

# First District Association of Local Governments Comprehensive Economic Development Strategy 2022 - 2024



**Prepared by: First District Association of Local Governments**

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**For: Economic Development Administration, U.S. Department of Commerce**

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## EXECUTIVE SUMMARY

Beginning in January of 2021, the First District Association of Local Governments (First District) CEDS Committee, with assistance of the First District staff, worked with their member local units of government, economic development groups, businesses, State agencies and area leaders to develop a framework for the promotion of a regional economic growth strategy. The 2022-2024 Comprehensive Economic Development Strategy (CEDS) document is the result of that process which identified the region's strengths, weaknesses, opportunities, and threats, and then translated the results into goals, objectives, strategies, and potential action items to improve the local and regional economy of northeast South Dakota. Normally, the CEDS is required to be updated every five years to qualify for Economic Development Administration (EDA) assistance under its Public Works and Economic Adjustment Assistance Programs and is further a prerequisite for designation by EDA as an Economic Development District (EDD). However, this CEDS was developed to provide guidance until September 30, 2024. At which time, all of the South Dakota Economic Development Districts will have prepared a CEDS for 2024 to 2029.

The First District is composed of eleven counties; Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts. The location is in the northeast South Dakota. The total population of the region is around 120,000 people.

The 2022-2024 CEDS is designed to guide the region's economic growth by strengthening and stabilizing the regional economy and improving the overall living conditions for residents of the region. A strategy committee comprised of informed leaders and representatives of the counties and cities was formed to study current conditions, participate in an intensive SWOT analysis of the region, develop goals, objectives, and action items, and discuss the region's economic resilience. The committee will continue to meet annually to evaluate progress and offer suggestions for improving future CEDS plans. In addition to the CEDS Committee, the First District staff conducted a regional economic development survey and held eleven community outreach meetings throughout the district to obtain feedback on the survey, SWOT analysis, and proposed goals and objectives.

### **The CEDS is required to address the following elements:**

- **Summary Background:** A summary background of the economic conditions of the region;
- **SWOT Analysis:** An in-depth analysis of regional strengths, weaknesses, opportunities, and threats;
- **Strategic Direction/Action Plan:** The strategic direction and action plan should build upon the findings from the SWOT analysis and incorporate/integrate elements from other regional plans (e.g., land use and transportation, workforce development, etc.) where appropriate as determined by the EDD or community/region engaged in development of the CEDS. The action plan should also identify the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds; and
- **Evaluation Framework:** Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.

In addition to the above elements, the CEDS must also incorporate the concept of economic resilience, or the ability of the region to avoid, withstand, and recover from economic shifts, natural disasters, pandemics, impacts of climate change, etc., and the First District has included a section addressing this concept.

### **CEDS Goals and Objectives**

The following Development and Organizational goals and objectives were generated by the CEDS Committee to guide policy and action for the next three years:

**Community Development Goal:** To strengthen our communities and counties by enhancing their capacity to enhance the physical environment and public facilities.

#### **Objectives:**

- Provide assistance to communities, counties and other entities for the development and maintenance of public facilities and infrastructure systems.
- Provide assistance to local governments in developing strategic community/economic development plans, ordinances, and regulations.
- Provide information, data and technical assistance to local governments concerning items related to their community development needs.
- Provide assistance to communities, counties, and other entities to improve access and availability of affordable housing within the region.
- Provide assistance to communities, counties, and other entities to improve the region's ability to utilize Geographic Information System (GIS) technology.

**Regional Development Goal:** Promote regional collaboration efforts in regard to issues and projects that affect northeast South Dakota.

#### **Objectives:**

- Collaborate on regional projects that will have long term impact in the First District region.
- Promote regional development strategies.
- Improve intergovernmental cooperation and coordination.

**Economic Development Goal:** Improve the economic conditions and opportunities for all segments of the economy.

**Objectives:**

- Provide assistance to retain and expand existing businesses and industries.
- Provide information and technical assistance to communities and the region concerning items related to their economic development needs.
- Enhance public and private partnerships to address economic development needs in the region.
- Protect and promote the diversification of the region’s agricultural economy.

**Organizational Goal:** Implement management policies, practices and reporting procedures that will allow the First District to operate in an effective, efficient, and responsive manner.

**Objectives:**

- Retain an experienced staff that matches the servicing needs of the First District region.
- Provide professional development and other learning opportunities for First District Staff.
- Maintain District staff compensation competitive with comparable organizations in the Denver EDA Region.
- Manage the District’s finances in a prudent fiduciary manner.
- Maintain appropriate reporting practices as required and elevate awareness of First District services and work activities.
- Adjust products and services offered by First District based on the evolving needs of its membership.

Economic development efforts must recognize short-term needs as well as long term objectives. They must recognize both local and regional concerns. Improved collaboration and communication between and among communities and various economic sectors will be critical to the success of the First District region. The CEDS is a vital part of this effort to create a proactive economic development strategy or plan aimed at diversifying, balancing, and stabilizing the regional economy. As a result of the CEDS process, the role of regional planning organizations like First District will continue to be increasingly important for the region.

## INTRODUCTION

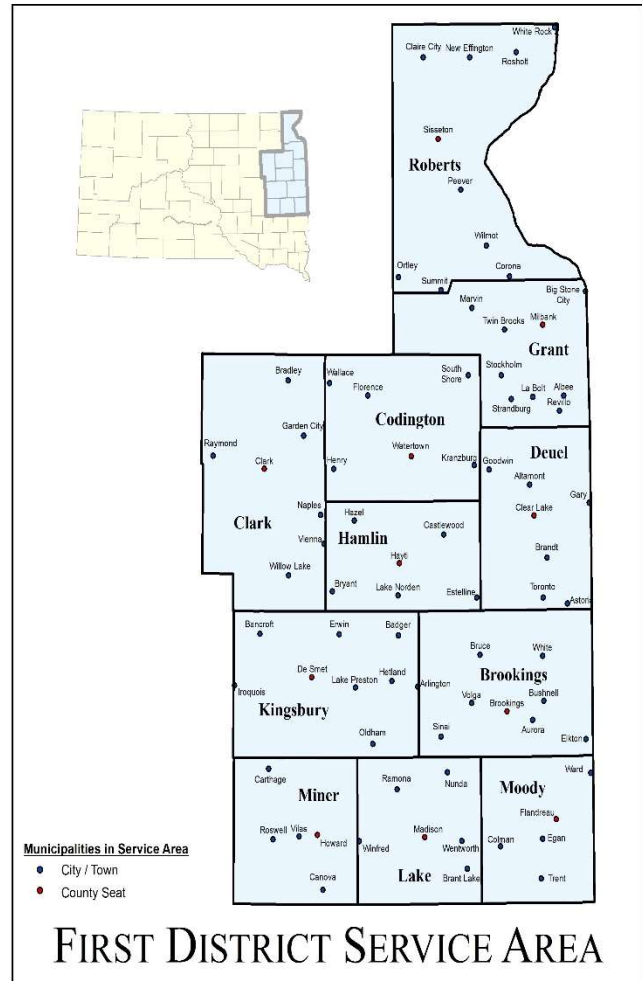
The First District Association of Local Governments (First District) is a voluntary organization of eleven counties and seventy-six communities located in northeast South Dakota. The First District was established through Executive Order in 1971 and is guided by a Governing Body comprised of city and county elected officials and at-large representatives from the private and public sector. The First District assists local units of government in strategic and comprehensive planning, community and economic development, and Geographic Information System services. It is also responsible for the development and implementation of its Comprehensive Economic Development Strategy (CEDS).

This CEDS was developed to analyze the economic and community development needs of First District region and to be used as a guide for future community and economic development efforts for the next thirty-three months beginning in January 2022 through September 2024.

The CEDS lays the foundation for taking the region from issue understanding to cooperative action. This process will never really stop, as conditions evolve, and participants change. The issues provide a “fabric” that links development interests together. They further offer a perspective that, while often unspoken, is always present in development deliberations. In other words, regionalism and the interdependence of rural communities exist, whether the issues are acted upon collectively or not. Common problems cannot be ignored. It is the awareness of relationships and the potential for mutual benefit that lead to action. The CEDS process fosters the realization that cooperation between and among development

The CEDS is a realistic plan based on the region’s economic and community development strengths, weaknesses, opportunities, and threats. The CEDS summarizes various development priorities; however, its overall effectiveness as a planning tool depends on individual local governments, organizations, and businesses. Other than the control First District exercises of its own staff and operations, this CEDS is strictly advisory. The value of the CEDS to the First District region is its ability:

- To accurately describe northeast South Dakota in terms of political, geographic, economic, and social relationships;
- To provide a clear vision for the future;
- To identify regional community and economic development issues and priorities;
- To identify technical and financial resources available for community and economic development;
- To outline an organizational structure that meets basic service demands and local fiscal realities; and
- To be a relevant planning guide.



As the First District continues to fulfill its mission for the region by actively pursuing partnership-oriented strategies, the First District will utilize and promote the CEDS as a benchmark to prioritize, promote and evaluate regional community and economic development initiatives.

### **CEDS Committee**

The 2022-2024 CEDS was developed by the First District staff under the guidance of the CEDS Committee and the First District's Governing Body with input by member municipalities, counties, partnering organizations, and the public. A membership roster of the CEDS Committee and Governing Body is included in Appendix A. While the CEDS Committee is a key component in the development of the CEDS, it is only one of several "players" involved in economic development. In addition to the CEDS Committee, the development of the CEDS relied upon input from a variety of individuals at the local, regional, and State level with expertise in the following areas:

- Agriculture
- Economic Development
- Education
- Healthcare
- Housing
- Planning & Zoning
- Private Business
- Tourism
- Tribal Development
- Finance
- Governmental Affairs

Various communities and economic development groups within the First District region have undertaken their own strategic planning efforts. Where applicable, this CEDS has drawn upon these efforts as an additional resource for identifying strengths, weaknesses/challenges, and opportunities.

### **Process**

The First District will incorporate several basic elements to complete a multi-faceted planning process. Each part has a relationship to the whole regional "picture." This document includes:

- An analysis of development problems and opportunities;
- A regional description and examination;
- A review of strategic assets and liabilities;
- An economic overview and analysis;
- A set of development goals and objectives;
- A review of planning participants and partners;
- A regional action plan and implementation activities;
- A methodology for measuring outcomes and accomplishments.

The CEDS also provides references to various resources available to assist in the implementation of the identified objectives and proposed projects.

Upon completion, the CEDS will be distributed to various interested constituencies throughout the region. First District will work to inform interested parties on the availability of the CEDS and its use as a planning tool. First District will maintain a website in which to post the CEDS, making it freely available on an ongoing basis. As the region's needs change, First District's annual Scope of Work will also evolve in order to reflect these changes.

## SUMMARY OF REGION'S ECONOMIC CONDITIONS

The following regional profile provides a general background of the demographic and economic conditions of the First District CEDS region.

### Population

There are 121,644 people living in the First District Region, according to the 2020 Census. The First District region experienced a 5% net increase in population between 2010 and 2020. Common characteristics for counties experiencing population growth include Tribal areas, interstate highway access, and religious communities. The counties with the largest population losses are typically heavily dependent upon agriculture, isolated from larger population centers, or lacking prominent natural features. Table 1 shows the changes in population of the counties within the First District. Between 2010 and 2020 more than one-third of the First District counties lost population. More than sixty-three percent of the population growth within the First District Region occurred in Brookings County. Furthermore, fifty-five percent of all of the First District's municipalities lost population between 2010 and 2020.

**Table 1 - Population History**

County	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020	% Change 2010-2020	% Change 1930-2020
Brookings	16,847	16,560	17,851	20,046	22,158	24,332	25,207	28,220	31,965	35,603	11.4%	111.3%
Clark	11,022	8,955	8,369	7,134	5,515	4,894	4,403	4,143	3,691	3,802	3.0%	-65.5%
Codington	17,457	17,014	18,944	20,220	19,140	20,885	22,698	25,897	27,227	28,126	3.3%	61.1%
Deuel	8,732	8,450	7,689	6,782	5,686	5,289	4,522	4,498	4,364	4,346	-0.4%	-50.2%
Grant	10,729	10,522	10,233	9,913	9,005	9,013	8,372	7,847	7,356	7,000	-4.8%	-34.8%
Hamlin	8,299	7,562	7,058	6,303	5,520	5,261	4,974	5,540	5,903	6,234	5.6%	-24.9%
Kingsbury	12,805	10,831	9,962	9,227	7,657	6,679	5,925	5,815	5,148	4,987	-3.1%	-61.1%
Lake	12,379	12,412	11,792	11,764	11,456	10,724	10,550	11,276	11,200	12,488	11.5%	0.9%
Miner	8,376	6,836	6,268	5,398	4,454	3,739	3,272	2,884	2,389	2,202	-7.8%	-73.7%
Moody	9,603	9,341	9,252	8,810	7,622	6,692	6,507	6,595	6,486	6,525	0.6%	-32.1%
Roberts	15,782	15,887	14,929	13,190	11,678	10,911	9,914	10,016	10,149	10,331	1.8%	-34.5%
<b>First District</b>	<b>132,031</b>	<b>124,370</b>	<b>122,347</b>	<b>118,787</b>	<b>109,891</b>	<b>108,419</b>	<b>106,344</b>	<b>112,731</b>	<b>115,878</b>	<b>121,644</b>	<b>5.0%</b>	<b>-7.9%</b>
<b>South Dakota</b>	<b>692,849</b>	<b>642,961</b>	<b>652,740</b>	<b>680,514</b>	<b>665,507</b>	<b>690,768</b>	<b>696,004</b>	<b>754,844</b>	<b>814,180</b>	<b>886,667</b>	<b>8.9%</b>	<b>28.0%</b>

Sources: 1930, 1940, 1950, 1960, 1970, 1980, 1990, 2000, 2010, 2020 Census

A significant issue for rural areas is an increasingly aged population as youth out-migration continues. In 2019, only Brookings and Hamlin Counties had a lower median age than the statewide median age (37.7). Brookings County’s unusually low median age is due primarily to the fact that South Dakota State University is located there, and the median age statistic is biased based on students at the university. If you were to exclude students, it is anticipated that Brookings County’s median age would also likely be higher than the statewide average. Kingsbury County has the oldest population with a median age of 45.1. Tables 2 and 3 further highlight the issue of disparity in comparing population age cohorts above the age of 65 and those under the age of 18. Between 2010 and 2019, the number of individuals over the age of 65 increased by over sixteen percent (16.2) while the number of individuals under the age of 18 increased by 1.4%. These facts have implications for education, healthcare, public services, and employers. The area appears destined to experience continued demographic distress unless conditions change and economic growth results in an influx of working age families. There will continue to be pockets of positive population change because of localized or unique situations. Region-wide, the technology advances in agriculture and manufacturing have changed the nature of rural communities. Likewise, the national “connectedness” offered by telecommunications technology has impacted the expectations of rural residents and those individuals considering a move to the area.

**Table 2 - Changes in Population under the Age of 18 by County**

	Under Age 18 2010	Under Age 18 2019	% of Population Under Age 18 2019	# Change 2010-2019	% Change 2010-2019	Median Age 2019
<b>Brookings County</b>	6,668	7,058	19.8%	390	5.8%	27.0
<b>Clark County</b>	876	958	25.2%	82	9.4%	41.4
<b>Codington County</b>	6,749	6,679	23.7%	-70	-1.0%	39.1
<b>Deuel County</b>	1,028	1027	23.6%	-1	-0.1%	42.8
<b>Grant County</b>	1,701	1,573	22.5%	-128	-7.5%	42.9
<b>Hamlin County</b>	1,805	1,899	30.5%	94	5.2%	35.0
<b>Kingsbury County</b>	1,126	1,103	22.1%	-23	-2.0%	45.1
<b>Lake County</b>	2,425	2,615	20.9%	190	7.8%	43.2
<b>Miner County</b>	576	551	25.0%	-25	-4.3%	44.0
<b>Moody County</b>	1,695	1,669	25.6%	-26	-1.5%	39.9
<b>Roberts County</b>	2,880	2,794	27.0%	-86	-3.0%	38.1
<b>First District</b>	<b>27,529</b>	<b>27,926</b>	<b>23.2%</b>	<b>397</b>	<b>1.4%</b>	<b>36.9</b>
<b>South Dakota</b>			<b>24.5%</b>			<b>37.7</b>
<b>United States</b>			<b>22.6%</b>			<b>38.2</b>

Sources: 2010 Census, StatsAmerica

**Table 3 - Changes in Population over the Age of 65 by County**

	Over Age 65 2010	Over Age 65 2019	% of Population Over Age 65 2019	# Change 2010-2019	% Change 2010-2019
<b>Brookings County</b>	3,170	4,051	11.4%	881	27.8%
<b>Clark County</b>	804	779	20.5%	-25	-3.1%
<b>Codington County</b>	4,051	4,748	16.9%	697	17.2%
<b>Deuel County</b>	839	919	21.1%	80	9.5%
<b>Grant County</b>	1,363	1,467	21.0%	104	7.6%
<b>Hamlin County</b>	1,020	950	15.2%	-70	-6.9%
<b>Kingsbury County</b>	1,120	1,122	22.5%	2	0.2%
<b>Lake County</b>	1,893	2,673	21.4%	780	41.2%
<b>Miner County</b>	532	438	19.9%	-94	-17.7%
<b>Moody County</b>	983	1,236	18.9%	253	25.7%
<b>Roberts County</b>	1,758	1,996	19.3%	238	13.5%
<b>First District</b>	<b>17,533</b>	<b>20,379</b>	<b>16.9%</b>	<b>2,846</b>	<b>16.2%</b>
<b>South Dakota</b>			<b>17.6%</b>		
<b>United States</b>			<b>15.6%</b>		

Sources: 2010 Census, StatsAmerica

The regional population is projected to maintain its population over the next fifteen years (See Table 4). Dramatic changes could be experienced in communities with small populations (15 to 30 percent losses). It is expected that as the population of smaller communities and counties decline, there may be a shift in to the larger communities of the county and region.

**Table 4 - Population Projections 2020-2035**

	2020 Census	2025	2030	2035	# Change 2020-2035	% Change 2020-2035
<b>Brookings County</b>	35,603	37,353	38,985	40,571	4,968	<b>14.0%</b>
<b>Clark County</b>	3,802	3,286	3,177	3,060	-742	<b>-19.5%</b>
<b>Codington County</b>	28,126	29,627	30,204	30,691	2,565	<b>9.1%</b>
<b>Deuel County</b>	4,346	4,247	4,203	4,131	-215	<b>-4.9%</b>
<b>Grant County</b>	7,000	6,803	6,628	6,370	-630	<b>-9.0%</b>
<b>Hamlin County</b>	6,234	6,513	6,843	7,225	991	<b>15.9%</b>
<b>Kingsbury County</b>	4,987	4,695	4,559	4,392	-595	<b>-11.9%</b>
<b>Lake County</b>	12,488	11,995	12,151	12,208	-280	<b>-2.2%</b>
<b>Miner County</b>	2,202	2,066	1,981	1,885	-317	<b>-14.4%</b>
<b>Moody County</b>	6,525	6,825	6,926	7,002	477	<b>7.3%</b>
<b>Roberts County</b>	10,331	10,456	10,691	10,922	591	<b>5.7%</b>
<b>First District</b>	<b>121,644</b>	<b>121,346</b>	<b>124,103</b>	<b>126,579</b>	<b>4,935</b>	<b>4.1%</b>

Source: 2020 Census & [http://dlr.sd.gov/lmic/menu\\_demographics.aspx](http://dlr.sd.gov/lmic/menu_demographics.aspx)

## Income & Education

Table 5 provides additional information regarding income and education characteristics of the First District region.

The per capita personal income estimates for each county, the First District region, and the state are shown in the first column. It is evident that the per capita personal income throughout the district varies from county to county. Roberts County has the lowest per capita personal income in the region, at \$46,059. Coincidentally, Roberts County also has the highest percentage of people below the poverty level. Clark County has the highest per capita personal income in the district (\$70,492). The average per capita personal income for the district is \$48,615, 82% of state average of \$59,281.

The Median Household Income in First District's region ranges from \$49,088 in Roberts County to \$65,217 in Deuel County. Six of the Region's eleven counties have Median Family Incomes exceeding the State average.

Except for Brookings, Clark, and Roberts counties, all other in First District's region have poverty rates below the statewide average of 11.9%. Deuel, Kingsbury, and Moody counties have the lowest percentage of the population living in poverty at 8.5% and 8.7% respectively.

While Education attainment in the region is comparable to the statewide average, nine of the eleven counties within the region have fewer individuals with bachelor's degrees or greater when compared to First District Region and State averages. Compared to South Dakota in general, residents in the First District region are less likely to have at least achieved a high school diploma.

**Table 5 – Income and Education Characteristics - 2019**

County	Per Capita Personal Income (2020)	Median Household Income (2019)	Poverty Rate (2019)	High School Graduates (2019)	Bachelor's Degree or Higher (2019)
Brookings	\$49,278	\$59,036	11.9%	95.0%	40.3%
Clark	\$70,492	\$54,158	12.1%	91.2%	19.1%
Codington	\$55,331	\$63,442	9.7%	91.5%	21.5%
Deuel	\$62,036	\$65,217	8.7%	91.1%	22.2%
Grant	\$65,019	\$60,057	9.1%	90.7%	21.9%
Hamlin	\$51,773	\$60,864	8.9%	91.8%	21.0%
Kingsbury	\$70,268	\$61,992	8.5%	90.7%	21.5%
Lake	\$57,367	\$63,946	9.5%	90.9%	33.1%
Miner	\$65,604	\$52,230	10.5%	89.8%	18.5%
Moody	\$60,754	\$61,029	8.7%	90.4%	21.3%
Roberts	\$46,059	\$49,088	19.6%	89.6%	17.3%
<b>First District</b>	<b>\$48,615</b>	<b>\$60,040</b>	<b>11.1</b>	<b>91.9%</b>	<b>26.9%</b>
<b>South Dakota</b>	<b>\$59,281</b>	<b>\$60,414</b>	<b>11.9%</b>	<b>91.7%</b>	<b>28.8%</b>

Sources: StatsAmerica

## Labor Force and Participation

The labor force in the First District region has grown from 64,511 in 2016 to 67,211 in 2021. Between 2016 and 2021 the number of individuals employed in the labor force varied from county to county with a range of 97% in Roberts County to a 98.2% in Kingsbury County.

Table 6 compares the labor force statistics for the eleven-county region between December of 2016 and October of 2021. The First District region boasts a low unemployment rate when compared to the U.S. The overall unemployment rates have remained low in the First District Region and are comparable to the State. However, unemployment rates have trended up slightly over the past six years. Deuel and Roberts Counties consistently had the highest unemployment rates. Presently Deuel, Hamlin, Kingsbury, Lake, Miner and Moody counties have an unemployment rate less than the statewide average of 2.3% for October 2021. Kingsbury County had the lowest unemployment rate of 1.8%. Even though unemployment rates remain low, these percentages do not consider “under-employment” factors which may include people having more than one job or someone working below their skill level. Further, an unintended consequence for local businesses of low unemployment rates is the absence of qualified workers to fill open positions. This issue will continue to be an issue for the region to focus efforts and develop strategies to retain a quality and qualified workforce.

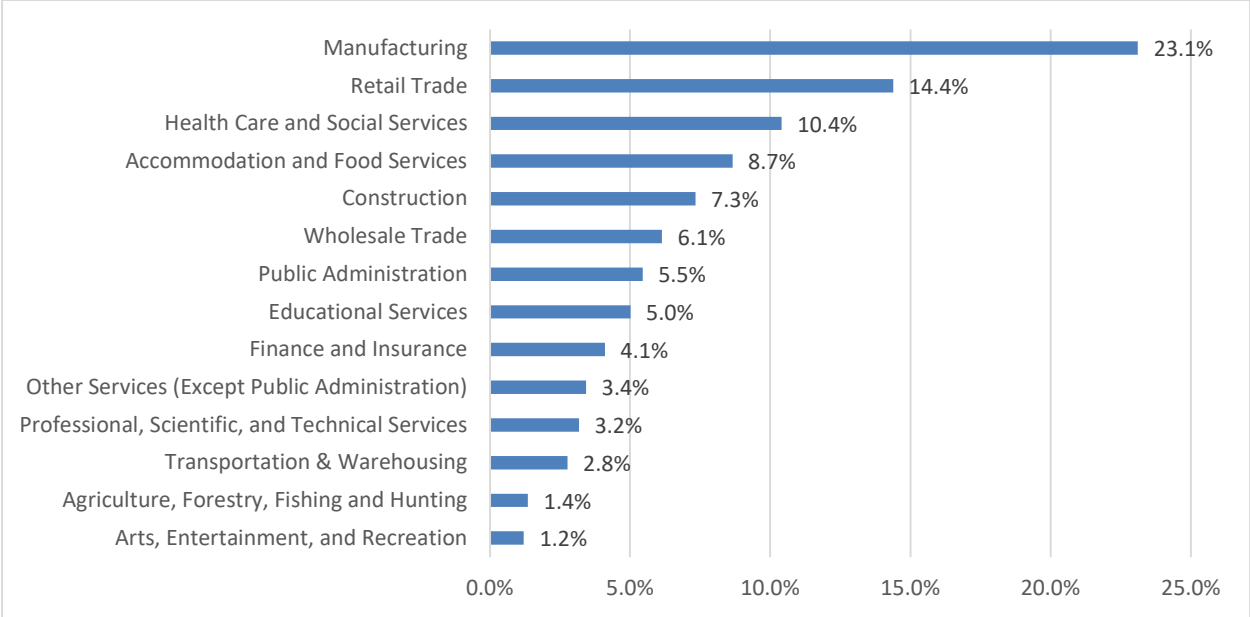
**Table 6 – Labor Supply and Unemployment Rate 2016 - 2021**

County	Total Labor Supply		Employed		Unemployed		Unemployment Rate	
	December 2016	October 2021	December 2016	October 2021	December 2016	October 2021	December 2016	September 2021
Brookings	19,151	19,157	18,655	18,703	496	454	2.7%	2.3%
Clark	1,871	2,009	1,787	1,959	84	50	4.5%	2.4%
Codington	15,051	15,852	14,573	15,497	478	355	3.2%	2.5%
Deuel	2,192	2,428	2,081	2,362	111	66	5.1%	2.2%
Grant	4,300	4,385	4,126	4,293	174	92	4.0%	2.7%
Hamlin	3,102	3,544	2,979	3,479	123	65	4.0%	2.1%
Kingsbury	2,687	2,753	2,609	2,692	78	61	2.9%	1.8%
Lake	6,411	6,829	6,191	6,676	220	153	3.4%	2.2%
Miner	1,177	1,189	1,142	1,161	35	28	3.0%	2.2%
Moody	3,827	4,171	3,706	4,084	121	87	2.5%	2.1%
Roberts	4,742	4,894	4,516	4,749	226	145	4.8%	3.0%
<b>First District</b>	<b>64,511</b>	<b>67,211</b>	<b>62,365</b>	<b>65,655</b>	<b>2,146</b>	<b>1,556</b>	<b>3.3%</b>	<b>2.3%</b>
<b>South Dakota</b>							<b>3.1%</b>	<b>2.3%</b>
<b>United States</b>							<b>4.5%</b>	<b>4.8%</b>

Sources: <https://dlr.sd.gov/lmic/default.aspx>, <https://www.southdakotaworks.org/vosnet/analyzer/resultsNew.aspx?session=labforce&qlink=1>

Figure 1 shows that nearly 50% of the region’s residents either work in manufacturing, retail trade, or health care and social services. The subsequent cluster analysis will provide greater detail to regarding where people work within the First District region

**Figure 1 – First District Region: Where People Work – 2021**



Source: <https://www.statsamerica.org/USCP>

**Cluster Analysis**

Regional Economic Clusters (RECs) are geographic concentrations of firms and industries that do business with each other and have common needs for talent, technology, and infrastructure. RECs are a geographically bounded, active network of similar, synergistic, or complementary organizations which leverage their region’s unique competitive strengths to create jobs and broader prosperity. They create a transition path from unemployment or underemployment to high-skill jobs. On average, jobs within clusters pay higher wages. Regional industries based on inherent place-based advantages are less susceptible to off-shoring and create many new job opportunities for American workers. They connect disenfranchised communities to new career and educational opportunities. They stabilize communities by re-purposing idle manufacturing assets, engaging underutilized human capital, and contributing to improvements in the quality of life.

Industry cluster analysis undertakes a sequence of steps to identify and locate the clusters present in a region’s economy, as well as providing a way to gauge the clusters’ strengths and weaknesses compared to the national economy. Such insights can assist in maintaining or increasing cluster strengths by strategic resource targeting. Industry cluster analysis may also help identify new and emerging clusters to replace old and fading ones.

First District staff utilized [www.statsamerica.org](http://www.statsamerica.org), <https://clustermapping.us/>, and [www.bls.gov](http://www.bls.gov) to gather data on industry and occupational clusters within the First District Region.

A location quotient in an industry cluster greater than 1.00 shows a higher concentration of establishments and/or employment within that cluster than in the same cluster at the national level. A LQ greater than 1.20 can be regarded as an industry cluster which is meeting the demands and needs of the region and exporting goods and services beyond the region. A LQ score between 0.75 and 1.20 shows that the industry cluster is probably meeting the needs of the region in terms of employment. LQs less than 0.75 show a significantly lower concentration of jobs in the industry cluster than the national level.

As in 2017, the 2021 cluster analysis confirms that First District economy is based upon agriculture and manufacturing. Table 7 shows the distribution of private establishment industry clusters which have a location quotient greater than 1.20 across all counties in the First District region. There are some similarities among most of the counties and there are some counties which stand out from the rest.

**Table 7 – Cluster Strengths in the First District Region  
(Private Establishment - Location Quotients Greater than 1.2 by Cluster and County – 1<sup>st</sup> Quarter 2021)**

Description	Brookings	Clark	Codington	Deuel	Grant	Hamlin	Kingsbury	Lake	Miner	Moody	Roberts	Total Counties w/LQs >1.20
Agriculture, Forestry, Fishing	3.74	12.13	1.99	3.22	8.14	7.76	7.89	3.63	4.81	11.02	2.95	11
Machinery Mfg	1.77	1.91	4.25	NA	NA	2.69	2.73	2.22	3.33	4.97	NA	11
Natural Resource & Mining	3.11	9.44	1.73	2.5	6.75	6.04	6.14	3.32	3.74	8.57	2.55	11
Construction	1.4	1.76	1.5	2.26	NA	3.21	1.46	1.36	NA	1.1	1.33	9
Manufacturing	2.68	1.49	1.71	NA	2.18	NA	1.54	1.54	NA	1.3	NA	9
Food Manufacturing Dairy/Cheese#	40.84*	3.35	NA	4.89	86.62	61.97	NA	NA	2.93	4.37	NA	8
Fabricated Metal Product Mfg	NA	3.07	2.28	NA	3.02	NA	2.2	1.98	NA	1.78	1.82	7
Trade, Transportation, & Utilities	NA	NA	1.38	1.43	1.25	NA	1.38	NA	1.39	1.25	1.42	7
Arts, Entertainment, Recreation & Visitor Industries	1.79	NA	1.51	1.82	1.29	NA	NA	1.74	NA	NA	NA	5
Wood	1.86	4.01	NA	NA	1.97	2.82	NA	1.55	NA	NA	NA	5
Chemical Mfg	NA	NA	NA	2.79	NA	1.41	NA	2.22	NA	NA	1.7	4
Electrical Equipment, Appliance & Component Mfg	3.22	NA	1.95	NA	NA	NA	5	NA	NA	6.07	NA	4
Energy (Fossil)	5.28	NA	4.76	NA	16.84	NA	NA	NA	NA	NA	NA	3
Energy (Wind)	20.2	NA	NA	127.49	NA	NA	NA	NA	NA	NA	NA	2
Transportation Equipment Mfg	NA	3.8	3.17	NA	NA	NA	NA	NA	NA	NA	NA	2
<b>Total Clusters w/LQ &gt; 1.2</b>	<b>11</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>5</b>	<b>9</b>	<b>6</b>	

Source: www.bls.gov

The Agriculture, Forestry, Fishing, Machinery Manufacturing, Natural Resources & Mining, Construction, Manufacturing, and Food Manufacturing were the most widely dispersed clusters in the First District region. All eleven counties reported LQs greater than 1.2 in the Agriculture, Forestry, Fishing and Machinery Manufacturing clusters while a minimum of eight counties reported higher LQs in the Construction, Manufacturing and Food Manufacturing Clusters.

