

**Community Assessment  
Resource Team Report  
Elk Point, South Dakota**

*March 25-27, 2014*

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**March 25-27, 2014**

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## Executive Summary

In October 2006, the Community of Elk Point hosted its first Community Assessment facilitated by the South Dakota Rural Development Council. As part of that Community Assessment, several listening sessions were held with the community, allowing residents to identify strengths, challenges, and projects for the community to accomplish over the next five to ten years. As a result of that Community Assessment and Report, the community prioritized a number of areas and projects to move forward. Over the past seven years, the community and its residents have accomplished many of the goals and objectives that you set for yourselves including:

- (1) Constructing a new community center;
- (2) Revitalizing and repurposing the community auditorium;
- (3) Creating a business/industrial park;
- (4) Reconstructing Main Street and underlying infrastructure;
- (5) Developing additional multi-family rental housing;
- (6) Implementing Community marketing initiatives;
- (7) Supporting economic development and business retention; and more....

Recognizing all the great things that were accomplished, the Elk Point Economic Development Corporation and City of Elk Point again solicited assistance in hosting an updated Community Assessment to reengage community residents to determine what priorities should be moved forward over the next ten years.

A team of volunteers, representing a variety of backgrounds, spent three days in Elk Point in late March 2014, hosting a series of public listening sessions with community members, developing a list of themes that resonated from the listening sessions, and hosting a town hall meeting to begin the process of setting priorities to move forward.

The final step in the Community Assessment planning process is the development of this Community Assessment Report. The report compiles all of the responses from the various listening sessions and provides a list of ideas and suggestions from the Resource Team as to ways that the community might consider moving forward on its self-identified priorities.

The process does not end with the issuance of this report. In fact, it is the beginning of a longer process of implementation. The suggestions contained in this report are just that...suggestions. No one knows your community better than you, and only you can decide which priorities to move forward and how. It is hoped, however, that the suggestions contained in this report will provide perspective and a basis from which to proceed. The suggestions discuss ways that other communities have addressed the issues and projects that Elk Point has identified. Continue to utilize the resource team as you move forward for counsel and advice. Feel free to call upon them for additional suggestions or references to resources that will help you move your ideas and objectives from conceptual to action.

You have many things to be proud of in Elk Point. In fact, you have many enviable assets that other communities do not have. You have proven that you have strong and committed community members

vested in seeing the community grow. Capitalize on the energy and ideas coming from the engagement of these community members and leverage this to create positive momentum in your implementation. The projects you have accomplished over the past several years prove that you are capable of accomplishing anything that you set your mind to. There is no limit to what you can accomplish in the next ten years.

The Resource Team graciously thanks the community for hosting us during the three days. We were treated kindly by all those we had the opportunity to interact with. Many of you referenced your “people” as your greatest asset, and the Resource Team can certainly attest to that.

A special thank you to the Elk Point Economic Development Corporation for hosting the team and to your board of directors for all of their assistance in planning and making the Community Assessment a success. In particular, a special thank you to City Administrator, Dennis Nelsen, for his tireless energy and inordinate amount of commitment in making sure every detail of the Assessment was handled without issue. Many hours were spent preparing for the Community Assessment, which is evidenced in how smoothly things progressed during the on-site Community Assessment. Also, thanks to Bruce Odson for hosting the community tour, to our driver, and to Prairie Estates for allowing us to use their van.

The Resource Team Members were all volunteers and the only cost to the community in hosting the Community Assessment was the cost of food, lodging and supplies for the Resource Team, as well as the costs in preparing and advertising the event. A special thank you to each Resource Team Member who took time from their schedules to spend three days in Elk Point to learn more about the community and help provide perspective and feedback to the community on the identified priorities. You were a pleasure to work with and spend time with over the three days.

Thank you again for all of your outstanding work. The fact that Elk Point took the initiative to host a follow up Community Assessment affirms the progressive nature of your community and your willingness to continually reassess yourselves to help Elk Point thrive for many decades to come.

Shawn Pritchett  
Resource Team Leader

# Process for the Development of This Report

A volunteer Resource Team, representing a variety of backgrounds, was assembled to assist the City of Elk Point in evaluating the community's assets and liabilities and to develop suggestions for improving the community and economic environment in Elk Point.

The Elk Point Economic Development Corporation, in conjunction with the City of Elk Point, coordinated the Community Assessment locally. Dennis Nelsen served as the community planning leader and, with the help of members of the EDC board and other volunteers, developed the agenda, coordinated logistics, and publicized the assessment with the local community.

The Resource Team toured the town and surrounding area and interviewed over 140 individuals during the three-day period from March 25-27. The team interviewed representatives from the following segments of the Elk Point community: City Council, County Commission, Utilities, Planning Commission, HRC, Rural Electric, Law Enforcement, EMS, Fire Department, Parents, Day Care Providers, Business, Retail, Industry, Elk Point Economic Development Corporation, Commercial Club, Farmers, Ag Businesses, Churches, Seniors, Healthcare Providers, Nursing Home, Students, Faculty, School Administration, among others. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing an action plan. The three questions were:

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

Upon completion of the interviews, the team met to compare notes and share comments. The team agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and then forward these items as part of this final report to Elk Point.

At the conclusion of the on-site Community Assessment, the Resource Team provided a brief presentation to the community on the themes that resonated from the listening sessions. Participants were also engaged in a priority-setting exercise allowing residents to begin identifying the top priorities to move forward.

The listening session responses, team member suggestions, and community-identified priorities are each identified in this final Community Assessment Report.

## Community Assessment Team

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605-665-0751  
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# Elk Point Community Assessment Agenda

## Tuesday, 3/25/14

TIME	TITLE
4:00 pm - 5:00 pm	Resource Team Meets
5:10pm - 6:00pm	Listening Session: City Council/County Commission/Utilities, Planning Commissions, HRC, Rural Electric, Law Enforcement, EMS, Fire Department
6:10pm - 7:00 pm	Listening Session: Parents/Daycare Providers
7:10 pm - 8:00 pm	Listening Session: Business/Retail/Industry, EPEDC, Commercial Club

## Wednesday, 3/26/14

TIME	TITLE
7:00 am - 7:50 am	Listening Session: Farmers/Ag. Businesses
8:00 am - 8:50 am	Listening Session: Churches/Ministerial Association
9:30 am - 10:20 am	Listening Session: Seniors/Healthcare Providers/Nursing Home
11:00 am - 11:50 am	Listening Session: Youth/Students
12:00 pm - 12:50 pm	Listening Session: Faculty, Administration ,School Board
2:00pm - 3:45 pm	Community Tour
4:00 pm - 6:30 pm	Team Work Session
7:00 pm - 8:30 pm	Community Town Hall Presentation and Priority Setting Meeting

## Thursday, 3/27/14

TIME	TITLE
8:00 am - 1:00 pm	Resource Team Work Session

## Elk Point Themes

After listening to citizens of Elk Point, the Resource Team developed a list of major themes that will be addressed in the team member reports, which are noted in no particular order or priority.

Major Theme / Subthemes	Page Number
<b>THEME: HOUSING</b>	
Housing Needs Assessment*	7
Single Family Housing*	9
Multifamily Rental Housing*	11
“Beautification” and Property Maintenance*	13
Housing Development Incentives	17
Workforce Housing	19
<b>THEME: ECONOMIC &amp; BUSINESS DEVELOPMENT</b>	
Developing the Business Park*	22
Shopping Local*	25
Integrated Development	28
Business Transition / Business Succession Planning	30
Workforce Development	31
<b>THEME: INFRASTRUCTURE</b>	
Roads (Rose Street / Truck Route)*	34
Drainage*	37
Wastewater Infrastructure / Business Park Infrastructure*	39
Water Quality*	41
Broadband/Internet*	43
Transit*	43
<b>THEME: YOUTH</b>	
Parks/Pool/Rec Facilities*	45
Before & After School Care*	46
Youth Activities (Youth Groups / Summer Rec)	48
Arts	49
<b>THEME: COMMUNICATION &amp; COORDINATION</b>	
Volunteerism and Emergency Services*	51
Community Engagement / General Volunteerism / Leadership Development	53
Public Safety / Daycare Notification*	56
Inter-governmental/Inter-Organizational Cooperation	57
Ag Appreciation	58
Branding / Niche Marketing	60

**\*Areas initially identified as priorities by community members at the Town Hall Meeting**

# HOUSING

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #1: Housing Needs Assessment

**Challenge:** Lack of available affordable housing was a recurring challenge expressed in nearly every listening session. Whether the perceived need was for rental units, new single family homes for purchase, new affordable or mid-priced housing, or rehabilitation of existing housing units, all groups agreed that housing must be developed to support the population and give the community room to grow.

**Recommendation:** A key to solving housing availability challenges (in any price range) is identifying and quantifying the need. It is crucial that Elk Point complete a comprehensive housing needs assessment. This is the first step in addressing the housing need in Elk Point. This comprehensive housing needs assessment will provide valuable information about the existing housing stock, the new housing that has been built over the past few years and will give specific recommendations, based on state and national trends that will propel Elk Point in the right direction for determining the course of action to take to meet this challenge in the community. It will also contain a great deal of demographic information regarding the ages of the residents of Elk Point, the median incomes, employment statistics and analytical ratios and information that may be valuable to local and national businesses as a tool to analyze the city of Elk Point as a place to live and work and support a business.

It has been noted that other housing assessments have been done for housing in Elk Point; However, those assessments (typically a market study) were specific to the project being developed or financed. For example, the Dunham Company had a market study completed as part of the financing requirement. That market study was specific only to the Dunham development, not the entire housing market in Elk Point. Part of the assessment will evaluate and consider what roles the public and private sectors are expected to play, and may suggest incentives that may be necessary to encourage housing development.

The South Dakota Housing Development Authority (SDHDA) has funding available to assist with the cost of a housing needs assessment. SDHDA also has a list of companies approved for and experienced in completing these reports. Local and national developers have used this specific housing needs study to determine if they will go to a community and build housing. Community Partners Inc., a company based in Minnesota, has completed housing studies for Yankton, Mitchell, Hartford, Crooks, Beresford, Canton, Aberdeen, Sioux Falls and several others within the last three years. These communities have seen their housing needs “be met” as a result of the publication of a housing needs study. For example, Hartford has increased the number of market rate rentals to meet the recommendations of their study. Mitchell has over 200 units of conventional apartments under construction as of the date of this report, to meet the need noted in their housing needs assessment. Yankton has identified that it needs 30 units of affordable housing within the next year to meet the current demand and a developer responded with

a plan to build 30 units starting in the fall of 2014. This comprehensive housing needs assessment for Elk Point will, if marketed effectively, get attention from developers and investors to meet the need for more affordable housing options.

In order to effectively market the results of the housing study, once the study is complete, the City should make the study available either as a link on the City website or directions on the website how to obtain a copy of the study. Publish a note in the local paper or in the Economic Development Corporation's newsletter that the study has been completed and briefly summarize the conclusions. The company that completes the study typically holds a meeting in the community to present the findings and share important information about the study. This meeting should involve inviting the City Council, City of Elk Point employees, the Chamber of Commerce, the Economic Development Corporation, local businesses, banks, realtors and citizens of the community to hear the results of the study and to have an opportunity to ask questions about the study.

A comprehensive assessment may also lead to suggestions regarding types of housing allowed or encouraged, and where the different types of housing may be located within the community. The findings may encourage new or revised zoning ordinances. Along with an analysis of housing needs, a task force could review community maps and assessment information to determine what land may be available for development, its ownership status, and whether infrastructure (including sewer and water services) exists or is needed. This could be one of the first issues the newly formed housing task force (mentioned as a recommendation) addresses.

Developers and builders have used the housing needs studies for these communities to show lenders and investors support, and the need, for building housing in a specific community. A comprehensive housing needs assessment for the community should be completed every five to ten years to stay up-to-date with the current housing inventory and reassess the specific housing needs as the community grows.

**Resources:**

South Dakota Housing Development Authority (SDHDA)  
PO Box 1237  
3060 E. Elizabeth Street  
Pierre, SD 57501  
605-773-3181  
info@sdhda.org  
www.sdhda.org

Community Partners Research Inc.  
10865 32<sup>nd</sup> Street N  
Lake Elmo, MN 55042  
Steve Griesert  
507-838-5992  
steve@communitypartnersresearch.com

Scott Knudson  
651-777-1813  
scott@communitypartnersresearch.com

South Eastern Council of Governments (SECOG)  
500 N. Western Avenue, Suite 100  
Sioux Falls, SD 57104  
605-367-57104  
www.secog.org

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #2: Single Family Housing**

**Challenge:** Although there are several lots available to build single family homes on, there is a strong sense that there is a need for a variety of housing options in the community. As of the date of this report, there were only 10 homes available for sale in Elk Point. The common issues that came up during the assessment were the availability of quality affordable housing and the need for site development, specifically the completion of the Dunham development and the development of homes on infill lots in Elk Point.

**Recommendation:** The City of Elk Point could offer incentives to a builder that commits to building a number of homes either on the lots in the existing housing developments or on the infill lots. Incentives could be things such as the reduction of the building permit fee, decreasing utility hook-up fees, Green Building incentives for energy efficient homes, and/or partnering with an existing developer to offer City funds to make homes more affordable to individuals and families with lower incomes.

In February 2014, a new program called the “Housing Enhancement Loan Program” was created. It is a program that gives an incentive for builder members of the South Dakota Home Builders Association to build speculative homes. The program is a partnership with the South Dakota Home Builders Association and the South Dakota Housing Development Authority (SDHDA). A builder (that is a member of the SD Home Builders Association) can apply to SDHDA for a low interest construction loan to build a speculative home.

The City of Elk Point or the Economic Development Corporation could use the Governor’s House Program from SDHDA to place a home on the available in-fill lots in Elk Point. This is a low cost way to provide an affordable, energy efficient home for individuals and families of low to moderate income levels. There are a number of ways to enhance the Governor’s house by placing it on a foundation with a basement, adding an entry way and/or a single or double attached garage. The South Eastern Council of Governments (SECOG) serves as the Governor’s House Sales Representative for counties in eastern South Dakota including Union County.

The land set aside for a park in the Dunham development should be completed. This would be an important amenity to the current residents of that development and could also inspire interest in individuals and families in the community to “want” to build a new home in the development.

Additional information regarding parks and recreation development is discussed in a separate section of this report.

Marketing is important. Local banks should have information available on the lots available in Elk Point to build a single family home. Communication with the builders, developers or individuals that own the lots could be a source for families and individuals looking to step-up into a newly constructed home.

The City of Beresford started a program where there was a rebate of sales tax (or use tax) after the home was completed. The Beresford municipal golf course also gave free memberships to the individuals/families that built a new home in the development surrounding the golf course. Elk Point could consider similar types of “add on” benefits to provide incentives to housing developers and builders and attract additional residents to the community.

The City of Elk Point website could provide links to the websites of the developers or builders that have single family housing lots for sale. When people are researching the Elk Point community, this would be an important link that could provide information on available housing options. Additional information on marketing existing home lots is discussed in the Niche Marketing / Branding section of this report.

We recommend forming an Elk Point Housing Task Force as a sub-group of the Elk Point Economic Development Corporation (EDC) that would meet monthly to discuss the housing market in Elk Point. The “housing market” would consist of ALL housing, not just single family homes. Hartford established a Housing Task Force five years ago. This group actively meets once a month to talk about the local housing market and shares information about new programs, current interest rates for home-buyers, the current state of the rental market and land development. It would be important to have individuals with a variety of backgrounds as members of this group. A member of the EDC, a representative of the City of Elk Point (employee or a City Council member), local realtors, builders, bankers, developers, business owners and any other volunteers that are interested and vested in the housing community should be invited to the meetings. This could be a great collaborative group to attend seminars on housing and stay up-to-date on what is happening in the housing market at the local, state and national level.

**Resources:**

South Dakota Housing Development Authority (SDHDA)  
PO Box 1237  
3060 E. Elizabeth Street  
Pierre, SD 57501  
605-773-3181  
info@sdhda.org  
www.sdhda.orgSDHDA

South Eastern Council of Governments (SECOG)  
500 N. Western Avenue, Suite 100  
Sioux Falls, SD 57104  
605-367-57104  
www.secog.org

South Dakota Home Builders Association  
PO Box 1218  
Pierre, SD 57501  
605-224-2761  
sdhbvp@sdhomebuilders.com  
www.sdhomebuilders.com

City of Hartford  
Gary Sandholm – Chamber & Economic Development Director  
PO Box 727  
125 N. Main Avenue  
Hartford, SD 57033  
605-528-3338  
www.hartford.us  
garyhadc@goldenwest.net  
gary@livinghartford.com

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #3: Multifamily Rental Housing**

**Challenge:** All of the multifamily rental housing units in Elk Point are occupied and as soon as there is a vacancy, the unit is filled within a few days. This implies a crucial lack of supply of rental housing units (apartments, townhomes, duplexes, rental houses and apartment for elderly persons).

