

RESOURCE TEAM ASSESSMENT REPORT

For

BROADUS, MONTANA

SEPTEMBER 25, 2012

In Partnership with: Broadus Economic Development Committee, Powder River Chamber, Southeastern Montana Development Corporation, Great Northern Development Corporation, Great West Engineering, Montana USDA/RD, Eastern Plains Economic Development Corporation, Dawson County Extension Service, Montana Department of Commerce, Montana Economic Developers Association and the people of Broadus.

INTRODUCTION

It was a privilege for the Broadus Resource Team to spend time in your community. Thank you for your hospitality, your time, and for sharing with the team the vision you have for Broadus.

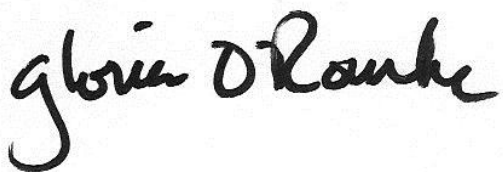
Before digging in to the report itself, I would like to thank Montana Department of Commerce (MDOC) for its support of the Montana Economic Developers Association (MEDA). It is a partnership between MDOC and MEDA that makes Resource Team projects available across the state.

Special thanks are due to Marty Copps, Broadus Economic Development Council. Marty served as the champion behind this project and will continue to be involved with the process through activities detailed in this report. Thanks to Sarah McGill and the Powder River Chamber for arranging our lodging and other details. In addition, the Broadus Resource Team Assessment could not have happened without the initiative and support of the Southeastern Montana Development Corporation, under the leadership of Jim Atchison.

Finally, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Martin DeWitt, Great Northern Development Corporation; Craig Erickson, Great West Engineering; Gloria Hawkins, Montana USDA/RD; Jason Rittal, Eastern Plains Economic Development Corporation; and Bruce Smith, Dawson County Extension Service.

Each team member's contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure!

The stage is now set for the future of Broadus. There are a number of short term and long term accomplishable recommendations that the resource team has provided in this report. Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. It is also important for the entire community to be involved in finding ways to accomplish its goals. A few celebrations at the successful conclusion of an activity that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the suggestions, pick out one, and get started. It can be done. It is your choice, your decision; you can do it!

A handwritten signature in black ink that reads "Gloria O'Rourke". The signature is written in a cursive, flowing style.

Gloria O'Rourke
Team Coordinator, MEDA

PROCESS FOR DEVELOPMENT OF THIS REPORT

According to Montana Department of Commerce program requirements, Resource Team Assessments are to be approved through the community's Certified Regional Development Corporation (CRDC). The CRDC for Broadus is Southeastern Montana Development Corporation. Jim Atchison, Executive Director, participated in the planning and preparation for the Broadus assessment. Marty Capps and the Broadus Economic Development Council served as the local Resource Team coordinators for the project. Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Broadus in evaluating its assets and challenges and in developing suggestions for improving the environment, social and economic future of the area.

Under the direction of Marty Capps, an agenda was developed, logistics arranged, as well as budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, businesses and community leaders to develop options for projects for Broadus. The team members were carefully selected based on their fields of expertise that local officials indicated would be needed to respond to the problem or project areas identified.

The Resource Team interviewed and received written comments from over 100 people during September 25, 2012. All notes from all listening sessions as well as those submitted via email or handwritten are included in this report. The team was available for listening to the following groups: Teachers, Educators, Students, Officials from the City, County, Law Enforcement and Disaster; Businesses, Utilities, Industry, Senior Citizens, Civic Groups, Medical, Churches, Agriculture, Energy and Natural Resource representatives.

Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing recommendations in this report. The three questions were:

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

Upon completion of the interviews, the team met in a work session to compare notes and share comments. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into this final report to the people of Broadus.

A preliminary oral report and a summary of group recommendations were presented to the people of Broadus the evening of September 25th.

Following the oral report, this formal written report was prepared and is presented to the people of Broadus. The report is available on the MEDA website at <http://www.medamembers.org/resourceteams.html> A Town Hall Meeting is planned for Thursday, November 1st followed by a potluck dinner at the Community Center. The purpose of the meeting will be to briefly review the report, identify projects and set priorities for action.

**BROADUS RESOURCE TEAM ASSESSMENT
BROADUS, MONTANA**

September 25, 2012



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IT'S ALL ABOUT BROADUS!

BROADUS RESOURCE TEAM ASSESSMENT

SEPTEMBER 25, 2012

A Montana Economic Developers Association (MEDA) Resource Team made up of knowledgeable individuals from outside the community who are actively involved in some area of rural community and economic developments have volunteered their time to assist Broadus. MEDA Resource Teams strive to build stronger rural communities through evaluation of the community's assets and liabilities and in developing suggestions that serve as a springboard for development, planning and community success.

Listening sessions are scheduled to hear the people of Broadus answer three questions:

- 1) What are the strengths and assets of Broadus?
- 2) What are the problems and challenges in Broadus?
- 3) What dream/vision to you have for Broadus in 5, 10, 15, 20 years?

A town meeting will held at 7:00pm on September 25th so that the community can hear what was shared with the team.

PLAN TO JOIN US!

Time	Listening Session/Event	Location
7:15 – 7:45am	Team working breakfast/orientation	Cashway
8:00 – 8:30am	Teachers and Educators	School
8:30 – 9:00am	Students	School
9:00 - 10:00am	Tour of Broadus	Van
10:00 - 11:00am	City, County, Law Enforcement, Disaster	Community Center
11:00 – Noon	Businesses, Utilities, Industry, etc.	Community Center
Noon – 1:00pm	Senior Citizens/Working Lunch	Cashway
1:00 – 2:00pm	Civic Groups, Medical, Churches	Community Center
2:00 – 3:00pm	Agriculture, Energy, Natural Resources	Community Center
3:00 – 3:30pm	Team Break	
3:30 – 6:30pm	Work Session and working dinner for team	Community Center
7:00 - 8:00pm	Broadus Resource Team Town Meeting	Community Center

BROADUS RESOURCE TEAM ASSESSMENT – MAIN ISSUES

The following list is a summary of main topics and issues that result from the Broadus Resource Team listening to the communities address strengths, challenges and their vision for the community of Broadus. This list serves as the outline for this Resource Team Assessment Report. The team plans to return to facilitate a town meeting to prioritize projects and ideas on Thursday, November 1st.

<p>MAIN TOPIC: HOUSING ISSUES:</p> <ul style="list-style-type: none"> ✦ Multi-family ✦ Single family ✦ Workforce ✦ Rental rates ✦ Mortgage availability ✦ Housing survey <p>MAIN TOPIC: HEALTH CARE ISSUES:</p> <ul style="list-style-type: none"> ✦ Acute care ✦ Additional medical services ✦ Assisted living ✦ Continuum of care <p>MAIN TOPIC: LAND USE ISSUES:</p> <ul style="list-style-type: none"> ✦ Flood Plain determination – is it real? ✦ Land availability for expansion ✦ Access to capital <p>MAIN TOPIC: TOURISM ISSUES:</p> <ul style="list-style-type: none"> ✦ Visitor Center ✦ Capture tourism dollars - purposes to stop ✦ Marketing efforts ✦ Sportsman’s paradise ✦ Inviting storefronts and facades ✦ Curbside appeal of community <p>MAIN TOPIC: EMPLOYMENT ISSUES:</p> <ul style="list-style-type: none"> ✦ Workforce opportunities ✦ Youth retention and youth return ✦ High school vocational training ✦ Distance learning opportunities ✦ Capitalize on people assets ✦ Childcare 	<p>MAIN TOPIC: INFRASTRUCTURE ISSUES:</p> <ul style="list-style-type: none"> ✦ Capital Improvement Plan ✦ Income survey ✦ Industrial Park ✦ Expansion of water and sewer – be prepared ✦ Roads ✦ Storm drainage ✦ Communication – emergency and cellular, reverse 911 ✦ Airport shadow <p>MAIN TOPIC: UNIQUELY BROADUS ISSUES:</p> <ul style="list-style-type: none"> ✦ Shipping ✦ Availability of services if/when growth comes ✦ Time to plan – 3 to 5 years ✦ Allow for development – your way ✦ Use development resources to fund what Broadus cares about (schools, public safety, emergency response, etc.) ✦ Document, document, document – “help me, help you” ✦ You can’t stand without your backbone: agriculture.
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BROADUS RESOURCE TEAM REPORTS

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MAIN TOPIC – LAND USE

ISSUE: FLOODPLAIN DETERMINATION

Several times during our tour of Broadus and again during our listening sessions, members of your community expressed frustration that there is no land available for development and with the restriction placed on growth created by the floodplain. My impression of what I heard is the residents of Broadus, because of the floodplain, believe that there are no lots within the corporate limits of the community that are available for development, either for housing, commercial, retail, or industrial purposes. This assumption intrigued me because I also heard that there have only been two documented flood events, each of which was caused by an ice jam at a bridge south of Town. When the bridge was replaced several years ago, ice jams ceased being a problem. Given this information, I felt compelled to determine if the widely held belief regarding the floodplain has merit.

