



PARK COUNTY COMMUNITY DEVELOPMENT DEPARTMENT

City/County Building
414 East Callender Street
Livingston, MT 59047

Phone 406-222-4102
Fax 406-222-4109
pfletcher@parkcounty.org

DRAFT PARK COUNTY ECONOMIC DEVELOPMENT PROGRAM (FY 2012)

Revised 5-MAY-2011

OVERVIEW

This proposed work economic development work program includes regional economic development issues and projects, projects that are conceived and intended to be done within the County by the Department of Community Development staff, inter-agency and partnering projects, and the Planning and Development Board volunteer committee structure. Several tasks are process-oriented, some are fundamentally on-going planning projects such as databasing and marketing and others emphasis cooperation and partnering between governments, organizations, private business, and individuals. It is ambitious and relies heavily on the active participation of the Planning and Development Board, teamwork, and individual citizen interest and participation.

One of the major weaknesses of Park County's recent economic development program has been the lack of a coherent regional economic development program subsequent to the 2008-2009 demise of the Northern Rocky Mountain Economic Development District, and the subsequent ineffectiveness of the RMRC&D's efforts to pick up the vacuum left in the wake of the EDD's closure. In addition to the inherent advantages of cooperating regionally on programs that coordinate and enhance resources among other counties and cities, the efficiencies of regional marketing, and the strength inherent in common actions for a common cause, regionalism is for all intents and purposes a pre-requisite of planning and project funding from the U.S. Economic Development Administration and related Montana Department of Commerce programs.

PROPOSED TASKS

TASK 1: PARK COUNTY MEMBERSHIP/PARTICIPATION IN A MULTI-COUNTY ECONOMIC DEVELOPMENT PROGRAM.

1 Continue the present expressed interest of the County Commissioners in seeking mem-
2 bership in an Economic Development District.

3
4 Sub-task 1.1: Re-examine and evaluate related economic development programs such
5 as the Revolving Loan Program (RLF), and a Certified Regional Development Corpora-
6 tion (CRDC).

7
8 Sub-task 1.2: Actively participate in the 2011-2012 regional Comprehensive Economic
9 Development Strategic (CEDs) plan update.

10
11 The CEDs is a plan which provides detailed economic data collection and analysis,
12 public involvement, policy formulation, goal identification, project identification and pri-
13 oritizing, and assignment of timelines and responsibilities for a regional and county eco-
14 nomic development program. The CEDs plan is the prerequisite document for main-
15 taining the region's, the County's and our local municipalities' eligibility for continued
16 economic development planning and project funding from the EDA. The CEDs will also
17 provide the basic research and public process to significantly update the economic de-
18 velopment chapter of the *Park County Growth Policy*.

19
20 Sub-task 1.3: Actively participate in the process of writing a grant to fund the CEDs
21 plan (Sub-task 1.2, above) and locating and applying for other funding opportunities for
22 economic development

23
24
25 **TASK 2.0 COMMUNITY DEVELOPMENT DEPARTMENT PROGRAM(S)**

26
27 Sub-task 2.1 Continue to provide general oversight the County's Revolving Loan Pro-
28 gram

29
30 *Action 2.1.1: Monitor loan portfolio and advise Commissioners on performance of*
31 *fund.*

32
33 *Action 2.1.2. Monitor administrative performance of Prospera*

34
35 *Action 2.1.2: Actively promote the RLF by educating and marketing individuals,*
36 *lending institutions and businesses throughout the County*

37
38 Sub-task 2.2: Continue to expand County's and Region's economic development data-
39 base

40
41 *Action 2.2.1 Actively coordinate data collection activities of other jurisdictions, or-*
42 *ganizations, and government entities into a single, comprehensive database*

43
44 *Action 2.2.2 Design an interactive database that is accessible and capable of*
45 *being seamlessly shared with other economic development part*

1 ners.

