

RESOURCE TEAM ASSESSMENT REPORT

for

BROADWATER COUNTY MONTANA

JUNE 15 - 17, 2004

**In partnership with
Montana Department of Commerce, Montana Economic Developers Association,
USDA/Rural Development, Snowy Mountain Development Corporation, Gateway
Economic Development Corporation, USFS/Helena National Forest, Broadwater
Economic Development Corporation and the people of Broadwater County.**

EXECUTIVE SUMMARY

I am sure I speak on behalf of the entire team when I say it was a privilege to spend three days in your county. Thank you for your hospitality, your time, and for sharing with the team the vision you have for Broadwater County.

Before digging in to the report itself, I would like to give recognition to Montana Department of Commerce (MDOC), USDA/Rural Development and MEDA – Montana Economic Developers Association. MDOC sponsors Resource Team Assessments across the state, while USDA/Rural Development provides funding for training team members and follow-up costs. MEDA provides the contractual services that make Resource Teams possible. You can join MEDA and become a part of this economic development network at <http://www.medamembers.org>.

Special thanks are due Virginia Knerr. Virginia served as the spark plug behind this entire project. I realize Virginia had a lot of help – but in every project, there has to be that one person that says, “let’s do it” and then makes it happen. More thanks are extended to Carol Hatfield, the Community Outreach Coordinator for the Forest Service, Broadwater County Commissioners, Broadwater Community Foundation, Montana Community Foundation Renaissance Grant, Townsend Ranger District and the Townsend Star. Without your support, the assessment could not have taken place. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Kathie Bailey (Snowy Mountain Development Corp.), Bill Barr (USDA/Rural Development Cooperative Specialist), Dave Cole (Administrator, MDOC Community Development Division), Deborah Hayden (Regional Economic Development Coordinator for Gateway Economic Development Corp.) and Amy Teegarden, RCA Coordinator for USFS/Helena National Forest. Each team member’s contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure!

The stage is now set for Broadwater County’s future. There are a number of short term and long term accomplishable recommendations that the resource team has provided in this report. Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. It is also important for the entire community and/or county to be involved in finding ways to accomplish its goals. A few celebrations at the successful conclusion of an activity that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the suggestions, pick out one, and get started. It can be done. It is your choice, your decision; you can do it!

Be sure to attend the follow-up Town Meeting scheduled for Tuesday, August 17th!

Gloria O’Rourke, Montana Economic Developers Association

PROCESS FOR DEVELOPMENT OF THIS REPORT

Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Broadwater County, Montana, in evaluating the county's assets and liabilities and in developing suggestions for improving the environment, social and economic future of the area.

Virginia Knerr, Carol Hatfield, and Commissioner Elaine Mann served as the local contacts and local team leaders for the project. These women took the lead in agenda development, logistics, budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders and develop a plan of recommended action for the region. The team members were carefully selected based on their fields of expertise that Broadwater County officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed over 100 people during June 15 – 17th, 2004. In order to receive input from students and teachers, a group interview was held by Virginia Knerr and Carol Hatfield prior to the end of the school year. The notes from that interview are included in this report. A community Town Meeting was also held in the community of Radersburg. There is a special segment in this report just for Radersburg. The team was available for listening to the following groups: Health Care Professionals and EMS Volunteers; Transportation and Utilities; Financial and Banking; Business – Home based and Retail, Chamber; Ranchers and Producers; Natural Resource Industries and Recreation/Tourism; Human Services and Churches; Retirees and Seniors; City and County Government, Law Enforcement, DES; Community of Radersburg; Local Contractors; Water and Energy; Silos Inn Area Residents; I-90 Junction Businesses; Civic and Cultural Organizations; General Open Forum and a review of the youth/school video.

Each participant was asked to respond to three questions designed to begin communications and discussion and to serve as a basis for developing the action plan. The three questions were:

- What do you think are the major problems and challenges in Broadwater County?
- What do you think are the major strengths and assets in Broadwater County?
- What projects would you like to see completed in two, five, ten and twenty years in Broadwater County?

Upon completion of the interviews, the team met in a work session to compare notes and share comments. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into this a final report to Broadwater County.

A preliminary oral report and a summary of group recommendations was presented to the people of Broadwater County on June 17th, 2004.

Following the oral report, this formal written report was prepared and is presented to Broadwater County. Copies will be made available in print and electronically. The report is available on the MEDA website at <http://www.medamembers.org>. A meeting is planned for August 17th to review the report with the people of Broadwater County and to set priorities and initiate action plans.

**BROADWATER COUNTY, MONTANA
RESOURCE TEAM ASSESSMENT
JUNE 15 – 17, 2004**

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Schedule of Resource Assessment Team
Visit to Broadwater County
June 15-17, 2004

Tuesday, June 15, 2004

AM Travel time and check into Mustang Motel, 266-3491
11:00 Leave for tour of Broadwater County (*Meet tour van at courthouse. Lunch will be along the way*)
Stops include Wheat Montana, Bruce Seed, Missouri River Mercantile, Townsend Main Street,
Broadwater Bay, Winston Bar.
3:00 PM Health care professionals and EMS volunteers @ Ambulance Building (*Refreshments*)
4:00 PM Transportation and Utilities @ USDA Conference Room
5:15 PM Financial & Banking @ The Methodist Fellowship Hall
6:15 PM Business: Home-Based and Retail (including Chamber members) @ The Methodist Fellowship
Hall
7:15 PM Dinner at The Creamery

Wednesday, June 16, 2004

6:30 AM Breakfast with Area Ranchers and Producers @ The Mint
8:00 AM Natural Resource Industries and Recreation/Tourism @ The Mint
9:15 AM Human Services and Churches @ Community Room
10:30 AM Retirees and Seniors @ Library Community Room
12:00 Lunch with City & County Government, Law Enforcement, DES @ Ambulance Building (*Lunch
catered in – Full Belli Deli*)
1:30 PM Leave for Radersburg
2:00 PM Radersburg area residents @ Radersburg Community Church
3:45 PM Local Contractors @ USDA Conference Room
4:30 PM Water and Energy @ USDA Conference Room
5:30 PM Break
6:30 PM H Lazy M, The Flats, and Lake View Manor Subdivisions Community Potluck @ Silos Inn
8:15 PM Toston area (pending)

Thursday, June 17, 2004

6:30 AM Working Breakfast with current and future I-90 Junction Businesses @ Wheat Montana
8:00 AM Civic and cultural organizations (coffee and rolls provided) @ USDA Conference Room
9:30 AM Tour of local hospital and airport facilities
10:00 AM Open Public Forum – Any topic @ USDA Conference Room
11:00 AM Review video from youth session and other video clips
12:00 Lunch @ local café (*resource team order off the menu*)
1:00 PM Prepare for evening meeting at the Community Room – dinner brought in
7:00 PM General Public Meeting at Broadwater High School Gym
Town Hall

BROADWATER COUNTY RESOURCE TEAM ASSESSMENT

MAIN ISSUES

JUNE 15 – 17, 2004

Note: These main issues are a summary of the comments, ideas, suggestions made during the Broadwater Listening Sessions. These Main Issues are the outline for the Broadwater County Resource Team written report.

MAIN TOPIC: ECONOMY

ISSUES (Multiple)

- **Diversification**
 - Business Development, Retention, Specialty Retail and Niche
 - Light Manufacturing
 - High School Business Incubator
- **Workforce**
 - Skilled Labor, Living Wage
 - Out migration
- **Tax Base Stabilization**
- **Tourism**
 - Lake Development
 - Community Marketing
 - Recreation
 - Hunting, Birding, Fishing, Windsurfing, Prospecting, Biking, Ice Boating, Hiking, Horseback Riding, Cattle Drives, Outfitting
 - Historical, Cultural, Natural Resources
- **Retirees**
 - Plan for impacts of aging population segment
 - Impact on services, land use, retail needs, business types, local accessibility.
- **Proximity to Urban Areas**
 - Leakage
 - Opportunities
- **Lack of Business Support Services/Equipment**
 - Lack of Cooperation
 - Keep Money and Services in Town

MAIN TOPIC: NATURAL RESOURCES

ISSUE: PRODUCTION AGRICULTURE

- **Value Added/Processing**
- **Crop Diversification**
- **Shipping/Storage (Grain Elevator)**
- **Alternative Energy**
- **Scenic Value**
- **Water/Climate**
- **Agri-Tourism**
-

ISSUE: FORESTRY

- **Timber Availability**
- **Biomass Energy**

ISSUE: MINING

- **Industrial Mineral**
- **Precious Metals**

ISSUE: LEGAL REQUIREMENTS

- **Regulations, Compliance, Permitting**
- **Delays and Cost**
- **Resources and Information**

MAIN TOPIC: INFRASTRUCTURE

ISSUES:

- **Streets**
- **Sidewalks**
- **Storm Drains**
- **Water**
- **Sewer/Wastewater/Meters**
- **County Roads**
- **Telecommunications**
 - Phone lines
 - Internet
- **Airport**
- **Fairgrounds**
- **Business Park**
- **Capital Improvements Planning**
- **Handicapped Accessibility**
- **Parks (restrooms)**

MAIN TOPIC: PLANNING AND LAND USE

ISSUE: GROWTH MANAGEMENT

- **Strategic Growth Policy**
- **Growth....How and Where?**
 - I 90 Junction, Silos, Lake Shore, Townsend, etc.
- **Land Use Conflicts/Property Values**
 - The “Z” Word (Implementation Tool)
 - Restriction and Freedom
 - Neighborhood Zoning
 - Business Districts

- **Factors Limiting Growth & Vitality**
 - Land Locked Community
 - Existing Policies

MAIN TOPIC: HEALTH AND HUMAN SERVICES

ISSUE: MEDICAL

- **Retention and availability of services**
 - Emergency
 - Alzheimer's
- **Personnel**
 - More Volunteers
 - Preferred Provider Doctor
- **Communications Equipment**

ISSUE: HUMAN SERVICES

- **Adult and Child Day Care**
- **Food Bank**
- **Transportation**
- **Declining local access to services**
- **Adequate Nutrition**
- **Mental Health**
 - Suicide
 - Stigma
 - Confidentiality
 - Occupational and Farm Stress
- **Domestic Abuse**
- **Drug, Alcohol, Gambling**
- **Welfare, Poverty**

MAIN TOPIC: COMMUNITY CAPACITY

ISSUE: COMMUNICATION

- **Radio Station**
- **Improved Local Media Coverage**
- **Information Exchange Between Groups**
- **Misinformation – Lack of Awareness**
- **Recognize Community Achievements (Large and Small)**
- **Community Gathering Place**

ISSUE: LAW ENFORCEMENT

- **Radersburg**
 - Response Time
 - Frequency of Patrol
- **Quantity – Need More Officers**
- **Part Time Prosecutor**

ISSUE: LEADERSHIP

- **Assuming Leadership**
- **Defined Leadership – Who’s in Charge of What?**
- **Volunteers**
 - Burnout
 - Recognition and Appreciation
- **Attitude Shift**
- **Synergy of Community Efforts**
- **Welcome and Involve New Comers**
- **Conflict Resolution – See the Greater Good**
- **Understaffed (Part-Time, Full Time Paid, Un-Paid,)**

MAIN TOPIC: YOUTH

ISSUE: RECREATION AND ENTERTAINMENT

- **Rec Facilities**
 - Movie Theater, Swimming Pool Improvements, etc.
- **Sports Facility Improvements and Additional**

ISSUE: EMPLOYMENT

- **Jobs in Town**

MAIN TOPIC: RADERSBURG

ISSUE: PUBLIC SAFETY

- **Lack of Law Enforcement**
- **Increasing Crime, Drugs**
- **Traffic**
 - Off Highway Vehicle
 - Speeding
- **Aging Volunteer Fire Dept.**

ISSUE: RELATIONSHIP TO COUNTY

- **Improved Communication**

MAIN TOPIC: EDUCATION

ISSUE: CHALLENGES

- **Drop Out Rate**
- **Adequate Nutrition**
- **Life Skills Development**
 - Lion's Quest (Partnership with PTA - funding)

BROADWATER COUNTY RESOURCE TEAM REPORTS

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MAIN TOPIC: OVERALL ECONOMY

ISSUE: Townsend's (and Broadwater County's) Appearance and First Impressions, why is it so important?

During the assessment, members from the community voiced their concern about empty buildings, vacant-lots, store fronts and signage. To be blunt, first impressions of Townsend's main streets, both north-south and east-west is that of a struggling community. There is little appeal to pull travelers off the roads. There is a lack of charm or invitation for travelers to spend time in Townsend, unlike other nearby communities such as Ennis, Stevensville or Philipsburg.

RECOMMENDATION – MAIN STREET PROGRAM

Here are a few reasons why Townsend's main street and commercial district should be improved in order to serve as an important and worthwhile investment in the economic health and quality of life in Townsend.

- **Main Street is a symbol of community economic health, local quality of life, pride, and community history.** These are all factors in industrial, commercial and professional recruitment.
- **A vital Main Street retains and creates jobs, which also means a stronger tax base.** Long-term revitalization establishes capable businesses that use public services and provide tax revenues for the community.
- **Main Street is also a good incubator for new small businesses --** the building blocks of a healthy economy. Strip centers and malls are often too expensive for new entrepreneurs.
- **A vital Main Street area reduces sprawl** by concentrating retail in one area and uses community resources wisely, such as infrastructure, tax dollars and land.
- **A healthy Main Street core protects property values** in surrounding residential neighborhoods.
- **The traditional commercial district is an ideal location for independent businesses,** which in turn:
 - *Keep profits in town.* Chain businesses send profits out of town.
 - *Supports local families* with family-owned businesses
 - *Supports local community* projects, such as ball teams and schools
 - *Provide an extremely stable economic foundation,* as opposed to a few large businesses and chains with no ties to stay in the community

- **A revitalized Main Street increases the community's options for goods and services:** whether for basic staples, like clothing, food and professional services or less traditional functions such as housing and entertainment.
- **Main Street provides an important civic forum, where members of the community can congregate.** Parades, special events and celebrations held there reinforce intangible sense of community. Private developments like malls can and do restrict free speech and access.
- **Many Main Street districts become tourist attractions** by virtue of the character of buildings, location, selection of unique businesses, and events held there.

What the Main Street Program is doing in America's communities

Since 1980, the National Main Street Center has been working with communities across the nation to revitalize their historic or traditional commercial areas. Based in historic preservation, the Main Street approach was developed to save historic commercial architecture and the fabric of American communities' built environment, but has become a powerful economic development tool as well.

The Main Street program is designed to improve all aspects of the downtown or central business district, producing both tangible and intangible benefits. Improving economic management, strengthening public participation, and making downtown a fun place to visit are as critical to Main Street's future as recruiting new businesses, rehabilitating buildings, and expanding parking. Building on downtown's inherent assets -- rich architecture, personal service, and traditional values and most of all, a sense of place -- the Main Street approach has rekindled entrepreneurship, downtown cooperation and civic concern. It has earned national recognition as a practical strategy appropriately scaled to a community's local resources and conditions. And because it is a locally driven program, all initiative stems from local issues and concerns.

The National Main Street Center of the National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, DC 20036, Phone: 202.588.6219, Fax: 202.588.6050. Email: mainstreet@nthp.org

What is the Main Street Approach to Downtown Revitalization?

The Main Street program's success is based on a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas, called the *Main Street Four Point Approach*:

Design: Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.

Organization: Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.

Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.

Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities -- and challenges from outlying development.

The Main Street Philosophy

The National Main Street Center's experience in helping communities bring their downtowns back to life has shown time and time again that the Main Street Four Point Approach succeeds only when combined with the following eight principles:

Comprehensive: A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.

Incremental: Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex problems.

Self-Help: Although the National Main Street Center can provide valuable direction and hands-on technical assistance, only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Public/private partnership: Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

Identifying and capitalizing on existing assets: One of the National Main Street Center's key goals is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful Main Street initiative.

Quality: From storefront design to promotional campaigns to special events, quality must be the main goal.

Change: Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

Action-oriented: Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind the community that the revitalization effort is under way.

RESOURCES: Getting Started in Main Street Revitalization

Here are some things you can do to get started right away:

- Visit a nearby active Main Street program and speak with its staff and volunteer leaders about how the program works there and what its benefits are. Ask a Main Street staff person or volunteer to speak to your group of downtown leaders.
- Schedule a public meeting. Invite every group that should have an interest in your downtown's future to meet and discuss needs and opportunities for change. Show the audience The Main Street Approach slide show, interspersing slides of your own downtown.
- Compile an inventory of your downtown's current businesses. Use an old city directory to list businesses that used to be downtown 10 years ago. Encourage local media to do a story.
- Tell local government staff and officials how important downtown is to you. Encourage them to pursue public-private partnerships to revitalize your downtown.
- Put together a task force to plan the next steps. Invite business owners, property owners, local government officials, the chamber of commerce, historic preservation groups, industry representatives, economic development staff and other key public and private civic leaders.
- Participate in Preservation Week, held every May, by holding an open house of downtown businesses, running a daily newspaper column on downtown history and offering tours, call the National Trust for a Preservation Week information packet at 202.588.6141.
- Organize a downtown festival to highlight how important Main Street is to the community economically, historically and culturally.
- [Join the National Main Street Network](#) so you can begin learning from other communities' experiences in Main Street revitalization.
- If you have questions about how to begin a Main Street revitalization effort, call 202.588.6219

MAIN TOPIC: OVERALL ECONOMY

ISSUE: COMMUNITY THEME AND IDENTITY

People don't know much about Townsend and Broadwater County. Yes, it is a special area, but little is done to share it with others.

RECOMMENDATIONS:

Determine what the community wants to be known for. Decided what the tourism and retail niche is for the area and market it. Develop a community theme or brand. Design retail and buildings around this theme. Develop tourism information and opportunities that compliment the theme.

Work with Travel Montana (Department of Commerce) to develop tourism markets and programs. Travel Montana's Tourism Development and Education efforts are focused on helping the state's communities and businesses utilize tourism as a tool to improve the local, regional and state economy while protecting or improving the quality of life for Montana's residents. The guidelines for these efforts are provided by the Montana Strategic Plan for Tourism and Recreation 2003-2007.

The components of Travel Montana's Tourism Development and Education programs include:

- rural tourism development;
- statewide tourism infrastructure improvements grants and technical assistance;
- financial and technical assistance in creating new, ongoing special events as part of a community or region's economic development efforts
- assisting Montana's Indian people in their tourism efforts;
- helping create cultural tourism partnerships and products statewide;
- coordinating tourism and recreation policies, programs and initiatives of federal and state agencies, communities, and the private sector;
- providing customer service and tourism education training programs.

Montana's Community Tourism Assessment Program (CTAP) is an 9-month "self help" process offered to three communities each year by Travel Montana with facilitation assistance provided by MSU Extension and UM's Institute for Tourism and Recreation Research. Local community action committees use the process and facilitation services to analyze local resident attitudes about and interest in tourism, their community's tourism potential, gaps in visitor services, and the identification of affordable projects or actions that could strengthen the role of tourism in the local economy.

Following completion of the CTAP process, the communities are eligible to apply for CTAP Grant Funds to help in the development of a tourism-related infrastructure project deemed a priority by the community. Since the beginning of the program in 1991, \$406,000 has been invested in tourism-related projects in 29 communities. The amount of funds available for the CTAP Grants is dependent on funding available from Travel Montana's tourism "bed tax" revenues.

RESOURCES: Travel Montana

General Consumer Publications

Bev Veneziano, Publications Manager

841-2898, FAX 841-2871, bev@visitmt.com

Montana Travel Planner: Statewide travel services data book offers free listings and space available advertising opportunities for reasonable fees. Updated yearly. Information and advertising deadlines: August. Distributed statewide for use in travel information racks and at visitor information centers. It is part of Travel Montana's fulfillment package for callers and website visitors requesting hard copy travel information. About 375,000 printed each year.

