



Resource Team Report Chamberlain / Oacoma, South Dakota

February 20-22, 2007

A Governors 2010 Initiative

Acknowledgements



The Community Resource Team Assessment Program is coordinated by the South Dakota Rural Development Council to help fulfill Goal #4 of the Governors 2010 Initiative to “*Brand and Develop South Dakota’s Quality of Life as the Best in America by 2010*” by stabilizing rural populations through community development.



This program is made possible through the collaborative efforts of over 150 volunteers representing 50 plus organizations throughout South Dakota.



The program is also made possible through financial contributions made by the State of South Dakota (Governors Office of Economic Development), USDA Rural Development, and the South Dakota Community Foundation.

At the local level, this process would not be possible without the many hours of volunteer service from your local planning taskforce and local financial sponsors.



Special recognition to South Dakota’s Elected Officials including Governor Mike Rounds, Senator Tim Johnson, Senator John Thune, and Representative Stephanie Herseth for their continuing support for the South Dakota Rural Development Council. Also, special thanks to the Council’s Board of Directors for initiating this program in South Dakota



South Dakota
Community Foundation

Thank you to everyone who contributed to making this Assessment a success!

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February 20-22, 2007

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Executive Summary

The Resource Team had a great experience during the three days spent in Chamberlain / Oacoma. The hospitality and friendliness of the citizens was outstanding. The team felt welcome and warmth everywhere we went.

When driving across our great state I always look forward to approaching Chamberlain / Oacoma. The view from atop the bluffs of the river is like no other. It's a view that people remember. In many of the listening sessions it was repeatedly said "We are lucky to wakeup every morning and be surrounded by this beautiful landscape." The beauty of the area combined with the outdoor recreational opportunities is what draws so many visitors to your area each year.

The opportunities for the future improvements and development on the horizon look great. Chamberlain / Oacoma has a great foundation to grow from; your many assets make that possible. Combine that with the communities' enthusiasm for the future and the possibilities are endless. As former Mayor of New York, Thomas E. Dewey said, "We need not be afraid of the future, for the future will be in our own hands. We shall need courage, energy and determination, but above all, we shall need faith—faith in ourselves, in our communities ..." I think Chamberlain / Oacoma already has that faith in yourselves and in your community, which means the future is truly in your hands.

It is now up to you as a community to prioritize your ideas based on the report's recommendations, build your comprehensive vision for the future of Chamberlain, and then organize yourselves to take these ideas and move from talk to action. The report includes many suggestions how you can move forward. Mobilize your local organizations and residents to help achieve the goals and objectives that you set for yourselves. Recognize that you have many of the resources locally to achieve your objectives, and when necessary, look to outside resources and technical assistance to help you meet these goals. But primary responsibility for moving forward with your objectives resides at the local level. There is nothing that your community cannot accomplish if you focus your efforts on a select set of shared objectives.

The first step is broad participation by the community in the Assessment's Follow-Up Meeting – to be scheduled shortly after distribution of this report. It is vital that as many people participate in this final session / town hall meeting as possible so that the results reflect your priorities for the future of your community. Once this has been done, you can begin to develop strategies for how you want to accomplish your objectives over the next 2, 5, 10 or 20 years.

On behalf of the Resource Team, I want to personally thank your community for the warm welcome that we received while we were in your community. A special thank you to all those who helped to plan this assessment at the local level. You did an exceptional job.

Sincerely,

Mike Lauritsen
Resource Team Leader

Introductions by Resource Team Members

Jean Rogers (US Small Business Administration): Thanks so much to the communities of Chamberlain and Oacoma for the GREAT hospitality while we were in town for the community assessment. It was fun to see all that you have to offer. I was totally impressed with your vibrant main street – coming from a small town, I am extremely jealous of all stores that you have filled – you can be very proud of that. I’m convinced that you all know that what you have in the Chamberlain/Oacoma area is a real “gem” and I commend you for taking the initiative to try to make your community a better place for you and for future generations. Again, thanks for the good times!!!!

Jeff Stewart (Randall R C & D): The community should be proud of its leaders for taking steps to improve through this process. You were a great community to listen to and visit during the community assessment. You are a gracious host, have a beautiful community, and you taught me much about the Chamberlain / Oacoma area and economic development. As a constant theme, your area has many, many, assets such as your people, existing businesses, and location - which all add up to a wonderful potential for the future. I wish you the very best in your community efforts to come, and thank you for your welcome and hospitality while I was in Chamberlain / Oacoma.

Mike Verchio (Hill City-Heart of the Hills Ec Corp): I would like to thank the communities of Chamberlain and Oacoma for the warm welcome we received. The hard work and hours devoted to this project by your communities’ team leaders demonstrates that they want to make your hometowns vibrant, productive communities for you and your future generations. I enjoyed my stay. Your communities have a lot of assets that others on the I-90 corridor would covet. You have a wealth of history and great citizens young and old. I challenge you to make a plan and make a difference for your communities. Thank you for letting me be a part of your communities.

Gary Wedel (USDA Rural Development): I wish to thank the people of Chamberlain and Oacoma for the wonderful hospitality and thoughtful comments during these sessions. Your openness to discuss city challenges, strengths and weaknesses was very refreshing. I have had numerous opportunities to visit your wonderful community in the past and I have always been extremely impressed with what Chamberlain has to offer its citizens. I hope the recommendations you receive from this report help you move forward for even a better quality of life for your residents.

Patricia Boyd (Executive Director, South Dakotans for the Arts): It is always a great pleasure to spend time in Chamberlain and Oacoma, making this an easy choice for my participation in a Community Resource Team. It is a beautiful place to live, work and play, and so it is no surprise that your citizens are proud of their community and want to see it grow. I write these recommendations with sincere appreciation for the time, thought and imagination that were so generously offered by the people who welcomed us into their conversations. The sense of place is especially strong here, and it was evident in almost every discussion. Thank you all so much for your hospitality and considerate responses to our questions!

Process for the Development of This Report

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

The Chamberlain-Oacoma Area Chamber of Commerce and Development Company coordinated the Community Assessment locally. Kim Tyrell served as the community planning leaders and, with the help of many local volunteers serving on the planning taskforce, developed the agenda, coordinated logistics, and publicized the assessment within the local community.

The Resource Team toured the town and surrounding area and interviewed over 150+ individuals during the three-day period from February 20-22. The team interviewed representatives from the following segments of the Chamberlain / Oacoma community: Tourism, County and City Government, Teachers, Youth, Seniors, Church, and Civic Groups, Ag and Ag Business, Business / Retail, Minorities, Healthcare, Banking / Financial Planners / Insurance and more. 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 Chamberlain / Oacoma?**
- **What do you think are the major strengths and assets of Chamberlain / Oacoma?**
- **What projects would you like to see completed in two, five, ten, and twenty years in Chamberlain / Oacoma?**

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

An oral report was presented to the residents of Chamberlain / Oacoma on February 22nd, 2007. Following the oral report, a formal written report was prepared and presented to the community of Chamberlain / Oacoma. A community follow-up and prioritization meeting will be held in Chamberlain / Oacoma after this report is distributed and made available to the community at large.

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Chamberlain & Oacoma, South Dakota
February 20-22, 2007

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Chamberlain / Oacoma Community Assessment Agenda February 20-22

Tuesday, 2-20-07

TIME	TITLE	SECTOR	LOCATION
4:00 pm – 5:30 pm	Resource Team Meets		American Inn Meeting Room
5:30 pm – 6:30 pm	Listening Session 1	Tourism	Cedar Shore
7:00 pm – 8:00 pm	Listening Session 2	County and City Government	Cedar Shore
8:00 pm – 9:00 pm	Listening Session 3	Open General Session	Cedar Shore

Wednesday, 2-21-07

TIME	TITLE	SECTOR	LOCATION
7:15 am – 8:15 am	Listening Session 4	Teachers	High School
8:30 am – 9:30 am	Listening Session 5	Youth	High School
10:00 am – 12:00 pm	Community Tour		
12:00 pm – 2:00 pm	<i>Lunch - Senior</i>	Seniors	Senior Center
2:00 pm – 3:00 pm	Listening Session 6	Church / Civic Groups	Senior Center
3:00 pm – 4:00 pm	Listening Session 7	Ag. and Ag. Business	Senior Center
6:00 pm - 7:00 pm	Listening Session 8	Business / Retail	Oacoma Community Center
7:00 pm – 8:00 pm	Listening Session 9	Minorities	Oacoma Community Center

Thursday, 2-22-07

TIME	TITLE	SECTOR	LOCATION
8:00 am – 9:00 am	Listening Session 10	Health Care	Oacoma Community Center
9:00 am – 10:00 am	Listening Session 11	Banking / Finance Planners / Insurance	Oacoma Community Center
11:00 am – 12:00 pm	Listening Session 12	Open General Session	Oacoma Community Center
1:00 pm – 5:00 pm	Team Preparation		Oacoma Community Center
5:30 pm – 6:00 pm	Community Dinner		Oacoma Community Center
6:00 pm – 7:00 pm	Town Hall Meeting		Oacoma Community Center



The Governors 2010 Initiative is the comprehensive strategic plan for economic development in the State of South Dakota over the next five years. The Community Resource Team Assessment Program is one piece of this initiative, with the mission of helping rural communities advance their community planning. The Community Assessment Program helps to develop a local community/economic development plan that is unique to the community, while at the same time, fitting in with the state's overall 2010 Initiative

The following Goals and Objectives were identified in the Governors Statewide 2010 Initiative

Goal 1: Double Visitor Spending from \$600 Million to \$1.2 Billion by 2010

- 1A. Change the way we market South Dakota
- 1B. Focus new energy and investment on expanding the fall shoulder season for visitors in order to increase the percentage of tourism revenues for this season to 42 percent
- 1C. Expand investment in tourism's peak season through greater use of partnership and cooperative efforts
- 1D. Develop a statewide "One-Click, on-call" reservation system by 2005
- 1E. Capitalize on the existing outdoor opportunities in our state

Goal 2: Increase GSP (Gross State Product) by \$10 billion by 2010

- 2A. Promote the creation and development of new businesses that will contribute \$6 billion to the GSP
- 2B. Promote the growth / expansion of existing businesses that will contribute \$4 billion to GSP
- 2C. Promote agricultural and natural resource development in South Dakota

Goal 3: Become a Recognized Leader in Research and Technology Development by 2010

- 3A. Secure Homestake Mine for use as an underground science laboratory
- 3B. Improve ranking to at least 30th nationally for NSF funding
- 3C. Development research and technology infrastructure at our universities with the private sector
(Emphasis on research that can be commercialized and will benefit South Dakota)

Goal 4: Brand and Development South Dakota's Quality of Life as the Best in America by 2010

- 4A. Enhance South Dakota's image to young people in an effort to retain and import young adults
- 4B. Enhance History and Arts as a tool for economic development and cultural tourism
- 4C. Stabilize rural populations through community development
- 4D. Stimulate affordable homeownership, rental housing, and day care facilities in South Dakota communities which evidence a need.
- 4E. Improve cooperative efforts with the Native American Tribes

Goal 5: Uphold Our Commitment to the 2010 Initiative as a Work in Progress

- 5A. Assign implementation to Department of Tourism and State Development
- 5B. Create ongoing update and accountability structure for 2010 Initiative

Following distribution of this Community Resource Team Assessment Report, the South Dakota Rural Development Council will convene a follow up priority-setting meeting in the community to help focus on select set of goals and objectives based on the data collected during the assessment and the recommendations included in this report.

What We Heard From What Was Said

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

Major Theme / Sub Themes	Page Number
THEME: ECONOMIC DEVELOPMENT	
Shop Locally <ul style="list-style-type: none"> • Regional Marketing / Diversity 	11
Industrial Recruitment and Development and Expansion	13
Workforce Development	17
Small Business Development/Creation & Entrepreneurship <ul style="list-style-type: none"> • Resource Awareness • Youth Training 	18
Ag Community Appreciation/Integration	27
THEME: PROMOTION / MARKETING / COMMUNITY PRIDE	
Attracting New Residents	29
Ag / Adventure / Rec Tourism Package Deals <ul style="list-style-type: none"> • Promotion • Diversify • Evening • Family Activities 	30
General Beautification <ul style="list-style-type: none"> • Park clean up 	36
Property Maintenance	41
THEME: COMMUNITY FACILITIES	
Trails	44
Pool	45
Golf Course Expansion	46
Community Center	47
Skate Park / Campground	51
Day Care (Survey)	53
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Major Theme / Sub Themes	Page Number
THEME: SOCIAL ISSUES	
Drugs/Alcohol/Teen Smoking	57
Diversity	60
Adult / Continuing Education	62
Senior Rec	63
Affordable Housing	64
THEME: YOUTH	
Youth Attraction and Retention	70
THEME: PARTICIPATION AND LEADERSHIP	
Volunteerism	75
Attitudes	76
Integrating Newcomers	77
THEME: INFRASTRUCTURE	
Water - Waste & Streets <ul style="list-style-type: none"> • Access 	79
THEME: VISION AND PLANNING	
Communication/Cooperation/Change <ul style="list-style-type: none"> • Inter-organizational cooperation 	85
Strategic Planning	86

ECONOMIC DEVELOPMENT

Shop Locally

ECONOMIC DEVELOPMENT

SUB THEME: **Shop Locally**

- **Regional marketing / Diversity**

Challenge: To keep the citizens of Chamberlain/Oacoma shopping in town rather than shopping in Sioux Falls or Mitchell.

Recommendation: Both Chamberlain’s Main Street and the Al’s Oasis complex are very appealing to travelers, who are pleased to discover family-owned businesses of all kinds and a wide variety of goods and services available. They find a pleasant escape from the giant-box stores shopping experience. The reverse is apparently true for local residents, who too frequently drive for several hours round trip to spend their retail dollars in larger markets.

Marketing that quality of experience

It is nearly impossible for small businesses to compete directly in the areas of price, product diversity and related activities with markets the size of Sioux Falls (where shopping is a primary activity and economic engine) and Rapid City. A better strategy then is to compete with the quality of the shopping experience, which can be dramatically better on Chamberlain’s Main Street than in most “Big Box” retailers on any given Saturday afternoon, and in marketing that quality of experience to travelers, recreational visitors, and locals.

Marketing plan for local retailers

A look at the marketing strategy for the Empire Mall in Sioux Falls is instructive in addressing the visitors market – they are marketing the experience. Chamberlain and Oacoma can market a different experience, equally appealing to a more targeted market. A good marketing plan for local retailers would require cooperation and innovation, but could produce big results that might not be expected in less accessible, less picturesque locations.

For regional shoppers, it is also important to convey the message that you probably can find what you want to buy, and find it easily, in local stores. Appeals to keep your dollars local and boost your community may have some impact, particularly as gas prices rise, but only if there is a real and public commitment to also provide locals and neighbors with other incentives to stay home. When local retailers make the case that they provide

ECONOMIC DEVELOPMENT

Shop Locally

better service, and are willing to order and stock special items, when the welcome mat is really out, the difference in experience becomes important to local consumers as well.

Think and market locally, regionally and globally

Chamberlain/Oacoma has great opportunity to think and market locally, regionally and globally. With two reservations within your shopping region, it is very important to the local economy to pay very close attention to that regional market and consumer base. The quilt store on Main Street was recognized in several listening sessions for being a bustling place that fills consumer needs and where everyone feels welcome. Again, quality goods and services available and accessible, and a high quality of experience create a flow of customers from various sources.

Resources:

SDSU Enterprise Institute
<http://www.sdei.org/>
Marcia Hendrickson, Director
marciah@sdei.org
815 Medary Ave, Suite 201
Brookings, SD 57006
Phone (605) 697-5015
Fax (605) 696-7855
Email: info@sdei.org

USD School of Business
<http://www.usd.edu/business/>
414 E Clark, 101 Patterson Hall
Vermillion, SD 57069
Phone: (605) 677-5455
Fax: (605) 677-5058
Email: business@usd.edu

USD ~ Family Business Association
<http://www.usd.edu/fambus/>
Beth Adamson, Executive Director,
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ECONOMIC DEVELOPMENT
Industrial Recruitment, Development & Expansion

SUB THEME: Industrial Recruitment, Development and Expansion
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Challenge: To recruit, develop and expand more industry in Chamberlain / Oacoma.

Recommendation: Chamberlain / Oacoma has the assets and foundation for developing and recruiting industries, such as the Lake Francis Case Development Corporation, your location on the I-90 corridor, business real estate tax incentives....just to name a couple. These assets are instrumental in developing and recruiting industries. So that raises the question, how to go about developing and recruiting industries? To secure a prospect, Chamberlain / Oacoma will have to develop a recruitment campaign.

When considering what kind of business or industry to attract / recruit, I would suggest looking at what business would complement a current industry. This will help to focus your efforts when seeking out new prospects. You may also consider surveying your current industries to get their input on what type of business or industry they feel would be of assistance to them – what are their needs, who are their suppliers.

Another possible option would be to develop a brochure that highlights the benefits of the area, tax incentives, etc., but provide the appropriate information for the specific type of industry/company you're working to attract. Customize your information / presentation.

Remember the most successful recruiting efforts in economic development are typically the result of some type of connection to the area. You have several alumni that have left Chamberlain / Oacoma and now work in a variety of fields. This is one of your best resources in terms of business prospects. If you have not done so yet, assemble the list of alumni from Chamberlain / Oacoma High School. Survey these individuals to determine where they work, what they do, if they are interested in starting a business, if their current employer is considering an expansion, and if they have an interest in investing in their "home" community of Chamberlain / Oacoma.

When marketing to these prospects capitalize on your assets:

- Existing Development Park with infrastructure and space available immediately
- Located directly off of highway 50 which intersects with I-90
- Low interest loans
- Labor force with that coveted Midwestern work ethic
- Exceptional school system
- Chamberlain / Oacoma City Airport
- Excellent healthcare facilities
- Small town, friendly feel (safety – low crime rate)
- and the many recreational opportunities (soon to be 18 hole golf course)

ECONOMIC DEVELOPMENT

Industrial Recruitment, Development & Expansion

This is just a start for the many incentives to use when courting a new industry. Use the many incentives that you've put on your website. Your website is great and I think you deserve a pat on the back for being so up-to-date. If you have not already done so, I would suggest developing print material with the same information. Utilize the local talent of high school students in the development of print material. It's essential to ensure all details are kept current.

Below are some of the programs that provide assistance in industrial development. Many of the resources and programs that assist in the development of industrial parks require that there is a commitment from a large business or industry to locate in the industrial park.

Economic Development Administration (EDA) Investment Programs

1. Public Works and Economic Development Program
Public Works and Economic Development investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop Brownfield sites and provide eco-industrial development.
2. Economic Adjustment Assistance Program
The Economic Adjustment Assistance Program provides a wide range of technical, planning and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well suited to help address challenges faced by U.S. regions and communities.
3. Trade Adjustment Assistance for Firms Program
EDA administers the Trade Adjustment Assistance for Firms Program through a national network of eleven Trade Adjustment Assistance Centers to help manufacturing and production firms, which have lost domestic sales and employment due to increased imports of similar or competitive goods, become more competitive in the global economy.

Programs available through the SD Department of Transportation

- 1) The Industrial Park grants will be made to any local unit of government for the development of new and expanded access for new industry located within industrial parks.
- 2) The Agri-Business Access Grants will be made to any local unit of government for the development of access to new or expanded agri-business industries.

ECONOMIC DEVELOPMENT
Industrial Recruitment, Development & Expansion

- 3) The Community Access Program grants will be made to communities with populations of less than 5,000 to enhance existing access to downtown areas or for roads leading to schools, hospitals, grain terminals, or other significant traffic generating features of a small community.

USDA Rural Development

1. Rural Economic Development Grants/Loans (REDG/REDL): Provide loans and grants through Rural Utility Service borrowers to be used to promote rural economic development and job creation projects.

Community Development Block Grant (CDBG) Program:

The South Dakota CDBG program is also an option to assist with financing. I would suggest working with your Planning District (District III) to find ways to utilize this program. These programs are often best utilized with a committed prospect.

Sometimes a lack of skilled workforce prevents local businesses from expanding. South Dakota's Governor's Office of Economic Development also offers funding through the Workforce Development Program to help train new AND existing employees. The contact information is below.

Resources:

Governor's Office of Economic Development
711 East Wells Avenue
Pierre, SD 57501-3369
Phone (605) 773-3301
Toll Free: 800-872-6190

Small Business Administration
Sioux Falls District Office
2329 N. Career Ave., Suite 105
Sioux Falls, SD 57107
Phone (605) 330-4243
Fax (605) 330-4215
TTY/TDD (605) 331-3527
www.sba.gov

Enterprise Institute
Vonnie Barnett
Assistant Director of
Economic Intelligence
vonnieb@sdei.org

ECONOMIC DEVELOPMENT
Industrial Recruitment, Development & Expansion

Resources: Continued

Enterprise Institute, Yankton Office
Event Center
214 Walnut St, Suite 201
Yankton, SD 57078
Phone (605) 260-0078
<http://www.sdei.org/index.shtml>

Workforce Development Program
Governors Office of Economic Development
2329 N Career Ave., Suite 109
Sioux Falls, SD 57103-1650
Phone: (605) 367-5340
Fax: (605) 367-4519
E: Ann.Gesick-Johnson@state.sd.us

www.usd.edu/sbdc (Small Business Development Centers)

www.score.org (Counselors to America's Small Business)

U.S. Department of Commerce – Economic Development Administration
John Zender
1244 Speer Blvd., Suite 632
Denver, CO 80204
303.844.4902 - phone
303.844.4919 - fax
jzender@eda.doc.gov

South Dakota Department of Transportation
700 E. Broadway Ave.
Becker-Hansen Building
Pierre, SD 57501
Phone: 605-773-3265
Website: www.sddot.com

Dakota Roots
<http://www.dakotaroots.com/default.aspx>
Matches participants with career openings available from the state's leading businesses and allows participants to decide which ones to pursue.

