2024-2028

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Prepared by:

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SECOG CEDS

The South Eastern Council of Governments (SECOG) is designated as an Economic Development District (EDD) through the Economic Development Administration (EDA), and therefore, is responsible for developing and implementing the Comprehensive Economic Development Strategy (CEDS) for our six-county region in southeastern South Dakota.

This CEDS document is the result of an ongoing economic development planning process to build wealth and capacity in southeastern South Dakota. While a CEDS is required for regions to qualify for EDA assistance under its public works, economic adjustment, and most planning programs, the process is also vital to understanding and addressing the needs of our region.

The following sections provide a framework for the SECOG CEDS:

Summary Background details the economic conditions of the region.

SWOT Analysis explores the regional strengths, weaknesses, opportunities, and threats.

Strategic Direction and Action Plan outlines a regional strategy to facilitate and promote responsible community and economic development through financing and affordable housing initiatives.

Evaluation Framework identified performance measures used to evaluate the implementation of the CEDS and the impact of the regional economy.

Summary Background

SECOG is one of six Planning and Development Districts in South Dakota. Since 1972, we have provided technical community and economic development planning services to our member communities. SECOG also serves as the EDD under EDA for our six-county region in southeastern South Dakota. Our district includes local government entities in Clay, Lincoln, McCook, Minnehaha, Turner, and Union Counties. Membership in SECOG is voluntary, and board members consist of elected officials, state legislators, and private citizens. Figure 1 below displays a map of South Dakota and the SECOG region within the state.

Figure 1
Map of the SECOG Region
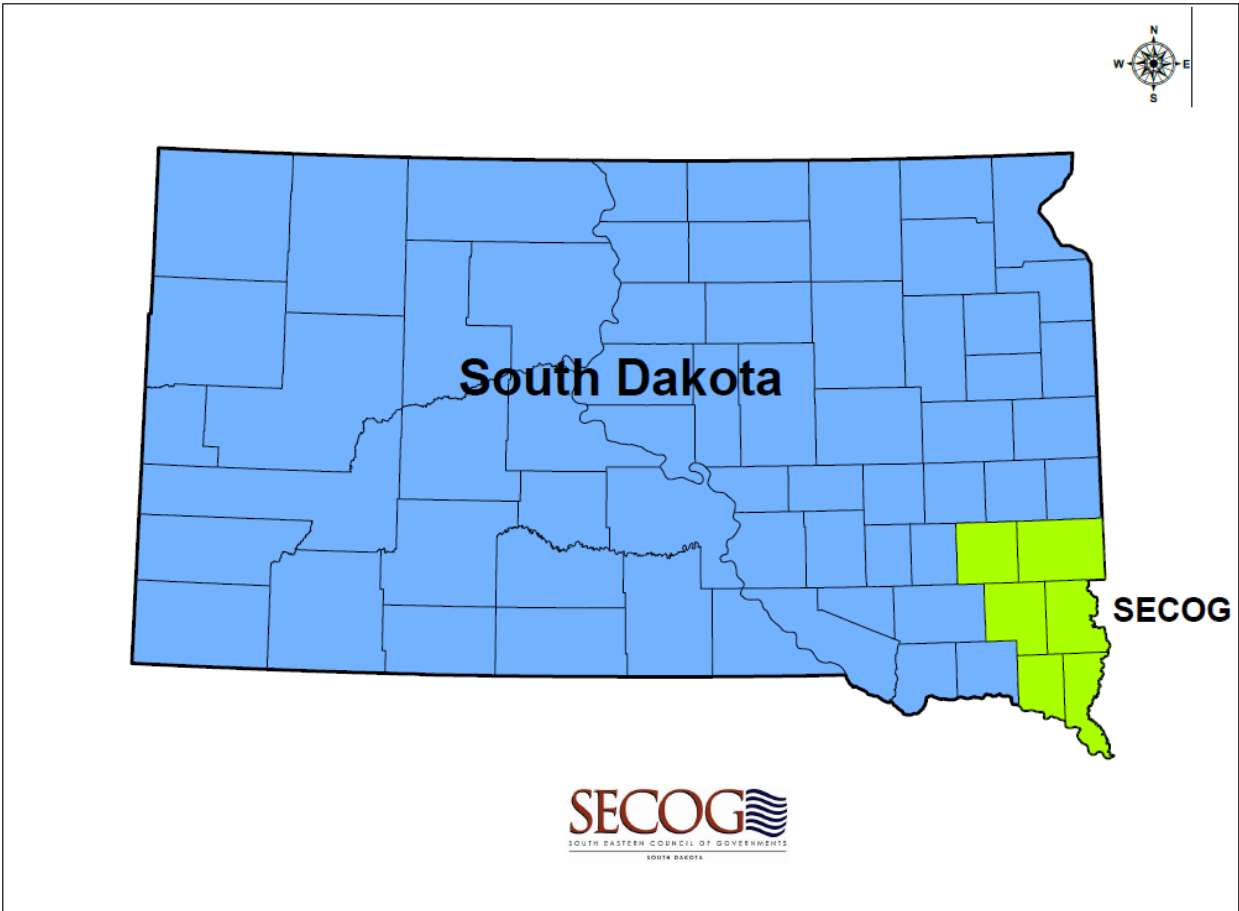
CEDS Committee

The guiding CEDS Committee for this planning process consisted of the SECOG governing board. SECOG's governing board members are listed below:

- Chairman: Jim Feeney (Private Representative)
- Miranda Basye (Sioux Falls City Council)
- Jeff Ekhoff (Mayor's Representative, Sioux Falls)
- Joan Franken (Private Representative)
- Jeremy Grady (Private Representative)
- Bill Hansen (Private Representative)
- Dan Hindbjorgen (Private Representative)
- Jared Hybertson (Turner County Commissioner)
- Kevin Joffer (Union County Commissioner)
- Joe Kippley (Minnehaha County Commissioner)
- Dean Koch (McCook County Commissioner)
- Andrew Nilges (Private Representative)
- John Prescott (Mayor's Representative, Vermillion)
- Drew Peterson (Legislator)
- Bryan Read (Mayor's Representative, Brandon)
- Jim Schmidt (Lincoln County Commissioner)
- Jennifer Sigette (Sioux Falls City Council)
- Betty Smith (Clay County Commissioner)
- Scott Stern (Private Representative)
- Casey Voelker (Mayor of Tea)
- Roger Weber (Private Representative)
- Derick Wenck (Mayor of Harrisburg)

Regional Partners

Over the years, many efforts have been made to build partnerships among economic development groups in southeastern South Dakota. A list of our partner organizations is provided below.

South Eastern Development Foundation

The South Eastern Development Foundation (SEDF) provides financing through a regional Revolving Loan Fund (RLF) to individuals seeking to start or expand a business in Clay, Lincoln, McCook, Minnehaha, Turner, and Union Counties. SEDF expanded to housing in 2015, becoming a non-profit developer of Governor's Houses. Additionally, SEDF acquires donated homes that would normally be demolished, moves them to new developments, remodels them, and sells them to provide affordable housing in the area. SECOG serves as staff for SEDF.

Dakota BUSINESS Finance

In partnership with the Small Business Administration (SBA), Dakota Business Finance (DBF) provides financing through the SBA 504 loan program for a wide range of businesses. DBF provides services to all of South Dakota, Iowa, and Minnesota, and parts of Nebraska. SECOG serves as staff for DBF.

Metropolitan Planning Organization

The designated Metropolitan Planning Organization (MPO) in the Sioux Falls urbanized area is the Urbanized Development Commission. SECOG serves as staff for the MPO.

Local Economic Situation

Population

SECOG's region is rich in built, financial, natural, political, and social assets, all of which drive the economy in the region. The region is home to Minnehaha County, which makes up 37% of the region's population and is the largest county in South Dakota by population. The Sioux Falls Metropolitan Statistical Area (MSA) consists of Lincoln, McCook, Minnehaha, and Turner Counties and is heavily influenced by Minnehaha and Lincoln counties. According to the Metro Area POLICOM, in 2023, out of the 384 MSAs in the United States, the Sioux Falls MSA ranked 3rd for economic strength. The healthcare and financial services sectors continue to lead the path for other industries including residential and commercial growth.

SECOG's region is home to over 308,000 people living in cities, small towns, and on farms and ranches. The following pages provide a snapshot specific to regional trends related to demographics, workforce characteristics, infrastructure assets, industry clusters, education assets, and housing needs in order to help provide a clear understanding of the local economic situation.
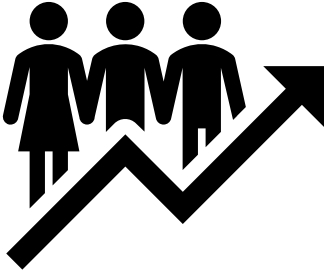
Since 2010, our region has witnessed a 20% population increase.

This population growth rate in the southeastern region surpasses that of the State of South Dakota (7%) and that of the nation (5%).

Table 1 below illustrates the high growth rate in Clay, Lincoln, McCook, Minnehaha, Turner, and Union Counties.

Table 1
Population Trends

Population Trends				
County	2010 Population	2020 Population	Change	% Change
Clay	13,864	14,967	1,103	8.00%
Lincoln	44,828	65,161	20,333	45.40%
McCook	5,618	5,682	64	1.10%
Minnehaha	169,468	197,214	27,746	16.40%
Turner	8,347	8,673	326	3.90%
Union	14,399	16,811	2,412	16.80%
Total	**256,524**	**308,508**	**51,984**	**20.26%**

Sources: 2010 Census and 2020 Census

SECOG's region has experienced solid growth over the past 10 years. The highest levels of growth are in the metropolitan area surrounding Sioux Falls in Minnehaha and Lincoln Counties. Lincoln County experienced tremendous growth from 2010 to 2020 with an increase of more than 20,000 residents or an 45.40% increase. Minnehaha County also experienced growth from 2010 to 2020 with an increase of more than 27,000 residents or an 16.40% increase. Union County experienced growth with an increase of more than 2,000 residents or an 16.80% increase in the same period.

Clay, McCook, and Turner Counties each lost population from 2000 to 2010. Population rebounded from 2010 to 2020 with all counties showing a slight increase in population. Clay County increased by over 1,000 residents or an 8% increase. McCook County increased by over 60 residents or a 1.10% increase. Turner County increased by over 300 residents or a 3.90% increase.

Overall, all counties in the region experienced population growth from 2010 to 2020. The population increased by over 51,000 residents or a 20.26% increase in population in the SECOG region.

Table 2 below shows population projections for the SECOG region through 2035. Every county in the SECOG region is expected to experience growth over the next 11 years with McCook and Turner Counties being much slower than the other four counties due to their more rural and agricultural nature. It is projected that Lincoln County could nearly double its 2010 population by 2035.

Table 2
Population History and Projections (2010-2035)

Population History and Projections (2010-2035)							
County	2010	2020	2025	2030	2035	# Change	% Change
Clay	13,864	14,909	15,463	16,000	16,517	2,653	19.13%
Lincoln	44,828	62,170	70,483	78,966	87,910	43,082	96.11%
McCook	5,618	5,639	5,700	5,816	5,938	320	5.70%
Minnehaha	169,468	190,105	198,679	205,960	212,353	42,885	25.31%
Turner	8,347	8,491	8,581	8,649	8,659	312	3.74%
Union	14,399	16,659	17,770	18,929	20,063	5,664	39.33%
Region	256,524	297,973	316,676	334,321	351,440	94,916	

Source: South Dakota Department of Labor & Regulation

Figure 2 below illustrates population history in the SECOG region from 1930 to 2020 and estimates for 2023.

