

# Comprehensive Economic Development Strategy

2011 - 2015 Update



## CEDS Planning Resource: For Lame Deer, Montana

### Facts from the CEDS

The population of the Northern Cheyenne in Rosebud County increased by **180** people between 2000 and 2005

Unemployment in the Northern Cheyenne Population in Rosebud was **12.9%** in 2009

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 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 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 brainstormed some 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.

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

#### **Strengths**

Tourism  
- Cultural events  
- Historical sites

Agriculture

Welding training center in Colstrip

Casino  
- Good meeting facility

#### **Weaknesses**

Inconsistent business hours

Lack of jobs

Limited supply of core/reliable businesses

Poor customer service

High price of products and services

#### **Opportunities**

Develop internships with natural resource companies

Develop a debt repayment program for higher education and trade school

Local small businesses  
- Dollar store  
- Another gas station and grocery store

Tourism and marketing of local area  
- Cultural  
- Historical  
- Agro-tourism

#### **Threats**

State, National and International legislation

Tourists tend to go to western Montana or national parks

Limited Tax-base

## Proposed PROJECTS

to enhance ECONOMIC capitol

Find a Representative for the 4-State Tourism Developments

Develop a community marketing initiative

### Thoughts on Projects

- What will the role of the Tourism Representative be?
- Will it be a paid or volunteer position?
- How and who will decide the person who will represent the 4-State Tourism Developments?
- Is this the same position that will head the community marketing initiative?
- What resources do you have/will you need?
- Funding?
- Do you have an online space to promote the community?
- If so, would you need a new website for community marking?

## RESOURCES

Develop a blog or website for your project

Or company: [wordpress.com](http://wordpress.com)

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

Rural Capacity Building Resources:

<http://ruralcommunitybuilding.fb.org>

National Development Council

<http://nationaldevelopmentcouncil.com>

## HOW SEMDC CAN HELP

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

SEMDC also helps with non-profit organizing and Strategic planning.

# Lame Deer

## INFRASTRUCTURE and BUILD SPACE

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

#### **Strengths**

- Location
- Two highways
- Softball field/park

#### **Weaknesses**

- No cell service
- Isolation
- Lack of housing
- Sub-standard housing
- Lack of lodging
- Poor infrastructure
- Street condition
- Street lights
- Lack of consistent waste removal
- Lack of media/communication
- Lack of mapped areas for emergency services
- Poor water facilities

#### **Opportunities**

- Rehabilitate sub-standard housing
- Cell service
- Rural addressing
- Improve water system

#### **Threats**

- In-action on housing/lack of accountability
- Lack of land for growth for Chief Dull Knife College

## RESOURCES

#### **Rural Capacity Building Resources:**

<http://ruralcommunitybuilding.fb.org>

#### **National Development Council**

<http://nationaldevelopmentcouncil.com>

#### **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/](http://www3.aware-inc.org/awareinc/Montanahomechoice/)

## Proposed PROJECTS

### to enhance INFRASTRUCTURE

#### **Housing**

- Develop a Housing Rehabilitation Program
- Create New Housing
- More Rentals
- Explore Incorporating Trade Programs and Apprenticeships into housing development
- Develop curriculum to teach these skills

#### **Some other possible projects could be:**

#### **A Rural Addressing and Emergency Mapping Project**

#### **Work Towards Implementing Infrastructure Projects and Maintenance**

## Thoughts on Projects

- 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?
- What type of funding would be needed?
- Who would be the liaison between the construction projects and training programs for housing development?
- If these projects have been worked on, has there been an evaluation of the current progress made?

## HOW SEMDC CAN HELP

Support stabilizing funding for initiatives such as housing.

