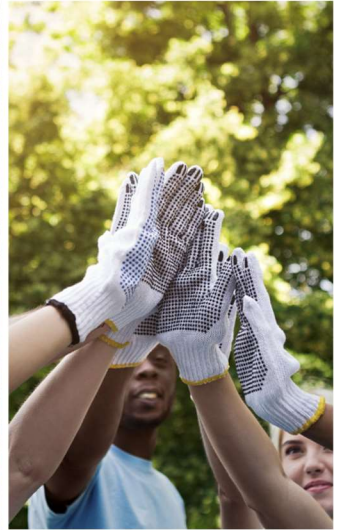


ECONOMIC RECOVERY AND RESILIENCE PLAN

First District Association of
Local Governments



Prepared for: First District Association of Local Governments (FDALG) – Collaborative COVID Community and Business Recovery and Resiliency Plan. This Plan was paid for by the U.S. Economic Development Administration (EDA), through a CARES Act grant. The content contained herein was developed from views, opinions, and anecdotes of northeast South Dakota residents and business leaders and does not necessarily reflect the views of the FDALG or the EDA.

Recovery and Resiliency Plan

Adopted on 9/29/2022 by: FDALG’s Governing Body/CEDS Committee

Acknowledgement: First District of Local Governments thanks the following organizations and individuals for their invaluable input and guidance that helped shape this document:

Project Stakeholders:

Arlington Community Development Corporation
Aurora Development Corporation
Big Stone City Development Corporation
Brookings County Development Corporation*
Castlewood Economic Development
Choose Clark
Colman Economic Development Corporation
DeSmet Development Corporation*
Deuel Area Development Inc.
Estelline Area Economic Development Corporation
Flandreau Development Corporation*
Gate-City Development Association
Grant County Development Corporation*
Grow South Dakota*
Howard Industries
Lake Area Improvement Corporation*
Lake Norden Development Corporation
Lake Preston Development Corporation
Rosholt Improvement Association
Sisseton Economic Development Corporation
South Shore Community Development Corporation
Summit Area Economic Growth
Volga-VDC
Watertown Development Company*
Wentworth Development Corporation
Willow Lake Area Advancement
11 county and 76 community members of the FDALG

* Denotes Core Team Member

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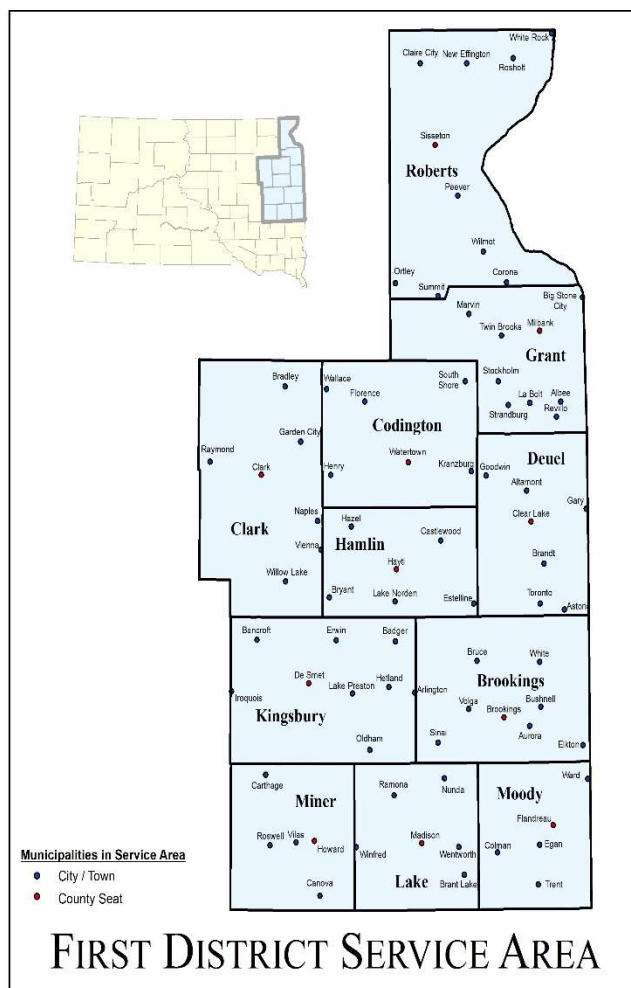
Introduction

The First District Association of Local Governments (FDALG) serves as the Economic Development District (EDD) through the Economic Development Administration (EDA) for eleven counties and seventy-six communities and seventy-six communities in northeast South Dakota. The total population of the region is 121,644 (2020 Census).

The *coronavirus* pandemic impacted and will to some extent continue affect the FDALG region 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.

In July of 2020, the EDA awarded Coronavirus Aid, Relief, and Economic Security (CARES) Act funding for FDALG assistance to assist its members with the development and/or refinement of its current regional economic recovery and resilience planning efforts. This plan will aid in guiding the efforts of the FDALG Governing Body and Comprehensive Economic Development Strategy (CEDS) Committee in complimenting the FDALG's current Development Goals, Objectives and Strategies contained in its current CEDS. It is hoped that with the development and implementation of these economic recovery and resiliency strategies, affected businesses and local governments will be better situated to coordinate recovery efforts which will ultimately diversify the local and regional economies.

These planning efforts are in no way intended to undermine or replace existing federal, state, or local disaster/COVID-19 plans. It only establishes First District's supporting role in both disaster/COVID-19 preparedness, recovery and resilience. Local, State and Federal officials along with economic development organizations and private business have the responsibility and expertise to make their own disaster/COVID-19 related policy decisions. FDALG is not going to duplicate those efforts.



Planning Process

The Economic Recovery and Resiliency Plan (Plan) is the result of twelve months of public input from representatives from thirty-five public, private, and non-profit entities and eleven counties and seventy-six communities. Information was obtained through individual conversations with private businesses, non-profit organizations, local, regional and State economic development organizations, and elected officials; a Covid-19 impact survey; eleven county-wide public meetings; and three public CEDS Committee meetings.

In December 2020, FDALG contracted with the Watertown Development Company (WDC) to assist in the development of the Plan. Further, in January 2021 FDALG hired additional staff to assist the Executive Director in shepherding the development of the and implementation of the Plan. This position was funded by EDA to expand the FDALG's capacity to provide COVID-19 related assistance to its membership.

The FDALG CEDS Committee provided guidance and oversight through the planning process. Membership of this group consists of elected officials, economic development professionals and private sector representatives.

Stakeholder Interaction

Between April and June 2022, WDC staff held five one-on-one stakeholder engagement sessions. Conversations began with economic development professionals, elected officials, and private businesses. During these engagements, WDC heard "real world" stories of the impacts of COVID-19 upon individual business and governmental entities and how they responded to the pandemic. These government and business sector conversations resulted in identifying shortcomings in existing recovery/resiliency plans and policies and the further provided key areas for WDC to address in the development of a COVID-19 Impact Survey.

Surveys

During the months of July through 2021, WDC conducted a 32-question survey for private businesses and economic development organizations to share how the pandemic impacted their businesses and communities. The results of these surveys became the basis for policy development contained in the Plan. Refer to Appendix A for results of the survey.

County Public/Stakeholder Meetings

In addition to the CEDS Committee meetings, between August and November of 2021 the FDALG held eleven community outreach meetings throughout the district where they presented the results of the COVID-19 Impact survey. Information from those meetings was incorporated in the refinement of proposed Goals, Objectives and Strategies presented to the CEDS Committee.



