2018 - 2022
Standing Rock Sioux Tribe
Comprehensive Economic Development Strategies (CEDS)
STANDING ROCK SIOUX TRIBE
2018 – 2022 Comprehensive Economic Development Strategy

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SECTION I: Executive Summary and Introduction

A. Introduction

A Comprehensive Economic Development Strategy (CEDS) is the outcome of a regional planning process designed to assess current conditions and guide the responsible economic growth of an area. It includes an analysis of factors that account for a community’s current economic state, identification of critical issues and economic opportunities, a clear vision statement, specific strategies to achieve community goals, and an implementation plan which ensures community and stakeholder participation at every level. The successful implementation of a CEDS results in economic growth through capitalization on current strengths, utilization of community resources, and improvements to labor, infrastructure, health, education, and housing. This is achieved while protecting natural resources and the environment, resulting in a higher quality of life for community members. The CEDS process, repeated every five years, is manageable means to achieving enduring economic health. It maintains, strengthens, and revisions long-term economic goals over decades by apportioning them into practical and attainable projects which create real and visible solutions to immediate problems.

The Public Works and Economic Development Act of 1965, as amended, requires a CEDS in order to apply for investment assistance under the U.S. Department of Commerce Economic Development Authority’s (EDA) Public Works or Economic Adjustment Assistance Programs. The Standing Rock Sioux Tribe is a federally-recognized Tribe pursuant to the Treaty of April 29, 1868 (15 Stat. 635) and as defined by the Act of March 2, 1889 (25 Stat. L. 888) of whose homelands reside on Sioux County, North Dakota and Corson County, South Dakota. This plan outlines a positive vision for economic growth based on an understanding of the tribe’s values and goals as well as their current economic state, challenges, assets, resources, and opportunities.

This Comprehensive Economic Development Strategy was developed in compliance with the EDA Regulations 13 C.F.R. Part 303 Section 303.6 and Section 303.7 as follows:

**REQUIRED CEDS PROCEDURE:**
- Appoint a Strategy Committee
- CEDS draft must be available for review and comment by the public for a period of at least thirty days prior to submission
- Annual submission to the EDA of an updated CEDS performance report
- Submission of a new CEDS at least every five years, unless the EDA or the Standing Rock Sioux Tribe determines that a new CEDS is required earlier due to changed circumstances.

This Plan is divided into seven sections. A glossary defining useful terms can be found in the Appendix A. Additionally, all references and sources can be found in Appendix C.
B. Philosophy and Approach

**STRATEGIC PLANNING PROCESS**

The Standing Rock Sioux Tribe (SRST) has taken a unique approach to developing this Comprehensive Economic Development Strategy. Unlike traditional development institutions that approach planning from an economic perspective first and foremost, this approach places culture, the environment, health, spirituality and other community values first, while seeking to determine what economic development strategies are appropriate to help achieve these goals. This approach is different because it allows tribal leaders to envision the potential impacts of different economic development scenarios and determine the right mix of programs and investments to drive success – success being defined not only in terms of returning economic value, but also in advancing the evolving culture, lifeways, health, and spirituality of the people on the reservation. The approach is adapted to fit the unique culture, governance, and goals of the tribe.

**COMMUNITY INVOLVEMENT**

The Standing Rock Sioux Tribe has been intentional about consulting and collaborating with the reservation community throughout the development of the CEDS document. The tribe has utilized an approach which places community values above purely economic ends, using these values to develop an economic perspective which will contribute to overall community health and wellness. This community value-centered approach intrinsically ensures that the culture, lifeways, health, and spirituality of those on the reservation will be at the forefront of the tribe’s economic development.

In the preparation of this document the EDA office took advantage of the Standing Rock Sioux Tribe’s 25-year strategic planning process. For the 25-year Strategic Planning, SRST staff organized and implemented community meetings within the eight districts of the SRST Reservation. Each District had an initial meeting and a follow-up meeting. These meetings were conducted to gain insight from community members as to the direction and future of the SRST. In addition to meeting with Community, the Strategic Planning team also conducted meetings with SRST Program Director’s and staff, Tribal Council, and SRST Tribal Youth.

Standing Rock Sioux Tribe then completed an extensive Community Assessment through a series of analyses, including a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The CEDS is developed based on the information gathered from the Tribe’s 25-year Strategic Planning Sessions. The process implemented by the 25-year Planning committee was inclusive of the voices and viewpoints of the various districts, which often face different challenges and have different strengths and resources. The tribe worked to solicit community input through a series of sessions in which the goals, values, and potential projects that the various communities and stakeholders saw as being important to the tribe were explored.

Meetings were held at locations in both North and South Dakota to ensure that a broad spectrum of the reservation was reached, including Strategic Planning workshops held in both the north end and south end of the SRST reservation. Participant involvement was encouraged and allowed community members to provide input regarding their community. Information gathered was analyzed to identify what was important to community and what was considered high priority to the community.

Standing Rock Sioux Tribe also held a series of meetings where staff from the planning office was available to answer questions and gather feedback from tribal programs. Meetings were established to engage with the various tribal departments, council members, directors, coordinators, and other employees of the Standing Rock Sioux Tribe to solicit
their feedback and encourage their participation in the process underlying community Priorities and Goals. These meetings allowed additional perspective on the 25-year strategic planning for the tribe.

UNDERLYING COMMUNITY PRIORITIES AND GOALS

During the community input sessions, Standing Rock residents provided feedback on the priorities that were most important to them. These community values, goals, and priorities were used to guide the entire CEDS process, and include the following:

EDUCATION
- Increase educational attainment and training in leadership, community development, spirituality, job skills, entrepreneurship, homeownership, and money management
- Encourage staying in school and GED attainment

CULTURE, SPIRITUALITY, AND TRADITIONS
- Focus on spirituality, including values and respect
- Prayer – believe in something
- Live the values you believe in
- Everyone who is able should learn the traditional dances and participate in Pow Wows
- Preserve language and culture and teach children the tribal history

LAND AND NATURAL RESOURCES
- Protect the environment including safe water, so the community can swim in the river and have usable water
- Plan for inevitable energy development
- Protect and preserve natural resources
- Keep the community clean and ‘green’
- Wind & Solar Energy

GOVERNANCE
- Improve government organization and communication
- Improve governance including changes to the constitution and more community and youth involvement in Tribal Council decision-making

YOUTH
- Provide training and support for youth life transitions
- Increase activities and options for youth, including a Summer Youth Program
- More stability in school including improving relationships between teachers and the staff
- More opportunities for the youth to be heard including follow-up on their concerns
- Support the dreams of the youth
• Improve positive parenting skills
• Increase job opportunities for teens; provide a pipeline for youth to introduce them into businesses
• Create Youth Council

HEALTH
• Increase professional mental health services
• Improve programs to address drug abuse and make them sustainable
• Improve healthcare access including dental care, home health care, and an increased focus on wellness and prevention
• Improve access to healthy food
• Have a sober, alcohol and drug-free community

COMMUNITY
• Improve harmony and decrease conflict in the community
• Focus on true community development, including sharing, generosity, etc.
• Be a great place to raise a family
• Motivate people to work, volunteer, and get involved
• Develop and expanding volunteer resources
• Provide mentorship to others
• Increase self-esteem and decrease negativity
• Provide space for community activities; increase engagement

ECONOMY
• Improve the local economy by creating a bank and developing local business
• Provide more local retail shopping options; diversify retail economy
• Decrease unemployment through the creation of new jobs
• Focus on local self-sufficiency
• Improve financial management
• Provide support for developing businesses including day care, incubator, resource center, etc.
• Increase transit access and reach

SAFETY
• Improve law enforcement, safety, and security in the community

HOUSING
• Improve access to affordable housing for low- and moderate-income households

RECREATION
• Enhance and develop parks and recreation including access to a fitness center
• Grow and expand existing tribal recreation programs
C. Summary of Existing Conditions and Economic Opportunities

STANDING ROCK SIOUX RESERVATION OVERVIEW

The Standing Rock Sioux Reservation was established by the federal government through the Act of March 2, 1889, and is home to the federally-recognized Standing Rock Sioux tribe. The people of Standing Rock, often called Sioux, are members of the Dakota and Lakota nations. The Standing Rock Sioux Reservation has a land base of 2.3 million acres and is located on the borders of south central North Dakota and north central South Dakota. The reservation is primarily made up of two counties—Sioux County, North Dakota and Corson County, South Dakota—and includes eight districts—Fort Yates, Cannon Ball, and Porcupine in North Dakota, and Bear Soldier, Wakpala, Running Antelope, Bullhead (Rock Creek), and Kenel in South Dakota. Each district has its own governance structure and is represented on the tribal council. The local economy is based in agriculture, gaming, and the government. Jobs and housing are scarce, and the economy lacks diversification, leading many talented youths to leave the reservation community to seek work elsewhere. Additionally, few businesses in the private and agricultural sectors are owned by Native Americans. The tribe has an excellent communications infrastructure currently in place, and owns several tribal businesses, including two highly successful casinos which provide valuable business experience and are a source of tribal funding. Post-secondary educational attainment is low; however, the community has a great resource in Sitting Bull College, which is an on-reservation school with degree and non-degree programs open to all with a high school diploma or equivalency degree.

BARRIERS TO ECONOMIC DEVELOPMENT AND ACCOMPANYING OPPORTUNITIES

Several barriers should be addressed for significant economic development to occur in the Standing Rock community. These include high dependence on government funding and jobs, “brain drain” as youth leave the community to seek employment, poor health, limited housing, educational attainment, transit limitations, and an economy that is lacking in diversification. With each of these barriers, opportunities exist to address the barrier and thus improve the economy and quality of life for Standing Rock residents. Opportunities that can be feasibly addressed over the next five years will be expanded upon in Sections III, IV, and V.

EDUCATION

A relatively low percentage of community members currently have post-secondary degrees; statistically speaking, individuals without Bachelor’s degrees make significantly less money over a lifetime.

→ OPPORTUNITY: Sitting Bull College, an on-reservation post-secondary school, is an excellent resource for increasing educational attainment at Standing Rock.

EMPLOYMENT

Unemployment is a major issue on the reservation, and there is an overall lack of jobs. Population levels remain stagnant as community members, particularly talented youth, must leave the reservation area to seek employment. The reservation currently has a very young population, with 46% below the age of 24 and an emerging workforce of over 800 youth. The job scarcity must be addressed quickly to avoid off-reservation migration and other problems associated with unemployment, such as increased crime rate and drug usage.

→ OPPORTUNITY: With accompanying job creation, the emerging workforce can be a great asset to the community
HOUSING

There is an overall lack of housing on the reservation, leading to overcrowding and population decline as individuals and families seek housing in other communities. Additionally, much of the housing stock is old and needs repair, and a high number of homes have deficiencies including lack of complete plumbing and/or kitchen facilities. Due to high poverty, a significant number of community members spend a high percentage of their income on housing costs. This leaves them in a precarious financial situation and also decreases the amount of money available to be spent on local businesses, decreasing the Local Multiplier Effect (see further discussion of this in Section II, Part D).

→ **OPPORTUNITY:** New affordable housing stock and development of current housing stock will complement job creation, providing living space for the new emerging workforce.

HEALTH

Much of the Standing Rock population is in poor health compared to surrounding areas and the United States. Poor health affects the economy in a plethora of ways, through lost work time due to illness, fewer individuals able to work, high cost of healthcare, decreased productivity, etc. Poor health is tied to poverty in a two-way relationship—poverty and the accompanying lack of access to healthcare, healthy foods, preventative medicine, etc. leads to poor health, and poor health leads to poverty through inability to work. Poverty cannot be adequately addressed without a simultaneous focus on health.

→ **OPPORTUNITY:** Community health can be addressed though development of recreational facilities, increased access to healthy foods, and wellness programs, and educational campaigns.

GOVERNMENT EMPLOYMENT AND INCOME

The Standing Rock economy is highly dependent upon government employment, which makes up 60% of the jobs on the reservation and provides almost 90% of all employment compensation. Additionally, federal transfer payments—including social welfare programs such as Social Security Income, Temporary Assistance for Needy Families (TANF), and Supplemental Security Income (SSI)—comprise almost 30% of all income on the reservation. This leaves the reservation economy highly susceptible to federal budget cuts.

→ **OPPORTUNITY:** Creating more private sector jobs, especially Native-owned businesses, and diversifying the economy will shelter the reservation economy from potential government cutbacks, as the future of this funding is uncertain in the current political climate.

PUBLIC TRANSIT AND ROAD MAINTENANCE

The public transit system at Standing Rock has some significant limitations, and can create complications in accessing healthy food, retail centers, and employment. Additionally, the tribe currently does not have sufficient funds for road maintenance, which impacts transportation effectiveness and costs, and discourages business development.

→ **OPPORTUNITY:** While the current public transportation infrastructure could certainly use improvements, it currently serves the employment centers, which is a significant strength for a rural reservation community. Continuing to develop the public transit system and finding additional funding for road maintenance will attract business development and make the new businesses more accessible to residents.
HAZARDOUS WASTE AND SOLID WASTE DISPOSAL

Solid waste regulations have caused most landfills in the reservation region to close. Standing Rock needs a solid waste disposal strategy to make the reservation more attractive for business development. Additionally, using old coal mines as hazardous waste sites could potentially contaminate the water supply.

→ **OPPORTUNITY:** A solid waste disposal strategy will decrease business costs and make the reservation more attractive for business development. More composting and recycling on the reservation can create job opportunities, as can an environmentally responsible hazardous waste disposal plan.

WATER SUPPLY

Problems with water quality and inadequate supply are common throughout the reservation and have a detrimental effect on health and quality of life as well as deterring economic growth.

→ **OPPORTUNITY:** Addressing water supply and quality issues will have a positive impact on health and make the reservation more attractive to businesses.

POVERTY

Widespread poverty is a major issue at Standing Rock, and is related to every obstacle addressed thus far. Both Corson and Sioux counties are “persistent poverty” counties, meaning that 20% or more of their population has lived in poverty over the last thirty years. The average 30-year poverty rate for the two counties is 42%. This kind of continuous cycle of poverty can be difficult to address.

→ **OPPORTUNITY:** Following a carefully considered Comprehensive Economic Development Strategy such as this one, which addresses many factors of the poverty cycle including employment, health, education, housing, infrastructure, and environmental concerns, will help begin to combat the cycle of poverty at Standing Rock.

ADDITIONAL OPPORTUNITIES FOR GROWTH

Additional opportunities for economic growth exist on the reservation. These opportunities are summarized below, and will be expanded upon beginning in Section III:

- **Increase Local Multiplier Effect (LME):** Currently a significant portion of the dollars generated on the reservation flows off the reservation. Creating more local, on-reservation businesses allow money to be circulated throughout the local economy several times before leaving the reservation, increasing the Local Economic Multiplier. See further discussion of the Local Multiplier Effect in Section II, Part D: Overview of Standing Rock Reservation Economy, and throughout this document.
- **Entrepreneurial Development:** There are existing resources available for entrepreneurial development on the reservation and already a portion of the population that is self-employed. Coupled with the significant flow of dollars moving off the reservation, there is an opportunity for development of new businesses / entrepreneurs with a ready market.
- **Tourism:** The reservation generates some revenue from tourism today, and given the geography and rich paleontology resources there is an opportunity to increase this.
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- **Increase Agricultural Productivity**: There is a large disparity between the productivity of Native-owned and non-Native-owned farms, which presents an opportunity to increase productivity and output.
- **Alternative Energy**: Given the geography of the reservation, there is an opportunity to explore alternative energy development to support economic development and the independence of the reservation. While current energy availability and prices may not encourage this, it could be more important over the long-term.
- **Outsourcing**: The combination of communications infrastructure, educational attainment, emerging workforce, and favorable living wage rates presents an opportunity for the reservation to become an outsourcing center. This could be both for manufacturing and knowledge-based jobs. There is already a workforce with manufacturing skills and some existing manufacturing ventures. Coupled with a trend in the US toward pulling manufacturing back from China in some cases, the Standing Rock Sioux Tribe could be positioned to increase its activities here.
- **Value-Added Minerals Ventures**: While there is a current mineral supply, high transportation costs limit the economic viability of minerals as a commodity. But there is a potential to utilize these resources in value-added ventures to increase the value of the material and overcome the high transportation costs. The favorable energy costs and living wage on the reservation enhances this opportunity.

**D. Vision**

The Strategic Planning Committee has kept certain underlying values at the forefront of this economic discussion and plan, including cultural preservation, community health and wellness, and protection of the natural beauty and resources of the Standing Rock tribal land. The Committee made great efforts to ensure that all community members who desired to do so would have a chance to provide input for this plan. The Standing Rock Sioux Tribe vision statement, highlighted below, has remained a foundation for this Comprehensive Economic Development Strategy.

“The Standing Rock tribal government strives to be a more effective, efficient, and visible government providing opportunities for our economy to grow through business development by educating our members, to enhance the health and wellness of the people of Standing Rock.”

**E. Economic Development Strategy and Components**

The chart below summarizes the five key strategies that will allow the tribe to address economic development on the reservation over the next five years. Following this chart, each strategy is linked to specific action items which will be implemented over the next five years. Vital and suggested projects are also identified. These ideas will be expanded upon more fully in Sections III, IV and V.
KEY STRATEGIES FOR ECONOMIC DEVELOPMENT

Increase the Local Multiplier Effect (LME)

- Keeping more money circulating within the reservation economy is an absolute necessity and has proven successful in enhancing economic development for a number of tribes

Enhance Entrepreneurial Development

- Leverage the infrastructure that is already being built (education, loans, etc.) and focus on encouraging entrepreneurship by tribal members

Address Housing & Water Scarcity

- Lack of affordable housing and lack of reliable water supply are two significant barriers to sustainable economic development and must be addressed for the plan to be successful

Increase Business Attraction and Reduce Reliance on Government

- The high percentage of jobs and wages coming from government creates risk as these budgets tighten; Standing Rock has a number of advantages that can attract outside business and help reduce the reliance on government jobs

Put Mechanisms in Place to Encourage Future Development

- There are a number of things that Standing Rock must do to prepare for future development including addressing land use, commercial codes, and energy development

ACTION ITEMS

INCREASE THE LOCAL MULTIPLIER EFFECT:

- Action Item. Build on-reservation substitutions for current off-reservation purchases.
- Action Item. Enhance “Buy Standing Rock” program and educational campaign.
- Action Item. Engage in regular community dialogue to educate the community about increasing the LME.

