



**Creating Community Change
in Red Lodge
("the C3 project")**

**First Steps: Report to the Community
December 2010**

**Sponsored by the Montana Community Foundation and
the Red Lodge Area Community Foundation**

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The Red Lodge C3 Project – Creating Community Change

What is the C3 Project?

Beginning in Fall 2008, the Red Lodge Area Community Foundation began to explore how we could support Carbon County nonprofits beyond the annual Fun Run for Charities fundraiser. In 2009, our board added capacity building through training and leadership to our mission statement, and from that point forward we have been exploring the ways we can serve our area nonprofits: offering training seminars, hosting webinars, making grants, and establishing a physical nonprofit center where organizations can meet, work, train and find needed resources.

One key value we've highlighted in RLACF is collaboration: bringing together partners to multiply our effectiveness. The C3 Project began in that spirit. We brainstormed in early 2010 about ways to bring Red Lodge nonprofits together to pool their resources, and put forward the idea that if nonprofits worked together on raising capital funds for their needs, they could leverage more funders, grants, and potential donor networks, thereby raising more money for their needs. Out of this collaboration, we believed, other cooperative efforts would emerge: sharing space, perhaps, or support personnel.

The first step, we realized, was to bring together the nonprofit community, as well as the wider community, to talk about what was possible, and how we might work together. To fund this effort, we applied for, and received, a \$15,000 "Leadership Grant" from the Montana Community Foundation, which manages our endowment.

And with those funds, we began this new venture. We called it the "C3 Project: Collaborative Capital Campaigns."

More than just \$\$

The RLACF board and staff launched the C3 Project in June 2010 with a half-day "Gracious Space" training (www.ethicalleadership.org/philosophies/gracious-space) with the idea that closer collaboration was going to require solid communication and cooperation skills. Over thirty Red Lodge community members attended, most of them affiliated with local nonprofits.

When, at the end of this training, we put forward the idea of working together on capital campaigns, the response was decidedly mixed. We realized that we needed to take a step back, perhaps ask some more basic questions first.

First, we asked ourselves a question: What's the fundamental reason we thought coordinating nonprofit capital campaigns was a good idea?

To help nonprofits raise more money, of course.

But why did we want to do that?

The Red Lodge C3 Project – Creating Community Change

To help them better fulfill their own missions...and why do we want to do that?

Because we believe that a successful nonprofit community is an essential component of a healthy and thriving community as a whole...and realizing this helped us realize what we REALLY wanted to see happen through the C3 Project:

We wanted to help make Red Lodge an even better place to work, play and live—for everyone.

From Capital Campaigns to Community Change

With this insight in mind, we sent out an invitation to the nonprofit community and the community at large to participate in a three-meeting series, beginning in October 2010. Realizing coordinated nonprofit capital campaigns was not the driving focus of the community at this time, we found 3 C's that worked much better: Creating Community Change.

Then the real work began.

On October 19, November 2 and November 16, approximately 30 to 40 community members met to discuss how Red Lodge citizens could work together to improve our community. Gracious Space trainer Mary Hernandez facilitated the discussions, challenging us to work together in a concentrated effort to identify Red Lodge's key needs (see Mary's profile in the appendices).

The October 19th meeting focused on three key questions:

- Question 1: On what issues can we work to make Red Lodge a better place?
- Question 2: How would you address this and who is best suited to "get 'er done?"
- Question 3: What would you select as the top 3 priorities for Red Lodge?

By the end of the meeting, the 42 participants had identified these areas as top concerns (see the verbatim report in the appendices¹):

- **Communication** among nonprofits and the community at large
- **Youth** issues (such as involvement in community, adequate resources/activities, jobs so they can return home)
- **Poverty** (including housing, jobs, involvement of economically disadvantaged in community leadership)
- **Transportation/Mobility** (such as to/from Billings, to/from Red Lodge Mountain, within town, among disadvantaged groups)

¹ "Verbatim" means the group's notes from the session, recorded by Mary Hernandez or the group members during the session, then transcribed verbatim by Mary into the report.

The Red Lodge C3 Project – Creating Community Change

Now that we'd identified major areas of concern, we wanted to look at how well the community had created change in the past. To do that, we compiled the recommendations of four community assessments conducted since 2004 (see Past Assessments Summary in appendices):

- Montana Main Street 2010 Survey
- City of Red Lodge 2008 Capital Improvement Plan
- Downtown Red Lodge 2006 Assessment & Action Plan
- Red Lodge 2004 Comprehensive Economic Development Strategy

In the November 2nd meeting, the approximately 30 attendees looked at 44 recommendations (some overlapping) from this list and did a group brainstorm, asking

How many of these goals/recommendations have the town of Red Lodge achieved, or partially achieved?

The answer, in short, was quite remarkable. Almost every goal had been at least partially addressed, and many had seen remarkable progress, including

- Create a model K-12 education system
- Create a model rural healthcare system
- Improve Broadway streetscape
- Improve Red Lodge's north entrance
- Expand affordable housing
- Improve parks and trails

You'll find many of the specific accomplishments on page one of the verbatim report in the appendices.

Next, we took a fresh look at our lists from the October 19th meeting and revisited the areas that still needed improvement, grouping them into these categories:

- Tourism
- Mobility
- Poverty
- Youth
- Affordable housing
- Citizen involvement and accessibility
- Healthy and engaged business community
- Red Lodge – sense of place
- Culture, arts and library
- Communication
- People connected to environment

The Red Lodge C3 Project – Creating Community Change

In the November 16th meeting, the approximately 30 attendees revisited last meeting's list, consolidated and refined our definition of the areas of concern, as follows:

- 1. Communication** among nonprofits, businesses, government and the community at large
- 2. Red Lodge – sense of place**, which includes arts and culture, the natural environment, downtown district and tourism
- 3. Poverty** issues, including jobs and affordable housing
- 4. Mobility**
- 5. Business and economic development**
- 6. Youth**

Improving community-wide communication emerged as a clear starting point for creating community change, but in the limited time of the meeting we weren't able to clearly define how that might happen. We also brainstormed on who in the community would be well positioned to lead change in these areas, as well as how we might approach change.

By the end of this final meeting, we had a fairly clear idea of what our community improvement priorities were, but we still didn't have a clear way forward to creating the community change we were envisioning.

How do we go forward?

After November 16th, it was clear that there was more work to do in creating community change in Red Lodge.

To find out how the November 16th meeting participants felt about the process, we sent out an eight-question survey asking attendees

- what they appreciated about the process so far
- what concerns or frustrations they had,
- how they thought the project should proceed, and
- how they'd like to be involved.

Eight attendees responded in depth, and their responses both confirmed that the way forward must be better defined and that we were on the right track (see "3rd Meeting Survey Responses" in appendices).

In December 2010, RLACF staff and our board chair decided to host at least one more community-wide meeting to better define the next steps in this project.

The Red Lodge C3 Project – Creating Community Change

We know we'll make Red Lodge even better in 2011....

