

RESOURCE TEAM ASSESSMENT REPORT

for

LINCOLN, MONTANA

OCTOBER 9, 2003

**In partnership with
Montana Department of Commerce, Montana Economic Developers Association
(MEDA), Lewis and Clark County, USDA Rural Development, Bear Paw
Development, Gateway Economic Development Corp., United States Forest Service,
Helena National Forest, Ripple Marketing, Lincoln Community Council and
the people of Lincoln.**

EXECUTIVE SUMMARY

I am sure I speak on behalf of the team in thanking the community of Lincoln for its hospitality. It was a privilege to spend a day in the community and learn of its challenges, strengths and dreams.

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 Jim Paris of the Lincoln Community Council who served as the spark plug behind this entire project. More thanks are extended to Bob Armstrong, Rawlie Fischer, Brenda Quay, and Michael McHugh and Jeff Erickson (Lewis and Clark County Planning Department) as well as the United States Forest Service. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Sheldon Bartel of Gateway Economic Development Corp.; Terry Dimock, Regional Development Officer for Montana Department of Commerce; Cindy Donnell, Community Development Manager for USDA/Rural Development; Tracey Jette, SBDC Director for Bear Paw Development; Amy Teegarden USFS/Helena National Forest and Kitch Walker, President of Ripple Marketing. 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 being set for Lincoln'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 to be held in a few weeks!

Gloria O'Rourke
MEDA

PROCESS FOR DEVELOPMENT OF THIS REPORT

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

Jim Paris of the Lincoln Community Council served as the local contact and local team leader for the project. Jim 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 city. The team members were carefully selected based on their fields of expertise that Lincoln officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed approximately 25 people on October 9th. The team was available for listening to the following groups: Ag and Forest Products; Non-profits, Clubs, Agencies, The Arts; Senior Citizens; Business, Chamber, Tourism; Students and Teachers.

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

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 Lincoln.

A preliminary oral report and a summary of group recommendations was presented to the people of Lincoln on October 9th.

Following the oral report, this formal written report was prepared and is presented to Lincoln. 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 being planned for the near future to review the report with the people of Lincoln to set priorities and initiate action plans.

**LINCOLN, MONTANA
RESOURCE TEAM ASSESSMENT
OCTOBER 9, 2003**

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**LINCOLN RESOURCE TEAM ASSESSMENT
OCTOBER 9, 2003**

AGENDA

- 8:00am -** Those team members that arrived the 8th (or those from Helena that want to drive over early) are invited to join Jim Paris and Bob Armstrong for breakfast at the Lincoln Log Restaurant.
- 9:00 - 9:30:** Resource Team Orientation - Community Center
- 9:30 to 10:30** Listening Session with Ag, Forest, Land Use, etc. Community Center
- 10:30 to 11:30** Listening Session with Non Profit Clubs, Agencies, Churches, The Arts, Volunteer Groups. Community Center
- 11:30 to 12:30** Working Lunch and Listening Session with Senior Citizens at the Senior Center
- 1:00 to 2:15** Listening Session with Business, Tourism, Chamber. Community Center
- 2:25 to 3:25** Listening Session with Youth and Students. Lincoln School Gym
- 3:30 to 4:00** Listening Session with School Staff, Lincoln School
- 4:00 to 6:00** Working Dinner for Resource Team to prep for Town Meeting. Basement of Stonewall Steakhouse
- 7:00 to 8:00pm** Lincoln Resource Team Town Meeting. Community Center

**LINCOLN, MONTANA
RESOURCE TEAM ASSESSMENT
OCTOBER 9, 2003**

MAIN ISSUES

Note: These main issues are a summary of the Lincoln Listening Sessions.

COMMUNITY

Volunteerism – and burnout

Limited citizen participation

Drugs and Alcohol

Theft and Vandalism

Response of Law Enforcement

Apathy

- Maxed property taxes
- Paying for services and are not receiving them
- Lack of school and community spirit
- Out migration

INFRASTRUCTURE

Roads and Streets

Cell Phone Coverage

High Speed Internet Access

Zoning

Incorporating

Bike path/walking path through scenic area

Library addition

ECONOMY

High paying, skilled jobs

Transitioning from extraction industries

Steady supply of natural resources

Tourism – tied to public land access

Tourism – destination point

Historic Preservation

Beauty of area – clash with extraction industry

Retaining land uses

Real Estate

- Lack of available land
- Not many houses on the market

HEALTH SERVICES

Expansion of Medical Services

Pharmacy

Assisted Living

Transitional Living

ARTS and RECREATION

Open gym

Rec Center – swimming pool, weight room etc.

More indoor community activities

More non-school related sports activities

Performance arts

EDUCATION

Separate school/gym

More languages, honors, trade skills, shop, mechanics

More staffing to offer more classes

More school spirit

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MAIN TOPIC: AGRICULTURE, FOREST, LAND USE

Issue: Resource-based economy

Historically the livelihood of Lincoln 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.

The outlook for access to forest resources is looking up! The Lincoln Ranger District will be providing some timber salvage sales as a result of the 2003 summer fires that occurred. Also, the recent passage of the President's Healthy Forests Initiative will open opportunities for more timber and fuel mitigation projects. Local community advocates will have the opportunity to assist in project alternatives and recommendations.

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.*

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

The community of Lincoln 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/>

Recommended 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://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 Blackfoot Valley and Lincoln community identity is anchored in a rich and colorful connection to its local history including Native American Indian prehistory, Lewis and Clark, mining, logging, homesteading and transportation. While highway 200 serves as a linkage of the Blackfoot watershed from Rogers Pass to Bonner, 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 Lincoln Historical Park and development of interpretive kiosks located throughout the Blackfoot River corridor, this is an exciting time to consider heritage tourism opportunities for Lincoln.

Recommendations:

Get involved in Lewis and Clark Bicentennial plans and projects!

The National Park Service recently announced that 18 Montana communities and Tribes were selected to host the Corps of Discovery II (traveling museum). Lincoln has been selected as a host community for June 30-July 2, 2006.

1. Planning and preparation needs to start now.
2. Start working with the Lewis and Clark Trail Bicentennial Commission of Lewis and Clark County

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

1. the State Lewis and Clark Bicentennial Commission (www.montanalewisandclark.org/Funding)
1. 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 200 become a heritage highway that promotes visitation and increased understanding to outsiders of the unique features that are offered in the Blackfoot River corridor?

