

Comprehensive Economic Development Strategy

2011 - 2015 Update

CEDS Planning Resource: For Broadus, Montana

Facts from the CEDS *Powder River County*

Powder River County had a senior population (65+) of **18.5%** in 2010.

Powder River County had an increase in business establishments by **4.4%** between 2000-2008.

Vacationers spend on average **\$183.37** per day for 6.02 days per Montana visit. Antelope, Deer and Elk hunters alone brought in about **\$4,341,761** in 2008 in this 4 county region.

Powder River County's per capita income, adjusted for inflation **increased 31.3 %** between 1995 and 2005 compared to **26.8%** in Montana

What is the CEDS?

The Comprehensive Economic Development Strategy (CEDS) is a planning Document created in 2010 by SEMDC for the counties of Custer, Powder River, Rosebud, and Treasure.

What is the importance of the CEDS document?

The CEDS document highlights some of the most current data for your county and helps to develop an economic roadmap for the region. This data is public and you or your organization can use it for studies, research, grant proposals, or just common knowledge. It helps us keep up to date and on course with new, current, and long-running issues or concerns.

The CEDS can help to:

- Enhance Community Awareness of an Issue or Issues
- Gather and Analyse Regional Statistics
- Stimulate Discussion, Motivation, and Support from Within the Region
- Work Towards Consensus Building and Cooperation
- Engage Communication

How can **YOU** use this Accompanying CEDS document?

SEMDC held public meetings in each community in this region, and did an analysis on the Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis), as well as identified key projects that community members proposed. Those were important ideas and interesting projects. Lets work on them!

This document will:

HIGHLIGHT results from those meetings
FOCUS on projects and opportunities presented
OFFER some suggestions for resources.

Photo Credit: Julie Korkow

Produced by SEMDC - More data can be found in the CEDS document, including the original Community Meeting Notes

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Retail stores
 Good visitors center
 Tourism opportunities
 Value added business
 Bell Creek oil/CO²
 UPS shipping
 Strong business community
 Good roads
 Airport

Weaknesses

Lack of motels/lodging
 Small labor force and labor pool
 Tax-base small
 Lack of resource development
 High cost for growth
 Non-diversified economy
 Lack of work initiative for youth
 Lack of trade services such as a body shop, plumber, HVAC repair

Opportunities

Improve eating
 Develop professions to support natural resource development
 - Otter Creek, Bell Creek, Trans Canada
 Develop jobs and opportunities for youth
 Full-time grant writer
 Find corporate funding
 Fund youth to go and come back
 Training for trades

Improve customer service
 - Superhost training

Tourism
 - Warrior Trail
 - "Old West,"
 - agro-tourism

Start basic trade services such as a body shop, plumber, HVAC repair, car wash, laundromat

Threats

Absentee ownership
 Cost of living
 - Increased utility expenses
 Ownership issues

Proposed PROJECTS

to enhance the ECONOMY

- **Expand Tourism**
 Agro-tourism
 Warrior Trail and history
- **Customer Service Training**
 Superhost
- **Increase Online Visibility**
- **Develop Career Recruitment for Youth**
 Work with guidance councillor
- **Enhance Tax-Base**

Thoughts on Projects

- Timelines?
- What are the priorities of these projects?
- Who could take charge of these projects?
- What resources do you have/will you need?
- Funding?
- Do you have an online space to promote tourism and visibility?
- How would the funds be used?
- Who could you network with to expand tourism options?

RESOURCES

Develop a blog or website for your project/company: wordpress.com
 Rural Entrepreneurial Case Studies: www.cvcia.org
 National Development Council: <http://nationaldevelopmentcouncil.com>
 Rural Entrepreneurial Case Studies: www.cvcia.org

HOW SEMDC CAN HELP

SEMDC works to secure funding for various projects for grants—we could work with people to help set up a fundraising group for the city

With SEMDC's Small Business Development Director, we can help anyone get a small business started or work with people on business succession planning

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Located on two highways

Lots of available land for growth

Walking paths

Weaknesses

Brownfield sites

Lack of water/lakes

Housing limited for rental, elderly, family, low-income, assisted living

Landlocked

Appearance of town as you enter

Isolated

Floodplains

Lack of infrastructure for population growth

Old infrastructure

Some private infrastructure

Limited Communication with cell and cable access

Opportunities

Housing

New sewer and water system

Threats

Fire danger

Proposed PROJECTS

to enhance INFRASTRUCTURE

- Infrastructure (all forms)
- McCurdy Lot
- Look into Floodplain Issues
- Instrument Landing System (ILS)

Thoughts on Projects

- Which projects have the highest priority?
- If these projects have been worked on, has there been an evaluation of the current progress made?
- Who are other entities you can reach out to for help?
- Who could take charge of these projects?
- What resources do you have/will you need?
- What are some similar case-studies or successful examples?

RESOURCES

Rural Capacity Building Resources:

<http://ruralcommunitybuilding.fb.org>

National Development Council

<http://nationaldevelopmentcouncil.com>

USDA Rural Development-Housing:

www.rurdev.usda.gov/rhs

Montana Home Choice Coalition: www3.aware-inc.org/awareinc/

HOW SEMDC CAN HELP

Support stabilizing funding for initiatives such as housing.

