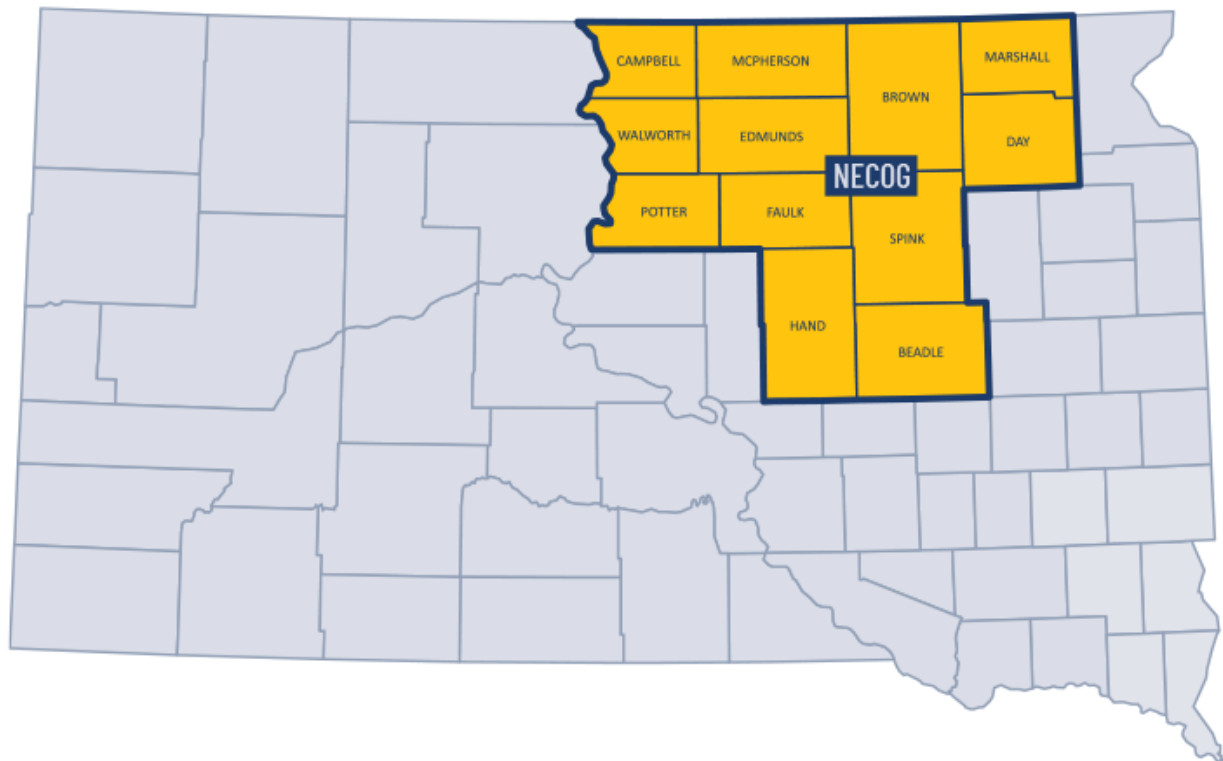


# Northeast Council of Governments Comprehensive Economic Development Strategy 2024-2028



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## ***EXECUTIVE SUMMARY***

This Comprehensive Economic Development Strategy (CEDS) serves as an update of the 2018 Northeast Council of Government (NECOG) CEDS. This update will cover the next five years. It will serve as the basis for monitoring and evaluating the region's long term economic goals and strategies and coordinate the economic development activities in the region. The CEDS process and document should be used as a tool for developing goals and strategies that will guide the economic growth of the region.

The CEDS fulfills the requirements of the Economic Development Administration (EDA) as NECOG is designated as an Economic Development District (EDD). A CEDS must be approved by the EDA for counties and communities to be eligible for EDA funding programs. The NECOG staff and NECOG CEDS committee worked with their member local units of government, economic development partners, businesses, and area leaders along with input from community surveys to identify strengths and weaknesses and update the goals, tasks, performance measures, schedule and evaluation indicators for the region. The CEDS will assist in creating new partnerships in the region and strengthen existing ones while promoting change and quality of life improvements for residents.

NECOG is composed of twelve counties located in Northeast South Dakota: Beadle, Brown, Campbell, Day, Edmunds, Faulk, Hand, Marshall, McPherson, Potter, Spink and Walworth.

Key demographic/economic facts include:

- Population growth in only 3 of the 12 counties from 2010-2020
- 11 of 12 Counties have a median age higher than the state and national numbers
- 63% of the municipalities in the region are under 200 in population
- 7 of 12 Counties exceed the per capita personal income of the state
- 4 of 12 counties have a poverty rate below the national rate
- Unemployment rates for the region are below the national unemployment rate
- Housing values and new housing construction fall below state and national numbers
- Ag income affected by fluctuating commodity prices and weather conditions

The goals, objectives and strategies set forth in this document will help guide the region towards furthered community and economic development. These goals which were developed through input with local stakeholders and the CEDS committee are:

- To Improve, Develop, and Expand Community and County infrastructure, programs and facilities.
- To Improve Public and Private Economic opportunities throughout the region.
- Provide technical assistance to support public and private entities through professional staff.

The objectives, strategies and action plan for these goals are outlined further in this plan, as well as the actions necessary to accomplish these goals. The action plan also provides an evaluation framework to check the region's progress.

This document strives to provide a strategy to address the weaknesses and build on the region's strengths to improve the overall regional economy and quality of life. The document is dynamic in nature and may change in the coming years based on the economic climate and feedback from stakeholder.

# **INTRODUCTION**

## **Purpose**

The Northeast Council of Governments (NECOG) is a Planning and Development District. Planning and Development Districts were authorized in South Dakota in 1970 by executive order of Governor Frank Farrar to promote regional cooperation and economical service delivery. Six Planning and Development Districts currently operate in South Dakota. Each individual district is a voluntary association of governments and operates under its own separate “Joint Exercises of Governmental Power” authorized by South Dakota codified law 1-24. The NECOG region is comprised of the following 12 counties: Beadle, Brown, Campbell, Day, Edmunds, Faulk, Hand, McPherson, Marshall, Potter, Spink and Walworth.

NECOG has prepared this “Comprehensive Economic Development Strategy” (CEDS) to analyze the economic and community development needs of NECOG’s twelve county region in northeast and north central South Dakota and develop a guide for future community and economic efforts.

The CEDS document is mandated by the Economic Development Administration (EDA) and is used to define Economic Development Districts throughout the nation. Goals and objectives are revised annually, while the entire CEDS document must be updated to reflect regional growth and change every five years.

The CEDS continuous planning process involves public (government) and private for-profit and non-profit sectors tasked with identifying short-term and long-term regional development issues/needs and developing goals, objectives, and strategies to address economic development priorities.

The CEDS summarizes various development priorities; however its overall effectiveness as a planning tool depends on individual local governments, organizations, and businesses. Other than the control NECOG exercises of its own staff and operations, this CEDS is strictly advisory. NECOG continues to actively pursue partnership oriented strategies as it works to fulfill its mission for the region, and NECOG will utilize and promote the CEDS as a guide for regional community and economic development initiatives. The value of the CEDS to the NECOG region is its ability:

- To accurately describe the NECOG region in terms of political, geographic, economic, and social relationships;
- To promote a regional view of economic and community development;
- To identify regional economic and community development issues and priorities;
- To identify technical and financial resources available for community and economic development;
- To be a relevant planning guide that evolves over time as needs change.

This CEDS is based upon a five-year planning period from 2024-2028. The success of the region and this CEDS depends upon having strong leadership at both the regional and local levels. The region’s progress can be measured both quantitatively, by reviewing relevant data trends, jobs created, investment, etc., or qualitatively, such as changes in attitudes, perceptions about the region, etc.

The CEDS is a valuable tool for identifying common challenges and opportunities. Projects can be developed over the five-year planning period at the regional and local levels to address the identified challenges and opportunities. It is hoped that the CEDS will become a mechanism through which more collaboration among communities will occur to help overcome common challenges in a way that

reduces duplication of efforts and more efficiently addresses community concerns. As a tool for area leaders, the CEDS offers both insights and information that will improve the odds of success.

### **CEDS Committee**

NECOG's Governing Body serves as the CEDS Committee. The CEDS committee's primary function is to assist in the development of the CEDS. This is done through reviewing the activities and services provided by NECOG, identifying goals and objectives, and assessing NECOG's performance in meeting those goals and objective.

The committee has a broad base of representation from throughout the region. Many of the committee members serve in multiple community roles and has the membership characteristics to meet EDA's requirements including representation from the private and public sector. A membership roster is submitted to EDA for its review on an annual basis. In addition to the committee, the CEDS relies upon input from a variety of sources and groups including individuals involved with or having expertise in the following areas:

- Agriculture
- Community Based Groups
- Economic Development
- Education
- Finance
- Governmental Affairs
- Healthcare
- Housing
- Planning & Zoning
- Private Business
- Public/Private Infrastructure
- Tourism

The CEDS Strategy Committee is a key component in the development of the CEDS, but it is not the only one involved in economic development. The CEDS draws upon a wide ranging expertise and works to complement existing planning efforts occurring at the state, regional and local levels. Including several community and economic development groups that have developed their own strategic planning efforts, County/City local Hazard Mitigation Plans and the States Infrastructure First plan which is currently being developed and NECOG has provided input for. Where applicable, this CEDS has drawn upon these efforts as an additional resource for identifying challenges, strengths, and potential projects. The CEDS committee NECOG will also work closely with local development groups and other regional organizations to broaden strategy participation and effectiveness.

### **Process**

There are several basic elements the CEDS is required to address and NECOG will incorporate these elements to complete a multi-faceted planning process. Each part has a relationship to the whole regional "picture." This document includes:

- A Summary Background that includes a look at the region and its economy;
- A SWOT analysis of the region;
- A set of development goals and objectives;
- A Strategic Direction/Action Plan;
- Economic Resiliency;
- An Evaluation Framework for identifying performance measures;

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

Upon completion, the CEDS will be available to various interested constituencies throughout the region. NECOG will work to inform interested parties on the availability of the CEDS and its use as a planning tool. NECOG will provide access to the CEDS through the NECOG website at [www.necog.org](http://www.necog.org), which will make it freely available on an on-going basis. Each year, as the region's needs change, NECOG's annual Scope of Work will also evolve in order to reflect these changes.

## **SUMMARY BACKGROUND – ECONOMIC CONDITIONS**

Information on the region’s economic development characteristics and conditions is presented in the following tables. The data sets summarize changes, trends, and circumstances that directly affect the region’s economic development potential. Whenever possible, regional data will be compared to state and national numbers. This information is not intended to fully document or prove any particular points of view. Rather, data sets will provide a sense of how the region’s economy functions.

### **Population**

The NECOG region has experienced an estimated net increase of 2.3% in population between 2010 and 2020. Three counties experienced population growth, and two of these counties saw increases due to each having a large community that serves as a regional hub. The counties with the largest population losses are typically heavily dependent upon agriculture and isolated from larger population centers. Table 1 shows the changes in population of the counties within NECOG. Between 2010 and 2020, 9 of the 12 NECOG counties and an estimated 70% of all of NECOG communities lost population.

**Table 1: Population History**

County	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020	% Change 2010-2020	% Change 1930-2020
Beadle	22,917	19,648	21,082	21,682	20,877	19,195	18,253	17,023	17,398	19,149	10.1%	-16.4%
Brown	31,458	29,676	32,617	34,106	36,920	36,962	35,580	35,460	36,531	38,301	4.8%	21.8%
Campbell	5,629	5,033	4,046	3,531	2,866	2,243	1,965	1,782	1,466	1,377	-6.1%	-75.5%
Day	14,606	13,565	12,294	10,516	8,713	8,133	6,978	6,267	5,710	5,449	-4.6%	-62.7%
Edmunds	8,712	7,814	7,275	6,079	5,548	5,159	4,356	4,367	4,071	3,986	-2.1%	-54.2%
Faulk	6,895	5,168	4,752	4,397	3,893	3,327	2,744	2,640	2,364	2,125	-10.1%	-69.2%
Hand	9,485	7,166	7,149	6,712	5,883	4,948	4,272	3,741	3,431	3,145	-8.3%	-66.8%
McPherson	8,774	8,353	7,071	5,821	5,022	4,027	3,228	2,904	2,459	2,411	-2.0%	-72.5%
Marshall	9,540	8,880	7,835	6,663	5,965	5,404	4,844	4,576	4,656	4,306	-7.5%	-54.9%
Potter	5,762	4,614	4,688	4,926	4,449	3,674	3,190	2,693	2,329	2,472	6.1%	-57.1%
Spink	15,304	12,527	12,204	11,706	10,595	9,201	7,981	7,454	6,415	6,361	-0.8%	-58.4%
Walworth	8,791	7,274	7,648	8,097	7,842	7,011	6,087	5,974	5,438	5,315	-2.3%	-39.5%
NECOG	147,873	129,718	128,661	124,236	118,573	109,284	99,478	94,881	92,268	94,397	2.3%	-36.2%
South Dakota	692,849	642,961	652,740	680,514	665,507	690,768	696,004	754,844	814,180	886,667	8.9%	28.0%
United States	123,202,624	132,164,569	151,325,798	179,323,175	203,211,926	226,545,805	248,709,873	281,421,906	308,745,538	331,449,281	7.4%	169.0%

Sources: US Census Bureau Decennial Census 1930-2020

A significant issue for the NECOG rural areas is an increasingly aged population as youth out-migration continues. In 2022, only our two counties that each have a large population center were comparable with the statewide or national median age (Table 2). The regions percentage of the population over age 65 also is higher than the state and national percentage (Table 3).

**Table 2: Median Age (Years) by County**

County	2000	2010	2020
Beadle	40.1	41.2	36.2
Brown	37.2	38.6	38.2
Campbell	41.9	50.1	53.5
Day	42.9	47.9	47.2
Edmunds	41.6	45.7	44.7
Faulk	41.5	46.9	46.4
Hand	43.6	48.2	46.9
McPherson	47.6	50.8	51.6
Marshall	41.6	43.2	42.6
Potter	45.8	50.6	52.2
Spink	39.9	44.4	42.9
Walworth	42.8	47.2	43.7
South Dakota	35.6	36.9	37.7
United States	35.9	37.2	38.8

Sources: US Census Bureau Decennial Census 2000-2020

**Table 3: Population (%) over 65 by County**

County	2000	2010	2020
Beadle	19.4%	17.3%	17.8%
Brown	16.2%	16.1%	18.1%
Campbell	22.1%	25.2%	27.7%
Day	23.5%	22.9%	26.3%
Edmunds	22.2%	21.7%	23.0%
Faulk	22.9%	23.7%	27.1%
Hand	24.2%	25.3%	26.2%
McPherson	29.6%	29.8%	29.2%
Marshall	21.3%	19.1%	23.4%
Potter	25.0%	26.9%	30.7%
Spink	18.9%	20.1%	22.0%
Walworth	21.9%	24.0%	24.9%
NECOG	19.6%	19.2%	20.8%
South Dakota	14.3%	14.7%	17.7%
United States	12.4%	13.0%	16.8%

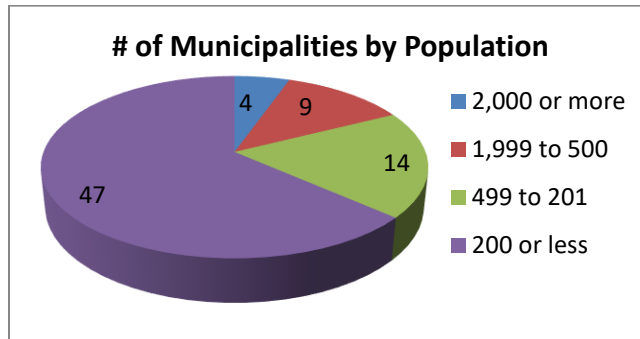
Sources: US Census Bureau Decennial Census 2000-2020

The regional population appears to have stabilized after decades of population decline and may continue to experience slight increases this decade. The increase and stabilization of the population is not seen evenly throughout the region, but rather focused in two urban areas and a few other pocketed areas that will likely continue to show growth. For the majority of the region with smaller populations ongoing population losses may continue to be experienced as has been the case for several decades. It is expected that as the population of smaller communities decline, there may be a shift into the larger communities of the county and region. These shifts are typically accelerated by the loss of the local school or major employer in the town/county. Those communities under 200 in population are in the most danger of declining and they represent the largest percentage of communities in the region as displayed in Figure 1.

Many of these communities once contained several competing businesses and are now fortunate to have one viable establishment. Local schools have been consolidated and most of the school children in these towns ride buses to the next town and many of the parents commute for work.



