

**Broadwater County
Wheatland Targeted
Economic Development
District Comprehensive
Development Plan**



Figure 1. Wheatland Area • Broadwater County

**Adopted by the Broadwater County Commission
2019**

Table of Contents

Chapter	Page
1. Introduction and Overview	1
2. Portrait of the Broadwater County Wheatland TEDD	7
3. Infrastructure Analysis - Statement of Infrastructure Deficiencies	11
4. Planning Consistency	14
5. Goals of the Broadwater County Wheatland TEDD	20
6. Targeted Economic Development Activities	22
7. Program Administration	29
8. Plan Amendments	32
Appendix A	33
References	34

Chapter 1. Introduction and Overview

Broadwater County, Montana is interested in fostering the retention, expansion and development of secondary, value-adding industries within its jurisdiction. This effort is part of its overall mission to promote economic development, to improve area employment opportunities and to expand the community's tax base. Further, the county recognizes the important role that public infrastructure plays in generating economic growth and prosperity for its residents. This is reflected in the County's Growth Policy Plan, which states: "Industrial uses need water, power, labor, railroad and truck access, and adequate space to accommodate modern commercial and industrial buildings and facilities." (Broadwater County, 2003).

To this end, on October 8th of 2018, the Montana Business Assistance Connection, on behalf of Broadwater County, entered into an agreement with Community Development Services of Montana to assist the County in the creation of a Targeted Economic Development District (TEDD) in the Wheatland area. As part of its overall strategy to provide infrastructure in support of value-adding industry per the 2013 Targeted Economic Development District Act, embodied in §7-15-4279, Montana Code Annotated (MCA), Broadwater County intends to use Tax Increment Financing (TIF), a financial mechanism authorized in the Montana Urban Renewal statutes, for qualifying activities within the Broadwater County Wheatland TEDD.

An Overview of Broadwater County

Broadwater County, established in 1897, was named for Charles Arthur Broadwater, a noted Montana railroad, real estate, and banking magnate. (Broadwater, Montana Genealogy, 2018) The county has a total area of 1,239 square miles, of which 1,193 square miles is land and 46 square miles (3.7%) is water. The boundaries of the county are roughly formed by the Big Belt Mountains to the east and north, the Elkhorn Mountains to the west and the Horseshoe Hills to the south. (Broadwater County, Montana, 2018)

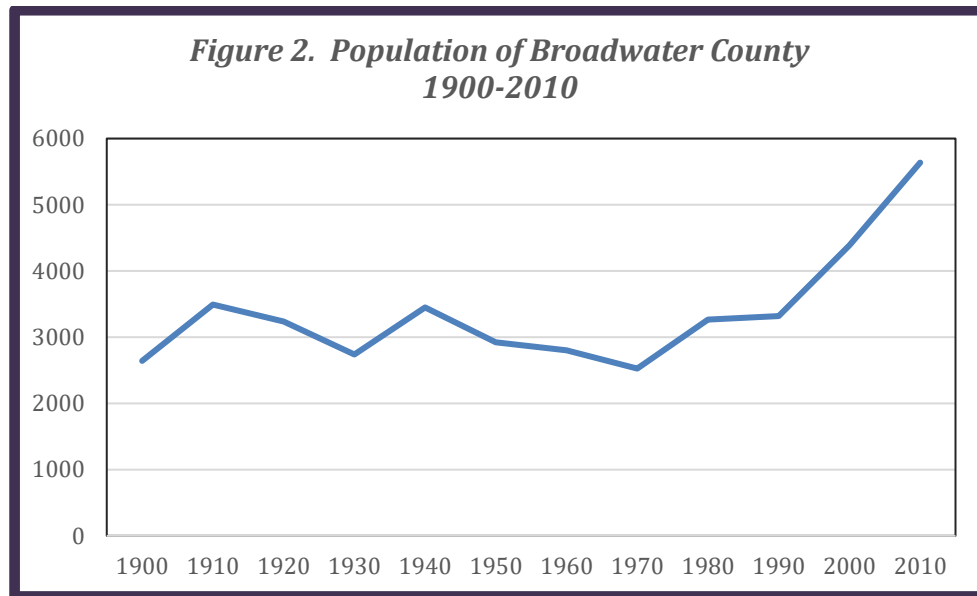
In 1883, the Northern Pacific Railroad created the rail-stop that became Townsend, the county seat, when Broadwater County was formed four years later. In 1940, the Toston Dam was completed on the Missouri River with an accompanying irrigation canal that brought much needed water to the fertile soils of the basin miles to the north. The dam was retrofitted in 1989 with a 10 MW run-of-the-river hydroelectric generation plant.

In 1954 Canyon Ferry Dam was constructed on the Missouri River, creating Canyon Ferry Lake which dominates the north-central region of Broadwater County. The hydroelectric unit has an installed capacity of 50 MW. The resulting flooding inundated the town of Canton, which had originally been located at the site. Many of the homes were moved to Townsend, where they remain today. (Montana Business Assistance Connection, 2014)

The Wheatland area is a Census Designated Place (CDP) and encompasses 76.2 square miles at the southern end of Broadwater County. U.S. Highway 287 runs north-south through the CDP, intersecting Interstate 90 at interstate exit number 274. (Wheatland, Montana, 2018)

Demographic and Economic Information

According to the 2012-2016 American Community Survey (ACS) population estimates, the population of the Wheatland CDP is 590. (American FactFinder, 2016) This is a slight increase (about 3.8 percent) over the 2010 census number of 568. However, since this statement only applies to the industrial and commercial area of the Wheatland CDP, it is estimated that less than 1% of the population is located with the proposed area. The 2017 population estimate for Broadwater County is 5,936, up from 5,637 in 2010, an increase of just over 5 percent. The population of the County has seen significant growth since 1990, based on historic census data as shown in Figure 2, below.



(US Department of Commerce, Bureau of the Census)

Due to its strategic location, between the cities of Bozeman and Helena, from 1990 to 2010, Broadwater County grew by approximately 69%, averaging an annual growth rate of 2.8%. (Montana Business Assistance Connection, 2014)

According to the 2012-2016 American Community Survey (ACS), Median Household Income (MHI) for residents living in Broadwater County was \$50,946, higher than the state's MHI, which was \$48,380 and lower than the nation's, which was \$55,322. According to the ACS, median earnings in the Wheatland CDP during the same period were \$40,744. (Earnings in the Last Six Months, 2016; Earnings in the Last Six Months, 2016) Within the Wheatland CDP, and as noted in Figure 3, the "management, business, science, and arts occupations" sector employed the most people according to the ACS, followed by "natural resources, construction, and maintenance occupations".

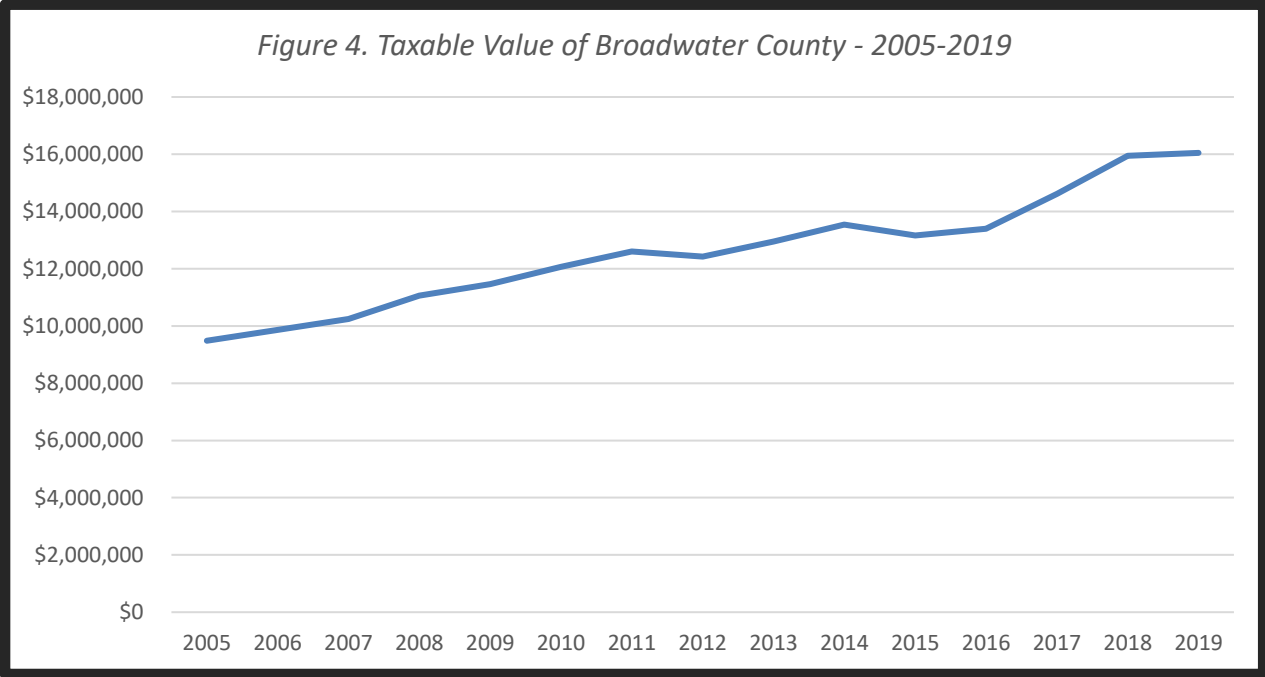
Figure 3. Wheatland Census Designated Place (CDP) – Employment Status and Occupation