The highest concentration of employment in the Food Manufacturing (Dairy/Cheese Products) cluster was found in Brookings, Grant, and Hamlin counties, which benefit from the location of large, concentrated animal feeding operations and milk processing facilities.

Brookings, Codington, Grant, and Lake Counties contain the most clusters with LQs above 1.20. This is because the four largest communities, by population and available job centers are located within these counties.

Figure 2 illustrates the relationship of employment within nine general industry clusters. The sizes of the bubbles in the figure are relative to the cluster's employment. The horizontal axis shows the percent change in the location quotients between 2017 and 2021. The vertical axis shows the 2021 location quotients.

Clusters in the upper-right quadrant of the chart represent "Stars" clusters. These clusters are concentrated and growing within the First District. In general, the goal of an industry cluster would be to move to the upper-right quadrant of the chart (greater than a 1.20 LQ and a positive percentage change). Examples include: Construction and Natural Resources & Mining.

Clusters in the upper-left quadrant of the chart represent "mature" clusters which maintain a higher location quotient but have lost a share of their concentration. Examples include: Manufacturing.

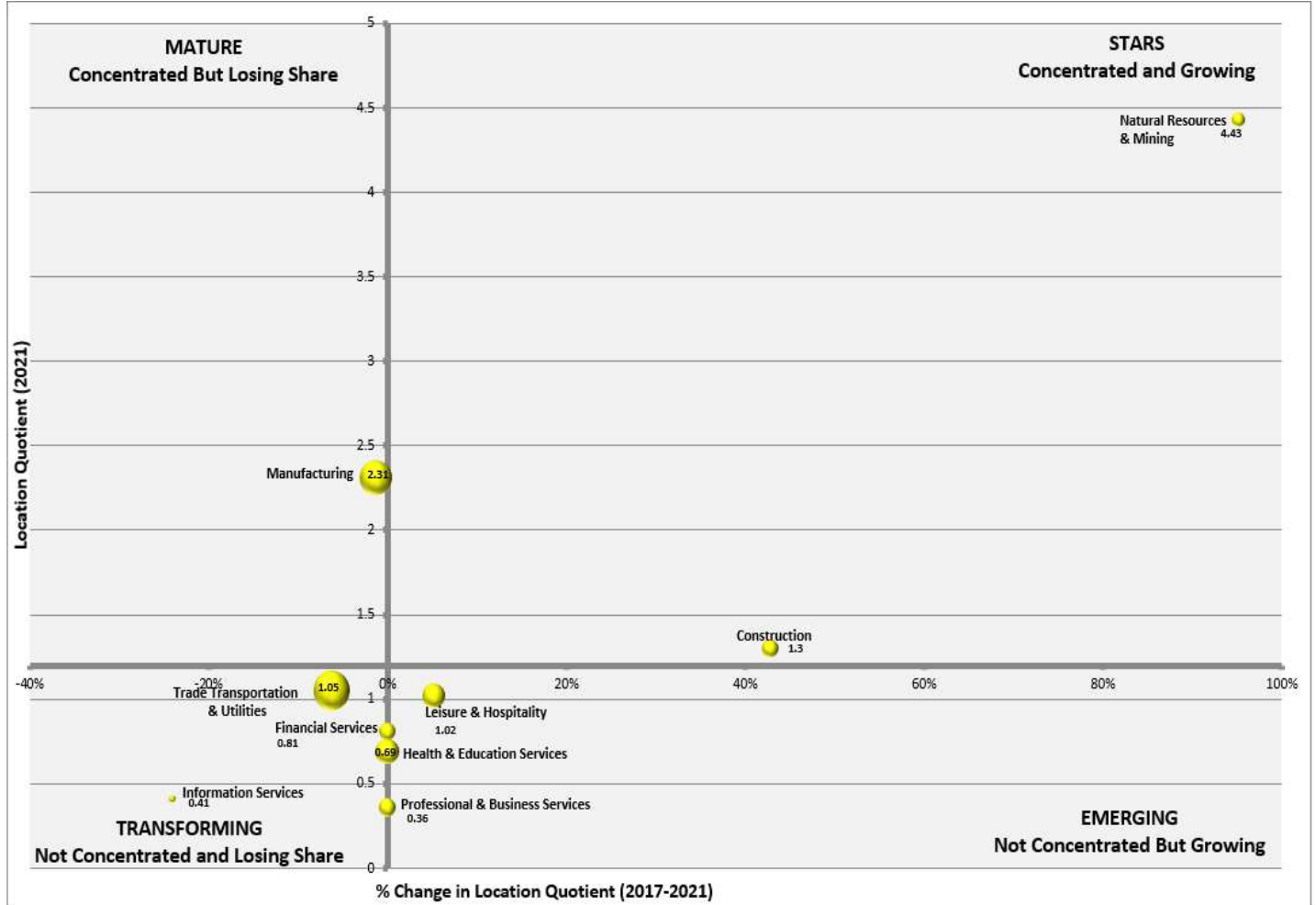
Clusters in the lower left quadrant of the chart are considered to be "transforming." They are losing concentration as well as having a LQ less than 1.2. Examples include: Information, Financial Services, and Trade, Transportation and Utilities.

Clusters in the lower right quadrant of the chart are "emerging" industry clusters; as they do not have a high location quotient, but the region is becoming more concentrated in industries within those clusters. These clusters may represent opportunities for investment and growth in the region. Examples of emerging clusters include: Leisure and Hospitality Services.

Professional & Business Services as well as Health & Education Services are industry clusters that straddle the Axis between "emerging" and "transforming" clusters. Both clusters have experienced no significant change in either number of employees or change in their respective location quotient.

Appendix L provides individual county Cluster Linkages and Economic Diversification maps developed by US Cluster Mapping. While the data is dated 2016, review of existing clusters continue to support the linkages identified in the 2016 maps. With the only substantive omission being related to the recent development of wind energy in Brookings, Clark, Codington, Deuel, Grant, and Roberts counties.

Figure 2 – Industry Clusters First District: Location Quotient Analysis (2017-2021)



**Findings**

Agriculture is the backbone of the First District region’s economy. The region remains mostly specialized in the agriculturally related occupation clusters. With a concentration of jobs in the agribusiness-related industries, the region will continue to seek opportunities to expand upon its capacities in agricultural research to add value to raw agricultural products.

Industry and business leaders will need to continue investigating opportunities to increase demand between the Agribusiness and Manufacturing clusters. While specific locations throughout the First District may have more experience in specialization of skilled production, there may be opportunities in more rural areas and smaller communities to grow jobs in these clusters.

## **Applications of Cluster Analysis**

The aforementioned data are “snapshots” in time. The information may have relevancy in day-to-day decision-making under certain conditions. As noted throughout this document, the region’s dependence upon agriculture brings both opportunities and challenges. Economic situations often change in a matter of weeks. Cluster data may assist development leaders by:

- Affirming or encouraging investments in specific growth sectors;
- Raising questions about the future of declining sectors; and
- Promoting the use of facts instead of subjective perceptions.

Cluster analysis is not a substitute for due diligence and the thorough vetting of development prospects. As the technology becomes more “mainstream” and applicable to smaller community situations, its use will increase.

## SWOT ANALYSIS

A SWOT analysis assesses the region for trends, characteristics and situations that might contribute to the region's economic growth or lead to its economic decline. Strengths and opportunities are items that bolster the economic viability of the First District region, with strengths being internal positive forces and opportunities being external elements that can lead to future economic benefit. Weaknesses and threats are actual and perceived items that harm the region's economy. Weaknesses are internal issues that are damaging to the economy while threats are external influences that could negatively impact the region's ability to grow.



Central to the outcome of the First District CEDS is identifying the strengths, weaknesses, opportunities, and threats (SWOT) of the region and determining ways to capitalize on the regions' strengths and weaknesses while overcoming its weaknesses and threats. The following SWOT analysis was compiled by using a variety of inputs, including a brainstorming session of the CEDS Committee, one-on-one interviews with the First District membership, the 2021 Community and Regional Economic Development Survey instrument, eleven (11) county-wide membership meetings, and a review of relevant documents including the First District's 2017-2022 CEDS.

### **Regional Survey**

First District conducted a region-wide survey to identify local and area priorities. The survey instrument was provided to over five hundred individuals representing 135 entities, including, economic development professionals, city and county elected officials, city and county staff, state and regional organizations, nonprofits, private businesses, education officials and other development groups in the region. The survey was conducted between May and August 2021. Although it was not conducted to scientific standards, the survey provides a good gauge of some of the primary issues and concerns facing individuals, businesses, and communities throughout the region. A total of 170 surveys representing forty-eight entities were received. The survey's findings are summarized below.

The survey asked respondents to grade various issues that communities commonly face and assess which of these issues require more attention or the most improvement. The survey focused on local and regional economic issues.

Respondents were asked to assess the assets and challenges of the region related to attracting and encouraging economic development.

### ➤ **Most Important Local/Regional Economic Development Resources/Strengths**

- Quality of Life
- Existing Educational Facilities
- Existing Economy (Agricultural, Manufacturing)
- Available Infrastructure
- Leadership
- Business Opportunity
- Workforce

By far, the greatest resource/strength identified was that this area is a good place to live “quality of life.” Many respondents noted proximity to larger metropolitan areas such as Sioux Falls as primary assets or strengths. In addition, respondents repeatedly talked about location in terms of access to highways and Interstates. After quality of life, the other major strengths identified were excellent local schools/access to higher education, a strong economy/business-friendly climate, good infrastructure/utilities, and strong leadership.

### ➤ **Major Challenges/Liabilities to Attracting and Encouraging Economic Development**

- Available qualified workforce
- Population base
- Availability of "spec" buildings and/or development property
- Aging infrastructure
- Available retail opportunities
- Distance and isolation from markets (rural setting)
- Available affordable housing

Some of the same areas that respondents listed as major strengths also appeared as major challenges or weaknesses. For example, workforce was the biggest challenge identified by respondents followed by maintaining the region’s population base. In terms of workforce, respondents focused on the lack of available labor, whereas in the previous question respondents primarily identified workforce as a strength based on work ethic. Many communities identified the lack of available “spec” buildings and/or commercial development property as well as affordable and quality housing necessary to capitalize on economic development opportunities as being deficient. While available infrastructure was listed as a strength, the age of infrastructure is also of concern.

To help address their economic and community concerns the regional survey asked respondents to identify the top priorities to improving the local and regional economy

### ➤ **Top Priorities/Opportunities to Improve Local and Regional Economy**

1. Attracting new companies and/or skilled workers (#1 in 2016 as well)
2. Improving access and availability to affordable housing opportunities (#3 in 2016)
3. Improving public infrastructure (#6 in 2016)
4. Attracting/retaining youth and young families (#2 in 2016)
5. Developing retail/service businesses (#4 in 2016)
6. Develop land/buildings for industrial/business parks (#5 in 2016)

The “priorities/opportunities” to success identified by respondents tend to reflect the top issues previously identified. Attracting new companies and/or workers and retaining youth and families was paramount. Having safe and affordable housing available for these young families was also an identified objective. Skilled labor is critical to meet the needs of businesses that want to locate or expand in the region’s communities as well as the availability of adequate infrastructure. As in 2016, respondents pointed to the need to develop land and commercial buildings to accommodate expanding industries to attract industries to the community.

## **CEDS Committee Input**

The CEDS Committee conducted separate “round table” discussions on regional issues. Its assessment was compatible with the survey. The following summarizes the Committee’s input.

➤ **The economic activities that have the most importance to the region include:**

- Agricultural Production (Crop and Animal)
- Manufacturing
- Retail and Wholesale Business
- Healthcare
- Tourism

To help address their economic and community concerns the CEDS Committee identified the top priorities to improve the local and regional economy

➤ **Top Priorities/Opportunities to Improve the Local and Regional Economy**

- Increase value-added agriculture and agricultural development
- Develop a skilled and available workforce
- Provide additional development land and/or buildings/developing industrial and business parks
- Improving access and availability to affordable housing opportunities
- Improve access to capital for businesses
- Increase the number of manufacturing jobs
- Maintain or increase the region’s population base

## **SWOT Overview**

The economy is a vital aspect of any community, and the First District needs to be proactive in the economic development of the region. Economic planning should provide clear direction for decision-making, with a resulting economy that is able to weather economic fluctuations and provide its residents and visitors with a healthy and happy lifestyle. The efforts of the First District in assisting its members with their local and regional economies hopefully will result in the creation of vibrant communities and a comfortable standard of living for all who live and work here.

### **Strengths and Opportunities**

**Quality of Life Natural Environment, Recreational Amenities, Active, Safe Livable Communities:** The natural environment - rivers and lakes, abundant sunshine, clean air, and abundant open spaces, combined with recreational opportunities within the region and livable communities has made the First District an area which offers an excellent quality of life. The quality of life presents opportunities for improving the long-term strength and health of the regional economy.

**Quality Educational Opportunities:** The First District is fortunate to have two South Dakota public universities, two private universities and one two-year technical college located within the First District. These institutions of higher learning are major sources of advanced training. The presence of these institutions within the First District plays a key role in maintenance of the existing economy and promotion of potential economic development. These institutions are actively involved in the promotion of the economic vitality of the region and will continue to provide opportunities for educational experience and workforce development.

In addition to the post-secondary education opportunities, there are thirty-four elementary/secondary public-school districts. The presence of these local schools is an essential element to a community's identity and economic development recruitment activities.

**Location/Population Centers/Interstate 29 (I-29) Corridor:** The First District region benefits from the fact that Interstate 29 traverses the First District from north to south. The location of the I-29 Corridor has allowed the First District region to experience increased economic and population growth, led by the Sioux Falls metro area, which has dominated economic and population growth in South Dakota over the last ten years. There are five communities along the I-29 Corridor within the District that serve as population centers, two of the communities with populations over 20,000. As these population hubs continue to grow there is an indirect benefit of assisting rural communities in their surrounding areas. However, the further you get from First District's population centers, the more common it is for rural communities to face the same challenges impacting rural communities in more sparsely populated parts of the state. While the challenges facing the area are significant, many communities are making positive progress toward their economic and community development objectives. There is a renewed emphasis on economic development and a strong sense of urgency to take any actions necessary to preserve the rural lifestyle. Collaboration is crucial, and partnerships are being formed to leverage resources and cooperatively address shared challenges.

**Infrastructure:** Sound infrastructure provides a basis for economic development. While many of the First District counties and counties have made investments to improve their infrastructure needs, the public infrastructure of many rural communities in First District's region including streets, water, and sewer services has deteriorated.

**Entrepreneurism:** The region should embrace the entrepreneurial spirit by promoting new enterprises where ideas advance into new products and new businesses. State-of-the-art communication, transportation and educational systems will be required, and the region should work to maintain a regulatory and tax environment that encourages the kind of creativity and risk taking that entrepreneurship requires. All industries in the First District will benefit from the economic enthusiasm, diversification, infrastructure and support the new knowledge-based economy will bring.

**Healthcare:** With the 65+ population segment growing, there is and will be an opportunity in the healthcare industry to provide needed services to an older population.

**Housing:** While also listed as a weakness, older homes and vacant lots in many communities offer affordable housing alternatives and opportunities for new and redevelopment of the region's smaller communities.

**Main Street Projects:** Vibrant, pedestrian friendly main streets are a key to economic development in a region. There are many areas in the region that are ripe for development and redevelopment. This presents an economic development opportunity to the small towns as well as the region as vibrant downtowns serve to bolster economic activity. First District will continue to work with local economic development groups and chambers of commerce in assisting them in the revitalization of their main streets.

**Renewable Energy:** There is an opportunity to develop industries that can utilize corn and soybeans in the production of biofuels. Further, with the more than adequate supply of wind the area of the First District has become a leader in the development of wind energy industries.

**Retirees/Baby Boomers:** There is and will continue to be an opportunity to provide services to retirees and baby boomers, as this population segment is growing at a rapid rate.

**Tourism:** Hunting, fishing and other natural outdoor activities will continue to make the First District region a desirable place to visit and vacation. The First District region has an opportunity to continue to protect and enhance those amenities and to bolster tourism by adding more.

**Value Added Agriculture:** Agriculture is a key economic driver for the area. With the location of South Dakota State University Department of Agriculture combined with existing bio-fuel production plants and milk processing facilities, the First District region is poised to expand upon agricultural opportunities.

While agriculture, education, health, and manufacturing industries will continue to be primary economic drivers within the region, it is anticipated that the economy may also change towards knowledge and creative jobs and activities related to technology, research, design, and entrepreneurialism. Given past trends and future projections, the regional economy will certainly grow, but absent strategic guidance it may become something different than the local community desires. Therefore, having a sound economic development strategy in place will be critical for both the urban and rural portions of northeast South Dakota. Any economic development strategy must be broadly conceived so that it represents the varying perspectives of a wide range of constituencies.

### **Weaknesses/Challenges and Threats**

The challenges facing the eleven-county region are broad in scope and range from more tangible challenges such as available workforce and housing, to more chronic issues such as youth out-migration and declining population in rural communities. The issues facing communities in the First District are not unlike the challenges facing communities throughout rural America such as declining population, lack of quality, good-paying jobs, and youth out-migration.

**Workforce:** The First District has a skilled and talented labor force with a strong work ethic. This is evidenced by the low unemployment rates within the area. However, when industries do locate in rural communities, or when existing businesses look to expand, the availability of a skilled labor force is another primary challenge. Because of the increase in the number of retiring workers, combined with declining population in some counties and youth out-migration, local businesses are challenged to find adequate labor necessary to support expansion. As a result, many industries look to expand elsewhere where labor is more readily available.

**Population Loss:** The First District region contains both rural and urbanized areas. The rural areas, particularly those located further away from urban corridors, are more challenged by the long-term changes occurring in the agricultural sector. Rural communities once served as primary markets for goods and services to a large surrounding agricultural sector. As fewer individuals are needed in agriculture, demand for local goods and services have declined. Development of other economic sectors has not kept pace sufficient to sustain rural economies. Jobs in new and innovative industries are not as readily available in the rural areas of the First District which thereby has resulted in a declining population. A smaller population base makes it harder to maintain existing public infrastructure and other essential governmental services.

**Housing:** Housing has become a significant issue for small rural communities. Much of the existing housing stock dates back several generations. New homes are not readily available for individuals that are interested in moving to a small rural community. While newer housing is needed, the risk involved with developing housing in rural areas is too high to entice private developers. As a result, many communities have had to become creative and develop community-based housing development and rehabilitation projects to meet the housing needs of the community. Housing is critical to economic development, and it is becoming more widely recognized as a core component to a broad-based economic development strategy because it promotes a reliable workforce within the region, opportunities for people to live where they work, and a stable community that is invested in the future of the region.

**Aging and Deteriorating Infrastructure:** Throughout the First District, aging infrastructure is considered a weakness. In both urban and rural settings, enhanced communications, roads and water/sanitary sewer infrastructure are needed to meet economic goals and demands. Communities are working proactively to implement repair and replacement projects, but a declining local population makes this financially difficult. A small population base must be relied upon to cover the cost of deferred repair and replacement of critical infrastructure that used to serve a much larger population. The cost of these projects can be extremely expensive and result in higher water and sewer rates or local property taxes. Communities recognize that they must upgrade their infrastructure in order to attract and retain industries, but it is becoming increasingly difficult to do this financially.

Figure Table 8 shows the Strengths, Weaknesses, Opportunities and Threats as identified by the Regional Survey and CEDS Committee.

**Table 8 – First District Region Strengths, Weaknesses, Opportunities and Threats**

	<u>Helpful</u>	<u>Harmful</u>
<b>Internal</b>	<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Quality of Life               <ul style="list-style-type: none"> <li>○ Safety</li> <li>○ Recreational Attractions</li> </ul> </li> <li>• Educational Facilities (Local, Post-Secondary)</li> <li>• Strong Existing Economy               <ul style="list-style-type: none"> <li>○ Significant manufacturing and agricultural clusters</li> </ul> </li> <li>• Engaged leadership in workforce and economic development</li> <li>• Available Infrastructure</li> <li>• Proximity and access to good transportation network</li> <li>• Low energy costs</li> <li>• Low unemployment rate</li> <li>• Local governments and regional organizations</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Available qualified workforce               <ul style="list-style-type: none"> <li>○ Inability to attract and retain young workers</li> </ul> </li> <li>• Population Base               <ul style="list-style-type: none"> <li>○ Declining Overall Regional Population</li> <li>○ Decline in working-aged population</li> <li>○ Older overall population, resulting in segment of workforce approaching retirement age</li> </ul> </li> <li>• Available retail opportunities</li> <li>• Availability of “spec” buildings and/or development property</li> <li>• Distance and Isolation from markets (rural setting)</li> <li>• Available affordable housing</li> <li>• Lack of entrepreneurial and/or apprentice opportunities</li> <li>• Lack of employment opportunities that pay a complete living wage</li> <li>• Aging Infrastructure</li> <li>• Lack of adequate air service</li> <li>• Lower college educational attainment level for the population over the age of twenty-five</li> <li>• Limited available capacity and resources for counties and municipalities to pursue economic, housing and infrastructure projects</li> <li>• Availability of affordable, quality child care and early education services</li> <li>• Need for improved communication infrastructure in rural areas</li> <li>• Fewer opportunities for the application of high-tech skills in rural areas of the region</li> </ul>
<b>External</b>	<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Attracting new companies and/or skilled workers</li> <li>• Attracting/retaining youth and young families</li> <li>• Improve access and availability to affordable housing opportunities</li> <li>• Retain/grow existing industry and attract new industry in order to diversify economy</li> <li>• Increasing access to entrepreneurial and small business development assistance</li> <li>• Maintain/enhance existing public infrastructure and facilities</li> <li>• Increasing interest in “buy local” efforts</li> <li>• Energy Development               <ul style="list-style-type: none"> <li>○ Ethanol, wind, and solar development</li> </ul> </li> <li>• Agriculture product processing</li> <li>• Aggressive unified marketing strategy of the region</li> <li>• Workforce development</li> <li>• Promotion of low cost of living/quality of life</li> <li>• Growing the population</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Challenge to attract and retain young professionals and families</li> <li>• Limited recognition of First District Region as a destination for business and tourism in comparison to other regions</li> <li>• Lack of understanding of manufacturing career opportunities</li> <li>• Limited availability of skilled and qualified workforce</li> <li>• Uncertainty of public funding levels that may impact services, and infrastructure investment</li> <li>• Difficulty in attracting new participants in local government leadership roles</li> <li>• Increased competition outside of region</li> <li>• Increased cost associated with provision and upkeep of essential infrastructure</li> <li>• Worker retention</li> <li>• Lack of business succession planning</li> </ul>

## STRATEGIC DIRECTION AND ACTION PLAN

### Strategy Context

A strategic review of the findings of the SWOT analysis was undertaken to identify the major factors that impact economic and community development in the region, and how strategies may be implemented to leverage these advantages and mitigate the disadvantages.

The CEDS Action Plan will outline the goals, objectives, and strategies that represent the tangible outcomes of the CEDS. The CEDS Action Plan focuses on those goals, objectives, and strategies that are based upon the best analysis of current regional conditions and derived from information gathered through the SWOT analysis, a regional survey, community assessments, communication with member municipalities, counties and related third parties, and feedback from the CEDS Committee.

The goals, objectives, and strategies were developed in three phases:

**Phase I: Identify a Preliminary Set of Goals and Objectives** – First District staff reviewed the existing economic development goals, objectives, and strategies that were identified for the 2017-2022 CEDS to determine what has changed over the last five years within the region. The First District-GOED 2016 CEDS Survey and the 2021 Community and Regional Economic Development Survey results were also examined to determine the Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the region. First District staff later used this information to update the goals and objectives for the region.

**Phase II: Refine the Goals and Objectives** – First District staff wanted to ensure that the goals, objectives, and strategies addressed the region’s strengths and weaknesses, and considered both external and internal opportunities and threats. First District Staff presented the results of the 2021 and Regional Economic Development Survey, SWOT analysis and 2021 revised goals, objectives, and strategies to its stakeholders at 11 county meetings held between August and November 2021 (See Appendix K). Information from those stakeholder meetings was incorporated in the refinement of goals and objectives presented to the CEDS Committee.

**Phase III: Prioritize Goals and Objectives** - The CEDS Committee finalized the goals and objectives that were presented to them. This was done through extensive discussion and analysis of the revised goals and objectives. However, the goals and objectives are not ranked as the CEDS strategy committee deems them equally important.

Goals, objectives, and strategies are important components of any strategic planning process. They provide direction, motivation, and a means of measuring progress. The following goals, objectives and strategies have been identified by the CEDS Committee to promote and support the First District’s involvement in expanding economic opportunity throughout the First District Region

The CEDS Action Plan will be divided into two parts: Development Goals, Objectives, and Strategies and Organizational Goals, Objectives, and Strategies. The goals, objectives and strategies are set within a five-year timeframe, although annual performance assessments and adjustments will be made.

## Development Goals, Objectives, and Strategies

Community, regional and economic development goals reflect the expressed or implied vision of area leaders and economic interests. Their implementation or fulfillment will require actions and commitments from the private sector and/or public resources.

<b>Community Development Goal</b>	<b>To strengthen our communities and counties by enhancing their capacity to enhance the physical environment and public facilities.</b>
<b>Community Development Objective #one</b>	Provide assistance to communities, counties and other entities for the development and maintenance of public facilities and infrastructure systems.
<b>Community Development Objective #2</b>	Provide assistance to local governments in developing strategic community/economic development plans, ordinances, and regulations.
<b>Community Development Objective #3</b>	Provide information, data and technical assistance to local governments concerning items related to their community development needs.
<b>Community Development Objective #4</b>	Provide assistance to communities, counties, and other entities to improve access and availability of affordable housing within the region.
<b>Community Development Objective #5</b>	Provide assistance to communities, counties, and other entities to improve the region's ability to utilize Geographic Information System (GIS) technology
<b>Regional Development Goal</b>	<b>Promote regional collaboration efforts in regard to issues and projects that affect northeast South Dakota.</b>
<b>Regional Development Objective #1</b>	Collaborate on regional projects that will have long term impact in the First District region.
<b>Regional Development Objective #2</b>	Promote regional development strategies.
<b>Regional Development Objective #3</b>	Improve intergovernmental cooperation and coordination
<b>Economic Development Goal</b>	<b>Improve the economic conditions and opportunities for all segments of the economy.</b>
<b>Economic Development Objective #1</b>	Provide assistance to retain and expand existing businesses and industries.
<b>Economic Development Objective #2</b>	Provide information and technical assistance to communities and the region concerning items related to their economic development needs.
<b>Economic Development Objective #3</b>	Enhance public and private partnerships to address economic development needs in the region.
<b>Economic Development Objective #4</b>	Protect and promote the diversification of the region's agricultural economy.

**Community Development Goal**  
**To strengthen our communities and counties by enhancing their capacity to enhance the physical environment and public facilities.**

**Community Development Objective #1**  
**Provide assistance to communities, counties, and other entities for the development and maintenance of public facilities and infrastructure systems.**

Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Provide updated information on funding resources and requirements.	On Going	Medium	First District	Membership	Increase in number of contacts
Provide technical assistance on application development and funding administration.	On Going	High	First District	DANR USDA RD CDBG GOED EDA	Increase in the number of applications and administration contacts
Assist communities with developing multi-jurisdictional and regionalized infrastructure development strategies.	On Going	Medium	First District	Membership	Increase in the number of members regionalized infrastructure strategies
Assist members with utility rate structure analysis	On Going	Low	First District	Membership	Increase in the number of members with utility rate analysis

**Community Development Objective #2**  
**Provide assistance to local governments and economic development groups in developing strategic community/economic development plans, ordinances, and regulations**

Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Assist local units of government with updating and developing comprehensive plans, zoning ordinances and other land development regulations.	On Going	High	First District	Membership GOED EDA	Increase in the number of land use plans and zoning ordinances reviewed or developed
Assist local units of government on developing transportation, recreation, pre-disaster mitigation plans, hazard mitigation plans, and other community facility plans.	On Going	Medium	First District	Membership SDOEM DANR GOED EDA	Increase in the number of plans reviewed or developed
Assist local units of governments and their professional engineers to develop priority-based, responsible, and financially feasible long-term capital improvement strategies for repairing and replacing existing infrastructure.	On Going	High	First District	Membership DANR EDA	Increase in the number capital improvement plans reviewed or developed
Assist local units of governments in the development of broad-based strategic planning and visioning processes that identify core community strengths and challenges and define objectives and projects that will help address community needs.	On Going	High	First District	Membership GOED EDA	Increase in the number strategic plans reviewed or developed

<b>Community Development Objective #3</b>					
<b>Provide information, data and technical assistance to local governments concerning items related to their community development needs.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Provide information on programs impacting emergency responders.	On Going	Low	First District	Membership SDOEM	Increase in number of contacts
Provide information on programs that mitigate impacts from natural and man-made disasters.	On Going	Low	First District	Membership SDOEM	Increase in number of contacts
Provide information on programs related to solid waste management, parks and recreation, and transportation.	On Going	Low	First District	DANR SDGF&P SDDOT	Increase in number of contacts
Assist communities identify strategies to de-politicize economic development activities.	On Going	Low	First District	Membership	Increase in number of contacts
Provide annual board and staff training opportunities to all members.	On Going	Medium	First District	Membership	Increase in number board trainings
<b>Community Development Objective #4</b>					
<b>Provide assistance to communities, counties, and other entities to improve access and availability of affordable housing within the region.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Provide information on SDHDA housing programs, Governor's House program, and various federal housing programs that provide assistance for developing affordable housing.	On Going	Medium	First District	Membership SDHDA	Increase in number of contacts
Assist communities in identifying appropriate locations for developing housing, assessing infrastructure needs, and developing land use strategies and ordinances appropriate for successful housing development.	On Going	Medium	First District	Membership	Increase in number of contacts
Assist housing authorities or local sponsors with housing needs assessments.	On Going	Medium	First District	Membership SDHDA	Increase in number of housing needs assessments
Assist housing developers, non-profit organizations, and governmental entities in the preparation and filing of housing program funding applications.	On Going	Medium	First District	Membership SDHDA	Increase in number of applications

<b>Community Development Objective #5</b> <b>Provide assistance to communities, counties, and other entities to improve the region's ability to utilize Geographic Information System (GIS) technology</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Provide regional GIS training opportunities.	On Going	High	First District	Membership	Increase in number of GIS Trainings
Assist local units of government in implementing GIS technology in decision making processes	On Going	High	First District	Membership	Increase in number of local units of governments utilizing GIS
Expand the use of the First District's GIS map server system	On Going	High	First District	Membership	Increase in number of users
Assist local units of government in creation and maintenance of GIS data	On Going	High	First District	Membership	Increase in number of data layers created or maintained

Regional Development Goal Promote regional collaboration efforts in regard to issues and projects that affect northeast South Dakota.					
Regional Development Objective #1 Collaborate on regional projects that will have long-term impact in the First District region.					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Promote the expansion and improvement of all transportation systems.	On Going	Medium	First District	Membership	Increase in number of contacts
Promote sustainable development of the region's natural resources – i.e., wind, water.	On Going	Low	First District	DANR	Increase in number of contacts
Assist multi-county trail and highway associations with technical services planning activities.	On Going	Low	First District	DOT GFP	Increase in number of contacts
Regional Development Objective #2 Promote regional development strategies.					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Promote tourism and cultural assets of the region.	On Going	Low	First District	SD Tourism	Increase in number of contacts
Incorporate regional marketing concepts into local promotional materials.	On Going	Low	First District	GOED	Increase in number of promotional items
Involve the media more in development activities.	On Going	Medium	First District	DOD	Increase in number of contacts
Regional Development Objective #3 Improve intergovernmental cooperation and coordination.					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Identify and encourage the sharing of services and facilities between all local units of government.	On Going	Low	First District	Membership	Increase in number of contacts
Promote regionalized, multi-jurisdictional planning approaches to community and economic development.	On Going	Low	First District	Membership	Increase in number of contacts

Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Identify opportunities for cooperation and collaboration between federal, state, local governments, and tribal governments.	On Going	Low	First District	Membership	Increase in number of contacts
Develop new methods of bringing regional awareness to community leaders and the general public.	On Going	Low	First District	Membership	Increase in number of contacts
Document regional economic and social relationships as a means of forming new issue alliances.	On Going	Low	First District	Membership	Increase in number of contacts

<b>Economic Development Goal</b>					
<b>Improve the economic conditions and opportunities for all segments of the economy.</b>					
<b><u>Economic Development Objective #1</u></b>					
<b>Provide assistance to retain and expand existing businesses and industries.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Work with the State and local economic development organizations to identify needs of local business and opportunities.	On Going	Medium	First District FDDC	GOED Membership	10 jobs/yr
Provide assistance to local and regional revolving loan funds.	On Going	High	First District FDDC	SBA USDA RD EDA	Increase in number of contacts
Promote entrepreneurship and small business start-up by providing technical and information resources.	On Going	High	First District FDDC	SBA	10 jobs/yr
Encourage communities to adopt a regional approach to economic development by hiring or contracting for services of economic development specialists with expertise in specific economic development disciplines (such as recruiting industries, etc.).	On Going	Medium	First District FDDC	Membership	Increase in number of contacts
Encourage the development of locally-lead initiatives to fund infrastructure for economic development projects	On Going	Medium	First District	Membership	Increase in number of contacts
Expand awareness by business owners of various capital resources for business development with a particular emphasis on promoting financing programs available through First District Association of Local Governments and First District Development Company.	On Going	High	First District FDDC	Membership	Increase in number of contacts 10 jobs/yr
<b><u>Economic Development Objective #2</u></b>					
<b>Provide information and technical assistance to communities and the region concerning items related to their economic development needs.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Partner with regional organization and local organizations to identify economic clusters.	On Going	Medium	First District FDDC	Membership	Increase in number of contacts

Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Partner with regional organization and local organizations to market the region and local economies.	On Going	High	First District	GOED Membership	Increase in number of partnerships
Focus recruitment, expansion and retention efforts on growing industries that pay at or above the national average wage, with special attention on targeted industry clusters.	On Going	Medium	First District	GOED EDA	Increase in number of contacts 10 jobs/year
Support workforce development programs and technical education programs aimed at improving the skill level of the labor pool.	On Going	High	First District	SDDOL GOED Membership	Increase in number of contacts
Assist communities with establishing “business-friendly” land use strategies.	On Going	Medium	First District	Membership	Increase in number of business-friendly communities
Assist local units of governments to utilize tax increment financing (TIF)	On Going	Medium	First District	Membership	Increase in the number of TIFs created
Support inter-community communication on effective and successful economic development strategies.	On Going	Medium	First District	Membership	Increase in number of contacts
<b><u>Economic Development Objective #3</u></b>					
<b>Enhance public and private partnerships to address economic development needs in the region.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Encourage local governments to plan for industrial and commercial development.	On Going	Low	First District	Membership	Increase in number of contacts
Identify policies and tools that local governments and economic development groups can use to assist and encourage economic development.	On Going	Low	First District	Membership	10 jobs/yr

<b>Economic Development Objective #4</b>					
<b>Protect and promote the diversification of the region's agricultural economy.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Provide support to communities and counties by raising the awareness of agribusiness and value-added agriculture as an economic asset to the region and a major sector of the region's economic base.	On Going	High	First District	Membership DANR GOED	Increase in number of contacts
Identify potential value-added products and industries.	On Going	Low	First District	DANR USDA RD GOED	Increase in number of contacts
Explore the opportunities for branding local agricultural products and other marketing strategies.	On Going	Low	First District	DANR GOED	Increase in number of contacts
Assist counties and communities in investigating, assessing, and/or implementing wind generation, bio-fuel or anaerobic digester projects.	On Going	Medium	First District	DANR GOED	Increase in number of contacts
Identify local and regional partners that have or could participate in a value-added project	On Going	Medium	First District	DANR GOED	Increase in number of contacts
Develop closer working relationships with successful value-added operations and resource providers.	On Going	Medium	First District	DANR GOED	Increase in number of contacts
Prepare proposals that contribute to energy conservation initiatives and alternative uses of agricultural products.	On Going	Medium	First District	DANR GOED	Increase in number of proposals

**Organizational Goals, Objectives, and Strategies**

Organizational goals apply to the structure, capabilities, and management of the First District. The association is always trying to improve its assistance offerings and professional effectiveness. Although the implementation of these goals is dependent upon the actions of District, outside forces will influence the association’s priorities and success. Examples of outside influences include:

- National and state economic conditions;
- State and federal program funding; and
- Disaster situations.

