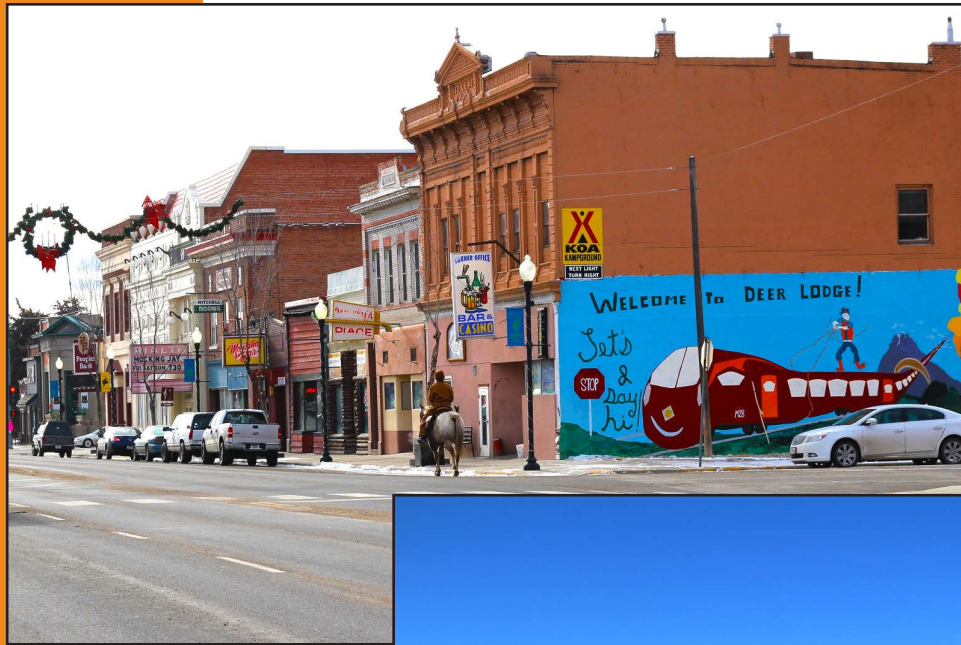


Deer Lodge, MT

Growth Policy Update

2015



LAND
SOLUTIONS, LLC

Adopted - July 20, 2015

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RESOLUTION NO. 1232

A RESOLUTION OF INTENTION

**OF THE CITY COUNCIL OF THE CITY OF DEER LODGE, MONTANA TO ADOPT
THE CITY OF DEER LODGE GROWTH POLICY UPDATE**

WHEREAS, on December 9, 2008, the City of Deer Lodge Town Council adopted the City of Deer Lodge Growth Policy and guidance for the general policy and pattern of development of the City of Deer Lodge pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 *et seq*; and

WHEREAS, the City of Deer Lodge Planning Board worked to update the City's Growth Policy to address current and projected challenges for the betterment of the Town's future; and

WHEREAS, on May 11, 2015 the City of Deer Lodge Planning Board held a properly noticed public hearing on the proposed City of Deer Lodge Growth Policy Update; and

WHEREAS, after considering the recommendations and suggestions elicited at the public hearing, the City of Deer Lodge Planning Board recommended the City Council of Deer Lodge, Montana to adopt the Deer Lodge Growth Policy Update and to pursue the goals, objectives, and policies therein; and

NOW THEREFORE, BE IT RESOLVED by the City of Deer Lodge City Council, after considering the recommendations of the City of Deer Lodge Planning Board and public testimony, to adopt a Resolution of Intention to adopt the Deer Lodge Growth Policy Update, and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this 15 day of June, 2015 with the City of Deer City Council voting as follows:

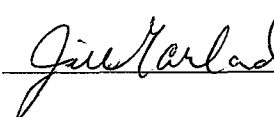
AYES:

NOES:

ABSENT:



Mayor



Attested by City Clerk

RESOLUTION NO. 1232

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DEER LODGE,
MONTANA TO ADOPT THE CITY OF DEER LODGE GROWTH POLICY UPDATE**

WHEREAS, on December 9, 2008, the City of Deer Lodge Town Council adopted the City of Deer Lodge Growth Policy as guidance for the general policy and pattern of development of the City of Deer Lodge pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 *et seq*; and

WHEREAS, the City of Deer Lodge Planning Board has worked to update the City's Growth Policy to address current and projected challenges for the betterment of the Town's future; and

WHEREAS, on May 11, 2015 the City of Deer Lodge Planning Board held a properly noticed public hearing on the proposed City of Deer Lodge Growth Policy Update; and

WHEREAS, after considering the recommendations and suggestions elicited at the public hearing, the City of Deer Lodge Planning Board recommended the City Council of Deer Lodge, Montana to adopt the Deer Lodge Growth Policy Update and to pursue the goals, objectives, and policies therein; and

WHEREAS, after considering the recommendations of the City of Deer Lodge Planning Board and public testimony, the Deer Lodge City Council passed a Resolution of Intention to adopt the Deer Lodge Growth Policy Update and to pursue the goals, objectives, and policies therein.

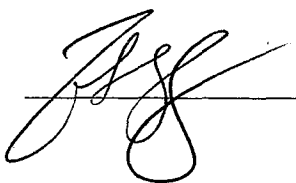
NOW THEREFORE, BE IT RESOLVED by the City of Deer Lodge City Council, to pass a Resolution to adopt the Deer Lodge Growth Policy Update, and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this 20 day of July, 2015 with the City of Deer City Council voting as follows:

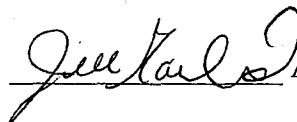
AYES:

NOES:

ABSENT:



Mayor



Attested by City Clerk

PLANNING BOARD RESOLUTION NO. 1232

**A RESOLUTION OF THE PLANNING BOARD OF THE CITY OF DEER LODGE,
MONTANA TO RECOMMEND ADOPTION OF THE CITY OF DEER LODGE
GROWTH POLICY UPDATE**

WHEREAS, on December 9, 2008, the City of Deer Lodge Town Council adopted the City of Deer Lodge Growth Policy and guidance for the general policy and pattern of development of the City of Deer Lodge pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 *et seq*; and

WHEREAS, the City of Deer Lodge Planning Board has worked to update the City's Growth Policy to address current and projected challenges for the betterment of the Town's future; and

WHEREAS, notice of a public hearing on the growth policy update was published in a newspaper of general circulation on April 29, 2015, more than 10 days prior to the public hearing as required by Montana Code Annotated 76-1-602; and

WHEREAS, on May 11, 2015 the City of Deer Lodge Planning Board held a public hearing on the proposed City of Deer Lodge Growth Policy Update; and

WHEREAS, after considering the recommendations and suggestions elicited at the public hearing, the City of Deer Lodge Planning Board recommended the City Council of Deer Lodge, Montana to adopt the Deer Lodge Growth Policy Update and to pursue the goals, objectives, and policies therein.

NOW THEREFORE, BE IT RESOLVED by the City of Deer Lodge Planning Board, to recommend that the City Council of Deer Lodge adopt the Deer Lodge Growth Policy Update, and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this 11th day of May, 2015 with the City of Deer Lodge Planning Board voting as follows:

AYES:

NOES:

ABSENT:

David A. ... Chairman

Julie ... Vice Chair - Secretary

ACKNOWLEDGMENTS

Mayor Zane Cozby

City Council Members

Rex Anderson, Chair

Dave Austin

Brian Bender

Tom Goddard

Jerry Jennings

John Molendyke

Kurt Sager

Robert Stone

Planning Board Members

Dave Austin, Chair

Kathy Bair

Dan Sager

Allen Walters

City Staff

Jill Garland, Secretary for the Planning Board and Asst. Clerk

Judi Whitney, Treasurer

Kathleen McNally, Utility Clerk

Consulting Planners

Land Solutions, LLC

Thanks to the Citizens of Deer Lodge

A special thanks to all of the dedicated residents of Deer Lodge who contributed to this plan on their free time by filling out surveys, attending meetings, making phone calls, hanging up posters and coming to the open house. Your time, efforts and ideas are very much appreciated and reflected in this plan.

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INTRODUCTION

Growth Policy 101

A growth policy is a document adopted by a city, town or county that allows the community to envision its future and proactively work to achieve it. In many states, they are called master plans or comprehensive plans. In Montana, the legislature branded it as a growth policy. Local governments use a growth policy as a general guide for making decisions regarding the community's physical development. A growth policy is not a regulatory document and they do not require regulations to be adopted, but regulations like zoning must be consistent with the growth policy.

A growth policy is a plan for a community's future. It encourages a community to work together to identify its strengths and weaknesses, allows it to put together ideas on how to improve, and identifies strategies to make these ideas a reality. However, a growth policy is only effective if it's implemented. Effective implementation relies on everyone understanding what their role is. It's as simple as this:

For the City Council:

When making decisions, consider how that decision will work towards creating the future conditions described in the growth policy. Make sure City staff are creating work plans that implement the growth policy. Monitor the plan, and provide the leadership to see it through.

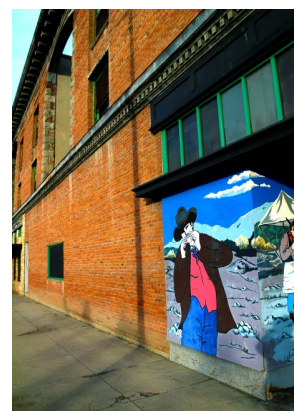
For City Staff:

Base regulatory actions, like zoning and subdivision regulations, on the growth policy. When planning other land use actions, like where a new park should go or extending public infrastructure, consider how the action works towards creating the future conditions described in the growth policy.

Update to the 2008 Growth Policy

The City of Deer Lodge adopted a growth policy in 2008. The 2015 Growth Policy is an update to, and consistent with, the 2008 City of Deer Lodge Growth Policy. It does not supersede it; it is in addition to it. The information and direction in the 2008 Growth Policy is still applicable except where updated within this document.

State law requires growth policies to be reviewed every five years, and updated at the discretion of the local governing body. In 2013, the Deer Lodge City Council and Mayor decided the 2008 Growth Policy needed additional ideas and recommendations for specific issues. With direction from the



Goals:

Broad statements describing a desired future condition.

Objectives:

General description of the steps needed to be taken to meet the goal. They should be obtainable and measurable. The City should be able to go back and look at objectives and determine if they have been met, are in process of being met, or if they have not been met.

Actions:

Specific steps needed to be taken to obtain the objectives. Actions can be implemented by the City, individuals or civic groups. If actions are implemented, the City is working towards meeting its objectives, and thus reaching its goals.

City Planning Board, the following issues were identified as being the primary focus for the 2015 update:

- Downtown revitalization
- Cottonwood Creek corridor planning
- Parks and Trails
- Brownfield revitalization
- Housing costs

Additional issues, included:

- Annexation
- Updates to meet state law
- Clark Fork River cleanup coordination
- Code enforcement

Using the Plan

This section is intended to communicate the basics on putting the plan to work. Each chapter in this plan contains three main components – 1. A description of the issues and desired future conditions, 2. Goals, objectives and actions and 3. An implementation strategy

At the end of each chapter are goals, objectives, actions and a detailed implementation strategy. Goals, objectives and actions are the meat of the decision making process. They should direct the City's actions, guide how funding is allocated and how work plans are created. For each action, the implementation strategy identifies the parties who will be responsible for implementing that action, a brief description on how to implement each action, and a timeframe for which each action should be implemented. The City Council can use the implementation strategy to set yearly work plans for departments, direct funding and manage their own agenda. Departments can use the implementation strategy to set work priorities. While the goals and objectives are often used to make decisions, the actions and implementation strategy are used to drive the plan.

The timing of implementation actions are organized in the following manner:

- Short-term: Generally within 1 to 2 years of adoption of the plan
- Mid-term: Generally within 3 to 5 years of adoption of the plan
- Long-term: Generally 5 years or longer after adoption of the plan
- On-Going: Occurring continually

Growth Policy Implementation Committee

The first step the Deer Lodge City Council should take following adoption of the 2015 Growth Policy Update is to create a Growth Policy Implementation Committee (GPIC). Made up of at least one City Council member and four residents of the community appointed by the City Council, the GPIC will work with city staff to develop a yearly Growth Policy Work Plan, which will be forwarded to the City Council and the Planning Board prior to the beginning of each fiscal year. This work plan will be the blue print for how the City Council allocates limited resources. The Growth Policy Implementation Committee will be charged with:

- Providing overall guidance and coordination for implementation.
- Developing timetables for various recommended projects and activities.
- Supporting the various boards, councils, commissions and committees involved in the actual work to implement the recommendations.
- Periodically reporting to the Planning Board on the effectiveness of actions undertaken to determine if adjustments to subsequent recommendations would be appropriate going forward.

Growth Policy Work Plan

Every year the City should try to implement some of the actions within the plan. Included here, is a recommended year one growth policy work plan, designed to get the plan started out right. Year one should be focused primarily on developing the capacity to implement the plan. These actions are going to be major changes in the way the City conducts business and will help Deer Lodge build the capacity necessary to implement the plan. Once capacity is built, the number of actions implemented should increase over time.

Year One Actions

- Hire a part time planner to lead plan implementation. (Action 1.3c, Action 6.1.b, Action 8.2.d, Action 10.2.a, Action 12.3a)
- Apply for a Main Street Grant from the Montana Department of Commerce to develop a Business Improvement District (Action 1.1a)
- Coordinate with the Arrowstone Park Board to identify preferred alternatives to the north-south connection trail from Arrowstone Park to Grant-Kohrs Ranch. (Action 10.1a, Action 10.1b)
- Create a Cottonwood Creek joint task force with Powell County and other managing partners. (Action 6.1a)
- Apply for a Community Development Block Grant (CDBG) through the Montana Department of Commerce to upgrade the City's subdi-

vision regulations (Action 12.2b)

Year Two Actions

Depending upon successes of the year one actions, the following are potential year two actions:

- Begin fundraising for north-south connection trail
- Create a BID
- Create BID sub-committees and assign actions for them to implement
- Develop a downtown promotional website
- Identify a location for regular outdoor events in downtown.
- Install crosswalks in downtown
- Develop a vision for the Clark Fork River Park
- Develop forms and applications for the City's regulations
- Adopt revised and updated subdivision regulations

Why a Growth Policy for Deer Lodge?

While many communities in Western Montana have been growing, over the last four decades the population in the City of Deer Lodge tells a story of a decline. Overall, the population of Deer Lodge has shrunk from 4,306 in 1970, to 3,111 in 2010. Every demographic indicator is pointing to the population of Deer Lodge to continue to decline. In fact, population projections suggest the population decline will increase over the next 20 years.

One way to look at it is, Deer Lodge as a community is not competitive at attracting new residents and businesses. Other communities in Western Montana have some sort of an advantage in attracting jobs, residents and younger people. There are only so many people in Western Montana, and so many people moving in, and right now, they are not choosing Deer Lodge. Deer Lodge can't keep doing business as usual, because business as usual is a losing proposition.

The 2015 Growth Policy update is an opportunity to put a plan together on how to make Deer Lodge competitive again. It is giving the City a chance to evaluate how they can change the way they do business. The community has some real strengths – historic neighborhoods, a well formed downtown, the Clark Fork River, stable employment, natural resources and a strong community spirit. But, to capitalize upon these strengths, Deer Lodge has to revitalize downtown, market its attractions, and build the amenities people living in (and moving to) Western Montana want.

A growth policy by itself isn't going to turn the trajectory of the community

around. Only actions will. But the growth policy can identify what those actions are, who is going to take these actions, and when and how they will do it. Without a growth policy, there is no plan for moving forward.

A growth policy will also make Deer Lodge more competitive for grants. Many state and federal entities that manage and award grants want to see that communities have a plan in place. For example, if Deer Lodge's growth policy has a strategy for revitalizing downtown, the City will be more competitive at receiving grants to revitalize downtown. With limited resources to make the necessary changes to be more competitive, Deer Lodge is going to need to secure funding through grants.

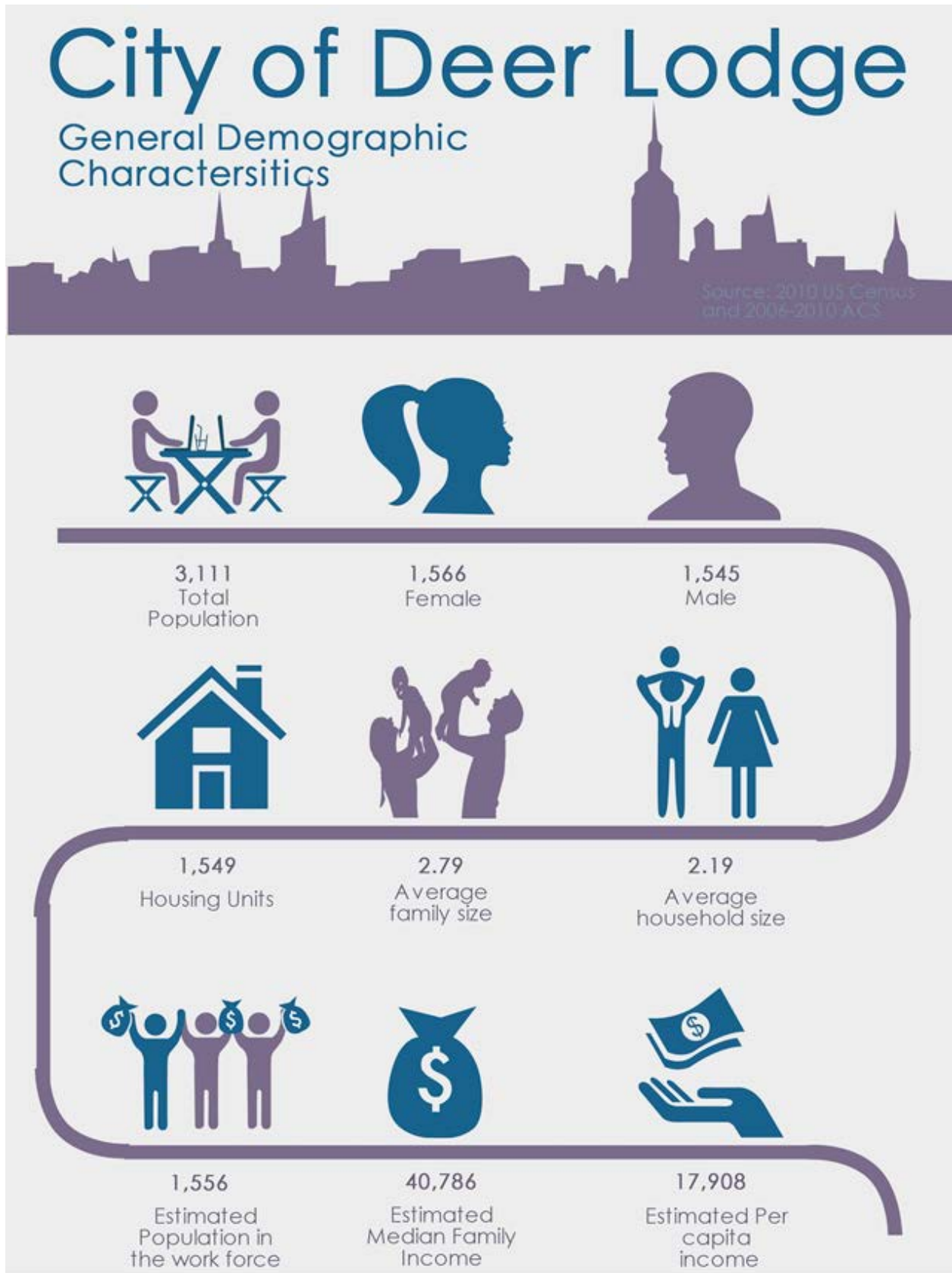


Figure 1 - Demographic & Economic Profile.

VISION

This Vision Statement is a description of the desired future conditions for Deer Lodge. The goals, objectives and actions are all steps towards reaching this vision.