EMPLOYMENT STATUS					
	Estimate	Margin of Error	of	Percent	Percent Margin of Error
Population 16 years and over	408	+/-115		408	(X)
In labor force	294	+/-100		72.1%	+/-14.0
Civilian labor force	294	+/-100		72.1%	+/-14.0
Employed	286	+/-102		70.1%	+/-15.3
Unemployed	8	+/-12		2.0%	+/-2.9
Armed Forces	0	+/-10		0.0%	+/-5.4
Not in labor force	114	+/-66		27.9%	+/-14.
OCCUPATION					
Civilian employed population 16 years and over	286	+/-102		286	(X)
Management, business, science, and arts occupations	79	+/-65		27.6%	+/-21.2
Service occupations	33	+/-39		11.5%	+/-12.6
Sales and office occupations	60	+/-49		21.0%	+/-15.4
Natural resources, construction, and maintenance occupations	70	+/-53		24.5%	+/-14.9
Production, transportation, and material moving occupations	44	+/-41		15.4%	+/-14.7
INDUSTRY					
Civilian employed population 16 years and over	286	+/-102		286	(X)
Agriculture, forestry, fishing and hunting, and mining	27	+/-34		9.4%	+/-11.7
Construction	60	+/-50		21.0%	+/-14.9
Manufacturing	27	+/-26		9.4%	+/-9.0
Wholesale trade	10	+/-15		3.5%	+/-5.3
Retail trade	40	+/-37		14.0%	+/-11.7
Transportation and warehousing, and utilities	24	+/-35		8.4%	+/-12.7
Information	0	+/-10		0.0%	+/-7.6
Finance and insurance, and real estate and rental and leasing	20	+/-23		7.0%	+/-7.9
Professional, scientific, and management, and administrative and waste management services	0	+/-10		0.0%	+/-7.6
Educational services, and health care and social assistance	55	+/-46		19.2%	+/-13.7
Arts, entertainment, and recreation, and accommodation and food services	7	+/-11		2.4%	+/-3.8
Other services, except public administration	0	+/-10		0.0%	+/-7.6
Public administration	16	+/-27		5.6%	+/-9.3

(US Department of Commerce, Bureau of the Census, 2016)

Taxable Value of Broadwater County

According to the Montana Association of Counties (MACo), the taxable value of all property within Broadwater County has increased from \$9,484,113 in 2005 to \$16,047,130 for Fiscal Year 2019, an increase of 69% over the 15-year period. See Figure 4, below.



(MACo Resources, 2019)

Tax Increment Financing for Targeted Economic Development

Broadwater County intends to use Tax Increment Financing (TIF) within the Broadwater County Wheatland TEDD. The base year for the purposes of measuring any incremental value is 2019 and the base value will be calculated as of January 1, 2019.

Tax increment financing, originally authorized by the Montana Legislature in 1974, is a mechanism that allows communities to use new tax dollars resulting from increasing taxable value due to reinvestment within the geographic area in which they are derived. Tax increments may be used by local governments in two types of districts, urban renewal and targeted economic development districts or “TEDDs”, which were authorized by the Legislature in 2013. While urban renewal districts are focused on addressing blighted conditions through redevelopment and revitalization activities, TEDDs are created to address infrastructure deficiencies that have stymied the development of secondary value-adding industries. Urban renewal districts may only be established within the municipal boundaries of cities or towns; however, TEDDs may be created in cities, towns and counties. Figure 5 below is a visual depiction of the TIF concept.

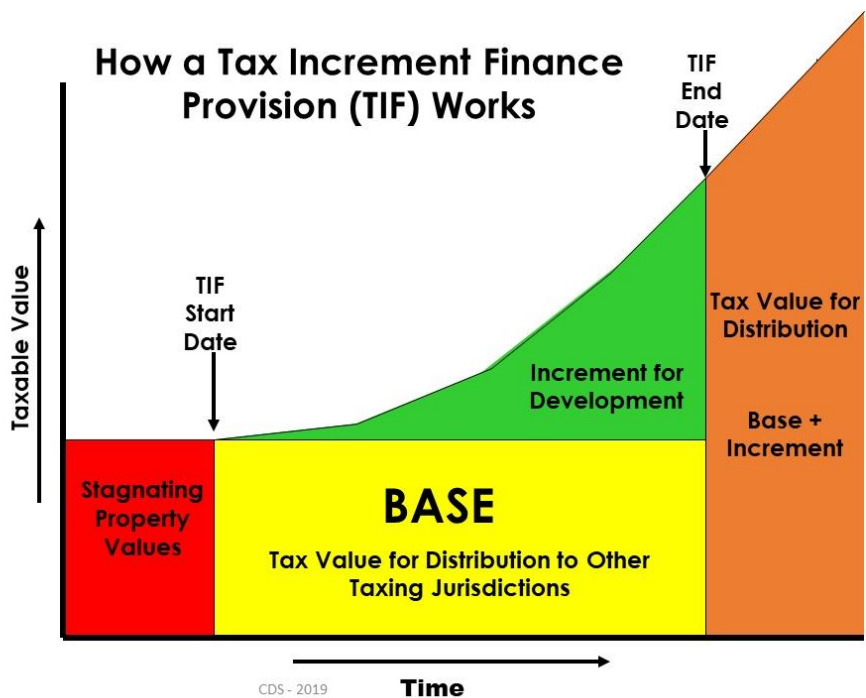


Figure 5. Tax Increment Financing Schematic

In providing for the creation of TEDDs the Legislature declared the following:

- (1) infrastructure-deficient areas exist in the local governments of the state and constitute a serious impediment to the development of infrastructure-intensive, value adding economic development in Montana;
- (2) local governments lack sufficient capital to rectify the infrastructure shortage in infrastructure-deficient areas, thus impeding their ability to achieve economic growth through the development of value-adding industries;
- (3) the creation of infrastructure in support of value-adding economic development is a matter of state policy and state concern because the state and its local governments will continue to suffer economic dislocation due to the lack of value-adding industries; and
- (4) the state's tax increment financing laws should be used to encourage the creation of areas in which needed infrastructure for value-adding industries could be developed." (§7-15-4278, MCA)

The Legislature noted that the State of Montana wishes to encourage value-adding industrial manufacturing that uses Montana forestry, mineral, and agricultural resources in the production of goods in the State. With the passage of the Targeted Economic Development Act of 2013, the Legislature recognized that value-adding industries, in order to be competitive in today's world economy, require expensive infrastructure that is beyond the means of most Montana communities. The Act enables communities to assist in value-adding industrial development in areas that are deemed to be infrastructure deficient. Tax increment financing can be used for improvements as defined in §7-15-4288, MCA.

Montana statutes define secondary value-adding products and value-adding industries as follows:

- (a) "secondary value-added products or commodities" means products or commodities that are manufactured, processed, produced, or created by changing the form of raw materials or intermediate products into more valuable products or commodities that are capable of being sold or traded in interstate commerce;
- (b) "secondary value-adding industry" means a business that produces secondary value-added products or commodities or a business or organization that is engaged in technology-based operations within Montana that, through the employment of knowledge or labor, adds value to a product, process, or export service resulting in the creation of new wealth.

In order to make use of this innovative economic development strategy, Broadwater County must adopt a comprehensive development plan, which defines the specific geographic area within which the tax increment will be measured and reinvested. The plan must outline those activities that the local government intends to undertake in order to successfully retain, expand and recruit value-adding industrial activity. Finally, the boundaries of the district must ensure that the district can host a diversified tenant base of multiple independent tenants.

Affected Taxing Jurisdictions

The 2017, Montana Legislature amended the state's urban renewal law to specifically require a local governing body that intends to create a TEDD with a TIF provision or modify a TEDD to include a TIF provision, or to issue TIF bonds, to confer with the affected school taxing jurisdictions that levy mills within the jurisdiction that includes the district. The new requirement, which is included in §7-15-4221 and 4282, MCA, calls for the governing body that is establishing the district to provide these jurisdictions with the opportunity to meet and consult at a publicly noticed meeting. Broadwater County has worked closely with the other taxing jurisdictions that will be affected by the creation of the TEDD. In particular the County is working and will continue to work in concert with the School District and first responders as this plan is implemented over time. These jurisdictions include:

- Broadwater County Schools, Doug Ellis, Superintendent
- Three Forks Rural Fire District (J24), Keith Aune, Fire Chief
- Three Forks School District, Jeff Elliott, Superintendent
- Three Forks Volunteer Fire Department
- Broadwater County Sheriff, Wynn Meehan

These jurisdictions received a letter announcing an informational presentation on the proposed TEDD held by the County Commission on July 10th, 2019. On August 5th, 2019, a meeting was held with the School Superintendent to provide information on the TEDD. Broadwater County mailed a letter to the School District(s) noticing the opportunity to meet and consult at the public hearing held on October 7th, 2019.