I asked one of my colleagues, Jeremiah Theys, PE, to examine the Town's 1986 Flood Insurance Rate Map (FIRM) and Powder River County's 1979 Flood Hazard Boundary Map and summarize what he found. Based on Jeremiah's review of these maps and his experience in assisting Montana communities such as Ennis and Harlem with mapping their floodplains, we came to the following conclusion – Broadus should seriously consider hiring a professional engineer or surveyor to survey the community and prepare a floodplain model.

It is important to understand the importance of having an accurate floodplain map. The current map, which became effective on March 18, 1986, shows most of Broadus south of North Street is in Zone A. The Federal Emergency Management Agency (FEMA) defines Zone A as a special flood hazard area in which no base flood elevation (BFE) is provided. The BFE is the height of the base flood, usually in feet, above the ground surface. In other words, Broadus' current FIRM approximates the location of the 100-year floodplain. The map may or may not be accurate, but its impact on the community is significant in that homeowner's within the floodplain must carry flood insurance and developers are required to meet the following conditions in order to receive a floodplain permit:

1. Hire Licensed Land Surveyor or Registered Professional Engineer to prepare Elevation Certificate for the property

1. Hire Licensed Land Surveyor or Registered Professional Engineer to prepare Elevation Certificate for the property
2. Show the home or structure is above the BFE
3. Confirm that construction will not raise the BFE by more than 0.5 feet

In Montana, development of single-family residential, commercial buildings, subdivision, and other types of “fills” within the Zone A require floodplain permits. A developer does have the option of hiring an engineer or surveyor to prepare a floodplain model of their property and then submit to a FEMA a Letter of Map Revision (LOMR), which if accepted will change the designation of the property on the FIRM.

To encourage the development of available lots within the corporate boundaries of the Town of Broadus we recommend the following:

Recommendation:

Hire a Registered Professional Engineer or Licensed Land Survey to survey the project area, prepare a floodplain model, and assist with the preparation of an application requesting from FEMA a letter (LOMR) officially revising the current FIRM to show changes to the floodplain, regulatory floodway, or flood elevations.

While in Broadus, I overheard a person mention this type of project and express their concern that such a study might show that more of the community is in the floodplain. This is a possibility. However, it is our experience this type of project *usually* results in the reduction of the floodplain and we believe this would be the case for Broadus. It should also be understood that if the floodplain modeling indicates that the floodplain is actually larger than indicated on the current FIRM, the Town is not obligated to submit the LOMR application to FEMA and could continue to administer to the 1986 map.

The estimated cost of having a surveyor or engineer survey the community, model the floodplain, and assist with the preparation of the FEMA application would be approximately \$15,000 to \$20,000. Potential sources of funding for the project include the Montana Coal Board Grant Program, Big Sky Economic Development Trust Fund Category II Planning Grant Program, and the Montana Board of Investments INTERCAP loan program.

State law (90-6-207[5], MCA) requires the Coal Board to give attention “*to the need for community planning before the full impact of coal development or decline is realized. Applicants should be able to show how the request reasonably fits into an overall plan for the orderly management of the existing or contemplated growth or decline problems.*” We believe the proposed project “reasonably fits” Broadus’ Growth Policy to manage the contemplated growth that will follow the development of the mine and therefore, you can make a strong case with the Coal Board that they should fund your application for the proposed project.

The Big Sky Economic Development Trust Fund was created by the 2005 Legislature. The program’s legislative purpose is to assist in economic development for Montana that will:

1. Create good-paying jobs for Montana residents,
2. Promote long-term, stable economic growth in Montana,
3. Encourage local economic development organizations,
4. Create partnerships between the state, local governments, tribal governments, and local economic development organizations that are interested in pursuing these same economic development goals,
5. Retain or expand existing businesses,
6. Provide a better life for future generations through greater economic growth and prosperity in Montana, and
7. Encourage workforce development, including workforce training and job creation, in High Poverty Counties by providing targeted assistance.

Eligible uses of the Category II Planning Grant funds included the following:

1. Support for business improvement districts and central business district redevelopment,
2. Industrial development,
3. Feasibility studies,
4. Creation and maintenance of baseline community profiles,
5. Matching funds for federal funds, and
6. Administrative expenses, including personnel and operating expenses are allowable expenses for which the BSTF fund may be used, but should not exceed 5% or \$500, whichever is greater, of the total award unless otherwise specified by the Department. Example: a funding request for \$25,000 may request 5%, which equals for a total funding request of \$26,250.

I believe we could make a strong case that the proposed project would stimulate industrial and other types of development by removing a significant barrier to growth.

Yet another source of potential source of grant funding is the Pre Disaster Mitigation (PDM) Grant Program. The Pre-Disaster Mitigation (PDM) program provides funds to communities for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event. In Montana, counties are required to update their PDM plans every 5-years to maintain their eligibility for certain types of FEMA grant funding. Powder River County's PDM Plan expired on May 31, 2012 and it would be appropriate for the Town of Broadus to collaborate with the County to expand the Flood Risk Hazard section of the updated PDM Plan or conduct a Flood Study as part of the process of preparing the PDM Plan update. Either way, we encourage the Town Council and Powder River County Commissioners to consider this option and to discuss it with Kent Atwood, Hazard Mitigation Officer, Montana Disaster and Emergency Services.

INTERCAP is a variable rate loan program that may be able to offer a loan for this type of project. I discussed this project with Louise Welsh, INTERCAP Bond Program Officer, and she thought she would be able to offer a loan with an interest rate of 1.25% and a 6-year term. With a principal amount of \$20,000.00, the annual loan payment would be approximately \$3,481.00.

Having reviewed the available data, we believe the proposed project offers your community the very real opportunity to see the following benefits:

1. The removal of a barrier to development within the community
2. The expansion of the tax base as a result of development
3. Spurring growth within the community without extending existing water and wastewater infrastructure
4. Eliminating the need for homeowners to carry flood insurance

Recommended Resources:

Lisa Huff, Montana Coal Board

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Websites:

FEMA

<http://www.fema.gov/letter-map-amendment-letter-map-revision-based-fill-process>

MAIN TOPIC – LAND USE

ISSUE: LANDLOCKED AVAILABILITY FOR EXPANSION

As I stated in the previous section, members of your community expressed on several occasions during our visit their frustration that there is no land available for development. My perception of the comments I heard, is the frustration is primarily focused on what some residents view are “obstructionist” property owners that do not want to sell their land. Because I do not have an intimate knowledge of the situation, it would not be appropriate for me to comment further on public opinion. Nevertheless, I do think the community should consider the possibility that the same people who do not want to sell their land might be open to the idea of swapping or trading land with other property owners – either public or private.

Land is swapped rather than sold for a number of reasons and the transactions can be relatively simple or they can be quite complex. Nevertheless, the State of Montana, federal agencies, local governments, and private property owners frequently use land swaps as a means to attain their goals. Based on what I have learned since the Assessment, I believe the Town should consider promoting the swapping of land as a means to stimulate local development.

Recommendation:

Initiate discussions with private property owners to assess the potential of using land swaps as a means of making lots adjacent to the Town available for development.

Recommended Resources:

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Julie Korkow, Grant Administrator, Southeastern Montana Development Corporation

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MAIN TOPIC – INFRASTRUCTURE

ISSUE: CAPITAL IMPROVEMENT PLAN

A report released in June by the University of Montana’s Bureau of Business and Economic Research (BBER) says the Otter Creek coal mine southeast of Ashland would create 2,600 jobs during construction and 1,740 permanent jobs once the mine is operating. The Billings Gazette reported on June 13, 2012, that the report assumed that the construction of the mine and the accompanying Tongue River railroad would begin in 2015 and peak in 2016, while the mine itself would start operating full-time in 2019. The Gazette also reported that the BBER estimated

the coal mine would create a \$200-million-a-year positive economic impact, increase personal income by \$125-million a year, and generate \$92-million in state and local taxes.

We believe effective planning significantly enhances a community's ability to support the type of growth that accompanies natural resource development. Two of the most important planning documents are Growth Policies and Capital Improvements Plans, which are generally referred to as a CIP.

The Town of Broadus is in the process of completing an update of its Growth Policy and Land Use Plan; however, the Town does not have a CIP.

Recommendation:

Hire a registered professional engineer to prepare a capital improvements plan for the Town of Broadus and utilize the CIP as a budgeting tool when preparing your annual budget.

A CIP is a budgeting and financial tool used by a local governing body to establish public works rehabilitation and maintenance priorities and to establish funding for repairs and improvements. The CIP process includes planning, setting of priorities, effective public works management, financial management, and community decision-making. A community's CIP normally covers all public works: streets, water, sewer, solid waste, drainage, parks, public buildings, etc.

