



ENVISION

2026

A PLAN FOR
MONTANA'S FUTURE

www.ENVISION2026.com

2018



MONTANA
CHAMBER
FOUNDATION

MONTANA
CHAMBER OF
COMMERCE

ENVISION 2026 LEADERSHIP

Ed Garding, Honorary Chair
First Interstate BancSystem, Billings

MONTANA CHAMBER LEADERSHIP

Webb Scott Brown
Montana Chamber, Helena

Greg Thayer
Montana Milling, Great Falls

Todd O'Hair
Cloud Peak Energy, Helena

Bill McGladdery
Town Pump, Butte

Richard Miltenberger
Montana Health Co-Op, Helena

Paul Hopfauf
MDU Resources, Glendive

MONTANA CHAMBER FOUNDATION LEADERSHIP

Webb Scott Brown
Montana Chamber, Helena

Tami Christensen
Tri-County Implement, Sidney

Aimee Grmoljez
Crowley Fleck, Helena



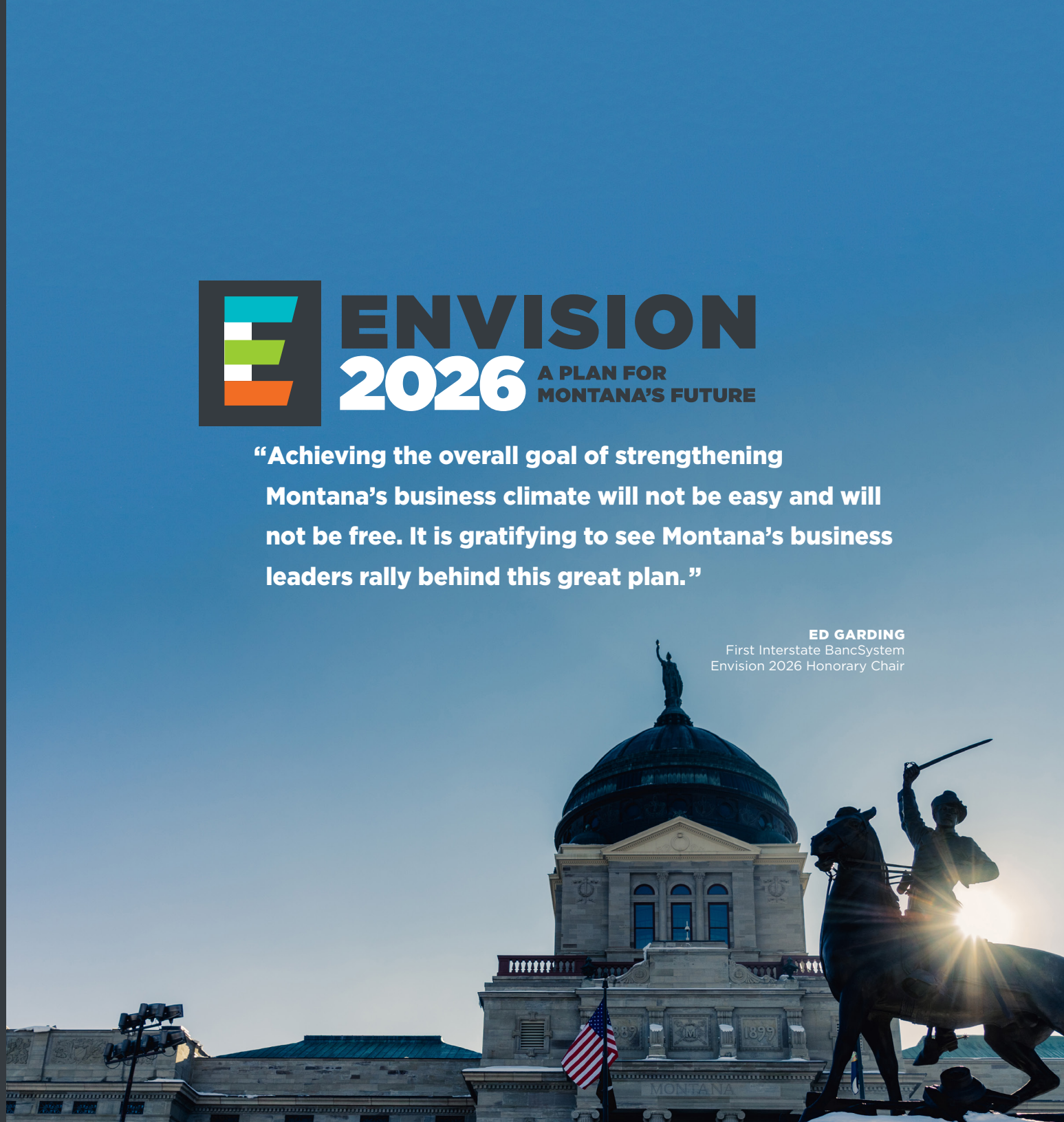
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**“Achieving the overall goal of strengthening
Montana’s business climate will not be easy and will
not be free. It is gratifying to see Montana’s business
leaders rally behind this great plan.”**