**Figure 1: Percent of NECOG Communities by Municipal Class**

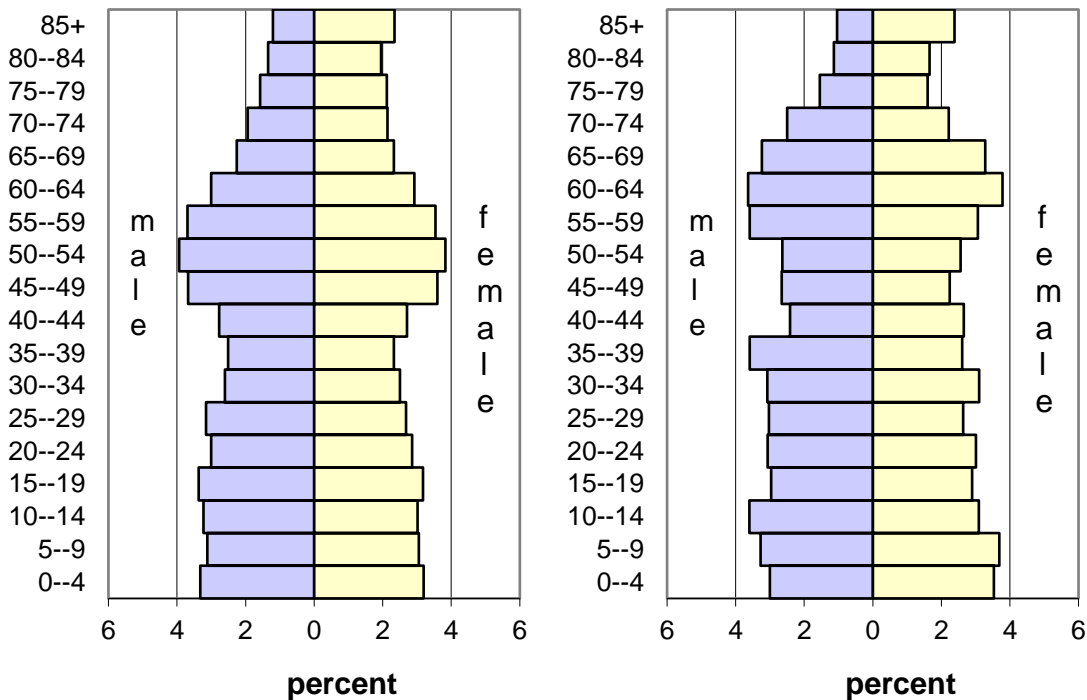


Another demonstration of the age demographics of the region can also be demonstrated with a population pyramid of the NECOG region in Figure 2. A great deal of information can be determined about the population breakdown by age and sex of an area by viewing a population pyramid. A rapidly growing region would have a true pyramid shape. With far more young, then old being represented on the pyramid. In the NECOG region the future population challenge lies with a large age group falling between 55-69 years of age which would demonstrate negative population growth. This group was the largest age group 10 years prior representing the 45-59 year olds.

**Figure 2: Population Pyramids**

**NECOG Region 2010**

**NECOG Region 2022**



## Income

When looking at the percentage of people below the poverty rate, seven of the twelve counties in NECOG’s region have poverty rates below the statewide average of 12.5%. Day, Faulk and McPherson Counties have the highest percentages at are over 15% and two Counties are under 10%.

**Table 4: Median Family, Per Capita Income and Percent of Persons Below Poverty**

County	Median Family Income	Per Capita Income	% of People Below Poverty	Median Income Compared to State	Median Income Compared to National
Beadle	\$ 77,470	\$ 32,177	12.9%	87.0%	83.6%
Brown	\$ 96,494	\$ 38,035	11.0%	108.4%	104.2%
Campbell	\$ 90,461	\$ 40,617	12.4%	101.6%	97.6%
Day	\$ 76,583	\$ 34,210	15.2%	86.1%	82.7%
Edmunds	\$ 88,450	\$ 40,159	10.1%	99.4%	95.5%
Faulk	\$ 90,288	\$ 31,533	18.0%	101.5%	97.5%
Hand	\$ 99,000	\$ 40,952	9.7%	111.2%	106.9%
McPherson	\$ 71,389	\$ 41,144	16.3%	80.2%	77.1%
Marshall	\$ 100,291	\$ 44,857	12.5%	112.7%	108.3%
Potter	\$ 89,750	\$ 34,335	9.8%	100.8%	96.9%
Spink	\$ 89,952	\$ 37,138	12.1%	101.1%	97.1%
Walworth	\$ 75,985	\$ 35,602	15.1%	85.4%	82.0%
South Dakota	\$ 88,996	\$ 36,850	12.5%	N/A	96.1%
United States	\$ 92,646	\$ 41,261	11.5%	104.1%	N/A

Sources: US Census Bureau ACS 2022 5 year estimates

Median Family Income in the NECOG region ranges from \$71,389 in McPherson County to \$100,291 in Marshall County. Seven counties have Median Family Incomes exceeding the State average and three counties exceed the national average.

## Labor Force

Table 5 shows a comparison of labor force statistics for the twelve-county region over the past six years. The overall unemployment rates have remained low in the NECOG region and the State in general. Walworth County was the only county to have an unemployment rate over 3% during this time. Presently 6 of the 12 Counties in the region have an unemployment rate higher than the statewide average of 1.9%. Even though unemployment rates remain low, these percentages do not consider “under-employment” factors which may include people having more than one job or someone working below their skill level. Also concerning is that all 12 Counties have a labor force smaller than that of six years ago. With a population that has been estimated to have increased during the same time, one assumption for the contrast is an aging population that is leaving the workforce.

Labor force in the NECOG region has dropped from 51,230 in 2014, to 50,289 in 2018, to 47,560 in 2024 for over a 5% decrease during the past six year period.

**Table 5: Labor Force Statistics (2018 and 2024)**

County	Total Labor Supply		Employed		Unemployed		Unemployment Rate	
	June 2018	May 2024	June 2018	May 2024	June 2018	May 2024	June 2018	May 2024
<b>Beadle</b>	9,735	9,464	9,498	9,303	237	161	2.4%	1.7%
<b>Brown</b>	21,136	20,057	20,554	19,675	582	382	2.8%	1.9%
<b>Campbell</b>	866	764	837	746	29	18	3.3%	2.4%
<b>Day</b>	2,903	2,762	2,798	2,710	105	52	3.6%	1.9%
<b>Edmunds</b>	2,156	1,987	2,103	1,949	53	38	2.5%	1.9%
<b>Faulk</b>	1,154	1,078	1,116	1,058	38	20	3.3%	1.9%
<b>Hand</b>	1,901	1,877	1,858	1,851	43	26	2.3%	1.4%
<b>McPherson</b>	1,096	980	1,059	954	37	26	3.4%	2.7%
<b>Marshall</b>	2,471	2,429	2,387	2,381	84	48	3.4%	2.0%
<b>Potter</b>	1,205	1,065	1,168	1,040	37	25	3.1%	2.3%
<b>Spink</b>	3,334	3,039	3,230	2,972	104	67	3.1%	2.2%
<b>Walworth</b>	2,332	2,058	2,224	1,994	108	64	4.6%	3.1%
<b>NECOG</b>	50,289	47,560	48,832	46,633	1,457	927	2.9%	1.9%
<b>South Dakota</b>	466,374	483,402	452,671	474,147	13,703	9,255	2.9%	1.9%
<b>United States</b>							4.0%	4.0%

<https://dlr.sd.gov/lmic/default.aspx>

### Regional Economic Clusters

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

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

NECOG staff utilized statsamerica.org to identify industry clusters for the entire region. Table 6 shows the top industry clusters in the NECOG region. Location quotients measure the concentration of employment in a particular cluster compared to the cluster’s employment at the national level.

A location quotient in an industry cluster greater than 1.00 shows a higher concentration of employment within that cluster than in the same cluster at the national level. A LQ greater than 1.20 can be regarded as an industry cluster which is meeting the demands and needs of the region and exporting goods and

services beyond the region. A LQ score between 0.75 and 1.20 shows that the industry cluster is probably meeting the needs of the region in terms of employment. LQs less than 0.75 show a significantly lower concentration of jobs in the industry cluster than the national level.

The cluster analysis confirms that NECOG is an agricultural region. Agricultural Business accounted for most of the LQ's over a 1, with Upstream Chemical Products having the highest LQ at 11.08.

**Table 6: Industry Clusters NECOG (2024)**

Description	Number of Employees	Location Quotient	Average Wage
Local Health Services	5799	0.14	\$ 48,899
Government	3172	0.23	\$ 45,093
Local Education and Training	3165	0.11	\$ 43,963
Local Hospitality Establishments	3082	0.07	\$ 14,524
Local Real Estate, Construction, & Development	2737	0.13	\$ 47,110
Local Motor Vehicle Products & Services	2118	0.22	\$ 34,793
Livestock Processing	1803	2.87	\$ 45,578
Local Financial Services	1642	0.20	\$ 59,078
Distribution & Electronic	1544	0.34	\$ 61,388
Production Technology & Heavy Machinery	1414	3.11	\$ 65,929
Local Food & Beverage Processing & Distribution	1354	0.13	\$ 29,940
Local Commercial Services	1163	0.08	\$ 41,369
Local Logistical Services	957	0.17	\$ 43,699
Food Processing & Manufacturing	902	1.52	\$ 58,269
Education & Knowledge Creation	869	0.36	\$ 47,930
Hospitality & Tourism	864	0.14	\$ 20,082
Livestock Farming	702	1.74	\$ 43,513
Local Community & Civic Organizations	700	0.10	\$ 26,759
Transportation & Logistics	653	0.32	\$ 48,440
Upstream Chemical Products	640	11.08	\$ 66,310
Local Household Goods & Services	614	0.21	\$ 30,011
Crop Farming	593	2.14	\$ 38,497

Source: [www.statsamerica.org](http://www.statsamerica.org)

**Business and Economic Development**

Table 7 shows the taxable sales by county between 2021 and 2023, which provides a good measure of the size of the economic output of each of the counties in the region. Brown County has by far the largest taxable sales at nearly two and half times that of the next county and 49% of the total taxable sales in the NECOG region. All twelve of the counties have shown an increase in taxable sales over the past three years, with half increasing their percentage at a rate faster than the State as a whole. The NECOG region represents 7% of the State's total taxable sales.

**Table 7: Taxable Sales by County (2021 - 2023)**

County	2021	2022	2023	Percentage Change 2021-2023
Beadle	\$ 366,552,199	\$ 411,403,296	\$ 452,441,586	23.4%
Brown	\$ 1,046,392,972	\$ 1,080,789,571	\$ 1,085,296,977	3.7%
Campbell	\$ 17,438,972	\$ 18,207,040	\$ 20,025,008	14.8%
Day	\$ 87,604,677	\$ 95,312,250	\$ 98,130,944	12.0%
Edmunds	\$ 66,387,118	\$ 71,307,079	\$ 82,085,153	23.6%
Faulk	\$ 23,296,450	\$ 27,521,073	\$ 31,308,312	34.4%
Hand	\$ 50,105,185	\$ 56,249,111	\$ 67,796,025	35.3%
McPherson	\$ 21,501,639	\$ 23,560,738	\$ 23,993,434	11.6%
Marshall	\$ 68,577,254	\$ 83,221,122	\$ 74,410,460	8.5%
Potter	\$ 38,141,063	\$ 43,068,222	\$ 46,956,056	23.1%
Spink	\$ 79,548,024	\$ 84,624,500	\$ 89,748,645	12.8%
Walworth	\$ 112,237,439	\$ 122,711,719	\$ 132,680,881	18.2%
NECOG	\$ 1,977,782,992	\$ 2,117,975,719	\$ 2,204,873,482	11.5%
South Dakota	\$ 28,682,220,255	\$ 31,598,292,018	\$ 33,047,222,714	15.2%

Source: [http://dor.sd.gov/Taxes/Business\\_Taxes/](http://dor.sd.gov/Taxes/Business_Taxes/)

A Pull Factor measures the relative strength of a community or counties retail trade sector and is computed by:

$$\text{Pull Factor} = \frac{\text{County or community retail trade per capita}}{\text{Region or State retail trade per capita}}$$

A Pull Factor higher than 1 suggests that the county or community is generating per capita retail trade with a drawing power greater than leakages. A Pull Factor less than 1 suggests that the county or community has a drawing power less than the leakages.

No county in the NECOG region has a Pull Factor higher than 1 when compared to the State. 3 counties have a pull factor over 1 when compared to the region and all three of those counties have communities that are retail hubs for the area. Table 8 shows the Pull Factor for counties within the NECOG region.

**Table 8: Retail Trade Pull Factors (2023)**

County	Population 2020	Retail Trade Taxable Sales CY 2023	Per Capita Retail Trade 2023	Pull Factor Region	Pull Factor State
Beadle	19,149	\$ 294,903,748	\$ 15,400.48	1.10	0.77
Brown	38,301	\$ 684,020,393	\$ 17,859.07	1.27	0.89
Campbell	1,377	\$ 10,082,401	\$ 7,322.01	0.52	0.37
Day	5,449	\$ 55,439,365	\$ 10,174.23	0.72	0.51
Edmunds	3,986	\$ 37,777,770	\$ 9,477.61	0.67	0.47
Faulk	2,125	\$ 16,378,344	\$ 7,707.46	0.55	0.39
Hand	3,145	\$ 29,908,302	\$ 9,509.79	0.68	0.48
McPherson	2,411	\$ 13,695,402	\$ 5,680.38	0.40	0.28
Marshall	4,306	\$ 33,884,046	\$ 7,869.03	0.56	0.39
Potter	2,472	\$ 24,087,355	\$ 9,744.08	0.69	0.49
Spink	6,361	\$ 44,689,892	\$ 7,025.61	0.50	0.35
Walworth	5,315	\$ 82,011,877	\$ 15,430.27	1.10	0.77
NECOG	94,397	\$ 1,326,878,895	\$ 14,056.37	1.00	0.70
South Dakota	886,667	\$ 17,713,694,924	\$ 19,977.84		1.00

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

## **Housing**

The importance of housing to a region’s development potential is often understated, but cannot be overlooked. Housing conditions influence both the quality of life and economic vitality. The following data provides a limited snapshot of housing factors.

Table 9 shows the distribution of housing units in NECOG’s region as of the 2022 American Community Survey. The vast majority of housing units within the region are single family homes. Beadle and Brown County have a large number of multiple family homes at 19% and 31% and this is typical for larger areas with larger populations. Mobile home or trailer units in Potter County make up 24% of the total housing units and are nearly twice that of any other county. Potter County has several housing areas along the Missouri river where the predominant housing unit is a mobile home or trailer. These areas are primarily seasonal and take advantage of the recreational opportunities that the river provides. Remaining counties have high percentages of single family homes and in many cases lack the option of multiple family units.

**Table 9: Housing Units (2022)**

County	Total Housing Units	Single Family	Percentage of Total Housing Units	Multiple Family	Percentage of Total Housing Units	Mobile Home or Other	Percentage of Total Housing Units
Beadle	8,436	6,336	75%	1,567	19%	533	6%
Brown	17,948	11,411	64%	5,502	31%	1,035	6%
Campbell	926	732	79%	69	7%	125	13%
Day	3,428	2,941	86%	316	9%	171	5%
Edmunds	1,948	1,670	86%	72	4%	206	11%
Faulk	1,046	839	80%	118	11%	89	9%
Hand	1,705	1,384	81%	193	11%	128	8%
McPherson	1,255	1,094	87%	114	9%	47	4%
Marshall	2,412	1,981	82%	210	9%	221	9%
Potter	1,583	1,100	69%	108	7%	375	24%
Spink	3,007	2,489	83%	290	10%	228	8%
Walworth	2,939	2,350	80%	257	9%	332	11%
NECOG	46,633	34,327	74%	8,816	19%	3,490	7%
South Dakota	396,623	282,891	71%	82,163	21%	31,569	8%
United States	140,943,613	95,177,053	68%	37,475,941	27%	8,290,619	6%

Source: ACS 2022 5 year estimate

Aging housing infrastructure is a major challenge, particularly in rural areas of NECOG. Table 10 shows the age of the existing housing stock for each county within the NECOG region based on 2022 American Community Survey data. Regarding housing stock that dates back to 1969 or earlier, 36% of South Dakota’s housing stock was built before 1969. All of the NECOG counties combined have 52% of housing stock built before 1969. Brown County and Potter County are the lowest at 45% and 46%. Campbell, Faulk, McPherson, and Spink all exceed 60%. In Campbell and McPherson Counties, each county has had 10% or less of their housing stock built between 2000 and 2022. The State average is 19% and no county in the NECOG region meets the State’s average. Several new housing developments in the region are moving forward after receiving funding from a one time state grant program.