ECONOMIC DEVELOPMENT
Workforce Development

Resources: Continued

Governors Office of Economic Development
South Dakota Department of Tourism and Development
711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
<http://www.sdgreatprofits.com>

U.S. Department of Agriculture – Rural Development
Website: <http://www.rurdev.usda.gov/>
State Office: USDA Rural Development State Office
200 4th Street SW
Federal Building, Room 210
Huron, South Dakota 57350
Website: <http://www.rurdev.usda.gov/sd/>

Planning and Development District III
P.O. Box 687
1808 Summit Street
Yankton, SD 57078
Phone: 800-952-3562 or 605-665-4408
Fax: 605-665-0303
E-mail: districtiii@districtiii.org
Website: <http://www.districtiii.org>

SUB THEME: Workforce Development
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Challenge: To train/upgrade worker skills.

Recommendation: A skilled workforce is critical to any industry. In order to remain competitive, it is often necessary for employers to retrain, cross-train or upgrade the skills of their workers.

The Workforce Development Program, administered by the Governor’s Office of Economic Development, provides companies with financial assistance to help train new and existing employees.

The Mitchell Career Learning Center can provide a variety of free services for both job seekers and employers. They are staffed with trained professionals ready to help employers deal with various labor issues and to help job applicants identify opportunities

ECONOMIC DEVELOPMENT

Small Business Development - Creation & Entrepreneurship

and prepare for productive employment. Employer services and programs include: Screen and test job applicants, schedule and host interviews, job training programs, and work opportunity tax credits. Career Centers also offer job training programs that can pay up to half of new employees' wages while they're learning the job. And job training can be customized for businesses that need workers with specialized skills

Equip, located in Sioux Falls, has developed several training sessions for workforce development. These training sessions include customer service, both for the small business owner and for their employees. Sessions have been held in Canton, Plankinton and Winner. In addition to customer service, Equip will mold training to suit the needs of the workforce in Chamberlain / Oacoma.

Resources:

Workforce Development Program
Governors Office of Economic Development
2329 N Career Ave., Suite 109
Sioux Falls, SD 57103-1650
P: 605-367-5340
F: 605-367-4519
E: Ann.Gesick-Johnson@state.sd.us

South Dakota Career Learning Center
1321 North Main
MitchellOneStop@state.sd.us
www.sdjobs.org

Equip
Serious support for smart business
1101 W 22nd Street
Sioux Falls, SD 57106
605-331-6587

SUB THEME: Small Business Development / Creation & Entrepreneurship

- **Resource Awareness**
- **Youth Training**

Challenge: To add more small businesses in Chamberlain / Oacoma; to bring awareness of entrepreneurship to the youth of Chamberlain / Oacoma.

ECONOMIC DEVELOPMENT

Small Business Development - Creation & Entrepreneurship

Community Climate

Communities play a fundamental role in creating a supportive and stimulating climate for entrepreneurship. A strong entrepreneurial climate can be characterized as follows:

- Awareness of the potential role that entrepreneurs play in economic development. Communities must understand the essence of entrepreneurship and its dynamic nature of creation, growth and sometimes failure. Fair weather support for entrepreneurs will not create an enduring supportive entrepreneurial environment.
- Creating a culture that is accepting of the challenges that entrepreneurial failure and success can bring to social order. In rural communities, a business failure may well mean that your neighbor does not get paid and your daughter is not invited to a birthday party. On the other hand, too much success may mean that your family becomes socially marginalized from the mainstream community. Rural communities by their very size are intimate and demand that residents contribute to social harmony. Too much failure, as well as too much success, can unbalance a rural community, creating strife and conflict.
- Entrepreneurs must have the space they need to succeed. To a traditional rural community, the behavior of an entrepreneur may seem odd or unacceptable. Rural communities, because of their small size and close personal nature, often cannot offer entrepreneurs the space and anonymity they need to be creative. While this may be difficult for the “coffee shop crowd”, it is one more element in creating a strong entrepreneurial environment.
- Quality of life amenities are essential to meeting the private needs of entrepreneurs, their families, and workers. Entrepreneurs generally have families and, like everyone else in the community, they want good schools, churches, recreational facilities and entertainment amenities. Rural communities that are able to strike a good balance between local tax rates and high quality public services are best able to retain and recruit entrepreneurs.

The Chamberlain / Oacoma community as a whole can do a wide range of things to proactively support entrepreneurs.

- Creating a focus on entrepreneurs might include raising the awareness level of community residents and leaders about the role of entrepreneurship within the community. Going a bit further, you might identify entrepreneurs and provide periodic recognition for their contributions to the community. Most importantly, a community should value entrepreneurs and their unique role in building the community and the economy.

Entrepreneurs themselves indicate that the most important support they can receive is networking with other entrepreneurs and access to mentors. The Chamberlain / Oacoma business community could form a networking and mentoring program for the small businesses already in existence. A new website, www.sba.gov/deliveringsuccess, is one resource the business community can use for reference/guidance. It includes video interviews with successful entrepreneurs who share the lessons they've learned about owning a small business. Of particular interest is the topic on Financing – Greg

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Bruekelman of Sioux Falls was interviewed – he was chosen as SBA’s 2006 South Dakota Small Business Person of the Year.

Topics include:

- Entrepreneurial Spirit --learn what it takes to turn a passion into a business.
- Getting Started--how to overcome obstacles when starting a business.
- Financing--discover how SBA-backed financing helped these entrepreneurs start their businesses.
- Planning & Research--critical components of success explained by owners who know how.
- Marketing 101--explore a variety of marketing techniques to build your customer base.
- Hiring & Developing Employees--these owners let you in on what worked for them.
- Promoting & Growing Your Business--learn innovative techniques to increase your business.
- Business Reality Check--be prepared to change course from small business owners who had to do just that.

Resource Awareness

One of the issues that we were made aware of during our stay in Chamberlain / Oacoma was the lack of information available to the community regarding entrepreneurship. There are many resources available in South Dakota to help with development and creation of small business. I will list several that I am familiar with – it’s a start!

If you are looking to start a small business or expand an existing one, the Small Business Administration (SBA) provides many products and services, including financing and management assistance. SBA’s goal is to help small businesses by giving them the tools they need to succeed. Call SBA and ask for a Resource Guide, a comprehensive description of SBA’s financial, contracting and technical assistance programs and services, as well as information on other organizations across the State committed to helping small businesses grow and develop.

U.S. Small Business Administration
2329 N. Career Avenue, Suite 105
Sioux Falls, SD 57107
(605)330-4231
www.sba.gov

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Small Business Development - Creation & Entrepreneurship

SBA's Resource Partners:

The Small Business Development Centers (SBDC) in South Dakota meet the needs of small businesses and promote economic development in local communities by helping create and retain jobs.

SBDC's provide services such as development of business plans, manufacturing assistance, financial packaging assistance, contracting assistance and international trade assistance. These services are available to all small businesses or prospective small businesses.

At this time the SBDC office in Mitchell is not staffed, however, there are plans to have someone on board shortly. In the meantime, you can contact either the Yankton or the Sioux Falls office:

SBDC
1808 Summit Avenue
Yankton, SD 57078
(605)665-0751

SBDC
2329 North Career Avenue, Ste. 106
Sioux Falls, SD 57107
(605)367-5757

Any small business can obtain help from **SCORE**. SCORE matches volunteer business-management counselors with clients in need of expert advice. Whether you are considering starting your own business, have a business that is experiencing problems, are ready to expand, or need some other type of advice, SCORE can help.

SCORE
2329 North Career Avenue, Suite 105
Sioux Falls, SD 57107
(605)330-4243, ext. 44
Contact: Jean Rogers

EQUIP - serious support for small business, focuses on women in South Dakota that are interested in entrepreneurship in any capacity. Assessment, career counseling, consultation, business planning, referrals resources and training for current and prospective entrepreneurs is provided at little or no charge. Although the primary focus is providing services to rural women in South Dakota, Equip's services are available to anyone, regardless of gender.

Equip
1101 W. 22nd Street
Sioux Falls, SD 57105
(605)331-6587
Contact: Kathleen Sheets

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The Governor's Office of Economic Development is committed to helping companies create quality job opportunities for South Dakotans. Working with its economic development partners throughout the State, the GOED concentrates its efforts on helping new and expanding firms.

The GOED has a long-standing history of offering competitive financial packages to companies creating jobs in South Dakota. The State's REDI (Revolving Economic Development & Initiative) Fund continues to be the leading finance program, but the State also has finance programs designed for small businesses, entrepreneurs, value-added agricultural projects, workforce development, tourism projects and high risk projects. The State also hosts a Made in South Dakota website – www.madeinsouthdakota.com – to help promote South Dakota producers and artists.

Governor's Office of Economic Development
711 E. Wells Avenue
Pierre, SD 57501-3369
(605)773-3301 or 800-872-6190
www.sdreadytowork.com

The Enterprise Institute was created to encourage the establishment of entrepreneurial growth enterprises in South Dakota. The Enterprise Institute is organized into three programs: the Entrepreneur Network, the Entrepreneurial Forum, and the Business Resource Center. Through these programs, entrepreneurs can network with a wide variety of people who have the knowledge and experience necessary to make their endeavor successful.

Enterprise Institute
823 Medary Avenue
Brookings, SD 57007-0499
(605)697-5015
www.sdenterpriseinstitute.org

Youth Training

Youth Training: To be successful in youth entrepreneurship, you need to start young and implement a comprehensive strategy that ties together education, real world experience and community support. You need to develop effective ways of engaging with young entrepreneurs.

Making education relevant to young entrepreneurs – the earlier, the better – is important to their academic success and preparation for adulthood. An essential element in this work is entrepreneurship education. Ideally, entrepreneurial concepts should be integrated into curriculum from elementary school to post-secondary education. Starting early is important because young entrepreneurs begin expressing their traits at a very young age.

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On a practical level, making products to sell in kindergarten, learning about local entrepreneurs in elementary state history curriculum, and offering entrepreneurship classes in junior high and high school are great ways to enhance the K-12 curriculum for entrepreneurial youth. Entrepreneurship does not need to be a stand alone class. It can be integrated into existing courses and benefit all students through hands-on exercises and community-based projects. Even those that are not entrepreneurial will gain a better understanding of small business ownership and operation, possibly grooming them for entrepreneurial support roles within their communities.

By engaging young people in community leadership and service roles, we also help them develop healthy self-esteem and a sense of community “ownership” through service to others. The city of Chamberlain / Oacoma should consider having a “youth council” to attend the city council meetings. You could also consider having youth representation on your Chamber of Commerce.

Positive experiences tied to entrepreneurship education may lead more young people to consider returning to the community after college and some career exposure. Their experience during high school helps them feel that the community is a supportive environment and they have developed the skills to be successful there. Some young entrepreneurs believe they have a better chance of being successful in a small community where everyone knows them, versus a large city where they are just one of many people competing for customers.

The community of Chamberlain / Oacoma can serve as a “learning laboratory” in conjunction with the school – an apprenticeship can provide real-world, practical experience to enhance the classroom learning experience. Apprenticeships also help expose young entrepreneurs to potential adult role models. Another approach is a Youth Entrepreneur Fair where young entrepreneurs are recognized and their products are sold. An example of an entrepreneurial project for the youth of Chamberlain / Oacoma would be the youth/community center. This could be taken on as a business for the youth, from the inception to the completion and management of the center, beginning with a business plan, the raising of funds for the center. This can address a number of issues including:

- Teaching important business skills to kids that could be utilized in the future;
- Providing additional activities for youth;
- Providing job opportunities for youth;
- Helping build ownership in the community for youth; and
- Potentially providing a valuable service to the community that might not otherwise be available.

The important thing to remember in the development of a youth enterprise is that the ideas and responsibilities for developing the enterprise must reside primarily with the students (with advice, coaching, oversight and consent from adults in the community). This will help sustainability of any project undertaken. With youth ownership comes pride, and with pride comes a certain level of commitment to the project.

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By running a business, students would be able to learn the fundamentals of business planning, marketing, operations, payroll, accounting, grant writing, and so forth. Hopefully, with these tools, students might be more willing to start their own business in your community upon graduation from high school or college.

There are various organizations that work through schools that could support the development of this initiative. One such organization is DECA or the Distributive Education Clubs of America. Another is Junior Achievement, which is basically a curriculum that teaches students how to start and run businesses through student led enterprises and voluntary assistances from mentors in the community. REAL Enterprises is another school-based program that provides assistance to schools looking to implement a youth enterprise curriculum. Finally, there is an organization called Youth Ventures that helps support the development of “youth teams” interested in starting a business or providing a social service in a community. Youth Venture may also provide a small amount of financial assistance to help get things started.

Resources for funding this type of project (See detailed contact information below)

- USDA Rural Development’s Community Facilities Program – *for building or renovating a structure.*
- Community Development Block Grants (CDBG) – *multiple potential uses.*
- USDA Rural Development’s Rural Business Enterprise Grant (RBEG) – *for developing a youth business project concept.*
- South Dakota Community Foundation – *could provide general grants for multiple purposes such as buying equipment or supplies.*
- Youth Venture – *for starting a youth project serving the greater community.*
- Kauffman Foundation – *Provides general grants in the area of entrepreneurship.*
- Beaumont Foundation of America – *Community Technology Center grants.*
- US Department of Education – *Community Technology Center grants.*

Curriculum or Technical Assistance Providers

- DECA
- Junior Achievement
- REAL Enterprises
- Black Hills Special Services Coop
- Small Business Development Center – Sioux Falls
- Youth Venture
- National Council of Economics Education
- South Dakota Council on Economic Education
- Kauffman Foundation

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Small Business Development - Creation & Entrepreneurship

Resources:

Resources related to general entrepreneurship/small business development are included in the narrative section above under the subtitle “Resource Awareness”. The following are a list of resources related to youth entrepreneurship.

Youth in the Community: They Have A Lot to Contribute. A publication from the SDSU Cooperative Extension Service, available online at <http://agbiopubs.sdstate.edu/index.cfm> designed to help establish and maintain youth and adult partnerships in communities.

Beaumont Foundation of America
PO Box 1855
Beaumont, TX 77701
866-546-2667
www.mbtfoundation.com

Junior Achievement
1000 N West Ave, Ste. 110
Sioux Falls, SD 57104-1314
605-336-7318
jasd@jasd.org
www.soudakota.ja.org

Community Development Block Grant (CDBG)
Steve Harding
Governors Office of Economic Development – GOED)
Department of State Development
711 E. Wells Ave.
Pierre, SD 57501
1-605-773-5032

DECA – South Dakota
Distributed Education Clubs of America
Steven Rounds
700 Governor’s Place
Pierre, SD 57501
605-773-4673
605-773-4236 (Fax)
Steven.rounds@state.sd.us

Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 6410-2046
816-932-1000
www.kauffman.org

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Small Business Development - Creation & Entrepreneurship

Resources: Continued

National Council of Economic Education
1140 Avenue of the Americas
New York, NY 10036
212-730-7007

REAL Enterprises
Corporation for Enterprise Development
115 Market Street, Ste. 221
Durham, NC 27701
919-688-7328
www.realenterprises.org

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

South Dakota Council on Economic Education
University of South Dakota
School of Business
414 E. Clark St.
Vermillion, SD 57069
lroach@usd.edu
www.usd.edu/~econed/1.htm

USDA Rural Development
1820 N. Kimball
Mitchell, SD 57301
605-996-1564 ext. 4
605-996-0130 (Fax)
www.rurdev.usda.gov/sd

SBDC
1808 Summit Avenue
Yankton, SD 57078
(605)665-0751

ECONOMIC DEVELOPMENT
Ag Community Appreciation & Integration

Resources: Continued

US Department of Education
Karen Holliday
OVAE, 400 Maryland Avenue, SW
Washington, DC 20202-7110
202-245-7708
Karen.Holliday@ed.gov
www.ed.gov/news/fedregister

Youth Venture
1700 N. Moore St. Suite 2000
Arlington, VA 22209
703-527-4126
www.youthventure.org

SUB THEME: Ag Community Appreciation / Integration
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Challenge: The feeling that there is a separation between the Ag community and town community.

Recommendation: Agriculture is obviously a huge part of Chamberlain / Oacoma's economic growth and for the most part, important for all of South Dakota's Economic Growth. A great way to honor the Ag community and make them feel welcomed into the community is to first, make sure that you have rural citizens serving on your boards. No, they can't run for city council but they can serve on Economic Development, Chamber of Commerce (maybe even having agricultural subcommittees) and other organizations. Also, another idea is to have an Ag Committee that is branched off your Economic Development Board. Having an Ag appreciation day in town is also another idea you may want to utilize. Run specials for the day with Ag related businesses and your businesses downtown. Give the rural people an appreciation day – have specials all day and also you could serve a great banquet dinner at night to thank them for their local support, just like a fireman's feed – do a agricultural feed. Another event to consider is an annual ag tour of local, new and innovative ag enterprises both in town and in the country. An example would be a tour of a buffalo operation, wine growers, a grass fed beef operation, a tree/shrub nursery, a horseback riding lodge etc. A different part of the county/area could be targeted each year in a rotation showcasing different agricultural operations

Resources: A great resource for this is the Bowman Chamber of Commerce. They host a huge agricultural banquet each year for their rural community. A contact number for you is 701-523-5880 Local resources include the Brule/Buffalo Conservation District. They

ECONOMIC DEVELOPMENT

Ag Community Appreciation & Integration

are Co-located in the USDA Ag Service Center in Chamberlain. Contact people and phone numbers for the Service Center are Tina DeHaai, Randy Knippling, and Steve Auch at 605-734-5953 ext. 3. The SD Grasslands Coalition is also another organization that could be enlisted for assistance contact Larry Wagner, 605-894-4448 or Lavern Koch, 605-754-6718

PROMOTION / MARKETING / COMMUNITY PRIDE

SUB THEME: **Attracting New Residents**

Challenge: Chamberlain / Oacoma is a great place to live, and that was obvious from the many strengths and assets discussed during the Community Assessment. The challenge is finding a way to market the great things about Chamberlain / Oacoma to attract new residents to the town.

Recommendation: The Resource Team heard over and over about your great medical facilities, wonderful parks and baseball facilities, world-class pheasant hunting, excellent schools, caring neighbors, and the list goes on! But if no one outside of Chamberlain / Oacoma knows about these assets, then these advantages aren't being maximized for your benefit. Here are some practical steps you can take to attract new residents to Chamberlain / Oacoma:

- Review the list of strengths and assets that were discussed during the Community Assessment. Narrow down that list to the top ten positive things about Chamberlain / Oacoma, and put that list to work. Make sure that list is posted on the city's website and the Chamber's website and is included in any information that is sent to potential residents.
- If you don't already have a packet of information to give to potential residents, develop one. You should include information about housing (local realtors who can help find a house, how to locate rental property), an index of local businesses and restaurants, a listing of local churches, information on the school system, and information on the hospital and medical clinic. Also, remember to include fun things like outdoor recreational opportunities, the most recent events calendar (so people can see how many events are happening in Chamberlain / Oacoma), and coupons for local businesses (so they are encouraged to shop while they check out the town).
- Governor Rounds has initiated the Dakota Roots program to encourage former South Dakotans to move back to our state. Check into the possibility of posting job opportunities on the Dakota Roots website. People interested in returning to South Dakota will be notified when jobs are posted.
- A great way to get former Chamberlain / Oacoma residents to move back to Chamberlain / Oacoma is to create an alumni database. Track all the students who graduate from Chamberlain / Oacoma High School and note where they

PROMOTION / MARKETING / COMMUNITY PRIDE

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went to college, what they majored in, and what career(s) they have had. When an opening comes up, you can contact people who might be interested in and qualified for that position. During the Community Assessment, many of the students indicated they would come back to Chamberlain / Oacoma if jobs were available, so use that to your advantage. Track the students and make them aware that there are opportunities for them to come home, even if they've been gone several decades!

Resources:

Dakota Roots

Phone: 1-800-592-1882

Website: <http://www.dakotaroots.com/>

South Dakota Department of Labor

700 Governors Drive

Pierre, SD 57501

Phone: 605-773-3101

Website: <http://www.state.sd.us/applications/LD01DOL/default.asp>

Planning and Development District III

P.O. Box 687

1808 Summit Street

Yankton, SD 57078

Phone: 800-952-3562 or 605-665-4408

Fax: 605-665-0303

E-mail: districtiii@districtiii.org

Website: <http://www.districtiii.org>

SUB THEME: Tourism

- | |
|--|
| <ul style="list-style-type: none">• Ag• Adventure / Recreational• Package Deals |
|--|

Challenges: Agriculture was acknowledged as the prominent industry in the Chamberlain/ Oacoma region. The unique blend of west river cattle and east river grain offers many opportunities for value added-agriculture and agri-tourism. Typically, when working to develop or strengthen a local economy a community needs to work towards capitalizing on its local resources.

