



Broadwater County Community Review Phase II Report

March 8-9, 2023

ACKNOWLEDGEMENTS

The success of the Broadwater County Community Review is due to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, or participating in a listening session or other conversation with the visiting team. Special thanks to John Hahn and Craig Vietz with the Broadwater County Development Corporation; to Allison Kosto, Extension Agent, MSU Extension, and Vickie Rauser, Townsend City Council.

SPONSORING AGENCIES AND ORGANIZATIONS

- Broadwater County Development Corporation
- KLJ Engineering
- Montana Business Assistance Connection
- Montana Economic Developers Association
- University of Idaho*

Finally, the visiting team thanks the organizations, businesses, and individuals below for their contributions of support, time, and information to this project.

Broadwater County Development Corporation
Montana Business Assistance Connection
United Methodist Church
MSU Extension Broadwater County
Townsend Public Schools
Great West Engineering



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BROADWATER COUNTY COMMUNITY REVIEW TEAM

Phase II Home Team Leaders

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BROADWATER COUNTY PHASE II OVERVIEW

The Montana Community Review process has three phases. We call these three phases Listen, Learn, and Launch. In Broadwater County, the Listen and Learn phases were successfully implemented with Phase 1 activities occurring October 11 – 13, 2022. That report can be accessed at <https://www.townsendmt.com/> - scroll down to the WeCAN logo



In March, 2023, the people of Broadwater County rose to the action plan challenge, worked with the Visiting Team, and is now into the Launch phase in which a Community Coach and Steering Committee are at work.

This part of the Broadwater County Community Review Report will cover Phase 2, the “learn” phase. Following the Advance Team visit and the compiling of the Phase 1 Report, shouldered were tapped of specialists around the state who could address the issues the people of Broadwater County wanted to work on.

Phase II Agenda/Schedule

Wednesday, March 8th

Working lunch

- Working lunch: introductions, summary of Phase I, review of focus areas, purpose of Phase II, Community Coach role and possible candidates were discussed

Work Session 1: Concurrent Focus Area Sessions

- Residents brainstormed projects for each focus area
- In three focus area groups, residents prioritized the possible projects and identified three top projects to present at Town Hall Meeting

Town Hall Meeting

- The whole community was invited to discuss and vote for highest priority projects for each focus area

Thursday, March 9th

Work Session 2: Concurrent Focus Area Sessions

- Focus area groups reconvened to develop action plans for all projects included in each focus area

Next Steps Discussion

- Clarified structure and logistics going forward
- Discussed Phase III (project launch)

Focus Area Presentations

- Action plans were presented
- Community Coach selected

The following information will provide details on every step of the process summarized above and as well as resources from the Visiting Team to assist each Working Group as Broadwater County begins the launch phase of the Community Review

BROADWATER COUNTY PHASE 2 VISITING TEAM

The following team was formed to assist Broadwater County in delving deep into issues and provide information to help Broadwater County move forward. The team members matched the topic areas the people of Broadwater County identified during the Listen phase, including Housing & Planning; Recreation & Community Center; EMS; Senior & Social Services.

Additional Phase II Home Team and Visiting Team Members

Housing and Planning

Nicole Brown—Broadwater Co. Community Development

JB Howick—Townsend Hardware

Cindy Donnell—USDA Rural Development

Justin Tiffany—Billings Clinic. Broadwater

Joseph Gill—Townsend Schools

Jackie Girard—US Dept of Housing and Urban Development, Helena,

Jacqueline.m.girard@hud.gov

Jennifer Olson—US Dept of Housing and Urban Development, Jennifer.h.olson@hud.gov

Samantha Ferrat—Local rancher and Ambassador for MT. Farmers Union

EMS, Social Services, Senior Services and Child Care

Megan Poe

Ashley Pena—Resource Contact – Rocky

Allison Kosto—MSU Extension – Home Team

Father Cody

Katherine Anderson—MBAC – Visiting Team

Samara Lynde—Resource Contact: Rocky

Lindsey Richtmyer

Tory Richtmyer

Ruby Taylor

Nick Rauser

Sophie Nelson—Resource Contact: Montana Cooperative Development Center (MCDC)

Dean Nelson—Resource Contact: MT Opticom

Recreation, Trails and Community Building

Al Christophersen

Traci Maughan

Kate Humphrey

Jeff Langlinais
Laura Sattler—USDA Rural Development
Tim Pool—Chamber of Commerce

Thanks to each of these team members for donating their time and expertise to Broadwater County!

PHASE II NARRATIVE SUMMARY



CONCURRENT TOPIC SESSIONS

Setting priorities and defining issues

Following a working lunch on day one of Phase 2, the Home Team and Visiting Team gathered with the interested citizens of Broadwater County to brainstorm, prioritize and plan projects for each of the three topic/focus areas, which were 1. Housing and Planning, 2. Trails and Community Building, and 3) Emergency Services, Senior Citizen, Childcare, and Social Services. Visiting Team members sat at the table of their specialty and assisted in planning next steps. Within each small group, using worksheet B (see appendix) as guidance, the teams began outlining potential projects. Below are lists of possible projects brainstormed for each focus area during the first concurrent topic session.