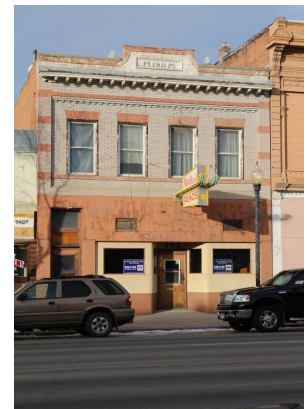
Vision Statement

The City of Deer Lodge is an attractive, stable, growing community with the amenities and capacity necessary to be competitive with communities throughout Western Montana at attracting new residents and businesses. The City is a small one, growing within its means, with an authentic connection to the western lifestyle. The community recognizes its deep historical roots and capitalizes on this history to create a unique identity and grow the local economy. Deer Lodge embraces its amenities and integrates them into the fabric of the community.

Once a challenge, the Clark Fork River is the centerpiece of a strong connection to the natural features that attract tourists and gives residents' stream access rivalling any in Montana. The amenities created by the citizens, including the theaters, museums, public events, and others, are assets not only for citizens, but are essential to the success of the downtown business core, and are part of Deer Lodge's unique identity.

The success of the community is built upon three pillars:

- 1. Organization: The citizens of Deer Lodge and their government are organized and work in concert towards the town's shared vision to make the community stronger, improve the quality of life, and bring out the best of Deer Lodge;*
- 2. Capacity: The City of Deer Lodge has the capacity that is necessary to capitalize on the community's assets, improve the quality of life, coordinate with citizen groups and state agencies, effectively lead the revitalization of downtown, attract new residents, and shape the community into an attractive place to do business;*
- 3. Action: The City of Deer Lodge has a plan and strives to put the recommendations of the plan into action. The City knows that reinvigorating the community is a slow, methodical process, with small successes measured over months which lead to the large successes measured over years. The plan is a living document, it grows with the community, changes with the community, and without the community putting it to work it remains nothing more than a plan.*



DOWNTOWN REVITALIZATION



Issue Statement

Downtown Deer Lodge is the historic center of commercial, civic and social activity in the City. Over the last half century, economic and societal changes have resulted in a downtown that is struggling to remain viable. Presently, downtown Deer Lodge is showing signs of stagnation and slow decline. Vacant storefronts on Main Street, businesses closing down and not being replaced, and competition with adjacent retail markets are a few examples that exemplify the challenges currently facing downtown. Despite these challenges Deer Lodge has a wealth of assets, both within the community and right outside its back door, which can be used as a foundation for downtown revitalization. The historic character of Main Street, the Clark Fork River, museums, Grant-Kohrs, and an engaged citizenry are just a few examples. With this in mind, the question becomes: How can Deer Lodge capitalize on these homegrown assets to create a downtown that serves the needs of residents and welcomes visitors to stop and stay awhile?



The success or failure of any small downtown serves to encourage new businesses and residents to relocate there. On the surface it demonstrates a community's commitment to sustaining local business and maintaining a high quality life, which many Deer Lodge residents have come to value. As such, it is crucial that a broad cross section of residents, businesses owners, and interested stakeholders take an active role in revitalizing downtown Deer Lodge.

While there is no one silver bullet for downtown revitalization, there are strategies which can work to pave a new path forward for the City of Deer Lodge. To provide structure to these recommendations they have been



organized under the following four categories, based on the National Main Street Center's Four Point Approach

- Organizational
- Branding and Promotion
- Design
- Economic Development

Desired Future Conditions

At a glance, a revitalized downtown Deer Lodge will look similar to the downtown we know today, but looking just a second longer, the difference will be eye opening.

The first thing people will notice is the number of people out and about. When measuring the “health” of a downtown, city planners know the amount of people walking on Main Street is the canary in the coal mine. Deer Lodge isn't a big city, the sidewalks aren't clogged with people, but there is a new energy in town.

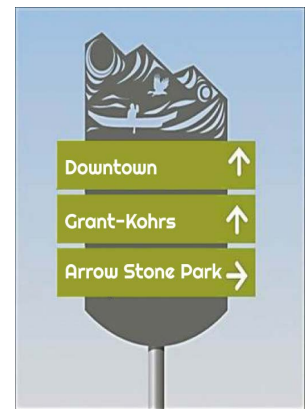
Secondly, people will notice the façade of the buildings are well kept, with many of the historic buildings returned to their former glory. These historic buildings with their colors and jaw dropping architectural details are like a peacock, showing the confidence, character and strength of the community.

Between the activity, and the lure of the character of the community, visitors won't even think about just driving through. They will park and walk around. They'll see interesting local shops, restaurants, local art, fascinating plaques and displays telling the story of Deer Lodge. “There is a ton of history here” they'll say. They will get the sense that many people walking the street are from here. They will feel connected.

Continuing on people will see a sign directing them to the Clark Fork River. They'll think, “There's a river? Let's check it out; it's just a few blocks west”. They'll follow the path. It's landscaped, well light. In just a few minutes, they make it from downtown to a river side park. Locals are picnicking with their families. People are fly fishing. Someone has a fish on. “How cools is this place, you can fish downtown!” With public stream access, floating, and casting from the banks of downtown, Deer Lodge is clearly a destination for people serious about their fishing.

Walking back down Main Street, they'll see what looks like a pocket park. There are some benches, some landscaping. There is an art display near a kiosk. At the kiosk there is an events board. There is a farmers market here every Saturday. In two weeks they are closing the street down for a micro-brew festival. A few weeks after that is an elk bugling contest.

“For a small town, there is a lot going on here” they'll think. They'll plan on coming back, they'll tell their friends.





Organization

At the heart of the issues facing downtown Deer Lodge is a need for organization among the City and local groups working to improve downtown.

For the downtown revitalization effort to be successful, Deer Lodge needs an entity that will be the lead organization for coordination, grant writing, branding, and promotion to ensure that the actions recommended in this plan are completed. Such an organization will need to have the capacity to achieve its goals. Relying on solely on volunteers and donations will not be sufficient. Capacity means a steady and reliable source of funding to support a staff person who will be the face of the organization and the workhorse in getting things accomplished.

A Business Improvement District (BID) is one mechanism to create the organization that will lead downtown Deer Lodge's resurgence. A BID is a designated geographic area where commercial properties are assessed annually to fund improvements and activities that will in turn bring visitors to downtown and increase sales in local businesses. BID's are a very effective tool implemented in communities throughout Montana to strengthen main street businesses, create new jobs, attract new businesses, and revitalize commercial neighborhoods.

A BID for Deer Lodge will provide downtown landowners and businesses the resources to enhance and implement public improvements in partnership with the City. It will give the community the tools to develop marketing campaigns to increase awareness of Deer Lodge throughout the region. It will help organize events, and work to support the efforts of other community organizations that are active in downtown.

BID's are a public-private partnership. They are governed by a board made up of landowners within the district or their representatives. They set the priorities for the organization but there is still public accountability. The Board is appointed by the City Council and the budget, while set by the Board, needs to be approved in a public process by the City.

If a BID cannot be created in Deer Lodge, the businesses owners of downtown should band together to form a downtown business association in its place.

Branding and Promotion

Downtowns are like a business; the communities that are successful brand, promote and market their product. People visit Deer Lodge, but many don't visit *downtown* Deer Lodge. Branding and promotion is one component of the strategy to change that.

Branding and promotional activities are a relatively inexpensive way to increase visitation to a downtown. They can be effective at attracting visitors and bringing out residents. Branding needs to focus on what makes Deer Lodge unique. Promotion should be targeted regionally (Butte, Helena,

Missoula) and if feasible beyond (Billings, Calgary).

One effective way to promote downtown is through regular events. Events help build community, attract visitors and draw people to downtown businesses. Having a dedicated events space, either temporary or permanent, is one strategy to help attract people downtown. Downtown Deer Lodge could benefit from a location to hold outdoor events in the summer. Figure 6 shows a conceptual design of a Missouri Avenue events space that is a combination of a permanent pocket park and temporary street closure. The landowner of the vacant lot on the corner of Main Street and Missouri Avenue has expressed a willingness to sell the property to the City. This is a perfect location at the heart of town and at the right scale for the community. The pocket park can prominently display an informational kiosk on Deer Lodge's attractions and events, showcase public art, have landscaping and a location for a temporary stage.

A branding and promotional campaign can be organized and led solely by the BID or in cooperation with other organizations like the Chamber of Commerce. Regardless of who organizes it and leads it, the message must embody the values of the community.

Design

Design refers to the form and function of the built environment, which is one of the most important aspects of what makes a downtown a unique and inviting place. The quality of architecture, streets, sidewalks, storefronts, public art, parks and landscaping, and building facades all contribute to the appeal of a downtown. A well maintained and aesthetically pleasing built environment conveys a message that the community cares about its image and is committed to maintaining the economic viability of its downtown.

Deer Lodge benefits from having a downtown that possesses many elements of good urban form – storefronts abutting the sidewalk, few vacant parcels, complete sidewalks, historic buildings and nearby natural amenities. However, there are also several elements of downtown Deer Lodge which detract from its appeal – vacant storefronts, lack of public art, wide pedestrian crossings on Main Street, limited landscaping and building facades that are out of character with adjacent historic buildings. Perhaps, one of the biggest design challenges for downtown Deer Lodge lies in the fact that Main Street doubles as a state highway. While, one of its biggest assets lies in its close proximity to natural features, including the Clark Fork River, Arrowstone Park, and Grant Kohrs. The design actions included in this growth policy address these and many other design elements that will help improve the aesthetic qualities of downtown Deer Lodge.

Design of Main Street

To understand how Main Streets function, it is important to understand how they interact with the public realm. Downtown Deer Lodge was built prior

to the automobile. The buildings on Main Street are built to interact with pedestrians. This isn't ever going to change as long as those buildings stand. The problem is the roadway, Main Street, is built entirely for the automobile. These two aspects of the public realm are in direct and stark conflict. If Deer Lodge is ever going to revitalize downtown, the conflict between the roadway and the urban fabric of the buildings needs to be addressed. There needs to be a compromise between the pedestrian orientated façade of the buildings and the automobile centric fabric of the roadway. Luckily this issue exists in thousands of communities throughout the country, and solutions with proven track records are not hard to find.

However, since downtown's development, Main Street has been designated a state highway and functions to efficiently move automobiles, including trucks from the Sun Mountain Lumber Mill to Interstate 90. Furthermore, as Main Street is a state highway it must conform to design guidelines stipulated by the Montana Department of Transportation (MDT). The result is pedestrian oriented building form with a Main Street that is four lanes and 74 feet wide. Going forward it will be important for Deer Lodge to work with MDT on making Main Street more pedestrian friendly without compromising its function of safely and efficiently moving both cars and trucks through town.

Effectively communicating the importance of Main Street's design is critical. The Montana Department of Transportation previously approached Deer Lodge with some ideas which ended up not being supported by the community. A crux of the design was angled parking on Main Street. Safety was the main concern. Research indicates parallel parking is preferable on urban setting highways and safety is partially the reason, but that wasn't a reason to let the whole project die. Somehow in that process there was a failure to communicate the importance to the community, and Main Street businesses, that the current urban design of the community is part of their struggles, and softening the design of Main Street will in turn increase business.

Another example of how important it is to effectively communicate design changes comes from the open house on the preliminary recommendations of this plan on February 17th, 2015. Bulb-outs (commonly called curb extensions) received mixed support. Bulb-outs are design features which extend the sidewalk out partially into the street in order reduce the distance of crossing streets and increase visibility. They are proven to make pedestrian travel on wide roads safer and more comfortable. Main Street Deer Lodge could be a perfect setting for the application of bulb-outs. Comments on why people were not in favor of them include misinterpretation of the poster, because they felt they would eliminate parking or they would make it harder for trucks to turn. Properly designed, bulb-outs do not eliminate parking and do not interfere with traffic. Again, why they are important, and the benefits they provide to businesses and community get lost in the details.

The reality is something must be done to soften the design of Main Street to make it friendlier for pedestrians. It is critically important to the businesses along Main Street. This cannot get lost in the weeds in discussions. What this design looks like will need to include a community dialog, and somebody needs to be the voice for the big picture. If Deer Lodge wants to revitalize downtown, they need to redesign Main Street.

Connection to Natural Amenities

Connecting downtown Deer Lodge to nearby natural amenities is key to revitalization efforts. One way downtown can make connections to amenities is through coordination with the efforts of the Arrowstone Park Board. The Arrowstone Parks Board has a vision to connect Arrowstone Park to Grant-Kohrs Ranch through a trail system. Connecting downtown to these key attractions in the community will go a long way in increasing the quality of life of residents and making downtown a more appealing place for visitors.

In that same line of thinking, developing a river front park on the City owned vacant property west of downtown will be an enormous community asset. Few communities in Montana have the opportunity that this piece of property provides. It's a blank slate located just a few blocks from Main Street and sits on the banks of what could be one of the best trout fisheries in the state. This is the type of property that if properly designed can put Deer Lodge on the map. As we talk about being competitive as a community, this project would be huge.

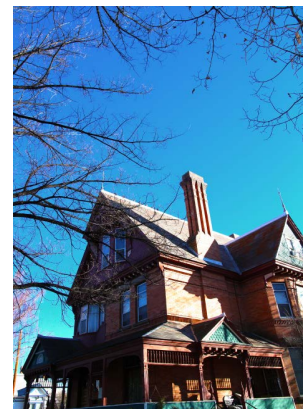
While a park facility on the river is a long range project that will require some major commitments, wayfinding is a simple and effective way to make connections to natural amenities without major financial resources. Wayfinding is the placing of signs at strategic places in downtown that direct visitors to public amenities. Places like the library, town hall, historic buildings, museums, parks, trails, public parking, and the fairgrounds; this list goes on.

Historic Preservation

The City of Deer Lodge has a wealth of historic assets within its boundaries. Deer Lodge's Central Business Historic District is on the national register of historic places as are 11 other sites in the City, including Grant-Kohrs Ranch, the Rialto Theater, and William K. Kohrs Library. The City of Deer Lodge is also a part of the Certified Local Government (CLG) program, which is administered jointly by the National Park Service and the Montana State Historic Preservation Office. Through the CLG program local communities like Deer Lodge commit to preserving, protecting, and increasing awareness of unique cultural assets. As a CLG community Deer Lodge has access to program benefits and grant funding opportunities for historic preservation. To further the City's historic preservation goals the Deer Lodge Historic Preservation Commission and the Historic Preservation Officer are actively working to revitalize Deer Lodge's Central Business Historic District and preserve historic structures.

City of Deer Historic Places

- Nick J. Bielenberg House
- William E. Coleman House
- Conley Street Bridge
- Deer Lodge American Women's League Chapter House
- Deer Lodge Central Business Historic District
- Grant-Kohrs Ranch National Historic Site
- Grant-Kohrs Ranch/Warren Ranch
- William K. Kohrs Free Memorial Library
- Montana Territorial and State Prison
- Prison Brickyard Historic District
- Rialto Theater
- Trask Hall
- Hotel Deer Lodge
- City Hall



Economic Development

The key to the success of any downtown is strong local businesses. In small communities like Deer Lodge, the best strategy to grow the economy is through supporting existing businesses. A second effective strategy is to attract new small businesses with the potential to grow. Montana is 6th in the nation in startups. This represents an opportunity for Deer Lodge to capitalize on Montana's entrepreneurial spirit. With the right tools in place to support small and new businesses, startup businesses will find Deer Lodge to be an attractive option making the community more competitive at attracting businesses and residents.

Having information, expertise and market data readily available for existing businesses will help the owners and managers of those operations make informed decisions on how best to grow. The community needs to reach out to perspective businesses and market the community's strengths. The final piece of the equation is to have the infrastructure in place that will allow businesses in Deer Lodge to be a part of the growing online market. Brick and mortar will always be the soul of downtown, but if a downtown business's market is the whole world, it gives them the opportunity to grow and compete in markets outside Deer Lodge.

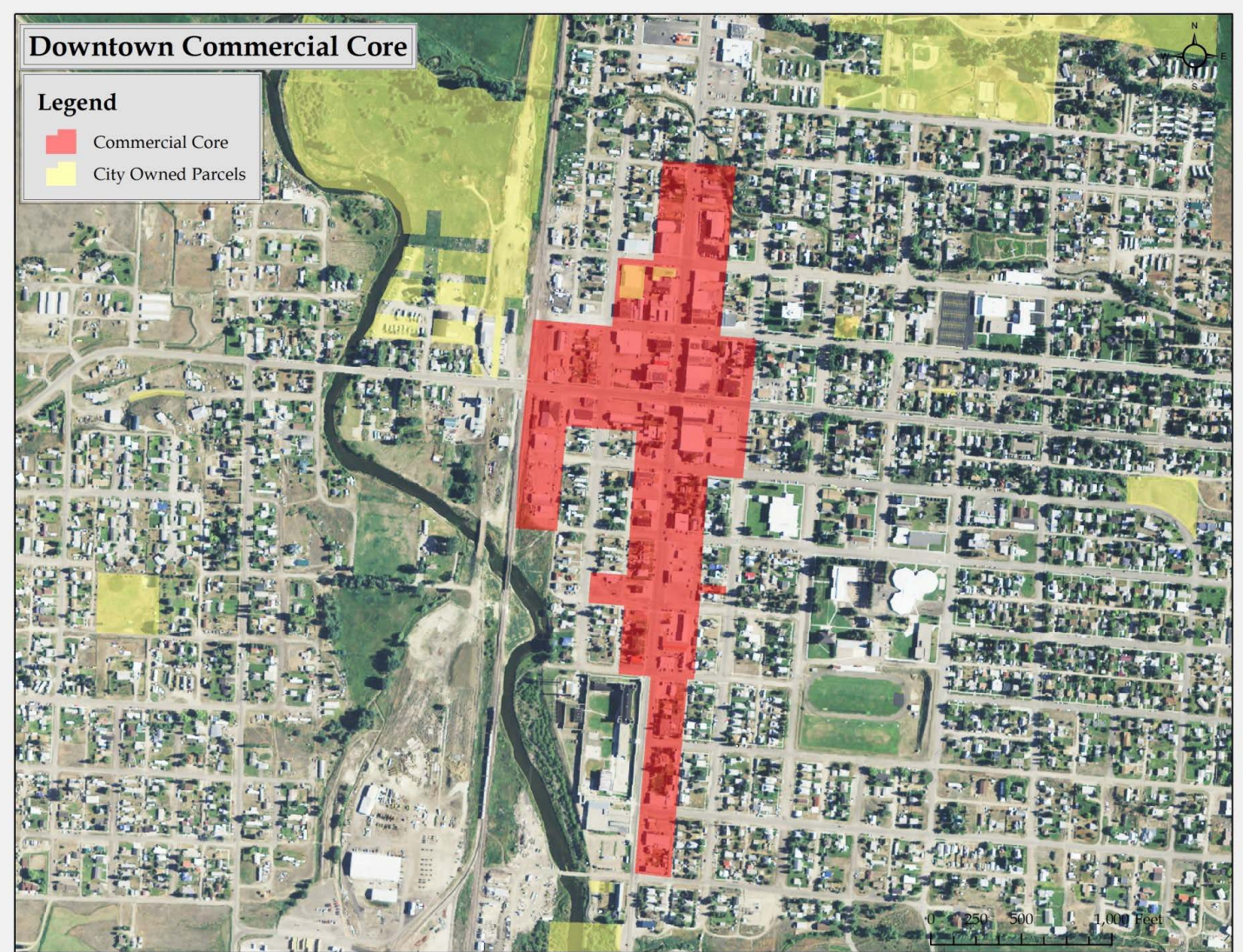


Figure 2 - The downtown commercial core based on existing commercial zoning.