ENHANCE ENTREPRENEURIAL DEVELOPMENT:

- Action Item. Initiate a preference program for on-reservation entrepreneurs.
- Action Item. Provide incentives for substitution-oriented businesses or those who buy from other on-reservation businesses.
Action Item. Create requirements or incentives for on-reservation hiring.

Action Item. Fully fund the Oyate Community Development Corporation.

ADDRESS HOUSING AND WATER SCARCITY:

Action Item. Initiate water conservation and infrastructure development for water transportation and storage.

Action Item. Invest in multiunit housing projects to address housing shortage.

Action Item. Investigate a tribal takeover of management and investment of NAHASDA funds.

INCREASE BUSINESS ATTRACTION AND REDUCE RELIANCE UPON THE GOVERNMENT:

Action Item. Develop energy infrastructure and independence.

Action Item. Implement tribal member hiring preferences.

Action Item. Develop an incentive scheme that is beneficial to both the tribe and outside businesses.

Action Item. Work with Sitting Bull College TREND Program, thus encouraging corresponding industries to relocate to the reservation.

PUT MECHANISMS IN PLACE TO ENCOURAGE FUTURE DEVELOPMENT:

Action Item. Consider creating a separately chartered Economic Development Administration, removed from tribal politics.

Action Item. Enhance the Commercial Code to define rules and regulations for businesses operating on the reservation.

Action Item. Create an Energy Development Corporation that will govern any energy-related activities on the reservation and ensures any future energy development will be beneficial to the tribe.

Action Item. Build in appropriate land-use regulations including zoning to guide land development.

VITAL AND SUGGESTED PROJECTS

VITAL PROJECTS

The following projects are considered vital to the success of this Comprehensive Economic Development Strategy:

1. “Buy Standing Rock” program
2. Preference program for on-reservation entrepreneurs
3. Incentives for substitution-oriented businesses or those who buy from other on-reservation businesses
4. Requirements or incentives for on-reservation hiring
5. Fully fund Oyate CDC
6. Water conservation and infrastructure development
7. Housing project investments
8. Develop energy infrastructure and independence
9. Incentive schemes
10. **Education to develop scarce skills**
11. **Economic Development Administration**
12. **Commercial Code**
13. **Energy Development Corporation**
14. **Land use regulation and acquisition**
15. **Farmer’s market and community gardens**
16. **Youth programs**
17. **Outdoor tourism programs**

*no particular order*

**SUGGESTED PROJECTS**

The following projects would be appropriate for Standing Rock to pursue based on their positive impact on the goals of the community:

1. **Enhance daycare services**
2. **Provide comprehensive transit access, including expanded hours**
3. **Create a Co-Op or Trading Post for selling art and goods produced by tribal members**
4. **Provide Laundromats in each district, to serve as community gathering places as well as for their practical uses**
5. **Offer resume development services to tribal members**
6. **Develop literacy programs to enhance workforce readiness**
7. **Offer job training and computer access to tribal members looking for work**

**F. Implementation Agenda**

The Strategic Planning Committee has identified the necessary steps, timeframes, leadership, and resources necessary to ensure the implementation of this Comprehensive Economic Development Strategy. The implementation agenda is summarized in the following table.

<table>
<thead>
<tr>
<th>STRATEGIC ACTIONS</th>
<th>LEAD AGENCY/ PARTNERS</th>
<th>RESOURCES/Potential Jobs</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy I: Increase the Economic Multiplier</strong></td>
<td></td>
<td></td>
<td>2018</td>
</tr>
<tr>
<td>Build on-reservation substitutions for current off-reservation purchases</td>
<td><strong>Lead: CEDS Committee</strong>&lt;br&gt;<strong>Partners: Joint Tribal Advisory Committee</strong></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>&quot;Buy Standing Rock&quot; program</td>
<td><strong>Lead: CEDS Committee</strong>&lt;br&gt;<strong>Partners: SRST Tribal Council</strong></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>STRATEGIC ACTIONS</td>
<td>LEAD AGENCY/ PARTNERS</td>
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<td><strong>STRATEGIC ACTIONS</strong></td>
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<td><strong>RESOURCES/Potential Jobs</strong></td>
<td><strong>TIMELINE</strong></td>
</tr>
</tbody>
</table>
| Regular Community Dialogue | Lead: SRST EDA  
Partners: SRST Tribal Council and Tribal Department Heads | KLND Radio, *Teton Times* newspaper, SRST website | x x x x x |
| **Strategy II: Enhance Entrepreneurial Development** | | | |
| Preference Program for On-Reservation Entrepreneurs | Lead: CEDS Committee  
Partners: TERO | | x x x x x |
| Incentives for substitution-oriented businesses or those who buy from other on-reservation entities | Lead: CEDS Committee  
Partners: TERO | | x x x x x |
| Requirements or incentives for on-reservation hiring | Lead: CEDS Committee  
Partners: TERO | | x x x x x |
| Fully fund Oyate CDC | Lead: CEDS Committee  
Partners: SRST Tribal Council | | x x |
| **Strategy III: Address Water and Housing Security** | | | |
| Water Conservation and Infrastructure Development | Lead: Water Resources Dept.  
Partners: Municipal, Rural & Industrial Program (MR&I); Operation, Maintenance & Replacement Program (OMR) | | x x x x x |
| Housing Project Investments | Lead: Standing Rock Housing Authority  
Partners: Housing Maintenance Office- ND and SD | | x x x |
| NAHASDA Investment | Lead: CEDS Committee  
Partners: SRST Tribal Council | | x x |
| **Strategy IV: Increase Business Attraction and Reduce Reliance Upon Government** | | | |
| Develop Energy Infrastructure and Independence | Lead: Oyate CDC  
Partners: SRST Tribal Council | | x x x x x |
| Tribal Hiring Preferences | Lead: TERO  
Partners: TWEP | | x x x x x x |
| Incentive Schemes | Lead: CEDS Committee  
Partners: TERO, TWEP | | x x x x x |
| Education to Develop Scare Skills | Lead: Sitting Bull College  
Partners: TERO, TWEP | | x x x x x |
<p>| <strong>Strategy V: Put in Place Mechanisms to Encourage Future Development</strong> | | | |</p>
<table>
<thead>
<tr>
<th>STRATEGIC ACTIONS</th>
<th>LEAD AGENCY/ PARTNERS</th>
<th>RESOURCES/Potential Jobs</th>
<th>TIMELINE</th>
</tr>
</thead>
</table>
| **Economic Development Administration** | Lead: EDA  
Partners: CEDS Committee  | | x x x x x |
| **Commercial Code** | Lead: SRST Tribal Council  
Partners: CEDS Committee  | | x x x x x |
| **Energy Development Corporation** | Lead: Oyate CDC  
Partners: SRST Tribal Council  | | x x x x x |
| **Land Use Regulation and Acquisition** | Lead: EPA  
Partners: DER  | | x x x x x |
| **Other Vital and Suggested Projects** | | | |
| **Enhancing Day Care Services** | Lead: CEDS Committee  
Partners: Bear Soldier Daycare, Head Start, Early Childhood Tracking ND and SD Offices, Kiddie College Daycare  | Child Care Assistance Program (CCAP) | x x x x x |
| **Comprehensive Transit Access** | Lead: SRST Transit Authority  
Partners: Tribal Roads Department-ND and SD  | | x x x x x x |
| **Co-Op / Trading Post for selling art and goods produced by tribal members** | Lead: Standing Rock Farms  
Partners: TERO  | | x x x |
| **Laundromats** | Lead: CEDS Committee  
Partners: SRST Tribal Council  | | x x x |
| **Resume Development Services** | Lead: Sitting Bull College  
Partners: TERO  | | x x x x x |
| **Literacy Programs to enhance workforce readiness** | Lead: Sitting Bull College  
Partners: TERO  | | x x x |
| **Job training and computer access** | Lead: TERO  
Partners: Sitting Bull College  | | x x x |
| **Farmer’s Market and Community Gardens** | Lead: Standing Rock Farms  
Partners: TERO  | | x x x |
| **Youth Programs** | Lead: CEDS Committee  
Partners: SRST Tribal Council  | | x x x x x |
| **Tourism Programs** | Lead: Tourism Office  
Partners: Paleontology Department, Standing Rock Game and Fish Office, Gaming Department  | | x x x x x |
G. Performance Measurement

Performance measures will assist the Strategic Planning Committee in evaluating and updating this Comprehensive Economic Development Strategy based on progress, challenges, or unanticipated circumstances. One of the hallmarks of the particular approach to economic development planning undertaken by Standing Rock is the balance between economic and non-economic goals in the planning process, as described above. Consequently, the measures summarized below show this type of balance.

<table>
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<tr>
<th>Goal</th>
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<tr>
<td>Education</td>
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<tr>
<td>Culture, Spirituality, Traditions</td>
<td>• Participation in Traditional Events</td>
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<tr>
<td></td>
<td>• Percentage who are Proficient in the Language</td>
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<td>• Land Use According to Plan</td>
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<td>• Member Feedback on Tribal Council</td>
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<td>• Member Participation</td>
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<td>• Drug and Alcohol Addiction Rates</td>
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<td>• Volunteerism Rates</td>
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<td></td>
<td>• Surveys of Community Perceptions</td>
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<tr>
<td>Economy</td>
<td>• Percent Businesses Owned by Tribal Members</td>
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<td>• Business Success Rate</td>
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<td>• Housing Quality</td>
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<td>Recreation</td>
<td>• Community Perceptions Survey</td>
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SECTION II: EXISTING CONDITIONS AND STRATEGIC OPPORTUNITIES

A. Overview

The Standing Rock Sioux Tribe has developed a number of economic development activities to support its people. But a number of challenges still remain. This section describes the current state of the reservation and its economy as a background to the Economic Development Strategy, and is divided into three parts:

PART I—THE TRIBE: HISTORICAL, STRUCTURAL, AND ECONOMIC CONTEXT

Part One provides context for understanding existing conditions and continued economic and social struggles by overviewing the history of the Standing Rock Sioux tribe. The tribal government structure and jurisdiction are explained, and a brief overview of the current state of the economy on the reservation is explored.

PART II—THE PEOPLE: DEMOGRAPHIC AND SOCIOECONOMIC TRENDS

This subsection examines the current state of demographic and socioeconomic trends affecting the people of the Standing Rock reservation. It includes discussion of population growth, health, education, income, the labor force, and the economy.

PART III—THE LAND: GEOGRAPHY AND INFRASTRUCTURE

Part Three of Section II explores the natural resources, environment, and infrastructure of Standing Rock. It includes an analysis of the geography, environmental concerns and protection, highways and transportation, communication systems, and housing.

B. Approach to Understanding Existing Conditions

The Strategic Planning Committee researched and gathered information to develop a multidimensional understanding of the critical barriers, assets, and strengths related to economic growth. A comprehensive evaluation of barriers to economic development is valuable in understanding what opportunities exist to overcome them. In this endeavor, the following questions were explored:

- What are Standing Rock’s strengths and weaknesses; how can they be utilized or overcome?
- What industries are driving the economy and where is the economy headed?
- What are the critical issues and barriers that must be addressed?
- What are the strategic development opportunities?
- How will community health, wellness and quality of life remain centered in this plan?

A number of strategies were put in place to address these questions. In addition to pulling statistical information from sources such as the Census Bureau, the Committee also solicited community input through community meetings and facilitated conversations about residents’ hopes and dreams for Standing Rock. Reservation agencies and local businesses were also invited to participate in these conversations. Then, consultants were utilized run various economic analyses to determine the best plan of action for the tribe.
PART I – THE TRIBE: HISTORICAL, STRUCTURAL, & ECONOMIC CONTEXT

A. Standing Rock Sioux Tribe – Historical Context

INTRODUCTION

The Standing Rock Sioux Reservation was established by the federal government through the Act of March 2, 1889, laying out the boundaries of the permanent homeland of the Standing Rock Sioux Tribe. The people of Standing Rock, often called Sioux, are members of the Dakota and Lakota nations. The term Sioux dates back to the seventeenth century when the people were living in the Great Lakes area. The Ojibwa called the Lakota and Dakota Nadouwesou, which means adders. This term, shortened and corrupted by French traders, resulted in retention of the last syllable.

There are various Sioux divisions and each has important cultural, linguistic, territorial and political distinctions. The Dakota people of Standing Rock include the Upper and Lower Yanktonai. When the Middle Sioux moved onto the prairie, they had contact with the semi-sedentary riverine tribes such as the Mandan, Hidatsa, and Arikara. Eventually some bands adopted the earthlodge, bullboat, and horticultural techniques of these people, though buffalo remained their primary food source. The Yanktonai also maintained aspects of their former Woodland lifestyle. Today the Yanktonai people of Standing Rock live primarily in communities on the North Dakota portion of the reservation.

The Lakota—the largest division of the Sioux—are subdivided into the Ti Sakowin or Seven Council Fires. The Lakota people of the Standing Rock Reservation included two of these subdivisions—the Hunkpapa and the Sihasapa or ‘Blackfeet’ (not to be confused with the Algonquian Blackfeet of Montana and Canada which are an entirely different group). Today the Lakota at Standing Rock live predominantly in communities located on the South Dakota portion of the reservation.

SOURCE: CASSIE THEURER, NORTH DAKOTA STUDIES STATE CURRICULUM WEBSITE, HTTP://WWW.NDSTUDIES.ORG
THE LAKOTA MIGRATION

The original Sioux homeland was the Great Lakes Woodland area, but in the 17th century the Ojibwa and Cree obtained guns from French fur traders and pushed the Sioux westward. As they shifted from Woodland to Plains, the Sioux adopted a culture that centered on the horse and buffalo. The buffalo provided the main source of food, shelter, and material items, and the horse lead to the integration of “warfare” in the fabric of the people’s lives. The object of Plains warfare was neither land acquisition nor intertribal control; rather, it focused on raiding camps for horses and acquiring associated honors, and out-smarting rather than killing other tribes. This style of warfare was described by one author as comparable to a rough game of football. Both the Lakota and Dakota had complex spiritual ceremonies, and placed much emphasis on family and doing things that benefitted the collective people rather than the individual; these cultural and spiritual values remain important among the people to the present day.

Until the discovery of gold in California in 1849, the U.S. government considered the west an inhospitable land with little economic value. However, the gold rush caused the U.S. to extend its boundaries to the Pacific Ocean, encroaching on tribal lands and threatening the buffalo herds, leading to a series of confrontations. Gold seekers traveled the Platte River Road through Lakota territory. Although generally left alone, they were frightened by intertribal raids and demanded government protection.

1851 FORT LARAMIE TREATY

In 1851 the federal government brought the Plains tribes together at Fort Laramie and sought to assign each a defined territory where they were to remain so settlers could continue to move across the area. Government negotiators had the tribes appoint head chiefs so they could deal with a small group of men rather than entire nations. However, decision-making among the Sioux was based on consensus whereby a few men could not speak for all or bind all people to treaty promises. Nonetheless, the government insisted on negotiating with appointed chiefs and established the 1851 Fort Laramie Treaty, defining territory for each tribal group and allowing travelers on the Platte River Road.

Ultimately, many never knew of the existence of the 1851 Treaty and they
continued intertribal raiding. The U.S. regarded this as a breach of treaty. Additionally, non-Native travelers continuously passed through defined tribal territories and ignored the treaty though no major incidents occurred for a decade. In 1861 the Santee Nation, dissatisfied with federal policies and shrinking Minnesota homeland, raided settlements and attacked a military installation, causing 40,000 settlers to flee. All tribes in the area were labeled dangerous, and the government sent the army to round up “hostiles.” Despite apparent peace in the Dakotas, rumors of dangerous tribes continued leaving the military under great public pressure to keep up its campaign.

**WHITESTONE HILL AND KILLDEER MOUNTAINS**

On September 3, 1863, 650 soldiers led by General Alfred Sully attacked a camp of Yanktonai at Whitestone Hill, killing at least 300, including many women and children. Sully held Yanktonai survivors as prisoners, and Sully’s men were congratulated by the U.S. for their distinguished conduct. In July 1864, Sully set out for the Killdeer Mountains where Lakota and Dakota were in a large hunting camp. On July 23, 1864, Sully’s troops killed one-hundred of them at the Battle of Killdeer Mountains. With little other recourse, the Yanktonai signed a treaty with the U.S. government in 1865. They agreed to remain at peace with the U.S. and other tribes and withdraw from overland routes through their territory. In return for these concessions the U.S. provided monetary reparation and agricultural implements to the tribes.

Continued traffic through Sioux lands caused disruption to the people and buffalo ranges in the Powder River and Bozeman Trail area. The Sioux repeatedly objected to intrusions in their territory and demanded government recognition of the 1851 Fort Laramie Treaty, but the federal government never acted. With no peaceful solution in sight the Sioux began to retaliate. The government’s need for gold coupled with demands for protection by travelers along the Bozeman Trail increased so the army moved in, beginning the era commonly referred to as the Plains or Sioux Wars of 1865–1876.

