

RESOURCE TEAM ASSESSMENT REPORT

for

LIMA, MONTANA

SEPTEMBER 15, 2004

**In partnership with
Montana Department of Commerce, Montana Economic Developers Association,
USDA/Rural Development, Beaverhead-Deerlodge National Forest, Montana
Department of Agriculture, University of Montana – Missoula, and the people of
Lima.**

EXECUTIVE SUMMARY

Lima is a unique and beautiful community, filled with good people who care deeply about the future of this community. It was a privilege for the team to spend a day in Lima. Thank you for your hospitality, your time, and for sharing with the team the vision you have for Lima.

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

Special thanks are due Mike and Connie Strang. The Strang's served as the spark plug behind this entire project. Mike and Connie had help from the community, but in every project there has to be those people that say, "let's do it" and then make it happen. More thanks are extended to the City of Lima, Montain View Motel and RV, Lima High School, Tim Dehl, Dave Olsen, Wayne Koch, Steve Hess, Stanford and Nola Empey, and Randy Bernard. Without your support, the assessment could not have taken place. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Katie Bump, Beaverhead-Deer Lodge National Forest (Dillon Ranger Station), Terry Dimock, Regional Development Officer for Montana Department of Commerce, Chad Lee, Business Development for Montana Department of Agriculture and Tony Rudbach, Assistant Vice President of Research and Economic Development for the University of Montana – Missoula. 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 Lima's future. There are a number of short term and long term accomplishable recommendations that the resource team has provided in this report. Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. It is also important for the entire community to be involved in finding ways to accomplish its goals. A few celebrations at the successful conclusion of an activity that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the suggestions, pick out one, and get started. It can be done. It is your choice, your decision; you can do it!

Be sure to attend the follow-up Town Meeting scheduled for Tuesday, November 9th at 7:00pm in the school cafeteria.

Gloria O'Rourke, Montana Economic Developers Association

PROCESS FOR DEVELOPMENT OF THIS REPORT

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

Mike Strang served as the local contact and local team leader for the project. Mike took the lead in agenda development, logistics, budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders and develop a plan of recommended action for the region. The team members were selected based on their fields of expertise that Lima officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed over 80 people on September 15th, 2004. The notes from these interviews/listening sessions are included in this report. The team was available for listening to the following groups: Government and Agriculture, Church and Civic Groups, Senior Citizens, Business Owners/Operators, Students and Teachers.

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

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

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 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 Lima.

A preliminary oral report and a summary of group recommendations was presented to the people of Lima the evening of September 15th.

Following the oral report, this formal written report was prepared and is presented to Lima. Copies will be made available in print and electronically. The report is available on the MEDA website at <http://www.medamembers.org>. A meeting is planned for November 9th to review the report with the people of Lima and to set priorities and initiate action plans.

**LIMA, MONTANA
RESOURCE TEAM ASSESSMENT
SEPTEMBER 15, 2004**

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LIMA RESOURCE TEAM AGENDA

Lima, Montana

September 15th, 200

Note: Sessions were held either at the City Building or at the School.

8:00 - 9:00	Breakfast at Jan's and Team Orientation
9:00 - 10:00	Tour of the area
10:00- 11:00	Government and Ag
11:00 - 12:00	Church and Civic Groups
12:00 - 1:00	Senior Citizens – working lunch
1:15 - 2:15	Businesses
2:30 - 3:15	Students
3:15 - 4:00	Teachers
4:30 - 6:30	Team Work Session and Working Dinner
7:00 - 8:00	Town Meeting (at the School)

Lodging for the team was donated by Mike and Connie Strang.

LIMA MAIN TOPICS AND ISSUES

The following Main Issues are a summary of what was heard during six Listening Sessions throughout the Lima Resource Team Assessment. This list serves as the outline for the team's written report.

MAIN TOPIC: COMMUNITY ENHANCEMENT

- Issue: Clean up
 - Junk Cars
 - Abandoned Buildings
 - Railroad Land (Black Hills)
- Issue: Building rehabilitation

MAIN TOPIC: INFRASTRUCTURE

- Issue: Paved Streets and Sidewalks
- Issue: Community Sewer System
- Issue: Park Improvements
 - Playground equipment
 - Seating and entrances
- Issue: ADA accessibility everywhere!
- Issue: Pool improvements and enclosure

MAIN TOPIC: RAILROAD RELATIONS

- Issue: Crossings upgrade
- Issue: Crossings needed
- Issue: Hazmat Site
- Issue: Vacant Land Issue

MAIN TOPIC: COMMUNICATIONS

- Issue: High speed internet
- Issue: Cell phone service
- Issue: Television
- Issue: Radio - public or commercial
- Issue: Media coverage and promotion of Lima

MAIN TOPIC: INTRA-COMMUNITY COMMUNICATIONS

- Issue: Maintain close knit community
- Issue: Coordination of community activities
- Issue: Develop community leadership
- Issue: Desire for regular community forums
- Issue: Notification of Monida Pass closure and other essential information

MAIN TOPIC: BUSINESS

- Issue: Retention and expansion
- Issue: Recruitment of light industry, small business
- Issue: Entrepreneurial training

- Issue: Land availability
- Issue: Utilizing I-15 and Railroad
- Issue: Tourism - old town attraction, etc.

MAIN TOPIC: ARTS AND CULTURE

- Issue: In schools
- Issue: Community events
- Issue: Community Theater
- Issue: Historical Society

MAIN TOPIC: COMMUNITY SERVICES

ISSUES:

- Medical
- Grocery and Bank
- Mail Delivery
- Garbage Disposal
- Library
- Senior Center
- Youth/Activity Center and programs
- Movie Theater
- Animal Control - both dogs and horses
- Additional public transportation
- DMV
- Wood Permits
- Fire and EMS

MAIN TOPIC: PUBLIC LANDS

- Issue: Forest Service
 - Maintain Office and Staff
 - Increase access to timber and wood cutting
 - Recreational trail development
- Issue: BLM/Forest Service
 - Availability of land for community needs
- Issue: Marketing of recreational opportunities

MAIN TOPIC: REST AREA

- Issue: Continued community involvement
- Issue: Information shared with community
- Issue: Develop as a community asset
- Issue: Plan ahead to deal with potential problems

MAIN TOPIC: SCHOOLS and YOUTH

- Issue: Maintain high school
- Issue: Promote value of education
- Issue: Improved sports facilities
- Issue: Summer activities

- Add baseball, soccer, rodeo club
- Issue: Enhanced education
 - More advanced mathematics
 - Work-Study
 - Arts and Music
- Issue: After School Activities and Opportunities

MAIN TOPIC: HEALTH AND MEDICAL

- Issue: Access to medical services in town
- Issue: Drug and Alcohol abuse (education, prevention and enforcement)
- Issue: Appropriate office/facility

LIMA, MONTANA RESOURCE TEAM REPORTS

REPORT BY: Chad Lee
Business Development Officer
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INTRODUCTION:

I appreciate the hospitality provided the Lima community. It is my pleasure to participate in this community assessment.

Lima has the potential to find its niche and persevere in today's fast-paced global society. The beautiful landscape, clean air, access to public lands, and proximity to I-15 make it an attractive place for those entrepreneurs who seek to relocate based on lifestyle choices and desire for outdoor recreation opportunities. Former Lima residents with mobile businesses may also seek to return. To attract these individuals and cultivate economic growth in Lima several areas must be addressed: modern communications infrastructure, community beautification, land availability, quality of education, public lands management, various community quality of life issues, and cultural development.

MAIN TOPIC: COMMUNITY ENHANCEMENT

ISSUE: BEAUTIFCATION

RECOMMENDATIONS:

Improving the community appearance represents a low cost and achievable opportunity to improve Lima. Often junk cars are not disposed because the cost and amount of work to dispose a single car or several cars is too much. If the community coordinates its efforts many vehicles could be collected in one effort using equipment owned by the city, county, or civic-minded individuals. The costs could be mitigated if a recycler accepted and paid for the junk vehicles. Currently metal prices are high, which has created higher demand for scrap metal. Vehicles that have a higher value than scrap metal might be marketed through eBay or other the internet marketing sites, presenting an opportunity to develop skills within the community in internet commerce. Such a community-wide cleanup drive also puts neighborly pressure on individuals to participate. If necessary, junk vehicle ordinances can be enforced or enacted. Abandoned buildings can be evaluated for historic and commercial value. Such buildings could be renovated or moved to frontier town tourist attraction. Weathered wood is also a saleable material. Abandoned or underutilized buildings can be disassembled and sold. If beautification is pursued as a community-wide effort and people are willing to volunteer time on neighbors' property then perhaps people will be encouraged to participate and develop pride in the appearance of Lima.

Improvements to houses may also result in improvement in the appearance of Lima. Eligible applicants may receive assistance for rehabilitating houses to reduce heating bills through Weatherization Assistance Programs administered by Human Resources District XII. While the purpose of programs is

not to improve the appearance of houses, improvements increase the quality of housing, may improve the appearance, and may cultivate pride of ownership that will result in improvement in appearances of yards.

Similarly, households not eligible for assistance from HRDC XII may benefit from Montana income tax credits available for making energy-saving investments their houses.

RESOURCES:

Beaverhead County or the City of Lima: equipment for loading/hauling junk cars and abandoned buildings.

The citizens of Lima: students, adults, clubs, church groups, and entrepreneurs.

Butte District XII HRDC
700 Casey Street
P.O. Box 3486
Butte, MT 59702-3486
(406) 496-4975
(800) 382-1325
Fax: 406-782-0318

MAIN TOPIC: INFRASTRUCTURE

ISSUE: Major Infrastructure Improvements – Paved streets, sidewalks, community sewer system

A community sewer system may be necessary for Lima to attract new business. Paved streets and sidewalks would enhance the quality of life and improve Lima’s ability to attract new business. Unless infrastructure improvements can be tied to and included with the construction of the new rest stop or primarily included in a Tax Increment Finance District (TIFD), Lima will have to finance infrastructure improvements. While community block grants may offset some of the cost, the improvements will be paid for through increased property taxes and user fees. Therefore, the community must perform a cost benefit analysis for each potential project and vote on proposed infrastructure improvements.

RECOMMENDATIONS:

Lima should push the Montana Department of Transportation (MDT) to pave the streets leading to the new rest stop and install a new railroad crossing. Since the new rest stop will increase traffic through town, Lima should push for sidewalks along the route. Lima could approach the MDT about paving the street leading to the park, for the benefit of the community and to benefit travelers.

Lima could work with the MDT to tie bids for the rest stop project to other paving work. Lima may receive lower bids than it otherwise could expect if the construction was piggybacked to the rest stop contract.

If Lima were successful in recruiting a major business, it should consider establishing a tax increment finance district (TIFD). A TIFD is a mechanism for financing an infrastructure improvement that is mutually beneficial to the city and businesses located within the TIFD.

Reclaiming the abandoned railroad property as a brownfields project could be used as a springboard for developing a community sewer system.

RESOURCES:

Lima can pursue using Community Transportation Enhancement Program (CTEP) funds to pay for sidewalks. To access CTEP funds, Lima needs to approach the Beaverhead County Commissioners to inquire about using the funds to benefit Lima. CTEP funds will undoubtedly be limited and there will be competing uses for the money; so the community of Lima will have to decide the most appropriate use.

Montana Department of Transportation / Beaverhead County Commissioners
Community Transportation Enhancement Program (CTEP)

Montana Department of Commerce – Community Development Block Grant Program
Karyl Tobel, karylt@state.mt.us

City of Lima

The Butte Local Development Corporation is very experienced with establishing TIFDs and is a good source of information and advice.

Butte Local Development Corporation
305 West Mercury Street
Butte, MT 59701
(406) 723-4349
<http://www.buttemontana.org/>

Montana Department of Natural Resources:
State Water Pollution Control Revolving Fund Loans
The Water Pollution Control SRF was created by the 1989 Legislature. It is designed to combine federal grant money with state matching money to create a low-interest loan program that funds community wastewater treatment projects. DNRC and DEQ co-administer the SRF program. The U.S. Environmental Protection Agency (EPA) makes a grant of federal funds to the state. The state must match 20 percent of that grant. The state's share is derived from the sale of state general obligation bonds. Loans are made by DNRC to public entities at an interest rate of 4 percent for up to 20 years. For more information contact:

Anna Miller (annam@state.mt.us)
Montana Department of Natural Resources and Conservation
Resource Development Bureau
1625 Eleventh Avenue
Helena, Montana 59620-1601
Phone 406-444-6668
Fax 406-444-6721
www.dnrc.state.mt.us

Renewable Resource Grant and Loan Programs

These programs provide grant and loan funding for public facility and other renewable resource projects. Numerous public facility projects including drinking water, wastewater and solid waste development and improvement projects have received funding through this program. Grants are limited to \$100,000 per project; loans are limited by the applicant's debt capacity. Applications are due on or before May 15th of even-numbered years. Since the creation of the Water Pollution Control and Drinking Water State Revolving Fund (SRF) Loan Programs, municipalities have been borrowing from the SRF program to finance wastewater treatment projects. This has freed capacity in the Renewable Resource Loan Program for other types of projects.

Renewable Resource Project Planning Grants

Grants of up to \$10,000 are available to fund the technical efforts necessary for the development of renewable resource projects. There is a dollar-for-dollar cash match requirement for all grant funding. For entities that do not produce revenue, in-kind services and other grants may be included as match funding in lieu of cash. Applications will be accepted by DNRC on an "open-cycle" basis. Eligible projects include Preliminary Engineering Reports meeting the requirements of the current Uniform Application Supplement for Montana Public Facility Projects as well as preliminary technical studies for other renewable resource projects that conserve, manage, develop or preserve renewable resources. Grants are only available to fund pre-project planning and technical activities necessary for the implementation of discreet projects. Grant funding may not be used for project implementation, including design and the preparation of plans and specifications.

Montana Department of Natural Resources and Conservation

Resource Development Bureau

1625 Eleventh Avenue

Helena, Montana 59620-1601

Phone 406-444-6668

Fax 406-444-6721

www.dnrc.state.mt.us

Bob Fischer (rfischer@state.mt.us)

Pam Smith (pamsmith@state.mt.us)

MAIN TOPIC: INFRASTRUCTURE

ISSUE: PARK AND OTHER RECREATIONAL IMPROVEMENTS

RECOMMENDATIONS:

Lima can pursue using Community Transportation Enhancement Program (CTEP) funds to pay for improvements to the park. To access CTEP funds, Lima needs to approach the Beaverhead County Commissioners to inquire about using the funds to benefit Lima. CTEP funds will undoubtedly be limited and there will be competing uses for the money; so the community of Lima will have to decide the most appropriate use.

The community can use art and cultural events to raise money to pay for improvements to the park and swimming pool enclosure.

As part of the community's effort to cultivate volunteerism and civic pride, students and clubs can be encouraged to plan and perform the work required to make these improvements. Articles and pictures can be submitted to the Dillon newspaper in an attempt to publicize these projects, promote Lima, and reward the participants.