Chapter 2. Portrait of the Broadwater County Wheatland TEDD

The Wheatland industrial and commercial area, comprised of approximately 325 acres, is generally located along US Highway 287, just north of the Interstate 90 – Highway 287 intersection (Figure 6). It includes the Wheat Montana Bakery and the proposed site of Bridger Brewing, both value-adding businesses. The creation of a TEDD will enable Broadwater County to encourage the retention, expansion and recruitment of these enterprises and other value-adding industries, which will contribute to the overall economic well-being of the County.

This plan includes portions of Sections 15 and 16, Township 2 North, Range 1 East, P.M.M., Broadwater County, Montana. Most of the acreage is located on the east side of US Highway 287 and extends from I-90 north to Old Town Road. A strip comprised of less than 100 acres is located along the west side of US Highway 287 and extends from I-90 north to Wheatland Road. The majority of the residential and agricultural area of the Wheatland CDP is not included in this plan for the industrial and commercial area.

Boundary Description

The Wheatland TEDD is comprised of approximately 325 acres, including all adjacent rights-of-way. The boundary description of the Broadwater County Wheatland Targeted Economic Development District is as follows:

The Wheatland Zoning District and equivalent Broadwater County Wheatland Targeted Economic Development District are in portions of Sections 15 and 16, Township 2 North, Range 1 East, P.M.M., Broadwater County, Montana.

Beginning at the southeast corner of Tract A, C.O.S. 2-485, Section 15, Township 2 North, Range 1 East;
Northerly along the eastern boundary of Tract A, C.O.S. 2-485 to the northeast corner of Tract A, C.O.S. 2-485;
Westerly along the northern boundary of Tract A, C.O.S. 2-485, to the northwest corner of Tract A, C.O.S. 2-485 at US Highway 287;
Southerly along US Highway 287 to Wheatland Road and the northeast corner of Tract A, C.O.S. 1-513 in Section 16, Township 2 North, Range 1 East;
Westerly along the north boundary of Tract A, C.O.S. 1-513 to the northwest corner of Tract A, C.O.S. 1-513 and the northeast corner of Tract B2, C.O.S. 2-170 in Section 16, Township 2 North, Range 1 East;
Southerly along the western boundary of Tract A, C.O.S. 1-513 to the southwest corner of Tract A, C.O.S. 1-513;
Easterly along the southern boundary of Tract A, C.O.S. 1-513 to the northwest corner of a tract identified as geocode 43-1104-16-4-02-01-0000, in the SE4SE4, Section 16, Township 2 North, Range 1 East;
Southerly along the western boundary of said tract identified as geocode 43-1104-16-4-02-01-0000 to the southwest corner of said tract identified as geocode 43-1104-16-4-02-01-0000 at the northern boundary of Tract 2A, C.O.S. 1-308, Section 16, Township 2 North, Range 1 East;

Westerly along the northern boundary of Tract 2A, C.O.S. 1-308 to the northwest corner of Tract 2A, C.O.S. 1-308;

Southerly along the western boundary of Tract 2A, C.O.S. 1-308, to the southwest corner of Tract 2A, C.O.S. 1-308 and the northwest corner of Amended Tract 1A, C.O.S. 2-567, Section 16, Township 2 North, Range 1 East;

Southerly along the western boundary of Amended Tract 1A, C.O.S. 2-567 to the southwest corner of Amended Tract 1A, C.O.S. 2-567 corresponding to the northern right-of-way of I-90;

Easterly along the southern boundary of Amended Tract 1A, C.O.S. 2-567 and the northern right-of-way of I-90 to the southeast corner of Amended Tract 1A, C.O.S. 2-567 and the southwest corner of a tract identified as geocode 43-1104-16-4-01-10-0000, in the SE4SE4 of Section 16, Township 2 North, Range 1 East;

Easterly along the southern boundary of said tract identified as geocode 43-1104-16-4-01-10-0000 corresponding to the northern right-of-way of I-90 to the southeast corner of said tract identified as geocode 43-1104-16-4-01-10-0000 at US Highway 287;

Northerly on US Highway 287 to the southwest corner of Tract 1, C.O.S. 1-350, Section 15, Township 2 North, Range 1 East;

Easterly along the southern boundary of Tract 1, C.O.S. 1-350 to the northwest corner of Tract C, C.O.S. 2-189, Section 15, Township 2 North, Range 1 East;

Southerly along the western boundary of Tract C, C.O.S. 2-189 to southwest corner of Tract C, C.O.S. 2-189 at the boundary of Tract A, C.O.S. 2-485, Section 15, Township 2 North, Range 1 East;

Westerly along Tract A, C.O.S. 2-485 to US Highway 287;

Southerly along Tract A, C.O.S. 2-485 and US Highway 287 approximately 50 feet to the northwest corner of Amended Lot 2, Wilken Subdivision, Section 15, Township 2 North, Range 1 East;

Easterly along Tract A, C.O.S. 2-485 corresponding with the northern boundaries of Amended Lot 2, Wilken Subdivision, and Tracts 3A, 4A, and 5A, C.O.S. 2-417, Section 15, Township 2 North, Range 1 East to the northeast corner of Tract 5A, C.O.S. 2-417;

Southerly along Tract A, C.O.S. 2-485 corresponding with the eastern boundary of Tract 5A and 5B, C.O.S. 2-417 to southwest corner of Tract A, C.O.S. 2-485;

Easterly along the southern boundary of Tract A, C.O.S. 2-485 to the point of beginning;

And including all adjacent rights-of-way.

Map

The map for the Broadwater County Wheatland Targeted Economic Development District is shown below, in Figure 6.



Figure 6. Broadwater County Wheatland Targeted Economic Development District (map)

Property Owner Names and Addresses

For noticing purposes, property owner names and addresses by geocode are as follows.

43110416401100000
 43110416401104000 (lease)
 Wheat Montana Farms, Inc.
 P.O. Box 1270
 Three Forks, MT 59752-1270

43110416401080000
 43110416401070000
 43110416401010000
 Folkvord Land Holding LLC
 10847 US Highway 287
 Three Forks, MT 59752-9504

43110416401060000
 Red Green Properties LLC
 PO Box 1236

Three Forks, MT 59752-1236

43110416402010000
Estes Express Lines
3901 W Broad St
Richmond, VA 23230-3962

43110416101100000
Fubar Holdings II LLC
347 S Ferguson Ave Ste 2
Bozeman, MT 59718-6796

43110415301040000
43110415301100000
Bridger Brewing/Vandolah
M & M Vandolah LLC
7 Vandolah Rd
Three Forks, MT 59752-8673

43110415301060000
Ron Imberi/Ron's Diesel
Ronald J Imberi
PO Box 153
Three Forks, MT 59752-0153

Centrally Assessed Property

There are no identified centrally assessed properties within the Broadwater County Wheatland TEDD.

Chapter 3. Infrastructure Analysis – Statement of Infrastructure Deficiencies

On February 4th, 2019 the Broadwater County Commission adopted a Resolution of Necessity designating the Wheatland area as infrastructure deficient. This action establishes the need for the creation of a TEDD with a TIF provision, and the rationale for investing public funds for economic development activities associated with the retention, expansion and recruitment of value-adding businesses. In meeting this requirement, the following infrastructure deficient conditions in the Wheatland area have been identified.

Transportation Infrastructure

- ❖ Interior Roads – The interior of the Wheatland site is accessible by way of unimproved roads. To some extent, these roads are graveled with barrow pit(s). As the Wheatland area grows, existing roads may become inadequate and have to be upgraded to a paved rural standard with swales on both sides. Unrestricted interactions between large trucks, passenger vehicles and pedestrians create safety issues. Both on- and off-site transportation upgrades, including vehicular and multi-modal, will be required to meet the need for improved traffic circulation, safety and access.

- ❖ Highway 287 – Highway 287 (Figures 7 and 8) is currently constructed with three lanes, two traffic lanes and a center turn lane, with paved shoulders on both sides. As the Wheatland area develops over time, this highway design may become inadequate. Design upgrades might include acceleration and/or deceleration lanes, additional traffic lanes, traffic control devices at strategic locations, pedestrian facilities, pedestrian crossing control devices, and/or lighting.



Figure 7. Highway 287, north of the I-90 Interchange

- ❖ Truck-related infrastructure – The intersection of Highway 287 and Interstate 90 experiences heavy truck use. Highway 287 connects northbound traffic from Interstate 90 with the City of Helena. Without any rail or air service available, industrial uses in the Wheatland area depend on the ability to receive or dispatch goods via trucks. Currently, the area lacks any public sites designated for the handling, storage, loading or unloading of cargo into or out of containers, and where containers can be picked up, dropped off, maintained, stored, or loaded or unloaded. (SieneMaritime)
- ❖ Port Authority –To facilitate the export of secondary value-adding products a facility for the transloading of goods may be of future benefit to the industrial uses in the Wheatland area. This facility could transload bulk to trucks, package bulk into gaylords (boxes) or bags, de-bag or -box into bulk trucks, de-bag into boxes, and de-box into bags.