**1868 FORT LARAMIE TREATY**

Rather than upholding the 1851 Fort Laramie Treaty by addressing the issue of trespass in Sioux country, the U.S. government sought to modify the existing treaty. The U.S. promised many gifts and benefits to the Sioux and glossed over the object of the government’s interest—to negotiate a new treaty which would close off the Powder River area and the Bozeman Trail to the tribes in order to insure continued gold supplies and emigration into Montana. In the middle of the treaty talks the Sioux discovered their plans and were outraged at this news, as it was in direct violation of the 1851 Treaty and had not been mentioned in the council meetings. Thus the treaty talks ended abruptly. Tribal leader Red Cloud

**SOURCE:** Cassie Theurer, www.ndstudies.org
Standing Rock Sioux Tribe
2018 – 2022 Comprehensive Economic Development Strategy

delivered a speech about white betrayal and treachery and led the Sioux delegation north vowing to fight all who invaded their territory. Red Cloud’s War (1866-1868) resulted in a clear victory for the Lakota. Finally in 1868 the soldiers abandoned their forts along the Bozeman Trail as a way to restart treaty negotiations. The United States government proposed what became known as the 1868 Fort Laramie Treaty to resolve problems with the Sioux. The treaty proposed to:

- Set aside 25 million acres of land for the Lakota and Dakota, to be known as the Great Sioux Reservation;
- Permit the Dakota and Lakota to hunt in surrounding areas until the buffalo were gone;
- Provide for an agency, grist mill, and schools;
- Provide land allotments to individual Sioux; and
- Provide clothing, blankets, and food rations to be distributed to all Dakota and Lakota living on the Reservation.

In return the federal government would remove all military forts in the Powder River area and prevent non-Native settlement in Lakota and Dakota lands. The treaty guaranteed that any changes to this document must be approved by three-quarters of all adult Sioux males. Red Cloud signed the treaty, as did Lakota and Dakota who lived south or east along the rivers. However, most of the Lakota living north of Bozeman Trail did not sign, including Sitting Bull, who soon became a recognized leader by refusing to give in to government pressure to live in a confined area. Many Lakota refused to move or recognize the treaty, due to concerns about the suitability of the land for farming and the fact that the government was not upholding treaty provisions.

U.S. federal policy in the 1870s sought to enforce the reservation system. The goal of this policy was to replace Native spiritual and cultural traditions with those of mainstream American society. Those Lakota living off the reservation in the unceded territory complained bitterly when the federal government permitted the Northern Pacific Railroad survey crews into this area in direct violation of the 1868 Fort Laramie Treaty. Sitting Bull opposed this incursion into Lakota lands and interference in Lakota life, and asserted his people’s rights to defend their homelands.
government’s response to these complaints of treaty violations was to build more forts to protect settlers and railroad crews. Forts dotted the Missouri River near settlements and treaty lands, as the federal government continued to openly violate the 1868 Treaty throughout designated Sioux territory.

**ESTABLISHMENT OF STANDING ROCK AGENCY**

In 1874 the Black Hills were surveyed, in violation of the 1868 Treaty, and gold was discovered, leading to a rush of prospectors and protests by the Lakota and Dakota. During this time, the federal government wanted all Lakota and Dakota within the bounds of the Great Sioux Reservation and sought to establish a strong agency to enforce the reservation policy. A suitable location was found and an Executive Order was signed on March 16, 1875, extending the reservation’s northern boundary to the Cannonball River. The agency became known as Standing Rock Agency, with Fort Yates as its military support. The Agency distributed rations of food to all American Indians living on the reservation, as a way to keep Natives on the reservation and discourage hunting. Standing Rock Agency also distributed clothing, blankets, and cloth on an annual basis, to discourage hunting with cloth replacing leather and to encourage assimilation with white clothing standards.

**BATTLE OF LITTLE BIGHORN**

As miners continued to head to the Black Hills in violation of the 1868 Treaty, the government sought to force all Dakota and Lakota living in the un-ceded areas to relocate to the Reservation. In December 1875, runners were sent to inform those living in un-ceded territory that they must report to their agencies by January 31st or they would be considered hostile. The Standing Rock runner reported that Sitting Bull’s people were near the mouth of the Powder River and had received him well, but they could not come in due to the bitterly cold winter. The army prepared to converge on the un-ceded lands and force the Dakota and Lakota onto the Great Sioux Reservation, as Sitting Bull and Crazy Horse asserted their legal right to be there. On June 25, 1876, Custer and his troops stumbled on a large encampment at the Little Bighorn River that included many women, children, and elderly. Custer ordered an attack and within 45 minutes all men under his command were dead. Fearful of reprisals after the Battle of the Little Bighorn the camp divided and fled. “Custer’s Last Stand” outraged Americans and brought a flood of soldiers into Indian country.

During the summer and fall of 1876 those who stayed in the un-ceded lands were relentlessly pursued by the army. In a tense meeting with government officials, Sitting Bull refused to surrender and stated that the Great Spirit had made him an Indian, but not an agency Indian. Rather than go to the reservation, he led his people into Canada. All Natives returning to their agencies in the fall and winter of 1876 had to surrender their guns and horses to the Army. At Standing Rock, the
people were forced to move closer to the administrative office so the agent and soldiers could watch them. The Sioux were confined to the reservation and regarded as prisoners of war.

THE TAKING OF THE BLACK HILLS AND FORCED ASSIMILATION

In 1876 the federal government sent commissions to each agency to obtain the necessary signatures to annex the Black Hills from the Great Sioux Reservation, but the Lakota and Dakota people were not willing to sign. Congress ratified the 1876 Act anyway, taking the Black Hills and extinguishing hunting rights in the un-ceded territory. Upon hearing of the annexation, Henry Whipple, the government appointed chairman of the commission, said, “I know of no other instance in history where a great nation has so shamefully violated its oath.”

By 1877, with no horses, guns, or access to hunting grounds, the Sioux were forced into farming. As the better land was preserved for a time when the reservation would be open to homesteaders, drought, grasshoppers, and alkaline soil made it almost impossible for the people at Standing Rock to become self-sufficient farmers. Government officials instituted a system of off-reservation boarding schools which removed children from their family environments and forced total immersion in the English language and Euro-American values. All schools had the overriding goal of assimilation, imposing harsh military discipline on the children and forbidding the use of Native languages and cultural expressions. Many children died of abuse, homesickness, and disease.

In 1883 the government issued a set of so-called Indian Offenses that strictly forbade all traditional ceremonies. These included give-aways, the sun dance, rites of purification, and social dancing, to name a few. Natives were confined to the reservation and parents who kept their children out of school were subject to arrest and withholding of rations. Government interference in all facets of Indian life made the Dakota and Lakota of Standing Rock Agency virtual prisoners on their own land, subject to government policy that sought to crush their distinctiveness as a people.

BREAKUP OF THE GREAT SIOUX RESERVATION

In 1888 and 1889, as North and South Dakota prepared for admission to the Union, Dakotans insisted on a reduction of the Great Sioux Reservation. The federal government worked for approval of the Sioux Bill, which called for the break-up of the Reservation, forfeiture of nine million acres of land, allotment of lands to individual families, and opening of non-allotted land to homesteading. There was organized opposition to the Bill at Standing Rock, and Sitting Bull, who had returned to Standing Rock, openly opposed the land cession. Commissioners, aided by Standing Rock Agent James McLaughlin, applied unrelenting pressure at Standing Rock. After much resistance approximately half of the Standing Rock Sioux males signed assent to the
Sioux Bill. When these signatures were combined with those at the other agencies, it was enough to cause the break-up of the Reservation into six smaller land areas. With passage of the Sioux Bill, the Standing Rock Reservation came into being in 1890.

**THE GHOST DANCE**

In 1889 the people of the newly defined Standing Rock Reservation were starving and facing forced assimilation and cultural genocide. Sitting Bull continued to speak against the government, openly stating that he and his followers would not take land allotments when the time came, as they had not signed the Sioux Bill. At the same time, word of the Ghost Dance spread among the Sioux. The Ghost Dance was a pan-tribal religious movement combining Christianity with indigenous spirituality that originated from Wovoka, a Paiute. Exaggerated rumors of the Ghost Dance spread to non-Native communities throughout the Dakotas; they were fearful of its significance and wanted it to end. The Ghost Dance was not part of Lakota or Dakota culture, but the return to older traditions was appealing. Some in Sitting Bull’s camp participated in the Ghost Dance although Sitting Bull did not take part himself. Yet Agent James McLaughlin was eager for a reason to quiet Sitting Bull, and on December 15, 1890, tribal police from Standing Rock were sent to arrest him. A confrontation occurred, leaving Sitting Bull, eight of his people, and six tribal police officers dead or dying.

**ALLOTMENT**

After Sitting Bull’s death and the incident at Wounded Knee on Pine Ridge, the Standing Rock people were dispirited and under strict government control. The Dawes Allotment Act of 1887 established 160–320 acre farmsteads for each American Indian family. The remaining land was then opened for homesteading by non-Natives, further dissolving the Native land base. The federal government saved the best lands for whites and gave barren lands to Native families. Individual land ownership was intended to end communal systems in which lands were used in common with no sense of ownership, with the eventual goal of complete assimilation into capitalism and Euro-American values. However, many Native families continued to live in large kinship groups, speak the language, and remain traditional even after they received their allotment. Later government policy sought to separate allotments of related families to enforce the concept of individuality among the Standing Rock people.

By the 1920s a number Native people on Standing Rock were raising cattle or running farm operations, but due to problems with the subdivision of allotments upon death of the original allottee, many heirs were forced to lease their land holdings to local non-Native ranchers. By the late 1920s Standing Rock lands were dangerously overgrazed. A severe drought had caused widespread crop failure. Livestock was wiped out and the land was severely eroded. The once lush and bountiful lands of the Plains, after 50 years of federal management, were a barren, desolate, and dusty land. The Great Depression forced some of the Standing Rock people to sell their allotments to survive, and many were again forced to accept rations or die of starvation.
SIoux Land Claims

At Standing Rock, as well as on the other Sioux reservations, the loss of the Black Hills—referred to as “the heart of everything that is”—was a source of great anger and grief. At Standing Rock, the Dakota and Lakota organized and met to discuss the illegal annexation and strategize ways of contesting the theft. Members of the Black Hills Council lobbied U.S. Congress and sponsored activities to raise money to fund Black Hills claims expenses. On July 23, 1980, the Supreme Court ruled in *United States v. Sioux Nation of Indians* that the Black Hills had been taken illegally and that the affected tribes were to be compensated the initial offering price plus interest—nearly $106 million. The tribes refused the settlement as they wanted the Black Hills returned to them, and feel that accepting the settlement would allow the federal government to justify taking ownership of the Black Hills. The money remains in an interest-bearing account, which now amounts to over $757 million.

The refusal to accept this money is evidence of the strength of the Lakota and Dakota people in the face of assimilation and genocide. At Standing Rock the people chose to accept aspects of the white man’s world but never gave up traditions and values which defined them as Dakota and Lakota. To Natives, the reservation is homeland—a place guaranteed by treaty. Over the years there has been a struggle to hold onto the land base as well as maintain the culture, lifeways, spiritual traditions, and language. Yet at Standing Rock the people worked to maintain their language and held to the unique qualities which defined them as Dakota and Lakota—an emphasis on generosity, a spiritual attachment to the land, strength derived from extended family networks, and an identity as a people with a culture that predated and survived European arrival.

CITIZENSHIP

When World War I began men from Standing Rock enlisted in the armed services even though most were not citizens. Richard Blue Earth of Cannonball was the first North Dakota American Indian to enlist. When soldiers returned home their people greeted them as warriors, much as in the old days, and each community honored its men with victory dances and songs. Additionally, Native communities supported the war efforts by buying bonds and contributing to the Red Cross. In 1919 all Natives who served in the armed forces were granted citizenship, and in 1924, all Native Americans were made citizens of the U.S.

Reorganized and Self-Determination

In the 1930s President Franklin D. Roosevelt’s New Deal conservation and public works programs extended to reservations. Between 1933 and 1936, the Indian Civilian Conservation Corps dug wells, strung fences, planted gardens, constructed roads, and established a community ranching program. However, the Bureau of Indian Affairs controlled sales
and many families lost money as cattle were sold below market value. At this same time, the Commissioner of Indian Affairs, John Collier, proposed the Indian Reorganization Act (IRA) of 1934. The IRA included the formal recognition of the tribal councils that existed on reservations and more tribal input into federal decision-making that affected Native people. Tribes had the choice to reorganize under a constitutional form of government which in theory gave the tribes greater autonomy. In reality, there was no local input on the IRA and it replicated county forms of government rather than reflecting traditional Indian governance. In the IRA constitutions, majority rule would replace consensus which is the way the Dakota and Lakota made decisions, and the Bureau of Indian Affairs reserved the right to approve or disapprove all decisions made by the tribal councils. Reservations were economically depressed and desperately needed funds for land consolidation and economic development, and so as a way to make re-organization under the IRA attractive, those tribes that accepted the IRA were eligible for revolving loans.

The members of the Standing Rock Sioux Tribe were mistrustful of provisions in the IRA that gave the Secretary of the Interior authority over certain areas of tribal affairs. Learning that the IRA would limit the tribe’s sovereignty, Standing Rock people did not choose to reorganize under the Indian Reorganization Act of 1934. In 1914 the tribal council adopted a constitutional form of government and even without accepting the IRA, this council would have more authority to make decisions on a local level. Over time, the Standing Rock Sioux Tribe revised its constitution. Today the Standing Rock Sioux Tribe is governed by a tribal council elected from eight districts on the reservation.

In 1948, the Army Corps of Engineers began construction of the Oahe Dam. Despite intense opposition from the Standing Rock Sioux Tribal Council, 160,889 acres of prime agricultural and rangelands were flooded, and 25 percent of the reservation populace was forced to move to other parts of the reservation. The impact on the reservation has been significant both in economic and psychological terms.

With the passage of Public Law 93-638, the Indian Self-Determination and Education Assistance Act, tribal governments were permitted by the federal government to assume greater control in managing the affairs on their reservations and the Bureau of Indian Affairs assumed a more advisory role. With the Self-Determination Act, tribes could contract to operate programs and services previously run by the BIA. At Standing Rock the tribe has assumed control over a variety of programs including areas of social services, higher education, and land management programs.

The Standing Rock Sioux tribe seeks to gradually assume management of most reservation programs, including reservation schools. The tribe also looks toward greater economic development on the reservation. Tribal programs that reflect local needs and concerns insure programs will not conflict with tribal cultural values of the Dakota and Lakota people as was so predominant in the past when the federal government ran the reservation.
THE LAKOTA AND DAKOTA CULTURE TODAY

Although the assimilation period had a great impact, the culture of the Lakota/Dakota people has endured and adapted. There are certain aspects of the culture that are lost or fragmented such as some specific ceremonies, stories, and bits of language. But the basic values that the Lakota/Dakota people lived by hundreds of years ago are still being taught today. One way that the American Indian culture survives today is through what the Lakota/Dakota people call the “wacipi,” more commonly known as a “pow-wow.” The wacipi celebration is a cultural and social event that is still very important as a means of sharing and perpetuating cultural values and beliefs.

Pow-wows are held throughout the year; winter pow-wows are usually one day events held in a local gym or large community building and are generally smaller than summer pow-wows. The summer pow-wows last from three to five days on the weekends. Participants in the summer pow-wows usually include visitors from other communities, states, and countries who camp around the bowery (dance arena) throughout the weekend.

At a northern plains pow-wow, spectators will see six different types, or styles, of dancers. The men will dance traditional, fancy bustle, or grass. The women will dance traditional, fancy shawl, or jingle dress. Although the pow-wow is an important cultural event, it is not the only one. Many Lakota/Dakota families still participate in a variety of important ceremonies such as namings, adoptions, the Sun Dance, and the sweatlodge.

The Lakota/Dakota cultures have been experiencing a cultural “renaissance” in several ways. Families are now seeking tribal elders and asking them to teach about the old traditions. There is also a greater emphasis on learning and preserving Native languages. Further, some schools and social programs now include and emphasize the teaching of traditional cultural ceremonies such as the sweatlodge and traditional values including generosity and family strength.

B. Tribal Government Structure

The Standing Rock Sioux Tribe is a federally-recognized tribe and operates under a constitution approved on April 24, 1959 by the Tribal Council of Standing Rock Sioux Tribe. The Tribal Council consists of a Chairman, Vice-Chairman, a Secretary and fourteen additional Councilmen which are elected by the tribal members. The Tribal Council Chairman provides leadership and administrative direction to the tribe. The Tribal Council Chairman and Council serve a term of four years. Six of the fourteen additional Council members shall be residents of the Reservation without regard to residence in any district or state. Each of the remaining additional council members shall be a resident of the district from which his is elected. The At-large Council members are elected by the district people as whole.

Pursuant to the Constitution of the Standing Rock Sioux Tribe, as approved in 1959 and subsequently amended, the Tribal Council is the governing body of the Standing Rock Sioux Tribe. The Tribal Council is made up of one Chairman, Vice-Chairman, and Secretary, eight district representatives, and six council-man-at-large positions. A listing of all the powers of the Standing Rock Sioux Tribal Council is listed on pages 5 through 7 of the SRST Constitution. The Tribe exercises governmental powers and jurisdiction over its members and territory, which encompasses the exterior boundaries of the Standing Rock Reservation in North Dakota and South Dakota.
A list of the 2017 tribal council members is included below.