2
3 *Action 2.2.3: Develop and conduct original data collection projects, such as tar-*
4 *geted surveys, concerning sub-regional (i.e. data collection districts in geograph-*
5 *ic areas smaller than the entire County) for specific data on demographics, low-*
6 *moderate income characteristics, establishing economic goals and priorities, la-*
7 *bor market characteristics, etc.*

8
9 Sub-task 2.3: Design and maintain a County-wide or regional economic development
10 website

11
12 *Action 2.3.1: Development and maintain an inter-active economic development*
13 *site/property locator function.*

14
15 *Action 2.3.2: Publish database created in Sub-task 2.2, above, to the website as*
16 *a complement to the site/property locator done in Sub-task 2.3.1, above.*

17
18 Sub-task 2.4: Provide quality assistance to Park County communities, businesses and
19 organizations for retention & expansion of business through staff technical assistance
20 and resource identification.

21 *Action 2.4.1: Work with Prospera, Vision Livingston, the Gardiner Chamber of*
22 *Commerce, the Livingston Chamber of Commerce, Small Business Development*
23 *Center (SBDC), and other economic development agencies.*

24 *Action 2.4.2: Promote and support the Business Expansion and Retention (BEAR)*
25 *program by attendance at meetings and visiting with local businesses in rural*
26 *communities.*

27 *Action 2.4.3: Support and work with local economic development groups in the EDD*
28 *region.*

29
30 **TASK 3.0 STRENGTHEN THE ORGANIZATIONAL STRUCTURE AND THE CAPAC-**
31 **ITY OF BOARD AND BOARD MEMBERS.**

32
33 Sub-task 3.1 Continue to actively inform and educate Planning and Development Board
34 members on economic development tool, techniques, opportunities and issues

35
36 Sub-task 3.2: Continue to work on strengthening organizational structure and explore
37 methods of increasing public involvement in the economic development process and
38 planning program.

1 **TASK 4.0: STRENGTHEN PUBLIC INVOLVEMENT AND EDUCATION IN THE**
2 **ECONOMIC DEVELOPMENT PLANNING PROCESS AND ENCOURAGE MEA-**
3 **NINGFUL, ON-GOING PUBLIC PARTICIPATION.**
4

5 Sub-task 4.1: Provide timely press releases or informational columns in local news-
6 papers/newsletters to inform public of economic development events and issues.
7

8 Sub-task 4.2: Publish on a regular basis a Departmental newsletter including,
9 among other things, information on economic development issues.
10

11 Sub-task 4.3: Conduct public informational and participatory meetings throughout
12 the County on a reasonable frequent basis. Hold economic development committee
13 meetings in community outside of Livingston on an occasional basis.
14

15 Sub-task 4.4: Consider expanding the economic development committee by adding
16 citizen volunteers.
17

18 **TASK 5.0: ACTIVELY SEEK NEW ECONOMIC DEVELOPMENT OPPORTUNITIES**
19 **BY COORDINATING AND PARTNERING WITH OTHER COUNTIES, COMMUNI-**
20 **TIES, AND ORGANIZATIONS ON PROJECTS OF MUTUAL INTEREST.**
21

22 **TASK 6.0: DEVELOP A STRATEGY FOR ACTIVELY COORDINATING WITH JOB**
23 **SERVICE AND OTHER EMPLOYMENT, JOBS AND LABOR-FORCE TRAINING**
24 **ORGANIZATIONS TO ENHANCE SPECIFIC PROGRAMS TO ASSESS AND IM-**
25 **PROVE THE SKILLS AND RESOURCES OF THE LOCAL LABOR MARKET.**
26

27 Sub-task 6.1: Prepare and distribute a County-wide economic and labor market sur-
28 vey to obtain more detailed and useful labor market information and job-training
29 needs for Park County.
30

31 Sub-task 6.2: Seek funds to develop and implement a County-wide program to im-
32 prove job-seeking, interviewing, job performance skills to supplement existing train-
33 ing programs.
34

35
36 **TASK 7.0 CONDUCT SPECIALIZED RESEARCH AND PRODUCE TACTICAL**
37 **REPORTS ON IDENTIFIED AND PRIORITIZED ECONOMIC DEVELOPMENT IS-**
38 **SUES:**
39

40 Sub-task 7.1 Feasibility study on Park County Business Incubator Facility.
41

42 Activity 7.1: Research and evaluate the feasibility of encouraging local entre-
43 preneurs with good business plans or start-up businesses by planning and
44 building a County business incubator facility
45

1 Activity 7.2: Develop a strategy for better using the County’s revolving loan
2 program to partner with local lending institutions to assist financing local en-
3 trepreneurial and start-up ventures in connection with a comprehensive incu-
4 bator and small business support system.