- ❖ Multi-modal related infrastructure– Trail connections to the Copper City trails, future connections to Three Forks and/or Headwaters State Park, and improved pedestrian facilities along and crossing Highway 287 may be warranted.

Water and Wastewater Infrastructure

- ❖ Wastewater – The soils in the Wheatland area are problematic for individual on-site septic systems. Currently the Wheatland area has no centralized sewer system. The retention, expansion and recruitment of value-adding economic development in the Broadwater County Wheatland TEDD will require the installation of both a centralized sewer system and connecting sewer lines.
- ❖ Water – All of the businesses in the area are served by individual wells. To support value-adding economic development both drinking water and the water supply for firefighting purposes may need to be addressed. As the area grows, a centralized water system may be desirable. A centralized system would have the potential to address both types of water supply needs.

Life Safety

- ❖ Fire Services – The Wheatland area is served by the Three Forks Rural Fire District (J24), which encompasses approximately two hundred (200) square miles in Gallatin, Broadwater, and Jefferson counties, including the City of Three Forks and 12 miles of Interstate 90. The District is operated by the Three Forks Volunteer Fire Department (TFVFD), which provides the operation, fire suppression, rescue and other services to both the City and the District. The Department also houses District-owned equipment. Both City and District revenues fund TFVFD. Property in the Wheatland area pay for their District services through a portion of the Broadwater County mill levy. The Wheatland area lacks fire service facilities in close proximity. The construction and operation of an emergency services sub-station would enable quicker responses to emergencies. Furthermore, the provision of a water supply for firefighting purposes would improve fire services in the Wheatland area. (Fire Department)
- ❖ Law Enforcement – The Wheatland area is served by the Broadwater County Sheriff’s Office, located in the City of Townsend. Services provided by the Sheriff’s Office include patrols, detention, search and rescue, and E911 Emergency Dispatch, among others. The Wheatland area is located in Emergency Service Number Zone 354. In addition, traffic laws are enforced by the Montana Highway Patrol with Highway 287 located in the Montana Highway Patrol District VII (Bozeman), serving Broadwater, Gallatin, Madison, Meagher and Park Counties. (Broadwater County Sheriff's Office) (Highway Patrol) Law enforcement facilities could be part of an emergency services sub-station.

Utilities

- ❖ Broadband – There are at least conduits/ducts in the ground that pass through the Wheatland area of Broadwater County. Two of the lines are former Touch America lines, which are now owned by Zayo. The third is an empty conduit pipe that AT&T owns but is not available. The Zayo lines are mostly designated as “long haul” or “dark fiber.” These can be compared to a privately-owned freeway. If there isn’t adequate demand for

broadband services, an “on-ramp” cannot be justified. Efforts over the past five year to justify a fiber on-ramp to the Zayo lines in the City of Townsend have not yielded results, and the existing business are unable to financially support the necessary improvements. (Obert, August 21, 2018). In addition, CenturyLink has a fiber line on the south side of Interstate 90. Value-adding development in the Wheatland area may leverage additional Century Link investment.

- ❖ Natural Gas – Private propane tanks are the only gas service currently available in the Wheatland area. Natural gas would require extensions from Trident or from Milligan Canyon by Willow Creek at a significant cost. An alternative might be an energy grid system with a centralized storage tank, underground piping and individual meters.



Figure 8. Looking north on Highway 287

- ❖ Electrical Services – Potential upgrades to Northwestern Energy Sub-Station at Three Forks, MT and the Vigilante Cooperative Sub-Station across from the north end of the Wheatland area might be necessary to support value-adding development.

- ❖ Solid Waste Management – Businesses in the Wheatland area individually contract for private garbage removal. As industry in the area expands, there might be a need for the development of a public service improvement district to collect, transfer and remove garbage.

Support Services

In addition to investments in public infrastructure, a variety of support services would enhance efforts to retain, expand and recruit value-adding industries in the Wheatland area. These might include:

- ❖ Workforce Education, Development and Training – training classroom space, remote or on-line training, education stipend program.
- ❖ Cooperative Services – child care, commuter transportation, goods delivery.
- ❖ Healthcare – clinic space, itinerant medical professionals, telemedicine facilities, appointment transportation, medicine delivery.
- ❖ Satellite Government – public meeting space, office space, notice boards, government workforce housing facilities.

Chapter 4. Planning Consistency

This Comprehensive Development Plan for the Broadwater County Wheatland TEDD must conform to the Broadwater County Growth Policy Plan per §7-15-4213, MCA. The Broadwater County Planning Board reviewed the Broadwater County Wheatland TEDD Comprehensive Development Plan and found it to be in conformance with the Growth Policy Plan, per statutory requirements. The Broadwater County Growth Policy Plan was officially adopted by the County Commission in July of 2003.

Broadwater County Growth Policy Plan Review

The following selections from the Broadwater County Growth Policy Plan demonstrate the conformance of the Broadwater County Wheatland TEDD Comprehensive Development Plan with the Growth Policy Plan.

SECTION III GOALS, OBJECTIVES AND POLICIES

ECONOMIC DEVELOPMENT

Pages 37-40

GOAL 1. Increase the number of jobs in Broadwater County, particularly in the basic economic sectors.

GOAL 2. Increase the income and earnings in Broadwater County by expanding current businesses, starting up new businesses, and recruiting businesses to locate in Broadwater County.

GOAL 5. Broaden the property tax base of Broadwater County.

OBJECTIVE 1: Promote the startup of new local businesses or the expansion of existing local businesses in the basic economic sectors.

OBJECTIVE 2. Promote recruitment of out-of-county industries and businesses interested in starting up or relocating in Broadwater County.

Policy - Develop a business assistance program to help prospective new businesses and expanding businesses develop business plans and marketing plans and assemble capital and financing packages.

Policy - Maintain the focus of the business assistance program on basic sector businesses, or on secondary sector businesses that propose to provide goods and services not currently available in Broadwater County.

OBJECTIVE 5: Promote value-added processing of agricultural and wood products.

Policy - Identify potential businesses and industries that might feasibly process agricultural products and wood products. BCDC will promote economic development programs of the Montana Department of Commerce and the U.S. Economic Development Administration; BCDC will work with Gateway Economic Development Corporation to provide direct assistance to individual businesses, and to help prepare business plans and marketing plans.

PUBLIC FACILITIES AND SERVICES

Pages 41-42

Community Facilities and Services

GOAL 1: Provide public facilities and services that are adequate and cost-effective to serve residents and businesses, and at reasonable public costs and tax expenditures.

Policy: Develop a 5-6-year capital improvements plan to help provide sound and cost-effective public facilities. The CIP will include scheduling and sources of funding, construction and

engineering costs for providing county roads, fire protection, law enforcement and correction facilities, and recreation facilities.

Transportation

GOAL 2: Provide an efficient and functional transportation network that will adequately handle present and expected traffic.

Policy - Identify county roads in need of improvement and upgrade and incorporate needed road improvements in the county capital improvements plan.

FIRE PROTECTION

Page 48

Goal 3: Ensure that the Broadwater County Rural Fire District has adequate firefighting capabilities and resources to provide effective fire protection and prevention.

Policy: Complete a Broadwater County Fire Protection Plan and complete a capital improvements plan that establishes a schedule, estimated cost and sources of funding for fire protection equipment and needs.

GROWTH AND LAND USE

Pages 49-52

GOAL 1: Encourage new land development that is well-designed, located on suitable building sites, makes efficient use of land and promotes cost-efficient provision of services and utilities.

Objectives:

Ensure that: Industrial areas are functional, efficient places to manufacture and process goods.

Ensure that commercial and industrial areas are properly served by roads, water and sewer, other utilities, parking, and are free from interference by incompatible uses (e.g., residential neighborhoods, schools)

Policy: The Broadwater County Planning Board will become knowledgeable about planning and land use tools available to foster sound growth and development. Should Broadwater County residents advocate adoption of appropriate tool(s), the planning board and county commission will undertake a public process to explore implementation of the tool(s).

GOAL 2: New development must be designed to minimize the public costs of providing services and minimize or prevent public health or safety hazards.

Policies: All roads providing access to lots or to subdivisions from improved county roads must provide, legal, all-weather access, and be constructed in accordance with County road standards or those specified in the Broadwater County Subdivision

Regulations. The developer, property owners or a property owners association shall be responsible for maintenance of access roads.

Easements or other legal rights-of-way must be provided for utilities: electric power, and telephone where appropriate.

All public improvements or facilities and utilities associated with the development designed and constructed by qualified personnel, as determined by Broadwater County Commission.

GOAL 4: Enhance the efficiency and function of future land use and development locating immediately north of the I-90 interchange.

Policy: Working with landowners, prepare a land development plan that will be adopted and incorporated as part of any new development in the area. The development plan would include (1) a street and road layout plan with the purpose of providing access to rear lots, ensure proper

street and road design, and highway frontage setbacks; and (2) a grading and drainage plan and a plan for the location and design of residential development in the vicinity of the I-90 interchange to prevent incompatible uses that might interfere with industrial and commercial uses.

Broadwater County will explore financial and technical assistance from state and federal agencies such as the U.S. Army Corps of Engineers, Montana Departments of Transportation, and Natural Resources and Conservation.

