



DOWNTOWN

ANACONDA **MASTER PLAN**

ADOPTED
March 15, 2016



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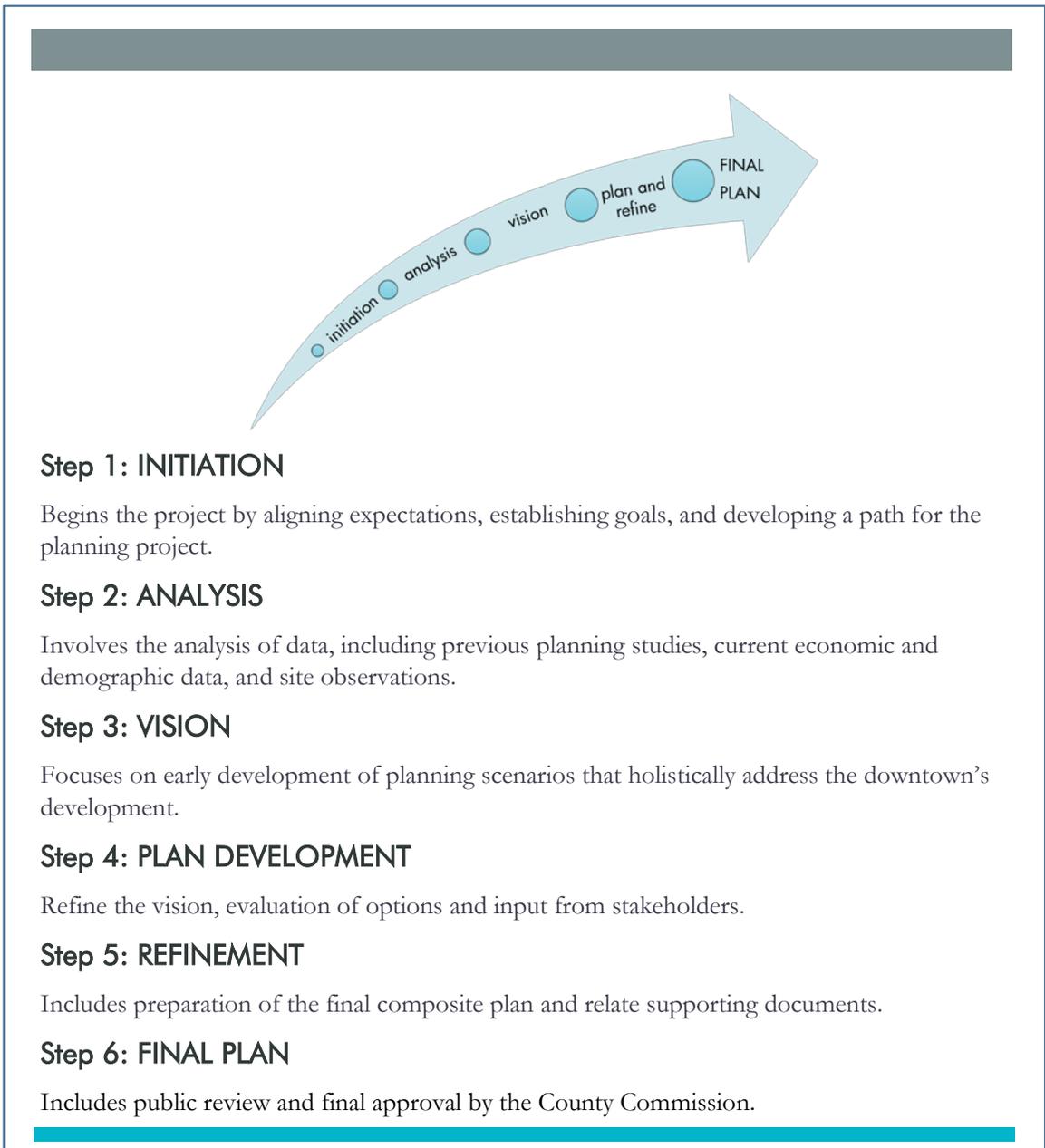
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PLAN PURPOSE

In June 2015, Anaconda-Deer Lodge County and Anaconda Local Development Corporation initiated a planning process with the local community to undertake the development of a Downtown Master Plan. Sanderson Stewart was engaged to help prepare the Downtown Master Plan and facilitate a public engagement process.

The primary purpose of the Master Plan is to articulate the long-term vision and set practical, achievable strategies for improving Downtown's appearance and economic vitality. The Downtown Master Plan also builds on past and current revitalization efforts undertaken by Anaconda Deer-Lodge County (ADLC) and Anaconda Local Development Corporation (ALDC).



Step 1: INITIATION

Begins the project by aligning expectations, establishing goals, and developing a path for the planning project.

Step 2: ANALYSIS

Involves the analysis of data, including previous planning studies, current economic and demographic data, and site observations.

Step 3: VISION

Focuses on early development of planning scenarios that holistically address the downtown's development.

Step 4: PLAN DEVELOPMENT

Refine the vision, evaluation of options and input from stakeholders.

Step 5: REFINEMENT

Includes preparation of the final composite plan and relate supporting documents.

Step 6: FINAL PLAN

Includes public review and final approval by the County Commission.

The Master Plan provides an opportunity to address the following:

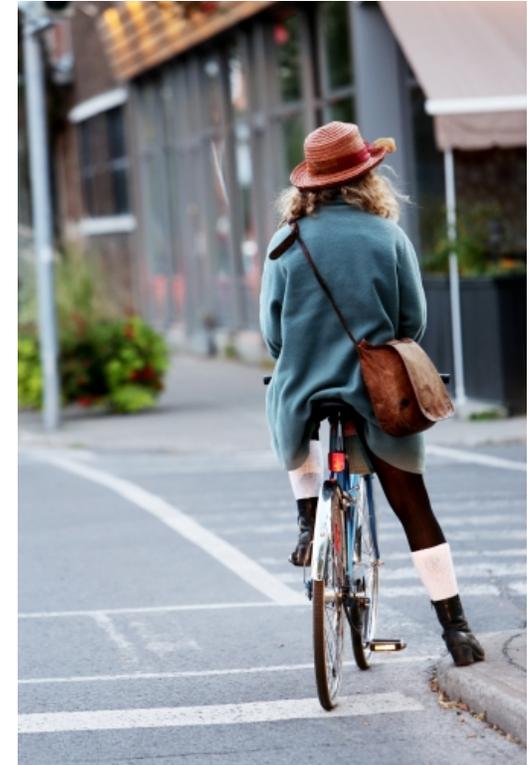
- Long-term planning for the economic vitality for Downtown Anaconda.
- Increasing the tax base through evaluation of the economic market overview and profile summary.



1: Residences along Commercial Avenue

- Preserving architectural integrity of the Anaconda's Commercial Area National Register Historic District.
- Improving Downtown's urban design and physical environment through streetscape improvements, landscape treatments and signage.
- Promoting healthy communities.
- Developing a strategy that prioritizes the reuse of existing buildings while diversifying uses to include an appropriate mix of commercial, residential and institutional uses.
- Supporting and growing the tourism economy.
- Promoting equitable, affordable housing.
- Assessing transportation and parking issues with a focus on improving pedestrian and bicyclist safety.

- Evaluating and recommending a framework for regulatory changes that promote appropriate land use, reuse of historic structures and addresses community decay.

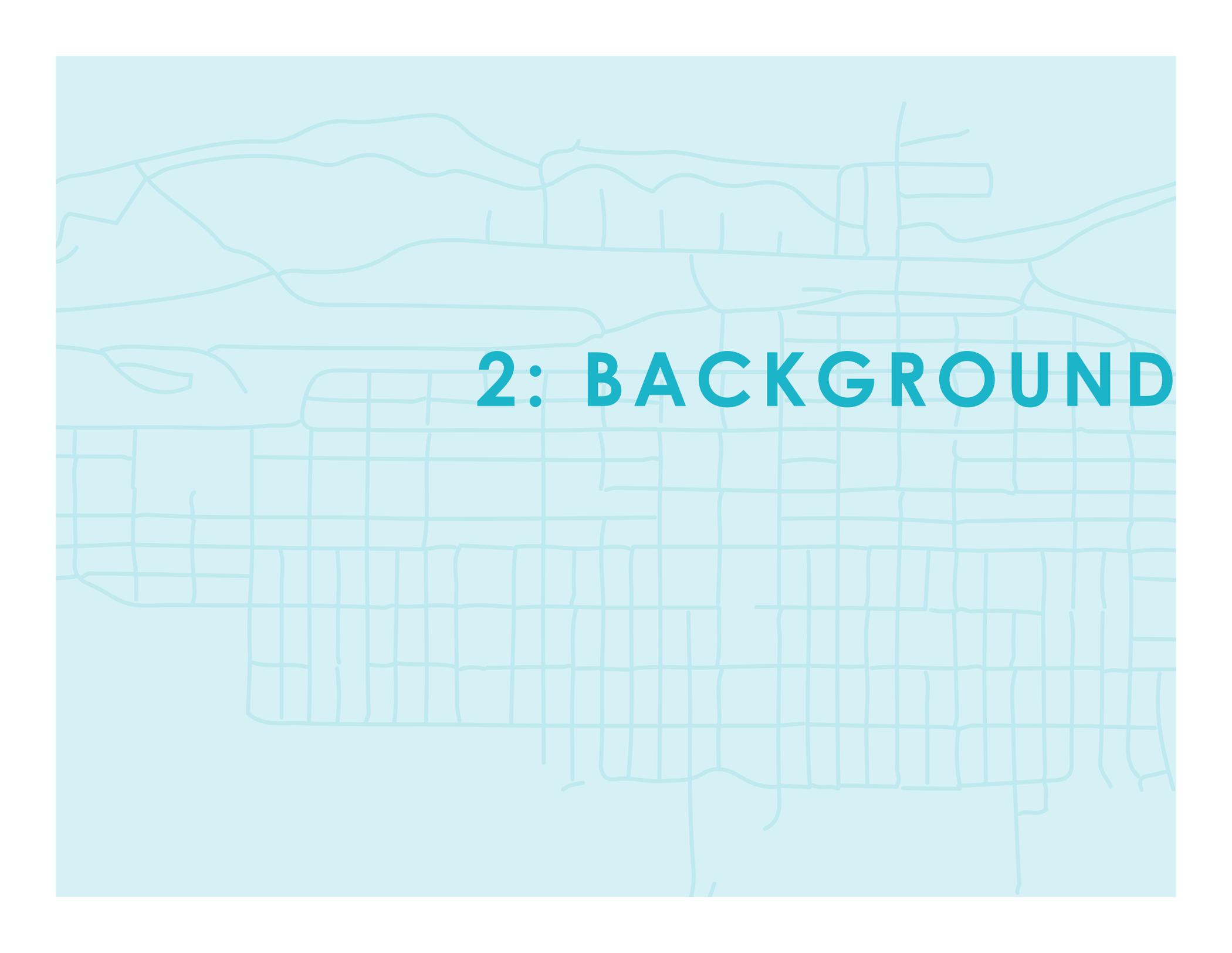


2: Improving pedestrian and bicycle safety creates greater travel options for residents

- Encouraging sustainability by exploring methods for promoting energy efficiency, sustainable design features in streetscape and other public spaces.
- Identifying funding strategies, including revenues within the Tax Increment Finance District created in 2014.
- Developing implementation strategies that prioritizes projects and actions, outlines roles and responsibilities between organizations and agencies and identifies other stakeholders that should participate.
- Creating a Master Plan that becomes a guidebook for policy for ADLC and the community for how Downtown Anaconda revitalizes and redevelops over time.



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The Case for Revitalization

Community revitalization is defined as a process that citizens undertake to energize a community and build economic value. It is a process to improve infrastructure, expand employment opportunities, and provide a healthy environment for its citizens.

Rural communities often struggle with population decline, loss of employment, failing infrastructure and deteriorating buildings. Community revitalization is the process to confront those issues and turn losses into opportunities.

When communities actively work to revitalize, the effects are felt throughout the community. A revitalized downtown provides benefits beyond the commercial area. According to a study completed by the Sonoran Institute in 2012 (“About Town”), downtowns provide greater value in tax revenues as compared to a strip mall development or big box retail store. When comparing development in terms of acres, downtown properties contribute five times the property tax revenue as single-use commercial establishments.

Additionally, studies conducted by the National Trust for Historic Preservation and state preservation agencies demonstrate that preservation of historic resources can create jobs, generate revenue and improve community quality.

Downtowns reflect a vast amount of public and private investment. When communities invest in the maintenance and upkeep of public improvements, it encourages and leverages private investment. In Colorado, communities that invest in downtown infrastructure saw four times the amount of private investment in those same downtowns (Colorado Main Street Program, 2014 Annual Report).

Lessons Learned

In building a plan for revitalizing Anaconda’s downtown, it is helpful to evaluate programs from other communities. The University of North Carolina’s Rural Economic Development Center studied 50 small towns throughout the United States. Their evaluation of these towns highlighted in the publication, *Small Towns, Big Ideas: Case Studies in Small Town Community Economic Development*, demonstrate that the process

and methods communities use to achieve revitalization goals vary, but successful outcomes rely on seven basis principles:

- 1. Community development is economic development.** Development of community resources including leadership training, youth entrepreneurship and support of community through philanthropy enhances typical economic development projects.
- 2. Activities should be future oriented, embrace change and accept risk.** Communities that prepare for the next opportunity, or create it themselves, see greater results than communities waiting for opportunities to come to them.
- 3. Broadly held local vision guides strategies.** Local organizations are vital to holding regular conversations regarding revitalization and creating a vision for a community’s future.

4. **Innovation in government, institutions and partnerships enhance community capacity.** Small towns often lack resources to fully address community issues. Creating partnerships and alliances to address issues allows for greater success.

5. **Short-term success should be identified and celebrated in order to build support for long-term activities.** However small, celebrating success builds support and enthusiasm for future activities.

6. **Define assets and opportunities broadly. Rural communities tend to have limited resources.** Providing a broader framework will allow exploration of greater opportunity.

7. **There is no silver bullet.** No single strategy worked for every community. Successful redevelopment is always multifaceted and occurs over time.

Case Studies

The following examples highlight the process and tactics that define community revitalization.



3: *Bozeman parking lot current condition*

The City of Bozeman, Montana is undergoing parking lot improvements in downtown. By improving the public spaces, cities enhance the visitor experience.



4: *Envisioned Bozeman parking lot design*

Montana Avenue, Billings, MT

Established as a railroad hub in 1882, Montana Avenue area of Billings hosted the Northern Pacific Railroad Depot, multiple hotels and was the center of early activity in Billings. Decline in the neighborhood began in the 1950s with expansion to newer neighborhoods and reduction in railroad prominence. Passenger rail service ended in 1979. By this time, Montana Avenue had few open businesses. With abandoned buildings, an empty depot filled with pigeons and graffiti, Montana Avenue was left for transients and criminals.

Montana Avenue began to see revitalization efforts in 1994 when a group of concerned residents formed a group to rehabilitate the Depot complex. The renovated Depot opened as in 2001.

While local business owners worked to remove abandoned vehicles and install street lights, the City of Billings adopted a long-range downtown master plan.

The City of Billings and the property owners along Montana Avenue split the costs for streetscape improvements, including lights, widened sidewalks, brick crosswalks, street trees and planters. The project was completed in the late 1990s and

is considered the shifting point in Montana Avenue's revitalization.

Local entrepreneurs bought and sold properties along Montana Avenue to help encourage revitalization. Business and property owners supported a local business improvement district tax to pay for ongoing efforts for landscape maintenance, security and trash collection.

Today, Montana Avenue is viewed as a successful revitalization project, serving as Billings' entertainment district.



5: Montana Avenue before improvements

Montana Avenue revitalization highlights:

- City and property owner partnerships
- Capital investment
- On-going funding through a business improvement district
- Property owner recruitment of new businesses



6: Montana Avenue after street and sidewalk improvements

Lewistown, Montana

The City of Lewistown, an Affiliate community of the Montana Main Street program, continues to adapt its downtown to new uses. Through historic preservation, Lewistown has restored old buildings and developed new uses in downtown.

Lewistown was founded about the same time as Anaconda. By the 1930's, it had become the commercial center for a large region in Central Montana. Its population has remained stable for the last 50 years at about 6,000. Most downtown buildings were constructed prior to 1935 and remain intact.

The growth policy includes elements that encourage infill development and adapting old buildings, many in its six historic districts, to new uses. Lewistown also encourages upper story housing above existing commercial uses. There is a trail system that connects the downtown to the larger landscape. The city is also exploring creating an “Arts and Entertainment District” downtown, and completed a downtown master plan. The Montana Preservation Alliance (MPA) has acquired the Broadway Apartments in Lewistown, a building that had been on MPA's Endangered List since 2001. With a



7: Downtown Lewistown

favorable feasibility study by High Plains Architects in hand, MPA will make the Broadway a demonstration project for building rehabilitation and put it back into use. The plan is to partner with private investors to take advantage of Historic Preservation tax credits, and possibly low income housing tax credits.

For a small Montana town, it has been actively restoring and rehabilitating historic buildings. The following are a few examples of repurposing existing structures, mostly in its historic districts.

The Calvert Hotel was originally a girls' high school dormitory, remaining from the early homesteading days. Students in faraway ranches would live in the dorms during the school term. In the 1980s, the Calvert was much like its dorm-day appearances: some modern upgrades but it was a rustic, and inexpensive, stay. New owners carried out a complete restoration and upgrade between 2007 and 2009. The Calvert Hotel and Onyx Bar & Grill is a transformation that fits the theme of a public building serving the community well, through adaptive reuse and historic preservation, in the 21st century.



8: Calvert Hotel

The same can be said for the historic school just up the street from the Calvert and its conversion into the Esplanade condominiums. Here again, a public building still serves the community but in a different way than before.

According to Duane Ferdinand, Planning Director for the City of Lewistown, the Judith Theater is an example of what can be done with other historic renovations in the downtown area. “The Judith Theatre has brought new life to a deteriorated structure, increased local revenues and helped to ensure the long-term preservation of an irreplaceable cultural resource. It is unlikely that this would have occurred without the historic tax credit incentive.”



10: Judith Theatre

Sources: PreserveMontana.org

High Plains Architects

Duane Ferdinand, Planning Director, City of Lewistown



9: Esplanade Condominiums

PLAN FRAMEWORK

The purpose of this plan is to identify the strengths, obstacles and opportunities to build a program to economically restructure the Downtown. In order to do so, there are several influences in the creation of this Plan.

In 2015, Anaconda was accepted as an affiliate member in the Montana Main Street Program. As one of 25 members in the state, Downtown Anaconda can benefit from the focus of the Main Street program on economic restructuring and historic preservation through design, organization and promotion.

The Downtown Master Plan also seeks to build on past and current revitalization efforts undertaken by the Anaconda community. Review of previous planning and design studies provides opportunity to evaluate prior recommendations for relevance and further exploration.

Public input within the planning process has been used to identify issues and guide the recommendations. Plan elements provide specific actions that are to be undertaken as a holistic approach to economic development.

These actions are divided into categories of Economic Revitalization, Historic Resources, Identify and Design, Transportation, Tax Increment Financing, Organization and Promotion.

The final section of Implementation summarizes the actions for easy reference.

MAIN STREET APPROACH

The Plan incorporates the National Trust for Historic Preservation's Main Street Four-Point Approach® program. Used by over 2,000 communities nationwide, the Four-Point Approach focuses on economic restructuring, design, organization and promotion to build a framework for communities to renew their historic downtowns.

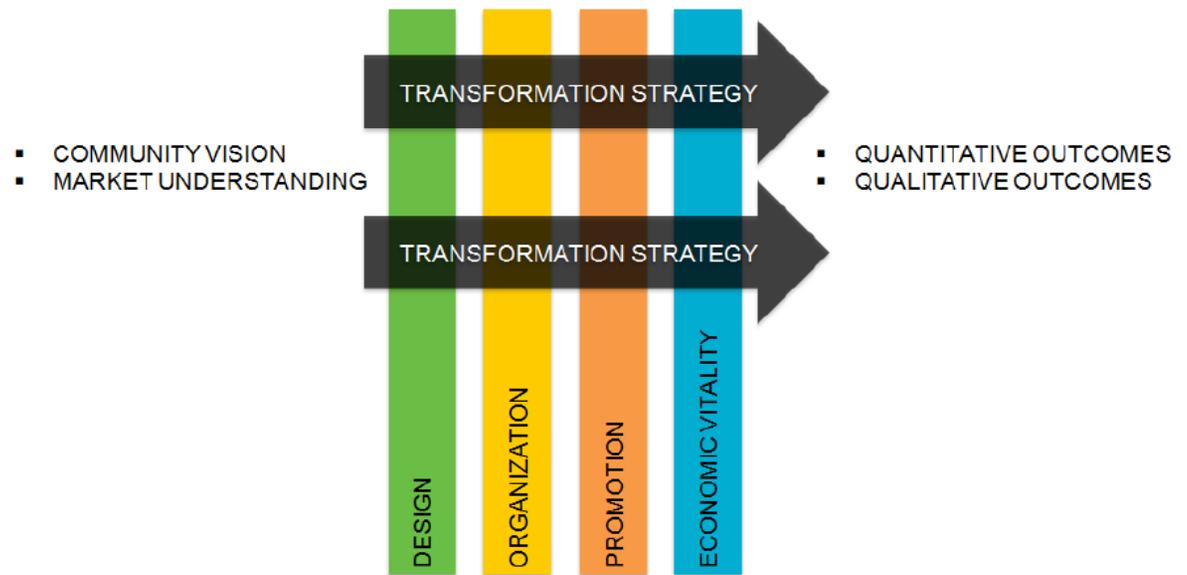


Figure 1: Main Street Approach. Source: The Trust for Historic Preservation

For over 35 years, the National Main Street Center (Center) has assisted over 2,000 historic downtowns to in creating investment and vitality in towns across the country. The strategies developed by the Center focuses on assets of a community to build a program for economic opportunity.

Annual research conducted by the Center demonstrates the success of the Main Street Approach. From 1980 through 2014, for all designated Main Street communities, research shows the following:

Total investment:	\$61.7 billion
Building rehabilitated:	251,838
Net gain in jobs:	528,557
Net gain in businesses:	120,510

The Montana Main Street Program supports local communities in efforts to improve downtowns. Using the Four-Point Approach, Montana Main Street is dedicated to improving downtown economies and historic districts, through implementation of five goals:

1. Preserve and promote Montana historic and cultural resources
2. Promote long-term planning for revitalization success

3. Organize efforts and coordinate conversations between and within communities
4. Support economic, community, and tourism development to facilitate a comprehensive sense of place
5. Enable small business owners to succeed by creating vibrant and healthy downtown district

Montana Main Street has resources and technical assistance available to aid member communities in achieving goals of the program. More information can be found at www.comdev.mt.gov.

PREVIOUS PLANNING STUDIES

There have been more resource and site analysis completed for Anaconda than probably for any other like-size community in Montana. These documents are great resources and provide opportunity to review and synthesize key elements that relate to the Downtown Master Plan.

Much of the previous work has related to evaluating conditions and identifying issues to be addressed. Rather than simply reiterating previous work efforts, it is the intent of the Downtown Master Plan to evaluate previous studies, identify key

elements and build a comprehensive plan that focuses on implementation to address needs and complete actions identified.

The following documents have been evaluated as part of this planning process.

Anaconda Downtown Urban Renewal Plan, Anaconda-Deer Lodge Board of Commissioners, 2014

In 2014, the County Commission adopted the Urban Renewal Plan to guide public policy regarding the revitalization and redevelopment of the Anaconda Downtown Urban Renewal District. The Districts incorporates the same boundary as this Downtown Plan.

There are five goals of the Urban Renewal Plan:

1. Beautify Downtown Anaconda
2. Improve Transportation Systems
3. Improve Infrastructure in the Urban Renewal Area
4. Promote Historic Preservation in Downtown Anaconda
5. Support Economic Development Activities

The Plan outlines strategies for planning, programming and capital expenditures for achieving the stated goals. It is the intent that the Downtown Master Plan would

complement and further promote the goals of the Urban Renewal Plan.

