
ROOSEVELT COUNTY GROWTH PLAN

ADOPTED ON: JUNE 1, 2021



INTRODUCTION	4
WHAT IS A GROWTH POLICY?	5
WHY IS ROOSEVELT COUNTY WRITING A GROWTH POLICY?	5
HOW WAS THIS GROWTH POLICY WRITTEN?	5
HOW TO USE THIS GROWTH POLICY?	5
DOCUMENT OUTLINE	6
COMMUNITY CONDITIONS	7
OVERVIEW	8
GEOGRAPHY	10
COUNTY GOVERNMENT	11
CHECKERBOARDING	12
JURISDICTIONS	14
SOCIO-ECONOMIC INDICATORS	18
PUBLIC ENGAGEMENT	26
KEY FINDINGS	29
LAND USE & TRANSPORTATION	31
GOALS & POLICIES	32
BEST PRACTICE: SUBAREA PLANNING IN USK, WA	33
BEST PRACTICE: WIND ENERGY ORDINANCE IN MORTON COUNTY, ND	35

COMMUNITY ECONOMIC DEVELOPMENT	38
OVERVIEW	38
GOALS & POLICIES	39
BEST PRACTICE: CHAUTAUQUA COUNTY LAND IN BANK CORPORATION	41
STREAMLINED SERVICE DELIVERY	44
OVERVIEW	44
GOALS & POLICIES	45
BEST PRACTICE: DEVELOPING THE FOUR PRINCIPLES OF CPTED	48
NATURAL & CULTURAL RESOURCES	51
GOALS & POLICIES	52
BEST PRACTICE: VOLUNTOURISM	54
IMPLEMENTATION	56



INTRODUCTION



WHAT IS A GROWTH POLICY?

A Growth Policy details the community's vision for future development and provides the tools to achieve long-range planning objectives. The ability for counties and cities in Montana to develop and implement a Growth Policy comes from State statute (MCA 76-1-601). Growth Policies are legal documents that form the basis for policy decisions. The term Growth Policy is exclusive to the State of Montana, but the utilization of a comprehensive planning document to guide community actions is a standard practice in cities and counties across the United States.

WHY IS ROOSEVELT COUNTY WRITING A GROWTH POLICY?

Roosevelt County is writing a Growth Policy to ensure future growth in the County is sustainable, resilient, and reflective of the local public vision. The Growth Policy gives the guidance on how to grow jobs and protect heritage industries as well as how to tackle community issues such as blight and crime.

HOW WAS THIS GROWTH POLICY WRITTEN?

With funding from the Community Development Block Grant program, Roosevelt County contracted with Interstate Engineering, a civil engineering and planning firm that specializes in rural development, to lead the County through the process of creating a Growth Policy. The planning process augments community engagement, stakeholder interviews, socio-economic and historical research with the best management practices to produce a comprehensive set of goals and policies for the County to utilize for community development. Growth Policies are typically updated every five years but look as far ahead as 20 years into the future.

HOW TO USE THIS GROWTH POLICY?

This document lays the foundation for community action and enables county agencies to develop programs, initiatives, regulations, and other items to achieve community goals. A Growth Policy is not a to-do list or an instruction manual, but rather a living document that grows with the County, as demonstrated by the typical five-year update cycle. Growth Policies are also vital when pursuing community development projects because funding sources often require the project to be justified by a community plan like a growth policy.





DOCUMENT OUTLINE

This document first provides a general overview of the Roosevelt County with by describing the Community Conditions. Next, this growth policy outlines the feedback received from the public through the community survey, stakeholder interviews, and public engagement events. Together, these items help formulate the “Key Findings”- statements that serve as the baseline for the goals and policies developed for the County.

The goals and policies for the County are organized into four broad categories- Land Use/ Transportation, Economic Development, Streamlined Service Delivery, and Natural Resources. Each goal and its associated policies are discussed, and some best practices examples that are particularly pertinent to Roosevelt County are provided. Finally, the document contains an implementation guide for the Growth Policy, providing a framework for utilizing the document to created sustained action and change.

COMMUNITY CONDITIONS



OVERVIEW

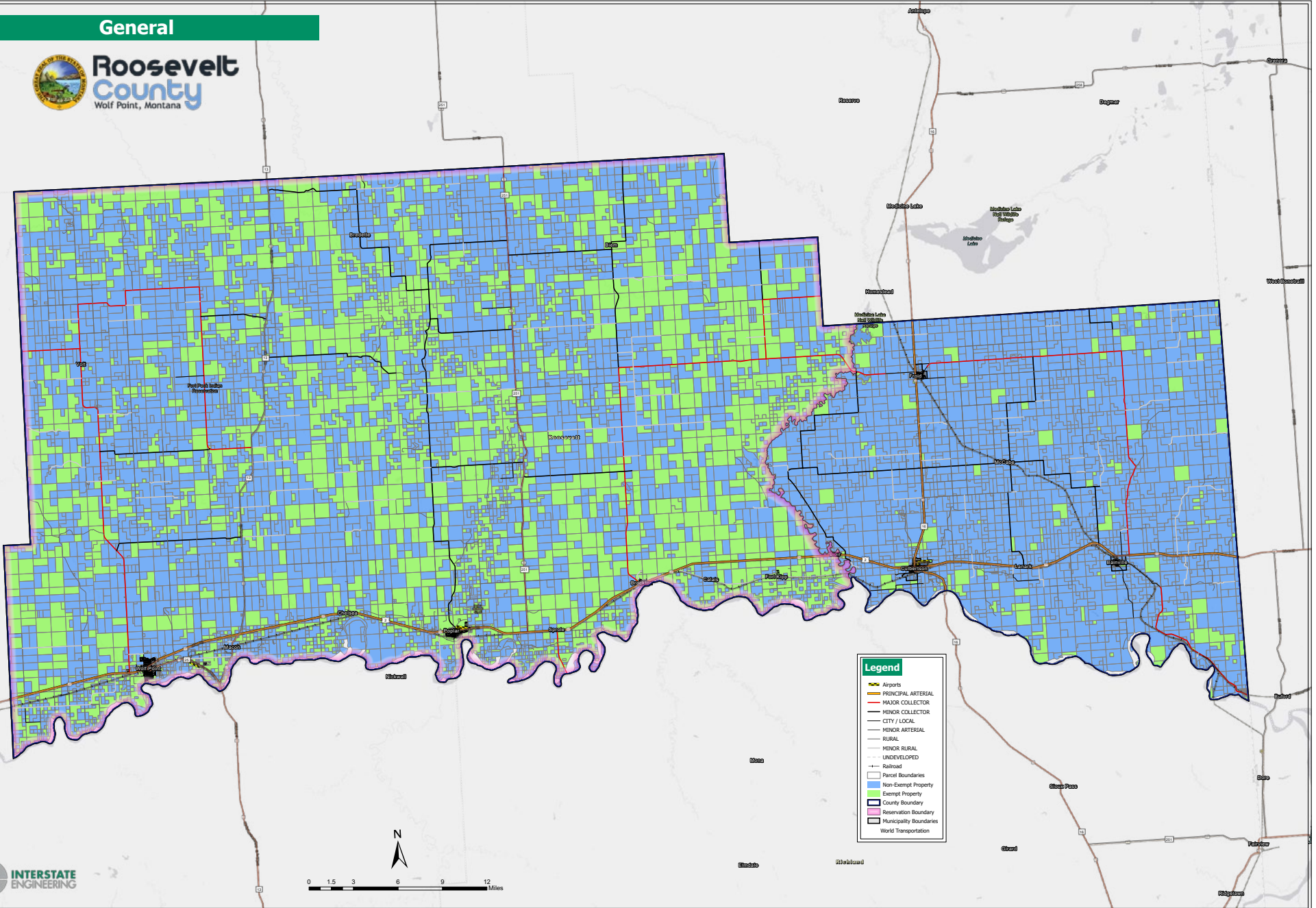
Roosevelt County is located in the slow, rolling hills of northeastern Montana. The region is colloquially known as the MonDak region because of the close ties between northeastern Montana and western North Dakota. The County is in a strategic location at the center of this region, sharing a boarder with North Dakota—specifically the oil-rich Williams County to the east. The county seat, Wolf Point, is just 69 miles south of the Saskatchewan border. The County is bordered to the north by Sheridan and Daniels County, to the South by Richland and McCone County, and the west by Valley County. The county was created in 1919 when the Montana Legislature broke apart the once larger Sheridan County. The name honors former president Theodore Roosevelt, who had died shortly before the county was formed. Much of present-day Roosevelt County lies within the Fort Peck Indian Reservation, and over half of County's approximately 12,000 residents are Native Americans of the Assiniboiné or Sioux Tribes.



General



Roosevelt County
Wolf Point, Montana





GEOGRAPHY

Roosevelt County is approximately 2,484 square miles, or 1,589,624 acres, making it the 29th largest county in the State of Montana and larger than two states, Rhode Island and Delaware. The County is bound to the south by the Missouri River. The Montana State Field Guide indicates that two general ecosystems are found in the County. The southeastern portion of the county is part of the Great Plains Badlands ecosystem of eastern Montana, where eroded formations dominate the landscape and natural vegetation cover is limited in this area. The rest of the County contains vast windswept plains and rolling hills of Great Plains Mixed Grass and Great Plains Sand Prairie ecosystems. The County climate consists of hot, dry summers and bitterly cold winters with 25-30 inches of annual snowfall.

[Want to learn more about the geography and ecology of Roosevelt County? Visit the Montana State Field Guide at \[fieldguide.mt.gov\]\(http://fieldguide.mt.gov\)](http://fieldguide.mt.gov)

COUNTY GOVERNMENT

The mission of Roosevelt County is to improve the function of County government to serve its citizens and the region as efficiently and cost effectively as possible through the joint effort of our employees and leadership. The County is led by three non-partisan commissioners, each elected from districts of equal population and land mass. The Commissioners lead a government organized into the following departments:

- > Council on Aging
- > Clerk and Recorder
- > Clerk of District Court
- > County Attorney
- > Disaster and Emergency Services (DES)
- > Geographic Information Systems (GIS)
- > Health
- > Justice of the Peace
- > Land Planning
- > Road Department
- > Sanitarian
- > Sheriff/Coroner
- > Treasure

Want to learn more about how your county government operates? Visit the Roosevelt County website at rooseveltcounty.org





CHECKERBOARDING

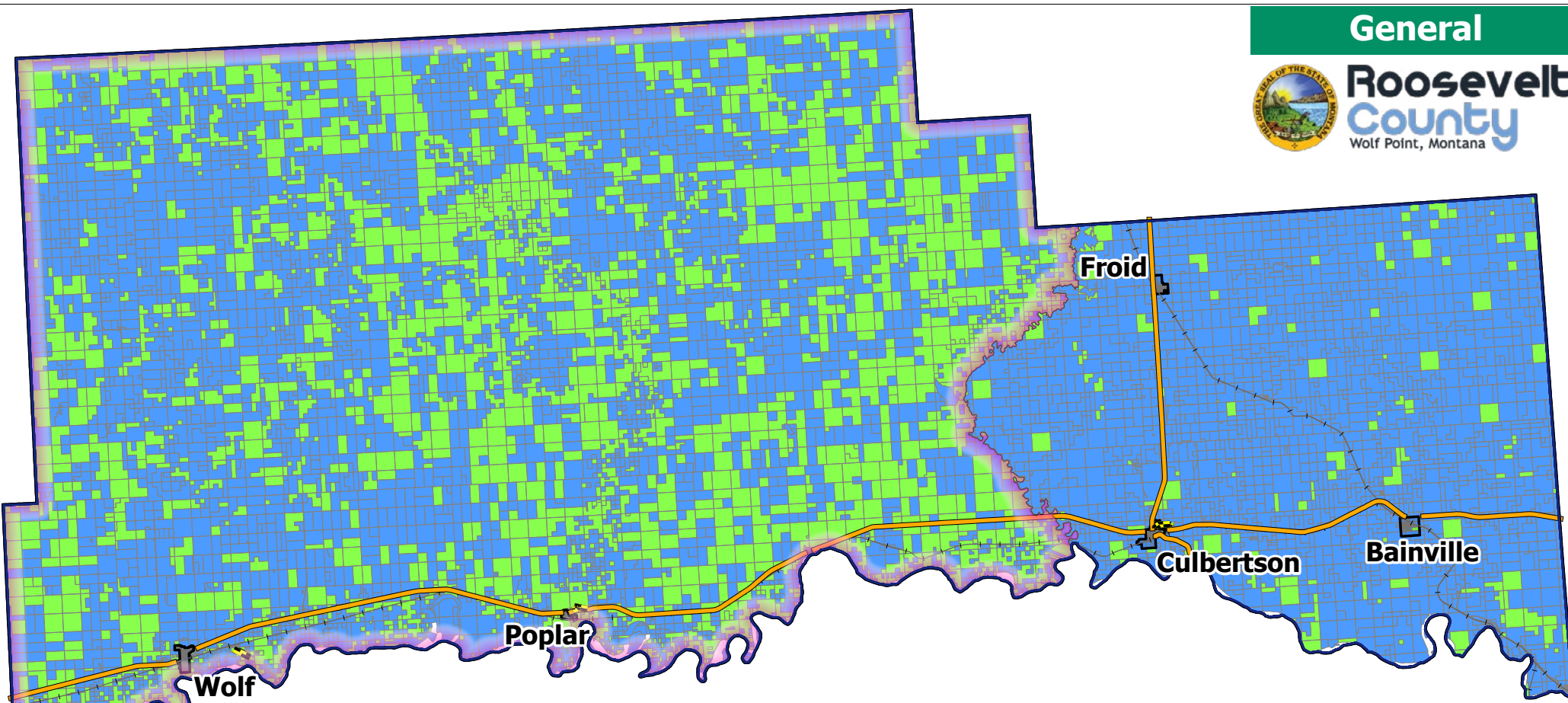
A defining feature of Roosevelt County is that many different governments and government agencies have jurisdiction within the County's borders. Approximately 1/3 of the total land area, or 498,384 acres, is either state land, federal land, or tribally owned (either in Trust or in Fee-Simple). The majority of this (470,103 acres) is tribally owned in non-contiguous tracts across the Reservation in the middle and western sections of the County, resulting in the intermingling of sovereign and fee-simple parcels of the Fort Peck Tribes with privately-held land. This intermingling is augmented by the state and federal lands scattered across the County as well. This situation is aptly named checkerboarding.

