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PROFILE:

Montana

THE BIG SKY'S THE LIMIT

*Whether it's mining, creating
energy or providing the ultimate
outdoor escape, Montana dreams
big—and delivers.*



The only atmosphere in Montana that outshines the state's natural beauty is a business environment that can hold its own.

By Myatt Murphy

Montana has a lot to be proud of. Being one of only two states in the nation in the black may be an impressive accomplishment on its own. But when the U.S. Chamber of Commerce and National Chamber Foundation also rank it the No. 1 state for entrepreneurship and overall business start-up activity, Montana is left with little choice but to accept its place as a leader the rest of the nation should listen to and learn from.

"For the last seven years, we've had one of the fastest-growing economies in the United States," says Evan Barrett, chief business development officer for the governor's office of economic development. According to Barrett, three distinctive advantages have allowed Montana to dominate while other states dwindle in today's harsh fiscal times, the first being its unshakable economy that's based in resource (mining), commodity (agriculture) and energy.

Montana ranks second in coal-production growth—it's the No. 1 producer of certified organic wheat—and is the second-fastest-growing oil-producing state in the nation. You might think that underpinnings that extraordinary would be enough to rely on, but that's where Montana's second-most-valuable advantage—its tremendous fiscal management—helps companies from other emerging sectors (such as aerospace and biotech) benefit from its bountiful economy.

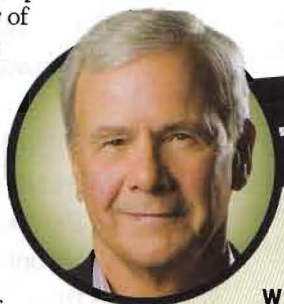
"Because of the continuous growth we've had—particularly in energy—we're able to draw a substantial amount of tax dollars from that sector instead of our citizens or the companies looking to make their start here," says Barrett. "The governor has also been very prudent with the state's money in both good times and bad, insisting that we run the government like a ranch. Meaning, when we have a little extra grain in the bin one year, we keep it in there for the bad year." It's that economic

insightfulness that's behind the \$340 million in reserves the state enjoys today.

Montana's tax and regulatory environment continues to attract businesses from all over the world, and it ranks as the sixth most tax-friendly state in the nation. "With many states, you have rip-and-run industrial types that want no regulation on one side and those that would rather not see any development at all on the other," says Barrett. "In Montana, we handle economic development from the political middle—we say yes to developing what will strengthen our economy, but in a way that is always congruent with our quality of life."

But what makes Montana such a draw to companies is the Treasure State's third advantage—its global-minded leadership that starts with a governor who understands what the state needs to stay on top nationally and internationally. "Montana isn't just competing against Colorado and Indiana—we're also competing

(Continued on page 110)



Q+A:
TOM BROKAW

NBC News special correspondent,
book author and Montana resident

What makes Montana unique?

No other state except Alaska has as much variety and as few people—and Montana is a lot closer to everyone except polar bears.

What is Montana's future?

Unlimited. It has great natural resources, resourceful citizens and a frontier spirit of getting the job done—however difficult.

What do you enjoy most about Montana?

Wherever I go in the Big Sky State I am reminded that here nature rules. I am humbled by the vast range of wilderness, mountain ranges, free-flowing rivers, open prairie and the "just folks" attitude of the people, who have a special reverence for the wildlife.

What's your favorite place to visit?

Tough to pick a favorite, but a day floating and fishing the Yellowstone River between Livingston and Big Timber is hard to beat. Eagles overhead, moose along the shore, fat rainbow trout rising to the fly and the knowledge that Clark [of Lewis and Clark] and Sacajawea made their way along this water makes it pretty special.



AN UNCOMMON WINTER

From Yellowstone to Glacier National Parks and all of the off-the-beaten-path places in between, Montana is a place where ski areas and scenic trails far outnumber freeways. And spirited small towns are still going strong.

MILLIONS OF ACRES OF UNTRACKED POWDER

Montana offers a boundless range of snowy experiences to indulge nearly every wintry whim. Floating through deep snow at one of Montana's 16 storied ski areas frequently comes to mind. But the options are as vast as the Rocky Mountain landscape and the big blue skies above. Strap on a pair of snowshoes, take off on cross-country skis or get a cozy snowcoach tour of majestic wildlife. Soak in a natural hot springs, mush a team of sled dogs or try some off-season fly-fishing.

TWO NATIONAL PARKS

Winter is when the adventuresome will be rewarded with a unique national park encounter and fewer crowds. Some folks reconnect with winter at Yellowstone National Park watching world-famous geysers and hot pots interplay with deep snow while wild animals roam. Other folks enter into the solitude of Glacier National Park to witness its rugged peaks sparkle, aptly earning it the esteemed name Crown of the Continent. Get there on snowshoes, skis or with the assistance of a backcountry guide.

LIFTS WITHOUT LINES

Montana's downhill powder pursuits are the way skiing used to be. Unpretentious, not crowded and offering the ample chance to carve big, snow-white turns. Experience some of the nation's top-rated, amenity-laden resorts or the down-home, mom-and-pop ski mountains. End your day at a local café with hot cocoa and warm berry cobbler.

