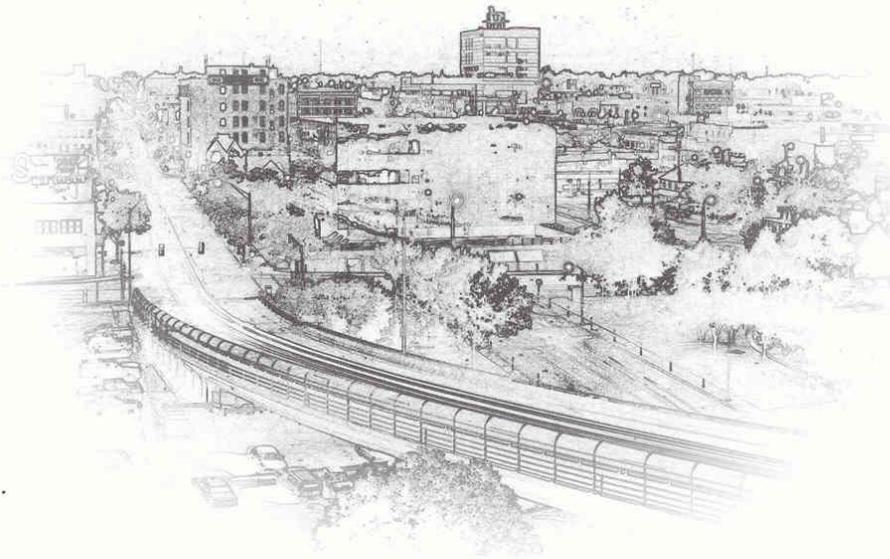


SIoux FALLS TOMORROW II

A Vision for the Future of the
Sioux Falls Area

2004 Report to the Community



Foreword

As anyone who's lived in the Sioux Falls area in recent years can attest, nothing is as certain as change. And, as those of us who are long-time residents firmly believe, no other community greets change with greater aspirations for making the most of the future than ours does.

Ten years ago, that "can-do" spirit found a home in Sioux Falls Tomorrow, a community-based planning project that created a vision for the place we call home. Now, with so many of yesterday's dreams having been achieved, we look forward to the next ten years we'll share here through Sioux Falls Tomorrow II.

Sioux Falls Tomorrow II is a vision for what we hope this community will always be — a safe, caring, progressive, and beautiful area that provides opportunities and resources for each person's fulfillment. The vision is supported by goals and action items — stepping-stones to the future.

I am privileged to have served as chair of both ventures, to have sat with the organizing committees as they painstakingly pulled together a planning group representative of the broadest cross-section of the community, to have worked twice with Derek Okubo from the National Civic League, who designed and facilitated the projects, and to have been part of the planning sessions where issues once hotly debated gave way to collaboration and consensus on where we're going and how to get there.

There are two things I hope you'll remember as you read this. First, one of the issues stakeholders debated was how to describe the Sioux Falls area. In the end, geographical and municipal boundaries seemed limiting. The city, the two counties it lays in, even the "metropolitan statistical area" only restrict our vision. If you think you're part of the Sioux Falls community, you are.

Second, when the plan's vision and action items address "people," count yourself in again. Woman or man, young, old, or in-between, whatever color or ethnicity, those who need a hand up, those who are able to offer one, Sioux Falls Tomorrow II and all that we hope to create from it were designed with you in mind.

Although many groups contributed to the success of Sioux Falls Tomorrow II, no one organization is responsible for what you read here. More importantly, no one organization will be responsible for the ways you and your neighbors will benefit from implementation of this action plan. In the end, success in the planning and in the doing depends on the volunteer energy of ordinary people who rise to the challenge of pushing the Sioux Falls area to greater achievement and on the many organizations and civic leaders who will join them in that effort.

Dr. Jerry Walton
Chair, Sioux Falls Tomorrow II

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Vision

Sioux Falls Tomorrow II

The Sioux Falls community is a safe, caring, progressive, and beautiful area that provides opportunities and resources for each person's fulfillment.

- Comprehensive educational opportunities provide knowledge, understanding, and skill development for all people.
- Local governments are collaborative, accessible, efficient, effective, just, and representative of the communities served.
- The community boasts universal, active participation and leadership in civic affairs.
- The community exercises responsible stewardship for its historical, cultural, and natural environments.
- The community welcomes and responds to changing demographics, recognizing that there is strength in diversity and respecting the right of individuals and groups to be unique.
- The community has a diverse, expanding economic base and employment opportunities that offer stimulating careers and fair compensation.
- Basic human needs are met.
- Personal safety and access to health care and superior social services are assured.
- Abundant cultural, leisure, and recreational opportunities are available for the enrichment of life for people of all ages.

SFT II Goals

Sioux Falls Tomorrow II stakeholders worked in five performance groups to develop community priorities. To see the action items associated with each, refer to corresponding sections of this report.

Community Focus

- Expand and enhance the greenway's value as a community asset.
- Support a park and recreation system that meets the diverse needs of a growing and changing community.
- Maintain, preserve, and revitalize the health and strength of city neighborhoods as desirable places to live.
- Develop and expand public facilities for community events and activities that enrich our lives.
- Market our community; develop community pride.

Economic Development

- Maintain and enhance conditions that lead to business and job growth.
- Enhance the economy through emphasis on technology, research, and expanded educational opportunities and knowledge-based business development.
- Promote the development of quality of life projects in the community that make Sioux Falls a great place to visit, live, work, and play.

Education

- Give all children in the Sioux Falls area access to high-quality pre-kindergarten programming and childcare at all age levels.
- Secure funding to maintain and enhance the quality of public education programs.
- Make educational programs and services necessary to success available to non-English speaking and culturally diverse children and adults.
- Generate public policy support for a systemic approach to lifelong learning.

Health and Social Services

- Develop public/private partnerships to build an affordable housing continuum.
- Create easier access to health and social services.
- Reduce the presence of methamphetamine in the area and monitor emerging drugs.
- Improve the access to affordable health insurance for small businesses and nonprofit agencies.

Public Service

- Establish a water resource development and financing plan to secure additional sources of water.
- Ensure efficient, collaborative, and appropriately and fairly funded local government.
- Develop broader transportation infrastructure opportunities.