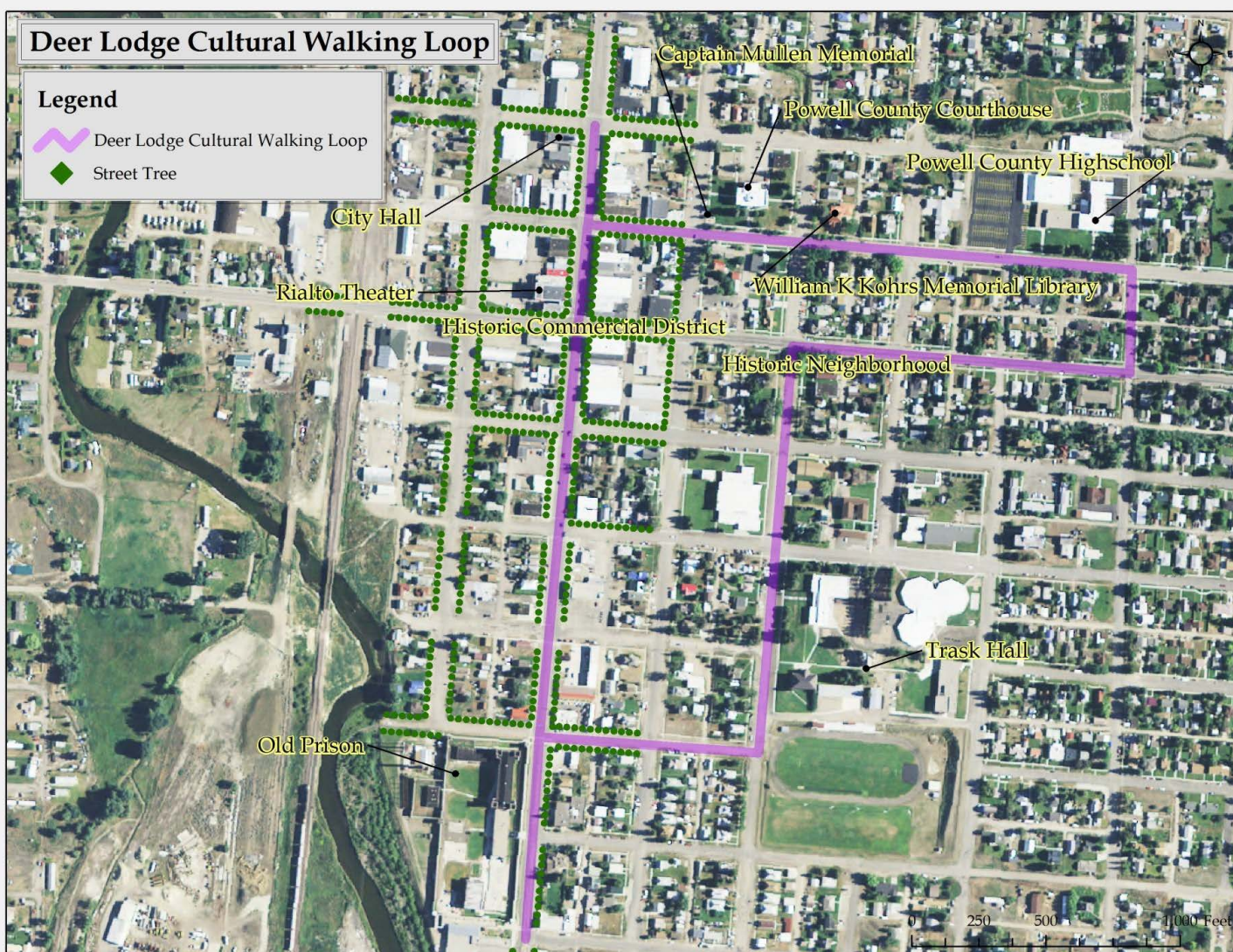


Figure 3 - Conceptual Deer Lodge Cultural Walking Loop highlighting public facilities and historic places.

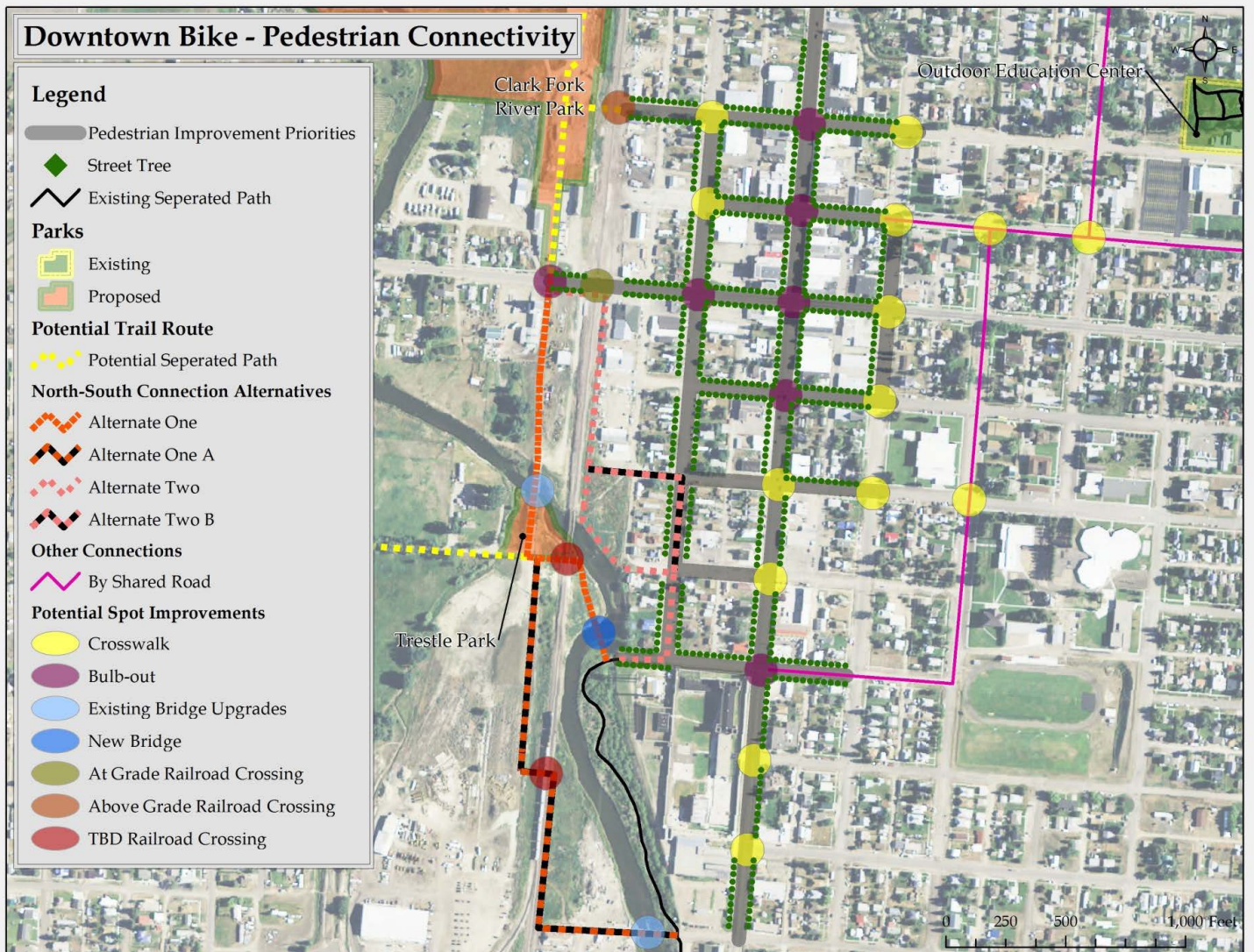


Figure 4 - Downtown bike-pedestrian connectivity.



Figure 5 - Context Sensitive Design Priorities.

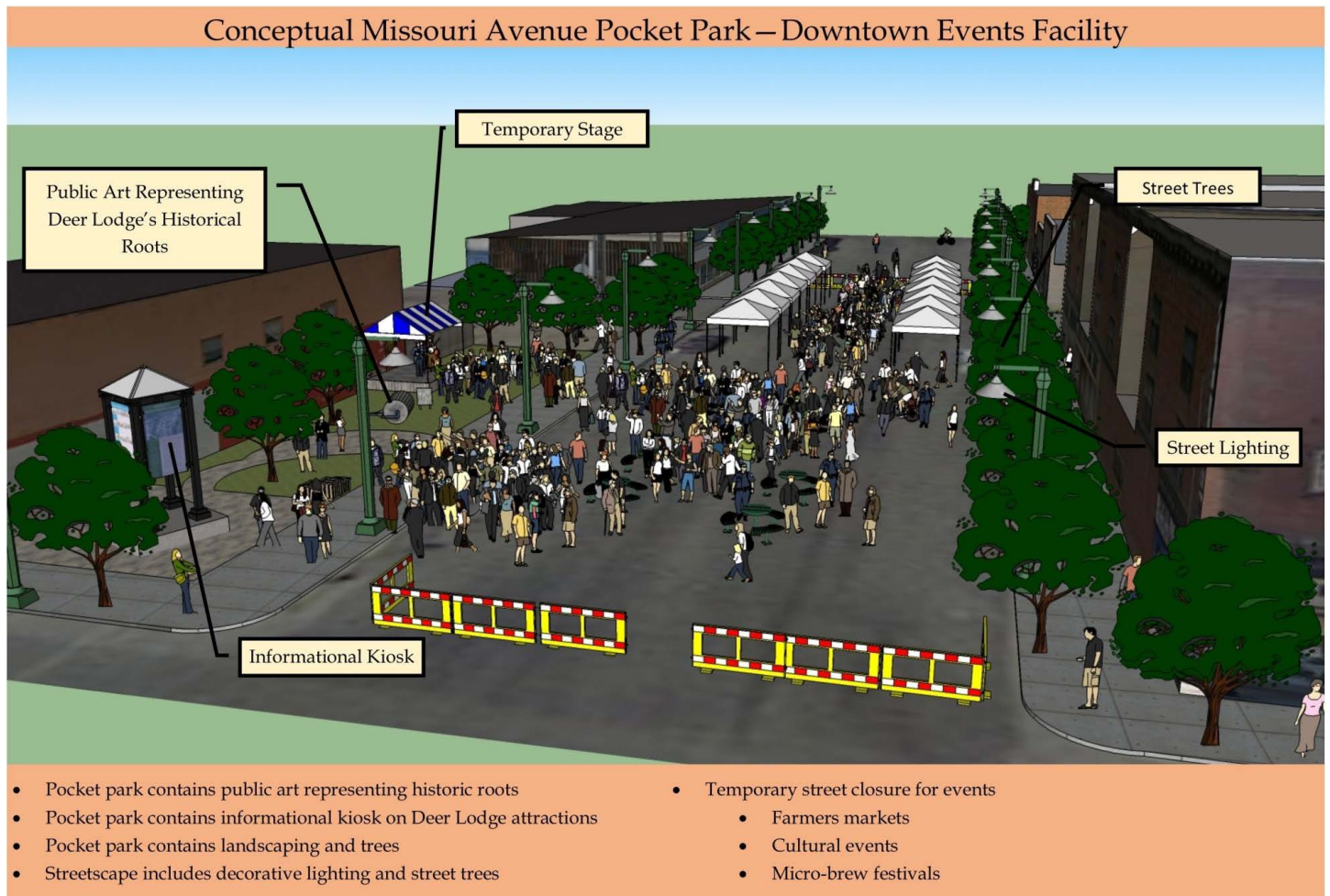


Figure 6 - Conceptual Missouri Avenue pocket park and temporary events facility.

1 Develop the organizational structure necessary to manage, promote and revitalize downtown Deer Lodge.

Objective 1.1

Create an organization, with a consistent and reliable funding source, to be the lead group charged with organizing, branding and promotion, design, and economic development in downtown Deer Lodge.

Actions

1.1a Create a Business Improvement District.	Partners	How	Timeframe
	City Council & Deer Lodge Development Group (DLDG)	Apply for a grant from the Montana Department of Commerce Main Street Program to hire a consultant with the expertise to navigate the process.	Short-term
1.1b Coordinate actions of the newly formed BID with those of other community organizations.	Lead	How	Timeframe
	BID	Through meetings and conversations.	Ongoing
1.1c Create and use sub-committees within the newly formed BID structure to focus revitalization efforts on the strategic focus areas – organization, branding and promotion, design, and economic development.	Partners	How	Timeframe
	BID, Civic groups, & interested citizens	Community organization techniques.	Ongoing
1.1d Develop an annual work program for implementing revitalization strategies.	Partners	How	Timeframe
	BID & City Council	Communication between responsible entities and public meetings.	Ongoing

Objective 1.2

Develop connections to downtown Deer Lodge through volunteer opportunities with individuals in the community not associated with community organizations.

Actions

1.2a Host fun volunteer recruitment events.

Lead	How	Timeframe
BID	Community organization techniques.	Short-term

1.2b Engage Deer Lodge youth in revitalization efforts.

Lead	How	Timeframe
BID	Community organization techniques.	Ongoing

Objective 1.3

Use existing resources, and develop new ones, to increase capacity to revitalize downtown.

Actions

1.3a Maintain current status or increase status in the Montana Main Street Program capitalizing on available assistance.

Partners	How	Timeframe
City Council & DLDG	Communication with Montana Department of Commerce (MDOC).	Short-term

1.3b Pursue grant opportunities through the Montana Main Street Program to implement actions in the downtown revitalization strategy.

Partners	How	Timeframe
City Council & DLDG	Communication with MDOC and grant writing.	Ongoing

1.3c Build staffing capacity to assist in the revitalization of downtown.

Lead	How	Timeframe
City Council	Three options: Hire a part time planner. Share a planner with Powell County. Hire a consultant.	Short-term

2 Capitalize on what makes Deer Lodge unique to increase visitation and the length of stay in downtown.

Objective 2.1

Develop a “Deer Lodge” brand.

Actions

<p>2.1a Create a brand for the City of Deer Lodge that tells (and sells) Deer Lodge’s story. Focus on what Deer Lodge has to offer – quality of life, Montana history, outdoor recreation, museums, Nation Park, authentic western culture, etc.</p>	<p>Partners</p> <p>BID, Powell County Chamber, SW Montana Tourism, & local businesses</p>	<p>How</p> <ul style="list-style-type: none"> Attend MDOC Tourism and Branding workshops. Apply for grants with the MDOC Tourism Division to hire a marketing consultant. 	<p>Timeframe</p> <p>Short-term</p>
<p>2.1b Develop a graphic logo that visually represents Deer Lodge’s brand to be used in all promotional materials.</p>	<p>Lead</p> <p>BID</p>	<p>How</p> <p>Develop in house or hire a graphic designer.</p>	<p>Timeframe</p> <p>Short-term</p>
<p>2.1c Work with local and regional organizations and government entities (e.g. Powell County, Headwaters RC&D, and Powell County Chamber of Commerce) to create a regional brand that reflect the City’s (and the surrounding area’s) unique assets.</p>	<p>Partners</p> <p>BID, Powell County Chamber, SW Montana Tourism, & neighboring communities</p>	<p>How</p> <ul style="list-style-type: none"> Open lines of communication with interested parties. Apply for grants with the MDOC Tourism Division to hire a marketing consultant. 	<p>Timeframe</p> <p>Mid-term</p>

Objective 2.2

Develop and implement a marketing campaign to promote Deer Lodge.

Actions

<p>2.2a Create a Deer Lodge informational website aimed at tourists within the region, locals and other customer groups.</p>	<p>Partners</p> <p>BID & Powell County Chamber</p>	<p>How</p> <ul style="list-style-type: none"> Apply for a grant from the MDOC Tourism Division to pay for website development. Use funds collected by BID to maintain website. 	<p>Timeframe</p> <p>Short-term</p>
<p>2.2b Market events and promotions in nearby populations centers (e.g. Butte, Helena & Missoula).</p>	<p>Lead</p> <p>BID</p>	<p>How</p> <p>Use earned media (e.g. articles in newspaper) Placed media (e.g. press releases) and paid media (advertising).</p>	<p>Timeframe</p> <p>Ongoing</p>
<p>2.2c Create downtown retail promotions during different times of the year to drive residents and visitors to downtown business.</p>	<p>Partners</p> <p>BID, Powell County Chamber, & local businesses</p>	<p>How</p> <ul style="list-style-type: none"> Coordination and communication with businesses. Advertising locally. 	<p>Timeframe</p> <p>Ongoing</p>
<p>2.2d Establish a “buy local” campaign.</p>	<p>Partners</p> <p>BID, Powell County Chamber, & local businesses</p>	<p>How</p> <ul style="list-style-type: none"> Coordination and communication with businesses. Advertising locally. 	<p>Timeframe</p> <p>Short-term</p>
<p>2.2e Work with the Montana Office of Tourism to market Deer Lodge throughout Montana and in key out of state markets.</p>	<p>Partners</p> <p>BID & Powell County Chamber.</p>	<p>How</p> <p>Coordination and communication with MDOC.</p>	<p>Timeframe</p> <p>Mid-term</p>

	Partners	How	Timeframe
2.2f Establish an employee marketing campaign aimed at large employers in Deer Lodge.	BID & local businesses	Through coordination with employers and marketing locally.	Mid-term

	Lead	How	Timeframe
2.2g Track and measure results of promotional events.	BID	Collect data on attendance, sales and other measurable results.	Ongoing

Objective 2.3

Expand the number of events in downtown.

Actions

	Partners	How	Timeframe
2.3a Identify and hold cultural events and festivals designed to highlight Deer Lodge's unique attractions and history (e.g. Hunting Days with events like an elk bugling contests, or a car show or crafts fair in old Prison Courtyard).	BID, Powell County Chamber & local businesses	<ul style="list-style-type: none"> • Create an events sub-committee. • Use the events sub-committee to identify and organize events. 	Ongoing

	Partners	How	Timeframe
2.3b Increase the number of seasonal events to celebrate various holidays and unique characteristics of the seasons (e.g. Christmas Stroll, Pumpkin Festival, Ice Carving contest).	BID, Powell County Chamber & local businesses	Use the events sub-committee to identify and organize events.	Ongoing

	Partners	How	Timeframe
2.3c Incorporate key elements of successful events (e.g. Music, food, & activities for all ages).	BID	Research successful events in other Montana communities.	Ongoing

2.3d Seek multiple funding sources in order to support events (e.g. Admissions, activity fees, booth fees, retail packages, merchandise sales, sponsors).

Partners	How	Timeframe
BID, Powell County Chamber & local businesses	<ul style="list-style-type: none"> • Research successful events in other Montana communities. • Raise funds locally and regionally. 	Ongoing

Objective 2.4

Promote a sense of activity and vibrancy by minimizing the effect of vacancies in downtown.

Actions

2.4a Work with owners of vacant downtown commercial properties on their interest to offer short term “pop up” leases.

Partners	How	Timeframe
BID, property owners & real estate professionals	Active communication with property owners and businesses.	Ongoing

2.4b Fill empty storefronts with window displays – local art, community events, etc.

Partners	How	Timeframe
BID, property owners & local businesses	Active communication with property owners and businesses.	Ongoing

3 Make downtown an attractive place to visit and do business by developing connections to historic sites and natural amenities.

Objective 3.1

Develop infrastructure that connects downtown Deer Lodge to recreational sites, historic sites, and natural amenities.

Actions

<p>3.1a Work with Montana Department of Environmental Quality on developing a vision for a park on the city owned land adjacent to the Clark Fork River.</p>	<p>Partners</p> <p>BID, Arrowstone Park Board, City planner & MDEQ</p>	<p>How</p> <ul style="list-style-type: none"> • Coordination between BID, the City and Arrowstone Park Board to develop a vision for the property. • Create temporary working committee to facilitate the processes. • Work with the public to develop the vision. • Take Vision to MDEQ. 	<p>Timeframe</p> <p>Short-term</p>
<p>3.1b Work with the Arrow Stone Park Board and Grant Kohrs Ranch to connect and expand trails along and adjacent to the river.</p>	<p>Partners</p> <p>BID, Arrowstone Park Board, City planner & Grant-Kohrs</p>	<p>How</p> <ul style="list-style-type: none"> • Coordination between entities to finalize conceptual alternatives plans. • Secure funding to design and build paths. 	<p>Timeframe</p> <p>Short-term</p>
<p>3.1c Create/identify a connection to the newly created Clark Fork River Park. Possibly via Milwaukee Avenue or a rail road under or overpass.</p>	<p>Partners</p> <p>City planner & Arrowstone Park Board</p>	<p>How</p> <ul style="list-style-type: none"> • Coordination between entities to finalize conceptual alternatives and plans. • Secure funding to design and build paths. 	<p>Timeframe</p> <ul style="list-style-type: none"> - Short-term (Milwaukee Ave) - Long-term (Overpass)

4 Improve the appearance of downtown and functionality of Main Street.

Objective 4.1

Improve the physical appearance of downtown to entice visitors to stop and explore downtown.