ED GARDING
First Interstate BancSystem
Envision 2026 Honorary Chair



OUR VISION

As the state's leading business advocate, the Montana Chamber envisions a business climate that is optimal for Montana business prosperity.

OUR MISSION

To create and sustain an optimal business climate, business prosperity and a strong Montana economy, the Montana Chamber of Commerce - through advocacy, education, and collaboration - works to provide an empowered and educated workforce, reduce business growth obstacles, and advance positions that promote success for Montana businesses.

STRATEGIC OBJECTIVES

The Montana Chamber will create the opportunity for business growth and prosperity by improving Montana's business climate, quality of life, talent pipeline, and entrepreneurship through regulatory and legal reform, infrastructure investment and workforce development.

Over the next 10 years, we will track progress and seek ongoing engagement to support the Montana business community.

Visit

www.ENVISION2026.COM

To view our digital dashboard demonstrating progress in relation to key **Envision2026** metrics.



MONTANA FACES CHALLENGES UNPRECEDENTED IN THE STATE'S HISTORY.

From an aging workforce to our crumbling infrastructure. From a high rate of workplace accidents to our best and brightest leaving the state. From access to capital for new businesses to automation.

The challenges that the next generation of Montana businesses face are daunting - but not insurmountable.

THE OPPORTUNITIES FOR MONTANA ARE ENORMOUS - IF WE WORK TOGETHER UNDER A COMMON VISION.

This is the heart of Envision 2026 - positioning Montana to be an economic leader in the U.S. by 2026 and beyond. By focusing on our goals and objectives every year of the ten-year plan, we will achieve that leadership.

FOUR KEY GOALS

TOP HALF

PER CAPITA
PERSONAL INCOME



35TH

Montana is currently 35th in per capita personal income, rising from 37th in 2016. At \$43,907.00, Montana's per capita personal income still lags behind the U.S. average of \$49,571.00.

Source: U.S. Bureau of Economic Analysis (2017)

TOP 10

OF ALL US STATES
IN GSP GROWTH



8TH

Montana's Gross State Product (GSP) growth remain strong, with a 10-year growth rate of 34.4%.

Source: U.S. Bureau of Economic Analysis (2016)

TOP 10

OF ALL US STATES
IN PERCENT OF JOB GROWTH



25TH

From 2014 to 2016, jobs grew in the Treasure State by 3.2%. To meet the top 10 ranking goal, Montana would need to increase job growth to 5.2%.

Source: U.S. Bureau of Labor Statistics (2016)

TOP 10

OF ALL US STATES IN
PER CAPITA PERSONAL
INCOME GROWTH



4TH

Montana's year-over-year per capita personal income growth ranked 4th in the nation with a growth rate of 3.59%. Ten-year income growth was 23.86% - 18th in the country.

Source: U.S. Bureau of Economic Analysis (2017)

FOUR KEY OBJECTIVES

To meet the four goals by 2026, the Montana Chamber will work in four key areas to drive per capita personal income levels and growth, Gross State Product growth, and job growth.



