

Comprehensive Economic Development Strategy 2011 - 2015 Update



CEDS Planning Resource: For Colstrip, Montana

Facts from the CEDS *Rosebud County*

Rosebud County had an Ageing Population (65+) of **11.6%** in 2010, and estimated **17.1%** in 2025

-5.3% decrease in number of establishments 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 region.

Rosebud County's per capita income, adjusted for inflation **increased 30.3 %** 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: Emily McKee

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

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Low property taxes
High income level
Good paying jobs
Highly skilled workers and professionals
Coal economy
Tax-base - high valuation
Low unemployment
New boilermaker training center
Mill levees

Weaknesses

Dependence on coal mine taxes and power plant
Lack of economic diversity
Limited shopping - many people go to Billings
- Lack of local support for local business
Few restaurants
No RV park
Lack of service personnel esp. with turnover
High shipping cost

Opportunities

Shopping plaza
Recruiting small manufacturing business
Distributive wind generation
Support railroad between Forsyth and Colstrip
Spinoff opportunities
- Supporting oil field in eastern MT
Support for Otter Creek
- Vocational training
- Housing
Facility - Isabel Bills Conventions etc.

Tax - incentives not disincentives
Modern car/truck wash
Clothing store
Closed gas station
Communications opportunity for events, jobs etc.

Increased marketing/retail service signage

Threats

Anti-coal/carbon sentiment in the US
Redo permit needs environment study to be completed again
State and Federal regulations
Limited amount of coal reserves/mine sustainability

Proposed PROJECTS

to enhance the ECONOMY

- **Better Small Business Funding**
- **Promoting/Encouraging Community Retail**
- **Better Signage/Marketing**

Thoughts on Projects

- What are the priorities of these projects?
- Who could take charge of these projects?
- What other local businesses are needed?
- What resources do you have/will you need?
- Funding?
- Do you have an online space to extend community marketing?
- How would the funds be used?

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

City hall facility and meeting/community space

Good park system

Good public infrastructure

Bike paths/Trail systems

Airport

Weaknesses

Lack of building lots

Limited internet connection options

Water system improvements needed

Unpaved streets

Opportunities

Meeting facility

Medical transportation for elderly

Coordinated transportation plan

Threats

Lack of housing

Infrastructure dependency on coal plant

Proposed PROJECTS

to enhance INFRASTRUCTURE

Housing

Subdivisions

Affordable

Elderly

Evaluate current state of buildings

Upgrade transition cable/internet connectivity

Street Improvements/Repair

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

Active senior population

Good education system
- K-12

Low crime

Planned community
- A unique small town vibe

Medical services

Strong public works departments

Public transportation for the elderly

Somewhat diverse/
multi-cultural

Chief Dull-Knife
Community College is close

Threats

State/National/
International legislature

Lack of medical practitioners

Opportunities

Expand community education

Recreation - movie theatre, RV Park, bowling, sporting goods rentals

Service for the elderly
- Extend grocery service
- Meals on wheels

Expand community trip planning

Weaknesses

Community entertainment limited

Lack of assisted living and senior services

Limited service such as plumbers, mechanics etc.

Proposed PROJECTS

to enhance SOCIETY and CULTURE

No suggested projects were discussed specifically around Natural Capitol.

Some possible projects could be:

- **Small Business Development for an RV Park, Sporting Goods Rental, Other Recreational Opportunities**
Work with SEMDC to get business plans started and help to find funding
Conduct a town-county wide survey of needs to estimate potential demand for such recreational businesses
- **Start up Trades Businesses such as Plumbing, Auto Repair, etc. to Fill the Local Needs for Services**
Is there need for training or are there potential trades-people who could develop a business or promote contracting?

Thoughts on Projects

- Given the strengths, weaknesses and opportunities, what projects could help enhance the social and cultural aspects of Colstrip?
- Are there trades-people locally Colstrip can work with?
- How could you organize support for recreational based businesses?

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

Find funding for certain initiatives
Develop a business plan
Help in small business development

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

Scenic beauty
Bike paths/trail system

Weaknesses

Weather

Opportunities

No Opportunities Listed

Threats

No Threats Listed

HOW SEMDC CAN HELP

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](http://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](http://www.iira.org/pubs/publications/IIRA_RRR_713.pdf)

Proposed PROJECTS

to enhance ENVIRONMENTAL potential

No suggested projects were discussed specifically around Natural Capitol.

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
Perhaps connect trails 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 Colstrip?
- How could Colstrip increase tourism or geo-tourism by maximizing the Natural Capitol?
- The opportunity to develop a sports rental shop was suggested in enhancing social capital, what projects could combine with that to enhance natural capital?

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

Strengths

None listed

Weaknesses

Overall apathy for public meetings/organizations

Lack of visibility and transparency of real estate and lots/buildings for sale.

Opportunities

No Opportunities Listed

Threats

No Threats Listed

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

Proposed PROJECTS

to enhance POLITICS and POPULATION

No suggested projects were discussed specifically around Natural Capitol.

Some possible projects could be:

- Promote Community Successes, Opportunities, and Strengths to Increase Community Support and Awareness**
 - Enhance community marketing and outreach Initiatives
 - Increase volunteering and participation incentives
 - Develop More/Diverse Festivals that enhance community participation and support
- Create Ways to Increase Participation with Surrounding Communities**
 - Promote mutual marketing/promotion incentives
 - Develop county-wide programs and events
 - Work with schools to promote county activities and social events that are not always competitive

Thoughts on Projects

- Who should be in charge of these projects?
- Do strong participants and stakeholders in the community work closely together? For example do small business or local government work with the schools? Perhaps increasing networking amongst local entities will help to create local projects that enhance the community and build capacity?
- Perhaps increasing leadership in the community can help build capacity as well and allow for more diversity in projects and ideas? How can Colstrip increase public participation and leadership?