A Vision for Downtown Anaconda, New Mobility West, PPS, Sonoran Institute, 2014

ADLC was selected as a Building Active Communities Initiative award recipient, which resulted in a three day workshop and development of the Vision for Downtown Anaconda. Two main physical challenges were identified:

- 1) Fast moving, non-stopping traffic along MT Highway 1 via two, one-way avenues which negatively impacts tourism and commercial business, and
- 2) A lack of inviting and truly walkable/bikeable areas, as well as their connectivity between our residential, commercial and recreational zones contributes to a vehicle-oriented culture and sedentary lifestyle.

Additionally, this study found that most participants agreed that ‘street concerns boiled down to a feeling of a lifeless downtown with no imageability.’

During the public workshops for the project, many citizens pointed out the real danger of the high speed, one-way traffic of

the busy arterials, Commercial and Park Avenues. To reduce the risk of potential pedestrian and vehicular conflict, bulbouts, pedestrian refuges, reconfiguring to two-

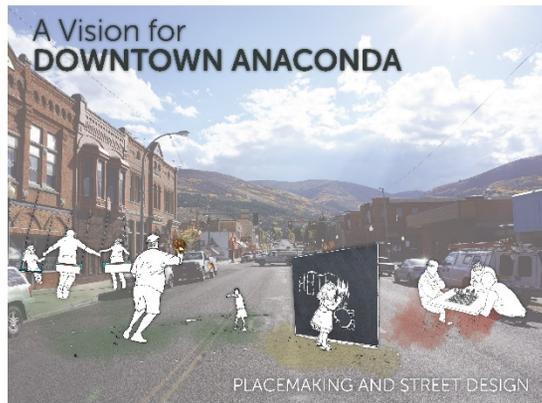


Figure 2: Cover Page from *A Vision for Downtown Anaconda*

way traffic, bike lanes, and larger sidewalks were proposed and depicted in four alternatives identified in the plan.

The plan also identified suggestions for temporary cost-efficient solutions including the use of painted stripes, planters, landscaping boulders, or flexible delineators to serve as traffic calming neckdowns or bulbouts at intersections.

Residents also expressed concerns about the lack of a “brand” or image to the community.



11: Commercial Avenue, near Cherry Street

The Anaconda Deer-Lodge County Trails Master Plan, WWC, 2010

This comprehensive trail plan for the county identified potential trails within the city. The plan proposes a comprehensive trails project to connect the towns of

Fairmont, Opportunity, and Anaconda in order to position the County as a recreation destination for bikes, ATVs, equestrians, and pedestrians. Within the city, the plan proposes 7 new routes to connect with existing trails systems to provide safe transportation alternatives to residents and

visitors to Anaconda. Important to Downtown are the links along Cedar Street and Main Street that bridge the North and South halves of the city and directing people to the heart of downtown Anaconda.

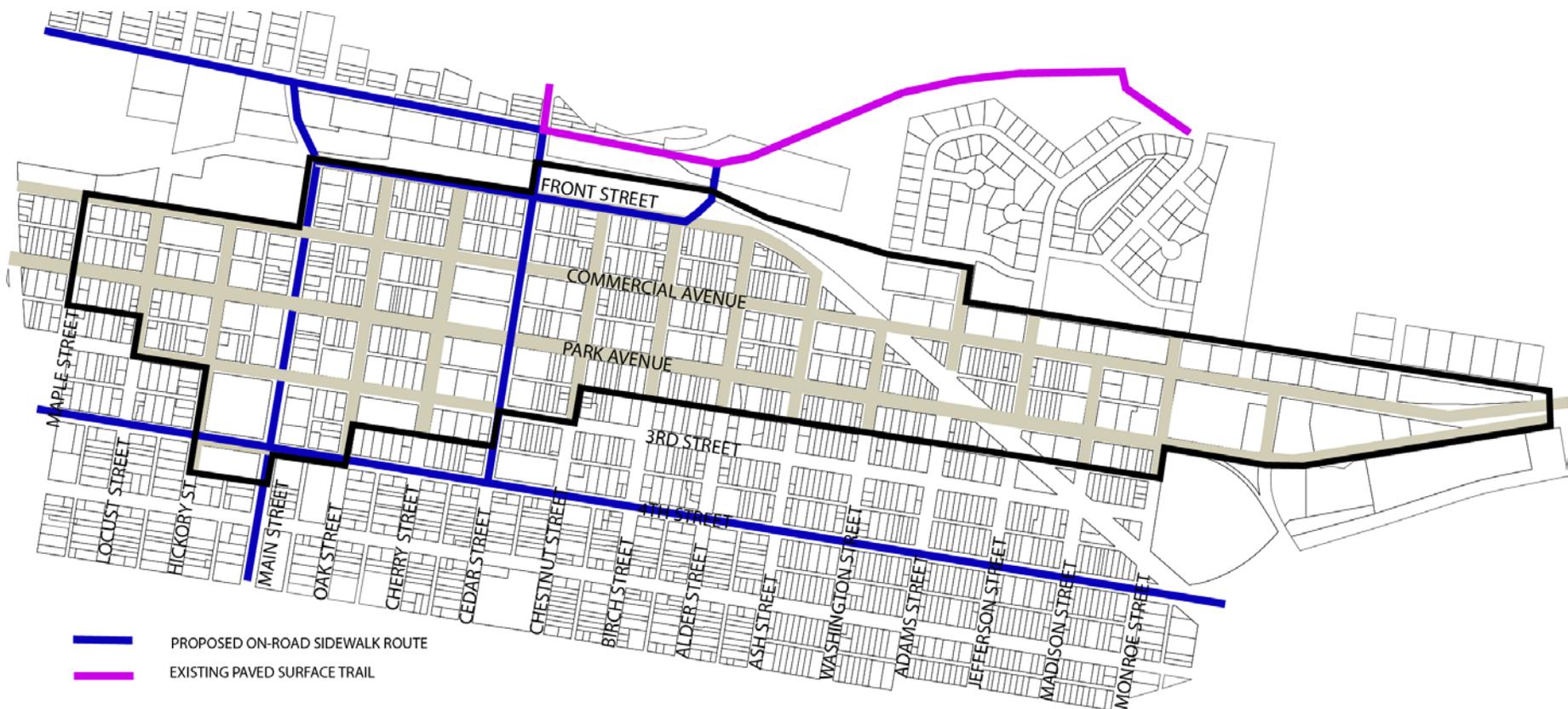


Figure 3: Trail Connections recommended in the Trail Master Plan

Building Montana's Copperway: An Action Plan for Heritage Tourism in the Butte-Anaconda Heritage Corridor, Heritage Strategies, LLC, 2012

This plan was developed to capitalize on the rich history shared by the communities of Butte and Anaconda by developing a set of actions that creates a regional tourism destination. As defined in the plan, the Copperway represents physical resources and cultural traditions that collectively define the area. These include the mines of Butte, the smelters of Anaconda and the

communities of immigrants who built these places of national significance.

The plan identifies actions to enhance the heritage tourism and encourage private investment within the area. Specific to Anaconda, recommendations include creation of a network of self-guided interpretive trails organized by theme for exploration by car, bike and foot. The trails would reinforce the Old Works Historical Trail and the Walking Tour of Historic Anaconda. Additional tours focusing of theme, such as smelting the ore, ethnic

diversity and the lives of people who built Anaconda. The plan also recommended preparation of a detailed interpretive plan to map and provide a high-quality experience that includes historic places, exhibits, and public art, reinforced by the Montana's Copperway identity. The plan additionally recommended Anaconda focus on historic preservation and economic development through activities such as a Main Street program.



Figure 4: Interpretive Framework from the Butte-Anaconda Heritage Plan

Anaconda Revitalization Project, MSU Community Design Center, 2004

This project was completed more than 10 years ago, but contains documentation and analysis that can be considered generally current. It also contains some architectural and infill design proposals that needs to be revisited. An architectural theme, uniting the historic downtown was viewed as

important and could be implemented through small architectural improvements to buildings. Detailing such as brickwork and signage can help provide consistent design themes.

The streetscape recommendations included simple changes that can make a variable impact when implemented throughout the entire downtown. Some of these included

adding public art, trees, benches, and flowers – ultimately adding details to the entire downtown to create smaller, human-scale to improve pedestrian experiences. Other solutions included activating dead corners of lots by directing pedestrian flow toward empty spaces or using color schemes that reflect the historic context of the city.



Figure 5: Image from Anaconda Revitalization Project, 2004, Montana State University

Characteristics

Creating a sense of architectural theme of a French style, incorporating historic and modern materials.

Smith Building :

- show more of a connection for the upstairs entrance
- take off large green awning and replace with roll out awning
- add lead glass with wood trim above main sign
- replace stone with brick on the lower part of the facade.
- replace signage, smaller signs and large sign

Bank :

- shorten columns on either side of door.
- add concrete block pattern on either side
- add brick to lower part of facade
- soldier brick course to replace stone footings
- French Style doors



ANACONDA REVITALIZATION PROJECT

*Anaconda – Vision our Future,
Governor’s Getting Things Done /MSU
Visioning Grant, 1995*

In 1995, the MSU School of Architecture students and the community of Anaconda undertook a community visioning process to identify cultural, social and economic attributes valued from the past, document existing conditions, and describes a desired future. Six goals were identified through this process.

1. Enhance the visual character of Anaconda’s entry corridors and the central business district.
2. Make possible the development of housing for low and middle income individuals and families within the city.
3. Preserve the historic character of Anaconda.
4. Increase the density of retail and commercial activity within the central business district.
5. Enhance Anaconda’s linkage to the numerous recreational opportunities available in the area.
6. Develop new facilities for public service.

Many of the recommendation in the Vision are still appropriate today and applicable to the Downtown area. However, narrowing the focus of the recommendations to the

Downtown and increasing the detail of the action items would improve likelihood of implementation and action.

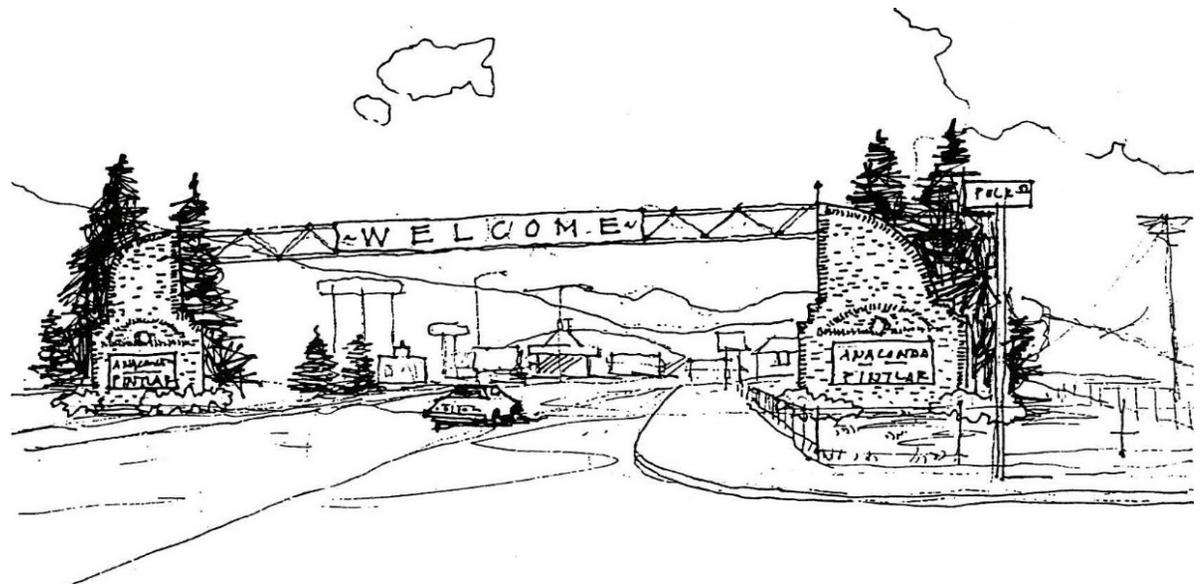


Figure 6: Page from *Vision our Future* of potential entry feature for Anaconda

PUBLIC INPUT

Additionally, comments and suggestions from the stakeholder group and the greater community focused on improving the appearance of Downtown, preserving historic buildings, identifying new businesses, and developing ways for

businesses to work together to promote Anaconda. Details of public input are described in subsequent chapters.

PLAN ORGANIZATION

This Downtown Plan is organized into following five chapters: Observations and Analysis, Market Assessment, Guiding Principles, The Downtown Plan, and Implementation.

Principles, the Downtown Plan, and Implementation. Within the Plan and Implementation chapters, specific strategies and actions that should be undertaken to achieve the Plan are identified.

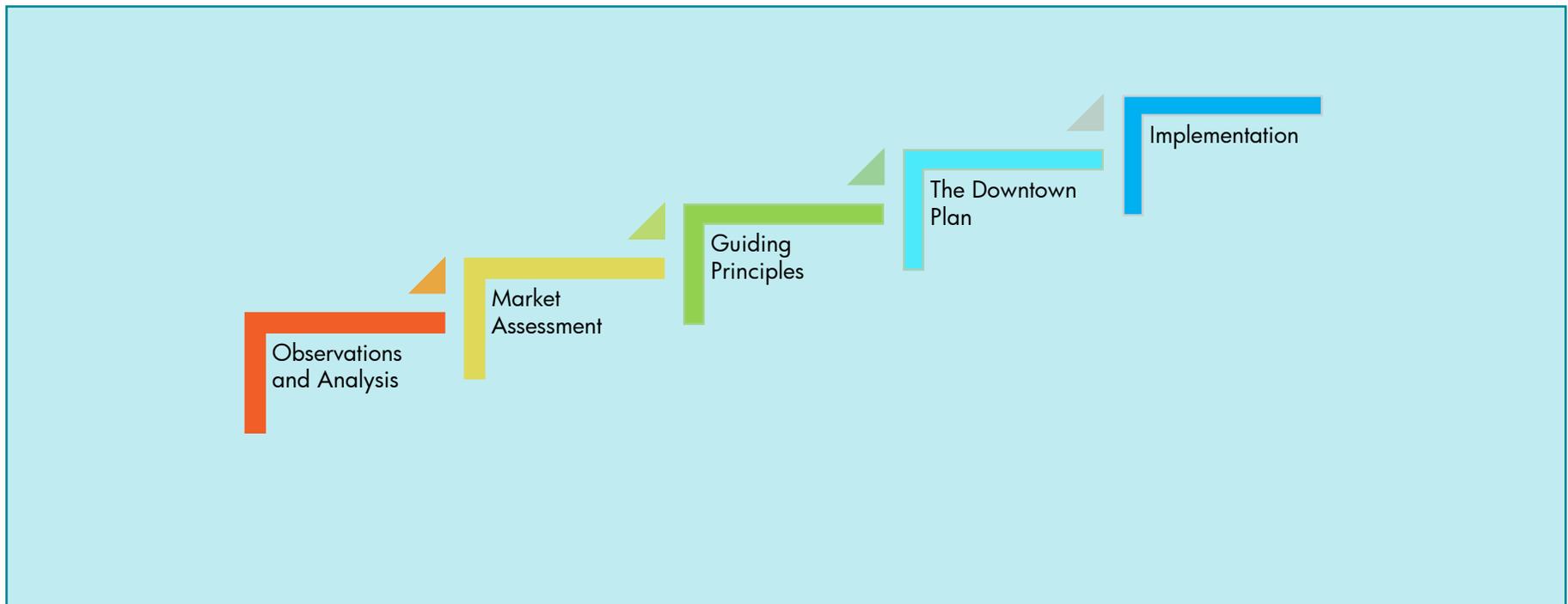


Figure 7: Plan Elements

PROJECT AREA

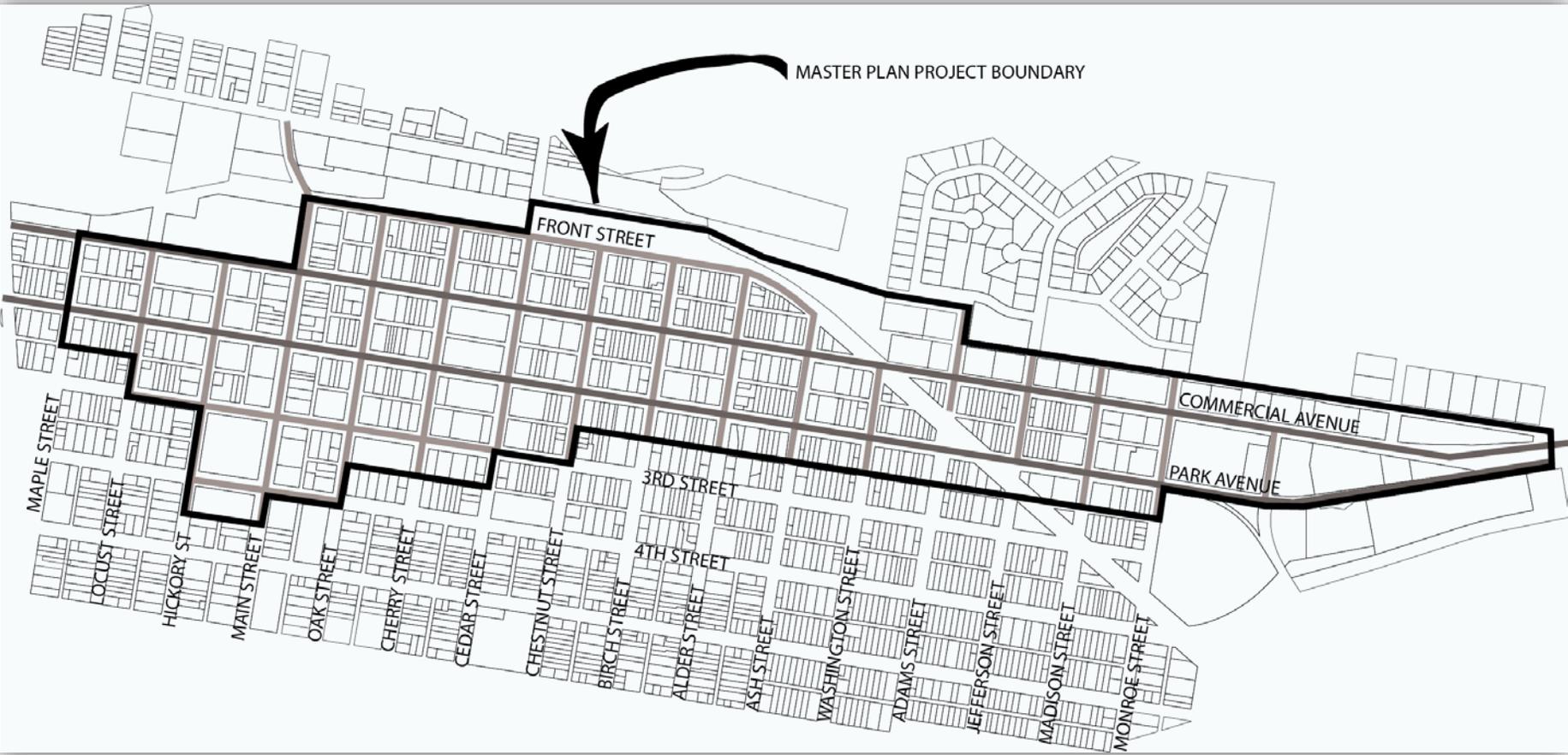


Figure 8: Master Plan Project Boundary



3: OBSERVATIONS & ANALYSIS

3: OBSERVATIONS AND ANALYSIS

Anaconda is a city of around 6,500 residents located in southwest Montana. Anaconda was founded to support the smelter for the copper ore from nearby Butte. For nearly 100 years, the smelter defined the city. With its closing 1980, Anaconda was left without a primary industry, and without an identity. What remains is a city with historic character and a willingness to redefine itself.

Downtown Anaconda has always been the heart of the community. The Washoe Theater, Montana Hotel, the US Post Office, the Methodist Church, Hearst Free Library and numerous other buildings remain and are part of the Butte-Anaconda Historic District. Beyond the historic buildings, Downtown hosts a number of local businesses and community services.

The following pages describe the observations and analysis of the Downtown’s strengths, weaknesses, opportunities, and threats in order to generate a baseline understanding necessary to develop the Downtown Master Plan. There are eight sections of analysis, including, 1. Land Use; 2. Historic Resources; 3. Business Development;

4. Housing; 5. Identity and Design; 6. Circulation and Parking; 7. Tourism; and 8. Organization.

Land Use

Within the Downtown Master Plan, there is a mix of historic mixed use commercial buildings, single family residences and new commercial buildings laid in a traditional gridded network of streets and alleys. Montana Highway 1 runs through the city, split into the one-way streets of Commercial Avenue and Park Avenue.

STRENGTHS

The small compact square blocks that make up Downtown provide good connection, easy access with street frontage for businesses within the Downtown. The layout makes walking convenient, and helps to minimize the appearance of Highway 1 as long straight streets through the city.

Within the Downtown Plan area, there are three distinct districts: historic downtown, residential Goosetown; and east end auto oriented commercial. There are opportunities to make each district unique with well-defined edges.



12: Commercial Avenue and Main Street Intersection



13: Park Avenue looking west. Street view image from Google

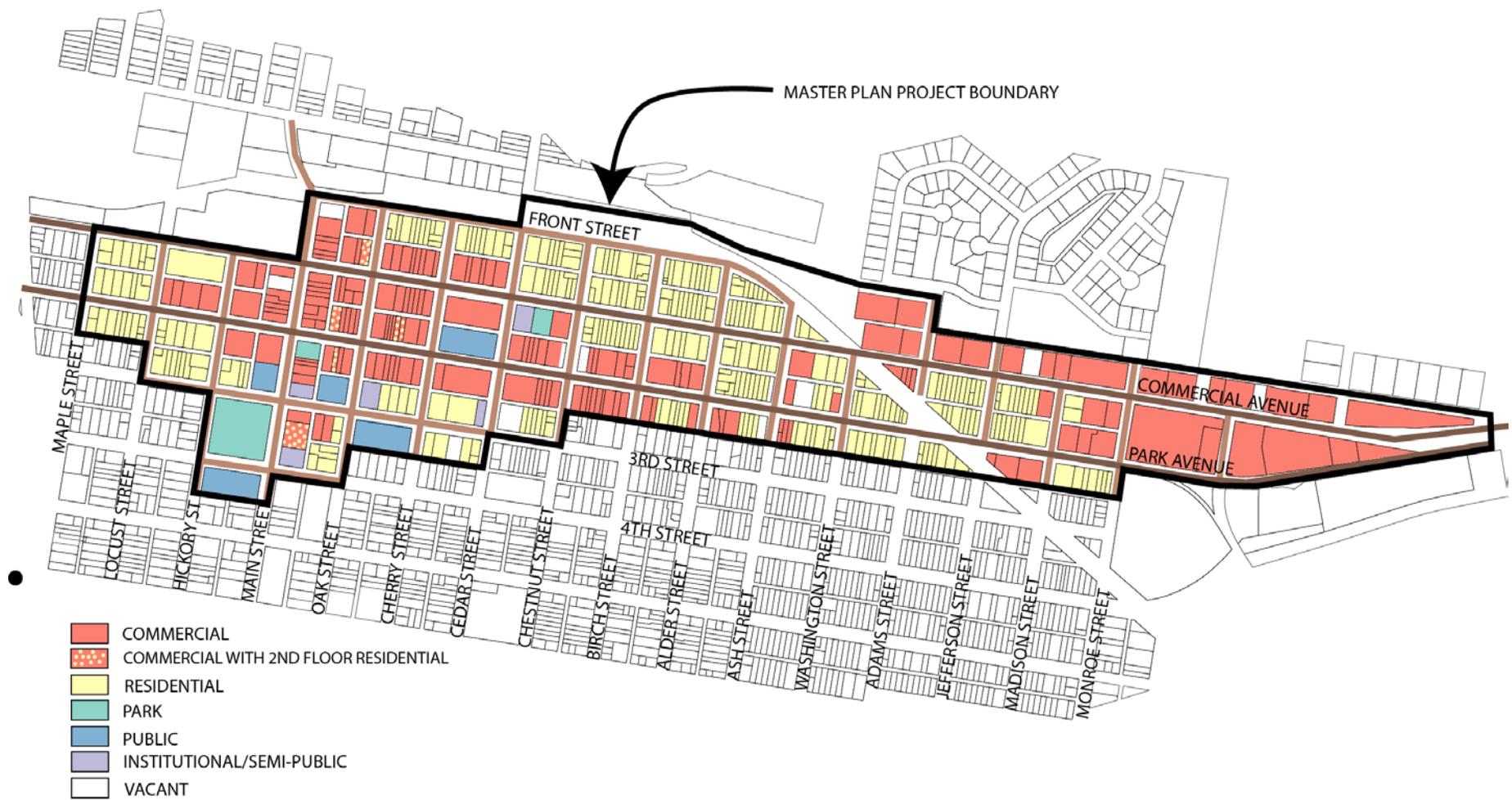


Figure 9: Land Uses within the Plan Area

WEAKNESSES

Like many Montana communities, Downtown is adjacent to the railroad. The Butte, Anaconda and Pacific Railway operates the 26 mile line running between Anaconda and Butte, as well as a 20-bay locomotive roundhouse located just west of Downtown. The rail line cuts diagonally on the east end of the city, creating limited access to properties adjacent to the railroad, as well as limiting connections to either side of the tracks.