We'll begin 2011 by meeting on Wednesday, February 9th, 2011, (location TBA) to further define and refine our collaborative project to Create Community Change at a working lunch.

At this meeting, we'll create a structure for change by

1. **Dividing into interest groups** – for example, if your passion is improving opportunities and services for youth, that's the group you'll be part of. We also hope to see a group that's interested in the overall process of community change, which can then be a central hub for the "special interest" groups.
2. **Refining areas of concern.** In the first three C3 meetings we listed areas needing work and improvement. In this meeting each group will review their relevant topics and, if needed, refine or add to the list.
3. **Defining who needs to be at the table.** For each group there will be important organizations and populations who are not represented. In this meeting we'll create detailed lists of who needs to be part of the work to follow.
4. **Creating the structure for our future work.** By the end of this meeting, each group will have defined its structure for going forward, including how to engage those not at the table. The group as a whole will have also defined critical lines of communication for going forward.

...because we already know how.

Perhaps the most significant realization we've had in this process is that the **Red Lodge community is ALREADY exceptional at creating positive community change.**

From community-built **playgrounds and trails** to a state-of-the-art **high school**, from a brighter and more beautiful **downtown** to a revitalizing **business support** network, from **renewable energy** initiatives to bigger and better **health care** facilities, Red Lodge citizens prove time and time again that

We are remarkable at Creating Community Change!

Join us February 9th!

If you need to be added to our contact list*, you can

Email us at info@rlacf.org

or **call** 406.425.0492

The Red Lodge C3 Project – Creating Community Change

or send **mail** to us at

Red Lodge Area Community Foundation,
P.O. Box 1871, Red Lodge, MT 59068

OR

Visit us at our **new office** at 24 West 13th Street in Red Lodge!
(check our office hours at www.rlacf.org/calendar.php)

* Community members who did not receive direct invitations to the last luncheons can send us email and/or phone contact information to ensure they receive a direct invitation to the February meeting. We're constantly working to expand our contact lists so that each community member knows he or she is personally invited to participate!

Appendices

Mary Hernandez Profile



Mary Hernandez owns Invisage Consulting and serves as the Director of the Empowering Youth Project (EYP), a special program of the Yellowstone Boys and Girls Ranch. EYP provides leadership, organizational and program development and technical assistance primarily for nonprofits serving youth and families. Mary and her EYP partners use Gracious Space as the basis for their work together.

Mary began her experience with nonprofits by serving in a variety of volunteer roles including as a founding member of the Billings AIDS Support Network (now Yellowstone AIDS Project) and Venture Theatre. Mary has enjoyed employment in the nonprofit sector for 17 years in organizations small and large including the Yellowstone Art

Museum, Yellowstone City/County Health Department, American Diabetes Association, and the Mental Health Foundation.

As a consultant she's worked with Bailiwick Gallery, Family Support Network, Parmly Billings Library Foundation, Multiple Sclerosis Society, Amend Park Development Council, and the Montana Indian Business Alliance among others. In fall 2009, Mary facilitated the series of Community Conversations for the City of Billings; as of January 2010 she facilitates the (Yellowstone County) Childhood Food Summits and its Tasks Force meetings. She presented "First! Connect with Yourself: How to Develop a Meaningful Care Toolbox for These Trying Times" at the 2009 MNA Conference.

Life's pleasures away from work include reading, gourmet cooking, time in the Beartooth Mountains, traveling and spending time with family and friends.

Red Lodge Area Community Foundation

October 19, 2010

Meeting report

The meeting began with introductory remarks (see pp. 3-4) by Joan Hughes (RLACF) and Mary Hernandez (facilitator). There were 42 participants, divided into 6 groups. Each group had a total of about 40 minutes to address 3 questions.

The first two questions were as follows:

Question 1: On what issues can we work to make Red Lodge a better place?

Question 2: How would you address this and who is best suited to “get ‘er done?”

The responses to these two questions are listed in the first two columns of notes on pp. 8-13. The last column on each page includes responses to the following questions:

- What was the best take-away from today’s session?
- What remains a concern?

Each group reported out to the entire group after these two questions (see pp. 14-15).

Upon hearing all reports, participants were asked the last question:

Question 3: What would you select as the top 3 priorities for Red Lodge?

A summary of the priorities identified are listed on p. 5 (actual notes on p. 6), organized according to the total number of “checks” received for each. Also, a participant submitted the results of a relevant survey conducted by Messiah Lutheran Church this fall. This summary is found on p. 7.

Closing remarks: Mary asked for the “best take away” and for notes on who should be invited to the next meeting.

The next meeting is scheduled:

Tuesday, November 2, 5:30 to 7:00 pm at Bridgecreek.

The community is welcomed to attend; RSVPs appreciated

Red Lodge Area Community Foundation

October 19, 2010

Today's Agenda

- 12:00 Enjoy Lunch
- 12:15 Introduction to Day's Work
- 12:20 Gracious Space & Ground Rules
- 12:30 First Question
- Second Question
- Third Question
- 1:00 Report out
- 1:10 Priorities for Community
- 1:15 Next Steps

Investment
Follows
Vision

Creating Community Change -C3

1. Develop a vision for the future.
2. Inventory local Assets & Resources
3. Build plans around the enhancement of assets
4. Pick and choose among plausible futures.
5. Cooperate with neighbors for mutual benefit.
6. Protect community character as well as ecology & economics.

Gracious Space

spirit

Setting

Invite
the
stranger

Learning
in
public

Red Lodge Area Community Foundation

October 19, 2010

Ground Rules

Civility

Dialogue

No Fear

Honesty

Sharing &

Respect

Envisioning

Creativity

Humor

Curiosity

20 yr picture

Discovering Common Goals

1. *On what issues can we work to make Red Lodge a better place?*
2. *How would you address this & who is best suited to "get 'er done?"*

Red Lodge Area Community Foundation

October 19, 2010

SUMMARY OF Question 3: What would you select as the priorities for Red Lodge?

One check:

1. Intergenerational activities
2. Support services-COMPREHENSIVE
3. Working together towards
SUSTAINIBILITY
4. Youth: offer resources at their level
5. Food
6. Maintaining "viable" community
7. Affordable Housing
8. Invite/include who's missing
9. Future Leaders
10. Transportation—P.A.—YBP/Linx

Two Checks:

1. Promoting youth
2. Identity of Red Lodge
3. PROMOTE ECONOMIC DEV.
4. Support Youth/Children
Strengthen Existing Institutions

Three Checks:

1. Social Welfare — Unemployment
2. Community Coord./
Communication
3. Economic Dev: Look at other
"MODEL" Communities

Four Checks:

1. YOUTH (0 +)
2. Promoting Youth, welfare,
—involvement & trained
—establishing independence &
coming back
3. Non-profit groups—benefit to get
more youth involved based on differ-
ent talents (shadowing)
4. Affordable housing
5. Business Development
6. Tourism—BNC—YBP—PASS—
Performing Arts

Six checks:

1. Identify who is missing
2. Mobility

Eight Checks:

1. Poverty in Carbon County
2. Good jobs/industry

Nine Checks:

1. COMMUNICATION/PUBLICITY—
among non-profits
2. economic diversity

10 Checks:

1. COMMUNICATION/PUBLICITY
2. HELP For Youth

Red Lodge Area Community Foundation

October 19, 2010

Question 3: What would you select as the priorities for Red Lodge?

