

RESOURCE TEAM ASSESSMENT REPORT

for

ANACONDA, MONTANA

OCTOBER 4 - 5, 2006

**In Partnership with your Certified Regional Development Corporation:
Headwaters RC& D; Anaconda Main Street, Montana Department of Commerce;
Montana Economic Developers Association; Montana USDA/Rural Development;
Montana Community Foundation, Applied Communications, Snowy Mountain
Development and the people of Anaconda.**

EXECUTIVE SUMMARY

It was a privilege for the Anaconda Resource Team to spend two days in your community. Thank you for your hospitality, your time, and for sharing with the team the vision you have for Anaconda.

Before digging in to the report itself, I would like to give recognition to the Certified Regional Development Corporation program that is funded through Montana Department of Commerce (MDOC). Headwaters RC& D, under the direction of Judie Tilman, is the Certified Regional Development Corporation for the community of Anaconda which made this assessment possible. In addition, support and training for the process is provided by Montana Economic Developers Association (MEDA). These three partnerships make Resource Team's possible.

Special thanks are also due to the Anaconda Main Street office. Betsy Pahut and Rose Nyman served as the champions behind this entire project and will continue to be involved with the project through activities detailed in this report. Betsy and Rose had help from a host of other people, agencies and businesses, but without their "Let's do it" energy, the assessment would 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: Victor Bjornberg, Montana Department of Commerce Tourism Development Coordinator; Frank Kromkowski, Montana Department of Commerce Community Development Block Grant Program Specialist; Cathy Cooney, Program Director, Montana Community Foundation; Cindy Donnell, Area Director, Montana USDA/Rural Development and Kate McMahon of Applied Communications in Whitefish.

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 the future of Anaconda. 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 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!

Kathie Bailey, Team Leader
Executive Director for Snowy Mountain Development Corporation

PROCESS FOR DEVELOPMENT OF THIS REPORT

According to Montana Department of Commerce program requirements, Resource Team Assessments are to be coordinated through the community's Certified Regional Development Corporation. Headwaters RC&D fills this role for Anaconda/Deer Lodge County and six other counties in the region. Snowy Mountain Development Corporation served as the Resource Team Leader for the project. Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Anaconda in evaluating its assets and challenges and in developing suggestions for improving the environment, social and economic future of the area.

Betsy Pahut and Rose Nyman of the Anaconda Main Street office served as the local contacts and local team leaders for the project. Under Betsy's direction, a host of people took the lead in agenda development, logistics, budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, businesses and community leaders to develop options for projects for Anaconda. The team members were carefully selected based on their fields of expertise that Anaconda officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed and received written comments from over 300 people during October 4 - 5, 2006. All notes from all listening sessions as well as those submitted via email or handwritten are included in this report. The team was available for listening to the following groups: Eighth Grade students, Junior Class students, alternative school students, Fred Moodry Middle School teachers, Anaconda High School teachers, local government, State and Federal agencies, department heads and staff, emergency services, fire, search and rescue; law enforcement, retail, businesses, contractors, self-employed, civic groups, Chamber members, volunteers, service organizations, non-profits, financial representatives, bankers, credit unions, investment firms, lenders, churches, Ministerial Association, affiliated organizations, Senior Citizens, healthcare professionals, doctors, nurses, hospital employees, therapists and home health.

Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing recommendations in this report. The three questions were:

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

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 final report to the community of Anaconda.

A preliminary oral report and a summary of group recommendations were presented to the people of Anaconda the evening of October 5th, 2006.

Following the oral report, this formal written report was prepared and is presented to the people of Anaconda. Copies will be made available in print and electronically. The report is available on the MEDA website at <http://www.medamembers.org/resourceteams.php>. A Town Hall Meeting is planned for Wednesday, November 8th at 7:00pm at the Anaconda High School lunch room to review the report with the people of Anaconda and to identify projects and set priorities for action.

**ANACONDA, MONTANA
RESOURCE TEAM
OCTOBER 4 – 5, 2006**

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**Anaconda Community Assessment
October 4th & 5th**

Headwaters RC&D Together with MEDA and the

Anaconda Main Street Program

Invite you to attend a Community Meeting with the

Anaconda Resource Team

Wednesday, OCTOBER 4TH

Students – 2:15 – 3 p.m. 8th Graders, Juniors and Alternative School

Teachers – 3:15 - 4 p.m. **Middle School Auditorium and High School Theater**

Local, State and Federal Government – 4:15 – 5 p.m. – **Library**

Meet the Team Reception – 5:30 – 7:30 p.m. **Main Street Office**

LIBRARY MEETING ROOM - Thursday, OCTOBER 5TH

Emergency Services – Fire, Ambulance, Law Enforcement, Search & Rescue – 7:00 a.m.- 7:45 a.m.

Retail, Businesses, Contractors, Self-Employed, Professionals – 8:00 a.m.- 9 a.m.

Chamber, Civic Groups, Volunteers, Service Organizations and Non-Profits – 9:15 a.m. - 10 a.m.

Financial Representatives, Bankers, Credit Union, Investment Firms, Lenders – 10:15 - 11 a.m.

Churches, Ministerial Association, Affiliated Organizations – 11:15 a.m. – 12 noon.

Senior Citizens – **Metcalf Center** – 12:15 to 1 p.m.

Health Care Professionals, Hospital Employees, Home Health and Hospice 1:15 – 2 p.m. **Metcalf Center**

Library - Open Session - Missed your designated session? Attend this one. 2:15 – 3 p.m.

Town Meeting - All Attend this session for a recap of information – **Little Theater** – 7 – 8 p.m.

In 4-6 Weeks the Team will return to provide the Community with the final Recommendations!

Date and Location for the Return Meeting will be Announced.

*Attend and Enter to Win a
Red Lodge Vacation Package!*

MAIN ISSUES

ANACONDA RESOURCE TEAM

October 4 - 5, 2006

This list is a summary compilation from the Listening Sessions held in Anaconda October 4th and 5th. Over 300 responses were received to three questions: What are the strengths and assets of Anaconda; What are the problems and challenges of Anaconda; What projects would you like to see or what vision do you have for Anaconda in the next 2, 5, 10,20 years.

MAIN TOPIC: SUPERFUND

ISSUES:

- **Public informed**
- **Clear information**
- **Development impediment**
- **Further discussion and evaluation on best use using technical advisor and TAG as a resource**
- **Issues in Opportunity**

MAIN TOPIC: DOWNTOWN REVITALIZATION

ISSUES:

- **A destination place**
- **Comprehensive planning document for downtown**
 - **Signage, blight, land use, marketing, theme, etc.**
- **Strengthen Main Street Program**

MAIN TOPIC: LEADERSHIP

ISSUES:

- **Development of a Common Vision**
- **Coordination of effort**
- **Community building**
- **Newcomers are a resource**
- **Involving youth**
- **Increase volunteer base and address burnout**

MAIN TOPIC: HISTORIC ASSETS

ISSUES:

- **Strengthen the Preservation Plan for the designated districts and have better enforcement tools**
- **Promotion of Historic Landmarks and Districts**
- **Promote grants and tax credits for rehab and restoration for homes and commercial property**
- **Courthouse restoration - urgent**

MAIN TOPIC: COMMUNITY DECAY

ISSUES:

- **Blight**
- **Entrances to town**
- **Ordinance enforcement assistance**
- **Neighborhood revitalization**
- **Water and sewer issue in West Valley**

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUES:

- **Inclusive in current business promotions**
- **New business support and mentoring**
- **Entrepreneurship – if you don't have a job, make your own**
- **Encourage graduates to come home and start a business**
- **Tourism and event promotion**
- **Marketing**
- **Target specific industry clusters**
- **Build on existing businesses and assets**
- **Clarification of economic development tools**

MAIN TOPIC: YOUTH

ISSUES:

- **Youth Center**
- **Activities for youth in evening**
- **Additional recreational activities**
- **Youth leadership**
- **Provide unique services for youth with addiction issues**
- **Promote and enhance programs for at-risk youth**

MAIN TOPIC: SENIORS

ISSUES:

- **Services for aging population**
- **Preparation for Baby Boomer Bulge**
- **Market to retirees**
- **Better assimilation of new retirees**
- **Resource for the community**
- **Low income Senior services**

MAIN TOPIC: HOUSING

ISSUES:

- **Rehab and weatherization**
- **Senior Housing**
- **Modernized housing**
- **Housing mix**
- **Affordable, decent, sanitary housing for low income residents**

ANACONDA RESOURCE TEAM REPORTS

REPORT BY: VICTOR BJORNBERG

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INTRODUCTION

Anaconda Community Leaders and hosts for the Resource Team Assessment members: Thank you for your hospitality and freely sharing your thoughts and ideas. I apologize for having to come and go during the two day sessions and missing the evening team presentation. I'll work to make it to the November 8th follow up meeting. If you have questions about any of my comments, suggestions or programs that the Montana Commerce Department's Promotion Division (Travel Montana) offers, contact me at 841-2795, vbjornberg@mt.gov.

MAIN TOPIC: DOWNTOWN REVITALIZATION

ISSUE: A DESTINATION PLACE

RECOMMENDATIONS:

To be a destination for non-resident visitors and Montanans, Anaconda needs to focus on what makes it truly unique from other communities within a one or two day drive. What does the community have a competitive advantage with? What is IT that you have to come to Anaconda for because no other place has IT or no other place can offer IT in such a quality way and at a price I – the visitor – am willing to pay?

Colorful history, outdoor recreation, arts, culture and sporting events were all mentioned by the community as part of Anaconda's attraction. To begin with, Anaconda needs to recognize that everywhere in the world has history; everywhere offers outdoor recreation of some sort; and there is no shortage of communities offering arts, culture and sport events. There is plenty of competition. **The challenge is to focus attention, promotion resources, development dollars and community efforts on those things that are truly Anaconda's unique attractions; those attractions, activities and events you have a competitive advantage with.**

From my perspective, Anaconda's destination-level visitor attractions include the Copper King Express Tour Train, the Old Works Golf Course and the various sport tournaments the community hosts. Each of these (with the exception of the sports tournaments) provides its participants with a unique experience that they have to come to Anaconda for. You can't get it anywhere else. Working together as a community to support, promote, enhance and make these attractions the best they can be will bring positive returns to the community.

Other attractions in the community – Washoe Park, Washoe Theater, Smelter Stack Viewing Site, historic districts and individual buildings, Art in the Park, tour bus, etc. – as well as the business community should be coordinating efforts and packaging visitor services with these destination attractions. For example: Lewistown’s Charlie Russell Chew Choo Dinner Tour Train, the only other Montana tour train offering a 3-4 hour trip, schedules their trains for late afternoon departures (5-6 p.m. – even for many of their specialty trips in the winter) so that their visitors are more likely to spend a night in Lewistown. Visitors spend the largest portion of their travel dollars in the communities where they stay overnight. The train is leased to the local Yogo Inn for operations including the meal served on the train. At the train’s turnaround stop in Denton, there is a gift shop and various vendors set up to provide train passengers an opportunity to shop with them. Lewistown businesses report that many passengers arrive late morning or early afternoon to do shopping around town or have lunch prior to getting on the train.

A late afternoon departure for the Copper King Express might not be the answer, **but tour times should be set with consideration for what will bring the most benefit to the community as a whole while adding to the visitor’s experience.** Anaconda businesses and other attractions should work with the Copper King Express to cross promote each others offerings, promote special packages (room & ride, meal and ride, discount on purchase and ride, golf and ride, etc.), create tour train products to offer visitors or create activities for train passengers to do before or after their tour train experience.

There was some mention of trying to add to Anaconda’s destination level attractions. An amusement park was mentioned a few times. Large scale building projects are very expensive to build and operate. **More cost effective destination attractions are festivals and events.** Anaconda/Deer Lodge County participated in the MT Commerce Department/MSU Extension’s Community Tourism Assessment Program in 1998-99. As part of that process, the community looked at creating a number of new events – a Volks Walk (an international organization that sets up and promotes walking courses & events in communities around the world) was one of the ideas. **Your June Cycling weekend sounds like an event that could be built into a destination level attraction by incorporating state or even national cycling organizations (road racing and mountain biking competition).**

For new special events like this, the Montana Commerce Department’s Special Events Grant Program (SEGP) is a competitive grant program for non-profit organizations designed to help communities start new, annual, on-going events as an economic development tool. Anaconda’s “Blast from the Past” event held this past summer received \$9000 from SEGP. The Montana Rural Heritage Experience Program Grants managed by the State Historic Preservation Office and community grants offered by PPL-Montana are two other grant resources that can help funds promotion and development of heritage tourism attractions and events.

If the community is looking to build, renovate, expand or restore a tourism-related attraction, the Montana Commerce Department offers the Tourism Infrastructure Investment Program (TIIP). This is a competitive grant available to non-profit organizations working on tourism-related brick and mortar projects. TIIP Grants have helped fund roof repairs at the Old Montana Prison Museum and lighting and electrical upgrades at the Rialto Theater in Deer Lodge, and created the World Museum of Mining Underground Exhibit in Butte. Contact information for TIIP as well as the other funding programs mentioned above are listed in the Resources Section below.

In addition to looking at Anaconda’s destination level attractions, the community should look at how it fits into the regional picture and what opportunities it has to partner with its neighbor communities. Philipsburg was mentioned numerous times as a community that has done what Anaconda should be doing. Philipsburg benefited by having some “sparkplug” community leaders who created a community vision and energized community members to bring the vision to reality. There’s the model. Now, find (or become) your “sparkplugs!”

Since Philipsburg is in the middle of the Pintler Scenic Highway and visitors have to go through Anaconda or Drummond (unless they use Skalkaho or Rock Creek) to get there it would seem to make sense for the Pintler communities to work together in promoting the highway and each other. **Creating coordinated Pintler Scenic Highway community events, cross promoting each others services and attractions, and jointly promoting the scenic highway should be pursued.**

A regional project that is currently being discussed involves the development of cultural/heritage loop tours throughout southwestern Montana. In September 2006, representatives from Anaconda, Butte, Virginia City, Boulder, Dillon, and Monida met in Dillon to hear about Hands of Harvest: The Craft-Heritage Trails of North Central Montana. Over 100 arts, crafts, and heritage attraction entities in north central Montana joined together to create a full-color guidebook highlighting many off-the-beaten path attractions, artist studios and galleries, historic hotels, locally owned recreation businesses and opportunities, museums and other unique offerings found in the region. The September 2006 meeting was hosted by the Montana Preservation Alliance, Beaverhead County Museum and Lima Historical Society & Museum with support from the Montana Cultural Trust, Montana Arts Council, MSU Great Falls TRACE Program and Travel Montana. **It was organized to begin the discussion on how this model could be used by southwestern Montana communities to create similar unique “trails” or loop tours to direct visitors to.**

At the meeting the group agreed to get back together in mid-November to see what kind of feedback they received from their communities regarding such a project. Deer Lodge County Commissioner and Headwaters RC&D Planner Connie Daniels participated in this meeting and could provide more specifics on the progress.

With the Copper King Express connection, Butte is another obvious partner for Anaconda to be working with on cross promotion, partnerships to enhance the tour train experience and offering unique opportunities for visitors.

Everything we’ve talked about so far focuses on the supply side of Anaconda’s attractions – what you have – that may lead you to become a visitor destination. If Anaconda is to become a destination, it must also focus on the demand side: what do Visitors want?

During the 1998-99 CTAP process conducted in Anaconda/Deer Lodge County, the attraction/inventory part of the process identified a lack of upper scale accommodations, restaurants and visitor services. These upper scale/high end facilities and services (versus the more budget level offerings common in the community) are part of what high value visitors are looking for and are willing to pay for. If these amenities are not available in the area, that is going to influence their

decision on whether Anaconda, the Old Works, the Copper King Express and other attractions are really the place for them to spend their time and money.

During our visit, a number of community groups mentioned the need for an upper scale hotel or condominiums to make better use of the folks traveling to play the Old Works and other activities in the Anaconda area. That makes sense to me. **The challenge is to find investors who feel the same way and can make it happen.**

For those interested in looking at more tourism development in the area, it's important that you know who the area's visitors are, why they come here and what they do while they are here. There are a number of resources available for gathering information about Montana's visitors, those coming to Gold West Country and, possibly, to Deer Lodge County. The Institute for Tourism and Recreation Research (ITRR) at the University of Montana does statewide intercept surveys of non-resident visitors every 4-5 years. Reports developed from this information are available for free on their website or you can order hard copy reports for the cost of printing and duplication. ITRR provided visitor and economic profile information for the 1998-99 Anaconda/Deer Lodge County CTAP process. This report is on ITRR's website – Deer Lodge County Residents Explore Tourism Potential, Research Report 63. In addition to visitor information, this report includes the results of a local resident attitude survey focused on community member's view of tourism, its benefits and impacts and their feelings about their community. Contact information for this is in the Resources section below.

In addition to providing a unique and quality visitor experience, promotion is what makes a destination successful. Montana has created a 4% Lodging Facility Use Tax, commonly called the tourism "bed tax," to help finance tourism promotion and development. The Montana Commerce Department receives a portion of these funds to create an attractive image of Montana as a visitor destination. Commerce uses the funds to provide Montana's tourism and recreation businesses, organizations, and entities access to no and low cost marketing services. These services include vacation planning publications, calendar of events, websites, publicity efforts and niche market promotions to the group tour industry, meeting and convention markets, winter visitors, international travelers and the film and TV industry. Most of these marketing services are offered at no cost. **Tourism and recreation businesses, organizations and entities just need to take the time to provide the Commerce Department information about what they do and how visitors can contact them.** The marketing services that have a participation fee, primarily the niche market efforts, will be the most reasonably priced marketing tools you'll find.

The Gold West Country Tourism Region also receives a portion of the state's tourism "bed tax" for use in promoting tourism and recreation in southwestern Montana. Gold West offers similar publication, website, publicity and marketing assistance to its members at no or low cost.