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

Recommended 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>

NPS National Heritage Areas Brochure

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>

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MAIN TOPIC: LAND USE

Issue: Land Use Challenges

The common theme in the listening session notes is contradiction. While some notes relayed the hope of returning the community to the good old days of resource extraction jobs (e.g. logging and mining), other notes identified an economic future based in preserving a clean, healthy, and beautiful environment (e.g. tourism and real estate development). Some people pointed out that they and others had moved to Lincoln because of its natural beauty. Other people pointed out that people were leaving because of the lack of jobs in resource extraction. Overall, the Lincoln community economy is in transition/flux.

Recommendation:

Jobs are the lifeblood of a community. Jobs

- Put food on the table and enable education, health, and recreation
- Form the tax base that supports community services
- Retain and attract a population in a specific geographic area

The Lincoln community needs to make a critical decision and corresponding strategic plan regarding the type of industries/jobs that they see as the key to continued community development. **The decision must be a community decision and must include buy in from the community council, Lewis and Clark County, and the State of Montana.** The decision and strategic plan must be a participatory, grass roots effort. This precludes:

- Hiring consultants to do studies and make the decision and plan
- The County making the decision and plan on its own.

To do:

- Chamber or Snow Warriors gauge the need and support for a participatory, grass roots strategic planning session.
- If support is there – seek the services of a planning professional (one that will not do the planning, **ONLY** will manage the planning process and meetings to ensure the work and outcomes are the those of the community). Seek funding for effort via USDA or State of Montana.
- If support is not there – not worthwhile to proceed. Community remains in conflict over most desirable future.

Recommended resources:

For additional information on local self-determination through participative democratic processes at the community level:

<http://www.nmsu.edu/~iirm/>
<http://www.scn.org/ip/cds/cmp/modules/par-par.htm>
<http://www.parnet.org/>

MAIN TOPIC: SENIOR CITIZENS

A review of Census data shows that the Lincoln community has a significantly higher median age than Lewis and Clark County and the State of Montana. In other words, the Lincoln community has a higher proportion of senior citizens in the community population than the same proportions in Lewis and Clark County and the State of Montana.

Issues:

The notes from the listening sessions identified some needs/issues related to the senior population:

- Lack of medical and health care facilities, transitional/extended living care facilities, and a pharmacy
- Distance from hospitals
- Lack of senior housing.
- Failed school and rural improvement district tax/levy

Recommendations:

These needs translate into business and employment opportunities in the community.

- Draw up business plan to meet these needs
- Visit with Gateway Economic Development Corporation for free biz plan review and financial assistance.
- Document needs and lobby for development assistance with
 - USDA – rural community assistance
 - MT Dept of Commerce – Community Development for CDBG economic development and community facility programs

Recommended resources:

<http://www.gatewayedc.org/sbdc.htm>
http://commerce.state.mt.us/CDD/CDD_Home.html
<http://ceic.commerce.state.mt.us/>

MAIN TOPIC: TELECOMMUNICATIONS

Issue: No cellular/wireless telecommunications service

The listening notes show that Lincoln has no cellular/wireless telecommunications service.

Recommendation

Get cellular/wireless telecommunications service.

- Bring together:
 - Lincoln Telephone Company

- Lincoln Community Council
- Lewis and Clark County Infrastructure/Engineering Dept
- USDA – Forest Service Lincoln Ranger Station
- MT Dept of Commerce Community Development
- MT Internet Corporation
- MT Rural Telecommunications Association – Geoff Feiss
- Identify barriers to service
- Create actions and identify resources required to overcome barriers to service
- Implement actions to overcome barriers and implement service.

Recommended resources:

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

<http://www.telecomassn.org/>

<http://www.mt.net/>

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The following are my responses to the major issues and concerns as expressed by the residents of the Community of Lincoln during our on-site visit of October 9, 2003. There are only a limited number of these issues that I have a real comfort level with, but will share my thoughts on those of infrastructure and the economy, with a few general observations of the area.

MAIN TOPIC: INFRASTRUCTURE

Issue: Roads and Streets

The residents mentioned often throughout the day the poor conditions of the community's roads and streets. After having the opportunity to drive on some of them during that day, this is likely the largest and most numerous collections of potholes of any town of similar size. They are a real concern and detract greatly from the town's appearance.

Recommendations:

Having good street conditions says many favorable things about a community. The opposite is true of unimproved or deteriorating road conditions. The residents need to step up and make an investment for these needed improvements.

- 1. Form a Rural Improvement District and pass bonds to pay for these road and street upgrades. Don't delay any further as the future price will only increase.**
- 2. Once improved, possibly obtain maintenance agreements with the County. Also consider obtaining used equipment that's government agency surplus or jointly purchased and shared with other surrounding communities.**

Recommended Resources:

Contact Lewis and Clark County Planner, Sharon Haugen at 447-8342. Review state law for Rural Improvement Districts at www.discoveringmontana.com. Under "Government" click on "Montana Codes" for MCA: 7-12-2101 through 2120.

MAIN ISSUE: INFRASTRUCTURE

Issue: Internet Access

Residents mentioned the need for better access to the Internet in the community for businesses, school and residential uses. Most of the current difficulties appear to be a function of limited market size and their mountainous location.

Recommendations:

- 1. Contact John Guthmiller at the USDA Rural Development Program and ask about the Broadband Initiative Program. Call him at 406-585-2540.**
- 2. Contact Lee Good with the Jefferson Broadband at 406-287-5308.**
- 3. Also you should contact Mike Sheard at VisionNet at 406-457-1400.**

Recommended Resources:

Other information may be available about this through Gloria O'Rourke. Call 406-563-5259 or reach by e-mail: Gloria@medamembers.org.

MAIN ISSUE: INFRASTRUCTURE

Issue: Zoning

Some residents mentioned a lack of zoning in the community. This results in a hodge-podge of mixed or inappropriate land uses. It also undermines incentives to make further property improvements.

Recommendation:

Pursue adoption of the necessary zoning ordinances. Also consider "Community Decay" ordinances for cleanup and blight removal.