SIXTEEN UNDISCOVERED SKI AREAS

DAY AREAS WITH LIFT TICKETS UNDER \$37

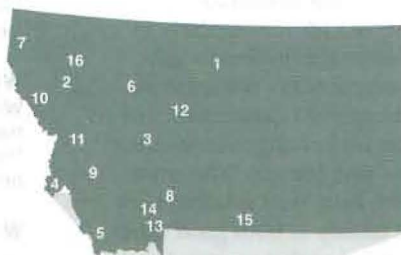
- 1 Bear Paw Ski Bowl
- 2 Blacktail Mountain
- 3 Great Divide
- 4 Lost Trail Powder Mountain
- 5 Maverick Mountain
- 6 Teton Pass
- 7 Turner Mountain

HIDDEN GEMS FOR A WEEKEND GETAWAY

- 8 Bridger Bowl
- 9 Discovery Basin
- 10 Lookout Pass
- 11 Montana Snowbowl
- 12 Showdown Montana

DESTINATION RESORTS WITH NO LIFT LINES

- 13 Big Sky Resort
- 14 Moonlight Basin
- 15 Red Lodge Mountain
- 16 Whitefish Mountain





IN A SENSE IT WAS NEVER CONQUERED AT ALL

West of the 100th meridian the traveler came upon a land that required of him new skills to traverse it and different techniques to conquer it. Indeed, so formidable was this land that in a sense it was never conquered at all. — K. Ross Toole, *Montana, An Uncommon Land*. **MONTANA** WINTERMT.COM



GOVERNOR BRIAN SCHWEITZER

Before taking office in 2005, the former cattle-ranch kid transformed himself into one of the world's leading authorities in irrigation development.

After working overseas for decades, Schweitzer brought his global-minded leadership back home to help create more jobs at higher wages and cut more taxes for more Montanans. Now his attention is turned to ending the nation's addiction to foreign oil.



1

Why did you study agriculture?

SCHWEITZER: As the fourth of six kids all I knew is that I wanted to see the world, so I got a bachelor's degree in international agronomy from Colorado State University and a master's in soil science from Montana State University, because I knew that engineers who knew how to grow things were needed throughout the world.



2

What motivated you to become governor?

SCHWEITZER: I didn't have any mentors who were in politics—in fact, I don't think my family even knew a lawyer. But as your children grow up and you begin asking the critical questions about why things are being done a certain way, eventually someone says, "If you're so passionate about it, why don't you run?"

What's the hardest part of your day?

SCHWEITZER: The bureaucracy—the constant stream of folks who say, "Should we print this in blue or black?" I tell them life's too short to worry about the color of the paper or the measurement of the drapes—what really matters are the people.

How do you de-stress from your job?

SCHWEITZER: This is going to sound kooky to highfalutin people, but the best thing I can do is get in my pickup with my dogs and off we go to the mountains. Maybe I'll catch a fish. Maybe I won't. It just gives me a chance to think about the world so I'm refreshed, renewed and ready for life.

(Peak continued from page 107)
with China and India," says Governor Brian Schweitzer.

That mindset has helped Montana look at what's possible in the state—and turn every probable into something potential. "In 2005, Montana was practically in last place in electricity production from wind power—even though the state has the best resources for wind development," says Schweitzer. "Today, we're No. 1

in wind-power growth—soaring from a single megawatt to 386 megawatts—among states with at least 250 megawatts and increasing our wind portfolio at the fastest rate in the country."

A big reason so many business opportunities exist in Montana is the ability of its leaders to think forward. "We may be predominantly an energy state because we have every form of it all in one place—from traditional to renewable energy—but we recognize that those who own innovation own the future," says Schweitzer.

One step toward securing its leadership role in energy—and maintaining its tax-friendly business platform for new and emerging sectors to grow in—is a new proposal to use energy revenue to invest in the Montana Institute of Technology and Energy (or MITE—pronounced "mighty"). "We still have 120 billion tons of coal here in Montana, and over the next 30 to 40 years, we'll probably mine 2 or 3 billion of that amount—generating between \$7 billion and \$10 billion," says Schweitzer. "We're looking to take \$2 billion of that tax money to divide between scholarships and to start the institute."

If implemented, "it will give Montana the opportunity to not only reinvest in the next generation so that we have the right engineers when coal is no longer the energy source," says Schweitzer, "but also help us attract the finest scientists and engineers from Montana and around the world to develop the energy technologies of tomorrow." It's that type of tenacity that continues to move Montana into the forefront of economic activity in the nation—and ensures a steady, successful financial future for the state, as well as for the businesses that are based below the Big Sky.

"Just because someone says to us, 'That's the way it's going to be,' doesn't mean a damn thing here in Montana," says Schweitzer. "Every day, Montanans ask questions such as, 'How come?' and 'What if?' and 'Why not?' That's who we are—and that's why you'll always find things, places and people in Montana that you won't find anywhere else on Earth—we've got extraordinary landscapes, wonderful wildlife and a whole state of 'what-if-ers.'"

PROFILE:

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PROFILE:

Montana

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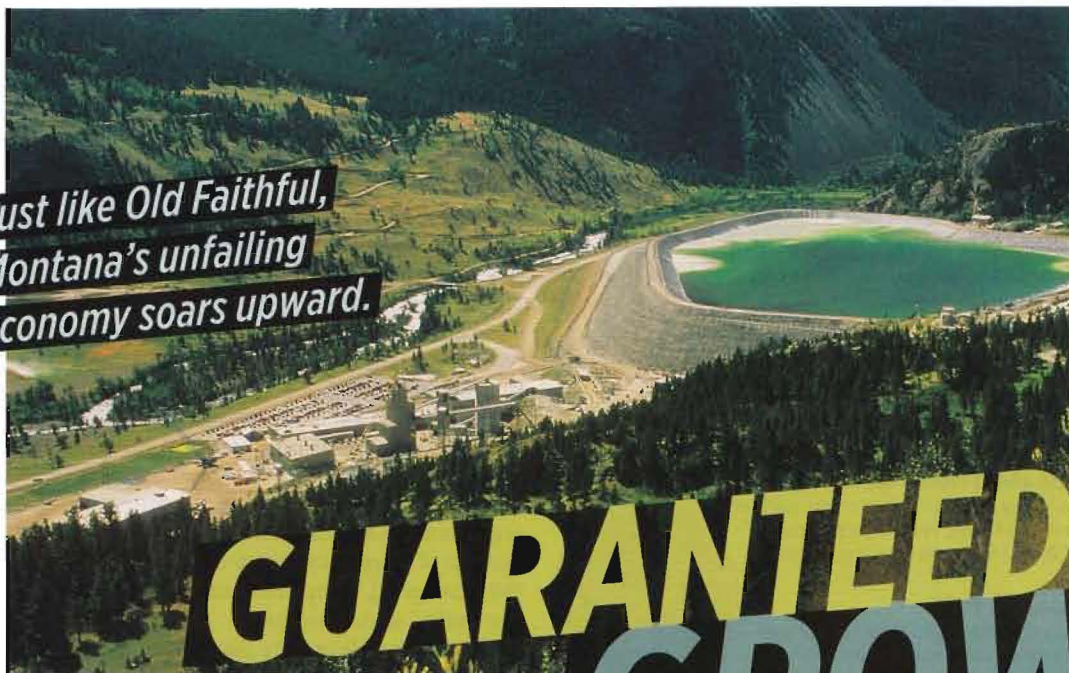
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**Just like Old Faithful,
Montana's unfailing
economy soars upward.**