14: Commercial Avenue near Madison Street

The east end, between N. Polk Street and Jefferson Way is composed of mostly large parcels of land, containing larger buildings and generous amounts of surface parking. One of the two grocery stores in Anaconda is located here in the east end. As the

entrance to the city, there is little here that speaks to the rich history of Anaconda.

Many of the historic downtown buildings are underused. Second floor apartments, once housing many residents, are now vacant and in disrepair. One level structures, and vacant lots also add to underused areas of Downtown.

THREATS

Development of commercial areas on the edge of a city often competes with downtown businesses. In order to remain competitive with new development, Downtown will need to be attractive to developers. This will require an active role by the County in directing some of this redevelopment activity.

The future of Anaconda may also be threatened by the perception that Downtown is no longer a viable place for business and that the community cannot regenerate. Without a strong commitment to Downtown, the perception may overtake the community in its efforts to revitalize.

OPPORTUNITIES

Anaconda has the foundation of a strong downtown core – historic buildings, organized network of streets and alleys, and existing small businesses. There are many opportunities to increase land use intensity in the Plan area which would increase opportunities for local products and retailers, and provide opportunities to increase the supply of housing in the Downtown. Opportunities include rehabilitating vacant buildings, infill construction on underused and vacant lots and second floor additions to accommodate additional housing.



15: Park Avenue businesses

The routing of Montana Highway 1 through Anaconda creates an opportunity for Downtown to provide visitors with shopping opportunities before they head to Georgetown Lake or nearby mountains.

ADLC has the opportunity to encourage renovation and redevelopment of existing spaces to accommodate additional retail development. The County also has the opportunity to increase the supply of quality housing by encouraging renovation of buildings with existing apartments and building of new second stories over one level buildings. Downtown has the opportunity to be the focal point for residents and visitors alike.

Historic Resources

Butte-Anaconda Historic District, as amended and updated, is a National Historic Landmark (NHL), which is a more significant designation than standard National Register of Historic Places designations. There are fewer than 2,600 National Historic Landmarks in the United States. In Montana there are 26 National Historic Landmarks, including three Districts: Bannack, Butte-Anaconda, and Virginia City.

The most significant structure in the entire District is the Anaconda Copper Mining Company (ACM) Smelter Smokestack, the smelter community's most visible and iconic industrial symbol. Numerous buildings significant buildings include Tuttle Manufacturing and Supply Company,



16: Early Anaconda

(AAFCO), Anaconda's Carpenter's Union Hall, Anaconda Pay Office and Anaconda Band Hall. The historic Butte, Anaconda and Pacific Railway ties Butte and

Anaconda together in the national historic landmark.

Heritage tourism is a significant part of Montana's tourism industries. Capitalizing on the Butte-Anaconda NHL can help capture the tourists visiting Butte to also visit Anaconda for a complete appreciation of the Butte-Anaconda NHL.

STRENGTHS

The Downtown Master Plan area has whole or portions of the three historic districts in Anaconda: Commercial, Goosetown and West Side. There are 17 buildings individually listed in the National Register of Historic Places and 190 buildings within the Plan area are contributing resources to one of those district.

According to the National Trust for Historic Preservation, local historic districts are beneficial to communities in many ways. A few of those benefits include:

- Historic designations encourage people to buy and rehabilitate properties because they know their investment is protected over time.
- Properties in historic districts appreciate at a greater rate than the overall market.

This can lead to greater economic regeneration for the entire community.

- Quality of design is generally greater within a district.
- Historic districts improve the economy through tourism.
- Historic buildings were often designed to take advantage of natural heating and cooling and renovations can take advantage of that energy efficiency.

Owners of National Register listed properties may be able to obtain Federal historic preservation funding to help offset the costs of renovation.

Anaconda has a 1993 historic preservation plan and Montana’s Copperway, the Butte-Anaconda Regional Historic Preservation Plan – Update Project, 2012. This is a roadmap for Anaconda’s heritage preservation, and contains action plans for heritage tourism and preservation.

WEAKNESSES

There are several of Anaconda’s historic resources, such as the Montana Hotel, that have fallen into disrepair. Restoring such a landmark can be very expensive, with the cost of renovations reaching into the millions of dollars. While not

insurmountable, costs can delay renovations.

It was not uncommon for building improvements during the mid to late 1900s included covering historic frontages with modern materials. These remodels, while at the time may have seemed modern, are now mostly viewed as inappropriate and detracting from the historic character of downtown.

There are also incompatible structures and vacant and/or underused historic buildings. These can detract from the overall historic character of downtown.

THREATS

While it is composed of three distinct historic districts – Downtown, Goosetown and the West Side - there is little public signage or documentation about the importance that the districts have in the community. A lack of public awareness can make revitalization efforts difficult or misunderstood.

Neither the 1993 preservation plan nor the other studies and proposals dating back to 1995, has resulted in an effective cultural resource based design, development and implementation structure.

OPPORTUNITIES

Anaconda’s great historic resources are an opportunity for the community. The current efforts to raise money for the renovation of the Montana Hotel is indicative of the opportunities that exist within the community.



17: Friendship Park

Heritage tourism in America and in Montana is a large piece of the tourism industry. Capitalizing on the Butte-

Anaconda NHL should link tourists who visit to experience the history of Butte to also visit Anaconda.

Increasing signage, both along the interstate with the installation of historic district signs, as well as individual buildings signs, can provide awareness to the importance of the local historic resources.

Providing assistance with historic preservation tax credits are also an opportunity to be explored for individual projects. As part of the BANHL, all listed or contributing structures are eligible for historic preservation tax credits.

The Copperway as an historic trail system would be another way to engage travelers to Anaconda, as well as a means to educate locals about the role Anaconda played in our nation’s history. At the peak of production, Anaconda produced half of the country’s copper, making the raw and refined material that electrified America.

Business Development

As population declined and shopping preferences shifted to large-scale stores and online options, the role of Downtown as a retail hub has diminished. In some regard,

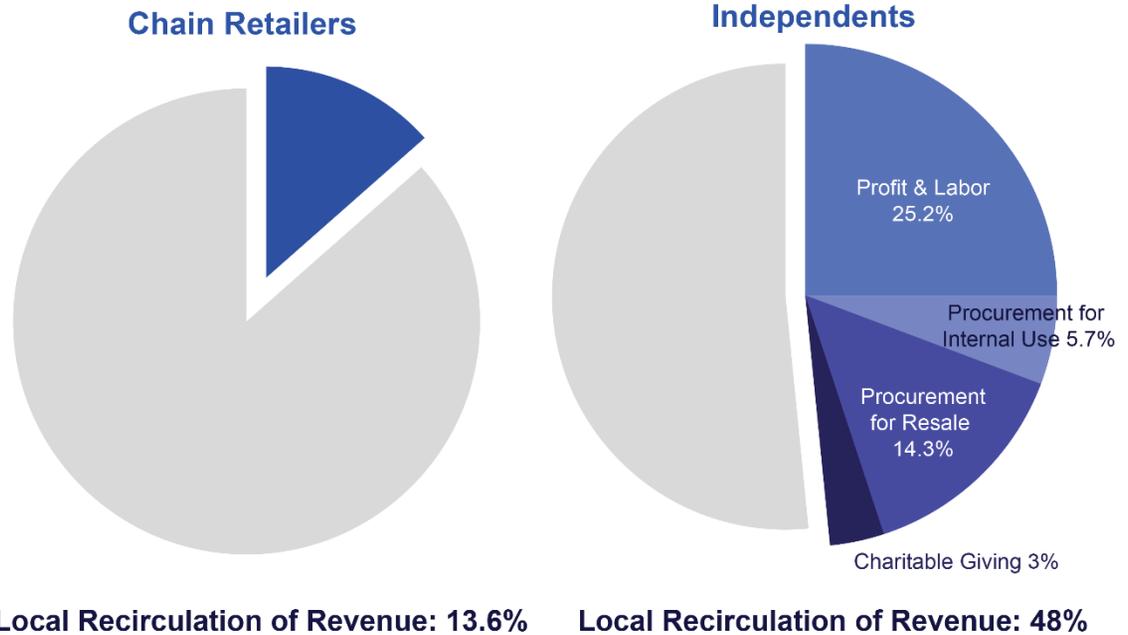
this has allowed smaller stores to develop and flourish, filling gaps in needed areas.

STRENGTHS

The variety of Downtown stores provide a mix typically found in small town downtowns. Coffee shops, gift shops, banks, restaurants, as well as pharmacies

and office supply stores. As a result of the recent work of the ALDC, eight new pop-up shops were supported in Downtown, with all currently in business. Local stores generate wealth within the community. Based on research from the American Independent Business Alliance, local

Local Economic Return of Indies v. Chains



*Compiled results from nine studies by Civic Economics, 2012: www.civiceconomics.com
 Graph by American Independent Business Alliance: AMIBA.net

Figure 10: Local business impacts

independent stores recirculate 48% of their revenue within the community. The recirculation supports other businesses and the community as a whole.

WEAKNESSES

The closing of the smelter and loss of associated jobs has weakened the economy and job prospects for many. The loss of population since 1970 has reduced the size of the market, by as much as 50 percent. The shift in shopper preference to larger stores available in Butte, and online shopping has made it more difficult for smaller stores in Downtown to survive. Basic goods are difficult, if not impossible to find in Downtown.

Within the region, Anaconda is viewed a place to drive through on their way to Georgetown Lake, Philipsburg and other areas, and not a destination itself.

In interviews conducted by the Chamber of Commerce, some Downtown business owners noted a lack of quality workers in Anaconda. This real or perceived quality gap could limit business development.

THREATS

Small local retailers often have difficulty competing with pricing a large national chain stores. Budget-minded residents will often choose the option that meets their budgets, regardless of awareness of local shopping options.

Small businesses often have difficulty providing the variety and diversity of goods that today's consumers are looking for. With the availability of almost unlimited internet shopping resources, capturing all retail sales potential within Downtown seems unreasonable.

OPPORTUNITIES

One of Anaconda's largest opportunities is the possibility of capturing retail sales spent outside of the community. Identifying retail gaps and opportunities to fill them can enhance Anaconda's retail market. This gap is further articulated in the next chapter.

Capturing retail sales within the community can bring economic development beyond the business community. Spending by local retailers on such things as wages, charitable gifts and purchasing from other local suppliers, builds economic activity for the entire community.



18: Montana Avenue, Billings, Montana. Sidewalk and street improvements encouraged private investment

Housing

A vibrant and healthy downtown attracts people to live, work and play. Housing plays a key role, since attracting more people to live downtown establishes a base of support for businesses to thrive.

STRENGTHS



19: Housing along Commercial Avenue

Historically, Downtown Anaconda had second floor housing in much of the commercial buildings. These upper level units were small, perhaps boarding rooms, filling a niche for small households. While many of these units remain, they are often in disrepair and not occupied. Restoring residential uses to these Downtown

buildings will help create success for the entire community.

Additionally, there are a number of single family residences within the Plan area. Originally developed as housing for workers at the smelter, Goosetown has older, smaller homes, averaging 18 units per block. Comparatively, West side neighborhoods typically average 12 units per block. The additional density in Goosetown has allowed for more housing units per acre, with typically lower costs.

The Montana Department of Commerce, Housing Coordinating Team issued a White Paper in June, 2012 documenting housing

in Montana. Information was collected on a county-level basis. The White Paper analyzed housing affordability based on median and average wages and median home values and fair market rents. For Deer Lodge County, housing for most is considered affordable.

Using the generally accepted definition of affordable rent or mortgage is that housing costs do not exceed 30% of income, the median family income of \$35,310 could afford a home costing \$148,162.

Homeownership appears to be affordable for most residents of Anaconda.

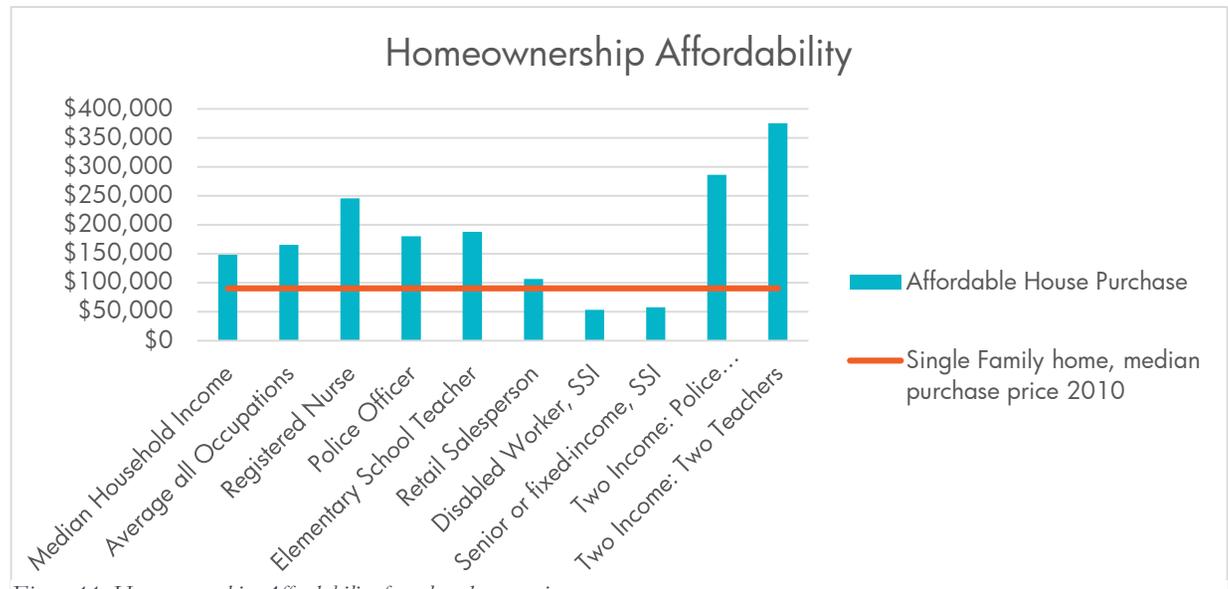


Figure 11: Homeownership Affordability for selected occupations

Based on the analysis of the most recent data available, rental housing is also available for most Anaconda residents. Based on spending 30-percent of income on housing, the median household could afford a monthly rent of \$883. Average rents, as stated in the White Paper, are \$475 for a one-bedroom unit and \$603 for a two-bedroom unit.

WEAKNESSES

The Anaconda-Deer Lodge County Growth Policy, adopted in 2010, analyzed housing for the County and made a number of observations. The housing stock is generally older, with close to 70% built prior to 1959. Not all older housing is concerning. Many of the fine homes in Anaconda built in the 1920s and 1930s have been renovated.

A concern with older homes is deferred maintenance issues, lack of modern features that today’s homebuyers are looking for and energy inefficiencies.

To understand the condition of housing in Montana, a Housing Condition Study was performed in 2005, and has not since been replicated. Appraisers evaluated the entire housing stock in Montana and rated houses according to the following classifications:



Figure 12: Anaconda-Deer Lodge County Rental Affordability

- *Unsound* – not suitable for habitation
- *Very Poor* – near unsound yet still habitable
- *Poor* – signs of structural damage
- *Fair* – structural sound, but greater than normal deterioration
- *Average* – shows average wear and tear
- *Good* – shows above ordinary maintenance
- *Excellent* – shows outstanding standard of maintenance.

In 2005, 462 housing units in Deer Lodge County were characterized as Unsound, Very Poor or Poor. 1,523 were characterized as Fair, and 2,447 were considered Average, Good and Excellent.

The 2012 Housing Conditions White Paper looked at housing conditions, but in much less detail, focusing only on units in poor condition. This report indicated a total of 539 units in Poor condition. The report describes “Poor “Condition” as likely to be unusable in the future unless improvements are made.

The comparison from 2005 to 2010 suggests that more housing units in the County have deteriorated to a poor condition.



20: *Deteriorated housing condition*

THREATS

Redevelopment and renovation of housing can be costly and time consuming, reducing incentives to develop housing within the Downtown. Redevelopment of an existing building can be complicated. Unknown issues of original building construction, weather damage or other items are hard to identify prior to reconstruction. These

issues cause costs increases, making projects risky to start.

The market for Downtown housing is undocumented. While many residents expressed interest in the need, it is unclear if there are people willing to live in second floor housing spaces.

OPPORTUNITIES

According to an informal survey of downtown business owners, the lack of quality housing, particularly rental housing affects the ability to hire and retain employees. Rehabilitating units into quality housing for professional can be a key revitalization effort.

Population projections from the Montana Census and Economic Information Center released in 2013 show population increase in Deer Lodge County beginning in 2016 and continuing through the projection period (2060). This suggests that housing will be needed for the additional population.



21: *Second floor housing opportunities*

Identity and Design

Previous planning efforts have focused on the defining an identity and design for a revitalized Anaconda. Creating a common vision will unify the Downtown and focus the activities to those that promote the vision.

STRENGTHS

Anaconda's rich history, still evident in the architecture of the historic buildings, contribute to a strong sense of place. In a discussion with local high school students, they stated how proud they are that Anaconda does not look like anywhere else. It has character and unique charm. It has a 585 foot tall smokestack, letting travelers on the interstate know that something happened here. Something different.

Downtown Anaconda possesses many attributes that contribute to a strong identify of place. The blocks of Main Street, between Park Avenue and the Courthouse has many brick buildings providing a unique historical charm. Anaconda is part of a Butte Anaconda Historic District, one of 28 designated landmark sites within Montana. This designation, in addition to the three individual districts within Anaconda, helps preserve architectural character and ensures

appropriate infill construction. Additionally, Downtown Anaconda is located within the Anaconda Commercial Historic District.

East of the Central Business District is the residential area of Goosetown. One of the three historic districts within the Plan area, Goosetown is a residential area with generally small houses and narrow setbacks between buildings. To the south and west of the central business district, the West Side Historic District includes residential properties, as well as the Anaconda-Deer Lodge County Courthouse and the now vacant Anaconda Junior High School.

In addition to the strong architectural traits, all the areas exhibit desirable physical traits that contemporary urban planning often attempts to replicate. Compact, gridded street networks help ensure that the neighborhoods are navigable and walkable, with many residences within a five-minute walk of services, parks, churches and the high school. This mixed-use environment is an asset to Anaconda's quality of life.

WEAKNESSES

Even with active businesses operating within a building, a deteriorated storefront or adjacent vacant building can give the impression of a struggling downtown.

As buildings sit vacant, identify of place crumbles. It will take a concerted effort of the entire community to move forward with an identity that is reflective of a modern Anaconda.



22: Main Street and Park Avenue Intersection

The Anaconda School District has several properties in and adjacent to the Plan area. A decline in student population has resulting in the closing of one school, the junior high building. Facing decisions regarding long term operating costs and future enrollment projects, decisions on the future use of the school facilities can have direct impacts on the Downtown.

THREATS

The vision of Anaconda as a unique place is being threatened by new development that is indistinguishable from other

communities. The historic architecture prevalent in Downtown can be costly and difficult to replicate. New construction can be difficult to blend with historic buildings, creating inconsistent character.

The strengthening of Downtown Anaconda is threatened by the perception that Downtown is not worth saving, as new development on the outskirts of town is more desirable. In survey responses, some residents indicated that there are more pressing matters, so that time and money should not be spent on design and identity downtown.

OPPORTUNITIES

Anaconda's weaknesses in identity and design often pair with its strengths; identifying these combinations helps the Downtown Master Plan address the weaknesses by building upon its inherent qualities.

Retail in Downtown Anaconda has seen success in recent years. New businesses have started and there are few vacant storefronts along Park Avenue. Downtown could build off this success to expand the shopping area beyond the few blocks of Park Avenue.

The iconic Montana Hotel, built by Marcus Daly in 1888, has been the target of a fundraising effort to renovate the building. While many obstacles remain before such a renovation can come to fruition, many volunteers and donations have come from the community. Such an outpouring for an old structure can be used to leverage more passion for renovation.

Opportunities exist beyond historic and economic renovation. Anaconda has the opportunity to enhance Downtown by improving pedestrian access. The enhancement between streets and buildings by planting street trees and improving pedestrian comfort and safety will help to strengthen community identity.

Previous planning studies, as well as responses to the community survey, identify that improving the overall street character on parts of Commercial Avenue and Park Avenue would strengthen the community.

Transportation and Parking

Montana Highway 1 running east-west on Commercial and Park Avenues, create the primary thoroughfare through Downtown Anaconda. As a state highway, Montana Department of Transportation manages the

right-of-way, including pavement maintenance, signal control, signage and other improvements. As noted in previous studies, because of their generous right-of-way widths and one-way traffic flow, Commercial and Park Avenues define much of the ambiance of Downtown as a pass through area, and not a destination. Yet, much of physical aspects of the Downtown transportation network support future development of Downtown.

STRENGTHS

Downtown Anaconda is composed of a good street network. This network provides a well-ordered manner to access Downtown. The MDT traffic counts for 2014 show that most traffic is concentrated on Commercial and Park Avenue, with approximately 5,400 Average Daily Volume in each direction. Main Street sees approximately less than half the traffic with approximately 2,440 trips per day and Cedar Street follows with approximately 1,400 trips per day.

Commercial and Park Avenues were resurfaced in 2015 by MDT as part of their maintenance program. This also included replacing ADA accessible ramps at intersections. ADA accessible ramps greatly improve pedestrian access for all citizens,

but particularly for disabled and elderly citizens.

Square blocks, generally about 300 feet in length, provide good connectivity. It is generally thought that a grid of square blocks provide optimal design for pedestrians.

Sidewalks are generally available throughout Downtown, with a landscape boulevard separating streets from sidewalks in the residential section of Commercial Avenue, as well as along 3rd Avenue. Boulevard sidewalks are generally considered to be more pleasant for pedestrians by allowing for street trees, a buffer from moving vehicles, and an area for snow storage.

On-street parking is available throughout Downtown, providing good parking opportunities.

WEAKNESSES

As noted in earlier studies, the one-way traffic flow of Commercial and Park Avenues is negatively viewed by many residents in the community. Although posted with a 25 MPH limit, concerns about traffic speed and difficulty for pedestrians to cross were most frequently cited.

During a recent resurfacing of Commercial and Park Avenues, bike lanes were marked

for a short distances. In the remaining section, “sharrows”, a mark to signify sharing the lane with vehicles and bicycles, were added. Many community members have expressed disappointment that bike lanes for the entire length of Commercial and Park Avenues were excluded from the final street markings.

THREATS

With the main routes through the Downtown controlled and maintained by MDT, it would be easy to do nothing. Compared to many places, the transportation system in Anaconda is functioning well and complacency may be willing to allow that to continue. However, there are many opportunities to address the



23: Commercial Avenue with sharrows, indicating that bikes share the right lane.

future needs of the community through transportation improvements. These include providing improved access for an aging community and providing healthy transportation choices for the youth.

OPPORTUNITIES

MDT schedules resurfacing of Highway 1 every 7-10 years. The community has opportunity to work with MDT on the design of the next resurfacing, particularly if the community is willing to invest and participate in the development of a transportation plan. Such a plan would comprehensively evaluate transportation needs, existing conditions and community preferences for future improvements. Development of such a plan is an excellent opportunity for Anaconda to participate in future transportation decisions.