**2017 STANDING ROCK SIOUX TRIBAL COUNCIL:**

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<tr>
<th>Chairman</th>
<th>Vice-Chairman</th>
<th>Secretary</th>
<th>Tribal Council Member</th>
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<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
<td>Tribal Council Member</td>
</tr>
</tbody>
</table>

Among its enumerated powers, Article IV of the Standing Rock Sioux Tribe’s Constitution, grants the Tribal Council the power to negotiate with the Department of the Interior, to promote and protect the health, safety, education, physical and general welfare of the Tribe, to administer charity and other services which contribute to the social and economic advancement of the Tribe and its members. The Tribal Council also has the authority to authorize subordinate boards, committees or other Tribal Officials to administer the affairs of the Tribe and carry out the directives of the Tribal Council in order to manage, protect and preserve the property and natural resources of the Tribe, and to administer Tribal funds (SRST Constitution, Article IV, Section 1).

The Tribal Council meets on the first week of every month. Each Tribal Council Member is assigned to one of three committees: Economics; Health, Education, and Welfare; and Judicial. Each Committee meets with program directors, with respect to each of their program functions. All tribal programs are divided into the three major areas/functions. Committees meet every third week of the month.

**C. Tribal Jurisdiction**

The Standing Rock Sioux Reservation has a land base of 2.3 million acres and is located on the borders of south central North Dakota and north central South Dakota. The reservation is primarily made up of two counties: Sioux County, North Dakota and Corson County, South Dakota.
The reservation land ownership is made up of 2,345,549 acres. The fee status land makes up 1,271,684 acres. The other land is divided into: Tribal (356,111), Tribal Fee (34,305), Allotted (503,468), National Grassland (37,190), Other Government (65,646), Tribal Reserve (1,026), State School (52,685), Timber (3,760), and Water (19,674)).

The reservation American Indian land ownership was reduced by Federal legislation, such as the Dawes Act and the Homestead Act in the late 1800’s. These laws allowed non-Natives to gain ownership of “excess” lands, after the Federal Government had allotted lands to the Native reservation residents. The map below shows the current allocation of land.
The reservation is further divided into eight Districts with varying population sizes. Each has their own governance structure that is then represented on the Tribal Council. The districts include—Fort Yates, Cannon Ball, and Porcupine in North Dakota, and Bear Soldier, Wakpala, Running Antelope, Bullhead (Rock Creek), and Kenel in South Dakota. The map below shows the districts and their populations.
D. Overview of Standing Rock Reservation Economy

Several factors combine to make most tribal reservation economies significantly different than the state economies in which those reservations reside. According to a recent report by Rural Community Innovations, the Standing Rock reservation population faces lower wages, fewer services, and a lower Local Multiplier Effect (LME) than non-reservation areas of comparable population in North and South Dakota. Most income is spent off of the reservation in border towns or cities including Mobridge and Bismarck. The LME of a typical rural area is 3, meaning each dollar is recirculated three times in the local economy before leaving. This generates more local jobs and profits and multiplies the total money contributing to the local economy. The Standing Rock Sioux reservation has a LME that, at 0.5, is significantly lower than a typical rural community. Half of all reservation money is spent off-reservation immediately, which benefits the economy of border towns and nearby cities rather than the local population.

The lack of housing and jobs means that the younger generation is leaving the reservation community to find employment opportunities, as evidenced by a population decline over the last ten years. The kind of jobs available on the Standing Rock reservation also differs from the surrounding areas. Government jobs, and in particular tribal agency positions, dominate...
the economy, leaving the population vulnerable to government funding cutbacks. At Standing Rock, 59.3% of reservation jobs are with the government, accounting for a disproportionate 88.3% of employment compensation. Additionally, the private sector economy is not highly diversified compared to surrounding state economies. This is due in part to fluctuations in federal spending, changes in tribal leadership, and the geographic isolation of many rural reservations. One the Standing Rock reservation, over 60% of all private sector jobs on the reservation are focused in three private sector areas:

1. Educational Services and Healthcare/Social Services (28.3%);
2. Agriculture, Forestry/ Fishing/Hunting, and Mining (17.7%); and
3. Arts/Entertainment/ Recreation and Accommodations/Food Service (14.8%).

A more diversified private sector would protect the reservation economy if a downturn occurred in any one of these industries. Additionally, according to the Rural Community Innovations study, development of tribally-owned and operated businesses (including casinos, gas stations, manufacturing centers, etc.), financial support and training for tribal members who wish to open a local private sector business, and encouragement of non-Native-owned businesses to recruit, train, and hire Natives would improve the Standing Rock reservation economy.
PART II – THE PEOPLE: DEMOGRAPHIC & SOCIOECONOMIC TRENDS

A. Demographics and Population Growth

The 2010 Demographic Profile Data of the 2010 U.S. Census indicates a population of 8,217 people living on the Standing Rock Reservation. Utilizing the ACS Demographic and Housing Estimates chart of the U.S. Census 2012-2016 American Community Survey 5-Year Estimates, the total population of the Standing Rock Reservation is 8,612, and is closely split between males and females (representing 50.5% and 49.5% of the population, respectively). There are roughly 1,820 families and 2,855 households on the reservation. The population is 75.9% American Indian, and more than 69% of reservation residents are enrolled members of a Sioux tribe.

STANDING ROCK RESERVATION POPULATION - BY RACE
Total Population—8,612

<table>
<thead>
<tr>
<th>Race</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Race</td>
<td>8,436</td>
<td>97.9%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>176</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Racial Categories

<table>
<thead>
<tr>
<th>Racial Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaska Native</td>
<td>6,540</td>
<td>75.9%</td>
</tr>
<tr>
<td>White</td>
<td>1,826</td>
<td>21.2%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>18</td>
<td>0.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>15</td>
<td>0.1%</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>Some Other Race</td>
<td>35</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

American Indian Tribal Groupings (alone or in combination with another tribe or race)

<table>
<thead>
<tr>
<th>Tribal Grouping</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sioux</td>
<td>5,963</td>
<td>91.1%</td>
</tr>
<tr>
<td>Apache</td>
<td>5</td>
<td>0.0%</td>
</tr>
<tr>
<td>Blackfeet</td>
<td>6</td>
<td>0.1%</td>
</tr>
<tr>
<td>Cherokee</td>
<td>6</td>
<td>0.0%</td>
</tr>
<tr>
<td>Chippewa</td>
<td>73</td>
<td>1.1%</td>
</tr>
<tr>
<td>Crow</td>
<td>7</td>
<td>0.1%</td>
</tr>
<tr>
<td>Navajo</td>
<td>6</td>
<td>0.0%</td>
</tr>
<tr>
<td>Shoshone</td>
<td>9</td>
<td>0.1%</td>
</tr>
<tr>
<td>All other American Indian tribes (with only one tribe reported)</td>
<td>152</td>
<td>2.3%</td>
</tr>
<tr>
<td>American Indian tribes, specified: Alaskan Athabascan; Aleut; Inupiat; Tlingit-Haida; Tsimshian; Yup’ik</td>
<td>48</td>
<td>0.7%</td>
</tr>
<tr>
<td>American Indian or Alaska Native tribes, not specified</td>
<td>256</td>
<td>3.9%</td>
</tr>
<tr>
<td>Two or More American Indian or Alaska Native Tribes</td>
<td>9</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Although the reservation experienced a population decline of 25 people over 10 years according to 2000 and 2010 U.S. Census figures highlighted in the Rural Community Innovations study entitled Feasibility Analysis of Entrepreneurship Development on the Standing Rock Sioux Tribe Reservation, the 2012-2016 ACS data indicates an increase in the populations numbers of 395 individuals. Time was not allotted for research into the increase of population which could
be due to increase birthrates and a possibility of an increased economy on the reservation. Further study would require additional time to provide adequate explanation into the population increase. It would also be interesting to compare the 10-year census data of 2020 when those figures have been gathered and publicized.

As shown below, 58.5% of the reservation population is 34 years old or younger, with 16.5% in the 15-24-year-old range. This indicates an emerging workforce of close to 1,350 people (some of whom may be in the workforce already)—a significant increase which must be addressed. 717 people are currently above retirement age (65 years or older), with another 696 reaching retirement age in the next 5 years or less. The median age of the population on the reservation is 28.1 years. A large emerging workforce combined with a lack of jobs and housing on the reservation will need to be addressed over the next several years.

As with many tribal communities in the US, there are a number of health issues that exist on the Standing Rock Reservation. These health issues impact the reservation economy, as poor health contributes to unemployment and underemployment, excessive spending on illness, and overall lack of community wellness. The two charts on the following pages were generated using data obtained from the County Health Rankings and Roadmaps website, which is maintained by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. These charts compare Sioux County to the state of North Dakota and Corson County to the state of South Dakota in several health

HEALTH MEASURES

As with many tribal communities in the US, there are a number of health issues that exist on the Standing Rock Reservation. These health issues impact the reservation economy, as poor health contributes to unemployment and underemployment, excessive spending on illness, and overall lack of community wellness. The two charts on the following pages were generated using data obtained from the County Health Rankings and Roadmaps website, which is maintained by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. These charts compare Sioux County to the state of North Dakota and Corson County to the state of South Dakota in several health
measures. As shown below, the reservation area fares worse than North and South Dakota in nearly every health indicator except for violent crime.

Both Sioux County and Corson County face similar challenges in health outcomes, according to the foundation data. Health outcomes provide a snapshot of a county’s current overall health through measures of mortality (death rate) and morbidity (quality of life). Premature death, a measure of an area’s mortality, factors in every death that occurs before the age of 75 to determine the total years of potential life lost per 100,000 people. The mortality figures for both Sioux and Corson Counties are extremely high as compared to North and South Dakota. Sioux County’s rate of 23,992 years of life lost per 100,000 people is almost four times the North Dakota average of 6,305; Corson County’s rate is not much better at 18,285 years of life lost, almost three times higher than the South Dakota average of 6,655. Morbidity measures quality of life through subjective questions that ask an individual to rate their own health and also factors in the percentage of low birthweight babies. Both Sioux and Corson counties struggle in this area as well. In Sioux County, 32% of the population report that they are in poor or fair health, over 2.5 times higher than the North Dakota, which reports 12%. Similarly, 22% of the population in Corson County reports poor or fair health, two times higher than South Dakota at 11%. Babies who are born with a low birthweight—defined as less than 2,500 grams or 5 pounds 8 ounces—are at a greater risk of dying in infancy and also have reduced lifespan and increased health problems, statistically speaking. Additionally, women who give birth to low birthweight babies are more likely to have experienced certain health risks while pregnant including smoking or second-hand smoke exposure, heavy concentration of environmental toxins including lead and mercury, high indoor and outdoor air pollution, poor nutrition, lack of prenatal care including vitamins and check-ups, and drug and alcohol use. Thus, low birthweight is an excellent indicator of health factors on multiple levels. The national benchmark (90% percentile nationwide) for low birthweight is 6%. Both Sioux County and Corson County are above this level, at 7.1% and 6.9% respectively, indicating that a wide range of environmental factors, health care access, and health behaviors are affecting maternal and infant health on the reservation.

Health factors are also included in the County Health Rankings and Roadmaps data set. Health factors address how an area’s health may fare in the future by examining behaviors, clinical care, and social and environmental factors that have an impact on health. The Standing Rock Reservation is facing several critical issues in this area as well. The motor vehicle crash death rate is highly significant on the reservation compared to North and South Dakota. Sioux County has a crash death rate of 109 per 100,000 people, 5.7 times higher than the North Dakota rate of 19 per 100,000. Corson County’s rate is even worse—137 crash deaths per 100,000 people, 6 times higher than South Dakota’s rate of 23 per 100,000. The high crash death rate can be attributed to many factors, including little money for proper road maintenance, as discussed later in the section addressing infrastructure. Additionally, reservation residents are two times more likely to smoke than the off-reservation population (37% of the Sioux County population smokes; 36% of the Corson County population smokes). Additionally, obesity is a significant issue, at 43% in Sioux County and 42% in Corson County. Sexually Transmitted Infection rates are 3.5 times higher in Sioux County (1,063 cases of chlamydia per 100,000 people) than North Dakota; and 2.7 times higher in Corson County (1,040 cases per 100,000 people) than in South Dakota.

Another significant health factor in both Sioux County and Corson County is the teen birth rate. Although there is often a push for more births in Native communities due to overall low population and historical realities such as forced sterilization and genocide, teen pregnancy is a serious issue affecting tribal communities including Standing Rock. According to County Health Rankings and Roadmaps, teen pregnancy is associated with risk factors such as gestational hypertension and anemia. Additionally, high percentages of pregnant teens receive poor prenatal care, gain relatively little weight, and experience pre-term delivery, leading to the low birthweight problem discussed above. This has a huge health effect on the next generation, as babies born to teen mothers are more likely to experience developmental delays, illness, and
mortality. Girls born to teen mothers are significantly more likely to become teen moms themselves and boys of teen moms are three times more likely to serve time in prison—a cycle which can repeat for generations to come. Teen pregnancy also greatly increases the chance of repeat high-risk pregnancy and of contracting a sexually transmitted infection—almost one-third of all pregnant teenagers have an STI, which they risk transmitting to their baby during childbirth. Teen pregnancy also has a huge impact on a community’s economic health, as teen mothers are much less likely to finish high school or attend college, and less than one-third of them receive child support, causing many teen mothers to experience long-lasting poverty. Teen mothers are also seven times more likely than the general population to commit suicide. All of these factors not only put the mother and child at risk, but also significantly burden communities, which must provide economic and social support to teen mothers and their children. The teen birth rate is problematic in both Sioux County (127 teen births per 100,000 teen girls, a rate 4.5 times higher than North Dakota) and Corson County (103 teen births per 100,000 teen girls, a rate 2.6 times higher than South Dakota).

The health factors data takes into account clinical care. Native Americans in general tend to have higher obesity and diabetes rates than non-Natives, due to a lack of access to healthy foods and historical reliance on government subsidies, which often have little nutritional value. Yet an examination of clinical care for diabetes on the Standing Rock Reservation shows that few diabetes patients are receiving proper care. In Sioux County, only 27% of diabetes patients receive regular screenings to monitor the effectiveness of their treatment, which is three times lower than the North Dakota rate of 85%. In Corson County 47% regularly receive these screenings.

Social and economic factors and the physical environment also play a role in a county’s health factors data. The percent of high school graduates or higher stand at 85.7% in Sioux County, ND, as compared to 92.0% in North Dakota. Corson County has a rate of 81.6%, which is lower than Sioux County, much lower than the 91.2% of high school graduate rate in South Dakota. The number of children living in poverty on the reservation is also a critical issue: 48.3% of children on Standing Rock reservation live in poverty (compared to 15.5% and 14.8% in North and South Dakota, respectively). Lastly, the reservation population has no access to any recreational facilities and limited access to health foods. All of this underscores the need for economic development on the reservation and the urgency with which community health must be addressed.

**SIOUX COUNTY, NORTH DAKOTA HEALTH MEASURES (VS. NORTH DAKOTA)**

<table>
<thead>
<tr>
<th>Health Outcomes</th>
<th>Sioux County</th>
<th>North Dakota</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mortality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premature Death (years of potential life lost per 100,000 people)</td>
<td>23,992</td>
<td>6,305</td>
</tr>
<tr>
<td><strong>Morbidity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor or Fair Health</td>
<td>32%</td>
<td>12%</td>
</tr>
<tr>
<td>Poor Physical Health Days (out of the past 30 days)</td>
<td>4.5</td>
<td>2.7</td>
</tr>
<tr>
<td>Poor Mental Health Days (out of the past 30 days)</td>
<td>3.3</td>
<td>2.5</td>
</tr>
<tr>
<td>Low Birthweight Babies (&lt; 2,500 grams)</td>
<td>7.10%</td>
<td>6.50%</td>
</tr>
<tr>
<td><strong>Health Behaviors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Smoking</td>
<td>37%</td>
<td>19%</td>
</tr>
<tr>
<td>Adult Obesity</td>
<td>43%</td>
<td>30%</td>
</tr>
<tr>
<td>Physical Inactivity</td>
<td>32%</td>
<td>26%</td>
</tr>
<tr>
<td>Excessive Drinking</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>Motor Vehicle Crash Death Rate (per 100,000 people)</td>
<td>109</td>
<td>19</td>
</tr>
<tr>
<td>Sexually Transmitted Infections (Chlamydia rate per 100,000)</td>
<td>1,063</td>
<td>305</td>
</tr>
<tr>
<td>Teen Birth Rate (per 1,000 females ages 15-19)</td>
<td>127</td>
<td>28</td>
</tr>
</tbody>
</table>

**Clinical Care**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Uninsured</td>
<td>14%</td>
</tr>
<tr>
<td>Diabetic Screens (to assess management among those with diabetes)</td>
<td>27%</td>
</tr>
</tbody>
</table>

**Social and Economic Factors**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Graduation Rate</td>
<td>14%</td>
</tr>
<tr>
<td>Some College</td>
<td>51%</td>
</tr>
<tr>
<td>Unemployment</td>
<td>5.30%</td>
</tr>
<tr>
<td>Children in Poverty</td>
<td>52%</td>
</tr>
<tr>
<td>Inadequate Social Support</td>
<td>38%</td>
</tr>
<tr>
<td>Children in Single-Parent Homes</td>
<td>54%</td>
</tr>
<tr>
<td>Violent Crime Rate</td>
<td>107</td>
</tr>
</tbody>
</table>

**Physical Environment**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Recreational Facilities</td>
<td>0</td>
</tr>
<tr>
<td>Limited Access to Healthy Foods (limited access to grocery store)</td>
<td>29%</td>
</tr>
<tr>
<td>Fast Food Restaurants (as a % of total restaurants)</td>
<td>100%</td>
</tr>
</tbody>
</table>

**HEALTH RESOURCES**

While the Standing Rock Sioux Tribe faces significant health outcome disparities, there are resources available to assist tribal members. The U.S. Indian Health Service operates a hospital at Fort Yates and smaller clinics in the Fort Yates, McLaughlin, Wakpala, Cannon Ball and Bullhead districts. The Tribal Health Department provides a number of health services including health education, eye examinations, eyeglasses, emergency health care and ambulance services. The Indian Health Service has implemented the Community Health Representative (CHR) Program, which provides culturally-sensitive follow-up and continued contact with the health care delivery system through community-oriented primary care services, facilitation of communication between patients and health care providers, language interpretation services, home health care services, health care transportation, and liaison and advocate services. The Tribe also provides an elderly nutrition program and youth recreational activities. Additionally, Indian Health Service provides mental health treatment, social services, dental and vision treatment, and dialysis. The Tribal Health department provides services including methamphetamine counseling, diabetes counseling, a wellness program, food distribution, tobacco prevention services, fuel assistance, cancer fund, and traditional medicine. There are also services targeted specifically to veterans, including a Tribal Veterans Service Office, Warrior Lodge, American Legion, and Veterans Cemetery. Children’s health services include sports programs such as boxing, basketball, track, wrestling, and cheerleading; a rodeo; powwow, drill team, golfing, and Boys & Girls Club.
Although the reservation community has no access to recreational facilities, there are numerous recreational activities that hold special meaning for the tribe, bring together residents of the reservation and visitors, and offer opportunities for physical movement and healthy activity. These include:

- Annual Fort Yates Rodeo
- Annual Calf Roping events
- Chemical Prevention Program Annual Sobriety Run
- The Standing Rock Sioux Tribe District PowWows
- Memorial Day PowWow
- Sitting Bull College Graduation Powwow
- Elementary School Powwow
- Veteran's Day Powwow
- Big Foot Ride in memory of all that died at Wounded Knee
- Little Big Horn Ride in memory of Victory for the Lakota Nation
- Major James Days and Rodeo in McLaughlin

During the year other sports activities such as basketball, softball, volleyball and horseshoe tournaments are also held in the districts. Water sports such as boating and fishing are popular along the Missouri River, Grand River and Cannon Ball River. There is also a small scale economy around hunting on the reservation. There are guides on the reservation who are available to take hunters on the reservation and available deer tags sell out annually, and the Rock Creek district has hunting lodges available.