GUARANTEED GROWTH

While other states are busy mending their fiscal wounds, Montana's economy continues to climb—rising 65 percent in the last decade alone. It's an achievement that's helping the state nurture other emerging sectors—including health care, biotechnology and aerospace—that are beginning to look as promising as other Montana mainstays such as tourism, the state's fastest-growing industry, currently bringing \$1.8 billion into the region annually.

But to grasp the global presence Montana will soon become, you have to understand how influential the state already is. With 60.8 million acres of farmland to work with, Montana's annual \$2.9 billion agriculture business doesn't simply fuel its economy; it feeds millions of people nationally and abroad. The state already ranks third in U.S. wheat and barley production and sits among the top six states when it comes to lentils, honey, durum wheat, wool, flaxseed, lamb and dry edible peas. Moving forward, Montana is figuring out even more ways to turn its many crops into major capital by creating new value-added products (such as pasta and malt for brewing beer) to developing cleaner fuel alternatives (including ethanol and biodiesel).

Although it may have earned its nickname, the Treasure State, during its Gold Rush days, Montana maintains it by being the top producer in the United States of talc and granite, third in the production of industrial garnets and one of the world's largest producers of polysilicon, a key component used in solar-panel construction.

Montana's riches are spread statewide, from The Washington Companies' copper mines in Butte to Revett Minerals' Rock Creek project in

Sanders County (said to contain an estimated 229 million ounces of silver). The state's largest mine employer is Stillwater Mining Company, one of only a handful of companies in the world producing platinum and palladium, two valuable elements used not only in jewelry, but also in cars and jet engines to control emissions and pollutants.

"Both platinum and palladium are critical to the world's future when it comes to clean air," says the company's chairman and CEO, Frank McAllister. "But this year, we're putting a fuel-cell demonstration plant in place to show that palladium can also be used for fuel cells, which will double the world's resources."

Plants and precious metals aren't the only valuable things you'll find in Montana soil. With the most diverse mix of energy resources in the country, Montana is already rated first in wind energy potential (Class 3 and above). It's also one of only a handful of states that increased its oil production in recent years (40 percent from 2004 to 2008), courtesy of sharing the Bakken oil play—the fifth-largest known deposit of oil in North America—with North Dakota and southeastern Saskatchewan. The state also has more than 15 "hot spots" suitable for geothermal energy development and houses the largest coal reserves in the United States.

"Montana has about 30 percent of the coal in the United States and 10 percent of the world's supply," says Governor Brian Schweitzer. Tapping those reserves is the job of several companies, including Boich Companies and Arch Coal (the second-largest coal company in America). But

BRAGGING RIGHTS: Governor Schweitzer was the nation's first governor to endorse the 25x25 Initiative—a nationwide effort to pass federal legislation requiring 25 percent of U.S. energy demand to be supplied by renewable energy by 2025.



"The exceptional quality of life here will always be our most attractive feature—and secret weapon."

—EVAN BARRETT, CHIEF BUSINESS DEVELOPMENT OFFICER FOR THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT



Q+A: JAG SCHWEITZER

The official "First Dog" of Montana and subject of *First Dog: Unleashed in the Montana Capitol*!

What makes Montana unique?

Fresh air, open spaces, freedom to roam, abundant wildlife and outstanding squirrels. Montana is full of so many wide open spaces that no matter where my owner throws the Frisbee—I can run fast enough to catch it!

What do you enjoy most about Montana?

That Montanans love dogs. We're companions, working partners, trusted friends and a part of the family. We are an indispensable part of Montana life. Oh, and Montana smells good, too.

What's your favorite place to visit?

Everywhere! Montana is a place where your imagination can run wild, where the road less traveled leads to somewhere spectacular, and every small town greets you with a smile.



1

making sure it's processed perfectly is where Montana really shines. "Some say *coal* is a four-letter word because of its carbon, but we think it spells *cash*, as long as it's handled in a responsible manner," says Evan Barrett of the governor's office of economic development.

Whether it's devising clean coal solutions, harnessing hydroelectric power from its many dams or exploring new ways to use geothermal energy to provide clean electricity, the state's impressive filtering policy always looks for three important things with every type of energy development project it considers.

"Internationally, it needs to be considerate when it comes to global climate change," says Bar-

rett. "Nationally, it should positively impact energy security, and statewide, it should boost economic development by creating quality jobs without negatively affecting the quality of life we have here."

Putting all of its projects through the same stringent test has allowed Montana to surge ahead in keeping unemployment down, paving the way toward foreign-oil independence and creating a greener, more sustainable energy future. The state is dedicated to green energy solutions such as wind power. "After we passed the renewable energy portfolio standard [which mandated that 15 percent of Montana's energy come from renewable resources], companies came from all parts of the world," says Schweitzer.