Community Focus

Goals and Action Items

The Community Focus work group oriented itself toward the quality of life in the Sioux Falls area. Their goals touch upon a wide range of issues that enhance the quality of life for city residents and visitors — recreation and the environment, neighborhoods, arts, culture, entertainment, and the community's image. The work group believes —

The further development of the city's parks and of the Sioux River Greenway is an important quality of life issue for the entire community. The parks and the greenway tie the community together socially as well as physically, fostering interaction and a sense of belonging among those who participate in activities there. Park and greenway improvements also serve economic goals related to tourism, property values, and growth. Development of the downtown riverfront will help support revitalization and the East Bank redevelopment. A great park system can help keep older neighborhoods strong.

Maintaining the health and strength of central city neighborhoods is essential to the city's well being. The majority of the city's affordable housing is in the central city, but these areas are vulnerable as small homes age and as churches, schools, and community services relocate to growth areas at the city's edge. Maintenance and revitalization of public areas will ensure older neighborhoods do not slip into decline. Basic amenities such as parks and grocery and drug stores need to be conserved and developed. Cultural diversity throughout all neighborhoods is needed to prevent the development of enclaves that create a sense of "us vs. them." Maintaining a strong level of home ownership is necessary, although there must be a balance of affordable rental and owned units.

Public facilities make the community events and activities that enrich our lives possible. Developing and expanding such facilities, particularly those that are sites for cultural, entertainment, and sporting events, will improve our quality of life and build a shared sense of community. Public facilities that provide opportunities for youth to meet and interact are especially important. The cost of providing these facilities is viewed as an investment in community life that can also pay off in terms of economic development, although there needs to be a balance between public costs and community benefits.

Sioux Falls has enjoyed success because the community has had great confidence and self-esteem and has promoted its many strengths to others. We must guard against becoming complacent and losing our edge; cultivate the sense of pride and commitment to our community in our new business and corporate citizens; market the advantages of our growing cultural diversity, both to others and ourselves; and reach out to involve businesses that are inclusive of cultural diversity.

(Note: These goals are numbered for reference purposes only.)

Goal 1 — Expand and enhance the greenway’s value as a community asset.

Action Items

- Develop points of interest and historic aspects along the greenway.
- Maintain a safe and secure greenway environment, including features such as lighting and emergency notification systems.
- Expand, protect, and develop nature and wildlife areas.
- Increase access to the greenway.
- Incorporate public art along the greenway including
 - functional art for items such as bike racks, lighting, furniture and fixtures, pedestrian bridges, etc.
 - art representative of the community’s diversity.
- Develop opportunities and sites — such as an amphitheater — for civic events and diverse cultural activities.
- Develop mile markers and exercise stations.
- Include signage in universal symbols.

Interested/Affected Parties

Army Corps of Engineers; City Parks and Recreation; state Game, Fish, and Parks; City Planning; interested community members; property owners; Main Street Sioux Falls

Goal 2 — Support a park and recreation system that meets the diverse needs of a growing and changing community.

Action Items

- Complete the development of park projects that have already been approved.
- Evaluate the need for parks in new developments.
- Develop the historic aspects of our parks.
- Develop neighborhood parks that are the focus of community activities.
- Maintain a desirable balance of parks of differing sizes, designs, and functions.
- Enhance access to parks for persons with disabilities.
- Develop opportunities and sites — such as a park suitable for festivals — for civic events and diverse cultural events.
- Incorporate public art in our parks.

Interested/Affected Parties

Respective neighborhoods; City Parks and Recreation; City Planning; law enforcement; Multi-Cultural Center of Sioux Falls; City Council; community groups supporting various sports and recreation programs; Sioux Falls Beautiful; Sioux Empire Arts Council; County Commission; Sioux Empire Fair Association

Goal 3 — Maintain, preserve, and revitalize the health and strength of city neighborhoods as desirable places to live.

Action Items

- Develop neighborhood activities.
- Provide flexibility in zoning and building codes for older homes as a tool to increase affordable housing.
- Provide creative tools for revitalizing and refinancing older homes.

- Target older, central-city neighborhoods for proactive revitalization.
- Provide more incentives for historic preservation.
- Continue and expand projects NICE (Neighborhood Improvement/Complaint Easement) and KEEP (Keep Environmental Enhancements Permanent).
- Plan and zone for multiple uses to encourage commercial and public functions in neighborhoods.
- Establish an IDA (Individual Development Account) program for rehabilitation and purchase of houses by low-income and minority homeowners.
- Promote cultural and economic diversity in all neighborhoods.
- Enhance neighborhood lighting and update alleys.

Interested/Affected Parties

Respective neighborhood planning groups; preservation groups; City Planning and Zoning; Fannie Mae Partnership Office; Sioux Falls Housing and Redevelopment Commission; City Council; Sioux Empire Housing Partnership; banks and other Community Reinvestment Act organizations; schools and churches; Main Street Sioux Falls; Habitat for Humanity

Goal 4 — Develop and expand public facilities for community events and activities that enrich our lives.

Action Items

- Develop a multi-purpose sports and recreation center that is attractive and affordable.
- Enliven public facilities with color, the arts, and diverse cultural activities.
- Make public facilities accessible, affordable, and available for local art entities.
- Investigate and create alternative sites for young adult and youth activities.
- Increase community support for cultural activities.

Interested/Affected Parties

City Planning and Zoning; City Council; Sioux Empire Arts Council; various community user groups; news media; County Commission; Sioux Empire Fair Association; Public Facilities Task Force; Sioux Falls School District; City Parks and Recreation

Goal 5 — Market our community; develop community pride.

Action Items

- Develop the expectation that all businesses and individuals will support the community with financial and human resources.
- Develop a sense of “one community” that embraces and respects cultural diversity.
- Erase the invisible barrier that separates Sioux Falls from the rest of the state.
- Educate community about resources and opportunities to enhance satisfaction with the community.
- Develop a community beautification project that embraces public, industrial, and commercial areas, and community neighborhoods.

Interested/Affected Parties

Forward Sioux Falls; Sioux Falls Area Chamber of Commerce; Multi-Cultural Center of Sioux Falls; news media; Sioux Empire United Way; city and county governments; Sioux Falls Development Foundation; City Parks and Recreation; Main Street Sioux Falls

Economic Development

Goals and Action Items

When surveyed shortly before SFT II convened, economic development was at the top of stakeholder awareness. As a result, the Economic Development work group attracted the most members.