Brainstormed ideas included Aging in Place projects (increasing services, partnerships, spaces and places to become an age friendly community), Emergency Services improvements, land

trusts, tiny homes, housing co-ops and other strategies for increasing workforce and senior housing availability, community centers, recreation plans, and trail development plans. The full list of brainstormed projects (not all of which were selected as priorities at this time), is included in Appendix A.

Each group narrowed down issues under each topic to three priorities and to the extent possible, defined the problem or project, named resources that would be needed, and listed people who could assist. Those in attendance gathered back together and one person from each group reported on the ideas discussed in their group.



TOWN HALL MEETING

Affirming projects and priorities

The town hall meeting on Wednesday evening included a brief overview of presentations from each working group about the topics and issues they identified earlier in the day. After the presentations, each project was written on poster paper and each attendee was given three sticky dots to vote for their top three priorities among the nine projects presented by the focus area teams. The top vote getters were 1. Land Trust 2. Aging in Place 3. Community Center. The working groups took the community votes and spent Thursday morning, March 9th developing action plans for these priorities.





NEXT STEPS

Selecting a Community Coach and Launch!

After the working groups spent Thursday morning continuing work on action plans, the group shared lunch together and then discussed next steps. A community coach was identified and Craig Vietz, BCDC and Home Team member, accepted the role to keep each of the focus area teams moving forward, help overcome hurdles as they arise, and report back to BCDC along with the Steering Committee members. The visiting team summarized what comes next, that the Visiting Team will write a report with all the resources gathered from the information shared by resource team members and follow-up by the Visiting Team would happen in approximately one year.



PHASE II ACTION PLAN PRESENTATIONS AND DOCUMENTATION

Community Meeting – Focus Area Presentations

Each focus area presented the action plan they developed for the top priorities. Each team also shared that they would all be planning to meet again as a team in April to continue the work started in this Phase II effort. Phase 2 concluded with the Visiting Team and Home Team providing a full report at United Methodist Church. Below each summary of presentations are the table forms of action plans, which provide a little more detail and indicate where there are aspects of the plans still to be developed. Plans for other projects that were brainstormed but were not among the top three priorities, are also included in table format for future use.

Focus Area Action Plans

Housing and planning

Presentation to the Community

The housing focus group has a long-term goal to assist seniors and workforce housing concerns, in a three-to-five-year process. Below are their 10-step focus areas:

Step One:

- Contact Montana Community Land Trust Association.
 - Goal is to understand what is needed to incorporate how the trust owns the property, but the homeowners own the building.
 - This would reduce the acquisition cost tremendously.
 - This first step helps people manage the cost of housing.

Step Two:

- Acquire from city and county their CIP (Capital Improvement Plan) and growth plans.
 - Goal is to understand what opportunities are, and what the requirements are to proceed.

Step Three:

- Acquire city and county subdivision ordinances.
 - Opportunities and limitations to growth.
 - Goal is to see what we have to work with to achieve this.

Step Four:

- Collaborate with local schools, both locally and East Helena and Three Forks districts that border the county.
 - Goal is to engage students, let them help educate, inform, and communicate how to use social media to inform the public on what is going on. “The kids” know better how to do this.

Step Five:

- Investigate the rules of housing authorities.
 - Receive comments from existing housing authorities.
 - Decide if it makes sense to become a city or county housing authority in order to take the lead in senior housing.

Step Six:

- Investigate rules for nonprofits.
 - How to best organize a land trust.
 - Montana Community Land Trust Association can provide guidance to pros and cons of nonprofit as the organizing authority over the trust.

Step Seven:

- Determine scope of housing needs.
 - How large a problem is this? A couple dozen homes needed, or hundreds?

Step Eight:

- Identify current job vacancies and needs.
 - We have a decent idea of what is needed for senior housing, but less of an idea what workforce housing needs are.
 - How many workers are in need; what are their skill sets, etc.

Step Nine:

- Identify existing reusable and developable resources/sites.
 - Land and buildings that could be remodeled and solve the problem, but need to understand what needs are in the whole county to see how big a need there is.

Step Ten:

- Draw up conclusions.
 - By April 17, bring info together.
 - Decide the scope of intended project and how to organize.
 - Might change over time, but at least get a beginning.
 - How to interface with community organizations, such as local governments, for assistance.
- End Goal is to have a final organizational meeting before May 1.

Discussion:

- Seem to be a lot of properties owned by out of county/staters who only use for recreational vehicle storage.
 - How to convey an opportunity for these to become rentals.
 - Approach it as “how can you help us make this a better place to live.”
- Other vacant or abandoned properties that might help solve the problem.

Housing Action Plan Working Documents

Project: Community Land Trust

Goal: Preserve land for a particular purpose. Develop affordable housing (in perpetuity) 0-120% median household income.