RESOURCES:

Institute for Tourism & Recreation Research (ITRR), School of Forestry, University of Montana, Missoula, MT, 406-243-5686, Dr. Norma Nickerson, Director, www.itrr.umt.edu.

Montana Commerce Department, Promotion Division (Travel Montana), Helena, MT, 406-841-2870, www.travelmontana.mt.gov (this website has information about all of Travel Montana's programs including TIIP and SEGP Grants, No & Low Cost Marketing Services, "bed tax" collections from each

of Montana's 56 counties, details on every program the Promotion Division officers along with links to the state's numerous tourism and recreation partners).

Gold West Country Tourism Region, Deer Lodge, MT, Sarah Bannon, Executive Director, 406-846-1943, goldwest@bresnan.net, www.goldwest.visitmt.com

Montana Rural Heritage Experience Grants, Montana Historical Society State Historic Preservation Office, Helena, MT, Melisa Kaiser-Synness, 406-444-7768, mkaisersynness@mt.gov

PPL-Montana Community Fund, Lisa Perry, Manager-Community Relations, 406-237-6914, lrperry@pplweb.com, www.pplmontana.com/community/ (look for Community Fund click through on the left side of this page)

Hands of Harvest: The Craft-Heritage Trails of North Central Montana, <http://handsofharvest.org/>

MAIN TOPIC: HISTORIC ASSET

ISSUE: PROMOTION OF HISTORIC LANDMARKS AND DISTRICTS

RECOMMENDATIONS:

Before you begin promoting your Historic Landmarks and Districts, you should look at them through the eyes of a visitor. Can I find it (signage to lead me there)? How do I know I'm there and what it is (signage and interpretation)? Once I've found it, is there a guided or self-guided tour that helps me learn the story on why this has historical significance?

We are very proud that both Butte and Anaconda are linked by one of the nation's largest National Historic District designations. I have to admit that when I drive into Butte and Anaconda and in between I can't determine what the district is or what am I supposed to be seeing or knowing about it. I suspect (hope) that interpretation and signage are in the works. Right now, it's a great label, but I'm having trouble finding the product.

For historic signs highlighting National Register properties and other historically significant Montana sites, the Montana Historical Society has a signage/marker program. This is available for structures within your historic districts and stand-alone homes and buildings. Funding for this program comes from Montana's 4% tourism "bed tax" paid by visitors and residents who stay in the state's hotels, motels, B&Bs, lodges, guest ranches and other accommodations. Contact info in the Resources listings below. **The Montana Historical Society has produced a Montana Mainstreet series of guidebooks highlighting community history. Anaconda is not among its titles right now.** Contact the Montana Historical Society Press for information on how communities get covered by the guidebooks.

The no and low cost marketing services provided by the Montana Commerce Department's Promotion Division (Travel Montana) and the Gold West Country Tourism Region are another source of promotion financed by the 4% tourism "bed tax." Travel Montana offers free listings for attractions like historic districts and historic properties open to the public in its vacation planning publications, calendar of

events (if you have events involving these areas), and websites. Publicity efforts are another form of promotion that works well for historic properties with unique stories to tell. Travel Montana and Gold West Country work together to get travel writers, TV producers, internet media to cover Montana's vacation opportunities and related unique stories highlighting Montana.

Events can be created celebrating the stories of the historic districts or properties or just to use these areas as the backdrop for a fun activity that draws people into the area and introduces them to what the district has to offer. The Montana Commerce Department's Special Events Grant Program (SEGP) is a competitive grant program for non-profit organizations designed to help communities start new, annual, on-going events as an economic development tool. Anaconda's "Blast from the Past" event held this past summer received \$9000 from SEGP.

In addition to general market promotions, there are a number of niche market groups that can be targeted as prime visitors to historic sites like those that Anaconda and Butte have to offer. For example, there are niche groups who travel around visiting historical industrial sites; Montana has a chapter. With Anaconda's numerous technological firsts – electrified city, etc. – there are electrical engineer societies and other technical organizations that could be identified and invited to explore the community. On the cultural side, Anaconda's Hibernians can use that cultural tie to invite other Hibernian chapters from around the world to the community.

Funding for historic district and landmark promotion, interpretation and related projects may be available from many of the grant sources referred to in my recommendations in the "MAIN TOPIC: DOWNTOWN REVITALIZATION, ISSUE: A DESTINATION PLACE: section of this report. In addition to the Montana Historical Society, MT Commerce Department and Gold West Country sources mentioned above, these are: Montana Rural Heritage Experience Grants managed by the State Historic Preservation Office and PPL-Montana Community Fund Grants. There may also be technical assistance from the Montana Preservation Alliance. Contact information for these programs is listed below.

RESOURCES:

Montana Commerce Department, Promotion Division (Travel Montana), Helena, MT, 406-841-2870, www.travelmontana.mt.gov (this website has information about all of Travel Montana's programs including TIIP and SEGP Grants, No & Low Cost Marketing Services, "bed tax" collections from each of Montana's 56 counties, details on every program the Promotion Division officers along with links to the state's numerous tourism and recreation partners).

Gold West Country Tourism Region, Deer Lodge, MT, Sarah Bannon, Executive Director, 406-846-1943, goldwest@bresnan.net, www.goldwest.visitmt.com

Montana Rural Heritage Experience Grants, Montana Historical Society State Historic Preservation Office, Helena, MT, Melisa Kaiser-Synness, 406-444-7768, mkaisersynness@mt.gov

PPL-Montana Community Fund, Lisa Perry, Manager-Community Relations, 406-237-6914, lperry@pplweb.com, www.pplmontana.com/community/ (look for Community Fund click through on the left side of this page)

Montana Preservation Alliance, Helena, MT, Chere Juisto, Executive Director, 406-457-2822, info@preservemontana.org, www.preservemontana.org

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: TOURISM AND EVENT PROMOTION AND MARKETING

RECOMMENDATIONS:

The Montana Commerce Department Promotion Division and the Gold West Country Tourism Region offer no and low cost marketing services for the state and southwest Montana’s tourism & recreation entities. These services, financed by the 4% tourism “bed tax,” include:

- Listings in publications sent to prospective and actual Montana visitors.
- Listings on consumer and niche market websites
- Publicity efforts focused on getting travel writers, TV producers, internet media to do articles on Montana’s vacation and travel opportunities and/or unique Montana stories that make the state an attractive visitor destination.
- Niche market promotions to meetings & conventions, group tours, winter visitors, international markets, and the film and TV industry.

Information about these services are available on the Montana Commerce Department’s Promotion Division Governor’s Conference website under the Montana Tourism 101 Presentation either at <http://travelmontana.mt.gov/conference/speakers.asp> or filed in the Governor’s Conference Site archives.

For events, the Montana Commerce Department’s Special Events Grant Program (SEGP) is a competitive grant program for non-profit organizations designed to help communities start new, annual, on-going events as an economic development tool. Anaconda’s “Blast from the Past” event held this past summer received \$9000 from SEGP. These grant funds are available for event promotion and other overhead costs.

As mentioned in my recommendations for both MAIN TOPIC: DOWNTOWN REVITALIZATION, ISSUE: A destination place and MAIN TOPIC: HISTORIC ASSETS, ISSUES: Promotion of Historic Landmarks and Districts, the Montana Rural Heritage Experience Grants offered by the State Historic Preservation Office and PPL-Montana’s Community Fund could be funding sources for community marketing & promotion.

Since Philipsburg was mentioned numerous times as a community model Anaconda would like to follow, you should look at how Philipsburg promotes itself. In at least one case, a couple of downtown businesses purchase TV ads to promote not just themselves, but the whole community in the Missoula, Butte, Helena markets. **This cross promotion benefits all.** They make good use of the state and Gold West Country’s no and low cost marketing and individual businesses do their own promotion with reference to all Philipsburg has to offer.

RESOURCES:

Montana Commerce Department, Promotion Division (Travel Montana), Helena, MT, 406-841-2870, www.travelmontana.mt.gov (this website has information about all of Travel Montana's programs including TIIP and SEGP Grants, No & Low Cost Marketing Services, "bed tax" collections from each of Montana's 56 counties, details on every program the Promotion Division offers along with links to the state's numerous tourism and recreation partners).

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INTRODUCTION:

Congratulations on a really great job organizing, marketing, and conducting the “Community Listening Sessions”! **Anaconda has so many wonderful resources, including its wealth of people, history, tourism opportunities, and spirit that other communities could only wish for.** Anaconda does have a huge shadow that looms over the community, however, that can only be cast away with a bright light from within. The shadow is the Superfund image and the overpowering close proximity to Butte. But Anaconda has the strength, the “Energizer Bunny”,



and the power within its self to provide a bright light that can eliminate this shadow.

My visit to Anaconda convinced me that there is more than I ever thought or ever could have imagined to see and do in Anaconda. I can't wait to come back with my family and explore the historic sites, walk the streets with visions of days past, and marvel at man's past, present and future work.

There is a wealth of work to be done and it can be accomplished if everyone can agree on prioritizing what needs to be done; dividing up the work with the few highest priority projects being worked on first and them moving down the list of things to do; cooperatively agreeing that you won't always agree, but everyone has something to contribute and capitalizing on those assets; and be willing to spread the claim for success throughout the entire community. The key to success is being willing to work together, meet half way, to accomplish the goals that all of you want and can envision. Remember that the “sum is always greater than the individual.”

Finally, this report may not be as in depth and provide as many resources as other Resource Team Assessment reports that I have worked on. I encourage each and everyone to get online and use the Montana Economic Development Association (MEDA) website and look up reports from other communities. The reports are wonderful and provide a wealth of information from a variety of resource team members. These reports may be relevant to specific projects that Anaconda decides to prioritize as your project. I haven't copied from these other reports, but rather I'm referring you to these reports.

MAIN TOPIC: TOURISM

ISSUE: MARKETING THIS COMMUNITY

Anaconda has a wealth of tourism opportunities, including its history, the train, the “Old Works” golf course, the Superfund site, and nearby public lands. However, it doesn’t seem that many people are aware of all of the opportunities, including those within Montana.

RECOMMENDATIONS:

Tourists can be a starting point to improve the economy of a region. If tourists enjoy the visit, realize that the people are hospitable, and like the recreational opportunities in the area; then they start thinking about how they can move to that area to live and work. Obviously, people like to live in Anaconda versus other communities in the area, because people live in Anaconda yet work in the other communities. **If you capitalize on that “nice place to live” concept, you can gain critical mass for the community.** Also, those people moving to the area bring resources, knowledge and skills that often complement the existing human resources within the community. **Embrace the new people moving to your community and tap into their knowledge and skills.**

In order, for tourists or visitors to know about the opportunities, they must be marketed effectively. With limited resources, we have to be innovative in our methods and creative in our marketing efforts. If you find other communities in Montana that offer similar opportunities as found in Anaconda and collaboratively market these experiences, both communities could benefit and you could receive a greater return on the dollar spent on marketing efforts. Marketing efforts could be more focused and targeted at specialized markets. **An example of this might be a collaborative effort to market the train with another train experience in Montana such as the Charlie Russell Chew-Choo in Lewistown.** Both communities could benefit from sharing marketing costs, while being able to target a specific market interested specifically in trains. A packaged trip which includes both train experiences, meals and motels within both communities could be marketed through magazines that model train buffs subscribe to. **This effort would be less costly for both entities and encourage guests to stay longer in Montana.** Also, both entities could market the other experience to their current visitors.

Marketing efforts have changed significantly with the advent of the Internet. Now we get on the internet, look up maps of locations to visit, order tickets online, and seek out restaurants. However, we don’t often have an opportunity to personalize our trip with that special personal touch. I think communities like Anaconda could benefit by having a local community person willing to be contacted for tourist information. Imagine how nice it would be if the next time you planned your trip to Washington, D.C., you could ask a local person how many places you could visit in one day, where the best brewpub or restaurant with local appeal could be found, what neighborhoods to avoid because of crime, or what you have to do to fish along the banks of the river. **Anaconda could personalize visits with an e-mail contact that could help tourists with that local personal information. A group of seniors could assist with this aspect, by serving as the contacts. There could be a contact for elk hunting, one for the history of Anaconda, one for the mining history, another person to contact for information on the train, and someone for the nightlife of Anaconda.** The website that you currently have is good, but needs to be updated and could use that personal touch. While technology has taken over, we still want that one-on-one personal contact.

RESOURCES:

The Charlie Russell Chew-Choo is owned by the Lewistown Area Chamber of Commerce and managed by the Yogo Inn.
Lewistown Area Chamber of Commerce

Connie Fry, Chamber Director
408 NE Main
Lewistown, MT 59457
(406) 538-5436

Roi and Dyan Young, Owners of the Yogo Inn
211 East Main Street
Lewistown, MT 59457
(406) 538-8721 or 1-800-860-9646

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 LWCF Program
1420 6th Avenue
PO Box 200701
Helena, MT 59620
<http://www.fwp.state.mt.us>
(406) 444-3750

MAIN TOPIC: SUPERFUND CHALLENGE
ISSUE: IMAGE

Anaconda has three features that are national recognized, the Superfund Site, the Historic District Designation, and the “Old Works” Golf Course, yet people even in Montana don’t have a consistent image/theme of Anaconda.

RECOMMENDATIONS:

It’s time to remember the past, but EMBRACE the future. The company is gone, the smokestacks are still, and you have been left with a huge scar; but your future is bright, you have wonderful community assets to draw upon, a spirit that is untarnished, and a will to survive. **It’s time for Anaconda to re-invent and re-define itself.** What does Anaconda want to be? What does Anaconda want to look like for its future and youth? How does Anaconda want to be regarded by outsiders?

Re-invent means the entire community needs to agree about how it will move forward, it means that the “coffee shop” discussion is agreeable yet focused on positive change for the community. This process isn’t easy and takes a lot of commitment, collaboration, and tongue-biting (not back-biting) on the part of those in leadership roles in the community. It means that leaders step up and ask, “What can I do to help you accomplish this task?” rather than blaming or asking, “Why didn’t you do that.”

You are at a wonderful time in the community's history. You have an opportunity to shape what the next 100 years will look like. You have an opportunity to decide what pieces of history shall be maintained into the future and what pieces will have to be demolished and be remembered but changed for the future. More than ever, leadership is needed to re-define Anaconda. **As I listened at the "Community Listening Sessions", it occurred to me that this community needs to host a "funeral" for the death of the town and then host a "baby shower or birthday party" for the birth of a new town.** The community could use Halloween for the funeral and New Year's for the birthday party. I can even envision the activities being held at the Kennedy Common.

However, before you can have either of those events, the community needs to conduct or update an extensive visioning process, committees formed to carry out the vision, and grassroots support from the media and members of the community. Plans need to be developed that could be unveiled at the birthday party. Anaconda needs a new image or a "new play" on the old image.

Mining is the history and the scar is the Superfund. So why not, set up demonstration areas that could be used as a laboratory for the Montana School of Mines in Butte and a public educational area that could be a tourist attraction which features both the good and bad. Ten to twenty acres could be set aside as this experiment area, with half left as is and half restored to green fields. I can envision the Superfund area as a site for research on new construction techniques which must be all above ground because of the potential contaminants below ground. **Perhaps a model business could be developed that is self-contained and all above ground, with dirt brought in to cover over the contaminated area. Maybe this seems a little to "out of the box", but that is the kind of thinking that is needed to find the answers.** Blaming and waiting won't get the job done. **Resources need to be dedicated towards creative thinking.**

RESOURCES:

Montana Economic Developers Association (MEDA) has mentioned the ability to bring in a "triage team" for complicated issues in a community. **I believe Anaconda needs a "triage team" with experts beyond Montana, but also in state government and inclusive of all the "players" within the community to look at the Superfund site and develop a long-term plan to address the challenge.** Gloria O'Rourke can help coordinate this activity.

Each and every community member is a resource and they must come with the attitude that, "If it is to be, it is up to me!" Everything starts with me!

Universities and Colleges within Montana (such as you have used in the past) offer graduate students to work with communities developing new streetscapes, creating business plans, designing theme towns, and providing technical assistance to businesses and communities.

MAIN TOPIC: COMMUNITY BEAUTIFICATION AND HOUSING

ISSUE: ANACONDA'S APPEARANCE

Anaconda is an aging town and needs a facelift. Like senior citizens in communities that live on a fixed income, it is difficult for a community that has been on a downhill slide to find the resources to maintain

its appearance. **But, until the facelift is done, tourists and potential businesses view Anaconda as a dying town and not as a thriving town.**

RECOMMENDATIONS:

It's time that the residents of Anaconda look for low-cost, no-cost ways to improve its appearance. Things like town clean-ups held twice a year are a start. Local governments often can contribute trucks, volunteer organizations and school groups can contribute the volunteer labor, and sometimes businesses such as the solid waste companies provide free dump days to make this event happen.

Seek out grants that provide paint, or repair supplies. **Start in one section of town (I know what you're thinking, we need to spread it out all over town), but if you don't identify one section of town and concentrate efforts on that area, you can't see the work that is accomplished.** Once the community sees the benefit of the efforts, everyone will want to get on board and help out and may even fix up their own properties without a community effort. Besides, by identifying one area of town, you can request grant assistance for that particular area, then next year pick another area and seek grant assistance for that area, and so on and so on until the whole town is cleaned up. If you choose the whole town as your area, then you can't go back to that same funder and ask for more assistance for the whole town again. Don't be afraid to talk to private businesses or individuals about cleaning up their property, and asking if volunteers can help by painting or working on the outside appearance of the property. Maybe they'd like to do something, but don't have the time or resources, but would be happy to have the community's assistance. Also, don't be afraid to enforce your laws fairly and evenly across the community. **It helps to have a "stick and carrot" at the same time.** The other thing that you'll notice, is that when people have nice things they take care of them.