Recommendations: For the most part, local resources related a great deal to the ag industry and the river. Formation of a Value-Added Ag task force thru the chamber of

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Commerce and Economic Development corporation would allow for the exploration and development of activities that “fit” the local community. The community needs to get involved and seek out potential opportunities to pursue. There are multiple resources for technical and financial support as detailed later. There needs to be local interest in pursuing such projects. Some ideas to explore may be sunflower and wheat processing, manure processing for fertilizer, honey, wind energy, organic foods and beef processing.

Chamberlain/Oacoma has already been successful in capitalizing on the hunting and fishing industry; it is just a matter of taking it a step further and marketing other activities such as a ranch vacation. Hard to believe perhaps, but many travelers are looking to come to our rural communities and are actually willing to pay to work on a ranch or farm! Travelers want the experience of working the earth and getting back to basics by feeding farm animals, working cattle, riding horseback, haying, harvesting, and fixing fence. They are also interested in activities such as gathering eggs, picking wild fruit, picking vegetables, making jelly and canning. Parents are passing up Disney World vacations for a ranch vacation in South Dakota where there are no televisions and only the sounds of crickets under a clear starlit night. Travelers are looking to unwind and Chamberlain/Oacoma have the perfect opportunity to capitalize on this growing industry. Activities such as nature walks, bird watching, stargazing, nature photography, snowmobiling, paragliding, riding ATVs, and cross-country skiing can draw tourists to the area. Getting back to nature is what it is all about and Chamberlain/Oacoma have an abundance of this lifestyle to offer. A little thinking outside of the box and creating a “rural living” experience is a great idea for tourists who don’t have access to these types of activities.

One of your great strengths is the river. Maybe, you could capitalize on it even more. Consider developing a hiking/biking trail along the river. Print trail guides for hikers to take with them and put up markers along the trail to point out natural, historical and points of interest. Some unique and appropriate simple structures, a writer’s/painters shelter with a view of the river or an accessible tower could provide some points of interest. Enlist some help with the design, construction, maintenance plan and signage. This would be an asset for the community as well and would give people a place to walk and bike.

Consider working with the tribes on native American culture sites along the path or even a living history village. Increased camp site and non-boating opportunities for fishing such as piers and public fishing shore developments. Consider manufacturing, selling and renting house boats. Develop family attractions along the river such as a water park taking advantage of the natural terrain. Other river related activities could include: parasailing, wind surfing, raft race, jet ski water cross, parade of lights, river boat dinner theater and of course your upcoming power boat races. Those races could become your signature event and turn into a week long river festival.

Consider putting together vacation packages with predetermined activities and plans for people to do while in the area. You could develop a hunting package, a fishing package, a nature package, etc. You might have each business, farmer/rancher or individual who is

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interested in participating, make a list of what they could offer — lodging, food, guiding service, etc. You could also have someone with experience in agri-tourism come talk to your community about how to get started and how to market your ideas.

Here is an example of how a package might work:

- A motel or hunting lodge would set a room price
- A restaurant or restaurants would set a breakfast, lunch and dinner price
- A farmer/rancher or guiding service would set a per hunter per day price

The vacationer can mix and match between different lodging, dining and activity options. The package would be one price inclusive, collected at the motel and then dispersed to the restaurant and farmer/rancher or guiding service.

Example: 3 day package for \$600

- Room @ \$70/day = \$210
- Meals @ \$30/day = \$90*
- Hunt @ \$100/day \$300*

*Entities turn coupons into motel who reimburses them

Part of these ranching vacations can be hosted by a bed and breakfast or maybe some of the hunter houses could be rented out to vacationers during the off-season. You could also do a similar package for a farm visit or a nature package.

Be sure to include options like hunting supplies, boxed lunches or groceries so that visitors are more likely to buy these locally rather than buying them before they get to town. You'll want to include activities for all day and into the evening. For evening you might consider a wild game feed with an auction; an old-fashioned summer evening with an ice cream social, horseshoes, or storytelling around a campfire. The list of authentic family fun in a prairie town is as long as the memories of the people who live there. One of the nice things about photography and nature tourism is that the best hours for great photographs are early morning and late evening— which provides you with a great opportunity for getting tourists to spend the night in the area and having breakfast and supper in town. The possibilities are endless and only limited by your imagination!

When putting packages together, consider including other communities close by. Take advantage of various activities, events and attractions in neighboring communities. A regional approach to the visitor packages will benefit everyone and entice visitors to come back or recommend your community to friends who are looking for a great getaway package.

One of the main ingredients for this to be successful is marketing. You will want to advertise your packages and amenities over the internet, through your website, through the SD Office of Tourism and other agri-tourism websites. Russ Stubbles, agri-tourism consultant from Brookings says that marketing over the internet is not just important, but essential for being successful. In rural South Dakota, we are dealing with “in between”

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places. We need to connect ourselves with others including farms, ranches, antique stores, and artists. When we connect with convention and visitor's bureaus and chambers of commerce in various cities across the state, they become our assistants, not our competition, making it a win-win situation for everyone. Overall, being creative is the key and working as an entire community and/or region will determine your success.

USDA's Rural Information Center website is full of guides, Q & A, success stories and step-by-step explanations of how to start using tourism in your community.
http://ric.nal.usda.gov/nal_display/index.php?info_center=5&tax_level=1

The SD Office of Tourism has a guide on agri-tourism available. They also have knowledgeable staff interested in helping communities and individuals with developing agri-tourism. They host an annual SD Tourism Conference in Pierre each January.

Resources:

Department of Agriculture
Bob Weyrich, Ag Marketing Specialist
523 East Capitol Avenue
Pierre, SD 57501-3 182
DakotaFlavor@state.sd.us
www.dakotaflavor.com

South Dakota Office of Tourism Melissa Bump
711 East Wells Avenue Pierre, SD 57501-3369
1.800.872.6190
www.sdvisit.com www.travelsd.com
Dr. Russ Stubbles Agri Tourism Consultant Brookings, SD 57006
605.692.5275
605.691.1074
stubbles@brookings.net www.agritourism-prairie.com

Planning and Development District III
PO Box 687
Yankton, SD 57078-0687
605-665-4408
Fax: 605-665-0303
districtIII@districtIII.org

SBDC
1808 Summit Avenue
Yankton, SD 57078
(605)665-0751

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Resources: Continued

Triangle Ranch Bed and Breakfast
Lyndy or Kenny Ireland
Philip, SD
605.859.2122
www.bbonline.com/sd/triangleranch]

SD Department of Game, Fish and Parks
Recreational Trails Program OR Land and Water Conservation
523 E Capitol Ave — Foss Building
Pierre, SD 57501-3 185
www.sdglfp.info

Kelly Rasmussen
Value-Added Agricultural Subfund
Governor's Office of Economic Development
711 E. Weils Ave. Pierre, SD 57501
605-773-5032
goedinfo.state.sd.us www.sdgreatprofits.com

Gary Wedel
Rural Development Specialist
USDA Rural Development
1820 N Kimball, Suite C
Mitchell, SD 57301
605-996-1564 Ext. 4
605-996-0130 (Fax)
gary.wedel@sd.usda.gov

Cheri Rath, Executive Director
Value-Added Agriculture Development Center
303 Illinois Avenue, SW
Huron, SD 57350
Phone: 605-352-9177
Cell: 605-350-3128
cherirath@yahoo.com
www.sdvalueadded.coop

PROMOTION / MARKETING / COMMUNITY PRIDE

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Resources: Continued

Value-Added Agribusiness Relending Program — VAARP
South Dakota Department of Agriculture
Division of Agricultural Development
523 E. Capitol Ave.
Pierre, SD 57501-3 182
605-773-3375
agmailstate.sd.us
www.state.sd.us/doa

National Sustainable Agriculture Information Service
PO Box 3657
Fayetteville, AR 72702
800-346-9140
<http://www.attra.org/>

Equity Capital Investors

Prairie Gold Venture Partners
Michael Jerstad or Paul Batcheller
Technology Business Center
2329 North Career Avenue, Suite 225
Sioux Falls, SD 57107
605-275-2999
www.pgup.com

Christine Hamilton
PO Box 166
Kimball, SD 57355
605-778-6537
chris@midstatesd.net

Genesis Equity Fund, LLC
Dennis Anderson
444 North Mt. Rushmore Road, Suite 204
Rapid City, SD 57701
605-394-6140
danderson@com

PROMOTING / MARKETING / COMMUNITY PRIDE

General Beautification

SUB THEME: General Beautification

• **Park clean-up**

Challenge: Maintain parks and their equipment, city streets, sidewalks, trailer court areas and areas out by interstate exits. During the sessions we heard a need for work to be done cleaning up some areas of town including cutting down weeds, mowing grass, keeping buildings painted and maintained, and making sure the town looked good when people came through.

Recommendation: The Department of Tourism and State Development has a recognition program each year sponsored by the state's utility companies. Each year at least one community betterment project is submitted that outlines a community's efforts to enhance its park. The department will have records of submissions and contact persons.

The Land and Water Conservation Fund (LWCF) which is administered by the South Dakota Game, Fish and Parks department is a great program for funding new parks and equipment updates.

Another source of funding for playground equipment is the Ronald McDonald Foundation. The applicant must be submitted by a nonprofit or have 501(c) (3) status. The program generally has smaller awards of \$10,000 or less for projects that are directly related to children's health and well being.

There are a number of community projects that could be put on Chamberlain / Oacoma's list that could be prioritized and funded. This and the others could become a part of a long range plan. Researching costs and sources of funds is the first step in the process. (Ann Gesick-Johnson coordinates program). Rainbow Play Systems of Brookings may also have a program to put playground equipment in parks.

Chamberlain / Oacoma has already taken the first step to beautify the city by having an annual clean-up day. Using the town equipment to haul away large trash items for residents should provide assistance and encouragement in getting trash off personal property. Providing places for residents to easily get rid of trash, leaves and branches, old appliances, etc. is the first step in keeping the town looking well kept.

The next step could be volunteerism. There may be households that are unable to do the work needed to maintain their properties. Older families or single heads of households may not be able to maintain their homes or yards because of physical and/or monetary restrictions. A social, church or youth group could start a clean-up and small repair program to help meet these needs. Forming a "lend-a-hand" group and doing some outreach may encourage households unable to do things themselves to make their property look good with help from friends in town. They can take applications from

PROMOTING / MARKETING / COMMUNITY PRIDE

General Beautification

persons seeking help to rake leaves, trim bushes and do other yard work. They could do minor repairs to homes to keep them in good condition. Such a lend-a-hand group can participate in the Paint South Dakota annual event sponsored by the South Dakota Housing Development Authority, which can provide supplies to paint a home.

Another way to help people maintain their homes is to make sure they are aware of programs that can provide assistance. The city could provide a flyer with available programs for maintenance assistance as an insert in water bills or some other outreach vehicle. Some resources are listed later in this report under the Sub Theme of Affordable Housing.

A final step would be enforcement of local ordinances to keep weeds down and junk and debris hauled away. This is discussed later in Property Maintenance.

The beautification of Main Street could be a fun project for the business owners to take on. What about a fundraiser to purchase planters for the street or some small trees? They might want to get the senior citizens or a social group involved in planting and maintaining flower boxes and trees along main street in an adopt a flower box program. The business owners can discuss their ideas for Main Street and how they would like to make it more inviting. Maybe they will set some standards for storefronts on Main Street and with the help of the Economic Development group set up a revolving fund to help store owners meet and maintain those standards.

Contact Planning and Development District III for technical assistance if you are interested in pursuing Main Street improvements. District III has been working with other communities to assist with Main Street improvement projects and implementation of Main Street Programs. District III also provides a great graphical design tool that allows you to photograph your downtown buildings and then manipulate the photos graphically to show the impact of façade and streetscape improvements such as adding awnings, replacing windows, adding historical lighting, etc.

There are some resources available for Main Street Beautification. Here are some ideas:

The South Dakota Department of Transportation funds Community Access Grants for towns less than 5,000 for construction or reconstruction of major streets, including Main Street. This program provides for 60% of the construction costs of the project. Applications are due by August 1 of each year and grant size is limited to \$400,000.

The South Dakota State Historical Society created the Deadwood Fund to provide grants ranging from \$1,000 to \$25,000 for projects statewide that retain, restore or rehabilitate historic buildings and structures for residential, commercial or public purposes. The program is funded by a portion of the gambling revenue generated in Deadwood. The State Historical Society also manages the Rehabilitation Tax credit program. This tax credit program promotes the rehabilitation of historic buildings or buildings built before 1936 by providing federal tax incentives based on the rehabilitation costs. Any work on the interior or exterior of the building qualifies for the tax credit. The South

PROMOTING / MARKETING / COMMUNITY PRIDE

General Beautification

Dakota Legislature has also provided for certain property tax benefits for the rehabilitation of historic structures in SDCL-19A-20. If a historic building qualifies for the tax benefit, an eight-year moratorium is placed on the property tax assessment of certified improvements. Property tax assessments may not be increased due to certified rehabilitation of the building.

Preserve South Dakota manages a facade easement program allowing for the donation of a building's exterior facade for the purpose of ensuring preservation. The owner of a historic building interested in ensuring its preservation, while at the same time continuing to retain ownership, possession and use of the structure, may donate the facade to Preserve South Dakota and receive tax breaks for the easement. In return, Preserve South Dakota guarantees the preservation of the facade of the building.

The South Dakota Community Foundation makes grants in the areas of economic development, human services, health, education and cultural programs. Grant applications are accepted anytime and awards are made within a 45-60 day time period.

The Federal Home Loan Bank offers low-cost funds through their Rural Capital Advances program. These funds can be used for new construction, business expansion and historic preservation.

The Preservation Services Fund provides nonprofits and public agencies matching grants from \$500 to \$5,000 for preservation planning and education efforts. Funds may be used to obtain professional expertise in areas such as architecture, preservation planning, land-use planning, fund raising and activities to educate the public.

The National Main Street Center's technical services (through the National Trust for Historic Preservation) group offers comprehensive revitalization program development assistance to downtowns of smaller cities and rural communities. Technical assistance includes areas such as organizing your program, economic development, preservation planning, marketing your commercial district, and small town programs.

The Main Street Center also recently created a new historic tax credit fund—the Small Deal Fund—to help bring investment to the smaller rehabilitation projects often found on Main Street. This new fund invests in smaller rehabilitation projects that are typically too small to attract conventional tax credit investors. The program purchases state historic tax credits, including South Dakota.

Resources:

South Dakota Housing Development Authority
PO Box 1237, 221 South Central Avenue
Pierre, SD 57501
(605) 773-3445 (phone)
www.sdhda.org

Paint South Dakota is listed under Social and Community Service link on the left.

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General Beautification

Resources: Continued

South Dakota Department of Transportation
Community Access Grants
700 Broadway Ave. E.
Pierre, SD 57501-2586
Phone: 605-773-6253
<http://www.sddot.com/fpa/lga/econdevgrants.asp>

South Dakota State Historical Society
Deadwood Fund
900 Governors Drive
Pierre, SD 57501-2217
Phone: 605-773-3458
Fax: 605-773-6041
http://www.sdhistory.org/HP/hp_deadwfg.htm

Preserve South Dakota
Facade Easement Program
105 S. Pierre Street
Pierre, SD 57501
Phone: 605-945-0409
Fax: 605-945-6815
<http://www.preservesd.org/programs.htm>

South Dakota Community Foundation
Statewide Grant Program
207 E. Capitol - Box 296
Pierre, SD 57501
Phone: 1-800-888-1842
Fax: 605-224-5364
<http://www.sdcommunityfoundation.org/application.asp>

Federal Home Loan Bank - Des Moines
Rural Capital Advances
907 Walnut Street
Des Moines, IA 50309
Phone: 1-800-544-3452
Fax: 515-281-1022
<http://www.fhlbdm.com>

PROMOTING / MARKETING / COMMUNITY PRIDE
General Beautification

Resources: Continued

Preservation Services Fund
535 16th Street - Suite 750
Denver, CO 80202
Phone: 303-623-1504
Fax: 303-623-1508
<http://www.nationaltrust.org/help/grants.html>

National Trust for Historic Preservation
1785 Massachusetts Ave. N. W.
Washington, D.C. 20036
1-202-588-6000
1-202-588-6038 fax
www.nationaltrust.org

Planning and Development District III
PO Box 687
Yankton, SD 57078-0687
605-665-4408
Fax: 605-665-0303
districtIII@districtIII.org

Department of Game, Fish and Parks
John Simpson
Foss Building
523 East Capitol
Pierre, SD 57501
(605) 773-5490
John.Simpson@state.sd.us

RMHC of South Dakota, Inc.
2001 South Norton Avenue
Sioux Falls, SD 57105-
Phone: 605 336-6398
Fax: 605 339-2638
<http://www.rmhc.com/grant/index.html>

SUB THEME: Property Maintenance

Challenges: There are often challenges in communities to keep properties well maintained and have the community as a whole presented as a “clean” community. As you are aware, several eyesores in the community can cause people’s opinions of the town to be a negative. Property maintenance in highly visible places is even more essential. Maintenance of properties, both public and private, makes an impression on tourists, businesses, and families considering a move and deciding whether they think Chamberlain or Oacoma might be a good place to live and work.

Recommendations: The City can set the example for the rest of the community by ensuring it is maintaining the buildings and properties it owns. The City will want to keep weeds down, lawns mowed, trash picked up, junk hauled away, and buildings painted and maintained for all the city-owned properties. It was mentioned that weeds are growing up through cracks in asphalt and concrete in many areas of city owned streets or properties. If not already done, a scheduled weed control application plan may be needed or possibly crack sealing on a scheduled/budgeted basis is needed.

The City also will want to make sure it has the necessary laws and regulations in place to require private owners to maintain their properties to a minimum level of safety and neatness. Review the current municipal code to ensure that what exists can be enforced to accomplish what the City can legally expect from private property owners. Once laws are in place (or if they already exist), the City will need to take enforcement actions, where needed, to bring private properties into compliance. Compliance may take some time, so other residents will need to be patient as the legal process moves forward. During enforcement, the City should have resources available if a property owner needs, and is eligible for, outside help in property maintenance.

Consider implementing a program to assist private property owners in tearing down old buildings and homes that have little or no use, are eyesores, or present public safety hazards. Some towns tear down a building for free at the request of the landowner. Cities can use its own municipal employees and equipment for this purpose. This is part of an ongoing effort to beautify the community. Discuss any costs that the property owner may incur due to the removal of a building such as fill dirt, gravel, seeding, etc. A city stockpile of dirt and or grass seed may also be available for this purpose.

Sometimes, absentee landownership of some of these sites is a problem. In this case, the city or economic development corporation has to be proactive about tracking down some of these landowners and asking if they are interested in having their building or home torn down for them. Another possibility would be for the Fire Dept. to have training on these properties.

PROMOTING / MARKETING / COMMUNITY PRIDE

Property Maintenance

As far as helping spruce up properties, one idea may be to have your local clubs in cooperation with the Chamberlain Chamber of Commerce help by painting one house each year and also have your local high school group do the same so you accomplish two houses each year. As part of a community beautification effort, your local organizations might also take advantage of the Paint SD program through SDHDA. This program provides paint supplies and materials to community volunteers who help members of community spruce up their homes.

If Chamberlain/Oacoma does not currently have a Clean-up Day where you can set anything you need to on the corner and the city picks it up and disposes of it for you, it should be considered. Possibly the City and community groups could create a clean-up week to focus the whole community on this overall goal. Perhaps the city could use municipal equipment to help pick up and haul away large loads of branches or large appliances for residents. Groups could work with local trash collectors to pick up items that require special sorting such as chemicals, paints, and electronic equipment.

The SD Department of Agriculture has the BOSDRC (Building Our South Dakota Rural Communities Grant) program. This grant program is available to any 4-H club, FFA chapter, or FCCLA chapter located in South Dakota. Maximum grant amount for the BASIC grant is \$750. Any project that beautifies a rural community in which youth are involved is eligible. The major objectives are a community need, educational benefit, and youth participation in the actual facilitation of the project. This is a great use of funds for park and recreation projects. Applications are usually due around October/November of each year.

There are not a lot of resources specific to community beautification. Much of the work is that of your local volunteers. There are, however, several resources available for rehabilitating homes including:

- USDA Rural Development's Home Ownership Loans – may be used to buy, build, improve, repair, or rehabilitate rural homes.
- 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 – provides low interest loans to eligible borrowers to improve, repair, or add onto a single family home.

Resources:

USDA Rural Development
1820 N. Kimball, Ste C.
Mitchell, SD 57301
Phone: 605/996-1564 Ext 4
Website: www.rurdev.usda.gov/sd

PROMOTING / MARKETING / COMMUNITY PRIDE

Property Maintenance

Resources: Continued

South Dakota Housing Development Authority

PO Box 1237

221 S. Central Ave.

Pierre, SD 57501-1237

605-773-3181

605-773-5157

www.sdhda.org

SD Department of Agriculture

Division of Ag Development

523 E Capitol, Foss Building

Pierre, SD 57501

605-773-3481

COMMUNITY FACILITIES

Trails

COMMUNITY FACILITIES

SUB THEME: Trails

Challenge: To take advantage of the beauty of the river area, and to make it more accessible for walking, biking and horseback riding.