Tourism

Tourism is a large industry in Montana. Counties surrounding Glacier and Yellowstone National Parks see the largest percentage of tourists, however other areas can also benefit. Non-resident spending in 2014 exceeded \$3.9 billion in the state. Anaconda, with its proximity to outdoor

recreation, could benefit from tourism spending.

STRENGTHS

Located on the Pintler Scenic Route, Anaconda is the gateway to Georgetown Lake, Anaconda-Pintler Wilderness Area and Discovery Basin Ski Area. Locally, the Old Works Golf Course, Copper Village and the Anaconda Smoke Stake State Park attract visitors to the area.

Discovery Ski Area had approximately 62,000 skier visits in 2014. Like other ski areas, mountain biking has been added to increase summer visits. Capturing just a



24: Nearby recreational opportunities can attract visitors to Anaconda

fraction of these visitors as they pass through would benefit the community.

Tourists seek out authentic communities and one needs to hardly look beyond Anaconda for find one. Unique history, quaint shops and friendly people, the community has many attributes that visitors are looking for.

WEAKNESSES

Despite the location, Anaconda's rough-around-the-edges look provides a difficult first impression. With visible vacant and boarded up buildings, trash and debris left behind, peeling paint and faded signs, Downtown Anaconda does not present a warm welcome mat.

Anaconda's location six miles from Interstate 90 limit the drive-by visitors. These are visitors that might stop for lunch or gas on their way somewhere. Given the proximity of these types of services in nearby Deer Lodge or Butte, it is unlikely anyone would take the six-mile detour to Anaconda.

Limited hotel accommodations within Downtown Anaconda will reduce the number of visitors. Accommodations that are available are older motel style (exterior

corridors, limited amenities) that are not typically the standard for today's tourist.

THREATS

Tourism is a hot topic. Thousands of places across the country are working to lure visitors to their communities. Revenue generated from tourism is relatively small compared to other industries. Tourism can be part of a comprehensive economic strategy. Chasing tourist dollars may leave other things incomplete. Awareness of a comprehensive approach to Downtown revitalization will be essential through the plan implementation process.

OPPORTUNITIES

Opportunities to expand tourism exist, but it should not be the primary focus of activity of the Plan. Services for visitors, including retail shops for outdoor recreation equipment, restaurants and places to stay can help increase tourist dollars spent in Downtown Anaconda.

Improving signage and directions to guide visitors to existing retail and services should be considered as part of this plan.

Renovating and removing some of the blight will give Anaconda a fresh look and

allow the opportunity for people to stop and look around.



25: Skiing at nearby Discovery Ski Area

Organization

Anaconda-Deer Lodge County, Anaconda Local Development Corporation, Anaconda Chamber of Commerce and other organizations are all involved in efforts to improve Downtown Anaconda. From regulations to events, evaluating the organizations and tools involved in Downtown Anaconda will help create a framework for success.

STRENGTHS

Building a successful community requires many resources. ADLC has regulations in place specific to Downtown Anaconda, including the Central Business Zone

District and the Main Street Overlay District. These zoning regulations allow the County, through the Development Permit System to review and ensure new construction and renovations are compatible with the existing development. Additionally, properties within the Anaconda Commercial Historic Preservation District must comply with additional preservation standards.

ALDC plays a significant role in economic development. From small business grants and technical assistance to community development through staff support of the Main Street Program and tax increment finance district, ALDC fills a needed role in the community. The Anaconda Chamber of Commerce is a collaboration of businesses and locals to better the downtown economically, socially, and physically. It is focused on cooperative advertising, promoting buying local, making Anaconda more attractive for workers, renewing the downtown, and attracting and retaining tourists. The Chamber is also instrumental in providing trainings for businesses, hosting business socials, and assisting with events hosted in the community.

WEAKNESSES

With so many different organizations involved in Downtown Anaconda, defining a leader for its redevelopment is difficult. *A Vision for Anaconda* noted that community residents identified a leadership vacuum for Downtown as an obstacle for future placemaking. While each organization is committed to the betterment of Anaconda, without a lead organization for redevelopment, activities may be at cross-purposes or unintentionally overlap.

THREATS

Finding new ways for existing organizations to work together can be difficult. Reduced staff levels and increasing responsibilities can make taking on new work difficult. These organizations will need to make financial commitments, through staff allocations and other resources, to the endeavor to revitalize Downtown Anaconda.

OPPORTUNITIES

Many communities do not have the organizations in place to complete the elements of a downtown plan. Anaconda has a strong organization in ADLC and ALDC. Using these organizations to help bolster to re-emerging Chamber of Commerce and the newly created TIF District and Main Street Program will leverage existing resources and provide Anaconda a strong basis for implementing this plan.



Figure 13: Downtown Plan Organizations

The background of the slide is a light orange color with a faint, hand-drawn grid pattern. The grid lines are thin and slightly irregular, giving it a sketchy, artistic feel. The text is centered horizontally and vertically on the slide.

4: MARKET ASSESSMENT

4: ECONOMIC AND MARKET ASSESSMENT

Population Trends

The Anaconda economy changed dramatically in 1980, with the loss of approximately 1,500 jobs at the smelter and millions of dollars in lost income. The closing of the smelter resulted in steady population loss for the County. As shown in Figure 14, population within Deer Lodge County declined between 1973 and 2000, dropping 42% within a 44-year period.

However, since 2000, population has been relatively stable, with approximately 9,500 residents in the County.

Looking forward, population projections prepared by the Montana Census and Economic Information Center show modest growth for the next 35 years, mirroring growth expected statewide. These projections are shown in Figure 15.

The growth in future population highlight opportunities for economic growth. As population increases, there is more opportunity for business development, demand for housing and new workers to expand employment.

Preparing for population growth will require an assessment of employment opportunities and availability of housing.

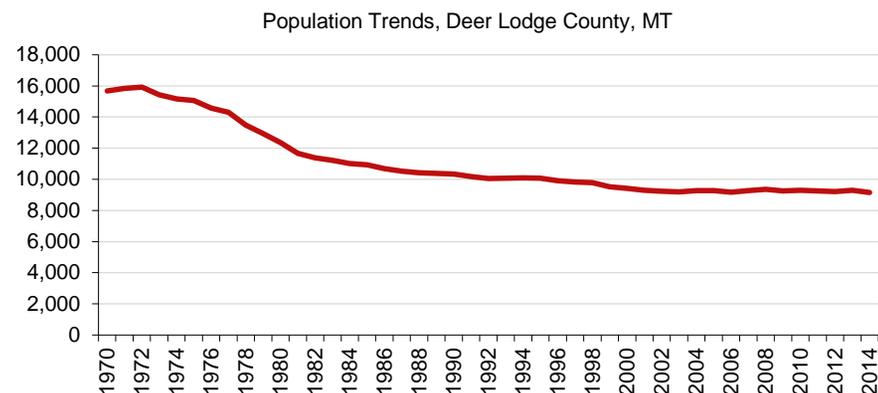


Figure 14: Historic Population: Deer Lodge County

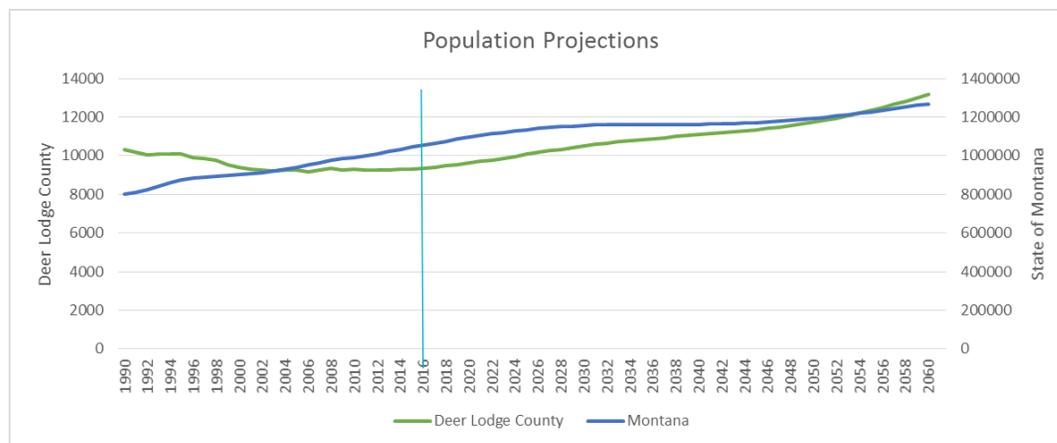


Figure 15: Population Projections 1990-2060

Employment Trends

Since 1990, as shown in Figure 16 and Table 1, total jobs within Deer Lodge County has been increasing. Jobs are typically classified into three primary categories: government, service, and non-service. In the three primary area of jobs classification, Figure 17 shows the shift from manufacturing to service industries.

Employment by Industry, 1970-2014					
	1970	1980	1990	2000	2014
Non-Services Related	2,406	849	356	566	522
Services Related	2,205	1,930	1,892	2,713	3,150
Government	1,647	1,338	1,227	1,017	994
Total Employment	6,259	4,117	3,475	4,300	4,533

Table 1: Total Jobs by Industry, Deer Lodge County

Employment Trends, Deer Lodge County, MT

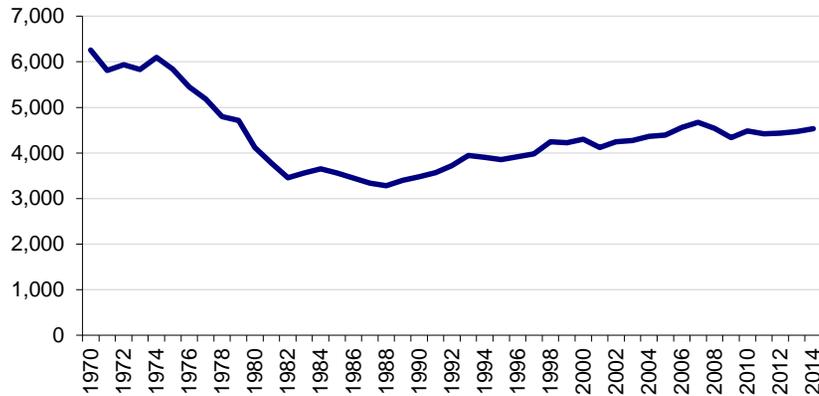


Figure 16: Employment Trends 1970 - 2014

Of these three categories, jobs in services have grown the greatest amount. Since 2000, the three industries sectors with the most new jobs were health care and social assistance (370 jobs), professional and technical services (84 jobs) and educational services (28 jobs).

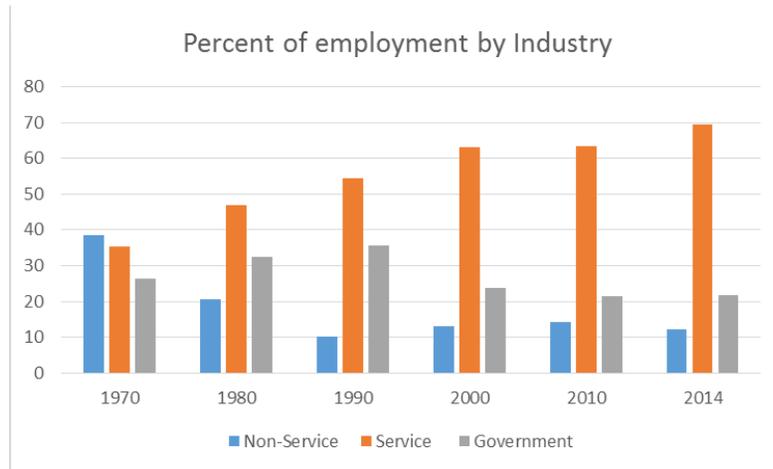


Figure 17: Percentage of Employment by Industry, Deer Lodge County

An interesting trend is the commuting patterns of residents and workers. Both in and out commuting are very important features of the Anaconda-Deer Lodge economy.

As shown in Table 2, 44% percent of the jobs in Anaconda-Deer Lodge County are filled by persons who also live in the County. Conversely, 56% of all jobs in Anaconda-Deer Lodge County are filled by residents of other counties.

Commuting Patterns of Workers

Place of Residence		
Deer Lodge	1,663	44%
Silver Bow	724	19%
Lewis & Clark	283	7%
Missoula	259	7%
Powell	218	6%
Other	670	18%
Total Jobs	3,817	100%

Table 3: Place of Residence of Workers

Commuting Patterns of Residents

Place of Employment		
Deer Lodge	1,663	54%
Silver Bow	456	15%
Lewis & Clark	138	4%
Missoula	160	5%
Powell	109	4%
Other	559	18%
Total Jobs	3,085	100%

Table 2: Commuting Patterns of Residents

Similarly, a large percentage of Anaconda-Deer Lodge County residents regularly commute for work to other communities. As shown in Table 3, 54% of workers stay within the County for work, while 46% travel to other counties for work. The largest sources of in-commuting were Butte-Silver Bow, Lewis and Clark and Missoula counties. For those local workers who worked elsewhere, the destination were Butte-Silver Bow, Lewis and Clark, Missoula and Powell counties.

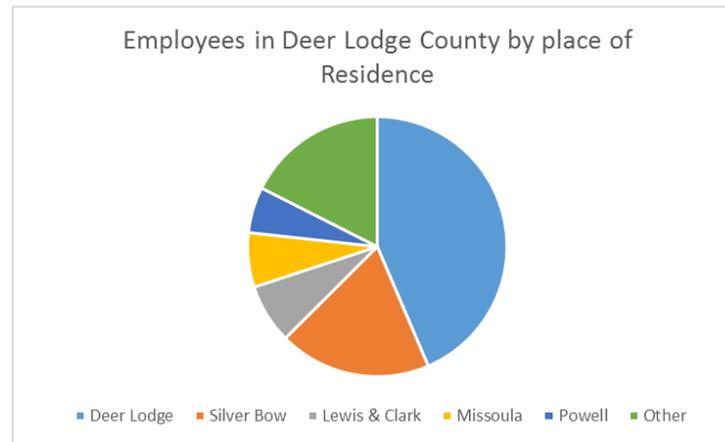


Figure 18: Employees by place of residence

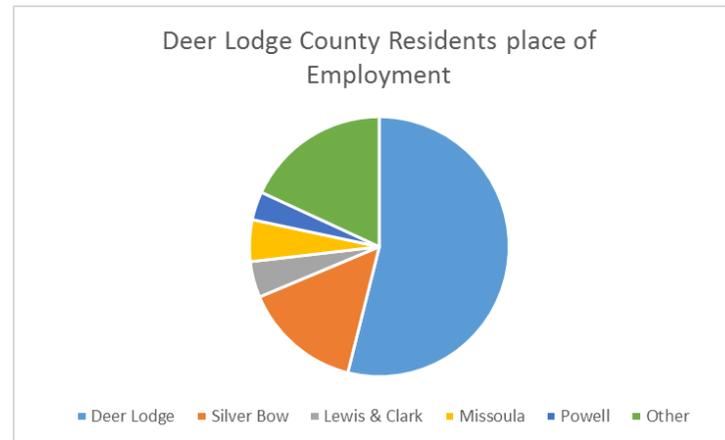


Figure 19: Location of employment of County residents

Housing Trends

Housing in Anaconda-Deer Lodge County is relatively older, smaller and occupied by long-term residents than is typical in Montana.

There are 5,123 housing units in the County, with almost 65 percent of the units built before 1960, making them more than 50 years old. At the other end of the spectrum, only seven percent of the housing units in Deer Lodge County are 15 years old or less (built since 2000)

Housing units in Anaconda-Deer Lodge County tend to be smaller with fewer bedrooms than statewide. Roughly 47 percent of the housing units in Deer Lodge County had two or less bedrooms, while the corresponding figure for Montana was 41 percent. Stated differently, only 53 percent of Deer Lodge’s housing units had three or more bedroom, much less than the state figure of 59 percent.

Householders in Deer Lodge County tend to be long-term residents. Almost half of all households have lived in the same house for 25 years or more. Even more surprising is that 11 percent of those in the County said they moved in 45 years ago (in 1969 or earlier). The corresponding statewide figure is only 3.8 percent, demonstrating the amount of stability of residence within the County.

Selected Housing Characteristics		
2009-2013		
Subject	Deer Lodge County	
	Estimate	Percent
HOUSING OCCUPANCY		
Total housing units	5,123	
Homeowner vacancy	1 (X)	
Rental vacancy rate	8.7 (X)	
YEAR BUILT		
Total housing units	5,123	100.00%
Built 2010 or later	46	0.90%
Built 2000 to 2009	310	6.10%
Built 1990 to 1999	404	7.90%
Built 1980 to 1989	217	4.20%
Built 1970 to 1979	589	11.50%
Built 1960 to 1969	258	5.00%
Built 1950 to 1959	684	13.40%
Built 1940 to 1949	569	11.10%
Built 1939 or earlier	2,046	39.90%
YEAR HOUSEHOLDER MOVED INTO UNIT		
Occupied housing units	3,855	100
Moved in 2010 or later	589	15.30%
Moved in 2000 to 2009	1,390	36.10%
Moved in 1990 to 1999	762	19.80%
Moved in 1980 to 1989	412	10.70%
Moved in 1970 to 1979	267	6.90%
Moved in 1969 or earlier	435	11.30%
Source: U.S. Census Bureau, American Community Survey.		

Retail Trade Analysis

To understand the role Anaconda plays in the area's economy, a basis retail trade analysis was completed using ESRI Business Analyst Online, which provides market data from a variety of sources, the US Census Bureau, and the University of Montana Bureau of Business and Economic Research. This analysis is useful in identifying three factors of the Anaconda retail trade:

Primary Trade Area

This represents the area where Downtown will draw the majority of its customers.

Retail Leakage

Retail leakage occurs when residents are spending more for goods than local businesses provide. These purchases occur outside of the trade area, indicating that there is unmet demand for retail goods and an opportunity for the local community to fill that demand.

Retail Surplus

A retail surplus indicates a market where customers are drawn in from outside of the retail trade area. Typically, these area represent services provided to travelers, or specialty retailers that provide unique goods.

Understanding the retail trade can be useful when evaluating the needs of the community and how Downtown can help provide for those needs.

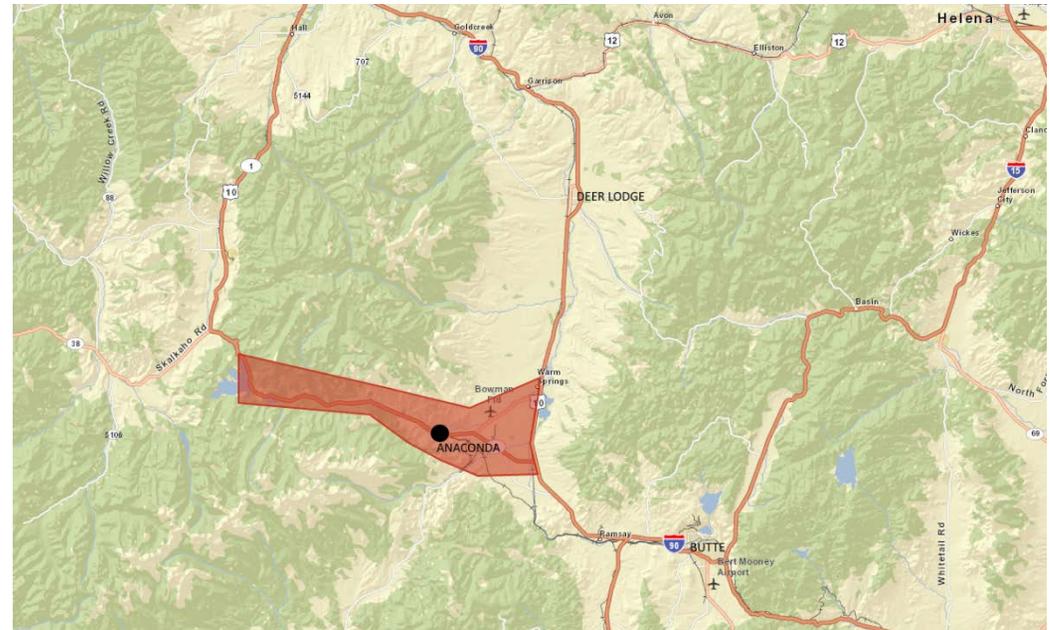


Figure 20: Retail Trade Area

Anaconda Primary Trade Area

Based on the location of Anaconda within the region, distance to competing markets and physical barriers, the primary trade area stretches from Interstate 90 to Georgetown Lake. This area may vary depending upon the type of business, but it generally applies to all trade in Anaconda, and is shown in Figure 20.

Retail Leakage and Surplus Analysis

The market analysis compares total sales (supply) with total consumer purchases (demand) for residents of the Anaconda Trade Area. As described earlier in the employment trends, there is a very large number of workers commuting in and out of the County. This trend of commuting workers has resulted in very low retail sales in Anaconda-Deer Lodge County.

The U.S. Bureau of the Census reports that total retail sales in 2012 were \$75.1 million in the County. However, based on statewide averages, County residents spent about \$118.7 million. This suggests that about \$43.6 million was spent elsewhere. Figure 21 shows the gap spending. Anaconda has the opportunity to add new businesses or expand existing businesses in order to capture some of this retail spending.

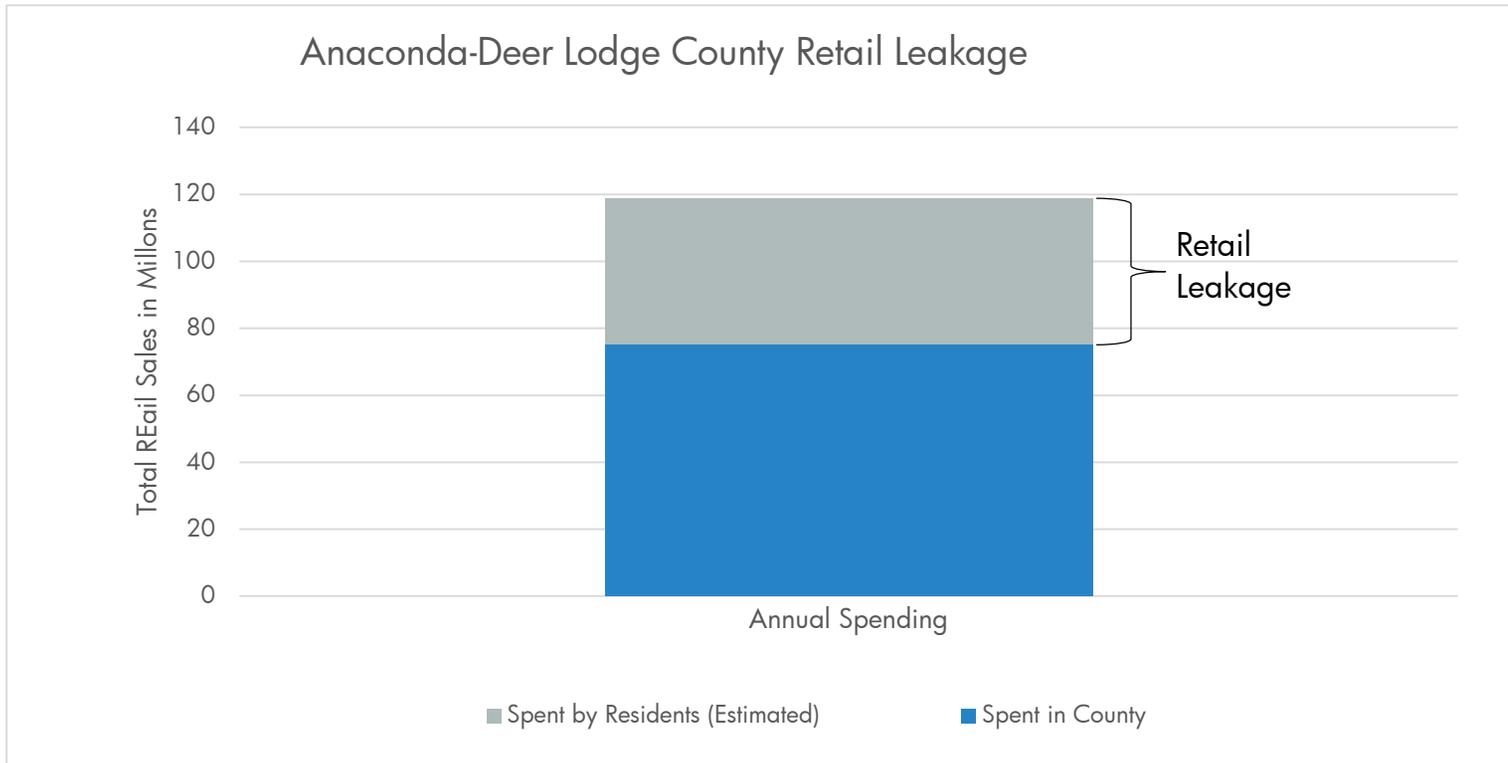


Figure 21: Retail Leakage within Anaconda-Deer Lodge County

A retail trade analysis can provide insight into what sectors of the economy have the potential to expand in downtown Anaconda. As can be seen in Figure 22, the Anaconda trade area has retail leakage in a number of categories. Two specific retail industries illustrate the magnitude of these lost sales: general merchandise stores and clothing stores. The State of Montana Office of Economic Development statistics suggest that residents of Anaconda-Deer Lodge County have demand for general merchandise of \$20 million, while the supply of retail is only \$1.1 million. This gap of \$19 million suggests a potential for market expansion. While a smaller market, the clothing store category also shows a potential market gap for potential new expansion.



