

RESOURCE TEAM ASSESSMENT REPORT

for

MANHATTAN, MONTANA

APRIL 6th - 7th, 2004

**In partnership with
Montana Department of Commerce, Montana Economic Developers Association,
USDA/Rural Development, CTA Architects and Engineers, United States Forest
Service Community Outreach, Montana Department of Agriculture, Northern
Rocky Mountain RC&D, Manhattan Chamber of Commerce, Manhattan Town
Council and Planning Board, and the people of Manhattan.**

EXECUTIVE SUMMARY

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

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

Please change to correct info: Special thanks are due Cathy Coleman. Cathy served as the spark plug behind this entire project. More thanks are extended to the Manhattan Chamber of Commerce and the Manhattan Town Council and Planning Board. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Deborah Chortlon, USDA/RD Housing Program; Ken Richardson, CTA Architects and Engineers; Carol Hatfield, USFS Community Outreach and Josh Kellar of Northern Rocky Mountain RC&D. Each team member's contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure!

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

Be sure to attend the follow-up Town Meeting scheduled for Thursday, June 10th.

Angelyn DeYoung
Montana Department of Agriculture

PROCESS FOR DEVELOPMENT OF THIS REPORT

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

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

The Resource Team interviewed over 100 people during April 6th – 7th, 2004. The team was available for listening to the following groups: Senior Citizens, Health Care, Educators, Civic Clubs and Churches, Business Sector (Retail, Consultants/Services, Artists and Cottage Industry, Home Buyers/Sellers, Real Estate Developers, Industry Bank Chamber of Commerce), Agriculture, Government Services (Emergency, Law Enforcement, Town Council and Planning Board), Students, and the General Public.

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

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

A preliminary oral report and a summary of group recommendations was presented to the people of Manhattan on April 7th.

Following the oral report, this formal written report was prepared and is presented to Manhattan. 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 June 10th to review the report with the people of Manhattan and to set priorities and initiate action plans.

**MANHATTAN, MONTANA
RESOURCE TEAM ASSESSMENT
APRIL 6 – 7, 2004**

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Web: <http://www.ctagroup.com>**

Schedule of Listening Sessions

Tuesday, April 6, 2004

Group		Location
10 - 10:30 a.m.	Team Orientation	Town Hall
	Meet Council and Chamber Members	Town Hall
10:30-Noon	Tour of Manhattan	
Noon - 3:00 p.m.	Lunch	Senior Center
	Senior Citizens	Senior Center
	Health Care	
3:30-4:30 p.m.	Educators	School Activity Rm.
4:45-5:30 p.m.	Civic Clubs and Churches	Town Hall
5:30-6:45 p.m.	Business Sector	Town Hall
	<ul style="list-style-type: none"> • Retail • Consultants/Services • Artists and Cottage Industry • Home Buyers/Sellers • Real Estate Developers • Industry • Bank • Chamber of Commerce Members 	
7-?	Dinner for team	Sir Scott's Oasis

Wednesday, April 7, 2004

Group		Location
6:30 - 7:45 a.m.	Working Breakfast with Ag	Garden Cafe
8-9:30 a.m.	Manhattan Government Services	Town Hall
	<ul style="list-style-type: none"> • Emergency Services • Law Enforcement • Town Council • Planning Board 	Town Hall
9:30-10:00 a.m.	Break	
10-11:30 a.m.	Manhattan Residents and Students	Town Hall
11:30-1:00 p.m.	Lunch	Cafe on Broadway
1-4:30 p.m.	Team Prep. for Town Meeting	Town Hall
5-6:00 p.m.	Pot Luck Working Dinner	Bank
7-8: 00 p.m.	Town Meeting	Town Hall

INFRASTRUCTURE

- Aging and inadequate infrastructure
- Waste treatment
- Street development (paving, curbs, gutters)
- Street lights
- Additional and improved railroad crossings
- Parking
- Traffic vs. pedestrians

ECONOMIC DEVELOPMENT

- Lack of overnight stay facilities (hotel, etc.)
- Lack of basic retail services
 - Dry goods
 - Hardware
 - Fast food, Etc.
- Perception that Manhattan is “not open for business”
- High cost of living vs. wage offerings
- Commercial lots and buildings
 - Pricing issues
 - Availability of appropriate spaces for market needs
- Vacant commercial buildings
 - Perception of business decline
 - Many are in poor condition
- Lack of support of local businesses
- Lack of local employment opportunities

COMMUNITY SERVICES

- Lack of medical services (pharmacy, etc.)
- Community communication (newspaper, etc.)
- Lack of availability of Senior Citizen living facilities (assisted and independent living)
- Leadership development
- Lack of involvement from 20-45 age group
- Current inadequate resources
 - Fire Department - Inadequate daytime volunteers
 - Police Department - Inadequate staff, unable to detain non-violent offenders
 - Veterinary - no services locally
- Not currently ready for growth
 - Fire Department, Police Department, Schools, Ambulance service, etc

YOUTH ISSUES

- Coordination of youth activities
- Youth involvement in community planning and development
- More local entertainment options
- Quality and consistent day care
- Youth employment opportunities

MANHATTAN RESOURCE TEAM ASSESSMENT REPORT

**Report by: DEBORAH CHORLTON
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MAIN TOPIC: INFRASTRUCTURE IMPROVEMENTS

Issue: Improve streets, sidewalks, curbs, gutters and lighting.

The town is currently fractured in the area of street improvements with partial completion and various methods of funding. Some residents have paid for their own improvements. The town needs to evaluate this and implement a project whereby all work is completed on all streets.

Recommendations:

Complete a study which identifies the following:

- All work to be completed.

- All cost estimates to complete the work.

- Prepare a policy to be incorporated into the Growth Plan. Street, sidewalks, curbs, gutters and lighting should be included in the growth plan and associated costs incorporated into all new development plans.

Evaluate funding sources to complete the work. Possible options include

- Bond Issue

- Building Permit Fees - Impact Fees

- Low Interest Loan Programs

- Grant Programs

Establish a committee to research, implement and oversee this project.

Resources:

Low Interest Loans

USDA Rural Development
Mitchel Copp, Community Programs Director
P.O. Box 850
Bozeman, MT 59771
406-585-2520
Mitchel.copp@mt.usda.gov

Montana Department of Commerce – <http://commerce.state.mt.us/>

Treasure State Endowment Program (TSEP)
Community Development Block Grant

MAIN TOPIC: INFRASTRUCTURE IMPROVEMENTS

Issue: Add a new railroad crossing on the West side of town and move the existing East bridge closer to town.

The town’s growth policy provides for residential development north of the railroad tracts. There currently is one main crossing. Growth will require an additional crossing. The bridge on the East side of town is scheduled to be re-built within the next few years. This is an opportunity to move the bridge closer to town so the town could benefit from the crossing.

Recommendations:

Both of these issues are contingent upon the railroads policies and their ability to accommodate the town. Regulations should dictate population / traffic requirements for serviceable crossings and/or bridges. As previous negotiations with the railroad have not provided satisfaction to the town, perhaps the town should consider reviewing regulations / laws to make sure their minimum required services are being met. Additionally, they could engage in a community effort to negotiate with the railroad, e.g. petition, letter writing, solicit political support, etc. It appears very critical at this time (due to the scheduled developments and the bridge repairs), that if the town wants to obtain these two crossings, they need to take immediate action to negotiate with the railroad.

Resources:

Department of Transportation
www.dot.gov

Federal Railroad Administration

www.fra.dot.gov

Regulations, Highway Rail Crossing, Funding for Program 103

MAJOR TOPIC: ECONOMIC DEVELOPMENT

Issue: Business Recruitment, Retention and Community Support for Businesses

The town has some issues with business recruitment, business retention and business support from its residents. They have excessive vacancies on Main St., a deteriorating commercial district on Main St. (aesthetics), lack of basic retail services, and poor support from the residence for the existing businesses. This also is creating an environment where employment opportunities (especially youth) are non-existent.

Recommendations:

Immediately form a “Business Recruitment & Retention Committee” (BRRC). This committee should be represented from all facets of the community, not just the city or Chamber or local business owners. They need representation from youth, elderly, city, business, clubs/organizations, and residents. This committee will be charged to create a Recruitment & Retention Plan. The committee needs to identify answers for the following questions:

What services/businesses the community needs?

What services/businesses the community wants?

What services/businesses the community members will support?

It is recommended that the committee conduct a survey of the town residents. Once they have the answers, they can start to identify what businesses they will solicit.

In the interim, the town should consider what information they are currently providing to businesses that inquire about the town. Where do they call for information? What information is provided? What literature is compiled and presented? Is a representative from the town available to answer questions? All these items can be handled by your BRRC. If a prospective business makes an inquiry to move to Manhattan, are they getting a complete and comprehensive “Town Marketing Package” in a timely manner? Making sure that all inquiries are handled immediately and with adequate information is essential. A committee could make sure that the town is not missing these opportunities. Normally this is the charge of the Chamber of Commerce. However, the current Chamber has very limited hours. Perhaps the BRRC could be an extension of the existing Chamber and provide better coverage for prospective business inquiries. Additionally, the town’s web site should be expanded with links added. Look at Manhattan on www.city-data.com. There are several very positive statistics about the town that you should expand on, e.g. crime and school statistics.

As the town completes these two options, it will be poised to seek the businesses which will deliver the services and products that its residents want and need. Businesses identified as needed and wanted are: Fast Food, Golf Course (great idea), Hotel/Motel, Bed & Breakfast and a Veterinarian (which could

contract with the town for animal control services, which are desperately needed). There are six other services identified and needed. These businesses can be solicited however, I would recommend that some or part be incorporated into the existing grocery store through expansion and or lent space.

For example, there are vacant and occupied spaces adjacent to the grocery store. There is room for expansion. It is common for a grocery store to have a deli, bakery, gourmet food section, pharmacy, photo processing (or drop off), some dry goods, etc. Currently Manhattan does not have these services. It would be difficult for these businesses to sustain themselves independently. However, expansion within the grocery store (or lent space) could possibly provide a means to support these businesses.

Some of these last six businesses can also be combined. For example a deli, bakery and gourmet foods could be combined into one. A pharmacy, photo processing and some dry goods (drug store type) can be combined. These are some solicitation options for the committee. They should try to solicit businesses that offer a combination of services that the community needs, wants, and will support.

There are over 60 cottage industry businesses in Manhattan. The committee should identify them and hold a meeting with the owners. There may be similar businesses that could form a cooperative or partnership and open a store. The committee should assist them if they want to expand and make sure that these owners know that the town supports the incubation of these businesses and wants to see them grow. These types of partnerships (between the committee, city, chamber and existing businesses) can produce outstanding long term growth potential for the town.

The committee should also focus on developing a Community Marketing Plan and work with existing committees that are in charge of organizing events, e.g. "The Potato Festival." During our meetings, it was evident that the town and the local businesses are not taking full advantage of the potential revenue for this annual festival. It is strongly suggested that these committees investigate potential expansion and opportunities associated with a festival of this caliber. In conjunction with the Potato Festival, it is recommended that the town also add another event to its calendar. Some examples to investigate could be the following:

- | | |
|----------------------------|-----------------------------------|
| Circus / Carnival | Renaissance Fair |
| Annual Sportsman Event | Sports Tournament |
| RV / Car Show | Valley Wide Swap Meet |
| Christmas Village/Festival | Octoberfest (29% of the town's |
| Vintage Car Rally/Race | population has German ancestries) |

The Community Marketing Plan also needs to address the town's public image. It needs a clear message that resonates the following points:

- Manhattan is open for business!
- Manhattan wants to encourage Economic Development!
- Buy local and support local businesses!

Recourses:

See attached USDA Rural Development State and Tribal Resource Directory for numerous resources relative to business and business development.

MAJOR TOPIC: COMMUNITY

Issue: Develop a Weekly/Monthly Newspaper

The town used to have a local newspaper. Since its closure, the town has felt a loss and disconnected. It desires to have a community publication on a regular basis.

Recommendations:

It was recommended at our meetings that the City, Chamber and School partner to start up a new paper. This may work, however, there are some cautionary points to consider. Running a publication is a business and requires expertise as well as cash flow. For this reason, I would recommend that the City or Chamber open discussions with local Montana publications to generate some interest in their expansion to start up a new Manhattan publication.