Across the County's checkboard there are five municipalities- Wolf Point, Poplar, Culbertson, Bainville, and Froid. The two largest Cities, Wolf Point and Poplar, lie within the boundaries of Fort Peck Indian Reservation. While less than 1/3 of the County land is tribally owned, almost 74% of the County is within the Reservation boundaries. There are many other named places, the largest of which is the formerly incorporated Town of Brockton.

General



Roosevelt County
Wolf Point, Montana



Legend

Airports

Principal Arterial

Railroad

Parcel Boundaries

Non-Exempt Property

Exempt Property

County Boundary

Reservation Boundary

Municipality Boundaries



0 3 6 12 18 24 Miles

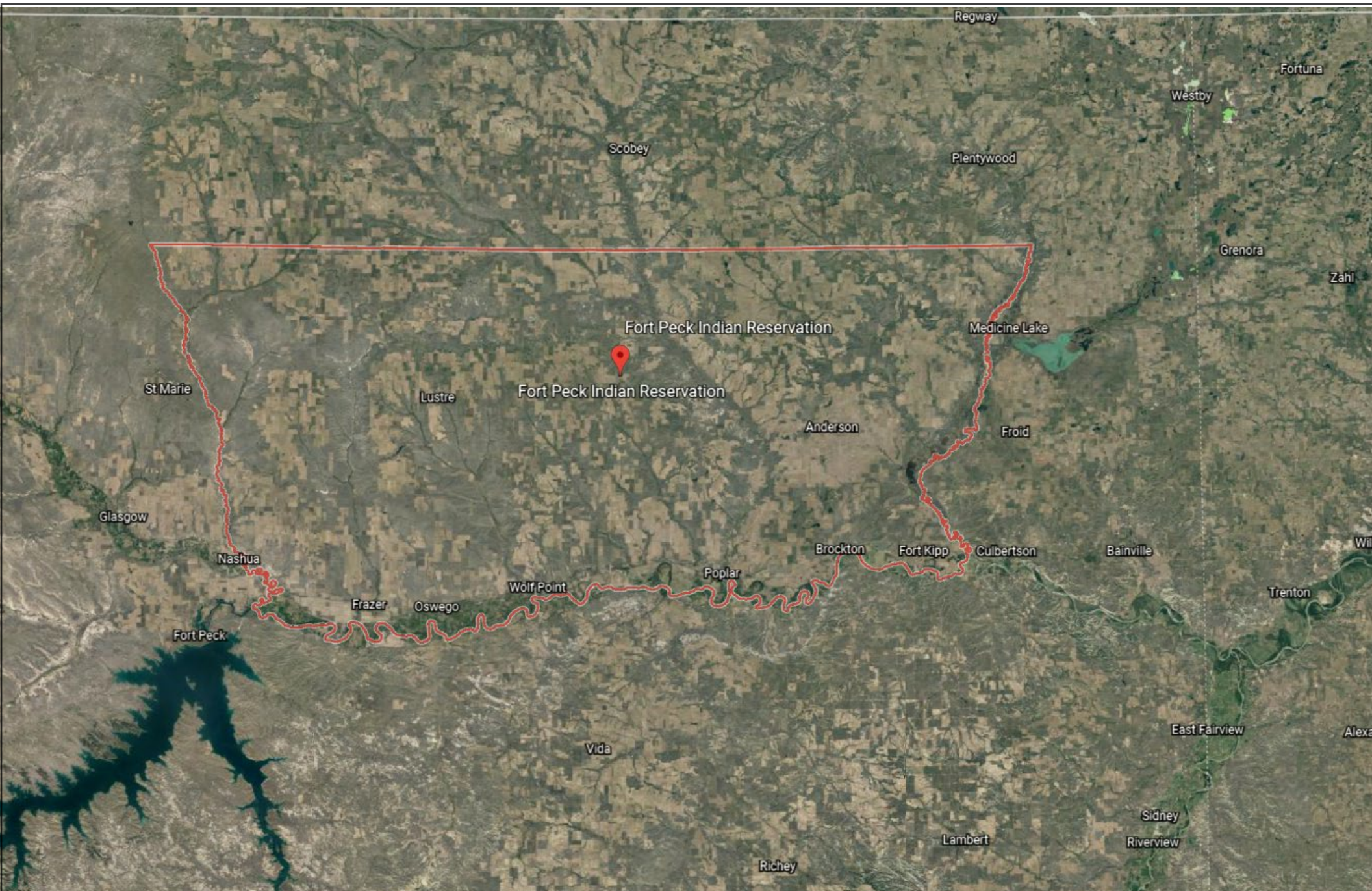




JURISDICTIONS

The Fort Peck Indian Reservation

The Fort Peck Indian Reservation is located, in part, within the boundaries of present-day Roosevelt County. Numerous branches of two separate nations- the Assiniboine and the Sioux- now call the Fort Peck Indian Reservation home. The Fort Peck Tribes make up over half of the County's population and the influence of Tribal culture and affairs can be seen throughout the County. The Tribal government operates several programs that impact the greater community out of their headquarters in Poplar, including the Fort Peck Community College, the Tribal Housing Authority, and the Poplar Wellness Center.



The Municipalities



WOLF POINT

Wolf Point is the westernmost City in the county, serving as County Seat as well as a regional economic and transportation hub. The City has a population of approximately 3,000. Some highlights include a historic downtown, the Fort Peck Tribes' Silver Wolf Casino, and the famous Wolf Point Wild Horse Stampede. The near-by L.M. Clayton Airport features commercial air service to Billings, and a rail station in town is served by Amtrak's Empire Builder (Chicago to Seattle/Portland).



POPLAR

The City of approximately 900 is the headquarters of the Fort Peck Reservation. Poplar is home to the Fort Peck Community College, the Fort Peck Tribes' Industrial Park, and features the Poplar Agency Historic District.



CULBERTSON

The economic center of eastern Roosevelt County, Culbertson is the home to approximately 800 people and the Roosevelt County Fair. Culbertson has many employment opportunities as well as a grocery store, hardware store, and implement dealer. A large United Grain facility demonstrates that agriculture plays an important part of the City's economy.



BAINVILLE

Bainville with the most eastern community in the County, less than 30 miles to the largest City of the region - Williston, ND. 208 people call Bainville home. In addition to its nearness to the Williston metro and the North Dakota oil fields, Bainville is the closest Town to the historic Fort Buford, perhaps best known as the place where Sitting Bull surrendered to the United States in 1881.



FROID

Froid is located north of Culberston on State Highway 16. This small community of approximately 200 people is the only incorporated city in Roosevelt County not located on Highway 2. However, Froid is just a short drive away from the Medicine Lake National Wildlife Refuge.



BROCKTON

Brockton was once an incorporated town along Highway 2 just east of Poplar. It is the 4th largest settlement in the County at approximately 255 people. While it no longer has a municipal government, the Brockton School District educates 130 students in all grades at their campus within the former City limits.

SOCIO-ECONOMIC INDICATORS

A review of socio-economic indicators shows how Roosevelt County compares to the region and the State of Montana and reveals trends about how the County might grow into the future. By looking at population changes, age breakdown, and racial composition of Roosevelt County, we can begin to see how the steady-state population of the County is likely going to change into the future. Augmenting this with economic and housing data shows the “playing field” where these demographics changes will occur. Much of the indicator data comes from 2018 US Census 5-year Estimates, which is the most recent, cohesive source for socio-economic statistics for Roosevelt County..

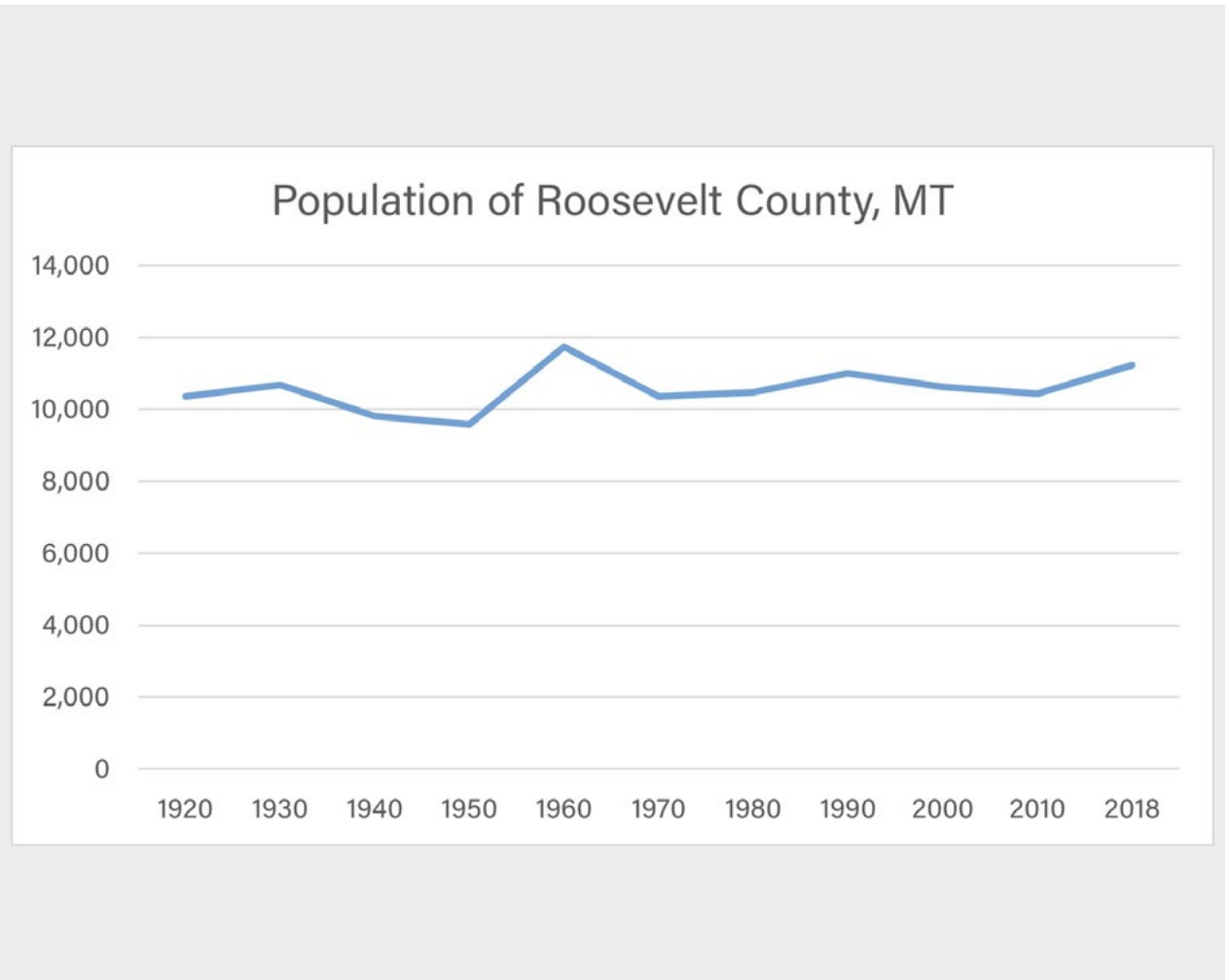
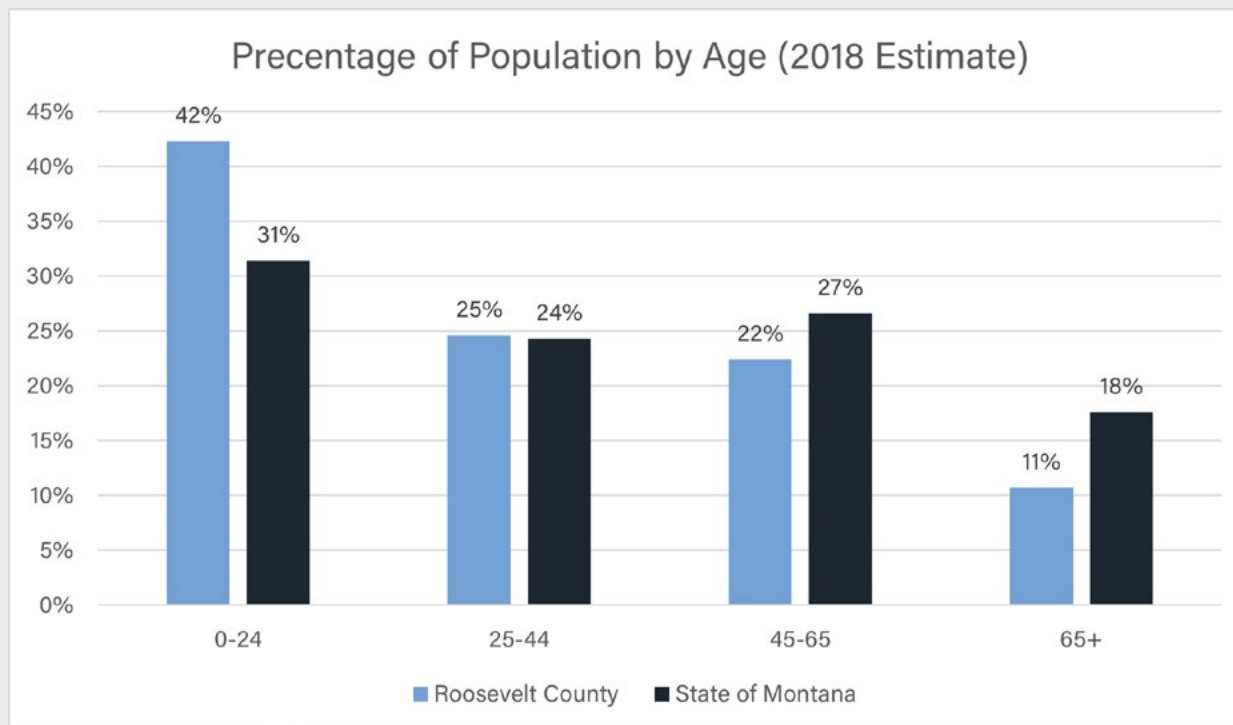