Covid-19 Impacts

The economic impact of the COVID-19 pandemic to the FDALG region was less severe than for the State of South Dakota and the U.S. overall. The region saw a rapid rise in unemployment in the first few months of the pandemic as the economy adjusted during the initial health safety response, however, the region recovered quickly beginning in the summer of 2020.

The resiliency of the regions' economy is likely due to the overall industry diversification across the region, high concentrations of industries that continued to grow during the pandemic, and an overall attractive and supportive business climate. But hidden behind lower unemployment rates and increased retail spending are residents who dropped permanently out of the workforce, businesses struggling to operate in the new normal and leaders working diligently to support their communities through recovery while rebuilding with an eye toward greater resiliency.

Through research, interviews, and surveys, it was evident that most businesses, individuals and local government throughout the FDALG did not have a recovery and resiliency plan in place to deal with the impacts of COVID-19. Even without specific plans, businesses, communities, and individuals throughout the region exhibited determination through cooperation and innovative approaches to address the negative impacts COVID-19 were having on the economy of the region.

The COVID-19 pandemic impacted the entire region, but the region's economy was less severely impacted than many other areas across the U.S. Many businesses continued to grow and follow through with expansion plans during the pandemic, likely due to the supportive business climate in South Dakota.

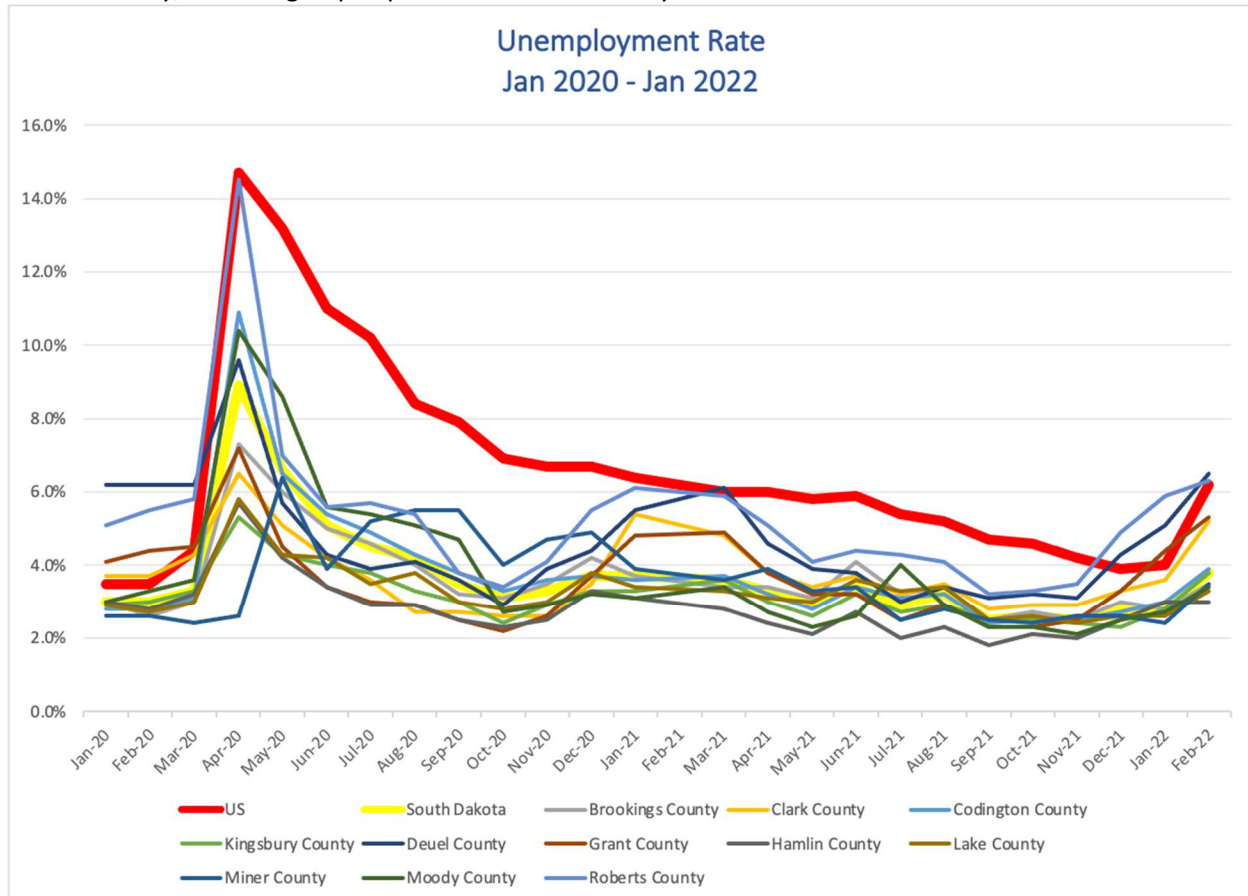
Employment

One reason for South Dakota's strong employment trend appears to stem from its labor force participation. Across the country, labor force participation fell with the onset of the pandemic, rebounded only partially in most states, and remained mostly flat in 2021 and 2022.

South Dakota's unemployment rate took a steep initial hit early in the pandemic but was quick to fully rebound. Aside from a brief hiccup late last year, the state's unemployment rate has either matched or exceeded the pre-pandemic rate for close to a full year. The state now boasts the highest labor force participation rate in the Ninth District and one of the highest in the country.

<https://www.minneapolisfed.org/article/2021/south-dakotas-economy-bounces-back>

Strong employment growth has also helped South Dakota achieve one of the lowest unemployment rates in the country, returning to pre-pandemic levels in early 2021.



Source: SD Department of Labor and Regulation

Business Retail Sales Analysis

The following data highlights an uneven pace for economic recovery as spending behavior made significant swings month over month during the pandemic.

Economists had expected that consumers would cut back their activity as the delta variant continued its tear through the U.S. Persistent supply chain bottlenecks also were expected to hold back spending as in-demand goods were hard to find.

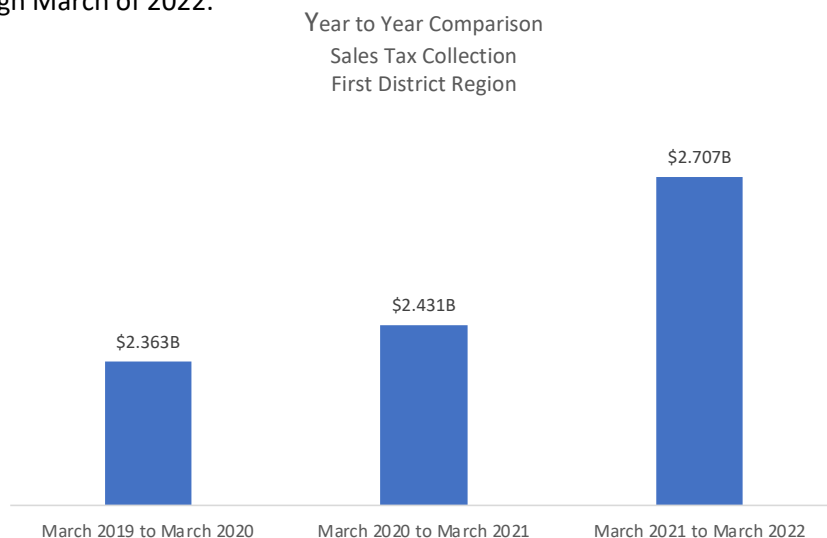
Retail sales had a surprise gain in the First District area in August of 2021 despite fears that escalating Covid cases and supply chain issues would hold back consumers. The resurgence of the virus resulted in households switching their buying options to hands-free transactions. The gains were better than what economists expected, prompted by a rise in spending on clothing, electronics, and furniture and home goods. However, sales were strong during that month, when back-to-school shopping generally results in a pickup in activity, especially so in 2021 as schools prepared to welcome back students after a year of remote learning. (<https://www.cnbc.com/2021/09/16/retail-sales-unexpectedly-rise-0point7percent-in-august-vs-expected-decline-of-0point8percent.html>). The following table shows that with the exception of February 2020 compared to February 2021, the First District region experienced positive retail sales.

