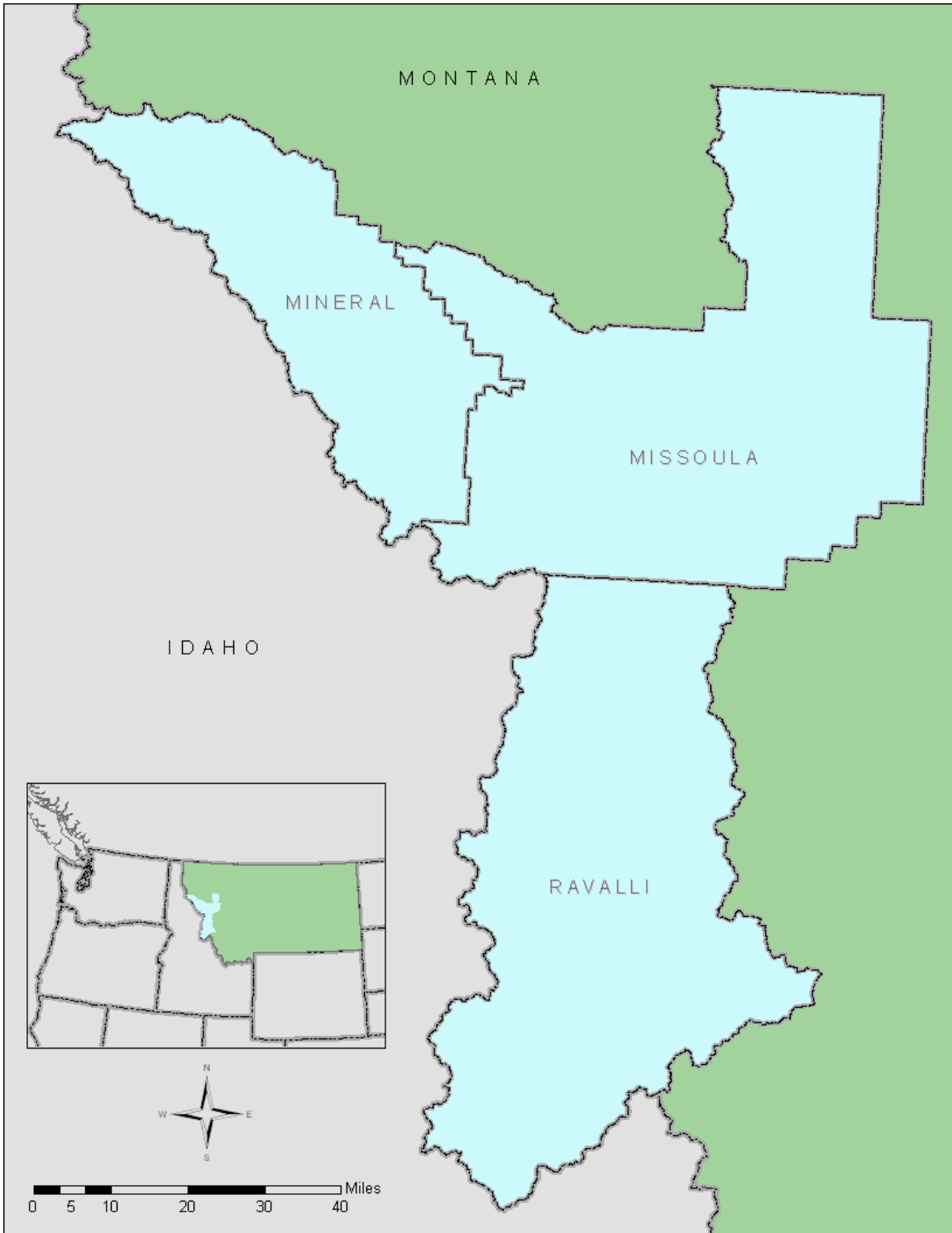
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Tracy Stone-Manning, Senator Testers Office
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Karen Sullivan, Community Hospital
Kit Sutherland, Bitterroot Resource Conservation and Development
Cheri Thompson, Seeley Chamber
Naomi Thorton, WORD