ENVISION
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WORKFORCE

Workforce Analysis
Advocate for Solutions
Engage with Education



ENTREPRENEURSHIP

Inspire Future Business Leaders
Recruit Talent
Eliminate Barriers



BUSINESS BASICS

Tax Reform
Workers Compensation
Legal Climate
Rules and Regulations



INFRASTRUCTURE

Montana Infrastructure Coalition
Public Campaign to Support
Critical Infrastructure Projects
Promote Investment



**“This is about igniting
sustained economic growth
for a Greater Montana.”**

WEBB SCOTT BROWN
President and CEO
Montana Chamber of Commerce

“ We appreciate the Chamber’s leadership in workforce development. Envision 2026 is creating real opportunities for Montanans, and helping Montana businesses address their workforce needs.”



KELLY CRESSWELL
Executive Director
Reach Higher Montana
Envision 2026 Investor

WORKFORCE

PROMOTE AND SUPPORT STRATEGIES TO PROVIDE A QUALIFIED WORKFORCE

WHAT WE’VE ACHIEVED SO FAR

- Passage of Dual Enrollment authority and Apprenticeship Tax Credit in the 2017 Legislative session.
- Workforce Symposium held at our 2018 Business Days at the Capitol.
- Closer relationships with the State Workforce Innovation Board, Office of Public Instruction, and Montana University System.

CURRENT INITIATIVES IN 2018

- ACT® Work Ready Communities and National Career Readiness Certificate.
- Employer Survey as part of a Workforce Report.
- Increase interest in manufacturing careers through STEP Forward MT and Manufacturing Day events.
- Working with the Office of Public Instruction on various education and workforce readiness initiatives.





INVESTING IN MONTANA'S WORKFORCE

A photograph of three people in a meeting. On the left, a man's face is partially visible in profile, looking towards the center. In the center, a woman with curly blonde hair is smiling and looking towards the right. On the right, a man with glasses and a striped shirt is smiling and holding a white marker, pointing at a whiteboard. The whiteboard has several colorful sticky notes (blue, orange, yellow) attached to it. The background is a red wall and a white ceiling with a light fixture.

**SUPPORTING
NEW BUSINESS
IN MONTANA**



“Towhaul is proud to be an Envision 2026 investor as we focus on ‘taking Montana to the world,’ together in the global markets. ”

KIM WILD
President and CEO
TowHaul Corporation

Envision 2026 Investor

ENTREPRENEURSHIP

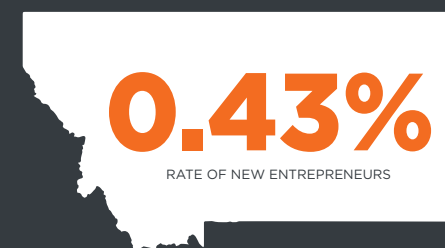
MAINTAIN STATUS AS NATIONAL LEADER AND
FOSTER ENTREPRENEURIAL DEVELOPMENT

WHAT WE'VE ACHIEVED SO FAR

- “Challenge Bowl” for our High School Business Challenge.
- Developed close relationships with Montana’s start-up and venture capital communities.
- Researched data on remote working and rural broadband access in Montana

CURRENT INITIATIVES IN 2018

- Developing an Entrepreneurship report focused on high-tech education, entrepreneurship, access to capital, and remote work.
- Seek grants and endowments to the Chamber Foundation for various entrepreneurship initiatives.
- Launching “MakeMontanaHome.com” to recruit Montanans back to the state and to connect telecommuters in Big Sky Country.
- Launching Youth Entrepreneurs® in Montana.



**430 out of every
100,000 adults became
entrepreneurs in a given
month in Montana.**

Kauffman Entrepreneurial Index
(2017)



**REDUCING
COST OF DOING
BUSINESS**

BUSINESS BASICS

IMPROVE THE BUSINESS CLIMATE

WHAT WE'VE ACCOMPLISHED SO FAR

- Legislative package which updated Montana's tax penalty and interest laws to modern standards.
- Improved state's legal climate ranking from #34th to #27th in the nation according to the U.S. Chamber's Institute for Legal Reform.
- Offering a broad range of member service programs to help lower the cost of doing business.

CURRENT INITIATIVES IN 2018

- WorkSafeMT - a statewide workforce safety initiative to improve Montana's historically poor safety record.
- Tax system research and analysis in advance of the 2019 Legislative session.
- Active participation in a wide range of Interim committees including those focused on workers' compensation, health care, and energy.
- Leading a Montana energy coalition.