4 ✓ YOUTH (0 +)
ELDER CARE — Intergenerational activities ✓

Support Services — COMPREHENSIVE ✓
Specialized groups working together

Working together towards
SUSTAINIBILITY ✓
(funding, volunteers, etc.)

COMMUNICATION/PUBLICITY — 9 ✓
among non-profits
w/community at-large

Social Welfare — poverty
Unemployment 3 ✓
Mental illness

Choose 1 issue 10 ✓ COMMUNICATION/PUBLICITY

14 ✓ Promoting Youth, welfare,
—involvement & trained
—establishing independence &
coming back

8 ✓ Poverty in Carbon County
✓ Good jobs/industry
Gap Kids busy or not

4 ✓ Non-profit groups—benefit to get more
youth involved based on different talents
(shadowing)
• Youth involved in steering committees &
board meetings ~esp. those w/youth focus.
• Offer resources at their level ✓
✓ Food

1 ✓ Maintaining “viable” community
sense of community
all people invited to the table

2 ✓ Promoting youth

4 ✓ Affordable housing

5. economic diversity 9 ✓

6. Inclusive community
Identify who is missing 6 ✓
invite
include ✓

Future Leaders ✓

6 ✓ Mobility
Health/Well being

3 ✓ Community Coord./Communication

Identity of Red Lodge 2 ✓

2 ✓ PROMOTE ECONOMIC DEV.
LEVERAGE PUBLIC/PRIVATE 3 ✓
3 ✓ Look at other “MODEL” Communities

2 ✓ Support Youth/Children
✓ Strengthen Existing Institutions

HELP For Youth 10 ✓

4 ✓ Business Development
Transportation—P.A.—YBP/Lin ✓
4 ✓ Tourism—BNC—YBP—PASS—Performing Arts

180 Respondents

Fall 2010 Community Survey Results

Messiah Lutheran Church 723 S. Adams 446-2430

What do you like most about our community?

- 1) Friendly people**
- 2) Small Town**
- 3) Sense of Community - caring, supportive, diverse, vibrant, active**
- 4) Location with mountains, beauty, wildlife and outdoor recreation**
- 5) Easy to get around town on foot or bicycle**

What do you believe are the biggest struggles/issues for our community?

- 1) Economic issues - lack of jobs & good wages & cost of living**
- 2) Affordable housing**
- 3) Concern for youth and families**
- 4) Growth issues**
- 5) City government leadership**
- 6) Drugs and alcohol**

IS THERE ANYTHING A CHURCH COULD DO TO MAKE A DIFFERENCE IN OUR COMMUNITY?

- 1) Provide supportive, safe places & activities for youth**
- 2) Provide a place for community gatherings/events for social, recreational, forums, retreats, performing arts, life long learning, etc**
- 3) Work with other community organizations**
- 4) Volunteer more in the community**

Red Lodge
maintaining sense of viable community ①
youth—educ
leadership training
support for youth
more involvement with school activities
employment opportunities
means to live in RL
affordable housing
Expanding sense of community
be inclusive in the
community
Maintain sense of community with growth
As we become a boomer community

Goals—maintain sense of community ④
1. economic
Diversify -
2. we need all economic levels in
our community
“viable”
“who is not at the table?”
people who need nip & tuck
pet surrenders
how do we engage the disenfranchised
Inviting people to the table
listening to their issues

Support our youth
Affordable housing
Sense of community

Year-around activities
At
Red Lodge Mtn

See Attachment

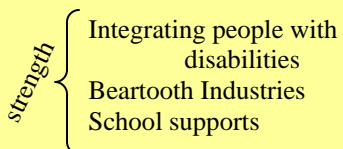
Challenges—growing up ②
rec center for youth
“old Roosevelt”
RL is a good place to grow up
raise kids here who can stay here
Education about Humane Alliance
Keep
dynamic community build on
this as an asset
Community Center—we don’t have a gathering space
A place for people to come together

Education
Housing

How do all of the non-profits fit in to
this Change?

So many non-profits creat a diffusion
of energy. Could we be more focused?

- ① People Care
- ② Invite the Stranger

Multiple community centers ③
Interaction between youth & adults
young people will comm. With lots of
people—look you in the eye & talk honestly

Identifying people who are on margins
affordable housing
low income

Best takeaway
People really want to help support RL
How can RL Mtn be involved?

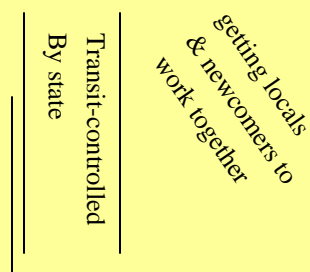
Best Take Away
Hope For The Future with
People who care about others
and the RL Community

Who’s not at the Table?
Beartooth Industries
P.L.U.K. Carbon County
More Churches clergy
Part Time Residents

To define what type of community

We want to impress on outsiders
Western historical—mining historical
tourist-resort
skiing-golfing
Depend on outsider to sustain

transportation controlled by state



Transportation—Bus lines at one time
Had public transportation locked up

Greyhound

Blanket community pool of resources
Volunteer coordinator/communication
Information center

What can we work together on?

- Growing future leaders together
- Transportation—from trails to bike trails to shuttles to transit
- Keeping the historic heart of RL vital
- Look at all strategic plans-existing plans
- Capital investments
- RL Capital investment Plan
- RL Trails Plan
- RL Growth Policy
- Carbon Co. Growth Policy
- BNC plan, BHHC plan, Schools
- B&Girls Club, other non-profit etc

—Expand beyond service
—Invite others
—Identify mjr stakeholder groups-invite representatives
—Community communication
Public Private partnership coordination
—Communication
—Transit
—Alternative
—Entertainment
—Event Mgt
(transit

—What problems do nonprofits serve (jobs, economy)
—Community Dev't Board
—Leadership development
—Capital investment

—More robust, diversified economy (class divide)
—Better/more conducive business atmosphere
More affordable housing
—Partnership across county?
Econ-dev't

—Transit to Billings/Mobility
—quality value of NPs to Red Lodge
—Definition of services required for thriving (. . .
—2-3 mjr issues each yr
—Dependence on outsider
—local v. newcomers
(forum for community change)
—Internet access
—Computer literacy
—Nonprofit Center
—Consolidation Of NPs
—Identify

Will we try to maintain our current group/table core membership?

Invite Ernie Strum
Red Lodge

Nonprofit Succession, leadership

—Career development for our youth
—artistic expressions encouraged & appreciated
—music & theatre

More available recycling facilities
(separate trash cans for recycling)

Boys & Girls Club painted the AWE-SOME trash cans, why not add painted recycling cans?