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Contact MT Community Land Trust-educational + informative Presentation	Vickie Rauser			April 17 th , make contact and convo about when to have presentation.
Housing authority- investigating whether to work under this type organization. And, non=profit or housing authority; how to organize.	JB Howick	Helena Housing Authority. County wide H.A. Billings Housing Authority.		April 17 th , make contact and begin conversation.
Approach city and county to engage interest. Identify tax, foreclosure and or/blighted properties.	Vickie Rauser (city) Tacy Swanton (county) Nicole Brown (county)	Dept of Revenue. Clerk + Recorder. County Treasurer. Capital improvement plan, does it exist? How dated is it?	Know what already exists.	May 1 st , report findings.
Scope of the housing problems and need. And, identify quantity and type of job vacancies. Identify seniors in community still living in homes alone. What type of housing doe we need? Short term, single family, tiny homes, etc.	Vickie Rauser Tacy Swanton Nicole Brown	Census. Face-to-face conversations. Chamber of Commerce. Dept of Revenue. Census Data. Housing Inventory Assessment.		
Identify partners (land trust, HRDC, etc). Identify additional financial resources. Identify possible properties (blighted, foreclosed, etc)				

Goal: Proactive City and County Planning to Support Housing

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Find + review CIP and growth plan at both county and city levels	Leslie H.	Planning board City planning Clerk + recorder Check websites		Research project and gather, Apr 17
Review + document what emergency services are in existence within subdivision regulations.	Leslie H.	County planning-CEDS-subdivigion regs. Check websites.		Research project and gather, Apr 17
Educate people on front + back end of planning; pros + cons.	H.S. students-Susie H. EHHS, THS, BHS Communicate team.	Share/report out. Linsey R.		Vickie, Apr 17
Track zoning conversations + actions.		Be present at such meetings/convos		
Collaborate + communicate between city + county gov't.		Willingness to engage both sides/entities.		
Advocate for a joint city/county meeting on quarterly basis.		Pitch idea to both entities. Communicate across ALL medias about the meetings.		



Project: Tiny homes for senior and workforce housing

Goal: Planned community with permanent structure for senior living and workforce housing, and/or temporary housing.

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Stay cognizant of this possibility while researching + working towards the other projects (CLT + proactive planning)				
Info materials about permanent tiny homes. Other communities. Engineering brochures.		Dave w/MT Contractors Association—for trade apprenticeships.		

TRAILS and COMMUNITY BUILDING:

Visiting and Home Team members

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Tim Pool
Chamber of Commerce
Timpool03@yahoo.com

Presentation to the Community

PROJECT ONE:

- Talked about prioritizing trails; formed committees; defined partners.
 - Multiple partner potential.
 - Parks & Rec, BCDC, Rotary, Boy Scouts, Fish and Wildlife, park services, other gov't agencies such as county and city council.
- Positive start is we already have some master plans, for the Silos and the Fairgrounds.
 - Trails could become part of those master plans and develop a total master plan for the whole county including the added trail systems.
 - “Low hanging fruit” to get started.
 - New/improved sidewalks all through town.
 - There is a lot of funding available right now, over next 4 or 5 years, in the billions of dollars, nationwide so the funding is competitive, but we could have a good chance for “low hanging fruit” projects.
- Also add a pedestrian bridge along the main bridge over the Missouri River to connect trail from town to Indian Creek campgrounds and on to the Silos area.
 - Discuss with Montana Department of Transportation. The more involved, the better chance for funding.
- Timeline of two years to at least get the trail to campground and hopefully the pedestrian bridge.

PROJECT TWO:

- Develop recreational businesses and assets, such as boat rental (rivers and lake).
 - Already some such as paddleboarding, so build on this.

PROJECT THREE (and the main focus):

- Community Building
 - recreation/community/teen/indoor swimming pool/emergency services.
 - Other ideas: pickle ball, basketball, exercise, office, meeting, commercial kitchen.
 - Some might charge a use fee, or be concession stands, maybe auditorium, etc.
 - Funding might be more available if it serves as emergency shelter.
 - Dependable utilities, electricity, internet, etc.
- Action
 - Form committee - probably parks and rec involved.
 - Get local people, school kids, Chamber, DOT, and those involved with Trails, too.
 - Determine resources, completion date (multi-year).

- Might be more than one building.
- The Fairgrounds is considering a community building, so this might complement.
- Hope to be private and not use city or county funding.

Discussion

- Potential for commercial opportunities, such as supplemental business that support the community. Possibly childcare.
- Make it sustainable for long term service.
- Hope that the future challenge would be scheduling because so popular!

Trails and Community Building Action Plan Working Documents

Goal: Community Center

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Form a committee	John Hahn BCDC			
Fairgrounds investigation for new community building	Committee that is formed	Fair and rodeo board		
Identify alternate sites	committee			
Figure out who will build and maintain it. Growth plan and cost process.	committee			
Infrastructure needs				
What will be in the center: pools, emergency shelter, etc.				

