



**Rural Resource Team Report
Edgemont, South Dakota**

September 20-22, 2004

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Edgemont Resource Team

September 20-22, 2004

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PLEASE NOTE: A matrix, categorizing recommendations in order of the theme or issue addressed, is included as a separate document.

Any recommendations contained herein are not mandatory. The South Dakota Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the South Dakota Rural Development Council, nor any of its employees, contract labor, committee chairs, and/or members makes any warranty, express or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations, or opinions contained herein.

Executive Summary

The community of Edgemont has much to be proud of. There are many assets in your local area that you can take advantage of as you look to the future of your community. The one thing I particularly noticed in your community is the level of entrepreneurial energy that some of your residents have. This is a resource worth pursuing as you look to develop new businesses.

You have many resources in which to capitalize on to make Edgemont a growing and vibrant community. Doing so takes only a few people willing to dig in and get to work. Remember to celebrate your successes with the wider community as you move forward with various initiatives. The work is not just on big jobs, but also on smaller efforts that you can achieve more quickly. Build upon your successes as you move toward accomplishing your broader goals. We hope that this report will provide a basis for many new and exciting initiatives.

There are several short-term, accomplishable recommendations included as part of this report. The most important thing is to involve your entire community in meeting your objectives. Not only will this help bring you together as a community, but it will help build momentum to future initiatives. Participation in the upcoming priority-setting meeting is critical. The efforts must reflect your entire community and that requires everyone's participation – both great and small.

Each of you individually must decide what is important to you and what types of projects you want to accomplish. There are enough tasks for everyone. This is an opportunity to develop and nurture new leadership in the community. Each small step, every accomplishment, no matter how limited, is movement in the right direction. It can be done! There is no problem that cannot be solved by the people living in your community. It is your choice, your decision, and your energy that will make things happen. You can do it!

On behalf of the Edgemont Resource Team, I want to thank the community for their warm hospitality during the on-site assessment. I cannot begin to tell you how welcome we felt in your community. We had a great time and are enthusiastic about the future of Edgemont. The meals and accommodations were outstanding (especially the treats provided during the listening sessions!!!). Time and time again, during the listening sessions, we heard that it is your people that are your greatest asset – and we can certainly attest to that!

The South Dakota Rural Development Council is here to help you in any way that we can. Please feel free to call upon any of the resource team members for additional advice as you move forward with your efforts. We want to see you succeed and will help in any way that we can.

Sincerely,

Shawn Pritchett, Resource Team Leader

Process for the Development of This Report

The South Dakota Rural Development Council (SDRDC) has provided a Resource Team to assist the town of Edgemont, South Dakota in evaluating the community's assets and liabilities and in developing suggestions for improving the environmental, social and economic future of Edgemont.

The Edgemont Chamber of Commerce coordinated the Community Assessment locally with financial support provided through a grant from the South Dakota Community Foundation. Bill Curan served as the community contact and, with the help of many local volunteers serving on the planning taskforce, developed the agenda, coordinated logistics, and publicized the assessment within the local community.

The Resource Team toured the town and surrounding area and interviewed over 175 people during the three-day period from September 20-22, 2004. The team interviewed representatives from the following segments of the Edgemont community: Chamber, Retail, Business, Parents, Retirees, Government, Healthcare, Public Safety, Churches, Civic Groups, Youth, Educators, Railroaders, Agriculture, Seniors, and other members of the general public. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing an action plan. The three questions were:

- **What do you think are the major problems and challenges in Edgemont?**
- **What do you think are the major strengths and assets in Edgemont?**
- **What projects would you like to see completed in two, five, ten, and twenty years in Edgemont?**

Upon completion of the interviews, the team met to compare notes and share comments following two days of intense study. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and then forward these items to be combined into SDRDC's final report to Edgemont.

An oral report was presented to the people of Edgemont on September 22, 2004. Following the oral report, a formal written report was prepared and presented to the city of Edgemont and Edgemont Chamber of Commerce.

Resource Team Members
Edgemont, South Dakota
September 20-22, 2004

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GOED Project Manager - Western
Region
Governors Office of Economic
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444 Mt. Rushmore Rd. N., Room 204
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605-394-1706
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julie.gregg@state.sd.us

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1530 Samco Road, Ste. 2
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605-342-0301
605-342-0583 (Fax)
kevin.vogel@sd.usda.gov

Jean Rogers
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2329 North Career Avenue, Ste. 105
Sioux Falls, SD 57101
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605-330-4215 (Fax)
jean.Rogers@sba.gov

Edgemont Community Assessment Agenda

September 20-22, 2004

Monday, 9/20/04

TIME	TITLE
4:30 pm – 5:00 pm	Resource Team Meets
6:00 pm – 7:00 pm	Chamber/Retail/Business
7:00 pm – 8:00 pm	Parents
8:00 pm – 9:00 pm	General Open Session

Tuesday, 9/21/04

TIME	TITLE
7:00 am – 8:00 am	Team Breakfast
8:00 am – 10:00 am	Community Tour
10:00 am – 11:00 am	Retirees
11:00 am – 12:00 pm	Team Lunch
12:00 pm – 1:00 pm	Youth
1:00 pm – 2:30 pm	Youth
2:30 pm – 5:00 pm	Educators
5:00 pm – 6:00 pm	Team Dinner
6:00 pm – 7:00 pm	Railroad
7:00 pm – 8:00 pm	Agriculture

Wednesday, 9/22/04

TIME	TITLE
6:00 am – 7:00 am	Team Breakfast (Optional)
7:00 am – 8:00 am	Agricultures
8:00 am – 9:00 am	Chamber/Retail/Business
9:00 am – 10:00 am	General Open Session
10:00 am – 11:00 am	Break
12:00 pm – 1:00 pm	Seniors (Lunch)
1:00 pm – 2:00 pm	Seniors
2:00 pm – 5:00 pm	Team Preparation
5:00 pm – 6:00 pm	Team Dinner
6:00 pm – 7:00 pm	Town Hall Meeting

What We Heard From What Was Said

After listening to citizens of Edgemont, the Resource Team reviewed what was said and condensed the comments down to major themes that will be addressed in the team member reports. (These are in no particular order or priority)

Major Theme	Issues Identified
Leadership (Capacity for Change)	<ul style="list-style-type: none"> • Attitudes • Apathy • Developing Leaders • Resource Knowledge • Local Services List • Recognizing Rural Contributions
Marketing / Promotion of Edgemont Area	<ul style="list-style-type: none"> • Negative Image • Signs • Lack of Marketing Plan • Lack of Favorable Press Coverage / Attention • No Regional Exposure
Economic Development	<ul style="list-style-type: none"> • From Highway 18 to Downtown • Capitalizing on Opportunities • Attracting / Nurturing Businesses • Industrial Park Development
Infrastructure	<ul style="list-style-type: none"> • Streets • Water System • Law Enforcement / Ordinances • Highway Traffic Speed
Housing	<ul style="list-style-type: none"> • Rental • Rehab • New Housing Development • Property Valuation • Access to Housing Market
Services for Youth & Seniors	<ul style="list-style-type: none"> • Youth Center • Youth Activities • Senior Bus • Substance Abuse • Senior Center
Beautification / First Impressions	<ul style="list-style-type: none"> • Run Down Buildings • Weeds • Run Down Houses • Junk

Recommendations Submitted By Resource Team Members

Mike Verchio

Executive Director
Hill City Chamber of Commerce
P O Box 253
Hill City, SD 57745-0253
605-574-2368
605-574-2368 (Fax)
hcacoc@hills.net

Introduction: I would like to thank the community of Edgemont for the warm welcome we received. The hard work and hours devoted to this project by your community team leaders demonstrates that they want to make your hometown a vibrant, productive community for you and your future generations. I enjoyed my stay. Your friendliness, hospitality and willingness to participate were inspirational. Your community has a lot of assets that others would covet. I know that I will watch over the next 5 to 10 years with a great deal of anticipation as your diamond in the rough becomes a jewel of the Southern Hills.

Theme: Leadership (Capacity for Change)

Sub Theme: Developing Leaders

Challenge: The need for more volunteers and participation in community activities.

Solution: A solid core of volunteers needs to be expanded. A system of organized committees with these leaders as chairperson will enable you to capitalize on their talent by allowing them to concentrate on one project. Volunteers will eventually burn out if they feel that they have to do everything. The biggest advantage to you is that this system develops new leaders, not just workers. As participation grows so will the feeling of ownership by all volunteers as they see their successes grow. This generates positive attitudes and will motivate some who are apathetic to get involved. Recognition of everyone's accomplishments is vital to build your team. You cannot publicly recognize the volunteers too often. Start building your team with your youth. Junior Achievement and D.E.C.A. programs incorporated into your curriculum in grades 7 thru 12 will spark their interest in business and help develop that entrepreneurial spark at an early age. Developing student run businesses allows them to build a business from the ground up and teaches student the skills to start and operate a business.

Resources:

Junior Achievement of South Dakota
Carol Ann Borchard (jasd@rushmore.com)
West Region District Manager
1000 N. West Ave., Ste 110
Sioux Falls, SD 57104-1314
605-336-7318
www.southdakota.ja.org

South Dakota DECA
Distributive Education Clubs of America
Mr. Steven Rounds
South Dakota DECA
700 Governor's Place
Pierre, SD 57501
605-773-4673
605-773-4236 (fax)
Steven.rounds@state.sd.us

Van Linqvist
Executive Director (leadership development)
Black Hills Council of Local Government
PO Box 9686
Rapid City, SD 57709-9686
605-394-2681
vlindqst@iw.net

Theme: Marketing

Sub theme(s): Lack of Marketing Plan, Lack of Press Coverage, No Regional Exposure

Challenge: Promotion of the Edgemont area.

Solution: The community has a good base to build on - the theater, golf course, airport and your natural resources. I would recommend immediate relationships with the Department of Tourism and State Development, Black Hills Badlands and lakes and Southern Exposure, a cooperative marketing effort that includes Hot Springs, Custer and Hill City. All of these offer numerous ways to leverage your marketing efforts thru cooperative promotions. When working with a limited budget, free is best. Establish a working relationship with the Rapid City Journal and invite them to cover your assets. Target the business, entertainment and outdoor editors. Take advantage of the local happenings sections. Send them everything that goes on in Edgemont via e-mail in a format they can just insert in the paper.

A great way to introduce the media to your assets is to host a media familiarization day or days. Time is golden to the media. The best results come from small groups and extremely targeted and organized tours. Two hours is plenty of time. Stage everything. As an example a picture of the outside of your theater is not what you want. Stage a set, actors in costume and a short scene from one of your productions. You must have a marketing plan and target who you will market to. Working with a variety of partners who already have target markets will greatly increase your success.

Resources:

Patricia Van Gerpen
Director of Tourism
South Dakota Department of Tourism
711 E. Wells Ave.
Pierre, SD 57501-3369
605-773-3301
605-773-3256 (fax)

Black Hills Badland and Lakes Association
Bill Honorkamp, President
1851 Discovery Circle
Rapid City, SD 57701
605-355-3600
605-355-3601 (fax)
Blackhillsbadlands.com

Southern Exposure
Mike Verchio – Coordinator
PO Box 253
Hill City, SD 57745-0253
605-574-2368
605-574-2368 (fax)
hcacoc@hills.net

Rapid City Journal
PO Box 450
Rapid City, SD 57709
1-800-843-2300
1-605-394-8463 (fax)
news@rapidcityjournal.com
features@rapidcityjournal.com
Entertainment: Lynn Taylor Rick
Business: Dan Daly
Food: Mary Garrigan
Photojournalist: Dick Kettlewell

Resources (Continued):

Value Added Tourism Sub fund
Governors Office of economic Development
711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
goedinfo@state.sd.us
www.sdgreatprofits.com/finance/tourismsubfund.htm

Theme: Economic Development

Sub Theme(s): From Highway 18 to Downtown; Capitalizing on Opportunities; Attracting and Nurturing Businesses; Industrial Park Development

Challenge: Create and diversify business opportunities

Solution: The logical focus of development would be at your entrance to Edgemont west of Highway 18. The development of a franchise motel along with a restaurant and visitors center would create a gateway to Edgemont. Lodging is the key to attracting visitors. It is vital that they stay in the Edgemont area.

There are numerous chances to capitalize on opportunities. The Mickelson Trail is currently a major focus for the State Department of Tourism, supported by grant money. A bicycle shop that offered rentals, a shuttle service, parts and repair and trail accessories should be developed locally. Do not recruit an outside entity to do this. The development of an art cooperative to complement an already successful theater will also create a very specific visitor market. With a golf course already in place, promote it through special events and tournaments. The airport should also be utilized for special fly-in events. This could include experimental, antique and club fly-ins.

Your greatest opportunity, in my opinion, is your outdoor recreation assets. The fastest growing market in today's visitors industry is soft adventure. With the accessibility to the grasslands and hills in the Edgemont area the possibilities are almost endless. The Edgemont area also has a very pro-active agricultural base. This is a resource of aggressive small business operators that are already in place. An outfitter who could organize a coop of private land owners to allow access to horse back riding, fossil hunting/observation, pictographic tours, hiking, nature photography and artists retreats could ultimately become one of the Edgemont areas major employers.

The interest in the "Western Way of Life" remains high. Working guest ranches are not only great for domestic visitors but attract a huge amount of international visitation. The A.T.V. market is growing by leaps and bounds and if done right is not only profitable but has no negative impact on the environment. This can be accomplished by guided trips on existing trails and fire roads on both public and private lands. A designated off road area

such as the Railroad Buttes area would restrict damage for those who can't live without high risk riding.

Hunting again is a huge opportunity but must be managed closely. Land owner cooperation and participation are a must. The Edgemont area could be, as an example, either the Antelope or Turkey hunting capital of South Dakota.

Nurturing your own home-grown businesses and entrepreneurs will be far more productive and lasting than trying to attract out of the Edgemont area businesses. There will be others attracted as your own home-grown businesses succeed. The industrial park that exists now could be used to develop a beautiful affordable housing neighborhood. If you want to aggressively pursue an industrial park, explore a trade with the landowner on 1 mile road that is presenting an unpleasant view as you enter Edgemont. This would give your Industrial Park great exposure right on Highway 18 and utilities could be easily extended to that location. The resources listed below provide assistance to new and existing businesses in areas such as marketing, business plan development, finance, publication resources, financial and technical resources, venture capital and much more.

Resources:

Small Business Development Center
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-6140
mjirehouse@tie.net
www.sdsbdc.org

Black Hills Community Economic Development Corp.
James Doolittle
PO Box 218
Sturgis, SD 57785-0218
605-347-5837
605-347-5223 (fax)

West River Business Information Center
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-6140
mcarver@tie.net
www.bhfreebusinesshelp.org

Genesis of Innovation
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-1706
gbarton@tie.net
www.genesisofinnovation.net

Resources (Continued):

Itssimple.biz
Online business planning
www.itssimple.biz

Service Corps of Retired Executives
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-5311
mcarver@tie.net
www.bhfreebusinesshelp.org

West River Economic Development Coalition
Revolving Loan Fund
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-6140
tbcrawlfo@gwtc.net

REDI – Entrepreneur Sub fund
Governors Office of Economic Development
711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
goedinfo@state.sd.us
www.sdgreatprofits.com

South Dakota Micro Loan Program
Governors Office of Economic Development
711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
goedinfo@state.sd.us
www.sdgreatprofits.com

Genesis Equity Fund
444 N. Mt. Rushmore Road, Ste 204
Rapid City, SD 57701-1197
605-394-6140
jmirehouse@tie.net
www.genesisequityfund.com

Resources (Continued):

USDA – Rural Development
Tim Potts, Rural Development Director
1530 Samco Road, Ste 2
Rapid City, SD 57702
605-342-0301 ext 4

Theme: Infrastructure

Sub Theme(s): Streets; Water System; Law Enforcement; Highway Traffic Speed

Challenge: To find the revenue to repair the streets and construct water storage facilities. Standardize ordinances so they can be effectively enforced by the Fall River Sheriff's office. Reduce the speed on Highway 18 for safety and visibility of the Edgemont exit.

Solution: The USDA Rural Development program offers several avenues in including guaranteed loan programs to assist in the street and water storage area.

Law enforcement relations can be handled very easily with community meetings involving the sheriff's office management team.

The ordinances can be reduced to those that would pertain to only Edgemont specific ordinances such as planning, zoning, etc. As much as possible adopt the State of South Dakota Codified laws and penalties.

The Department of Transportation's Area Engineer will be able to work with the speed limit on Highway 18.

Resources:

USDA Rural Development
1530 Samco Road, Suite 2
Rapid City, SD 57702
605-342-0301 ext. 4

Midwest Assistance Program (MAP)

R.J. Inskeep
PO Box 1093
360 Main Street
Hill City, SD 57745
605-574-4795
605-574-4793 (fax)
sdmap@aol.com

Resources (Continued):

City of Edgemont
412 2nd Avenue
Edgemont, SD 57735
605-662-7422

Department of Transportation
Area Engineer
Hwy 385 South
Custer, SD 57730
605-673-4948

Theme: Beautification / First Impressions

Sub Theme: Weeds

Challenge: Controlling weeds in the community / Issues with community beautification.

Solution: Community pride and peer pressure. The city must first set an example on all municipal properties. A weed control ordinance should be enacted and enforced. If a property owner refuses to comply, the city should take care of the problem and assess the expense to that owners property taxes.

Resource:

City of Edgemont
412 2nd Avenue
Edgemont, SD 57735
605-662-7422

Theme: Miscellaneous

Challenge: Funding your Chamber and Economic Development efforts.

Solution: The BBB or hospitality tax should be implemented through the State Department of Revenue. A 1% tax would be collected on lodging, on-sale alcohol, beer and wine, prepared food, and admissions to attractions such as the theater. The Edgemont City Council can and should direct that 100% of that collection be distributed to your Chamber of Commerce. You have very dedicated Chamber volunteers but the visitor industry needs constant attention. With the tax revenue, membership and fund raisers, a full time coordinator could be hired to ensure that what must be done gets done.

