

**AGENDA**

*The City of Hardin  
406 N. Cheyenne Avenue  
Hardin, MT 59034*

**October 15, 2024**

**AUDIO RECORDING BEGINS**

**MEETING CALLED TO ORDER AT 6:30 P.M.**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL:** Mayor: \_\_\_\_\_

Alderspersons: Steven Hopes \_\_\_\_\_ Clayton Greer \_\_\_\_\_ Chris Sharpe \_\_\_\_\_  
Rock Massine \_\_\_\_\_ Jeremy Krebs \_\_\_\_\_ Antonio Espinoza \_\_\_\_\_

**CONSENT AGENDA:**

Council Meeting 10/01/2024 Landfill 10/01/2024 Claims

**PUBLIC COMMENT:**

- o Ayers Associates – Housing Needs Assessment
- o Chief Paul George, Jr. – Edward Byrne Memorial Justice Assistance Grant Program

**MAYOR:** o Code Enforcement Update

**COMMITTEE REPORTS:**

- **Personnel Committee/City Policy:** Mayor
- **Sewer & Water:** Massine
- **Law Enforcement:** Hopes
- **Streets & Alleys:** Espinoza
- **Parks & Playgrounds:** Krebs
- **Finance/Landfill:** Greer
- **Resolutions and Ordinances:** Sharpe

**SPECIAL COMMITTEES:**

**PETITIONS & COMMUNICATION:** o Montana DOT - Hardin Rest Area Restoration Update

**UNFINISHED BUSINESS:** N/A

**NEW BUSINESS:**

- o RFQ CDBG – Economic Development Strategy
- o Landfill Fees – discussion for fee changes
- o Sidewalk / Curb & Gutter requests – Lind and Hulsey
- o Askin Construction Change Order #2 - \$6,417.61
- o Askin Construction Pay Application #2 - \$466,987.91

**STAFF REPORTS**

- **Public Works:**
- **Finance:**
- **Police:**
- **Legal:**
- **Economic Development:**

**RESOLUTIONS & ORDINANCES:**

Resolution NO. 2390 – Authorizing Submission of Montana Department of Commerce Coal Board Application in support of the Hardin Police Department

Resolution NO. 2391 – Ordering the Installment, Construction, Reconstruction or Replacement of Curb and Gutter

Resolution NO. 2392 – Ordering the Installment, Construction, Reconstruction or Replacement of Curb and Gutter

**ANNOUNCEMENTS:**

Employee Anniversaries: Moses Gonzales, 46 years; Markus Takes The Horse, 9 years; and Angela Zimmer, 9 years

Hardin Community Blood Drive: Thursday, October 17, 2024 at 1:15 p.m. to 6:45 p.m. – First Alliance Church

Invitation to Bid Wastewater Treatment Plant Upgrades: Mandatory Pre-Bid Meeting Thursday, October 17, 2024 at 2:00 p.m. – onsite at the Wastewater Treatment Plant. Sealed Bids are due on Wednesday, November 20, 2024 by 2:00 p.m.

Request for Qualifications Infill and Renovation Redevelopment for Housing: Due by October 25, 2024 by 3:00 p.m.

Letters of Interest to be a Member of the Impact Fee Advisory Committee are due by October 29<sup>th</sup>

Council Meeting: of November 5, 2024 rescheduled to Monday, November 4, 2024 due to Election Day Holiday

City Offices Closed: Tuesday, November 5, 2024 for Election Day

2024 Vac-Truck Bids: Due by 10:00 a.m. November 12, 2024 – Bid Opening 10:15 a.m. at Council Chambers

Request for Proposals South West Park Project Splash Pad: Due by 3:00 p.m. November 12, 2024

If you are interested in being a member of the Montana Local Government Review Study Commission - contact Mayor Purcell at 406-665-9260 Ext. 101

City of Hardin Job Openings: Full-time position: Police Officer. Part-time position: Building Inspector/Code Enforcement Apprentice. Positions are open until filled.

*Meeting adjourned at \_\_\_\_\_ P.M.*

**AUDIO RECORDING ENDS**

*Additions to the Agenda can be voted on by Council to add to the Agenda for the next Council meeting.  
Agenda items will need to be submitted by Wednesday noon before a Tuesday Council meeting.*

**THE COMMON COUNCIL  
CITY of HARDIN, MONTANA**

**COUNCIL MEETING:** The Regular Council Meeting for October 1, 2024 was called to order at 6:45 p.m. with Council President Jeremy Krebs presiding by reciting the Pledge of Allegiance.

The following Aldermen were present: Clayton Greer, Chris Sharpe, Rock Massine, Antonio Espinoza, and Jeremy Krebs. Steven Hopes was excused.

Also present: Finance Officer/City Clerk Andrew Lehr, Public Works Director Michael Hurff, Jr., Deputy City Clerk Angela Zimmer, City Attorney Jordan Knudsen, and Police Chief Paul George, Jr.

Also present physically: Members of the Public  
There was not anyone present by virtual meeting.

**MINUTES OF THE PREVIOUS MEETINGS & CLAIMS:** Sharpe made the motion to approve the Council minutes as written for September 17, 2024. Motion seconded by Greer. On a voice vote the motion was unanimously approved. Massine motioned to approve the Public Hearing minutes as written for September 17, 2024. Espinoza seconded. On a voice vote the motion was unanimously approved.

Greer made a motion to approve the claims for October 1, 2024.

	CLAIM No.	Monthly Total
September, 2024	31480-31485, 31506-31509, 31511-31530, 31534-31540	\$ 782,963.66
October, 2024	31486-31505, 31531-31533, 31541	<u>\$ 5,108.47</u>
<b>TOTAL Submitted</b>		<b>\$ 788,072.13</b>

Sharpe seconded. On a voice vote, the motion was unanimously approved.

**PUBLIC COMMENT:** N/A

**MAYOR:**

Krebs reported the Mayor is attending the Montana League of Cities and Towns Annual Conference in West Yellowstone.

**COMMITTEE REPORTS:**

**Personnel Policy/City Policy:**

Krebs reported Mayor Purcell will provide a report at the next meeting.

**Sewer & Water:**

Massine reported the construction crew is working on the water and sewer lines. He voiced the walking track behind the community center still has rebar laying on the track and the frisbee disk is laying on the ground.

**Law Enforcement:**

**Streets & Alleys:**

**Parks & Playgrounds:**

Krebs reported Day and Night Concrete will start on the concrete at South park on Monday. The Request for Proposals (RFP) for the splash pad will be sent out; looking to have it go before Council at the second meeting in November. The RFP will ask for an alternate bid to include \$50,000 in additional features in case the City receives the T-Mobile grant. The contracts for the pavilion, playground equipment, and concrete have all been signed and scheduled for installation. It was noted the park restrooms were closed today.

**Finance/Landfill:**

Greer reported there was a committee meeting regarding the landfill canister site. Greer made a motion to have Hurff meet with Barry Damschen, landfill engineer, to get the fees locked down, Damschen had said around \$5,000, and seek approval to move on so the City will be able to bid it. Massine motioned to approve for Hurff to contact Damschen. Sharpe seconded. On a voice vote the motion was unanimously approved.

**Resolutions & Ordinances:**

**SPECIAL COMMITTEES:**

**PETITIONS & COMMUNICATIONS:**

**UNFINISHED BUSINESS:**

Jean Drew, resident, asked where the City was at on dogs. She reported the dogs are gone. Knudsen noted it is in City Court.

**NEW BUSINESS:**

Krebs reported there is a request to close the 200 Block for Trunk or Treat. Massine made the motion to approve. Ginnie Ladwig, Chamber of Commerce, requested the closure of the 200 Block for Trunk or Treat from 3:00 p.m. to 7:00 p.m. on October 31<sup>st</sup>. Espinoza seconded. On a voice vote the motion was unanimously approved.

Lehr reviewed the Records Disposal Request and noted it follows the retention schedule. Greer motioned to approve the request. Massine seconded. On a voice vote the motion was unanimously approved.

Hurff reviewed estimates and the scope of work to repair/replace the roof at the City shop. The first quote in the amount of \$29,645.78, submitted by Kirkness Roofing & Exteriors, would remove the membrane and add channels. The second quote in the amount of \$8,250 was submitted by A-Team and their solution is to coat the entire roof with a rubberized coating to make it waterproof, but there would still be standing water. There was discussion of the slope and condition of the roof. Espinoza asked Hurff what his recommendation was and Hurff voiced the quote in the amount of \$29,645.78. Espinoza motioned to accept the \$29,645.78 quote. Greer asked if it has been turned into insurance and noted it wouldn't hurt to check with them. Espinoza rescinded his motion. There was further discussion. Krebs noted it needs to be redone and done right. Espinoza asked how long the quote is good for. Hurff reported Kirkness is currently in the area and if the City has them do it, it would be quick. Espinoza motioned to accept the bid for \$29,645.78 pending Hurff contacts insurance to see if they will cover it or part of it. Greer seconded. On a voice vote the motion was unanimously approved.

Lehr reviewed the Tax Increment Finance District (TIFD) Annual Report. He noted the report was reviewed at the last meeting. Greer motioned to approve the annual report as written. Sharpe seconded. On a voice vote the motion was unanimously approved.

**STAFF REPORTS:**

**Public Works:**

Hurff reported the new gator was received on Monday; a vehicle was purchased for the admin department; and he is working on updating a vehicle for the mechanic and also for the wastewater treatment plant.

**Police:**

Police Chief Paul George, Jr. reviewed calls for service. He reported he and School Resource Officer Laurie Welch attended Multiple Disciplinary Training (MDT) training with other county constituents that include Child Protective Services, County Attorney's Office, Sheriff's Office, and Victim Witness Specialists. He voiced this is a team that will meet regarding child abuse and neglect within the county; providing an overview of the services provided to children and their families. The MDT Team is being organized in Big Horn County.

Police Chief George reported Police Service Aide (PSA) Grant is now a nationally certified animal control officer; he provided information about the cats/kittens that he and PSA Grant have trapped; and reported the last couple of weeks PSA Grant has put

stickers on vehicles and rv's; adding most people have complied with him providing education on the city ordinances.

**Finance:**

Lehr reported the recommendations that were made for the Wayfinding Plan are being worked on and the final plan will be brought back to Council when it is finished. He turned in the request for reimbursement from the County and from the Department of Commerce. The project was a little over \$40,000 and the total grant money received was \$40,000 between the two entities.

**Legal:**

**Economic Development:**

Toyne reported the Request for Qualifications (RFQ) for the Economic Development Strategy closes Thursday, October 3<sup>rd</sup> at 3:00 p.m.; the RFQ for the Infill and Redevelopment for Housing will be advertised October 3<sup>rd</sup> with a closing date of Friday, October 25<sup>th</sup> at 3:00 p.m.; she attended the Beartooth RC&D Board Meeting; Myrna Latusky and Garuav Thakur, with RC&D, will be coming to Hardin tomorrow to meet with her to go over the many projects they are working on together; she attend the Montana Economic Development Association Conference in Havre; she and Lehr attended a meeting, by Zoom, with the Department of tourism that provided information about reapplying for the Pilot Tourism Grant; she attended a meeting with Ayers Associates and Beartooth RC&D regarding the County Housing Needs Assessment; she attended the National and Montana Mainstreet Webinar; the Big Sky Passenger Rail Authority (BSPRA) Board Meeting; and she continues to work with Business Attraction for the Industrial Park.

**RESOLUTIONS & ORDINANCES:**

**ANNOUNCEMENTS:**

Krebs announced the new City Phone Number is (406) 665-9260; Alley Clean-Up is in process; the Request for Qualifications for the Community Development Block Grant (CDBG) are due by Thursday, October 3, 2024 by 3:00 p.m.; City Hall is closed Monday, October 14, 2024 for Columbus Day; the Request for Qualifications for the Infill and Renovation Redevelopment for Housing are due by Monday, October 25, 2024 by 3:00 p.m.; and the Council Meeting of Tuesday, November 5, 2024 has been rescheduled to Monday, November 4, 2024 due to the Election Day Holiday.

The City of Hardin has the following Job Openings: Full time position: Police Officer. Part-Time position: Building Inspector/Code Enforcement Apprentice. Positions are open until filled.

Greer motioned to adjourn the meeting at 7:17 p.m. Sharpe seconded. On a voice vote the motion was unanimously approved.

\_\_\_\_\_  
**Joe Purcell, Mayor**

**ATTEST:**

\_\_\_\_\_  
**Andrew Lehr, Finance Officer/City Clerk**

## City of Hardin

### Landfill Committee Meeting

October 1, 2024

The Resolutions or Ordinances Committee Meeting began at 6:15 p.m. In attendance was Committee members Clayton Greer, Chris Sharpe, and Rock Massine and Council Members Antonio Espinoza and President of the Board Jeremy Krebs, Finance Officer/City Clerk Andrew Lehr, Deputy City Clerk Angela Zimmer, and Police Chief Paul George.

Also present physically: Members of the public  
There was not anyone present by virtual meeting.

Public Comment: N/A

Greer opened with discussion about the Landfill Canister Site. He referenced a map of the landfill with a red star indicating a proposed location for the new canister site. A recommendation would be to widen the road to allow double traffic. Sharpe asked if the road would get slimy in the weather. Chris Schneider, Landfill Lead, noted it is the first road they maintain. He noted originally the intention was to have it close to the scale, entry gate, to the right of the scale or left behind the shop; the compactor is parked behind the shop. Schneider noted 100 ft x 150 ft is needed for the canister site and there is plenty of space there, at the proposed location, for that. He noted there would be minimal dirt movement.

Schneider provided information about updating and adding specialty waste fees for poly plastic, unsecured load fees for residential-commercial, and railroad ties and power poles. He reviewed the process for taking poly plastic in bulk and railroad ties; difficulty in covering and the time it takes. Schneider reviewed a sample list he created of the proposed fees that include the items listed in alphabetical order and in fee categories. He provided a summary of the definition of Spray Dryer Absorber (SDA) and the hazard of the product to the employees and residents. It comes in from Rocky Mountain Power to the ash pit at the landfill. SDA is hard to contain and is easily airborne. He asked about charging a dry load fee; the City has an unsecured load fee for the solid waste. Espinoza asked how many ash trucks come in a day. Schneider noted fourteen to twenty-five loads a day. Knudsen asked if in a normal load of ash is there some of the SDA in the ash too. He asked if they also bring a load of a hundred percent SDA. Schneider noted yes. Knudsen noted there is suppose to be ash, not anything else. Krebs asked if we are required to take it if it is causing problems. Schneider noted that is why he wanted to meet with everyone. Greer voiced we need to meet with them to let them know it needs to be corrected; visit with Hurff and the Mayor. Greer noted he will meet with Hurff to come up with a resolution of rate increases.

Greer noted it will be brought up to vote authorize Damschen to proceed with another fee. Hurff noted Damschen had previously said that if the City moves sites, it will be another \$5,000 to redesign.

The meeting ended at 6:45 p.m.

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Chris Sharpe, Committee Chairman

ATTEST:

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Angela Zimmer, Deputy City Clerk

DRAFT

# *City of Hardin*

Submitted for Approval

October 15, 2024

Month	CLAIM No.	Monthly Total
September, 2024	31543-31562, 31564, 31566-31572, 31574-31575	<b>\$ 531,629.91</b>
October, 2024	31563, 31573	<b>13,471.43</b>
<b>Claims Total (Expenditures)</b>		<b>\$ 545,101.34</b>
<b>September 2024</b>		<b>262,425.78</b>
<b>TOTAL Submitted</b>		<b>\$ 807,527.12</b>

**Claims or Expenditures over \$5,000  
per Resolution #2189**

Vendor	Purpose	Check #	Amount
ASKIN CONSTRUCTION	Pay App #2 1st St and Watson Projects	40844	462,318.03
ERIC DAY	Materials for sidewalk in South Park	40840	10,000.00
 <i>Previously approved at May 7, 2024 Council Meeting</i>			
WHARTON ASPHALT LLC	Chip Seal Kokomo	40835	22,494.00
 <i>Exempt from Resolution 2189</i>			
NORTHWESTERN ENERGY	Electric Utilities	40841	20,274.43

**CITY OF HARDIN**

## Claims Report

For the Accounting Period: September, 2024

<b>Vendor</b>	<b>Claim #</b>	<b>Check</b>	<b>Amount</b>
TINA M TOYNE	CL 31543	40832	256.88
LAURIE WELCH	CL 31544	40826	172.91
360° OFFICE SOLUTIONS INC	CL 31545	40818	928.77
BILL'S AUTO PARTS	CL 31546	40822	1,384.31
BIG SKY LINEN & UNIFORM INC	CL 31547	-99658	109.38
BIG SKY FIRE EQUIPMENT	CL 31548	40820	3,060.00
BIG SKY LAWN CARE & PLOWING	CL 31549	40821	3,650.00
COLUMN SOFTWARE PBC	CL 31550	40823	314.05
Division of Criminal Investigation	CL 31551	40824	1,567.09
FERGUSON ENTERPRISES INC	CL 31552	40825	360.59
NORTHERN CHIROPRACTIC PC	CL 31553	40828	130.00
MOUNTAIN ALARM	CL 31554	40827	464.50
PINE RIDGE FABRICATION LLC	CL 31555	40829	195.00
RDO EQUIPMENT	CL 31556	40830	59.52
TRUENORTH STEEL INC	CL 31557	40834	786.60
TRACTOR & EQUIPMENT CO	CL 31558	40833	197.37
WHARTON ASPHALT LLC	CL 31559	40835	22,494.00
APG YELLOWSTONE NEWS GROUP	CL 31560	40819	72.00
THE ORIGINAL BRIEFS	CL 31561	40831	1,937.60
WAGeworks, INC.	CL 31562	-99656	25.00
BIG HORN COUNTY ELECTRIC	CL 31564	40837	3,724.26
VERIZON WIRELESS	CL 31566	-99657	592.89
NORTHWESTERN ENERGY	CL 31567	40841	20,274.43
ANIMAL CARE CENTER	CL 31568	40836	543.85
BIG SKY EXPRESS WASH	CL 31569	40838	61.20
DIS TECHNOLOGIES	CL 31570	40839	1,017.80
ST Vincent Occupational Healthcare	CL 31571	40842	90.00
UTILITIES UNDERGROUND LOC. CTR.	CL 31572	40843	172.00
ASKIN CONSTRUCTION	CL 31574	40844	462,318.03
MONTANA DEPARTMENT OF REVENUE	CL 31575	-99654	4,669.88
			<b>531,629.91</b>



**CITY OF HARDIN**

Claims Report

**For the Accounting Period: October, 2024**

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<b>Vendor</b>	<b>Claim #</b>	<b>Check</b>	<b>Amount</b>
ENTERPRISE FLEET MANAGEMENT	CL 31563	-99655	3,471.43
ERIC DAY	CL 31573	40840	10,000.00
			<b>13,471.43</b>

**CITY OF HARDIN**

Check Report

**10/15/2024**

<b>Vendor</b>	<b>Claim #</b>	<b>Check</b>	<b>Amount</b>
360° OFFICE SOLUTIONS INC	CL 31545	40818	928.77
APG YELLOWSTONE NEWS GROUP	CL 31560	40819	72.00
BIG SKY FIRE EQUIPMENT	CL 31548	40820	3,060.00
BIG SKY LAWN CARE & PLOWING	CL 31549	40821	3,650.00
BILL'S AUTO PARTS	CL 31546	40822	1,384.31
COLUMN SOFTWARE PBC	CL 31550	40823	314.05
Division of Criminal Investigation	CL 31551	40824	1,567.09
FERGUSON ENTERPRISES INC	CL 31552	40825	360.59
LAURIE WELCH	CL 31544	40826	172.91
MOUNTAIN ALARM	CL 31554	40827	464.50
NORTHERN CHIROPRACTIC PC	CL 31553	40828	130.00
PINE RIDGE FABRICATION LLC	CL 31555	40829	195.00
RDO EQUIPMENT	CL 31556	40830	59.52
THE ORIGINAL BRIEFS	CL 31561	40831	1,937.60
TINA M TOYNE	CL 31543	40832	256.88
TRACTOR & EQUIPMENT CO	CL 31558	40833	197.37
TRUENORTH STEEL INC	CL 31557	40834	786.60
WHARTON ASPHALT LLC	CL 31559	40835	22,494.00
ANIMAL CARE CENTER	CL 31568	40836	543.85
BIG HORN COUNTY ELECTRIC	CL 31564	40837	3,724.26
BIG SKY EXPRESS WASH	CL 31569	40838	61.20
DIS TECHNOLOGIES	CL 31570	40839	1,017.80
ERIC DAY	CL 31573	40840	10,000.00
NORTHWESTERN ENERGY	CL 31567	40841	20,274.43
ST Vincent Occupational Healthcare	CL 31571	40842	90.00
UTILITIES UNDERGROUND LOC. CTR.	CL 31572	40843	172.00
ASKIN CONSTRUCTION	CL 31574	40844	462,318.03
MONTANA DEPARTMENT OF REVENUE	CL 31575	-99654	4,669.88
ENTERPRISE FLEET MANAGEMENT	CL 31563	-99655	3,471.43
WAGeworks, INC.	CL 31562	-99656	25.00
VERIZON WIRELESS	CL 31566	-99657	592.89
BIG SKY LINEN & UNIFORM INC	CL 31547	-99658	109.38
			<b>545,101.34</b>

## Angela Zimmer, Deputy City Clerk

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**From:** Sloane Stinson <sloane@bigskypublicrelations.com>  
**Sent:** Friday, October 4, 2024 9:03 AM  
**To:** Sloane Stinson  
**Subject:** Hardin Rest Area Restoration Project Update – October 2024



Good morning.

The Montana Department of Transportation (MDT) and partners Dick Anderson Construction, WGM Group, and CWG Architecture have made significant progress at both the eastbound and westbound sites of the Interstate 90 (I-90) Hardin Rest Area Restoration project.

At the westbound site, the main building's exterior wall framing is complete, roof trusses have been set, and roofers are now installing and insulating the metal roof.



*Westbound Hardin Rest Area site. (Dick Anderson Construction/Tyler Hansen)*

Interior concrete masonry unit (CMU) walls, constructed of standardized precast concrete blocks, are complete on the eastbound site. Crews are now preparing the roof trusses for sheathing, the wooden boards that will support the metal roof assembly.



*Eastbound Hardin Rest Area site. (Dick Anderson Construction/Tyler Hansen)*

Both rest area locations are currently undergoing mechanical system installation, including bathroom plumbing and electrical work.

Rest area paving is substantially complete. Other construction is ongoing, including sidewalk work and installation of the picnic areas, site lighting, and wastewater treatment systems.

The eastbound and westbound Hardin Rest Area sites are closed during construction.

The Montana Fish, Wildlife & Parks (FWP) Watercraft Inspection Site at the westbound location is open to the public and will remain open through October 27.

As construction progresses, minimal-to-no traffic disruption on I-90 is anticipated. Drivers should watch for trucks entering and exiting the project areas.

For more information about the project, including a detailed list of rest area improvements and renderings of the buildings and site layouts, visit [www.mdt.mt.gov/pubinvolve/hardinrestarea/](http://www.mdt.mt.gov/pubinvolve/hardinrestarea/)

Please do not hesitate to reach out with any questions or concerns. Email me directly at [sloane@bigskypublicrelations.com](mailto:sloane@bigskypublicrelations.com) or call the project hotline at 406-207-4484, Monday through Friday, 9 a.m. to 5 p.m.

Best wishes,  
Sloane Stinson  
On behalf of the Montana Department of Transportation



Alternative accessible formats of this document will be provided on request. Persons who need an alternative format should contact the Office of Civil Rights, Montana Department of Transportation, 2701 Prospect Avenue, PO Box 201001, Helena, MT 59620. Telephone 406-444-5416 or Montana Relay Service at 711.

