

MONTANA RURAL DEVELOPMENT PARTNERS, INC.



Rural Resource Team Report

**Polson, Montana
Lake County
September 16, 17, 18, 2002**

MT RDP Mission

As our Mission, the Montana Rural Development Partners, Inc. is committed to supporting locally conceived strategies to sustain, improve, and develop vital and prosperous rural Montana communities by encouraging communication, coordination, and collaboration among private, public and tribal groups.

THE MONTANA RURAL DEVELOPMENT PARTNERS, INC.

The Montana Rural Development Partners, Inc. is a collaborative public/private partnership that brings together six partner groups: local government, state government, federal government, tribal governments, non-profit organizations and private sector individuals and organizations.

An Executive Committee representing the six partner groups governs MT RDP, Inc. The Executive Committee as well as the Partners' membership has established the following goals for the MT RDP, Inc.:

- Assist rural communities in visioning and strategic planning
- Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues.

The Partnership seeks to assist rural Montana communities with their needs and development efforts by matching the technical and financial resources of federal, state, and local governments and the private sector with locally conceived strategies/efforts.

If you would like more information about the Montana Rural Development Partners, Inc. and how you may benefit as a member, contact:

Gene Vuckovich, Executive Director
Gloria O'Rourke, Deputy Director
Montana Rural Development Partners, Inc.
118 East Seventh Street; Suite 2A
Anaconda, Montana 59711

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<http://www.mtrdp.org>

EXECUTIVE SUMMARY

The elements are all here for Polson to have a successful future. To become a growing, vibrant community takes people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on the big jobs, it is on small ones that can be achieved quickly. The big ones come later after Polson has seen the results of the smaller efforts and sees that it can accomplish things.

There are a number of short term, accomplishable recommendations that the resource team has provided. The most important thing is to get the entire community involved in trying to find 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!

Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. There are enough tasks for everyone. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Polson's goals. It can be done! There is no problem facing Polson that cannot be solved by the people living in the community. It is your choice, your decision; you can do it. The Montana Rural Development Partners, Inc. can only help you to help yourself.

On behalf of the Polson Resource Team, we want to thank the local planners (Nancy Glueckert, Deborah Hayden, Mayor Randy Ingram), and those that provided food and lodging: KwaTuqNuk, Port Polson Inn, Rancho Deluxe, Rio Café, Stageline Pizza, 4 B's, St. Joseph Assisted Living, St. Joseph Medical Center, New Moon Café, Community Bank, Tour – Tom Greenwood, Polson City Library, Senior Citizen Center, City of Polson, Leader, KERR/KQRK and Super One Foods.

The meals and accommodations were outstanding and certainly deserve a gold star from this team! We heard over and over in the listening sessions that Polson has great people and we can certainly attest to that! Thank you very much.

We hope you will find great value in this report and remember, any team member is available for you to call to clarify or provide more information and assistance. Use these folks!

The Montana Rural Development Partners, Inc. is here to help you in any way we can.

Sincerely,

Gene Vuckovich, Executive Director
Gloria O'Rourke, Deputy Director

PROCESS FOR DEVELOPMENT OF THIS REPORT

The Montana Rural Development Partners, Inc. has provided a resource team to assist the community of Polson, Montana in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Polson.

The City of Polson requested a community assessment from the Montana Rural Development Partners, Inc. Mayor Randy Ingram, Nancy Glueckert (Polson Chamber of Commerce) and Deborah Hayden (Swiftcurrent Ventures), served as the community contacts and took the lead in agenda development, logistics 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 Polson officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed over 200 people over a three-day period from September 16 – 18, 2002. The team interviewed representatives from the following segments of the Polson community: Health Care, Law Enforcement, Agriculture, Professional Business, City Government, County Government, Tourism, Civic/Service Groups, Economic/Community Development, Retail Business, Non-Profits/Arts, Youth/Recreation/Schools, Church/Ministerial, Environment, Tribal, Media and Emergency Services. 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 Polson?
- What do you think are the major strengths and assets in Polson?
- What projects would you like to see completed in two, five, ten and twenty years in Polson?

Upon completion of the interviews, the team met to compare notes and share comments following the three days of intense study. 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 MT RDP's final report to Polson.

A preliminary oral report and a summary of group recommendations was presented to the people of Polson on September 18th and many of the citizens of Polson who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to the community of Polson. It was agreed that the Community would print copies or summaries for each person interviewed.

**ROSTER OF
POLSON RESOURCE ASSESSMENT
TEAM**

September 16, 17, 18, 2002

Polson Team Member: Larry Keown
Title: President
Agency: LDK Associates
Address: P.O. Box 7095
City/State/Zip: Sheridan, WY 82801
Ph: 307.673.4838 Fx: 307.673.4838
Email: lkeown@ldkassociates.com
Web: www.ldkassociates.com

Polson Team Member: Gloria O'Rourke
Title: Team Leader/Deputy Director
Agency: MT RDP
Address: 118 E. Seventh St.; Suite 2A
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Ph: 406.563.5259 Fx: 406.563.5476
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Web: www.mtrdp.org

Polson Team Member: Randy Hanson
Title: Regional Development Officer
Agency: DOC/RDO
Address: Box 311
City/State/Zip: Havre, MT 59501
Ph: 406.262.9579 Fx: 406.262.9581
Email: hanson@ibic4.ibic.org
Web: www.commerce.state.mt.us

Polson Team Member: Karyl Tobel
Title: Program Manager
**Agency: Montana Department of Commerce/
Commerce Loan Fund**
Address: P.O. Box 200505
City/State/Zip: Helena, MT 59620-505
Ph: 406.841.2733 Fx: 406.841.2731
Email: karyl@state.mt.us
Web: www.commerce.state.mt.us

Polson Team Member: Bob Parsley
Title: Rural Development Coordinator
Agency: USDA/RD
Address: P.O. Box 850
City/State/Zip: Bozeman, MT 59771
Ph: 406.585.2588 Fx: 406.585.2565
Email: Bob.Parsley@mt.usda.gov
Web: www.rurdev.usda.gov/mt

**ROSTER OF POLSON COMMUNITY
PLANNERS**

**Resource Team Assessment
September 16, 17, 18, 2002**

Polson Community Planner: Randy Ingram
Title: Mayor
Agency: City of Polson
Address: 106 1st Ave. E.
City/State/Zip: Polson, MT 59860
Ph: 406.883.8200 Fx:
Email:
Web:

Polson Community Planner: Deborah Hayden
Title: Managing Director
Agency: Swiftcurrent Ventures
Address: P.O. Box 354
City/State/Zip: Polson, MT 59860
Ph: 406.883.8076 (Polson) or 406.556.8386 Fx:
406.883.0072
Email: dh@swiftventure.com
Web:

Polson Community Planner: Nancy Glueckert
Title: Public Relations
Agency: KPAX-TV
Address: Home: 49 Hogan Way
City/State/Zip: Polson, MT 59860
Ph: 406.542.4437 (work) or 406.883.3788
(Polson) Fx: 406.543.7111
Email: (use fax number)
Web:

Polson Community Planner:
Title:
Agency: Polson Chamber of Commerce
Address: P.O. Box 667
City/State/Zip: Polson, MT 59860
Ph: 406.883.5969 Fx:
Email:
Web: www.polsonchamber.com

MAIN ISSUES – CATAGORIES and SUB TOPICS
SUMMARY OF LISTENING SESSIONS

Transportation

Highway 93
Provided within the city and surrounding areas

Infrastructure

Salish Point
Streets, Sidewalks, Signage
Water moratorium

Community

Youth activities
Troubled youth
Community/Wellness Center
Leadership and project/planning completion
Poverty and wealth
Cultural Diversity/lack of understanding
Volunteerism
Untapped Local Talent
Youth Center

Business

Tourism
Business survival
Recognize and support local trade – accommodate local needs
Good paying year-round jobs
Develop off season activities
Destination vs Drive Through
Downtown beautification/theme or identity

Communications

Tribal and non-tribal communication
Communication within the community
Local news coverage

Recreation

Walk way – Bike way
Public access to lake
Swimming Pool/Aquatic Center

Recreation Coordinator
Skateboard Park

Education

Parenting Education
Cultural Education
Drugs/Alcohol/Domestic Violence
Arts/History/Museums

Government

Jurisdictional issues
Growth Plan/Strategic Plans
Leadership
Jail/detention facility
Environmental/Natural Resource Protection
Tax base
Emergency Plan

Funding

Grant Writer/writing
Funding – programs, equity
Fund raising
Tax base

POLSON RESOURCE TEAM ASSESSMENT
SEPTEMBER 16-18, 2002

By: Randy Hanson / Regional Development Officer

Montana Department of Commerce

Box 311, 48 2nd Ave., rm. 211

Havre, Mt 59501

406-265-9579

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www.commerce.state.mt.us

General Observations:

Whenever visiting a new community do you start comparing it to communities in your own area? I do!

Is it surprising then that first impressions are what stay with us? Some of you heard me say that to many people in Eastern Montana, Billings is referred to as the Evil Empire partially because it claims to be in Eastern Montana when the North Dakota border is 250 miles to the east. Those in Eastern Montana consider Billings it to be in Central Montana. However, most still go to Billings to shop, attend events, connect with transportation and find jobs.

Polson at first blush is a busy – thriving community. Just look at all the beauty, the traffic and building going on. Many communities in Eastern Montana would welcome the activity. The state media continuously expound on this regions vast offering. But is it a house of cards?

In my report to you, I am going to compare Polson to a house with five Key components:

- 1 Businesses are the **Doorway** to the community as this is visitor's first contact
- 2 Infrastructure is the **Foundation** that protects businesses and residents
- 3 Poverty vs. Wealth is the **Windows** people judge by
- 4 Economic Development provides the **Structure / Framework** for growth
- 5 Funding is the **Roof** that helps weather the storms

Under each topic, I am also going to break down what I think is short, Intermediate and long term projects.

Business:

Business & Community Theme

Image – Image – Image!

Is Billings really the Evil Empire? NO. But people in rural areas around Billings have the image because they see little help or population growth in their areas compared to Billings.

The point is that your image is determined in a large part by those that travel too and visit your community.

Reading the history of Polson, I learned that before the early 1920's – most of the commerce around the Lake revolved around the PORT of POLSON. Looking the community over I would not have guessed the use of a PORT theme as anything other than a marketing tool as only signs of a **PORT** are recreational boating at the marinas.

Short term solution:

I would recommend that a conversation be started within the year with a marketing firm about doing a regional traveler survey. This survey could be combined with other surveys needed for Growth plans and Needs assessments. Keep in mind that your community of POLSON is the product you are trying to sell to the rest of the world.

DEVELOP AND TELL YOUR STORY OR YOUR COMMUNITY IS JUST ANOTHER PLAIN DOOR!

Definitions: Port = (1) a harbor
(2) a city or town with a harbor where ships can load and unload cargo
(3) Port of Entry

Marina= (1) a small harbor or boat basin providing dockage, supplies and services for small pleasure craft

Resort = (1) a place to which people go too - for rest or recreation / vacation
(2) a frequent, customary or general going, gathering together or visiting

Tourist= (1) a person who makes a tour for pleasure

Montana Marketing / Advertising Consultants

Ever wonder why some community organizations thrive while others struggle? I believe the reason in part is because those organizations realize when negative trends began; financially, with membership or with ways of doing business. In most cases, turning things around can be traced back to getting help from outside consultants. And before financial / fundraising consultants can work their "MAJIC" the goals, market research and strategic planning must be done.

This void is filled in Montana by a variety of Montana Marketing firms. Each is multi talented and depending on size --- specialize in one of the following areas: Market Research, Strategic Planning, Advertising, Promotion, financial Analysis & Projections or Marketing Workshops.

Listed here are those firms that I have worked with over the last 10 years.

Missoula, Mt 59807
406-728-4595
adscript@montana.com or www.adscript.com

Advantage One Marketing LLC
% Michael Utter, President
210 Cirque Dr.
Bozeman, Mt 59718
406-587-5779
michael@advantageone.com

Applied Communications
% Kathleen McMahon, President
2732 Evergreen
Great Falls, Mt 59406
406-452-9780
kcmahon@initco.net or www.appcom.net

Marketing Works
% Leesa Nopper, President
3175 Fieldstone
Bozeman, Mt 59715
406-539-3499
lnopper@attglobal.net

Munson Consulting
% Vicki Munson, President
8505 East Shore Route
Polson, Mt 59860
406-887-2126
vmunson@cyberport.net

Ripple Marketing LLC
% Kitch Walker, President
Box 10221, 2245 West Koch, Suite C
Bozeman, Mt 59719
406-585-8168
kitch@ripplemarketing.com or www.ripplemarketing.com

Wendt Kochman
% Carl Kochman, President
615 2nd Ave. N.
Great Falls, Mt 59401
406-454-8500
ckachman@wedntkochman.com or www.wedntkochman.com

Business Information

Information is POWER. If others know more about your industry and its trends then you do – *you need to learn more*. Not only should you participate with the Chamber and other resource providers on building a business section in the local library(s) – you should build one for your own business.

Books that resource partners [Chamber, SBDC, SCORE, Colleges and RDO's] have access to include:

- Montana Business Directory --- lists all business and organizations in Montana.
Great for leads.
- Small Business sourcebook --- lists industries, start-up information, publications
And National / State association.
- Harris Directory of Montana Businesses --- Key lists of Manufacturers and
businesses by community & SIC code.

- Upstart Publishing --- Market Planning / Business Planning.
- Crisp Publishing --- Self-study books. 200 topics in 11 subject areas.
- Encyclopedia of Associations --- List State and National Associations.
- Thomas Registry --- Lists all United States Manufacturers. Great source for parts for older equipment.
- Essential Managers Series --- Over 30 How-To management books – each about 70 pages – packed full of charts, key points and tips.

Short term solution:

Contact resource partners about building the business sections of local libraries.

Business Retailers

I would encourage local retailers that go to market - to occasionally take a guest that is interested in starting a business along to show them the ropes and mentor them about rules and regulation of the Market that usually is different then rules and regulations for a Trade Show.

Most “Markets” have members or other contacts to help with this process.

The Billings Market Association in Billings – in its 60th year – known as the largest General Market in the US since the early 1990’s is a good place to start. In 1996, a Billings Market Board member and I teamed up to put together a video series called “On the Road to Going to Market” which included a workbook with definitions, worksheets and examples of paperwork needed. This material was used in conjunction with organizing trips to the market. Over 200 businesses and manufacturers have participated and 60 % are still doing business with the Billings Market.

Short Term Solution:

Find someone with - Going to Market - experience and help them mentor current business owners and new entrepreneurs about; buying at market, store layout, merchandising, keystoneing and market niches.

Contact:	Billings Market Association	MDOC / RDO
	% Verba Valentine	% Randy Hanson
	Box 80145	Box 311
	Billings, Mt 59108-0145	Havre, Mt 59501
406-652-6132		406-262-9579

SCORE

I would encourage business and professional individuals in Polson and Lake County to check out becoming members of SCORE [Service Corps of

Retired Executives – an SBA national program] Montana has eight chapters and 200 members. The two closest chapters being Kalispell and Missoula.

If enough interest were shown, then I would suggest starting a satellite office through the Chamber.

SCORE councilors provide “free” mentoring on business issues to start-up or existing businesses using knowledge gained through personal experience. These councilors work very close with SBDC’s and Chambers on providing training on; How to really Start a Business, Financing Your Small Business, How to Chose the best Bank for Your Business and How to Incorporate Your Business.

Short Term Solution:

Anyone with experience in Business should contact a local chapter about becoming a member and / or starting a satellite chapter.

Kalispell SCORE Chapter
% Ron Hurd
Box 207
Kila, Mt 59920
406-755-8518

Missoula SCORE Chapter
% Frank D’ Angelo
804 Norman’s Lane
Missoula, Mt 59803
406-549-3594

Sirolli Institute

A similar organization starting to gain a foothold in America is called the “Sirolli Institute”. This too is a grass roots program that puts together a local coalition / board but hires a facilitator who visits with businesses and helps them find business & financial resource people that can help put a plan together.

The biggest difference between SCORE and Sirolli is that SCORE councilors are volunteers who are contacted by businesses through the Chamber and Sirolli has a paid facilitator who is introduced to businesses by a board member before counseling begins.

Currently Montana has one active Sirolli Institute in Northcentral Montana covering Teton, Toole, Pondera and Glacier Counties. The Golden Triangle Enterprise Facilitation Program “GTEFP” has taken two years to organize and is still struggling with raising \$ 300,000 for a three-year budget.

For information on GTEFP, Contact:

GTEFP
% Steve Horowitz – Facilitator
Valier, Mt 59486
406-469-2311

Business Tax Incentives

Tax incentives in Montana fall under four headings: Corporation License Tax, Natural Resource Tax, Property Tax and Gasoline & Vehicle Fuels Tax.

The only local option’s fall under Property Tax. These options include:

- New or expanding industries
- Reduced rate for remodeling of building or structures
- Exception for Business Incubators
- Industrial Parks
- Suspension, cancellation of Delinquent Taxes

For a complete breakdown, contact: Montana Department of Revenue

Customer Service Center
 Mitchell Building
 Helena, Mt 59620
 406-444-6900
www.state.mt.us/revenue

Short Term Solution:

Gather and add Tax Incentive information to business sections of local libraries. The Tribal Council, City and County should also put fact sheet together on what incentives they are willing to give and under what conditions. This should be shared with each other as well as with every Economic Development group that is interested.

Workforce Development

Montana's Workforce Development System has evolved over the last 10 years to be more cognizant of Resource Partners, each with limited staff and budget. With the signing of the Workforce Investment Act of 1999 --- States were encouraged to streamline services.

Montana's system split the State into 13 Regions and groups formed Community Management Teams (CMT's) that worked on a Business Plan that describes partners and programs that will be provided in individual regions. Each region can then apply to State Program for a \$ 25,000 grant to run any special programs developed not covered by existing programs or budgets.

In spring of 2002, the Statewide Program became JOB \ LINC and interested individuals can contact any Job service or HRDC to get sign up.

JOB \ LINC can be contacted in Polson at: Polson Job Service
 Workforce Center
 417 – B Main
 406-883-7880
www.mtjoblinc.com

Short Term Solution:

Get involved with JOB \ LINC and attend meetings. This program was set up to help business solve labor and customer problems.

Art is a Business

Every community can boast about the talented individuals living there. The problem that many of these individuals face is marketing their Arts & Crafts. Many do not know of resources available --- not even local resources.

These local resources - Art Centers, Museums and Marketing Professionals - need to continue to evaluate training opportunities that would help further develop the industry in the area. I would suggest a layered / joint venture by all interested parties.

- (1) Organize existing artist / enthusiasts
- (2) Cross promote --- display art or crafts at Museum, Museum posters at Art Gallery.
- (3) Set up series of workshops. Repeat yearly.
- (4) Internships / apprenticeships.
- (5) Work with Regional groups to foster traveling shows / displays.
- (6) Work with Montana Arts council on grant program for transferring of skills.
- (7) Work with Marketing firm / Sales Rep to promote your items.

Most of the talented individuals I know, just want to produce their Art of Craft. They do not want to develop the skill to sell it.

Short Term Solution:

Invite Steve Simonson - the Community Development Specialist from Sander County -- to be a speaker on Tourism Corridors to local Artists, Crafters, Outfitters, B&B and other Tourism providers. Steve participated - along with 65 others - in Fort Benton to begin developing a series of Northcentral Montana Tourism Trails that encourages tourists to stop at out-of-the-way places where artisans are working their crafts, stores that are showcasing regional items and recreational businesses that give the visitors a unique experience. See below!

Steve can be contacted at: Sanders County Community Dev. Corp.
% Steve Simonson, Community Dev. Spec.
Box 1326
Thompson Falls, Mt 59873
406-827-6935
simonson@ronan.net

NOTE: New Release of September, 06, 2002

Cultural Heritage Corridor Development Workshop Economic Development in Northcentral Montana

Fort Benton, Mt. Cultural Corridor Development Workshop coming to Northcentral Montana ---

Economic Development in rural Montana is taking shape in the form of cultural corridors in Northcentral Montana's Golden Triangle area. The community of Fort Benton recently received a Professional Development grant from the Montana Arts Council (MAC) to host a workshop featuring Becky Anderson, Executive director of Handmade in America. The workshop, scheduled for October, 9-10, 2002, in Fort Benton, builds upon other cultural tourism work in which Travel Montana, the Montana Arts Council and the state's six tourism regions, and have been involved in bringing the arts and culture into the economic development arena in

Montana. The Fort Benton River and Plains society received the MAC grant on behalf of communities throughout Northcentral Montana that are aggressively working on stimulating economic development through marketing alliances along trails, loops and corridors. Residents of Northcentral Montana see the potential of bringing visitors here to enjoy the history and the contemporary offerings of the region, while at the same time respecting the environment and each community's desires for growth and development.

Becky Anderson, Executive Director of Handmade in America, brings to Montana one of the nation's finest examples of community and economic development through a system of "trails" that celebrates the artistic quality and value of handmade objects. This will be Anderson's third trip to Montana, each time renewing the message of "working with the assets you have available in your area" to create new economies, built upon the knowledge and creativity of the people already in your community. Anderson is a nationally acclaimed expert in developing rural economies through the process of partnering people together along "trails" in order to maximize opportunities for increased revenue throughout an entire area. These offerings include artistic creations through local sales venues, special events, unique cultural experiences for weekend getaways, and local interpretation of history and heritage. With twenty-two years experience in community and economic development, and as a former industrial recruiter for Asheville, NC, her expertise and experience run deep. Her passion is small town, rural development. She relates to the issues and opportunities of changing economies here in Montana. Her message of confidence in revitalizing rural America resonates with Montanans who cherish their home state, their way of life and the prospects of a vibrant future here. The two-day workshop will serve as a springboard to plan how the corridor, or a system of corridors, can develop in a network throughout Northcentral Montana. The goal is to increase the "critical mass" for marketing the region as a great place to experience the people, places and products of this area. Groups in Cut Bank, Havre, Great Falls / Rural Cascade County, Virgelle and Big Sandy have started spreading the word to the arts, cultural and heritage communities as well as the hospitality industry, about the opportunities to network and be a part of this corridor development. The partners in the corridor development include; Glacier Action and Involvement Now (GAIN), the Havre Chamber of Commerce, the High Plains Heritage Center in Great Falls, and community members throughout the region. The Fort Benton River and Plains society, the Fort Benton Community Improvement Association, the Fort Benton Chamber of Commerce, Chouteau County Extension Office and the Montana Partners Foundation are partnering in this project. MSU Extension, other regional economic development agencies and land management agencies will also be invited to become partners for the workshop and ongoing corridor development projects identified at the workshop.

Cultural tourism is gaining momentum throughout the state. MAC and Travel Montana have helped underwrite two cultural tourism workshops sponsored by the Missoula Cultural Council. Several cultural heritage partners across the state, including museums and arts venues, partnered in bringing Anderson to the Governor's Conference on tourism in 2001, where she conducted a pre-conference seminar on cultural tourism. At the Share Your Heritage National Pilot Workshop, in Missoula last March, Anderson was one of the national faculty. Folks who attended the other workshops were anxious to bring Anderson's message and model to Northcentral Montana.

In Fort Benton, host town for the workshop, the arts, culture and heritage are inseparable from the landscape, the town's historic revitalization and its hopes for the future. This inland Port on the Missouri River continues to provide a beautiful backdrop for commerce on the river -- now more in the form of recreational adventure than wilderness outpost--- as well as being the catalyst for artistic expression along the restored levee in the downtown area. Fort Benton was

on of the first communities in Northcentral Montana to enlist the arts and cultural interests as partners in heritage restoration.

The workshop is both educational and celebratory --- including seminars and experiential, interactive involvement --- learning to create corridors while enjoying the tales and commemorating the songs, heritage and lifestyles of generations past and seeing Montana's contemporary artisan's wares. With the Lewis and Clark Bicentennial commemoration already on the horizon, there will be tremendous opportunity to infuse Montana's tourism offerings with presentations that both entertain and inform about our past, present and future. There will be an opportunity for artists and artisans to share their goods in an exhibit area that provides and opportunity for cross-marketing Montana artwork and products to people from other areas of the state.

For more information on sponsoring a Cultural Heritage Corridor workshop in your area, contact:

Travel Montana
% Victor Bjornberg
301 S. Park
Helena, Mt 59620
406-841-2795

Montana Arts Council
% Arlynn Fishbaugh
316 North Park Ave, rm 252
Helena, Mt 59620
406-444-6430

The Media as a Business

Most communities feel that they have a problem with the Media about getting coverage. The reality is that local media doesn't stay in business long unless they meet the needs of the public. However, the Media is not a mind reader --- if you want something covered, you have to put forth some effort to notify and inform them about what you are doing. Don't expect everything you do to be perceived as a news release.

Short Term Solution:

Put together a MEDIA RELATIONS workbook for your area. This needs to be a team approach with representation from; Tribal Government, City & County Government, Chamber of Commerce, Media, Economic Development and the general public.

This workbook would be the combination of policies from each group plus additions from other sources that are appropriate. Vivian Manuel (the PR person in the Department of Commerce) has put together a workbook for Commerce's staff that covers:

- [1] Overview
- [2] Contacting the Media
- [3] Calls from the Media
- [4] Types of Media
- [5] News conferences
- [6] Interviews
- [7] Ten commandments for Good Press
- [8] Press Law
- [9] Articles and samples.

Contact Eric Hanson your Regional Development Officer (RDO) to look at a copy. Eric can be reached at:

MDOC / RDO
% Eric Hanson
2 Main St, Suite 202
Kalispell, Mt 59901
406-257-2259
erjhanson@centuurytel.net

Leadership in Business and Organizations

Leadership means many different things depending on age and program. Hence, defining & teaching Leadership will be your first challenge.

Where to Start: Well, I'm sorry we did not have a chance to talk with any teens as I would have liked to have asked about "FFA, FHA, 4-H and Student Government". If your community of Polson has all of these --- "GREAT" if not --- I would suggest checking out getting them started as each have programs on teaching Leadership.

In the 1970's - MSU-Bozeman Extension managed a Leadership program called "KEEP" Kellogg Extension Education Project. Over 2,000 people statewide participated in this training including several from Polson. When this program ended, a group of participants formed "MLDA" the Montana Leadership Development Association in 1977.

Those participants in KEEP from the Polson area were: Polly Walker, Cindy Willis, Glennadine Ferrell, Mariyn Gardipe, Corrine Cramer, Phyllis Hocker, Bernadine Lake, Mark Kraft, Rose Magnuson, Phyllis W. Mortgeau, Darrell Papin, Hazel & Bill Pederson, Josephine & Mathew Steele, Gary Sloan, Christine & Odin Strom and Maureen Theiler.