Resources:

See Page 53 of the Resource Directory.

MAJOR TOPIC: COMMUNITY

Issue: Recruit a Developer for Senior Independent Housing

There is currently no rental housing in Manhattan that is designated for seniors.

Recommendations:

There are several programs designated for low-income elderly populations. The Senior Center would be a great place to start. If the town is interested in developing some affordable living units designated as senior housing, solicitations for a developer and research into the programs listed below can be done by the City, Chamber or the Sr. Center Council. Perhaps a group could organize from the Sr. Center to work on this project.

Resources:

USDA Rural Development Multi-Family Housing Programs.
Montana Department of Commerce (MDOC) Tax Credit Programs.
MDOC Home Program

MAJOR TOPIC: YOUTH ISSUES

Issue: Ski Bus

The school currently does not have a ski bus for transporting students to local ski areas on the weekends.

Recommendations:

The school should form a Ski Club. The Ski Club could easily organize a ski bus. Expenses associated with the bus can be paid by the students buying a bus pass. Several local schools operate a ski bus through their Ski Club. Contact other Ski Clubs and get recommendations and information. The High School Student Council should take on this project.

Resources:

Belgrade High School	406-388-4224
Bozeman High School	406-522-6200
Three Forks High School	406-285-3503

MAJOR TOPIC: YOUTH ISSUES

Issue: Student Involvement with Town Council

The group I was most impressed with was the students. I was amazed at the quality of leadership, common sense, and enthusiasm the student body representatives displayed. Their issues are not unlike most youth groups, however, they do feel disconnected from the town council, city officials, chamber of commerce, and local businesses. They were asked several questions about how they felt on pending town issues. They were unaware of most issues.

Recommendations:

Given the excellent recommendations from several of the students, it is strongly recommended that the Town form a partnership with the Student Council and have a student representative appointed to the Town Council. This representative could give input from the student's point of view on various issues and forge a better state of communications between the two groups. This would also build encouragement in the student body to support town issues, town plans, and the town's economy.

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MAIN TOPIC: ECONOMIC DEVELOPMENT

Issue: Business Recruitment and Retention

According to community members, Manhattan lacks certain fundamental businesses to encourage locals to shop within the community, thereby supporting other local businesses. This in turn leaves a void of local employment opportunities. Also, there are several vacant buildings in downtown, fostering a sense that “Manhattan is not open for business.”

Recommendations:

- Develop a business recruitment and retention plan, including, but not limited to, the following:
 - Prioritized list of businesses to recruit
 - Incentives for retention of current businesses
 - Business relocation packet and/or website
 - Inventory of current vacant commercial lots
 - Price per square foot comparison
- Develop a community marketing plan and campaign, including, but not limited to, the following:
 - “Manhattan supports business” campaign
 - “Buy local” campaign
 - Community activity development (e.g. Farmers’ Market)
 - Attend Montana Super Host Training
 - Market Manhattan’s history and recreation in the Montana Explorer kiosks
- Investigate business incubator opportunities similar to Mission Mountain Market
- Investigate cooperative business opportunities
- Implement current downtown revitalization strategies

Recommended Resources:

- Business Recruitment and Retention Plan
 - Business recruitment plan examples:
 - **Excellent resource!:** <http://www.uwex.edu/ces/cced/dma/16.html>
 - <http://www.ci.perthamboy.nj.us/NR100103.pdf>
 - <http://www.city.langley.bc.ca/dev/busrecruit.htm>
 - <http://www.downtown-eauclaire.com/docs/UWStout.pdf>
 - http://www.texasedc.org/docs/76_waco.pdf
 - Business retention and recruitment consultants:
 - <http://www.lcra.org/community/retention.html>

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On a personal note: Ken Richardson is away on medical leave and was not able to complete his report. As I will be working with Manhattan in the months ahead (following your progress), Ken graciously allowed me to fill in a bit for him.
Gloria

MAIN TOPIC: INFRASTRUCTURE

ISSUE: STREET LIGHTS

The people of Manhattan expressed a need for improved street lighting.

Recommendation:

My hometown of Anaconda has done an amazing job of providing miles and miles of historical street lighting in Anaconda. A key person that worked to make this happen is Barbara Andreozzi of MSU Extension. Contact Barbara or her assistant (also called Barbara) to get the financial details and project partners involved.

Resource:

Barbara Andreozzi
MSU Extension
800 Main
Anaconda, MT 59711
Ph: 406.563.4035

MAIN TOPIC: INFRASTRUCTURE

ISSUE: WASTE TREATMENT

Recommendations:

A terrific resource for any community water needs is a group called W2ASACT. In 1982, a group of professionals from state, federal, and non-profit organizations that finance, regulate, or provide technical assistance for community water and wastewater systems, decided to start meeting in order to coordinate and enhance their efforts. This group calls itself the "Water, Wastewater and Solid Waste Action Coordinating Team" or W₂ASACT for short. W₂ASACT meets several times a year to find ways to improve our state's environmental infrastructure and to provide technical assistance to communities in need.

Perhaps the greatest advantage of getting in touch with W2ASACT is that you are in contact with several agencies at once. Please visit their website and contact the appropriate individuals.

Resources:

State Public Infrastructure Website:

<http://www.mtfinanceonline.com/pubinfra.html>

Lists all of the federal, state and local infrastructure programs.

W2ASACT Website: <http://www.dnrc.state.mt.us/cardd/wasact.htm>

MAIN TOPIC: COMMUNITY SERVICES

ISSUES: LACK OF LEADERSHIP AND INVOLVEMENT OF YOUTH

Recommendations:

It is possible that both issues (lack of leadership and involvement of youth) could be addressed simultaneously. Ken and I both served on the Havre/Hill County Resource Team Assessment. We learned of an incredible youth leadership program that could certainly be applied in Manhattan.

The program is run through the Havre Chamber of Commerce and follows a training agenda for one year. The year is kicked off (usually in the fall) with a mandatory retreat. The purpose of the retreat is to create an opportunity for participants (adults as well as students) to become acquainted with one another. Participants are introduced to the team building process, a valuable leadership tool, by facilitating activities that encourage group communications and interaction.

Throughout the year, a variety of sessions are held - usually including both youth and adults. Previous sessions in Havre:

- Current social issues for teens: drinking and driving...its results. The jail process. Presentation on how the community's social services affect our community; to gain knowledge of the many social issues facing our community.
- Community service work day. A day set aside for youth to help at the food bank, the give-away house, the soup kitchen and/or day care. This day provides an over view of the help provided by these local services as well as giving the students first hand experience volunteering. Another opportunity to learn about the community.

- Government – Impact on Youth. An opportunity to learn about Manhattan’s history. An insight to the economics of the area and how local economies drive the area. The students are also given the opportunity to discuss the local government process with the local government officials and any department heads.
- Life Skills. Finding a job, writing a resume’, filling out job applications, and the job interview are a few of the things that are covered. There is also a discussion of work ethics and attitude, life outside of work, credit, contracts, bank accounts and dealing with change.
- Job Shadowing/Graduation On this day the students will job shadow in the morning. They will then be honored at a graduation luncheon. At this time local businesses will also be recognized for their sponsorship of the program.

Resources:

To learn how to start a leadership program in Manhattan, contact
 Debbie Vandenberg
 Executive Director Havre Area Chamber of Commerce
 Phone: 265-4383
 Email: chamber@havremt.net

MAIN TOPIC: COMMUNITY SERVICES

ISSUES: LACK OF KEY PROFESSIONALS

It was noted that Manhattan is missing several professional “slots” in the community – i.e., pharmacist, veterinarian, etc.

Recommendation:

Make sure Manhattan is a part of the Come Home Montana website program. This service is offered at no charge through Montana Jobs Network. The website is set up so that you can highlight the strengths, challenges and needs that are unique to Manhattan. This site is marketed out of state and is designed to attract those that left, as well as newcomers, to come and work in the local towns. There are a host of communities that are benefiting from this approach. It is simple to place your information on the website – and takes very little time.

Contact:

Julie Foster
[Http://www.comehomemontana.org](http://www.comehomemontana.org)
 4655 Watt Lane
 Stevensville
 MT 59870
 Tel: (406) 777 – 7185
 E-Mail: jmfoster@montana-jobs.net

MAIN TOPIC: YOUTH ISSUES

ISSUE: YOUTH EMPLOYMENT OPPORTUNITIES

Recommendation:

More and more people (young and old) are finding that to make a living in Montana, an entrepreneurial spirit is a huge asset. Montana's wages are low, thus a second or even third job is often required. To take advantage of this situation individuals are starting their own small business.

A great start-up example for youth: an E-Bay drop off store. The concept is that people do not want to go to the trouble of creating an online store or learn how to use E-Bay – so they are willing to drop off that old saxophone (been in the attic for years) at the “store.” The E-Bay user then sells the saxophone, and keeps 15 to 20% of the sale. My son opened his shop “Quick Sell – Minot's Quick Way to E Bay” a few months ago in Minot, North Dakota and has enjoyed meeting people and making extra money on the side.

If the school system's business class does not already teach a section on becoming an entrepreneur, perhaps Dave Bayless can be approached about presenting a mini-workshop to the students.

Resources:

Dave Bayless

Pioneer Entrepreneurs: Entrepreneurial & Financial Intelligence

A service of Small World Networks, Inc.

406.587.1900 ph | 419.710.7131 fx | 406.581.3212 cell

Web: <http://www.pioneerentrepreneurs.net>

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: BUSINESS

Several team members have already listed great ideas for business retention in Manhattan. Below is a step by step suggestion by Del Birch of Business Retention Technologies <http://www.brt-inc.org/index.html>

12 Essential Steps for Jumpstarting the Business Retention Process

Creating an effective, sustainable business retention program *looks* easy on paper. Actually implementing it is *easier said than done*. Providing an ongoing retention program that delivers value to your community is a significant accomplishment and a major competitive advantage for your community.

Here are 12 essential steps that economic development and community leaders can take to create an effective program sustainable over the long term.

Again, we offer a note of caution: these steps only look easy on paper. Creating and then maintaining an ongoing retention program is not easy. Here's another caveat: this is not an *a la carte* line where steps can

be taken – or missed – at will. Building an effective, **sustainable retention program is a systematic process**. Each step in the process is critical and essential.

There's no question that retention takes a substantial investment in time, energy and willpower. While the investment is high, the potential return on investment is equally high – keeping wealth and job creating companies in your community and growing job opportunities for area residents.

Remember what every private sector company already knows: *satisfied customers* – your community's employers – *typically don't leave*.

Step #1 Recognize the value of retaining existing businesses.

Attraction or retention? Consider that up to 80% of job growth in any community is generated by firms already located in the community.¹ Can you really afford to ignore the customers – your community's existing employers – that you already have?

Step #2 Generate a commitment from key service providers. Build the team.

Retention requires a team of dedicated service providers who are ready (and willing) to respond to customer needs identified through the interview or outreach process. Don't bother with outreach without a strong, committed, dedicated team in place. And, don't expect the team to coalesce immediately. Team-building takes time so start early.

Step#3 Focus on a common objective: job growth through retention and expansion of existing businesses.

The objective is simple: create more jobs at existing firms. How is this done? First, use outreach to build relationships and identify the firm's needs. Second, deliver required services efficiently, enhancing the firm's bottom line. Third, maintain open lines of communications with CEOs to ensure that they are happy and satisfied.

Step #4 Target specific business segments yielding the highest return on investment.

Economic development organizations have limited budgets, staffs and time. It makes sense to target limited resources to those firms that have the highest propensity to create jobs and wealth. Retention is Darwinistic. Focus limited resources on winners, not losers.

Step #5 Create an efficient team communications network.

Winning teams know each player's strengths and weaknesses. Winning teams communicate efficiently. Today, winning teams in business use technology and email to communicate quickly and efficiently.

Step #6 Initiate customer outreach

Why talk to your community's business owners? You want to accomplish specific goals: 1) learn more about the companies that employ area residents; 2) identify the needs of the company and then deliver those services efficiently; 3) learn what business owners like and dislike about the business climate in your community and state; and, 4) use this knowledge and intelligence to constantly improve service delivery and the business climate.