The work group understands that the area's continued economic vitality depends on proactive strategies — ones that involve collaboration with elected officials in neighboring communities and with the state and the federal governments. While pursuing economic advances, stakeholders want to create a business environment that is good for workers as well as for their employers.

Like their counterparts in the Education work group, members emphasize the need to expand opportunities for higher levels of continuing education, especially in technology, where the prospect for new job creation through medical and agricultural innovation is strong.

And, like their counterparts in the Community Focus group, these stakeholders recognized the need to take advantage of opportunities to enhance public facilities and to promote art and cultural activities. They perceive downtown Sioux Falls as a natural focal point for many of these activities — things that showcase the area for businesses that consider locating here and make it a great place for residents and visitors alike. The group believes —

The Sioux Falls area is a regional hub of economic activity. In order to continue the success of the region, Sioux Falls should be prepared to provide a transportation and communications infrastructure that can meet the needs of a dynamic marketplace.

Sioux Falls can redefine community and share its multi-dimensional aspects in terms of current technological and international opportunities that are available. Sioux Falls should increase the level of technology sophistication of its youth and other residents through enhanced educational opportunities. By growing technology facilities and educational research capacity, Sioux Falls can provide an appropriate setting that enhances economic development and reaps new benefits from a diverse business and educational environment.

The Sioux Falls area needs vibrant tourism and leisure and recreation venues that support and complement economic development efforts to attract new businesses, expand the success of existing businesses, and retain its talented local workforce.

(Note: These goals are numbered for reference purposes only.)

Goal 1 — Maintain and enhance conditions that lead to business and job growth.

Action Items

- Sioux Falls needs to play a leading role in encouraging responsible business leadership and in protecting the favorable tax and regulatory environment in South Dakota.
 - Define regulatory and economic attributes that are most important to the business community and fair to all.
 - Maintain a strong lobbying presence on state and national levels.
 - Ask Sioux Falls Area Chamber of Commerce and the Sioux Falls Development Foundation to incorporate these attributes into their public policy statements.

Interested/Affected Parties

Elected officials; Sioux Falls Area Chamber of Commerce; Sioux Falls Development Foundation; Southeast Technical Institute; education community

- Promote opportunities for workforce enhancement through continued education and training.

Interested/Affected Parties

Forward Sioux Falls Workforce Development Council; Southeast Technical Institute; education community

- Identify and target industry clusters that allow similar businesses to support shared economic growth — for example, the past success of credit card and call center business clusters.
 - Assess primary industries and jobs in the region.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; Southeast Technical Institute; education community

- Determine if there are natural links, weaknesses, and opportunities to support existing business.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; Southeast Technical Institute; education community

- Foster entrepreneurship in the community.

Interested/Affected Parties

Small Business Administration; Forward Sioux Falls; Augustana Small Business Institute; Southeast Technical Institute; education community

- Design and influence local and state incentives to retain existing industries in the region.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; local units of government; Southeast Technical Institute; education community

- Expand international trade opportunities.
 - Market Sioux Falls, South Dakota, internationally.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development

- Promote the use of existing local resources, such as:
 - Port of Entry
 - South Dakota Foreign Trade Zone Board
 - Export and Import Financing
 - Department of Commerce International Institute
 - South Dakota International Business Incubator

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development

- Design incentives to attract international business.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; local units of government; Port of Entry; South Dakota Foreign Trade Zone Board

- Explore opportunities to import and export products and services.

Interested/Affected Parties

Sioux Falls Development Foundation; Governor’s Office of Economic Development; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; local units of government; Port of Entry; South Dakota Foreign Trade Zone Board; South Dakota Export Council

- Identify and promote economic opportunities provided by shifting demographics and an increasingly diverse community.
 - Recognize the community’s changing demographics and understand its economic impact.
 - Provide businesses with information and education about growth of marketplace opportunities due to diversity.
 - Challenge the business community to take a leadership role in embracing diversity in the workplace and marketplace.
 - Encourage and support diverse businesses to be a part of the business community.

Interested/Affected Parties

Local units of government; Sioux Falls Area Chamber of Commerce; Forward Sioux Falls; City of Sioux Falls

Goal 2 — Enhance the economy through emphasis on technology, research, and expanded educational opportunities and knowledge-based business development.

Action Items

- Develop the USDSU/STI campus as a center for enhanced educational research and business development opportunities.
 - Support the proposed Graduate Education and Research Center (GEAR).

Interested/Affected Parties

South Dakota Technology Business Center; GEAR Taskforce; Southeast Technical Institute; education community

- Identify and resolve barriers to enhanced educational opportunities.
 - Address USDSU funding model.
 - Address Southeast Technical Institute funding model.

Interested/Affected Parties

Board of Regents, elected officials

- Develop educational programs that respond to the needs of business and students in the marketplace.

Interested/Affected Parties

Board of Regents; private universities; Southeast Technical Institute; education community

- Seek and support opportunities between the medical and agricultural communities for the development of specialized research within individualized businesses.
 - Develop applied technology for manufacturing and other industries.

Interested/Affected Parties

Private and public universities; health care providers; USD School of Medicine; Southeast Technical Institute; education community

- Assist in the development, application, and distribution of technologies in the agriculture sector.

Interested/Affected Parties

Governor's Office of Economic Development; South Dakota Technology Business Center; state Department of Agriculture; SDSU; Minnehaha County Economic Development Association; Lincoln County Economic Development Association; Southeast Technical Institute; education community

- Participate in the Governor's 2010 Initiative to coordinate research opportunities.

Interested/Affected Parties

Sioux Falls Area Research Alliance, South Dakota Technology Business Center Board of Directors

- Fill and expand South Dakota Technology Business Center.

Interested/Affected Parties

South Dakota Technology Business Center Board of Directors

Goal 3 — Promote the development of quality of life projects in the community that make Sioux Falls a great place to visit, live, work, and play.

Action Items

- Make the successful completion of an events center in Sioux Falls an immediate, high priority.

Interested/Affected Parties

Public Facilities Task Force

- Expand the tourism and visitor industry in Sioux Falls and promote a longer visitor stay.
 - Commission a study to assess the economic impact of tourism and visitor spending on the local economy.

Interested/Affected Parties

Sioux Falls Convention and Visitors Bureau; City of Sioux Falls; Forward Sioux Falls; County Commission; Sioux Empire Fair Association

- Continue to develop Sioux Falls as a regional retail and commerce center through the ongoing support of:
 - the Convention and Visitors Bureau and local units of government in promoting and coordinating community and other special events.
 - transportation infrastructure improvements.
 - the expansion of specialty and/or diverse retailers.