<b>Organizational Goal</b>	<b>Implement management policies, practices and reporting procedures that will allow the First District to operate in an effective, efficient, and responsive manner.</b>
<b><u>Organizational Objective #1</u></b>	Retain an experienced staff that matches the servicing needs of the First District region
<b><u>Organizational Objective #2</u></b>	Provide professional development and other learning opportunities for First District Staff.
<b><u>Organizational Objective #3</u></b>	Maintain District staff compensation competitive with comparable organizations in the Denver EDA Region.
<b><u>Organizational Objective #4</u></b>	Manage the District’s finances in a prudent fiduciary manner
<b><u>Organizational Objective #5</u></b>	Maintain appropriate reporting practices as required and elevate awareness of First District services and work activities.
<b><u>Organizational Objective #6</u></b>	Adjust products and services offered by First District based on the evolving needs of its membership

<b>Organizational Goal</b>					
<b>Implement management policies, practices and reporting procedures that will allow the First District to operate in an effective, efficient, and responsive manner.</b>					
<b><u>Organizational Objective #1</u></b>					
<b>Retain an experienced staff that matches the servicing needs of the First District region</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Maintain and enhance First District’s core competencies in critical areas such as planning, grant and loan administration, business loan packaging, underwriting, and servicing, land use regulations and GIS.	On Going	High	Executive Director Staff	Membership	Jobs retained 12
Utilize internships, when applicable, to assist in meeting staffing needs.	On Going	Low	Executive Director	Membership	Jobs created 2

<b>Organizational Objective #2</b>					
<b>Provide professional development and other learning opportunities for First District Staff.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Promote and offer training opportunities and continuing education among staff.	On Going	Medium	Executive Director Staff	Membership	NA
Cross train staff on multiple core competency areas to ensure continuity of First District expertise during periods of staff transition and leave situations.	On Going	Medium	Executive Director Staff	Membership	NA
Develop training manuals for each staff member to assist with the transition of new staff when necessary.	On Going	Medium	Executive Director Staff	Membership	Training Manuals
<b>Organizational Objective #3</b>					
<b>Maintain District staff compensation competitive with comparable organizations in the Denver EDA Region.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Monitor salary and benefits of related organizations/positions in order to maintain competitive employee salary and benefits packages.	On Going	Medium	Executive Director	Membership	NA
Conduct annual reviews of employees to ensure that employees are meeting the expected outcomes of their position.	On Going	Medium	Executive Director	Membership	Annual Review
<b>Organizational Objective #4</b>					
<b>Manage the District's finances in a prudent fiduciary manner</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Attempt to develop two new revenue sources per year.	On Going	High	Executive Director Staff	Membership	New Revenue Sources
Review fee for service schedules on an as needed basis.	On Going	Medium	Executive Director	Membership	Fee For Service Schedule
Eliminate unnecessary expenses and seek out cost saving opportunities when possible.	On Going	High	Executive Director	Membership	Annual Budget
Engage the services of an independent accounting firm to annually audit First District.	On Going	Low	Executive Director	Membership	Clean Audit
Update risk assessment strategies as conditions change	On Going	Low	Executive Director	Membership	Lower Insurance Rates

<b>Organizational Objective #5</b>					
<b>Maintain appropriate reporting practices as required and elevate awareness of First District services and work activities.</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Submit timely reports to First District's members as well as state and federal agencies as required.	On Going	Medium	Executive Director Staff	Membership	NA
Develop an annual report for First District that details the services provided each calendar year as well as First District's current financial status.	On Going	Medium	Executive Director Staff	Membership	Annual Report
Provide presentations and updates on First District's services and achievements as requested by members and other interested parties	On Going	Medium	Executive Director Staff	Membership	Increase in number of contacts
Maintain an up-to-date website for First District that summarizes products and services offered by the organization.	On Going	Medium	Staff	Membership	Website
Provide regular opportunities for all members to learn more about assistance opportunities	On Going	High	Executive Director Staff	Membership	Increase in number of contacts
Use media and alternative methods to communicate	On Going	Low	Executive Director Staff	Membership	Increase in number of contacts
Encourage more member participation	On Going	High	Executive Director Staff	Membership	Increase in number of contacts
<b>Organizational Objective #6</b>					
<b>Adjust products and services offered by First District based on the evolving needs of its membership</b>					
Strategy	Time Frame	Priority	Lead Agency	Funding Sources	Products Outcomes Est. Jobs Created /Retained
Track the progress of new funding opportunities and assist members in accessing funding opportunities that would benefit their local economies and population	On Going	High	Executive Director	Membership	NA

## COMMUNITY, REGION, STATE AND PRIVATE SECTOR INVOLVEMENT

### Local Level

Effective planning must start at the local level, and the CEDS process is no exception. First District interacts with its membership on a daily basis. The input and insights gathered by First District from its local planning interactions are directly applied to the CEDS. The interaction involves four categories: formal planning processes; organizational capacity building; project strategies; and special purpose research support. Examples of each category are presented below.

### Formal Planning

This category includes planning processes that are established by state regulations or common professional practices, such as:

- Land use planning;
- Comprehensive plans;
- Zoning and Subdivision Ordinance
- Capital improvement plans (CIPs); and
- Enterprise fund analysis.

Each of these specific activities involves the participation of local elected and appointed officials as well as professional city and county staff and economic development organizations. The results of these activities involve changes to policies and procedures, city ordinances, or other projects that are officially acted upon by the governing body.

The formal planning process provides cities and counties with a formal procedure which provides information on local priorities and development capacities. Since this type of planning requires intensive and long-term staffing, professional relationships are established with communities in the development and execution of these plans. Professional performance creates confidence in the First District's capabilities and reinforces the value of the relationship between the communities and First District and the regional association as a whole. The relationship between the communities and First District is critical for identifying appropriate resources that can be utilized to assist communities with attaining their identified goals and objectives. Finally, the public hearing and comment elements associated with the plans give the First District another perspective on how receptive the population is to the proposed development approach. Involvement of First District also ensures that a regional perspective is consistently integrated into an individual community's planning process.

First District also provides professional staffing assistance in the development of other formalized planning processes such as Comprehensive Plans and Capital Improvement Plans. Comprehensive Plans are required by the State of South Dakota in order to enforce land use ordinances. First District continues to work with several communities to update existing Comprehensive Plans so that they reflect current development needs and objectives.

The development of capital Improvement Plans (CIP) is critical to long-term planning for communities. Through the CIP process, communities prioritize projects and identify relevant resources (grants and loans) available to assist them with the implementation of their projects. A CIP helps a community plan for large capital improvement projects in advance to ensure that local funding will be available at the time

that the capital improvement is necessary, thereby allowing the community to properly plan and prioritize the use of its capital funds.

First District also assists communities with analysis of their enterprise funds including water and sewer funds. First District utilizes the RateMaker analysis process to review existing water and sewer rates, identify the costs of implementing capital improvements, and then helping the community determine various rate options that will assist the community in setting aside sufficient funds to finance future projects.

### **Organizational Capacity Building**

Capacity building takes place when information is shared through special meetings, workshops, or training opportunities. The participants may be local officials, development groups, business representatives or private citizens. Organization capacity can be continually strengthened through a variety of methods. First District has been specifically involved with various strategies to help identify community assets and build on local organizational capacity.

The strength of these capacity-building initiatives is that they provide a method through which communities can involve experienced professionals and novices alike in the development process. Communities rely primarily upon volunteers to prepare and implement development strategies. The process is driven locally so that the goals and projects identified through this process are locally conceived thereby vesting the community in the identified projects and prompting the community to take action to move the projects forward.

### **Project Strategies**

Planning major projects, such as rural water system expansions, industrial park utility extensions and community centers is a team effort. Engineers, local officials, and funding agency representatives cooperate in putting together a feasible project implementation package. District personnel often function as facilitators in keeping communication open and ensuring that all pertinent questions are addressed.

The CEDS will strive to meet EDA's Investment Policy Guidelines by encouraging proposals that are:

- Market based
- Proactive
- Look beyond the immediate economic horizon and diversify the region's economy
- Maximize private sector investment
- Have a high probability of success
- Result in higher skill and wage jobs
- Maximize the return on taxpayer investment

The First District will apply the Investment Policy Guidelines when reviewing proposals but will not restrict proposals that do not meet the minimum threshold of the guidelines. This is because the First District always respects local initiative in whatever form it takes. Further, since local investment value varies from community to community, the limiting of projects to only those that meet these guidelines may result in overlooking projects that may have inherent value and merit.

## **Special Purpose Research**

First District has the professional capability to address a wide variety of problems. Although infrastructure and economic development are First District's core services, special research assignments provide extra benefits to member entities. The District maintains social and economic data through a variety of sources (Census Bureau, Department of Revenue, etc.). There are instances where original research, combined with other facts can produce effective planning "tools". The majority of special research is requested by local entities, other than the governmental unit. Examples include but are not limited to:

- Housing Needs Analysis
- Environmental Assessments
- Voter Ward Analysis
- Business Feasibility Study
- School Site Location Analysis
- Special research activities bring new participants to the development process and broaden the scope through which communities view economic development.

## **Regional Level**

Regional planning participation is centered on organizational relationships. The interactions are typically between staff and/or board representatives. As an area with a relatively small population, many talented and service-minded people are requested to serve on various organizations. This situation results in a significant amount of cross-representation. People serve on more than one board of directors or a staff person from one entity may be a board member for another organization. The result of this is that a broad range of ideas and experiences are reflected in the various community and economic development efforts in which First District is involved.

The District relies upon its access to both staff and board members to gain insights into regional issues such as:

- Healthcare;
- Emergency Services;
- Conservation and Water Development;
- Tourism;
- Transportation;
- Housing;
- Business Finance;
- Social Services, and
- Education

The District also considers the plans and goals of regional organizations in its CEDS content. Organizations ranging from school districts to Health Education Centers to housing authorities develop long-range plans. These documents add to or supplement the information available to the District.

First District provides a number of services critical to the project development needs of local communities and the region as a whole including:

- Application writing;
- Geographic Information System (GIS) needs;
- Presentation and marketing materials; and
- Project administration

**Statewide Level Participation**

The CEDS exists within a development “environment” that is significantly influenced by state policies and programs. The South Dakota Governor’s Office of Economic Development (GOED) is the focal point for statewide development support. The CEDS shares the same primary local issues with GOED. GOED also interacts on a daily basis with the same development groups as First District.

The GOED has executed annual technical assistance contracts with the planning districts over several administrations. The value of this relationship to both parties extends to job creation and efficient program delivery. The districts provide quarterly updates to GOED on regional development activities. This continuous interaction enables the state to respond quickly to both opportunities and challenges.

**Figure 3 - CEDS/State Integration**



The District benefits from other contractual relationships with the Governor’s, South Dakota Housing Development Authority, Department of Transportation, Department of Emergency Management, SD One Call, and the Department of Environment and Natural Resources. The contract expectations express the state’s priorities and interests.

Comprehensive, state planning initiatives, such as the “Consolidated Plan”, Statewide Transportation Improvement Program (STIP), Statewide Comprehensive Outdoor Recreation Plan (SCORP) and State Water Plan also provide valuable material for CEDS consideration. The District is involved with each plan in a different way.

**Consolidated Plan** - The District provides input on housing and community development programs.

**STIP** - The District hosts a region-wide meeting to discuss the annual plan elements before the document goes out for public review and comment.

**SCORP** - The District uses the state's list of recreational needs as a benchmark to prepare recreation facility improvement proposals. Projects that are in line with the SCORP require less justification than proposals which are just local priorities.

**State Water Facilities Plan** – The District assists local project sponsors prepare applications for inclusion on the State Water Facilities Plan. Inclusion on the State Water Facilities Plan is a prerequisite for receiving grant assistance from certain water and sewer funding programs.

The focus of the state planning interaction is funding for local or regional projects. State agencies and programs want to make the best possible public investments. The First District membership needs the outside resources to afford necessary economic or community development improvements. The CEDS process is a planning link that serves local and program interests.

### **National Level**

First District staff participates in several national organizations. First District's continual interaction with national organizations, agencies and elected officials helps to ensure that local and regional concerns are elevated to audiences that have the capacity to modify or implement policies that benefit the First District region. This includes participation in organizations such as the American Planning Association, National Association of Development Organizations, National Association of Counties, and the National Association of Development Companies, as well as communication with South Dakota's congressional delegation.

### **Private Sector**

First District has ongoing interactions with business leaders in direct and indirect ways. The SBDC counselors, located in the First District office, and First District Development Company work with a wide range of businesses every day. The discussions cover virtually every concern or issue a business person may encounter. In addition, First District staff has ongoing interaction with key players in economic development including private lenders and economic development professionals. This interaction allows First District to closely track and monitor the business development needs of the region. Interaction also occurs when working through project development challenges. Business growth is a high service priority, and First District has a role to play in bringing about infrastructure or financial assistance.

Indirect business participation is derived from private sector persons acting in public capacities. The best example is the CEDS Committee. Its membership is primarily private business people, but their involvement is not focused upon their personal issues. They bring their knowledge and experiences to the table, while maintaining a more comprehensive development perspective.

### **Summary**

Cooperation of all the planning relationships described in this section is necessary for economic development to be successful. This CEDS is meant to be inclusive of all of these interests in an effort to accurately reflect the economic development priorities and needs of the region.

## ECONOMIC RESILIENCY

### Pre-Disaster Preparedness

The 11-county region has a history of experiencing natural disasters on a regular basis. The frequency of these events and the costs associated with recovery have prompted local officials to be heavily engaged in pre-disaster mitigation efforts. The main responsibility in South Dakota for disaster mitigation falls on county emergency management offices and the state's Office of Emergency Management (OEM).

The OEM has worked closely with counties and the First District in developing Pre-disaster Mitigation Plans (PDMs). First District personnel have prepared plans for its members, which have been formally approved by the Federal Emergency Management Agency (FEMA). OEM staff have encouraged counties to continuously monitor and update their plans by the end of the five-year CEDS planning period.

The First District works with and encourages its member communities to develop and implement disaster assistance strategies which:

- Engage in disaster preparedness and mitigation planning;
- Assess the community's risks and vulnerabilities;
- Inventory and organize local community recovery resources;
- Engage in operations continuity planning;
- Ensure resources are available for the elderly and those with special needs;
- Identify shelters;
- Identify recovery partners and the type of assistance and resources they can provide;
- Identify what recovery activities will take place immediately, short-term, intermediate, and long-term;
- Develop and disseminate a community evacuation plan;
- Establish a communication chain; and
- Engage the community.
- Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.

While disaster preparedness is not a primary function of any South Dakota planning district, but since the associations are already involved in land use planning and infrastructure project development, they are well positioned to raise mitigation issues. The First District's relationship to local and area emergency responders and 911 system enhancement is also a critical component of disaster planning. The District's Geographic Information System (GIS) technology and associated tools support local emergency planning and projects involving:

- Drainage impacts; Fire evacuation routing; and Flood water projections.

Technology is also used by the First District in calculating cost/benefit ratios on Hazard Mitigation Grant Program proposals. These initiatives usually involve roads, drainage facilities or other physical features. Federal "fire grants" are also used by local governments to upgrade and/or acquire emergency response equipment.

## **Post-disaster Planning and Implementation**

Typically, when a disaster event occurs, local officials, state emergency management personnel, and FEMA personnel will conduct a damage assessment to determine what damages and costs have been incurred due to a disaster event. The First District plays a supporting role to these partners in their planning and recovery efforts. In the event of a natural or man-made disaster event occurring in the region, First District, when requested, will be available to assist counties, communities as well as coordinate with state, federal, and other agencies to:

- Develop and/or implement a recovery timeline;
- Implement a recovery plan (long-term recovery);
- Utilize a post-disaster window of opportunity;
- Prioritize redevelopment focus;
- Assist with historic preservation and restoration;
- Reduce disaster vulnerability through land use and development regulations;
- Address post-disaster redevelopment planning for various types of infrastructure and public facilities; and
- Assist communities with improved and alternate projects.

## **Economic Redevelopment**

Economic redevelopment is a major component of a community's successful, long-term recovery strategy. Incorporating the private sector into the recovery process is necessary. These stakeholders will be able to provide insight toward prioritizing actions that will be critical to a dynamic economic recovery. While each disaster is independently unique, economic health is dependent upon infrastructure restoration, housing recovery, and the reestablishment of social services. These unique obstacles caused by the hazard could affect small and large business alike. Some potential complications could include workforce impacts (training, recruitment, and retention), the potential need to relocate, and other difficult decisions which could hinder restoring the local economy to its pre-disaster state.

As a regional economic development organization First District is particularly concerned with post-disaster economic recovery. In the event of a disaster the First District is committed to long-term recovery efforts that focus on redeveloping communities and restoring their economic viability by:

- Providing local officials and necessary stakeholders with access to regional demographic, economic, and hazard vulnerability data.
- Establishing relationships with local officials and non-government organizations that may provide data, funding, technical expertise, and other resources to promote short, medium, and long-term economic recovery.
- Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster mitigation initiatives as well as post disaster recovery activities.

- Providing an array of financing avenues comprised of regional, state, and federal agencies including, but not limited to: SD Department of Environment and Natural Resources, Natural Resources Conservation Service, US Army Corps of Engineers, FEMA, SD Office of Emergency Management, local utility providers, Small Business Administration, First District Development Company, and other private sector/non-profit organizations.
- Providing support to any local non-profit organizations associated with long-term recovery efforts including volunteering, fundraising, community communication/public information, and other relevant services; incorporating principles of disaster resiliency strategies into existing and upcoming planning and development plans; promoting hazard mitigation strategies within a city's comprehensive planning process to promote disaster resiliency and increased economic sustainability.

### **Planning for Economic Recovery and Resiliency in Response to Covid-19 Pandemic**

The coronavirus pandemic is having an impact now and that will continue well into the future. The pandemic negatively impacted the First District Association of Local Governments (FDALG) region in areas of business layoffs, decreased tourism opportunities, increased unemployment applications, lost local tax revenues, shuttering of businesses, provision of governmental services and disrupted lines of communication. This pandemic has shed light on the inadequacies or short comings of existing plans and strategies utilized by local government, economic development organizations and the business community. Through EDA funding received in 2020, the First District is in the process of developing and implementing economic recovery and resiliency strategies which will support affected businesses and local governments to coordinate recovery efforts which will ultimately diversify the local and regional economies. The Economic Resiliency and Recovery Plan (ERRP) will be completed and approved by the First District Governing Body/CEDS Committee in the second quarter of 2022 and ultimately incorporated into the First District's CEDS.

In conclusion, this brief strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans. This section simply establishes First District's supporting role in both disaster preparedness and recovery. Local, State and Federal officials have the responsibility and expertise to make disaster related decisions. First District is not going to duplicate those efforts.

## EVALUATION MEASURES

The First District will monitor its CEDS performance in three ways.

- The District will track all projects to document work plan outcomes.
- On an annual basis the District will weigh its performance against initial expectations, as expressed by the CEDS goals and objectives.
- The District will evaluate overall regional progress in relation to changing conditions.

Each performance measurement will have a different audience. Project outcomes will help public and private sector interests determine the value of First District assistance. Specific strategy performance will assist EDA, other development partners and association members in gauging the return on their cooperative investments in the region. The overall progress assessment will enable the First District Governing Body to identify productive uses of office resources, along with determining the need for new approaches.

The evaluation process will result in these work products:

- Quarterly, semi-annual, and annual performance reports tracking First District's progress in assisting its members on their proposed community and economic development projects;

The distribution of these items and other agency or program specific reports includes the aforementioned audience and local officials. The media and general public have access to monthly work reports via committee meeting minutes and web postings.

### **Benchmarks**

The First District's performance will be evident by comparing the outcomes to various data benchmarks which may include:

- The number of projects
- Public infrastructure investment (grant and loan dollars received and local match leveraged);
- Job creation and retention;
- Private equity investment;
- Program participation (increase or decrease);
- New development partnerships; and
- New program services provided.
- Changes in economic environment (poverty rates, median incomes, educational attainment, labor force and participation)

The actual benchmark numbers for each category will be referenced as part of the performance reports. The sources for the numbers will include the U.S. Census, periodic government publications, and other recognized authorities.

Less quantitative benchmarks will also be considered such as:

- Public attitudes;
- Leadership involvement;
- Inter and intra-community cooperation;
- Civic engagement;
- Cultural changes; and
- Issue awareness.

The First District will use primary sources of feedback (i.e., its own observations and data gathering-surveys, U.S. Census, formal internal tracking processes, etc.), along with secondary references (i.e., news stories and association publications, feedback from member municipalities and counties, board members, interested third parties, and others) to illustrate any perceptual shifts.

### **Adjustments**

As noted throughout this document, the CEDS is a multi-year process. A five-year perspective is utilized for goal setting, with annual adjustments. The adjustments will be based upon the following circumstances:

- Completion or accomplishment of a goal or objective;
- Modification or elimination of a goal or objective due to changing conditions; or
- The identification of a new goal or objective because of an opportunity or challenge.

The adjustments will occur with input from the CEDS committee, First District's member municipalities and counties, related interested third parties, and First District staff. The changes will be evident in the First District's Annual Work Plan and CEDS Report.

## APPENDIX A - CEDS COMMITTEE/GOVERNING BODY MEMBERSHIP ROSTER

The First District’s governing board also makes up the membership of the CEDS Committee. In this capacity, the board has two primary functions:

- Review the activities and services provided by First District, identify goals and objectives, and assess the First District’s performance in meeting those goals and objectives; and
- Ensuring that First District operates in an effective and efficient manner from an operational standpoint.

First District has a broad base of representation from the public and private sectors, including active participation by civic and business leaders. Below are the members of the District CEDS Strategy Committee and the District EDD Board Members.

### FY 2022 GOVERNING BODY MEMBERSHIP ROSTER

#### GOVERNMENT REPRESENTATIVES

Name	Government	Position
Jason Aho	City of Lake Norden	Mayor
Don Carlson	Roberts County	County Commissioner
Marshall Dennert	City of Madison	Mayor
Garrett Gassman	Miner County	County Commissioner
Brenda Hanten	Codington County	County Commissioner
Carey Holt	City of Clear Lake	City Councilman
Gary Jaeger	Deuel County	County Commissioner
Dennis Jensen	Roberts County	County Commissioner
Corey Lundquist	City of Arlington	City Councilman
Mike Mach	Grant County	County Commissioner
Doug Noem	Hamlin County	County Commissioner
Anthony Reider	Flandreau Santee Sioux Tribe	Tribal Chairman
Dick Reints	Clark County	County Commissioner
Bruce Renville	Sisseton Wahpeton Oyate Tribe	Tribal Chairman
Fred Weekes	City of Aurora	Mayor

**PRIVATE SECTOR REPRESENTATIVES**

<b>Name</b>	<b>Organization</b>	<b>Position</b>
Mike Bartley	Brookings Hearing Associates	Owner
Larry Bakke	Bakke Farms	Owner
Larry Gauger	Retired Farm Credit Service	Private Individual
Dave Gozenbach	Grant County Abstract	Owner/Manager
Aaron Johnson	Johnson Farms	Owner
Randy Hammer	Hammer Farms	Owner
Jesse Steffensen	Steffensen Trucking	Owner
Kelly Vanderwal	Volga Ag Center	Owner/Manager
Glen Vilhauer	Vilhauer, Raml & Snyder P.C.	Owner
Warren Wiesner	Construction	Owner, Home Construction Business
Carleen Wild	Sioux River Spirits	Owner/Manager

<b>Stakeholder Organization Representatives:</b>		
Rita Anderson	DeSmet Development Corp.*	Economic Development Corporation, Director
Kristin Vandersnick	Choose Clark County*	Economic Development Corporation, Director

\*These individuals represent organizations that provide normally recognized chamber of commerce local economic development/workforce activities.

<b>CALCULATIONS</b>		<b>Number</b>	<b>Percent</b>
Government Representatives		15	<u>53.6%</u>
Non-Government Representatives		13	<u>46.4%</u>
Private Sector Representatives	11		
Stakeholder Organization Representatives	2		
<b>TOTAL BOARD MEMBERSHIP</b>		<b>28</b>	<b>100.0</b>

**FY 2022 CEDS Committee/Strategy Roster**

**1. PRIVATE SECTOR REPRESENTATIVES**

<b>Name</b>	<b>Company</b>	<b>Position</b>
Jason Aho	JR Feeds	Livestock Feed Sales Manager
Larry Bakke	Bakke Farms	Owner
Mike Bartley	Brookings Hearing Associates	Owner
Garrett Gassman	Gassman Farms	Owner
Dave Gozenbach	Grant County Abstract	Owner/Manager
Gary Jaeger	Jaeger Farms	Owner
Randy Hammer	Hammer Farms	Owner
Aaron Johnson	Johnson Farms	Owner
Doug Noem	Noem Farms	Owner
Dick Reints	Reints Farms	Owner
Jesse Steffensen	Steffensen Trucking	Owner
Kelly Vanderwal	Volga Ag Center	Owner/Manager
Glen Vilhauer	Vilhauer, Raml & Snyder P.C.	Owner
Warren Wiesner	Construction	Owner, Home Construction Business
Carleen Wild	Sioux River Spirits	Owner

**2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS**

<b>Name</b>	<b>Area of Interest</b>	<b>Position</b>
Rita Anderson	Business, Industry, Community Organization, Finance, Housing,	DeSmet Development Corporation, Director
Don Carlson	Local Government	County Commissioner
Marshall Dennert	Local Government	Mayor
Larry Gauger	Retired Farm Credit Service	Private Individual
Brenda Hanten	Local Government	County Commissioner
Carey Holt	Local Government	City Councilman
Dennis Jensen	Local Government	County Commissioner
Corey Lundquist	Local Government	City Councilman
Mike Mach	Local Government	County Commissioner
Anthony Reider	Local Government, Minorities	Tribal Chairman
Bruce Renville	Local Government, Minorities	Tribal Chairman
Kristin Vandersnick	Business, Industry, Community Organization, Finance, Housing,	Choose Clark County, Executive Director
Fred Weekes	Local Government	Mayor

**CALCULATIONS**

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives	<u>15</u>	<u>53.6%</u>
Representatives of Other Economic Interests	<u>13</u>	<u>46.4%</u>
<b>Total Committee Membership</b>	<b>28</b>	<b>100%</b>

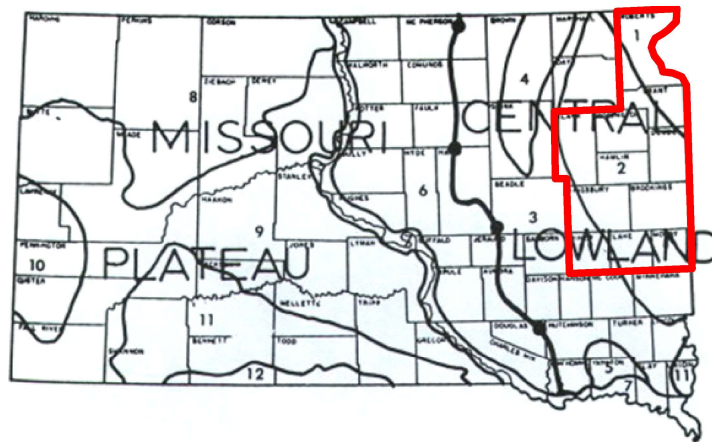
## APPENDIX B – REGION’S GEOGRAPHY

### Geography

The 7,163 square mile area that comprises First District’s region encompasses a variety of natural features.

South Dakota is divided into three major physiographic regions: the Central Lowlands of eastern South Dakota; the Great Plains of western South Dakota; and the Black Hills. These three regions are subdivided into a total of twelve distinguishable areas called physical divisions. (Malo,1997).

**Figure 4: South Dakota Physiographic Regions**



While there are 3 physiographic divisions within the First District, most of the First District is within Division 2.