Sloane Stinson

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IMPACT THROUGH INSIGHT

# Economic Development Strategy

OCTOBER 1, 2024

Prepared for the City of Hardin

PROPOSAL

Andrew Lehr  
Finance Officer/City Clerk  
406 North Cheyenne Avenue  
Hardin, MT 59034

Dear Mr. Lehr,

ECONorthwest is excited to submit our qualifications for the City of Hardin's Economic Development Strategy. The city has several promising areas for growth that we specialize in, including downtown revitalization, energy sector transitions, tourism, and small business expansion. With limited resources, it's crucial for the city to focus on clear, strategic priorities. Building on the foundation of the 2021 Growth Policy and Downtown Revitalization Plan, our team will craft a customized growth strategy that will not only identify key opportunities but steps the City can take to move them forward.

For nearly 50 years, ECONorthwest has partnered with cities, counties, and states across the country, including rural communities like Hardin. Our team is skilled at navigating the unique challenges of rural economies, identifying key assets that can be leveraged to differentiate itself from peers. From our work across the country, we stay attuned to key trends shaping local economies, including the rise of the green energy sector, the expansion of data centers, the booming interest in outdoor recreation, the surge in micro-entrepreneurs, and the new opportunities created by remote work.

We differentiate ourselves by building teams with experienced practitioners. In this case, our team would lean on Nick Green, a regular collaborator and former city manager of John Day, Oregon. His work in John Day and across rural areas of Oregon has been shown to be some of the most innovative economic development thinking in the country.

We look forward to the possibility of supporting Hardin in this critical endeavor and welcome the opportunity to discuss our approach in greater detail. Please do not hesitate to reach out with any questions or requests for additional information.

Warm regards,



Robert Parker





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# Project Understanding: Hardin's Path Forward

The City of Hardin is struggling through stubbornly high unemployment and the slow transition to new anchor employers as the coal industry transitions. This plan is needed not only to create jobs but to enhance Hardin as a place where people want to live, work, and thrive. By staying creative and leveraging local assets, Hardin aims to create a roadmap that fits the character and needs of the community.

## Recent Developments & Local Assets:

- ◆ **Tourism & Infrastructure:** Proximity to major attractions like the Little Bighorn Battlefield and Bighorn Canyon provides potential for expanding the tourism sector and related infrastructure.
- ◆ **Historic Downtown:** The downtown area is rich in history and poised for revitalization, offering opportunities for business growth and cultural development.
- ◆ **Energy Infrastructure:** Ongoing energy transitions, including the repurposing of existing infrastructure and potential renewable energy ventures, present opportunities for Hardin's economy to diversify and adapt to modern energy demands.

## Reinforcing Projects:

- ◆ **Infill Housing:** The city's infill housing efforts will bring new residents to downtown, bolstering the local economy and providing the workforce needed to support business growth. This effort aligns with the broader goals of economic revitalization.
- ◆ **Business & Job Creation:** By leveraging Hardin's existing business park and infrastructure, the Plan will offer targeted incentives and programs to attract businesses aligned with the community's vision for growth.

## Building on the 2021 Growth Policy:

- ◆ **Attracting Residents:** Hardin will focus on developing strategies to retain current residents and attract new ones, enhancing its appeal as a place to live and work.
- ◆ **Promoting Small Business Growth:** The city will grow its local economy by empowering entrepreneurs to grow their businesses, but in storefronts along North Center Avenue and via e-commerce channels.

## Staying True to Hardin's Values:

The Plan will be rooted in the principles that have long guided Hardin's growth, such as those of the Strong Towns and Main Street Approach. These values will ensure the city's development is both sustainable and reflective of what makes Hardin a strong, resilient community.



# Project Workplan



## Phase 0: Kickoff and Project Management

Timeline: October 30 – November 15, 2024

We'll start with a kickoff meeting to align on Hardin's vision, discuss priorities, and lay the foundation for the project. We'll discuss the 2021 Growth Policy and Downtown Revitalization Plan to identify specific goals and actions that can be accelerated. Our initial work will involve setting up a project management plan and a regular schedule of check-ins to ensure we stay on track.

### Key Tasks:

- ◆ Kickoff meeting with the City of Hardin
- ◆ Review of existing plans and reports
- ◆ Develop Project Management Plan, with a work plan to achieve key milestones

**Deliverable:** Project Management Plan that outlines milestones for immediate actions.



## Phase 1: Surveying the Landscape & Asset Mapping

Timeline: November 16 – December 31, 2024

Building on Hardin's existing plans, we'll take a close, thoughtful look at the city's workforce, anchor employers, and business support ecosystem. Through asset mapping, we'll uncover the skills, resources, and spaces that can fuel both immediate and long-term growth. We'll ground this in solid data, using public and third-party sources to paint a clear picture of trends and ongoing activities. By tapping into local and regional plans, we'll make sure our work builds on what's already been done, so we can add fresh ideas that move Hardin forward without duplicating efforts.

### Key Tasks:

- ◆ Data gathering (workforce, business ecosystem, anchor employers)
- ◆ Asset mapping (skills, resources, public spaces)
- ◆ Preliminary analysis and report preparation

**Deliverable:** Economic Snapshot Report, including 3-5 key findings to build off of.





## Phase 2: One-on-One Community Conversations

Timeline: January 2 – February 15, 2025

We will engage directly with key community stakeholders through targeted one-on-one conversations. These interviews will provide insight and ideas on how to capitalize on existing assets and identify opportunities that align with Hardin's near-term growth goals.

### Key Tasks:

- ◆ Identify key stakeholders in the business and workforce community
- ◆ Conduct one-on-one interviews (8-12) to gather input and insights
- ◆ Compile findings into a Community Insights Report

**Deliverable:** Community Insights Report, summarizing key takeaways and community priorities.



## Phase 3: Identifying Opportunities

Timeline: February 16 – March 10, 2025

At this stage, we'll bring together insights from both the data and the community. By synthesizing quantitative analysis, asset mapping, and local feedback, we'll identify common themes and uncover unique opportunities for workforce development, entrepreneurial support, or infrastructure improvements. This process will highlight actionable, targeted initiatives that align with Hardin's immediate goals and support the 2021 Growth Policy.

This phase is about translating insights into practical solutions that are tailored to Hardin's specific strengths and aspirations.

### Key Tasks:

- ◆ Identify common themes and unique opportunities
- ◆ Develop targeted workforce, business, and infrastructure opportunities
- ◆ Prepare the Opportunities Memo

**Deliverable:** Opportunities Memo, highlighting practical, prioritized initiatives for short-term and long-term growth.





# Phase 4: Shaping the Future and Crafting the Master Plan

Timeline: March 11 – April 30, 2025

We will facilitate a working session with City staff to review the proposed strategies and align on shared priorities. This session will inform the final Economic Development Strategic Plan, which will detail actionable steps for the City to take over the next 20 months.

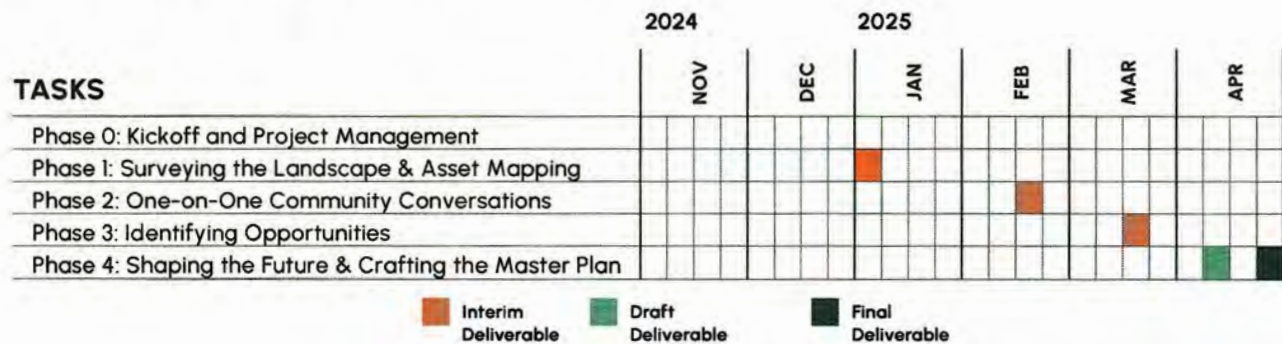
After the working session, we will draft the Strategic Plan, ensuring it reflects Hardin's priorities, builds on the 2021 Growth Policy, and includes new opportunities that support a thriving and resilient economy. The draft will be reviewed with City staff to incorporate feedback, leading to a finalized plan.

### Key Tasks:

- ◆ Facilitate a working session with city staff and stakeholders to refine strategies
- ◆ Draft the Economic Development Strategic Plan
- ◆ Review the draft with City staff and incorporate feedback
- ◆ Finalize and submit the Strategic Plan

**Deliverable:** Hardin Economic Development Strategic Plan – a comprehensive guide for immediate actions and long-term growth, built on Hardin’s assets and community priorities.

## Project Schedule



# Project Budget

EXPENSES	PHASE 0		PHASE 1	PHASE 2	PHASE 3	PHASE 4	HOURS	\$	% OF BUDGET
	S/ HOUR	Kickoff & PM	Surveying Landscape & Asset Mapping	1:1 Community Conversations	Identifying Opportunities	Shaping the Future and Crafting the Master Plan			
<b>ECOnorthwest</b>									
Bob Parker	290	2	2	2	2	4	12	\$3,480	14%
Kryn Sausedo	195	8	4	5	4	8	29	\$5,655	23%
Oscar Saucedo-Andrade	165	3	5	3	6	12	29	\$4,785	19%
Clara Williams	135	2	12	4	10	25	53	\$7,155	29%
<b>ECO Total</b>		<b>15</b>	<b>23</b>	<b>14</b>	<b>22</b>	<b>49</b>	<b>123</b>	<b>\$21,075</b>	<b>84%</b>
<b>Catalyst</b>									
Nick Green	300	1	2	2	5	2	12	\$3,600	14%
<b>Catalyst Total</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>12</b>	<b>\$3,600</b>	<b>14%</b>
<b>Total by Task</b>		\$3,229	\$4,453	\$3,238	\$5,320	\$8,723			
							ECO Labor	\$21,075	
							Sub Labor	\$3,600	
							Sub Admin	\$288	
							<b>Total</b>	<b>\$24,963</b>	

## About the Team

### About ECOnorthwest

For 50 years, policymakers and business leaders have trusted ECOnorthwest to inform the complex issues that shape communities. ECOnorthwest has worked with a diverse range of over 2,000 public, private, non-profit, and foundation clients in the United States and around the world to craft effective and feasible solutions. We work at the intersection of neighborhoods and highways. Of development and conservation. Of poverty and prosperity. The choices we make at these intersections matter. To help guide your decisions, we've built a team of experts in economics, urban planning, public policy, finance, demography, geography, and sociology. Rooted in economics, our interdisciplinary expertise lights the way to a broader understanding of how policy choices affect peoples' lives.

To answer the complex questions of our time, we integrate economic analysis with complementary disciplines to provide a more complete understanding of how policy choices affect peoples' lives.

*We tailor our teams and our methods to help meet client goals, bringing the right analytic methods and tools to answer a range of policy questions.*

### About Catalyst

Catalyst is a public policy and government relations advisory firm headquartered in John Day, Oregon. Catalyst assists rural-frontier communities with community and regional economic development initiatives, working with clients on land use development and site



selection consulting for projects that range from small 5–10-acre housing and industrial developments up to 1,200-acre mixed-use (residential + commercial) master-planned communities. They specialize in capital fundraising and planning for public improvement projects, including water, sewer, wastewater, broadband, and transportation systems.

## Organizational Chart



## Team Bios



### Robert Parker, Senior Project Director, AICP

- » **M.U.R.P. University of Oregon**
- » **B.S. Natural Resource Management, Colorado State University**

Bob Parker, AICP, is a Senior Project Director and Policy Analyst who has been with ECONorthwest since 1990. Bob has been with ECONorthwest for more than 25 years and specializes in economic development, housing, market analysis, and buildable land supply analysis. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

Bob also serves as the Director of Strategy and Technical Solutions of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is the program director for IPRE's Economic Development Administration University Center (EDAUC). IPRE's EDAUC provides technical assistance and economic development planning support for communities and businesses throughout Oregon. IPRE has developed Comprehensive Economic Development Strategies for several Oregon economic development districts and is versed in the EDA CEDS requirements. IPRE also developed a guidebook and training on economic resilience.





## **Kryn Sausedo, Senior Project Manager**

» **M.P.M. Carnegie Mellon University, H. John Heinz School of Public Policy and Management**

» **B.A. International Studies, University of Wisconsin - Madison**

With a decade of experience in the public sector, Kryn is adept at managing economic development projects and crafting actionable strategies. His portfolio includes statewide recovery plans, local economic resiliency strategies, small business support programs, and cleantech strategies to leverage the greening of the economy. He prioritizes collaboration and values the insights of local stakeholders, combining data with lived experiences in an iterative process to develop effective and thoughtful solutions.



## **Oscar Saucedo-Andrade, Strategic Advisor**

» **M.U.R.P. Portland State University**

» **B.EnvD. Sustainable Planning and Design, University of Colorado Boulder**

Oscar is a Project Manager at ECONorthwest with a professional focus on the confluence of land use and urban economics. His work centers on public policy and the factors that drive real estate investment. At ECONorthwest, Oscar collaborates with both private and public sector clients to develop actionable solutions to complex issues related to land use, economic development, affordable housing, and development feasibility.

Based in Denver, Colorado, Oscar has been instrumental in assisting cities in assessing their housing conditions and formulating strategic plans to meet the current and future housing needs of their residents. His expertise supports these communities in making data-driven decisions and implementing strategies and policies that promote sustainable and equitable housing development.



## **Ciara Williams, Associate**

» **M.U.R.P. Portland State University**

» **B.A. International Affairs, George Washington University**

As an Associate at ECONorthwest, Ciara applies her research, writing, design, and GIS skills to a range of housing and revitalization projects in the Urban Systems practice area. Prior to joining ECO as an associate in 2024, Ciara spent two years as a planning intern at ECONorthwest and Cascadia Partners, building her experience and resume in the field of planning. Ciara pursued her master's after three years of community and economic development work throughout Oregon. In her roles with Central Oregon Intergovernmental



Council and ODOT's Public Transportation Department, Ciara provided capacity and technical assistance to numerous projects, spanning economic recovery planning, broadband assessments, and childcare solutions. As a long-time PNW resident and a lover of thoughtfully designed cities, Ciara is thrilled to facilitate complete and equitable communities amidst the beautiful West Coast backdrop.



### **Nicholas Green, Strategic Advisor**

- » **Education MPA from the University of Washington**
- » **B.S. in Microbiology from Brigham Young University**

Nick Green is a former City Manager and Chief Planning Official with extensive experience and practical knowledge to help Hardin navigate and implement its strategic approach. Green has 20 years of experience managing large-scale capital projects and state and federal grant and loan investment portfolios for local government clients valued at over \$50 million. His work has won numerous awards, including the Western Planner's President's Award for innovation in planning.

## Relevant Experience

### Recent Experience in Montana

#### **Missoula County | Housing Action Plan | MT | 2022**

- » **Reference: Melissa Gordon, Grants Program Manager, 406-258-4980, mgordon@missoulacounty.us**

In collaboration with community members, community organizations, and regional partners ECO assisted Missoula County with developing their first-ever affordable housing strategy. ECO convened a steering committee of local experts in housing, finance, construction, and real estate to help develop a set of housing strategies focused on increasing housing supply, expanding and creating programs to help people stay housed, and strengthening partnerships between the City, County, and local agencies for coordinated planning efforts. The Board of Missoula County Commissioners approved a Resolution to Adopt the Missoula County Housing Action Plan: Breaking Ground as an issue plan of the Missoula County Growth Policy on February 10th, 2022.

#### **Missoula Midtown Association | Midtown Master Plan | MT | 2023**

- » **Reference: Melanie Brock, Missoula Midtown Association, 406-370-8816, midtown@missoulamidtown.com**





ECONorthwest led a team to help develop a Master Plan for the Missoula Midtown Association. The Master Plan focused on developing a cohesive vision for Midtown and a plan and strategy for facilitating more housing, employment, and transportation options through economic development tools. ECONorthwest conducted a residential and commercial market analysis, evaluating development feasibility, identifying financial and regulatory barriers and incentives, as well as crafting development strategies to support equitable development for residents and businesses alike.

## **City of Big Sky | Resident Sentiment Survey | MT | 2023**

» **Reference: Kristin Dahl, 503-784-1072, [kristin@crosscurrentcollective.com](mailto:kristin@crosscurrentcollective.com)**

ECONorthwest, in collaboration with Crosscurrent Collective and Visit Big Sky, formulated a concise set of survey questions aimed at pinpointing the most relevant factors influencing the sentiments of residents, visitors, and stakeholders in the tourism industry. These insights serve as vital inputs for shaping Visit Big Sky's tourism strategy, including creating a shared vision of success, integrating suggestions to shape the future of tourism in Big Sky, and identifying strategies to improve the visitor experience while enhancing a strong sense of place for residents and the community of Big Sky.

## **Recent Experience in Rural Economic Development**

### **Business Oregon | Cleantech Sector Analysis | OR | Ongoing**

» **Reference: Heather Stevens, Regional Development Officer, 971-719-6099, [heather.stevens@biz.oregon.gov](mailto:heather.stevens@biz.oregon.gov)**

ECONorthwest conducted a Cleantech Sector Competitiveness Assessment for Business Oregon, the state's economic development agency, to develop a strategic roadmap for the growth of Oregon's Cleantech industry. The study evaluated the state's Cleantech landscape, focusing on industry segmentation, workforce trends, market opportunities, and technology tiers to support—from emerging innovations to growth subsectors. Extensive stakeholder engagement, including numerous conversations with industry partners, helped identify the needs and opportunities within the sector. Benchmarking Oregon's strengths against national and global peers, the project provided actionable recommendations to position Oregon as a leader in Cleantech innovation, driving sustainable economic growth and supporting the creation of high-quality jobs.

### **City of John Day | Community Investment Strategy | OR | 2020**

» **Reference: Nick Green, (Nick was the city manager in John Day for the Community Investment Strategy), [nick@catalyst.win](mailto:nick@catalyst.win), 541-620-2809**



ECONorthwest partnered with the City of John Day to create a five-year Community Investment Strategy (CIS) aimed at revitalizing the city's economy and laying the groundwork for sustainable growth. The project began with a series of technical analyses to assess the city's economic strengths and opportunities, including exploring the potential for a city-led greenhouse industry and reviewing housing policies to preserve affordability and ensure housing stock stability. These efforts culminated in a strategic roadmap that identified key areas for investment in infrastructure, housing, and industry, essential for supporting the city's long-term economic goals.

To complement the CIS, ECONorthwest also developed a marketing prospectus designed to attract external investors and partners interested in John Day's revitalization efforts. As a result, the City secured several state and federal grants that have funded critical projects, including broadband expansion and new transportation infrastructure. By enhancing connectivity and supporting local businesses, these investments have positioned John Day for long-term economic resilience and growth.

### **Strategic Economic Development Corporation | Mid-Willamette Valley Innovation Hub | OR | 2024**

» **Reference: Erik Andersson, President, 503-837-1800, [eandersson@sedcor.com](mailto:eandersson@sedcor.com)**

ECONorthwest developed an implementable plan for a regionally focused, sector-agnostic innovation hub that will provide technical assistance to innovation-based entrepreneurs in this rural area. Specifically, our team worked with a Hub Core Group composed of representatives from SEDCOR and other Mid-Valley economic development, workforce, education, and industry organizations to plan for the creation of Regional Innovation Hub for Marion, Polk, and Yamhill Counties.

### **Ashland Chamber of Commerce | Economic Diversification Strategy | OR | 2022**

» **Reference: Sandra Slattery, Executive Director, 541-890-3897, [sandra@ashlandchamber.com](mailto:sandra@ashlandchamber.com)**

In collaboration with the Ashland Chamber of Commerce and City officials, ECONorthwest developed a forward-thinking Economic Diversification Strategy aimed at reducing the town's reliance on tourism and the performing arts. The plan identified healthcare, solar energy, and outdoor recreation as key sectors to expand Ashland's economic base. ECONorthwest conducted extensive outreach, including community workshops and consultations with local businesses, ensuring that the strategy reflected both community needs and the city's broader development goals. A critical element of the strategy was leveraging Ashland's proximity to outdoor recreation opportunities and supporting the city's push toward renewable energy by fostering growth in the solar industry. The plan also addressed workforce housing challenges and promoted collaboration between public and private sectors to attract investment and sustainable business growth. This comprehensive and



forward-looking approach equips Ashland with the tools needed to build a more balanced and resilient economy, enabling it to adapt to changing market conditions while supporting long-term employment growth and land-use efficiency.

### **Regional Rural Revitalization (R3) Strategies Consortium | Managing Director | OR | 2024**

» **Reference: Heather Smith, R3 Board Chair, 541-936-0072, [hsmith@cityofburnsor.gov](mailto:hsmith@cityofburnsor.gov)**

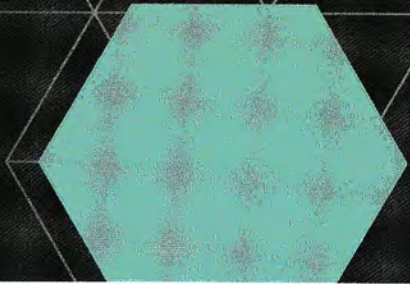
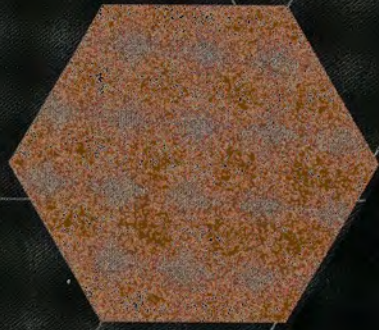
Catalyst assembled an award-winning team of practitioners, policy analysts, economists, planners, project managers, and homebuilders with decades of experience working on challenging problems facing rural-frontier communities in the Pacific Northwest to assist R3 with building and incentivizing 450 new homes for construction in rural areas of Oregon. Catalyst manages R3's \$10M+ investment portfolio and provides day-to-day management and operations for the agency.

### **Miller Springs | Master Planning | OR | 2024**

» **Reference: Darin Henry, Founder, 360-931-5951, [darinhenrydvm@gmail.com](mailto:darinhenrydvm@gmail.com)**

Catalyst planned and developed a 1,200-acre master-planned community in rural Oregon, developing six home plans for implementation in Phase 1, which consists of 160 dwelling units (single and multifamily) surrounded by parks, trails, and commercial properties. Catalyst raised over \$6 million in public investment for the project.





# APPENDIX A: REQUIRED ITEMS

## ATTACHMENT A – Proposer Information

### Proposer's Information Form

#### ACKNOWLEDGEMENT

The undersigned declares that she or he:

- Has carefully examined the RFQ specifications
- Is thoroughly familiar with its content
- Is authorized to represent the proposing firm; and
- Agrees to perform the work as set forth in the specifications of this request for qualifications.

#### PROPOSER (please print):

Firm Name: Economic Consultants Oregon LTD DBA ECONorthwest

Address: 920 SW 6th Ave, Suite 1400

Portland, OR 97204

Telephone: 503-222-6060

Email(s): econw@econw.com

Contact person, title, email, and telephone: \_\_\_\_\_

Robert Parker, Project Director, parker@econw.com, 503-506-8129

Proposer, if selected, intends to carry on the business as (check one):

Individual (sole proprietor)

Partnership

Corporation

When incorporated? 1974

In which state? Oregon

Other (explain): \_\_\_\_\_

**PROPOSER'S SIGNATURE**

No proposal shall be accepted which has not been signed in ink in the appropriate space below:

By signing below, the submission of the qualifications shall be deemed a representation and certification by the Proposer that they have investigated all aspects of the RFQ, that they are aware of the applicable facts pertaining to the RFQ process, its procedures and requirements, and they have read and understand the RFQ. No request for modification of the proposal shall be considered after its submission on the grounds that the Proposer was not fully informed as to any fact or condition.