A CIP consists of five basic elements:

1. Inventory and evaluation of existing conditions for each facility,
2. Prioritization of needs for each segment of the improvements,
3. Identification of monetary options that can be used to meet the needs,
4. Establishment of a time schedule that matches available funds to the improvements required to meet the system need, and
5. A brief written document (this CIP), which is formally adopted by the governing body.

A CIP is a common sense, systematic approach used by municipalities to evaluate their needs and secure the necessary support of local officials and the general public. Some notable advantages of developing a CIP for the Town of Broadus include:

1. Cost effectiveness and improved efficiency of government expenditures,
2. To improve the capacity to support growth stimulated by the development of the Otter Creek coal mine,
3. To understand and respond to citizens needs,
4. To obtain community support,
5. To obtain a consensus of critical projects,
6. To avoid crisis situations resulting from lack of maintenance,
7. To set a stable financial plan and demonstrate sound planning to bond underwriters and funding programs,

8. To dedicate a CIP Fund for the sole purpose of paying for capital improvements,
9. To help provide systematic direction to Town staff and consultants.

A CIP is a cost saving tool that identifies where improvements will be needed rather than waiting for each crisis to occur before taking action. It is usually more expensive to make emergency repairs than it is to maintain a system in working order by foreseeing problems and making corrections before there is a total breakdown in the system. The CIP also reduces risk and avoids the inconvenience and public safety threat associated with emergency type facilities.

Since there is never enough money to meet all needs, the CIP assists the governing body in establishing priorities for funding projects from different types of facilities. A CIP would provide the council with information on which project is most technically critical and which is most economical. Thus, money is allocated in the most effective way with an eye towards avoiding last minute crises.

An added benefit to implementing a CIP is to memorialize council planning and decisions. As Town leaders and key staff members come and go the CIP document, particularly if it is routinely updated, will remain a constant.

The development of a CIP requires that certain information for each community's water, wastewater and street systems and other public facilities be collected and assembled in a format that can be entered into the CIP process. The key elements fundamental to developing a CIP are:

Inventory/Analysis

In order to develop a CIP, the City needs to inventory and inspect their public facilities. To do this, a thorough field analysis must be performed and the described systems carefully analyzed. Sound engineering recommendations should be entered into a manageable database and summary tables developed as applicable. This data may then be used as the basis for the CIP approach.

Population Projections

According the U.S. Census Bureau the population of Broadus increased 4% from 451 in 2000 to 468 in 2010. Powder River County's population declined 6.4% from 1,858 in 2000 to 1,743 in 2010. To assess the impact of the Otter Creek coal mine we would seek input from the management of Arch Coal to project population growth in Broadus and Powder River County.

Cost Estimates

Preliminary cost estimates for improvements identified during the inventory and analysis phase are made using estimated budgetary unit prices. All administrative, engineering, inspection and contingency costs are incorporated with historic construction costs to develop the budgetary unit prices. Due to the general nature of the analysis, these cost estimates are not accurate enough to be used as a definitive basis for estimating the cost of a specific improvement project, but are acceptable for planning and budget level estimates.

The budgetary cost estimate task has been completed and is addressed herein. This task included extracting information from and supplementing the references listed previously.

Funding Analysis

The research and identification of funding sources to finance public improvements is one of the most important and difficult tasks in the CIP process. Due to the fluctuation of available federal and state funding, it is only possible to forecast funding availability from these sources for short time periods when budgets are known, and difficult to forecast for the periods of time over which the CIP extends. For this reason, the current level of funding from state gas tax, federal aid urban funds, other state and federal funding programs, grants, loans, and user fees, is assumed to be the same for the duration of the CIP.

Public Involvement/Outreach

Public outreach and support of the CIP is one of the most essential elements of the entire planning process. It is essential that input from the council, staff and community are solicited and considered during preparation, adoption and updating of the plan.

Adoption of CIP

The governing body should formally adopt the CIP by resolution or ordinance. The final CIP document should be utilized during the annual budgeting process.

Secure Funding

Funding sources may require pursuing grants, passing revenue, or general obligation bonds, obtaining loans, creating Special Improvement Districts, creating Maintenance Districts, raising user fees or carrying out other local government fund raising methods.

Project Construction

When the money is received, scheduling and management of the construction projects may proceed.

Annual CIP Update

Cost accounting and reprioritization occurs at the annual update stage, typically during preparation of the Town's budget. This annual process should also focus on periodic evaluation of the Town's building and capital equipment needs as well as the water, wastewater and street systems.

The cost of preparing a CIP can range from \$20,000 to \$50,000. Fortunately, the importance the State of Montana has several programs that offer planning grants that will fund, in part, the development of a CIP. The following list identifies each of the programs that offer planning grants to incorporated communities such as Broadus.

Montana Coal Board Grant Program

The Coal Board offers planning grants for CIPs, planning study, comprehensive plans, land use plans, growth policies, and wastewater management plans. The program has an open funding cycle with applications are accepted quarterly. There is no limitation on grant awards and the contribution of a local match to the project is encouraged, but not required.

Community Development Block Grant (CDBG) Program

The CDBG planning grants are available up to \$30,000 with applications submitted annually. Local governments must provide a 3 to 1 basis that must be firmly committed by the time CDBG

funds are released. In other words, an application must provide \$1 for every \$3 of CDBG planning grant funds awarded.

Renewable Resource Project Planning Grants Program

The Montana Department of Natural Resources and Conservation's Renewable Resource planning grants are available up to \$5,000 for CIPs and with no local match required. Applications are accepted throughout the year.

Recommended Resources:

Lisa Huff, Montana Coal Board

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Allison Mouch, Community Planning Bureau Chief, Montana Department of Commerce

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With our work in rural communities such as Broadus and Powder River County, we understand that Town Councils and County Commissioners are continually challenged to address many needs with limited resources. For this reason, I chose to focus my report on projects that promise a potentially significant return for a relatively modest investment. In addition, each of the proposed projects can be started immediately and completed in a relatively short amount of time.

Please feel free to contact me if you have any questions, or require additional information.

REPORT BY: GLORIA HAWKINS

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MAIN TOPIC: HOUSING

ISSUE: AVAILABILITY OF AFFORDABLE HOUSING.

Recommendations:

Affordable housing in any form, whether Multi-Family or Single Family, rental or owned is a commodity that every community desires. Broadus is in a unique land locked situation with little leeway into development. The USDA Rural Development Multi-Family Housing Program did have a project in Broadus many years ago, that has since transferred out of the program and is now a privately owned facility.

Options for affordable housing would be to utilize the Rural Development Single Family Housing Program either the Direct or Guaranteed loans. The basic highlights are for the Direct loan are that the borrower does not have a down payment; can borrow 102% of appraised value, and the program is for moderate, low and very low income facilitated by possible government subsidy. Guaranteed loans are processed by a bank when the borrower initiates the loan through the financial institution.

Property can be new construction, existing, modular and new manufactured homes. There are income and loan limits to be considered.

The 504 Program from USDA Rural Development is to assist home owners repair items that are deemed health and safety hazards. This program has a loan and grant option. The home owner has to be 62 or older and live in the home to be eligible for up to a \$7,500 grant; loans are available for qualifying applicants.

Recommended Resources:

www.rurdev.usda.gov/mt; contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: HEALTH CARE

ISSUE: ACUTE CARE, ADDITIONAL MEDICAL SERVICES, ASSISTED LIVING FACILITIES

Recommendations:

The community of Broadus expressed the desire for additional facilities to accommodate the elderly and bring specialty physicians into the area. USDA Rural Development

Recommendations: Community Facilities Loans and Grants are designed to develop essential community facilities in rural areas and towns of up to 20,000 populations for health care clinics, police and fire stations, schools and child care centers. Loans and grants may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services. This can include costs to acquire land needed for a facility and/or purchase equipment required for its operation.

Loans and guarantees are available to public entities such as municipalities, counties, as well as to nonprofit corporations and tribal governments.

Recommended Resources:

www.rurdev.usda.gov/mt; contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: TOURISM

ISSUE: MARKETING EFFORTS

Recommendations:

The Southeastern Montana Development Corporation is a vital economic development facility for the Broadus region. Jim Atchison has utilized the Business Programs with USDA Rural Development for the past several years to apply and receive grants that assist communities in various avenues of interest.

The Rural Business Enterprise Grants (RBEG) program is a broad based program that reaches to the core of rural development in a number of ways. Examples of eligible fund use include: acquisition or development of land, easements, or rights of way; construction, conversion, renovation of buildings, machinery, equipment, capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Rural public entities (towns, communities, rural private non-profit corporations are eligible to apply for funding.

The Rural Business Opportunity Grants (RBOG) program is to promote sustainable economic development in rural communities with exceptional needs. Public bodies, nonprofit corporations, institutions of higher education and rural cooperatives are eligible to apply for Grant funds that can be used for community economic development, technology-based economic development, feasibility studies and business plans, long term business strategic planning and leadership/entrepreneur training.