"The Safety Choices program with the Chamber is a great resource for small businesses like mine. The program has given my business the tools to make for a safer workplace."

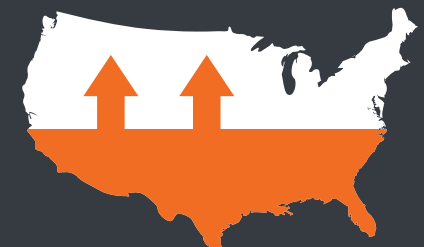
HILLARY FOLKVORD

Owner
Sacajawea Hotel

Envision 2026 Investor

TOP 25

38TH WORKERS' COMP
COST RANKING



Source: Oregon Department of Consumer and Business Service (2016)



“The Montana Chamber is a forum for businesses to discuss issues, come up with strategies, and share information among other business leaders in the state.

We’re members and investors in Envision 2026 to build a better Montana for future generations.”

MATT JONES

Regional Director of Public Affairs
BNSF Railway

Envision 2026 Investor

INFRASTRUCTURE

PROMOTE INFRASTRUCTURE DEVELOPMENT
TO SUPPORT BUSINESS

WHAT WE’VE ACCOMPLISHED SO FAR

- Founded and manage the Montana Infrastructure Coalition - a broad-based group of businesses, local groups, labor, and other interested groups.
- Developed and funded numerous pieces, projects, and digital media to support infrastructure investment.
- HB 473: the Bridge and Road Safety and Accountability Act - a significant investment in Montana’s roads and bridges.

CURRENT INITIATIVES IN 2018

- Tracking HB 473 revenues, agency accountability, and safety.
- National Infrastructure Week events throughout Montana.
- Additional research on various critical infrastructure needs and funding mechanisms.



**STRENGTHENING
MONTANA THROUGH
INFRASTRUCTURE**

THANK YOU ENVISION

CHAIR'S CIRCLE



Stockman Bank

Member FDIC

Envision 2026 is funded by people like you - the hard working business owners of Montana. More than 50 companies make up our investor family, ranging from national and state leaders to local small businesses found in every corner of our great state.

Help us transform Big Sky Country.

Invest in **Envision 2026** today!

PRESIDENT'S CIRCLE



*As of March 31st, 2018

2026 INVESTORS

PARTNER LEVEL

BENEFIS HEALTH SYSTEM

CENTURY GAMING

CHS

CLOUD PEAK ENERGY

FLATHEAD ELECTRIC COOPERATIVE

GLACIER BANCORP

HI-HEAT

INTERMOUNTAIN DISTRIBUTING

LC STAFFING

MDU RESOURCES

MONTANA MILLING

SWANK ENTERPRISES

ENDORSEMENTS

GREAT FALLS AREA CHAMBER OF COMMERCE

MONTANA ASSOCIATION OF REALTORS®

ADVOCATE LEVEL

ARROW SOLUTIONS GROUP

BILLINGS CLINIC

BLACKFOOT

BROWNING, KALECZYC, BERRY, & HOVEN

CROWLEY FLECK, PLLP

FOLKVORD FAMILY FOUNDATION

HECLA MONTANA

INTERWEST HEALTH

KLJ

KRAMER ENTERPRISES

NATURENER USA

OPPORTUNITY BANK

PAYNEWEST

REPUBLIC SERVICES

ROWE AND REYNOLDS CHARITABLE FUND

TAYLOR LUTHER GROUP, PLLC

TOWHAUL

TRI-COUNTY IMPLEMENT

ULTRA GRAPHICS

VISION NET

WEAVE MANAGEMENT

WEST PAW

WOOD'S POWR-GRIP

WYO-BEN



“I rely on the Montana Chamber to keep me informed and to act on my behalf when I can’t. That’s why I’m a member and that’s why I chose to ‘double down’ by investing in the chamber’s Envision 2026 strategic plan.

If you’re not an investor, join me.”

DEAN FOLKVORD

CEO

Wheat Montana

Envision 2026 Investor



DRIVING RESULTS THAT MATTER

WWW.ENVISION2026.COM



**TO LEARN HOW YOU CAN
SUPPORT ENVISION 2026
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