While a sensitive issue, some historical houses or properties may need to be removed because they have been exposed to the elements to long and are uninhabitable. **It is better to identify those that must be maintained at all cost, preserve them and direct resources towards a limited number of properties than losing them over time because you aren't able to prioritize.** Some properties are uninhabitable, burnt, or a community safety issue and should be addressed, removed or demolished. It would be good to complete a community historical inventory now, if one hasn't been done. **Recording what exists now, will help you move forward, preserving the highest priority projects and removing safety and health hazards.**

RESOURCES:

The State Historical and Preservation Office would probably be interested in this process and may have resources available to help prioritize and inventory properties.

Use and cooperate with your local Historic Preservation Officer, your Main Street Program Coordinator, and Planning Director. These local resources are the key to your state and federal resources.

MAIN TOPIC: LEADERSHIP DEVELOPMENT

ISSUE: WORKING BETTER TOGETHER

Repeatedly in the Community Listening Sessions, we heard about the good things that were happening in the community, the many groups working on projects, and how there was poor communication amongst the entities. It seems like the community wanted strong leadership, communication, and collaborative efforts strengthened. Groups were getting things done, but independently of other groups. **The community groups need to figure out how to work together to truly be successful long term.**

RECOMMENDATIONS:

Revitalization projects need a champion – someone to initiate the process, fight to ensure it is done right, and follow through to completion. In most situations, the champion is a person (or a group of people) who is a committed, responsible stake holder who recognizes the problem, has dreams of something better, and has the passion to overcome obstacles to achieve results. **Without a champion, revitalization efforts will most likely get lost among competing needs in a community when it comes time to fight for attention and limited resources.**

Long-term success will come only when public/private partnerships are created that marry the public’s planning, coordination, infrastructure, and public financing tools with the private sector’s entrepreneurial savvy, development expertise, retailing know-how, and private capital. It doesn’t matter whether the champion is from the public or private sector, but he or she must make sure that all the other stakeholders are included in the redevelopment effort.

The stakeholders are the people and groups who will be directly affected by the redevelopment and the decisions made by the public/private partnership. Ideally, they will transcend political turnover because the redevelopment effort will last through several election cycles. Staying power is essential to long-term success. The champion should lead efforts to develop a process or mechanism to resolve conflicts among stakeholders and reach consensus. Conflict is healthy, and the champion is ideally positioned to help resolve conflicts and make sure potential problems and issues are debated and not avoided.

Stakeholders have agendas; bringing these agendas into the open and aligning them are critical. Create momentum for the vision by assigning specific roles to each stakeholder and getting them to buy in to the plan. Getting stakeholders monetarily involved in the process may help to ensure their continued involvement and support. Identify negative influences that are hindering the redevelopment efforts and neutralize or eliminate them as soon as possible; they could be a person, a building, or a neighborhood condition.

RESOURCES:

Utilize resources currently available in the community to assist you with facilitating these meetings such as the MSU Extension Staff, Barb Andreozzi. Also, the Horizons program that MSU Extension is offering will help your community develop new leadership within the community.

Look for projects that multiple groups can work together on and build collaborative relationships. When multiple groups work on projects together, the projects are more apt to be funded through grants and scholarships.

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INTRODUCTION

Anaconda has assets that compare favorably to many Montana communities, but because the town was once an economic and industrial powerhouse, by Montana standards, the people of Anaconda appear to feel that their best days are behind them. In reality, even if Anaconda is not able to attract a large number of major retail businesses or even if residents continue to drive to Deer Lodge or to Butte for employment, this is a town that needs an attitude adjustment and more of a self-help mentality. For example, Bigfork, in Flathead County, also has natural assets, but has few jobs and almost no retail (besides those oriented to visitors). It is primarily a bedroom community to Kalispell and attracts many retirees and part-time visitors. Bigfork, however, is maximizing its resources and using volunteerism and philanthropy to add amenities to the community that will attract more residents and visitors. Their strategy does NOT include attracting more jobs or retail. The residents are not deterred by driving 30-40 minutes to Kalispell to shop or work. Anaconda could capitalize on what it is; a nice, quiet town that offers a good quality of life with a small town atmosphere and truly spectacular recreational opportunities.

MAIN TOPIC: COMMUNITY REVITALIZATION

ISSUE: BUILD A COMMUNITY FOUNDATION FOR A LONG TERM SOLUTION

Volunteerism and philanthropy are two ways to maximize the resources that Anaconda boasts of; its nice people and the long association many of the residents have had with the town.

Volunteerism and philanthropy are two ways the community can benefit from Anaconda's primary resources; its nice people and the long association many of the residents have had with the town.

Starting a community foundation is one way to generate new assets from the town instead of depending just on outside entities, corporate or public, to improve the town and create new growth and opportunities.

There are approximately fifty local community foundations in Montana, including nearby foundations in Whitehall, Butte-Silver Bow and Powell County. Over forty of them are affiliated with the Montana Community Foundation, which has \$55 million in assets and manages 550 separate endowment funds. Community foundations can be described as philanthropic savings accounts for local communities. They raise money for an endowment, often through planned gifts, to provide a permanent income stream for community projects. Money is raised through a local board of directors, which also is responsible for determining how the annual grant distributions are spent. Community foundation money is private and usually unrestricted, which provides great flexibility and can leverage other funding sources.

RECOMMENDATIONS:

According to an Intergenerational Transfer of Wealth Study commissioned by the Montana Community Foundation this year, in the next ten years, Deer Lodge County will experience an

intergenerational transfer of assets of at least \$70 million, which is a conservative estimate. If just 5% of those assets can be captured in a community endowment (\$3.5 million), every year, Anaconda would have at least \$180,000 in discretionary grant money that is generated and controlled, not in Washington, D.C., not in Helena, MT, but in Anaconda. The transition of Anaconda to a retirement destination actually makes this scenario more positive. Recent retirees are likely to have the assets to contribute to their retirement community. Life-long residents appear to have a sincere commitment to improving Anaconda, which also makes them good prospects for major gifts.

Many community foundations in Montana, such as the Roberts CF, are successfully soliciting donations from ex-residents, especially those returning to the area for high school reunions and other events.

Community foundations often raise money for current projects, as well as raise money to build endowment. One of Anaconda's most pressing problems appears to be blight. Apparently, ordinances exist, but there is no enforcement due to lack of resources. **One of the first projects that a community foundation could take on would be to raise money to hire a full-time code enforcement officer for Anaconda-Deer Lodge and then raise additional funds to provide resources to homeowners and business owners to clean-up and beautify their properties.**

Community Foundations have much more flexibility than public entities to make projects happen quickly because they are private and not subject to the same public process as governs decisions at the county level. Also, a local community foundation could serve as a neutral convener to bring together the competing economic development entities in Anaconda.

Whether or not residents start a new community foundation, there are other nonprofit entities that can benefit from the current environment. The state and federal government have provided time-limited incentives for charitable giving. The Pension Protection Act, passed by Congress last month, allows individuals who are 70 ½ or older to “roll-over” mandatory IRA distributions to a charity. The roll-over means that these donors do not have to include the distribution as income. According to a financial planner in Montana who is a leader in the community foundation in Billings, she has clients calling daily to ask how to avoid taking a mandatory distribution when they don't need the income. **This legislation provides a great opportunity for Anaconda if the community can mobilize quickly to create a community foundation or create a campaign to encourage gifts to the other 501(c)(3) charities in the area. This roll-over provision expires on December 31, 2007.**

The Montana State Endowment Tax Credit, passed in 1997, provides a 40% tax credit for individuals who establish a planned gift to a “qualified charity.” Businesses can get a 20% tax credit for an outright gift to an endowment. This credit has results in millions of dollars in new gifts to endowments across the state. The Tax Credit expires on December 31, 2007, though it may be renewed in the next legislative session. **Again, these incentives must be properly marketed to local residents so they become a tool to increase local resources.**

Montana Community Foundation (MCF), a private nonprofit foundation, also has time-limited incentive programs to start a new community foundation. **If the Board of a newly created Anaconda-Deer Lodge Community Foundation raised \$5,000 to open an endowment, they would immediately receive \$2,500 from MCF for grant making in the community. If they raised an additional \$10,000, they would receive an additional \$2,500 for grant making.** This program expires on May

31, 2007, though next incentives might be available in the future. Those assets would be invested permanently in an endowment fund for the Anaconda-Deer Lodge Community Foundation. The income each year would be allocated by that local board.

One option I would not recommend is to put large amounts of time and money into pursuing grant dollars from private foundations. Recent studies show that Montana receives far less private foundation money than other states. Per capita foundation giving in the U.S. is \$104. In Montana, per capita giving is \$20. That time and effort is better spent raising money locally than applying for grants given the few opportunities and the intense competition for those private grant dollars.

If the residents of Anaconda generate new charitable resources, I would recommend devoting some of those new dollars to youth programs, which appears to be a pressing need. **I would recommend discussing a possible collaboration with the YWCA in Butte, which appears to be doing well and could be a good partner. Anaconda appears to have a surplus of empty buildings, which might be attractive to a large nonprofit thinking about providing services there. Collaboration in the nonprofit sector is certainly one way to create opportunities with limited resources.**

RESOURCES:

Resources for initiating a community foundation or learning more about philanthropy are:

Montana Community Foundation
Linda Reed, Executive Director
101 N. Last Chance Gulch, Suite 101
Helena, MT 59601
(406) 443-8313
www.mtcf.org

REPORT BY: KATE McMAHON

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Address: 710 West 7th

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Phone: 406.863.9255

Email: kate@appcom.net

MAIN TOPIC: LEADERSHIP

ISSUE: BUILDING COLLABORATION

Underlying the success of any of the recommendations in this report will be active leadership to marshal the resources and build community support for various projects. **In every listening session participants mentioned barriers to effective leadership. These included competing interest in the community, lack of coordination between organizations, lack of a common vision for the area and volunteer build-out.**

RECOMMENDATIONS:

Each of the issues that were mentioned in the listening session requires a targeted approach.

1) Competing Interests - Undertake a community building initiative to assist groups to overcome past animosities and find common ground to work together. This should be an on-going effort and will require multiple workshops, outreach to all stakeholders and a variety of techniques such as:

- Listening sessions
- Cultural exchanges
- Outreach - Public Relations
- Small projects resulting in visible accomplishments

2) Coordination - Form a leadership council that meets monthly to share information about their activities and coordinate efforts. The council should include government officials, economic development agencies, major employers, and civic organizations. It was mentioned that there were past efforts at such a council but it is difficult to sustain the effort over a period of time. The council should be tied into the community building effort and there should be a chairperson or coordinator that can organize meetings. A charter can reinforce the expectations from participants and help get commitments from individuals to continue participation in the council.

3) Visioning - An outgrowth of the community building efforts should be a visioning project that pulls together all of the planning projects of the various agencies. Past efforts on the CEDS documents, Growth Policy Plan, Visioning Project and other planning documents can provide the starting point for developing this common vision.

4) Volunteer Burn-Out - Common methods to address this issue is "Board Development" and leadership workshops. There are many resources for these efforts. **An area that is often overlooked however is developing youth leaders.** Youth are the leaders of tomorrow and engaging them now will entice them to stay or return to the community after college.

RESOURCES:

North West Area Foundation – Horizons Program (Barbara Andreozzi, MSU Extension)

Search Institute is an independent nonprofit organization whose mission is to provide leadership, knowledge, and resources to promote healthy children, youth, and communities. To accomplish this mission, the institute generates and communicates new knowledge, and brings together community, state, and national leaders. At the heart of the institute's work is the framework of 40 developmental assets, which are positive experiences and personal qualities that young people need to grow up healthy, caring, and responsible. (www.search-institute.org)

Havre HRDC, Boys & Girls Club, Youth Asset Advisory Council

Phone: (406)265-6206 E-Mail - bgc@dv.havre.k12.mt.us

Center for Ethical Leadership

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

Kellogg Foundation

<http://www.wkcf.org>

Heartland Institute for Leadership Development

<http://www.heartlandcenter.info>

MAIN TOPIC: COMMUNITY DECAY

ISSUE: COMMUNITY APPEARANCE AND WATER AND SEWER

A major barrier to attracting new business, recruiting workers, and increasing tourism traffic is community appearance. Several neighborhoods have property maintenance issues such as dilapidated structures, weeds, inoperable vehicles, outdoor storage and trash. Many properties have deferred maintenance issues and may create nuisances. Vacant properties and properties that are in poor condition negatively effect property values and erode the tax base. **The GooseTown neighborhood has many historic structures and could be a valuable asset to the community but blight is causing further decay.** Additionally, an unincorporated area west of Anaconda relies on septic systems and wells. The West Valley area is too densely populated for septic systems and can create water quality issues.

RECOMMENDATIONS:

1. Blighted neighborhoods - Use a neighbor planning model to address blight in specific neighborhoods. This model entails creating a neighborhood organization that can pro-actively address these issues. The organization can work with the local government to help enforce nuisance – property maintenance ordinances. They can coordinate neighborhood clean-up days where a several dumpsters are made available for clearing junk out of yards and volunteers help elderly or disabled residents with the clean-up. **A successful method is to issue citations for nuisances a week or two prior to the clean-up and this provides residents an incentive to participate in the effort. The neighborhood**

planning model also involves an inventory of properties and documenting the degree of decay. This information provides a benchmark for progress and can be used to apply for housing rehabilitation grants.

2. Gateways – Another project to address urban decay is to address the appearance of gateways to the community. Some work has been done to create attractive welcome signs with public art using the historic ladles from the smelter. **Reviewing development codes to require landscaping and control signs are another way to improve the gateway corridor. These codes should also include screening requirements for outdoor storage and industrial uses.** Transportation enhancement funds can be used for streetscape improvements along major corridors.

3. West Valley Water & Sewer – If it hasn't been done already, there should be a feasibility study conducted for the West Valley area to determine the costs of extending water and sewer facilities to this area. Once this cost is determined a combination of financing mechanisms will be required to fund the necessary improvements. These may include special improvement districts and infrastructure grants. **It is also possible that extending the water and sewer services to this area may open up additional land for development and some of the costs can be covered through recapture agreements to future developments.**

RESOURCES:

Montana Department of Commerce - CDBG Housing Grants

Water & Sewer Grants – USDA Rural Development, Montana Department of Commerce CDBG Planning grants, infrastructure grants and Treasure State program

Neighborhood Housing Services – Great Falls (www.nwgreatfalls.org)

Champaign, IL – Neighborhood Services Dept. – www.ci.champaign.il.us

Community Transportation Enhancement Program – CTEP – Montana Department of Transportation

American Planning Association – “Appearance Codes for Small Communities”, PAS Report # 379 – www.planning.org

Billings, MT – Neighborhood Planning
<http://ci.billings.mt.us/Government/planning/neighborhood.php>

MAIN TOPIC: DOWNTOWN REVITALIZATION

ISSUE: ANACONDA’S DOWNTOWN

Downtowns define the community. The impressions visitors have of a place most often relates to the impression they have of downtown. Downtowns give communities a sense of place, preserve the history of the community and differentiate the city from the homogenous highway commercial developments.

A vital downtown can be the foundation for other economic development success. Additionally, a vital downtown will increase the property tax base and attract tourists. Upper stories in downtowns are often popular as loft type residential units or office space for high tech businesses.

Anaconda has a downtown rich with historic resources. There is a core area with a significant mass of buildings that can be restored. **The downtown has the potential to be a destination for visitors wanting to experience authentic turn of the century architecture and history. To achieve this potential will require investment in planning, infrastructure, restoration and marketing.**

RECOMMENDATION:

Undertake a downtown planning effort to provide a framework for making the downtown a destination. Such a plan needs to be comprehensive and will cost between \$100,000 to \$200,000. Typically the contents of such a plan include:

- Urban Design Standards – Streetscape
- Organization Issues
- Appropriate land use & development regulations. Architectural standards
- Infrastructure needs
- Parking
- Retail mix
- Marketing
- Public spaces
- Signage
- Financing mechanisms
- Incentives for development/facade improvements/business recruitment

Some plans identify key developments that may require public-private partnerships and can be the catalysts for other development. There is already a Tax Increment Finance District in the downtown area but it does not generate much revenue. A key development can create the tax increment that will result in additional revenue to fund other projects. The term of the existing TIF needs to be examined and perhaps extended to take advantage of the increment.

The Main Street program will be the key to implementing the recommendations of a downtown plan. Currently, there is only a budget for a part-time employee. This should be a full-time position with a competitive salary to attract a qualified professional. A minimum annual salary would be around \$35,000 plus benefits. **A Business Improvement District is one way to fund this position.**

A business improvement district is when downtown property owners elected to tax themselves and form a business improvement district under the powers granted by the State of Montana per MCA 17-12-11. The City appoints the BID Board of Trustees (MCA 7-12-1121), approves the annual budget and work plan (MCA 7-12-1132), and shall by resolution levy an annual assessment upon the properties within the district (MCA 7-12-1133).

The cities of Great Falls, Helena and Bozeman have formed BIDs. Although all BIDs are similar with the mission to revitalize older business districts in need of extra services or programs beyond what the city can provide, many BIDs have varying programs. Whereas some BIDs may fund projects like streetscape improvements, public space cleaning, and extra security, others may go even further and take

on economic development, real estate development, historic preservation, short and long-range planning, tourism generation, and event promotion.

RESOURCES:

Downtown Plan Examples that are on-line:

- Whitefish, MT <http://www.whitefish.govoffice.com>
- Libby, Mt <http://www.downtownlibby.com/streetscape.htm>
- Walla Walla, WA <http://www.downtownwallawalla.com/>

These communities may also have RFP's that they used to find a consultant for the downtown plan.

Galena, IL – Downtown with brick buildings that has targeted antique shoppers.