GOAL 5: Discourage new land development on key, productive agricultural lands that are critical to the vitality of Broadwater County's economy; Encourage new growth to locate near existing communities, where services can be efficiently provided, and the loss of agricultural and forest land is minimized.

Policies: 1. Broadwater County will enforce its subdivision regulations, and evasion criteria and other legal tools that may be desired by county residents as means of encouraging and directing new growth to preferred areas and to minimize the conversion of productive agricultural and forest lands.

2. Provide incentives to encourage new development to locate near existing communities;

3. The County will encourage, support and assist voluntary efforts by landowners to promote development that is well-designed and is located in preferred areas.

- Examine each request for formation of a rural improvement district or a county water and sewer district to determine whether or not the proposed district will foster growth in locations that are near existing communities or development and that minimize loss of productive agricultural land.
- Support and assist landowners petitioning for formation of Planning and Zoning Districts intended to further these County goals and policies.

SECTION IV – IMPLEMENTATION STRATEGY

Page 53

This Implementation Strategy sets forth the measures and strategies that Broadwater County plans to enact to carry out the goals, objectives and policies specified in Section III of this Growth Policy Plan. These statements, taken together, establish a community framework for providing public facilities and services, managing land use and development, providing fire protection, and fostering economic growth.

APPENDIX A

PREFERRED RESIDENTIAL AND INDUSTRIAL/COMMERCIAL SITES IN BROADWATER COUNTY

Page 64-65

Industrial and commercial. Industrial and commercial uses should be in locations with access to adequate water supplies, rail and/or truck freight service, and electric power. These uses should be located to avoid floodplains, high fire risk and incompatible conflicts with residential uses.

Broadwater County has no plans to limit the location of industrial, commercial or residential development, but has identified the following sites as preferred sites because the locations meet all or most of the above criteria.

Junction I-90 and U.S. 287

Evaluation of the Broadwater County Wheatland TEDD Comprehensive Development Plan for conformance with the Broadwater County Growth Policy Plan.

The Broadwater County Growth Policy Plan has been reviewed in order to determine whether it adequately supports the Broadwater County Wheatland TEDD comprehensive development plan (per §7-15-4213, MCA). This review found:

- Economic conditions and data supporting the need for economic development have been identified.
- Goals and objectives supporting the development of infrastructure that encourages economic development.
- Implementation strategies, which include alternative funding sources, special districts, and zoning, aligning to achieve goals and objectives.
- Land use maps and/or text identifying industrial and commercial land uses.

The Broadwater County Wheatland TEDD Plan provides a plan for development of a described industrial and commercial area to foster the development, growth and retention of secondary, value-adding industries as part of the County's overall mission to promote economic development, to improve area employment opportunities and to expand the tax base. The Broadwater County Wheatland TEDD Plan does not suggest any revision to the Broadwater County Growth Policy Plan.

Zoning Review

The following selections from the Wheatland Zoning Regulation have been provided to demonstrate accordance of zoning within the area of the Broadwater County Wheatland Targeted Economic Development District with the Broadwater County Growth Policy Plan.

SECTION 1.3 PURPOSE AND INTENT

Page 1-2

This Regulation has been made in accordance with the Broadwater County Growth Policy Plan for the purpose and intent of promoting the public health, safety, and general welfare; to recognize and balance the various rights and responsibilities relating to land ownership, use, and development identified in the United States and State of Montana constitutions, and statutory and common law; to implement the County's adopted growth policy; and to meet the requirements of state law.

Furthermore, in accordance with §76-2-203, MCA, this Regulation is designed to:

1. Be in accordance with the Broadwater County Growth Policy Plan.
2. Secure safety from fire and other dangers.
3. Promote public health, public safety, and general welfare.
4. Facilitate the adequate provision of transportation, water, sewerage, schools, parks, and other public requirements.
5. Include reasonable provision of adequate light and air.
6. Give consideration to the effect on motorized and non-motorized transportation systems.
7. Provide compatible urban growth in the vicinity of cities and towns that at a minimum must include the areas around municipalities.
8. Give consideration to the character of the district and its peculiar suitability for particular uses.
9. Give consideration to conserving the value of buildings and encouraging the most appropriate use of land throughout the jurisdictional area of this Regulation.
10. Be made compatible with the zoning ordinance of nearby municipalities.

In addition, the purpose and intent of this Regulation include, but are not limited to, the following:

1. Sustaining and strengthening the economic well-being of Broadwater County's citizens.
2. Protecting and maintaining Broadwater County's rural character and the community's historic relationship with natural resource development.
3. Preserving and enhancing the rural, friendly and independent lifestyle currently enjoyed by Broadwater County's citizens.
4. Helping attain sufficient capital to rectify the infrastructure shortage in the District where the zoning regulation applies.
5. Facilitating the development of infrastructure to encourage the growth and retention of secondary, value-adding industries.
6. Achieving economic growth and alleviate economic dislocation through the development and retention of secondary, value-adding industries.

CHAPTER 2

Page 4-5

MANUFACTURING AND TECHNOLOGY ZONING DISTRICT

SECTION 2.1 PURPOSE AND INTENT

The intent and purpose of this district/zone is to establish an industrial area for secondary, value adding businesses which manufacture, process, produce or create products by changing the form of raw materials or intermediate products into more valuable products or commodities that are capable of being sold or traded in interstate commerce; and technology-based businesses that, through the employment of knowledge or labor, add value to a product, process, or export service resulting in the creation of new wealth; and to set forth minimum standards for development. There is a rebuttable presumption that the uses set forth will be compatible with each other when the standards of the Regulation are met, and any applicable conditions satisfied.

In addition, the intent is to:

- Protect public health, safety and general welfare.
- Accommodate primary manufacturing.
- Accommodate secondary, value-adding manufacturing.
- Accommodate manufacturing, processing, fabrication and assembly of parts and materials.
- Accommodate technology-based businesses.
- Accommodate manufacturing and technology service providers.

Evaluation of the Wheatland Zoning District and Regulation to help achieve the Broadwater County Growth Policy Plan

The purpose of the Wheatland Zoning Regulation is to implement and promote the Growth Policy Plan. The property included within the Wheatland Zoning District is zoned Industrial/Commercial. The intent and purpose of the Industrial/Commercial district is to establish an industrial/commercial site in accordance with the Broadwater County growth policy and an industrial area for secondary, value adding businesses.

Evaluation of the Broadwater County Wheatland TEDD Comprehensive Development Plan for Accordance of the Wheatland Zoning District and Regulation with the Broadwater County Growth Policy Plan.

The property included within the Broadwater County Wheatland Targeted Economic Development District is congruent with the Wheatland Zoning District, and therefore the area is zoned for

industrial/commercial uses in accordance with the Growth Policy Plan. The Broadwater County Wheatland Targeted Economic Development District Comprehensive Development Plan supports the purpose and intent of the Wheatland Zoning District and Regulation providing a plan for development of the area, to foster the development, growth and retention of secondary, value-adding industries as part of the County's overall mission to promote economic development, to improve area employment opportunities and to expand the tax base. The Broadwater County Wheatland Targeted Economic Development District Comprehensive Development Plan does not suggest any revision to the Wheatland Zoning District and Regulation.

Conclusions

1. The Broadwater County Wheatland TEDD Comprehensive Development Plan is in conformance with the Broadwater County Growth Policy Plan.
2. The Wheatland Zoning District and Regulation for the area within the Broadwater County Wheatland TEDD is in accordance with the Broadwater County Growth Policy Plan.

Chapter 5. Goals and Strategies of the Broadwater County Wheatland TEDD

This Wheatland TEDD Comprehensive Development Plan provides a framework for activities that will be undertaken by a variety of public and private entities. It suggests a variety of projects that may be undertaken by the local government, in response to those infrastructure deficiencies set forth in Chapter 3 to encourage investment in the district.

Goals

As stated above, Broadwater County, Montana is interested in fostering the retention, expansion and development of secondary, value-adding industries within its jurisdiction. This effort is part of the County's overall mission to promote economic development, to improve area employment opportunities and to expand the community's tax base. To this end, Broadwater County is directing its resources to the establishment of a TEDD to provide economic development that will help sustain and improve the county's quality of life. Based on these critical considerations, the goals of the Broadwater County Wheatland Targeted Economic Development District are:

1. Foster economic vitality and resilience through investments in public infrastructure in support of the retention, expansion and recruitment of secondary value-adding industry.
2. Increase employment opportunities through locally driven, public-private partnerships.
3. Further the production of secondary, value-adding commodities that can be exported outside the state.
4. Support technology-based businesses that, through the employment of knowledge or labor, add value to a product, process, or export service resulting in the creation of new wealth.
5. Facilitate the opportunity for a diversified economic base of multiple independent secondary value-adding businesses.