Resources:

South Dakota Department of Revenue
445 E. Capitol Avenue
Pierre, SD 57501
800-829-9188

City of Edgemont
412 2nd Avenue
Edgemont, SD 57735

Julie Greg

GOED Project Manager – Western Region
Governor’s Office of Economic Development
444 Mt. Rushmore Rd. N., Rm 204
Rapid City, SD 57701
605-394-1706
605- 394-6140 (Fax)
julie.gregg@state.sd.us

Introduction: I would first like to take a moment to thank the community of Edgemont for inviting and hosting the Resource Team, and as I noted during our wrap-up town hall meeting, I’d especially like to thank all those involved for caring enough about their community and area to be involved in this process. It was apparent that everyone that attended our listening sessions are dedicated and committed to the Edgemont area. My hope is that everyone will continue their level of commitment and passion for improving the area, and making it an even better place to live, work and raise your families. Special thanks to Peggy Potter and Bill Curran for all of their hospitality during our stay there, and to Mayor Hollenbeck for initiating this effort.

If I can be of assistance with any of these projects or programs, please don’t hesitate to contact me. Thank you, again, for the opportunity to be part of this.

Theme: Leadership (Capacity for Change)

Sub Themes: Attitudes; Apathy; Developing Leaders; Resource Knowledge; Local Services List; Recognizing Rural Contributions

Solution: First of all, we need to point out that we heard a lot of very positive comments about current leadership in the community – the Mayor, the new City Engineer, City Council members, the Chamber, etc. The community seems to be very impressed with the direction that this new leadership is taking them, but feels like some of the citizens of the Edgemont area don’t share that same drive and passion for community betterment. It was said, more than once, that “it’s the same group of people” (STP syndrome) that are called on to work on every project. That’s not unusual for any size community, quite honestly. There are always those very committed, very giving individuals that are willing to give their time and talents to improving their communities. It’s just figuring out how to sustain those folks, and encourage others to care enough and get involved.

I’ve included all the sub-themes together with this main theme, Leadership, as one suggestion I would offer that could work to address all of these issues is establishing a position for a hired Chamber/Economic Development/Tourism Director position. In fact, I believe hiring a capable, highly skilled individual in a position such as this could provide a strong basis and foundation to help with all of the themes and issues, projects, etc. addressed in this entire report.

The position could be part, three-quarter, or full-time, depending on what the community felt they could afford. It appears there would be enough work at the very least for a part-time position. The individual would be responsible for organizing events, recruiting volunteers, coordinating the work of those volunteers, researching and recruiting programs to the community that would help develop local leadership skills, researching and connecting to programs that would provide technical and financial resources, researching and networking with other resource providers, developing and marketing lists of local services and service providers, developing, maintaining, recruiting sponsors, etc. for programs that would address recognition of rural contributions, etc. The Chamber/Economic Development/Tourism Director would work closely with other Chambers, Economic Development groups, visitor promotion groups in the Black Hills area.

Funding for such a position could come from a number of resources. Most similar organizations are funded by membership contributions, and from event proceeds. Contributors include: the City, the County, utility companies, other retail businesses in the area, and individuals. Fundraising events are organized annually, i.e.: Bikers and Bulls, Fall Harvest Festival, rodeos, etc. The individual would be partially responsible for helping to identify resources, events, etc. that could potentially help to fund their position.

The U S Forest Service has several programs that assist rural communities (that are located within 100 of a National Forest or Grassland) with building local leadership and developing strategies and implementing projects that result in long term social, environmental and economic sustainability.

For more information: <http://www.fs.fed.us/spf/coop/> - click on Economic Action/Rural Community Assistance Programs.

Other executive directors of Chambers in the region would also be good contacts. There are also a number of training programs held throughout the year for individuals involved in management of organizations such as Chambers, Economic Development organizations, etc. – namely the National Development Council and the Institute for Organizational Management. Most of the programs offer scholarships helping alleviate the costs of the training. I've attended several years of training through both programs and they are excellent – very focused, intense, training, but very much worth the investment. I'd be happy to provide more information on these when appropriate.

Resources:

Julie Gregg, Regional Rep
GOED/T&SD
444 Mt. Rushmore Rd. N., Room 204
Rapid City, SD 57701
605-394-1706 or cell: 605-381-8741
E-mail: julie.gregg@state.sd.us

Resources (Continued):

USDA Rural Development
1530 Samco Road, Ste. 2
Rapid City, SD 57702-8007
605-342-0301
tim.potts@sd.usda.gov

Curt Buer, Executive Director
Black Hills Resource, Conservation & Development (key partners with USFS programs)
1530 Samco Road
Rapid City, SD 57701
605-348-2611

Van Lindquist, Executive Director
Black Hills Council of Local Governments
P O Box 9686
Rapid City, SD 57709
605-394-2681
vlindqst@dtgnet.com

Bob Dettmann
Rural Community Assistance Regional Coordinators
USDA Forest Service
740 Simms Street
Lakewood, CO 80225
303-275-5741
303-275-5754 (Fax)
bdettmann@fs.fed.us

Theme: Marketing/Promotion of Edgemont Area

Sub Theme: Negative Image; Signs; Lack of Marketing Plan; Lack of Favorable Press Coverage/ Attention; No Regional Exposure

Solution: Again, hiring an executive to coordinate activities to address each of these items would be a suggestion I believe worth serious consideration.

The executive could work closely with other communities in the region to take part in regional marketing efforts and networking. The executive could also focus attention on preparing and submitting press releases that would feature and highlight events, businesses, etc. in the Edgemont area. As noted in discussions, press releases, public interest stories, etc. would be invaluable in working towards presenting a much more positive image for not only those outside the area, but those that live in the area, as well.

There are many communities that deal with a negative image, and in many cases the attitudes and apathy of the citizens of the community are fuel to the flame. A clever idea that an eastern South Dakota community used to address this in their area was to hold an actual funeral for “negative image/negative attitudes” in the community. Some thought it was a rather silly idea, others thought it was quite clever. They received quite a bit of press, and as I understand it, it seemed to help change the attitude and direction of the community. There are not a lot of costs involved, just coordination of the actual event, speakers, press coverage, etc.

For marketing and promotion, South Dakota’s Value-Added Tourism Subfund is an option for financial assistance. The Subfund is earmarked specifically for feasibility studies and marketing of value-added tourism projects. Value added – meaning attracting more visitors from other states and countries; lengthening the stay of visitors; expanding the visitor season to the shoulder seasons; creating primary jobs in the visitors industry and expanding upon the historical cultural, scenic, wildlife and other resources in South Dakota.

Any for-profit business, nonprofit business, nonprofit organization or group that agrees to form an eligible legal entity before any loan or grant is awarded is eligible. Loans or grants cannot exceed more than 50 percent of the total project costs for marketing, feasibility study expenses, or other project expenses. Applicant must provide an equity contribution of at least 10 percent of the total project cost for marketing, feasibility study expenses, or other project expenses as determined by the board.

Loan or grant proceeds may be used for salaries, consultant contracts, supplies, equipment and necessary services for feasibility or marketing studies or other eligible project costs. The maturity of a loan may not be more than five years with payments amortized over not more than 20 years.

Visit our State Department of Tourism website for a number of options for cooperative marketing, etc. - www.sdvisit.com. Here’s what you’ll find...

The Department of Tourism and State Development offers several cooperative programs to industry members across the state:

- Adventure Travel Guide Listing
- Database Co-op
- Events Calendar
- Giant Step Magazine Insert Co-op
- Great Getaways Insert Co-op
- Group Tour Co-op
- Group Tour Planning Guide Co-op
- Information Center Poster Program
- Online Package and Coupon Co-op
- South Dakota Road Trip Co-op

Travel News Television
World Wide Web/VSD Co-op

Each year the Department of Tourism and State Development designates events across the state as Great Events for that year. Tourism provides support and marketing advice to these events in order to reach a larger audience and bring in out-of-state travelers.

Resources:

Governor's Office of Economic Development / Tourism and State Development
Charlie Van Gerpen
711 E. Wells Avenue
Pierre, SD 57501-3369
800-872-6190 or 605-773-3301
E-mail: charlie.vangerpen@state.sd.us

Julie Gregg, Regional Rep
GOED/T&SD
444 Mt. Rushmore Rd. N., Room 204
Rapid City, SD 57701
605-394-1706 or cell: 605-381-8741
E-mail: julie.gregg@state.sd.us

SD Office of Tourism
Kerri Frei – Rural Tourism Coordinator
711 E. Wells Avenue
Pierre, SD 57501-3369
605-773-5034
Kerri.frei@state.sd.us

Other opportunities for marketing/promotion of events:

Black Hills Badlands and Lakes Association
605-355-3600
www.blackhillsbadlands.com

Theme: Economic Development

Sub Theme: From Highway 18 to Downtown

Challenge: Diverting traffic – establishing a sign showing accommodations and restaurant options in the community, often positioned at the community's entrance.

Solution: Here's information on a program available through the SD Department of Transportation. I would recommend contacting the gentlemen listed below and visiting

with them about your request, and what programs, resources, etc. might be available to help make it happen.

The SD Department of Transportation's Federal 402 Safety Program provides traffic engineering services to local governments as well as paying for materials for signing improvements. Many requests are received each year for traffic related assistance from local governments who do not have traffic & safety engineering personnel on their staff.

Resource:

South Dakota Department of Transportation
700 E. Broadway Ave. | Becker-Hansen Building | Pierre, SD 57501
605-773-3265
www.sddot.com
Or, local area contact:
Todd Seaman, Region Engineer 605-394-2244
Dale Russell, Custer Area Engineer 605-673-4948

Theme: Economic Development

Sub Theme: Capitalizing on Opportunities

Challenge: Taking full advantage of the assets that you have.

Solution: As noted earlier, a comprehensive marketing plan could be part of the duties assigned to a Chamber/Econ Dev/Tourism executive director. Each of these noted opportunities could then be pursued on an individual basis.

You've already got a really good start to your theatre development, etc. We did hear quite a bit about folks interested in establishing more art related programs, venues, so would offer the following resources to assist:

Arts Programs available through the South Dakota Arts Council

Artist Challenge Grants - Offered on a competitive basis with application review criteria based on the long-range planning goals of the South Dakota Arts Council. The state's eligible arts agencies are challenged to commit to these goals for statewide arts development through the funding program. Deadline: March 1

Importation of Musicians - Designed to enable South Dakota orchestras to import musicians that are not available within their own community to improve the quality of a performance season. Deadline: March 1

Art Project Grants - Assists South Dakota nonprofit organizations in the presentation of an activity or series of activities for the general public, in any arts discipline, which meet specific needs of the applicant organization. Deadline: March 1

Statewide Services Program - Funds statewide cultural service organizations through a partnership agreement with the South Dakota Arts Council. Grants are made to help meet the mission, goals, and strategies of the Council's long-range plan. Deadline: March 1

Artists in Schools and Communities Residency - Provides schools and other South Dakota nonprofit organizations the opportunity to use professional artists to supplement the arts in their curriculum and communities. Deadline: April 1

Performing Arts Bank - A partnership program of South Dakotans for the Arts and the South Dakota Arts Council. As an underwriting service for South Dakota communities with populations under 15,000, the Performing Arts Bank insures against financial loss in producing and sponsoring performances, workshops and other performing arts events without removing the community effort required to support the event. Funds are only used if a presenter suffers a deficit at the box office. Deadline: 30 days prior to activity

Professional Development Grants - May be awarded to an organization to fund its representative's attendance at a professional development activity that benefits both the organization and the individual attending. Interim funding allows nonprofit organizations to secure up to \$500 matching funds in each of the Professional Development and Technical Assistance categories for securing expertise throughout the year. Deadline: 30 days prior to activity

Technical Assistance to South Dakota Arts Organizations - provides matching funds for specialists to advise groups on technical matters, specific programs, projects, and/or administrative functions, provided that the expertise is not available within the organization. Interim funding allows nonprofit organizations to secure up to \$500 matching funds in each of the Professional Development and Technical Assistance categories for securing expertise throughout the year. Deadline: 30 days prior to activity

Excursion Program - Provides matching funds to South Dakota organizations to assist in transportation costs for taking K-12 students and persons with disabilities to programs co-sponsored by the South Dakota Arts Council in another town. Deadline: 15 days prior to activity

Music Residency Program for Native American Youth - In partnership with South Dakotans for the Arts, the South Dakota Arts Council uses available funds to encourage music programs among Native American youth. Deadline: 14 days prior to activity

Other Funding Opportunities are also available through the Heartland Arts Fund, Touring Arts Booking, National Endowment for the Arts, and the Bush Foundation

Resources:

Mickelson Trail Coalition
Laurie Eide-McBride
309 Main Street
Lead, SD 57754
605-722-2202
leide@tie.net

South Dakota Arts Council
South Dakota State Library Building
800 Governors Drive
Pierre, SD 57501
800/423-6665
sdac@state.sd.us
www.state.sd.us/deca/SDArts/

Theme: Economic Development

Sub theme: Capitalizing on Opportunities

Challenge: Promoting Hunting and Fishing Adventures / Outdoor Recreation

Resources:

Department of Game, Fish & Parks
523 East Capitol Avenue
Pierre, SD 57501-3182
Hunting & Fishing: 605-773-3485
Parks: 605-773-3391
www.sdgifp.info

Professional Guides & Outfitters Association
PO Box 703
Pierre, SD 57501
www.southdakotaguides.org

South Dakota Office of Tourism
1-800-S-DAKOTA (1-800-732-5682)
www.TravelSD.com

Theme: Economic Development

Sub theme: Attracting/Nurturing Businesses

Challenge: Supporting economic growth through a model that focuses on new business development.

Solution: There are numerous technical resources available in South Dakota, and on-line, to support new business development. Assistance and skills development services provided by these resources include business planning, business start-up assistance, financial and technical analysis, human resources, management and much more. Many of these support services are provided free.

One recommendation, and something that was already discussed by Heidi McBride, Mayor Hollenbeck, Jean Rogers (SBA), and others, is to host a business development workshop and bring in some of these resource organizations as an educational service to potential entrepreneurs within the area.

A variety of business and community development resources are available through GOED, including the South Dakota “Business Start-Up Packet” - providing helpful information on starting a business in South Dakota. This is available on the GOED web site at www.sdgreatprofits.com.

Resources:

A full list of resource providers in this area is available on-line at: www.sdcommunitynetwork.com – under the South Dakota Resources Directory, but I would offer these immediate suggestions:

Governor’s Office of Economic Development / Tourism and State Development
711 E. Wells Avenue
Pierre, SD 57501-3369
800-872-6190 or 605-773-3301
E-mail: info@state.sd.us

or

Julie Gregg, Regional Rep
GOED/T&SD
444 Mt. Rushmore Rd. N., Room 204
Rapid City, SD 57701
605-394-1706 or cell: 605-381-8741
E-mail: julie.gregg@state.sd.us

Resources (Continued):

Contact our office for additional information, or to visit with us about which program would be the best to meet your needs at the lowest costs. We strive to match you with whatever program is best – whether that be a State program, Federal, regional or local.

West River Business Service Center

- offering the services of the Governor's Office of Economic Development, SCORE, Small Business Development Center, Small Business Administration, Procurement Technical Assistance Center (PTAC), and West River Revolving Loan Funds.

444 Mt. Rushmore Rd. N., Room 204

Rapid City, SD 57709-1197

605-394-1706

www.bhfreebusinesshelp.org

Theme: Economic Development

Challenge: Industrial Park Development

Solution: There are a number of financial and technical resources available to assist with the development of an industrial park. Most programs require that the community have what's called a "bird in hand" or a potential business that will go into that park and create jobs and benefit the economy.

Programs available through the Economic Development Administration:

Public Works - Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

Economic Adjustment Assistance Program - Assists state and local interests to design and implement strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.

Local Technical Assistance - Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

Partnership Planning - Helps support local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with their long-term planning efforts and their outreach to the economic development community on EDA's programs and policies.

Trade Adjustment Assistance - Uses a national network of twelve Trade Adjustment Assistance Centers to help manufacturers and producers affected by increased imports prepare and implement strategies to guide their economic recovery.

Programs available through the SD Department of Transportation

South Dakota DOT has developed a grant program to foster economic development and enhance community access in South Dakota. The program has three categorical purposes:

- 1) The Industrial Park grants will be made to any local unit of government for the development of new and expanded access for new industry located within industrial parks.
- 2) The Agri-Business Access Grants will be made to any local unit of government for the development of access to new or expanded agri-business industries.
- 3) The Community Access Program grants will be made to communities with populations of less than 5,000 to enhance existing access to downtown areas or for roads leading to schools, hospitals, grain terminals, or other significant traffic generating features of a small community.

All grants are based on the criteria development by DOT. The expenditure authority for the program will be determined by the Transportation Commission at their May meeting for the next Federal fiscal year. All grants must be approved by the Transportation Commission, and may be used to construct or reconstruct roads and streets that are eligible for funding.

Community Development Block Grant Program:

The South Dakota CDBG program could also be of assistance for infrastructure development of the industrial park. There are qualifications and procedures that must be met and followed, and the community must first complete an analysis of all of the costs, and identify other resources, looking to the CDBG program last for any gap financing needed. As with other programs, the community must first have a “bird in hand”.

Resources:

US Department of Commerce – EDA
John Zender
1244 Speer Blvd., Suite 632
Denver, CO 80204
303.844.4902 - phone
303.844.4919 - fax
jzender@eda.doc.gov

Resources (Continued):

Black Hills Council of Local Governments
Van Lindquist, Executive Director
P O Box 9686
Rapid City, SD 57709
605-394-2681
vlindqst@dtgnet.com

South Dakota Department of Transportation
700 E. Broadway Ave. | Becker-Hansen Building | Pierre, SD 57501
Phone: 605-773-3265
Website: www.sddot.com
Or, local area contact:
Todd Seaman, Region Engineer 605-394-2244
Dale Russell, Custer Area Engineer 605-673-4948

Steve Harding or Norm Lingle
Governor's Office of Economic Development
711 East Wells Ave.
Pierre, SD 57501
Phone: 605-773-3301 or 1-800-872-6190

Theme: Infrastructure

Sub Theme / Challenge: Streets - repair and reconstruction

Solution: Repair and reconstruct as funding is available. See the resources for road construction available through the SD Department of Transportation summarized in my recommendation above for Economic Development – Industrial parks

Resources:

South Dakota Department of Transportation
700 E. Broadway Ave. | Becker-Hansen Building | Pierre, SD 57501
Phone: 605-773-3265
Website: www.sddot.com
Or, local area contact:
Todd Seaman, Region Engineer 605-394-2244
Dale Russell, Custer Area Engineer 605-673-4948

Theme: Infrastructure

Sub theme: Highway 18 Traffic Speed

Challenge: The speed of traffic going by on Highway 18 near Edgemont creates safety issues. Need a turn lane.