Montana Winter Guide: Statewide winter recreation information focused on downhill and nordic skiing, snowmobiling, dog-sledding, and other winter recreation activities along with lodging and related winter travel services. Most placements in the guide require the purchase of ad space (very reasonably priced) to cover guide's cost, but there are some free listing opportunities. Updated yearly. Information deadlines: April. Distributed statewide for use in travel information racks and at visitor information centers. It is part of Travel Montana's winter fulfillment package for callers and website visitors requesting hard copy travel information. About 85,000 printed each year.

Montana Calendar of Events: A free listing of statewide events of interest to visitors and residents published in an easy to use brochure two times yearly. One calendar lists events taking place around the state between April and October and the second covers October through April. Deadlines for submitting information are typically November and May, respectively.

Material included in these guides and calendar of events are provided to Travel Montana's Electronic Media for placement on Travel Montana's various website.

Group/Meetings/Convention Publications

Marlee Iverson, Group Travel Specialist

841-2895, FAX 841-2871; marlee@visitmt.com

Meeting Planner's Guide: A complete resource for meeting planners-from cozy three-person retreats to large-scale conventions. Updated every two years. Information and advertising deadlines: May. Part of Travel Montana's fulfillment for meeting and convention advertising and trade shows. Between 3000 and 5000 are printed. All placements in the guide require the purchase of ad space (very reasonably) priced to cover guide's cost. The Meeting Planners website - montanameetings.com - provides the publication's information in an electronic format.

Group Tour Planning Guide: Statewide publication designed to be an "all-in-one" tour planning reference. With listings of attractions, events, hotels and restaurants, the guide encompasses the points of interest for the tour planner designing a Montana itinerary. Listed services must be able to accommodate groups of 40 or more people at one time. Updated every two years or as needed. Part of Travel Montana's fulfillment for group travel requests and National Tour Association Convention and American Bus Association Convention. Between 3000 and 5000 are printed. Attractions are listed at no cost, there is a very small fee for hotels, restaurants, charter bus companies and receptive operators. The Group Tour Planners website - montanagroups.com - provides the publication's information in an electronic format.

Electronic Marketing

Jan Wirak, Web Content Specialist

841-2889, FAX 841-2871, jwirak@state.mt.us

Travel Montana operates a number of Internet websites that provide information about Montana's travel opportunities and services, statewide. Like the publications, these are free listings for Montana's tourism-related businesses, attractions and organizations. The free listings include detailed descriptions, directions, and up to six photographs or images. An additional service for businesses with their own website is to link their listing with Travel Montana's website for a small annual administrative fee. Travel Montana's visitor information website addresses are: visitmt.com; wintermt.com; lewisandclark.state.mt.us; montanakids.com. Travel Montana's websites have been reporting well over 2 million visitor sessions annually.

Publicity

Ric Bourie, Publicity Coordinator

841-2893, FAX 841-2871

Travel Montana's publicity program works with the national and international travel media to get Montana's visitor opportunities into print stories or TV programs. One mechanism for doing this is to conduct press trips or familiarization tours; organized where writers, photographers or TV crews explore what visitors can do in areas of Montana while being guided by Travel Montana staff, tourism region representatives and/or local contacts. Most services are provided to the media on a complimentary basis. Community or tourism business participation is typically organized through the tourism region in consultation with Travel Montana's Publicity Program staff. At least one media tour is held in each of the state's tourism regions each year. Other publicity opportunities can involve working with individual media representatives whose visits are organized through Travel Montana, the tourism regions or nearby convention and visitor bureaus or responding to individual media requests.

Photography

Donnie Sexton, Staff Photographer

841-2897, FAX 841-2871, donnie@visitmt.com

Travel Montana maintains a stock photo library for use in Travel Montana publications and websites and for media use. Opportunities exist for communities, as well as individual businesses to work with the staff photographer to have their communities or services and/or facilities included in the photo library.

Special Event Grant Program

Carol Crockett, Tourism Development Specialist

841-2796, FAX 841-2871, ccrockett@state.mt.us

The Special Events Grant Program (SEGP) helps communities and organizations create and sustain local economic development through the creation and/or enhancement of new annual, on-going events. Grant funds are available for event marketing, equipment rental, insurance, performer fees, security and mailings. Events less than three years old are eligible to apply. Eligible event categories include cultural and heritage events, sporting events, and attendance events. Grants are awarded through a competitive scoring process and there are match fund requirements. Applications are typically available in October

with the application deadline set for following January. The SEGP funding pool has ranged from \$50,000 to \$100,000 annually.

MAIN TOPIC: AGRICULTURE, FOREST, AND LAND USE

ISSUE: RESOURCE-BASED INDUSTRY

Historically the livelihood of Broadwater County has been tied to the area's rich resources. The transition to a tourism-based economy is gradually moving forward. While the tourism-based economy must be nurtured (it is not going away), there is still an opportunity to resurrect natural resource based economies.

In order for this resurrection to occur, the driving forces, methodology and end products of natural resources economies need to be defined in new way, such as using small diameter wood (that has been harvested for fuel mitigation efforts) into new forest products. The use of timber extraction needs to be viewed as a method for restoring forest health and mitigating wildfire. The forests of Montana are suffering. Decades of fire suppression have led to overgrown conditions, invasive flora, and increased insect infestation and disease. Catastrophic fires during the summers of 2000 and 2003 damaged wildlife and human habitat and seriously threatened watersheds.

Thoughtful restoration/fire mitigation practices, especially in urban-interface areas, can produce unprecedented volumes of lower-quality wood fiber. Presently there are too few avenues for its use. To address this challenge, community-based forestry efforts have emerged throughout the interior-west to advocate for new economic thinking consistent with a new land ethic (Interior West Center for the Innovative Use of Small Diameter Wood- <http://interiorwestwood.colostate.edu>). The conclusion of these advocates is that selective forest thinning for fire mitigation and ecological restoration can result in biomass energy and value-added wood products.

RECOMMENDATIONS:

Today, natural resource based enterprises are dependent upon access to natural resources; access to technical assessment and assistance; and access to capital. The basis for this access is built upon community partnerships.

- 1. To initiate the community partnerships, the community needs to get involved with the wildfire risk assessment that will take place this winter and spring.**

To create sustainable markets for small diameter wood, primarily ponderosa pine, the following strategies should include;

- 1. Full utilization of this natural, renewable material, thus eliminating the concept of waste.*
- 2. Targeting value-added products while pursuing a broad array of possible uses.*
- 3. Developing capacity for wood processing and product manufacturing that promotes local economic stability.*

- 2. A new definition of what forest products are needs to be adopted. Look past the traditional timber resource products and include such items as;**

1. biomass energy
2. molded wood floor products
3. landscape timber

4. log construction
5. post and pole construction
6. wood fiber composites
7. surfacing material
8. specialty furnishings

Broadwater County needs to be apart of the solution. Place-based solutions will require new conversations with potential partners. Local alliances need to be formed. Participation, not just input will be required.

1. cross-disciplinary researchers
2. fed/state/county land managers
3. non-profit organizations
4. environmental leaders
5. private landowners
6. forest practitioners
7. construction industry
8. designers/builders
9. rafts people
10. wood consumers

A economic action program is available through the USDA Forest Service that provides technical assistance and grants to state, federal, county, local, and tribal governments (and not-for-profit organizations) to help communities develop opportunities and enterprises that will diversify uses of forest resources and hazardous fuels byproducts and increase state utilization and marketing capabilities. Information can be found at the following website; <http://www.fs.fed.us/r1/nfp/states/montana/>

RESOURCES:

Handbook *Assessing and Enhancing Organizational and Community Capacity for Collaboration to Improve Forest Conditions in Wildland/Urban Interface*

Article: *Forest Restoration in Southwestern Ponderosa Pine*, *Journal of Forestry*, 2000

For additional information and ideas, please visit the following websites;

[Interiorwestwood.colostate.edu](http://interiorwestwood.colostate.edu)

<http://www.fpl.fs.fed.us/> (Forest Products Lab)

<http://www.fs.fed.us/r1/nfp/> (National Fire Plan) <http://www.fs.fed.us/r1/nfp/states/montana/> (grant program)

MAIN TOPIC: BUSINESS, TOURISM, CHAMBER

ISSUE: HERITAGE TOURISM

In addition to a strong tie to natural resources, the Broadwater –Missouri River community identity is anchored in a rich and colorful connection to it's local history including Native American Indian prehistory, Lewis and Clark, mining, logging, homesteading and transportation. While highway 12 serves as a linkage of the Missouri River from Helena to Three Forks, it also serves as a thematic thread in the area's history.

There are many successful examples of how rural communities have transformed from resource dependent communities to a tourism economy by promoting their history through heritage tourism. With the national bicentennial of the Lewis and Clark Expedition occurring, the new developments of the Heritage Park and development of interpretive kiosks located throughout the corridor, this is an exciting time to consider heritage tourism opportunities for Townsend, Radersburg and Toston.

RECOMMENDATIONS:

Grants are available for Bicentennial projects. Apply for grants with;

- the State Lewis and Clark Bicentennial Commission (www.montanalewisandclark.org/Funding)
- Apply for grants from the National Park Service (www.nps.gov/lecl)

Consider the bigger content of what the local history has to offer. Heritage tourism is about people traveling to historic sites and cultural attractions in order to learn about the past in an interesting and enjoyable way. Could highway 12 become a heritage highway that promotes visitation and increased understanding to outsiders of the unique features that are offered in the area?

- Research how other rural communities have promoted themselves as *heritage areas*. Government funding is available.

RESOURCES:

Take a look at examples of what other rural communities have accomplished to promote themselves as heritage areas.

<http://www.cr.nps.gov/heritageareas/>

http://www.heritageconnection.org/heritage_tourism.htm

<http://www.amrivers.org/tableofcontents/cgcs.htm>

International Heritage Development Institute Conference

materials from the Conference are now available on-line at <http://www.nationalheritageareas.com/ihdc/>

National Trust Forum Journal

"Regional Heritage Areas: Connecting People to Places and History"

To request copies call 202-588-6296, email forum@nthp.org, or visit <http://forum.nationaltrust.org>

For a free copy of the National Heritage Areas foldout map, contact

Suzanne_Copping@contractor.nps.gov or call 202.354.2221.

Alliance for National Heritage Areas

The Alliance of National Heritage Areas (ANHA) is a nation-wide, private, non-profit organization that

encourages partnerships among heritage constituencies, develops educational activities that support heritage development, and advocates for sustainable heritage programs.<http://www.nationalheritageareas.com>

Report by: DAVE COLE

Administrator, MDOC Community Development Div.

301 S. Park Ave.

Helena, MT 59620-2771

Ph: 406.841.2776 Fx: 406.841.2771

Email: dacole@state.mt.us

Web: http://www.commerce.state.mt.us/CDD/CDD_Home.html

MAIN TOPIC: COMMUNITY APPEARANCE AND BEAUTIFICATION

ISSUE: FOCUS ON TOWNSEND

During the listening sessions, people expressed repeatedly commented about the physical appearance of the Townsend community including poorly maintained buildings or storefronts, broken sidewalks or deteriorated streets. The visual impression created by the physical appearance of a community is powerful and very important. It can either be strongly positive or strongly negative. What kind of message do pothole-filled streets and broken sidewalks send about the community to someone driving through who might potentially be thinking about retiring there or starting up a business? This kind of deterioration can send the message that this community is dying or that the residents just don't care about its appearance. Existing local businesses and property owners are more reluctant to invest in their own buildings or homes when this kind of deterioration exists. It serves as a disincentive to adjacent property owners to maintain their own properties and can start a downward spiral of decline for a whole area.

The City of Forsyth started a project to remove abandoned buildings and clean up the town after a Resource Team visited there. They cleaned up the area between the railroad tracks that divide their town and the city's main street. They mowed the grass, pruned trees, and picked up litter.

RECOMMENDATIONS:

Townsend could consider a similar project along Highway 12 from the Missouri River to town along the railroad right-of-way to spruce up that approach to the community. It already has a great start with the new entryway sign on the east side of the highway as one drives in from the south on Highway 12. The proposed citywide street paving project, discussed below, should also make a dramatic change in the appearance of the community.

RESOURCES:

Resource Team members were also told that the city and the county do intend to tackle the problem of replacing deteriorated sidewalks in the future using Community Transportation Enhancement Program funding from the Montana Department of Transportation. That would be a very positive step that also would create a strong visual impact for Main Street businesses.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: PUBLIC FACILITIES AND TOWNSEND CITY STREETS

No city officials attended the listening sessions so the team was unable to get the city's perspective regarding the condition of Townsend's water, sewer, and street systems and what needs the City may have to make improvements to water and wastewater facilities. However, the engineer retained by the city was able to provide some background information for this report.

A recurring issue in all of the listening sessions the Resource Team participated in was the condition of Townsend's streets. This appeared to be almost a universal concern in most of the groups the team met with. Some people were concerned about the visual impression it created; others were frustrated by the continual need to dodge chuckholes in the streets.

Clearly, it will be a costly problem to resolve for Townsend residents. It will be a cost that would have to be carried by Townsend property owners themselves: there are no federal or state grant programs that will help repair or repave neighborhood streets.

RECOMMENDATIONS AND RESOURCES:

Townsend does face some long-term challenges in maintaining its streets:

- Poor storm drainage is one of the most frequent cases for deterioration of asphalt streets and Townsend is built on relatively flat terrain that makes developing a good storm drainage system an engineering challenge.
- Compounding the difficulty of developing a good, long-lasting system of paved streets is the fact that Townsend is built in an area that has high groundwater. High groundwater can cause frost heaves that accelerate the deterioration of asphalt street surfaces.
- Townsend is located in the geologic floodplain of the Missouri River that has meandered back and forth across this area for thousands of years. As a result, Townsend lies on soils that vary considerably in their suitability for road and street construction. According to the city's engineering consultant contacted for this report, some areas are good, well-drained gravels while other areas are composed of fine silts that are unsuitable for street construction. These silty soils should be removed and replaced with good gravel sub-base before the streets are paved if the road surface is to last for any length of time.
- Another consideration before the city moves ahead with a street resurfacing project is the condition of the sewage collection and water mains.

In the past, Townsend's sewage collection system has had serious problems with groundwater infiltration. According to previous engineering reports obtained for this report, because of the high groundwater in the area, much of the collection system is submerged in groundwater. However, according to the city's engineer, the sections of the original clay pipe that cause the most serious problems with groundwater infiltration have been replaced by subsequent public works projects.

According to the city's engineer, all of the issues outlined above have been considered in regard to the city's proposed citywide paving project:

- The new street surfacing project will assure adequate grading to provide good storm drainage communitywide.
- The areas of the city that have soils that are unsuitable for street construction have been identified and will be dealt with during the street surfacing project. The silty soils will be removed and replaced with gravel sub-base before the streets are paved which should help assure that the road surface will last longer.
- As the result of previous construction projects, the city's sewage collection and water distribution mains are in reasonably good condition and will not require replacement for some time. Also, the sewer collection lines run down alleys so that if the replacement of some sections were necessary it would not damage the new street surfaces.

The proposed street paving project should have a very positive and dramatic visual impact on the city as a whole. Although some residents may have legitimate concerns about the financial burden that may result from the paving project for individual property owners, overall, the result should be very positive for community appearance.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: WATER METERS

According to the city's engineer, the major concern for the city's drinking water system is the high levels of water use. A 1999 engineering analysis of Townsend's water system indicated that Townsend's per capita annual water use is almost three times the national average. In the engineer's opinion, the best solution would be to meter the water system with individual household meters. However, at some of the listening sessions, some participants expressed their opposition to metering the city's water system.

RECOMMENDATIONS:

In most cases, over the long-term, installing water meters and instituting a fair billing system based on the use of meters, is one of the most prudent and cost effective management and conservation steps local governments can take. Generally, the installation of meters also reduces long-term operational costs for a water system by reducing electricity costs for pumping and treating water.

Simply put, water metering is the fairest way to pay for water: you pay only for the amount of water you use, just like we pay for electricity, with a meter. With a flat rate system, households using less water subsidize people that use larger amounts of water. In Montana, metered systems typically use half as much water per household as unmetered systems do. In addition, metered water systems encourage water conservation and are an incentive for property owners to find and repair leaks. A metered system doesn't mean all lawns and gardens are going to turn brown; it just means that we have to use common sense about when and how much we water. People can keep their lawns nice and

green if they will water every other day for half an hour in the evening instead of watering during heat of the day when half the water is lost to evaporation.

RESOURCES:

The two infrastructure grant programs administered by the Montana Department of Commerce, the Community Development Block Grant (CDBG) Program and the Treasure State Endowment Program (TSEP) both encourage the use of water meters, whenever appropriate. CDBG and TSEP do not require meters in order to receive grant assistance, however, a preliminary engineering report (PER) prepared for water system improvements must include an analysis of the feasibility of installing water meters and converting to a billing system based upon meters in cases where meters are not currently utilized and meters are not proposed as part of the project. Though local governments are not required to convert to a metering system as a precondition of receiving CDBG or TSEP funds, local governments choosing not to convert to meters are expected to present a sound rationale why conversion would not be appropriate or cost-effective over the long-term. In most cases, an impartial analysis of the costs and benefits of water meters demonstrates that they are the most appropriate and cost-effective alternative.

The Montana Legislature encourages water conservation and metering through the projects it approves through TSEP and the Department of Natural Resources Renewable Resources Grant and Loan Program.

The U.S.D.A. Rural Development (RD) program does require the installation of water meters for any unmetered water or wastewater systems that it assists through grants or loans.

If city residents oppose the installation of water meters, they could be eliminating the principal sources of grant assistance for future water and wastewater system improvements that are available to Montana communities.

According to Montana Department of Commerce records, the only CDBG funding that the City has applied for to date was in 1992 to upgrade of the wastewater treatment facility. The application was funded for \$375,000. The City has not applied since for either CDBG grant assistance and has never applied to TSEP.

If the City of Townsend decides to install water meters at some point in the future, CDBG funds can be used to pay for the installation of water meters for low and moderate-income households.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: BROADWATER COUNTY PUBLIC FACILITIES

RECOMMENDATIONS AND RESOURCES:

TSEP funding (mentioned above) is also an opportunity for counties. TSEP provides the only source of matching grant funds for construction or reconstruction of county bridges. The TSEP preliminary engineering grants can also be used to prepare preliminary engineering studies for bridges. County bridge projects have been very competitive under the TSEP ranking criteria: five of the top ten ranked

TSEP applications before the 2003 Legislature were for county bridge projects, most of them proposing to rebuild more than one bridge.

MAIN TOPIC: PLANNING AND LAND USE

ISSUE: PLAN FOR SILOS AREA

One of the economic development opportunities for Broadwater County that was discussed during the listening sessions is the proposed marina facility on Canyon Ferry Lake near the Silos. Federal funds will help construct a marina area at Broadwater Bay in the Silos Recreation Area. Initially, the county will spend \$500,000 to excavate the marina site and construct concrete boat ramps. The project will also construct two floating docks. Eventually, the plans call for construction of 124 boat slips that would be rented to boat owners. The Silos Recreation area currently has 80 campsites and would be expanded to 150 sites. The project will provide a safe harbor and improve safety for boaters by providing protection from the unpredictable and sometimes severe summer storms that create dangerous conditions on the lake. All agreed that the project should result in positive economic impacts for Broadwater County and Townsend.

The issue I raised at the community meeting during the Resource Team's visit was whether the County should consider a cooperative land use planning effort with area private landowners and affected public land agencies to guide the development that is likely to be spurred by the marina and campground development. There little doubt that the Silos area and this Highway 12 corridor will be a magnet for growth and development. The county has been given a unique opportunity with the funding for this project. It is the fulfillment of a lot of dreams and hard work by Broadwater County officials and citizens. **However, there is the potential that the dream could turn into a nightmare if undesirable or incompatible development takes place adjacent to the Silos area or along the highway corridor. Everyone who lives or owns property in the area has a mutual interest in seeing that high quality development takes place that will not detract from the marina and recreational development planned for the lakeside and will enhance property values in the area.** For example, according to one local realtor's website, nearby one acre subdivision lots are already selling for \$18,000.