**Recommendation:** The first step in meeting the demand for multifamily rental housing is completion of a housing needs assessment (mentioned earlier). This assessment will identify what the current multifamily inventory is and what is needed in Elk Point. It will also give recommendations as to the affordability levels (rents) for the various types of multifamily housing units.

Once the housing needs assessment is completed, the community should market the report. Send it to developers and builders along with a letter inviting them to come to Elk Point for a housing tour or to meet with officials from the City of Elk Point and the Elk Point Economic Development Corporation. Other ideas for advertising the results of this assessment were discussed earlier in this report.

Another step in meeting this demand is identifying the land in which apartments, twin homes, etc. could be built on. Developers and builders can't build the product if they don't have land to put it on. Parcels

of 3-5 acres would be suitable for apartment complexes that have multiple buildings with six, eight or ten units in each building (depending on the site design). Smaller parcels that are less than an acre within a residential area would be ideal for a twin home, four-plex, etc. (depending on the site and building design).

Is the price of multifamily development-ready land reasonable or within in the market price in Elk Point? This is extremely important in attracting builders and developers to invest in Elk Point instead of another community. If the land prices in Elk Point are comparable or the same as North Sioux City, a developer will choose to build in North Sioux City. The city is larger and therefore, they will get a larger pool of rental tenants purely based on the increased population. If the land price is lower (and overall cost to build, City fees, etc.), the developer may choose to build apartments in Elk Point. They may build a smaller number of units to start with and then phase in more units as those become occupied.

Eagle States Townhomes, owned by the Elk Point Housing and Redevelopment Commission is an asset to the community and this organization, along with the others involved, would be a great resource for building more rentals similar or identical to the project.

The South Dakota Housing Development Authority (SDHDA) can provide names of experienced affordable housing developers and could give out Elk Point's information as a community in need of affordable rental housing. HOME loans, Low Income Housing Tax Credits (LIHTC), Housing Opportunity Funds (HOF) and FLEX funds are just a few of the financing programs administered by SDHDA. USDA Rural Development, South Eastern Council of Governments (SECOG) and GROW South Dakota are all organizations that should be aware of the shortage of affordable rental housing in Elk Point. The Federal Home Loan Bank of Des Moines has a Strong Communities Fund that includes the Competitive Affordable Housing Program and other programs for housing grants and loans as well.

**Resources:**

Elk Point Housing & Redevelopment Commission  
PO Box 280  
Elk Point, SD 57025  
605-356-2240

South Dakota Housing Development Authority (SDHDA)  
PO Box 1237  
3060 E. Elizabeth Street  
Pierre, SD 57501  
605-773-3181  
info@sdhda.org

South Eastern Council of Governments (SECOG)  
500 N. Western Avenue, Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
[www.secog.org](http://www.secog.org)

USDA Rural Development-State Office  
200 4th Street SW  
Huron, SD 57350  
605-352-1100  
[www.rurdev.usda.gov/sd/](http://www.rurdev.usda.gov/sd/)

GROW South Dakota  
104 Ash Street E.  
Sisseton, SD 57262  
605-698-7654  
[info@growsd.org](mailto:info@growsd.org)  
[www.growsd.org/growsd/housing/](http://www.growsd.org/growsd/housing/)

Federal Home Loan Bank (FHLB)-Des Moines  
Skywalk Level  
801 Walnut Street, Ste 200  
Des Moines, IA 50309-3513  
800-544-3452  
[www.fhlbdm.com](http://www.fhlbdm.com)

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #4: “Beautification” and Property Maintenance**

**Challenge:** “Beautification” and overall property maintenance of existing homes and housing areas in Elk Point was a common concern and a priority stressed in most of the listening sessions. The Elk Point citizens are proud of their community, and this comment signifies that pride.

**Recommendation:** Every community has a need for “beautification” and property maintenance of older homes, and there are several ways to start this process and ideas for making it an ongoing effort in Elk Point. The “beautification” projects can consist of painting and repairing houses, picking up trash and litter along the streets and highways, planting trees and flowers and tearing down or fixing up old buildings.

The active service organizations in the Elk Point Area should embrace this as a great opportunity to make a facet of “beautification” an annual service project. One way to start is to choose a home or area of town that the organization would be willing to donate time and dollars to. Be specific – identify exactly what should be accomplished. For example, a service organization could identify homes on a specific block in Elk Point and then make a specific list of home maintenance issues that are visible from the street and solicit donations or allocate funds to purchase the materials for the repairs. Then, set a specific date to do the work. Contact the current homeowners of the homes that have been identified. Recruit volunteers to assist with the specific projects for those homes (either by repairing items or painting the home). The “beautification” of those homes will not only be apparent for the repairs or painting that was done, but also the volunteers that were involved in the effort.

Youth and church groups could help with weekend projects to do minor repairs, paint, rake, or clean-up jobs. This is a great way to get people of all ages engaged in a community effort together. In Tea, the annual “Rake a Difference” day was started by a student for his senior project and has continued as a Student Council annual event. In Hartford, the “Raking and Rejoicing” event was started by two volunteers from one of the local churches for a service project for their son’s confirmation class. It is now an annual event led by the local Middle School Fellowship of Christian Athletes organization. Student Council, National Honor Society, 4-H groups, local church youth groups, sports teams, Boy Scouts, Girl Scouts, all of these youth groups could get involved to volunteer a meeting time or practice time to clean up the ditches that are on the edge of Elk Point, rake a number of yards, paint a house in the summer, etc.

Such events in other communities have been a tremendous success and have brought volunteers of all ages together for a common goal in the community. The following are some of the successful, annual events in other communities in South Dakota.

- “Repair Affair” in Sioux Falls is a very successful volunteer effort by the local Home Builders Association. The city, through its community development department, helps provide supplies for the event. Volunteer services and labor are provided by local home builders and specialty contractors.
- “Paint-A-Thon” (Sioux Falls) and nationally, “United We Paint”, is an annual event where businesses recruit volunteers to paint one or more homes in a day, depending on the number of volunteers.
- SDHDA’s “Paint South Dakota” Program provides the primer and paint for a volunteer organization that would like to paint a family residence for families who are either financially or physically unable to paint their own homes.
- “Rake the Town” (Sioux Falls), “Raking A Difference” (Tea), “Raking and Rejoicing” (Hartford), have all been successful programs that were started as a one-day event and have continued as an ongoing annual event.

The city could identify an annual clean-up day in Elk Point. This is a specific day when a resident can put anything on their curb or a specific area and the city will pick it up and dispose of it. The city could use municipal equipment to help pick up and haul away large loads of branches or large appliances for

residents. The city could work with local trash collectors to pick up items that require special sorting such as chemicals, paints, and electronic equipment. If Elk Point does not have the resources available to pick up all of the items around the community, identify a place within the city that residents can drop off their items on a specific day or weekend.

The Elk Point City Council or Planning and Zoning Board should review local ordinances regarding property upkeep and increase code enforcement specifically for items that may be identified as a “health and safety” issues. Those issues are things such as sidewalk repairs, trees that have limbs close to power lines or hang over public sidewalks or streets. Garbage or hazardous waste materials would also be considered a “health and safety” issue because of the potential ground soil or water contamination.

There are many project ideas on websites such as Keep America Beautiful, Earth Day and Arbor Day. Local businesses may be willing to purchase trees for students to plant on Arbor Day within the community. The Master Gardener’s Program is another resource that may benefit the community. As part of the certification, the Master Gardeners must volunteer time for service projects. While the Master Gardeners will not do the physical labor, they would be a great resource of information for the schools and service organizations to assist them with beautification projects. The County Extension Office is also a great resource of information.

The SD Department of Agriculture offers a Building Our South Dakota Rural Communities Grant (BOSDRC) program that provides funding to 4-H Clubs, FFA chapters or FCCLA chapters located in South Dakota. Funding up to \$750 is provided to the eligible recipients for the purpose of beautification in a rural community. The goal of the program is to meet a community need, provide an educational opportunity, and encourage youth participation in the actual facilitation of the project.

Homeowners can get financial assistance or low interest loans from various agencies. Several resources available for rehabbing homes include the following:

- USDA Rural Development’s Section 504 Rural Home Repair Loans/Grants - assists very low income homeowners with repair of their homes, and specifically to remove health and safety hazards.
- SDHDA’s Community Home Improvement Program (CHIP) – provides low interest loans to eligible borrowers to improve, repair, or add onto a single family home.
- Rural Office of Community Service (ROCS) - Energy Assistance and Weatherization Program - the Weatherization program helps low-income South Dakota households overcome the high cost of energy by making their homes more energy efficient. It can be used to repair/replace windows, do weather stripping and caulking, and additional energy efficient items. It is run by the Rural Office of Community Service (ROCS) in Lake Andes. This program is limited to energy conservation type items like insulation, windows, furnaces, and wiring. No cosmetic repairs are available under this program.

**Resources:**

Keep America Beautiful (local Keep Yankton Beautiful)

Julie Perakslis, Executive Director

605-838-0665

Yankton, SD 57078

[www.kab.org](http://www.kab.org)

[www.KeepYanktonBeautiful.org](http://www.KeepYanktonBeautiful.org)

Earth Day Network

<http://www.earthday.org>

The National Arbor Day Foundation

<http://www.arborday.org>

Home Builders Association of the Sioux Empire – Repair Affair

[www.hbasioouxempire.com/community/community-service-projects/repair-affair/](http://www.hbasioouxempire.com/community/community-service-projects/repair-affair/)

Paint South Dakota - South Dakota Housing Development Authority (SDHDA)

PO Box 1237

3060 E. Elizabeth Street

Pierre, SD 57501

605-773-3181

[info@sdhda.org](mailto:info@sdhda.org)

[www.sdhda.org/sdhda-main-website/social-community-service/paint-south-dakota](http://www.sdhda.org/sdhda-main-website/social-community-service/paint-south-dakota)

[www.sdhda.org/sdhda-main-website/homebuyer-homeowner/home-improvement/home-improvement](http://www.sdhda.org/sdhda-main-website/homebuyer-homeowner/home-improvement/home-improvement)

Union County Extension Office

209 E. Main Street, Suite 120

Elk Point, SD 57025

605-356-2321

Master Gardeners (SDSU)

Volunteer Information-State MG Endowment Fund

Mary Roduner

1530 Samco Road

Rapid City, SD 57702

605-394-1722

[mary.roduner@sdsu.edu](mailto:mary.roduner@sdsu.edu)

[www.sdsu.edu/sdsuextension/anr/horticulture/master-gardeners/volunteer-info.cfm](http://www.sdsu.edu/sdsuextension/anr/horticulture/master-gardeners/volunteer-info.cfm)

Yankton Horticulture: Master Gardener

Missouri Valley Master Gardeners

[www.missourivalleymastergardeners.webs.com](http://www.missourivalleymastergardeners.webs.com)

USDA Rural Development-State Office  
200 4<sup>th</sup> Street SW  
Huron, SD 57350  
605-352-1100  
[www.rurdev.usda.gov/sd/](http://www.rurdev.usda.gov/sd/)

SD Department of Agriculture  
Building Our South Dakota Rural Communities Grant (BOSDRC)  
Terri LaBrie  
Division of Ag Development  
523 E. Capitol, Joe Foss Building, 3<sup>rd</sup> Floor  
Pierre, SD 57501  
605-773-5436  
[terri.labrie@state.sd.us](mailto:terri.labrie@state.sd.us)  
[www.sdda.sd.gov/ag-development/financial-assistance-programs/building-our-south-dakota-rural-communities-bosdrc-grant/](http://www.sdda.sd.gov/ag-development/financial-assistance-programs/building-our-south-dakota-rural-communities-bosdrc-grant/)

#### **Subtheme #5: Housing Development Incentives**

**Challenge:** Elk Point’s location was noted as both a positive and a negative in the listening sessions. We feel your location is one of the best attributes of Elk Point. Having housing development incentives may encourage additional needed development and may be the difference between a developer or builder choosing to invest in Elk Point or invest in another community (North Sioux City, Vermillion, etc.).

**Recommendation:** A key to solving housing availability challenges is to first assure that the community “wants” more housing in its community (ie. It wants to grow.) Is the City of Elk Point considered a fairly efficient or “welcoming” community in which to build a home or apartment complex in? There are communities in South Dakota where the zoning regulations and procedures (plan reviews, building permit requirements, inspections) and current ordinances make it extremely difficult, time consuming and expensive to build a home or rental complex in that town. The City of Elk Point should review the current zoning regulations and procedures to assess if the city is efficient with procedures and review the fees charged. Are there fees (utility hook- up fees, permit fees, etc.) that can be reduced for builders or developers as incentives to build in Elk Point?

The City of Elk Point offers tax abatement to new businesses for the refund of sales, service and use taxes. Elk Point Ordinance No. 356 offers the refund of municipal sales and service and use tax on the purchase of material for remodeling, rehabilitation or construction of a structure and on the purchase of equipment and furnishings for a structure. While this is a great incentive, it is targeted to businesses and commercial development. Would Elk Point consider working with Union County to offer property tax abatement to new apartment complexes? Apartment complexes in communities that have tax abatement fall under the “commercial” category and are eligible for tax abatement if the complex has four or more units. A key to making this successful as an “incentive” is to advertise it. Advertise it

locally in the newspaper, on the City of Elk Point's website, and Economic Development Corporation or Chamber of Commerce newsletters and advertise it statewide and regionally (by direct mailing to builders and developers). The City of Hartford and the City of Brandon aggressively market this incentive on their City websites and their Economic Development websites.

Another incentive structure that has been utilized in other rural communities is Tax Increment Financing or TIF. Tax Increment Financing utilizes the incremental increase in property taxes from property improvements and channels this funding to support financing for infrastructure and other community improvements necessary to start or expand housing developments. Use of TIF may not be such a valuable incentive in Elk Point for a number of reasons. First, Elk Point already has many development-ready lots that are available to build (i.e. infrastructure has already been installed). This is not the case in many rural communities and it is unique for a community like Elk Point to have an ample supply of available lots. Second, TIF for housing projects has struggled over the past five years because the TIF financing was structured assuming a certain number of home lots would be developed, improved and sold, increasing the tax base, and supporting repayment of the TIF financing. When the housing market deteriorated in 2008 and 2009, housing development came to standstill, putting the TIF financing repayment in jeopardy. While the market has recovered, the struggle with repayment on TIF financed housing projects has left many lenders and investors cautious to get involved with TIF projects solely relying on incremental tax proceeds to repay the financing.

The South Dakota Housing Opportunity Fund (HOF) was created and funded in the 2013 legislative session and administered by the South Dakota Housing Development Authority (SDHDA). HOF funds may be used for new construction, purchase and rehab of rental or homeownership housing, housing preservation, etc. For-profit and non-profit entities are eligible to apply for funding. The first round of funding applications were due in February 2014. Additional rounds are expected to occur annually. HOF may be utilized to support innovative housing development projects in South Dakota's communities. Once Elk Point has completed a housing assessment, formed its housing task force, and identified priority projects to move forward, you could consider making an application for funding from HOF to support your proposed housing project.

**Resources:**

City of Hartford  
Gary Sandholm – Chamber & Economic Development Director  
PO Box 727  
125 N. Main Avenue  
Hartford, SD 57033  
605-528-3338  
[www.hartford.us](http://www.hartford.us)  
[garyhadc@goldenwest.net](mailto:garyhadc@goldenwest.net)  
[gary@livinghartford.com](mailto:gary@livinghartford.com)

City of Brandon  
PO Box 95  
304 Main Avenue  
Brandon, SD 57005  
605-582-6515  
www.brandonsd.com  
www.brandon.govoffice.com

Housing Opportunity Fund  
South Dakota Housing Development Authority  
<http://www.sdhda.org/sdhda-main-website/developer/housing-opportunity-fund>  
PO Box 1237  
3060 E Elizabeth Street  
Pierre, SD 57501  
605-773-3181

Toby Morris  
Dougherty & Company  
(TIF and Bonding)  
215 W Sioux Avenue  
Pierre, SD 57501  
605-224-5557

### **Subtheme #6: Workforce Housing**

**Challenge:** Workforce Development is Economic Development. When there are limited available housing options in a community, economic development is stifled, and this issue imposes limitations on the community's ability to attract businesses and workers.