Recommended Resources:

Contact Jim Atchison at semdc@bhwi.net or www.rurdev.usda.gov/mt; contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: EXPANSION OF WATER AND SEWER

Recommendations:

According to the community of Broadus, the water and sewers are adequate. In preparation for additional residences and business, the water infrastructure should be addressed immediately. The USDA Rural Development Water and Environmental Programs provides loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities of town of 10,000 populations or less. Public bodies, non-profit organizations and Indian tribes may qualify for assistance.

Recommended Resources:

Contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: UNIQUELY BROADUS

ISSUE: ALLOW FOR DEVELOPMENT – YOUR WAY

Recommendations: the underlying issues for the community of Broadus will vary from resident to resident. The reality is that Broadus does not have basic foundational processes in place to better equip the town's growth. The town council should create and have in place the subdivision regulations to guard against unwanted physical environments. Other safeguards would be to contact FEMA and get a ruling on the flood zone issue.

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MAIN TOPIC: COMMUNITY MAIN TOPIC: HOUSING

ISSUES: MULTI-FAMILY, SINGLE FAMILY, WORKFORCE & MORTGAGE AVAILABILITY

Throughout the meetings held there was concern mentioned regarding the limitations of available housing stock. Community members discussed a limited amount of available housing for rent or sale.

Recommendations:

Potential options are to work through a community housing study to check on availability of existing structures for renovation or demolition and potential areas for expansion of existing availability. Research potential developers to accommodate adding to the existing housing stock that is well versed in tax credits and additional funding sources. Check with Southeastern Montana Development Corporation (SEMDC) for available coordination efforts and funding cycles.

Recommended Resources:

Community Development Block Grant (CDBG)

<http://comdev.mt.gov/planningbureau/planningbureau.mcp>

USDA Rural Development

http://www.rurdev.usda.gov/MT_Home.html

Southeastern Montana Development Corporation

<http://semdc.org/about/organization-and-staff/>

Bruce Brensdahl, Montana Board of Housing, 301 S Park Ave, Helena, MT (406)841-2840

Gloria Hawkins, USDA RD, Blvd. A, 1629 Ave. D, Billings, MT (406)657-6297

MAIN TOPIC: HEALTH CARE

ISSUES: ACUTE CARE, ADDITIONAL MEDICAL SERVICES, ASSISTED LIVING & CONTINUUM OF CARE

Members of the community seemed pleased with the availability of currently existing in the community. However, they addressed several concerns of the overall capacity of existing facilities with the nurse clinic in a non handicap accessible space, potential burn out of limited staff and distance to care specific needs.

Recommendations:

Work on establishing a feasibility study to determine capital improvements and developing the sustainability of potential expansion. Recruitment of health care professionals formerly from the region. Potential outreach to existing area facilities (Miles City or Billings) to bring in regular care providers.

Recommended Resources:

Montana Department of Commerce (MCAP)

<http://www.mtfacilityfinance.com/mcap.mcpx>

Rural Assistance Center

<http://www.raconline.org/states/montana.php#funding>

MAIN TOPIC: LAND USE

ISSUES: FLOOD PLAIN DETERMINATION, LAND AVAILABILITY FOR EXPANSION, ACCESS TO CAPITAL

The discussion of being landlocked came up in just about every sector of the community. The discussions related to the floodplain and an individual land owner. The community felt it was limited in its ability to expand.

Recommendations:

The community needs to request a new floodplain determination based on a new 100 year average and changes to the bridge structure no longer creating ice dams which historically have been the only cause to flooding. Additionally reach out to landowner's and have them involved as partners to expansion rather than viewed as obstacles. Furthermore look to existing land use within the city limits and maximize its potential. Discuss alternative access to capital potential with SEMDC.

Recommended Resources:

Department of Natural Resources

http://dnrc.mt.gov/wrd/water_op/floodplain/

Montana Department of Commerce

<http://comdev.mt.gov/ctap/default.mcpx>

Southeastern Montana Development Corporation

<http://semdc.org/about/organization-and-staff/>

MAIN TOPIC: TOURISM

ISSUES: VISITOR CENTER, CAPTURE TOURISM DOLLARS - PURPOSES TO STOP, MARKETING EFFORTS, SPORTSMAN'S PARADISE, INVITING STOREFRONTS AND FACADES & CURBSIDE APPEAL OF COMMUNITY

This is a real opportunity for the community and it all comes down to marketing all the things that Broadus has to offer. The main issue comes down to some housekeeping issues. Through the tour it was evident that there was a lack of ordinance enforcement or zoning regulations. One property would be well maintained and the neighbor had a different variety of lawn "decorations". There seemed to be a disconnect with the community and the available hotels.

Recommendations:

Capitalize on existing draws to people, such as hunting, battlefield trail and the golf course. Work with existing business owners to create reasons to stop for the passerby like a "Stop to Shop Broadus" event or schedule. Find individuals to lobby or fight for funding to continue support of the visitor center.

MAIN TOPIC: EMPLOYMENT

ISSUES: WORKFORCE OPPORTUNITIES, YOUTH RETENTION AND YOUTH RETURN, HIGH SCHOOL VOCATIONAL TRAINING, DISTANCE LEARNING OPPORTUNITIES, CAPITALIZE ON PEOPLE ASSETS & CHILDCARE

Many people within the community especially the youth showed concern for the availability of job opportunities. Other concerns from employers were the having a skilled workforce or qualified workforce to fill vacant or upcoming opportunities. As well as the lack of available childcare was a barrier for the workforce.

Recommendations:

Work with surrounding higher education facilities to offer distance learner or credit outreach programs to develop existing workforce while allowing opportunities for youth to receive some of their continued education from home or while in high school. Utilize the Job Service and SEMDC to work with the Incumbent Worker Training Program.

Recommended Resources:

Miles City Job Service

<http://wsd.dli.mt.gov/local/milescity/>

Miles Community College

<http://www.milescc.edu/>

Dawson Community College

<http://www.dawson.edu/>

Southeastern Montana Development Corporation
<http://semdc.org/about/organization-and-staff/>

MAIN TOPIC: INFRASTRUCTURE

ISSUES: CAPITAL IMPROVEMENT PLAN, INCOME SURVEY, INDUSTRIAL PARK, EXPANSION OF WATER AND SEWER, ROADS, STORM DRAINAGE, COMMUNICATION – EMERGENCY AND CELLULAR, REVERSE 911, AIRPORT SHADOW

Recommendations:

Update the existing capital improvements plan in correlation to the growth policy.

Recommended Resources:

Montana Department of Transportation

<http://www.mdt.mt.gov/>

Montana Department of Commerce

<http://comdev.mt.gov/ctap/default.mcp>

Southeastern Montana Development Corporation

<http://semdc.org/about/organization-and-staff/>

MAIN TOPIC: UNIQUELY BROADUS

ISSUES: SHIPPING, AVAILABILITY OF SERVICES IF/WHEN GROWTH COMES, TIME TO PLAN – 3 TO 5 YEARS

Allow for development – your way; use development resources to fund what Broadus cares about (schools, public safety, emergency response, etc.) You can't stand without your backbone: agriculture.

Recommendations:

Build on your strengths and develop your potential! You are agriculture with a wonderful small town feel that has abundant outdoor opportunities with the looming potential of massive energy development.

Recommended Resources:

Southeastern Montana Development Corporation

<http://semdc.org/about/organization-and-staff/>

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MAIN TOPIC: HOUSING

ISSUE: ONE OF THE KEY ELEMENTS TO THE GROWTH AND PROSPERITY OF ANY COMMUNITY IS AVAILABLE HOUSING.

Housing was a repeated concern throughout the day and covered the full range of housing issues, including multi-family, single-family, workforce, rental rate concerns, and available financing.

Recommendations:

It can be overwhelming when housing needs are diverse and no easy answers are available. However, if certain steps are taken, ideas may emerge and new projects may be completed. Here are some steps that may help in identifying priorities and moving the community forward:

Develop a Housing Plan for the Community

The plan should include an inventory of existing housing, housing availability, rental properties, land available for development, and recommendations and priorities for the community leaders to follow. Realtors, employers, public officials, and builders as well as your consultant should all be involved in the discussion so that the plan results in a working document.

Pick the Low Hanging Fruit

While the housing plan is being developed, the community leaders can begin discussions with realtors, regional banks, and the economic development professionals to develop a plan that would increase mortgage availability in the community. If down payment assistance is necessary, a secondary loan may be available through a RLF or other program. If there are other challenges to financing the purchase of a home, other programs, such as First Time Homebuyers, may be available. Identify the true issue to the lack of mortgage financing and develop a solution or solutions.