**Table 10: Housing Units Age of Structure (2022)**

	<b>Beadle</b>	<b>Brown</b>	<b>Campbell</b>	<b>Day</b>	<b>Edmunds</b>	<b>Faulk</b>	<b>Hand</b>
<b>Total Housing Units</b>	8,436	17,948	926	3,428	1,948	1,046	1,705
<b>Built 2020 or later</b>	21	70	-	14	-	-	-
<b>% of Total Housing Units</b>	0%	0%	0%	0%	0%	0%	0%
<b>Built 2010-2019</b>	642	2,022	44	234	88	50	101
<b>% of Total Housing Units</b>	8%	11%	5%	7%	5%	5%	6%
<b>Built 2000-2009</b>	539	1,664	38	352	134	86	110
<b>% of Total Housing Units</b>	6%	9%	4%	10%	7%	8%	6%
<b>Built 1990-1999</b>	869	1,640	104	143	188	76	115
<b>% of Total Housing Units</b>	10%	9%	11%	4%	10%	7%	7%
<b>Built 1980-1989</b>	526	1,595	57	223	210	57	118
<b>% of Total Housing Units</b>	6%	9%	6%	7%	11%	5%	7%
<b>Built 1970-1979</b>	1,111	2,841	60	553	275	157	264
<b>% of Total Housing Units</b>	13%	16%	6%	16%	14%	15%	15%
<b>Built 1960-1969</b>	982	1,973	115	355	176	110	130
<b>% of Total Housing Units</b>	12%	11%	12%	10%	9%	11%	8%
<b>Built 1950-1959</b>	903	1,806	123	231	264	101	202
<b>% of Total Housing Units</b>	11%	10%	13%	7%	14%	10%	12%
<b>Built 1940-1949</b>	664	751	63	300	117	50	88
<b>% of Total Housing Units</b>	8%	4%	7%	9%	6%	5%	5%
<b>Built 1939 or earlier</b>	2,179	3,586	322	1,023	496	359	577
<b>% of Total Housing Units</b>	26%	20%	35%	30%	25%	34%	34%
	<b>McPherson</b>	<b>Marshall</b>	<b>Potter</b>	<b>Spink</b>	<b>Walworth</b>	<b>NECOG</b>	<b>South Dakota</b>
<b>Total Housing Units</b>	1,255	2,412	1,583	3,007	2,939	46,633	396,623
<b>Built 2020 or later</b>	-	-	-	24	16	145	2,096
<b>% of Total Housing Units</b>	0%	0%	0%	1%	1%	0%	1%
<b>Built 2010-2019</b>	56	142	61	182	200	3,822	45,822
<b>% of Total Housing Units</b>	4%	6%	4%	6%	7%	8%	12%
<b>Built 2000-2009</b>	32	253	210	231	135	3,784	55,828
<b>% of Total Housing Units</b>	3%	10%	13%	8%	5%	8%	14%
<b>Built 1990-1999</b>	75	119	108	232	137	3,806	49,393
<b>% of Total Housing Units</b>	6%	5%	7%	8%	5%	8%	12%
<b>Built 1980-1989</b>	59	206	161	163	236	3,611	38,215
<b>% of Total Housing Units</b>	5%	9%	10%	5%	8%	8%	10%
<b>Built 1970-1979</b>	159	451	325	287	519	7,002	60,257
<b>% of Total Housing Units</b>	13%	19%	21%	10%	18%	15%	15%
<b>Built 1960-1969</b>	203	264	187	239	404	5,138	30,664
<b>% of Total Housing Units</b>	16%	11%	12%	8%	14%	11%	8%
<b>Built 1950-1959</b>	172	157	202	267	340	4,768	33,581
<b>% of Total Housing Units</b>	14%	7%	13%	9%	12%	10%	8%
<b>Built 1940-1949</b>	113	83	77	173	237	2,716	15,776
<b>% of Total Housing Units</b>	9%	3%	5%	6%	8%	6%	4%
<b>Built 1939 or earlier</b>	386	737	252	1,209	715	11,841	64,991
<b>% of Total Housing Units</b>	31%	31%	16%	40%	24%	25%	16%

Source: ACS 2022 5 year estimate

Table 11 shows the distribution of the existing housing stock based on home values. Approximately 18% of the State’s housing stock had a value of \$100,000 or less. In comparison eleven of the twelve NECOG counties have between 35% and 63% of the value of their housing stock below \$100,000. Brown County (16%) is the only county below the State average. This is primarily due in large part to the age of the housing stock as noted in the previous table.

**Table 11: Housing Values (2022)**

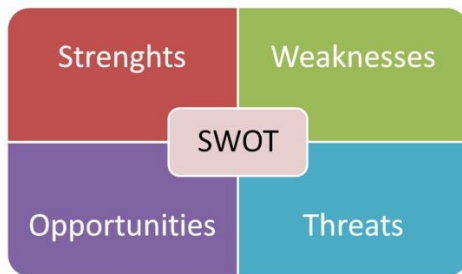
County	Total Owner Occupied Units	Less \$50,000	\$50,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 to \$299,999	\$300,000 to \$499,000	\$500,000 or more
Beadle	5,214	11.9%	23.0%	14.5%	12.5%	20.4%	10.7%	7.1%
Brown	10,568	7.7%	8.7%	14.7%	18.8%	24.6%	18.1%	7.4%
Campbell	572	30.2%	27.4%	17.1%	9.8%	7.5%	7.3%	0.5%
Day	1,757	12.1%	24.2%	16.4%	11.0%	16.6%	8.8%	10.8%
Edmunds	1,278	19.2%	18.1%	15.2%	12.1%	11.4%	12.1%	11.9%
Faulk	637	25.9%	18.1%	13.5%	15.4%	12.9%	9.6%	4.7%
Hand	958	23.1%	16.1%	10.9%	17.0%	13.9%	16.1%	3.0%
McPherson	685	31.8%	31.7%	14.9%	4.1%	9.2%	5.3%	3.1%
Marshall	1,311	18.8%	20.4%	12.1%	13.1%	20.1%	7.7%	7.7%
Potter	805	18.3%	20.5%	18.3%	11.9%	16.4%	10.3%	4.3%
Spink	1,869	24.1%	23.0%	15.2%	9.0%	13.4%	10.5%	4.8%
Walworth	1,746	16.6%	26.3%	15.3%	9.9%	17.0%	10.0%	4.9%
NECOG	27,400	13.9%	17.3%	14.7%	14.4%	19.6%	13.3%	6.9%
South Dakota	240,328	9.3%	9.4%	11.5%	14.1%	26.1%	20.6%	7.6%
United States	74,881,068	6.2%	8.4%	10.0%	11.8%	21.6%	26.2%	18.5%

Source: ACS 2022 5 year Estimate



## SWOT ANALYSIS

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



Central to the outcome of the NECOG CEDS is identifying the strengths, weaknesses, opportunities and threats (SWOT) of the region and determining ways to capitalize on the regions' strengths and opportunities while overcoming its weaknesses and threats. The following SWOT analysis was compiled by

using a variety of inputs, including a brainstorming session of the CEDS Committee, one-on-one discussions with the NECOG membership and reviewing surveys they completed, the 2024 Community and Regional Economic Development Survey instrument, and a review of relevant documents including the NECOG 2019-2023 CEDS.

### Regional Survey

NECOG conducted a region-wide survey to identify local and area priorities. The survey instrument was provided to all member organizations, economic development officials, partners, and various community groups and businesses throughout the region. Entities that received the survey could have an individual complete the survey or they could complete the survey as a group. The survey was conducted in the summer of 2024. During this meeting discussion of Goals, SWOT analysis and comments were also received. Although it was not conducted to scientific standards, the survey provides a good gauge of some of the primary issues and concerns facing individuals, businesses and communities throughout the region. The survey focused on local and regional economic issues and asked respondents to grade various issues that communities commonly face and assess which of these issues require more attention or needed the most improvement.

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

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

- Quality of Life
- Agriculture Industry
- Good Schools/Education
- Recreational Attractions
- Available Infrastructure
- Lower Cost of Living

The most important resource/strength identified was that this area is a good place to live "quality of life". Respondents noted directly "quality of life" or items related to it such as friendly community, safe, and outdoor opportunities. In addition, other major strengths identified were good local schools, a strong agriculture economy, and good infrastructure.

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

- Available housing
- Lack of available childcare
- Available workforce
- Population base (aging and inability to attract young workers)
- Lack of funding for infrastructure
- Distance and isolation from markets (rural setting)

The biggest challenge/liability that was identified around the issue of housing. Comments on housing dealt with affordable housing, lack of housing, lack of rental properties, age of properties, and lack of available developable lots for housing. Along with housing the next most provided comment was the lack of available childcare. Many comments and discussion have addressed this issue as key to solving other issues such as attracting young workers back to the region or attracting workforce.

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

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

- Improving access and availability to housing opportunities
- Address Childcare access
- Strong state business climate
- Prioritize agriculture and value added products
- Attracting new companies and/or skilled workers
- Promote quality of life/low cost of living
- Maintain/enhance existing public infrastructure and facilities

The “priorities/opportunities” to success identified by respondents tend to reflect the top issues previously identified. Improving housing opportunities, childcare and dealing with workforce were common responses as well as promoting and expanding the regions strong agricultural base.

**CEDS Committee**

The CEDS Committee met and reviewed the prior CEDS SWOT and had similar comments this time. The input and discussions of the committee were also very similar to the survey answers received. Through group discussion the committee was involved in developing the SWOT analysis by expanding on the comments received through the survey.

	<u>Helpful</u>	<u>Harmful</u>
<b>Internal</b>	<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Quality of Life <ul style="list-style-type: none"> <li>○ Small Town Friendliness/Low Crime</li> <li>○ Recreational Attractions</li> </ul> </li> <li>• Work Ethic/Productive Workforce</li> <li>• Agriculture Industry, jobs, resources <ul style="list-style-type: none"> <li>○ Value Added</li> </ul> </li> <li>• Lower Cost of Living</li> <li>• Educational Facilities (Local, Post-Secondary)</li> <li>• Available Infrastructure</li> <li>• Proximity and access to good transportation network</li> <li>• Available Land to Develop</li> <li>• Low unemployment rate</li> <li>• Local governments and regional organizations</li> <li>• Available Broadband</li> <li>• Available Healthcare</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Population Base <ul style="list-style-type: none"> <li>○ Declining Overall Regional Population</li> <li>○ Inability to attract and retain young workers</li> <li>○ Aging population</li> </ul> </li> <li>• Available affordable housing <ul style="list-style-type: none"> <li>○ Lack of Rural Rental Options</li> <li>○ Age of Housing Stock</li> </ul> </li> <li>• Available retail opportunities</li> <li>• Distance and Isolation from markets (rural setting)</li> <li>• Parochialism (Geographic/Generational)</li> <li>• No Post-Secondary Technical School in the Region</li> <li>• Aging Infrastructure</li> <li>• Lack of Funding for Infrastructure</li> <li>• Access to Interstate/4 Lane Highways</li> <li>• Lack of employment opportunities that pay a competitive wage <ul style="list-style-type: none"> <li>• Availability of affordable, child care &amp; early education services</li> </ul> </li> </ul>
<b>External</b>	<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Strong State Business Climate</li> <li>• Improve access &amp; availability to affordable housing</li> <li>• Promotion of low cost of living/quality of life</li> <li>• Expand on Technical Education</li> <li>• Attracting new companies and/or skilled workers</li> <li>• Downtown/Main Street Revitalization</li> <li>• Energy Development/Expansion <ul style="list-style-type: none"> <li>○ Ethanol, Wind, Solar, Natural Gas</li> </ul> </li> <li>• Expand Public Transportation</li> <li>• Expand Production and Access to Local Foods</li> <li>• Retain/grow existing industry &amp; attract new industry to diversify economy</li> <li>• Maintain/enhance existing public infrastructure and facilities</li> <li>• Agriculture promotion</li> <li>• Value Added Agriculture</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Challenge to attract and retain young professionals and families</li> <li>• Lack of business succession planning</li> <li>• Lack of understanding of manufacturing career opportunities</li> <li>• Lack of Available Workforce</li> <li>• Government Budgets/Political Environment</li> <li>• Increased competition from outside of the region</li> <li>• Low Agriculture Commodity Prices</li> <li>• Increased cost of maintaining essential infrastructure</li> <li>• Worker retention</li> <li>• Expansion of Energy Development - Wind, Solar, Carbon</li> <li>• Lack of development opportunities due to aging rural water systems <ul style="list-style-type: none"> <li>• Difficulty in attracting new participants in local government leadership roles</li> </ul> </li> </ul>

# ***STRATEGIC DIRECTION AND ACTION PLAN***

## **Strategy Context**

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

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

The goals, objectives, and strategies were developed through a series of processes. Initially NECOG staff reviewed the existing goals identified in the previous CEDS document. The previous goals were discussed by considering present information and the results of the regional survey that was conducted. Through this process staff refined the goals into three sections Community Development, Economic Development and Technical Assistance.

With the preliminary development of goals and objectives the staff presented the information to the CEDS committee for further input and approval. After review of the goals and objectives by the CEDS committee the final goals and objectives were completed.

The following goals, objectives and strategies have been identified by the CEDS Committee to promote and support NECOG's involvement in expanding economic opportunity throughout the region. The goals and objectives were not prioritized and each are viewed as important to the regions development. The goals, objectives and strategies are set within a five-year timeframe, although annual performance assessments and adjustments may be made.

### **Community Development Goal: To Improve, Develop, and Expand Community and County infrastructure, programs and facilities**

- Community Development Objective 1: Provide assistance to communities, counties and other entities for the development and maintenance of public facilities and infrastructure systems.
- Community Development Objective 2: Provide assistance to local governments in developing strategic community/economic development plans, ordinances, and regulations.
- Community Development Objective 3: Provide assistance to communities, counties and other entities to improve access and availability of affordable housing within the region.

### **Economic Development Goal: To Improve Public and Private Economic opportunities throughout the region.**

- Economic Development Objective 1: Provide assistance to retain and expand existing businesses and industries.
- Economic Development Objective 2: Expand opportunities for Alternative Energy production and Value-Added agriculture.

- Economic Development Objective 3: Assist communities and the region with their economic development needs.

**Technical Assistance Goal: Provide technical assistance to support public and private entities through professional staff.**

- Technical Assistance Objective 1: Enhance the Capabilities of Local Governments.
- Technical Assistance Objective 2: Expand the use of GIS as a tool for enhancing services provided in the region.

<b>Community Development Goal: To Improve, Develop, and Expand Community and County infrastructure, programs and facilities</b>				
Community Development Objective 1: Provide assistance to communities, counties and other entities for the development and maintenance of public facilities and infrastructure systems.				
Strategy	Time Frame	Partners & Stakeholders	Cost Est.	Performance Measures
Provide information on available funding resources and requirements	On Going	City, County, NECOG, State and Federal	Variable	Increase the awareness of available funding resources and requirements.
Work with local entities to complete funding applications	On Going	City, County and NECOG	Variable	Increase the number of funding applications.
Provide administrative assistance on state and federal funding awards	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of administrative contracts on state and federal awards.
Work with local entities and their professional engineers to prioritize needs and long term strategies for infrastructure	On Going	City, County and NECOG	Variable	Increase the number of long term strategies
Assist in the development of new/renovated community facilities	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of new/renovated community facilities.
Community Development Objective 2: Provide assistance to local governments in developing strategic community/economic development plans, ordinances, and regulations.				
Strategy	Time Frame	Partners & Stakeholders	Cost Est.	Performance Measures
Assist counties and cities in reviewing, updating or creating comprehensive plans and/or zoning ordinances	On Going	City, County and NECOG	Variable	Increase the number of comprehensive plans and/or zoning ordinances reviewed, updated or created.
Assist cities in updating, reviewing or researching municipal ordinances	On Going	City, County and NECOG	Variable	Increase the number of updated municipal ordinances reviewed or created.