**Recommendation:** Housing may be one of the most important aspects of economic development, not to mention the wealth building potential for the individual homeowner. When an industry looks at your community for a possible relocation or start up, one of the first questions asked is, "Do you have housing for my employees?" The fact that there is a limited number of single family homes on the market and that there are not any rental options currently available (because every rental is occupied) is a deterrent to individuals and families that may be interested in relocating to the community for employment. Having quality affordable housing, and having many options, is one aspect of a broad-based economic development strategy.

While in Elk Point, we heard several anecdotal stories about people looking for rental housing, vacant units being filled within a day with multiple inquiries, waiting lists, etc. It seems readily apparent that available housing is a challenge for the community. A housing assessment, addressed previously, will identify the extent of this housing need, what types of housing are most in demand, and what rents or

housing values can be supported for development. Workforce housing is imperative to support a fully integrated economic development strategy.

Recognizing that housing development is economic development is key. Begin an active campaign within the community to build a consensus around housing development and economic development, and stress that economic development cannot be successfully addressed without equal and simultaneous emphasis on housing development. It is important for existing residents in the community to recognize the importance of housing in economic development and how projects you undertake in this area support economic development in the community.

The Centerville Economic Development Corporation has purchased and remodeled homes, built new homes and has utilized the Governor's House program (mentioned earlier in this report). They have been proactive and very successful in increasing housing in the community, particularly in the moderate price range.

The South Eastern Council of Governments is a key agency in assisting with workforce housing, specifically through the Governor's House program. This organization would also be a valuable resource for a variety of affordable housing programs and financing options for workforce housing and development.

The Sioux Empire Housing Partnership (SEHP) in Sioux Falls is also an active non-profit organization that focuses on affordable housing in Sioux Falls and the surrounding communities in the Sioux Falls metropolitan statistical area. They have purchased and rehabilitated homes, partnered with Habitat for Humanity through reduced lot prices in their housing development, developed townhome rental units, and marketed rent-to-own homes using the Governor's House Program. SEHP also provides credit counseling, financial budget education and home ownership education courses.

**Resources:**

South Eastern Council of Governments (SECOG)  
500 N. Western Avenue, Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
[www.secog.org](http://www.secog.org)

Centerville Development Corporation  
Bill Hansen  
2201 State Street  
Centerville, SD 57014  
[BillHansen@hcinet.net](mailto:BillHansen@hcinet.net)  
605-201-7593

Sioux Empire Housing Partnership (SEHP)  
Jim Schmidt, Executive Director  
200 N. Phillips Ave  
Sioux Falls, SD 57104  
605-373-2056  
[www.siouxempirehousing.org](http://www.siouxempirehousing.org)

# ECONOMIC & BUSINESS DEVELOPMENT

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #1: Developing the Business Park

**Challenge:** Having available sites for businesses to expand or relocate to a community is vital to local economic development. In Elk Point, a parcel of land has been identified and purchased, but transforming the site into a shovel-ready business park presents challenges for the community. Many times the discussion of what comes first, a confirmed tenant or utility infrastructure, seems to slow down the development process.

#### **Recommendation:**

##### Development

Work with your engineer to develop a comprehensive preliminary plan for the business park. Identifying the costs associated with these developments allows you to phase the development of the park into manageable tasks. Comprehensive plans and projected costs give an opportunity to show prospective tenants as well as financial resources that Elk Point knows what they want to accomplish and has a plan in place to carry out these goals.

Consider the use of financial incentives to develop the park. Many times, our communities cannot afford to develop a business park until a tenant is in hand. Once your comprehensive plan is complete and you know what it will take to develop the park it can be easier to implement tools like Tax Increment Financing (TIF) to develop the park for additional future development opportunities.

Planning Districts are great resources for the development of business parks. The Southeastern Council of Governments can assist in identifying and applying to funding sources for development of the Elk Point Business Park. When applying to these sources of funding, consider the level of participation the local community will have in the project. The more committed the community, the stronger the applications will be when pursuing financing. Developing the capacity for infrastructure in the business park will be covered in more detail in the “Infrastructure” section of this report.

Spec Buildings can be generators of prospect activity. They can also be a risky investment, but available buildings are often a qualifying factor when companies are first looking. Rather than rush out to construct a building, consider identifying partners that can assist you in designing a build to suit option for companies that want to locate in the new business park, which can expedite the process of locating new companies in the business park. The development corporation or developer could consider leasing the facility back to the company, which can lower the upfront costs associated with a new facility and assist companies in digesting growth.

## Marketing

Utilize Free Resources. In addition to your own website, use property listing sites through the Governor's Office of Economic Development or the Location One Information System which MidAmerican Energy provides to its member communities.

Effective marketing enhances incentives. Companies are making their initial site searches online before picking up the phone to call. If they can't find the information they are looking for or don't understand it, they likely won't inquire further. Consider adding a few simple elements to your website to enhance the information that is already there. Make sure there is a short description of the incentives listed. Here are some examples of how an incentive directory could be formatted:

Webster: <http://www.webstersd.com/EconomicDevelopment/tabid/1952/Default.aspx>

DeSmet: <http://www.desmetsd.com/DeSmet/Opportunities/Incentives-Directory>

Promote locally. Never underestimate the power of local promotions. The residents of our communities are without a doubt our best sales force, so if they know what's available in the community, you never know who might be listening. The same goes for companies that have already invested in our community. They may be considering expanding into a new facility or have relationships with other suppliers that they want to encourage to be closer. In addition to a billboard on I-29, a sign should be installed at the site to identify the area designated for this development.

Identify target industries that match the assets of the community. Site selectors, location consultants, and companies like to know that the community has identified their strengths and that it is clear how they fit into the development of the community. These assets may include geographical and ideological assets that have a unique influence in the community.

Have a clear price identified. In order to participate in responses to requests for information, having a list price communicates that the community is engaged in development and know the process for putting deals together. This can also be the first eliminating factor if a price is not included in a response. Along with a list price, outline a policy under what terms the development corporation would consider price discounts. Having a policy in place, helps in land development, especially when it is guided by a volunteer board of directors.

Be careful about giving away land. A discounted land price may be appropriate for the first tenant in the new business park, but the expectation shouldn't be free land. As always, consider the impact a particular business would have on the community before committing to a final price. Consider each opportunity on a case-by-case basis. The goal of EDC's or development groups isn't always to make money, but we need to consider our land as an investment. Proceeds from the sale of land can be reinvested in the purchase of the next tract of land or other infrastructural improvements.

The Certified Ready Site program through the SD Governor's Office of Economic Development is a tool to include the Elk Point Business Park among an elite list of sites in the state. Affiliations in programs like

this can ensure that site selectors have the most accurate and comprehensive information from the start of their property search.

Host a familiarization tour. Invite developers and realtors, along with regional and statewide resources, to Elk Point to learn about your plans for developing the community and showcase available properties and opportunities. Rent a bus and give them the tour of community and explain your vision for growth. Giveaways and door prizes are encouraged as ways to further connect these visitors with the community. This event would especially be helpful once a housing study is completed.

Consider using the term business park rather than industrial park to encourage the development of several types of businesses in the community.

Continue building your relationship with existing businesses and make retention and expansion a priority each year. We want to make sure those companies that have already invested in the community have the tools and resources they need to be successful.

#### Affiliations and Partnerships

Strong partnerships between the development corporation and the city are integral to the successful development of the business park. Open communication facilitates the discussion of the scope of work and what is expected of each entity to move projects forward. The county should also be part of these discussions when necessary.

Consider developing regional affiliations with other development groups. We often hear the phrase, 'the rising tide raises all boats'. When good things happen in our neighboring communities, Elk Point feels the benefit as well. Look for ways to partner on strategic initiatives with neighboring communities to enhance local economic development efforts.

#### **Resources:**

Governor's Office of Economic Development  
Mike Turnwall, Regional Business Development Representative  
2329 N Career Ave, Suite 221  
Sioux Falls, SD 57107  
782-3286  
mike.turnwall@state.sd.us

Dave Anderson , Community Development Specialist  
2329 N Career Ave, Suite 221  
Sioux Falls, SD 57107  
367-4654  
david.anderson@state.sd.us  
www.sdreadytowork.com  
www.sdreadytopartner.com

Southeastern Council of Governments/Southeastern Development Foundation/Dakota Business Finance  
500 N. Western Avenue, Suite 100  
Sioux Falls, SD 57104  
605-367-5390

Sioux Falls Development Foundation  
Slater Barr, President  
Commerce Center, 200 N Phillips Ave, Suite 101  
Sioux Falls, SD 57104  
605-339-0103  
slaterb@siouxfalls.com  
www.siouxfallsdevelopment.com

Lincoln & Minnehaha County Economic Development Associations  
Nick Fosheim, Executive Director  
Commerce Center, 200 N Phillips Ave, Suite 101  
Sioux Falls, SD 57104  
605-339-0103  
nickf@siouxfalls.com

Vermillion Area Chamber and Development Company  
Nate Welch, Executive Director  
116 Market Street  
Vermillion, SD 57069  
605-624-5571  
<http://www.vermillionedc.com/>

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #2: Shopping Local**

**Challenge:** Supporting local businesses is very important to a community. It is also a challenge for many towns, as people are mobile and travel out of town for various reasons. Shopping online has skyrocketed in recent years, which created another competitor for consumer's dollars. An awareness campaign as well as marketing both internally and externally will help local businesses get exposure.

**Recommendation:** Elk Point TV channel – A source for local information was in place a few years ago. Many individuals in the community miss having the channel as a source for community events. There is one cable provider in town (WOW). Contact WOW and explore the return of the local channel as a source of information for the community.

Elk Point Chamber of Commerce – The Chamber has sponsored many local events (city-wide rummage sale, golf social, Halloween party, Homecoming Parade). Creating events to encourage locals to gather is a great opportunity for the people in the community.

With many of the residents employed outside of the community, we recommend that the Chamber consider Business After Hours Mixers. These events happen after 5:00 pm and showcase local businesses. Typically a business hosts the community for a social, and it creates an opportunity to bring people into their business.

Enhance the golf social to provide another opportunity to showcase local businesses. Have hole sponsors, signs, staff available from local businesses.

Business visits – a committee of locals make personal visits to every business in the community. Questions are asked of the business owners/management to identify any needs. While all issues cannot be solved, it may reveal issues that could be referred to an agency that specializes in that area. This is discussed in more detail in the Business Transition/Succession Planning section.

Local spending campaign – Implement a local spending campaign. An example of this is \$25 on the 25<sup>th</sup>. Local residents are encouraged to spend \$25 on the 25<sup>th</sup> of each month. Local media (print/radio/online) remind people the importance of shopping local. Businesses offer specials on the 25<sup>th</sup> to drive business. This program is utilized in Yankton. An example promotional item is included with this report as Appendix B.

Another program is a Christmas cash program. Chamber bucks are made available to be used at local businesses. A campaign to encourage Chamber Bucks as gifts rather than gift cards at big box stores is rolled out with the program.

Educate locals on the goods and services available locally. Use your local website, either city or Chamber, to keep a list of local businesses current. Make your residents and visitors aware of your businesses.

Education of youth – Promote local businesses to youth of the community. Consider a Junior Achievement program in the school district. If that is not feasible, create a local program that connects the businesses to the school. Vermillion and Yankton High Schools have collaborated on a Business Boot Camp program that brings the business community and high school students together.

Create and implement events to promote local shopping. Since many Elk Point residents work out of town, consider one night a week when businesses remain open late. If the businesses consistently have extended hours, the commuters may be enticed to shop when they return home from work. Do businesses participate in an annual Crazy Days event? This is another event that creates a local buzz in the retail stores. Many communities partner with organizations to attract more people to Crazy Days (for example a fire department fundraiser, youth activity, etc.). Customer loyalty programs could also be considered as a community-wide program. Have punch cards that track local purchases and have a

reward if a customer fills the card. The prize could be a discount or credit with a local merchant which would cause the customer to come back into the business.

Provide a consistent message on shopping local. Consider implementing signage that is displayed at all local businesses to provide the message of the impact of shopping local. It may also be as simple as having local businesses put signs in their windows saying, "Thank you for shopping in Elk Point. We appreciate your business!" You could also make buttons for employees to wear. The more you promote shopping locally, the more residents will have it in mind when they need to make a purchase.

Finally, remember that community leaders need to lead by example. Some local business owners mentioned that community leaders have not visited nor frequented their businesses. It is important for anyone in a leadership position in Elk Point to periodically stop by local businesses and simply ask how things are going. This is also recommended as a formal process in the Business Transition/Business Succession portion of the report. Community leaders and local businesspeople lead by example. If you don't purchase items in town, how can you expect citizens to? This sounds simple and obvious, but be mindful of it. The local businesses notice these small gestures (or lack thereof). We all want to feel valued and a part of the community. Making a conscious effort to visit these businesses is important.

**Resources:**

WOW (Local TV Channel information)  
5100 S Broadband Lane  
Sioux Falls SD 57108  
888-745-2888

Mitchell Area Chamber of Commerce  
(Business after hours mixers, Chamber bucks and Chamber golf day)  
Sonya Moller  
601 N Main Street  
Mitchell SD 57301  
605-996-5567  
sonya@mitchellchamber.com

Yankton Area Chamber of Commerce  
(Business after hours mixers, Chamber bucks and Chamber golf day)  
Carmen Schramm  
803 E 4<sup>th</sup> Street  
Yankton SD 57078  
605-665-3636  
carmen@yanktonsd.com

Yankton Press and Dakotan  
(\$25 spending incentive)  
Gary Wood, Publisher  
319 Walnut St  
Yankton SD 57078  
605-665-7811  
gary.wood@yankton.net

Centerville Economic Development Corporation  
(Business Visits)  
Bill Hansen  
2201 State Street  
Centerville SD 57014  
605-201-7593  
bjhansen@hcinet.net

City of Hartford  
(Shop local)  
Gary Sandholm – Chamber and Economic Development Director  
PO Box 727  
125 N Main Avenue  
Hartford, SD 57033  
605-528-3338-  
garyhadc@goldenwest.net  
www.hartford.us

Junior Achievement of South Dakota  
1000 N West Avenue Suite 110  
Sioux Falls SD 57104  
800-871-7007  
www.jasd.org

Brady Muth  
Yankton High School  
1801 Summit Street  
Yankton SD 57078  
605-665-5948  
brmuth@ysd.k12.sd.us

### **Subtheme #3: Integrated Development**

**Challenge:** Growing and sustaining communities requires involvement from several groups working towards the same goal. Using an integrated approach helps the community identify and achieve common goals rather than working independently and working against one another. Attracting new companies or assisting existing companies expand or retain employees may impact housing or retail

opportunities in the community. Understanding how all of these segments work together allows us to build strong communities.

**Recommendation:** Consider hosting a monthly community roundtable. Invite representatives from all local organizations to interact with each other and open the floor to each group to listen and learn from each other. Knowing what groups are focused on not only increases community awareness, but paves the way for additional partnership opportunities.

In addition to industrial and commercial development, one area of need was to enhance the retail community. Downtown Sioux Falls recently launched a business incubator program to encourage more small businesses to locate downtown. The program helps subsidize rents for a period of time to ease the burden of startup costs until businesses become established. A similar program may enhance the retail sector of Elk Point and create additional opportunities for a more active chamber of commerce.

Elk Point serves as the county seat for Union County. Use this relationship to create additional opportunities to partner with the county on special projects. One example could be the county site analysis program through the SD Department of Ag. The program partners with the county to identify potential sites in rural areas that may be used for larger projects, whether industrial or agricultural, and ranks them based on their proximity to existing infrastructure. Large agricultural projects can be controversial, but they also provide a large economic benefit to the county and the community of Elk Point.

Elk Point competes with communities in South Dakota for economic development opportunities, but also with communities in other states. To help understand where we rank when visiting with prospective companies, utilize the 50-state comparison tool through the Governor's Office of Economic Development. This tool will compare the business climate of South Dakota against any state. Given Elk Point's proximity to Iowa and Nebraska, this could be an effective tool to include in strategic marketing initiatives.

**Resources:**

SD Department of Agriculture  
Paul Kostboth  
(605) 773-5436  
Paul.Kostboth@state.sd.us

Downtown Sioux Falls  
Retail Incubator Program  
<http://dtsf.com/doing-business-downtown/dtsf-retail-incubator-program/>

Governor's Office of Economic Development  
50-State Comparison  
[www.sdreadytowork.com](http://www.sdreadytowork.com)

#### **Subtheme #4: Business Transition / Business Succession Planning**

**Challenge:** The community recognizes the need to support and promote local businesses. To that extent, it is critical that current business owners consider business transition or business succession plans.