The goals of the Wheatland TEDD are intended to implement several goals set forth in the Broadwater County Growth Policy Plan, adopted in 2003. These include:

- ✓ Encourage new land development that is well-designed, located on suitable building sites, makes efficient use of land and promotes cost-efficient provision of services and utilities.
- ✓ Increase the number of jobs in Broadwater County, particularly in the basic economic sectors
- ✓ Increase the income and earnings in Broadwater County by expanding current businesses, starting up new businesses, and recruiting businesses to locate in Broadwater County.
- ✓ Broaden the property tax base of Broadwater County. (Broadwater County, 2003)

Strategies

Achieving the TEDD goals will depend on a strategic approach that includes both well-designed projects and significant capital investment. The actions outlined below reflect a set of basic approaches, which are key to sustainable economic development and address infrastructure deficiencies that constitute a serious impediment to the retention, expansion and recruitment of infrastructure-intensive, value-adding commerce in the County. These approaches include the following:

- ✓ Investments in public infrastructure and life safety in support of value-adding economic development
- ✓ Economies of scale and sustainability to enhance efficiency

- ✓ Accommodations in investments to enable response to changes in technology and future economic growth
- ✓ Innovative funding strategies to take advantage of opportunities
- ✓ Linkages to other sectors to take advantage of associated job training programs, research and development, and technology transfer

The following strategies in support of secondary value-adding development are intended to provide a framework for decision-making and are intentionally general in nature.

Planning Initiatives

- ✓ Plans for needed capital, transportation and life safety improvements
- ✓ Feasibility analyses of sustainable approaches and technology advances
- ✓ Recruitment endeavors for complementary and interdependent commerce
- ✓ Relevant county-wide planning efforts including the growth policy, capital improvements plan and hazard mitigation plan(s)
- ✓ Public-private partnership development among land owners, Broadwater County regional economic and community development entities such as MBAC, post-secondary education providers and the State of Montana
- ✓ Examination of the potential to create a port authority at the Wheatland TEDD in support of export activity

Program Initiatives

- ✓ Monetary stimulus programs such as:
 - Revolving loans that reduce the cost of debt service, in order to assist private enterprises in extending public infrastructure for secondary value-adding industries
 - Employing economies of scale to reduce individual costs of installing and extending public infrastructure for secondary value-adding industries
 - Private financing of public infrastructure in support of value-adding projects
- ✓ Workforce education
- ✓ Cooperative services delivery programs
 - Child care
 - Commuter transportation

Capital Projects – Infrastructure Investments to encourage the retention, expansion and recruitment of value-adding industries

- ✓ Water and wastewater
- ✓ Transportation connectivity
- ✓ Life safety facilities
 - Fire and police
 - Helicopter pad
- ✓ Utilities improvements
 - Broadband extensions
 - Natural gas services

Chapter 6. Targeted Economic Development Activities

Secondary, value-adding industries

Broadwater County will work with other public entities and private enterprises to establish an industrial and economic development framework to target and recruit secondary, value-adding industries. This effort will be multifaceted and will include investments in public infrastructure and industry retention and recruitment. A list of industries that could be targeted for development or expansion within the Broadwater County Wheatland TEDD is presented in Figure 9, by North American Industry Classification System (NAICS) code. (United States Census Bureau, 2017)

Figure 9. Potential/Existing Industries - Wheatland TEDD

NAICS Code	Industry
312120	Breweries This industry comprises establishments primarily engaged in brewing beer, ale, malt liquors, and nonalcoholic beer.
327213	Glass Container Manufacturing his U.S. industry comprises establishments primarily engaged in manufacturing glass packaging containers.
332431	Metal Can Manufacturing This U.S. industry comprises establishments primarily engaged in manufacturing metal cans, lids, and ends.
332439	Beer Kegs, Light Gauge Metal, Manufacturing This U.S. industry comprises establishments primarily engaged in manufacturing metal (light gauge) containers (except cans).
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing This U.S. industry comprises establishments primarily engaged in (1) manufacturing air-conditioning (except motor vehicle) and warm air furnace equipment and/or (2) manufacturing commercial and industrial refrigeration and freezer equipment.
333511	Industrial Mold Manufacturing This U.S. industry comprises establishments primarily engaged in manufacturing industrial molds for casting metals or forming other materials, such as plastics, glass, or rubber.
424810	Beer and Ale Merchant Wholesalers This industry comprises establishments primarily engaged in the merchant wholesale distribution of beer, ale, porter, and other fermented malt beverages.

Figure 9. Potential/Existing Industries - Wheatland TEDD

NAICS Code	Industry
424590	<p>Other Farm Product Raw Material Merchant Wholesalers (Hops) This industry comprises establishments primarily engaged in the merchant wholesale distribution of farm products (except grain and field beans, livestock, raw milk, live poultry, and fresh fruits and vegetables).</p>
31121	<p>Flour Milling and Malt Manufacturing This industry comprises establishments primarily engaged in one or more of the following: (1) milling flour or meal from grains or vegetables; (2) preparing flour mixes or doughs from flour milled in the same establishment; (3) milling, cleaning, and polishing rice; and (4) manufacturing malt from barley, rye, or other grains.</p>
311812	<p>Commercial Bakeries This U.S. industry comprises establishments primarily engaged in manufacturing fresh and frozen bread and bread-type rolls and other fresh bakery (except cookies and crackers) products.</p>
311813	<p>Frozen Cakes, Pies, and Other Pastries Manufacturing This U.S. industry comprises establishments primarily engaged in manufacturing frozen bakery products (except bread), such as cakes, pies, and doughnuts.</p>
311821	<p>Bakery products, dry (e.g., biscuits, cookies, crackers), manufacturing This U.S. industry comprises establishments primarily engaged in manufacturing cookies, crackers, and other products, such as ice cream cones.</p>
423830	<p>Bakery machinery and equipment merchant wholesalers This industry comprises establishments primarily engaged in the merchant wholesale distribution of specialized machinery, equipment, and related parts generally used in manufacturing, oil well, and warehousing activities.</p>

Further research and analysis will be required to determine which of these value-adding industries can be retained, expanded and/or recruited based on market conditions and the Broadwater County Wheatland TEDD’s unique position in the market place. Issues such as energy costs related to operations and transportation, distance from markets and overall industry trends, as well as infrastructure requirements will help determine industries to be targeted.

Capital Improvements Planning and Implementation

Broadwater County will undertake the necessary planning required to more specifically identify the infrastructure required to support the development of targeted secondary, value-adding industries. This planning effort will address necessary capital improvements and the associated costs. Infrastructure design and development could include roads, water and sewer systems, storm drains, utilities, street lighting, communication infrastructure such as cell towers and additional fiber cable, pedestrian ways and buildings. A Preliminary Engineering Report (PER) completed in early 2019 is focused on the development of a sewer system to serve the Broadwater County Wheatland TEDD. This will likely be the first project undertaken.

Industry Retention and Recruitment

Once the District is established, local staff and resources and/or consultant services could be used to assist in the development of business plans, market studies and general research to retain, expand and recruit secondary, value-adding industries to the TEDD. As the District starts generating TIF revenue, these funds may be directed to these activities as well.

Partnerships

The implementation of the Broadwater County Wheatland TEDD program will require cooperation between the public and private sectors. Broadwater County, in order to encourage private enterprise, shall afford maximum opportunity consistent with the sound needs of the community as a whole, to the development of the TEDD by private enterprise. Property and business owners should acknowledge the advantage of the investment within the TEDD of property tax dollars generated within the District and make corresponding private investments to further economic activity.

Financing

Tax Increment Financing (TIF)

Once targeted secondary value-adding industries and required capital improvements have been more clearly identified, the next step will be to develop the mechanisms to implement the overall TEDD program. Private development will generate the new property taxes (TIF dollars) necessary to finance public infrastructure development, which supports secondary-value adding economic activities. Therefore, enterprise development and public investments must occur hand in hand. In some cases, the construction of public infrastructure will be financed through a combination of TIF and other private, local, state and federal funding sources.

TIF revenues may only be used for infrastructure projects as allowed under §7-15-4288, MCA for the development of secondary value-adding industries as defined in §7-15-4279, MCA. If both value adding and non-value adding enterprises would benefit from TIF investments in infrastructure, the amount of TIF revenues invested may only be in proportion to the resulting benefit to value-adding businesses.

Tax increment financing mechanisms can include:

Tax Increment Bonds –Tax increment revenues would be pledged to pay bond principal and interest annually. The size and term of the bond would depend on tax increment revenues available from private sector taxpayers within the TEDD. While Montana law provides that tax

increment districts may only be authorized for 15 years, the time period may be extended to coincide with the term of a tax increment bond, but no longer than an additional 25 years. It may be necessary for the private taxpayer(s) to enter into an agreement with Broadwater County to assure, for the term of the bond, the annual payment of all property taxes due or an equivalent amount if the taxpayer no longer holds property in the district. The amount of tax increment realized each year must exceed the amount of the bond payment to be made each year, and initially by as much as two times the annual bond payment to enable the County to establish and maintain an adequate reserve of tax increment funds in an amount determined at the time of the bond issuance.