Include teenagers in community events—all ages

Monthly Community Events—all ages
Empty buildings
Diversify economy
Strengthen existing institutions
Look at other communication
Leverage public (private devel.
Viability for young adults—housing

Provide jobs above \$10.⁰⁰ /hr.

The question of “who are we as a community” was not addressed and it’s hard to move forward w/out agreement on that. Are we tourism only? Service jobs only?

The hospital is missing
The Mountain is missing
(largest employers)

Best takeaway

People really want to help support RL
How can RL Mtn be involved?

Best Take Away

Hope For The Future with
People who care about others
and the RL Community

Who’s not at the Table?
Beartooth Industries
P.L.U.K. Carbon County
More Churches clergy
Part Time Residents

Good jobs—jobs diversity—
Poverty—especially youth
Communication—Between all entities
Ask youth outside of the top 20% to be
involved & give them tools to do so.

Community Calendar lead by lead organi-
zations as a crossfunctional voice
Chamber (biz) City Govt Churches
Foundation (NP) County Govt

Brewery Hill is impossible for pedestrians
& bicyclists

There is no common public area in the golf
course/Rem. Ranch areas—

Contact Teal Zickefoose (sp) @ DFS
and
Tisa Wright Dept. of Welfare
to represent “who is missing”

Make sure all non-profits & churches
are encouraged (invite & re-invite) to
participate in this process & think
about how their goals connect with
the goals that are moved forward from
this process

Best takeaway
“People in R.L. care about
the “youth” Yes!

Best Take Away
Who’s missing?
Job Diversity
Youth in need
Elders in need

Who’s not at the Table?
Beartooth Industries
P.L.U.K. Carbon County
More Churches clergy
Part Time Residents

All youth involvement

Getting all non-profits to partner
together for the goal of the
community

The “Brainstorming”
All did to bring about solutions

1. Need to work w/17/20 age group
Job fair —college career paths
\$ aspect-availability-adult computer help
Life career goal —internships (volunteering)
Hire local youth—business training
Resume education —new businesses to help youth find work
2. Lack of counseling for drug & mental health
ADDRESS PROBLEM
Tourism—BNC WILL HELP
Town Crier

The need to help the youth of our community!
Our ability to bring outside business to RL

Missing
Superintendent of schools
Jerry Scott

- 1) Dynamics Setup
- 2) No concerns well monitored

Best takeaway — Overlap in needs/ concerns

Concern — Willingness to expand/ change into the future

- Takeaway
1. Different ideas
 2. Bring in stranger
 3. Help for youth

takeaway — overall shared passion for community

concern — keeping energy

Intergenerational opportunities	Bridge the communication gaps between the elder & younger generations (modes of communication)	
Transportation		
Ways to bring higher ed students into RL	Information Distribution <ul style="list-style-type: none"> Facebook Page Centralized area or source 	It was great to see the RLHS students. Would love if Senior Center and Group Homes/Beartooth Industries were represented. Have they been invited? —Jodie Moore (Library)
Celebration of businesses	Partnership between youth & elderly (service for elders Jobs for youth)	Others agree w/my priorities (+)
w.r.t. Youth — Kids Count Youth will — be kind & concerned for each other	Just one aspect	Noon-time meeting may prohibit many from attending (-)
How many options for developing <ul style="list-style-type: none"> —life skills —education —entertainment + 	Youth activity needs— <ul style="list-style-type: none"> —what are they —when —how 	Best takeaway Concern So much—seeing others who care
Youth & Elder Care Community involvement in School Events	ISSUE: Communication/publicity RLACF/Chamber of Commerce/RL comm.	Best Take Away Awareness of youth needs
<u>Comprehensive</u> Communication System —amongst NPs + → Community	~website/phone/location/bulletin board/email ~connects through newsletter/email lists/ facebook & Twitter	Most pressing issue: How to best meet those needs?
environment growth	—INFORMATION TREE Public/private partnership	<u>Best take away</u> Speed of event tends to eliminate “screening” of ideas
infrastructure	CHURCHES/SCHOOLS/NON-PROFITS/ BUSINESSES/all ages	BEST TAKEAWAY CONCERNS That we have shared goals That we focus (initially) on something we can reasonably accomplish
Who would you address issue of comprehensive support system to → Youth/family centered nonprofits/businesses RLEDC RLACF business city/county/state govnt owners Foundations users of services	On what issues can we work together?	The commitment & thoughtfulness of all at the tables
Comprehensive Services for Early Childhood (0-5)	Youth ^{=o+} Elder care } working together, intergenerational	
Involve <u>Community</u> in School Programs + Events Sports	Community investment in school activities Awareness of non-profits—don’t prejudge Support services—COMPREHENSIVE! Working together for shared funding/ <u>Sustainability</u>	
Youth + Elder Care	Publicity! communication—among groups & to community at large SOCIAL WELFARE—poverty, unemployment, mentally ill Fringe populations—groups not representing Themselves Cultural Growth/Development/Celebration	
Communication Network Multi Media Volunteer/NP Data Base		
<ul style="list-style-type: none"> How do we communicate with others (groups, nonprofits, ect)? Need to be sure that info flows in a way that <u>all</u> generations can get in Where can our youth go and have what they like to do 		

Red Lodge Area Community Foundation

October 19, 2010

Jody M. presented the following for her group:

ISSUES

YOUTH (0 +)

ELDER CARE } Intergenerational activities

Awareness — do community members know what we do?

Community Investment — in school activities, etc

Support Services — COMPREHENSIVE!
Specialized groups working together

Working together towards
SUSTAINIBILITY
(funding, volunteers, etc.)

COMMUNICATION/PUBLICITY —
among non-profits
w/community at-large

Social Welfare — poverty
Unemployment
Mental illness

Choose 1 issue: COMMUNICATION/PUBLICITY

Who: RLACF also —city
Chamber of Commerce county
RedLodge.com library
 businesses

acting as an Information Tree
Modern-day Town Crier

public/private partnerships

Mediums—

website
phone
email lists
physical location
bulletin board(s)
newsletter
Facebook
Twitter

Info to share:
school activities
cultural events
job openings
fundraisers
programming—
special
regular
services available
church activities
civic activities
educational
athletic
health
FREE & PAID

Eleanor G. presented the following for her group:

- Promoting Youth, welfare,
—involvement & trained
—establishing independence &
coming back
Poverty in Carbon County
Good jobs/industry
Gap Kids busy or not
- Doesn't have to be expertise/Mentoring
 - Non-profit groups—benefit to get more youth involved based on different talents (shadowing)
 - Youth involved in steering committees & board meetings ~esp. those w/youth focus.
 - Offer resources at their level
 - Food

Betty H. presented the following for her group:

- * 1. Maintaining "viable" community
sense of community
all people invited to the table
- Promoting youth
- Maintain community dynamism
- Affordable housing
- economic diversity
- Inclusive community
 - * Identify who is missing
invite
include

Red Lodge Area Community Foundation

October 19, 2010

Grant B. presented the following for his group:

Future Leaders

⊙ *Economics/Income/Diversity*

⊙ *Mobility*

Health/Well being

⊙ *Community Coord./Communication*

Identity of Red Lodge

Brent M. presented the following for his group:

1. *PROMOTE ECONOMIC DEV.
LEVERAGE PUBLIC/PRIVATE
Look at other "MODEL" Communities*
2. *Support Youth/Children
Strengthen Existing Institutions
Resources*
3. *Utilize Existing BUILDINGS*

Jeff E. presented the following for his group:

HELP For Youth

Life Skills

Business Development

Transportation—P.A.—YBP/Linx

Tourism—BNC—YBP—PASS—Performing Arts

SUSTAINABILITY

DESTINATION

*Career development
Job Fair
Vocational Recruitment
Internship
Mentoring Shadowing
Job & Scholarship
Resume Building Education
Expanding beyond service*

Future Leaders

Mobility

Health/Well being

*Community Coord./
Communication*

Identity of Red Lodge

1. *PROMOTE ECONOMIC DEV.
LEVERAGE PUBLIC/PRIVATE
Look at other "MODEL" Communities*
2. *Support Youth/Children
Strengthen Existing Institutions*

HELP For Youth

Creating Community Change in Red Lodge

Highlights of Past Community Assessments

Fall 2010

Montana Main Street Spring 2010 Survey

65% of respondents considered historic preservation a stimulus to economic development
Unmet needs for downtown development/historic preservation (top 3 listed high to low):

- Transportation planning and streetscape implementation
- Affordable housing
- Organizational/capacity building

City of Red Lodge 2008 Capital Improvements Plan

This plan identified 103 capital projects and purchases totaling approximately \$76.5 million. Below are selected projects from the Library, Parks and Recreation, and Local Business Support categories identified in the assessment (list excludes Administration, Courts, Emergency Services, Planning, Police, Cemetery, Streets, Water and Sewer Departments).

Project	Estimated Cost *
Library Improvements (High Priority)	\$ 85,000
Rocky Fork Trail System (High Priority)	\$ 100,000
Other Parks Projects	\$ 285,000
Indoor Recreation Center	\$ 5,000,000
Swimming Pool	\$ 500,000
Central Business District Improvements (High Priority)	\$ 500,000
Land purchase for parking/transportation center	\$ 500,000
Performing Arts/Conference Center	\$ 5,000,000
Affordable Housing Project	\$ 500,000
Total	\$ 12,470,000

*Capital outlay only. No annual G&A estimates.

Downtown Red Lodge 2006 Assessment & Action Plan: Goals

1. Implement a Red Lodge Main Street program.
2. Unify various Red Lodge planning efforts to ensure a common vision and cost efficiencies.
3. Build on other planning efforts and pool resources to complete planning projects.
4. Foster/maintain communication between City, RLAEDC, Chamber and County.
5. Enhance and maintain the sense of place that defines Red Lodge.
6. Preserve and enhance the historical integrity and scale of downtown Red Lodge.
7. Celebrate the culture and arts of Red Lodge.
8. Develop attractive entryways that create a positive first impression.
9. Coordinate a strategic marketing program to increase downtown business sales.
10. Increase year-round tourism in Red Lodge.
11. Develop a business expansion and retention program.
12. Diversify the business mix in the downtown core and transition area.
13. Develop affordable housing for local workers.

Red Lodge 2004 Comprehensive Economic Development Strategy

Priority Issues for Red Lodge:

1. Lack of adequate infrastructure – and funding for it.
2. Lack of sustainable jobs and business environment / Lack of living wage jobs.
3. Unified vision for development.
4. Inconsistency/indecision within government, need more responsiveness/accountability.
5. Lack of unified/cooperative and adequate marketing effort.
6. Maximize/make better use of existing community resources (facilities and people).
7. Need to expand health care capability/services; create a model rural hospital system.
8. Have to address intergovernmental communication/cooperation – see the bigger picture; community beyond the city limits – planning with greater community in mind.
9. Need for affordable housing.
10. Cooperation among civic groups/unwillingness to compromise.
11. Revising development codes; simple and user-friendly.
12. Create a model K-12 system.
13. How do we merge our economy with the New Economy.
14. Infrastructure for a business development park.
15. Improve airport facility.
16. High level of citizen involvement.
17. Get rid of “us” v. “them” attitude of city council and community.
18. Maintain and improve our natural environment.
19. Need for extra/continuing education for City Council.

November 2 Meeting Notes

Celebrate!:

- ✓ **Need to expand health care capacity/services; create a model rural hospital system.** (RL 2004 Comprehensive Economic Development Strategy)
EMS & Ambulance District, St. Johns
- ✓ **Affordable Housing Project** (City of Red Lodge 2008 Capital Improvements Plan)
Mountain Springs Villa; Habitat House; EDC – 12 → houses; Pioneer Housing; Bunk House for temp workers
- ✓ **Celebrate the culture and arts of Red Lodge.** (Downtown RL 2006 Assessment & Action Plan: Goals)
Arts Guild; New Galleries; Festival of Nations; Salons at Pollard
- ✓ **Library Improvements (High Priority)** (City of Red Lodge 2008 Capital Improvements Plan)
Partial: new furnace, A/C, carpet, ceiling; Passage of mill levy
- ✓ **Performing Arts/Conference Center** (City of Red Lodge 2008 Capital Improvements Plan)
Beginning new group; looking at fundraising
- ✓ **Communication/cooperation**
Airport trial; Boys & Girls Club
- ✓ **Foster/maintain communication between City, RLAEDA, Chamber and County.**
City & RLAEDA coordination on attracting business; Fostering Partnership with Chamber
- ✓ **Other Parks Projects** (City of Red Lodge 2008 Capital Improvements Plan)
Playgrounds; Rotary Park; Tennis Courts resurfaced
- ✓ **Rocky Fork Trail System (High Priority)** (City of Red Lodge 2008 Capital Improvements Plan)
20%
- ✓ **Implement a Red Lodge Main Street program.** (Downtown RL 2006 Assessment & Action Plan: Goals)
Celebrate Broadway
- ✓ **Enhance and maintain the sense of place that defines Red Lodge.** (Downtown RL 2006 Assessment & Action Plan: Goals)
Historic Fronts; Zoning
- ✓ ***Library; Trash bins, flowers, streetlighting, bathrooms, landscaping, Garden Club***
- ✓ ***New High School gym***

CATEGORY: TOURISM

Tourism – BNC – YBP – PASS – Performing Arts (4 cks) (RLACF October 2010)

Increase year-round tourism in Red Lodge (Downtown RL 2006 Assessment & Action Plan: Goals)

CATEGORY: MOBILITY

Mobility (4 cks) (RLACF October 2010)

CATEGORY: POVERTY

Poverty in Carbon County (8 cks) (RLACF October 2010)

Social Welfare – unemployment (3 cks) (RLACF October 2010)

CATEGORY: YOUTH

Nonprofit groups – benefit to get more youth involved based on different talents (shadowing) (4 cks) (RLACF October 2010)

Promoting Youth, welfare:

-- Involvement & trained

-- establishing independence & coming back (4 cks) (RLACF October 2010)

Youth (O +)(4 cks) (RLACF October 2010)

Help for Youth (10 + 9 cks) (RLACF October 2010)

Create a model K-12 system. (RL 2004 Comprehensive Economic Development Strategy)

CATEGORY: AFFORDABLE HOUSING

65% of respondents considered historic preservation a stimulus to economic development 2/3: Affordable Housing (MT Main Street Spring 2010 Survey)

Affordable Housing (4 cks) (RLACF October 2010)

Affordable Housing Project (City of Red Lodge 2008 Capital Improvements Plan)

Develop affordable housing for local workers

(Downtown RL 2006 Assessment & Action Plan: Goals)

Need for affordable housing. (RL 2004 Comprehensive Economic Development Strategy)

CATEGORY: CITIZEN INVOLVEMENT & ACCESSIBILITY

Maximize/make better use of existing community resources (facilities and people).