Individual communities have also set up Leadership training through their Chambers to address local issues. Contact the Chambers in Missoula, Great Falls and Billings to learn more about their programs.

Short term Solutions:

Set up a steering committee that puts together a community leadership-training program for your community that would be open to anyone within driving distance.

MLDA can be contacted at:

MLDA
% Henry Nagamori, President
Box 146
Loma, Mt 59460
406-622-5356

MLDA
% Gloria Gregg, Executive Secretary
250 Reid Hall, MSU-Bozeman
Bozeman, Mt 59717

Business Boards

It would be unfair in talking about Doorways into communities without talking about the Door's Hardware. What is this Hardware? It is the doorknobs and hinges or in other words --- the Organizations and their Boards.

Being either For-Profit or Non-Profit does not matter when it comes to Boards. The Boards are responsible to members and the community as a whole. They set policy and oversee the Manager / Executive Director.

Knowledge about makeup and duties of a board are mostly learned on the job or from attending annual meetings. Over time this knowledge gets watered down. Many organizations have tried retreats and self-study to improve the situation. These organizations have even sent members to workshops outside of the area in order to improve the inner workings of the organization. I would suggest bringing this kind of training to the Community so that a larger group of local talent could gain knowledge.

The Montana Cooperative Development Center in Havre has purchased and makes available a Wisconsin University program called ***The LEADing Board***. This training is broken into five modules:

Module [1] "The Cooperative: A Special Kind of Business"

- (1) a breakdown of different kinds of Boards other than Co-ops
- (2) who members are
- (3) how board organized
- (4) articles of incorporation & bylaws
- (5) director's responsibilities and directors opportunities.

At your next Board meeting --- ask if anyone can answer any of these items for their organization.

Module [2] "What Do Directors Do?" lays out the duties and responsibilities for directors.

- (1) three basic duties of CARE, LOYALTY and OBEDIENCE
- (2) authority & Accountability
- (3) linkage to members
- (4) making Policy
- (5) being sure the Work gets done
- (6) planning for the Future.

Never heard of these? There's more.

Module [3] "The Big Picture" is about providing Leadership to the organization

- (1) the Work of the Board - such as speaking with one voice, results policies and boundary policies

- (2) policies to Describe the Boards Work – such as Board / Management relations
- (3) policy making tool (nesting bowls system)
- (4) monitoring
- (5) when an Issue Arises
- (6) suggestions for implementing comprehensive Board Policies.

Module [4] “Directing Management for Desired Results”

- (1) separating responsibilities of Board and Management
- (2) sets up a Unique Working Environment
- (3) uses policies to clarify the Board’s relations with management
- (4) clarifies staff relationships
- (5) establishes who controls what
- (6) sets process for making decisions
- (7) nested bowl (from general to specific policies)
- (8) checking without meddling.

Module [5] “Getting control Over the Present”

- (1) a preliminary financial checkup
- (2) directors & finances
- (3) where does the money come from?
- (4) protecting capital: a board responsibility
- (5) where does the money go?
- (6) financial planning
- (7) other financial policies
- (8) critical financial responsibilities

Short Term Solution:

If any of these topics caught your attention, then you need to contact the Cooperative Development Center in Havre and set up a training.

Contact: Montana Cooperative Development Center
 % Ty Duncan, Director
 Box 7751
 Havre, Mt 59501
 406-265-3771
mcdc@msun.edu

Town Square

Communities all across America are rediscovering “Town Squares” where major events can be focused. In many cases the Square becomes a focal point of Pride for a Downtown Revitalization. A local **THEME** is usually incorporated into Town Squares.

Over the last two years – members of Havre’s Chamber of Commerce have approached a local Well Fargo Bank about developing a green area on a parking lot they owned adjacent to

Highway (2) in the downtown area. With the help of the Wells Fargo Bank and many fundraising sponsored events – this group of individuals, transformed half of the (7) lots into a park while improving the parking on the other half. In essence – no parking was lost. This \$ 300,000 project took (2) years of fundraising and volunteerism.

For more information, contact:

Havre Chamber of Commerce
% Debbie Vandenberg, General Manager
Box 308
Havre, Mt 59501
406-265-4383

Medium Term Solution:

I would suggest incorporating a Town Square in the downtown area. This could be associated with a Shoreline Walkway or New Community Center on Salish Point.

Salish Point

I was glad to see that the effort continues to promote this *Major Focal Point* of your community. However, I would not have known what the area was called without someone bringing it to my attention. (Considering that I am a Tourist). On closer review, I found little if any signage along the Highway that would draw my attention or get me to stop and take a look.

What a story this could be if the correct Signage and Facilities were available. A local THEME could be incorporated and numerous modes of travel could all lead to this location.

Medium Term Solution:

In my minds Eye – I see: A Community Center housing an information desk, classrooms, conference rooms, historic center, resource office's, a town square, observation deck, ample parking and limited boat docks for tours and water taxi's. Because of its size, this community center would need to be a joint effort by the confederated Salish & Kootenai Tribes, the City of Polson, Polson Chamber of Commerce, Salish Kootenai College and Polson Community Development Organizations.

Common areas such as classrooms and conference rooms would be available to everyone on a first come basis. This could be a Focal Point for Tourist to meet the: Downtown Businesses, Resort & Marina Businesses on Flathead Lake and most importantly learn about the History and Direction of the Salish Kootenai Nations by trained resource people and tour guides.

I would also suggest that office space be provided to the: Salish Kootenai College / TBIC outreach, Chamber of Commerce, Polson Community Development and Day office space for visiting resource people from the Salish Kootenai Nation, State & Federal agencies.

A "THEME" could easily be incorporated into the design & function of the building. From this Focal Point the story of Flathead Lake and the People who live here can be told. Community Education classes jointly sponsored by Salish Kootenai College the Chamber and

the School System would insure that local residents have equal opportunity to enjoy the facility and maybe someday become the resource person or guide that tells to world about your vast wonders.

Key to this plan will be the joint effort and getting options on blocks 1,2 and 3 of Polson's original township for future development. If you feel that this concept has some merit, then I would further suggest forming a Sister City relationship with a similar community that has already gone through the process and which you would like to use as a model.

Shopping Options

Almost all rural downtown's of the United States are having economic difficulty. What can I do to change the cycle you ask?

First ask yourself if you are still doing business as you were 5 or 10 years ago?

If the answer is YES, then you need help in breaking the cycle. I would suggest several things:

- [1] Work with the Chamber of Commerce to bring in speakers on Marketing and Merchandising who can coach you about minor thing that make a big difference.
- [2] Attend workshops when you go to Market.
- [3] Research and Read about your industry and changes being made.
- [4] Join industry association and find a mentor.

Medium Term Solution:

A sample of a Speaker / Workshop.

If the problem is not enough sales to cover expenses, then the solution must be to increase Sales. Right? But How!

If you were to bring " JUNGLE BOB SMITH" of Jungle Marketing to Polson – you would learn about:

- Developing your Unique Selling Proposition [USP]
- Your Magic Story
- Host Beneficiary Marketing
- Back End Marketing
- Active Referral systems
- Customer Service as a Marketing function
- Writing Advertising
- The three ways to Grow Your Business.

Three ways! What are they?

of clients X # of purchases per year X Average Sale = Gross

Consider increasing the numbers in one or more of the categories and see how that effects Gross Revenue.

Jungle BOB can be contacted at:

Jungle Marketing, Inc
% Robert C. Smith, President
916 N. Weber St
Colorado Springs, Co 80903
719-633-2913

These are some of the major Doorways to any community. What kind of condition are yours in?

Infrastructure:

Capital Improvement Plans

Capital Improvement Plan's are necessary & Key for Governing entities to be competitive in acquiring loans & grants for major projects using State and Federal programs. The plans need to be constantly reviewed and updated, show exceptional community / resident participation and have longevity.

Equally important is any kind of plan needed to satisfy specifics of all State and Federal programs that are competitively ranked. In all cases the need may be great but unless you can document the process and results they are just words on paper.

Samples publications available from the Montana Department of Commerce:

- Montana's Annexation & Planning Statutes --- 13th addition, Sept 1999
- Montana's Subdivision & Surveying Laws & Regulations --- 18th addition, Mar 2000
- Montana's Growth Policy Resource Book --- June 2000
- Montana Capital Improvement Plans
- CDBG Guidelines
 - 2002-2003 – Public Facilities Projects
 - 2002-2003 – Housing Projects
 - 2002-2003 – Economic Development Projects
- Building it Right – A public facilities construction administration manual --- Nov 2000

- County Bridge & Road Capital Improvement Planning and Financing manual --- Jan 2001
- Montana Consolidated Plan / Annual Action Plan --- April 2002 – March 2003
- Montana HOME investment Partnership Program (HOME) application guidelines
- Energy conservation & Housing Rehabilitation under the HOME program
- Income Opportunities in Special forest Products

Short Term Solution:

Have someone go online at www.commerce.state.mt.us to request materials that then would be placed in the Public library, Tribal, City and County offices. Better yet, have someone attend one of the two workshops that Commerce sponsors each year to update skills of interested individuals or communities.

Tax Increment Finance Districts

The Tax Increment Finance District [TIFD] idea gained a toehold in Montana in the 1980's under the guidance of Larry Gallagher who now works for HUD.

TIFD's are used in conjunction with an Urban renewal project where improvement results in increased taxes being generated. For example, When the Grand Union Hotel in Fort Benton was purchased and remodeled – the City of Fort Benton set up a two by eight block renewal district. The \$ 1.3 million remodeling project created over \$ 12,000 of additional taxes per year. These additional taxes do not go to the general funds of the City, County or School District for a period of ten years --- instead they went into a managed fund for the District and are being used as \$ 3,000 - 0% - 3 year loans through the City for other businesses & property owners in renewal district to repair sidewalks, storefronts and some infrastructure. The managed fund becomes revolving as loans are paid back.

At the end of the ten years, Fort Benton renewal district will be dissolved and all taxes will revert back to the various general funds. However, any funds in the TIFD District will revolve for future projects.

Montana law on TIFD's is found in the code books under (1) Local Government, Section 7-12-1101 titled; “ Business Improvement Districts” (2) Section 7-12-2101 titled: “ Rural Improvement Districts”.

Short Term Solution:

The City of Polson should gather information on TIFD's and proceed with process whenever a major development is planned such as near the railroad property in the center of Polson.

For more information on Fort Benton TIFD, contact:

City of Fort Benton
% Rick D. Morris, Mayor
1204 Front Street, Box 8
Fort Benton, Mt 59442

If you are interested in a workshop on TIFD's, contact:

HUD
% Larry Gallagher, Operations Specialist
7th West Sixth Ave
Helena, Mt 59601
406-447-1480
lawrence_gallagher@hud.gov

Missoula Area EDC
% Dick King, President / CEO
1121 East Broadway, Suite 100
Missoula, Mt 59802
406-728-3337
dking@maedc.org

Transportation

Transportation issues continually change as the needs of the general public changes. One must first understand the problems and challenges before coming up with options to choose between. Because of this, it is common for projects to take 7 – 10 years. The Key is for the public and businesses to get involved in early stages and keep involved (show up to meetings and hearings) throughout the project.

I highly recommend interested individuals, businesses, organizations and local government form a steering committee to put together a - white paper – that identifies priorities [just like a Capital Improvement Plan would] and that through meetings or hearings is something that the community can get behind.

Example: Lewistown has been notified that BNSF Railroad is starting the abandonment process for service because of low use. However, Lewistown residents feel that losing the railroad will be a fatal blow to the community.

Short Term Solution:

The steering committee should contact the Montana Department of Transportation about Highway, Rail and Air travel plans for the future. At the same time you should ask for resource information such as:

- Resource information handbook
- Transportation Stakeholder survey
- 2001 and future annual reports
- Statewide Transportation Improvement Program [STIP] booklet
- Performance Programming Process brochure

- Building a Good Road takes Time / an overview of Road Design & Construction in Montana

Using this and other local information, the steering committee should take a proactive approach to developing all forms of transportation in and near Polson and Lake County. Take the initiative and hold public meeting to gather impute for whatever strategies you decide to pursue.

You can contact the Montana Department of Transportation at www.mdt.state.mt.us or call the District office in Missoula at 406-523-5802.

Land-Use Issues

Responding to Growth ~ Building consensus on Land-Use Issues. Montana Consensus Council, 1999.

Introduction: Montanans own a strong sense of place. Our lives are shaped by wide horizons and the natural contours of draws, ridgelines, buttes and riverbanks. Many of us earn our livelihoods directly from the land and the resources it provides. The landscape envelops our homes, our cities, and even our ambitions.

Increasingly, professionals, retirees, and others are drawn to Montana's landscape and to a way of life many find diminished outside our borders. Our economy is diversifying from a base of agriculture, timber and mining to include finance, tourism, services and high-tech industries. These changes bring about new challenges related to land use and how citizens, officials and communities respond to growth.

In some communities, planners and developers have found it difficult to propose projects, take actions, or respond to growth-related issues without sparking protest from one interest group or another. Debates over open space, subdivision growth, public access, and other land-use issues flare up repeatedly. Few are settled with much permanence, leaving landowners, developers, officials, and other citizens frustrated by the public decision-making process and its outcomes.

Faced with a storm of conflicting interests and competition for available land, people throughout Montana are increasingly interested in fair, effective, and efficient ways to resolve land-use disputes. This handbook describes such an approach, known as *Consensus Building*, and offers step-by-step guidelines for applying it to land-use issues.

A number of communities in Montana and throughout North America have used consensus-building processes to develop effective land-use policy and plans, and to resolve specific land-use disputes. The case studies in this book provide important lessons in how consensus building works, when it is appropriate, and what its limitations are.

A recent study sponsored by the Lincoln Institute of Land Policy examined 100 mediated land-use disputes around the country (including 15 in the Rocky Mountain region). Disputes covered a range of concerns, from natural resources management and comprehensive planning to environmental cleanup and development and growth. Two-thirds of these disputes were settled -- a final agreement was reached. Researchers interviewed more than 400 county and city

officials, local residents, and others involved in the disputes. Preliminary results show that 299 (74 percent) of the 403 respondents were “favorable” of “ very favorable” toward the mediation process. Fifty-eight percent said the mediator was “ crucial” to reaching agreement. Only 4 percent said the mediator was “not important”.

This handbook was written to help people respond to land-use issues. But the concepts, strategies, and principles apply equally well to other types of issues, such as watershed management and negotiated rulemaking. For more information, please contact the Montana Consensus Council.

The Montana Consensus Council
State Capitol
Helena, Mt 59620-0801
406-444-2075

Short Term Solution:

Someone from a joint government task force should contact Montana Consensus Council and ask for several copies of the booklet so that anyone interested can have their own copy. Local governments and private non-profit organizations are increasingly using the “Consensus Building” process.

Public Hearing Procedures

When communities submit applications to either State or Federal agencies one of the requirements that needs improvement is the Public Hearing Process. Not following a recognized format can and does cause projects to be ranked lower. Here is a recognized format:

Public Hearing Procedures

- [1] Chairman announces opening of hearing, explains purpose of hearing, announces that the hearing will be taped / recorded and that each respondent should clearly state his or her name.
- [2] Secretary reads notice of hearing as published in local newspaper.
- [3] Chairman orders notice placed in record.
- [4] Reading of technical reports or comments pertaining to the subject or purpose of the hearing.
- [5] Reading of any letters received regarding the subject.
- [6] Chairman gives floor to those persons in attendance who wish to comment or ask questions, first to proponents of the issue then to opponents of the issue.
- [7] Chairman moderates discussion arising from comments or questions from those in attendance --- both proponents and opponents.

[8] Chairman closes hearing.

Sister City Program

The State of Montana and cities across the state have entered into a number of formal and informal international relationships. Sister city / state relations are primarily diplomatic and “people to people”. The general consensus is that such relations promote a greater international understanding on the local level and that most business relations, whether they be domestic or international, are achieved through personal contacts.

The State of Montana’s official relations signed by the governor include:

- * Kumamoto Prefecture, Japan – (1982)
- * Taiwan Province, Republic of China on Taiwan – (1985)
- * Guangxi Zhang Autonomous Region, People’s Republic of China - (1999)

The State of Montana’s relations formed outside of state government include:

- * Patagonia region (Argentina/Chile) – Formed through Partners of the America’s
- * Republic of Krgystan – Formed under NATO/Department of Defense initiative

Montana city relations include:

- | | | |
|----------------------------------|---|---------------------|
| * Turrialba, Costa Rica | - | Bozeman |
| * Sharya, Russia | - | Great Falls |
| * Neckargemung, Germany | - | Missoula |
| * Date City, Japan | - | Missoula |
| * Palmerston North, New Zealand | - | Missoula |
| * Naganohara, Japan | - | Livingston |
| * Panjin, China | - | Billings |
| * Altensteig, Germany | - | Butte |
| * Takamori, Japan | - | Kalispell |
| * Maple Creek, SK | - | Fort Benton & Havre |
| * Hanna, AB | - | Conrad |
| * Turner, AB | - | Cut Bank |
| * Kemerouo & Krhsnyarsk, Siberia | - | Billings |

Each “Sister City” enjoys many things in common. Demographics, population base, agriculture, trade items or heritage. Because of this, each faces many of the same problems and challenges.

Short Term Solution:

With so many well-traveled residents living in Polson, I would suggest that the Mayor convene an open forum and take suggestions for setting up a Sister City program. Those communities outside of Montana should be similar to Polson in population, proximity to water and recreation, maybe a Port City.

For more information on setting up a “Sister City” program, contact:

Montana Department of Commerce
Trade & International Relations
% Mark Bisom
301 S. Park, Box 200501
Helena, Mt 59620
406-841-2748
www.commerce.state.mt.us

Is your Foundation strong or just under construction?

Poverty vs. Wealth:

Poverty vs Wealth

Are there any difference between Poverty and Wealth other than Income? Most people don't think so, but a new book by Dr. Ruby Payne called "The Framework for Understanding Poverty" is changing minds.

So much so that - schools, family services and law enforcement - agencies all across America are rethinking how they deal with people. Basically a different set of Rules applies and are followed depending upon if you were raised in Poverty, Middle Class or in Wealth.

Before you can solve the Problem of "Poverty", you need to read Ruby's Book. The Polson school system has copies that they are studying and can help you acquire a copy or you could go to www.ahaprocess.com and purchase your own copy.

Still want more?

Then you need to be aware of a project in Northcentral Montana being funded by the Northwest Area Foundation Ventures program out of Minneapolis, MN that will result in a Strategic Plan to overcome Poverty. The Strategic Plan is scheduled to be completed in September of 2003 and will outline programs and funding needs into the future.

You can follow the process by checking out www.montanacv.org.

Northwest Job Gap Study

In 2001, the Northwest Area Foundation partially funded a study on Jobs in the states of; Montana, Idaho, Oregon and Washington. This study was called:

Northwest Job Gap Study. Searching for Work that Pays, 2001

Questions researched were:

- What is a living wage?
- Are we creating enough jobs that pay a living wage?
- Which industries provide living wage job opportunities?
- Which occupations provide living wage job opportunities?
- How are different demographic groups faring in getting and keeping living wage jobs?
- In there an education gap in addition to the job gap?
- What are some policy options for closing the gap?

This study talks about conditions in the 1990's and projects the needs forward to 2006.

The partners in putting this study together are listed in the report, which can be obtained by contacting:

Northwest Federation of Community Organization
1905 South Jackson Street
Seattle, WA 98144
206-568-5400
nwfco@seanet.com
www.seanet.com

Northwest Policy Center
University of Washington
Evans School of Public Affairs
Box 353060
Seattle, WA 98195-3060
206-543-7900
npcbox@u.washington.edu
www.depts.washington.edu/npc

Short Term Solution:

Sense low wages was brought up numerous times in listening sessions, I would suggest that copies of report be acquired and an existing committee / group study and incorporate suggestions into the community "CEDS" documents.

The Department of Commerce is committed to increasing wages for workers. The best way to do this is to raise everyone living standards by expanding current businesses which can only be done if a market can be found for their product or service. The same can be said for a community because it to is a product that needs marketing.

Youth

Even though we heard at the listening sessions that the community would like to get the kids off the streets, that parents are busy working more then one job causing kids to complain that there is nothing to do --- We did not talk to any teens to verify the complaints. However, this is typical of the majority of communities throughout the Northwestern States.

I would argue that there is plenty to do but a lack of funds or support groups. Hence, kids peer groups become their support group. When I was a teen, we hung out or dragged main whenever we were not involved in anything else. Once we found jobs this ended.

For those teens not interested in sports or other extracurricular activities --- maybe a challenge will work. Several things come to mind.

[1] The Extension Service in Cascade County instigated the “YEAH” program in late 1990’s. (YEAH stands for “Youth Entrepreneurial Annual Happening”) this program encouraged Junior & Senior High School students to start and operate businesses after school and sell products or services to other students, parents and the general public. All the projects have been group efforts. [Peer support]

Then in February of each year --- all the projects came together in Great Falls for 2 days at the Civic Center for a Youth Business Conference and competition between these businesses.

Each student business submits a business plan the first day for review by 3 judges. The second day --- each business has an opportunity to give a marketing presentation on the business that is also judged. Combined scores are used to pick the winner or the prizes. The competition is keen and top winners receive CASH and prizes.

For more information, contact:

Cascade County Extension Service
% Wendy Wedum, Extension Agent / Community Development
1807 3rd Street NW
Great Falls, Mt 59404
406-454-6980

[2] In the late 1980’s / early 1990’s --- Sidney High School business teachers tried an entrepreneurial experiment. Together with Sharon Rau at the Chamber of Commerce, they helped individual students set up after school businesses that operated on the school campus from 3:30pm to 5pm five days a week. The student was responsible to set up business as if it was being set up in a business district. They researched need, put plan together, acquired funding, purchased supplies, purchased / leased furniture & fixtures and leased space to operate out of. The students then ran the business on a set schedule and were responsible for all expenses and kept all profits.

Two caveats (as I remember):

- (a) The School and Local businesses put up cash and managed a Revolving Loan Fund [RLF] for students to borrow from.
- (b) When student graduated, they had several options
 - 1 Sell business to another student returning the next year.
 - 2 Have a going out of business sale.
 - 3 Take business with them and open a location downtown.

Through this process, students learn about what it takes to run a business and also built self-esteem.

For more information, contact:

Sidney Area Chamber of Commerce & Agriculture
% Sharon Rau, General Manager
909 – South Central
Sidney, Mt 59270
406-482-1916

[3] Many times kids in stressed situations at home become caretakers and are looking for opportunities. One such option might be paid internships for various organizations, agencies or businesses.

[4] I understand that a relationship has already been started between the Montana contractors Association, Schools and (RC&D's) Resource Conservation & Development Associations on exposing teens to various Construction careers. Reports indicate that teen's like operating the equipment and working with their hands. All construction industries in Montana are facing a shortage of workers in the next 10 years as average age varies between 54 and 60 depending on the industry.

Larry Robertson – the Coordinator of the Northcentral Montana RC&D has been instrumental in forming the alliances. Contact Larry at:

Northcentral RC&D
% Larry Robertson, coordinator
1125 Oilfield Ave
Shelby, Mt 59474
406-434-9161

[5] Oh, YES! Youth Center's! The premier organization is Boys & Girls Club of America [www.bgca.org]. However, each community needs to key in on needs within their community versus providing every program.

One example is the Help committee in Havre, which has a long-standing history of getting kids to be smoke, drug and alcohol free. Within the last year, the Havre School district closed one of its Junior High Schools. Help approached them about turning it into a Youth Center. The school system bought into the idea. Robyn Morris, the Help Director and Champion of Kids, and her staff begin researching options. They got the community involved financially as well as volunteering time and resources. Within months they were open and had @ 200 teens signed up.

Robyn would be happy to visit with a group of you if you would call and set up a conference call. Contact Robyn at:

Havre Help Committee
% Robyn Morris, Director
500 1st Ave
Havre, Mt 59501
406-265-6206

No matter what group you come from, you need opportunities and a support group. Rules can and do change. Be ready and willing to change also.

What Window do you want people looking into?

Economic Development:

Similarities between Baseball and Economic Development

- [1] It's competitive: it's team vs. team, location vs. location.
- [2] If you don't understand how the game is played, you won't win.
- [3] A well-balanced team with players of all talents is a must.
- [4] Spectators and owners expect results.
- [5] No matter how much talent the players have, they cannot win without quality coaching.
- [6] Having the right equipment is vital.
- [7] Sometimes you have to pass on the batter and walk.
- [8] An error can cost the game.
- [9] Even the best teams' practice.
- [10] Beer, hotdogs, bat day, free stuff (incentives) are integral to the game.
- [11] Make more outs than hits.
- [12] At times, it requires a sacrifice.
- [13] Wins are produced by base hits, not just homeruns.
- [14] Have a plan for the season and a game plan.
- [15] If you don't play, you can't win.
- [16] It's not over until it's over.

One Economic Development Group

It is not unusual for more than one Economic Development group to exist within a Community or Region. The mission and goals of each may only cross occasionally. No one should expect one person or agency to be able to do it all. However, each should be aware and work with the others.

Do you recognize any on this list?

- Chambers of Commerce
- Citizens / Coalitions for Progress
- Business Improvement Districts (BID)
- Port Authority
- Local Development Corporation (both profit and non-profit)
- Marketing Cooperative
- Regional Development Corporation (both profit and non-profit)
- Grant Consultant
- Colleges and University programs
- Utilities
- Tribal Business Committee
- City
- County

- Water and Sewer Districts
- Sirolli Institute

The Key to a successful community is where all existing groups talk to and work together. Some are one-item groups [joint effort to start a particular business by raising equity capital]. Others are general in nature. However, all fall into one of three kinds of Development.

- | | | | |
|-----|------------------------------|---|---|
| (1) | Community Development | - | Infrastructure, social issues, quality of life. |
| (2) | Industrial Development | - | Retaining / Recruiting larger companies with many employees. |
| (3) | General Economic Development | - | The group that helps as resource provider and puts together CED's, Needs Assessments, Surveys in order to apply for Grants. This group also specializes in managing (RLF's) Revolving Loan Funds. |

The Question each group is asked every day is: "What have you done for me today?"

Short Term Solution:

Get all the groups together and develop a fact sheet about themselves that each can pass out to interested individuals and businesses interested in expanding into the community.

New EDA Districts

New EDA Districts being formed are advised to put together information on three separate issues; Designation, Planning funding and Funding of RLF's.

- [1] Newly Planned Districts need to submit the designation materials to:
- US DOC / EDA
 - % John Rogers
 - Box 578, 301 S. Park
 - Helena, Mt 59626
 - 406-449-5380

John then reviews materials --- including CED's --- and forwards them to Denver for additional review.