Funding for downtown plan – CDBG planning grant, corporate contributions (i.e. ARCO), contributions from downtown businesses, historic preservation grants,

EDA grants (Red Lodge funded their downtown planning through EDA economic impact funds)
John Rogers, EDA, Ph: 406.449.5380 edmteda@aol.com

MAIN TOPIC: HISTORIC ASSETS

ISSUE: PRESERVATION PROGRAM

There are many benefits for a community to have an active historic preservation program. These include:

- **Protection of Historic Properties** – Some valuable historic properties have already been lost or significantly altered. Others are in disrepair. There is not mechanism for requiring certain preservation techniques.
- **Economic Benefits** – It has been demonstrated that historic preservation results in higher property values.
- **Redevelopment** – Historic preservation can be the catalyst for redevelopment of deteriorating neighborhoods.
- **Promotion** – Historic preservation can increase tourism.

Anaconda has abundant historic structures. It has three historic districts, has recently been named a National Landmark Labor District, and has a number of outstanding buildings. (Courthouse, Washoe Theater, Library, Old City Hall) The historic preservation plan provides an inventory of such structures and is a foundation to build on.

The courthouse, however, is in need of renovation. There is no enforcement mechanism to ensure that remodeling or additions maintain the historic integrity of the building. Historic neighborhoods such as GooseTown are deteriorating.

RECOMMENDATION:

Montana's Community Preservation program, also known as the Certified Local Government (CLG) program, is a time-tested means of preserving communities. The program is based upon an appreciation of the community's historic patterns, architectural styles, influential architects and builders, significant people and events, and historic and prehistoric archeology.

In partnership with the National Park Service under the National Historic Preservation Act, we certify local governments with historic preservation programs, provide technical preservation assistance, and annually dedicate 10% of our federal funding to cities, towns, and counties that commit themselves to preserving their heritage under the program.

Anaconda is a Certified Local Government. It has a historic preservation plan and has three historic districts. **The preservation plan, however, does not include regulations that can be enforced to protect historic properties. It is recommended that such regulations be put in place.**

Additionally, the community should make restoration of the courthouse a priority. A local committee should be formed to begin fundraising and spearhead this restoration. Funding can come from a combination of private and public sources.

RESOURCES:

State Historic Preservation Office <http://www.his.state.mt.us/shpo/default.asp>

Teton County, MT - Courthouse Renovation (Model of various funding sources that were used – including public safety grants, grants to comply with ADA requirements, CDBG) This building was just recently added to the National Register of Historic Places. <http://www.tetoncomt.org>

REPORT BY: CINDY DONNELL

Title: Area Director

Agency: USDA Rural Development

Address: 790 Colleen Street

City/State/Zip: Helena, MT 59601

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MAIN TOPIC: LEADERSHIP

- ISSUES: Development of a Common Vision**
- Coordination of Effort**
- Community Building**
- Increase Volunteer Base and Address Burnout**

At USDA we have a “Montana State and Tribal Resource Directory” which is updated annually. In this directory we list all the Economic and Community Development organizations that we partner with. A copy of this guide can be found on our website at <http://www.rurdev.usda.gov/mt/>

Many of the areas that we deal in have developed their own Resource Guides for their own communities. These guides include community programs and services, emergency and medical facilities, law enforcement, civic groups, fire protection, recreational opportunities, church organizations, civic groups. The guides may also include public activities and events that a held in their communities.

In one community I worked with they also did “ASSET MAPPING”. This was a survey that was sent out requesting information about individuals that may be willing to devote some time helping their community. The community then had a list of who could do what. RE: carpentry, plumbing, painting, auto repair, house cleaning etc. This is quite useful when looking for specific types of volunteers. The “asset mapping” was done at one time through the MSU Extension office. You may want to contact Barb Andreozzi at 563-4035 to find out more about this and if a survey was ever done in Anaconda.

RECOMMENDATIONS:

Recommendations: I would suggest that Anaconda develop their own Resource Guide for their community. It would have to be updated as needed and be easily assessable to all. At the very least, use the Volunteer Survey Inventory Sheets collected through the Anaconda Resource Team Assessment process. This would be the start of a great “volunteer directory” for specific projects.

RESOURCES:

Barb Andreozzi
MSU Extension Office, Anaconda
(406) 563-4035

MAIN TOPIC: HISTORIC ASSETS

ISSUE: PROMOTION OF HISTORIC LANDMARKS AND DISTRICTS

- **Promote grants and tax credits for rehab for homes & commercial properties.**
- **Courthouse restoration**

Anaconda is rich in historic resources. Preserving its buildings with “historical integrity” is vital. The fact that the courthouse needs to be repaired / rehabilitated comes as no surprise to anyone who has been inside. This is indeed a local treasure and needs to be kept as such. Anaconda should look at working with the National Trust for Historic Preservation as well as the State Historical Preservation Office (SHPO). Federal and state tax credits are available for preservation of historic buildings.

As for rehabilitation of homes with historical value, USDA Rural Development has a program that works with “very low income” homeowners to improve their properties. For elderly homeowners (62 or older) grant funds may be available to help with repairs needed to keep the home healthy, safe and sanitary.

RESOURCES: National Trust for Historic Preservation
www.nationaltrust.org/

USDA Rural Development
 790 Colleen St.
 Helena, MT 59601
 (406) 449-5000 extension 4
cindy.donnell@mt.usda.gov

MAIN TOPIC: COMMUNITY DECAY

- ISSUES:**
- BLIGHT**
 - ENTRANCES TO TOWN**
 - ORDINANCE ENFORCEMENT ASSISTANCE**
 - NEIGHBORHOOD REVITALIZATION**

Community decay was mentioned by every group we listened to. Every time it was brought up it was also noted that there are already local laws and ordinances in place to deal with the issue of junk vehicles and dilapidated homes.

The issue of weeds, neglected yards and exterior appearance of certain areas of town was also a topic we discussed over and over again.

RECOMMENDATIONS:

- 1) Implement a city beautification campaign – Create a “THEME”**
- 2) Form a Downtown Beautification Committee and/or a Neighborhood Revitalization Committee that will develop clean up “action plans”.**

These plans can assess the areas most in need of beautification and clean-up. The committees can then map out a plan of implementation, develop a list of needed supplies, items and volunteers to get the campaign “kick started”.

Organize something like “adopt a highway” program **within your town**. Have business, organizations, clubs etc. commit to keeping a section of your town clean and picked up on a regular / scheduled basis.

Get your youth involved. We heard from many of the middle and high school aged kids that seemed like they would like the opportunity to get involved in their community. **Send a “sign up” form around the schools and ask for volunteers to help mow, clean weeds, paint, fix fences etc. Try partnering up the youth with the elderly homeowners who need some help with small projects or yard maintenance.**

Have a “Community Clean Up” day at least twice a year. Maybe this could turn into a community event that ended the day with a **PARTY IN THE PARK**, where all the volunteers could meet with the day is done. Have music and games for everyone.

The city could also consider a neighborhood rehabilitation program. There are currently 2 programs going on in Butte that have been funded (in part) by CDBG. Some of the items that are being funded are demolishing deteriorated homes and rehabilitating others. **This may help in getting rid of unlivable homes and opening up space to build new homes.**

RESOURCES:

Gus Byrom
CDBG Program Manager
Montana Department of Commerce
(406) 841-2777
gbyrom@mt.gov

MAIN TOPIC: YOUTH

**ISSUES: YOUTH CENTER
 ACTIVITIES FOR YOUTH IN THE EVENING
 ADDITIONAL RECREATIONAL ACTIVITIES**

The issue was raised about whether or not a Youth Center would benefit the community. The school kids thought it would indeed be a huge asset, yet some adults didn’t seem so sure.

I personally feel that a youth center would provide a safe and fun place for the kids to gather and socialize. **If a building of their own for a “Youth Center” is not available and affordable, is there another place the kids could call their own one or two nights a month?** Perhaps the bowling alley could close to everyone over the age of 18 a night or two a month. Let the kids decide if the want to bowl, dance etc.

Some other activities the youth mentions were expansion of the Skate Park, motocross track, paintball course and soccer.

The kids all seemed willing to help in any way to get these items implemented. Maybe an adults or two could help the students organize a project and the mentor them though the completion of their project. The may include fund raising, construction etc.

RESOURCES:

Paintcheck – Online paintball source
<http://www.paintcheck.com/fieldowner/>

OR Insane Paintball
<http://www.ip8ball.com/ip.aboutus.html>

Dirt Wurx U.S.A.
http://www.dirtwurx.com/main.cfm?mc=track_build

Grindline Skate Parks
<http://grindline.com/cgi-bin/view.pl>

MAIN TOPIC: HOUSING

**ISSUES: REHAB AND WEATHERIZATION
AFFORDABLE, DECENT SANITARY HOUSING FOR LOW INCOME
RESIDENTS**

RECOMMENDATIONS:

There are various loan programs to assist very-low to moderate income families obtain homeownership. Many of these programs can “partner together” to make the purchasing of a home very affordable, and the upkeep on a home you already own affordable as well.

USDA Rural Development (RD) offers 2 programs for purchasing property in rural communities. The Guaranteed Loan Program and the Direct/Leveraged Loan Program are both available with no down payment. Loan can be made for up to the appraised value plus some closing costs. The Direct Loan program offers monthly “payment assistance” to make the payments more affordable. Applicants must meet income and credit requirements and must occupy the property. Funds can be used to purchase an existing home, construct a new home or to purchase a “new” manufactured home. RD partners with Montana Board of Housing (MBoH), National Affordable Housing Network (NAHN), Neighborhood Housing Network (NHS), to help keep the purchasing of a home more affordable.

Encourage your local lenders to participate in the Federal Home Loan Bank of Seattle’s “Home\$tart Program”. An applicant can sign up with a participating lender to start a savings account that is matched \$3 for every \$1 that they save towards the purchase of a home. Home\$tart will match up to \$5000 to use for down payment, closing costs, and repairs of a home to be purchased. Applicants must participate in a homebuyer education class.

Rural Developments “Self Help Housing Program” provides technical assistance grants to non-profit organizations to help small groups of very-low and low income families build their own homes. The loans to the families for the purchase of the homes are from the 502 Direct Loan funds that offer payment assistance. Public bodies and public or private non-profit corporations with the legal, administrative and technical capacity to provide supervisory assistance to help families build homes by the self-help method may qualify for technical assistance grants.

As you know, Habitat for Humanity also offers sweat equity housing opportunities for very-low income families. The assistance here is offered directly to the homebuyer rather than the grantee.

USDA Rural Development also has a 504 loan and grant program. **This program is for very low income Homeowners that need to modernize or improve their property. This program can be used on roofs, windows, heating systems, plumbing, accessibility etc.** The interest rate for 504 loans is 1.00% with a limit of \$20,000. For homeowners 62 or older that cannot qualify for a loan, grant funds may be available. The lifetime assistance we can offer is \$7500, and as long as you remain in the home for 3 years the grant is forgiven.

RESOURCES:

USDA Rural Development
790 Colleen St.
Helena, MT 59601
(406) 449-5000 extension 4
cindy.donnell@mt.usda.gov

Federal Home Loan Bank of Seattle
1501 4th Ave., Ste 1800
Seattle, WA 98101
Kimberly Strahm, Community Programs Administrator
<http://www.fhlbsea.com/fhlbsea/main/comminvest/programs/hoemstart/index.cfm>

National Affordable Housing Network (NAHN)	and	Habitat for Humanity
P O Box 632		P O Box 632
Butte, MT 59703		Butte, MT 59703
(406) 782-8579		Barbara Miller
richesthill@yahoo.com		(406) 782-8579
		http://www.habitatswmt.org

Neighborhood Housing Services
509 1st Ave South
Great Falls, MT 59401
(406) 761-5861
(800) 318-0268
<http://www.nwgreatfalls.org/>
<http://www.nwmt.org/aboutmhn.htm>

REPORT BY: FRANK KROMKOWSKI

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http://comdev.mt.gov/CDD_CDBG.asp

MAIN TOPIC: HOUSING

ISSUE: HOUSING REHABILITATION AND WEATHERIZATION

ISSUE: AFFORDABLE, DECENT, SANITARY HOUSING FOR LOW INCOME RESIDENTS

We heard from many people that many houses in several neighborhoods (particularly houses owned or rented by lower and moderate income households, of which there are certainly many in Anaconda), need to be weatherized to become livable and energy efficient for the winter, or need to have major rehabilitation done (such as fixing leaky roofs or reducing or eliminating the hazards of lead-based paint) so they can be safe and decent places to live.

We also learned that the Anaconda community cares about the many people in Anaconda, their friends and neighbors, who are below the poverty levels or have very moderate income levels and cannot afford to make these needed housing improvements themselves. We also learned that there are many houses that probably need to be demolished, having been left empty for years. **On the positive side, we learned that there are groups in Anaconda who have carefully studied housing needs and have been documenting the need for improving housing conditions in Anaconda and that they have put together a housing improvements plan for Anaconda --** a plan to assure decent and affordable housing for everyone in Anaconda. We learned that this group is already working on preparing grant applications to the State of Montana agencies and federal agencies to address the identified housing rehabilitation and weatherization needs.

RECOMMENDATIONS:

- Make the whole community and citizens of all income levels aware of the information from the housing conditions study, so that a great number of people realize how many people need housing rehabilitation and weatherization – and cannot afford it.
- Take steps to make sure the community knows about, understands, supports and officially adopts the Anaconda housing improvements plan. Review the plan and suggests improvements to the plan.
- Check out the financial resources (grants, loans, and other assistance) that are readily available from the state and federal government for housing rehabilitation and weatherizations.
- Find out about and support the housing rehabilitation grant applications that groups in Anaconda are now preparing – write letters of support to the agencies that will be getting the grant and applications for funds for housing rehabilitation and weatherizations for your neighbors.

- Be good friends of and advocates for your lower-income neighbors – a large number of your fellow citizens -- who have needs for safe and decent housing in Anaconda but cannot afford the improvements needed.

RESOURCES:

Montana Community Development Block Grant Program (Montana Department of Commerce): http://comdev.mt.gov/CDD_CDBG.asp

Montana HOME (Home Investments Partnership) Program: http://housing.mt.gov/Hous_HM.asp

Housing Division, Montana Department of Commerce: http://housing.mt.gov/Hous_BOH.asp

Montana Housing, Economic and Demographic Reports and Statistics
http://housing.mt.gov/Hous_CP_HsgEconDemRptsStats.asp

USDA Rural Development Housing Programs:
<http://www.rurdev.usda.gov/mt/RHS/rhs%20front%20page.htm>

Montana Census and Economic Information Center: <http://ceic.mt.gov/>

MAIN TOPIC: HOUSING

ISSUE: SENIOR HOUSING

The team learned that one group of Anaconda citizens -- senior citizens – has some special housing needs (in addition to housing rehabilitation and weatherization) – (1) the need for houses that address needs related to disabilities (for example, needing ramps, wheelchair access to bathrooms, remodeling needed to adapt their houses to lessened physical abilities and (2) “assisted living” housing resources for those too frail to live in their own homes without additional assistance (but who do not need nursing home care).

Expectations about the needs of an aging population living with disabilities have changed dramatically in the past few decades, in large part due to the influence of the independent living and disability rights movements, which seek to integrate persons with disabilities into the everyday life of their communities rather than isolating them in medically oriented facilities. We learned that a group in Anaconda is working on creating assisted living housing in Anaconda and that the group working on housing rehabilitation and weatherization has studied the overall housing needs in Anaconda and hope to address Anaconda’s serious senior housing needs – as part of a plan to assure decent and affordable housing for everyone in Anaconda.

RECOMMENDATION:

- Make the whole community and citizens of all income levels aware of the special and growing housing needs of senior citizens

- Review the new Anaconda housing plan to see how well it addresses seniors' housing needs and suggests improvements to the plan, if necessary.
- Check out the financial resources (grants, loans, and other assistance) that are readily available for senior housing from the state and federal government.

RESOURCES:

A Guide to Assessing Senior Assisted Living Needs in Your Community (a June 2006 guide produced by the Montana Department of Commerce): This study suggests a shift in the way communities address assisted living -- not necessarily as a "facility" but as a way of integrating community services into housing. One can then accomplish "assisted living" through an intentional program of providing a wide variety of settings in which seniors can meet their needs for living with assistance. The community can itself become a significant player in developing supportive services to serve its own aging population. http://housing.mt.gov/Hous_CP_SrHsg.asp

Montana Community Development Block Grant Program (Montana Department of Commerce): http://comdev.mt.gov/CDD_CDBG.asp

Montana HOME (Home Investments Partnership) Program: http://housing.mt.gov/Hous_HM.asp

Housing Division, Montana Department of Commerce: http://housing.mt.gov/Hous_BOH.asp

Montana Housing, Economic and Demographic Reports and Statistics
http://housing.mt.gov/Hous_CP_HsgEconDemRptsStats.asp

USDA Rural Development Housing Programs:
<http://www.rurdev.usda.gov/mt/RHS/rhs%20front%20page.htm>

Montana Census and Economic Information Center: <http://ceic.mt.gov/>

MAIN TOPIC: HOUSING

ISSUES: MODERNIZED HOUSING AND HOUSING MIX

We learned that there is a need to increase the opportunities in Anaconda for (1) newer, more modern housing – both for current Anaconda residents and for newcomers who will soon be beloved neighbors and friends – and also for (2) maintaining a good mix of housing types as Anaconda grows. We heard that people in Anaconda want to preserve the beauty of Anaconda and its architectural heritage by having new, more modern housing that is consistent with and beautifully compliments the existing housing in style. We also heard that Anaconda citizens want to assure that housing development in Anaconda is based on a smart plan for housing growth rather than a plan for sprawl and haphazard development – and that Anaconda's people want to make sure that there is good housing available for young families returning to Anaconda and that a good portion of new housing to be developed in Anaconda is affordable to moderate income families and that the needs of Anaconda's

low-income families are effectively addressed in Anaconda’s plans for addressing the community’s pressing housing needs.

RECOMMENDATIONS:

- Review the new Anaconda housing plan and Anaconda-Deer Lodge Growth Policy (Growth Plan) to see how well they address both the need more modern housing and for maintaining a good mix of housing types as Anaconda grows, including programs that assist low and moderate income families with closing costs and down payments – via low interest loans and /or grants.
- Check out the financial resources (grants, loans, and other assistance) that are readily available for housing planning and growth planning from the state and federal government.