Solution: The highway speed on South Dakota Highway 18 going past Edgemont on the north side was mentioned several times. It was not only suggested that the speed be reduced through that area, but it was also suggested that there was a need for a longer turn lane, allowing those that wish to turn into Edgemont ample space, and the traffic that wishes to pass through, to do so safely. Suggested speed reduction to 45 mph for a mile to mile and half from say the first “exit” into Edgemont coming from the east, over the Cheyenne River bridge, to just after the second “exit”.

The SD Department of Transportation has a couple of programs that might be of assistance in addressing this issue. Roadway Safety Improvement Projects: Cliff Reuer, Traffic & Safety Engineer, handles the Roadway Safety Improvement Program (RSI). The RSI program has \$2.5 million Federal Hazard Elimination Funds allocated to it for implementing improvements at locations on public roads where there is an accident history. Depending on the size of the improvement, 10 to 15 projects are programmed each year in the RSI program. There is a match ratio of 90/10, where the local entity is required to pay the 10% match.

Federal Section 402 - Highway Safety Projects: The Federal 402 Safety Program provides traffic engineering services to local governments as well as paying for materials for signing improvements. Many requests are received each year for traffic related assistance from local governments who do not have traffic & safety engineering personnel on their staff.

Resources:

South Dakota Department of Transportation
Becker-Hansen Building
700 E. Broadway Ave.
Pierre, SD 57501
605-773-3265
www.sddot.com
Todd Seaman, Region Engineer 605-394-2244
Dale Russell, Custer Area Engineer 605-673-4948

Theme: Infrastructure

Challenge: Law Enforcement

Solution/Resource: One program that comes to mind is Weed and Seed which is a US Department of Justice program that is designed to help communities address crime in a specific focus area and to rejuvenate this same area by encouraging job development and economic growth.

Each community which has established a Weed and Seed site has obtained support from the Executive Office of Weed and Seed design and implements a “strategy” that will lower crime and encourage growth in their community. A local contact that could tell you more about the program.

Resources:

Weed & Seed Coordinator
21 East Philadelphia
Rapid City, SD 57701
Office: 605-355-3519
www.rapidcityweedandseed.com/

Or the national program website is: www.ojp.usdoj.gov/eows/nutshell.htm

Theme: Housing

Sub theme(s): Rental; Rehab; New Housing Development

Challenge: The need to expand the supply of “adequate” housing for residents of Edgemont.

Solution: The South Dakota Housing Authority has a number of programs available to assist with housing in our South Dakota communities – from homeowner assistance programs, to renters, developers, and potential investors, to the “Paint South Dakota” program, the South Dakota Housing Authority offers assistance.

Specifically, I wanted to mention the following program:

SDHDA Governor’s House Program:

In 1995, former Governor Janklow had a vision of providing meaningful, technical homebuilding skills to prison inmates as they produced modest, low-cost homes for elderly and persons with disabilities living in small South Dakota communities. Eligibility was later expanded to all South Dakota communities for any income-qualified family or individual.

Over 1100 Governor's Houses have been sold to elderly, persons with disabilities, and income-qualified families in South Dakota. That means over 1100 South Dakota households will have a quality, low-cost, low-maintenance, energy efficient place to call home.

This program provides reasonably sized, affordable, energy efficient homes requiring less maintenance and allows individuals to live independently. These homes may be placed individually or in groupings to provide a community environment.

To qualify for a Governors house:

- Household income cannot exceed \$33,000 for couples or individuals and \$36,300 for families of three or more
- For families and individuals under the age of 62, net worth must be less than \$100,000 or less than \$70,000 in liquid assets. For families and individuals over the age of 62, net worth must be less than \$175,000 or less than \$100,000 in liquid assets.
- The house must be used as the homebuyer's primary residence.
- The house may be placed only in South Dakota.
- The house must be purchased with the homebuyer's own resources, which may include a mortgage loan but which cannot include a government grant.

Note: Effective October 18, 2004, the sales price and the income limits for the Governor's House will be increasing. The house price will increase to \$30,800. The income limit for a 1 and 2 person household will increase to \$33,500 and for a 3 or more person household will increase to \$36,750.

For more information on the Governors Home program, go to the web site for the South Dakota Housing Development Authority at www.sdhda.org or contact SDHDA at the number listed below.

Resources:

South Dakota Housing Development Authority
PO Box 1237
221 S. Central Ave.
Pierre, SD 57501-1237
605-773-3181
605-773-5157
www.sdhda.org

Theme: Services for Youth and Seniors

Sub Theme(s) / Challenge: Youth Center; Youth Activities

Solution: There are several programs that would be available to assist with establishing a youth center thus creating opportunities for youth activities, etc. Maybe there would be a facility on main street that could be renovated into a youth facility. Also, the Governor's House program has been used in other communities for such a facility – i.e.: Hill City's Boys and Girls Club; Dupree

USDA Rural Development's Guaranteed & Direct Community Facility loan program can be used to construct, enlarge, or improve community facilities for health care, public safety and public services. Examples include: public schools, wellness centers, fire and rescue buildings, library, and community center. Eligible entities include public bodies or nonprofit corporations. Under the direct loan program, USDA can extend the terms to a maximum of 40 years with an interest rate around 5%. The guaranteed loan program allows USDA to offer loan guarantees to local lenders to help build essential facilities.

The South Dakota Community Foundation makes grant awards in the areas of economic development, human services, health, education and cultural programs. Grant applications are accepted anytime and awards are made within a 45-60 day time period. For more information on the South Dakota Community Foundation or to obtain an application, contact the Foundation office at 1-800-888-1842 or visit our web site at www.sdcommunityfoundation.org. On their website, you can review the types of projects the Foundation has awarded funding. Youth centers, etc. appear to be an area of interest.

The Federal Department of Education provides grants for the development of Community Technology Centers (CTC's), which could be another project consideration for youth activities. CTC's must be developed in cooperation between a Community Based Organization and a Local Educational Institution (such as a school). Average grants are expected to be around \$250,000, with about 30-40 grants being awarded nationally.

Grant applications were due on June 1, 2004 – but you may consider applying for this program in 2005.

Resources:

South Dakota Community Foundation
Bob Sutton, Executive Director
PO Box 296
207 E Capitol Ave.
Pierre, SD 57501
605-224-1025
605-224-5364 (Fax)
www.sdcommunityfoundation.org

Resources (Continued):

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Phone: 605-342-0301 ext. 4.

U.S. Department of Education
Contact: Karen Holliday,
OVAE, 400 Maryland Avenue, SW.
Washington, DC 20202-7110.
(202) 245-7708
Karen.Holliday@ed.gov
<http://www.ed.gov/news/fedregister>

Theme: Services for Youth and Seniors

Sub Theme(s): Youth Activities

Challenge: Providing activities for youth; creating jobs for youth; keeping youth in the Edgemont community; developing an entrepreneurially-friendly community.

Solution: Student-run Businesses - Another thought, covering youth activities and entrepreneurial activity, would be pursuing the development of student-run businesses. These projects allow students to build a business from the ground up, and teaches students the skills to start and operate a business.

Various organizations provide support for such initiatives. One of these organizations is the Distributive Education Clubs of America (DECA). Another organization is Junior Achievement. Junior Achievement, or JA, basically is a set of curriculum that teaches students how to start and run businesses through a student led enterprise – with the assistance of volunteer resources and mentors from the local community. Also, Curt Shaw, with Black Hills Special Services Coop has assisted with similar projects in other small communities. Curt would be an excellent resource person to visit with and for direction.

Resources:

Junior Achievement of South Dakota
Carol Ann Borchard (jasd@rushmore.com)
West Region District Manager
1000 N. West Ave, Ste. 110
Sioux Falls, SD 57104-1314
605-336-7318
jasd@jasd.org (general email) www.southdakota.ja.org

Resources (Continued):

South Dakota DECA
Distributive Education Clubs of America (DECA)
Mr. Steven Rounds
South Dakota DECA
700 Governor's Place
Pierre, South Dakota 57501
605-773-4673
605-773-4236 (fax)
steven.rounds@state.sd.us

Curt Shaw
Black Hills Special Services Coop
P O Box 218
Sturgis, SD 57783
Phone: 605-347-4467

Theme: Services for Youth & Seniors

Sub Theme: Senior Center

Challenge: Repairs/Renovations of Senior Center

Solution: One of the concerns discussed for the Senior Center was the need for funding to assist with renovations and repairs to the facility. The Community Development Block Grant program can possibly be a resource for those types of costs, however, it will be very dependant on the project and total budget, etc. Once the needs are determined and a budget analysis completed, I would encourage you to contact one of the following individuals to determine if the project would qualify.

Resources:

Steve Harding or Norm Lingle
Governor's Office of Economic Development
711 East Wells Ave.
Pierre, SD 57501
Phone: 605-773-3301 or 1-800-872-6190

Theme: Beautification/First Impressions

Challenge: We heard the community expressed concern often about the physical appearance of the community and surrounding area – obviously something that affects all areas in this plan, from attitudes to economic development, etc.

Solution: Developing and implementing a community clean-up effort – another project that I believe could be benefited by hiring a full-time executive that could focus some of their time on coordinating volunteers, researching and applying for funds; networking with other communities that have implemented similar programs.

The Spruce Up South Dakota project started in 2000. Through the end of 2003, the project has torn down 3,691 abandoned buildings, removed more than 3,765 abandoned underground storage tanks at more than 2,689 sites, cleaned up 4.6 million tires, collected 13,510 car batteries, crushed 7,255 vehicles, cleaned up 187,308 tons of wood and rubble, recycled 84,963 tons of old appliances, disposed of 331.5 tons of household hazardous wastes, and collected 192,236 empty pesticide containers.

The project's emphasis changed at the end of 2003. Abandoned buildings are no longer being demolished as part of the project, but the other components are still in place.

For additional information, and for contacts for each component: www.spruceupsd.gov

Kevin Vogel

USDA Rural Development
1530 Samco Road, Ste. 2
Rapid City, SD 57702-8007
605-342-0301
605-342-0583 (Fax)
kevin.vogel@sd.usda.gov

Introduction: I want to take the opportunity to thank the Edgemont area community for taking the initiative to invite and host the Resource team. I felt truly honored to have the chance to work with each of you in developing priorities to improve your wonderful community. After my three busy days in your community I would be happy to nominate Edgemont as South Dakota's friendliest town. I'm very impressed with the efforts that so many of your community leaders put forth to make this assessment a meaningful exercise in improving your community. After 15 listening sessions I can honestly say that Edgemont is on the cusp of making the decisions necessary to guide yourselves a future of prosperity.

Theme: Marketing / Promotion of Edgemont Area

Sub Theme: Negative Image, Lack of Marketing Plan

Challenge: You can't get to where you are going if you don't know where you want to go.

Solution: USDA – Rural Development Rural Business Opportunity Grant (RBOG) program may be used to pay the costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext. 4

Theme: Economic Development

Sub Theme: From Highway 18 to Downtown

Challenge: People driving by don't travel to the Downtown area.

Solution: During many trips on Highway 18, I personally never knew you had such a historical downtown area. As one approaches Edgemont from either direction no information is available that would draw a visitor off the highway. Signage that informs travelers of local items of interest are a great way to not only let tourists know what is available, but to give them a reason to explore your town. Another idea would be the development of a lighted Boulevard from Hwy 18 to downtown. An attractive boulevard would allow your community to guide people from the highway to your downtown business area.

USDA – Rural Development. The Guaranteed & Direct Community Facility loan program can be used to construct, enlarge, or improve community facilities for health care, public safety and public services. Examples include: lighted street ways, public schools, wellness centers, fire and rescue buildings, library, and community center. Eligible entities include public bodies or nonprofit corporations. Under the direct loan program, USDA can extend the terms to a maximum of 40 years with an interest rate around 5%. The guaranteed loan program allows USDA to offer loan guarantees to local lenders to help build essential facilities.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext. 4

Theme: Marketing / Promotion of Edgemont Area

Sub Theme: Capitalizing on Opportunities, Attracting / Nurturing Businesses and Industrial Park Development

Challenge: Developing the utilization of Community tourist activities such as Mickelson Trail, Arts Community/Theatre, Hot Water, Pictographs, Golf Course, Airport, Hunting/Fishing/Fossils, Outdoor Recreation, Assisted Living Facility, Location, Climate and Transportation and attracting and helping businesses in Edgemont develop and survive.

Solution: USDA – Rural Development has several programs that could assist in this area. The first program is the Rural Business Opportunity Grant (RBOG). This program is designed to promote sustainable economic development in rural areas by making grants to organizations to provide for economic development planning, technical assistance for rural businesses, or training activities that improve economic conditions. The applicant must be a public body or a nonprofit corporation. USDA – Rural Development also promotes the Rural Business Enterprise Grant (RBEG) which is a grant to a public body or a nonprofit corporation to assist small business enterprises by providing technical

assistance or to establish a revolving loan fund. Examples of the assistance that could be provided include: market studies, business plans, feasibility studies, or to provide financial assistance to third parties through a loan.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext. 4

Theme: Infrastructure

Sub Theme: Water System

Challenge: The water system has deteriorated and is in great need of being repaired.

Solution: USDA – Rural Developments Water and Waste Disposal Loan. The purpose of this program is to construct, repair, improve, expand, or otherwise modify rural water supply and distribution facilities. Some grants may be available in some instances for a percentage of the eligible project cost. There is also a Technical Assistance and Training Grant Program to provide technical assistance to identify and evaluate solutions to water and waste disposal problems, to improve the operation and maintenance of existing water and waste disposal facilities, and to assist associations in preparing applications for water and waste disposal facilities.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext 4

Theme: Housing

Sub Theme: Not enough rental property available / Access to Housing Market

Challenge: Development of centralized listing of available decent rental housing.

Solution: USDA – Rural Development has programs for Rural Housing Loans but those are more specifically directed towards apartment style housing for persons with low or moderate incomes. From the information provided during the listening sessions, I interpreted this question as addressing the problem of not having enough quality rental housing. Since the rental market is dependent upon those who own the rentals, I would recommend that the formation of a Rental Property Association could allow the owners

with the opportunity to form a centralized listing of available properties and the conditions of each property. This would allow those seeking housing to have the ability to shop for the home best suited for their needs as well as letting the rental owners become more aware of what renters are looking for.

Resources:

Numerous web sites such as www.landlord411.com provide very informative ideas and information of value to Rental Associations.

Theme: Housing

Sub Theme: Rehab of existing homes.

Challenge: Many of the homes in Edgemont are run down and in need of repair but the owners do not have the resources to do this.

Solution: USDA – Rural Development has a Section 504 Rural Home Repair Loan & Grant program that is available to assist eligible very low income homeowners make repairs to their home. Repairs can be made to improve or modernize the home, to make it safe, sanitary, or to remove health and safety hazards. Rates and terms are 1% with up to 20 years to repay the loan. Grants are available only for repairs that remove health or safety hazards. Applicants for the grants must be at least age 62.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext. 4

Theme: Housing

Sub Theme: New Housing Development

Challenge: We need new homes to be available in Edgemont

Solution: USDA - Rural Development has several programs that could assist with housing in the Edgemont area. The first one is the Section 502 Direct Home Ownership Loans; these loans may be used to build, buy, improve, repair, or rehabilitate homes. These loans are offered to help families or individuals with very low or low incomes. Loans may be made for up to 100% of the appraised value and are typically financed for 33 years. This program allows for subsidized interest as low as 1% based on the adjusted household income. For those who have higher income, they may qualify for our “Guaranteed Rural Housing Loan Program”.

Sometimes good credit and a steady income are not enough to qualify at a commercial lending institution, like a bank or savings and loan. A sizable down payment may also be required. When the Federal Government agrees to guarantee a loan, lending institutions can help buyers while incurring little risk. Through the Guaranteed Rural Housing Loan Program, low and moderate income people can qualify for mortgages even without a down payment.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext 4

Theme: Services for Youth and Seniors.

Sub Theme: Youth Activities, Youth Center

Challenge: The youth of Edgemont felt they had no place to go and nothing to do.

Solution: USDA – Rural Development. The Guaranteed & Direct Community Facility loan program can be used to construct, enlarge, or improve community facilities for health care, public safety and public services. Examples include: public schools, wellness centers, fire and rescue buildings, library, youth center, and community center. Eligible entities include public bodies or nonprofit corporations. Under the direct loan program, USDA can extend the terms to a maximum of 40 years with an interest rate around 5%. The guaranteed loan program allows USDA to offer loan guarantees to local lenders to help build essential facilities.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext 4

Theme: Services for Youth and Seniors

Sub Theme: Senior Center

Challenge: The senior Citizens center is in need of a new roof in the amount of \$5000.00.

Solution: The senior citizens' organization may be eligible for a loan/grant combination to cover this cost. Upon initial review 35% may be available in grant money with the remainder in the form of a loan on a 10 year note at 4.5%.

Resources:

USDA - Rural Development Office
1530 Samco Road, Suite 2
Rapid City, SD 57702
Our phone number is 605-342-0301 ext 4

Theme: Marketing/Promotion of Edgemont Area

Challenge: No vendors are attending the local events.

Solution: I talked to several local vendors who recommended that your community contact:

J-J Enterprises
"Making Cents"
PO Box 626,
Rapid City SD 57709-0626.

They provide a newsletter for artists and crafters listing the local events that welcome vendors and the cost to attend.