**Recommendation:** The definition of business succession is simple; the business continues. As a community, it is imperative that businesses are engaged with local leaders so that when a business owner is ready to make a transition out of the business, the community is able to retain the business. All businesses are *passed on* or *pass away*. It is never too early to discuss exit strategies with business owners, and it is relevant at every stage of a business life cycle. The South Dakota Small Business Development Center's business consultants work with small businesses daily. The SBDC is seen as the go to agency for business startups. As part of the business planning process, SBDC consultants also work with business owners on exit strategies. The SBDC works with businesses throughout entire business life cycles, not just startup companies and the SBDC is a good resource for your local businesses.

Consider having the Chamber of Commerce/Economic Development Corporation/City or joint committee conduct visits with business owners (as referenced in Shopping Local subtheme) to work on basic business planning. This should also include a discussion regarding exit strategies, as well as just asking questions as to ways the city, chamber or EDC could assist the local business as they continue to operate and expand.

The local Small Business Development Center's business consultants could also be included in the process. A similar program was recently implemented in Centerville, SD and was appreciated by local businesses. In addition, Centerville hosted an event where they invited in various business resources (regional and state) to meet in groups with local businesses to discuss issues and answer questions. Contact Bill Hansen with the Centerville Economic Development Corporation for additional ideas and suggestions on rolling out a similar business-visitation program.

If a need is determined, bring in experts to deliver specialized training on business succession. Examples would be in manufacturing, family business, or general succession issues. Training could be local or regional in nature. The South Dakota Manufacturing Technology Solutions program has recently become actively engaged in working with manufacturers on succession planning, as well as lean manufacturing techniques. The Prairie Family Business Association specializes in helping 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> (etc.) generation family businesses make the transition from generation to generation. Capitalize on these available resources to assist your local businesses. As stated earlier, it is never too early to begin the conversation about business transition/succession, but it is too late after the business is closed.

**Resources:**

Centerville Economic Development Corporation  
Bill Hansen  
2201 State Street  
Centerville SD 57014  
605-201-7593  
bjhansen@hcinet.net

South Dakota Manufacturing Technology Solutions  
Dan Kippley  
2329 N Career Avenue  
Sioux Falls SD 57107  
605-202-0198  
dan.kippley@usd.edu

Prairie Family Business Association  
Beth Adamson  
4801 N Career Ave Suite 140  
Sioux Falls SD 57107  
605-782-3225  
beth.adamson@usd.edu

South Dakota Small Business Development Center  
Sue Stoll  
PO Box 687  
Yankton SD 57078  
sues@districtiii.org

**Subtheme #5: Workforce Development**

**Challenge:** Attracting and retaining employees in small communities can be challenging and it goes beyond ensuring an excellent quality of life for residents and recruitment campaigns. Targeted and specific strategies can be implemented with the help of local resources to better understand our workforce needs and concerns and what can be done to guide the conversation. Workforce development discussions begin with youth. It is important that we understand what the makeup is of our community and what our youth know about our community.

**Recommendation:**Partnerships

Partnering with the K-12 system is a great place to start. Search for opportunities to foster interaction between youth and the types of businesses that exist in the community. Look for opportunities to partner with area technical institutes and other institutes of higher education to connect them with the local conversation around workforce. In 2014, Southeast Tech launched an initiative called Tech Ed

Works for Me. This campaign is targeted at high school students and their parents to encourage them to think about pursuing a career in a technical field. Incorporating this message in the local conversation may help connect students to the local business community.

Invite the business community to participate in the conversation around workforce. Encourage them to have open houses to bring awareness to the work that is being done in the community. Many times, residents have little knowledge of the local industries and businesses that make the community successful.

Offer scholarships for graduates to further their education. Even if this strategy is already being implemented, look for additional opportunities to offer scholarships targeted at specific programs utilizing partnerships with local businesses.

The Governor's Office of Economic Development offers training assistance to qualifying businesses. These grants may help defray a portion of the costs associated with training new employees. For specific details on utilizing these funds, contact a business development representative at the GOED.

#### Analyze the Labor Market

Utilize local labor market information, most of which is free, to study the factors that influence workforce locally. This data can tell a great deal about the makeup of the community. Ask questions of these resources and learn how to interpret the data.

Listen to business to understand what their needs and challenges are. These discussions can be frustrating because solutions to workforce development most often are long term solutions. Honesty can be the best policy when having workforce discussions. While it is important to be positive about the community, don't over-sell or over-promise when talking with growing or expanding companies about workforce. Understanding the factors that influence workforce locally will help when visiting with businesses.

#### Perceptions and Communication

Many times we underestimate that residents understand what happens in the community, especially when it is related to business and industry. Highlighting the assets is a great starting point. It is important to be aware of the messages we are sending related to workforce. If the conversation has a negative tone, that will have an impact. Approaching these workforce discussions as challenges and looking for opportunities can have a more positive impact on the community.

The Governor's office is hosting a series of Workforce Summits this spring and summer throughout the state centered on having an in-depth discussion about workforce and how the state can assist. A summit will be held in Sioux Falls on June 17. Encourage community leaders and the business community to participate.

**Resources:**

Department of Labor and Regulation  
North Sioux City and Vermillion  
Dan Hart  
1024 W Cherry Street  
Vermillion, SD 57069  
605-677-6900  
daniel.hart@state.sd.us

Tech Ed Works for Me  
Nancee Sturdevant, Institutional Advancement Officer  
Southeast Tech Foundation  
605-367-7464  
nancee.sturdevant@southeasttech.edu  
www.southeasttech.edu  
<http://techedworks.com/>

Regional Technical Education Center (RTEC)  
1200 W. 21st St.  
Yankton, SD 57078  
605-668-5700  
Fax: (605) 668-3482

Mary Medema, Director of Workforce Development  
Sioux Falls Development Foundation/Forward Sioux Falls  
200 N Phillips Ave, Suite 101  
Sioux Falls, SD 57104  
605-339-0103  
marym@siouxfalls.com

Governor's Workforce Summit  
Sioux Falls Convention Center  
June 17, 9 AM – 4 PM  
[www.southdakotawins.com](http://www.southdakotawins.com)

# INFRASTRUCTURE

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #1: Roads (Rose Street / Truck Route)

**Challenge:** Most of the farmers and truckers who must drive to the grain elevator or to the terminal south of town expressed concerns about the fact that they must bypass Main Street at Elm or Franklin Streets to Rose Street to get to their destinations, rather than traveling down Main Street. They have been told by local law enforcement or by other city officials that they are not allowed to drive down Main Street through town. The condition of Rose Street was mentioned several times during the community meetings as a major issue, which is causing damage to commercial vehicles. Several respondents also mentioned that the intersections to get to Rose Street are not conducive to turning large vehicles, possibly causing damage to Main Street and to adjacent infrastructure. The issue of ownership of Rose Street has been discussed in previous assessments and correspondence from the state.

**Recommendation:** There seems to be a disconnect between the farmers/truckers and the city officials when it comes to the Truck Route and Main Street. Several years ago the city improved the water and wastewater facilities in conjunction with the South Dakota Department of Transportation's reconstruction of Main Street. The effect of this project is widely appreciated by all travelers, but the City has advocated use of Rose Street as the Truck Route to protect and preserve the newly improved Main Street.

This is a valid concern, but Main Street appears to be a designated business loop of the Federal Highway system, financed with a combination of federal, state, and local funds, so it is in question whether the City can enforce redirection of truck traffic from Main Street. Recognizing that agribusiness is critical for sustaining and encouraging growth in Elk Point, it appears that the City is reconsidering its position in regard to redirection of traffic. Any changes to policy should be publicized to those using the roadway for commercial purposes.

Ownership and responsibility for Highway 11/Rose Street/County Road 1B seems to be a source of confusion, but it would appear that Rose Street, the section of the "Old Highway" abandoned by the state and given to the city (between Franklin and Elm Streets) is the City's responsibility, and it is this section of the Old Highway with which the truckers are most frustrated, in addition to their concerns for safety of people and equipment failures when they turn onto or off Franklin Street, particularly.

In an effort to better preserve Main Street, the City of Elk Point may consider scheduling improvements to Rose Street into its Capital Improvement Program, including changes to adjacent infrastructure at intersections leading onto Rose Street.

Street improvements can be financed in a number of ways including:

- USDA-Rural Development's Community Facility loan program;
- The city's special assessment process;
- General city tax dollars;
- General obligation bonds issued by the city;
- Sales tax revenue bonds;
- Rural Electric Economic Development (REED) loan funds;
- SD Department of Transportation Grant funds (Industrial Park, Agri-Business, and Community Access Grants).

Grant funds for building and reconstructing streets are very limited and focused on specific areas in the community. The primary resource for road construction grants is the SD Department of Transportation (SDDOT). The three primary grant programs administered by SDDOT include the industrial park grant program, agri-business grant program, and the community access grant program.

#### Industrial Park Road Grants

- Primarily for building new roads in industrial parks when a known business is preparing to move in or expand;
- Commitment by a business to begin construction on its facility within six months of date of grant approval; or evidence that the new construction has taken place within the last year;
- No deadline for submitting applications;
- Eligible applicants are units of government;
- There is 20 percent local cash match required for construction costs if the project is located within an industrial park or 40 percent for a road leading to or running adjacent to an industrial park;
- The unit of government also agrees to operate and maintain the road for its useful life;
- Minimum capital investment of at least five times the required state participation costs;
- Five new jobs will be created by the industry;
- Land in the industrial park must be zoned Industrial;
- Land in the industrial park must be owned by the government, industry, or an industrial development corporation.

Agri-Business Access Grants - Requirements are similar to the industrial road grant program, except there is a 40 percent local match required on all construction costs and the road must serve as the

primary access to an agricultural production or service business. There is no deadline for submitting applications.

#### Community Access Grant Program

- Available to units of governments with populations less than 5,000.
- The purpose is to enhance existing roads to downtown areas or for roads leading to schools, hospitals, grain terminals, or other significant traffic generating features of a community.
- Grant may not exceed \$400,000 and a local match of 40 percent of the construction costs is required.
- Applications usually are accepted once a year around August 1.

The Community Development Block Grant is another potential option for financing road improvements, particularly as it may relate to building access to a new or expanding business. Certain income qualifications would apply in order to meet eligibility requirements for this program.

#### **Resources:**

South Dakota Department of Transportation  
Division of Planning/Engineering  
Larry J. Dean, Planning Data Manager  
700 E. Broadway Ave.  
Pierre, SD 57501-2586  
605-773-3157

Department of Transportation  
Office of Local Government Assistance  
700 East Broadway  
Pierre, SD 57501  
605-773-4831

USDA Rural Development, Yankton Area Office  
2914 Broadway  
Yankton, SD 57078  
605-665-2662 x4

South Eastern Council of Governments  
500 N. Western Ave., Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
[www.secog.org](http://www.secog.org)

Rural Electric Economic Development  
Linda Salmonson  
East River Electric Cooperative  
PO Box 227  
Madison, SD 57042  
605-256-4536  
lsalmonson@eastriver.coop

Governor's Office of Economic Development  
Paul Mehlhaff  
711 E. Wells Ave.  
Pierre, SD 57501  
605-773-5732  
Paul.Mehlhaff@state.sd.us  
<http://www.sdreadytowork.com/Financing-and-Incentives--CDBG.aspx>

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #2: Drainage**

**Challenge:** The subject of storm drainage was a major concern for many of the focus groups. It was reported that after heavy rains, storm water backs up into yards. An additional concern was storm water adversely affecting area farmers' fields.

**Recommendation:** The farmers who attended the agribusiness focus group expressed concern about the storm flooding in the ditches and consequently in their fields. They noted that this already occurs during heavy rains, and they are concerned this will get worse with development of the business park. In talking with City officials, it appears that development of the business park would include a local detention pond that would retain excess drainage during excess rain events. Given the concern by the agricultural sector on the drainage implications for the development of the business park, it may be helpful to hold a public meeting and post information on the city's web site regarding drainage for the business park to address landowner and rural residents' concerns.

Irrespective of the business park, respondents note that there are drainage issues that currently exist. Some of those occurring within city limits have improved with recent roadway and storm water system improvements, but the problem has not been fully addressed and still presents an issue. In addition, drainage issues appear to persist for surrounding agricultural land owners and producers. The agricultural representatives noted that an informal plan to divert excess storm runoff has been discussed among land owners. However, a full drainage study and plan is needed to assure that any actions or improvements taken will serve to address the issue long-term.

At the town hall meeting, participants at the infrastructure table mentioned conducting a study of water, wastewater, storm sewer, and drainage. This would be a good time to implement that study. The Department of Environment and Natural Resources has grants that may be available for use in studying the drainage system within the city through the Small Community Planning Grant Program. The South Eastern Council of Governments can assist in preparing the grant application request. Outside the city, the Natural Resources Conservation Service may be able to assist the county with funding a drainage study.

The lack of curb, gutter, and storm water systems throughout the community is likely contributing to the drainage issues. Curb and gutter projects are often taken on during street improvement projects. Grant resources for curb and gutter projects are scarce and often limited to broader projects that also involve street reconstruction. Most often, the cost of placing and/or replacing curb and gutter is assessed to homeowners. Although this does cause the burden to be shared by the homeowner, they do benefit from the project. Often, communities looking to implement curb and gutter will do so using a phased approach over time. The City of Clark has taken this approach to installing curb and gutter. Implementation of this program was difficult at first as residents were concerned about the cost incurred. However, as the program progressed and various sections of town have been completed, the attitude has changed with residents wanting to know when their street would get done because they have seen the value of these infrastructure improvements. By doing these improvements over time, it helps to mitigate the costs to the city.

The civil engineering firm for the City of Elk Point, as well as city officials, should be involved in any formal or public discussion regarding drainage. Drainage should be a key component of the requirements for any new development within the city and particularly for the business park. The City might want to consider incorporating storm water system improvements in a Capital Improvement Plan to ensure ongoing discussions.

**Resources:**

Department of Environment and Natural Resources  
Mike Perkovich, Natural Resources Administrator  
Water and Waste Funding Program  
523 E. Capitol Ave.  
Pierre, SD 57501  
605-773-4216  
Mike.Perkovich@state.sd.us  
<http://denr.sd.gov/linksfundingnav.aspx>

South Eastern Council of Governments  
Lynne Keller Forbes, Executive Director  
500 N. Western Ave., Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
lynne@secog.org  
www.secog.org

Union County Conservation District  
Laura Suing  
1101 E. Main St.  
Elk Point, SD 57025-0458  
(605) 356-3308, ext. 3  
Laura.Suing@sd.nacdnet.net

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #3: Wastewater Infrastructure / Business Park Infrastructure**

**Challenge:** Several members of the focus group mentioned that there is no infrastructure yet in the business park, so no development can take place.

**Recommendation:** The members of the infrastructure group at the town hall meeting expressed its priority of upgrading the water, wastewater, and drainage systems within the city and particularly to the business park. The city has undertaken several large projects in the last few years to address water and wastewater infrastructure within the city.

The business park is located within the city limits, and zoned light industrial. According to Mike Perkovich, with DENR Water and Waste Funding Program, Clean Water State Revolving Funds may be used to install sewer facilities in this area. However, the Drinking Water State Revolving Fund program is more restrictive of what is eligible for a loan. A Small Community Planning Grant through DENR will likely tell the city what is eligible for SRF loans, both Clean Water and Drinking Water.

The proposed business park on the outskirts of Elk Point was mentioned by most of the focus groups as being of vital importance for Elk Point's economy. The business park will help advance the community from an economic development perspective providing a place where businesses expand and thrive and residents can be employed. However, before the business park can become a reality, infrastructure issues must be addressed. The very famous line from the movie *Field of Dreams*, "if you build it, they will come" rings particularly true in this instance. Prospective businesses are discouraged from investing in the business park, because there's no infrastructure, whether it is streets, sewer, water, or drainage facilities. By taking this step to build those facilities, investors will see that Elk Point is serious about

inviting them to do business in and with the city. The business park located on the edge of town, close to the interstate can, with the proper marketing, provides invaluable exposure for the city.

Building infrastructure in a business park, however, is a challenging and expensive task. It is a chicken or the egg situation where you have to have a business ready to locate in the park to access various grant programs, but it is challenging to attract a business without first having the infrastructure.

A potential first step is to have the engineering and lot design completed for the industrial park so that you can quickly pursue financing opportunities when a business is ready or interested to locate there. Once you have a letter of intent or option for land sale, you then have an opportunity to pursue potential grant options. One option is the Industrial Park Road grant program discussed in the prior recommendation. Another potential source is a grant from the Economic Development Administration (EDA), but this will require a business ready to locate in the business park. Finally, there may be an opportunity to utilize the Community Development Block Grant program (CDBG) to help fund these improvements. The South Eastern Council of Governments (SECOG) is your resource for determining what types of funding might be available and how and when to access these funding opportunities.