Assist counties and cities with developing capital improvement plans	On Going	City, County and NECOG	Variable	Increase the number of capital improvement plans in the counties and cities.
Assist in updating hazard mitigation, disaster mitigation and/or emergency planning documents.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of disaster plans in the counties and cities.
<b>Community Development Objective 3: Provide assistance to communities, counties and other entities to improve access and availability of affordable housing within the region.</b>				
<b>Strategy</b>	<b>Time Frame</b>	<b>Partners &amp; Stakeholders</b>	<b>Cost Est.</b>	<b>Performance Measures</b>
Expand awareness of state/federal housing programs that provide assistance for developing affordable housing	On Going	City, County, NECOG, State and Federal	Variable	Increase the awareness of available funding resources and requirements.
Assist and/or Refer communities and interested organizations to housing and technical assistance providers	On Going	City, County and NECOG	Variable	Increase the number of cities and organizations to housing and technical assistance providers.
Assist local sponsors with housing needs assessments	On Going	City, County and NECOG	Variable	Increase the number of housing needs assessments.
<b>Economic Development Goal: To Improve Public and Private Economic opportunities throughout the region.</b>				
<b>Economic Development Objective 1: Provide assistance to retain and expand existing businesses and industries.</b>				
<b>Strategy</b>	<b>Time Frame</b>	<b>Partners &amp; Stakeholders</b>	<b>Cost Est.</b>	<b>Performance Measures</b>
Work with communities to secure financing to implement needed infrastructure improvements in preparation for commercial development.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of commercial development infrastructure improvements.
Work with other regional providers to provide resources to business and industries	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of regional providers through research and development.
Utilize local and regional revolving loan funds with an emphasis on NECOG DC	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of businesses utilizing RLF funding.
Promote entrepreneurship and small business start-up by providing technical and information resources.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of technical and informational resources to small business start-ups.
<b>Economic Development Objective 2: Expand opportunities for Alternative Energy production and Value-Added agriculture.</b>				
<b>Strategy</b>	<b>Time Frame</b>	<b>Partners &amp; Stakeholders</b>	<b>Cost Est.</b>	<b>Performance Measures</b>

Encourage local governments to develop zoning ordinances with the understanding that agriculture is a vital part of the region's economy	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of zoning ordinances reviewed or developed.
Assist counties and communities in investigating, assessing, and/or implementing wind/solar generation or bio-fuel projects	On Going	City, County, NECOG, State and Federal	Variable	Identify locations based on zoning regulations for wind/solar generation or bio-fuel projects.
Assist counties with county site analysis for determining best site ready areas for agriculture related projects	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of county site analysis.
Assist communities with community gardens or farmers markets and local food production	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of community gardens/ farmers markets and increase the number of local producers.
<b>Economic Development Objective 3: Assist communities and the region with their economic development needs.</b>				
<b>Strategy</b>	<b>Time Frame</b>	<b>Partners &amp; Stakeholders</b>	<b>Cost Est.</b>	<b>Performance Measures</b>
Help communities identify economic development financing needs and potential sources of funds.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of communities identifying uses and sources of funds.
Help communities identify targeted cluster industries to focus their business recruitment efforts.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of communities identifying cluster industries.
Assist communities or local development groups in identifying workforce development needs.	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of communities identifying workforce development needs.
Assist local entities with obtaining Certified Ready Site designation	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of Certified Ready Sites.
Assist local governments with infrastructure capabilities to promote business growth	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of infrastructure projects.
<b>Technical Assistance Goal: Provide technical assistance to support public and private entities through professional staff.</b>				
<b>Technical Assistance Objective 1: Enhance the Capabilities of Local Governments.</b>				
<b>Strategy</b>	<b>Time Frame</b>	<b>Partners &amp; Stakeholders</b>	<b>Cost Est.</b>	<b>Performance Measures</b>
Serve as a conduit between local government entities and federal/state agencies	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of entities assisted.

Research and provide information to assist local governments	On Going	City, County and NECOG	Variable	Increase the number of research items to local governments.
Assist with internal or financial management issues	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of internal or financial management issues.
Complete study's and surveys	On Going	City, County, NECOG, State and Federal	Variable	Increase the number of study's and surveys.
Technical Assistance Objective 2: Expand the use of GIS as a tool for enhancing services provided in the region.				
Strategy	Time Frame	Partners & Stakeholders	Cost Est.	Performance Measures
Educate and present uses of GIS	On Going	City, County and NECOG	Variable	Increase education and presentation of GIS uses.
Assist in developing GIS data	On Going	City, County and NECOG	Variable	Increase the number of GIS data being developed.



# ***LOCAL, REGIONAL AND PRIVATE SECTOR INVOLVEMENT***

## **Local Level**

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

## **Formal Planning**

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

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

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

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

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

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

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

### **Project Strategies**

Planning major projects, such as municipal drinking water and waste water system expansions, industrial infrastructure improvements and community facilities is a team effort. Engineers, local officials and funding agency representatives cooperate in putting together a feasible project implementation package. District personnel often act as facilitators in keeping communication open and ensuring that all pertinent questions are addressed.

NECOG's CEDS will strive to meet EDA's Investment Priorities by encouraging proposals to meet the listed priorities:

- Equity
- Recovery & Resilience
- Workforce Development
- Manufacturing
- Technology-Based Economic Development
- Environmentally-Sustainable Development
- Exports & Foreign Direct Investment

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

### **Diversity, Equity, & Inclusion**

NECOG is committed to building excellence and enhancing a positive impact on our communities, region, state, and nation. This requires reflection on equity and inclusivity so we can learn from the broadest perspectives. When addressing economic development issues, NECOG will be engaging in the most inclusive understanding of possible issues and gaps affecting diversity issues relating to age, disability, nationality, intellectual perspective, socioeconomic background, religion, sexual orientation, and gender identity. Through NECOG's internal approaches, communication and practices, we will support purposeful dialogue and community driven initiatives aimed at uplifting all individuals and communities, especially those historically underserved or disadvantaged. Our ultimate objective is to foster a more equitable regional economy.

### **Special Purpose Research**

NECOG has the professional capability to address a wide variety of problems. Although infrastructure and economic development are NECOG's core services, special research assignments provide extra benefits to member entities. NECOG is designated as one of 52 Census Information Centers in the nation and an affiliate of the State Data Center and maintains significant social and economic data through a variety of sources (Census Bureau, Department of Revenue, Census of Agriculture, etc.). There are

instances where original research, combined with other facts can produce effective planning “tools”. The majority of special research is requested by local entities, other than the governmental unit. Examples include but are not limited to:

- Housing Needs Analysis;
- Environmental Assessments;
- Voter Redistricting Assessment;
- Business Feasibility Study;
- Handicap Accessibility Assessments; and
- Special research activities bring new participants to the development process and broaden the scope through which communities view economic development.

### **Regional Level**

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

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

- Healthcare;
- Emergency Services;
- Agriculture and Value Added Agriculture;
- Conservation and Water Development;
- Tourism;
- Transportation;
- Housing;
- Childcare;
- Business Finance; and
- Education

NECOG also considers the plans and goals of regional organizations in its CEDS content. Organizations ranging from Regional Aging Councils to housing authorities develop long-range plans. These documents add to or supplement the information available to the District.

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

- Application writing;
- Project Administration;
- Geographic Information System (GIS) needs; and
- Experienced, Information Source;

### **Statewide Level**

The CEDS document is significantly influenced by state policies and programs. The South Dakota Governor’s Office of Economic Development (GOED) is the focal point for statewide development support. NECOG benefits from contractual relationships with the Governor’s Office of Economic Development, South Dakota Housing Development Authority, Department of Transportation and

Department of Environment and Natural Resources. Contract expectations express the state's priorities and interests. NECOG and the State's other planning and development districts expect a continuing relationship with the State in the implementation of existing and new economic development strategies. This continuous interaction enables the state to respond quickly to both opportunities and challenges.

Comprehensive, State planning initiatives, such as the "Consolidated Plan", Statewide Transportation Improvement Program (STIP), State Water Plan, and the Statewide Infrastructure First Plan currently in development provide valuable material for CEDS consideration. NECOG is involved with each plan in a different way.

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

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

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

**Statewide Infrastructure First** – EDA provided funding to the State of South Dakota for statewide economic development planning. As part of the funding the State is currently developing a statewide infrastructure plan and the planning district have provided input during this process. The final plan will be completed after the completion of this document. Future updates of the CEDS may include as applicable information from this document.

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

## **National Level**

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

## **Private Sector**

NECOG has ongoing interactions with business leaders in direct and indirect ways. NECOG serves as staff for the NECOG Development Corporation. In this capacity, staff work with a wide range of businesses every day. In addition, NECOG staff has ongoing interaction with key players in economic development including private lenders and economic development professionals. This interaction allows NECOG to closely track and monitor the business development needs of the region. Interaction also occurs when working through project development challenges. Business growth is a high service priority, and NECOG has a role to play in bringing about infrastructure or financial assistance.

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

### **Summary**

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

# ***ECONOMIC RESILIENCE***

## **Region Summary**

An economy which is heavily reliant upon the health of one or a few sectors is inherently susceptible to the ups and downs of those sectors. However, when conditions turn negative the impacts can be deep and long lasting. It is not reasonable to expect all small rural counties to be well-positioned to carry out diversification strategies. It is however of importance that efforts be taken to prepare and create the appropriate conditions necessary for a more stable and resilient economy.

Our region and state is dominated by production agriculture and although we have areas with diversified economies our more rural counties are far more susceptible to the ups and downs of the agricultural community. Developing local diversified economies beyond agriculture is difficult in small rural areas. However, the development of additional economic drivers beyond agriculture continues to be a priority throughout the district. Our region has been successful in expanding value added agriculture that can assist with the stabilization of agriculture pricing and in diversifying the agricultural economy. Although agriculture is not impacted in the same way as some businesses by the ups and downs of the national policies and economy, production agriculture is susceptible to commodity price changes and climate conditions.

In reviewing South Dakota's NOAA Climate Summary, three key messages are presented that provide the potential natural hazards that may impact the agricultural economy moving forward:

1. Temperatures in South Dakota have risen almost 2 degrees since the beginning of the 20<sup>th</sup> Century. Under a higher emissions pathway, historically unprecedented warming is projected during this century.
2. Increases in evaporation rates due to rising temperatures may increase the rate of warm season soil moisture loss and the intensity of naturally occurring droughts.
3. Winter and spring precipitation is projected to increase. Extreme precipitation events are also projected to increase in frequency and intensity, raising the risk of flooding.

## **Steady-State Initiatives and Responsive Strategies**

The following initiatives are long-term efforts that are conducted to assist the region in its ability and preparedness to withstand economic disruptions.

- **Pre-Disaster Preparedness**

Our primary economic resilience begins with pre-disaster planning. NECOG works with counties, communities and organizations across the region to prevent, protect, respond to and recover from a broad range of threats and hazards. Through this work staff have established strong relationships, protocols for regional action, sharing and coordination of resources and strong local plans.

This document is not intended to undermine or replace existing federal, state or local disaster plans. It identifies how NECOG will work in conjunction with its partners. NECOG is prepared to facilitate planning and provide assistance as outlined in this plan. NECOG works closely with community leaders, the South Dakota Office of Emergency Management and county emergency managers. NECOG works directly with Counties who take the lead in pre-disaster preparedness and post-disaster planning and implementation through the development and continual updating of countywide multi-jurisdictional

multi-hazard mitigation plans that are approved by the State of South Dakota and the Federal Emergency Management Agency (FEMA).

In our region local cities and counties each adopt Pre Disaster Mitigation Plans, developed by NECOG for all twelve counties. Each Mitigation Plan outlines local actions that communities may take to reduce risks from both natural and man-made disruptions. The plans support the region’s goal of disaster resilient communities.

Although these mitigation plans have a direct focus on natural disasters, the development and planning incorporates many other available long term planning documents such as zoning ordinances, building codes, comprehensive plans, transportation plans, economic development plans and capital improvement plans. During this process these plans are reviewed and where applicable considered in the development of goals and objectives of this plan.

- **Comprehensive Planning**

Counties and communities are encouraged to initiate or update their land use plans and associated ordinances. The benefits include an assessment of all factors that influence development. Minimizing land use conflicts and anticipating infrastructure challenges will be part of the process.

- **Capital Improvement Planning**

Local governments are offered assistance in establishing procedures for orderly infrastructure and facility planning. This planning and budgeting process will help community leaders determine future projects and maximize their spending impacts, while saving critical resources for potential crisis situations. The benefits will include fewer financial “surprises” when significant needs arise.

- **Revolving Loan Fund**

The District has received EDA support for its RLF and through this fund has established targeted areas that are focused on economic resiliency

- **Strategic Planning**

Staff is involved in formal and informal strategic planning. This may include specific organized planning processes that include the establishment of plan. This is also more commonly done through the informal process numerous meetings attended throughout the region in which the discussions lay the foundation for future planning activities.

### **Economic Resilience**

Economic resiliency—defined as an area’s ability to prevent, withstand and quickly recover from major disruptions (i.e., ‘shocks’) to its economic base—is a key element to ensuring and preserving regional economic prosperity. Economic resiliency is at the heart of the NECOG CEDS. The approach taken to economic resiliency in this plan, is that it be a consideration of the region, cities and counties when carrying out the goals and objectives identified in this plan. While not called out further in the document, it is implied that economic resiliency is a component of all activities associated with economic development in the region.

# **EVALUATION FRAMEWORK**

## **Methodology**

NECOG will evaluate its CEDS performance in the following ways:

- Submit annual reports to EDA tracking NECOG progress in assisting its members on their proposed community and economic development projects;
- Annually review the goals and objectives identified in the CEDS, updating and revising the CEDS with additional goals, objectives or strategies as they evolve over time and removing those that are no longer priorities;
- Seek feedback from members and the CEDS committee on NECOG's progress in meeting its core roles and responsibilities; and
- On a continual basis, track initiatives at the national, state and local levels to determine what additional funding opportunities may become available that would benefit community and economic development projects in the region and following up with members to determine if there are other projects or strategies that they would like to implement as a result of these funding opportunities.

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

In its annual report, and in various presentations to members, NECOG tracks the current and historical amount of grant and loan funding secured for its members as well as the members' return on investment. When economic development projects are funded based on job creation, NECOG tracks the number of jobs created or retained as a result of the projects. Monthly, quarterly, and annual reports are distributed to a number of constituencies based on the topic and purpose of the report. Recipients generally include federal, state and local governments, banks, board members, media representatives (when appropriate), and other interested parties. The general public will have access to work reports via Governing Body meetings and web postings.

## **Benchmarks**

NECOG's performance will be evident by comparing the outcomes to various data benchmarks including:

- Public infrastructure investment (grant and loan dollars received and local match leveraged);
- Job creation and retention;
- Private equity investment;
- Ongoing NECOG membership by local entities or program participation;
- Number of new businesses created or expanded;
- New partnerships developed;
- New program services provided; and
- Changes in the economic environment including but not limited to taxable sales, population numbers, income levels, and other quantifiable facts.



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

### **Adjustments**

As noted throughout this document, the CEDS is a multi-year process. A five-year perspective is utilized for goal setting, with annual adjustments. Through its annual Scope of Work, NECOG will annually evaluate what new opportunities exist that might further the region's economic and community development potential. Through its ongoing communication with local, state and national constituencies, NECOG will continually seek out opportunities that it can capitalize on for the benefit of northeastern and north central South Dakota and adjust its Scope of Work accordingly. NECOG's CEDS will be adjusted based on the following circumstances:

- Completion or accomplishment of a goal or objective;
- Modification or elimination of a goal or objective due to changing priorities of NECOG's members or other external factors (such as elimination of funding opportunities); and/or
- Adding new goals and objectives to reflect regional and national economic changes and conditions, or to capitalize on new opportunities not originally contemplated in this CEDS.

Adjustments will be based on input from the CEDS committee, NECOG's member municipalities and counties, related interested third parties, and NECOG staff. Changes will be reflected in NECOG's annual Scope of Work and CEDS Report. In reality, incremental progress may only be best understood over a decade or more. Long-term analysis also mitigates the impacts of disasters, recessions, loss of a primary employer and other isolated one-time events.

## **APPENDIX A: ADDITIONAL REGIONAL INFORMATION**

### **Education**

The region is home to one institution of higher education, Northern State University, a second Presentation College recently closed in the Fall of 2023 and both are located in Aberdeen. Northern State University currently enrolls approximately 3,500 students, and offers 59 majors, 46 minors and 6 pre-professional degrees. Northern State is known for their Education and Business degrees.

This region does have a few other options for educational opportunities. Huron Community Campus partners with highly respected South Dakota colleges and universities to provide a comprehensive menu of courses and classes. This partnership offers educational options for students of all levels to invest in themselves in order to achieve professional and personal goals. Courses are provided on site at the Huron Community Campus. Sitting Bull College in Fort Yates, North Dakota offers accredited college classes in Mobridge. In addition to these opportunities Cornerstones Career Learning Center provides education and employment training services to the areas workforce and employers.

Education attainment in the region is comparable to the statewide average. Residents in the NECOG region are slightly less likely than the rest of the state’s residents to have a graduate degree. Further 40% of the residents of this region have an Associate’s degree or higher compared to a statewide total of 43%. Compared to the United States in general, residents in the NECOG region are more likely to have at least achieved a high school diploma. Approximately 11% of the national population has no high school diploma, whereas only 9% of residents within the NECOG region have no high school diploma.