Actions

<p>4.1a Work with MDT to plant street trees and re-establish canopy along pedestrian corridors leading to and from downtown.</p>	<p>Partners</p> <p>BID, Public works, MDT & DLDG</p>	<p>How</p> <ul style="list-style-type: none"> • BID raise funds for street trees off of MDT right-of-way. • Work with MDT to plant trees in MDT right-of-way. 	<p>Timeframe</p> <p>Long-term</p>
<p>4.1b Install way finding signs directing people to attractions in and adjacent to downtown.</p>	<p>Partners</p> <p>BID, Public works, MDT & DLDG</p>	<p>How</p> <ul style="list-style-type: none"> • Identify important sites. • Raise funds for sign design and installation. • Integrate branding in design. • Work with MDT to install signs along state right-of-way. 	<p>Timeframe</p> <p>Mid-term</p>
<p>4.1c Create an iconic public art feature on the north end of town, leading into downtown, which will act as gateway to Deer Lodge.</p>	<p>Partners</p> <p>BID, City planner & MDT</p>	<p>How</p> <ul style="list-style-type: none"> • Identify a site. • Work with community to create a design. • Work with MDT and property owners to approve site. • Raise funds. 	<p>Timeframe</p> <p>Long-term</p>

4.1d Promote more public art downtown – murals, sculptures, painted cross-walks, etc.

Partners	How	Timeframe
BID, DLDG, Public works, MDT & Business & property owners	<ul style="list-style-type: none"> Identify and prioritize locations for public art. Raise funds. Work with City, property owners to install art. Work with MDT when art will be in state right-of-way. 	Mid-term

Objective 4.2

Preserve the historic character of downtown.

Actions

4.2a Establish historic design guidelines for the Deer Lodge Central Business Historic District.

Partners	How	Timeframe
City planner & Historic preservation commission	Apply for U.S. Department of Commerce, Economic Development Administration Technical Assistance and Planning Grant.	Long-term

4.2b Apply to become a Preserve America Designated Community.

Partners	How	Timeframe
City planner, City Council, Mayor, State Historic Preservation Office & Historic preservation commission	Apply for Preserving America Designated Community through preserveamerica.gov .	Mid-term

4.2c Establish a façade improvement program.

Partners	How	Timeframe
City planner & Historic preservation commission.	Apply for a Main Street Montana Grant to develop façade improvement program.	Mid-term

Objective 4.3

Increase pedestrian activity in downtown.

Actions

4.3a Install cross-walks at every crossing in downtown.	Partners	How	Timeframe
	City planner, BID, Public works & MDT	<ul style="list-style-type: none"> • Cross-walks on city streets, work with public works. • Cross-walks on state roads, work with MDT. • Work with MDT for funding sources on state roads. 	Short-term
4.3b Install curb extensions (AKA bulb-outs) at downtown intersections.	Partners	How	Timeframe
	City planner, BID, Public works & MDT.	Work with MDT on design and funding sources.	Long-term
4.3c Work with the Montana Department of Transportation (MDT) on context sensitive design solutions for Main Street.	Partners	How	Timeframe
	City planner, Public works & MDT.	Work with MDT on design improvements and funding sources.	Long-term

Objective 4.4

Develop infrastructure to accommodate people and events.

Actions

4.4a Develop pocket parks on vacant and underutilized parcels.

Partners	How	Timeframe
BID, DLDG, City planner, Public works & property owners.	<ul style="list-style-type: none"> • Work with property owners to develop pocket parks. • Work with Public works to capitalize on underutilized public property. • Seek funding through the Trust for Public Lands and local donations. 	Mid-term

4.4b Identify a location for regular outdoor events in downtown.

Partners	How	Timeframe
BID, DLDG, City planner, Public works & property owners	<ul style="list-style-type: none"> • Work with property owners to secure property. • Develop conceptual design. • Identify funding sources including the MDOC Tourism Infrastructure Improvement Grant. 	Short-term

5 Develop a coordinated strategy to support the growth of existing businesses and recruit new businesses to downtown.

Objective 5.1

Support new and existing business through sharing of information and expertise.

Actions

<p>5.1a Build and maintain a downtown property database to identify what businesses and vacant properties exist and what level of infrastructure/amenities they have in place. Use this information to maintain a list of available properties on the Deer Lodge informational website.</p>	<p>Partners</p> <p>BID, local property & business owners, City of Deer Lodge & real estate professionals</p>	<p>How</p> <ul style="list-style-type: none"> • Open communication between businesses, property owners, real estate professionals, and the City of Deer Lodge. • Provide up to date information. 	<p>Timeframe</p> <p>Ongoing</p>
<p>5.1b Organize a business owner’s round table where local business owners and community leaders can discuss challenges, needs, and opportunities for retaining existing businesses and attracting new ones.</p>	<p>Partners</p> <p>BID, local business owners, Powell County Chamber & Headwaters RC&D</p>	<p>How</p> <ul style="list-style-type: none"> • Quarterly or bi-annual meetings. • Open communication with businesses and local economic development organizations. 	<p>Timeframe</p> <p>Ongoing</p>
<p>5.1c Work with the Small Business Development Center and the Southwest Montana Business Expansion and Retention program to provide assistance to existing and new businesses.</p>	<p>Partners</p> <p>BID, local business owners & Powell County Chamber</p>	<p>How</p> <p>Open communication with the Small Business Development Center and the Southwest Montana Business Expansion and Retention program.</p>	<p>Timeframe</p> <p>Ongoing</p>

5.1d	Partners	How	Timeframe
Employ the community business matching process to attract businesses that are compatible with Deer Lodge's goals and long range vision.	BID, Local business owners, Powell County Chamber & Headwaters RC&D	<ul style="list-style-type: none"> Identify an economic vision for Deer Lodge. Identify different industries and types of business that fit the vision. Target those industries and businesses to move to Deer Lodge. 	Ongoing

Objective 5.2

Assist new and existing businesses through marketing.

Actions

5.2a	Partners	How	Timeframe
Develop a pro-active targeted marketing campaign to attract established retailers to Deer Lodge.	BID, Local business owners, Powell County Chamber & Headwaters RC&D	<ul style="list-style-type: none"> Use businesses identified in the community business matching process. Identify locations in downtown well suited to those businesses. Contact those businesses for site visits to Deer Lodge. Work with those businesses on what they may need to move to Deer Lodge. 	Mid-term

5.2b	Partners	How	Timeframe
Work with individual businesses downtown to provide marketing assistance in their respective target areas.	BID, Local business owners, & Powell County Chamber	<ul style="list-style-type: none"> Work with businesses to identify target market areas. Work with local economic development organizations to prepare marketing materials to be publicized in target market areas. 	Ongoing

Objective 5.3

Develop the infrastructure that will allow businesses in downtown Deer Lodge to expand their markets to any location and compete with any business in the world.

Actions

5.3a Provide free Wi-Fi in downtown Deer Lodge.

Partners	How	Timeframe
BID, City Council, Powell County Chamber & Headwaters RC&D	<ul style="list-style-type: none"> Identify hardware and software needs for creating a Wi-Fi zone. Contact local internet service provider(s) about setting up a Wi-Fi zone. See the Montana Broadband project for resources and funding opportunities - http://broadband.mt.gov/broadband_resources.aspx. See the Vermont Digital Economy project for guidance on setting up a community Wi-Fi zone and examples of successful local projects. 	Long-term

COTTONWOOD CREEK CORRIDOR



Issue Statement

Cottonwood Creek runs from east to west over 15-blocks through the City of Deer Lodge. The current channel is man-made, lined with concrete and logs in places. Within Deer Lodge city limits 13 bridges and several pedestrian bridges span Cottonwood Creek. Cottonwood Creek has a history of flooding with recorded floods occurring in 1908, 1916, 1917, 1928, 1948, 1964, 1975, 1981, and 2011. The most recent flood in June 2011 caused significant damage to public infrastructure, private property, and habitat.

In order to mitigate damages from potential future floods, the City needs to work with partnering agencies to actively manage Cottonwood Creek, including Powell County; Montana Department of Natural Resources & Conservation (DNRC); Federal Emergency Management Agency (FEMA); Montana Fish, Wildlife, & Parks; and Montana Disaster and Emergency Services. The complexity of the jurisdiction is an issue. While the Creek flows through the City of Deer Lodge, the county owns some property within its channel. The streets are city streets, but the bridges over the creek are county. These jurisdictional complexities can cause confusion, which can hinder better management of the corridor.



Desired Future Conditions

The reality is Cottonwood Creek will flood, and when it does flood there will be conflicts with private property and public infrastructure. The ultimate condition is that the risk to life and property along the Cottonwood Creek corridor is as minimal as possible. Because of the complex jurisdictional issues, coordination with all parties involved is key to the best management possible.

While Cottonwood Creek may currently be viewed as a liability, it should also be viewed as a potential asset. As Deer Lodge works to build the infrastructure and the amenities to improve its competitiveness hidden advantages can be found in Cottonwood Creek. A healthy creek corridor will not only improve the fishery but it will showcase a natural amenity in the heart of the City. As management of the corridor progress, a healthy stream, access to the creek and use of the floodplain as a space for trails can be interwoven into the primary strategy of protecting life and property.



6 Minimize risks to life and property from flooding.

Objective 6.1

Develop the organizational structure necessary to manage flooding along the Cottonwood Creek Corridor.

Actions

<p>6.1a Create a Cottonwood Creek joint task force with Powell County and other managing partners. The task force should coordinate flood mitigation, infrastructure maintenance, and trail development along Cottonwood Creek.</p>	<p>Partners</p> <p>City Council, City planner, Powell County, Montana DNRC, FEMA & other partnering agencies</p>	<p>How</p> <p>Develop a memorandum of understanding between Powell County and City of Deer Lodge to create the task force.</p>	<p>Timeframe</p> <p>Short-term</p>
<p>6.1b Build staffing capacity to participation in the Cottonwood Creek joint task force</p>	<p>Lead</p> <p>City Council</p>	<p>How</p> <p>Three options: Hire a part time planner. Share a planner with Powell County. Hire a consultant.</p>	<p>Timeframe</p> <p>Short-term</p>

Objective 6.2

Develop the organizational structure necessary to manage flooding along the Cottonwood Creek Corridor.

Actions

6.2a Work with Powell County and Montana DNRC to remap the Cottonwood Creek detailed study area and conduct hydraulic analysis.

Partners	How	Timeframe
City Council, Task force, Powell County & DNRC	The Cottonwood Creek task Force drafts request to DNRC, to be signed by elected officials from the City and County.	Short-term

6.2b Work with Powell County on implementing actions outlined in the 2011 pre-disaster mitigation study.

Partners	How	Timeframe
City Council, Task Force, Public works, City Planner, Powell County, DNRC, & other partnering agencies	Use the Cottonwood Creek task force as the coordinating agent between the organizations to prioritize implementation.	Ongoing

6.2c Support the acquisition of property in the Cottonwood Creek flood plain when based on detailed studies, where development is not sustainable, where floodplain severely limits the use of property or where opportunities to store or calm floodwaters exist.

Partners	How	Timeframe
City Council, Task force, DNRC & other cooperating agencies	Use disaster mitigation funds if available as necessary to implement actions of detailed studies.	Long-term

7 Turn Cottonwood Creek into an asset for the community.

Objective 7.1

Improve the health of Cottonwood Creek.

Actions

7.1a Work with Powell County and DNRC to improve riparian habitat along the banks of Cottonwood Creek.

Partners	How	Timeframe
City Council, Task force, Powell County, DNRC & property owners	<ul style="list-style-type: none"> • Work with property owners who are interested in improving riparian habitat. • Identify funding sources through grants. 	Mid-term

7.1b Identify opportunities to develop parks and trails in flood mitigation plans.

Partners	How	Timeframe
City Council, Task force, City planner, Powell County, DNRC & cooperating agencies	<ul style="list-style-type: none"> • Identify trail segments on public right-of-way. • Work with property owners who are interested in providing access by securing easements. • Identify funding sources through grants. 	Long-term

BROWNFIELD PROGRAM



Issue Statement

Brownfield properties are typically sites that are contaminated (or believed to be contaminated) from industrial or other uses. The reuse of the property is limited by the contamination, and cleaning the property to a standard that is acceptable for commercial or residential purposes is often financially difficult. Brownfield programs are federal and state programs providing access to grants and low cost loans for environmental investigation, cleanup, and/or long range planning. Typically, local governments partner with the property owners and the Environmental Protection Agency (EPA), or Montana DEQ, in cleaning up properties and/or long range planning.

Cleaning up Brownfield sites can improve property values, create jobs, stimulate investment and help change the image of a community. The benefits of cleaning up Brownfield sites, and repurposing underused property, often extend beyond the project boundaries, benefiting adjacent property owners and helping to grow the City's tax base. It is unknown how many properties in Deer Lodge could qualify for Brownfield programs, but having a local Brownfield program in place will provide direction and institute a process for how the City responds to requests.



Currently, the City of Deer Lodge has limited funding and capacity to implement a robust Brownfield program that identifies and plans projects with private partners. Because the economic and social benefits of cleaning up Brownfield properties can outweigh the local costs, Deer Lodge should be prepared to assist private property owners in cleaning properties through a Brownfield program when opportunities arise.

Desired Outcome

Brownfield programs are an exciting opportunity for the City of Deer Lodge. From the City's perspective, the program is an important economic development tool; helping existing businesses grow and creating opportunities for new ones to move in. As properties are improved, they will increase in value. The increased value will be returned to the community through tax revenue. If the program is focused toward properties downtown, the City will grow its taxable base with little investment in additional infrastructure.

To the property owner, a Brownfield program also represents opportunity, an opportunity to clean up property that otherwise wouldn't be economically feasible to clean up. In order to remodel a property to make it more attractive to tenants, a property owner might need to clean-up asbestos, which could make the remodeling cost prohibitive. Therefore, nothing happens



with the property. A Brownfield program could help make cleanup possible.

The City's Brownfield program should really be seen as a component of the revitalization of downtown. It will help clean up the town by improving the appearance of neglected properties, improve the options for potential businesses looking for a location, and assist landowners in increasing the value of their property.

A Brownfield program will take some commitment in resources from the City. This will include grant matches and staff time. Building capacity to execute the program will be key. But these investments will pay off through an increased tax base – properties will be taxed at the same rates; they will just be worth more.

A first and important step is to understand what properties need to be addressed. The Brownfield Assessments Grant is a planning grant that will allow property owners to voluntarily complete assessments on their property and put together remediation plans. This will help the city understand where they can assist, and what level of commitment is necessary. Assessment grants provide funding for a grant recipient to:

- Inventory sites
- Characterize sites
- Assess sites
- Conduct cleanup and redevelopment planning
- Conduct community involvement

8 Capitalize upon the Brownfield Program in order to revitalize property downtown, improving the appearance of the community, increase availability of quality spaces for businesses, and increase the City’s tax base.

Objective 8.1

Develop a program to prioritize the City’s Brownfield response.

Actions

8.1a Prioritizes revitalizing properties in downtown, but do not exclude other opportunities.

Partners	How	Timeframe
City Council & City planner	On a case by case basis, make decisions consistent with prioritizing resources to downtown properties.	Ongoing

8.1b Weigh the following factors when prioritizing a project: availability of grant matching funds, location of the project and how the project can advance citywide goals and objectives, economic benefits of the project, and how the project will impact city infrastructure.

Partners	How	Timeframe
City Council & City planner	On a case by case basis, make decisions consistent with the factors in Action 8.1b.	Ongoing

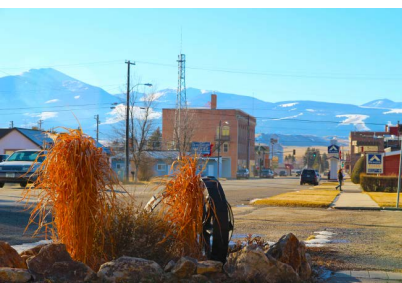
Objective 8.2

Build capacity in order to implement the City’s Brownfield Program and revitalize properties.

Actions

<p>8.2a Work with Headwaters RC&D on evaluating and implementing Brownfield projects.</p>	<p>Partners</p> <p>City planner & Headwaters RC&D</p>	<p>How</p> <p>Send proposals to Headwaters RC&D for comment.</p>	<p>Timeframe</p> <p>Ongoing</p>
<p>8.2b Compile information on the City’s and the State of Montana’s Brownfield Programs and make that information available on the City’s website.</p>	<p>Lead</p> <p>City planner</p>	<p>How</p> <ul style="list-style-type: none"> Review available information. Meet with state Brownfield program managers. Post links online. 	<p>Timeframe</p> <p>Mid-Term</p>
<p>8.2c Apply for a Brownfield Assessments Grant from the EPA to conduct environmental site assessments on downtown properties.</p>	<p>Partners</p> <p>City Council, City planner, Headwaters RC&D & Downtown property owners.</p>	<p>How</p> <ul style="list-style-type: none"> Review grant requirements. Establish a scope for the proposal. Submit an application. If awarded, establish a process for property owners to complete site assessments. 	<p>Timeframe</p> <p>Mid-Term</p>
<p>8.2d Build staffing capacity to assist in the redevelopment of properties through the Brownfield Program.</p>	<p>Lead</p> <p>City Council</p>	<p>How</p> <ul style="list-style-type: none"> Three options: Hire a part time planner. Share a planner with Powell County. Hire a consultant. 	<p>Timeframe</p> <p>Short-Term</p>
<p>8.2e Investigate additional Brownfield grants and loan programs that match the community’s goals.</p>	<p>Partners</p> <p>City planner & City Council</p>	<p>How</p> <ul style="list-style-type: none"> Keep up to date with different programs through contact with the state. 	<p>Timeframe</p> <p>Short-Term</p>

HOUSING



Issue Statement

Residents have expressed concern over the affordability of housing in Deer Lodge, stating that high home prices and rents force individuals working in Deer Lodge to find housing in nearby communities such as Anaconda and Butte. As of 2013 the median gross rent in Deer Lodge was \$445, while the median home value was just over \$95,000, based on data from the U.S. Census Bureau. Currently, there are several homes on the market in Deer Lodge in the \$75,000 - \$150,000 price range. In order to get a better understanding of housing affordability and housing cost burden in Deer Lodge, it is helpful to look at housing costs as a percent of household income. The United States Department of Housing and Urban Development defines housing cost burden as paying more than 30% of household income on housing. In 2013 an estimated 34% of renters in Deer Lodge had a housing cost burden. While the figure is slightly better for owner occupied housing, still over one fifth of homeowners in Deer Lodge in 2013 were estimated to have a housing cost burden.

As of 2013 the homeowner housing vacancy rate in Deer Lodge was relatively low at just over 3%, though higher than both state and national vacancy rates. The rental vacancy rate in Deer Lodge of 11% is nearly double that of the state and nation as a whole. While homeowner and rental housing is available in Deer Lodge, one disconnect may lie within the condition of available housing. The 2005 Montana Housing Study found that roughly 30% of homes in Deer Lodge were in fair or worse condition, compared to 24% for the state as a whole. Homes in Deer Lodge tend to be older construction with 57% of homes being built prior to 1960 and only 3% of homes having been built since 2000. While many of these older homes have been well cared for and contribute to the historic nature of the downtown neighborhood, older homes can pose a potential risk for new home buyers as they may require considerable effort to bring them up to current living standards.

Housing is an especially difficult issue to address for communities of all sizes. Because of a myriad of issues, lower income housing is often the victim of inefficiencies in the housing market. In other words, the private housing market is not effective and creating lower income housing. There are a number of federal and state programs that work to correct these inefficiencies, but they clearly are too limited to close the gap.