Another option is Tax Increment Financing (TIF), which is touched on as a potential funding source in the Housing Incentives portion of this report. While a TIF for housing development should be pursued cautiously, it is more common to utilize this financing vehicle for community infrastructure in industrial parks, particularly when you have strong leads for businesses to locate in the park. TIF only works if the land is improved enough to create an additional tax increment (or additional tax revenue), which is then redirected to help pay for the infrastructure improvements necessary to accommodate the business expansion. This has been utilized in several communities, and more recently in Canton's industrial park, to support the expansion of two businesses and the placement of new roadways and infrastructure. Again, like many grant opportunities, it is critical that you have one or more businesses ready to move forward with locating in the park (signed purchase agreements or land options) in order to make this financing mechanism work. In addition, the TIF may count against the city's bonding limit which may limit borrowing ability for other infrastructure needs in the community. In this regard, it may be appropriate to run the TIF through the County rather than the City. Consult your bond counsel for additional information in this regard.

**Resources:**

South Eastern Council of Governments  
Lynne Keller Forbes, Executive Director  
500 N. Western Ave., Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
lynne@secog.org  
www.secog.org

Department of Environment and Natural Resources  
Mike Perkovich, Natural Resources Administrator  
Water and Waste Funding Program  
523 E. Capitol Ave.  
Pierre, SD 57501  
605-773-4216  
Mike.Perkovich@state.sd.us  
<http://denr.sd.gov/linksfundingnav.aspx>

Governor's Office of Economic Development  
Paul Mehlhaff  
711 E. Wells Ave.  
Pierre, SD 57501  
605-773-5732  
Paul.Mehlhaff@state.sd.us  
<http://www.sdreadytowork.com/Financing-and-Incentives--CDBG.aspx>

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #4: Water Quality**

**Challenge:** Many participants of the focus groups expressed concerns about the hard water coming from the wells. Several people mentioned that water softeners and fixtures had to be replaced much more frequently than the average. The hard water is a feature of the water source in the whole region.

**Recommendation:** Water quality was mentioned frequently enough in the focus groups as an “issue or challenge” that the City may wish to explore additional ways it may address the hard water issue. A few respondents suggested that they replaced fixtures and appliances more frequently than they expected because of the hardness of the water. The city was awarded a Drinking Water State Revolving Fund loan in 2004 to upgrade the water treatment plant. Perhaps the solution is as simple as tweaking the chemicals at the water treatment plant.

Another alternative may be to consider Clay Rural Water System as a water provider to the City. The water received from Clay RWS is already softened at the plant and may negate the widespread use of water softeners in town. Alternatively, the City of Vermillion softens its water and may be a resource for determining how to proceed. If the City determines that there is a real need for more water treatment, and not just a perceived need, the City might wish to explore the option of a lime softening plant similar to Clay RWS' or the City of Vermillion's plant. Participants at the town hall meeting suggested conducting a study of the water, wastewater, and storm sewer system, which study has been discussed above. A long-term solution will need to be evaluated for costs and benefits. Is the cost of resolving the “issue or challenge” of the hard water greater than potential benefit received? This is a question that only your community can answer after having completed a more thorough analysis of the situation.

**Resources:**

South Eastern Council of Governments  
Lynne Keller Forbes, Executive Director  
500 N. Western Ave., Suite 100  
Sioux Falls, SD 57104  
(605) 367-5390  
lynne@secog.org  
www.secog.org

Department of Environment and Natural Resources  
Mike Perkovich, Natural Resources Administrator  
Water and Waste Funding Program  
523 E. Capitol Ave.  
Pierre, SD 57501  
(605) 773-4216  
Mike.Perkovich@state.sd.us  
<http://denr.sd.gov/linksfundingnav.aspx>

Governor's Office of Economic Development  
Paul Mehlhaff  
711 E. Wells Ave.  
Pierre, SD 57501  
(605) 773-5732  
Paul.Mehlhaff@state.sd.us  
<http://www.sdreadytowork.com/Financing-and-Incentives--CDBG.aspx>

Clay Rural Water System  
Greg Merrigan, Manager  
30376 SD HWY 19  
Wakonda, SD 57073  
(605) 267-2088  
Greg.Merrigan@clayruralwater.com)  
<http://www.clayruralwater.com/>

City of Vermillion Water Department  
Randy Isaacson, Superintendent  
118 Church St.  
Vermillion, SD 57069  
(605) 677-7079  
RandyI@cityofvermillion.com  
<http://www.vermillion.us>

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Sub-Theme #5: Broadband/Internet

**Challenge:** Several respondents at listening sessions noted the need for improved broadband coverage, particularly as technology evolves and more people begin streaming movies, music and other media.

**Recommendation:** The community of Elk Point is currently served by WOW (formerly Knology) for its primary internet service. Given the feedback received by the community, it may be worthwhile to first start by meeting with WOW representatives to discuss the feedback and whether additional improvements are planned by WOW in the near future that would improve broadband and internet connectivity in the community.

If no major improvements are planned, then the community may consider other options as were discussed by community members at the priority setting meeting.

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #5: Transit

**Challenge:** Several community members mentioned that the elderly, the disabled, and children have lost some independence because they can't drive and there is no taxi or bus service in the area. Some respondents mentioned traveling to other communities for doctor visits, dining, and entertainment. Others responded that they would like rides to Main Street businesses.

**Recommendation:** Several possibilities exist for remedying this situation.

Volunteers might be utilized to drive homebound individuals. It would take a bit of coordination to enable a number of people to utilize the service during one trip. Has the city considered requesting the gift of a larger passenger van in exchange for advertising on the van? The existing electronic sign at the local grocery store might be utilized to request volunteers to drive individuals to Vermillion, Sioux City, or Sioux Falls. Prairie Estates has a van that might possibly be used to transport individuals to other destinations. Funding may be available through the South Dakota Department of Transportation's Rural Transit program.

Several surrounding communities have transit systems that might provide transportation for Elk Point residents. Rural Offices of Community Services, Inc. (ROCS), based in Lake Andes, should be contacted. ROCS provides transportation for medical appointments, shopping, employment, school, senior meals, and church, among other activities.

Vermillion Public Transit, operated through SESDAC, Inc. in Vermillion, and Siouxland Regional Transportation System in Sioux City, Iowa, may be contacted to determine if they extend service to Elk Point.

**Resources:**

South Eastern Council of Governments  
Lynne Keller Forbes, Executive Director  
500 N. Western Ave., Suite 100  
Sioux Falls, SD 57104  
605-367-5390  
lynne@secog.org  
www.secog.org

Rural Offices of Community Services, Inc. (ROCS)  
Winnie Jo Jons, Transit Direct  
214 Main Street  
Lake Andes, SD 57356  
605-487-7634  
wjons@rocsinc.org  
<http://www.rocsinc.org/transit.htm>

Siouxland Regional Transit System (SRTS)  
1122 Pierce Street  
Sioux City, IA 51105  
712-279-6919  
800-881-2076  
<http://simpco.org/srts/index.html>

Vermillion Transit System  
SESDAC, Inc.  
1314 E. Cherry St.  
Vermillion, SD 57069  
605-624-1419  
[http://sesdac.org/vermillion\\_public\\_transit.html](http://sesdac.org/vermillion_public_transit.html)

South Dakota Department of Transportation  
Air/Rail/Transit Program  
700 E. Broadway  
Pierre, SD 57501  
Lisa Donner (Lisa.Donner@state.sd.us) (605) 773-4169  
Sallie Collins (Sallie.Collins@state.sd.us) (605) 773-7038  
Jeff Rutz (Jeff.Rutz@state.sd.us) (605) 773-8082  
<http://sddot.com/transportation/transit/rural/default.aspx>

# YOUTH

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #1: Parks/Pool/Rec Facilities

**Challenge:** Park and recreational improvements was a topic brought up in many of the listening groups. There were several suggestions which included development of a park on the Dunham property, new playground equipment in the City Park, improvements to the swimming pool and expansion of the walking/bike path.

**Recommendation:** The City may consider developing a long range park and recreation plan, prioritizing which improvements are most critical and integrate this plan within the community's capital improvement plan. The South Eastern Council of Government (SECOG) could assist in that planning process. Other communities have also connected with local universities with planning, parks management, or landscape architecture departments to develop community parks and recreation plans as a student's senior project. This a low cost way to engage outside talent to assist you in developing a long-term parks plan for your community.

As you develop a plan, be sure to include a community engagement component so residents have a voice in the types of facilities they would like to see and possible locations. Once a plan has been developed, make sure to advertise the plan and make it available for public viewing. In the years to come, make sure to keep the community informed as projects are completed that directly relate to the plan so that residents recognize the progress being made.

There are some limited grants available for park improvements. The Land and Water Conservation Fund (LWCF), administered through the South Dakota Game, Fish and Parks (GFP), is a source of funds to make pool improvements, develop or improve ball fields and replace playground equipment. The grants require a 50% local match (may include in kind volunteer labor), which may be raised through local fundraising activities. Grants range from \$3,000 to \$50,000. The grant cycle runs once every two years and is highly competitive. GFP is expected to announce this year's grant cycle soon. A condition of receiving the grant is to keep the land as outdoor recreational use in perpetuity. Randy Kittle with GFP is your contact person. SECOG will assist the community in the grant application process.

If you decide to extend your bike path, the GFP also administers a recreational trails program. These grants provide up to 80% of the cost of the project with a 20% local match. Again Randy Kittle is your contact at GFP. The South Dakota Department of Transportation (SDDOT) also has a Transportation Alternatives Program (TAP). The TAP grant can fund larger trails project and also requires a 20% local match. Nancy Surprenant is the contact for the TAP grant. Both GFP and TAP grants have limited funding and are competitively scored before grants are awarded. SECOG will also help with these applications.

Engage your community service organizations in the development of the parks/rec plan, along with soliciting their support to help fundraise, recruit volunteer labor, and procuring donated materials for planned park/rec projects. Leverage the capacity and resources of all of the various service organizations, school, City, etc. to make sure you are all pulling in the same direction.

**Resources:**

SD Division of Parks & Recreation  
Randy Kittle – Grants Coordinator  
Pierre, SD 57501  
(605)773-5490  
Randy.Kittle@state.sd.us

South Dakota Department of Transportation  
Nancy Surprenant – Transportation Alternatives Program Coordinator  
Becker Hansen Building  
700 E Broadway Ave.  
Pierre, SD 57501  
(605)773-4912  
Nancy.surprenant@state.sd.us

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**COMMUNITY IDENTIFIED PRIORITY GOAL**

**Subtheme #2: Before & After School Care**

**Challenge:** The daycare providers, business community members and the ministerial association noted the lack of before and after school programs in Elk Point. Most of the daycares are full, and the community members are concerned that no one is available to watch these younger children before and after school, with particular concern for after school options.

**Recommendation:** The Centerville School developed a successful Out-of-School Time (OST) Program. Centerville School Superintendent, Doug Voss, suggested making sure development of this program is okay with current daycare providers. He adds that once the program is started, you will never want to drop it. He believes it a great benefit to the community, families and young children. It is especially beneficial to lower income families and single parent households. It provides a safe, supervised

atmosphere, educational and athletic activities and a nutritious breakfast and snack for school children in Kindergarten through 5<sup>th</sup> grade. Many former OST students like it so much that they come back as volunteers when in junior high and high school.

A licensed OST program (74% of South Dakota's Programs are licensed through the South Dakota Department of Social Services) needs to have at least 1 qualified staff member to 15 children. There are also requirements of nutritious meals and snacks, amount of space, type of activities, ages and qualifications for staff, health practices and fire and life safety.

Centerville's program typically has between 25 and 30 children per day in the before and after school program for which there is a \$1 per day charge. The summer program averages 12 children, with the school charging \$15 per day. By comparison, after school programs in Sioux Falls typically charge \$45 per week, and \$90 to \$100 per week for summer school-age programs. Centerville's OST program operates with a \$23,300 budget, of which they receive \$16,000 in reimbursements. The school subsidizes the remaining \$7,300. It is a recruiting tool to attract young families.

There may be grants available to help with the financing, especially in the first few years of the program. Currently no state funds are dedicated to OST programs, but federal funds are administered through state agencies. The primary federal source of funding is the 21<sup>st</sup> Century Community Learning Center grants. Schools with 40% of students who qualify for free and reduced meals are eligible to apply. Stable programs have developed multiple sources of funding, which may include; Federal funding, support from County, City and/or school district, and local funding (foundations, fundraising project/events and United Way).

An excellent and very helpful primary contact is Rosemary Hayward, with Child Care Services for general questions regarding OST programs. For information about the 21<sup>st</sup> Century Community Learning Center grants, the contact in South Dakota is Sue Burgard.

**Resources:**

Centerville Public School  
Doug Voss – Superintendent  
610 Lincoln Street  
Centerville, SD 57014  
(605)563-2291  
Doug.Voss@k12.sd.us

Department of Social Services, Child Care Services  
Rosemary Hayward  
700 Governor's Drive  
Pierre, SD 57501-2291  
(605)773-6432  
Rosemary.hayward@state.sd.us

South Dakota Department of Education  
Sue Burgard  
800 Governor's Drive  
Pierre, SD 57501  
(605)773-5238  
Sue.burgard@state.sd.us

### **Subtheme #3: Youth Activities (Youth Groups / Summer Rec)**

**Challenge:** A challenge for many rural communities is providing a broad range of youth activities, particularly a place for youth to get together and hang out, summer recreation programs, arts programming, etc. This issue was identified by a number of listening session respondents.

**Recommendation:** Elk Point is certainly not alone in identifying the need for more youth activities as a challenge or issue. Fortunately, Elk Point already has many great recreational assets at its disposal including the golf course, baseball fields, swimming pool, walking trail, fitness center, etc. that are the envy of other communities.

Many times, well-meaning individuals will develop youth centers to have a place exclusively for youth to hang out. Unfortunately, often these facilities go well for a while but then youth tend to lose interest in them and they eventually close.

There are no simple solutions to this issue. Several attendees talked about the need to revive the summer rec program which many felt had lost its luster for the youth over the past few years. It appears that additional commitment to this program would be well received by youth and families in the community. This may mean having a part-time summer youth rec coordinator if you do not have one, engaging more volunteers and broadening the array of programs offered. This may be a great project for local clubs and organizations to undertake, engaging with the school and other local resources. There seemed to be a great deal of interest in developing a soccer program. The nice thing about soccer is that it requires minimal investment or cost to the community in terms of infrastructure and is not expensive for parents to have children involved with, meaning you can reach a broad audience regardless of income levels.

Expanding youth activities requires the participation of existing organizations in the community, working in concert to enhance offerings, particularly in the summer. Make sure to engage the youth so that you develop activities that are of most interest to them. This also helps them become vested and take ownership of whatever projects you move forward. A project could be as simple as developing a Frisbee golf course in an existing park (if one does not already exist), holding fishing tournaments to teach youth about fishing, etc. Again, this can be done with minimal cost and investment, but provides an activity that can engage a broad array of youth.

Finally, the local churches have reactivated the ministerial association. There appears to be a lot of interest in working together to develop additional youth activities and doing collaborative youth programming. Any effort to engage youth should definitely include participation by the local ministerial group.

A great way to get started would be to develop a youth task force. Identify all of your existing youth activities so you know exactly what is currently available, then survey youth for what types of activities would be most “wanted” or participated in. Some people suggested a bowling alley, but that is an expensive project that may not be financially viable to accomplish at this time. But as noted above, there are many types of activities that can be implemented with less investment. Your youth have great insight and are an important source of information and inspiration as you move forward with this endeavor. Engage them and challenge them to be a part of the solution.

#### **Subtheme #4: Arts**

**Challenge:** The Elk Point/Jefferson school system and the City recreational program provides opportunities for elementary through high school students to participate in several types of athletic activities. But since not all students are athletes, the development of an arts program would provide an alternative for those students to participate and an opportunity for them to develop their skills in the arts.

**Recommendation:** Recognizing the need in Centerville is what prompted Mary Ferwerda to develop the Centerville Arts Council more than 20 years ago. She wanted students who were not in sports to have something else to do. Being able to participate in plays and other forms of the arts helped once introverted students blossom into confident young performers.

The Centerville Arts Council, which is a 501(c)3 (tax exempt non-profit corporation), remains very active. According to Arts Council president, Deb Diercks, some of their activities include; the Missoula Children’s theatre, sponsoring a special performing arts program during the summer reading program at the Centerville community/school library, helping sponsor the entertainment at the library open house during Centerville’s annual Country Christmas celebration and hosting a summer Arts in the Garden event.