Goal: Trail Development

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Form a committee	John Hahn AC	Buy ?? 4H youth		End of April 2023
Identify partners, who to reach out to	AC and committee at large			End of June 2023
Prioritize projects in county for trail development	Parks and rec board, Adam ? BCDC + Rotary Committee formed	Ready for meetings		End of August 2023
Master Plan for county trail development	Committee, BCDC	Tourism board, Anaconda, \$80,000 Becky Bey? \$125,000 Shannon ???		End of December 2025
Implement low hanging fruit, e.g. fairgrounds	committee	Becky Bey		



Goal: Create Recreation Development Plan

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Form a committee	Adam Six Chamber John Hahn BCDC DOT Fish & Wildlife	Time commitment		End of June 2023
Identify partners and who needs to be at the table	Coast Guard Fish & Wildlife Businesses Youth	Time commitment		End of June 2023
What eneds to be done Develop scope of work	Committee and external partners, youth	Time commitment		End of October 2023
Develop plan	Committee's work Not consulted	Time, survey (\$), data fees \$		End of October 2025
Distribute plan		Printing costs/postage		November 2025



EMS, SENIOR, CHILDCARE, AND SOCIAL SERVICES

Visiting and Home Team members

Megan Poe

Ashley Pena—Resource Contact – Rocky

Allison Kosto—MSU Extension – Home Team

Father Cody

Katherine Anderson—MBAC – Visiting Team

Samara Lynde—Resource Contact: Rocky

Lindsey Richtmyer

Tory Richtmyer

Ruby Taylor

Nick Rauser

Sophie Nelson—Resource Contact: Montana Cooperative Development Center (MCDC)

Dean Nelson—Resource Contact: MT Opticom

Presentation to the Community

SENIOR

- Aging in Place for senior population.
 - Goal is how to best communicate with the senior population.
 - They may not use social media, so how to keep them involved.
 - Issues such as transportation, social events, available resources.
- Begin by talking to that community.
 - What are their needs.
 - What is lacking.
- Put out a survey for some answers to those needs.
 - How to get this out to that population?
 - Doctors' offices, town boards, public health, utility bill insert (contact city hall), churches, grocery checkout, food pantry, ad in local paper, family members...
 - Might visit individually.
 - Reach out to families, since they know what their senior members need.
- Action plan is to have the survey out by end of April.
 - Rocky Mountain Development Center can help with dispersing surveys.

CHILDCARE

- Provide services and outreach for integral training to babysit/childcare.
- First step:
 - Consolidate training info, CPR, etc.
 - Provide outreach
 - Work with schools

- Committee meeting in April to discuss next steps, next outreach.
 - Find location for training to occur.
 - Set up before summer for summer babysitting.

- Long term goal
 - Find multi-use space where ongoing childcare can occur.
 - Possibly combine with the community center project.

- Check out other childcare co-ops, such as Montana Co-op, as model for this to work.
 - Philipsburg example from 2019
 - They did it all themselves; found building, etc. a true co-op. It's running so well, they already have to find a larger space!

EMS, Senior, Childcare and Social Services Action Plan Working Documents

**Goal: Communication, Transportation, Attainable Services, Social Aspect
Champion(s) Rocky, County, Ministerial group**

ACTION STEPS What you need to do to reach the goal	PERSONS OR PARTNERS RESPONSIBLE Who is responsible for each action step	RESOURCES NEEDED INTERNAL AND/OR EXTERNAL Resources needed to complete action steps	PROGRESS INDICATED = BENCHMARK How you know that you have made progress on each action step	COMPLETION DATE When you expect to complete each action step
Write survey (ask Rocky to handle survey)	Father Cody			To Rocky board by 3/23
Put on board agenda	Ashley			Done
Make service flyer	Megan Poe			
Stuff envelopes	RSVP volunteers			
Follow-up meeting	Allison Kosto			

Resources for Focus Area Teams

For all topic areas, additional resources can be found in the searchable database on the Western Community Assessment Network (WeCAN) website:
<https://www.communityreview.org/resource-database>

An additional Montana-specific list of helpful resources is included in Appendix B. A demographic profile of the county is included in Appendix C.

HOUSING & PLANNING RESOURCES

HUD

Jennifer Olson

Housing Resources: [Montana | HUD.gov / U.S. Department of Housing and Urban Development \(HUD\)](#)

Montana State University Honors College/Community Design Center

Brian Bush

Resources: Brian works on community design and would like to offer services to assist with the trail master plan, community rec center, childcare facility, EMS facility and housing needs. He offers more affordable fees and incorporates student interns in as a way to engage with the community. He has several resources he can drum up to support these projects.

AARP has a [Liveable Communities](#) program and network as well as a [Community Challenge Grant program](#) that provide a wealth of resources for increasing accessibility and liveability for persons over 50 in communities. Housing is a major focus of AARP resources.