RESOURCES:

County Commissioners regarding use of Community Transportation Enhancement Program (CTEP)

City of Lima

Students of Lima

MAIN TOPIC: RAILROAD RELATIONS

ISSUE: VACANT RAILROAD PROPERTY

RECOMMENDATIONS:

The vacant railroad property presents an opportunity for expanding land availability, economic development, and enhancement of community appearance. The property should be cleaned up and utilized. Based on the information gathered during the resource assessment, it seems that the vacant railroad property could be defined as a "brownfield" property. "Brownfields" are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

The Butte Local Development Corporation may be of assistance in developing a strategy for reclaiming and developing the vacant railroad property, leveraging brownfields funding sources, and for developing a strategy for dealing with Union Pacific.

Since its inception in 1995, EPA's Brownfields Program has grown into a proven, results-oriented program that has changed the way contaminated property is perceived, addressed, and managed. EPA's Brownfields Program is designed to empower states, communities, and other stakeholders in economic redevelopment to work together in a timely manner to prevent, assess, safely clean up, and sustainably reuse brownfields.

Brownfields grants continue to serve as the foundation of EPA's Brownfields Program. These grants support revitalization efforts by funding environmental assessment, cleanup, and job training activities. Brownfields Assessment Grants provide funding for brownfield inventories, planning, environmental assessments, and community outreach. Brownfields Revolving Loan Fund Grants provide funding to capitalize loans that are used to clean up brownfields. Brownfields Job Training Grants provide environmental training for residents of brownfields communities. Brownfields Cleanup Grants provide direct funding for cleanup activities at certain properties with planned greenspace, recreational, or other nonprofit uses.

Other federal agencies have programs that may be applicable in developing brownfields, including the Department of Housing and Urban Development, the Department of Transportation, The Department of Commerce Economic Development Administration.

The state of Montana Department of Environmental Quality does not have separate, non-federal brownfields funding available at this time. However, potential brownfields applicants are encouraged to work with the Department to conduct voluntary cleanup of their sites.

RESOURCES:

The EPA brownfields website (www.epa.gov/brownfields/) provides information about US EPA's Brownfields Program including the Brownfields Law, US EPA Brownfields Grants, technical tools and resources as well as information on brownfields projects across the county.

EPA Brownfields Program
U.S. EPA-Region 8
999 18th Street, Suite 300, (8EPR-B)
Denver, CO 80202-2466
1-800-227-8917

Ms. Rosemary Rowe
U.S. Environmental Protection Agency
Region 8
Montana Offices
Helena, MT 80202-2466
(406) 441-1150
rowe.rosemary@epa.gov

Montana DEQ Brownfields Coordinator:
Kelly Schmitt
DEQ - Remediation Division
PO Box 200901
Helena, MT 59620-0901
(406) 841-5070
kschmitt@state.mt.us

Other Brownfields Contacts:

John Rogers
US Dept of Commerce
(406) 441 - 1175

Jim Davison
Rural Development Partners

(406) 563 - 5259

Karyl Tobel
MT Dept. of Commerce
(406) 841-2733

Kathy Atencio
EPA Denver
(303) 312 - 6803

Evan Barrett
Butte Local Development Corporation
305 West Mercury Street
Butte, MT 59701
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ebarrett@bldc.net
<http://www.buttemontana.org/>

MAIN TOPIC: COMMUNICATIONS

ISSUE: HIGH SPEED INTERNET ACCESS

The “Digital Divide” is real and significant. In order to empower local entrepreneurial activity and attract new businesses and residents to Lima, major improvements need to be made to Lima’s communications infrastructure. Particularly, Lima needs high-speed internet access. High-speed internet access is more reliable, provides time-effective access to information, enables telecommuting, increases the functionality of computers, is virtually becoming a requirement for computer use (downloading 12MB software updates on a regular basis at 56K is trouble-prone and interrupts constructive computer use), and enhances the quality of life in numerous ways, including increased access to a spectrum of news and entertainment. High-speed Internet access may also become critical to future of the Lima school system.

RECOMMENDATIONS:

The Lima community needs to obtain high-speed, high-capacity internet access. A committee should be formed to learn about the technology and its alternatives and, learn about the existing communications infrastructure and its limitation, identify and approach potential providers, and identify and pursue potential partners and financial assistance. The committee should work with 3 Rivers Telephone and glean information from it. The committee should survey the community to identify the number of likely high-speed access subscribers. A shortage of households initially interested in this service should not deter pursuit of this critical element of Lima’s infrastructure. Lima may have to or want to consider options other than service from 3 Rivers Telephone particularly if the company will not provide high-speed internet access in a timely or cost effective manner.

The Joint Federal Rural Wireless Outreach Initiative is a partnership between the Wireless Telecommunications Bureau, the USDA Rural Utilities Service and private industry to coordinate

activities and essential information on programs, financial and other assistance regarding telecommunications opportunities for rural communities. The objective of this initiative is to encourage greater access and deployment of wireless services to enhance economic development throughout rural America. Inquiries should be made to both 3 Rivers Communications and the USDA Rural Development Montana Office regarding this initiative.

The Universal Services Fund “E-Rate” program (also known as the Schools and Libraries Universal Service Support Mechanism) provides assistance to make telecommunications equipment and Internet access services affordable to rural schools. Potentially this program could be used to leverage obtaining high-speed Internet access for Lima.

During the Resource Assessment, community members expressed the desire for medical services to be provided in Lima. Additionally, a participant was aware of a medical professional potentially interested in providing services. If a medical clinic were to come into fruition, the community should explore whether the FCC’s Universal Service Program for Rural Health Care Providers could provide assistance in funding telecommunications infrastructure that would provide telemedicine capabilities.

RESOURCES:

Potential partners include the Lima School District, the Forest Service, the National Park Service, the Montana Department of Transportation, neighboring wealthy landowners, the Turner Foundation, and cellular phone companies.

USDA RURAL DEVELOPMENT - MONTANA STATE OFFICE

P.O. Box 850
Bozeman, MT 59771
(406) 585-2580
FAX (406) 585-2565
TDD (406) 585-2562

E-Rate Program - Schools and Libraries Universal Service Support Mechanism
Universal Service Administrative Company
Schools and Libraries Division
(888)-203-8100
www.sl.universalservice.org

Universal Service Administrative Company
Rural Health Care Division
80 S. Jefferson
Whippany, NJ 07981
1-800-229-5476
rhc-admin@universalservice.org

Montana’s Congressional Delegation: Senator Conrad Burns, Senator Max Baucus, and Representative Dennis Rehberg

Montana Department of Commerce – Community Development Block Grant Program

MAIN TOPIC: INTRA-COMMUNITY COMMUNICATIONS

ISSUE: COMMUNITY LEADERSHIP

The willingness to participate in this community assessment shows that Lima is striving to survive as a community. Pursuing economic growth and community improvements are worth the effort. There is much work ahead. The community assessment yielded many recommendations and suggestions. In order to be effective and achieve success, the community must develop leadership, work to reach consensus, prioritize projects, and coordinate efforts.

RECOMMENDATIONS:

While the city government and elected officials will be a big part of this process, this process requires active participation by the whole community and requires that the community be organized. The community needs to meet on a regular basis to decide priorities, reach consensus on the resolution of problems, and learn about progress and findings. A central committee needs to be selected to lead the community in response to this community assessment. This committee should represent a cross section of Lima, and it should be made up of people who will champion the cause, work as peacemakers and consensus builders, and be able to influence the rest of the community to participate. Volunteers will be needed to work on subcommittees that will pursue specific topics or issues. All ages should be involved in this process. The process needs the collective energy, talent, creativity, patience, and perseverance of the whole community.

RESOURCES:

The Heartland Center for Leadership Development provides sources of leadership training and articles pertaining to rural community development.

<http://heartlandcenter.info/>

Clues to Rural Community Survival, Vicki Luther & Milan Wall, Heartland Center Publications, . \$15.00

Order online at <http://heartlandcenter.info/publications.htm> or call 1-800-927-1115

<http://heartlandcenter.info/clues.htm>

From Clues to Rural Community Survival: 20 Clues to Rural Community Survival: An Annotated List

1. Evidence of Community Pride: Successful communities are often showplaces of care, attention, history and heritage.
2. Emphasis on Quality in Business and Community Life: People believe that something worth doing is worth doing right.
3. Willingness to Invest in the Future: In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.
4. Participatory Approach to Community Decision Making: Even the most powerful of opinion leaders seem to work toward building consensus.
5. Cooperative Community Spirit: The stress is on working together toward a common goal and the focus is on positive results.

6. Realistic Appraisal of Future Opportunities: Successful communities have learned how to build on strengths and minimize weaknesses.
7. Awareness of Competitive Positioning: Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.
8. Knowledge of the Physical Environment: Relative location and available natural resources underscore decision-making.
9. Active Economic Development Program: There is an organized, public/private approach to economic development.
10. Deliberate Transition of Power to a Younger Generation of Leaders: People under 40 regularly hold key positions in civic and business affairs.
11. Acceptance of Women in Leadership Roles: Women are elected officials, plant managers, and entrepreneurial developers.
12. Strong Belief in and Support for Education: Good schools are the norm and centers of community activity.
13. Problem-Solving Approach to Providing Health Care: Health care is considered essential, and smart strategies are in place for diverse methods of delivery.
14. Strong Multi-Generational Family Orientation: The definition of family is broad, and activities include younger as well as older generations.
15. Strong Presence of Traditional Institutions that are Integral to Community Life: Churches, schools and service clubs are strong influences on community development and social activities.
16. Sound and Well-Maintained Infrastructure: Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.
17. Careful Use of Fiscal Resources: Frugality is a way of life and expenditures are considered investments in the future.
18. Sophisticated Use of Information Resources: Leaders access information that is beyond the knowledge base available in the community.
19. Willingness to Seek Help from the Outside: People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.
20. Conviction that, in the Long Run, You Have to Do It Yourself: Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

MAIN TOPIC: BUSINESS

ISSUE: BUSINESS RECRUITMENT

During resource assessment, the community expressed the need for new businesses to come to Lima. No one had in mind a specific kind of business other than a one that would fit the category of “light industry”.

To take control of its destiny, the community needs to coordinate and work actively to attract new businesses to Lima. In this process, the community must consider what sort of businesses and owners would want to translocate to Lima, what type of businesses would do well in Lima, what resources such businesses need to prosper, what type of skills the Lima workforce can offer such businesses, and what types of businesses would be most beneficial to Lima. When a consensus on these considerations is

reached, the Lima community will be in a better position to make effective efforts to recruit new businesses.

RECOMMENDATIONS:

Lima needs to create a Business Recruitment Committee or Economic Development Committee. It could be in the form of a Chamber of Commerce, possibly a chapter of the Beaverhead Chamber of Commerce, but it would not have to be. The committee should include community leaders representing a cross section of the community. This group would address the considerations listed in the introduction and spearhead and coordinate business recruitment efforts.

The business recruitment committee should consider developing an inventory of its members' skills, education, and experience. In addition to identifying available skills, such an inventory might also contain information that would indicate the size of workforce available to new businesses.

The community as a whole, through its city government needs to plan for growth, which may involve considering zoning. The objective of planning is to enhance value of the community, avoid situations that would make Lima less attractive and livable, and avoid disputes and problems.

The community can make a concerted effort to contact successful former residents and enlist them in the effort to revitalize Lima. Some former residents with successful businesses may be interested in translocating businesses to Lima. Others may be interested in promoting Lima or providing ideas that could lead to economic and cultural growth. This sort of initiative expands the community's resource base beyond Lima. The Montana Jobs Network and other partners developed a program called Come Home Montana than can be used to facilitate this sort of effort.

The following community projects are also key to the business recruitment effort: obtaining high speed internet access, keeping the Lima school system open with an emphasis on quality of education, enhancing the community appearance, and constructing a municipal sewer system.

The Montana Department of Commerce Community Development Block Grant (CDBG) can be used to finance infrastructure improvements necessary to recruit businesses that will create or retain jobs for low and middle income persons. The maximum allocation to a municipality for a business loan fund loan and infrastructure projects is \$400,000.

RESOURCES:

Julie Foster, Come Home Montana
<http://www.comehomemontana.org/>

Montana Department of Commerce – Community Development Block Grant Program
karylt@state.mt.us

MAIN TOPIC: BUSINESS

ISSUE: LAND AVAILABILITY

It appears that Lima has a serious land availability issue that threatens to limit growth potential or discourage individuals and businesses interested in translocating.

RECOMMENDATIONS:

An inventory of land potentially available for sale to new businesses and individuals will be useful to recruitment efforts. All pertinent information about the properties should be readily available to prospective buyers.

Working with Union Pacific and government agencies to reclaim and develop the abandoned railroad property will significantly increase the amount of available land.

A dialogue should be initiated with owners of land surrounding the community about the potential need for land to be available to allow Lima to grow and attract more people and businesses. When the time is right, the Lima community should select its most diplomatic citizens to be part of this effort.

RESOURCES:

Union Pacific Property
Property surrounding and near Lima

MAIN TOPIC: BUSINESS

ISSUE: ENTREPRENEURISM/RETENTION & EXPANSION OF EXISTING BUSINESSES

Entrepreneurism is a concept that is more than just the process of starting businesses. It is a self-deterministic way of thinking that seeks opportunities to fulfill needs and seeks solutions to resolve problems. Successful entrepreneurs are both optimist and realistic. The encouragement of entrepreneurism and development of entrepreneurial skills are key to the economic development in Lima.

RECOMMENDATIONS:

Entrepreneurial concepts and processes need to be incorporated into the school curriculum. A competition, such as a business plan competition, would provide an outlet for students' creative energy to be unleashed and potentially benefit the community. Teaching entrepreneurism would help show students the choices they have in shaping their future and teach them processes useful for making decisions. Students should be encouraged to capitalize on the entrepreneurial opportunities that exist in Lima.

Learning is a lifelong process. Business workshops can be scheduled to benefit existing businesses and community members interested in starting businesses. Resources for speakers or educational programs include various not-for-profit organizations, government agencies, and University of Montana – Western.

In fostering entrepreneurism, the community needs to encourage its members to develop their talents and investigate their interests. A community event could be designed to celebrate the talents of the community, encourage and champion entrepreneurism, and promote a positive image of Lima. The new

rest stop will provide an opportunity to promote Lima and its businesses and establish its cultural identity.

In developing new Lima businesses, entrepreneurs should consider products and services with local demand that may be in demand elsewhere. These types of opportunities may require some travel but could enable people to live in Lima. During the community assessment, a custom fencing business based hundreds of miles from Lima was lodging at the hotel. Custom fencing is an example of a business that could be started by someone living in Lima. It is a business with significant local and regional demand that requires a modest investment and uses skills many Lima residents already possess.

Many resources exist to provide technical and financial assistance to entrepreneurs.

The Butte Small Business Development Center provides technical support including financial needs evaluation, identification of possibly resources of financing, and assistance for: business startup and expansion, business planning, and marketing. The Butte Small Business Development Center also provides training, including the NxLevel Entrepreneurial Training Program provides entrepreneurial courses. The Montana NxLevel website provides is a great source for guidance and tools.