Their most popular activity is the Arts Council plays that are presented twice a year. The casts are a combination of adult community members and the youth. Most of the spring productions are musicals which draw large crowds from Centerville and the surrounding areas for their three performances. They also present a “Touch of Christmas” performance in early December.

During Holy Week they presented “The Living Last Supper”, which was a moving performance of Jesus and his twelve disciples. Although this was an all adult cast, many of the actors started as students in arts council productions. They held four performances to packed crowds.

An excellent source of information and funding opportunities is the South Dakota Arts Council (SDAC). The SDAC, which is a division of the Department of Tourism, is a state agency servicing South Dakotans and their communities through the arts. The SDAC partners with the National Endowment for the Arts and the state of South Dakota to provide funds for grants to artists, art organizations, community arts projects, traditional arts apprenticeships and community symphonies and orchestras. In addition, the SDAC provides the state with the Artist in Schools and Communities arts residency program and a Touring Arts program.

**Resources:**

Mary Ferwerda  
29997 463 Ave  
Centerville, SD 57014  
(605)563-2765

Deb Diercks  
PO Box 323  
Centerville, SD 57014  
(605)563-2780

Department of Tourism and State Development  
Michael Pangburn, Director Arts Council  
711 E Wells Ave  
Pierre, SD 57501  
(605)773-3301  
sdac@state.sd.us  
<http://artscouncil.sd.gov>

# COMMUNICATION & COORDINATION

## COMMUNITY IDENTIFIED PRIORITY GOAL

### Subtheme #1: Volunteerism and Emergency Services

**Challenge:** Elk Point is a community filled with committed volunteers, which is evidenced by the projects you have already completed (i.e. community center) and the events you support on an on-going basis. However, like many rural communities, an on-going challenge is building your volunteer base so the same people are not consistently tapped to help with community related activities. This is particularly an issue for the local EMT and volunteer fire fighting services.

**Recommendation:** Looking back at the previous Elk Point Community Assessment report from October 2006, the issue of EMT volunteerism was identified as a key issue at that time as well. Now almost eight years later, this issue appears to be approaching a critical level. In writing this recommendation, I revisited the recommendation from the last report which, at the time, had been written by someone serving as an EMT in her own community. It is helpful to review and summarize again some of her suggestions:

- The whole community needs to get behind the issue;
- Recruitment needs to be handled with a personal approach;
- Do not emphasize the time commitment, whine about recertification requirements, etc. Focus on the positive. Promote the good things. If someone asks, “Doesn’t it take a lot of time?” Answer, “Yes, it does, but I love it because...”
- Focus on the friends you make and the feeling you get from helping them;
- Be careful not to overwhelm new volunteers. Be willing to help them through training and joining on calls until they are comfortable;
- Invest in activities that promote camaraderie;
- Conduct a publicity blitz and personally seek out good candidates. Do a “Top Ten Reasons to be an EMT.” Such as “you get to see what everyone really looks like at 4 AM,” “you get a warm, fuzzy feeling in your heart when you help someone,” and “you don’t have to worry about the pay putting you in a different tax bracket (because there isn’t any!)”;
- Have an EMS celebration week to highlight this service in the community;
- Have the community feed the class during training;
- Educate the community on how tax dollars are saved utilizing a volunteer service; and
- Explore the possibility of paying your volunteers something. Even if it is something small, the volunteers appreciate it. At a minimum, cover the cost of the training for new EMS volunteers.

Being a volunteer EMT or fireman takes a big commitment – but the friends made and the reward of helping another person makes it all worthwhile. Other suggestions you might consider in addressing this issue:

- Establish a Volunteer Task Force to organize your recruitment efforts. The Task Force will decide who, when, how, and where to recruit and will follow up on the training of new volunteers. Involve your current members by asking for their ideas on recruiting. Decide which groups to contact and make a list of potential volunteers.
- Give a presentation to service groups or local churches. They are already serving the community and may be willing to volunteer. Try to utilize a visual presentation with slides, pictures, etc. and have several current members at the presentation – both to talk about their own experiences and to help talk to interested volunteers. Don't forget to ask for volunteers – very few people will volunteer without being asked to do so. Make sure to make a list of interested volunteers and get back to them as soon as possible.
- Hold meetings at different times of day and different days of the week when recruiting to encourage people working all different shifts to attend.
- Define the training and supervision the person will be given. Many people are concerned that they won't know what to do when an emergency happens. Be honest about the work and time involved, the job requires considerable commitment.
- Work with the local businesses to provide flexibility in allowing employees to participate as volunteers. Businesses recognize the need for this service in the community and they are usually willing to help promote volunteering for these organizations with their employees.
- When you get a volunteer, assign a senior member to act as a mentor to the new volunteer. The “newbie” will feel more comfortable talking to one person and asking questions, than to risk asking a “dumb” question during a meeting.
- Make sure that your budget has a line item in it for “volunteer recognition.” It is important to recognize volunteers in the program often and in ways that they appreciate.
- Getting youth involved in volunteering for these organizations can also be beneficial. This is more difficult with EMT services, but you might look to start a Fire Cadets program to allow local youth a chance to get involved in the local fire department.

The most important thing is to facilitate an open and inclusive atmosphere within the volunteer services. As noted before, establishing friendships and camaraderie is the key to securing new volunteers and retaining existing volunteers. People need to feel that they belong and are valued, both within the group and by the community as a whole.

## **Subtheme #2: Community Engagement / General Volunteerism / Leadership Development**

**Challenge:** Several Elk Point groups noted a lack of involvement from volunteers generally in many community organizations. It was also noted that getting members to become engaged in community activities is a growing concern.

**Recommendation:** Provide opportunities and encouragement for more members of the community to become involved in activities, projects and organizations within the community. Set goals for membership. Ask individuals who you think may be interested to become involved. Many times people do not become involved because they are not asked. Think back about your first involvement in an organization or community activity. It is probably because someone you respected asked you.

Building a broad and engaged volunteer base is a major challenge for rural communities. The challenge is no different for Elk Point, and is perhaps particularly challenging due to the fact that so many of your community members work in other communities. Too often, the same people are asked to step up time and time again to serve as leaders and volunteers for community organizations and projects. But who will be the next generation of leaders in your community? The fact is that leaders are developed over time and an active program is needed to identify potential leaders early, nurturing them to take stronger and a more engaged role in the community.

Various leadership development programs have been available, and it may be worthwhile to consider implementing such a program in Elk Point. A great example would be the Leadership Sioux Falls program which has been in existence for several decades. Each year, businesses and other local organizations have an opportunity to nominate an individual to apply to be in the program which consists of several facilitated sessions over a nine month period. Each session focuses on a different particular topic such as: History of the community, public speaking, strategies for leading successful meetings, roles and responsibilities for nonprofit board members, personality profiles, etc. One session includes a trip to the legislature as well. The leadership institute concludes with a graduation reception attended by other local leaders.

One of the main benefits of the program is identifying potential future leaders early and providing a means to bring them together, create a network, and engage them in topics important to the community. It also connects class members with existing community leaders to discuss issues important to the community and challenges faced by community leaders. Although not part of the Leadership Sioux Falls program, many other communities have included a "Community Project" component where the class picks a community project to get behind and implement.

The nice thing about Leadership programs is that they are not expensive to implement. It is a matter of someone or some organization being willing to coordinate the program on behalf of the community. Last year, I had the opportunity to participate in Leadership Sioux Falls, which is staffed and coordinated by the Sioux Falls Area Chamber of Commerce. Applications are competitive and it often takes several attempts before an individual is selected to participate in the program. A small tuition is charged to defray the cost of the program (meals, materials, etc). This is often paid by the employer or nonprofit sponsoring the employee.

The South Dakota Community Foundation is also starting a new statewide program called Leadership South Dakota. Recognizing that the future success of South Dakota depends on our development of homegrown leaders, Leadership South Dakota seeks to attract engaged citizens from across the state and provide them with the background and insights to assume leadership positions at the community, state and national levels. It is an eight month program, looking for participants with diverse backgrounds. Forty applicants from across the state will be selected, with the first year's application cycle ending May 30, 2014. This program also has fees and tuition expense. It may be worthwhile to encourage one or two community members to apply to participate in this program in future years.

South Dakota Agriculture and Rural Leadership (SDARL) is another statewide program that provides an excellent opportunity for farmers, Ag businessmen or rural community leaders to develop their leadership skills. The two year program consists of 12 seminars. Ten are three day workshops held at different locations across the state. It also includes a six day seminar in Washington DC and a two-week international trip. This program does have tuition, fees and also has an interview process to select up to 30 participants from across the state. An organization could offer an incentive or scholarship to assist in the cost.

Another challenge with volunteerism is that many households consist of two working parents making it difficult to get young families involved in community work. Many of these individuals are not willing to do outside volunteer activities if it means leaving their kids at home, thereby surrendering more time to spend with their own family. The solution for this is to develop volunteer activities that engage the entire family. This will provide another local activity for families and will help build a sense of volunteerism and ownership in the community for youth and young adults starting at an early age.

Here are a few pieces of advice and best practices that helped other rural communities become successful in their volunteer programs:

- Utilize individual talents. Everyone has something to offer! People are more likely to volunteer if they feel they are using their unique talents to complete an important task they are good at.
- Allow volunteers to have ownership of the project. Find ways for volunteers to feel like they have a stake in the project and give them leadership positions and room to voice their own unique opinions in the process. Listen to the innovative suggestions of your volunteers whose commitment can be the driving force for sustainable change.
- Be clear about your request when you ask someone to volunteer. Be able to tell the person what tasks they will be expected to perform and the time commitment required.
- Respond effectively to the unique needs of their community. In the listening session there were concerns with the availability of transportation. If the people who are interested in volunteering their time (such as seniors or those who live out of city limits) cannot get to the location because of transportation issues, you are missing out on possible volunteers.
- Reach out to volunteers through existing networks. According to a survey by the Points of Light Foundation, the number one reason people do not volunteer is because no one asked them!

Being asked by someone you know, being asked personally, and asking for an individual to use their unique talents are all ways to increase volunteerism in your community.

- Take an inventory of community members to find out what skills and interests they have and might be willing to volunteer or donate to the betterment of the community. Volunteers usually take three forms:
  1. Leaders and coordinators
  2. Worker bees
  3. Donators

All types of volunteers are necessary to create a successful and ongoing volunteer network. Not everyone is willing to step up and be a leader, but they would be more willing to be a worker bee for a project or function. Some residents may not have time to be present at a function but would be more than willing to donate money or in-kind donations toward a project. By classifying various individuals' interests and skills, you can work to better engage these individuals at a level they feel comfortable with.

- Finally, celebrate and recognize the combined efforts of community members! Every volunteer wants to be recognized in some way. For some, it is a phone call or written note. For others, they are comfortable in a more public setting. Others just want to see a job well done. Remember, the way volunteers prefer to be recognized often depends on their age. Young kids may enjoy a balloon or candy. Teenagers would rather have a pizza party where they can socialize with peers. Older volunteers may find value in a plaque that recognizes their efforts. Also, consider hosting an annual citywide volunteer recognition event or having a community "Volunteer of the Month" that is advertised in the local paper.

#### **Resources:**

Leadership Sioux Falls  
Kate Foley, Small Business and Leadership Development Manager  
200 N. Phillips Avenue, Suite 200  
Sioux Falls, SD 57104  
605-373-2002  
<http://www.siouxfallschamber.com/leadershipSiouxFalls.cfm>

Leadership South Dakota  
P.O. Box 91533  
Sioux Falls, SD 57109  
(605)271-7756  
[www.leadershipsouthdakota.com](http://www.leadershipsouthdakota.com)

South Dakota Agriculture and Rural Leadership  
Lori Cope – Executive Director  
1905 N Plaza Blvd  
Rapid City, SD 57702-9302  
(605)216-6178  
Lori.cope@sdsstate.edu  
www.sdarl.org

Publications:

Connecting Rural Communities: Volunteering and Neighboring  
<https://www.nationalservicerresources.gov/files/m3245-connecting-rural-communities.pdf>

Websites:

Points of Light Foundation  
www.pointsoflight.org

The Points of Light Foundation & Volunteer Center National Network engages and mobilizes millions of volunteers who are helping to solve serious social problems in thousands of communities. Through a variety of programs and services, the Foundation encourages people from all walks of life — businesses, nonprofits, faith-based organizations, low-income communities, families, youth, and older adults — to volunteer.

Service Leader  
www.serviceleader.org

This site provides information on all aspects of volunteerism.

## **COMMUNITY IDENTIFIED PRIORITY GOAL**

### **Subtheme #3: Public Safety / Daycare Notification**

**Challenge:** One issue that was discussed with daycare providers in Elk Point was the need for communication regarding public safety issues. A concern was a recent public safety issue where the school had been in lock down as a suspect was tracked by law enforcement to Elk Point, but the daycare providers had not been notified.

**Recommendation:** This issue could be resolved by coordinating a way to communicate potential public safety issues to daycare providers when they occur. The school safety officer, law enforcement, and daycare providers should hold a meeting to discuss the best strategy for effectively communicating these incidents when they occur. This may include having law enforcement, or the school, maintain an

updated list of daycare providers that would be contacted in the event of a public safety concern with a designated organization or individual communicating these alerts to daycare providers. The list should include a full list of providers, home/business phone numbers, cell phone numbers, and email addresses. The list could also serve a dual purpose of both providing a method of communication in the event of a public safety issue as well as a list available to prospective parents and new residents regarding daycare options in the community.

#### **Subtheme #4: Inter-Governmental / Inter-Organizational Cooperation**

**Challenge:** A key to successful economic and community development is ensuring that everyone is pulling in the same direction. Too often in rural communities, organizations are not on the same page, and as a result, end up spending all their time and energy trying to resolve internal issues instead of finding common ground and moving forward in a collective and cooperative manner. Although this did not appear to be a major challenge for Elk Point, it is still something that you will want to focus on to successfully move forward.

**Recommendation:** The main ingredient to successful community and economic development is having a shared vision for the future of your community. That is something that this Community Assessment is meant to provide for you. Elk Point embraced its previous Community Assessment, and as a result, accomplished many great things over the past eight years. As you move forward, you must constantly recommit to the shared vision and then build the organizational infrastructure necessary to support its implementation.

A couple of suggestions for as you move forward:

- Publicize and share your vision widely with the community and continue to reference back to it as you move forward. This is your vision for the future of Elk Point, self-identified and self-prioritized.
- For each priority or goal, identify an organization or organizations tasked with taking the lead in moving the goal or priority forward.
- At least quarterly or semi-annually, bring together the relevant players to report on your progress and successes. Share the results with the broader community.

Make sure to consistently communicate with all relevant organizations to help them stay engaged and up-to-date with what is occurring. This can be done through the newspaper, through email, web site updates, etc. The more you communicate, the more you will hedge against negativism and misunderstanding.

For governmental entities, consider formalizing joint meetings. Around Sioux Falls, the cities, counties, and school districts regularly get together to share information and discuss challenges. This may be as simple as going around the room and having attendees identify key issues and happenings. It may also include inviting in speakers for topics of interest to the group. The key is to develop a formalized way to

cooperate and communicate. This is particularly important as it relates to the city and county. At times, you may call formal meetings together to discuss joint jurisdictional issues.

### **Subtheme #5: Ag Appreciation**

**Challenge:** Especially in recent years, Elk Point has continued to grow as people working in Sioux City move to Elk Point to live in a small town. As communities grow from families moving out of larger cities, it is easy for the community to drift away from its agricultural roots. Many of these newer residents may not have a strong connection to the farm or rural life. As a result of this influence, the farmers and the agricultural community may feel left out of the decision-making of the community.

There may be a lack of agricultural education in the community. The Elk Point School currently does not have an agricultural program (FFA) or Ag in the Classroom program, but the community does support an active 4-H program.

**Recommendation:** Elk Point is located in a prime farming area with rich flat soils and excellent corn and soybean production. The discussion with the farmers and ag group highlighted the importance of better communication and education between the City of Elk Point and the agricultural community. Suggestions included the improvement of the farm to market truck route and the effects of City drainage on farmland near Elk Point.

Community organizations such as the Economic Development Corporation, City Council and the Chamber may want to proactively engage the Ag sector. Membership oriented groups like the Chamber should recruit Ag-businesses, including farmers. Even if not living in town, the City Council could have farmer representation in an ex-officio (non-voting) capacity.