Theme: Marketing/Promotion of Edgemont Area

Challenge: No Regional Exposure and Lack of Favorable Press Coverage

Recommendation: This seems to be due primarily to the lack of notifying area news outlets of your activities. It may be to your advantage to assign the task of news releases to a city employee such as your wonderful librarians who have the skills to produce the written piece and faxing it to all the local news outlets.

Jean Rogers

US Small Business Administration
2329 North Career Avenue, Ste. 105
Sioux Falls, SD 57101
605-330-4243, Ext 44
605-330-4215 (Fax)
jean.rogers@sba.gov

Introduction: I would like to take this opportunity to thank the community of Edgemont for their wonderful hospitality during the assessment process. You have such a warm, caring community, which was evident in each listening session that was held. Each and every one of you appears to be proud of Edgemont, as you should be. Every community has its flaws and weaknesses, and you are willing and eager to do whatever it takes to improve Edgemont for you and future generations, and I applaud you all for that.

Theme: Leadership (Capacity for Change)

Sub Theme: Recognizing Rural Contributions

Challenge: We heard over and over again during our sessions about the strong ranching community. The ranchers in your area care very deeply about what happens to Edgemont, and they help out in any way they can. It's clear that Edgemont, as a whole, recognizes these contributions; however, I feel that "showing" them your appreciation would be a nice touch.

Solution: Hold a Ranchers Appreciation Day at one of your local rodeos -- provide a lunch for them. You could present an annual award for Outstanding Contributions to the Edgemont Community.

Theme: Marketing/Promotion of Edgemont Area

Sub Theme: Lack of Favorable Press Coverage / Attention

Challenge: During our listening sessions, it became apparent that there was a lack of resources to advertise events taking place in the Edgemont community. Your local newspaper is a great source of information for the Edgemont area; however, while you have begun to expand your community activities with local fairs, rodeos, etc., there is a definite lack of exposure to anyone other than those in your community.

Solution: Most local newspapers are anxious for area news, whether it's special events or local interest articles. Compiling and maintaining an e-mail contacts list or a mailing list of local newspapers, radio and television stations, along with area chambers of commerce would be a great start in marketing your upcoming events, as well as a source

for press releases and public service announcements. Many newspapers in your area have web-based community calendars that allow you to enter your own event information. Use these sources as free advertising.

“Success stories” are another great way to promote Edgemont. The anniversary of one of your businesses’ opening, clean-up day in Edgemont, the successful attendance at your fairs and rodeos, etc. It’s vital to your community’s image to let others know how great your community is!!!!

Whether Edgemont can hire someone to market and promote your community, or you find a person/committee who is willing to volunteer to take on this task, personal contact with newspapers is essential. A visit, then a follow-up phone call, inviting someone from the media to attend a function may serve as another great advertising/marketing tool.

Resources:

South Dakota Newspaper Directory
South Dakota Newspaper Services, Inc.
PO Box 8100
Brookings, SD 57006-8100
1-800-658-3697
www.sdna.com

Theme: Marketing/Promotion of Edgemont Area

Sub Theme: No Regional Exposure

Challenge: The challenge here is basically the same as that above, lack of resources to “get the word out” about your community and its events.

Solution: Phone calls to the media with personal invitations to your rodeos, fairs, festivals, etc. won’t take a great amount of time or funds, and will produce the results that you want – regional exposure.

I would suggest a contest to come up with a “motto” for Edgemont – something that defines your community. This contest, in itself, could be a great media promotion. Be sure to include the youth of Edgemont – it could be a lot of fun for them. Once a motto is decided on, use it to gain recognition.

Also, be sure that every press release, letter, brochure, etc. that you send out/publish has your web-site address listed. Your site lists your community events, and you need to continue to publicize the site so people get used to going to it to find out what’s happening in Edgemont.

Theme: Economic Development

Sub Theme: Attracting/Nurturing Business

Challenge: The major concern of the Edgemont community seems to be the lack of business/industry. Everyone wants to see more businesses on Main Street, along with the creation of jobs, which, in turn, would bring more people to the community.

Solution: In several of our listening sessions, the question was asked if anyone was interested in starting a small business. In the first session this question was posed, there appeared to be no interest; however, in subsequent sessions the question raised quite a bit of interest.

I would suggest a series of “How to Start Your Own Business” workshops in Edgemont, using the resources of the Small Business Development Center (SBDC), SCORE, Governors Office of Economic Development (GOED), the Business Information Center (BIC) and the Center for Women Business Institute.

Julie Gregg, with the Governors Office of Economic Development, and I have offered to work together to bring these workshops to Edgemont.

In addition, I suggest that anyone interested in starting a business in Edgemont contact the following for assistance:

- SBDC - provides managerial and technical assistance to start-up and existing businesses.
- SCORE, Counselors to America’s Small Business – volunteer business-management counselors who share their management and technical expertise with both present and prospective small business owners.
- GOED – assists communities, businesses and entrepreneurs planning to start or expand an enterprise in South Dakota
- BIC – provide high-tech hardware, software and telecommunications to help start-up and expanding businesses.
- Center for Women – focuses on women in South Dakota who are interested in entrepreneurship.

Resources:

SBDC, BIC, SCORE
444 N. Mt. Rushmore Road – Room 204
Rapid City, SD 57701
605-394-5311

Resources (Continued):

Womens Business Center
Rebecca Skroch
1-866-556-1778
rebecca.skroch@siouxfalls.edu

GOED
Julie Gregg
444 N. Mt. Rushmore Road – Room 204
Rapid City, SD 57701
605-394-1706

Jean Rogers
Small Business Administration
2329 N. Career Avenue, Ste. 105
Sioux Falls, SD 57107
605-330-4243, ext. 44
www.sdcommunitynetwork.com
www.sba.gov

Theme: Services for Youth and Seniors

Sub Theme: Youth Activities

Challenge: In our listening sessions at the school, the major theme was that there is nothing for the youth to do in Edgemont.

Solution: We all know that youth everywhere have the same feeling – “there’s nothing to do in our town”. We also know that you aren’t going to be able to provide activities that every young person in Edgemont is going to be happy with.

I would suggest that you work to expand your summer youth programs – baseball, softball, soccer, basketball camps for all ages, but also include activities that young people can attend who aren’t interested in sports. Some suggestions are: a summer reading program at your library, children’s drama/theater.

A desire that we heard time and again was to have a youth center in Edgemont. While a youth center would be nice, it would be a very expensive project. A compromise could be a skateboard park. Let the kids take over this project as if it were a business, starting with writing a business plan (using the business classes at the high school), fund raising, etc.

If you don’t already, I would suggest having a “4-H Awareness” meeting. Some of the youth we spoke with said they didn’t know how/where/when to join 4-H.

Invite the youth in Edgemont to attend and become involved in City meetings that are open to the public. This will help them to understand the issues in Edgemont, and they will feel they are more a part of the process of making Edgemont a great place to live.

Shawn Pritchett

Executive Director
South Dakota Rural Development Council
PO Box 91435
Sioux Falls, SD 57106
605-360-8548
605-275-2332 (Fax)
spritchett@sdrdc.org

Introduction: I want to thank the community for hosting this community assessment. It is obvious that Edgemont is a community full of friendly and committed residents who want to see Edgemont succeed. I was particularly impressed with the number of events going on in your community, like the theater group, rodeo, among others. You have many wonderful assets that provide a great foundation for future community and economic development. Thank you again for being such wonderful hosts. I very much look forward to coming back to the community and seeing the progress made over the next several years. Please do not hesitate to contact me in regard to any of these recommendations. I am happy to provide whatever assistance that I can to help you access the resource necessary to succeed in your efforts.

Theme: Leadership (Capacity for Change)

Sub theme: Developing Leaders

Challenge: Like in many communities, we heard that there was a problem with STP or the Same Ten People doing everything.

Solution: You need to be proactive about developing new leadership in the community and recognizing those who regularly contribute to community betterment.

Several communities are currently participating in the LeadershipPlenty program, which is an extended course meant to foster leadership in the community by providing leadership skills training to new or emerging leaders in the community. The curriculum covers areas such as group dynamics, dealing with conflict, going from vision to action, etc. There are two groups currently offering this curriculum to communities in your area. Availability and cost varies by organization, so it is worth exploring which entity would be the best “fit” for your community. I strongly recommend, however, that you target novice leaders and not the existing leadership in the community. The purpose is to develop new leaders and energize them in an effort to expand the current leadership base and create leaders for Edgemont’s future.

The community of Custer recently went through the LeadershipPlenty program and found it to be successful. They are planning to do some other type of leadership training in the next year. It might be worth exploring a joint effort between your two communities.

Finally, I would suggest starting a “Volunteer(s) of the Year” award to help recognize the contributions that your active citizens are having in your community. This will be an opportunity to recognize these leaders, thank them for their efforts, and provide community-wide recognition regarding the contributions that these individuals and organizations are having in the community. Host a banquet and invite the general public to attend.

Finally, use the follow up priority setting meeting through this assessment to launch new initiatives and solicit new volunteers to participate as part of the process. Make sure that everyone feels welcome to attend the follow up meeting and actively participate.

Resources:

Black Hills Council of Local Governments
Van Linquist, Executive Director
PO Box 9686
Rapid City, SD 57709-9686
605-394-2681
vlindqst@iw.net

LeadershipPlenty SD
SDREI, Inc.
Beth Davis, Coordinator/President
PO Box 802
Sioux Falls, SD 57101-0802
605-978-2804
605-978-2805 (Fax)
leadership@sdrei.org

Jacqueline Wentworth
Chamber Director
Custer Chamber of Commerce
615 Washington St.
Custer, SD 57730
605-673-2244
info@custersd.com

Theme: Leadership (Capacity for Change)

Sub theme: Local Services List

Challenge: In many rural communities, even though everyone knows everyone else, there is still a lack of information about what services are available locally.

Solution: One way to solve this problem is by posting a list of available local services on the Edgemont web site, ordering the services by type. Another nice item that I recently came across in Philip is a map of the community with a list of businesses and services, by type, printed on the back. I have attached a copy of this map as an example in Appendix A.

Theme: Marketing/Promotion of Edgemont Area & Beautification

Sub theme: Signs / Lack of Press Coverage / No Regional Exposure

Challenge: Need to improve the marketing and promotion of the Edgemont area and local events.

Solution: Update and develop new promotional materials for your city web site and brochures. Focus on the assets in your community including the many events held locally, the hunting, local businesses, etc. This would be a great learning exercise for high school students if they offer web site/graphics design in your high school. Youth are usually pretty adept with web site and graphical design, so do not overlook this as a resource for developing these types of materials.

Focus community beautification efforts on the areas around the highway and the access areas between the highway and main street. This is where the bulk of out-of-town traffic passes and it is important to make the best impression that you can.

Continue with your signage efforts as they are important in helping get people off the highway and into downtown Edgemont – not only posting signs on the highway, but also at the junctions leading from the highway to downtown.

When providing press releases about local events, try to focus on writing about the human element side of the story. Newspapers prefer human interest type stories that relate to the event that you are putting on (For example, write a story about one of the participants at your rodeo in order to help publicize the event). This will get you greater exposure in the local press.

Resources:

South Dakota Department of Tourism and State Development
711 East Wells Ave.
c/o/ 500 East Capitol Ave.
Pierre, SD 57501
605-773-3301
www.travelsd.com

Resource (Continued):

Black Hills, Badlands and Lakes Association
1851 Discovery Circle
Rapid City, SD 57701
605-355-3600
info@blackhillsbadlands.com
www.blackhillsbadlands.com

You Local Newspapers and school system.

Theme: Economic Development

Sub Theme : Capitalizing on Opportunities

Challenge: Taking advantage of local assets to attract more tourism.

Solution: The resource team members have put forth several ideas on how to take better advantage of your assets. Often, this may involve a feasibility study, and other team members have provided recommendations for funding these studies – such as GOED’s Tourism Sub fund or USDA’s RBOG or RBEG grants.

I wanted to reference Black Hills State University’s Center for Tourism Research which can help by provided applied tourism research services. Their research can focus on areas such as feasibility analysis, market analysis, and more.

Resources:

Center for Tourism Research
Thomas Dunn, Director
1120 University St.
Spearfish, SD 57799
605-642-6435
www.bhsu.edu/businessstechnology/tourismctr/

Theme: Economic Development

Sub Theme : Attracting and nurturing businesses

Challenge: There are many outside resources available to help start a business (as referenced by other team members), including both financial and technical assistance programs. The more difficult part, however, is providing access to resources and information to those interested in starting a business.

Effective access to these resources requires that the community first have a local structure, attitude, and organizational capability that is business friendly. This includes having a support structure in place so that if someone has a new idea or interest in starting a business, there is a system in place to help this potential entrepreneur get to the next stage. Other team members have suggested starting some local business assistance training seminars, which is a great idea. I also suggested a business plan competition (see recommendation later in this report).

The main thing is to have a local group that is responsible for business development – whether that is the Chamber, a local economic development group, etc. – and the recognition by all organizations that business development is a major community priority that requires their input and resources (time and money).

You also need a central point-of-contact that your local businesses or potential businesses/entrepreneurs feel comfortable contacting concerning business ideas and need. This person does not necessarily have to be someone who provides the actual technical assistance, but rather, someone who is well informed about the resources already available elsewhere and is able to provide direction, encouragement and support. Assistance should be given on a one-on-one, confidential basis.

In some communities, this person is a full or part-time paid or unpaid volunteer. If paid, you would need to determine where the funds would come from to cover the cost. In some communities, this type of service is built into the duties of a local economic developer. In other communities, they have set up enterprise facilitation projects (Turner/Hutchinson Counties and Badlands/South Central Facilitation). In yet other communities, these duties are covered by the City Finance staff. Given the size of the community, it might make sense to work with other communities to cooperatively fund this type of position or set up an enterprise facilitation project. If unpaid, recognize that the limiting factor may be available volunteer time. Consider recruiting a retired business person who still lives in the community to help fill this role and need in your community.

Note: I want to reference John Deppe, Coordinator for Lower St. James RC&D, for the bulk of the content of this recommendation.

Resources:

Badlands/South Central Enterprise Facilitation

Freya Simpson

PO Box 338

Martin, SD 57551

605-685-1205

Serves Bennett, Gregory, Haakon, Jackson, Jones, Mellette, Shannon, Todd and Tripp counties.

Resources (Continued):

Southeast Enterprise Facilitation Project

Nancy Larson

PO Box 106

501 S. Broadway

Marion, SD 57043

605-648-2909

www.sefp.com

Serves Turner and eastern Hutchinson county

Sirolli Institute

www.sirolli.com

Helps set up Enterprise Facilitation Projects

Theme: Economic Development

Sub Theme : Capitalizing on Opportunities

Challenge: Capitalizing on assets for hunting and tourism

This really relates back to my previous comments in regard to attracting and nurturing businesses. This is a business venture, so the process starts with developing local support services and having an organization/individual that knows what level of activity is currently occurring, what types of activities are occurring, and what the owners need and desire in the future.

Work with local businesses and attractions to package activities. Use cooperative packaging strategies – putting lodging, outdoor recreation, historical or agricultural tours all together. Advertise these on your web site and through the Blackhills Badlands & Lakes Association. Look into forming a cooperative guide service to help interested landowners book and host hunters without a huge time commitment from the landowner.

Finally, capitalize on hunting seasons by hosting local fundraisers such as a pancake feed, etc. during the hunting season. This has been successful in other communities in South Dakota. Use these funds to help develop the local hunting and tourism industries.

Resources:

South Dakota Department of Tourism and State Development

711 East Wells Ave.

c/o/ 500 East Capitol Ave.

Pierre, SD 57501

605-773-3301

www.travelsd.com

Resources (Continued):

Black Hills, Badlands and Lakes Association
1851 Discovery Circle
apid City, SD 57701
605-355-3600
info@blackhillsbadlands.com
www.blackhillsbadlands.com

Theme: Economic Development

Sub-theme: Attracting / Nurturing Businesses

Challenge: Developing new businesses to support the local economy.

Solution: Other resource team members have recommended implementing a business-startup workshop to help people in the community who are interested in starting a business. In addition to this, you also might try a business planning competition. This has been successful for rural communities in Wyoming, and would be a nice complement to business planning workshops. These competitions review business plans of various prospective businesses in the community and provide a cash award and/or in-kind services (i.e. a certain number of hours of services from an accountant, lawyer, advertising, etc). The State of South Dakota is conducting a similar type of competition on a statewide basis (The Governors Giant Vision Awards), but you might consider implementing something specific to Edgemont. Information about the Giant Vision Awards is available online at <http://www.2010initiative.com/gva/index.htm>, and provides a basis for crafting your own business plan competition. Persons participating as part of the business plan workshop could be invited to participate (or others).

Resources:

Governors Giant Vision Awards:
<http://www.2010initiative.com/gva/index.htm>

Other online resources for starting a business:

Idea Café – www.businessownersideacafe.com
EntreWorld – www.EntreWorld.org
Its Simple – www.itssimple.biz
Small and Home-based business – www.bizoffice.com
SBA Online Training – www.sba.gov/training

Theme: Economic Development

Sub-theme: From Highway 18 to Downtown

Challenge: Bringing more business to Edgemont from outside the community / Getting people into downtown to support local establishments.

Solution: You might consider developing a campground out on Highway 18 to attract tourists on their way to the Black Hills, or users of the Mickelson Trail. Relocating this away from the railroad tracks will make this a much more user-friendly facility. In addition, it will get people to stop in town and hopefully spend a few dollars. It also provides a “visible” attraction for tourists passing through on Highway 18.

To tie this campground in with the Mickelson trail, you could look to do improvements to the roads leading from the highway to downtown including lighting upgrades, decorative enhancements and signage. One source of funding for this type of project might be through the Transportation Enhancement (TE) funds from the South Dakota Department of Transportation.

Enhancements could also include a recreational trail loop leading from the highway (potential campground), through downtown, and to the beginning of the Mickelson Trail. This is another potential use of TE funds. Other programs to consider for funds would be the Recreational Trails Program and the Land and Water Conservation Fund Grant.

The Black Hills Council of Local Governments can provide assistance with project development and grant/loan fund applications.