Figure 2
Population History and Trends

POPULATION HISTORY AND TRENDS

■ 1930 ■ 2000 ■ 2010 ■ 2020 ■ 2023

County	1930	2000	2010	2020	2023
CLAY	10,088	13,537	13,864	14,967	15,297
LINCOLN	13,918	24,131	44,828	65,161	71,260
MCCOOK	10,316	5,832	5,618	5,682	5,700
MINNEHAHA	50,872	148,281	169,468	197,214	205,539
TURNER	14,891	8,849	8,347	8,673	8,772
UNION	11,480	12,584	14,399	16,811	17,534
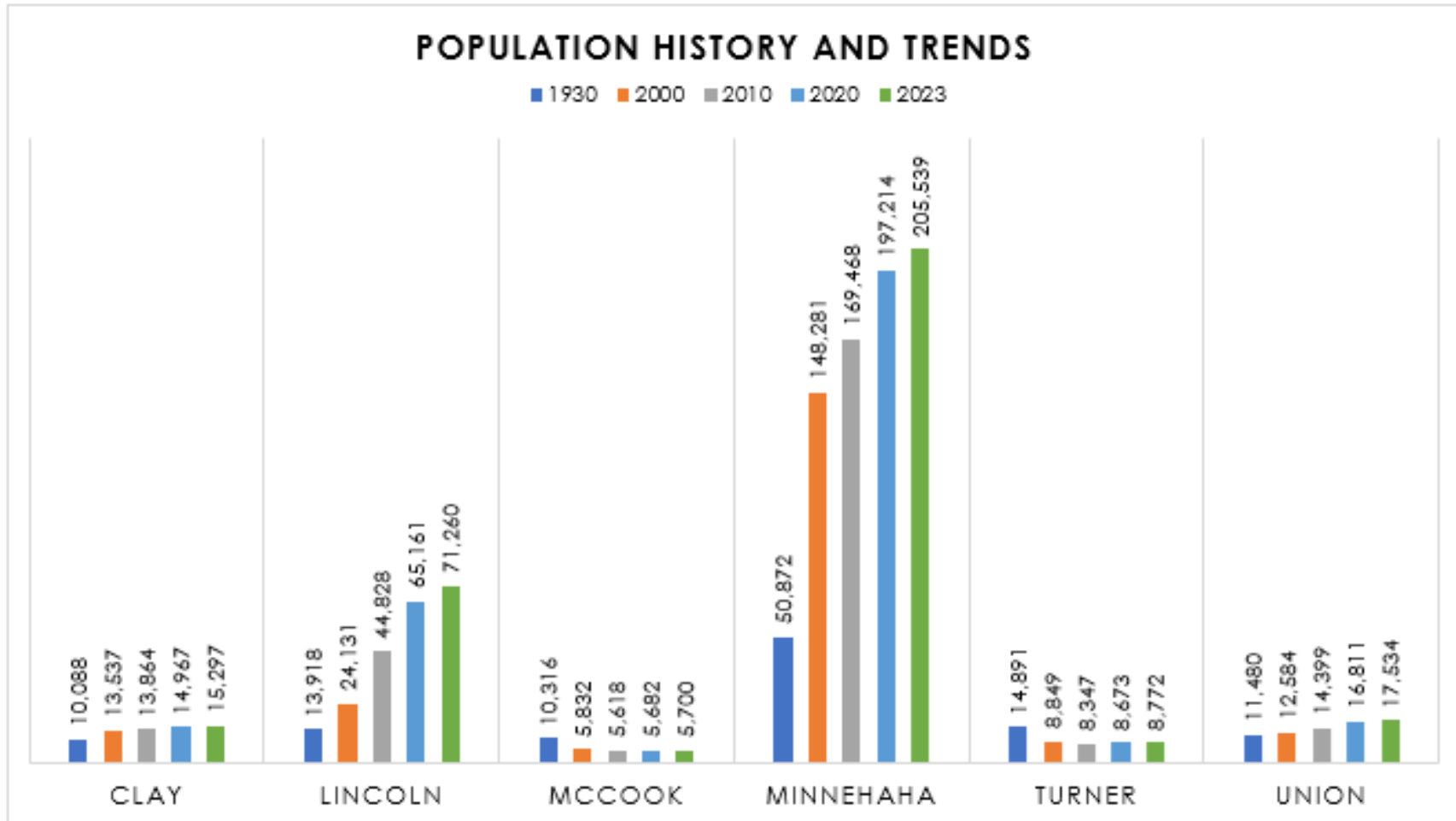
Education

In 2022, 21.7% of South Dakota residents possessed a bachelor's degree which is almost exactly the national average of 21.6%. In addition, 29.9% of the regions' residents had a high school diploma which is 3.2% above national average.

Figure 3 below illustrates education attainment characteristics of the region's population.

Figure 3
Educational Attainment of Population 25 Years and Over

Educational Attainment of Population 25 Years and Over

- 2.9% — Less than 9th grade
- 3.9% — 9th grade to 12th grade (no diploma)
- 29.2% — High school graduate
- 19.1% — Some college, no degree
- 13.2% — Associate's degree
- 21.7% — Bachelor's degree
- 9.9% — Graduate or professional degree
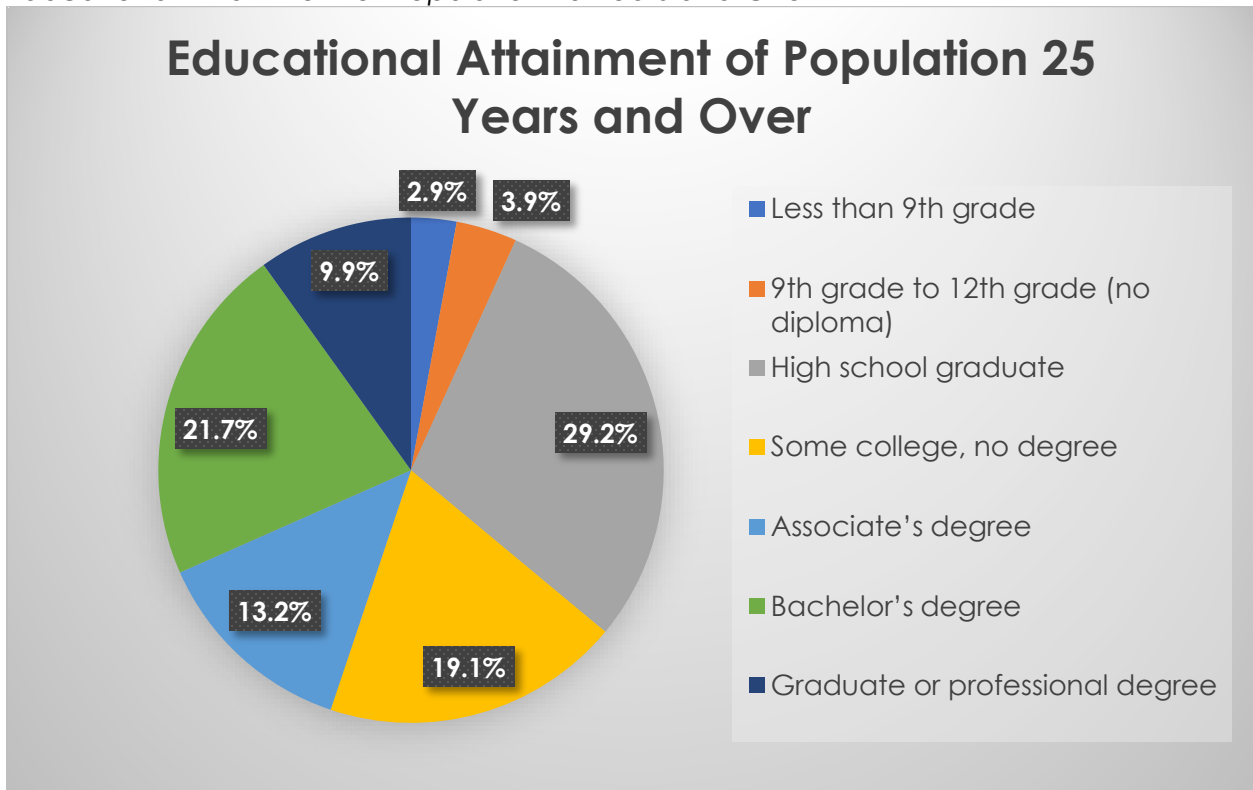
Source: U.S. Census Bureau

Our region's higher education institutions produced 3,011 undergraduate degrees in 2022. The highest share of these graduates came from the University of South Dakota. Table 3 below illustrates the number of undergraduate degrees obtained by each institution in the SECOG region in 2022.

Table 3
2022 Undergraduate Degrees by Institution

2022 Undergraduate Degrees by Institution	
Institution	**Degrees**
Augustana University	635
Southeast Technical College	565
University of Sioux Falls	492
University of South Dakota	1,319
Total Undergraduate Degrees	**3,011**

Source: College Navigator & SD Board of Regents 2023 Factbook

Labor Trends

According to the South Dakota Department of Labor & Regulation, in South Dakota, the industry with the largest average employment in 2022 was the Health Care and Social Assistance industry. The Health Care and Social Assistance industry was followed by Retail Trade, Manufacturing, and Accommodation and Food Services. Table 4 below shows industries with the largest average employment in the State of South Dakota.

Table 4
2022 Largest Industries in South Dakota

2022 Largest Industries in South Dakota	
Industry	**Average Employment**
Health Care and Social Assistance	67,237
Retail Trade	52,904
Manufacturing	45,101
Accommodation and Food Services	40,944

Source: South Dakota Department of Labor & Regulation

Table 5 below shows the largest industries in SECOG's six-county region in 2022. Similar to the state as a whole, the industry with the largest average employment in the SECOG region in 2022 was the Health Care and Social Assistance industry. The Health Care and Social Assistance industry was followed by Manufacturing, Accommodation and Food Services, and Retail Trade.

Table 5
2022 Largest Industries in the SECOG Region

Largest Industries in the SECOG Region in 2022		
County	**Industry**	**Average Employment**
Clay County	Accommodation and Food Services	866
McCook County	Construction Employment	151
Minnehaha County	Health Care and Social Assistance Employment	26,144
Lincoln County	Health Care and Social Assistance Employment	4,907
Turner County	Retail Trade	218
Union County	Manufacturing	2,172

Source: South Dakota Department of Labor & Regulation

In 2022, the region had a total population of 308,508. Of these 308,508 people, 248,869 participated in the labor force. The Table 6 and 7 below provide details regarding the region's labor force. Of note, is the fact that the unemployment rate in the SECOG region, excluding Clay County, have an unemployment rate lower than the national unemployment rate of 5.5%. Clay County's unemployment rate of 6.5% is attributed to the student population attending the University of South Dakota.

Table 6

2022 Labor Force Breakdown

2022 Labor Force Breakdown				
Location	Total Population	Total Working Age Population*	Labor Force Participation Rate	Unemployment Rate
Clay County	14,967	12,321	69.9%	6.5%
Lincoln County	65,161	53,827	73.1%	0.9%
McCook County	5,682	4,236	70.2%	2.9%
Minnehaha County	197,214	158,993	75.5%	2.3%
Turner County	8,673	6,698	67.5%	2.6%
Union County	16,811	12,794	67.8%	3.3%
South Dakota	909,824	716,965	66.9%	2.8%
United States	333,287,562	264,087,645	63.6%	5.5%

Source: U.S. Census Bureau, ACS 1-Year Employment Status Estimates
* = Population 16 years and over

A significant issue for rural areas is an increasingly aging population as youth out-migration continues. As shown in Table 7 below, the median age in Clay, Lincoln, and Minnehaha Counties is lower than the state median age of 38.5 years and also lower than the nation's median age of 39.0 years. The median age in McCook, Turner, and Union Counties is higher than the state median age of 38.5 years and also higher than the nation's median age of 39.0 years.

Table 7

Median Age in the SECOG Region

Median Age in the SECOG Region	
County	Median Age (Years)
Clay County	24.6
Lincoln County	36.3
McCook County	39.5
Minnehaha County	36.7
Turner County	42.0
Union County	40.1
South Dakota	38.5
United States	39.0

Source: U.S. Census Bureau

The average median household income in the SECOG region is $73,238. This is higher than the national median household income of $69,717. However, Clay and Turner Counties' median household income is below the state and national median household income at $56,077 and $66,199, respectively. Table 8 below shows the median household income for SECOG's six-county region.