1 If Proposer is INDIVIDUAL/SOLE PROPRIETOR, sign here

Date: \_\_\_\_\_

\_\_\_\_\_  
Proposer's Signature

\_\_\_\_\_  
Proposer's typed name and title

2 If Proposer is PARTNERSHIP, at least two (2) Partners shall sign here:

\_\_\_\_\_  
Partnership Name (type or print)

Date: \_\_\_\_\_

\_\_\_\_\_  
Member of Partnership Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Member of Partnership Signature

3 If Proposer is a CORPORATION, the duly authorized officer shall sign as follows:

The undersigned certify that he/she is respectively:

\_\_\_\_\_ and \_\_\_\_\_  
Signature Title

Of the corporation named below; that they are designated to sign the Proposal Cost Form by resolution (attach a certified copy, with corporate seal, if applicable, notarized as to its authenticity or Secretary's certificate of authorization) for and on behalf of the below named CORPORATION, and that they are authorized to execute same for and on behalf of said CORPORATION.

\_\_\_\_\_  
Economic Consultants Oregon LTD DBA ECONorthwest

Corporation Name (type or print)

By: Tyler Bump \_\_\_\_\_

Date: 10/1/24 \_\_\_\_\_

Title: Partner \_\_\_\_\_

# APPENDIX B: RESUMES



## Robert Parker

Senior Project Director/Policy Analyst

Bob is a Senior Project Director with ECONorthwest with a background in land use, growth management, housing, and economic development. Bob has extensive technical experience with demographic analysis and forecasting, survey design analysis, economic impact analysis, and computer modeling. Bob's specialty is the nexus between land use planning, housing, and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Bob also serves as the Director of Strategy and Technical Solutions for the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

### EDUCATION

M.U.R.P. University of Oregon

B.S. Natural Resource Management, Colorado State University

### CERTIFICATION

AICP

### AREAS OF EXPERTISE

- Economic Development
- Housing
- Growth Management
- Land Use
- Market Analysis
- Survey Research

#### **City of Des Moines | Economic Development Element Update | WA | Ongoing**

Updating the Economic Development Element of Des Moines' comprehensive plan to enhance infrastructure, expand employment, and boost community connectivity, aiming to transform Des Moines into a dynamic economic hub.

#### **State Dept of Commerce | Rural Urban Guidebooks | WA | Ongoing**

Assisting in the development of updated guidebooks for urban growth areas and rural areas, defining processes and best practices under the Washington State Growth Management Act, reflecting recent revisions and best practices.

#### **City of Bothell | Economic Vitality Plan | WA | Ongoing**

Supporting local microenterprises and attracting diverse businesses through market analysis, stakeholder engagement, and strategic planning, with a focus on equitable development aligned with Bothell's 2040 Vision.



**Regional Rural Revitalization (R3) Strategy Consortium | Advisory Services | OR | Ongoing**

Providing economic analysis, planning, financial feasibility assessments, and market analysis to support the Regional Rural Revitalization (R3) Consortium in addressing infrastructure, housing, and economic development challenges in rural Oregon communities.

**John Day: Grant School District 3 | Planning Services | OR | Ongoing**

Supporting the development of a site plan and business strategy for a new Junior/Senior High School, addressing facility degradation and student loss, funded by a \$2.25 million grant under 2021 House Bill 5202.

**City of Redmond | Small Business Support Hub | WA | 2024**

Led development of a multicultural small business hub, including shared office space and commissary kitchen, to empower minority, immigrant, and women entrepreneurs in partnership with OneEastside Spark, City of Redmond, and 12 nonprofits.

**City of McMinnville | EOA & HNA update | WA | 2024**

Developed updated Housing Needs Analysis, Economic Opportunities Analysis, and Urbanization Study for McMinnville, incorporating changes in the urban growth boundary and recent legislative mandates.

**SEDCOR | Mid - Willamette Valley Innovation Hub | OR | 2024**

Developed an implementable strategic plan for a regionally focused, sector-agnostic innovation hub, providing technical assistance to innovation-based entrepreneurs and fostering growth of a regional innovation ecosystem.

**Environmental Protection Agency | Southern OR Resilience Planning | OR | 2023**

Developed and facilitated a multiagency and public-private Workforce Housing Recovery Team in Lincoln County, identifying strategic interventions to rebuild workforce housing post-Echo Mountain Fire disaster.

**Ashland Chamber of Commerce | Economic Diversification Strategy | OR | 2023**

Worked with the Ashland Chamber of Commerce to create an Economic Diversification Strategy through stakeholder engagement, data analysis, case study research, and SWOT analysis, with the desired outcome of an actionable economic resiliency plan for Ashland.

**City of Newberg | Economic Opportunity Analysis | OR | 2021**

Developed an economic opportunities analysis identifying employment land needs for Newberg's Urban Growth Boundary (2021-2041), including buildable lands inventory, employment forecast, and industrial site analysis to attract future users.

**City of John Day | Economic Development Strategy | OR | 2020**

Led the development of the John Day Community Investment Strategy, including technical analyses on local greenhouse industry and housing policies, securing State and Federal grants for transportation and broadband projects.



## Kryn Sausedo

Senior Project Manager

With a decade of experience in the public sector, Kryn is adept at managing economic development projects and crafting actionable strategies. His portfolio includes statewide recovery plans, local economic resiliency strategies, small business support programs, and innovation hub development plans. He prioritizes collaboration and values the insights of local stakeholders, combining data with lived experiences in an iterative process to develop effective and thoughtful solutions.

### EDUCATION

Master of Public Management,  
Carnegie Mellon University, H.  
John Heinz School of Public Policy  
and Management

B.A. International Studies  
University of Wisconsin - Madison

### AREAS OF EXPERTISE

- Real Estate Investment Equitable TOD
- Public Finance
- Value Capture
- Economic Development
- Increment Financing
- Development and Redevelopment Economics
- Infrastructure Funding
- Urban Renewal
- Small Business Development
- Community Benefits Agreements
- BIPOC/Women-Owned Business
- Business District Support
- Brownfield Development

### City of Des Moines | Economic Development Element Update | WA | Ongoing

Updating the Economic Development Element of Des Moines' comprehensive plan to enhance infrastructure, expand employment, and boost community connectivity, aiming to transform Des Moines into a dynamic economic hub.

### Metro | SW Corridor Affordable Commercial Strategy | OR | Ongoing

Leading an affordable commercial space strategy from Portland to Tigard, addressing displacement and affordability for micro-enterprises, immigrants, and people of color through real estate research, policy recommendations, and an action plan to ensure accountability.

### City of Bothell | Economic Vitality Plan | WA | Ongoing

Supporting local microenterprises and attracting diverse businesses through market analysis, stakeholder engagement, and strategic planning, with a focus on equitable development aligned with Bothell's 2040 Vision.

### City of Everett | Economic Development: WHEB Triangle | WA | Ongoing

Researching and providing recommendations for equitable, sustainable transit-oriented development in the Westmont/Holly neighborhood, focusing on preventing displacement while harnessing economic growth. Engaging with the community, analyzing data, and developing scenarios to shape a sustainable economic development strategy aligned with city goals.

**Columbia River Economic Development Council | Clark County Economic Development Plan | WA | Ongoing**

Analyzing countywide existing conditions, engaging public and private sector stakeholders, and refreshing the existing plan and subsequent economic development strategies.

**City of Salem | Economic Development and Financial Analysis | OR | Ongoing**

Providing economic development and financial analysis services to support capital projects and Urban Renewal Agency initiatives, including market research, project analysis, strategy development, and financial services.

**City of Redmond | Small Business Support Hub | WA | 2024**

Led development of a multicultural small business hub, including shared office space and commissary kitchen, to empower minority, immigrant, and women entrepreneurs in partnership with OneEastside Spark, City of Redmond, and 12 nonprofits.

**SEDCOR | Mid - Willamette Valley Innovation Hub | OR | 2024**

Developed an implementable strategic plan for a regionally focused, sector-agnostic innovation hub, providing technical assistance to innovation-based entrepreneurs and fostering growth of a regional innovation ecosystem.

**Blue Mountain Community College | Greater Eastern North Innovation Hub | OR | 2023**

Developed a regional innovation hub for Wheeler, Gilliam, Morrow, and Umatilla Counties in collaboration with Blue Mountain Community College and partners, aimed at supporting local entrepreneurs and fostering growth in high-wage, high-growth industries.

**City of Madras | Small Business Study Update | OR | 2023**

Supported the City of Madras in updating and finalizing their small business development study.

**Ashland Chamber of Commerce | Economic Diversification Strategy | OR | 2023**

Worked with the Ashland Chamber of Commerce to create an Economic Diversification Strategy through stakeholder engagement, data analysis, case study research, and SWOT analysis, with the desired outcome of an actionable economic resiliency plan for Ashland.

**City of Beaverton | Downtown Equity Strategy | OR | 2022**

Identified and evaluated strategies for guiding future investment, programs, and redevelopment in downtown Beaverton. Collaborated with culturally-specific organizations, using data sources and community engagement to highlight at-risk populations and businesses. Provided recommendations for promoting a multicultural downtown business core.



# Oscar Saucedo-Andrade

Project Manager

Oscar is a Project Manager at EConorthwest with a professional focus at the confluence of land use and urban economics. His work at EConorthwest is focused on public policy and the factors that drive real estate investment. Oscar works with both private and public sector clients to help them develop actionable solutions to challenging issues related to land use, economic development, affordable housing, and development feasibility.

## EDUCATION

M.U.R.P. Portland State University

B.EnvD. Sustainable Planning and Design, University of Colorado Boulder

## AREAS OF EXPERTISE

- Land Use
- Housing Policy
- Development Feasibility

### **City of Everett | Economic Development: WHEB Triangle | WA | Ongoing**

Researching and providing recommendations for equitable, sustainable transit-oriented development in the Westmont/Holly neighborhood, focusing on preventing displacement while harnessing economic growth. Engaging with the community, analyzing data, and developing scenarios to shape a sustainable economic development strategy aligned with city goals.

### **City of Happy Valley | Downtown Vertical Housing Development Zones | OR | Ongoing**

Supporting the City of Happy Valley in creating a Vertical Housing Development Zone (VHDZ) in the new downtown, including estimating foregone tax revenue, conducting a displacement risk analysis, and assisting with the adoption process.

### **City of Burien | Economic Development Action Plan | WA | 2024**

Led stakeholder engagement and developed an action plan for King County, focusing on arts, tourism, and diverse business support. Provided implementation steps for economic development along the Ambaum Boulevard Corridor and Boulevard Park.

### **Missoula County | Neighborhood Infrastructure Financing and Development Plan | MT | Ongoing**

Supporting the development of an infrastructure plan for the Wye neighborhood near Missoula, Montana, providing expertise in infrastructure financing and funding strategies.

**City of Soldotna | Riverfront Redevelopment | AK | 2024**

Analyzed businesses, underutilized spaces, and riverside properties to support the revitalization of 85-acre downtown Soldotna, Alaska, fostering economic development, encouraging investment, creating jobs, and enhancing the built environment for residents and visitors."

**Alliance for Pioneer Square | Market & Retail Assessment | WA | 2023**

Conducted market and retail assessment for Pioneer Square, Seattle, and developed recommendations to support office users and enhance ground-floor retail establishments.

**City of Richland | Master Plan Update for Industrial Park, Business Center and Retail Plaza | WA | 2023**

Researched socioeconomic conditions and market constraints for the Horn Rapids Master Plan. Developed strategic economic recommendations in collaboration with MacKay Sposito, utilizing location quotient and shift-share analysis to identify traded sector advantages.

**Missoula Midtown Association | Master Plan | MT | 2023**

Developed a comprehensive Master Plan for Missoula Midtown through extensive community engagement, producing strategies for housing, employment, and transportation options.

**Missoula County | Housing Action Plan | MT | 2021**

Provided assistance to Missoula County to develop a housing action plan. Input from a technical steering committee and stakeholder and community outreach helped guide and prioritize housing strategies for the city to implement in the near and long-term.

**City of Spokane Valley | Housing Action Plan | WA | 2021**

Assisted in crafting Spokane Valley's Housing Action Plan, conducting a housing needs assessment and evaluating policies to improve housing provision. Collaborated on policy changes, with the plan adopted by City Council on June 1, 2021, focusing on equitable, data-driven actions.

**Town of Erie | Four Corners Masterplan | CO | 2020**

Conducted market analysis, evaluated development feasibility, and assessed fiscal impact for a vibrant, sustainable Town Center Master Plan in Erie, Colorado's 390-acre site, incorporating multi-family residences, corporate offices, and retail spaces among diverse development types.



# Ciara Williams

## Associate

Ciara specializes in area planning, equitable development, and urban design. At EConorthwest, she applies her research, writing, design, and GIS skills to a range of housing and revitalization projects in the Urban Systems practice area. Prior to joining ECO as an associate in 2024, Ciara spent two years as a planning intern at EConorthwest and Cascadia Partners, building her experience and resume in the field of planning. Ciara pursued her master's after three years of community and economic development work throughout Oregon. In her roles with Central Oregon Intergovernmental Council and ODOT's Public Transportation Department, Ciara provided capacity and technical assistance to numerous projects, spanning economic recovery planning, broadband assessments, and childcare solutions. As a long-time PNW resident and a lover of thoughtfully designed cities, Ciara is thrilled to facilitate complete and equitable communities amidst the beautiful West Coast backdrop.

### EDUCATION

M.U.R.P. Urban and Regional Planning, Portland State University

B.A. International Affairs, George Washington University

### AREAS OF EXPERTISE

- Area Planning
- Equitable Development
- Urban Design

**Port of Portland | Land Readiness Support | OR | Ongoing**  
Providing analytic and research support to the Port of Portland's CleanTech task force, focusing on industrial land readiness, including updating land definitions and developing funding strategies for pre-development to attract and retain businesses.

**BEAM Circular | Industrial Lands Analysis for Northern San Joaquin Valley | CA | Ongoing**  
Conducting a supply and demand analysis of industrial land and buildings in the Northern San Joaquin Valley to support regional economic development and bioeconomy growth through strategic policy and site location decisions.

**Oregon Department of Land Conservation and Development | Grants Pass Downtown CFA Strategy | OR | Ongoing**  
Devising strategies to revitalize downtown Grants Pass and adjoining commercial zones, aligning with state regulations. The team is analyzing conditions, identifying opportunities for infill, repurposing spaces, fostering new developments, and recommending optimal utilization of city resources.

**City of Hillsboro | Calle Diez Equitable Development Strategy | OR | Ongoing**

Collaborating with the City of Hillsboro to engage diverse communities in the Calle Diez neighborhood, creating inclusive and equitable development strategies aimed at fostering belonging and integrating diverse voices into urban planning.

**City of Salem | Economic Development and Financial Analysis | OR | Ongoing**

Providing economic development and financial analysis services to support capital projects and Urban Renewal Agency initiatives, including market research, project analysis, strategy development, and financial services.

**City of Eugene | Housing Needs Analysis, Economic Opportunities Analysis, and Housing Production Strategy | OR | Ongoing**

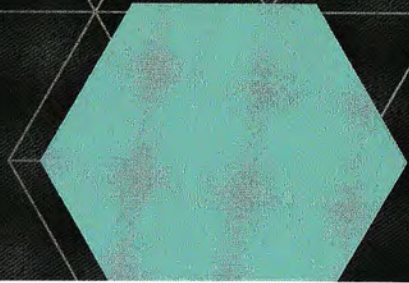
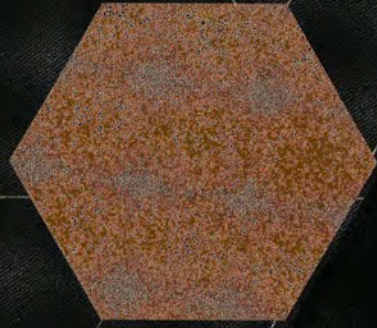
Crafting a housing needs analysis, economic opportunities assessment, and housing production strategy for the City of Eugene. Reviewing the urban growth boundary's sufficiency and potentially suggesting land use efficiency measures for increased development capacity.

**ODOT | Dallas Mill Site Redevelopment Plan | OR | Ongoing**

Providing market analysis and development strategy support for the redevelopment of a former mill site in Dallas, OR, funded by an ODOT TGM grant.

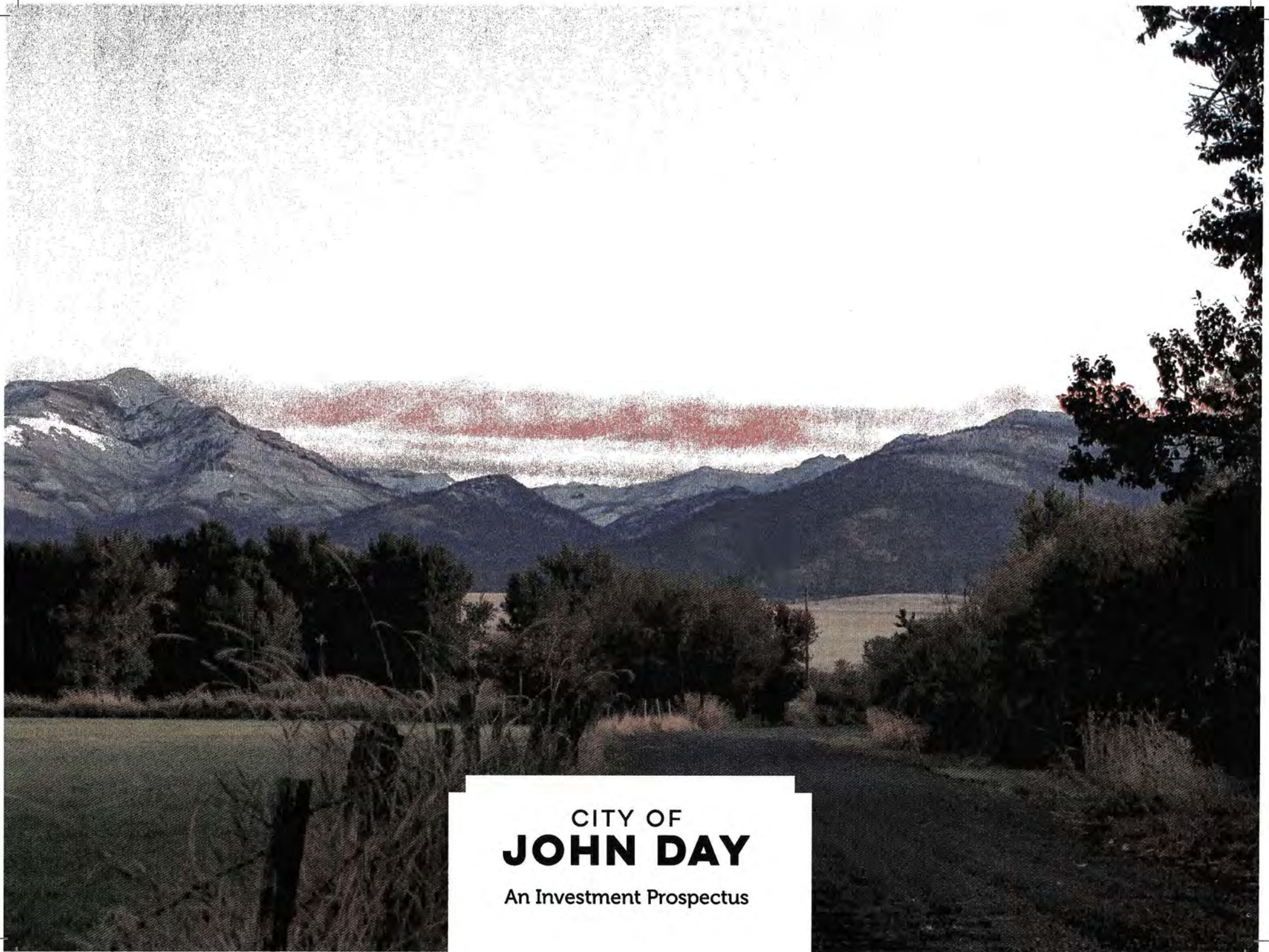
**City of Sandy | Retail Analysis | OR | 2024**

Provided a retail market assessment of Downtown Sandy in support of strategies that assist commercial retail businesses post-pandemic.



# APPENDIX C: WORK SAMPLES





CITY OF  
**JOHN DAY**

An Investment Prospectus

### PREPARED BY THE CITY OF JOHN DAY

#### Consultant Team

**BELL+PUNK**  
BRANDING & DESIGN

**ECONORTHWEST**  
ECONOMIC DEVELOPMENT & STRATEGY

**WALKER MACY**  
LANDSCAPE ARCHITECTURE & URBAN DESIGN

**ANGELO PLANNING GROUP**

**DKS ASSOCIATES**

**INTERFLUVE**

**JLA PUBLIC INVOLVEMENT**

**JOHNSON ECONOMICS**

#### In partnership with:

**BUSINESS OREGON**

**DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT**

**OREGON DEPARTMENT OF TRANSPORTATION**

**OREGON PARKS AND RECREATION DEPARTMENT**

**THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**THE U.S. ECONOMIC DEVELOPMENT ADMINISTRATION**



### WHO TO CONTACT



#### **NICK GREEN, CITY MANAGER & CHIEF PLANNING OFFICIAL**

**GREEN@GRANTCOUNTY-OR.GOV | 541.575.0028**

*Nick strives to bring his expertise in technology entrepreneurship and public policy to benefit the city and to advocate for rural-frontier communities throughout eastern Oregon.*

#### **PREVIOUS EMPLOYMENT**

Booz Allen Hamilton, Senior Associate  
Jacobs Engineering, Project Manager  
Defense Intelligence Agency, Washington, D.C., Intelligence Analyst

#### **EDUCATION**

Master's Degree, Public Administration, Evans School of Public Policy and Governance, University of Washington

#### **FAMILY**

Wife, Morgan, Registered Nurse at Blue Mountain Hospital and John Day native. Two children, Kaden, 13, and Penelope, 4.



#### **AARON LIEUALLEN, SENIOR PROJECT MANAGER**

**LIEUALLEN@GRANTCOUNTY-OR.GOV | 541.520.2260**

*Aaron's experience managing several multi-million-dollar construction projects in the Seattle Area has equipped him well for his current job overseeing the development of projects for the City of John Day, including the Innovation Gateway project, Oregon Pine redevelopment and riverfront restoration, and the design/build of the wastewater treatment plant.*

#### **PREVIOUS EMPLOYMENT**

Toll Brothers Luxury Homes, Purchasing Manager  
CamWest Development Inc., Project Manager

#### **EDUCATION**

Bachelor of Science, Construction Engineering Management; Minor in Business Administration, Oregon State University

#### **FAMILY**

Wife, Emily, physician at Blue Mountain Hospital. Two children, Wyatt, 6, and Weston, 4.

## LETTER FROM THE MAYOR

**JOHN DAY IS A HISTORIC RANCHING, MINING AND TIMBER COMMUNITY NESTLED IN THE MOUNTAINS OF EASTERN OREGON.**

Though our size is small, we are the largest of Grant County's nine incorporated cities and its economic center. Many generations of county residents, including my own family, have called John Day home. As a three-term Mayor and three-term city councilor, I've lived through the boom and bust cycles that have characterized our community. While our traditions have endured, our way of life is also at risk. It is time for us to act.

Our community is surrounded by over two million acres of national forest and public lands ideal for hunting, fishing, outdoor recreation and business retreats. More than a dozen state and federal parks, heritage sites and recreation areas surround John Day - including the historic Kam Wah Chung store and visitor's center, located near John Day's Main Street, and the John Day Fossil Beds National Monument, located an hour to our west. The city's namesake and main natural feature is the John Day River, the third longest free-flowing river in the contiguous United States, which runs through the center of town.