WeCAN Housing Solutions Roundtable, speaker recordings (includes two Montana programs), housing resources guide and housing 101 guide: <https://www.communityreview.org/peer-learning-network/housing-solutions>

Park County Planning and Zoning. Park County is in the process of adopting a public involvement plan. Contact the Planning Board for more information:
<https://www.parkcounty.org/Government-Departments/Planning/>

Prickly Pear Land Trust

Nate Kopp

Resources: Prickly Pear Land Trust is committed to the belief that open space is essential to the well-being of all communities. Spacious views, abundant wildlife, and recreational opportunities renew and revitalize our spirits. Maintaining traditional agricultural lands preserves Montana's cultural heritage. Prickly Pear Land Trust seeks to preserve and protect the rural character of the Prickly Pear Valley and adjoining lands in Lewis and Clark, Jefferson, Broadwater, and Powell counties through voluntary and cooperative means. **Prickly Pear would be a great resource if the community wants to pursue a land trust model further.**

EMS, SENIOR, CHILDCARE, SOCIAL SERVICE RESOURCES

Montana Cooperative Development Center

Sophia Nelson

Resources:

- **Consulting services**, including project development, grant research, project administration, new cooperative development assistance
- **Childcare: add resource links here**

Easterseals-Goodwill Northern Rocky Mountain Inc.

Deborah Matiska

Resources for Senior Services

- Adult Day Services
- Disability Services
- Day Services
- Supported Living
- Individualized Employment Program
- Hospice Services
- Medallion Home Health Care
- Personal Care Services
- Senior Employment Services (SCSEP)
- SNAP Employment & Training

Rocky Mountain Development Center

Samara Lynde and Ashley Pena

Resources:

- **Senior Services:**
 - **Rocky's Agency on Aging** (Support groups, grocery and pharmacy shopping, delivery service, hospital clearances, financial assistance, telephone check-ins, etc.)
 - **Rocky Senior Nutrition** (meals on wheels and menus)
 - **Rocky Senior Transportation Services** (ADA-accessible free transportation in the Helena area)

USDA

Laura Sattler and Cindy Donnell

Resources: Direct loan program might be a good fit for the Combined EMS Dispatch, All hazards all training project. They would need to find out who would own and operate the facility and review their project request and organizational documents to determine eligibility.

Resources for Childcare Services

Resources: Family Engagement – Child Care Connections (cccmontana.org)

Childcare Connections:

Brandi Thomas, brandi@cccmontana.org

Resources:

- [Family Resources](#)
- [Choosing Quality Childcare](#)
- [Child Safety Program](#)

[Montana Cooperative Development Center \(MCDC\)](#)

Sophie Nelson, sophia@mcdc.coop

RECREATION & COMMUNITY CENTER RESOURCES

Community Center Working Group

1. County-wide recreation master plan.

- a. CDBG Planning: [Planning Activities - Community Development Block Grant Program - Community Development Division \(mt.gov\)](#)
- b. Institute for Tourism and Recreational Research: [Institute for Tourism & Recreation Research \(umt.edu\)](#) Has materials, resources, and potential source for data.

2. Trail development (multi-modal) connecting recreational areas (the Silos) across the Missouri into Townsend and to the Fairgrounds, this might also include a trail south towards Three Forks.

a. Fish, Wildlife, and Parks Recreational Trail Development Grants:

- [Recreational Trails Program Grants | Montana FWP \(mt.gov\)](#)
- [Montana Trail Stewardship Grant Program 2023-tsp_guidelines-120622.pdf \(mt.gov\)](#)

b. Tourism Grant Program: [Tourism Grant Program - Montana Office of Tourism and Business Development \(mt.gov\)](#)

c. Trail Planning and Design Hub - American Trails: Has resources, guidebooks, best practices in trail development, and has a trails fund grant program.

d. Progress Fund Trail Town Program assessment tool and guide:

<https://www.trailtowns.org/assessments-research>

e. The Outdoor Towns Toolkit provides step by step instructions for transforming your community into an Outdoor Town. <https://townsandtrailstoolkit.com>

f. The Outdoor Recreation Economy report by the **Outdoor Recreation Association** provides helpful economic information about how communities can benefit from outdoor recreation development. This information can also help with partner buy-in and grant proposals.

g. Outdoor Recreation Roundtable (ORR): [ORR](#) helps rural communities build sustainable and thriving recreation economies. through its Rural Economic Development Toolkit, Implementation Grants, and other partnerships with rural practitioners around the country.

3. Community Recreation Center: pool(s), educational spaces, commercial kitchen, childcare, etc. (might be done in phases)
 - b. **USDA-RD: Community Facilities Direct Loan & Grant Program** in Montana: Community Facilities Direct Loan & Grant Program in Montana | Rural Development (usda.gov)
 - c. **National Park Service Land and Water Conservation Fund: State and Local Grant Funding - Land and Water Conservation Fund (U.S. National Park Service)** (nps.gov), The State Side of the LWCF provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities
 - d. **Department of Commerce CDBG-Community Facilities: Public and Community Facilities - Community Development Block Grant Program - Community Development Division** (mt.gov)
 - e. Specifically related to Childcare: **Zero to Five Montana:**
 - Home - Zero to Five
 - ReturnonInvestment.pdf (zerotofive.org)

Appendix A: Project Idea Brainstorm Results

Aging in Place

1. Senior Services – Community for Active Seniors (Age Friendly Community)
 - a) In-home care
 - b) More housing, including multi-story with elevators
 - c) Transportation
2. Senior and Highschool partnerships
3. Develop a vibrant Senior Center
 - a. Activities
 - b. Classes
4. Transportation to Senior Services and shopping in Helena
5. Seniors/disabled transportation (Vickie Rauser)
 - a. Help people stay in their homes with assistance
 - b. Obstacles: Funding, equipment, staffing