- [2] There is a movement on by various groups to encourage Congress to provide money in EDA's budget that would allow EDA to fund new Districts. That is another issue entirely and one that EDA has little or no control over. Currently there is no money to fund new Districts – nor is there new money proposed in the FY 2001 budget. New funding will require efforts to increase EDA planning funds for FY 2002.
- [3] EDA has a limited amount of RLF funds each year --- EDA generally adds one new grantee per year in Montana on average --- no guarantee of that, though.
- [4] RLF grantees need to demonstrate administrative capacity; many grantees have staff in place to administer RLF's as they become very complicated for volunteers to administer.

Economic Development Ideas ***How to Get Started***

Billings Market:

An association of Wholesale Sales Reps. Meets in Billings four (4) times a year. This is the largest General Market in the U.S; Many retailers from an eight-state area attend this market. The Billings Market is only open to retail Businesses, Manufacturers and Guests of the Market. For information call Verba Valentine at 406-652-6132.

Brownfields:

Brownfields are: abandoned, idled or under-used industrial and commercial sites where expansion or redevelopment is complicated by real or perceived environmental contamination.

For information check out: www.epa.gov/brownfields
www.hud.gov
www.mtrdp.org/brownfields

Certified Cities:

A Montana Department of Commerce / Montana Rural Development Partners joint venture where communities that are certified are provided Business leads that come through the State of Montana. Andy Poole in the Montana Department of Commerce manages this program. Andy can be reached at 406-841-2707.

The Recruitment officer in the Governors Office of Economic Development is Quinn Ness. Quinn can be contacted at 305-444-7065.

Financing options:

Banks, SBA, USDA-Rural Development, Micro-Business Financing, Development Corporations, MCFC, Venture Capital, Joint Ventures and Stock options.

Grants:

USDA-Rural Development, Banks, foundations, Corporations, HUD-CDBG, MDOC/CTAP, Trusts, Montana Community Foundation, Montana Arts Council, US West & SBIR.

MEDA:

Montana Economic Development Association (MEDA) is an Association of Economic professionals from across Montana who cosponsor economic training to anyone interested in Economic Development. This organization has members from all the major Development organizations across Montana as well as Individuals from Chambers, Colleges / Universities, Corporations, State & Federal Government and Businesses. For more information contact: Gene Vuckovich at 406-563-5259.

Resources:

SBDC	(Small Business Development Centers)	406-841-2759
TBIC	(Tribal Business Information Centers)	Tribal College
SCORE	(Service Corps of Retired Executives)	406-441-1080
MBDC	(Micro-Business Development Centers)	406-841-2751
RDO	(Regional Development Officer)	406-841-2730
Chambers		
Libraries		
Tribal Colleges		
Universities		
Development Corporations		
Rocky Mountain Trade Corridor		
Job Service		
AFL-CIO --- Project Challenge / Work Again project		
EDA		
EPA		
HUD		
RC&D		
HRDC		

Resource Books, Etc:

Montana Agricultural Buyers Directory
Montana Business Directory
Made in Montana online Directory
Starting a Co-op
Upstart publishing books
Crisp publishing books
Encyclopedia of Associations
Small Business Sourcebook
Thomas Registry
INC publishing
Entrepreneur Magazine / Start up Guides

Training Opportunities:

NxLevel – Business Plan writing. This is a twelve sessions training course.

Marketplace in North Cakota held the first Thursday in January. Resource directory given to each participant. Contact Marilyn Kipp at 701-633-0510.

Opportunity conference's / Government Contracting. Contact Maureen Jewell at Big Sky Economic Development Authority in Billings at 406-256-6871.

Getting down to Business Workshops sponsored by MSU-Extension.

Made in Montana Trade Show in Great Falls in March.

Northwest Economic Development Games held in State of Washington. MEDA is a sponsor and information is available through Gloria O'Rourke at 406-563-5259.

Grant Writers

To the best of my knowledge – there is no current Regional or Statewide list of Grant “Writers / Consultants” even though many are looking for work. This will soon change as talks have begun between RC&D’s, Montana Cooperative Development Center at MSU-N, MEDA members, Montana Community Foundation Regional groups and Regional Development Officers at the Montana Department of Commerce.

A Draft fact Sheet has been developed and is being share for comments.

[Grant Writing Consultants - Data Information]

<u>Name of Business / Organization</u>	*
Contact Name	*
Title	*
Address	*
Phone	*
Cell Phone	*
Fax	*
E-mail	*
Area(s) of Specialty:	Please [check] all that apply
–	Americans with Disabilities Act (ADA)
–	Army Corps of Engineers
–	Bureau of Indian Affairs (BIA)
–	Corporations
–	Department of Natural Resources & Conservation (DNRC) – Renewable resource Grants (RRG)
–	Economic Development Administration (EDA)
–	Education
–	Environmental Protection Agency (EPA) – Brownfields
–	Fish Wildlife & Parks - Local government Boating Improvement Grant Program
	- Land & Water conservation Fund
	- Off-Highway Vehicle Grants (OHV)
	- Recreational Trails Grant
–	Forest Service
–	Foundations
–	Housing & Urban Development (HUD)
–	Montana Arts Council
–	Montana Board of Research & Commercialization
–	Montana Community Foundation (MCF)
–	Montana Department of Agriculture – Growth – Through - Agriculture
–	Montana Department of Commerce - Community Development Block Grants (CDBG-ED)
	- Community Development Block Grants (CDBG-Housing)
	- Community Development Block Grants(CDBG-Infrastructure)
	- Economic Action Program Grants (EAP)
	- HOME Program
	- Special Events Grant Program (SEGP)
	- Treasure State Endowment Program (TSEP)
	- Tourism Infrastructure Investment Program (TIIP)
	- Tourism Assessment Program (CTAP)
–	Montana Department of Transportation (MDT) – Community Transportation Enhancement Program (CTEP)
–	Montana Economic Development Association (MEDA)
–	Small Business Innovative Research (SBIR)
–	Technology
–	Tribal
–	USDA-RD
	- Rural Business Enterprise Grants (RBEG)
	- Rural Business Opportunity Grants (RBOG)
	- Rural Economic Development Grants (RELG)
	- Rural Utilities Service (RUS)
	- Community Facility (CF)
	- Housing Preservation Grants
	- Section 515

Short Term Solution:

Locally you could use a version of this draft to Map the Grant Consultants in your area. The information then can be share with all interested parties, combined with compiled information from other areas of Montana and be linked to various web pages.

You could complete this task in six months.

Statewide the Economic Development arena is changing and partnerships are being formed in order to solve problems. No one entity (Federal, State or Local) has the staff or funding to do major work in every area. But together the Economic Development Framework of Montana is changing.

What can you do to strengthen this Framework in your Community?

Funding:

Community Tourism Assessment Program

Montana Department of Commerce / Travel Montana manages the (CTAP) Community Tourism Assessment Program and the (TIIP) Tourism Infrastructure Investment Program. Both programs work with local entities to develop their Tourism industry.

CTAP communities in your area and funding they have received are:

1994-1995 - \$ 15,000 CTAP grant to Libby --- awarded in April, 1996, the Libby Area Chamber of Commerce used its CTAP funds to convert a portion of a “new” city hall building into a meeting and convention facility. The CTAP funds helped purchase chairs, tables, A/V equipment and provide parking lot and sidewalk improvements. Libby’s CTAP project was completed in September of 1997.

1995-1996 - \$ 20,000 CTAP grant to Bitterroot Valley in Hamilton --- awarded in May of 1997, the Bitterroot Valley Chamber of Commerce used its CTAP grant funds to complete three tourism-related infrastructure projects. The projects and their funding amounts included: [1] \$ 5,000 to complete installation of rest room facilities on the grounds of the historical Daly Mansion, [2] \$ 5,000 to help expand the Bitterroot Valley Chamber of Commerce Visitor Center in Hamilton [3] \$ 10,000 to improve year round parking facilities at Lost Trail Pass for area trail users. The Bitterroot Valley / Hamilton CTAP projects were completed in September of 1997.

2001 – 2002 – Kalispell, through the Kalispell Chamber of Commerce, began the CTAP process in November of 2001. They completed the process in July of 2002. They will have until January of 2003 to submit an application for a \$ 10,000 CTAP grant to help finance a Tourism-related infrastructure project.

2002 – 2003 – Eureka, St. Ignatius and Sanders County are the three communities participating in the CTAP process.

Tourism Infrastructure Investment Program

TIIP grant awards in the area:

- * 2001 - \$ 30,000 Northwest Montana Historical Society / Central School Museum Timber Products Industry History Exhibit, Kalispell.
- * 2000 - \$ 50,000 Daly Mansion Preservation Trust – Daly Mansion Restoration Project, Hamilton.
\$ 30,000 Miracle of America Museum, Inc – Museum Building Improvements, Polson.
- * 1999 - \$ 20,361 Friends of Savenac – Historic Savenac Nursery Infrastructure Restoration, Haugan.

If you are interested in learning more about Cultural Tourism Corridors, then you should contact Mark Martin, Missoula Cultural Council, 721-9602 or mcc@bigsky.net. He is organizing a Cultural Corridors workshop in Missoula for November 14-15, 2002.

LocalFund

What is LocalFund?

LocalFund is an internet-based Economic Development Tool that helps local entrepreneurs and investors get together.

- Entrepreneurs that are seeking capital.
- Investors that are seeking investment opportunities.

LocalFund helps get the two together.

Cliff Grant, LocalFund President, can be reached at:

LocalFund.com, Inc
% Cliff Grant, President
1250 15th St. West; Suite 204
Billings, Mt 59102
406-294-5050
cgrant@localfund.com
www.localfund.com

Financial Resources Interested in Montana

Randy Hanson the Regional Development Officer for the Montana Department of Commerce in Havre has compiled a list of financial Resources Interested in Montana. The list includes: Bank Holding Companies, Leasing Companies, Utilities, Venture Capital Companies and WEB pages of other resources.

If interested, contact Randy at:

MDOC / RDO
% Randy Hanson
Box 311
Havre, Mt 59501
406-262-9579
hanson@ibic4.ibic.org

Venture Capital --- A Financing Option

Venture Capital is a term used to describe an entity that vests equity capital into businesses. The industry has been around for hundreds of years but came into maturity in the United States in the 20th Century.

What are Venture Capitalists? They are people of knowledge that put together funds --- from wealthy individuals and institutions --- under their management and then look for equity investments.

Contacting Venture Capital firms is done by one of two methods --- through either Investment Bankers or VC brokers.

Typically the Venture Capital (VC) firm looks at over 1,000 deals before they invest in any. Of the 1,000 deals, only five or six get a closer look and then only one or two get closed. The Key to putting a good proposal together is your knowledge of your industry and your knowledge of the specialty of the Venture Capital firm your are approaching.

Once the VC firm is interested, they may invest at multi stages of growth in the company.

Be prepared to give up a discount on stock, a Board position or a Management position.

Venture Capital is a financial option. More VC firms are being started and becoming active in rural states. Always remember that VC firms will want to look at the same information that traditional lenders look at. Have this information available at first contact. If your company presents itself well, then the VC firm (s) may be interested in an equity investment at several stages of growth.

If you are the type of Entrepreneur that is not willing to give up any control of the business, then Venture Capital is not for you.

For more information on Venture Capital --- check out:
www.vcapital.com or www.venturedirectory.com

The Public Works Money Database

The Montana Department of Commerce / Community Technical Assistance Program managed the Public Works Money Database until the spring of 1999. At this time the program was turned over to the Grants Development Office at MSU-Billings.

This Database was developed at the request of Montana local government officials, planners and nonprofit groups who were searching for funding for infrastructure projects.

The Database is a quick reference and referral tool. It saves time and resources when looking for funding for specific types of projects by giving you information about project in other communities and how they were funded.

Types of Financial Information in the Database.

Health and Human Services:

- | | |
|--------------------------|----------------------------------|
| * Day Care Centers | * Developmentally Disabled Homes |
| * Group Homes | * Halfway Houses |
| * Handicapped Facilities | * Homeless Shelters |
| * Hospitals | * Nursing Homes |
| * Retirement Homes | |

Water:

- | | |
|--------------------------|----------------------------|
| * Dams | * Drainage Systems |
| * Drinking Water Systems | * Flood Control Facilities |
| * Swimming Pools | |

Waste Disposal:

- | | |
|-------------------------|-------------|
| * Hazardous Waste Dumps | * Landfills |
| * Sewer Systems | |

Public Safety:

- | | |
|---------------------------------|-------------------------|
| * Animal Shelters | * Civil Defense Systems |
| * Fire Stations | * Jails |
| * Juvenile Detention Facilities | * Police Stations |

Transportation:

- | | |
|---------------|----------------------|
| * Airports | * Parking Facilities |
| * Bikeways | * Railroads |
| * Bridges | * Sidewalks |
| * Bus Systems | * Streets & Roads |

Cultural & Recreational:

- | | |
|----------------------|--------------------|
| * Community Centers | * Museums |
| * Convention Centers | * Parks |
| * Fairgrounds | * Public Buildings |
| * Libraries | * Senior Centers |

Randy Hanson the Montana Department of Commerce's / Regional Development Officer in Havre has copies of the following topics: Community Centers, Day Care Centers, Jails, Juvenile Detention Centers, Halfway Houses, Senior Citizens Centers, Nursing Homes, Hospitals, Fairgrounds, Bikeways, Convention Centers and Multi-Purpose.

If you would like copies, contact Randy at:

MDOC / RDO
 % Randy Hanson
 Box 311
 Havre, Mt 59501
 406-262-9579
hanson@ibic4.ibic.org

TBIC Sources & Foundation List for Grants Opportunities

While a student working on her Masters at the University of Montana in 1997, Eleanor YellowRobe of Rocky Boy researched Foundations that have programs that have impacted Tribal Colleges or Native Americans. Eleanor then gathered all her information and published it in a booklet called TBIC SOURCES.

Eleanor said that:

This list provides information on a variety of foundations who provide grant opportunities to Native Americans, business promotion and technical assistance, community development, economic development, economically disadvantaged, human services, financial services and minorities.

The information provided in this section was researched through "National Guide to Funding Community Development" and "National Guide to Funding for the Economically Disadvantaged". Information was limited to names of organizations, addresses and phone numbers. Please contact them directly for more information on their funding activities, specific interests and application processes & deadlines.

The TBIC SOURCES booklet was made available to all the Tribal Business Information Centers (TBIC's) in Montana.

Finance Information Center

The Montana Department of Commerce Business Resource Division has compiled and hosts on the commerce's WEB page the Montana Finance Information Center.

The Montana Finance Center provides summary information for the most significant financing resources available from the state, federal and local institutions. The Montana Finance Information Center web-site is organized as much as possible by source and point of application. Preference for organizational purposes is given to the actual level that provides funding to businesses and local government. For example, the State of Montana Micro-Business Development Loan Program is listed under local resources because the business applicant applies locally within each of the MBDC regions, not directly to the state. The financing decision is made locally. Direct web links are provided wherever possible for direct connection to funding sources.

This site has been constructed by the Business Resources Division of the Department of Commerce to assist the businesses and communities of Montana in achieving economic prosperity keeping in mind that the vision of prosperity to be achieved must be defined by the businesses and communities that we serve.

To view the web-site, click on: www.commerce.state.mt.us/edfinance

Fund-Raising

Fund-Raising is a learned process that requires planning as well as action. If you are not aware of this process then you need to go to the library or a bookstore to check out books / workbooks on Fund-Raising.

Two workbooks that I find very helpful are:

Creative Fund-Raising – A Guide for Success. Crisp Publishing of California.

This self-study workbook takes you through (8) sections of the Fundraising Process. They are:

- [1] What is Fund-Raising?
- [2] Grant Development
- [3] Traditional Donor Development Tactics
- [4] Creation of a Donor Development Center
- [5] Planned giving and Charitable Trusts
- [6] Soliciting for Other Types of Donations
- [7] Creating a Long Range Fund-Raising Plan
- [8] The Creative Utilization of Resources

Team-Based Fundraising Step-By-Step --- A practical Guide to Improving Results Through Teamwork. Jossey-Bass Publishers of San Francisco.

This self-study workbook takes you through the (4) areas of Fund-Raising using the teamwork process.

These areas are:

- * Creating the Fundraising Team
- * Getting the Team Ready
- * The Team in Action
- * Charting Your Progress as a Team

Short Term Solution:

I would suggest that a team of experienced Fundraisers put on a series of workshops to teach others how to operate a Fundraising Campaign. The two aforementioned workbooks would be very helpful but I realize that there are many books available. The point is that the information needs to get into the hands of those who will be organizing or actively doing the Fundraising.

The HOUSE of Polson has aged just as any normal house does. Just the same, they need maintenance and usually when new residents move in major changes or updates are made. The foundations, structure and roof are the maintenance for the house. But the doors and windows are where the future lies and where you have the greatest opportunities.

I hope I have challenged each of you to look at your community in a new way. It is up to you to take on the challenge and turn it into action.

Think Regionally --- Act Locally

Randy Hanson / RDO

By: BOB PARSLEY, Rural Development Coordinator

USDA Rural Development

P.O. Box 850

Bozeman, Montana 59771

406-585-2588

Bob.Parsley@mt.usda.gov

GENERAL OBSERVATIONS:

It was a wonderful experience for me to participate as a member of the Polson Community Assessment Team on September 16-18, 2002. On a personal note, this has always been one of my favorite Montana communities to visit, and contrary to how some tourists may feel about this part of the Flathead Valley.....Polson is definitely a "destination" for me. I truly enjoy and love to visit this community!

It is quite obvious that there is an energetic and enthusiastic sector of the Polson community that really cares about their community and would like to promote/coordinate economic and community development, provide better paying jobs, improve tourism, and establish better working relationships between governmental entities. Although this community seems to experience some of the same problems and challenges as other Montana communities, it struck me that there is such a wealth of expertise and potential here that other rural places in our state do not have. The potential for economic and community development in this area is tremendous. In addition to a large number of dedicated community officials/employees, enthusiastic business owners, and economic and community development professionals, there is a rich un-tapped resource of retired people in this community that could be a major provider of technical assistance, grant writing, community training, project promotion, general volunteerism, etc. These people have to be identified and their unique knowledge, skills, and ability documented for future use. Once the names are gathered, a Polson Community Development Directory can be put together as a first step in your community development process.

STRATEGIC PLANNING:

As I understand, the MT RDP Community Assessment is the beginning step in a strategic planning process that should eventually involve representatives of the entire Polson community. The Assessment Team listened to what community members felt are their problems, strengths, and what projects they would like to see implemented in 2-20 years. Team members then provide the community with an original resource filled report that will be included in the final Resource Team Report. This report provides a series of detailed recommendations to assist the community in finding specific resources with which to implement their proposed projects. However, it should be noted that the Resource Team can only provide the community with suggested resources and technical assistance providers that may help them implement their list of future projects. As you well know, the real work begins after this assessment is completed. The community must then provide human and financial resources to proceed with their economic and community development activities, which should not start until a strategic planning process has been implemented.

A Strategic Plan lays out a blueprint for change within a community. It takes a community from a pie-in-the-sky vision to specific actions. Below are some of the reasons why Polson should do strategic planning.

- ◆ To create a vision of what the community wants to become in the future.
- ◆ To see the big picture of how the community's economy, environment, and people will be changed.
- ◆ To select and agree on some common goals.
- ◆ To involve as many people and local organizations (e.g. schools, colleges, medical centers, Tribal) as possible in the process.
- ◆ To find out how much time, money, and other resources are needed to create change.
- ◆ To get the support of local, State, Federal, Tribal, private, and non-profit partners.

Once a community has decided to prepare a strategic plan, there are some steps to help get started.

1. Identify a lead organization. This should be an organization within your community that will provide leadership, support, provide meeting space, telephone, fax, copier, secretarial support, and other things that will be needed to get started.
2. Form a steering committee. This should be a diverse group of people who have the trust and respect of others and who represent different interests within the community.
3. Involve all kinds of people. The plan will have more support if many people are involved. You need to hear from people who have different points of view, even if you do not agree with them. Encourage Tribal members, low-income people, senior citizens, business leaders, the media, and think about involving local organizations that can carry out actions in your strategic plan.
4. A strategic plan requires resources: people, places, and things (computers, copiers, etc) to do the work. Create a list of startup needs and find people and organizations willing to help.
5. After you have found people and resources, the steering committee should decide how the community will develop a strategic plan. Who will organize meetings? Who needs to attend? When and how will the public be involved? How many meetings are needed? What results do you want from each meeting?
6. Develop a planning timetable. You should develop a planning timetable (1 or 2 pages that describes when and where events will take place and who is responsible for organizing them.

Implementing a Plan:

No Strategic Plan is complete just because it is written. The hard work comes next, and it should be divided into several programs of work, perhaps two-year work programs. Each two-year program describes who will do things, to or with whom, what will be done, at what cost, and how success will be measured. Some other key things to consider are:

- ◆ Start with smaller projects that have a high chance of success
- ◆ Manage your resources wisely and get the most value for every dollar
- ◆ Keep citizens informed and constantly involved
- ◆ Set benchmarks to measure how well you are doing
- ◆ Evaluate progress regularly and publicly
- ◆ Learn from experience
- ◆ Celebrate successes publicly

For more information regarding strategic planning you should contact USDA's Office of Community Development(OCD). OCD is a great resource for community development.

Contact:

Dr. Rick Wetherill

Director of Empowerment Programs

USDA Rural Development

Office of Community Development

OR: Tedd Buelow

Rural Development Specialist

(Same Address/Phone #)

Stop 3203
1400 Independence Avenue SW
Washington, DC 20250-3203
202-619-7980
rick@urdev.usda.gov

The Office of Community Development has personnel and publications that can assist rural communities with their strategic planning efforts. Some of the publications on their website at <http://www.rurdev.usda.gov/ocd/> are:

[Is Your Community Ready for Economic Development
Federal Funding Sources.](#)
[A Guide to Funding Sources](#)
[Developing and Writing Grant Proposals](#)

ECONOMIC DEVELOPMENT

Much of the information presented by the Polson community at the listening sessions had to do with improving the overall economic condition of the city and area. There was extensive input regarding economic development planning, technical assistance for business development, leadership development training, and related issues.

All of this fits within the scope of USDA Rural Development's Rural Business Opportunity Grant which non-profits, public bodies, and Indian Tribes are eligible to apply for. Grant funds may be used to assist in the economic development of rural areas by providing **technical assistance, training, and planning for business and economic development**. Grant selection criteria include the extent to which economic development resulting from the proposed project will be sustainable over the long term; the extent to which the project should lead to improvements in the quality of economic activity within the community, such as higher wages, improved benefits, greater career potential, and the use of higher level skills; the amount of leveraging of funds from other sources; service to communities that are experiencing trauma due to a major natural disaster or the closing or major downsizing of a military facility or other major employer; service to communities that have remained consistently poor over the long term or have experienced long term population decline or job deterioration; and the extent of the project's usefulness as a best practice that may serve as a model for other communities.

Applications are submitted to the RBS State Office in Bozeman. There is no deadline.

Another Rural Development program that can assist communities and businesses with economic development funding is the Rural Business Enterprise Grant (RBEG).

The Rural Business-Cooperative Service (RBS) makes grants under the Rural Business Enterprise Grants Program to public bodies, private nonprofit corporations, and Federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area. The public bodies, private nonprofit corporations and federally recognized Indian tribes receive the grant to assist a rural business.

Eligibility is limited to public bodies, private non-profit corporations, and Federally-recognized Indian Tribal groups. Public bodies include incorporated towns and villages, boroughs, townships, counties, States, authorities, districts, Indian Tribes on Federal and State reservations, and other Federally-recognized Indian Tribal groups in rural areas. The small and emerging businesses to be assisted must

have less than 50 new employees and less than \$1 million in gross annual revenues.

Funds are used for the financing or development of a small and emerging business. Eligible uses are: **Technical Assistance (providing assistance for marketing studies, feasibility studies, business plans, training etc.) to small and emerging businesses; purchasing machinery and equipment to lease to a small and emerging business; creating a revolving loan fund (providing partial funding as a loan to a small and emerging business for the purchase of equipment, working capital, or real estate); or construct a building for a business incubator for small and emerging businesses.** *Applications are submitted to the RBS State Office in Bozeman. There is no deadline.*

The Rural Business Cooperative Service within USDA Rural Development has several other programs that might be beneficial to the Polson community in this area.

For more information, please contact:

Mr. John Guthmiller, RBS Program Director.

USDA Rural Development

P.O. Box 850

Bozeman, Montana 59771

406-585-2540 John.Guthmiller@mt.usda.gov

ADDITIONAL RESOURCES FOR DOWNTOWN DEVELOPMENT:

[A Manual for Small Downtowns](#), by Dr. Martin Shields, Penn State University.

<http://retailmarkets.aers.psu.edu>

National Trust for Historic Preservation-National Main Street Centers

www.mainst.org

International downtown Association

www.ida-downtown.org

Rocky Mountain Institute

www.rmi.org

The Foundation Directory (subscription required)

<http://fconline.fdncenter.org>

Since the Polson community does not have any paid staff to research funding sources for economic and community development, it will be difficult to secure the needed funding and resources without a financial investment by the City of Polson. In my view, someone must be hired or assigned to follow-up on strategic planning, search for funding sources, complete grant/loan applications, etc. Community development will only be productive, if and when, there is an initial investment of time and money from the local community.

COMMUNITY FACILITIES:

Many of the comments made by Polson residents during the listening sessions suggested that there is a tremendous need for funding to build, improve, renovate, or remodel community facilities, including streets (curbs/gutters). There were also a lot of suggestions for a community center, wellness center, or a similar facility that could be used by youth/middle age/elders for activities, meetings, health/fitness, etc. In reviewing the future projects list, I found that it includes many projects that can be funded by the USDA Rural Development Community Facilities program.

The Community Facilities program within USDA Rural Development is part of the United States Department of Agriculture's Rural Development mission area. This program is designed to develop essential community facilities for public use in rural areas. **These facilities include schools, libraries, childcare centers, hospitals, medical clinics, wellness centers, assisted living facilities, fire and rescue stations, police stations/jails, community centers, museums, theatres, public buildings, street improvements, sidewalks, and transportation.** Community Programs utilizes three flexible financial tools to achieve this goal: the Community Facilities Guaranteed Loan Program & Direct Loan Program, and the Community Facilities Grant Program.

For more information, please contact:
Sue Gantz, Community Facilities Specialist
USDA Rural Development
P.O. Box 850
Bozeman, Montana 59771
406-585-2555 Sue.Gantz@mt.usda.gov

INFRASTRUCTURE:

Several comments were made about the need for improved sewer systems, storm sewers, water mains, and resolution of water and waste water issues. I would recommend that the needs be written up so that everyone will have a clear understanding of the issues, so a funding source can be determined and identified. Unless these issues are clear to everyone it will be hard to generate support, identify resources, and resolve the problems.