The Montana MicroBusiness Loan program loans up to \$35,000 for business startup or expansion. Headwaters RC & D hosts the MicroBusiness Development Center that serves southwest Montana.

The Montana Department of Commerce Community Development Block Grant (CDBG) can be used to establish a revolving loan fund controlled by the City of Lima to make loans to businesses that create or retain jobs for low to middle income persons. The maximum allocation to a municipality for a business loan fund loan and infrastructure projects is \$400,000. Regional Development Officers (RDO) with the Montana Department of Commerce Business Resources Division must prescreen any potential CDBG project. The RDOs typically work through the local development corporation closest to the project.

The Montana Board of Investments has several business finance programs that are accessed through approved lending institutions. These finance programs generally have favorable interest rates and interest rate reductions for job creation. These business finance programs generally have relatively high minimum loan amounts and have minimum requirements pertaining to job creation and wage rates. The Infrastructure Loan Program is designed to help local governments finance infrastructure used by a business that will create jobs.

The Montana Department of Agriculture Marketing and Business Development Bureau provides assistance to agriculture-related businesses in the following areas: business development, domestic marketing, and international marketing.

The Montana Growth through Agriculture Program provides financial assistance to agriculturally focused business development and marketing projects. On a quarterly basis, the Montana Agricultural Development Council reviews proposals requesting a loan or an investment in a project. The types of financial assistance include seed capital loans, deferred payment loans, and grants. The maximum limit in any one round of financing is \$50,000. Successive rounds of financing in which the Council participates for any one company may not occur within a 9-month period. The total amount of

investment for any one company may not exceed \$150,000. A one-to-one cash or in kind match is required.

RESOURCES:

Beaverhead Chamber of Commerce

Lima School District & Students

John Donovan
Director, Butte SBDC
Headwaters RC&D
305 West Mercury, Suite 211
Butte MT 59701
(406) 782-7333
FAX: (406) 782-2990
jondonn@bigskyhsd.com
<http://www2.headwatersrcd.org/redisbdc.htm>

<http://nxlevelmontana.org/>

Janice Copeland
MicroBusiness Loan Program
Headwaters RC&D
305 W. Mercury, Suite 211
Butte, MT 59701
Phone: (406) 782-7333
FAX: (406) 782-9675
jcopeland@bigskyhsd.com
<http://www2.headwatersrcd.org/micro.htm>

Terry Dimock
Southwest Montana Regional Development Officer
Montana Department of Commerce
301 S Park
P.O. Box 200505
Helena, MT 59620-0505
Phone: (406) 841-2737
Fax: (406) 841-2731
tdimock@state.mt.us

Montana Board of Investments
P.O. Box 200126
Helena, MT 59620-0126
406-444-1365 phone
406-449-6579 fax
<http://www.investmentmt.com>

Montana Department of Agriculture
Agriculture Marketing & Business Development Bureau
303 North Roberts
PO Box 200201
Helena, Montana 59620-0201
Phone: (406) 444-2402
Fax: (406) 444-9442
agr@state.mt.us
www.agr.state.mt.us

MAIN TOPIC: ARTS AND CULTURE

ISSUE: EXPANDING ARTS AND CULTURE

Arts and culture can play a valuable role by enhancing the quality of life for residents, creating a sense of place and community, and help attract new businesses and residents. Arts and culture also presents entrepreneurial opportunities for the residents of Lima.

RECOMMENDATIONS:

Even if art curriculum cannot be added in the school, art can be encouraged by allowing school facilities to be used by a community art club or to be used to hold art workshops. Also, artists and cultural opportunities can be brought to the school.

The Montana Arts Council administers the Artists in Schools and Communities Program. The Artists in Schools and Communities program contains four distinct components, which provide intensive, participatory experiences: (1) Artist Visits, lasting one to four days; (2) Short-Term Residencies of one week to four weeks; (3) Long-Term Residencies five weeks or longer, up to two years in duration; and (4) Special projects. The Arts Council will consider up to half the residency cost to a maximum of \$675 per week for an individual and \$1350 per week for companies. Title I, Class C schools and small rural schools under the supervision of a county superintendent are eligible for up to two-thirds support. Perhaps Turner Foundation funds can be used to help pay Lima's share of the cost.

The Missoula Children's Theatre International Tour Project is the largest touring children's theatre program in the U.S. The concept is based on a week-long residency during which a team of two staff Tour Actor/Directors develop and produce a full-scale musical with 50-60 local children as cast members. Auditions, intensive rehearsals, workshops and finished performances for the public are all part of the residency. The plays are updated versions of classic fairy tales and children's stories such as Cinderella, Alice in Wonderland, The Wizard of Oz and Rumpelstiltskin. Each production comes complete with professionally designed scenery, costumes, props and makeup, as well as sound and lighting equipment. In return, the host community provides:

Housing: Private (one person per room), clean, comfortable and safe accommodations for the two Tour Actor/Directors, either in a hotel/motel or private home(s). Housing must be provided a total of seven (7) nights, Sunday to Sunday. Providing meals is optional.

Audition Space: A large room is needed, a gym is ideal

Rehearsal Spaces: Two rooms are needed, ideally one being the performance space and the other at least classroom size.

Performance Space: The “playing area” (the area in front of the set) must be at least 28’W 16’D 10’H and does not include the additional backstage space required for 50-60 cast members.

Piano and Accompanist: Both are normally needed Wednesday through Saturday of the residency week.

Lima can consider holding an arts festival that celebrates the varied talents of the community. The event can be capped by a community talent contest or by a choir or acting performance. A committee of interested individuals can build a consensus regarding the timing of the festival, organize participants, and work to maximize publicity and attendance.

In terms of recruiting businesses, artists, musicians, and writers may be attracted to Lima due to its isolation, low cost of living, beautiful landscape, access to public lands, and location along I-15. Additionally, art represents an entrepreneurial activity that the community can encourage and cultivate within its own ranks. There are buildings in Lima that potentially could function as art galleries.

Underutilized buildings represent an opportunity for the Lima Historical Society to establish a historical museum to serve as a community cultural asset and tourist attraction.

All annual arts and cultural events need to be publicized in Travel Montana / Gold West Country websites and brochures.

RESOURCES:

Missoula Children’s Theatre
International Tour Project
200 North Adams Street
Missoula, MT 59802-4718
phone: 406-728-1911
fax: 406-721-0637
e-mail: tour@mctinc.org
<http://www.mctinc.org/home.htm>

Montana Arts Council
Beck McLaughlin, Education Director
Artists in Schools and Communities Program
316 North Park Ave., Suite 252
PO Box 202201
Helena MT 59620-2201
Arts Education Hotline 1-800-282-3092
Phone 406.444.6430
Fax 406.444.6548

E Mail mac@state.mt.us
<http://www.art.state.mt.us>

Montana Department of Commerce
Montana Promotion Division
(Travel Montana)
301 South Park Ave
PO Box 200533
Helena, MT 59620-0533
Travel Montana: 406-841-2870; Fax: 406-841-2871
Industry Services: Phone: 406-841-2769; Fax: 406-841-2871
Email: webmaster@visitmt.com
<http://travelmontana.state.mt.us/>

MAIN TOPIC: PUBLIC LANDS

ISSUE: RECREATIONAL OPPORTUNITIES – TRAIL USE AND DEVELOPMENT

Lima is blessed with beautiful scenery, the Red Rock Lakes National Wildlife Refuge, and a significant amount of accessible public lands under multiple-use management. The Lima area's setting, public lands, and location along I-15 and the Continental Divide give it potential to become a destination for trail riders of all sorts. Lima could benefit economically benefit from this tourism and attract new businesses and residences.

RECOMMENDATIONS:

To develop this resource in a way that respects the environment and the various users of the land, government land managers, leaseholders, trail enthusiasts, and community members need to form a task force to plan the development of a trail system. Important issues to address include: access, trespassing, disturbance of cattle herds and wildlife, fence crossings, motorized vs. non-motorized use, erosion, weed management, fire danger, noise, trail routing, and maintenance costs and duties. Cooperation, respect, creativity, and open minds will be key to making this project a success. The task force will need to decide how to make the project fit Lima's culture and how best to promote the trail system.

There probably are lessons to be learned from other areas where recreational use of public lands has become significant. The task force should try to identify these areas and interview the various stakeholders affected by trail systems on public lands. This kind of investigation will yield valuable management and marketing information.

RESOURCES:

Bureau of Land Management
US Forest Service
Beaverhead County Commissioners
Local Leaseholders and Landowners
The Lima Community

American Trails is a national, nonprofit organization working on behalf of all trail interests, including hiking, bicycling, mountain biking, horseback riding, water trails, snowshoeing, cross-country skiing, trail motorcycling, ATVs, snowmobiling and four-wheeling. The goal of the organization is to support America's trails by finding common ground and promoting cooperation among all trail interests. The American Trails website (<http://www.americantrails.org>) is a valuable resource with maps, articles on a wide variety of trail topics, guidance and funding information, and links to related organizations and information sources.

The Montana Department of Fish, Wildlife, and Parks administers the U.S. Department of Transportation Highway Administration's Recreational Trails Program for Montana. In 2005, Montana's Recreational Trails Program will provide \$800,000 in grants to successful applicants, including cities, counties, state, federal agencies and private associations. Recreational Trails Program funds can be used for all types of trails including non-motorized, motorized, multiple-use, community, rural and backcountry. Grant recipients must cover 20 % of a project's costs locally with cash or by volunteer labor, donated materials, equipment and supplies.

Bob Walker, Trails Program Coordinator
Department of Fish, Wildlife, and Parks
1420 East Sixth Ave
PO Box 200701
Helena MT 59620-0701
Phone 406-444-4585
Fax 406-444-4952
bwalker@state.mt.us
www.fwp.state.mt.us/parks

The Montana FWP administers the federal Land and Water Conservation Fund (LWCF) in Montana with National Park Service oversight. The LWCF provides a potential resource to assist in development of a trail system, although certain program requirements may not be consistent with the present multiple-use management. The federal LWCF Act provides the authority to acquire land, provide agencies with the authority to make minor boundary changes, receive donated land, purchase land with donated funds, purchase easements on private lands, or transfer or exchange lands from other federal agencies. The LWCF program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The maximum grant per project is \$75,000 and the grant may provide up to 50% of a local project's total costs. Once LWCF funds are used in development or acquisition, the entire recreational site must be managed for outdoor recreation in perpetuity. No part of the site (no matter how small) can be converted to any other use.

Department of Fish, Wildlife and Parks
Parks Division
P.O. Box 200701
Helena, MT 59620
Tel: 406-444-3750
<http://www.fwp.state.mt.us/parks/landw/2005/default.asp>
<http://www.nps.gov/lwcf/>

The purpose of the Montana Fish, Wildlife & Parks (FWP) Off Highway Vehicle (OHV) Grant Program is to increase access to recreational motorized trails. Various types of projects are eligible, but certain projects are not eligible, including: constructing new OHV trails on federal lands; projects involving conversion of rural or backcountry single-track trails to double-track trails; and trail projects on routes not legally designated by the appropriate land managing agency. Due to the various restrictions, this program should be studied carefully to see if it may fit a component a potential trail system.

Off Highway Vehicle Program
Department of Fish, Wildlife and Parks
Parks Division
P.O. Box 200701
Helena, MT 59620
406-444-7317 (Ray Paige)
406-444-4585 (Bob Walker)
<http://www.fwp.state.mt.us/parks/ohv/default.asp>

MAIN TOPIC: REST AREA

ISSUE: DEVELOPING THE NEW PROPOSED REST AREA INTO A COMMUNITY ASSET

Construction of the new rest area represents a major investment in the community paid for by outside dollars. Major improvements to the main railroad crossing and some of the streets are likely outcomes. It will improve the community appearance by removing an eyesore (the existing facility) and creating what could be aesthetically pleasing facility and greenery. It will create another facility available for use by the community. It will increase the traffic through the community to the benefit of existing businesses and create economic opportunity for new businesses.

RECOMMENDATIONS:

The City of Lima needs to approach the Montana Department of Transportation (MDT) and be involved in the planning and design of the new rest area and related access roads and routes. Such action will leverage this investment in the community to maximize the benefits to the residents of Lima. Major objectives would include: construction of an aesthetically pleasing facility; a major upgrade to the primary rail crossing; major improvements to the streets leading to and from the rest stop; and addition of sidewalks or extra-wide shoulders along the streets leading to the rest stop to address pedestrian safety and convenience.

During the assessment, someone stated that the MDT offered to build a baseball field at the rest stop if the community was interested. It would seem that this would be an asset to the community in terms of beautification, recreation, and public gathering place. The community should express its interest in this project unless it comes at the expense of other projects that are higher on its priority list.

Lima needs to approach the Beaverhead County Commissioners to inquire about the availability of Community Transportation Enhancement Program (CTEP) funds for use in Lima. CTEP funds transportation related projects that are designed to strengthen the cultural, aesthetic, and environmental aspects of Montana's intermodal transportation system. The CTEP allows for the implementation of a

variety of non-traditional projects including: provision of facilities for pedestrians and bicycles; provision of safety and educational activities for pedestrians and bicyclists; acquisition of scenic easements and scenic or historic sites; scenic or historic highways programs (including provision of tourist and welcome center facilities); landscaping and other scenic beautification; historic preservation; and rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals).

CTEP funds will undoubtedly be limited, and the community of Lima will have to decide the most appropriate use. Several ideas that come to mind for using CTEP funds include: upgrading the second railroad crossing; constructing sidewalks that the MDT does not install in conjunction with the rest stop; paving the road to the park; making improvements to the park; renovating the building next to the railroad; landscaping or other cosmetic improvements within the town; developing a visitor center.

RESOURCES:

Montana Department of Transportation

Mike McGinley
Beaverhead County Commissioner
mmcginley@co.beaverhead.mt.us

City of Lima

MAIN TOPIC: REST AREA

ISSUE: COMMUNITY SAFETY - Concern about the new rest stop posing a threat to community safety

RECOMMENDATIONS:

A committee of highly social, energetic people should organize a community watch group, phone chain, and welcoming committee. The watch group will organize the community to be on the alert for strange activity and theft and to be watchful for children's safety. Signs posted in key locations, such as the new rest stop, will put strangers on notice that they are being watched and that the community is organized. Lima is small enough that a phone chain can be an effective tool to enable rapid communication throughout the community. The phone chain can also be used to announce community events and would work to integrate newcomers into the community. The welcoming committee will work to incorporate newcomers into the community and enable the community to become familiar with newcomers. To make the community aware of newcomers, an article about them can be printed in the Lima Bits.

The community can maintain political support and pressure to maintain the police presence that it currently enjoys.

RESOURCES:

The people of Lima.

MAIN TOPIC: SCHOOLS AND YOUTH

ISSUE: KEEPING SCHOOL OPEN AND EMPHASIZING EDUCATIONAL OPPORTUNITES AND QUALITY OF EDUCATION

Keeping the Lima school system open and maintaining a high standard of education are vital to the future of the community. If the school were to close, Lima would lose a significant number of good jobs. The number of families with school-age children would decline. The potential for economic growth would be crippled because fewer businesses would consider moving to or starting in Lima. In contrast, enhancing the quality of education and utilizing the school to provide lifelong learning opportunities serve to strengthen the community and fuel economic growth.