Recommended Resources:

Again, you should contact the County Planner, Sharon Haugen at 406-447-8342.

MAIN ISSUE: INFRASTRUCTURE

Issue: Incorporation

Comments were provided considering possible city incorporation.

Recommendation:

Other communities that are 1,000 in population have incorporated. It provides them more latitude to chart their own destiny. You would need to proceed very carefully and obtain good legal advice on this potential. You may find out that you're better off remaining as unincorporated. Discuss this also with other small city officials in the area.

Recommended Resources:

For guidance you might contact Alec Hansen at the Montana League of Cities and Towns at 442-8768 or their web site: www.mlct.org. Review state law for City Incorporation at www.discoveringmontana.com. Go to "Montana Codes" for MCA: 2-2-4101 through 4111. A population of 300 is the minimum allowed.

MAIN ISSUE: INFRASTRUCTURE

Issue: Bike/Hiking Paths

Paths and trails development were mentioned as needed in the community and scenic areas nearby. These could provide safety and environmental enrichment.

Recommendation:

Trails could be built as interpretive trails within the recently burnt areas to benefit tourism potential. Pathways should be designed with safety and low maintenance requirements with possible Forest Service guidance.

Recommended Resources:

1. Contact the Community Transportation Enhancement Program, MDOT at 406-444-0809.
2. Contact the Outdoor Recreation Program, FWP at 406-444-3818.
3. Possible funding may be available from USFS through the Rural Community Assistance Program and the Matching Awards Program. Contact the Lincoln USFS Office staff for guidance.

MAIN TOPIC: ECONOMY

Issue: Tourism

The community seems to be making a transition to a tourism economy. Efforts should be continued through the Chamber of Commerce and other local organizations to better position the community as a “tourist destination” community.

Recommendation:

1. **Participate with the County in obtaining designation as a “Resort Area” for the community.** Resort tax bonding will allow funding for streets, sidewalks, lighting and other necessary improvements to truly make it a “Tourist Destination.” They should contact our Administrator, Andy Poole at 406-841-2700 to initiate the process for review. Also review “Montana Codes” for MCA; 7-6-1501 through 1550.
2. If you have not already, contact Anna Marie Moe, MDOC Montana Promotion for participation with the SuperHost Program at 406-841-2797.

Recommended Resources:

Contact your County officials and attorney for assistance and legal advise in obtaining the “Resort Area” designation.

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Until I began working with Jim Paris for the Lincoln Resource Team Assessment, I had never visited Lincoln. My cousin has long operated a business and lived in Lincoln, plus I have an Uncle building a home there. Thus, before my visit, I had only heard of all that Lincoln has to offer.

Of course, after visiting Lincoln I soon realized why it is often mentioned as a destination. You have most comforts of a small town, but the feel of living snug in the forest, totally surrounded by beauty and wildlife.

Living in this structure, however, has some challenges. A major purpose of the resource team process is to provide recommendations and resources to address these challenges.

MAIN TOPIC: COMMUNITY

Issue: Fight Apathy!

Of all the problems the people of Lincoln shared with the team, the problem of apathy alarmed me most. Apathy is defined as "lack of emotion, motivation, lack of concern; indifference." It has also been defined as "a slow sapping of civic spirit, which shows itself through listlessness, defeatism and self doubt. A community simply cannot thrive and survive with a heart of apathy.

In my research, I learned that apathy often comes about due to a lack of process, not lack of attitude. People often care about their community, but they don't know how to participate. (See #3 below.)

Recommendations:

1. Defeat the defeatism. You must not sit back and observe/allow things to happen to you. You DO have a say, you DO have a voice, and with patience, change can begin to happen.
2. Know your enemy. Most people, if properly approached and given direction are willing to help their community, but be aware that you have some natural enemies. These days, time is of the essence – people have prioritized family time, time with the television, sports, eating out, or working late. Be aware of cynics who play the role of "gloom and doom" in a community. Be prepared to say over and over "Let's try." Some individuals may openly oppose any effort for change. All you can do is try to understand their objections, work with them as much as possible, and go on.

3. Become a learning community – a community willing to risk failure to find the best way. Be willing to try new approaches, take on a new project, review what works/doesn't work and apply the lessons learned to the next project. Some experts call this the gardening approach:

- Planting – talk about your issue. Call attention to the issue, be descriptive, unfocused, and simply discuss a problem that you feel should be dealt with. This is not just complaining, but reaching out to others. Learn how other communities solved a similar problem. Find five to seven people that you feel you can count on to begin to address the issue. Remember – you don't have all the answers at this point, but are confident a solution can be found. Consensus to finding solutions will take place in the “blossoming” step below.
- Cultivating – as interest builds, don't rush things. Thoroughly investigate an issue before taking a major first step. Put together a steering committee, talk and write about the issue, get public opinion and input, perhaps conduct a survey to begin intensive planning. Realize that objections and doubts will now be raised such as, “who is going to do all this work?” or “where will the money come from?” and the famous “we have tried this before and it didn't work”. To replace the defeatism, have short answers prepared as to why your community can – and should – address this issue. Do visit public officials, non-profits, business leaders, etc., to see where they stand on the issue. Ask advice – but it is too early to push for a commitment. As you visit, ask about possible resources. Have a plan in place to put-to-work new volunteers. Now is the time to create your volunteer database.
- Blossoming – this would involve a big event or series of events. The purpose is to set the stage for excitement, commitment and direction. To avoid appearing manipulative or “pushy” – thoroughly complete the Cultivating step before moving on to Blossoming. To hold a successful “blossoming” event, think about what other community events have proven successful in the past. Perhaps it was a community dinner, a town meeting, an outdoor get-together. It is not so important as to having a large number turn out, but that there is a good cross-section of the community present. The event must conclude with consensus and commitment. Remember that a solution may be found to the issue that you had not thought of...keep an open mind.
- Harvesting – be ready to run with success. Usually a successful event will reveal new volunteers. Plan ahead as to how you will welcome and put-to-work these individuals. The more people you can offer meaningful roles to, the faster and farther enthusiasm will spread. Put people in their right “slot” – matching their ability with a portion of the project. Remain enthusiastic – and enthusiasm will continue to grow.