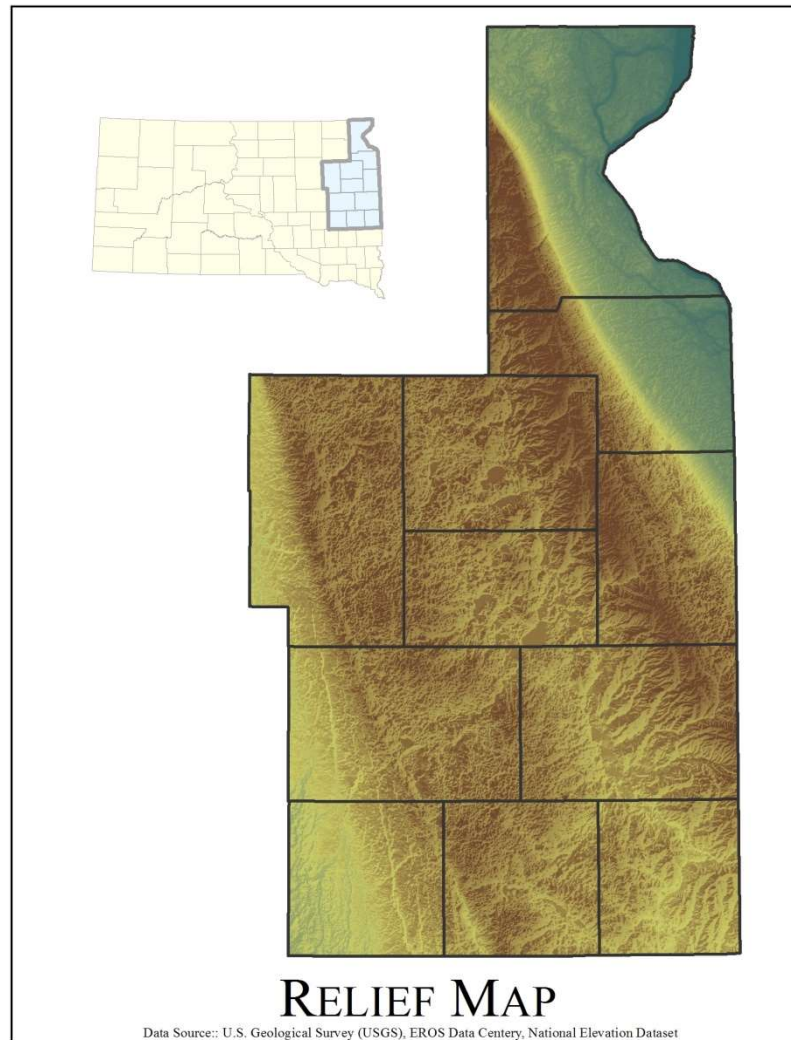
The Minnesota River - Red River Lowlands (Division 1) is a broad, gently undulating, valley-like area with an elevation of 900 to 1,100 feet above sea level. According to Hogan (1995), these lowlands were formed by a large northward flowing river. Browns Valley, Minnesota, situated midway between Lake Traverse and Big Stone Lake, is the continental divide between drainage to the Arctic Ocean and to the Gulf of Mexico. The northeastern slope of the Coteau des Prairies rises sharply, nearly 1,000 feet, to form the western limit of this division lowland. This lowland region is economically important for its underlying geology. Granite rock, believed to be several thousand feet deep, underlies this land and occasionally comes to the surface in outcrops near Milbank, South Dakota. This granite is high quality and is commercially quarried for monuments and building stones.

The Coteau des Prairies (Division 2), the most conspicuous landform of eastern South Dakota, a highland area between the Minnesota-Red River Lowland and the James River Lowland to the west. This landform is part of a plateau that extends through North Dakota into Canada. It slopes gently to the south and west with eastern and western slopes that are steep at the northern end and taper off on the south. Elevations range from 2,000 feet above sea level on the north to about 1,600 feet on the south. It is drained to the south by the Big Sioux River, whose tributary streams enter mainly from the east. West of the Big Sioux River, the surface of the Coteau is dotted with lakes and depressions, while very few lakes occur east of the river. During the Ice Age, the Coteau was covered by glaciers that deposited glacial drift over its surface. One hundred to 400 feet beneath the surface is bedrock composed of Pierre shale. Pierre shale is a highly erodible rock made mostly of clay, including bentonite, with small amounts of sand (quartz).

The James River Lowland (Division 3) is a gently undulating plain lying considerably lower than the Coteau des Prairies on the east and the Coteau du Missouri on the west. Today the James River drains the area

from north to south and occupies a rather narrow steep-sided valley. But, in the geologic past, ancient streams in this region flowed northward. According to Hogan (1995), more erosion has occurred in the James River Lowland than anywhere else in eastern South Dakota. Most of the topographic features of this area are the result of the effects of glaciers. Elevations range from 1,300 to 1,400 feet above sea level.

**Figure 5: South Dakota Relief Map**



## **Soils**

All soils are partially classified according to the material on which they occur. The dominant parent material in the First District region is Loess Till and Sandy Prairies. Alluvium soils are found in the river valleys and along tributary creeks. With the exception of granite deposits in the northeast corner of the First District, there are no major mineral resources in the region except for sand and gravel deposits, which are well distributed throughout the region due to glacial activity.

Native vegetative cover in the area consists of tall-grass prairie, wetland marshes and (in river valleys) hardwood forests. The prairie, however, has largely given way to cultivated cropland. Portions of the wetlands have also been drained for cultivation, but this process is much less common than in the past.

## Water

First District lies within four river basins – Big Sioux, James, Minnesota, and Vermillion. The Big Sioux River basin is the only water shed in the District that has a major river. The other three basin areas in the District are tributary areas to their major rivers outside the District. The Big Sioux River originates twenty-five miles north of the First District’s boundary and meanders 115 miles diagonally, north to south, through the First District and connects with the Missouri River 100 miles further south at Sioux City, Iowa. Within the boundaries of the First District the Big Sioux River drops in elevation by 445 feet.

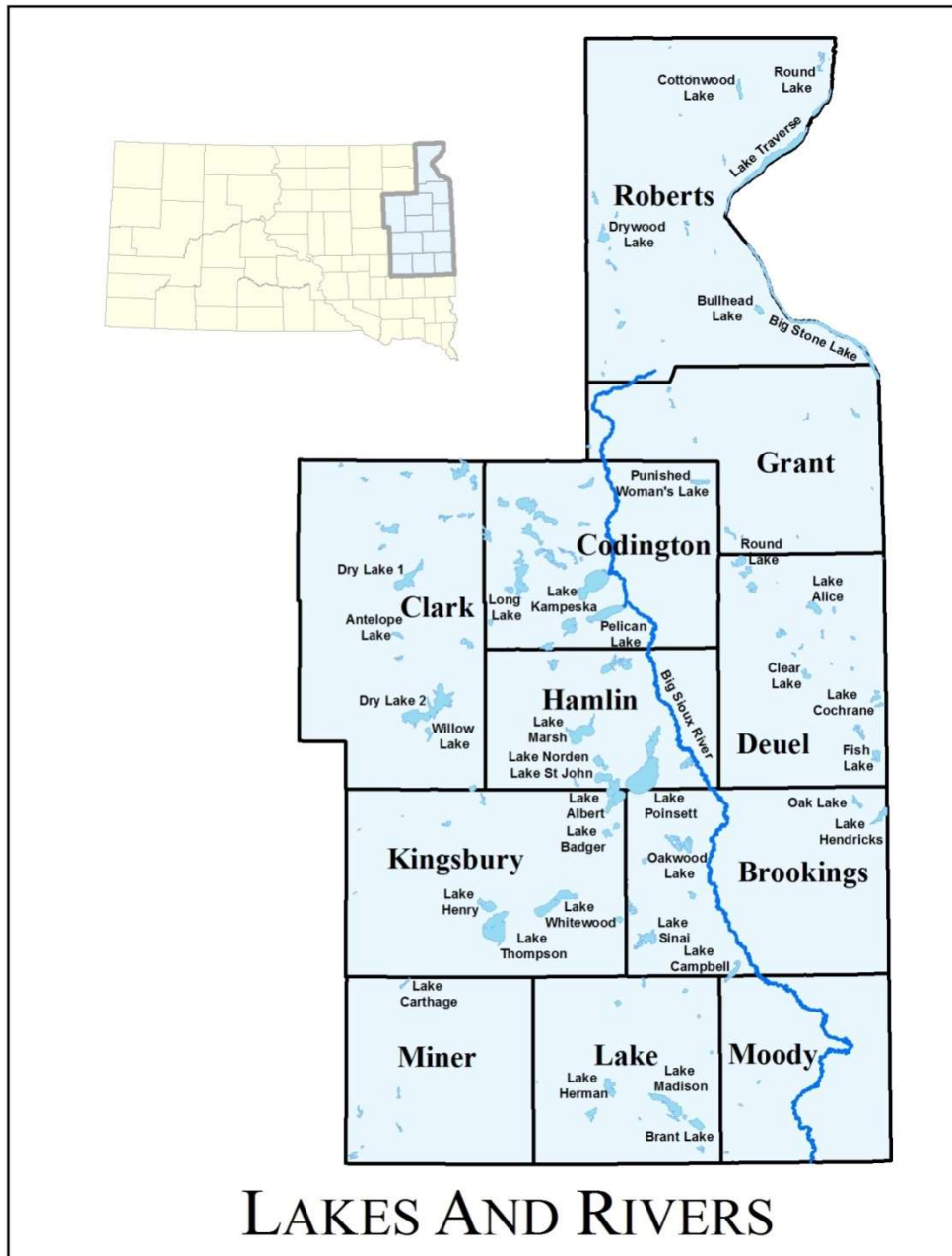
East of the Big Sioux River, the drainage is well-defined as is evident by the river’s major tributaries and major lakes (Figure 6). West of the Big Sioux River, the drainage is not as well defined. This area contains numerous shallow depressions. Water falling on these areas is trapped in the lakes, sloughs, and “prairie potholes” – as the depressions are called – and is consumed by evaporation and transpiration or seeps into the ground. During droughts, many of these lakes and potholes become dry.

Large quantities of shallow ground water underlay and are available for use. Geologic and groundwater studies show that most areas along streams and in the outwash plains have adequate ground water supplies for irrigation and other high-capacity wells. There are also areas underlain by glacial till in which only minor quantities of water can be obtained.

Water is also available from deep aquifers; those associated with the bedrock formations as opposed to the glacial drift aquifers. The best known and greatest used bedrock formation in the First District is the Dakota Sandstone. The depth of wells in the Dakota Sandstone aquifer in the First District can range from over 1,300 feet in Codington County to 300 feet in Moody County.

Figure 21 depicts the location of shallow aquifer and well-head protection areas within First District. In addition to Figure 21, reports and maps published by the South Dakota Geological Survey Program are available for free download from the Geological Survey’s web site (<http://www.sdgs.usd.edu>).

Figure 6: Lakes and Rivers Map



**Climate**

The climate of the First District is an interior continental type with hot summers, extremely cold winters, high winds, and periodic droughts. Average annual temperatures range between forty-one and forty-eight degrees and normal annual precipitation averages between twenty and twenty-seven inches. (Figures 7 and 8)

Figure 7: Normal Annual Precipitation Map

### Normal Annual Precipitation (1981-2010)

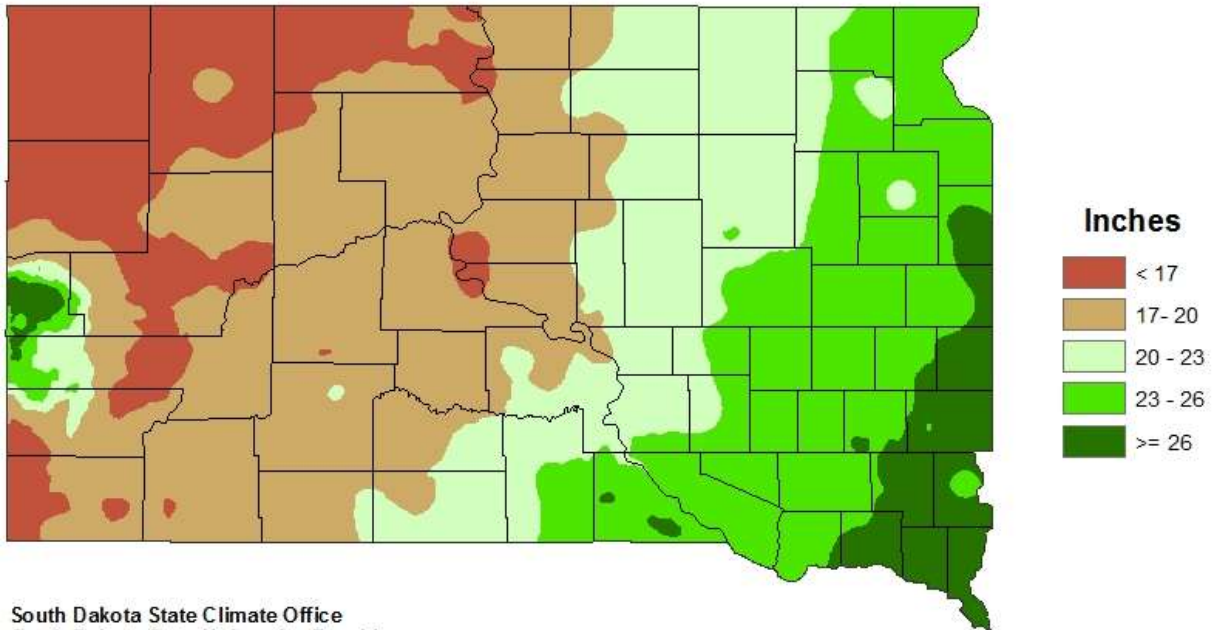
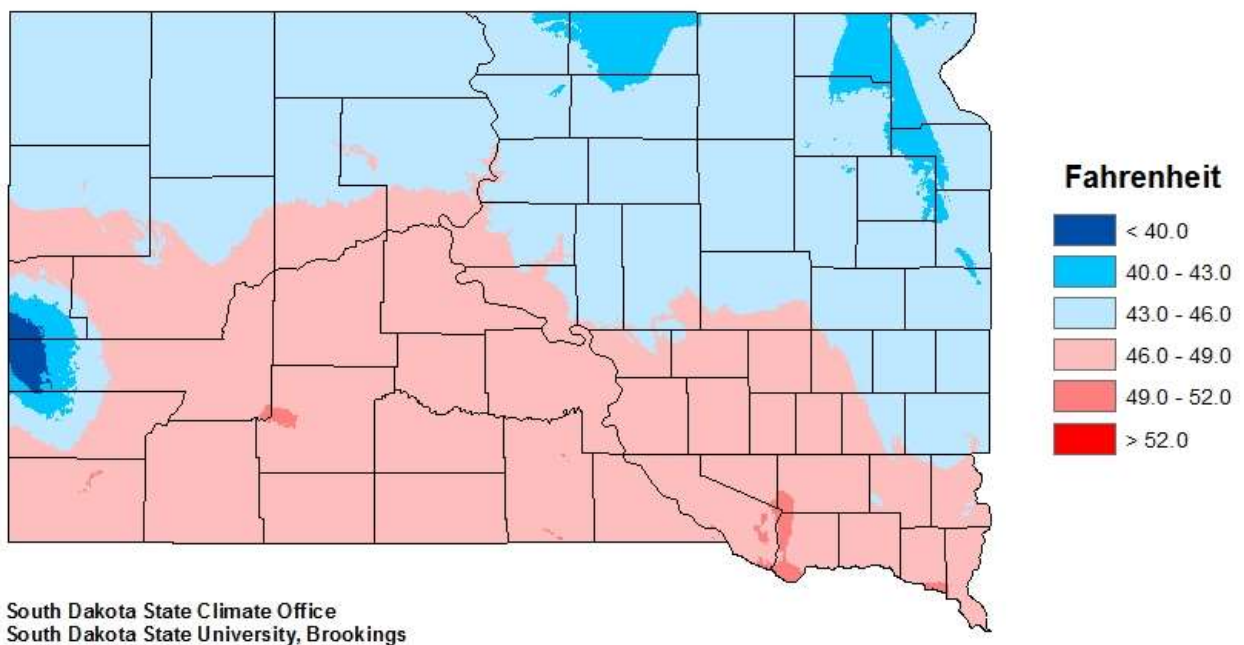


Figure 8: Normal Mean Average Temperature Map

### Normal Mean Temperature (1981-2010) Annual



The region always seems to be entering or ending a weather cycle. The region continues to struggle with detrimental weather patterns. These vary from severe storms, tornados, flooding and drought. The weather can have a significant impact on local economies, particularly as it relates to the region’s agricultural sector. The weather also takes a psychological toll on people. Climatic stress results in economic social disruptions, which contribute to personal tension. Communities and counties also experience additional distress in maintaining public services. In addition to weather related disasters, for more than a year the First District counties and communities have been impacted by the Covid-19 Pandemic. South Dakota also Counties in First District’s region have been declared Federal Disaster Areas fifteen times since 2006. Disaster declarations are noted in Table 9.

**Table 9 – Federal Disaster Declarations**

<b>FEMA Case Number</b>	<b>Disaster Declaration Date</b>	<b>Disaster Type</b>	<b>First District Counties Included</b>
DR-4527	4/5/2020	Covid-19 Pandemic	
DR-4469	11/18/2019	Severe Storms, Tornadoes, and Flooding	Brookings, Clark, Codington, Kingsbury, Lake, Miner, and Moody
DR-4467	10/7/2019	Tornadoes and Flooding	Kingsbury
DR-4463	9/23/2019	Severe Storms and Flooding	Deuel, Hamlin,
DR-4440	6/7/2019	Severe Winter Storm, Snowstorm, Flooding	Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts
DR-4298	2/1/2017	Severe Winter Storm	Clark, Codington, Deuel, Grant, Hamlin, and Roberts
DR-4137	6/19/2013	Severe Storms, Tornadoes, and Flooding	Codington, Deuel, Grant, Hamlin, and Kingsbury
DR-1984	5/13/2011	Flooding	Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts
DR-1947	11/2/2010	Severe Storms and Flooding	Brookings, Lake and Moody
DR-1938	9/23/2010	Severe Storms and Flooding	Miner
DR-1915	5/13/2010	Flooding	Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts
DR-1887	3/10/2010	Severe Winter Storm	Deuel, Grant, and Roberts
DR-1844	6/16/2009	Severe Storms and Flooding	Roberts
DR-1774	7/9/2008	Severe Storms and Flooding	Moody
DR-1702	5/22/2007	Severe Storms and Flooding	Kingsbury, Lake and Roberts

Source: <http://www.fema.gov/disaster>

# APPENDIX C – INFRASTRUCTURE FACTORS/ASSETS

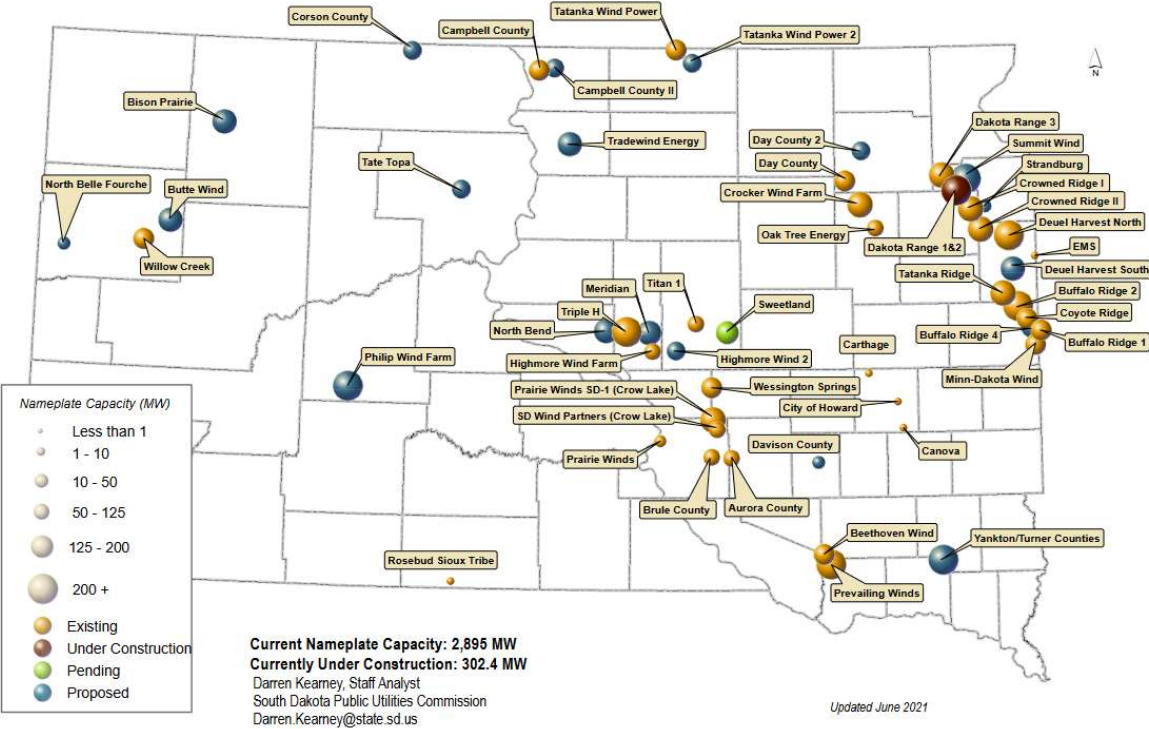
## Natural Assets

For the purposes of the CEDS process, the term “infrastructure” refers to the physical features, public utilities and organizational structures that affect development. The region has several natural assets that will play significant roles in current and future development efforts. The Big Sioux River and natural aquifers throughout the area provide the primary sources of water.

The abundance and quality of water gives the region a strategic edge in any development concept that needs large volumes of water for processing or consumption. Livestock production, manufacturing, agricultural processing, and energy production facilities also have access to sufficient water supplies.

The next natural asset that is readily available within the region is the wind. The region’s geography lends itself to wind power. The “Buffalo Ridge” has documented untapped wind resources that could lead to alternative electric generation projects. In addition to regional and interstate wind energy development projects, several communities have considered wind generators as part of their municipal electric strategy. Private and public sector developers have constructed wind generation facilities and are investigating wind generation opportunities throughout the First District. Figure 9 illustrates the wind energy development projects approved by the South Dakota Public Utilities Commission.

**Figure 9 – South Dakota Wind Energy Development Map**  
**South Dakota Wind Energy Development**  
*by Capacity and Status*



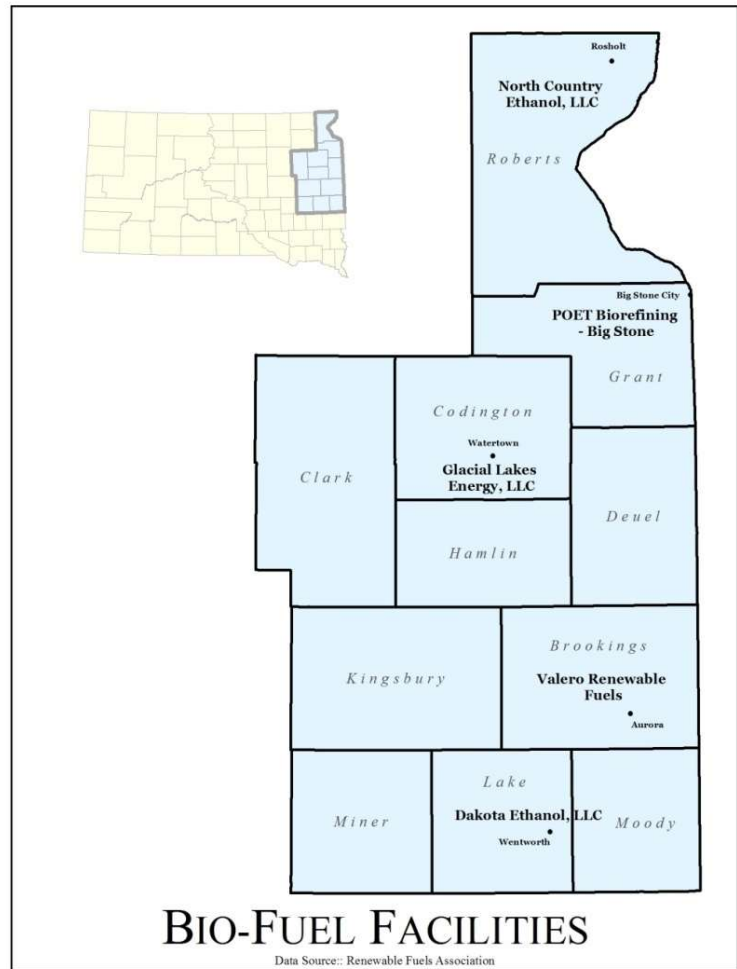
This map may not represent every proposed wind farm in S.D. It represents projects that developers have communicated to the PUC. Location of the wind farms are approximate.

**Figure 10 - Bio-fuel Facilities**

The third natural regional asset is land itself. Agriculture is still the economic “backbone” of the region. The ability of the area to consistently produce crops and livestock makes it attractive for value-added processing facilities. The definition “value-added” varies. It certainly includes facilities that process agricultural commodities. The definition may be expanded to include dairy farms and/or concentrated feeding operations.

While not identified as a direct natural asset, the availability of corn and soybean crops allow for the production of Biofuels. Biofuels are alternative energy sources that are being produced at five Bio-fuel processing facilities within the First District Region.

One potential unintended consequence of a boom in biofuels may be a decrease in wildlife habitat. If landowners put fallow or set aside land into production to take advantage of higher grain prices, grassland habitat acres will decline. Wildlife habitat is a critical resource for South Dakota, particularly for areas within the First District that rely on wildlife for hunting, fishing, and related commerce. The impact on endangered species may be minimal, but the effect on pheasant and other game bird production could be significant in certain areas. Hunting and fishing are significant recreational activities, and they have an impact on the region’s economy. Any real loss or perceived reduction in wildlife numbers could impact visitor sales.



**Public/Private Utility Assets**

**Rural Water Systems**

As previously stated, the Big Sioux River and natural aquifers throughout the area provide the primary sources of water. A total of five rural water systems and seventy-six municipalities obtain their water supplies directly from groundwater sources.

**Table 10: Counties Served by Rural Water Systems**

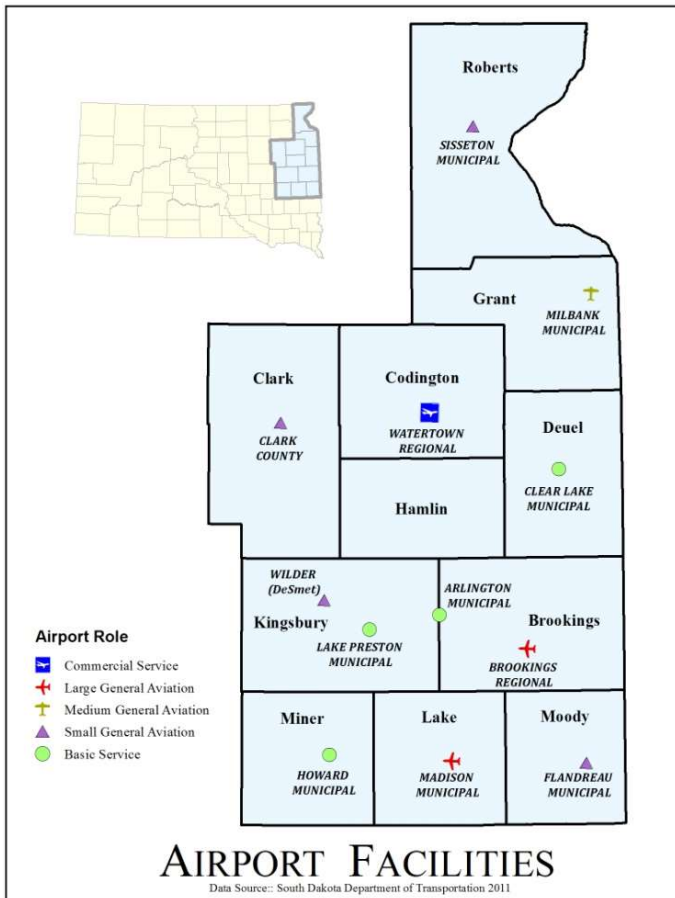
Rural Water System	County Served
Clark Rural Water	Clark, Codington
Grant Roberts Rural Water	Grant, Roberts
Kingbrook Rural Water	Hamlin, Kingsbury, Lake, Miner
Sioux Rural Water	Codington
Brookings Deuel Rural Water	Brookings, Deuel, Moody

**Transportation Access**

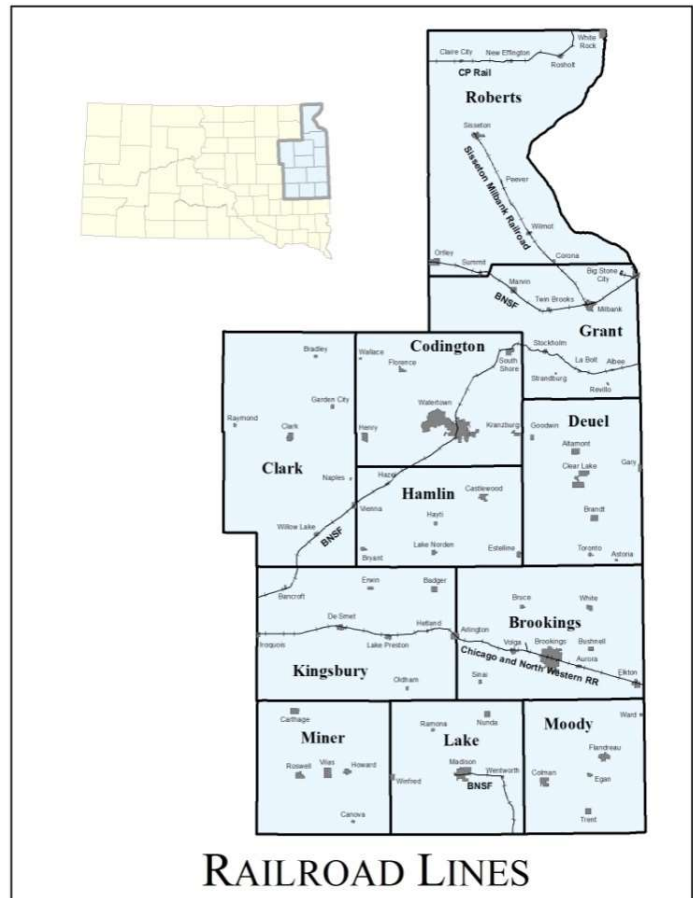
Figures 11 and 12 show the locations of airport facilities and the routes of the railroads throughout the First District. Watertown is the only major airport providing commercial service in the region while Brookings Madison and Milbank provide large and medium general aviation services.

Access to rail lines is also an important asset for the region. Many heavy industries require access to rail as a reliable and less expensive transportation source. Communities located near railway corridors are likely to benefit from industrial development in their area if they can leverage this resource and attract new industries to their community.

**Figure 11 - Airport Facilities**



**Figure 12 - Railroad Lines**





Cellular service is provided by many companies such as Verizon, Sprint, and AT&T. Local telephone access and broadband services are provided by all telephone cooperatives in the region. The region’s public schools have been wired for Internet access through a state-sponsored program. While steadily improving there are areas within the region that do not have sufficient Broadband wireless coverage.