The county has had experience near the Highway 287 – Interstate 90 interchange with the kind of development can take place in the absence of zoning regulations. The lesson learned from the controversy surrounding the adult entertainment business located there is that **local government must put land use controls in before the development takes place.** Once development is in place that the community sees as undesirable or incompatible, it's too late. The same kind of thing could happen in the Silos area without adequate development controls. **Broadwater County has a window of opportunity to act but it won't last long.**

Montana, like other Western states, has a strong tradition of respecting private property rights. As a result, many people dismiss the idea of regulating land uses through zoning, out of hand, without really understanding the protections it offers for private property owners. Zoning is not a radical idea and it's not new. It's been 85 years since New York City adopted the first ordinance in 1916 to assure that people living in crowded tenements had adequate light and air and buildings were built far enough apart to discourage the spread of fire. It's now considered the standard means of implementing community

land use plans all across the United States. Zoning has been thoroughly reviewed by both state and federal courts and its consistency with our state and national constitutions is well established in law.

The basic premise of zoning is that, in return for accepting limitations on the type of development allowed on his or her property, the property owner gains predictability about the types of development that can occur around them, as well as the opportunity to comment on the potential impact of proposed adjacent development before it occurs. Contrary to popular opinion, zoning does provide strong protection of property rights, including due process guarantees, such as an appeals process to a board of adjustment and provisions for court review of zoning decisions.

When the issue of property rights is raised in opposition to local zoning efforts, it is often in the context of the right of an owner of undeveloped land to develop it as he or she sees fit. There is seldom much discussion about the rights of existing homeowners or other property owners to have some protection against adjacent incompatible development that could substantially reduce the value or enjoyment of their property. For most families, the purchase of a home is the most significant investment they make. The basic appeal of zoning has always been based on the predictability and protection it can provide to property owners, and in particular, homeowners, regarding the type of development that may occur near them.

In unzoned areas, property owners have virtually no way to effectively influence the development occurring around them. Some subdivisions have covenants but these do not restrict the type of development that can take place outside the subdivision boundary. Covenants also have the drawback of requiring property owners to retain a lawyer to sue a neighbor to assure enforcement.

During hearings on proposed subdivisions, adjacent property owners often testify against the changes a subdivision may cause in their neighborhood, such as increasing the density of development or proposing a commercial use that they see as harmful to their property values or lifestyle. The public seems to be continually surprised to learn that the subdivision review process can't prevent changes in neighborhood land use or density. The issues of density and intrusion of incompatible uses into residential areas are what zoning is designed to address. It appears that more and more people are beginning to understand this.

A principal benefit of zoning is that it is proactive: the appropriate types of land use and density for an area are discussed and agreed upon by area property owners, in advance, outside the emotional debate involving any particular development. For both existing property owners and subdividers, there is predictability about the basic types of development that are considered acceptable in a particular area. Within zoned areas, the question of what land uses will be permitted and the acceptable density for the area have already been discussed by the public and formalized by the local government.

Zoning can be a very flexible tool. **Communities can tailor their zoning regulations to fit their needs or desires: standards can vary from simple regulations for low density, rural areas to detailed standards for larger cities.** Chouteau County, for example, has adopted a development permit system that doesn't designate land uses at all. Instead, depending upon the land use proposed, it sets minimum development standards for access to county roads, road grades, setbacks from water bodies and roads, lighting, and water supply and sewage treatment.

RECOMMENDATIONS:

Across Montana, and, in particular, in counties experiencing rapid growth, we are seeing increasing interest in grass roots neighborhood planning efforts and zoning to regulate land use. It has been said that a neighborhood plan is the opposite of NIMBY: “not in my back yard”. Instead, it is a way to say what you want your neighborhood to be like. Support for rural zoning is increasing for the same reasons that zoning is so common all across the country: it appeals to the basic self-interest of most property owners.

Broadwater County has *already* met the legal prerequisite for adopting zoning by preparing and adopting a county growth policy in conformance with Montana law. If the County Commissioners, area property owners, and affected state and federal agencies are interested in working together to develop a common vision for how the area should be developed, it could be a “win-win” for everyone involved. A plan for the area could be incorporated in the Broadwater County Growth Policy and appropriate land use controls adopted to encourage the type of development the community wants to see there.

RESOURCES:

One resource to help prepare a neighborhood land use plan and zoning regulations is the Montana Department of Commerce, Community Development Block Grant (CDBG) Program. The CDBG program has a competition for matching grants for community planning each year in April. A CDBG planning grant was used to help prepare the recent Growth Policy for the county.

For further information, you can contact:

Gus Byrom, Program Manager for Housing & Public Facilities
Community Development Block Grant Program
Community Development Division
Montana Department of Commerce
301 South Park Avenue
PO Box 200523
Helena, MT 59620-0523
gbyrom@state.mt.us
(406) 841-2777
FAX 841-2771

Report by: DEBORAH HAYDEN

Gateway Economic Development Corporation, Regional Economic Development Coordinator

225 Cruse Ave.

Helena, MT 59601

Ph: 406.447.1509 Fx: 406.447.1514

Email: Deborah@gatewayedc.org

Web: <http://www.gatewayedc.org>

MAIN TOPIC: ECONOMY

ISSUE: DIVERSIFICATION – Light Manufacturing, Agriculture, Tourism, Retail and Alternative Energy

Diversification of the economy is closely related to another issue expressed by the County Commissioners during the meetings, stabilization of the tax base. A broad and diverse mix of businesses will stabilize the economy and the tax base.

We heard suggestions in several areas: Light Manufacturing, Agriculture, Tourism, Retail and Alternative Energy.

I will address each of these in turn.

The subject came up that R-Y Lumber is having difficulties obtaining supplies of logs, and this may threaten its continued existence. Also, in 2001, when the Asarco plant in East Helena closed, over 235 direct jobs disappeared. From 2000 to 2001, employment of Broadwater County residents in manufacturing declined by 34 jobs, or 9%. It is likely some of this decline resulted when workers in Broadwater County who had been employed at the Asarco smelter lost their jobs. When a large component of the economy goes away, there is significant disruption in both the economy and the tax base, both from property taxes paid by a business and from property taxes paid by employees.

ISSUE: DIVERSIFICATION - LIGHT MANUFACTURING

Broadwater County has a particular transportation advantage in the rail/highway combination that runs through the entire north-south corridor of the county and connects with the Interstate highway system both at the north and the south. An important step in establishing new light manufacturing enterprises is identifying sites along this corridor that are suited to, and may possibly be available for siting an industrial park for these businesses.

RECOMMENDATIONS:

The BCDC has taken on the task of identifying such sites. The group is forming a task force for this purpose.

The next step will be to plan an industrial development. This will involve several more steps:

1. Canvassing commercial developers for their interest in participation in such a project.
2. Putting together funding packages
3. Acquiring the land
4. Working out ownership of the project between a possible developer, the BCDC, the County, the City or other entities.
5. Identifying businesses that can either move into such a site, or can be created for the site.

6. Building the site

There needs to be a timeline with specific responsibilities assigned and needed resources identified and gathered together.

For the type of businesses that might occupy such an industrial park, the draft of the Regional CEDS specifies the following categories and a business creation system that will produce the highest paying jobs for the county:

“Industries that are economic drivers have high value and create the highest paying jobs.”

Some of these are:

1. Communications
2. Alternative Energy
3. Biopharmaceuticals, bio-industrial applications
4. Productivity enhancement (software, machines, sensors, robotics, etc.)
5. Health care products or productivity enhancement
6. Agricultural technology

All 6 of these categories are possible anywhere in the Gateway Region. The availability of the Internet makes it possible to carry on almost any activity anywhere.

The characteristics of products and services that produce the highest paying jobs in each of these industrial categories are:

1. Global markets
2. Makes so much money or saves so much money that the market must have it
3. More than one application, a product mix
4. Need not compete on price, (see no. 2)

The way to accomplish this is by creating a team of experts in marketing, finance, accounting, production and any other necessary business activity. This team will then target existing businesses that have the greatest prospects for high paying jobs that meet the criteria listed above and assist those businesses in expanding their operations or in pursuing opportunities within their orbits, which they have not pursued for lack of resources.

The team can also identify market opportunities in industries that have the best prospects for creating high paying jobs and build businesses around those opportunities by creating business plans, locating and training staff, assisting in product development and acquiring financing. This is a process of creating a turnkey business that will be employee and/or investor owned depending on the financing. It is a requirement that businesses created will not compete with existing businesses in the Region, but will be in new fields.

RESOURCES:

Part of the Regional CEDS strategy is to form a business creation team. If this strategy is adopted in the final CEDS, Gateway EDC will be forming this team in conjunction with local communities. This will be available to Broadwater County. SCORE, the Service Corps of Retired Executives, has some members who can contribute skills to the business creation team. The team will be a combination of

volunteers, tapped on an occasional basis for their expertise, and a core of hired professionals.

Helena SCORE
10 West 15th St. Suite 1100
Helena MT 59626

SCORE will not be the only source of volunteer professionals for the business creation team. Gateway will be accessing active professionals in the fields of accounting, marketing, law, finance, engineering and planning.

Gateway will also be available to help with Rural Business Enterprise Grant applications to the USDA. These grants can help with funding infrastructure, such as roads, water and sewer for industrial parks, or individual plant development.

Gateway can research and help apply for other grants that may be applicable. There are various capacity-building grants that can help fund the business creation team.

HUD, Housing and Urban Development, has a Rural Housing and Economic Development Program that will fund \$150,000 for capacity building with no match requirement.

There is a Forest Service Rural Community Assistance grant that can apply to capacity building. Broadwater County has had several successful applications in this program.

The Montana Department of Commerce has a Board of Research and Commercialization. This office gives grants to innovative and technology based projects. Some of these have been for agricultural technology and bio-industrial projects. http://commerce.state.mt.us/BRD/BRD_RCT.html

MSU Techlink, <http://techlink.msu.montana.edu>, has lists of technologies that need entrepreneurs to commercialize them. Techlink has expertise in:

- Advanced Materials
- Aerospace
- Agriculture
- Biomedicine & Biotechnology
- Electronics
- Environmental Technologies
- Photonics & Sensors
- Software & Information Technologies

They also have a technology commercialization service.

The MSU Techlink Center
Advanced Technology Park
900 Technology Boulevard, Suite A
Bozeman, Montana 59718-6857
Phone: (406) 994-7700

The Small Business Administration sponsors the SBIR, Small Business Innovation Research Program, that helps entrepreneurs fund research and development for technology commercialization. A business can obtain up to \$100,000 for Phase I of this program, a 6 month initial feasibility phase, and up to \$750,000 for Phase II, a two year development phase. MSU Techlink has an SBIR expert on staff.

There is also an SBA Small Business Technology Transfer, STTR, program. This funds technology commercialization partnerships between entrepreneurs and research laboratories. Phase I funds up to \$100,000. Phase II funds up to \$500,000.

Linda Brander is the SBA SBIR Coordinator:

Linda Brander
SBIR Outreach Coordinator
301 South Park
POB 200505
Helena, MT 59620-0505
(406) 841-2749

The Bonneville Environmental Foundation (BEF) accepts proposals for funding for renewable energy projects located in the Pacific Northwest (OR, WA, ID, MT). Any private person, organization, local or tribal government located in the Pacific Northwest may participate. Projects that generate electricity are preferred. Acceptable projects include solar photovoltaics, solar thermal electric, solar hot water, wind, hydro, biomass, and animal waste-to-energy.

BEF may deliver funding through various means, including grants, loans, convertible loans, guarantees, and direct investments in renewable energy projects. BEF renewable energy grants and investments may range from a few thousand dollars for small installations, to significant investments in central station grid-connected renewable energy projects. If a BEF grant is requested for a generating project, the BEF share will not exceed 33% of total capital costs, and 0% of operating costs.

Bonneville Environmental Foundation
133 SW 2nd Avenue, Suite 410
Portland, OR 97204
Phone: 503-248-1905
www.b-e-f.org

The Commerce Department has a number of Board of Investments loans at reduced interest rates depending on the number of jobs and the wage levels created. These loans must be originated in partnership with an approved bank. The list of approved banks is on the Commerce website.

It is a Gateway EDC goal to increase the size of its loan portfolio by 10% per year. This will help with capital availability for business creation. Another Gateway strategy is to form a network of angel investors and offer assistance in screening and coaching companies in which network members may invest. This will promote capital flow as well.

Gateway administers the CDBG economic development loan funds for Broadwater County. Gateway can also help with research and feasibility determination in siting and building an industrial park.

The BCDC can canvas professional commercial site developers for information on industrial park development. Gateway can assist with this.

Local firms that are resources for industrial park siting, design and engineering:

Robert Peccia and Associates
825 Custer Ave.
Helena, MT 59601
447-5000

Morrison Maierle
910 Helena Ave.
Helena, MT 59601
442-3050
mmi@m-m.net

Schwarz Architecture and Engineering
44 West 6th Avenue, Suite 110
Helena, MT 59601
442-2032
info@schwarzenginerring.com

This is not a recommended list. This is just a starting point for accessing and reviewing the many design and engineering firms available for this kind of work.

The Montana Manufacturing Extension Center
Advanced Tech Park
P. O. Box 174255
Montana State University
Bozeman, MT 59717-4255
800-637-4634
mmec@coe.montana.edu

The MMEC can help with all aspects of manufacturing process design and management. This fall, Oct. 7-8, the MMEC will hold its biennial Compete Smart Conference which addresses manufacturing issues and showcases Montana manufacturing firms and technologies. This is a great conference for networking with the manufacturing community and for brainstorming.

Gateway EDC has links with engineering firms that specialize in product development especially in productivity enhancement.

The Economic Development Administration has a Public Works Investment grant that supports construction of infrastructure and development facilities necessary to generate jobs, including

technology-led development. www.eda.gov

MSU has an optical technology center, OpTec. At OpTeC, multidisciplinary research teams work with industry and other research centers to find solutions to industry problems and discover new application potentials in optical-laser-fields.

OpTec/Chemistry & Biochemistry Dept.
108 Gaines Hall, MSU
PO Box 173400
Bozeman, MT 59717-3400
Phone: (406) 994-6279
Fax: (406) 994-5407
E-mail: optec@montana.edu

The Spectrum Lab, spectrum.montana.edu. The Spectrum Lab advances the opto-electronic technologies emerging from the research laboratories of Montana State University and fosters their transition to Montana companies

The Center for Biofilm Engineering solves critical environmental, industrial, and medical problems through the use of environmental biotechnology. MSU's Center is one of nearly thirty National Science Foundation Engineering Research Centers funded nationwide.

The Center for Biofilm Engineering
366 EPS Building
P. O. Box 173980
Montana State University
Bozeman, MT 59717-3980
406 994-4770
www.erc.montana.edu

Rocky Mountain Trade Corridor:

RMTC's goal is to form networks within the Rocky Mountain Region and create economic opportunity for member companies. Efforts include matchmaking between partners, hosting conferences, providing information.

Running down and up the crest of the Rocky Mountains, from Edmonton, Alberta, to Mexico City and back, the RMTC fosters economic cooperation and collaboration among small-to medium-sized businesses.

Twice yearly the RMTC holds a trade conference either at the Sweet Grass Border Station or in Lethbridge, Alberta. This event is specifically designed for companies to meet one on one with others that have a sincere interest in doing business with them. They are looking for partnerships, for suppliers, for buyers.

RMTC
P.O. Box 129
Jefferson City, MT 59638

USA
info@rockymtnccorridor.com
Tel: (406) 933-5258

ISSUE: DIVERSIFICATION - VALUE ADDED AGRICULTURE

A prime factor in value-added production is whether it produces incomes as high or higher than other agricultural diversification strategies. Certain types of gourmet products may have attractive margins, others may not. Organic products generally command higher prices, but organic inputs are also higher priced. Feasibility studies must determine if the income levels will be attractive enough to pursue the project.

RECOMMENDATIONS AND RESOURCES:

The USDA has a value-added program that funds feasibility studies, marketing plans and working capital. Bill Barr is THE resource for this grant.

ATTRA: ATTRA was founded as a program by the National Center for Appropriate Technology (NCAT), a private, nonprofit organization with offices in Butte, MT and Fayetteville, AR. It is located on the University of Arkansas campus at Fayetteville, Arkansas, and functions as an information and technical assistance center staffed with sustainable agriculture specialists. ATTRA provides technical assistance through publications and/or customized resource packets.

Dan Anderson at Gateway is a top notch business counselor in the Small Business Development Center, 225 Cruse Ave. Helena, MT. 59601, 447-1510. He can help with business plan development and market assessment.

The Montana Manufacturing Extension Center has helped with a number of food-based products and is a useful resource for value-added production.

The Agriculture School at Montana State University has a testing lab for food product development.

The Montana Ag Dept. partners with MSU in an analytical lab and food safety certification program.

Heidi Hickes, Chief
Laboratory Bureau
Montana Department of Agriculture
McCall Hall, Montana State University
Bozeman, MT 59717
phone: (406) 994-3383
fax: (406) 994-4494
email: hhickes@state.mt.us

There is a food science lab at Oregon State University which, in addition to testing and ingredient analysis, has a certification facility for exporting food products. www.food.oregonstate.edu

The Montana Department of Commerce sponsors a Made in Montana Program that has several helpful services. They publish a directory of Made in Montana products. They have a yearly Made In Montana trade show. www.madeinmontanausa.com

Nutritional Labs in Missoula is a full-service contract manufacturer of custom formulations for the Dietary Supplement and Pharmaceutical industries. They have photospectrometric capabilities for analyzing the nutritional content of crops that may have potential as nutritional supplements, or have bio-pharmaceutical applications.

Nutritional Laboratories International
1001 South 3rd West
Missoula, Montana (MT) 59801 USA
Phone: (406) 273-5493
www.nutritionallabs.com

ISSUE: DIVERSIFICATION - CROP DIVERSIFICATION

I defer to Virginia Knerr and the entire farming community of Broadwater County on specific types of crops for high value niche markets.

RECOMMENDATIONS:

However, organic crops in general are becoming a major market. Organic farming requires patience. It takes two to three years to switch from conventional to organic farming. Plus it requires considerable study on the part of the grower to become expert in the inputs needed to accomplish pest and weed reduction and growth enhancement. In the meantime, expenses continue while revenue does not. Nonetheless, the profits in organic production are attractive and the market growth is phenomenal. It is dated now, but I did a study 3 years ago on the organic market. That study is available through the State Agriculture Department. There is more and better information available today. Virginia Knerr no doubt has access to that information. The issue with organic production is market targeting. This requires, like all other enterprises, marketing and feasibility studies.

RESOURCES:

The Organic Farming Research Foundation has useful information. They fund a research grant program and then make the results of the research available to organic farmers.

Organic Farming Research Foundation
PO Box 440
Santa Cruz, Ca 95061
831.426.6606
research@ofrf.org

The Alternative Energy Resources Organization may have some useful contacts and information. They publish "Abundant Montana," a directory of over 1,000 products sustainably grown in Montana. A grower may screen through the sustainably grown products for those that have the highest margins.

AERO
25 S Ewing Ste 214
Helena, MT 59601-5732
406/443-7272 (phone)

metalab.unc.edu/farming-connection/localcon/groups/aero.htm

The Montana Department of Agriculture now has an organic certification program. Their website has resources and links to all kinds of organic farming organizations and information. www.agr.state.mt.us/certific. There is even a grant to help with certification costs. The AG Dept. also has several loan programs for innovative agricultural enterprises.

Doug Crabtree
Organic Certification Program Manager
Field Services Bureau/Agriculture Sciences Division
Montana Department of Agriculture
PO Box 200201
Helena MT 59601-0201
(406) 444-3730
dcrabtree@state.mt.us

ISSUE AND RECOMMENDATIONS: DIVERSIFICATION - GRAIN ELEVATOR

The issue with a grain elevator is a needs assessment. We need to determine how many growers with what volume of production need and would use this facility and whether the possible usage fees will support the building and operating costs. There will also need to be site identification and feasibility.