Interested/Affected Parties

Local units of government; Sioux Falls Convention and Visitors Bureau; Main Street Sioux Falls; Sioux Falls Area Chamber of Commerce

- Enhance downtown Sioux Falls as a destination for visitors and residents through the completion of:
 - SculptureWalk
 - Orpheum Theatre
 - Phillips to the Falls
 - Falls Park West
 - East Bank development as part of the Sioux Falls Greenway project
 - State Theater
 - Downtown library

Interested/Affected Parties

Local units of government; Main Street Sioux Falls; Sioux Empire Arts Council; SculptureWalk volunteers; Sioux Falls Greenway and Riverfront Master Plan Advisory Board; Sioux Falls Film Society

- Promote the positive aspects of art and culture in the community.
 - Gather and evaluate successful models of other communities' art and cultural programs and their economic impact.
 - Focus efforts to support the arts through a community-wide planning and coordination process.

Interested/Affected Parties

Sioux Empire Arts Council; City of Sioux Falls

Education

Goals and Action Items

The Education group took the SFT II vision of giving people access to educational opportunities seriously. As a result, they targeted goals that will affect all age groups of learners in the community — from pre-schoolers to adults pursuing post-secondary education.

When the stakeholder group adopted the SFT II plan, the Education work group agreed to move action items that address funding models for USDSU and Southeast Technical Institute to the Economic Development section of this report. The group believes —

Too many children still start their school careers very unprepared. They need the benefit of excellent pre-kindergarten programs that are accessible and affordable. Research has shown that there is a 1:7 cost benefit in terms of dollars invested in such programs — in other words, for every \$1 spent on early childhood education, the public gains an average of \$7 in cost savings.

The percentage of families in the Sioux Falls area in which both parents work is one of the highest in the nation. The need for quality, accessible childcare is high and growing.

Research demonstrates that students taught in smaller classes during their first three school years get off to a more solid academic start and experience far fewer difficulties for the remainder of their school careers. The class sizes in our schools are still too high. They need to be permanently reduced.

More is required to live successfully in our community than the need to learn the English language, which is vital. In addition to English as a second language classes, community newcomers often need supportive ways to become familiar with social conventions, to learn to access transportation and childcare services, and to use a wide range of other programs. These educational needs affect Native Americans and those from Hispanic cultures, as well as newcomers from faraway places.

Educational systems make it difficult to transfer credits between high schools and post-secondary schools in our area. This presents a significant challenge for nontraditional students who seek a degree. Advocating for and developing a public policy agenda that truly embraces the notion of lifelong learning presents a wonderful opportunity that, admittedly, would amount to a sea change. Historically, the state's higher education focus has been on traditionally aged students who attend college on residential campuses. This resource funding model has been in place for some 120 plus years. As the need for a highly educated citizenry increases, we have to figure out how to mainstream adult education and new educational opportunities.

(Note: These goals are listed in order of priority.)

Goal 1 — Give all children in the Sioux Falls area access to high-quality pre-kindergarten programming and childcare at all age levels.

Action Items

- Form a citywide task force in coordination with the Governor’s 2010 Initiative to assess specific needs in this area so that they can be appropriately addressed. Uncover exactly what it will take to solve deficiencies.
- Market the importance of quality pre-kindergarten programming.
- Secure funding.

Interested/Affected Parties

Sioux Falls School District; Head Start; private preschool and daycare providers; Alliance for Early Care and Education; YMCA; YWCA; YES; state Child Protection Services; Early Childhood Enrichment; Volunteers of America, Dakotas; Sioux Empire United Way; Character Counts; Even Start Family Literacy Program; HELP!Line Center; Association for the Education of Young Children; SDSU; Mothers of Preschoolers; South Dakota Coalition for Children; Siouxland Association of Child Care Directors; preschool provider organizations, if any

Goal 2 — Secure funding to maintain and enhance the quality of public education programs by —

- **reducing average class size in grades one through three to 15 students, beginning with first grade sections and by keeping average class size for remaining grades at or below 2003-2004 levels (Kindergarten 24.3, grades four through five 24.3, middle school 24.4; high school 25.15).**
- **by continuing the existing level of support for quality educational programming.**

Action Items

- Develop long-term group — “Friends of Education” — to raise public awareness and develop strategies to sustain and enhance funding.

Interested/Affected Parties

PTAs; Sioux Falls Area Chamber School Business Networking Committee; Sioux Falls School Board; Sioux Falls Education Association; religious leaders; Forward Sioux Falls; Junior League; area legislators; other representatives of the education community

Goal 3 — Make educational programs and services necessary to success available to non-English speaking and culturally diverse children and adults.

Action Items

- Convene a multi-agency action group to map existing services to identify gaps and develop and fund necessary services.
- Develop career-coaching process for underemployed, non-English speaking and/or culturally diverse adults.
- Secure funding for adult English classes and other needs identified by multi-agency action group.

Interested/Affected Parties

Multi-agency action group formed out of the Community Race Concerns Task Force, along with the Sioux Falls School District and Sioux Empire Society for Human Resource Management; other representatives of the state and local education communities

Goal 4 — Generate public policy support for a systemic approach to lifelong learning, including —

- ***the transfer and acceptance of educational credits from and to high schools, technical schools, and other post-secondary institutions.***
- ***alternative education.***

Action Items

- Bring parties together to resolve issues regarding the transfer and acceptance of educational credits among educational institutions.

Interested/Affected Parties

Forward Sioux Falls, Sioux Falls Development Foundation, Sioux Falls Area Chamber of Commerce; representatives of the state and local education communities

Health and Social Services

Goals and Action Items

The Health and Social Services work group examined four issues of important concern to the community. Two of these — housing and access to health care and social services — address fundamental human needs and the community's ability to help those who stand in need achieve self-reliance. A third focused on the growing prevalence of methamphetamine in the area. The last seeks to improve access to group health insurance for employees of small business and nonprofits. The group believes —

There are many single men and women who are not currently self-sufficient/reliant who could be if they had access to transitional housing programs. Transitional housing programs have been effective with families. However, with limited resources and priority being given to families, single men and women go largely un-served. Some funding exists for these programs, but the targeted group is diverse and growing.