4. Keep the momentum going: divide big goals into smaller ones – and celebrate success along the way; be sure to broadcast your successes – don't let people forget what has been accomplished; reward or acknowledge your volunteers; keep attention focused on the problem AND the solution.

Resources:

Utilize the upcoming Lincoln Resource Team Assessment prioritizing town meeting to identify the issues on which Lincoln needs to go to work. Contact Jim Parish for date, time and location.

Review additional ideas and strategies at <http://www.civic-strategies.com>

Subscribe to a free monthly newsletter: <http://www.volunteerpower.com>

MAIN TOPIC: COMMUNITY

Issue: Law Enforcement, Theft, Vandalism, Drugs and Alcohol

The youth of Lincoln strongly emphasized problems with law enforcement (lack of response), theft, vandalism, drugs and alcohol in the community.

Recommendation:

Begin a two-fold effort to reduce crime and improve safety in Lincoln. Chances are you have heard of these resources before – Crimestoppers and Neighborhood Watch.

The Crimestoppers program involves three groups: communities, media and police.

Community: Citizens are responsible for forming a Crime Stoppers non-profit corporation, whose directors establish policy, determine amount and method of reward payments, work closely with the police and the media and generally oversee the program. The directors are also responsible for fund raising, and all volunteer service. Tax money is not sought.

Media: Crime Stoppers methods, objectives, successes and phone numbers are publicized on a regular basis by the media. An unsolved "Crime of the Week" is given special treatment with details published in newspapers, on radio and in certain cases a re-enactment on television.

Police: A special Crime Stoppers phone with a well publicized number is provided to the community. Callers are assigned a special Code number and NEVER give their names. If, after the investigation, the information leads to an arrest, the caller is entitled to a reward.

For over 30 years, the Neighborhood Watch Program has provided Americans a unique safety infrastructure that brings together local officials, law enforcement and citizens for the protection of communities.

The Neighborhood Watch program is a favorite of mine – I was the block coordinator for our neighborhood when I lived in Billings. I can attest to the fact that once the program is set up in a neighborhood, it works!

Resources:

Complete information on how to begin a Crimestopper program is: <http://www.c-s-i.org/index2.html>

All you need to know about beginning a Neighborhood Watch program is found at: <http://www.nnwi.org/>

MAIN TOPIC: COMMUNITY

Issue: Assistance from non-residents

Recommendation:

My first recommendation is to begin to include non-year-round residents in the planning of Lincoln. It appears those living in Lincoln feel over burdened with caring for the community – while non-residents reap the benefit. I strongly believe that if non-residents were included in the problems and challenges of maintaining Lincoln as a community, they would be willing to work to maintain all that they enjoy.

Laura Nicoli suggested a survey should be mailed to individuals that do not live year round in Lincoln to obtain feedback on resources and ideas for maintaining and improving the community of Lincoln.

Resources:

Contact Laura Nicoli

MAIN TOPIC: COMMUNITY AND EDUCATION

Issue: School spirit

During the listening session with Lincoln school students, they shared the fact that there is little school spirit. It was very clear to all of the students that this is a problem – so severe, in fact, that Lincoln does not have any cheerleaders. No cheerleaders???? Rock bottom must be reached when there is no cheer left in a cheerleader. The students felt a lack of spirit among themselves, but also among their parents and community at large.

Recommendations:

I do not have easy answers to re-charge the spirit battery of parents and the community at large. But I do know that this is a problem that the students can turn around. You just need a few tools to get the spirit rolling:

1. Discuss the issue with your student council or another group in Lincoln school that has demonstrated some form of 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.
4. Do it!

A snippet of information from the website: **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.

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.

MAIN TOPIC: COMMUNITY AND EDUCATION

Issue: Open the school gym

A simple request made by the students of Lincoln: open the school gym.

Recommendation:

The students of Lincoln desperately need something to do. The “nothing to do” whine is a common complaint among young people – from big cities to small towns. But I believe it is a serious problem in Lincoln, due to the heavy use of alcohol and drugs in the community. Also, with the failing of the school levy, students would benefit from time with an open gym to make up for the loss of other activities.

Simply do whatever it takes to make the gym “open” for a few hours per day during different nights of the week. Perhaps a few Senior Citizens or local church youth leaders would be willing to serve as door-persons. Lock up the rest of the school (if possible) so that vandalism is not a temptation.

Resources:

Local church leaders
Senior Citizens

MAIN TOPIC: INFRASTRUCTURE

Issue: Library Addition

Before the assessment was to start, I popped into the library to see if a computer was available to check my email. What a wonderful library you have in your community – and a dedicated librarian as well.

Recommendation:

The librarian told me of the stormy day a large tree tried to check out half the books in the library. I was amazed at how the town of Lincoln rallied to the plight of the library – and made the library even better than it was before.

I understand that an addition is being planned. To me, it appeared an addition is much needed. The library was packed full of wonderful books, the small computer lab was full and had a student or two waiting for his turn. It also sounded like there are enough supporters and willing workers to make the addition happen.

In Anaconda, I serve on a board called Friends of the Library. It is a small but inspired group that managed to raise funds to construct and install a \$200,000 elevator. When we first began raising funds, it felt like we would never reach our goal. After three years of various fund raising campaigns, we recently held a celebration and open house for the public to begin riding the elevator.

I shared this information with you to say – keep up the great work, and know that in the long run, you will succeed.

Resources:

Feel free to contact the librarian at Hearst Free Public Library in Anaconda for additional fund raising information.

Honore Bray
401 Main St.
Anaconda, MT
Ph: 406.563.6932

MAIN TOPIC: ECONOMY**Issue: Better paid, skilled jobs**

This is a struggle for most communities in Montana – how to find better quality, higher paid positions. And...if those jobs can be found, how does one obtain the skills to fit the job requirements? If only there were simple answers.

Recommendations:

As Lincoln appears to be inhabited by people that very much want to stay in the area, perhaps you should consider becoming an entrepreneur – and go into business for yourself. To begin, visit <http://www.startupjournal.com/hoto/soundadvice/20020327-mancuso-1quiz.html> and take a brief quiz to see if you have the potential to become an entrepreneur. The website, provided by the Wall Street Journal, has information on “How to” – including how to start a business from your home. Also, there are oodles of ideas and encouraging funding sources at <http://www.discovermontana.org>.