Figure 22: Retail Leakage and Surplus

Opportunities

As mentioned previously, opportunities to expand retail trade show promise in the Anaconda market. As shown in the Retail Trade Analysis, there is retail gaps in many sectors of Anaconda. It is important to focus on the trends shown, and areas where potential for expansion exists. Overall there potential for retail expansion in general merchandising, home and building supply, clothing stores, electronics and appliances, and restaurants and drinking places.

The opportunity to increase retail spending in these and other areas will depend largely on the residents of Anaconda choosing to make purchases locally. The strategies in this Downtown Plan can be used to strengthen local markets, reinforce local buying habits, and create a downtown shopping area that attracts and invites residents to visit and find products to meet their needs.

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5: GUIDING PRINCIPLES

5: GUIDING PRINCIPLES

The Downtown Master Plan provides a vision and framework for the enhancement and revitalization of Downtown Anaconda. This Plan is based on local community stakeholder desires and preferences and on strategies that have potential to achieve specific revitalization goals. The strategies were developed by evaluating the previous planning studies and reviewing the observations and analysis from the previous chapter.

Public Involvement

Two public meetings were hosted in August and October 2015 in order to gather information on a variety of community topics. A series of meetings on specific topics was held at the August meeting, allowing focused conversations about specific areas of interests. Topics included:

- Economic development
- historic preservation
- housing and beautification
- transportation and healthy communities
- tax increment financing district

Summaries of those meetings can be found in Appendix B: Community Meetings and Survey Results.

The meeting in October focused on recommendations from the previous planning studies. Attendees were asked to agree or disagree with recommendations from previous plans and studies. Those results were evaluated and used to help

refine recommendations identified in the Plan.

In order to increase public participation in the evaluation of recommendations, an online survey was available throughout November 2015. Close to 70 people completed the survey and provided written comments.



26: Street trees and wider sidewalks can improve pedestrian activity

Vision Statement

A vision statement captures what community members most value about their community and their shared image of what they want to their community to become. It should be forward looking and describe a community that this Plan should achieve. Based on community input, three major themes for Downtown were identified. These themes then shaped the vision statement. The three primary elements concerning the Downtown include:

- Downtown remains an important focal point for Anaconda
- Increasing pedestrian access and safety is imperative for economic development
- Renovating historic buildings can be a catalyst for the community in their efforts to revitalize Downtown.

Anaconda is a place with unique historic charm and a thriving traditional commercial district. Filled with rehabilitated historic buildings supporting a mix of uses including retail, office and residential. Downtown Anaconda will capitalize on the proximity to nearby recreational amenities by goods and services for outdoor enthusiasts. Public spaces, including streetscapes and gateways, lighting and signage will be enhanced and updated. Businesses will serve the needs of

residents by filling gaps in the marketplace. Downtown's revitalization will be facilitated by a strong partnership between the County, ALDC, the Chamber of Commerce, Main Street, the TIF District and local property and business owners.

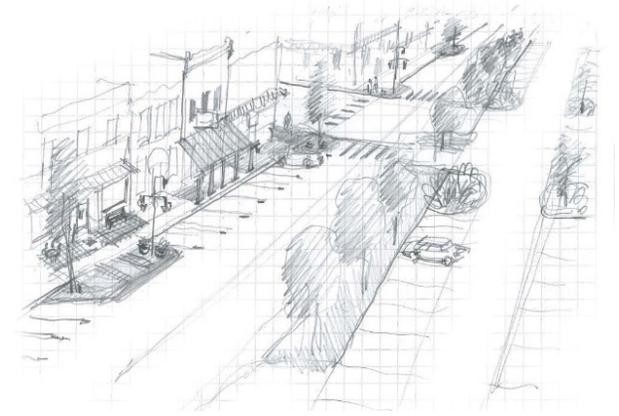
Guiding Principles

The following list of characteristics for placemaking were used to help develop the Downtown Master Plan. These are intended to inspire basic planning and design attributes that will help Downtown Anaconda become an even more welcoming place to live, work and play.

1. Establish Downtown as a distinctive destination
2. Maintain authenticity
3. Embrace downtown's mixed use nature
4. Promote walkability
5. Augment public spaces
6. Preserve historic integrity while modernizing structures

Energy Conservation

Energy conservation can take many forms and integrates physical, environmental, social and economic elements to be successful. It is the intent of the Downtown Master Plan to integrate energy conservation as a core value in planning for



27: Street improvements can help create a distinct destination:

Downtown. Specific actions, policies and programs that address energy conservation includes the following:

- A variety of housing choices for all ages and income levels
- Employment opportunities
- Workforce development
- A variety of goods and services
- Green building and infrastructure
- Transportation alternatives
- Pedestrian and bicycle facilities
- Access to parks and recreation

These elements work together to create an efficient, sustainable downtown.

To achieve a level of commitment to energy conservation, individual community members will play a key role. This includes improving energy efficiency of buildings by

improving insulation, replacing old windows and heating systems, providing education about energy conservation and sustainable practices, and providing commitment to use fewer natural resources.

Downtown Vision Plan

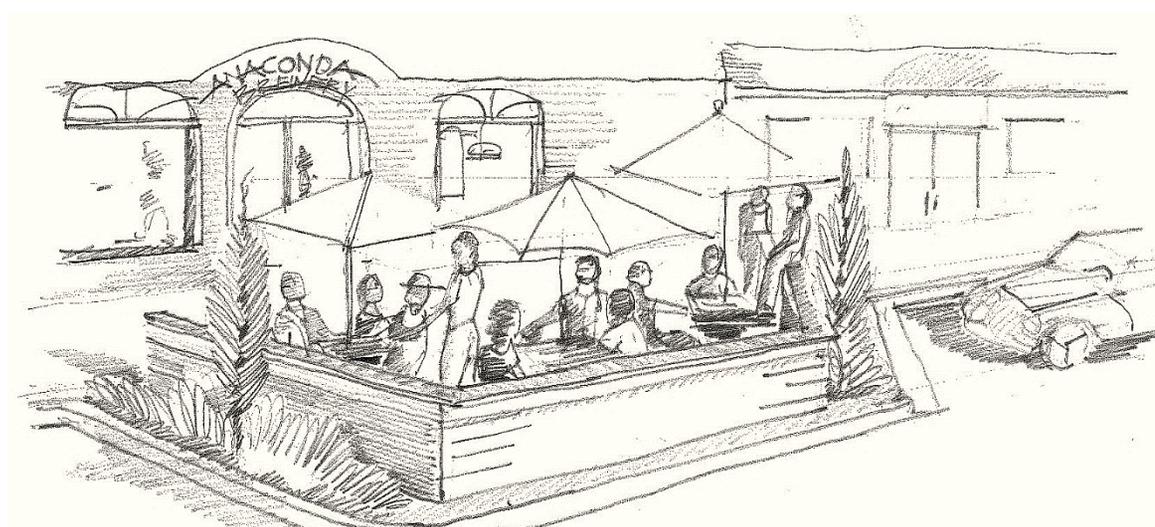
In the next 5 to 20 years, Downtown Anaconda will be revitalized as a thriving traditional commercial district with rehabilitated historic buildings, adaptive use projects and new infill development. Downtown Anaconda will capitalize on its location as the gateway to outdoor recreation by providing services for recreational enthusiasts and providing direct connections to trails and recreation from Downtown. Public Spaces, including streetscapes and gateways, will be enhanced with new signage, lighting and other landscape treatments. Businesses will serve the needs of the residents and tourists seeking to experience an authentic historic Montana small town. Downtown's revitalization will be facilitated by a strong partnership between Anaconda citizens, Anaconda-Deer Lodge County, Anaconda Local Development Corporation, Anaconda Main Street, Anaconda Chamber of Commerce, as well as through effective partnerships with other public and private entities.

More specifically, a revitalized Downtown Anaconda will offer the following:

- Downtown will be revitalized with new shops and employment opportunities, blight will be eliminated and strategies for long term economic sustainability will be in place.
- Downtown will contain restored and rehabilitated historic commercial buildings that retain original building materials, features and storefronts so that the story of Anaconda can be told through its architecture. Design guidelines and the County's Development Permit System will help

to safeguard against unwanted loss of resources and help encourage building investment and reuse.

- Downtown Anaconda will have shops and services for outdoor recreational needs. Shops selling and servicing bicycles, hunting equipment, skis and the like will attract visitors to stop on their way to nearby recreational opportunities. Trails and pathways will connect Downtown to recreation in and near Anaconda, providing Downtown Anaconda as the hub for outdoor recreation.



28: Temporary parklet can add outdoor seating areas

- Improved and enhanced infrastructure and streetscape that makes Downtown more appealing, encourages pedestrian activity, attracts new investment and builds pride of place among property owners, merchants and residents. Improved streetscape should include wayfinding, identity and historic interpretative signage, landscape treatments and new lighting.
- An effective business development program is established and executed, focused on both entrepreneurial development and business attraction efforts. These efforts would build on Downtown’s potential to offer a wide variety of products, services and experiences in order to attract diverse market segments, including locals and visitors.
- A combination of public and private financing sources assembled to facilitate long-term revitalization envisioned in the Downtown Master Plan. These sources include Tax Increment Financing, State and Federal grants and contributions from local foundations and corporations.



29: Conceptual street improvements

Small changes to the dimensions of the streets can create a new perspective and sense of renewal. By using multiple strategies in targeted areas, improvements can be layered and provide greater results.

As shown on the left, introducing brick (or stamped, colored concrete) creates a well- marked crosswalk and provides visual connection to the historic city hall building. Additional landscape area reduce the width of pavement which improves safety for pedestrians.

A hand-drawn street grid in orange on a light orange background. The grid consists of several horizontal and vertical lines, some of which are slightly irregular, suggesting a sketch or a map. The lines are thin and the overall appearance is that of a simple urban plan.

6: THE DOWNTOWN PLAN

6: THE DOWNTOWN PLAN

A sustained commitment and participation by ADLC, ALDC, Accelerate Anaconda, Downtown TIF Board, and other community stakeholders will be required to bring the vision of a revitalized downtown area, as presented in this plan, to reality. Working together with other partner organizations and agencies, such as the Chamber of Commerce, the following strategies and activities will work toward revitalization.

The Downtown Plan brings together a number of elements that support and enhance Anaconda. The strategies and actions are divided into areas of interest, and include economic revitalization, historic preservation, identity and design, infrastructure, and transportation elements.

Economic Revitalization

Economic revitalization will be the result of many efforts and actions identified within this Plan. However, engaging in specific actions to address economic revitalization will facilitate renewal and implementation of other areas of this Plan.

BUSINESS SUPPORT STRATEGIES

Local businesses are the key to economic revitalization. Developing programs that support clear strategies to improve the economic vitality of Downtown Anaconda are needed. The following short term strategies should be used to jump-start the process toward revitalization. These strategies are intended to provide immediate success, while allowing time for long-term strategies to develop.

1. **Establish a fund to support new businesses with start-ups with rent subsidies.**

The small grant program for Downtown Pop-Up Shops funding through grants obtained by ALDC has been very successful. Establishing a permanent fund to help new businesses with a rent subsidy, or a no-interest loan can help a business start that might not otherwise be able to do so. Providing such a subsidy can also ensure that they will start that business in Downtown.

2. **Promote available services to support small businesses.**

Programs such as, the Small Business Development Center at Headwaters is based in Butte and is part of a statewide network to assist new and existing businesses. They offer free counseling services to assist with the development of business plans, marketing and financial analysis. Using this service can provide businesses the expertise they need to either get started or enhance their existing business. Encouraging all new businesses to use these services will help businesses start on the right track for success.



30: Small businesses can benefit from services available.

3. Conduct an annual survey of business owners identifying needs, assistance, opportunities and other issues vital to Downtown Anaconda.

Understanding the needs of the business community will help evaluate program needs. A survey could be conducted yearly to assess work to date, and identify needs for the upcoming year.

4. Establish a local business market for local entrepreneurs in a vacant storefront.

Many small entrepreneurs don't need a large retail space, but would like to have a permanent space. Local markets, similar to a farmers market, provide a small space for businesses. An example of this is the Stumptown Marketplace in Whitefish. Operating as a private business, the owner of the market leases space to tenants, while providing amenities such as indoor seating for food vendors and security.

5. Recruit anchor tenants to occupy larger building storefronts.

Downtowns are most successful when a large anchor tenant exists to attract a large number of customers. These anchor tenants can attract a variety of customers



31 Local markets can increase shopping options

that will then often shop at adjacent stores and eat at adjacent restaurants. Attracting that tenant can be challenging, but knowing your community, identifying missing retail segments and knowing what storefronts are available can make it easier.

6. Host business workshops on marketing, customer service, window displays and other areas of interest to the local community.

Local business owners and community members can share their knowledge by hosting monthly workshops that focus on one aspect of business ownership. Topics can be based on interest in the community or expertise of presenters.

7. Encourage energy efficiency improvements by providing grant funding.

Improving energy efficiency, particularly in older commercial buildings can help the bottom line of any business. Providing financial assistance with these improvements creates long term payback in terms of reduced energy consumption.

REDEVELOPMENT STRATEGIES

1. Encourage restoration of second floor residential units within Downtown buildings.

The increase in the number of housing units in the Downtown is a key to the success of the redevelopment. Residential uses in Downtown are beneficial to the local economy. The Federal Reserve Bank of St. Louis issued a report in 2013 outlining the benefits of increasing density in small towns. Increasing housing units in Downtown can:

- Reduce infrastructure expansion needs, which reduces costs to government and citizens;
- Increase customers for local businesses. Customers spend 2-5 times greater if retail is located within walking distance;

- Provide street activity that attracts additional investment;
- Increase tourism. Communities with downtown housing and increased density are viewed positively by tourists.

Identifying locations of empty second floor housing units and encouraging property owners to invest in restoration through façade improvement grants, waiving of development review fees, and technical assistance support are all ways that can support and encourage renovation.

2. Prioritize the development and rehabilitation of vacant and underused buildings within the Downtown.

Acknowledging that Downtown development is important sends a message to the community that Downtown matters. Similar to encouraging housing, technical assistance grants, façade improvements and fee waivers can all be used to support downtown development.

3. Encourage the development of retail sales and service that support the area recreational opportunities.

As outlined in the economic analysis, there is a market opportunity to increase retail

sales of this nature. Doing the legwork by identifying property locations and market analysis can show entrepreneurs the existing opportunities. ALDC has done similar work previously and should continue to build on this.



32: Outdoor recreation can spur related retail sales

ADDRESSING DECAY

The public comments articulated in *A Vision for Downtown Anaconda* and reinforced through the public survey and public meeting input for this Plan, noted that vacant properties, poorly maintained buildings and a general sense of lack of pride and investment in buildings contribute to an overall sense of decay in the Downtown. Buildings that may be occupied appear abandoned with boarded up windows and doors, peeling paint and worn signage.

According to the 2010 Census Data, there are approximately 150 vacant housing units within the Plan area. These vacancies may be short term, due to change in owners or rentals, or may be long term. Vacant properties become a problem when the property owner abandons the basic responsibilities of ownership, such as routine maintenance or property tax payments. According to the US Department of Housing, research links vacant and abandoned properties with reduced property values, increased crime, increased risk to public health, and increased costs to municipal governments.

Addressing issues of decay can improve overall community appearance and encourage investment in the community.

Action steps to address decay include the following:

1. Create a data base of vacant and at-risk properties to facilitate collaboration in response.

Development of a database can be as simple as a spreadsheet that list vacant properties and whether the property has key indicators of abandonment, including tax delinquency, documented code violations, utility shut-offs, or foreclosure filings.

Identifying and locating these properties ensures that they don't deteriorate and become nuisances. It also allows information to be provided to owners regarding options and incentives to improve and occupy a residence. It can also identify areas of concentrated vacancies, focus code enforcement activities and coordinate action to address negative effects of the vacancy.

2. Create a vacant building registry to motivate owners to maintain buildings and return them to productive use and identify the party responsible for maintenance.

In conjunction with the database of properties, creating a vacant building registry requires owners to register vacant buildings with the County. According to research in 2013 by Yun Sang Lee, over 550 communities in the United States have adopted a vacant property registration ordinance.

A small fee will help defray the additional costs of providing municipal service associated with each property. The registry could include requirements for maintenance and secure vacant properties, which would reduce the need to code violation activities.

3. Develop stronger code enforcement regulations.

Unfortunately, some property owners will only improve their property if a formal code citation is issued by the County. Current code enforcement regulations address blight that is visible from the public right-of-way, limiting enforcement for properties that are blighted and only visible from adjacent properties. Placing more responsibility on

property owners to maintain their property would help address property decay.



33: Small investments can improve property

Developing a community-wide outreach program on the value and importance of property maintenance will be critical to the success of enforcement efforts. Such an outreach program increases public understanding of the role enforcement can play in revitalization. The Center for Community Progress is a non-profit devoted to providing communities resources to address the vacant properties and turn them into community assets. They recently assisted nearby Butte to develop a strategy for increasing code enforcement in the Uptown neighborhood. Their work throughout the country has found that enforcement is a critical element in fighting

decline and restoring distressed communities. More can be found at www.communityprogress.net.

4. Provide incentives to improve deteriorated property.

Property owners may need financial help or incentives to improve property. Creating a variety of incentives for property owners will promote improvement and upkeep. Below are several examples of incentives that should be pursued.

Public funds, through Community Development Block Grants and HOME Program, can assist homeowners and/or landlords in rehabilitation of affordable housing. Grants are awarded to local governments for program administration.

Property improvement tax abatement can incentivize improvements by minimizing property tax increases for five years. Abatements must meet State of Montana requirements (Montana Code Annotated 15-24-15).

Creation of a local fund for grants or low interest loans for property improvements provide the necessary funds for façade improvements, technical assistance and improve blighted properties.

5. Develop a program to acquire abandoned property.

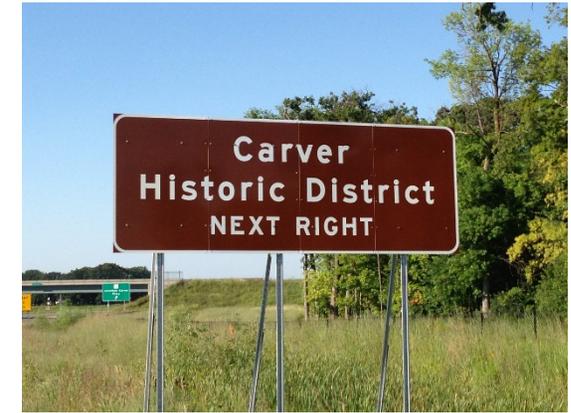
In some instances it may be appropriate for the County, ALDC, or the Housing Authority to acquire a property through property tax foreclosure, tax sales or market sales. Such a program would need to establish clear goals and guidelines to assure residents and properties of the intent of the program.

Historic Resources

Anaconda's historic resources play an important role in the Butte-Anaconda story. These assets should be heralded and marketed. The preservation and rehabilitation of Anaconda's historic buildings can be a vital economic component to the revitalization of the Downtown. Bringing people to Anaconda to explore history can be an economic generator. Providing trails, marketing materials, maps and other items, visitors are able to explore Anaconda and discover its rich history.

1. In coordination with Montana Department of Transportation, install the standards Historic District Signage along Interstate 90.

Improving visibility and awareness of the historic districts in Anaconda begins with improved wayfinding from the interstate.



34: Example of a historic district highway sign

2. Prioritize historic preservation by adopting an Anaconda Historic Preservation Plan.

In 1993, the Regional Historic Preservation Plan (RHPP), was created and adopted by and for the city-counties of Butte-Silver Bow and Anaconda-Deer Lodge as a part of the long-term cleanup. Since then much has been accomplished in Anaconda, including the preservation of the Smelter Stack, state park, the preservation of Old City Hall, in Anaconda and the 2006 Butte-Anaconda National Historic Landmark nomination. It provided good guidance and detail for a regional plan, although now, 22 years later, it is no longer sufficient as a historic

preservation plan for Anaconda. Preservation as a place based policy would greatly benefit Anaconda's historic neighborhoods through programs for site and building preservation and development.

3. Develop and adopt historic preservation guidelines for historic districts, as proposed in the draft DPS.

As development occurs, it is essential that renovation and new construction complements the historic character of downtown. Creating design standards (regulatory) or guidelines (suggestions) can ensure that the character of the downtown is maintained.

4. Create a program to document historic districts and structures with signs and plaques.

Increasing signage can provide awareness to the importance of the local historic resources. By creating a local program, the community can tailor the program to Anaconda's unique history. A local program can include buildings that are historically significant, including those not on the national register of historic places.

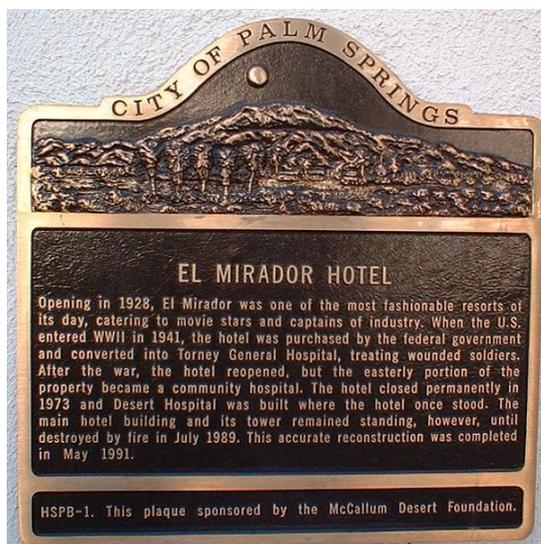


Figure 23: Sample historic plaque

5. Create a network of self-guided interpretive trails for exploring Anaconda.

As suggested in the Discovering the Copperway plan, bringing people to Anaconda to explore history can be an economic generator. Providing trails, marketing materials, maps and other items, visitors are able to explore Anaconda and discover its rich history.

6. Develop and adopt building infill standards in the commercial district.

New buildings should adapt the traditions of older commercial buildings in scale,

rhythm of openings, materials and forms, particularly flat roofs.

Encourage the use of architectural elements found on historic buildings that should be used for new infill:

- Brick details
- Leaded glass
- Hanging awnings that reflect the time period
- Ornamental cast iron from AFFCO and other sources

7. Encourage the reintroduction of leaded glass and appropriate scale awnings.

These elements are important features in historic structures and were often removed and replaced with modern materials.

8. Remove inappropriate cladding to expose original brick detailing, transom lights, and windows and doors on building facades.

Cladding was often added to building facades in the 1950s to 1970s as a way to modernize historic buildings. That material now looks dated and out of place. Many building owners find that when removing cladding, the original brick is in excellent condition.



35: Unique building facade

9. Host public education programs in conjunction with the proposed Historic Resources Board or Preservation and Design Committee.

Having an understanding and appreciation for the historic resources can allow the community to connect its past with the future. Programing about the value of historic preservation or the intent of the

design can lead to greater understanding throughout the community.

10. Produce a simple “Guide to the Architecture of Anaconda”

Anaconda has many expressions of architectural style. Highlighting those styles can help document Anaconda’s history.