Table 8

Median Household Income by County

Median Household Income by County	
County	Median Household Income in the Past 12 Months (In 2021 Inflation-Adjusted Dollars)
Clay County	$56,077
Lincoln County	$90,600
McCook County	$72,063
Minnehaha County	$74,253
Turner County	$66,199
Union County	$80,238
Average Median Household Income in SECOG's Region	$73,238
National Median Household Income	$69,717

Source: U.S. Census Bureau, Income in the Past 12 Months (In 2021 Inflation-Adjusted Dollars)

Environment

Geography. Within the SECOG region's six counties, the physical geography encompasses four physiographic regions: the Coteau Des Prairie, the James River Highlands, the Southern Plateau, and the James River Lowlands. The Big Sioux River Basin is formed within the topographic feature of the Coteau des Prairie, which also flows into the Southern Plateau in Union County. According to the Big Sioux River Watershed Strategic Plan developed by the South Dakota Department of Agriculture and Natural

Resources, prairies have geologically developed features of potholes, sloughs, and lakes. During periods of low precipitation, these features tend to hold back water and do not contribute drainage to the Big Sioux River. Conversely, during wet years, these features can accumulate enough moisture to greatly increase the water supply to the basin. The wet years pose a higher risk for flood hazards in southeastern counties.

The Vermillion River Basin is formed by the James River Highlands and Lowlands. The James River Highland is described as a teardrop shape terrain, bordered by three ridges, James Ridge, Turkey Ridge, and Yankton Ridge. Turkey Ridge, being the largest of the three, is approximately 40 miles long by 10 miles wide, with an elevation some 300 feet higher than the surrounding landscapes (Welch, 1982).

The James River Lowlands is a gently undulating plain lying considerably lower than the Coteau Des Prairies on the east and the Cocteau Du Missouri on the west. Today, the James River drains that area from the north to south and occupies a rather narrow, steep sided valley. In the geologic past, ancient streams in this region flowed northward. Most of the topographic features of this area are the result of the effects of glaciers. Elevations range from 1,300 to 1,400 feet above sea level.

     Climate. The climate of the region is considered a humid continental climate which is characterized by hot, relatively humid summers, and cold, drier winters. Based on the six counties' pre-disaster mitigation plans, temperature changes in the region are expected to increase 1.0-1.5 degrees every ten years. Increases in temperature can influence natural hazard activity in three ways: (1) increased temperatures may cause more frequent and prolonged periods of drought which may result in crop damage and shifting pests and disease patterns, (2) increased temperatures may increase the frequency and amount of precipitation which may cause more flooding, increasing erosion and reducing water quality, and (3) increased temperatures may increase the intensity and frequency of summer or winter storms.

     Culture. Cultural events in the SECOG region include county fairs, downtown and park music festivals, rodeos, car and motorbike shows, and block parties, just to name a few. At the Newton Hills State Park in Canton, SD, the Sioux River Folk Festival takes place. The City of Centerville has Tornado Days, the City of Viborg has Danish Days, and the City of Vermillion has Ribs, Rods, and Rock & Roll festival. The City of Sioux Falls is home to the South Dakota Symphony Orchestra, a professional 75-member orchestra. The City of Vermillion is home to the National Music Museum. The National Music Museum is recognized as "A Landmark of American Music" by the National Music Council.

Cultural capital is an identified weakness within the region. Regional challenges will be discussed in a later section.

Housing

Housing Development. In years past, the SECOG CEDS has focused on aging housing infrastructure as a major challenge for southeastern South Dakota. However, this focus has shifted in recent years to affordable housing and housing availability as inflation continues to rise. One way to assess the housing needs of a community is for the community to participate in a Housing Study Needs Assessment. Since 2013, 27 out of 40 communities within the SECOG region have completed housing studies. The findings and recommendations of the Housing Needs Assessments are summarized in Appendix A. Two of the biggest concerns for the southeastern region in housing are the affordability and the availability of housing development.

Affordable Housing. Affordable housing has become an important issue for the State of South Dakota and the SECOG region. Although the COVID-19 pandemic has ended, its effects are still being felt in the SECOG region in regard to housing affordability. As a result of the COVID-19 supply chain issues, the cost of building materials skyrocketed which, coupled with increased interest rates, has increased homes prices. It is important for organizations that provide services related to housing to find ways to keep homes affordable. Within the region, there are a number of housing organizations that commit to providing affordable housing options for families in southeastern South Dakota. These organizations include the South Dakota Housing Development Authority (SDHDA), SEDF, Habitat for Humanity, the Sioux Falls Housing and Redevelopment Commission, local economic development corporations, Inter-Lakes Community Action, Sioux Empire Housing Partnership, and many more.

For several years now, SDHDA has contracted with SECOG to perform the underwriting for the Governor's House Program. In 2015, SEDF became a nonprofit developer of Governor's Houses and typically develops about ten Governor's Houses a year in Sioux Falls and the surrounding area.

Table 8 below shows 2017 median housing values in the SECOG region compared to 2022 median housing values. Significant increases in home values can put a burden on families with low- to moderate-incomes, making assistance programs such as the downpayment assistance programs, housing rehabilitation, and security deposit assistance essential for residents as well as communities and economic developers who provide housing.

Table 9
Housing Values in the SECOG Region

Housing Values in the SECOG Region						
	Clay	**Lincoln**	**McCook**	**Minnehaha**	**Turner**	**Union**
2017 Median Home Value	$170,500	$209,700	$131,400	$192,600	$126,800	$187,500
2022 Median Home Value	$234,500	$326,200	$218,700	$282,800	$162,900	$223,000
Percentage Increase	83.95%	64%	66%	68%	77%	84%

Source: U.S. Census Bureau – 2022 ACS 5-Year Estimates

Available Housing. Because the SECOG region is rapidly growing, housing availability is also a concern. Table 10 below displays the percentage of houses built about every 20 years. Between 1960 and 2009 there was a big uptick in the number of homes built, especially in Clay, Lincoln, and Minnehaha Counties. Although we are only a couple of years into the 2020 or later range, it is plausible the COVID pandemic stalled many residential construction projects. This presents an issue with the supply of homes and overall housing availability.

Table 10
Percentage of Housing Structures Built

Percentage of Housing Structures Built						
	Clay	**Lincoln**	**McCook**	**Minnehaha**	**Turner**	**Union**
2020 or later	0%	5%	0%	2%	0%	0%
2010 to 2019	10%	28%	5%	16%	4%	14%
2000 to 2009	8%	34%	12%	16%	11%	18%
1980 to 1999	24%	22%	20%	26%	14%	24%
1960 to 1979	25%	3%	19%	18%	21%	20%
1940 to 1959	8%	3%	13%	12%	13%	8%
1939 or earlier	25%	5%	31%	11%	37%	17%
Median Year Structure was Built	**1973**	**2001**	**1962**	**1980**	**1952**	**1981**

Source: U.S. Census Bureau – 2022 ACS 5-Year Estimates

Transportation

The southeast Region has five main transportation systems – highway, air, transit, freight, and railroads – that are critical to the long-term growth of the region. The highway system is the primary system used to transport both people and goods. Interstate 90 is the main east-west corridor. Interstate 29 is the main north-south corridor.

All six counties in the SECOG region have Master Transportation Plans that provide an overview of the existing transportation network throughout the counties. Master Transportation Plans provide a framework by which counties are able to prioritize, select, and implement improvements to the transportation network. See Appendix B for a transportation system outline.

SECOG provides staff for the MPO. The entities that are responsible for the transportation planning that occurs within the MPO include: SECOG; the cities of Brandon, Crooks, Harrisburg, Hartford, Sioux Falls, and Tea; Lincoln and Minnehaha Counties; South Dakota Department of Transportation (SDDOT); Federal Highway Administration (FHWA); and Federal Transit Administration (FTA).

The primary commercial airport in the SECOG region is the Sioux Falls Regional Airport. Figure 4 below displays a picture of the Sioux Falls Regional Airport. The Sioux Falls Regional Airport is serviced by five airlines: Allegiant, American Airlines, Delta, Frontier, and United Airlines. These 5 airlines offer 14 direct destinations.

Figure 4
Photo of Sioux Falls Regional Airport

In addition to the Sioux Falls Regional Airport, there are other, smaller airports located throughout the SECOG region. Table 11 below provides a full list of airports in SECOG's region.

Table 11
Airports in the SECOG Region

Airports in the SECOG Region	
County	**Airport**
Clay County	Harold Davidson, Field-VMR
Lincoln County	Canton Municipal Airport
Lincoln County	Marv Skie Lincoln County Airport
Minnehaha County	Sioux Falls Regional Airport
Union County	Sioux Gateway Airport
Union County	Graham Field Airport

Another part of the transportation system is the transit system. Transit systems exist in each county although there are transit limitations in some of the smaller counties. The largest transit system in the SECOG region is Sioux Area Metro (SAM) which is located in Sioux Falls. Figure 5 below displays a photo of one of the Sioux Area Metro Buses.
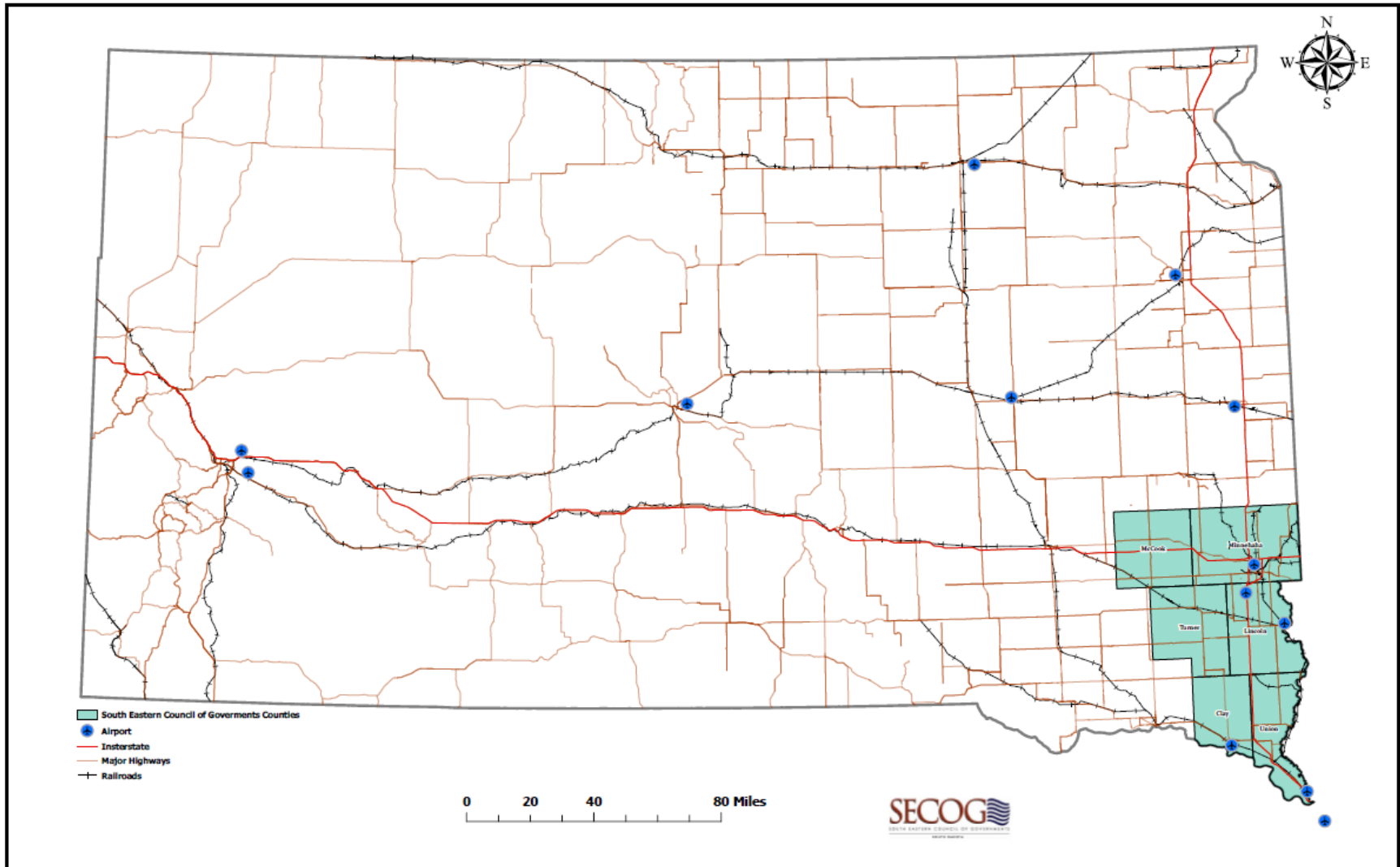
Figure 5
Photo of Sioux Area Metro Bus

The Rural Office of Community Services (ROCS) is a non-profit organization that provides transportation services to low-income and underserved community members in Lincoln, Minnehaha, Turner, and Union Counties. Vermillion Public Transit, in Clay County, provides transit services to Vermillion residents as well as Services & Support for People with Disabilities (SESDAC), a non-profit providing services to people with disabilities.