Be sure to contact Steve Grover, SBDC Director with the Montana Community Development Corporation. Steve is enthusiastic and devoted to making a businessperson successful.

A final recommendation – during the last Montana Legislative Session, a bill was passed that created funding to assist companies with the cost of providing training skills for new employees. Contact Dave Gibson of the Office of Economic Opportunity for the entire scoop.

Resources:

Steve Grover, SBDC Director
Montana Community Development Corp.
110 E. Broadway, 2nd Fl
Missoula, MT 59802
Ph: 406.728.9234
sgrover@mtcdc.org

Dave Gibson, Chief Business Officer
Economic Opportunity Office
P.O. Box 200801
Helena, MT 59620
Ph: 406.444.5634
dagibson@state.mt.us

MAIN TOPIC: ECONOMY

Issue: Tourism – Destination Point

When visiting Lincoln, it seemed to me that Lincoln could become a destination point similar to Red Lodge, Montana. Lincoln is already used as a “get away” hub for surrounding areas. With some focus and work, Lincoln could create its own theme, image and identity.

Recommendation:

Contact local leadership in Red Lodge to learn from their process.

Contact:

Red Lodge Chamber of Commerce

Phone: 406.446.1718

information@redlodge.com

MAIN TOPIC: HEALTH SERVICES

Issue: Pharmacy

Recommendation:

One outcome of the Resource Team Assessment process is a new web forum called Come Home Montana. You can visit this site at <http://www.comehomemontana.org>.

The purpose of Come Home Montana is to attract and retain talented, creative individuals to Montana.

A community such as Lincoln can be listed on the forum, with your need for a pharmacy indicated.

Alumni of Montana visit this website and review the needs of various communities – and find a match to their skills that will allow them to “come home.” There is no cost to join the forum.

Resources:

Contact Julie for a workshop or presentation--

Julie Foster, Executive Director

Montana Jobs Network and Come Home Montana

Ph: 406.777.7185

jmfoster@montana-jobs.net

MAIN TOPIC: EDUCATION

Issue: Funding – starting with a passing mill levy

Recommendation:

One key to a successful voting campaign is education. Voters must be educated and presented with accurate information regarding an issue -- such as a school levy. People must be made aware of the current need, how this need came about, the consequence of losing the funding, and what costs will be put on the tax payer. Remember the WIIFM rule – What’s. In. It. For. Me. Voters will support additional costs if it is made clear what they will get out of the funding.

Finally, the school and community need to rally around this cause. (see Spirit Works information under Community). To get the message out in Finneytown, (a small community near Cincinnati) fliers were distributed, 1,000 signs placed, and a 20 by 8 foot banner draped across a silo in view of the football stadium. On the day of the vote, parents, teachers and students lined up along a main street, formed a human chain, wore pro-levy T-shirts and carried signs asking for voter's support. They got it. The levy passed.

Resources:

<http://www.spiritworks.com>

REPORT BY: Kitch Walker, President

Agency: Ripple Marketing

Address: P.O. Box 10221

City/State/Zip: Bozeman, MT 59719

Phone: 406.585.8168 Fx: 406.585.0047

Email: kitch@ripplemarketing.com

Web: <http://www.ripplemarketing.com>

MAIN TOPIC: ECONOMCY

Issue: Tourism - Marketing Lincoln

Recommendations:

“If you don’t know where you are going, any path will get you there.”

Marketing a community or “Place” is not unlike the traditional marketing of a product, service, or idea. The same general rules and guidelines apply. Follow these steps.

Step 1: Market Research

Step 2: Strategic Marketing Plan

Step 3: Implementation of the Plan

Step 4: Evaluation of the results

Step 5: Adapt/adopt in steps 1-4

Step 1: Market Research

With a community that wants to potentially focus more on tourism as an economic driver, then market research should be conducted about the “customer”. A good place to start is with the state tourism research. Visit this website to get data collected by the state: <http://www.itrr.umt.edu/>

Additional research should be conducted to better understand specific, targeted tourism-related groups like those that like to snowmobile, camp, hunt, hike and fish. Any information that helps you to better understand the needs and wants of potential customers, how to fulfill those needs if possible and how to best communicate with potential “customers” will aid in developing an effective marketing plan.

A community may also want to survey tourists while they are in Lincoln at key times of the year to gather additional planning and decision-making information. For example, determine what made Lincoln attractive to them, how they learned about the community, what they think is missing, what would make them come back again, etc.

Finally, gather information from the key stakeholders in the community about resources, potential strategies, and willingness to participate, etc. This will help shape the necessary sources of information that are needed to develop a strategic marketing plan for Lincoln.

Step 2: Strategic Marketing Plan

Create a strategic marketing plan based on the information gathered from Step 1. A good outline for marketing plans can be obtained from the SBDC or the SBA website at www.sba.gov

There are several keys to writing a successful marketing plan. **One of the most important is the ability of the community and businesses within that community to collaborate with one another to create an integrated, targeted marketing plan. A second key factor is the willingness of the community to focus on the community as a whole and not just on individual businesses or groups within that community.** As a reminder, there are no silver bullets for marketing a community. There is only the consistency and frequency of a targeted message or messages through valid media or mediums over a long period of time that helps to build awareness, usage, and loyalty.

Step 3: Implementation

During the course of writing a marketing plan, you will have answered these things: who, what why, where, when, and how. At this point you've planned the work, now it's time to work the plan. Carry out the marketing plan. Most marketing plans fail at this point because they become dust collecting "shelf-plans" that are never executed. Stick to the plan and do it.

Step 4: Evaluation

At predetermined intervals, evaluate the success of the marketing plan or even specific efforts. Document the success or lack thereof. Then carry out Step 5.

Step 5: Adapt and/or Adopt

Based on the results you efforts and the infusion of new or updated information make the necessary decisions to update the process (Steps 1-4). This is where the marketing plan becomes a living, breathing document that acts as a roadmap over a long period of time.

If a community follows these steps and remains loyal to the process, then there is a high likelihood of success. It will be a challenging, exciting, and time intensive process. Be prepared.