A very good source of funding for these kinds of projects is USDA Rural Development. The Water and Environmental Programs (WEP) provides loans, grants and loan guarantees for **drinking water, sanitary sewer, solid waste and storm drainage facilities** in rural areas and cities and towns of 10,000 or less. Public bodies, non-profit organizations and recognized Indian tribes may qualify for assistance. WEP also makes grants to nonprofit organizations to provide technical assistance and training to assist rural communities with their water, wastewater, and solid waste problems.

For more information, please contact:
Mitch Copp
RUS Program Director
USDA Rural Development
P.O. 850
Bozeman, Montana 59771
406-585-2520
Mitch.Copp@mt.usda.gov

Other resources:
Montana Department of Commerce:
Local Government Assistance
www.commerce.state.mt.us
neanderson@state.mt.us

Montana Department of Natural Resources and Conservation
www.dnrc.state.mt.us
rbeck@state.mt.us

Board of Investments
www.commerce.state.mt.us/BrdInvst
dewer@state.mt.us

Montana Department of Environmental Quality
www.deq.state.mt.us
tlivers@state.mt.us

Midwest Assistance Program
www.map-inc.org
Bill Leonard , Rural Development Specialist
P.O. Box 1456
Whitefish, Montana 59937
406-863-4900

Montana Rural Water
925 7th Avenue South
Great Falls, Montana 59403
406-454-1151
Harry Whalen, Water Circuit Rider
406-745-3376

COMMUNICATION:

It is evident that Polson experiences the same "lack of communication" that other Montana communities deal with from year to year. Changes occur regularly in elected positions, board of directors, program directors, civic boards, etc. In addition, local, county, and Tribal governments also experience occasional changes in personnel that may be known only to them. And without someone or someone to keep track of these changes communication will be severely limited causing time-consuming delays.

My recommendation would be to find a local civic group who would be willing to put together a Polson Area Resource Directory, which would include names, addresses, telephone numbers, email addresses, and fax numbers of people/agencies/organizations involved in economic and community development in the area. The resource directory would be modeled after the State and Tribal Resource Directory distributed by USDA Rural Development. The Rural Development Directory lists resource partners in the area of housing, business, water/waste water, in addition to local, state, Tribal and federal entities that provide technical assistance and financial support for rural communities in Montana. A copy of this directory can be requested from:

Brenda Sorensen
Special Projects Representative
USDA Rural Development
P.O. Box 850
Bozeman, Montana 59771
406-585-2580

One of the comments we heard several times during the listening sessions was that many people feel that there are too many organizations/entities that are involved in their own community development projects and there is no coordination or cooperation among them. This included the

city, county, Tribe, local development organizations, and several others. Obviously the suggestion was for more coordination of these local development efforts. Therefore, I would recommend that a Polson Community Development Council be formed, which would include representatives from each organization/entity that is presently involved in economic and community development. The Council could meet monthly to compare planning, project information, grant information, etc., and support all efforts to acquire financial resources from public and private sources. This concept is part of the Empowerment Zone/Enterprise Community Initiative sponsored by USDA Rural Development. In 1998 USDA granted Enterprise Community(EC) status to the Ft. Peck Indian Reservation, and provided them with funding to leverage to create sustainable economic and community development in the area. A key part of this program is that the community must establish a Board of Directors that is representative of the entire socio-economic spectrum in the designated community including business, social service agencies, health and education entities, low income and minority residents. In addition, elected leaders of the local Tribe, City, County, and Local Development Organizations are also included as Board members. The EC effort has promoted cooperation and coordination among organizations and entities that was not there before.

For more information about the Ft. Peck EC Project contact:

Mark Sansaver
Enterprise Community Coordinator
Assiniboine & Sioux Tribal Enterprise Community
P.O. Box 398
Poplar, Montana 59255
406-768-3155

A last suggestion that I would make is that the City of Polson initiate a regular meeting with Tribal officials from the Salish and Kootenai Tribes to discuss the Community Assessment, and seek support for future efforts in economic and community development. Although the Tribe and City seem to maintain a distant relationship and do partner on some projects, it appears to an outsider that a lot more could be accomplished with these two major governmental entities working more closely together. Salish Kootenai College, itself, would be a great partner for the City of Polson in terms of education, training, future assessments, communication, recreation, and planning.

The City Council and Mayor should arrange to meet with Dr. Joseph McDonald and his Board to develop a working relationship and discuss areas of cooperation/coordination. Perhaps something like an annual Festival of Nations, similar to one held in Red Lodge would be a way that the community of Polson could recognize and demonstrate their respect for the diverse cultures in their area. The local schools and Tribal College would be tremendous resources for this type of project.

In closing I would reiterate that there is a lot of work to be done, but the Polson Community and this area, have tremendous potential and a wealth of local talent. I remain impressed by the many people who participated in the Listening Sessions. It is obvious that there are many individuals in Polson who are extremely interested in improving the community and area they live in. The key will be blend the human talent pool with the limited financial resources to promote and develop projects and programs that benefit everyone in the community and region.

Submitted by:
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CATEGORY: COMMUNITY -- LEADERSHIP

I begin with Leadership because it is the foundation of any community becoming successful in its ability to address and resolve issues. Without Leadership, a community cannot effectively address and resolve issues through strategic planning, conflict resolution, or even coordination with other entities. Further more, addressing issues of low wages, economic development, jobs, substance abuse, youth activities, hospital issues, etc. requires a community that is mobilized, engaged, and committed. Polson has shown it can be successful in this area by raising funds and constructing the new stadium at the high school and other projects. Leadership is more than looking to elected officials to resolve issues or relying on funding to solve problems.

Leadership, in a contemporary sense, is that of facilitating a community to face and address their problems. Consider the following definition of community Leadership:

“Rather than define leadership either as a position of authority in a social structure or as a personal set of characteristics, we may find it a great deal more useful to define leadership as an activity. This allows for leadership from multiple positions in a social structure. A president and clerk can both lead. It also allows for the use of a variety of abilities depending on the demands of the culture and situation. Personal abilities are resources for leadership applied differently in different contexts. As we know, at times they are not applied at all. Many people never exercise leadership, even though they have the personal qualities we might commonly associate with it. By unhinging leadership from personal traits, we permit observations of the many different ways in which people can exercise plenty of leadership everyday without ‘being leaders.’”

Ronald A. Heifetz, 1994

“Leadership Without Easy Answers”

The Belknap Press of Harvard University

By using Heifetz’s definition, we can assume that anyone in the community has the ability to lead and assist the community in resolving issues. That is the issue in the Polson community. It appears that too many individuals and groups rely too much on elected officials to solve all the problems. Such a scenario is a recipe for failure for the individuals involved. Consider what Heifetz has to say about community leadership.

“Leadership is a normative concept because implicit in people’s notions of leadership are images of a social contract. Imagine the difference in behavior when people operate with the idea that ‘leadership means influencing the community to follow the leader’s vision’ verses ‘leadership means influencing the community to face its problems.’ In the first instance, influence is the mark of leadership; a leader gets people to accept his vision, and communities address problems by looking to him. If something goes wrong, the fault lies with the leader. In the second, progress is the measure of leadership; leaders mobilize people to face problems, and communities make progress on problems because leaders

challenge and help them do so. If something goes wrong, the fault lies with both leaders and the community.”

Many individuals feel that they cannot become a candidate for public office because it would be detrimental to their business or other factors. In a traditional sense this could be true. However, if one seriously considers the contemporary approach presented above, it becomes much more risk free, as the community becomes the catalyst for addressing and resolving issues. The leader (public official) merely becomes the facilitator in a community problem-solving environment.

Community – Leadership Recommendations/Suggestions

Leadership Education: Polson should seriously consider an open community Leadership Curriculum for any individual interested in learning about community leadership. Many communities have successfully offered these sessions over a period of months. The curriculum often includes – Leadership, Working With Volunteers, Serving of Boards, Political Processes, Business Development, Conflict Resolution, etc. Most programs are offered and managed by the local chamber of commerce.

Reference Assistance: Acquire multiple copies of “Leadership Without Easy Answers” by Ronald A. Heifetz and make it available to elected, volunteer, and appointed officials in the community.

Leadership Without Easy Answers

Ronald A. Heifetz, 1994

The Belknap Press of Harvard University

ISBN 0-674-51858-6

Web Address: <http://www.hup.harvard.edu/catalog/HEILEA.html>

CATEGORY: TRANSPORTATION, INFRASTRUCTURE, BUSINESS, COMMUNICATIONS, RECREATION, EDUCATION, GOVERNMENT, AND FUNDING – STRATEGIC PLANNING

Numerous categories cut across the need for strategic planning for the Polson community. Short and long-term decisions and direction cannot be achieved when one knows not where they are heading. Many comments from the listening sessions indicated a need for short and long-term planning and coordination and to achieve consensus for the community’s future. Issues that must be addressed in a strategic planning process include:

- Future Vision – Destination vs. drive through community, theme, identity
- Transportation – Highway 93
- Infrastructure – Salish Point, growth, streets, sewer, sidewalks, water
- Business – Beautification, jobs, survival, tourism
- Desired facilities – Swimming pool, museums, public access to lake, walk – bike ways, recreation center, detention facility
- Community Problems – Drugs, crime, gangs, tax base, troubled youth
- Tribal – Coordination, culture, education, jurisdiction, economic

The process would begin with identifying Polson’s future – what you want to be in 20 years. Developing a vision puts everyone – government, business, economic development, and community – on the same page. The second step is to define short and long-term goals and

objectives on how to achieve your vision. Finally, an action plan is developed to provide a road map for the immediate future on specific needs, e.g. resources, funding, timeframes, etc.

There are a number of processes available to initiate this process. Numerous publications, consultants, and government agencies provide services for community strategic planning.

Community – Strategic Planning Recommendations/Suggestions

Reference Assistance: A great starting place is to acquire copies of the “*A Guide to Strategic Planning for Rural Communities*” for all facets of the community to read. This reference explains How to Get Started, Phase I – Strategic Planning, Phase II – Implementation, Phase III – Evaluation, Strategic Planning Elements, Where to Get Help, etc.

“A Guide to Strategic Planning for Rural Communities”

USDA Rural Development, Office of Community Development
Reporter’s Building, Room 701
300 7th Street, SW
Washington, D.C. 20024
1-800-645-4712
<http://www.rurdev.usda.gov/ocd>
April 1998

The National League of Cities (NLC) website has information on issues facing communities across the U.S. They have a library of that states:

“NLC provides a wide range of programs and services to strengthen the ability of city officials to serve their communities. Many of the programs, such as the Municipal Reference Service (MRS), are supported by NLC dues revenue and are made available to city officials at no cost. Other programs, such as intensive leadership training seminars offered through the Leadership Training Institute, are offered on a fee basis.”

The NLC web address is: <http://www.nlc.org/>

Steering Committee: The Polson community should create a Strategic Planning Steering Committee to initiate the process. The Committee should be made up of community participants representing a cross section of members – government, economic development, youth, health care, law enforcement, transportation, S-K Tribe, ad hoc, etc.

Sister Community: Many communities have successfully accomplished strategic planning in Montana (Fort Benton, Havre, Harlem, Cut Bank, Conrad and Liberty County to name a few.) Polson should visit and meet with these other community leaders with similar geographic, demographic, and social issues to avoid re-inventing the wheel. The community must avoid becoming bogged down in the strategic planning process. Much can be learned from these “Sister” communities on planning processes and addressing issues. Contact [Fort Benton, Havre, Harlem, Cut Bank, Conrad, and Liberty County](#).

Strategic Planning Consultants: There are many consultants available to assist the community in the strategic planning process. They can assist the community by asking

questions, facilitating meetings, documenting results, etc. However, they may require significant funding. If the community chooses to go in this direction, I would contact the Montana League of Cities, National League of Cities, and/or other communities for recommendations of credible consultants.

CATEGORY: COMMUNITY – YOUTH

Many adult community members expressed concerns about youth – gangs, drugs, activities, youth center, etc. These adult community members provided many potential solutions. Unfortunately, this assessment did not provide the opportunity to listen to the youth sector of the community. Other community assessments, where a listening session was held at schools or community halls with adults absent, revealed a totally different picture of youth needs. The youth of the community appear to have different perceptions of their needs vs. adult perceptions. The talent of the youth community in Polson community must be tapped in order properly address issues and solutions.

Community – Youth Recommendations/Suggestions

Youth Ideas: It would be incumbent to incorporate the youth of the Polson community in community issues other than schools. Opportunities abound, such as,

- Creating a Youth Council (providing advice on youth issues to government)
- Youth Representatives on the City Council
- Youth Representatives on the Strategic Planning Steering Committee
- Youth Representatives on the Recreation Board
- Forming a Youth Juvenile Justice Council
- Provide for a safe “listening forum” for youth in the community facilitated by an outside objective individual

Youth Leadership Program: Initiate a Youth Leadership Program to allow youth to learn leadership principles and begin addressing youth issues in the Polson community. Youth leaders would play an active role in working with community groups and elected officials. I have learned from other assessments that when adults address youth issues they usually get it wrong. Polson should trust their youth to address “youth issues” and mentor them in providing leadership, particularly in areas of after school activities. A Youth Leadership Program would build a pipeline of future leaders that will serve the community well in the long-term.

Community – Volunteerism, Untapped Talent (Community Capacity)

Polson appears to be undertaking numerous projects and initiatives. Many of these are yet to be completed and some even appear to be stalled or making little forward progress. Causes can include loss of interest and energy, inadequate resources (funding) to complete the project, lack of commitment, or simply taking on too much for the available resources. In addition, there is an abundance of people resources and talent that could be tapped to move projects and issues forward. This talent represents “Community Capacity” or the resources and skills necessary to address issues and implement programs and projects. Some questions the community of Polson should consider are where they are and how much they can take on before initiating new projects or initiatives.

1. Would an evaluation of projects and initiatives be helpful?
2. What resources (funding, staffing, expertise, etc.) are needed in the community to ensure success of new projects and initiatives?
3. What limitations or constraints are preventing projects and initiatives from being completed – Time? People? Skills? Funding? Commitment?
4. Are successes being celebrated as projects and initiatives are completed?

Consider the following suggestions to ensure projects and initiatives are being completed.

1. Conduct an inventory of,
 - a. What projects are currently in progress and what is their state of completion?
 - b. What resources are limiting completion of projects or initiatives?
 - c. What is needed to bring completion to those projects started?
 - d. How do these projects and initiatives fit into Alpine's priorities?
2. Consider supplementing the resources in the community to ensure projects and initiatives are completed – attracting more resources (funding), adding a community planner or project coordinator, town planner, etc.
3. Build community capacity through education sessions on planning, organizing volunteers, community leadership, conflict resolution, etc.
4. Take time to celebrate your successes through community events

CATEGORY: COMMUNICATIONS

Many individuals expressed frustration with getting information decimated throughout the Polson community regarding numerous issues – government meeting agendas, government meeting minutes, activities, education, etc. In addition, community members expressed a need for an opportunity to provide debate on issues, such as a point – counter point formats. The radio station was commended for their community service. The local print media was criticized for lack of coverage of events, activities, calendars, etc.

Communications Recommendations/Suggestions

Public Relations Manager – Many communities have a Public Relations Manager in their organization (city/county government and/or chamber) that is responsible for working with the local media outlets to ensure information and issues are publicized throughout the community. Polson could consider a joint paid position to work with media outlets and provide other creative solutions to distributing information in the community. Local governments, chamber of commerce, economic development organizations, grants, etc, could jointly fund the position. It should be a joint position housed in the community and accessible to the public, media, government, and others.

Programs: The existing local media could provide a broader public service to the Polson community by adding some additional formats that are popular in other communities. They might include:

- Initiate an employee of the month, volunteer of the month, project of the month, Peach of the Day, etc. program
- Provide a Point – Counter Point program for both radio and newspaper

- Provide Educational programming/columns – particularly on tribal cultural, education, government, etc. issues
- Develop a community Web Site that is updated regularly with issues, calendars, events, government meeting agendas and minutes, etc.
- Initiate a “Radio Talk Show” on community issues that allows community leaders and others to discuss issues and citizens to phone in questions

CATEGORY: GOVERNMENT—COOPERATION AND COORDINATION

This issue cropped up repeatedly under the context that government, economic development, and other entities do not coordinate very well on joint projects or projects that contain joint authorities. Examples include the law enforcement, water (state, federal, tribe, city, county, conservation district, etc. agencies), transportation (state, county, tribe), land management (federal, county, conservation district), etc. Many projects appear to be stalled or issues not addressed due to differing priorities and availability of resources (skills, funding, time). The only effective means to address intergovernmental coordination is communication. Agencies must meet and dialogue regularly about common issues, particularly as they relate to broad land management planning issues. A successful example is The Big Horn Mountain Country Coalition in northern Wyoming. This coalition is a consortium of local and federal agencies in and around the Big Horn Mountains that effectively faces, addresses and coordinates common issues and projects.

Government: Cooperation and Coordination Recommendations/Suggestions

Multi-Agency Coalition: A similar effort as the Big Horn Mountain Country Coalition could be initiated in the Polson area. Agencies that should be considered in forming a local coalition might include: BLM, Forest Service, Fish and Wildlife Service, Montana Fish Wildlife and Parks, Montana Department of Transportation, City of Polson, Valley County, S-K Tribe, Conservation District, Economic Development organizations, Chambers of Commerce, etc. The following people were instrumental in initiating, organizing, and implementing the Big Horn Mountain Country Coalition and could provide assistance and/or advice on forming such group in the Polson area.

Don McCracken, Executive Director, Big Horn Mountain Country Coalition,
Cowely, Wyoming
307-548-6153

Ken Kerns, Retired Sheridan County, Wyoming Commissioner, Sheridan,
Wyoming
307-655-2427

Larry Keown, LDK Associates, Sheridan, Wyoming
307-673-4838

Council of Governments: Many communities have established a “Council of Governments” to effectively cooperate and coordinate activities and issues. The councils consist of government leaders in the community and surrounding area, such as, mayors, county commission chair, tribal leader, state organization leaders, county sheriff, police chief, fire chief, emergency services coordinator, etc. The Council must operate as a coordinating

body – not a problem solving body. Their role is to provide each other updates on issues and coordination of activities. Working committees (both standing and project oriented) are established to address issues in detail and report back to the Council of Governments. The objective is to avoid the leaders of the Council becoming bogged down with trying to address and resolve issues.

City/County Manager: This concept was suggested by a number of community members at the Listening Sessions, however for a specific governing body, e.g. the city. Many communities jointly fund and retain a City/County Manager position to coordinate activities between various governments. This suggestion is intended to relieve the funding burden on any specific government and form a joint position. Polson and Valley County might consider such a position to coordinate operations, planning, interagency coordination (state, tribe, federal), etc.

CATEGORY: INFRASTRUCTURE, COMMUNITY, COMMUNICATION, EDUCATION, AND GOVERNMENT – TRIBAL RELATIONS

Numerous groups and individuals expressed concerns that the tribe and community could work better together on issues of mutual concern. There needs to be coordination and collaboration on issues vs. competition. Some expressed concern about perceptions regarding Indian people, the tribe and not knowing how to work with tribal governments. Many expressed that there is a definite benefit to the community being within the reservation – culturally, environmentally and economically. Both the tribe and community have resources that can benefit each other. Most stated a need for better collaboration between the tribe and community.

The team was also made aware of the great potential for mutual benefits with improved coordination between the community of Polson and the CSK Tribe. The scope of cooperation on a broad range of community issues reaches from student retention in schools to economic development to tourism to use of natural resources. The relationship of being neighbors opens the door to an infinite array of opportunities that will require developing a more trusting and effective working relationship. Many of the barriers to achieving this goal are cultural misperceptions in both directions. Tribal participation in the assessment provided a foundation of common issues and ideas to establish a beginning. I believe it's important to reiterate the comments from the Polson community and CSK Tribal members about their perceptions of the three questions asked. This provides a mirror for each entity to look into and learn about the perceptions and viewpoints of each other.

STRENGTHS/ASSETS -- POLSON COMMUNITY PERSPECTIVES

- Could have access to federal dollars/tribal money
- Tribal government and funding
- Tribal college is an asset.
- Tribal college is an asset. Can be used to help recruit businesses. Can provide training for the workforce. Ditto, ditto
- Hoopfest – involves both Tribe and non-tribal
- Tribal members and non-tribal members work together during time of need. Ditto

STRENGTHS/ASSETS – TRIBAL PERSPECTIVES

- In the past few years attitudes towards the reservation is getting better.

- The Kwa Tuk Nuk Inn has brought in good revenue to Polson.
- Tribe supports agriculture.
- Diversity of the community.
- Tribe is conducive to people living on the reservation.

PROBLEMS/CHALLENGES POLSON COMMUNITY PERSPECTIVES

- State tribal relations
- Distrust between tribal and local/state government – conflicts in education, land use, environmental issues, law enforcement, economic development, taxation and employment.
- Tribal ownership
- Need to work with the Tribal governments better. Ditto, ditto, ditto, ditto, ditto
- Difficulties with tribal jurisdiction over law enforcement. Ditto
- Tribal and city disagreements between property lines for Salish Pointe development.
- Explore our ability to deal with tribal
- County, tribal, city governments need to work better together
- Coordinate local, tribal, county governments
- Tribal college does not feel embraced by the community.
- Unemployment for tribal members at 40%

PROBLEMS/CHALLENGES – TRIBAL PERSPECTIVES

- Need for people to cross the cultural barriers, be less divided.
- Tribal people and their culture need to be respected.
- Education of tribal people needs to be improved, needs more funding.
- Need for the integration of the tribal community into the school system – more Indian teachers and not just for Indian studies.
- Lack of open hearts, people are too into themselves. Need a shift in attitude.
- Need to find common issues that people can work on together – would improve trust and understanding.
- Coordination of jurisdictions to make progress in the community.
- Court systems need to be coordinated so avoid duplicate costs.
- Not enough recruitment of Indian teachers.
- Social perception – lack of recognition of the reservation is a sovereign nation; the people of the CSK tribes are unique; need to gain a respectful acknowledgement that the lake area is the tribe's homeland.
- Living in a tribal housing development creates a stigma attached to the residents.
- Tribal homes need to be improved to be more adequate for tribal families.
- Animosity between Ronan and Polson.
- Need fitness community room. Battle between Ronan and Polson over location of a fitness community room.
- Racism between the Tribe and white people – people don't want to talk about it. Indians are invisible to the whites.
- People make insensitive and racial comments about the Indians.
- Until 20 years ago, the Tribe did not have a voice. Farmers don't like to cooperate with tribal rights and wants – don't respect what is rightfully theirs.

- The whites don't respect existing tribal law, which is constitutional.
- Cost of the Tribe in becoming progressive is losing important tribal identity. Through the normal course of becoming progressive, marrying into the community, culture is lost.
- Education on tribal and community issues needs to go both ways.
- The Tribe and Polson community need to work together to sustain natural resources and work toward common goals.
- More education is needed on Indian history.
- Conflicts between federal government and tribal culture. The federal government does not understand tribal culture and it's difficult to follow federal rules within the tribe, i.e. HUD Indian housing program. Ditto
- Hard to blend contemporary and traditional values. Ditto
- Whites need to educate themselves on Indian history, understand current and past culture and work with it. People need to learn the uniqueness of the Indian culture.
- Fundamental education needed for the populous, i.e. Indian taxes, law enforcement funding, natural resource office funding, and subsidized housing.

PROJECTS -- POLSON COMMUNITY PERSPECTIVES

- Place the issue before the voters to allow city officers to deal with tribal members when the law is broken
- Tribal relations workshop held
- Continue cooperative relationship between tribal and non-tribal entities.
- More curriculum development on environmental issues and tribal culture.
- Tribal members employed and unemployment rate lowered.
- There is visible evidence of tribal presence shown in the community. Ditto
- Need multi-lingual signage to point out specific tribal interests. Need large signs to point out the reservation. Ditto, ditto
- Growth master plan with tribal involvement that considers the environment and tribal issues for Lake County. Ditto
- A council of governments created (as in Colorado) and defined: Tribal, City, County, Special Districts (fire, school, whatever taxing entities). This forum identified common issues: highways, crime, tourism, and the representatives were both problem solvers, facilitators and communicators.
- Commitment by State and Tribal Governments to make the area more than a playground for the rich and a ghetto for the poor.
- The community (tribal and non-tribal) put together a series of pacts, which maintain the quality of life here: water, law enforcement, education, recreation, and environment (land use).
- Possibly our government could help with our taxes for property owned by tribal people

PROJECTS – TRIBAL PERSPECTIVES

- Fresh water aquarium need joint effort between the Tribe and Polson community.
- Educational assessment on addressing better Indian/white relationships and understanding of Indian culture.
- Community leaders in Polson have a better understanding to bring tribal enterprise to town. Polson business community reaching out to tribal businesses.
- Tribal newspaper distributed better.

- Effort from Indians and whites to not take to heart ignorant people's actions and statements and form judgments against either group.
- Public education improved – public forums, debates, listening sessions on cultural and natural resource restoration. Focus is on the resource. Ditto, ditto
- Fundamental education provided in public forum to enlighten the Polson community on governmental issues, i.e. taxes, property issues, etc. Ditto
- Unity. Cooperative planning, memorandums of understanding between the Tribe and community. Dual responsibilities waste precious resources.
- More Indian voting. Ditto
- Newspaper has more funding to provide better coverage and factual information – larger distribution.
- Development of a green belt around the lake and a walking and bike path.
- Businesses invite tribal members to lunch and to local meetings. The tribal members would pay for their lunch, but they would become a familiarity between the tribal members and the businesses.
- Every storm water outlet site has a form of treatment.

An important observation of these lists is that there are very few Strengths/Assets identified but many Problems/Challenges. Erroneous perceptions must be erased and replaced with cultural understanding and appreciation, trust, and the ability to effectively work together. The long list of Projects and what each desires indicates that both the Polson community and CSK Tribe have similar wants and needs.

Polson and CSK Tribe must build on the assets and strengths of the two communities – cooperation, joint projects, positive history of Polson and tribes, diversity, welcome feeling, schools, and churches. Work toward a seamless community that addresses common issues and solutions that benefit both communities. Begin with a non-complex process issue, e.g., Joint Community Issue Coordinating Committee composed of tribal and community representatives. Begin by working on the process of coordination, in lieu of, substantive issues. Trust is an absolute foundation to build upon. Gradually begin addressing issues of common interest, such as cultural understanding. The key is to achieve successes that demonstrate cultural differences can be overcome and used as strengths to address common issues.