The renewable energy portfolio standard attracted leaders in the field such as NaturEner and Ireland-based Gaelectric and catapulted Montana's production from a mere megawatt of commercial wind to the 386 megawatts generated today—the fastest growth in the nation. The state continues to welcome new companies that see the potential that exists here, with more than 50 planned projects that could possibly increase production by another 4,000 MW. But what will always keep them from leaving is the wonderful natural beauty they find when they arrive.

"We have all that comes with living in the West, and that's really a driving force behind our economic growth," insists Barrett. "The exceptional quality of life here will always be our most attractive feature—and secret weapon, if you will—for helping companies decide without question that Montana is the best place to call home." * —M. M.

BY THE NUMBERS

Acres of publicly accessible national forests and grasslands to explore in Montana—roughly the size of Vermont, New Hampshire and Massachusetts combined.



The **average number of elk, deer and pronghorn antelope** found on the average square mile of Montana land.

.32%

Montana's minuscule **foreclosure rate** in 2009 (The national average was 2.21 percent).

The number of **federally recognized Indian tribes** that call Montana home.

12



NATIVE & NEWCOMER



THE NATIVE:
RightNow Technologies
(rightnow.com)

LOCATION: Bozeman

WHAT IT DOES: The high-tech software firm provides customer experience solutions for nearly 2,000 global businesses and organizations. Whenever you have questions about a company and decide to call, e-mail or search its website, odds are, RightNow Technologies software is there assisting you.



HOW IT'S GROWN: In 1997, RightNow Technologies started in the spare bedroom of its founder and CEO Greg Gianforte **1**. Today, the company employs more than 800 people around the world and earned \$180 million in revenue in 2010 with a client list that includes Black & Decker, Expedia.com, Overstock.com, Avis, Kodak, the Social Security Administration, the U.S. Army and the U.S. Air Force.

WHY IT STAYS: The quality of life here is a huge advantage, but more importantly, says Gianforte, "there's a ranch saying around here that goes, 'When something needs to get done, well then, we're just gonna get 'er done.' In many environments, they have to form a committee, pull in consultants and such to make things happen, but our clients appreciate that when something needs to get done, we can easily make that happen because of the work ethic here."

WHAT IT'S LEARNED FROM THE NEWCOMERS: Gianforte works closely with many of Montana's newest businesses—he began a micro loan program for the state (bootstrap.montana.org) that offers loans of up to \$20,000 with 0 percent interest to assist entrepreneurs. "What I admire most is their scrappiness," he says. "When you're first getting started, not having a lot of experience is almost an advantage, because you don't know what's impossible. When new entrepreneurs hit a brick wall, they pick themselves back up, dust themselves off and find a way to get around it."



THE NEWCOMER:
Montana Brewers Association
(montanabrewers.org)

LOCATION: Helena

WHAT IT DOES: Montana Brewers Association is a nonprofit organization that represents the craft brewing industry—the small, independent breweries—throughout the state of Montana, handling affairs ranging from tackling legislative issues to marketing.

HOW IT'S GROWN: "When we officially came together in 2008, there were only 14 registered operating breweries affiliated with the MBA," says executive director Tony Herbert **2**. "In just two years, we've grown up to 22." Right now, Montana brewers manufacture and package more than 80,000 barrels of beer in cans, bottles and kegs each year [2,500,000 gallons] sold throughout 19 states. Just two of the businesses that make their beer using some of Montana's malt include Coors and Anheuser-Busch.

WHY IT STAYS: While MBA seems obviously based in the state because it represents Montana breweries, there's really no better state for beer because of the grain grown here. "We're a by-product of the great things happening to what is one of the best value-added products in Montana," says Herbert. "In 1998, there were only 11 craft brewing facilities here, and now we've doubled that and continue to grow in near double-digit numbers in respect to barrel production each and every year."



WHAT IT'S LEARNED FROM THE NATIVES: "You just can't move an industry forward and do it alone—you have to have everyone around you pulling on those oars in the same direction," says Herbert. "There's a community aspect here in Montana, and we've seen the success that comes from working not just with each other, but also with the people who live here." *



DID YOU KNOW?

RightNow Technologies serves about 10 billion people a year through the companies and institutions it works with. "Every person in North America has used one of our solutions about 25 times," says Gianforte.

DID YOU KNOW?

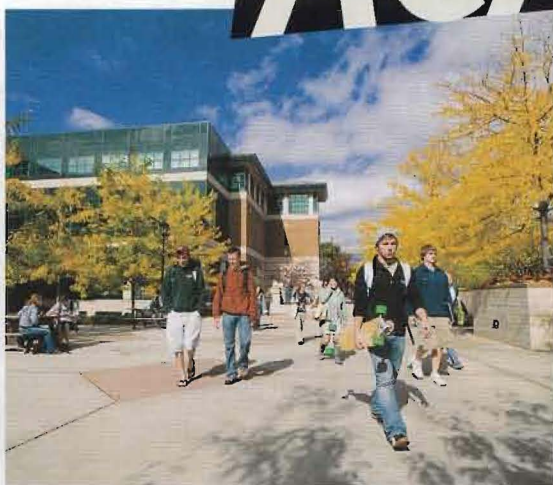
Montana is consistently ranked third in barley production. In 2009, it grew 41 million bushels, 23 million of which were sold for use in malt production.



A+ ACADEMIA

Montana's two flagship universities make a worldwide impact.

By Myatt Murphy



* UNIVERSITY OF MONTANA

LOCATION: The four-campus institution's home base is Missoula.