RESOURCES:

Montana Homeownership Network <http://www.nwmt.org/index.htm>

The National Association of Housing and Redevelopment Officials -- is the leading housing and community development advocate for the provision of adequate and affordable housing and strong, viable communities for all Americans—particularly those with low- and moderate-incomes.
<http://www.nahro.org/index.cfm>

Montana Community Development Block Grant Program (Montana Department of Commerce):
http://comdev.mt.gov/CDD_CDBG.asp

Montana HOME (Home Investments Partnership) Program: http://housing.mt.gov/Hous_HM.asp

Housing Division, Montana Department of Commerce: http://housing.mt.gov/Hous_BOH.asp and
List of helpful links to other Housing information.
http://housing.mt.gov/Hous_Links.asp

Montana Housing, Economic and Demographic Reports and Statistics
http://housing.mt.gov/Hous_CP_HsgEconDemRptsStats.asp

USDA Rural Development Housing Programs:
<http://www.rurdev.usda.gov/mt/RHS/rhs%20front%20page.htm>

Montana Census and Economic Information Center: <http://ceic.mt.gov/>

ANACONDA RESOURCE TEAM LISTENING SESSIONS

These comments were recorded during the listening sessions held October 4th and 5th.

STRENGTHS

MISC. HANDWRITTEN COMMENTS:

STRENGTHS

- ✓ The people- nice
- ✓ Location – beauty and recreation
- ✓ History – great buildings, etc.
- ✓ Major airport close by
- ✓ Only real town between Missoula and Butte
- ✓ Copper King Express
- ✓ Our history
- ✓ Our people
- ✓ Our buildings
- ✓ Ditto our people

HEALTHCARE, DOCTORS, NURSES, HOSPITAL EMPLOYEES, THERAPISTS, HOME HEALTH, ETC.

STRENGTHS

- ✓ Excellent school system
- ✓ Terrific parks and other facilities that we gained from being a company town
- ✓ Unique community in many ways
- ✓ Because of our mining background – we have tough, strong citizens that have a survival attitude
- ✓ Very culturally diverse
- ✓ Ancient Order of Hibernians
- ✓ Croatian and Serbian population in town
- ✓ Award winning hospital
- ✓ Tight knit community
- ✓ We all rally together when something goes wrong
- ✓ Multi generational community
- ✓ Great people who have by choice decided to live here
- ✓ Our school students go all over the world from here
- ✓ Awards the hospital just won: electronic personal health records, Innovation in Health Care Award, improving the facilities now –
- ✓ We are not a first aid station – we are a full critical care hospital
- ✓ We are always looking for expansion of services that fit our niche

SENIOR CITIZENS

- ✓ Veteran's Clinic
- ✓ Housing affordability
- ✓ No gripes about Anaconda
- ✓ Good health care
- ✓ Busing – bus is very importance for us

- ✓ Excellent health care
- ✓ Friendly people
- ✓ Quality of life
- ✓ Enjoyed street cars to Opportunity
- ✓ Commons – which was different than it is now
- ✓ Meals on Wheels
- ✓ Ditto
- ✓ Bus Services
- ✓ Senior Transportation
- ✓ Food bank
- ✓ A great place to have lived in all of these years
- ✓ We have moved back here several times

**CHURCHES, MINISTERIAL ASSOCIATION, AFFILIATED ORGANIZATIONS
STRENGTHS**

- ✓ Rich history
- ✓ Just moved here – new minister for Hope Lutheran Church
- ✓ Good workforce, good educational system, all of these things can be improved
- ✓ We are a caring community but it is needs driven – cancer, illness, tragedy, etc.
- ✓ There is desperation for change – we are seeing the need for some kind of change.
- ✓ Ministerial Association
- ✓ We do have a lot of social services in this area – we don't always network well, however.

**FINANCIAL REPRESENTATIVES, BANKERS, CREDIT UNION, INVESTMENT FIRMS,
LENDERS
STRENGTHS**

- ✓ Out door recreation
- ✓ State park right around the corner
- ✓ Washoe Creek
- ✓ Anything you want to do outdoors is here
- ✓ Hunting, skiing, golfing, etc.
- ✓ Low crime rate
- ✓ Great place to raise a family
- ✓ Wonderful Washoe Park
- ✓ Walking trails
- ✓ Old Works Course
- ✓ Small enough town that there are a lot of hidden treasures
- ✓ Copper King Express
- ✓ Ditto all of the above
- ✓ Clean water, clean air, low crime rate
- ✓ Comfortable life style
- ✓ Safe for kids
- ✓ Cost of property – homes and land – relative inexpensive compared to other areas
- ✓ There is a lot going on here with land purchases – most from out of state.

- ✓ What is going to happen when baby boomers retire and want to live somewhere besides Las Vegas – we will be a future Whitefish or Red Lodge.
- ✓ Two minutes to get to work and one stop light.
- ✓ Fairmont Hot Springs
- ✓ History - don't realize what we have.
- ✓ The people – those that have stayed, those that have moved away and moved back – always been a great melting pot
- ✓ We have a lot of systems in place that a lot of communities do not have...i.e., health, infrastructure, telecommunications, etc., good school system, good banks,
- ✓ Four very good mainline banking institutions you can go – including the credit union
- ✓ History and left over industrial infrastructure
- ✓ People ban together in times of need
- ✓ AWARE – have businesses all the way to New Mexico
- ✓ Galen, Warm Springs, the Prison – licensing bureau in Deer Lodge – employ people that live here
- ✓ Job Corp is a great asset for us – job training and community projects
- ✓ Basketball tournament, softball tournament

CIVIC GROUPS, CHAMBER, VOLUNTEERS, SERVICE ORGANIZATIONS, NON-PROFITS STRENGTHS

- ✓ We have so much going for us: beautiful, great place to raise a family
- ✓ Inexpensive living
- ✓ Small town atmosphere
- ✓ Our people – we have the best small town in America
- ✓ Location, location, location
- ✓ Friendly people willing to help
- ✓ Safe town
- ✓ History, unique architecture, buildings, street lights, rail road – turn these into tourism
- ✓ Library-
- ✓ Ditto all of the above
- ✓ Quality of life
- ✓ Ditto ditto ditto all of the above
- ✓ People, people, people
- ✓ Supportive community to strangers
- ✓ The setting – mow the lawn in the morning, fly fish 30 minutes from your front door
- ✓ Anaconda is dripping in history
- ✓ Location and mountains, scenery
- ✓ Fascinating history
- ✓ Anaconda offers anything
- ✓ Airport nearby
- ✓ Fantastic school system
- ✓ Our library
- ✓ Our businesses give and give and give – I don't know how they make it

RETAIL, BUSINESSES, CONTRACTORS, SELF EMPLOYED STRENGTHS

- ✓ Beautiful recreational opportunities here
- ✓ Good people – a mix of folks that want to make things happen and keep trying
- ✓ Quality of life
- ✓ Recreation, good school district
- ✓ Do have people willing to step up and take on a challenge
- ✓ Beautification is improving
- ✓ Anaconda Home Builders
- ✓ Historical buildings, including masonry and woodwork
- ✓ Ditto
- ✓ Our people – they are here because they want to be here
- ✓ Quality of life is what keeps most of us here regardless of availability of employment
- ✓ Small town atmosphere
- ✓ Surroundings and location
- ✓ Great business support even though we are not from around here
- ✓ So many things happening to build on – Rarus, Ski Hill, Old Works
- ✓ We have everything we need within 20 minutes
- ✓ Safe, comfortable to walk at night
- ✓ We don't always work together but in crisis we come together
- ✓ Ditto, ditto, ditto to all of the above

EMERGENCY SERVICES, FIRE, SEARCH AND RESCUE, LAW ENFORCEMENT STRENGTHS

- ✓ The people
- ✓ Our leadership – dug us out of a financial hole
- ✓ We have come a long way since the smelter closed
- ✓ Ditto on the people – it is each other that keeps us all going
- ✓ Ditto on the people as well as – the people that have left here
- ✓ We are the last best place on earth and our secret has been found out
- ✓ Money coming in from people discovering us
- ✓ Never wanted to live anywhere else
- ✓ The people
- ✓ Hard working groups in town
- ✓ Sporting opportunities and water sports – all within or near Anaconda
- ✓ Scenery is phenomenal
- ✓ Unique community
- ✓ The Fire Department
- ✓ The people, great place to live
- ✓ All the things going on in the town – golf course, construction, triangle, building up west, etc.
- ✓ Building on west end of town
- ✓ Beautiful town – flower baskets in summer are beautiful
- ✓ Proud to be from here

LOCAL GOVERNMENT, STATE AND FEDERAL AGENCIES, DEPARTMENT HEADS AND STAFF

STRENGTHS

- ✓ Smokestack
- ✓ Nice place to live
- ✓ Recreational capabilities
- ✓ Entrepreneurship of our citizens – eagerness for locals to start businesses or expand
- ✓ Our people....
- ✓ We have the only Baby Friendly hospital in the state
- ✓ Have great infrastructure in place for the city so that we can handle growth should it come in
- ✓ Proximity to great national resources
- ✓ The people – resilient and generous
- ✓ Ditto outdoor recreation
- ✓ Great historic resources with national significance
- ✓ Asset rich community – for a community this size we have human services, economic development services, educational services...we have a lot of services on the ground that are already well used.
- ✓ Recreation, quality of life, great potential for economic growth
- ✓ Natural beauty
- ✓ Landmark status of downtown area – courthouse, theater, library
- ✓ Christmas – the commons is beautiful with the lights, ice skating and old houses that surround it.
- ✓ People that keep trying and trying to keep our town alive
- ✓ Fall colors – beautiful
- ✓ Art in the Park is a great asset – for our families and those outside of the area, too

TEACHERS – FMMS AND AHS

STRENGTHS AND ASSETS

- ✓ Safe
- ✓ Outdoors
- ✓ People support each other in crisis or need
- ✓ People are caring
- ✓ Neat community
- ✓ Schools are good
- ✓ A lot to draw people recreation, skiing, golf, sports, outdoor
- ✓ Assume tennis program
- ✓ Tiny groups that accomplish a lot, garden club and individuals
- ✓ Our families that have lived here a long time – multiple generations
- ✓ Where we are located
- ✓ Hunting, fishing, skiing
- ✓ Good golf courses
- ✓ Surrounded by public land
- ✓ Affordable housing

- ✓ Friendly people
- ✓ Great community to raise your family
- ✓ Lack of serious crime – safe community
- ✓ Skatepark
- ✓ Train
- ✓ Washoe Park is beautiful – big draw
- ✓ Streetlights and sidewalks
- ✓ Washoe Theater – good acoustics too
- ✓ Walking trails
- ✓ Skiing
- ✓ Great outdoor recreation
- ✓ Biking is great
- ✓ There are people starting to improve their home in Goosetown area
- ✓ Flower baskets
- ✓ Airport
- ✓ Ski hill
- ✓ Old Works
- ✓ Wayne Estes Basketball tournament
- ✓ Art in the Park
- ✓ Repair Courthouse
- ✓ Ditto

8TH GRADE STUDENTS

STRENGTHS

IN PERSON COMMENTS:

- ✓ Everyone around here is friendly.
- ✓ Smokestack
- ✓ Washoe Theater
- ✓ Discovery Ski Area
- ✓ Old Works
- ✓ Houses
- ✓ Goosetown
- ✓ County Club
- ✓ Sports
- ✓ Skatepark
- ✓ Gyms and the boxing clubs
- ✓ Slide
- ✓ Copper King Express
- ✓ Antique Store
- ✓ Subway
- ✓ McDonalds
- ✓ Fish hatchery
- ✓ Washoe Park
- ✓ Joe's Place
- ✓ Kennedy Commons

- ✓ Georgetown Lake
- ✓ The immense number of bars brings in business
- ✓ Safeway
- ✓ Skatepark
- ✓ Fairmont
- ✓ Trees
- ✓ Warm Springs
- ✓ The Buildings
- ✓ Mt. Haggin
- ✓ The Anaconda Copperheads
- ✓ Stageline
- ✓ The stadium
- ✓ Ice skating rink
- ✓ Motor cross track
- ✓ Library
- ✓ High school
- ✓ Affco
- ✓ Stageline
- ✓ Car wash
- ✓ Paintball Tournament
- ✓ Baseball fields
- ✓ Suicide Hill
- ✓ 8th grade football team
- ✓ Superslide
- ✓ Gravity hill
- ✓ 8th grade Girls basketball team
- ✓ Birch Hill
- ✓ High school marching band
- ✓ Christmas Tree
- ✓ Anaconda Coke
- ✓ Sheep Gulch
- ✓ Echo Lake
- ✓ Lost Creek Waterfall
- ✓ Safeway
- ✓ The girls
- ✓ Cow tipping
- ✓ FMMS
- ✓ Soccer field
- ✓ The elk that live here
- ✓ Bowling alleys
- ✓ AWARE
- ✓ The people here and other kids
- ✓ Silver Lake
- ✓ The dam
- ✓ The post office
- ✓ Hunting

HANDWRITTEN COMMENTS FROM 8TH GRADE STRENGTHS

- ✓ The scenery
- ✓ The environment
- ✓ Gold and scenery
- ✓ The food
- ✓ Nothing, there is nothing to do
- ✓ Movie theater, sports, the town
- ✓ I'm not sure. I'm new.
- ✓ Everything
- ✓ Spirit and the beauty
- ✓ Nothing
- ✓ My friends
- ✓ The skate park and movie theater
- ✓ Rock climbing
- ✓ Nothing
- ✓ Football
- ✓ Despite Anaconda's flaws and failures, we keep trying
- ✓ The four wheeling trails, hiking trails, natural beauty, opportunity ponds cleaned up, historical places
- ✓ The skate park
- ✓ Football
- ✓ Football
- ✓ Everything for the most part
- ✓ The skate park
- ✓ The Washoe pool, Fairmont, Washoe park
- ✓ Dance
- ✓ Dance, games (football)
- ✓ The skate park
- ✓ Sports, watching fights
- ✓ The only thing I like in Anaconda is the skate park and dirt biking trails
- ✓ Stageline, skate park, super slide
- ✓ What I like about Anaconda is there's a lot of fun stuff to do here
- ✓ I like Anaconda now - finally got a skate park.
- ✓ I like the skate park and the super slide and the theater
- ✓ The band program
- ✓ Nothing – like everything is boring here!
- ✓ I like it because it is a small town
- ✓ I like how it's not too big of a city
- ✓ The community and size, because its not too small or too big
- ✓ That it is a small town and people can walk the streets without worrying if you'll be kidnapped or not
- ✓ The skate park
- ✓ I don't know

- ✓ That there's not a lot of pollution. There's lots of room outside of Anaconda.

JUNIORS – ANACONDA HIGH SCHOOL STRENGTHS

VERBAL COMMENTS:

- Hunting
- Parks
- Skiing
- Scenery
- Lake
- People making Anaconda look better
- Trees, plants
- Sports facilities
- Football field
- Goosetown recreation complex indoor and outdoor
- Wayne Estes basketball tournament
- Tournaments, softball
- Outdoors nice place to live
- Housing Rehab

Hand written comments:

- ✓ We are not as bad as other schools...yet, Anaconda is kind of boring. We need a place to shop and to do more things
- ✓ The scenery, people, the opportunity for expansion
- ✓ The skate park and people that are moving away so pretty much...not much!
- ✓ I like how I know everyone. I don't like that there is nothing to do on the weekends
- ✓ Nothing, we have a Dairy Queen
- ✓ I like the outdoors and I like that it's close to a ski hill
- ✓ I like the sports.
- ✓ Mickey D's
- ✓ The football team, skate park, McDonalds, Peppermint Patties
- ✓ I like the people and other stuff
- ✓ McDonalds
- ✓ Hunting, fishing and other outdoor recreational sports. We have McDonalds and Taco Time
- ✓ I like knowing everyone and hunting
- ✓ The things I enjoy about Anaconda: the hunting surroundings and Old Works Golf Course
- ✓ Its pride in its school
- ✓ The scenery and there's no major violence
- ✓ I like how most teachers here know what they are talking about
- ✓ Discovery Ski
- ✓ I enjoy having assemblies
- ✓ I like a lot of things in Anaconda, such as the quietness
- ✓ I enjoy the parks

- ✓ There isn't much to enjoy about Anaconda, actually there is nothing to enjoy about it, it sux. The air is clean...that's the only good thing
- ✓ Hunting, wilderness area, fishing, camping
- ✓ Sporting events use to be fun – now you don't have any freedom to do anything – they are no longer fun – so Nothing! Thank you Anaconda High for ruining our only fun
- ✓ Nothing - there are no strengths or assets in my opinion
- ✓ Music, Art
- ✓ Nature
- ✓ Anaconda has went down the drain. There is no fun, even the games have went down
- ✓ I like that it's small
- ✓ I guess that everyone knows each other
- ✓ Not 2 much
- ✓ The movie theater, the super slide, all the parks and things
- ✓ All the parties in Anaconda
- ✓ I like that Anaconda is a small community with nice people
- ✓ It's not polluted, nice, mostly nice people
- ✓ I like that it is a small community. Also, everyone knows everybody
- ✓ I enjoy the fact that it is a small community. Most of the people in Anaconda are friendly
- ✓ Close to lake and other towns
- ✓ Close to outdoor activities, hunting, fishing, etc. Friendly people
- ✓ Skateboarding, my friends, Georgetown Lake, the scenery, Discovery Basin
- ✓ Scenery, quiet, not a lot of people
- ✓ What I like best about Anaconda is that the town makes attempts to make the young people's existence here more enjoyable through things like the skate park and the super slide
- ✓ I think that McDonalds and the skate park are good things
- ✓ Anaconda is a nice place to live
- ✓ I enjoy Anaconda's location and closeness to Georgetown and the scenery West of Anaconda
- ✓ Nice town. Most everyone is very nice. The streets are usually clean
- ✓ The scenery. The wrestling team. Really kind people
- ✓ Strong student body, good selection of commissioners who are doing a great job, not many politics, great community
- ✓ I like that it's a small community and everybody knows everybody
- ✓ That you can get on your 4-wheeler and go riding right from your house. Lots of scenery
- ✓ I like how it is a small safe community but it is also a gateway to many interesting places
- ✓ I like the fact that you can walk down the street by yourself and not be harassed. I absolutely love the scenery
- ✓ Anaconda is a tight-knit community. They accept new people and try to get everyone involved. Very into sports and activities
- ✓ I enjoy the sporting events and how involved our parents get in sports
- ✓ Skate park, Taco Time, scenery
- ✓ I like the country side
- ✓ The nearby wilderness, hunting, fishing, camping
- ✓ I like the pride we have here. This town is not like any other place. Everyone knows everyone and it's just fun
- ✓ I like how we've got recreational stuff and game all around very close
- ✓ Different activities that are set. You know everybody