The Ag community also needs to be proactive in representing and educating the community on the importance of agriculture. Although the school does not have an Ag program, it may consider developing an Ag in the Classroom course. If Ag education does not come from the school, maybe a community education program should be developed.

Ag in the Classroom is designed for students in the 3<sup>rd</sup> and 4<sup>th</sup> grade levels. It is the classroom teachers that decide if they want to incorporate it in their regular studies. Ag in the Classroom can meet Common Core Standards. It doesn't require teaching another subject but rather presenting an Ag twist on existing subjects. Teachers do not need to have an Ag background to be involved with Ag in the Classroom. State director, Ann Price, will visit communities and do a presentation to see if it fits your community. They offer workshops for credits and online classes for teachers. They also put together kits and materials for volunteers to present in the classrooms. Some communities have Ag sub-committees for the Chamber that are responsible for providing Ag in the Classroom volunteers.

National Ag Week was celebrated the week of March 24<sup>th</sup>. Some Ag communities sponsor a community dinner and have a presentation on the influence of agriculture on communities. Yankton's Chamber sponsors an Ag Gala each year. It consists of wine-tasting, a dinner with a guest Ag-related speaker.

First Dakota National Bank, which recently acquired a branch in Elk Point, has been involved in similar events. Elk Point could also have participation from Liberty National Bank, Farm Credit System, South Dakota Department of Ag, and other Ag businesses. There could also be a summer BBQ or other events that would increase the public's awareness of agriculture in the community.

**Resources:**

South Dakota Ag in the Classroom  
Ann Price – Executive Director  
PO Box 402  
Miller, SD 57362  
(605)853-6040  
sdagclassroom@yahoo.com  
www.agclassroom.org/sd

First Dakota National Bank  
Nate Franzen – President Ag Division  
225 Cedar Street  
Yankton, SD 57078  
(605)665-4904  
nfranzen@firstdakota.com

South Dakota Department of Agriculture  
Paul Kostboth – Director  
Division of Ag Development  
523 E Capital Ave.  
Pierre, SD 57501-3182  
(605)773-5436  
Paul.Kostboth@state.sd.us

Yankton Chamber of Commerce  
Carmen Schramm – Executive Director  
803 E. 4<sup>th</sup> Street  
Yankton, SD 57078  
(605)665-3636  
(605)660-8899  
carmen@yanktonsd.com

## **Subtheme #6: Branding / Niche Marketing**

**Challenge:** During several listening sessions, we heard Elk Point described as a bedroom community. This was referenced as an asset in terms of attracting new residents, but also as a challenge for engaging residents in the community that may work and conduct business outside the community.

**Recommendation:** Elk Point's location along the interstate and its proximity to Sioux City, Vermillion and Sioux Falls regional centers has resulted in Elk Point becoming a bedroom community for people who work in these other communities. While this has been good for attracting residents to the live in the community, it is also challenging when a large portion of the population leaves during the day for work, often times conducting their shopping and other business outside of Elk Point.

The key is to understanding your identity and capitalizing on your strength as a bedroom community. Often, people seek to live in Elk Point because of the strong school system, lower taxes (relative to Iowa), safety, and the feeling of knowing your neighbors in a way only possible in a small town. Broadening the economic base beyond being a bedroom community is part of an integrated development philosophy described elsewhere in this report. Part of this involves attracting new industry and employment sectors to the community, but to do this you need more housing which has been scarce recently. Also, it is about continuing to build your population to a point that the community can support additional local businesses such as restaurants, more retail, etc.

Your community has huge assets. You already know people are seeking out your community for the reasons described above. Utilize this to your advantage. This may include undertaking a targeted marketing campaign within neighboring communities about these assets. An example is a school district which promotes the quality of its schools on a billboard outside a larger South Dakota city. This is a great way to get the word out about your community. The nice thing is most of these people are driving back and forth along the interstate past Elk Point. This is a great opportunity to promote you assets to these commuters. Focus on the school, safety and security, churches, golf course, pool, recreational trail, and other outstanding unique local assets. People are seeking these out, particularly young people looking to start a family.

By understanding what assets are important to attracting new residents, you can market and leverage these assets. When hosting sporting tournaments, have a promotional item about Elk Point to hand out to participants and spectators. A nicely designed brochure focusing on these "key" assets would be a simple and inexpensive way to market your community to outsiders who are visiting your community anyway. Be sure to make the brochure and other marketing materials personal. Include quotes and stories from other people about what they love about Elk Point or about why they moved to the community. A personal touch will make an emotional connection that goes beyond standard marketing fare.

Another big asset that you have, that many rural communities do not, is available housing lots. This is huge and something other communities would love to have. Use this to your advantage and part of your marketing materials. "DEVELOPMENT READY HOME LOTS – just bring your builder, your family,

and your dreams.” It is important to advertise this asset, especially given the lack of housing in general in the community.

A targeted campaign could include having a promotional booth at various regional events advertising the community’s assets and available home lots. For example, have a booth at the home shows in Sioux City and Sioux Falls. These are large events attracting thousands of people. This would be a great way to get the word out about your community. You could also consider having a booth at regional fairs (i.e. Sioux Empire Fair) or farm shows, etc. Have a map of available lots, lot prices, and list of local builders. You could have volunteers from the community man the booth during these events. There is no better way to promote your community than to have people from the community spread the word based on their own personal experiences.

# LISTENING SESSION RESPONSES

## *Issues & Challenges*

### **Responses to the Question: What are the major issues and challenges facing the Community of Elk Point?**

- Rose street, water, sewer infrastructure (many responses)
- Replace much aging infrastructure, water sewer
- Yards, abandoned houses, run down look
- Supply of rental housing,
- Lions park finish
- Affordable housing, especially for single parents
- Utilities, street, drainage, rose street, force main to lagoon, existing lagoon and system designed for 2066 people, Have 1900-2000 people already, discharges not in compliance, lagoon expansion, water system to supply new business but not sewer
- Townhouses, condominiums
- Congested, no place to invite business, no way to get traffic into developing business
- Keep taxes low but finding funding for infrastructure
- Volunteers for ambulance services
- Viable downtown business district, businesses out not replaced, need gas stations, grocery stores, to keep people shopping here
- Volunteers for ambulance and fire department
- No new businesses
- Bring in industry
- Infrastructure, volunteers stretched thin
- Need places for businesses to grow
- Be more aggressive to get businesses to keep here
- Property maintenance
- Businesses lost that were locally owned but not patronized. E.g., Gas cheaper elsewhere. Need to support business once you get them
- Communications. How to get groups together instead of bringing outsiders in to get it done
- Cable TV access
- Afterschool care, lack of.
- Emergency services, ambulance care overworked, underpaid
- Before school and after school care
- Need more day care, full capacity
- Afterschool programs
- Afterschool program for younger kids, place for teenagers to keep out of trouble
- Flooding in town, east and north ends up on west pleasant, all drains to west pleasant. More drainage. Parents need to pull up into yard to avoid water
- Nothing for teenagers and tweens to do, no bowling, skating, movies. Family oriented instead of Sioux city or Vermillion
- Full day cares
- Things for kids to do that they'll participate in
- Need more EMTs, slow response times sometimes.
- Summer programs useful?
- Do have defibs, not enough ambulance volunteers. Slow response times, get people from other towns
- Softball, t-ball options for kids

# LISTENING SESSION RESPONSES

## *Issues & Challenges*

- Kids don't go to summer rec
- Not structured activities or well attended
- Need lockdown notice for daycare.
- Fill lots in town that Don Dunham started, promoting them
- During the day, Elk Point is a ghost town, bedroom community
- Property taxes, can't get the rent I need . Real estate taxes too high.
- Old highway, access to town. RR tracks not pleasant visually or physically
- Water, pipes corrode, faucets don't last. Didn't take opportunity to hook up with rural water
- Need new families, no traffic businesses, bed and breakfast town
- Get entire community to take initiative and engage in activities
- Small business owner: people who've lived here a long time are afraid of change. Hasn't felt supported by community leaders.
- Water, nonstop people coming in for replacement parts in hardware store.
- During day, business is really slow
- Housing apartments, rental houses can't find, go to Sioux city
- Hard time hiring in area, no central place for folks to advertise
- Looking for small manufacturing facility
- Youth program before and after school care
- Keeping business in town
- Historical structures to maintain (farmers state bank, old Conoco station)
- Rentals needed, if had, could get people in town
- Haven't recruited business in recent years
- Constant turnover of folks into affordable housing, more needed
- Competition for cable tv and internet, better speeds
- Water bad
- Single family housing
- Need housing all over, but especially rental
- Undeveloped Industrial park
- Push for industrial park which will fuel existing businesses
- More affordable housing, affordable property tax
- Before and after school care, state hasn't licensed any statewide for a couple years because of lack of grants
- City advertise new business on monthly basis
- Cable TV—Elk Point channel, businesses could advertise on it
- Infrastructure
- Communications, letting people know what's going on
- Replacing businesses as old ones leave
- How town is set up for economic growth. Landowners don't want to expand to business sector
- Infrastructure
- Lack of high speed internet especially outside of town
- Infrastructure, main roads farmers use are in tough shape
- Rose Street/Franklin Street
- Truck route
- Truck route, can't use Main Street
- Rose street, not able to use Main Street, semitrailers can't use

# LISTENING SESSION RESPONSES

## *Issues & Challenges*

- Bedroom community, light industrial/ag base, interface has to work. Felt like they wanted to gentrify Main Street. Interface between two groups (city and farmers)
- Farm to market roads
- Rose street
- Roads, getting into town from south is worse
- Boxed in, which way to leave town
- Drainage, didn't seem to plan where it went. Affects farm ground, no place for water to go.
- Provide education to folks who haven't been involved in agriculture or been around it, provide correct information how farming supports economy.
- Country church, membership based on who's around. Used to be more families in each section, but has dropped.
- Christian pre-school, after school facilities to help working families
- Could churches join together for youth, place for kids to go
- Struggling youth programs. All fight with the issue; kids don't feel part of their own church's group, have friends in other churches. Athletics are covered, so other activities would be good
- Elk Point charity fund. Affordable housing big issue.
- Communication/cooperation. Town hall meeting on church night. How to schedule so we're not fighting for same time slots
- Demographics, aging population
- More opportunities to cooperate with other churches to work with youth.
- Infrastructure development.
- More arts in addition to athletics for kids
- Swim team
- Need public transit in the corridor
- Legion club open 1998 to kids after games. Went well once or twice. Kids didn't seem interested.
- No social gathering place for kids
- Lack of out of town traffic during the day.
- Lack of volunteers in all organizations, especially nursing home
- Don't see community/school involvement with nursing home activities
- Keeping people aware of health care board
- Known for speed trap.
- How to get church to people who don't drive anymore. People pick-up elderly?
- Speed trap, not friendly to folks with out of state plates.
- Lots of people not associated with community. Bedroom community
- Utility rates going up
- Gas prices high
- Need a Taco Johns
- Bigger community
- Boring
- More people, bigger class size
- Entertainment, have to drive to find
- Bowling alley
- Movie theater
- More business
- More things to do

# LISTENING SESSION RESPONSES

## *Issues & Challenges*

- More entertainment
- More jobs
- Stronger police force
- More restaurants
- Shopping center—dollar general
- More medical services
- More opportunities for teens
- Dollar store
- Flexible jobs for untrained
- Better roads
- More jobs for high school kids
- More entertainment, movie theater
- Restoration (old places, parks)
- More tourist attractions
- Keep student enrollment up
- Keep people coming in to bring students with
- Continue to be attractive bedroom community for Sioux city.
- Area still can be developed for residential housing
- Develop reason why they should go past Jefferson and Dakota dunes and come to Elk Point.
- Getting away from bedroom community stigma.
- More development in community to keep people here during the day
- Attract more businesses
- Senior citizen activities
- Housing, fixed, not large income. Apartments are income based
- Large gap between Dunham Development and rest of town
- Dairy queen needs to come back
- Lack of businesses to support school activities
- Housing: can't make money to build multi-family between construction costs and taxes
- Park/pond not lit or spruced up
- Park not safe
- Not enough restaurants and services

# LISTENING SESSION RESPONSES

## *Strengths & Assets*

### **Responses to the Question: What are the major strengths and assets for the Community of Elk Point?**

- Interstate 29 can be good and bad
- Infrastructure has come a long way
- Existing businesses are asset
- The Pointe (community center)
- School system, kids and teachers are doing a great job
- Location is strength and weakness. Too close to Sioux City and Sioux Falls, not many gas stations. Bedroom community. Can't compete with North Sioux City/Dakota dunes
- Railroad is positive. SD tax structure could be used to advantage
- Missouri river, tri-state corner
- Losing good teachers, would like good teachers to replace those who leave.
- Quality of life in the city, golf course, walking trails, community center, people
- Youth—athletic facilities.
- Health care
- Economic development, business park, working with city council. "If you build it they will come".
- Park system, Walking path is a major asset, should be expanded. Talked about by outsiders.
- Volunteer organizations bring much to community with funding for projects
- Agri-business, farmers are strong supporters of community
- Churches are strong.
- At least three new churches built within last 20 years. All churches pretty active
- People have moved here because of school system
- Security of a small town
- 3<sup>rd</sup> best city to live in South Dakota with families, low criminal activity. People of the town are biggest asset
- Railroad
- People get along, strong volunteers
- Excellent work ethic, always willing to help
- People support each others' fundraisers
- County seat, intergovernmental cooperation
- Proximity to the university
- Safety and security of small town. Folks watch out for others
- Community comes together to support others if you run into trouble
- Know neighbors, close knit community, willing to help each other
- Outstanding school district, well kept, great teachers
- Awesome ballparks
- Good volunteers
- People passing on interstate are interested in new development
- Community center built by people, fundraised
- Golf course is great
- Community/small town atmosphere is great
- Folks want to come back
- Churches outstanding, work in conjunction with each other
- Businesses—people come to Edgars, Los Amigos especially
- People care for each other

# LISTENING SESSION RESPONSES

## *Strengths & Assets*

- Small town atmosphere, can raise kids, can send them to park, don't lock doors,
- Golf course
- School second to none
- Ball diamond is great
- Easy access to Sioux City, Sioux Falls, Vermillion, Yankton
- Schools
- Fire department...great facility, can use more money, good response time
- People who live here want to live here, but housing is a hurdle
- Volunteers are great
- Community center is great
- Highly rated school
- School
- Asset that we're on the interstate
- Not so far from Sioux city or Vermillion
- Schools
- Location, close to Sioux City
- Railroad
- Close to Sioux City is positive
- Always been a bedroom community
- Close to USD is positive
- Interstate
- River
- Three states coming together
- Railroad
- People and volunteers
- Guy who takes care of baseball field is great
- Volunteers. They'll volunteer if you need them
- How do we draw more families, draw on bedroom community
- Location by interstate
- Reputation as a great place to get a speeding ticket or parking ticket
- Get infrastructure in for industrial park
- Housing development
- Best school system
- Many parents who volunteer to coach, parents very encouraging
- Opportunities to bring in new businesses, can check off all the boxes. Why not us? Have Rail, interstate, community, schools, people.
- Pride in students, history of town
- Very peaceful
- Can blossom
- Location
- School. If can get into school district, that's huge. But housing is expensive for folks to move here.
- Police force. Ministerial aid. Fire department
- We have what bigger communities have
- Parks

# LISTENING SESSION RESPONSES

## *Strengths & Assets*

- Pool
- School
- Bike path
- Problem: Can't get business without infrastructure
- No income tax
- Get away from Sioux City school district
- Access to major transportation is good
- School
- Location, close to Sioux city, people feel safe because of police department
- Act as community, community center built by volunteers
- Small community, people pull together, especially for fundraisers
- Community, volunteerism. Softball complex/community center, people come together
- Interstate is a plus for businesses and farmers
- Railroad is a plus, grain hauling
- Schools
- Being close to university
- School system is excellent. Facilities, teachers excellent
- Nice size towns close, Sioux Falls, Sioux City, but don't have to be in them
- Location to metro areas
- Schools
- Churches
- Nice looking community
- Schools, teachers
- Community does things locally
- School
- Pairing up with Jefferson, good cooperation between communities
- County seat, get more traffic
- Church membership for the most part is good. Good nucleus to work together on some issues. Could work together to hire youth director
- Elder care, well covered
- Meals on wheels
- Cooperation to get things done, supporting families struggling with issues.
- Email to churches will replenish charity fund. Special offerings.
- Good location between major centers, close to university, county seat
- Faith based community, compassionate people
- Facilities are generally good (all around).
- Athletic facilities are good but could be developed
- Community center is big asset, could be used for youth?
- Swimming pool, but location now is problematic
- Nursing home, assisted living, medical, dentist, fitness center, chiropractor all located here
- Community is supportive. Benefit fundraisers are well supported
- A lot of health care benefits. Home health, outpatient therapy available
- People are willing and available to help people in need
- Therapy unit has been recommended by Sioux City doctors.