**Figure 14 - Electric Providers**

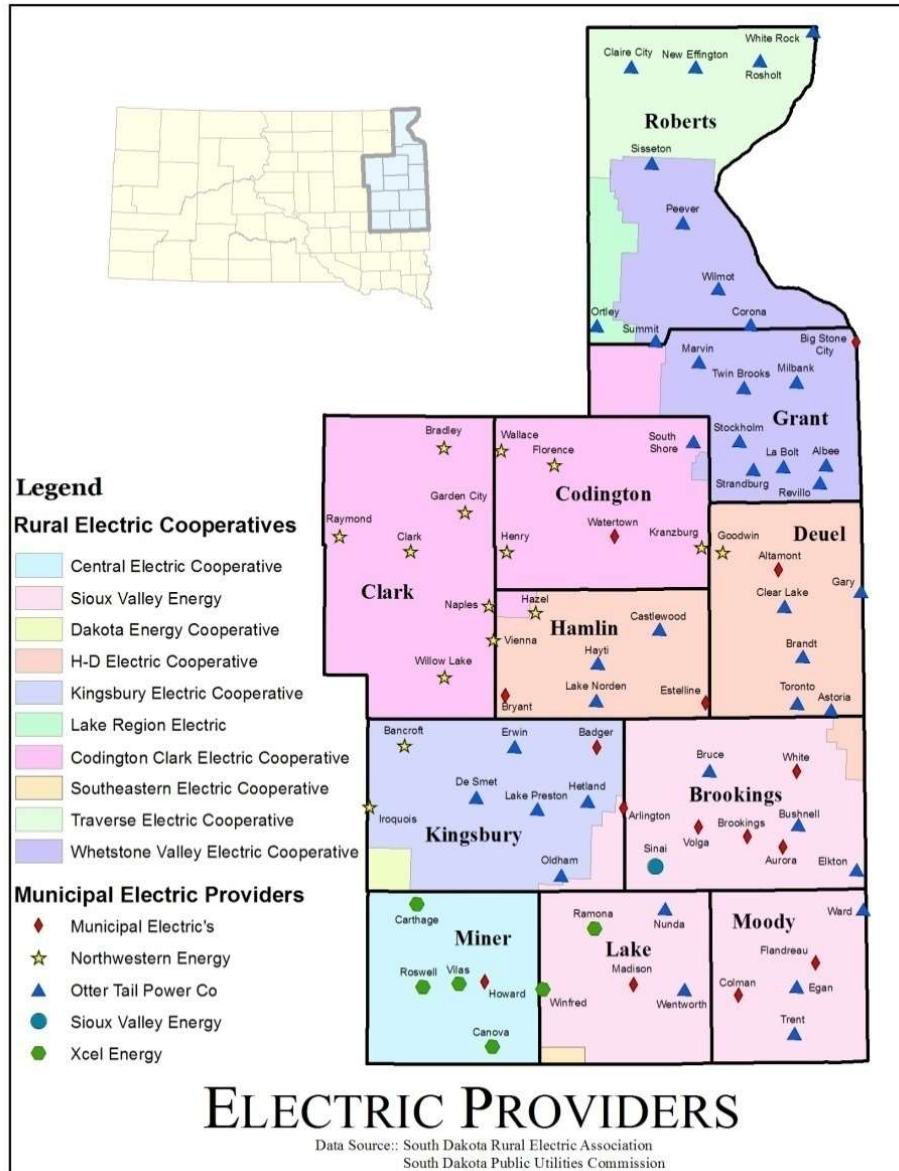
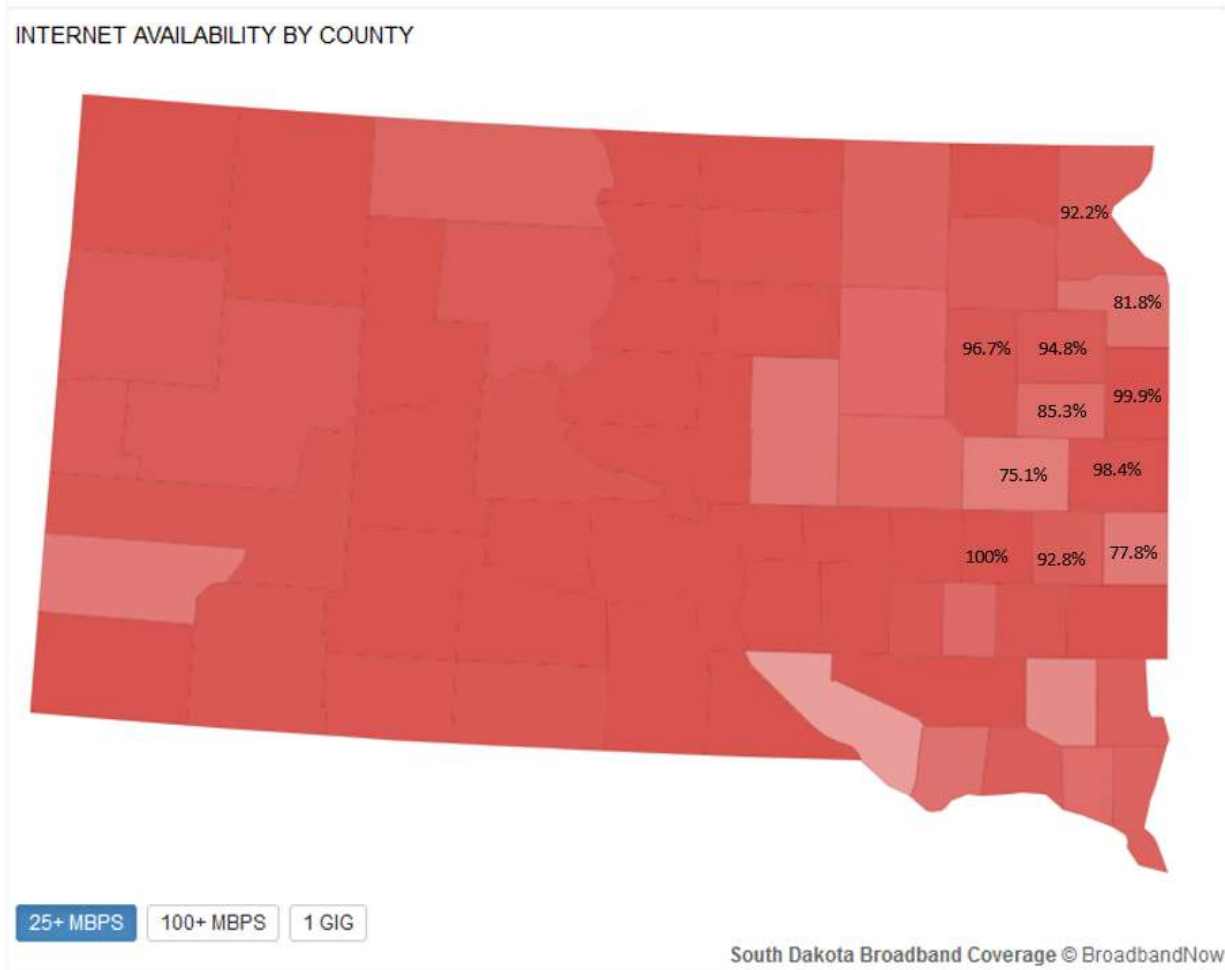


Figure 15 shows that increased broadband capacity is necessary in many areas of the region. Investment in enhance high-speed Internet (1 Gig Mbps Download) throughout the region could spur additional economic development.

**Figure 15 – Broadband 25 Mbps Download & 3 Mbps Upload**



## **Education and Health Assets**

### **Education**

The region’s post-secondary educational opportunities are excellent when compared to other parts of the State. South Dakota State University in Brookings enrolls approximately 11,465 students, which represents an increase of 3,500 students since 2000, and offers university degrees as well as many graduate degrees. Dakota State University in Madison primarily offers bachelor’s degrees in Education and Information Technology. They have an enrollment of approximately 3,219. In Watertown, there is Lake Area Technical College, enrollment 2,600, which offers one and two-year degrees in a variety of trades. Also in Watertown is Mount Marty College which offers both bachelor’s and master’s Degrees. The Sisseton Wahpeton College awards an Associate of Arts Degree, Associate of Science Degree, Associate of Applied Science Degree, and Vocational Certificates. Credits are transferable to colleges and universities throughout the United States.

**Table 11 - List of Higher Education Institutions**

County	Institution	Website
Brookings	South Dakota State University	www.sdstate.edu
Codington	Mount Marty College	www.mtmc.edu
	Lake Area Technical College	www.lakeareatech.edu
Lake	Dakota State University	www.dsu.edu
Roberts	Sisseton Wahpeton College	www.swc.tc

**Health Care**

The health care industry has experienced changes in service delivery and management orientation over the past decade. Local clinics and hospitals are being integrated into larger statewide health systems. This trend toward larger healthcare affiliations is based upon several factors, including:

- Increased demand for specialized diagnostic and treatment services;
- Growth in local operational costs; and
- Advances in communication technology

Table 12 provides information regarding available health care resources within the First District.

**Table 12 - Health Care Resources**

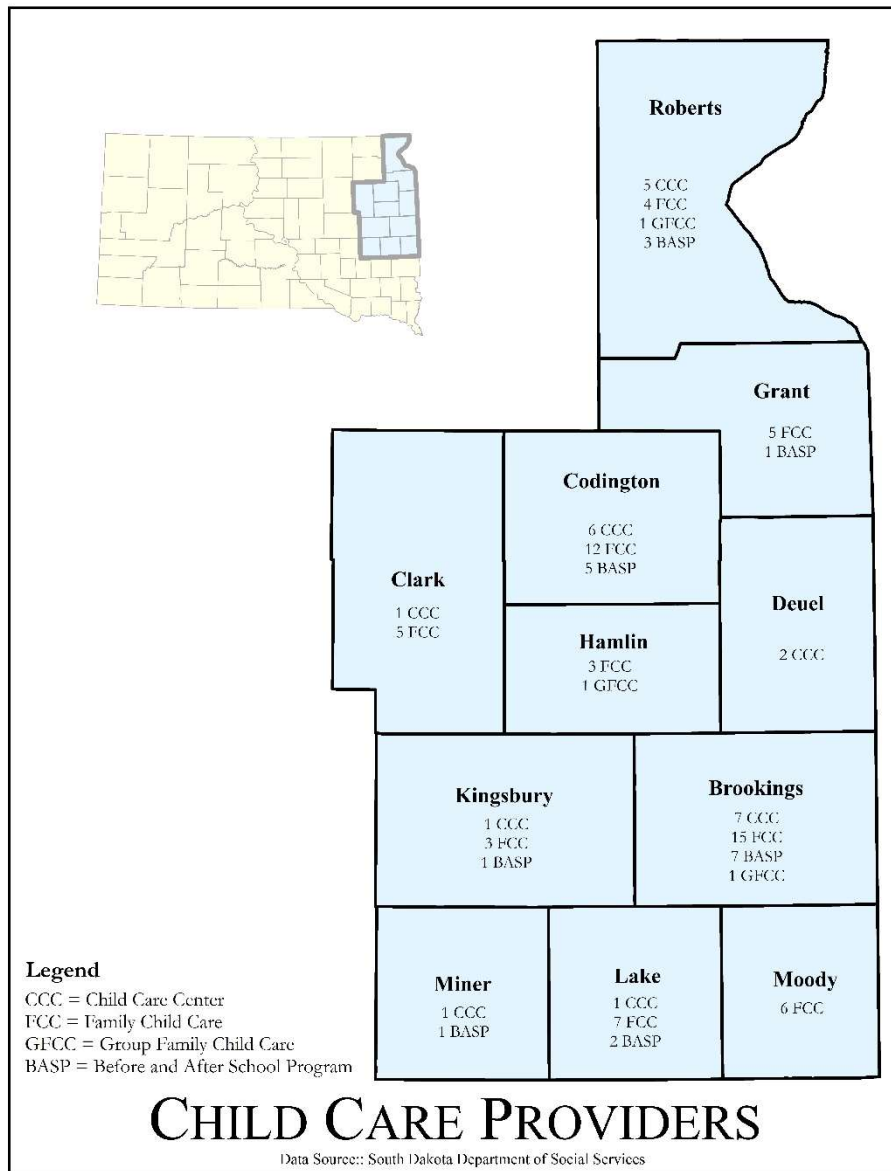
County	Assisted Living Centers	Nursing Homes	Hospitals	Hospital Beds
Brookings	4	2	1	49
Clark	2	1	0	0
Codington	6	2	1	81
Deuel	1	1	1	10
Grant	2	2	1	25
Hamlin	3	2	0	0
Kingsbury	3	2	1	6
Lake	3	2	1	22
Miner	2	1	0	0
Moody	1	1	1	18
Roberts	3	2	1	25
First District	30	18	8	237

Source: <http://doh.sd.gov>

**Child Care**

Childcare is also an important development issue in many communities within the First District region. This is because of the high percentage of women in the workforce. This situation, plus a significant number of persons with more than one job, makes daycare an important workforce development issue. Figure 16 provides information on State regulated daycare facilities within the First District. It should be noted that the information does not reference in-home daycares with less than twelve children, as they are not regulated by the State of South Dakota.

**Figure 16 - Licensed Day Care Providers**

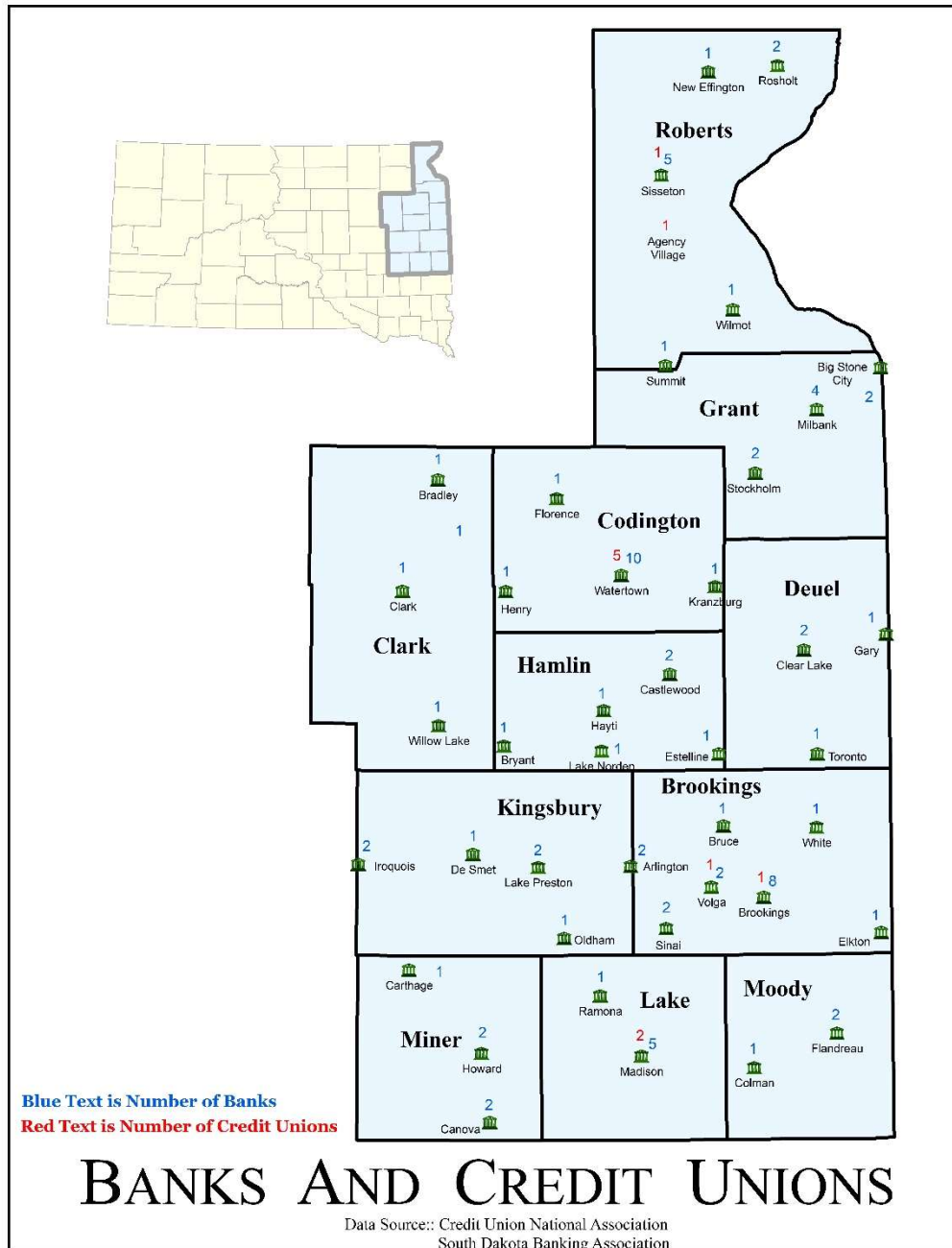


## Financial Assets

### Banks and Credit Unions

Access to financial capital for business and economic development is critical as noted in the recent responses to First District’s regional survey. The First District region has strong financial assets, starting with private sector lenders. A total of ninety banks and credit unions exist within the eleven counties.

Figure 17 - Banks and Credit Unions



## Revolving Loan Funds

A key issue for the region is access to financial capital for business development and expansion. To help address this issue, First District created the First District Development Company (FDDC) in 1983. FDDC is a non-profit corporation promoting economic development and job creation in Eastern South Dakota. FDDC is a Certified Development Company and licensed by the Small Business Administration (SBA) to offer the SBA 504 Loan Program. FDDC also manages several other revolving loan funds (RLF) including the First District's two EDA RLFs.

The role of Revolving Loan Funds (RLFs) is to fill funding "gaps" that may be the result of the borrower's inability to obtain conventional financing. RLFs may also be used to motivate a business to take risk in expanding its operation.

Nonprofit lending sources are also critical links in the region's financial "chain." The majority of local revolving loan funds (RLFs) are managed by volunteer boards. They may have received their initial capitalization from a Federal source (CDBG, EDA, Rural Development, etc.).

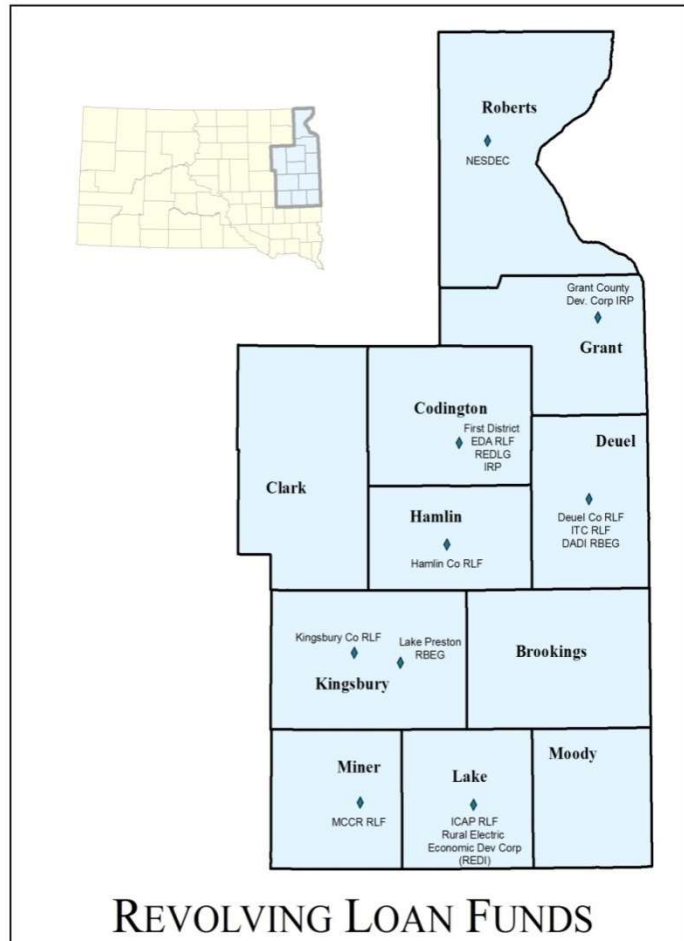
Local RLFs have several things in common. They typically:

- Have "small" amounts to lend (usually less than \$100,000)
- Take the highest risk in loan packages (last collateral position)
- Do not actively seek recapitalization (over dependence upon initial funding)
- Lack the staffing capacity to ensure continual loan servicing

The RLFs add a perceptual element that may be more valuable than the actual financial benefits. RLFs demonstrate that the community has "skin in the game".

Many of the banks or credit unions have participated with many local RLFs as well as the First District Development Company's (FDDC) RLFs and SBA 504 loan program. The FDDC is a recognized resource at local and state program levels. Due to the large number of financial institutions in the region, FDDC's staff is continually trying to educate lending institutions about the programs that FDDC offers in an effort to foster and develop those partnerships and encourage entrepreneurship in the region.

**Figure 18 - Local and Countywide Revolving Loan Funds**



**Small Business Development Center**

The relative need for business counseling, loan packaging and infrastructure support is important to new and expanding business. The majority of service and retail businesses need business counseling more than any other activity. Further, alternative financing is important for any business when they reach the point of expansion.

A common denominator for all lending programs is the advice provided to individual businesses by the Small Business Development Center (SBDC). SBDC personnel help clients analyze financial projections and lending options. A strategic advantage to area businesses is the one-stop-shop service relationship that exists within SBDC, FDDC and First District.

**Local Development Corporations and Community Foundations**

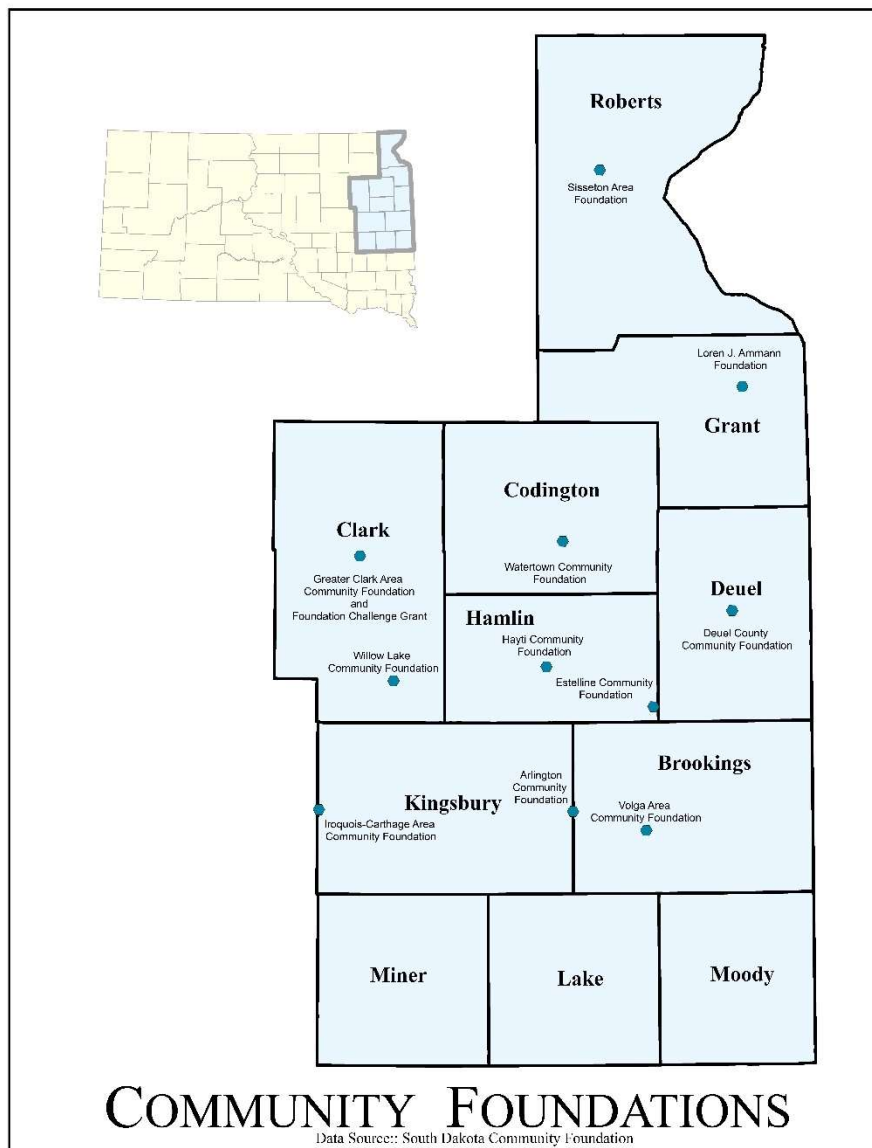
Other financial assets in the region include local development corporations and community foundations. Development corporations (Table 13) and community foundations (Figure 19) have the flexibility to support a variety of development activities. Development corporations consist of local government and business leaders working together to promote growth with the community or area. Although a foundation may not be the primary vehicle that drives change, it is one more sign that a community is serious about investing in itself. The number of community foundations has been steadily increasing. One reason for the growth is the participation in the South Dakota Community Foundation (SDCF). SDCF provides investment and administrative support to local foundations.

**Table 13 - Local/Regional Development Corporations**

<b>Community</b>	<b>Organization</b>	<b>Community</b>	<b>Organization</b>
<b>Agency Village</b>	Sisseton Wahpeton Sioux Tribe Planning and Development	<b>Arlington</b>	Arlington Community Development Corporation
<b>Aurora</b>	Aurora Development Corporation	<b>Big Stone City</b>	Big Stone City Development Corporation
<b>Brookings</b>	Brookings Chamber of Commerce	<b>Brookings</b>	Brookings Economic Development Corporation
<b>Canova</b>	Canova Community Club	<b>Castlewood</b>	Castlewood Economic Development
<b>Clark</b>	Choose Clark County	<b>Clear Lake</b>	Clear Lake Economic Development, Incorporated
<b>Clear Lake</b>	Deuel Area Development	<b>Colman</b>	Colman Economic Development Corporation
<b>DeSmet</b>	DeSmet Development Corporation	<b>Estelline</b>	Estelline Area Economic Development Corporation
<b>Flandreau</b>	Flandreau Development Corporation	<b>Flandreau</b>	Flandreau Santee Sioux Tribe Economic Development Department
<b>Gary</b>	Gary - Gate City Development Association, Incorporated	<b>Henry</b>	Henry Development Corporation
<b>Howard</b>	Howard Industries, Incorporated	<b>Lake Norden</b>	Lake Norden Development Corporation
<b>Lake Preston</b>	Lake Preston Development Corporation	<b>Madison</b>	Madison Chamber of Commerce
<b>Madison</b>	Lake Area Improvement Corporation	<b>Milbank</b>	Milbank Chamber of Commerce
<b>Milbank</b>	Grant County Development Corporation	<b>Oldham</b>	Oldham Industrial Development Corporation

Town	Organization	Town	Organization
Rosholt	Rosholt Improvement Association	Sisseton	Sisseton Economic Development Corporation
South Shore	South Shore Community Development Corporation	Summit	Summit Area Economic Growth, Incorporated
Volga	Volga Non-Profit Development Corporation	Watertown	Watertown Development Company
Wentworth	Wentworth Non-Profit Development Corporation	White	White Area Industrial Development Corporation
Willow Lake	Willow Lake Area Advancement	Wilmot	Wilmot Community Development Corporation
Regional	Dakota Resources.	Regional	Grow South Dakota
Regional	Rural Electric Economic Development, Inc.		

**Figure 19 - Community Foundations**



## APPENDIX D – ENVIRONMENTAL BASELINE

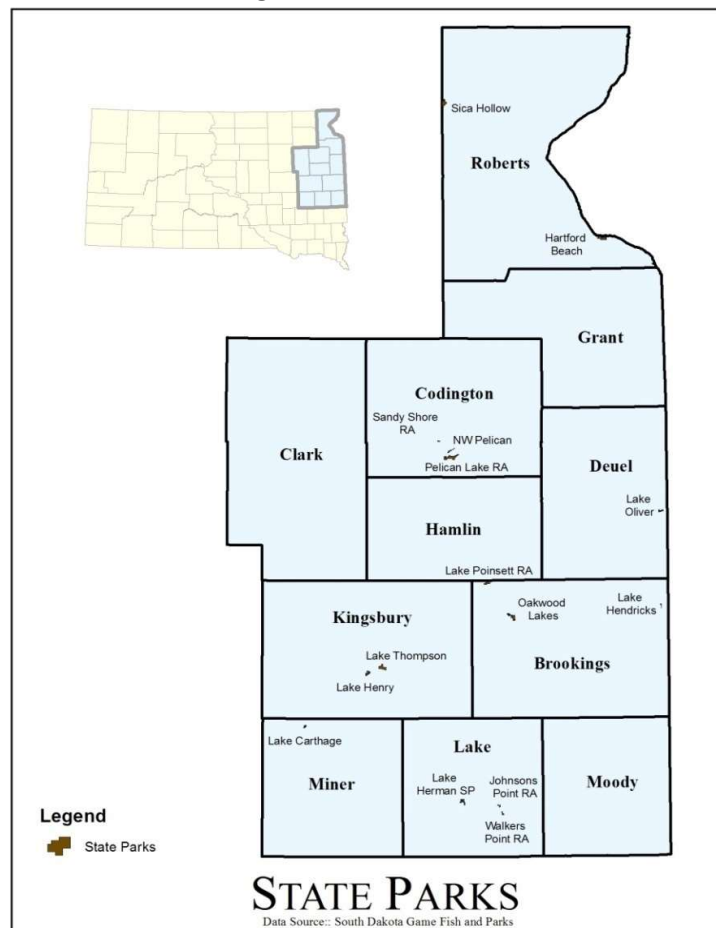
### Environmental Baseline

An environmental baseline provides an analytical snapshot of the area before the EDA-funded project. The baseline will help First District decide how future projects will affect the region's environment and whether it should move forward. In developing the baseline for the area, the First District researched relevant published literature for the region and communicated with the environmental regulators at the local, State, and federal levels (for example: the Environmental Protection Agency (EPA), U.S. Fish & Wildlife Service (UFWS), State environmental agencies, etc.), as well as the State or Tribal Historic Preservation Officers. The following address potential areas of environmental concern.

### Designated State or National Parks, or National Wildlife Refuges

Figure 20 provides a visual representation of State or National Parks, and/or National Wildlife Refuges within the First District.

Figure 20: State Parks



## Wilderness Act

There are no designated or proposed wilderness areas under the Wilderness Act (16 U.S.C. § 1131 *et seq*) within the First District

## Wild or Scenic Rivers

While there are no designated or listed wild & scenic rivers within the First District, the Big Sioux River, South Fork of Yellow Bank River, North Fork of Whetstone River, and the Little Minnesota River are listed as “Inventory Status” under the USDA Rural Development – RUS Bulletin 1794A-602.

## Endangered or Threatened Species

The list of endangered species found in the region is presented in Table 14.

**Table 14: Endangered Species**

County	Group	Species	Status
Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, Roberts	Bird	Red knot	Endangered
Clark, Codington, Hamlin, Kingsbury, Miner	Bird	Whooping Crane	Endangered
Kingsbury	Bird	Piping Plover ( <i>Charadrius Melodus</i> )	Threatened
Kingsbury	Bird	Piping Plover ( <i>Calidris canutus rufa</i> )	Threatened
Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Miner, Moody	Fishes	Topeka shiner	Threatened
Brookings, Lake, Miner, Moody, Roberts	Flowering Plants	Western prairie fringed Orchid	Threatened
Brookings, Clark, Codington, Deuel, Grant, Hamlin, Moody, Roberts	Insects	Dakota Skipper	Threatened
Brookings, Clark, Codington, Deuel, Grant, Hamlin, Moody, Roberts	Insects	Powershiek Skipperling	Threatened
Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, Roberts	Mammal	Northern Long-Eared Bat	Threatened

Source: <https://ecos.fws.gov>

## Prime/Unique Agricultural Lands

Locations of Prime/Unique Agricultural Lands are beyond the scope of CEDS. Attachment 8 of USDA Rural Development RUS Bulletin 1794A-602 provides Land Evaluation Site Assessment (LESA) scoring factors to determine which sites deserve the most protection from conversion to non-agricultural uses. The First District will continue to work with USDA in determining which sites are in most need of protection.

## **Superfund, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)**

There are no identified sites under the Superfund, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) (42 U.S.C. S.C. § 9601 *et seq*), Resource Conservation and Recovery Act (RCRA) (42 U.S.C. 6901), leaking underground storage tanks, or brownfield (abandoned, contaminated) sites within the First District. If site inspections reveal hazardous substances or indications a property may be contaminated, environmental reviews and remediation/mitigation activities will be necessary prior to proceeding with any project.

## **Hazardous Chemical Manufacturers/Storage of Hazardous Chemicals**

Each County within the First District has adopted a hazardous materials plan which identifies all SARA Tier II reporting facilities. The plans also detail the type of chemicals stored and spill response plans for each site. First District has copies of all hazardous material plans on file.

## **Manufacturers or Users of Pesticides**

There are no major manufacturers of pesticides within the First District. However, pesticides are stored and used by local cooperatives, grain elevators, custom applicators, and farmers on agricultural lands throughout the First District.