- A project for which tax increment will be used for bond payments must be a specifically approved TEDD project and, in keeping with the goals of the District to support secondary, value-adding economic development. It must be authorized, by the County Commission through the resolution or ordinance, as required by bond counsel procedure.
- Annual Tax Increment Appropriations – The County may finance smaller public infrastructure improvements from its annual tax increment receipts by appropriation. Funds available each year would be determined by the size of the annual increment and any prior commitments (such as bond debt service requirements and administrative costs).
- Tax Increment Financing Revolving Loans – The Montana TIF statutes provide for the establishment of loan programs, whereby TIF funds may be loaned for the construction of private infrastructure or other activities in support of the goals of the TIF district. As principal and interest payments are made, the funds may be loaned again, even after the TIF provision terminates. The County may establish a revolving loan program, based the availability TIF funds as well as other financial resources.
- Other Debt Financing – The County may borrow funds from commercial lending institutions in order to finance public infrastructure improvements. Annual tax increment revenues will pay principal and interest on the loan.

Other Local Debt Financing Mechanisms

County governments can make use of various kinds of debt financing to fund programs and projects. These include general obligation bonds, rural special improvement district bonds, sewer and water district bonds and revenue bonds. Debt financing enables local governments to finance major infrastructure projects using future revenue from special assessments, user fees, and other forms of revenue.

General Obligation Bonds

Under §7-7-2201, MCA, the board of county commissioners of a county may issue, negotiate, and sell coupon bonds on the credit of the county, as more specifically provided in this part, for any of the following purposes:

- 1) acquiring land for sites and grounds for a public building or buildings of any kind within the county and under its control, which the county has lawful authority to acquire or erect, control, and maintain except that if the bonds are sold to fund a multicounty jail facility, funds may be used in the county in which the multicounty jail facility is located;

- (2) acquiring land for any other public use or activity within the county, under its control and authorized by law;
- (3) (a) constructing, erecting, or acquiring by purchase necessary public buildings within the county, under its control and authorized by law;
(b) making additions to and repairing buildings; and
(c) furnishing and equipping the buildings except that if the bonds are sold to fund a multicounty jail facility, funds may be used in the county in which the multicounty jail facility is located;
- (4) building, purchasing, constructing, and maintaining devices intended to protect the safety of the public from open ditches carrying irrigation or other water;

The local government incurs various administrative costs in conjunction with issuing bonds. These costs include the retention of legal counsel and financial consultants, the establishment of reserve funds and the preparation of the prospectus and various required documents. These bonds provide tax-free interest earnings to purchasers and are therefore subject to detailed scrutiny under both state and federal law.

Rural Special Improvement Districts

Under §7-12-2102, MCA, a board of county commissioners may order and create special improvement districts outside of the limits of incorporated towns and cities for the purpose of building, constructing, or acquiring by purchase one or more of the improvements of the kind described in §7-12-4102, MCA, in or for the benefit of the special improvement district. The board of county commissioners may also order and create a special improvement district upon the receipt of a petition to create a special improvement district that contains the consent of all of the owners of property to be included in the district.

Improvements can include:

- The acquisition, construction or reconstruction of public streets and roads
- The acquisition, construction or reconstruction of sidewalks, culverts, bridges, gutters, curbs, steps and parks including the planting of trees
- The construction or reconstruction of sewers, ditches, drains, conduits, and channels for sanitary or drainage purposes, with outlets, cesspools, manholes, catch basins, flush tanks, septic tanks, connecting sewers, ditches, drains, conduits, channels, and other appurtenances
- The construction of sewer and water systems including fire hydrants
- The acquisition and improvement of land to be designated as public park or open-space land
- The conversion of overhead utilities to underground locations in accordance with §69-4-311 through §69-4-314, MCA.
- The purchase, installation, maintenance, and management of alternative energy production facilities

To defray the cost of construction, acquiring and/or maintaining any of the improvements provided for in this part, including incidental expenses, the board of county commissioners shall assess the entire cost of the improvements against benefited lots, tracts, or parcels of land in the

district, based upon the benefits received, and shall adopt one or any combination of methods of assessment for each improvement made or acquired for the benefit of the district.

All costs and expenses incurred in any improvement district in the acquisition, construction, or maintenance of any improvement specified in this part or incurred in the issuance of bonds or warrants of the district, including incidental expenses, shall be paid for by special improvement district bonds or warrants. Rural special improvement assessments may be collected for a term, not to exceed 30 years. If federal loans are available, the term may not exceed 40 years.

County Water and/or Sewer Districts

Under §7-13-2101, MCA, a county water and/or sewer district may be organized and managed. A petition, which may consist of any number of separate instruments, must be presented at a regular meeting of the board of county commissioners of the county in which the proposed district is located, signed by at least 10% of the qualified electors of the territory included in the proposed district.

A district that is incorporated as provided in this part may “construct, purchase, lease, or otherwise acquire and operate and maintain water rights, waterworks, sanitary sewer works, storm sewer works, canals, conduits, reservoirs, lands, and rights useful or necessary to store, conserve, supply, produce, convey, or drain water or sewage for purposes beneficial to the district. Beneficial purposes include but are not limited to flood prevention, flood control, irrigation, drainage, municipal and industrial water supplies, domestic water supplies, wildlife, recreation, pollution abatement, livestock water supply, and other similar purposes.”

A County Water and/or Sewer District incorporated as provided in this part has various powers related to a district’s finances, including to:

- “accept funds and property or other assistance, financial or otherwise, from federal, state, and other public or private sources for the purposes of aiding the construction or maintenance of water or sewer development projects;
- cooperate and contract with the state or federal government or any department or agency of the state or federal government in furnishing assurances for and meeting local cooperation requirements of any project involving control, conservation, and use of water;
- borrow money and incur indebtedness and issue bonds or other evidence of indebtedness and refund or retire any indebtedness or lien that may exist against the district or property of the district;
- cause taxes to be levied in the manner provided for in part 23 and this part for the purpose of paying any obligation of the district and to accomplish the purposes of part 23 and this part in the manner provided in part 23 and this part;
- levy special assessments against property located in the district and benefited by any of its improvements, ..., and pledge the collections of the special assessments in whole or in part, with any other revenue of the district, to the payment of bonds issued pursuant to part 23; and
- enter into covenants and agreements as to the establishment and maintenance of reasonable rates and charges for the use of its systems or improvements or any part of the systems or improvements as required, in the judgment of the board of directors, for the favorable sale of bonds issued pursuant to part 23, including, without limitation, a covenant

to establish and maintain rates and charges sufficient, with the collection of any special assessments, to pay debt service and operating, maintenance, and replacement costs of the system or improvement and fund necessary reserves or a covenant to establish and maintain rates and charges sufficient, with the collection of any special assessments, to pay operating and maintenance costs of the system or improvement, fund necessary reserves for the system or improvement, and pay debt service on bonds and to provide additional funds necessary for the purposes of the system or improvement or to provide assurance to the holders of bonds as to the sufficiency of the revenue.”

The payment of the assessment to defray the cost of constructing any improvement may be spread over a term, not to exceed 40 years.

Revenue Bonds

Under §7-7-2501, MCA, a county may issue county revenue bonds to finance any project or activity enumerated in chapter 16, part 21, of this title or in Title 75, chapter 10, part 1. Tax Increment Financing bonds are considered revenue bonds, but other types of revenue may be directed to debt service as well.

State and Federal Funding Resources

In addition, the County may pursue other state and federal funding sources. The availability of funds is dependent on a number of factors that include:

- The number of applicants in any particular funding cycle
- The priorities set forth by funding entities, reflecting state and federal policy
- The actual dollars available for particular types of projects and programs
- The ability of the local community to provide matching funds

Financing strategies for addressing individual projects will likely include combining various funding sources. Additional program information is available through various federal agencies and the Montana Departments of Commerce, Transportation, Environmental Quality, Natural Resources and Conservation, and the Governor’s Office.

Chapter 7. Program Administration

Broadwater County will be responsible for managing the Broadwater County Wheatland TEDD program. All decisions regarding budgeting, program design and related actions will be made ultimately by the County Commission. The Commission may make use of a TEDD advisory committee and/or contractors at its discretion. A TEDD advisory committee might include five to seven interested persons, such as TEDD property owners, economic development/finance professionals, value-adding business representatives, and Broadwater County staff. A County Commissioner may also serve as a non-voting member of the committee.

Each year the Commission (in conjunction with County staff and/or a TEDD advisory committee, if established) will adopt an annual TEDD budget and work plan for the following fiscal year (July 1st to June 30th). Each annual work plan will include the following elements:

- Anticipated Increment Revenue for the Year
- Project Priorities and Associated/Projected Costs
- Financing Strategies Anticipated
 - Direct Increment Revenue
 - Debt Financing including Tax Increment Revenue Bonds
 - Other Sources of Funding
- Administrative Budget including staff and consulting services (as appropriate).

Once the work plan and the associated budget are adopted, The County (in conjunction with County staff and/or a TEDD advisory committee, if established) will be responsible for:

- Developing financing strategies
- Working with property owners and private enterprises to identify public infrastructure projects for the future
- Setting project priorities
- Following all local government procurement rules with respect to:
 - Preparing bid and proposal requests
 - Reviewing proposals from engineers, contractors and other vendors
- Monitoring projects
- Conducting market analyses, engineering studies and project feasibility analyses
- Providing technical assistance
- Preparing the draft annual report as described below

In accordance with §7-15-4237, MCA, the County shall prepare a report of its activities for the preceding fiscal year, no later than September 30th. The report must describe how expenditures comply with the approved comprehensive development plan for the district.