- ✓ I really like the scenery and the mountains and it's really easy to get around
- ✓ All of the resources and recreation our surrounding area has to offer
- ✓ I like the parks and wildlife
- ✓ I enjoy the scenery, the mountains and the wildlife
- ✓ I like to hunt, fish, camp...all outdoors
- ✓ Pot holes
- ✓ It has the smoke stack
- ✓ The skate park is nice to have. I snowboard too
- ✓ Hunting, fishing, camping
- ✓ Hunting, camping grounds, parks
- ✓ The skate park and ski resort
- ✓ To view old and historic sights. The hunting, fishing and camping
- ✓ The swimming pools, schools and some of the people
- ✓ It's a nice place. Small town life
- ✓ I like the small town atmosphere...but would be cool to see it grow
- ✓ Some of the school programs
- ✓ We have a nice community improving things for kids such as the super slide and skate park. I love the surrounding areas (mountains)
- ✓ The spirit of Anaconda. The Anaconda Pep Band!
- ✓ I like the outdoor recreation that is accessible from Anaconda
- ✓ I like the way Anaconda residents take pride in their city
- ✓ I like the historic aspect of Anaconda
- ✓ There aren't many people. There are some places for teenagers to go, but not many. The schools are ok too
- ✓ The parks and community functions like Art in the Park, Wildlife Expo, ect. Hunting, fishing, recreation
- ✓ Hunting, I like hunting...that's it
- ✓ Sports and people
- ✓ Baseball
- ✓ Partying and the fun
- ✓ The fact that I can go camping
- ✓ Hunting, fishing
- ✓ The community events, hunting, fishing
- ✓ My family and friends live here
- ✓ Nothing
- ✓ Nothing!
- ✓ Nothing – Anaconda is boring. The people are friendly though
- ✓ That it's a nice place to live
- ✓ Small town life
- ✓ Hunting
- ✓ Nothing, partying

**OPEN SESSION – MIXED GROUP
STRENGTHS**

- ✓ Raised over \$200,000 for the Commons

- ✓ \$150,000 for interpretive site
- ✓ Downtown tree project – grates over \$400 each
- ✓ planted 250 trees every year for four years
- ✓ Affordable housing
- ✓ Incredible people that volunteer freely
- ✓ Proximity to outdoor activities – skiing, fishing, hiking, etc.
- ✓ Total environment of being surrounded by beauty and rich history
- ✓ First electrically lighted city west of the Mississippi
- ✓ Small group in town trying to make things work in town.
- ✓ We have a TIFID, have a Master Plan, have a tree ordinance, etc.
- ✓ Business Matching Project – national pilot
- ✓ Potential here is magnificent
- ✓ Railroad
- ✓ Alive After Five
- ✓ Neat shops in town – but can be next door to something that should be torn down

ANACONDA RESOURCE TEAM LISTENING SESSIONS

These comments were recorded during the listening sessions held October 4th and 5th.

CHALLENGES

MISC. HANDWRITTEN COMMENTS:

- ✓ a fair and equitable county government pay scale based on qualifications and years of service similar to other counties, state and federal systems.
- ✓ Standardized employment practices for the count – not a “good old boy” system
- ✓ a fiscally responsible government
- ✓ A government which is well run will attract business – government is business.
- ✓ Enter the 21st century – we need to get the county “wired”.
- ✓ How to have growth
- ✓ Superfund – hideous stack and slag pile
- ✓ Amateurs on Planning Board – totally ineffectual
- ✓ Permit, licensing, planning administrators have a negative attitude
- ✓ Finding a balance between growth and maintaining charm
- ✓ Apathy
- ✓ Lack of pride
- ✓ Attitude
- ✓ Lack of initiative

HEALTHCARE, DOCTORS, NURSES, HOSPITAL EMPLOYEES, THERAPISTS, HOME HEALTH, ETC.

CHALLENGES

- ✓ Six miles off of the Interstate
- ✓ Tight knit community – sometimes don’t let others in
- ✓ So many programs Seniors need that they don’t qualify for – skilled care, etc.
- ✓ 75% of nursing home patients are Medicaid supported
- ✓ We are a poorer community than others – this is reflected in our percentage of health care demands
- ✓ Trained workforce – LPNs, med-techs, etc.
- ✓ Superfund hurts us – when we drive new physicians into town they are worried about the slag pile, the water, etc.
- ✓ Superfund scares off potential developers
- ✓ Jobs – people out of work, down, always asking for help
- ✓ Need businesses in town – work can get very depressing
- ✓ Drug and alcohol problem is very big – and it is generational – we see the parents and the grown children in the same addictive rut
- ✓ People do not sustain jobs – hard to keep people once we find them
- ✓ Not a job training problem – because we would hire people with no training – they will not or cannot sustain jobs. Need to help with mental problems and or health problems. Support is not there for the person to sustain a job.
- ✓ Board of Health – hard to get a meeting together

SENIOR CITIZENS CHALLENGES

- ✓ Cops don't do their job
- ✓ Too many empty buildings –like behind Safeway
- ✓ We talk and talk and nothing changes....
- ✓ Retired people that live in Butte at the Waterford – would like something like that here.....
- ✓ Town is not receptive to new business
- ✓ Snowbirds are a challenge
- ✓ No bus service
- ✓ Have doctors they like and then they move
- ✓ Police do not enforce the law
- ✓ Have to go to Butte to shop
- ✓ We look like a ghost town
- ✓ Ditto
- ✓ Local businesses hate competition so they fight everything that comes in – this is changing some but not enough
- ✓ Superfund is hurting us
- ✓ The Union is a problem in town
- ✓ Additional employment

CHURCHES, MINISTERIAL ASSOCIATION, AFFILIATED ORGANIZATIONS CHALLENGES

- ✓ There is a lot of substance abuse by parents which causes problems with the children – unsupervised children. Very troubling problem.
- ✓ We have latch key programs for kids, but at night, there is nothing.
- ✓ Unsatisfactory housing
- ✓ Big disparity between haves and have-nots
- ✓ Us vs. Them mentality – comes from old union days – the community leadership cannot seem to come together and work together
- ✓ Addictive behavior
- ✓ Poverty level is very low
- ✓ As Butte goes, so Anaconda goes....create our own economy.
- ✓ Labor vs. Management mentality
- ✓ We get the mentality after awhile that everyone is messed up – because we do live in the prison industry, mental health industry, etc. The leadership in town gets suspicious about everyone.
- ✓ Suspicion of people that move in

FINANCIAL REPRESENTATIVES, BANKERS, CREDIT UNION, INVESTMENT FIRMS, LENDERS CHALLENGES

- ✓ Keep people here to shop locally and support the businesses we do have. People leave town for shoes and do all of their shopping out of town.
- ✓ Perception that people have about Superfund. Businesses won't locate here because of it.

- ✓ Ditto – Superfund is a major issue.
- ✓ We lose 100 students out of our schools per year – families are moving away to seek improvement on employment.
- ✓ Superfund – 900 pound gorilla in the town – prevents business from coming.
- ✓ Do have a labor shortage in some sectors – need training and schooling – construction, visitor industry areas, - easier to find someone with a graduate degree than a two year school.
- ✓ People do not shop locally - can't buy shoes here. Then there is the negative attitude “we tried a shoe store here and it didn't work.”
- ✓ Had 25 years of negative business trend.
- ✓ Community tends to be cash poor – elderly people die and their wealth is turned over to their children – who don't live here.
- ✓ Few well paying jobs
- ✓ Superfund
- ✓ Housing stock is poor
- ✓ High end housing – and low end – little in-between housing
- ✓ Not much new construction
- ✓ Infrastructure of what is going to happen to this community in the future.
- ✓ Some people say nothing is happening in town and others say a lot is happening.
- ✓ Improved community leaders – enforce clean up and blight
- ✓ Housing – is depressing.
- ✓ Dysfunction about our homes – buyers expect good quality
- ✓ People want to stay in the past and not move forward
- ✓ Not a fit between what needs to be done and the jobs available
- ✓ A lot of people don't understand the challenges that we have – like why does it take 90 days to get this or that done – and they don't understand the process.
- ✓ Slag pile....encourage ARCO to sell it!
- ✓ Chamber is not effective, Anaconda Local Development is not doing enough

CIVIC GROUPS, CHAMBER, VOLUNTEERS, SERVICE ORGANIZATIONS, NON-PROFITS CHALLENGES

- ✓ There are several groups in town that do not work together well. Too many territorial issues.
- ✓ Superfund – huge issue to address for many years to come
- ✓ Lack of businesses means lack of jobs in town
- ✓ Close to interstate but not on interstate – people just go by us or right through town
- ✓ Ditto
- ✓ We do have a lot of different organizations in town all functioning with good intentions but not communicating.
- ✓ Fear that Anaconda will one day disappear – due to out of control development at Georgetown Lake – we will lose what we love about our town.
- ✓ Economic problems and services overlapping
- ✓ Hard to get volunteers – same old group of people
- ✓ Infighting within Anaconda – see an us vs. them when it comes to groups in town–which is a shame because everyone seems to get along one-on-one
- ✓ Company town – used to having things done for us.
- ✓ See older retired people doing volunteer work – not younger folks

- ✓ Disagreement as to where Anaconda wants to go in the future – tourism, retirement, bedroom community?
- ✓ Our business people don't have the means to invest in their store fronts or put different products in their stores. They want to but don't have the money to do it.
- ✓ People do not appreciate the history that is here because they have seen it all of their lives.
- ✓ Not enough volunteers—as a volunteer I have to limit myself or can't take care of my business and my family.
- ✓ Decent paying jobs
- ✓ Play well together
- ✓ Attitude determines your altitude- we have an attitude that says we have peaked and now it is over.....
- ✓ Same people serve on the same projects....
- ✓ Need to get younger volunteers

RETAIL, BUSINESSES, CONTRACTORS, SELF EMPLOYED

- ✓ Young people leaving – we raise our kids here and they love it here – but when they finish college there is nothing here for them
- ✓ Need younger families. Our elderly community is wonderful but we need youth.
- ✓ Need more support from the community for our businesses to survive
- ✓ Hard to get freight in and out of Anaconda
- ✓ Need jobs with benefits
- ✓ More inviting store fronts – more shopping friendly
- ✓ Employment is the number one problem – children had to move away to make a living
- ✓ Mood of depression in our community
- ✓ Long stretch of downtown area/business area
- ✓ Here is how it goes: bar casino, empty building, bar, casino, empty building.
- ✓ You can make a living here – work twice as hard and settle for less.
- ✓ Apathy – how to get people motivated and to take part
- ✓ May be truth in the comment that “the whole town is depressed”
- ✓ Casinos and gaming machines hurt us – and hurts our economy
- ✓ Jobs are an issue – minimum wage must increase
- ✓ We need a lot of elbow grease and paint
- ✓ We need leadership – no one is leading us
- ✓ Need improved volunteerism – new people in town are more willing to volunteer
- ✓ Ask businesses to invest in their buildings when there is not a lot of money coming through the doors

EMERGENCY SERVICES, FIRE, SEARCH AND RESCUE, LAW ENFORCEMENT CHALLENGES

- ✓ Superfund – on everybody's mind – doesn't allow industry or business to come in
- ✓ Restrictions and covenants on property that is involved with Superfund – a downfall
- ✓ Businesses don't want the liability of the clean up – re: Superfund
- ✓ Aging community

- ✓ People no longer take pride in their property like they used to
- ✓ When have a fire, ten years later that building is still sitting there
- ✓ Abandoned buildings, burned out buildings – harms the tax base as property values go down
- ✓ No businesses in town, no building for major stores
- ✓ Can't purchase men's clothes
- ✓ People shop elsewhere because they can't find what they need here
- ✓ Shopping – go to Butte for some things so buy groceries there, too
- ✓ Can't buy shoes in town
- ✓ Hopes go up when a store might come in, and then something happens and it doesn't come in
- ✓ Sewer system out West
- ✓ Ditto on Superfund – we are a dumping ground – look at Opportunity
- ✓ People on state level work too slowly to address the dust problems in Opportunity
- ✓ Sewer and superfund – big challenges
- ✓ No businesses to create jobs, the younger people are packing up after they graduate and moving out...older population moving in. This takes away the population from the schools.
- ✓ We do not have good shipping access like Butte does with the interstate readily available
- ✓ Same problems have been around for the last 20 years

LOCAL GOVERNMENT, STATE AND FEDERAL AGENCIES, DEPARTMENT HEADS AND STAFF CHALLENGES

- ✓ East entrance as you drive in from the east – slag pile, lack of vegetation
- ✓ No cohesiveness in the community – too many factions arguing and fighting that we don't move forward
- ✓ Drug problem that needs to be addressed further – meth and pot are problems here; see addicted parents that need treatment
- ✓ Foster care system needs some work and more money
- ✓ We are a divided community – some that say we need to work together are the worst ones. Professionals have been threatened because of their extra curricular activities. Must overcome these divisions or we will fail.
- ✓ Ditto – huge issue.
- ✓ Superfund stigma is a huge issue – been living with it for 20 years. How many generations will experience this? Do we want our grandchildren to know Anaconda has a contaminated place?
- ✓ Ditto
- ✓ Many want to better Anaconda – we just need to work together
- ✓ Ditto Superfund – the biggest issue facing our community.
- ✓ Maintain our infrastructure then lay superfund on top if it – very challenging
- ✓ Ditto superfund issue
- ✓ Ditto superfund – the biggest hardship we are facing – it has paralyzed us
- ✓ Thousands of acres of polluted land – types of pollution vary as does the level of clean up
- ✓ Don't see complete clean up – so development doesn't want to come here
- ✓ We had a one horse town – and have a dysfunctional community as a result
- ✓ Some of our division as a community is found in the pollution factor.....some want it cleaned up fast, others have jobs involved with the clean up

- ✓ Poverty is driving the drug issue – all comes back to Superfund
- ✓ Superfund studies have come *after* the action items already began
- ✓ Developer is now left to pay for costs of remaining clean up
- ✓ Closed to outsiders coming in and investing here – yes we want more jobs, just don't come from California mentality – has to change.
- ✓ Always depended on the company to do the job – “they” should do everything...we are now the “they”
- ✓ Blight – some very unattractive areas in town
- ✓ Water rights
- ✓ Courthouse renovation badly needed – ants are invading, wind blows through the walls; tourists come in to look at it – it is so beautiful

TEACHERS – FMMS AND AHS CHALLENGES

- ✓ Drugs and alcohol
- ✓ Tennis courts need to be fixed
- ✓ Don't work together enough, don't pull together***** school system and community
- ✓ Lack of communication
- ✓ Work together as a community and focus on the negatives
- ✓ Difficult to start a business
- ✓ Shopping, finding items
- ✓ Jobs – a ton of people that own land and want to move back but can't because no job.
- ✓ People have purchased homes but can't live here so waiting to move back until they retire
- ✓ Many people don't want to see things change
- ✓ Median Income level is very low
- ✓ Have a large population of poor, low income based people
- ✓ As educators, see a connection between low income level and social problems associated with it.
- ✓ Many vacant buildings trashed; eyesore
- ✓ Hardees is empty
- ✓ Horrible block across from the old Reno – needs a lot of help.
- ✓ Way too many bars for the population.
- ✓ Hard to get people to be positive
- ✓ Businesses come in and can't stay
- ✓ Ten years ago – tried to open a business – just too hard.
- ✓ People shop out of town
- ✓ People do not want change
- ✓ Small town that is rather isolated
- ✓ Not enough young people interested in staying here and doing a business here
- ✓ Too many groups that are not working together – Main Street, Anaconda Local Development, Anaconda Project Facilitators
- ✓ Hospital

8th GRADE STUDENTS VERBAL COMMENTS - CHALLENGES

- ✓ No WalMart
- ✓ People are not nice
- ✓ Housing is ugly
- ✓ Not enough to do
- ✓ Drugs and alcohol
- ✓ Need a mall here
- ✓ No place to shop
- ✓ Pollution
- ✓ Basketball courts are needed
- ✓ Tennis courts are horrible
- ✓ The way the schools look
- ✓ Our economy is going nowhere
- ✓ Not enough businesses – and the ones that come go out of business
- ✓ Slag
- ✓ Dairy Queen is not open all year
- ✓ More restaurants
- ✓ Too many bars
- ✓ Some administrators are mean
- ✓ No tattoo parlors or recording studios
- ✓ All the girls are taken
- ✓ Overly concerned with sports not academics
- ✓ People don't take me seriously
- ✓ Boring here – not enough to do
- ✓ Blocking of 4 wheeling trails
- ✓ Too many child molesters living in the town
- ✓ Speed limit to Georgetown is too slow
- ✓ When people get ticketed on the way to Georgetown it goes to another county
- ✓ Too expensive to shop here
- ✓ Too high of gas prices
- ✓ Cops take too long to respond to a problem
- ✓ Need a sporting goods store
- ✓ Not enough jobs here so people have to leave and go elsewhere
- ✓ We are not civilized – need to be more like Missoula and have a mall.
- ✓ The schools and gyms need updated
- ✓ All of the contamination going to the Opportunity ponds is hurting the water and the air – needs to go to somewhere besides Opportunity
- ✓ Spend money on modernizing everything instead of spending money on attractions.
- ✓ Vacant Hardees needs to have a store
- ✓ Nothing for kids to do here but sports
- ✓ Airport is too small
- ✓ Update our skatepark
- ✓ Need more decent hot guys
- ✓ Too many empty buildings