TABLE 1: SOURCE- US CENSUS BUREAU



The US Census Bureau's most recent estimate for the population of Roosevelt County is 11,228 people. Roosevelt County has historically had a very stable population, as demonstrated by Table 1. The population of county has sat between 9,500 and 12,000 people since 1920. However, the average age of Roosevelt County is trending younger compared to the State. The population of the County is younger than the State; 42% of residents are under the age of 25, which is 11 points higher than the same cohort across Montana. Additionally, only 11% of Roosevelt County is older than 65. This indicates that population growth is likely, although the extent of which will be determined by how government policies and economic realities shape the future.

TABLE 2: SOURCE- US CENSUS BUREAU

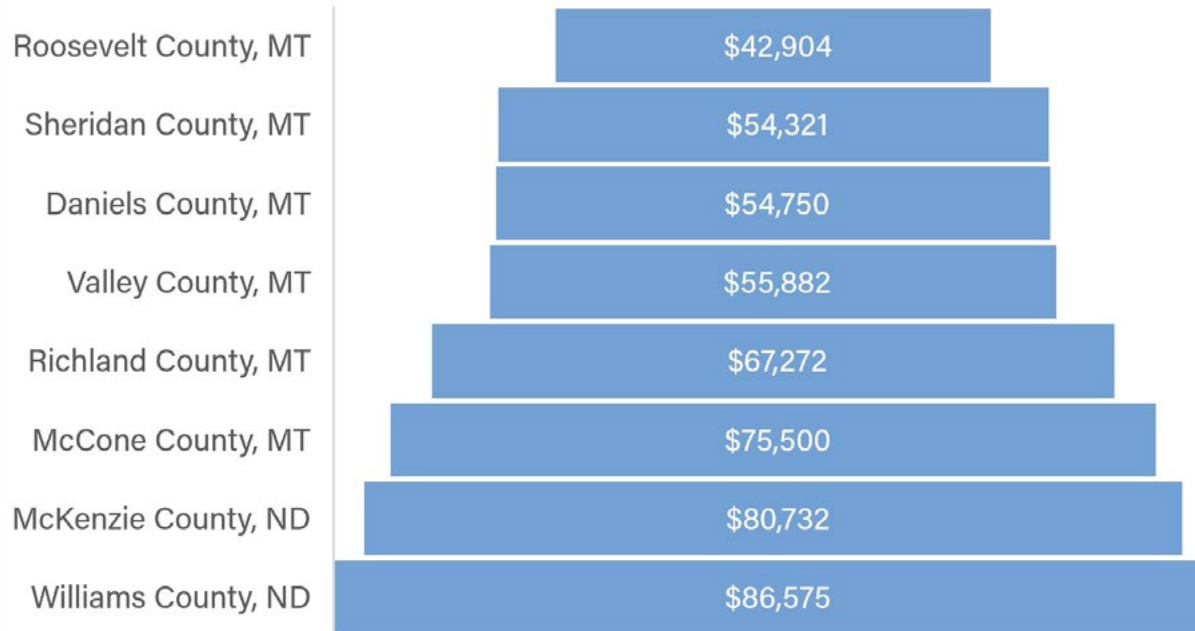
Roosevelt County it is a minority-majority county, as approximately 57% of the County identifying as American Indian and Alaska Native alone. American Indian peoples only make up approximately 6.5% of the population of the State of Montana.

RACE IN ROOSEVELT COUNTY COMPARED TO THE STATE OF MONTANA (2018 ESTIMATE)

	ROOSEVELT COUNTY		STATE OF MONTANA	
	NUMBER	PERCENTAGE	COUNTY	PERCENTAGE
WHITE	4,105	36.6%	925,642	88.9%
BLACK OR AFRICAN AMERICAN	35	3.0%	4,630	4.0%
AMERICAN INDIAN AND ALASKA NATIVE	6,411	57.1%	67,289	6.5%
ASIAN	41	4.0%	7,947	8.0%
NATIVE HAWAIIAN AND OTHER PACIFIC ISLANDER	0	0.0%	757	1.0%
SOME OTHER RACE	21	2.0%	6,032	6.0%
TWO OR MORE RACES	615	5.5%	29,435	2.8%
OF WHICH				
HISPANIC OR LATINO (OF ANY RACE)	414	3.70%	39,019	3.70%

TABLE 3: SOURCE- US CENSUS BUREAU

Median Household Income (2018 Estimate)



Two key indicators show that Roosevelt County is perhaps the most economically disadvantaged county in the region. At \$42,904, Roosevelt County has the lowest median household income amongst its neighboring counties. Sheridan County features the next lowest median household income in the region at \$54,321, which is over \$11,000 higher than Roosevelt. The median household income in Roosevelt County is roughly half of that of the oil producing Counties in North Dakota. Additionally, 28% of the Roosevelt County population live below the poverty line, over double that of McKenzie County (13.5%), the next highest neighboring county (Table 5).

TABLE 4: SOURCE- US CENSUS BUREAU

Percentage of Population Below Federal Poverty Line (2018 Estimate)

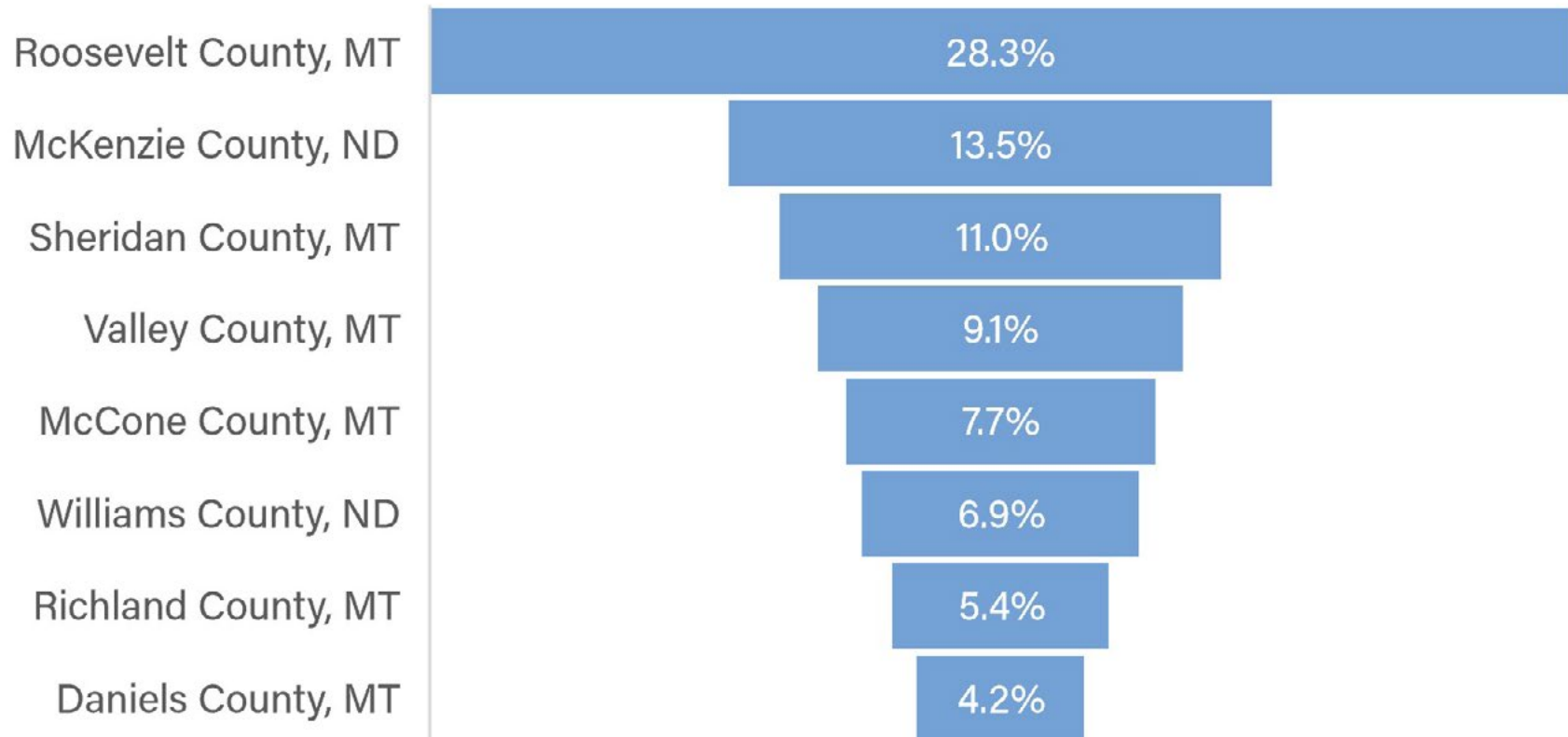


TABLE 5: SOURCE- US CENSUS BUREAU



Despite the low median household income, employment in Roosevelt County is dominated by jobs in the public and quasi-public sector, made up of entities which typically pay a living wage. As of 2018, nearly one quarter of the people in Roosevelt County were employed in the educational services, health care and social assistance sector, with an additional 12% in public administration. Government policy, including that of the Fort Peck Tribes, has an outsized impact on the economy of Roosevelt County; more so than government policy might have on places with more private sector employment. Retail Trade was the second largest employment category at 13.4%. Approximately 11% of the County's population work in natural resources, which includes both agriculture and mining/oil extraction. Only a small percentage (6.4%) of the County's population works in the typically lucrative fields of finance, professional services, and information.

PERCENTAGE OF COUNTY EMPLOYED BY SECTOR (2018 ESTIMATE)

INDUSTRY	EST. PERCENT
EDUCATIONAL SERVICES, AND HEALTH CARE AND SOCIAL ASSISTANCE	24.0%
RETAIL TRADE	13.4%
PUBLIC ADMINISTRATION	12.0%
AGRICULTURE, FORESTRY, FISHING AND HUNTING, AND MINING	11.2%
ARTS, ENTERTAINMENT, AND RECREATION, AND ACCOMMODATION AND FOOD SERVICES	9.9%
CONSTRUCTION	9.0%
TRANSPORTATION AND WAREHOUSING, AND UTILITIES	6.9%
WHOLESALE TRADE	3.6%
FINANCE AND INSURANCE, AND REAL ESTATE AND RENTAL AND LEASING	3.6%
OTHER SERVICES, EXCEPT PUBLIC ADMINISTRATION	2.7%
PROFESSIONAL, SCIENTIFIC, AND MANAGEMENT, AND ADMINISTRATIVE AND WASTE MANAGEMENT SERVICES	1.7%
MANUFACTURING	1.1%
INFORMATION	1.1%

TABLE 6: SOURCE- US CENSUS BUREAU



The State of Montana tracks the largest non-government employers in each County and reports these by a range of number of employees to protect privacy. As health care makes up the largest sector of employment, it should be no surprise that largest non-government employer in Roosevelt County is Northeast Montana Health Services. Additionally, 7 of the 10 largest employers are classified as retail trade, accommodation, or food services, sectors which together employ 20% of the labor force. The Fort Peck Tribes data likely does not include those employed directly by the Tribal government, but rather those employed by Tribal enterprises.