Three decades of steady population decline has left us struggling to find enough revenue to fund basic city services. The disruption to the natural resource economy in the 1990s led to the closing of three of our four timber mills. The loss of family-wage jobs, particularly for our younger families, has created a vacuum filled largely by the unemployed, marginally employed, and retired residents living on fixed incomes. For years, Grant County has been considered Oregon's most socioeconomically distressed area by the Oregon Secretary of State.

*Now we are fighting back.*

In 2017, we adopted a new Strategy for Growth for the city. Since adopting the strategy, we have raised over \$14 million in external

funding for new housing developments, transportation planning, broadband improvements, recreational trails and Main Street infrastructure investments - and we're just getting started.

Over the next five years, our goal is to position John Day as a recreation hub in eastern Oregon. We are promoting high growth industries like controlled environment agriculture, agritourism and outdoor recreation that will benefit John Day as well as the surrounding farms, ranches and communities in Grant County. We are staying true to our heritage as a natural resource economy, but we are also adopting better business practices, new economic development approaches and entrepreneurial policies that will help our city become a leader in rural innovation and rural economic development.

We aren't going it alone. Our partners in this effort include the John Day city council, Grant County Chamber of Commerce, John Day downtown merchants, Grant County Economic Development Office, Grant School District 3, Blue Mountain Hospital District, Oregon Trail Electric Co-Op, and John Day/Canyon City Parks & Recreation District. We are also working closely with state and federal agencies, including the Malheur National Forest and Oregon Department of Fish & Wildlife, to explore opportunities to promote outdoor recreation in our area, and with private businesses looking to expand in our community. Our greatest assets are our people, our lands and our will to survive. We are resilient in spirit and are striving to overcome the decades-long decline that has strained our community to the breaking point - but we will not break.

Please join us in our fight. Let's work together to accomplish something truly remarkable. We encourage you to take part in our community investment strategy (CIS) by helping invest in John Day's economy. Together, we can overcome one of the longest recessions in our history and make John Day once more a thriving rural community.

*Ron Lundborn, Mayor*

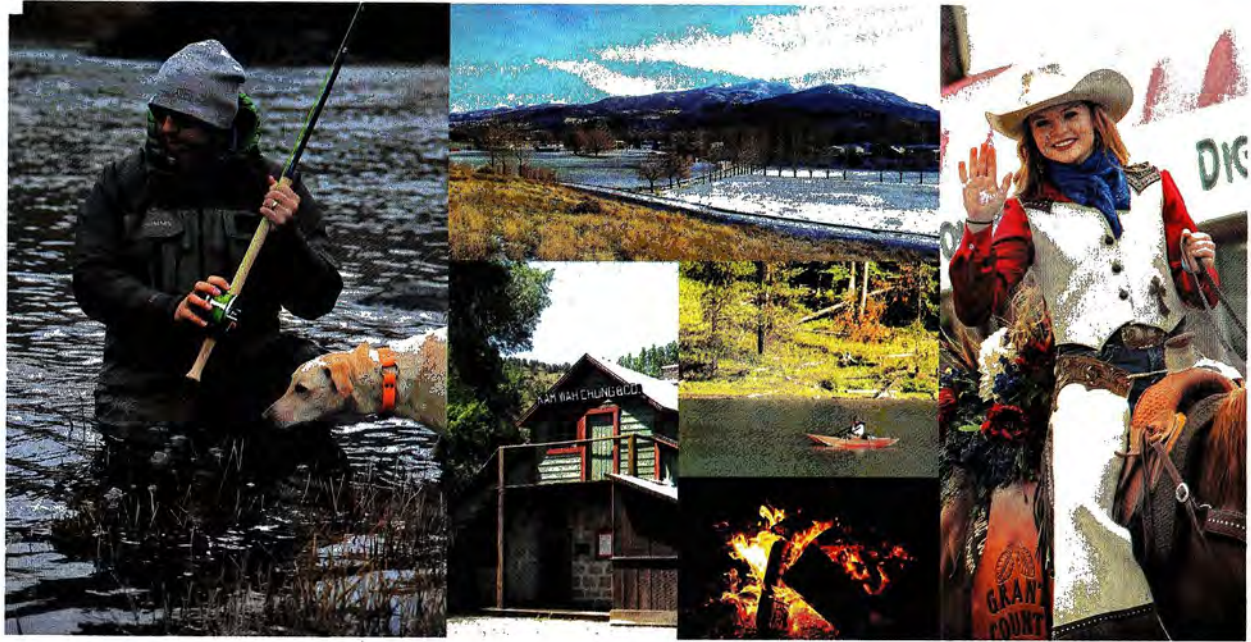


*John Day, Oregon*

POS. CAHNS FROM JOHN DAY, 1923

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## THE BIG PICTURE

LIKE MANY RURAL CITIES ACROSS THE WESTERN UNITED STATES, THE COMMUNITY OF JOHN DAY HAS FOR YEARS FACED AN EVER-SHRINKING LOCAL ECONOMY AND SLOW POPULATION DECLINE.

We realize that the days when the timber industry could single-handedly support a community like ours are in the past. But, the John Day Strategy for Growth intends to stop these downward trends and achieve a prosperous future.

Our strategy is for our children and grandchildren. We love our community and want to see it thrive again. We are optimistic, but realistic. We want incremental and achievable growth. This is not a moonshot.

As you will see in these pages, our strategy is forward-thinking, grounded in reality, and viable. Please join us as we turn John Day into a model for sustainable rural development for the 21st century.

## Oregon Business MAGAZINE

"It is innovative. It integrates technology, education, infrastructure and training centers. It is the kind of thing rural communities need to do to stay relevant and move forward into the future."

*Anne Mitchell, Rural Economic Vitality Program Coordinator,  
responding to John Day City Manager's plan for  
diversifying the economy*

*Oregon Business Magazine, June 2018*

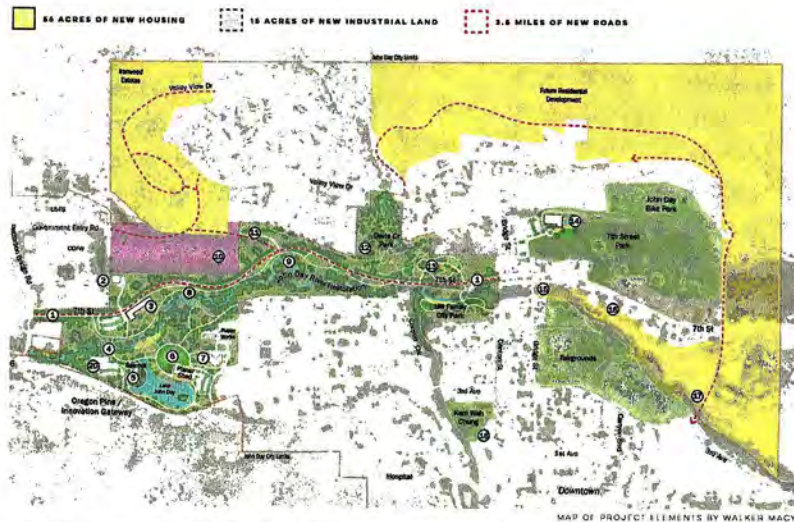


## APPROACH

### OUR APPROACH IS BASED IN RESILIENCE AND FOCUSED ON STRATEGIC INVESTMENTS.

We know that to maintain our rural lifestyle, we need to have a solid foundation. In the near-term we are focused on creating and enhancing the networked systems that support our community. We are investing in infrastructure to support housing development, broadband for our residents and businesses, an integrated parks system, outdoor recreation amenities, and controlled environment agriculture. In the long-term, we plan to build upon these initial efforts and achieve 20 targeted investments as illustrated to the right. These investments will make our community resilient to what the future throws at our children and grandchildren and make John Day a thriving community once again.

Sustainability is core to our strategic plan. For example, the diagram below illustrates how investments in our wastewater, energy, and food systems will efficiently leverage each other to foster an integrated community network. Once complete, our new wastewater treatment plant will reclaim 100% of local wastewater, converting it to 80 million gallons of usable water annually. This new resource will be used for greenhouse crop production, greenway and park irrigation, and by local industrial companies. This is just one way in which we are building a resilient foundation to support a prosperous future for John Day.



- MAP OF PROJECT ELEMENTS BY WALKER MACY
- 1 EXTEND 7TH ST BETWEEN PATTERSON BRIDGE RD AND BRIDGE ST
  - 2 NEW WASTEWATER TREATMENT PLANT
  - 3 NEW OFFICE BUILDINGS
  - 4 RECONSTRUCTED PEDESTRIAN/BICYCLE BRIDGE
  - 5 WATER GARDEN
  - 6 COMMUNITY GATHERING SPACE AND FARMERS MARKET AT RENOVATED PLANNER SHED
  - 7 GREENHOUSES
  - 8 TRAIL SYSTEM
  - 9 JOHN DAY RIVER RESTORATION
  - 10 POTENTIAL PROPERTY ACQUISITION
  - 11 CONNECT 7TH ST TO GOVERNMENT ENTRY RD AND VALLEY VIEW DR
  - 12 DAVIS CREEK PARK
  - 13 CAMPGROUND
  - 14 AQUATIC CENTER
  - 15 BRIDGE ST BRIDGE REBUILD
  - 16 NEW PEDESTRIAN/BICYCLE BRIDGE
  - 17 NEW 3RD AVENUE BRIDGE
  - 18 KAM WAH CHUNG
  - 19 FUTURE DOWNTOWN PARKING
  - 20 NEW HOTEL

## WHY INVEST IN JOHN DAY?

**JOHN DAY IS A STRATEGY IN ACTION.** We have what it takes to be successful and we want to share our story.



### EXPERIENCED & DRIVEN CITY LEADERSHIP

We are a proactive City. We are not waiting for help to arrive. We are actively creating our desired future through persistent advocacy of the needs of our citizens and businesses.



### PROVEN SUCCESS

We have secured over \$14 million in funds to support projects across our community. We are investing in housing, roads, utilities, and park and recreational facilities. We have already constructed new greenhouses to produce local food. We built a mountain bike park. Soon we will have a new wastewater treatment plant, pool, and community center.



### A MODEL FOR RURAL ECONOMIC DEVELOPMENT

Investing in John Day is creating a new model for rural economic development for the 21st century. Many rural cities across the Western United States face similar challenges. Our success can serve as a lesson for these communities.

## JOHN DAY BY THE NUMBERS

### LARGEST PUBLIC EMPLOYERS:

BLUE MOUNTAIN HOSPITAL  
MALHEUR NATIONAL FOREST  
GRANT COUNTY  
GRANT SCHOOL DISTRICT 3

### LARGE PRIVATE EMPLOYERS:

MALHEUR LUMBER  
IRON TRIANGLE  
GRAYBACK FORESTRY  
CHESTERS THRIFTWAY



### POPULATION

1,738

Source: PSU, Population Research Center



### MEDIAN AGE

36.8

Source: 2013-2017 US Census ACS



### MEDIAN HOUSEHOLD INCOME (MFI)

\$44,432

Source: 2013-2017 US Census ACS

### JOBS IN JOHN DAY 2015: INDUSTRIES

INDUSTRY	COUNT	SHARE
Agriculture, Forestry, Fishing, and Hunting	70	4.0%
Mining, Quarrying, and Oil & Gas Extraction	0	0.0%
Utilities	10	0.6%
Construction	24	1.4%
Manufacturing	11	0.6%
Wholesale Trade	15	0.9%
Retail Trade	170	9.8%
Transportation & Warehousing	20	1.2%
Information	23	1.3%
Finance & Insurance	47	2.7%
Real Estate and Rental & Leasing	5	0.3%
Professional, Scientific, and Technical Services	25	1.4%
Management of Companies & Enterprises	0	0.0%
Administrative & Support, Waste Management & Remediation	47	2.7%
Educational Services	30	1.7%
Health Care and Social Assistance	313	18.1%
Arts, Entertainment, and Recreation	18	1.0%
Accommodation and Food Services	117	6.7%
Other Services (excluding Public Administration)	39	2.2%
Public Administration	82	4.7%
<b>TOTAL</b>	<b>1,077</b>	<b>100%</b>

## COMMUNITY ASSETS

**OUR RICHEST ASSETS ARE OUR LAND AND OUR PEOPLE.** We are proactive and forward-thinking and we are proud of our community's rich natural setting and rural lifestyle. We have room to grow and we have growth-oriented leadership.

### City organization

The City has hired a number of new staff and made several significant budgetary changes to fuel its growth strategy. The new city manager, senior project manager, agribusiness manager and public works director are among the key staff recently hired or promoted to lead the city's public improvement projects. The city reduced 30% of its total workforce at the end of 2018 and has discontinued services that were redundant with county jurisdictions. As a result, the city is better organized to invest in its growth strategy.

### Parks and Greenspace

The City is building a new integrated park system at the confluence of the John Day River, Canyon Creek and Davis Creek. The central feature will be a new riverfront park, with a multi-modal bridge across the John Day River to provide trail access to the new riverfront trail system, 7th Street Complex, Kam Wah Chung state heritage site and the Grant County Fairgrounds. The integrated park system project will help create a walkable community with connections to the John Day River, downtown John Day and the John Day Innovation Gateway. Our long-term goals are to improve riverfront access, create additional in-city camping and recreation opportunities along the John Day River, and improve access to our park spaces.

### Grant County Regional Airport

The Grant County Regional Airport (GCRA) is owned and operated by Grant County and encompasses approximately 335 acres. Management of the airport is overseen by the GCRA Airport Commission. The airport terminal is one of the newest, most efficient and environmentally sound buildings of its kind anywhere in the Pacific Northwest. It was constructed in 2010, and opened for business in September 2010. The United States Forest Service (USFS) Helibase complex is joined to the terminal from which wildfire suppression efforts can be staged and executed. The airport is located within the Urban Growth Boundary of the City of John Day and is designated as part of an Economic Enterprise Zone that confers specific tax benefits on qualified businesses. There is vehicle access to nearby highway 26 and highway 395 and the adjacent John Day Industrial Park. In 2019 the Federal Aviation Administration (FAA) accepted and approved the Airport Master Plan for the Grant County Regional Airport, which began in July 2015. The Airport Master Plan consists of a narrative for airport improvements over the next twenty years as well as an airport layout plan set. In May 2019, the first of these improvements was secured through a \$6.25 million federal Department of Transportation Airport Improvement Grant. This grant will de-couple the airports two runways and will allow for the through-the-fence operations between the airport and John Day's industrial park.

### Buildable Land Base

John Day has hundreds of acres of residential, commercial, and industrial land available for development. The John Day Industrial Park has 100 acres of buildable industrial land located in an enterprise zone. These one-acre parcels are fully serviced and construction ready. Additional industrial land and mixed use commercial spaces currently owned by the city are also available for sale. This land is accessible from highway 26 and the proposed 7th Street extension scheduled for construction in 2021.



### Proximity to public lands and regional attractions

John Day is surrounded by 1.8 million acres of public land, including 150,000 acres of designated wilderness. More than a dozen state and federal parks, heritage sites, and recreation areas surround John Day. These include the historic Kam Wah Chung store and visitor's center, which hosts over 8,000 visitors per year, and the John Day Fossil Beds National Monument, which hosts over 200,000 visitors per year. Other area attractions include the Strawberry Mountains, Grant County Fairgrounds, and Silvie's Ranch—a luxury golf resort and working ranch located south of John Day.

### Outdoor Recreation Opportunities

John Day is a hub for a multitude of outdoor recreation activities in Eastern Oregon. Within a short drive are trails for hiking, mountain biking, ATViing, and snowmobiling. Local deer and elk hunting areas are some of the best in the state and fishing is popular along the John Day River.





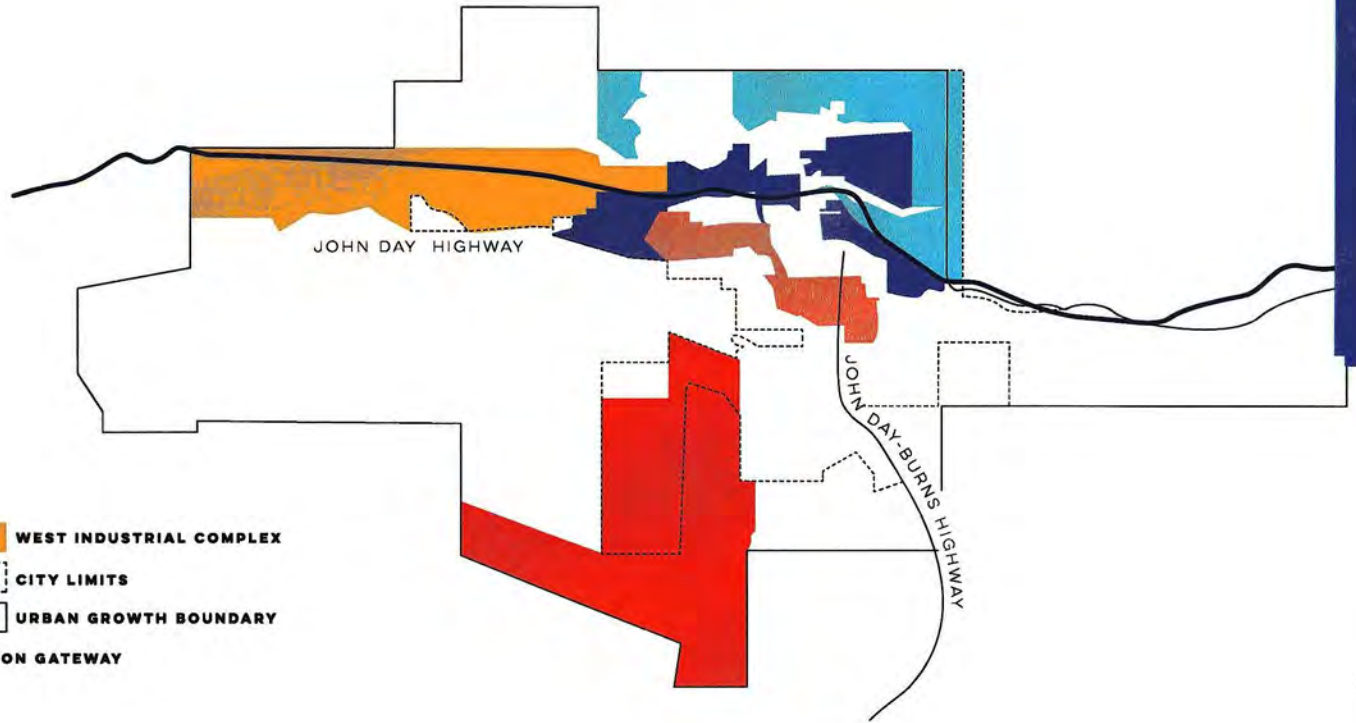
### OPPORTUNITY AREAS

We are targeting five geographic areas of John Day for investment.

- 1 The Airport and Airport Industrial Park
- 2 The Commercial Core of John Day
- 3 The Northside Residential Areas
- 4 The Riverfront Recreation Area/Innovation Gateway
- 5 The Westside Industrial Complex

Each area has different investment and development needs. We have tailored our targeted investments to the specific needs of each opportunity area. The following pages highlight just a few of the investments that we are making in our community.

- |   |  |
|---|--|
| <span style="color: red;">■</span> AIRPORT INDUSTRIAL PARK                            | <span style="color: orange;">■</span> WEST INDUSTRIAL COMPLEX  |
| <span style="color: brown;">■</span> COMMERCIAL CORE                                  | <span style="border: 1px dashed black; display: inline-block; width: 15px; height: 10px;"></span> CITY LIMITS          |
| <span style="color: cyan;">■</span> NORTHSIDE RESIDENTIAL                             | <span style="border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> URBAN GROWTH BOUNDARY |
| <span style="color: darkblue;">■</span> RIVERFRONT RECREATION AREA/INNOVATION GATEWAY |  |



### STRATEGY FOR GROWTH

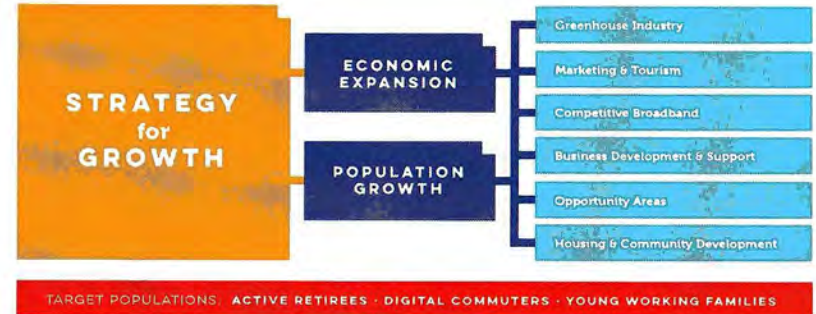
IN 2017, THE CITY OF JOHN DAY ANNOUNCED ITS PROACTIVE APPROACH FOR REVERSING TRENDS OF POPULATION DECLINE AND ECONOMIC STAGNATION: THE STRATEGY FOR GROWTH.

The Strategy for Growth embraces the globally interconnected, digital economy of the Information Age and reorients the John Day community to a growth mindset.

For the City of John Day, the Strategy for Growth means that we have reorganized ourselves to focus on the needs of our community today and into the future.

The three basic tenets of the Strategy for Growth are

- 1 **Differentiated capabilities.** Identifying those things that make us stand out in positive ways from other communities
- 2 **Cost structure alignment.** Adjusting our spending priorities so the investments we make and the cost we incur align with our differentiated capabilities.
- 3 **Organize for growth.** Empowering our strategic partners, local stakeholders, and City Staff to further our strategy by re-directing efforts toward growth initiatives.



## CIS: GREENHOUSE INDUSTRY

**Description:** Almost all of the food consumed in John Day must be imported. We are flipping this on its head. We have launched an effort to grow food locally in controlled environment greenhouses. But the food cluster is much more than that. The greenhouses will use reclaimed water from the new wastewater treatment plant and power will come from renewable energy sources. Partnerships with educational institutions will create a pipeline for workforce education and support innovation in the greenhouse industry. In the longer term, there is the opportunity to incubate new food production businesses and link those businesses with food outlets across the Eastern Oregon region.

**Progress Made:** We have already constructed a 6,000 square foot greenhouse that began food production in July 2019. The greenhouse is owned and operated by the City of John Day and will grow over

30 tons of produce annually for sale in local markets. With additional financial support, this facility can expand an additional two bays for a total grow area of 10,000 square feet. Thus far, we have secured \$350,000 for this project.

We are currently applying for funding from the Ford Family Foundation and USDA Rural Development to support the emerging food cluster. Near term projects include the redevelopment of a logging industry shed into a pavilion to act as a local event venue and community gathering spot. Landscape and park improvements around the greenhouses and the river will also provide opportunities for public art and outdoor recreation.



## ACTIONS: Greenhouse Industry

### Identify a source of low-cost power to supply local greenhouses.

Energy costs have shown to be one of the primary factors affecting success of greenhouse operations. Because greenhouses rely upon consistent and calibrated lighting and HVAC systems, high or variable energy costs threaten the economic success of these operations. Therefore, locking-in energy costs at an affordable rate is an essential action to achieve long term economic sustainability.

### Explore relationships with other greenhouse operators across the Western United States and Canada.

There is much that can be learned by building upon the work of others. There are several successful small greenhouse operations in the western region. Outreach to these businesses will provide, at the least, some insight into how similar greenhouse operations have achieved success. Stronger partnerships with these businesses may also be possible and could become sources of support for John Day's nascent greenhouse industry.

### Carefully monitor the costs and revenues from the initial phase of greenhouses.

The best indication of the potential for the long-term success of John Day's greenhouse industry will be to understand how well the initial phase performs economically. Carefully tracking costs and revenues will provide insight into the potential for expansion into future phases.

### Establish partnerships with regional growers, food outlets and distributors.

Following the City's greenhouse marketing strategy, the City should initiate partnerships with companies that will form the conduit to end customers or that could expand existing product lines from local growers utilizing the city's greenhouses for year-round food production.