Step #7 Create a useable, accessible, dynamic customer database.

Empower your team to efficiently meet the needs of businesses by giving them the data, knowledge and intelligence gathered through outreach. Databases are useless unless they are used. Allow service providers on the local retention team to access company profiles and satisfy customer needs faster, smarter and better.

Step #8 Respond to customer needs consistently and promptly.

Train your team to respond to pre-qualified company needs quickly. The service provider receiving a referral should contact the CEO within 24 to 48 hours for a follow-up meeting. This demonstrates to the CEO that the local economic development team understands the real time constraints that the firm faces in today's dynamic business environment.

Step #9 Use the database to anticipate needs.

The data from your outreach effort is current, accurate and highly specific to your community and region. Analyze it for opportunities to add services, improve existing services, and identify programs and policies that can make your community and state more competitive. You're gathering relevant, accurate information from your business owners so use it!

Step #10 Measure customer satisfaction.

Adopt another technique from the private sector: call companies requesting assistance and ask if they were happy with the assistance provided to them. Follow-up with the customer to ensure customer satisfaction. This strengthens the customer relationship and provides valuable feedback about the quality of programs and service delivery.

Step #11 Make necessary changes to increase customer satisfaction.

Follow-up with the customer provides a good checks and balances for the team. It identifies those service providers who are doing a superior job – and those who are not. Use this information to strengthen the team and replace non-performers with service providers totally committed to superior customer satisfaction. Customer follow-up can identify opportunities to improve program. Use this feedback to make programs more user-friendly.

Step #12 Constantly strengthen the team to benefit the customer.

Once you have a team in place, use it to benefit the customer. Tap the expertise of your multi-organization team as an informal economic/community development “think tank.” Analyze gaps in resources and programs. Create and/or suggest new programs or program enhancements. Respond to recurring problems or opportunities. And, always remember: *satisfied customers typically don't leave.*

Resources:

Del Birch of Business Retention Technologies <http://www.brt-inc.org/index.html>

**Report by: Joshua Kellar
Executive Director**

Northern Rocky Mountain RC&D
3710 W. Fallon, Suite B
Bozeman, MT 59718
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MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: LACK OF DRY GOODS/HARDWARE STORE

The hardware store in Manhattan we looked upon by many residents as an anchor for Main Street. The loss of this business was a common topic of discussion in the RTA Visit. Almost all of the groups the Resource Team met with expressed the need for a hardware store for the convenience of shopping locally for hardware and dry goods items.

Recommendations:

Manhattan needs a hardware and dry goods store to purchase “last minute” items. Most people residing in Manhattan drive to Bozeman or Belgrade to purchase hardware and dry goods items currently. One option that the community may want is a Hardware Store Cooperative. Several smaller Montana communities have successfully developed cooperatives to fill the need in these areas (dry goods and hardware). The community could explore the possibility of collectively supporting a hardware store through the sale of shares to raise the capital to establish the store. Since the shareholders would also live in the community, they would have added incentive to purchase their hardware and dry goods from the locally owned store.

Resources:

Technical Assistance for Cooperative Development in your area is available from the Northern Rocky Mountain RC&D. (406) 522-4029. info@nrmrcd.org. The RC&D has a grant from the Montana Cooperative Development Center to assist interested groups in developing Coops.

Montana Cooperative Development Center: Montana Cooperative Development Center, P.O. Box 3027, 300 River Drive North, Great Falls, MT 59403, <http://www.mcdc.coop>

Rural Development Cooperative Development Programs,
<http://www.rurdev.usda.gov/rbs/coops/csdir.htm>

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: "PERCEPTION" NOT OPEN FOR BUSINESS

The "perception" that a community is not friendly toward business can create as many problems as actually being unfriendly. Changing that perception is very important to Facilitating the development of quality businesses in Manhattan.

Recommendations:

Manhattan needs to market its strengths. The Chamber could establish as a high goal, and commit funding to, the development of marketing materials that highlight the advantages to doing business in Manhattan:

- The town has identified locations for, and there is infrastructure in place (Farmstead Development, Available Building Space Downtown) for businesses to locate in Manhattan
- The local bank is exceptional to work with and very supportive of local businesses
- The quality of life is unmatched with a small town feel, excellent school system, and quiet and friendly neighborhoods.

Resources:

Gallatin Development Corporation. www.bozeman.org 587-3113. The Small Business Development Center would be able to tell you what businesses are looking for locally for space and community amenities.

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: HIGH COST OF LIVING vs. WAGE OFFERINGS

Manhattan residents have identified a theme common to much of Western Montana: It's hard to afford the cost of housing! Many people that live and work in Manhattan feel that the cost of living is high when compared to wages paid. This was particularly heard in the session with the educators.

Recommendations:

There are only a couple ways to solve this problem: encourage the development of local, higher wage paying jobs or lower the cost of living. Usually the largest portion of cost of living is housing. First, the Town of Manhattan should accomplish a local needs assessment to identify whether or not affordable housing is an issue for people living and working in Manhattan. If so, I would recommend that the town consider a USDA/Rural Development Mutual Self Help Housing Program (MSHHP). The MSHHP provides an opportunity for groups of families or individuals to build their own homes (similar to Habitat for Humanity, except that a whole group of houses are built at once). Each family/household must provide 65% of the labor to build the homes (approximately 35 hours per family per week). The program is set up for households that make 80% or less

than the median income for the County (\$35,850 for a two person household). The MSHHP gives homeowners the opportunity to get approximately \$30,000 in equity right from the start through the construction of their homes.

Resources:

Check out the Northern Rocky Mountain RC&D's MSHHP (Home Equity Partners) in Livingston at <http://www.homeequitypartners.org/>. Contact: Sharon Walker (Project Manager) 222-7700

USDA Rural Development's website <http://www.rurdev.usda.gov/mt/RHS/rhs.htm>. Contact Deborah Chorlton (Program Director, Rural Housing Service) 585-2551

Rural Community Assistance Corporation <http://www.rcac.org>. Contact John Johnson (Rural Development Specialist) 582-1868.

MAIN TOPIC: ECONOMIC DEVELOPMENT

ISSUE: ENCOURAGING THE DEVELOPMENT OF LOCAL, HIGHER WAGE JOBS

Many people that live and work in Manhattan feel that the cost of living is high when compared to wages paid.

Recommendations:

Encourage the development of local, higher wage paying jobs. The Resource Team heard many times that there are many entrepreneurs working in Manhattan from home. (The Census shows 53 people in Manhattan reported working from home). How many of these have an idea that could, given the right resources, expand to become an employer of residents in town? Studies have shown that growing entrepreneurs in your community is much more successful than trying to recruit successful businesses from other communities to move.

Manhattan should survey the entrepreneurial people living in their community to determine what their needs are. A first step would be to find out who lives in Manhattan and works at home or has a small business operating from home; and what they, and other businesses in town, need to develop their idea into a marketable business capable of employing residents at a living wage.

Resources:

Check out Littleton, CO's Economic Gardening information: <http://www.littletongov.org/bia/economicgardening/default.asp>

Gallatin Development Corporation could help with business technical assistance, entrepreneurial training, finance options, loan packages and research to assist the Chamber of Commerce. www.bozeman.org 587-3113.

Northern Rocky Mountain RC&D can help with cooperative development, agriculture business assistance, finance options and regional economic development projects.
www.nrmrcd.org 522-4029.

Montana Department of Commerce, Business Resources Division.
www.commerce.state.mt.us. Terry Dimock, Regional Development Officer 841-2737.

MAIN TOPIC: COMMUNITY SERVICES

ISSUE: EMERGENCY SERVICES NOT READY FOR GROWTH

The emergency services component in a community is very important for economic and community development. Manhattan is anticipating significant residential growth in the coming years. The Fire Department does not have enough daytime volunteers and the Police Department has inadequate staffing to handle this anticipated growth.

Recommendations:

Manhattan's Fire and Police Departments should accomplish strategic plans that identify equipment and personnel required to meet current conditions and to identify requirements for meeting the community's needs in 5 and 10 years. This planning could be used to prioritize funding requests.

Resources:

This planning could be accomplished in house. The Northern Rocky Mountain RC&D could help facilitate some work sessions to accomplish the plan. Email info@nrmrcd.org or call 522-4029

The Department of Homeland Security, through the Federal Emergency Management Agency, offer US Fire Administration Grants to assist Fire Departments with equipment and other funding <http://www.usfa.fema.gov/fire-service/grants/>

USDA Rural Development has funding available for Community Facilities, which includes building facilities and purchasing equipment for fire and rescue.
http://www.rurdev.usda.gov/mt/RUS/community_facilities.htm

MAIN TOPIC: COMMUNITY SERVICES

ISSUE: LACK OF INVOLVEMENT FROM 20 – 45 AGE GROUP

Manhattan has a great community "feel". Continued encouragement for more members to get involved in economic and community development activities will assist in getting Manhattan's projects accomplished.

Recommendations:

Approximately 30% of Manhattan's population falls within this age group. It is likely that most people in this age group who are working outside of the home are commuting to work. The average commute time from Manhattan to work is 23 minutes. Many people in this age group are likely to be raising a family as well, so their volunteer time is limited. However, it is important that this age group be involved in community decisions that are being made for Manhattan. People organize around issues and it would be worth while to find out what issues this group is interested in. The town and/or chamber of commerce could produce a brochure targeting this age group and soliciting their input into community functions and organizations.

Resources:

Manhattan has the human capital to involve these groups available. This recommended solution could be implemented through a grass roots publicity campaign to get new people involved in community organizations. The Chamber of Commerce is a good place to start

The National School Boards Administration website

<http://www.nsba.org/sbot/toolkit/ComRes.html> has some resources that may help.

MAIN TOPIC: YOUTH ISSUES**ISSUE: LACK OF QUALITY AND CONSISTENT DAY CARE**

Day care is a huge issue for working families. Addressing this issue as a community will greatly strengthen Manhattan's ability to compete for jobs and enhance quality of life for its residents.

Recommendations:

First, the need for day care should be established through a needs assessment type of process. The following questions should be answered: How many working families in the area would use a day care if one was available? Where do they go now for their day care services? How much do they pay for these services? What are the important features families are looking for in a day care? Then the Chamber of Commerce or a community group could look for an interested entrepreneur to establish a business to fill these requirements. Another option is to establish a non-profit day care facility. Answering the questions above will tell you what kind of potential clients you would have and what they are able to afford for a day care.

Resources:

Child Care Online has information regarding day care givers and potential funding

sources <http://childcare.net/grants.shtml>

Human Resources Development Council, Inc, <http://www.thehrdc.org/> might be able to assist in resources for families who need day care funding assistance. Phone: 587-4486.

<http://daycare.about.com/cs/articles/a/trends.htm> has some interesting information about trends in the day care industry.

Call other day care providers in the County and find out what they are doing. Maybe they'd be interested in opening a business in Manhattan.

**Report by: Carol Nunn-Hatfield
Community Outreach Coordinator & State & Private Forestry Coordinator**

**Forest Service
Helena & Lewis & Clark National Forests
Townsend Ranger District, Helena National Forest
(406) 495-3860
chatfield@fs.fed.us**

MAIN TOPIC: ECONOMIC DEVELOPMENT

All the meeting participants in Manhattan expressed a great deal of pride in their community, and dedicated interest to the long-term preservation and improvement of Manhattan.

Issue: Economic Development/Business District

Quite simply, the views expressed that, “Manhattan is a beautiful place to live, and even to retire, but a lack of jobs is keeping people from staying in/moving to Manhattan, and some of the services and entertainment options are lacking.”

Clearly the greatest need expressed was jobs, employment, and sustainable vocations to not only retain the residents including the youth of the Manhattan, but to encourage people to move to Manhattan.

Many meeting participants said that Manhattan has been giving the perception that you’re not “open for business”

Residents of Manhattan need to determine what they want to be when Manhattan grows up. Develop a Market and recruitment strategy.

To attract business, industry, or visitors a community must market itself beyond its geographic boundaries. A marketing program may include advertising in printed publications, use of other media, public relations, promotions, and an Internet presence.