LARGEST NON-GOVERNMENT EMPLOYERS

FIRM	NUMBER OF EMPLOYEES
NORTHEAST MONTANA HEALTH SERVICES	250-499
ALBERTSONS	50-99
ROOSEVELT MEDICAL CENTER	50-99
SHERMAN INN	50-99
FARMERS UNION OIL COMPANY	50-99
BUCKHORN BAR	20-49
FORT PECK TRIBES	20-49
MCDONALDS	20-49
TOWN PUMP	20-49
CENEX HARVEST STATES	20-40

TABLE 7: SOURCE- STATE OF MT DEPARTMENT OF LABOR AND INDUSTRY

Median Home Price (2018 Estimate)

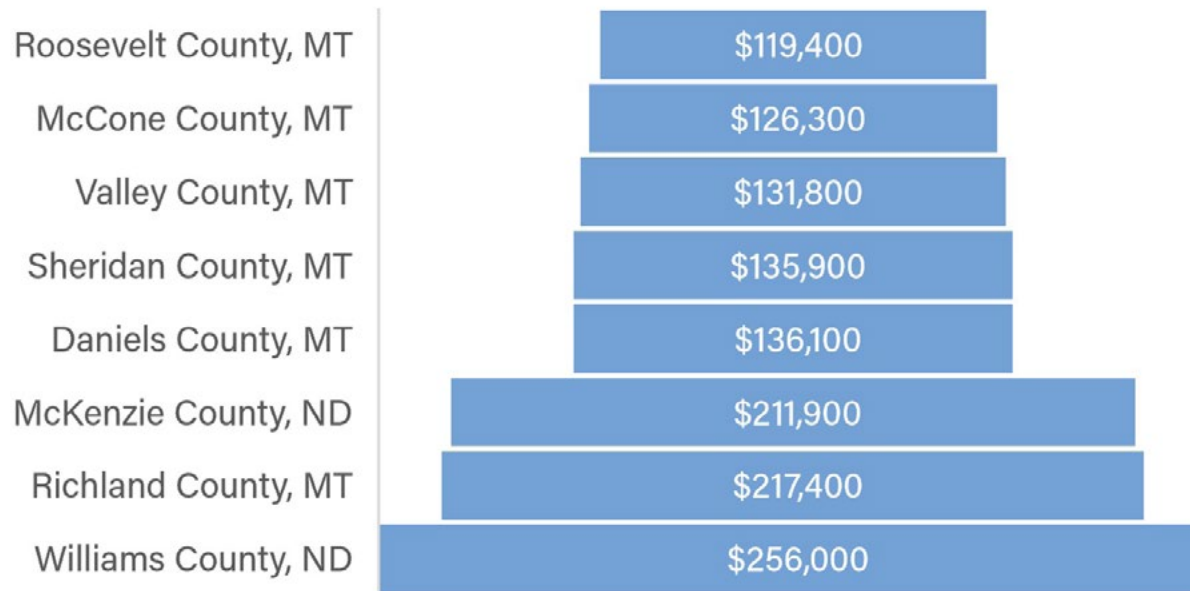


TABLE 8: SOURCE- US CENSUS BUREAU

Economic and employment statistics are an important indicator of the County's socioeconomics, but it does not tell the complete story. Trends in the growth of locally based businesses and analysis of the diversity of those businesses is another factor in understanding the community conditions of Roosevelt County. There is certainly a diverse range of stable, locally operated businesses in the County. One example that makes Roosevelt County unique in this regard is the presence of the business enterprises of the Fort Peck Tribe. Tribal enterprises are often some of the most stable places of employment in rural areas, and the Fort Peck Tribes Endeavors, such as West Electronics and Wolf Point Sand and Gravel, contribute significantly to the industrial sectors of the region. The Great Northern Development Company advises and supports several small businesses. Even the craft brewery trend has made its way into Roosevelt County.

Roosevelt County has a median price of owner-occupied homes at \$119,400, the lowest of all its neighboring Counties. This shows that despite the County's positioning across the Bakken, there are barriers towards the housing market capturing some of real estate value generated by the oil economics in other places in the region. The US Census Bureau shows a median monthly rent in the County at \$418 a month, but this is likely not accurate of the market rate because the figure includes rents paid by enrolled Native Americans on Fort Peck Reservations, many of which are subsidized by the Tribal government.

PUBLIC ENGAGEMENT

A key component of the planning process for Growth Policies is public engagement, and the cornerstone of the public engagement process for a Growth Policy is a community survey. The survey for this document was well advertised and provided clear insight, with at least one person from each jurisdiction completing the survey. While not a scientific poll, approximately 155 residents within the County took the online survey, which is a high enough a percentage to suggest clear trends in the community preferences and concerns.

The public was polled on several general goals for County agencies and partners to pursue into the future and were asked to rank those goals in terms of priority. Ranking general goals helps planners understand what actions the community broadly sees as value-adding. The public was then polled on economic development policies and rank the suitability of development initiatives which have been successfully implemented from other rural communities. Residents were also asked to agree or disagree with statements regarding their quality of life in the County. Throughout the survey and at the end, residents were given opportunity to provide comments.

The public was also provided opportunity to comment on the final draft of the plan (insert once we have a virtual meeting schedule)

Additionally, the following entities participated in Stakeholder interviews:

- > Roosevelt County (4 individuals)
- > Fort Peck Tribes (1 individual)
- > Great Northern Development Corporation (2 individuals)





THE PUBLICS TOP THREE GOALS FOR THE FUTURE WERE:

1. Better Maintenance of Roads
2. Attract more jobs-creating businesses
3. Increase collaboration between the County and City governments



THE TOP THREE DEVELOPMENT INITIATIVES PERCEIVED BY THE PUBLIC TO BE BENEFICIAL FOR THE COUNTY ARE TO:

1. Encourage investment in the existing downtown areas and neighborhoods of the County's small towns (95% support)
2. Double down on farming and ranching as a dominant economic driver
3. Serve the region by expediting new industrial development



THE TOP THREE ECONOMIC DEVELOPMENT POLICIES SUPPORTED BY THE PUBLIC ARE:

1. Encourage Communities to protect and promote their assets through town planning
2. Increasing housing choice and quality
3. Stimulate economic growth by finding ways to make the investment environment more predictable



THE TOP THREE OPPORTUNITIES TO IMPROVE:

1. Add living wage jobs
2. Increase the daily services available in the county
3. Lower the Cost-of-Living



A photograph of the Roosevelt County Courthouse, a two-story white building with a dark roof. The building features three large arched windows on the second floor and a central entrance with steps. An American flag is on the left and a blue flag is on the right. Trees and a lawn are in the foreground.

KEY FINDINGS

- Residents appreciate and want to maintain the rural character of the County, while at the same time embrace common sense economic development initiatives and infrastructure improvements.
- Roosevelt County is a dynamic, multi-cultural place that plays an important role regional economy of the MonDak region and across the State of Montana.
- Roosevelt County has many tools available to improve quality-of-life while protecting rural and small-town lifestyles.
- The Roosevelt County government is in a unique position to lead partnerships that foster new investment and development.





LAND USE & TRANSPORTATION

Overview

A primary reason for maintaining a Growth Policy is to facilitate new development efficiently and, in a manner, supported by the public. It is important to discuss land use and transportation together as they are deeply intertwined, with each one strongly influencing the other. For example, transportation regulations about highway access can determine where a developer selects a site for development along that highway. Thinking about land use and transportation as a single topic will create efficiencies for all stakeholders as the County develops into the future.

County policies have significant influence on regional growth, including that which occurs within the County's municipalities and on the Fort Peck Indian Reservation. This is because the County has jurisdiction over the agricultural lands, open spaces, and unincorporated communities that connect population centers and help define the region's rural character. Protecting and promoting this character is important to residents. Policies to foster smart land use and transportation solutions in a rural setting will bolster quality-of-life by setting regional standards, protecting important uses (or non-uses) across the County, and directing investment to places that can best support it. Roosevelt County's policies for land use and transportation are designed to respect and protect the County's rural character.

GOALS & POLICIES

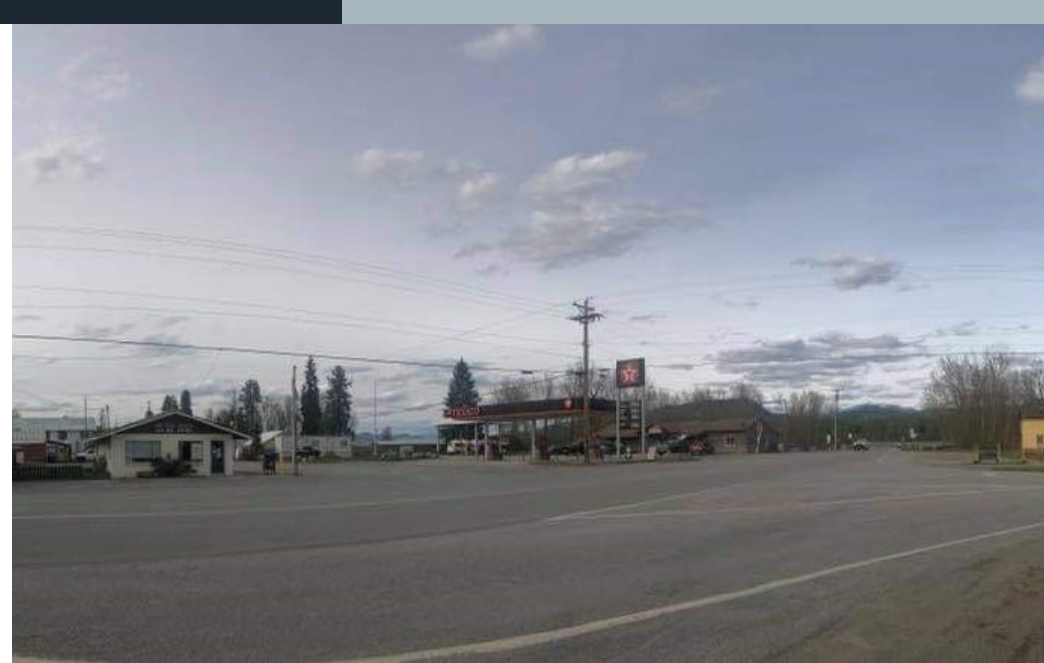
LAND USE & TRANSPORTATION POLICY (LUTP) 1

Discussion:

One of the defining features of Roosevelt County is the region's vast open spaces. These open spaces- with the agricultural, recreational, and cultural opportunities they provide - help define the County's rural character. An important goal of the County's vision for the future is to ensure that new development and redevelopment enhances the existing geography and environment. A primary reason for the County's rural character is that many of the area's services are concentrated in the larger towns. This clustering of activity is economically and socially beneficial because it limits the amount of needed public utilities and creates more walkable communities. As Roosevelt County grows in the future, the County Government plays an important in ensuring that this healthy development pattern continues.

A major way the County government assists to protect the region's rural character is by embracing planning policies that encourage new development to occur in places where the infrastructure to support it already exists (LUTP 1a). Subarea planning or a future land use map can maximize the use of existing utilities and roads. This results in decreased maintenance costs over time and limits the debt-to-revenue ratio for local governments. One method to accomplish this is to be supportive of municipal efforts that encourage development to occur first in downtowns and existing neighborhoods (LUTP 1b). This is often called infill development. Fostering partnerships to help municipalities redevelop existing properties will protect the rural character of the county and result in savings for the taxpayer over time.

A major roadblock to creating these efficiencies in land use is that there are a significant number of fee and trust checker-boarding issues. As 74% of the County is on the Fort Peck Reservation, there is plenty of tribal trust land- which is sovereign and not under the jurisdiction of the County Government. It can be challenging to development property that borders trust land, particularly around the County's urban centers. Coordinating with the Fort Peck Tribes to reduce checker-boarding in areas of the county where both parties have a mutual development interests can promote a more effective use of land for both governments (LUTP 1c).



- > LUTP 1: Encourage new development to occur in patterns that enhance rural character while reducing marginal social cost.
 - > LUTP 1a: Utilize methods such as subarea planning or a future land use map to move development towards places where adequate infrastructure exists
 - > LUTP 1b: Encourage and support municipal efforts to redevelop downtown areas and existing neighborhoods
 - > LUTP 1c: Coordinate with the Fort Peck Tribes to reduce fee and trust checker-boarding issues around urban centers

BEST PRACTICE: SUBAREA PLANNING USK, WA

In rural Pend Oreille County in Northeastern Washington State, the County government led a multi-jurisdictional partnership with a City, Tribe, and Port Authority to undergo town planning to spur redevelopment in the community of Usk- a once incorporated town that is one of the largest employment center in the region. The project produced a set of development policies and new zoning to help preserve existing uses and encourage new development. The project lead to the community being selected for technical assistance from a national consulting group, resulting in a "Next Steps Report" on leveraging the planning work completed by the partnership to create development opportunities in local, small-scale, and boutique manufacturing.