Janet Van Dyke, Montana Vocational Rehab
Traci Vignell, Blackfoot Challenge
Mel Walters, Main Street Program
Jonathan Weber, New West
Roger Wesley, Superior Municipality (Water)
Jim Williams, Fish, Wildlife and Parks Region 1
Paul Wilson, Tamarack
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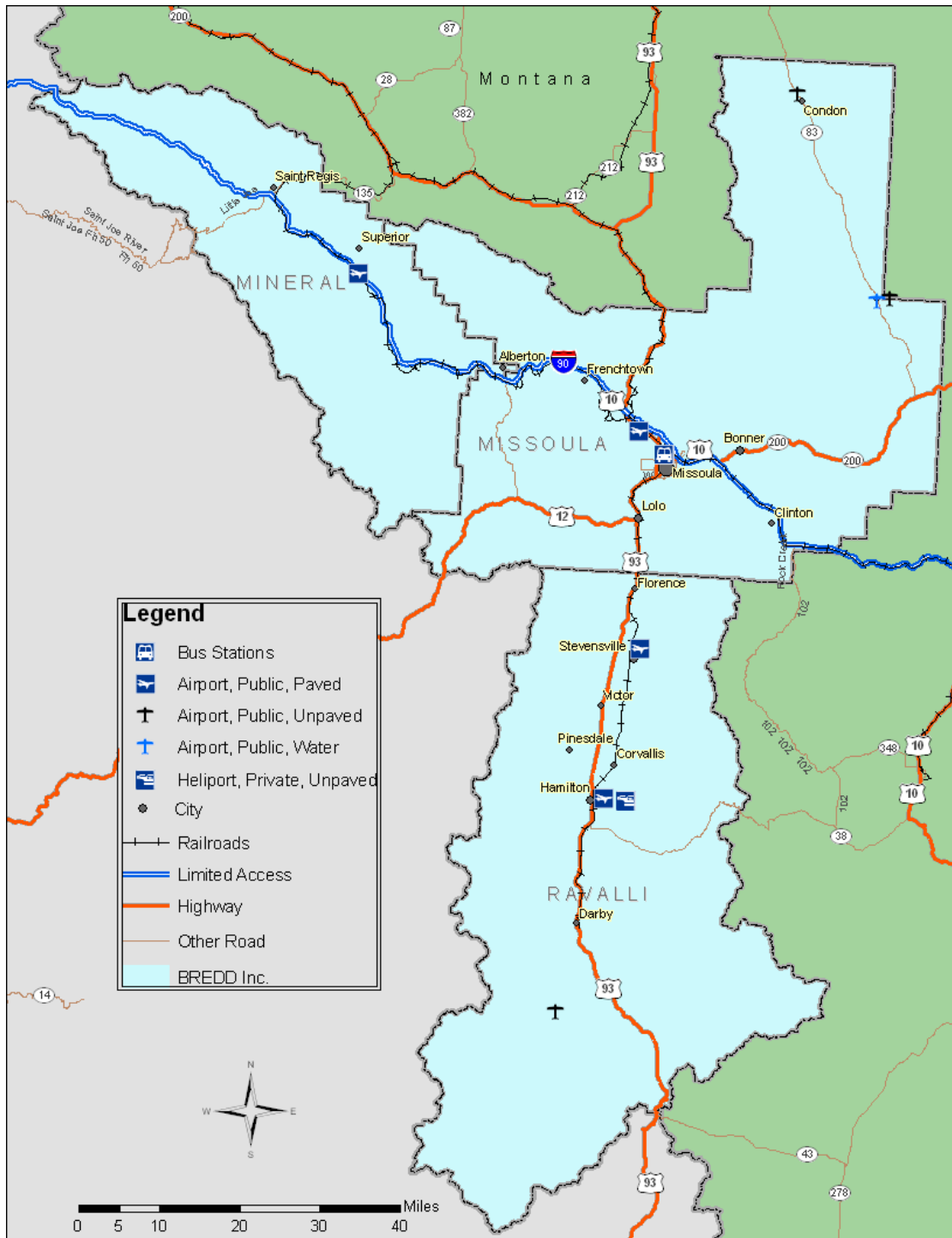
Appendix C MAPS