RESOURCES:

The USDA RBEG and RBOG, Rural Business Opportunity grants for feasibility, infrastructure, equipment and working capital.

The Montana Department of Agriculture Growth Through Agriculture grant.
<http://agr.state.mt.us/grants/first.htm>

Gateway EDC revolving loan funds can provide construction financing, working capital, equipment and real estate loans.

ISSUE: DIVERSIFICATION - TOURISM

Travel Montana's 2003 to 2007 Strategic Plan targets high value tourists, those with incomes of \$70,000+. Furthermore, studies by the Institute for Tourism and Recreation Research at the University of Montana, itr.umn.edu, have shown that small, proprietor-based enterprises produce the highest income levels in tourism activities. The draft CEDS specifies the strategy of promoting the formation of multiple small, proprietor-based enterprises that supply goods, services, experiences and facilities to high value tourists.

The following table from ITRR data shows preferred activities for those in 3 high income ranges:

Activity	Over \$80,000	\$80,000 to \$100,000	Over \$100,000
Wildlife watching	36%	28%	41%
Shopping	39%	39%	39%
Hiking	34%	30%	36%

Picnicking 27% 26% 27%
Visiting historic sites 25% 29% 23%
Camping 24% 27%
Fishing 24%
Visiting museums 21%

Where there are blanks, the activity was not listed among those preferred by that group.

Broadwater County already experiences numbers of bird and wildlife watchers. Hiking, picnicking, visiting historic sites, and camping are all activities available and used in Broadwater County. All of these activities can support further development especially targeted at high value tourists. Perhaps there could be bird watching events, bird watching classes, several days or even week-long bird camps. No doubt the Audubon Society is active and has information about these kinds of activities.

There is already a trail planned that will run from Indian Creek Campground to the Silos Recreation Area. This trail will be a significant enhancement for wildlife watching. There can also be signage, interpretive sites, blinds. There is an opportunity for photography guides and service providers. There could be a research station developed at the Missouri inlet to Canyon Ferry Lake. The specific topic could be wildlife related in some way. Eventually, more trails can be incorporated into an overall development plan.

There is a Walleye tournament on Canyon Ferry Lake, and an armada of avid fishermen contribute to Canyon Ferry's reputation as the most used lake in Montana. The improvements at the Silos boat ramp will help support and increase this usage. Some market research is in order to determine and specifically provide for the needs of high value fishermen.

The ITRR is willing to do this kind of research if interested groups work with Travel Montana to fund it or find other funding for it.

There are also fishing guides on the Missouri.

In addition, there are yearly cattle drives that attract out of state and out of nation tourists.

There can be more of all these types of activities.

There could be a tour of abandoned, historic mine sites. There is even recreational mining in Alaska which commands fees of \$5,000 per week. The mine owner provides minimal quarters, equipment and a permitted site.

The Fish Wildlife and Parks manager for Flathead Lake, John Sawyer, has designed a kayaking trail/tour around the whole lake. There are designated campgrounds where boaters, kayakers, canoers, etc. can pull their boats up on shore and stay overnight between water treks. Local groups can work with FWP or the BOR and create one of these for Canyon Ferry.

Additional accommodations catering to high value tourists are a possibility. Small, private upscale resort accommodations that can be managed by proprietors are possible. For this type of development, the

difficulty will be identifying lakeshore that is possible for a site. The Bureau of Reclamation controls most of the lakeshore.

I asked Jim Wilton at ITRR why there were no preferred winter activities among the choices of the high value tourists. Of those surveyed, he told me, the numbers that mentioned winter activities were too small to have statistical validity. Clearly there is an opportunity and need to promote some winter activities both on the lake and elsewhere. There is already ice fishing on the lake. Last year there was some ice boating.

Georgetown Lake has some sailboard-type ice activity. That can happen on Canyon Ferry.

If the ice is smooth enough, there can be ice skating races or parties.

Winter wildlife tours in the Elk Horns and Big Belts are possible.

The 2003-2004 Canyon Ferry Recreation Survey states that 88% of visitors to Canyon Ferry Lake were Montana residents. If the stakeholders in the planning for lake development want to see more out of state visitors using the lake and spending money in the vicinity, there needs to be some concentrated promotion in this direction.

There needs to be a web presence for tourists activities in Broadwater County. The local Chamber of Commerce can develop this and work with pr firms or local talent to devise an ad campaign targeted at selected out of state media. Travel Montana does this kind of targeting regularly and can advise on it.

RESOURCES:

Travel Montana, www.travelmontana.state.mt.us, has the TIIP, Tourism Infrastructure Investment Program. These grants support bricks and mortar projects that increase the frequency and duration of tourist visits. It also has a Special Events Grant Program that supports the creation or enhancement of an ongoing special event. Broadwater County just had its first annual fly-in at the airport. Airplane owners are generally high value. The SEGP would apply for this event. Discovery Days is another possibility for this, as is the annual quilt show.

The ITRR has a wealth of research available on its website. There is even a huge study of tourism patterns on Canyon Ferry, Hauser and Holter Lakes.

For other grants, there are the usual suspects, the RBEG, RBOG, RCA, EDA and CDBG.

All the available Broadwater County revolving loans funds administered by Gateway EDC and several other Gateway administered loan funds apply to tourism projects as well as all other business categories.

ISSUE: DIVERSIFICATION - ALTERNATIVE ENERGY

RECOMMENDATIONS:

There has been at least one suggestion from an existing producer about siting a biodiesel refinery in Broadwater County. This will require extensive feasibility determination. The company is in a nascent

stage, although it has been proceeding with good planning in its initial phases. The feedstocks will be oil seed crops. The feasibility of raising these will also need careful attention. There is already some canola production in Broadwater County. More information about this and other oil seed potential needs examination.

There are interested parties in Broadwater County who are examining various technologies related to alternative energy in the fields of wind, solar, hydrogen, crop-based energy production, and small diameter or waste wood co-generation.

The recommendation is to continue exploration of all these possibilities and seek funding opportunities and resources for them.

RESOURCES:

Gateway EDC has a small collection of archived articles about various alternative energy technologies.

The technology resources mentioned in the LIGHT MANUFACTURING section, such as Techlink, SBIR and various grant resources apply here as well.

Dr. Paul Williamson, paul.williamson@umontana.edu, of the Missoula College of Technology has visited Townsend and given a presentation to the BCDC about hydrogen technology and his plans to build a galactic headquarters for developing this technology on the Missoula COT campus.

Further information about the Montana Futures Project is at www.cte.umt.edu/MTFutures/

There are excellent links at this site to other hydrogen energy centers and projects and other alternative energy technologies.

In the third week of September, the exact date to be announced later, Gateway EDC and Meagher County are partnering in an Alternative Energy Summit in White Sulphur Springs. Contact Gateway for further information about this meeting.

The USDA Agricultural Research Service, www.ars.usda.gov, has articles and information resources about agricultural applications for alternative energy.

MAIN TOPIC: ECONOMY

ISSUE, RECOMMENDATION, RESOURCES: RETIREES

We have heard, and it seems apparent that Broadwater County is becoming a retirement community. The demographic information drawn from census data for the Gateway Regional CEDS indicates that the retirees are not taking over quite yet.

There are net inflows of people in the 25 to 55 year old range that are greater than the increases in the older age groups. From 1990 to 2000 for the 5 age groups from 20 to 45 the net inflows averaged 120 for each 5 year segment. The net inflows for the next 5 age groups averaged 31 per 5 year segment.

There will be more older people. There also will be more people in the productive age group, and they have children. The under 18 age groups also have net inflows.

This pattern has held for the past 30 years. There can always be a structural change in this pattern. However, if it does not change, Broadwater County will not become a retirement community to the exclusion of the younger age groups.

There will be a need for more health care services and assisted living for the elderly. Their net numbers are increasing. They will not become the focus of the whole economy.

The good news is that there will be an increasing productive age workforce that will need goods, services, training, homes and recreational activities.

This demographic data is available anytime from Gateway Economic Development, 447-1509.

MAIN TOPIC: ECONOMY

ISSUE: DIVERSIFICATION - MINING-Industrial Minerals

There is a limestone quarry in Broadwater County. Continental Lime is one of the largest employers in the county. This is a viable business that deserves every effort to help it prosper and expand its markets.

RECOMMENDATIONS AND RESOURCES:

Gateway EDC will be working with local communities and forming a business creation and expansion team. This team will be available to help Continental Lime expand its markets if that is appropriate.

The Bureau of Mines in Butte has suggested determining the feasibility of marketing the bentonite from Broadwater County as a pond liner. Ponds are becoming popular landscape items. This will require study on the quality and accessibility of the bentonite and the size and amenability of the market.

This would be a project for an entrepreneur knowledgeable about this market rather than for a development organization. It will take much research to develop and it is questionable whether the jobs produced will be at the highest income levels.

MAIN TOPIC: ECONOMY

ISSUE: DIVERSIFICATION - MINING-Precious Metals

There used to be gold in them thar hills.

There still is some gold. The question is whether it is feasible to take it out of the ground and whether, once taken out of the ground, it is a benefit to the economy.

Robin McCulloch at the Bureau of Mines in Butte has suggested that the first 20 feet of some of the gold

mines have been mined twice, the next 15 feet have been mined once, and everything after that has not been mined at all. So, there probably still is some gold there.

The thing is that mining is a capital-intensive business. I was once controller of a gold mine, and that operation could not break even until the price of gold was over \$410 an ounce. It requires expensive equipment, lots of labor, fuel (a commodity now increasing astronomically in cost), chemicals, and laboratory fees. The cost of all these components is on a constant upward trend. Meanwhile the price of gold is up and down and up and down. This is not a good match.

Mining jobs are not ones that add significantly to the entrepreneurial capital or skill level of a community.

After about 15 years the gold runs out, and the jobs disappear, the equipment is idle, and the company never has enough money to perform proper reclamation of the site.

Overall, it is seldom an economically feasible enterprise.

With those caveats, I will say, it is not an impossible enterprise. One pivotal consideration is the assay quality of the ore.

If the ore assays high enough, there may be enough gold per ton to meet the expense of taking it out of the ground.

There are some gold mining companies that are aware of the gold resources in Broadwater County and keep track of them in case the price of gold rises to a feasible level. The trouble is the price of gold, if it ever rises to a feasible level, does not stay there very long.

Professor McCullough suggests that it may be feasible for one individual to do subsistence mining with a bulldozer and a backhoe. There is one such operation now in the Big Belts.

However, the price of gold only goes up when the economy is bad. The entire population of the world is constantly working to keep the economy from going bad and to make it better. Consequently, the times when the economy is good are longer and more frequent than the times when it is bad. This is good for the economy and the worldwide quality of life, but it is bad for the price of gold. That is why the price of gold is so volatile.

RECOMMENDATIONS:

I do not recommend this as a component of an overall economic development strategy.

MAIN TOPIC: COMMUNICATION

ISSUE: INFORMATION EXCHANGE BETWEEN GROUPS - AWARENESS

RECOMMENDATIONS:

One thing that has worked well in two communities with whom I have had experience is a newsletter that details the names of all the community development organizations, their purposes, who is on their boards, and what they are doing. This can be in restaurants, public places, distributed to main street and other businesses and put in the local paper.

It takes time and effort to produce one of these. Someone must check with each organization, gather information, write it up in the newsletter and distribute it.

It is not a purpose of such a newsletter to compete with local media for advertising dollars so funding it is a challenge.

However, it contributes greatly to community cohesiveness, it generates participation in community projects and activities and it fosters cooperation among groups and accomplishment of community goals.

RESOURCES:

There are two capacity building grants I mentioned in the light manufacturing section that can fund this project.

1. The HUD Rural Housing and Economic Development grant.
2. The Forest Service Rural Community Assistance grant.

Any other capacity building or communication grant will apply as well. I have been doing grant searches in this area and will continue to do so. I will be keeping these in my files; will email them to anyone on request.

MAIN TOPIC: LEADERSHIP (COMMUNITY CAPACITY)

ISSUE: VOLUNTEERS--UNDERSTAFFED-SYNERGY OF COMMUNITY EFFORTS

The issue of leadership closely relates to that of communication. In every community of my experience these same issues surface. People in general feel that the community will function better if disparate efforts have coordination, organization, clear and achievable goals and a system for accomplishing them.

In the communication section I recommended a newsletter. Simply letting all the organizations and the community know what everyone is planning and doing goes a long way toward coordinating and producing synergy of community efforts.

The issue again is staffing. The volunteers cannot supply the sustained and intensive effort required to produce a newsletter and coordinate overall community projects and goals. There is a need to energize, organize and attend to the care and feeding of volunteers. We have heard often that there are many potential volunteers in every community who are waiting to be asked for help. This needs to be verified and then, there needs to be someone to do the asking. Frequently the existing volunteers are stretched so thin, they do not have the time to locate and ask others for help.

RECOMMENDATIONS:

Last year there was a USDA Rural Community Development Initiative grant that supplied funding for capacity building and technical assistance. If this comes out again this year, I am planning to approach several communities in the Gateway Region and arrange for a combined application among them that will supply a paid staff person in each community who will carry out coordination of volunteers and civic groups, disseminate community information and carry forward community and economic development projects.

Having this function in the community can help address many of the other concerns we heard in the community meetings:

- * Community beautification
- * A radio station with programming for youth
- * Recreation development both in Townsend and on the lake
- * Community center
- * Quality child care
- * School drop out rate
- * Community vision of land use
- * Implementing Lion's Quest for youth
- * Promoting & coordinating the arts community

I have proposed this to some of the groups in Broadwater County. I am waiting to learn if this grant will be offered again this year. The grant does require a dollar for dollar match.

RESOURCES:

It is not possible to use one federal grant to match another. It is possible to apply for more than one federal grant for capacity building. It is just not possible to use one as matching funds for another.

The other federal grants for capacity building are the ones mentioned in the Light Manufacturing report: the HUD RHED \$150,000 capacity building grant that requires no match, and the Forest Service RCA grant that does require match.

There is a Community Development Block Grant planning grant that can supply up to \$20,000 for planning. Another community has used this as match for the Rural Community Initiatives grant. The state Department of Commerce administers this program and so, the money is considered state money. As state money, it is acceptable as match for the federal grant.

There are some private foundation grants for capacity building. These tend to be focused on specific issues, but these issues apply to the community coordinator function. For example, there is a William T. Grant Foundation capacity building grant related to youth issues.

There is a Ewing Marion Kauffman Foundation grant that supports "programs and/or initiatives that have significant potential to demonstrate innovative service delivery, in support of education and entrepreneurship."

Report by: KATHIE BAILEY
Executive Director
Snowy Mountain Development Corporation
613 N. E. Main
Lewistown, MT 59457
Ph: 406.538.2591 Fx: 406.538.2591
Email: cmrcd@lewistown.net

Introduction:

It was a great pleasure and honor to serve on the Broadwater Resource Team Assessment. I personally learned a lot; was very impressed with the capabilities of the people in Broadwater County and envious of the wealth of resources, prime agricultural opportunities, cultural and recreational assets. **You are home to some of the most resourceful, creative, artistic, and entrepreneurial residents in Montana.**

As I listened throughout the sessions, it was clear to me that Broadwater County has all the components necessary to be extremely successful in any economic or community development venture that it chooses to work on "united".

With that said, you may be asking, "so why aren't things changing or improving the way that we would like them to?" My assessment, from someone who visited your community for a few days and received a limited snapshot is that **there is not a "united, organized effort" to address the problems, with leadership that is supported.** It's like having a great 12 horse team and wagon with the team pulling in 12 different ways. All the ability to move that wagon exists but there is this jerking movement forward and backward not moving the wagon at all. Someone needs to take the reins, line up the massive team, and show the team a direction that they can move forward together. This process requires that everyone gives a little and there will be benefits for all. Then, look out because the team in Broadwater County is truly a massive team.

MAIN TOPIC: HEALTH AND HUMAN SERVICES

ISSUE: TRANSPORTATION AND SERVICES

Listening session participants mentioned the need for additional transit services for those needing health care services beyond what can be provided in the community.

In addition, participants expressed the concern of how they would retain and provide adequate services for emergencies and other health care services such as the increasing number of Alzheimer's patients, mental health, domestic abuse, and adult and child day care. The participants generally felt there were declining local access to health and human services.

Participants also expressed the concern to have adequate volunteers, communication and equipment to adequately respond to emergencies.

RECOMMENDATIONS:

Transportation and access to services is vital to the health and quality of life for all citizens in the community. The health of the community starts with the health of its citizens. According to the Community Transportation Association, nearly 40 percent of the country's transit dependent population - primarily senior citizens, persons with disabilities and low-income individuals reside in rural areas. Most senior citizens are going to live for a number of years after they cease driving, and may cut back on driving for several years before they completely stop. The challenge is to meet the special transportation needs of the people so that they can enjoy the last years of their lives, living independently in their own homes and connected to their communities.

Creating a volunteer base that is stable and available for emergencies is an issue faced in most communities in Montana. **Some emergency services leaders are looking to the schools as a potential training field for new recruits.** Cooperatively, schools and emergency services are working together to train youth approaching their 18th birthday in the skills needed to fight fire, respond to an accident, or serve in a volunteer capacity. The youth are the future and skills given to them today will most likely be maintained wherever they may decide to live and work. In addition, these youth usually return to their communities in the summer while they are away at college. The youth have the energy and ability to meet the demands of stressful emergency situations and teamed with a mature adult, gain lifelong skills. It is critical that programs such as this are ongoing, ensuring a new batch of recruits, because many of our youth will leave the community with their skills.

The stigma of many diseases is as crippling as the disease itself. **Communities that fail to openly discuss these diseases perpetuate the stigma and encourage the cycle of despair.** Educational programs about mental illness, suicide, occupational and farm stress, domestic abuse and addictions creates a broader awareness and understanding. **When people understand it is our neighbors, family members, and loved ones that are facing these diseases, we can change the stigma and develop compassion and understanding.** Only through open communication and acceptance can communities move towards support for the services and uncover the shroud that reins over the community.

RESOURCES:

Transportation Assistance for the Disabled and Elderly (TRANSADE): This program provides operating assistance in the form of state money to agencies that are providing services for the elderly and disabled. A community/county now has the option for applying for Federal funds for equipment and for state funds for operating costs of that equipment. The Montana Department of Transportation holds grant application workshops in the fall-usually in October.

Section 5310 Grant Program: The purpose of this grant is to provide transportation services that meet the special needs of elderly persons and persons with disabilities. The Transit Section currently has 82 recipients of this funding with an inventory of 165 vehicles. Successful applicants receive funding for 80 percent of the capital equipment costs from federal funds. The remaining 20 percent must be matched with local funds. Federal Transit Administration (FTA) funding is supplemented annually with Surface Transportation Funds approved for the purchase of capital equipment by the Montana Transportation Commission. Eligible recipients for capital assistance funds include private, nonprofit organizations, and approved local governments.

Section 5311 grant program: this program offers operating and capital assistance to qualified organizations providing transportation to the general public in rural areas of less than 50,000 population.

Federal funds pay 50 percent of deficit operating costs and 80 percent of capital costs. The remaining 50 percent and 20 percent respectively must come from the local recipient. Applications are due to the Transit Section by the first working day of February each year. Eligible recipients of this funding include local governments, private nonprofit organizations, and operators of public transportation services.

Rural Transit Assistance Program: RTAP funds may be used to support non-urbanized transit activities in four categories: training, technical assistance, research and related support services. This program is a component of the Section 5311 grant.