Month/Year Comparison	% Change
January 2020 January 2021	15%
February 2020 February 2021	-10%
March 2020 March 2021	14%
April 2020 April 2021	-2%
May 2020 May 2021	25%
June 2020 June 2021	13%
July 2020 July 2021	1%
August 2020 August 2021	87%
September 2020 September 2021	5%
October 2020 October 2021	12%
November 2020 November 2021	16%
December 2020 December 2021	14%

Source: <https://www.census.gov/library/visualizations/interactive/monthly-state-retail-sales.html>

Sales Tax

Even with the impacts of COVID-19 Sales Tax collections continued to increase year over year from March of 2019 through March of 2022.

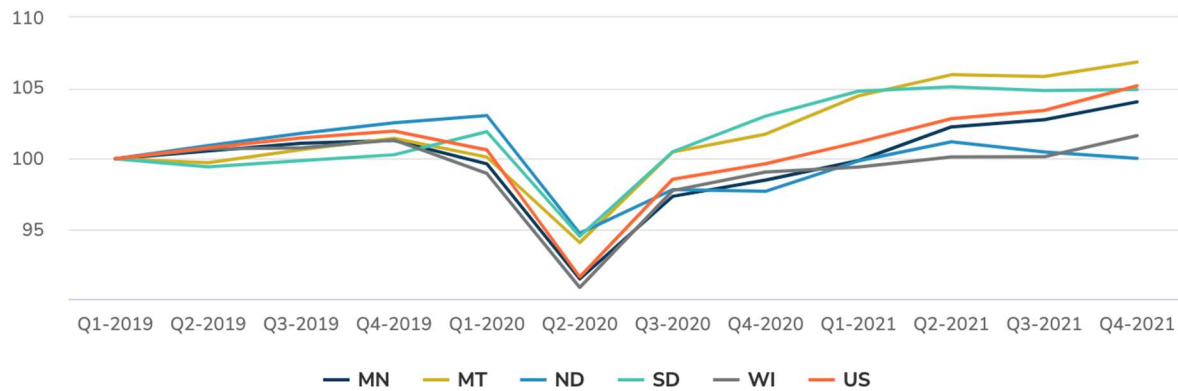


Source: <https://dor.sd.gov/businesses/taxes/sales-use-tax/historical-tax-statistical-reports/>

State Gross Domestic Product (GDP)

The state's overall economy has been outperforming other states through the fourth quarter of 2021, though Montana and Minnesota have been closing the gap recently. South Dakota was the first district state to see output reach pre-pandemic levels (in the third quarter of 2020), and its real GDP has grown nearly 5 percent over the past two years.

Index: Q1 2019 real GDP = 100



COVID-19 Business Community Impact Survey

Results Summary

The Covid-19 pandemic brought challenges for many small businesses and their owners due to the collapse in demand, supply chain disruptions, and production slowdowns associated with unsafe work environments. Small businesses typically contract earlier than large firms when the economy slows down (Davis et al., 1996), partly because they operate with lower overhead and fixed costs. They typically hold much of their wealth in their own businesses and depend on their businesses for their incomes. Thus, a significant concern in the pandemic, reflected in the Coronavirus Aid, Relief, and Economic Security Act (CARES) Act of 2020, is the damage to the small business sector and the standard of living of its owners.

Within the study area, most small businesses were in a precarious position early in the pandemic. Nearly 80 percent reported financial and workforce challenges in the summer 2021 survey. Among them, 50 percent described their financial impact as being “somewhat negatively” early on in the pandemic, with 38 percent reporting “no impact” in the following 3-6 months and coming year.

There were 31 respondents, many of the respondents of the survey were Economic Development Organizations who represented multiple communities in their geographical area.

Insights from survey data

Demographics

- 73% of respondents reported an estimate of less than a 30% decrease in revenue.
- 60% of respondents reported there were over 1,000 employed in their community at the time of the survey.
- 10% of respondents had less than 100 employed in their community due to the pandemic.

Results

- Many of the businesses in the area had to delay key plans.
 - 50% of the respondents said businesses had to delay key plans due to the following issues:
 - Recruitment activity
 - Staff training
 - Exploring new markets
 - Product development
 - New company assets
 - Expansion
- 85% of the respondents reported the business community experienced interruptions in regular operations and increased costs due to introducing new health and safety measures, supply chain disruptions, cancelled events, closing public areas and facilities to the public, discontinuing on-site sales or services, and increasing the number of employees working from home.

- 57% of respondents expected that there would be an immediate reduction in staff, with 33% reporting no impact on staff. However, over the next year, 42% expected a positive increase in staff.
 - Businesses experienced a reduction in staff due to the following:
 - 57% reported employee illness
 - 52% reported a lack of available childcare
 - 27% reported an Inability to maintain a safe social distance
 - 4.7% reported a lack of transportation options
- The business community felt they had inadequate resources for the following:
 - 60% reported not having issues with inadequate resources.
 - 40% reported inadequate resources for rent/mortgage payments.
 - 30% reported not having a business continuity plan
 - 20% reported a lack of resources for converting to business online, meeting payroll obligations, taxes, and utilities.
 - The remaining reported lack of resources for insurance for their employees and sanitation recommendations.

Appendix A provides results from the Business Community Impact Survey

Resiliency Plan

Pre-Disaster Preparedness

The FDALG 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 and communities to continuously monitor and update their plans.

The First District works with and encourages its members 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 the FDALG, but since the FDALG is already involved in land use planning and infrastructure project development, it is well-positioned to raise mitigation issues. The FDALG'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:

- 911 addressing/routing; 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.

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 FDALG 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 Resiliency

According to the EDA, recovery and resilience focus on “economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, such as the decline of an important industry or a natural disaster.”

In addition to natural disasters, the Covid-19 pandemic has taught us that individuals, government, and local economies can be negatively impacted especially in the 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.

Therefore, economic resiliency 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 provide insight toward prioritizing actions that will be critical to a dynamic economic recovery. While each disaster/pandemic is independently unique, economic health is dependent upon infrastructure restoration, housing recovery, and the re-establishment of government, business and social services. These unique obstacles caused by a disaster or pandemic will affect small and large business alike. Potential complications arising from these events include workforce impacts (training, recruitment, and retention), access to capital, need to relocate, and other difficult decisions which could hinder restoring the local economy to its pre-disaster state.

Planning for Economic Recovery and Resiliency in Response to Disasters and Pandemics

As a regional economic development organization First District is particularly concerned with post-disaster/pandemic economic recovery. In the event of a disaster/pandemic 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.

Economic Recovery and Resiliency Goals, Objectives and Strategies

The following Economic Recovery and Resiliency Strategies and Actions were developed after data analysis, discussions with key stake holders and guidance from the FDALG CEDS Committee. They are intended to reduce impacts to the local and regional economy in the event of a disaster or a pandemic. Further, they supplement and support the FDALG's existing Community, Regional, and Economic Development Goals contained within the CEDS.