Recommendation: A well-planned and developed nature, hiking and biking trail would be a tremendous asset to recreational use of the area for local residents and visitors, and would be accessible virtually year around.

Walking trails are considered to be an important part of the transportation system and can receive up to 80% grant funding to construct a new trail. Projects must be designed, engineered and routed with matching funds in place before an application can be submitted. A local government body such as a city or a county must sponsor applications.

The Recreational Trails Program (RTP) administered by the Game, Fish and Parks Department provides 80 percent reimbursement for projects such as new trails, rehabilitation of existing trails, developing trail related facilities and educational programs. The program is highly competitive and likes to fund smaller scale projects.

The South Dakota Department of Transportation also has a program for trail projects called the Transportation Enhancement Grant. This program provides substantial reimbursement for projects such as recreational trails, landscaping, historic preservation, and establishment of transportation museums.

Resources:

Department of Game, Fish and Parks
Trails Program Specialist, Scott Carbonneau
523 E. Capitol
Pierre, SD 57501
605-773-3391
Scott.Carbonneau@state.sd.us

Department of Transportation, Office of Local Government Assistance
Paula Huizenga
700 East Broadway
Pierre, SD 57501
605-773-4831
Paula.Huizenga@state.sd.us

COMMUNITY FACILITIES

Pool

SUB THEME: Pool

Challenge: Several listening session respondents noted that the existing outdoor public pool and surrounding park area need improvements. There is also interest in building an indoor pool for year-round use.

Recommendation: Building, repairing, reconstructing and maintaining a swimming pool is a common issue in many rural communities. The ways that different communities have approached this issue is as varied as the communities themselves.

Swimming pools rarely, if ever, generate income sufficient to cover their regular operating costs – especially in rural communities. On-going operating costs that are a major concern. By considering the repair and replacement of your existing pool – you can mitigate these on-going expenses because these are expenses you are already incurring on a regular basis to operate the existing facility.

Improvements to your existing outdoor pool and/or construction of an aquatic facility might reap tourism benefits which would offset costs. An updated swimming facility could not only service the local community (and surrounding communities), but it also could be an outdoor recreational activity for tourists – allowing them to spend more time in community, perhaps eat a few more meals, take in more of your local attractions, and stay overnight at one of the local hotels/motels.

Visit with other South Dakota communities that have constructed a swimming pool in the last few years. The City of Britton recently built a new swimming pool. Construction was funded by a \$300,000 contribution from the City, \$100,000 from the local community foundation, \$150,000 from small donations, and \$250,000 borrowed and repaid with a penny sales tax.

Canistota's swimming pool underwent extensive repairs in 2002 at a cost of \$200,000. Local fundraising efforts covered a fair amount of this cost, with the remainder being covered by the city.

One possible source of a small grant is through the South Dakota Game, Fish and Parks Department (Land and Water Conservation Program). Some communities, such as Elk Point and Salem, have received small grants to assist them with their outdoor pool reconstructions. USDA Rural Development has two programs that could assist in providing loan financing for a pool reconstruction project. The Rural Economic Development Loan program (REDL) could provide 0% interest financing for a swimming facility. The other USDA Rural Development program that this fits under would be the Community Facility Loan Guarantee program, which would guarantee a loan made for this type of a project.

COMMUNITY FACILITIES

Golf Course Expansion

Resources:

Land and Water Conservation Fund Grant – LWCF
South Dakota Department of Game, Fish and Parks
Joe Foss Building
523 E. Capitol Ave.
Pierre, SD 57501-3185
605-773-3391
parkinfo@state.sd.us
www.state.sd.us/gfp

USDA Rural Development
1820 N. Kimball, Ste C
Mitchell, SD 57301
605-996-1564 ext. 4
605-996-0130 (Fax)
www.rurdev.usda.gov/sd

Britton Swimming Pool
Marie Marlow
City Finance Officer
City of Britton
PO Box 91
Britton, SD 57430
605-448-5721
cityhall@brittonsd.com

Canistota Swimming Pool
City of Canistota
531 N. East Ave
Canistota, SD 57012
605-333-0525
noot@mchsi.com

SUB THEME: Golf Course Expansion

Challenge: Add a second nine to the existing golf course. Also part of a community plan that requires research and prioritization.

Recommendation: The golf course is a significant resource for the Chamberlain / Oacoma area and is very well maintained. A second nine holes would make it one of the few rural, public 18-hole courses. Lake Region Golf Club, Lake Poinsett is just completing its second nine holes. It took lots of hard work on the part of the golf course

COMMUNITY FACILITIES
Community / Recreation / Youth Center

board and management to secure a reasonable bid and raise funds to offset some of the cost. Fund raising is an ongoing challenge.

The land was donated by the owners of a new housing development. The 90+ acres of virgin SD prairie (pasture) had good topsoil and topography, so minimal ‘reconstruction’ was needed. Johnson Golf Course Builders submitted a very reasonable bid for the work. A new well and irrigation system for the second nine was also part of the plan. The course manager found ways to save costs by using local providers and procuring some of the parts, seed and labor. Financing came from savings and fund raising (\$50,000 and growing), a \$100 per year membership increase, and loans from the local bank and REED Fund.

Ipswich is also using Johnson Golf Course Builders and the REED Fund for their golf course project, primarily adding grass greens. It is a totally volunteer managed course. Johnson also did the second nine and the Mitchell County Club and built Northern Links at Renner.

As said previously this is one of a number of community projects. A long range plan would help the community recognize that its leaders are working to address the community’s needs and could encourage them to participate in the process as well. Researching project costs and sources of funds is the first step in the process.

Resources:

Lake Region Golf Club
Ron Cooley, Manager
605-983-5437

REED Fund, Central Electric Coop
Loren Noess - General Manager
800-477-2892
or Linda Salmonson
605-256-8015

- REED will consider lending up to 50% of a project’s need with the first \$100,000 at 3% interest for up to a 20 year term.

SUB THEME: Community Center / Recreation / Youth Center

Challenges: It was repeatedly said that the community would like a Community / Recreation Center / Youth Center.

Recommendations: It was repeatedly said that the community would like a Community / Recreation Center / Senior Citizens Group / Wellness Center and Youth Center. Other

COMMUNITY FACILITIES

Community / Recreation / Youth Center

communities have had much success building a facility that combines multiple uses. By combining a wide range of age groups, there is opportunity for inter generational activities to take place.

The City of Parker remodeled an existing facility into what is now called “Parker Multigenerational Center”. The MGC houses the Parker Senior Citizen Center the Hearts In Mind Preschool and the Parker Medical Clinic. Since its completion the center has created a lot of synergy between the different entities with in the building. The City of Parker used Community Development Block Grants, Federally appropriated funds and funds from the City of Parker to complete the project.

The City of Viborg also has a multiuse facility that there community uses on a daily basis. Viborg’s facility has a gymnasium that is used for kid’s activities, community walking, wedding dances, receptions and much more. Their facility has separate meeting rooms that act as meeting locations for many of their service organizations in the community.

The first step in developing such a facility in Chamberlain / Oacoma is to make a determination of what might all be included in this facility. Given that this a community center, the City is in the position to take the lead in convening relevant partners in this project including the Development Corporation, School, Senior Center, etc. By joining together to work on this project, you can leverage your joint financial and technical resources to support the project. Also, an independent survey of the community as to what they would like to see in this facility would be necessary so that when and if you construct a community center, it is built to meet the community’s needs - now and into the foreseeable future.

Based on the community’s input during the Assessment, there seems to be a lot of support for this type of project. As you construct a Capital Improvements Plan for the community, this will likely be a high priority project for development.

Some resources that might be available to assist with this type of project include:

- USDA Rural Development’s Community Facilities Program – *for building or renovating a structure.*
- Community Development Block Grants (CDBG) – *multiple potential uses.*
- Sioux Falls Area Community Foundation – *could provide general grants for multiple purposes such as buying equipment or supplies.*

We also heard repeatedly that the City Hall building could be used for the Community Center. Be sure to explore all options too see which is going to be the most feasible for the community. With the strength of your musical and theatrical assets a performing arts theater would be a fine use of the building. Other uses could include a museum, gallery, business incubator or youth center.

COMMUNITY FACILITIES
Community / Recreation / Youth Center

Resources:

USDA Rural Development
1820 N. Kimball, Ste C
Mitchell, SD 57301
605-996-1564 ext. 4
605-996-0130 (Fax)
www.rurdev.usda.gov/sd

Community Development Block Grants — CDBG Steve Harding
Governor's Office of Economic Development — GOED Department of Tourism and
State Development 711 E. Wells Ave.
Pierre, SD 57501
605-773-5032
goedinfo@state.sd.us
www.sdgreatprofits.com

Planning & Development District III
1808 Summit Street
P.O. Box 687
Yankton, SD 57078
Phone: 605-665-4408
Fax: 605-665-0303
districtiii@districtiii.org

Hill City Boys and Girls Club Center
Boys and Girls Club of the Black Hills
Paula Kruse
P0 Box 677
Hill City, SD 57745
605-574-2010
bgcbh@hills.net

(Alexandria) Hanson School Community Activity Center
Security State Bank
P0 Box 430
Alexandria, SD 57311
605-239-4306
Beaumont Foundation of America
P0 Box 1855
Beaumont, TX 77701
866-546-2667
www.bmtfoundation.com

COMMUNITY FACILITIES
Community / Recreation / Youth Center

Resources: Continued

National Endowment for the Arts
1100 Pennsylvania Ave. N.W., Washington, DC 20506 (202) 682-5400
webmgrarts.endow.gov
arts.endow.gov

National Endowment for the Humanities
1100 Pennsylvania Ave.
N.W., Washington, DC 20506
(800) NEH-1121, (202) 606-8400
(202) 606-8240 fax info@neh.gov neh.gov

Institute of Museum and Library Services
1800 M St. NW, Suite 900,
Washington, DC 20036
(202) 653-4707, (202) 653-4600 fax
imsinfoimls.gov
www.imls.gov
- provides funds to museums or interpretive centers for improvement, operations and project development

American Association of Museums
1575 Eye St. N.W., Suite 400, Washington, DC 20005
(202) 289-1818, (202) 289-6578 fax
aam-us.org
- funding for assessment of museum's operations, policies/ procedures and public dimension

South Dakota Community Foundation
PU Box 296 207 E. Capitol Ave., Pierre, SD 57501
(800) 888-1842, (605) 224-1025
(605) 224-5364 fax
www.sdcommunityfoundation.org
- funds projects designed to address community needs

COMMUNITY FACILITIES

Skate Park / Campground

SUB THEME: Skate Park / Campground

Challenges: There are often challenges in communities to enhance recreational activities and facilities for the public, and securing funding for recreational purposes.

Recommendations: Improvements to be made for a skate park are generally handled with city, private or organizational funds. Another source of possible funding is through the Tony Hawk Foundation which has helped numerous communities in building or enhancing skate parks across America. Some of the concerns expressed by skateboarders have been lighting, access, bathroom facilities, drinking fountains, and drainage issues that should be addressed with any planned improvements. Of course location may also be a concern for residents due to noise and lighting. Consider possible fundraisers to help pay for the cost of these improvements.

Some of the contacts one should make if looking at developing private campgrounds are the SD Dept. of Health for licensing and maintenance criteria. The National Recreation and Park Association may be able to provide technical assistance for designing campgrounds and trails, etc. Private engineers may also be a source of information for designs, accessibility issues, sewage disposal, etc. The Dept. of Game, Fish and Parks may be able to provide technical assistance as well. It is also possible to purchase bulk trees from the Brule/Buffalo Co. Conservation District located in Chamberlain whether for tree belt planting or possible hand plants by the owner. Funding for recreational purposes for private individuals is generally obtained through conventional means with local lenders.

One of the professional skateboard design companies noted in my search is True Ride out of Duluth, MN. In a field with limited local expertise it may be well worth your while to contact these folks as it appears they are one of the leaders in this field.

A recommendation is that a task force tour other skate parks in the state, and talk to park personnel, city recreation officers and park users (kids). Eagle Butte has an impressive skate park, and check Aberdeen's Melgaard Park and Drake Springs Park in Sioux Falls (contact information below.)

Resources:

Skateboardparks.com

Complete listing of parks in US, including specifications, safety, design, rules & regulations

COMMUNITY FACILITIES

Skate Park / Campground

Resources: Continued

Tony Hawk Foundation
1611-A S. Melrose Drive #360
Vista, Ca 92081
(760) 477-2479
<http://www.tonyhawkfoundation.org/>

True Ride
1325 N. 59th Ave. W.
Duluth, MN 55807
218-525-2625
http://www.trueride.com/main_contact.htm

SD Department of Health
600 E. Capitol Avenue
Pierre, SD 57501-2536
Phone: 773-3361 or 1-800-738-2301

Melgaard Park
612 SE 10th Avenue
Aberdeen, SD 57401
Phone Number: (605) 626-7015
Email: prf4@midco.net

Drake Springs Skate Park -
12th Street & Fairfax
Sioux Falls, SD 57103

National Recreation and Park Association
22377 Belmont Ridge Rd.
Ashburn, VA 20148
Phone: 703.858.0784
Fax: 703.858.0794
e-mail: info@nrpa.org
Web: www.nrpa.org

SD Department of Game, Fish and Parks
Joe Foss Building
523 E. Capitol Avenue
Pierre, SD 57501-3185
Phone: 605-773-3391
Web: www.state.sd.us/gfp

COMMUNITY FACILITIES

Daycare

Resources: Continued

Brule Co. Conservation District
200 S. Paul Gust Rd.
Chamberlain, SD 57325
605-734-5953 Ext. 3

SUB THEME: Daycare (survey)
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Challenges: We heard concerns about available daycare from the public, some of which felt there was a shortage, others that had problems finding daycare for odd hour employment, and others were having problems due to the age of their children. Providing affordable, quality childcare and after school care is a common issue in many communities. It is also an issue that is important, as with community growth, comes an additional demand for child care providers.

Recommendations: The first step is to determine what the actual needs are for the community. A survey should be conducted to see what the actual needs are for the local citizens. Sometimes a perceived need is different than an actual need. This survey could include questions as to how many people currently have daycare locally that they use, would like access to daycare but don't have access due to either limited availability or economic circumstances, or use daycare services outside of Chamberlain. Also, odd hour employment causes issues that may or may not be solved with a typical daycare provider even if hours were extended. Identification of a need for more daycare, and the severity of the need identified, will help to guide your solution.

Some community's have pursued utilizing a Governor's Home (available through the South Dakota Housing Development Authority) as a converted daycare facility. This effort is usually led by the local economic development corporation as this endeavor would require a local non-profit group taking the lead in the development of this project. A good way to get started on this issue is by contacting the South Dakota Housing Development Authority. They have established a formal process for requesting Governor's homes for use as daycare feasibilities. Included as part of this process, is a survey of the community and a feasibility study. SDHDA also provides a "Guide to Planning, Purchasing and Licensing" a daycare facility. The local Rug Rat Resort is a great example of this facility. Other means of finding suitable buildings for a larger daycare could be existing buildings, though one must be cautious about hidden costs for renovation, accessibility, and possibly location.

The USDA Rural Development Community Facilities program helps fund daycares with loans and grants. Generally, it is in the best interest of the daycare to get community support and financing by means of gifts and donations, whereby the project debt is not very high. As a rule daycare profit margins are very narrow and continued community

COMMUNITY FACILITIES

Daycare

support is generally necessary. Local volunteer labor also helped complete the facility. Locating close to a grade school ensures that kids can go back and forth between the school and daycare with ease.

Another financial resource, not just for daycare centers, but in-home providers as well, is SDREI's First Children's Finance program. FCF offers low-interest loans to childcare businesses to create new childcare spaces or improve existing ones. First Children's Finance, DCC's Child Care Loan Fund may have money for technical assistance. FCF offers loan options for technical assistance and training, as well as for equipment, expansion, repairs, and working capital up to \$75,000. Loans for \$5,000 or less (Mini Loans) offer a simplified application process and reduced fee.

Other technical assistance and funding resources can be found by contacting the Dept of Social Services – Child Care Services. There responsibilities include:

- Funding and technical assistance for Out-of-School Time programs.
- Child care facility development in response to local community needs.
- Health & safety continuous grant funding cycle to help child care programs meet licensing requirements.
- Direct child care assistance payments for qualifying families
- Training and education.
- Licensing and registration of child care programs.
- Website: <http://dss.sd.gov/childcare/>

Finally, one last source that I want to reference is a directory maintained by the National Child Care Information Center (U.S. Department of Health and Human Services). The center provides comprehensive information on how to start a childcare center including published guides, funding sources, and state-by-state information about licensing and contacts. You can view this directory online at <http://nccic.org/poptopics/starting.html>.

For local contacts on a listing of daycare providers you can contact the local Chamberlain/Oacoma Chamber of Commerce.

Resources:

USDA Rural Development
1820 N. Kimball, Ste C.
Mitchell, SD 57301
Phone: 605/996-1564 Ext 4
www.rurdev.usda.gov/sd

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

COMMUNITY FACILITIES

Daycare

Resources: Continued

Dept. of Social Services
Division of Childcare Services
700 Governor's Drive
Pierre, SD 57501
1-800-227-3020

South Dakota Department of Education-Child and Adult Nutrition
Child Care Food Programs, Funding
Melissa Halling, Education Program Specialist
700 Governors Drive
Pierre, SD 57501
605-773-3566
<http://doe.sd.gov/oess/cans/index.asp>

SDREI – First Children's Finance
Beth E. Davis, President
625 S. Minnesota Ave. Suite 103 (57104)
PO Box 802
Sioux Falls, SD 57101-0802
605-978-2804
info@sdrei.org

National Child Care Information Center
U.S. Department of Health and Human Services
Administration for Children and Families
243 Church Street, NW 2nd Floor
Vienna, Virginia 22180
800-616-2242
<http://nccic.org/>
<http://nccic.org/poptopics/starting.html>

Chamberlain/Oacoma Chamber of Commerce
115 W. Lawler
Chamberlain, SD 57325
Phone 605-234-4416

COMMUNITY FACILITIES

Daycare

Resources: Continued

SDSU Early Childhood Education Program

SDSU Laboratory Preschool Address:

Box 2218, PC 136

South Dakota State University

Brookings, SD 57007

Department Phone Numbers: (605) 688-6418

Director: Kay Cutler (605) 688-4176

kay.cutler@sdstate.edu

(605) 688-6797

Coordinator: Mary Bowne

mary.bowne@sdstate.edu

(605)-688-5989

(ENROLLMENT)

Fax Number: (605) 688-5797

Preschool Website

SDSU Kindergarten/OST Laboratory Address:

Box 2218, PC 116

South Dakota State University

Brookings, SD 57007

SOCIAL ISSUES

SUB THEME: Drugs / Alcohol / Teen Smoking
--

Challenge: To deter drug abuse/underage drinking and teen smoking

Recommendation: During our listening session with the students of Chamberlain / Oacoma, several students mentioned the problem of underage drinking and smoking, and their concern that adults know it’s happening, but it’s not controlled as it should be. When questioned, they said that the problem is mostly alcohol and smoking, not drugs, and that law enforcement officials “drive by and don’t do anything”. Whether this is fact or not, this is the truth as seen by the students.

Although the students we talked with agreed that drug abuse was not prevalent in the Chamberlain / Oacoma community, several other listening groups did voice their concerns. Currently the D.A.R.E. program is not in place in the Chamberlain / Oacoma school curriculum. This is a wonderful introductory program to drug and alcohol use, and I suggest that this, or a similar program, be initiated, if at all possible.

The statistics for youth drug use are staggering. Methamphetamines are easy to buy, coming in a number of useable forms that may not be recognizable unless you are educated. A community task force, made up of adults, health care professionals and youth should begin the dialogue and set the course of action for your community. Youth involvement is imperative as they are the ones that will act as the mentors or “go-to” for students dealing with drugs and alcohol. They need to be trained to direct troubled youth to the right resources.

The Community Mobilization Project initiative in South Dakota is designed to blend the resources of federal, state, and local government together with those of community leadership, volunteers, private and public service providers, families, schools, and all citizens to focus on reducing the incidence of ATOD (Alcohol, Tobacco and Other Drugs) abuse in the state.

The Community Prevention Networkers (CPN) responsibilities are as follows:

- Assemble a coalition of community leaders and/or help sustain current ATOD and violence prevention efforts within the community.
- Conduct a needs assessment based on the input of the identified community leaders.

SOCIAL ISSUES

Drugs / Alcohol / Teen Smoking

- Develop and implement an action plan (based on the needs assessment) which outlines specific goals and objectives designed to address alcohol/drug abuse and violence issues in the community.
- Evaluate the project on an ongoing basis.
- Facilitate community/student forums focusing around an area of concern/interest.
- Provide 'how-to's for conducting community events such as block parties, youth mural projects, and intergenerational dialogues.
- Provide assistance with youth development projects in schools and communities.

The Dakota Counseling Institute (DCI), with its main office located in Mitchell and a satellite office in Chamberlain, should be a great resource for your community to use.