"It's all about creating opportunities," says Gregg Dohrn, the consultant hired to facilitate the Subarea Plan. "In terms of economic development today, if you are waiting for opportunity to arrive you may be waiting a long time"

There are opportunities for Roosevelt County to engage in subarea planning with communities across the County. The County could potentially lead a partnership in Bainville to leverage that City's nearness to the North Dakota oil market, or work with the School District and the Fort Peck Tribes in Brockton to help the now unincorporated community plan for its future.

Want to learn more about the success of this best practice? Check out this article from the Spokane Journal of business:www.spokanejournal.com



LUTP 2

Discussion:

Roosevelt County residents enjoy a high degree of property rights regarding development and land uses. Maintaining this is important to the future as open space and personal freedoms are an important part of County's rural character. To ensure property rights are respected, the County government should look at modernizing the small set of regulations it enforces to efficiently promote health, safety, and general welfare. While Roosevelt County may not need a highly detailed zoning ordinance to regulate land use, some guidelines to manage the development of a select set of items could help enhance use and enjoyment of property in the County as well as address safety concerns. In rural communities, well-placed regulations enable good, compatible development to occur when it would otherwise not. The Roosevelt County government can utilize an updated set of land use policies and regulations to provide clarity and streamline decision-making.

One policy that would help make the County safer is to define an Airport Impact Zone and create development standards within it for the LM Clayton Airport, Poplar Airport, and Culbertson Airport (LUTP 2a). Using the FAA guidebook Land Use Compatibility and Airports and other resources to help promote airport safety and reduce noise impacts, Roosevelt County can help ensure that the development occurring around its airports is compatible with airport activity. At minimum, these standards would keep development from occurring within runway protection zones and prevent vertical development from occurring around the airports.

Similarly, there are some types of development which are not compatible with residential neighborhoods. Many communities in the Northern Plains and Intermountain West have regulations for Cell Towers, Wind Turbines, and other items that can obstruct scenic viewpoints and pose a fall risk to near-by structures. Adopting similar standards can help not only preserve rural character of the County's neighborhoods but can also provide clarity to develop as to where regulated items can be built (LUTP 2b).

While not a discrete regulation, a policy that encourages development to capitalize on natural features will further enhance the desired rural character of Roosevelt County (LUTP 2c). This policy should promote using native or drought tolerant vegetations. Development that occurs in context with the surrounding area tends to demonstrate greater economic and environmental resiliency.

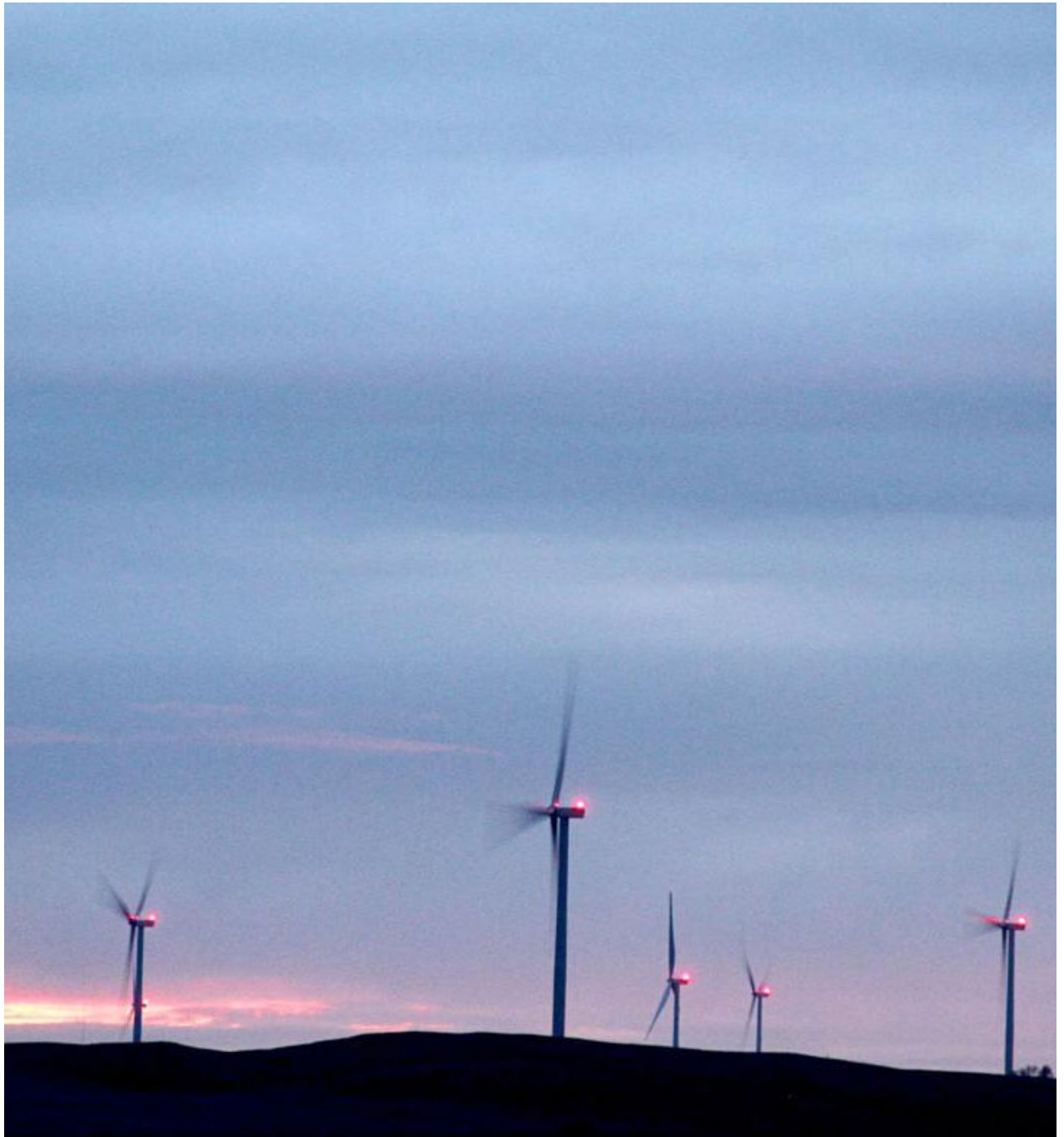


- > LUTP 2: Evaluate land use activities that may require increased policies or regulations and adopt those accordingly.
 - > LUTP 2a: Prevent incompatible building within Airport Impact Zones
 - > LUTP 2b: Develop regulations for the placement of Cell Towers, Windfarms, and other vertical development that has an adverse effect on scenic viewpoints and/or pose a fall risk
 - > LUTP 2c: Encourage development to preserve and capitalize on natural features while utilizing native and drought tolerant vegetations

BEST PRACTICE: WIND ENERGY ORDINANCE MORTON COUNTY, ND

A model ordinance to look at for regulating Windmills is Morton County, ND. Section 5-180 Wind Energy Facility of the Morton County Land Use Code contains important best practices in limiting the intrusiveness and maximizing the safety of wind energy investments. This includes rules regarding appearance and materials, setback standards, rules for construction, maintenance, and site restoration, as well as requiring the application to address electromagnetic interference and public safety. Wind Energy Facilities in Morton County require a special use permit and using zoning, the County also limits where turbines can be constructed.

Footnote: Want to see how different communities regulate wind turbines? The US Department of Energy has a database of Wind Energy ordinances: windexchange.energy.gov/policies-incentives



LUTP 3

Discussion:

Even though the majority of roads maintained by the county are gravel and designed for farm-to-market activity, the County plays an important role in identifying and pursuing opportunities that enhance transportation choice and safety. This can include non-motorized options, such as bicycling and pedestrians (LUTP 3a) as well as motorized options like off-highway vehicle areas (OHV) (LUTP 3b). While these policies might require developing a partnership with local interest groups or other jurisdictions, helping upgrade transportation options for all users aids in improving regional livability. Bicycling through the rolling hills of the County could be also be appealing for tourists. Additionally, developing OHV trails that are safe and publicly maintained could represent a unique way to connect neighbors year-round.

A challenge with maintaining existing roads across Roosevelt County is the County's size. The Roads Department maintains over 1,600 miles of road. To document, track and respond to road issues, the County Government can lead the way by implementing a GIS based program that allows for residents to report roads issues in real time (LUTP 3c). This would allow for residents to use their smartphone to indicate the location where an issue may be occurring. The information could be transparently displayed online, where citizens can observe documented issues as well as the County's response.

A final component of the transportation goals is to develop regulations that ensure hazardous materials, such as those which are radioactive, are transported safely in the County. The purpose of these regulations would not necessary be about restricting the movement of vital materials, but rather keeping record and tracking how dangerous materials moves across the County. This could include requiring those transporting regulated material to inform the County Sheriff and pay a permit fee. Several rural communities across the country are exploring how to apply this concept to highly flammable oil-tanker train cars as well.



> LUTP 3: Ensure transportation choice and safety

- > LUTP 3a: Identify and pursue opportunities to enhance bicycle routes and pedestrian safety
- > LUTP 3b: Identify and pursue opportunities to enhance travel and safety of off-highway vehicles
- > LUTP 3c: Develop a multi-jurisdictional system for citizens to report road issues in real time
- > LUTP 3d: Develop regulations to ensure safe transportation of hazardous materials, especially radioactive material, through the County



COMMUNITY ECONOMIC DEVELOPMENT

OVERVIEW

Amy Liu of the Brookings Institute describes the goal of economic development is, “to put a region on a path to higher growth by improving the productivity of firms and people in ways that leads to better incomes and living standards for all.” Economic development is a holistic process which embodies activities traditionally associated with market expansion, such as providing incentives to businesses, as well as encouraging investment in human-capital like housing and education. The goals and policies for the community economic development of Roosevelt County are all about creating an environment that is predictable, community-managed, and resilient to changes in the global economy. A community working together to allocate resources in a manner that encourages self-sustaining investment creates a rising tide that will lift all boats.

**“SORRY WE LOST THE NATURAL GAS
GENERATING PLANT TO NORTH DAKOTA.
CAN WE LEARN WHAT TO DO BETTER
FROM THAT LOSS?”**

-ROOSEVELT COUNTY RESIDENT

GOALS & POLICIES

ECONOMIC DEVELOPMENT POLICY (EDP) 1

Discussion:

As with many communities across the American West, Roosevelt County is heavily impacted by the boom-and-bust realities of natural resource markets, making for an economic environment that does not encourage the long-term investments needed for sustained job growth. As 28% of County's population lives below the federal poverty line, a major economic development goal is to create the conditions for long-term growth by fostering predictability and stability in the local market. Creating these conditions is about taking holistic, low cost, incremental steps towards a competitive edge.

Predictability is one of the most important features of any economic development program because market predictability translates to lower risk for an investor. Roosevelt County can be a leader in generating opportunities by creating an inventory of shovel-ready sites and working to actively promote these opportunities (EDP 1a, 1b). A shovel-ready site could be any tract of land ready for development/redevelopment save for permitting specific to construction. A consolidated inventory for potential buyers to view available parcels of land can cut site selection costs, eliminate surprises, and promote the highest and best use of a property.

Roosevelt County is ripe with development potential, as demonstrated by the fact that some of the most attractive and successful federal incentives for economic development are available in the County. The County is part of an Opportunity Zone, which allows for investors to defer and eventually receive an abatement of capital gains taxes over time. New Markets Tax Credits (NMTC) can also be used on select properties in the County. NMTC's are an investment program that provides a tax credit for investors to fund projects in lower-income markets. While the County government would not be the administrator of these programs at the local level- a task best left to partners such as the Great Northern Development Corporation (GDNC) or the Fort Peck Tribes- the County government can actively promote these programs (EDP 1c) to help recruit and retain developers/investors.

Roosevelt County can also realize its land use and economic development goals through developing incentives of its own (EDP 1d). These incentives



would likely be targeted towards small businesses looking to expand or move operations into the county. One such option could be a program that rewards development where infrastructure already exist through a property tax abatement or deference. Additionally, public investments that cut costs for new businesses, such as publicly owned internet fiber (EDP 1e), can serve as additional incentive to interested new investors.

- > EDP 1: Accelerate economic opportunities in the County by fostering a predictable and stable investment environment .
 - > EDP 1a: Develop an inventory of shovel ready sites
 - > EDP 1b: Actively promote shovel ready sites
 - > EDP 1c: Promote the federal incentives available to investors in the county
 - > EDP 1d: Provide local incentives towards the County's land use goals
 - > EDP 1e: Develop long-range initiatives to sustain the enhanced development environment, such as the construction of publicly owned, high-speed internet fiber across the county

EDP 2

Discussion:

Ensuring choice in quality housing is a vital part of economic development because it is necessary to attract and retain employees. Government has a direct role in improving this process. An increase in quality housing stock can help encourage locals who have moved away to return to their home. It can also aid in demonstrating the predictability and consistency many investors need to participate in the economic development of rural places.