(RL 2004 Comprehensive Economic Development Strategy)

High level of citizen involvement

(RL 2004 Comprehensive Economic Development Strategy)

CATEGORY: HEALTHY & ENGAGED BUSINESS COMMUNITY & UNDERLYING INFRASTRUCTURE

- Good jobs/industry** (8 cks) (RLACF October 2010)
- Economic Development: Look at other “MODEL” Communities** (3 cks)
(RLACF October 2010)
- Business development** (4 cks) (RLACF October 2010)
- Economic diversity** (9 cks) (RLACF October 2010)
- How do we merge our economy with the New Economy.**
(RL 2004 Comprehensive Economic Development Strategy)
- Lack of sustainable jobs and business environment / Lack of living wage jobs**
(RL 2004 Comprehensive Economic Development Strategy)
- Central Business District Improvements (High Priority)**
(City of Red Lodge 2008 Capital Improvements Plan)
- Improve airport facility.** (RL 2004 Comprehensive Economic Development Strategy)
- Infrastructure for a business development park**
(RL 2004 Comprehensive Economic Development Strategy)
- Develop a business expansion and retention program.**
(Downtown RL 2006 Assessment & Action Plan: Goals)

CATEGORY: RED LODGE – SENSE OF PLACE

- Need for extra/continuing education for City Council.**
(RL 2004 Comprehensive Economic Development Strategy)
- Diversify the business mix in the downtown core and transition area.**
(Downtown RL 2006 Assessment & Action Plan: Goals)
- Revising development codes; simple and user-friendly.**
(RL 2004 Comprehensive Economic Development Strategy)
- Unify various Red Lodge planning efforts to ensure a common vision and cost efficiencies.**
(Downtown RL 2006 Assessment & Action Plan: Goals)
- Implement a Red Lodge Main Street program.**
(Downtown RL 2006 Assessment & Action Plan: Goals)
- 65% of respondents considered historic preservation a stimulus to economic development** **3/3: Organizational/capacity building**
(MT Main Street Spring 2010 Survey)
- 65% of respondents considered historic preservation a stimulus to economic development** **1/3: Transportation planning and streetscape implementation**
(MT Main Street Spring 2010 Survey)
- Preserve and enhance the historical integrity and scale of downtown Red Lodge.**
(Downtown RL 2006 Assessment & Action Plan: Goals)
- Land purchase for parking/transportation center**
(City of Red Lodge 2008 Capital Improvements Plan)
- Unified vision for development** (RL 2004 Comprehensive Economic Development Strategy)
- Develop attractive entryways that create a positive first impression.**
(Downtown RL 2006 Assessment & Action Plan: Goals)
- Enhance and maintain the sense of place that defines Red Lodge.**
(Downtown RL 2006 Assessment & Action Plan: Goals)

CATEGORY: CULTURAL, ARTS & LIBRARY

Celebrate the culture and arts of Red Lodge.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Library Improvements (High Priority)

(City of Red Lodge 2008 Capital Improvements Plan)

Lack of adequate infrastructure – and funding for it

(RL 2004 Comprehensive Economic Development Strategy)

Lack of unified/cooperative and adequate marketing effort

(RL 2004 Comprehensive Economic Development Strategy)

Performing Arts/Conference Center

(City of Red Lodge 2008 Capital Improvements Plan)

Swimming Pool

(City of Red Lodge 2008 Capital Improvements Plan)

CATEGORY: COMMUNICATION

Have to address intergovernmental communication/cooperation – see the bigger picture; community beyond city limits – planning with greater community in mind.

(RL 2004 Comprehensive Economic Development Strategy)

Communication/Publicity (10 cks)

(RLACF October 2010)

Communication Coordination/Communication (3 cks)

(RLACF October 2010)

Get rid of “us” v. “them” attitude of city council and community.

(RL 2004 Comprehensive Economic Development Strategy)

Foster/maintain communication between City, RLAEDA, Chamber and County.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Coordinate a strategic marketing program to increase downtown business sales.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Inconsistency/indecision within government need more

(RL 2004 Comprehensive Economic Development Strategy)

Cooperation among civic groups/unwillingness to compromise

(RL 2004 Comprehensive Economic Development Strategy)

CATEGORY: PEOPLE CONNECTED TO ENVIRONMENT

Build on other planning efforts and pool resources to complete planning projects

(Downtown RL 2006 Assessment & Action Plan: Goals)

Maintain and improve our natural environment.

(RL 2004 Comprehensive Economic Development Strategy)

Indoor Recreation Center

(City of Red Lodge 2008 Capital Improvements Plan)

Other Parks Projects

(City of Red Lodge 2008 Capital Improvements Plan)

Rocky Fork Trail System (High Priority)

(City of Red Lodge 2008 Capital Improvements Plan)

(Communication is the top concern for the Red Lodge community)

✱ **CATEGORY: COMMUNICATION**

Who can best help: Library, Media, existing networks, community outlets, MSU Billings

Information to share:

Have to address intergovernmental communication/cooperation – see the bigger picture; community beyond city limits – planning with greater community in mind.

(RL 2004 Comprehensive Economic Development Strategy)

Communication/Publicity

(RLACF October 2010)

Communication Coordination/Communication

(RLACF October 2010)

Get rid of “us” v. “them” attitude of city council and community.

(RL 2004 Comprehensive Economic Development Strategy)

Foster/maintain communication between City, RLAEDA, Chamber and County.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Coordinate a strategic marketing program to increase downtown business sales.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Inconsistency/indecision within government need more

(RL 2004 Comprehensive Economic Development Strategy)

Cooperation among civic groups/unwillingness to compromise

(RL 2004 Comprehensive Economic Development Strategy)

✱ **CATEGORY: CITIZEN INVOLVEMENT & ACCESSIBILITY**

Who can best help: Red Lodge Area Community Foundation, Chamber, Economic Development Corp., City Council, Newcomers Club

Information to share:

Maximize/make better use of existing community resources (facilities and people).