11. Develop local history events that highlight the Butte- Anaconda National Historic Landmark (NHL) and the Anaconda story.

Capitalizing on the NHL designation, identify events that could highlight the history of Anaconda and attract new visitors to the area.

12. Revisit Butte-Anaconda Heritage Corridor, also known as Montana’s Copperway, report and begin process to select priority action items.

That report outlined a number of opportunities for Anaconda. Reviewing and updating action items should be evaluated.

13. Expand use of Historic Preservation Tax credits.

Tax credits can be a valuable financial tool for redevelopment. A good example is the Marcus Daly Bank, but there are many candidates.



36: Building renovation used historic preservation tax credits to off-set costs

14. Themed historic tours (person-lead, web and print) emphasizing the many elements of the NHL, including tours outside and within the Downtown can stimulate visitors as well as Anacondans:

- Anaconda Commercial Historic District;

- Anaconda Goosetown Historic District;
- Anaconda West Side Historic District,
- Anaconda Mining Company Smoke Stack.
- Architectural tours representing the various periods and styles,
- Cast Iron façade elements, many from Tuttle Manufacturing and Supply Company
- Tuttle Manufacturing and Supply Company now the AF F CO is the longest continuing running foundry in the state of Montana and an integral part of the Anaconda companies' operations.
- The B.A.&P. Railroad
- Ethnic neighborhoods
- Labor History

15. Complete an update of the 1993 historic preservation plan for Anaconda.

Having a clear plan for historic preservation can guide future revitalization efforts. Updating the plan can help provide focus, funding opportunities and priorities.

16. Within the TIFD, develop some or all of these economic incentives for historic resource conservation:

- Offer tax and other incentives to developers who redevelop historic buildings and maintain their historic character.
- Develop a revolving loan fund to buy and/or renovate historic properties.

- Create a façade improvement and landscaping grant program for historic properties.
- Promote the Montana Historical Society historic sign, and develop interpretive wayfinding signs.



37: Renovated City Hall

Identity and Design

Previous planning efforts have focused extensively on issues of community identity and design. From branding the community and streetscape improvements to building façade improvements, improving the physical aspects of the community can lead to reinvestment and revitalization of the community. Specific actions for Downtown Anaconda include:

1. Create a Downtown branding strategy.

Creating a “brand” or identity for the community can be invaluable in revitalization. It can strengthen a community’s sense of place and help instill a sense of familiarity with visitors.

A branding strategy can help a community articulate what is important and can help chart a direction for where it wants to go.



Figure 24: Sample brand

There are multiple strategies that could be employed in order to make Downtown Anaconda a unique destination. On the marketing and branding side, Anaconda should begin to generate a strong “brand” for the Downtown.

The branding strategy should include well-developed products such as up-to-date websites that help to promote Downtown. A well design campaign will not only attract visitors, but also potential businesses and investors.

Marketing Hometown America, a program through the University of South Dakota has resources and program to assist communities.

2. Develop comprehensive signage and wayfinding.

Along with the development of external marketing strategies, establishing a comprehensive wayfinding plan to include a signage strategy that helps to direct visitors both to and around Downtown. The wayfinding plan should encompass a hierarchy of elements that range from vehicular to pedestrian experience.

3. Conduct walking tour to identify small items that can be fixed, cleaned or maintained.

A polished, clean and comfortable environment will encourage people to spend more time in downtown. We often become immune to things that gradually degrade because we see them every day. Conducting a tour to specifically look at things from an outsider’s point of view can help identify those things, and get them taken care of.

4. Design streetscape improvements for Park and Commercial Avenues.

Because Park and Commercial Avenues are part of Highway 1, an MDT route, improvements within the right-of-way must be approved by MDT. The design should focus on the following elements:

- Increase street trees, particularly along Commercial Avenue at the east end of the project area. This will help to reinforce Anaconda’s connection to the surrounding natural beauty.
- Add curb extensions at intersections to increase pedestrian visibility.
- Create a unified design for street furniture, including benches, trash containers and light fixtures.
- Identify options to expand sidewalk widths to allow for outdoor seating for restaurants and cafes.

5. Design streetscape improvements for Main, Oak, Cherry and Cedar Streets.

Like Commercial and Park Avenues, a comprehensive streetscape plan should be designed to complete the core of Downtown. These streets are not part of MDT maintenance area, and may therefore have more flexibility regarding design. Specific elements for design consideration include:

- Main Street improvements, including expanded sidewalk areas and enhanced street trees

- Locations for parklets, and summertime café and restaurant seating.
- Prioritize Cedar Street as the “gateway” to Downtown. The historic City Hall creates an architecturally impressive entrance to the Downtown. Enhancing the streetscape adjacent to the building would future highlight the building and a visitor’s arrival in Downtown Anaconda.

6. Evaluate and design improvements to enhance the public parks within the Plan area.

Public spaces can enhance community life. Providing attractive parks that can host activities or provide a quiet resting place are important to downtowns.



Figure 26: Main Street today



Figure 25: Main Street with building facade, streetscape and street improvements

Transportation

Transportation encompasses many elements of the Downtown Plan. As a MDT route, Park Avenue and Commercial Avenue see more traffic with people driving through. Given the well-connected network of streets within Downtown, pedestrians and bicyclists have multiple options. Putting it all together, and sometimes the uses conflict or more emphasis is placed on one mode than others. There are three specific areas for focus of transportation actions, including circulation, development of complete streets and pedestrian safety.

CIRCULATION

Transportation circulation refers to the network of transportation options and how those options provide choices to the community. To develop a comprehensive transportation system that accommodates a variety of needs within the community, the following actions should be pursued:

1. **Develop a community-wide transportation plan.**

The transportation needs for Anaconda extend beyond boundaries of this Plan. Creating a comprehensive transportation plan will allow the community to identify needs, set goals and pursue solutions. Anaconda can apply to MDT for grant

funding to support the development of such a plan.

As part of the observations and analysis of transportation within Anaconda, the project team spoke with local representatives from MDT. The conversation focused on elements of the transportation network that is under MDT jurisdiction, primarily Commercial and Park Avenues. Issues concerning the local community regarding MDT routes can be discussed and evaluated as part of a transportation plan.

2. **Evaluate options and a preferred community choice for introducing two-way traffic on Commercial and Park Avenues.**

A Vision for Anaconda proposed four design options for the community to consider. Three of the options introduced two-way traffic on the current one-way streets. Because of their status as state highway routes, MDT will need to be involved in the community discussion, and will ultimately make the final decision. However, their decision will take into account the wishes of the community, as articulated in a public process. The four options outlined in *A Vision for Anaconda* are a good starting place for the community to explore solutions to the traffic circulation.

3. **Complete a parking analysis and develop a parking plan.**

Parking is a concern of many in the Downtown. Shop owners want to have parking available for their customers, but adding additional parking can be expensive. Finding the right balance can be difficult, particularly because perceptions of how much is enough differs from person to person. However, completing an inventory of parking available and usage of the parking can establish a baseline for future needs and policies. Marking some Downtown parking space for short-term (10-15 minutes) may alleviate the fear of not having an available space for quick stops. Also, providing clear signage to public parking lots can also improve parking availability.

COMPLETE STREETS

Complete Streets refers to design and development of streets to provide transportation alternatives for all modes of transport, including vehicles, bicycles and pedestrians. Complete Streets make it easy to cross the street, walk to shops and ride a bicycle. Communities may adopt a design for Complete Streets that meet their needs. Some larger communities integrate transit stops into their Complete Street design,

while smaller communities without transit do not. For many decades, street networks have been designed for one use: motor vehicles. However, communities are now understanding that designing for multiple uses provides greater options for residents, particularly those without access to an automobile. Improving walking and biking access and safety, improves access for all. The following actions should be undertaken to introduce Complete Streets:

1. Adopt a Complete Streets Policy.

While often thought of as only necessary in large urban areas, Complete Streets policies also benefit small communities. Some of the benefits of Complete Streets include:



Figure 27: Complete Streets photo courtesy of Charlotte, North Carolina, DOT

- improving access for underserved populations, including the poor and elderly
- improving safety for children
- increasing healthy mobility options, including walking and biking
- enhancing economic performance in Downtown by encouraging more pedestrian traffic.

2. Provide training and education to explain the benefits of Complete Streets.

Introducing a new policy will likely take time for residents to understand the advantages. Investing in training and education can help build support for the policy. Additionally, it can dispel misunderstandings about the new policies, explain costs implications, and provide guidance for future maintenance work by MDT.

PEDESTRIAN SAFETY

Safety for pedestrians crossing Commercial and Park avenues was frequently cited during the public meetings for this Plan, as well as the workshops for *A Vision for Anaconda*. Whether the threat is real or perceived, the issue of safety should be addressed. Several actions already

mentioned in this Plan can help address issues of pedestrian safety, including introducing curb extensions, or bulbouts, at intersections and adoption of a Complete Streets Policy. In addition, the following actions should be pursued:



Figure 28: Encourage safe pedestrian crossings

1. Work with MDT to evaluate and add striping for crosswalks at unsignaled intersections, including Cherry, Cedar, and Oak.

The lack of marked crosswalks was noted during the first public meeting as a concern for pedestrians. Reviewing and evaluating pedestrian safety options with MDT should be explored.

2. Provide safe and complete sidewalks adjacent to all public streets.

While Anaconda has sidewalks adjacent to most public streets, there are instances where sidewalks are missing, or in disrepair. Broken, cracked to damaged sidewalks create tripping hazards and prevent accessibility by wheelchairs and strollers. Such improvements could be funded through the Tax Increment Financing district. Depending upon the scale of the project, improvements could be funded through annual work plan appropriations or large scale projects may be considered by issuing revenue bonds.

3. Provide a public safety campaign regarding pedestrians.

Safety of pedestrians was cited as a concern during the public involvement process. Providing information about safety for pedestrians and well as for drivers can improve the overall comfort and well-being for pedestrians in the community.

Tax Increment Financing

The Anaconda Downtown Urban Renewal Plan was adopted by the Anaconda-Deer Lodge Board of Commissioners in 2014. That plan identifies blight within the plan

area and goals and strategies to address that blight. The goals include beautifying downtown, improving transportation, improving infrastructure, promoting historic preservation, and supporting economic development. Specific strategies that address the goals of the Urban Renewal Plan and this Downtown Plan are described below.

1. Fund a façade and building improvement program.

Promoting historic preservation addresses issues of blight as buildings are renovated and maintained. Tax increment financing can be a tool to assist property owners improve properties. Improvements that enhance the public good, such as façade improvements, or improvements that address life safety issues, such as electrical upgrades, can be funded, in all or part, with TIF funds.

2. Establish as Revolving Loan Fund to assist owners in make improvements to private property.

Renovations that improve property, but may not add to the public good, such as interior renovations, can be funded through a revolving loan fund. Revolving loan funds can provide capital to owners that can be used for building improvements, or may



38: Building improvements can enhance the public sidewalk

be combined with a loan from a commercial institution for larger projects.

3. As part of the transportation improvements, evaluate installing bulbouts at intersections to improve pedestrian safety.

As discussed in the Transportation section, bulbouts can improve pedestrian safety. These types of improvements within the right-of-ways of Commercial and Park Avenues will require MDT approval and design. However, on cross streets, particularly Main Street to Cedar Street, these improvements can be designed and constructed with local approval. Funding for these improvements could be provided

by issuing tax increment financing revenue bonds.

4. Evaluate other improvements considered by the Plan for tax increment financing funds.

A number of elements identified in this plan, such as streetscape improvements, historic district signage, wayfinding, and park improvements are eligible expenses for the tax increment financing district. Evaluating these projects as part of the development of the annual work plan for the TIF District will help provide priorities and funding options for these projects. Funding through annual revenue, or through the issuing of revenue bonds should be evaluated by the TIF board and the County Commission.

Organization

Completing the elements of the Downtown Plan will take coordination among different organizations and a clear structure of responsibility to ensure progress is made. As noted earlier, residents have expressed concern about leadership and a driver of redevelopment efforts. Ultimately, that will need to be decided by the community. These actions are intended to assist in that

discussion, resulting in a strong organizational structure. Formal organizations that are, or will be, involved in the revitalization efforts of Downtown Anaconda include:

- Anaconda-Deer Lodge County
- Anaconda Local Development Corporation
- Anaconda Chamber of Commerce
- Tax Increment Finance District
- Anaconda Main Street Board

1. Document and articulate the roles and responsibilities of each organization according to the implementation of this Plan.

Having a clear and written understanding of the role that each organization plays in the implementation of this Plan will be essential for the success in Anaconda. Chapter 6 of this Plan provides a summary of the recommended actions according to type and can be used as a basis for defining roles. It is especially important as the TIF District Board and the Main Street Board are new and will both play a fundamental role in revitalization.

It is understood that Anaconda-Deer Lodge County will be responsible for policies,

regulations, and funding related to city and county services.



2. Assign a champion organization for implementation of this Plan.

Even with clearly articulating roles and responsibilities, without a leader, the implementation of this Plan will be difficult.

3. Coordinate a yearly work plan for Downtown Anaconda that assigns actions and responsibilities.

Revitalization of Anaconda will be a long term process. Creating and updating work plans will be essential to ensure that all organizations are involved and committed to the process. The work plan will be used to help establish budgets and priorities for the upcoming year.

4. **Organize “action committees” with representatives from various stakeholder groups to facilitate implementation activities.**

These action committees can include the following:

- Finance Committee
- Code Changes Committee
- Streets and Wayfinding Committee
- Preservation and Design Committee
- Promotions Committee
- Business Committee

Promotion

Promoting Downtown can take many forms, but the goal is to position downtown as the center of community and hub of economic activity. Promotions can involve cultural traditions, shopping events, cooperative marketing, and other activities that encourage people to visit downtown.

An overall marketing campaign should be established, which identifies the primary focus of the marketing, audience and branding for the community. Tourism attracts a number of visitors to the area.

Identifying specific areas of interests – historical, recreational or educational – would help define the marketing and identify the audience.

Actions to encourage and promote events within Downtown include:

1. **Organize retail promotions, including a “buy local” campaign.**

Retail events are designed to increase sales at local businesses by attracting new customers and strengthening relationships with existing ones. While retail shops are limited in downtown, organizing events collectively to have specials, promote certain products or services, and highlight the available goods can all work to highlight the economic activity in Downtown. The American Independent Business Alliance

has many free resources available for communities to use to support small businesses.

2. **Further develop and promote seasonal downtown events for residents and guests.**

Identify up to four events per year that can be expanded to attract a larger audience. These are generally not events to generate retail sales, but instead to create a positive image and awareness of downtown. These events could include parades, Christmas Stroll, or Halloween events.



Figure 29: Buy Local, courtesy of the American Independent Business Alliance

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7: ACTION PLAN

7: ACTION PLAN

Implementation of this Plan will require multiple actions by various organizations. To help identify organizations to champion and complete the action, the below table has each action from the Plan, divided into the following categories: Regulatory, Design, Organization, and Promotion. A recommended timeline for implementation is also included.

Key Organizations:

ADLC: Anaconda-Deer Lodge County

Main Street: Anaconda Main Street Board

ALDC: Anaconda Local Development Corporation

Chamber: Anaconda Chamber of Commerce

TIFD: Tax Increment Financing District

Accelerate: Accelerate Anaconda

Item	Action	Plan Area	Key Organization	Timeline
REGULATORY				
1	Create a data base of vacant and at-risk properties	Economic Revitalization	ADLC/ALDC	1 year
2	Create a vacant building registry	Economic Revitalization	ADLC	1 year
3	Review and develop stronger code enforcement regulations	Economic Revitalization	ADLC	2 years
4	Develop a program to acquire abandoned property	Economic Revitalization	ALDC/ADLC	2 years
5	Encourage restoration of second floor residential units	Economic Revitalization	ADLC	1 year
6	Encourage the development and rehabilitation of Downtown vacant properties	Economic Revitalization	ADLC/TIFD	1 year
7	Develop and adopt historic preservation guidelines	Historic Resources	ADLC/ALDC	2 years

8	Develop and adopt building infill standards in the commercial district	Historic Resources	ADLC/ALDC	4-5 years
9	Complete an update to the 1993 Historic Preservation Plan	Historic Resources	ADLC	4-5 years
10	Develop a community-wide transportation plan	Transportation	ADLC	2 years
11	Complete a parking analysis and develop a parking plan	Transportation	ADLC	2 years
12	Adopt a Complete Streets Policy	Transportation	ADLC	3 years
13	Provide training and education regarding Complete Streets	Transportation	ADLC	3 years
14	Provide a public safety campaign regarding pedestrians	Transportation	ADLC	1 year

BUSINESS SUPPORT

1	Provide incentives to improve deteriorated property	Economic Revitalization	ALDC/TIFD/Accelerate	1 year
2	Establish a rent subsidy fund for new businesses	Economic Revitalization	Chamber/ALDC	1 year
3	Promote business support services	Economic Revitalization	ALDC	1 year
4	Establish a local business market	Economic Revitalization	ACF/ALDC	2-3 years
5	Recruit Downtown anchor tenants	Economic Revitalization	ALDC	Ongoing
6	Fund a façade improvement program	TIFD	TIFD	1 year

ORGANIZATION

1	Conduct an annual business survey	Economic Revitalization	Chamber	1 year
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2	Assign roles and responsibilities for Plan implementation	Organization	Accelerate	1 year
3	Assign a champion organization for Plan implementation	Organization	Main Street	1 year
4	Create a yearly work plan for Downtown Anaconda	Organization	Assigned Champion	1 year
5	Organize action committees for action items	Organization	Assigned Champion	1 year

PROMOTION

1	Host education programs on historic preservation	Historic Resources	TIFD/Main Street	2-3 years
2	Develop local history events	Historic Resources	Main Street	4-5 years
3	Create historic tours	Historic Resources	Main Street	2-3 years
4	Create a Downtown branding strategy	Identity & Design	Chamber	1-2 years
5	Organize a “buy local” campaign	Promotion	Chamber	1 - 2 year
6	Expand Downtown seasonal events	Promotion	Chamber	Ongoing

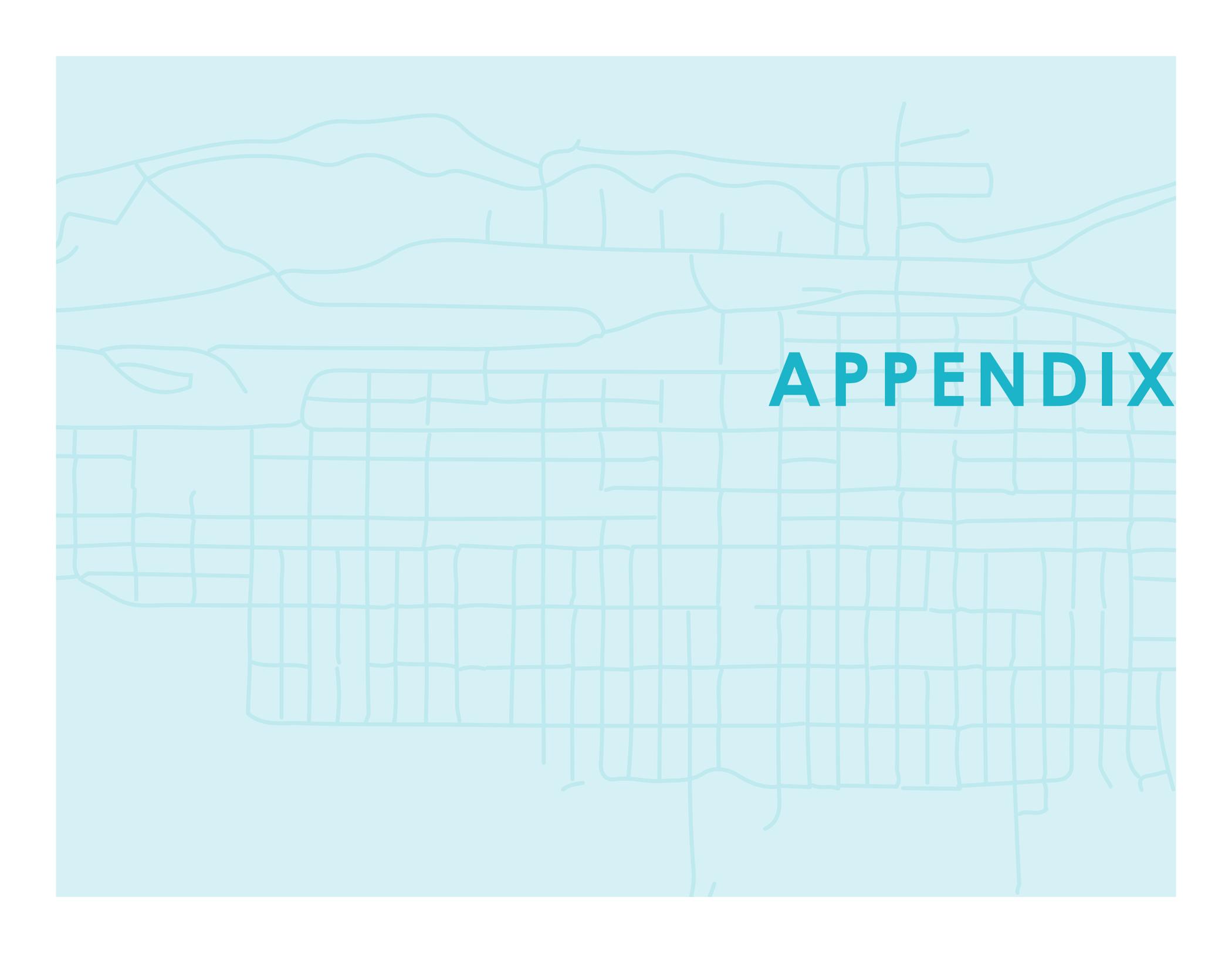
INFRASTRUCTURE

1	Provide sidewalks adjacent to all public streets	Transportation	ADLC/TIFD	2-3 years
2	Develop incentives for historic resource conservation	Historic Resources	TIFD	4-5 years
3	Design Park and Commercial Avenues streetscape improvements	Identity & Design	TIFD/ALDC/ADLC	4-5 years
4	Design Main, Oak, Cherry and Cedar Streets streetscape improvements	Identity & Design	TIFD/ALDC/ADLC	4-5 years

5	Work with MDT to stripe crosswalks at Cherry, Cedar, and Oak Streets	Transportation	ADLC/TIFD	2 years
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DESIGN

1	Create self-guided interpretive trails	Economic Revitalization	Chamber/ALDC	4-5 years
2	Request standard Historic District signage along I-90	Historic Resources	ALDC	1 year
3	Develop comprehensive signage and wayfinding	Identity & Design	ADLC	3 years
4	Adopt a Historic Preservation Plan	Historic Resources	ADLC	2 years
5	Create a historic sign program	Historic Resources	TIFD/ADLC	2 years
6	Reintroduce leaded glass and appropriate scale awnings	Historic Resources	TIFD/ALDC	2 years
7	Encourage historic building renovations	Historic Resources	TIFD/ALDC	4-5 years
8	Produce a guide to the architecture of Anaconda	Historic Resources	ALDC	2-3 years
9	Implement actions from the Butte-Anaconda Heritage Corridor Plan	Historic Resources	ALDC/Main Street/TIFD	1-2 years
10	Expand the use of Historic Preservation Tax credits	Historic Resources	ALDC/TIFD	2-3 years
11	Evaluate two-way traffic on Commercial and Park Avenues	Transportation	ADLC	4-5 years
12	Identify Downtown elements that can be fixed, cleaned or maintained	Identity & Design	ADLC	1-2 years

The background is a light blue color with a faint, hand-drawn grid pattern. The grid lines are thin and slightly irregular, giving it a sketchy appearance. The grid is composed of horizontal and vertical lines that intersect to form a series of rectangular cells. The lines are not perfectly straight, and there are some gaps or variations in the spacing between them, particularly in the lower half of the image.

APPENDIX

APPENDIX A: FUNDING SOURCES

Financing the actions within this Plan will take effort. In order to successfully revitalize downtown, many sources of funding will be necessary. Often private sector investment in downtown is not enough to change the vitality of a community. Public investment, through general fund expenditures, special taxing districts, grants or loans are usually necessary to complete revitalization projects. This sections identifies common sources of funding for various downtown improvement projects.