CEDS Economic Development Goal Improve the economic conditions and opportunities for all segments of the economy.		
Economic Development Objective #1	Provide assistance to retain and expand existing businesses and industries.	
Economic Development Objective #2	Provide information and technical assistance to communities and the region concerning items related to their economic development needs.	
Economic Development Objective #3	Enhance public and private partnerships to address economic development needs in the region.	
Economic Development Objective #4	Protect and promote the diversification of the region's agricultural economy.	
Recovery & Resilience Strategy	Recovery & Resilience Actions	Recovery & Resilience Partners
Provide information, technical assistance and economic recovery and resiliency support services to businesses attempting to reopen after a disaster or pandemic event	<ul style="list-style-type: none"> • Development of a business continuity plan template. • Continue to partner with Small Business Development Center, Governor's Office of Economic Development and local economic development organizations to provide services. 	Local EDO's Local Chambers of Commerce GOED SBA SBDC
Assist FDALG membership by coordinating local and regional economic development policy to include recovery and resiliency strategies. Improve collaboration and communication between and among FDALG membership and various economic sectors.	<ul style="list-style-type: none"> • Build partnerships that will promote the CEDS and its respective economic recovery and resiliency goals, objectives strategies and projects. • Conduct assessments of local government web resources and information provided. • Identify necessary improvements to, maintenance of, and operation of communications tools and equipment • Development websites that provide recovery and resiliency information and resources for local government, EDO's and private businesses • Assist local EDOs with the development of economic profiles with emphasis on identifying risks and hazards • Create partnerships, leverage resources and obtain grant funding to move priorities forward • Assist membership with policy development that allows flexibility with local land use regulations regarding commercial and industrial activities. 	FDALG Local Governments Local EDO's Local Chambers of Commerce GOED
Identify unfunded needs as they relate to local and regional economic recovery and resiliency.	<ul style="list-style-type: none"> • Conduct studies to identify residential, commercial and industrial growth expectations • Assess current and future capabilities of existing infrastructure systems that support economic development • Develop a web-based Regional Needs Assessment System that will provide FDALG with the tool necessary to identify unfunded needs, and pursue appropriate funding strategies 	FDALG Local Governments Local EDO's State and Federal Funding Organizations

Recovery & Resilience Strategy	Recovery & Resilience Actions	Recovery & Resilience Partners
Diversify Economic Bases	Develop strategies that identify economic development interests that not only support current economic pillars but also provide opportunities to expand upon existing resources, work force and other regional assets	FDALG Local Governments Local EDO's GOED

Measuring Progress

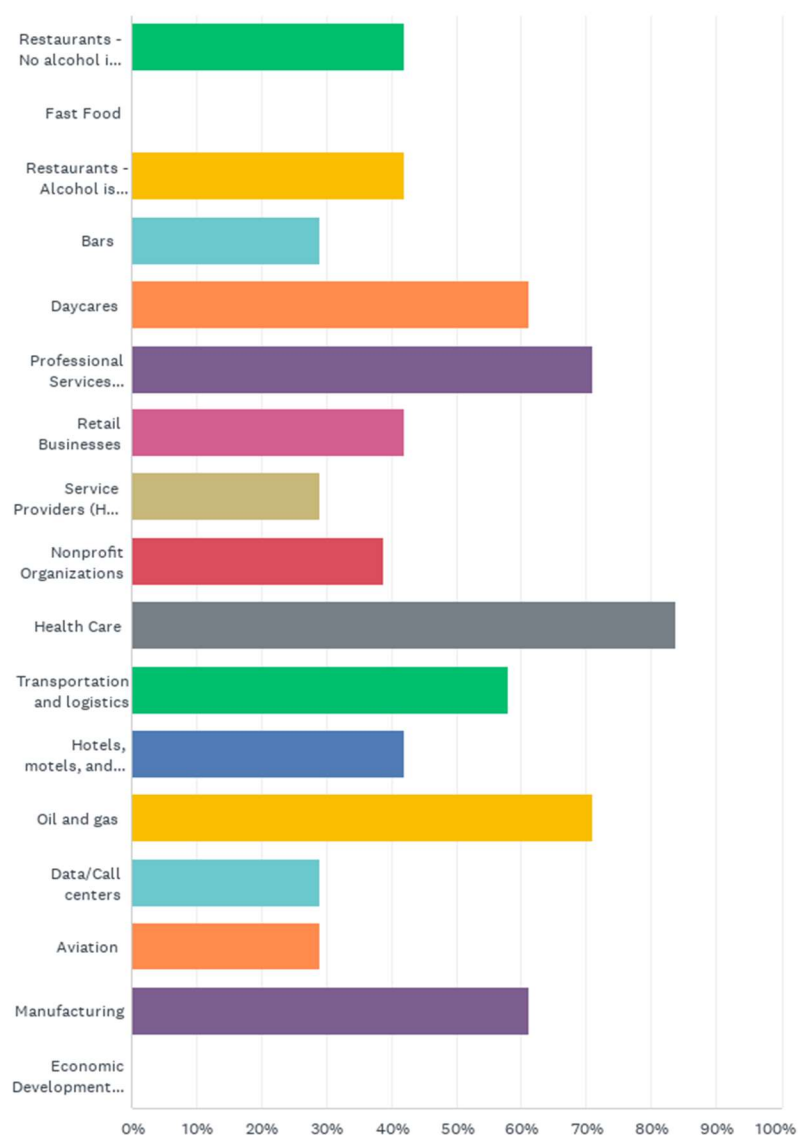
The FDALG Governing Body/CEDS Committee will serve as the monitoring entity for the FDALG CEDS/Recovery and Resiliency Plan. The Recovery and Resiliency Plan will be incorporated in to the CEDS at the time of the CEDS annual review. Thereafter at its scheduled meetings, the FDALG Governing Body/CEDS Committee will discuss staff activity and progress towards planning, project implementation and other economic development matters with the region.

APPENDIX A – SURVEY, COMMUNITY MEETING & INTERVIEW RESPONSES

Most Impacted Industries

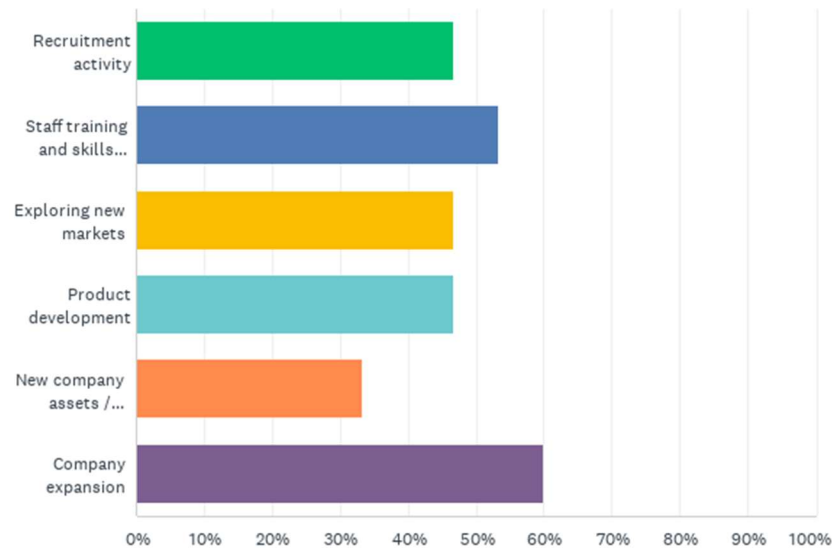
Within the area of study, the coronavirus pandemic affected all sectors of the economy, from movie theaters and nail salons to warehouses and manufacturing facilities. Like many of the industries across the country, supply chains were interrupted, and the demand for products and services declined. There were shortages in supplies and inputs, and city and government-mandated closures.