BREDD, Inc Geographic Area

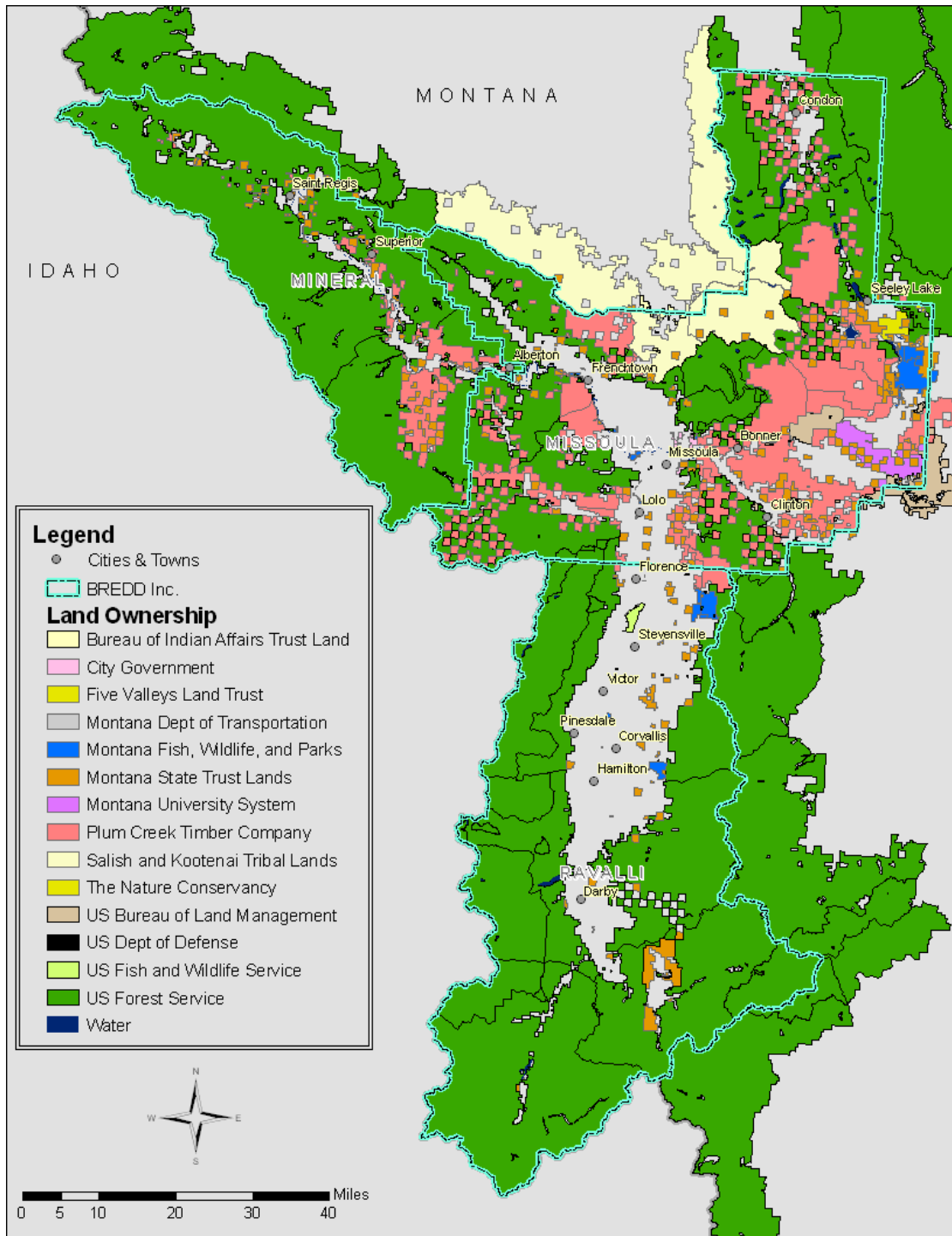


Mineral, Missoula, and Ravalli Counties--Montana
September 2007

BREDD Transportation Map



BREDD Land Ownership



Mineral, Missoula, and Ravalli Counties--Montana
September 2007

Appendix D SOCIOECONOMIC PROFILES

Section A 2005 Community Tapestry Regional Report (Separate document)

The Community Tapestry Regional Report came from the Montana Governor's Montana Means Business website <http://www.business.mt.gov/> . Portions of this report was included in the body of the CEDS, the full report can be found in this appendix. Details of how to use, who should use, and all detailed profiles of the Community Tapestry can be found in the Community Tapestry Handbook at <http://www.esri.com/library/brochures/pdfs/community-tapestry-handbook.pdf>

Section B 2005 Socioeconomic Profiles (Separate document)

Socioeconomic profiles of the aggregate, as well as each county can be found in this appendix section. Socioeconomic profiles are were compiled by Headwaters Economics in Bozeman, MT. Selected highlights from the report were included in the body of the CEDS, the full reports can be found in this appendix.