

### CEDS Planning Resource: For The City of Forsyth, 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 4 county 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**

Cheap Utilities  
- (gas and power)

Affordable Living

Strong Agro base

Small but diverse  
business-base

Restaurants

Two local banks

#### **Weaknesses**

Resource/commodity  
based economy

Limited overall diversity

Labor force is small

Lacking necessary retail

Limited funding option  
for projects

Tax base minimal

Too many gambling  
establishments

#### **Opportunities**

Improve eating  
establishments

Encourage restaurants  
to buy local

New Grocery Store or  
year-round market that  
includes more local produce

Need for nutritional  
education

Capture  
inter-generational wealth

Business marketing  
opportunities

Diversification of  
economy

Light infrastructure  
technology  
development

Enhance trades-base

Taxi business

#### **Threats**

State/National  
International legislation

Tourists tend to go to  
W. Montana or  
national Parks

Limited tax-base

## Proposed PROJECTS

to enhance the ECONOMY

#### ● **Develop a Grant/Fundraising Program for City**

Secure a Matching Donor  
Create a Fundraising Database  
Contact Alumni

#### ● **Develop a Hub for Trades for Training/Marketing**

Plumbing  
Electrical  
Construction

#### ● **Develop a Community Marketing Initiative**

#### ● **Business Succession Planning**

#### ● **New grocery store or year-round 'local market'**

### Thoughts on Projects

- The need for trades are high, do you have people to help organize, train, and promote?
- 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 Fundraising and donations? What will the money be used for?

## RESOURCES

Business Succession planning: [www.nda.state.ne.us/Community20Strategies.pdf](http://www.nda.state.ne.us/Community20Strategies.pdf)

For marketing local products: [www.madeinmontanausa.com/Quality.asp](http://www.madeinmontanausa.com/Quality.asp)

Start a food co-op or community kitchen: <http://agr.mt.gov/foodandag/FADC-Glendive.asp>

Develop a blog or website for your project/company: [wordpress.com](http://wordpress.com)

Rural Entrepreneurial Case Studies: [www.cvcia.org](http://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

#### **Strengths**

Location - Interstate 94 and Highway 12

Fairgrounds

Lodging

Public buildings

Airport

Public art - murals

#### **Weaknesses**

Location is close to Miles City and Billings creating business competition

Housing Limited  
Limited lots and land-locked

Lack of focus on beautification

- Lack of unkempt yards and lots

#### **Threats**

State/National  
International legislation

Tourists tend to go to W. Montana or National Parks

Limited Tax-base

#### **Opportunities**

Meeting facility and convention center

Softball field

- Possible land for housing assisted living center

Increasing senior population

- potential to create a "senior hub"

- Providing more senior services and opportunities such as more public transportation options  
- Services geared towards 'natural progression' or the various needs at different stages of age

More outdoor entertainment and recreation

Community beautification

## Proposed PROJECTS

to enhance INFRASTRUCTURE

#### **Housing**

Subdivisions

Affordable

Elderly

Evaluate current state of buildings

#### **Senior "hub"**

Looking into:

Housing Needs (assistant living)

Accessibility

Transportation needs

Creating a community accessible to those physically disabled

#### **Enhancing the recreation and beautification Opportunities**

### 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

Ideas for Public Spaces and Recreation: [www.pps.ort](http://www.pps.ort) (suggestion: search "rural")

USDA Rural Development-Housing: [www.rurdev.usda.gov/rhs](http://www.rurdev.usda.gov/rhs)

Montana Home Choice Coalition: [www3.aware-inc.org/awareinc/Montanahomechoice/main.asp](http://www3.aware-inc.org/awareinc/Montanahomechoice/main.asp)

Accessible Rural Transit: <http://rtc.ruralinstitute.umn.edu/Trn/models.htm>

## HOW SEMDC CAN HELP

Support stabilizing funding for initiatives such as housing.

Conduct transportation studies

Work with small businesses

### OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

#### **Strengths**

Community organizations  
 - FAIR Foundation  
 - Service Clubs  
 Museum  
 School system  
 Safe community  
 Youth activities  
 - Sports  
 Churches  
 Health care/medical facility  
 Media  
 - paper/radio /web site  
 Fire protection  
 Veterinary clinics (2)  
 Recreation  
 - Golf course and shooting range  
 - Camping / RV Site  
 - Parks / pool  
  
**Threats**  
 State/National/  
 International legislature

#### **Opportunities**

Encourage restaurants to buy local  
 Better nutritional education  
 - County Extension Office  
 - Learn where food comes from  
 Agro tourism and agro-mentoring  
 Community leadership program  
 - Maximize ones already here  
 - Adult / community education  
 Recycling opportunity  
 After school program/ summer camps

#### **Weaknesses**

Lack of summer/after school programs  
 - During summer and after schools hours  
 - Lots of kids home alone  
 Lack of arts and service programs  
 - For youth in particular  
 Health care issues  
 - No healthcare master plan for County  
 - Lack of confidentiality within medical facility  
 - Lack of Mental Health Services  
 No Recycling Program  
 Lack of Support for assisted living