WHAT IT OFFERS: Founded in 1893, the 156-acre institution offers associate's, bachelor's, master's, first-professional and doctoral degrees, plus technical certificates in archaeology, economics, pharmacology and wildlife biology.

HEADCOUNT: UM's success is no secret—in 2010, for the first time in the institution's history, enrollment breached 15,000 students (721 more than the all-time record set the previous year).

EDUCATIONAL EDGE: UM ranks 17th in the nation—and fifth among public universities—in producing Rhodes Scholars, the world's oldest and most prestigious international graduate scholarship.

STUDENT SUCCESS: Nearly 80 percent of all UM pre-med students are admitted to medical schools—the national average is less than 45 percent.

ACADEMIC ACCOLADES: UM graduates have won eight Pulitzer Prizes, and its College of Health Professions and Biomedical Sci-

ences was ranked seventh nationally in biomedical research funding among institutions of pharmacy.

COOL FACT: The earliest authorized edition of the Lewis and Clark journals is located in UM's Maureen and Mike Mansfield Library.

FAMOUS ALUMNI: TV legend Carroll O'Connor; Jim Messina (deputy chief of staff to President Obama); paleontologist Jack Horner; Jeannette Rankin (first woman elected to the U.S. Congress).

UNSPOKEN ADVANTAGE: Don't sweat putting on the "freshman 15" when you're in one of the top adventure towns in America. Here, you're more likely to shape up as you study.



* MONTANA STATE UNIVERSITY

LOCATION: The four-campus MSU system's largest institution is based in Bozeman.

WHAT IT OFFERS: Since 1893, this premier land-grant university has offered baccalaureate, master's and doctoral degrees in more than 120 fields, including agriculture, business, education, engineering and nursing.

HEADCOUNT: Students tip the scale at 13,559, but get plenty of attention thanks to a 16-to-1 student to faculty ratio.

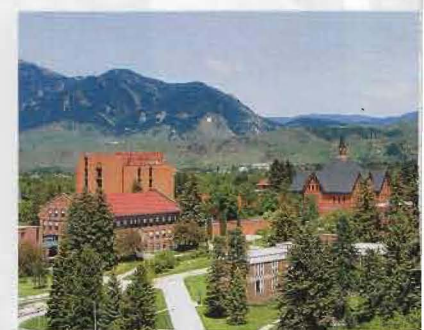
EDUCATIONAL EDGE: MSU is one of 96 research universities recognized as having "very high research activity" by the Carnegie Foundation for the Advancement of Teaching.

STUDENT SUCCESS: More than 90 percent of students who take the N-CLEX national licensing exam for nurses pass, as do 88.5 percent of students who take the Fundamentals of Engineering Exam. In addition, 96 percent of students who take the Registered Dietetics Exam pass on the first try.

ACADEMIC ACCOLADES: MSU is 14th in the nation for the number of prestigious Goldwater Scholarships in math and science.

COOL FACT: More than 199 active technology licenses and 106 patents have been issued around MSU research—the majority with Montana-based companies such as Ligocyte Pharmaceuticals, a biotech firm that's currently researching vaccines to fight influenza.

FAMOUS ALUMNI: Best-selling author Sarah Vowell; talk show



host Craig Kilborn; Arizona State University head football coach Dennis Erickson; Maurice Hilleman (microbiologist who developed vaccines for chickenpox, meningitis and hepatitis A and B).

UNSPOKEN ADVANTAGE: MSU is called "The University of the Yellowstone" because it offers one-of-a-kind research opportunities in nearby Yellowstone National Park.





Q+A: JACK HORNER

World-renowned paleontologist; co-discoverer of the dinosaur *maiasaura* (the first clear evidence that some dinosaurs cared for their young); technical adviser for every *Jurassic Park* film and author of *How to Build a Dinosaur*.



BRAGGING RIGHTS:

Montana is called the "best dinosaur graveyard in the world" for good reason. It was at Egg Mountain near Choteau that dinosaur eggs were discovered, supporting the theory that some dinosaurs were more like mammals and birds rather than the previously accepted notion that they were more like reptiles.

What makes Montana unique?

I was born and raised here—and I've dug up most of it—but it's definitely its size and geographic variability. You have everything here from farmland to forestland and capping the whole thing off is the big sky.

What do you enjoy most about Montana?

Its friendly people and the Museum of the Rockies.



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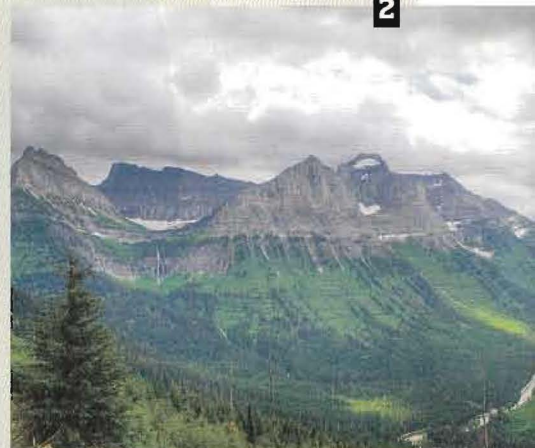
Why is Montana vital to your job?

Montana is vital to my job, because it has more access to places where we can find the right age rocks for dinosaurs.

What's your favorite place to visit?

There are bigger mountains and lots of glaciers elsewhere, but my favorite place on Earth is Glacier National Park. There, you really get to see what the mountains look like after the glaciers have eroded them. Most of the ice is gone, so they're brand new, fresh and absolutely magnificent.

2



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UNSPOILED SPLENDOR

Six regions that make
Montana so magnetic.