Work with Montana State University Arch

<http://www.montana.edu/commserv/csnews/nwview.php?article=755>

<http://www.mrsc.org/Subjects/Econ/ed-mark.aspx>

<http://www.msue.msu.edu/imp/modtd/33520052.html>

<http://www.montana.edu/wwwrdc/intro.html>

Recommendations:

A large selection of free services is available to entrepreneurs and business owners state wide, such as local economic development offices, Small Business Development Centers, (SBDC), and other business related services from state offices in Helena, such as exporting and marketing assistance, and even manufacturing assistance from the Montana Manufacturing Extension Center (MMEC).

Eighty-five percent of Americans view small businesses as a positive influence on American life (NFIB, 2001). An estimated 25.5 million small businesses in America employ more than half of the country's private workforce, create three of every four new jobs, and generate a majority of American innovations. Small businesses represent more than 99 percent of all employers (Small Business Administration, 2000).

We rely on the resiliency, creativity, and energy of small businesses.

SBA has established a size standard for most industries in the economy. The most common size standards are as follow:

- ▶500 employees for most manufacturing and mining industries
- ▶100 employees for all wholesale trade industries
- ▶\$6 million for most retail and service industries
- ▶\$28.5 million for most general & heavy construction industries
- ▶\$12 million for all special trade contractors
- ▶\$0.75 million for most agricultural industries

Recommendations: Welcoming businesses

1. Establish a Welcome Wagon Committee - The committee can responsible for preparing a “Welcome Wagon Basket” that contains information about the community, government services, community leaders, attractions, local business located there, list of community events, churches, daycare centers, a small product compliments each local merchant, a coupon for a free meal at a local restaurant, list of Volunteer Services available, Volunteer Survey sheet, and even a loaf of banana bread or a plant/flower. This basket should be delivered personally by a member of the committee.
2. Everyone, introduce yourself to the newcomer. Take time to get to know them personally, not just the Welcome Wagon Committee. So many times the community already knows the newcomers, but the newcomer does not know the people who have lived there for years. A new community is so overwhelming and it is hard to remember everyone new you meet. You never know, you may have a great new volunteer right under your nose.

Issue: Welcoming Businesses and newcomers

This can be very important for residents and visitors it goes back to that first impression. Making it hard for new residents to fit into the community can create a lot of tension. Because this was mentioned several times throughout the interviews, it sounds like there will be a conscious effort to work on this issue.

Recommendation: Travel Montana puts on a “Superhost” training for businesses and residents. It is an EXCELLENT training. The instructor will come to your community and show you how to be a good host as well as learning how to market your County. This would be an excellent training the Chamber of Commerce could host for the county and schools.

Contact: Jeri Mae Rowley Customer Service Seminars (406)-756-3674

www.superhost@fvcc.cc.mt.uswww.travelmontana.state.mt.us

www.visitmt.com

www.montanafilm.com

Business Retention, Recruitment and Support

Simply put, education can be the key to improving local support for your local businesses. Put up signs or fliers with the statistics of just what it costs locals to drive out of town for “bargains.” The information below was provided by Al Jones, SouthCentral Regional Development Officer for Montana Department of Commerce in the Judith County Report by Gloria O’Rourke.

Al writes: “ Most folks barely account for the cost of gas when they drive 100 miles to shop at big box stores, grocers, etc. and this mileage cost from AAA assumes THEIR TIME IS WORTH NOTHING. In other words that they're unemployed, pay no one for time-saving services like day care or lawn-mowing, and that they'd just be home watching TV during the hours spent driving. So by running to the distant stores 1x-4x a month, in most cases the shopper is actually reducing their purchasing power while also wasting a day in the process.

Take AAA's current numbers, i.e. .501 cents a mile and multiply that by the actual mileage to the 1-2 primary shopping destinations of your town, (don't forget to figure it as a round trip.)

60 mile jaunt = 120 miles @ .501= \$60 cost so if they really saved 20% shopping there on everything (very unlikely), they have to buy \$300 worth of stuff or about a full week's after tax wages for the average Montanan. Just a thought since penny-pinchers tend to be often be penny-wise, pound-foolish. It's also why the large discount stores have far higher net profit rates than average retail stores (see www.chainstoreage.com for the breakdown by store type.)”

Recommendation: Take the AAA driving cost per mile, multiply that with the roundtrip mileage to the retail centers your shoppers regularly drive to "to save big money" and then show the math, perhaps on billboards on the way out of town.

Resource:

www.chainstoreage.com

Issue: Welcome Signage

This was suggested to help market your community. Having 2 “Gateway” signs entering the Manhattan corridor at each end of the county can be very welcoming. Work through Montana Community Foundation, Urban Community Forestry, and Rural Community Assistance grants through the Forest Service, and your local artists to construct beautiful signs. Starting with an Interpretive Plan to develop a theme for your Community Gateway signs and carrying that theme through for interpretation, brochures, auto tours, etc... this will present your community beautifully.

Recommendations:

Manhattan needs to offer more reasons for travelers to stop and stay longer. Developing a strategy outlining actions can help with implementation. **Identify kinds of visitors (i.e. leisure, pass through, sightseers, retirees, friends etc.)**

1. Recreationists; destination visitors
2. Heritage/Cultural Travelers; seeking enrichment from local history
3. Commercial and Business Travelers; international trade, agency/business travelers

Identify where visitors come from to Manhattan. Tourism development efforts can focus on serving these markets more effectively by anticipating and fulfilling their needs. Pass-through tourists need visible information and activities (farmers market, hikes) and improvements to entrances/community appearance to entice them. Heritage and cultural travelers seek local history, culture and arts (historic buildings, community/tribal culture, local artists/craftsmen, events). Commercial travelers need business support services (data ports in hotel rooms, access to copying/printing services, meeting rooms, cell phone coverage). All of these segments seek good quality dining and shopping experiences.

- a. Enhance Entrances to Entice more visitors to stop. Visitors will not stop if they do not feel welcome or receive a bad “first impression of the community. “Entrances” should include a number of locations where visitors are likely to make decisions. These locations should tell visitors that they are welcome in the County. The places where visitors are likely to be “one stop away” from a location should be targeted to ensure that information is available. Closer in, welcome signs or even billboards should be placed at a distance. Once someone has arrived entrances should be enhanced to capture visitors’ attention and draw them in.
- b. Link Hotels to Local Businesses, Services and Attractions. A shuttle service could link destinations/businesses with other area attractions in the County.
- c. Guests in hotels share the lack of information. A promotional piece highlighting local businesses and attractions could be placed in all guest rooms, encouraging hotel guests to patronize local businesses and extend their stays. Coupons or other incentives also could be added.
- d. Provide Customer Service, Sales and Host Training to Better Service Visitors. Good customer service is key to retaining visitors and encouraging them to come back. When knowledgeable, friendly service providers serve visitors, they spend more money. Word of mouth is the best advertising; satisfied visitors will tell friends and family to visit. Customer’s service and sales training is available through many sources (Superhost training). Incentives such as window stickers/posters, lapel buttons, certificates and recognition in the Chamber business directory could be offered to encourage owners and their employees to participate. It is important for all “front-liners”- those directly serving tourist to be well informed about local businesses, events and attractions.
- e. Become a True “Gateway”; Cater to International Guests. Find out how many visitors are from other countries. Display welcome signs in several languages. Simple brochures could be printed in most common languages to express recognition and appreciation.
- f. Expand Outdoor Recreation Opportunities – Especially Day Trips

Many visitors seek “things to do” that require only a few hours. Guided hikes or interpretive tours, trail rides, canoe rental and other activities would offer guests the activities they seek and encourage them to extend their stays. Opportunities exist both for guided and self-guided activities in the Forest, private land etc... Guided activities can be offered by outfitters (who must be licensed). Self-guided activities can be provided with some coordination, such as a walking tour of historic buildings.

- g. **Maximize Events: Focus on Heritage, High Value Recreation, Off-Peak Days**
Like promotion efforts, events should be targeted to specific markets, tailored to serve them. Some events are targeted primarily to local residents. Other events should be intended to draw visitors. Events targeting visitors should focus on heritage, culture, and high value recreation. This is to maximize the return on investment to the community and local businesses. Heritage and cultural tourists spend significantly more (up to four times) than many recreation tourists. However, some segments of recreationists tend to have higher return such as birdwatchers, snowmobilers, non-resident hunters and fishermen, outfitted guests, downhill skiers, golfers. Events that are scheduled in off-peak seasons will encourage more weekend or mid-week business during slow times of the year.
- h. **Cultural Tourism.** A project to establish performing arts touring circuits among rural arts agencies becomes a regional partnership. Diverse needs and obstacles define the project's transition into a collaborative strategy to strengthen each agency's organizational structure and presentation capacity. Two partner agencies spearheaded a countywide alliance of arts organizations, joining with a theatre group and a painter's association to improve communication and coordination of arts activities. This group is now working together to draft a cultural plan for the county.
- i. **Setting up a web site on the County web page that would market all the opportunities for tourism could be attractive to tourists. Check out this web page**
<http://www.gordonsguide.com/ecotourism>
- j. **Enhance Partnerships for More Effective Promotion**
To stretch each dollar, the community should enhance partnerships with groups like the Chamber of Commerce; Montana Travel Council grants for tourism promotion can be leveraged by cooperative efforts with these groups and the private sector local hotels.
- k. **Track Visitor Counts and Revenues to Evaluate Performance**
Tourism trends can be tracked through traffic counts, hotel sales, event attendance, outfitter guest numbers, visitation to attractions, visitor center inquiries and visitation, and individual business tracking. It is important to track visitors and revenues in order to evaluate the effectiveness of tourism promotions. A central tracking database should be established at the visitor center, with counts for various categories tracked on a quarterly (seasonal) basis. Reporting of results should be made to Chamber of Commerce members, to local/tribal elected officials and to tourism partners.
- l. **Investigate Shuttle Transportation Options in peak Season.** The geographic separation between the communities for tourists is that they cannot easily access local businesses in the whole county. A feasibility analysis would determine the viability of developing a shuttle that could travel a circular route between those three main areas (and perhaps opportunities for youth and elderly). A shuttle might be partially sponsored by

- businesses, and partially funded through federal or state transportation funds if local residents, such as seniors, use it as alternative transportation.
- m. **Extend Business Hours in Peak Seasons.** Most retail businesses close at 5:00 or 5:30 p.m. during the week, earlier on Saturdays, and they are not open at all on Sundays. Extension of business hours is expensive; however, closures during times when customers want to shop contribute significantly to retail leakage. A cooperative, but incremental approach can minimize the added cost, while gradually encouraging additional business sales.

- Businesses might try remaining open late one weekday each month (e.g. "First Thursday"), extending Saturday hours (complemented by an enhanced farmers' market) and/or opening for 3-4 hours on Sundays during peak tourist season. Keys to success with extended hours are to create simultaneous events/promotions to draw customers, to promote the new hours effectively, and to make a long-term commitment to the strategy (it takes 18-36 months to "re-train" local customers). Visitors during peak season will help generate a return on the investment if the hours are promoted to them properly.
- n. **Combine Visitor Center & Museum (and Cultural Center) in One Building.**
As a long-term strategy, the community should consider combining the visitor center and museum in a larger facility in roughly the same location as the existing visitor center. The existing center is "marginally adequate" (as described by a local business leader), and the museum is open only in summer due to lack of volunteer staff. Rather than staff two facilities, it would be more cost-effective and efficient to combine them. The proposed cultural center also could be co-located as part of this facility. Moving the museum would free up strategic retail space on Main Street. Funding for such a facility could come from a number of sources, including grants from organizations that support historic and cultural facilities.

Recommendations and Resources:

A Business Steering Committee could develop a plan or a scope of business recruitment for Manhattan. The committee would work with Strength, Weakness, Opportunities and Threats (SWOT) analysis. The steering committee would have the opportunity to explore developing local legislation for tax incentives and tax abatements, or even working to develop a Tax Increment Finance District (TIFD).

Barbara Andreozzi, an Extension Agent from Anaconda is extremely well versed and adept at helping communities to develop their own criteria and focus for expansion, growth and development.