Figure 3: Education Attainment

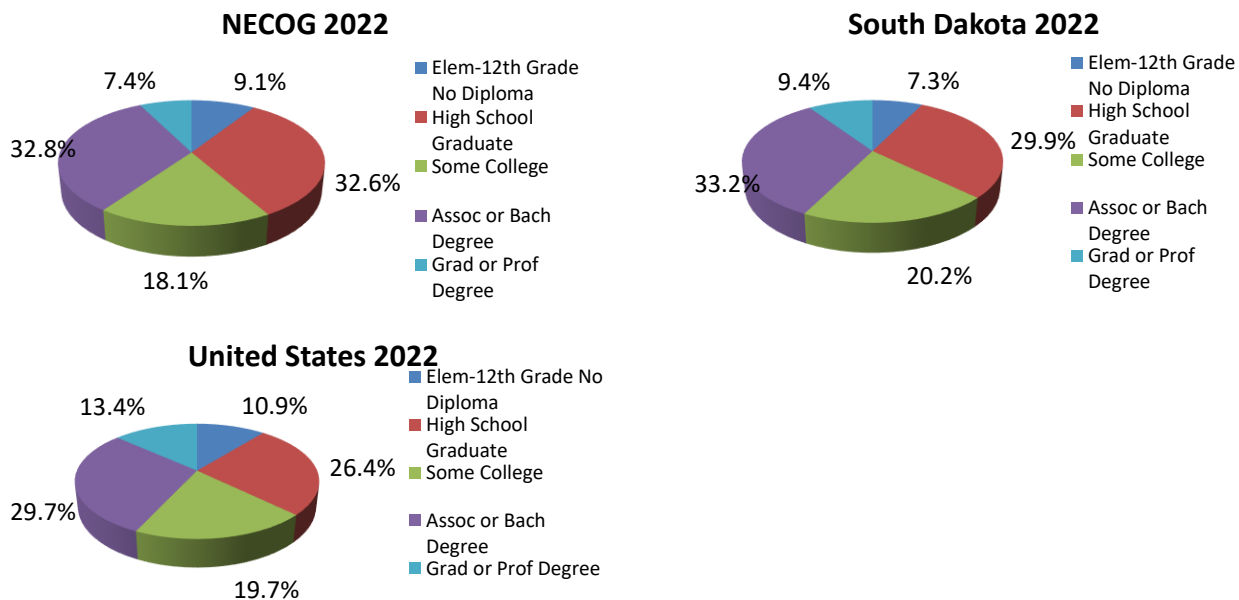


Table 12 shows the enrollment changes between 2019 and 2023 for the twenty seven school districts located within the NECOG region. Overall, the state saw school enrollment increase 1.19% during this period. In the NECOG region, sixteen schools experienced enrollment increases while eleven experienced enrollment declines. Overall the NECOG region experienced a decrease of 0.22%

**Table 12: Change in Enrollment (2019-2023)**

District Name	Home County	K-12 Enrollment Fall 2023	K-12 Enrollment Fall 2022	K-12 Enrollment Fall 2021	K-12 Enrollment Fall 2020	K-12 Enrollment Fall 2019	Percentage Change in School Enrollment 2017-2023
Huron School District	Beadle	2941	2917	2,862	2,775	2,807	4.77%
Iroquois School District	Beadle	213	228	223	203	212	0.47%
Wolsey-Wessington Sch District	Beadle	302	256	339	352	357	-15.41%
Aberdeen School District	Brown	4265	4326	4,409	4,474	4,471	-4.61%
Frederick Area School District	Brown	177	171	174	162	158	12.03%
Groton Area School District	Brown	596	587	589	611	581	2.58%
Warner School District	Brown	312	314	315	314	312	0.00%
Herreid School District	Campbell	138	140	125	119	123	12.20%
Waubay School District	Day	162	174	175	184	172	-5.81%
Webster Area School District	Day	529	523	530	499	523	1.15%
Bowdle School District	Edmunds	97	112	118	118	112	-13.39%
Edmunds Central School District	Edmunds	132	130	129	139	131	0.76%
Ipswich Public School District	Edmunds	406	428	418	411	414	-1.93%
Faulkton Area Schools District	Faulk	374	370	359	356	335	11.64%
Miller School District	Hand	472	457	447	423	443	6.55%
Britton-Hecla School District	Marshall	480	476	452	432	418	14.83%
Langford Area School District	Marshall	224	228	227	212	213	5.16%
Eureka School District	Mc Pherson	158	151	153	146	151	4.64%
Leola School District	Mc Pherson	191	196	210	212	217	-11.98%
Gettysburg School District	Potter	220	211	228	225	226	-2.65%
Hoven School District	Potter	104	103	104	99	99	5.05%
Doland School District	Spink	140	142	143	139	151	-7.28%
Hitchcock-Tulare School District	Spink	224	222	234	219	229	-2.18%
Northwestern Area School District	Spink	346	318	303	309	296	16.89%
Redfield School District	Spink	508	527	547	559	583	-12.86%
Mobridge-Pollock School District	Walworth	591	574	621	621	603	-1.99%
Selby Area School District	Walworth	176	173	170	167	173	1.73%
NECOG		14,478	14,454	14,604	14,480	14,510	-0.22%
South Dakota		137,759	138,075	137,468	135,984	136,133	1.19%

Source: South Dakota Department of Education

## **Agriculture**

While the landscape of farming continues to change, agriculture remains the region’s primary industry. The following tables illustrate continuing trends that have shaped rural communities.

Table 13 shows that between 1997 and 2022, South Dakota and the NECOG region has seen the number of farms decrease by around ten percent. This has continued a long term trend in the reduction of the total number of farms. Consolidation of farms is still common in many areas of the NECOG region where the number of farms has continually decreased. In all but two counties within the region, the number of farms has decreased.

**Table 13: Number of Farms (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022
Beadle	731	728	750	754	744	673	-7.9%
Brown	1,006	1,155	1,036	1,056	1,034	1,073	6.7%
Campbell	286	293	318	242	249	232	-18.9%
Day	693	704	675	693	581	584	-15.7%
Edmunds	449	386	425	422	348	346	-22.9%
Faulk	316	265	294	280	291	285	-9.8%
Hand	488	480	484	415	405	399	-18.2%
McPherson	397	413	398	398	382	330	-16.9%
Marshall	490	529	523	518	503	506	3.3%
Potter	285	256	238	247	221	229	-19.6%
Spink	647	682	624	675	556	589	-9.0%
Walworth	338	299	279	256	256	258	-23.7%
NECOG	6,126	6,190	6,044	5,956	5,570	5,504	-10.2%
South Dakota	31,284	31,736	31,169	31,989	29,968	28,299	-9.5%

Source: USDA National Agricultural Statistics Service

Because there are fewer farms in the NECOG region, it is not surprising that the average farm size has increased over time as well. Overall, farms in the NECOG region were 14.4% larger in 2022 compared to 1997 increasing from an average size of 1,334 acres to 1,659 acres. In all but one county within the region, farm sizes increased with 5 counties increasing more than 30%. The decrease in the number of farms and the increase in farm size coincides with the decrease in rural populations along with the reduction of services and schools.

**Table 14: Average Farm Size (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022
Beadle	968	1,112	1,026	1,053	1,090	995	2.8%
Brown	1,063	1,000	1,047	1,022	1,047	954	-10.3%
Campbell	1,383	1,335	1,261	1,489	1,742	1,935	39.9%
Day	774	754	840	823	1,051	817	5.6%
Edmunds	1,415	1,516	1,545	1,652	2,124	2,075	46.6%
Faulk	1,808	2,018	2,091	2,199	2,155	2,197	21.5%
Hand	1,662	1,809	1,857	2,181	2,211	2,289	37.7%
McPherson	1,433	1,300	1,302	1,439	1,893	1,977	38.0%
Marshall	1,030	992	1,021	1,027	1,045	1,056	2.5%
Potter	1,860	1,769	2,171	2,178	2,481	2,398	28.9%
Spink	1,313	1,336	1,455	1,400	1,729	1,498	14.1%
Walworth	1,294	1,429	1,592	1,737	1,771	1,721	33.0%
NECOG	1,334	1,364	1,434	1,517	1,695	1,659	24.4%
South Dakota	1,418	1,380	1,401	1,352	1,443	1,495	5.4%

Source: USDA National Agricultural Statistics Service

**Table 15: Value of Agricultural Products in (thousand dollars) - (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022
Beadle	\$ 96,202	\$ 97,387	\$ 195,425	\$ 300,158	\$ 295,269	\$ 355,024	269%
Brown	\$ 146,001	\$ 169,172	\$ 248,765	\$ 520,639	\$ 377,443	\$ 520,658	257%
Campbell	\$ 30,515	\$ 25,350	\$ 49,391	\$ 98,883	\$ 96,197	\$ 172,712	466%
Day	\$ 49,180	\$ 56,752	\$ 97,814	\$ 189,726	\$ 183,980	\$ 194,223	295%
Edmunds	\$ 61,619	\$ 75,054	\$ 162,523	\$ 271,398	\$ 237,694	\$ 381,685	519%
Faulk	\$ 53,289	\$ 63,647	\$ 109,658	\$ 216,327	\$ 163,954	\$ 303,689	470%
Hand	\$ 65,978	\$ 76,941	\$ 163,949	\$ 284,437	\$ 224,455	\$ 345,572	424%
McPherson	\$ 56,423	\$ 60,384	\$ 84,858	\$ 159,369	\$ 140,212	\$ 211,726	275%
Marshall	\$ 79,596	\$ 101,478	\$ 161,290	\$ 306,841	\$ 270,689	\$ 350,625	341%
Potter	\$ 44,689	\$ 29,112	\$ 90,376	\$ 157,014	\$ 101,891	\$ 222,813	399%
Spink	\$ 116,647	\$ 134,212	\$ 229,139	\$ 447,590	\$ 382,482	\$ 551,541	373%
Walworth	\$ 31,214	\$ 30,622	\$ 54,612	\$ 117,838	\$ 87,056	\$ 137,165	339%
NECOG	\$ 831,353	\$ 920,111	\$ 1,647,800	\$ 3,070,220	\$ 2,561,322	\$ 3,747,433	351%
South Dakota	\$ 3,569,951	\$ 3,834,625	\$ 6,570,450	\$ 10,170,227	\$ 9,721,522	\$ 12,935,225	262%

Source: USDA National Agricultural Statistics Service

In 2022, NECOG’s region totaled over \$3.7 billion, or 29% of the statewide value of agricultural products. This represents a 6% increase over 1997 when the region produced 23% of the State’s value of agricultural products. The value of agricultural products from 1997-2022 increased 351%, the last five years saw a substantial increase of 46%. The value of agricultural products is heavily dependent on commodity prices and climate conditions.

There has been a steep decline in the number of farms raising cattle both statewide and in the NECOG region. Overall, the number of farms raising cattle declined by nearly 24% in South Dakota, whereas the number of farms in the NECOG region raising cattle dropped by 34%. Three counties saw declines of over 40% in the region. No counties within the region showed an increase in the number of cattle farms during this time period.

**Table 16: Number of Farms Raising Cattle (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022
Beadle	529	470	432	360	400	289	-45.4%
Brown	560	518	376	341	308	209	-62.7%
Campbell	198	143	138	115	110	88	-55.6%
Day	420	319	285	280	192	132	-68.6%
Edmunds	313	233	221	198	145	125	-60.1%
Faulk	218	162	178	154	148	121	-44.5%
Hand	364	307	262	217	203	164	-54.9%
McPherson	292	241	204	227	202	143	-51.0%
Marshall	312	285	260	233	204	177	-43.3%
Potter	151	119	99	102	69	54	-64.2%
Spink	405	359	312	293	185	208	-48.6%
Walworth	207	172	138	111	115	68	-67.1%
NECOG	3,969	3,328	2,905	2,631	2,281	1,778	-55.2%
South Dakota	20,502	17,983	15,667	15,583	13,928	11,304	-44.9%

Source: USDA National Agricultural Statistics Service

**Table 17: Number of Farms Raising Hogs (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022
Beadle	71	28	16	12	13	8	-88.7%
Brown	58	32	13	19	13	14	-75.9%
Campbell	14	5	4	2	1	1	-92.9%
Day	26	11	12	3	3	4	-84.6%
Edmunds	21	12	9	3	9	7	-66.7%
Faulk	26	18	8	4	3	5	-80.8%
Hand	34	13	10	3	3	8	-76.5%
McPherson	17	10	4	5	5	5	-70.6%
Marshall	33	10	5	10	9	7	-78.8%
Potter	38	15	11	5	1	1	-97.4%
Spink	51	20	17	7	13	10	-80.4%
Walworth	22	9	4	1	3	1	-95.5%
NECOG	411	183	113	74	76	71	-82.7%
South Dakota	3,027	1,506	959	681	571	548	-81.9%

Source: USDA National Agricultural Statistics Service

The cattle and hog industry has experienced significant declines of 82% for hogs and 55% for cattle in the region. Raising of livestock such as cattle and hogs has changed from the times when most family farms raised a variety of livestock and grew row crops. Livestock now trends towards larger operations that operate more efficiently. Increase in agricultural land values and grain prices along with the labor intensive nature of dealing with livestock has altered most family farms and many have eliminated livestock all together.

Table 18 shows that between 1997 and 2022, the average value of farmland and buildings increased substantially ranging from a 653% increase to an 857% increase. In past 5 years those increases have been between 11% and 42%. One of the biggest concerns in the agricultural sector today is the high cost of land that is making it financially prohibitive for young farmers to get started.

**Table 18: Value of Land and Buildings – Average per Acre (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022	Percentage Change 2017-2022
Beadle	\$ 434	\$ 537	\$ 1,304	\$ 2,864	\$ 2,693	\$ 3,820	780%	42%
Brown	\$ 563	\$ 737	\$ 1,582	\$ 2,917	\$ 3,362	\$ 4,295	663%	28%
Campbell	\$ 296	\$ 314	\$ 733	\$ 1,275	\$ 1,831	\$ 2,316	682%	26%
Day	\$ 416	\$ 601	\$ 1,232	\$ 1,911	\$ 2,645	\$ 3,549	753%	34%
Edmunds	\$ 327	\$ 465	\$ 1,026	\$ 2,192	\$ 2,460	\$ 3,025	825%	23%
Faulk	\$ 333	\$ 391	\$ 970	\$ 1,945	\$ 2,547	\$ 3,320	897%	30%
Hand	\$ 316	\$ 347	\$ 929	\$ 1,908	\$ 2,056	\$ 2,875	810%	40%
McPherson	\$ 296	\$ 346	\$ 750	\$ 1,530	\$ 2,154	\$ 2,389	707%	11%
Marshall	\$ 433	\$ 603	\$ 1,165	\$ 2,235	\$ 2,814	\$ 3,787	775%	35%
Potter	\$ 380	\$ 442	\$ 931	\$ 1,999	\$ 2,114	\$ 2,861	653%	35%
Spink	\$ 430	\$ 564	\$ 1,373	\$ 2,976	\$ 3,132	\$ 4,245	887%	36%
Walworth	\$ 308	\$ 340	\$ 725	\$ 1,481	\$ 1,980	\$ 2,513	716%	27%

<b>NECOG</b>	\$ 378	\$ 474	\$ 1,060	\$ 2,103	\$ 2,482	\$ 3,250	760%	31%
<b>South Dakota</b>	\$ 348	\$ 442	\$ 896	\$ 1,687	\$ 2,068	\$ 2,592	645%	25%

Source: USDA National Agricultural Statistics Service`

In South Dakota net cash farm income increased by 95% between 2017 and 2022. For the NECOG region, farm income increased by 158%. However, there is great disparity from county to county in the region for the percentage of increase.