Broadwater All Hazards All Discipline

1. **Broadwater All Hazards All Discipline:** *(This project didn't gain much traction. The group concluded that many staffing issues are rooted in a lack of funding, workforce housing, etc. All things that aren't achievable to address in a small group must be discussed at the state or fed level).*

Goals:

- Improve communication between county agencies
- Support outreach assistance to provide faster services county-wide
- Find an employee grant writer to look at potential streams of funding
- Increase representation of Broadwater County at the state level
- Improve recruitment strategies for young volunteers/cadet programs?
- Support higher education incentive programs to get more volunteers/young people interested in the profession
- Support collaborative opportunities for career sharing/career days with local schools to give more visibility to the EMS professions.

Long-Term Goals:

- Get complete staffing needs met for the Broadwater County area

Next Steps:

- Identify existing efforts

- Consolidation/gather information on County growth and demographics
- Connect with LEPC about possible sub-group formation

Housing and Planning

1. Modify state law to change land distribution restrictions (obo or o6o?) workforce housing.
 - a) Modify county and Townsend city ordinances to permit high density workforce housing – combo family/multifamily with parking and off-street storage for recreational vehicles.
 - b) How to depress housing values.
 - c) How to prohibit resale undermining.
2. Establish community housing authorities in Townsend city and county to facilitate new housing.
 - a) Coordinate with three landowners to determine first to third choice of location.
 - b) Coordinate tenants and loans to facilitate construction and purchase.
 - c) Reconstruction of downtown buildings for 2nd and 3rd floor housing.
 - d) Demolition of property behind alleys off 8 roadway (?) to create “high rise” living (crime might increase).
3. Community Land Trust.
4. More proactive city/county planning (that supports housing development).
5. Tiny home development (seniors)
6. Possible Project: Housing Co-op
7. Revolving inventory of houses to help people get into right housing
 - a) Obstacles: Funding, acquiring inventory
8. Mutual self-help: housing build
9. Community input into “new neighborhoods.”
 - a) (obstacles) Zoning and planning
10. Business/Housing.
 - a) Business/clinic or similar with apartments above
11. Senior independent living community
12. Habitat for Humanity with donated/discounted land
13. Creation of a Relocation Guide.
 - a) Longest Table Dinner Picnic
 - b) Celebrate our resources
 - c) Obstacle: Fundraising

14. Growth Plan Policy
 - a) Zoning, increased subdivision fees, taxation of casinos and tourism which supports preservation of agriculture and natural resources that already exist in Broadwater County communities.
15. Affordable housing—senior and low income
16. High-speed broadband access (out of town)

Recreation, Trails, Community Building

1. Agritourism for Natural Resource and education cooperative.
 - a) With Ag, NR, Mining, Manufacturing etc, Apprentice programs.
2. Missouri River Ped bridge and trail system to Silver Rec and Dikes
3. Fairground Multiple Use
4. Lake Rec—Silos R.A.
5. Trails
6. Restaurant/rumble strips
7. Create a Friends of the Library board
8. Recreation/community center/indoor pool
9. Trail Development plan
 - a) Funding needed to achieve this goal
 - b) Others involved: forest service, city/county, Fish & Wildlife
10. County Plan for recreation development
11. Identify ownership of Toston Bridge and improve access and use.
12. Festivals/events: Kite (The Bob Marley Kite Festival), Artwalk, Sidewalk art, “Hello” walk, expansion of Ag Day at the school – open to community, Longest Community Picnic Table

Appendix B: General Resources

Business Mentorship

Organization	Resource/Contact Person	Contact Information
Montana Business Assistance Connection (MBAC)	Brian Obert and MBAC Staff	Bobert@mbac.biz
Broadwater County Development Center (BCDC)	John Hahn	hahnsupply@mt.net
Townsend Chamber of Commerce	Tim Poole Townsend Chamber	timpool03@yahoo.com
Helena Chamber of Commerce	Callie Aschim	caschim@helenachamber.com
Small Business Development Center (SBDC)	Ryan Loomis - Helena College SBDC	Ryan.Loomis@HelenaCollege.edu
State Chamber of Commerce	Todd O'Hair	Todd@MontanaChamber.com
Department of Agriculture and Livestock	Mike Honeycutt	livboard@mt.gov
Blackstone Launchpad	Sarah Truglio	sarah.truglio@mso.umt.edu
Montana Cooperative Development Center (MCDC)	Tracy McIntyre	tracy@mcdc.coop
Western Montana Score Chapter	Jim Vemich	james.vemich@scorevolunteer.org
Accelerate Montana's Rural Innovation Initiative (AMRII)	Karl Unterschuetz - AMRII	Karl Unterschuetz