Resources:

SD Department of Game, Fish and Parks
Land and Water Conservation Fund Grant and Recreational Trails Program
Joe Foss Building
523 E. Capitol Ave.
Pierre, SD 57510-3185
605-773-3391
605-773-6245 (Fax)
parkinfo@state.sd.us
www.state.sd.us/gfp

SD Department of Transportation
Transportation Enhancement
700E. Broadway Ave.
Pierre, SD 57501-2586
605-773-3265
605-773-3921
www.sddot.com

Resources (Continued)

Black Hills Council of Local Governments
Van Linqvist, Executive Director
PO Box 9686
Rapid City, SD 57709-9686
605-394-2681
vlindqst@iw.net

Theme: Infrastructure

Sub-theme: Water System

Challenge: Several participants expressed concern with the water/waste infrastructure in the community.

Solution: There are several resources available to assist rural communities with their water and waste issues.

First of all, the community needs to study the current system to determine areas that need improvement. The State Department of Environment and Natural Resources (DENR) provides small community planning grants to community for 80% of the cost of an engineering study up to a maximum of \$4,000. Additional funds are available for more specific types of analysis. In addition, the Midwest Assistance Program (MAP) will provide technical assistance, usually free of charge, in the development of these types of projects.

The Black Hills Council of Governments can provide technical assistance to help guide you through this process and can also assist you in accessing some of the financial resources necessary to implement such a project.

There are several sources of funding for financing these types of projects. DENR manages two revolving loan funds (one for clean water projects and one for drinking water projects) that provide low interest financing for water projects. USDA Rural Development also finances these projects, as Kevin Vogel referenced in his recommendations. MAP, also manages a revolving loan fund for community water and waste projects. Finally, communities have also been able to finance some of these projects through Community Development Block Grants (CDBG) funds. Many communities use some combination of the above.

It is important to point out, however, that there are specific requirements tied to each of these financing options. It is likely that Edgemont would have to consider metering water in order to tap into these funds. This might meet with some resistance. Thus, it is crucial that the entire community be engaged in this process. After the engineering study is completed, it would be worthwhile to host a community forum and invite MAP,

DENR, and USDA to attend to explain the process and the changes necessary to upgrade the community's water system. The community as a whole must decide if the need for upgrades merits the changes necessary to implement the project.

Resources:

Black Hills Council of Local Governments
Van Linquist, Executive Director
PO Box 9686
Rapid City, SD 57709-9686
605-394-2681
vlindqst@iw.net

Community Development Block Grant
Steve Harding / Norm Lingle
Governors Office of Economic Development
711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
605-773-3256 (Fax)
goedinfo@state.sd.us
www.sdgreatprofits.com

Midwest Assistance Program – MAP
RJ Inskip
PO Box 1093
Hill City, SD 57745
605-574-4795
605-574-4793 (Fax)
sdmap@aol.com
<http://www.map-inc.org/home.htm>

SD Department of Environment and Natural Resources – DENR
Water and Waste Funding Division
523 E. Capitol Ave.
Pierre, SD 57501-3182
denrinternet@state.sd.us
www.state.sd.us/denr

USDA Rural Development
1530 Samco Road, Suite 2
Rapid City, SD 57702-8007
605-342-0301
605-341-0583 (Fax)
www.ruraldev.usda.gov/sd

Theme: Housing

Sub theme: Rehabilitation

Challenge: Need to update and improve local housing.

Solution: There are several programs that assist in the rehabilitation and remodeling of homes, especially for low income individuals. These programs tend to focus on correcting health and safety hazards, or improving homes to accommodate persons with disabilities.

Edgemont might consider convening a taskforce to review these programs and to sponsor a local information forum - inviting staff from various organizations that sponsor rehab programs to make presentations.

Some of the Rehabilitation programs available include:

USDA Rural Development

Home Ownership Loans – may be used to buy, build, improve, repair, or rehabilitate rural homes. Loans are made up to 100 percent of the appraised value of the site.

Section 504 Rural Home Repair Loans/Grants – assist eligible very low income homeowners with repair of their homes. Repairs may be made to improve or modernize homes, make them safe, sanitary, or to remove health and safety hazards. Grants are only available for repairs that remove health and safety hazards.

South Dakota Housing Development Authority

Community Home Improvement Program (CHIP) – provides low interest loans for eligible borrowers for the improvement, repair, or addition to the borrower's present single family home. Interest rates vary depending on income and county of residence and range from 1.9% to 5.9%. Loans are made up to a maximum of \$15,000.

The taskforce might also look into implementing the Paint South Dakota program in Edgemont. This program, through the South Dakota Housing Development Authority, provides paint and primer to volunteers who help residents spruce up and paint their homes.

Western South Dakota Community Action Program

Housing Rehabilitation funds are available to eligible persons/families on a zero-interest, five year decreasing balance loan. Funds can be used for accessibility modifications for persons with disabilities, in addition to making necessary repairs for health, safety, and code compliance.

Resources:

South Dakota Housing Development Authority
PO Box 1237
221 S. Central Ave.
Pierre, SD 57501-1237
605-773-3181
605-773-5157
www.sdhda.org

Western SD Community Action Agency (WSDCAP)
1844 Lombardy Drive
Rapid City, SD 57703
605-348-1460
605-348-8440

USDA Rural Development
1530 Samco Road, Suite 2
Rapid City, SD 57702-8007
605-342-0301
605-341-0583 (Fax)
www.ruraldev.usda.gov/sd

Theme: Housing

Sub theme: New Housing Development / Rental

Challenge: The need for new housing development to meet the needs of local families and to attract new residents.

Solution: I would recommend the convening of a housing taskforce. One of the first activities to complete, if you have not done so already, would be a housing assessment of Edgemont. The staff at the South Dakota Housing Development Authority can help you get started on this task or give you a reference to an entity that can help you complete an assessment of your housing situation.

One innovative concept used by some rural communities is to give away lots to families or persons willing to move into the community and build a home there. I believe that it was mentioned during this listening sessions that the city owned several lots (though the houses on these lots may need to be torn down). The city might want to consider developing a similar type of initiative to attract new residents to the community. If the lots have some value, then it creates immediate equity for the home builder. Each community is different, but this has been successful for some communities in North Dakota and southeastern South Dakota.

I have listed several financial assistance programs for housing development below. I also want to reference the Housing Assistance Council (HAC), which has a long list of publications dealing with rural housing assistance issues. I specifically want to reference a publication by HAC, which discusses ways in which these financial programs have been combined to develop rural housing. This publication is available online at <http://www.ruralhome.org/pubs/development/funding/combiningfunding.htm>.

There are several programs available to assist with housing development, especially for affordable housing. These programs include;

South Dakota Housing Development Authority

HOME Program – Works to expand the supply of decent, safe, sanitary housing for low and very low income households. Participating jurisdictions develop their own programs in partnership with local governments, nonprofit organizations and the private sector. Participating jurisdictions provide HOME funds for acquisition, new construction, and rehabilitation of affordable housing.

Housing Tax Credit Program – Provide tax credits (IRS) as an incentive for the construction and rehabilitation of housing for low-income households. Developers can syndicate the tax credits to investors willing to invest in the project to raise equity capital for the project.

Rural Site Development Program – Meant to stimulate the development of new affordable housing subdivisions in rural communities by leveraging other resources to the maximum extent possible. Local lender involvement is required.

Multifamily Bond Financing Program – Provides sponsors of selected multifamily housing developments with permanent and construction loans through the sale of tax-exempt and taxable revenue bonds.

USDA Rural Development

Rural Housing Site Loans – Assist public or private non profit organizations in providing sites for housing; to acquire and develop land in rural areas to be subdivided as adequate building sites and sold on a cost development basis to eligible low and very low income households.

Rural Rental Housing Guaranteed Loans – Provides effective new forms of federal credit enhancement for the development of affordable multifamily housing by lenders.

Rural Rental Housing Loans – Loans can be used to construct, or to purchase and substantially rehabilitate rental or cooperative housing or to develop manufactured housing projects for very low, low and moderate income households.

Technical Assistance for Self-Help Housing – Provides qualified public and private organizations with financing for effective programs of technical and supervisory assistance to help low income families build homes in rural areas by the self-help method.

Available through the Housing Assistance Council

Loan Program – Provides low-interest loans to finance affordable and mixed-income housing projects in rural communities nationwide.

The Housing Assistance Council can also provide technical assistance for the development of affordable housing.

Available through Housing and Urban Development – HUD

Youthbuild – Provides grants on a competitive basis to non-profit organizations to assist high risk youth between the ages of 16-24 to learn housing construction job skills.

Resources:

Housing Assistance Council
1025 Vermont Ave. N.W., Ste. 606
Washington, DC 20005
202-842-8600
202-347-3441

South Dakota Housing Development Authority
PO Box 1237
221 S. Central Ave.
Pierre, SD 57501-1237
605-773-3181
605-773-5157
www.sdhda.org

USDA Rural Development
1530 Samco Road, Suite 2
Rapid City, SD 57702-8007
605-342-0301
605-341-0583 (Fax)
www.ruraldev.usda.gov/sd

US Department of Housing and Urban Development – HUD
2400 West 49th Street, Ste. I-201
Sioux Falls, SD 57105
605-330-4223
www.hud.gov/local/sd/working/localoffices.cfm

Theme: Housing

Sub theme: Access to Housing Market

Challenge: Need for information so that people who want to buy homes in Edgemont have the information needed to make that purchase a reality.

Solution: You might consider hosting a home buyers education seminar locally in Edgemont. There are a couple of organizations that can provide this type of a service. One is the Consumer Credit Counseling Service of the Black Hills and another is the Western SD Community Action Agency (WSDCAP). These seminars will help potential home buyers walk through the process of getting a loan and provide information on financing alternatives.

If there is a local organization that would like to start offering homebuyer education classes themselves, SDHDA's HERO program could help get the group started. SDHDA may also help fund such an organization through HUD funds at the state level.

There are a lot of other programs that provide mortgage financing assistance other than a regular bank mortgage. Often, your bank is the best resource to explain some of these programs. The South Dakota Housing Development Authority (SDHDA) provides several programs to help with financing mortgages and down payments. Some of their programs include Governors Homes (referenced by Julie Gregg above), First-time homebuyers loans, the Mortgage Assistance Program, and the Loan Assistance Program. USDA Rural Development also provides mortgage financing and/or guarantees through their Rural Housing Programs. The Department of Housing and Urban Development (through your local bank) also helps provide housing through their Mortgage Insurance Program/FHA loans. Finally, The Department of Veterans Affairs can provide home loan guaranties for veterans looking to purchase a home.

Sometimes the biggest challenge is getting information about these programs out to the people that need it. A way to approach this might be to develop a short summary brochure that provides information about each program and who to contact. Use the Home Ownership Financial Resources section located at www.sdcommunitynetwork.com as a guide. Better yet, if you don't want to print up a bunch of brochures, post the information to the Edgemont web site. Then print up little cards telling people that this information is available online. Give the cards to new city residents, the school, and other local employers – to be distributed to new residents.

Resources:

Consumer Credit Counseling Service of the Black Hills
Bonnie Spain, Executive Director
111 St. Joseph Street
Rapid City, SD 57701
800-568-6615

Resource (Continued):

South Dakota Housing Development Authority
PO Box 1237
221 S. Central Ave.
Pierre, SD 57501-1237
605-773-3181
605-773-5157
www.sdhda.org

Western SD Community Action Agency (WSDCAP)
1844 Lombardy Drive
Rapid City, SD 57703
605-348-1460
605-348-8440

USDA Rural Development
1530 Samco Road, Suite 2
Rapid City, SD 57702-8007
605-342-0301
605-341-0583 (Fax)
www.ruraldev.usda.gov/sd

U.S. Department of Veterans Affairs
VA Regional Loan Center
1 Federal Drive
St. Paul, MN 55111-4050
800-827-0611
612-970-5499

Theme: Services for Youth and Seniors

Sub theme: Substance Abuse

Challenge: Issues with substance abuse for youth in the community came up regularly in the listening sessions.

Solution: Rural areas consistently face issues with substance abuse in regard to youth. However, the severity of the situation appears to be higher in Edgemont than in some other communities I have talked with. With the introduction of Meth Labs in rural communities, the situation becomes more critical. Not just because of the substance abuse and social issues that result, but also the safety concerns for homeowners located near these potential dangerous Meth labs.

Certainly, the most popular programming for youth in regard to substance abuse prevention is the D.A.R.E. If I remember correctly, this is not currently available in the Edgemont schools due to the programs cost and the fact that the school is increasingly constrained by limited resources. If the problem is big enough, however, it might merit reintroducing the program.

The South Dakota Department of Social Services has also been trying to address this issue through their Prevention Resource Centers. The PR center covering your county is located in Rapid City. A lower cost alternative to D.A.R.E. might be to invite the Western Prevention Resource Center to come down to Edgemont and host some of their trainings, which include:

- Prevention Forums
- Student Assistance Programs
- Natural Helpers
- Parenting as Prevention
- Principles of Effectiveness (Safe and Drug-Free Schools)

Prevention Resource Centers can assist community and parent groups in developing local prevention activities as well.

Another program that might interest you is the Community Mobilization Program. The purpose of this program is to establish an advisory council in each community, assist in assessing the community's needs, and developing short and long term goals in meeting these needs. This program should be available for your area through Southern Hills Alcohol & Drug located in Hot Springs.

The Community Prevention Networker helps to assemble a coalition of community leaders, conducts a needs assessment based on input from community leaders, develops action plans for implementation, and evaluates the project on an on-going basis.

I also did a quick search for foundations that might provide grant funding for initiating a substance abuse program. The two funding opportunities that I found were from the Christopher D. Smithers Foundation and Educational Foundation of America.

Resources:

Western Prevention Resource Ctr (WPRC)
202 E Adams St (PO Box 2813)
Rapid City, SD 57709
605-342-1593

Southern Hills Alcohol & Drug
311 N River St
Hot Springs, SD 57747
605-745-6300

Resources (Continued):

South Dakota D.A.R.E. Coordinator
Shannon Hinrichs
SD Law Enforcement Training
3444 E Hwy 34
Pierre, SD 57501

South Dakota Department of Human Services
Division of Alcohol and Drug Abuse
E Hwy 34, Hillsvie Plaza
c/o 500 E. Capital Avenue
Pierre, SD 57501
605-773-3123
www.state.sd.us/dhs.ada

Christopher D. Smithers Foundation
P.O. Box 67
Mill Neck, NY
11765
516-676-0067
info@smithersfoundation.org
<http://www.smithersfoundation.org>

Educational Foundation of America
35 Church Lane
Westport, CT
06880 - 3515
203-226-6498
efa@efaw.org
<http://www.efaw.org/>

Theme: Services for Youth and Seniors

Sub theme: Senior Transportation

Challenge: Continuing to provide senior transportation services. The community appears to be in a difficult situation given current circumstances revolving around senior transportation and relationships with regional transportation providers and the State.

Solution: I am by no means an expert on this issue, nor do I pretend to understand all of the details that surround the current situation you are in. I have, however, done a little research to see what alternatives might be available.

I do not know where previous funding came from to support the local senior bus, but I am assuming that a portion may have come from Federal public transportation dollars

allocated to the state and distributed through the Department of Transportation. Also, I assume that partial funding may come through the State Department of Social Services, with funding provided by the US Department of Health and Human Services.

I would suggest meeting with both the South Dakota Department of Social Services and the South Dakota Department of Transportation to see if there are strategic alternatives that you could pursue to continue to receive funding. An alternative to the current situation may be to form your own transit provider service specific to Edgemont.

I also suggest reading a recent report issued by the U.S. General Account Office (GAO) which you can find online at <http://www.gao.gov/new.items/d04971.pdf> . This report identifies 15 federal programs that provide some funding for transportation services for seniors. Most federal programs provide funding to the states, who then redistribute the funds to local transit agencies. Some programs do provide funds directly to local providers, bypassing the state. An example of this is the US Department of Health and Human Service's Rural Health Care Services Outreach Program, which has provided for transit passes and the purchase of vehicles such as vans. These programs, however, are very difficult to access and grant awards are generally part of a broader project.

Certainly the most efficient way to access rural transit funds (federal funds) is through the two state agencies.

Resources:

South Dakota Department of Social Services
Adult Services & Aging
700 Governors Drive
Pierre, SD 57501
605-773-3656
<http://www.state.sd.us/social/ASA/index.htm>

South Dakota Department of Transportation
Office of Public Transit
Bruce Lindholm, Program Manager
Becker-Hansen Building
700 E. Broadway Ave.
Pierre, SD 57501
605-773-7045
Bruce.Linhom@state.sd.us

Theme: Miscellaneous

Challenge: Funding local community projects

Solution: I would recommend that the community of Edgemont consider creating a community foundation. Community Foundations are trust funds, specific to a community, that provide a source of continuous funding for local projects such as park equipment, local events, community facility improvements, and whatever else the local foundation board approves.

Community Foundations have proven to be very successful in other communities throughout the state. The South Dakota Community Foundation (SDCF) works with communities to set up the trust fund and helps set fundraising goals. When a community starts a foundation fund, SDCF will often provide a cash match if the community meets its goal. For example, if a community sets a goal to raise \$100,000, SDCF might match this with a \$25,000 grant. These funds are invested with SDCF as a trust for the community. The interest is used to provide grants to local organizations for worthwhile projects. The community's foundation board, made up of local residents, decides how these funds are distributed.

A community foundation would provide a method for residents in your community to leave a lasting legacy to Edgemont. That benefit will last forever since the principal of the trust fund is never expended and continues to grow over time. We will soon experience the single largest transfer of wealth, from generation to generation, that has ever occurred. A community foundation provides a tool to keep that money local so that it can continue to support a sustainable Edgemont long into the future.

The first step in pursuing the creation of a community foundation is to contact Bob Sutton at SDCF and request a presentation about the benefits that such a fund could provide. SDCF will provide guidance about setting up a community foundation and work with you to implement such an initiative.