Tribal Relations Recommendations/Suggestions

Tribal Relations Assessment: Conduct a more detailed follow-up Tribal/Community Relation Assessment to determine issues, perceptions, and needs of each entity. In most cases, the perceptions of what each entity wants/desires have been distorted over time. Erase perceptions and seek common ground on issues. Develop a relationship strategic plan on what each needs to do to improve working relations. Examples might include:

- Educational Workshops on Understanding and Appreciating Tribal/Community Culture
- How to Work Effectively With Tribes
- How to Work Effectively with Communities
- Develop a Joint Tribal/Community Steering Group (to coordinate issues/projects)
- Facilitated Joint Meetings to Begin Working on Issues
- Regularly Scheduled Joint Meetings to Coordinate/Cooperate
- Monitoring and Evaluation of Progress

LDK Associates conducts Tribal Relations Assessments and strategic planning services. Assessments are conducted using an interview process to determine issues and perceptions. A strategic plan is developed to provide the community direction in developing the desired working relationship with a particular tribe.

Contact: Larry Keown, LDK Associates, P.O. Box 7095, Sheridan, WY 82801; 307-673-4838; www.ldkassociates.com.

Workshops: LDK Associates offers a workshop titled “Developing Effective Working Relations With Indian Tribes and Organizations.” This workshop (1-3 days) provides historical perspectives (why trust has been eroded), understanding and appreciating Indian culture (by tribal representatives), tribal government protocol, cultural issues (time, social relations, gift giving, prayers, communication, meetings, values, conflict, etc.), how to build trust and develop effective working relationships, and legal issues (sovereignty, treaties, etc.) and opportunities for participants to meet and visit with tribal representatives about issues of local interest. Workshops are conducted in cooperation with local tribal governments.

Contact: Larry Keown, LDK Associates, P.O. Box 7095, Sheridan, WY 82801; 307-673-4838; www.ldkassociates.com.

Human Resource Potential Associates (HRPA), Helena, provides evaluations of tribal issues and works with tribes on how to understand and work with state and local governments. HRPA is an Indian owned business.

Contact: G. Bruce Meyers, Human Resource Potential Associates, 321 Stagecoach Lane, Townsend, MT 59644; 406-266-4347.

Community Workshop: Consider an abbreviated workshop, described above, that would address cultural understanding and appreciation for the entire community. This would be a workshop that would initiate dialogue on common visions, goals, and tasks that are of mutual benefit.

Contact: Larry Keown, LDK Associates, P.O. Box 7095, Sheridan, WY 82801; 307-673-4838; www.ldkassociates.com.

Teacher Cultural Understanding: Work with the University of Montana, Montana State University, or SK Tribal College to develop an in-service curriculum for teachers in the local school districts about understanding and appreciating Indian culture.

Cultural Awareness Day: Polson and the CSK Tribe might consider hosting a cultural awareness day to enhance cultural understanding between the tribes and community. This could include an exchange of cultural activities and exhibits, job fair, workshops, educational opportunities, etc.

Many corporate and public foundations support cultural understanding and enhancing communication. The following list generally supports these kinds of efforts.

1. Montana Power Company
http://www.mtpower.com/community/cm_foundation_appguide.htm
2. 1st Interstate Bank Foundation
<http://text.firstinterstatebank.com/foundation/guidelines.html>
3. Qwest
<http://www.uswest.com/about/company/sponsorships/foundation/>
4. American Express
<http://home3.americanexpress.com/corp/philanthropy/cultural.asp>
5. American Express Philanthropic Program
americanexpress.com/corp/philanthropy
6. Kiewit Companies Foundation (No internet site found)

Mike Faust
1000 Kiewit Plaza
Omaha, NE 68131
(402) 342- 2052

7. Kellogg Foundation
<http://www.wkkf.org/Grants/Default.asp>
8. AT&T Foundation
www.att.com/foundation
9. The ConAgra Foundation (No Internet site found)
C/o ConAgra Corporate Relations
One ConAgra Drive
Omaha, NE 68102-5001
(402) 978-4160
10. Fannie Mae Foundation
<http://www.fanniemaefoundation.org/>
11. Norwest Foundation
Norwest Ctr.
Sixth and Marquette
Minneapolis, MN 55479-1055
(612) 667-7860

Note: Groups not located in the Twin Cities should approach the Norwest Bank in their community. Application form not required. Initial approach is by letter. One copy of proposal needed. No deadlines given. Board meeting time varies, usually every two months. Final notification is given within two weeks after meeting.

12. Public Welfare Foundation
<http://www.publicwelfare.org/grants/cedp.asp>

13. Target Stores Giving Program

33 South 6th Street
P.O. Box 1392
Minneapolis, MN 55440

Note: Target has over 800 stores nationwide, and through each store it supports its respective local community. Target's giving is store driven because they believe each individual Target knows its community best. Nonprofit organizations should consider their local store's Team Leader as their contact.

14. The UPS Foundation (No Internet site found)
55 Glenlake Parkway, NE
Atlanta, GA 30328
(404) 828-6374

15. Dennis and Phyllis Washington Foundation
<http://www.washcorp.com/Foundation/default.htm>

16. Wells Fargo
http://www.wellsfargo.com/about/charitable/mo_guidelines.jhtml

17. Wal-Mart
<http://www.walmartfoundation.org/wmstore/goodworks/scripts/index.jsp>

18. National Forests
Most National Forests have a Rural Development Grant program that allows matching funding for states and local governments and organizations for various activities. Contact the local National Forest headquarters for more information and availability of funds.

By: Karyl Tobel, Program Manager

Commerce Loan Fund

Business Resources Division

Montana Department of Commerce

PO Box 200505

301 South Park Avenue

Helena, MT 59620-0505

Phone: 406.841.2733

Fax: 406.841.2731

Email: karylt@state.mt.us

Website: http://commerce.state.mt.us/brd/BRD_CDBG.html

GENERAL OBSERVATIONS:

I want to thank the people of Polson for having been such gracious hosts to our Resource Team. Our stay in Polson was most enjoyable, and having the chance to meet with so many different individuals was rewarding. Polson is a community rich in natural resources, diverse cultures, and talented artisans. It is obvious that the citizens of Polson hold a high regard for their community and a genuine desire to work together towards a brighter future.

The citizens of Polson have formed many individual groups with common goals for the advancement of economic development in Polson, in addition to groups that are addressing social issues. I have listed some recurring themes from the listening sessions for which resources and guidance are available should the City decide to pursue them.

PLANNING:

The City developed a Master Plan in 1993, and since 1993, a Capital Improvement Plan (CIP). These planning documents need to be updated on a regular basis to be current and usable. I would recommend that the master plan be updated to conform to the requirements for local government “growth policies” set out by Senate Bill 97 passed by the 1999 Legislature (76-1-601, MCA). A growth policy and CIP should be reviewed and updated on an annual basis. With the growth issues expressed by Polson citizens, i.e. water and sewer issues, annexation, and tribal/non-tribal jurisdiction concerns, these documents should be updated. The following people can provide guidance on applying for planning grant assistance that would assist the City in hiring a professional consultant with those revisions. The City of Cut Bank is one of many Montana communities that has applied for and received a CDBG planning grant to update its growth policy and CIP.

Contact:

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Gus Byrom
CDBG Program Manager, Public Facilities and Housing
Community Development Block Grant Program
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2777
Email: gbyrom@state.mt.us

TRANSPORTATION:

It was expressed many times at the listening sessions that the streets in the City are not conducive to easy transport from one side of town to the other. Street systems and plans should be part of the City's growth policy as described under *Planning* above. A regular schedule for street repair and improvements should appear within the CIP also described under *Planning*. An engineer could be procured to assist with plans and schedules for repair and road construction with funding provided by a planning grant for initial engineering. For information on construction financing, you can contact:

Contact: Gus Byrom
CDBG Program Manager, Public Facilities and Housing
Community Development Block Grant Program
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2777
Email: gbyrom@state.mt.us

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Eric Hanson
Rural Development Officer – Lake County
2 Main Street, Suite 202
Kalispell, MT 59901
Phone: 257-2259
Email: erjhanson@centurytel.net

Several citizens expressed the need for assisted transportation for the elderly and disabled. The City may consider starting a Dial a Ride service for those citizens that need assisted and affordable transportation. The City of Helena has a Dial A Ride service that has been very successful, I've included the number for Helena's Dial a Ride below. The City could hire a

professional consultant that could draw up a business plan using a planning grant (see *Planning* above). For additional guidance please contact the following for information:

Contact: Geri Burton
Bond Program Officer
Board of Investments
Montana Department of Commerce
PO Box 200126
2401 Colonial Drive, 3rd Floor
Helena, MT 59620-0126
Phone: 444-1365
Email: gburton@state.mt.us

Dial A Ride
630 Main Street
Helena, MT 59601
Phone: 447-1580

DOWNTOWN BEAUTIFICATION:

Numerous comments from Polson citizens expressed the need for sidewalks, signage, a bike and pedestrian path, and downtown beautification. A plan for the upgrade of streetlights, addition of sidewalks, landscaping, bike racks, walking paths, and property easements, etc. can be financed with a planning grant (see *Planning* above). The City could opt to procure a professional consultant who could assist with the planning grant application that could finance an engineer or consultant to draw up preliminary plans. The City of Lewistown did an extensive CTEP project that included new period streetlights, sidewalks and downtown beautification.

There some grassroots efforts that the City could do on its own, should it opt to do that, using local talent to assist with these improvements. The Town of Geraldine, who has an Action Committee, did many town-wide improvements using local talent. The high school shop class created new street signs that they helped install around town; volunteers built new sidewalks downtown, one block at a time; and a local artist assisted with a “Welcome to Geraldine” sign by painting the school’s mascot , a tiger, on the sign. The Action Committee also renovated the town park with new play equipment and sign, restored the local train depot as a spot that can now be rented out for weddings, and meetings. Proceeds came from an annual New Year’s Eve dance, donations, and other fund raising efforts.

For more information contact the following:

Contact: Mike Davis
CTEP Coordinator
Community Transportation Enhancement Program (CTEP)
Montana Department of Transportation
PO Box 201001
2701 Prospect Avenue
Helena, MT 59620-1001
Phone: 444-4383
Email: midavis@state.mt.us

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Eric Hanson
Rural Development Officer – Lake County
2 Main Street, Suite 202
Kalispell, MT 59901
Phone: 257-2259
Email: erjhanson@centurytel.net

Monica Rice
Mayor of the Town of Geraldine
President of the Geraldine Action Committee
PO Box 211
Geraldine, MT 59446
Phone: 737-4361
Email: gertown@ttc-cmc.net

ECONOMIC DEVELOPMENT:

Over and again, Polson citizens expressed the desire to protect public lake access and develop Salish Point. Several citizens explained that there are existing plans for the development of Salish Point and additional ideas for development that could be capitalized upon for local businesses. A professional consultant could assist the community with final development plans financed in part with a planning grant (see *Planning* above). Funding for job creation or retention, including infrastructure improvements information, contact the following:

Contact: Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Ann Desch
State Director for SBDC
Small Business Development Center
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2746
Email: adesch@state.mt.us

Eric Hanson
Rural Development Officer – Lake County
2 Main Street, Suite 202
Kalispell, MT 59901
Phone: 257-2259
Email: erjhanson@centurytel.net

YOUTH:

The City of Polson has valuable resources that will enhance it's future – its youth and senior/retired citizens. Numerous people expressed at the listening sessions their concerns for Polson's youth including drug/alcohol abuse, domestic violence, and lack of structured activities for kids. Many people voiced the need for a community center or youth center, skateboard park, pool, and other activities for the community in general and its youth.

Many Montana communities have built community centers that have been multi-purpose buildings to house community services such as Head Start and health services, in addition to community rooms. It was mentioned that the City needed a “wellness center” which could be part of a community center. It was also mentioned that social services were difficult to access and that people did not know how to access them. A community center could also house social services.

The City could opt to procure an architect to draw initial designs for a new building, or the renovation of an existing building in the City with a planning grant (see *Planning* above). For information on the construction or renovation of a facility, contact:

Contact: Gus Byrom
CDBG Program Manager, Public Facilities and Housing
Community Development Block Grant Program
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2777
Email: gbyrom@state.mt.us

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Youth and Seniors of Helena formed a partnership to plan and fund a skateboard park in the City. It was a year-long process of determining the best location for a skateboard park that would provide a safe environment for children, and would not interfere with public access to City parks and infrastructure. The youth and seniors together raised money to fund the construction of it. For funding information, contact:

Contact: Turner Foundation
Website: <http://www.turnerfoundation.org/about/index.asp>

With extensive concern over teen substance abuse, violence in the home, vandalism, and loitering, the City may opt to start a Youth Justice Council. There are existing councils in Billings, Helena, and Cascade County. Although existing councils are in larger areas than Polson, the City has the resources already to start a council. Youth Justice Councils are comprised of concerned parents, teachers, and community members that, with training, council first-time juvenile offenders and their families. With the support of the local court system and juvenile probation officer, children and their families must agree to waive their right to council to participate in a Youth Justice Council.

Youths and their families meet with trained council members after a referral from the court system. Council members then make recommendations to the youth, i.e. community service, writing letters of apology, essays, or professional counseling. The recommendations are relayed to the court system. Youths and their families must comply with the Council's recommendations, or the case goes to Youth Court for more serious consideration. There is then a follow-up visit with the youths and their families.

This program has been very successful and many youths and their families have benefited from having participated in the councils. All council members volunteer their time and the space to meet with families is donated. This program could be done within the City of Polson, or throughout Lake County. With the right leadership, this program could extend to tribal and non-tribal children throughout Lake County with participation from members of all communities.

For more information on Alliance for Youth, and Community Youth Justice Council, contact:

Contact: Gayle Keith
Executive Director
Alliance for Youth
PO Box 2982
Great Falls, MT 59403
Phone: 268-6780
Email: [gayle keith@gfps.k12.mt.us](mailto:gayle_keith@gfps.k12.mt.us)
Website: http://www.youthcourt.net/United_States/montana.htm

By: Gloria O'Rourke, Deputy Director
Montana Rural Development Partners, Inc.
118 E. Seventh St.; Suite 2A
Anaconda, MT 59711
Phone: 406.563.5259
Fax: 406.563.5476
E-Mail: Gloria@mtrdp.org
Web: <http://www.mtrdp.org>

GENERAL OVERVIEW - and Top Three Recommendations

It was my privilege to be a part of the Polson Resource Team Assessment. At times, I wished that each one of you could have been in my seat to hear all that the people of your community had to say. Yes, there are some problems, but the assets you have far, far outweigh those problems. I found myself more and more excited as the listening sessions went on as the comments confirmed the fact that Polson has all that it needs – in its people. The people of Polson are the greatest asset you have.

I do have three recommendations that would make an impact on any project or plan Polson undertakes.

1. Utilize the Volunteer Survey sheets that were filled out during each session. Talk with the business teacher at the high school or perhaps a currently known community volunteer – to create a database from the Volunteer Survey sheets. Once you have identified and contacted those willing to serve, anything is possible.
2. Participate in MEDA. The Montana Economic Developers Association (MEDA) is an association of economic development professionals. MEDA is made up of certified community “lead” economic developers, business specialists, government employees, and staff members of affiliated non-profit organizations which promote and foster economic development activities in Montana. MEDA, a non-profit organization, is high on networking and mutual assistance that would be of benefit to the community of Polson. Learn more about MEDA by visiting their website at <http://www.mtrdp.org/meda> and attend the fall conference November 20 – 22, 2002 in Great Falls (information is also on the website.)
3. Reactivate Polson’s application to become a Montana Certified Community. With that said, it must be noted that the Special Legislative Session held this past August cut funding for Fiscal Year 2003 for the program. Hopefully, the program will survive budget cuts in the upcoming legislative session. The mission behind Certified Communities is to establish and maintain an active network of local development organizations trained and prepared to respond to economic development opportunities or concerns. The requirements to become a Certified Community would prepare Polson to meet this mission. The program is under the Montana Department of Commerce and administered through the MEDA/MT RDP office at 406.563.5259. Please contact me for additional information or review the website at <http://www.mtrdp.org/certifiedcommunities>.

In my comments below, I will list the main topic identified during our Listening Sessions. and make recommendations, including contact information.

TRANSPORTATION

There appeared to be two main projects the community of Polson wants to address under the Transportation topic:

- Highway 93 – Its path for the future
- Providing transportation within the community and the surrounding areas for individual transportation needs.

Recommendation:

I spoke with two individuals regarding Polson's internal transit need. The first, on a national level was Tod Schoenrock of Community Transportation Association. His group's purpose is to bring together community members to identify mobility challenges and design transit solutions. For more complete information, please visit their website at <http://www.ctaa.org>. Tod said that he would be glad to talk to a community representative at 202.624.1736 or via email (the best way to contact him) at schoenrock@ctaa.org. CTAA has over 20 technical advisors available to help Polson address its internal transit problems.

The Montana representative that serves on the Community Transportation Association board is David Jacobs of the MT Department of Transportation. David told me that several people in Polson are already acquainted with Trans-Aid, a program that serves those who need assistance in transportation, such as the disabled and/or elderly. From what I understand, the program recently received funding that will go into effect July 1, 2003. David said that Polson would definitely be able to apply for Operator/Transit Assistance for the General Public under Section 53.11 and Section 53.10. Both of these are federal programs.

Finally, Polson needs to have continued involvement in the Montana Transit Association. The purpose of this group is to address, inform and educate on Montana transportation issues.

General Transportation Contact information:

Tod Schoenrock
Community Transportation Association of America
1341 G St NW, 10th Floor, Washington DC 20005
Phone Tod: 202.624.1736
Email: schoenrock@ctaa.org
Fax: 202.737.9197
Web: <http://www.ctaa.org>

David Jacobs

Montana Department of Transportation
2701 Prospect Ave.
P.O. Box 201001
Helena, MT 59620-1001
ph: 406/444-6120
fax: 406/444-7671
E-Mail: dajacobs@state.mt.us

Montana Transit Association
President Steve Earle
406.543.8386
Searle@mountainline.com

Highway 93 issues:

The pending development of Highway 93 through Polson could have a lasting impact on Polson's future. I contacted Loran Frazier, Administrator of the Missoula Transportation District to see where Polson is at in the process. Loran said that five governments will need to get together to begin the discussion of the plans for Highway 93. These five are: Confederated Salish-Kootenai Tribes, State of Montana Department of Transportation, Federal Highway representatives, City of Polson and Lake County.

Loran said that MT Department of Transportation is in the process of soliciting a consultant to facilitate the discussion. He hopes that the talks can begin in March of 2003.

Contact: Loran Frazier
Missoula Transportation District Administrator
Phone: 406.523.5800

INFRASTRUCTURE

Under the topic of infrastructure, three main subjects came up repeatedly: Development of Salish Point, the current water moratorium and the need for improved streets, sidewalks and signage.

Recommendations:

Knowing very little about water issues in a community, I will leave that to my fellow team members to address.

I believe the Salish Point development issue could be used as a tool to improve Tribal and non-Tribal relations in the community. Trust and relationships can be built around the successful completion of a project. I would strongly encourage the use of tribal relations expert Larry Keown to be hired as a facilitator to guide the process. The expense would

pay for itself in the long run – by reaping the benefit of improved relations and the development of Salish Point.

Contact: Larry Keown, LDK Associates
P.O. Box 7095
Sheridan, WY 82801
Ph/Fx: 307.673.4838
Email: lkeown@ldkassociates.com

As for the streets, sidewalks and signage issues – a few suggestions. Investigate the Main Street Program to assist in the development and beautification of Polson's downtown. The Main Street program is designed to improve all aspects of the downtown or central business district, producing both tangible and intangible benefits. Improving economic management, strengthening public participation, and making downtown a fun place to visit are as critical to a Main Street's future as recruiting new businesses, rehabilitating buildings, and expanding parking. More information is available at <http://www.mainstreet.org>. Butte and Helena both have active Main Street programs.

Contact: George Everett, Executive Director
Main Street Butte
201 W. Granite
Butte, MT 59701
Ph: 406.782.8443

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.

Polson is in need of sidewalks. The need for walking areas came up over and over during the Listening Sessions. As so many people stated this as a need, it should not be hard to call for volunteers to serve on a taskforce. The purpose of the taskforce should be to:

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

There is a great opportunity for relationship building as Polson addresses its need for signage. This is an opportunity to incorporate Native American culture and the Arts in a joint project to accomplish multiple goals: signage for the community, promoting Native American culture and a tool for promoting the arts. Three groups would be coordinated and working together for a common purpose.

The Montana Arts Council recognizes the connection between the arts, culture and community. Please visit their website and explore the resources that are named. A report titled “Strengthening Communities Through Culture” would be of particular interest to the community of Polson. This report discusses crucial ways in which America's communities can be identified with, and supported and enhanced by, their art and culture. Visit <http://www.art.state.mt.us>

Contact:

MONTANA ARTS COUNCIL

PO Box 202201

Helena MT 59620-2201

Phone 406.444.6430

Fax 406.444.6548

E Mail mac@state.mt.us

COMMUNITY

Under the topic of community, the Resource Team identified the following main sub-topics: Youth Activities, Troubled Youth, Community/Wellness Center, Leadership and Project/Planning Completion, Poverty and Wealth, Cultural Diversity/Lack of Understanding, Volunteerism, Untapped Local Talent and Youth Center.

It is usually easier to build and expand on existing organizations than to create new organizations or programs. For example, you have an active Ministerial Association – tap into that resource to organize more youth activities in the community. You have an excellent library that already provides many activities and services for not only youth but the community as a whole. Below are several specific suggestions on some of these sub-topics.

Youth Activities Recommendation – ask that the Ministerial Association join together and as a group offer activities on a weekly basis to the youth of Polson. A different church could be responsible for the non-denominational activity each week. This is currently working well in Anaconda. An empty (no longer in use) downtown restaurant building is used as the regular meeting place.

Contact:

Phil Masters, Pastor
Assembly of God Church
300 E. 4th
Anaconda, MT 59711
Ph: 406.563.3534

Troubled Youth Recommendation – a website resource titled Youth Change... Your Problem-Kid Problem-Solver is an excellent family and community resource to begin to meet the needs of troubled youth in Polson. It was mentioned several times in listening sessions that parental skills are lacking in many families in Polson. (See Education topic below.) This website gives easy to understand and practical advice and support on dealing with troubled youth. The site was designed for and by youth professionals. The site serves professionals and para-professionals such as teachers, foster care workers, counselors, teaching assistants, mental health staff, Job Corps workers, GED teachers, day and residential treatment counselors, and independent living program counselors. The site is packed with hundreds of solutions for all types of "kid problems," and provides workshops and books for more comprehensive offerings. You'll find lots of free aid throughout the site, including the free Problem-Kid Problem-Solver internet magazine, Live Expert Help, and hundreds of intervention strategies. Visit:
<http://www.youthchg.com>

Leadership and project/planning completion – I would first recommend Polson contact Ty Duncan of Montana Cooperative Development Center. Ty offers excellent leadership and board improvement workshops for community leaders and potential leaders. Next, a very useful contact to explore project planning and completion is Carl Nyman of Anaconda Project Facilitators. The main purpose of Carl's group is to actually get projects done, not simply talk about them.

Contact: Ty Duncan, Executive Director
MT Cooperative Development Center
P.O. Box 7751
Havre, MT 59501
Ph: 406.265.3771 Fx: 406.265.3776
Email: mcdc@msun.edu
Web: <http://www.mcdc.coop>

Carl Nyman, Executive Director
Anaconda Project Facilitators
301 E. Park
Anaconda, MT 59711
Ph: 406.563.9612
Email: apf@in-tch.com

Poverty and Wealth – there are no easy answers to the long term challenge of reducing and eliminating poverty. According to Dr. Phil Bartle, a resource expert for the Seattle Community Network, a community needs three factors to contribute to the removal of poverty: (1) an understanding of concepts and principles (i.e., to remove poverty is to remove dependency) (2) some skills in training, facilitating and organizing, and (3) personal characteristics, including integrity, motivation and creativity. Additional factors include lack of markets, lack of leadership, lack of supporting institutions, corruption and poor infrastructure. The point is made that if Polson strives to become wealthy in its resources, infrastructure and educational opportunities, the community should see

diminished poverty among its population. More input and articles for community empowerment from Dr. Phil Bartle are available on the Seattle Community Network at: <http://www.scn.org/ip/cds/cmp/site.htm>.

Cultural Diversity/Lack of Understanding Recommendation – I mentioned before that one of the best ways to improve the lack of understanding among people of different cultures is to work on planning and completing a project together. Before embarking on such a project (such as the signage need mentioned above) I strongly recommend inviting Larry Keown of LDK Associates to Polson to facilitate a Tribal Relations Workshop. I had the privilege to attend several of Larry's workshops and they are excellent, practical, and best of all – demonstrate proven results.

Contact: Larry Keown, LDK Associates
P.O. Box 7095, Sheridan, WY 82801
Ph: 307-673-4838
Email: lkeown@ldkassociates.com
Web: <http://www.ldkassociates.com>.

Volunteerism Recommendation – the life and heart of a community! Do use the Volunteer Survey sheets collected during the Resource Team Assessment and form a database of the willing hands available in your community. Here are ideas as to where to find more volunteers in Polson:

1. Corporate volunteer programs - provide opportunities for employees to become involved in service to the community. Some corporations even allow their employees to work with nonprofit organizations during the workday. You might even discover a new funding source when obtaining corporate or business volunteers.
2. Scope out other organizations - churches, synagogues, and other religious institutions with volunteer programs offer a wealth of volunteer prospects who are motivated by religious and altruistic beliefs to serve their community. Service committees and youth groups within these organizations can be a great source of volunteers for special events or other group activities.
3. Try internship programs - at colleges and high schools. Some internship programs require a stipend for the students while many others provide interns free of charge in exchange for a meaningful volunteer project. For example, interns can develop a marketing plan, perform prospect research, organize a special event, or manage a telemarketing campaign.
4. Career counseling centers - can help you identify individuals who are changing careers and considering entering the nonprofit sector as volunteers. These individuals may need to build their nonprofit resume by volunteering with nonprofit organizations in the community.

5. Civic clubs, fraternal organizations, sororities and fraternities - can be great resources for large numbers of volunteers needed for group projects. For example, a local Rotary Club may assist you with security along the route of a 10K Run or distribute refreshments at a school carnival.

6. Newspapers, radio, television - are excellent vehicles to promote your volunteer needs. Press and media can be enlisted as sponsors of your events and encourage people throughout the community to become involved with and attend your events. Some offer free or as-available space to help you advertise.

7. Governmental offices at local, state, and federal levels may also be a source of volunteers to assist your organization. Many governmental organizations allow employees to leave work for up to one half day a week to serve as volunteers in the community.