- ✓ Want to sit with the high school kids at lunch
- ✓ Too many old people in town
- ✓ Our town is all old – need less old people

8th GRADE - CHALLENGES

Handwritten comments:

- ✓ How small it is
- ✓ It is too small
- ✓ There is no Walmart or malls
- ✓ Everything
- ✓ Nothing
- ✓ Everything
- ✓ The soccer is in summer not spring
- ✓ The way its town is so small
- ✓ Nothing
- ✓ Pollution and nothing
- ✓ Everything
- ✓ How the city council DOES NOT LET ANYTHING IN THIS TOWN!!!!!!!!!!!!!!!
- ✓ Weed the drug
- ✓ Too many bars and needs better jobs and a couple more fast food places
- ✓ The slide that they built for us
- ✓ It needs better jobs
- ✓ How people say you're gay instead of you're stupid
- ✓ Declining population, pollution, flawed educational system, lack of jobs and lack of a Walmart
- ✓ That there is NO mall , NO Walmart
- ✓ The houses in the middle are disgusting
- ✓ No clubs, no parties
- ✓ School
- ✓ Drugs
- ✓ Drugs, bad kids, no places to hangout
- ✓ Some school rules
- ✓ That the school doesn't have a drama club
- ✓ No place to hangout
- ✓ No place to hangout
- ✓ The middle school because there is no cafeteria
- ✓ School
- ✓ Nearly everything. There is nothing to do in this town and there is not a fun place to ride BMX bikes
- ✓ No place where teens can meet. That there are too many bars in town and no place where we can go just to talk to people and eat good food. Turn Hardees into a kids place with food and games and we can talk
- ✓ The major challenge in Anaconda is that we don't have a lot of places to hangout
- ✓ There really isn't much to do here
- ✓ I don't really like that there isn't a lot of places to hangout
- ✓ The drugs

- ✓ The cops their mean. There is no place for the teenagers to hangout at. For the teens it's very boring here. Some teens want to move.
- ✓ The isn't anything to do
- ✓ There's nothing for teenagers to do except go to the skate park
- ✓ I think that they should build a rollerblading rink and a arcade thing and serve pizza and drinks and like every Friday have like a roller dance thing
- ✓ That there are not enough places for kids to hangout
- ✓ The polluted ground and the littering
- ✓ It is too small of a town
- ✓ There's not a whole lot to do or you find something and it gets boring really fast

JUNIORS – ANACONDA HIGH SCHOOL

Verbal comments:

CHALLENGES

- Drugs meth
- Littering
- Alcohol issues
- Private land issue, access to hunting
- Lack of money, families and businesses
- Out of states buying land
- Lack of activities
- No place to eat
- Too many bars
- Meth
- Public school system not very good teachers don't care enough
- Lack of industrialization and growth
- Beer and wine
- Crooked police
- Declining population
- No job opportunities
- Small town everyone knows everything about everyone
- Don't need all the bars
- Want to see the rest of the world
- Low income housing too much
- Need more jobs
- Drugs and alcohol are problems with adults too

JUNIORS – ANACONDA HIGH SCHOOL

CHALLENGES

Handwritten comments:

- ✓ It seems that every year our school is getting more and more strict with more rules and less privileges. This, of course, makes the kids in the school more irritable and want to break these rules
- ✓ We need more jobs and a better economy
- ✓ The very little respect people have for this town and the idea that there's not much in this town
- ✓ There aren't hardly any jobs and it is kind of hard to find things to do
- ✓ Everyone is in other peoples business. The town just sucks. The school leadership needs to change
- ✓ There's never nothing to do
- ✓ I don't like the cops and we need a Wendy's
- ✓ We need more stuff to do
- ✓ School, how small it is, cops
- ✓ That it's so small and there is nothing to do
- ✓ Cops are stupid
- ✓ The gay cops
- ✓ It's so damn boring and not fun
- ✓ The large drinking problem
- ✓ I don't like how there is nothing to do still...even though we have the skate park...it's still boring
- ✓ There's not enough school spirit
- ✓ There is no place for teenagers to hang out without a po-po telling us to leave. There is nothing to do
- ✓ Not enough jobs. Need more fun stuff. Not to much to do
- ✓ I don't like how many bars there are in town. I mean they build them by houses where small children and family live
- ✓ The tennis courts
- ✓ There are a lot of racists and too many old people that don't know how to drive. Nothing to do
- ✓ Drugs. Crazy people. The school leadership needs to change
- ✓ Drama, Drama, Drama!
- ✓ I don't like how things are handled and you day one thing and do another
- ✓ The lack of clubs
- ✓ Dirty streets
- ✓ Everything
- ✓ I don't like how there's nothing exciting to do
- ✓ Kids are a problem. Drinking. Smoking in school. Rules suck
- ✓ A lot of things, there's really not 2 much to do
- ✓ I don't like not having anywhere to go. The cops kick us out of everywhere we go
- ✓ Cops being too strict. Cops busting the parties
- ✓ I don't like all the drug use and all the drama of this small town
- ✓ Nothing to do. Everyone's related. Too many people and houses at Georgetown
- ✓ I don't like the fact there is not enough things to do for teenagers. I feel like everyone is trying to run us young adults out of town and that is where more teens get hurt
- ✓ A major problem is the littering around the high school. There aren't as many younger people
- ✓ There is not a lot to do in Anaconda
- ✓ POOR. Not many stores
- ✓ The people that have the most authority in our school/school board. Not a variety of fast food

- ✓ No mall or big places like Walmart. Gets boring after you've seen everything. Too many drug problems
- ✓ The major problem I think is the land contamination – therefore we can not build on the land for better recreation and jobs
- ✓ We need more entertainment. Maybe a community computer place like Mad house or arcade
- ✓ I don't like the drug and poverty issues in Anaconda
- ✓ Too cold and windy. Drinking age is 21
- ✓ HAZING, DRUGS, BEATING KIDS SENSELESS
- ✓ Better economic development leadership
- ✓ Everybody is into everybody's business and people making up stuff
- ✓ There isn't very much to do. It's boring
- ✓ There are not many jobs. Most of the population is old people
- ✓ Everybody is involved in everything. Small town gossip
- ✓ Small town mentality. Some people are naïve to what the rest of the world is like
- ✓ I dislike how so many things are being taken away from us young people
- ✓ Drugs, people who do drugs, mean dogs
- ✓ Too small
- ✓ The way the laws are in Anaconda: You are guilty until proven innocent
- ✓ Not much really for kids to do
- ✓ Cops are pigs
- ✓ Small town, poor, not much to do
- ✓ The law enforcement
- ✓ Too many meth and crack heads live here
- ✓ Everything cops
- ✓ The adults think that all of the kids are trouble makers. The adults are not willing to give us a hand if we need it. Even though our town is dirt poor, we can still afford to pay the school leadership high wages and yet they do nothing for our educational system. Our schools get crappy funding, whereas we can afford to replace the street lights when it is not needed
- ✓ School system sucks. Too many drugs
- ✓ Drugs, alcohol, cops
- ✓ There's nothing to do
- ✓ Small town. Garbage lying around. How many sexual predators live here?
- ✓ No jobs
- ✓ There's not many things to do here
- ✓ The petty drama crap and fighting. Lousy cops
- ✓ There are not many stores and restaurants. Low speed limit. Cops breaking the law! Jobs don't pay! Need more activities and places for teens and kids
- ✓ It's a small town and there isn't a lot of things to do in town. And because it's so small adults love telling kids parents about what they did just to see them in trouble
- ✓ Drugs are a huge problem. Also the lack of alternative activities (safe) for kids to do. Some poor families have a lot of domestic problems
- ✓ I don't like that we got all of our hangout places taken away – and because of that this town is extremely boring. We need more things to do and we need to raise the speed limit
- ✓ Scenery is nice but there is no place to play tether ball and kick ball or maybe even dodge ball – or any funner activities
- ✓ There are not that many interesting things to do

- ✓ Don't like that we have no place to shop
- ✓ Cops not using blinkers
- ✓ Too Much Meth. Nothing to do for high school students. Power happy cops
- ✓ No Money. Alcoholics. There is too much arsenic in the ground and the school system sucks!
No more Californians buying all of our land
- ✓ 80% of Anaconda is on drugs. The cops need to crack down and get rid of it! I am not raising my children in this town. 85% of our high school is doing pot and even more! Students come to class high everyday!
- ✓ Not having enough to do for younger kids. The police force – some are nice and helpful, others very rude
- ✓ Lunch, discipline and lack of events
- ✓ Not a lot to do in the town. The recreation areas that are available aren't kept up very well
- ✓ Anaconda High School and marijuana
- ✓ That we're small. There's no work and it sucks
- ✓ Drugs
- ✓ Sport team coaches
- ✓ People that do drugs
- ✓ I don't like the fact that we don't have that much people
- ✓ The school
- ✓ The high school and underage drinking and smoking weed
- ✓ It's too small and not enough to do
- ✓ Everything
- ✓ Everything!
- ✓ There's nothing to do here, the weather, and how many bars there are
- ✓ That there is nothing to do because everyone does the same things everyday

ANACONDA RESOURCE TEAM LISTENING SESSIONS

These comments were recorded during the listening sessions held October 4th and 5th.

PROJECTS

MISC. HANDWRITTEN COMMENTS: PROJECTS

- ✓ Renovate and beautify the round house
- ✓ Encourage small personal shops
- ✓ Attract a “main street mercantile” that is based on an old fashioned general store style
- ✓ A huge amusement park – with a historical theme: mining and smelting
- ✓ New businesses and jobs
- ✓ Get the county wired

HEALTHCARE, DOCTORS, NURSES, HOSPITAL EMPLOYEES, THERAPISTS, HOME HEALTH, ETC.

PROJECTS

- ✓ Do not have nice housing for our elderly
- ✓ Also need to cater to those people that winter in Arizona and want to summer here. Snowbird housing; condos.
- ✓ Coordinate between those that come in the summer for golf can those that ski in winter for condos.
- ✓ Move long term care down by the hospital
- ✓ Different cottages for different levels of health-care need;
- ✓ Attract clean industries so that our kids can have jobs here
- ✓ Opportunities for youth to come home
- ✓ Internet jobs
- ✓ Clean manufacturing – housing
- ✓ Why do you see growth in other towns – utilize that snowbird population
- ✓ Need a hotel by the golf course – three stories and a conference room
- ✓ Bring in more business and offer more community type based products
- ✓ Expanding emergency room area and waiting room area

SENIOR CITIZENS

PROJECTS

- ✓ Cine-Max –like they have in Yellowstone Park
- ✓ Anaconda could use a bus service
- ✓ Need a store to buy shoes and socks
- ✓ Need more to offer in clothing – less expensive and a variety
- ✓ Bring in a Pamida – anything!
- ✓ Bring in more jobs – too many retired people – need young people
- ✓ New leadership
- ✓ Hotel by golf course
- ✓ Retirement living

- ✓ Noise ordinance
- ✓ Need to bring businesses into Anaconda to create jobs
- ✓ Promote the idea of estate financing for local government – people could donate their estates to local government and programs – a community fund.
- ✓ Lots of potential in the area – fishing hunting, skiing, golfing, right in our back yard
- ✓ Better signs to help people get around
- ✓ Huge demand for the aging population in the future – from our taxes to services – get prepared
- ✓ More jobs – so we can keep our young people

CHURCHES, MINISTERIAL ASSOCIATION, AFFILIATED ORGANIZATIONS

PROJECTS

- ✓ Decent homes for people to live in; renewal in the east end (Goosetown)
- ✓ A place open for teens where they can get help with decision making – etc.
- ✓ Poverty issues are severe – some children are going hungry
- ✓ Housing – ditto –
- ✓ Better ways of helping people with addictions

FINANCIAL REPRESENTATIVES, BANKERS, CREDIT UNION, INVESTMENT FIRMS, LENDERS

PROJECTS

- ✓ Market what we have - the train customers have shown us what people want to see.
- ✓ Show potential businesses what are assets are.
- ✓ A plan for growth so that we are ready for it – includes housing, superfund, businesses, etc.
- ✓ Use the Job Corp even more to meet our community needs –
- ✓ Grow the community from Main Street out to Georgetown Lake, not vice-versa
- ✓ Keep our history and those that have historic value – but if burned out since 1970 tear it down.
- ✓ Build a big special events center here – big time sports facility that will draw people here.
- ✓ Housing that is affordable and decent
- ✓ Plan for more assisted living situation
- ✓ Develop the Superfund site – county needs to get working on this – industrial options with a wide-variety of employment opportunities.
- ✓ Planned growth – Montana is under the microscope – people want to move here.
- ✓ Look at opportunities that are coming our way – older population, health industries, assisted living
- ✓ Remove our older buildings – owners are waiting to cash in some day...but when is that some day???
- ✓ Planned growth – but not too large – don't want to lose the unique life style we have.
- ✓ Local government make sense of all of the development we are in store for – can't let it get away from us.
- ✓ Enforce ordinances – even in “the village” out at Lost Creek
- ✓ Tear down the Lucky Lady
- ✓ Road from Anaconda over to Lost Creek - more open to development – from Birch Street or behind Cedar Park Lanes – build a road. It is a state park.
- ✓ Industrial park developed

- ✓ Do something with the slag pile – utilize what we have – shingle manufacturing company
- ✓ Main Street Project – it is going to help the community –starting with Main Street.
- ✓ A paid coordinator position that markets sports and events...conventions, etc. Someone to actually recruit different events to bring in.
- ✓ Land, land everywhere and not an inch to develop – so find a way to open land for development.
- ✓ Infrastructure in West Valley – be ready for the development
- ✓ Keep improving community entrances
- ✓ Attract the right retail to our community and home grow some of our businesses
- ✓ Tear down dilapidated buildings
- ✓ See the beautification continue – the trees, the parks, painting, etc.
- ✓ It is harder to get to Philipsburg than to Anaconda, but people go there. Find the draw for Anaconda...we have more things than they have – but the people are not coming here.
- ✓ Change speed limit west end of town.
- ✓ Change our attitude – present ourselves in a more positive light.
- ✓ Amusement park – other small towns have them and are thriving – we could use a mining/historical theme – build off of the train.
- ✓ Encourage ARCO to remove slag pile – sell it – give them a timeline.
- ✓ Motels – with 400 people coming to town every weekend – they need a place to stay. Our downtown stores need to stay open longer hours – change hours to adjust evening shoppers.

CIVIC GROUPS, CHAMBER, VOLUNTEERS, SERVICE ORGANIZATIONS, NON-PROFITS PROJECTS

- ✓ Get info from those that lived anaconda's history years ago and preserve it
- ✓ Quarterly community meetings that brings all groups in town together to see who is doing what
- ✓ Address lack of volunteerism
- ✓ Decide on a common vision – tourism, retirement, bedroom community, etc.
- ✓ Don't worry about recognition for good deeds done – do it for yourself.
- ✓ East end beautification
- ✓ Economic development – small industry (widget manufacturers with 13 – 20 employees)
- ✓ Ditto, ditto, ditto, ditto
- ✓ Litter at the high school needs to be cleaned up
- ✓ Do something about the vandalism as well
- ✓ Put in place a workable preservation plan for Anaconda
- ✓ Business district to thrive again
- ✓ Healthy community – attitudes change so that we work together toward a common goal.
- ✓ Ditto
- ✓ We are at a transition point – took a hit when the company shut down. Have had families that have lived here forever, immersed in the company town atmosphere. But now, people are hearing about us and moving in – an older population and we sometimes don't understand each other. Anaconda needs to define itself – as we are now, not as in 1980.
- ✓ Define what our direction should be..this is who we are, this is where we are going as a community. Go beyond a visioning statement.
- ✓ Washoe Theater, Marcus Daly – diamonds in the rough – get them to prestigious place again to be a focal point for the town.

RETAIL, BUSINESSES, CONTRACTORS, SELF EMPLOYED

- ✓ Keep our youth here – through better jobs
- ✓ Focus on our history – the train ride has taught all of us about more of the history in our area
- ✓ Capitalize on our history
- ✓ Improve our signage – need to advertise what we have
- ✓ Improve the look of the town – entrances are very important
- ✓ Ditto
- ✓ Additional little businesses open
- ✓ Blight addressed – if we each took care of our own piece of space, that would change
- ✓ Goosetown – reverse the decay – can almost smell it
- ✓ Enforce our ordinances that are in place
- ✓ Central businesses downtown
- ✓ Open a community cooperative store
- ✓ Downtown can't be just professional offices – must be retail as well
- ✓ Use the tools we have – CDBG, TIF better... We have the tools in place but they are not being used.
- ✓ Become a destination point – that people come to Anaconda “on purpose” – utilize our recreation assets, you feel good being here type of place
- ✓ Build on the train tourism – it has helped our businesses this past summer
- ✓ Our own hard work and stubbornness has made our business successful – could not rely on anyone in town to get it up and operating...it was a fight all the way. We need more cooperative people in the business development profession here. They say we want more business and industry, but don't really mean it. Train is a good example, too – they received no support to make it happen.
- ✓ Streamline the process of applying for a business here, especially in the construction business.
- ✓ An entrepreneurial spirit kick out the depressive spirit – if there isn't a job here, make one!
- ✓ Entrances to our community both east and west – creates a negative depressive attitude. People just keep going and don't stop downtown because our first impression is lasting – and it is negative.
- ✓ Force absentee landlords and people who do not take care of their property to take care of it – use incentives, whether positive or negative to do this.
- ✓ Ordinances enforced – county is losing money by not enforcing the dog fines
- ✓ Take more pride and set higher standards for our work force – pay them better
- ✓ Take care of your own property! – Provide an incentive (again, either positive or negative) to make this happen.
- ✓ Become business friendly – new businesses have to jump through too many hoops to get started and are not encouraged.
- ✓ Increase our work with Travel Montana to maximize this advantage – use the state programs better and more.
- ✓ Utilize the bed tax more to enhance our tourism
- ✓ Work with state to improve signage –
- ✓ Leadership – must work together. Each organization must focus on the same goals to bring Anaconda together.
- ✓ Change the speed limit west of town – it is psychologically annoying. People will drive to Missoula (west) rather than coming east to Anaconda to avoid that speed limit.