Rental Rates/Multi-Family Housing

The rental rates in the region have ballooned due to energy development with no relief in sight. The only true solution is to bring the availability of housing in line with demand. If the issue is low to moderate income housing, tax credit programs or community development programs may

provide some additional funding to make a project attractive to developers. If rentals for workforce housing aren't meeting low to moderate income thresholds, maybe some combination of tax credit and market rate units would be feasible.

Single-Family Housing

For the community of Broadus, the key to development of additional single-family housing units is dependent upon the ability of either the buyer to finance a stick-built home or the developer to finance what are commonly known as "spec houses." Obviously, the risk to the developer or builder is much higher if a purchaser is not identified prior to construction. The developer/builder should work with the local realtors and banks identified through the mortgage financing discussion noted above to develop a few floor plans of varying styles and sizes that can be appraised. These pre-appraised floor plans can then be marketed by the realtors and builders knowing that the bank is aware of the appraised value before construction commences. This will further enhance pre-approvals for buyers and/or builders. After a few homes are built, a new selection of plans could be appraised.

Recommended Resources:

For additional information and ideas, please visit the following websites: housing.mt.gov; rurdev.usda.gov/MT_Home; semdc.org; nwmt.org; mpequity.com

MAIN TOPIC: HEALTH CARE/ELDERLY CARE

ISSUE: THE COMMUNITY CURRENTLY HAS A POPULATION BASE THAT INCLUDES A STRONG ELDERLY PERCENTAGE.

Health care services, transitional housing, and providing a continuum of care are essential to keeping these long-time residents in the community and providing them with the quality of life they deserve.

Recommendation:

Keeping and maintaining a high quality nursing home is a critical element for your community. Every effort should be maintained to inform the public that the nursing home is a critical community facility and support is necessary. Beyond that, it is apparent that additional services are necessary within the community, which will enhance services for the aging population as well as the other residents and may also provide for a more self-sustaining facility. The nursing home should strongly consider expansion into acute care and perhaps assisted living. The more services that can be provided utilizing limited increases in staff, the more profitability becomes attainable.

Pursue Addition to Nursing Home to Provide Acute and Emergency Care

It seems apparent that the current nursing home facility would benefit from expanding services. The facility is in a prime position to expand health care options in the community. To do this, however, is going to involve some risk and support from the community as a whole. A feasibility study pertaining to the addition of acute and emergency care should be pursued. Facilities in the region that provide only nursing home services should be contacted to see if they are having similar struggles. Facilities that provide nursing home, acute, and emergency services in the region should also be contacted to see if there, in fact, is a stronger financial benefit to providing the additional services. It should be noted that in a community the size of Broadus a medical facility of this nature will probably always need community support, but the feasibility study may show that the additional services can be added with little or no increase in community monetary support. Grant programs exist to provide matching funds for a feasibility study and loan programs exist to finance additions and/or renovations to medical facilities.

Assisted Living

As is natural in a community like Broadus, transitional care is an issue. One of two things is happening, either the residents are being admitted to a full care nursing home too soon or they are remaining in their homes with no assistance for too long. Developing a long term strategy for dealing with this gap in housing/care is another opportunity. Because the existing nursing home already has nursing staff, food service, etc. an opportunity exists to further its services beyond what was discussed above. While the recommendation would be to concentrate on the acute/emergency care as the highest priority, planning associated with that effort should be done with regard to the possibility of adding assisted living to the campus or nearby.

Recommended Resources:

For additional information and ideas, please visit the following websites:
rurdev.usda.gov/MT_Home; commerce.mt.gov

MAIN TOPIC: LAND USE

ISSUE: THE GENERAL CONSENSUS AT THE MEETINGS WAS THAT THERE WAS CONFUSION OR DOUBT ABOUT HOW MUCH OF THE COMMUNITY IS ACTUALLY AT OR BELOW FLOOD LEVELS.

Currently, the flood map indicates that a good portion of the community is located in the floodplain, but a recent elevation survey in town indicated that at least one property was above flood levels. In addition, much of the land surrounding the community is solely owned, and indications have been that this property would not be available for sale and/or future development.

Recommendation:

Each property owner located within what is now known as the 100-year flood area can procure professional services, generally an engineering firm, to do a site elevation survey of their

property. The actual elevations of the property will then be compared to the Base Flood Elevation determined by FEMA. If, in fact, the property is above that elevation a request for a Letter of Map Amendment (LOMA) on the property can be sent to FEMA, which if granted, takes the property out of the 100-year flood plain. There are some costs associated with this process. In Miles City, my personal experience with the process resulted in a successful determination for my property at a cost of less than \$1,000. The cost may be greater due to Broadus' location, but if several property owners were to pool together and share in those travel costs several surveys could be conducted on the same day.

If properties are proved to be out of the 100-year floodplain, additional property owners will become interested in having the survey done and incurring the cost as the reward seems more likely. Because in-fill development is almost always the best development for a community, the town of Broadus may be approached about sharing in the cost of surveying undeveloped property as long as the owner was willing to sell for development or develop the property themselves upon a favorable LOMA. It should be noted that if the elevations reveal that the property is at or below the Base Flood Level the process is completed and no further expenses are incurred. The site survey should be quoted to the property owners separate from the request for LOMA so that the owner's have a good understanding of their monetary risk.

To expand the town, or at least develop near the town's boundaries and current infrastructure, the town should appoint a few leaders who have at least some relationship with the current land owner in order to begin a dialogue about what development, if any, might be acceptable. The key will be allowing the land owner to drive the conversation about what his/her vision for the property might be. If it is to leave the property as is, then there may be nothing that can be done, but starting a conversation and bringing the owner to the forefront of that conversation may help.

Resources:

For additional information and ideas, please visit the following websites:

www.fema.gov/online-tutorials/

www.mt.gov/research/toolkit/m1/pptools/ds/lur.shtml

MAIN TOPIC: TOURISM

ISSUE: TOURISM PLAYS A SIGNIFICANT ROLE IN THE COMMUNITY'S ECONOMY AND IS DRIVEN BY TWO PRIMARY FACTORS -- HUNTING AND BROADUS' LOCATION ALONG HIGHWAY 212.

Hunters will continue to come and stay in the area as long as recreation activities are allowed and land is available to hunt. This is a prime hunting destination and efforts should continue to attract enthusiasts both nationally and internationally. Catching the traveler that is passing through and getting them to stay overnight, or at least to getting them to stop and spend a few dollars in the shops, is another challenge.

Recommendation:

The item that should be first and foremost on the community's and county's agenda should be the continued state support of the Tourist Visitor Center located on the outskirts of town. This facility provides an excellent opportunity for the community to sell its attractions and shops to the traveler who may have otherwise just stopped for a quick restroom break. This facility is in place and should be fought for at the state level. The town and the county commissioners should be briefed on the details of what is happening with the center's funding and given documentation that can be taken to state legislators with a request for assistance. SEMDC should also be involved, and a request for assistance from them -- to put pressure on at a state level -- should also be made by the town and county via this same process.

Developing a strategy for getting travelers to stop beyond the efforts at the Visitor Center is a little more complicated. First and foremost, materials and/or the development of tools to assist in explaining area attractions, such as historic battlefields, should be pursued. An effort, entitled the "Wild West" initiative, is currently underway. This assessment will consist of information from a four-state region that encompasses Southeast MT and the corners of the three states with whom we share our eastern borders. The Town of Broadus, Powder River County, and the Chamber should get involved or at least become aware of those efforts and offer assistance in areas related to the Broadus attractions.

Lodging... Our team was asked to stay in a home owned by a local resident during our assessment process. While those accommodations may have been adequate, it sent up a red flag for me immediately. Why would a group of professionals be staying in someone's home instead of a motel? The answer to me was clear, the lodging is not adequate or up to par with what travelers may want or expect. NOTE: I did not tour the available facilities so if this assumption is incorrect, please disregard this segment.

Resources:

How can the community address this issue? SEMDC has loan programs that may assist the current owner with renovations or upgrades in conjunction with bank financing, if they are interested. Beyond that, if current facilities are not improved, the community may look into forming a cooperative and pursue building a new facility or working to attract a developer to the region. Both of these options would, in all likelihood, require overcoming the floodplain or land acquisition issues cited above. The preference is always to assist an existing business where possible so that option should be pursued first.

Further improvements to the community can be made by improving storefronts, sidewalks, and general community care/clean up. Activities, like the sidewalk project we saw happening, go a long way toward getting a traveler's attention. If the town seems alive it sparks interest, which initiates a stop and dollars being spent in the community. Always keep this at the forefront of the community's discussions, and you will sell items from your stores. Be willing to work together toward a common goal.

MAIN TOPIC: EMPLOYMENT

ISSUE: KEEPING YOUTH IN THE COMMUNITY OR BRINGING THEM BACK TO THE COMMUNITY IS A CHALLENGE THAT HAS PLAGUED EASTERN MONTANA FOR YEARS.