The Flame Presentations - Mary Haydal has been sharing her family's story of loss of daughter, Cassie, for over five years. Most remarkably, it was one of Cassie's childhood poems that kindled the words of hope, love and understanding in Mary's courageous voice. *The Flame* has grown from a poem to a powerful message that is being heard by teens, parents, teachers and concerned citizens looking for answers to our nationwide drug problem. Mary Haydal's story has become an inspiring message to thousands. She has spoken to junior high and high school students, parents, business people, community leaders and teachers in Ohio, North Dakota, South Dakota, Minnesota, Wyoming and throughout Montana.

A typical presentation consists of five age-appropriate programs designed for different aspects of the community:

- Address Junior High School Students
- Address High School Students
- Community Leaders Luncheon
- Drug Education for Teachers
- What Parents Need to Know

Two funding opportunities that might provide grant funding for initiating a substance abuse program are the Christopher D. Smithers Foundation and Educational Foundation of America.

I was encouraged by the amount of concern shown by the students regarding teen smoking. It may be feasible to create a youth advocate task force at the school to help deal with this problem. I am listing several recourses that can be used to help students to stop smoking – I sincerely hope, as an ex-smoker, that this issue is taken seriously!

SOCIAL ISSUES
Drugs / Alcohol / Teen Smoking

Resources:

Southeast Prevention Resource Center
At Volunteers of American-Dakotas
1309 West 51st Street, PO Box 89306
Sioux Falls, SD 57109-9306
605-335-6474

DCI
200 Paul Gust Rd. -- Suite 104
Chamberlain, SD 57325
(605) 734-6535

<http://www.theflamepresentations.org/index.php>

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

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

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

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

SOCIAL ISSUES

Diversity

Resources: Continued

South Dakota Department of Health
Tobacco Control Program
Teri Christensen, Tobacco Control Program Project Director
June Snyder, Tobacco Control Program Coordinator
615 E. 4th Street
Pierre, SD 57501-1700
605-773-3737
www.state.sd.us/doh/Tobacco/youth.htm

Derrick Haskins, Tobacco Media Coordinator
600 E. Capitol
Pierre, SD 57501
605-773-3361

South Dakota Tobacco Free KIDS Network
www.sdtobaccofree.org

www.tobaccofreekids.org

SUB THEME: Diversity

Challenge: Increasing involvement and understanding the culture of Native Americans in the community.

Recommendation: Chamberlain is the home of two of the state's most treasured and important Native American institutions, St. Joseph's Indian School and the Akta Lakota Museum, and is the close neighbor and natural commercial center for Lower Brule and Crow Creek Reservations. The impressive Visitor's Center on Interstate 90 invites travelers from all over the world to look out over the river as Lewis and Clark did, and to rediscover both the Great Sioux Nation and America's agricultural heartland.

There is perhaps no place in the country that holds as much potential for cooperative ventures in education, economic development, health services, retail and commercial trade and, of course, tourism. There is also tremendous motivation for that development. Chamberlain's economic and cultural development will be closely connected as we move through this century. The community will also be called upon to serve the diverse needs of people of the region, or its value will diminish as a service and commerce center in favor of larger, more diverse cities.

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Diversity

Populations on both reservations are growing, and Native American participation in the local economy and institutions of Chamberlain will depend heavily on acceptance and education between cultures. Open and continuing communication and welcoming invitations to and from town and reservations – schools, churches, traditional celebrations and joint projects in education, recreation and community events – will open the doors wider. Serious and deliberate discussions of shared concerns and visions will be an important function of both tribal and civic leadership. As with any working partnership, mutual respect and trust are built (or eroded) day by day.

One way to improve relations would be to increasing cultural awareness in the community would be a great way to start to break down the years of barriers that have been built up between whites and Native Americans. Education is the best way to move beyond stereotypes and creates an appreciation for a culture that is different from ones own. It is stated over and over from the Native Americans that in order to understand them others need to understand their history.

There are ways that your community could show their willingness and desire to include the Native Americans in their community. One way we heard would be to host or co-host a powwow. Another idea is a possible hosting or co-hosting of a Native American Rodeo.

By being a good neighbor and making the first move, the tribe will become aware of your willingness to help and will show them that you are serious in building bridges rather than maintaining the wall that has been created between the two cultures.

Many opportunities are open through the state's 2010 Initiative for communities who can pull themselves together and celebrate their diversity. Chamberlain is literally in the right place at the right time to take advantage of them and advance the quality of life for the people of this region of the state. My recommendation is that you incorporate this essential ingredient, diversity, into your comprehensive plan for the community.

Resources:

South Dakota Dept. of Tourism and State Development
711 E. Well Ave.
Pierre, SD 57501-3369

Billie Jo Warra
Director of Tourism
605-773-3301

Roger Campbell, Director
South Dakota Office of Tribal Government Relations
(605) 773-3415

SOCIAL ISSUES
Adult – Continuing Education

Resources: Continued

Dennis Holub, Exec. Director
South Dakota Arts Council
605-73-3301

Alliance of Tribal Tourism Advocates
Daphne Richards-Cook, Executive Director
(605) 341-2378
www.attatribal.com

South Dakota Department of Education
Office of Indian Education
Keith Moore, Director
700 Governors Drive
Pierre, SD 57501
(605) 773-3134

Mark C Daniels, Ph.D - Chair/Director
Department of American Indian Studies / University of South Dakota
Institute of American Indian Studies
Dakota Hall 12
Telephone: 605-677-5209
Fax: 605-677-6525
Email: iais@usd.edu

SUB THEME: Adult / Continuing Education

Challenge: To have more continuing education programs in the community of Chamberlain / Oacoma.

Recommendation: There are several ways that an adult/continuing education program could work for you. One scenario would be to duplicate what Dell Rapids, St. Mary's High School has done. They began by putting together a rather comprehensive community education program using a few teachers who wanted to make a little extra money during the summer months. They started a Summer Challenge camp that offers classes in a wide area of topics such as cooking, mathematics, crocheting, reading, soccer, puppetry, computer training, cake decorating, and much more. The cost to participate is about \$25 to \$30 per course, with most of the money going to the teacher

SOCIAL ISSUES

Senior Recreation

of the class. This is something that had been well-received by the community from the very beginning.

Another idea would be to bring students and adults together, with students teaching classes in computer skills. When we were at the Senior Center in Chamberlain, I didn't notice any computers. Maybe the Center could find some donated computers (outdated from the school, businesses, etc.), put them in the Center and have classes there. This would be a great way to get youth involved in community outreach activities.

Every community has a wealth of talent available, you just need to find that talent and tap into it. For example, wellness and parenting classes could be held at the hospital, with staff from the hospital as instructors. Maybe some people in town would like to learn to knit or crochet – I'm sure there is someone in the area that excels at this craft...

Resources:

Linda Daugaard, Jen Ruesink, or Dawn Longville
St. Mary Catholic School
812 N. State Ave.
Dell Rapids, SD 57022
605-428-5592
dlongville@siouxvalley.net

SUB THEME: Senior Recreation
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Challenge: To engage the senior members of the community in recreational activities

Recommendation: This is an issue that the seniors really need to organize themselves. We can recommend many activities, but the seniors of Chamberlain / Oacoma will need to work together to find out what activities, if any, they are interested in, and work together to keep them going.

Perhaps starting a garden club (if one does not exist) or some other specific activity-based organization targeted to the Senior population in the community. The little park on Main Street was mentioned – maybe the seniors could work with the city or chamber to upgrade that.

Other activities could include Aerobic Exercises, Line Dancing, Yoga, Senior Chorus, Quilting, Computer Concepts Classes and Club, Daily Card Playing, Monthly Bingo and Luncheon, , and Arts and Crafts -- such as crocheting, embroidery, quilting and wood

SOCIAL ISSUES

Affordable Housing

carving. As I discussed in the Adult / Continuing Education portion, having computer classes at the Senior Center would be a great way to engage the youth with the seniors.

Also, seniors could become involved in community activities such as a local food drive, visiting with shut-ins, teaching adult education classes, just to mention a few.

Resources:

Retired and Senior Volunteer Program - RSVP

Program information: www.seniorcorps.org/joining/rsvp/

List of RSVP programs operating in SD:

www.seniorcorps.org/joining/rsvp/state.asp?usestateabbr=sd

USDA Rural Information Library

Senior Resources Online Directory

www.nal.usda.gov/ric/ruralres/seniors.htm

SUB THEME: Affordable Housing
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Challenge: We heard numerous comments that you would like to see your existing businesses continue to thrive and expand, and you would like to attract more small industry and create more jobs which would bring or keep the young people in the area. In order to fulfill these goals; quality homes and neighborhoods are needed to attract this sector to the community. Based on comments received, there appears to be a shortage of quality homes on the market and for rent. The challenge is to increase this supply in the Chamberlain/Oacoma area by either new construction or rehabilitating existing homes to make them more desirable. Suitable and affordable lots appear to be somewhat of a challenge in certain parts of the communities due to the river boundaries and unstable hills and soils. It is also noted that the Oacoma waste water lagoon system is presently at or near its capacity load, which could be affecting home development.

Recommendation: Consider hosting a Home Ownership and Home Rehabilitation forum for the community. Set up an area for individual discussions (booths/tables) after the group session for all the resource people that want one. Have them bring their experts and handouts so that they can visit one-on-one with community residents. USDA Rural Development can help coordinate these events for communities and provide informational resources as well.

To address your housing concerns, you might put together a joint taskforce or committee to assess local housing concerns involving multiple partners in the community (Development Corporation, city, Housing Organizations, etc). Invite key resource people

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(program sponsors) to come and present at one or more of these joint taskforce meetings to provide overviews of their programs. This is an opportunity for you to engage these organizations one-on-one about ways that you might tap into their programs to address local housing issues. Have a group session with a panel of experts. Involve the SDHDA, Rural Development, banks, utilities, Third Planning District, private developers, city, county, major employers, Dev. Corp, Housing Authority, etc.

A website that includes many of the different programs that are available is found at: www.sdcommunitynetwork.com and click on Financial Resources, Housing Development and/or the Home Owner Program section. Most of these various programs specifically address affordable single-family and multi-family housing rather than mid or upper level housing.

Affordable Home Ownership Financing--Generally there are two pieces to accomplishing housing development. There is the development piece, and then there is a piece that deals with helping individuals finance home ownership. There are a myriad of programs available to assist potential homeowners in financing a home purchase. As a community, you can help this process along by making sure that this information is available to potential homebuyers from several sources (i.e. from the bank, city, realtors, etc). Having a short and concise publication about these various financing alternatives readily available to potential homeowners will help to eliminate some of the gaps to this information and, hopefully, assist potential homeowners in Chamberlain/Oacoma. I will list a few of these programs below. Again, for more detailed information on each of these financing sources, you can go to www.sdcommunitynetwork.com and click on Financial Resources, Homeowner programs section. Or contact the various sources directly. Education on home ownership is also important. Contact HOAP (882-5336) for home ownership education assistance if you do not currently offer this service locally.

USDA - Rural Development has several programs that could assist with housing in the Chamberlain area. The first one is the Section 502 Direct Home Ownership Loans; these loans may be used to build, buy, improve, repair, or rehabilitate homes. These loans are offered to help families or individuals with very low or low incomes. Loans may be made for up to 100% of the appraised value and are typically financed for 33 years. This program allows for subsidized interest as low as 1% based on the adjusted household income. For those who have higher income, they may qualify for the Guaranteed Rural Housing Loan Program in which individuals apply through local participating lenders. Sometimes good credit and a steady income are not enough to qualify at a commercial lending institution, like a bank or savings and loan. A sizable down payment may also be required. When the Federal Government agrees to guarantee a loan, lending institutions can help buyers while incurring little risk. Through the Guaranteed Rural Housing Loan Program, low and moderate income people can qualify for mortgages even without a down payment.

Local Lenders—discuss with your local lenders the different programs available to finance a home and find out which one is most suitable for your needs. Many lenders are participating lenders under the South Dakota Housing Development Authority residential

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loan program(s). One of which is commonly called the “First-time Homeowner” program is a lower interest loan which helps homeownership become more affordable and at fixed rates that are quite desirable. Also, there are down payment and closing cost assistance funds available to qualifying individuals. Other loan funding is made available using conventional lending or using a government Guarantor such as USDA/RD, VA and FHA.

HOAP--The Home Ownership Assistance Program is an income eligible program that helps homebuyers with a grant to be used for closing cost and repairs to the home. (contact info below).

Housing Rehabilitation-- Housing rehabilitation involves more than just painting a home or cleaning up the yard. There may be families in town who need assistance with both minor or major repairs on their homes, including roofs, heating systems, window replacements, plumbing, etc. These repairs may be costly and beyond the reach of some homeowners. Such repairs, however, will allow residents to remain in their homes longer, and will maintain the housing stock in town for future residents. There are numerous programs available to enhance existing homes for the individual owner/occupant.

Community Home Improvement Program (CHIP)--This is a SDHDA income based program that provides funds low interest loans for improvements, repairs and additions to a borrower’s present single-family home. (contact SDHDA or a local lender)

Energy Assistance and Weatherization. The weatherization program helps low-income SD 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. This program is administered by the Rural Office of Community Services (ROCS) located in Lake Andes. Possible participation by SDHDA or Rural Development is possible if additional repairs are needed.

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

Independent Living offices throughout the state have funding available to help families make accommodations in their homes for disabled family members. Funds can help build ramps, widen doors, add grab bars and other needed features.

FHA insured loans – HUD. HUD offers a number of home loans, available through participating lenders, to help homeowners repair their homes.

- a. HUD’s 203K loan requires a minimum of \$5000 worth of basic repairs to be done on the home. Such repairs can include basic systems such as

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water, heating, electrical, and roofs. The 203K loan requires the owner to refinance into this loan, and allows additional expenses beyond the appraised value for these repairs.

- b. FHA Title I loans may be used to finance permanent property improvements that protect or improve the basic livability or utility of the property--including manufactured homes, single-family and multifamily homes, nonresidential structures, and the preservation of historic homes. The maximum loan amount is \$25,000 and the term may go up to 20 years.
- c. HUD's Energy Efficient Mortgage allows a new buyer to finance, or a current owner to refinance, using this mortgage. It provides additional funds beyond the cost of the home to make the home energy efficient.
- d. Reverse Mortgages. Homeowners 62 and older who have paid off their mortgages or have only small mortgage balances remaining are eligible to participate in HUD's reverse mortgage program. The program allows homeowners to borrow against the equity in their homes, and use it as a line of credit to not only do home repairs, but also use as a source of income for living expenses or other items. There are no loan repayments made until the homeowner no longer lives in the home. At that point the home is sold, and the loan repaid to the lender. The homeowner is never responsible to pay any more than the house is worth.

From a construction standpoint several avenues can be taken to try to increase the supply of suitable and affordable homes. Availability of new homes can be accomplished by means of contracted construction (conventional) for individual homeowners, speculative construction by private developers, and possibly a third can be accomplished by means of non-profits, such as development corporations, providing affordable housing to potential buyers. Other options are to increase the supply of desirable homes by rehabilitating the existing homes in the area. Below, we will discuss a variety of programs available to possibly achieve these goals.

The Governor's Home program through South Dakota Housing Development Authority has been a very successful program in South Dakota. Governor's Homes are standardized homes built by prisoners in South Dakota. They are sold to individual home buyers or development groups at a cost around \$33,000 for a 1,008 sq. ft. home. These can be set up as a typical ranch style home or raised, with a split level entrance added to these homes with little modifications. Income qualifications for potential homebuyers apply. In some communities, these have been used to provide affordable housing for all age groups. In other communities, they have placed these homes side by side, attached garages, and created one-level homes for elderly individuals in the community. For more information on the Governor's Home, you may contact Planning and Development District III. Prairieland Housing Development may also have technical assistance available to help communities or Development Corporations establish this type of housing. Contacts are included below.

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It is suggested contractors wishing to sell speculative homes contact the local USDA Rural Development office or bank residential home lender to discuss options which may enhance their ability to sell the home to a wider market. 100% loan-to-value financing is available to qualified households by using the USDA Rural Development loan programs when proper inspections, plans and specifications are lined up prior to construction.

Lot Development-the city of Chamberlain has developed a substantial number of lots that are available to the public. Several other developments are present in and around the Chamberlain area. It would appear several homes could be demolished and homes rebuilt on these lots as well. We noted several outlying areas that are being developed for home construction. Possible sewage issues have arisen in the Oacoma area. We suggest discussing possible waste water issues with the Pierre-USDA Rural Development (605-224-8870) office and/or Dept. of Natural Resources (605-773-3754) for septic system issues.

Resources:

USDA Rural Development
1820 North Kimball, Ste. C
Mitchell, SD 57301
605-996-1564
Fax: 605-996-0130
tim.murray@sd.usda.gov

HOAP
312 9th Ave. SE, Ste. C
Watertown, SD 57201
605-882-5336
Fax: 605-882-5229
hoap@iw.net

South Dakota Housing Development Authority
P.O. Box 1237
221 South Central Ave.
Pierre, SD 57501
605-773-5157 (Fax)
www.sdhda.org

Rural Office of Community Service
(ROCS)
214 W. Main Street
605-773-3181
Lake Andes, SD 57356
Phone: 605-487-7634
Fax: 605-487-7883

SOCIAL ISSUES

Affordable Housing

Resources: Continued

US Dept. of Housing and Urban Development – HUD

2400 West 49th Street, Ste. I-201

Sioux Falls, SD 57105

605-330-4223

SD_Webmanager@hud.gov

www.hud.gov/local/sd/working/localoffices.cfm

Planning & Development District III & Prairieland Housing Development

1808 Summit Street

P.O. Box 687

Yankton, SD 57078

Phone: 605-665-4408

Fax: 605-665-0303

districtiii@districtiii.org

YOUTH

SUB THEME: Youth Attraction and Retention
--

Challenge: In the ever shifting population decline in rural communities many are asking what can be done to retain and attract their youth.

Recommendation: During the Youth Session the question was asked, “if there was a career opportunity in Chamberlain / Oacoma would you return to work here?” Almost all raised their hands to show that they would like to return to Chamberlain / Oacoma if a career opportunity existed for them to return to. This shows there is a desire from the youth to come back to their community.

One area that could be explored would be facilitating entrepreneurship. Teach Chamberlain / Oacomans' youth to be entrepreneurial. Development of entrepreneurs begins early and can be developed through the local school system, which can equip your youth with the skills necessary to create their own opportunities in rural communities. The community of Rutland, SD manages a business through the school using youth in the community. This is seen as a learning experience for the youth as well as providing a service to the community.

The important thing to remember in the development of a youth enterprise is that the ideas and responsibilities for developing the enterprise must reside primarily with the students (with advice, coaching, oversight and consent from adults in the community). This will help sustainability of any project undertaken.

There are various organizations that work through schools that could support the development of this initiative. One such organization is DECA or the Distributive Education Clubs of America. Another is Junior Achievement, which is basically a curriculum that teaches students how to start and run businesses through student led enterprises and voluntary assistances from mentors in the community. REAL Enterprises is another school-based program that provides assistance to schools looking to implement youth enterprise curriculum. Kathleen Sheets and the staff of Equip have developed a youth entrepreneur program that fits into curriculums already offered in schools. Finally, there is an organization called Youth Ventures that helps support the development of “youth teams” interested in starting a business or providing a social service in a community. Youth Venture may also provide a small amount of financial assistance to help get things started.

YOUTH

Youth Attraction and Retention

The main thing is to be creative, allow the youth to take a leadership role in developing this project, and focus on meeting the needs of the high school youth as well as the general public.

Resources for funding this type of project (See detailed contact information below)

- USDA Rural Development's Rural Business Enterprise Grant (RBE) – *for developing a youth business project concept.*
- South Dakota Community Foundation – *could provide general grants for multiple purposes such as buying equipment or supplies.*
- Youth Venture – *for starting a youth project serving the greater community.*
- Kauffman Foundation – *Provides general grants in the area of entrepreneurship.*
- Beaumont Foundation of America – *Community Technology Center grants.*
- US Department of Education – *Community Technology Center grants.*

Curriculum or Technical Assistance Providers

- DECA
- Junior Achievement
- REAL Enterprises
- Black Hills Special Services Coop
- Youth Venture
- National Council of Economics Education
- South Dakota Council on Economic Education
- Kauffman Foundation
- Making Cents
- NxLevel

Another great opportunity for youth retention is something the Platte Development Corporation has worked on and that is where the youth shadow or work with a business during high school and then upon graduation, if both the student and business agree, a contract is signed by the business, student and Platte Economic Development Corporation and all pay 1/3 of that student's education with the understanding that the student would come back and work with that business for four years or the grant would revert back to a loan. The community of Chamberlain / Oacoma could assess their needs and possibly approach those community members (i.e. attorney, dentist, physicians, all were mentioned as needs for the future), to see if they would be willing to participate.