Constraints to affordable housing

- High land costs – is there adequate land for increasing the housing stock?
- Deteriorated infrastructure – Does public infrastructure such as side-

walks, roads, sewer and water lines in need of repair add to project costs?

- Environmental challenges – Are lower income homes free of environmental concerns like lead, asbestos and radon?
- Inadequate existing building stock – Does the existing stock meet the needs of the market? Many of Deer Lodge's homes are older and in poor conditions, the cost of demolishing or removing structures may be too high to meet the market demands.
- Lack of an advocacy group – Often times a community has a non-profit housing group advocating for and creating affordable housing. Sometimes these non-profits are a public-private partnership, sometimes not.
- Regulatory Process – The regulatory process of renovating or building housing can increase the cost of housing. Regulations need to be flexible to allow a variety of housing choices, and the process needs to be coordinated in order to move applications through as smoothly as possible.

Desired Outcomes

There are two categories of affordable housing Deer Lodge should focus on for the future. The first is low income housing. The second is workforce housing.

Low Income Housing

According to HUD, a low income family is a family whose combined income does not exceed 80% of the median family income of the area. For Deer Lodge, this is roughly \$32,000. Housing for families in this income category could be considered the target for low income housing.

The primary low income housing focus in Deer Lodge should be housing for the elderly. Deer Lodge's population is ageing, and as the population ages housing options need to be developed to care for and house elderly populations, especially those living on limited incomes. To accomplish this, Deer Lodge needs to focus on coordination with other entities, such as Powell County, Headwaters RC&D, the Montana Department of Commerce and non-profit organizations like Habitat for Humanity.

One program to capitalize upon is the HUD's Supportive Housing for the Elderly program. Funds can be used for acquisition, rehabilitation, new construction, rental assistance, and support services for households containing at least one person over 62 years of age. Private, nonprofit organizations and consumer cooperatives are eligible to apply. A second program to focus on is HUD's Tenant Based Section 8 Program. This program targets people with 50% of the Median family income.

Workforce Housing

During the public outreach process for this growth policy update, the high cost of housing for employees at the Montana State Prison and the Sun Mountain Lumber Mill, was identified as an issue. People felt that employees often cannot afford to rent or buy a home in Deer Lodge. These comments indicate there is an issue with the availability of Workforce Housing in Deer Lodge.

The Urban Land Institute defines workforce housing as housing for families who make 60% to 100% of an area's median family income (\$24,000 to \$41,000). In a more general definition, workforce housing could be considered housing for people who aren't considered low income, but struggle to afford housing costs.

Some examples of programs to increase affordable housing which could include workforce housing include:

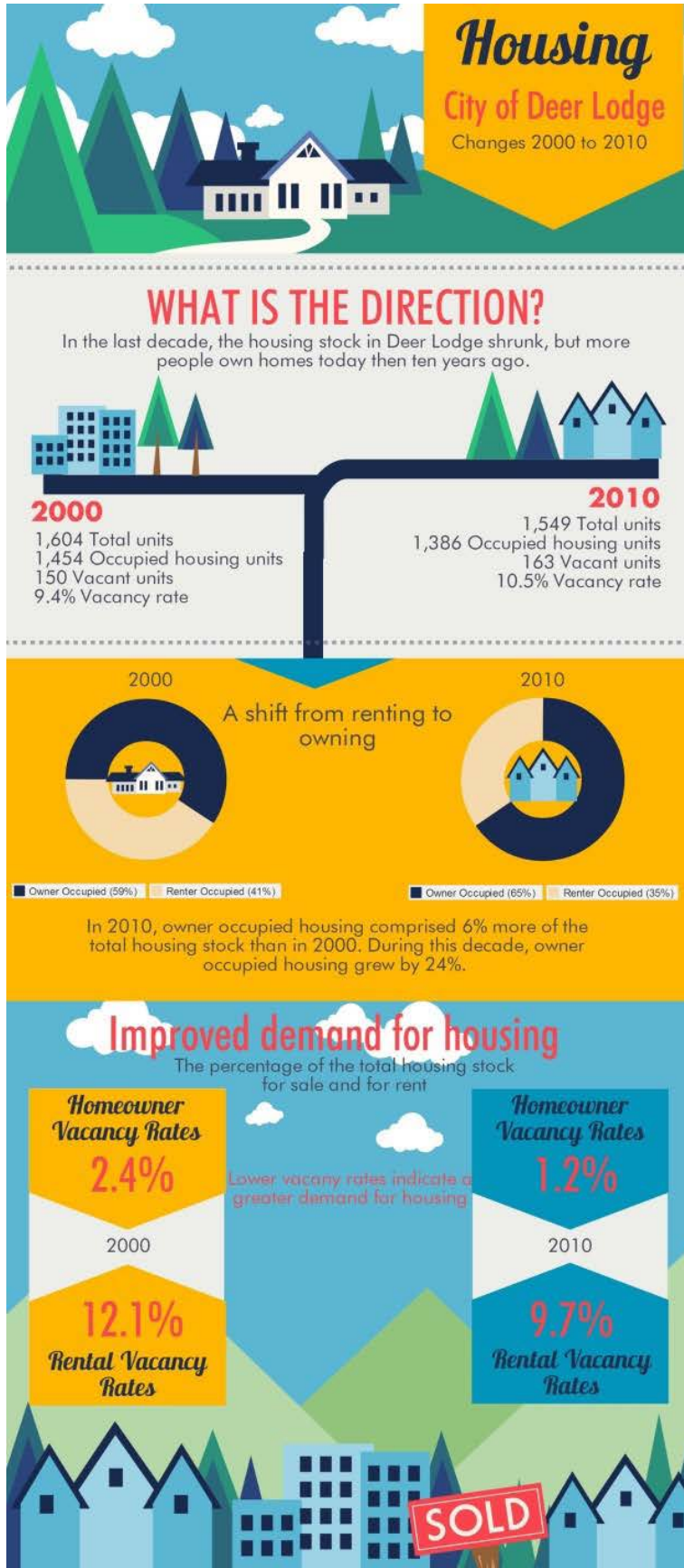
The Statewide HOME Program, which provides funding for tenant-based rental assistance, first time home buyer assistance, property acquisition, new construction, rehabilitation, site improvements, and other activities for developing non-luxury housing. All HOME funds assist families with incomes at or below 80% of the area median income.

The Community Development Block Grant program provides funding for acquiring real property, rehabilitating residential and nonresidential properties, constructing new affordable housing (when sponsored by a nonprofit organization), providing public facilities and improvements, senior citizen centers, rural hospitals and nursing homes, and assisting for-profit businesses to promote economic development activities that will result in the creation or retention of jobs for low- and moderate-income persons.

Regulatory Process

The zoning regulations adopted by the City of Deer Lodge could affect the ability to build new housing, including affordable housing. The City should revisit the zoning regulations and amend portions of the regulations that could be barriers new housing starts. Examples of changes include but are not limited to:

- Allow for accessory dwelling units
- Relaxing minimum floor area requirements
- Relaxing maximum lot coverages
- Relaxing setbacks
- Increasing maximum building heights to 32 feet
- Relax residential parking requirements



9 Increase and preserve affordable housing choices for people of all ages, abilities and backgrounds.

Objective 9.1

Coordinate with other agencies and organizations to increase and improve the affordable housing stock in the City of Deer Lodge.

Actions

9.1a Work with housing agencies and lenders on applying for grants that provide assistance with down payments, closing costs and rehabilitation of older homes.

Partners	How	Timeframe
City planner, MDOC, USDA, Headwaters RC&D, Powell County & housing non-profits	Through open communication with agencies, identify and apply for opportunities to provide assistance.	Ongoing

9.1b Work with Headwaters RC&D to offer first time home buyer programs in Deer Lodge.

Partners	How	Timeframe
City Council & Headwaters RC&D	Open communication with Headwaters RC&D.	Ongoing

Objective 9.2

Amend the zoning code to allow greater flexibility of housing options.

Actions

9.2a Consider allowing accessory dwellings in residential districts.

Partners	How	Timeframe
City planner, City Council & Planning Board	<ul style="list-style-type: none"> Direct the planning board to develop amendments. Ask Department of Commerce to present on how zoning can affect affordable housing. 	Short-term

9.2b Relax bulk and dimensional requirements.

Partners	How	Timeframe
City planner, City Council & Planning Board	<ul style="list-style-type: none"> Direct the planning board to develop amendments. Ask Department of Commerce to present on how zoning can affect affordable housing. 	Short-term

9.2c Relax off-street parking requirements.

Partners	How	Timeframe
City planner, City Council & Planning Board	<ul style="list-style-type: none"> Direct the planning board to develop amendments. Ask Department of Commerce to present on how zoning can affect affordable housing. 	Short-term

9.2d Promote the development of workforce housing.

Partners	How	Timeframe
City planner, City Council & Planning Board	Work with property owners to include housing options when renovating downtown properties.	Short-term

PARKS AND TRAILS



Issue Statement

Parks and trails are an important quality of life component of a city's infrastructure. Recent studies show that Millennials and Baby Boomers (generations of people the Deer Lodge must attract in order to stay viable) prefer living in communities with parks and trails, and having housing choices in walkable neighborhoods. The citizens of Deer Lodge generally have expressed a positive opinion of parks and trails, and would like to prioritize improving the parks they have now. The City of Deer Lodge has a Parks Department under Public Works, giving the community some capacity to maintain parks and trails throughout the City, but funding to develop new parks and trails is limited.

Cooperation between the City and other entities will be critical to develop a comprehensive parks and trails system. The Arrowstone Park Board is developing a comprehensive parks master plan in and around the City of Deer Lodge. The Arrowstone Park Board includes one position appointed by the City of Deer Lodge City Council, but the City does not have any staff to assist in this planning effort. Access to parks and trails is an integral component of the downtown revitalization effort, and coordination with the Arrowstone Park Board will be critical to the success of downtown.



Desired Outcomes

Parks and trails are no longer considered as just recreation amenities. They are critical components to a community's fabric, helping to define the image of the town and directly contributing to the ability of a community to attract residents and new businesses. As Deer Lodge moves to be competitive, parks and trails will be vital infrastructure in that effort.

The primary objective of the City's trail system should be creating connectivity between downtown, parks, schools and the Clark Fork River. While treated as a separate issue in this growth policy update, the outcome of implementing the parks and trails recommendations will be directly connected to the revitalization of downtown. Trails will be particularly important to creating connections between Deer Lodge's primary attractions. Places like the Old Prison, Grant-Kohrs, Arrowstone Park and downtown will be connected by a system of trails and sidewalks.



Originally created to oversee the development of Arrowstone Park, the Arrowstone Park Board has held discussions about a broader vision for parks and trails in and around the City of Deer Lodge, including the potential for a north-south connector trail from Arrowstone Park to the Grant-Kohrs

Ranch. This trail will be vital to creating connectivity throughout the community, and should be seen as a priority for the City.

With representation and staff support, the City can easily coordinate with the Board to achieve its goals. At the time of writing this growth policy update, the Arrowstone Park Board is also in the midst of a master planning process. The map on Page 56, is intended to conceptually convey to the Arrowstone Park Board the importance of making the north-south connection by putting lines on a map (see north-south connection alternatives on Figure 7). The intent is not to supersede the efforts of the Board, but to convey the importance of finding the most direct, safest, and economical way to connect the existing trails to planned trails on the north end of town.



Trail Improvements

This map shows connections between key locations in Deer Lodge. The connections can be made through the following improvements.

Trail Improvements

Shared Path

Shared paths are physically separated from roads and are designed to accommodate a variety of non-motorized transportation modes including walking, biking, skateboarding or even horseback riding.

Sidewalk Improvements

In the central business district and other established neighborhoods, there is not enough right-of-way space to accommodate shared paths. In these locations, sidewalk improvements can create the desired connectivity. These improvements include, but are not limited to, wayfinding signs, elimination or relocation of obstacles such as power poles, Americans with Disabilities Act (ADA) compliant features or simple maintenance. What is necessary depends upon the particular situation.

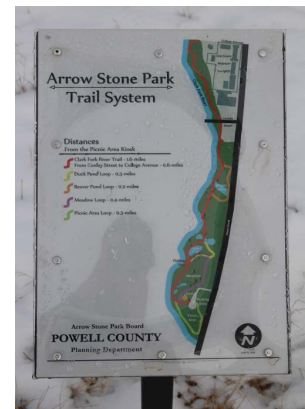
Shared Road

In many of the established neighborhoods sidewalks already exist, so minimal improvements are needed. In these locations low volume local streets can act as safe routes for bicycles. A simple sign notifying drivers of bikes and some wayfinding for users is all that is typically needed.

Spot Improvements

Crosswalks

Improving crosswalks at intersections can increase safety for pedestrians and bicyclists.



Curb Extensions

Curb extensions (aka Bulb-outs) are traffic calming measures which act to extend the sidewalk and reduce crossing distances for pedestrians. Curb extensions increase safety by make pedestrians more visible, reducing vehicle turning speeds and reducing pedestrian exposure to vehicles.

Curb extensions can have the following benefits:

- Increased pedestrian visibility at intersections through improved sight lines
- Decreased pedestrian exposure to vehicles by shortening the crossing distance
- Reduced vehicle turn speeds by narrowing the roadway
- Increased pedestrian waiting space
- Additional space for street furnishings, plantings and other amenities
- Reduced illegal parking at corners, crosswalks and bus stops
- Facilitated ability to provide two curb ramps per corner

Curb extensions on Main Street will require coordination with MDT.

Existing Bridge Upgrade

There are a number of locations where potential paths could cross streams on existing bridges. Grant money that would likely be used for building paths usually has specific design standards. Some of these bridges may require upgrades to make them usable.

New Bridge

The conceptual map identifies a number of new crossings over the Clark Fork River. New bridges will have to be built, or old bridges could be relocated.

Above Grade Railroad Crossing

When the Clark Fork River Park is fully developed, it may be desirable to build direct connections from downtown to the park. An above grade railroad crossing would be necessary, and is identified on the conceptual plan.

At Grade Railroad Crossing

A separated railroad crossing on Milwaukee Avenue will be necessary to safely move pedestrians and bicyclists from downtown to the north-south connector trail and the Clark Fork River Park.

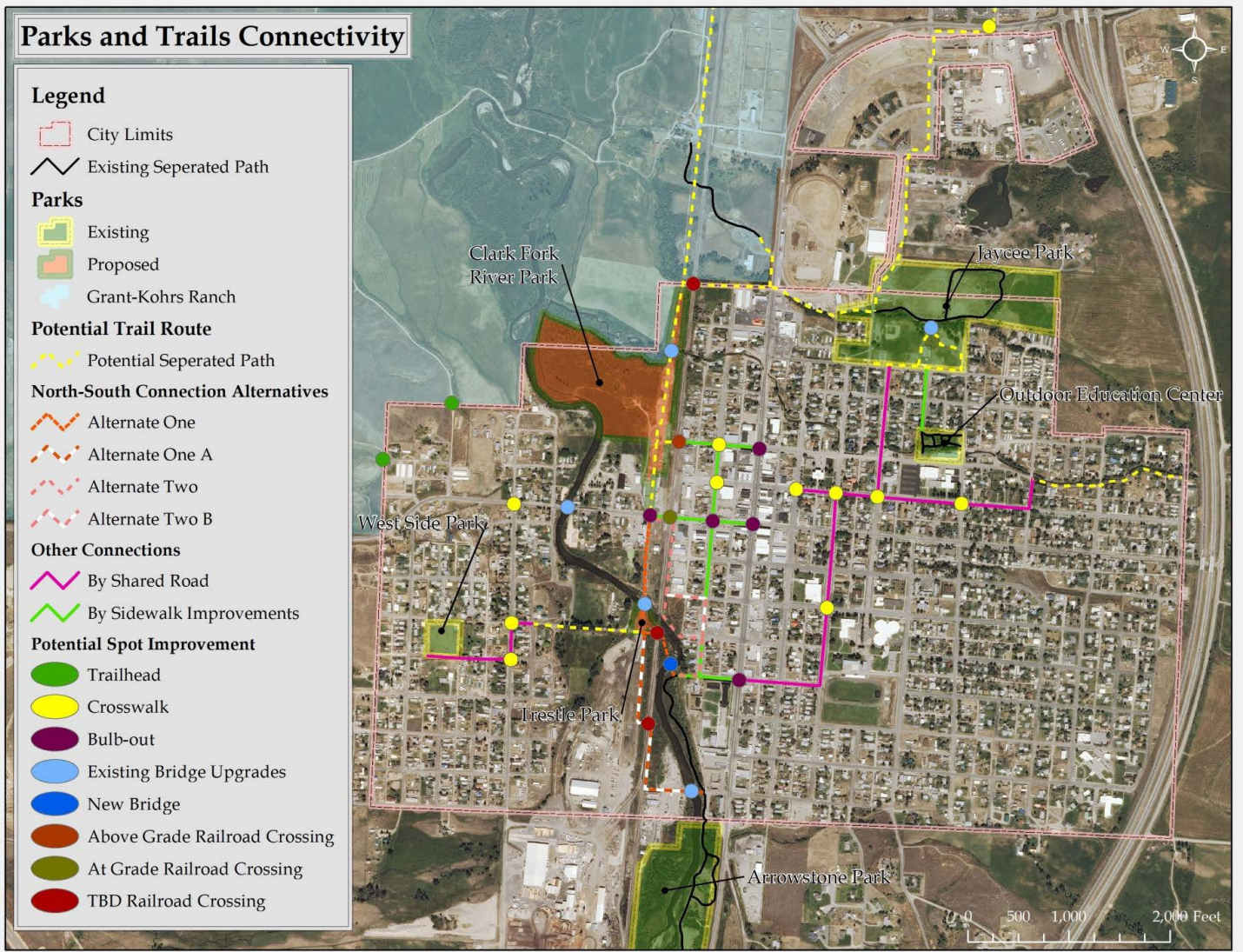


Figure 7 -Conceptual Bike-Pedestrian Infrastructure Plan. See downtown bike-pedestrian map for specificity in downtown.

10 **Develop pedestrian connectivity between neighborhoods, parks, schools, historic sites, community attractions, the Clark Fork River and downtown.**

Objective 10.1

Develop a north-south trail connecting Arrowstone Park to the south, Grant Kohrs to the north, the Old Prison, downtown, the proposed Clark Fork River Park, and recreational facilities.

Actions

<p>10.1a Work with the Arrowstone Park Board to develop the north-south connection trail.</p>	<p>Partners</p> <p>City planner, City Council, Planning Board & Arrowstone Park Board</p>	<p>How</p> <ul style="list-style-type: none"> Attend Arrowstone Park Board meetings providing technical assistance as needed. Identify funding sources. 	<p>Timeframe</p> <p>Short-term</p>
<p>10.1b Identify preferred alternatives for the trail from the existing trail at Pennsylvania Ave. to where the trail would head north from Milwaukee Ave.</p>	<p>Partners</p> <p>City planner, City Council, Planning Board & Arrowstone Park Board</p>	<p>How</p> <p>Work with an engineering consultant as needed.</p>	<p>Timeframe</p> <p>Short-term</p>
<p>10.1c Work with the National Park Service, Powell County and the Arrowstone Park Board to find mechanisms to build the trail from Milwaukee Ave. north to Grant Kohrs.</p>	<p>Partners</p> <p>City planner, City Council, Planning Board, Arrowstone Park Board & Grant-Kohrs</p>	<p>How</p> <ul style="list-style-type: none"> Attend Arrowstone Park Board meetings providing technical assistance as needed Enter into an MOU with the NPS if needed. 	<p>Timeframe</p> <p>Short-term</p>

Objective 10.2

Build capacity to develop a parks and trails system to support downtown re-development and connectivity throughout the community.

Actions

10.2a Build staffing capacity to assist in the planning and development of parks and trails.	Lead	How	Timeframe
	City Council	Three options: Hire a part time planner. Share a planner with Powell County. Hire a consultant.	Short-term

Objective 10.3

Develop a vision for a new park on City owned property along the Clark Fork River.