Resources:

South Dakota Community Foundation
Bob Sutton, Executive Director
PO Box 296
207 E Capitol Ave.
Pierre, SD 57501
605-224-1025
605-224-5364 (Fax)
www.sdcommunityfoundation.org

What Was Said at the Interviews

The Resource Team spent three days interviewing the local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- What are the major problems/challenges in the community?
- What are the major strengths/assets of the community?
- What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

We have listed below, without comment, what we heard from those who participated in the listening sessions.

Question #1: What are the major problems and challenges in your community?

- Not many people commit to helping with projects.
- Population too small.
- Different group – not enough people to do work
- Vacant houses need to be filled.
- Housing – people come to area looking.
- Economic development – can't find people to work.
- Not enough good housing.
- Retirees looking for housing
- Vacant buildings downtown. If looking for potential place to start business – no place. Boarded up storefronts.
- Main street is a turnoff. Each way coming into town – trashy places. Have people stop in Edgemont instead of going on.
- Retirement places – transportation for elderly. Elderly may volunteer more if there was transportation.
- Looks of main street – can understand why no one would come – nothing here to shop – clothing, fast food
- Mobile society – head out of town for weekend. Lots go to doctor in Rapid City.
- Flowers and trees look nice, but nothing else on main street
- Can't draw on industry. Have industrial park,
- Cost of living and real estate low, need to draw business.
- More industry to benefit those already here.
- Have railroad – would like to see more ag.
- Distribute and expand water to front range
- Mind set needs to change. A lot of small towns – have survival mentality- need to take leap of faith
- Need to promote town regionally and nationally

- Loosing elderly transportation bus. Loosing funding – Custer, Hot Springs and Edgemont shared bus. City contributed \$600 last year with matching funding and fare based and fund raising.
- Infrastructure that was designed a number of years ago designed for twice the population need to come up with \$ and fortitude to maintain/replace infrastructure. Difficult to attract businesses. People need to decide if we need to downsize or keep infrastructure.
- Lack of trade specialists (carpenters, etc.)
- Anything that would provide good paying jobs
- East River always votes down West River on projects that would bring good paying jobs.
- No water, sewer, electricity to industrial park.
- Businesses have come in and received \$ from City, etc., but didn't work. Maybe they need to use some of their own \$ and they would have something invested.
- A lot of empty lots—need developers.
- Disparity between people being able to afford a mortgage and those who can afford house not in good shape that a lending institution would put a mortgage on.
- Inexpensive place to retire.
- Housing is a major problem. Unless you had money or ability to fix up homes....
- Housing is a major problem.
- Coming up with funds for homes.
- Houses are run-down.
- Nothing for young people to do.
- If child is not involved in athletics they only walk the streets
- Housing
- City infrastructure lacking a lot
- New city superintendent trying. Potholes, water line breaks are being fixed.
- Pass ordinances but don't have ability to and don't enforce them.
- Housing is bad
- Town needs to be cleaned up a lot – streets are bad – houses should be torn down.
- Main street buildings should be torn down or something done.
- Cleaned up!!!!!! Junk cars off streets, etc.
- Parents who don't care what their kids do. Offer alcohol and sex education at sixth grade birthday party.
- Parents who are trying but are over-whelmed.
- Parents who knock their socks off but are worn out.
- Huge teenage drinking problem.
- Lack of things to do in town.
- Lack of parental involvement – landing on a few key volunteers.
- Boy Scouts – no involvement
- Jobs – lack of
- Keeping enrollment up in school
- Drive back and forth to Hot Springs to work
- Two soccer sessions – if not enough in age group, don't have that session

- Lack of cleanliness of town – eye-sores when people come into town.
- Lack of jobs
- Not much for kids to do in Edgemont.
- Drinking one of big hobbies
- Lack of jobs
- Lack of law enforcement coverage in town – budget restraints
- Highway 18 one of main drug thoroughfares
- Drag racing down main street – vandalizing post office
- Need city cop, not county deputies (lost cop 1 year ago – can't afford one)
- Streets – when people come in to look at town, need to have good streets to lend good impression
- Apartment buildings first that you see when you come in to town – need to be cleaned up.
- Curfew can't be enforced
- Lack of water storage
- Sheet of ice in backyard when system broke
- Water problem
- Water storage
- Streets
- Lack of jobs available
- Making decisions about things we've invested \$ in – airport – Cactus Hills (assisted living home). Do we continue to fund these projects.
- Don't have expertise for grant writing
- Grocery store – not really making \$ because not being supported enough. Why don't people in community support it.
- Old run-down houses – do something about that. Remove from community. Eye-sore
- Lack of housing. Hard for developer since there would probably be more into it than could sell it for.
- Rural water development so people won't have to come to town to get their water
- Ranch rodeo – more people to support it.
- More support for activities planned in community
- Not very many jobs
- Money goes out of town when they work out of town
- Encourage more business and support business in town
- Need to support business in town
- Young people trying to move back to raise their families but have to work out of town because no jobs in town (insurance benefits, career advancement).
- Streets
- Jobs
- Appearance of town from Highway. Potential employer first reaction is the site. Citizen's bootstrap operation. Need to bring town up. Edgemont is a joke to other towns.
- Jobs

- Improve property through loans, grants, etc.
- High school students to paint houses for credit – habitat for humanity
- Current law enforcement (lack thereof)
- City ordinances not enforced by county law officials
- Appearance
- Need to be careful in what direction we head
- Sheriff attitude toward Edgemont – not as interested.
- Need more fire/ambulance
- Patriotism- to be thankful
- Infrastructure – water-streets – getting financial help
- No opportunity for business for youth – town is old
- Youth are being led away by better opportunities
- Need economic base of youth and jobs
- Elderly pay more and more in taxes to keep town upkeep because there are no youth staying in town
- Appearance of town needs to be better
- Jobs
- More families moving into community
- Very few children
- Clean streets of weeds, etc.
- Apathy – lack of participation, particularly at government level
- A lot of organizations have upper age bracket in attendance
- Youth don't get involved in community process of making Edgemont better
- No theater
- No activity for younger families
- Everyone works- like to come home and be with family instead of actively helping in community
- Lions Club officially closed
- Have Senior Citizens, Chamber and church groups
- Average age of organizations is rising
- Same group of people volunteers for everything
- Need to attract some kind of economic development
- Couple of groups in town are very negative toward Edgemont – those who may want to bring industry to town have met with the negatives and have left
- Find a way to give kids credit to get involved in community – minor version of habitat – paint houses for those who can't afford it. Kids may then get a pride in community and in turn parents may get involved
- 80 members of senior center – no one wants to participate – pay dues and that's it.
- Need to motivate senior citizens to help out
- Need someone with energy, time and can relate to youth
- Youth don't want to be “used” – not used as a labor force. Youth need to have something they can take “ownership” of.
- Don't see people supporting youth events if they don't have anyone in those activities

- Town has gotten burned too many times by businesses coming in then pulling out again
- Not have health care every day of the week
- Infrastructure
- Need for jobs
- Things to keep kids in town
- Rebuild structure of town so people want to stay in town and attract business
- Infrastructure
- Buildings – new and get rid of old
- Clean town up
- Buildings – new and get rid of old
- Get rid of abandoned
- Some buildings are used as storage for “junk”
- Economic feasibility of refurbishing old “historic” buildings is questionable.
- Jobs – keeping people in community
- Entry and medium level jobs
- Lack of involvement by a lot of people in town – same people doing the jobs all the time.
- Ordinances “use or lose” on buildings
- Imminent death of community
- Apathy
- For a certain group of people in town: “If you give a person a bag of gold, they’d complain it is too heavy”
- Challenge – providing good education with small population
- Something to draw travelers into the town
- 4 unit strip mall
- Need to grow and be viable town
- Small businesses
- Clean up the town and surrounding edges
- Keep what we have and keep it viable
- Viable town
- Attracting younger people to churches
- More for youth in town – not much positive for them to do
- Youth center
- Youth center
- Churches unite and believe in Lord as one and not be so divided
- Help community and young people
- Something for youth to do at Halloween (glorifying God)
- Harvest festival for kids at Halloween
- Cleanup efforts
- Youth have something to do
- Local police department to keep an eye on things – some things go on not in keeping with good community
- Someone kids can go to in confidence

- Boys scouts stopped because not enough youth
- Presenting community to capitalize on tourism
- Railroad employees live in Hot Springs
- Image is holding us back
- Teen drinking
- County Fair dance – law enforcement present – teens getting drunk
- Vandalism
- Problems with kids
- Older people moving in – no jobs for younger families to move in
- Water system
- Law enforcement needs to work with city if we have one
- Churches getting smaller as far as youth is concerned – youth group with all churches combined
- Police and Church cannot be responsible for parent responsibilities
- Kids need somewhere to go to do things
- Provide area for kids to skateboard – positive, fun things as well as spiritual
- Youth involvement in sports and youth groups and 4-H – attendance is very low-then complain there's nothing to do in town
- Kids think someone else should entertain them all the time.
- How much pressure are we putting on youth to “do everything”?
- Free “playtime” for youth
- Local people are pretty much tapped out to help invest in new ventures
- Town too small
- Town too small
- No activities for youth
- Water is bad
- Pond stinks really bad
- Not a lot to do
- Nothing to do
- No jobs for youth after school
- Nothing to do
- Not enough participation in high school sports
- Jobs – not enough
- Water
- Not enough to do
- Water is bad
- Housing is bad – a lot of houses you can't live in
- Houses
- Street
- Need more businesses
- Nothing to do
- Water
- Nothing to do
- Town's too small

- Need more electives in school
- Place where kids can hang out
- More activities for youth
- More businesses
- More stuff to do
- Too many elderly people around here
- Streets are really bad
- Old, run down buildings on main street
- Town needs to be fixed up
- Don't want a "waitressing" job after school
- Have to know somebody to get a job
- Closed wrestling and cross country because there was not enough participation
- Want to be involved in stuff that involves the youth not the older generation
- Not enough people
- Not a lot of businesses
- No stores
- Buildings
- More families with kids
- Not enough arcades and stuff
- City pool too small and not enough business downtown
- Drugs
- Drugs
- Too many broken down houses
- Very creepy looking place
- Not enough stores
- Nothing to do
- Not enough businesses
- Alcohol more of a problem than drugs
- More sports for girls
- "My Mom says that the water here has lead in it and if you drink it you'll go retarded"
- Not enough people for as many jobs as need to be done – keeping up city lots
- Kids doing drugs, alcohol, smoking
- Law enforcement
- When there are severe emergencies, it's whenever anyone can get around to it
- Need more EMTs
- Not enough people involved in community activities
- Infrastructure of city
- Handicapped community has a hard time getting around
- No local news (TV reception)
- Radiation in water
- Hard to get loans to buy houses in town
- A lot of negativity in town. If project gets going, negative attitude
- Drugs and alcohol

- Law enforcement response time
- Streets
- Water
- One well that contaminates others
- Getting people here
- Need some sort of economic development
- Student population is down
- Inferiority complex
- “I’m from Edgemont” “I’m sorry you’re from Edgemont”
- No community pride
- Low income families don’t take care of their yards
- Drugs and alcohol concern
- Streets (physical layout of town)
- Image is bad – better than it used to be, but needs to be better
- Transient population in school
- Very high incidence of special ed students
- Lack revenue
- Tried for industry
- West river doesn’t come out on top
- Extreme lack of housing
- No rentals to speak of
- Need people to get school to function well
- Budget cuts at school – teachers and programs have been cut
- Trouble getting financing for housing
- Revenue
- Drug houses – users are getting younger
- Special ed student increase – severe needs – costs more \$ and time in classrooms
- Instability of families/social problems
- Financial burden on school – special ed
- Drug and alcohol
- Economic structure
- Housing
- Low appraisal values on houses
- Special ed running high compared to other schools in area – could fall back to families/drug and alcohol usage
- Drugs and alcohol
- Don’t have industry
- Image/negativeness of certain people in town
- Economic development – small business
- Housing
- Negativity is huge
- No draw – major highway but nothing to get people to stop here
- Drug and alcohol
- Not a lot of people coming into town who are considered middle class

- “That’s where you glow” negativity...
- Hard time getting positive publicity
- Deal with higher prices in our community
- Overnight express doesn’t work so well
- Nothing to draw tourists from the Black Hills
- Railroad employees live elsewhere
- Kids and drinking and drugs
- Place for kids to go
- Physically handicapped students create \$ crunch – elevators/accessibility
- Training to service special ed is abundant
- Horse rides to Craven Canyon
- Sheriff needs to be involved
- Convincing people another railroad is good for the community. Burlington does a poor job of public communications (such as crossings), so people don’t want another railroad causing same types of problems.
- Union representation good for railroaders
- Railroaders don’t like service they get at First Start
- Bulk of railroaders don’t get involved in community
- Scenery / entrances to town
- The highway dept. should be able to take care of it. County should be able to take care of it.
- Moved cars back 500 feet a few years ago. That helped some.
- First impression is very poor.
- People do not buy local
- Don’t have a butcher shop any where around now. Hot Springs plant burned down.
- A project like this would help the community – people would stop for other things.
- Hot Springs owners are interested in Edgemont - looking at land in the area. Waiting for insurance. Welcome committee in Edgemont to work with them? To encourage them?
- Some things lacking in the Chamber – need welcoming committee. You have to die to get off committees around here. Someone needs to take charge - need leadership.
- Rural people don’t have a say in what happens in the City. If they want to do something in the City, only voters in the City get to vote on it. Rural people support the city, as well.
- People around here do not accept change readily.
- Ag people look to community for goods and services – need people to support local businesses so existing services continue, and other new small businesses are encouraged.
- I don’t know if we’ll be here in 10 years if this prairie dog thing don’t get figured out.

- Environmental concerns in agriculture are huge – protecting prairie dogs. Environmentalists are suing the State, filing the papers this week, on the prairie dog plan.
- Rural communities need to put more emphasis on agriculture.
- People don't understand the affects of prairie dogs on the economy – especially on ag economy.
- State wants 168,000 acres of prairie dogs on area next to the reservation. Ag people totally disagree with the State.
- Wolves are going to be here next.
- Housing – no places to rent – not a lot to buy worth buying
- Negative image of Edgemont – Lived here all my life – born and raised here - people say why would you want to live clear down in Edgemont. Well, I don't know why you want to live in RC, but I don't go around beating you over the head with it. Think the community tried to get too large of businesses. Probably because of that image. Don't understand why people talk the way they do about Edgemont – people ought to try it first.
- Price/costs of farming/ranching – larger farming/ranching operations versus small operations. We are a third generation ranch – may not be a fourth generation ranch because my children may not be able to afford to buy it.
- Being able to keep our businesses – struggled to get our grocery store back – and people still don't support it. People don't buy local.
- Have a good start, but need to do more clean up
- Don't have a paid Chamber staff – no one to write press releases to get more positive press
- No signage – hard to know what is in Edgemont – nothing draws people into town
- No marketing of Edgemont, or of events in Edgemont
- Too few businesses – local support of businesses – people go to the Mall in Rapid City
- Need to be able to attract some types of business or industry whether it's preferable small businesses that would employ maybe 10 people – diversify, maybe a few small businesses
- Looked at some sizeable businesses in the past – somewhat controversial – others in the State
- Need to exploit our assets - our people, our natural resources – how do we go about finding some business and industry to attract them here
- Disappointed in attendance at these planning meetings – homecoming week – too many other activities going on
- Confusing – as much as this town's future depends on what we do today – confused and disappointed at the blasé attitude – feel likes there's lots of work and efforts going into this, but disappointed at the apathy –
- When I ask people what this town needs – what kind of a business could I investigate – people look at me with this bank look – I can't even get an idea of what people want here – I don't have any money, but I know people that do, but I can't get any input

- Really confused and disappointed at the lack of people in this room considering why we are here today
- I've been to several sessions and it's some of the same people at each meeting
- As far as the attendance and input – over the years, this is the third such input meeting, lots of work and efforts going into each of these, and we've maybe gotten a little clean up from it – we need some good hard information on what we need to do, and where do we go to get there, what are the resources – we're a little disappointed in what we've gotten out of these things before – then if we have that information in front of us, it's our fault if we don't go anywhere from there
- People don't support the town – too easy to go to RC
- You can't sit there and be asleep and expect others to do everything for us – we need to do it for ourselves
- Attitude of community – I don't know how we address that – we have some very positive people – some that will slide with the flow – some very negative people
- Small community – know everyone that's here, internally we need to keep addressing the attitudes – we need to keep working at these things
- We're not a destination – people are just going through here – some come for whatever event we put on, but they don't spend a lot of money
- Every community wants to attract businesses – you can't offer them everything under the sun
- We've got to look outside the box on industries – retired people for example – we bring some money here from outside – we maybe don't have kids, and if you ask how we provide jobs – we provide jobs in healthcare, we go to the grocery store – with industry, why are they going to come here, versus New Underwood, RC, Custer, etc.
- RV magazines – one of the things in it is classified ads – we should run an ad for city lots with sewer for under \$3,000 – how many lots does the City own
- I think it's an ideal community for retired folks, especially RV'er types – they're probably going to leave here in the winter time, but that's okay, but I think we'd be amazed at the response to an ad that talks about the cost of R/E
- South Dakota does have an attractive climate to live in – interesting concept to attract these RV'ers – article in the RC Journal (9-21-04) – costs in SD versus other locations, CA for example – vehicle registrations, etc.
- Need young families with children – something we don't have here
- Costs of homes here is buyers market – it's sad
- The big problem is that people don't do business in Edgemont.
- Image – we need to make our Main Street look and be more interesting so people want to stop
- Negative image – “oh, it's just Edgemont” – need that to change
- Recently at a meeting in Hot Springs – gentleman there from Edgemont, there trying to get business – someone asked if he would charge mileage from Edgemont, and he said “No it's my fault I live in Edgemont.”
- I've seen the ups and downs of Edgemont – seen businesses come and go – was flourishing at one point – was hard to see that go – I know that we've seen our

- population decrease – I'm so happy we have a grocery store. Some things you do have to out of town for.
- Need to preserve the old copies of the newspaper to preserve some of the only records of our community's history
 - Need some smaller businesses – something creative
 - Attitude of it's only Edgemont
 - Lots of negativity – councilmen were negative for a long time – getting better
 - Need more housing development
 - We butt heads – but you have that everywhere
 - Lots of houses in need of repair – bad foundations and floors – people get frustrated with the state they are in an how much money they need to put into them
 - Senior transportation – bus is going away
 - Senior Center operating expenses exceed income each year
 - Water system
 - Street repair
 - Losing bus service
 - Hot water is not utilized
 - Water system – availability issue – don't use wells to their capacity – need rural water
 - Rural water needed in town and rural area
 - Utilize grocery store – the older we get the better it seems to have it here
 - Cactus Hills is isolated – would get more use if they had transportation – if you don't have a car, you can't get anywhere – too far to walk
 - High property taxes
 - Need businesses
 - Need youth activities
 - Buildings are dilapidated
 - Rentals needed
 - Too many old cars
 - Too many turkeys
 - No pride in community
 - Streets
 - Clean up town – old buildings
 - No museum – lots of history here
 - Need more senior activities – place to exercise – bath house – water aerobics, walking track- place to exercise in the winter
 - Concerned about streets
 - Law enforcement – go back to the City
 - Clean up older buildings
 - Need welcome wagon
 - Improve things for our children
 - Old cars, junk around town
 - Clean up town – buildings

- Senior Citizens program needs help with funding
- Roads need improvement
- More of a selection for stopping
- Need doctors
- Need local law enforcement
- Nothing for the kids to do
- We receive notices about water is hazardous
- Transportation for seniors
- Need a pharmacy
- Water system storage
- Streets and sidewalk
- Keep youth off of the streets (youth activities)
- Junky houses
- Housing development issues
- Beautification and town image
- 1 mile rd. junkyard
- Need pride in appearance of town
- Senior Involvement
- Need to attract younger seniors to the center
- Don't like to ask for transportation help
- School schedule of four days a week encourages half the town's employees to shop out of town every Friday (and Saturday/Sunday)
- Teachers union is stronger than the school board and negotiates for what the teachers want in the private lives instead of what the kids need.
- Railroad employment leads to unusual family situations. RR employees generally work 24 hours on and 24 hours off. They do not know from one week to the next if they will be working on a particular day. This results in difficult in scheduling everything from doctor's appointments to family events. This results in married women who are home alone, or alone with their children at least half of the time and it is not socially acceptable for married women to socialize without their husbands, except in church activities
- Declining ranching economy.
- City government is not respected. Mayor and finance officer are not seen as dedicated
- Influx of people who are not highly educated and not coming here to start a business
- Quality of the water is a problem

Question #2: What are the major strengths and assets of the community?