Barbara Andreozzi, Deer Lodge Co.
BANDREOZZI@montana.edu .
(406) 563-4035, (406) 563-4036

The Montana Department of Revenue lists business tax incentives for both corporate and property taxes. These lists are available off the internet:

<http://discoveringmontana.com/revenue/css/3forbusinesses/03taxincentives.asp>

Tax Increment Finance Districts are another consideration in making relocation more attractive to businesses. The municipality, a city or county, designates a geographic area as the TIFD site. The TIFD then provides a vehicle for paying for improvements that would be used by a business, but owned by the municipality, such as power, water, sewer, roads, and others. See the Montana Codes Annotated 7-15-4282 through 4293:

<http://data.opi.state.mt.us/bills/mca/7/15/7-15-4282.htm>. Mae Nan Ellingson is an attorney and an authority on TIFDs in Montana.

Mae Nan Ellingson
(406) 721-6025
Dorsey & Whitney LLP
125 Bank Street; Suite 600
Missoula, MT 59802

NxLevel Entrepreneurial Training is comprised of a ten to 12-week series of classes designed to assist entrepreneurs and business owners with education on how to start businesses, resources, contacts and other considerations. There is also an agriculture-specific version of NxLevel called “Tilling the Soil of Opportunity.” For more information, the Montana Department of Commerce has a NxLevel coordinator:

Philip Belangie
728-9234 ext. 202
301 S. Park
Helena, MT 59601
<http://www.nxlevel.org/Pages/main.html>

Local economic development offices have resources, knowledgeable personnel, networking and contact information, and some have loans or finance programs. The nearest office is Gallatin Development Corporation:

Mark Evans
222 E.Main St.; Suite 102
Bozeman, MT 59715
Ph: 406.587.3113
mevans@bozeman.org

There are several Small Business Development Centers (SBDC) located around the state; the nearest one is in Bozeman, run by Tracey Jette, also with Gallatin Development Corp. She can help people develop good business plans, typically a vital component when applying for loans and other financing. Business plans also address the mission statement, marketing, and financial parameters of a new business.

The Montana Manufacturing Extension Center, based in Bozeman, has several engineers around the state that can meet with companies to help determine ways to improve a business’ manufacturing process.

Todd Daniels

301 South Park
Helena, MT 59601
(406) 841-2745
(406) 841-2731 (fax)
e-mail: tdaniels@state.mt.us
<http://www.mmec.montana.edu/>

USDA Rural Development Montana Office offers a great deal of assistance. One of those areas of assistance is cooperative development services. Bill Barr manages USDA-RD Cooperative Services

Bill Barr
(406) 585-2545
(406) 585-2565 fax
Bill.Barr@mt.usda.gov
<http://www.rurdev.usda.gov/mt/RBS/coops.htm>

Resources:

Investigate faith-based funding for providing child care, transportation or services to improve your community.

Faith based info: More and more communities are learning how to tap into Faith Based fund to create programs that meet specific community needs. I have listed two sources below – one Montana based and the other in Washington, DC. The following restrictions do apply: *Compassion Capital Funds cannot be used for direct services to needy individuals or families nor to replace/supplant existing funding available for similar activities. Funds cannot be used to support 'inherently religious' activities and/or practices such as religious instruction, worship, prayer or any form of proselytization nor can they be used to purchase any religious or scriptural materials.*

Faith and Communities Engaged in Service (FACES)

FACES helps national service grantees and programs to reach out to these organizations and assists such organizations in learning about opportunities available through the Corporation.

[Colleen Minson](#)

[Sarita Hill Coletrane](#)

1000 Connecticut Avenue, NW

13th Floor

Washington, DC 20036

800-355-1200

faces@ncpc.org

<http://nsrc.etr.org/article/view/236/1/10/>

Montana Faith Based Cooperative:

The Montana Faith-Health Cooperative was officially formed in June of 2001, and planning, development and implementation of the state-wide collaborative effort is being directed by a [Steering Committee](#) consisting of representatives from the faith community and health care establishment. One project of the Montana Faith-Health Cooperative is the [Montana Faith-Health Demonstration Project](#), funded through the [Compassion Capital Fund](#) (see [Restrictions](#) below), [Administration for Children and Families](#), [U.S. Department of Health and Human Services](#). The overarching goal of the project is to

provide technical assistance and sub-awards to assist Faith-Based and Community-Based Organizations in the delivery of health and [social services](#) to poor and needy individuals and families. In addition to making sub-awards, the Montana Faith-Health Demonstration Project will be providing funds to support the following ongoing programs: Parish Nurse training and Congregational Health Ministry training through the Parish Nurse Center, Carroll College; continuing education through the Northern Rockies Institute of Theology; and prisoner-community re-entry through Teach, Encourage, Assist and Model (T.E.A.M.) Mentoring, Inc.

Additional information about the Montana Faith-Health Cooperative can be found at <http://faithhealthcoop.montana.edu/aboutus.html>.

RCA-Rural Community Assistance and National Fire Plan - Economic Action

Grants: The intent of the RCA grant program is to assist communities that have been affected economically due to the loss of jobs or income derived from forestry, forest-related industry or dependence on National Forest or Grasslands resources. Eligible activities: broad-based economic recovery effort aimed at helping rural communities to capitalize on their potential to diversify and expand local economies. Activities can help communities develop strategic plans (Judith County has already) up to \$5,000. Specific actions focusing on organizing, planning and implementing projects contained in local action plans. Up to \$20,000. (Establishing or improving services in the community, development of eco-tourism and alternative rec enterprises that capitalize on areas of natural amenities).

Example of Projects that have been funded in past:

- restoring museum
- pedestrian corridor linking sites, bldgs
- improve existing community center
- development of RV park complex
- funding to develop outdoor theatre
- sheep show and fiber festival
- new park & farmers market complex
- demonstration in utilizing round timber construction (visitor centers, kiosks, park shelters, buildings framed with small diameter materials)

Contact is Scott Bell RCA Coordinator

sbell@fs.fed.us

(801)625-5259

or

Dave Atkins National Fire Plan RCA Coordinator

datkins@fs.fed.us

(406) 329-3134

or

Carol Hatfield

chatfield@fs.fed.us

(406)266-3425

Recommendations:

Business-to-Business Montana, or <http://www.B2BMT.com>, "is a dynamic online resource that promotes active Montana businesses, allowing them to better position themselves to compete in the new economy," Martz said. She said the public-private partnership would help every Montana business to increase its bottom line.

The innovative state policy options outlined in this Issue Brief have helped states overcome challenges and build promise for sustainable rural economic development. The policy options are:

- **Adapt Cluster-Based Strategies to Rural Communities.** Clusters of interconnected businesses that cooperate and collaborate are integral to economically successful regions. State support for rural clusters can help them thrive. Connecticut, North Carolina and Ohio have encouraged the development of industry networks that provide a channel for businesses to work together. Minnesota and North Carolina have deployed community colleges and universities as training centers to meet industry needs for highly skilled workers. North Carolina also has ensured that cluster businesses in remote areas have access to the same capital and technical resources as their more advantageously located competitors.
- **Promote Entrepreneurship Outside of the Agriculture Sector in Rural Communities and Regions.** Given the declines in traditional resource-based, extractive rural industries, entrepreneurship development is an effective strategy. Through programs tailored to specific community needs, Kansas and Nebraska are developing the local ability to identify and encourage entrepreneurs. Minnesota uses an online network and other technology to connect entrepreneurs with critical informational and financial resources. Kentucky and Wisconsin are addressing the critical rural business need for access to capital by creating or supporting the creation of venture funds.
- **Reinvigorate the Agricultural Sector Through Diversification and Value-Added Agriculture Strategies.** Farmers have recognized that they can earn more income by growing different types of crops or raising non-traditional species of livestock (agricultural diversification). Others are directly processing their crops into finished products that they market and sell themselves (valued-added agriculture). States can provide the capital and technical assistance that allow farmers to follow this new path to wealth creation. Kentucky, North Dakota, South Dakota and Iowa stress financial incentives for farmers and other entrepreneurs who are interested in these new strategies. Iowa complements its diversification efforts by promoting market expansion opportunities for locally grown products outside the state.

However they are formed and implemented, rural economic development policies must build upon the inherent strengths of rural America, chief among them are abundant natural resources, close-knit communities, strong local business networks and a largely untapped tradition of entrepreneurial creativity. State policies that understand this new environment can be successful in creating sustainable and replicable economic development where it is needed most.

The Northwest Energy Efficiency Alliance (NEEA) has developed an unsolicited proposals process as a way to identify new projects for assistance by the Alliance. NEEA is looking for fresh, innovative ways to save electric energy in the region. The goal is to make products and services that use electricity

more efficiently available and affordable to consumers and businesses in Idaho, Montana, Oregon, and Washington. See NEEA's website for information on the criteria that proposals must meet to be accepted and how to submit your idea.

The Draper Richards Foundation provides selected social entrepreneurs with funding of up to \$100,000 annually for three years. The funds are specifically and solely for entrepreneurs starting new non-profit organizations. The projects selected will demonstrate innovative ways to solve existing social problems. The Foundation will accept proposals for a variety of public service areas, including, but not limited to, education, youth and families, the environment, arts, health, and community and economic development. Based on the structure of a venture capital fund, the Foundation offers financial support as well as strategic and organizational assistance.

<http://healthinfo.montana.edu> this web site is a place where you can advertise on needing Health Professionals.

Putting together a “Think Tank” with members of the community that is not always involved in everything. Brainstorm ideas, the sky is the limit, to bring in jobs, increase population (Smart Growth <http://www.smartgrowth.org>), work on one or two big or small projects for success.

Starting a tour of Bed & Breakfasts for tourists. This would mean that new B&Bs would need to pop up; you could create jobs, and market for travelers to stay awhile. The B&Bs could hook up with other local outfitters for recreation venture, shopping ventures or whatever the travelers taste would be.

Keeping Country Dollars at Home for example; U-pick berry farms and bed-and-breakfasts to barn and winery tours.

Because some urban-dwellers do enjoy the country, agricultural areas can lure city dollars. RDO researcher Maggie Flanagan assists new and expanding rural enterprises, many of which fit the agritourism bill—farm-related businesses catering to tourists.

The owners of a bed-and-breakfast and antiques barn in Cobden, Illinois recently wanted to add a blacksmith business, as a "living-history" draw and a training/sales facility. They took their information and drew up a business plan, including marketing strategies and a detailed financial analysis. Things looked favorable; the Shawnee Hill Smithery opened this spring.

Fragrant Fields, a plant business and restaurant, the owner wanted to figure out how to add a bed-and-breakfast. Both businesses are located in Union County, Illinois where Flanagan, the owner is focusing her outreach efforts. It will serve as a model for other counties interested in agritourism. Agritourism, which refers to, "the act of visiting a working farm or any agricultural, horticultural or agribusiness operation for the purpose of enjoyment, education, or active involvement in the activities of the farm or operation" It includes taking part in a broad range of farm-based activities, including farmers' markets, "petting" farms, roadside stands, and "pick-your-own" operations; engaging in overnight farm or ranch stays and other farm visits; and visiting agriculture-related festivals, museums, and other such attractions.

Another strategy to boost rural economies is to develop community foundations—nonprofit agencies that fund community projects and programs. The idea is to leverage dollars, investing local wealth locally.

Resources

<http://www.sfc.ucdavis.edu/agritourism/agritour.html>

<http://fletcher.ces.state.nc.us/staff/jmdavis/agritourism.html>

<http://www.nrcs.usda.gov/technical/RESS/altenterprise/> Check out the tool Farming for Profit and Sustainability Tool Kit.

MAIN TOPIC: COMMUNITY

Issue: Community Services

Childcare, health/fitness center, community communication, inadequate resources (Fire Department, Police Department, Veterinary)

Manhattan expressed that they would like to have these services and facilities available. The issues mentioned above are inter-linked some way or another. There is also the question of “How” to get facilities such as a recreation facility, childcare. The problem is that it’s usually the same small group of people doing all the work. This can lead to burnout on projects.