Tourism Development

Organization	Resource/Contact Person	Contact Information
Montana Main Street	Micky Zurcher	mzurcher@helenabid.com
Tourism Advisory Council	Alicia Harvey	Alicia.harvey@montana.edu
Montana Ambassadors	Andy Gordon – Helena	andy@vgcapitalgroup.com
Montana Department of Commerce	Mackenzie Espaland	Mackenzie.Espaland@mt.gov
Made in Montana Program	Need Contact Information	Need Email/Phone
Food and Ag Development Network	Jessica Pendleton - Butte	jpendleton@headwatersrcd.org
Southwest Montana	Need Contact Information	info@southwestmt.com
Visit Helena	Andrea Opitz	AOpitz@Helenamt.com
Missouri Valley Marketing	Rachael Elliot-Brug	readingleaves406@gmail.com
Broadwater County Development Center (BCDC)	John Hahn	hahnsupply@mt.net
Montana Business Assistance Connection (MBAC)	Brian Obert and MBAC Staff	Bobert@mbac.biz
Montana Trade Show Assistance	Angelyn DeYoung	406-841-2783

Housing Resources

Organization	Resource/Contact Person	Contact Information
Habitat for Humanity	Jacob Kuntz	jacobk@helenahabitat.org
Montana Housing Coalition	Sheila Rice	mthousingcoalition@yahoo.com
Montana Continuum of Care Coalition	David O'Leary	david@mtcoc.org
HUD	Jennifer Olson	Jennifer.H.Olson@hud.gov
USDA Housing Programs	Katina Uecker	Katina.uecker@usda.gov
Rocky Mountain Development Corp (RMDC)	Liz Mogstad	lmogstad@rmdc.net

City/County Resources

Organization	Resource/Contact Person	Contact Information
League of Cities	Kelly Lynch	kelly.lynch@mtleague.net
Montana University System	Allison Kosto, MSU Extension	allison.kosto@montana.edu
National Association of Counties	Jason Rittle MACO	jrittal@mtcounties.org
State Chamber of Commerce	Todd O'Hair State Chamber	Todd@MontanaChamber.com
Local Government Center (MSU)	Dan Clark	daniel.clark@montana.edu

Workforce Development

Organization	Resource/Contact Person	Contact Information
AJAY	Gabrielle Eklund Rowley	gerowley@americanjobs4youth.org
State Workforce Innovation Board (SWIB)	Wes Feist	wesley.feist.ch@gmail.com
Accelerate Montana	Jeri Bucy	jeri.bucy@mso.umt.edu
Veterans Business Outreach Center (VBOC)	Dustin Frost	dustin@bigskyeda.org
Veterans Ascend	Robyn Grable	robyn@veteransascend.com
Helena WINS	McKinley Winkle	mwinkle@helenachamber.com
Skillbridge	Leif Ibsen	leif@vetoppsmt.com

Funding/Capital Stack Resources

Organization	Resource/Contact Person	Contact Information
Big Sky Trust Fund (BSTF)	Kevann Cambell	K2Campbell@mt.gov
Montana Department of Commerce	Mackenzie Espaland	Mackenzie.Espaland@mt.gov
Community Development Block Grant (CDBG)	Mackenzie Espaland	Mackenzie.Espaland@mt.gov
Montana Main Street	Micky Zurcher	mzurcher@helenabid.com
USDA Rural Development Business Programs	Lad Barney	lad.barney@usda.gov
Montana Facility Finance Authority	Adam Gill	AdamGill@mt.gov
Montana Board of Investment	Doug Hill	DHill@mt.gov
Preserve Montana	Chere Gusto	chere@preservemontana.org

Childcare Resources

Organization	Resource/Contact Person	Contact Information
Montana Cooperative Development Center (MCDC)	Tracy McCintyre	tracy@mcde.coop
Zero to Five Child Care Business Advisor	Jason Nitschke	jasonn@zerotofive.org
DPHHS	Patty Butler	PButler@mt.gov
Child Care Connections	Tori Sproles	tori@cccmontana.org
Montana Child Care Resource & Referral Network	Tori Sproles – Region 4	tori@cccmontana.org

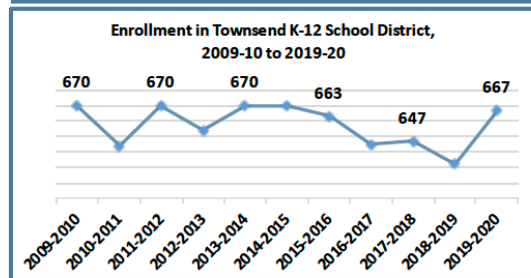
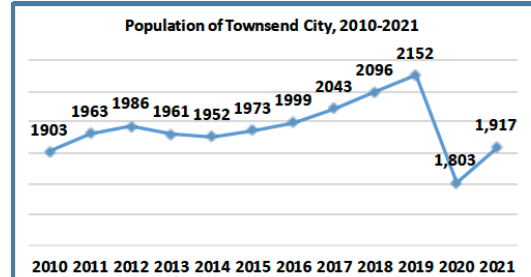
Appendix C: County Demographic Profile