The region educates, trains, and instills an incredible work ethic in our youth, but because good paying jobs are not available, youth are lost to other more populated centers in Montana or lost to Montana completely. How is this overcome?

Recommendation:

As was said numerous times during the day, the region -- and Broadus in particular -- is in an opportune position. Natural resource development and pipeline development all present the community with at least some of the jobs youth so greatly desire. Please be aware that not all of them will want to return or stay, but opportunities for those who do are on the horizon.

Broadus needs to begin to take advantage of these forthcoming opportunities. Community leaders should engage the developers of both Otter Creek and Arch Coal, and begin a dialogue regarding what types of training these developers would like their workers to have once the mine is approved and operational. This is an opportunity for the school to diversify its training and curriculum to fit these jobs if students are interested. This conversation should include faculty, natural resource company representatives, community leaders, and most certainly students. Other community businesses should also participate as they see additional opportunities for employment.

Beyond training or education that may be enhanced specifically for work opportunities near Broadus, the area has higher education opportunities. The "workforce committee" should engage the region's community colleges about distance learning opportunities and curriculums that will further enhance the education obtained at the local level. If a four-year or bachelor's degree is required, or desired, then the region's four-year schools should be researched for the best fit for these jobs so information can be given to the students who are interested. The students should be informed of opportunities in the region and, if it is their desire, released to pursue further education. Those who want to come back will, if the opportunities exist. The community needs to adjust its thinking now to capitalize.

Resources:

For additional information and ideas, please visit the following websites: archcoal.com; denbury.com; semcd.org; milescc.edu; dawson.edu

MAIN TOPIC: INFRASTRUCTURE

ISSUE: WATER, WASTEWATER, STORM DRAINAGE, ROADS, COMMUNICATION, ETC. ARE ITEMS OR FACILITIES THAT A COMMUNITY IS EXPECTED TO PROVIDE AND MAINTAIN FOR ITS RESIDENTS.

Unfortunately, these systems do not maintain or install themselves, and the costs associated with their upkeep are a difficult burden on a small community. Issues related to the maintenance and improvement of these facilities was a constant theme throughout the sessions.

Recommendation:

First and foremost, necessary improvements and/or expansion(s) often cannot be addressed simultaneously. Capital improvement is an ongoing process that is much more efficient with planning. The Town of Broadus should prepare, or work with a professional engineering firm to prepare, a Capital Improvements Plan. This plan should include a discussion about the current facilities operated and maintained by the Town and their current condition. From there, improvements and capitalization or financing should be discussed and prioritized. This document must be a work in progress if it is to remain relevant. The Town should revisit it annually to make revisions and updates, as well as record new issues or opportunities as they arise. Plans for financing projects from year to year must be put in place, up to and including a review of any current user rates related to particular systems. While rate increases may be necessary, it may be easier on the community to bear small incremental raises over time than to incur a significant increase because the system is in crisis. Beyond the Capital Improvements Plan, individual systems may require further study, i.e. Preliminary Engineering Plans. As necessary, these should be completed for a more detailed understanding of issues and priorities related to that individual service. The most common examples are for water and wastewater.

During this process, engage resources at your disposal such as SEMDC to provide you with options and facts about possible funding assistance. Grant sources are limited, but SEMDC can help you with decision making and moving forward. If your preference is to rely on an engineering firm to provide project financing advice, when you engage them, make sure that is expertise they can provide.

Once an assessment has been done of the overall facilities and services provided by the community, and a plan is in place, the community should engage outside providers such as communication companies to encourage them to improve broadband technology, add cell towers, and possibly work with the FAA to alleviate the “shadow” area for flights coming into Broadus. While the community may not be in direct control of these services, indicating a desire for improvement is the first step in getting the providers’ attention. As the saying goes, “the squeaky wheel gets the grease.”

The key with infrastructure is to remember that it is an on-going process. Engage it in conversation often and look for solutions. Some solutions may not be available at the current time, but by engaging the issue early you will be ready if a solution becomes available. Document your efforts as you go. All funding sources look favorably on solid capital

improvement planning. Follow your plan as appropriate, but also be flexible enough to take advantage of opportunities. The effort is dynamic in nature.

Resources:

For additional information and ideas, please visit the following websites: semcdc.org; comdev.mt.gov/cddpublications.mcpix; comdev.mt.gov/planningbureau/; comdev.mt.gov/wginfo/srf/default.mcpix; dnrc.mt.gov/cardd/resourcedevelopment/wasact/default.asp

MAIN TOPIC: UNIQUELY BROADUS

ISSUE: A FEW IDEAS OR TIDBITS OF INFORMATION THAT DIDN'T NECESSARILY FIT IN ANY ONE CATEGORY, BUT ARE WORTHY OF NOTE CAME UP THROUGHOUT THE DAY.

This report and/or section cannot possibly cover all the opportunities and challenges facing Broadus, but here are some additional thoughts on what was heard.

Recommendation:

Begin your planning process now. The Otter Creek development isn't slated to begin for another few years, so the community has time to prepare if it gets going. Don't forget about other issues such as land use planning. Make sure that the county and town work together to develop effective growth policies that outline how your area can, and should, grow as defined by the community. Determine if you have other appropriate development regulations in place, e.g. state statute requires that communities adopt Development Regulations. While land use planning is not always popular, this is one area that must be addressed. From there, the town and county should determine if zoning is adequate or needed and if consideration for an annexation policy should be given. In addition, other planning tools may not only help the community grow the way it wants, but would provide potential developers with a road map of the community's concerns and desires.

Continue to develop resources you already have. Work together with your schools, employers, public safety, etc. as a community to develop a cohesive vision. Keep track of everything you have done and set goals and objectives, and most certainly maintain solid documentation of your efforts. Some solutions to problems like the shipping issue may be solved simply by enhancing communication within the community.

And last, but certainly not least, do not forget about agriculture. With all that is happening in the region and Otter Creek on the horizon, the community must remember that agriculture has been and will continue to be the backbone of your economy. Work with your agricultural producers to see what services and assistance they may need to prosper. What products or equipment being purchased elsewhere could be supplied locally? Do producers need assistance with legacy or

succession planning? In short, be of assistance where you can or simply point them in the right direction.

Resources:

For additional information and ideas, please visit the following websites: msuextension.org; agr.mt.gov/; semdc.org; comdev.mt.gov/planning bureau

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MAIN TOPIC: AGRICULTURE

ISSUE: AGRICULTURE FOR BROADUS

When the prices for ag commodities are high, it is hard for producers to see any reason to change anything. The development efforts that may tend to have the most success are those that improve upon what is already in place or those that have been successful in the past and could be valuable again due to a changing environment. Doing more with what you have where you are at should provide benefits to area residents.

Additionally, as 55% of farmers and ranchers are introverts, about double the national average, getting them to show up to express their opinions in a public forum tends to be counter intuitive. They prefer to get their information in a written format and then have time to review and digest the information they have been given.

Agriculture is the county's biggest income generator but produced few comments during the assessment process, it appears to be taken as a "granted" within the community. This seems to be a typical situation in most rural, ag-orientated areas of the northern Great Plains.

In all the interviews, "the people" were listed as one of the strongest assets, if not the greatest asset, in the community. Efforts to improve the county's agricultural picture should include a combination building on what already exists with improving the lives of local ag producers.

Recommendations:

General considerations when approaching economic development in the area of agriculture could include the following business strategies:

- Different Crop
- Increase Product Differentiation
- Increase Yield
- Different Variety
- Raise the Quality
- Time the Sale

- Capitalize on Location
- Become Self Reliant
- Join a Co-op
- Conserve Cash
- Fight for Position
- Control Distribution

Additionally, producers considering changing or adding to their operations should consider the following factors when assessing the new enterprise:

- How does the consumer use the product?
- What cultural practices are needed to produce the product?
- What type of mechanization is required to the new enterprise?
- What are the labor requirements?
- What harvesting strategies do the new enterprise require?
- What postharvest handling strategies are required?
- Are there by-products and what are their uses?

Those products that require the least initial investment and the least amount of change in operational activities, stand the best chance of success.

Examples of possible ag related activities for Powder River County

1. The Development of a Sustainable Local Food System

Total county income in Powder River County is estimated at \$38 million. This means that county residents spent approximately \$3.8 million on food each year. Of that, it is estimated that less than 10% is manufactured locally.

Local commodities are discounted to cover shipping out of the area. Value is added elsewhere creating jobs, and then shipped back into the area as finished products. The US Bureau of Labor Statistics estimates that it takes almost \$58,000 to create a new, full-time job. Using these figures, there is an overall potential to create 59 new jobs converting local ag commodities into food that would be consumed locally. Realistic estimates of the jobs that could be created would be about half that figure.

Powder River County has a large inventory of cattle and sheep. Broadus also has a meat processing facility that processes meat for local residents and hunters. Efforts to get these meat products into the local restaurant and grocery trade could provide benefits for both producers and consumers.

