

UNTAME
YOUR
entrepreneurial
SPIRIT

Untame your entrepreneurial Spirit



Great Falls, Montana
Development Authority

GFdevelopment.org

UNTAME
YOUR
entrepreneurial
SPIRIT



Great Falls, Montana
Development Authority

*The only Accredited Economic
Development Organization in Montana*





PERSPECTIVE MAP OF
GREAT FALLS, MONT.
 1891.

Copyrighted and Published by AMERICAN PUBLISHING CO. CHICAGO, ILL. PRINTED BY J. J. MURPHY, ST. LOUIS, MO.

GREAT FALLS, MONTANA is situated in Northern Montana, on the line of the "Great Northern" Railway and on the upper Missouri at its confluence with the Sun River. Within the limits of this city, now numbering 6,000 people, the Missouri River makes a succession of falls over ledges of hard rock varying in height from 15 feet to 100 feet in perpendicular distance, aggregating in all over 900 feet of fall. Hence the name GREAT FALLS. It is truly named because it is the greatest available water-power in Montana and greater than any in any of the adjoining states. At this point in the near future is destined to be congregated more people engaged in active business than at any other point on the line of railway between St. Paul and Minneapolis on the East and the Cities of the Sound on the West. The reasons for this are Great Falls is the child of fortune and destiny. Nature has endowed her with peculiar riches and with man she has found favor. Around her has been located the best agricultural district of the state, and for sheep, cattle and horses her plains have no superior.

300 SQUARE MILES OF COAL lay at her door, and through her is the only gateway to the rich surrounding deposits of Gold, Silver, Iron, Lead and Copper and within her gates is the only practicable place to obtain the metals from the ores. Beautiful building rock of most excellent qualities and of many kinds and colors surround the city in great quantity. Clay awaiting the hand of the potter and sand for the blower of glass. Vast forests of timber awaiting the ax-man, that can reach no other point for manufacture. Railways already radiate in five different directions. Many branches of business are already represented by both wholesale and retail concerns; five banks, an iron foundry, two saw-mills, one large silver smelter already in operation, and two large copper smelters already under construction. Black Eagle falls already improved in a most substantial manner at an outlay of \$1,500,000.00 and furnishing a power 25,000 horses—all in a city not yet four years of age. Every branch of business is calling for additional representatives. A good paper mill is wanted; a good glass factory, large woolen mills, besides shirt, glove, brick, lime, shoe and leather factories, would find unusual openings, both because of the location of the raw material as well as the excellent home market for their products.

64254
 6773
 1/11
 1/16



UNTAME
YOUR
adventurous
SPIRIT

UNTAME
YOUR
entrepreneurial
SPIRIT

Great Falls, Montana

- » Small population
- » Large geography
- » Low incentive state
- » No local research university
- » Strong love of the land
- » No growth for 30+ years
- » Economic over-dependence on Air Force



Great Falls, Montana
Development Authority

GFdevelopment.org

Two Lost Decades

*Net Job Growth in
1980's and 1990's:
(70) Jobs*



New Public/Private Partnership

Forward Great Falls
2002



3 Part Mission

Growth

Diversification

High Wage Jobs



Team Great Falls



Market-Driven Economic Development



Challenge

Finding
Growth Drivers

GREAT FALLS
MONTANA
AGRI-PROCESSING HUB
IN THE HEART OF THE GOLDEN TRIANGLE
HIGH PROTEIN WHEAT - BARLEY - OIL SEEDS - PULSE CROPS



Great Falls, Montana
Development Authority

A wide-angle photograph of a vast, flat agricultural landscape. The foreground and middle ground are filled with a dense field of golden-brown wheat, with some green stalks still visible. The field extends to a flat horizon line. In the distance, there are low, rolling hills or mountains under a bright blue sky filled with numerous white, fluffy clouds. The overall scene is bright and open.