8. Court systems offer a ready source of individuals who have committed minor offenses and who have to provide community service in lieu of jail. These volunteers can be of great assistance in performing tasks such as setting up or cleaning up a special event. Our own office benefited greatly from the skills of a high school student who was sentenced to community service. The student was sentenced for hacking into and harming our local high school computer network. MT RDP realized his computer skills would be of value to us in servicing our network. It turned out to be a win-win situation for everyone involved.

9. Volunteer recruitment fairs can be conducted along with other nonprofit organizations to reach a wide audience of volunteer prospects.

10. Other nonprofit organizations can be a tremendous resource in identifying and recruiting volunteers for your organization. If the volunteer needs are made clear to our associates in other nonprofit organizations they can steer volunteers your way who may not fit within their current volunteer needs.

How do you keep and encourage the volunteers you currently have in Polson?

1. Ask first if they'd like to be publicly acknowledged, then include them in an event
2. Send a letter to their supervisor at work...tell the manager how much you appreciate their hard work and special qualities.
3. Write an article in your newsletter
4. Have a board or staff member call them to advise them of how much they are appreciated
5. Send a visitor with a flower
6. Have a board member or other special person invite them to an executive lunch in a special place
7. Invite them to a special event or dinner...and honor them there
8. Write an article about their work in your neighborhood or city newspaper
9. Call them to talk and get their ideas
10. Give them more responsibility - but watch for burnout!

Youth Center Recommendation – it seems that in every resource team visit, sooner or later, the subject of a youth center is raised. It appears to be a difficult task because the facility must be appealing to teens, affordable, somewhat supervised and attract a healthy mix of the entire youth population – ranging from school athletes, intellectuals, privileged as well as the underprivileged student. In my search for answers, I came across a wonderful website sponsored by the National Youth Employment Coalition. NYEC is a non-partisan national organization dedicated to promoting policies and initiatives that help youth succeed in becoming lifelong learners, productive workers and self-sufficient citizens. The program has a special section called “Youth Zone” and gives practical advice and examples of youth center projects: “Whether you have a youth center, are planning to start one or want ideas on how to enhance your employment program to effectively engage youth, check out the resources on this page for examples of programs already out there, resources for planning and information on how to serve youth.” Visit the website at <http://www.nyec.org/Jettcon2001/designguide.htm> and receive information on:

- Examples of Youth Centers/Programs
- Examples of Programs Using Technology Tools for Planning
- Tools for Assessment and Improvement
- Resources on Youth Development
- Resources on Afterschool/Out-of-School Programming
- Tools for Planning
- Tools for Assessment & Improvement
- Resources on Youth Development
- Resources on Afterschool/Out-of-School Programming

BUSINESS

Under this main topic, the sub-topics included Tourism, Business Survival, Support of Local Businesses (as they improve on accommodating local needs), Good Paying Year Round Jobs, Development of Off Season Activities, Polson as a Destination vs. Drive Through, and Downtown Beautification/Theme or Identity. My strongest thought is that Polson must be careful to not depend on tourism dollars only to sustain the community. Tourism does not support consistent, high paying jobs.

Recommendation:

I would recommend to you an excellent resource book that would assist you in most of the topics mentioned above. The booklet is titled Northwest Montana Economic Development Directory. The book was compiled by Eric Hanson and Virginia Sloan (Flathead Job Service Workforce Center) with the intent of helping clients and businesses understand different economic development agencies and the services they provide. View the book at <http://www.mtrdp.org/certifiedcommunities/nwregion.htm>.

Contact: Eric Hanson
MT DOC/Rural Development Officer for Western Montana
2 Main Street, Suite 202

Kalispell, MT 59901
Phone: 257-2259
Email: erjhanson@centurytel.net

COMMUNICATIONS

The main issues under communication were Tribal and Non-Tribal Communication, Communication Within the Community, and Local News Coverage

Recommendations:

I am sounding like a broken record on this point, but I must briefly mention once again the Tribal Relations Workshops facilitated by Larry Keown (see contact information included in Infrastructure discussion above.) The workshops are beyond value and will make for long-lasting changes in tribal relations and the community of Polson.

I have several suggestions regarding communication with the community. It became obvious during the Listening Sessions that many of the community groups and organizations did not know what the other groups in town were doing. With both human and financial resources always scarce, it is essential that communication be improved.

- Glean the email addresses from the many Volunteer Survey sheets (filled out during the Resource Team Assessment) and create a listserv with these addresses as well as other community leader's email. There are free programs available for this purpose that are very user friendly. I recommend Yahoo. Visit <http://groups.yahoo.com/> for easy directions to begin a group. Use this listserv to share information and updates in Polson. This would also be a great way to promote the Polson website.
- Newsletter – create a brief newsletter (nothing fancy) that is simply a fact sheet of events, programs, projects and activities going on in Polson. Submit it to the area newspaper on a weekly or monthly basis.
- Local news coverage – if you feel that your area newspaper is not covering your local news there is a simple solution. Time consuming, but simple. Write an article yourself and ask the newspaper to insert it in their next paper. While time consuming, it does guarantee that the information will be correct, timely and available. And think of the payback – with more publicity you might get more \$\$\$ for a project and more volunteers.

RECREATION

Under recreation, the sub topics are: Walk/Bike Path, Public Access to the Lake, Swimming Pool/Aquatic Center, Recreation Coordinator and a Skateboard Park. All of these “wishes” can become a reality with steadfast work and dedication from the people of Polson.

Walk/Bike Path information: A project like this can be partially funded through the Montana Department of Transportation's Community Transportation Enhancement Program (CTEP). Through this program, Polson as well as the Flathead Reservation receive annual allocations that can be used to finance walking/bike trails. Public input and planning would be of high importance to such a project. As this project was in popular demand in almost every Listening Session, it should not be hard to form a committee to tackle this worthwhile project. 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.

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

Swimming Pool/Aquatic Center information: It was amazing to hear that an individual in Polson has been trying for over 20 years to make this dream a reality – that brings a whole new definition to the word “tenacious”. If the people of Polson unite, plan and pursue – this dream will indeed become a reality. Do not overlook this opportunity to work jointly with tribal resources. For example, the Mississippi Band of Choctaw Indians just opened a new senior activities center that included a community swimming pool to promote wellness among their tribal people. Be sure to use the Northwest Montana Economic Development Directory for resource information: <http://www.mtrdp.org/certifiedcommunities/nwregion.htm>.

Skateboard Park information: – As with youth centers and swimming pools, skateboard parks are in high demand. Libby, Colstrip and Helena are three communities that I know of that have skateboard/BMX parks. I also found a terrific website that serves as a resource for everyone involved in the process of getting a public skatepark built, and generally promoting skateboarding. Visit <http://www.skatepark.org>. From lollipop sales to 24 hour skate-a-thons, the ideas are there, all you have to do is use them. What a great way to involve the youth in community development!

Contact: Jane Thom
Libby Skate Park Inc.
Phone: 293-574
Email: janiethom@yahoo.com

Randy Lilge
Director of Parks and Recreation
City of Helena
316 North Park Ave.

Helena, MT 59623
Phone: 447-8462
Email: rlilje@ci.helena.mt.us

Colleen McCarthy
ED of Helena Housing Authority
Ph: 406.442-7970

Rick Harbin
Colstrip Parks and Recreation
Ph: 748.3326

EDUCATION

Parenting Education, Cultural Education, Drug/Alcohol/Domestic Violence Education, and Arts/History/Museums were the main topics of concern under the Education heading.

Parenting Education recommendation: Through your local PTA or similar community based organization, request an Active Parenting program to begin in your community. Several years ago I was employed by the Anaconda PCA/Family Enrichment Council and was trained to teach Active Parenting workshops. I can't say enough about the program, resources and quality of materials. The goal behind Active Parenting Publishers in 1983 was to apply state-of-the-art educational technology to the field of parenting education. Three years of research and development led Active Parenting founder Michael Popkin to conclude that video-based training was the most cost-effective innovation available, and was the first to produce video-based parent education programs. Today this parental education delivery system continues to be ideal.

Part of the success of the program is that it is parents teaching parents. For example, I was first a student and completed the entire Active Parenting course. Then, based on my enthusiasm for the working principles of the program, I was trained to become a teacher myself. Again, I can't emphasize enough the value of this program. Please learn of the details by visiting the website at <http://www.activeparenting.com>. I have the materials (although my copies are about seven years old) and would be happy to talk with anyone in more detail about the program.

Also, please refer to the section above under Troubled Youth recommendations and visit this excellent resource for parents: <http://www.youthchg.com>

Contact: Active Parenting Publishers
810 Franklin Court, Suite B
Marietta, GA 30067
800.825.0060
<http://www.activeparenting.com>

Gloria O'Rourke, Deputy Director
MT RDP
118 E. Seventh St.; Suite 2A
Anaconda, MT 59711
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Email: gloria@mtrdp.org
Web: <http://www.mtrdp.org>

Cultural Education Recommendation: I can think of two activities that are of value in my own community of Anaconda. One activity takes place in our Middle School and is the project for a 7th grade History class. The students are required to investigate their family's heritage, dress as their ancestors dressed, and present a report on their family to their classmates. A similar project on the elementary level ends with a parent/student potluck dinner. Food from the student's ancestral background is prepared, recipes are shared and the food is enjoyed by all.

Domestic Violence Issue:

I find myself once again drawing on personal experience. For several years I had the job of facilitating a battered women's support group, responding to and organizing a 24 hour crisis line for victims of domestic violence, carried a beeper and placed victims in our local Safe Space. On the other side of the problem, my husband taught court-ordered classes to the domestic violence perpetrators "SAM" – Stress and Anger Management. Obviously, I have strong feelings about this horrible problem and can't stress the importance of addressing it in Polson.

To identify what programs the Polson area currently has to abolish domestic violence, I spoke with Julie Wenner of SAFE Harbor, Inc. She explained that SAFE Harbor is an organization that provides many services to victims and family members involved in domestic violence. To name a few: SAFE Harbor shelter, Crisisline (pager system) 24 hours per day, outreach with information and referral, personal advocacy, out-of-shelter aid as needed, children's services, Court Watch, and the list continued. Also a part of SAFE Harbor are Domestic Violence Emergency Services (DOVES)– and the Tribal Crime Victim Advocate.

Domestic Violence recommendations: It appears that SAFE Harbor has many worthwhile services already in place. The problem is lack of funding – for staff and expenses for current programs. Please look over fundraising suggestions mentioned in this report. Regarding Polson beginning court-ordered stress and anger management (SAM) classes for perpetrators of domestic violence, contact Donna Thomson, Executive Director of the Anaconda PCA/Family Resource Center. Donna worked with our local court system to have perps sentenced to attend these classes. The sentence also included a fine that covered the cost for the class materials and facilitator fees. The classes are held once per week. If a perpetrator does not complete the entire course, the person is brought back before the judge for further sentencing and consequences.

Donna also worked with local law enforcement to provide special training for police officers responding to domestic violence calls. Your local agencies already providing domestic violence services could talk with Donna and learn how she expanded her programs.

Next, I would recommend a “zero tolerance” policy to be set in place. Julie Wenner knows of several in existence that could serve as a model.

Finally, education, education, education. Perhaps the schools could get involved with a science-fair type of event, with the focus on domestic violence issues. It is important for individuals to realize that they are responsible for reporting abuse.

Contact: Donna Thompson, Executive Director
Anaconda PCA/Family Resource Center
229 E. Commercial
Anaconda, MT 59711
Ph: 406.563.7972

Julie Wenner, SAFE Harbor
P.O. Box 855
Pablo, MT 59855
406.675.0800

Drug/Alcohol recommendations: I regret that we were unable to meet with the youth of Polson to get feedback from them regarding the drug and alcohol issue. I would again refer you to the excellent Youth Change website at <http://www.youthchg.com>. It is “Your Problem-Kid Problem-Solver.” In addition, to support and encourage more work to be done in the Polson area on prevention, I offer the following information taken from a government website:

- Substance abuse prevention programs reduce rates of substance use
- Youth already using cigarettes, alcohol, and marijuana significantly reduced their use of substances after joining a prevention program
- Gender plays an important role in risk, protection, and substance use
- Family, peers, school, and community can all protect against substance use
- Science-based program components produce consistent and lasting reductions in substance use

To summarize: Communities with more opportunities for participation in prevention programs positively impact substance use by youth. More information is available at <http://www.health.org/govpubs/FO36/overview.asp>

Finally, the National Governors Association has compiled “best practices” information on dealing with the issue of substance abuse. Strategies other states are using to combat this problem include:

- Coordinating stakeholder resources to create and sustain effective substance-abuse policies;
- Building public awareness about the chronic nature of chemical dependency and the *societal* benefits of treatment;
- Implementing cost-effective programs to prevent, reduce, or minimize the incidence of drug and alcohol abuse and its negative consequences;
- Encouraging private insurers to offer adequate coverage for treatment of chemical dependency;
- Leveraging federal funds to expand coverage for substance-abuse treatment services; and
- Requiring effective and sustainable treatment alternatives as part of sentencing for chemically dependent offenders.

Visit:

http://www.nga.org/center/divisions/1,1188,C_ISSUE_BRIEF^D_4479,00.html

Arts/History/Museums recommendations: It seems that the average person in the average community does not often frequent – or even visit – its own art galleries or museums. It also seems that once the average person is lured in to view their local art galleries and/or museums, the enthusiasm and support for the facility is sparked. It just takes getting those feet to walk through the door! The more your own community members know of and are aware of your arts/history and museums, the more they will spread the word and pass this information along to visitors (not to mention offering their own support).

It may take a bit of creative thinking and an extra push on the publicity to carry off an event that would get people through the door. One idea is to have a progressive party – where a group is given refreshments at one gallery (and spend a half hour becoming familiar with its contents) then take off to the museum where they are served snacks (and spend another half hour exploring) and finally end the tour with hot beverages at the final destination. A door prize and/or raffle could be held at each location – which could serve to be a small fund raiser for each of the participating organizations. Be sure to include the tribal population in this activity.

GOVERNMENT

Under the main topic of Government, the sub topics included: Jurisdictional Issues, Growth Plan/Strategic Plans, Leadership, Jail/Detention Facility, Environmental/Natural Resource Protection, Tax Base and Emergency Plan. I believe my fellow team members have far more expertise than I regarding most of these issues. A few comments:

Jurisdictional Issues recommendations: My only thought here is that the sectors involved in any jurisdictional issue need to recognize when an issue has come to a crossroad – or worse, a stand still. When progress is no longer made, when talks are no longer scheduled, it is time to bring in a third or fourth party for assistance. As progress is delayed, the problem worsens.

My recommendation is to invite someone like Gene Vuckovich, Executive Director for Montana Rural Development Partners, to facilitate a session that would get all of the groups talking and taking action once again. Gene served as Anaconda/Deer Lodge County Manager for seven years and knows well the ins-and-outs of city/county government. Gene also has training in dealing with dispute issues and attended Larry Keown's Tribal Relations Workshops. I spoke with Gene and he said that he would be glad to be of assistance at any time.

Contact:

Gene Vuckovich, Executive Director
Montana Rural Development Partners, Inc.
118 E. Seventh St.; Suite 2A
Anaconda, MT 59711
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Web: <http://www.mtrdp.org>

Leadership recommendations: I already mentioned Ty Duncan of Montana Cooperative Development Center (under the topic of Community) earlier in this report. Ty offers an excellent workshop series on improving leadership, especially on local boards. The cost per person is approximately \$50. The workshop consists of seven segments including:

1. Attend board meeting and know how to actively participate
2. Set policy and establish goals for your administrator to achieve.
3. Provide guidance to your administrator
4. Maintain a proper relationship with staff
5. Ensure adequate financing of the organization - see that money is responsibly spent.
6. Actively support your organization and administrator
7. Make a written plan that outlines the long-term goals of your organization.

Contact: Ty Duncan, Executive Director
MT Cooperative Development Center
P.O. Box 7751
Havre, MT 59501
Ph: 406.265.3771 Fx: 406.265.3776
Email: mcdc@msun.edu

Web: <http://www.mcdc.coop>

Another resource is the Heartland Institute. The Heartland Institute was founded in 1995 by Patricia and Craig Neal with the belief that by linking personal growth with organizational transformation, individuals can achieve their greatest dreams and organizations can serve the greater good. The Heartland Institute works to “discover the untapped resources of spirit and creative energies in individuals, businesses, and organizational life. By bringing greater purpose and meaning to work, we ultimately achieve the highest levels of productivity in our organizations.”

Several colleagues have attended the Heartland Institute trainings and have found them to be well worth the time and expense. For more information visit <http://www.heartlandinstitute.com>.

Contact: Heartland Institute
4243 Grimes Ave S
Edina, MN 55416
Phone: 952-925-5995
Fax: 952-920-7168
Email: patricia@heartlandinstitute.com
Web: <http://www.heartlandinstitute.com>

Jail/Detention Facility recommendations: Once again, I am speaking from personal experience. My husband served for two years on a Jail Task Force for Anaconda/Deer Lodge County. The jail conditions in Anaconda were dangerous to both staff and prisoners, plus several suicides within the facility caused the jail to close. A task force was appointed by the local government. This task force spent many hours on the following:

- Educating themselves on current jail codes and standards
- Costs of contracting vs community operated
- Costs of refurbishing local jail vs building new
- Discovering the model for “what works” in Montana
- Educating the community on what was learned
- Educating voters to choose what the task force recommended

Currently, a new jail is being build adjacent to our Anaconda/Deer Lodge County courthouse. This process came about due to the hard work by the task force believing in their cause and educating the public as to their choices. For more information as to the process the taskforce used:

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FUNDING

Under the main topic of Funding, the team members highlighted the following sub-topics: Grant Writing, Fund Raising (program and equity), and Tax Base.

Grant Writing recommendations: Having written several grants myself, I can appreciate how much time an individual commits to the process. I would suggest reviewing the Volunteer Survey sheets collected during this Resource Team session and contact anyone who may have an interest in grant writing or a passion for a particular project that will require a grant. Organize a grant writing workshop and actually begin to write the grant during the workshop. I attended an excellent class by Janet Cornish of Community Development Services of Montana. As grant writing is a time-consuming and often a thankless task, I would suggest “perks” be given to the writer. For example, if funds are not available to pay the writer, offer in-kind donations (such as gift certificates at several local businesses, savings on purchases at a local business, etc.) could serve as an incentive. Should the grant be awarded, the grantwriter could be paid from those funds and/or offered “perks” once again for their efforts. For example, if a grant was received for a swimming pool, the grant writer would receive a free membership.

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Community Development Services of Montana
954 West Caledonia
Butte, MT 59701
Ph/Fx: 406.723.7993
Email: janallyce@aol.com

Fundraising recommendations: Here are ten tips to improve your fundraising efforts.

10. Do not think of fundraising as asking for money or a loan. You are asking as an advocate for those in need.
9. Do not discount anyone. While you may not have talked to that high school friend for awhile, it's never too late to resume a friendship by telling them about your involvement with your project.
8. Use those who are close to you as a "mini-committee" to reach your goal. Ask them to share their Rolodex, email list, send out letters, help plan a party or find raffle prizes.
7. You do not need to know all of your potential donors; it's okay to accept donations from people you do not know. Just remember to thank them. By

carrying your fundraising letters everywhere you go, you could receive donations in bars, on the bus, in someone's office, at the grocery store.

6. Ask your boss.
5. The best way to fundraise is to use a combination of techniques, including a raffle, a fundraising letter, a party, corporate involvement, etc. .
4. Start early! There's a lot to be said for those people who get all of their fundraising done so that they can concentrate on their project.
3. Involve everyone you know. Most people find that their daily contacts supply plenty of potential donors. You'd be surprised at how many people you know - even casual acquaintances - who will support your efforts.
2. Allow people to experience the joy of helping others vicariously through you. Make sure everyone realizes that their contribution will last much longer than the 30 seconds it takes to write a check. Mention your efforts whenever possible - you never know when someone has \$20 burning a hole in their pocket.

And the No. 1 fundraising tip....

Ask, ask, ask!

For in-depth information, review the book online titled "Finding the Funds You Need: A Guide for Grantseekers" located at http://cedev.aers.psu.edu/FundGrnt_Bklt_Fnl_REV.pdf

In Closing -

Thanks once again to the community of Polson for its fine welcome and all the work that was done on the local level to make the Polson Community Resource Team Assessment possible. I am sure I speak for the entire team when I say we all look forward to hearing of great progress in Polson. Do not hesitate to call MT RDP at 406.563.5259 for additional information, support, or assistance.

POLSON LISTENING SESSION: PROBLEMS AND CHALLENGES

PROBLEMS AND CHALLENGES - HEALTH CARE

- No overall vision
- Lack of agreement on priorities and goals
- Multiple organizations that work on economic development or other community needs. These are too fragmented. There is lack of focus.
- Not enough business diversification.
- Lack of transportation for medically needy. Example: someone who needs transportation for medical service on a weekend. The frail elderly do not have the money for a taxi.
- Ditto.
- Poor business success in the community. High unemployment rate. Lack of community recreation opportunities. No city pool. No bike paths.
- Ditto on transportation to health care.
- Lack of things for adolescents to do and places to go goes hand in hand with a terrible drug problem. High incidence of drug use, family abuse. Teens are restless.
- Low wages and lack of opportunities for jobs with good wages. Lack of general transportation: to health care or to jobs.
- Need for structured direction for teenagers to lead them to the activities that are available.
- Need a sports complex that can have multiple uses. Especially swimming.
- No public awareness of resources—health and otherwise.
- Poor self-esteem among teenagers.
- Low pay scale even for professionals.
- At the schools, parenting skills need help.
- Jurisdictional fragmentation. Example: dealing with water in Polson. If the city wants to drill a well, the Tribe will protest it. For sewer development, there is conflict with the state, the Tribe, the city. Need for a common understanding and framework for how to work through things.
- Ditto transportation. Ditto low wages. Ditto youth.
- The town is not open on Sunday. This is unheard of for a tourist town.
- Coordination of services lacking. No central place to find any particular set of services.
- They tried a Chamber of Health but it did not & does not provide a core for communication.
- Shrinking tax base. Properties get taken off the tax rolls. Tribal ownership.
- Ditto on fragmentation.
- Water issues are stopping growth.

- No in-county stable psychiatric care available. This creates problems and disruptions. Need on-site psychiatric services.
- County lacks in-patient hospitalization for psychiatric cases. St. Joseph's is not set up as a psychiatric facility.
- This was given to the County Commissioners last fall. It went nowhere.
- Ditto the lack of psychiatric services. There is no place to send transients who need psychiatric services.
- Children have dental caries. There are no resources.
- General lack of dental care. Dentists don't work on Friday.
- There is 4 times the incidence of domestic violence here as in the rest of the state.

PROBLEMS AND CHALLENGES – LAW ENFORCEMENT

- Domestic violence – significant amount
- Juvenile issues – conflict between native Americans and non native Americans
- Increase of juvenile crimes – serious juvenile crimes increase of felonies.
- Need more public/county/city safety resources – fire, ambulance, police
- Permissive and apathetic parents
- Excessive drug and alcohol abuse with both adults and teens
- Chemical use increase – adult and juvenile – it is within families
- Alcohol is the drug of choice but meth is on the rise
- Parents sanction drug usage and abuse – generational abuse
- Chemical dependency education is offered, parenting classes are offered,
- Economics – big disparity between have and have-nots
- We can't service the retired people that are moving in here
- Law enforcement is underpaid
- Gang influence is a problem in Lake County
- Lack of activities outside of school for students
- No formal organized sports or park and rec sports programs
- Growth problems with law and public services
- Shrinking tax base to fund public services
- Aimless drifting and loitering of youth
- Drifter kids – kicked out of school and have nothing to do
- No community service program through the county – hard to make offenders accountable
- Jail full – (it is catch and release)
- Ditto
- Ditto
- Juveniles go to Missoula or Kalispell – takes more limited manpower
- Can sit out fines – at \$25 per day – but costs almost twice as much per day to have person in jail.
- Businesses do not stay open after normal hours to accommodate community needs. Need flex hours in the summer.
- No formalized court-ordered anger management or parenting program established here
- Large drug and alcohol problems

- Substance abuse is a problem across all ages
- Division between tribe and city
- Growing at fast pace with retired persons not working age

PROBLEMS AND CHALLENGES - AGRICULTURE

- Sewer and water for the city of Polson
- Equipment transported across the highway
- State and Tribe are not working together to make decisions with water issues
- Ditto
- Rapid growth and no detailed plan to deal with it
- Ditto
- City of Polson has allowed wealthy developers or out-of-towners have private home lots...need stricter development rules to give everyone more opportunity to enjoy the lake and landscape
- Dollars are setting the rules
- Safety of highway 93 – both directions
- Lack of coordination between local governments – City and County
- Change from ag area to recreation area – has not kept up with sidewalks, paved streets
- Infrastructure – people have outgrown almost all of the services
- People who are buying and building in say, Mission Bay area, are not having to pay for SID costs – the entire area will share the costs as it is overpopulated
- Noxious weed problem
- Regulations, costs and time to wisely subdivide farmland do not exist. Current regulations are more harmful to the land.
- Lack of coordination between city and county – jurisdictional problems for wells, etc.
- 21 acre lot - have to go to private water system – doesn't make any sense
- Lack of coordination between city and county jurisdictions - can of worms
- Taxation – property taxes are too high – farmers have most property but least able to afford it
- Data lacking that would detail economic sectors of this area – what drives our economy here?
- clarification: Lifesavings is in real estate. Want to sell it for retirement. Want to subdivide it...rules are forcing us to throw in 40 acres of open space....then what do you do with the rest of the property? Rules will force us to do that over and over....Community needs to look ten years down the road. Save farm land – so doing cluster development. Then need community well. Can sell off twenties – when it would be better for the land to do cluster development. But there is no water available for cluster development.
- 20 acre tracks can drill a well without a permit
- Insurance rates going up due to all of the car accidents in this area
- Need excellent leadership – need to develop our leaders

PROBLEMS AND CHALLENGES - BUSINESS

- Parking problems especially for tourists. Ditto, ditto
- Not enough money to do things in the community. Ditto, ditto
- Need more parks and funding. Ditto, ditto
- Tribes are purchasing commercial property – changes tax base. Ditto, ditto
- Sprawl – trouble keeping business district intact. Ditto, ditto
- Downtown business is mostly service and not retail. Ditto, ditto, ditto
- Need to work with the Tribal governments better. Ditto, ditto, ditto, ditto, ditto
- Five levels of governments need to coordinate efforts better. Ditto, ditto, ditto
- Need insightful leaders with experience and that want positive change. Ditto, ditto
- Lack of sidewalks. Ditto, ditto
- Lack of bike access and walking access. Ditto, ditto
- Need better coordination among development groups. ditto
- Water problems for future development, new well permitting, domestic use and agricultural use. Ditto, ditto, ditto
- Variation of lake levels could impact community. Ditto, ditto
- Need more activities for kids. Ditto, ditto
- Historic restoration – not enough in Polson. Too “much bottom of the line” construction., ditto, ditto.
- Need more funding for education. ditto
- Kids are moving away – not enough good entry level jobs. Ditto, ditto
- Needs more capital coming into the community, better tax base., ditto
- Business community needs to step up to the plate and see that Polson is treated like other county seats. Need more information from the State. ditto
- Kids loitering. ditto
- Difficulties with tribal jurisdiction for law enforcement. ditto
- Tax structure in the city limits creates hardship for development.
- Major employers are service industries with low paying jobs.
- Tribal and city disagreements between property lines for Salish Pointe development.
- Need attitude adjustment – need to look at the positive.