(RL 2004 Comprehensive Economic Development Strategy)

High level of citizen involvement

(RL 2004 Comprehensive Economic Development Strategy)

✱ **CATEGORY: RED LODGE – SENSE OF PLACE**

Who can best help: Yellowstone Business Partnership, Chamber, City/County, Economic Development Corp., Main Street Group, Rotary, MSU Billings, Merchants & Lodging Association

Information to share:

Need for extra/continuing education for City Council.

(RL 2004 Comprehensive Economic Development Strategy)

Diversify the business mix in the downtown core and transition area.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Revising development codes; simple and user-friendly.

(RL 2004 Comprehensive Economic Development Strategy)

Unify various Red Lodge planning efforts to ensure a common vision and cost efficiencies.

(Downtown RL 2006 Assessment & Action Plan: Goals)

Implement a Red Lodge Main Street program.

65% of respondents considered historic preservation a stimulus to economic development

65% of respondents considered historic preservation a stimulus to economic development
streetscape implementation

Preserve and enhance the historical integrity and scale of downtown Red Lodge.

Land purchase for parking/transportation center

Unified vision for development

Develop attractive entryways that create a positive first impression.

Enhance and maintain the sense of place that defines Red Lodge.

(Downtown RL 2006 Assessment & Action Plan: Goals)

3/3: Organizational/capacity building

(MT Main Street Spring 2010 Survey)

1/3: Transportation planning and

(MT Main Street Spring 2010 Survey)

(Downtown RL 2006 Assessment & Action Plan: Goals)

(City of Red Lodge 2008 Capital Improvements Plan)

(RL 2004 Comprehensive Economic Development Strategy)

(Downtown RL 2006 Assessment & Action Plan: Goals)

(Downtown RL 2006 Assessment & Action Plan: Goals)

✿ CATEGORY: PEOPLE CONNECTED TO ENVIRONMENT

Who can best help: Beartooth All American Highway, Beartooth Recreational Trail Association, Forest Service, Nature Center, Parks Department, BLM, Boys & Girls Club

Information to share:

Build on other planning efforts and pool resources to complete planning projects

Maintain and improve our natural environment.

Indoor Recreation Center

Other Parks Projects

Rocky Fork Trail System (High Priority)

(Downtown RL 2006 Assessment & Action Plan: Goals)

(RL 2004 Comprehensive Economic Development Strategy)

(City of Red Lodge 2008 Capital Improvements Plan)

(City of Red Lodge 2008 Capital Improvements Plan)

(City of Red Lodge 2008 Capital Improvements Plan)

✿ CATEGORY: CULTURAL, ARTS & LIBRARY

Who can best help: Library, Performance Consortium, Art Guild, School, Boys & Girls Club, Carbon County Historical Society

Information to share:

Celebrate the culture and arts of Red Lodge.

Library Improvements (High Priority)

Lack of adequate infrastructure – and funding for it

Lack of unified/cooperative and adequate marketing effort

Performing Arts/Conference Center

Swimming Pool

(Downtown RL 2006 Assessment & Action Plan: Goals)

(City of Red Lodge 2008 Capital Improvements Plan)

(RL 2004 Comprehensive Economic Development Strategy)

(RL 2004 Comprehensive Economic Development Strategy)

(City of Red Lodge 2008 Capital Improvements Plan)

(City of Red Lodge 2008 Capital Improvements Plan)

✱ CATEGORY: TOURISM

Who can best help: Chamber, Visitor Center, The Mountain, Red Lodge Lodging & Merchant Association

Information to share:

Tourism – BNC – YBP – Performing Arts

(RLACF October 2010)

Increase year-round tourism in Red Lodge

(Downtown RL 2006 Assessment & Action Plan: Goals)

✱ CATEGORY: POVERTY

Who can best help: Food Banks, Human Resource Development Corporation, churches, Domestic and Sexual Violence Services, Mental Health, Veterans Administration

Information to share:

Poverty in Carbon County

(RLACF October 2010)

Social Welfare – unemployment

(RLACF October 2010)

✱ CATEGORY: AFFORDABLE HOUSING

Who can best help: Habitat for Humanity, Banks & Realtors, Human Resource Development Corp., DSVS, developers, City/County, HUD, Community Development Block Grant

Information to share:

65% of respondents considered historic preservation a stimulus to economic development

2/3: Affordable Housing

(MT Main Street Spring 2010 Survey)

Affordable Housing

(RLACF October 2010)

Affordable Housing Project

(City of Red Lodge 2008 Capital Improvements Plan)

Develop affordable housing for local workers

(Downtown RL 2006 Assessment & Action Plan: Goals)

Need for affordable housing.

(RL 2004 Comprehensive Economic Development Strategy)

✱ Other categories

While the following are concerns for the group, it was determined the following would be better addressed by different stakeholders:

✱ (Top Ranking Concern) CATEGORY: MOBILITY

Who can best help: Linx, Yellowstone Business Partnership, Transportation Service Providers, Montana Department of Transportation, Hospitals

Information to share:

Mobility

(RLACF October 2010)

✱ **CATEGORY: HEALTHY & ENGAGED BUSINESS COMMUNITY & UNDERLYING INFRASTRUCTURE**

Who can best help: YBP, Chamber, City/County, Economic Development Corp., Main Street Group, Rotary, MSU Billings, Red Lodge Merchants & Lodging Association

Information to share:

Good jobs/industry (8 cks)

(RLACF October 2010)

Economic Development: Look at other “MODEL” Communities (3 cks)

(RLACF October 2010)

Business development (4 cks)

(RLACF October 2010)

Economic diversity (9 cks)

(RLACF October 2010)

How do we merger our economy with the New Economy.

(RL 2004 Comprehensive Economic Development Strategy)

Lack of sustainable jobs and business environment / Lack of living wage jobs

(RL 2004 Comprehensive Economic Development Strategy)

Central Business District Improvements (High Priority)

(City of Red Lodge 2008 Capital Improvements Plan)

Improve airport facility.

(RL 2004 Comprehensive Economic Development Strategy)

Infrastructure for a business development park

(RL 2004 Comprehensive Economic Development Strategy)

Develop a business expansion and retention program.

(Downtown RL 2006 Assessment & Action Plan: Goals)

✱ **CATEGORY: YOUTH**

Who can best help: Schools, Boys & Girls Club, Library, churches, Vocational Rehab, Human Resource Development Corp.

Information to share:

Help for Youth

(RLACF October 2010)

Create a model K-12 system.

(RL 2004 Comprehensive Economic Development Strategy)

Nonprofit groups – benefit to get more youth involved based on different talents (shadowing)

(RLACF October 2010)

Promoting Youth, welfare: -- Involvement & trained, -- establishing independence & coming back

(RLACF October 2010)

Youth (O +)

(RLACF October 2010)

C3 Project – November 16 Survey Responses

1. What do you appreciate about the C3 process so far?

It's collaborative. It's a creative approach to bringing people together to work together to arrive at mutually beneficial solutions for the community.

The creative ideas that were represented by all those who attended.

I appreciate that there are members of the community that are interested in being involved. Mostly, I think the whole idea was a really great way of creating a community dialogue between people with vastly different goals.