C. Education

The Standing Rock Reservation provides educational opportunities in the form of elementary and secondary schools, operated by the Bureau of Indian Affairs, the Tribe, and private organizations. The reservation has a tribal college, Sitting Bull College, which offers Bachelor and Associate degrees as well as Master of Science and Master of Education degrees, and certificate programs. 2,694 individuals 3 years and older are currently enrolled in school, making up 32.8% of the total reservation population. Of the population currently enrolled in school, almost 8% are in preschool, over half are in elementary school, almost a quarter are in high school, and 9.2% are enrolled in college or graduate school.

**CURRENT SCHOOL ENROLLMENT**

<table>
<thead>
<tr>
<th>Enrollment Level</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursery School/ Preschool</td>
<td>214</td>
<td>7.9%</td>
</tr>
<tr>
<td>Kindergarten</td>
<td>156</td>
<td>5.7%</td>
</tr>
<tr>
<td>Elementary School (Grades 1-8)</td>
<td>1,492</td>
<td>55.3%</td>
</tr>
<tr>
<td>High School (Grades 9-12)</td>
<td>612</td>
<td>22.7%</td>
</tr>
<tr>
<td>College or Graduate School</td>
<td>250</td>
<td>9.2%</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Primary and Secondary Education
Schools providing K-12 educational services are in every community on the reservation. The Bureau of Indian Affairs operates the elementary and secondary schools in Ft. Yates, North Dakota, while the Tribe provides preschool education through the Head Start program. Public schools are located in McIntosh, McLaughlin, and Wakpala, South Dakota, and in Selfridge and Solen, North Dakota. A private parochial school, St. Bernard’s, provides K-6 education in Ft. Yates, ND. Additionally, “Montessori for All,” a community outreach program of the Montessori Training Center of Minnesota, has established the Sitting Bull School on the reservation. Sitting Bull School is a private Montessori school which provides free preschool, elementary, and middle school education to low-income children.

The Johnson O’Malley (JOM) Act of 1934 provides federal money to fund schools and programs which serve enrolled Native American children. JOM Schools receive funding for each enrolled child in grades 3 through 12 that meets the ¼ blood quantum requirement (from any tribe or combination of tribes). Additionally, JOM allows parents of enrolled Native children to have significant input in educational decisions made by the schools through participation in committees which evaluate school programs. Currently, ten of the schools on the Standing Rock Reservation receive JOM funding.

**POST-SECONDARY EDUCATION**

Post-secondary education is available on the reservation at Sitting Bull College. The main campus in Fort Yates, North Dakota, is accessible through public transportation and offers student housing, financial aid assistance, a library, free laptop checkout, and a writing center, in addition to many school-sponsored student activities and clubs. Additional school sites are available in McLaughlin and Mobridge, South Dakota. 284 students are currently enrolled for the Fall 2018 Semester, including 230 students at the Fort Yates site, 20 at the McLaughlin site, and 34 at the Mobridge site. Of 284 full-time students, 114 receive the Pell Grant, 66% are female, 90.1% are Native American, 86% are single, and the average age is 30 years old.

Sitting Bull College is fully-accredited and has an open-door admissions policy, meaning that any student with a high school diploma or GED may be admitted. Students without a GED or diploma may also enroll in a modified “dual enrollment” program and will receive assistance from a Sitting Bull College advisor for up to one semester in obtaining their GED so they may continue their college education. Degree programs at Sitting Bull College offer skills which can be applied on the reservation, or as preparation for continued education off-reservation. Many of their certificate programs are innovative and highly specific to the reservation community, and offer an important resource for skills training in the reservation’s economic development. Sitting Bull College offers degree and certificate programs in the following areas:

**MASTER OF SCIENCE**
- Environmental Science

**MASTER OF EDUCATION**
- Curriculum and Instruction

**BACHELOR OF SCIENCE**
- Business Administration
- Early Childhood Education
- Elementary Education
- Secondary Science Education
- Environmental Science
- General Studies
United Tribes Technical College, located in Bismarck, North Dakota, provides access to online classes as well as in-classroom instruction off the reservation. The College offers 22 Associate of Applied Science Degrees as well as 7
Certificates and is in the process of working to receive accreditation for 3 Bachelor Degree programs. Of the available
degrees, 6 Associate Degrees and 1 Certificate are available entirely online.

The Standing Rock Sioux Tribe provides additional resources for adult education on the reservation, including:

- Adult Basic Education Classes
- Financial Literacy Project
- Lakota Language Revitalization and Language Immersion Program
- Scholarships (undergraduate, graduate & professional)
- Childcare Assistance Program for Student Parents

EDUCATIONAL ATTAINMENT

Educational attainment almost parallels the educational attainment of the United States. This is an important as Standing
Rock Reservation works to improve educational opportunity. 7,788 of the population on Standing Rock has a high school
degree or Higher – 20.0% of the population has a bachelor’s degree as compared to 30.0% in the US overall. Specially
noted is the population with some college or an associate’s degree is considerably higher as compared to the United
States. The population with a Bachelor’s degree compares to the United States at almost 10%.

<table>
<thead>
<tr>
<th>Highest Level of Education</th>
<th>STANDING ROCK</th>
<th>UNITED STATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Total Population</td>
<td>7788</td>
<td>100.0%</td>
</tr>
<tr>
<td>High School Graduate (includes equivalency)</td>
<td>1561</td>
<td>20.0%</td>
</tr>
<tr>
<td>Some college or associate's degree</td>
<td>5,458</td>
<td>70.1%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>769</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU, 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES
D. INCOME

INCOME DISTRIBUTION AND TYPE

Overall, the economy on the reservation is faring poorly when compared to the economy of the United States overall, and in most cases it is also worse than the surrounding North and South Dakota region. The percentage of the population with income below the poverty level is at 42.2%, a rate which is more than triple the average U.S. poverty rate of 15.1%. When looking at children specifically, the disparity is even worse, with 53.8% of the reservation population under 18 living below the poverty line compared to 21.2% in the U.S. overall. Median household income for the United States was $55,322 as compared to $35,202 on the reservation, according to the 2012-2016 ACS 5-year estimates. Median household income is also significantly less than the North and South Dakota levels of $59,114 and $52,078, respectively. Median earnings for male and female full-time workers is about 71.6% of median earnings for women as compared to their counterparts in the U.S., and about 63.7% of the median earnings for women workers as a percentage of men’s earning in North and 70.0% in South Dakota. As a whole, women on the reservation are paid on average only 92.4% of what men on average are paid. This is an indication that culture plays a role in the economic environment on the reservation where women are seen as an equal and equally competent, but there is a slight disparity indicating an assimilation of male dominance in economic statistics. The per capita income is only $14,633 on the reservation, less than half of the U.S. figure of $29,829, and considerably less than half of the North Dakota figures of $33,107 and more than half for South Dakota which is $27,516. The data presented would support the need for increased economic development on the reservation.

MEDIAN HOUSEHOLD INCOME
To determine median household income, all household incomes in an area are ranked from lowest to highest; the middle number (or average of the two middle numbers if there is an even number of households) is the median income. This number is used more commonly than the mean (average) income when evaluating a region’s economic health because it is not affected by unusually low or high numbers and thus provides a more accurate picture.

PER CAPITA INCOME
Per capita income is a measure of average income in an area that determines the amount of money earned for every person. It is determined by finding the gross (total) income for an area and dividing that number by the total population.

STANDING ROCK RESERVATION INCOME VERSUS U.S., N.D., & S.D INCOME

<table>
<thead>
<tr>
<th>Type</th>
<th>Standing Rock</th>
<th>U.S.</th>
<th>North</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$35,202</td>
<td>$55,332</td>
<td>$59,114</td>
<td>$52,078</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$14,633</td>
<td>$29,829</td>
<td>$33,107</td>
<td>$27,516</td>
</tr>
<tr>
<td>Median Yearly Earnings for All Workers</td>
<td>$25,800</td>
<td>$31,334</td>
<td>$32,791</td>
<td>$29,481</td>
</tr>
<tr>
<td>Median Earnings for Male Full-Time Workers</td>
<td>$36,675</td>
<td>$50,135</td>
<td>$50,892</td>
<td>$42,814</td>
</tr>
<tr>
<td>Median Earnings for Female Full-Time Workers</td>
<td>$32,091</td>
<td>$39,923</td>
<td>$36,512</td>
<td>$32,960</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Income distribution is fairly consistent between North Dakota, South Dakota, and the United States. At most income levels, the states are less than a percentage point different than the U.S. figures. The biggest outliers are still within 2-3% points.
The picture at Standing Rock, however, is far different. 16.4% of the Standing Rock Reservation population brings in less than $10,000 a year, a number that is almost double than the U.S. level of 7.0%. A greater percentage of the population—38.7%-- makes less than $25,000 a year, compared to only 22.3% of the U.S. population in that income bracket. 64.9% of the population at Standing Rock makes less than $50,000 a year, compared to 47.9% of the U.S. population. On the other end of the income spectrum, 10.2% of the reservation population makes more than $100,000 a year, compared to 24.6% of the U.S. population, 24.9% of the North Dakota population, and 18.6% of the South Dakota population. Clearly, as shown on the table below and bar graph on the following page, the reservation is over-represented at the low-income levels and underrepresented at the high-income levels.

**INCOME DISTRIBUTION—STANDING ROCK V. UNITED STATES, NORTH & SOUTH DAKOTA**

<table>
<thead>
<tr>
<th>Income Level</th>
<th>Standing Rock Reservation</th>
<th>United States</th>
<th>North Dakota</th>
<th>South Dakota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $10,000</td>
<td>16.4%</td>
<td>7.0%</td>
<td>6.1%</td>
<td>6.2%</td>
</tr>
<tr>
<td>$10,000 to $14,999</td>
<td>9.2%</td>
<td>5.1%</td>
<td>4.6%</td>
<td>5.2%</td>
</tr>
<tr>
<td>$15,000 to $24,999</td>
<td>13.1%</td>
<td>10.2%</td>
<td>8.8%</td>
<td>10.1%</td>
</tr>
<tr>
<td>$25,000 to $34,999</td>
<td>11.1%</td>
<td>9.9%</td>
<td>9.7%</td>
<td>11.1%</td>
</tr>
<tr>
<td>$35,000 to $49,999</td>
<td>15.1%</td>
<td>13.2%</td>
<td>13.6%</td>
<td>15.3%</td>
</tr>
<tr>
<td>$50,000 to $74,999</td>
<td>15.5%</td>
<td>17.8%</td>
<td>18.6%</td>
<td>19.7%</td>
</tr>
<tr>
<td>$75,000 to $99,999</td>
<td>9.4%</td>
<td>12.2%</td>
<td>13.9%</td>
<td>13.8%</td>
</tr>
<tr>
<td>$100,000 to $149,999</td>
<td>7.4%</td>
<td>13.5%</td>
<td>15.0%</td>
<td>11.7%</td>
</tr>
<tr>
<td>$150,000 to $199,999</td>
<td>1.0%</td>
<td>5.4%</td>
<td>5.0%</td>
<td>3.4%</td>
</tr>
<tr>
<td>$200,000 or more</td>
<td>1.8%</td>
<td>5.7%</td>
<td>4.9%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau 2012-2016 American Community Survey 5-Year Estimates*
The type of income received is also important in addition to the raw numbers. The U.S. Census Bureau’s American Community Survey provides data on the mean earnings of different kinds of income, including employment earnings and retirement income, as well as social welfare programs such as Social Security, supplemental security, cash public assistance (TANF), and Food Stamp/SNAP benefits. The amounts and percentages of total households that collect each kind of income, when compared with U.S. data, paint a picture of poverty on the reservation. 77.7% of households in the U.S. receive earnings as compared to 76.4%; however, at Standing Rock the mean earnings are $53,923, only 67.6% of the U.S. figure of $79,673, which reflects the level of poverty on the reservation. Also indicative of poverty, 21.8% of the reservation population receives cash public assistance income, which is roughly eight (8) times higher than the U.S. number of 2.7%. Similarly, 31.4% of the population at Standing Rock receives Food Stamp benefits, almost three (3) times higher than the 13.0% of U.S. households receiving these benefits. When examining retirement income, which provides one measure of accumulated wealth, 12.9% of the reservation population has retirement income, and it averages only $14,553 a year, much lower than the U.S. as a whole, where 18.3% of the population has retirement income, and it averages $24,902 a year.
**STANDING ROCK RESERVATION MEAN INCOME TYPES – COMPARED TO U.S.**

<table>
<thead>
<tr>
<th>Type</th>
<th>Standing Rock</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Employment Earnings</td>
<td>$53,923</td>
<td>$79,673</td>
</tr>
<tr>
<td>Mean Retirement Income</td>
<td>$14,553</td>
<td>$24,902</td>
</tr>
<tr>
<td>Mean Social Security Income</td>
<td>$13,306</td>
<td>$18,193</td>
</tr>
<tr>
<td>Mean Supplemental Security Income</td>
<td>$7,988</td>
<td>$9,523</td>
</tr>
<tr>
<td>Mean Cash Public Assistance Income (TANF)</td>
<td>$2,576</td>
<td>$3,336</td>
</tr>
<tr>
<td>Households with Food Stamp/SNAP Benefits in the past 12 months</td>
<td>31.4%</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Looking at the chart above, it becomes clear that a substantial portion of the income on the Standing Rock Sioux Reservation comes from ‘federal transfer payments,’ which include social welfare programs such as Social Security, TANF, and veteran’s benefits. The Feasibility of Entrepreneurship Development on the Standing Rock Sioux Tribe Reservation study conducted by Rural Community Innovations states that federal transfer payments to the tune of $62.4 million were made to Native American individuals on the reservation in 2010, making up 28.3% of all money received in 2010. This number is higher than the free-market sales volume of all private Native-owned businesses at Standing Rock, and creates significant concern due to the fact that any reductions in government spending on social welfare programs would have a substantial effect on the reservation community.

**PERSISTANT POVERTY AND ECONOMIC DISTRESS**

Measures of income on the Standing Rock Reservation clearly show significant poverty in the community. As shown in the bar graph on the following page, poverty affects subpopulations on the reservation differently. Married couple families have a poverty level of 16.3%, which is still significantly higher than the 5.5% of U.S. married couple families in poverty. However, the picture for female householder (single mom) families is much worse—54.0% of these families live in poverty (over two times the U.S. percentage of 29.9%). Children are also disproportionately affected by poverty. 54.1% of children...
live in poverty, higher than the poverty rate for adults, which is 35.7%. These numbers, as expected, are both significantly higher than the percentages for the entire U.S., where 21.2% of children are in poverty and 13.3% of adults.

In addition to the data above, the website StatsAmerica.org, maintained by the Indiana Business Research Center at Indiana University, provides a quick method of assessing an area’s economic distress, assisting in applications for federal grants, including Economic Development Administration grants. A report is generated with the numeric values of distress criteria, with a comparison to the United States and an assessment of whether an area’s data matches the criteria for grants. There are two fundamental requirements for an area to be considered in economic distress: first, it must have a 24-month unemployment rate that is at least 1 point higher than that of the 24-month rate for the United States; additionally, the per capita income must be 80 percent or less than that of the nation.

Unemployment rate on the Standing Rock reservation is 25.5% than that of the U.S. which is 7.4%. 2012-2016 ACS 5-year estimates indicate per capita income on Standing Rock reservation is 49.0% of the U.S. estimate ($14,633 on the reservation compared to $29,829 in the U.S.). This results in a threshold calculation just slightly over half of the 80% requirement for receiving EDA grant money.