**High Protein Wheat
Barley • Oil Seeds
Pulse Crops**

Aspiration

Untame
your
entrepreneurial
Spirit







Financing Entrepreneurial Dreams

UNTAME
YOUR
entrepreneurial
SPIRIT



Great Falls, Montana
Development Authority

GFdevelopment.org







PUB SALOON
CELTIC COWBOY

GUINNESS



Innovative Thinking

New Partnerships

Overlooked Assets

Supply Chain Opportunities



April 2012

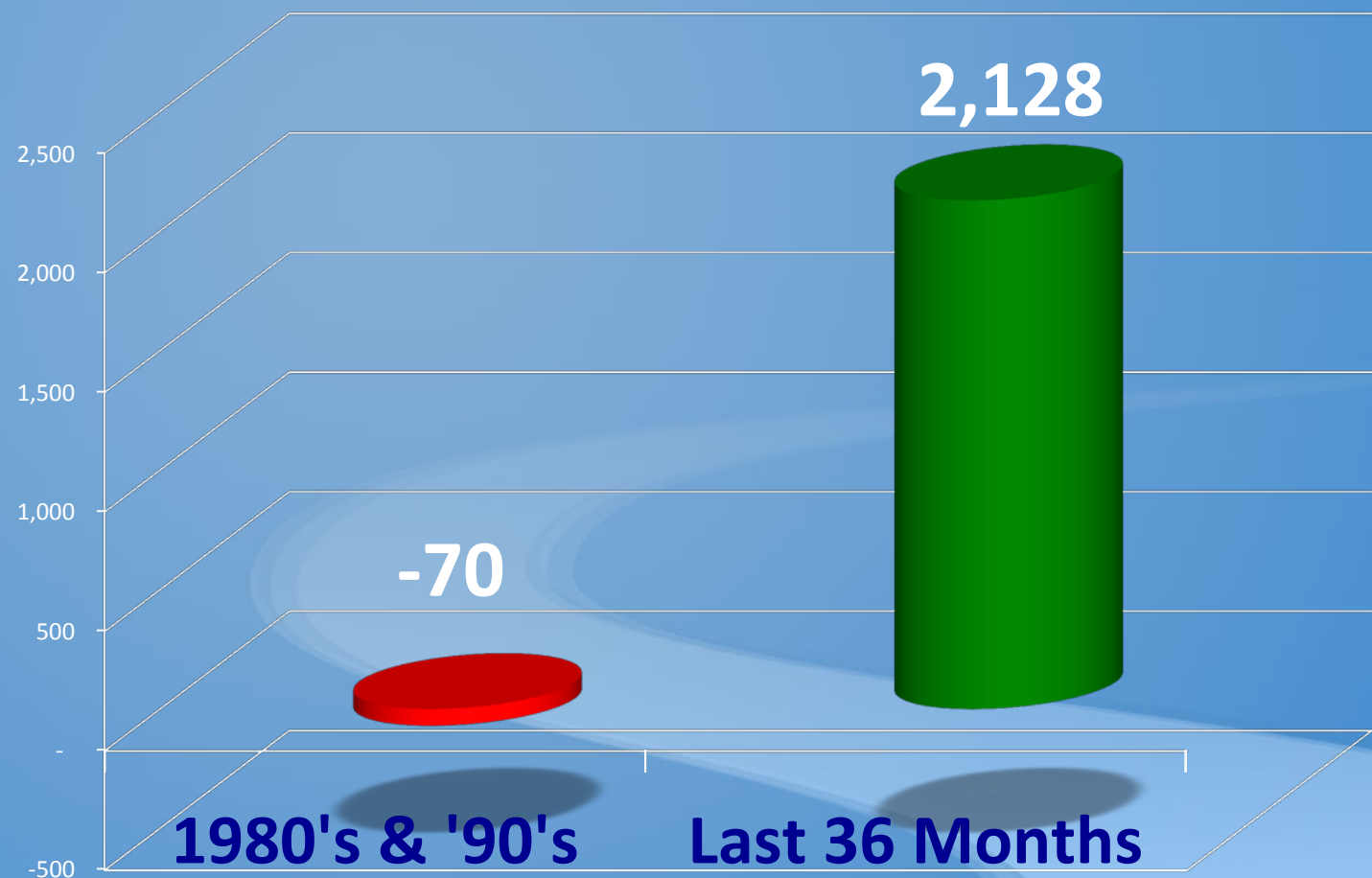
*Moody's forecasted Great Falls
would lose 1,000 Jobs
in 3 year period 2011-2014*