Work with small businesses

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Small, rural, isolated, safe community

The people and culture

- Caring
- Hardworking
- Intelligent
- Strong work ethic
- Strong volunteerism

School System

Local Newspaper

Active senior program and services

- Nursing home
- Hospice Care
- Ambulance and EMT
- Clinic

Gym

Good restaurants

Churches

Transportation busses out of town

Museum

Basic Services

Recycling

Library

Fire department

Funeral home

Lots of recreation

- Indoor barn/community center
- Golf
- Theatre
- Strong 4H program
- Pool
- Warrior Trail

Opportunities

Community college

Health food store

Improve education for drugs/alcohol

Develop the radio station

Develop a critical access hospital

Senior transitional opportunities

Elderly housing

Physical therapy

Dentistry

Fire hall

Satellite programs

Weaknesses

School system

- Declining enrolment
- Poorly paid teachers
- Teachers train here then leave

Improve services for seniors

Lack of medical services

Health facility not handicapped accessible

Substance abuse

Emergency services

Proposed PROJECTS

to enhance SOCIETY and CULTURE

Expand Medical Services

Emergency services

Critical access hospital

Develop facilities

Training

Elderly assistance

Some other possible projects could be:

Funding for Fire Hall/Emergency Systems

Funding and Outreach to Improve Drug/Alcohol Awareness/Rehab

Thoughts on Projects

- Who would be in charge of expanding medical resources?
- Who would you want to network with and include?
- What resources do you have/will you need?
- Funding?
- There are plenty of strengths and opportunities listed, can some of those become projects, or enhance the projects mentioned?

RESOURCES

Rural planning and networking opportunities:

www.planning.org/divisions/smalltown/index.htm

Online Educational resources - free courses/webinars:

<http://ocw.mit.edu/courses/>

Rural Capacity Building Resources:

<http://ruralcommunitybuilding.fb.org>

National Development Council

<http://nationaldevelopmentcouncil.com>

HOW SEMDC CAN HELP

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OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Wildlife
Nature
Hunting/Fishing

Weaknesses

Weather

Threats

State/National/
International legislation

Opportunities

Maximize the Yellowstone River
Hunting
Expand Local Recreation
- Trails
- Bird Watching
Green opportunities
- Carbon Sequestration
Coal/Natural Resource Development
Value added opportunities for resources

SEMDC may be able to help secure funding for natural resource or tourism projects.

Network with other communities to help in some of these initiatives

Do Tourism studies if funding secured

RESOURCES

Ideas for Public Spaces and Recreation:
www.pps.ort (suggestion: search "rural")
Rural Landscape Institute on Agro-tourism:
www.rurallandscapeinstitute.org/projects_farrcc.php
Develop a blog or website for your project/
company: wordpress.com
Market your community:
www.iira.org/pubs/publications/IIRA_RRR_713.pdf
Rural Assistance Center
http://www.raconline.org/info_guides/technology/

Proposed PROJECTS

to maximize ENVIRONMENTAL potential

No projects were mentioned
Some possible projects could be:

- **Enhance Eco-Tourism**
Develop increased web-presence
Create a marketing campaign
Organize current businesses/organizations/ events involved in eco-tourism
- **Continue to Develop/Maintain Trails**
Maintain and publicise current trails and paths
Increase paths along the Yellowstone
Perhaps connect trails in Forsyth to other community/regional trails creating a network of paths

Thoughts on Projects

- Can Natural Capitol projects tie in with other forms of capitol in Broadus?
- For example, one of the weaknesses stated is lack of beautification in the area... natural capitol projects such as developing trails, planting more trees, or working on parks may help with that weakness.
- One opportunity is increasing tourism or geo-tourism, how can Powder River County do this by maximizing the Natural Capitol?

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Local State Representative
Growth Policy
Local government services
FSA office
Good law enforcement
SEMDC– regional planning
Good people working for the town

Weaknesses

Youth leave
Resistance to change
Poor community perception

Opportunities

Better Planning
- Develop stronger planning mentality and activism
- Pro-active planner on staff
- Us potential land available for growth

Threats

Federal/State government
Apathetic local/county government
Loss of people and youth
NAFTA and other trade treaties
Special interest groups/ NGOs
Radical Environmentalists
Narrow-minded people
Public land issues
Urban vs Rural

Proposed PROJECTS

to enhance POLITICS and POPULATION

- **Develop Pro-Active Planning Update Growth Plan (Town and County)**
- **City/County Planning**
- **Planning for Otter Creek and Other Natural Resource Development**

Thoughts on Projects

- Who should be in charge of these projects?
- Have you researched successful examples of growth plans? Perhaps this will help to give insight on how to make the most effective and influential documents that include public participation.
- How can Broadus and Powder River County maximize the local and regional benefits natural resource developments. What type of business opportunities can come from them that would also diversity the economy?
- Is there effective leadership in dealing with the natural resource companies?
- What projects could focus on population development and youth retention

RESOURCES

Rural Capacity Building Resources:

<http://ruralcommunitybuilding.fb.org>

Leadership Tools:

http://www.raconline.org/info_guides/leadership/

Online Educational resources - free courses/ webinars:

<http://ocw.mit.edu/courses/>

Online planning and community development courses:

www.planetizen.com/courses/index.php

Rural planning and networking opportunities:

www.planning.org/divisions/smalltown/index.htm

HOW SEMDC CAN HELP

SEMDC can help to network and work with local governments

SEMDC can help with all stages of planning