Q4 What industry sectors were considered essential? Check all that apply.



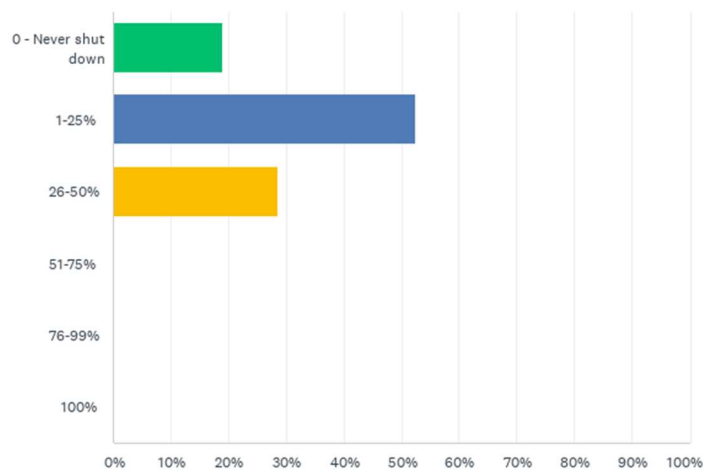
Business Plans

Q8 As a result of COVID-19, have any of the businesses had to delay key plans regarding any of the issues below? (Check all that apply)



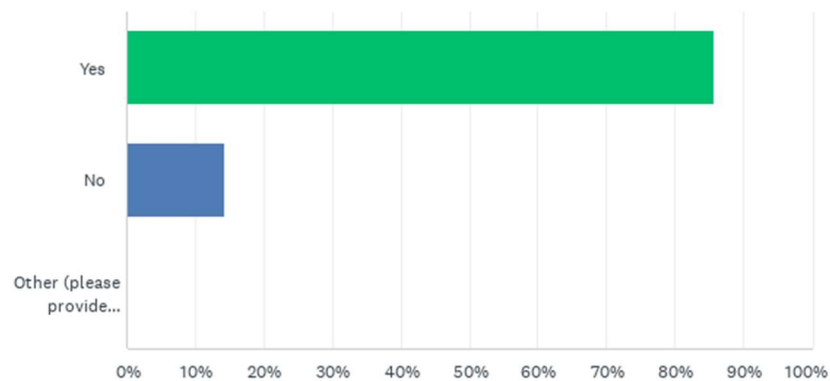
Business Shutdowns

Q9 What percent of your business community was shut down during the COVID-19 pandemic?



Business Closures

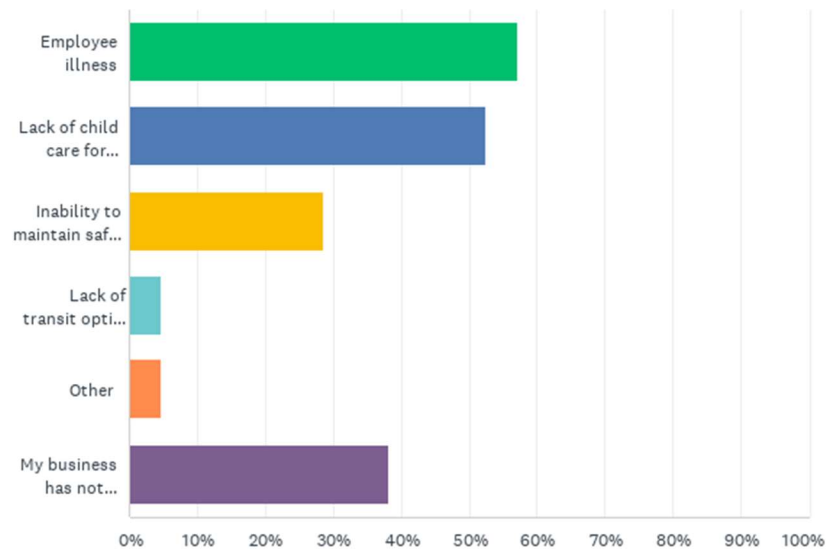
Q10 Did any of your community businesses reduce hours or close their business temporarily during COVID-19?



The chart above shows data from the survey taken in July 2021. As of January 2022, many businesses slowly began to fully open and the introduction of in-person dining slowly became available. However, many businesses still have limited hours of operation, not only due to the pandemic, but to worker shortages.

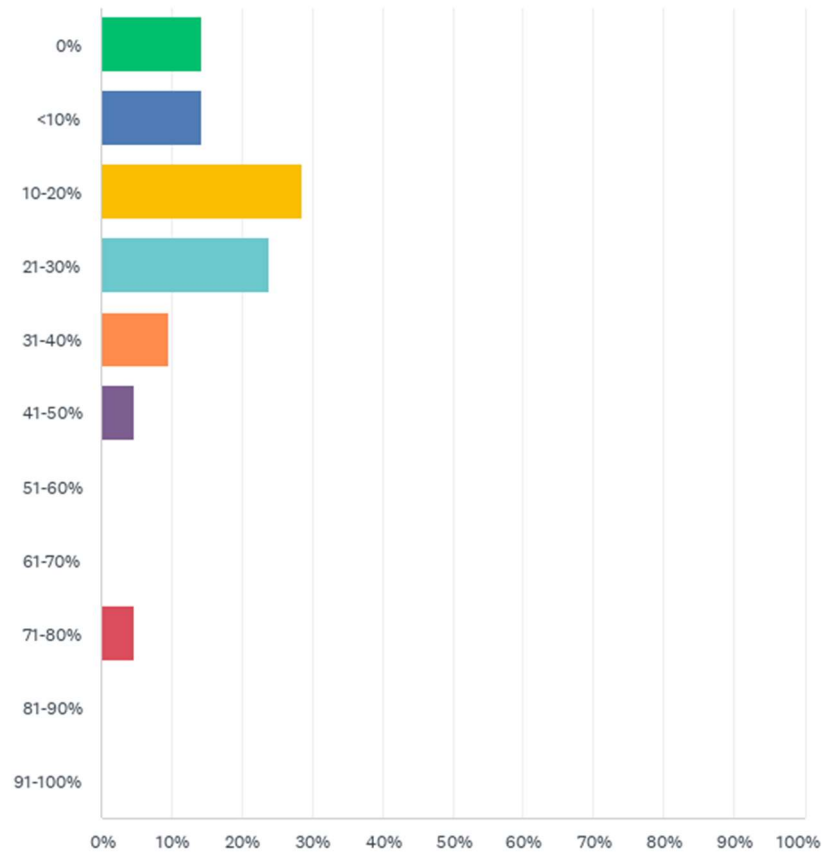
Workforce and Recovery

Q13 Has the area's businesses experienced a decreased workforce due to any of the following? (Check all that apply)