Actions

10.3a Engage the public in creating a vision for the property.	Partners	How	Timeframe
	City planner, City Council, & Arrowstone Park Board	Hold public meetings to identify community interests.	Short-term

10.3b Work with the Montana DEQ to prep the site to a standard necessary to meet that vision.	Partners	How	Timeframe
	City planner, City Council, & Arrowstone Park Board	Communicate to the project manager at DEQ the outcome of the visioning process.	Short-term

10.3c Incorporate strong connections to the Clark Fork River into the parks design and amenities.	Partners	How	Timeframe
	City planner, City Council, & Arrowstone Park Board	<ul style="list-style-type: none"> • Design elements like public art. • Create physical connections • Clear signage 	Long-term

	Partners	How	Timeframe
10.3d Consider the location of facilities for the City’s public works department in the design.	City planner, City Council, Public works & Arrowstone Park Board	In the design phase of developing the Clark Fork River park, consider the location of the City’s public works facility and how to accommodate it.	Long-term

	Partners	How	Timeframe
10.3e Include facilities to hold community events.	City planner, City Council, & Arrowstone Park Board	Work with the park’s designers to ensure event facilities are included in design.	Long-term

	Partners	How	Timeframe
10.3f Identify funding sources to develop the park.	City planner, City Council, & Arrowstone Park Board	<ul style="list-style-type: none"> • Possibilities include grants, donations, or bonding. • Present options to the City Council. 	Long-term

Objective 10.4

Develop path and trail connections from the main north-south trail to neighborhoods, parks, schools, historic sites and community attractions.

Actions

	Partners	How	Timeframe
10.4a Create connectivity throughout town through a system of paths, sidewalks and spot improvements.	City planner, City Council, Public works & Arrowstone Park Board	<ul style="list-style-type: none"> • Set priorities for development. • Secure funding. • Use the maps in this plan to identify locations. • Install improvements. 	Ongoing

ANNEXATION POLICY

Issue Statement

Deer Lodge does not have a policy in place for the extension and annexation of City services outside of the City limits as required under Montana law. The purpose of Montana's annexation statutes are to provide a just and equitable system of:

- Sound urban development that is essential to continued economic development;
- Well planned, orderly growth through uniform regulations such as building codes, planning, and zoning standards; and
- An equal sharing of community resources and financial responsibility by people living in an area united by social, political, and economic interests.

An annexation policy guiding how the City planned to grow was drafted but never adopted. Since the adoption of the 2008 Growth Policy, a number of conditions in the City have changed, including the adoption of zoning regulations, adoption of building codes and a planned upgrade to the City's sewer treatment facility. This growth policy update will evaluate the potential direction of new growth, based on a number of considerations. Based on this discussion, the City of Deer Lodge should adopt a resolution establishing desired locations and types of new growth as well as a service plan for annexing new territory.

A significant barrier to future growth is the City's wastewater treatment facility. The City's wastewater treatment facility is currently operating under capacity.

Desired Outcomes

It is the ultimate vision of this plan that Deer Lodge becomes competitive at attracting residents and businesses. If successful, the 30 plus years of population decline will start to slowly shift towards population growth. When this happens, the City should be prepared to accommodate that growth through expansion.

In the meantime, undeveloped land on the edges of the City will continue to look attractive to new or expanding businesses, or businesses looking to capture a share of the interstate traffic. These areas might also be targeted for subdivisions to meet a market need for a newer housing stock. Even without growth, the City may need to find ways to expand.

The City offers services that aren't as available in the county: sewer, water,

close proximity to police and fire. There may be times when an individual or business that is in the county would need those city services. It is the desire of the annexation policy, that in any situation, when city services are requested, the property requesting the services is annexed into the City.

There are seven mechanism of annexation according to state law, each with a different set of considerations. They are:

- Addition to Municipalities, MCA 7-2-42
- Annexation of Contiguous Land, MCA 7-2-43
- Annexation of Contiguous Government Land, MCA 7-2-44
- Annexation of Wholly Surrounded Land, MCA 7-2-45
- Annexation by Petition, MCA 7-2-46 (most utilized)
- Annexation with the Provision of Services, MCA 7-2-47
- Exclusion of Land from Municipalities, MCA 7-2-48

Service Plan for Future Annexations

This section of the growth policy update includes the information needed to draft a resolution to establish a service plan for future annexations required under 7-2-45 MCA (annexation by petition) and 7-2-47 MCA (annexation with provision of services). A template for drafting the resolution can be found on the Montana Department of Commerce Community Technical Assistance Program's website.

Five Year Population Projection

Over the course of the last four decades, the population in the City of Deer Lodge tells a story of a declining population. From 1970 to 1980 Deer Lodge lost nearly 300 people. During the 1980s the trend in Deer Lodge continued downward. The downward trend reversed between 1990 and 2000, but ever so slightly, and then it continued to decline between 2000 and today. Overall, the population of Deer Lodge has shrunk from 4,306 in 1970, to 3,111 today.

Historic growth rates are an important consideration when creating population projections for the future. Over the last 40 years, the 10 year growth rate for the City of Deer Lodge has always been less than Powell County. It is not surprising the pattern of up and down growth rates for Deer Lodge mimic the pattern in Powell County, even if the prison population is removed.

The average annual growth rate for the City of Deer Lodge, which is the average annual growth rate over the 40 year period, is a negative -0.69%. In other words, the City of Deer Lodge has averaged a -0.69% population decrease every year for the past 40 years.

The 2013 American Community Survey estimates the population of Deer Lodge to be 3,119 (plus or minus 27). Based on a historic average annual growth rate of -0.69%, the population of Deer Lodge would likely be around 3,047 by 2020.

Public Facilities

Sewer

The City's wastewater treatment plant is not in compliance with Montana DEQ regulations for effluent discharge. The current system, built in 1985 is serving about 1,600 connections. In order to accommodate additional connections, a new treatment facility is needed. A recent Preliminary Engineering Report examined options for replacement, but cost overruns have put the plan into doubt. The City needs a wastewater treatment plan in place, and an understanding of the number of connections that facility could accommodate.

Needs for the Annexation Resolution

- Solutions to the wastewater treatment facility
- Capacity of new system

Water

Deer Lodge's water is supplied by a series of groundwater wells, and is stored in a 2.6 million gallon steel tank reservoir. The current water system service area is within the city limits and provides adequate pressure and flow to accommodate the existing population with some provision to allow for future connections. Looping of the system may be necessary as the system is extended northward. One of the city's wells, which is not being used, has had issues with water quality.

Needs for the Annexation Resolution

- Capacity of water system

Roads

Future annexations should capitalize on the existing road network as much as possible. The existing road network should serve as the arterial, major and minor collector system as logical. Local roads (side streets and alleys) should typically be the responsibility of the subdivider. Any road annexed into the City, including arterials and collectors will need to meet city standards. Below is a list of existing roads that could serve as arterials or collectors in the areas most likely to be annexed:

West of town:

- Milwaukee Ave

- Airport Road
- Sunset Drive
- West Peterson Ave

South of town:

- Greenhouse Road
- Interstate 90 Business Loop
- Valley View Drive
- Eastside Road

North of Town

- North Frontage Road

Service Providers

As annexation occurs, the City will be expected to provide additional services such as police, fire protection and education. Funding is always a constraint of the capacity of the departments. Currently, the City is capable of addressing the needs of the citizens within its abilities. In the short term (next five years) annexations will not likely increase the needs of service beyond the City's abilities.

Students living in Deer Lodge attend Powell County High School, E. F. Duval Junior High School, O. D. Speer Elementary School and Granville Elementary School. The High School is shared with Powell County and will not be affected by annexation. In Deer Lodge, all of the schools enrolments have been declining, annexation may reverse this trend.

Needs for the Annexation Resolution

- Agency comments from police and fire on the ability to provide service over the next five years.
- Agency comments from school district on capacity.

Areas Considered for Annexation

North

To the north of Deer Lodge is the area where annexation is most likely to occur over the course of the next five years. It is anticipated that some commercial uses will seek annexation as they seek to take advantage of access to the interstate.

South

The southside of Deer Lodge is anticipated to see limited residential development over the next five years as the market moves to create a newer

housing stock in the community.

East

Development is not anticipated to the east of Deer Lodge over the next five years.

West

The County and City are working to develop an industrial park to the west of town. Annexation may be necessary to provide services to attract tenants. In addition, there could be limited residential expansion to the west.

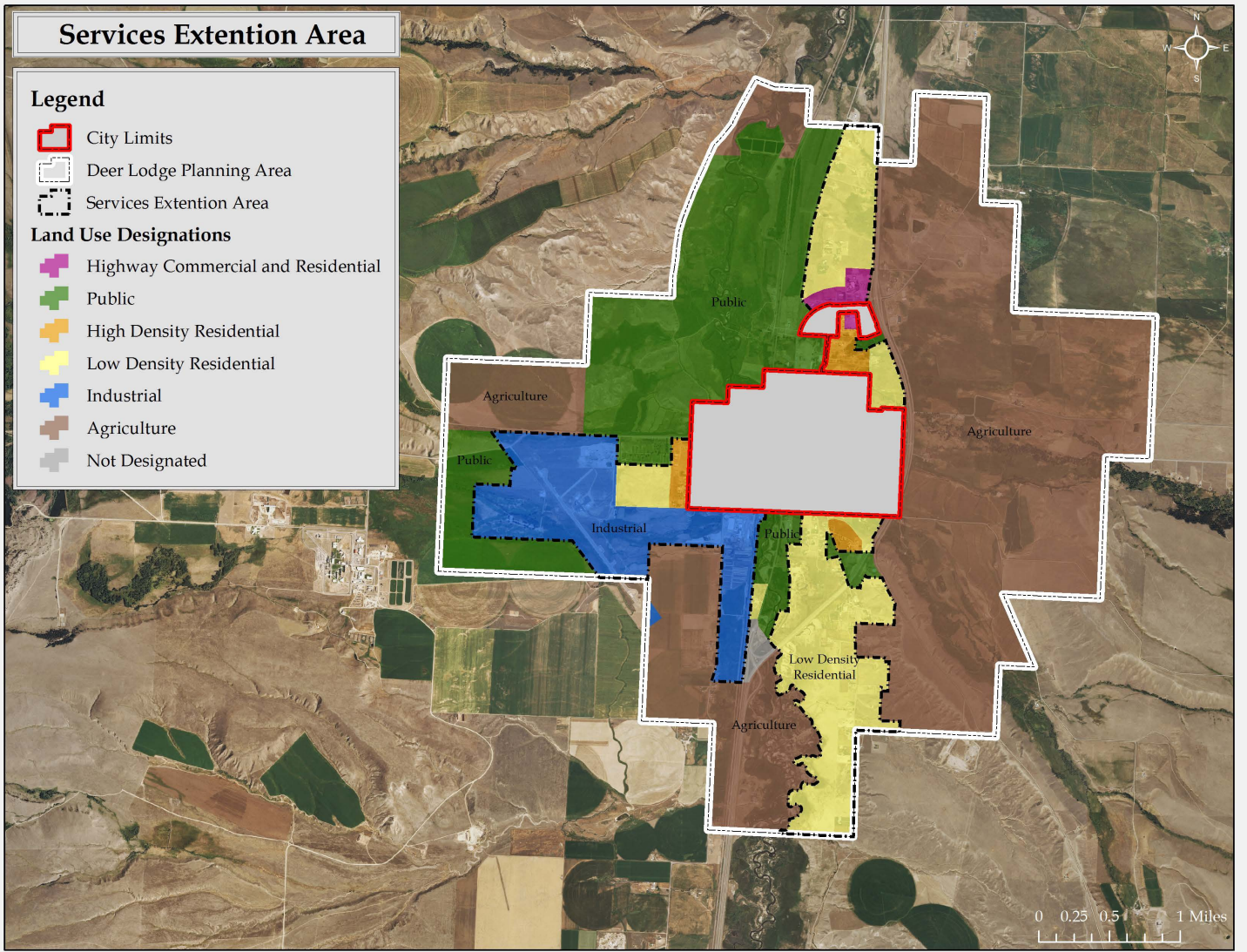


Figure 8 - Service Extension Area.

11 Provide for the orderly and efficient expansion of services to accommodate future growth.

Objective 11.1

Develop and adopt a resolution guiding the annexation of property into the City of Deer Lodge.

Actions

11.1a	Partners	How	Timeframe
Draft and adopt a Resolution to enable the City to annex by petition and annex with provision of services according to state law.	City planner & City Council	Acquire the model resolution from the Community Technical Assistance Program at the Montana Department of Commerce and use the information in this growth policy as a guide for drafting.	Short-term

DEVELOPMENT REVIEW

Issue Statement

The City of Deer Lodge has a number of regulations and policies in place to ensure the orderly development of the community and to protect the public's health and safety. The public's accessibility to the City's regulations is limited. The City does not have application forms for zoning variances, conditional use permits, zone changes or subdivision proposals. Having information about the development review process that is accessible and clear can help simplify and lower the costs of completing a development project.

The City needs to maintain regulations that are compliant with state law and the City's growth policy. While the City's zoning regulations were recently updated, some of the requirements could impede efforts to develop affordable and workforce housing in suitable locations- e.g. lot coverages and building heights. The Subdivision Regulations are not up to date and not compliant with state subdivision law. The City also does not have an annexation policy to guide development.

Finally, administration and enforcement of the regulations in place is critical. Deer Lodge residents have repeatedly mentioned that community decay, things like junk in yards and broken down cars, is a significant concern. The community decay ordinance is one regulation frequently mentioned as needing to be enforced because decaying properties damage the image of the community and disincentive development.

Desired Outcomes

By implementing the recommendations in this growth policy update, the public will have better access to and understanding of the City's regulations. This will help facilitate development within the community, and should Deer Lodge's population start trending up, will be necessary to accommodate development. Keeping the subdivision regulations up to date will also protect the City from lawsuits.

Having a staff member who is trained in Montana's subdivision laws and understands the subdivision regulations, as well as other city regulations, will improve how efficiently applications are processed, benefiting both the City and applicants. It is likely Deer Lodge will only need a part-time planner to begin with. This need could be filled in three ways. One, the City could hire a part time planner as staff. Two, the City could enter into an agreement with the county to share the cost of a planner. This agreement would be for the planner's time and not to combine city and county planning jurisdictions. Third, hire a professional planning consultant to provide

ongoing services as needed. The planner's duties would also include implementing other actions within this growth policy.

By enforcing the regulations already in place, the City can begin working to clean up properties that are left in distress. The City should develop a program which evaluates the properties, prioritizes where to focus efforts, and works with land owners to clean the property up. The last point is especially important. Efforts to clean up properties through the community decay ordinance need to be a partnership between the City and land owner. The City directs the landowner what to do to come into compliance and the timeframe, and the landowner does the work. Community decay will always be in issue as it is in any community, but having a handle on the amount of properties in distress will go a long way in improving the way residents feel about their town, and the way it appears to visitors.

12 **Develop the tools and processes necessary to facilitate development and make them accessible to the public.**

Objective 12.1

Improve accessibility to the City’s regulations and application forms.

Actions

<p>12.1a Create a Planning and Community Development Link on the City’s website and put the most up to date version of adopted planning documents online.</p>	<p>Lead</p> <p>City planner</p>	<p>How</p> <p>Work with web-designer, or use an online service to develop simple webpages.</p>	<p>Timeframe</p> <p>Short-term</p>
<p>12.1b On the website, include simple language describing the process for the following: Conditional Use Permits, Zoning Variances, Zone Changes, Major Subdivisions, Minor Subdivisions and Building Permits.</p>	<p>Partners</p> <p>City planner, City Council & Planning Board</p>	<p>How</p> <p>Look to other communities for examples.</p>	<p>Timeframe</p> <p>Short-term</p>
<p>12.1c Create application forms for any action that requires a permit or must undergo an approval process including: Conditional Use Permits, Zoning Variances, Building Permits, Zoning Compliance, Major Subdivision Application, Minor Subdivision Application & a link to Powell County Floodplain Permit.</p>	<p>Partners</p> <p>City planner, City Council & Planning Board</p>	<p>How</p> <ul style="list-style-type: none"> • Use examples from other communities. • Put fillable versions online. 	<p>Timeframe</p> <p>Short-term</p>

Objective 12.2

Ensure the City of Deer Lodge’s subdivision regulations are compliant with state law.

Actions

12.2a Apply for Community Development Block Grant funds to update the City’s Subdivision and Zoning Regulations.

Lead	How	Timeframe
City Council	Following completion of the growth policy update, apply for a grant through MDOC to update the subdivision regulations.	Short-term

12.2b Update the subdivision regulations to comply with state law.

Partners	How	Timeframe
City planner, City Council & Planning Board	<ul style="list-style-type: none"> • Work with a consultant to develop regulations. • Use MDOC’s model subdivision regulations as a template. 	Short-term

Objective 12.3

Build capacity to ensure the implementation of the growth policy through the administration and enforcement of community decay, subdivision and zoning ordinances, as well as bringing the regulations up to date and making information readily available to the public.

Actions

12.3a Hire staff to serve as a planner.

Lead	How	Timeframe
City Council	Three options: Hire a part time planner. Share a planner with Powell County. Hire a consultant.	Short-term

COMPLIANCE AND COORDINATION

Issue Statement

The Montana State Legislature has amended the growth policy statutes three times since adoption of the 2008 Deer Lodge Growth Policy. Two of the three amendments established additional sections to the required elements of a growth policy. The first additional section is 76-1-601(3)(b)(vii) MCA, requiring sand and gravel resources be described and mapped. The second additional section is 76-1-601(3)(j) MCA, requiring an evaluation of the wildland fire potential within the jurisdictional area. Both of these elements are not sufficiently address in the 2008 Growth Policy.

In addition, Section 76-1-601(3)(h) MCA requires a growth policy to define the criteria in 76-3-608(3)(a) MCA. These criteria are a necessary part of subdivision review. The elements that need to be defined are; agriculture, agriculture water user facilities, local services, the natural environment, wildlife, wildlife habitat, and public health and safety. Finally, 76-1-607 MCA encourages the use of a growth policy to establish cooperating agency status with federal land management agencies, which is important to provide a means for addressing issues that arise with federal agencies.

Desired Outcomes

Sand and Gravel

Sand and gravel is an essential resource to the growth and development of a community. The resources are used in the development of most infrastructure and in many housing applications. A major component to the cost of sand and gravel is transportation, therefore sand and gravel extraction must be done in relatively close proximity to the location of the end user. However, sand and gravel operations are not always the best neighbors, especially if the neighbors are residents. In cities, where people live relatively close together; sand and gravel operations are not desirable.

The city should not encourage sand and gravel operations within its boundaries, but should not discourage them outside city limits if appropriate. The sand and gravel resources map, required per 76-1-601(3)(b)(vii) MCA, maps geology within the planning area of the City of Deer Lodge (Figure 9). Both of the geologic units found in the planning area contain sand and gravel deposits. Therefore, there is a potential for sand and gravel within the entire planning area. The Montana DEQ provided data on the locations of three active open-cut mining permits, two within the planning area, one just outside to the north.