Individuals in need often have multiple issues that should be addressed by more than one agency. Too often, the client is not made aware of the other services available, lacks transportation to the other agency, or gets frustrated with duplicative paperwork. This duplication of admissions process frustrates those served and is inefficient for the agencies.

The production, distribution, and use of methamphetamine is on the increase in the area, yet the general public — especially adults — are unaware of the growing problem, of the signs of distribution, and of the destructive nature of this highly addictive drug. This problem can destroy lives, families, and entire neighborhoods.

Employees of small businesses and nonprofit agencies are often not offered health insurance at as low a cost as found in group insurance plans that cover larger companies. This causes financial strain on employees and their families, and has a negative effect on agencies' and small businesses' ability to recruit and retain staff, to grow, and to stay financially sound.

(Note: These goals are numbered for reference purposes only.)

Goal 1 — Develop public/private partnerships to build an affordable housing continuum.

Action Items

- Complete assessment of affordable housing needs.
- Target resources based on the assessment study to optimally use money and resources.
- Hold regularly scheduled meetings among the existing providers to encourage more collaboration and increase impact.
- Create incentives for public-private housing partnerships to form.
- Create a Web site to provide information regarding housing services.

Interested/Affected Parties

Sioux Empire Homeless Coalition; Minnehaha County Human Services Department; Sioux Empire Housing Partnership; Sioux Falls Housing and Redevelopment Commission; City Department of Community Development; Southeastern Behavioral HealthCare Community Support Services; Sioux Empire United Way; Lutheran Social Services Housing Resource Center; American Indian Services; Multi-Cultural Center of Sioux Falls; Habitat for Humanity; St. Joseph's Housing Program of the Sioux Falls Catholic Diocese; state Department of Social Services; state Department of Corrections; and representatives of consumers; immigration agencies/programs; lending agencies; home builders; both ministerial associations; elected officials and policy makers; business community; news media and public relations firms; consumers with special needs; funders

Goal 2— Create easier access to health and social services.

Action Items

- Utilize Homeless Management Information System software.
- Work to have software acquisition and related costs paid by the Sioux Empire United Way or state.
- Work towards a common entrance form for most agencies.
- Translate forms and information properly.
- Promote collaboration among agencies and services.
- Provide a services specialist to assist those entering the health and social service system.
- Promote the services and resources that are available within a culturally diverse context.
- Host a health and social services providers' summit on this topic to build a case for easier access to services for clients.
- Promote development of a joint city-county health and human services facility.

Interested/Affected Parties

HELP!Line Center; Sioux Empire United Way; state Department of Social Services; Minnehaha County Department of Human Services; Sioux Falls Community Health Center; Avera McKennan Health Care Clinic; Sioux Empire Homeless Coalition; Sioux Falls Public Library;

representatives of consumers; culturally diverse consumers/agencies; funders; City Council; County Commission; immigrants; schools; technology experts

Goal 3 — Reduce the presence of methamphetamine in the area and monitor emerging drugs.

Action Items

- Maintain good communication among schools, counselors, and law enforcement to monitor emerging drugs.
- Educate adults and youth of the community about methamphetamine with a special emphasis on the business, medical, judicial, and legal communities.
- Establish a treatment and aftercare program and facility for methamphetamine addiction.
- Research and model new treatment approaches with a special emphasis on and awareness of cultural differences.
- Utilize permanent police districts in cooperation with neighborhood watches to reduce methamphetamine use.

Interested/Affected Parties

Sioux Falls Community Health Center; state Department of Social Services; state Department of Health; Community Methamphetamine Task Force; representatives of law enforcement; schools; medical addiction specialist; attorneys; PTA; elected officials and policy makers; treatment programs; former addicts; funders; business community and Sioux Falls Area Chamber of Commerce; pharmacists; news media and public relations firms; dentists; representatives of various cultural groups; Sioux Empire Society for Human Resource Management

Goal 4 — Improve the access to affordable health insurance for small businesses and nonprofit agencies.

Action Items

- Build the economic case for affordable health insurance solutions.
- Involve the agricultural community to support the efforts to bring affordable health insurance to small business and nonprofits.
- Host a summit meeting with insurance providers, representatives of those under-served, and elected officials.
- After summit, if applicable, lobby policy makers for appropriate changes.
- Promote and reward healthy lifestyles to impact insurance and medical costs.

Interested/Affected Parties

Sioux Empire United Way; South Dakota Association of Healthcare Organizations; South Dakota Family and Small Business Association; Sioux Falls Area Chamber of Commerce; Minnehaha County Department of Human Services; nonprofit organizations; insurance companies including Sioux Valley Health Plan; Avera Health Plan; Wellmark Blue Cross and Blue Shield; DAKOTACARE; hospitals; health system representatives; elected officials and policy makers; news media and public relations firms; consumers; low income people; college students; farmers and representatives of agri-business; dentists; pharmacists; representatives from various cultural groups

Public Service

Goals and Action Items

The issues the Public Service work group addressed are underpinnings of continued economic prosperity, and ultimately, the quality of community life — water, civic leadership, and transportation.

Clearly, resolving the community's need to secure a water supply sufficient to support economic and population growth is foremost in the stakeholders' minds, and the group's action items focus on that concern. Less explicitly stated, but of equal importance, is the need to ensure the quality of that water.

With respect to civic leadership, the group embraced the greater autonomy available to local government under home rule charters and also perceived a need for greater collaboration among elected officials and government entities. They hope, for example, to enlist the support of state legislators in addressing local government funding issues. They also want to encourage people from diverse cultural backgrounds to pursue public office and public service positions.

Finally, their transportation action items address public transit, roadways, and air service. The group believes —

There is probably no more important natural resource that is required to sustain the viability of a community than an adequate supply of clean water. Our city is growing at a rapid pace and the latest study shows that our current system can support our needs until 2012.

The basis of public service is to ensure an effective and efficient government that is working hand-in-hand with the various entities in and around Sioux Falls. As Sioux Falls and Minnehaha and Lincoln Counties grow, we need to find more ways to collaborate with our neighbors and to maximize our resources. We realize that Sioux Falls' record of economic, cultural, and educational success is not matched in equal fashion elsewhere in the state. As a leader, we need to consider what we can do to help other communities in South Dakota.

Providing competitive airline service impacts so much within the community such as the business climate, cultural opportunities, education, the economy, etc. In a recent study of airline travel within our area, it was determined that Sioux Falls has the highest "leakage" rate in the nation at 56%. The main reasons that citizens choose to fly out of cities like Omaha, Sioux City, and Minneapolis instead of Sioux Falls are the high fares and lack of direct flights.