Let’s take a brief look at each topic:

Childcare or lack there of: Daycare and the support of it can be crucial to your workforce. There is nothing more stressful than having to decide who you want to supervise your children while you are away. You are allowing someone to take responsibility of your child’s welfare. The following is information that the Chamber can research more and for those that are interested in starting day care the following is some resources:

Resources:

www.startingadaycarecenter.com

<http://www.gonannies.com/>

<http://stats.bls.gov/oco/cg/cgs032.htm>

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

http://jobs.employmentguide.com/Montana_Childcare_jobs.html

<http://www.daycairedirectory.50megs.com/montana.html>

Health care, medical services:

It was great news to have Barry Jenkins at the public meeting to discuss the 3 Rivers Medical Center plan. Barry and Larry Wagner are planning to bring in a medical/wellness center that would include a pharmacist. This is just what Manhattan needs. Stay in touch with Barry and Larry and welcome them with open arms. Provide them the easiest way to start the center and make sure they feel a part of the Manhattan community.

Resources:

<http://stats.bls.gov/oco/ocos014.htm>

<http://www.orca.state.tx.us/Directory/Health%20Care%20and%20Community%20Services.htm>

http://www.bmets-usa.com/other_services.asp
http://www.stantonhealthcaregroup.com/links_spa.php

Community Communication:

One of the important things that a community needs is a communication tool. Newspaper, website, radio station etc... to provide information about the news around town. There are many creative ways to look at community communication. Think outside the box! Create a Home Town Pride committee that includes businesses, schools, religion, civic and community representatives. Meet once a month and include an agenda with a guest speaker. But allow this to be a time to communicate and let everyone know what is happening your community.

The chamber and school together can create their own newspaper

Resources:

<http://www.highschooljournalism.org/teachers/tipsstartingproductionschedules.htm>

<http://www.youngwritersclub.com/newsclubI.html>

Work with the students or class to create and maintain a “newspaper on the Chamber web page for Manhattan. This gives the students “real life skills” to learn and ties the community in with the youth.

The following are resources on newspapers and community newsletters

<http://www.redfly.com/journal/flycreek/sep.pdf>

<http://www.ljworld.com/section/stateregional/story/144794>

<http://www.smalltownmarketing.com/Winbook.html>

http://www.theindependent.com/stories/120703/new_wriver07.shtml

<http://www.smalltownpress.net/articles/local.htm>

<http://www.dosnaw.entrepreneur.com/article/0%2C4621%2C306482%2C00.html>

<http://www.howtoadvice.com/PrintingBusiness>

<http://www.businessstown.com/internet/index.asp>

<http://studentpress.journ.umn.edu/nspa/forums/~717.html>

<http://www.pendletonnet.com/newsletter.htm>

Fire and Police resources:

There is definitely a challenge with the police and fire departments as Manhattan grows. Increase of population usually increases crime and emergencies. I was glad to see that both the police and fire departments are proactive and acknowledge the need to have a plan. Both are active. Here are some resources to help with potential funding.

Resources:

<http://www.rurdev.usda.gov/rhs/cf/cp.htm>

<http://www.dphhs.state.mt.us/>

<http://www.usfa.fema.gov/fire-service/grants/federal/fedguide/pgrant.shtm>

<http://www.fema.gov/regions/viii/suppgrants.shtm>

http://femaweb4.fema.gov/cgi-shl/web_evaluate.exe
<http://www.lib.msu.edu/harris23/grants/2law.htm>
<http://www.hud.gov/nofa/suprnofa/supnofa1/4340sec12.cfm>
<http://www.nvfc.org/archives/usdagrants.html>
<http://www.rurdev.usda.gov/vt/vtcfgrntbro.htm>

Issue: Volunteers

Recommendations: Volunteerism is the life and heart of a community. The value of the services of the volunteers is inestimable, although it should be obvious to all levels of government and the community at large that we would be unable to cope adequately with without them, and many organizations and individuals in need would suffer dire consequences.

Volunteers also strengthen communities, which grow stronger when they participate actively in their own safety and well-being. Volunteer groups foster a spirit of togetherness and self-reliance at the local community level, which is so sought after today, and while their value may not be quantifiable, they are nevertheless fundamental to building a more resilient society. Value your volunteers or lose them. In order to keep volunteers you need to provide them opportunities.

What Volunteers Expect from Healthy Organizations

A volunteer can expect:

- 1.** To enjoy / be suited to the work assigned. An interview and placement procedure ensures that the volunteer and the organization find a good match.
- 2.** To know what is expected of them. Volunteers should be provided with an orientation, initial training, policy/procedure manuals, a volunteer position description, guidelines that clearly give direction regarding volunteer vs. staff roles and information about the organization's mission, structure, funding and insurance coverage.
- 3.** To be enabled to volunteer. Volunteers may need support to overcome financial, physical, emotional, social or mental challenges that act as barriers to volunteering. Healthy organizations wish to represent the community they serve internally and will accommodate individual needs as much as reasonably possible.
- 4.** To know that a personnel file will be kept. Records will be kept documenting the volunteer's personal information and notes on his/her volunteer experience including: interview, placement, orientation, training evaluation, commendation and disciplinary action.
- 5.** To feel supported and heard. In an organization that respects its volunteers, various opportunities for communication can include one on one conversations with an assigned supervisor, volunteer-staff group meetings, periodic performance reviews (of the volunteer by the organization and of the organization by the volunteer) and on-going training / education.
- 6.** To feel needed. Volunteers should be assigned work that is challenging and worthwhile. The materials needed to complete the assigned work should be available. Volunteers need to feel welcomed by staff and co-volunteers.
- 7.** To feel appreciated. All levels of organization staff should acknowledge the contribution of volunteers. Volunteers should feel appreciated daily while "on-the-job", at social events and by receiving service awards or gifts.
- 8.** To be kept informed. Volunteers should be kept informed of any changes in duties, policies or procedures. Volunteers perform well when given the tools for success.

9. To know what kind of reference / recommendation volunteers can request from the organization.

10. To be able to ask for new assignments within the organization when the volunteer is ready for new / different challenges.

Individuals in the county may want to organize a volunteer team/s that will volunteer to take on issues and projects for the county. Recruit volunteers, appoint a team leader, develop a group of grant writers, and work with Gallatin Development Corporation or Northern Rocky Mountain RC&D, but research grant and funding opportunities. The volunteer group/s could prioritize projects (take one step at a time, work on 1 project and be successful) then link with the grant group and charge forward in implementation. Your projects could be childcare, exploring faith-based services and a recreation center.

Recommendation Resources:

www.serceleader.org

www.communitybuilder.nsw.gov.au

www.dol.gov

www.nccic.org

www.calchurches.org

www.uuahc.org

MAIN TOPIC: INFRASTRUCTURE

Issues:

Under this topic of infrastructure, the sub-topics of water, solid waste, sewer, streets, street lights, additional and improved railroad crossings, parking and traffic vs. pedestrians and sidewalks were frequently mentioned by the community members.

The infrastructure is the physical foundation of a community. These are pieces that make residents and the people visiting comfortable during their stay. If their stay is comfortable and pleasant they'll want to return. How many times have you been on a vacation and the hotel room you stay in has a broken TV, your shower was cold, not to mention a trickle of water. You then decided to discover the town and you tripped and fell over a divot in the sidewalk because they were in such poor condition. As you walked you noticed that the streets were not paved and there was trash in the so-called gutters.

One of the fundamental building blocks for encouraging and supporting economic development is having adequate infrastructure. "Infrastructure" is a fancy word meaning the basic public facilities that support community life and economic activity, including:

Airports, Buildings for governmental functions (courthouses and jails, police and fire stations, city or town halls), Drinking water and wastewater (sewer) treatment and distribution/collection systems, Libraries and museums, Parks, playgrounds, and swimming pools, Roads, streets, highways and bridges, Solid waste disposal facilities.

As for sidewalks and streets – for maintenance and beautification purpose, initiate an Adopt-A-Sidewalk/Street campaign to remove weeds, trash and in winter - snow. The program can be patterned after Neighborhood Watch where one person per block or block area is the coordinator. To encourage interest and participation, a contest can be held every month with a photo of the project and the volunteer placed in the local newspaper. Businesses could also get involved with a Business of the

Month beautification award. A little effort and pride will cause a ripple effect and increase pride community-wide.

Perhaps your community wants to create walking trails or put in sidewalks where previously none existed. Put together a taskforce that could:

- map where current sidewalks are located.
- Map out where sidewalks need to be in high pedestrian traffic areas (schools, public facilities, shopping areas)
- Map out where the group feels other sidewalks ought to be placed
- Identify cracked or broken sidewalks and establish which have the highest pedestrian traffic to prioritize repair

Recommendations: Continue to work with the Department of Commerce on acquiring funding for **sewer/water infrastructure**. There are several grants available to communities through Montana DOT that you can apply for to improve sidewalk. CTEP funding/TEA-21. There is a category that includes pedestrian and bicycle routes, pathways. It includes construction of new or replacement of old sidewalks on publicly owned property or easement. There is also a “Landscaping and other scenic beautification category; and a Historic Preservation category.

Don’t forget to use your Independent living centers (senior citizens) for building community capacity. Working with public transportation entities to ensure people with disabilities can use transportation to access their community, work with Montana Board of Housing to improve opportunities for people with disabilities so they can purchase affordable housing.

Recommended Resources:

For additional information and ideas, please visit the following websites on infrastructure:

www.commerce.state.mt.us

www.dphhs.state.mt.us/dsd/govt_programs

MAIN TOPIC: COMMUNITY

Issue: Street Lights

Recommendations: Take advantage of the CDBG grants through the Department of commerce. Look into the Federal Interstate Transportation Enhancement Funds

<http://www.fhwa.dot.gov/environment/te/guidance.htm>

<http://www.mdt.state.mt.us/>

Community – Recreation - Walk/Bike Path information: A project like this can be partially funded through the Montana Department of Transportation’s Community Transportation Enhancement Program (CTEP). I believe the process would begin like this: a committee is formed to identify sections/location

of the trail, explore types of material to be used and provide a cost estimate. The next step would be to present the information to the City and County and request CTEP funds for the project.

Also look for the US Forest Service Rural Community Assistance Program:

Contact Carol Hatfield
State and Private Forestry
406-495-3860
chatfield@fs.fed.us

<http://www.fs.fed.us/spf/coop/programs/eap/index.shtml>
http://www.fs.fed.us/spf/coop/programs/eap/eap_wit.shtml (Wood in Transportation)
http://www.fs.fed.us/spf/coop/programs/eap/eap_fpl.shtml

Contact: Thomas Martin
CTEP Bureau Chief
Montana Department of Transportation
P.O. Box 2010011
Helena, MT 59620-1001
Phone: (406) 444-0809
Email: tmartin@state.mt.us
<http://www.fhwa.dot.gov/environment/rectrails/fundrec.htm>

Recommendations: These modes of transportation could play as the hubs of exportation and importation of goods, celebrating festivals, birding festivals along the river and linking outside of Manhattan. There are several opportunities that Manhattan could implement; Through CTEP funding through MDOT, i.e. scenic or historic highway programs (including provision of tourist and welcome center facilities) This might include Historic property, building or facility that is either on or eligible for National Register of Historic Places, signing along a public road or highway or preparation of informational pamphlets regarding these places (the Chamber can be very instrumental in this).

Railroad: Hub for transportation of agriculture products, grocery products... National Historic Preservation –contact Burlington Northern Railway for ideas.
Billboard signs outside of Great Falls, Lewistown, Bozeman, Helena, and Missoula to advertise what the real Manhattan is all about. Working on a theme and then focusing on marketing that theme will be successful

Recommendation Resources:
www.travelmontana.state.mt.us/ourprograms
www.bnsf.com

TRANSPORTATION TOOLBOX FOR RURAL AREAS AND SMALL COMMUNITIES

In 1998 the [United States Department of Agriculture](#) and the [United States Department of Transportation](#) signed a [Memorandum of Understanding](#) in which the agencies jointly agreed to address long-term agricultural transportation, rural passenger and freight mobility challenges. As a result of the Memorandum of Understanding, the agencies have pursued a variety of projects of mutual interest, including the development of this website. The Transportation Toolbox for Rural Areas and Small Communities was designed to assist public and private stakeholders in planning, developing, and improving rural areas and small communities, especially through transportation and related projects. It is a work in progress, and we welcome your [suggestions](#). <http://199.79.179.78/ruraltransport/toolbox> This web page provides a lot of information on rail, airport and highways.