- Once people move here they love it.
- Location is very good.
- Good highway
- Railroad through town
- Cheap real estate
- Cost of living cheap
- Very little crime
- School top-notch
- Land housing costs very low compared to any place else
- 6 ½ hours from Denver across earth – stay in Fall River kinda guy
- Forest Service, Buffalo Gap outstanding for hunting and fishing. Trail rides very interesting
- People are nice
- Hot water coming out of ground – artesian water wells
- No pumping costs
- Airport – land 727 here
- People are very friendly – gungho about community
- Regional landfill for Fall River County
- Railroad terminal
- Trailhead
- Main Street – active businesses look very good
- Diamond in the rough
- Transportation system – no comparison
- Major truck route between Denver Minneapolis 4,000 foot runway
- Airport above and beyond what most towns this size can dream of
- Water situation. In next 100 years will be limiting factor in Midwest – ours is hot.
- Unique things in area.
- Trail riding, Indian writings makes area unique.
- Land for hiking, hunting, trail riding unique features in Indian pictographs, grasslands full of fossils which you can pick up, wildlife viewing
- Rodeos a yearly feature. Fair brings in a lot of people.
- Water – building pool
- Railroad
- Good Highway
- Senior citizens are very active in
- Church groups work well together
- Community – outward appearance can be uninviting, but town itself is very inviting.
- Can offer a lot for those looking for uniqueness.
- Year round soccer league

- Summer Rec program that participation was limited this summer. No push from parents to get kids involved. Golf, volley ball, swimming
- Local 4-H Club Not only ag-related.
- Beautification Committee is doing a good job
- No stress
- No traffic
- Cheap housing
- Friendly community
- People talk and wave
- People are friendly
- Raising children here is good – everyone knows where they are
- Reasonable pricing
- Taxes aren't that much
- No state income tax
- Laid back rather than rush-rush
- Wonderful people
- Highways come from hills or mountain – small community nestled in valley “God gave this town everything”
- Edgemont Children's Center – pre-kindergarten - \$2.00/hour – professional staff
- Beautification Committee
- Booster Club – supports drama and arts along with athletics
- School is an asset
- Excellent school for small town
- Community can pull together when need to for projects.
- People are willing to help on worthwhile projects
- Summer dinner theater is fabulous and is drawing a lot of people from around area. Music teacher and drama teacher are really involved. Come from Nebraska and all over
- Chamber is quite active in a lot of things. Tries to be supportive of things going on in community.
- Mickelson Trail
- Three rodeos in town this year.
- Bikers and Bulls
- Fall Harvest Festival
- Black Hills!!!!!!
- Swimming pool is being utilized.
- Golf course
- Community-oriented
- No more “good old boy” syndrome with community leaders
- Friendly people
- Have plenty of Water
- Current leadership doing excellent job from mayor on down
- Heading in right direction as Edgemont as place to move
- Relatively cheap

- Chamber does a good job
- People are best asset
- Trail riding
- Safe – don't have to lock doors and car
- Location
- People
- Tremendous amount of leadership
- Volunteerism
- Golf course run by volunteers
- 4-H Club
- River Run Rodeo for kids in summer. People come from 90 miles around.
- Thrashing/Fall Festival (5 events over two days)
- School – small but kids can be in all activities
- Solid churches
- Long term strength
- Library is an asset
- Major transportation area
- One of most highly traveled highways
- Excellent telecommunications system (fiber optics)
- Higher speed internet line than in Denver
- State is very computer literate
- People
- Senior Center (80 members)
- Library (only library I know that will deliver a book to my house)
- Fire Department / Ambulance
- Nice community for retirement
- Senior citizens do a lot of projects
- 4-H adopted highway cleanup
- Church groups active
- Nice park uptown
- Tried to improve streets as much as possible with \$ we have
- Efforts have been made to improve our town
- People – friendly, work with you
- People
- Physical aspects of area
- Small community with small town attitude and mentality. If someone is in need, we are there to help
- Always welcome newcomers
- Senior citizens will put down ideas if they had bad experience with it in the past
- Don't have big crime – have small amount of crime
- Not afraid to walk down streets – no gangs
- Can strike up conversation with anyone in town
- Friendly, helpful people
- Affordable real estate – housing is cheapest in area

- Maybe used as a bedroom community for Custer and Hot Springs
- Wildlife in back yard!!!!
- Vote counts for a lot more – people can make a difference
- Can see changes happening at government level. People’s opinions can be heard and process of change can be seen
- Great place to raise kids – safe place to live
- Kids want to come back to live
- Great place to raise kids – because of people in town People will always let you know what’s going on.
- School is good – small classes – opportunities for scholarships – not a number, but an individual. Builds character of kids
- Great place for kids because you don’t get lost in woodwork
- Summer theater
- Health care
- People “pull” together
- Ranchers on Chamber of Commerce
- More people involved that live “outside” the community
- Good Chamber of Commerce
- Ambulance service
- Assisted Living Center
- VA only 20 miles away
- People are friendly and most work hard together
- People
- Small, rural community
- People are “forced” to recognize each other
- Resources – restaurants, grocery store, library, airport , fishing pond, park, golf course
- Grocery store doing good – took awhile to get going but doing well now
- Victory steakhouse doing well – could become tourist attraction
- Community support is good
- People
- Feel a part of community and look at Edgemont as home town
- Churches are very strong
- Civic organizations – a lot of active for a small town
- Kids go around and pick up food
- Great bunch of good kids – amount of trouble compared to Lemmon very small and minor
- Churches do unite in many ways – Christmas Cantata – Lenten Services
- A lot of good kids in community
- Location
- Climate
- Community has a lot of good people to volunteer
- People are our biggest asset
- People

- People – working together
- Beautiful area
- Pastor
- Kindness of people
- Retired people love to come here – financial structure
- Location and people
- Proximity to black hills greatest long term asset
- Price of real estate for entrepreneurs
- Housing reasonably priced
- Opportunity
- People
- Peaceful
- School 4 day week
- 4 day week
- Kids
- People
- Small number of families – “it’s like a family here”
- Get a chance to know everybody
- Knowing everyone
- Easy to get around town
- Can’t get lost
- Don’t have to lock your doors at night
- Know everyone – don’t have to worry about anything
- Low crime rate – can walk around town
- Everyone’s friendly
- Everyone is safe here cuz you know everyone
- Peaceful
- Low crime rate
- People
- Quiet
- Trains going through
- Low crime rate
- Location
- School
- Small classes so it’s easier to do more things
- Knowing everybody
- Quiet
- Aren’t many cops
- Ice cream shoppe
- Nice library
- Curfew is enforced...
- Friends
- School
- Quiet place

- Hang out with friends
- It's my hometown
- It's easy to get to know people
- Play around town
- Easy to get to places
- Park
- School's food is good
- People
- School spirit
- Girls volley ball team
- Grocery store
- Not too crowded
- Know everybody
- School
- Small town
- Friends
- Most prefer it quiet so everyone can have their peace.
- Can walk around and don't have to wait for cars
- People who volunteer are consistently helpful – small core who are willing to help
- Small town – everyone knows everyone - everyone watches out for others kids
- Good mayor
- Movers and shakers
- Good chamber
- Mickelson bike trail
- School is wonderful
- Technology is wonderful
- Teachers are wonderful
- Railroad
- Local businesses
- Flowers on main street
- Volunteer organizations odd fellows, masons
- Library
- Agriculture
- Clean environment – blue skies/clean air
- Roads coming in are good roads
- Theater
- Campground
- Highway between Denver and Rapid City
- Hot water
- Kids to grow up in small community
- Small town living
- Great location
- Great group of volunteers who get a lot done
- Good education

- Library
- Grocery store
- Lower cost of living
- Extremely safe place to raise children
- Everyone is like kids “aunts and uncles”
- Don’t worry about something happening to children walking around
- No violence in town
- Great volunteers\working hard to get rid of negativity
- Mickelson Trail
- Theater
- Great school – turn out good students
- Student body as a whole are a great group of kids
- Climate is great
- Theater guild
- Small community feel
- Trust
- Willingness to help each other out
- Close knit
- Charm to community
- Sunsets
- Neighbors who say hello
- Safe town
- Rural
- Safe, wonderful community
- Theater
- Mickelson theater
- City park
- Community makes you feel welcome
- Businesses
- Railroad
- Volunteer spirit
- Theater
- Safety
- Small town – makes you feel welcome
- Highway
- Mickelson trail
- Railroad
- Beauty of scenery
- Historic feel to community
- Education – small classes – caring of staff
- Highway
- Hot water
- Safe haven
- Nice community – everyone chips in and helps everyone else

- Clinic/medical
- Most railroaders are a part of community
- About 30 crewmembers in Edgemont on a given night. They spend \$ in Edgemont...mostly at Nelsons and PJs.
- “This fits me just fine” “The people are friendly as hell”
- Not any cliques as such
- Refer a lot of railroaders to the grocery store
- Fortunate to have Ranchers Feed- handle diverse line – getting more all of the time.
- Railroad – people that work here
- Small community – great place to raise a family
- School is a plus
- Small community
- Work together well in the community – chamber/churches
- Nice friendly town – lots of opportunities here if local people would support it
- Availability to rail line; major highway for truck and train traffic to get products in and out of here – not able to utilize it much – would have to have a big enough business to use it, but it’s here.
- Climate – maybe a month out of each season that’s unbearable
- Clean air – not much traffic – love the open air – asset we take for granted
- Never give up – always be the “little train that could” – it’s been a bugger of a year – the ones that want to leave found an excuse that they could use to leave – others find reasons to stay
- Have created more activities at the Fairgrounds – capitalizing on that facility- working to get more people here for special events – to bring people to town
- Community theatre has been a wonderful community asset – some people now plan their vacations around going to that – community has really gotten behind that and people have been very supportive and helpful – need to promote that through media – have to tell the media before they’ll promote it
- Transportation wise – on a avenue here that’s between a lot of points
- Very accommodating real estate market here
- Fairly solid infrastructure – needs improving
- Good water system – very affordable
- Healthcare system
- Rail transportation through here
- Major highway through here – even with the Heartland Express, you’ll always see a lot of traffic through here
- Fairly good labor pool that can be expanded and grown on
- I don’t know if many people realize it – the VA facility over in Hot Springs is incredible – in over of 700 VA hospitals, it’s the #1 VA hospital – less than 30 minutes away – a real asset for veterans in this area
- Hot Springs is proof that you can get involved and get things done – and take advantage of resources available to us
- Lived here five or six years – came here and just fell in love with it
- Wonderful people here

- Leaders are doing the best that they can – I pray for our leaders and our town
- Lived around the western US and still have friends in big towns and medium size towns and they ask me why I moved to SD – I tell them - kids leave their bicycles in their yards and don't even own locks for their bicycles – people leave their keys in the ignition of their vehicles
- Fairgrounds are incredible – volunteers worked very hard and have done an incredible job
- Location – great history around here if we could capitalize on that
- Great people in this community
- Summer theatre that attracts people here
- Lots of special events
- Need to capitalize on our great assets
- Volunteer fire department – over 30 volunteers
- City Council has grown quite a bit
- Lots of people working very hard for Edgemont
- Beautification downtown has been wonderful – all done by volunteers
- We have wonderful people here
- Beautification efforts have been wonderful
- Weather is great – I like it – compared to about anywhere else in SD, it's great
- There is a lot of history around here – a historical museum would be great and might attract people
- Has great pluses for economic development – location with railroad, good strong ranching community
- Working on getting a art community established
- Plenty of water
- Friendly community
- Trees/beautification have helped
- Most people are keeping their places up
- The community pulls together in times of emergency
- Airport
- Healthcare – clinic – Home Health; Cactus Hills
- People
- Small town attitude
- Know everybody – people help each other
- Senior programs – great meals – deliver to you when confined to your house
- Lots of great volunteers
- Great library
- Flowers on Main Street
- Great fire department and ambulance service
- Location – very historical
- Great people
- Good young people / kids – need their input/involvement
- Community comes together when people have crisis or need help
- School

- Churches
- Very welcoming community – great people
- Great place to live
- Attracting folks to move here – mostly retired people
- Very friendly community
- Hot water – if it can be developed; wealth of value even though sometimes its inconvenient
- Senior center
- Buyers market for real estate
- Airport
- Schools – good students
- Tourism capabilities
- Climate is quite good
- Railroad
- Grocery store
- No traffic
- Lots of wildlife
- People are friendly
- People work together
- Friendliness
- Feeling safe
- Cheap housing
- Plenty of Water
- Cactus Hills City Assisted living and senior living
- Grocery store
- Edgemont’s location – edge of Black Hills; viewed as “The American West” by Europeans and by American Easterners; Mickelson Trail; Hwy 18 access; good airport runway for the size of the community.
- A few good men and women – like most of SD, there are some really talented intelligent people living in the area.
- Hot water is an asset.

Question #3: What projects would you like to see implemented in your community in the next two, five, ten or twenty year?

- Meat processing plant.
- Streets – need to be repaired. Not eye-appealing
- Better houses
- Cement plant in Dewey
- DM&E railroad – crew changing
- Overpass south side of town
- Housing
- Businesses on main street
- Appearance – vacant buildings – streets
- More people fixing up than ever – great thing
- More community involvement in community
- Make Vacant buildings downtown disappear
- Streets need to be repaired.
- Town in better shape would be more attractive
- Town looks better than it did three years ago
- More housing and some kind of industry besides railroad
- 59 miles from Black Hills – have a lot to offer
- All comes down to available \$. Need economic development.
- Establish a business park.
- Government \$ for developing business area to help focus need and desire in town to bring industry.
- Another committee with the aspect of going out and putting together flyer that lists strengths (maybe as region). Inviting public to come look to see what we have to offer.
- What businesses would we like to see – recruit to see if we can bring them here.
- Water development with Southern Hills Water District – do we want to belong with that. We need to maintain control of our water.
- Short-term to have storage capacity so we don't have water restrictions.
- School – need to expand to vocational-ag down the road instead of straight pro-college. Young people here aren't being exposed to good paying jobs here
- More people involved in volunteer work. A lot of new people here aren't helping – need to be invited in to help – whether it be raising money, helping with main street cleanup, water project.
- Do we want to be part of growth or just stay a small town on edge of Black Hills.
- Businesses that we need to attract can't be dependent on local economy.
- Volunteer driver for senior transportation.
- Cleaning up rundown dilapidated buildings and vacant lots – infrastructure improvements
- Jobs (industry)
- Cleaning up
- Jobs

- Tourism when it comes to Black Hills
- Help bring tourist to Edgemont during Rally, etc.
- After school programs (elementary age)
- After school programs
- Major work on streets
- City water system (restrictions) Loss of water from leakage.
- Water Board in Southern Hills – feasibility study. Grant from State - \$100,000
- Golf course (9 hole) – watering fareways – need \$\$\$\$
- Active in Economic Development
- Indoor arena
- Police force to take care of things
- Take care of what we have – issues that have slipped
- Create an identity that’s positive. Bikers and Bulls is a good effort to bring money in during rally. Something for week/weekend that is purely Edgemont.
- Street improvement
- Water problem
- Appearance better – nice small community “be as nice as the people are”
- Infrastructure improvements
- After school care for children
- Along highway – a place for motor homes to “park and ride”
- Appearance of town
- Mickelson Trail
- Have fire department burn down old vacant houses
- DM&E issues in next ten years. If plan goes through
- Maintain small town atmosphere
- Streets – clean them up and repair them
- Curb and gutters
- Give real estate lots to people IF they will build on them – get them back on tax rolls
- High salaried people working on railroad – only about 10% live here. How do we encourage them to live here. The \$ leaves town.
- Create something for women. They want choice.
- Appearance
- Slow people down when they go through town
- Control weeds in sidewalks/curbs and gutters
- Industry – something there’s a ready market for (cabins for State Parks, etc.)
- Look at what’s available in region – help a small business and more likely to stay in area.
- Improve streets in City – grants, etc.
- Town will be bigger in 10 years
- Develop industrial park
- Infrastructure built up
- Rumors of companies coming to community