Gained 2,128 Jobs

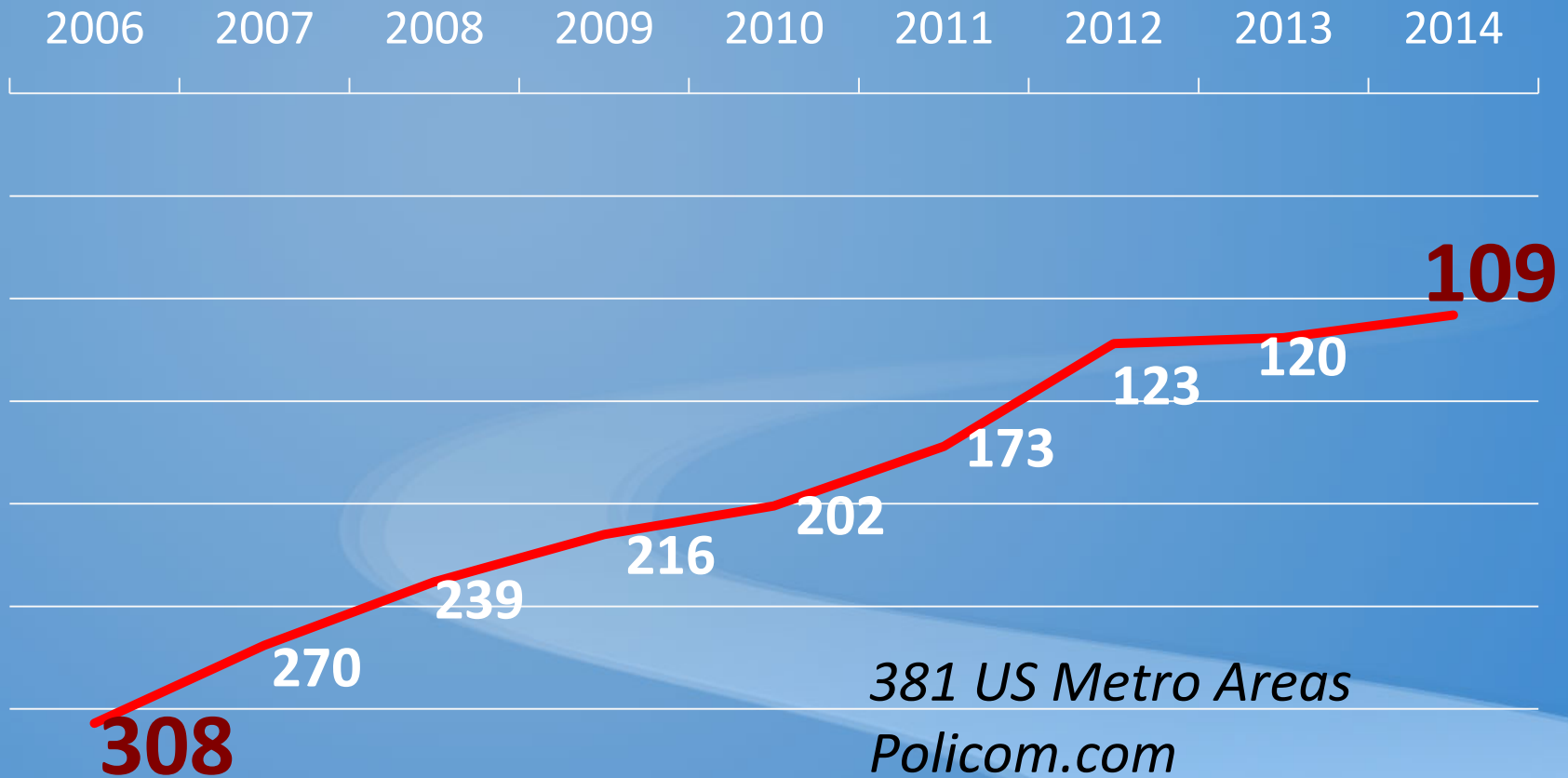


GF Metro Employment Growth



Economic Strength Ranking

Climbed Above 199 U.S. Metro Areas!



GREAT FALLS RESULTS!

Over \$3 billion capital investment
3.7% unemployment rate
1.8% annual employment growth
3.8% annual wage increase
School enrollment growth
Median age going down
3 new microbreweries!