REPORT BY: Tracey Jette, SBDC Director

Note: Since the Lincoln Resource Team Assessment was held, Tracey Jette took on a new position as Director for the Small Business Development Center in Bozeman, MT. Tracey can be reached for information regarding small business development at:

**Gallatin Development Corporation
Small Business Development Center
222 E. Main, Suite 102
Bozeman, MT 59715
406.587.3113
e-mail: botmlne@bozeman.org
web: <http://www.bozeman.org>**

MAIN TOPIC: COMMUNITY

Issue: Activities for Youth

Recommendation:

Youth activities or rather a lack of youth activities was a concern for the youth in Lincoln. One idea would be to develop a program such as Leadership High School (LHS). LHS is a leadership/educational program designed for incoming high school juniors to develop their leadership skills and provide an opportunity to learn first hand about the importance of being involved in their community, how their community operates and an appreciation for what businesses, organizations and individuals, through volunteering, contribute to their communities.

This program may also serve the purpose of curtailing the apathy that is rampant in Lincoln. Development of an LHS program will re-engage members of the community and help them to understand what impact their actions and contributions really have on the community.

An LHS program has been established in both Havre and Great Falls and is coordinated by their respective Chambers of Commerce in cooperation with the local school system.

For further details contact:

Debbie Vandenberg, Executive Director
Havre Area Chamber of Commerce
518 First Street
Havre, MT 59501
(406) 265-4348
www.havremt.com

MAIN TOPIC: BUSINESS DEVELOPMENT

Issue: Tourism

Recommendations:

Lincoln is rich in recreational activities, especially snowmobiles and winter activities that are promoted widely. While this activity needs to be maintained, Spring, Summer and Fall activities need to be developed to provide a stable tourism base.

Resources:

<http://www.travelmontana.state.mt.us/OURPROGRAMS/TourismDevEd.htm>

Travel Montana's **Community Tourism Assessment Program (CTAP)** is designed to help communities interested in tourism as an economic and/or social improvement tool to analyze and develop an appropriate plan of action. CTAP is a community "self help" program provided as a cooperative project of MSU Extension, Travel Montana, and UM's University Travel Research Program. Each year, three rural communities are accepted into the nine-month program through a competitive application process.

Special Events Grant Program (SEGP) The purpose of the Special Events Grant Program (SEGP) is to create and sustain economic development through the creation and/or substantial enhancement of an annual, on-going event. Applicants must be a Montana non-profit entity, city, county, or tribal government. Applicant organizations must be officially recognized by the IRS as having a non-profit status. No state or federal agencies may apply.

REPORT BY: Cindy Donnell
Title: Community Development Mgr.
Agency: USDA/RD
Address: 790 Colleen St.
City, State, Zip: Helena, MT 59601
Ph: 406.449.5000x4 Fx: 406.449.5008
Email: Cindy.Donnell@mt.usda.gov
Web: <http://www.rurdev.usda.gov/mt>

I am a frequent visitor to Lincoln, both as a representative for USDA/Rural Development and as a recreation enthusiast. A “green book” that describes all of the programs, qualifications, projects and data required, etc., is on file at the Lincoln Library. I strongly encourage you to review the information in the green book to assist in virtually any project for Lincoln.

A brief summary of several programs:

USDA-RD Community Facilities 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

USDA-Distance Learning & Telemedicine Grant 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. Regulations and applications are available at: www.rurdev.usda.gov.

USDA-Rural Economic Development Loan 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. More information is available at: www.rurdev.usda.gov.

USDA-Rural Economic Development Grant 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. More information is available at: www.rurdev.usda.gov.

Community Development Block Grant - Public Facilities Program – CDBG funds are used in combination with other federal, state, or local funds to make basic community infrastructure improvements, such as water and sewer facilities, affordable to low and moderate income families. Public facility projects can also include facilities designed for use predominately by persons of low and moderate income such as nursing homes, senior centers, Head Start centers or mental health centers. A county or city government can apply for CDBG funds on behalf of an area agency on aging or a hospital association. More information about all CDBG programs is available on their website: <http://commerce.state.mt.us> .

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. The variable interest rate on this program changes every February but presently stands at 3.15%. More information is available on their website: <http://www.investmentmt.com>.

Again, the USDA-Rural Economic Development Loan program can provide funds to an eligible RUS telephone or electric utility for the creation of a revolving loan fund for small businesses.

Other USDA programs for small businesses include:

Rural Business Enterprise Grant (RBEG) program finances and/or facilitates development of private business enterprises. The grant funds can only be used for technical assistance such as business planning, feasibility studies, and training to enable small, emerging, private businesses to get started or to expand. The grant funds cannot be passed thru to the business. Some examples of the use of this program include: travel and related expenses for participation in trade shows where products are displayed and marketed to a wide audience, technical assistance such as business and financial planning, etc.

Rural Business Opportunity Grant (RBOG) program promotes sustainable economic development in rural communities. Eligible uses include economic development planning, leadership development training, establishment of business support centers, and a variety of other technical assistance uses.

Business and Industry Guaranteed Loan (B&I) program bolsters the existing private credit structure through the guarantee of quality business loans. Guaranteed loans can be made for working capital, machinery & equipment, and real estate acquisition or improvements. Loans up to \$5 million can receive an 80% guarantee from USDA. **This is by far, the largest business financing tool for USDA and Montana consistently ranks if the top four states in the nation in utilization of this program.** However, it is underutilized in eastern Montana.

USDA-Rural Development State Office		406-585-2540
Small Business Administration District Office – Helena		406-441-1081
Small Business Advancement Network	http://www.sbaer.uca.edu	501-450-5377
Montana Finance Information Center	http://mtfinanceonline.com	

**LINCOLN, MONTANA
RESOURCE TEAM ASSESSMENT
OCTOBER 9, 2003**

LISTENING SESSION NOTES

AGRICULTURE, FOREST, LAND USE - CHALLENGES

- Lack of jobs – welfare people are moving here so they don't have to work
Timber, mining and resource are areas they want to continue – need education to explain that resource extraction does not have to harm the environment.
- Ranching – retaining land use (leases are threatened with Natures Conservancy buying land from Plum Creek)
- No full time physician or pharmacist and no emergency care
- Availability of housing for families relocating to the area
- Jobs with insurance and benefits
- Not enough services for retired people – especially medical
- 104 hookups available for the sewer system – but most reserved for absent land owners
- Not a lot of land or buying options out there for people interested in moving to Lincoln
- What works with the climate situation in Helena doesn't work in Lincoln. For example, burn ban in Helena – and we will just be coming out of our snow season.