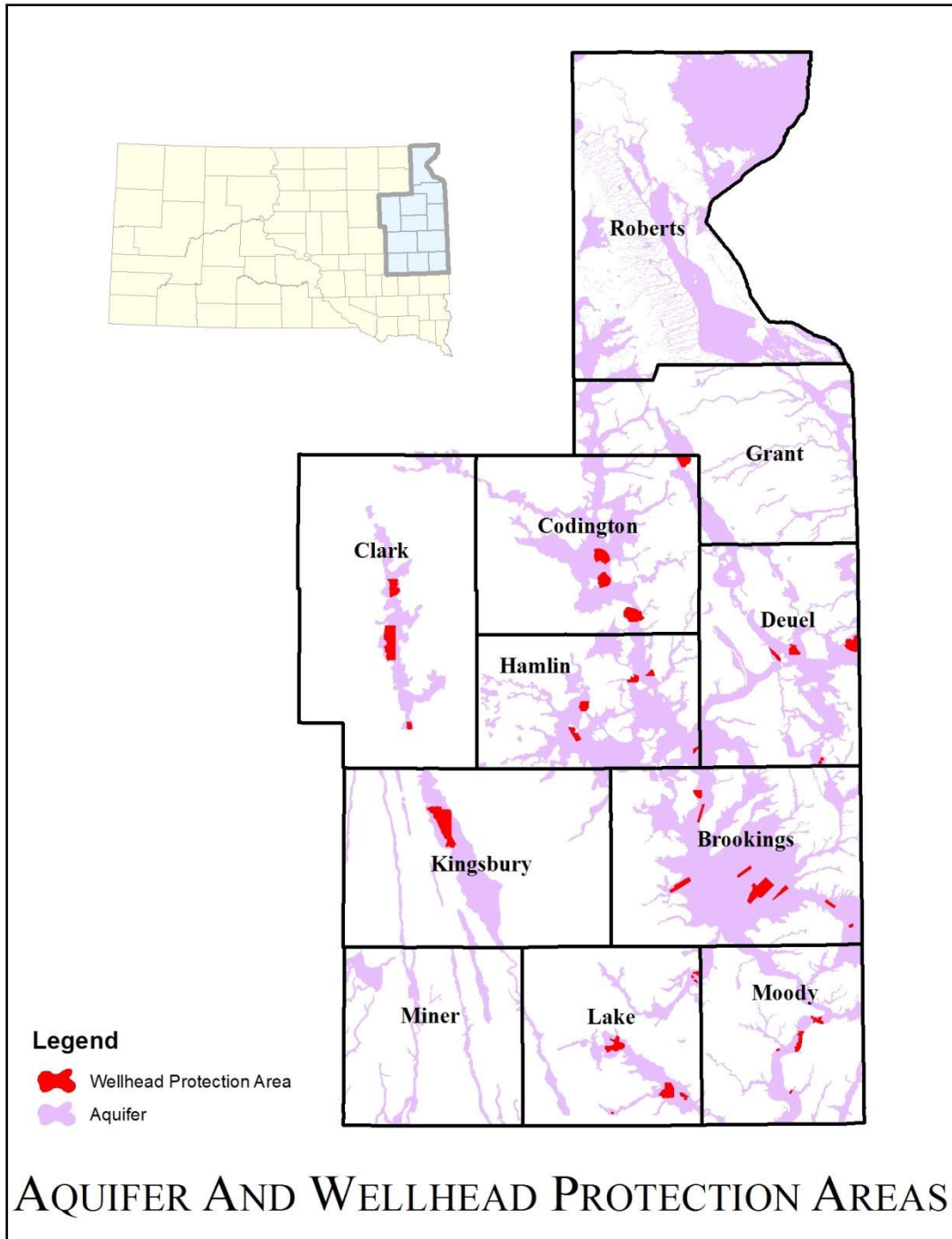
## **Nonattainment Areas**

There are no Nonattainment Areas for criteria pollutants under the Clean Air Act (42 U.S.C. § 7401 *et seq*) within the First District

## **Aquifers**

Figure 21 provides a visual representation of the location of shallow aquifers and well head protection areas within the First District. All counties within the First District have adopted aquifer and wellhead protection ordinances.

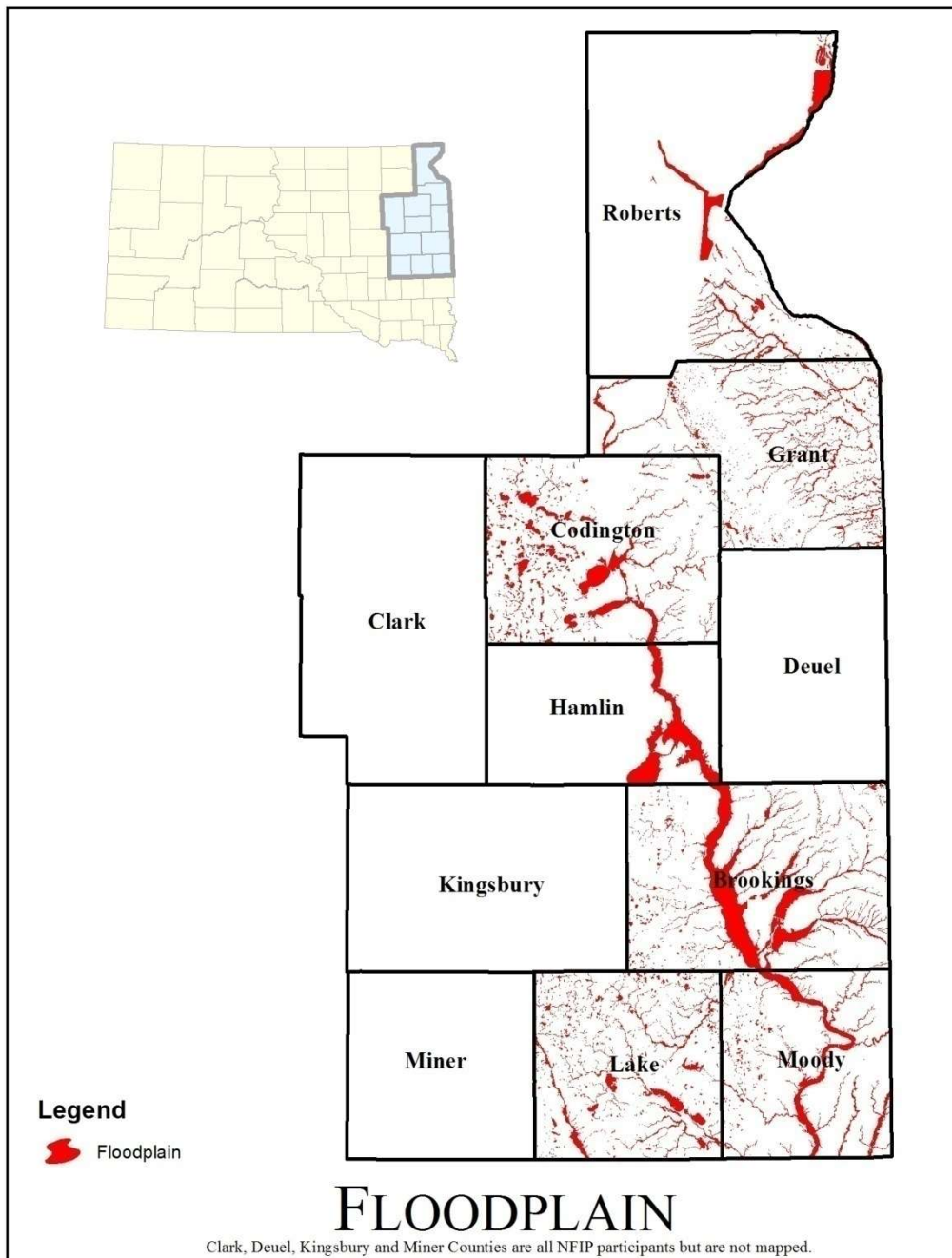
Figure 21: Shallow Aquifer and Wellhead Protection Areas



## Flood Plain

Figure 22 provides a visual representation of the location of FEMA identified flood plains within the First District. All counties within the First District that participate in the National Flood Insurance Program have adopted Flood Plain Ordinances.

**Figure 22: Flood Plain**



## Historic Sites

There are a number of historic sites located throughout the First District region. Table 15 summarizes the historic sites listed on the National Register of Historic Places as of 2021.

**Table 15: Historic Sites**

<u>County</u>	<u>Name</u>	<u>Historic Significance</u>	<u>Year Added</u>
Brookings	William H. and Elizabeth Beals House, Brookings	Architecture/Engineering	2008
	Brookings Sexauer House	Architecture/Engineering	1994
	Brookings City Hall, Brookings	Event, Architecture/Engineering	1982
	Brookings Commercial Historic District, Brookings	Event, Architecture/Engineering	1988
	Brookings County Courthouse, Brookings	Event, Architecture/Engineering	1976
	Brookings University Residential Historic District, Brookings	Event, Architecture/Engineering	1999
	W. A. Caldwell House, Brookings	Person, Architecture/Engineering	1986
	Carnegie Public Library, Brookings	Event, Architecture/Engineering	1980
	Chicago & Northwestern Railroad Depot, Brookings	Event, Architecture/Engineering	1976
	Ivan Cobel House, Brookings	Architecture/Engineering	2003
	Coolidge Sylvan Theatre, Brookings	Event	1987
	Coughlin Campanile, Brookings	Architecture/Engineering	1987
	Experimental Rammed Earth Machine Shed, Brookings	Architecture/Engineering	1993
	Rammed Earth Wall, Brookings	Architecture/Engineering	1991
	Farmers Store, Bushnell	Event	1988
	Fishback House, Brookings	Person, Architecture/Engineering	1976
	Graham House, Brookings	Architecture/Engineering	1994
	E. E. Haugen House, Brookings	Architecture/Engineering	2010
	Henry-Martinson House, Brookings	Event, Architecture/Engineering	1977
	Intermill House, Bruce	Architecture/Engineering	1997
	G. A. Mathews House, Brookings	Person, Architecture/Engineering	1986
	Herman F. Micheel Gothic Arched-Roof Barn, White	Architecture/Engineering	1991
	Nick's Hamburger Shop, Brookings	Event, Architecture/Engineering	1986
	Pioneer Park Bandshell, Brookings	Event, Architecture/Engineering	2007
	SDSU Extension Building, Brookings	Event, Architecture/Engineering	1989
	Sexauer Seed Company Historic District, Brookings	Event	2001
	George P. Sexauer House, Brookings	Person, Architecture/Engineering	1990
	Singaas Lutheran Church, Lake Hendricks Township	Architecture/Engineering	2003
	SD Dept. of Transportation Bridge No. 06-129-020, Bruce	Event, Architecture/Engineering	1999
	SD Dept. of Transportation Bridge No. 06-131-040, Bruce	Architecture/Engineering	2008
	SD Dept. of Transportation Bridge No. 06-142-190, Brookings	Architecture/Engineering	1999
	St. Mary's School, Elkton	Event, Architecture/Engineering	1996
	Sterling Methodist Church, Bruce	Event, Architecture/Engineering	1989
	Stock Judging Pavilion, Brookings	Event, Architecture/Engineering	1978
Trygstad Law & Commerce Building, Brookings	Event	1984	
Volga Auditorium, Volga	Event, Architecture/Engineering	2000	
Vostad Farm, Brookings	Architecture/Engineering	2005	
Solomon Walters House, Bruce	Architecture/Engineering	1978	

<u>County</u>	<u>Name</u>	<u>Historic Significance</u>	<u>Year Added</u>
<b>Brookings</b>	Wenona Hall and Wecota Hall, Brookings	Architecture/Engineering	1980
	Woodbine Cottage, Brookings	Architecture/Engineering	1990
	Woodbine Cottage Experimental Rammed Earth Wall, Brookings	Architecture/Engineering	1991
<b>Clark</b>	First Lutheran Church, Bradley	Architecture/Engineering	2000
	Center Lutheran Church, Clark	Architecture/Engineering	2005
	Clark County Courthouse	Event, Architecture/Engineering	2002
	Governor S. H. Elrod House, Clark	Person, Architecture/Engineering	1979
	Garden City Opera House, Garden City	Event	1988
	Good Hope Lutheran Church, Vienna	Architecture/Engineering	2002
	Security State Bank, Willow Lake	Event, Architecture/Engineering	2002
	Southeast Merton School No. 19, Willow Lake	Event	1990
	Telemarken Lutheran Church, Wallace	Event, Architecture/Engineering	1989
<b>Codington</b>	E. C. Adams House, Watertown	Architecture/Engineering	1989
	Appleby Atlas Elevator, Watertown	Event	1990
	Barr Farmstead, Florence	Architecture/Engineering	2005
	Beskow Barn, South Shore	Architecture/Engineering	2003
	Carnegie Free Public Library, Watertown	Event, Architecture/Engineering	1976
	Benjamin H. Cartford House, Watertown	Architecture/Engineering	1989
	Citizens State Bank of Henry, Henry	Event, Architecture/Engineering	1997
	Codington County Courthouse, Watertown	Architecture/Engineering	1978
	Amy A. Davis House, Watertown	Architecture/Engineering	1989
	Curt E. DeGraff House, Watertown	Architecture/Engineering	1989
	Corson Emminger Round Barn, Watertown	Architecture/Engineering	1978
	Evangelical United Brethren Church, Watertown	Architecture/Engineering	1989
	James W. Ferris House, Watertown	Architecture/Engineering	1989
	Florence Methodist Church, Florence	Architecture/Engineering	1991
	C. E. and Bertha Fowler House, Watertown	Architecture/Engineering	2001
	Dr. H. M. Freeburg House, Watertown	Architecture/Engineering	1989
	A. C. Gilruth House, Watertown	Architecture/Engineering	1989
	Goodhue Lutheran Church, Florence	Event, Architecture/Engineering	1996
	Halse Halfway House, Florence	Event	1987
	Nels M. Hanson Farmstead, Henry	Event, Architecture/Engineering	1989
	John B. Hanten House, Watertown	Architecture/Engineering	1990
	Dr. Harry Henningson House, Watertown	Architecture/Engineering	1989
	Holy Rosary Church, Kranzburg	Event, Architecture/Engineering	1986
	Einar A. Johnson House, Watertown	Architecture/Engineering	1989
	Mable and David Jones House, Watertown	Architecture/Engineering	2001
	Kemp Avenue Bridge, Watertown	Event, Architecture/Engineering	1993
	Kranzburg School District No. 5, Kranzburg	Event	1991
	Larson Bridge, Watertown	Architecture/Engineering	1999
	Mathiesen House, Watertown	Architecture/Engineering	1982
	Peter Mauseth House, Watertown	Architecture/Engineering	1989
	Mellette House, Watertown	Architecture/Engineering	1976
	Minneapolis & St. Louis Railroad Depot, Watertown	Event, Architecture/Engineering	1985
	Mount Hope Cemetery Mausoleum, Watertown	Architecture/Engineering	1986
Olive Place, Watertown	Person, Architecture/Engineering	1978	
Puhlman Farm, Hazel	Architecture/Engineering	2003	

<b>County</b>	<b>Name</b>	<b>Historic Significance</b>	<b>Year Added</b>
<b>Codington</b>	Reeve's Resort, Florence	Event	1989
	Nicholas T. Ries Farmstead, Kranzburg	Event, Architecture/Engineering	1988
	Schafer Farmstead, Florence	Architecture/Engineering	2004
	Gen. Mark W. Sheafe House, Watertown	Person	1987
	SD Dept. of Transportation Bridge No. 15-210-136, Watertown	Architecture/Engineering	1993
	Dr. Tarbell House, Watertown	Architecture/Engineering	2001
	Watertown Commercial Historic District, Watertown	Architecture/Engineering	1989
	Watertown Light and Power Company Plant, Watertown	Event	2001
	Watertown Post Office, Watertown	Architecture/Engineering	1976
	Watertown Stadium, Watertown	Architecture/Engineering	2000
	Walter Wilson House, Watertown	Architecture/Engineering	1989
	Zech Farmstead, Watertown	Architecture/Engineering	2005
<b>Deuel</b>	Deuel County Courthouse and Jail, Clear Lake	Architecture/Engineering	1976
	East Highland Lutheran Church, Brandt	Architecture/Engineering	2000
	First National Bank, Gary	Architecture/Engineering	1977
	Herrick Barn, Gary	Architecture/Engineering	2005
	Hoffman Barn, Revillo	Architecture/Engineering	2005
	Kliegle Garage, Goodwin	Event, Architecture/Engineering	1999
	Odd Fellows Building, Gary	Architecture/Engineering	1976
	Old Cochrane Road Bridge, Brandt	Architecture/Engineering	1993
	SD Dept. of Transportation Bridge No. 20-153-210, Brandt	Architecture/Engineering	1993
	South Dakota School for the Blind, Gary	Event	1988
<b>Grant</b>	Big Stone City Hall, Big Stone City	Event, Architecture/Engineering	2004
	Brown Earth Presbyterian Church, Stockholm	Event, Architecture/Engineering	1984
	First Congregational Church of Milbank, Milbank	Event, Architecture/Engineering	1978
	First National Bank of Milbank, Milbank	Architecture/Engineering	1978
	First State Bank Building, Revillo	Event, Architecture/Engineering	1987
	Herman Friewald Barn, Big Stone City	Architecture/Engineering	2008
	James A. Gold and Ida Bell House, Big Stone City	Architecture/Engineering	2008
	Grant County Courthouse, Milbank	Event, Architecture/Engineering	1993
	Hollands Grist Mill, Milbank	Event, Architecture/Engineering	1981
	Emil and Hannah Johnson House, Milbank	Architecture/Engineering	2008
	George and Mary Koch Farm, Twin Brooks	Architecture/Engineering	2008
	Lebanon Lutheran Church, Summit	Event	1977
	Milbank Carnegie Library, Milbank	Architecture/Engineering	1978
	Ole Nelson Barn, Summit	Architecture/Engineering	2008
Swedish Lutheran Church of Strandburg, Strandburg	Architecture/Engineering	1978	
<b>Hamlin</b>	Estelline Bandstand and Gazebo Park, Estelline	Event, Architecture/Engineering	1999
	First National Bank of Norden, Lake Norden	Event, Architecture/Engineering	2005
	First State Bank of Hazel, Hazel	Event, Architecture/Engineering	1997
	Hamlin County Courthouse, Hayti	Event, Architecture/Engineering	2000
	Hendrick and Waldur Hendrickson Farm, Lake Norden	Event, Architecture/Engineering	1985
	Hoffelt Drug Store, Estelline	Architecture/Engineering	2008
	Kant Hotel, Bryant	Event	1985
	Charles and Mary Lohr House, Estelline	Person, Architecture/Engineering	1982
	Old St. Mary's Catholic Parish House, Bryant	Architecture/Engineering	1988
SD Dept. of Transportation Bridge No. 29-221-060, Castlewood	Architecture/Engineering	1993	

<u>County</u>	<u>Name</u>	<u>Historic Significance</u>	<u>Year Added</u>
<b>Hamlin</b>	SD Dept. of Transportation Bridge No. 29-279-010, Castlewood	Architecture/Engineering	1993
	Jacob and Amelia Tuohino Farm, Lake Norden	Event, Architecture/Engineering	1985
<b>Kingsbury</b>	Badger School District No. 18, Badger	Event	2006
	Bank of the Iroquois Building, Iroquois	Architecture/Engineering	2002
	Berger Farmstead, Badger	Event, Architecture/Engineering	2005
	Central Dakota Flouring Mill Grain Elevator, Arlington	Event, Architecture/Engineering	2002
	Chicago Northwestern Depot, DeSmet	Architecture/Engineering	1976
	Esmond Bridge, DeSmet	Architecture/Engineering	1999
	Esmond Methodist Episcopal Church & Township Hall, Esmond	Event, Architecture/Engineering	2006
	Hetland School, Hetland	Event, Architecture/Engineering	2002
	Ingalls House, DeSmet	Event	1975
	Kingsbury County Courthouse, DeSmet	Event, Architecture/Engineering	1977
	Lake Preston High School, Lake Preston	Event, Architecture/Engineering	2003
	Lake Preston Tourist Park Historic District, Lake Preston	Event	2002
	Oldham Methodist Church	Architecture/Engineering	1987
	Omdalen Barn, Lake Preston	Architecture/Engineering	2006
	Peterson-Loriks House, Oldham	Person, Architecture/Engineering	1980
	Railroad Camp Shanty	Event	1973
	Adam and Minnie Royhl House, Arlington	Architecture/Engineering	2001
	Thomas H. Ruth House, DeSmet	Person	1999
	SD Dept. of Transportation Bridge No. 39-006-070, Iroquois	Architecture/Engineering	1993
	SD Dept. of Transportation Bridge No. 39-176-100	Architecture/Engineering	1999
<b>Lake</b>	Stark and Blanch Garage, Arlington	Event	2007
	Olaf Stordahl Barn, Arlington	Architecture/Engineering	2002
	Chapel Emmanuel Railroad Car	Event	1976
	Chicago, Milwaukee, St. Paul & Pacific Railroad Depot, Madison	Event, Architecture/Engineering	1989
	Matthew W. Daly House, Madison	Architecture/Engineering	1988
	J. Whitney Goff Round Barn, Winfred	Architecture/Engineering	2004
	Abraham Hegdahl Farm, Madison	Event, Architecture/Engineering	2004
	A. W. Holdridge House, Madison	Person, Architecture/Engineering	1999
	Lake Badus Rural Agricultural Historic District, Nunda	Event, Architecture/Engineering	2003
	Lake County Courthouse, Madison	Event, Architecture/Engineering	1993
	Lake Madison Lutheran Church	Architecture/Engineering	2000
	Herman Luce Cabin, Madison	Event, Architecture/Engineering	1978
	William A. Mackay House, Madison	Architecture/Engineering	1876
	Madison Historic District, Madison	Event, Architecture/Engineering	1976
	Madison Masonic Temple, Madison	Architecture/Engineering	1990
	<b>Miner</b>	St. Ann's Catholic Church of Badus, Ramona	Event, Architecture/Engineering
St. Williams Catholic Church, Ramona		Architecture/Engineering	1999
Washington School, Madison		Event, Architecture/Engineering	2010
<b>Moody</b>	Coughlin House, Carthage	Architecture/Engineering	2006
	SD Dept. of Transportation Bridge No. 49-095-190, Howard	Architecture/Engineering	1993
	Wheeler Hotel, Howard	Event	1985
<b>Moody</b>	Crystal Theatre, Flandreau	Event, Architecture/Engineering	2000
	Egan Park, Egan	Event, Architecture/Engineering	2003
	George Few House, Flandreau	Person, Architecture/Engineering	1983
	First Scandinavian Baptist Church, Trent	Architecture/Engineering	2000

<b>County</b>	<b>Name</b>	<b>Historic Significance</b>	<b>Year Added</b>
<b>Moody</b>	Flandreau Masonic Temple	Event	1989
	Japanese Gardens Dance Pavilion, Flandreau	Event	1994
	Little Village Farm Sale Barn, Dell Rapids	Architecture/Engineering	1995
	Moody County Courthouse, Flandreau	Event, Architecture/Engineering	1993
	Pettigrew Barns, Flandreau	Event, Architecture/Engineering	2004
	Sioux River Bridge, Trent	Event	2008
	SD Dept. of Transportation Bridge No. 51-051-000	Event, Architecture/Engineering	2000
	SD Dept. of Transportation Bridge No. 51-102-010	Architecture/Engineering	2000
	SD Dept. of Transportation Bridge No. 51-140-078	Event, Architecture/Engineering	2008
	SD Dept. of Transportation Bridge No. 51-124-136	Architecture/Engineering	2001
	St. Mary's Episcopal Church, Flandreau	Architecture/Engineering	2001
	St. Vincent's Hotel, Flandreau	Architecture/Engineering	1983
Ward Hall, Ward	Event, Architecture/Engineering	2009	
<b>Roberts</b>	Hart School, Sisseton	Event, Architecture/Engineering	2000
	Knapp Ranch, Ortley	Architecture/Engineering	2005
	New Effington Hospital, New Effington	Event	1989
	Robar Trading Post, Wilmot	Event, Information Potential	1988
	Roberts County Courthouse, Sisseton	Event, Architecture/Engineering	1976
	Sisseton Carnegie Library, Sisseton	Event, Architecture/Engineering	1996
	Site 39R071, Sisseton	Information Potential	2005
	SD Dept. of Transportation Bridge No. 55-030-418, Ortley	Architecture/Engineering	1999
	Andrew and Mary Stavig House, Sisseton	Person, Architecture/Engineering	1997
	Walla Lutheran Church, New Effington	Architecture/Engineering	2002

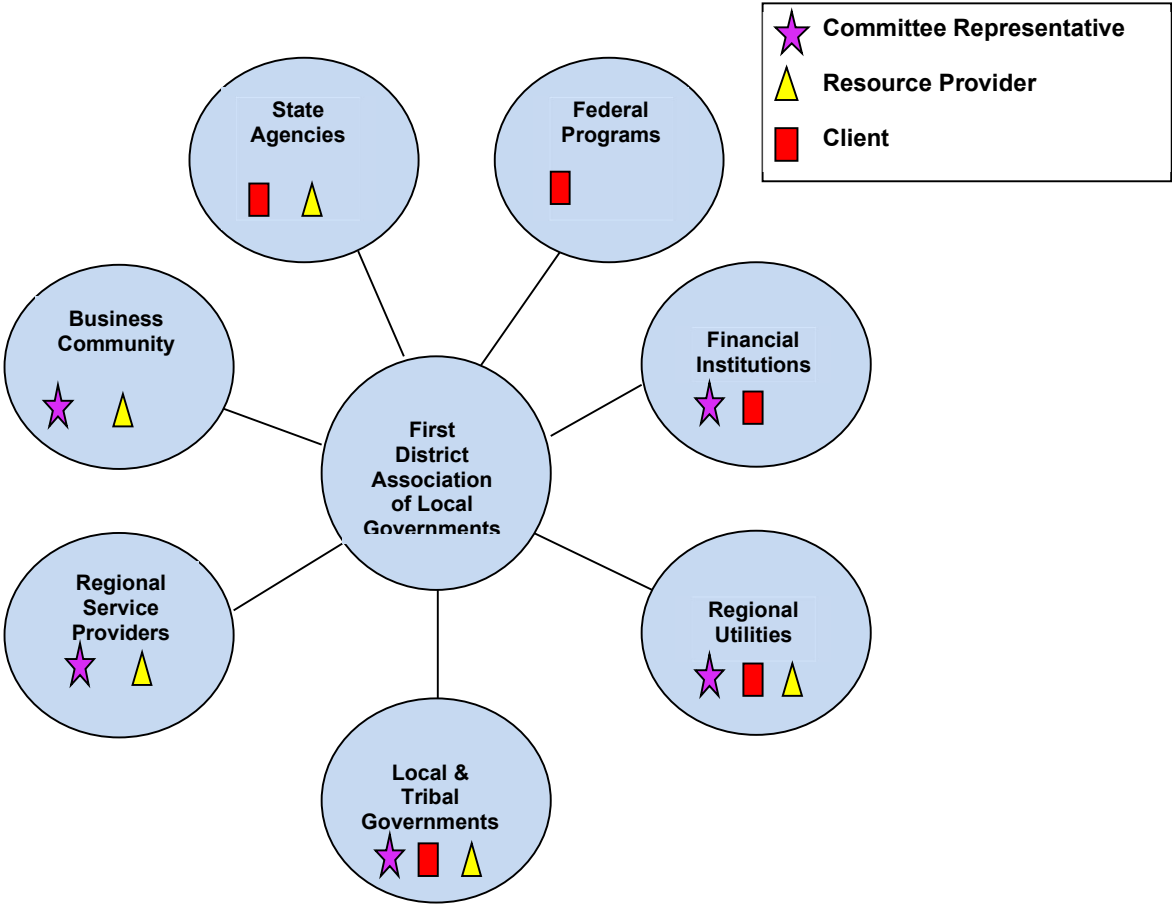
Source: [www.nationalregisterofhistoricplaces.com](http://www.nationalregisterofhistoricplaces.com)

# APPENDIX E – STRATEGIC PARTNERS

## Roles

Partnerships play an increasingly important role in community and economic development as organizations and communities work to leverage the assets of each other and reduce inefficiencies that occur due to duplication of efforts or lack of coordinated communication. First District has assembled a broad network of strategic partners that it continues to expand as the individual needs of First District’s members change and as external factors change that merit new partnership opportunities. Depending on the project or need, First District often serves as a lead organization for coordinating appropriate partners as they relate to an initiative or objective. In other circumstances, where another organization has more experience, capacity, or expertise in a particular area, First District works to refer its members and other related parties to these organizations and facilitates a more formal partnership relationship with these organizations as needed. The following diagram shows that the relationships are diverse and multi-faceted. No one sector, entity, or group has a one-dimensional role. First District acts as the “hub” of a regional cooperative “wheel”.

Figure 23 - First District Relationships



## Specific Relationships

The following list details the primary partners that First District works with on a regular basis to assist its members and to facilitate greater community and economic development in the region. Where the partnership relates to First District’s affiliated organization, the First District Development Company, this is noted specifically by listing “(FDDC)” at that end of the partnership relationship description.

**Table 16 - Partnership Relationships**

Category	Entity	Partnership Relationships
State Government	Governor's Office of Economic Development	<ul style="list-style-type: none"> <li>Assist communities by providing technical assistance on surveys and other CDBG qualification criteria</li> <li>Assist with completing funding applications, environmental assessments, and administration of CDBG funded projects</li> <li>Refer prospective borrowers to GOED business financing programs as appropriate (FDDC)</li> <li>Provide office and support staff for SBDC</li> </ul>
	Department of Environment & Natural Resources (DANR)	<ul style="list-style-type: none"> <li>Assist members with submitting funding applications for water, wastewater, and storm sewer projects to the State Water Plan (SWP), Clean Water SRF loan program (CWSRF), Drinking Water SRF loan program (DWSRF), and the Consolidated Water Facilities Construction Program (CWFCP)</li> <li>Administer CWSRF, DWSRF and CWFCP funds for members</li> <li>Assist members with applying for and administering Small Community Planning Grants</li> <li>Complete RateMaker utility rate analyses as requested by member communities</li> </ul>
	Department of Game, Fish & Parks	<ul style="list-style-type: none"> <li>Assist members with reviewing applications to be submitted to the Land and Water Conservation Fund (LWCF) grant program and the Recreational Trails Program</li> </ul>
	Department of Transportation	<ul style="list-style-type: none"> <li>Assist members and interested parties in applying for and administering funds through the Agri-Business Access grant program, Community Access grant program, and Industrial Parks grant program</li> <li>Assist members in developing and submitting Safe Routes to Schools grant applications</li> </ul>
	South Dakota Housing Development Authority	<ul style="list-style-type: none"> <li>Assist SDHDA in distributing information regarding SDHDA housing programs as they relate to affordable housing development</li> <li>Complete housing surveys and assessments as requested by members</li> <li>Complete environmental assessments for projects/sites funded through the Neighborhood Stabilization Program</li> <li>Assist SDHDA in the development and implementation of the Rural Housing Playbook developed through the Rural Housing Collaborative</li> </ul>
	South Dakota Legislators	<ul style="list-style-type: none"> <li>Assist in providing feedback to legislators on issues important to municipalities and counties in northeast South Dakota</li> <li>Provide feedback on legislative issues impacting community and economic development in northeast South Dakota</li> </ul>
Federal Government	Congressional Offices	<ul style="list-style-type: none"> <li>Assist in providing feedback to South Dakota's congressional delegation on issues important to municipalities and counties in northeast South Dakota</li> <li>Provide feedback on legislative issues impacting community and economic development in northeast South Dakota</li> </ul>
	U.S. Economic Development Administration	<ul style="list-style-type: none"> <li>Develop and maintain a Comprehensive Economic Development Strategy for First District's region</li> <li>Assist members and other interested parties in developing, submitting, and administering EDA funded projects</li> </ul>
	U.S. Environmental Protection Agency	<ul style="list-style-type: none"> <li>Assist communities with administering EPA STAG grants</li> </ul>
	U.S. Census Bureau	<ul style="list-style-type: none"> <li>Provide education and promotion of the programs and products of the Census Bureau</li> <li>Assist the general public and member entities with requests for Census Bureau data</li> <li>Review and update the census tracts and census block group boundaries for Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts Counties for the 2010 Census Participant Statistical Area Program (PSAP)</li> </ul>

Category	Entity	Partnership Relationships
Federal Government	U.S. Department of Housing & Urban Development	<ul style="list-style-type: none"> <li>Assist communities in administering HUD-EDI grants</li> </ul>
	U.S. Department of Treasury	<ul style="list-style-type: none"> <li>Refer prospective borrowers to SBA loan guarantee programs as appropriate (FDIC)</li> <li>Provide joint training and presentations to lenders, economic development professionals, and real estate brokers (DBF &amp; SEDF)</li> <li>Assist with other business training initiatives</li> <li>Distribute information through newsletters and postcards regarding SBA products and services, programmatic changes, etc.</li> <li>Refer potential projects for New Market Tax Credits if eligible</li> </ul>
	USDA Rural Development	<ul style="list-style-type: none"> <li>Assist members in the preparation of grant and loan applications through USDA's Water/Wastewater grant and loan programs and the Community Facilities Program</li> <li>Assist in administering USDA RD funding projects when completed in conjunction with other funding sources</li> <li>Assist members and non-members with completing environmental assessments of USDA funded projects</li> <li>Utilize funds through USDA RD's IRP program to capitalize First District Development Company's Revolving Loan Fund and make loans to prospective borrowers</li> <li>Coordinate communication with local groups and distribute relevant information on USDA RD programs as appropriate</li> </ul>
Regional Organizations	Planning & Development Districts	<ul style="list-style-type: none"> <li>Coordinate statewide activities and develop other partnership opportunities such as Leadership Plenty</li> </ul>
	Community Action Programs	<ul style="list-style-type: none"> <li>Refer low-income individuals needing assistance as necessary</li> <li>Partner with the Inter-Lakes Community Action Program and Northeast South Dakota Community Action Program for advice and feedback programs and services</li> </ul>
	Regional Revolving Loan Funds	<ul style="list-style-type: none"> <li>Partner to provide capital for community and economic development projects as necessary</li> <li>Refer loans to other loan funds that are outside First District Development Company's service area</li> </ul>
	Small Business Development Center and SCORE	<ul style="list-style-type: none"> <li>Refer borrowers and businesses needing assistance with business plans, financial projections, and business valuations</li> <li>Partner on joint training opportunities</li> </ul>
	First District Development Company	<ul style="list-style-type: none"> <li>Assist with infrastructure and business financing needs for prospective businesses looking to expand or located in First District counties</li> </ul>
	Regional Rural Water Systems	<ul style="list-style-type: none"> <li>Assist with developing applications and administering funds secured through USDA Rural Development, DANR, and other funding agencies as requested</li> </ul>
	Water Development Districts	<ul style="list-style-type: none"> <li>Coordinate the planning, funding, and implementation of water projects when they occur within a specified Water Development District</li> </ul>
Local Organizations	Banks and Lending Institutions	<ul style="list-style-type: none"> <li>Provide funds to capitalize First District's Revolving Loan Fund</li> <li>Partner to provide gap financing to new and expanding businesses</li> </ul>
	Economic Development Corporations / Chambers of Commerce	<ul style="list-style-type: none"> <li>Assist with development of economic development projects, financing industrial park infrastructure, referrals to other technical resource providers</li> <li>Assist with infrastructure and business financing needs for prospective businesses looking to expand or located in First District counties</li> </ul>
	South Dakota Association of Towns and Townships	<ul style="list-style-type: none"> <li>Provide feedback on issues important to municipalities and townships in northeast South Dakota</li> </ul>
	South Dakota Municipal League	<ul style="list-style-type: none"> <li>Provide feedback on issues important to municipalities in northeast South Dakota</li> </ul>
	South Dakota Association of County Commissioners	<ul style="list-style-type: none"> <li>Provide feedback on issues important to counties in northeast South Dakota</li> </ul>
National Organizations	National Association of Development Organizations (NADO)	<ul style="list-style-type: none"> <li>Participate in NADO conferences and activities to raise awareness of national economic development initiatives and their impact and potential benefit for First District members</li> </ul>
	National Association of Development Companies	<ul style="list-style-type: none"> <li>Participate in NADCO conferences and training opportunities to increase the effectiveness and efficiencies of First District Development Company's SBA 504 program</li> </ul>

## APPENDIX F – COMMON ACRONYMS AND PROGRAMS

The following acronyms and program names may be used in the work plan or are commonly discussed by development entities. The acronyms usually identify a government agency or program.