### Identify compatible food processing and production activities to incent a "food cluster" in John Day.

Creating a greenhouse industry in John Day can be more than a sum of its parts. Leveraging the greenhouses to create a "food cluster" where there is more than just raw food production, could create economic wealth and spin off more than just produce. The first step towards supporting a food cluster is to identify local food production and value-add agriculture activities already present within the community.

### Create a greenhouse focused learning center.

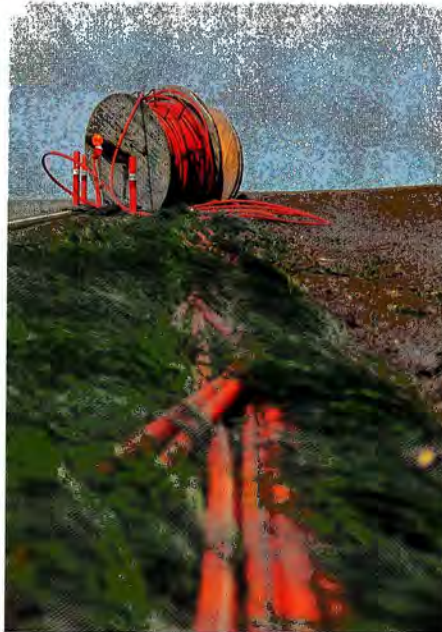
The John Day greenhouse industry could become a learning and research center. Developing partnerships with key educational institutions could lead to stronger support for the industry, operational support, and assistance with future phases. Partnerships at the K-12 and post-secondary level would create a pipeline for workforce training and development in the greenhouse industry.

## CIS: COMPETITIVE BROADBAND

**Description:** High bandwidth internet access is an essential element for communities to thrive in the 21st Century. Core to our economic development strategy is to bring broadband internet into the community. We have been working with State and Federal agencies to secure funds for broadband development. Broadband will transform John Day; increasing current residents' connection to outside of the region and establishing a must-have item for new residents and businesses. Once in place, we along with community partners like the local hospital and school district, have plans to leverage fast internet connections. The school district can use the fast connection for distance learning. The hospital can take advantage of recent advances in Telemedicine as well as increase the effectiveness of emergency communications. Residents and businesses will benefit from having abundant and reliable bandwidth for multiple applications.

**Progress Made:** City secured \$1.8 million in funding in 2017 from the State of Oregon to begin planning for a regional fiber optic network. \$1,836,000 funded, \$9,164,000 remaining (17% complete)

City applied for the 2019 USDA Community Connect Grant for \$3 million in April 2019 and jointly applied with Oregon Telephone Corporation in May 2019 for \$8 million in additional funding through USDA's ReConnect grant.



## ACTIONS: Competitive Broadband

### Apply for grants to support the development of high-speed broadband in John Day.

High-speed broadband is crucial to attracting new businesses and residents to John Day; it also requires substantial capital. The City will have to rely on outside funders—especially the Federal Government—to support broadband investments.

### Partner with other local organizations (e.g. the school district, the County) to seek opportunities to leverage new high-speed broadband.

High-speed internet creates opportunities for businesses and government organizations that can harness the power of fast internet. The City should seek partnerships with other local jurisdictions and companies to take advantage of new broadband capacity.

## Oregon Business

"Access to high-speed internet, especially for rural communities, is crucial in connecting our constituents to the wealth of information and resources that remains critically underutilized in these (rural Oregon) areas."

*U.S. Senator Jeff Merkley  
Oregon Business, April 22, 2019*

### Develop a broadband deployment plan to connect each premise in John Day to fiber within the next three years.

Current and future residents of John Day need access to fixed, high speed internet. Residents should not be restricted to specific neighborhoods for access to broadband. The deployment plan should include future residential, commercial and industrial developments, but should focus on connecting existing premises within the next three years.



## CIS: MARKETING & TOURISM

**Description:** John Day has rich historical and outdoor recreation assets. There have been several campaigns to attract visitors to the region, but there has been no cohesive effort to attract visitors specifically to John Day—until now. We are working with key community partners like the Grant County Chamber of Commerce to launch a coordinated effort to market John Day to visitors and potential new residents. We are developing policies to promote outdoor recreation and destination tourism. We are re-branding the City, the River Recreation Area, and Grant County Broadband. We are initiating a coordinated effort with local business owners, entrepreneurs, and influencers to promote the community and support the tourism economy. Together these efforts, among others, will elevate John Day's outward appearance and have the potential to make the community a much larger travel destination than it already is.



"In the past decade, more than 75 businesses... have come together to position rugged John Day Territory as something of a cowboy and cowgirl's paradise, with everything from rockhounding and camping to horseback riding, stargazing and hands-on farm work. There's also fascinating local history at Kam Wah Chung State Heritage Site, epic road biking along the Painted Hills Scenic Bikeway and Old West Scenic Bikeway, and endlessly Instagrammable landscapes.

*Travel Oregon, April 2019*

**Progress Made:** Local Economic Opportunity Fund (LEOF) and EDA Planning Assistance Grant secured to initiate marketing and branding campaign in 2019. Working with the State to enhance the Kam Wah Chung heritage site.

City has applied for the EPA Recreation Economies for Rural Communities (RERC) planning grant in 2019 to expand our initial efforts.



## ACTIONS: Marketing & Tourism

### Identify a lead Marketing & Tourism organization for the John Day area.

At the current time, there is no one clear leader that is coordinating marketing and tourism efforts in the John Day Area. One "champion" organization would organize efforts and campaigns to draw in more visitors.

### Strengthen Marketing Presence.

To better attract more visitors, the City of John Day needs to modernize and enhance its marketing presence. This work includes bolstering its online appearance, redirecting messaging to an outside audience, creating a modern branding scheme.

### Provide frequent and clear messages to the John Day community about marketing efforts.

Clear messaging about why the City and its partners are undertaking significant marketing and tourism efforts would build support in the local community and potentially create more avenues for entrepreneurship.

### Engage and empower local influencers to promote John Day and encourage local entrepreneurship.

Organizing local leaders and entrepreneurs could lead to business creation and more grassroots promotion of the community. Starting a formal group or committee, could provide a forum for locals to work together to identify ways to promote John Day and untapped business opportunities.

### Identify stable funding sources for marketing and tourism activities.

Successful marketing and tourism campaigns require a stable revenue source. John Day should look for opportunities to create a new source of revenue for community promotion. The revenue source should, in the long run, be a net positive for the City of John Day. Examples could include a local transient room tax or local improvement districts.

### Implement specific public policies that promote recreation and destination tourism.

Specific transportation and land use policy choices can increase destination tourism, extend the length of stays and improve visitor experiences. Examples may include: permitting ATV-use on state highways, adding new local transit stops at recreation centers, waypoints identifying specific points of interest, expanding a variety of lodging options (new hotels, in-city camping and bed and breakfasts), and hosting outdoor events or festivals that draw people to John Day and position the city as a gateway for visiting other sites in the John Day River Territory.

## WIRED

"Around 600 or so people of all ages from Washington to Nevada pitched tents or brought RVs to the 40-acre site" in John Day to see the solar eclipse.

*"2 Minutes of Totality in John Day, Oregon"*  
Wired, August 2017.

## CIS: BUSINESS DEVELOPMENT & SUPPORT

**Description:** We understand that to expand our local economy, we need to support our existing businesses and attract new talent to our city. We also need to be strategic with our investments and leverage the skills, expertise, and vision of our local entrepreneurial community. Our plan is to pair targeted investments in growth industries with key partnerships with private businesses. We see growth potential in healthcare, outdoor recreation, and in the local food cluster.

**Progress Made:** New for 2019



## ACTIONS: Business Development & Support

### Seek partnerships to enhance and support existing businesses.

Supporting local businesses forms the foundation of economic growth. The City should consider ways to connect local businesses to the services and funding that they need to thrive. One option would be to foster a business support network through the creation of the local small business committee, a business incubator and accelerator, and shared office space with private conference rooms for use by small businesses and entrepreneurs.

### Attract new entrepreneurs to John Day.

John Day's economy will grow not from attracting large companies, but from incremental growth of small companies and startups. The City should develop a plan to attract new entrepreneurs to continually grow the local economy.

### Advance growth and concentrate resources in three target industries: Recreation, Healthcare and Greenhouse Agriculture.

Understanding the needs of target industries is the first step to promoting their growth. The City should seek opportunities to build relationships with local companies and support their efforts to grow through relationship building, advocacy, and connections to funding opportunities.



## CIS: OPPORTUNITY AREAS

**Description:** Core to our vision for the future of John Day is an enhancement of our existing neighborhoods, employment areas, and our commercial center. We have planned investments in each part of our community. We want to build new parks, restore the John Day River, and revitalize our downtown.

**Progress Made:** Developing a Transportation Growth Management (TGM) plan for the 90-acre John Day Innovation Gateway/Riverfront Recreation Area and an Integrated Initiatives Plan to open an additional 56 acres of new residential housing and 15 acres of new industrial land

The City has also completed an Economic Opportunity Assessment and Housing Assessment to guide future residential, commercial and industrial development.

\$481,927 requested from OPRD for the integrated park system, \$40,000 requested from OPRD for the new aquatic center planning.



## ACTIONS: Opportunity Areas

### Acquire funding for John Day River restoration work/ Oregon Pine Lake/Water garden.

The restoration of the John Day river and the creation of the Oregon Pine Lake create huge placemaking opportunities for the community of John Day. The work will also require substantial funding. The City should explore opportunities to develop this riverfront recreation infrastructure.

### Work with local business to expand riverfront recreation and food services.

Local businesses are interested in being outfitters, providing stand up paddleboards, watercraft, bicycles and equipment for riverfront recreators. The planar shed/community pavilion offers opportunities for culinary experiences like mobile food courts, riverfront cafés and guest chefs to enhance both the farm-to-table food cluster and recreation/tourism industries.

### Finalize site location for the City's new wastewater treatment plant, the reclaimed water distribution network, and new utility services.

Identifying these sites will allow for other placemaking activities and area planning to move forward.

### Connect the River Recreation Area to the Integrated Park System and Main Street.

The riverfront experience should extend to and include the existing amenities in John Day, including the planned and existing park sites in the Integrated Park System (Kam Wah Chung, 7th Street Sports Complex, Davis Creek Park, Hill Family Park and the Grant County Fairgrounds). It should also connect to Main Street to promote downtown retail, hospitality and food service businesses.



## CIS: HOUSING & COMMUNITY DEVELOPMENT

**Description:** Our community has a housing problem. But one that is different from many other communities in Oregon today. Unlike cities on the west side of the Cascades that are facing skyrocketing housing costs, our homes are still affordable. But herein lies the issue. Our housing stock is aging and does not fit with the needs of our current residents or the interests of new residents. We are working to change this situation. We have created a housing incentive program to support the development of new homes. This program is only the start of a series of planned investments to support the housing market. We have plans for large scale investments in new roads, utilities, and bridges across the John Day River. With these investments, we will open up land for new development and incent new housing construction.



**Progress Made:** We have been working for several years on the housing issues. In 2018, we created two housing incentives programs—one for new home construction and one to help homeowners with major home renovations.

Our New Home Incentive Program provides a 7% cash rebate on new home construction and waives all system development charges. Our Existing Home Remodel Incentive Program provides a 15% cash rebate on substantial improvements to home facades, structural remodels, and new additions. The two programs are funded through our Urban Renewal Agency. The City Council is also considering additional actions to support housing. These include creating a master plan for housing development, leveraging state and federal housing incentive programs, reducing regulatory hurdles to increase efficiency in home construction, providing services to reduce land development costs, and providing tax incentives to collateralize the cost of supportive infrastructure over time.

To date, our programs have supported seven new homes and three remodels—more than double the number of homes built in the past ten years.



## ACTIONS: Housing & Community Development

### Target infrastructure enhancement areas that support new housing development and adopt a prioritized housing development plan.

There is an opportunity for new housing development in John Day to support existing residents and new residents. However, any new housing is likely to need connections to existing utilities and supportive infrastructure. The first step is to identify locations that are most likely to attract new housing development. These locations should then be prioritized within a housing development plan that includes fully developed utilities.

### Acquire land for new housing.

Most of the City's buildable residential land is owned by three property owners. The City may need to acquire land, right-of-way, or partner with these property owners to develop locations to support large-scale housing projects.

### Acquire land for downtown parking.

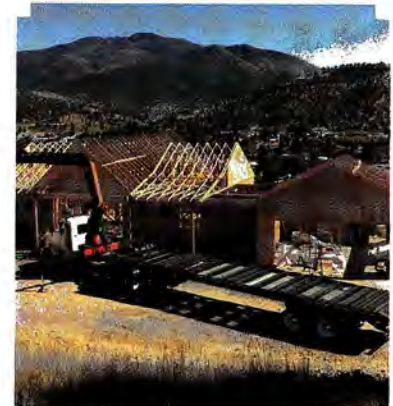
More parking is needed in the downtown area to encourage retail growth and support planned improvements, such as the Lens expansion and renovation. The City should acquire public parking areas to increase downtown walkability and foot traffic.

### Create an online clearinghouse for local housing developers and contractors.

Residents and businesses seeking building assistance may not be connected to many of the small contractor companies within the community. The City could create and maintain an online listing of licensed and bonded contractors in the area to reduce search time for new residents interested in building a home.

### Explore options for streamlining the housing entitlement process.

The City relies upon Grant County and the Oregon Building Codes Division to administer housing permits. This process is inefficient and time-consuming. The City should explore options to alter, change, or replace this process with the goal of creating a streamlined and efficient housing entitlement program for more timeline plan reviews, permits and inspections.





**FUNDING**

Total: \$80,561,638

FUNDS AWARDED: \$14,031,682

FUNDS IN PROCESS: \$46,629,956

FUNDS TARGETED: \$19,900,000

**FUNDS AWARDED: \$14,031,682**

We have already leveraged over \$14 million dollars to fund projects across our community. These funds are being used to improve local streets, expand a runway at the airport, build a shelter for vulnerable community members, and to develop plans for everything from restoring the river to fortifying our economy and bringing broadband to the John Day area.

PROJECT	FUND SOURCE	AWARD AMOUNT
AIRPORT RUNWAY EXPANSION	Airport Improvement Supplemental App. Grant (Federal Dollars)	\$6,300,000
STREET IMPROVEMENT PROJECTS	Safe Routes and STIP	\$1,869,705
BROADBAND	State of Oregon	\$1,836,000
DOMESTIC VIOLENCE VICTIM SHELTER	HUD CDBG Funds	\$1,500,000
INTEGRATED PARKS SYSTEM & POOL STUDY	OPRD	\$821,927
CITY PARKS AND TRAILS	OPRD	\$425,500
BIO TRANSITION	State of Oregon	\$420,000
MAIN STREET REVITALIZATION	Oregon Main Street Grant	\$355,500
WASTEWATER TREATMENT FACILITY	HUD CDBG Funds	\$196,500
INNOVATION GATEWAY AREA PLAN	ODOT TGM Grant	\$174,150
CEC	US EDA and Business Oregon	\$120,000
STREET IMPROVEMENT PROJECTS	ODOT Special Cities Grant	\$100,000
WASTEWATER FEASIBILITY PLANNING STUDY	JPA and OPRD	\$70,000
BROWNFIELD GRANT	DEQ	\$65,500
HOUSING INCENTIVES PROGRAM	DLCD	\$26,600

**FUNDS IN PROCESS: \$46,629,956**

We are actively pursuing over \$28 million in project funds for some of our community's most needed projects. These projects include: the construction of a new wastewater treatment plant, connecting the community to broadband internet, and developing a new community aquatic center.

PROJECT	FUND SOURCE	AWARD AMOUNT
STREET IMPROVEMENT	DOT Building Grant	\$14,279,956
WASTEWATER TREATMENT PLANT	Multiple Sources	\$12,500,000
HOTEL	Private Investment	\$6,000,000
BROADBAND	USJA ReConnect	\$6,000,000
AQUATIC CENTER	Multiple Sources	\$4,500,000
BROADBAND	USDA Community Connect	\$3,000,000
OREGON PINE PROPERTY - PHASE 1	Ford Family Foundation & USDA Rural	\$350,000

**FUNDING (CONT.)**

Total: \$80,561,638

**FUNDS AWARDED: \$14,031,682**

**FUNDS IN PROCESS: \$46,629,956**

**FUNDS TARGETED: \$19,900,000**

**FUNDS TARGETED (OPPORTUNITY PIPELINE): \$19,900,000**

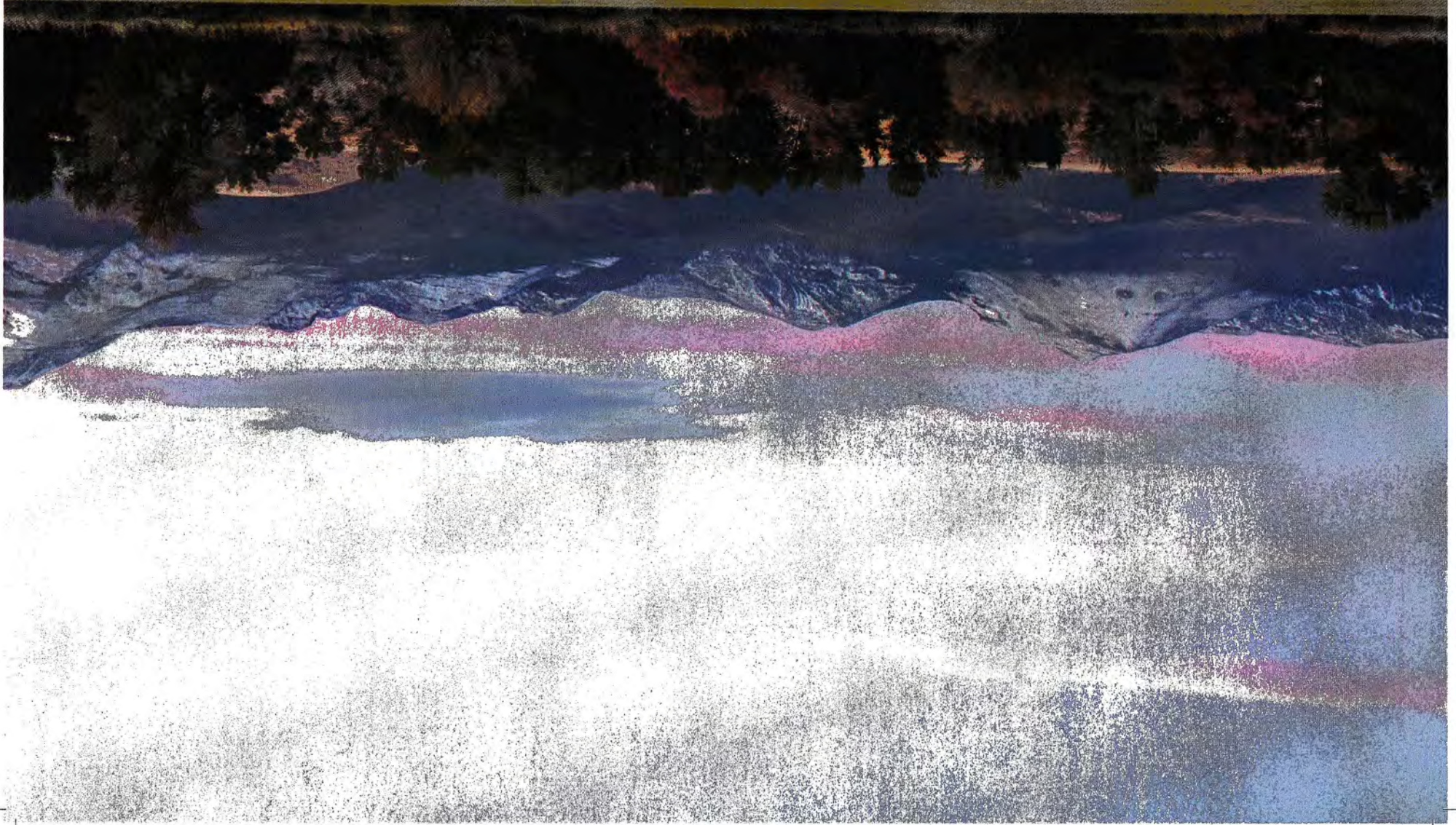
We need more funds to fully support our Strategy for Growth. We are seeking funds to restore the portion of John Day River that passes through our community. We are seeking funds to expand our local street network to allow for new development of homes and businesses. We are seeking funds to enhance our initial investment in greenhouses to enable an export scale of local food production.

We have carefully identified each project and see each one as an important element in achieving our goals. But we need your help. Please support our community as we move towards a prosperous future.