The following table for 2010 per capita income is derived from the U.S. Bureau of Economic Analysis, and includes additional sources of income such as insurance, dividends, and transfer payments (welfare, social security, veterans benefits, etc.). These numbers show a slightly improved economic situation ($26,813 per capita income on the reservation compared to $39,937 for the U.S. as a whole), but the threshold calculation of 67.14% still falls far below the 80% requirement. 2000 per capita numbers, based on the 2000 U.S. Census, result in a threshold calculation of 37.89%.
indicating that high poverty rates are an ongoing, systemic problem on the Standing Rock reservation. Indeed, Sioux County and Corson County are the 6th and 7th poorest counties in the U.S., based on 2010 per capita income, and both are classified as “persistent poverty counties,” meaning that 20% or more of their population has lived in poverty over the last thirty years, as measured by the U.S. Census Bureau and American Community Survey. The average 30-year poverty rate in Sioux County is 44.6%, and is only slightly lower in Corson County at 39.53% (http://www.cdfifund.gov/what_we_do/persistentpoverty.asp).

**DISTRESS CRITERIA STATISTICAL REPORT**

<table>
<thead>
<tr>
<th>Distress Criteria Statistical Report</th>
<th>Economic Distress Criteria—Primary Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
<td>U.S.</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>24-month Average - Unemployment Rate (BLS)</td>
<td>6.61</td>
</tr>
<tr>
<td>2010 Per Capita - Money Income (3 year ACS)</td>
<td>N/A</td>
</tr>
<tr>
<td>2009 Per Capita - Money Income (5-Year ACS)</td>
<td>$11,759</td>
</tr>
<tr>
<td>2010 Per Capita - Personal Income (BEA)</td>
<td>$26,813</td>
</tr>
<tr>
<td>2000 Per Capita - Money Income (Decennial Census)</td>
<td>$8,180</td>
</tr>
</tbody>
</table>

**Economic Distress Criteria—Geographic Components**

<table>
<thead>
<tr>
<th>Economic Distress Criteria --Geographic Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 Month Unemp</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Sioux County</td>
</tr>
<tr>
<td>Corson County</td>
</tr>
</tbody>
</table>


**LIVING WAGE**

The Massachusetts Institute of Technology provides a living wage calculator to determine the minimum hourly wage (at full-time, 40 hours per week) necessary to support a family. In Sioux County, North Dakota, the living wage for a single-parent family with two children is $25.55 per hour. A family of this type making $9.82 per hour, higher than minimum wage requirements of $7.25 an hour, falls below the poverty line. For a family of four (two parents, two children), the living wage is $22.65 per hour, and the poverty line level is at $11.83 an hour. In Corson County, South Dakota, the living wage for a single-parent, two child household is $24.82 an hour, with poverty level at $9.82 an hour. A two-parent, two-child household has a living wage of $22.64 per hour, with poverty level at $11.83 an hour. These figures are consistent with the living wage in North and South Dakota for these family types. In both counties, there is a significant difference between the living wage and the wage at which a family would be considered ‘below the poverty line,’ and thus eligible for most social welfare benefits. Many families that do not meet poverty guidelines still do not make a living wage, yet are ineligible for many resources, leaving them in a precarious position. The following chart indicates the yearly salary for
different family types at the living wage level, poverty level, and the “at-risk” level at which families make less than the living wage, yet too much to be eligible for many resources.

### STANDING ROCK RESERVATION LIVING WAGE, BY FAMILY TYPE-SIOUX COUNTY, ND

<table>
<thead>
<tr>
<th>Family Type</th>
<th>Living Wage</th>
<th>At-Risk</th>
<th>Poverty Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Adult</td>
<td>$21,299</td>
<td>$12,065 – 21,298</td>
<td>$12,064</td>
</tr>
<tr>
<td>Single-Parent, Two Children</td>
<td>$53,144</td>
<td>$20,427 – 53,143</td>
<td>$20,426</td>
</tr>
<tr>
<td>Single-Parent, Three Children</td>
<td>$66,914</td>
<td>$24,607 – 66,913</td>
<td>$24,606</td>
</tr>
<tr>
<td>Two Parents, Two Children</td>
<td>$47,112</td>
<td>$24,607 - $47,111</td>
<td>$24,606</td>
</tr>
<tr>
<td>Two Parents, Three Children</td>
<td>$51,584</td>
<td>$28,788 – 51,583</td>
<td>$28,787</td>
</tr>
</tbody>
</table>

### STANDING ROCK RESERVATION LIVING WAGE, BY FAMILY TYPE-CORSON COUNTY, SD

<table>
<thead>
<tr>
<th>Family Type</th>
<th>Living Wage</th>
<th>At-Risk</th>
<th>Poverty Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Adult</td>
<td>$19,947</td>
<td>$12,065 – 19,946</td>
<td>$12,064</td>
</tr>
<tr>
<td>Single-Parent, Two Children</td>
<td>$51,626</td>
<td>$20,427 – 51,625</td>
<td>$20,426</td>
</tr>
<tr>
<td>Single-Parent, Three Children</td>
<td>$65,853</td>
<td>$24,607 – 65,852</td>
<td>$24,606</td>
</tr>
<tr>
<td>Two Parents, Two Children</td>
<td>$47,091</td>
<td>$24,607 – 47,090</td>
<td>$24,606</td>
</tr>
<tr>
<td>Two Parents, Three Children</td>
<td>$51,646</td>
<td>$28,788 - $51,645</td>
<td>$28,787</td>
</tr>
</tbody>
</table>

SOURCE: LIVING WAGE CALCULATOR, HTTP://LIVINGWAGE/MIT.EDU - NOVEMBER 2018

### E. Principal Economic Clusters

The economy of Standing Rock reservation is not highly diversified; most jobs on the reservation are either federally-funded government positions or with tribally-owned businesses, including the casinos and Standing Rock Development Corporation. Non-government jobs are limited to mostly agriculture, and the most profitable of these private sector agricultural businesses are owned by non-Natives.

As shown in the following table, government jobs make up 50.5% of the total jobs on the reservation, completely dominating the market at a rate of four times higher than the U.S. rate. Farm employment, at 15.4%, is also over-represented. This is the case even when comparing to the North and South Dakota rates of 6.3% and 5.7%, which are substantially higher than the U.S. which only has 1.5% farming employment.

### TOTAL FULL AND PART-TIME EMPLOYMENT BY SECTOR

<table>
<thead>
<tr>
<th>Total Full and Part-Time Employment by Sector</th>
<th>Standing Rock</th>
<th>United States</th>
<th>North Dakota</th>
<th>South Dakota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government &amp; Tribal Enterprises</td>
<td>50.5%</td>
<td>14.0%</td>
<td>16.0%</td>
<td>15.1%</td>
</tr>
<tr>
<td>Private Sector</td>
<td>33.8%</td>
<td>79.8%</td>
<td>75.9%</td>
<td>76.3%</td>
</tr>
<tr>
<td>Farm Employment</td>
<td>15.4%</td>
<td>1.5%</td>
<td>6.3%</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

According to a recent study done by Rural Community Innovations, Native-owned businesses on the reservation are few and far between. There are 216 private businesses at Standing Rock, yet only 36.5% of them are owned by Natives, in spite of the fact that Natives make up 75.9% of the population. This does not take into account the size and profitability of these businesses, which makes the gap between Native and non-Native business owners even higher.
Additionally, there are very few local businesses on the reservation, which is related to the lack of Native-owned businesses. Businesses owned by tribal members are much more likely to be based on the reservation, while non-Native owned businesses are often headquartered off the reservation. Rural Community Innovations found that out of 312 business licenses issued by the Standing Rock tribal government, only 45 are for businesses based on the reservation. Non-local businesses, certainly contribute to the reservation economy when they provide jobs for tribal members, but their local multiplier effect is small—they tend to contribute more to the economies in which they are based than the reservation economy. In addition to decreasing government dependence and increasing the number of Native-owned businesses, the development of local businesses will be important. Similarly, encouraging the reservation population to support these local businesses will be crucial to their success.

### GOVERNMENT JOBS

The Standing Rock Reservation has what Rural Community Innovations refers to as a “federally-funded job base.” Government jobs make up 50.5% of total jobs. These jobs provide 88.3% of the total job compensation on the reservation, as seen in the chart below. In the United States and both North and South Dakota, government jobs make up no more than one quarter of total compensation, with the bulk of compensation found in the private sector. This government dependence, especially when considered with the high number of direct transfer payments being made to individuals on the reservation, leaves the reservation economy in a precarious position. Washington politics are constantly shifting, and any loss in government funding could be catastrophic for Standing Rock. One key to economic development on the reservation will be decreasing reliance on “soft” government money through encouraging entrepreneurial development and diversification in the private sector.

<table>
<thead>
<tr>
<th>Total Compensation by Sector in 2010</th>
<th>Standing Rock</th>
<th>United States</th>
<th>North Dakota</th>
<th>South Dakota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government &amp; Tribal Enterprises</td>
<td>88.30%</td>
<td>20.70%</td>
<td>24.40%</td>
<td>23.80%</td>
</tr>
<tr>
<td>Private Sector</td>
<td>9.30%</td>
<td>79.00%</td>
<td>74.50%</td>
<td>75.00%</td>
</tr>
<tr>
<td>Farm Employment</td>
<td>2.40%</td>
<td>0.30%</td>
<td>1.10%</td>
<td>1.20%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau 2012-2016 American Community Survey 5-Year Estimates

### STANDING ROCK TRIBAL ENTERPRISES

The Standing Rock Sioux Tribe owns and operates several businesses which provide a significant portion of the government jobs on the reservation and collectively generated gross sales revenue of $61.5 million and employed 600 people in 2010. The largest and most successful of these businesses are the two casinos—the Grand River Casino located three miles west of Mobridge, S.D., and the Prairie Knights Casino, located just north of Fort Yates, N.D. Together, the two casinos employ 553 people. These casinos brought in net revenues of over $12.6 million to the tribal government. Smaller tribally-owned businesses related to the casinos include casino hotels and restaurants, campgrounds, a convenience store, and a marina. Additionally, there are plans to build an RV park next to the Prairie Knights Casino in the near future. These smaller businesses, in addition to the tribal farm, generated an operating loss of $0.3 million in 2010, even though they brought in $2.7 million in gross revenues.

The Standing Rock Development Corporation, founded by the Standing Rock Sioux Tribe to create business opportunities on the reservation, includes the following companies:
Standing Rock Sioux Tribe
2018 – 2022 Comprehensive Economic Development Strategy

- **Standing Rock Telecom**: Wireless communications company that provides cellular, fixed wireless voice, data, and high-speed internet services for residents and businesses throughout the Standing Rock Reservation
- **Standing Rock Propane**: Residential and commercial propane delivery company
- **Rock Industries**: Full service manufacturing operation that specializes in metal machining, metal manufacturing, sheet metal fabrication, and kitting

Standing Rock Telecom and Standing Rock Industries had 2010 revenues of about $2.1 million and expenses of $3.9 million generating an operating loss of approximately $2.6 million in 2010. Rock Industries has partnered with Alion Science and Technology to develop products for the U.S. Defense Department. At present, the enterprises have a number of opportunities to expand their businesses and are examining several potential growth strategies. However several of these ventures will require funding to expand. It will be important that the operating losses in these ventures be examined to determine what should be done to improve their performance. Otherwise, they could inhibit the development of additional enterprises on the reservation.

The districts also operate businesses such as the Bear Soldier Bingo, Big Foot Bingo in Little Eagle, and bingo operations in Cannon Ball, Fort Yates and Porcupine which support their local districts. Bear Soldier has a grocery store, Cannon Ball has a convenience store/gas station, Bullhead has a trading post and Little Eagle has a Laundromat.

There is also a small scale economy around hunting on the reservation. There are guides on the reservation who are available to take hunters on the reservation and available deer tags sell out annually. Some communities have also begun to look at ventures such as hunting lodges as a way to expand the economy in this area.

The Economic Development Administration on the Standing Rock reservation is focused on supporting the development of the economy on Standing Rock and works with tribal government and tribal members, as well as outside businesses to that end.

**TOURISM AND PALEONTOLOGY**

The Tribe generates some revenue from tourism today, particularly gaming-related tourism, but there is ample opportunity to increase this economy in the future and expand tourism beyond gaming. Outdoor Tourism programs including as horse trails, rafting, and canoes are compatible with the values of the community and are a great underutilized opportunity. Additionally, the Tribe’s extensive paleontological resources and fossil collection provide an excellent opportunity to increase paleontology-related tourism.

With fossils found across the reservation, each summer the Tribe hosts a paleontology field camp to collect fossils for research and display. More than 500 fossils have been collected each year since paleontology field camps began. Tribal members are hired to assist the tribal paleontologist in prospecting and collecting fossils and the public is invited to participate in the ‘Dino Dig’ for a fee. These opportunities are promoted at the Travel South Dakota website and various tourist publications.

The Paleontology Department has a lab where fossils are stored and prepared for display. The department employs a director, a paleontology specialist, and a fossil preparator as permanent, full-time employees. Five to seven seasonal part-time employees assist at the digs each year.

The Department has small paleontology exhibitions at Prairie Knights Casino and Resort, at Sitting Bull College, and at Tribal headquarters. A short-term plan for the department is to open the Standing Rock Institute of Natural History in the
former library at the old Sitting Bull College campus, for which the Tribe is seeking federal funding. The Institute will have professional, hands-on exhibitions that display the growing collection and tell the story of Native Americans and fossils. The Institute will have a gift shop that will include the sale of Native American Arts and Crafts, creating an outlet to showcase the work of Tribal members. Up to four new jobs will be created to run the Institute. Outreach programs will include educational programs for children enrolled schools on the Reservation. The Department is working with an architect to remodel the library, and a marketing firm is drawing up plans for a website, print publications, a promotional video, and other media efforts. In addition, the Department will develop a brochure and website for a Dinosaur Trail of North and South Dakota in partnership with other agencies.

CATTLE RANCHING AND FARMING

The Standing Rock Reservation’s major private sector occupation is cattle ranching and farming. As noted above, agriculture is a prominent component of the economy on the reservation. But as the USDA 2012 Census of Agriculture data shows, the number of farms and ranches owned by Non-Natives is more than 5 times those owned by Natives and the output of Non-Native farms and ranches is significantly higher than those owned by Natives. Out of 454 farms, only 91 are Native-owned. The larger farms also tend to be owned by Non-Natives.

**NUMBER OF FARMS AND RANCHES BY OWNERSHIP AND SIZE**

<table>
<thead>
<tr>
<th>NUMBER OF FARMS AND RANCHES BY OWNERSHIP</th>
<th>Total number of farms and ranches -- 454</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-9 Acres</td>
</tr>
<tr>
<td>Native</td>
<td>4</td>
</tr>
<tr>
<td>Non-Native</td>
<td>5</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. DEPARTMENT OF AGRICULTURE 2012 CENSUS

**Number of Farms and Ranches by Ownership and Size**

**SOURCE:** U.S. DEPARTMENT OF AGRICULTURE 2012 CENSUS
### NUMBER OF FARMS AND RANCHES, BY OWNERSHIP AND ECONOMIC CLASS

<table>
<thead>
<tr>
<th>Economic Class</th>
<th>Total Number of Farms and Ranches</th>
<th>Native</th>
<th>Non-Native</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$1,000</td>
<td>454</td>
<td>10</td>
<td>23</td>
</tr>
<tr>
<td>$1,000 - $2,499</td>
<td></td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>$2,500 - $4,999</td>
<td></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>$5,000 - $9,999</td>
<td></td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>$10,000 - $24,999</td>
<td></td>
<td>16</td>
<td>19</td>
</tr>
<tr>
<td>$25,000 - $49,999</td>
<td></td>
<td>8</td>
<td>30</td>
</tr>
<tr>
<td>$50,000 - $99,999</td>
<td></td>
<td>33</td>
<td>24</td>
</tr>
<tr>
<td>$100,000+</td>
<td>246</td>
<td></td>
<td>246</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. DEPARTMENT OF AGRICULTURE 2012 CENSUS

1. Economic class of farm is a combination of market value of agricultural products sold and federal farm program payments.

### MARKET VALUE OF GOODS SOLD, BY OWNERSHIP

<table>
<thead>
<tr>
<th>Market Value of Total Ag Products Sold Per Farm/Ranch</th>
<th>Native: $000,000</th>
<th>Non-Native: $000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Value of Total Ag Products Sold</td>
<td>$19,278,000</td>
<td>$142,897,000</td>
</tr>
<tr>
<td>Crops (including nursery, greenhouse)</td>
<td>$7,275,000</td>
<td>$69,058,000</td>
</tr>
<tr>
<td>Livestock, poultry, and their products</td>
<td>$12,003,000</td>
<td>$73,840,000</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. DEPARTMENT OF AGRICULTURE 2012 CENSUS
Although agriculture dominates, there are other limited private-sector businesses on the reservation. Some enrolled members of Standing Rock own their own businesses, including The Standing Rock Cable Vision, Inc., White Buffalo Store, Missouri Drift Inn, Taco Johns, Henry’s Standard, Tim’s Conoco & Laundromats, Richie’s Ponderosa Plaza, Beauty Saloon, Pelican Lounge and Restaurant, Missouri Drift Inn Video, Pelican Video, and Sweat Shop Gym in Fort Yates. There are also many more non-Native owned businesses throughout the reservation, primarily in McIntosh and McLaughlin, South Dakota and in Selfridge and Solen, North Dakota. The study referenced above by Rural Community Innovations noted that of the business licenses issues on Standing Rock, more than 85% of the businesses were not locally owned.

**RESOURCES**

There are a number of resources available on the reservation for the development of entrepreneurs and businesses. Sitting Bull College has a Tribal Business Information Center and offers courses in this area. In addition, the Entrepreneurship Center provides a number of resources including loans and funding through the Business Equity Loan Fund, advice and training for entrepreneurs, business plan development, and mentorship. These resources give the reservation an advantage in the development of new businesses and entrepreneurship.