**Table 19: Average Net Cash Farm Income Per Farm (1997 – 2022)**

County	1997	2002	2007	2012	2017	2022	Percentage Change 1997-2022	Percentage Change 2017-2022
<b>Beadle</b>	\$ 32,077	\$ 21,486	\$ 96,961	\$ 111,258	\$ 106,725	\$ 172,464	438%	62%
<b>Brown</b>	\$ 30,112	\$ 38,261	\$ 93,587	\$ 192,962	\$ 86,998	\$ 198,656	560%	128%
<b>Campbell</b>	\$ 17,916	\$ 27,964	\$ 70,718	\$ 140,772	\$ 90,616	\$ 265,138	1380%	193%
<b>Day</b>	\$ 8,693	\$ 29,623	\$ 55,725	\$ 121,649	\$ 100,139	\$ 143,139	1547%	43%
<b>Edmunds</b>	\$ 31,048	\$ 41,619	\$ 137,859	\$ 190,598	\$ 119,270	\$ 485,312	1463%	307%
<b>Faulk</b>	\$ 38,232	\$ 75,888	\$ 127,025	\$ 316,453	\$ 153,754	\$ 469,656	1128%	205%
<b>Hand</b>	\$ 17,724	\$ 38,915	\$ 115,002	\$ 210,652	\$ 111,678	\$ 248,500	1302%	123%
<b>McPherson</b>	\$ 25,335	\$ 41,782	\$ 81,111	\$ 141,292	\$ 103,672	\$ 243,693	862%	135%
<b>Marshall</b>	\$ 39,359	\$ 39,964	\$ 81,009	\$ 179,861	\$ 123,848	\$ 188,175	378%	52%
<b>Potter</b>	\$ 37,533	\$ 37,955	\$ 180,169	\$ 213,405	\$ 9,636	\$ 361,312	863%	3650%
<b>Spink</b>	\$ 39,522	\$ 49,463	\$ 141,312	\$ 273,795	\$ 219,346	\$ 426,074	978%	94%
<b>Walworth</b>	\$ 23,664	\$ 29,126	\$ 65,884	\$ 160,240	\$ 98,976	\$ 209,883	787%	112%
<b>NECOG</b>	\$ 28,435	\$ 39,337	\$ 103,864	\$ 187,745	\$ 110,388	\$ 284,334	900%	158%
<b>South Dakota</b>	\$ 25,620	\$ 28,448	\$ 71,160	\$ 102,822	\$ 81,763	\$ 159,459	522%	95%

Source: USDA National Agricultural Statistics Service

The aging population of the region is also a significant concern for the agricultural industry. In the NECOG region 63% of the farmers are over the age of 55, up from 60% in 2017. Seven of the twelve counties saw their percentage of farmers under the age of 34, decrease. Data suggests that very few young farmers are entering the profession and the existing farm population continues to get older.

**Table 20: Age of Farm Operators (2017 – 2022)**

	Beadle		Brown		Campbell		Day		Edmunds		Faulk		Hand	
	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017
<b>Total Farmers</b>	1110	1195	1869	1627	430	388	1105	934	633	583	492	484	774	682
<b>Average Age</b>	55.5	54.9	58.4	56.9	59.0	57.1	59.6	56.4	56.9	54.0	52.0	53.2	56.0	54.9
<b>Under 25</b>	1.8%	1.2%	1.3%	0.9%	2.3%	0.8%	1.8%	0.4%	1.6%	2.2%	3.3%	2.3%	1.4%	1.3%
<b>25-34</b>	11.0%	13.3%	7.2%	9.7%	11.6%	11.3%	6.7%	11.0%	8.4%	9.1%	17.5%	16.3%	8.8%	10.6%
<b>35-44</b>	14.4%	11.4%	13.3%	12.8%	8.1%	8.0%	9.0%	14.5%	11.2%	14.9%	18.7%	8.3%	15.8%	15.1%
<b>45-54</b>	14.6%	18.7%	15.5%	15.0%	7.2%	16.2%	12.8%	14.3%	16.1%	23.7%	10.8%	17.4%	12.9%	15.5%
<b>55-64</b>	23.2%	27.8%	22.7%	29.1%	29.3%	30.9%	30.9%	28.7%	28.4%	26.1%	23.8%	33.7%	27.5%	28.7%
<b>Over 65</b>	35.0%	27.7%	40.0%	32.5%	41.4%	32.7%	38.9%	31.0%	34.3%	24.0%	26.0%	22.1%	33.6%	28.7%

	McPherson		Marshall		Potter		Spink		Walworth		NECOG		South Dakota	
	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017	2022	2017
<b>Total Farmers</b>	680	625	936	871	400	363	1093	929	508	425	10030	9106	51071	48913
<b>Average Age</b>	56.8	57.4	58.2	56.6	61.0	57.5	57.5	57.0	57.4	55.4	57.4	55.9	57.2	56.2
<b>Under 25</b>	0.6%	0.3%	0.2%	1.6%	0.0%	0.6%	1.9%	1.5%	3.1%	4.2%	1.5%	1.3%	1.7%	1.4%
<b>25-34</b>	9.3%	8.2%	9.8%	9.0%	5.3%	9.9%	7.8%	6.2%	6.9%	4.9%	8.8%	10.0%	8.9%	9.2%
<b>35-44</b>	18.4%	12.2%	12.1%	12.3%	6.5%	11.0%	14.5%	11.6%	7.7%	17.4%	12.8%	12.6%	13.0%	12.7%
<b>45-54</b>	12.1%	17.9%	16.5%	13.2%	12.8%	12.1%	11.6%	16.1%	19.1%	15.1%	13.9%	16.2%	14.7%	16.6%
<b>55-64</b>	19.3%	26.9%	22.3%	30.7%	31.8%	29.5%	28.7%	34.2%	28.5%	30.4%	25.8%	29.6%	25.1%	29.4%
<b>Over 65</b>	40.4%	34.6%	39.1%	33.3%	43.8%	36.9%	35.5%	30.2%	34.6%	28.0%	37.2%	30.3%	36.7%	30.7%

Source: USDA National Agricultural Statistics Service

## Infrastructure Characteristics

### Transportation

**Figure 4: State and Federal Highways within the NECOG region.**

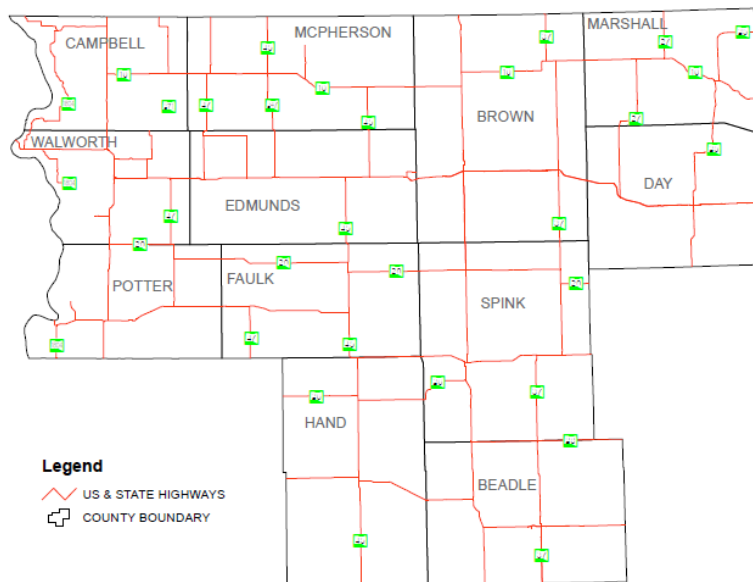
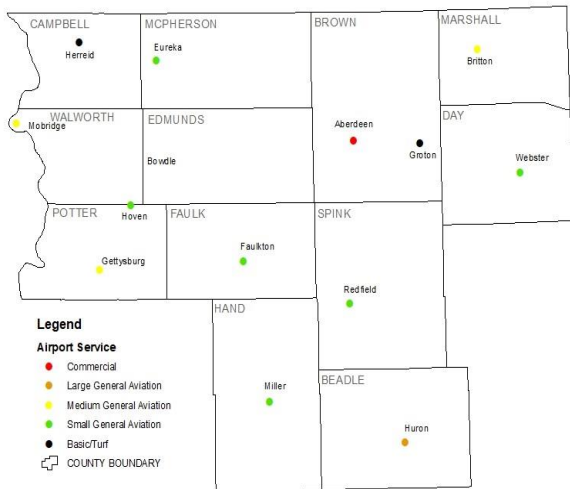


Figure 5 and 6 shows the locations of airports and routes of the railroads throughout NECOG. Aberdeen is the only major airport providing commercial flights in the region.

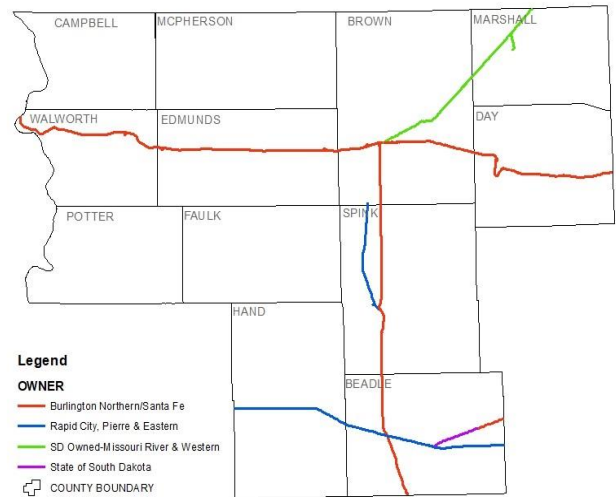
Access to rail lines is also an important asset for the region. Many agricultural products as well as heavy industries require access to rail as a reliable and less expensive transportation source. Communities located near railway corridors are likely to benefit from increased business opportunities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



**Figure 5: Airport Facilities**



**Figure 6: Railroad Lines**

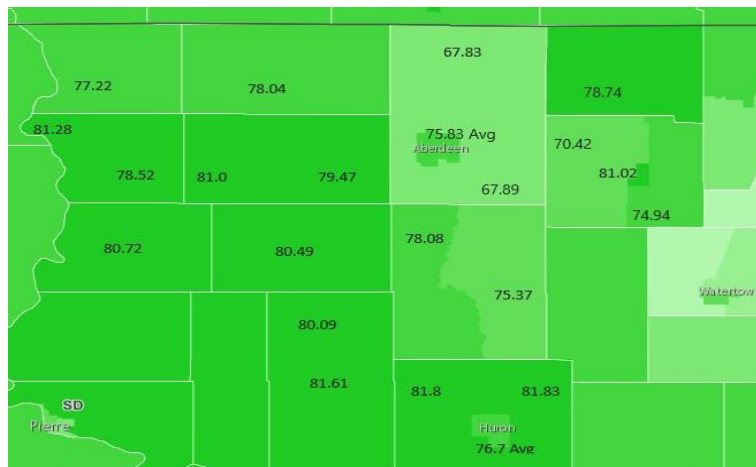


**Public/Private Utility Assets**

Communities and the rural area within NECOG are provided electrical service by a combination of seven rural electric cooperatives, three regional electric companies and four communities (Groton, Hecla, Langford and Miller) have their own municipal electric.

Cellular service is provided by companies such as James Valley Wireless, Verizon, AT&T and T-Mobile. While most areas have good access within the region there are still spots that do not have sufficient wireless coverage. 5G coverage has recently become available in limited locations. All public schools have been wired for Internet access through a state-sponsored program. Although Internet is available in nearly all areas and high speed internet is available, Figure 7 provides the percentage of the population by census tract that has access to Advanced Broadband Speeds above 25mbps. Investment in high speed Internet has been an ongoing priority of the state and providing access to high speed internet in all areas throughout the region could spur additional economic development throughout the region.

**Figure 7: Broadband Access % by Census Tract to Advanced Broadband Speeds**



A total of four rural water systems provide safe and reliable drinking water to the region. Each county has at least one rural water system that provides water within the county. Existing rural residences have access to rural water and most communities throughout the area also access one of the rural water systems as their primary source of water. However in recent years new development is being slowed as several areas of the region have had moratoriums placed on them by the rural water systems for new access, due to capacity issues.

**Table 21: Counties Served by Rural Water Systems**

Rural Water System	County Served
BDM Rural Water	Brown, Day, Marshall
Clark Rural Water	Day
Mid Dakota Rural Water	Beadle, Faulk, Hand, Potter, Spink
WEB Water Dev. Association	Beadle, Brown, Campbell, Day, Edmunds, Faulk, Hand, McPherson, Marshall, Potter, Spink, Walworth

### Healthcare

Over the past decade, the health care industry has experienced changes in service delivery and management orientation. Local clinics and hospitals are being integrated into larger statewide health systems. Although the trend is towards integration, investments and expansions are still being made in the local clinics and hospitals.

This trend toward larger healthcare affiliations is based upon several factors, including:

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

**Table 22: Health Care Resources available within the NECOG region.**

County	General Hospitals	Critical Access Hospitals	Specialized Hospitals	Rural Health Clinics	Assisted Living Facilities	Nursing Homes	Ambulatory Surgery Center
Beadle		1			2	1	
Brown	2				6	5	2
Campbell				1	1		
Day		1		2	2	3	
Edmunds		1		2		1	
Faulk		1		1	1	1	
Hand		1			2	1	
McPherson		1		1	2	1	
Marshall		1		1	1	1	

Potter		1				1	
Spink		1		1	2	2	
Walworth		1		2	1	1	
NECOG	2	10	0	11	20	18	2

Source: South Dakota Dept. of Health

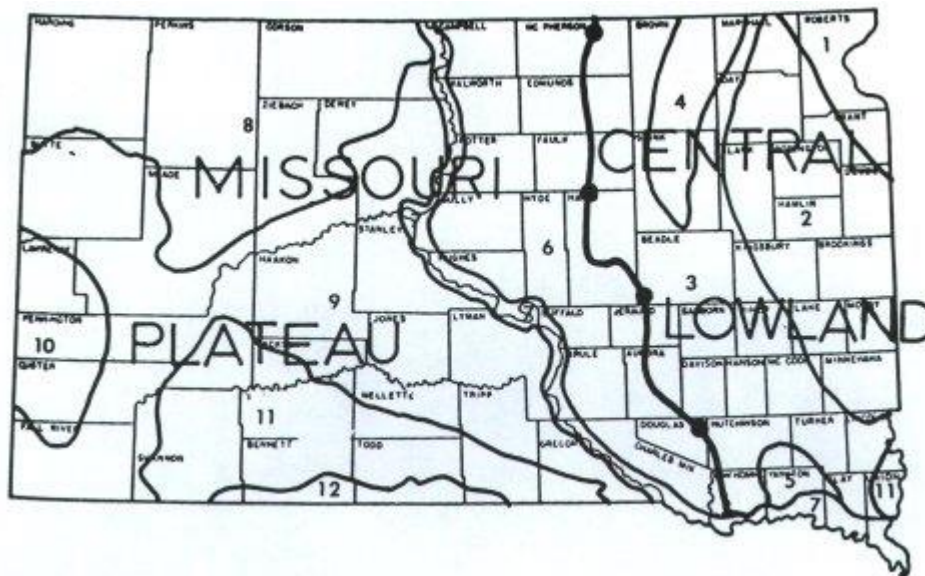
### Physical and Climatic Characteristics

The 13,326 square mile area that comprises NECOG’s region is larger than 9 other States and encompasses a variety of natural features.

### **Geography**

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

**Figure 8: South Dakota Physiographic Regions**



Based on the physical size of the NECOG region, 6 of the physiographic divisions are found in the region.

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

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

The James River Lowland (Division 3) is a gently undulating plain lying considerably lower than the Coteau des Prairies on the east and the Coteau du Missouri on the west. Today the James River drains the area from north to south and occupies a rather narrow steep-sided valley. But, in the geologic past, ancient streams in this region flowed northward. According to Hogan (1995), more erosion has occurred in the James River Lowland than anywhere else in eastern South Dakota. Most of the topographic features of this area are the result of the effects of glaciers. Elevations range from 1,300 to 1,400 feet above sea level.

The Lake Dakota Plain (Division 4) is the nearly level surface formed by deposition of sediment when Glacial Lake Dakota was filled with water. The area is sandy at the northern end with silty clay loam and silty clay textures elsewhere. The flatness of this plain is remarkable, with a change in relief of less than 10 feet (3 m). Elevation is about 1,310 feet (399 m) above sea level.

The Coteau du Missouri (Division 6) is part of the Missouri Plateau of the Great Plains Province, separated from the main body of the Missouri Plateau by the Missouri River. This highland area is covered with glacial deposits and underlain by Pierre shale and older formations. Several broad sags traverse the Coteau, which mark the positions of former stream valleys of eastern continuations of the Grand, Moreau, Cheyenne, Bad, and White Rivers (Flint, 1955). There is no major stream that drains the Coteau du Missouri today.

The Missouri River Trench (Division 7) contains the Missouri River and its reservoirs. The valley averages a little over a mile (1.6 km) in width with the valley floor 300 to 600 feet (91 - 183 m) below the tops of the steep, dissected bluffs. The river flows south-southeast with a gradient of about one foot per mile (19 cm per km). Erosion and deposition are believed to be in equilibrium in the trench. Early travelers to the region reported the river water to be turbid. Rapid erosion apparently was in progress before the advent of agriculture. Cultivation in the tributary regions has added significantly to the sediment load in the river. The dams, built on the river between 1946 and 1966, have slowed the flow, and siltation is now a problem for the river.