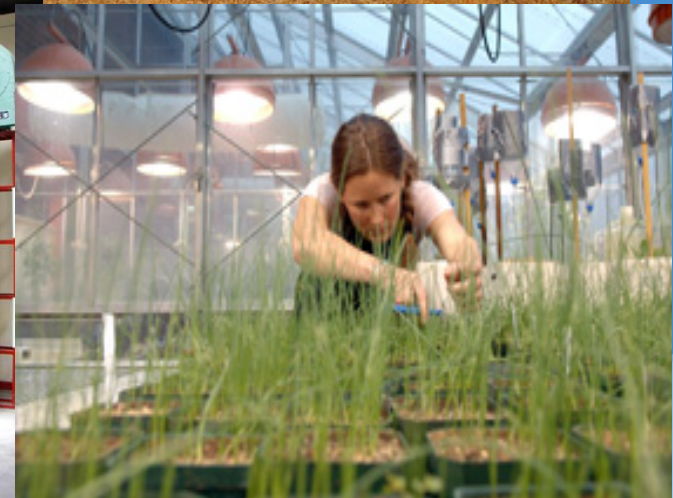
Manufacturing Job Growth

19.7% in last 2 years



Diversification

- » Agri-Processing
- » Alternative Crop Production
- » Integrated Processing



Existing Agri-Processors

- » Flour milling
- » Pasta production
- » Oil seed crushing
- » Grain cleaning and separating
- » Egg grading
- » Dairy
- » Barley malting
- » MicroBreweries
- » Local consumer foods



85% of Agricultural Products
shipped out of state
without any value added

UNTAME
YOUR
entrepreneurial
SPIRIT



Potential Competitive Niches

- » Organic and Natural
- » Gluten Free
- » Oilseed
- » Pulse
- » Specialty Malting
- » Grass Fed
- » Sprouted Grain
- » Integrated Biofuels
- » Nutraceuticals
- » Pharmaceuticals



Agri-Processing Competitive Weaknesses

- » Distance to markets
- » Access to capital
- » Ready to build sites
- » Marketing and sales depth
- » Management depth
- » Rail competition
- » Industrial workforce skills
- » Disconnected companies
- » **Stunted thinking!**



Traditional Agri-Processing Economic Development

- » Retention & Expansion
- » Entrepreneurial Start-ups
- » Market-driven Attraction
- » Gap & Bridge Financing
- » Business Technical Assistance Services
- » Great Falls AgriTech Park
- » Workforce Skills Development
- » Research & Development Support