NON-PROFIT CLUBS, AGENCIES, CHURCHES, THE ARTS, VOLUNTEER GROUPS – CHALLENGES

- Hard to get people involved in service organizations.
- Ditto
- Need to strengthen 4-H
- Ditto on hard to get people in service organizations
- Too much to do for too few people
- Boy Scouts – financing is a huge problem – in dire need of funds
- Need more dads involved in Boy Scouts
- Many single parent families in Lincoln
- People are generous – but we have more and more demands on their funds

SENIOR CITIZENS – CHALLENGES

- Hard to keep school programs
- Side roads need repaired – very bad
- Ditto
- Pot holes – lose small cars
- When roads are graded – just go back to bad in a day or two – not enough base
- Pot holes – a persistent problem for years
- Big dogs running free
- Activity Center for the kids to go to – no place for kids
- Lack of health care, pharmacy

- Long distance from hospital

BUSINESS, TOURISM, CHAMBER – CHALLENGES

- Transition from natural resources to material services
- Communications - lack of cell service a huge safety issue as well as business issue
- Streets are in trouble - county roads are as well – becoming a safety issue
- Extended care facilities
- Organized development – zoning – no controls at all
- School issue mill levy failed
- Have lodging restrictions that prevent us from having large events – but other times we have too much room
- Ditto all of the above
- In trouble if a senior citizen with serious medical problems – have to leave here
- Not a destination spot generally...just at some times during the year.
- Not incorporated – harder to get attention of the county
- Hard to get people to realize that mining and logging has changed forever
- Young people are leaving – jobs not available
- Housing – lack of zoning makes a mix of nice stuff and junk
- Lots of junky mobile homes
- No industry
- Weather, price of gas makes or breaks Lincoln businesses

LINCOLN SCHOOL STUDENTS 8th – 9th GRADE – CHALLENGES

- Theft and vandalism in the school and the community
- Not enough to do - especially for younger kids
- No recreational activities – theater, pool, weight room, place to hang out
- Internet is slow – can get DSL but dial up is slow
- Have to go really far for a store and to do shopping
- Have more bars than restaurants

LINCOLN SCHOOL STUDENTS 10TH – 12TH – CHALLENGES

- Too many bars and drunks
- Not enough resource for the info we need on higher education
- Lots to do outside – but nothing to do inside (theater, etc.)
- Not enough jobs
- We need a hospital
- Stealing is a problem
- Meth is a huge problem here – town related
- Parents have drinking problems
- Same volunteers all of the time
- Need much better school curriculum, sports have gone down very badly
- Very poor school spirit
- Tired of trying with school spirit
- Underage drinking – huge problem

LINCOLN EDUCATORS - CHALLENGES

- Lack of adequate law enforcement – seeing problems due to that. When we call for help, not getting a timely response.
- Ditto
- Ditto – theft – break in at the school, three businesses recently
- Drug issues – too many people with nothing to do
- Apathy in Lincoln is blanketing the town
- Lack of employment
- Drugs and alcohol
- No sense of direction
- Activities for young people
- Need a place for kids to hang out and do some activities other than sports away from school.
- Young husbands leave their families for long periods to find work that is far away.
- Need jobs.
- Housing – there isn't any
- Senior Citizen housing
- Cops don't come, streets are lousy,
- Property taxes – that is why the school levy failed – keep going up and we aren't seeing the services
- Retired population on a fixed income
- No jobs

**LINCOLN, MONTANA
RESOURCE TEAM ASSESSMENT
OCTOBER 9, 2003**

LISTENING SESSION NOTES

AGRICULTURE, FOREST, LAND USE - STRENGTHS

- Community that works together – evidenced during fire season
- Active seniors group and snow warrior's group
- People – small town community attitude
- River
- Public lands surrounding the community for recreation
- Community center (on historic register) and senior center are most used locations in the community
- Stores where you can purchase local and Montana made products
- Cleanliness
- Support for tourism activities
- School – interested in different educational resources
- Fire facilities – volunteer
- Daycare facility – preschool also
- Get a great burger anywhere in town
- Hi County Travel Post
- Campgrounds in the area
- Availability of motels and restaurants sets Lincoln apart from surrounding communities
- Logging
- Amber with the Forest Service
- Fairly good sewer system

NON-PROFIT CLUBS, AGENCIES, CHURCHES, THE ARTS, VOLUNTEER GROUPS – STRENGTHS

- Key Club and Booster Club started at school
- Kiwanis trying to start up again
- Community Center – run by volunteers
- Snowmobile Club – cleans highway, fund raises, etc.
- People here are very generous – always come through with a donation
- Large youth resource here
- Volunteers are a strength – keep the community going
- Ambulance services
- Fire Dept. services
- Good garbage service – done by a volunteer board
- Community sending care packages to our soldiers over seas
- Excellent employed people – our local NorthWestern Energy service man is excellent and is involved with the community.
- Local law enforcement – serve in the community, too.
- People are kind to new comers, very welcoming
- Surrounding land, many opportunities to camp, fish, hunt, etc.
- Cooperation between agencies is excellent
- Arts Council

- Community Center - is used a lot!
- Churches – supportive and helpful

SENIOR CITIZENS – STRENGTHS

- Can't have better help than from our organizations – same people are active and work hard
- Santa Workshop
- It is our home
- Safe community – don't have to lock door
- Well behaved and polite students and kids
- School has a good system
- You know everyone – everyone is willing to help
- Volunteers are great

BUSINESS, TOURISM, CHAMBER – STRENGTHS

- Medical facility is great when it is open
- Fortunate to be near to Helena to provide services
- Good ambulance service
- Community Council is talking more with the county commissioners
- Jerky plant
- The people!
- Good to have a bank – some small towns do not have one – 6 employees
- Geographically central location between large cities
- Natural geography – set in the heart of undeveloped country
- Snowmobile country
- Well organized local snowmobile club – puts on events and maintain large trail system
- Chamber of Commerce is a plus
- Medical facility
- We have a lot of things other small towns do not have
- Natural setting – no matter how much we develop we will have wilderness areas nearby
- Highway 200 is a good highway – increase in use and a major asset in bringing people to us
- VFR airport
- Cooperation between agencies and groups – DNRC, Forest Service, snowmobile clubs, etc.
- 14 Golf Courses in the area
- Can legally ride snowmobiles in town
- Very drivable roads to get to larger communities
- People do shop locally