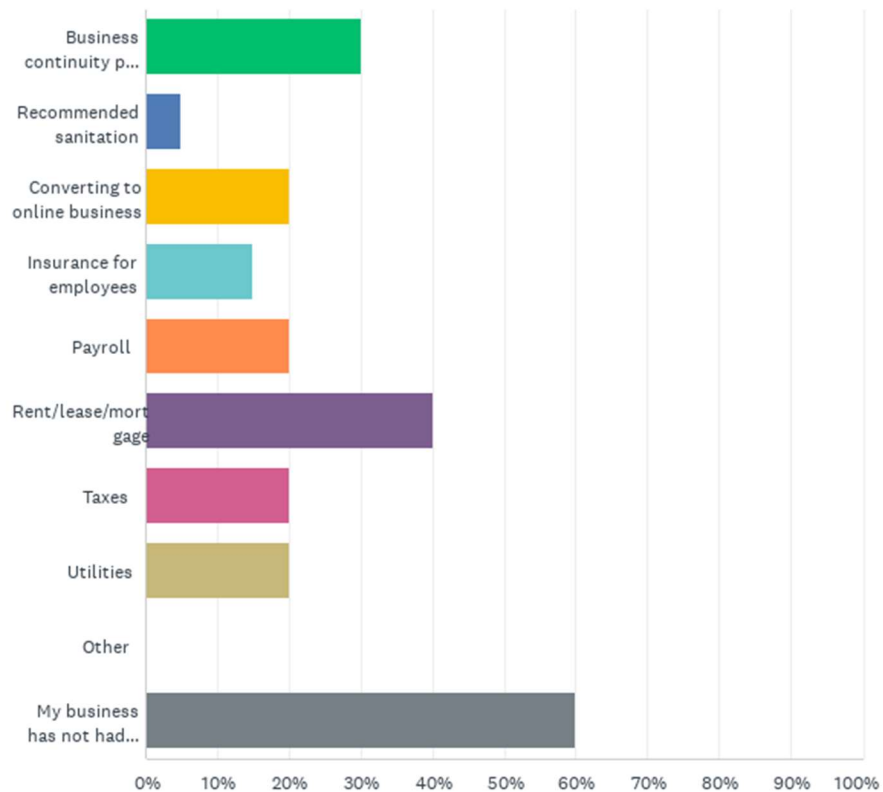
Business Revenues

Q14 Please estimate the decrease in revenue your business community may have experienced due to COVID-19 since March 1, 2020:



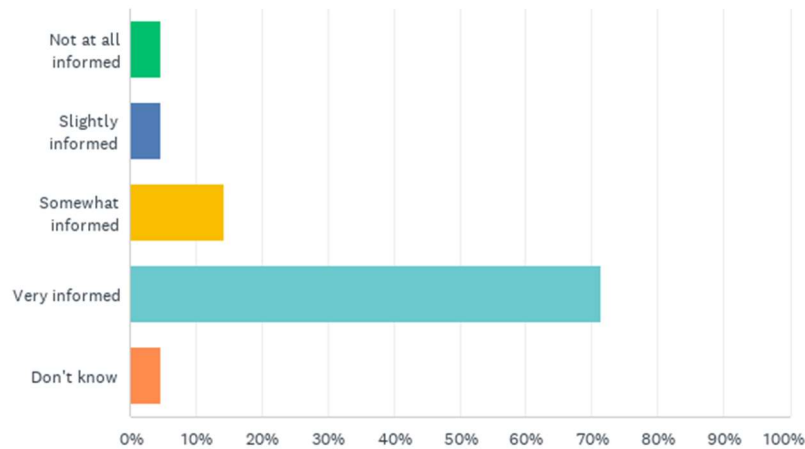
Business Resources Towards Recovery

Q15 Has your business community had inadequate resources for any of the following?
(Check all that apply)



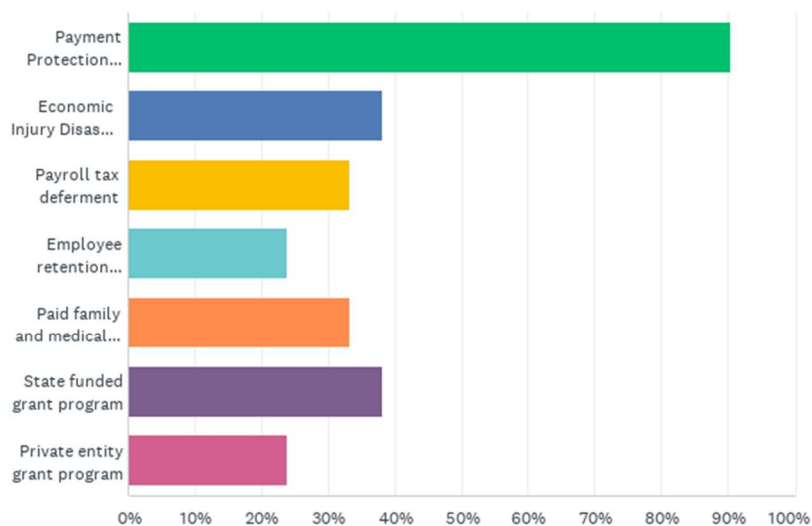
Availability of Information and Resources

Q17 How informed are/were you about federal, state, and local government resources that could help your business mitigate the impact of COVID-19?



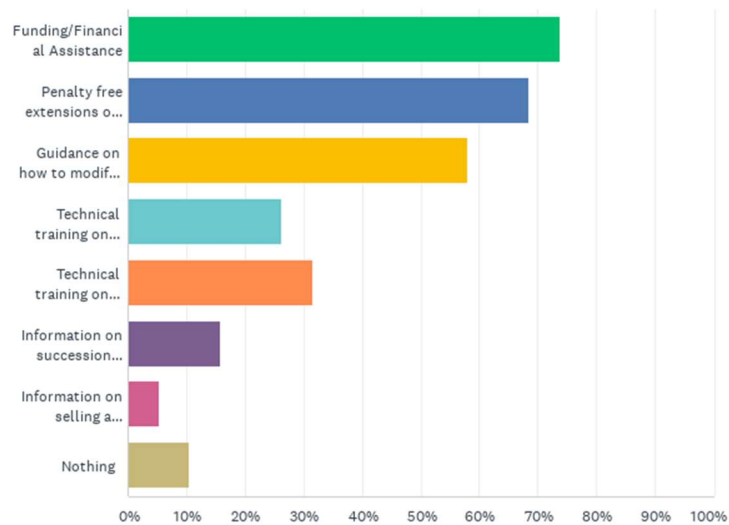
Business Disaster Relief Programs

Q18 What relief programs did area businesses apply for and were approved? (Check all that apply)



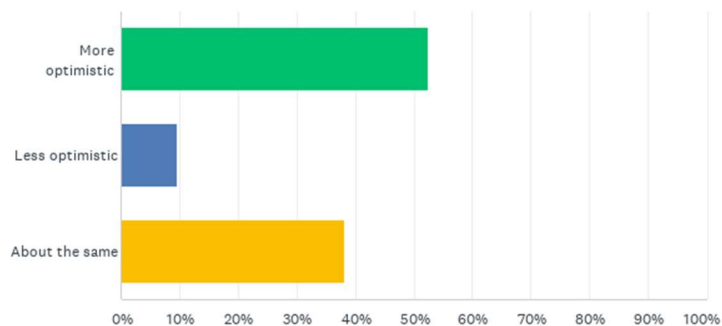
Most Helpful Business Assistance

Q20 During COVID or in the event of another pandemic, what types of assistance would be most helpful to your area businesses? (Check all that apply)