The County should consider developing a method to manage the acquisition and resale of tax-delinquent properties (EDP 2a). Roosevelt County has a large inventory of vacant, substandard, and abandoned parcels that are suitable for housing. A successful strategy would be to work with partners such as the GNDC and the Fort Peck Housing Authority to create a Land Bank. Land Banks are public, or non-profit entities that assume ownership of vacant, abandoned, and substandard properties through the tax-title process and work to return those properties to a productive use. Over time, a Land Bank could have a significant impact on the quality and diversity of housing stock across the County.

Another method the County can use to encourage a mix of housing models is target housing redevelopment around major employment centers with existing infrastructure (EDP 2b). This could be achieved through a variety of means, from as simple as publishing a map of development-ready vacant parcels to providing incentives on the construction of affordable housing in certain areas. If a major industrial development begins to target Roosevelt County or the Fort Peck Reservation, the County government can work with partners to ensure that quality housing- both temporary for construction and permanent for residents- is available to ensure the development has the best chances to thrive (EDP 2c).



- > EDP 2: Create housing opportunity by encouraging a mix of housing models
 - > EDP 2a: Develop a method to manage the acquisition and resale of delinquent, vacant, and tax-title properties
 - > EDP 2b: Work with municipalities and the Fort Peck Tribes to encourage infill housing where infrastructure is already available and major employment centers and public services are reasonably accessible.
 - > EDP 2c: Economic development projects should include an equal effort in ensuring that there is adequate housing to support the project.

BEST PRACTICE: CHAUTAUQUA COUNTY LAND BANK CORPORATION

Land Banking is one of the most direct ways to address blight and vacant properties. Land Banks, also called Land Trusts, strategically acquire property through a variety of means, such as tax foreclosures, mortgage foreclosures, code enforcement lien foreclosure, or sometimes typical market purchases. Land Banks then strategically turn these properties into productive uses through renovation and resale, demolition, or transitioning the properties to affordable housing cooperatives, Tribal governments, or others.

The Chautauqua County Land Bank Corporation in western New York State showcases how this program could work in a rural community like Roosevelt County. They acquire properties of varying qualities and support community revitalization by a “Rehab 4 Sales” program, which acquires, renovates, and resells homes as well a demolition program for properties that cannot be salvaged. Coordination with local government officials makes the demolition program possible through the prioritizing and strategically removing blighted structures.

A third program administered by this land bank, called the Vacant Lot Disposition program, may be particularly appealing to Roosevelt County should the County find itself in a steady-state or slow growth scenarios. With the Vacant Lot Disposition program, the land bank offers vacant property to neighbors at a below market rate with the intent of merging the occupied and vacant parcel, putting property back on the tax roll and increasing value. Over time, this program will create a mixing of lot sizes in town, stabilizing prices, and creating more open space in existing neighborhoods for urban agriculture.

Footnote: Want to learn more about Land Banking? Chautauqua County Land Bank Corporation has a great website that details land banking in general and the success of the program in rural, western New York State: chqlandbank.org/



EDP 3

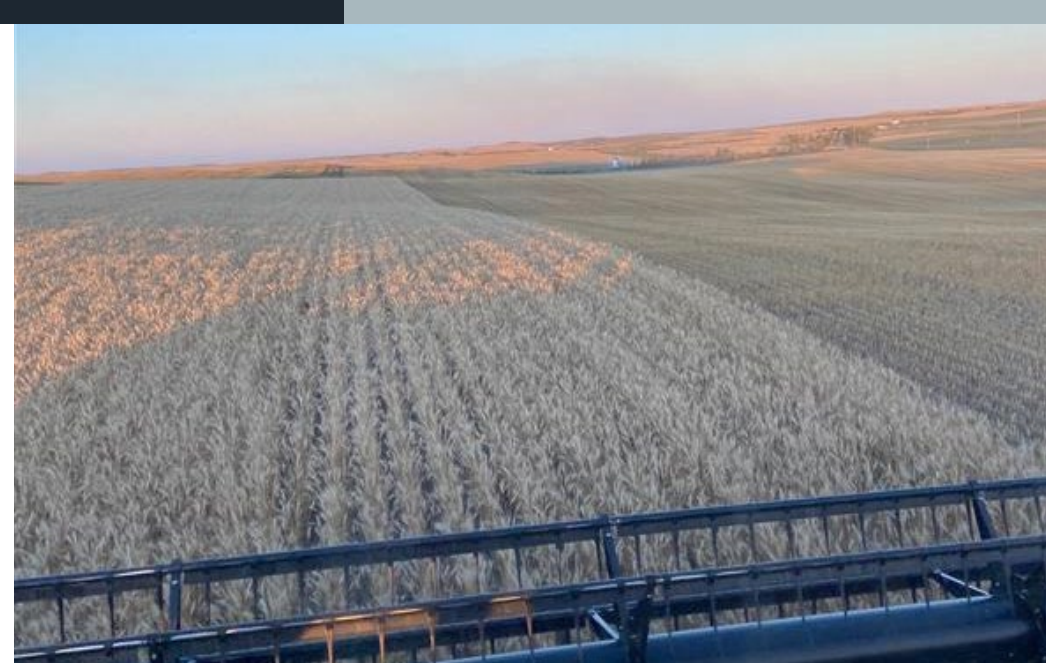
Discussion:

The agriculture industry is a cornerstone of the economy in Roosevelt County, as an estimated 87% of the land is commercially farmed or ranched. This is because the County is consistently a top producer of alternative crops, such as pulses and hemp. In 2019, Roosevelt County grew more pulse crops than any other County in the state, with the exception of Valley and Sheridan Counties. Alternative crops are important because they can be grown annually, and pulse crops specifically have nitrogen-fixing properties that help restore nutrients to the soil. This allows for the continued production of the County's historical crops of choice, spring wheat and durum wheat, helping ensure Roosevelt County remains a top producer of wheat in Montana as well.

Due to the Roosevelt County's role as an influential producer, the development of alternative crops presents a significant opportunity for farmers. The County should work with stakeholders in the public and private sectors to ensure the long-term success of these crops (EDP 3a). The development of alternative crops plays directly into the maintenance and development of existing railroad facilities (EDP 3b). A significant economic development opportunity is in the expansion of existing facilities that process agricultural product and transfer it to rail. Using policies outlined in other sections of the Growth Policy, the County Government should actively pursue partners who can develop job growth and economic opportunities around the growth, processing, and transport of alternatives crops.

The Great Northern Development Corporation (GNDC) is an important partner in supporting the growth of existing industries in Roosevelt County. A continued partnership with GNDC is vital for the County (EDP 3c) because of GNDC's role in coordinating regional development efforts, supporting entrepreneurs, and developing affordable housing. Including GNDC as a local "government" when implementing this plan is a best practice towards supported existing efforts to improve quality-of-life in the County.

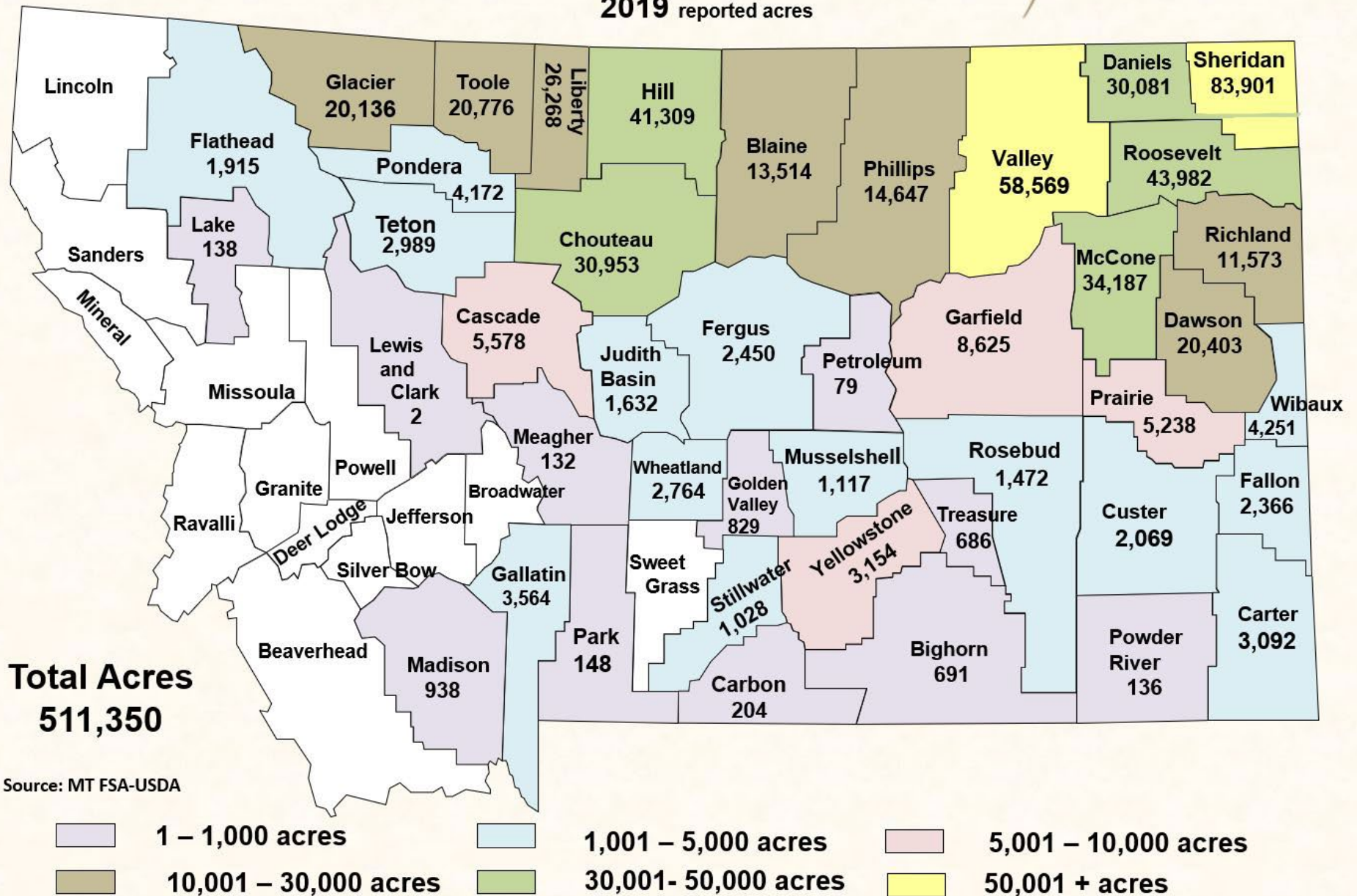
The County should also continue to explore partnerships with local colleges and universities (EDP 3d), such as the Fort Peck Community College, Montana State University Extensions, or the Montana State University campuses in Havre or Billings. These partnerships can be multi-faceted, from promoting the particular skills needed in the County to address an employment issue, to assisting the Commissioners with the data and research needed for policy decisions.



- > EDP 3: Ensure existing industries have support needed to grow
 - > EDP 3a: Work with stakeholders on the development of alternative crops to increase resiliency of the agriculture industry
 - > EDP 3b: Pursue initiatives that support the existing rail lines
 - > EDP 3c: Continue to coordinate with the Great Northern Development Corporation to achieve shared regional goals
 - > EDP 3d: Lead efforts to expand educational opportunities in the County through partnerships with the Fort Peck Community College and universities from across the state.

Montana Pea Acreage


2019 reported acres



STREAMLINED SERVICE DELIVERY

OVERVIEW

Roosevelt County has unique challenges in service delivery because of its large size, distances between urban centers, and multi-jurisdictional patchwork that includes Tribal trust land. There are also significant land use issues, such as property blight, that cannot be solved by new policies alone. This section outlines goals and policies to help identify and implement actions that will not only improve public services but foster the partnerships needed to enhance next generation public initiatives that improve quality-of-life.



**"I FEEL THE COUNTY AND THE TRIBE
WORK PRETTY WELL TOGETHER. THE
NEXT STEP IS THAT I THINK THEY CAN
COLLABORATE BETTER ON LAND
PLANNING"**

-ROOSEVELT COUNTY RESIDENT

GOALS & POLICIES

SSDP 1

Discussion:

Cooperation and coordination between jurisdictions is vital to not only delivering the most efficient services to the taxpayer, but also in managing projects across the County that will improve quality of life. Building strong inter-government cooperation and coordination is a difficult task that can take many years. The County will start fostering this environment by working with partner governments to identify and implement low-cost, short term projects to build confidence and trust while demonstrating success (SSDP 1a). These small projects could be as simple as applying for a small grant as a partner with the Tribal Government or contributing labor towards a community project in a municipality. To develop partnerships and collaboration on projects long-term, the County Commissioners could coordinate quarterly meetings between the leadership of all the jurisdictions (SSDP 1b).