Dick Turner, Bureau Chief, Multimodal Planning Bureau, Montana Department of Transportation
2701 Prospect Ave., P.O. Box 201001
Helena, MT 59620-1001 Ph: (406) 444-7289 Fax: (406) 444-7671

Several good sources of information regarding public and senior citizen transportation. The CTAA website has several great transportation development "toolkits" that can be used as a resource for researching and initiating senior transit options for Broadwater:

Community Transportation Association of America (CTAA)
1341 G St NW, 10th Floor
Washington, DC 20005
Ph: (202) 628-1480 Fax: (202) 737-9197
Web: <http://www.ctaa.org>

Montana Transit Association
Ph: (406) 543-8386

USDA Rural Development offers several programs to aid financing of public services such as medical care and fire departments:

USDA-RD Community Facilities Program: This program includes a CF Guaranteed Loan Program, CF Direct Loan Program and a small CF Grant program. It is possible to utilize funds from all three programs along with funds from other sources to complete the financing package for a particular community facility project. Eligible uses of funds include construction or expansion of facilities, purchase of land or major equipment, and payment of reasonable professional fees associated with the project. Examples of eligible projects include:

- * Health Care - clinics, nursing homes, assisted living centers
- * Cultural - museums, theatres
- * Public Safety - child and adult care centers, libraries, community centers, senior centers, youth centers, municipal buildings
- * Educational - public schools
- * Transportation - bridges, airports, sidewalks, street improvements

Distance Learning & Telemedicine Grant Program: This program is designed to specifically meet the educational and health requirements of rural communities. Eligible uses of funds include equipment for distance learning classrooms and equipment for telemedicine programs. This technology allows

smaller clinics to interact with health care specialists located elsewhere in the state or in the nation. Eligible applicants include hospitals, health care clinics, educational institutions, libraries, etc.

Economic Development Loan Program: This program provides zero interest loans to electric and telephone utilities financed by the Rural Utilities Service (RUS) to promote sustainable rural economic development and job creation projects. The RUS utility is required to re-lend, at zero percent interest, the loan proceeds to an eligible third-party recipient for economic development projects. Examples include business expansions, business startups, community facilities, medical facilities and equipment, educational facilities and equipment and infrastructure necessary for economic development and job creation.

Rural Economic Development Grant Program: This program is designed to establish a revolving loan fund and it requires the RUS utility to contribute to the fund an amount equal to 20% of the grant proceeds. Eligible third-party uses of funds include seed money for revolving loan funds to finance community facilities and infrastructure, project feasibility studies/technical assistance, and the establishment of business incubators.

Montana Board of Investments INTERCAP Loan Program: This program lends low cost money to Montana local governments and state agencies for a variety of purposes. Eligible projects include new or used equipment of all kinds, real property improvements, interim financing for construction, preliminary engineering, and grant writing work.

Montana Board of Investments
Bond Program Office
2401 Colonial Drive, 3rd Floor
P.O. Box 200126
Helena, MT 59620-0126 Ph: (406) 444-0891 Fax: (406) 449-6579
<http://www.investmentmt.com>

MAIN TOPIC: YOUTH

ISSUE: RECREATION AND ENTERTAINMENT OPPORTUNITIES

In the listening sessions devoted to youth, they expressed their appreciation for the community's efforts in recreational and entertainment opportunities. The youth identified improvements needed in recreational facilities that primarily focused on comfort for adult participants and spectators such as new bleachers at the football field, more parking for the school, and padded seats in the gymnasium. Through other listening sessions additional recreational opportunities such as a movie theatre, skate park, therapeutic physical workout center, health club and swimming pool improvements were identified.

Youth expressed a need for additional local jobs for teens. They are concerned that most of the job opportunities are in large population centers and require travel on busy roads for inexperienced drivers.

The community has demonstrated its "willingness to invest in the future" which is one of the "20 Clues to Rural Community Survival".

RECOMMENDATIONS:

It is imperative to maintain the existing facilities and ensure the quality of recreational and entertainment facilities which currently exist within the community. Recreational facilities are an indicator of quality of life, which companies and individuals looking to relocate to Broadwater County would consider.

RESOURCES:

Recreational Trails Program Grant - Approximately \$800,000 is available for grants for recreational trails annually through the Montana Fish, Wildlife and Parks 80/20 cost-share program. Application deadline is usually June 1st with application materials needing to be to a wildlife & fishers biologist in mid-April. For information contact:

Fish, Wildlife & Parks
State Trails Program Coordinator
PO Box 200701
Helena, MT 59620-0701

Land and Water Conservation Fund - The LWCF provides matching funds to state agencies and local communities known as stateside grants. These grants help state and local governments acquire, develop, improve and maintain high quality outdoor recreation areas. Projects funded include sports fields, playfields, support facilities, picnic areas, campgrounds, playground equipment, shelters, and recreational support facilities. Project applications are due around July 1 and require six to twelve months of preparation. Applications must include the results of a recent outdoor recreation survey conducted according to their guidelines. For detailed information:

Montana Fish, Wildlife and Parks
Land & Water Conservation Fund Program
Parks Division
1420 6th Avenue
PO Box 200701
Helena, MT 59620
<http://www.fwp.state.mt.us>
(406) 444-3750

There are numerous other private foundations and grants available for recreational equipment and facilities. To assist you in this search, for about \$25 you can secure a Montana Foundation Directory for 2004-2005 through the Montana State University-Billings Library at:

1500 University Drive
Billings, MT 59101-0298
(406) 657-2262
keperusich@msubillings.edu

Other websites for grantwriters include:

Council on Foundations www.cof.org/index.htm
Foundation Center www.fdncenter.org
Foundations.org 222.foundations.org

There are several publishes of Grants and Funding guides and magazines at
Oryx Press www.oryxpress.com/grants.htm
Chronicle of Philanthropy www.philanthropy.com
Thompson Publishers www.thompson.com/tpg/fed_gts
Aspen Publishers www.grantscape.com
C and D Publications www.foundationdatabook.com

Youth in Action/Community Service Grants: This program supports ongoing community service programs to stimulate new and creative youth-led community service programs. Web: <http://www.n4h.org/programs/main.asp?subid=6&catid=1>

Youth Development, Education, and Social Entrepreneurship Program Grants: The foundation's goal is to empower poor and at-risk youth to become productive citizens, and looks primarily to preventative programs to accomplish this goal. Web: <http://www.jenesis.org>

The National Youth Development Information Center: This is a project of the National Assembly through its affinity group, the National Collaboration for Youth. NYDIC provides practice-related information about youth development to national and local youth-serving organizations at low cost or no cost. Youth grant opportunities can be found at <http://www.nydic.org/nydic/funding.html>

Altec/Styslinger Foundation
210 Inverness Center Dr.
Birmingham, AL 35242

Deramus Foundation, Inc.
c/o David Zimmerman
120 W. 12th St.
Kansas City, MO 64105

MacDonald Family Foundation
P.O. Box 64788
Los Angeles, CA 90064 Ph: (310) 571-2492 Fax: (310) 571-2496

Robertson Foundation
c/o American Express TBS, Inc.
1185 Ave. of the Americas
New York, NY 10036-2602

Sherwood Foundation
c/o Susan Buffett
105 N. 54th St.
Omaha, NE 68132-2810

Dennis & Phyllis Washington Foundation, Inc.
P.O. Box 16630

Missoula, MT 59808-6630
Ph: (406) 523-1300
Web: <http://www.washcorp.com/foundation>

MAIN TOPIC: ECONOMY

ISSUE: TOURISM

Throughout the listening sessions we heard residents talk about recreational opportunities including hunting, birding, fishing, windsurfing, prospecting, biking, ice boating, hiking, horseback riding, cattle drives, outfitting, ranch life experiences, historical, cultural, and natural resources.

All of the amenities that tourists are looking for are within the county. There are multiple opportunities to entice people to the area and keep them for multiple days.

RECOMMENDATIONS:

- * Create a well-organized, collaborative approach to tourism opportunities within the community that makes it easy for potential guests to participate. The "Main Street Program" could serve as a model for this effort. Businesses impacted by tourists could collaboratively develop a vision for the future, assess the existing opportunities, and collaboratively market the tourism options in the area.
- * Provide staff to coordinate events, market community and tourism opportunities, develop a tourism marketing plan.
- * Provide educational programs on tourism as a business, how to make your business appealing to the tourist, and public relations skills needed to be successful with the tourist population.
- * Create a consistent marketing theme for the community such as "Bread Basket of Montana". Then incorporate this theme in everything you do from decorative sidewalks, community events, marketing of tourism, business signs, websites, to street signs.
- * Work with your local media to help you establish the common theme and promote it. The local media is key to establishing a unified approach to projects and your community.
- * Develop a community tourism guide that will inform travelers, short-term guests and the general community of the many opportunities within the area and encourage tourists to stay longer.

RESOURCES:

"You" can be the greatest resource available. The members of the community have the knowledge and ability to produce these collaborative efforts. It just takes someone to provide leadership in pulling the key people together and identifying the first project to work on.

Your MSU Extension Staff have a wealth of resources and information. They conduct educational programs and can help with collaborative efforts. You have an outstanding staff person in Virginia Knerr.

Additional resources are available through the resource Community Tourism Planning and Design: Besides a variety of online resources, they have a periodic newsletter that highlights what other communities are doing to promote as tourism destinations. Online at: <http://www.community-tourism.net/>

A Guide to community visioning: hands-on information for local communities. 1993. American Planning Association, Oregon Chapter, Salem.

This book will help citizens understand the connection between the kind of place they want their community to be and the policies that will support their vision. A product of the Oregon Visions Project, it also points you to additional resources, helpful hints, and illustrations of Oregon communities' visions. This book is at the University of Montana Law Library, available through interlibrary loan. Or you can purchase through APA book service, online at: <http://www.planning.org/bookservice>.

Small town and rural economic development: a case studies approach. 2000. Praeger Press; Westport, Connecticut.

The main library at the University of Montana – Missoula has just purchased the book. It is also available through Amazon.com. This book has excellent information on the strategies communities across the country are using, and recommends how these strategies might be pursued elsewhere.

MAIN TOPIC: OVERALL ECONOMY

ISSUE: BEAUTIFICATION

During the Resource Team Listening Sessions, in nearly every session issues rose about the aesthetics of areas of the county. Some of those comments included: Community Decay, blight, junk vehicles deterioration, empty buildings, vacant lots, weeds and trees, store fronts and signage, parks, etc.

RECOMMENDATIONS:

- Increase community pride through community clean-up activities.
- Make Townsend more attractive for visitors.
- Make Townsend a safer and healthier place to live and work.

“Weeds in Townsend Identification” contest – Ask the County Extension Agent or Weed Supervisor to locate weeds within the city and take pictures of them. Sponsor a contest to identify the weed and location of the weed. Let the public know about the contest in advance and advise them when the Extension Agent or Weed Supervisor will be taking pictures. I wouldn't want my property in the contest, would you? I'd also learn a lot more about weeds through the process.

“Free Garbage Hauling Day” – The City and/or County could encourage residents to clean up their place by allowing free dumping in the garbage dump. Work with the schools and youth groups such as 4-H'ers to get volunteers to help elderly who find it difficult to haul heavy items.

Have the City and/or County volunteer dump trucks and drivers to pick up the garbage. I live in town

and don't have a truck to haul things so sometimes things pile up because I need the right kind of vehicle to haul the large stuff away.

“Paint a Block” contest – Challenge blocks to fix up their homes, fences, lots or businesses through a contest. Maybe businesses would donate 50% of the paint for projects. Encourage residents to buy the paint and arrange for volunteers to paint the houses, fences, etc. Work with the art department at the high school to design and paint a mural on a wall that looks tacky.

Recognition Program – Get the newspaper, radio, or Cable TV involved in recognizing weekly those that are doing a good job. Reward the positive while working on the negative. This could be done throughout the year (i.e. First one to rake the leaves in the fall, homes with attractive Xmas decorations featured, a homeowner caught cleaning up their yard, someone caught making home improvements on their property, a new paint job on a building, workers on a sidewalk project, a business person shoveling the sidewalks, a youth helping an elderly person, or any other positive reinforcement.

RESOURCES:

Media – Get the media involved in making a difference in the appearance of your community. Have them sponsor regular contests. Get them to recognize the positive things that are happening and encourage more. Have them do educational pieces on lawn care, weed identification and general household repairs.

County Extension Agent – They work with youth and adult groups that do community service projects. The State 4-H program has grants available to help clubs do community service projects. Extension Agents receive information on the national “Make a Difference Day”, and “Arbor Day”.

Tree City, USA is an opportunity for the county and communities within to earn grant money just by celebrating Arbor Day as a community. The grant funds can be applied towards planting trees and beautification of your community. Your local Forester is:

Mark Lennon
502 First Street East
PO Box 640
Polson, MT 59860
(406) 883-5599
mlennon@state.mt.us

Landfill and Sanitation Officer – Continue efforts allowing free dumping on special days. Encourage the officer to visit with property owners about sanitation and health issues related with decay, junk, and debris on property. Encourage the sanitation officer to be actively involved in clean-up and beautification projects. Have the officer do educational pieces on Lead Poisoning, Asbestos, and Radon.

Montana Community Foundation – General grants are available for \$5,000 awarded in the areas of Arts and Culture, Basic Human Needs, Economic Development, Education, Natural Resources and Conservation. Projects must be submitted by a governmental unit, 501 (c) (3) organization or an entity conducting the project for a recognized charitable purpose. The project must enhance community vitality or endowed philanthropy. An application can be secured by writing: Montana Community Foundation, 101 N. Last Chance Gulch, Suite 211, Helena.

Report by: BILL BARR
Cooperative Specialist, USDA/RD
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Web: <http://www.rurdev.usda.gov/mt>

INTRODUCTION

It was my privilege to serve on the Broadwater County Resource Team. It has often been said of USDA/RD that our agency contains all of the programs necessary to build a community. Please visit our website at <http://www.rurdev.usda.gov/mt>. If I can be of further assistance, please do not hesitate to call.

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: COMMUNITY and COMMUNICATION

Economic development interest in Broadwater County appears to depend on the same group: a core of volunteer leadership and participants. A part of this issue is a perceived lack of communication, coordination, and collaboration among these components of Broadwater County's economic development process.

RECOMMENDATIONS:

The hiring of a professional full-time or at least a part-time individual is recommended. Currently, it appears that a "tired" group of volunteers and core professionals from related disciplines form a base for launching and maintaining economic development activities in Broadwater County. There also appears to be a notable lack of community consensus for accepting leadership guidance from these various groups and core professionals across the county. A full-time professional economic development focal point could serve as an on-site contact person who could support and direct the local activities and coordinate the represented interests and the capabilities of volunteers and core professionals. This individual could assist in facilitating discussions, developing a community consensus, work with Gateway Economic Development, addressing prioritization and resourcing of local economic development projects.

This individual should be a participant in strategic planning for Broadwater County, be able to network with nearby local and regional economic development organizations. Anticipated outcomes of this process could be enacting the Comprehensive Economic Development Survey and Strategy including asset mapping and community resource building. These are simply terms to describe ways in which a community addresses its strengths, weaknesses, opportunities and threats and takes that analysis to realistically design an economic development process which is attainable for that community. The process also assists in "community buy-in" to the process and results. If there is no buy-in or consensus reached in the community, simply hiring a full-time person will not make the problems go away or the solutions simply happen.

RESOURCES:

Providing a long-term sustainable basis for a full-time economic development person and office is critical. Local businesses, individuals, and local government and county government officials will need to form a core support structure. Their commitment to economic development and directing financing for this position is essential if this path to professionalizing and coordinating economic development for Broadwater County is to be improved. An elected active Board of Directors is recommended to provide oversight and governance for the economic development organization and the economic development focal point. A great place to start is with your own BCDC and Gateway Economic Development.

MAIN TOPIC: PLANNING AND LAND USE

ISSUE: ZONING – THE “Z” WORD

Zoning and land use planning can be a source of vital long and short range planning strategies that can result in the coordination of resources and help identify infrastructure needs that need to be in place **if the community is to be ready for economic development opportunities when they arise.**

RECOMMENDATIONS:

Zoning and land use planning can result in zoning ordinances that can correct deficiencies in community appearance. Abandoned dwellings and businesses can be purchased by private entities (individuals or organizations), remodeled, and sold or rented. An economic development agency can get involved in this process as well. Terms can be made on the properties to attract new businesses to the community. Zoning can separate areas, establish standards for dwellings and businesses, and encourage the quality in the community. As a start, use the County Planner as a chairperson to lead a committee of government, business, and community leaders to identify what planning documents currently exist and through a process of community visioning, assess who was involved in those plans and performance to those plans. Is the plan relevant to the current situation, in what ways and in what ways does it need to be modified? The plan should be integrated with community economic development plans and strategies, and linked to regional development. Identify the resources needed to implement the revised plan, prioritize and assign responsibility, and develop an action plan and assessment vehicle. Periodic reports on progress to the community should be part of this process.

RESOURCES:

Dave Sharpe, Community Development Specialist, MSU Extension Service, 106 Taylor Hall, MSU-Bozeman, Bozeman, MT 59717, 406-994-2962 is a valuable resource for this type of process. The Montana Economic Developers Association can provide a networking link to local development organizations that have gone through similar exercises. (406) 563-5259. Gateway Economic Development would also be an excellent resource.

MAIN TOPIC: EMPLOYMENT

ISSUE: JOBS IN TOWN

People in Broadwater County expressed concerns about out migration, loss of businesses, low wages, and young people leaving the area because of lack of jobs. In the same sessions, comments were made about there being a limited labor supply and skilled workforce, and the lack of well-paying job opportunities in the communities. At the same time, some mention was made of higher education opportunities in Helena as an asset and potential contributor to helping solve these problems, but explicit suggestions were not discussed.

RECOMMENDATIONS:

Available labor support for local business that currently exist, and having an available, trained workforce for businesses which might seek to locate in Broadwater County is a necessary resource for a community. Identifying and assessing what businesses are needed or wanted in Broadwater County is an important first step. Trading dollars from businesses within the community does not increase the pool of dollars in a community. **The business community needs to bring other peoples' money to Townsend/Broadwater County businesses.** Providing needed job training and filling gaps in the skills of a workforce is an important tool for helping businesses grow. Providing training needed for starting a business or for running an existing business is part of the skill development process. This can be done on site, locally, through existing resources or through special programs brought into the community. Training programs also exist which can be delivered electronically. Programs exist which can help a community develop and re-vitalize its Main Street businesses. Investment in existing business training and developing a work force training program helps generate jobs and interest in staying in Broadwater County. Businesses close and leave if they are not patronized, if they can't make a profit, and if there is not enough demand for their services.

RESOURCES:

A local economic development focal point can assemble a task force of business and community leaders to assess business-training needs. This assessment can include identifying gaps in businesses and services that should be part of the county business infrastructure. Broadwater County has a wonderful resource in Virginia Knerr and Gateway Economic Development, and by working together, may be able to keep graduates in Broadwater County. Opportunities for available state assistance for workforce training can be obtained from Terry Dimock, Montana Department of Commerce Regional Development Office, the local Job Service Office, and the Montana Economic Developers Association (406-563-5259 can network with local development organizations, especially Julie Foster whose website and phone number are available through MEDA's website. These are assets who have dealt with similar workforce issues present in Broadwater County.

Training can include how to start a business, as well. Programs to encourage local school alumni to relocate their businesses to Broadwater County can be successful and can help fill business gaps. (Contact Julie Foster through MEDA, and Linda Reed, Montana Community Foundation (406-443-8313) on how to organize such a project.). The Main Street Program, 1785 Massachusetts Ave, NW, Washington, DC 20036 (202)588-6219 may be of assistance in reinvigorating Main Street "centers of commerce." Information on Montana Department of Commerce tax incentive programs for business development and Community Development Block Grant Programs can be obtained from Terry Dimock or from Nick Rich at 406-444-4485. Creating a job list for spouses and a network for them to access can be an important key for recruiting or retaining families in the area. Expanding the School to Work Program may provide additional opportunities and incentives for young people to stay in Broadwater

County. This involves expanding the partnership with the schools and with local businesses. There are local school resources and education department resources available to assist with this endeavor.

MAIN TOPIC: HEALTH AND HUMAN SERVICES

ISSUE: CONTINUING/IMPROVING SERVICES

As in any community, health care resources in Broadwater County are a significant asset for the region. Some listening sessions expressed interest in expanding services and at the very least, maintaining the current available services.