- more job opportunity for younger people – build up tax base to help ease burden on senior citizens.
- Additional housing for someone looking to move here. Most houses for sale now are fixer-uppers
- Edgemont not prepared for any larger employment growth
- Road from Dewey to Edgemont paved
- Need someone from Edgemont on County Commission
- Welcoming committee
- Need to make some moves so that projects can happen and people don't move to Hot Springs or Custer
- Get rid of burnt out homes and clean up lots so we can build on them
- Craven Canyon, etc. can be tourist draw. Need to develop
- Has been very active year for Edgemont – Rodeos, etc.
- County fairgrounds brings a lot of people
- Something that would bring in tourists
- Has to be reason to build a home before anyone will build
- Have to have something on stove to bring people
- Need speculator with a lot of nerve
- Baptist youth group is very active
- How to become attractive to business and industry
- Possible \$20,000 from Chamber to City to tear down buildings
- 5 and Dime
- Research Institute
- Infrastructure
- Industrial park needs businesses
- More communication with people who know about grant processes
- Find funding for 10 to 20 years (utilities, etc.)
- Plan out for all new streets in 20 years
- Replacement process for infrastructure
- More involvement – more continuity
- Total involvement
- Brochure/better marketing for Edgemont
- Group that will pursue business
- Learn how to promote Edgemont (workshop)
- Address issue of eye-sore on One Mile (City buy property and clean it up)
- Turn lane on highway
- Have speed limit on highway going by town
- Youth group with all churches combined to do projects to help community
- Mickelson bike trail – hot spring developed for Bikers and Bulls....
- Upgrade homes/remodel for elderly
- Appearance
- Whenever see something new, clean and pretty, I just love it
- Churches working together for youth program in community
- Appearance

- Appearance change – especially around perimeter of town
- More facilities – improvement and upgrade of what we have
- Water – well and sewer improvement
- 2 years – billboards on highway to promote Edgemont to get tourists to pull off highway
- Businesses on main street
- Clean up old houses – buy up old houses, fix them up and resell them
- After school program for elementary age children
- Signage
- More downtown businesses
- Edgemont has a bad image
- Grant to build indoor arena
- Better downtown image
- More activities going on to bring people into town
- Stay positive and work on our image
- Get organized and run city as a large business
- Need unity and goals – need business plan
- Hot water projects...
- Swimming pool maintenance
- Hot tub/swimming pool combined?
- More basketball courts
- Fixed roads
- More sports
- Better water
- Restore some of old buildings
- More businesses – buildings fixed up
- Clean up community
- Things not to look dead
- New businesses
- Places for kids to hang out
- Places for youth to hang
- Arcade or something for kids to do so they aren't out partying and drinking all the time
- Skate park
- Something to do for the youth
- Mall
- More housing
- More jobs
- More people
- Better roads
- Change the pond water
- New businesses
- Movie theater
- McDonald's

- new homes and new businesses
- more places to hang out
- amusement park
- more places to eat
- recreational center
- fixing up town to make it look more inviting
- change speed limit to 35
- more people to keep the school going
- newer houses and businesses
- Bigger pool
- Better track at track field
- Starbuck's
- Golf program for youth
- Dances
- Youth have input into what books in the library
- Take down all old buildings and put up new
- More businesses
- Change school – teachers
- More extra curricular activities – knowledge bowl
- Rec center
- Trains always blocking streets
- Theme park/mall
- Make it bigger
- Theater
- Railroad thing...
- Fast food
- Travel agency
- Mall
- Day care
- More inviting to people
- Sign by road coming into town
- McDonald's
- Theater
- Taco John's
- Bigger park-more playground equipment
- Burger King
- "Won't be anything to see in 10 years – won't even be on the map"
- Pizza Hut
- Zoo
- More languages and stuff in school
- Community college
- Fix up the golf course
- Like the size – need more things to do

- Police, though they know things are going on, don't do anything about it (kids drinking)
- Tear down old buildings and build new things
- Jail
- Fill in more potholes
- Pave the roads
- Better and more sidewalks
- Make old hotel into a dance studio
- Stockmen's bar – make into hotel
- Clothing store – make into facility to do gymnastics and martial arts
- All-weather track
- Jack & Jill building – make into dance studio
- Make a hotel
- Soccer team for 7th and 8th
- Summer rec programs – extreme sports
- Youth group trip
- Plant trees and paint buildings
- Infrastructure
- Water system
- Economic development
- Small business
- Promote business
- Capitalize on Highway/tourism
- Airport utilized more
- Water slide with hot water
- DM&E
- Something with railroads
- Therapy treatment with hot water massage
- Something for youth to do
- Spruce up city
- Jobs
- Town look nicer
- Youth center
- Grant to help assist families to upgrade their homes
- Hunting promotion
- Outlet malls
- Bigger retirement home
- Hunting
- Uncap housing problem
- Bigger industry
- More tourism
- Capitalize on tourism
- Stability – can clinic sustain – Cactus Hills survive
- Infrastructure

- Housing development - need some new lumber in town – build houses
- Health spa/gift shop
- DM&E
- Sale barn
- Packing plant – closest now is Sioux Falls
- Attract small manufacturing facility – communities in eastern SD have all kinds of manufacturing facilities
- Bottled water facility?
- Sell/promote the natural wonders of this area – Craven Canyon, pictographs, other unique things - Mickelson Trail; trail rides, etc.
- More small manufacturing businesses
- We have a good start – but need to do more clean up to make it look presentable
- More small businesses on main street
- Something I've noticed in other little towns that they're really clean nice little towns – we don't look like that
- Some rental properties be provided for people – there's an awful lot of vacant lots in Edgemont – would be nice if there was something there
- Change attitude of what's wrong with Edgemont – need to be proud of our area – support the local area – change the image
- Everyone would like to see some better jobs – not sure I want to see 500-600 people here – we don't want to grow a lot
- Main Street – can remember 25 years ago that's where the businesses were – businesses in small towns are out along by-passes – how do we get the people down to main street
- A lot of the image things goes back to our appearance – really think that if we get our streets fixed it would make people more apt to clean up their places – if the street looks good that goes by their house, it would inspire them to fix up their yards, and then want to paint their house
- When we were working on the grocery store, in another town they asked about how the grocery store was coming and complimented us on our efforts and said to keep it up – they said they really admired us for what we were doing.
- If school area looks nice, it's a good reflection on your town; and if your Main Street is attractive – they notice that, as well – but if the streets getting to those places, it takes something away
- Paved streets; nice sidewalks – most small communities that have nice streets, the yards are kept nice, and if it's a dumpy house, there's a big fence around it and you can't see it.
- Need to take small steps – like the grocery store – a positive thing – make things like that big stories in the press. We've had our share of bad press with some of the businesses we tried to put in here, but we didn't get much on the grocery store. Two or three positive things said about a community changes someone's aspect. Would really help improve our image, and how we feel about our area.
- Variety store would be nice – mini-Pamida like – I have to go to RC to get a button for a sweater

- Edgemont has never promoted itself as a tourist community – could relate/work with other areas of the Hills that way
- Continue with developing events to bring more people to town for special events
- More press releases to promote Edgemont – events, special things
- South Dakota does have an attractive climate to live in – interesting concept to attract these RV'ers – article in the RC Journal (9-21-04) – costs in SD versus other locations, CA for example – vehicle registrations, etc. – run ads in RV magazines, etc.
- Business community we have today existing 10 years from now and expanded – not diminishing
- School be able to maintain itself and consolidate county-wide
- Expand our infrastructure – streets, water
- Promote more events to bring people here to spend money
- Improve the appearance of our town to encourage people to like to come here, move here
- More small businesses in town – employing 10 people – diversified here a little more
- Could have more small businesses that can service the retirement community
- Economic growth – somehow
- In the last two weeks, we've had close to 1000 bicyclers – but not many spending money – how do we get some of their money
- More vendors during events – Custer has streets blocked off, and vendors there during events – how do you get funnel-cake people here
- We need to not expect those attending events to come to us – we need to cater to them – mix in locals with others from outside to make it a good experience for those attending
- We need to be a destination, not a point on the map – what would make people stop and spend the night in Edgemont
- Need to make main street more presentable
- Something more for our youth – instead of them driving around drinking and thinking that's all they have to do – not that they all do that – we have some really good youth here, but they need something to do
- New superintendent at City has done a lot
- More industry – cottage industries
- Streets fixed and improved – we've had good streets but they are really getting bad.
- Streets need to be fixed – just had company from MN, and in MN everything is paved – the company said boy, you really need to fix your streets – need to fix them and keep them up
- Concerned for something for our youth
- Shop that is oriented to bicyclists – beautiful canyon on the Mickelson Trail that no one knows about – need to be able to rent bicycles to folks
- Promote the Mickelson Trail
- Streets and infrastructure improvements
- Get ready for cement plant and D M & E – need houses and services

- Need something for youth – kids should have a place to have fun
- DM&E – positive attitude towards that project – has been a lot of negativity towards that – it's a shame
- Ditto
- Something that would be nice - art galleries and nice gift shops to attract visitors and locals – most generally brings in OPM (other people's money) if you can get the people there
- Need to exploit our local artists and craftsman - art coop
- Low-cost cab service for local transportation for seniors
- Welcoming committee – be sure they know about senior citizen events/functions
- More industry
- Bath house utilizing hot water
- Larger pool
- Museum – historical society
- Gym for seniors
- Swimming pool – indoor – capitalize on hot water
- Funding for senior bus – also used for daycare/preschool
- Activities for our kids
- Youth Center
- Need help with Senior Citizens programs – shortfall in budget of \$5,000 – need roof work and other repairs
- Infrastructure work –roads, water, sewer
- Airport ponds – need to be utilized (fishing, campground)
- Increase population
- Young families
- Clean up community
- Shop local campaign
- Promote great location
- Get council member over there on the stick and get all of these things done.
- Instill pride back into the community
- Museum established – City donate old City Hall – get grants to get it started
- Bath house – gym, pool
- More industry – small businesses
- Improvements in infrastructure of City – which should encourage/inspire landowners to improve their own
- Bring in small businesses that fit in with the small town atmosphere
- Old empty run-down buildings renovated or gotten rid of
- Ice skating or something for the kids
- Rides at the fair
- Bowling Alley
- Develop downtown
- Pharmacy / Medical facilities
- Family friendly
- Dancing

- Clean up residential areas
- Tourism opportunities for niche markets: need more/better quality lodging facilities and need business people to see that there is a market for tourist industries which need to shut down in the winter
- Opportunities to cater to people who grew up here. Need to put more into beautification and make class re-unions a community celebration with welcome receptions.

APPENDIX A

Kansas City Federal Reserve - Center for the Study of Rural America Adapted from Top Ten Ways to Reinvent Rural Regions by Mark Drabenstott

Sense of Region is essential starting point to reinventing rural economies
Regions are becoming the policy frame for economic development in the 21st century
Top Ten Steps Worth Considering

#1 Build an institutional home for the regional partnership

- Durable institution
- Higher Ed
- Non profit
- New alliance
- Forge regional partnerships
- Guide new efforts
- Gain/Gain rule that governs all efforts

#2 Find region's unique competitive niche

- Build competitive advantage in global market place
- Exporting beyond the region
- New sources
- Product agriculture
- Advanced manufacturing
- Professional services
- Technology and knowledge – main drivers

#3 Grow the farm system instead of buying free agents

- Buying free agents
- Expensive
- Pays off most in bigger markets
- Rural Regions – future lies in growing more entrepreneurs
- Especially in high growth businesses
- Need great coaches
- Challenges
- Reallocate resources to supporting entrepreneurs
- Beef up the region's coaching ranks

#4 Create Clusters around your core niche

- Advantages to Clusters
- Muscle to tap domestic and global markets
- Regional branded foods
- Synergies among businesses in the region
- Adapting technology
- Training workers

#5 Improve and leverage local amenities

- People decide “where to live” not where to work
- Cultural attractions
- Entertainment & Education options
- Outdoor recreation
- High standards for new development and healthcare
- Evidence of community pride
- Community openness and progressiveness.

#6 Invest in your people

- Developing Regional Champions
- Leaders who can build partnerships
- Training workers for new economic engines
- Programs that lift skill sets to match new business needs
- Life long learning programs

#7 Enrich the region’s supply of equity capital

- Equity capital fuels wealth creation
- Public leaders to create equity capital funds
- Provide capital grants as catalyst to private firms
- Subsidize business support organizations
- Private sector
- Management by skilled persons
- Provide hands-on guidance to managers of companies

#8 Tap technologies suited to your region

- Link new investments in technology to region’s source of competitive advantage – its niche
- Product Agriculture
- Gene splicing for pharmaceutical crops
- Innovative packaging of regionally branded food crops
- Advanced manufacturing techniques and technologies
- Information technologies

#9 Invest in 21st century infrastructure

- Broadband is only the poster child
- Investment must be guided by region’s competitive niche
- Telecommunications
- Quality-of-life – community centers, recreation, parks
- Education k-grade
- Air service

#10 Reinvent regional governance

- How decisions are made and how key public and private institutions relate
- Regions must be able to reach decisions as a region –no independent jurisdictions
- May require re-inventing some key public institutions

APPENDIX B

Clues to Rural Community Survival

From: Heartland Center for Leadership Development

According to research performed by the Heartland Center for Leadership Development there are clues to rural community survival. Successful communities display most of the following characteristics, which follow:

1.) **Evidence of community pride**

Successful communities are often showplaces of community care and attention, with neatly trimmed yards, public gardens and well-kept public parks. Pride shows up in other ways such as community festivals and events that give residents the chance to celebrate their community, its history and heritage.

2) **Emphasis on quality in business and community life**

People in successful communities believe that something worth doing is worth doing right. Facilities are built to last, and so are homes and other improvements. Newer brick additions to schools are common, for example, and businesses are built or expanded with attention to design.

3) **Willingness to invest in the future**

Investments of time and energy in community improvement projects by residents. They concern themselves with how what they are doing today will impact on the lives of their children and grandchildren in the future.

4) **Participatory approach to community decision-making**

Authoritative models don't seem to exist in these communities, and power is deliberately shared. People still know whom you need to be on your side to get something done, but even the most powerful of opinion leaders work through the system-formal and informal-to build consensus for what they want to do.

5) **Cooperative Community Spirit**

Successful rural communities devote more attention to cooperative activities than to fighting over what should be done and by whom. The stress is on working together toward a common goal and the focus is on positive results. They may spend a long time making decisions, and there may be disagreements along the way, but things get done.

6) **Realistic appraisal of future opportunities**

These communities build on assets and minimize weaknesses. For example, few small communities believe that they are likely to land a giant industry; and many wouldn't want one if it came along because they would depend on it, and that could be dangerous. They realize a more realistic approach considers the community and region as the context for future opportunities.

7) Awareness of competitive positioning

Thriving communities know who the competition is and so do the businesses in towns. They try to stress local loyalty as a way to help, but many businesses also keep tabs on their competitors in other towns. Recognition of community assets – people, associations and institutions, is vitally important. They comparison of one town to another is a significant means to spur improvements.

8) Knowledge of the physical environment

Importance of location is underscored continuously in local decision-making as business and civic leaders picture their community in relation to others. Beyond location, however, communities must also be familiar with what they have locally. For example, the issue of preservation and protection of natural resources must be balanced with development options.

9) Active economic development program

Organized and active approach to economic development is common in successful communities. This type of approach depends on public and private sector resources working hand in hand. Private economic development corporations are common, either as a subcommittee or an outgrowth of a Chamber of Commerce, etc. However, it's clear that the most successful towns emphasis retaining and expanding existing businesses as well as trying to develop new businesses. It's a "gardening not hunting" model of economic development.

10) Deliberate transition of power to younger generations of leaders

Young leadership is the rule rather than the exception in thriving rural communities. These may be young people who grew up in town, returned or they may be people who've decided to move into the community. In these successful communities there is a formal or informal means for established leaders to bring new recruits into public service.

11) Acceptance of women in leadership roles

Women hold positions of leadership in these rural communities and those roles extend beyond traditional strongholds of teacher, nurse or librarian. They take on roles as mayors, law enforcement officers, non-profit managers, business owners, etc. In many communities this role is expanded to minorities, newcomers, and all types of non-traditional leaders.

12) Strong belief in and support of education

Good schools are a point of pride and stable employment force. However, it goes beyond the K-12 system to include an approach to life-long learning that puts education at the center of many community activities. Whether adult education is targeted at skills and job performance or hobbies and recreation, the successful community makes the most of education at all levels.

13) Problem-solving approach to providing health care

Local health care is a common concern in rural communities – however, a variety of solutions are created (train EMTs; telecommunications for augmenting a clinic; keeping a doctor, etc.)

14) Strong multi-generational family orientation

Family-oriented communities that have activities built around family needs and ties. The definition of family is broad, however-and includes younger as well as older generations and people new to the community.

15) Strong presence of traditional institutions that are integral to community life

Churches are often the strongest force in these characteristics, but other types of community institutions such as newspapers and radio stations, hospitals and schools fill this role also. Service clubs retain a strong influence in social activities as well as in community improvement efforts.

16) Sound and well-maintained infrastructure

Thriving rural communities understand the importance of physical infrastructures—such as streets, sidewalks, water systems, sewage treatment plants – and efforts are made to maintain and improve them. In these communities, a clean-up day includes public parks and playgrounds, business owners keep sidewalks repaired, and volunteer labor and donated materials go a long way to maintaining public buildings.

17) Careful use of fiscal resources

Frugality is a way of life in successful small communities and expenditures are made carefully. People aren't afraid to spend money when they think they should, and then typically things are built to last. Expenditures are often seen as investments in the future of the community.

18) Sophisticated use of information resources

Rural community leaders are knowledgeable about their communities beyond the knowledge base available in the community. In one town retail sales histories from a state university were studied for trend