Anaconda Deer Lodge County Financing Mechanisms

The City-County uses funding mechanisms for a variety of government services. Some of these funding mechanisms could be used for actions identified within this Plan. However, it should be noted, that any mechanism included here does not imply the funding is available and would be supported by the community to be used activities within the plan. This list is intended to identify potential sources of funding

General Funds

Every year, the County establishes a budget for the expenditure of general funds. The County Commission can direct general funds towards actions within this plan. Examples of expenditures from the general fund include street maintenance and infrastructure improvements.

Capital Improvement Fund

The City can establish a capital improvement fund to pay for large projects to improve or build new improvements. A capital improvement fund typically pays for facilities, equipment or acquisition of property. Examples of expenditures from a capital improvement fund include sidewalk replacement and acquisition of property for public purposes.

General Obligation Bonds

General obligation bonds are debt taken by local government to pay for projects, with repayment through property taxes. There are limits in the State statutes for the level of bonded indebtedness, so general obligation bonds can be restricted. They require voter approval. Examples of expenditures from general obligation bonds include major infrastructure projects such as a community center.

Targeted Assessments

Targeted assessments are collected and expended within a specific geographic area of the community.

Tax Increment Financing

Tax Increment Financing (TIF) is a special district that allows a community to borrow against future tax revenues. Money is collected within the TIF and must be spent within the District. The Downtown Tax Increment Finance District was established in 2014. A Board will be appointed and expenditures of TIF revenues could begin as early as 2016. Examples of expenditures using TIF funds include major infrastructure projects that stimulate private development, such as new infrastructure or street improvements.

Business Improvement Districts

A business improvement district collects funds from a special assessment on commercial properties within the district area. The funds are used for special projects that benefit the property owners within the district. Examples of business improvement district expenditures include maintenance and beautification of downtown.

Special Improvement Districts

A special improvement district is established to assess properties for funds that target a specific purpose. Examples include infrastructure improvements and maintenance of infrastructure.

Bed Tax

Raising money for promotions and tourism can be accomplished through a local hotel tax. This tax is an additional fee on hotel rooms within the community. Expenditures of the funds are to be used to promote tourism.

Private Funding

There are several opportunities to use private funding for action items within the plan. Private funding can be from individuals, businesses, community funds and private foundations.

Business Owner Association

A business owners association can be used to support the efforts of a downtown revitalization program. Businesses pay a membership fee and the fees are invested in projects that improved downtown. Examples of expenditures includes promotions, maintenance and organizational costs.

Corporate Foundations and Giving

Wells Fargo

Wells Fargo supports nonprofit organizations that work in areas of human service, arts and culture, economic development, and education. Grant applications are reviewed on a quarterly basis.

Dennis and Phyllis Washington Foundation

The Dennis and Phyllis Washington Foundation supports organizations that have identified needs and worked to provide life-changing opportunities within the areas of education, health and human services, arts and culture, and community service. Emphasis is placed on supporting organizations that primarily serve youth and those that exhibit strong community support.

Nonprofit Grant Funding

Humanities Montana

Humanities Montana provides funding for public programs in the humanities, including events, lectures, conferences, oral histories and workshops. These grants provide opportunities for community exploration of topics ranging from significance of historical events, cultural understanding, and interaction between scholars and the public.

Public Grant Funding

Community Development Block Grants

Community Development Block Grant (CDBG) Program is a federally funded grant program to assist communities with needs such as housing, public facilities, economic development and planning. All projects must be designed to principally benefit low and moderate-income families. Grant applications are typically reviewed once a year and funds are awarded on a first come first served basis. Grants are administered through the Montana Department of Commerce.

Treasure State Endowment Program

The Treasure State Endowment Program is a state-funded program to assist communities address deficiencies in vital infrastructure. Grants are provided to assist in necessary maintenance and help to lower the cost of constructing public infrastructure. The program is administered by the Montana Department of Commerce.

Transportation Alternatives

The Transportation Alternatives (TA) Program provides funding for transportation projects and programs for pedestrian and bicycle facilities, recreational trail projects, and safe routes to school. Public entities may submit applications and there is a requirement for a cash match to the grant.

Montana Office of Tourism Grant Program

Montana Tourism Grants are available to assist communities in digital development, tourism infrastructure, event paid media advertising, and trade show assistance. The current grant pool is \$1 million and the grant process is a first come, first serve, starting July 1st. Preference is given to projects that are identified as key tourism projects in a community master planning process, undertaken with other programs within the Montana Department of Commerce (i.e. Main Street Program), complement, enhance, and incorporate design elements of the Montana Brand. A matching fund is required.

Environmental Protection Agency's Brownfields Program

The EPA's Brownfields programs provides grants and technical assistance to communities to assess, clean up and reuse brownfields. Use of these funds can help assess a site and remedy conditions, allowing for redevelopment to occur. Grants for technical assistance are also available. Grants are typically awarded annually, with deadlines in December of each year.

Main Street Grants

Main Street member communities may apply for grants to assist in planning and completing revitalization projects. A local match is required and communities may apply on an annual basis. Awards are capped at \$10,000. The Main Street Program is a program of the Montana Department of Commerce.

USDA Rural Development – Rural Business Development Grants

The Rural Business Opportunity Grants provides a grant for technical assistance, training, and economic development in rural areas to support the creation of new rural business development. Matching funds are not required, but help with the project score. Typically grants range from \$10,000 to \$500,000. Applications are accepted through the USDA Rural Development State office in Bozeman.

EPA Smart Growth Technical Assistance

The EPA offers technical assistance to help communities learn about and implement smart growth approaches. The tools are available to help communities assess and develop strategies such as creating policies and regulations, evaluation of neighborhood design, walking audits, zoning code evaluations.

Montana Department of Natural Resources and Conservation

Department of Natural Resources and Conservation (DNRC) administers a wide range of grants and loans. Urban and Community Forestry Grants are available to help support Urban Forestry projects. Grants range from \$2,000 to \$15,000 and can be used for tree inventories, development of a management plan, or writing a tree ordinance.

Montana Arts Council

The Montana Arts Council provide grants through the Cultural and Aesthetic Project Grants program. The program is funded biannually, with a match required. Examples of government sponsors are county art or historical museums, public libraries, public educational institutions or school districts, state agencies, city arts commissions, parks and recreation departments, and tribal cultural or educational committees.

The Montana State Historic Preservation Office

The Montana State Historic Preservation Office is eligible to receive grants from the National Park Service and to re-issue funds as sub-grants to eligible Montana communities. The SHPO can fund brick and mortar projects, National Register surveys, preservation planning, historic signs, and technical assistance and training.

Montana Department of Commerce, Special Events Grants Program

Supports sustainable economic development through the creation and/or substantial enhancement of an annual on-going event. Special Events Grants Program (SEGP) funding is to be used for advertising and promotion of an event to target audiences outside a 100-mile radius of the event site.

U.S. Department of Commerce, Economic Development Administration

The Economic Development Administration provides funds for technical assistance, planning, and the development of projects that result in the creation of significant levels of private sector employment.

APPENDIX B: WORK PLAN

Below is a sample work plan using the recommendations from this plan with the recommended timeline from the Implementation Section. This work plan allows for easy reference to see the tasks and projects contemplated over the course of the next five years. As indicated, annual review and development of a detailed work plan will be essential to the success of downtown revitalization.

Item	Action	Plan Area	Key Organization	Timeline
YEAR 1				
1	Organize a “buy local” campaign	Promotion	Chamber	1 - 2 year
2	Create a data base of vacant and at-risk properties	Economic Revitalization	ADLC/ALDC	1 year
3	Create a vacant building registry	Economic Revitalization	ADLC	1 year
4	Encourage restoration of second floor residential units	Economic Revitalization	ADLC	1 year
5	Encourage the development and rehabilitation of Downtown vacant properties	Economic Revitalization	ADLC/TIFD	1 year
6	Provide incentives to improve deteriorated property	Economic Revitalization	ALDC/TIFD/Accelerate	1 year
7	Establish a rent subsidy fund for new businesses	Economic Revitalization	Chamber/ALDC	1 year
8	Promote business support services	Economic Revitalization	ALDC	1 year
9	Conduct an annual business survey	Economic Revitalization	Chamber	1 year
10	Request standard Historic District signage along I-90	Historic Resources	ALDC	1 year
11	Assign roles and responsibilities for Plan implementation	Organization	Accelerate	1 year

12	Assign a champion organization for Plan implementation	Organization	Main Street	1 year
13	Create a yearly work plan for Downtown Anaconda	Organization	Assigned Champion	1 year
14	Organize action committees for action items	Organization	Assigned Champion	1 year

YEAR 2

1	Implement actions from the Butte-Anaconda Heritage Corridor Plan	Historic Resources	ALDC/Main Street/TIFD	1-2 years
2	Create a Downtown branding strategy	Identity & Design	Chamber	1-2 years
3	Identify Downtown elements that can be fixed, cleaned or maintained	Identity & Design	ADLC	1-2 years
4	Review and develop stronger code enforcement regulations	Economic Revitalization	ADLC	2 years
5	Develop a program to acquire abandoned property	Economic Revitalization	ALDC/ADLC	2 years
6	Develop and adopt historic preservation guidelines	Historic Resources	ADLC/ALDC	2 years
7	Adopt a Historic Preservation Plan	Historic Resources	ADLC	2 years
8	Create a historic sign program	Historic Resources	TIFD/ADLC	2 years
9	Reintroduce leaded glass and appropriate scale awnings	Historic Resources	TIFD/ALDC	2 years
10	Develop a community-wide transportation plan	Transportation	ADLC	2 years
11	Fund a façade improvement program	TIFD	TIFD	1 year
12	Provide a public safety campaign regarding pedestrians	Transportation	ADLC	1 year

13	Complete a parking analysis and develop a parking plan	Transportation	ADLC	2 years
14	Work with MDT to stripe crosswalks at Cherry, Cedar, and Oak Streets	Transportation	ADLC/TIFD	2 years

YEAR 3

1	Establish a local business market	Economic Revitalization	ACF/ALDC	2-3 years
2	Host education programs on historic preservation	Historic Resources	TIFD/Main Street	2-3 years
3	Create historic tours	Historic Resources	Main Street	2-3 years
4	Produce a guide to the architecture of Anaconda	Historic Resources	ALDC	2-3 years
5	Expand the use of Historic Preservation Tax credits	Historic Resources	ALDC/TIFD	2-3 years
6	Provide sidewalks adjacent to all public streets	Transportation	ADLC/TIFD	2-3 years
7	Develop comprehensive signage and wayfinding	Identity & Design	ADLC	3 years
8	Adopt a Complete Streets Policy	Transportation	ADLC	3 years
9	Provide training and education regarding Complete Streets	Transportation	ADLC	3 years

YEARS 4-5

1	Create self-guided interpretive trails	Economic Revitalization	Chamber/ALDC	4-5 years
2	Develop and adopt building infill standards in the commercial district	Historic Resources	ADLC/ALDC	4-5 years
3	Complete an update to the 1993 Historic Preservation Plan	Historic Resources	ADLC	4-5 years

4	Develop local history events	Historic Resources	Main Street	4-5 years
5	Develop incentives for historic resource conservation	Historic Resources	TIFD	4-5 years
6	Encourage historic building renovations	Historic Resources	TIFD/ALDC	4-5 years
7	Design Park and Commercial Avenues streetscape improvements	Identity & Design	TIFD/ALDC/ADLC	4-5 years
8	Design Main, Oak, Cherry and Cedar Streets streetscape improvements	Identity & Design	TIFD/ALDC/ADLC	4-5 years
9	Evaluate two-way traffic on Commercial and Park Avenues	Transportation	ADLC	4-5 years
10	Recruit Downtown anchor tenants	Economic Revitalization	ALDC	4-5 years
11	Expand Downtown seasonal events	Promotion	Chamber	4-5 years

APPENDIX C: RESOURCE AND REFERENCE DOCUMENTS

Sustainability

Center for Neighborhood Technology. (2008). "[The Value of Green Infrastructure: A Guide to recognizing Its Economic, Environmental and Social Benefits.](#)"

Trail, Open Space and Landscapes

Several empirical studies have shown that property values increase when an urban neighborhood has trees and other greenery. For example, one study reported an increase in property value of 2–10 percent for properties with new street tree plantings in front (Wachter 2004; Wachter and Wong 2008). Another study done in Portland, Oregon, found that street trees add \$8,870 to sale prices of residential properties and reduce time on market by 1.7 days (Donovan and Butry 2009).

Wachter, S. and G. Wong. (2008). "What is a Tree Worth? Green-City Strategies, Signaling and Housing Prices." *Real Estate Economics*. 36(2): 213-239.

Donovan, G. and D. Butry. (2010). "Trees in the city: Valuing street trees in Portland, Oregon." *Landscape and Urban Planning*. 94(2): 77-83.

Creating Healthy Places

Pratt, M., C. A. Macera, and G. Wang. (2000). "Higher Direct Medical Costs Associated With Physical Inactivity." *Physician and Sportsmedicine*, 28(10): 63-70.

Vacant and Abandoned Properties

United States Housing and Urban Development, (2014) "[Vacant and Abandoned Properties: Turning Liabilities into Assets](#)", *Evidence Matters*, Winter 2014.

Yun Sang Lee, Patrick Terranova, and Dan Immergluck. (2013). "New Data on Local Vacant Property Registration Ordinances," *Cityscape: A Journal of Policy Development and Research* Volume 15, Number 2.

Center for Community Progress, (2014), Technical Assistance Scholarship Program: “Community Assessment and Recommendations to Address Vacancy and Abandonment in Uptown Butte and the City and County of Butte-Silver Bow, Montana”

Center for Community Progress, Strategic Code Enforcement

Downtown Housing

Pack, Andrew, (2013), Federal Reserve Bank of St. Louis, “Increasing Density: A Small-Town Approach to New Urbanism”.

United States Environmental Protection Agency, Office of Sustainable Communities, (2015), “Smart Growth Self-Assessment for Rural Communities”

Economic Development

United States Environmental Protection Agency, Office of Sustainable Communities, (2015), “How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies: Lessons from Successful Places”

Lambe, Will, (2008), “Small Towns: Big Ideas”, North Carolina Rural Economic Development Center

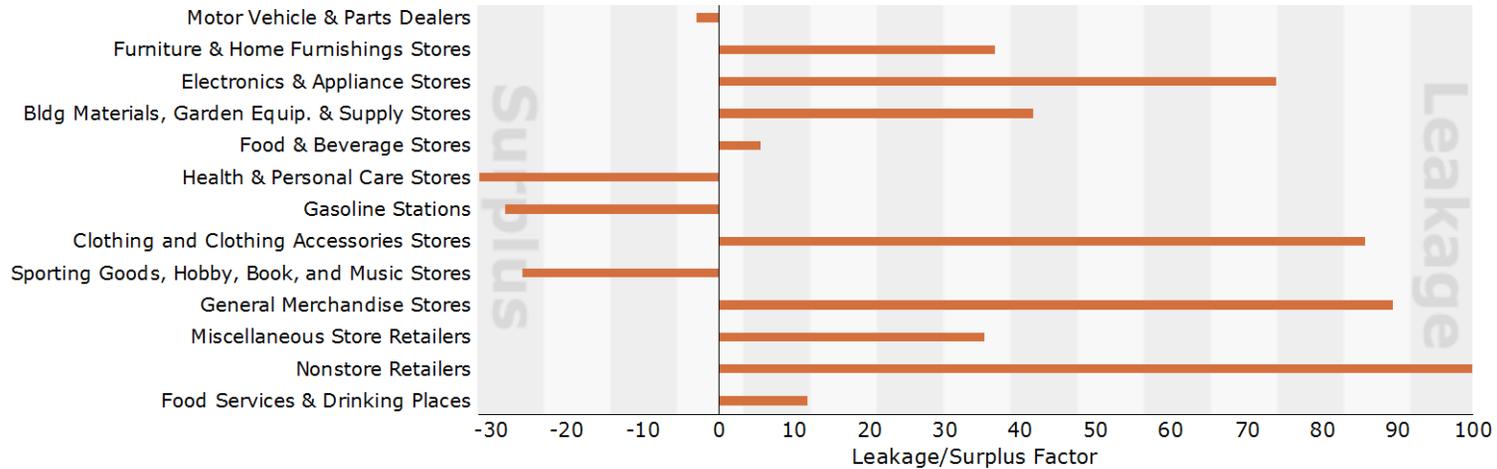
Transportation

Ehrenhalt, Alan, “The Return of the Two-Way Street”, *Governing*, Dec 2009.

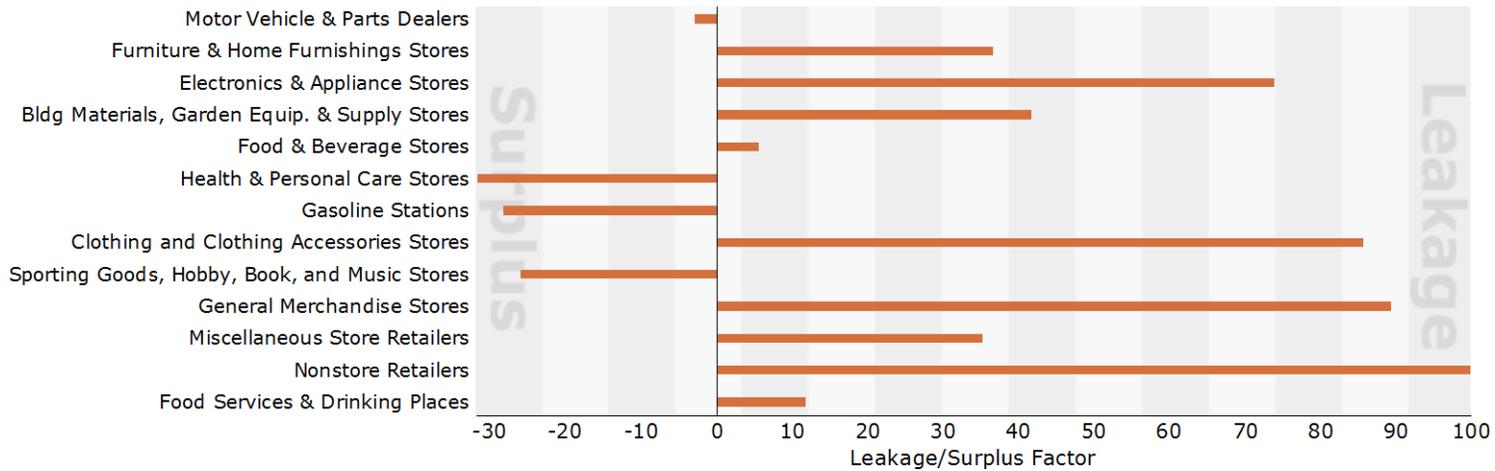
Charlier, Jim, 2013, Community Builders Webinar, When Main Street is a State Highway. <http://communitybuilders.net/webinars/when-main-street-is-a-state-highway/>

APPENDIX D: MARKETPLACE

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Subsector



APPENDIX E: SURVEY RESPONSES

1. Development of vacant lots should be encouraged and prioritized over development of outlying ar				
	On-line Responses	Poster Responses	Total	Percent
Agree	60	6	66	94.3%
Disagree	2	0	2	2.9%
No Responses	2		2	
Total	64	6	70	

2. Development of downtown should focus between Main to Cedar, on Commercial and Park.				
	On-line Responses	Poster Responses	Total	Percent
Agree	43	2	45	66.2%
Disagree	17	2	19	27.9%
No Responses	4		4	
Total	64	4	68	

3. Retail uses, such as general merchandise and electronics, should be pursued to fill empty space.				
	On-line Responses	Poster Responses	Total	Percent
Agree	50	5	55	79.7%
Disagree	9	0	9	13.0%
No Responses	5		5	
Total	64		69	

4. Outdoor recreation retail would be a good addition to complement the recreational opportunities				
	On-line Responses	Poster Responses	Total	Percent
Agree	54	5	59	85.5%
Disagree	7	0	7	10.1%
No Responses	3		3	
Total	64		69	

5. Recruit anchor tenants for empty storefronts based on retail leakage summary.				
	On-line Responses	Poster Responses	Total	Percent
Agree	45	6	51	72.9%
Disagree	7	0	7	10.0%
No Responses	12		12	
Total	64		70	

6. Second floor residential uses should be encouraged in existing downtown buildings.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	55	9	64	87.7%	
Disagree	2	0	2	2.7%	
No Responses	7		7		
Total	64		73		

7. Create a network of self-guided interpretive trails for exploring Anaconda.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	51	9	60	82.2%	
Disagree	5	0	5	6.8%	
No Responses	8		8		
Total	64		73		

8. Promote services of the Small Business Development Center at Headwaters RC&D.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	51	2	53	80.3%	
Disagree	2	0	2	3.0%	
No Responses	11		11		
Total	64		66		

9. Continue support for new businesses with rent subsidies for pop up stores.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	52	6	58	81.7%	
Disagree	6	1	7	9.9%	
No Responses	6		6		
Total	64		71		

10. Establish a local business market for local entrepreneurs in a vacant storefront.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	55	7	62	87.3%	
Disagree	3	0	3	4.2%	
No Responses	6		6		
Total	64		71		

11. Conduct an annual survey of business owners to identify needs, opportunities and other issues vital to downtown businesses.

	On-line Responses	Poster Responses	Total	Percent
Agree	56	8	64	88.9%
Disagree	4	0	4	5.6%
No Responses	4		4	
Total	64		72	

12. Develop a brand to be used in marketing materials for the community.

	On-line Responses	Poster Responses	Total	Percent
Agree	52	6	58	82.9%
Disagree	8	0	8	11.4%
No Responses	4		4	
Total	64		70	

13. Develop an ad campaign using the brand to attract local customers.

	On-line Responses	Poster Responses	Total	Percent
Agree	48	4	52	76.5%
Disagree	9	0	9	13.2%
No Responses	7		7	
Total	64		68	

14. Create and install consistent signage that directs visitors to attractions, including downtown, trails, parks and cultural landmarks.

	On-line Responses	Poster Responses	Total	Percent
Agree	55	6	61	87.1%
Disagree	6	0	6	8.6%
No Responses	3		3	
Total	64		70	

15. Expand the services of the visitor's center.

	On-line Responses	Poster Responses	Total	Percent
Agree	52	4	56	82.4%
Disagree	9	0	9	13.2%
No Responses	3		3	
Total	64		68	

16. Develop a "buy local" campaign to encourage local purchases.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	47	7	54	76.1%	
Disagree	10	0	10	14.1%	
No Responses	7		7		
Total	64		71		

17. Hold monthly events in downtown that encourages local residents to visit.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	58	8	66	91.7%	
Disagree	2	0	2	2.8%	
No Responses	4		4		
Total	64		72		

18. Organize a downtown holiday shopping event.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	54	4	58	85.3%	
Disagree	6	0	6	8.8%	
No Responses	4		4		
Total	64		68		

19. Create opportunities in Durston Park, for people to linger, such as tables, chairs, and games.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	44	7	51	71.8%	
Disagree	11	0	11	15.5%	
No Responses	9		9		
Total	64		71		

20. Establish a Main Street organization to lead efforts of the master plan.					
	On-line Responses	Poster Responses	Total	Percent	
Agree	48	4	52	76.5%	
Disagree	9	0	9	13.2%	
No Responses	7		7		
Total	64		68		

21. Identify organizational partners to complete items within the master plan.

	On-line Responses	Poster Responses	Total	Percent
Agree	50	5	55	79.7%
Disagree	7	0	7	10.1%
No Responses	7		7	
Total	64		69	

22. Dedicate part of Tax Increment Financing (TIF) revenue to implement program elements.

	On-line Responses	Poster Responses	Total	Percent
Agree	47	4	51	75.0%
Disagree	9	0	9	13.2%
No Responses	8		8	
Total	64		68	

23. Expand volunteer base to support the program areas.

	On-line Responses	Poster Responses	Total	Percent
Agree	55	8	63	87.5%
Disagree	4	0	4	5.6%
No Responses	5		5	
Total	64		72	

24. If there was an effort to develop an Anaconda Look, which would you choose based on three themes identified:

	On-line Responses	Poster Responses	Total	Percent
Breathtakingly Scenic - add landscaping along streets.	38	2	40	58.8%
Lit in Electric Light - use lights for character.	2	2	4	5.9%
Clad in Copper - use copper as building accents.	21	2	21	30.9%
No Responses	3		3	4.4%
Total	64		68	

25. Should Anaconda pursue Design Control, please select whether Anaconda should:

	On-line Responses	Poster Responses	Total	Percent
Develop design standards for facade improvements (requirements through regulation).	23	3	26	38.2%
Create a lookbook highlighting good urban form and design inspiration (suggestions and inspiration, but not required).	34	1	35	51.5%
No Responses	7		7	
Total	64		68	

26. If Anaconda pursued entryway improvements (Commercial and Park Avenues), which statement best describes the improvements you think should be made first?