**Avera Foundation:** Funding assistance for community-focused, health and wellness initiatives working with an Avera Health facility or community partner.

**B&I: Business & Industry Program:** A USDA loan guarantee program.

**BIC: Business Information Center:** A regional resource facility for business assistance.

**Brownfields:** State and federal programs targeted toward environmentally degraded properties.

**BWNR Board of Water and Natural Resources:** An appointed seven-member body, with the responsibility for making decisions on DANR programs and projects.

**CDBG: Community Development Block Grant Program:** Federal funds administered by the Governor's Office of Economic Development, which are used for community and economic development projects.

**CEDS: Comprehensive Economic Development Strategy:** A regional process for seeking input and formulating action on economic development issues associated with the Economic Development Administration (EDA).

**Community Access:** South Dakota DOT program which provides funding for road and street projects.

**Community Facilities:** USDA program for health care, telecommunications, public safety, and public services.

**CIP - Capital Improvements Plan:** Process used by communities to prioritize long-range expenses. Also called Community Investment Plan.

**CWFCP - Consolidated Water Facilities Construction Program:** State funds administered by the Department of Environment and Natural Resources, which are primarily used for water and sewer projects.

**CWSRF - Clean Water State Revolving Fund:** Program administered by DANR that provides low interest loans to governmental entities for clean water and nonpoint source pollution control projects

**Deadwood Fund:** Program which provides rehabilitation grants to historic preservation projects.

**DANR - Department of Environment and Natural Resources:** State department, involved with environmental regulations and infrastructure funding

**DOT - South Dakota Department of Transportation:** DOT projects usually involve community and industrial access roads.

**DOT Enhancement:** A state program that helps fund recreation trails, historic preservation, or other projects connected to transportation.

**DWSRF - Drinking Water State Revolving Fund:** Program administered by DANR to provide low interest loans to governmental and non-profit entities for drinking water projects.

**EDA Economic Development Administration:** EDA is a federal agency that has economic development and planning functions.

**EPA - Environmental Protection Agency:** EPA is a federal regulatory and funding agency, which assists clean water, sewer, and environmental clean-up activities.

**FEMA - Federal Emergency Management Agency**

**FEMA Assistance to Firefighters:** Provides fire department equipment, protective gear, vehicles, or training grants program.

**FEMA Disaster Mitigation Grants:** Disaster mitigation planning, disaster mitigation projects.

**GF&P - Trails Game, Fish & Parks Recreational Trails Program:** Grant program for recreational trails projects.

**GIS - Geographic Information System:** Computer software that allows the integration of data and graphics (maps, etc.) to show relationships and patterns.

**GOED - Governor's Office of Economic Development:** GOED is the lead state agency for economic development, community infrastructure, and energy programs.

**GOED Energy Grants:** A program that promotes and funds energy savings for schools, hospitals, nursing homes, assisted living facilities, and other public facilities.

**GOED Ag Sub Fund:** A program that supports marketing and feasibility studies.

**GOED Tourism Sub Fund:** A program that assists marketing and feasibility studies.

**Governor's House:** Modest, state prisoner-built, single-family homes that are reasonably priced. Income limitations are part of the eligibility criteria.

**GPS - Global Positioning System:** Technology that utilizes orbiting satellites to determine location and elevation.

**HOME - Home Investment Partnership:** South Dakota Housing Development Authority program; eligible activities include acquisition, new construction, reconstruction, and moderate or substantial rehabilitation of non-luxury housing.

**IMS - Internet Mapping System:** A First District service that allows participating counties to utilize a scalable framework for distributing GIS services and data over the web. ArcIMS provides web publishing of GIS maps, data, and metadata.

**Industrial Park Access:** A DOT program that helps to build roads to industrial parks.

**IRP - Intermediary Relending Program:** A federal source of capital for regional revolving loan funds that borrows money at one percent for 30 years. The assistance is used by ABC to recapitalize its RLF.

**LWCF - Land and Water Conservation Fund:** Federal dollars administered by the South Dakota Department of Game, Fish and Parks, which are periodically passed through to local governments for recreational projects. Funding is typically shared every other year.

**Mary Chilton DAR Foundation:** A private foundation that has a historic preservation, educational, and patriotic focus.

**MicroLoan South Dakota MicroLoan Program:** A low interest loan program, which offers a low interest rate and relatively low lending limit. It is administered by GOED.

**RBEG - Rural Business Enterprise Grant:** A USDA RD business support program.

**RBOG - Rural Business Opportunity Grant:** A USDA RD program which focuses on business related planning and research.

**RC&D - Resource Conservation and Development District:** A federally funded entity, which is affiliated with the U.S. Department of Agriculture and supervised by a local council. Several RC&Ds operate within the First District service area.

**REDI - Rural Economic Development Initiative:** A revolving loan fund established by the state and administered by GOED.

**REED Fund Rural Electric Economic Development, Inc.:** A private non-profit corporation governed by Electric Cooperatives that provides financing and helps leverage private investment in small communities and rural areas.

**RHED - Rural Housing and Economic Development Program:** A Department of Housing and Urban Development grant program.

**RLF - Revolving Loan Fund:** A local, regional, or state program that provides low-interest loans.

**SBDC - Small Business Development Center:** A regional business assistance office that has a staff and resource materials. The SBDC in the First District area is hosted in the office of the First District.

**SBIR Small Business Innovation Research Program:** A federal program that provides funding to small businesses for early-stage research and development projects. It is part of the SBDC.

**SDCF - South Dakota Community Foundation:** Provides grants for initiatives related to health care, community centers, youth programs, rural development, and other areas. SDCF also provides technical and financial assistance to start and operate local community foundations.

**SDEI - South Dakota Enterprise Institute:** A program that works with researchers, inventors, and entrepreneurs to develop their ideas. Services include competitive analysis, market research, financial analysis, business plan development, and capital sourcing.

**SDREI - South Dakota Rural Enterprise, Inc.:** A statewide organization that fosters economic development partnerships through a variety of programs and services.

**Small Community Planning Grant:** Administered by DANR, grant program for communities and systems serving a population of 2,500 or fewer to help pay for the cost of water or wastewater project engineering studies or RateMaker utility rate analyses.

**SRF - State Revolving Fund:** EPA funds that are loaned to eligible water and wastewater projects through the Department of Water & Natural Resources.

**STAG - State and Tribal Assistance grants:** An EPA program that is commonly accessed through federal “earmarks.”

**SWMP - Solid Waste Management Grant Program:** A DANR grant program targeted toward solid waste and recycling projects.

**USDA RD - USDA Rural Development:** Helps rural individuals, communities and businesses obtain the financial and technical assistance needed to address their diverse and unique needs and provides funding that can be utilized for affordable housing development, community infrastructure, health and community facilities, and other areas.

**USDA Water & Waste:** Federal grants and loans that finance water, sewer, and storm sewer projects.

**Urban Forestry Grants:** State assistance for tree planting projects.

## APPENDIX G – ECONOMIC DEVELOPMENT WEBSITE LIST

Bureau of Economic Analysis	<a href="http://www.bea.gov">www.bea.gov</a>
Bureau of Labor Statistics	<a href="http://www.bls.gov">www.bls.gov</a>
Catalog of Federal Domestic Assistance	<a href="https://cfdaservices.org/">https://cfdaservices.org/</a>
Economic Development Administration	<a href="http://www.eda.gov">www.eda.gov</a>
First District Association of Local Governments	<a href="https://association.1stdistrict.org/">https://association.1stdistrict.org/</a>
First District Development Company	<a href="https://fddc.1stdistrict.org/">https://fddc.1stdistrict.org/</a>
Governor’s Office of Economic Development	<a href="https://sdgoed.com/">https://sdgoed.com/</a>
Rural Housing Initiative	<a href="https://www.rd.usda.gov/about-rd/initiatives">https://www.rd.usda.gov/about-rd/initiatives</a>
Rural Development	<a href="https://www.rd.usda.gov/">https://www.rd.usda.gov/</a>
Small Business Development Center	<a href="http://www.sbir.gov/node/736541">www.sbir.gov/node/736541</a>
South Dakota Community Foundation	<a href="http://www.sdcommunityfoundation.org">www.sdcommunityfoundation.org</a>
South Dakota Dept. of Transportation	<a href="http://www.sddot.com">www.sddot.com</a>
South Dakota Dept. of Environment and Natural Resources	<a href="http://DANR.sd.gov">http://DANR.sd.gov</a>
South Dakota Enterprise Institute	<a href="https://www.sdei.org/">https://www.sdei.org/</a>
South Dakota Labor Market Information Center	<a href="https://dlr.sd.gov/lmic/">https://dlr.sd.gov/lmic/</a>
South Dakota Legislature	<a href="https://sdlegislature.gov/">https://sdlegislature.gov/</a>
South Dakota Municipal League	<a href="http://www.sdmunicipalleague.org">http://www.sdmunicipalleague.org</a>
South Dakota Rural Enterprise Institute	<a href="http://www.sdrei.org">http://www.sdrei.org</a>
South Dakota Rural Water Association	<a href="http://www.sdarws.com">www.sdarws.com</a>
South Dakota Housing Development Authority	<a href="http://www.sdhda.org">www.sdhda.org</a>
State of South Dakota	<a href="http://www.sd.gov">www.sd.gov</a>
US Census Bureau	<a href="http://www.census.gov">www.census.gov</a>
US Department of Agriculture/Rural Development	<a href="https://www.rd.usda.gov/">https://www.rd.usda.gov/</a>

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# APPENDIX J – 2021 COMMUNITY AND REGIONAL ECONOMIC DEVELOPMENT SURVEY

## 2021 Community and Regional Economic Development Survey

This questionnaire is part of an effort to identify the community/economic development needs of northeastern South Dakota (Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts Counties). The survey is part of the First District Association of Local Governments' (First District) update to its 2017-2022 Community Economic Development Strategy (CEDS). Information gathered from the survey will assist the First District Governing Body develop goals, strategies and a work plan to address the region's community and economic development needs and for the provision of quality services to the members of the First District.

Please answer each question based upon your personal perspective. The first section pertains to information about the survey respondent. The second part deals with issues/needs of your community or county. The final set of questions pertain to local community and economic development issues. Your cooperation will help us do a better job of assisting our members in making the region a better place to live and work. In the event you need additional survey forms please contact Suzie at [suzie@1stdistrict.org](mailto:suzie@1stdistrict.org) or at 605-882-5115.

Please return completed surveys in the enclosed envelope by May 31, 2021:

**First District Association of Local Governments  
POB 124  
Watertown, SD 57201**

Or fax completed surveys to 605-882-5049  
Or e-mail surveys to [suzie@1stdistrict.org](mailto:suzie@1stdistrict.org)

### Part 1: About You

1. Please note the sector you are representing in your answers (Please mark only one blank):

<input type="checkbox"/> County Commission	<input type="checkbox"/> City/County Staff Person	<input type="checkbox"/> Private Business
<input type="checkbox"/> City Council/Town Board	<input type="checkbox"/> Individual Elected Official	<input type="checkbox"/> Economic Development
<input type="checkbox"/> Community Organization		<input type="checkbox"/> Other _____

2. Which community/county do you live in? \_\_\_\_\_

3. How many years have you lived in your community/county? \_\_\_\_\_

4. What is your age?

Under 18  
 19 to 29  
 30 to 39  
 40 to 49  
 50 to 64  
 Over 65

5. What is your race/ethnicity?

- White
- Hispanic/Latino
- Black or African-American
- Asian
- Native American
- Other

6. Which Industry best describes the main focus of your place or work or business?

- |   |   |
|---|---|
| <input type="checkbox"/> No current place of work or business | <input type="checkbox"/> Finance                  |
| <input type="checkbox"/> Government                           | <input type="checkbox"/> Leisure/Hospitality      |
| <input type="checkbox"/> Professional/Business Services       | <input type="checkbox"/> Construction             |
| <input type="checkbox"/> Education                            | <input type="checkbox"/> Real Estate              |
| <input type="checkbox"/> Agriculture                          | <input type="checkbox"/> Technology               |
| <input type="checkbox"/> Health                               | <input type="checkbox"/> Transportation/Utilities |
| <input type="checkbox"/> Tourism/Restaurant                   | <input type="checkbox"/> Other                    |

**Part 2: Your Community/County**

1. How would you complete the following statements?

I am ( Very Likely  Somewhat Likely  Not Likely) to recommend my community/county as a place to live.

I am ( Very Likely  Somewhat Likely  Not Likely) to recommend my community/county as a place to visit.

I am ( Very Likely  Somewhat Likely  Not Likely) to recommend my community/county as a place to start a business.

I am ( Very Likely  Somewhat Likely  Not Likely) Consider relocating to another location other than my community/county.

2. When it comes to the availability and quality of infrastructure and community services, how would you rate the following?

	<b>Meets Our Needs</b>	<b>Improvements Are Necessary</b>	<b>Serious Problems Exist</b>	<b>Not Applicable</b>
Water System				
Sanitary Sewer System				
Road/Street Condition				
Bike and Pedestrian Infrastructure				
Public Transit				
Freight Transportation (Rail)				
Passenger Air Service				
Electrical Service				
Natural Gas/Propane Service				
Cable Service				
Broadband Service				
Cell Phone Service				
Outdoor Park/Recreation Facilities				
Indoor Recreation Facilities				
Community Center/Meeting Facilities				
Senior Centers				
Law Enforcement Facilities Or Equipment				
Fire Protection Facilities/Equipment				
Health Care Facilities/Accessibility				
County/Community Web Page				

3. Please rate the following aspects of your community's/county's quality of life.

	<b>Grade A Exceeds our Needs</b>	<b>Grade B Meets our Needs</b>	<b>Grade C Improvements are Necessary</b>	<b>Grade D Way Below Expectations</b>	<b>Grade F Serious Problems Exist</b>
Arts and Cultural Facilities and Programs					
Diversity and Inclusiveness					
Entertainment, Nightlife, and Dining					
Family and Child Friendly Options					
Human and Social Services Affordability and Availability					
Outdoor Recreation and Public Parks					
Philanthropic and Community Development Activity					
Retail And Shopping Destinations					
Sense of Personal and Property Safety					
Sense of Community, Connectedness, and Civic Participation					
Housing Affordability					
Day Care Options					
Youth Engagement					

Elementary School Opportunities					
Secondary School Opportunities					
Post-Secondary School Opportunities					
Main Street Appearance					
Overall Community Appearance					

4. What are the four most important resources or strengths your community/county has to attract or encourage community/economic development?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

5. What are the four biggest challenges your community/county faces in attracting or encouraging community/economic development?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

6. Please list three specific community/economic development projects or opportunities that should be addressed over the next five years.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

7. Over the next 12 to 36 months, will you need assistance from the First District in any of the following technical services?

	Yes	No	Maybe
Annexation Studies			
Business Consulting			
Capital Improvement Planning			
Census/Demographic Information			
Comprehensive Land Use Plan Development			
Disaster Mitigation/Emergency Planning			
Environmental Reviews/Assessments			
Geographic Information System Assistance (Map Creation, Webhosting, Site Analysis, Rural Addressing, Etc)			
Grant Administration			
Grant Writing			
Grants.Gov Registration			
Housing Needs Analysis			
Low Interest Loans For Business Creation/Expansion			
Nuisance Ordinance Development			
Personnel Policy/Human Resource Assistance			
Recreational Facility Planning			
SDGOED Certified Ready Site Analysis			

Strategic Planning			
Subdivision/Development Site Review			
Survey And Survey Analysis			
Tax Increment Financing			
Utility Rate Analysis			
Zoning Administration Assistance			
Zoning Ordinance Development			
Other?			
Other?			
Other?			
Other?			

**Part 3: The Economy**

1. To what extent do you agree or disagree with the statements about your community/county economy?

	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>
All residents have equal access to economic opportunity			
Wages and salaries make it possible to maintain my standard of living			
Everybody who wants a job can get a job			
Education and job training is available to residents who want or need it			
Businesses are growing			
Entrepreneurs can succeed			
The community/county attracts businesses or is seen as a business destination			
The community/county attracts visitors or is seen as a visitor destination			
Local government and business cooperate on development projects			
There is regional cooperation on economic development projects			
The overall mix of employers (manufacturing, professional, retail business etc.) is adequate			

2. When it comes to your community's/county's business climate, how would you rate the following?

	<b>At a Disadvantage</b>	<b>Neutral</b>	<b>Have an Advantage</b>
Labor costs			
Utility costs			
Availability of qualified employees			
Availability of local development professionals			
Availability of "spec" buildings or developable land			
Availability of industrial space			
Availability of office space			
Availability of retail			
Regulatory environment affecting business			
Availability of development professionals for economic/community development			
Support from state government for economic/community development			
Support from regional organizations for economic/community development			
Support from federal government for economic/community development			
Housing costs			
Funding availability to start a new business			

Funding availability for business expansion			
Funding availability for community and infrastructure projects			
Overall business climate			
Distance and isolation from markets			
Population base			

3. How do the following economic factors compare to five years ago?

	Worse	Same	Better
My employer's economic circumstances			
My household's economic circumstances			
My business' economic circumstances			
My community/county's economic circumstances			

4. Five years from now, do you believe your economy will decline, stay the same or improve?

Improve                       Stay the Same                       Decline

5. In no particular order, which of the following do you view as the top five economic/community development priorities for your community/county over the next three to five years? (Please mark five)

- Access to technical assistance and planning for community/economic development
- Attracting new companies and/or workers
- Attracting/retaining youth and young families
- Developing land and/or buildings for industrial and business parks
- Developing manufacturing businesses
- Developing retail/service businesses
- Developing/promoting Tourism
- Diversifying the economy
- Enhancing environmental protection
- Expanding opportunities for value-added agricultural development
- Forming regional partnerships for economic development purposes
- Growing existing local companies
- Helping entrepreneurs start new companies
- Improving access to capital for businesses
- Improving access and availability of affordable housing
- Improving access to quality healthcare
- Improving education systems
- Improving government cooperation
- Improving workforce skills (Work force education and training capabilities)
- Improving public infrastructure (water, sewer, roads, etc.)
- Improving telecommunications (Broadband, cell phone, etc.)
- Investing in renewable energy projects
- Marketing & promotion of the community/region
- Quality of life enhancements
- Other \_\_\_\_\_

6. What should be the number one economic development priority for the First District region?

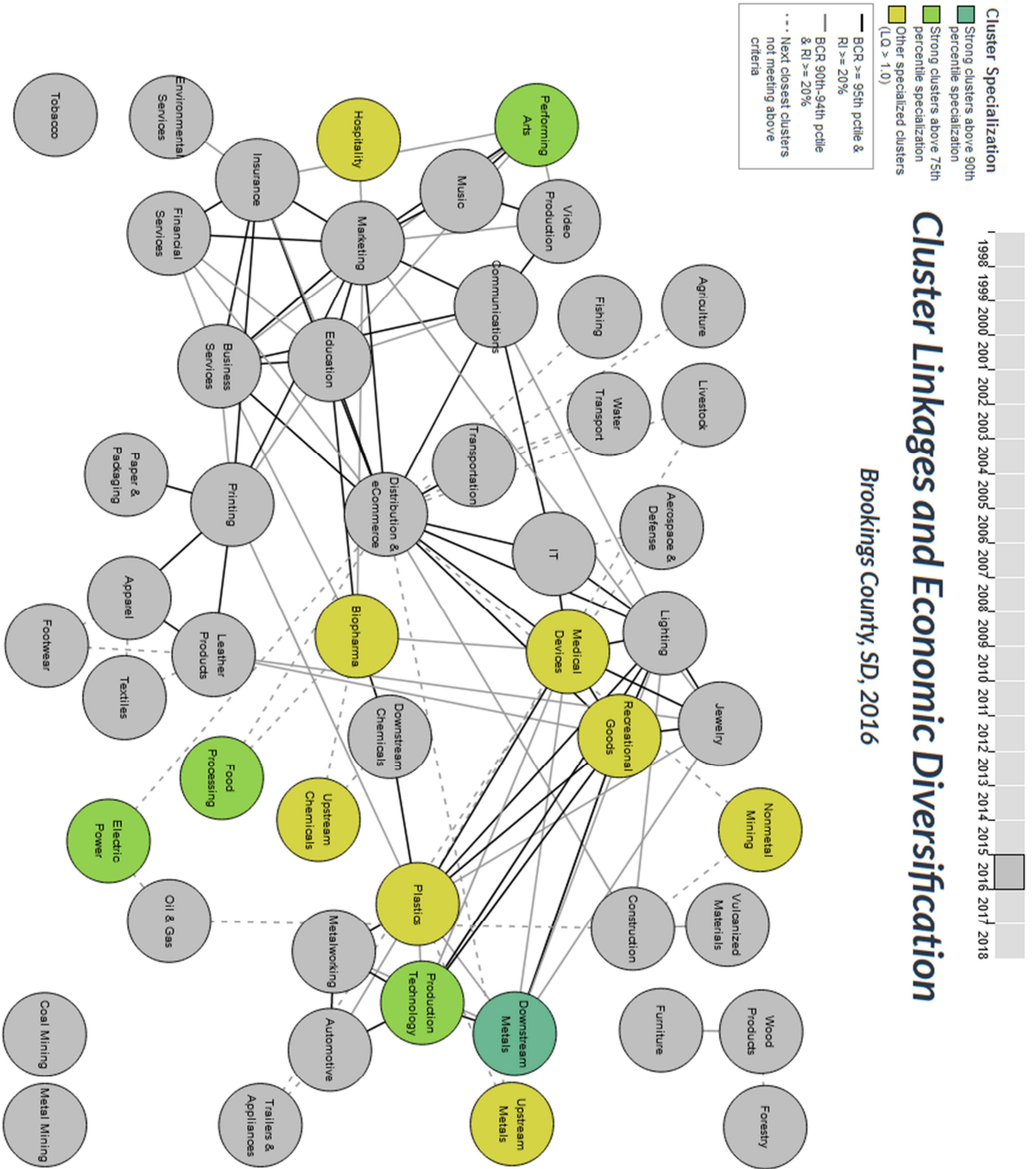
7. Please provide specific regional economic development objectives or projects that support your answer to question 6.

## APPENDIX K – CEDS COMMITTEE AND STAKEHOLDER MEETINGS

<b>STAKE HOLDER MEETINGS</b>			
<b>Date</b>	<b>Location</b>	<b>Local Governments Attending</b>	<b># of Attendants</b>
8/17/2021	Watertown, SD	Watertown, Codington County	8
8/24/21	Hayti, SD	Bryant, Estelline, Hayti, Lake Norden, Hamlin County	16
8/26/2021	Clear Lake, SD	Altamont, Astoria, Clear Lake, Gary, Deuel County	16
8/31/2021	Flandreau, SD	Flandreau, Trent, Moody County	13
9/2/2021	Howard, SD	Canova, Carthage, Howard, Miner County	4
9/16/2021	Brookings, SD	Brookings, Volga, Brookings County	5
9/21/2021	Madison, SD	Madison, Lake County	9
9/28/2021	Clark, SD	Clark, Raymond, Clark County	9
11/9/2021	Milbank, SD	Big Stone City, Milbank, Grant County	9
11/10/2021	DeSmet, SD	DeSmet, Kingsbury County	16
11/16/2021	Sisseton, SD	Sisseton, Wilmot, Roberts County	9
<b>Total</b>		<b>35</b>	<b>114</b>

<b>GOVERNING BODY/CEDS COMMITTEE</b>			
<b>Date</b>	<b>Location</b>	<b>Local Governments Represented</b>	<b># of Attendants</b>
5/05/2021	Watertown	Brookings County, Clark County, Codington County, Deuel County, Kingsbury County, Brookings, DeSmet, Madison, Volga, Watertown	10
6/03/2021	Watertown	Brookings County, Codington County, Deuel County, Hamlin County, Kingsbury County, Brookings, DeSmet, Madison, Watertown	7
9/23/2021	Watertown	Brookings County, Codington County, Deuel County, Hamlin County, Brookings, Watertown	5
12/30/2021	Watertown	?	?
<b>Total</b>		<b>10</b>	<b>22</b>

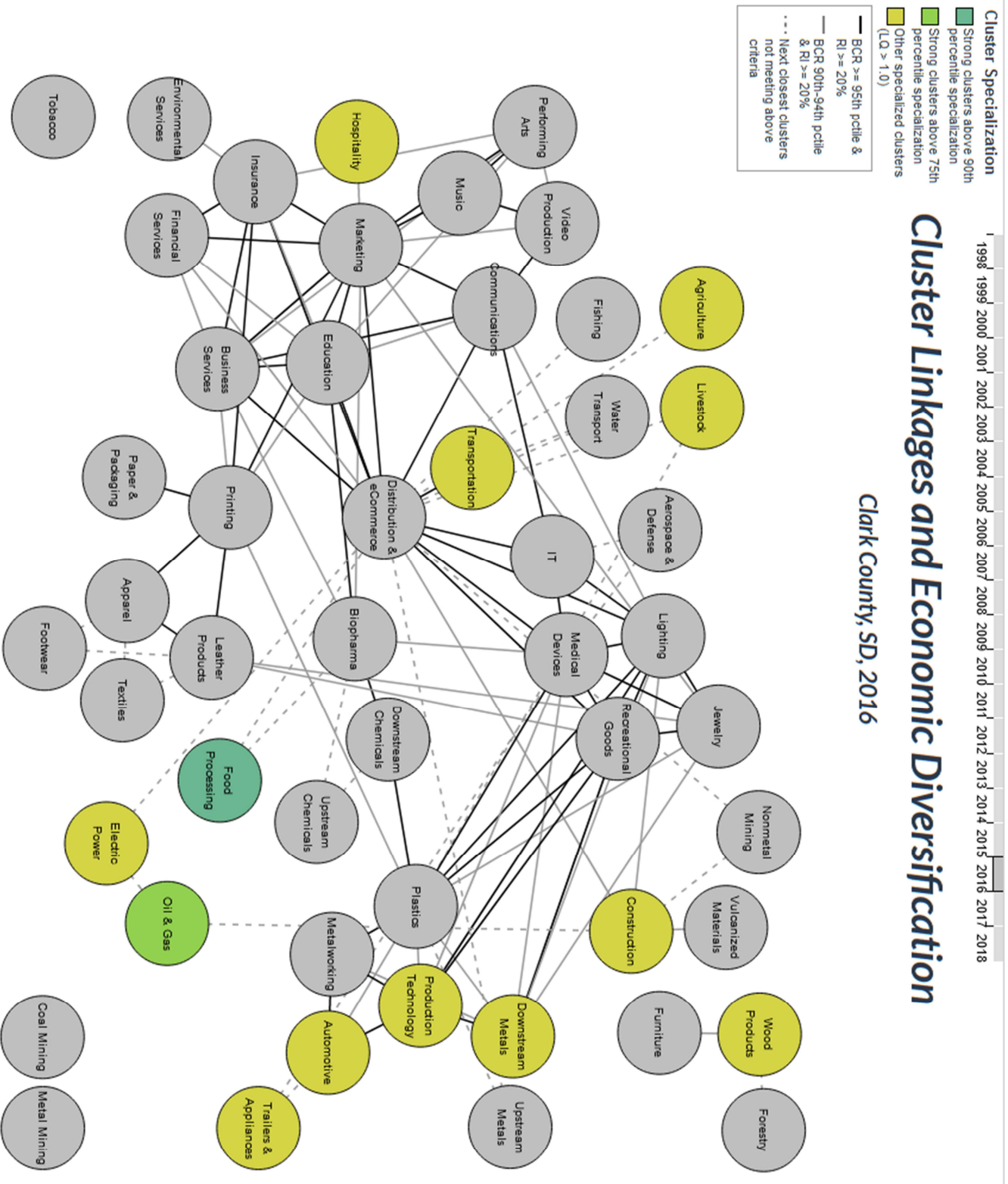
# APPENDIX L – CLUSTER LINKAGES & ECONOMIC DIVERSIFICATION MAPS