RECOMMENDATIONS:

Developing and expanding medical partnerships may hold part of the answer when local resources are limited. Local medical support concepts for a "cradle to grave" medical facility network, can be bolstered by improving outreach capabilities following a cooperative model used in Minnesota.

RESOURCES:

Contact me, Bill Barr, USDA-Rural Development, Cooperative Development Specialist, 406-585-2545. Utilizing retired medical practitioners, a cooperative business can be formed to deliver in-home medical services in rural areas. The training and resources were provided by the "home" medical facility or hospital which contracted the cooperative to deliver services on an out patient basis, services which could otherwise not have been provided. If a group is interested in forming such a business, or in learning more about how it works, assistance with implementing this model can be provided. In addition, if there is interest in networking with other nearby counties, information of those seeking to develop assisted living and nursing home facilities for their residents can be shared with Broadwater County through USDA-Rural Development along with technical assistance and financial resources which may help meet those needs. (Bill Barr, 406-585-2545, Bruce Smith, 406-377-4277.)

MAIN TOPIC: HOUSING

ISSUE: HOUSING MARKET AND AFFORDABLE HOUSING

In the listening sessions, housing and community infrastructure issues were not brought up a lot, but the information below may be of use to Broadwater County in the future.

RECOMMENDATIONS:

An adequate supply of decent, affordable housing that a person would like to purchase is preferable to having a supply of overpriced housing of questionable quality. Inadequate housing needs to be fixed up or removed. Few people will want to invest in property and a house in a location that will not support the growth of their investment. Resalability of homes is important to a homebuyer. With that consideration, they are more likely to take care of the property and at least try to maintain its value.

RESOURCES:

There are several programs available for assisting first time homebuyers, renovating homes, and even building homes. For specific information about programs and how they fit the needs of Broadwater County, call the following resources:

USDA-Rural Development, Rural Housing Service.
The Program Director is Deborah Chorlton, (406) 585-2515.

There is a USDA-RD Community Development Office in Helena. Contact Cindy Donnell.

The 504 Program is a Home improvement Loan and Grant Program designed to improve or modernize an existing home.

A 502 Direct Loan Program is designed to assist low and very low-income families with little or no down payment, at a low interest rate, with home purchase.

Single Family Housing Guaranteed Loans are used to assist low to moderate income families who cannot obtain conventional financing without assistance. USDA-RD can provide a 90% guarantee to traditional lender loans.

The 515 Multi-Family Housing Direct Loan Program is designed to address rental housing needs and to provide eligible low and very low income persons with economically designed and constructed rental facilities and rental assistance subsidies.

The Multi-Family Housing Guaranteed Loans 538 Program is designed to serve the housing needs of low and moderate income families. It complements other affordable housing programs and seeks to meet the needs of rural America not being served by the Section 515 Direct Rural Rental Housing Program.

The Rural Housing Service Housing Preservation Grant 533 Program is designed to aid in the repair and rehabilitation of individual housing, rental properties, or co-ops owned and/or occupied by very low and low-income families.

The Farm Labor Housing 514 and 516 Program objectives are designed to provide safe, sanitary, and affordable housing for U.S. farm workers through loans and grants to finance construction of on and off-site housing.

The Community Facilities Direct and Guaranteed Loan Program and the CF Grant Program eligible organizations receive help to construct, enlarge, and improve community facilities that provide essential services in real areas and town. This assistance can include support for hospitals, health clinics, nursing homes, fire and police facilities, community centers, roads and streets, libraries, schools, criminal justice centers, etc. Specific questions should be directed to Mitchel Copp, USDA-Rural Development Community Programs Director, (406) 585-2520. Water and wastewater program questions may also be directed to him.

The Self-Help Housing Program provides technical assistance grants to non-profit organizations to help very low and low-income families finance and build their own homes.

Information about HUD programs can be obtained from Larry Gallagher, (406) 449-5040.

Classes for first time home buyers and others are available to assist people with this process. Contact any of the organizations above to schedule them.

Report by: GLORIA O’ROURKE
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Email: gloria@medamembers.org
Web: <http://www.medamembers.org>

Introduction:

I thoroughly enjoyed my visit and especially enjoyed meeting the people of Broadwater County. Thank you for taking the time out of your busy lives to share with the team your thoughts on the challenges, assets and future of your area.

My colleagues have covered almost all of the topics on the Main Issues list. I have just a few things to add.

MAIN TOPIC: ECONOMY

ISSUE: DIVERSIFICATION – BUSINESS DEVELOPMENT, HIGH SCHOOL BUSINESS INCUBATOR

Several months ago, I traveled the state with Julie Foster of Montana Jobs Network (<http://www.montana-jobs.net>) to visit high school business classes. One purpose in visiting the students was to let them know about a terrific website/project called Come Home Montana (<http://www.comehomemontana.org>). This project showcases small rural communities and puts the communities in touch with young (or old) professionals that want to “come home” to Montana. The second purpose of our visit was to get a feel for how students looked upon going into business for themselves. We found that the majority of students want to leave their hometown to go to college or attend some kind of higher ed/vo-tech program. We also learned the majority did not feel they could ever make a living returning to their Montana hometown.

RECOMMENDATIONS:

There is an obvious need to instill in our students the concept of becoming an entrepreneur. There is also a need to encourage our young people to use their history of growing up in a small town – to become a leader in that small town. The comment was made that a student could return home, make a living, and become a big fish in a little pond – influencing current and future events for their community. The “making a difference” concept is applicable to any town we choose to live in, but relationships are already established in our hometowns.

I thought the idea of establishing a high school business incubator was outstanding. According to research conducted by the National Commission on Entrepreneurism (NCOE), the 5% or so of all companies that are classified as entrepreneurial growth companies account for two-thirds of net new

jobs, one-third of economic growth differentials and one-half of technological innovation in the U.S. Is it any wonder that the economic vitality of a community is correlated with the relative ability to support entrepreneurs? If Townsend/Broadwater County is going to thrive, some sector must be devoted and available to the support of fostering entrepreneurs.

RESOURCES:

Here are some thoughts from David Bayless, a successful entrepreneur in Bozeman, MT:

- Think in terms of generational change – consider Economic Gardening
<http://www.littletongov.org/bia/economicgardening/default.asp>
- Economic change occurs as a result of sustained effort over a generation or more – not the next election cycle.
- Realize your community may have to work twice as hard for twice as long as Montana’s larger communities.
- Work at making your community more receptive to newcomers.
- Find ways to support the entrepreneurs that already exist in your town. Peer networks
<http://www.peerspectives.org> are a great place to start.
- Celebrate entrepreneurial effort and success.
- Recognize that early, relatively inexpensive failure is an essential feature of entrepreneurial learning
<http://radio.weblogs.com/0111718/stories/2003/11/26/economicDevelopmentAndTheStigmaOfFailure.html>

Funding for a High School Business Incubator:

As the office for MEDA, I have access to a huge searchable grants database. The program is called GrantStation. I would be happy to conduct a grant search to find funding for the High School Business Incubator project. Just email me at gloria@medamembers.org

ISSUE: TOURISM – USE THE GLASS BLOWING SHOP!

My colleagues have covered the subject of tourism well. I did want to share a little information on how the already successful glass blowing shop could be expanded.

RECOMMENDATIONS:

What a treasure in this little shop. I noticed lots of foot traffic to the store throughout our stay in Broadwater County – I believe the glass blowing shop is becoming a destination point for tourists. To diversify the economy of the area and really bolster tourism, why not consider a glass blowing school? A smaller version of the Pilchuck model would be ideal for your area. <http://www.pilchuck.com>

This model provides a campus-type setting, includes specialty classes and guest artists as well as guest instructors. This focused and “retreat” type setting allows both new and experienced artists to make tremendous conceptual and artistic progress in a very short period of time.

RESOURCES:

Review the entire Pilchuck website and see how the concept could be utilized in Townsend/Broadwater County.

<http://www.pilchuck.com>

There are oodles of funding sources for the arts – please let me know and I will conduct a GrantStation search to get you started. gloria@medamembers.org

MAIN TOPIC: LEADERSHIP

ISSUE: LEADERSHIP TRAINING AND VOLUNTEERS

Broadwater County residents shared with the team that there is a need for leadership improvement: assuming leadership, defining leadership (who is in charge of what), gaining new volunteers, working better together, etc.

RECOMMENDATIONS:

The Resource Team Assessment process in itself is a great way to encourage new leadership, revive “old” leadership and recruit volunteers. The main event to accomplish this will be on August 17th when the team returns for a project and prioritizing Town Meeting. At the end of that meeting, there will be a to-do list and Champions signed on to carryout the project or plan.

In addition, Joni Carlton of State Bank of Townsend had a great idea. Part of the Resource Team process is to hand out Volunteer Survey sheets so that groups (i.e., Chamber, BLDC) can learn more of the talents and willingness to volunteer that exists in the county. Joni suggested a cover letter should be attached to the survey explaining its purpose, then copies left at the library, bank, businesses, etc., so that the volunteer pool can continue to grow and expand. I will bring the cover letter with me on August 17th. Virginia Knerr said that she could get 4-H or High School students to build the database.

Another terrific resource is the Heartland Center for Leadership Development. One team member, Dave Cole, has attended this institute and can testify to the excellent training you will receive. If Townsend/Broadwater County wants to strengthen and encourage its leadership, you couldn’t go wrong with the Heartland Center.

RESOURCES:

Heartland Center for Leadership Development

Phone: 800.927.1115

Web: <http://www.heartlandcenter.info>

MAIN TOPIC: RADERSBURG

ISSUE: PUBLIC SAFETY AND RELATIONSHIP TO COUNTY

It was a pleasure to meet with the community of Radersburg. Under the issue of Public Safety, several topics were raised: lack of law enforcement, increasing crime/drugs, traffic (off highway vehicles and speeding) and an aging volunteer Fire Dept. I also included “Relationship to County” because both issues go hand-in-hand.

RECOMMENDATIONS:

I believe that if the relationship and communication is improved between the community of Radersburg and the County officials – concerns regarding public safety will be vastly improved.

The community of Radersburg needs to document for a period of time their Public Safety concerns. Once these incidents have been documented (they should also be called in to law enforcement officials so they are “on record”) you have a definite starting point.

The next step could be to meet with your documentation in-hand with county officials. If this has all already been done, it may be time to bring in the Montana Consensus Council to iron out the problems.

Judy Edwards (Executive Director of the Montana Consensus Council) and her staff are excellent at what they do – resolving conflicts. I would not hesitate to call her office.

RESOURCES:

Judy Edwards
Montana Consensus Council
406.444.9838

MAIN TOPIC: EDUCATION

ISSUE: EDUCATION CHALLENGES FOR BROADWATER COUNTY

Throughout the listening sessions, the community representatives mentioned the following concerns with education: the increasing drop out rate, adequate nutrition, and life skill’s development (use of the Lion’s Quest is pending).

Of the three items listed above, I will not be able to address the topic of adequate nutrition. Being a chocoholic myself, I could use some resources on THAT topic! ☺ I would like to address the issue of an increasing drop out rate as well as life skills development.

RECOMMENDATIONS: Here is a thought...perhaps by increasing the school spirit, and the community spirit for the school, the drop out rate could be addressed. I say this because a snippet of information from the SpiritWorks website states: Every kid deserves to feel like she or he goes to the best school in America. Students feel like their school is "Number One" when they sense a strong attachment- a feeling of belonging to something SPECIAL. The school with the most "spirit" is not necessarily the one with the loudest pep rallies, or the most championship teams, or the most posters in the gym at game time. But rather, the most spirited school is the one that has the largest percentage of students who feel like they belong, like it's *their school, too*. The challenge of advisers and student leaders, as they begin another school year, --- perhaps their most significant challenge, is to plan as many ways as possible for ALL students at their school to become involved and thereby develop positive feelings about themselves and their school.

You just need a few tools to get the spirit rolling:

1. Discuss the issue with your school student leadership.

2. Appoint a “spirit” committee that will carry the torch to re-ignite school spirit
3. Visit the website at <http://www.spiritworks.com>. This website is loaded with ideas and plans as to how to re-ignite your school spirit, project focus and fund raising.
4. Do it!

Regarding the Lion’s Quest Life Skills program, I understand funding is the main problem with moving this project forward. Please email me if you are ready to go with this program, and I will conduct a grant search using GrantStation. gloria@medamembers.org

RESOURCES:

Go to <http://www.ask.com> and type in: How do I improve school spirit? There are tons of ideas!
At <http://www.spiritworks.com>, order the book “Spirit Works, Turn it On!” for even more ideas.

BROADWATER COUNTY LISTENING SESSIONS BROADWATER COUNTY RESOURCE TEAM ASSESSMENT

The following are comments heard by the team throughout the 18 listening sessions held June 15 – 17th. Two additional sessions were held with the teachers and students prior to the end of the school year.

LISTENING SESSION

HEALTH CARE PROFESSIONALS AND EMS VOLUNTEERS – CHALLENGES

- People are not aware that Intrepid is here (the old Westmont)
- Recruiting from local area for certified home health aid – very difficult
- Need more Hospice volunteers – have plenty in surrounding areas, but few to none in Townsend
- Do not have a pediatrician here. Do have two good local doctors but the clinic is not open all the time – limited hours.
- Do not have a full time ER – do not have online services when it is closed – can't call in to get protocols.
- Sometimes hard to get volunteers for all of the emergency services – fire, EMT, Ambulance drivers, etc., and the training requirements are getting harder. Did just get a new class of ten.
- Do not have enough radios for all of the volunteers.
- With Alzheimer increasing, need access to adult daycare
- No parks and recreation program

TRANSPORTATION AND UTILITIES – CHALLENGES

- Streets and sidewalks are very, very bad in this town.
- Some of the streets are bad for cars – potholes, ruts, etc.
- Handicapped people cannot get around on the streets or the sidewalks
- Sidewalks all the way around – so handicapped vehicles do not use the streets
- Sidewalks with ramps so that wheelchairs and motorized three wheelers for disabled can function
- Special transportation for the winter – for disabled.
- Town businesses do not accommodate wheelchair or motorized chairs
- No local access to the fiber optics that run right by Townsend
- All phone lines are older, no fiber optics in new subdivisions
- No natural gas – stops at Three Forks. Have supply, it is a matter of getting it here (\$300,000).
- Not planning to do streets and sidewalks right the first time – costs too much – so streets will decline faster as we rip them up as needed.
- Highway Dept. said there will be a traffic trigger point to make the highway two lane to four-lane.
- Working with RailLink to improve that part of Front Street

FINANCIAL AND BANKING – CHALLENGES

- Lack of new businesses – we are between Bozeman and Helena, so a bit in a transition. Retirees seem to be moving in.
- Resistance to change and new ideas and ways of doing things
- Beautification and appearance – we need to look alive and pleasant.
- Hard for small businesses to survive in Townsend and people go out of town for other services so often, i.e, doctor
- Ditto all of the above
- Small businesses will have a hard time surviving - if we had some industry, it might help.
- We are not loyal to our banks, our businesses – it is cheaper to go elsewhere
- Townsend has too small a population to compete with cheaper costs in a larger community
- Too small to meet government regulations.
- Lack of skilled workforce and lack of educated workforce – we loose a lot of people to Helena.
- Communications – we have many different groups, Rotary, Chamber, BCDC and sometime they are all trying to address the same issue – without knowing what the other is doing.
- People are not aware of the purpose of the different groups in town, i.e., Social Services.
- Too few people doing all the work.
- So close to Helena and Bozeman, people don't think we need services here.

BUSINESSES: HOME BASED AND RETAIL – CHALLENGES

- Condition of our streets, sidewalk infrastructure – hurts us
- Storefront improvements
- Many buildings in town need work done to improve them visually
- Sidewalks – terrible
- Businesses are not doing well enough to afford to put in new sidewalks on their own
- Businesses struggle with people going out of town to shop
- Sewer system
- May need another water tower
- Southside of town loses water
- Decline and support of agriculture – 30 years ago had three equipment dealerships – now we have one limited company.
- Grain elevators – had two active ones in recent years, now we have none.
- No way to sell our products locally – have to haul to Three Forks or Butte – have to transport.
- Ditto streets and sidewalks - horrible
- Volume of consumers is a problem – Helena is too close. People work in Helena and buy in Helena
- Down to one grocery store
- Ditto all of the above
- How do you get people to stop? How do you make it worthwhile when they do?
- Where is parking for RV drivers with boats?
- When people attend the rodeo – don't come into town.
- We do not have any place in town to fill a 200 gallon water tank rapidly
- HOW DO YOU FUND WHAT WE NEED? SIDEWALKS, STREETS, BEAUTIFICATION?

AREA RANCHERS AND PRODUCERS – CHALLENGES

- Products to market, high cost of production
- Environmental issues, stopping projects
- Ditto on products to market, high cost of production
- Permitting processes
- Finding beginning capital
- Ditto on what is said, Headwaters livestock having permitting problems
- Value added is limited, bureaucracy is holding it back
- No grain elevator, buy or hire semis to move products, need elevator
- Community appearance
- Ditto all of the above
- BSE and national I.D. programs, guidelines still vague, producers don't know what to do
- GMO grains could offer opportunities, Toston elevator closed
- Appearance of community, natural resources,
- Rough streets and sidewalks, depressing
- Attached research cost on to farmers products which has cut into profits
- Weather, water, production costs significantly impact production
- Need to clean it up
- Losing students, yet community is growing, economy based on fixed incomes
- Age of agriculture producers is increasing
- Getting financial backing for projects into the community
- Machinery dealer almost non-existent, tire repair in evenings or weekends

NATURAL RESOURCES/RECREATIONAL TOURISM– CHALLENGES

- Dealing with environmental groups to be able to harvest timber off of our Federal Lands
- Regulations to manage timber land appropriately
- Marketing our community for recreation and natural resources
- We don't know where to start to market ourselves
- Hands are tied to harvest after a fire, etc.
- People that live here are uneducated as to what is here
- People that do not want any growth – makes it difficult for a business climate to exist
- Our problem is funding – people don't want their taxes raised, but want streets fixed.
- Hard to generate revenue unless we raise taxes
- Thoroughfare between Broadwater and Meagher County – look at a different route
- Important to maintain our diverse economy –ag, timber, tourism, etc.
- Don't have a decent street system in town – deters people from moving here
- Weeds – stay on the weed problem – continue doing a good job
- Regulations – when they finally do lighten up, say, after a forest fire – permission is given too late to harvest good timber.
- Community doesn't realize how much tourism impacts Townsend – need educated as to the role of tourism
- Problem with no commercial activities on some identified lands – means you can't even have a guided birding tour

HUMAN SERVICES AND CHURCHES – CHALLENGES

- Streets are horrible – even in front of the hospital. Major problem.
- Dynamics as to the way community works together is a problem. I.e. working a food bank, involved churches, other services, friction between state run and church run and between churches. Now we have no foodbank in our county.
- Everyone wants their own way of doing things, don't look at the big picture.
- Leadership is only criticized, not followed. Everyone has a better way, but they don't want to step up to the plate and lead.
- We don't recognize a common greater good, and work toward that.
- Too long we have been a closed community – things have been swept under the carpet, i.e., mental health issues.
- People are not listened to because they are an outsider – haven't lived here 20 years.
- People are labeled negative if they try to address problems.
- Gossip level is huge here.
- Access problems to get to Helena for mental health and other services. Some people can't afford to go to Helena, but don't want to seek help because of privacy issues.
- People are filled with misinformation – huge information gap on a lot of issues. I.e., zoning is in place and can never be changed.
- Not welcoming to new comers. Seem to be criticized if step up and you are a new comer.
- Drug problem – people seem to know where to go to find meth, etc.
- Government is all part time – but we have full time problems. Do have full time law enforcement – but they cover the entire county.
- Sports suck up all the time for kids- so little youth group church participation. Sports is everything.
- Access to transportation for specialized health care – have to go to Helena. Huge challenge for poor and elderly.
- Do have a community van, but can't use it easily (janitor is the driver.)
- Offices are moving to Helena – so people that need emergency food stamps, etc., are without assistance.
- A lot of despair in this community – one of the highest suicide rates in the nation. Scary thing is the number of suicide attempts – especially by children. Many are not referred for help.
- A lot of alcohol abuse – and not just the new people coming to town.
- Alcohol and drug culture in our community fosters a lot of negative attitudes.
- Gambling is a growing problem.
- Depressed economy effects one emotional and mental well being
- People have been rejected in the cities, then go to a rural area to look for employment – and there are no resources.
- Transient population
- Lost our Human Services office because of state cutbacks

RETIRES AND SENIOR CITIZENS – CHALLENGES

- Senior Citizens don't recognize they are seniors – they are too young – and so do not attend meetings like this
- Too many people shop in Helena.