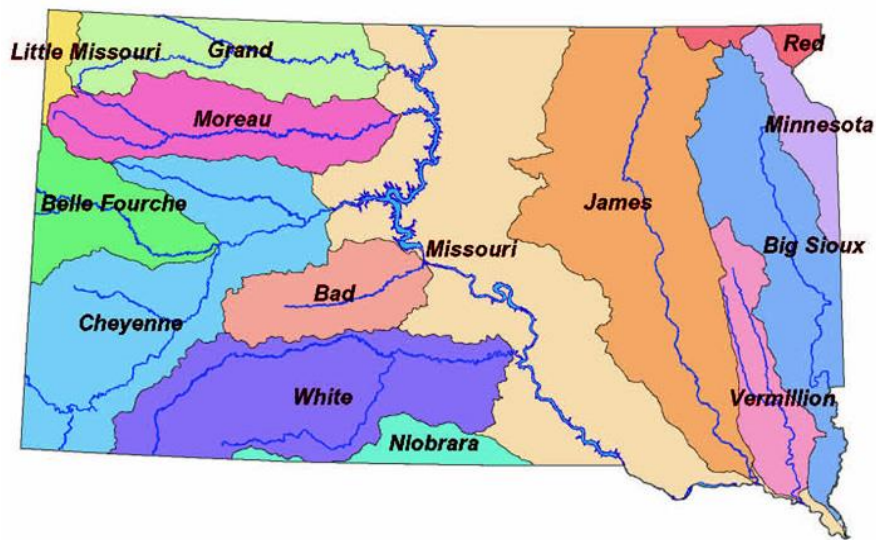
## **Water**

NECOG lies primarily within the two river basins of the James and Missouri River Basin. Each basin is defined by the primary river that runs through the entirety of the basin. The other three basin areas in the District are tributary areas to their major rivers outside the District. The James River originates in central North Dakota and slowly flows for 710 miles through North Dakota and eastern South Dakota until it connects with the Missouri. The Missouri River is the longest river in the United States and

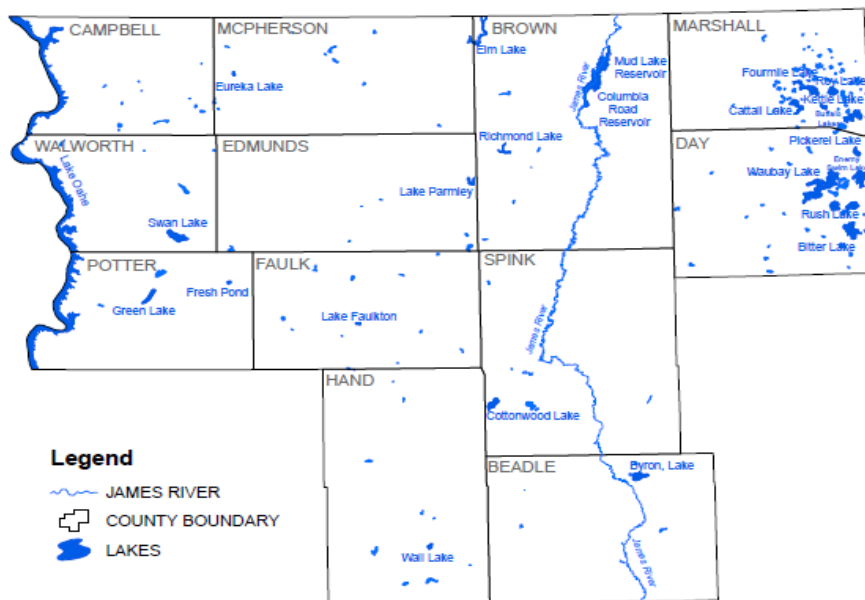
travels 2,341 miles from Montana through central South Dakota and eventually connecting with the Mississippi River north of St. Louis Missouri.

The James and Missouri River provide for the only drainage of the region. Outside of this, the drainage is not as well defined. This area contains numerous shallow depressions that trap water in the lakes, sloughs, and “prairie potholes”, these areas only drain if the water is consumed by evaporation and transpiration or seeps into the ground. The Couteau Des Prairies of Day and Marshall County experience this issue. Day County has had substantial flooding in their closed lake basin that has no outlet for drainage. During wet years, many of these lakes and potholes fill up and inundate acres of farm land and place roads and other infrastructure under water. In dry years the opposite can happen and the areas will become dry.

**Figure 9: South Dakota River Basins**



**Figure 10: NCOG Lakes and Rivers Map**

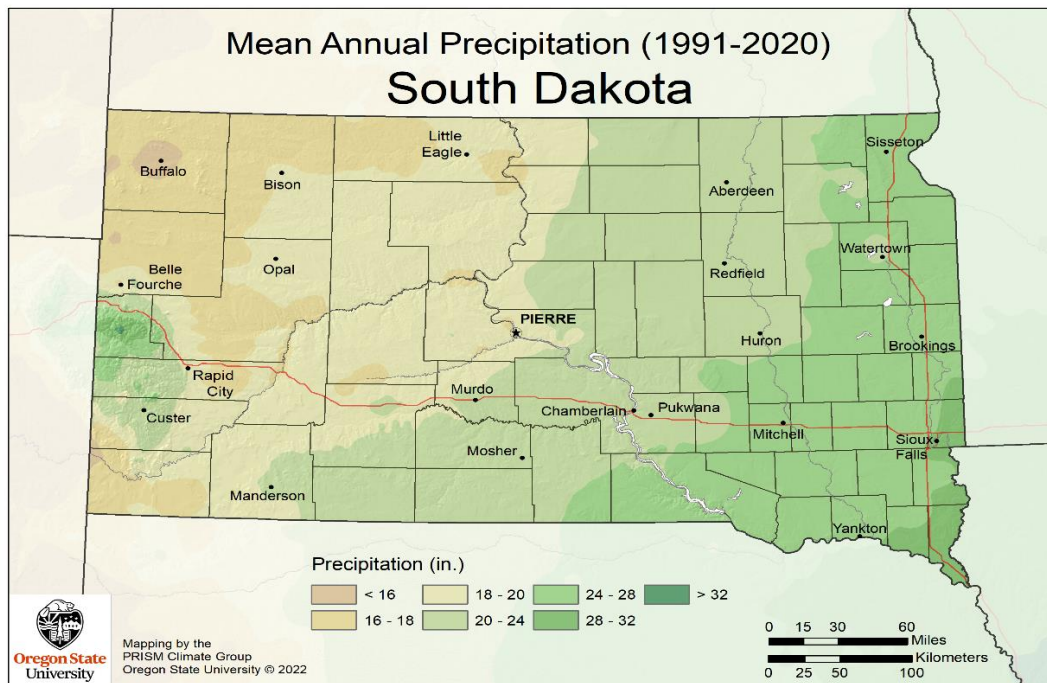




## Climate

Climate of the region is an interior continental type with hot summers, extremely cold winters, high winds, and periodic droughts and floods. Normal annual precipitation averages between sixteen and twenty-six inches.

**Figure 11: Mean Annual Precipitation Map**



Average annual temperatures range between forty-one and forty-six degrees. With the regions average shorter growing season, weather patterns that fall out of the normal, such as a late spring or early winter can have a significant impact on the agricultural production for the region.

This region always seems to be entering or ending a weather cycle. The region continues to struggle with detrimental weather patterns. These vary from severe storms to tornados, flooding and drought. Weather can have a significant impact on local economies, particularly as it relates to the region’s agricultural sector. Weather can also take a psychological toll on people. Climatic stress results in economic social disruptions, which contribute to personal tension. Communities also experience additional distress in maintaining public services. Counties in NECOG’s region have been declared Federal Disaster Areas twelve times in the past 10 years. Disaster declarations are noted in Table 23.

**Table 23 – Federal Disaster Declarations**

FEMA Case Number	Disaster Declaration Date	Disaster Type	NECOG Counties Included
DR-4718	7/6/2023	Flooding	Brown, Day, Faulk, Hand, Marshall, Potter

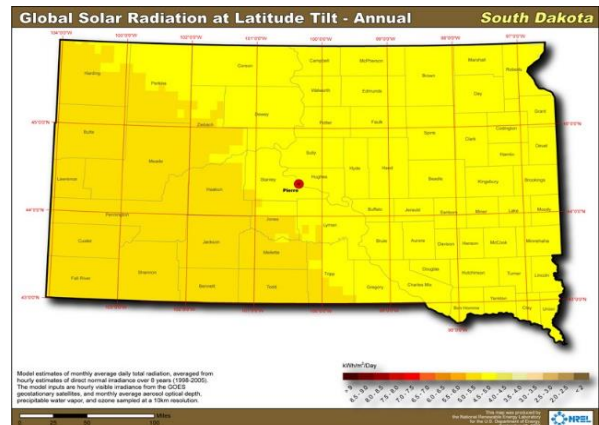
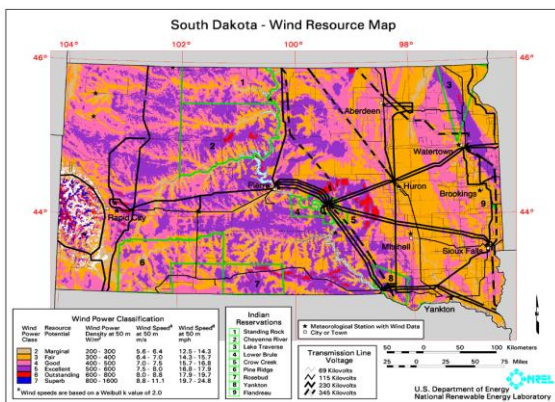
DR-4689	2/27/2023	Severe Winter Storms, Snowstorm	Day, Potter
DR-4664	8/2/2022	Severe Storms, Straight-line Winds, Tornadoes, Flooding	McPherson, Spink
DR-4656	6/29/2022	Severe Storms, Straight-line Winds, Tornadoes, Flooding	Day
DR-4527	3/11/2021	Covid 19	All NCOG Counties
EM-3475	3/13/2020	Covid 19	All NCOG Counties
DR-4469	1/8/2020	Severe Storms, Tornadoes and Flooding	Day
DR-4463	9/23/2019	Severe Storms, Flooding	Campbell, Walworth
DR-4440	6/24/2019	Severe Winter Storm, Snowstorm, and Flooding	All NCOG Counties
DR-4298	2/1/2017	Severe Winter Storm	Day, Edmunds, Faulk, Marshall, McPherson
DR-4137	8/2/2013	Severe Storms, Tornadoes and Flooding	Beadle, Spink
DR-4137	6/19/2013	Severe Storms, Tornadoes	Spink

Source: www.fema.gov/disasters

One weather phenomenon, which is evolving from a regular irritant to an asset, is the wind. This area has untapped wind resources that could lead to alternative electric generation projects. Figure 12 illustrates the geographic distribution of wind power potential. While there are transmission and market issues associated with the implementation of electric generation projects, the availability of sustained wind is a prerequisite to even thinking about pursuing the concept. Private sector developers have constructed wind generation facilities and are investigating wind generation opportunities throughout the NCOG region.

Wind farms have been constructed in four NCOG counties and other wind farms are in the planning stages. Value of wind energy is directly related to its access to markets. Although major transmission lines exist within the region, capacity and system compatibility considerations may limit their usefulness. A more recent development is the consideration of solar farms. Several companies are exploring solar development.

**Figure 12 – South Dakota Wind and Solar Resources Map**



## Land Use

The CEDS region, by any definition, is rural in character and dominated by agricultural use. Cropland, rangeland, pastureland and other land devoted to agricultural use occupy nearly 90% of the District’s land area. Cropland use is just over 60% of the District’s area. The remaining 10% of the District’s land use are divided among water, urban, forest, federal land and other uses.

Rural land use patterns within NECOG may be summarized by the following observations:

The number of farms is declining;

The size of farm families is declining;

The size of the operating farm is increasing;

Residential development is occurring in rural sites that are oriented toward natural features or access (i.e. lake development or adjacent to all weather roads);

Commuting practices and land costs are making small towns more attractive as “bedroom communities”; and subdivision development is occurring around communities with sufficient employment opportunities.

## Environmental Characteristics

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

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

Table 24 provides a list of State Park, State Recreation Areas and National Wildlife Refuges within the NECOG. There are no National Parks located in the NECOG region.

**Table 24: State Parks, Recreation Areas and National Wildlife Refuges**

	State Park	State Recreation Area	National Wildlife Refuge
Beadle			Huron Wetland Mgmt District
Brown		Richmond Lake	Sand Lake Wildlife Refuge
Campbell		West Pollock	
Day		Pickeral Lake	Waubay Wildlife Refuge
Edmunds		Mina Lake	
Faulk			
Hand		Lake Louise	
McPherson			
Marshall	Fort Sisseton		
	Roy Lake		



	Sica Hollow		
Potter		West Whitlock	
Spink	Fisher Grove		
Walworth		Indian Creek	
		Lake Hiddenwood	
		Revheim Bay	
		Swan Creek	

Source: SD Game, Fish and Parks and US Fish and Wildlife

### **Wilderness Act**

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

### **Wild or Scenic Rivers**

While there are no designated or listed wild & scenic rivers within the NECOG region, the Missouri River borders the NECOG counties of Campbell, Potter and Walworth and portions of the Missouri River in southern South Dakota are designated Wild or Scenic Rivers. The James River in Brown and Spink County is also listed as a “Nationwide Rivers Inventory” under the National Park Service, US Department of Interior. This is a designation of free-flowing river segments in the United States that are believed to possess one or more "outstandingly remarkable" natural or cultural values judged to be of more than local or regional significance.

### **Endangered or Threatened Species**

The following is a list of endangered or threatened species that are listed in the region:

- Mammals: Northern Long-eared bat
- Bird: Red Knot, Whooping Crane, Least Tern, Piping Plover
- Fish: Topeka Shiner, Pallid Sturgeon
- Insect: Dakota Skipper, Poweshiek Skipperling

### **Prime/Unique Agricultural Lands**

Locations of Prime/Unique Agricultural Lands are beyond the scope of the CEDS. However according to the American Farmland Trust, seven NECOG counties have areas designated as high-quality farmland with high or low development impacts. NECOG will work with USDA on any development projects to determine which sites are in most need of protection.

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

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

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

Each county within NECOG has adopted a hazardous materials plan which identifies all SARA Tier II reporting facilities. South Dakota Department of Environment and Natural Resources (SDDENR) also maintain a statewide list of all sites and the materials stored. SDDENR also is notified of each hazardous material spill and keeps a database of all occurrences. Each incident is tracked from the time of notification of the spill until the incident is closed.

## **Manufacturers or Users of Pesticides**

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

## **Flood Plain**

Eleven of the twelve NECOG counties participate in the National Flood Insurance Program (NFIP). Counties of Beadle, Brown, Day, Potter and Spink have identified floodplain areas. Counties of Campbell, Edmunds, Faulk, Hand, Marshall and Walworth have No Special Flood Hazard Areas (NSFHA). McPherson County does not currently participate in the NFIP and is a NSFHA County.

## **Historic Sites**

There are a numerous historic sites located throughout the NECOG region. To access detailed information on historic sites a search of the National Register of Historic Places can be conducted.

## APPENDIX B: REGION INDEX MEASURES

### Distressed Communities Index

The Economic Innovation Group is a public policy organization dedicated to the cultivation of a more dynamic and inclusive national economy. They attempt to find solutions for creating new jobs, investment, and dynamism in American communities through original research and analyses. One tool which they have created is the Distressed Community Index. It measures the comparative economic well-being of communities and the disparities between them. The seven components of the index are: education, housing, adults not working, poverty, median income, changes in employment and changes in business establishments. These components are used to create scores falling into five tiers: prosperous, comfortable, mid-tier, at risk, and distressed.

In general, one finds across the country diverging economic trends between well-off areas and those which are relatively disadvantaged. Knowing where communities fall along the spectrum aids in identifying communities where resources should be directed, as well as informs the planning and implementation of place-based strategies.

The following tables present the scores and designation for each zip code where data was available on a scale of 0 (most prosperous) to 100 (most distressed).

Zip	Town	Score	Designation
	South Dakota	34.5	Comfortable
57401	Aberdeen	42.6	Mid-Tier
57428	Bowdle	33.7	Comfortable
57430	Britton	32.3	Comfortable
57434	Conde	13.1	Prosperous
57436	Doland	84.6	Distressed
57437	Eureka	76.6	At Risk
57438	Faulkton	80.9	Distressed
57441	Frederick	23.4	Comfortable
57442	Gettysburg	46.8	Mid-Tier
57445	Groton	37.7	Comfortable
57466	Hecla	60.2	At Risk
57632	Herreid	30.0	Comfortable
57348	Hitchcock	27.6	Comfortable

Zip	Town	Score	Designation
57350	Huron	63.1	At Risk
57451	Ipswich	59.1	Mid-Tier
57454	Langford	59.8	Mid-Tier
57456	Leola	61.6	At Risk
57362	Miller	61.7	At Risk
57601	Mobridge	79.3	At Risk
57469	Redfield	29.4	Comfortable
57471	Roscoe	67.9	At Risk
57472	Selby	53.9	Mid-Tier
57270	Veblen	72.0	At Risk
57479	Warner	4.0	Prosperous
57273	Waubay	92.4	Distressed
57274	Webster	49.4	At Risk
57384	Wosley	34.7	Comfortable

[eig.org/distressed-communities](http://eig.org/distressed-communities)

There are three zip codes in the region which are considered “distressed”. These areas will potentially face more challenges in improving their economic conditions. “At-risk” and “mid-tier” communities are easier to create economic opportunity in because they have more assets and resources that can be leveraged.