2. Interspecies grazing

Research has shown that it is possible to graze one sheep for every cow in an operation and maintain or improve the condition of the rangeland. There are approximately 44,500 head of cows and heifers in Powder River County but only 12,300 head of sheep. It appears that county sheep numbers could be increased by 30,000 head without negatively impacting rangeland conditions.

If producers are adverse to owning and/or managing sheep themselves, a sheep grazing cooperative could be a possibility.

3. Heifer Calving Cooperative

To reduce the impact on ranch families of calving heifers, the possibility of forming a collaborative heifer calving alliance could be considered. Instead of every operator getting up multiple times every night, heifers are consolidated at one facility where producers take turns watching first-calf heifers. If seven producers got together, conceivably, they would only have one night each week where they would have to get up during the night.

These are just three examples of what may be possible using what is already present in the community without greatly increasing the time or expense necessary to accomplish the tasks.

Resources:

Please feel free to contact me for additional information.

BROADUS RESOURCE TEAM ASSESSMENT LISTENING SESSION NOTES

WHAT ARE THE MAJOR STRENGTHS AND ASSETS OF BROADUS?

BROADUS STRENGTHS

TEACHERS

- The people, Ditto, ditto,
- Small town effect – like that.
- Good recycling program – all volunteer – generates money for our community.
- Ditto, ditto, ditto, ditto, ditto.
- Major economic base in our large ranches – very stable. Core economic base.
- Ditto, ditto.
- Education system – number one. (Everyone dittoed – Go Hawks.)
- Golf Course
- Museum
- Baseball fields
- Swimming pool
- Bike path
- Visitor center
- Nursing home
- Ditto
- Very good stores – great clothing, gift, antique, hardware store – good shopping for small town.
- Feed store
- Fabric shop
- Mini-Mall
- Community support – we rally for a cause, i.e., Jaws for Life, cancer victims, etc.
- Local relay for life – cancer fund – give funds for transportation.
- (Lots of dittos)
- Local newspaper
- Volunteer fire department –
- Religious community
- 4-H
- FFA
- School Community Development Council – gives out grants every year.
- Community Service Day
- Multi-purpose rodeo every year, rodeo events, quarter horse sales
- Community Senior Center and meals on wheels
- Transportation system – Gillette, Billings, Miles City, Rapid City
- Public Library

- Hunting area and taxidermy. People move to this area and stay for hunting.
- It is one heck of a town

STUDENTS (SENIORS)

- Small town – local feel.
- Ditto, ditto, ditto.
- Lots of recreation for a small town.
- Ditto, ditto, ditto.
- Highway 212 goes through it.
- Everybody knows everybody.
- Very little violence.

STUDENTS (HANDWRITTEN COMMENTS)

- High country. Income from ranching. Many recreational places, parks, rodeo arena. Good local home pride
- In one year today I will not be living in Powder River Country and I will finally learn what it is like to live in a real town.
- Surrounded by valuable ranches, pool, park, rodeo arena.
- High respect for private property. High ranching population. Many recreational places such as pool, park, rodeo arena.
- People can come together in times of need. We have lots of resources.
- Mostly holds conservative beliefs, coal mining, small town feel, everyone knows everyone, good side stop Highway 212.
- Rich ranches, oil fields, public swimming pool, wide streets, highway 212 runs through Broadus. County seat, fair-sized library, movie theater.
- Large ranches, agriculture, wide streets, pool, bars, county seat.
- Some very large and rich ranches, there is a highway 212
- Large agricultural strengths. Coal mines, setting up in a few years. Good library.
- A few strengths of this community are that there is a huge coal deposit outside of town that has a potential to bring lots of revenue to this small town. There are big farms and ranches around this town producing large amounts of grasses and cattle! All of them supplying people of this community with jobs. We are also a very strong community due to the people in it. This town is full of people that care. We are able to come together and raise lots of money through fund raisers.
- Cows, pool, wide streets, bars, county seat, great library.
- The large ranches, neighborly friendships, in rural areas, public school, public swimming pool, a park, major truck route. Understanding of law enforcement.
- We are surrounded by lots of farming.
- High ranches, population, many recreational places as in pools, park, fairgrounds, and shooting range.

- Everyone knows everyone. Surrounded by ranches.
- Small community. Close knit people.
- Everybody knows everybody.
- People come together in times of need. We have a pool, arena and theater.
- Firefighters, large ranches.
- Small community surrounded by profitable ranches.
- The people are friendly and caring. This is a poor county but when anyone has a need, the community comes together.

CITY, COUNTY, LAW ENFORCEMENT, DISASTER

- Less forest to burn.
- Small town with small town benefits.
- Young people that come back to the community.
- Location – highways intersect , Warrior Trail, etc.
- Go-through town for trucks, travelers.
- Good workforce when comes to construction, dirt work, etc.
- Labor base is skilled – machinery work.
- Carpenters in town that keep busy.
- Water and sewer is adequate.
- Isolation is a plus – shopping too far away.
- Education system is great.
- Two country schools in the county.
- Swimming pool, softball field.
- More than adequate sports program.
- Excellent volunteer fire department.
- Physician’s Assistant, Public Health Nurse
- Courthouse is beautiful and has potential for growth.
- Jail – has 16 beds. Average less than half a person per day.
- Strong entrepreneurship opportunities.
- Generator in the works for the nursing home.
- Have good cell coverage in town – but leaving town is challenging.
- City County planning board.
- RV Parks
- Strong religious community – variety of churches.

BUSINESSES, UTILITIES, INDUSTRIES, ETC.

- No standing in line.
- Personal attention – personal customer service.
- Community involvement.
- We all look out for each other and help each other.
- Deli/hot food products are selling well.

- Southeastern Montana Development Corp.

SENIOR CITIZENS

- Our people – it is what makes our community.
- Get to know most everybody in a small town.
- This is the greatest place in the world.
- Good weather.
- No drive-by shootings.
- Agriculture is strength of Broadus.
- We wanted to come back because family is here.
- No way to find better people than right here.
- Low crime rate .
- Hunting and fishing – antelope, deer, elk.
- **Shoot, Shovel, Shut-up SSS Policy.**
- Bus available to get to doctors.
- Good nursing home.

CIVIC GROUPS, MEDICAL, CHURCHES

- Life is very manageable here – can get to where you need to go, medical care, and caring community.
- One stop light.
- Great school.
- Ditto.
- Neighbors are willing to help each other.
- Highway 212 saves 60 miles as a shortcut.
- Home health out of Miles City.
- Good infrastructure is in place – water, sewer.

AGRICULTURE, ENERGY, NATURAL RESOURCES

- Very good geography for livestock (when it rains)
- Survived previous droughts will survive this one.
- Ag based community. Year in – year out, agriculture is here as an economic base.
- Bee business.
- County shipping yards and scale. Very important for us.
- Cattle and livestock are marketed here instead of elsewhere.
- Two veterinarians.
- Young farmers interested in young farmer finance programs. Well utilized program.
- Farmers/ranchers use their own trucks for shipping.
- Tractor business

BROADUS RESOURCE TEAM ASSESSMENT LISTENING SESSION NOTES

WHAT ARE THE MAJOR PROBLEMS AND CHALLENGES OF BROADUS?

BROADUS CHALLENGES

TEACHERS

- Housing
- Ditto, ditto
- Distance from other places
- Lack of child care
- 300 workers expected and no housing
- Funding for education
- One paved road
- Travel and traffic is getting rough.
- A lot of truck traffic from Wyoming right now
- Law enforcement – large area to cover with small budget
- Ditto
- Declining enrollment
- Infrastructure is aging – water and sewer is at capacity
- Land locked – either in flood plain or personally owned land
- No visiting dentist or eye doctor.
- Aging educators – big staff changes ahead. What will draw new teachers?
- No job opportunities for young people to move back.

STUDENTS (Seniors)

- Health care – long way to drive.
- Bad roads.
- Small town – can be good and bad.
- Few job opportunities.
- No housing – no place for people to stay.
- Not much of a profit for itself.

STUDENTS (Handwritten Comments)

- Bad roads infrastructure, surrounding land locked by owner, poor medical services, overly strict law enforcement officer.
- I don't know where to begin.....
- The ranchers won't allow any of the railroads through their land. All the land we could build new houses on is owned by only one guy.
- Bad roads. Poor medical services. City is land locked. Overly strict law enforcement officer.