- Small businesses struggle to survive because customers go to Helena
- Meals and services of the Senior Center are under utilized or not healthy enough to get there.
- Only part time staff at Senior Center
- Health clinic does not bill Medicare (or is it Medicaid?) patients
- Ranching community vs. city dwellers – ranchers have been accused of stopping services because they will pay more in taxes
- Lack of street maintenance program until recently
- Funding for new streets is a challenge.
- Declining tax base
- City is landlocked – can new businesses hook up to the sewer? Zoning? And the flood plain issue

CITY & COUNTY GOVERNMENT, LAW ENFORCEMENT, DES – CHALLENGES

- Stabilization of the tax base
- Ditto
- Lack of public understanding of commissioner’s responsibilities – commissioners have no jurisdiction in town
- Community development – government does not develop businesses
- Tax base issue will become more significant if subdivision development continues at a greater pace than business development
- Services are going to be impacted greatly in the future – need to have business development consistent with services
- Planning for the future – so many unknown variables
- Hard to balance the life style here and live economically
- Hard to reach the public and get them to come to meetings
- Lack of newspaper – need an outside source for public information – need an outside voice
- Out migration – see it over and over –we are too close to Helena to be able to keep major chunks of health care at home
- Pressure developing here – to develop – we will be discovered
- Cost of technology – hinders businesses to come here
- Child care – need good quality child care – need more
- Engage city council -
- Need an atmosphere to welcome businesses
- Water system does not have a lot of growth potential, sewer might be in a little better shape – no direction for city to grow.

RADERSBURG – CHALLENGES

- Lack of law enforcement
- Lack of medical and emergency services
- Radersburg is treated like a foreign country in the county
- More crime and drugs than in the past
- Harder to get things done as a community group
- Permit/restrictions are a hindrance to activity

- No law enforcement
- When we ask for things from the county – they don't hear us.
- Want gravel on our streets – and done once in a while
- Fire station needs plowed out in the winter time
- We are expected to drive into town – but they never come here
- More jobs – lack of employment
- Volunteer fire dept is aging – need more young people
- Can't sustain a business here
- Ditto all of the above
- Lack of community – here and across the county. We don't know our neighbors, don't come forward and talk about things. Don't engage our leaders.
- We are the bastard child of the county.
- Drug use – small town out of the way is a prime drug area, and attracts welfare abuse
- Not much available for housing – huge turnover in the last five years
- Lack of senior citizen busing – need to have it available
- Dust from traffic all summer long
- Drivers driving too fast in the area – usually have a 5 or a 6 license plate
- With the people coming through – the people brings problems.
- Ditto
- No services here
- Bikers – causing problems, abusing privileges – will ruin it for everyone else

CONTRACTORS - CHALLENGES

- DEQ –
- Canyon Ferry Mansion – constant battle with regulations – overly regulated
- Local contracts, smaller contractors have a hard time meeting municipal bonding requirements
- Rules and regulations are prohibitive
- Contractors are not cooperating with each other and working with each other
- Need to bring in a more competitive process – not getting new ideas, new options
- Workers liability costs and insurance are huge issues
- Overwhelmed with regulations and paperwork
- Local government needs to address problems with the state regulations
- Lack of work locally (painter)
- Lack of jobs for youth – youth are working to Helena – for minimum wage. Hard to pay to gas.
- USFS can't pay for services unless there is a credit card capability

H LAZY M, THE FLATS, AND LAKE VIEW MANOR SUBDIVISIONS - CHALLENGES

- Lake is the backbone of the county – but tourism a short season. Perhaps need to develop it.
- Lack of direction
- Government involvement - too much involvement.
- Need a building code of some kind.
- Sleepy little community – Townsend has not changed, sleepy....almost too sleepy.
- A lot of big money drives through here, but no one snags it
- Need new and aggressive ideas – at least try them.

- Two construction sites – dirt on the road – eyesores
- Front Street – is so terrible – known as a dirty little town
- Prime location – a few hours from every major city – not taking advantage of it.
- We are very narrow-minded.
- City streets are in terrible shape
- Impediment to development is lack of natural gas
- Broadwater County relies on ag and resource development – too narrow minded
- How to fund infrastructure – very small tax base
- Small population – not willing to tax itself
- Ditto all of the above
- Have to get out of the mindset that we are going to preserve this area as rural – because kids can't stick around and earn a living on the farm.
- Hard to make my investments work
- Right on to all of the above

I-90 BUSINESSES – CHALLENGES

- Lack of planning
- Land use conflicts
- Hard to find qualified staff
- Horrible tasting water – and very hard water (wells)
- No taxing entity
- Traffic control – especially with stock yard coming in
- Subdivision/residential across interstate and north of here – will effect groundwater source once wells go in
- Impact on county roads – with heavy traffic pending

CIVIC AND CULTURAL ORGANIZATIONS – CHALLENGES

- Trees in town are in tough shape – city is not taking good care of them. Trying to get more interest in the community. (On both public and private property.)
- Townsend doesn't look good when driving through.
- Railroad tracks and Front street – do what Whitehall did – little park area.
- Sidewalks need fixed
- Streets are in tough shape
- Nice to have storm drains – or the streets will just fall apart again
- Funding sources – hard to find \$\$ to do it – also need matching funds, too
- Eroding the agriculture community with subdivisions
- Aging populations – young people leaving
- Clubs are all gray-haired and in their sixties – doing the community work
- Do shopping in Helena
- Mining, logging, farming problems – tough to answer
- Service organizations are in trouble – need youth
- Striving community right now – not thriving

GENERAL COMMUNITY - CHALLENGES

- Difficult to provide health services to everyone
- Economic funding – is a struggle.
- Lots of new people in town – hard to get to know everyone
- Streets
- Ditto
- Economic development – need businesses
- Keep the current businesses
- Lost some key businesses in the last year
- Don't do a thing about retention
- Letting our welfare office going to Helena – people will shop there now.
- Need educated professional volunteers or paid staff to serve our community
- People don't want to take ownership in their government; most people are working!
- Need an attitude shift! Take our future back. Pay for professional leadership.
- Volunteers are never thanked.
- Activities for kids are in the evening – so alone during the day

**BROADWATER COUNTY RESOURCE TEAM ASSESSMENT
JUNE 15 – 17, 2004**

LISTENING SESSIONS – STRENGTHS AND ASSETS

HEALTH CARE PROFESSIONALS AND EMS VOLUNTEERS STRENGTHS AND ASSETS

- Two local doctors and one Physician's Assistance
- A dentist – that serves people all around the county
- Chiropractor – part time
- Other specialists come to Townsend on a regular basis
- Eye doctor in Helena is interested in opening a local shop for his interns
- Drug store is great
- A very caring community – genuine, mutual support and caring.
- Old guard church attendees have a wonderful telephone network to help each other.
- Critical care status obtained for our hospital
- Old Baldy van

TRANSPORTATION AND UTILITIES – STRENGTHS AND ASSETS

- Fiber optic lines run right by Townsend.
- School does have T-1 line. But students go home to low-speed access.
- Vigilante, Northwest Energy, Qwest
- Railroad
- Airport
- Opportunity for a taxi business
- Bike, trail path – handicap accessible, very well used.
- National Guard
- Broadwater County Trust Fund – interest available for specific projects. Managed by a board. Generates \$8,000 per month. Great for match for grants.
- Main transportation corridor north and south between Helena and Bozeman.
- We are the corridor – evidenced by use of trucking companies.
- Do have comprehensive plan, growth plan.
- Bike path group, youth based ball program, heritage park committee, (used to be a street committee), tree board

FINANCIAL AND BANKING – STRENGTHS AND ASSETS

- Retirees do volunteer somewhat
- Hunting, fishing, beauty
- Townsend is the best of the last best place
- Reasonable taxes – can afford to live here, work here
- Social contacts are attractive to older people
- Everyone knows who you are in a very short time

- Chamber has 80 – 90 members – but too few do all the work.
- Townsend Star
- BCDC – guides people interested in business
- Gateway Revolving Loan Fund
- Recreation, forest, lakes, rivers – beautiful!
- Through BCDC – have expanded contacts
- Virginia Knerr
- School – much of community revolves around it
- Scholarships available for graduates
- Natural resources
- Hospital and resthome
- Small town atmosphere
- Great place to raise a family
- School operating budget passed this year
- Our new citizenry that we are not yet connected with
- Lake – only been discovered by the locals
- Walleye tournament
- Canyon Ferry has the best ice for ice sailing
- Railroad
- Bureau of Reclamation is an asset
- R Y Timber – mill – largest employer
- Greenmont – lime plant

BUSINESSES: HOME BASED AND RETAIL - STRENGTHS

- Funding from BCDC to improve storefronts
- Businesses are working together more than they have in the past – more collaboration and sending customers back and forth
- Specialty shops that draw people
- Shops are starting to diversify – quilting, trading post, glass blowing
- Quilters are an asset
- Terrific ag community – incredible bread basket
- Farmers – you can lead us but don't push us!
- Lewis and Clark history in this area
- Museum, demonstrations in the park, a month of weekend L & C activities
- Cattle drives
- Very generous hearted people in this community – even if they don't have a lot themselves.
- Interesting historical sights around – some buildings are still standing, mining info between Toston and Radersburg.
- Awesome quilts, very talented people here, fine art, metal work, leatherwork, etc.

AREA RANCHERS AND PRODUCERS – STRENGTHS

- Hunting, fishing, recreation opportunities
- Diversification and qualities of agriculture production
- So much to do, wonderful area,
- Water rights are tremendous, pre-date the federal government, inexpensive water, dependable water source, banana belt, crops second to none because of this
- Diversification, agriculture, sawmill, mine, plus tourism
- Growth that we're experiencing
- Ditto, need to keep sawmill operating,
- Lake, timber lands, 18 truckloads of logs goes through sawmill in 24 hours
- Endless what we can do with our ag products
- Ditto, especially about the cropland being the best around,
- Beef is some of the best, youth are an asset
- Beautiful farms, land cared for
- Financial assets for agriculture
- What the county is doing on the south end of the lake
- Small businesses, tire repair, etc. important to other businesses
- Great 9 hole golf course
- Outfitters

NATURAL RESOURCES/RECREATIONAL TOURISM – STRENGTHS

- Do not have a large weed problem
- Resources – lake, mountains, scenery, wildlife, etc.
- Good relationship with the forest service – Mike Cole
- Tourism, hunting, potential use of timber sales, mining
- Agriculture
- Water – we probably take it for granted, we have a lot of it and it is good water
- Bird watching area – lots of different kinds in the area
- Low cost of living – promote it
- Broadband service available in the Townsend area
- Inexpensive office space for rent
- Knowledgeable and talented citizens
- Airport
- Nice rodeo and fair arena
- Elkhorn Wildlife Management Area – only one like it in the National Forest System – incredible hunting opportunity
- Wildlife Management area on lake – amazing birding opportunities
- Variety of agriculture here – beans, grains, specialties
- Diversification and the people available in the community – just need to tap them

HUMAN SERVICES AND CHURCHES – STRENGTHS

- Ministerial group
- Golden Triangle Health Services

- DARE program in schools, resource officer
- Our backyard is a wilderness, recreation, camping area.
- Lower cost housing
- Low crime overall
- Strong family ethics in the community
- Senior Companion program
- Full time community health nurse
- Full time mental health facility
- Licensed clinical social worker and two case managers
- A lot of churches
- Hospital, medical doctor
- After school program for some elementary students – mentoring program
- People are more aware that services are available – but don't talk about it.
- Parents have organized a recreational committee

RETIREEES AND SENIOR CITIZENS – STRENGTHS

- Mentoring/reading program in the school
- Wheel chair dancing program
- Very active group of Senior Citizens
- Marvin Love – very active and effective in community affairs – Chair of the Planning Board
- Senior Companion service to provide respite for family members
- Retired Senior Volunteers
- Wonderful Senior Citizens Center – lots of activities and services
- Meals on Wheels type service
- Hunting and fishing – primary attractions for some
- Helena getting too big – couldn't bike there – so...moved to Townsend
- The bay out at Silos
- Appeal of a small town – feel like you know most of the people
- Friendly and helpful people
- Resources (Helena, Great Falls, Bozeman) are not that far away
- Great senior volunteers – goes up and down with seasons but...good group
- New jail
- New school
- Broadwater County Museum

CITY & COUNTY GOVERNMENT, LAW ENFORCEMENT, DES - STRENGTHS

- Very active local government that participates in the community
- Part-time commissioners lets people know we are citizens first and volunteers second
- Cooperative agreement with Gateway Economic Development
- We know our congressman well – use that resources
- Unusual infrastructure that could be used for planning and DES – have terrorism annex plan, hazardous material plan, etc.
- Strong technology base – even though it is expensive. New law enforcement facility will have state of the art 911 and mapping capabilities.

- Commissioners are available for the community
- It's small, lots of volunteers to do highway clean-up
- Location – of the county between two interstate highways
- Strong community base even with new people
- Good volunteers – educated people, committed people, innovative
- Faith based – strong faith group here
- Volunteers are willing to work
- Debt free
- Do have ability to keep our infrastructure up to date
- New sewer lagoon
- Nearness to Helena – helps in recruitment of nurses
- Hospital building is in good condition and serves us well
- Ditto – debt free – still managed to provide services (i.e., jail)
- Keep ahead of infrastructure needs
- Lake – using the trust – have only worked on Phase I – will have fuel, cleaning stations, etc.
- Communication system for DES fills the need –

RADERSBURG - STRENGTHS

- Quiet, lived here my entire life. Relatively quiet
- Small town – avoid permit problems – have other freedoms out here
- Quiet
- It is home.
- On the edge of the forest – beautiful and near the forests
- Prospecting, hunting, mountains, all assets
- Ditto
- I love living here. I can go out my back door and walk for 30 miles and not hit civilization.
- Can hike, horseback, etc.
- Can raise good gardens here – beautiful flowers, good yards, water available
- People are conscientious about their homes
- Oldest apple orchards in the country – 110 years old
- Good water
- Double mountain ranges, beautiful
- Build a new church
- Historical buildings
- Mechanic in town; computer expert in town
- Rentals available for hunters
- Greenhouse that sells flowers – florist business

CONTRACTORS – STRENGTHS

- High quality contractor workforce
- Beautiful area – recreation possibilities are enormous
- Location, location, location
- Event business developing – people want to come here in groups.
- People are learning they can't copy WalMart – need different services

- New candy store, art gallery
- Main street is looking better
- Restoration is improving
- Fall Fest
- Starting to work better as a community
- Grant we are working on for events – Convention Visitor Bureau being formed
- Access to Helena and Bozeman – do have work there
- Access to Helena paper – lots of federal and state contracts offered in that paper
- The Silos area
- A lot to do recreationally
- Good schools
- Incredible walleye tournament
- Good summer sports activities

H LAZY M, THE FLATS, AND LAKE VIEW MANOR SUBDIVISIONS – STRENGTHS

- Really wonderful people here
- Location, location, location
- Tourist industry is great
- Most fished lake in Montana
- Old Baldy Adult Education program – through the school – awesome!
- Outdoor recreation opportunities
- Wind – need to use it!
- Stepping back in time a bit – sleepy community is a strength as well as a problem.
- Lake is the biggest asset
- Walleye tournament
- Do have a lot of people with a lot of knowledge – from history to...you name it
- Garden Club
- One of the best elk hunting areas, lots of hunting and fishing
- The people – business owners are willing to band together and advertise
- Wind turbine experts in this area
- Recreational opportunities – hunting fishing, snowmobiles, wildlife management area
- Pace of life – slower, very satisfying
- High speed internet access in some parts of the county – wireless to a T1 line. T1 in Limestone hills- radio signal from there.
- Ditto on the lake – untapped wealth
- Fair grounds - so much could be done there!
- Airport
- MSU Extension – not utilized enough
- Excellent school system – good place to raise kids
- Only 30 miles from Helena to work
- Very low taxes
- Lack of crime

I-90 BUSINESSES – STRENGTHS

- Great location
- Right off the interstate
- Trucking traffic
- Within 100 miles have population of over 90,000 people to draw on
- Low taxes

CIVIC AND CULTURAL ORGANIZATIONS – STRENGTHS

- Major strength is our people
- Young adults are very very busy with children and family activities
- Tremendous Senior community – need to tap them
- Retired people coming in from Bozeman and other areas – we can get them involved.
- Many educated people
- Rotary is strong; Lions has been doing well, all groups need young people
- Positioned to be a strong draw for tourism to lake, mountains, hunting, fishing
- Small town atmosphere – everyone knows everyone
- Lots of natural resources to tap
- Lion's Quest program is available
- Soroptomists, Mason, Shriners, Lions, Rotary, Chamber, Garden Club, Rod and Gun

GENERAL COMMUNITY - STRENGTHS

- New garbage system online
- Wouldn't live anywhere else
- New people moving to town
- Cute town, clean overall
- Main Street is home
- Sense of community
- Sense of pride
- A lot of school volunteers – PTA, Reading Program, strong 4-H program, dance teams,
- Strong in sports, science fairs – people try to go beyond the call of duty
- Night classes are really good
- Good soccer, baseball, football program
- Proud of our town
- Schools, education is excellent
- Hospital – may not be the best but meets our needs
- Good doctor that is overworked
- A lot to offer – but we miss a lot
- Hang on to the good things we have
- Paid volunteers with Ambulance – paid for taking a call
- Fire Dept., Search and Rescue
- Fairgrounds – fabulous facility
- Recently had a motorcycle rodeo – very successful
- Area resources, mountains, backdrop, close to lake
- Broadwater Bay Arena

- Volunteers are a huge asset
- Mary Mistek – great volunteer with ambulance program
- Parks – have nice parks and activities in them
- People take care of their yards
- River – is wonderful
- Several churches are very good assets.
- Ministerial association is an asset
- Fabulous quilters
- Great quilt show
- Glass blowing shop
- Wild Oats Garden – subscribe to a patch in the garden – then for a fee you get a percentage of the crop from the garden
- Western historical features – very interesting history
- Museum
- Toastmaster’s club
- Career Days at the High School
- Good school

BROADWATER COUNTY RESOURCE TEAM ASSESSMENT

JUNE 15 – 17, 2004

LISTENING SESSIONS - PROJECTS

HEALTH CARE PROFESSIONALS AND EMS VOLUNTEERS - LISTENING SESSIONS – PROJECTS

- Recruit retired RN's to serve as hospice volunteers
- Medical facilities open on weekends – even if just for the common cold and flu over the weekend.
- Provide urgent care or physicals for sports.
- Permanent clinic site and staff
- Adult day care
- Support group for Alzheimer families
- Update infrastructure of hospital
- Develop volunteer base
- Community health facility – gym, physical fitness center; pool, exercise, therapeutics for the elderly, indoor walking area
- Full use pool – with a roof. Repaired. Dependable.

TRANSPORTATION AND UTILITIES – PROJECTS

- An awareness campaign so that local businesses realize the barriers to enter their business for the handicapped.
- Improve high speed internet access
- Identify the need for natural gas – is it feasible to get here?
- Old utility infrastructure - Update and bury utility lines
- Look at streets and sidewalks as a whole – repair them correctly the first time so that they don't have to be re-dug, re-done.
- Plan a successful strategy to prepare for a four-lane highway in the future.
- Talk with RailLink about beautification on Front St.
- Prepare for Airport improvements – planes will be available to fuel up at the airport soon.
- Taxi business
- Lengthen the bike, walking path – challenge will be to get it across the bridge.
- Think more about how things will look before we start a project.
- Vegetation along our streets (do have a tree committee)
- Better lighting
- Much improved accessibility for handicapped
- Form a taskforce with city and county representatives to improve relationships with highway office in Butte. Also request islands/beautification, etc.
- Auxiliary water for fire prevention purposes....need storm drains.
- Use the comprehensive plans (growth, etc.) as tools to lead the community.
- Encourage more pro-active economic development leaders (town council, commissioners) – provide training for them.