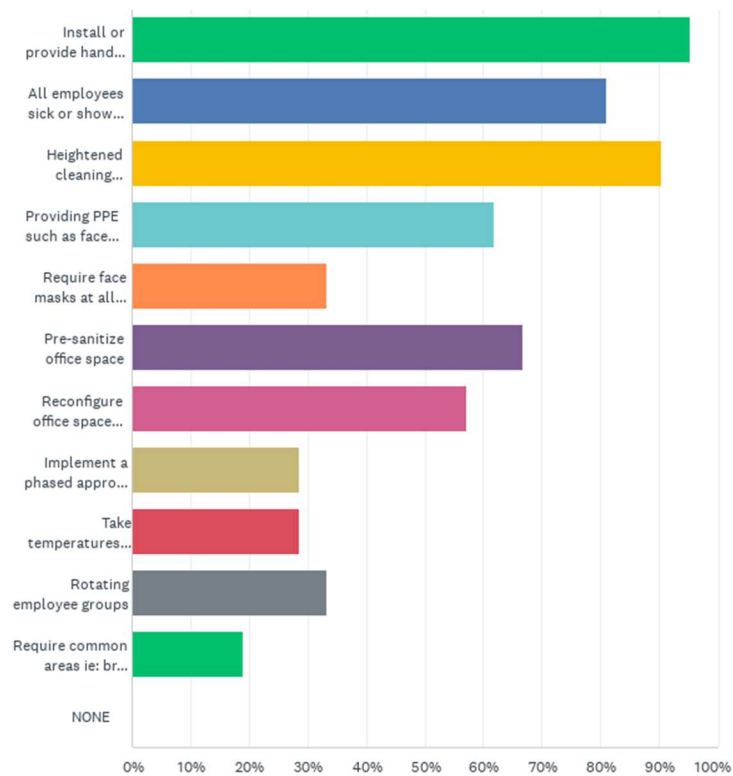
Present vs. Past Business Optimism

Q21 How optimistic are you about the health of your business community now compared to before the pandemic?



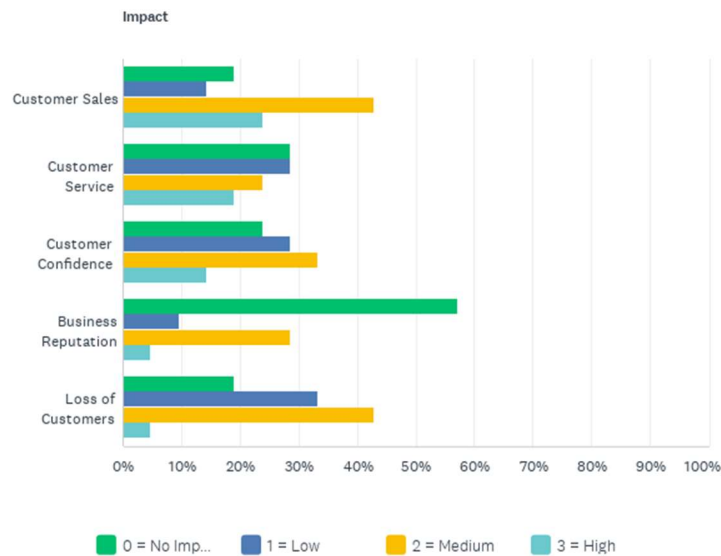
Safely Opening Businesses

Q22 During COVID-19, what strategies did or are the businesses using to open safely?
(Check all that apply)



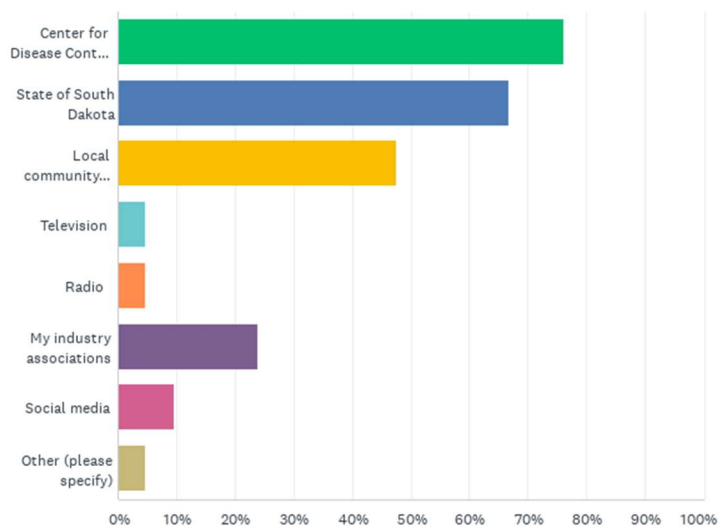
COVID-19 Impact to Area Businesses

Q24 From the list of customer impacts below, please rank the impact to area businesses using the drop down as 0 = no impact, 1 = Low, 2 = Medium, 3 = High



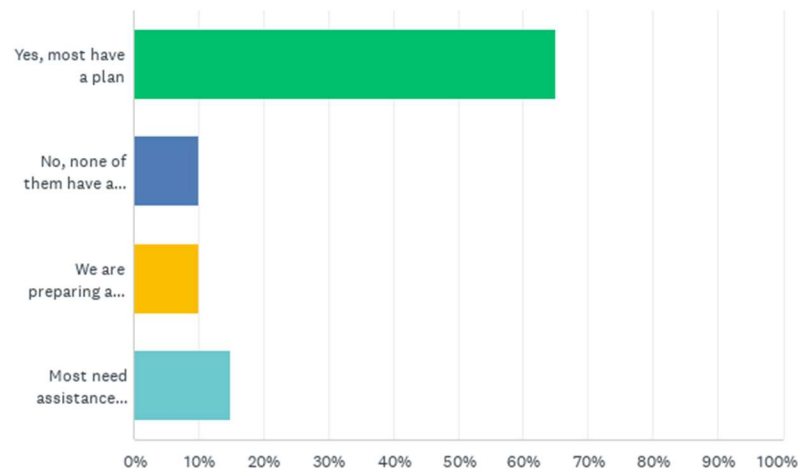
COVID-19 Resources Most Used by Businesses

Q25 What was the primary resource businesses used to make decisions regarding Covid-19?



Business Recovery Plan

Q26 Do any of the area businesses or organizations have a recovery plan to help it come out of the COVID crisis? (Please also consider your organization).



Summary Question

When planning for Economic Recovery from pandemics and other disasters, what one thing could the government, chambers of commerce, utilities, economic development organizations do to best support your business or community?

- Provide guidance/support by communicating available programs and help to our local businesses - many businesses do not realize the aid or technology available to help them increase their business
- Have funds available to offset losses or to meet payroll/lease/mortgage payments temporarily.
- Stop giving out hand-outs, such as the continued unemployment adder, for those who can legitimately work but just choose not to. Labor and workforce is a huge area of concern.
- Use CLARITY in all communications. People are still confused on the best guide to economic recovery.
- Be thoughtful in how government programs could be poorly administered. For example, the SD Small Business Grant rules were very vague and allowed nearly identical businesses to receive different amounts of aid due to factors completely unrelated to the pandemic. The program may have created a competitive advantage for a company not related to COVID.

[illegible]

- Chamber did a gift card program to help local businesses generate revenue, fire department did free delivery 2 different occasions to help drive restaurant/take-out sales
- We had a one-month furlough period which we were able to bring everyone back plus more.
- We have implemented Artificial Intelligence into our sales process.

- Local government stepped up and implemented a non-essential business shutdown when the state government did not.
- Stayed open using the "bubble approach" and lots of education on how to operate safely in a pandemic.
- We kept ourselves informed of all avenues of the Covid 19 Pandemic.
- Just mainly relied on doing business through non-contact ways, email, phone, drive up
- All businesses are different so meeting individual needs vs just blanket mandates.

Promising Practices and Lessons Learned from the pandemic

Many leaders from within the First District area expressed how business, communities, and individuals were able to innovate, persevere, and unify through creative resources. The administration of the Small Business CARES Act and other community funding proved to be a great asset to many. Funding provided restaurants to cover the costs of tents and tables for outdoor dining, areas for pickup, and delivery to help restore their revenues.

Using conversations had with community stakeholders and other economic development organizations, we have created the following list of practices and lessons learned, which helped inform the recovery opportunities outlined in the plan.