Another way to promote cooperation is ensuring information is easy to access and transparent for all. Considering an upgrade to the County's website and increasing online media presence (SSDP 1c) will help towards this end. An updated website can include commission meeting minutes, subdivision information, county events, and other things of the like. Promoting corporation through transparency is also about conveying clear support, concerns, and opinions on State, Tribal, and Federal projects during project comment periods (SSDP 1d).



- > SSDP 1: Foster an environment of inter-government cooperation and coordination
 - > SSDP 1a: Identify low-cost, short term projects to partner on with other local governments
 - > SSDP 1b: Coordinate quarterly meetings for the leadership of all jurisdictions in the County to discuss current events in the region
 - > SSDP 1c: Update and maintain a more dynamic web presence
 - > SSDP 1d: Provide comment on State, Tribal, and Federal projects during project comment periods

SSDP 2

Discussion:

The planning goal in Roosevelt County in which the County Government has the most direct influence on is capital facilities. Planning for capital facilities includes building and maintaining roads, bridges, and county buildings; managing storm water systems; and assisting other agencies who provide public services to the County with doing so. Roosevelt County currently maintains a Capital Improvements Plan, which maps out projects and expenditures for capital items over a five-year periods. Continuing to maintain and implement this plan is one of the most important and impactful tasks of the County Government (SSDP 2a).

The Capital Improvements Plan can be augmented by condition assessments for different categories of facilities (SSDP 2b), which would provide the information needed to plan for maintenance costs beyond the typical 5-year outlook for capital facilities. The County Government can also ensure services provide maximum benefit by assisting with the planning for capital facilities of other agencies that impact county residents when appropriate (SSDP 2c). This can be as simple as providing comments during environmental reviews for rail-road activities or endorsing grant applications for new firefighting equipment.



- > SSDP 2: Ensure county facilities and services are planned appropriately to provide maximum benefit for the funds expended.
 - > SSDP 2a: Maintain a capital improvements plan
 - > SSDP 2b: Complete a condition assessment for different categories of county facilities (buildings, roads, bridges) and develop a life cycle plan which identifies the projected annual expenditures for operation and maintenance.
 - > SSDP 2c: Assist with the planning of rural water, rail roads, state roads, and other facilities when necessary

SSDP 3

Discussion:

The County can champion the actions needed to foster a crime-free future through leading the assembly of a partnership that engages young people with the wider community. There already are law-enforcement partnerships in the County, such as the interlocal agreement between the Fort Peck Tribal Police and the Roosevelt County Sheriff. Expanding upon these partnerships to create youth (SSDP 3a) and social programs (SSDP 3b) is a best practice for fostering a safer community long-term. Oftentimes, community initiatives are multi-disciplinary, encompassing community policing, local businesses and non-profits, and schools. Roosevelt County can lead the way in identifying and pursuing partnerships that reduce crime and improve quality of life over time.

The County can also embrace Crime Prevention Through Environmental Design (CPTED) as a strategy of utilizing environmental design to discourage crime and increase security. By promoting CPTED principles (SSDP 3c) in both private development and in the design of public facilities, Roosevelt County and partner jurisdictions could see a reduction in property and violent crime without an increase in police activity. Many similar places, such as the rural Smoky Lake County in northern Alberta, have adopted CPTED programs, and could provide a model for Roosevelt County.

A direct way to support the development of these new ideas and partnerships is through a Federal Emergency Management Agency (FEMA) Hazard Mitigation Plan (SSDP 3d). The process to produce a FEMA Hazard Mitigation Plan occurs across the nation and is usually led by the County government. An approved document is required to apply for certain types of federal funding. The planning process entails a multi-jurisdictional team researching and identifying action items in which the implementation would help reduce the risk of natural and human-caused hazards within the County boundaries. Not only is a Hazard Mitigation Plan an important cooperative exercise, it opens a vital source of funding that is otherwise not available to rural communities



- > SSDP 3: Develop and support public safety and human service initiatives
 - > SSDP 3a: Develop a multi-organization partnership with the municipalities and the Fort Peck Tribes to address crime reduction through youth development and community engagement.
 - > SSDP 3b: Collaborate with relevant organizations to expand social services, such as labor agencies that can connect people to temporary jobs
 - > SSDP 3c: Embrace Crime Prevention Through Environmental Design (CPTED) principles to foster safer communities
 - > SSDP 3d: Maintain a multi-jurisdictional hazard mitigation plan with the municipalities and the Fort Peck Tribes to address natural and human-caused threats to public safety

BEST PRACTICE: DEVELOPING THE FOUR PRINCIPLES OF CPTED

Crime Prevention Through Environmental Design (CPTED) is a proven way to improve property value, public safety, and community involvement. The County could publish and promote the four principles of CPTED for residents. Additionally, sheriff's deputies or other official could become certified in CPTED and help advise property owners on implementing the four principles in property development, landscaping, and modernization of public buildings. Several crime prevention organizations host trainings and have certification classes for CPTED, including the *International CPTED Association* and the *National Institute of Crime Prevention*.

01

NATURAL SURVEILLANCE

Choices in lighting and landscaping to ensure people "see and are seen."



02

NATURAL ACCESS CONTROL

Using signage, fences, walkways, and other indicators to direct the flow of vehicles and people to proper entrances



03

TERRITORIAL REINFORCEMENT

Clearly distinguish public and private areas through landscaping, fencing, etc.



04

MAINTENANCE

Fastidious upkeep of property



Footnote: Want to learn more? Visit the website for the International CPTED Association: cpted.net/







NATURAL & CULTURAL RESOURCES

Overview

Roosevelt County is rich in resources, both natural and cultural. Natural resources include the open spaces and wilderness areas, farmland, ranch land, water bodies, wetlands, and the minerals below. Cultural resources include historical locations, archaeological sites, places of cultural importance to residents of the County, and places of spiritual or religious importance. Protecting these resources and ensuring economic growth can occur without creating a detriment to important resources in the County is important to enhancing quality-of-life and promoting the County's rural character.

GOALS & POLICIES

NRP 1

Discussion:

Rural lands of Roosevelt County are a checkerboard of private, State, Federal, and Tribal lands. Conserving these rural lands for their highest and best use is important to the long-term economic health of the County. Roosevelt County can lead conservation efforts in this multi-jurisdictional environment (NRP 1a) by remaining a steady, involved voice on the utilization of rural lands, enhancing conservation efforts and promoting best practices in farming, ranching, and natural resource extraction.

One best practice in conservation includes the protection of historical locations. Roosevelt County is steeped in history. There are currently three sites in the County on the National Historic Register- the Wolf Point Missouri River Bridge (Wolf Point), the Fort Peck Agency Historic District (Poplar) and the Fort Union Trading post. There are many other historic sites and locations in Roosevelt County that could qualify for a level of protection for historic reasons. The County government could consider a Landmarks Commission to review historic lands, sites, and structures and help ensure they are protected for generations to come (NRP2b).

Archaeological sites are present throughout the County. Working with the Tribal Historic Preservation Office to take steps in helping avoid adverse impact to Archaeological sites (NRP 2c), such as publishing a map of known or suspected sites or a guide to archaeological survey in the County. Not only would these items streamline decision making for new buildings and roads but will also promote County history.



> NRP 1: Protect natural and cultural resources

- > NRP 1a: Promote cooperation with the local, state, and federal agencies who manage public lands and address natural resource concerns to enhance conservation efforts.
- > NRP 1b: Consider forming a Landmarks Commission to review and designate lands, sites, and structures to be placed on the local historic register
- > NRP 1c: Work with the Tribal Historic Preservation Office to avoid adverse impact to Archaeological sites

NRP 2

Discussion:

The community survey reveals mixed opinions regarding the development of a tourism industry in Roosevelt County. There likely is not robust support for large scale investment in tourist infrastructure. However, Roosevelt County is rich in existing natural and cultural resources that present economic development opportunities without infringing on rural character. While many neighboring communities are perceived to having superior access to large regional tourist attractions, Roosevelt County is in a position to strike a balance between resource development and rural life. There are unique markers in the County that already achieve this balance, including culturally significant events like the Wolf Point Wild Horace Stampede or Tribal Powwows, access to historic sites like Fort Union, and recreational opportunities across the Missouri River.

There are many next generation opportunities for low-impact tourism that can provide a boost the economy, promote the County's natural and cultural resources, and still protect the rural character and small-town charm valued by County residents (NRP 2A). With existing air and rail services, several concepts could thrive in Roosevelt County, such as ecotourism-tourism directed towards natural environments with the intend to support conservation efforts, voluntourism- tourism where travelers participate in charity work, and a guide service or lodging for hunt and fishing. Roosevelt County's central location within northeastern Montana makes it a logical hub for these activities.

Located on US Highway 2, locally known as the "Hi-Line", many holiday travelers pass through Roosevelt County on the way to the Fort Peck Lake, Glacier National Park, Theodore Roosevelt National Park, and other tourist attractions. Developing an activity passport for the County that highlights unique things for travelers to find and enjoy as they pass through the county (NRP 2b) is another easy way to promote the natural and culture resources of the County. Travelers and residents alike could use the passport as a guide through the County and perhaps could claim a prize upon completion at a local business.

As the County moves forward to foster change, all partners should broadly look for and promote opportunities to integrate natural and cultural resources into new development (NRP2c) to ensure that growth continues to reflect the history, values and culture of the County.



- > NRP 2: Promote the natural and cultural resources of the County
 - > NRP 2a: Support opportunities for low impact tourism, such as Ecotourism, Voluntourism, and Guide/Lodging industry
 - > NRP 2b: Consider developing an activity "passport" for the County that highlights key places, events, and businesses.
 - > NRP 2c: Promote available recreational activities and encourage the integration of those activities in new development/redevelopment.

BEST PRACTICE: VOLUNTOURISM

One way to promote the natural and cultural resources of the County while creating opportunities for economic development is through a Voluntourism initiative. Voluntourism describes a program that combines vacation travel- often outdoors-oriented- with a community development activity, such as construction/carpentry, agriculture, or tutoring children. Initially, these programs were commonly found in developing countries, but recent industry growth has made for successful voluntourism programs in the United States. Typically, the programs resemble semi-guided tours, operated by a non-profit in partnership with the community they serve. There are programs tailored to youth/young adults, families, and even seniors.

Roosevelt County's unique natural and cultural features could be appealing to voluntourism groups. There are many voluntourism examples within the state of Montana, including programs on the Blackfoot and North Cheyenne Reservations as well as in the Bozeman area, in addition to countless examples across the Country. Voluntourism brings a small number of tourists who might otherwise never visit, but the programs are designed to fit into the region's rural character. A successful program in Roosevelt County would likely require the County government to lead a partnership with the Fort Peck Tribes and an experienced voluntourism agency to design and implement a program.



Footnote: Want to learn more? As of 2021, Global Volunteers (globalvolunteers.org/) and Vision Service Adventures (visionserviceadventures.com/) managed voluntourism programs in Montana

NRP 3

Discussion:

It is no secret that Roosevelt County is rich in energy resources, both renewable and nonrenewable. With natural gas, oil, and wind energy potential, Roosevelt County will likely remain an important place for energy production in the United State for decades to come. Because of this, it is important the County develop a streamlined and predictable process to promote, foster, and retain resource industry investments (NRP 1a).

The energy industry can have an adverse effect on wetlands or environmentally sensitive areas. Identifying these areas within the County and working with partnership jurisdictions to make areas known so they can be protected is an important policy for the County to consider (NRP 2b), not only because it protects environmentally important parts of the County but because it minimizes headaches and surprises for investors during the environmental permitting part of their projects. Protecting wetlands helps implement energy production more efficiently.

As technology continues to make the world smaller and smaller, global events will have an increasingly significant impact on Roosevelt County. One example is the COVID-19 pandemic, which prompted major employers like the Fort Peck Tribes to close-down operations. Roosevelt County can work with partners to promote resiliency in resource development. (NRP 2C). Resiliency in resource development means to create an environment where the private sector can implement new technologies and best practices in both renewable and nonrenewable energy. Many of the economic development policies of this document are methods to achieve resiliency in resource development.



- > NRP 3: Work with the energy resources industry to ensure safe and efficient development of the natural gas, oil, wind, and other energy resources
 - > NRP 3a: Create a streamlined and predictable process to promote, foster, and retain resource industry development
 - > NRP 3b: Develop a strategy to ensure energy resource development does not create a negative impact on wetlands or environmentally sensitive areas
 - > NRP 3c: Encourage best practices and new technology to facilitate resiliency in resource development

IMPLEMENTATION



This section provides the framework for implementing the goals and policies in this document..

IMPLEMENTATION CHART KEY

- **Lead Department(s)/Agency** column provides a suggestion of which divisions of the County government are likely best equipped to implement a given policy
- The **Timeframe** for the policies is as followed:
 - **Short Term** indicates the intent of the policy can be realized within 1 year
 - **Intermediate Term** indicates the intent of policy can be realized in 1-3 years.
 - **Long Term** indicates that the intent of the policy will likely take more than 3 years
 - **On-Going** indicates that the implementation of the policy will lead to changes in process, which can create several new projects and action items over time.
- The category entitled **Potential Measure of Success** gives a suggestion as to how the policy might be considered as implemented or completed.
- **Key Partners** are those entities which the County can organize with the implement a given policy.