By Myatt Murphy

GLACIER COUNTRY

Located in the northwest corner of Montana is Glacier Country, a year-round tourist destination known for its abundant mountain chalets and ski resorts, blue-ribbon fishing, historic inns—and, not-to-be-missed, **Glacier National Park**. Spanning more than 1 million acres of wilderness—ranging from surging foothills and wild meadows to stunning glacier-carved peaks and valleys—the park has more than 700 miles of trails to explore and endless lakes and rivers to raft, canoe and fish.

Swing through **Missoula**, considered one of the state's cultural capitals. Outdoor enthusiasts swear by this walkable town, saying you won't find the same array of activities anywhere in America. Just a partial list of things to do includes hiking, mountain biking, climbing and wildlife-watching along with nearly every winter and water sport possible—you can even paddleboard surf in the summer on the **Clark Fork River**.

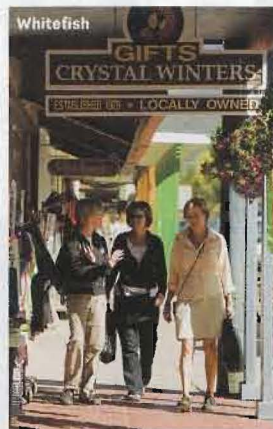


Glacier
National
Park

Make sure you scoot over to the historic and hip town of **Whitefish**. With a thriving, boardwalk-covered downtown and one of Montana's largest, most reputed world-class ski resorts, **Whitefish Mountain Resort**, the locale is also packed with one-of-a-kind boutiques, restaurants and nightlife.

TIPS:

- ➔ Immerse yourself in the ever-rotating exhibits of Missoula's **Montana Museum of Art & Culture**.
- ➔ Drive the **Going-to-the-Sun Road** that weaves through the heart of Glacier National Park—it's considered one of the most scenic drives in America.



Whitefish
Lake



Q+A: BRYON WILSON

American freestyle skier; bronze medalist in men's moguls at the 2010 Vancouver Olympics and first skier to perform a cork 1080—a backflip with three rotations—in competition.

What makes Montana unique?

All of the open space—and that it only takes you five or 10 minutes at the most to get out of town and go play in the mountains.



1

What do you enjoy most about Montana?

It's the prettiest country in the world, and I love being able to ski, fish and take advantage of the outdoors. I don't think there's any place like it anywhere else in the world.

How's the snow?

I've skied all over the world, but the mountains in Montana are gems that really haven't been discovered yet. It's never crowded—you can get up there and never run into too many people—plus the terrain ranks right up there with the best in the nation.

What's your favorite place to visit?

I always love getting back home to Butte. The people there are amazing and unlike anyone else I've ever met.



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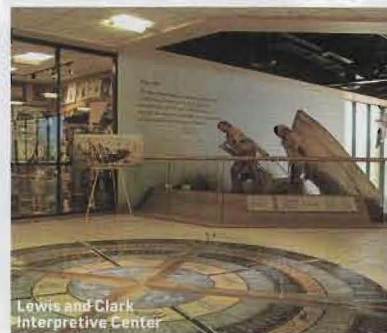
RUSSELL COUNTRY

Russell Country is a majestic mix of mountains, prairies and the mighty **Missouri River** that divides the region in half—offering visitors a multitude of recreation opportunities, from canoeing and camping to fishing and hunting.

Great Falls, Montana's third-largest city, is the perfect starting point to follow the Lewis & Clark Trail and northern sites along the Dinosaur Trail, but it's also steeped in significant culture. Visitors come from all over to experience the **C.M. Russell Museum**, a city-block-sized complex showcasing more than 2,000 works of art and artifacts from the famous Western artist. There's also the **Lewis and Clark Interpretive Center**, which reveals the struggle that the two explorers faced when traversing the region.

TIPS:

- ➔ Raise a glass at the **Sip-N-Dip**, a unique lounge in Great Falls where you'll see mermaids swim in front of you behind a glass wall.
- ➔ Step back in time with **Havre Beneath The Streets**, a guided tour of the century-old underground market below the city—highlights include a saloon, barbershop, bordello and even an opium den (one of only three that existed in the United States at that time).



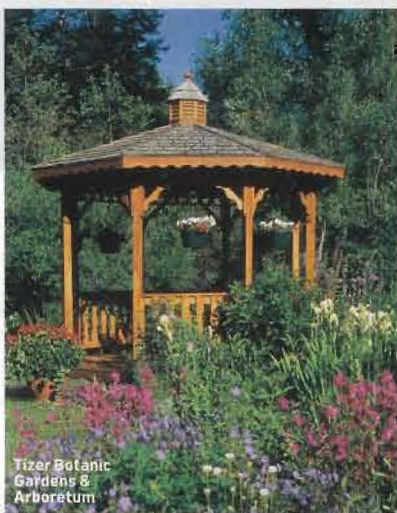
Lewis and Clark Interpretive Center

GOLD WEST COUNTRY

Here is where you'll find **Helena**, Montana's state capital, a vibrant cultural center cradled in the foothills of the Montana Rockies that's revered for its ornate 19th-century mansions, ample art galleries and museums—along with easy mountain access to the bike trails that exist there.

Take a tour of the **State Capitol**, a dramatic neoclassical-style marvel that's been restored to its original 1902 appearance. Or overwhelm your senses at the **Tizer Botanic Gardens & Arboretum**—seven acres of perennials, annuals, roses and wildflowers.

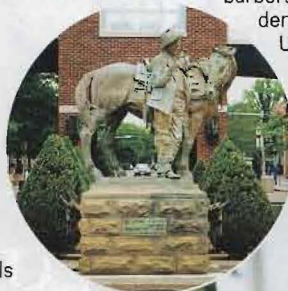
Gold West is where you'll find the city of **Butte**, hometown of legendary daredevil Evel Knievel. Whether you spend the day hiking the hills or hunting for antiques, plan a stay at the **Cooper King Mansion**, a 34-room Elizabethan-style home turned B & B with frescoed ceilings and hand-carved woodwork.