Manhattan mentioned similar issues regarding transportation: better utilization of local airport and railroad; highway speed reduction; better utilization of commercial bus service; and commuting options for youth and Senior Citizens.

Issue: Waste Treatment

Two of the most fundamental and important types of basic community infrastructure are systems for the treatment and distribution of drinking water and for the collection and treatment of sewage (wastewater).

Recommendation:

Manhattan should be commended for taking steps to make sure that their basic drinking water and wastewater systems are adequate to meet state standards. Nothing is more important to quality of life than to have adequate and decent drinking water. It is also critical to be able to have any reasonable hope of attracting or supporting local economic development.

There is a considerable lag time between when a community makes a decision to pursue a water or wastewater project and when funding is available. It typically takes at least two to three years to assemble a funding “package” using the maximum number of grant sources to reduce costs to local residents. Because of the high cost of these projects, it usually requires a combination of two to four funding sources to finance a project at the lowest possible cost. For example, the TSEP program has become the first choice for most communities assembling their funding package. This is because, even though the program is competitive, TSEP has historically been able to fund about three out of every four applications. TSEP grants must be approved by the Montana Legislature that meets only every other year. For example, the applications being considered by the 2003 Legislature had to be submitted the previous year, in May 2002.

No business development can wait this long for a community to upgrade its water or sewer system in order to serve a new processing or manufacturing plant. The community has to be ready to supply adequate services when the economic development opportunity presents itself. Otherwise, the investors will take their proposal to another community that is ready for them. However, most economic development professionals would agree that, without an adequate community water system, the town

would be at a competitive disadvantage in its efforts to attract and encourage local economic development.

There are resources to help. The first step is to complete the preliminary engineering. TSEP provides matching grants to help communities fund preliminary engineering studies to determine the most cost-effective technical alternative for their local water or wastewater project. The funds are first come, first served funding will be until it is gone. The appropriation is effective only for fiscal years 2004 and 2005 so there is no assurance that TSEP engineering grants will be available in the future after these funds are expended. The TSEP preliminary engineering grants require a dollar-for-dollar match consisting of local funds.

One of the purposes of programs like TSEP or CDBG is to help make local public facility projects affordable for local residents. It would be worth your local officials' time to determine whether the state and federal infrastructure programs available to them could help make the costs of a water project more financially feasible. The process only takes a telephone call to start. You could probably schedule a meeting with them to start finding out what options might be available to you.

TSEP funding is also an opportunity for counties. TSEP provides the only source of grant monies for construction or reconstruction of county bridges. The TSEP preliminary engineering grants can also be used to prepare preliminary engineering studies for bridges.

To sum up, the following comments are from an August 22, 1994 Great Falls Tribune on the topic of "Keys to Small Town Survival." The comments are from Dick King, former Executive Director for the Bear Paw Development Corporation of Northern Montana, based in Havre. Dick is now the economic development director for Missoula.

"People need to sit down and make an honest, objective assessment of what the community has to offer and what the needs are." He said being objective is important because some towns simply think that because they have a good school, little crime and friendly people that they will be attractive to outsiders. "But there are a lot of towns all saying that same thing. The fact is, you often have to offer more. And each town needs to know what else it is offering. Armed with information on strengths and weaknesses, a town should make a long-term plan to address its needs. "

He added, *that a critical component is making sure the town's infrastructure is in good shape. "Those who invest in their infrastructure have a chance to survive. You have to wonder about the future of a town that isn't willing to make such basic investments." King warned that economic development does not come easy: "It's not free. You may have to raise your taxes, invest in the infrastructure and devote your time. And it's not a one-shot deal – it's a long, ongoing process that requires a good deal of commitment."*

I couldn't say it any better than that.

Resources

Utilize program resources mentioned by other team members in this report.

Resources:

Karyl Tobel, Program Manager
MT Department of Commerce/CDBG
P.O. Box 200505
Helena, MT 59620-0505
Ph: 406.841.2733 Fx: 406.841.2731
Email: karylt@state.mt.us
Web: http://commerce.state.mt.us/brd/BRD_CDBG.html

Jim Edgcomb, Program Manager
Treasure State Endowment Program (TSEP)
P.O. Box 200523
Helena, MT 59620-0523
Ph: 406.841.2785
Email: jedcomb@state.mt.us

Projects to look at for the future of Manhattan:

- Keep Attractive continue looking at being proactive with zoning
- Continue the Chamber Wind Mill
- Continue the sewer facility restoration
- Begin Leadership programs through the Chamber and involve the students
- Begin the Super Host Program through Travel Montana
- Continue Tree City USA – Develop a tree board and inventory the trees – plant a tree with students and the tree board annually
- Look at the historical Aspect – Grain Towner and utilize the senior citizens
- Start a Birding Festival with the Audubon Society
- Continue the Potato festival
- Proceed with the North side Fire Hall (Rural development grants/loans)
- Proceed with the Ambulance Service and anticipate any new
- Make sure you have a student/youth representative on the Recreation Park Board – it only makes sense
- Start a Farmers Market and have the best in the county/state
- Recruit specialty stores like Orvis
- Support Bred and Breakfasts with outfitters
- Signage, signage, signage
- Pursue a Co-op in the vacant hardware store – seed, hardware, etc...
- Pursue a coffee/web café business
- Pursue a soda fountain/old fashioned business
- Pursue specialty stores (i.e antique, quilt, art, flower/dried arrangements, country furniture)

**MANHATTAN RESOURCE TEAM ASSESSMENT
LISTENING SESSIONS
APRIL 6 – 7, 2004**

SENIOR CITIZENS – CHALLENGES

- Need a pharmacy – have to run into Bozeman for prescriptions
- Need medical providers, and community could support them
- Clinic is not operating right now, has building code issues, looking into resolving these issues
- Need a motel, as well as extended stay facilities
- Need hardware store
- Need dry goods store – clothing, etc.
- Need Senior parking to get to Senior Center and other downtown businesses
- On South Broadway, make it a business district to get people in off interstate
- Parking overall is an issue
- Need an assisted living facility, already in process
- Need more indoor activities, recreational facility
- Need transportation into town (Bozeman)
- Need railroad crossing fixed
- Need Senior independent living facilities (no steps, etc.)
- Sewer problem inhibits subdivision development
- Growth will be taxing on area: utilities, water, sewer, community (like being a small town)
- High ratio of elderly population
- Need to reach out for Federal grants
- Need youth activities, they drive to Belgrade/Bozeman

EDUCATORS – CHALLENGES

- Cost of living is high when compared to wages (especially from educators perspective)
- Hard for young people to come here, you don't make much money here, and don't make much in wages, especially for educators
- Many of the educators must commute to work because affordable housing is hard to find
- The housing in their price range is not very nice at all
- Lack of youth activities
- Street maintenance, need to get paved
- Sidewalks are poor
- Lighting is poor
- Cost of utilities is high
- Lack of businesses (medical, health club, department store, clothing store, dry goods, hardware store, fast food) **MUST BE PRICE COMPETITIVE (including travel expenses)**
- Lack of daycare providers and facilities, parents will take their kindergartners to school in the towns they work in (Bozeman) because of the lack of daycare options
- Losing a pre-school, within two years both will be gone
- Affordable housing for young families is not readily available
- Chamber is a small group, limited number of people to do the planning and the work, need more people involved in the planning/execution steps

CIVIC CLUBS AND CHURCHES – CHALLENGES

- Cost of land is ridiculous, you pay much more than you budget for

- Lack of affordable senior housing, assisted living
- Town growth affecting utility bills, water availability, sewer issues
- Lack of affordable child care, quality options
- Lack of quality after school care options, both activities and daycare
- Quality of life, breakdown of families, no conflict resolution skills, searching for meaning of life – need to provide opportunities for kids to discuss these issues
- Infrastructure is poor, must be updated (water, sewer, roads, etc.)
- Water must be monitored at all times to make sure it can sustain the growth
- Lack of funding for Chamber to do what it wants to do (sponsor Girl/Boy Scouts, scholarships for education, sponsorship of local athletic teams, etc.)
- Disappearance of community newspaper, to announce community news and activities, also for businesses to advertise
- Lack of availability of substance abuse programs
- Big Sky Carvers, a major employer, is starting to outsource more
- Need to bring in more businesses
- Internet is not available as much as it needs to be

BUSINESS SECTOR – CHALLENGES

- Excess vacant buildings
- Lack of local business awareness (especially since the town’s paper closed), “I had no idea you were here!”
- Considered a bedroom community
- Chamber of commerce has a limited schedule
- Limited participation in the chamber monthly meetings
- Lack of retail storefronts, many businesses are operating out of their homes
- Perception by business owners that there is a lack of population base to support businesses
- Perception by business owners that Manhattan is not business friendly, i.e. businesses are not wanted
- Commercial rent is too high
- People are trying to make this town into a “small Bozeman,” and it’s not going to work
- Lack of foot traffic
- Lack of community support, they shop in Bozeman, they commute to work there
- Business hours do not always work with community’s schedule, so there is an incentive to go to Belgrade, because it’s not far away
- Can do one-stop shopping in Belgrade and Bozeman
- Lack of business-to-business support within the community – due in part to the lack of businesses in Manhattan
- Lack of jobs to keep people from commuting to Bozeman, so they’ll have less reason to drive into Bozeman to shop
- Lack of affordable housing
- How to give incentives to new businesses without leaving out established businesses?
- Need affordable rent for commercial properties
- Biggest problem: most of the citizens work outside of the town
- New subdivisions coming in will bring in more citizens to shop in town

GOVERNMENT SERVICES – CHALLENGES

- Police dept has challenges with staffing (also see enclosed response sheet from MPD)
- With proposed growth, city council will need to provide commitment for 24 hours of shifts
- Need more than 1 officer for high risk situations, so need more staff
- Funding (low wages) is a problem for more police staff, to attract and retain quality employees
- No holding facility for law violators
- Unable to arrest non-violent misdemeanor offenders, breeds disrespect for local law enforcement, undermines ability to uphold the law (have to be transported to Bozeman)
- Police staff will soon outgrow their current facility, need additional office space (computers, phones, etc.)
- No room for police to impound and securely hold impounded vehicles
- No veterinarian service in town to take care of stray dogs, takes away time from police officers
- Need to pave streets and provide curbs and gutters, leads to designated parking areas, some streets are narrowed down because people don't park right
- Develop police tenure, to ensure proactive responses, rather than reactive
- Lack of volunteer firefighters available during the daytime hours because most volunteers work out of town
- Need to build or find a place to utilize for a firefighter training center
- Lack of ambulance coverage through volunteer fire department, need more money for that, to get volunteers ambulance certified
- Financing is the greatest challenge, for most any project
- Infrastructure is old, needs to be repaired and extended, also need new (sewage treatment, water holding facility)
- With growth, must look at adding new police personnel, look at wider fire department coverage
- Town structure, arterial streets, plan for additional railroad crossings, so roads don't funnel into one spot
- Encourage and bring in commercial endeavors
- City seems to have "closed door" policy to new businesses, don't seek out and "court" new businesses
- Need fire station on north side of town, since railroad blocks access when trucks come from south side of town
- Need to work with Montana Rail Link to develop additional crossings, or ask them to build the north side fire station
- Manhattan has a reputation for being unfriendly to business
- Residential is real estate and developer driven, don't want to take responsibility for what they're doing to the town (tax burden, burden on police and fire department)
- Residential districts impose more cost burdens on this town than they bring in
- How do we get some of the people who own the buildings and land in town to lower the prices (for both renting and purchasing) to get some of the vacant buildings occupied?
- Building owners need to clean up their store fronts, especially the vacant buildings
- Not much support in the community for the local businesses
- Because everyone works outside of town, they purchase goods in the towns they work in, rather than in Manhattan, use local stores as "convenience" stores
- Lack of entertainment, recreation, food services here

- Need a community center
- Need a trail system in town and to the river, connect with Three Forks' system
- No facility to host receptions, weddings, large events
- While many groups are working to do projects in this area, there is a lack of communication, coordination and cooperation for these projects; if they all worked together, they could get a lot more accomplished
- Older citizens are happy with status quo, don't really want change, so need to persuade them that the town is looking at long term improvements to make everyone's lives better
- Need to set priorities for all of these projects; pick one that you can do now, and DO IT!
- Need to have community involvement when setting priorities for town projects
- When priorities set, need to get entire community (including all of the town groups), work on that one project together until it's done
- People leave town to be entertained
- No community spirit because people are commuting and working out of town
- Community needs landscaping policies for new construction
- Need community communication, don't know who local representatives are
- Need to reinstate the local paper, even if it's a monthly paper
- Community finance is unconventional (1/3 water, 1/3 sewer, 1/3 general fund)

RESIDENTS AND STUDENTS – CHALLENGES

- Park doesn't have bike trails, it's just a block with grass
- Go to river for swimming
- Need more food places and need longer hours
- Have to work in other towns during the summers
- Need a coffee shop, a place to hang out and get food
- Need stores open at times when kids could go (after 8 pm)
- Margaritas will soon be changed into sports bar
- Need a rec center with pool tables, mini-golf, weight room, swimming pool, ping pong, arcade, skeet ball
- Need a skate park (roller blades, etc.)
- Need a movie theatre, performing arts center
- Need a bowling alley
- School could be improved (track, sports equipment, football lights, tennis courts, soccer fields, weight room equipment)
- Servers for school's computers are way too slow
- Lack of student involvement in town planning, town council
- Need football field lights to have night games, it would be fun
- Need a fast food place (subway, wendy's, etc.)
- Need more basketball courts, maybe in the parks, too
- Need a bus to Bridger Bowl for the kids to ski, also to other places, maybe share the bus with the Senior Citizens
- Need kids to understand that their teachers are not their only link to the community, that they can come to rotary, chamber of commerce, etc. (Develop a resource directory)
- Needs to be a student representative on the town boards (city council, park planning, etc.)