RECOMMENDATIONS:

Do whatever it takes to keep the school open. It is a community responsibility. Consider a community effort to host foreign exchange students. Be open to distance learning opportunities and look for funding incentives. Identify sources for endowments or charitable donations to support operation of the school. Encourage people beyond the school district boundaries to send their children to the Lima school. Pursue economic development and entrepreneurship as a means to retain or draw young families. Lobby for financial aid to rural schools.

Develop a community initiative to promote lifelong learning. Get the whole community involved in learning. If the whole community is actively engaged with the school system, there will be more support for the school system. Additionally, community emphasis on education will lead to higher quality of education and better student performance. Continue to provide evening classes to adults. Adult education could include classes covering: computer software, use of the internet as a research tool, science and technology developments, writing skills, entrepreneurship, current events, art, music, and history.

Obtain high speed internet access for the school system.

Provide students with advance classes, particularly in mathematics.

Teachers, make sure classes are interesting and demanding and address discipline problems rapidly. Parents, support strict discipline and high academic standards in the school. Students, realize that school is a tremendous opportunity; your decisions, participation, and efforts during these years will impact the rest of your lives.

During the community assessment students expressed interest in a work-study program. A work-study program would benefit students and build relationships between the school and business. This also serves to expand Lima's interaction with surrounding communities.

Students expressed desire for more or different after school activities. Teach social entrepreneurship by encouraging and empowering students to explore these avenues independently to determine pros, cons, constraints, and priorities. Giving students the opportunity to take initiative will help them learn responsibility and develop leadership skills.

RESOURCES:

The people of Lima.

MAIN TOPIC: HEALTH AND MEDICAL**ISSUE: MEDICAL FACILITY****RECOMMENDATIONS:**

Consider locating the potential medical facility at the school. Undoubtedly, there could be some regulatory obstacles to overcome, but the relationship could be cost effective and mutually beneficial. A significant portion of the Lima's population is school age. Having the medical facility at the school also emphasizes the importance of the school to the health of the community.

Partner with Barrett Memorial Hospital in Dillon.

RESOURCES:

Barrett Memorial Hospital
1260 S. Atlantic St.
Dillon, MT 59725
406.683.3000

REPORT BY: Dr. Tony Rudbach
Assistant Vice President
Research and Economic Development
University of Montana – Missoula
University Hall, Room 116
Missoula, MT 59812
Ph: 406.243.2148 Fx: 406.243.6330
triltd@aol.com

INTRODUCTION

Lima is a wonderful, close-knit community located in a beautiful, rural environment. It was a pleasure for me to participate on this Community Assessment team.

Many of the needs voiced in the listening sessions required resources - people or new wealth brought into the community. However, before this can occur, modernization and expansion of the communications infrastructure is needed. This includes telephone, cell phone, high-speed and good band-width Internet access, radio, television and newspaper coverage. An interested, aggressive, committed group of Lima citizens needs to focus on the communications problem. Help can be obtained from the University system (contact me at 406-243-2148 for the MUS), the State of Montana through the Departments of Commerce, Agriculture and the Public Service Commission, the federal government (HUD, EDA, Rural Development, etc.), and the private sector (foundations, businesses, and institutes).

Solving the communications problems will open doors for solutions to the other problems.

MAIN TOPIC: COMMUNITY ENHANCEMENT

ISSUE: Need to change image of the community/town. There are two aspects to this: 1) The physical appearance and 2) what outsiders (and insiders) think about the community.

RECOMMENDATIONS:

1) Physical Appearance

Apparently the town has rules and laws about some of the junk issues. However, rather than "forcing" clean-up, a positive, cooperative approach would be best. An adult/youth cooperation could collect and transport junked cars and other "stuff" to a central collection point. This could be sorted into piles. For example - that which could be taken to Dell for collection, that which might be recycled (cars and parts), and that which could be burned locally.

Also, the community might consider remodeling the fronts of businesses to give the town a real "old-west" look. This could be funded partially by grants from a variety of sources.

2) Image of Community

Create community mottos, themes, character descriptions for Lima. [Examples for the State of Montana = The Last Best Place, Big Sky Country] Have the community commit to these themes and use them as guides for projects and place them on signs, ads, and letterheads, etc.

RESOURCES:

Community involvement and the schools can provide physical labor and image ideas. Organized clean-up days, followed by a Bar-B-Q would help. Trucks to haul stuff might come from the city or private contributions. For the burnables, a large fire on a safe site approved by the fire department could be a spectacular event. If enough junked car parts were collected for a semi-load, a recycling company might come to Lima to pick them up (Pacific is one which operates in both Montana and Idaho). If financial subsidies were needed, I believe that both State and federal sources could be tapped.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: Streets, sidewalks, sewer, pool enclosures will require outside funding.

RECOMMENDATIONS:

Public funding is available; however, applications and associate data need to be assembled, and this can be time-consuming and requires some experience, which may not be available in the Lima community.

RESOURCES:

Surveys can be designed, created, and analyzed as programs through the MUS system (call me 406-243-2148). Economic development organizations can also help (SBDC, MEDA, CRDCs, other organizations operating out of Butte). These same sources can also help with identifying and applying for project funding.

MAIN TOPIC: RAILROAD RELATIONS**ISSUE:**

Railroads have a lot of problems these days. If Lima approaches them as a partner, rather than as an antagonist, any negotiations should be smoother. Issues include crossings, hazmat issues, and the vacant land.

RECOMMENDATIONS:

Create a formal group, which has approval and backing of the Lima community, to work with the railroad on these issues. From my experience in working with Montana RailLink and BNSF this could be a long process. However, once the railroad understands that they are dealing with community decision-makers and that the community is demanding resolution of the issues, it will work with the group representing the community.

RESOURCES:

Do not involve lawyers or politicians in this until all else has failed. The group, which formulates the issues and represents Lima, should be 3 or 4 people from your community. If direct negotiations fail, seek advice from neighboring communities; most of these have had to deal with railroad issues and would be willing to share their experiences with Lima.

MAIN TOPIC: COMMUNICATIONS

See Introduction comments at the beginning of this report. I feel that "Communications" is the single most important issue for Lima.

ISSUE:

As mentioned in my introduction to "Community Enhancement", many of the issues and problems in Lima can be solved if adequate communications were made available. These include high speed and large band width Internet access, cell phones, and TV. If the communications issue were solved, this would impact tele-medicine, electronic permitting and licensing, distance education, access to libraries, in addition to promoting business development and expansion.

RECOMMENDATIONS:

Form a task force of 4-5 interested, dedicated community members to address the communications issues. This group would contact the existing potential providers to determine why services are not being provided. With this information, the task force can start seeking solutions.

I understand that Dillon has cable TV. Many cable companies, in addition to TV and radio, provide high speed Internet access. The task force could explore what services the Dillon company provides, and then survey the area between Dillon and Lima to see if there were sufficient subscribers for multiple services in that corridor so that the cable company would extend services. If not, then a financial subsidy to the company to underwrite the initial cost for equipment and cable might be sought.

MAIN TOPIC: INTRA-COMMUNITY COMMUNICATIONS

ISSUE: We heard that communications within the community need improvement.

RECOMMENDATIONS:

Regularly scheduled forums (town meetings) for distribution of information and sharing ideas could be established. An agenda needs to be established for each meeting and a moderator provided to maintain control during the meeting.

Expand scope and coverage of the "Lima Bits." This might be an opportunity for Lima HS students, who are interested in writing and/or journalism, to gain some hands-on experience.

The Lima HS might look into establishing a low power, AM radio station, run by a student club, which could provide music, sports events coverage, local news and emergency messages, road information and opportunities for students to obtain media experience.

RESOURCES:

Lima is a close-knit community. Some sort of "formalized" processes will focus community communications into accessible channels. Participation of the school would be very helpful.

I do not know exactly where, but I feel that funds to purchase radio station broadcast equipment or donations of equipment, and training are available from a variety of sources. If this project is pursued, I would be willing to provide assistance in locating resources to establish a radio station in Lima.

MAIN TOPIC: ARTS AND CULTURE

ISSUE: There was a general feeling that more exposure to arts and culture is needed in the community and in the schools.

RECOMMENDATIONS:

There are opportunities for various lecturers, dance groups, plays and musical performances to be brought to Lima at very minimal costs - maybe only housing and meals. Sometimes, the organizations have funds to cover the costs. If the performance is open to the public, a small admission fee could cover costs. However, one absolute requirement is that an audience comes to the event, otherwise no group will come to Lima.

RESOURCES:

The University System could help find individuals and/or groups who might be willing to lecture or perform in Lima; I could be a contact (406-243-2148). Also, UM-Western in Dillon should be contacted directly about resources that they may provide.

MAIN TOPIC: COMMUNITY SERVICES

ISSUE: A long list of community services, which are required or desired was presented.

RECOMMENDATIONS:

Several of the services could be addressed if the communications problems were solved. Others require more people to spend money in the community to support the businesses. So, before these services can be addressed, other issues need to be resolved. Finally, several of the issues involve the City Council and the Post Office. Citizen groups should take them up directly with those entities that can provide solutions.

MAIN TOPIC: BUSINESS

INTRODUCTION: Development of "Communications" and public land use issues must precede business development. However, creation of businesses, which bring new wealth and jobs to the community, will solve many of the other problems/issues for Lima.

ISSUE: Retention, expansion, recruitment, and training for businesses was an issue at many of the listening sessions

RECOMMENDATIONS:

Secondary businesses, which require community customers, will only be created and expand as the market demands and customers with money are available. Thus, other issues need to be resolved before this will happen. Primary businesses bring new wealth and people into the community. A committee of 4-5 interested community leaders needs to be established for the purpose of soliciting ideas and information about what types of primary businesses would likely locate in Lima. There should be a reason for the business to locate in Lima. Examples: ATV rental, sales, service and guiding. Outfitting for hunting or just outdoor recreation. Shooting sports (there are quite a few new variations on this theme. Providing natural, range grown beef, sheep, poultry and processing thereof. Western art, items (example = horse tack), bow/gun manufacturing, etc.

RESOURCES:

Studying and evaluating community strengths and weaknesses and relating this to business development opportunities use relatively straightforward and commonly applied procedures and methods.

MAIN TOPIC: PUBLIC LANDS

ISSUE: BLM/Forest Service availability of land and Marketing of recreational opportunities. If Lima will plan to use public lands for business and economic expansion, meaningful discussions need to be carried out with the agencies that provide oversight for the lands and written agreements need to be executed.

RECOMMENDATIONS:

As mentioned elsewhere in this report, some opportunities to grow the economy of Lima will require access to public lands and permission for certain uses. Year-round ATV trails could be established, which would create opportunities for rental, equipment and service businesses, in addition to increasing motel and food/beverage service trade. Shooting sports could be set up on land leased from the feds. A citizens group needs to start talking with the controlling agencies about using the federal lands for these purposes. Once a preliminary written agreement is in place, this can be used to leverage investment in the projects.

RESOURCES:

Initially, only a time commitment by a dedicated citizens group will be required. Later on, probably marketing and business plans will be needed.

MAIN TOPIC: SCHOOLS AND YOUTH

INTRODUCTION: The community should consider its young people as a resource. They will be the leaders and work-force of Lima in the next decades. At the listening session, it appeared that many of the students had no desire to remain in the community. Opportunities need to be created for them so that this attitude changes.

ISSUE: Arts and Music. Students complained that their access was limited. Some students desired to participate in Work-Study programs.

RECOMMENDATIONS:

Outreach programs in the Arts and Music can be accessed through the Universities at little or no cost. Furthermore, there are grants programs, funded by both public and private sources, which can be used to bring Fine Arts to rural communities. Of course, to create programs in the schools would require significant resources.

Work Study: Due to Lima's isolated location and limited number of businesses, the best opportunities for work study would be summers, when students could relocate in other communities which offer such opportunities. For example, West Yellowstone has a continual need for summer workers in lodging, food and beverage, and retail stores. Work study programs could be created, which would place Lima students in meaningful, learning situations - not as motel room cleaners and dishwashers. There are other opportunities like this around the State and region.

RESOURCES:

Arts and Music: Contact the Universities, through me (406-243-2148) to explore their programs. One of the most accessible grant programs is managed by the Montana Arts Council (406-444-6430; <http://www.state.mt.us/art>).

Creating and managing a Work Study program would require the dedication of a part-time individual, probably associated with the High School, to set up and manage the program.

Report by: GLORIA O’ROURKE
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INTRODUCTION

It was my privilege to spend a day and a half with you in Lima. Over and over the team heard that your greatest strength is in your people. As this is truly the case, Lima already has the key factor required for community and economic development success. All of the programs, all of the grant money imaginable, cannot work without great people to make things happen. Lima truly does have great people – and therefore, a bright future.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: PLAYGROUND EQUIPMENT

RECOMMENDATIONS:

Explore using the Land & Water Conservation Fund Program (LWCF), which is administered by Montana State Parks, a division of Montana Fish, Wildlife & Parks (FWP). Since 1965, Montana has received over \$33 million in grant funds for outdoor recreational projects.

The kinds of projects that have been approved and funded in the past include such facilities as ball fields, open space acquisitions, golf courses, public parks, swimming pools, skating rinks, picnic facilities, playground equipment, snowmobile facilities and walking trails. Facilities directly supporting outdoor recreation areas, such as restrooms and landscaping, also are eligible.

There are some strict guidelines and rules involved in this process. For example, the applicant must have adequate resources to operate and maintain the area after the project is complete; LWCF is a reimbursement program. A sponsor must make full payment on all project expenses before being reimbursed for up to 50 percent of allowable costs.

RESOURCES:

Montana Fish Wildlife and Parks
Fact Sheet on LWCF

<http://fwp.state.mt.us/parks/landw/2005/factsheet.asp>

<http://www.ftp.state.mt.us/parks/grants.asp> contains an entire list of grants that are available.

or contact:

Butte Area Resource Office
1820 Meadowlark Lane
Butte, MT 59701

Phone: (406) 494-1953

MAIN TOPIC: COMMUNICATIONS

ISSUE: MEDIA COVERAGE AND PROMOTION OF LIMA

RECOMMENDATIONS:

Lima news will more likely make the county/area papers if a few people in Lima make it their task to submit articles and press releases themselves. In my experience in working with the press, I have found that if I am willing to write the article myself, the news is much more likely to make it to print. Newspaper reporters are busy and usually appreciate your time-saving efforts on their behalf.

Also in my experience, there are some definite "do's and don't's" to observe when sending a press release.