# LISTENING SESSION RESPONSES

## *Strengths & Assets*

- Community Center is great facility. Brought volunteers together.
- Gym on main street
- Edgars
- Walking distance to everything in town
- Small town
- Golf course, pool
- Everyone is nice to each other
- People know each other
- Location
- Community Center
- School, hardworking students and teachers
- Not in the middle of nowhere, can go to Sioux City to do things
- Safe community
- Know people or are related to most
- Knowing people, can rely on them
- Edgars
- Los Amigos
- Kid friendly town
- Safe environment
- Schools
- Baseball field
- Education system is good
- One nice police officer
- \$1 pizza at Kum and Go
- Edgars
- Education
- Lots of sports
- Location, close to major cities, Omaha, Sioux Falls, Sioux City
- School
- School, hub of community, parents are involved even if they work out of town
- Great people who choose to be here.
- Community involvement to get things done, like the Pointe.
- Outreach of people in community is outstanding
- People welcome others (waving)
- Downtown, parking, lighting
- Enticing around the highway
- Friendly people, more so than other communities, wave, talk to others
- The Pointe
- Pool
- Golf course

# LISTENING SESSION RESPONSES

## *Projects*

**Responses to the Question: What are the Projects you would like to see accomplished in Elk Point in the next 2, 5, 10, 15 and 20 years?**

- Infrastructure, Rose and Franklin
- More volunteers for EMS
- Truck route
- Development of business park
- New swimming pool
- Railroad crossings
- Boat dock closer to town
- Communications, volunteers focus groups
- Ambulance triple in size, only three really active now, foresee having at least nine or more
- Railroad crossings done
- Get kids more involved, nothing for them to do. Need bowling alley or other places to hang out.
- Nice streets, continue infrastructure improvements
- Additional indoor/outdoor activities for kids and adults
- Youth programming beyond athletics
- 3-5 blocks redo each year
- Expand Lions park system
- Expand walking path with lights
- Landscape plan around Exit 18
- Finish some things already started
- Parents involved working with young people
- Get younger people involved in organizations
- Recurring activities like Sturgis motorcycle rally.
- Soccer complex
- Bypass/truck route
- EMS, infrastructure, communications center - keep local to strengthen city
- Cosmetics are good, safe routes, sidewalks, trees, nice properties
- Advertising, marketing to get people in, especially ambulance / EMT services
- Fastest way to reach destination (development, roads to handle traffic)
- Park needs to be updated
- Swimming pool
- Park updates
- More industry. New development. Have become stagnant
- No way for elderly to get around unless someone volunteers. Has lost independence because she has no taxi or bus. Can't drive. Public transit for elderly, disabled, children
- Businesses look good outside of town, inside town...not so much
- Sidewalk system updated. Have to walk in streets sometimes because sidewalks are so bad
- Youth center. Legion has full basement, turn into place where kids could go, skeet ball, pop machines, pool tables
- Updated park
- Paving road around park, dust is horrible, but fields are beautiful.
- Drainage in town, especially around West Pleasant

# LISTENING SESSION RESPONSES

## *Projects*

- Pool. Kids not going to pool. Price is good to get into pool. Spray-ground for kids. Or in park even.
- Parade, have only homecoming.
- Heritage Days not held several years, but have music festival
- Growth in general
- Growth of local businesses
- More jobs for women, limited places for women to work
- Centralized communication spot. School information is good, but rest of community limited to weekly newspaper, board downtown.
- Industrial park
- Get water fixed
- More localized use of business in town, see what's going on downtown. Main Street. Not good to have empty buildings.
- Clear and defined housing need
- Development of industrial park
- Growth of jobs and businesses in town
- Playground equipment in park updated
- People use what we have
- Need businesses, but build up community population so Main Street can survive. It's hard for Elk Point because Sioux Falls, Sioux City, Omaha are nearby. Figure out how to get people to live here, affordable housing.
- Build water park so water gets better. "Wild Water East"
- Natural gas franchise – opportunity to take back franchise and make a city provided utility.
- Rose street, drainage
- City manpower, are the taxpayers coming first?
- Marketing "in your face". Have Facebook page, email newsletter.
- Business park. Put road in.
- Get business park going. Have someone who wants to come in.
- Discount shopping place. Outlet mall.
- Keep working on industrial park
- Something to keep people here (business). Focus on business park to employ people who would stay here.
- Competition in business
- Bike trail, more connected, finish
- Incentives to encourage businesses to come in
- Income tax friendly to get people in and support local business
- Sewer system loading, Not sufficiently sized to accommodate major new business. Lagoon is weak link
- Rural internet speeds. Two providers not actually high speed.....limited speed. Can't stream movies at 30 mbps.
- Drainage projects that don't flood farm land. Doesn't seem to make any difference which side of town, they all get flooded.
- Interstate ditches are major holding pond
- Dunham-area park improved
- Church/community focus on parents. Afterschool issues when both parents work.
- Improve roads and streets
- Roads off Main Street
- Truck route, can't go down Main Street. Franklin/Rose street corner is bad

# LISTENING SESSION RESPONSES

## *Projects*

- Dip on corner/truck road. Fix street or let them use Main Street
- Rose street, police/city frown on farmers traveling through town
- Drainage
- High speed internet
- Fix drainage before fully utilizing industrial park
- Turnover in city government that doesn't address drainage.
- There's a plan in place but need to do it. Need someone to push the drainage plan through
- Water and sewer in before City can develop
- Drainage development before industrial park will work
- Adult/youth education about positives of farming
- Indoor pool so it can be open in the winter
- Community youth group
- Develop housing: apartments, condos, affordable housing
- Food pantry covers southern Union County and serves about 60 families per month
- Youth as a community effort
- Industrial park developed that would bring more families, but must address drainage first.
- Friends feast - expand to once a week
- Friends feast
- City has provided facility for food pantry. Positive cooperation
- Curbside recycling
- Youth, put together through community/churches
- More volunteers
- Clinic—get pediatrician
- Water quality improvement
- Water very hard, 400 feet or more well in town.
- Rose Street is a mess.
- Business Park: Business won't come in until infrastructure is in, but can't put in infrastructure until business comes in. Vicious circle.
- Youth
- Youth
- Open up pool hall again.
- Old Legion building? Have had people look at it.
- Chinese food restaurant
- Youth activities. Kids come to athletic club, very early and later afternoon.
- Dairy queen - empty for a long time
- Strip mall never happened
- Housing development with park and baseball field
- Park in Dunham development
- More activities—theater
- Walmart
- Develop open area
- Lake for fishing
- Strip mall on Main Street
- Dog park

# LISTENING SESSION RESPONSES

## *Projects*

- More things to do
- Taco Bell, Taco Johns
- More holes on golf course
- School doesn't fund arts or theater
- New restaurant
- Soccer team
- Roads
- Theater program
- More roads and sidewalks
- Dairy Queen building filled
- Auto parts store
- Better water treatment plant
- Help for sports
- Soccer or football for younger kids, currently have to go to Sioux City
- Farmers have to leave town to buy supplies
- More job opportunities, medical opportunities
- More funding for arts programs
- Between houses and Dunham open area, empty now, could be hub. Can't do it now, big empty lot is full of sandburs, kids have to play in front yard or street.
- Basketball courts, walkways, grassy areas instead of sandburs
- Soccer fields
- Equipment
- City park, park in new development
- Updates to playground equipment
- Upgrades to city park, Dunham Park
- Great space at Dunham area to develop
- Walkway/bike path could be utilized and expanded
- Lions, other organizations, younger people not getting involved.
- Lions Park. Eagle Scout working on shelter out there. Need water.

# APPENDIX A

## Key Points to Effective Strategic Planning

### And Moving Forward After a Community Assessment.

- 1) **Broad based decision making:** Include as many people as part of the process as possible. You have already involved much of the community as part of the Assessment listening sessions. Continue to keep them engaged as you implement your goals and objectives.
- 2) **Broad Goals:** The objectives in your plan should cover a broad range of perspectives and topic areas, as identified in the Assessment. This helps your community to understand that community, business and economic development are not mutually exclusive – but instead they are highly dependent on each other.
- 3) **Action-Oriented:** To reach your goals, you must have a series of actionable steps to accomplish. You will begin to flesh these out during your town-hall follow up meeting at the completion of this assessment. These will need to be further defined by your “Implementation Mechanism” detailed below. The assessment report will be a resource for developing these action steps.
- 4) **Roles:** A good plan assigns and distributes roles among various organizations, entities, and individuals in the community so that everyone understands what they should accomplish and be held to these standards. Recruit a list of interested volunteers to help execute each portion of the plan. You might establish sub committees for each objective where there is not a single organization that is willing or able to take the lead on a particular objective.
- 5) **Deadlines:** Deadlines are necessary to make sure that progress continues to be made on each of the goals and objectives.
- 6) **Resources:** You must determine how you will pay for various projects and to whom you can look to for technical assistance. Some projects will have loan and grant programs associated with them that you might be able to tap into. Others will not and will rely exclusively on local fundraising or through local governmental participation through the regular budgeting process. Again, the assessment report and the resources listed therein will be a reference point for you.
- 7) **Implementation Mechanism:** This is where many communities get hung up. You must have a mechanism to implement and this mechanism must be broad based and involve all relevant organizations and entities in the community. You need to assemble a Visioning Taskforce that consists of one to two appointed representatives from each community entity (city, county, development corporation, chamber, school, youth, senior, churches, social services, healthcare, major employers, agriculture, etc). The purpose of this group is to flesh out the Vision coming out of the assessment, evaluate and refine the objectives and action steps, come to consensus on who or what organization is going to take the lead in moving each objective forward, refine the deadlines assigned to various action steps, etc. This group should meet regularly until the Vision is completely refined and released to the public. From then on, it is probably sufficient to meet quarterly to bring everyone up-to-speed with what has been accomplished and what is yet to come.

- 8) A Community Champion: There must be a person that is willing to coordinate implementation of your Vision in your community. This person helps keep people on task, keeps communication open, and coordinates various meetings.
- 9) Communication with the Public: This is another area where many communities fall down. If the community doesn't hear anything, they simply assume that nothing has been accomplished. It is imperative that you continue to provide updates to the community on what has been accomplished on a regular basis. The newspaper is crucial to these efforts. Celebrate what you have done. Organize a yearly or semi-annual banquet where organizations in the community provide updates to the public on what they have accomplished to make your Vision a reality over the last year.
- 10) Adopt A Can-Do Attitude and Embrace Success as Well as Failure: This is the most difficult component to gauge, but successful communities always have a positive outlook and attitude. It is a self-fulfilling prophecy. If you think you can't do something, then you won't. But if you think you can, you will find a way to get it done. You also need to understand that failure is part of the process. Learn from it, but don't let it drag you down. It is okay to fall down as long as you fall forward. Just because something didn't work before doesn't mean that it won't work at another time under different circumstances. Welcome peoples' input and work at all times to engage as much of the public as you can in all of your efforts.
- 11) Begin implementation of your plan. Plan your work and work your plan.
- 12) Track your progress over time. Share this with the community. This will keep people interested and build momentum over time as you start to see the successes of your efforts.
- 13) Evaluation: This is often the most overlooked part of the process, but it must be taken into account. When you meet annually to review what has been accomplished – don't forget to also evaluate the success or lack of success regarding various projects. Let these evaluations help guide any changes that you make to your community's vision over time.
- 14) Remember to celebrate the accomplishments, even small ones, to keep the motivation continuous.

# APPENDIX B

## Example Shopping Local Promotional Advertisement

PAGE 4

PRINT & DISTRIBUTE ■ SATURDAY, MARCH 22, 2014

**\$25 on the 25<sup>th</sup>**  
**Let's Boost Our Local Yankton Economy**

friends. family. community.

INVEST IN YOUR COMMUNITY.

**Shop Locally!**

Join us for  
**Lunch Buffet**  
 Mon.-Fri.  
 11am-1:30pm

Pizza, Pasta,  
 Soup & Dessert!

**Pizza Hut**

2002 Broadway St.  
 Yankton, SD  
 665-8952

**Storewide Sale**  
 Stock Up and Save!  
**\*25% Off**  
**Storewide**

**Four Seasons Fabric**  
 1818 Broadway, Suite 200  
 665-2400

**Tuesday, March 25<sup>th</sup>**  
**Remnant Sale**  
**25% OFF**  
 Already sale priced  
 room size  
 carpet & vinyl remnants!

**Stewart Carpet Center**  
 1803 Broadway • 665-645-7183

Tuesday, March 25  
 Gladys has been spring cleaning!

**\$5.00 TABLE**  
 One Of A Kind Items  
 50-75% Off and More!

**FREE GIFT**  
 to the first  
 25 people  
 who spend \$25  
 on the 25th!

**Prettys & Prims**  
 222 Central, Yankton • 665-520-9222

**Tuesday, March 25<sup>th</sup>**  
**25% OFF**  
 Any 1 regular price item  
 \*Excludes Midco Time

**the carpenter's shop**  
 Christian Books, Bibles, Music and Gifts  
 1314 N. 1<sup>st</sup> St. • 665-7484

*Variety is the  
 Spice of Life!*

Enjoy one of the many choices on our menu.  
 \*Stop In Social Bar • Dessert Bar • Hot Bar

**BONANZA**  
 600-565-6394

**Fox Run Super Specials**  
 on Special Groups Of

Men's  
 Shirts/Shorts - \$19\*\*

Women's  
 Shirts/Shorts/T's - \$9\*\* - \$19\*\*

Men's/Women's  
 Shocks - No Price!

**Assorted  
 Caps - \$5\*\***

**FOX RUN**  
 Golf Clothing  
 600 W. 27<sup>th</sup> St.  
 665-668-5205

*PLN - Assorted Hedges  
 Ask for - and THANKS!*

**25% Off**  
**One Item**

Purchase of \$25 or more  
 Must Place Order On The 25th!

**TOTALLY TWISTED**  
 Limit one per customer.  
 Some exclusions apply.

2107 Broadway, Yankton, SD  
 665-200-2222

Special Price  
**\$18.49** Bud - Bud Light  
 case Coors - Miller Lite  
 (Expires 4/30/14)

\*Stop in for Breakfast Sandwiches  
 \*Pizza Delivery  
 (1000 Broadway St.)

\*Made-to-order subs  
 \*Open 24 Hours  
 (801 Burlington St.)

**CRISPER'S**  
 665-642-6143

Register for a  
**\$25 Gift Certificate**

To be given away from 11am-5pm  
 on purchase of \$25 or more  
 (see rules for purchase on)

**EMMA'S**  
 222 1<sup>st</sup> St. Yankton, SD 66502-0112  
 (665) 668-2424  
 (665) 668-2424  
 Saturday 12am-4pm  
 www.emmas.com

**Yankton's Stimulus...**

**\$500 OFF**  
 any business purchase  
 of \$50 or more  
 on the 25th!

\*To be used at:  
 dress, furniture, appliances, electronics  
 and more...not valid on food/bev.

**pie'd pipez locczz**  
 1111 S. Broadway, Yankton, SD  
 665-7700 • 665-7700

**GOTTA GLOW!**

Spring your skin to a gorgeous  
 healthy glow with our  
 professional airbrushed tan!  
**Full Air Brush  
 Tan Only \$25**  
 (See rules for details)

**BDazzled**  
 Body Tanning & Day Spa  
 304 W. 3<sup>rd</sup> • 665-5188

\*Yankton • Yankton • Body Waxing • Facial

Sick of winter - so are we!  
 Let's move into spring!!

**1/2 Off**  
 \*7-Blade Trimmers  
 \*Crate & Barrel  
 \*Boots \*Hats

Good March 25<sup>th</sup> Only March 25<sup>th</sup>

**Canine Grooming Center, L.L.C.**  
 710 Douglas, Yankton • 665-5825  
 Closed Monday, Tuesday & Friday

**Stop In & Receive  
 a \$25 Gift Card**

To be used on \$10.00 purchase or more.  
 No purchase necessary at this time.

Yankton only

**slumberland**  
 FURNITURE  
 202 Broadway, Yankton • 665-2728

**Save 25% on the 25th!**  
 Take an additional **25% Off**  
**Clearance Racks - Tuesday Only!**  
**25% Off Any 1 Regular Price Item**

**Linda's Angel Crossing**  
 110 Broadway / Douglas Square  
 Open Monday-Friday 10:00-5:00 • 665-2222