LUTP 1

ENCOURAGE NEW DEVELOPMENT TO OCCUR IN PATTERNS THAT ENHANCE RURAL CHARACTER WHILE REDUCING MARGINAL SOCIAL COST.

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
LUTP 1a: Utilize methods such as subarea planning or a future land use map to move development towards places where adequate infrastructure exists	Commissioners, County Planner	Long Term	Adoption of guidance document for new development	Fort Peck Tribes, Municipalities
LUTP 1b: Encourage and support municipal efforts to redevelop downtown areas and existing neighborhoods	Commissioners	On-Going	Increase of property value for downtown and old neighborhoods, new businesses choosing to locate on existing main streets	Municipalities, Great North Development Corporation, Local Builders
LUTP 1c: Coordinate with the Fort Peck Tribes to reduce fee and trust checker-boarding issues around urban centers	Commissioners, County Planner	On-Going	Host regular meetings on fee-to-trust issues	Fort Peck Tribes

LUTP 2

EVALUATE LAND USE ACTIVITIES THAT MAY REQUIRE INCREASED POLICIES OR REGULATIONS AND ADOPT THOSE ACCORDINGLY.



POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
LUTP 2a: Prevent incompatible building within Airport Impact Zones	County Planner	Intermediate Term	Adoption of Zoning Overlay for Airport Impact Zones	Federal Aviation Administration, State of Montana, Municipalities
LUTP 2b: Develop regulations for the placement of Cell Towers, Windfarms, and other vertical development that has an adverse effect on scenic viewpoints and/or pose a fall risk	Commissioners, Land Planning	Intermediate Term	Adoption of regulations for vertical development	Local Developers
LUTP 2c: Encourage development to preserve and capitalize on natural features while utilizing native and drought tolerant vegetations	County Extension Office (MSU-Ext.)	Short Term	Publish a guidebook on natural vegetation and landscaping	Fort Peck Tribes, Special Interest Groups for Environmental Preservation

LUTP 3

ENSURE TRANSPORTATION CHOICE AND SAFETY

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
LUTP 3a: Identify and pursue opportunities to enhance bicycle routes and pedestrian safety	County Planner	On-Going	Applying for safety grants and completion of safety improvement projects	Special Interest Groups for Bicycling, Fort Peck Tribes
LUTP 3b: Identify and pursue opportunities to enhance travel and safety of off-highway vehicles	County Planner, County Road Dept.	On-Going	Applying for safety grants and completion of safety improvement projects	Special Interest Groups for Off-Highway Vehicles, Fort Peck Tribes, State of Montana
LUTP 3c: Develop a multi-jurisdictional system for citizens to report road issues in real time	GIS, Roads Dept., Sheriff's Office	Intermediate Term	Develop and launch a web-based program to allow citizens to report road issues from an app on their phone.	Fort Peck Tribes, State of Montana

EDP 1

ACCELERATE ECONOMIC OPPORTUNITIES
IN THE COUNTY BY FOSTERING A
PREDICTABLE AND STABLE INVESTMENT
ENVIRONMENT

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
EDP 1a: Develop an inventory of shovel ready sites	Commissioners, County Planner, GIS	Short Term	Maintain and publish an inventory of shovel ready sites	GNDC, Fort Peck Tribes, Municipalities
EDP 1b: Actively promote shovel ready sites	Commissioners, GIS	Short Term/ Ongoing	Advertise shovel ready sites in targeted places	GNDC, Fort Peck Tribes, Municipalities
EDP 1c: Promote the federal incentives available to investors in the county	Commissioners	Ongoing	Increase in the utilization of federal benefits available within the County, such as New Market Tax Credits	GNDC, Fort Peck Tribes
EDP 1d: Provide local incentives towards the County's land use goals	Commissioners	Long Term	Development of a strategic local tax incentive initiative	Municipalities
EDP 1e: Develop long-range initiatives to sustain the enhanced development environment, such as the construction of publicly owned, high-speed internet fiber across the county	Commissioners	Long Term	Hold a community visioning charette to identify what initiatives would best meet community needs	GNDC, Fort Peck Tribes, Municipalities

EDP 2

CREATE HOUSING OPPORTUNITY BY
ENCOURAGING A MIX OF HOUSING
MODELS



POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
EDP 2a: Develop a method to manage the acquisition and resale of delinquent, vacant, and tax-title properties	Commissioners, County Planner	Intermediate Term	Establish a Land Bank	GNDC, Fort Peck Tribes, Municipalities
EDP 2b: Work with municipalities and the Fort Peck Tribes to encourage infill housing where infrastructure is already available and major employment centers and public services are reasonably accessible.	Commissioners, County Planner	Ongoing	Assist municipalities with their own Growth Policies and updates of their zoning ordinances	GNDC, Fort Peck Tribes, Municipalities
EDP 2c: Economic development projects should include an equal effort in ensuring that there is adequate housing to support the project.	Commissioners, County Planner	Ongoing	Continued maintenance of housing ordinances, such as for workforce housing and man camps	GNDC, Fort Peck Tribes, Municipalities

EDP 3

ENSURE EXISTING INDUSTRIES HAVE
SUPPORT NEEDED TO GROW



POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
EDP 3a: Work with stakeholders on the development of alternative crops to increase resiliency of the agriculture industry	County Extension Office (MSU-Ext.)	Ongoing	Increase in alternative crop production	GNDC, Fort Peck Tribes, Municipalities
EDP 3b: Pursue initiatives that support the existing rail lines	Commissioners, County Planner	Ongoing	Pursue new agri-business or natural resource facilities requiring rail access	GNDC, Fort Peck Tribes, Municipalities, BNSF
EDP 3c: Continue to coordinate with the Great Northern Development Corporation to achieve shared regional goals	Commissioners, County Planner	Ongoing	Increased GNDC involvement in County economic development initiatives	GNDC, Fort Peck Tribes, Municipalities
EDP 3d: Lead efforts to expand educational opportunities in the County through partnerships with the Fort Peck Community College and universities from across the state.	Commissioners, County Extension Office (MSU-Ext.)	Ongoing	Development of new training programs specific for key employment opportunities in the County	Fort Peck Community College, Montana Colleges and Universities, GDNC

SSDP 1

FOSTER AN ENVIRONMENT OF INTER-
GOVERNMENT COOPERATION AND
COORDINATION



POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
SSDP 1a: Identify low-cost, short term projects to partner on with other local governments	Commissioners	Ongoing	Continued identification and completion of multi-jurisdictional projects	Fort Peck Tribes, Municipalities, Dry Prairie Rural Water
SSDP 1b: Coordinate Quarterly Meetings for the leadership of all jurisdictions in the County to discuss current events in the region	Commissioners	Short Term	County continued coordination of quarterly leadership meetings	Fort Peck Tribes, Municipalities, Dry Prairie Rural Water
SSDP 1c: Update and maintain a more dynamic web presence	Commissioners, GIS	Intermediate Term	The launch and maintenance of a new website	N/A
SSDP 1d: Provide comment on State, Tribal, and Federal projects during project comment periods	Commissioners, County Planner	Ongoing	Continued involvement in the planning phases of State and Federal projects	N/A

SSDP 2

ENSURE COUNTY FACILITIES AND SERVICES ARE PLANNED APPROPRIATELY TO PROVIDE MAXIMUM BENEFIT FOR THE FUNDS EXPENDED.



POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
SSDP 2a: Maintain a capital improvements plan	Roads, Commissioners	Ongoing	Continue to maintain an up-to-date Capital Improvements Plan	N/A
SSDP 2b: Complete a condition assessment for different categories of county facilities (buildings, roads, bridges) and develop a life cycle plan which identifies the projected annual expenditures for operation and maintenance.	Roads	Intermediate Term	Completed infrastructure assessments and the maintenance of a life cycle plan	N/A
SSDP 2c: Assist with the planning of rural water, rail roads, state roads, and other facilities when necessary	Roads, County Planner	Ongoing	County involvement in the planning of regional infrastructure that impacts County residents	Dry Prairie Rural Water, State of Montana, BNSF

SSDP 3

DEVELOP AND SUPPORT PUBLIC SAFETY
AND HUMAN SERVICE INITIATIVES

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
SSDP 3a: Develop a multi-organization partnership with the municipalities and the Fort Peck Tribes to address crime reduction through youth development and community engagement.	Sheriff, Commissioners	Intermediate Term	Establishment of a youth leadership program	Fort Peck Tribes, Municipalities, Local Non-Profits, School Districts
SSDP 3b: Collaborate with relevant organizations to expand social services, such as labor agencies that can connect people to temporary jobs	Commissioners, Health, MSU-Extension	Intermediate Term	Improvements in key socio-economic indicators	Private Sector, Fort Peck Tribes, State of Montana
SSDP 3c: Embrace Crime Prevention Through Environmental Design (CPTED) principles to foster safer communities	Sheriff, Disaster and Emergency Services, County Planner	Short Term	Creating guidance documents for CPTED and certify a County official in CPTED	Municipalities, Fort Peck Tribes
SSDP 3d: Maintain a multi-jurisdictional hazard mitigation plan with the municipalities and the Fort Peck Tribes to address natural and human-caused threats to public safety	Disaster and Emergency Services	Ongoing	An Approved Multi-Hazard Mitigation plan that includes the municipalities and the Tribe	FEMA, State of Montana, Municipalities, Fort Peck Tribe

NRP 1

PROTECT NATURAL AND CULTURAL RESOURCES

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
NRP 1a: Promote cooperation with the local, state, and federal agencies who manage public lands and address natural resource concerns to enhance conservation efforts.	Commissioners, County Planner, Heath, GIS	On-Going	Quarterly meetings to coordinate conservation and environmental management efforts amongst agencies	Fort Peck Tribes, Municipalities, State of Montana, Federal Government, Special Interest Groups for Conservation
NRP 2b: Consider forming a Landmarks Commission to review and designate lands, sites, and structures to be placed on the local historic register	Commissioners, Library	Short Term	Creation of a Landmarks Commission	Wolf Point Historical Society, Fort Peck Tribes, State Historic Agencies
NRP 1c: Work with the Tribal Historic Preservation Office to avoid adverse impact to Archaeological sites	County Planner	On-Going	Encourage new development to go through a voluntary Archaeological review	Fort Peck Tribal Historic Preservation Office

NRP 2

PROMOTE THE NATURAL AND CULTURAL RESOURCES OF THE COUNTY.

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
NRP 2a: Support opportunities for low impact tourism, such as Ecotourism, Voluntourism, and Guide/Lodging industry	Commissioners	Intermediate Term	Establishment of a voluntourism program that assists with the rehabilitation of community housing	GDNC, Fort Peck Tribes, Local Chamber of Commerce
NRP 2b: Consider developing an activity passport for the County that highlights key places, events, and businesses.	Commissioners, GIS	Short Term	Publication of an activity's passport	Local businesses, Wolf Point Historical Society, GNDC, Fort Peck Tribes, State of Montana, Local Chamber of Commerce
NRP 2c: Promote available recreational activities and encourage the integration of those activities in new development/ redevelopment	Commissioners	On-Going	Publishing advertisements for local recreational opportunities	GNDC, Fort Peck Tribes, Chamber of Commerce

NRP 3

WORK WITH THE ENERGY RESOURCES INDUSTRY TO ENSURE SAFE AND EFFICIENT DEVELOPMENT OF THE NATURAL GAS, OIL, WIND, AND OTHER ENERGY RESOURCES

POLICIES	LEAD DEPARTMENT(S)/ AGENCY	TIMEFRAME	A POTENTIAL MEASURE OF SUCCESS	KEY PARTNERS
NRP 3a: Create a streamlined and predictable process to promote, foster, and retain resource industry development	Commissioners, County Planner	Intermediate Term	Creation of a pamphlet for the local approval process for regulated industries	N/A
NRP 3b: Develop a strategy to ensure energy resource development does not create a negative impact on wetlands or environmentally sensitive areas	County Planner	Intermediate Term	Develop regulations for the siting of energy facilities	State of Montana, Fort Peck Tribes
NRP 3c: Encourage best practices and new technology to facilitate resiliency in resource development	Commissioners, County Planner	On-Going	Attend an energy industry conference yearly	Private Sector

ROOSEVELT COUNTY

COMMISSIONERS

GORDON OELKERS
GARY MACDONALD
DUANE NYGAARD

ADMINISTRATIVE ASSISTANT

LINDSEY MCNABB

THANK YOU

Thank you to David Arndt, Julies Bach, Madi Casto, Interstate Engineering, and the Fort Peck Tribe for their use of photographs found throughout this document. Their appreciation of the beauty of Roosevelt County is seen in their work.

PLAN PREPARATION

This plan was assembled and designed by Interstate Engineering on behalf of Roosevelt County.