- Do: engage readers in your very first sentence
- Do: use direct quotes to support your facts
- Do: keep info short, sweet and to the point
- Do: send info on only newsworthy items
- Do: remember more info is not better info
- Do: send your info to specific reporters that cover your area and/or topic
- Do: always place "FOR IMMEDIATE RELEASE" in the top left-hand corner
- Do: place all of your contact info at the top of the page - include cell phone number and/or home number so that you can be reached after hours
- Don't: abuse the privilege of the press - save a press release for your most important news
- Don't: use several pages - a bunch of text can limit your chances of making it to print
- Don't: give up. The squeaky wheel eventually gets the grease!

As for the promotion of Lima, I recently heard of a community (Lincoln, Nebraska) that had business cards printed. On one side was contact information for the Lincoln Chamber of Commerce office. On the back was the community' vision statement, logo and the motto: "Nebraska...possibilities...endless." Everyone in town could pick up these cards and pass them out when visiting other communities and states.

MAIN TOPIC: INTRA-COMMUNITY COMMUNICATIONS

ISSUE: SOCIAL CAPITAL

Comments were heard in Lima that are heard in just about every town these days: we need more people involved, we need better communication among our groups, better coordination and improved leadership; we want to maintain our close-knit community.

RECOMMENDATIONS:

The baseline of all economic development comes down to the people within a community. This social capital is built through hundreds of actions, large and small, that we take every day. Here are some

ideas from the Heartland Institute as to how Lima can build "social capital" and through your relationships, build the Lima community:

1. Invite local government officials to a lunchtime discussion with your staff and volunteers.
2. Host a blood drive for employees, volunteers, and clients.
3. Provide release time to employees for volunteering.
4. Provide meeting space for local community organizations.
5. Form a fitness/health group with your co-workers.
6. Think about how to involve different types of volunteers. If you serve the elderly, how can you bring in children? If you serve children, how can the elderly help?
7. Join the United Way campaign.
8. Form social groups-softball teams, hiking clubs, bridge circles, theater clubs, etc.
9. Have a barbecue picnic for staff and nearby residents.
10. Schedule a half an hour "get together" before staff meetings.
11. Log into www.bettertogether.org and learn more about the growing national discussion around strengthening social capital.
12. Participate in your local United Way Day of Caring.
13. Have a movie night at your organization-with popcorn during and discussion afterward.
14. Establish a matching grants program: match charitable contributions by your employees.
15. Set up a voter registration table in your organization.
16. Invite school groups to have a field trip at your site.
17. If a plow clears the snow from your lot, offer to plow the lot of the local daycare center.
18. Invite kids from a community or school art program to paint a "community mural" on the side of your building.
19. Hold staff and/or volunteer discussions about social capital, and what you can do to help increase it.
20. Your ideas: _____

RESOURCES:

SOCIAL CAPITAL RESOURCES:

"Bowling Alone: The Collapse and Revival of American Community" by Robert D. Putnam
<http://www.bowlingalone.com>

Better Together: a social capital website report. <http://www.bettertogether.org>

Heartland Center for Leadership Development
1.800.927.1115
<http://www.heartlandcenter.info>

MAIN TOPIC: INTRA-COMMUNITY COMMUNICATIONS

ISSUE: VOLUNTEERISM, PARTICIPATION and LEADERSHIP

In Lima (as in other communities) comments are heard such as:

- * we need new members/volunteers
- * we need younger members/volunteers
- * the same people are doing all of the work
- * people are getting burned out
- * how do we get people to stop talking and start doing?

RECOMMENDATIONS:

The Heartland Institute has some suggestions for dealing with the problem. "Take a look around you at your next meeting. Who is missing? Why are they missing? What has been done to invite missing residents? What would strengthen your association? Is the place where you meet, is it the way new people are welcomed? Is it communication?" Answer these questions and actively make changes in your group.

Be sure that barriers are not keeping folks from participating. For example:

- * Place - look at the place you are meeting (is it accessible? comfortable?)
- * Purpose - examine your purpose for meeting - is it of interest to a wide variety of people?
- * Promotion - is everyone keeping informed about the meeting?,
- * Price - how much time do we require of volunteers? Dues expensive?
- * People - are new folks welcomed? Do new people receive training? Do you try out different meeting formats so everyone is comfortable?

The Heartland Institute also has some key qualities that need to be found in local leadership. Look for people that meet some of these qualities and ask them to get on board:

- * Positive mental attitude
- * Commitment to the goals of the group
- * Ability to listen and reflect
- * Neutrality (hear both sides of an issue without prejudice)
- * An awareness of what is NOT being said
- * The ability to "seize the moment"
- * Good interpersonal communication skills like equal treatment and listening.

RESOURCES:

Hold a half day or one-day meeting to focus on strengthening your organization's membership. Using tools provided by the Heartland Institute, I would be happy to conduct a "Strengthening Membership" workshop with you.

Gloria O'Rourke

406.563.5259

gloria@medamembers.org

MAIN TOPIC: REST AREA

ISSUE: PLANNING AHEAD

While most people in Lima are excited about the new rest area project, there are concerns regarding: continued community involvement in the project, consistent information flow, developing the area as a community asset and to plan ahead to deal with potential problems.

RECOMMENDATIONS:

Other communities in Montana have benefited greatly from having a rest area in or near their town. In my experience, Big Sandy is a town that has promoted/used its rest area extremely well and maintained community safety at the same time. Do contact Marlys Bitz or Mayor Daren Schuster for details. (see below)

RESOURCES:

Big Sandy contacts:

Marlys Bitz 406.378.2525 or marlys@ttc-cmc.net

Mayor Daren Schuster 406.378.2277 dtschus@ttc-cmc.net

City of Lima

MAIN TOPIC: BUSINESS**ISSUE: ENTREPRENEURIAL TRAINING**

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

RECOMMENDATIONS:

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

According to research conducted by the National Commission on Entrepreneurism (NCOE), the 5% or so of all companies that are classified as entrepreneurial growth companies account for two-thirds of net new jobs, one-third of economic growth differentials and one-half of technological innovation in the U.S. Is it any wonder that the economic vitality of a community is correlated with the relative ability to support entrepreneurs? If Lima is going to thrive, some sector must be devoted and available to the support of fostering entrepreneurs.

RESOURCES:

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

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

Also, see the next section in this report on SCHOOLS AND YOUTH – ATTRACTING AND RETAINING YOUTH.

MAIN TOPIC: SCHOOLS AND YOUTH

ISSUE: ATTRACTION AND RETENTION OF YOUTH

The article below seriously examines what needs to be done to attract and retain our youth. The article was written by Milan Wall and Vicki Luther, Co-Directors for the Heartland Institute of Leadership Development. It is obvious by reading the article, that attraction/retention tools are available, Lima just needs to put them to work!

RECOMMENDATIONS:

Listening and Encouraging Youths

If we live by the adage, "Children should be seen and not heard," it won't be long before we completely lose sight of them, because they will have left us behind! Community leaders must make a point to actively listen to and engage young people. This is going to need to happen on both an informal and a formal basis.

Informally, adults need to take the lead in initiating conversations, asking young people about how things are going, get specific, and keep probing, because having an adult (other than a teacher, parent or minister) pay attention may be a total surprise to many young people. What is important to this young person? How does s/he feel about some community issue? What are his or her dreams and passions? When we listen to their answers, however, we must refrain from our natural tendency to interrupt them or to offer unsolicited advice. Imagine if every youth in our community had at least one adult whose role was simply to listen to them and encourage them.

There are lots of ways to listen to our youth in a formal situation, but these need to be more than just token efforts. Young people need to know that their opinions matter and that we take their ideas

seriously. Consider holding formal youth forums outside of the school environment, but collaborate with the schools to encourage participation. For example, give youths an assignment and invite them to participate at village board or chamber meetings. Go beyond "the usual suspects" by rotating participation. For example, all 10th graders whose birthdays fall within a given month are expected to participate in that month's meeting. Consider sponsoring regular young adult focus groups to brainstorm ideas on both personal and community issues, and consider holding these events where the young adults normally gather, which may be at the local bar instead of the corner cafe.

Scholarships and Apprenticeships

Again, go beyond the usual suspects, and don't wait until high school graduation. If a young person is a gifted artist, support her participation at a regional summer arts camp. There are numerous statewide conferences, workshops and seminars for youth in every subject from government to environmental stewardship to entrepreneurship, as well as religious retreats and music institutes. Take a risk. Don't send the first young person who comes to mind. Send the young person who will remember and appreciate the new opportunity he was afforded. And then hold that young person accountable. Give that young person an opportunity to report back at service clubs, classrooms, or town meetings.

Provide community-based college scholarships to young people who want to return to the community after graduation and gaining some career experience. Match up business opportunities in the community with student education goals. For example, if the community needs more construction contractors, why not sponsor a student who is planning to get a degree in construction management and then help him get his business established locally or buy an existing business from a retiring contractor in the region. Encourage business owners to offer apprenticeships that teach real skills. For example, young people who mow lawns should also be taught about advertising, bookkeeping and machine maintenance. Then make this relationship reciprocal by asking for assistance with computer maintenance or Internet research. Create learning environments where trust and commitment can grow.

Financial Planning Tools

Young people have high levels of energy and creative ideas, but most lack the experience-the know-what and the know-how-to put their plans into action. Even if our schools offer business courses to students, nothing replaces real life and real time learning. Communities need to provide experienced people (either volunteer or paid staff) who can share models for financial management, marketing strategies and accounting methods that relate directly to the young person's entrepreneurial venture. The most effective way to deliver this service is on a one-to-one basis, which again reinforces feelings of mutual trust, understanding, accountability and commitment between the young person and his/her community.

Micro-Lending Pool

The earlier young people begin to try out business ventures, the more likely they will eventually succeed. Or as Robert Kiyosaki puts it in his book, *Rich Dad/Poor Dad*, small failures when you are young give you time to recover and learn from your mistakes. In some communities, local businesses contribute small amounts of capital and collaborate with banking institutions to support a micro-lending pool for young entrepreneurs. These small loan programs provide the seed money for emerging ventures, and they also create a network of interested investors who can provide additional support in the form of coaching, mentoring and consulting.

Business Incubator and Support Services

With or without walls, business incubators can be a helping "hand-up" that a young person needs to survive during the early stages of an entrepreneurial venture. An incubator can provide a group of young business people shared equipment and services such as Internet access, copy and fax machines, bookkeeping services, answering services, legal advice, assistance with securing patents and intellectual property rights, or anything else a group of young entrepreneurs may be able to share. Even a common space, such as a large conference room, can be a significant community contribution.

Peer Networks and Adult Mentors

The tools discussed above can lead to the development of peer networks and adult mentorships with youths. These relationships will be significantly strengthened and sustained if they are formalized in some manner. By "formal" we actually are talking about making a specific effort to nurture opportunities for peers and mentors to come together on a regular basis, even if it is in a very "informal" manner. As with all relationships, networking and mentoring requires time, which is often in short supply. But having an ongoing support group, in an environment where progress, ideas, setbacks and encouragement are all shared, can be well worth the effort. This is where solutions emerge and where opportunities for collaboration can arise.

Generational Business Transfer

Losing established small businesses in rural communities can severely impact economic sustainability. Community leaders and citizens must commit themselves to supporting local businesses, encouraging their youth, and working with people who can help them successfully implement business transition plans. Most importantly, local leaders must start early if they are to be successful, perhaps five or ten years before the current owner plans on retiring. This period allows the new buyer time to learn the business, build the equity needed to secure financing, and perhaps create new economic enterprises within the business. This period also provides the current owner the opportunity to plan for transition out of the business on their time schedule.

RESOURCES:

Milan Wall and Vicki Luther
Heartland Institute
1.800.927.1115
<http://www.heartlandcenter.info>

MAIN TOPIC: HEALTH AND MEDICAL

ISSUE: ACCESS TO MEDICAL SERVICES IN TOWN

RECOMMENDATIONS:

One of the benefits of serving on a Resource Team is that you learn of new resources and meet new people. While in Lima, I was able to meet Lisa Helle, Recruiter for Montana Recruitment Alliance. The Montana Recruitment Alliance was created by MHA Ventures, Inc., to address the recruitment needs of Montana's health care community. The Alliance is committed to creating innovative ways to recruit qualified staff to areas such as Lima at a reduced cost.

RESOURCES:

Montana Recruitment Alliance

Lisa Helle, Recruiter

116 Cloudrest St.

Dillon, MT 59725-3425

Ph: 406.683.0400 or 866.312.0061

Fx: 406.683.0401

Be sure to visit this website: <http://www.findmedicaljobs.com>

MAIN TOPIC: HEADWATERS RC&D

ISSUE: TAKE ADVANTAGE OF THIS ASSET!

RECOMMENDATION:

Lima is fortunate to be a part of Beaverhead County, which is a member of the Headwaters RC&D organization. Headwaters has long been known for its incredible service, top notch programs and follow-through regarding a variety of issues of concern to Lima.

Do become familiar with the staff of Headwaters. Attached is a graphic that explains the loan programs available to Headwaters. Loan programs are only a small part of Headwater's programs.

RESOURCES:

Headwaters RC&D

305 W. Mercury Street, Suite 211

Butte, MT 59701

Ph: 406.7782.7333

Fx: 406.782.9675

<http://www.headwatersrcd.org>

	MICRO LOAN PROGRAM	INTERMEDIARY RELENDING PROGRAM (IRP)	CDBG/RLF LOAN PROGRAM	EDA/RLF LOAN PROGRAM
DESCRIPTION	To improve the economic vitality of Southwest MT by encouraging the growth of small businesses that will help diversify and stabilize local economies.	Designed to promote small business enterprises that will hire or retain employees in rural areas. Eligible borrowers include qualified business or community development project.	Stimulate economic development activity by assisting the private sector to create/retain jobs for low-to-moderate income (LMI) persons and to fill a funding gap when alternative sources of public and private financing are not adequate.	Stimulate economic development objectives by strengthening the local economy, stimulating private investment & enhancing job opportunities. Fills a funding gap when alternative sources of public/private financing are not available.
USE OF FUNDS	Working Capital; Furniture, Fixtures & Equipment; Land & Building Purchases; Revolving Lines of Credit.	Working Capital; Furniture, Fixtures & Equipment; Land & Building purchases; Revolving Lines of Credit.	Working Capital; Furniture, Fixtures & Equipment; Land & Building purchases.	Working Capital; Furniture, Fixtures & Equipment; Land & Building purchases.
FINANCING METHODS	Headwaters RC&D Area, Inc. provides direct funding of Micro loans. Bank loan guarantees possible in certain circumstances.	Headwaters RC&D Area, Inc. provides direct funding of IRP loans upon approval by USDA Rural Development.	Direct funding by Headwaters RC&D Area, Inc.; \$20,000/Full-time equivalent job with 51% of jobs available to LMI individuals.	Direct funding by Headwaters RC&D Area, Inc.; \$10,000/Full-time equivalent job created/saved.
QUALIFICATION	Small Businesses with fewer than 10 employees, gross revenues under \$500,000 and located within Headwaters 8 county Economic Development District.	Applicants must be located in Headwaters 8 county economic development district and in unincorporated areas or in a city or town with a population of 25,000 or less. Butte-Silver Bow qualifies.	CDBG/RLF loans fill a funding gap when alternative sources of funds are inadequate or unavailable based on number of full-time equivalent jobs created or retained.	EDA/RLF loans fill a funding gap when alternative sources of funds are inadequate or unavailable based on number of full-time equivalent jobs created or retained.
LOAN AMOUNTS	\$5,000 to \$35,000	Maximum loan amount is \$150,000.	Generally between \$50,000 to \$100,000.	Generally between \$10,000 and \$100,000.
TERM OF LOAN	Working Capital: 2-7 Years; Equipment: 10 Years Maximum (based on life of equipment); Land/Buildings (Purchase): 10-15 Years Lines of Credit: 1 Year	Working Capital: 5-7 Years; Equipment: 10 Years Maximum (based on life of equipment); Land/Buildings: 15-20 Years.	Working Capital: 5-7 Years; Equipment: 10 Years Maximum (based on life of equipment); Land/Buildings: 15-20 years.	Working Capital: 5-7 Years; Equipment: 10 Years Maximum (based on life of equipment); Land/Buildings: 15-20 years.
INTEREST RATE (Subject to Change)	Ranges from 3% to 4% over prime rate as published in the Wall St. Journal, based on risk and fixed at time of loan approval.	6% Interest Rate.	6% Interest Rate.	6% Interest Rate.
FEES (Subject to Change)	Loan Fee: \$200 or 1% of loan amount, whichever is greater. Loan Loss Reserve Fee: 2% of loan amount.	Loan Fee: 2% of loan amount.	Loan Fee: 1% of loan amount.	Loan Fee: 1% of loan amount.
COLLATERAL	Available Business and Personal Assets.	Available Business and Personal Assets.	Available Business and Personal Assets.	Available Business and Personal Assets.
EQUITY & MATCHING FUNDS REQUIREMENTS	Equity: Case by Case Basis. Matching Funds: None required.	Equity: 10% Minimum; Matching Funds: Minimum of 25% of Total Project.	Matching Funds: 1:1 Maximum of 5:1 Debt-to-Equity.	Matching Funds: 2:1 Equity Required: 20%.