(Note: These goals are listed in order of priority.)

Goal 1 — Establish a water resource development and financing plan to secure additional sources of water.

Action Items

- The Lewis and Clark project is our number one solution to address our water supply. Get local, state, and national representatives more involved in supporting adequate project funding to ensure water is received by 2012.

Interested/Affected Parties

City Council; Mayor; Sioux Falls Public Works; area county commissions; state and federal legislative delegations; state planning districts; Lewis and Clark Rural Water System Board; member communities

- While the Lewis and Clark project is our number one solution to address our water supply, the City needs to look for a contingency plan. This includes possibly constructing our own pipeline.

Interested/Affected Parties

City Council; Mayor; Sioux Falls Public Works; City Finance Department; state and federal legislative delegation; City Planning

- Our local leadership needs to stress the urgency and immediacy of the water supply problems. Conservation efforts and education should continue to be an important part of water management.

Interested/Affected Parties

City Council; Mayor; Sioux Falls Public Works; news media

- Support East Dakota Water Development District's continuing work to address zoning and development issues in the aquifer areas in the counties to the north of Sioux Falls. Vigorous attention and efforts must be made to protect our water supply in these water source protection areas.

Interested/Affected Parties

State planning districts; county commissions and city councils of member counties and communities of East Dakota Water Development District; state Department of Environment and Natural Resources; local planning and zoning offices

Goal 2 — Ensure efficient, collaborative, and appropriately and fairly funded local government.

Action Items

- Recommend that Minnehaha and Lincoln Counties take advantage of local control options offered by a home rule charter.

Interested/Affected Parties

Sioux Falls Area Chamber of Commerce; League of Women Voters; citizen committee; news media; county commissions

- Work with our local state legislators on a continuing basis to address unfair and inadequate funding mechanisms for local government — particularly in the area of law enforcement and education. Focus on connecting our state legislators to local city, county, and school district issues. There is a perception that our state legislators have lost focus on local issues in favor of statewide issues.

Interested/Affected Parties

Sioux Falls Area Chamber of Commerce; Sioux Falls Development Foundation; South Dakota Municipal League; South Dakota Association of County Commissioners; local PTAs; county commissions; City Council; Mayor

- Continue implementation of innovative and collaborative initiatives among our local units of government. Continue to explore combining or consolidating comparable services.

Interested/Affected Parties

City Council; Mayor; county commissions; school boards; Southeastern Council of Governments

- Stress the importance and actively recruit people of diverse backgrounds and cultures for public service offices that have daily contact with the public such as County Treasurer, Register of Deeds, Auditor, City Clerk, City Building Services, Police, and Fire Departments.

Interested/Affected Parties

Mayor; City Council; County Commission; city and county human resource departments; city and county diversity committees; Sioux Falls School Board

- Maintain highly visible and professional law enforcement patrols and a high level of emergency services.

Interested/Affected Parties

City Council; Mayor; County Commission; Police Chief; Sheriff

Goal 3 — Develop broader transportation infrastructure opportunities. Sioux Falls is viewed as a regional hub of economic activity. In order to continue the success of the region, Sioux Falls should be prepared to provide a transportation infrastructure that can meet the needs of a dynamic society.

Action Items

- Pursue major street development and an arterial transportation system that enhances economic development.
 - Complete construction of the eastside and westside corridors around the City of Sioux Falls to facilitate the efficient movement of traffic and to ensure economic development.

Interested/Affected Parties

Southeastern Council of Governments’ Urbanized Development Commission; Southeastern Council of Governments Technical Advisory Committee; state Department of Transportation; City Council; Mayor; county commissions; City Planning

- Emphasize the importance of developing east-west traffic corridors for the City of Sioux Falls.

Interested/Affected Parties

City Council; Mayor; Sioux Falls Public Works; City Planning

- Enhance public transportation and planning processes to ensure equal access and expanded economic opportunities.
 - Serve as a resource and support the efforts of the City of Sioux Falls in the continuing evaluation of the present usage and community needs associated with the Sioux Falls Public Transit system. Ensure the transit system pays special attention to the needs of senior citizens; the immigrant population; low-income citizens; the homeless sector of our population; and those persons with physical limitations.

Interested/Affected Parties

Sioux Falls Transit Advisory Board; City Council; Mayor; Southeastern Council of Governments Urbanized Development Commission; Sioux Empire Homeless Coalition; Multi-Cultural Center of Sioux Falls

- Study and explore the feasibility of expanding bus routes to the other communities surrounding Sioux Falls. Develop a “park and ride” network to accommodate those persons commuting to Sioux Falls for work purposes.

Interested/Affected Parties

City Council; Mayor; county commissions; Southeastern Council of Governments Urbanized Development Commission; adjacent municipal officials; Sioux Falls Transit Authority; City Planning

- Develop public education and information campaign that highlights the benefits of and how user friendly the transit system is for riders.

Interested/Affected Parties

News media; Sioux Falls City Channel 16; Sioux Falls Transit Authority; City Council; Mayor

- Continue to explore the possibility of reduced rates to increase ridership.

Interested/Affected Parties

Sioux Falls Transit Authority; City Council; Mayor; City Planning

- Improve airline service and provide more low-fare competition in Sioux Falls.
 - Survey the citizens to identify their preferences, needs, and issues. There have been extensive surveys of the business community on this issue. Does the general public share these same concerns?

Interested/Affected Parties

Sioux Falls Airport Authority; Sioux Falls Area Chamber of Commerce; Sioux Falls Development Foundation; City Council; Mayor

- Continue to support the work of the airport authority in the negotiations with the existing airlines serving Sioux Falls in the development of more direct flights.

Interested/Affected Parties

Sioux Falls Airport Authority; Sioux Falls Area Chamber of Commerce; Sioux Falls Development Foundation; City Council; Mayor

- Serve as a resource and support the efforts by the airport authority to bring in more low cost carriers.

Interested/Affected Parties

Sioux Falls Airport Authority; Sioux Falls Area Chamber of Commerce; Sioux Falls Development Foundation; City Council; Mayor

About the SFT II Process

Re-envisioning

In the summer of 2003, ten years after the kick-off of the first Sioux Falls Tomorrow planning project, 18 volunteers came together at the Sioux Falls Area Chamber of Commerce to discuss the feasibility of taking a fresh look at the community and its future.