Broadwater County, Montana COMMUNITY PROFILE

POPULATION CHARACTERISTICS

	Broadwater County	Townsend City
Total population		
2021	7,288	1,903
2010	5,633	1,878
Change 2010-2021	29%	1%
Population by race, 2017-2021 average		
White alone	95%	96%
American Indian or Alaskan Native alone	0%	2%
Other	3%	2%
Population by ethnicity, 2017-2021 average		
Non-Hispanic	97%	95%
Hispanic	3%	5%
Population by age group, 2017-2021 average		
Under age 18	19%	16%
Age 18-64	58%	63%
Age 65 and older	23%	21%
Median age, 2017-2021 average, years	47	53

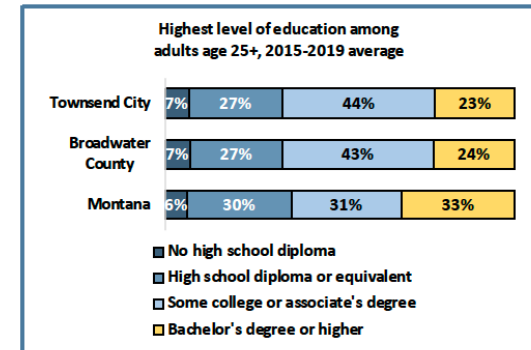
SOURCE: US Census Bureau



SOCIAL CHARACTERISTICS

	Montana State	Broadwater County	Townsend City
Income, 2017-2021 average			
Per capita income	\$34,423	\$33,398	\$28,958
Median household income	\$52,559	\$56,469	\$50,341
Poverty, 2017-2021 average			
Overall poverty			
Number	131,512	454	224
Rate	12.5%	6.9%	10.3%
Children living in poverty			
Number	34,405	77	53
Rate	15.2%	6.1%	14.7%
Food insecurity, 2018			
Overall rate	8.5%	7.9%	—
Rate among children	13.6%	13.3%	—

SOURCES: US Census Bureau, Feeding America



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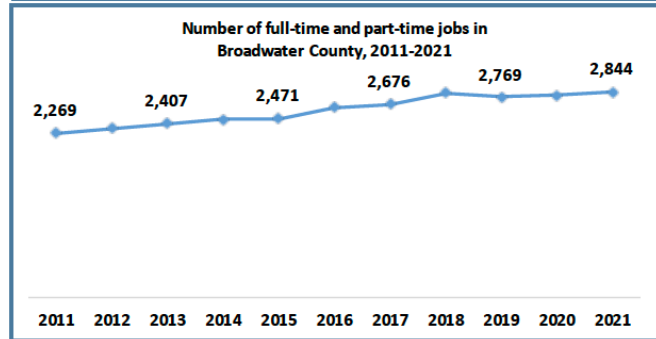
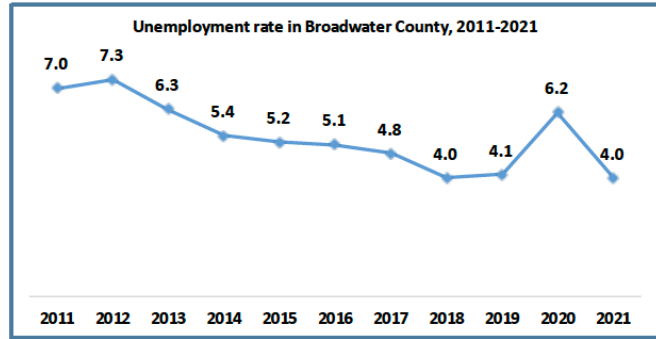


University of Idaho
Extension

ECONOMIC CHARACTERISTICS

	Broadwater County
Full- and part-time jobs	
Total, 2019	2,844
Total, 2014	2,632
Total, 2009	2,269
Change, 2014-2019	8%
Change, 2009-2014	16%
Employment characteristics	
Unemployment rate, 2019	4.0%
Self-employment rate, 2019	49%
Average annual pay, 2019	\$41,336
Business establishments with paid employees, by size, 2017	
Total number of business establishments	175
With 1-4 paid employees	73%
With 5-9 paid employees	14%
With 10-19 paid employees	7%
With 20-49 paid employees	4%
With 50 or more paid employees	0%

SOURCES: US Bureau of Economic Analysis, US Department of Labor, US Census Bureau



HOUSING CHARACTERISTICS

	Broadwater County	Townsend City
Total housing units, 2015-2019 average		
Number of housing units	2,740	966
Housing type, 2015-2019 average		
1 unit, attached or detached	79%	69%
2-4 units	2%	5%
5 or more units	4%	10%
Mobile home, boat, RV, van, etc.	15%	16%
Housing tenure for occupied housing units, 2015-2019 average		
Owner-occupied units	81%	74%
Renter-occupied units	19%	26%
Housing affordability, 2015-2019 average		
Households spending 30% or more of income on housing costs		
Owner-occupied units	40%	33%
Renter-occupied units	32%	47%

SOURCE: US Census Bureau

PROJECT PARTNERS

University of Idaho

Montana Economic Developers Association

Broadwater County Development Corporation

CONTACT INFORMATION

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(406) 266-3857

MORE DATA

For more information about your community, view the demographic and other profiles at Headwaters Economics' Economic Profile System: <https://headwaterseconomics.org/tools/economic-profile-system/>