5
6 Activity 7.3: Identify funding sources to support the necessary preliminary en-
7 gineering/architectural design plans and construction of a local incubator facili-
8 ty and program.

9
10 Activity 7.4 Research and develop a business and marketing plan for the in-
11 cubator facility and program, including strategies for promoting the program
12 throughout the region and state towards a goal of creating locally-based small
13 business clusters¹ by attracting entrepreneurs with a good business plan.

14
15 Sub-task 7.2 Complete an inventory and analysis of all County-owned property and
16 assess those properties are suitable if economic development projects or for trade,
17 lease or sale for purposes of funding economic development projects.

18
19 Activity 7..2.1 For property found to be feasible as part of an economic devel-
20 opment project, prepare a grant application and conduct a Brownfields, or
21 equivalent environmental assessment.

22
23 Sub-task 7.3: Research and complete a regional Tele-communications study.

24
25 Sub-task 7.4: Research and complete a regional labor market study.

26
27 Sub-task 7.5: Develop, distribute and analyze a county-wide business needs as-
28 sessment survey to better focus an effective small business support program.

29
30 Sub-task 7.6: Develop, distribute, and analyze a county-wide economic and demo-
31 graphic survey to obtain more current and in-depth information on a small geograph-
32 ical areas to support a targeted economic development planning program.

33
34 **TASK 8.0 EVALUATE, AND WHEN APPROPRIATE, SUPPORT PROJECTS THAT**
35 **ARE CONSISTENT WITH THE GROWTH POLICY AND PROTECT THE NATURAL**
36 **ENVIRONMENT WHILE UTILIZING NATURAL AND RENEWABLE RESOURCES**
37 **FOR ENERGY PRODUCTION.**

38
39 Sub-task 8.1 Evaluate energy development opportunities in the County and region with
40 respect to economic development, job creation, effect on the County’s budget, services
41 and infrastructure, planning, and environmental protection.

¹ A **business cluster** is a geographic concentration of interconnected businesses, suppliers, and associated institu-
tions in a particular field. Clusters are considered to increase the productivity with which companies can compete,
nationally and globally

- 1 Sub-task 8.2 Consistent with good environmental stewardship, investigate the feasibility
2 of encouraging responsible gas energy development in northern Park County.
- 3 Sub-task 8.3 Research the opportunities and liabilities associated with continued wind
4 energy development projects in the County and assess whether a specific County policy
5 land use regulation should be considered to facilitate future environmentally sensitive
6 projects.
7

8 **AVAILABLE STAFFING²**

- 9 Park Community Development Department (NRM EDD interim staff):
- 10 Philip Fletcher, J.D., ABD (Economics), Certified Economic Developer; Director
11 William Michael Inman, MPA; Senior Planner
12 Jerry Stevens, Planning Technician
- 13 Gallatin County (NRM EDD interim staff)
- 14 Earl Mathews, MPA, Certified Economic Development Financial Professional;
15 Gallatin County Administrator
- 16 Warren Vaughn, MA, Land Use Planner
- 17 Tom Rogers, MURP, American Institute of Certified Planners
- 18 Larry Watson, Grants Administrator
- 19 Partners (to be identified later)
- 20 Volunteers/groups (to be identified later)
- 21 Consultants (to be identified later)
- 22 Others (to be identified later)

²² Portions of this proposed work program will be done in conjunction with the NRM EDD as part of the CEDS economic development planning grant. To complete the research and planning required under the regional CEDS, Gallatin County Planning Department and Park County Community Development Department have agreed to combine efforts and staff as needed to complete some of the tasks listed above.