PROJECT	FUND SOURCE	AWARD AMOUNT
RIVER RESTORATION		\$5,000,000
KAM WAH CHUNG HERITAGE SITE		\$4,000,000
MIXED USE OFFICE COMPLEX SUPPORT		\$3,000,000
FOOD CLUSTER INVESTMENTS		\$2,000,000
OREGON PINE PROPERTY - PHASE 2		\$2,000,000
CONFERENCE CENTER		\$1,500,000
OREGON PINE LAKE		\$1,000,000
BROWNFIELD REDEVELOPMENT GRANT		\$900,000
IN-CITY CAMPING		\$500,000

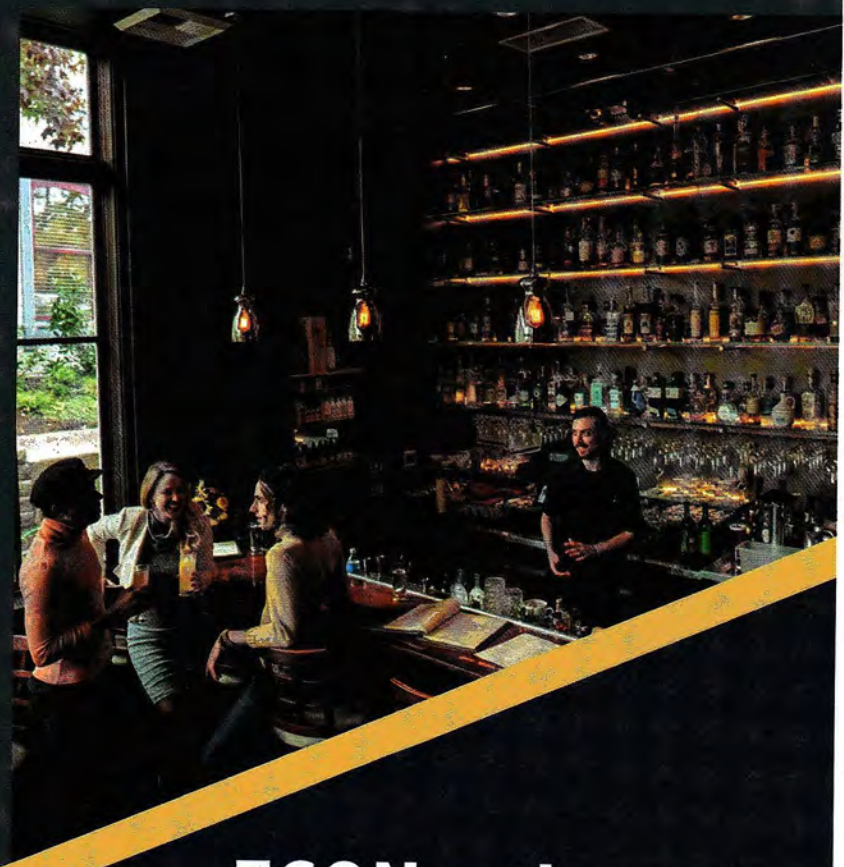
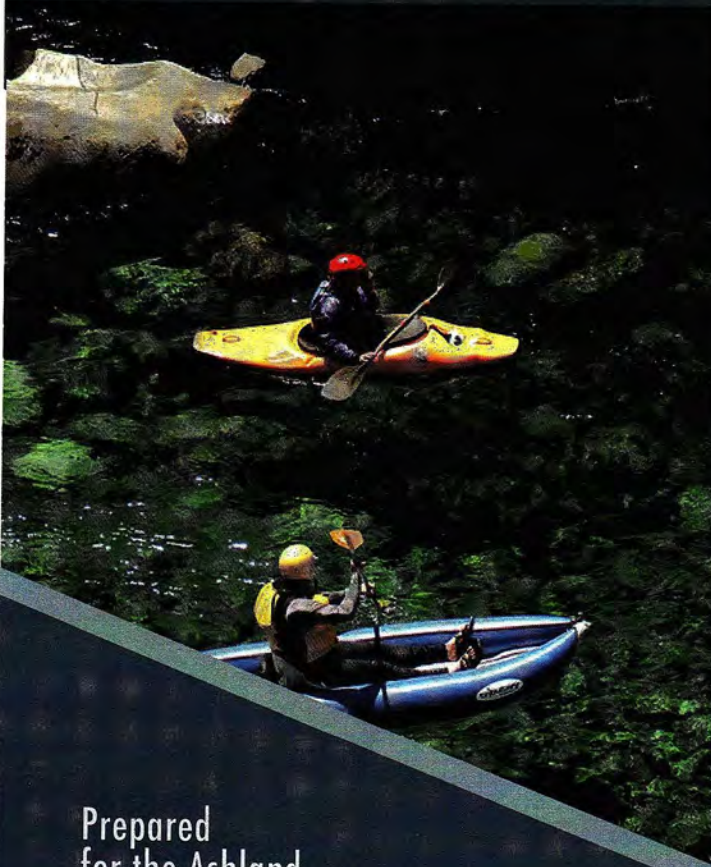


PHOTOGRAPHY BY TANNI WENGER PHOTOGRAPHY STUDIO, JONI KABANA, AND WALKER MACY  
DESIGNED BY BELL+FUNK  
CONTENT PROVIDED BY CITY OF JOHN DAY AND ECONORTHWEST



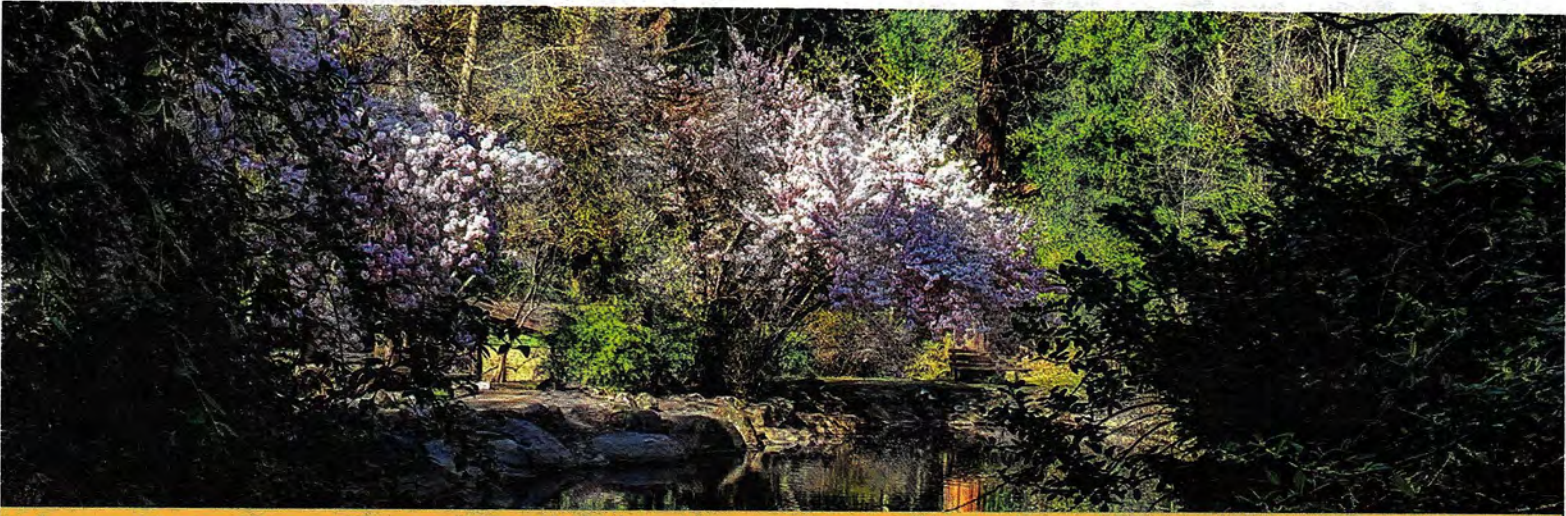
September  
2022

ASHLAND  
CHAMBER OF COMMERCE  
**ECONOMIC  
DIVERSIFICATION  
STRATEGY**



Prepared  
for the Ashland  
Chamber of Commerce

**ECONorthwest**  
ECONOMICS • FINANCE • PLANNING



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# EXECUTIVE SUMMARY

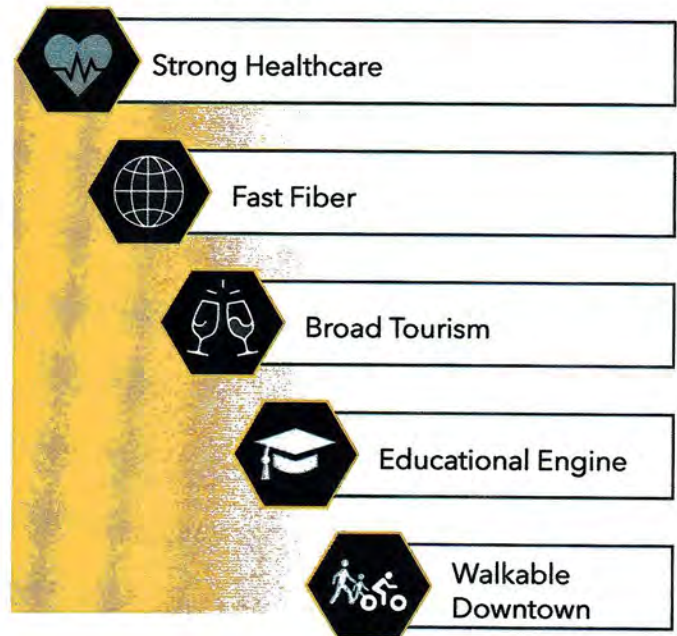
Ashland has been tested. Wildfires, a pandemic, business restrictions, school closures, heat waves and shuttered venues. It has dealt with more in the last five years than it had in five decades prior. One of the results has been a chance at deep reflection. What drives the economy? How does the city adapt to climate impacts? How can the community remain affordable to young families? For as much that has been lost, the city and Chamber have gained insight, strengthened partnerships, and demonstrated a resiliency that it will build from as it emerges into a new era.

This study explores what makes Ashland great, what it still struggles with, what could hobble its growth and what it can do to create a more balanced, equitable economy. In-depth data analysis was partnered with extensive engagement to develop a deep understanding of where Ashland currently is and where it needs to go. To find success, any actions will require partnerships and financial investments that span the public and private sectors. Certain concepts will carry risk, as the city attempts to foster growth in new corners of its economy to better manage any future disruptions.

## A SMALL CITY WITH BIG AMENITIES

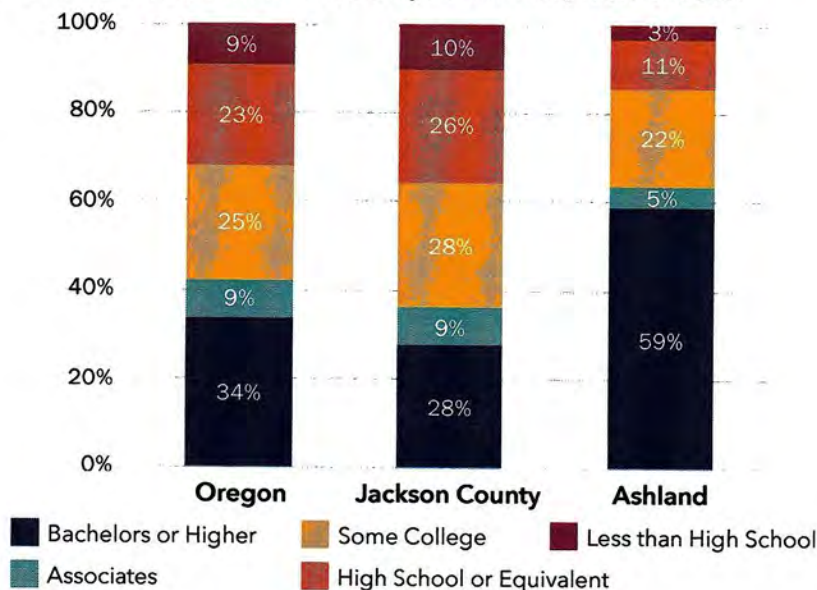
For a city of 21,000 people, Ashland has foundational strengths that many other cities its size aspire to have. A growing population of highly educated residents, an excellent school district, employers in growing sectors like health care and solar, a wide variety of local amenities and a welcoming attitude that attracts visitors, residents, and employers.

From our work we found the following **STRENGTHS** to be the most relevant to economic diversification:



Educational Attainment For Population 25 Years Plus, Ashland, Jackson County, and Oregon, 2015-2019

Source: U.S. Census Bureau, 2015-2019 ACS 5-year estimate, Table B15003.



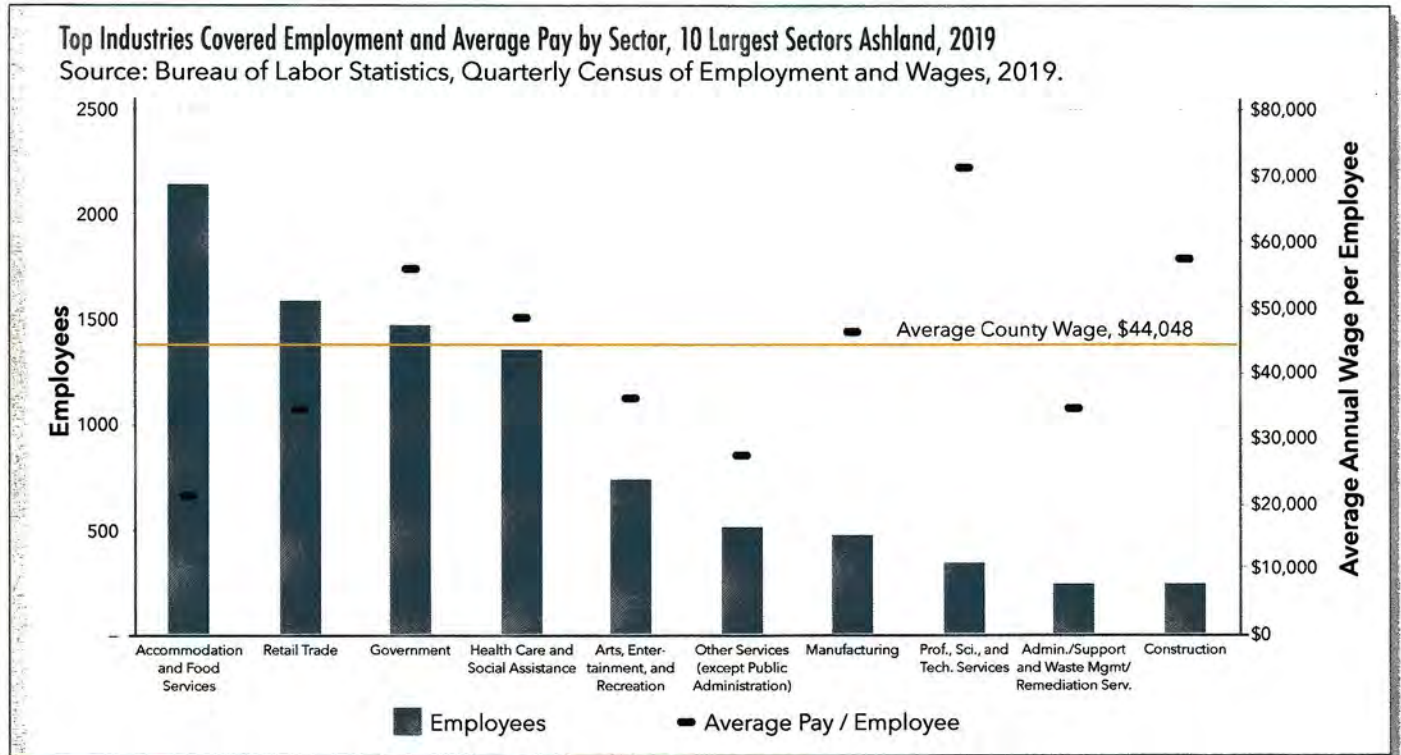
# EXECUTIVE SUMMARY

## HIGH HOUSING COSTS IMPACT LABOR

Attractive places to live often struggle to stay accessible as they grow. Housing production in Ashland has not kept pace with demand, and many of those that exist have shifted to short-term rental units. As such, the increase in housing prices have made it difficult for many of the people who work in Ashland to afford to live there. This is part of a larger regional issue, as many people have gradually begun to live elsewhere in the Rogue Valley for more

affordable housing options. Now, other cities in the Rogue Valley are addressing the issue with significant plans for expanding housing.

The performing arts and its strong impact on the local economy has helped drive employment in the retail, services and lodging sectors for decades. Its large role as a driver of the local economy was shown by the impact of performance disruptions in 2020 and 2021.





We found the **WEAKNESSES** that deserve attention to be:

-  Cost of Workforce Housing
-  Reliance on Performing Arts
-  Public Sector Collaboration

## THE REGION'S CLIMATE CAN'T BE IGNORED

The city also faces larger, existential threats that clearly impact the resiliency of the local economy. Climate change and its impact on heat and precipitation in the region has already caused severe impacts on Ashland. It is a threat to the future of the city and region that is unparalleled by other concerns over the long term. Confronting climate change directly is challenging, but methods can be taken to focus local resources on adapting to a range of possible scenarios. In addition, we found the following **THREATS** to have the potential of undermining the local economy:

-  Housing Affordability
-  Demographic Shifts

# EXECUTIVE SUMMARY

## OPPORTUNITIES ARE ALREADY EMERGING

There are silver linings to the disruptions Ashland has endured. Many businesses diversified their income streams by developing ecommerce capacity, regional tourists filled some of the gap that was left by out-of-state visitors, remote work advanced dramatically and creates its own resiliency from local shocks.

There is an abundance of opportunities for the city to pursue to expand its economy, those that we consider pillars to economic diversification are the following: diversifying tourism, rejuvenating downtown, fostering business growth and expanding the talent pool.

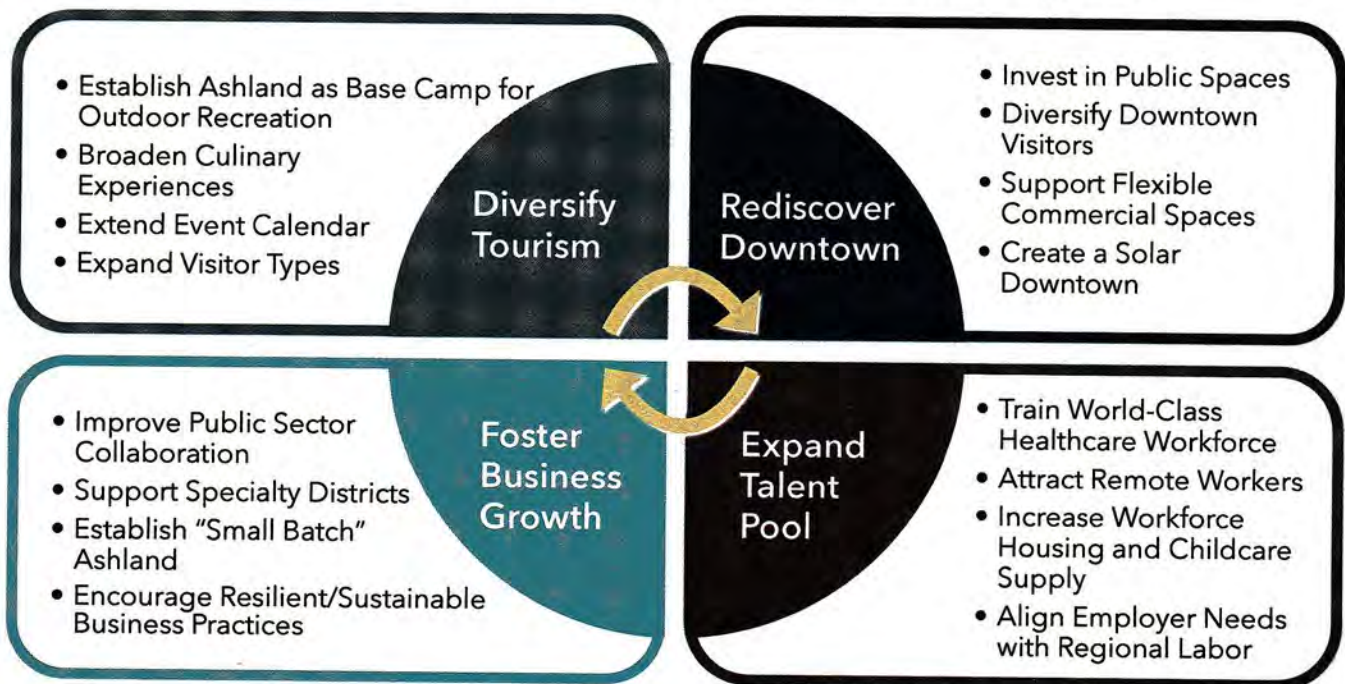
### STEM Occupational Employment Projections for Rogue Valley (Jackson and Josephine Counties), 2020-2030, Top Five Occupations

Source: QualityInfo, Oregon Employment Department

OCCUPATION TITLES	Employment 2020	Project Employment 2030	Percent Change	Employment Change	Replacement Openings	Total Openings
Registered Nurses	2,828	3,238	14.5%	410	1,453	1,863
Farmers, Ranchers, and Other Agricultural Managers	1,610	1,761	9.4%	151	1,592	1,743
Carpenters	1,330	1,440	8.3%	110	1,212	1,322
Project Management Specialists and Business Operations Specialists, All Other	770	859	11.6%	89	697	786
Accountants and Auditors	645	737	14.3%	92	563	655
<b>TOTAL, ALL OCCUPATIONS</b>	<b>23,870</b>	<b>27,278</b>	<b>14.3%</b>	<b>3,408</b>	<b>18,705</b>	<b>22,113</b>

## FOUR PILLARS FOR DIVERSIFICATION

Each of these areas have specific strategies that can be pursued to accomplish these goals. These have been developed based on what has emerged as most urgent, but also what local actors have control over to implement. Some of these are already underway by Travel Ashland together with tourism industry partners.





# EXECUTIVE SUMMARY

Of the 16 identified strategies, we consider these five to be priorities:

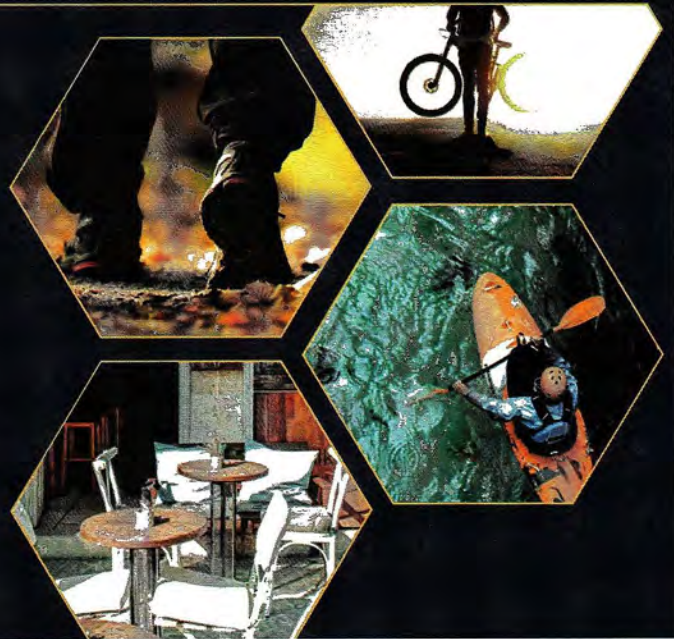
1. Be Base Camp for Outdoor Recreation
2. Improve Public Sector Collaboration
3. Train the Future of Healthcare
4. Establish Small Batch Ashland
5. Launch Solar Downtown

1



## Be Base Camp for Outdoor Recreation

The region has seen a steady increase in interest in outdoor activities, from mountain biking and trail running to water recreation. The city needs to establish itself as the place in the region a visitor wants to start their day's adventure while showcasing Ashland's proximity to Crater Lake National Park, the mountain lakes and day trips in Southern Oregon. Ashland should be where they want to relax in the evening. Leverage the amenities that distinguish the city: The quality lodging, the amazing restaurants, the walkable downtown, even the popular Coop deli. At the same time, encourage investment in the gaps: bike storage, trail expansion, dog-friendly amenities, downtown signage, etc.

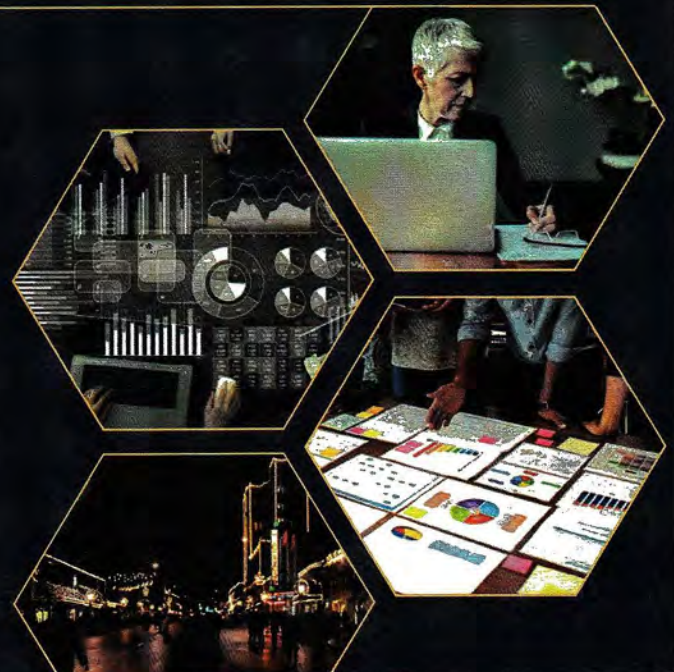


2



## Improve Public Sector Collaboration

Business owners, elected officials and Ashland residents all share the desire to preserve the qualities that make the city a great place to live and work. How the City effectively maintains those ideals while supporting the city's natural growth is an ongoing challenge. The development community in particular seeks clarity and consistency in the review process. The larger business community wants a partner to make the investments that the community is looking for, even if some residents have concerns about the pace of change. It is difficult to predict which entrepreneur will grow the next great company in the Rogue Valley, but that company can't grow it in Ashland if there is not space for them to establish it.



# EXECUTIVE SUMMARY

3



## Train the Future of Healthcare

In terms of pathways to a middle-class lifestyle, healthcare careers have proven to be one of the most effective paths in the 21st century. Since 2009 healthcare has added more jobs in Jackson County than any other sector. And these jobs on average pay more than many of the service sector jobs that are prevalent in Ashland. Given the aging demographics of the city, there will be a strong demand for everything from registered nurses to pharmacists over the next decades. Between SOU and RCC, there are various programs in the area to grow this pipeline. These workers can afford to live in Ashland, will be tied to local employers, and may have the kids to ensure the local school district does not see further enrollment decline.