PROBLEMS AND CHALLENGES – CITY GOVERNMENT

- Traffic light synchronization is needed
- Infrastructure – building a new fires station and two satellite stations at one point
- Lack of Water
- Traffic flow and parking problems downtown and surrounding area – poor flow and parking.
- Infrastructure – sidewalks, lighting
- Sewer under the city is old
- Getting traffic to stop – in Polson
- Need more than one through street
- Poor walking areas
- Streets and sidewalks
- Ditto on Water needs

- Trapped between small community and a growing city – need to figure that out
- NO-Zone!
- Youth loitering – need a place to go
- Traffic flow – streets end up in dead ends – hard to navigate through city
- More career fire staff
- City manager/city administrator position
- Bike unfriendly town – just getting from one place to another is difficult on foot or bike
- Library – needs to be changed from city to county as it serves the whole county
- Ditto
- Sewer
- Explore our ability to deal with tribal
- Traffic and water for fire usage
- Youth
- Improved relations with tribe
- More participation with businesses to promote Polson
- Parking
- Need more activities for kids – outside of school
- More funding for parks
- Detention issue with the jail – regarding juveniles
- Businesses need to stay open longer – need to serve their customers
- Ditto on Traffic
- Ditto on streets need to be repaired
- Need to promote our cultural diversity
- People own property and businesses in the downtown area but live outside of the city limits and can't vote on city issues

PROBLEMS AND CHALLENGES - COUNTY GOVERNMENT

- Good businesses can't make it downtown – economic growth is “stuck” in this area
- County, tribal, city governments need to work better together
- Ditto
- Need for more cooperation to maximize our resources
- Downtown deteriorating
- Improve building standards, refurbish downtown and homes
- City and County need to work better together
- Beautification needed
- Housing is adequate but costs are not inline – makes housing unavailable
- Ditto
- Drifting towards modular, metal building look
- Economic development is a major concern – how to entice business for good paying jobs
- Library to change from city to county library
- Signage needs to be appropriate –
- Need welcoming signs at either end of town
- More community involvement is needed, more participation

- Newspaper reports on city council meetings
- Ditto
- Ditto
- Ditto – better coverage of meetings and events by the newspaper
- Ditto community involvement
- Ditto newspaper reports to improve with more local info
- Draw from talented people here
- Hard to find employees that are willing to work – especially after 5:00pm.
- People need to be more open minded about growth
- Remove ugly signs at stop point when leaving WalMart/Safeway
- Focal point or reason needed to go downtown –
- Salish Point – want multiple use for it
- Ditto
- One percent of people do 99% of the work in the community

PROBLEMS AND CHALLENGES - TOURISM

- Downtown feels threatened by businesses on the outskirts
- Attitude – not sure if Polson wants to be a tourist community
- Ditto
- Ditto
- Polson needs to be more of a destination point not a drive thru point
- Community needs to come together for the downtown district
- Funding found to make businesses look more appealing
- Sense of identity is lacking –
- No safe way for tourists to really appreciate the lake – highway is not safe
- Employees and employers don't know of all the tourist attractions in the area (i.e., museum)
- Ditto
- Businesses do not accommodate the tourists – hours open, etc.
- Ditto
- Need more draw for tourism throughout the year – year round!
- Ditto
- Identify more destination activities
- Make sure the entire community knows what is available for tourists
- Need more volunteers, people to step up
- We focus too much on tourists and don't provide services for our local people.
- Ditto
- People need tourist dollars but won't pay for signage or other attractions to draw people
- Identify what is available here by coordinating and communicating with the surrounding towns – don't compete against each other – but draw others in
- Ditto
- Tourists come in at night and leave in the morning – need to give more reasons to stay
- Coordinate local, tribal, county governments
- Ditto

- Negative attitude in off-season
- Only a few people are doing everything – must get more involved for off season
- Shops need to stay open in the evenings
- Local paper does not report on local news

PROBLEMS AND CHALLENGES - CIVIC/SERVICE GROUPS

- Downtown businesses and retail owned by seniors. Ditto, ditto
- Main Street needs better appearance. Ditto, ditto
- Lack of diverse cultural and recreational opportunities. Ditto
- Same people keep volunteering. Ditto
- Lack of tourism promotion and promotion of local businesses. Ditto
- Economic hardship, low paying jobs. Ditto
- Negative attitudes.
- Polson needs a friendlier atmosphere between the businesses and customers.
- Consensus of a growth plan for Polson area.
- Need things for kids to do. Ditto
- Need better communication between organizations.
- Growing crime rate. Ditto
- We don't take advantage of the assets that we have.
- Need better cooperation between Tribes and community.
- Need a unique downtown shop area. Ditto
- Violence – domestic and assault.
- Community Development groups don't get projects done – just talk about it.

PROBLEMS AND CHALLENGES - ECONOMIC DEVELOPMENT/COMMUNITY DEVELOPMENT

- Public transportation – getting people to work.
- Public apathy.
- The town looks tired. Main Street is not walker friendly and lacks luster. Ditto
- Need coordination between Polson businesses and outlying business areas.
- Need more jobs – light industries. Ditto
- Entire structure of the economy is wrong. Retail is not going to help. Ditto
- We need an economic based on light industry, year round employment.
- Need new wealth – can't keep feeding off the locals.
- Lack of coordination and cooperation between Polson and Ronan, the communities and the Tribe. Division of resources. Ditto, ditto
- Contentious issues between the Tribe and communities. Enrollment issues at the college – tax issues. Ditto, ditto
- Lack of being a “destination” community – need to develop things for people to do to bring them here.
- Need good leaders who are “forward thinkers”. Ditto, ditto
- Band bigotry – need to support cultural understanding.
- Water compact commission meetings – make people feel powerless. Water issues need to be resolved to get people to move to Polson.

- Thinking that Polson should be a tourism community will not help the economic base – low paying jobs. Need high tech companies.
- Need for coordination of development efforts – joint effort that outlines goals and tries to achieve agenda one item at a time. Ditto
- Need to actively pursue outside industry to Polson.
- Need for workforce that's willing to work.
- People are over-qualified to work at the jobs available.
- Tribe has multiple layers of organizations that don't communicate with each other.
- Need for coordinated efforts for planning.
- Need more recreational opportunities to bring people here.
- Tribal college does not feel embraced by the community.
- Turf issues among development organizations.

PROBLEMS AND CHALLENGES – RETAIL BUSINESS

- Lack of industry – good paying jobs. Ditto
- Expand the sense of business community from downtown to Hwy 93.
- Lack of consensus on who we are and where we want to go.
- Lack of activities for kids.
- Power lines and phone lines above ground.
- Major corporations treat Polson as an item on their agenda – don't understand the community.
- Businesses downtown need a focus.
- Need more retail businesses – more mom and pop businesses to keep people shopping here. Ditto
- Poverty and lack of jobs.
- Racial distress in the valley.
- Businesses only focus on themselves and not the larger business community. Ditto
- People need to work collaboratively.
- Increase in crime in the retail area – vandalism, graffiti.
- Need to get groups together to work on things and actually get things done. Ditto
- Schools need to recognize downtown as something other than a funding source.
- Businesses need to modernize themselves, i.e. utilize the Internet, catalogs.
- Downtown parking is a problem.
- Need RV parking for tourists downtown.
- Need winter business.
- Post office has lost funds.
- Gap between the elective officials and populace – uncontested elections.
- Information regarding officials not made public.

PROBLEMS AND CHALLENGES - NON-PROFITS/ARTS

- Downtown feels threatened by outlying businesses
- Museum needs to be more used by sectors in community
- Artists are not supported in the community, not embraced by the community

- Sandpiper does not have support by the community – and so much of our time is donated
- Ditto
- Ditto
- Transportation is needed – more assistance in getting around the community
- Ditto
- Lack of funds for our library
- Book mobile is being cancelled
- City library serves the county – needs to be a county supported library
- Ditto
- Transportation is needed for senior citizens for meetings and for health care
- Ditto and for children as well – kids can't get to the art activities
- Non-profit arts in Polson have a lack of money and support
- Lack of young people active in the arts
- Negative leaders in Polson contributes to lack of interest in arts
- Employees and Employers don't know what is available around the town
- Need a central arts person to be the go to desk for coordination
- Need to keep things active in the community, working together all year long
- Events coordinator, information coordinator needed
- Medical community provides more services
- Better material for the theater to use
- Have the “have's” and the “have-nots”
- Greater employment opportunities across the board
- The Chamber of Commerce needs to be more on it's toes for keeping track of events in the community
- Retirees are not being tapped
- Terrible drop in volunteerism
- Interest isn't here, support isn't here for the arts

PROBLEMS AND CHALLENGES - UTH/RECREATION/SCHOOLS

- New level of sex, alcohol and drug problems
- Parental apathy or parents that do not support law enforcement
- Parents do not have energy – they work two or more jobs
- City needs a recreation department – core group of people can't keep it going
- Ditto
- Ditto
- No place to put equipment
- 55% of kids on free and reduced lunches – poverty is getting worse
- Have a big divide between wealthy and poor
- Ditto
- Not a swimming pool
- Need more participation from doctors, teachers and lawyers
- Small middle class –
- Must come together – have wrap around services so that the right hand knows what the left hand is doing
- We don't think far enough into the future

- We have a “poverty” mind set – don’t feel that we can change for the better
- Roads are not good for bikes, or walking – need a safe place from the highway
- Transportation for kids after school for Girls and Boys Club, etc.
- Burger King closed

PROBLEMS AND CHALLENGES - CHURCH/MINISTERIAL

- Vandalism to churches is escalating
- Crime is escalating
- Transient population is increasing
- Currently have poverty with a view
- Spiritual care for the elderly at nursing facilities and retirement homes
- Equal opportunity for Protestants who are not afforded and not given a church service although the Catholic mass is provided at St. Joseph Retirement Community. The Protestant service was allowed but canceled after three months because not all residents attended.
- Weekend transportation for the elderly

PROBLEMS AND CHALLENGES - ENVIRONMENTAL

- Need to educate the public about CSK water quality standards.
- Drug and alcohol problems need to be addressed more.
- Growth has a high impact on water quality.
- Need to protect the lake quality from land run-off.
- Lack of resources for a large scale recycling. Ditto
- Lack of public interest in recycling.
- Absence of comprehensive land use planning. Ditto
- Need better public access to the lake.
- Need a balance approach to growth and development in the basin.
- Water quality of the lake is deteriorating.
- Power company needs to keep rates down.
- Misunderstanding and the need for communication between the Tribe and communities. Ditto
- Need to create unity for problem solving – need to follow a common direction.
- Drug problems with the youth.
- Lack of activities for youth – they hang out on the streets. Ditto, ditto
- Multiple jurisdictions, governments claiming jurisdictions, confusion.
- Community divided. Ditto
- Seniors struggle a lot – community needs to do more for them.
- Lack of monetary investment and interest in the high tech area.
- Need water studies – all jurisdictions need to get together and form a data base of information.
- Lack of information for the public on environmental issues.
- Lack of opportunities to enjoy the environment.
- Lack of opportunities for young social activities (post teen years).
- Hard to walk around town.
- Need air quality rules that are enforceable.

- Unemployment for tribal members at 40%.
- Agricultural pollution – ranchers need to be more active.

PROBLEMS AND CHALLENGES - TRIBAL

- Need for people to cross the cultural barriers, be less divided.
- Tribal people and their culture need to be respected.
- Education of tribal people needs to be improved, needs more funding.
- Need for the integration of the tribal community into the school system – more Indian teachers and not just for Indian studies.
- Lack of open hearts, people are too into themselves. Need a shift in attitude.
- Need to find common issues that people can work on together – would improve trust and understanding.
- Coordination of jurisdictions to make progress in the community.
- Court systems need to be coordinated so avoid duplicate costs.
- Not enough recruitment of Indian teachers.
- Social perception – lack of recognition of the reservation is a sovereign nation; the people of the CSK tribes are unique; need to gain a respectful acknowledgement that the lake area is the tribe's homeland.
- Living in a tribal housing development creates a stigma attached to the residents.
- Tribal homes need to be improved to be more adequate for tribal families.
- Animosity between Ronan and Polson.
- Need fitness community room. Battle between Ronan and Polson over location of a fitness community room.
- Racism between the Tribe and white people – people don't want to talk about it. Indians are invisible to the whites.
- People make insensitive and racial comments about the Indians.
- Until 20 years ago, the Tribe did not have a voice. Farmers don't like to cooperate with tribal rights and wants – don't respect what is rightfully theirs.
- The whites don't respect existing tribal law which is constitutional.
- Cost of the Tribe in becoming progressive is losing important tribal identity. Through the normal course of becoming progressive, marrying into the community, culture is lost.
- Education on tribal and community issues needs to go both ways.
- The Tribe and Polson community need to work together to sustain natural resources and work toward common goals.
- More education is needed on Indian history.
- Conflicts between federal government and tribal culture. The federal government does not understand tribal culture and it's difficult to follow federal rules within the tribe, i.e. HUD Indian housing program. Ditto
- Hard to blend contemporary and traditional values. Ditto
- Whites need to educate themselves on Indian history, understand current and past culture and work with it. People need to learn the uniqueness of the Indian culture.
- Fundamental education needed for the populace, i.e. Indian taxes, law enforcement funding, natural resource office funding, subsidized housing.

PROBLEMS AND CHALLENGES - MEDIA

- People have not been properly educated on issues – then becomes a racial issue. For example – water rights and the highway.
- Not enough investigative reporting to clarify background on issues.
- Businesses don't feel they have enough information of the media opportunities in this area. Uncertainty as to if their advertising is effective.
- Youth problem in the community – bored and unmotivated. Is a challenge for media.
- Ditto – families are not taking the time to invest family time in their kids; kids are unsupervised

PROBLEMS AND CHALLENGES - MISC HANDWRITTEN COMMENTS

- Drug and alcohol abuse
- Poor street conditions – pot holes
- Access onto Hwy 93 in town, especially in summer has a lot of congestion on main thoroughfares
- Unemployment
- Drug and Alcohol problems with our teenagers
- Unemployment which causes low self esteem in our young adults – leads to drug and alcohol abuse
- No aquatic facility
- Lack of bike/trail system
- No Boys and Girls Club
- Lagoon sewer system not adequate for future growth
- We leave the area in the winter to make a living.
- Problems with local authorities – which is new to us
- We have found that there is a very clique-ish "insider" attitude here - quite different from other locations on the lake, which appear to have embraced outside influence and felt considerable benefit from the tourism revenue.
- The Polson local and county government's attitude seems to us to be narrow-minded, authoritarian, and exclusionary - and frequently downright rude.
- I feel the first major challenge should be to give up the "leave your money - just get out of here" attitude toward people moving here and others who are peacefully, carefully enjoying this beautiful environment.
- Keep the city cleaner but need to use the city sweeper off hours – not during the day when parking is a problem
- Dress up the front of city hall
- Employment – there is a lack of good paying jobs that are not dependent on tourism to keep young families in our area
- Downtown deterioration
- State tribal relations
- Economic progress – sustainable employment, decent wages
- Outdated infrastructure – roads and telecommunication
- Government – state, tribes and local governments are predisposed with an us against them attitude; long history of struggles and conflict.

- Ditto
- Distrust between tribal and local/state government – conflicts in education, land use, environmental issues, law enforcement, economic development, taxation and employment.
- People are treated differently because of cultural background – this causes alienation in some form or another – with the result being conflict.
- Lack of diverse cultural and recreational opportunities in or near Polson for all ages
- A consensus of a growth plan for the Polson area
- A growing crime rate
- Affordable housing – lack of housing
- Need better paying jobs
- Detachment of businesses off the downtown district
- Trapping tourists to stay in town not just cruising through town
- Job opportunities with adequate wages
- Improve downtown businesses
- City is really short of park/rec areas. Need bike system.
- Pot holed streets show a bad image
- Streets and roads, parking, policing
- No stable employment that provides a good wage
- Overly dominated by vehicle traffic – not oriented to pedestrians
- Growing extremely quickly – impacts to lake, water and air quality
- Lack of pedestrian oriented areas
- Obviously drugs, crank, cocaine and heroine and gang activity
- Need more police
- Seems like several students are not in school and are loitering around stores on Main Street.
- White/Indian tensions
- Lack of walking/biking trails
- Lack of tax base for funding community projects
- Unbalanced political spectrum
- The Lake County landfill is filling up and full – we are told we need to transport our trash clear to Missoula.
- Glass, plastics, metal is not recycled.
- There is no public conscience to recycle because there is no provision made for it.
- Rights of the disabled are not recognized by our courts system
- Local lawyers follow the money and litigate against people based on their handicap rather than considering their civil rights, regarding family issues.
- Parking – diagonal parking narrows streets too much
- Street maintenance could be improved summer and winter

POLSON LISTENING SESSION: STRENGTHS AND ASSETS

STRENGTHS AND ASSETS - HEALTH CARE

- Many good and good-hearted people. There is a remarkably diverse population for as small as we are.
- Ditto. We have good volunteers. Good school system. Committed system.
- Good retirement community.
- We are good strong stock that make people survive.
- Good school system. Good medical facility. Good retirement community.
- Beautiful setting.
- The schools are promoting Native American awareness.
- Health care access is good. There are two hospitals within 20 miles. Many physicians. Multiple clinics.
- People in the various agencies know each other, work well together, have good relationships. This contributes to better services.
- Ditto to diversity and good education. Good retirees. Good volunteer pool. Need to tap into the people who are available.
- Well-educated community with diverse talents.
- The phone book is a problem. It is hard to find services in the phone book.
- Everyone is willing and gracious to help. Retirees volunteer at the schools.
- We are a hopeful community. We have a number of recent examples where we have had success. The dollars we raise in Relay for Life, the Hospital capital campaign, the new stadium.
- Ditto the success. Also, there is a strong sense of community.
- We have a couple of good museums, library, golf course, theater, stadium.
- Service providers to the extra mile to help each other.
- Beauty and environment.

STRENGTHS AND ASSETS - LAW ENFORCEMENT

- Boys and Girls Club – to the degree that it is used (new)
- YMCA portable pools and some YMCA programs
- People of the community are interested – just need guidance
- Very friendly community
- Polson Business Association is strong, growing stronger
- Expertise is in the community – also oozing with capable retired professionals
- Great response for Citizen Volunteer support
- People are GREAT!
- Foster grandparents program – need to utilize it even more
- Community wants to look positive, wants good for their children
- People want growth
- Kids in the have's and have-not groups do support each other on social level and ethnic level
- Some involved parents – that want to make the best happen for their kids
- Service groups in community – just need coordinated
- If you have a problem – people come out of the woodwork to help
- New stadium – will host divisional track meets
- Clean water – clean lake

- When a crisis occurs – use clergy and counseling network for help
- Ditto
- Community is very interested in law enforcement – and in law and order
- A lot of community support
- Cherry Valley School and their awareness (alcohol, drug) programs
- Community is safe – we do have problems but neighbors watch out for each other
- Good schools
- Good quality of life
- Community theater

STRENGTHS AND ASSETS - AGRICULTURE

- Beauty, scenery, lake
- Ditto
- Ditto
- Ditto
- Still have open spaces
- Water
- Small community - can get things done
- Weather –
- Ditto – able to raise cherries, etc.
- Diversity – different cultures and potential industries
- Could have access to federal dollars/tribal money
- A giving community
- Low cost power
- The people have an honest high standard – Montana people
- Clean air
- Polson raised more money on the Relay for Life than Missoula
- Water supply
- School system is excellent and draws people in from the area

STRENGTHS AND ASSETS - BUSINESS

- Lake, ditto, ditto, ditto
- Kwa Tuk Nuk Inn ditto, ditto, ditto
- People a huge asset. Ditto, ditto, ditto, ditto
- People have the spirit of giving. Ditto, ditto, ditto
- Schools. Ditto, ditto, ditto, ditto
- Natural attractions. Ditto, ditto, ditto, ditto
- Good health care. ditto
- Limited development. ditto
- Talent that needs to be tapped. Ditto, ditto
- Safe community.
- Golf course.
- Quality of life. ditto
- Diversity, lots of talent. ditto
- Lack of people – less crowded. Ditto
- Life is a slower pace.

- Year round community theater.
- Strong cultural opportunities.

STRENGTHS AND ASSETS – CITY GOVERNMENT

- People – a resource to draw on
- This is the last best place
- Ditto on people
- Sense of community
- The Lake and mountains
- Golf course
- Ditto
- Ditto the lake, and the access we do have
- Tremendous parks in the city
- City and County employees are wonderful
- Ditto – city and county employees are second to none
- Environment
- Variety of cultures
- Ditto on the people, scenery, the lake
- Wonderful parks
- The people – very supportive community
- Ditto on the people
- New stadium is wonderful.
- School system and its cooperative spirit
- Ditto
- Cultural diversity
- Good access to recreation, UofM and skiing
- Year round theater
- Sandpiper Gallery – promotes art with children, too
- Theater in the school
- Ditto on school and gallery
- Sandpiper Gallery – encourages artistry
- City and county employees are the best
- Ditto on year round theater
- New leadership – making good things happen

STRENGTHS AND ASSETS - COUNTY GOVERNMENT

- The people – just waiting to be tapped and asked to jump in
- Ditto
- Environment
- Great place to live
- Clean air, water, beautiful views
- Friendly people
- Wonderful aspects of the community
- School system is great – lots of opportunities
- Ditto

- City and County employees are wonderful – serve beyond their jobs
- Fortunate to have the radio stations we have – advertise and sponsor events
- Pat is an asset – we need more commissioners like him
- Tribal government and funding
- Beautiful scenery and lake
- Cultural diversity
- Ditto

STRENGTHS AND ASSETS - TOURISM

- Cultural diversity is amazing – draws tourists
- Ditto
- Flathead Lake
- Ditto
- Radio support is very strong KERR
- Location – on the way to Glacier
- Cultural entities – theaters, art galleries,
- Mission Mtn Enterprises – disabled adult program
- Museum
- Natural area for promoting the arts, using natural landscape
- Location – for sporting events and athletic endeavors
- School district is excellent – great educators
- Celtic band
- Location, hiking, bird watching, boating
- Good schools, dedicated teachers
- Schools trying to bring in more Native American awareness
- Businesses are very generous in their giving to the community
- USDA funding for stadium - \$64,000

STRENGTHS AND ASSETS - CIVIC/SERVICE GROUPS

- Good volunteerism.
- Hoop fest was great.
- Supportive community for service organizations.
- Flathead Lake. Ditto, ditto, ditto
- Recreation areas around the lake. Ditto
- Quality of life.
- Excellent educational opportunities.
- People. Ditto
- Schools. Ditto
- Diverse religious community. Ditto
- More churches than bars.
- Friendly town.
- Smaller community.
- School activities keep kids busy.
- Retirement area – attractive.
- Access to water and mountain recreational opportunities.

- Role of the Tribe is an advantage. Clean water and clean air standards are maintained because of the Tribe.
- School participation with the VFW.
- Strong law enforcement agency. All law groups located in Polson.
- Acceptance of community services programs with the youth. Youth can help non-profits.
- Citizen participation working with the police and other agencies gives a feeling of a strong community. Strong connection.
- Ditto on everything that was said.
- Ditto on everything that was said.
- Ministerial association looking into youth programs.
- Tribal college is an asset.
- Chamber of Commerce and Business Association working with the community.
- Good Senior Citizens Center.
- Groups working on community development.
- Lots of service organizations that have youth activities.

STRENGTHS AND ASSETS - ECONOMIC DEVELOPMENT/COMMUNITY DEVELOPMENT

- S&K Electronics, Blacktail Software, Western B – need to build upon and expand these businesses.
- Good resources in the retired folks and new residents – could be tapped into.
- Being on a reservation – more dialogue between local governments.
- Lake – lots of potential for development and revenue. Ditto, ditto
- Tribe is an asset. They can channel money to this area. Ditto, ditto
- Economic development groups are all focused on the same issues – just need to be coordinated. Ditto
- Diversity an asset – lots of various backgrounds and skills.
- Diversity of ministerial groups.
- Good school system.
- Nice neighborhoods.
- Good hospitals.
- Tribal college is an asset. Can be used to help recruit businesses. Can provide training for the workforce. Ditto, ditto
- Tribe has invested millions of dollars to buy back land to keep it open space.
- Tribe has enforced clean air and water standards.
- Community has a vested interest in its future. Ditto
- Tourism is an asset. Ditto, ditto, ditto, ditto, ditto

STRENGTHS AND ASSETS - RETAIL BUSINESS

- People.
- Good educational foundation.
- Lots of recreational facilities and opportunities.
- Good golf.

- Best real estate.
- Level of diversity.
- Amount of highly educated people who could be utilized.
- Small town atmosphere.
- Way of life in Polson – less hectic.
- Downtown needs rejuvenation.
- Unspoiled, pristine environment.
- Extraordinary artists.
- Water with potential.
- Highway – brings people here.
- Lake – people have boats and patronize local business.
- Tribe- lots of contracted work.
- Diversity of churches.
- Downtown area has businesses that other small towns don't have, i.e. shoes store, computer store, etc.

