

Appendix P – Montana Connections Strategic Plan



Long Range/Strategic Plan
Sunset - June 30, 2022

Vision – Montana Connections will be the top performing, most flexible and unique Industrial Park and will be substantially full.

Mission – Montana Connections is the low cost-high value Industrial Park with planning and business services available ensuring an on time and on budget development. While growing and diversifying the economy of Butte-Silver Bow and Southwest Montana.

Goals

- **Best Value Industrial Park in Montana**
 - Complete Infrastructure
 - Rail Served Parcels
 - Create a Plan to ensure Silver Lake Water is available for future industries
 - Potable Water System
 - Fiber Loop availability
 - Create plans to bring existing infrastructure to newly created parcels
 - Land Acquisition (State and Solvay)
 - Certified Shovel Ready Sites
 - Strengthen Services provided by Port of Montana
 - Greenway/Greenspace Development
 - Work with existing businesses (retention)
- **Diversify the Economy** – Assist with creating an economy in Silver Bow
 - Build Manufacturing Space to be sold
 - Market Park to Developers
 - Attend trade conferences
 - Direct Marketing Lists and Marketing Material
 - List on Loopnet and work with Real Estate Agents
 - Partner with Port of Montana on Marketing Efforts
 - Familiarization Tour

Tasks

- **Infrastructure Development** – Identify all Infrastructure projects that should be accomplished prior to sunset of the TIFID. Prioritize those projects based upon creating an Industrial Park that has the

necessary infrastructure available for a variety of industry sectors including manufacturing and distribution.

Project	Start Date	Progress	Estimated Completion Date	Comments
Railroad Lease and Spur Construction	1/1/2015	10% Complete	12/31/2019	Working to get engineers on board for potential design
Potable Water	1/1/2016	100% Complete – contracted with an engineer for design	9/30/2018	Will be going out to bid in August 2017
Fiber loop Connections	1/1/2016	30% - working on an RFP for design and construction	7/31/2019	Century Link will install fiber summer 2019
Entrance and Directional Signage	9/15/2014	100% Complete	10/31/2015	
Build Flexible Manufacturing Facility	1/1/2015	90% Complete	7/31/2018	Completed 1 st building and working on 2nd
Silver Lake Water System	4/15/2015	0% Complete	TBD	
Road Development	1/1/2016	20% - Creation of NG site will create a path	12/31/2018	Contracted with Everly for design and construction oversight.
Site Development	1/1/2016	10% - Creation of NG site will force discussion	12/31/2018	Road development is assisting with future parcel planning.
Greenway Connection	TBD			
Substation/Electrical Development	TBD			
Curbing/Gutter/Sidewalk	TBD	May not be needed		
Recreational Facility/Trail/Greenspace	TBD			
Ongoing Infrastructure Maintenance Fund	TBD			

- **Marketing/Administration** – Core strategies and key industries have been identified through the Olson Communications Marketing and Website report and the Angelou Economics Report and will be targeted through thoughtful and varied marketing techniques.

Project	Start Date	Progress	Estimated Completion Date	
Master Land Use Plan	1/1/2015	100% Complete	9/15/16	
Marketing Staff/Public Relations	2/15/2015	100% Complete	4/15/17	Jeremy Gatz-Miller hired in April 2017
Networking – Conferences, Site Visits	1/1/2015	20% Complete	Continual	
Budgeting/Expenditure Efficiency	2/15/2015	100% Complete	4/15/2017	We now have credit cards and Marketing person hired
Targeted Marketing Lists/Marketing Materials	5/1/2015	10% Complete – set up meetings at conference to discuss	12/31/2017	
Website Updates	1/1/2015	Continual –		Cooper Fisher has been hired to update the website and assist with blog content
Workforce Information	1/1/2015	40% - working with a Sector Partnership on workforce issues – Subscribed to workforce Database (JobsEQ)	12/31/2017	Sector Partnership did not thrive. JobsEQ is invaluable tool. Still working with School District and other partners.
Real Estate Relationships/Loopnet Listings	1/1/2015	25%	12/31/2017	Need to create marketing material to post on Loopnet.
Familiarization Tour	TBD		12/31/2017	

Metrics

- **Incremental Taxable Value**
 - Base Year Taxable Value 1994 - \$1,720,608 w/o Rhodia & REC - \$ 93,887

- Year Ending 2015 Taxable Value - \$ 8,456,057 w/o Rhodia & REC - \$228,208
- Actual for 2016 – Taxable Value \$6,741,649 w/o Rhodia & REC \$330,031
- Goal for 2019
- Goal by 2022 -
- **Number of Employees in the Montana Connections Park**
 - 2014 Base Line – **468**
 - Goal for 2016 -**750 Actual - 493**
 - Goal for 2019 - **1000**
 - Goal by 2022 - **1200**
- **Number of Occupied Facilities (Complexes) in Montana Connections Park**
 - 2014 Base Line – **8**
 - Goal for 2016 -**15 – Actual 9**
 - Goal for 2019 - **20**
 - Goal for 2022 - **25**
- **Number of Potentially Developable Acres owned by Butte-Silver Bow**
 - 2014 Base Line – **1162**
 - Goal for 2016 – **800 – Actual 1142**
 - Goal for 2019 - **400**
 - Goal for 2022 - **0**
- **Customer Satisfaction Ratings**
 - Survey results – 100%
 - Ratio of Contacts to Complete Projects – 25%
 - Touches Annually -12

Metrics Table

Company	Year	Employees	Complexes	Acres	Undeveloped Acres	Developable Acres
Port of Montana	2017	20	1	53		
Old Dominion	2017	10	1	20		
Scoular Grain	2017	1	1	19		
Montana Precision Products	2017	150	1	40		
FedEx Freight	2017	100	1	28		
Silver Bow Drive In	2017	3	1	36		
Hestekind Parcel	2017	0	0	17		
Rhodia/Solvay	2017	3	1	784		
REC Silicon	2017	250	1	243		
German Gulch Development	2017	4	1	14		
National Guard	2017			53		
Agrasyst	2017	0	0	10		
Butte-Silver Bow	2017				68	1,095
Total		541	9	1,317	68	1,095