YOUTH
Youth Attraction and Retention

Resources:

Karen Burket
Platte Development Corporation
PO Box 283
Platte, SD 57369
mkb@midstatesd.net

Beaumont Foundation of America
PO Box 1855
Beaumont, TX 77701
866-546-2667
www.bmtfoundation.com

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

Junior Achievement
1000 N West Ave, Ste. 110
Sioux Falls, SD 57104-1314
605-336-7318
jasd@jasd.org
www.soudakota.ja.org

Kathleen Sheets
Program Manager
Equip
1101 W. 22nd Street
Sioux Falls, SD 57105
(605)331-6587
Kathleen.sheets@usiouxfalls.edu

Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 6410-2046
816-932-1000
www.kauffman.org

YOUTH
Youth Attraction and Retention

Resources: Continued

Making Cents

www.makingcents.com/curriculum/youth.php

National Council of Economic Education

1140 Avenue of the Americas

New York, NY 10036

212-730-7007

202-730-1792 (Fax)

NxLevel

www.nxlevel.org

REAL Enterprises

Corporation for Enterprise Development

115 Market Street, Ste. 221

Durham, NC 27701

919-688-7328

919-682-7621

info@realenterprises.org

www.realenterprises.org

Rutland High School

Nancy Falor, Business Instructor

102 North Main Street.

Rutland, SD 57057

605) 586-4352

South Dakota Community Foundation

Bob Sutton, Executive Director

PO Box 296

207 E. Capitol Ave.

Pierre, SD 57501

605-224-1025 or 800-888-1842

www.sdcommunityfoundation.org

South Dakota Council on Economic Education

University of South Dakota

School of Business

414 E. Clark St.

Vermillion, SD 57069

lroach@usd.edu

www.usd.edu/~econed/1.htm

YOUTH

Youth Attraction and Retention

Resources: Continued

USDA Rural Development
1820 N. Kimball, Ste C
Mitchell, SD 57301
605-996-1564 ext. 4
605-996-0130 (Fax)
www.rurdev.usda.gov/sd

Youth Venture
1700 N. Moore St. Suite 2000
Arlington, VA 22209
703-527-4126
www.youthventure.org

PARTICIPATION & LEADERSHIP

Volunteerism

PARTICIPATION & LEADERSHIP

SUB THEME: Volunteerism

Challenge: While Chamberlain / Oacoma has strong leadership and volunteer spirit, nurturing new leaders and volunteers is always a challenge.

Recommendation: Volunteerism is an up and coming issue in today's aging society. Many people want to volunteer but don't know how to go about it. It's a well documented fact that most people will volunteer for something, if they are only asked. In 2005, nearly 35,000 Earth Team Volunteers donated almost one million hours of their time to conservation practices with the Natural Resource Conservation Service. The total value of volunteer time in 2005 was over \$16 million. Under resources below a highly recommended volunteer handbook can be found along with other information on recruiting volunteers.

Chamberlain recently completed some LeadershipPlenty training and realizes that the LeadershipPlenty Program provides a great basis to strengthen skills of existing leaders and grow new leaders in the community. LeadershipPlenty is a skills-based curriculum that helps leaders assess their personal skills and how they can best contribute to community efforts as well as strengthen the community's assets. It also guides participants as they hone their skills in managing groups for results, make meetings work better, and develop techniques to facilitate group discussion and strategic planning. It also teaches ways to manage and resolve conflict for better group decision-making. Participants have the opportunity to meet resource providers from outside the community and learn ways to build lasting strategic partnerships. Something Leadership Plenty addresses, that other leadership courses sometimes miss, is moving from talk to action—taking action to initiate projects, implement goals, evaluate success and report actions to the community at large. Best of all LeadershipPlenty builds strong bonds among citizens of different backgrounds and deepens everyone's understanding of the range of personal and community values that enter into community decision-making.

The issues identified under participation and leadership include planning, resistance to change, overcoming past issues, communication and coordination. All are addressed as part of the LeadershipPlenty curriculum. The course, which is delivered in 9 modules, was developed by the PEW Foundation for Civic Change and is nationally recognized. Even though Chamberlain / Oacoma recently had some people participate in the LeadershipPlenty program, it is recommended to continue to offer additional LeadershipPlenty courses, or an alternative leadership training opportunity, on a regular

PARTICIPATION & LEADERSHIP

Attitudes

basis, to ensure a long-term commitment to energizing new leadership in your communities.

Beyond formal leadership training, developing new leadership in the community is also a matter of having your existing leaders sit down and identify younger people in the community who may be future leaders and personally inviting, encouraging, and maybe even coercing them to join a service organization, local board, etc. T

Resources:

Lori Eggleston NRCS
605-352-1230

Web site source <http://www.nrcs.usda.gov/feature/volunteers/emp/>

Beth Davis
LeadershipPlentySD
605-978-2804
leaders@leadershipplentysd.org
www.leadershipplentysd.org

Linda Salmonson
LeadershipPlenty Advisory Board
605-256-8015
lsalmonson@eastriver.coop

SUB THEME: Attitudes

Challenge: Generating and maintaining positive attitudes in Chamberlain/Oacoma.

Recommendations: The high participation of community members indicates a proclivity to become involved. In virtually every group discussion on community assets, the people came up as an answer. That is very good news. People feel welcome and want to become involved. Many are just waiting to be asked.

When you begin selecting your priorities, be sure to involve as many in the community as possible. Those who are actively involved will feel plugged into the lines of communication. This will allow community leaders to tap into individual talents or volunteers, and recruit new volunteers. Make it clear that volunteer responsibilities include voicing their opinions and presenting their ideas. Keep the community well informed through the newspaper. Above all give credit to all who volunteer. A sincere public thank you will increase your level of volunteerism. Talk up your projects and volunteers wherever and whenever you have the opportunity. If you are not alone show

PARTICIPATION & LEADERSHIP

Integrating Newcomers

your enthusiasm over whatever project you chose to become involved in to that person. Almost anyone can identify problems. Learn to identify solutions and take positive actions.

One concern we heard several times was that some in the community were not willing to move forward. Every community has its share of apathetic citizens – it's how you deal with this that counts. And sometimes, it's really not apathy – it may be that people don't want to see Chamberlain / Oacoma lose that "small town" feel. You need to impress upon the community that the projects/plans that you decide on are not intended to do this – they are only intended to keep Chamberlain / Oacoma vibrant.

Negative attitudes seem to be abundant in rural communities – yours is no different. Dealing with these attitudes head-on, although difficult, will probably give the best results. If the local "coffee shop" crowd appears to be where the negativity is heard most often, perhaps it's time to join them – ask what they object to about a project – be sure to take the time to listen to their viewpoints, then calmly explain the reasons and steps that are being taken – and compromise whenever possible. You need to remember, however, you are never going to persuade everyone!

SUB THEME: Integrating Newcomers

Challenge: Much of the discussion that led to this sub theme was to do with marketing to both the residents and visitors about what was available in the Chamberlain / Oacoma area. It was apparent that there are organizations and businesses that are not well known or so well known that people assume everyone should know about them and forget to mention them when talking about their town. A number of people mentioned it has been difficult to integrate fully into the community. "There are not a lot of after work social activities, especially for a single person".

Recommendations: The idea that an information "welcome wagon" packet could be developed to help welcome new comers, make long time residents marvel at all that is available and inspire outsiders to look to your community with new interest is an exciting project. Many items could be downloaded from your already well developed web site and localized or refined for newcomers to introduce them to what your local organizations and business do and participate in. The chamber could possibly spearhead this project but other entities could take a title and complete it to lessen the work load. This is an area that the young people with computer experience could be of help with as well.

This type of packet could be made up using lists under titles as follows:

1. Organizations – Name, what they do, contact person, phone number
2. Services Available – Name, contact, phone number (include school, hospital, assisted living units, senior center, youth center, etc.)

PARTICIPATION & LEADERSHIP

Integrating Newcomers

3. Businesses (both in town and surrounding area) with contact info
4. Churches with contact info
5. Events: What, when, where, who to contact and how do they volunteer to help
6. Recreation available – Lake, camping, fishing, hunting, horse back riding, biking, hiking etc.
7. School / Sports Calendar, Adult Ed classes, etc.

These can be done with an outer folder covered with pictures and the community logo. On the inside there could be 3-4 slots per side. Each slot could contain three-four titles per slot. Each 3” wide piece could be a bit smaller in length than the first one to create a brochure with removable pieces so that they could be changed without the cost of new covers when things need to be updated. Then a coupon book could be made up for the different seasonal business promotions on a yearly basis and distributed with the packet.

It is also important to work with your local media. The community newspaper or newsletter could be one of your most important assets when it comes to this project.

Resources:

SD Office of Tourism
Natasha Bothun - Rural Tourism Manager
Nicole Soukup-Gall – Publications Manager
711 East Wells Avenue
Pierre, SD 57501
Phone – 605-773-3301

INFRASTRUCTURE

Water – Waste & Streets

INFRASTRUCTURE

SUB THEME: Water – Waste & Streets

Challenge: There was some concern with water and waste, mostly with waste collection due to development in Oacoma. There was also concern with access roads near the hospital.

Recommendation: I combined Water – Waste and Street projects into the same recommendation due to the fact that many of the resources are the same and the projects are done at the same time. Although this didn't seem to be a pressing issue except for the collection lagoons in Oacoma being near full capacity. I wanted to address this so the community is aware of what resource are available to use. Infrastructure projects often take many years and many hours of planning. The best tool for this process is developing a Capital Improvement Program (CIP). Chamberlain / Oacoma may already have a Capital Improvement Program (CIP) in place. A CIP works hand-in-hand with achieving infrastructure goals by mapping out a schedule for the repair and replacement of crucial community facilities and infrastructure.

One of the primary responsibilities of local government officials is to preserve, maintain, and improve a community's stock of buildings, roads, parks, water and sewer facilities, and equipment. Planning for capital improvements is a matter of prudent financial management as well as sound development practice.

Capital Improvement Program (CIP)

A Capital Improvement Program (CIP) for Chamberlain / Oacoma would be a community plan for short- and long-range physical development. It is intended to link the community's comprehensive plan and fiscal plan to physical developments, and provide a mechanism for:

- Estimating capital requirements, including the capital needs of Emergency Service providers (Fire & EMS);
- Planning, prioritizing, scheduling, and implementing projects during the next 5 to 10 years ;
- Developing revenue policy for proposed improvements;
- Budgeting high priority projects;
- Inter-fund & Inter-Department coordinating of projects within Chamberlain / Oacoma; and
- Informing the public of planned capital improvements.

Critical Components

This policy is intended to be an evolving plan which will facilitate meeting the future capital needs of Chamberlain / Oacoma, including public works infrastructure. There are

INFRASTRUCTURE

Water – Waste & Streets

numerous factors that will influence and affect the planning process as the CIP continues to develop and mature over time, including the following list of critical components:

- Forecast Demand for future services and capital facilities, taking into account all applicable demand factors such as population trends, housing units, traffic volume, commercial growth, etc.
- Inventory of Existing Capital Facilities to determine future demands for maintenance, repair, rehabilitation or replacement; and to determine adequacy of existing facilities to meet future needs.
- Funding plans for use of public funds for capital projects. Where use of public debt is planned, cash flow projections over the life of the debt amortization must be calculated, and the impact on future City budgets and financial statements must be estimated.
- Commitment, active involvement, and support by the Town's management staff, elected policy makers, community interest groups, and the public.

Chamberlain / Oacoma's City Council along with other participants will need to draw upon a variety of resources in order to institute this policy effectively and efficiently. Chamberlain / Oacoma's main resource for advancing its CIP would be Planning and Development District III. District III is also your primary resource for assisting the community with putting together financing packages for your major infrastructure improvements. For more information or questions regarding the rest of the information / resources included in this recommendation, please contact District III for further assistance.

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

- a) USDA-Rural Development's Community Facility loan program
- b) A city special assessment process
- c) General city tax dollars
- d) General obligation bonds issued by the city
- e) Sales tax revenue bonds
- f) Rural Electric loan funds (REED)
- g) SD Department of Transportation Grant funds (Industrial Park, Agri-Business, and Community Access Grants),
- h) HUD CDBG funds from the State.

Grant funds for building and reconstructing streets are very limited and focused to specific areas in the community. The primary resource for road construction grants is the SD Department of Transportation or 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.

INFRASTRUCTURE

Water – Waste & Streets

- Commitment by a business to begin construction on their facility within six months of date of grant approval; or evidence that the new construction has taken place within the last year.
- No Application Deadline
- Eligible applicants are units of government
- There is 20% local cash match required for construction costs if the project is located within an industrial park or 40% 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 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% 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 in population.
- 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% of the construction costs is required.
- Applications usually are accepted once a year around August 1.

This Grant could be utilized in developing a new access road to the hospital.

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 qualification would apply in order to meet eligibility requirements for this program.

Water / Sewer Infrastructure.

The Department of Environment and Natural Resources (DENR) has several funding sources to aid communities in planning for and implementing projects to improve its infrastructure systems.

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Small Community Planning Grant: This program was established to promote a proactive approach to water and wastewater infrastructure management. It provides small communities with funds to hire an engineering consultant to develop a project specific engineering report, communities can also access grant funds to procure professional services to conduct a rate analysis and review using the Show-me Ratemaker™.

Consolidated Water Facilities Construction Program: This program was established to provide grants and loans for water, wastewater and storm sewer projects.

- Projects must be listed on the State Water Plan before sending in an application.
- Water and Sewer Rates must meet the minimum requirements before an applicant is eligible to apply.

Drinking Water State Revolving Fund Loan: This program was established to provide low interest loans for drinking water projects. The funds available are dependent upon appropriations from the U.S. Congress and repayments from funds previously loaned.

- Projects must be listed on the State Water Plan before sending in an application.
- The rates and terms are established each year by the board and available on the DENR website. Currently the rates are 3.25% with a 20 year term or 2.5% with a 10 year term. There are also “disadvantaged” rates for communities with median household incomes lower than the states median household income. This enables a community to access lower interest rates and/or longer terms.
- This loan cannot be used for funding growth projects.

Clean Water State Revolving Fund Loan: This program was established to provide low interest loans to governmental entities for clean water and non-point source pollution control projects. The amount of funds available is dependent upon the amount of appropriation from the U.S. Congress and the amount of repayments from funds previously loaned.

- Projects must be listed on the State Water Plan before sending in an application.
- The rates and terms are established each year by the board and available on the DENR website. Currently the rates are 3.25% with a 20 year term or 2.5% with a 10 year term.
- This loan can be used for funding growth projects.

Community Development Block Grant (CDBG): These are federal funds given to the state and are administered by the Department of Tourism and State Development through the Governors Office of Economic Development.

- Types of projects that may be funded include water, sewer, fire halls, community centers, storm sewers and health care clinics.
- At least 51% of those being serviced by the project must be low/moderate income households.
- CDBG staff expects applicants to utilize planning district staff in the application and administration of these grants as the requirements are cumbersome, although, not insurmountable.

INFRASTRUCTURE

Water – Waste & Streets

USDA Rural Development: RD Water and Wastewater Program: Grants and loans are available to assist with economic development

- Used to construct, repair or expand water and/or wastewater systems and storm sewer systems, acquire water rights, pay necessary fees for legal and engineering services and other development related costs.
- Grants are not available for storm sewer projects.
- Interest rates may change every quarter and depend on the US Treasury rate and on the service area of the borrower.
- The loan and grant rate is determined by the median household income of those served.
- Infrastructure for new housing development can be financed by site development loan programs.

USDA – Rural Development’s Community Facilities Program can also provide low-interest, long-term financing for general community infrastructure projects such as water, sewer, curb/gutter, etc. The loan program presently offers rates in the 4.25% to 4.75% range for a 40 year period.

Rural Electric Loan Funds (REED): Provide low interest loans for projects which are beneficial to the area as a whole.

- Includes medical clinics, street projects, fire halls/ambulance shelters, fire truck/ambulances, fire equipments, water and sewer projects.

Resources:

Planning and Development District III
P.O. Box 687
1808 Summit Street
Yankton, SD 57078
Phone: 800-952-3562 or 605-665-4408
Fax: 605-665-0303
E-mail: districtiii@districtiii.org
Website: <http://www.districtiii.org>

USDA Rural Development
1820 N. Kimball, Ste C
Mitchell, SD 57301
605-996-1564 ext. 4
605-996-0130 (Fax)
www.rurdev.usda.gov/sd

South Dakota Department of Environment and Natural Resources
Foss Building
523 E Capitol
Pierre, South Dakota 57501
605-773-4216

INFRASTRUCTURE

Water – Waste & Streets

Resources: Continued

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

SD Department of Transportation
Office of Local Government Assistance
Paula Huizenga and/or Terry Jorgensen
700 E Broadway Ave
Pierre, South Dakota, 57501
605-773-3921

SD Governor's Office of Economic Development- Community Development Block
Grant
711 E. Wells Avenue
Pierre, SD 57501
800-872-6190
www.sdreadytowork.com

VISION AND PLANNING

SUB THEME: **Communication / Cooperation / Change**
 • **Inter-organizational cooperation**

Challenge: Several listening session respondents expressed concern about the need for more communication and coordination between different organizations in the community.

Recommendation: A joint, inter-organizational taskforce could be used as a guide to coordinate the community’s efforts to maintain an understanding of the purpose and focus each organization within the community network. Representatives from each community organization are invited to a quarterly meeting at which time he / she provides a verbal report on the projects their organization is currently engaged in and as a group they identify projects to work on together. This process not only helps keep communication lines open between organizations but also helps eliminate duplication of efforts.

Some communities have a liaison from the various organizations attend meetings of other organizations. While this structure helps enhance communication between organizations, having a separate inter-organizational taskforce is more conducive to collaborative projects and eliminates potential duplication of efforts.

There are several reasons to communicate a clear message to the community. They include:

- to get attention
- to create a buzz
- to inform
- to inspire
- to build trust
- to organize
- to connect
- to change public perception
- to counter apathy or opposition
- to change policy
- to disseminate information
- to build bridges
- to uncover neighborhood / community strengths
- to increase visibility

It is also necessary to be proactive when it comes to communicating your message. In some instances it has been beneficial for community organizations to be responsible for

VISION & PLANNING

Strategic Planning

providing articles and or contacting the local newspaper(s) with pertinent information that would provide informative information to the readers. There are several steps that should be kept in mind when wanting media coverage.

- 1) An effective message needs to be clear, consistent and free of acronyms and jargon.
- 2) Include stories about people and issues that the readers are interested in.
- 3) The message must be truthful and realistic.
- 4) The message should be appropriate for the intended audience
- 5) The message should be specific
- 6) Core messages should be repeated over and over
- 7) When available, effective messages should include logos, web addresses, phone numbers, contact information etc.
- 8) Always give the media plenty of notice if you want them to cover an event! One newspaper editor can cover several communities which will likely generate conflicting dates.

SUB THEME: Strategic Planning
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Challenge: Having a “mapped out” plan of where you want to be and the steps to take to complete it will help you to get to the “big picture” at the end of the path.

Solution: A Strategic Plan is where you see yourself in the future. We suggest getting citizens who are interested in mapping out a plan for your community and having a strategic planning day or two. After reading this report – figure out what you want to accomplish in the next year, then in 2 years, then 5 years, 10 years and 20 years. Use a timeline and stick to it. Planning takes time, but without a plan you end up with paths that don’t meet or you waste a lot more energy getting where you want to go. “Plan your work and work your plan”.

Once shorter term goals are accomplished you continually add a goal by putting a deadline on it. And it becomes a continuous cycle. It is important for your community to have deadlines on goals or else it will seem like an endless battle and nothing is getting done.

As there are many players involved in bettering your community it is also suggest holding quarterly meetings with representatives from the city council, chamber, Development Corporation, school board, hospital board, ministerial association, etc. to allow everyone the opportunity to work on some of the same key issues instead of working against each other. It would be nice if a newsletter could be established, possibly by the Chamber that allows each local organization a place to inform everyone what’s going on in their group.

VISION & PLANNING

Strategic Planning

A great resource is Planning and Development District III to help you develop a plan for your community. Other communities have already completed strategic plans, you may wish to contact ones that have and obtain a copy for a reference.

Resources:

Planning and Development District III

P.O. Box 687

1808 Summit Street

Yankton, SD 57078

Phone: 800-952-3562 or 605-665-4408

Fax: 605-665-0303

E-mail: districtiii@districtiii.org

Website: <http://www.districtiii.org>

LISTENING SESSION RESPONSES

Problems and Challenges

What are the major problems and challenges in Chamberlain?