STRENGTHS AND ASSETS - NON-PROFITS/ARTS

- Get Native Americans involved on community committees
- Great place to live, so beautiful
- Small and friendly
- Being on the reservation is a strength
- Ditto
- Large retirement community is a pool of talent
- Basically, people are supportive of the community
- Diversity is an asset – more spectrums to work with
- Museums
- Art Gallery
- Our children
- Our schools
- Ditto
- Key Club in the school is terrific

STRENGTHS AND ASSETS - YOUTH/RECREATION/SCHOOLS

- Schools allow us to use gyms
- Schools
- Recreation program
- Teacher willing to carry the loan for tennis courts
- Natural resources
- Get spot for recreation
- Community is ready to do big things – is talking about them
- Ditto
- Schools
- Ditto
- People that have lived in Polson a long time are a rare breed and an asset
- People that are new and appreciate the beauty
- Softball fields completed to hold state tournament

- Ditto the people of Polson
- Stadium –
- Cultural diversity is an asset
- Volunteerism is a strength
- Ditto
- Money raised for the hospital was tremendous
- Good cooperation between schools and chamber
- Hoopfest – involves both Tribe and non-tribal
- Ditto
- People associated with schools donate their employees and services to complete projects
- Community library
- Mission Valley Arts is an asset

STRENGTHS AND ASSETS - MINISTERIAL

- People are willing to work
- We have 17 churches in Polson with all denominations except 7th Day Adventists who meet in Ronan.
- Churches offer spiritual care to the entire community.
- 12 churches rotate a turn every 3 months to give a church service every Sunday at 2:00pm.

STRENGTHS AND ASSETS - ENVIRONMENTAL

- Tribal members and non-tribal members work together during time of need. Ditto
- Existing high tech industry runs clean. Ditto
- Tremendous amount of talent in Polson – need to find a way to come together and accomplish more. Ditto, ditto
- Bird watching. Ditto
- Diversity of the environment. Ditto
- Diverse cultural backgrounds. Ditto
- Beautiful location. Ditto, ditto, ditto
- Clean air. Ditto
- CSK Tribe, Natural Resource Department. Ditto
- A lot of service organizations that are active.
- Middle school after-school program.
- CSK has the technology needed.

STRENGTHS AND ASSETS - TRIBAL

- In the past few years, attitudes towards the reservation is getting better.
- The Kwa Tuk Nuk Inn has brought in good revenue to Polson.
- Tribe supports agriculture.
- Diversity of the community.
- Tribe is conducive to people living on the reservation.
- Polson and the lake have a lot of retired people who are valuable resources.

STRENGTHS AND ASSETS - MEDIA

- Polson is still small town – we are informal and down-to-earth
- Resort feel is a major asset
- Community is incredibly giving – donate money, etc.
- Law enforcement is professional – work with tribes, other area police officials, etc.
- Businesses are making it even though there is a WalMart in town
- Welcoming community – embrace new people
- People join together for a common cause – hang together

STRENGTHS AND ASSETS - MISC. WRITTEN COMMENTS

- Tourism
- Hospital
- Physicians
- WalMart
- Health Care
- Great location, great people
- Location near the lake
- Beautiful, rural, supportive community.
- Good non-profit organizations and volunteers
- The people
- The Lake environment, scenery, climate
- Ditto
- Potential available at the school
- Natural resources
- Excellent school system
- Access to good health care network
- A potential human resource pool of highly experienced skilled and trained persons.
- Two cultures and the assets and resources this brings
- Museums
- Recreational possibilities
- Ninepipe wildlife refuge
- Flathead Lake
- Ag production and timber production
- Excellent educational opportunities for K thru 12
- Access to water and mountain recreational opportunities
- Health Care
- Thrift stores, library, churches and entertainment available
- Great school system
- Ministerial Association
- S.A.F.E. Harbor
- Familiar faces
- Friendly people
- Pristine environment of Flathead Valley
- Flathead Reservation's clean air, water and its history to attract tourists
- Great Location – natural beauty

- Good schools, good climate
- Health care, schools, recreation, climate
- Potential for environmentally conscious growth
- Good Sheriff and commodities – MME, Ronan and Polson
- Port Polson Players – have plays summer and winter.
- Sand Piper Gallery – free – many art shops and music events
- Talent in retired community
- Good schools
- Excellent natural setting
- Folkshop in Polson has container for newspaper recycling which is voluntary.
- Folkshop also had recycle containers for cardboard
- Museum has bin for aluminum.
- Mission Mountain Enterprises – provide jobs for a wide range of people with various levels of ability.
- Mission Mountain Enterprises provides a thrift store – a great place to shop.
Thanks Etta!!
- Businesses are good about contributing to school functions.

POLSON LISTENING SESSION: FUTURE PROJECTS

FUTURE PROJECTS– HEALTH CARE

- Sports/swimming complex.
- Place the issue before the voters to allow city officers to deal with tribal members when law is broken
- Agreement/cooperation among governments on water/sewer structure in 2 years.
- More organized activities for youth. Need structure and direction. This is all youth—6 years old & up. Need soccer coaches.
- Downtown tourist business development, people-oriented, fun, open on Sundays. Make downtown more attractive.
- Care facilities for dementia and Alzheimer's.
- Sports/pool within 5 years with year-round programming. More active parks and recreation planning function.
- Another extended nursing care facility, well-managed nursing home.
- Resolution of water & sewer rights.
- Convert rail line to hike/bike trail.
- Get a psychiatrist.
- Reverse the state's contraction of Medicaid and human services.
- It is overwhelming to say no to people in need.
- A free-standing psychiatric facility may not be possible given the small demand, but there is a need for some kind of contractual arrangement with a regional facility.
- Ditto to sports/swimming.
- Better streets and roads. Too much dust from county roads falls in the lake.
- Need health standards for eating establishments.
- Improved highway.
- Need daily local newspaper with better local news and with health care alerts.
- Walking and biking path along the lake.
- Recreation center for youth.
- Ditto walkway/bike path along lakeshore.
- Have a healthy vibrant downtown in two years.
- In 2 years have a cab-ulance service and a more organized chore service. Need funding.
- Transportation system that accommodates the time periods that people need to be out and about. Evenings and weekends.
- Ditto on downtown development. Not focus so much on tourism. More local shopping availability in Polson.
- We need kid's quality & affordable clothing. Something that is not just Wal-Mart.
- Critical to develop a domestic violence program. Need stress and anger management programs.
- Need parenting classes. There are classes available, but little participation from those who need it.

FUTURE PROJECTS - LAW ENFORCEMENT

- Need new jail and justice center
- Ditto
- Community center that has year round swimming, rock climbing, etc.
- Public swimming pool
- Ditto
- See highway improved – make it safer
- Public swimming pool
- New jail and justice center
- Polson decide if it is a tourist town or not? Have its mind made up and focus.
- Indoor sports center
- Boys and Girls activity center
- Bigger jail and detention center
- Sidewalks, lighting and paved streets in our neighborhoods
- Need good strong organized growth plan
- Funding found for public safety – law, police, fire, etc.
- Industrial development south of Polson
- Downtown area developed like Last Chance Gulch in Helena
- Focus on economic development more than tourism as Polson is on the way to somewhere else
- Walking trail – use the rail beds (Montana rail Link)

FUTURE PROJECTS - AGRICULTURE

- Controlled growth – orderly growth – sensible growth
- Open spaces maintained
- Aesthetics maintained
- Transportation problem addressed – hwy 93 – either a bypass or fix the highway - improved
- A bypass highway for Polson
- Ditto
- Open spaces – community will invest in land to leave open spaces
- Tribe and City/County work together on a master plan
- Ditto
- Bike paths, walkways developed along the lake and/or highways
- Open spaces – community will invest in land so it can stay open
- Polson beautified – weeds taken care of
- Maintain access to the lake
- 4 lane highway all the way from Missoula to Kalispell with overpasses for farm equipment moving
- Develop leadership

FUTURE PROJECTS – BUSINESS

- Salish Pointe developed as a park. Ditto
- Hwy 93 will be improved. Hwy should bypass town.

- Businesses need to plan for bypass.
- Should be a connection between the business area and the lake. Ditto

- Need series of acts put together between the City and Tribe to plan for better quality of life for: water, law enforcement, education, recreation, environment, and land use.
- Coordination of various committees and organizations to complete projects.
- Need county-wide set of bike trails – partnership between governments to create them.
- Swimming pool.
- Need to develop existing railroad yard.
- Need zoning and better planning for growth. Ditto, ditto
- Downtown area needs repairs – make it unique.
- Boardwalk around the lake with boat access.
- Better lake access.
- Storm sewers developed.
- Infrastructure planning and development across the county; (trails, sidewalks, sewer systems).
- Need light industry to come to Polson.
- We need to plan for recruitment of industry and provide proper infrastructure before they come to Polson.
- Fairgrounds and airport will be attached to City at some point. Need to plan for that expansion. Maybe eventually have a performing arts center. Tribe could put in a Pow-Wow grounds, (ditto). Corporate aircraft could develop hangers for their planes.

FUTURE PROJECTS – CITY GOVERNMENT

- New fire station
- Connect the parks
- Support Boys and Girls club
- Promote the city more – via our parks
- Protect the lake
- Cultural Center started
- Move the library into Sandpiper – new building for Sandpiper
- Salish Point Developed
- Good looking and busy downtown
- Streets and sidewalks repaired
- Treatment facility to draw water out of the lake
- Youth recreation or sports center
- Community Center
- Skateboard park or community center
- Community Center – central point for equipment
- Water moratorium lifted – figure out the best way to go about it
- Ditto
- Traffic flows better – perhaps one way streets and parking ordinance to keep flow
- Moving –

- Ditto
- Parking lot
- Highway 93 routed south of town
- Water moratorium issue settled
- Establish a United Way
- New detention facility – no longer need an appointment to put people in jail
- More career staff for the fire station
- Redevelopment of Polson business district
- Street and sidewalks repaired along with water mains
- Water and sewer issue resolved
- Planning for treatment facility that will be needed
- Ditto
- Main street businesses stay, and grow
- Ditto
- Cultural center is expanded/built
- Parks to be connected
- Ditto on Main street businesses stay and grow
- Polson is promoted as a destination not a drive through
- More expansion of golf course including a first class club house, cart storage, etc.
- Ditto
- Hire city manager
- Change library from city to county
- Have new businesses coming in to the community
- Organizations are coordinated in the city to pool all of the working groups together
- Laws changed so that if you have property in the city limits you can vote on city issues
- Downtown grocery store and pharmacy

FUTURE PROJECTS - COUNTY GOVERNMENT

- Tribal relations workshop held
- Improve leadership capacity – more leaders
- Define what is wanted for Salish Point and use it to benefit the community
- Ditto
- County wide series of parks, biking and walking trails, that are connected – may require people to donate a strip of their land
- Via parks and trails, provide access points to the lake
- Ditto
- Improve highway 93 corridor so people don't have to die to get here
- Councils of Governments – to improve communication among each of the departments and service providers
- Streets and sidewalks improved
- United Way effort
- Transportation study completed – alternative to highway 93 for Polson community
- Provide more places for tourists to stop and get off the highway

- Volunteer group that offers advice on building projects
- Communities of Polson and Ronan work together for new fairgrounds and multi-purpose facility to serve the county.

FUTURE PROJECTS - TOURISM

- Dovetail events to keep people longer in town
- Develop off season activities to bring people in
- Ditto
- More central Chamber of Commerce
- Connect from resort areas to trails along the lake
- Make lake more accessible via bike trail, walking trail
- Unite all of the different economic development entities: into ONE
- Ditto
- Connect using rail line from Missoula to Polson – could be an educational, historical, commuter train.
- Ditto
- Walking path
- Low security prisoners are used for community service
- Community Center/facility or youth center built for kids to have activities
- Ditto
- Follow Big Fork’s example of theme for downtown - find funding
- Ditto
- Rest Area needs to be built to contain tourist information as well
- Emphasis is on volunteering from youth to seniors
- Emphasis on service not entitlement
- Mentoring program for kids
- More presence of local news in our local paper – council meetings, etc.
- No smoking ordinance in effect
- Char Koosta paper needs to be available in more places around town
- Along the city docks – have a boardwalk out into the lake connected to town
- Gondolas along the boardwalk for people to rent for sales, cotton candy, etc.

FUTURE PROJECTS - CIVIC/SERVICE GROUPS

- Continued cooperative relationship between tribal and non-tribal entities.
- Community welcome sign.
- Improve Main Street.
- Swimming pool – year round pool; aquatic center. Ditto, ditto
- Improved waterfront lake and shore infrastructure.
- Boys or Girls Club.
- Develop lakefront.
- Businesses on Main Street need to develop a plan to make their image different – need new store fronts.
- More compliance programs for youth offenders.
- Build-up off season and get people to come to Polson and patronize businesses.
Ditto
- Advertise tourism during the winter. Ditto

- Community center linked to aquatic activities. Ditto
- Better traffic flow for the highway and town-wide transportation. Ditto
- Development of the Salish Pointe. Ditto
- Improved communication between the Tribe and community. Ditto
- Need a county fair. Ditto
- Polson needs a variety and needs to compete with area malls. Ditto
- Water system improvements in downtown – studies done to assess infrastructure.
- Need a planning process to help increase real estate sales.
- Need a four lane highway between Missoula to Whitefish.
- Maintain small town with minimal change.
- Need a theme festival like other towns, i.e. Lilac Festival.
- Need coordination between civic groups.

FUTURE PROJECTS - ECONOMIC DEVELOPMENT/COMMUNITY DEVELOPMENT

- Team making efforts to coordinate public transportation.
- Implementation of public transportation.
- More recreational opportunities.
- Walking and bike path.
- Swimming pool.
- Publication of a booklet for bike paths.
- More participation of the ministerial association with the Tribe.
- People coming together to work together.
- Sidewalks.
- One group that manages the economic development of the town.
- New year-round industry that employs ten or more employees.
- Expansion of existing business/industry – 100 jobs.
- Light industry that the town plans for and builds.
- Better planning – not reactionary politics.
- Have true leadership.
- Tribe and community have joint goals and visions with results. Ditto, ditto
- Data base developed that shows local skills that will help implement programs.
- Have builders and developers do more for the community.
- Tie bike and walk paths with the highway bypass. Ditto
- Employ city manager – full time.
- Community Center with/without pool.
- Paid staff working towards economic development – produce a productive base.
- Walk path along the lake – good access.

FUTURE PROJECTS - RETAIL BUSINESS

- More arts emphasis.
- More trees downtown. Ditto
- Community events and professional events for the area, i.e. rodeos, music.
- Get rid of telephone poles.
- Swimming pool.
- The City should budget for economic development and plan ahead.

- Showboat with a theater.
- Concerts in the park.
- Street dance after Hoop Fest.
- Sand Piper Gallery needs to be part of an arts center.
- Existing plans for downtown beautification with trees, benches, street lights – needs to be a reality. Ditto
- More industry in the community with well paying jobs.
- Downtown revitalized.
- Hwy 93 business taken care of.
- Bike and walking paths with lake accessibility.
- Gondolas along the lake that can be rented to local vendors.
- Year-round events that focus on winter.
- Polson needs to be a destination place.
- Activities like: Regatta, Mack Attack, Concerts, Crafts festival.
- Encourage people to live downtown and not on the outskirts. Need more housing downtown.
- Hwy needs to be beautified through town.
- Ferry from Polson to Somers – serve dinner, wine.
- Establish the rail link.
- Need paid position for economic development and community events.
- Have leadership that is strong and responsible.

FUTURE PROJECTS - NON-PROFITS/ARTS

- Events coordinator for the town – utilize the Chamber
- Talent pool – data available for what is out there
- Mentoring program – older to the younger
- A major music camp (national or international professionals used) held in Polson along with a set of concerts...could be a festival.
- Conference or convention center
- Band shell for outdoor concerts
- Community center
- Center where we can have things happen
- More housing and better housing
- Montana Yacht Club – youth sailing programs
- Use the facilities currently available for special events – don't need new facilities
- Hire a grant writer for projects
- Ditto
- Paid staff for economic development
- Improved Chamber of Commerce – better informed of events
- Radio and tv – we need better local coverage
- Change the structure of the library from city to county
- Library needs money to buy books
- Swimming pool and indoor recreational facility
- Ditto
- Coordination and dissemination of information to the community
- More emphasis on volunteerism

- More service oriented rather than thinking “I am owed something”
- Need someone to tap the wealthy “have’s” in the community

FUTURE PROJECTS - YOUTH/RECREATION/SCHOOLS

- City recreation department program – playmobile, arts, crafts, and sports
- City recreation director needed
- Ditto
- A place to put equipment
- To put \$\$ in recreation is to save money in juvenile problems
- Need wrap-around services so total needs of students are met
- Pay a grant writer
- Ditto
- Ropes course – system of team building using ropes
- Youth Center – boys/girls club needed
- Bike system and walking trails
- Ditto
- Aquatic Center/Swimming pool in two – five years
- Ditto
- Ditto
- Need to have a paid person to build business capacity – tax income will increase
- Gallic College to teach bag piping, drumming, dancing
- An endowment fund to maintain services
- A community center – along with the swimming pool
- Law enforcement better funded as domestic violence and youth problems are sky high
- Boys and Girls Club programs used - life skills taught to kids
- Ditto
- Funding for Education found
- Businesses who have been helped by the community put in funds for education
- Skateboard Park
- Develop youth leisure time – not loitering but using the facilities that are here

FUTURE PROJECTS - CHURCH/MINISTERIAL PROJECTS

- Communication between churches strengthened but especially the churches link to city/county government and social services.
- One place churches can go to get social services information.
- United Way
- Tap our community/people resources – get them involved
- See representatives from Polson, Ronan, etc., on the county Park board.
- Pursue the purchase of the MT Rail link property as it is centrally located
- Extend rail link to Missoula and bring in tourists – could have activities to do all along the way, could also serve commuters
- Volunteers who offer a spiritual care activity should be welcome at any of our Elder Care facilities when residents ask them to come.
- Transportation on weekends – current taxi arrangement for \$6 round trip is too expensive for wives or husbands who want to visit spouses in nursing home.

FUTURE PROJECTS - ENVIRONMENTAL

- Large-scale marine access for the public.
- Salish Pointe turned into a park.
- Pedestrian walking mall.
- Music and art theater.
- Road improvements and repairs.
- The schools need to further enhance other cultures.
- Acceptance of other cultures. Ditto
- All communities coming together to keep kids off the streets.
- Swimming pool.
- More curriculum development on environmental issues and tribal culture.
- Community embraces the lake, the way the tribe does.
- Tribal members employed and unemployment rate lowered.
- Pedestrian walking and bike path. Ditto, ditto
- Visible evidence of tribal presence shown in the community. Ditto
- Need multi-lingual signage to point out specific tribal interests. Need large signs to point out the reservation. Ditto, ditto
- Fresh-water aquarium. Ditto
- Polson becomes a show place for agriculture.
- More money for education.
- Indian culture integrated into the current school system.
- New gymnasium in Charlo.
- Healthy commerce in Polson.
- Better cooperation on projects.
- Youth program developed.
- High tech industry developed – would provide more revenue for the community.
- Growth master plan with tribal involvement that considers the environment and tribal issues for Lake County. Ditto
- Lake front development.

FUTURE PROJECTS - TRIBAL

- Fresh water aquarium need joint effort between the Tribe and Polson community.
- Educational assessment on addressing better Indian/white relationships and understanding of Indian culture.
- Community leaders in Polson have a better understanding to bring tribal enterprise to town. Polson business community reaching out to tribal businesses.
- Tribal newspaper distributed better.
- Effort from Indians and whites to not take to heart ignorant people's actions and statements and form judgments against either group.
- Public education improved – public forums, debates, listening sessions on cultural and natural resource restoration. Focus is on the resource. Ditto, ditto
- Fundamental education provided in public forum to enlighten the Polson community on governmental issues, i.e. taxes, property issues, etc. Ditto
- Unity. Cooperative planning, memorandums of understanding between the Tribe and community. Dual responsibilities waste precious resources.

- More Indian voting. Ditto
- Newspaper has more funding to provide better coverage and factual information – larger distribution.
- Development of a green belt around the lake and a walking and bike path.
- Businesses invite tribal members to lunch and to local meetings. The tribal members would pay for their lunch, but they would become a familiarity between the tribal members and the businesses.
- Every storm water outlet site has a form of treatment.

FUTURE PROJECTS - MEDIA

- Need more investigative reporting to clarify background on issues.
- Make Polson a destination point for tourists
- Infrastructure – traffic flow concern, plus hard to find some buildings (high school)
- Ditto
- Facilities for young people – things for young people to do, outside of schools.
- Point / Counter Point column in the paper. For the Leader to have both sides of a particular issue, i.e., water, highway so that issues can be viewed thoroughly
- Local people notify the papers of events, meetings, news.

FUTURE PROJECTS - MISC. HANDWRITTEN COMMENTS

- Better alcohol treatment facility
- Better alcohol and drug programs in the school
- Companies to employ people
- YMCA with large workout facility, pools and racquet ball courts
- Boys and Girls club for our youth
- Aquatics Center
- Develop a “bike town” system
- Expand Railroad and irrigation canal system to roads and pathways
- Sewer treatment (not an expanded lagoon) adequate to serve both city and surrounding area
- Use a S.T.E.P. system sewer/septic tanks effluent process
- Develop downtown to more inviting environment for permanent residences
- New Jore grow and thrive – provide similar industry for good jobs with benefits
- A council of governments created (as in Colorado) and defined: Tribal, City, County, Special Districts (fire, school, whatever taxing entities). This forum identified common issues: highways, crime, tourism, and the representatives were both problem solvers, facilitators and communicators.
- Water compact between State and Tribe that does not damage economic prospects of the area
- Significant improvement of Hwy 93
- Commitment by State and Tribal Governments to make the area more than a playground for the rich and a ghetto for the poor.
- Highway 93 – through or around Polson will be perhaps the most vital and lasting determining decision in Polson’s future. We will live with the consequence of Hwy 93 improvement for our lifetimes.

- Improve Hwy 93: curbs, lighting, rest area – information center, hiking trail, bike trail, boat launch access.
- Improve recreational opportunities to compete with surrounding areas
- Use rail road for bike trail
- Refurbish downtown Polson – revitalize main street
- Develop building codes to specify the kinds of business and structures allowed
- Reassess the Port Polson theme to determine to carry it on or go with something new
- Development of Industrial Park for light industry to encourage higher paying jobs and year round jobs
- Define park and zoning standards
- Upgrade 5th street East on the East side of Linderman Field to 7th Avenue to provide continuity in city streets.
- Acquisition of and land use plan for property across the bridge.
- Better planning of the fair grounds and adjacent property – involved in a master plan
- Use of fair grounds could include: fire station, county jail, boat launch, civic facility, performing arts facility/ampatheatre, rehab of rodeo grounds
- Improve/expand hangars at airport to accommodate corporate size aircraft.
- The community (tribal and non-tribal) put together a series of pacts which maintain the quality of life here: water, law enforcement, education, recreation, environment (land use).
- Highway 93 – needs improvement
- Improved water front (lake and river) infrastructure
- Better traffic control/flow and improvement of the Polson's infrastructure
- Revitalization of main street and its businesses
- Low rent, nice quality homes built such as the manufactured home village in Pablo.
- Support downtown businesses
- Create new business to occupy empty buildings
- Install a comprehensive program for systematic re-cycling
- Main Street
- Industrial area/railroad tracks cleaned up
- Full service YMCA
- Swimming pool
- Ice/skating rink
- Sales tax only if property tax is eliminated
- Possibly our government could help with our taxes for property owned by tribal people
- Good planning for downtown business
- Better Mental Health services or better access to mental health services
- State sponsored group health insurance program for small businesses (as in state of Utah)
- Tap into retired people
- Public education is needed about resistance to change and the costs to the local economy of an "unfriendly attitude" and local "denial" of its effects. These costs

- need to be quantified by accumulating statistics on the number of people who have had similar experiences to mine. If I can be of service during my months away from Polson in helping with this project, I will be happy to volunteer.
- As mentioned above, I would like to see a much more inviting lakeshore here - and an opportunity for small businesses who depend on the tourist dollars to be visible and attractive to passers-by. Polson is currently just a quick-stop to the lake, and to some of the other communities along the shore.
 - It could, instead, be a destination for people who want to have the lake and the ambiance of a friendly resort atmosphere. Kwa-Tuq-Nuk Resort has made a big difference on that score, and we could certainly build on its presence. I think we might be able to bypass the actual business center of town (courthouse and etc.) by changing the main thoroughfare through town to another location (southwest of the center of town?) Then, by offering an inviting entrance to the local lakefront area, perhaps we could establish an easy access to a lakefront walkway with amusements, restaurants, bed and breakfast inns and shops, away from the inside workings of county and city businesses.
 - Why the heck hasn't anyone tried building a ski area down this direction?!! Polson just dies in the winter. Local people could be benefiting from a year-round economy if they would just step up to the plate and manage change, rather than resenting its unavoidable results, believing they can prevent it.
 - A central office – with someone receiving a salary and coordinating community events. Would provide a schedule of big events and clubs that are meeting.
 - A community building that can house the following interests – recreation, swimming pool, dancing floor, craft area with tools, youth meeting room, cooking room, and other activity space for retired people as well as youth, middle age and older people.
 - For the lake – provide a water taxi, boat rentals, canoe, sailboat and catamaran. Also provide instructors for a fee.
 - For the mountains – hire a ranger to coordinate hiking, camping and getting permission.
 - Activities available – crafts, including a shop with tools, benches, instructor that teaches how to make things, also painting, design, welding, sculptor work, ceramics, clay, etc. Gardening – vegetables and flowers. Perhaps a field to demonstrate. Music – have a city band, and pay an instructor. Reading – more support for our good library. Museums – keep them maintained. Chess.
 - An Elderhostel set up – get your body there and it's all planned.
 - Hire a grant writer to get money for needed projects.
 - Our animal shelter gets more help.
 - Plan a skating rink and hockey games.
 - Park Land acquisition – Macintyre property adjacent to Riverside Park
 - MRL property – R/R area
 - Salish Point
 - More beach area for the community to enjoy – how about some sand down at the swimming areas?
 - Boardwalk along lake shore
 - Outdoor theater

- Use of the fairgrounds area for more events
- Activities in the summertime – downtown in the evenings – shops stay open late.
- Close the downtown and have a walking mall.
- Pedestrian mall with music/arts/amphitheater
- Limit billboards –limit signs (neon)
- Logical growth plan – forward thinking environmental controls
- More or better quality food bank
- A homeless shelter
- Neighborhood watch program – patrols when children are out of school
- More business and community support for the arts (Port Polson Players, Museums, Sand Piper Gallery) including city/county government help for business. Too many are closing doors so jobs are lost.
- Some nationally recognized event – such as a summer music camp involving a major music organization (St. Paul Chamber Orchestra; Chicago Lyric Opera Co.)
- Mandatory recycling. Trash haulers would provide divided containers for paper, tin, plastics, clear glass, green glass, brown glass, etc.
- Churches and schools become “green conscience” to provide recycle bins for office paper, etc.
- Judges and courts who accommodate disabled persons and treat them with the dignity they are entitled to.
- Prejudice against handicapped, developmentally delayed, will be replaced with accommodation and the ABILITIES rather than disabilities – will be recognized and lauded.
- City has city manager instead of mayor alone.