The rail service extends throughout all six SECOG counties with major railroad services providers including Burlington Northern/Santa Fe (BNSF), D&I (L.G. Everist), and Dakota and Iowa Railroad (DAIR) systems. Figure 6 below shows a map of the transportation systems in South Dakota.

Figure 6
Map of Transportation Systems in South Dakota

South Eastern Council of Goverments Counties
Airport
Insterstate
Major Highways
Railroads

0   20   40   80 Miles

SECOG

SWOT Analysis

The following section provides an overview of the SECOG SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats). The purpose of this SWOT analysis is to form a basis of understanding regarding our region's assets and challenges in order to build a plan of action, which capitalizes on assets and helps manage and address threats.

The analysis is founded on input from a survey that was conducted using the WealthWorks framework to build a more inclusive economy in which economically marginalized people and places build wealth through market engagement. To build the region's wealth, SECOG mapped out the region's Eight Capitals of Wealth. The Eight Capitals of Wealth are: **Built**, **Cultural**, **Financial**, **Individual**, **Intellectual**, **Natural**, **Political**, and **Social**.

Built Capital is the existing stock of fully functioning, constructed infrastructure in the region. Examples of built capital are as follows:

- Buildings
- Broadband
- Historical Properties
- Housing Developments
- Renewable Energy Systems
- Roads
- Sewer & Water Systems

Cultural Capital is the stock of practices that reflect values and identity rooted in place, class, and/or ethnicity. Examples of cultural capital are as follows:

- Cultural Events
- Customs
- Historical Culture
- Traditions
- Ways of Doing Things
- Worldview in Region's Population

Financial Capital includes monetary resources available in the region for investment. Examples of financial capital are as follows:

➢ Access to Capital
➢ Participation from Local Investors
➢ Available Funds for New Businesses
➢ Available Funds for Existing Businesses
➢ Available Funds for Local Developments Professionals
➢ Available Grants and Loan Funding for Economic Development

Individual Capital is the stock of skills, understanding, and physical and mental health of people in a region. Examples of individual capital are as follows:

➢ Community Centers
➢ Emergency Services/Trainings
➢ Healthcare Services
➢ Labor Force
➢ Mental Health Resources
➢ Park/Recreation/Trail Offerings

Intellectual Capital is the stock of knowledge, resources, creativity, and innovation in a region's people, institutions, organizations, and sectors. Examples of intellectual capital are as follows:

➢ Access to Higher Education Courses
➢ School District Programs
➢ Trade School Programs
➢ University Programs
➢ Workforce Training Programs

Natural Capital is the stock of natural resources. Examples of natural capital are as follows:

- ➢ Air Quality
- ➢ Animals
- ➢ Land
- ➢ Parks
- ➢ Plants
- ➢ Rivers
- ➢ Water Quality

Political Capital is the stock of goodwill, influence, and power that people, organizations, and institutions in the region can exercise in decision-making. Examples of political capital are as follows:

- ➢ Economic Development Activities
- ➢ Federal Government Support
- ➢ Lobbying Activities
- ➢ Local Government Support
- ➢ State Government Support
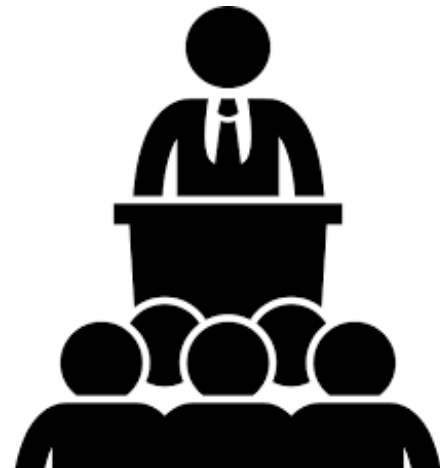
Social Capital is the stock of trust, relationships, and networks that support civil society. Examples of social capital are as follows:

- ➢ Networking
- ➢ Public Safety
- ➢ Tourism

Survey participants were asked to rank each of the eight capitals of wealth using a Spider Diagram. Figure 7 below displays a picture of a Spider Diagram. Participants were asked to rank each capital from zero to five with zero being the weakest and five being the strongest.

Figure 7
Spider Diagram

Spider Diagram: Assessing Wealth in a Sector
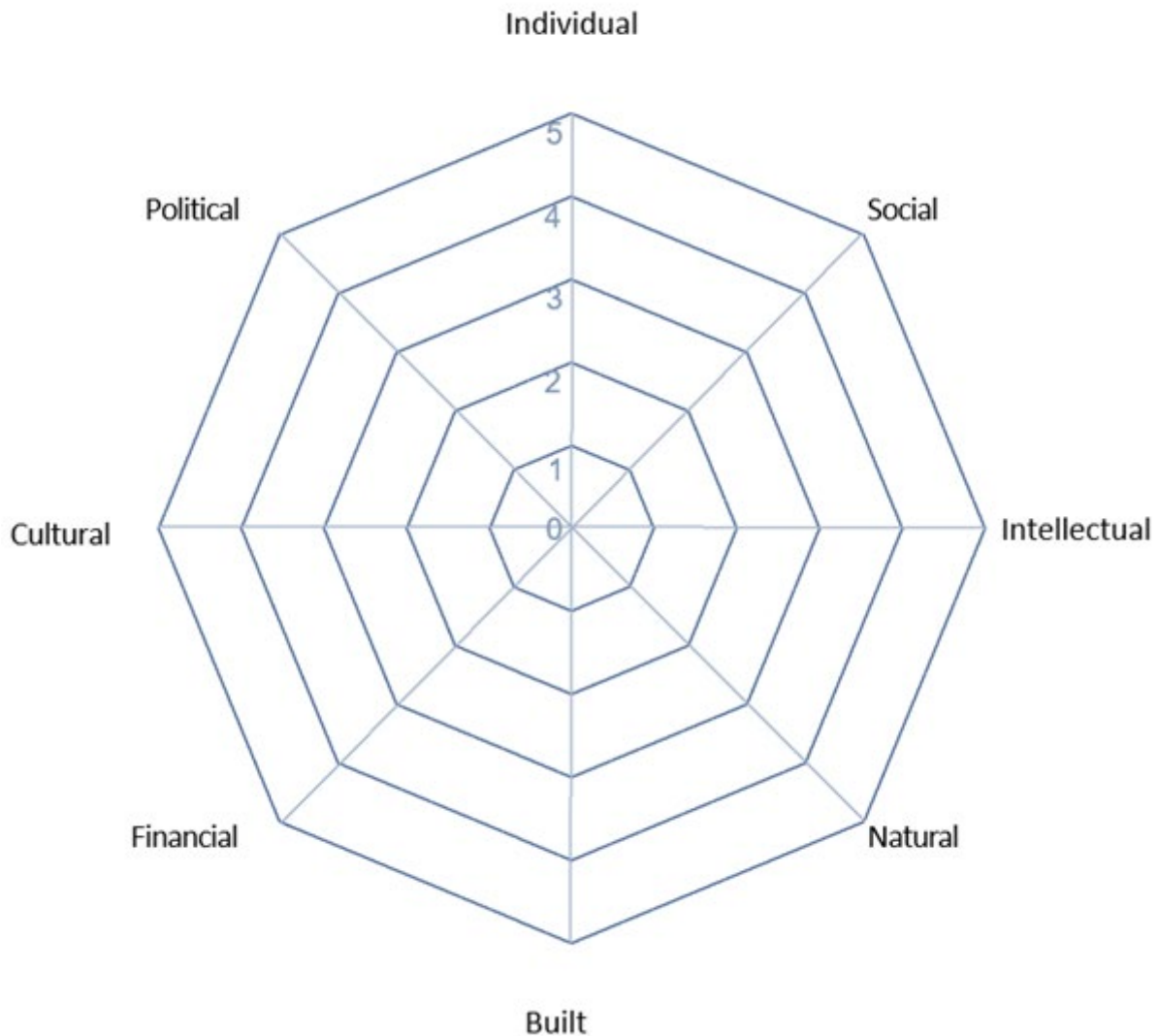
The survey was distributed to 1,949 individuals in February and March of 2024. Of those 1,949 individuals, SECOG received 231 responses, or a response rate of about 12%. The survey was taken primarily by individuals who represented Business Owner/Operator interests. The full survey can be found in Appendix C.

The results of the survey indicate that the region believes that **Natural**, **Intellectual**, and **Built** Capital are the strongest capitals in the SECOG region, and that its weakest capitals are **Individual**, **Political**, and **Cultural**. **Financial** and **Social** Capital fall in the middle and are not considered an asset or challenge. Figure 8 below displays the results of the survey.

Figure 8
Eight Capitals of Wealth in the SECOG Region
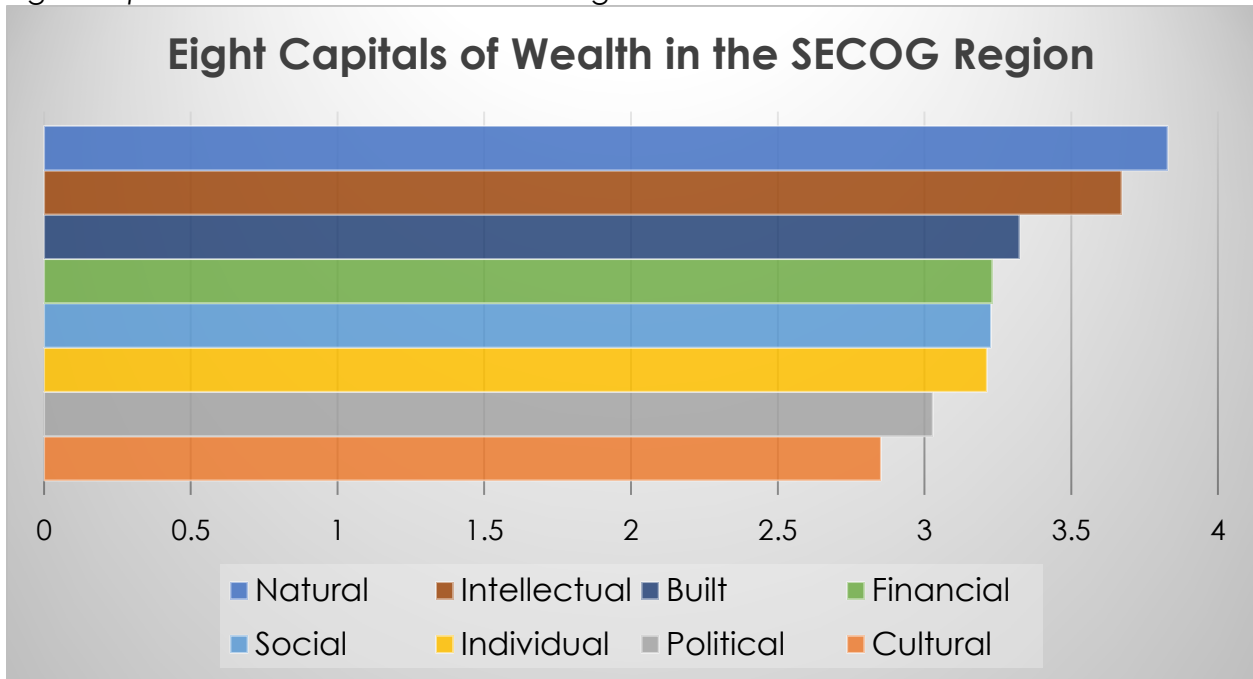
The purpose of this SWOT analysis is to form a basis of understanding regarding our region's assets and challenges in order to build a plan of action, which capitalizes on our assets and helps manage and address threats.