**F. Labor Force and Employment**

In the StatsAmerica data comparison, unemployment in Sioux county, ND was at 3.6% and 4.2% for Corson, county SD. Real unemployment rate on Native American reservations can be difficult to gauge, and there are many different methodologies of estimating unemployment rates. The Stats American calculation, which draws its unemployment data from the U.S. Bureau of Labor Statistics (BLS). The BLS does not do an adequate job of estimating unemployment on the reservation. The official statistics requires unemployed persons to be actively seeking work within a four-week time period. It does not take into consideration discouraged workers, or those that do not actively seek work because they know that there are no jobs available. The Census Bureau’s American Community Survey 5-Year Estimate (2012-2016) of unemployment on the reservation uses yet another methodology, and finds unemployment to be 25.0%, as shown in the table below. This is much higher than the U.S. rate of 7.4% reported in the same data set. Though there are many different methodologies for calculating unemployment, it is clear that the unemployment rate is comparatively high at Standing Rock, and that it is a critical issue for the reservation community to address.
EMPLOYMENT STATUS- 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATE

<table>
<thead>
<tr>
<th>Employment Status- 2012-2016 ACS 5-Year Estimate</th>
<th>Standing Rock</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed population 16 years and over – 5,783 (Reservation); 253,323,709 (U.S.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Labor Force</td>
<td>59.50%</td>
<td>63.50%</td>
</tr>
<tr>
<td>In Labor Force - Employed</td>
<td>44.60%</td>
<td>58.40%</td>
</tr>
<tr>
<td>In Labor Force - Unemployed</td>
<td>14.90%</td>
<td>4.70%</td>
</tr>
<tr>
<td>Not in Labor Force</td>
<td>40.50%</td>
<td>36.50%</td>
</tr>
<tr>
<td>Total Unemployment</td>
<td>25.00%</td>
<td>7.40%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

According to the U.S. Department of Interior, Standing Rock Agency, there are a total of 16,154 enrolled tribal members. Of the enrolled members, 8,347 live on within the jurisdictional service area where a majority of that population are eligible for on-reservation services. 35.7% of those 18 years and over of the reservation workforce are living below poverty guidelines. There are 3,114 in the labor force. 2,307 are employed, 837 are unemployed, 1,547 are not in the labor force. (US Census, 2012-2016 ACS 5-yr Estimates). The population unavailable for work is 3,656. As with any estimate and statistics, there are differing methodologies and some disparities in the numbers, particularly when data-gathering methods may not be well-suited to a particular community.

As discussed previously, and as is the case with many reservations, there is a high percentage of the population employed in government agencies (50.5% of the working population). Additionally, the rate of self-employment is roughly 15.1%, while the rate of private wage and salary workers is only 33.8%.

### Standing Rock Reservation - Class of Worker

#### 2,577 Civilian Works (16 years and older)

<table>
<thead>
<tr>
<th>Class of Worker</th>
<th>Standing Rock</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Wage and Salary Workers</td>
<td>33.8%</td>
<td></td>
</tr>
<tr>
<td>Government Workers</td>
<td>50.5%</td>
<td></td>
</tr>
<tr>
<td>Self-employed Workers</td>
<td>15.1%</td>
<td></td>
</tr>
<tr>
<td>Unpaid Family Workers</td>
<td>0.6%</td>
<td></td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS BUREAU 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES
The U.S. Census Bureau’s 2012-2016 ACS 5-Yr Estimates indicates four main industry areas on the Standing Rock Reservation, as seen in the chart on the next page. These areas are:

1) Educational services, health care and social assistance—29.7%
2) Agriculture, forestry, fishing and hunting, mining—16.9%
3) Arts, entertainment, and recreation; accommodation and food services—15.3%
4) Public administration—13.4%

We should note however, that retail trade ranks at 6.4% and construction is listed at 4.2%. The two smaller industry percentages should be noted to indicate the lack of retail and construction on Standing Rock reservation. The four industry areas highlighted employ slightly more than 75% of all workers on the reservation, clearly illustrating that the economy lacks diversification. This lack of diversification could potentially be very damaging to the reservation economy if an economic downturn were to befall any one of these four industry areas.
Additionally, when compared to U.S. industry distribution, it is clear that several industry areas are either over-represented or underrepresented on the reservation. The following chart compares industry area representation on the reservation to representation in the United States. Overrepresented areas include:

- Agriculture, forestry, fishing and hunting, and mining
- Educational services, and health care and social assistance
- Arts, entertainment, and recreation, and accommodation and food services
• Public administration

Underrepresented areas include:

• Manufacturing
• Wholesale trade
• Retail trade
• Transportation and warehousing, and utilities
• Finance and insurance, and real estate and rental and leasing
• Professional, scientific, and management, and administrative and waste management services

Developing industry in the above underrepresented areas will create a more diversified economy at Standing Rock.

**INDUSTRY TYPES—RESERVATION V. UNITED STATES**

<table>
<thead>
<tr>
<th>STANDING ROCK INDUSTRY TYPES</th>
<th>Standing Rock</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry, fishing and hunting, and mining</td>
<td>16.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Construction</td>
<td>4.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1.5%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>1.3%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>6.4%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities</td>
<td>2.8%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Information</td>
<td>1.2%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Finance and insurance, and real estate and rental and leasing</td>
<td>2.8%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Professional, scientific, and management, and administrative and waste management services</td>
<td>2.0%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Educational services, and health care and social assistance</td>
<td>29.7%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation, and accommodation and food services</td>
<td>15.3%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Other services, except public administration</td>
<td>2.5%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Public administration</td>
<td>13.4%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. CENSUS BUREAU AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES, 2006-2010

**WORKFORCE DEVELOPMENT**

There are a number of workforce development programs currently in place at Standing Rock; however, they have been subject to significant budget cuts over the past several years. Program funding has reduced from more than $400,000 to less than $200,000 and the mechanisms for funding are changing, which could lead to further cuts. Significant efforts are focused on preparing tribal members for the workforce. This includes the Tribal Work Experience Program which works on helping to remove barriers to tribal member employment. This could include helping to identify daycare, providing transportation options, assisting with substance abuse treatment, and other relevant services. However, with funding cuts, the future of this program is in question. In spite of these efforts, additional opportunities exist to enhance workforce development. A number of employment opportunities such as jobs at the casinos are filled by non-tribal members because of a lack of prepared workers. As is often the case outside of the reservation, companies tend to focus on workers who are fully prepared for work, and do not feel that they should bear the cost of worker preparation. The tribe also needs
additional infrastructure for workforce development such as a database of workforce skills. A number of discussions are underway as to how to best structure the workforce development resources of the tribe and what funding will be invested in this area.
PART III – THE LAND: GEOGRAPHY & INFRASTRUCTURE

A. Geography and Natural Resources profile

CLIMATE

The average rainfall is 16-17 inches during the summer season. The growing season lasts three months, June to August. The snowfall averages from moderate to heavy for winter weather. The temperature in the winter is from 30 degrees below zero to 17 degrees above zero. The average temperature in the summer is 80 degrees but will range from 69 degrees to 110 degrees from June to August. The area suffers from occasional drought in the summer and severe blizzard in the winter. The spring and fall time is pleasant.

SOILS

The Region has within it a variety of soil types. The different soil types affect the varieties of crops grown in the region and also determine which areas are more suitable for grazing. Any soil is the product of vegetation that covered the area while the soil was forming. In native grassland areas, a relatively deep organic sod or turf is produced as the grasses die. Soils in wooded areas and along river bottoms are humus-rich and slightly acidic. Alkaline soils form in areas of poor drainage and where salty groundwater escapes to the surface.

VEGETATION

Most of the Region is covered with three vegetative types. Floodplain vegetation occurs on the bottom of land and banks of major rivers and in broad floodplain terraces that have alluvial soils, some highly saline that have high water tables. The floodplain type is characterized predominately by hardwood trees and shrub species. The mixed grass prairie vegetation type occurs on loamy soils and contains no dominant short grass. Principal species include needle grasses, wheat grass and bluestem grasses. Most of the species that comprise this type are hardy plants. Mid tall grass prairie type occurs on gently rolling prairies in the northeast corner of the Region. It is characterized by wheat grasses, big and little bluestem grasses, and needle grasses on loam soils of glacial till origin.

GLACIAL ACTIVITY AND LANDFORMS

As glacial activity occurred, it left many landforms throughout the Region. They include such forms as thrust masses. These forms occur all over the Region. To the average eye they look like little hills dotting the countryside. Escarpments are another form found along the Missouri River. They look like cliffs. Eskers are ridges that mark routes of streams and rivers. Sand dunes are another form that occurs in six of the ten counties in the Region.

WATER

The water resources in the Region can be divided into two categories – surface water and groundwater. Surface water consists of man-made lakes, marshes, rivers and other streams. Groundwater consists of subsurface water contained in aquifers. See additional discussion of water below in Section C: Infrastructure.
MINERAL RESOURCES

Oil exploration has taken place in the Region but to date no oil has been found. Of importance to the Region are the lignite-bearing formations underlying the area. The counties of Mercer, McLean and Oliver are the primary coal producing counties. The coal that is found here is a low rank coal, is soft and has a low heat value. It is high in moisture content and low in ash and sulfur content. Another resource found with most lignite outcroppings is leonardite. It is a coal-like material, which is a poor fuel but can be used as a source for chemicals and other non-fuel uses. Sand and gravel are another resource found in abundance in the Region. They have been left as the result of glacial deposits. A by-product of the energy industry is sulfur. It is used in the manufacturing of cellulose products, chemicals, dyes, fertilizers, iron and steel, pharmaceuticals, rubber and for water treatment. Clay is another resource found in the Region. It has been used to produce lightweight aggregate, face brick, building tile and fire brick. Because of the transportation costs, development is hampered. Volcanic ash is present in Emmons County near Linton. Its uses have been as a road base material and as a floor-absorbent. The potential use is as mineral filler, as a soil conditioner, a water purifier, as an abrasive and for other purposes. Stone is another mineral found in the Region. Dimension stone, or sandstone as it is called now, is found near Linton and was used as a building material from 1900-1909. Crushed or broken stone can be found all over the area. It is used for riprap along riverbanks. Another known stone, scoria, is found in quite a few locations and is used for road surfaces.

PALEONTOLOGY

The Standing Rock Sioux Tribe is fortunate to have a vast paleontological resource within its Reservation boundaries. An entire ecosystem from the Late Cretaceous Era has been preserved on the Reservation. Fossils of plants, marine reptiles, birds, mammals, ammonites, fish and dinosaurs have been collected on Tribal lands. Some of the more notable dinosaur fossils that have been collected have come from Tyrannosaurus, Triceratops, Edmontosaurus, Pachcephalosaurus Dromaeosaurus, and Ankylosaurus.

In 2007, the Tribe became the first in the nation to have its own paleontology code. The SRST paleontology code regulates the collection of fossils on tribal lands and established a Paleontology Department. The code was created not only to allow the Tribe to manage this vast non-renewable resource but also to prevent fossil looting, which has occurred on the Reservation for more than 100 years. To date, the Tribe has approximately 7,500 fossils in its collection and is recognized world-wide for its quality and content. More than half of this collection comes from the dinosaur Edmontosaurus, and the Standing Rock Edmontosaurus fossil collection is one of the world’s largest collections of this type.

CURRENT AND FUTURE LAND USE

According to county profiles from the 2007 Census of Agriculture, the Standing Rock Sioux Tribe has approximately 596 farms and ranches; 204 in Sioux County, ND and 392 in Corson, SD. Acreage in farm land includes 730,306 acres in Sioux County and 1,283,344 acres in Corson County for a total of 2,013,344 acres of farm land in the planning area. 2010 Statistics from the USDA Farm Service Agency indicate that there are 644,514 acres of cropland, including 487,480 acres of native grass within Sioux County. Other crop acreage includes 51,002 acres of mixed forage, 36,348 acres of wheat, 15,865 acres of sunflowers, 14,562 acres of alfalfa, 11,114 fallow acres and 6,907 acres in CRP. The Corson County 2007 Census of Agriculture reports 135,127 acres of forage land consisting of hay and grass, 116,289 acres of wheat, 16,438 acres of corn for grain, 11,565 acres of sunflower seed and 5,533 acres of corn for silage. The livestock inventory for the
Standing Rock Sioux Tribe
2018 – 2022 Comprehensive Economic Development Strategy

planning area as reported by the 2007 Census of Agriculture includes 127,163 cows and calves, 2393 sheep and lambs, 2080 horses and ponies, 1762 hogs and pigs, 604 bison, and 80 layers.

About 77% or approximately 1,809,620 acres of the land comprising Sioux County and Standing Rock Sioux Tribal lands consists of herbaceous grasslands while cultivated crops, pasture land, and hay comprise another 16% or about 384,854 acres. Open water covers 3% or about 65,708 acres of land, while only around 1% of the planning area is forested. Woody wetlands occupy about 25,000 acres or 1% and developed open space covers another 1% or around 27,000 acres. The last 1% of the planning area is developed or barren land.

B. Environmental Management

There are a number of challenges and opportunities presented by the current environment on the reservation. Standing Rock has had a continued focus on effective environmental management and has in place a current Hazards Mitigation Plan and Integrated Resource Management Plan. Additional details appear below.

**SOLID WASTE MANAGEMENT**

Because solid waste regulations have been implemented throughout the state, the people of this District must work together to find solutions to this problem. The methods of disposing of solid waste have changed dramatically over the years. Landfills are much more expensive to operate and have caused most landfills in the Region to close. This will lead to an increase in the costs businesses must pay to dispose of their waste.

Higher disposal costs are making waste reduction activities such as recycling and composting essential. For new businesses starting up or moving into the area, solid waste disposal will be an issue they have to look at very seriously.

**HAZARDOUS WASTE**

Hazardous waste has become a volatile issue in recent years. Abandoned coal mines have been identified as potential disposal sites for hazardous wastes. People are very worried about ground water contamination and the reservation will become a dumping ground for imported waste. However, the operation of solid waste and hazardous waste disposal sites carries with it the potential for increased employment opportunities for the communities involved. With the complexity of the issues, positive and negative, businesses of this nature will be scrutinized by the public.

**SEWAGE TREATMENT**

The incorporated cities in the Region have made use of such programs as the Community Development Block Grant (CDBG) program, the Federal Emergency Management Agency (FEMA), and other federal resources for the installation and/or repair of sewage systems. The CDBG program provides resources for community development, while FEMA addresses improvements to assist in prevented and mitigating disaster situations. In most reservation communities, the sewer systems are designed so there is some excess capacity. Therefore, additional economic development can take place without having to expand the systems. The Lewis and Clark Regional Development Council, which assists the reservation area with resources and obtaining grants for community development, continues to search for additional funding sources when necessary to upgrade sewage systems in the area communities.
ENDANGERED SPECIES

Endangered species of both plants and animals are protected by federal law. Thousands of acres within the reservation have been set aside, purchased or leased for use as wildlife management areas by the North Dakota Game and Fish Department. Assessments are done for all projects in the region to ensure potential siting problems are mitigated.

HISTORIC AREAS

The impact on historic sites and landmarks is an important part of the Environmental assessment for public works projects and economic development projects. All projects are reviewed by the State Historical Preservation Office. Historic preservation will and has worked side-by-side with economic development and has also shown they may be beneficial to both.

WETLANDS

Most of the wetlands acreage in the District is located east of the Missouri River. This area is one of the areas with major waterfowl flyways. Projects are not able to build on wetlands, nor is draining, burning, filling or leveling of the wetlands allowed.

FLOODPLAINS

Projects looking at locating in or using existing buildings located in the floodplain have to go through a mitigation process to receive public comments on the proposed project. Once this mitigation process is final and there are no adverse effects to the floodplain or effects by the floodplain, projects can build or do work in the Floodplain.

C. Infrastructure

Infrastructure in the area includes water, sewer, communications, energy distribution systems, and all transportation modes.

HIGHWAYS AND TRANSPORTATION

TRANSPORTATION ACCESS—TRANSIT SERVICES

Currently, there is a public transit system that services the entire reservation. This transit system is essential, as 18.8% of the population either use public transportation, walk, carpool, or find other means of commuting. Most services are tailored to meet the hours of operation of the offices in Fort Yates. The routes start in each perspective community and get to Fort Yates before 8:00 am and include routes from Mobridge, S.D. and Bismarck, N.D. leaving at 4:30am every evening. There are routes that travel all the way from Bismarck, N.D. to Rapid City, S.D. The Standing Rock Public Transportation Program is the only transportation system servicing the Standing Rock Reservation. It provides regularly scheduled transit services to Tribal and non-Tribal residents with primary departure and pick-up points located in twelve communities including service to the two tribal casinos (major employers). The current twelve designation points represent targeted employment, education services, training, childcare, medical, and other services. In addition to providing direct transportation services using fixed route and demand response services, the Standing Rock Public
Transportation Program coordinates with the Standing Rock Sioux Tribe, local schools, businesses, and other programs, to transport students, employees, and clients for day trips. The current Standing Rock Transportation Facility was built in 2007. It is capable of housing six vehicles and includes two maintenance bays, a wash bay, storage area, office space as well as a waiting area for passengers. This facility was funded through a Congressional appropriation for $1.25 million in FY 2006. There is a highway that has been designated a Scenic By-way (which is a federal designation) that goes through the Reservation.