Promising practices shared

- Leaders from across the region expressed how businesses, communities, and individuals were able to innovate and unify through creative forces.
- Economic roundtables provided a valuable platform for sharing successful practices throughout the pandemic.
- The Small Business CARES act and community development block grants (CDBG) proved to be a good way to provide extra capacity to the area counties and communities.
- Immediate funding provided to area businesses from local EDO's in the form of grants and loans to quickly restore revenues was especially helpful as they waited for assistance from the government.
- Personal protective equipment and rapid testing provided by communities to their local employers and school districts allowed them to reopen sooner.

Lessons learned for the future

- Identifying new risks and vulnerabilities – A pandemic disease outbreak has not been included in most post disaster recovery plans and should be in the future.
- Clearly identify roles – an outline of roles for relevant partners at the national, state, regional, and local levels would be a critical aspect of the plan.

- Expanding a community role – a regional point person for coordinating the roles of economic development, workforce training, transportation and housing between state and local communities could have enhanced the delivery of information and programs that are available.
- Offering a neutral forum for discussion – The learning curve for adapting to the pandemic was steep and complex. Some areas across the US provided a platform for discussing and sharing ideas. A similar platform would prove beneficial to business and community leaders across the First District area and the state to share information on a variety of topics from testing to return to work policies.
- Technical support and resources – There appeared to be gaps and overlaps in information that was available. A coordinated, online repository of pandemic data for decision making and resources of grants, loans, credits, policies and general guidelines would ensure access to all businesses and communities.
- Provide technical assistance with funding – The distribution of the CARES Act funding was seen as beneficial to small businesses, and it also alleviated the administrative responsibilities for communities.
- Serving as a source fund expert – There were many funding and assistance programs available, but hard to navigate at times. The region may have benefited from a central authority on the programs, along with a team for accessing them.
- Providing guidance on flexibility in existing programs – Given the uniqueness of the recent pandemic, flexibility on the use of local and state funds could have been opened up for allocations to more businesses.
- Identify priority projects and possible sources of funding – The need for continued expansion and upgrades to high-speed broadband infrastructure identified in 2018 has become increasingly important as more employees work remotely.
- Identifying priority projects and providing expertise – An increased demand for housing and rising construction costs have amplified the regions existing affordable housing crisis. The region will need support in planning for new developments, as well as creative solutions for creating density and driving more affordability.

APPENDIX B – Economic Recovery and Resiliency Resources

COVID-19 in South Dakota – Governor’s Office of Economic Development
<https://covid.sd.gov/>

SDGOED
[South Dakota - Governor's Office Of Economic Development \(sdgoed.com\)](https://sdgoed.com/)

SD LRC Full Covid-19 Stimulus Report
[220704.pdf \(sdlegislature.gov\)](https://sdlegislature.gov/220704.pdf)

South Dakota Department of Labor and Regulation COVID-19 Resources
[COVID-19 Resources \(sd.gov\)](https://sd.gov/COVID-19-Resources)

South Dakota Housing Development Authority
[SD CARES Housing Assistance Program | SDHDA](https://sdhda.com/SD-CARES-Housing-Assistance-Program)

EDA Covid-19 Resources
[EDA COVID-19 Resources | U.S. Economic Development Administration](https://eda.gov/EDA-COVID-19-Resources)

SBA PPP Loan Forgiveness Program
[PPP loan forgiveness \(sba.gov\)](https://sba.gov/PPP-loan-forgiveness)

Small Business Tax Credit Programs
[Small Business Tax Credit Programs | U.S. Department of the Treasury](https://treasury.gov/Small-Business-Tax-Credit-Programs)

Emergency Capital Investment Program
[Emergency Capital Investment Program | U.S. Department of the Treasury](https://treasury.gov/Emergency-Capital-Investment-Program)

Centers for Disease Control and Prevention
<https://www.cdc.gov/coronavirus/2019-ncov/community/workplaces-businesses/index.html>

Centers for Disease Control and Prevention – Tribal Communities
<https://www.cdc.gov/coronavirus/2019-ncov/community/tribal/index.html>

U.S. Department of Labor
<https://www.dol.gov/agencies/whd/pandemic>

H.R. 6201: Families First Coronavirus Response Act
<https://sdgoed.com/wp-content/uploads/2020/03/FFCRA-One-Page-Explanation.pdf>

USDA Rural Development Department of Agriculture
<https://www.rd.usda.gov/coronavirus>

The Small Business Owner’s Guide to the CARES Act
<https://sdgoed.com/wp-content/uploads/2020/03/The-Small-Business-Owner%E2%80%99s-Guide-to-the-CARES-Act-1.pdf>

South Dakota State University Extension
<https://extension.sdstate.edu/covid-19-response>

University of South Dakota Business Support Initiative
<https://www.usd.edu/academics/colleges-and-schools/beacom-school-of-business/south-dakota-business/usd-business-school-launches-business-consulting-program-to-help-south-dakota-businesses>

COVID-19 Federal Rural Resource Guide
https://www.rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf

South Dakota Retailers Association – COVID 19 Workplace and Employees Resources
<https://www.sdra.org/covid-19-resources.html>

Brookings County Coronavirus Response Hub
<https://brookings-coronavirus-response-firstdistrict.hub.arcgis.com/>

Brookings Permit page:
<https://brookings-permits-firstdistrict.hub.arcgis.com/>

Codington Coronavirus Response Hub
<https://codington-coronavirus-response-firstdistrict.hub.arcgis.com/>

Codington Permit page:
<https://codington-building-permits-firstdistrict.hub.arcgis.com/>

Clark Coronavirus Response Hub:
<https://clark-county-coronavirus-response-firstdistrict.hub.arcgis.com/>

Clark Permit page:
<https://clark-building-permits-firstdistrict.hub.arcgis.com/>

Deuel Coronavirus Response Hub:
<https://deuel-coronavirus-response-firstdistrict.hub.arcgis.com/>

Deuel Permit page:
<https://deuel-building-permits-firstdistrict.hub.arcgis.com/>

Hamlin: Coronavirus Response Hub
<https://deuel-coronavirus-response-firstdistrict.hub.arcgis.com/>

Hamlin Permit page:
<https://hamlinbuildingpermits-firstdistrict.hub.arcgis.com/>

Grant Coronavirus Response Hub:
<https://covid19-grant-initiative-firstdistrict.hub.arcgis.com/>

Grant Permit page:
<https://grantbuildingpermitpage-firstdistrict.hub.arcgis.com/>

Kingsbury Coronavirus Response Hub:

<https://kingsbury-coronavirus-response-firstdistrict.hub.arcgis.com/>

Kingsbury Permit page:

<https://kingsbury-building-permits-firstdistrict.hub.arcgis.com/>

Lake Coronavirus Response Hub:

<https://lake-coronavirus-response-firstdistrict.hub.arcgis.com/>

Lake Permit page:

<https://lakebuildingpermits-firstdistrict.hub.arcgis.com/>

Miner Coronavirus Response Hub:

<https://miner-coronavirus-response-firstdistrict.hub.arcgis.com/>

<https://moody-permits-firstdistrict.hub.arcgis.com/>

Miner Permit page:

<https://miner-building-permits-firstdistrict.hub.arcgis.com/>

Moody Coronavirus Response Hub:

<https://moody-coronavirus-response-firstdistrict.hub.arcgis.com/>

Moody Permit page:

Roberts Coronavirus Response Hub:

<https://roberts-coronavirus-response-firstdistrict.hub.arcgis.com/>

Roberts Permit page:

<https://roberts-building-permits-firstdistrict.hub.arcgis.com/>