	On-line Responses	Poster Responses	Total	Percent
Improve the fencing around railroad roundhouse.	7	4	11	14.7%
Plant trees and landscaping along the entry corridor.	35	3	38	50.7%
Add temporary banners for events, gradually replace with a permanent gateway entry.	9	1	9	12.0%
Improve entryway "Welcome to Anaconda" sign to increase visibility and appearance.	9	4	13	17.3%
No Responses	4		4	5.3%
Total	64		75	

27. For business signs downtown, which statement or action do you agree with most?

	On-line Responses	Poster Responses	Total	Percent
Signs should be regulated to help create an inviting downtown. This would generally mean smaller signs.	11	3	14	20.9%
Highway signage is needed.	5		5	7.5%
Signage directing people from I-90 is needed to help promote Anaconda.	45	6	45	67.2%
No Responses	3		3	4.5%
Total	64		67	

28. Indicate which items you'd like to see added to sidewalks and streets in downtown:

	On-line Responses	Poster Responses	Total	Percent
More seating and benches.	24	6	30	35.7%
Public art.	22	6	28	33.3%
More street lights for safety.	5	5	10	11.9%
More flowers.	8	3	11	13.1%
No Responses	5		5	6.0%
Total	64		84	

29. Create a streetscape improvement plan for Park and Commercial Avenues.

	On-line Responses	Poster Responses	Total	Percent
Agree	55	5	60	87.0%
Disagree	5	0	5	7.2%
No Responses	4		4	
Total	64		69	

30. Create a streetscape improvement plan for Main, Oak, Cherry and Cedar Streets.

	On-line Responses	Poster Responses	Total	Percent
Agree	51	5	56	81.2%
Disagree	7	0	7	10.1%
No Responses	6		6	
Total	64		69	

31. Eliminate vehicular access on Oak between Park and Commercial and turn it into a public plaza.

	On-line Responses	Poster Responses	Total	Percent
Agree	25	2	27	40.3%
Disagree	32	1	33	49.3%
No Responses	7		7	
Total	64		67	

32. In terms of Durston Park improvements, which improvements would you like to see (check one or more)?

	On-line Responses	Poster Responses	Total	Percent
Create more intimate spaces for benches.	20	3	23	
Pedestrian scale lighting.	15	4	19	
Create entrance.	15	0	15	
Add public art.	18	3	21	
Add enhancements along the street such as planters, sculptures.	38	3	41	
Total	57		119	

33. Create public plaza improvements on Main Street and Park Avenue.

	On-line Responses	Poster Responses	Total	Percent
Agree	51	4	55	80.9%
Disagree	6	0	6	8.8%
No Responses	7		7	
Total	64		68	

34. Infill buildings in the commercial district should adapt the traditions of older commercial buildings in scale, rhythm of openings, materials and forms, particularly flat roofs.

	Number of Response(s)		Total	Percent
Agree	37	4	41	60.3%
Disagree	20	0	20	29.4%
No Responses	7		7	
Total	64		68	

35. In terms of Architectural Elements that are found on historic buildings that should be used in Anaconda, which element do you agree with implementing most?

	On-line Responses	Poster Responses	Total	Percent
Brick details.	31	1	32	
Leaded glass.	1	1	2	
Hanging awnings that reflect the time period.	10	1	11	
Ornamental cast iron from AFFCO and other sources.	17	1	18	
No Responses	5		5	
Total	64		68	

36. Anaconda should have public education programs regarding historic building.

	On-line Responses	Poster Responses	Total	Percent
Agree	40	2	42	63.6%
Disagree	17	0	17	25.8%
No Responses	7		7	
Total	64		66	

37. Produce a simple "Guide to the Architecture of Anaconda".

	On-line Responses	Poster Responses	Total	Percent
Agree	50	5	55	79.7%
Disagree	7	0	7	10.1%
No Responses	7		7	
Total	64		69	

38. Develop historic preservation guidelines for historic districts.

	On-line Responses	Poster Responses	Total	Percent
Agree	48	3	51	76.1%
Disagree	10	0	10	14.9%
No Responses	6		6	
Total	64		67	

39. Develop an interpretive plan for Anaconda.

	On-line Responses	Poster Responses	Total	Percent
Agree	48	5	53	76.8%
Disagree	8	0	8	11.6%
No Responses	8		8	
Total	64		69	

40. Seek funding through Montana Department of Transportation for a community-wide transportation plan.

	On-line Responses	Poster Responses	Total	Percent
Agree	47	7	54	76.1%
Disagree	10	0	10	14.1%
No Responses	7		7	
Total	64		71	

41. Provide sidewalks adjacent to all streets to create an inviting environment for walking.

	On-line Responses	Poster Responses	Total	Percent
Agree	54	4	58	85.3%
Disagree	4	0	4	5.9%
No Responses	6		6	
Total	64		68	

42. Work with MDT to add striped pedestrian crossings at key intersections.

	On-line Responses	Poster Responses	Total	Percent
Agree	53	5	58	84.1%
Disagree	7	0	7	10.1%
No Responses	4		4	
Total	64		69	

43. Downtown streets should be designed as places, not just for cars.

	On-line Responses	Poster Responses	Total	Percent
Agree	50	3	53	79.1%
Disagree	8	0	8	11.9%
No Responses	6		6	
Total	64		67	

44. Connect the north and south sides of the city with bike and pedestrian connections along Main and Cedar streets.

	On-line Responses	Poster Responses	Total	Percent
Agree	51	3	54	80.6%
Disagree	7	0	7	10.4%
No Responses	6		6	
Total	64		67	

45. Pennsylvania, and 4th Streets should be designated bike routes.

	On-line Responses	Poster Responses	Total	Percent
Agree	33	4	37	54.4%
Disagree	22	0	22	32.4%
No Responses	9		9	
Total	64		68	

46. Install bike racks downtown.

	On-line Responses	Poster Responses	Total	Percent
Agree	47	3	50	74.6%
Disagree	10	0	10	14.9%
No Responses	7		7	
Total	64		67	

47. In terms of continuing to explore options to implement "A Vision for Downtown Anaconda" design elements for Park and Commercial spaces, which need is most pressing?

	On-line Responses	Poster Responses	Total	Percent
Allow for bulbouts and midblock crossings.	14	4	18	28.1%
Return to 2-way traffic.	9	5	14	21.9%
Widen sidewalks for outdoor seating.	13	5	18	28.1%
Have marked bikeways.	9	5	14	21.9%
Have more snow storage areas.	10	1	11	17.2%
No Responses	9		9	14.1%
Total	64		64	

48. Increase parking in downtown by adding diagonal parking on Oak and Cherry.

	On-line Responses	Poster Responses	Total	Percent
Agree	36	7	43	60.6%
Disagree	17	0	17	23.9%
No Responses	11		11	
Total	64		71	

49. Install quick stop (less than 15 minutes) parking spaces on Park Street.

	On-line Responses	Poster Responses	Total	Percent
Agree	26	1	27	40.9%
Disagree	30	1	31	47.0%
No Responses	8		8	
Total	64		66	

50. Add signs directing people to public parking.

	On-line Responses	Poster Responses	Total	Percent
Agree	47	6	53	75.7%
Disagree	9	0	9	12.9%
No Responses	8		8	
Total	64		70	

51. Do you currently live in Anaconda and/or Deer Lodge County?

	On-line Responses	Poster Responses	Total	Percent
Yes - I live in Anaconda.	35	8	43	59.7%
Yes - I live in Deer Lodge County, but not Anaconda	2	0	2	2.8%
No - I neither live in Anaconda or Deer Lodge County	12		12	16.7%
Other	10		10	13.9%
No Responses	5		5	6.9%
Total	64		72	

Open Response Survey Results

Do you currently live in Anaconda and/or Deer Lodge County? - Other responses

Answer

- 1 Work in Anaconda Live in Butte
- 2 I do not live in the County limits but my family all does
- 3 I visit every summer and was born here
- 4 own property and will retire there
- 5 Anaconda native who returns during summer
- 6 Kalispell
- 7 Anaconda is our home when we return from our overseas assignments. We are a family
- 8 I live part time in anaconda.
- 9 Port Townsend, WA
- 10 Moved away but visit quite frequently. Anaconda is home.

We would love to hear any other responses you may have regarding the future of Anaconda: - Responses

Answer

- 1 I think developing a master plan is a great idea and will help to make the most use of funds. The TIFD funds should be used to help create the Anaconda that is inviting to visitors and not just a place to pass through.

 - 2 It would be nice to have small business owners develop a broader interest in customer needs and customer service. Customer service is badly needed in some local businesses. Uniform hours are needed.
Small business owners work long hours, however, their hours should reflect customer needs. It would seem better to have a Monday closing, rather than a Saturday closing.
For working women and commuters, Saturday is their shopping day.
Small business owners should pay more attention to their rear entrances. The view from the public parking lot is not very appealing. Clean windows, doors and especially door handles should be addressed. Unfortunately, we have a great deal of litter in the community. It would be nice if store owners went the extra mile and picked up the litter in front of their store fronts. Tree grates are a disgrace.
I like the sandwich boards as a means of advertising events, in-store specials and newly arrived merchandise.
Ditch the Chamber of Commerce.

 - 3 Our town is in disrepair. Decay ordinances are not enforced. We have never found our 'brand' since ARCO/Anaconda Company left. We still treat ourselves as the 'poor' people who lost their identity when the smelter closed. We have never decided on who we want to be since then. The negative attitude of the community still lingers. We need to encourage young people to stay who will bring a vision and energy with them.
-

-
- 4 Many great things have come to Anaconda in the last few years. I think it is important to keep building on the great things we already have and bring back the pride in our community. Great things will follow. If we have a strong sense of community and pride, other business owners will come in. It is not beneficial to always be chasing "the next big thing". Capitalize on what is there: small, family owned business, friendly neighborhoods, great recreation activities.
-
- 5 Would love to see a community center like the Emerson in Bozeman. Need a focus on preserving bldgs that still exist. Anaconda needs a FB pg. New biz to create jobs, preferably green energy. A community college would be great. Look to other small towns who created economies, i.e., Wallace ID, Park City UT, Capitola, CA, etc. Our bones are fabulous for tourism, recreation, biz. Just need the flesh. Thank you for your hard work. It's a difficult town to get things done.
-
- 6 My family recently were in Missoula for a medical appointment. We had to kill some time so we visited Cara's park. We were surprised by the absence of vandalism in the park. There was none. We also made a trip over to Ennis this summer and noticed the same thing about their park. The thing the two parks had in common were security cameras. I think this would be a great investment for Anaconda. Also, while at Cara's park in Missoula, we were approached by a gentleman who volunteered with the city. He just rode a bike around popular areas and answered questions people may have had about the area and to direct them if they were looking for a particular area. That was a great way to promote the city and encourage people to enjoy what it had to offer.
-
- 7 Remove/hide/cover slag on the east end of town.
Use vacant lots as parking and tear down some of the very worse of buildings for parking.
Make parking off street. Use the space for more walking/biking area.
-
- 8 I am so thankful that you've created this, and look forward to many more surveys. As a longtime Anaconda resident who now resides in Washington, I wish that there was more I could do to help. Thank you for keeping the community (both past and present) involved!
-
- 9 I'd like to point out that Anaconda could have one retailer provide 200 jobs or 20 small businesses that employ 10 people apiece. You don't always need to attract a big box store to be successful. Phillipsburg is a great example of several small businesses floating the economy.
- I can tell by the survey questions that you are taking seriously Anaconda's potential as a wilderness tourist destination- that's great. Everyone I know in Bozeman that has visited Anaconda it was either because of Discovery Ski Basin or the Old Works Golf Course. And they've all loved the town. Expansion into more skiing/hunting/camping/fishing would be very wise. Best wishes!
-
- 10 I think it'd be interesting to see all the old advertisements on the side of the buildings repainted
-
- 11 I strongly disagree with changing Park or commercial Avenues to two way streets.
-

-
- 12 Will this plan address the homes and abandoned store fronts which are visually unappealing?
I would support Park Ave being a two way street and historical corridor. If both Park and Commercial are two way again, I worry about the amount of traffic congestion in summer months from the many vacationing people traveling thru to the lake and beyond hauling their RV's. If a parking area is created, don't forget to leave room for large vehicles.
I think our streets are pretty with flower baskets and the lighting is adequate. However more trees would be nice along main corridors.
-
- 13 One organization, the chamber or ALDC or _____ needs to take on the leadership of Anaconda's downtown improvement as a long term commitment with at least one staff person devoting at least half time to visiting with businesses and perspective businesses, building landlords, the county, the state agencies like DOT, and others to keep this process going. A plan will never produce permanent change unless someone makes it a personal and/or organizational long term task.
-
- 14 How about instead of wasting money on making down town look pretty, we use that money to actually fix ALL the streets and sidewalks in town. Anaconda doesn't need a bunch of little specialty shops catering to tourists, nor do we need more benches, sculptures or walking paths.

What Anaconda needs are stores and businesses where people can actually afford to shop. It's sad that we have to drive around 60 miles, just to buy an affordable pair of shoes or pants. Along with business like this come employment opportunities, another thing Anaconda desperately needs.

Bottom line is you can blow a bunch of money making Anaconda look like a Norman Rockwell or Thomas Kinkade painting, but without affordable places to shop and interesting things to do, there is no point in doing any of it.
-
- 15 There should be more jobs created and incentives to keep houses nice
-
- 16 Respect the businesses that are here, have stayed here, and paid taxes. Respect our blue collar heritage/history as much as the beauty, recreation, etc.
-
- 17 Love the town and the people! I would like to have a couple more restaurant options. It would be nice to have a teen center where kids can hang out - pool table/foos ball/video games/snack bar kind of like City Life in Missoula....Grants?
Dollar store type stores should be out of town - not down town - distracts from the uniqueness of the town.
-
- 18 There is not enough traffic to worry about bike paths or people walking or crossing. More should be done to promote business.
-
- 19 I am new to Anaconda and love it here but would like the following problems addressed although not about downtown.
A. Streets in East Anaconda need repaving.
B. Most intersections in Goosetown do not have stop signs. I find this very dangerous.
C. In West Anaconda on 3rd and 4th Streets there are no street signs to tell you what the cross streets are. When looking for an address I usually have to go down to Park Street in order to find the street I am looking for.
-
- 20 I would love to see the correct changes made to help Anaconda thrive again.
-

-
- 21 My main concern about the appearance of Anaconda has not been addressed here, even with all these questions. There are old, worn out sagging buildings on the two main streets, Commercial and Park....are the owners not required to do something about these "It's a dead town, folks!" eyesores.....? If not, why not. There's a nasty faded rotting old blue house, for instance, somewhat across from the Club Moderne....it used to have a handwritten sign: \$10,000 on it, which is now blissfully gone, but before planting more trees and shrubs and calling for public art, which is all nice.....Take a drive in and out of town on Commerical. Out on Park...take a notebook....what looks abandoned, hopeless, nasty???? What can be done to get rid of it or improve it?
-
- 22 Street signs and plowed snow route.
-
- 23 Need to fix up Memorial gym to current state codes especially HVAC system to move air I see you blocked the return air in the gym so people have to breathe bad air
-
- 24 There needs to be a support system foster by the chamber or another group to encourage business to work together. We are always amazed at the community support programs available and seen in Phillipsburg. If we are in one shop and the item is not found the business will refer to another local shop. The chamber appears to not compete with the businesses by selling items. The Anaconda chamber needs to support businesses and community development and not compete! Also the whole issue of donations to improve the Marcus Daily is futile.
-
- 25 Yes, I would love to see Anaconda cleaned up and look like it did when I was young But it doesn't mean that has to take away the nostalgia of the place. What I see in most cities and towns this is happening to they do all this change and they don't and can't afford to maintain it. So everything gets neglected both city and county. What I love about my hometown is that it has a hometown feel. People find the beauty. When my husband retires in a few years we plan on moving there I really hope whatever changes they make they maintain it.
-
- 26 East 4th street needs work residential property if it is an eye sore needs to be addresses.
-
- 27 Please do something. My hometown needs help!
-

APPENDIX F: COMMUNITY MEETING SUMMARY

COMMUNITY MEETING - AUGUST 12, 2015

8:00am: Economic Development

The small group of five residents and staff discussed a variety of issues related to economic development. Lauren Waterton presented some information about current economic conditions as provided by Paul Polzin.

The group discussed retail sales, particularly instances when people shop outside of the community. Data from 2012 suggests that general merchandise stores and electronic and appliance stores are two industries that illustrate what is called, retail leakage. Since 2012, Family Dollar has opened and Shopko Hometown has indicated that a new store will open in 2016. However, the group acknowledged that there are basic items that cannot be bought in Anaconda. It was also mentioned that outside of the Christmas shopping season, a focus on buying local was not evident.

Other missing retail stores notes were book stores, media, general merchandise beyond Family Dollar, print shop (although the newspaper offers this service).

Outside of the downtown, developing and supporting local agribusiness, including local processing, flowers, and other commodities

The human services sector is very large component of the economy. Including the hospital (300+ employees), Aware (150 employee), CCCS.

The number of workers that commute in to Anaconda may be due large to lack of quality housing within Anaconda.

There is a large under employment issue with disability and mental health issues. Is there some way to identify?

Who is participating in local employment? How to help those that are not?

Look at programs that target development of youth workforce – Boys and Girls Club for example.

Other job training – hospital has CNA program for their employees

Schools are a big issues and there is a lot of negative views regarding the school system. This affects the ability to attract new residents. A new superintendent and principal will help bring stability to the district.

Look to develop training for retail workers and others who interact with visitors. Need to connect with people to become ambassadors for the city.

Outdoor activities is a draw to the community. Local culture, not so much.

Local shops to support outdoor activities

What amenities are available to people who travel here to visit hospital and VA clinic? How can we make their visit pleasant?

There is a fragmentation to the community that makes it hard to interact. Social services are separated, and there are few public places to linger and meet people.

9:30am: Historic Preservation

A group of eight discussed historic preservation opportunities. Philip Maechling presented an overview of what is historic preservation and what opportunities exist.

Historic preservation is not about putting buildings in a pickle jar, but rather about using historic structures to help tell stories and connect people to the past.

These are ten of the ways we have found historic preservation to be an economic generator:

- heritage tourism,
- small business incubation,
- jobs,
- household income,
- downtown revitalization,
- small town revitalization,
- sustainable use of resources
- energy conservation
- neighborhood stability,
- neighborhood diversity.

Specifically within Anaconda, Philip noted the following advantages to preservation:

- Reusing old buildings saves demolition costs
 - Rehabilitation is labor intensive and thus is not as influenced by rising costs of materials as new construction
 - Rehabilitation most often uses local labor, keeping salary dollars in the community longer
 - Rehabilitation may require less time than new construction and can take place in stages
 - Old buildings often can be acquired for low prices
- One renovation project can be a catalyst for redevelopment. Philip discussed the depot building in Billings as an example.

The group reviewed the Butte-Anaconda Historic Landmark District map of historic structures in Anaconda. It was noted that the contributing buildings are often smaller in size than the non-contributing buildings. That can lead to opportunity to develop the non-contributing buildings in small increments that can add value to the historic area.

Financing of projects can be difficult, but use of historic tax credits can help. The owner of the Electric Light building relayed information that his building was determined not eligible for tax credits due to a proposed use that was not consistent with the historic use.

The group discussed opportunities and remarked that seeing restored buildings can help the community see the potential for preservation. The opportunities that exist with the renovation of the Montana Hotel, Washoe Brewery building and the Electric Light building are all positive and may be that catalyst project that could spark others.

It was suggested that developing a citizen academy to learn about preservation may be very helpful. There may be resources available through the Montana Preservation Alliance, or the Montana Historical Society to assist with that training.

Someone asked about reuse of building materials and if there could be a place to find materials from old structures. Example of the Habitat for Humanity Re-Store, could provide such an opportunity.

1:30pm: Housing and Beautification

A group of 12 discussed needs and opportunities for housing and issues of beautification within the community.

This is a significant issue regarding the quality of housing. Homes for sale need extensive updating, which often puts the cost out of reach to residents.

Average home age is approximately 60 years.

Also of importance is that quality rentals is hard to find.

Vacancy issue is related to absentee owners who do not take care of the property so that they become uninhabitable. Additionally, the decay ordinance is complaint driven, which pits neighbors vs neighbor, which declines community interaction.

Is superfund a stigma? What opportunities to educate potential buyers and investors exist?

Some subdivision activity on the west side.

Public housing units are available at low rents for low/moderate incomes and is skewing housing market.

Smaller lots in original town is difficult to rebuild on, which means there is very little demand for them.

Is the community welcoming to outsiders? Many in the group identified this as an issue in attracting new residents.

Someone asked if we need to provide housing options for families, as school enrollment is declining?

It was suggested that there is need for the transitional housing for retirees as they move to smaller houses that need less upkeep.

Someone asked about education about programs available to assist renters to homebuyers and it was noted that Headwaters RC&D has a first time homebuyers programs.

On the subject of beautification at the entryways, the east end of town could benefit from the addition of trees. However, the soil quality is an issue on the east side and may need extensive remediation to make it fit for trees.

The additional of a property management company may assist absentee landlords and homeowners.

3:00pm: Transportation and Healthy Communities

The group of 15 discussed the issue of transportation, particularly improving safety within the downtown area. The group discussed the report completed by the Sonoran Institute and Project for Public Spaces. Of the 4 options outlined in the report, there was not a clear preference. Because all the options involve modifications to Commercial and Park, Montana Department of Transportation would need to approve any changes.

A group went out to walk and look at options for improving safety other options, while another group stayed to discuss walkability and options for connecting to existing trails.

Trails and Safe Routes

There are few safe pedestrian routes to access trails on the north side of town at Washoe Park. Kids walk in the street to the park and swimming pool because there is no available sidewalk.

Creating a map of all existing trails and sidewalk routes would be very helpful.

Because community services are spread out and not consolidated, people needing those services have a difficult time getting there without a car.

Pedestrian safety is a huge concern along Commercial and Park, but also exist where there are no sidewalks.

Downtown Field Trip

We walked down from the hospital building on Oak Street to Sixth Street and across to Main Street.

We toured the apartment building at Sixth and Main which is currently for sale. It is a fabulous resource and a great opportunity for cooperative ownership or as a land stewardship project. We noted that the residential neighborhood is right in the downtown which is a real advantage to community development since residents add life and vibrance to the downtown.

We walk down by the park, past the Washoe Theater, to the Montana Hotel building across from another park at the intersection of Commercial and Main. It's a great opportunity for a public plaza space for festivals performances and other public events.

We toured the proposed Art Alley between Main and Oak streets.

We then walk down Commercial Street only to be rained on and took refuge in the vacant entrance to the Penneys store. We encountered a few pedestrians and two bicyclists each cycling separately.

4:30pm: Tax Increment Financing District

There was a group of 10 to discuss issues regarding the TIF District. It was approved by the MT Department of Revenue in 2014, so the District will receive revenue starting in November, 2015. It is anticipated that \$39,000 will be the 2015 revenue within the District.

A board has not yet been established or appointed, but is being worked on by ADLC.

The discussion focused on types of projects the future board should consider.

The previous District used revenues to support façade improvements and it was considered by the group as a potential project for new revenues. A matching program requiring building owners to match the grant was previously used and the group supported such a match for any future program.

Items that focus on life-safety issues should be addressed. The Board will need to review current TIF law to understand what type of expenditures may be used with TIF funds. It was suggested that rather than spreading the money out to many small projects, there may be advantages to identifying one or two projects that could act as a catalyst for additional redevelopment.

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