Tizer Botanic Gardens & Arboretum

TIPS:

- ➔ Saddle up, settle down or even enjoy an evening sleigh ride at one of the many working cattle, dude or resort ranches. The newest addition to the town is **The Ranch at Rock Creek**—it's an upscale urban delight!
- ➔ Cast a line and bag a walleye, bass or trout along some of the nation's finest fly-fishing rivers (the Madison, Big Hole and Beaverhead) and lakes (Canyon Ferry, Hauser and Georgetown).



Inset: A downtown sculpture. Above: Great Falls Farmers Market. Left: A cattle drive near Augusta.



MONTANA'S TIMELINE

* 1804-06

Lewis and Clark pass through Montana and encounter Montana's First People.



* 1862

Montana's Gold Rush begins.



* 1872

Congress creates Yellowstone National Park—the first national park.

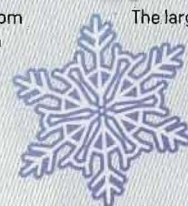


* 1883

Copper Boom explodes in Butte.

* Jan. 28, 1887

The largest snowflake ever observed—nearly 15 inches—falls in Montana.



* 1924

Helena's Vigilante Parade is created—and becomes one of the country's oldest parades.



* Mar. 23, 1923

The world's largest steer—3,980 lbs., 5'9" tall and 10'4" long—is born near Baker.



* 1933

Robert Redford's film *A River Runs Through It* sparks an increase in tourism and immigration to the state.



* 1916

Montanan Jeannette Rankin becomes the first woman elected to the U.S. Congress.



* 1910

Glacier National Park is established.



* 1888

Montana's capital, Helena, officially has more millionaires per capita than any other city in the world.

* Jan. 15, 1972

Loma earns the world record for the greatest recorded temperature change in 24 hours (from -54 to 103 degrees Fahrenheit, thanks to the Chinook winds).

* 1993

* Apr. 28, 2005

Governor Brian Schweitzer signs a bill creating the renewable energy portfolio standard for Montana.

* May 2010

Montana ranks first in the nation for entrepreneurs, according to the U.S. Chamber of Commerce.



YELLOWSTONE COUNTRY

This region is home to **Yellowstone National Park**, the world's first national park, spanning 2.2 million acres, with natural geysers (300-plus, including Old Faithful), towering waterfalls and crystal-clear lakes. Along the 950 miles of hiking trails, find some of America's best wildlife-viewing.



Big Sky

Venture to the laid-back town of **Bozeman**, packed with plenty of arts and entertainment—from galleries and exhibits to trendy restaurants and coffee shops to world-class museums (including the **Museum of the Rockies**, which houses one of the most impressive North American paleontology collections in the world).

If you're an angler, there's **Livingston**, known for its unmatched fly-fishing—it's where scenes from the iconic movie *A River Runs Through It* were filmed. Finally, head southwest to **Big Sky**, one of the best-kept unspoiled secrets for world-class, year-round recreation in North America.

TIPS:

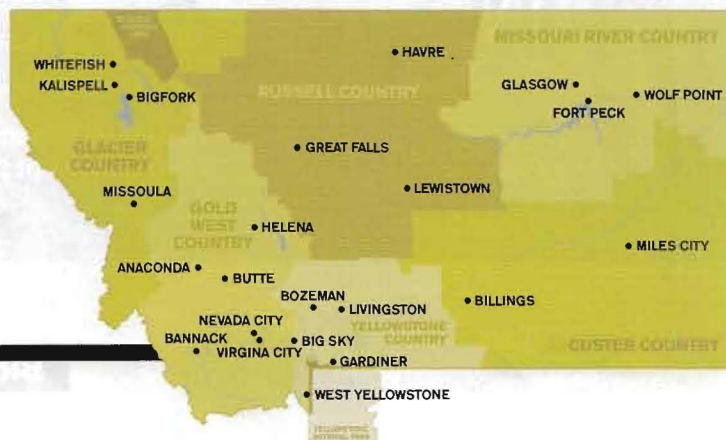
- ➔ Drive along the 90-mile scenic **Gallatin Corridor** from Bozeman to West Yellowstone and come bumper-to-antler with a bull elk or moose.
- ➔ Soak your weary bones at the **Chico Hot Springs Resort and Day Spa** in the town of Pray.

MISSOURI RIVER COUNTRY

Whether you're passionate about hunting prey, prehistoric bones or the perfect picture, the rolling plains of Missouri River Country is teeming with game—from walleye and whitetail deer to pheasant and pronghorn antelope—making it a sportsman's and shutterbug's dream.

For a real taste of Montana's first inhabitants, head to **Wolf Point**, the largest community on the **Fort Peck Indian Reservation**—the population is roughly 50-50 tribal and nontribal residents, just as it was in the early 1900s. Plan your stay in July and you'll also catch Montana's oldest rodeo, the **Wild Horse Stampede**. Next, find your way toward **Glasgow** to see the nearby **Fort Peck Dam**, one of the largest hydraulically filled earth dams in the world. Again, come in July and you can try your luck in the **Montana Governor's Cup Walleye Tournament**—a premier national fishing event held every year.

(Continued on page 126)





Top: Charles M. Russell National Wildlife Refuge. Bottom: Daniels County Museum & Pioneer Town.

(Continued from page 124)

TIPS:

➔ Head to the **Charles M. Russell National Wildlife Refuge**, the second largest of its kind in the lower 48 (bighorn sheep, red fox, coyotes and hundreds of different birds are just a fraction of the species that call it home).

➔ Venture over to **Scobey** to see **Daniels County Museum & Pioneer Town**, a recreation of an early 1900s homestead town—and one of the best living history museums in the West.