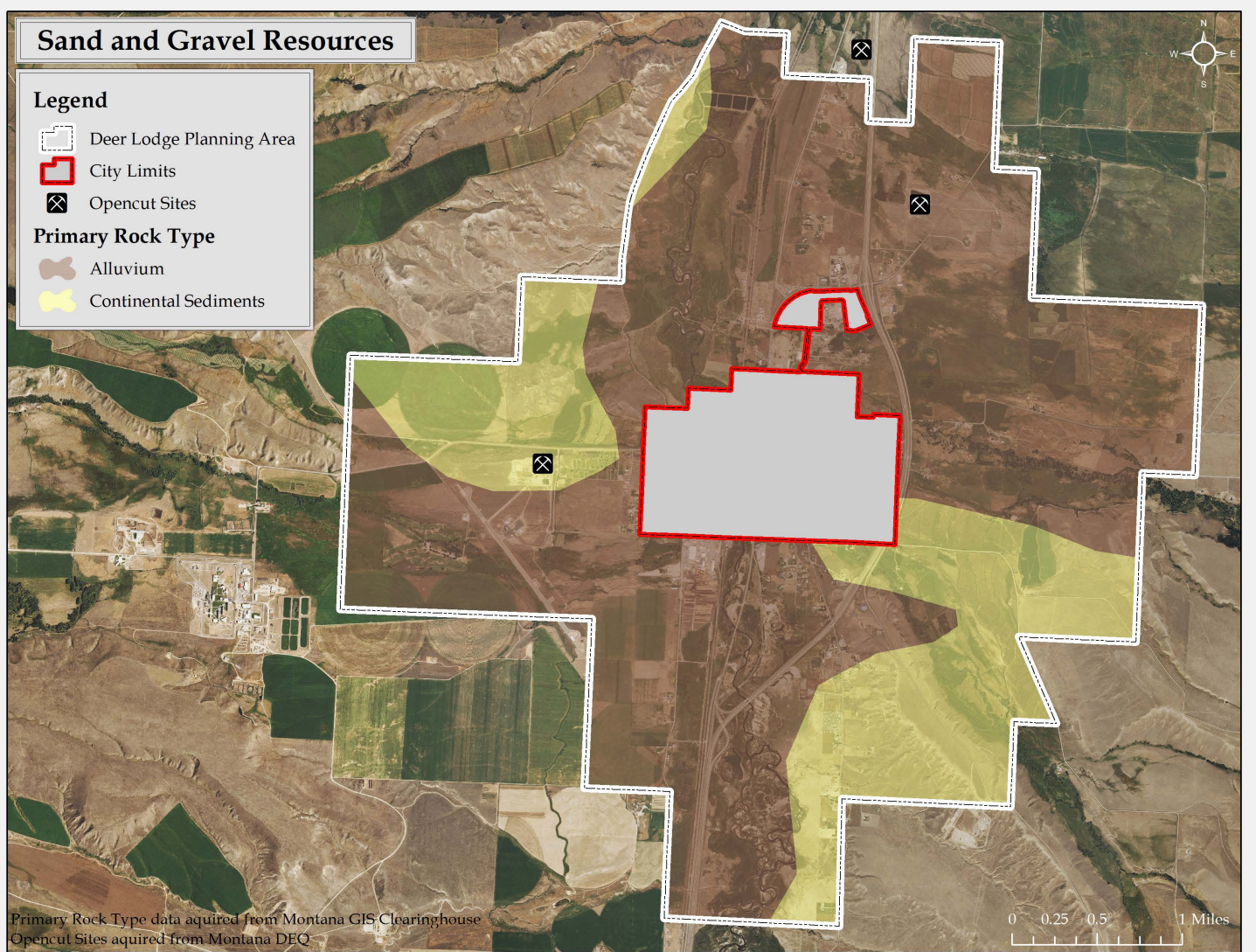


Figure 9 - Sand and Gravel Resources.

Wildland Urban Interface

Section 76- 1-601(3)(j)MCA requires an evaluation of the potential for fire and wildland fire in the jurisdictional area. The statute requires a discussion of whether or not there is a need to:

- Delineate the wildland-urban interface; and
- Adopt regulations requiring defensible space around structures, adequate ingress and egress to and from structures, and developments to facilitate fire suppression activities and provide adequate water supply for fire protection.

Need to delineate the Wildland-urban Interface

Anyone who has lived in Montana for any length of time knows that every summer wildfires are likely to occur. These fires are usually associated with forests, but grasslands can also be a significant threat. Deer Lodge is not in the forest, it is surrounded by grassland, but in the right conditions, these fuels can act like gasoline. The community is not totally unthreatened from wildland fire.

The Montana DNRC defines the Wildland-Urban Interface (WUI) as:

A WUI fire situation exists anywhere that structures are located close to natural vegetation. A fire can spread from the vegetation to structures or vice-versa. A WUI can vary from a large housing development adjacent to natural vegetation to a structure(s) surrounded by natural vegetation. The two general categories of WUI are:

The boundary WUI means an area where a clearly defined, linear boundary of homes meets wildland vegetation. Typically, this sort of interface is on the fringe of large towns; and

The intermix WUI means an area where structures are scattered among or mixed with wildland vegetation, without a clearly defined boundary. Typically, the intermix WUI is in rural areas where people have subdivided wildlands into small parcels of 1 to 40 acres.

The WUI affecting Deer Lodge is clearly the boundary WUI. Therefore, the City's WUI is located on the edge of town where the grasslands and the structures meet.

Need to adopt regulations for the WUI

While there is indeed a WUI situation in Deer Lodge, there is not a need to adopt regulations for defensible space, access, or water supply. Much of the land surrounding Deer Lodge is irrigated agricultural lands, with limited capacity to carry fire. Most structures in the Boundary WUI have lawns, which offer protection. These areas are also in proximity to fire protection services, with relatively short response times. In addition, much of the City is served by public water.

Definitions and Procedures of the Subdivision Review Criteria (76-1-601(h))

Agriculture

Activities related to the production of food, feed, and fiber commodities, livestock and poultry, bees, biological control insects, fruits and vegetables, sod, ornamentals and nursery and horticultural crops that are raised, grown, or produced for commercial purposes on lands taxed as agricultural by the State of Montana.

Agriculture water user facilities

Any part of an irrigation system historically used to produce an agricultural product on property used for agricultural purposes as defined in Section 15-7-202, MCA.

Local services

Any and all services or facilities local government is authorized to provide, such as water supply, sewage disposal, law enforcement, fire protection, emergency services, transportation systems, educational systems and noxious weed control, as well as services that local government does not provide such as power, telephone, state highways, etc.

The natural environment

The natural environment is defined as the physical conditions which exist within a given area, including land, air, water, mineral, flora, fauna, sound, light and objects of historic and aesthetic significance.

Wildlife

Wildlife means animals that are neither human, domesticated, nor feral descendants of commonly domesticated animals.

Wildlife Habitat

Wildlife habitat means the place or type of habitat where wildlife naturally reside or travel through.

Public health and safety

The prevailing healthful, sanitary condition of wellbeing for the community at large. Conditions that relate to public health and safety include but are not limited to: disease control and prevention, emergency services, environmental health, flooding, fire or wildfire hazards, rock falls or landslides, unstable soils, steep slopes and other natural hazards, high voltage lines or high pressure gas lines and air or vehicular traffic safety hazards.

Evaluation of Criteria

Based on the pertinent information provided in the subdivision application, staff report, and public testimony, the City of Deer Lodge City Council will evaluate and make decisions regarding proposed subdivisions based on the review criteria set forth in 76-3-608 (3)(a) MCA, using the design criteria set forth in the Deer Lodge Subdivision Regulations adopted in accordance with Title 76, Chapter 3, any applicable neighborhood plan, and applicable zoning.

Public Hearings

The public hearing, held by the City of Deer Lodge Planning Board, will be advertised as required by state law and the City of Deer Lodge Subdivision Regulations. The public hearing will be conducted at the time and place advertised. According to the meeting agenda, the public hearing is open for persons to speak for or against the project, or to seek additional information from the applicant or City staff. A time limit may be established for each speaker. The public is encouraged to provide a factual basis for their support or opposition to a subdivision.

Cooperating Agency Status

With the National Park Service adjacent to Deer Lodge to the north, and National Forests surrounding town, the community can be both positively and negatively impacted by actions on federal lands. The City should work to establish cooperating agency status with these two federal entities.

Cooperating Agency Status would give Deer Lodge a seat at the table to assist the lead Federal agency in developing Environmental Assessments or Environmental Impact Statements. The Council on Environmental Quality's regulations implementing the National Environmental Policy Act (NEPA) define a cooperating agency as any agency that has jurisdiction by law or special expertise for proposals covered by NEPA. For example, if a city has jurisdiction by law over some aspect of a proposed project or has special expertise, and wishes to assist in analyzing impacts, it may request cooperating agency designation. Cooperating agency status would be especially helpful as the City works to extend a trail network north to Grant Kohrs Ranch.

For Deer Lodge, it might be best to seek Cooperating Agency Status through a memorandum of understanding (MOU), letter or other agreement document that sets forth the working relationship between the City and the federal agency. These documents should clearly establish the role of the City, and what responsibilities it will accept. This could be done on a case by case basis depending upon the action the federal agency is taking.

PROCESS AND PUBLIC OUTREACH

This document is an update to the City of Deer Lodge's 2008 Growth Policy. The process began in the fall of 2013 when the City applied for a CDBG grant through the Montana Department of Commerce. The community was awarded the CDBG grant in January of 2014 to fund the update. Contracts were signed with the Department of Commerce and the consultant (Land Solutions LLC) that spring.

The first phase of the project was issue identification. The consultants reviewed existing plans and regulations, interviewed city staff, the City of Deer Lodge Planning Board, and members of the public. A public meeting was held with the Planning Board on August 11, 2014 where the Planning Board solidified the most critical issues to address.

On October 22, 2014, a community survey was distributed through the Silver State Post, and was also available online. This survey was designed to help set the priorities for the primary topics. On November 10, 2014 the survey results were presented to the Planning Board at a public meeting.

Following the November Planning Board meeting, a series of preliminary recommendations were drafted for each of the key topic areas. On January 12, 2015 the preliminary recommendations were presented to the Planning Board at a public meeting. Feedback was taken from the board and from the public in attendance. An open house to present the preliminary recommendations was set for February 17th, 2015.

To promote the open house, a post card was distributed to all addresses within the City of Deer Lodge inviting citizens to the open house. A link to the preliminary recommendations was included on the invitation. In addition, posters were put up around town, and the consultants were interviewed by the Silver State Post and the local radio station.

At the open house, attendees provided feedback through a variety of mechanisms on the preliminary recommendations, and were able to have one on one conversations with the consultants. Based on all the feedback to date, the consultants developed a final draft of the update. The final draft was presented to the Planning Board on April 13, 2015. The Planning Board held a public hearing on May 11, 2015, and voted to recommend approval of the plan to the City Council with one change. They recommended the actions implementing Objective 9.2 be moved from mid-term to short-term.

On June 15th, 2015 the City Council voted to approve a resolution of intent to approve the 2015 Growth Policy Update. On July 20th, the City Council voted to make the following changes, and approve the final resolution adopting the 2015 Growth Policy Update:

- Minor edits to the acknowledgments page
- Add a list of historic structures to the downtown chapter
- Incorporate the Planning Boards recommendation to change the timing of the actions regarding zoning.

APPENDICES

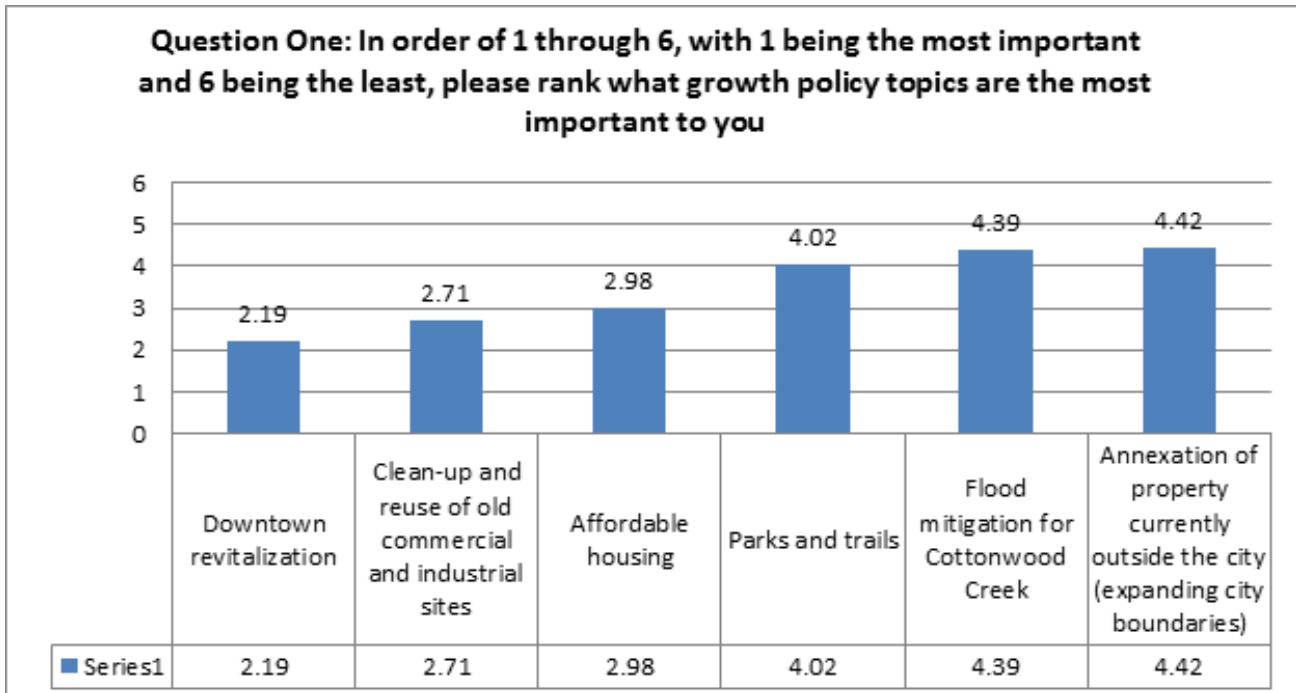
APPENDIX A - Survey Results

APPENDIX B - Open House Feedback

APPENDIX A - SURVEY RESULTS

A survey was conducted in the Fall of 2014. It was distributed through the Silver State Post, and was available online. There were 53 responses.

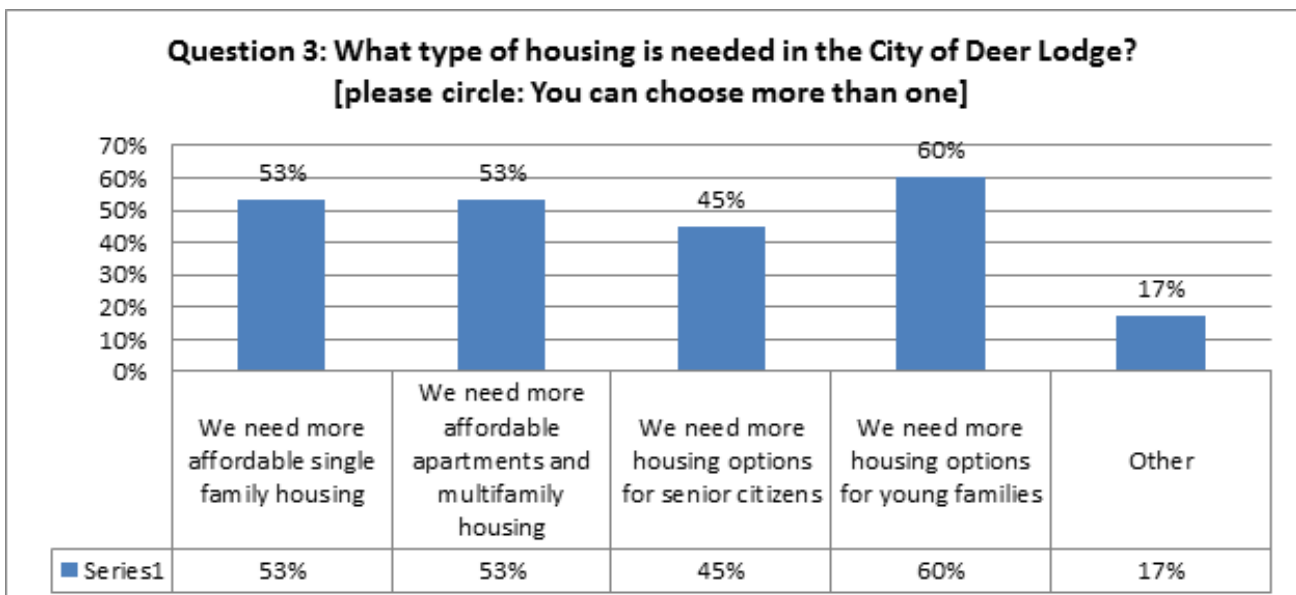
Question One.



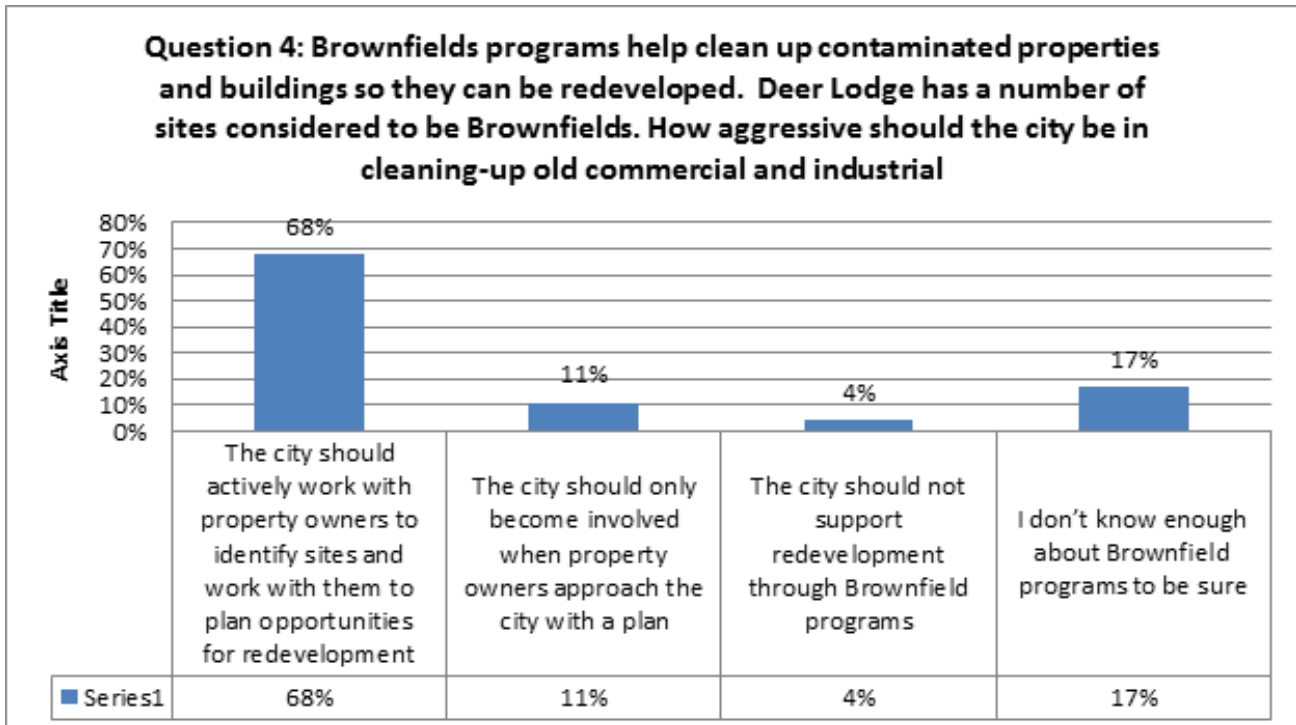
Question Two. Are there other topics you think the growth policy should cover?