Regional Assets

The SECOG region's **Natural** environment and the quality of our natural environment drives tourists and residents to the region. The region has several State Parks including Beaver Creek State Nature Area, Big Sioux Recreation Area, Good Earth State Park, Lake Alvin Recreation Area, Lake Vermillion Recreation Area, Newton Hills State Park, Palisades State Park, Spirit Mound Historic Prairie, and Union Grove State Park. Many communities within our region also have impressive local parks and outdoor recreation facilities, such as Clay County Park, which borders the Missouri National Recreational River, and the Terrace Park Japanese Gardens in Sioux Falls, SD. Figure 9 below is a photo of one of the natural environment regional assets, Palisades State Park, located in Garretson, South Dakota.

Figure 9
Photo of Palisades State Park

The southeast corner of the state also has strong **Intellectual** Capital. The SECOG region hosts seven of nine largest high schools in the state and, as noted in the previous section, is home to two private universities, Augustana University, and the University of Sioux Falls, one public university, the University of South Dakota, and one technical school, Southeast Technical College.

Our region is also well connected as a result of our **Built** Capital. Interstate 90 runs east-west through the region and Interstate 29 runs north-south through the region. Almost all communities throughout the region have made recent improvements to their water and wastewater systems thanks to an injection of American Rescue Plan Act funding used for infrastructure improvements. The City of Hartford broke ground on a new wastewater treatment facility to expand capacity and anticipate major industry that may move into the area.

Regional Challenges

Cultural Capital is a struggle for our region. The southeast corner of South Dakota is growing rapidly with people coming from, not only all over the nation, but also all over the world. According to a 2023 article by [24/7 Wall St.](), Lincoln County is the 9th fastest growing county in the country. When a community or region grows rapidly in population, historical customs and traditions can be lost; however, this also provides unique opportunities to support and sponsor cultural events, augment creative industries, and dedicate resources to preserving the region's distinct history.

Our survey also indicated that **Political** Capital is a challenge for our region. Ways to improve political capital include improving government cooperation, providing easy access to technical assistance, planning for community/economic development, working through business succession issues, providing leadership programs, improving on relationships between local, state, and federal government officials, creating long range plans for development, and developing effective land use (zoning) regulations. Some survey participants felt like the region lacked political visibility. The region's distance from the state capitol is also a detriment to the region's political capital.

In order to develop and attract more businesses to the region, we need to ensure we have a healthy and robust workforce to support those industries. **Individual** Capital consists of the stock of skills, understanding, and physical and mental health of people in a region. Although external factors beyond the control of the region contribute to Individual Capital, for example, the COVID-19 pandemic caused a general decline in mental health worldwide, the SECOG region can institute ways to mitigate the external factors' effects. Mitigation efforts may include supporting workforce training initiatives, improving access to quality healthcare, and increasing access to mental health resources.

Although the survey results indicated that **Natural** Capital is a strength of the region, one of the challenges that the region faces is the water quality of creeks, lakes, ponds, rivers, and streams. While drinking water quality in the region is generally adequate or even excellent in most places, non-point pollution of natural bodies of waters is a challenge. One strategy to improve water quality is by seeking funding from the South Dakota Department of Agriculture and Natural Resources through their [Watershed Protection Program](). The Watershed Protection Program aims to reduce the amount of non-point pollution leading to runoff in the Big Sioux River, Vermillion River, and other bodies of water within the region.

A summary of the region's SWOT analysis is included below.

STRENGTHS

- natural environment
- growing population
- regional airport
- tranportation system
- water & air quality
- education system

WEAKNESSES

- economic diversification
- housing
- workforce shortage
- childcare options
- low wages
- workforce well-being

OPPORTUNITIES

- agri-tourism
- health care
- recreation
- history
- cultural diversity

THREATS

- natural disasters
- lack of local support for economic development
- political presence

Action Plan

The SECOG CEDS Action Plan outlines a plan of work that capitalizes on our local strengths and opportunities and addresses current weaknesses and potential threats to our economy. The following economic development goals will inform the work of our organization over the next five years: *Facilitate responsible community planning and development*; *Promote and diversify workforce and business development*; and *Foster community vibrancy and resiliency*.

The Action Plan tables on the following pages identify strategies and partners that will help to implement our goals, as well as performance measures to gauge our success. While SECOG will be the primary facilitator for many of the strategies, partnerships with elected officials, city and county staff, State and Federal partners, and local economic development organizations will be essential to realize these goals.

GOAL 1: FACILITATE RESPONSIBLE COMMUNITY PLANNING AND DEVELOPMENT

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Provide assistance in the development and funding of infrastructure projects (water, sewer, solid waste, roads, and sidewalk/trails)	SDDANR SDDOT GOED USDA-RD EDA GF&P	Financial, built, social, individual, natural	1. # of water infrastructure projects funded 2. # of sewer infrastructure projects funded 3. # of solid waste management projects funded 4. # of road infrastructure projects funded 5. # of sidewalk/trail infrastructure projects funded 6. # of infrastructure projects funded in Persistent Poverty Counties
Provide assistance in the development and funding of community facilities	USDA-RD GOED EDA	Financial, built, social	1. # of community facilities projects funded 2. # of community facilities projects funded in Persistent Poverty Counties
Promote and provide assistance in the development of housing studies and housing	SDHDA SECOG SEDF	Financial, intellectual, built, political	1. # of housing study applications funded 2. # of housing studies in which SECOG contributed ¼ matching funds

infrastructure projects			3. # of housing infrastructure projects funded 4. # of housing infrastructure projects funded in Persistent Poverty Counties
Provide assistance in the development and funding of parks and open spaces	GF&P SDDANR	Financial, social, cultural, individual, built, natural	1. # of outdoor recreational projects funded 2. # of community forestry projects funded 3. # of outdoor recreational projects funded in Persistent Poverty Counties
Provide mapping resources to help articulate assets and existing conditions	SECOG	Intellectual, built, political	1. # of maps created and distributed
Provide assistance to local governments in the development of community plans and regulations	SECOG	Political, intellectual, social	1. # of municipal code revisions/amendments developed 2. # of zoning regulation revisions/amendments developed 3. # of subdivision revisions/amendments developed 4. # of Comprehensive Plans developed 5. Amount of technical assistance provided to Persistent Poverty Counties
Provide assistance in developing and implementing pre-disaster mitigation plans and hazardous materials plans	SDOEM FEMA	Financial, intellectual, social, natural, built	1. # of pre-disaster mitigation plans developed 2. # of mitigation projects funded 3. # of hazardous materials plans developed
Assist communities in accessing funding for business and industrial parks	GOED EDA	Financial, built	1. # of projects funded 2. # of projects funded in Persistent Poverty Counties
Facilitate community development and transportation	FHWA SDDOT	Social, intellectual, political, built	1. # of planning studies facilitated through the Sioux Falls Metropolitan

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
planning for the Sioux Falls Metropolitan Area			Planning Organization (MPO)
Assist small- and mid-size food producers in accessing funding	USDA-RD SDDANR R5DC	Financial, natural, individual, built	1. # of projects funded

GOAL 2: PROMOTE AND DIVERSIFY WORKFORCE AND BUSINESS DEVELOPMENT

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Support the capital needs of new and expanding businesses by providing greater access to the SBA 504 Loan Program	SBA	Financial, built, social	1. # of loans approved 2. Debenture amount of loans 3. Total economic impact 4. # of jobs created 5. # of jobs retained 6. # of loans made to underserved populations

GOAL 3: FOSTER COMMUNITY VIBRANCY AND RESILIENCY

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Develop Governor's Houses to create more affordable housing opportunities	SDHDA SECOG SEDF	Built, individual	1. # of Governor's Houses sold per year 2. # of Governor's House sold to underserved populations per year
Qualify low-income individuals for the Governor's House program to provide affordable housing opportunities	SDHDA SECOG SEDF	Individual, social	1. # of people qualified for Governor's Houses per year 2. # of inquiries per year
Recycle homes to preserve housing stock and beautify neighborhoods	SECOG SEDF	Social	1. # of recycled homes sold per year 2. # of recycled homes sold to underserved populations per year
Rehabilitate homes to preserve housing stock and	SECOG SEDF	Social	1. # of rehabilitated homes per year

beautify neighborhoods			
Provide loans to small businesses to stimulate economic development	DBF SEDF	Financial, built	1. # of loans made 2. # of loans made to underserved populations

The cost of the work under Goal 1 is largely included in SECOG members' annual dues. The SECOG dues structure is based on population and the three classes of municipalities: first class (population of 5,000 and over), second class (population between 500 and 4,999), and third class (population fewer than 500).

Evaluation Framework

An evaluation of the goals and strategies identified above will be part of an annual CEDS evaluation process. The evaluation will answer the questions "*How are we doing*?" and "*What can we do better*?" The specific performance measures identified in the previous section will be a major part of the evaluation process so that progress, or lack thereof, on each goal can be measured.

SECOG staff will be responsible for this annual evaluation of the CEDS. Any changes to the CEDS will be incorporated into the annual CEDS update submitted to the Economic Development Administration (EDA).

As identified in the previous section, the evaluation will measure the performance and effectiveness of the CEDS and will include the following criteria:

1. Number of projects, activities, and initiatives implemented that led to public and private investment and jobs;
2. Number of State and/or Federally funded investments submitted and/or approved for the period;
3. Number of jobs created/retained in the region as a result of project(s);
4. Number of homes developed/rehabilitated and sold;
5. Private sector investment generated by project(s); and,
6. Amount of public sector investment generated by project(s).

In addition to the annual evaluation of the SECOG CEDS performance measures, SECOG staff will also monitor progress made in strengthening the Eight Capitals of Wealth in the region every five years. This analysis will occur in conjunction with an evaluation of the performance measures above.

Economic Resilience

Planning for and Implementing Resilience

Planning is an important part of decision making. Without generalized planning, goals, objectives, and implementation would not provide tangible results.

Establishing Information Networks

When economic disruptions occur, it takes a team of public, private, education, and non-profit organizations to join efforts to recover from these disasters. In SECOG's more than 50 years of existence, the organization has established an extensive communication network consisting of a wide variety of stakeholders in the region including municipalities, counties, state and federal agencies, banking and financial representatives, non-profit organizations, education and health care institutions, agricultural producers, and economic development organizations. Established communication networks and information collection protocols coupled with broadly understood knowledge of key elements can help speed a region's response in recovering from economic shocks.

In the event of an economic disaster, SECOG would be well-suited to serve as the region as an information hub, data collection organization, and facilitator in convening the appropriate players to assist with recovery post-disruption. New information networks can also be established with technology.

Pre-Disaster Recovery Planning

Resilience planning is a multidimensional approach to prepare for, mitigate, and respond to catastrophic events. Resilience planning is understood as a way for local and state governments to recover from natural disasters and prepare for future risks. In the SECOG region, primary natural hazard risks include drought, floods, severe summer storms, severe winter storms, and tornadoes.

SECOG works to provide pre-disaster recovery planning (Steady-State Initiatives) by partnering with the South Dakota Office of Emergency Management (SDOEM) to develop pre-disaster mitigation plans for its six-county region. Table 12 below includes a list of the pre-disaster mitigation plans approved by SDOEM and the Federal Emergency Management Agency (FEMA).

Table 12
Approved Pre-Disaster Mitigation Plans

Approved Pre-Disaster Mitigation Plans		
Jurisdiction	**Original Approval Date**	**Latest Update**
Clay County	January 21, 2004	2024
McCook County	October 21, 2004	2019
Minnehaha and Lincoln Counties	January 21, 2004	2023
Turner County	October 21, 2004	2019
Union County	September 29, 2003	2019

Climate Resilience

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to the climate. Climate change has become a topic of conversation of global concern, with the potential to exacerbate existing hazards and pose new challenges to communities around the world. SECOG's six-county region is not immune to the impacts of climate change, and we too face several hazards that are linked to changing climatic conditions.

Natural Hazards in the Region

Drought/Extreme Heat. Rising temperatures due to climate change can result in more frequent and intense drought and heatwaves. Heatwaves can have detrimental effects on human health, leading to heat-related illnesses and even fatalities. The *National Climate Assessment* projects an increase in the frequency and severity of heatwaves in the Great Plains region, which includes Clay, Lincoln, McCook, Minnehaha, Turner, and Union Counties. Climate change has the potential to contribute to prolonged periods of drought, which can have severe implications for agriculture, water resources, and the economy. See Appendix D for a summary of drought events in each county.