ALL PROGRAMS SUBJECT TO AVAILABILITY OF FUNDS AND ADDITIONAL PROGRAM THRESHOLDS.

ALL INTEREST RATES AND FEES SUBJECT TO CHANGE.

Report By: Terry Dimock
Regional Development Officer
MT Dept. of Commerce
P.O. Box 200505
Helena, MT 59620-0505
Ph: 406.841.2737 Fx: 406.841.2731
tdimock@state.mt.us

MAIN TOPIC: BUSINESS

ISSUE: Entrepreneurism and Business Retention/Expansion

The community should encourage the development of entrepreneurial skills and new locally-grown startup businesses to improve the local economy.

RECOMMENDATIONS:

Business development concepts should be included in the school curriculum. Students need to be encouraged to investigate, learn about and pursue the business opportunities that exist within the area. Those that succeed are more likely to remain in Lima.

Some local existing businesses may need further technical assistance to grow and expand to create additional employment within the community. Adult education programs, and NxLevel training programs through the Small Business Development Center in Butte, can provide in-depth training to both prospective and existing business owners. They may also qualify for microbusiness financing to assist some modest expansion efforts.

RESOURCES:

John Donovan
Director, Butte SBDC
Headwaters RC&D
305 West Mercury, Suite 211
Butte, MT 59701
(406)782-7333
jondon@bigskyhsd.com

Also,
Janice Copeland, Loan Officer
Microbusiness Loan Program
Headwaters RC&D
(406)782-7333
jcopeland@bigskyhsd.com

<http://nxlevelmontana.org>

<http://mtfinanceonline.com>

Terry Dimock
Regional Development Officer
Montana Department of Commerce
301 S. Park Ave.
P.O. Box 200505
Helena, MT 59620-0505
Ph:(406)841-2737
Fx:(406)841-2731
tdimock@state.mt.us

MAIN TOPIC: INFRASTRUCTURE

ISSUE:

During our tour of the community, infrastructure deficiencies were noted. These were lack of safe sidewalks and community sewer system, and needed upgrades of streets, railroad crossings and parks. Improvements for parks, sidewalks, streets and railroad crossings are needed to improve the quality of life for the community. Installation of a community sewer system may be needed to attract new businesses, and protect the health of its citizens.

RECOMMENDATIONS:

A number of low-cost approaches should be looked into to provide these improvements for the community. Grants and long-term infrastructure loans may be obtained to help finance them. A capital improvements planning process should be initiated to explore possibilities and determine finance alternatives for Lima.

The Montana Department of Transportation could be a partner in making further paving and other improvements affordable and incorporated within plans for the pending rest area development.

RESOURCES:

Connie Daniels, District Planner
Headwaters RC&D
305 W. Mercury St., Suite 211
Butte, MT 59701
Ph:(406)782-7333
Fx:(406)782-9675
ctdaniels@bigskyhsd.com

City of Lima/Beaverhead County Commissioners
Water pollution Control-DNRC/SRF
Montana Department of Transportation/MDT
Community Transportation Enhancement Program/CTEP

MAIN TOPIC: REST AREA

ISSUE: DEVELOP REST AREA AS A COMMUNITY ASSET

A new rest area is proposed to be constructed on land in town where the state highway shop currently exists. This development will provide an opportunity for further community enhancement.

RECOMMENDATIONS:

The community should gain greatly from this major investment by the Montana Department of Transportation (MDT). The present state highway shop is an eyesore and dominates the main entry into town. Its removal to a site near the weigh station will make this prime location ready for this new facility.

The City of Lima needs to work directly with MDT and be involved in the planning and design of the facility and related traffic routes. They need to maximize leverage to obtain the best fit for the community. Signage, lighting, fencing, landscaping, new ball field, updated railroad crossings, associated road paving and sidewalks should all be included by MDT in this project.

A local committee should be formed through the city council to maintain communications with MDT throughout construction and afterwards. Local priorities will need to be determined due to the limited city funds available.

RESOURCES:

Montana Department of Transportation
Community Transportation Enhancement Program/CTEP
Richard Knatterud, Supervisor
Ph:(406)444-9409

Beaverhead County Commission (Mike McGinley)
City of Lima (Mayor and Council)
Headwaters RC&D (Connie Daniels)

MAIN TOPIC: COMMUNITY ENHANCEMENT

ISSUE: COMMUNITY BEAUTIFICATION

Some existing community clutter and decay detracts from the otherwise natural beauty of Lima. Weed filled lots, abandoned junk vehicles, and deteriorating buildings that exist spoil Lima's overall appearance. This sets up a negative reaction by visitors to the community and reduces community pride.

Improvements can be made effectively that are low cost and involve community organizations and volunteers for implementation.

RECOMMENDATIONS:

The City of Lima should organize through its service organizations and the Lima Schools both spring and fall cleanup campaigns. Lots and areas in town need to be identified and scheduled for these activities.

The city should enforce its community decay ordinances to ensure property owners eliminate messes occurring on their property. Service groups could promote a "Paint up/Fix up" challenge to encourage improving building appearances. Flower plantings and decorated signage could be better located at the main entrances to town.

Junk vehicle ordinances can be enforced and removal coordinated with the county.

A community beautification group should be formed to spear-head efforts on an ongoing basis.

RESOURCES:

City of Lima/Beaverhead County
(public equipment used for removal)

Lima Public Schools, civic groups, private donations of materials, Beaverhead Chamber of Commerce.

Report by: Katie R. Bump
USDA Forest Service
Beaverhead-Deer Lodge National Forest
Dillon Ranger Station
420 Barrett St.
Dillon, MT 59725
Ph: 406.683.3955 Fx: 406.683.3855
kbump@fs.fed.us

MAIN TOPIC: ARTS AND CULTURE

ISSUE: OVERALL ACTIVITIES

There was concern by some residents that Lima lacks art or cultural events or activities, and some people expressed interest in having some. In particular, a lack of cultural events was mentioned. Also, the students expressed strong interest in having more arts-related activities and school curriculum, and would like to be involved in a community theater project. The school has/does offer some adult education programs in the arts. The Lima Historical Society is active, organizing local cultural programs and events.

RECOMMENDATIONS:

Please note! “Art and culture” are not some kind of expensive entertainment that comes from outside the community. Certainly, it is beneficial to bring in artists and creative people in for entertainment and/or education, from time to time, but also recognize the arts as part of the community culture, coming from within the community – even though the individuals involved may not be well-recognized. Musicians, poets, leatherworkers, woodworkers, painters, writers, actors, photographers, quilters, sculptors, etc. – all of these count. They will count more when they are celebrated, encouraged, and shared.

The arts can be an important economic force. There are artists and creative enterprises in the Lima area, and there is potential for development and recruitment of additional creative enterprises. Many people engage in “creative enterprises” as a part-time source of income, or just for the fun of it. There is opportunity to develop these special talents for cultural and economic good. These enterprises can be thriving small businesses.

Improving the area’s “human capital,” the artistic and creative labor pool, will add to the quality of life in Lima, and have direct economic impacts in terms of income produced, and creating and sustaining related businesses. The school can be an important focus for arts activities, but don’t limit art and culture projects to the school. The arts are for everyone. Arts events and activities can help build relationships throughout the community. These things will help improve the quality of life and make Lima a more attractive place for prospective residents and businesses, as well.

Survey the range of creative enterprises within the Lima community. See where the talent and energy lie. Find out what the dreams and ambitions of these people are. See what resources they may need to develop their enterprises and improve profitability. Search out ways to encourage and support these enterprises.

Consider the interest and activities of the Lima Historical Society and other civic organizations as well as the churches. These groups probably have goals and activities that relate well to the humanities, cultural activities and the arts. These organizations can be real assets in building the arts and culture in Lima. There may be ways for these groups to work with creative enterprises for the community's benefit.

As you plan projects dealing with other issues, consider ways to meet goals for the arts at the same time, and vice versa.

RESOURCES:

Closest to home, there is the **Southwest Montana Arts Council**. I am enclosing a brochure and current newsletter for this organization. The SW MT Arts Council sponsors a number of events, concerts, and artists-in-residence programs in Beaverhead County each year. The school in Lima has not brought their students to these programs in Dillon, but they are invited to do so. SW MT Arts Council is very interested in finding ways to better serve Lima. You can contact their Executive Director, Laura Horst, at 406.683.2770.

Creative Clusters sponsored by the State of Montana economic development program currently includes six clusters: creative enterprise, wood-based products, agri-food, experience enterprise and tourism, life sciences, and information technology. Clusters of Creativity: Innovation and Growth in Montana – A Report to the Montana Governor's Office of Economic Opportunity on The Creative Enterprise Cluster (2003), 26 pages, is available online at http://www.art.state.mt.us/resources/resources_artseconomic.asp. This report is also featured in the North American Rural Futures Institute web site at <http://narfi.org/mt-creative-enterprise-cluster.html>. For more about clusters generally, see www.montanajobs.org/clustersummarydocument.doc.

The **Montana Arts Council**, P.O. Box 202201 (316 N. Park Ave., Suite 252), Helena, MT 59620-2201, tel. 406.444.6430, email: mac@state.mt.us is another resource to consider in improving Lima's "Arts Quotient (AQ)." Check out the web site, with links to many other interesting sites.

The Montana Arts Council sponsors **Artists in Schools and Communities** residencies by cost-sharing grants. In Lima's case, as a Class C school, such a grant would support up to 2/3 the cost of an artist-in-residence program, for a program from one day up to two years long. For information about this program, contact Beck McLaughlin, Education Director, Arts Education Hotline, tel. 1.800.282.3092, and see the web site: www.art.state.mt.us/schools/schools_aisc.asp.

The Montana Arts Council also funds a **Folklife** program, which may have some applicability in the Lima area. Folklife is a creative expression of a culture, communicated and learned informally among people who have a shared identity, passed down through time. Folk arts are the handmade objects that are created by a culture or group, grown out of ethnicity, occupation, or regional ways of life. Examples in Montana include cowboy poetry, Blackfeet storytelling, Norwegian Hardanger embroidery, etc. In this program, funds are available for apprenticeships, and projects that support the continuity of folklife in communities. For information, contact Alexander Swaney, Folk life Director, at 406.444.6430, or email at aswaney@state.mt.us.

The **Montana Committee for the Humanities** is another resource to consider. They are located at UM, Missoula, telephone toll-free in Montana: 800.624.6001. They offer grants and a speakers bureau, among other opportunities. Their web site is <http://www2.umt.edu/lastbest/>.

The **Art Mobile of Montana** is a project that Lima may want to utilize to bring a short-term art experience into the school. Contact Sara Colburn, Project Director for the Art Mobile of Montana, 1685 Laknar Lane, Dillon, MT 59725, tel. 406.683.2999 or by email: scolburn@bmt.net. The Art Mobile is partly funded by the Forest Service and National Endowment for the Arts.

The **National Endowment for the Arts (NEA)** and **Forest Service Economic Action Program** have a joint effort to demonstrate the importance of the arts in rural economic diversification and cultural resource conservation in rural, natural resource dependent areas. The program seeks to improve Federal and state efforts to support sustainable, community-based cultural activities. The NEA supports the performing, literary, and visual arts, including the arts in education, the folk and traditional arts, community based arts which are often reflective of a specific ethnic group, exhibitions including or about the arts, and design arts such as historic preservation, planning, and landscape architecture. The NEA is generally interested in the arts as practiced today as opposed to studies of the history of arts. The Forest Service's interest in diversification and value-added opportunities in National Forest and Grassland-dependent communities creates the foundation for this partnership.

NEA-FS Grants are available for arts-based rural community development projects that demonstrate:

- The arts as an economic development tool (tourism development, downtown revitalization, scenic byways, heritage areas, natural resource-based cooperatives, and nonprofit enterprises)
- The arts as a community development tool (use of the arts to address such issues as adult and youth education, leadership developments, and civic entrepreneurship).
- The arts as part of a community's heritage (community cultural planning, exhibitions, festivals, civic stewardship for natural resources).

Eligible proponents must be located within 100 miles of a National Forest or Grassland, with at least 15% of the total primary and secondary labor and proprietor income derived from natural resources. They may be rural communities of less than 10,000 population, counties not in a Metropolitan Statistical Area, non-profit corporations or institutions organized under state or federal law that represent these types of communities, Tribal governments, or educational institutions. Applicant organizations must have staff that can devote time and effort required to accomplish the proposed project. Purchase of property and renovation or construction costs are not allowable. Design costs related to renovation and construction are allowable, but applicants must demonstrate that such a project is of regional or national significance.

Check out the FS-NEA web site: <http://arcai.cgweb.org/>. The grant applications are not currently open, but should be announced later this year. The purpose of these grants is to help grantees demonstrate the importance and value of the arts in rural economic diversification and cultural resource conservation in forest and/or natural resource dependent areas.

MAIN TOPIC: INFRASTRUCTURE

ISSUE: MISC. – STREETS, SIDEWALKS, PARKS

There was desire for paved streets and sidewalks, and park improvements (including on the school grounds and city park), and lighting to improve the appearance and accessibility of the town.