[See long form responses]

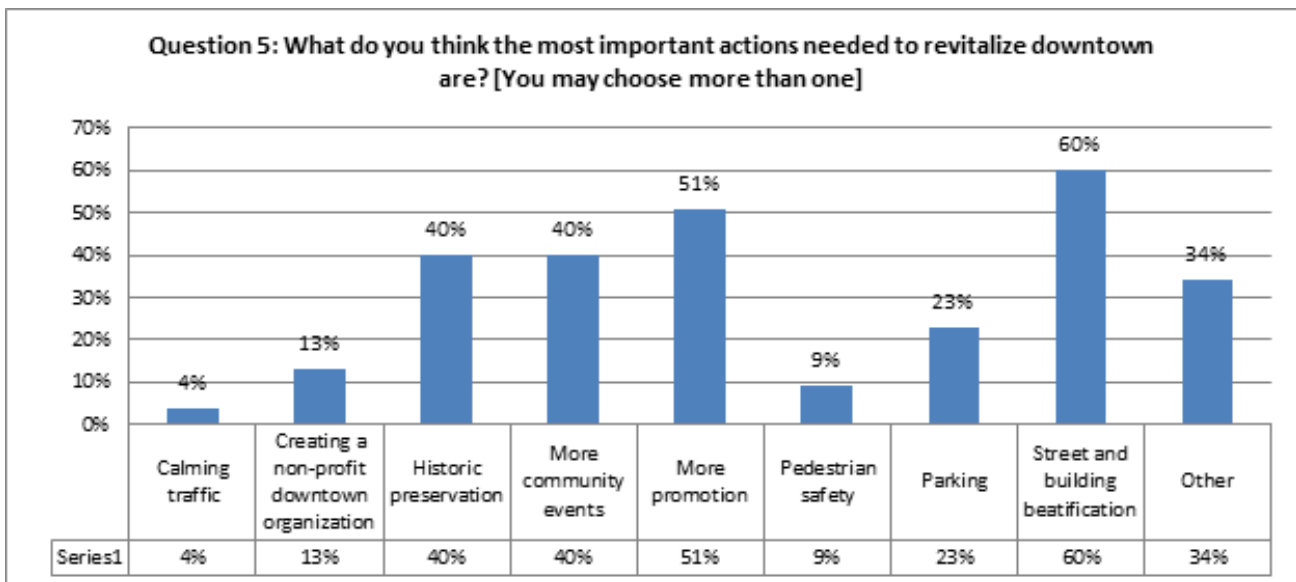
Question Three.



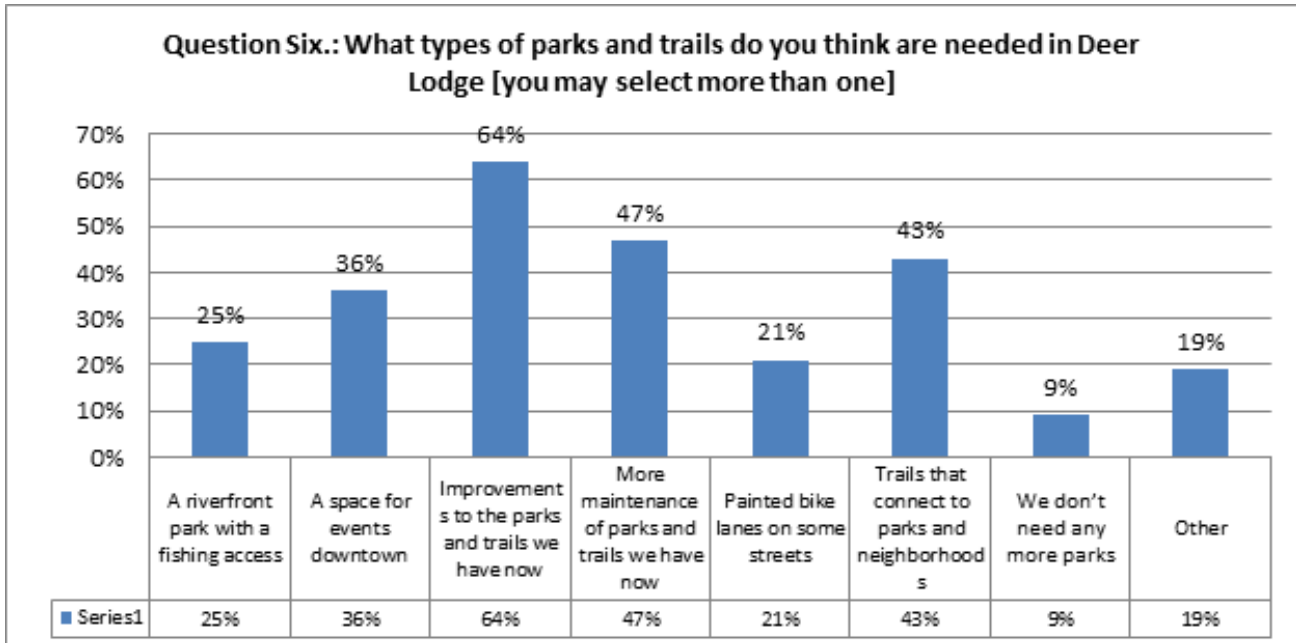
Question Four.



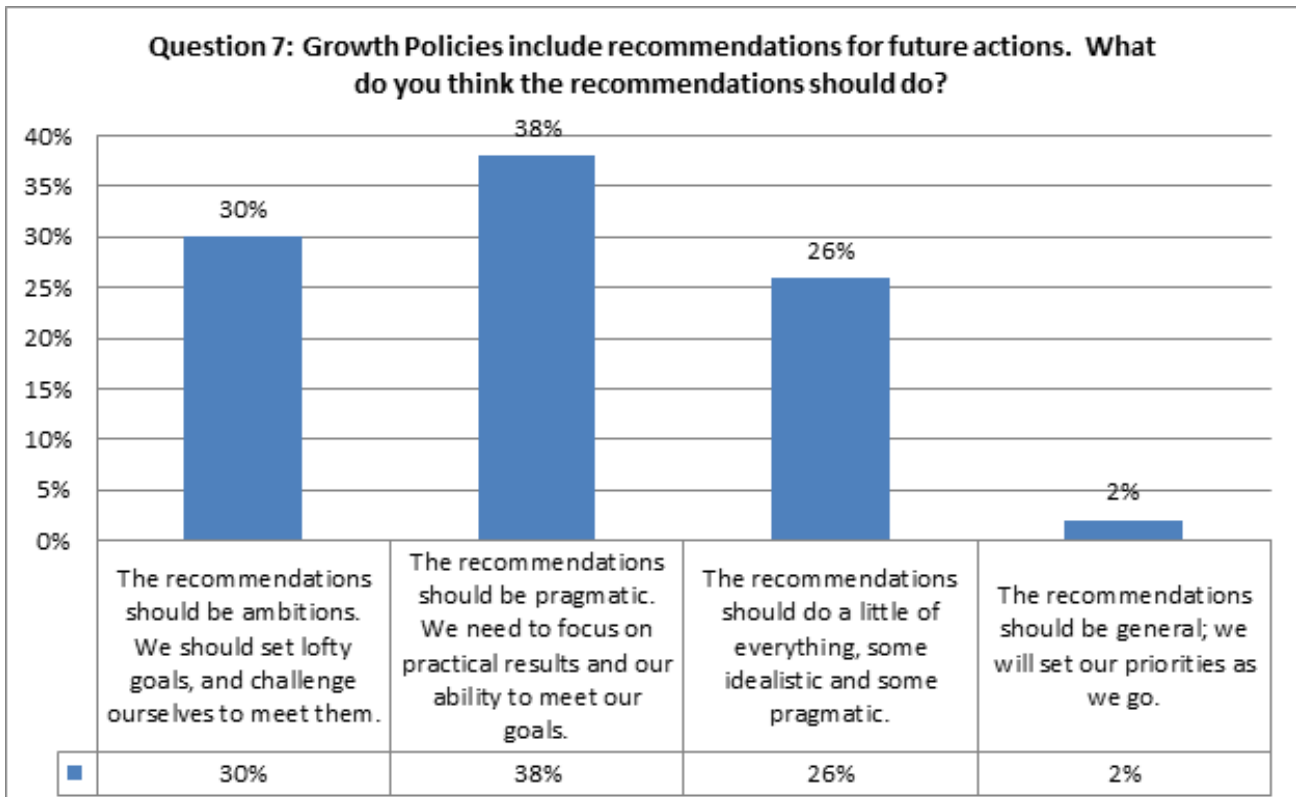
Question Five.



Question Six.



Question Seven. Growth Policies include recommendations for future actions. The recommendations can be idealistic and present big ideas; they can be pragmatic and focus on practical results, or they can be general without specific guidance. What do you think the recommendations should do? [select one]



Long Form Responses

Question #1

- Clean up personal property should be 2

Question #2:

- Priorities (see #2) renovate and restore downtown, starting with hotel deer lodge which involves supporting deer lodge preservation Inc.
- Even though I would love us to be ambitious in our goals (7) I think (can't read word) we need to focus on practical results. I am definitely in favor of preservation of historic downtown for I feel that will give our town a unique look at fit in without existing museums. With affordable housing we have a chance of keeping employees from the prison here in town.
- 100% effort needs to be addressed to main street. 1. attraction made to secure new service business enterprises and; 2. revitalization of Hotel Deer Lodge.
- increase downtown parking & pedestrian crossing safety.
- Bringing in new viable business's
- building viewshed
- Attracting new business
- we need more things for the kids to do in this town
- Business development
- condemnation of abandoned properties

Question #3

- Decent short term rentals for summer employees - 6 months or less
- We need more families to fill the empty houses already in deer lodge
- Are these all rentals?
- Quality not dumps
- Why can't old buildings be made into apartments?
- \$500.00 or less so they can afford to live and pay bills
- define "affordable" housing should someone on food stamps also get rent assistance ? Is affordable based on income or desire? And should the city inspect some of these affordable dumps and condemn them as unfit to live in by anyone.

Question #4

- What does the Community as a whole gain from City's money? Will it guarantee jobs or just benefit current owners?

Question #5

- More community involvement with events - why can't we get one every month? Businesses need to step up more to be there for the community!
- Get rid of so many second hand stores. Second Hand Stores: Paws, antique store (Territorial Antiques), Bum Bridge, Helping Hands, L&L antiques, New to You, Mountain Man, And the Possibility of another in going in at the old brown's school just outside (north) of town. The antique stores may draw some tourists but the others are questionable.

More businesses - office supply - dry goods

- Encourage small business owners with reasonable rents] we need a general focus but some small wins
- More business friendly
- Encourage a variety of businesses] Enforce the present ordinances for vacant, abandoned properties to be cleaned up. Thank you
- Package to entice new business
- I would like to see the city and community make a strong effort to clean up main street; clean sidewalks, clear weeds and remove trash from one end to the other. I heard a visitor refer to our once beautiful city as "a dirty little town." I would also like to see historic second street addressed. It would be nice if everyone would take ownership of our city and with a sense of pride deal with their junk vehicles, weeds and dangerous sidewalks so we could walk around town and admire what we have.
- you grow or die
- We already have the Deer Lodge development group - we need support for their work from the city and county
- Without Economic Growth all the above is just a moot point, for any growth at all we need new business and we can't wait for them, we need to pursue new business!
- Very good so far
- Very active community, but many events to supported too well
- Not a real problem
- Pretty good now - not the streets;
- We must attract viable business to bring people downtown.
- Hello, we already have a Deer Lodge Development Group, DLDG - no one cares either
- Obviously we can't afford to meet every goal and it will take years to do it. I've been to many, many meetings since moving here 5 years ago and nothing has changed. the town is a mess and it's ugly (the bakery is spooky) There is no pride of home ownership. No one landscapes. Sidewalks are un-walkable, we went in our neighbors house when the renters moved out (it was unlocked) and were shocked at the conditions. I would condemn the place. Now there's a new family renting, the owners don't understand (can't read) its not selling - (can't read)
- New modern up to date stuff and jobs. Nobody will shop hear. Fun to shop some where else] tear the old

hotel down and rest of the block. Fair rides = skate board park. There in stade - lot the old die it if cost to much to fix. job to keep people hear, high school gets smaller, cheaper rent so people can stay.

- Greatly increased main street parking & traffic calming in the 3-block National Historic District will be required before investors & their bankers will allow any new investments.
- We need more incentives for businesses to come to Deer Lodge. Making potential business owners pour money into maintaining an “historical” downtown store front does not make sense. We should be glad that ANYONE would want to be a part of our community.
- Look outside the box, don’t think in terms of the old Deer Lodge. We need a new vision as to be able to attract a new type of business atmosphere, small chain stores, etc. Deer Lodge will never be able to compete with returning to the old business attitude of “no new competition”. The old way is dying; make room for the new generation here in Deer Lodge. We are an agricultural area but we can also be an industrial area. At the same time, we can become an affordable retirement and recreational area.
- Creating business opportunities for downtown. A lot of the buildings are not usable for many different kinds businesses. Also, the rent for space in downtown is quite high, but that depends on the owner and not the city. It would be great to see some old buildings torn down and new ones put up. Get an architect to create plans for new buildings that have style and appeal.
- Attract more businesses to fill the vacant existing buildings
- Revitalize buildings at fairgrounds and make this a multipurpose facility and available for use to Deer Lodge folks.
- New businesses in general.. Downtown is becoming a ghost town
- This could and should be through a tax incentive.. Improve your building, property tax will not go up for 10 years
- Unifying the existing non-profits and governmental organizations to work together for Deer Lodge (Chamber of Commerce, Deer Lodge Development Group, Preservation Commission, Deer Lodge Preservation, Inc....)

Question #6

- Like Anaconda or Pburg has.
- Until community can keep pride in what they got and keep it clean and vandal free why waste taxpayers money.
- Horse trails
- Arrowstone park is a gem. Summer venues could easily be held there. Perhaps a bit better fishing access would be nice. The clean up this year was inspired.
- A central downtown hub is needed to connect all the parks, trails, & area positives (Kohrs Ranch, Old Prison complex, River, Mountains, Valley, history, etc) to help revitalize the historic D.L. downtown.
- skateboard parks, bike parks - think of the youth who don’t necessarily play baseball or softball.
- Sad thing is, we can’t take care of what we currently have. Additional monies that were to be designated

towards city parks were redirected towards items that didn't need additional funding.

- If someone suggests a skate park put it out in public view where kids can show off. Put it in an out of the way place and it will be underutilized and vandalized.
- Any town or city fortunate enough to have riverfront property should make that accessible and useable to the public. The Clark Fork River is a fantastic asset and yet it is challenging to access. Since the City owns so much land, this should be an easy fix.

Question #7

NO LONG FORM RESPONSES

Comments not assigned to a question

- I think that this survey should be just for D.L. residents, & signed, since we are paying for it. Thank you,
- It's time to take Deer Lodge into a new century instead of living in the past. We are losing our young people to cities that offer more because some citizens are stuck in maintaining the past and not embracing the future.
- Each business on main street should be visited by an interviewer and asked about their opinion and amount of "buy-in" Right now they don't even attend public meetings or a very low turn out.
- The web address published in the Silver State Post was wrong, you may need to publicize this to those less computer savvy.

APPENDIX B - OPEN HOUSE FEEDBACK

On February 17, 2015 the Planning Board and the consultants held an open house on the Preliminary Recommendations. Over 50 people attended and participated.

Dot Exercise

Green dots represent a positive response, red dots represent a negative response.

Downtown Revitalization

Recommendation	Green Dots	Red Dots
Wayfinding	20	0
Historic design guidelines	16	3
Appealing cross-walks	16	0
Create a BID	15	0
Street trees	14	0
Manage parking	14	9
Fill empty store fronts	13	1
Façade improvement program	13	0
Regular outdoor event space	13	0
Engage youth in revitalization	12	0
Pop-up leases downtown	12	0
Iconic gateway art on N end of town	12	0
Free WiFi	12	0
Expand capacity to implement recommendations - e.g. hire a planner	11	1
Coordinate revitalization efforts of existing groups	10	0
Curb-bulb outs	10	9
Targeting marketing to retailers	10	0
Business owners roundtable	10	0
Create a brand for Deer Lodge	9	0
Expand downtown events - add winter event	9	0
Pocket parks	9	0
Property database	8	0
Create informational website	6	0
More public art	6	1
Marketing assistance for businesses	6	0
Create retail promotions	5	0
Develop annual work program for implementation	4	0
Community Business Matching Process	7	0

Brownfields

Recommendation	Green Dots	Red Dots
Adopt policy to prioritize cleaning up Brownfield sites	4	0
Apply for EPA Brownfield Assessment Grant	2	0
Put Brownfield Information on City's website.	1	0

Housing

Recommendation	Green Dots	Red Dots
More affordable housing	7	0
Rehabilitate dilapidated homes	6	0
Making residential zoning more flexible	3	3
Work with housing agencies on getting grants	4	0
Promote workforce housing	3	0
Have HRC&D offer first time homebuyer programs	7	0

Cottonwood Creek

Recommendation	Green Dots	Red Dots
Remap study area	2	2
Create joint task force with partnering agencies to coordinate flood management	8	1
Work with Powell County on implementing pre-disaster mitigation study.	4	0
Support acquisition of property in floodplain	4	2
Improve riparian habitat	4	0

Comments

What would you like to see in a Clark Fork River front park?

- I would like to see some horse riding and driving trails.
- More vegetation, more disposal bins – at least at both ends.
- I would like horse riding trails at Grant-Kohrs portion.
- Bike trails that connect the parks.
- Bike trails north of Grant-Kohrs. *(One green dot)*
- Use part of the park for a railroad museum *(One green dot)*
- I would love a multipurpose trail connecting Arrow Stone and Grant-Kohrs. *(One green dot)*
- Placing a bridge across the Clark Fork to connect walking trails.
- Trailhead parking, garbage cans near storage units at end of Washington Street
- Walking trails, fenced off-leash dog area.
- Access for floating the river, and making sure river remains safe for floaters (KOA is not ok right now). *(One green dot)*
- No, the KOA is not OK right now! It is disruptive to my business when people come to the camp to launch/retrieve boats (99% of floaters do not ask first if ok to do this) and this is causing bank erosion and there are liability insurance issues involved as well. I have tried in recent years to discourage the floaters and redirect them to Arrow Stone – Cass Cahill

What are the biggest challenges facing Deer Lodge?

- Implementing a workable form based building code
- Enforce zoning laws regarding junk vehicles *(Five green dots)*
- Lack of law enforcement, particularly on drug dealing *(two green dots)*
- Remove boats, motor homes, and campers parked long term on streets *(three green dots)*
- Have a clean-up day/week every month
- Haul off and/or pay salvage value for junk vehicles or start imposing fines *(One green dot)*
- Closed minds *(Two green dots)*
- People don't want change *(One green dot)*
- Biggest challenge is the Deer Lodge's first impression is run down and dumpy. Businesses need to look good, smell good, and feel good. We need good quality hotels, restaurants, and good service at those places.
- No jobs, no kid activities, new restaurant, high housing cost.
- Clean up of old cars and trash trailers along city streets *(One green dot)*
- Truly fix streets next to Main Street – 2nd and 4th.

- The city-wide annual (or semi-annual) clean-up needs desperately to be reinstated! 0 junk cars, 0 junk couches in front yards! Get rid of junk! Let's show some civic pride – weed control! Garbage clean up! Quiet the barking dogs/animal control! (Another comment – Everyone can and should help)
- We need help raising money to fix and revitalize Hotel Deer Lodge.
- Enforce laws on homeowners whose houses are a health hazard (*Three green dots*)
- Deer Lodge lacks an information reader board that notifies people of upcoming events. We usually find out after it has happened (*Two green dots*).

What are Deer Lodge's greatest assets

- Friendly people (Amen)
- Grant-Kohrs Ranch, Old Prison
- Milwaukee and Missoula Avenues (no trailers in front yards) (*One green dot*)
- Good footprint in local area and in good location. Salvageable historic buildings and park areas.
- Old prison museum, Deer Park gold course, Grant-Kohrs ranch, library.
- A simple unsophisticated “peaceful” lifestyle.
- The people who love to live here. Being a county seat.
- National Forest Recreation, Grant-Kohrs, Prison Museum, Clark Fork River recreation, Cottonwood Creek, Arrow Stone park. The people of Deer Lodge are its greatest asset, along with a very interesting western history (vigilantes, gold, cattle/sheep, etc.) that goes unnoticed. (*One green dot*).

What events would you like to see in Downtown Deer Lodge?

- Ice carving contest
- Candy store in downtown area to draw more tourists as well as keeping people in town.
- Farmers market (*One green dots*)
- Fair trade selling

What did we miss?

- Spread out more, not on top of each other.
- Iconic art at south end of town as well. Fix and return to I-90 at south end of town (*Two green dots*)
- Market the prison more, kind of like Phillipsburg is trying to do but we can do it better.
- Look outside the same old box. Find new ideas.
- In addition to encouraging new businesses to establish here lets support the already existing businesses as well.
- We need to get tourists and sell to them
- Clean creek in spring and fall. Rock dams the kids have built.