- How to get community to grow –rather stagnant
- Certain amount of apathy in community – a number of people want to do things.
- Growth – getting community involved in arts and culture
- We're on I-90 & Missouri River and in the middle of the State –why can't we get people here and keep them here and developing something.
- Ditto
- People don't realize what happens when you let apathy fester. If we don't do something to make something of our community, it will die
- Grow the history of Chamberlain
- Don't have our name out there enough.
- Need more things to do when someone comes to town – more tourist things to do than the River. Need more for them to do than get gas and go on
- Need to move forward
- Ditto
- Need community growth and development
- More community involvement to exchange ideas
- Ditto
- This area lives and dies through tourism – need to find help during tourism season
- Need to incorporate two Reservations to the North of us. Our community wouldn't be near what it is without them.
- Need industry or some business to draw people.
- Get light industry here - \$15.00/hr jobs and up to get families here.
- What brings us together is the River – what divides us is the River. Need to work together to do things.
- Ag base needs to be addressed.
- Always encouraging our youth to leave our community instead of doing the exact opposite. Like it's not good enough for them when it's good enough for us
- Ditto on the ag. It's hard because we don't have the railroad here anymore
- Not a lot of access to the River here – the River's there, but is it accessible?
- Ditto on the River
- Not a lot of beaches or homes on the River – not a lot of walkways, walking paths, etc. We are developing some, but more would be nice
- Ditto
- Infrastructure is a key point. Natural gas stops in Mitchell
- Need to train our leaders to be forward-thinking.
- Lack of educational opportunities beyond high school
- Getting industry in town. Natural gas to get ethanol plant here.
- Getting new business.
- As a city we have such a tight budget and everyone is always wanting money.
- We've had people look to start new business but they pass.
- Being on the River is great, but it also has issues. Marina has issues.
- Water level

LISTENING SESSION RESPONSES

Problems and Challenges

- Changing the mind set of some in the town from “let’s sustain” to “let’s grow”
- Very limited opportunity for youth
- No communication between our city government and the people in the community regarding financing
- Getting more businesses to come in
- Different routes of funding to bring those businesses in.
- Job creation other than service-oriented jobs
- Ditto – jobs is a big concern
- Infrastructure problems with water and treatment plant.
- Affordable housing if you want young people to come back here.
- Water problems – water systems
- Need new jobs – need new people – come up with \$ or something to entice people to come here.
- Funding and planning ahead for projects
- More tax wealth or cutting back on expenses. School is big portion of tax budget. Need more people to support the facilities we have
- Too big share of tax burden is on real estate taxes.
- More jobs, more affordable housing.
- Don’t have large development or chamber offices – need more manpower involved to put attention to projects
- Oacoma’s waste water treatment plant funding
- Mind set of community – 50% doesn’t want any change – other 50% wants more change than is possible at this time.
- Light industry
- Don’t have railroad
- Access road to hospital – have one road in and out
- Getting more people involved in the community
- Challenge current businesses to expand
- Aren’t looked at as a “destination” point
- Aren’t enough people to work on projects
- Need to combine services to save money – law enforcement, etc. between City and County
- Ditto
- Our government costs us too much money. We spend a lot of \$ trying to get businesses into town and don’t get a lot out of it.
- We have people driving a long way every day for employment. No surplus of labor
- Need to build on fishing and hunting industries.
- Further education opportunities – working with vo-techs, etc.
- In a way, we are land-locked. Until we expand our sewer and water systems, we can’t really service any more houses.
- Make it easier for city and county to work together.
- Not enough low income housing or affordable housing.
- Ditto

LISTENING SESSION RESPONSES

Problems and Challenges

- Don't have any ag-related industry in Chamberlain like they do in Platte, Yankton, etc.
- Low income housing and affordable housing
- Biggest employers don't pay taxes – hospital, Corp, school, etc. don't pay taxes to help with infrastructure.
- Lack of indoor heated pool that is lap length
- Same problem most small communities – how do we maintain & grow
- Hard to keep young people in this town – basically become a senior town
- Need more facilities for young people
- Ditto
- Ditto
- Activities for youth – places for them to go
- Hard to keep young people here
- Jobs and affordable housing
- Chamberlain can be small town Americana at its best, but can also be a closed community.
- Like most small towns, it's pretty "clickish"
- Not a lot of evening entertainment that's healthy
- Jobs is a critical factor – and a variety of them – particularly for couples
- With regard to industrial development – lack of natural gas is a real problem this far out – in terms of bringing industry in, we need to diversify beyond – tourism, hunting and fishing – need to look beyond these
- More for young kids to do
- Ditto on young people and housing
- Capitalize on our location more
- Ditto on activities and also wanting to change – everyone is "stuck"
- Opportunities for college students to come back – also shopping
- Ditto – lack of economic development is detriment to this community. Opportunities are limited for our "best and brightest" to come back.
- Ditto
- Bringing youth back would be great
- More opportunity for growth and development – providing extra things for kids to do
- Housing – hard to find a place to rent
- Location is wonderful, but sometimes it's a detriment. We are close enough to S.F. to shop. Need to find some way to keep our people shopping here.
- Need affordable, quality housing
- Lack of leadership capacity. There are a lot of ideas that come to leaders, but not a lot of people to help...
- More positive activities for youth
- Need something for younger kids to do
- A reason for quality families to be moving to the Chamberlain community
- Job opportunities for professional employment – we have a lot of minimum wage jobs, but need more professional opportunities.

LISTENING SESSION RESPONSES

Problems and Challenges

- Fear – “so afraid when the Interstate was built it would hurt their business”...anything that grows will cause problems...
- Chamberlain and Oacoma work together more
- Not enough activities to do – YMCA or something
- Ditto
- A lot of underage drinking and smoking
- Nothing to do here
- Not much to do here
- No activities
- Drug problem
- Smoking and drinking not controlled like it should be. People know about it, but there aren't any consequences
- Ditto
- Don't have much to do around here
- Ditto
- Poverty
- Stop sign at end of road – takes forever to get out of school lot
- A lot of pollution in water in summer because people throw cans and bottles in water
- Jobs – not many jobs for high school students
- Discipline problems amongst teens – kids are out for all hours of the night
- Speeding
- No busing for high school students coming from Ft. Thompson
- Family attractions to bring people to town
- Maintaining numbers at Senior Center; may lose meals
- Something to keep young people in town
- Day care is always an issue
- Not enough for families to do
- Used to be a place (restaurant) for dancing, gatherings
- Had a teen center, but kids didn't use it
- Got to have something to get people to town
- Used to have a roller skating rink
- Another grocery store would create competition
- Empty marina building
- No public restrooms downtown
- People have moved away or passed away
- Need to see more growth and continue to move forward, we don't want to move backward, more growth.
- Need more opportunity for youth, fine arts, etc.– need to involve more people in volunteering
- More opportunity for everything to grow, town, business...there is stuff out there we need to bring it here
- We need to address issue instead of sweeping them under the carpet...lack of youth, we don't want to grow we want to stay the change, racism

LISTENING SESSION RESPONSES

Problems and Challenges

- Pass
- We serve a high percentage of minority groups
- Need more workers, we've done surveys and we don't have enough workers
- Violence is a problem, there is more female violence among young people
- We need more investors to help make problems happen
- Need more preschool – especially for low-income...need a joint effort and more communication between different orgs and boards
- Need be a welcome wagon to help people get affiliated with the town.
- Need places other than the bars for young people to meet other young people
- Need more diversity...start at a young age so the kids can grow up together
- We need to educate our youth on what the community needs so they will stay with the community. We need to get the youth involved in the community with businesses
- Need to improve racial relationships...our downtown and our city hall building should be used...substance abuse needs to be addressed...rising healthcare cost
- Ditto...where to go for help for like clubs and orgs
- Hospital and clinic don't get along
- Ditto...drug and alcohol abuse
- We send a message to our youth that it's not good enough to live here...we need to offer them more opportunity...the city has some many budget problems and things our so political
- Racism
- Ditto the clinic and the hospital they don't get along...ditto the city communicating what is going on in town
- We have a lot of people coming and going
- We tell our kids to grow up and leave
- People don't appreciate the importance of agriculture to the community
- I don't think we would have tourism if we didn't have ag industry
- Ditto. "The rural people are very simple minded" quote attributed to a county commissioner" Town vs. rural issues
- Ag people are statistically bad about showing up...I am showing up
- Ag community: we complain but we don't always show up
- I don't know that we are always as sensitive in town to ag issues
- No ag teacher in this school system. Why we don't have a full time ag teacher when evidence points to education enhancement
- 1031 exchange; and our wealth is out the door when young people leave
- cattle prices; grain markets; input costs are horrendous right now
- not enough vertical integration in processing our ag products
- Lyman County would probably support a biomass plant, natural gas no longer a requirement
- People don't realize impact of ag on community
- You can't afford to start up from scratch, if my husband's parents weren't farm, we could not be

LISTENING SESSION RESPONSES

Problems and Challenges

- There is no money in the community. The money comes out of the land, and there are very few people on Main St. who realize that
- We have no crop in this community – farm prices have big effect on Main St.
- We need to be proactive, but ag people do not feel it will be of value
- I (town) don't know how to embrace ag people and their contribution; don't know what to do
- We own a farm but live in town, and I don't understand all the things that they [farmers] go through. There is a communication gap
- Zoning is a hot button, emotional issue. Concentrated animal vs. housing, etc.
- Getting enough workers
- Health care is the major contributing factor for 99% of ag families to come to work in town
- Problem is amassing the money to make necessary changes, take risks; costs are escalating
- Balance of new business as asset/threat to existing
- Without family succession, input costs prohibitive and time requirements enormous
- White Lake made a concerted effort to contact every graduate from their high school, and retrieved five families...we want you back... (*Dakota Roots*)
- Having potential people if you do want to grow
- Ditto
- Not having rail service here
- City hall
- Population growth (youth)
- We have a real exodus on weekends that causes real problems for main street businesses
- Would like to see community grow – haven't seen a big and progressive industry coming into town
- Don't have natural gas here – don't know if that's a big thing – also, don't have the workforce
- Need to maintain youth in the community. Need to look outside community to the region (two Reservations) Haven't heard anything about what we are going to do regionally
- Work force issue – very challenging to recruit and maintain staff
- Decrease in rural families has been extremely hard on us
- Health care is a big issue for the business people. We could get a bigger workforce if we could work out some of those issues
- We need to think regional. We are far enough from Sioux Falls that we can keep things going here. We had a chance to build a regional rail here a few years ago and passed on that.
- Infrastructure – we've come along way in the last 20 years. That's caused some problems as the problem is now getting someone to locate there.
- Road access to the hospital – exit from the interstate

LISTENING SESSION RESPONSES

Problems and Challenges

- Any time you see activity along the interstate there is the perception that the community is thriving
- Ditto
- Recruiting and retaining younger generation. Concentrate on bringing in smaller industry rather than large.
- If something would happen to our hunting and fishing industries, our whole community would be impacted – we need to do something to build those up and also something besides those.
- Trouble with how much work the youth want to put in and how hard they want to work.
- Need more growth in this town.
- The River draws fishermen, which seems to be the main focus, but the downtown area doesn't seem to get the attention it should to bring people in off the interstate. There isn't much Native American culture except St. Joseph.
- Keeping the people that live here shopping in our town is a problem.
- Need to encourage people to buy shells, etc. here.
- Larger regional airport
- Our zoning and planning commission needs to be more active in our community.
- If we build some more things people will come and will keep young people here
- If there was some way the businesses could work better together. Everyone is so busy working that we don't have time to do things like this – getting together to discuss issues, etc.
- Retain people here and try to bring families into Chamberlain.
- Lack of daycare options – weekend and evening times are not met
- Preschool in town is full. Head start is full.
- Foundation by Hall of Fame – need to do something with that – it's an eyesore
- Francis-Case Office is hard to find – needs to be located somewhere else
- Ironically, to the North of us on the Reservations are some of the fastest growing regions in South Dakota – we need to take advantage of that.
- One of the things that's frustrating when there are conventions at Cedar Shores, there's nothing to do when shops close at night. Maybe need to stay open later.
- We continually send a message to our children not to stay here by asking them where they are going to school, what they are going to do. Need to educate them to stay here...
- There is a perception that growth is only going to happen on the east and west side of the state. If we could get the word out economically and politically that Chamberlain would be a great area for relocation and starting of businesses, it wouldn't be a problem at all.
- If we could get everybody on the same page – need to get people at the chamber meetings.
- Need to educate our labor force to all the assets that we do have and what we have to offer. We all take for granted everything that is here. We don't think what we entertain ourselves with is something others will be interested in.
- Perception of Chamberlain when you come down the hill is beautiful, then when you get up to our main street and drive down the street and the weeds are

LISTENING SESSION RESPONSES

Problems and Challenges

- growing, the sidewalks look like crap, it doesn't do anything for the perception. We have lost some of our community pride.
- Ditto on how the town looks. The city officers need to seriously look at this and get down working and getting some things done.
 - Need a group that includes all business people.
 - Need pedestrian signs on main street or the yellow stripes
 - To see fireweeds growing in the streets is absolutely ridiculous.
 - No public restrooms in the downtown area is a sore spot in this town and we should be ashamed of it.
 - I grew up in Chamberlain, but I spent a lot of time discussing this issue with very close friends of mine who are in Lower Brule area, and a good friend of mine works in Social Work in Lower Brule and this comes up all the time in these discussions – just the quality of life is so poor for some people and there are situations and things that go on that I feel if it happened in Chamberlain it would be the biggest uproar.
 - I think one of the biggest things I see for someone coming into the community is the lack of knowledge of the cultural things that they could take advantage of - we need to bridge that.
 - I've been here for 35 years and work at St. Josephs – there is such a lack of knowledge about the Native American culture – they have so much to offer
 - There are some issues related to race – some cultural divide – don't think there's any process in town to take care of this.
 - This is my second time living in Chamberlain – went to school here and lived here a short time and have been back for 8 years – thought things had changed, and to some extent they have – but there's still prejudice in Chamberlain – tell me to my face. Things happen over and over as they have for years. Chamberlain is very dependent on Lower Brule and Crow Creek – 1/3 of all children in school are Native kids – Natives are coming in to town to shop, etc.
 - Need to become bi-cultural
 - There are ignorant folks.
 - Had in-service training to talk with teachers about culture. With Native American students at the school we've developed a Native American Indian Club. When I worked at Crow Creek I hated Chamberlain for their racism.
 - We need a Native American Learning center.
 - Need to educate our children so they can share that knowledge with others.
 - The first time in 25 years anyone has been in to do a powwow
 - The one thing that strikes me in learning about Native American culture it seems they learn about the culture as if it was in the past – instead of “this is the way they believed” “this is the way they lived” it should be in the present.
 - Kids should be educated more in the school system. People see being Native American as being a negative.
 - I agree with the fact there is prejudice.
 - Lack of understanding of the culture
 - Lakota/Dakota/Nakota should be part of our education system.

LISTENING SESSION RESPONSES

Problems and Challenges

- Right next to Minnehaha, Pennington Counties, the reservations are the largest growing areas in the State.
- If you are looking at it as a problem, it's not going to go away, we are getting larger.
- When you have poverty you have some dysfunction and that sometimes overlaps into our culture
- Perception that each person's race is better than the others.
- A lot of people are affected by prejudice; maybe it's a personal perception or self-consciousness.
- There are so many broken homes on the Reservations – a lot of the kids have only heard their whole lives they won't amount to anything.
- I sometimes feel the community is just waiting for the Native Americans to fail.
- A lot of complaints of others that have Native kids – majority of them like school 1st through 8th grade – it's changed a lot – children of that age haven't been taught racial prejudice – but a lot of the older teachers are still racial.
- I spent \$9,000 on our insurance last year. We don't get a tax break on that. We're lucky because we can afford it. We have a wonderful health care facility here, but it's getting to the point where people just can't afford it. The way I see it as a community issue, people may choose to get their scripts at Wal-Mart, etc. instead of here to save \$.
- I see one of the major problems is we don't have a surgeon in town. He comes on a regular basis, but people have to be taken out of town if it's an emergency.
- Friction between two entities.
- Recruitment and retention of professional staff.
- More community support is needed for the facility. Community has history of political rift between hospital and clinic. People outside the area see the great healthcare that we have here, but it doesn't seem to be seen from the community
- Ditto on cost
- Community in general is the support issue – all entities make up a community, but it seems nobody seems to know why we exist and to rally behind what's important to this community. In our community it's all or nothing – if the community is behind something, it's a go, but if not...the community doesn't educate itself to see what the issues really are and to find out what will make the community successful.
- Health care costs are eating up everyone's salary raises over the years. This leaves a cloud over the whole health care system.
- An exit to the hospital would be a bonus.
- Seems like the only time we can get our community fired up is when there's something that's a negative. Would be nice to get fired up over something really positive in this community. We get complacent
- Ditto on rallying people together.
- Communication of what services we do have. The coffee shop talk is a challenge.
- Our facility suffers from image – if you are this qualified and trained, why would you come to this facility... Those of who are here choose to be. We need to hoist

LISTENING SESSION RESPONSES

Problems and Challenges

- our image – no matter what the name is on the door the same people are going to be there and you will get the same quality of care.
- In years back, it used to be that the health care professionals used to talk “out of school”, but that has gone away and the staff has more professionalism. However, it will take some time for that negative to go away.
 - I hope our hospital brings in more people who are active and supportive of our community. The hospital has done a great job of enforcing that, but we need more of them.
 - It is an issue about local people doing a “procedure” on you.
 - Sometimes it’s what the community has or doesn’t have to offer that affects the recruitment of the professionals in our facilities. We need the events center, etc. to keep the professionals and their families here.
 - Our ambulance service is NOT providing service to us at all.

LISTENING SESSION RESPONSES

Strengths and Assets

What are the major strengths and assets of Chamberlain?

- The River
- Centrally located in the State
- Beautiful location
- Museum on each end of town
- Have small town appeal people are looking for – want kids to be safe – warm feeling you get from neighbors
- The River and the beauty
- Our downtown shopping district is way better than a lot of small towns.
- Ditto on the small town appeal
- Driver's license office – people are surprised by how fast the service is at the Court house
- Ditto on museums. So many things in town are geared toward families. So many things in town that families can do that cost nothing or very little.
- Have had some new startups and community based organizations that have started up
- CVB
- Individuals in the community. So much untapped potential – hard working, open minded, intelligent core group of people.
- Chamberlain Bridge
- Centrally located – accessible by all directions
- Chamberlain is more than just the town itself – it supports the rural community as well. The ag community has value as well.
- Cedar Shores
- Main Street is vibrant – if one is going out, there's two others waiting to take it spot
- School system - "lap top" initiative
- Location is our major strength – then by our people – nature resources – culture – school system. We have a lot to offer for a small community
- Location and the physical beauty of our area. I remember when I first came down the hill on the Interstate and saw the River – there's nothing like that first look
- Cedar Shores – the way we worked together on the project
- Chamberlain is in the heart of pheasant hunting – brings tremendous amount of business in the fall.
- School – we have a lot of people who work very hard to keep it competitive and up-to-date
- Video of Chamberlain/Oacoma – was done by high school students
- We have wonderful things going on here
- Customer service and hospitality that the community provides
- We have tremendous potential
- Arts – music and theatrical productions at school – could be developed further
- Have a lot of talented people
- Great main street
- Housing is available – lots are available. Houses downtown for sale – have a new development
- Medical services available here
- The people

LISTENING SESSION RESPONSES

Strengths and Assets

- Cooperation between Oacoma and Chamberlain City boards
- Location – we are a growing community
- The beauty of this area
- We are ready to embrace new businesses and other mind-sets
- The River and recreation possibilities and the Interstate
- We should be able to expand our potential for homes along the River
- Ditto
- Geographic location is one our biggest assets – we need to be able to promote that more.
- Over the last 10 to 15 years the philosophy has changed to a more aggressive
- Relationship between Oacoma and Chamberlain boards is good
- 99% of the people in this area have a great work ethic. We have a lot of minimum wage jobs out there now, if we could get better paying jobs, we have the people to fill them.
- Hospital – not many towns our size have a hospital.
- The people
- Volunteerism
- Fantastic fire department
- If I was moving to town with young kids, for a town this size, we have a fantastic health care facility and a fantastic school system. Half of senior class each year is on National Honor Society
- Great volunteer fire department
- Location
- Cedar Shores
- Great hospital. We have a shortage of nurses right now and we pay almost as well as S.F.
- Great main street – strong in both communities
- Regional hub for Ft. Thompson, Pukwana, Kimball, etc.
- Self-sustaining community – may cost a few \$ more, but you can find it here.
- Safe community
- Ditto
- Attitude is changing to move forward.
- Great school system
- Good working relationship between cities – two cities in two counties.
- Shared ambulance system
- Shared fire department
- Regional land fill
- Wonderful hospital
- Fire department is second to none
- Water production – on Chamberlain side we have plenty
- Sewer system is about 9 to 10 years old – can be expanded to 10,000 capacity
- Location is great for expansion.
- Can be great “meeting” area
- Volunteerism
- Location – River, Interstate, center of South Dakota
- Ditto

LISTENING SESSION RESPONSES

Strengths and Assets

- People who serve on boards – not doing it for the \$, doing it because they care about the communities we live in.
- Good infrastructure – under the ground and above as well
- Safe community
- City and county working well together
- St. Joseph Indian School is a huge asset. Bring kids to public high school system. Have a lot of professional people
- Golf course.
- Sales tax growth over 6.5% for 2006
- 5 to 7 new housing starts a year in Chamberlain and Oacoma is probably the same.
- Ideal site
- Close to interstate
- People
- The River and small town atmosphere
- Location – it's easy to jump on the Interstate and go visit family
- I see a lot of things growing – soccer, dance, etc.
- Local theater – entertains young, old
- Movie theater – being on interstate – the River
- River and location
- Ditto
- Summer rec program is awesome
- How businesses get together and allow kids to watch movies during school breaks
- Location
- St. Joseph Indian School – it's underappreciated and underutilized
- Friendly people
- School district is innovative and open to suggestions
- Mentor teachers
- If I need something, the businesses will order it for me
- Strong Main Street – there's probably not an open building...we have a good variety of things...
- Hospital
- The River
- Summer rec program
- For families with children in general and in particular St. Joseph's – it's a blessing that the kids are embraced by the school kids and faculty
- No empty businesses downtown – you can get it cheaper in Sioux Falls, but you can still get it here
- I agree with everything Jim just said – he's my boss
- The River
- It's a safe community
- Our schools – excellent education
- Theater arts program
- Collaboration between businesses in town
- Ditto the arts, but not just at school level – there is a viable adult population in Chamberlain that is interested in theater
- Kids – especially in theater