RECOMMENDATIONS:

Develop a plan including a landscape design that will give Lima an attractive and welcoming appearance. Pedestrian walkways, park improvements, lighting, signage – these are all things that will need to be addressed. The new rest area will provide a start on these improvements. It will be important to integrate the rest area with changes for the rest of the town. Once the plan is developed, priorities can be set, and ways to accomplish the elements of the plan can be sorted out.

RESOURCES:

Montana State University (Bozeman) School of Architecture could be a source of landscape design assistance for improving parks and the town environment in general. They have a Community Design Center. Check out their web site: <http://www.arch.montana.edu/program/yrfour.shtml>. This could be an opportunity for students in Lima to get involved with a college-level program, too.

The Beaverhead County Commissioners can identify resources related to streets and pedestrian paths that may be available through State Highway funds and other sources.

The **Forest Service's Rural Community Assistance program (RCA)** may also be of assistance. Through RCA, grants are available to assist natural resource-dependent communities in diversifying and expanding their economies. Based on decisions and direction laid out in community action plans, RCA is available to help communities implement specific actions in those plans related to tourism, expanding or creating business, marketing, promoting special forest products, or building community capacity through organizational development and training/education projects. Because the Forest Service is focusing on adding value to underutilized wood, projects that meet community objectives and demonstrate new uses of underutilized or small-diameter wood are becoming most competitive, however a wide variety of projects have been funded. A request for proposals will probably come out in November. For information about RCA, contact Katie Bump at the Forest Service in Dillon, 406.683.3955.

The Forest Service also has an **Urban and Community Forestry program**, to establish, maintain, and/or improve trees and forests within communities, thereby enhancing the quality of life of the people, to improve public awareness of the importance of trees, to foster volunteer participation in community forestry projects and programs, to provide technical and cost/share assistance to communities implementing community tree programs, and to assist communities in gaining Tree City-USA status. This program is primarily delivered through the Montana State Forester, but the local National Forest may also have some resources to offer. For information, contact Katie Bump at the Forest Service in Dillon, 406.683.3955.

One more Forest Service program to mention here: **Wood in Transportation**. This program is transfers technology and expands utilization of wood to improve rural transportation systems. Through this program, local governments can plan, design, and use wood in local transportation systems, with the primary focus being modern timber bridge designs using underutilized wood species in construction. If there is a bridge in Lima's list of infrastructure needs, the program may be of use. For information, call Katie Bump at the Forest Service in Dillon, 406.683.3955.

MAIN TOPIC: PUBLIC LANDS

ISSUE: MISC.

We heard that the people of Lima place a high value on the scenic beauty and outdoor recreation opportunities afforded by the surrounding landscape. Much of this land is managed by Federal and state agencies. We also heard that the valley bottoms (especially immediately adjacent to town) are mostly private property, and much of this is in large ranches with limited public access. The views from Lima are of open rangeland and pastures below the high peaks of the Continental Divide. On one hand, lack of development on surrounding public and private lands has preserved these vistas, but on the other hand some people feel that economic growth for Lima is restricted by a lack of land available for development. In the interviews, there was a question about whether the town of Lima could acquire the Forest Service administrative site.

There was much support expressed for the Forest Service work center in Lima, which has been staffed by a range conservationist for the past 8 years. Having this office gave local residents access to Forest Service information that they would otherwise have had to travel to Dillon during regular office hours to obtain. Also, this Forest Service employee and his family were highly valued as members of the community in general. In Lima, every job and every family counts. This Forest Service family was moving away on the day we visited Lima, and the people of Lima expressed concern that the Forest Service District Ranger in Dillon had told them the vacant position in Lima would probably not be filled soon, citing budget limitations.

The MT Department of Natural Resources has a seasonal fire crew stationed at the Forest Service Work Center in the summer months. The facility currently consists of a fully depreciated trailer house in a horse pasture.

Some wanted more access to timber and areas for cutting wood. A stand of insect-killed trees in Price Creek (BLM lands) was specifically mentioned, as an opportunity for house logs. Firewood is also a concern, because many people use firewood in Lima. It is very inconvenient for resident to have to drive to Dillon (90 miles round trip) for firewood permits.

Non-hunting recreation opportunities on public lands were thought to be under-developed and under-marketed. Developing a more extensive trail system for ATV's and other uses was suggested by some. One person thought closure of trails to ATV's and trail bikes was an impediment to recreation. One individual suggested that perhaps Lima could market these trail-related opportunities similar to (as a cooler alternative to) Moab, Utah.

RECOMMENDATIONS:

As a start, in considering the land and natural resources that surround Lima, I put together a map using three ½-inch per mile interagency travel plan maps (Beaverhead-Deerlodge National Forest southeast and southwest, and Caribou-Targhee National Forest). I should have had four maps, but the Salmon-Challis National Forest doesn't have a map currently available at that scale. This exercise alone demonstrates the complexity of the land ownership and administrative jurisdictions in the Lima Area. It also showed me that about half of the area within a 36-mile radius of Lima is in Idaho.

Within a 36-mile radius of Lima, there appear to be (at least) state and federal lands managed by the following agencies:

- USDA Forest Service –in four Ranger Districts of three National Forests in two Forest Service administrative Regions. The Beaverhead-Deerlodge National Forest in Montana is headquartered in Dillon, both the Forest Supervisor’s and District Office; the Madison Ranger District is headquartered in Ennis. Their website is <http://www.fs.fed.us/r1/b-d/>. The Salmon-Challis National Forest in Idaho is headquartered in Salmon, with a District Office in Leadore. Their website is <http://www.fs.fed.us/r4/sc/>. The Caribou-Targhee National Forest is headquartered in Idaho Falls, with a District Office in Dubois. Their web site is: <http://www.fs.fed.us/r4/caribou-targhee/>.
- USDI Bureau of Land Management (BLM) –in two Field Office jurisdictions, in two State administrative units. Dillon Field Office in Montana, and Salmon Field Office in Idaho.
- State of Montana lands managed by the Montana Department of Natural Resources and Conservation (DNRC), Dillon Unit Office. The DNRC website is:
 - <http://www.dnrc.state.mt.us/>
- State of Idaho lands managed by the Idaho Department of Lands, Eastern Supervisory Area, Idaho Falls, ID. The web address is: <http://www2.state.id.us/lands/Areas/Eastern.htm>.
- Clark Canyon Dam and Reservoir, managed by USDI Bureau of Reclamation, Montana Area Office, Billings, with a local office in Dillon. A draft management plan and Environmental Impact Statement concerning Clark Canyon Dam is out for review at their web site: <http://www.usbr.gov/gp/mtao/clarkcanyon/index.cfm>
- Red Rock Lakes National Wildlife Refuge, managed by USDI Fish & Wildlife Service. Web site: <http://www.r6.fws.gov/redrocks/>.
- Blacktail State Wildlife Management Area, managed by the Montana Department of Fish, Wildlife & Parks, Region 3 in Bozeman. Their website is: <http://fwp.state.mt.us/r3/default.html>.
- US Sheep Experiment Station Range, managed by the USDA Agricultural Research Service, at Dubois, ID. Their web site is: <http://pwa.ars.usda.gov/dubois/index.shtml>

The people of Lima need to get involved in the development of management plans for public lands.

The numerous agencies that manage State and Federal lands have various rules and regulations, but virtually all of them have some kind of management plan. Lima may also want to get involved with the process in neighboring Idaho.

There are a number of “backcountry byway” opportunities in the Lima area, including the officially designated route in Big Sheep Creek-Medicine Lodge Creek. Others include the gravel County road between Hwy 287 in the Madison Valley through the Centennial Valley and Interstate Highway 15 at Monida, just a few miles south of Lima, and the north-south roads in the Gravelly Range. These “adventure-tourism” travel routes could be developed and marketed. Not only will improving these roads be a boon for tourism, it will be quite nice for local residents as well. Some physical road improvements and signage, and guidebooks, interpretive brochures, and publicity would be helpful for these routes. Road and bridge projects are often things that Federal agencies can work on cooperatively with the County.

Lima’s location within a 1 ½ hour drive of large commercial airports at Idaho Falls and Butte provides opportunity to attract tourists. Ranch recreation could be increased, and other summer activities, guided and unguided.

In the table below are listed some of the key recreation resources (special attractions) associated with public lands in the Lima area. No doubt, there are others that currently exist, or could be developed. These resources are tourism assets that deserve some consideration as to ways Lima could benefit from them economically. The agencies are usually interested in working with partners in planning, developing, managing and marketing these recreation opportunities.

Attraction	What People Come For	Managing Agency
Continental Divide National Scenic Trail	Summer season hiking, backpacking, horseback riding and pack trips. Scenery, wildlife viewing.	Various segments managed by USFS Dillon Ranger District, USFS Dubois Ranger District, USFS Leadore Ranger District, and BLM Dillon Field Office
Big Sheep Creek – Medicine Lodge Backcountry Byway	Summer season driving for pleasure. Scenery, wildlife viewing.	BLM – Dillon Field Office
Red Rock Lakes National Wildlife Refuge	Summer season birdwatching, wildlife viewing, fishing, non-motorized boating, camping in designated sites, and fishing.	Managed by US Fish & Wildlife Service
Clark Canyon Reservoir	Summer season fishing, camping, motorized boating. Winter ice fishing.	Managed by US Bureau of Reclamation

One suggestion during interviews was for Lima to consider modeling itself as a summer-season alternative to Moab, Utah for bicyclers and ATVerS. We also heard concern about the number of “snowbirds” already in Lima, which has had some ill economic and social effects. Strengthening the basic tourism industry, and supporting, developing, and marketing the local attractions is one thing, but turning Lima into a seasonal tourist-trap like Moab doesn’t seem very compatible with other goals of the town, to maintain the close-knit community and build a diverse economy with more living-wage jobs.

The town of Lima has opportunity to voice their concerns about administrative decisions of the Forest Service. Closing the Lima office is just one such issue. People can contact the District Ranger and Forest Supervisor in Dillon directly with concerns like this. County, State and Congressional representatives may also be contacted. The budget limitations are real, but perhaps there are alternative ways to staff an office and provide services in Lima between the Forest Service, BLM and DNRC that have yet to be explored. It does strike one as odd, that one branch of the Forest Service (State & Private Forestry) is seeking ways to improve rural communities, while another branch of the Forest Service (National Forest System) is cutting jobs and closing facilities in these same rural communities. In the interest of “urban renewal,” at least, it would be desirable to improve the facility.

I raised the question of transferring ownership of the Lima Administrative Site to the Town of Lima with the Dillon District Ranger. The response was: the Forest Service is not contemplating abandoning this site. Even when it has not been staffed, the site has been useful for administrative purposes, so a request to transfer ownership of the site would not be approved at this time. The use of some portions of the property, such as for the school athletic field, has been authorized and would be continued. If other needs like the school athletic field arise, the town of Lima may apply for a Special Use Permit through the Dillon District Ranger.

RESOURCES:

Beaverhead-Deerlodge National Forest

Tom Reilly, Forest Supervisor (Dillon) 406.683.3900

Tom Osen, Dillon District Ranger (Dillon) 406.683.3988

Mark Petroni, Madison District Ranger (Ennis) 406.682.4253

Dillon Field Office Bureau of Land Management (BLM)

Tim Bozorth, Field Office Manager (Dillon) 406.683.2337

Rich Maggio, Assistant Field Office Manager (Dillon) 406.683.2337

The Beaverhead County Commissioners have an appointed representative, Eldon Ayers, working on the revision of the Beaverhead-Deerlodge Forest Plan and the Dillon BLM Resource Management Plan. The Lima community can work through Eldon Ayers and the County Commissioners, and directly with the agencies to be sure their concerns about public land management are addressed.

Beaverhead and Madison County have a **Resource Advisory Committee**, a group of 15 that is chartered through the Forest Service. This group has a small amount of funds to grant to projects that meet certain criteria for resource improvements benefiting federal lands. For information about the Resource Advisory Committee, contact Jack DeGolia at the Beaverhead –Deerlodge National Forest Supervisor’s Office in Dillon, 406.683.3984.

The BLM has a **Resource Advisory Council**. This organization operates under different regulations than the one described above. For information about this group, contact Marilyn Krause at the BLM in Butte, 406.533.7617.

On issues related to tourism and recreation, the Montana Tourism and Recreation Initiative may be of some assistance. Check out the web site: <http://travelmontana.state.mt.us/OURPROGRAMS/mtri.shtm>.

MAIN TOPIC: SCHOOLS AND YOUTH

ISSUE: THE HEART OF THE MATTER

The school is viewed as one of the things central to Lima’s existence, especially the high school. We heard that Lima’s K-12 school is very “on the edge” due to low enrollment. There was a desire to strengthen and sustain the school. There was, however, a strong feeling that the community does not place high enough value on education. It was noted that there is not sufficient support in the community

for a vo-ag program in the school, even though Lima is in a predominantly agricultural area, and there have been fewer school assemblies. Students wished they could have live music for school dances. There isn't an art program at the school. They need a new bus for their team travel. In general, the school is valued and appreciated by the community, but it sounded like there are some issues with the programs available at the school, which is under pressure financially and needs more active involvement and community support, especially in academic areas.

Students enjoy the small-size school for the individual attention it allows them. Lack of "try-outs" was mentioned as a good thing – anyone who wants can usually get a spot on a team or in an activity. Teachers liked this too - they felt it allowed them to teach more instead of baby-sit, and it was hard for a child to fall through the cracks.

Lima has a community swimming pool and a nice gym at the school. These are important assets for youth. There was some interest in enclosing the pool for more yearlong use, and there is some need for current maintenance. Playground equipment was outdated and possibly unsafe (at the school and in the park), and there was concern that the sports fields need maintenance and improvement as well. A lighted football field was needed, according to the students. The city park, athletic fields, and playgrounds are important community assets. The present facilities need attention. It was noted that the individual who once was the main steward of the park is no longer able to do this, and nobody has really stepped forward to fill the role.

Lima has some community tennis courts and a tennis clubhouse. These were privately sponsored; with tennis lessons and league play for all ages. Recently, the private support has waned, and the courts need maintenance. Students mentioned they would like to have the courts repaired and the programs continued.

Lima has a youth organization, LIFT, sponsored by the Turner foundation. We didn't hear a lot about this, but it seems to be a financial resource available to the town for youth programs.

Lima has two churches, the LDS church and a non-denominational Community church. Both churches sponsor youth programs and activities. There seems to be some concern that there is competition or lack of coordination, time-wise, among the churches and schools.

Students expressed interest in work-study programs or internships that would help them learn about and prepare for life outside school (and Lima). They mentioned an ROTC program. They would like to earn how to start and operate their own businesses.

Students would like to have more (different) job opportunities –especially in the summer, beyond babysitting, working at the motel or café, and on ranches (as would the community at large).

When asked for ideas (other than what is mentioned above), students came up with quite a list: movie theater, youth center, soccer team, paint ball course, shooting range, high school rodeo club, baseball league (beyond age 12), wrestling, boxing, and martial arts program, bowling alley, community theater, concerts, more coordinated community events, skateboard park – or just sidewalks. There is a 4H club, and organized youth activities, but some students felt there were not enough non-organized opportunities for them to just "hang out." This was the thinking behind some kind of a youth center.