## Economic Development Capacity Index

Through support from EDA, Argonne National Laboratory developed the Economic Development Capacity Index for the purpose of measuring the elements which contribute to each counties' ability to engage in successful economic development. Capacity, in this case, is comprised of the knowledge, skills, assets, and resources that can be brought to bear in fostering prosperity, innovation, entrepreneurship, and a high quality of life. Using publicly available data, Argonne has created this tool to gauge a county's strengths and weaknesses across five capacity areas (including 53 unique indicators): financial, human capital, industry composition, infrastructure, and institutions and partnerships. A detailed explanation of the methodology, including the individual measurements constituting each score, are found on the Argonne National Laboratory website. These numeric scores are presented as national percentiles to aid in comparing to other counties.

	Human Capital	Financial	Industry	Infrastructure	Institutions & Partnerships
Beadle	55	47	85	70	84
Brown	83	68	69	74	57
Campbell	60	95	13	66	44
Day	80	90	57	52	64
Edmunds	72	92	19	55	13
Faulk	65	61	2	53	99
Hand	68	78	29	81	86
Marshall	96	82	15	86	93
McPherson	75	95	2	31	53
Potter	72	90	22	59	66
Spink	74	93	33	75	22
Walworth	81	71	25	73	62

<https://disgeoportal.egs.anl.gov/EDCI/>

The region ranked as a whole above average in all areas except Industry. The Human Capital category ranked high mostly due to the percentage of associate degree attainment or higher and average working-age population growth. The scores for Financial point to the health of the banking system and access to capital. While infrastructure is supported by access to broadband.

Industry is the low spot for our rural counties except in Beadle and Brown, due mostly to the lack of industry sector diversity. Likely a result of our region being concentrated in agriculture, which does present risks, if a downturn occurs. Diversification should continue to be a focus to alleviate those risks.

The ranking for Institutions and Partnerships should be viewed less reliably as the other categories given the data not fully capturing the more informal networks of cooperation found in our region.

## Innovation Intelligence Index

EDA and Indiana University created the Innovation Intelligence Index to measure counties' capacity for innovation and regional competitiveness based on inputs and outputs. The index provides a set of analytical tools that can help a region understand its weaknesses, strengths and potential. Results are presented in the county's ranking out of 3,110 counties (NECOG out of 393 regions) - therefore the lower the number the better - and its percentile in italics.

	Overall Innovation Intelligence Index	Human Capital & Knowledge Creation	Business Dynamics	Business Profile	Employment & Productivity	Economic Well Being
Beadle	1,939 (38th)	1,630 (48th)	2,272 (27th)	1,762 (43rd)	1,712 (45th)	1,745 (44th)
Brown	623 (80th)	1,078 (65th)	1,100 (65th)	981 (68th)	413 (87th)	213 (93rd)
Campbell	1,117 (64th)	747 (76th)	1,610 (48th)	1,527 (51st)	2,507 (19th)	249 (92nd)
Day	1,918 (38th)	2,501 (20th)	2,060 (34th)	2,708 (13th)	1,766 (43rd)	648 (79th)
Edmunds	818 (74th)	1,755 (44th)	1,151 (63rd)	1,333 (57th)	2,089 (33rd)	7 (100th)
Faulk	2,384 (23rd)	2,564 (18th)	3,004 (3rd)	1,613 (48th)	2,862 (8th)	112 (96th)
Hand	1,247 (60th)	1,528 (51st)	1,181 (62nd)	1,650 (47th)	2,626 (16th)	137 (96th)
Marshall	1,484 (52nd)	2,687 (14th)	2,208 (29th)	2,370 (24th)	110 (96th)	434 (86th)
McPherson	2,012 (35th)	1,186 (62nd)	2,800 (10th)	1,589 (49th)	2,784 (10th)	616 (80th)
Potter	1,714 (45th)	1,417 (54th)	1,712 (45th)	1,498 (52nd)	2,985 (4th)	368 (88th)
Spink	2,064 (34th)	2,426 (22nd)	2,749 (12th)	1,714 (45th)	2,389 (23rd)	264 (92nd)
Walworth	2196 (29th)	2,180 (92nd)	2,284 (27th)	1,419 (54th)	2,321 (25th)	1,511 (51st)
NECOG	242 (38th)	253 (36th)	312 (21st)	323 (18th)	203 (48th)	48 (88th)

statsamerica.org

According to these metrics, the overall index provides the region with a “moderate” innovation capacity. The region rates strong in economic well-being and rates lower in business dynamics and business profile.

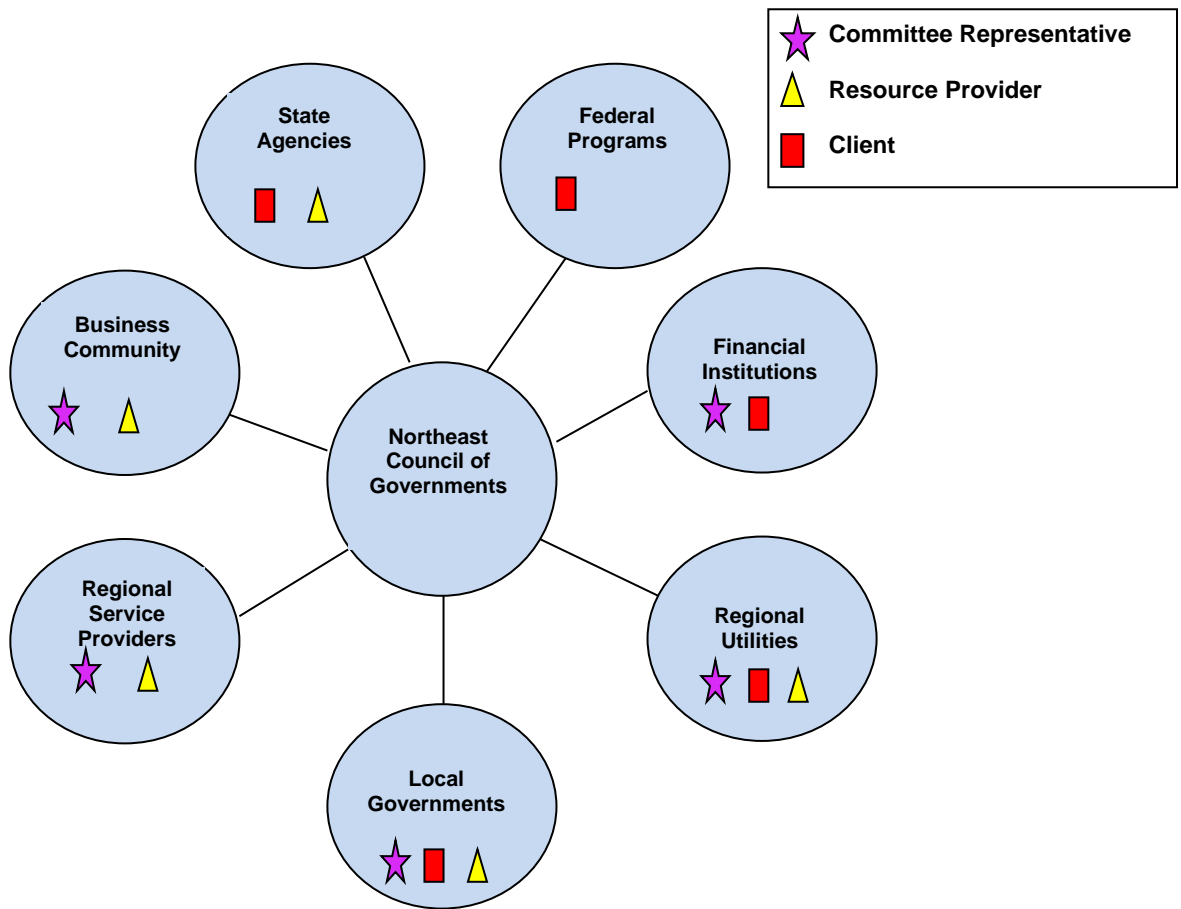
- A few takeaways from the index where the region rates high in the rankings:
- Associate degree attainment or higher
- Average prime working-age population growth
- Average small business establishments per 10,000 workers
- Proprietor income to total wages and salaries ratio
- Unemployment rates
- Change in annual wage and salary earnings per worker.

## APPENDIX C: STRATEGIC PARTNERS

### Roles

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

Figure 13: NECOG Relationships



## Specific Relationships

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

**Table 25: Partnership Relationships**

Category	Entity	Partnership Relationships
State Government	Governor's Office of Economic Development	<ul style="list-style-type: none"> <li>*Assist communities by providing technical assistance on surveys and other CDBG qualification criteria</li> <li>*Provide information about GOED programs to communities and organizations</li> <li>*Assist with completing funding applications, environmental assessments, and administration of CDBG funded projects</li> <li>*Assist with completion funding applications for LIIP &amp; EDDP</li> <li>*Refer prospective borrowers to GOED business financing programs as appropriate (NECOG-DC)</li> </ul>
	Department of Agriculture & Natural Resources (DANR)	<ul style="list-style-type: none"> <li>*Assist members with submitting funding applications for water, wastewater, and storm sewer projects to the State Water Plan (SWP), Clean Water SRF loan program (CWSRF), Drinking Water SRF loan program (DWSRF), and the Consolidated Water Facilities Construction Program (CWFCP)</li> <li>*Administer CWSRF, DWSRF and CWFCP funds for members</li> <li>*Assist members with applying for and administering Small Community Planning Grants</li> <li>*Complete RateMaker utility rate analyses as requested by member communities</li> </ul>
	Department of Game, Fish & Parks	<ul style="list-style-type: none"> <li>*Assist members with reviewing applications to be submitted to the Land and Water Conservation Fund (LWCF) grant program and the Recreational Trails Program</li> </ul>
	Department of Transportation	<ul style="list-style-type: none"> <li>*Assist members and interested parties in applying for and administering funds through the Agri-Business Access grant program, Community Access grant program, and Industrial Parks grant program</li> <li>*Assist members in developing and submitting Transportation Alternatives grant applications</li> <li>*Assist DOT with updating of the state’s road inventory system, which is used to produce maps for the region</li> </ul>
	South Dakota Housing Development Authority	<ul style="list-style-type: none"> <li>*Assist SDHDA in distributing information regarding SDHDA housing programs as they relate to affordable housing development</li> <li>*Complete housing surveys and assessments as requested by members</li> <li>*Complete environmental assessments for projects/sites funded through the Neighborhood Stabilization Program</li> </ul>
	South Dakota Office of Emergency Management	<ul style="list-style-type: none"> <li>*Assist cities and counties in applying for Hazard Mitigation Grants for mitigating future disasters</li> <li>*Assist counties in completing Pre-Disaster Mitigation plans</li> </ul>
	South Dakota Legislators	<ul style="list-style-type: none"> <li>*Assist in providing feedback to legislators on issues important to municipalities and counties in northeastern South Dakota</li> <li>*Provide feedback on legislative issues impacting community and economic development in northeastern South Dakota</li> </ul>

Category	Entity	Partnership Relationships
Federal Government	Congressional Offices	<ul style="list-style-type: none"> <li>*Assist in providing feedback to South Dakota's congressional delegation on issues important to municipalities and counties in northeastern South Dakota</li> <li>*Provide feedback on legislative issues impacting community and economic development in northeastern South Dakota</li> </ul>
	U.S. Economic Development Administration	<ul style="list-style-type: none"> <li>*Develop and maintain a Comprehensive Economic Development Strategy for NECOG's region</li> <li>*Assist members and other interested parties in developing, submitting, and administering EDA funded projects</li> <li>*Assist NECOG members as outlined in NECOG's scope of work through the EDA planning grant</li> <li>*Utilize funds through EDA's revolving loan fund program to make loans to prospective borrowers</li> <li>*Collaborate with other EDA funded EDD's, University Centers or Tribes</li> </ul>
	U.S. Environmental Protection Agency	<ul style="list-style-type: none"> <li>*Assist communities with brownfield applications.</li> </ul>
	U.S. Census Bureau	<ul style="list-style-type: none"> <li>*Provide training and assistance with navigating Census data</li> <li>*Provide public access of census bureau data located at the NECOG office.</li> <li>*Assist the general public and member entities with requests for Census Bureau data</li> </ul>
	USDA Rural Development	<ul style="list-style-type: none"> <li>*Assist members in the preparation of grant and loan applications through USDA's Water/Wastewater grant and loan programs and the Community Facilities Program</li> <li>*Assist in administering USDA RD funding programs</li> <li>*Assist members and non-members with completing environmental assessments of USDA funded projects</li> <li>*Utilize funds through USDA RD's IRP program to capitalize NECOG-DC's Revolving Loan Fund and make loans to prospective borrowers</li> <li>*Complete handicap accessibility assessments for area businesses in conjunction with the USDA IRP program and upon request.</li> <li>*Coordinate communication with local groups and distribute relevant information on USDA RD programs as appropriate</li> </ul>

Category	Entity	Partnership Relationships
Local Organizations	Banks and Lending Institutions	<ul style="list-style-type: none"> <li>*Provide funds to capitalize NECOG's Revolving Loan Fund</li> <li>*Partner to provide gap financing to new and expanding businesses</li> </ul>
	Economic Development Corporations / Chambers of Commerce	<ul style="list-style-type: none"> <li>*Assist with development of economic development projects, financing industrial park infrastructure, referrals to other technical resource providers</li> <li>*Assist with infrastructure and business financing needs for prospective businesses looking to expand or located in NECOG counties</li> </ul>
	South Dakota Association of Towns and Townships	<ul style="list-style-type: none"> <li>*Provide feedback on issues important to municipalities and townships in northeastern South Dakota</li> </ul>
	South Dakota Municipal League	<ul style="list-style-type: none"> <li>Provide feedback on issues important to municipalities in northeastern South Dakota</li> </ul>
	South Dakota Association of County Commissioners	<ul style="list-style-type: none"> <li>*Provide feedback on issues important to counties in northeastern South Dakota</li> </ul>



Category	Entity	Partnership Relationships
Regional Organizations	Planning & Development Districts	*Coordinate statewide activities with other planning districts and look for development opportunities for other partnership
	Community Action Programs	*Refer low-income individuals needing assistance as necessary *Partner with the GROW SD Program for advice and feedback programs and services
	Regional Revolving Loan Funds	*Partner to provide capital for community and economic development projects as necessary *Refer loans to other loan funds that are outside NECOG-DC's service area
	Small Business Development Center and SCORE	*Refer borrowers and businesses needing assistance with business plans, financial projections, and business valuations *Partner on joint training opportunities
	Regional Aging Council	*Serve as board member and provide information to RAC on aging issues in the region *Provide information and coordinate with members on aging services such as transportation and health services
	NECOG-DC	*Assist with business financing needs for prospective businesses looking to expand or locate in NECOG counties
	Regional Rural Water Systems	*Assist with developing applications and administering funds secured through USDA Rural Development, DENR, and other funding agencies as requested
	Water Development Districts	*Coordinate as needed the planning, funding, and implementation of water projects when they occur within a specified Water Development District

Category	Entity	Partnership Relationships
National Organizations	National Association of Development Organizations (NADO)	*Participate in NADO conferences and activities to raise awareness of national economic development initiatives and their impact and potential benefit for NECOG members

# APPENDIX D: CEDS RESOLUTION APPROVAL

## NORTHEAST COUNCIL OF GOVERNMENTS

**Resolution to authorize the Executive Director to submit the 2024-2028 Comprehensive Economic Development Strategy (CEDS) to the Economic Development Administration (EDA) for review and approval.**

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

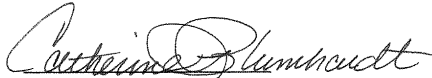
**WHEREAS**, the District, as a South Dakota planning district works closely with EDA to create a Comprehensive Economic Development Strategy (CEDS) per their requirements; and

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

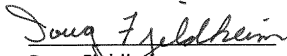
**WHEREAS**, the purpose of the CEDS is to create direction for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in the Northeast Council of Governments service area which includes the counties of Beadle, Brown, Campbell, Day, Edmunds, Faulk, Hand, Marshall, McPherson, Potter, Spink and Walworth.

**THEREFORE, BE IT RESOLVED**, that the NECOG Executive Board has reviewed the CEDS and authorizes the Executive Director to submit the CEDS for review and approval by EDA.

Approved this 18 day of September, 2024, by the Executive Board of the Northeast Council of Governments.



Catherine Blumhardt,  
NECOG Chairperson



Doug Fjeldheim,  
NECOG Secretary/Treasurer