Flooding and Severe Summer Storms. Climate change can intensify rainfall patterns, leading to more frequent and intense storms. These storms can result in flash floods and river flooding, causing damage to infrastructure, property, and posing risks to human safety. Figure 10 below shows a photo of a severe summer storm, a derecho, which occurred throughout the SECOG region in 2022. All six counties have experienced significant flooding events in the past, and climate change could contribute to the increase in extreme precipitation events. See Appendix D for a summary of flooding events in each county.

Figure 10
Photo of 2022 Derecho

Severe Winter Storms. The [State of South Dakota Hazard Mitigation Plan](#) also states that the northern U.S. has experienced an increase in the frequency of large snowfall events, where other places in the country have been decreasing. Some analyses have shown an increase in winter storm frequency and intensity, with storm tracks moving northward since 1950. There remains some uncertainty in projections for the coming decades, but the rising trend of extreme precipitation events in general (including winter season) will continue to be a hazard. See Appendix D for a summary of severe winter storms in each county.

Tornadoes. The [State of South Dakota Hazard Mitigation Plan](#) cautions future growth in the State as it increases communities' vulnerability of tornadoes. The Plan states, "Future growth in any county may alter the increased future vulnerability to tornado events, as density increases (which increases the potential for catastrophic damages) or as more population becomes exposed." The State of South Dakota Hazard Mitigation Plan states that future growth should be carefully monitored in in the southeast corner of the state as that is where there is rapid growth. See Appendix D for a summary of severe tornadoes in each county.

Risk Summary

Using [FEMA's National Risk Index](#), a risk assessment was conduct on SECOG's six-county region. The Risk Assessment details how at risk each county is to the natural hazards discussed earlier and the associated expected annual losses. It is important to assess the risks of each hazard to determine what types of mitigation actions need to implemented. See Appendix D for a summary of historical data and storm events in the SECOG region over the last ten years.

Vulnerability Summary

According to climate graphs provided by the [Climate Explorer](#), the projected increase in Average Daily Maximum Temperature is approximately 1 degree every 10 years. The adverse effect of increased temperature includes an increase in severe storms and precipitation, which can cause flooding. More frequent flooding can make the built environment vulnerable. Another adverse effect of increased temperature is more instances of drought events which may put stress on community assets and the natural environment. See Appendix D for a summary of the vulnerability assessment for the six-county region.

Measuring Resilience

[FEMA's National Risk Index](#) is a tool used to assess the risks and vulnerability of a county. It is important to note that according to FEMA's National Risk Index, the SECOG region ranks relatively high to very high in Community Resilience. Community Resilience measures a county's ability to prepare for anticipated natural hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. This is a strength of the region, meaning, despite the reoccurring natural hazards that affect the SECOG region, our counties are highly resilient in recovering from natural disasters.

SECOG partners with the SDOEM and FEMA to assist local governments and some private entities with implementing projects to mitigate long-term vulnerability. Past and future mitigation strategies are detailed in each county's Pre-Disaster Mitigation Plan. SECOG's strategies to mitigate natural hazards and the effects of climate change can be found in the Action Plan above. A few examples of SECOG's mitigation strategies from the Action Plan are as follows:

1. Provide assistance in developing and implementing pre-disaster mitigation plans and hazardous materials plans.
2. Support the capital needs of new and expanding businesses by providing greater access to the SBA 504 Loan Program.
3. Provide loans to small businesses to stimulate economic development.

The SECOG Action Plan also establishes performance measures to determinate how the region is doing in accomplishing its hazard mitigation goals.

Workforce Development

Workforce development focuses on educating and training individuals to meet the present and future needs of businesses and industries in order to maintain a healthy and competitive economic environment. Workforce development is essentially a human-resources strategy that works to enhance a region's economic stability by focusing on the people in the region, rather than the businesses in the region.

Stakeholders in the SECOG region's workforce development system include:

- Augustana University
- South Dakota Governor's Office of Economic Development
- K-12 Private School Districts
- K-12 Public School Districts
- South Dakota Department of Education
- South Dakota Department of Human Services
- South Dakota Department of Labor & Regulation
- Southeast Technical College
- Trade Schools
- University of Sioux Falls
- University of South Dakota
- Workforce Training Programs

Process

The systems in place for supporting the workforce are strong, well-connected, and readily accessible. The systems available include occupational training, postsecondary programming, career assessment and planning, basic academic skills and GED completion, on-the-job training, apprenticeships, job search assistance, and much more. These systems allow for the future workforce to plan for success, the current workforce to improve their skills, and new workers to receive ongoing education support when they come to the region. The strategies listed below ensure that services are aligned, effective, and efficient.

Strategy

Diversify Funding for the Workforce System. South Dakota state agencies present a significant resource for improving the skills of the workforce and meeting employer needs, such as the South Dakota Works initiative. However, state agency funding streams can be restrictive, and their base funding is primarily built on federal sources. It is important, therefore, that this vital system diversify its funding sources in order to maintain stability.

Increase Collaboration Among Stakeholders. Collaboration among the agencies, employers, and associations, as well as educational entities will strengthen the approaches used to improve the skillset of the workforce and support industry needs. While the collaborative nature of the region and its many stakeholders is a strength, there is always opportunity to increase collaborative partnerships.

Increase Awareness and Use of Training Programs. There are numerous opportunities for workers to upgrade their skills, from GED preparation to specialized certifications or advanced degrees. Despite the availability and the great need for improved skills, these programs are underutilized. Job seekers must be well informed about their education options so that they can build a successful pathway for advancement and employers need to be well informed about the options available so that they can assist and direct their employees to further their knowledge and career, leading to successful employment and ongoing advancement.

Performance Measures

To diversity funding, increase collaboration among stakeholders, and increase awareness and use of training programs in the workforce system, the 2024-2028 SECOG CEDS incorporates workforce development performance measures. SECOG's Action Plan includes performance measures on workforce development in its three overarching goals: *Facilitate responsible community planning and development*; *Promote and diversify workforce and business development*; and, *Foster community vibrancy and resiliency*.

In addition, SECOG staff will monitor the progress for the number of projects funded for business and industrial parks, the number of SBA 504 loans approved, the number of SBA 504 jobs created, the number of SBA 504 jobs retained, the number of Revolving Loan Fund (RLF) loans approved, the number of RLF loan jobs created, and the number of RLF loan jobs retained.

Equity & Inclusion

To achieve sustained economic growth, economic opportunities and wealth creation must be accessible to all people and communities in the SECOG region. According to EDA, "Equity, from an economic development planning perspective, is not a plug and play tool or checklist, but rather a set of strategies and targeted approaches to serve populations that may have been underserved by traditional methods to economic development." Building an inclusive economy requires a systems approach and relies on government, businesses, and communities working together.

Process

The SECOG CEDS was developed with guidance from SECOG's governing board. SECOG's governing board consists of one representative from each of SECOG's six member counties, and one or more representative from each of SECOG's five first-class municipalities: Brandon, Harrisburg, Sioux Falls, Tea, and Vermillion. SECOG's governing board structure ensures that each county within the region is represented with a voice at the table.

In addition, the governing board also consists of members from the private sector representing a wide range of interests including banking, healthcare, housing, and natural resources.

The 2024-2028 SECOG CEDS builds upon the foundation of previous CEDS and planning efforts led by SECOG, yet incorporates a much more comprehensive focus on equity and inclusion and a more careful examination of the relationships between wealth creation and other facets of a resilient and vibrant region, such as community and economic development, business and workforce development, and housing.

Strategy

One of EDA's seven Investment Priorities is equity. Specifically, EDA seeks to fund "economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations, including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties (PPC), and rural areas with demonstrated, historical underservice.

The SECOG region is a unique mix of urban and rural geographies. The SECOG region contains the City of Sioux Falls, the largest city in South Dakota, with over 200,000 residents, which is arguably the most diverse city in the state, but it also contains very rural areas such as McCook County, which has less than 6,000 residents in the entire county.

Of South Dakota's 66 counties, 15 counties in the state are considered Persistent Poverty Counties by EDA. According to Congress, "For designation as a Persistent Poverty County (PPC), the county's poverty rate must be 20% or greater of their most recent poverty estimates according to the U.S. Census Bureau's Small Area Income and Poverty Estimates (SAIPE). In the SECOG region, Clay County qualifies as a PPC.

Performance Measures

To safeguard a more equitable and inclusive approach to wealth creation, the 2024-2028 SECOG CEDS incorporates equity into its performance measures, a classification which was previously unmeasured. While SECOG measures equity for its individual programs, such as the Small Business Administration's 504 program, until now, it has not been assessed from an organization-wide approach. SECOG's Action Plan now includes performance measures on equity and inclusion in its three overarching goals: *Facilitate responsible community planning and development*; *Promote and diversify workforce and business development*; and, *Foster community vibrancy and resiliency*.

A few strategies SECOG will implement from its Action Plan regarding equity includes:

1. Provide assistance in the development and funding of infrastructure projects (water, sewer, solid waste, roads, and sidewalk/trails).
2. Qualify low-income individuals for the Governor's House program to provide affordable housing opportunities.
3. Develop Governor's Houses to create more affordable housing opportunities.