CUSTER COUNTRY

Here, you'll find **Billings**—the largest city in Montana—and the region's top place to find plenty of shopping, top-notch cuisine, arts and culture and countless recreational opportunities. Just try to time your visit in August to catch the **MontanaFair** in Billings—nearly a quarter-million attendees come out to this nine-day agricultural celebration of concerts, rodeos and competition.



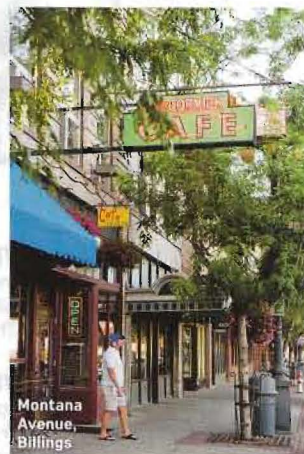
Crow Fair and Rodeo

Billings also is the trailhead that takes you into the quaint mining town of **Red Lodge**, but don't forget to see **Miles City**, an authentic Western town that every May hosts its world-famous **Bucking Horse Sale** for rodeo stock buyers and breeders. The event showcases some of the premier bucking stock in the States—so prepare to see some unlucky cowboys fly!

TIPS:

➔ Retrace the path of Lewis and Clark with a visit to **Pompeys Pillar**, one of the most famous sandstone buttes in America.

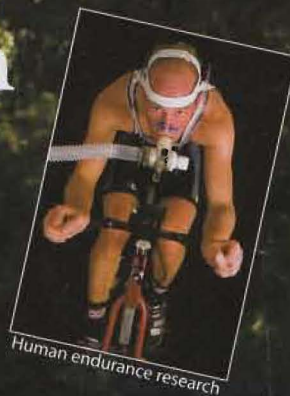
➔ Learn about the famous Battle of the Little Bighorn at the **Custer Battlefield Museum**, or see where the famous battle took place at the Little Bighorn Battlefield National Monument. *



So much more than just a pretty place



Bird evolution research



Human endurance research



Mountain pine beetle research



Global warming research

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Q+A: DR. JOSEPH MEDICINE CROW

Crow tribal historian and oldest living member of the Crow Tribe at age 98; 2009 Presidential Medal of Freedom recipient; 2008 French Légion d'honneur recipient; World War II veteran; grandson of General Custer scout White Man Runs Him and Custer Battlefield Museum board member



BRAGGING RIGHTS:

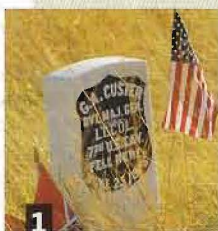
Montanans are one with nature. No other state in the nation has as many different species of mammals. Just a few of its accolades include the largest grizzly bear population—as well as breeding population of trumpeter swans—in the lower 48 states, plus the largest migratory elk herd in the nation.

What makes Montana unique?

Under the Big Sky Country are landscapes of snow-peaked mountains, sloping foothills, rolling prairies and unusual sites such as old volcanoes and caves. A Crow chief once said, "The first maker put it in exactly the right place."

What is Montana's future?

Montana was a young state but has grown fast since Lewis and Clark [who arrived in 1804]. First the mountain men came looking for adventure; the trappers came taking beaver pelts; the traders came buying the furs; the military came to fight Indians; the gold miners came saying, "There's gold in them thar hills"; the cattlemen came; farmers and many others came for reasons of their own. Montana is huge and large enough to accommodate professions for all.



What do you enjoy most about Montana?

I can't come up with enough adjectives to describe and glorify this part of the U.S.A. I am just proud to be a native son and Native American to this great state of Montana.

What's your favorite place to visit?

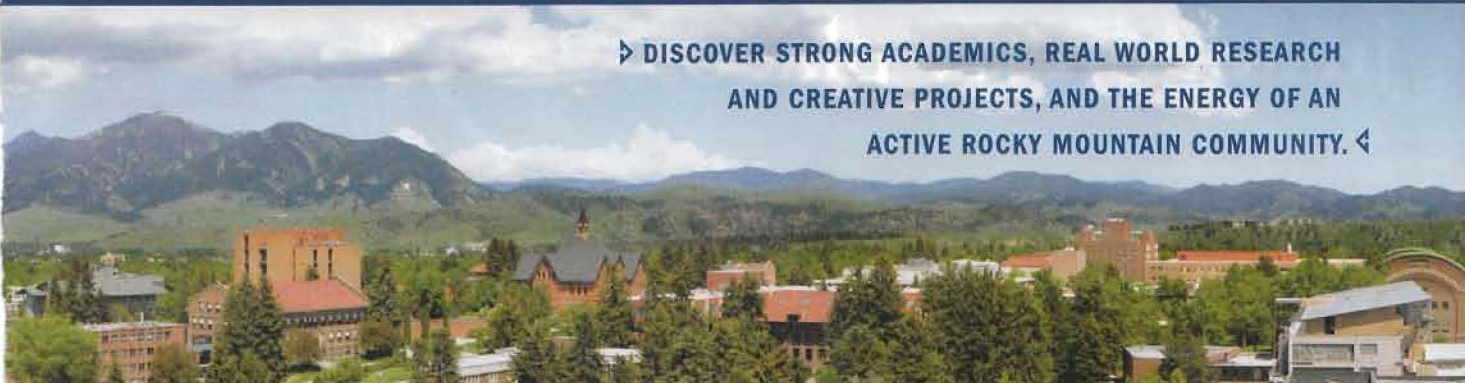
In the Crow country, I enjoy seeing Little Bighorn Battlefield [site of Custer's Last Stand], the huge Yellowtail Dam on the Bighorn River and the Annual Crow Fair and Rodeo and taking part in the Custer and Sitting Bull Fight reenactment outdoor drama. Come out and join me; I'll take you around!



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