There seemed to be general consensus that there was not enough in Lima for kids to do. This coupled with concerns about drugs and alcohol doesn't bode well. One of the issues seems to be that in order to have things for kids to do, adult commitment, leadership and involvement is needed, and there is not enough of that adult energy and time to go around.

RECOMMENDATIONS:

Investing in the school -seeking to make it the best in its class- is a worthy objective. This kind of personal-attention school is very attractive and an important asset for Lima. The feelings of community, safety, etc. noted by Lima residents, are feelings that many other people wish for. A quality school will help attract new people with independent businesses to locate in Lima. It will prepare students to go forth and do well in their lives outside Lima, and perhaps lead to other changes in Lima so that they can stay and make their living here if they want (and they will want to), or return here when they are adults. A PTA or some equivalent organization should get behind this.

See the arts and culture section for ideas on improving these opportunities for youth. In Lima, the school might be a focal point for many community activities, but these things should not have to be exclusive to school kids. If the kids can't afford a dance band, how about sponsoring a town dance and encouraging anyone who wants to attend, to share the expense? If they don't have enough band or chorus members, how about finding adults in the community to join the band? Lacking a movie theater, could a youth-oriented organization sponsor Friday-night film fests at the school auditorium? Could the students become involved with producing a town newsletter?

Infrastructure improvements will benefit everyone, not just youth. The city park, athletic fields, tennis courts, swimming pool, and playgrounds are all especially important for youth, and provide evidence of community pride that will attract new families. Be sure to involve youth in planning and re-development of these places. See the infrastructure section for resource ideas.

Lima might want to explore ways to sponsor a youth conservation corps or similar program. These programs could provide local youth (and possibly bring in others) with summer employment and accomplish many valuable service projects. Also, there are opportunities for local youth to join conservation corps away from home.

RESOURCES:

The need for community cleanup and improvements both within Lima and in surrounding public lands could be coupled with the need for youth employment and activities. The **Montana Conservation Corps** is program that could help. Check out the web site: <http://www.mtcorps.org/index.aspx>.

Lima could also contact the Forest Service about a **Youth Conservation Corps program**, under the authority of the Youth Conservation Corps Act of 1970, as amended in 1972 and 1974. The law authorizes programs in the Departments of Agriculture and the Interior to provide summer employment for young women and men, aged 15 through 18 years old from all segments of society, and to develop in participating youth an understanding and appreciation of the Nation's natural environment and heritage. There is legislation proposed that may provide some funding to help agencies like the Forest service and BLM operate YCC programs to help accomplish Healthy Forest Initiative goals.

The **Fuels for Schools** program might also be of interest. Under the National Fire Plan, the Forest Service has been working with a number of partners to develop technology for conversions to biomass heat. There are a number of feasibility studies and demonstration projects now. Schools at Darby, Victor, and Philipsburg are examples. For more information, visit the web site: www.fuelsforschools.org. Katie Bump, at the Forest Service in Dillon, could also put you in touch with people working in the program in our region, 406.683.3955.

LIMA RESOURCE TEAM ASSESSMENT
LISTENING NOTES FROM THE COMMUNITY INPUT SESSIONS

Lima, Montana
September 15, 2004

SESSION 1 - GOVERNMENT AND AG – CHALLENGES

- Town needs to be cleaned up, old buildings removed that don't have historical value, piles of junk and junk cars removed
- Ditto
- Need business or job opportunities; current opportunities are limited.
- Bring in new businesses
- Ditto all of the above
- Increase school enrollment
- Not enough for our kids to do
- Youth center needed
- Public Library needed
- Insufficient elderly care services
- Ditto clean up – need community pride
- Need jobs that would bring families here
- Ditto all of the above!
- Concern about drug and alcohol abuse in town
- Scale of 1 – 10 Lima's drug usage could be a 7.
- Ditto all of the above
- Schools are too committed to sports – hurts our community and church activities.
- Need more cooperation between school and church.
- No cell phone service.
- Qualified people in medical services.
- Grocery and pharmacy too far away in Dillon.
- Lack of city land for development
- Railroad property with hazmat concerns in middle of town.
- Lack of local (MT especially) tv and radio.
- Limited bus service, have to call for pick up.
- No train depot.

Session 2 – Church and Civic Groups

- Some people do not want change
- Youth can't stay in the area
- Health Care Services is not sufficient
- Small communities are not valued by state government – don't go to just the “big seven” communities – we have value, too.
- Regional approach hurts small towns
- Largest county – state has made it difficult to obtain services, i.e. – driver's test, also – poor communication as to when services are open.

- Forest service office here is being closed.
- Wood permits – hard to get – now have to drive 90 miles round trip.
- Aging population – need more medical services nearby
- Absentee owners – both homes and ranches
- Transients coming through and need assistance – falls on churches – we can only do so much.
- No communication with highway people when Manida pass closes – no way to prepare Lima for stranded passengers. Often involves 300 – 350 people stranded....for 8 – 12 hours.

SESSION 3 SENIOR CITIZENS – CHALLENGES

- Paved streets and sidewalks – hard to walk in Lima
- City park is not handicap accessible or have handicap preference or accommodations
- Ditto place to walk
- More activities for Senior Citizens – place to meet and get together
- Ditto on paved sidewalks
- Need a place to go with our sewer – need planning done
- Clean up!
- Running dogs are a problem.
- Weeds, junk vehicles, unleashed pets...
- “It looks like nobody cares here...”
- Railroad crossings are in terrible shape – ruin tires, warning lights.
- Garbage disposal – in Dell

SESSION 4 – BUSINESSES - CHALLENGES

- Some people like it the way it is, while others want growth.
- Ditto
- Need to be able to harvest timber, example is bug killed timber in Price Creek. Need access to these areas.
- Distances to get groceries.
- There isn't a bank branch office.
- Many people burn wood for heat and problems getting firewood.
- Need some business to come in to improve economy to allow for young people to come and stay here.
- Not much competition among businesses, this may be part of reason why people don't support them locally.
- Local businesses don't work together well.
- Local businesses don't advertise, don't support advertising.
- Snowbirds cause the town to fold up in the fall. Seasonal residences don't use business services year round.
- Climate is somewhat limiting. Especially in agriculture.
- No high speed internet
- Ditto
- Terrible communication problem on the internet
- No cell phone service
- No library
- When Dillon Library drops books off, lack of notice to the people who need to pick them up.

- Landlocked by large ownerships. Limits opportunities for business development.
- No mail delivery in town, all is PO Box
- No garbage service, especially a problem for elderly
- Licensing for garbage services
- No area arts activities
- Reluctant to take risks

SESSION 5 – LIMA STUDENTS – CHALLENGES

- Not enough for individuals to do – i.e., skate park
- No place to just hang out
- Not enough variety to work
- Too many restrictions regarding harvest of firewood, etc.
- Curfew to be extended – (10 on weekdays; 11 on weekends) 17 and above
- Art – not enough art
- Math – we are falling behind
- No art program any longer
- Travel bus is awful

SESSION 6 - LIMA TEACHERS - CHALLENGES

- Community does not value education
- 15 dittos to the above
- People are leaving
- No work – poor economy
- Alcohol and drugs
- Health services
- Need more support from county hospital – programs don't come to Lima
- No health clinics, blood drive, etc.
- Internet access – no competition and low speed
- No cell phone coverage
- Rest area – need to have safety of our children in mind
- Looks trashy
- Substandard housing and overprice
- Definite lack of arts, cultural events and education

LIMA RESOURCE TEAM ASSESSMENT STRENGTHS AND ASSETS

**Lima, Montana
September 15, 2004**

GOVERNMENT AND AG – STRENGTHS

- Welcome sign sparked some cleanup.
- Great people, togetherness & caring for each other. Respect for one another.
- Pretty area.
- Ability for town to come together.
- Supportive, friendly community.
- Ditto to all above.
- High school is a huge asset, brings a lot of unity.
- Fire Department.
- Motel- since it has been cleaned up.
- Newcomers feel welcome.
- Positive feeling among the community members.
- Ditto.
- If there is adversity, community comes together.
- Ladies Aid Society, VFW, Booster club at school, Lima Historical Society, FCE family community education, boy scouts, girl scouts, 4H
- Volunteer fire dept and ambulance. Highly qualified & dedicated folks.
- Swimming pool.
- Dedicated group of people.
- Ditto to above. 21 members on vfd. Rural fire district very large.
- Can do community.
- LDS womens aid society.
- Tennis club, courts. Red Hat ladies of Lima.
- Barber shop beauty parlor.
- Airport at Dell, state run. Privately financed.
- LIFT youth organization funded by Turner.
- Lima Bits newspaper
- Community Bus service to Dillon and Butte, not south except commercial bus service.
- I-15 traffic. 3,000 cars per day passing by. Lots of Canadian traffic.

SESSION 2 – CHURCH AND CIVIC GROUPS

- Transportation to Dillon for medical needs
- EMT
- Doctor that lives in the area
- Sheriff Deputies are wonderful – and the Sheriff
- A few shelters for when Monida pass closes and travelers are stranded.

SESSION 3 – SENIOR CITIZENS - STRENGTHS

- Bus every other week to Dillon for Seniors.
- Grateful for handicap parking around the community
- Do appreciate dust suppression treatment for the roads
- Beautiful
- Lima peaks and mountains
- Neighbors – pick up things for you when they run to town

SESSION 4 – BUSINESSES – STRENGTHS

- Water is very good. Possible business opportunity?
- Rest Area is coming, could be a springboard for more businesses if City takes ownership in it.
- Better communication between town and economic development resources.

SESSION 5 – LIMA STUDENTS – STRENGTHS

- Clean fresh air
- Recreation
- Hunting
- Pool
- Gym
- No try-outs
- Safe place to live – no shoot outs
- Student to teacher ratio is good
- Have a high school
- 4-H

SESSION 6 – LIMA TEACHERS - STRENGTHS

- School is largest employer other than county
- Everyone helps you when a problem
- Like a family – pick on each other but don't let anyone from outside pick on one of ours
- High teacher to student ratio – we can actually teach instead of baby-sit
- Hard for kids to fall through cracks
- Safe place
- More kids get to participate in things – may not be able to in large community
- Adult education courses – quilting, arts, pottery, painting, computer

**LIMA RESOURCE TEAM ASSESSMENT
PROJECTS AND VISION
Lima, Montana**

September 15, 2004

GOVERNMENT AND AG – PROJECTS

- Youth and senior facilities and services. A youth center could be a community resource.
- Need place for kids to go and stay out of trouble.
- Program for drug and alcohol abuse problems.
- PTO to help with school organization
- Sports field improvements for safety
- Playground update
- Maintenance of sport fields and playgrounds
- Ditto to above.
- Railroad crossings.
- Lima recognized as 2nd largest city in County.
- Marketing of assets, Travel MT and promotional help
- More favorable media coverage in Dillon paper
- More business and jobs that bring people in.
- Light industry to increase employment. Fly rod shop is example, maybe something on that line that fits with local sporting goods equipment.
- Improve togetherness, less fragmentation among groups in to more community events several times per year.
- More media coverage. Expand to cover broader scope of community events.
- Set up an old town, Fort Steel, Winthrop Washington examples, use old buildings, need to look into it and form a nonprofit corporation. Opportunity for cleanup and use of RR land. Bring in a contractor to operate. The themes would be RR, cattle and sheep, bring in old buildings. Provide an attraction for rest area visitors. Generate some jobs and business.

SESSION 2 CHURCH AND CIVIC ORGANIZATIONS

- Lima needs small industry to support our schools and businesses – keep what we have.
- Push the issue to have a forest office here.
- Coordinate once per month to have state services on a consistent date. Same could be done in other areas, too – licensing, medical services, etc.
- Doctor is interested in moving here and working two days per week.
- Ditto – need a local doctor or health care services.
- Coordinate Civic Club activities – so that meetings are not double booked, etc.,
- Coordinate Civic Clubs so that as a larger group we can get more things done.
- Rest Area – drawbacks and assets – figure out what we can do to minimize drawbacks and maximize assets.
- Provide more education to the community regarding Rest Area project.
- Better communication regarding community activities – many out-of-towners that have no idea what is going on.
- Plan for needy travelers that may stop at our rest area.

- Dept. of Transportation needs to notify Lima services that Manida pass has closed.
- Utilize bicycle travelers – promote trail development.
- Build high speed internet access to address communication, education and business problems.
- Churches could be the facility for a doctor’s office.

SESSION 3 SENIOR CITIZENS – PROJECTS

- Pave streets; add sidewalks
- Ditto
- Make city park accessible
- Ditto – many people can’t go into the park
- Grocery store needed here
- Walk up to the L – path
- Return our doctor to us! Get medical services back.
- Kids need a place to bike,
- Need a plan for sewer
- Fill our forest service office!
- City ordinances changed to enforce clean up, junk, etc.
- Clean up!
- Railroad crossings – Union Pacific – keep them open for ambulance and fire.
- Inform regarding Medicaid/Care prescriptions
- Garbage disposal services

SESSION 4 – BUSINESSES – PROJECTS

- Local people get better rates, a membership or cooperative.
- Like to have some logging opportunities.
- Ditto.
- Senior housing.
- Recycle project
- Historical society could host more programs supporting the arts and culture

SESSION 5 – LIMA STUDENTS – PROJECTS

- After school programs
- Paint ball
- Work Study program – help us with the real world
- Ditto
- Ditto, ditto
- ROTC program
- Sports bus (new)
- Skateboard park
- Movie theater
- Paint ball course
- Place to hang out – movies
- Soccer team – nine dittos
- Rodeo club at the high school
- Ditto

- Baseball league – nothing after 12 years old
- Ditto
- Ditto
- Wrestling program
- Lighted football field – lots of dittos
- Ditto, ditto, ditto
- New track
- Weight lifting room improved and updated
- Sidewalks and Cement
- Paved road
- Need to clean the town up
- Crossing by Pete’s bar repaired
- Bowling alley
- After school activities
- Ditto
- Jobs – other than café or ranch
- Fix up the old movie theater
- Summer activities especially
- DITTO on Summer Sports – the whole thing!
- Theater – concert – rodeo – community theater would be great.
- Any kind of community-wide program.
- Interested in learning to start/operate own business
- More coordinated and bigger community events
- Restore tennis courts
- Boxing, marshal arts
- Shooting range

SESSION 6 – LIMA TEACHERS – PROJECTS

- Sidewalks
- Abandoned structures cleaned up
- Junk vehicles – too much trash laying around
- Ditto,
- Ditto
- Habitat for Humanity here – not just Dillon
- Housing re-hab program for homes owned by older folks
- Better housing for teachers
- Community center for kids – use that constructive energy
- More economic opportunities – see some competition
- Play ground equipment – for both school and community
- Ditto
- Ditto
- Ditto
- Swimming pool area refurbished
- Walking area outside
- Track
- Sewer system put in

- Bring back school assemblies – find funding
- More staff
- More integrated activities with school and community