LISTENING SESSION RESPONSES

Strengths and Assets

- If a kid wants to belong, there are things in the school to belong to
- Outdoor activities
- Ditto to everything
- We have one of the best baseball diamonds in the State – it does bring in tournaments
- Cedar Shore Resort
- Progressive school district
- St. Joseph's helps us become more diversified
- Summer rec program – something for all ages to do
- Location – interstate and River
- School district is amazing – amazing teachers who sometimes don't get credit for all they do.
- Safe
- Collaboration with community
- Strong support for professional development – many teachers have their masters, a lot higher percentage than other districts
- Memorial library
- Library – South Dakota Hall of Fame
- Community does a good job of taking care of older population
- Marina
- River
- We are attractive to a population who wants to come here – retirees. Our population is increasing, but our school population isn't.
- Alcohol and/or drug problem – yes
- Internships for students to work with businesses – no, it needs to be developed
- Town pulls together – a lot of community goes to games, etc.
- Sense of community and pride in community
- The River, and it attracts fishermen
- Hunting brings a lot of people to town
- Movie theater
- Small community so everyone knows everyone
- A lot of grown ups are role models
- The bowling dome
- The movie theater
- A lot of baseball fields
- Soccer program
- Swimming pool
- A lot of outdoor activities in the summer
- The River is a big part of this community
- I'm graduating
- Clean – clean streets and mow regularly
- Good community – we know everyone
- I'm forced to be here
- Small community – less crime
- Small town but not REALLY small
- I like growing up here
- Fast food restaurants

LISTENING SESSION RESPONSES

Strengths and Assets

- Three different banks so people can choose
- Hospital
- I was born here and didn't have the sense to leave
- Great place to raise children
- Great musical community
- Good golf course that I can afford to play on
- All my friends are here
- Strong churches
- School system is great
- Sports isn't so great and that bothers some people, but their music is great; Chamberlain's (school) music is tops
- I like living here, you can get out and see people
- My children are safe; everyone looks out for them here
- Most beautiful part of the state
- Theater productions are absolutely fabulous
- Arts are consistently good
- My daughter was an art teacher here; she came back home and taught in her home town for 32 years
- Fishing and boating
- Great teachers
- A diverse main st.
- Lots of options on main St.
- The people that do come back to the community our an asset
- Main st. lots of businesses
- The cooperation between churches and the great school system
- Ditto main st....and unemployment rate is low
- Great place to raise kids...it's safe
- The community is very accepting...the leader make good decisions and do whets right for the community...the Oacoma Community Center is
- When I get up I think about people vacation here and how luck I am that I live here and get to see this every day
- The economic development group and what they are doing...the progress that we have seen trying to get more education
- The river and the interstate...the convention center at Cedar Shore, St. Joe's and other orgs
- Everyone knows everyone...also our youth...
- We have a very giving community...businesses give to the different orgs.
- St. Joe's brings so many jobs and pumps millions of \$\$ into the community...also tourism
- Great health care and St. Joe's has done so much for the community
- The leaders do a good job and support many of the orgs...and gives land to new development
- We are multi-racial
- Ag is one of our major assets. Farmers very strong, even through this drought. Very resilient, year after year
- Opportunity to develop agri-tourism in our area

LISTENING SESSION RESPONSES

Strengths and Assets

- Honest, hard-working people. You can do business on your word.
- Last 10-15 years, hunting lodges have come on, another income for farmers
- River and Interstate
- Ditto on workforce ethics; excellent in this part of the world, problem is we don't have enough
- We are one of the biggest cities between here and Rapid City
- We have had the opportunity to bring two sons back into farming; it is a different agriculture today than it was in past generations
- Chamberlain represents all that you can do in South Dakota
- People know Chamberlain (and Pukwana, for turkey races); people feel good about our community, they like being here, visitors have a good time
- Ag is the nucleus of our community; while we might not agree (town/rural), it is sibling rivalry – we will all defend our community to outside criticism
- Strong work ethic; innovative ag community; risk takers because they have to be
- Our community is known all over the country.
- The more stores, etc. we can offer the better, because people already know who we are and we just need to give them a reason to come.
- Avenue of Flags and the parks
- We have a perfect location for new businesses and industry
- All the people that are in this room and the friendships we have and the goals we have in common
- I-90, hunting and the River because that's what draws people here
- Cedar Shores and downtown
- Our access and availability to water is a strength – such as having green lawns all summer
- The coordination and cooperation of Chamberlain and Oacoma is a strength
- School system
- Regional healthcare system
- It's a great place to raise your family – that's what people want – but we can't sustain their economic needs here right now
- “Grandpa, this place is just like Mayberry- I can ride my bike here and fish here”
- great public education
- great group homes for the mentally challenged
- great health facilities
- St. Joseph's
- Chamberlain Academy
- Location
- We have a lot of professional positions here
- We have quite a few people who have grown up here and are moving back for the professional positions
- Native Americans feel welcome at Quilt Shop and there are classes there and they are friendly.
- Kids are always coming up with new projects and the businesses are so supportive of the projects and what they can do to help.
- Cultural diversity
- Great asset to have the support of the community at our sporting events, etc.

LISTENING SESSION RESPONSES

Strengths and Assets

- We hear all the time, “I love that town – I wish I could live there”.
- Revisit training for frontline employees on what there is to do here. They need to believe themselves that Chamberlain is exciting and there is something to do here.
- Good interstate traffic – hunting and fishing
- Aura of Chamberlain - things we take for granted here
- Not always standing in line and standing in traffic – don’t have to worry about getting lost in Chamberlain
- Location – location – we’ve got it – I’m just stunned we haven’t expanded on it more.
- Great library downtown
- Blessed that we have a very diverse community and our kids are better people for understanding there are other cultures out there.
- The artistic side of Native American culture
- We have made some progress, but we have a ways to go. It would be such a great resource for our kids to tap into – if 33% of our kids are Native American, what a great way to tap into it.
- Our Native American leadership, as the folks who are here. Not that people aren’t interested in doing it, I don’t think anyone knows HOW to do it.
- There is acceptance
- There have been improvements, but we aren’t close to being there yet
- We have a lot of resource people in this community – I made a list and gave to Elementary teacher. Chamberlain school board went down to Ft. Thompson and had a board meeting so parents there could attend. Things like that are really helpful to bridge the gap and for people to be more understanding about our culture.
- The diversity of our community is a positive. I have best friends from both cultures, but they sometimes clash.
- Children work well together – don’t see too much racial stuff
- School system has improved a lot
- Good place to raise your kids
- Summer youth programs – swim lessons, swim teams, baseball
- My favorite part is that I never make an appointment at the clinic – I just walk in and get in.
- We are a great regional health care facility. We probably don’t promote it as much as we should.
- The hospital provides a Dr. for St. Joe’s each morning and they help out as much as they can. The specialists they bring in alleviate us driving all over the State for those services.
- If we didn’t have the facility for injuries of the students, we’d be running to Mitchell all the time.
- Our tie to a major health care system – the support either through technical consulting and other support, we couldn’t do it in our system.
- The specialists that are brought in on a regular basis
- Any time I’ve had to go up to the hospital, the professionalism of the staff is great.
- What the health care system brings to our community is jobs and \$. St. Joe’s and the hospital give us the most jobs in our town...the taxes for our schools.

LISTENING SESSION RESPONSES

Strengths and Assets

- Location is one of our biggest assets. We don't have the competition that some of the other areas in our State. We take pride in who signs our paycheck, but that could be anybody and our health care would be just as good as it is now.

LISTENING SESSION RESPONSES

Projects

What Projects would you like to see accomplished in Chamberlain In the next two, five, ten, and twenty years?

- Anything worth doing is worth overdoing – nature gas development
- Development of new elementary school
- Events center because we are located in the middle of the State. To be that point along the Interstate would be great.
- Something to bring jobs not just in the tourism season
- Bringing in industry
- agri-tourism in this area. What are some of the crops that are raised here?
- Orthodontist in Chamberlain would be great
- Like to see something done with City Hall sitting on Main Street
- Events center
- Some type of industry
- Maintain bridge
- Better cell service – I live West River and cell service is terrible.
- Affordable internet service – high speed is extremely expensive and we're too far out for wireless
- Events center – sports arena – entertainment
- 18 hole golf course
- community college/technical school is in the works
- events center
- medical services grow to become a regional healthcare facility
- My five year plan is to bring the Capitol here – the Governor's isn't on board with that yet...
- Would like to see the development corporation have enough funding to seek out that one industry that would start here
- One "main event" that would pull a lot of people into the area that we would be known for
- Quality jobs
- Events center
- Year-round attractions
- Ditto on the one main event
- Something that makes Chamberlain unique – something people bring their kids here for.
- Museum to house "ten foot turtles" replicas, etc. that were found along the River.
- RV rally or parade
- Sports show moved to June or July
- Mentors for new businesses – have meetings, etc.
- Something to attract older people here – tons of baby boomers on the move who are looking for things to do and places to go. They want to lease a spot for the summer or buy a small lot at a campground.
- Railroad

LISTENING SESSION RESPONSES

Projects

- Ag/tourism - pick own pumpkin / cut down own Christmas tree, etc.
- Old McDonald's farm
- Events center – anytime we can get some more people to come to town – January through May –
- Job growth
- Adequate housing if we are going to bring more people here
- Annual event
- Soccer complex
- We have something no other community in the State has – River and Interstate. We need to “PR” our River more than for fishing to draw families
- Build nice campgrounds
- More access to River on both sides of River for boats
- Boat races
- Grow and expand our medical facilities
- Ditto
- Annual event / celebration
- Community college would be a great benefit for Chamberlain.
- Expanding the airport
- Ditto
- College to keep our young people in the community, as well as the opportunity for us to go back to college and not have to travel an hour or two to go to a class
- Ditto on the community college
- Outdoor amphitheatre on the River
- Farmers market
- Winery
- Chubby Chipmunk chocolate shop
- Access to River for handicapped or elderly
- Access to Indian lodge land
- Saving old Lower Brule Agency house south of Oacoma – Governor Sharpe's house
- Expand boat shop to include RV's
- More things for kids to do “puff football”
- Indoor pool
- Ditto on everything
- Secondary education – community college
- Indoor pool or water park
- Development with Tribal tourism
- City hall – get a “Prairie's Edge” type store in there – pottery store
- Horse riding
- Paddle boat / ferry
- During conventions, have a package to have people on paddle boat, take them across the river to shop, eat, etc., and then paddle boat back.
- Secondary education

LISTENING SESSION RESPONSES

Projects

- Both communities working together to get infrastructure done
- Small industrial jobs like Mitchell, Yankton, Platte
- Need to find something to get kids to stay in town after graduation
- Want to get campus up and running in next 10 years.
- Events center – different sports – baseball in summer – 5,000 seating capacity, performing arts
- Talked with DOT to have off-ramp only to get to hospital
- More businesses created
- Need to communicate with rural people – we are dependent on them to come into town
- Wellness center accessible to all – indoor pool
- Job development
- Incubator sites ready made for businesses to come into
- Better access to River
- More attractions when people come here
- Youth opportunities
- Convention center
- Community college
- Enhancing attractions
- City pool
- Get rid of feedlot on top of hill
- Get buildings ready for businesses to come in, such as strip mall, so that people can just lease
- New businesses – 10 to 20 years, Chamberlain/Oacoma to grow by 1,000 people
- New business
- Post high-school education opportunities
- Focus on hospital, education, St. Joseph as attractions for new business
- That ugly-ass foundation when you come into town – get it filled in or something.
- Infrastructure upgraded and accommodate future growth.
- Airport
- Acquire feedlot or put it out of business
- Events center
- Youth activities
- Candy strippers, Red Cross, etc. to get kids interested.
- Bridge
- Willingness to yield a sense of confidence
- Flex with new ideas
- Be careful what you wish for with new industry, etc.
- Want to see community grow, but not so much that it would change the small town feel
- Teen center
- Auditorium type of theater

LISTENING SESSION RESPONSES

Projects

- Convention center to hold statewide events (athletic, etc.)
- Affordable housing
- Community beautification project for both Chamberlain and Oacoma
- Bicycle bmx track and mototrack
- Arts and theater
- Ice hockey arena – it’s big, but needs to be bigger here
- Convention center with huge gym to hold state events
- Theater for smaller concerts
- Ditto
- Pool that community could use
- Activity center
- More places for activities to occur in town – don’t have a place to put together big events
- Small animal vet – humane society
- Land development
- Expand golf course to 18 holes
- Events center
- I need the \$24 million to build the events center
- Community foundation to recapture some of wealth we are probably losing
- Community center
- Theater
- Golf course
- Events center – summer is good for business, but winter is dead, so we need something to keep everyone busy the whole year
- Event center
- Upgrade pool
- Events center
- Place for theater – collaboration between city of Chamberlain and the schools
- Community to come together as a community – effort to get people together to do things and talk and feel they are part of a community. We have all sorts of diverse groups – get them mixed up and involved.
- Reservations north of us are very important to our community.
- Ditto on swimming pool – develop “kiddy” pool, water features, etc.
- Need to expand on resources we have in the community. Make sure events center is well-rounded – can’t be just a theater, but needs to cover all walks of life.
- Basketball court outside
- Something like the “Y”
- The Y would be beneficial to everybody
- Arby’s
- Need something to do in the winter
- Ice skating rink
- Arena – some place to hold tournaments
- Ditto on the “Y” idea

LISTENING SESSION RESPONSES

Projects

- Wish main street was bigger
- Trails
- Fine arts – theater – use the old City Hall building
- An arcade
- 18 hole golf course
- ditto on golf course
- more jobs
- basketball arena
- events center
- bring more events and visitors to community
- bigger theater with more selection – movies are pretty old when they come to town
- arcade
- motocross park
- skateboarding park
- do something with the bridge
- paintball park
- different places to shop
- make shopping more convenient
- water park
- do something with City Hall
- event center
- post secondary education; community college
- Fix up City Hall
- Ditto
- Ditto
- Hunting, fishing and recreation
- Fix up City Hall for the kids to play basketball there again
- More shopping / clothing
- Big annual event, unique to Chamberlain, bring in lots of people
- Parking improvement; Main St. Parking is limited
- Main St. is too narrow for truck parking
- Redevelop marina
- Farm Show; every winter, included crafts (stopped 2 years ago)
- More money
- Art in the Park
- We need to do more planning and do more assessments of businesses, to help the community and to bring in new businesses
- An arena...also an interstate exit on 264 to the hospital and we need to see something do with the town hall
- Small industries and more job opportunities and more growth
- Events center...city hall and the exit would be great and the pool needs to be updated
- A arena to attract more people

LISTENING SESSION RESPONSES

Projects

- Parks and pools Pool!
- Community center for people to gather at...and more affordable housing
- More education between the development corp and the chamber...housing also...also educate the community to shop locally
- Event center...bike trail
- Bike trail
- Like to see more property developed
- More community activities and youth activities...we our at a central location and should be having more events
- Bike path
- Crisis center get going
- We need weekend and night child care
- Provide opportunities for young people to stay here, expand themselves
- Small industries; we are in the age of two income families
- We need a good recreational core: a bike trail, event center, indoor pool
- We need to address road issues, with transport of corn a real concern
- Pursue the railroad development as an alternative transport
- Health care expense – many spouses work in town for benefits
- Rural vitalization...money back to rural areas
- Mag trains development
- Do something with City Hall
- Programs to bring in workers, families
- Assess recreational facilities
- City could start/incubate new businesses...a list of 7 ideas in city offices waiting for someone to initiate: minnows water test; concrete furniture;
- Handicapped accessible toilet (now made in Newell for 16 states)
- Restore railroad service
- New plant will be biomass
- Establish a state Alzheimer's Unit at Chamberlain – hospital
- Form a partnership with Yankton or Bismarck; if a business wants to expand, do it here, in a similar community
- Alternative fuels
- Sunflowers: now shipped to Huron to be bagged and shipped as bird food
- Look at people who are 15 years out of high school – who is doing what in that age bracket – does old home town sound better than where they are?
- Finish beef to products
- Bike path
- “View the Creatures that Used to Inhabit the Inland Sea” – something that focuses on area history
- beautification project – downtown and homes
- work with GF&P to dredge Wren Lake and develop
- civic center
- get restrooms downtown
- American Creek Marina area dredged

LISTENING SESSION RESPONSES

Projects

- State and Indian Tribes to get casino at Oacoma
- City hall renovated
- New face on main street – paint
- City hall renovation
- Public restrooms
- More \$ spent on highway signs – a group of smaller signs highlighting something we have available.
- Cover up the foundation by the Hall of Fame
- Interstate access by the hospital
- More development by the hospital
- Native American learning center
- Development of River – powerboat races, etc.
- Small industry – 15 to 20 employees
- Civic center – need to move on it now rather than later – if we don't do it, someone else will
- Something to encourage baby boomers to live here six months out of the year
- Bike path south of town (south of interstate) to accommodate residential growth and kids on road
- Area history education
- Pool updated
- Continuous support for local non-profit organizations from local government
- Support from local government for city hall project
- Non-profit thrift store that accepts donations for profits to be used back into the community
- Youth internship conservation
- Boys and girls club / rec center
- In Sioux Falls, only 1% of teaching staff is minority – goal is by 2010 they want 10% to be. I don't see that out of the ordinary considering population you have. We need to work toward developing that relationship here – we don't have a Native person on the school board – need to be careful about “tokenism”. Constant emersion of both cultures to become bi-cultural. In order to understand someone else's culture, we have to become immersed into it.
- It would be nice not to look at this as two locations – Chamberlain and the Native American. Need to pull it together.
- Usually kids are the greatest role model for adults – hopefully the education will seep up to the adults.
- Need to build confidence in Native American children. We think nothing of making Native Americans feel like they can't succeed.
- Absolutely should be representation on school board all the time from Ft. Thompson. Any time there is any little event going on in Chamberlain, that it includes Ft. Thompson, Crow Creek and Lower Brule.
- Provide transportation for rec programs – immerse in summer programs. Why can't we provide transportation up to the Powwows?

LISTENING SESSION RESPONSES

Projects

- When I first started the Youth to Youth group, there were more white students than now.
- We have a bus that will take the Ft. Thompson kids back at 5:30 so they can stay after school to participate in activities
- The one thing that I've seen the community do – most businesses – whenever I see kids going out looking for help for this or that organization, they are always willing to help out, whether Native American or non-Native American.
- Kids are using positive peer pressure to help kids who are “using” or smoking
- Maybe one of the things we should do is on a yearly basis figure out what the economic impact of the Reservation is on the Chamberlain/Oacoma community. “Who is our customer”
- It would be nice if there were activities on the Reservation that the kids from Chamberlain get bused to.
- We go to all the schools in the area and talk about health care opportunities that are available. It's amazing how many kids are interested. We are able to recruit kids from all over the area to intern at our facility. It would be nice to expand that to more businesses.
- We had more things to do during the summer – parades, etc. fun community things in the summer for everyone to do. This is a community of a lot of families and a lot of kids.
- In Chamberlain they go for more new businesses, but not so much in Oacoma.
- The more diverse the area gets, the less racism there is.
- A wellness center in our hospital. It would bring in community involvement and not just to go to the hospital because you're sick
- Day care hooked onto a long term care facility.
- Move into “wellcare”
- Move head with our nursing home project
- Some additional financial support to get people here to work in the health care system in Chamberlain. So we could “lock” people in until they find that they really like it here.
- Increase tourism. Need to stimulate our community to grow and I think our best bet is tourism.
- Direct road from I-90 to the hospital.
- Nursing home project
- Our facility is 20 years old – there are upgrades that we need to do.
- Our hospital becomes a regional facility. If we could get the professionals and the equipment, we could become a phenomenal regional health care system\
- Nursing home – we are looking at a state-of-the-art facility.
- Community, 24-hour/7-day a week day care
- The community needs to realize the facility is THEIR facility, not Sanford.
- The community has to do the work – no rich “hunter” is going to come in and fix everything for us.
- Outreach education program with our hospital. Extended training tied in through satellite teaching.

LISTENING SESSION RESPONSES

Projects

- Community center
- Emergency services 100 times better. Our ambulance service can't even find the people to get them to the hospital.
- Expand our pool
- We are cutting funding for emergency services and in places that, to me, makes our community what it is. We need to really evaluate what everyone is saying in these different sessions – I hope people actually LOOK at the report that is being done from this assessment and the whole community make a change instead of a handful of people who are trying to change the world. The whole community needs to take pride in the community – we need to pull together!
- A lot of people don't have a clue where we are going on the nursing home.
- It would be great to have a state-of-the-art hospital – it's hard to get everyone to see the whole picture and get on the bandwagon and support it.
- Have something in the newspaper about what is being looked at for the hospital so that people feel more involved. A “hospital brief” to let people know what's going on.

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.**