FINANCIAL AND BANKING – PROJECTS

- Need a communication structure so that information and progress on projects are well known and available. Communicate among all of the groups.
- Groups publish a monthly newsletter so that everyone can be updated as to each group's activities. Perhaps a page in the Townsend Star?
- Gloria to provide cover sheet for Volunteer Survey – will have available at banks, etc.; to be turned in to Virginia Knerr.
- Business of the Month – listed in the Townsend Star
- Find some light clean manufacturing to locate here
- Identify niche enterprises
- Develop more potential to utilize our surrounding beauty and natural resources
- Make better use of our railroad
- Lake – bay excavation and new ramps are in progress. Nice marina and concessions on the lake – within 5 years.
- Value added agriculture – tough to do in rural Montana – must learn how
- Ideas for new business
- A citizen directory so that when opportunity knocks we have people and expertise to draw upon.
- Business development incubator in the school – so that our kids can get involved in the community and retain some of our youth.
- Half-time or full time paid position at the Chamber.
- More beautification efforts along front street, highway 287 and main street.
- New streets and new sidewalks downtown – and throughout the town
- Pothole removal
- A community theme to get people out of their cars, not driving through
- Theme – breadbasket of the area; use coalmine carts, ag, etc.
- A local radio station – would add cohesiveness to our community. Lunch menu, sports, community news, etc.
- Think beyond natural resource base development – yet capitalize on our ag background

BUSINESSES: HOME BASED AND RETAIL - PROJECTS

- Encourage local people to shop local to preserve the businesses we have
- Improve the look of the town – especially Front Street – area between railroad tracks and highway.
- Provide a shuttle to town from the rodeo grounds
- Set up more for the traveling public – i.e., waste dump, water fill, etc.
- Better drainage for when it rains
- Plant shrubs or trees on west side of highway near railroad
- RV park in town
- More signage and information around the town
- What about colored concrete downtown?
- Would Wheat Montana open a shop in Townsend?
- I-90 signage that says, Townsend – THIS WAY!
- Explore and identify historical sights in this area - i.e., between Toston and Radersburg

- Make tours of the area
- Co-op for artists, incubator for artists
- People enjoy Canyon Ferry so much that when some people are fishing, others are in Townsend shopping, and they do it every year.
- Improved road between Three Forks and Townsend
- Shuttle that brings the wives down from Canyon Ferry
- Diversify – with tourism, whitewater out by the silos, value added ag, and a population that believes in itself and willing to do new things.
- Boat docks in one year and in two years, boat slips – funding is available
- Ice boating – make it an event
- A shuttle to and from the lake
- Trees planted – there is a well, but no electricity to it – BOR will put it in, so trees are now doable
- Tours of mining history
- Auditorium to do cowboy poetry, big band, etc.
- Convention center and motel – if we had the business structure in place
- New retirement community – do contribute to Townsend - bring their savings and extended family with them
- Historic signs out front of buildings that tell that building's history
- Working on a shelter for abused women

AREA RANCHERS AND PRODUCERS – PROJECTS

- Value added products is what we should be working on
- Sidewalks, streets and roads
- Utilize programs that are out there
- Grain loading facility, need a satellite facility here, seasonal, manage by contract, need to fund by the community
- Full main street, better community appearance
- Feed lot, malting facility, ethanol plant, just some value added ag business
- Water in the lake, keep the water in Montana
- Developing a cooperative business
- Ditto, we're thinking to small, why not a lodge at the end of the lake instead of just a boat dock
- Where's our potato processing plant here
- Ditto, value added the right idea, pork and beans, chilli, or something else
- Certified Angus Beef or value added beef, slaughter house or something
- Businesses need to spruce themselves up so that people want to go into their stores,
- Hay pellet plant, have one in the area
- Collaborate with others to market hay pellets in a larger quantity to overseas markets (some issues may keep this from being feasible)
- Bring in a large dairy which are being pushed out of other areas and would have spin off businesses
- Improve parking opportunities downtown for trucks and trailers, planning for parking for trailers, RV's, trucks, etc.

- Cooperative effort to buy fuel in bulk, broker, other products for agriculture
- Important to keep ag alive for honey industry, dependent on each other

NATURAL RESOURCES/RECREATIONAL TOURISM – PROJECTS

- Change attitude about the business climate – be more supportive and less selective. Be welcoming and supportive.
- Promote route way between Yellowstone and Glacier
- Increase grant interest for private land owners – encourage use of these programs and funding
- Promote our low cost of living
- Increase broadband access
- Find a way to utilize our knowledgeable, talented and skilled individuals
- Bring the Community Tourism Assessment Program process to Townsend
- A broker or someone to coordinate package programs for tours coming in...lodging, activities planned (canoeing, cattle drive, gold panning, etc.) Also would provide education for the area
- Ditto
- More cooperation between ag people and tourism
- Unique Geology in this area – “Big Belt Super Structure” – capitalize on it
- Major marketing program over the internet to promote our area
- Another motel in town – convention session tied in with lake/marina
- Put up signage for existing scenic loop around Canyon Ferry,
- cycling tour around the lake
- Tie in with bus tours from Yellowstone and Glacier
- Community theme – storefronts – use MSU students
- Research station for higher ed on the lake
- Bike route from town to silos
- History – Sons and Daughters of Montana Pioneers are interested in meeting here – but no place to have it (always the third week in August)
- Value added – also, natural gas – might attract some businesses
- Access to public land

HUMAN SERVICES AND CHURCHES – PROJECTS

- Change current zoning restrictions, i.e, no home based businesses off of the two main streets.
- Part-time deputy county attorney
- Provide daily transport to Helena for special needs. Find another bus driver!
- Make our Main Street a happy, positive looking place.
- A person hired to be the community liaison...drives the van, watches out for the community, a person in the know that provides a caring presence. Perhaps an internship from a college student.
- Growing Senior Citizens community –
- Human services resource person
- Improved location to provide mental health services
- Educate the public to remove the stigma of mental illness

- Creation of more family oriented park – so that the non-sports students have a place to gather, picnic, skateboard. Being looked into by a Recreation Committee.
- Food bank
- A room or place for youth – with a youth director. Youth director is more important than the place. Need a person to coordinate.
- Continue to look into Medicaid coverage for people using the bus.
- Need more daycare services – regulations are a deterrent. Perhaps use a church for a location.

RETIREES AND SENIORS – PROJECTS

- Continue to research adult day care for Alzheimer's
- Coordinate and provide day-trips for local Senior Citizens
- Prepare for the future needs of ailing Senior Citizens
- Streets and road repaired
- Ditto – must educate tax payers that they have to step up and pay for it
- If we are going to focus on Townsend as a retirement community, we need to plan housing, medical, and other services for retirees. Revisit planning! Who/what age group is our focus.
- Proactive leadership needed
- Annex subdivisions, land and lease that out

CITY & COUNTY GOVERNMENT, LAW ENFORCEMENT, DES – PROJECTS

- Explore faith-based funding opportunities
- Seek additional radios for DES and other equipment, too
- Examine current health care options and use them to serve actual needs more effectively, i.e. more Alzheimer's patients
- Improved working relationship/ties with the Helena and Bozeman hospitals
- Grant writing pool formed once again – was a marvelous service
- Upscale assisted living facility – have a great location
- Sometime of medical facility open over the weekends for physicals, etc.
- Recreation park - need a place to put people when they come to town for baseball games, etc.
- More baseball fields – tennis courts, picnic area, skateboard park
- Water park – what did Whitehall do?
- More doctors/more choices
- Business park –
- Zoning – may not be the issue so much as having a vision for what the community expects it to be used for
- Lake will be developed – a bit of a sacrifice for the community. We all want that service – but it will affect our community. But..as people come, we will receive more income as a result.
- Trust Board Funding – continue to feed recreational community
- Hospital – continue to improve and upgrade
- Feasibility study in the works for bio bass for school, hospital, etc.

RADERSBURG – PROJECTS

- Fire department plowed in winter
- County recognizes us and hears us

- More jobs
- Roads graded
- Police officer that has not had to be summoned
- Need speed bumps to slow down traffic for child protection
- Historical funding to preserve church – building a new one – is 100 years old in 2006
- Preserve historical buildings
- Motor Bikers – signage to come through town at a decent speed - or again, speed bumps. BLM and the county needs to coordinate. Need a place to ride – but need to not abuse the area.
- Badly need enforcement of land purpose – i.e., address bike abuse
- Old school house – needs new roof and foundation fixed; same with this church building; use for a good purpose, i.e., senior citizens center
- Oldest existing Odd Fellows lodge in the state – used until five years ago; need funding to get it useable for the community
- Place to play card in winter, funeral dinners – restore old buildings for community use
- Fix up the school – look into what needs to be done.
- Community garage sale every year
- Encourage more community – a way to come together periodically as a community
- Voice in our government as a group of people – town meeting here every quarter or..something similar.
- Community center for people to meet – with running water, bathroom, etc. – convert one of the historic buildings.
- Gas pump – but rules and regulations are prohibitive
- Small grocery store
- Cell phone coverage
- DSL service – have very old phone lines – phone service is disruptive in the rain

CONTRACTORS - PROJECTS

- Contract listing clearinghouse – to find them all in the same place – have city or Library subscribe to it.
- DEQ fast track system
- Send a strong message that we need to keep our buildings – and restore them, not cover them up
- We need to get dressed up, cleaned up and be sharp!
- Provide for conventional housing – do not use modular homes
- Educate the public that modular homes are not a good investment
- Streets repaired
- Ditto
- Coordinated summer youth program (existing school program is cost prohibitive) but coordinate existing community volunteers and school
- Anticipate future housing needs – make it attractive and affordable – research the trends
- Special area of the lake for windsurfing, or another specific use
- Address mosquito problem in the area (can't touch the lake)
-

H LAZY M, THE FLATS, AND LAKE VIEW MANOR SUBDIVISIONS – PROJECTS

- Need to have a full time Chamber
- All of us have to play together
- Utilize bed tax money!
- Kite sailing
- Spruce up the fairgrounds
- Put in free RV dump – will get those folks to stop in Townsend!
- Y-Fi – and advertise it is available
- See a triathlon on a yearly basis out here – have running, lake and biking area
- An Eco-Challenge – endurance race – involve rock climbing, horse back, navigation
- Townsend city streets fixed
- Energy generating plant using wind
- Use ag materials for energy
- Nice golf course
- Sandy beach – on White Horse Road
- Montana’s first full service bridal chapel is on its way
- Make Townsend look like it is right on the lake
- Do the golf course, more hiking trails, biking trails, stables
- Two years from now – have fully developed economic development corporation.
- Let little projects grow – isolate the funding sources.
- Active subcommittees in place.
- Five year business plan – for the community.
- Develop and fund the website
- Canyonferrymansion.com
- Fall Fest and Discovery Days – continue to support
- It is up to Townsend people to “drive the train” to put together a plan for this area of the lake.
- Form a taskforce to begin address zoning needs for this area

I-90 BUSINESSES – PROJECTS

- Investigate a Rural Improvement District
- Traffic control – in place – put in frontage road
- Perhaps some kind of outlet stores?
- Address lack of qualified workers problem
- Badly need a plan
- Develop the light business subdivision – land already in place
- Diesel repair and towing business – continue on beautification issues
- Town Pump is going to expand
- Provide a conference room/meeting point
- Kiosk – information site to be in place soon

CIVIC AND CULTURAL ORGANIZATIONS – PROJECTS

- Applying for tree inventory costs
- Continue to clean up town – improve appearance

- Infrastructure in tough shape -
- Replace water mains
- Improve communication between city and county officials
- Sustain our agricultural community
- Investigate neighborhood zoning
- Provide tax breaks for ag producers
- Tourism growth – develop it
- Keep the mill running – and if it closes, prepare for clean up
- Work on our youth – improve morale, leadership, community pride – teach values
- Utilize Lion’s Quest program – teaches anger management, respect, etc., in the school. Raise \$4,500 to get it in the schools. Visit with PTA.
- Working on Community Sign project (three signs) 12 clubs and organizations are interested – purchased steel. Each club will chip in \$100 dollars. Foundation putting in \$800.
- Streets fixed
- New business to employ people

GENERAL COMMUNITY - PROJECTS

- Thank and support those that have stepped up to volunteer
- Paid city planning staff
- Put aside \$500 for the purpose of saying thank you to volunteers
- Churches want improved connection with the school – so that students can participate in the church programs
- Potato Chips – could be another Wheat Montana
- Get younger people involved so that they will want to come back here
- Improve looks of the community – use the Tree Board
- When buy three trees – have to donate one
- Glass blowing shop – get people to support this business and our local businesses
- Prosper Townsend, but don’t lose our small town
- Help community come up with niche industry/business
- Jump start Chamber of Commerce
- Market ourselves better
- Must get an internet presence – provide tourism packages
- Got to get our streets fixed!
- Promote Superhost Training
- Look into Broadwater Trust for hiring a recreation coordinator
- Broadwater Community Foundation – build up that fund

Broadwater County Resource Team Assessment
Listening Session – Three Questions
Wednesday, May 26, 2004

Broadwater High School

Sophomore and Junior Classes

1. What are the major problems and challenges in your community?

Potholes on the roads
Better sidewalks,
Facilities that focus on youth
Drugs
Repeat
Dirt bike track closer to town
Wrestling room
Under 21 clubs – youth not much to do
All weather track so they don't have to practice on the streets
Need sidewalks in other places
Movie theatre, places of entertainment
Repeat – more clinics, jobs, and restaurant so the kids can stay in the community for jobs
Repeat
Safety – re-sod football field
Park areas and facilities
More parking for the school
Padded seats in the gymnasium
Better police force
Nicer restaurants, eating establishments
Malls – small shopping center
New baseball field or facilities
Fast food
Keep the restaurants open
Motels to accommodate teams for tournaments or large
Better soccer fields
Outdoor volleyball courts
Better doctor facilities – Urgent Care
Better doctors in general
More elderly facilities
Cleaned up rodeo grounds
Better bleachers in the football field
Better bathroom facilities
Better picnic facilities
Indoor swimming pool
Work out Center – Health Club

Outdoor basketball courts
Outdoor lunch tables
Another Supermarket
Another gas station
Racing drag strip to race
Indoor pool with expansion, sauna, Jacuzzi
Coffee shop with live music
Skate Park
Drinking, less bars, turn bars into something useful (supermarket)
Stop signs added to streets that don't have them, but some could be taken away
Bigger rodeo arena
Degrade look of our building and business
Inadequate drainage of wastewater
Car Wash – Automated
Appearance of Front Street – makes people coming through town look like its run down
More citizen involvement in community activities
More people involved so we have less drug & alcohol problems
Make movie theatre out of Fireside
Traffic issues, 4 – lane highway from 3 Forks to Helena
Do not have the right facilities for stray animals
Not enough handicapped facilities
Fast Food

2. What are the major strengths and assets of your community?

Natural Resources, Outdoor Beauty
Recreation facilities
Rodeo grounds
New school
Repeat
New jail
Girl's basketball team
Museum and historical sites
Bowling alley
Bull bash, Rodeo grounds and the walleye festival bring money into community
Golf course
Family based environment
Canyon Ferry Lake
School system, activities and clubs within the school system
Know everyone, small
All have the Athletics and academic
Church community
Heritage Park
Agriculture and the hard work ethic
Wheat Montana
Bowling Alley

Lot's of volunteers

3. What projects would you like to see accomplished in your community in the next 2, 5, 10, 20 years?

Paved roads
Soccer fields
Mall
Movie theatre
Drive Inn
18- hole golf course
Lower gas prices
Other youth based facilities
Athletic Club
Drag Strip for racing cars
Healthy Care – medical services
Indoor pool
Jacuzzi for injured athletes
Ice skating rink
Water Park
More Motels
Televisions in the buses
Motor cross track
1 or 2 charter buses for longer trips
Bigger swimming pool facility
More grants and bonds into the community instead of Jail
Movie theatre
Retirement homes for elderly
Better music program
More variety of churches
Re-evaluate the bus routes for country kids
Radio Station
Pet cemetery
Community Bus

Listening Session for the Resource Assessment Team Broadwater County

K-12 Educators

May 28, 2004

1. What are the major problems and challenges in your community?

Nothing to do or go for the youth

Streets need to be fixed up

Infrastructure need to be upgraded (water lines)

Keep people in the community buying

Medical and clinic is not availability

Ditto open hours

Parenting concern – disciplinary problems are well established with kids **Mental Healthy facilities.

Economic disadvantage – growing number of kids that are coming in most likely due to welfare

Commuting Bus that can transport transients to God’s Love”

Lack of jobs for youth –Recreation Center could provide classes to kids

Drug and Alcohol facilities and mental health

Lack of support from Medical clinic to take Medicaid

Lack of uniqueness of businesses- same businesses down main street

Keep businesses in town

Lack of Wedding receptions

No availability of other businesses – not competitive with Helena

Fire Hydrants that don’t work

Enforce curfew more often during evening – nice to go places without being intimidated

Lack of Hotels

Swimming Pool needs to be update and improved (restrooms and wading pool open)

Swimming Pool is not open on the weekends

More and more land are getting closed off to hunting and fishing

First Impression of Townsend along Front street is not good

Signage is poor

Lack of Comprehensive Planning to apply to the appropriate amount of Growth

Canyon Ferry Lack is a jewel waiting to be discovered we would not be able to react to the Growth

City and County is not being flexible (hours time of day) to allow for public meetings to get input from the community.

Do not have meter water but this can be a disadvantage

Townsend doesn’t have access to natural gas –

Authority of spending PILT Money – more public input on how that money is spent

Lack of foresight on planning for internet connections. If you want businesses here they can’t get access to high speed internet – can’t afford Broad Band Internet

Service our young family in poverty

Need to address the poverty families in the community (kids are acting out at the end of school because they get 2 meals a day and they’re concerned where they are going to eat now that school is out)

2. What are the major strengths and assets of your community?

Heritage park improvements and other parks accommodate all age groups
Passed the Mill Levy – support school
Indian Creek Ponds –needs more fish
School is an Asset and the staff
Cooperative attitude among the Churches
Fence that hides the trailer court along Front Street
Beautification along Main street and front street has been worthwhile
PTA very supportive with teacher
Rotary Club – supportive for the community
Indian Creek Ponds
Community groups that have done the October Fest
New highway
Rodeo and Fair days are big booster
Fair Grounds
October Fest with community effort, extra festivity
Soccer fields, baseball fields, golf course, corn maze
Corn Maze
Bigger School to host tournaments
Quilt Show
Businesses are cooperative for donations
Friends of the Library are more active with the community and program
Summer Reading Program –
Summer Enhancement Camp
Community Library
Swimming Pool
Improvements around sanitation dump site (closing)
Closure of gas stations – small businesses are going under to bigger corporations
Access to all of the recreation
Centrally located between Helena and Bozeman
Still a small community not afraid
Natural Beauty
On the Lewis and Clark Trail
Hunting and fishing

3. What project would you like to see accomplished in your community the next two or five, ten, and twenty years?

Would like to see something happen to the old Athletic Club instead of staying empty
More involvement with communication between school and community- Community needs to come in more often by community clubs (Garden Club planting at the school)
Comprehensive Health Care Facility (so more doctors could stay here)
Boulder Beautification –

The old Railroad Depot improvement along the railroad – Beautify the community – would like to see something happen here (community center)

Water Meters can provide the opportunity for extra funding to the community

Currently looking into natural gas from Three Forks connection

Cottage Industry

Identity – what are we here for (Old West, ie Ennis)