UNTAME
YOUR
entrepreneurial
SPIRIT

SHOVEL-READY 1,100 ACRE HEAVY INDUSTRIAL PARK WITH RAIL & ALL SERVICES



Great Falls, Montana
Development Authority

GFdevelopment.org

Public/Private Partnership *35 years in the making*

UNTAME
YOUR
entrepreneurial
SPIRIT



Great Falls, Montana
Development Authority

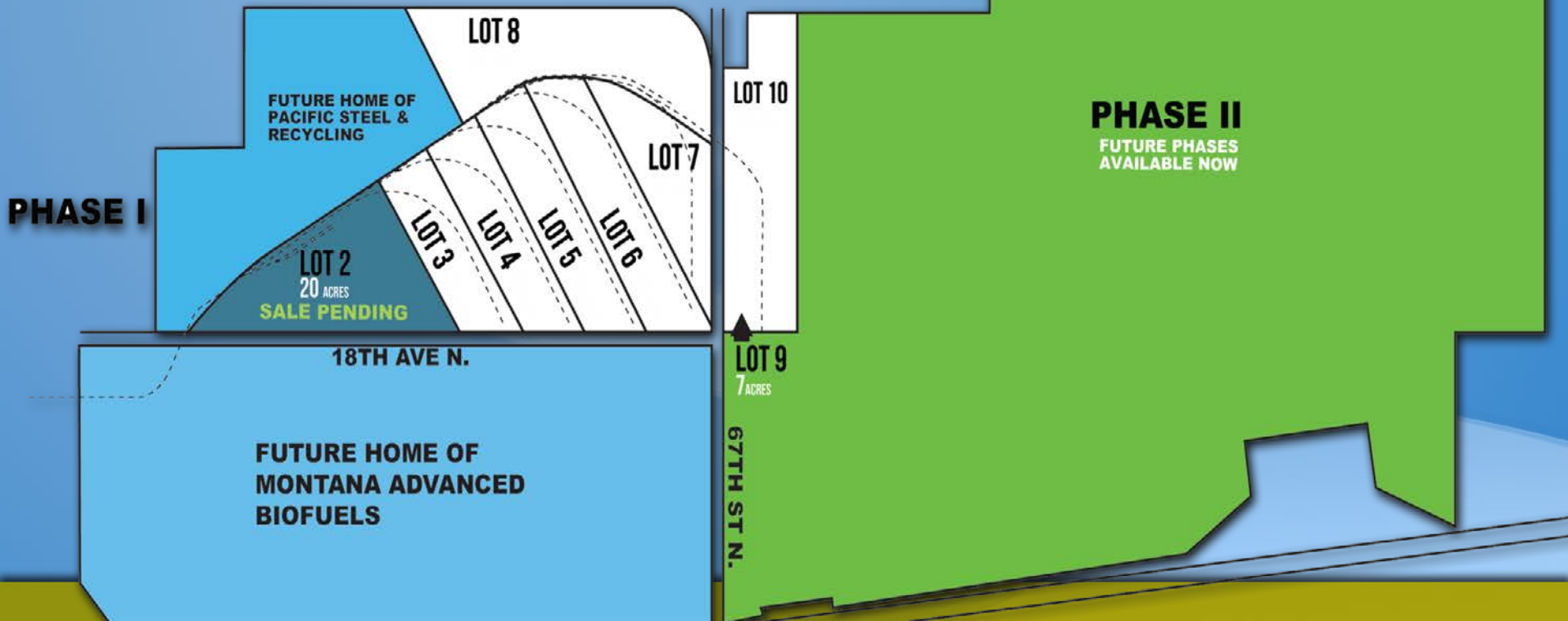
GFdevelopment.org

Great Falls AgriTech Park

- » 1,100 acre heavy industrial rail park
- » Specifically designed for agri-processing
- » 7+ acre lots
- » Shovel-ready with all utilities
- » Treated, spring and raw water availability



First 4 Companies Building this Year



Shovel-ready agri-processing sites with rail \$25,000/acre



Non-Traditional Agri-Processing Economic Development

- » Thought Patterns for High Performance 2.0
- » PeerSpectives
- » Executive coaching
- » Supply chain analysis – local, regional, global
- » Global match-making



Some Early Ideas

Nuisance waste = New feedstock

Integrated processing = Multiple revenue streams

Commodity product \neq Unique value product

Partnering \neq Sell-out



Montana Advanced Biofuels

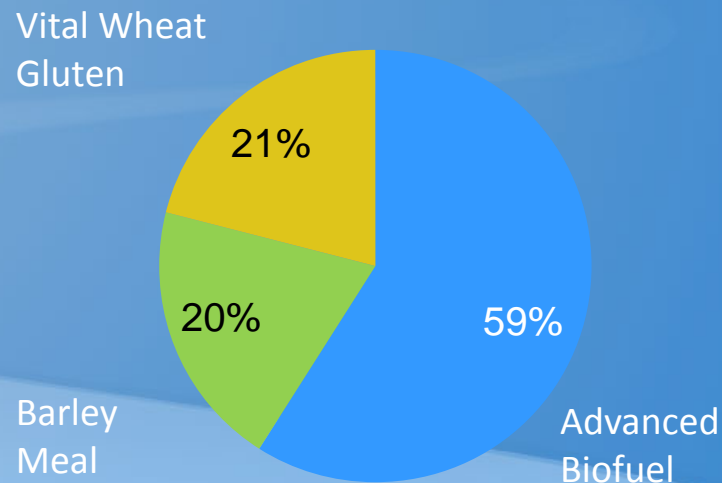
Food - Feed - Fuel



Commercial scale integrated biorefinery.

Four proven process technologies combined to optimize barley and wheat feedstocks while reducing operating costs and carbon emissions.

- 115 mm gallons of Advanced Biofuel (ethanol)
- 423,000 tons of high protein Barley Meal (DDGS) for animal feed
- 85 mm pounds of Vital Wheat Gluten for human food
- 80 mm pounds of barley bran for human food, nutraceuticals and pharmaceuticals



Brett Doney

Great Falls Montana Development Authority

BDoney@GFdevelopment.org

Untame your entrepreneurial Spirit