Work with small businesses

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

#### **Strengths**

St. Labre  
Heritage Center  
Rich history and culture  
Chief Dull Knife College  
Craft center  
Pow-wows  
4-H activities for youth  
Wellness center  
Health center  
Basic services  
Senior center  
Boys and girls club  
Cultural events

#### **Threats**

State/National/  
International legislature

#### **Opportunities**

Education  
- Stabilize teacher workforce  
- Create incentives to train local educators  
- Develop more vocational training at Chief Dull Knife College  
Building trades  
- Carpentry  
- Drivers licence training  
- Other services  
Develop a task force to start a community center  
Collaborate with other colleges and reservations

#### **Weaknesses**

Lack of core community center  
Lack of community  
Education  
- Low performing system  
- Lack of local educators  
- Lack of stable teaching population  
Lack of communication local and county-wide  
Unaware of opportunities and services

## Proposed PROJECTS

to enhance SOCIETY and CULTURE

● **Market Ag Degrees/Certificates at Chief Dull Knife College**

● **Develop a Task Force to Develop a Community Center**

### Thoughts on Projects

- Who at Chief Dull Knife College could you work with to market Ag degrees?
- What type of community center is needed?
- Who would be in charge of creating a community center?
- Is there currently space to house a community center or would a new building be needed?
- Who would you want to network with and include?
- Could you partner with a current organization to share resources/knowledge?
- What resources do you have/will you need?
- Funding?

## 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/>  
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

# Lame Deer

## NATURAL ENVIRONMENT

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

### **Strengths**

Beautiful scenery

Weather

### **Weaknesses**

Weather

### **Opportunities**

None mentioned

### **Threats**

Weather

## RESOURCES

Rural Landscape Institute on Agro-tourism:

[www.rurallandscapeinstitute.org/projects\\_farrcc.php](http://www.rurallandscapeinstitute.org/projects_farrcc.php)

Ideas for Public Spaces and Recreation: [www.pps.org](http://www.pps.org)  
(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)

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

## 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

Conduct tourism studies if funding secured

## 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
- **Develop Trails and Outdoor Recreation**

## Thoughts on Projects

- Can Natural Capitol projects tie in with other forms of capitol in Lame Deer?
- Natural Capitol project such as developing trails, planting more trees, or working on parks may help to increase outdoor activity
- How can Lame Deer increase tourism or agro-tourism by maximizing the Natural Capitol?
- Also, weather is a weakness, and a threat - A threat in what way? Perhaps looking at things such as winter safety and lowering heating bills could create more capacity building projects

# Lame Deer

POLITICS, POPULATION,  
PERSPECTIVE

OPPORTUNITIES | STRENGTHS | WEAKNESSES | THREATS | PROJECTS

## **Strengths**

Friendly community

## **Weaknesses**

Lack of accountability  
Apathetic community  
Complacency

Reservation is divided by two counties

- Inter-government communication needs to be improve

## **Opportunities**

Work on communication within county and regionally

## **Threats**

Stakeholder apathy and lack of accountability

Negative attitude towards change

Too much reliance on Tribal Council

Lack of stability within the Tribal Council

County commissioners/ State has a lack of involvement

## Proposed PROJECTS

to enhance Politics and Population

**No suggested projects were discussed specifically around Politics and Population.**

**A possible project could be:**

### **Improve Communication Locally and Regionally**

Improve means of communication and local media

Hold more roundtables and public meetings with elected officials to help create accountability and awareness

Request County Officials to meet more with public and Tribal Council

## **Thoughts on Projects**

- Who should be in charge of this projects?
- Perhaps, if there are multiple stakeholders, combine efforts, resources, and ideas.
- Look towards other case studies and examples of leadership in Tribal Councils and Reservations to get some fresh ideas.
- What has worked and what hasn't in past years?
- Find ways to put pressure on the local governments to communicate better and increase accountability.
- Educate youth and adults alike on community issues, local leaders and politicians, and the importance of

## RESOURCES

Rural Capacity Building Resources:

<http://ruralcommunitybuilding.fb.org>

Leadership Tools:

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

Online Educational resources - free courses/webinars:

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

Online planning ad community development courses:

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

Rural planning and networking opportunities:

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

## HOW SEMDC CAN HELP

SEMDC can help to network and work with local governments

SEMDC can act as a liaison to help build and improve relationships