LINCOLN SCHOOL STUDENTS – 8TH – 9TH GRADE – STRENGTHS

- Do have some summer jobs
- Everyone knows each other
- Smaller town so have slower lifestyle
- A lot of support from the community and local businesses
- Outdoors and hunting
- Do get a good education

- Smaller school we get more attention from teachers
- Do not have to try out for sports
- Volleyball, basketball, track

LINCOLN SCHOOL STUDENTS 10TH – 12TH – STRENGTHS

- Easy to know everyone in town
- We come together when there are fires and problems
- Small classes
- Plenty of volunteer help
- Scenery is nice
- We are sitting on a gold mine
- Support from parents
- Volunteer for fire service
- Kids pick up garbage
- Do have jobs – babysitting, logging, waiting tables, etc.

LINCOLN EDUCATORS – STRENGTHS

- Student to teacher ratio is great
- Rural location
- Skiing, snowmobiling, outdoor rec
- Friendly town
- People willing to help you if you need help
- Wildlife and cows and bears!
- Community comes together when there is a need
- Lynx festival
- Chamber and Snowmobile Club advertise greatly
- Rodeo is terrific
- Lots of arts talent i.e, knife making, carving, arts, etc.

LINCOLN, MONTANA RESOURCE TEAM ASSESSMENT OCTOBER 9, 2003

LISTENING SESSION NOTES

AGRICULTURE, FOREST, LAND USE - PROJECTS

- Museum as a destination point – restoring is currently going on – one for an interpretive center for Lewis and Clark visitors.
- Resource Jobs - Salvage from fire
- Want to see the development of a mining facility

- Better school funding to pay teachers as well as providing better facilities with music, arts and sports
- Resource program that is sustainable (fuels, timber, etc.)
- Cell phone service – they do have access to DSL and high speed internet through their local phone company
- Some growth in population growth would be great but maintaining the community atmosphere.
- Use our natural resources! Use them wisely and productively.
- Provide services to the retired population
- Decide what Lincoln wants to look like – development or stay the same

NON-PROFIT CLUBS, AGENCIES, CHURCHES, THE ARTS, VOLUNTEER GROUPS – PROJECTS

- Attract new volunteers
- Find funding for Boy Scouts group
- Get Senior Citizens more involved
- Get young families more involved
- Provide parenting/family classes
- Tap youth resources
- Support Key Club
- An active Kiwanis Club
- Keep Lincoln small and rural
- Stronger adult programs such as Master Gardeners
- More things for families to do – cultural activities on the weekends
- Movie theater or performing arts center for families
- Stronger Arts Council
- Recognition for all that the groups do – some positive feedback from the community
- School facility more available and more useable for community meetings and activities (Boy Scouts are one example)

SENIOR CITIZENS – PROJECTS

- Hooper Park continue to be a “stop” for Lewis and Clark
- Open a drug store again – will keep trade and services here
- Assisted living so aging people can stay here
- Open up the logging – clean up the woods
- Get sawmills back to work
- Repair the streets
- Bring mining back
- Explore pros and cons of being incorporated
- Explore becoming a resort tax community to repair streets

BUSINESS, TOURISM, CHAMBER – PROJECTS

- Assisted living project here
- Chamber of Commerce – generate more economic development
- Explore branding options – like a “theme” for Lincoln

- Golf course
- Cell tower
- More emphasis on non-resource jobs – i.e., good pc company,
- How do we take a “passing through” tourist and turn him into something we can rely upon on a repeat basis. Make Lincoln a destination point.
- Encourage Helena, Missoula, Great Falls Chamber’s to send tourists our way.
- Use Sled Dog activities for more of a draw – Sled Dog Capital
- A lake would be nice.
- A resort type motel – hot tubs, fire places, four star restaurant, golf course
- Ski hill
- Give drivers a reason to stop!
- Lincoln is going to grow – Lincoln needs to determine HOW
- Movie theater, more shopping

LINCOLN SCHOOL STUDENTS – 8TH –9TH GRADE - PROJECTS

- Athletic complex – inside gym and weights
- Swimming pool
- Ski slope
- Sidewalks and paved roads
- Sports outside of schools
- Babe Ruth Baseball
- Truck stop for the trucks to get out of town
- Dance group
- Movie theater
- More job opportunities here

LINCOLN SCHOOL STUDENTS 10TH – 12TH - PROJECTS

- Indoor pool
- Ski resort
- Recreation center- basketball court, weight, wall climbing, and open gym
- Reopen the mine
- Bowling
- Separate high school with its own gym
- More rodeos in a year
- Better weight room and equipment
- A new gym
- Wrestling
- Gymnastics
- Paintball
- Repair roads
- New sawmill
- Fast food joints – Taco Bell
- Another gas station

- Need honor's classes and advanced classes
- Auto-tech
- More foreign languages
- Different sports programs
- Horticulture
- Receive more sports equipment, arts equipment, supplies in general
- Music store
- Fast food
- Clothes and shoe department store
- Super Center/Wal Mart
- Sports store
- Rockin' Rudy's
- More scholarships
- More community support
- Students are willing to do something to get more school spirit

LINCOLN EDUCATORS - PROJECTS

- Street lights for area
- Better housing – more of it
- Senior housing complex – a retirement villa. (This would free up some housing.)
- Address the drug problem
- Improved streets
- A place for kids to go
- Jobs, jobs, jobs
- Hooper Park – to have a skating rink in winter
- Two Kiosks in the works– to house Lewis and Clark info to draw travelers
- Getting rid of blight
- Bowling alley
- Rec center
- Miniature golf course
- Regular golf course
- Paved bike path
- Learning Center for arts, blacksmithing, knife making, crafts, etc.
- Classes: more technical, auto mechanics, etc.
- Classes: more hands-on
- Classes: young kids need an art program
- Nicer swing set, playground equipment
- Drama, gymnastics, tennis, golf, cheerleaders
- Performing arts center
- Classes: more foreign language classes, advanced placement classes
- Upgrade science labs