1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

# Cluster Linkages and Economic Diversification

Clark County, SD, 2016

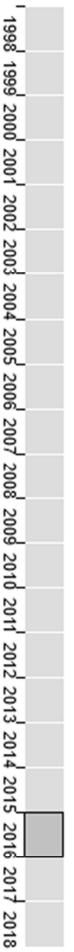




### Cluster Specialization

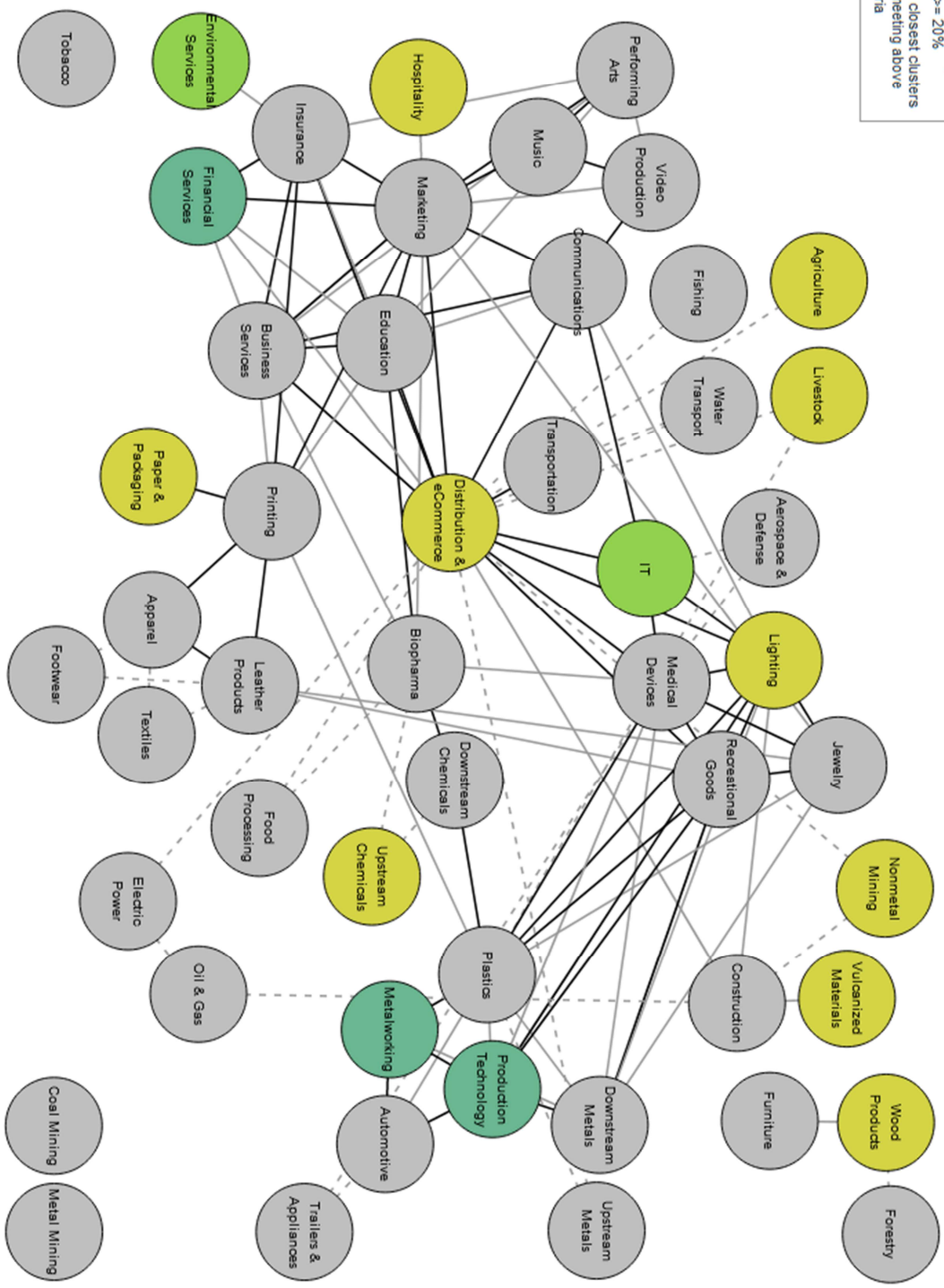
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LO > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria



# Cluster Linkages and Economic Diversification

## Codington County, SD, 2016

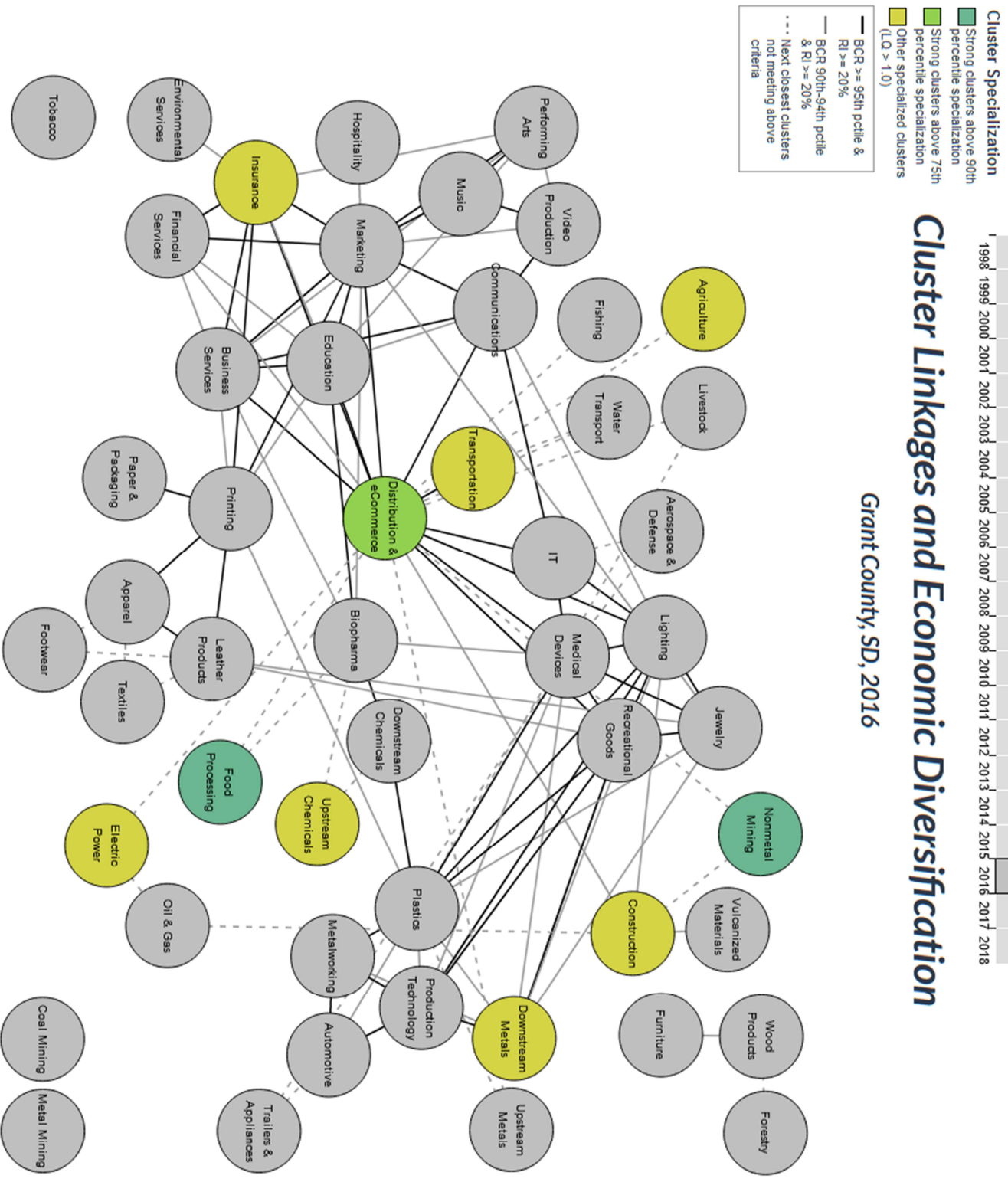


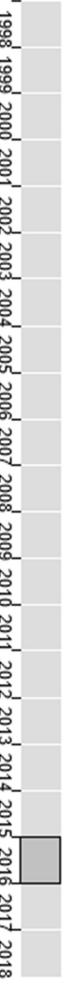


1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

# Cluster Linkages and Economic Diversification

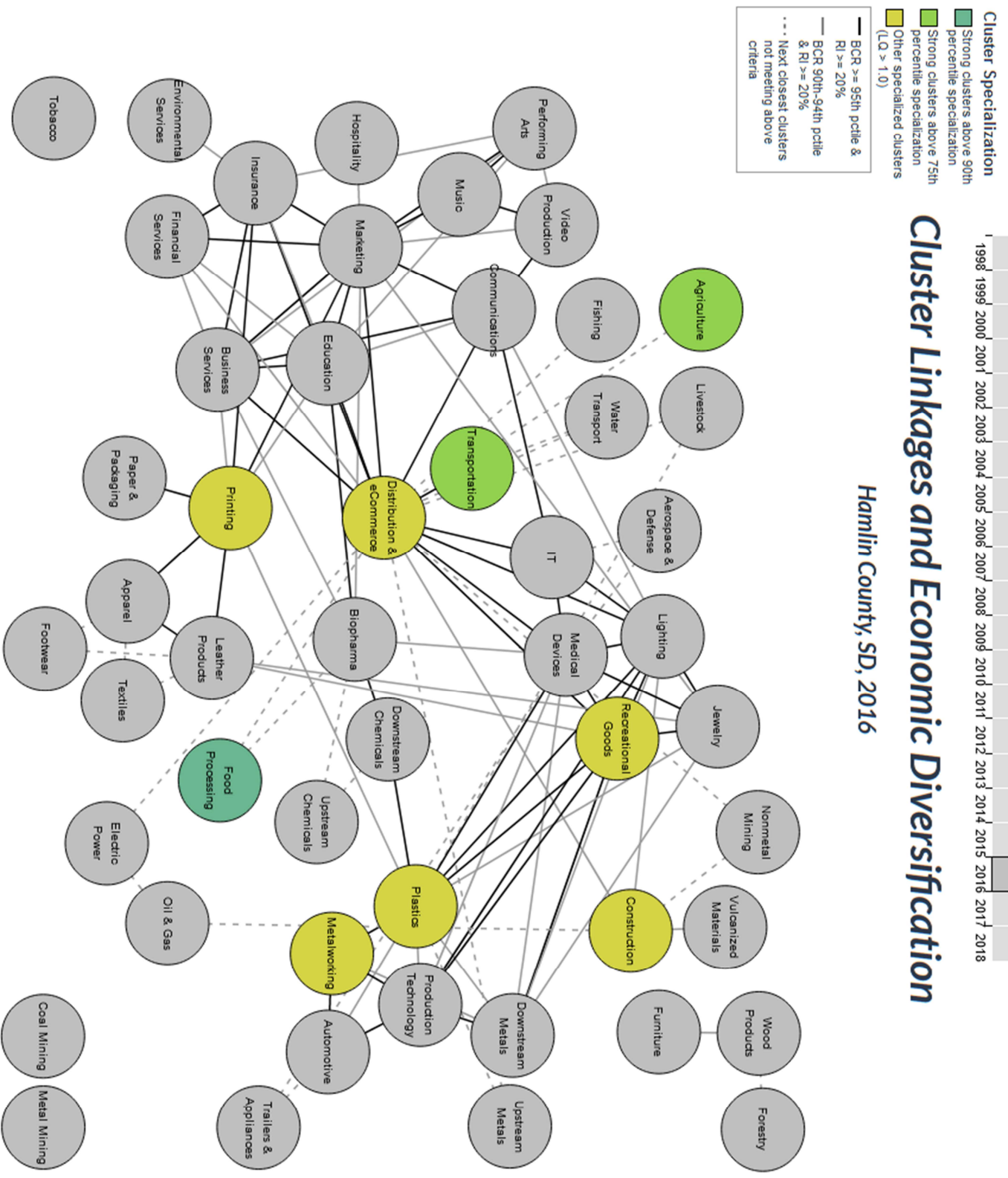
Grant County, SD, 2016





# Cluster Linkages and Economic Diversification

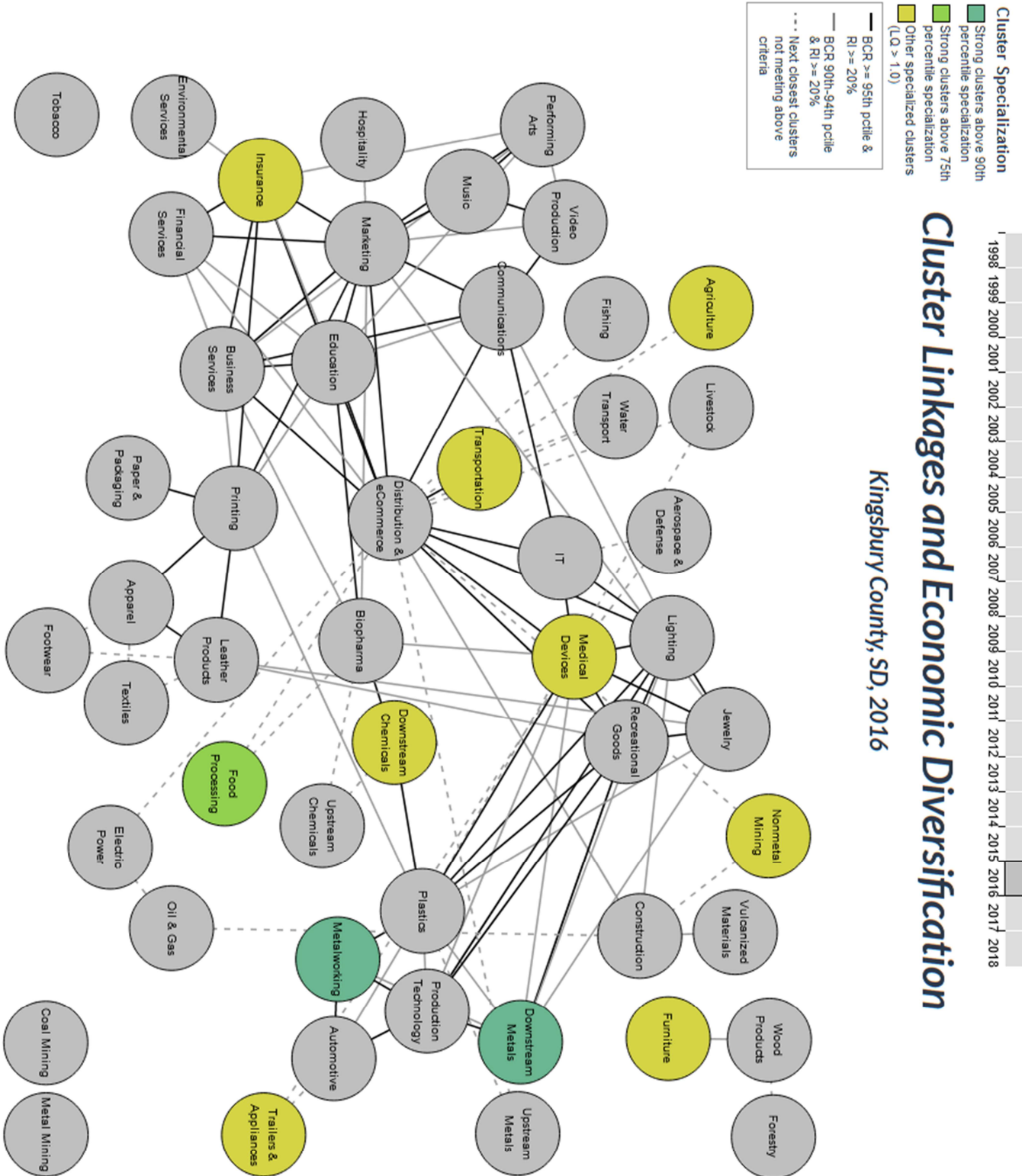
Hamlin County, SD, 2016



1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

# Cluster Linkages and Economic Diversification

Kingsbury County, SD, 2016





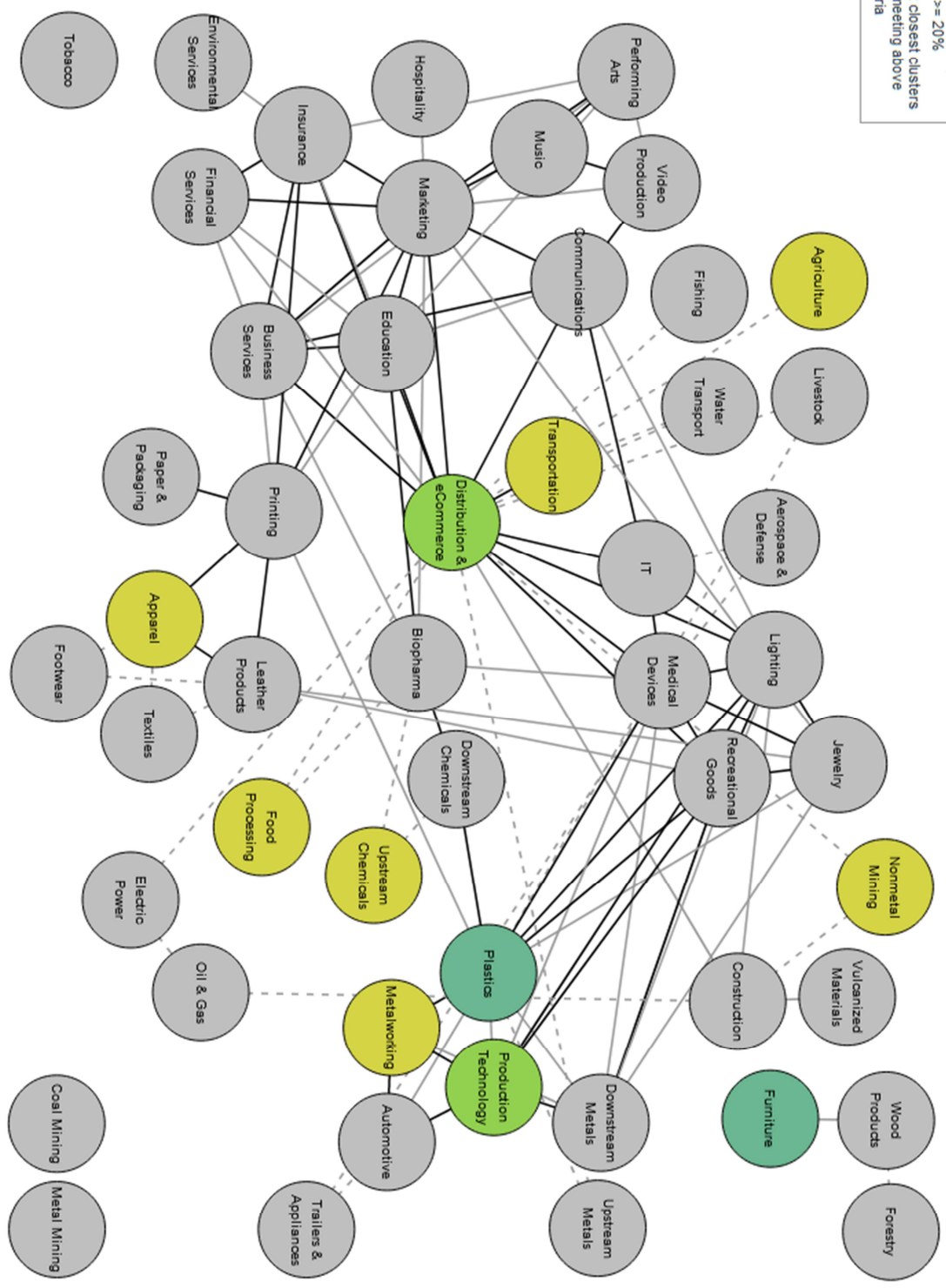
**Cluster Specialization**

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LO > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria

# Cluster Linkages and Economic Diversification

Lake County, SD, 2016



**Cluster Specialization**

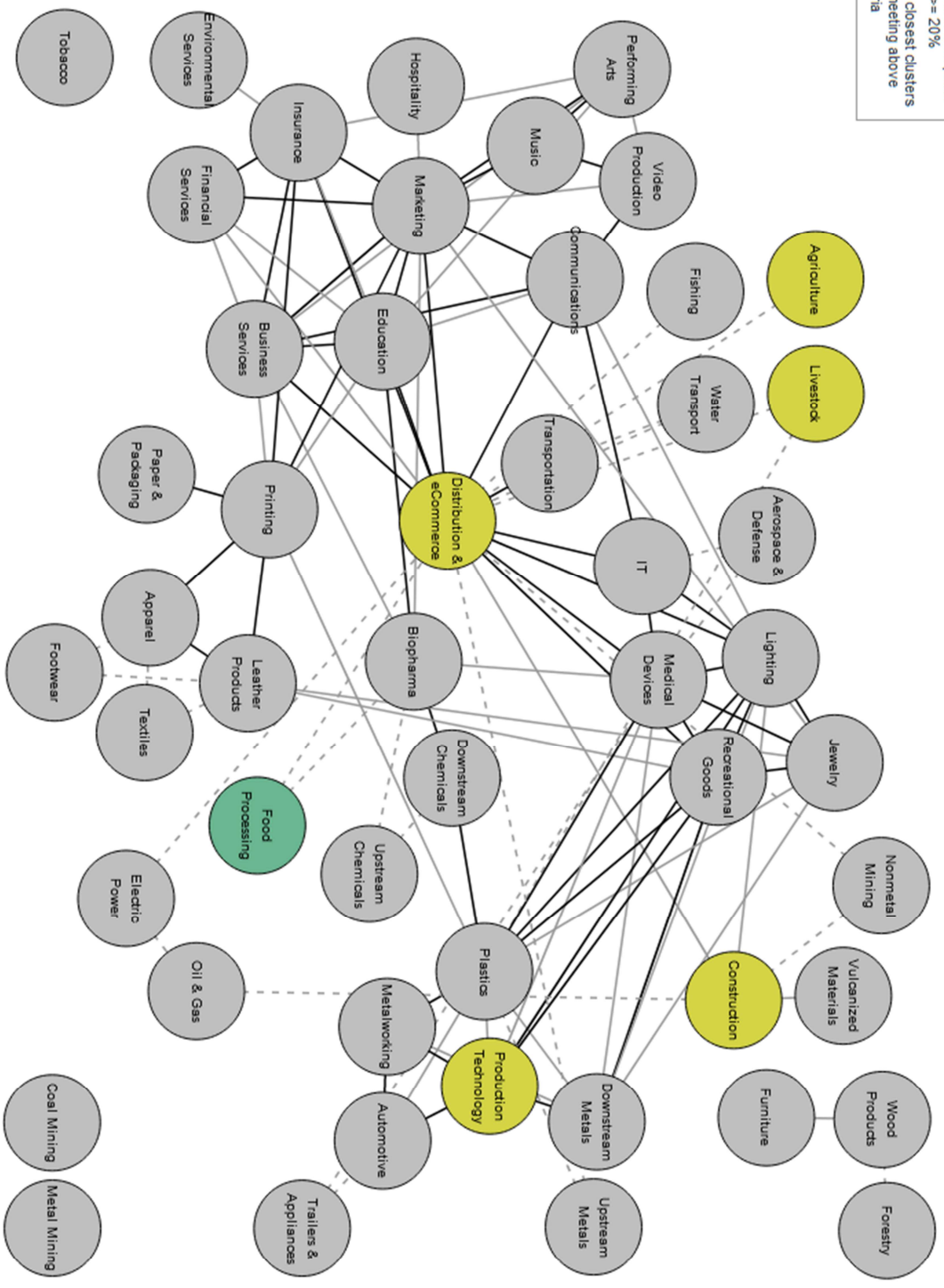
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LO > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria

1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

# Cluster Linkages and Economic Diversification

Miner County, SD, 2016



**Cluster Specialization**

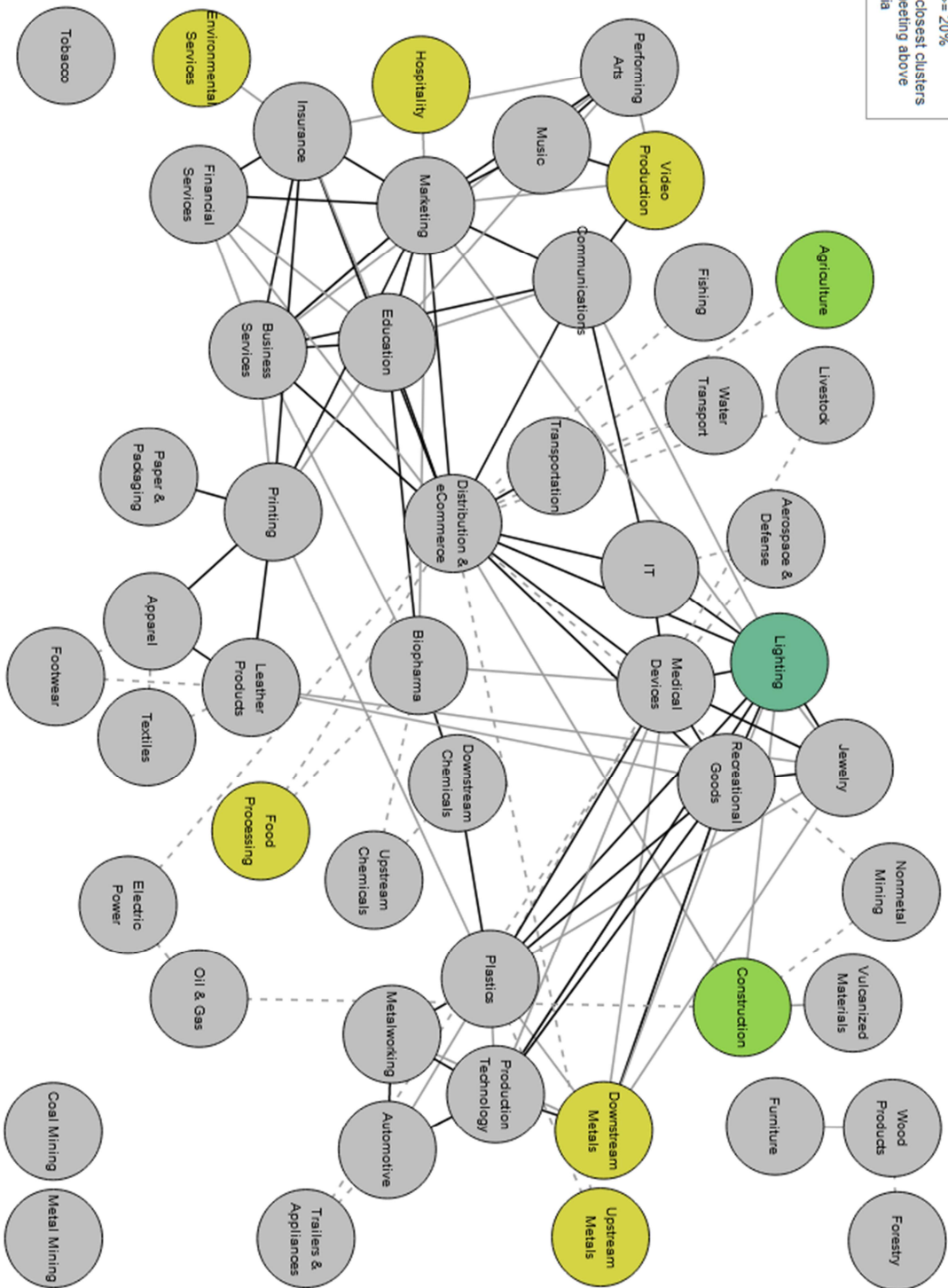
- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LO > 1.0)

- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria

1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018

# Cluster Linkages and Economic Diversification

Moody County, SD, 2016

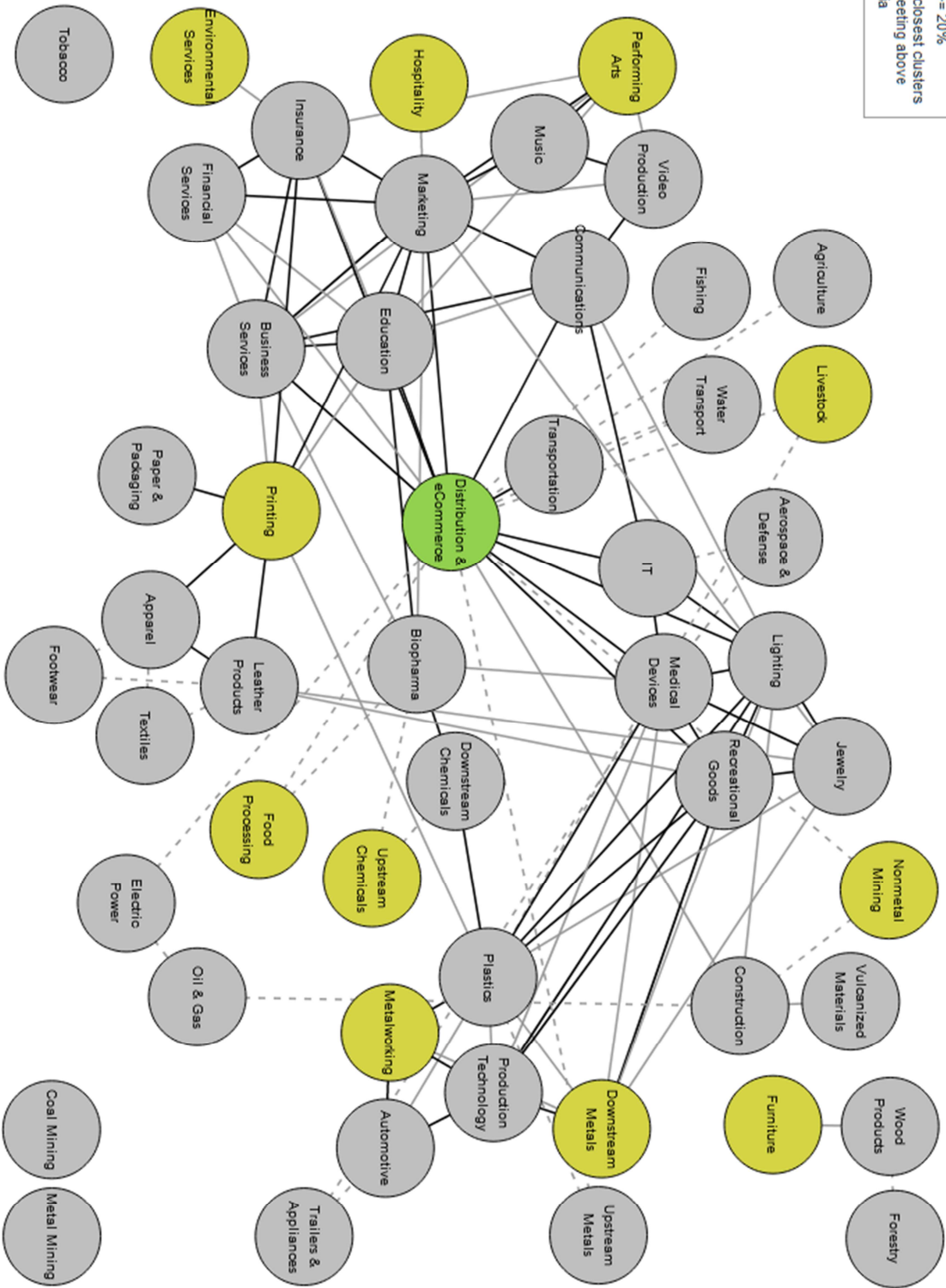




# Cluster Linkages and Economic Diversification

Roberts County, SD, 2016

- Cluster Specialization**
- Strong clusters above 90th percentile specialization
  - Strong clusters above 75th percentile specialization
  - Other specialized clusters (LO > 1.0)
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria



## APPENDIX M – RESOLUTION

### First District Association of Local Governments (First District)

**Resolution to authorize the Executive Director to submit the 2022-2024 Comprehensive Economic Development Strategy (CEDS) to the Economic Development Administration (EDA) for review and approval.**

**WHEREAS**, the First District provides planning and technical assistance to communities and organizations involved with community/economic development as well as technical and financial assistance to businesses creating and retaining employment opportunities within the region; and

**WHEREAS**, the First District, as a South Dakota planning district works closely with EDA to create a Comprehensive Economic Development Strategy (CEDS) per their requirements; and

**WHEREAS**, the CEDS strategy committee is made up of members of the District's governing board and the CEDS document is meant to be a working plan for all local governments, community entities and respective economic development organizations; and

**WHEREAS**, the purpose of the CEDS is to create direction for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in the Northeast Council of Governments service area which includes the counties of Brookings, Clark, Codington, Deuel, Grant, Hamlin, Kingsbury, Lake, Miner, Moody, and Roberts.

**THEREFORE, BE IT RESOLVED**, that the First District Governing Body/CEDS Committee has reviewed the CEDS and authorizes the Executive Director to submit the draft CEDS for review and approval by EDA.

Approved this 30<sup>th</sup> day of December 2021, by the Governing Body/CEDS Committee of the First District Association of Local Governments.

\_\_\_\_\_  
Brenda Hanten,  
First District Chairperson

\_\_\_\_\_  
Gary Jaeger,  
First District Vice-Chairperson

\_\_\_\_\_  
Mike Bartley,  
First District Secretary