The heartfelt concern people have for the community at large.

We appreciated working with the other non-profits and their ideas and input on the issues.

I have enjoyed getting to know and discussing issues with people I have not met who care very much about the Red Lodge community.

listen, learn and participate in dialogue

First and foremost, the lead RLACF has taken to moderate these discussions. Secondly, the degree of enthusiastic participation by members of the community to continue the "good works" momentum in Red Lodge.

2. What concerns or frustrations do you have at this point?

Still a little unclear about direction, objectives and actions moving forward. Specific to mobility, while I was very appreciative of Joan's support for transportation and mobility, there still seemed to be some attendees who were less aware of how it affected them, their group/organization and members.

Being able to put it all to practice to make a difference for each organization.

I am not sure what my role is. It appears as though I am an ancillary participant. The framework needs to be cemented before I can determine where I can contribute.

This is a huge task and it will be a challenge for everyone to come together to find the time/energy to see it through to completion.

The communication between the non-profits continue and organize a joint effort for the community.

I did not think our last session was very productive. It seems to me we have gotten a bit off track from our original purpose. I also thought our facilitator had some misperceptions about what our group wanted to accomplish as a group. I think we need to take a step back and make sure we are in agreement. I also didn't think it made much sense to "give

issues away" to some other community group without taking the time to make sure we were clear about what we thought needed to happen and taking the time to talk with the group to tell them why we were "giving " them this issue and asking if they would be willing to take it. Then making sure there was accountability for what would happen with the issue and how everyone would be informed about progress or lack of progress.

lack specific action plan for implementation

My associate had attended the first two meetings and I attended this last meeting. I apologize being new to the discussions so I may not have a good grasp on previous discussions. However, what I had anticipated was further discussion regarding poverty and youth specifically. So I was a little perplexed by the scope of Tuesday's discussion as it seemed to address a wider array of topics with the goal of identifying community leaders to address each area rather than homing in on poverty/youth.

3. What do you envision as the best next steps in this effort to create community change, particularly in regards to the areas identified as priorities?

Better clarify who we are, what the mission is, and what the goals are so that we (all the organizations represented) can be on the same page, on message and clearly articulate it to others, especially the potential 'lead groups' in town that were identified to best follow through with some of the priorities that were communicated but not adopted by RLACF.

To contact those who were designated as organizations to help assist in solving some problems.

Creating a position of leadership. How can this process be enacted? It is fine to talk about the idea of community change, but how do we create viable groups that can interact in a productive manner? I envision groups with diverse interests, but common outcomes, i.e. all groups that are currently involved in youth leadership, to come together and define methods to support a variety of programming. It is important to identify and eliminate duplication of services in such a rural environment.

Something like an organizational chart that identifies the areas and below that the organizations/people involved. It would be helpful to have a link to e-mail or other contact info in the chart.

Maybe a quarterly meeting where we share what we're individually working on and how we can help each other accomplish our goals and establish a calendar of events that allow each entity to be aware of scheduled events.

I think we need to devote a meeting to each area - identify who needs to be at the table to discuss that particular issue and do our very best to make sure they are there to engage in the discussion and make an action plan, with measurable goals and a feedback plan. Make sure we keep in mind what I think was our original goal of helping

the nonprofits in Red Lodge communicate with each other about their goals and progress and how they can work better together to create positive change.

central organizing committee identify structure and outline steps for people to become involved in implementation of identified areas

I'd suggest prioritizing the priorities and developing goals, objectives and an action plan. You summed it up well at the meeting when you suggested the need for structure

4. A major next step identified in the 11/16 meeting was creating a community-wide communication plan. What elements do you consider essential to this plan?

I do think an important starting point is to continue to engage the youth and leaders in the community as well as organizations leaders. It's essential to keep the lines of communication open between public, private, non-profit, for-profit, et al. Additionally, I think a necessary starting point is be aware of the avenues for communication that already exist. The Chamber, Destination Red Lodge, redlodge.com, Yellowstone Country. Beyond that, I would still need better clarity as to what is lacking in terms of communication to better understand how to improve communication. Is it for better awareness of events, volunteer/job opportunities, projects, changes within the community, etc? Is the external communication and promotion of Red Lodge ok but the internal lacking?

Just that, COMMUNICATION.

Much like the old-fashioned phone tree; leadership should be identified, and purposes and responsibilities delegated. Key players among community interests have the potential to contact interested parties, summarize need, and formulate an action plan.

A web or net structure that identifies all parties and how they are linked, or associated would be a good start. It could be an expansion of the organizational chart mentioned above.

Attendance by all, co-operation and commitment to each other's goals will promote community sharing.

I really was unclear of what we meant by "a community-wide communication plan". Are we trying to create an effective template that can be used to communicate about any important community issue or are we trying to communicate about the efforts of this group?

identify media and groups to input to one central place
use web, downtown kiosk, CC News, Local, church and group newsletters etc.

Employing a strategic plan. What are the current strengths, weaknesses, opportunities, and threats regarding current community-wide communications. This information would provide a firm foundation in which to develop goals, objectives, and an action plan.

5. Which of the identified areas of need are you most interested in? Check all that apply.
Communication62.5%
Red Lodge - Sense of Place25.0%
Poverty75.0%
Mobility25.0%
Healthy & Engaged Business25.0%
Youth87.5%
6. Which of the following best describes the role you would like to play in your area(s) of interest? Check all that apply.
Planning for change with other interested citizens50.0%
Executing plans for change87.5%
Staying informed about the process & sharing with others75.0%
7. If you'd like to be involved in planning and/or executing efforts to create community change, how much time, over the course of the next year, would you be able to give to these efforts?
A few hours each week
A few hours each month 100.0%
A few hours a few times a year
8. Do you have anything else to add?
 I would very much like to see many of the attendees of the C3 meetings be able to attend a Linx Meeting in Billings in early January as well as the Rimrock Stages meeting in Billings Jan. 11.

Additionally, I very much enjoyed the meetings and was very impressed to see so many committed leaders in Red Lodge. I absolutely did not want to abuse the opportunity to be at the meetings and use them as a way to promote Linx. I do hope the information I shared was helpful and hopefully planted some seeds!

We appreciate RLACF for taking the time to help build a better community.

I am primarily interested in engaging the Red Lodge Community Foundation to assist in facilitating a school to work program. I am looking for interested non-profit and for-profit organizations willing to engage in promoting life and work skills to our youth, including those youth with disabilities. I envision a cooperative, supportive, and positive interaction among local businesses, non-profit organizations, and the Red Lodge School District. I am also interested in engaging volunteer community members to mentor youth, and promote community involvement and civic duty.

I'm grateful to everyone that had the bold vision to begin this process and the energy to see it through.

We enjoyed the sessions and felt that everyone was engaged and interested so this should result in people working better together.

I am grateful to the Community Foundation to initiating these discussions. Now, I think it is critical to take a step back and think through an effective plan for the next 6 months to a year.

I am not in Red Lodge Thurs. - Sat.

Thank you for mobilizing and coordinating these ongoing efforts!