- In the middle of nowhere.
- Lack of paved roads, lack of hospitals, small funds.
- No money, no hospital, long ways from civilization (aka 90 miles from Wal-Mart).
- The police department, lack of money for the school, long ways from large stores.
- There is only one paved road in the whole county.
- Hospitals are too far away; need larger stores, more products, and more effort from teachers.
- The problems in this town is that it's so small and isn't expanding so more families are able to move in, if no families are settling in Broadus soon the school enrollment will decrease, teachers will lose their jobs creating more problems. This town already has job shortages. Ranchers are not wanting to give up just a little of their land, they are not seeing the advantages of the coal mine and what it would do for this small town. There are also people owning large amounts land around Broadus that won't sell which means this town is unable to expand and grow, it's slowly going to reduce this town to nothing.
- Have to drive long ways to get anywhere, no large stores.
- No housing. Only one paved road, very rough dirt roads, not a financially wise county, no water.
- The law enforcement isn't strict enough, kids drink and party too much. There is hardly anything to do in town, it's really boring, not enough young people, and our school system isn't very good.
- Bad roads, land locked.
- No jobs, people have to travel for work, no houses, better education, more classes, it's far from help.
- We live farther away from easy conveniences – side roads are not kept up.
- Middle of nowhere, long ways from stuff. Really bad roads.
- No jobs, no houses. Ditto. Ditto. Ditto.
- Housing is a huge problem, decent, affordable housing is very hard to find. Families with children have worked on moving here and didn't because of no housing. The water system is a challenge as well, apparently our city water system can't handle anyone putting a car wash in – how can the community grow any way if our system is already stressed? Also I had an experience where the pipe bringing water to my house had completely corroded away and the water was just running through the tunnel left in the ground.
- Another challenge is the age of the community, those people are tired! We need incentive for younger families to live here.

CITY, COUNTY, LAW ENFORCEMENT, DISASTER

- Need a plumber.
- Burnout of emergency volunteers.
- No doctor.
- Radios needed....
- Airport near a radio shadow – lose contact.
- Loose cell coverage outside of Broadus.

- Responded to a fire the other day and had to drive 90 miles.
- Nursing home is 36 years old. Needs rehabilitation.

BUSINESSES, UTILITIES, INDUSTRY, ETC.

- Need qualified available workforce.
- Hard to compete with wages provided by the energy industry.
- Accounting clerk, mechanics – example of needs.
- Difficulty in getting parts delivered here. Freight does not come this route.
- Do have two carriers, but come only when there is enough to warrant a trip.
- Lack of access to technology; limited technology available.
- Poor cell phone coverage in the country. Verizon works well, but others do not.
- No bus service. Community wise is fine but no Rimrock, etc., service.
- Rent is going up – but people are making the same wages. Affordable housing.
- Transient population is beginning to be a problem.
- No 24 hour ATM.
- Housing – do have some opportunities but can't be sellers without buyers. We know there are people that want to be homes: can they afford them?

SENIOR CITIZENS

- Our kids can't stay here.
- Fifth and sixth grade classes down to 10 or 15.
- No good jobs to keep our kids here.
- Graduates all leave – nothing here for them.
- Concern people **leave zucchini's in your car. Watch your front porch at night, too.**
- Need more opportunities for kids.
- Outside influence on local matters.
- Mostly old people in our churches.

CIVIC GROUPS, MEDICAL, CHURCHES

- Lack of immediate medical help has caused some people to move to Miles City.
- Truck traffic has increased – don't always pay attention to signage.
- Affordable housing – need more inventory of houses. There are jobs here – but no housing.
- Rental property is getting too expensive.

AGRICULTURE, ENERGY, NATURAL RESOURCES

- Legislative concern. Death Tax /Estate Tax - \$5million exempt. Will be very hard to deal with if the exemption is lowered.
- Keeping the young people here.
- Too many want to keep Broadus just as it is.

BROADUS RESOURCE TEAM ASSESSMENT LISTENING SESSION NOTES

WHAT ARE THE PROJECTS AND VISION YOU HAVE FOR BROADUS?

BROADUS PROJECTS AND VISION

BROADUS PROJECTS TEACHERS

- If more children in system – build a new gym
- Civic center – on one end, with office space to rent out
- More activities for young people in the community.
- Communication – more than newspaper, do use FaceBook, but a way to get information out to people. No radio reception. Need to know of fire, weather, etc...need facts, not a rumor mill.
- Cell towers in outlying area.
- Paved streets
- Child care
- Start digging coal
- Affordable Housing
- Specialty and trades people – plumbers, electricians, etc.

STUDENTS (Seniors)

- More opportunities for people.
- All would like to come back when they leave Broadus for schooling - if there were jobs available.
- More commercial stores
- More AP classes
- County roads maintained
- Consider a four day school.
- New and bigger gym
- Track
- Better football field

STUDENTS (Handwritten Comments)

- Redo all the roads, more recreation sites, more land to build new homes and businesses.
- Projects require money Broadus = no money
- The guy who owns all the land could sell some of it so there were more houses, then the community could grow.
- Build a better fire department building. Ranchers need to realize that Broadus is landlocked and might need to sell some land bordering Broadus
- The roads are bad - fix them

- Make larger stores with more stuff so you don't have to travel as far. More businesses for employment
- More jobs, a new police force.
- There needs to be more stores, maybe a hospital, and there needs to be a lot more houses, people who come here in search of a house, most of the time aren't really lucky.
- To achieve the preferred future for these community ranchers need to realize the benefits of the coal mine and let them build the railroad. People owning land around Broadus need to sell giving this town land to expand or to build house for families to move into. School attendance would rise; the mine would offer tons of jobs want this town to become something more than just another town that's going to die off like Beldeck they are going to need to realize to make any progress there needs to be sacrifice.
- More stores and job opportunities
- We need to improve our school and law enforcement system
- Build houses/more and better Medical Shopping
- More and better housing Coal bed methane and natural gas
- Houses for people wanting to move here, actually get new teachers instead of dropping classes at the school
- Keep up the dirt roads Good doctor
- Pave side roads Fill potholes
- Have a doctor come down from Billings every other week. Build bigger houses or apartment complexes'
- More jobs need to be created. More and better houses.
- More and better housing
- Housing Access to better emergency care Water system Ability to expand town (its land locked right now) Hotel – I discourage people from staying at the ones we have now. Some sort of tourist draw Industrial park
- This would be a great place to have some sort of industrial park'
- Commercial businesses instead of all local
- More well groomed and organized power.
- Change in administration in school system.
- That the town will grow, more people, better roads, new businesses, more recreation sites.
- If people are still living here in 20 years, I will be amazed.
- For the town to grow
- That Broadus needs to build on and expand
- For it to go on/thrive
- Successful county seat making profit while still holding small town local feel
- A larger population and a better school system
- A better business such as stores, fewer bars so that there aren't as many drunks, a lot more housing
- Increase population by 1,000

- In 5, 10, 15, 20 years I would like this town to grow and actually be something but still have the strength for the people to get together and support each other just as well or better than before. I want this town to amaze people that return in 20 years and be shocked to see what good has come to this community.
- More people and stores, probably about the size of Spearfish
- I believe that this town will only get smaller.
- My dream is for Broadus to change a lot and actually become someplace interesting.
- Bigger town, more classes, bigger school, more students
- Bigger town – with coal bed methane/natural gas
- More opportunities, more students
- Better law enforcement For the town to thrive.
- Better law enforcement Ditto. Ditto.
- Better and closer community, bigger town
- A clean, vibrant, thriving business community staffed and run by young, enthusiastic adults. Some sort of tourist draw in addition to a decent hotel/motel, would increase revenue during the summer. There are a tremendous amount of tourists who go through here.

CITY, COUNTY, LAW ENFORCEMENT, DISASTER

- Radios purchased – need more for local people as well. Need communication for people in rural areas.
- Reverse 911
- Improve cell service in surrounding area.
- Development of natural resources – Otter Creek.
- Housing – apartment/condo type and housing in general.
- Flood plain issues addressed/land locked.
- Attract good service businesses to our community.
- Many people here want Broadus to stay small; as it grows, need to hang on to small town values.
- Learn from Sidney – what did they wish they were prepared for and weren't?
- Growth done wisely to avoid sprawl. Localized.
- More law enforcement positions.

BUSINESSES, UTILITIES, INDUSTRY, ETC.

- Improve cell service.
- Paved streets and gutters. (Funding and property lines are challenging.)
- More child care needed. (A Daycare will open soon.)
- Ditto.
- See more college courses in the high school.
- Optometrist, dentist to visit Broadus.
- More entrepreneurial emphasis provided our students.

SENIOR CITIZENS

- Controlled development of natural resources. Wise growth.
- Improved rail access; use trucks to haul.
- Value added ag – great agriculture resources – use them.
- Assisted Living Center – people move away because there is no assisted living.

CIVIC GROUPS, MEDICAL, CHURCHES

- New housing.
- Acute care facility – 24 hours. Six – ten beds.
- Assisted living, serving 10 – 12 people.
- Ditto.
- Important to keep our school viable.
- Market our company as a nice place to live; attract companies with good paying jobs.
- Water line from here to golf course.

AGRICULTURE, ENERGY, NATURAL RESOURCES

- I am so old I just want Broadus to stay the way it is.
- Improvement of roads would be great.
- Open our blinders, think outside the box, and get some new features in Broadus.
- Loosen the land lock
- Housing
- Industrial Park