TEDD Program Eligibility

Broadwater County will use tax increment financing in conjunction with other funding mechanisms to support the development of secondary value-adding industry within the Broadwater County Wheatland TEDD.

In order to eligible to receive assistance, projects must:

1. Be located in the TEDD or provide connectivity, and
2. Support “secondary value-adding industries”, defined as those industries that use mechanical or chemical processes to transform materials or substances into new products capable of being exported, or those that, through the employment of knowledge or labor, add value to a product, process, or export service resulting in the creation of new wealth, per §7-15-4279, MCA.

Additional required and suggested criteria to be used in further evaluating eligible infrastructure projects includes the following:

1. Required Criteria
 - a. Consistency with adopted plans – the project must be consistent with County planning documents, including the Broadwater County Growth Policy Plan and the Wheatland TEDD Comprehensive Development Plan. Projects should reflect the vision, goals and objectives set forth in the County’s guiding documents.
 - b. Compliance with adopted regulations – Projects must meet the requirements of all adopted regulations
2. Suggested Criteria
 - a. Job Creation – Developments will be evaluated based upon the number of direct jobs created. Advantage will be given to developments where the wages and benefits for the jobs meet or exceed the current average Per Capita Personal Income in Broadwater County.
 - b. Taxable Valuation – In most cases, private enterprises who contribute more to the community’s tax base will be eligible for greater assistance.
 - c. Leverage-Ratios – Tax increment funds will be used to construct infrastructure in support of secondary value adding economic development. Those investments of tax increment financing which result in a larger infusion of private or other public capital will generally be viewed more favorably, compared to those which result in smaller infusion of private or other public capital.
 - d. Readiness –The development of the Wheatland TEDD will occur as resources become available and opportunities present themselves. In some cases, public projects will occur in support of private investment that would otherwise not occur without that corresponding investment in infrastructure. Private enterprises who have secured public approvals and/or project funding have demonstrated a level of readiness. Program initiatives or funding opportunities may help bring certain TEDD projects forward.
 - e. Health and safety concerns – Projects that address urgent conditions that endanger the “health, safety....and welfare” of the people of Broadwater County and support the purposes of the TEDD may be given greater consideration.
 - f. Sustainability, one-time infusion of funds versus on-going need for funding – Projects that feature sustainable funding strategies will generally be ranked higher than those that require on-going funding.

Each project will be analyzed individually to determine the amount of financial assistance available based upon the factors stated above. Final decisions are made by the County Commission.

How the Criteria are Used

The extent to which these criteria are applied will depend on the specific project or program being considered. They are intended to provide a decision-making framework to set priorities. In most cases, only some of the criteria would apply for a specific project or program. For instance, some projects might rank higher with respect to job creation, while others may result in greater private investment. Through the process of preparing annual work plans, the County may assign more specificity to some or all the criteria, based on changing priorities.

Given the wide range of potential activities, the criteria will be particularly effective in evaluating similar project proposals, such as multiple proposals to install public infrastructure. The criteria can also be used to develop more specific guidelines for financing programs, such as a revolving loan program established under this plan.

The criteria become particularly important as recommendations are made to the County Commission regarding the funding of projects and programs during the budget approval process. Demonstrating how each proposed activity meets the criteria will assist the Commission in evaluating its appropriateness with respect to the goals and objectives of the Wheatland TEDD Comprehensive Development Plan as well as of the County overall.

Funding Mechanisms

Eligible infrastructure projects selected for funding may receive funding through any of the following mechanisms:

- Direct investments in public infrastructure
- Participation in private infrastructure development through the use of tax increment financing loans
- Assistance in the preparation of grant and loan applications for additional funding from other sources as described above.
- Technical Support

Chapter 8. Plan Amendments

The plan provides flexibility to accommodate a variety of approaches. However, changes over time may necessitate more formal amendments to the Comprehensive Development Plan. If required, amendments will be made by ordinance and will be subject to the same review and hearing process as the original plan. Changes to the district boundary will require certification by the Montana Department of Revenue with respect to tax increment financing.

Appendix A. Parcels

Spreadsheet 1 of 3

Parcel ID	GIS Acres	Property ID	Township	Range	Section	Legal Description
Targeted Economic Development District						
Wheat Montana Farms						
1 43110416401100000	7.9	1035872	02 N	01 E	16	S16, T02 N, R01 E, 8 ACRES IN SE4SE4
1a 43110416401104000						Lease
Folkvord Land Holdings						
2 43110416401080000	6.4	1036292	02 N	01 E	16	S16, T02 N, R01 E, C.O.S. 1-308, ACRES 5.9888, TRACT 1A, IN SE4SE4
3 43110416401070000	2.3	1035282	02 N	01 E	16	S16, T02 N, R01 E, C.O.S. 1-308, ACRES 2.342, TRACT 3A, IN SE4SE4
4 43110416401010000	1.2	1035271	02 N	01 E	16	S16, T02 N, R01 E, ACRES 1.162, M&B TRACT IN SE4SE4
Red Green Properties						
5 43110416401060000	2.7	1035958	02 N	01 E	16	S16, T02 N, R01 E, C.O.S. 1-308, ACRES 2.509, TRACT 2A, IN SE4SE4
Estes Express Lines						
6 43110416402010000	4.5	1036126	02 N	01 E	16	S16, T02 N, R01 E, 4.5 A TRACT IN SE4SE4
Fubar Holdings II LLC						
7 43110416101100000	37.2	1036649	02 N	01 E	16	S16, T02 N, R01 E, C.O.S. 1-513, ACRES 37.178, TRACT A, IN E2E2
Bridger Brewing/Vandolah						
8 43110415301040000	248.2	1034465	02 N	01 E	15	S15, T02 N, R01 E, C.O.S. 2-485, ACRES 247.76, TRACT A, IN W2
9 43110415301100000	5.4	1426500	02 N	01 E	15	S15, T02 N, R01 E, C.O.S. 2-189, ACRES 5.92, TRACT C, IN W2SW4
Ron Imber/Ron's Diesel						
10 43110415301060000	9.7	1036437	02 N	01 E	15	S15, T02 N, R01 E, C.O.S. 1-350, ACRES 10, TRACT 1, IN SW4SW4

Spreadsheet 2 of 3

AddressLin	CityStateZ	PropType	FallowAcre	GrazingAcre	NonQualAcr	TotalAcres	TotbuildingValue
10778 US HWY 287	THREE FORKS, MT 59752	IMP_R - Improved Property - Rural	0	0	0	8	1629600
		PARK_R - Manufactured Home Park - Rural	0	0	0	5.988	698020
10770 US HWY 287	THREE FORKS, MT 59752	VAC_R - Vacant Land - Rural	0	0	0	2.342	0
10766 US HWY 287	THREE FORKS, MT 59752	VAC_R - Vacant Land - Rural	0	0	0	1.162	0
		IMP_R - Improved Property - Rural	0	0	0	2.509	117177
		IMP_R - Improved Property - Rural	0	0	0	4.5	148400
		VAC_R - Vacant Land - Rural	0	0	37.178	37.178	0
		VAC_R - Vacant Land - Rural	0	247.76	0	247.76	0
		VAC_R - Vacant Land - Rural	0	5.92	0	5.92	0
		IMP_R - Improved Property - Rural	0	0	0	10	393100

Spreadsheet 3 of 3

TotalLandValue	TotalValue	OwnerNAME	OwnerAddress	OwnerCity	OwnerSt	OwnerZip	CareofTax	Shape_Leng	Shape_Area
50300	1679900	WHEAT MONTANA FARMS INC	PO BOX 1270	THREE FORKS	MT	59752-1270	DEAN FOLKVORD	745.347424	32049.8221
45069	743089	FOLKVORD LAND HOLDING LLC	10847 US HIGHWAY 287	THREE FORKS	MT	59752-9504		1147.514672	25752.97605
35589	35589	FOLKVORD LAND HOLDINGS LLC	10778 US HIGHWAY 287	THREE FORKS	MT	59752-9518		390.637813	9500.549
32521	32521	FOLKVORD LAND HOLDINGS LLC	10847 US HIGHWAY 287	THREE FORKS	MT	59752-9504		275.887895	4704.79725
36023	153200	RED GREEN PROPERTIES LLC	PO BOX 1236	THREE FORKS	MT	59752-1236		550.118968	10750.1787
41200	189600	ESTES EXPRESS LINES	3901 W BROAD ST	RICHMOND	VA	23230-3962		544.424235	18031.34385
1789	1789	IAGER FAMILY IRREVOCABLE TRUST	2825 MT HIGHWAY 278	DILLON	MT	59725-9672		2012.531868	150500.8976
9130	9130	M & M VANDOLAH LLC	7 VANDOLAH RD	THREE FORKS	MT	59752-8673		5309.588408	1004594.697
277	277	M & M VANDOLAH LLC	7 VANDOLAH RD	THREE FORKS	MT	59752-8673		589.573203	21716.7573
55500	448600	IMBERI RONALD J	PO BOX 153	THREE FORKS	MT	59752-0153		932.929064	39425.4123

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