Appendix

Appendix A - Regional Housing Recommendations

Communities	Year Completed	Rental Housing Development Recommendations (over next 5 years)													Home Ownership Recommendations			
		Market Rate Rental					Subsidized Rental	Affordable Conversions	Senior Independent		Senior Assisted			Mixed Use	Higher & Median Price Homes	Affordable Homes	Lot Development	Twin homes/Town homes
Clay County		Studio	1 BR	2 BR	3 BR	4 BR			1 BR	2 BR	Skilled Nursing	Assisted	Memory Care					
Vermillion	2022	--	10-11 units @ $800-$1,050	34-36 units @ $900-$1,400	12-13 units @ $1,200-1,600	--	12 - 14 units	Convert older homes to rental use	6-8 units	24-26 units	No recommendation	16-20 units	12 beds	Recommended, mixed-use buildings in commerical areas	7-12 homes @ $275,000-$425,000+	9-11 homes @ less than $275,000	65-80 lots	6-8 units
Lincoln County																		
Canton	2021	--	59 units @ $475-750	94 units @ $575-1,200	3 units @ $675-$875	--	12 - 14 units	12-14 units below $625	4-5 units	10-11 units	Adequate number of skilled nusing	Adequate number of units	--	Recommended, mixed-use buildings downtown	3-4 homes	3-4 homes	60-70 lots	24 units
Harrisburg	2020	--	130 units @ $650-$975	120 units @ $750-1,400	79 units @ $1,175-$1,400	--	16 - 18 units	--	--	--	--	Support new development	Support new development	Recommended, but number of units not	16-20 homes	35-40 homes	160-185 lots	12-14 units
Lennox	2019	--	6-7 units @ $750-$900	18-21 units @ $800 - $1,050	8-10 units @ $900- $1,300	--	14 - 16 units	4-5 units below $625	4-5 units	8-9 units	Adequate number of skilled nusing	Adequate number of units	Adequate number of beds	6-10 rental units market rate units downtown	3-4 homes	3-4 homes	50-60 lots	3-4 units
Worthing	2023	--	3-4 units @ $800-$950	7-8 units @ $900-$1,250	2 units @ $1,200-$1,600	--	Monitor	3-4 units below $750	2-3 units	6-7 units	--	No recommendation	--	Recommended, mixed-use buildings downtown	12-14 homes	6-8 homes	20-24 lots	4-6 units
McCook County																		
Canistota	2015	--	1 unit @ $325	12 units @ $400-$600	1 unit @ $550	--	Monitor	5-6 units below $625	3-4 units	7-8 units	No recommendation	Adequate number of units	10-14 beds	Recommended, mixed-use buildings downtown	2-3 homes	2-3 homes	8-10 lots	4 units
Montrose	2023	--	6 units @ $525	18 units @ $575	--	--	Monitor	3-4 units below $800	2-3 units	6-7 units	--	No recommendation	--	Recommended, mixed-use buildings downtown	4-5 homes	3-4 homes	16-20 lots	2-4 units
Salem	2023	9 units @ $650	26 units @ $438-$675	65 units @ $540-$950	--	--	10 - 12 units	5-6 units below $875	3-4 units	11-12 units	No recommendation	Monitor	8-10 beds	Recommended, mixed-use buildings downtown	3-4 homes	3-4 homes	16-20 lots	6-8 units
Minnehaha County																		
Baltic	2021	--	2 units @ $650	26 units @ $695-$1,125	--	--	8 - 10 units	8-10 units below $625	2-3 units	10-11 units	--	--	--	Recommended, mixed-use buildings downtown/commerical area	6-7 homes	5-6 homes	40-48 lots	4-5 units
Brandon	2020	--	64 units @ $530-$925	389 units @ $800-$1,300	56 units @ $900-$1,750	31 units @ $1,450-$1,750	16 - 20 units	--	7-8 units	22-24 units	No recommentation	No recommendation	No recommendation	Recommended, mixed-use buildings in commerical areas	23-28 homes	14-16 homes	50-60 lots	12-14 units
Colton	2021	--	11 units @ $600-$700	28 units @ $700-$775	--	--	6 - 8 units	Recommended, but no number of units not identified	1-2 units	5-6 units	--	Monitor	Monitor	Recommended, mixed-use buildings downtown	4-5 homes	6-7 homes	12-16 lots	4 units
Crooks	2021	--	8-9 units @ $850-$1,150	20-22 units @ $950-$1,400	8-9 units @ $1,200-$1,600	--	10 - 12 units	Recommended, but no number of units not identified	5-7 units	15-17 units	--	--	--	Recommended, mixed-use buildings in commerical/housing areas	7-8 homes	7-8 homes	50-60 lots	5-7 units
Dell Rapids	2023	--	6 units @ $630-$825	105 units @ $715-$1,575	33 units @ $1,100-$1,875	--	8 - 10 units	8-10 units below $875	3-4 units	13-14 units	No recommendation	No recommendation	No recommendation	Recommended, mixed-use buildings downtown	5-11 homes	4-5 homes	90-110 lots	20-25 units
Garreston	2022	--	20 units @ $550-$710	59 units @ $600-$1,200	--	--	16 - 20 units	4-6 units below $650	4-6 units	12-14 units	No recommendation	No recommendation	No recommendation	Recommended, mixed-use buildings in commerical/housing areas	9-10 homes	12-14 homes	15-18 lots	4-6 units
Hartford	2019	4 units @ $525	27 units @ $625-$1,040	99 units @ $770-$1,425	81 units @ $1,300-$1,450	--	12 - 14 units	--	2-3 units	12-13 units	Monitor	Monitor	Monitor	Recommended, mixed-use buildings in commerical areas	14-16 homes	7-8 homes	Adequate # of lots, monitor	8-10 units
Sioux Falls*																		
Turner County																		
Centerville	2019	--	--	32 units @ $475-$765	3 units @ $475-$765	2 units @ $475-$765	Maximize subsidized rental	5-6 units	3-4 units	5-6 units	No recommendations			Recommended, mixed-use buildings downtown	3-4 homes	5-6 homes	5-8 lots	2-4 units
Parker	2023	--	4-5 units @ $700-$900	13-15 units @ $850-1,200	3-4 units @ $1,000-$1,350	--	8-10 units	5-6 units below $750	4-5 units	10-11 units	No recommendation			Recommended, but number of units not	12-15 homes	12-15 homes	20-25 lots	8-12 units
Viborg	2023	--	2 units @ $750-$850	8-10 units @ $950-$1,050	2 units @ $1,100-$1,300	--	6-8 units	5-6 units below $750	Monitor		Monitor			Recommended, but number of units not	4-5 homes	4-5 homes	12-16 lots	4-6 units
Union County																		
Alcester	2023	--	3-4 units @ $700-900	12-14 units @ $850-$1,200	3-4 units @ $1,000-$1,400	--	8-10 units	4-6 units below $875	2-3 units	10-11 units	Adequate number of skilled nusing	Adequte number of units/beds	Adequte number of units/beds	Recommended, mixed-use buildings downtown	5-6 homes	3-4 homes	15-25 lots	3-4 units
Beresford	2019	--	4-5 units @ $700-$850	14-16 units @ $875-$1,150	4-5 units @ $950-$1,350	--	None at this time	6-8 units below $650	--	--	Adequate number of skilled nusing	8-10 assisted living units	--	Recommended, mixed-use buildings downtown	3-4 homes	3-4 homes	23-30 lots	3-4 units
Elk Point	2022	--	10-11 units @ $700-$975	21-23 units @ $875-$1,600	7-8 units @ $950-$1,800	--	8-10 units	4-6 units below $650	4-5 units	12-15 units	Adequate number of skilled nusing	Monitor	--	Recommended, mixed-use buildings downtown	4-5 homes	4-5 homes	30-42 lots	2-4 units
North Sioux City	2022	--	18-20 units @ $650-$950	34-40 units @ $800-$1,400	8-10 units @ $950-$1,650	--	12-14 units	6-8 units below $650	18-22 units		No recommendation	Monitor	8-11 beds	Recommended, mixed-use building in commercial	6-7 homes	2-3 homes	30-38 lots	4-5 units

Sioux Falls' Housing Study was completed by Augustana University

27 out of 40 communities within the SECOG Region have completed housing studies

67.5% of the communities

Appendix B – Outline of County Transportation Systems

	Clay	Lincoln	McCook	Minnehaha	Turner	Union
County Roadways	Paved Roads – 186 miles	Paved Roads – 281 miles	Paved Roads – 164.45 miles	Paved Roads – 347 miles	Paved Roads – 254 miles	Paved Roads – 184 miles
	Gravel Roads – 55 miles	Gravel Roads – 44 miles	Gravel Roads – 125 miles	Gravel Roads – 2 miles	Gravel Roads – 2 miles	Gravel Roads – 59 miles
County Bridges	75 bridges	159 bridges	71 bridges	197 bridges	555 bridges	113 bridges
Rail Facilities	BNSF Railroad	BNSF, D&I (L.G. Everist) 110 Car Shuttle Facilities in Canton and Beresford Ethanol Facility in Hudson CHS Facilities in Worthing and Canton	BNSF Railroad	3 major railroad ways various agricultural facilities and industrial parks with rail sidings	3 major railroad facilities	DAIR Railroad BNSF Railroad
Airports	Harold Davidson Field-VMR – Public	Marv Skie Lincoln County Airport	No airports	Sioux Falls Regional Airport – Joe Foss Field	No airports	Graham Field Airport

|						
	Ward Airfield – Private Lodi Airport-0SD1 - Private Bixier Ridge Airport-2SD8 – Private	Canton Municipal Airport				
Transit Providers	Vermillion Public Transit and SESDAC providing in-town and out of town trips long distance transit provided by Jefferson Lines bus service	Sioux Area Metro (Sioux Falls) Community Transit, Inc. (Lennox) ROCS (Beresford and Canton)	Public Transit opportunities are currently limited to Bridgewater	Sioux Area Metro Brookings Transit Rural Office of Community Services (ROCS) Brandon Transit River Cities Public Transit Palace Transit Community Transit of Watertown	Rural Office of Community Services (ROCS)	Transit services provided by Sioux Land Regional Transit System (SRTS)

2024 SECOG Comprehensive Economic Development Strategy (CEDS) Survey
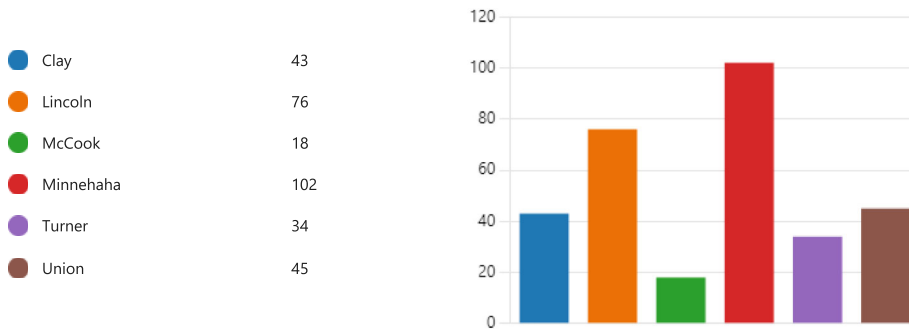
231 Responses   **07:19** Average time to complete   **Closed** Status
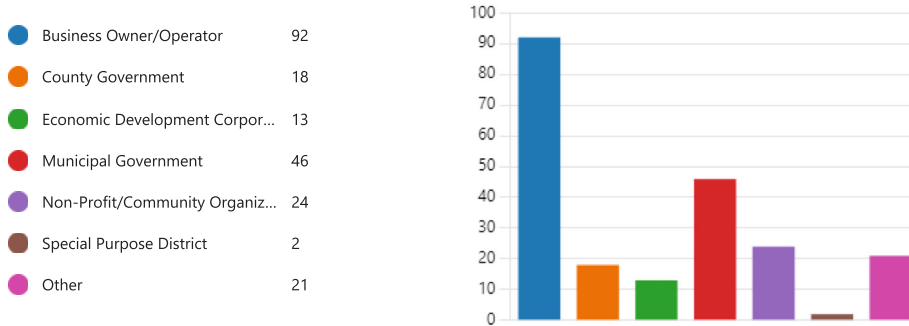
1. Do you live or work in southeastern South Dakota (Clay, Lincoln, McCook, Minnehaha, Turner or Union County)?

● Yes	216
● No	15
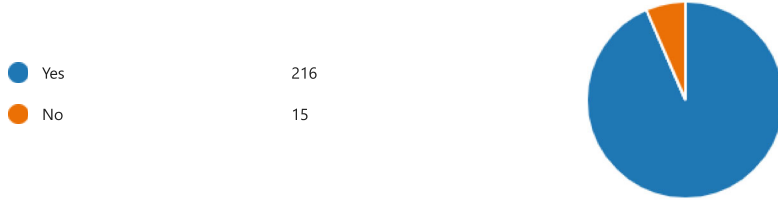
2. Please select the county or counties where you live or work (select all that apply).

● Clay	43
● Lincoln	76
● McCook	18
● Minnehaha	102
● Turner	34
● Union	45

3. Please select the type of organization in which your answers represent.

● Business Owner/Operator	92
● County Government	18
● Economic Development Corpor...	13
● Municipal Government	46
● Non-Profit/Community Organiz...	24
● Special Purpose District	2
● Other	21

4. Which of the following best describes the principal industry of your organization?

|	Industry	Count
🔵	Agriculture	7
🟠	Business/Professional Services	25
🟢	Construction, Machinery, Equip...	15
🔴	Education	16
🟣	Finance Services	12
🟤	Government	63
🩷	Healthcare	6
⚫	Housing Development	6
🟡	Non-Profit	9
🔵	Retail	11
🔵	Real Estate	9
🟠	Telecommunications/Technology	1
🟢	Tourism	2
🔴	Transportation	2
🟣	Utility/Energy	8
🟤	Other	24
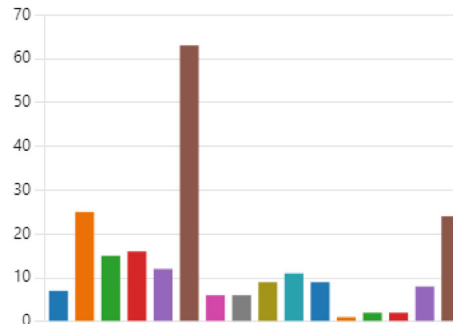
5. **Built Capital** is the existing stock of fully functioning, constructed infrastructure in your area. Examples of Built Capital include, but are not limited to:

- Buildings
- Broadband
- Historical Properties
- Housing Development
- Renewable Energy Systems
- Roads
- Sewer & Water Systems

Choose the number you think best fits Built Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

	Rating	Count
🔵	0	2
🟠	1	9
🟢	2	25
🔴	3	82
🟣	4	77
🟤	5	21
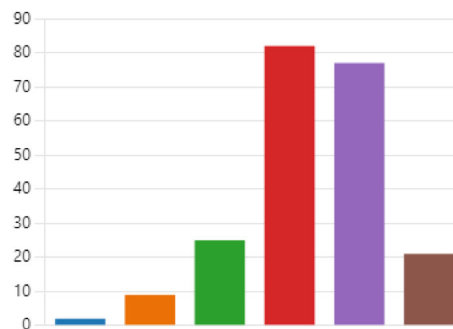
6. **Cultural Capital** is the stock of practices that reflect values and identity rooted in place, class, and/or ethnicity. Examples of Cultural Capital include, but are not limited to:

- Cultural Events
- Customs
- Historical Culture
- Traditions
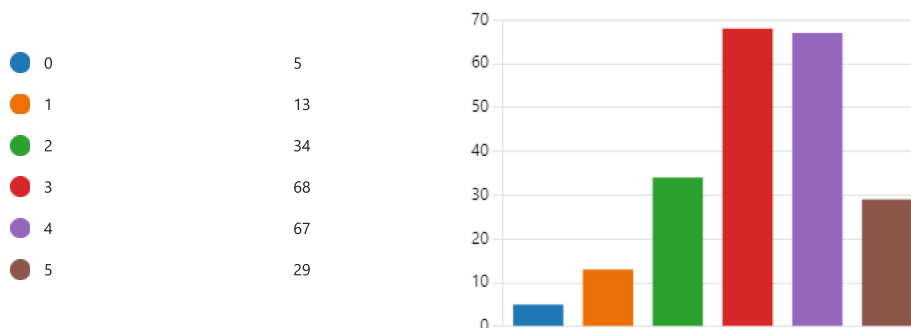- Ways of Doing Things
- Worldview in Region's Population

Choose the number you think best fits Cultural Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

●	0	6
●	1	28
●	2	45
●	3	60
●	4	67
●	5	10
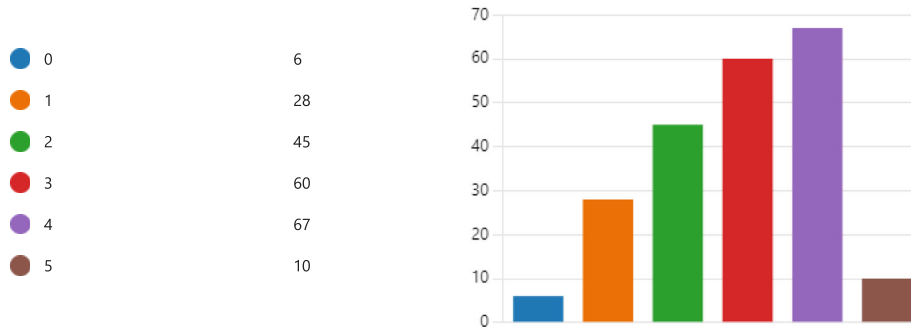
7. **Financial Capital** is monetary resources available in the region for investment. Examples of Financial Capital include, but are not limited to:

- Access to Capital
- Participation of Local Investors
- Available Funds for New Businesses
- Available Funds for Existing Businesses
- Available Funds for Local Development Professionals
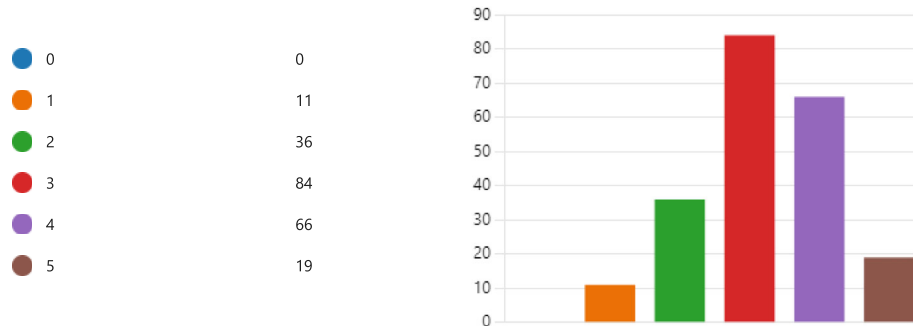- Available Grants and Loan Funding for Economic Development

Choose the number you think best fits Financial Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

●	0	5
●	1	13
●	2	34
●	3	68
●	4	67
●	5	29

8. **Individual Capital** is the stock of skills, understanding, physical and mental healthiness of people in a region. Examples of Individual Capital include, but are not limited to:

- Community Centers
- Emergency Services/Trainings
- Healthcare Services
- Labor Force
- Mental Health Resources
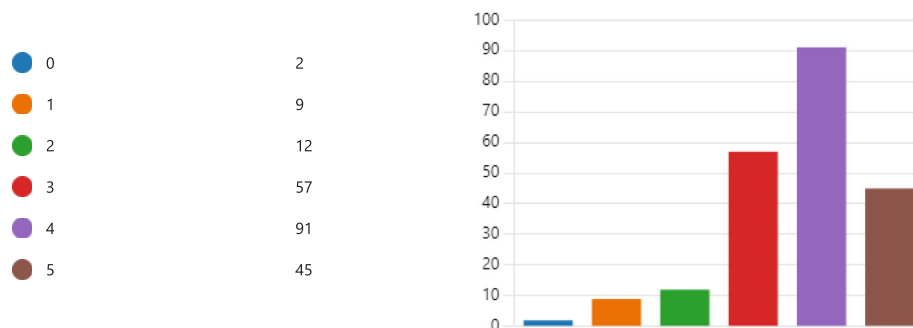- Park/Recreation/Trails Offerings

Choose the number you think best fits Individual Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

● 0	0
● 1	11
● 2	36
● 3	84
● 4	66
● 5	19

9. **Intellectual Capital** is the stock of knowledge, resourcefulness, creatively, and innovation in a region's people, institutions, organizations, and sectors. Examples of Intellectual Capital include, but are not limited to:

- Access to Higher Education Courses
- School District Programs
- Trade School Programs
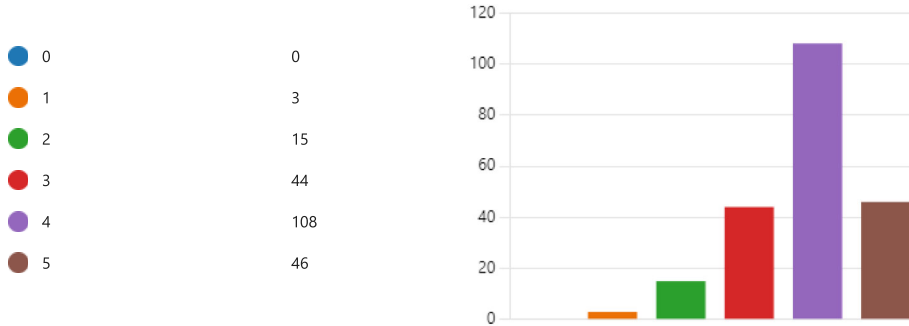- University Programs
- Workforce Training Programs

Choose the number you think best fits Intellectual Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

● 0	2
● 1	9
● 2	12
● 3	57
● 4	91
● 5	45

10. **Natural Capital** is the stock of natural resources. Examples of Natural Capital include, but are not limited to:

- Air Quality
- Animals
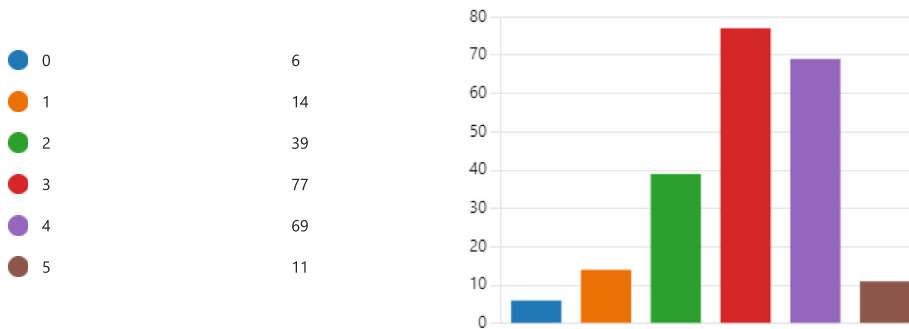- Land
- Parks
- Plants
- Rivers
- Water Quality

Choose the number you think best fits Natural Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

🔵	0	0
🟠	1	3
🟢	2	15
🔴	3	44
🟣	4	108
🟤	5	46

11. **Political Capital** is the stock of goodwill, influence, and power that people, organizations, and institutions in the region can exercise in decision-making. Examples of Political Capital include, but are not limited to:

- Economic Development Activities
- Federal Government Support
- Lobbying Activities
- Local Government Support
- State Government Support

Choose the number you think best fits Political Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

🔵	0	6
🟠	1	14
🟢	2	39
🔴	3	77
🟣	4	69
🟤	5	11

12. **Social Capital** is the stock of trust, relationships, and networks that support civil society. Examples of Social Capital include, but are not limited to:

- Networking
- Public Safety
- Tourism

Choose the number you think best fits Social Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

🔵	0	3
🟠	1	6
🟢	2	36
🔴	3	81
🟣	4	74
🟤	5	16
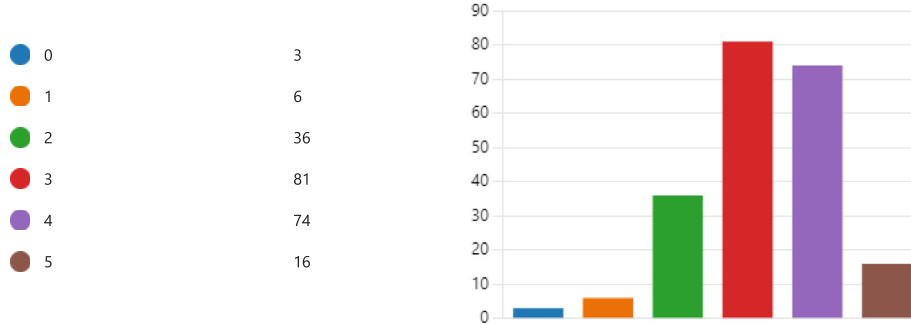
13. Please provide any additional information that you think would be helpful in creating the Comprehensive Economic Development Strategy (CEDS) for southeastern South Dakota.

43
Responses

Latest Responses

12 respondents (**28**%) answered **needs** for this question.

Appendix D – Risk and Vulnerability Summary

Risks and Vulnerability Assessment of Natural Hazards						
	Clay	**Lincoln**	**McCook**	**Minnehaha**	**Turner**	**Union**
Natural Hazards	**Natural Hazard Events 01/2013 to 12/2023**					
Expected Annual Loss Value (All Hazards)	$5,999,513	$29,815,863	$11,471,186	$61,836,981	$11,038,297	$6,338,163
Social Vulnerability	Relatively Moderate	Very Low	Very Low	Relatively Moderate	Very Low	Very Low
Drought & Heat	43 events	42 events	33 events	28 events	40 events	45 events
	$37.8M in Crop Damage	$32.8M in Crop Damage	$39.5M in Crop Damage	$9.5M in Crop Damage	$70.3 M in Crop Damage	$24.2 M in Crop Damage
Floods & Flash Floods	28 events	85 events	8 events	153 events	39 events	99 events
	$520.0K in Property Damage	$6.4M in Property Damage	$1.3M in Property Damage	$7.8M in Property Damage	$3.6M in Property Damage	$2.4M in Property Damage
	$26.5M in Crop Damage	$27.5M in Crop Damage	$40.8M in Crop Damage	$27.8M in Crop Damage	$40.9M in Crop Damage	$12.9M in Crop Damage
Summer Storms Hail, Heavy Rainfall, Lightning, Strong Wind, Thunderstorm Wind	63 events	117 events	76 events	263 events	82 events	72 events
	$18.0K in Property Damage	$3.3M in Property Damage	$131K in Property Damage	$11.8M in Property Damage	$200K in Property Damage	$2.5M in Property Damage
	$330.0K in Crop Damage	$778.0K in Crop Damage	$511K in Crop Damage	$304K in Crop Damage	$555K in Crop Damage	$22.0K in Crop Damage
Tornadoes & Funnel Clouds	2 events	10 events	3 events	14 events	2 events	3 events
	No Damage Reported	$8.08 M in Property Damage	No Damage Reported	$3.10M in Property Damage	No Damage Reported	$470K in Property Damage
		No Crop Damage Reported		No Crop Damage Reported		No Crop Damage Reported
Winter Storms Blizzard, Freezing Fog, Ice Storm, Sleet, Snow, Wind Chill, Winter Storms	103 events	127 events	108 events	123 events	104 events	97 events
	No Damage Reported	$15.0M in Property Damage	$10.3M in Property Damage	$20.7M in Property Damage	$15.0M in Property Damage	$2,000 in Property Damage

Resources: Storm Events Database and the FEMA National Risk Index Report