## Proposed PROJECTS

to enhance SOCIETY and CULTURE

- **Continue Community Foundation (FAIR)**
- **Create a regional hub for community organizing**  
 Professional staff  
 City Waste Water Project  
 Community Center for Youth
- **Develop a Healthcare Master Plan**
- **Create a Recycling Program**

### Thoughts on Projects

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

## RESOURCES

Alternative Ag Marketing and Business Practices:  
<http://afsic.nal.usda.gov>  
 Rural Capacity Building Resources:  
<http://ruralcommunitybuilding.fb.org>  
 National Development Council  
<http://nationaldevelopmentcouncil.com>  
 Office of Rural Health:  
<http://healthinfo.montana.edu/>

## HOW SEMDC CAN HELP

SEMDC works on planning and networking in SE Montana, and may be able to help build capacity for a regional hub for community organizing.

SEMDC could help you find funding for a recycling program or perhaps network you with other communities that have done similar projects

### OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

#### **Strengths**

Natural Environment  
Yellowstone River  
Abundance of Trees

#### **Weaknesses**

Weather

#### **Threats**

State/national/  
international legislation

#### **Opportunities**

Maximize the Yellowstone River  
Hunting  
Expand local recreation trails  
Bird watching  
Green opportunities  
- Carbon sequestration local  
- Coal/natural resource development  
Value added opportunities for resources

### HOW SEMDC

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

### RESOURCES

Rural Landscape Institute on Agro-tourism:  
[www.rurallandscapeinstitute.org/projects\\_farrc.php](http://www.rurallandscapeinstitute.org/projects_farrc.php)  
Ideas for Public Spaces and Recreation:  
[www.pps.ort](http://www.pps.ort) (suggestion: search "rural")  
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 maximize 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 along the Yellowstone  
Perhaps connect trails in Forsyth to other community/regional trails creating a network of paths
- **Develop/Encourage Value-Added Business**

### Thoughts on Projects

- Looking at the Strengths and Opportunities what sort of projects are interesting?
- Can Natural Capitol projects tie in with other forms of capitol in Forsyth?
- For example, in Built Capitol, one of the weaknesses stated are lack of beautification in the region. A Natural Capitol project such as developing trails, planting more trees, or working on parks may help with that weakness.
- Or, an Economic Threat is tourists passing through to go to other parts of Montana, how could Forsyth increase tourism or geo-tourism by maximizing the Natural Capitol?



### OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

#### **Strengths**

County Seat

Relatively stable population base

#### **Weaknesses**

Three Districts for State representation

Aging population

Loss of younger people

Lack of County growth plan / CIP

Lack of cohesiveness with County / Municipality

Limited professional leadership

Attitude

- A need to focus on capitalizing our strengths
- Lack of personal responsibility
- "Clique-ish"

#### **Opportunities**

Mentor high school Kids

- Better Utilize younger adults for mentoring
- Professionals

Business Marketing

Develop better partnerships with 'sister communities' (Colstrip, Miles City, Billings)

#### **Threats**

We stop ourselves

- Pessimistic attitudes
- Defeatism
- Mindset
- Resistance to change

State Legislative policy

- Outside the boot
- More focus on western Montana

Lack of political power

Rural VS Urban mentality

Programmed to send youth away

- Raise a lot of money for scholarships, but never see any in return

## Proposed PROJECTS

to enhance POLITICS and POPULATION

- **Community Growth Plan**
- **County Growth Plan / Evaluation**
- **Develop/Enhance Youth Mentorship and Job Awareness Programs**  
Organize youth, educators, professionals, young adults, to assess youth needs  
Look into creating online portals, local conferences, mentorship programs, internships, and after-school programs to enhance youth opportunity

### Thoughts on Projects

- Who should be in charge of these projects?
- Have they (those primarily responsible for these projects) been contacted with public/organizational interest?
- Have you researched successful examples of growth plans and health plans? Perhaps this will help to give insight on how to make the most effective and influential documents that include public participation.
- Out of all of Forsyth's forms of Capitol, Human Capitol has the most 'threats' listed. What projects could be created to help work on the overall attitude and mindset in Forsyth?

## RESOURCES

Rural planning and networking opportunities:

[www.planning.org/divisions/smalltown/index.htm](http://www.planning.org/divisions/smalltown/index.htm)

Online Educational resources - free courses/webinars:

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

Online planning and community development courses:

[www.planetizen.com/courses/index.php](http://www.planetizen.com/courses/index.php)

Online Educational resources - free courses/webinars:

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

Leadership Tools:

[http://www.raconline.org/info\\_guides/leadership/](http://www.raconline.org/info_guides/leadership/)

## HOW SEMDC CAN HELP

SEMDC can help find funding for a growth plan and if funding is secured, help to develop it.