Encouraged by the dozens of community enhancements that evolved directly and indirectly from the first project and by the expectation that a “re-envisioning” effort could have a similarly favorable impact on the area, the group formed a steering committee and began mapping out a planning process and budget for what emerged as Sioux Falls Tomorrow II. (See page 27 for steering committee members.)

Getting Ready

The steering committee enlisted the aid of Derek Okubo, Vice President of the National Civic League in Denver. Okubo led the first project here and has facilitated planning processes in more than 40 other communities. With his expert assistance, and after streamlining the planning project and testing the feasibility of the process with a group of business and civic leaders, the committee gave the green light to Sioux Falls Tomorrow II.

Because they all have a stake in the area’s future, the participants in community-based planning projects are known as stakeholders. During the fall of 2003, the steering committee identified more than 400 potential stakeholders. Chief among their concerns was creating a balance of those who represented a cross-section of the area’s demographics, those who lived in neighboring towns as well as the city, and those who were active constituents of 18 categories of community interest areas.

Shortly before the end of the year, the steering committee invited 140 people to join them in the planning project and to respond to a brief survey giving their perspective on the community’s challenges and opportunities.

Faced with the difficulty of finding young people who could commit to the series of seven planning sessions, the steering committee asked Derek Okubo to facilitate focus groups aimed at getting input from youth on the community’s strengths and weaknesses. Okubo subsequently interviewed two groups of high school students, and because they are likely to remain in the Sioux Falls area to pursue their careers, one group of young adults enrolled at Southeast Technical Institute.

SFT II Gets Underway

Sioux Falls Tomorrow II launched February 5, 2004 at the Multi-Cultural Center of Sioux Falls, with Dr. Jerry Walton as chair. Don Seten presented an overview of the history and impact of the first Sioux Falls Tomorrow, and Derek Okubo led the stakeholders through a review of the 1994 Sioux Falls Tomorrow vision, which was accepted for planning purposes as a working vision statement pending stakeholder revision at the conclusion of the project.

Stakeholders, whose surveys identified economic development and diversity as the top two community issues, helped categorize the other issues into five performance areas — Community Focus, Economic Development, Education, Health and Social Services, and Public Service. Stakeholders subsequently joined the work group of their choice.

After the first session, the steering committee asked five of its own members to serve as neutral discussion leaders for the work groups. These were paired with five volunteers from the stakeholder pool who agreed to serve as spokespersons. For the remaining six planning sessions, spokespersons documented their group’s deliberations, reported their findings to the large stakeholder group, and participated in steering committee meetings. (See page 28 for spokespersons and discussion leaders.)

Youth and Young Adult Input

When stakeholders met for a second time, they received Okubo’s report from focus groups conducted with Washington and Lincoln high school students. The issues that the youth raised and their suggestions for community improvement closely paralleled the topics the stakeholders had identified in their surveys.

High school-age students viewed their hometown as a “safe community,” and a “great place to raise a family.” They shared a desire for more low-cost activities, including indoor sports, festivals, and organized extra-curricular activities in the parks. They believed that teachers, students, and education should be more highly valued. They were concerned about the need for public transportation and for preserving the environment, specifically the Sioux River and its falls. And, they looked forward to a community that would celebrate its diversity and expand its horizons nationally and internationally — for the sake of better job opportunities and because they’d like the area to be more cosmopolitan.

Similar themes were to play out two weeks later in a focus group with students enrolled at Southeast Technical Institute. In that group, however, in addition to a desire for expanded entertainment opportunities, “big city amenities,” and improved traffic flow and public transportation, participants expressed concern over the lack of job opportunity. They believed that there is not enough job opportunity here, particularly at the higher end of pay scales and in fields other than telemarketing, and that wages are falling behind the cost of housing.

Other Things to Consider

At its second session, Don Seten distributed *A Regional Snapshot of Recent Trends*, briefing the stakeholders on community demographics. This information — excerpted from socio-economic data contained in the city’s *2015 Growth Management Plan*, development reports from the city’s Planning and Building Services, and US Census Data Tables — gave stakeholders a baseline for comparing the community today to what it was ten years ago.

As the project progressed, stakeholders also heard issue presentations from representatives of organizations that are leading or monitoring significant community projects. These included briefings from representatives of the proposed Graduate Education and Research Center, the Lewis and Clark water project, the Public Facilities Task Force, the Sioux Empire Housing

Partnership, the Sioux River Greenway Project, the Sioux Falls School District's Community Race Concerns Task Force, and the Sioux Empire Housing Partnership. (See page 28 for issue presenters.)

A Shared Response to Diversity

At their third session, stakeholders discussed the dozens of issues assigned to their respective work groups. Carefully weighing the relative importance of each issue to the area's future, the groups were asked to target no more than five issues as priorities. This accomplished, the groups brainstormed specific strategies that could be used to address the community's most significant strengths and weaknesses.

That evening, during deliberations of the Community Focus work group, members — who had accepted responsibility for addressing issues related to the community's growing diversity — concluded that diversity touched on all of the performance areas. Rather than attempt to develop goals relative to the other four work groups, Community Focus asked its counterparts to consider diversity and to address it within their respective work plans. Their proposal, which would lead to incorporating specific diversity goals in each section of the final plan, was accepted.

For planning purposes, SFT II defined diversity broadly. It is interpreted to include cultural, economic, inter-faith, and racial diversity.

The Public Responds

With priorities established, but strategies left in brainstorming form, SFT II invited the interested public to attend its fourth work session. Print and electronic media gave notice of the public session. Stakeholders and staff distributed copies of the Issue Group Reports by mail and e-mail, and the Sioux Falls Area Chamber of Commerce posted the document on the SFT II Web site.

Stakeholders were asked to be in listening mode when their guests arrived for the session on March 23. Sixty-seven people attended the input session, choosing to meet with whichever work group they were most interested in.

Quality of life issues that appeared in both the Community Focus and Economic Development Issue Group Reports received widespread support from guests who visited those groups. This included strong support for an events center, for a multi-use indoor recreation center, and for promoting arts and culture.

At the Health and Social Services meeting, guests believed that the group's focus on transitional housing needs was too narrow. They suggested broadening the goal statement so that it would address developing a continuum of affordable housing alternatives that could meet the needs of the elderly and persons with disabilities, as well as single women and men. The Health and Social Services work group concurred with this suggestion.