4



## Establish Small Batch Ashland

Ashland has a unique blend of assets when it comes to producing and selling food products. There is both local demand and tens of thousands of customers with a strong desire for "authentic" goods. The city has a brand that projects quality and wholesomeness. It has a level of culinary expertise that is very sophisticated for its size. It has a handful of manufacturing assets that it could adapt to these needs if the right company were to scale. Perhaps all that is missing is a dedicated space with some of the equipment (bottling, sealing, labeling, etc.) and some wraparound technical assistance that reduce the barriers for local entrepreneurs to test the market and scale quickly. This concept also hinges on the success of the previous Improving Public Sector Collaboration strategy: flexible regulations and openness to new business ideas are critical precursors to this type of innovation.

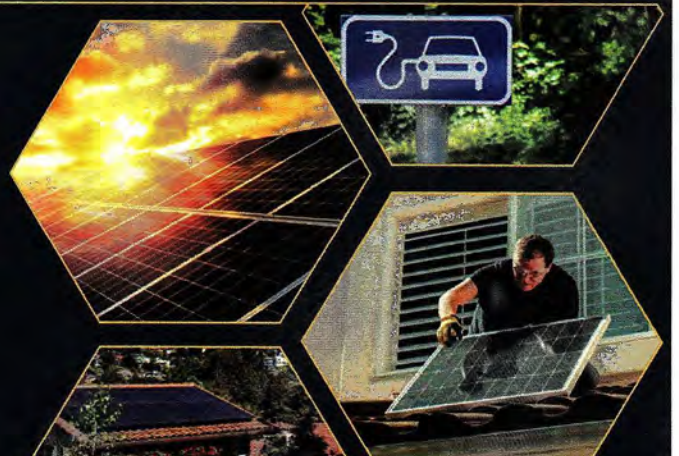


5



## Launch Solar Downtown

Ashland can't hide from the climate impacts that have gradually impacted its seasons. One way to channel the frustration is to choose a distinct goal to demonstrate to the world how a city can embrace the challenge of decarbonization. Work with downtown property owners and tenants to set a goal of renewable energy generation and let visitors learn how small cities can take action. The city has a growing cluster of solar companies and this type of effort would support a local industry as it looks to establish its foothold in the region.





## Moving Forward

The challenge to economic diversification will be building momentum. Travel has picked back up and tourists will return to flood downtown during the summer. SOU students will migrate in the fall. Holiday events will return. There will be a sense that things are back to normal. The reality is that there is no returning to a pre-pandemic economic landscape. Foundational items have changed in the economy: workers are less geographically tied to their employers, the shortage of workforce housing and childcare providers has become an urgent matter, some of the older tourists will not be returning, and how people work and shop has changed. Many business owners have made adjustments to pivot during the previous

years: performing arts venues have looked to the shoulder season for more shows, the wine industry has more direct sales via ecommerce as part of its revenue stream, rafting companies have simplified their operations to manage disruptions, the coop has invested in a high-capacity HVAC system that allows it to function during any smoke events. For the city to better recalibrate for its future, choices will have to be made about specific actions that partners can rally behind to move forward. Ashland has a base of strong leaders throughout the community, and a wave of new directors and presidents in major institutions, aligning that with the City leadership would unlock the potential for a more vibrant, resilient city.



**CITY OF HARDIN**  
**Landfill Services**

**FY24-25**

	Measure	
Residential Vehicle bringing in solid waste	per ton	\$46.40
with a minimum fee for garbage between 1 and 270 pounds		\$6.40
<b>TIRES:</b>		
Cars or Light Trucks (up to 17")	whole - each	\$6.40
Large Truck (17" to 24")	whole - each	\$12.60
Equipment Tires	whole - each	\$31.05
Large amounts of tires - separated from refuse	per ton	\$179.30
Cut Tires	per ton - all bulk tires will be the same	\$179.30
Refrigerators, air conditioners & all other materials containing refrigerants. Freon recovery fee unless accompanied by written certification of Freon removal	each	\$55.75
Dead Animals - non-euthanized	per ton	\$46.40
Dead Animals - Euthanized	minimum + per additonal ton	\$173.45
Compacted or Non-compacted	per ton	\$46.40
Compactable material: demolition debris, household debris, tree debris, etc.	per ton	\$46.40
Non-compactable material: asphalt, rocks, concrete, dirt*, gravel, timbers, tree stumps, etc.	per ton	\$46.40
*Clean fill dirt - subject to T-CLPS verification		\$16.50
<b>ASBESTOS: (check with Landfill for complete regulations)</b>		
Non-friable	per ton	\$46.40
Friable	minimum	\$173.45
	per additional ton	\$173.45

**All COMMERCIAL** waste, not charged through other assessments, shall be charged as provided by resolution.

**City of Hardin residents** hauling non-business waste in a vehicle no larger than a 3/4 ton pick-up or an equivalent size trailer will not be charged a dumping fee.

## Landfill committee meeting

### Topics

- Canister site
- Updating ,alphabetizing and Adding specialty waste on fee schedule
  - \*poly plastic in bulk
  - \*unsecured load fee (residential-commercial)
  - \*rail road ties & power poles
- ASH Pit
  - \*spray dryer absorber



010

# CITY OF HARDIN Landfill Services

FY23-24

	Measure	
Residential Vehicle bringing in solid waste	per ton	\$45.05
with a minimum fee for garbage between 1 and 270 pounds		\$6.20
<b>TIRES:</b>		
Cars or Light Trucks (up to 17")	whole - each	\$6.20
Large Truck (17" to 24")	whole - each	\$12.20
Equipment Tires	whole - each	\$30.15
Large amounts of tires - separated from refuse	per ton	\$174.05
Cut Tires	per ton - all bulk tires will be the same	\$174.05
Refrigerators, air conditioners & all other materials containing refrigerants. Freon recovery fee unless accompanied by written certification of Freon removal	each	\$54.10
Dead Animals - non-euthanized	per ton	\$45.05
Dead Animals - Euthanized	minimum + per additional ton	\$168.40
Compacted or Non-compacted	per ton	\$45.05
Compactable material: demolition debris, household debris, tree debris, etc.	per ton	\$45.05
Non-compactable material: asphalt, rocks, concrete, dirt*, gravel, timbers, tree stumps, etc.	per ton	\$45.05
*Clean fill dirt - subject to T-CLPS verification		\$16.50
<b>ASBESTOS: (check with Landfill for complete regulations)</b>		
Non-friable	per ton	\$45.05
Friable	minimum	\$168.40
	per additional ton	\$168.40

*Special contract with pulp*

**All COMMERCIAL** waste, not charged through other assessments, shall be charged as provided by resolution.

**City of Hardin residents** hauling non-business waste in a vehicle no larger than a 3/4 ton pick-up or an equivalent size trailer will not be charged a dumping fee.

New

Unsecured load fee	Residential	10 .00
	Commercial	50.00

Residential vehicle bringing solid waste	per ton	45.05
With a minimum fee for solid waste between 1 and 270 pounds		6.20
Compacted or non compacted solid waste	per ton	45.05

Special waste:

ASBESTOS; (check with landfill for complete regulations)

Non friable	per ton	45.05
Friable	per ton minimum	174.05

DEAD ANIMALS- non euthanized	per ton	45.05
Dead animals- Euthanized	Minimum plus per additional ton	174.05

DIRT (clean fill, straw, hay,manure.	per ton	16.50
Contaminated soil (subject to T clips verification,	per ton	45.05

DEQ approval

Plastic irrigation pipe, grain or hay storage sleeves,(poly white plastic)		
	(cut in 20ft sections)	45.05
	Not cut, or in a bale Form	174.05

Refrigerators, air conditioners & all other materials containing reffridgerants

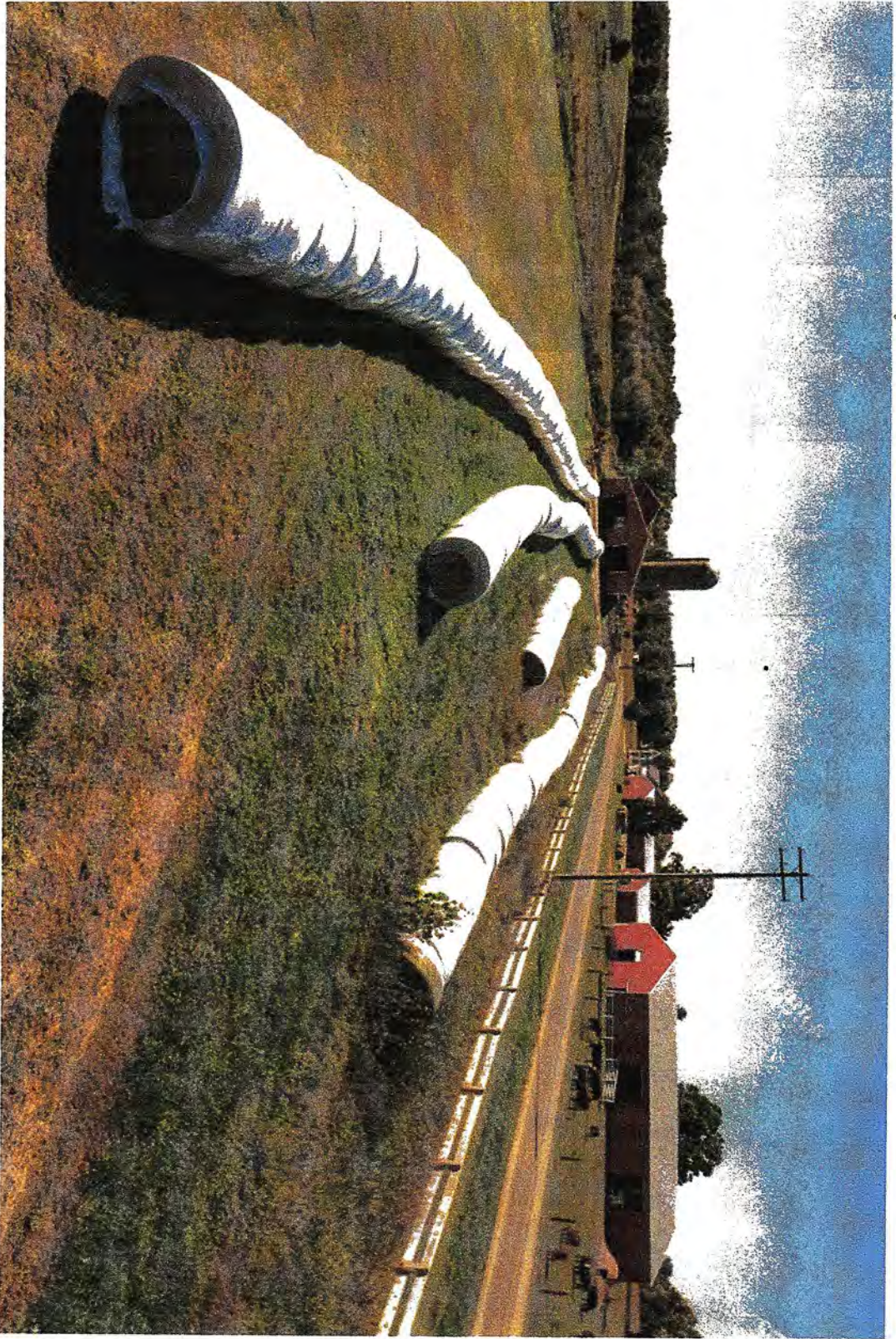
Freon recovery fee unless accompanied by written certification of removal	45.05
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TIRES

Car or light truck	6.20
Large truck (17-24 )	12.20
Equipment tires	30.00
Large amounts of whole or cut tires separated from S.W	174.05

Rail road ties, power poles	174.05
-----------------------------	--------





example

**Schedule III – Landfill Fees**

	ORIGIN OF WASTE <sup>1</sup>		
	City of Billings	Other MT Towns & Counties	Outside of Montana
All businesses will be charged at least \$9.65			
0 - 3.0 cubic yards or 0 - 1500 lbs <sup>2</sup>	\$ -	\$ 14.50	\$ 19.30
Municipal solid waste, construction & demolition, etc. (per ton)	\$ 27.80	\$ 41.70	\$ 55.60
Special Waste (per ton) <sup>3</sup>	\$ 56.85	\$ 85.28	\$ 113.70
<b><u>Asbestos</u></b>			
Per ton	\$ 102.30	\$ 153.45	\$ 204.60
Per bag	\$ 14.05	\$ 21.08	\$ 28.10
Asbestos bags	\$ 4.20	\$ 6.30	\$ 8.40
<b><u>Clean Soil</u></b> <sup>4</sup>	\$ 0	\$ 0	\$ 0
<b><u>Dead Animals</u></b>			
Animals < 100 pounds	\$ 17.95	\$ 26.93	\$ 35.90
Animals > 100 pounds	\$ 56.05	\$ 84.08	\$ 112.10
Per ton	\$ 80.10	\$ 120.15	\$ 160.20
<b><u>FOG (Fats, Oils and Grease)</u></b> <sup>5</sup>	\$ 27.80	\$ 27.80	N/A
<b><u>Mobile Home Trailers</u></b>	\$ 450.00	\$ 675.00	\$ 900.00
<b><u>Refrigeration Units</u></b>			
Refrigerators, Freezers, Air Conditioners (Each Unit)	\$ 37.40	\$ 56.10	\$ 74.80
<b><u>Special Pad Fee for Liquids</u></b>	\$ 157.05	\$ 235.58	\$ 314.10
<b><u>Tires</u></b>			
Tires per ton	\$ 122.95	\$ 184.43	\$ 245.90
<b><u>Uncovered Load Fee</u></b> <sup>6</sup>	\$ 32.00	\$ 48.00	\$ 64.00
<b>If scale is inoperable, the vehicle will be charged by the cubic yard rated on the vehicle capacity</b>			
Loose garbage (per CY)	\$ 3.37	\$ 5.05	\$ 6.73
Compacted garbage (per CY)	\$ 8.72	\$ 13.08	\$ 17.45
Non-compactible material (per CY)	\$ 37.20	\$ 55.80	\$ 74.40
Special Waste, contaminated soil, etc. (per CY)	\$ 79.46	\$ 119.19	\$ 158.92
Tires (per CY)	\$ 90.27	\$ 135.40	\$ 180.53
Asbestos (per CY)	\$ 49.01	\$ 78.59	\$ 104.78
NSF/returned item fee		\$ 25.00	per occurrence

<sup>1</sup> Actual weights may result in the rates above rounding to the nearest \$.05

<sup>2</sup> Residential Yellowstone County customers are assessed a landfill fee on the annual tax statement according to an Agreement

# SDA

## SPRAY DRYER ABSORBER

\*POWDER

\*ACCUTE INHALATION,SKIN CONTACT,EYE CONTACT

\*EPA defines this as Hazard Accute.

\*Sda appeared in the ash stream waste late 2021 early 2022,,lots of complaints from the residents and rural neighbors.

\*called power plant,was basically told ,it would be short term.

\*6-20-22 Michael and I met with powerplant. Made a verbal agreement ,that for every load of SDA ,they would haul a load of water and put on it. They did that for a while,, and then that quit.

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

\*city is responsible for all waste ,after it is placed in pit.

\*SDA is very hard to contain, easily airborne.

## What needs to happen;

- We charge a dry load fee ,and this would include the regular fly ash loads.
- Or reject the load
- Or they need to figure out how to put back in there silo. So it can be mixed with water

1. The first part of the document is a list of names and addresses.

2. The second part is a list of names and addresses.

3. The third part is a list of names and addresses.

4. The fourth part is a list of names and addresses.

5. The fifth part is a list of names and addresses.

6. The sixth part is a list of names and addresses.

7. The seventh part is a list of names and addresses.

8. The eighth part is a list of names and addresses.

9. The ninth part is a list of names and addresses.

10. The tenth part is a list of names and addresses.



**CHANGE ORDER NO.: 2**

Owner: City of Hardin  
 Engineer: Stahly Engineering  
 Contractor: Askin Construction  
 Project: Hardin Water, Sewer & Road Improvements  
 Contract Name: Schedules B & E  
 Date Issued: October 3, 2024

Owner's Project No.: N/A  
 Engineer's Project No.: October 3, 2024  
 Contractor's Project No.:

Effective Date of Change Order: October 3, 2024

The Contract is modified as follows upon execution of this Change Order:

Description: Schedule B - provide additional temporary water services to City park and Hospital.  
Schedule E - provide additional bypass pumping for 3rd main coming into manhole.

Attachments: PCO #2, PCO#3, Supporting documentation

Change in Contract Price	Change in Contract Times [State Contract Times as either a specific date or a number of days]
Original Contract Price: \$ <u>393,015.00</u>	Original Contract Times: Substantial Completion: <u>60 calendar days</u> Ready for final payment: <u>74 calendar days</u>
[Increase] from previously approved Change Orders No. 1 to No. <u>1</u> : \$ <u>5,108.22</u>	[Increase] from previously approved Change Orders No.1 to No. <u>1</u> : Substantial Completion: <u>1 calendar day</u> Ready for final payment: <u>1 calendar day</u>
Contract Price prior to this Change Order: \$ <u>398,123.22</u>	Contract Times prior to this Change Order: Substantial Completion: <u>61 calendar days</u> Ready for final payment: <u>75 calendar days</u>
[Increase] this Change Order: \$ <u>6,417.61</u>	[Increase] [Decrease] this Change Order: Substantial Completion: <u>N/A</u> Ready for final payment: <u>N/A</u>
Contract Price incorporating this Change Order: \$ <u>404,540.83</u>	Contract Times with all approved Change Orders: Substantial Completion: <u>61 calendar days</u> Ready for final payment: <u>75 calendar days</u>

Recommended by Engineer (if required)

Accepted by Contractor

By: [Signature]

[Signature]

Title: Billings Regional Manager

Project Manager

Date: 10/3/2024

10/4/2024

Authorized by Owner

Approved by Funding Agency (if applicable) By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_





Potential Change Order # : 1st Street Temp Water Adds

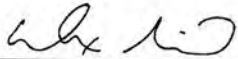
PCO Number/Revision: PCO # 2 / 0


Contract: Hardin Water, Sewer, & Road Improvements

Description of work: Temporary water addition: Park Service & One Health Hardin Clinic

Item Description					
Description	Unit	UOM	Cost	Total	
<b>Labor/Manhours</b>					
Superintendent	2.0	HR	\$75.00	\$150.00	
Foreman	0.0	HR	\$65.00	\$0.00	
Operator	0.0	HR	\$58.00	\$0.00	
Operator	0.0	HR	\$58.00	\$0.00	
Pipe Layer	0.0	HR	\$45.00	\$0.00	
				\$0.00	
<b>Total Labor</b>				<b>\$150.00</b>	
<b>Equipment</b>					
Work Truck	2.0	HR	\$22.00	\$44.00	
JD 644 Loader	0.0	HR	\$90.00	\$0.00	
Cat 340 EX	0.0	HR	\$220.00	\$0.00	
Komatsu 290 EX	0.0	HR	\$145.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
<b>Total Equipment</b>				<b>\$44.00</b>	
<b>Materials / Subcontractors</b>					
Hydrotech	2.0	EA	\$2,000.00	\$4,000.00	
			\$0.00	\$0.00	
			\$0.00	\$0.00	
<b>Total Materials</b>				<b>\$4,000.00</b>	
<b>Labor, Equipment, Materials Total</b>				<b>\$4,194.00</b>	
			<b>Mark Up</b>	15%	\$629.10
			<b>Taxes, Bond, &amp; Insurance</b>	3%	\$125.82
<b>Grand Total</b>				<b>\$4,948.92</b>	

Schedule Impact	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Notes on Contract Time: Day		

  
 Signature & Printed Name of Project Representative \_\_\_\_\_ Date 10/3/2024

  
 Signature of Askin Construction Representative \_\_\_\_\_ Date 9/18/2024



Potential Change Order #3 : Schedule C Manhole Replacement

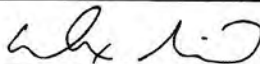
PCO Number/Revision: PCO # 3 / 0

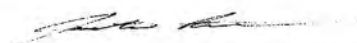
Contract: Hardin Water, Sewer, & Road Improvements

Description of work: Sewer bypass and new manhole base

Item Description					
Description	Unit	UOM	Cost	Total	
<b>Labor/Manhours</b>					
Superintendent	1.0	HR	\$75.00	\$75.00	
Foreman	1.0	HR	\$65.00	\$65.00	
Operator	1.0	HR	\$58.00	\$58.00	
Operator	0.0	HR	\$58.00	\$0.00	
Pipe Layer	1.0	HR	\$45.00	\$45.00	
				\$0.00	
			<b>Total Labor</b>	<b>\$243.00</b>	
<b>Equipment</b>					
Work Truck	1.0	HR	\$22.00	\$22.00	
JD 644 Loader	1.0	HR	\$90.00	\$90.00	
Cat 340 EX	0.0	HR	\$220.00	\$0.00	
Komatsu 290 EX	0.0	HR	\$145.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
	0.0	HR	\$0.00	\$0.00	
			<b>Total Equipment</b>	<b>\$112.00</b>	
<b>Materials / Subcontractors</b>					
Xylem Sewer Bypass	1.0	LS	\$889.65	\$889.65	
		LS		\$0.00	
			\$0.00	\$0.00	
			<b>Total Materials</b>	<b>\$889.65</b>	
<b>Labor, Equipment, Materials Total</b>				<b>\$1,244.65</b>	
<b>Mark Up</b>			15%	\$186.70	
<b>Taxes, Bond, &amp; Insurance</b>			3%	\$37.34	
<b>Grand Total</b>				<b>\$1,468.69</b>	

Schedule Impact	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Notes on Contract Time: Day		

  
 Signature & Printed Name of Project Representative \_\_\_\_\_ Date 10/2/2024

  
 Signature of Askin Construction Representative \_\_\_\_\_ Date 9/24/2024



**RESOLUTION NO. 2390**

**A RESOLUTION OF THE CITY OF HARDIN, MONTANA AUTHORIZING THE SUBMISSION OF MONTANA DEPARTMENT OF COMMERCE COAL BOARD APPLICATION IN SUPPORT OF THE CITY OF HARDIN POLICE DEPARTMENT.**

WHEREAS, the City of Hardin desires to apply for a Montana Department of Commerce Coal Board Grant in order to fund the purchase of equipment, specifically radios for the Hardin Police Department; and

WHEREAS, the City of Hardin has the authority to establish, finance, operate, and maintain a municipal police force per Mont. Code Ann. § 7-32-4101 (2023) et seq.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HARDIN, MONTANA:

That the City Council of the City of Hardin does hereby authorize Mayor Joseph Purcell to submit an application to the Montana Department of Commerce Coal Board, on behalf of City of Hardin, in order to seek grant funds to assist with obtaining radios for the Hardin Police Department, and to provide such additional information to the Montana Department of Commerce Coal Board, as may be required.

The City of Hardin agrees to comply with all Federal and State laws and regulations and the requirements described in the Montana Department of Commerce Coal Board Application and all other requirements.

PASSED AND ADOPTED by the City Council of the City of Hardin, Montana, and APPROVED this \_\_\_\_\_ day of October, 2024.