- ✓ Post signs that there is a business district – with the state highway we should be able to put them up pointing to the business district.
- ✓ Have an art deco theme to our town
- ✓ Speed limit issue – must be addressed – hear it from tourists all summer.
- ✓ Promote tourism

EMERGENCY SERVICES, FIRE, SEARCH AND RESCUE, LAW ENFORCEMENT PROJECTS

- ✓ Bring in small industry – so that we can keep our kids here
- ✓ Small business and industry come in
- ✓ Growth in the community with youth
- ✓ Schools re-opened because business has come that employs people with children
- ✓ Fight the retirement community – make sure we are a thriving community
- ✓ Get everyone on the same train that works to bring business to town
- ✓ Better economy, younger people, 1500 kids in the high school again
- ✓ Increase economy to bring young professionals back
- ✓ Better economy – small industry
- ✓ Sewer and water taken care of out west – before people become ill
- ✓ Opportunity water needs met as well
- ✓ Small businesses so we don't drive to Butte
- ✓ Encourage our tourism assets –
- ✓ Sell Anaconda tourism items – t-shirts, hats, etc.

LOCAL GOVERNMENT, STATE AND FEDERAL AGENCIES, DEPARTMENT HEADS AND STAFF PROJECTS

- ✓ Put in place an actual policy to encourage businesses to come here
- ✓ Courthouse renovation
- ✓ Finish the jobs we have started.....
- ✓ We are building rich right now – form partnerships to utilize them before they are beyond use.
- ✓ Create solutions instead of fixing blame
- ✓ Development process so we have planned development
- ✓ Accomplish Superfund clean up so it is not impacted in a negative way
- ✓ Use empty buildings for business incubators – rent out the space and get the building paid for
- ✓ Address the “we vs. them” mentality – downtown businesses vs. other businesses in town. For example, flower baskets stop at a certain area - other businesses are not invited to participate.
- ✓ A vision process that includes all of the important players in town
- ✓ Our school website needs to be very improved – very outdated
- ✓ Outside facilitator for Chamber, Local Government, Anaconda Project Facilitators, Anaconda Local Development and Main Street to sit down, air everything out and move on – together.
- ✓ Bonding – is available.
- ✓ Alternative energy potential is available here
- ✓ Change attitude from can't do/don't do to can do/will do – use technology, too.
- ✓ Remove apathetic view the community has

- ✓ Focus on the city for a bit – the county will survive – but the city needs help.
- ✓ Need education as to what entities do which things – clarify that the county is not the “company” and can’t be the promoter, developer, enforcer, etc. Other people need to assist and do their roles as well.
- ✓ Make it easier to find recreational assets in the area...a trail map.
- ✓ Complete Superfund – have it be a tool that builds our community not hinder it
- ✓ Courthouse must be saved
- ✓ Clear development plan and a picture of what we want our corridor to look like
- ✓ Look at enhancements and trail development from the Mill Town money....
- ✓ Tied to university system – an Environmental Research Center - look at research products, incubator for environmental type businesses, educational tool.
- ✓ Community Business Matching Model – Anaconda is the pilot for the project. Looking at businesses that “match” what Anaconda is looking for.
- ✓ Mill Creek Highway – 26 mile corridor that links major recreational facilities – repair. Do have special appropriation in to Sen. Baucus.
- ✓ Aging workforce – address difficulty in finding workers
- ✓ Marketing package for all of our assets to get more bang for the buck -

TEACHERS – FMMS AND AHS PROJECTS

- ✓ Be more like Philipsburg capitalized on tourism and cleaned up their downtown
- ✓ Anaconda has to clean up
- ✓ Marketing schools
- ✓ Tennis courts
- ✓ Improve PA system of Washoe Theater
- ✓ Easily have music festival throughout the summer at the Washoe Theater
- ✓ Summer plays at the Washoe Theater in the Summer (Voodie Productions)
- ✓ Clean up our neighborhoods and houses
- ✓ Real Estate is beginning to improve
- ✓ Keep improving our community pride
- ✓ Washoe Park – nice to see additional things for little kids to do
- ✓ Community Center with activities for different aged children
- ✓ More services for middle income kids who do not qualify for free passes or special programs
- ✓ People come to the Old Works and then don’t know where to go in town to eat or where to find lodging – set up info place at Old Works
- ✓ Improve advertising for Anaconda’s assets
- ✓ Better promote our assets - advertise
- ✓ Expand on what we have – quicker and better
- ✓ Use our past to focus on our future
- ✓ Provide opportunities for our young people to stay
- ✓ More organized functions that bring in a bunch of people – Art in the Park, Alive After Five,
- ✓ Be more inclusive in community activities with Alive After Five – invite all businesses not just a few.
- ✓ Bi-Mart – how about in the old Penny’s building?

- ✓ Better variety in After Five Alive activities; or perhaps only once per month and make it really big.
- ✓ Work more inclusively with alllll of the businesses in town.
- ✓ Small light industry that does not rely on customer purchases
- ✓ Have Big Band concerts at the Commons in the summer
- ✓ Satellite YMCA – indoor pool

8th GRADE STUDENTS

Verbal comments:

PROJECTS

- ✓ More to do besides sports – like a roller rink
- ✓ Update our skate park
- ✓ Update Washoe Pool
- ✓ Build a BMX bike park
- ✓ Bring a Wendy's to town
- ✓ Open campus for lunch for FMMS
- ✓ Community Center
- ✓ Starbucks
- ✓ YMCA
- ✓ Krispy Kreme donut shop
- ✓ Reopen Mad House computer center
- ✓ More food at the cafeteria
- ✓ Fuddruckers
- ✓ Go-Cart track
- ✓ Roller rink
- ✓ Pool hall and poker place
- ✓ Game room
- ✓ Make old Hardees a zone for kids – live music, juke box, strobe lights
- ✓ Kids clubs and an actual boxing club
- ✓ Modernize our town – update it – we live in the past
- ✓ A place for kids to just hang out
- ✓ Grow our town as big as Bozeman
- ✓ A hunting store
- ✓ Make a mini mall out of the old Dwyer school
- ✓ Roller blade rink
- ✓ Need a Gold's gym –
- ✓ Used the closed down schools for something
- ✓ Roller skating rink
- ✓ Tennis courts fixed
- ✓ More weights for the gym – both free weights and macines
- ✓ Need an indoor hockey and skating rink
- ✓ Amusement park
- ✓ A skate shop
- ✓ Yearly carnival

- ✓ Bigger and better bike shop
- ✓ A bike park - extend the skate park
- ✓ Ditto
- ✓ Bigger better drama club
- ✓ Krispy Kreme donuts
- ✓ Need more jobs
- ✓ Buses for 8th grade sports
- ✓ Better Anaconda animal shelter
- ✓ Improve wages at the local newspaper
- ✓ A no kill animal shelter – support it
- ✓ Cabellas
- ✓ Teach German at the high school
- ✓ More foreign languages at the high school
- ✓ More retail
- ✓ A zoo
- ✓ A bigger hospital
- ✓ More sports – la cross,
- ✓ A zoo
- ✓ Start sports at earlier ages
- ✓ Bring back A Day – make it legal (boos from the rest of the group)
- ✓ Water park with water slides
- ✓ More recreational facilities
- ✓ Expand services at Discovery House
- ✓ Paint ball course
- ✓ Bike park – make lot near Washoe Park (near the church) a bike park
- ✓ Indoor skate park
- ✓ Fill up the empty buildings
- ✓ Waterpark in the summer
- ✓ Better lunch program at the high school
- ✓ Address the drug problem – it is worse here than in other places
- ✓

8TH GRADE CLASS PROJECTS

Handwritten ideas:

- ✓ Bigger, a mall
- ✓ Let more business in the town
- ✓ There's no Walmart or mall
- ✓ I won't be here
- ✓ Nothing
- ✓ I won't be living here. I'm moving to Massachusetts this year
- ✓ Not polluted, streets fixed
- ✓ Better pollution in the air and less letterers
- ✓ None
- ✓ The smelter

- ✓ Everything
- ✓ LET MORE BUSINESSES IN THE TOWN!!!!!!!!!!!!!!!!!!!!!!
- ✓ Better officers, a new sporting good store
- ✓ More stores, extend the skate park and Anaconda extend more too
- ✓ Take the slide out and bring in a go-cart cars
- ✓ For the smelter to start again or Anaconda to extend the skate park
- ✓ Opportunity ponds cleaned up
- ✓ I'd like to get a Walmart. That would be an immense improvement
- ✓ I want a mall and a Walmart!! Clean up Opportunity's ponds, reopen all the four wheeling trails
- ✓ The houses getting changed, a bigger skate park
- ✓ A bigger skate park, MX tracks
- ✓ School
- ✓ Double the population
- ✓ Don't know
- ✓ A drama club, a zoo, or something more people can do together
- ✓ Places to hangout
- ✓ A place to hangout
- ✓ The middle school needs a cafeteria
- ✓ A place to hangout
- ✓ I would like to see a bike park, bike trail or at least a cool place for teens to hangout
- ✓ Turn a bar into a place where kids can go and talk and eat. Turn Hardees into a kids place where we can eat, talk, play games and have fun
- ✓ I would like to see accomplished in Anaconda in the next five years would be building on to the skate park. Have a roller rink
- ✓ That the population of Anaconda does up
- ✓ I would like to see the town getting a little bit bigger and some more places for kids and teenagers to hang out
- ✓ To get more motels and a new junior high gym
- ✓ Make a hangout place for teens and NOT just build everything for the little kids and have a skating rink
- ✓ Maybe another swimming pool. And if not have the other one open longer. Make the town look cleaner. A roller blade park
- ✓ More places for kids to hangout at
- ✓ More places to hangout for teens so they don't get into trouble like drinking and stuff like that
- ✓ A indoor ice skating rink and we need a hockey team and a hockey rink
- ✓ The land to change
- ✓ I want it to be bigger
- ✓ Something to do during winter, since there's no Alive After Five on Fridays - maybe do an indoor one. And a rollerblading rink

**JUNIOR CLASS – ANACONDA HIGH SCHOOL
PROJECTS**

Verbal comments:

PROJECTS

- ✓ Students want to leave
- ✓ Most want to go on to college
- ✓ Mall
- ✓ Dance club
- ✓ Costco
- ✓ Water park
- ✓ Restore historical buildings
- ✓ Land conservation clean up the ARCO property
- ✓ Clothing Shop
- ✓ Children's Shop
- ✓ Music Program outside of school
- ✓ Eliminate Meth Houses
- ✓ Indoor skate park
- ✓ Make the hospital bigger
- ✓ Airport

JUNIOR CLASS – ANACONDA HIGH SCHOOL PROJECTS

Handwritten comments:

- ✓ A better, less strict, funner school for both the students and teachers
- ✓ I would like to come back to Anaconda in a number of years and see a town with lots of historic and economic value. I'd like to see some larger businesses and more restored historic buildings
- ✓ Something to bring interest to this town
- ✓ More jobs, more businesses and more fun places
- ✓ Businesses that will bring more people
- ✓ I won't be here then, but I think the dress code sux. What are we going to do with flip-flops...slap someone to death!
- ✓ Less meth heads
- ✓ Don't care. Don't plan to be here
- ✓ More things to do. Have more fun
- ✓ I would like to see many homes refurbished along with old buildings. Also, a strong local government set up. Less Meth
- ✓ I think this town won't survive
- ✓ The town. Less bars
- ✓ Restoring old buildings instead of building new ones
- ✓ I don't really care because I won't be here anymore
- ✓ I would like to see education become an important aspect in the eyes of town officials. Also, the kids who behave the way they should, should be recognized rather than those who misbehave
- ✓ New teachers, clubs and classes
- ✓ We the people would like to see more events and more jobs for the people
- ✓ Bigger population and a more strict school so we can learn more. Less meth labs
- ✓ Build more restaurants and stores! Have the cops follow the law – they speed, use drugs and only arrest certain people...or hire new cops

- ✓ I don't know
- ✓ I'll be living somewhere else so I doesn't matter. More job opportunities
- ✓ More things to go see and do. Better places to shop and more better job opportunities
- ✓ More buildings and jobs. The town of Anaconda needs to change completely
- ✓ Well, everything...more people and more places to eat like Taco Bell, Taco Johns, Hoagieville
- ✓ Get more businesses so there would be more people
- ✓ We should get a soccer and lacrosse team and a Wendy's, Taco Bell, Arby's, KFC and Krispy Kreme
- ✓ More jobs
- ✓ The rules...like hooded sweat shirts
- ✓ To tear down some of the bars and build more things for teens and children
- ✓ The hooded sweater rule
- ✓ More fun stuff to do and the town make more money
- ✓ The hooded sweatshirt rule
- ✓ Almost everything. We need more good stores and more places to eat. Almost all the teachers should get fired because they are to old and they suck and they're dumb
- ✓ A mall – that's about it
- ✓ I think there should be more places for teens to hangout. That would be great
- ✓ Not as many houses in the mountains
- ✓ I would like a lot more things to be able to do around town – maybe more stores and things like that
- ✓ More attractions, bigger population and a better, more relaxed school
- ✓ I would like to see the community spiff things up and make our community look nicer. Also, find more activities for young adults to do
- ✓ Clean it up and get more small businesses
- ✓ A little bigger and a lot cooler
- ✓ Jobs
- ✓ The football team win every game
- ✓ Have there be more things to do like get a Walmart
- ✓ Clean up the town and more businesses
- ✓ I think they should have a dance club sort-of-thing
- ✓ More jobs and things to do! The court MUST be changed!
- ✓ More jobs and more things for kids to do
- ✓ More businesses so people can find a job easy
- ✓ The tennis courts. More activities for kids
- ✓ I just hope that there are more things to do. Maybe make the skate park bigger and build a mall or something
- ✓ More jobs, more wilderness access and less people with private no hunting access
- ✓ The growth of younger people and the littering to stop
- ✓ A bigger skate park
- ✓ I'd like to see more trees and flowers planted
- ✓ We should build a mall and have a place to dance
- ✓ More public land around the lake
- ✓ Something for high school students to do
- ✓ Better hunting and fishing

- ✓ A larger park and more places for teenagers to hangout (dance club). We need more fast food restaurants too - Wendy's, Jack-n-Box, KFC, ANYTHING!
- ✓ Sports, Pep Band events, better classes and better discipline
- ✓ More outdoor activities and a paintball area
- ✓ Community clean ups and drug conferences/presentations
- ✓ I think we need to forget about the smelter. It closed years ago and it's time to move on
- ✓ Everything. Legalize pot
- ✓ The size of our town
- ✓ No speed limit
- ✓ Better school system and more activities
- ✓ More businesses more into town and better recreation areas. More things to do
- ✓ Bigger skate park, more businesses/fast food and stop building at Georgetown – keep the wildlife
- ✓ Mall, arcade, Walmart, dance club/rave, music store and better law enforcement
- ✓ I would like to see more people and have a lot of the houses and neighborhoods cleaned up
- ✓ Maybe more people and the slag piles out of here
- ✓ Drinking age to 18 or 19, dirt jumps for bikes and more bicycle trails
- ✓ I would like to see more low income housing built and our streets fixed. I would like to see some sort of shopping store like Walmart built
- ✓ More businesses and more jobs
- ✓ In two years I would like to see more jobs. In five years I would like to see a Walmart. In ten years, less meth. In twenty years, flying cars. An all year round Dairy Queen
- ✓ That young kids have more things to do
- ✓ Less crack houses and more small businesses
- ✓ I'd like to see Anaconda become more involved and concerned about the youth
- ✓ Bigger stores/building, more things to do in town and More Jobs!!
- ✓ Fix the potholes in the road. Get better cops
- ✓ Add a Walmart and a mall with Hot Topic. Make the town bigger with about 30,000 people
- ✓ New stores, a cleaner environment and healthier restaurants (besides drive-through)
- ✓ More jobs for teenagers and no more people from California
- ✓ More activities to do
- ✓ Better streets!
- ✓ I would like to see some buildings restored, homes repainted and places/activities for kids – especially high school students
- ✓ I would like to see over all the years more houses and more buildings for businesses so this town can grow
- ✓ Bigger parks
- ✓ A bigger skate park and a terrain park up at Discovery
- ✓ Just grow as a town maybe instead of becoming more like P.burg
- ✓ Wendy's, KFC, lacrosse team, hockey team, sweatshirt rule
- ✓ Chucky Cheese
- ✓ The top of Sunnyside Road, Stumptown Road and Cable Road repaired. Also, new park equipment and a bon fire pit

OPEN SESSION

PROJECTS

- ✓ Horizon Leadership program beginning

- ✓ Copper King Express
- ✓ Superfund clean up
- ✓ Designated light industry area – that is cleaned up
- ✓ Coats of paint on our buildings
- ✓ Tear down old unusable buildings
- ✓ Enforce our ordinances – remove junk cars, dead cars, etc.
- ✓ Enforce the laws
- ✓ Clean up....ditto
- ✓ We have more assets than P-Berg – let's get busy!
- ✓ Bigger tax base to have the services we need – and able to enforce ordinances on the books