- School doesn't do as many fundraising activities as they should
- Hardware store was nice, but prices were too high

**MANHATTAN RESOURCE TEAM ASSESSMENT
LISTENING SESSIONS
APRIL 6 – 7, 2004**

SENIOR CITIZENS – STRENGTHS

- Great grocery store, delivers groceries to elderly
- Numerous saloons
- Plenty of water
- Close to Bozeman, a growing area
- Subdivisions are planned for the area, should be here in the next year
- Community spirit, dedicated, strong leaders, willing to take risks and put back in the community
- Good school system
- Manhattan's in a good position compared to other areas of the state, especially with the growth potential and the planning forethought
- Home health care
- Manhattan has highest ratio of senior citizens in Gallatin Valley
- Good, quality restaurants

EDUCATORS – STRENGTHS

- School, teachers, education received, center of community, great gathering place
- Size of the community (small)
- Charm of the community
- Recreational opportunities (flyfishing, hunting), access is still decent
- Generosity of the people, when someone needs help the community pulls together
- Very community-minded, supports community activities (sports, etc.)
- School only place to gather
- Nice community park, close to interstate
- Keep downtown looking quaint
- Potato festival

CIVIC CLUBS AND CHURCHES – STRENGTHS

- School programs and activities
- Small town feeling, charming scenery
- Safe community, children are free to play in the streets
- Close-knit community, take care of other community members
- School fosters community spirit, hosts activities, education is quality
- Community planning for growth, rather than responding too late
- A lot of community members work at home, rather than having a store front

BUSINESS SECTOR – STRENGTHS

- Good internet access

- City has adopted a growth policy that shows where there's going to be growth
- City is proactive planning for growth
- Active town council and chamber of commerce
- Lots of wonderful, active people that will work together
- Strong sense of community during times of need, pull together to help one another in time of crisis
- Nice, clean little town
- Minimal crime, safe town
- Good, quality water supply, consistent, adequate supply for growth
- New mechanical waste treatment plant, no odor, etc.
- Fabulous access from interstate
- Near the Gallatin River
- Good fishing access
- Rail access
- Lot of vacant space on main street (if the darn prices would be reduced) for growth of new businesses
- Open commercial and residential land
- 60 cottage industry producers out of their homes, lots of businesses that may use retail space
- Local bank is good to work with, supportive of local businesses, bank if the anchor of the town
- Current town council is very pro-business
- People will drive hundreds of miles to eat at Oasis
- Tree City USA

GOVERNMENT SERVICES – STRENGTHS

- Police and volunteer fire department have fairly new and decent equipment
- Town's growth plan is a great plan
- Community responds well to people in need
- Recognition of community's status, lots of meetings and communication, town is coming together to address issues
- Size of the town, people like the town the size that it is
- Living here is like living in Mayberry!
- Excellent public school system
- Excellent police force
- Beautiful park
- Nicely maintained homes
- Responsible agriculture operations near town
- Growth plan will keep the town attractive, more proactive than reactive
- With growth plan, it will meter business growth
- Town is limited for growth (land-locked), so it can't get out of control
- Community is attractive with home town image
- Tree City USA

RESIDENTS AND STUDENTS – STRENGTHS

- When someone's in need, the whole community comes together to help

- Planning for area growth has been done well
- Property looks a lot nicer, people take care of their homes, the “Mayberry Effect”
- Trees are very pretty
- Numerous summer sport activities, summer tournaments for basketball, etc.
- Safe neighborhood
- Manhattan Friends of Music show
- Potato Festival
- Shakespeare in the Park

**MANHATTAN RESOURCE TEAM ASSESSMENT
LISTENING SESSIONS
APRIL 6 – 7, 2004**

SENIOR CITIZENS – PROJECTS

- Need Habitat for Humanities project, there are lots already available in town
- Community-wide paving project, need funding
- Need a pharmacy, right away
- Need medical providers, and community could support them
- Need a motel, as well as extended stay facilities
- Need hardware store (locally owned)
- Need dry goods store – clothing, etc. (locally owned)
- Need Senior parking to get to Senior Center and other downtown businesses
- On South Broadway, make it a business district to get people in off interstate
- Need to develop downtown parking
- Need more indoor activities, recreational facility
- Need transportation into town (Bozeman), have local dealership donate small van
- Need railroad crossing fixed
- Need Senior independent living facilities (no steps, etc.)
- Need to reach out for Federal grants
- Need some sort of fast food (e.g. Dairy Queen, A&W, McDonald’s)
- Need automotive parts store (locally owned), could be incorporated into hardware store

EDUCATORS – PROJECTS

- Bike/walking path out to the river
- Need a gathering place, community center, event center, meeting place
- Swimming pool
- Golf course
- Streets paved
- Lighting improved
- Motel/hotel
- Youth activities (pool, community center, dances, etc.)
- Athletic/health club

- Fill vacant buildings downtown with necessary services
- Make Manhattan a destination point (fishing, hunting, retail stores, etc.) – so need a hotel
- Additional promotion of the Potato Festival to increase retail walk-in traffic, new ideas to jazz it up
- Need a new medical facility (emergency care, vaccinations, allergy shots, stitches, etc.)
- Need an assisted living, senior citizen housing, put in a part of town where they could walk to local businesses, services
- Need a new special events center, so they can host tournaments

CIVIC CLUBS AND CHURCHES – PROJECTS

- Need bike path/trail to river
- Need trails in town, too
- Keep the flavor of Manhattan
- Community/events center
- Focus on people’s needs when developing projects
- Tennis activities, redo and add new tennis courts
- Business incubator
- Food bank
- After school, summer program for children
- Need programs to address people’s spiritual needs
- Communication project, a way for the churches to hear from the community about their needs, so the church can help address needs, also work with school, facilitating communication between schools, law enforcement, churches and civic organizations

BUSINESS SECTOR – PROJECTS

- Need to encourage community members and other businesses to support local businesses
- Need a community theme (like Ennis) to make this a destination
- Need more diversified businesses like a hardware/auto parts store
- Need to find out what customers want and give them what they want
- Cooperative advertising in businesses (i.e. café advertises book store, and vice versa, etc.)
- Need a “Manhattan Bucks” consumer incentive program to encourage local support
- Open house activities for businesses
- Seek out an outfitter/fly shop to locate in town, then have them put a billboard on the interstate beckoning travelers to easy access to Gallatin River
- Need to cleanup downtown storefronts
- Need a coffee shop with internet access
- Need to seek to develop a farmers market to bring in foot traffic
- Need a hub/destination business to draw in customers, to shop in other retail stores in town.
- Need to find out what local customers want, and then seek out those businesses.
- Business recruitment campaign, notifying the community that Manhattan is NOT business-unfriendly
- Two cottage industries to partner and share a retail store front
- Turn old hardware store into artist co-op
- Grocery store should provide some ready-made meals

- Find businesses for local investors to invest their money in
- Turn Manhattan into a customer service focused town, not focusing on retail sales, rather focusing on serving customers' needs
- Need stores focusing on seniors needs
- Need hardware/dry goods store (basic needs)
- Need some place for kids to go and have a Coke, hamburger, etc., as well as athletic teams
- Pharmacy/medical services
- Need motel
- Need additional food opportunities for the evening hours
- Need advertising on interstate to draw traffic, need signage
- Need a publication "what's here, what to do, festivals, etc."

GOVERNMENT SERVICES – PROJECTS

- Need to get young people into leadership in the town council and other committees
- Make sure that all development complies with Tree City USA
- Take advantage of historical elements in Manhattan
- Develop park near the grain elevator
- City government (town council) must represent all of the citizens, not only the prominent citizens, need their leadership
- Need north side fire hall
- Need ambulance service here
- Need to anticipate demand for services
- Need arterial street plan to improve traffic flow; Need traffic study for this
- Need impact fees (for new development) in place to pay for services needed in town
- Analyze city revenue sources before development, in order to determine how to increase revenue, also determine future sources
- Need infrastructure (sewage treatment plant, new water sources, pavement, curbs, gutters, sidewalks, lighting) upgrades and additions
- SID put into town for all of the streets, but can't tax the townspeople for it
- Need full time fire department staff (fire chief, etc.)
- If fire training site built here, other surrounding departments would utilize it
- Need additional crossings for the railroad, or move interstate overpass closer to town

RESIDENTS AND STUDENTS – PROJECTS

- To communicate with students, post notices at the river, Stageline Pizza, radio announcements, etc.
- Student involvement in town council
- Student involvement in Windmill paper
- Stores need to offer "shop local" coupons during events that bring in outsiders, to give them an incentive to shop in the stores
- Need football field lights to have night games, it would be fun
- Need a fast food place (subway, wendy's, etc.)
- Need more basketball courts, maybe in the parks, too

- Need a bus to Bridger Bowl for the kids to ski, also to other places, maybe share the bus with the Senior Citizens
- Need kids to understand that their teachers are not their only link to the community, that they can come to rotary, chamber of commerce, etc. (Develop a resource directory)
- Needs to be a student representative on the town boards (city council, park planning, etc.)
- Need a rec center with pool tables, mini-golf, weight room, swimming pool, ping pong, arcade, skee ball
- Need a skate park (roller blades, etc.)
- Need a movie theatre, performing arts center
- Need a bowling alley
- Need summer jobs (especially outdoor activities)
- Need a coffee shop, a place to hang out and get food
- Need stores open at times when kids could go (after 8 pm)
- Need more food places and need longer hours
- Need an old fashioned soda fountain store, possibly with internet access
- Need more school dances or a “dance club”, maybe at the rec center
- Need dance classes, maybe at the rec center
- Need a ski club, mountain bike club, fishing club
- Businesses: Rec Center (w/ swimming pool, arcade, etc.), MacKenzie River Pizza, movie theatre, fast food restaurant, coffee/soda shop, hotel/motel, skate park (give kids a skate park, they’ll stay off of business property)
- Need to improve railroad crossing, rips your tires off
- Want to keep the “small town” look and feel of the community, even with growth
- Need an “adopt the river” cleanup project
- Need to organize a community cleanup effort for around the river and the trails
- Need a brochure to show all mountain biking areas
- Need bike trails through the parks
- Need a golf course
- Need a wading pool for youth, will bring in young families
- Need rock climbing
- Need a bigger, better track, more seats
- Need a stage for plays
- Junior high will need a lot more classrooms, lockers are too small
- Need to add more books to the library, ask the students for book suggestions
- Need separation between school and public library
- Need to improve elementary library, or allow access to high school’s library during school hours
- Need community bulletin board in the grocery store, also on-line
- Need high school website