YEA VOTES \_\_\_\_\_

NAY VOTES \_\_\_\_\_

CITY OF HARDIN

BY: \_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

## RESOLUTION NO. 2391

### **A RESOLUTION OF THE CITY OF HARDIN, MONTANA ORDERING THE INSTALLMENT, CONSTRUCTION, RECONSTRUCTION OR REPLACEMENT OF CURB AND GUTTER AT 224 NORTH TERRY AVENUE, HARDIN, MONTANA.**

WHEREAS, the City Council (hereinafter "Council") of the City of Hardin, Montana (hereinafter "City") has determined that the curb and gutter at 224 North Terry Avenue, Hardin, Montana are in need of repair;

WHEREAS, pursuant to Mont. Code Ann. § 7-14-4109 (2023), the City Council may order the construction of sidewalks, curbs, gutter in front of any lot or parcel of land, and may order alley approaches constructed or replaced adjacent to any lot or parcel of land, without the formation of a special improvement;

WHEREAS, the Council has been contacted by the landowner of the property located at 224 North Terry Avenue, Hardin, Montana, the Thomas Lind, who has requested the replacement of the curb and gutter located at 224 North Terry Avenue, Hardin, Montana, being approximately 155 feet in length;

WHEREAS, the safety and convenience of the public requires installation, construction, reconstruction, repair and/or replacement of curbs, gutters, sidewalks, drive and or alley approaches, and/or appurtenant features or combinations thereof;

WHEREAS, Hardin City Code § 9-1-4(B) authorizes the City to bear ½ the cost of curb and gutter replacement, based upon the linear foot cost of the replacement;

WHEREAS, the City of Hardin has obtained an estimate to replace the approximately 155 feet of curb and gutter, the estimate being four thousand eight hundred dollars (\$4,800.00); and

WHEREAS, Mont. Code Ann. § 7-14-4109 and Hardin City Code § 9-1-4(C) authorizes the City to accept semi-annual payments from the property owner through assessments, with a term not to exceed 20 years, with interest.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HARDIN, MONTANA:

1. New curb and gutter shall be installed for the approximate 155 foot length of the east boundary of the property located at 224 North Terry Avenue, Hardin, Montana also described as: Lots 1-2, Block 14 of the Highland Park Subdivision, found in Section 23, Township 1S, Range 33E, M.P.M.
2. The owner of Lots 1-2 of Block 14 is the Thomas Lind.

3. The owner shall be required to pay their respective costs of the improvements identified herein.
4. The estimated costs of the proposed curb and gutter replacement, including the cost of construction, incidental expenses, exclusive of interest charges, is four thousand eight hundred dollars (\$4,800.00).
5. The City of Hardin shall pay ½ the cost of the replacement, being two thousand four hundred dollars (\$2,400.00).
6. Thomas Lind shall pay the other ½ of the cost of the replacement, being two thousand four hundred dollars (\$2,400.00) in semi-annual installments, and such payments shall be placed as an assessment on real property, per §7-14-4109(4).
7. The assessments for all improvements and costs for the improvements to the real property herein shall be paid in twenty (20) semi-annual installments as assessments collected by the County Treasurer, plus interest at the rate of five percent (5%) per annum, payments being due on November 1, and May 31 of each year until all twenty payments are made.
8. Notice of passage of this Resolution shall be mailed to the affected property owner and said owner shall have thirty (30) days from the date of said Notice in which to install the ordered improvements at his/her own cost and expense, unless the owner waives said notice.

PASSED AND ADOPTED by the City Council of the City of Hardin, Montana, and APPROVED this \_\_\_\_\_ day of October, 2024.

YEA VOTES \_\_\_\_\_

NAY VOTES \_\_\_\_\_

CITY OF HARDIN

BY: \_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

## WAIVER OF NOTICE

Pursuant to Hardin City Resolution No. 2391, the Thomas Lind hereby waives the right to receive notice of passage of City of Hardin Resolution No. 2391 by mail.

Thomas Lind, as landowner of property located in the city limits of Hardin, known as 224 North Terry Avenue, Hardin, Montana also described as: Lots 1-2, Block 14 of the Highland Park Subdivision, found in Section 23, Township 1S, Range 33E, M.P.M., which is the subject of Hardin City Resolution No. 2391, is entitled to notice by mail of the passage of the resolution within thirty (30) days, pursuant to Mont. Code Ann. § 7-14-4109 (2023).

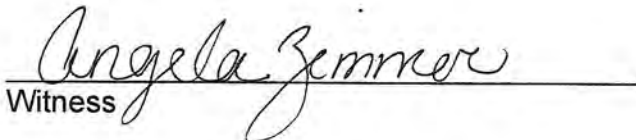
Thomas Lind is aware of the work planned for the curb and gutter located at the above described real property, and is in agreement with said work.

Thomas Lind agrees and consents to the City of Hardin ordering the installation of the improvements, and the assessment of the costs thereof against the real property owned by Thomas Lind.

Dated this 11 day of October, 2024

  
Signature

Thomas N. Lind  
Printed Name

  
Witness

**RESOLUTION NO. 2392**

**A RESOLUTION OF THE CITY OF HARDIN, MONTANA ORDERING THE  
INSTALLMENT, CONSTRUCTION, RECONSTRUCTION OR REPLACEMENT OF  
SIDEWALK, CURB, AND GUTTER AT 705 1<sup>ST</sup> STREET WEST, HARDIN, MONTANA.**

WHEREAS, the City Council (hereinafter "Council") of the City of Hardin, Montana (hereinafter "City") has determined that the sidewalk, curb, and gutter at 224 North Terry Avenue, Hardin, Montana are in need of repair;

WHEREAS, pursuant to Mont. Code Ann. § 7-14-4109 (2023), the City Council may order the construction of sidewalks, curbs, gutter in front of any lot or parcel of land, and may order alley approaches constructed or replaced adjacent to any lot or parcel of land, without the formation of a special improvement;

WHEREAS, the Council has been contacted by the landowner of the property located at 705 1<sup>st</sup> Street West, Hardin, Montana, Marlon Hulse, who has requested the replacement of a portion of the curb and gutter located at 705 1<sup>st</sup> Street West, Hardin, Montana, being approximately 20 feet in length and the replacement of the sidewalk located at 705 1<sup>st</sup> Street West, Hardin, Montana, being approximately 50 feet in length;

WHEREAS, the safety and convenience of the public requires installation, construction, reconstruction, repair and/or replacement of curbs, gutters, sidewalks, drive and or alley approaches, and/or appurtenant features or combinations thereof;

WHEREAS, Hardin City Code § 9-1-4(B) authorizes the City to bear ½ the cost of curb and gutter replacement, based upon the linear foot cost of the replacement;

WHEREAS, the City of Hardin has obtained an estimate to replace the approximate 50 feet of sidewalk and 20 feet of curb and gutter, the estimate being one thousand nine hundred dollars (\$1,900.00). The cost of the approximate 20 feet of curb and gutter replacement is six hundred twenty dollars (\$620.00) and the cost of the approximate 50 feet of sidewalk replacement is one thousand two hundred eighty dollars (\$1,280.00); and

WHEREAS, Mont. Code Ann. § 7-14-4109 and Hardin City Code § 9-1-4(C) authorizes the City to accept semi-annual payments from the property owner through assessments, with a term not to exceed 20 years, with interest.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HARDIN, MONTANA:

1. New curb and gutter shall be installed for the approximate 20 foot length of the south boundary of the property located at 705 1<sup>st</sup> Street West, Hardin, Montana also described as: Lot 21, Block 18 of the Highland Park Subdivision, found in Section 23, Township 1S, Range 33E, M.P.M.



2. New sidewalk shall be installed for the approximate 50 foot length of the south boundary of the property located at 705 1<sup>st</sup> Street West, Hardin, Montana also described as: Lot 21, Block 18 of the Highland Park Subdivision, found in Section 23, Township 1S, Range 33E, M.P.M.
3. The owner of Lot 21 of Block 14 is the Marlon Hulsey.
4. The owner shall be required to pay their respective costs of the improvements identified herein.
5. The estimated costs of the proposed curb and gutter replacement, including the cost of construction, incidental expenses, exclusive of interest charges, is six hundred twenty dollars (\$620.00).
6. The estimated costs of the proposed sidewalk replacement, including the cost of construction, incidental expenses, exclusive of interest charges, is one thousand two hundred eighty dollars (\$1,280.00).
7. The City of Hardin shall pay ½ the cost of the replacement of the curb and gutter, being three hundred ten dollars (\$310.00).
8. Marlon Hulsey shall pay the other ½ of the cost of the replacement of the curb and gutter and the full cost of the replacement of the sidewalk, being one thousand five hundred ninety dollars (\$1,590.00) in semi-annual installments, and such payments shall be placed as an assessment on real property, per §7-14-4109(4).
9. The assessments for all improvements and costs for the improvements to the real property herein shall be paid in twenty (20) semi-annual installments as assessments collected by the County Treasurer, plus interest at the rate of five percent (5%) per annum, payments being due on November 1, and May 31 of each year until all twenty payments are made.
10. Notice of passage of this Resolution shall be mailed to the affected property owner and said owner shall have thirty (30) days from the date of said Notice in which to install the ordered improvements at his/her own cost and expense, unless the owner waives said notice.

PASSED AND ADOPTED by the City Council of the City of Hardin, Montana, and APPROVED this \_\_\_\_\_ day of October, 2024.

YEA VOTES \_\_\_\_\_

NAY VOTES \_\_\_\_\_

CITY OF HARDIN

BY: \_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

## WAIVER OF NOTICE

Pursuant to Hardin City Resolution No. 2392, the Marlon Hulseley hereby waives the right to receive notice of passage of City of Hardin Resolution No. 2392 by mail.

Marlon Hulseley, as landowner of property located in the city limits of Hardin, known as 705 1<sup>st</sup> Street West, Hardin, Montana also described as: Lot 21, Block 18 of the Highland Park Subdivision, found in Section 23, Township 1S, Range 33E, M.P.M., which is the subject of Hardin City Resolution No. 2392, is entitled to notice by mail of the passage of the resolution within thirty (30) days, pursuant to Mont. Code Ann. § 7-14-4109 (2023).


Marlon Hulseley is aware of the work planned for the sidewalk, curb, and gutter located at the above described real property, and is in agreement with said work.

Marlon Hulseley agrees and consents to the City of Hardin ordering the installation of the improvements, and the assessment of the costs thereof against the real property owned by Marlon Hulseley.

Dated this 11<sup>th</sup> day of OCT., 2024

  
Signature

MARLON K. HULSELEY  
Printed Name

  
Witness

A photograph of two young children, a girl on the left and a boy on the right, both with white face paint. The girl has a purple bow in her hair and is wearing a colorful patterned sweater. The boy is wearing a maroon sweater. They are both smiling and holding small pumpkins. The background is a blurred, colorful scene, possibly a festival or fair.

**DONORS  
ARE  
VITAL**

## HARDIN COMMUNITY BLOOD DRIVE

**DATE: Thursday, October 17**

**TIME: 1:15 to 6:45 pm**

First Alliance Church  
Fellowship Hall

To make your lifesaving appointment today, contact Michelle at [dyckmanm@yahoo.com](mailto:dyckmanm@yahoo.com) or go to [donors.vitalant.org](http://donors.vitalant.org) and use blood drive code: B1934. All presenting donors will be entered into a drawing for a Bill's Auto gift certificate.

You can also scan the QR code with a smart phone to schedule.



For more information visit us at [vitalant.org](http://vitalant.org) or call 877-258-4825. **Because of you, life doesn't stop.**

**vitalant.** 

1 **SECTION 00 10 00**

2 **INVITATION TO BID**

3  
4 Separate sealed bids for the construction of the City of Hardin Wastewater Treatment Plant  
5 Upgrades will be received by City of Hardin at the City Administration Office located at 406 North  
6 Cheyenne Avenue, Hardin, MT 59034 until 2:00 pm local time on Wednesday, November 20, 2024,  
7 and then be publicly opened and read aloud. Bids received after the stipulated time shall be  
8 returned unopened.  
9

10 The project consists of:

- 11
- 12 - Construction of a new Headworks Facility containing rotary fine screen, grit separation and
- 13 dewatering, and influent flow metering and automatic sampling.
- 14 - Oxidation Ditch improvements including surface aerator and mixer replacement and
- 15 miscellaneous concrete rehabilitation.
- 16 - Construction of a new Clarifier Split Structure and clarifier along with the rehabilitation of
- 17 the two existing clarifiers.
- 18 - Expansion of the existing Administration Building to enclose the existing UV disinfection
- 19 channel, and construction of a new UV disinfection channel with equipment, and new
- 20 dedicated laboratory facilities.
- 21 - Aerobic Digester aeration equipment improvements and miscellaneous concrete
- 22 rehabilitation.
- 23 - New RAS and WAS control vault and improvements to the existing RAS Pump Station.
- 24 - Also included in the project are associated site piping, electrical, instrumentation and
- 25 control system upgrades throughout the Wastewater Treatment Plant.
- 26

27 The project is being financed by City of Hardin funds and RRGL, SRF, MT Coal Board, USDA Rural  
28 Development, and MCEP.  
29

30 Complete digital project bidding documents are available at QuestCDN. You may download the  
31 digital plan documents for a fee. You may also access them at [www.questcdn.com](http://www.questcdn.com) by inputting  
32 Quest Project #9353988 on the QuestCDN project search page. The plans, specifications and the  
33 official plan holders list may be examined through this site for no charge. In addition, the Drawings  
34 and Project Manual may also be examined at [www.montanabid.com](http://www.montanabid.com).  
35

36 There will be a MANDATORY Pre-Bid Conference for all bidders that will be held on Thursday  
37 October 17, 2024 at 2:00 PM, local time, onsite at the Hardin Wastewater Treatment Plant, 377  
38 Woodley Ln., Hardin, MT 59034. Representatives of the Public Works Department and HDR  
39 Engineering, Inc. will be present to describe the project and answer questions. A tour of the work  
40 area will be provided. The pre-bid meeting will have a formal sign-in process, which will become  
41 the official record of attendance for the purposes of determining eligible bidders. Attendance at  
42 this meeting is mandatory for any contractor to submit a bid as a prime. In the event a bidder  
43 tenders a bid but did not attend the pre-bid meeting, the bid will be returned unopened. The list of  
44 eligible bidders will be included in the Addenda issued for the project.  
45

46 CONTRACTOR and any of the CONTRACTOR'S subcontractors bidding or doing work on this  
47 project will be required to be registered with the Montana Department of Labor and Industry (DLI).  
48 Forms for registration are available from the Department of Labor and Industry, P.O. Box 8011,  
49 1805 Prospect, Helena, Montana 59604-8011. Information on registration can be obtained by  
50 calling 1-406-444-7734. All laborers and mechanics employed by CONTRACTOR or  
51 subcontractors in performance of the construction work shall be paid wages at rates as may be  
52 required by the laws of the City of Hardin and the state of Montana. The CONTRACTOR must  
53 ensure that employees and applicants for employment are not discriminated against because of  
54 their race, color, religion, sex or national origin.

1  
2 Each bid or proposal must be accompanied by a Certified Check, Cashier's Check, or Bid Bond  
3 payable to the "City of Hardin, MT" in an amount not less than ten percent (10%) of the total amount  
4 of the bid. Successful BIDDERS shall furnish an approved Performance Bond and a Labor and  
5 Materials Payment Bond, each in the amount of one hundred percent (100%) of the contract  
6 amount. Insurance as required shall be provided by the successful BIDDER(s) and a certificate(s)  
7 of that insurance shall be provided with the City of Hardin listed as additional insured.

8  
9 No bid may be withdrawn after the scheduled time for the public opening of bids, which is 2:00  
10 PM local time, November 20, 2024.

11  
12 For further information concerning this project, please contact Jake Ostrander with HDR  
13 Engineering at 970 South 29<sup>th</sup> Street West, Billings, MT 59102, by telephone at (406) 651-6612 or  
14 by email at [jacob.ostrander@hdrinc.com](mailto:jacob.ostrander@hdrinc.com).

15  
16 The right is reserved to reject any or all proposals received, to waive informalities, to postpone the  
17 award of the contract for a period of not to exceed sixty (60) days, and to accept the lowest  
18 responsive and responsible bid which is in the best interest of the OWNER.

19  
20 The City of Hardin is an Equal Opportunity Employer.

21  
22 **Published Legal Ad, Hardin, Montana**

23 October 9, 2024  
24 October 16, 2024  
25 October 23, 2024  
26 October 30, 2024  
27 November 6, 2024  
28 November 13, 2024

MAYOR  
Joe Purcell

POLICE CHIEF  
Paul M. George Jr.



PUBLIC WORKS DIRECTOR  
Michael Hurff Jr.

FINANCE OFFICER/CITY CLERK  
Andrew Lehr

## Request for Qualifications

The City of Hardin has been awarded a Montana Community Reinvestment Program Grant (MCRPG) in the amount of \$30,000 by the Montana Department of Commerce for an Infill and Redevelopment for Housing.

Contingent upon this award, the City Council is requesting qualifications for consultant services to design an Infill and Redevelopment for Housing for the City of Hardin.

Copies of the detailed request for qualifications (RFQ), including a description of the services to be provided by respondents, the minimum content of responses, and the factors to be used to evaluate the responses can be obtained by contacting Andrew Lehr, Finance Officer/ City Clerk, 406 North Cheyenne Avenue, Hardin, Montana 59034, phone 406-665-9260 Ext. 102, or by email [cityfinance@hardinmt.com](mailto:cityfinance@hardinmt.com), reference in the subject line: Infill and Redevelopment for Housing. The RFQ can also be found on the City of Hardin website, [hardinmt.com](http://hardinmt.com), under the public notices page.

All responses to the detailed RFQ must be sealed, include five copies of the proposal, include Attachment A, and be clearly marked on the outside of the envelope "Hardin Infill and Redevelopment for Housing", and must be submitted by Friday October 25, 2024 by 3:00 p.m. to Andrew Lehr, Finance Officer/ City Clerk, 406 North Cheyenne Avenue, Hardin, MT 59034.

All Proposals will be evaluated Friday, October 25 through Tuesday, October 29, 2024.

Dated this 27<sup>th</sup> Day of September, 2024

Andrew Lehr, Finance Officer/City Clerk

Publish: October 3, 2024 and October 17, 2024

## NOTICE TO BIDDERS

Notice is Hereby Given by the Council of the City of Hardin, Montana, that on the 12th day of November, 2024, at 10:00 a.m. in its Council Chambers at City Hall, located at 401 N. Cheyenne Avenue, Hardin, Montana, it will consider all sealed bids received to **One (1) New Single Axle, 2025 Model, Cab and Chassis with Sewer Jetter/Vac-Truck with 9 yard Debris Tank.**

Sealed Bids shall be submitted to the Finance Officer of the City of Hardin Located at 406 N. Cheyenne Avenue, Hardin, Montana, 59034 on or before the 12th day of November, 2024 at 10:00 a.m. All bids shall be clearly marked "2024 Vac-Truck". Bids will be opened in public at the City of Hardin Council Chambers at 401 N. Cheyenne Avenue, Hardin, Montana, 59034 on the 12th day of November, 2024 at 10:15 a.m.

Details and specifications may be obtained at the office of the Public Works Director of the City of Hardin, Michael Hurff, Jr. 406-665-9260 Ext 118 Monday through Friday between the hours of 8:00 a.m. to 5:00 p.m.

Bid Security in the amount equal to at least ten percent (10%) of the bid made payable to the City of Hardin must accompany each bid. The bid security must be either (1) lawful monies of the United States, (2) cashiers check, certified check, bank money order, or bank draft drawn and issued by a national banking corporation, incorporated under the laws of the State of Montana, or (3) a bid bond executed by a surety corporation authorized to do business in the State of Montana.

Each bidder is deemed to covenant that if he is awarded the contract, he will within fifteen (15) days from written notice of award, enter into a contract and execute and deliver a bond to the satisfaction and approval of the City Council in the form and manner provided for in Title 18, Chapter 2, MCA and in the event that said Bidder fails, neglects, or refuses to enter into the contract or supply the necessary bond in the amount therein mentioned, the bid bond shall be declared to forfeited to said City of shall be collected by it and paid into the general fund.

Bids shall be received on a per unit basis in accordance with the terms of the specifications contained therein.

The City of Hardin will consider all specifications as written or equivalent in all areas.

The City of Hardin reserves the right to reject any or all bids, to waive informalities, to postpone the award of the contract for a period not to exceed thirty (30) days and to accept the bid that is in the best interest of the City of Hardin.

Dated this 7th day of October, 2024

  
\_\_\_\_\_  
Andrew Lehr, Finance Officer

Publish: October 27 and November 10, 2024



MAYOR  
Joe Purcell  
  
POLICE CHIEF  
Paul M. George Jr.



PUBLIC WORKS DIRECTOR  
Michael Hurff Jr.  
  
FINANCE OFFICER/CITY CLERK  
Andrew Lehr

## Request for Proposals

The City of Hardin, located at 406 N. Cheyenne Ave., Hardin, MT 59034 is soliciting proposals from businesses who specialize in Splash Pad Park Sales and Installation, to submit proposals to the City of Hardin for the South West Park Project. The project location is at the West End of South Park located at 700 West Division Street, Hardin, MT 59034.

Additional information can be obtained by contacting Michael Hurff, Jr., Public Works Director, at [publicworks@hardinmt.com](mailto:publicworks@hardinmt.com) or (406) 665-9260 Ext. 118. Submitted questions must list the following title in the subject line "RFP for South West Park Project Splash Pad".

All responses to the request for proposals (RFP) must be sealed, must include six copies of the proposal, and must be clearly marked on the outside of the envelope "South West Park Project Splash Pad", and be submitted by 3:00 p.m. on Tuesday, November 12, 2024 to Michael Hurff, Jr., Public Works Director, 406 North Cheyenne Avenue, Hardin, Montana 59034, phone 406-665-9260 Ext. 118.

Bid Security in the amount equal to at least ten percent (10%) of the bid made payable to the City of Hardin must accompany each bid. The bid security must be either (1) lawful monies of the United States, (2), cashiers check, certified check, bank money order, or bank draft drawn and issued by a national banking corporation, incorporated under the laws of the State of Montana, or (3) a bid bond executed by a surety corporation authorized to do business in the State of Montana.

Each bidder is deemed to covenant that if he is awarded the contract, he will within fifteen (15) days from written notice of award, enter into a contract and execute and deliver a bond to the satisfaction and approval of the City Council in the form and manner provided for in Title 18, Chapter 2, MCA and in the event that said Bidder fails, neglects, or refuses to enter into the contract or supply the necessary bond in the amount therein mentioned, the bid bond shall be declared to forfeited to said City of shall be collected by it and paid into the general fund.

Bids shall be received on a per unit basis in accordance with the terms of the specifications contained therein.

The City of Hardin will consider all specifications as written or equivalent in all areas.

The City of Hardin reserves the right to reject any or all bids, to waive informalities, to postpone the award of the contract for a period not to exceed thirty (30) days and to accept the bid that is in the best interest of the City of Hardin.

Dated this 7<sup>th</sup> Day of October, 2024

Andrew Lehr, Finance Officer/City Clerk

Posted: October 7, 2024

Montana Builders Exchange      City Hall      City Website  
Big Horn County Courthouse      United States Post Office

MAYOR  
Joe Purcell  
  
POLICE CHIEF  
Paul M. George Jr.



PUBLIC WORKS DIRECTOR  
Michael Hurff Jr.  
  
FINANCE OFFICER/CITY CLERK  
Andrew Lehr

## **PUBLIC NOTICE**

Are you interested in becoming a

### **Member of the Montana Local Government Review Study Commission?**

Per Montana Code Annotated 2023

**7-3-172. Purpose of study commission.** The purpose of a study commission is to study the existing form and powers of a local government and procedures for delivery of local government services and compare them with other forms available under the laws of the state.

Must reside within City limits.

Must be eligible to hold elected office

Please contact

Mayor Joe Purcell

at 406-665-9260 Ext. 101

or by email

[hardinmayor@hardinmt.com](mailto:hardinmayor@hardinmt.com)

By October 29, 2024

MAYOR  
Joe Purcell

POLICE CHIEF  
Paul M. George Jr.



PUBLIC WORKS DIRECTOR  
Michael Hurff Jr.  
FINANCE OFFICER/CITY CLERK  
Andrew Lehr

## **PUBLIC NOTICE**

Are you interested in becoming a  
**Member of the  
Impact Fee Advisory Committee?**

The committee will include the Sewer and Water Committee and a representative of the development community.

The committee shall review and monitor the process of calculating, assessing, and spending **Sewer and Water** impact fees. The committee shall serve in an advisory capacity to City Council.

Must reside within City limits.

2 Year Term

Please Submit a Letter of Interest

By October 29, 2024 to

Mayor Joe Purcell  
406 N. Cheyenne Ave  
Hardin, MT 59034

Please contact City Hall with Questions  
406-665-9260 Ext. 104