Guests who attended the Education work group would have preferred to expand the number of targeted goals. Those in the Public Service group questioned the relative importance of the need to improve air transportation and develop more low-cost fare alternatives — an issue that the work group later moved to a lower position on its priority list. In general, however, there was a

strong parallel between where the stakeholders were headed and what the public saw as significant community issues and desirable enhancements.

Spokespersons kept a continuous record of the comments made in their work groups, noting which proposed strategies received the most support, documenting ideas for additional strategies, and tracking numerous suggestions for tweaking the ones that had been proposed previously.

Goals and Action Items

Aside from hearing updates on several community issues from organization representatives, stakeholders spent their next two sessions drafting goals and action items. They began by comparing their brainstormed strategy lists to the lists developed in public session. Taking the best from each list, the specific items were accepted or modified, adopted or dropped. The work groups also redrafted their issues as goal statements and were encouraged to prioritize these and the action items that followed. Two groups, Education and Public Service, did prioritize their work plans.

Finally, each group brainstormed a list of the people and groups who would be interested in further work on each action item and who would be affected by the proposal.

SFT II Plan Adopted

Spokespersons met to review and mark up changes to the working definition of the vision statement that stakeholders had proposed at their first session. Prior to their last session on May 11, stakeholders received copies of the revised vision and a current draft of SFT II goals and action items.

A group discussion leader presented the vision statement as Derek Okubo facilitated agreement on the same. Stakeholders considered various amendments that would address specific groups of people — such as youth — more directly or describe various rights, needs, and services in greater detail. Ultimately, stakeholders seemed to sense that “less is more,” and agreed to adopt a vision statement that addresses all people and refers broadly to their rights and needs. The stakeholders adopted other amendments by consent. These were noted for future revision.

Spokespersons presented their work group's goals and action items in turn. Stakeholders amended and adopted these by consent, eliminating areas of overlap and/or duplication among the issue areas.

Following the last session, spokespersons, group discussion leaders, and interested stakeholders reviewed the revised plan and approved the format and contents of this report.

Stakeholders

Sioux Falls Tomorrow II Stakeholders and Steering Committee Members

Ninety-eight community volunteers participated in Sioux Falls Tomorrow II. Seventeen of these participated in the first Sioux Falls Tomorrow planning project ten years ago. Average participation in seven stakeholder planning sessions was 71 percent.

Matt Adamski	Jeff Hazard	Jerry Nachtigal
Paul Amundson	John Henkhaus*	Rich Naser
Butch Anderson	Eric Hilmoe	Joanne Negstad
Kenny Anderson	Steve Hoffman	Glenn Nelson
Qadir Aware*	Cynthia Howard	Dave Nelson
Nan Baker	Mike Huether	Jan Nicolay*
Erin Baker-Daggett	Angela Hyde	Evan Nolte*
Doug Barthel	Darcy Jensen	Steve Nyhaug
Melanie Bliss	Beth Jensen	Kim Overby
Mark Boehm	Karla Johnson	Carole Pagonos
Pam Bollinger	Dennis Johnson	John Paulson*
Sue Brown*	Jack Keegan	Jay Powell*
Judy Buseman	Lynne Keller*	Val Putnam
Jim Clark	Sharla Keyser	Shireen Ranschau
Mike Cooper	Tom Kilian	Dave Rozenboom*
Sara Crosby	Deb Klebanoff*	Jim Schmidt*
Jim David*	Rebecca Knudsen	Don Seten*
Carolyn Downs	De Knudson	Bob Simpson
Robin Duncan	Sue Ann Lang	Regan Smith
Jeff Eckhoff*	Troy Larson	Bill Smith*
Jon Ellenbecker	Mark Lee	Joy Smolnisky
Toby Fladmark	Peter Lieberman	Wayne Steinhauer*
Dale Froehlich	Dave Link*	Shelley Stingley
Paul Gausman*	Tom Lorang	Mary Tidwell
Kristi Golden	George Lundberg	Carol Twedt*
Stephanie Gongopoulos	Ken McFarland*	Ross Van Horssen
Janet Grate	Sheri Meister	Billie Jo Waara*
Hugh Grogan	Diana Messick	Clint Waara
George Gulson	Steve Metli	Jerry Walton*
Millie Haan	Stephanie Miller-Davis	Mike Wendland
Candy Hanson*	Mike Milstead	Marie Williams
Jim Hargens	Carol Muller*	Judy Winter
Clara Hart	Dave Munson	

*Steering Committee Member

Special Thanks

Projects with the scope of Sioux Falls Tomorrow II are not achieved without the support of many people and organizations. Stakeholder participation in seven planning sessions alone accounts for more than 1600 hours of volunteer energy. Special thanks are due the individuals and groups who made it happen!

Spokespersons

Those who kept records for and represented their work groups in large group sessions

Deb Klebanoff
Ken McFarland
Carol Muller
Wayne Steinhauer
Billie Jo Waara

Group discussion leaders

Those who served as neutral facilitators for the five SFT II work groups

Sue Brown
Candy Hanson
Lynne Keller
John Paulson
Jay Powell

Expert assistants

Qadir Aware, Facility Coordinator
Jim David, SFT II Coordinator
Don Seten, Research Analyst
Thane Barnier, Web site Coordinator

Issue presenters

Lyle Johnson Water supply
Dave Link GEAR
Steve Metli Public facilities
Bill Smith Community race concerns
Jim Schmidt Affordable housing
Jeff Schmitt Sioux River Greenway
Dan Scott Jobs and economic
development

Those who funded SFT II

Sioux Falls Area Community Foundation
Minnehaha County
Sioux Falls Area Chamber of Commerce
Sioux Falls Development Foundation
Sioux Empire United Way

Those who provided SFT II staff support

Sioux Falls Area Chamber of Commerce
City of Sioux Falls
Multi-Cultural Center of Sioux Falls

SFT II meeting space

Multi-Cultural Center of Sioux Falls

Those who donated food service

Qadir and Kezhal Aware Family
Julio Espino, Inca's Mexican Restaurant
Fannie Mae Partnership Office
Forward Sioux Falls
Shane Sejnoha, CBM Correctional Food
Service
Southeast Technical Institute
Xcel Energy

*Thanks for making SFT II happen!
We couldn't have done it without you.
-- Jerry Walton, Chair, SFT II*