The Indian Health Service ambulance does provide emergency medical transportation to Indian Health Service and the larger urban Bismarck, N.D. hospitals. However, return transportation services are not provided. Contract Health Services is funded by the Snyder Act under the Indian Health Services and is considered discretionary funds under this budget which, unfortunately, has resulted in consistent budget reduction so that the only medical transportation that is provided is in the cases of serious trauma such as auto accidents (54%), heart attacks (25%), severe diabetes, and severe orthopedic cases. The Community Health Representatives (CHRs) are also not allowed to transport clients except in the most severe circumstances and, in fact, have nearly lost program funding twice in the past for excessive transportation services.

There are a significant number of unemployed residents of the Standing Rock Reservation. The current fixed route system requires these individuals to leave their residences at a predetermined hour and arrive at one site for the day. It creates difficulty getting to a variety of major employers in different areas e.g., traveling from the Standing Rock Tribal Administration to the Prairie Knights Casino, within the same day for interviews. Those unemployed and without private vehicles who must meet with social service agency representatives such as WIC, Tribal Housing Authority, Tribal Work Experience Program, North Dakota or South Dakota Social Services are also not served by the current fixed route system unless they plan to spend a full day in one location to address the requirements for these services.

There are no scheduled trips to shop, whether for groceries in Fort Yates, N.D. or for more extensive purchases in Mobridge, S.D. or Bismarck, N.D. unless the rider wants to spend the entire day in this endeavor.

**ROAD MAINTENANCE**

The Federal Highways Administration (FHA) maintains information regarding the Standing Rock Sioux Tribe. The information provided is what was available at the time of this report. Below is an excerpt from their website:

Tribal Transportation is the government-to-government relationship between the Department of Transportation and Tribal governments regarding roads, paths, and bridges which impact land use, culture, economic, social, and/or environmental quality of life for the area covered by a proposed plan.

**Transportation System**

The reservation has approximately 200 miles on the BIA system and near 1,100 miles of county and state roads. In recent years, the tribe has been involved heavily in the improvement of the transportation infrastructure. The tribe main source of transportation funds comes from the IRR program (approximately $1.5 m/yr).

Due to recent court cases concerning the collection of State fuel taxes on reservations (in South Dakota) Standing Rock Sioux Tribe estimates an additional $500,000 in revenue. This issue is being negotiated between the State and South Dakota tribes. The roads department receives approximately $250,000 from gaming revenues.
Standing Rock is receiving $450,000, from BIA, for maintenance and $36,000 for transportation planning.

The tribe has a very small transit program. Recently most of the transit program is geared towards the tourism at the Casino near Fort Yates. Busses go to Bismarck twice a day to pick-up and drop-off visitors. The bus also goes to Mobridge, SD.

https://www.fhwa.dot.gov/tribal/tribalprgm/govts/standingrock.htm

The Tribal Roads department has budget constraints. The Tribe exercises its rights under P.L. 93-638 to obtain a contract with BIA to fund and operate a roads maintenance program. Unfortunately, the contract dollars are not sufficient to maintain or develop the roads on the reservation. In the recent winters, the Standing Rock Reservation has repeatedly suffered extensive impacts from storms that have immobilized people for days at a time, with no way to leave their residences. The roads maintenance department has had to deviate from its regular scheduled activities to open the roads and perform extensive push backs to prevent the roads from blowing shut.

**WATER**

**HYDROLOGIC SETTING**

Shallow groundwater is not obtainable on much of the Standing Rock Indian Reservation, and where it is found, it is often of poor quality. Surface water, with the exception of the Missouri and Cannonball Rivers, is undependable because of scanty and erratic precipitation. Artesian water from deeply buried bedrock aquifers underlies all of the reservation. These aquifers are not, and probably will not become highly developed sources of water because of the high to very-high salinity of artesian water in most of the area.

**WATER AVAILABILITY AND USE**

Surface water is the major water source for the reservation with the Missouri River providing the largest part of the surface water supply. Other reservation streams have extremely variable flow patterns and are not reliable enough for a year-round supply. Groundwater is not as abundant as surface water and where available it is usually adequate for only small scale use. For these reasons, the Missouri River is the obvious source for a reservation water supply system, and Fort Yates currently utilizes the Missouri River as a water source.

The U.S. Census data list total farm acreage for Corson County, SD at 1,561,000 acres and for Sioux County, ND at 686,000 acres or 2,247,000 acres total. Cropland totals 345,000 acres for Corson County and 151,000 acres for Sioux County for a total of 496,000 acres. Subtracting the total cropland acres from the total farm acres yields 1,751,000 acres serving as pasture or grazing land. The total peak day water needs for this area at 300 gallons per day per section is 821,000 gallons per day (GPD). Of this amount, 292,000 GPD are provided as part of the Indian Range Units and 72,000 GPD as the livestock water needs for State Line Rural Water System members, leaving a balance of 457,000 GPD for non-served pasture lands (peak day) and 343,000 GPD (average day).

**RESERVATION WATER SUPPLY**
Standing Rock Sioux Tribe
2018 – 2022 Comprehensive Economic Development Strategy

Water is a key to increasing the quality of life and promoting full economic development on the Standing Rock Reservation. An adequate supply of good quality water is needed by many of the (8,278) Natives and (3,838) non-Natives living on the reservation. Problems with water quality and inadequate supply are common throughout the reservation and have a detrimental effect on health and quality of life as well as deterring economic growth. The availability of a plentiful and high quality water supply is vital to the health and well-being of those living on the Standing Rock Reservation. The level of health and quality of life of the general population is directly related to the quality of their domestic water supply. Many residents currently depend on poorly constructed or low-capacity individual wells or have water hauled to underground cisterns. These sources are often contaminated with bacteria or undesirable minerals, provide an inadequate quantity of water, and are costly to maintain and operate.

The reservation communities of Little Eagle, Porcupine, Kenel, Bullhead and Cannonball each depend on one or more wells for their water supply. Fort Yates obtains its water from the Missouri River. Water for Wakpala is delivered by pipeline from a Missouri River source at a site some 5 miles distant. The non-Native communities of Keldron, McIntosh, Morristown, Thunder Hawk, Walker, Wataugua, Mahto, Solen, Selfridge, and McLaughlin depend on wells as their source of supply.

Agriculture is a primary industry on the Standing Rock Reservation and the key to the full development of this industry is water. Surface water in small streams, lakes, and dugouts is scattered throughout the area. Surface water, however, is an unreliable year-round supply and generally available only during the wet periods of spring. During drought periods, these sources often dry up, and livestock must be sold or moved off the reservation. Shallow groundwater is scarce and unreliable and deep groundwater, while generally more plentiful, is highly mineralized and of poor quality. This lack of an adequate water supply has reduced the livestock production on the reservation. The grazing lands cannot be fully utilized and a valuable resource is wasted. The lack of stability in the production of feeder-cattle also discourages related industrial development such as packing plants, cattle feeding and canneries.

WASTE WATER

Currently, for the Standing Rock Housing Authority, low-income housing units on the reservation have sewer systems that are maintained by the OMR-MRI Water Department. There is a separate department for sewer systems.

COMMUNICATIONS

Most communications services across the Region are very adequate and are on the cutting-edge of technology. All of the Regions communities either have cable access or have satellite systems. Standing Rock Telecom, headquartered in Fort Yates, provides a wireless network that covers the entire reservation—a service area of over 2 million acres through a network of towers, wireless transmitters, phones, and broadband. Additionally, there are three retail locations and a total of eight employees. The major cellular service providers in the Region are BEK Communications, McLeodUSA, West River Telecommunications, Qwest, Midcontinent Communications, Sprint, MCI, and AT&T.

ENERGY DISTRIBUTION SYSTEMS

Electrical power and access to electrical power is adequate across the reservation. Service is provided by investor-owned and cooperative-owned companies. North Dakota is home to one hydroelectric generating plant which provides the state with competitive electrical rates and home to numerous coal fired generating power plants. The predominate providers
of electricity on the reservation are Basin Electric, Capital Electric, KEM Electric, McLean Electric, MDU, Mor-Gran-Sou Electric, Mercer-Oliver Electric, and Otter Tail Power.

D. Housing

The Standing Rock Reservation includes 2,855 housing units—many of which are vacant and unsuitable for living—and there is a housing shortage. It is difficult for many in the reservation population to find affordable housing. Most units are old and of low-value, yet housing costs still make up a substantial percentage of household income in many cases. Approximately 24.4% of homeowners have a mortgage, and median rent is $435 a month, alluding to the low-value of the majority of housing units. Most housing units—79.5%—are heated by bottled, tank, or liquid petroleum gas, many times higher than the U.S. rate of 4.8%. During the 2012-2016 ACS 5-Year estimate survey, no homes utilize solar energy. However, there is now a trend toward solar energy in various communities on the reservation. More data is not currently available for this, however, there is hopes in retrieving data regarding solar energy homes. Most housing resources on the reservation include the Standing Rock Housing Authority, the Section 184 Indian Home Loan Guarantee Program, and the Indian Community Development Block Grant Program.

**HOME HEATING SOURCE**

<table>
<thead>
<tr>
<th>Home Heating Source</th>
<th>Occupied Housing Units: 2,337</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>Number</td>
</tr>
<tr>
<td>Utility Gas</td>
<td>52</td>
</tr>
<tr>
<td>Bottled, Tank, or LP Gas</td>
<td>1,859</td>
</tr>
<tr>
<td>Electricity</td>
<td>268</td>
</tr>
<tr>
<td>Fuel Oil, Kerosene, etc.</td>
<td>91</td>
</tr>
<tr>
<td>Coal or Coke</td>
<td>20</td>
</tr>
<tr>
<td>Wood</td>
<td>30</td>
</tr>
<tr>
<td>Other Fuel</td>
<td>17</td>
</tr>
<tr>
<td>No Fuel Used</td>
<td>0</td>
</tr>
<tr>
<td>Solar Energy</td>
<td>0</td>
</tr>
</tbody>
</table>

*SOURCE: U.S. Census 2012-2016 American Community Survey 5-Year Estimates*

**MORTGAGE STATUS**

<table>
<thead>
<tr>
<th>Mortgage Status</th>
<th>Owner-Occupied Units – 1,073</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>Number</td>
</tr>
<tr>
<td>Housing Units with a Mortgage</td>
<td>262</td>
</tr>
<tr>
<td>Housing Units without a Mortgage</td>
<td>811</td>
</tr>
</tbody>
</table>

*SOURCE: U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES*
**GROSS RENT**

<table>
<thead>
<tr>
<th>Rent</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $500</td>
<td>668</td>
<td>61.2%</td>
</tr>
<tr>
<td>$500 to $999</td>
<td>398</td>
<td>36.4%</td>
</tr>
<tr>
<td>$1,000 to $1,499</td>
<td>23</td>
<td>2.1%</td>
</tr>
<tr>
<td>$1,500 to $1,999</td>
<td>3</td>
<td>0.3%</td>
</tr>
<tr>
<td>$2,000 to $2,499</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>$2,500 to $2,999</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>$3,000 or More</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>No rent paid</td>
<td>172</td>
<td>(X)</td>
</tr>
</tbody>
</table>

Source: U.S. Census 2012-2016 American Community Survey 5-Year Estimates

**HOUSING ISSUES**

The Standing Rock Reservation is currently facing a number of critical housing issues. First, there is an overall shortage of safe housing. Many individuals who work on the reservation must commute from border towns due to lack of housing. At the same time, Census Bureau figures for the last ten years show a population growth on the reservation of 5.4% for Sioux County, North Dakota and 3.8% for Corson County, South Dakota, while U.S. population simultaneously increased by 14.4%. This slow growth is indicative of many factors, however, one indication may be a symptom of “brain drain” on the reservation, as talented young individuals leave due to lack of housing and employment. Second, the age of housing stock on the reservation presents a problem, as most units are old and many are dilapidated and unsafe. Third, the value of owner-occupied units is low. Lastly, almost half of all homeowners and renters spend more than 20% of their income on housing costs, putting them in precarious financial situation.

**HOUSING SHORTAGES, OVERCROWDING, AND UNSAFE CONDITIONS**

The Standing Rock Reservation includes 2,855 housing units for a population of 8,956 people. Many of these units are unsuitable for habitation, and lack of housing is a major issue. As seen in the chart below, which was created using American Community Survey 5-Year Estimate data, 18.1% of the housing units are currently vacant; however, most of these units are vacant because they are uninhabitable. This is clarified by the homeowner vacancy rate and rental vacancy rent information rows on the chart. The homeowner vacancy rate shows the homes currently available for sale as a percentage of the sum of the total owner-occupied units and vacant units for sale. Standing Rock has a homeowner vacancy rate of only 1.6%, meaning that of all the owner-occupied and vacant for-sale units on the reservation. Similarly, the rental vacancy rate demonstrates the units available for rent as a percentage of the sum of the total renter-occupied units and vacant units for rent. Only 2.3% of all renter-occupied and vacant for-rent units are currently available for move-in. This provides a much more accurate picture of the housing shortage facing the Standing Rock Reservation than the 18.1% vacancy figure suggests. In fact, the 18.1% vacancy rate just demonstrates the general poor condition of the majority of the housing units, as an incredibly high number of them are apparently uninhabitable.
STANDING ROCK HOUSING OCCUPANCY—AMERICAN COMMUNITY SURVEY

<table>
<thead>
<tr>
<th>Standing Rock Housing Occupancy - American Community Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Housing Units – 2,855</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Number</strong></td>
</tr>
<tr>
<td>Occupied Housing Units</td>
</tr>
<tr>
<td>Vacant Housing Units</td>
</tr>
<tr>
<td>Homeowner Vacancy Rate</td>
</tr>
<tr>
<td>Rental Vacancy Rate</td>
</tr>
<tr>
<td>Owner-Occupied Units</td>
</tr>
<tr>
<td>Renter-Occupied Units</td>
</tr>
<tr>
<td>Average Household Size of Owner-Occupied Unit</td>
</tr>
<tr>
<td>Average Household Size of Renter-Occupied Unit</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

The 2010 U.S. Census provides additional insight into the actual housing shortage at Standing Rock in 2010, as this data captures the number of units currently for rent or sale, as well as “other” vacant units, which are likely uninhabitable. According to the Census data, 433 of the housing units on the reservation in 2010 were vacant, equaling 15.2% of all housing units. Only 94 units, totaling 3.3% of the total housing units, were currently for-rent. The situation for those wishing to purchase homes was even worse—only 7 units were available for sale at the time of the Census, equaling 0.2%. Units that are currently rented or sold yet still unoccupied, and units that are for seasonal, recreational, or occasional use make up another 3.9% of total units. This leaves 225 ‘other’ vacant units—likely units that are uninhabitable due to their condition. Thus, approximately 7.9% of all housing units are likely uninhabitable, a high percentage that adds to the housing problem at Standing Rock.

STANDING ROCK HOUSING OCCUPANCY—2010 U.S. CENSUS

<table>
<thead>
<tr>
<th>Standing Rock Housing Occupancy—2010 Census Summary File 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Housing Units - 2,858</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Number</strong></td>
</tr>
<tr>
<td>Occupied Housing Units</td>
</tr>
<tr>
<td>Vacant Housing Units</td>
</tr>
<tr>
<td>Vacant For-Rent Units</td>
</tr>
<tr>
<td>Vacant For-Sale Units</td>
</tr>
<tr>
<td>Vacant Units for Seasonal, Recreational, or Occasional Use</td>
</tr>
<tr>
<td>Rented or Sold, Unoccupied</td>
</tr>
<tr>
<td>All Other Vacant Units</td>
</tr>
<tr>
<td>Homeowner Vacancy Rate</td>
</tr>
<tr>
<td>Rental Vacancy Rate</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. 2010 CENSUS (SPECIFIC DATA IS NOT AVAILABLE IN THE 2012-2016 ACS 5-YEAR ESTIMATES)

Many of the employed individuals on the reservation commute from off-reservation border town communities of Bismarck-Mandan in North Dakota and Mobridge, South Dakota because reservation housing is unavailable. According to the 2010 Standing Rock Housing Authority (SRHA) Indian Housing Plan, most low-income housing residents are living with other family members creating overcrowded, unsafe, and sometimes unsanitary living conditions. The median number of
rooms per unit is 5.1 rooms, which is only slightly lower than the over U.S. median of 5.5 rooms. However, the number of occupants per room indicates overcrowding. Having more than one person per room is considered overcrowding; at Standing Rock, 10% of housing has more than one person per room, with 3.3% of units being severely overcrowded at more than 1.51 persons per room. This is high, compared to the U.S. rate 3.1% overcrowding and 0.9% severe overcrowding. The actual percentage of overcrowding may be even higher, as many on the reservation may avoid reporting the true number of occupants for fear of violating Standing Rock Housing Authority standards, or may not report family members or friends who are staying with them only temporarily and not are not considered “permanent” household members. In Native communities, homelessness is a difficult statistic to prove. A lot of people technically have roofs over their heads but live with other families in cramped conditions without enough space for healthy living. The Lakota/Dakota culture makes it hard to say no to a relative or friend that needs shelter, especially when children are involved. So the public doesn’t see a lot of people living on the streets and in the parks. The crowded conditions become a norm in the communities.

### OCCUPANTS PER ROOM

<table>
<thead>
<tr>
<th>Occupants Per Room</th>
<th>Occupied Housing Units - 2,855</th>
<th>Median Number of Rooms per Unit - 5.2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Standing Rock</td>
<td>United States</td>
</tr>
<tr>
<td>1.00 or Less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.01 to 1.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Contributing to unsafe conditions is the number of units with deficiencies. 1.2% of total housing units on the reservation lack complete plumbing facilities—defined as hot and cold piped water, a bathtub or shower, and a flush toilet—a number that is almost three times higher than the U.S. average. 1.3% lack complete kitchen facilities, including a sink with piped water, a range or cooking stove, and a refrigerator. This is two times higher than the percentage of U.S. homes without complete kitchens. Again, these numbers may actually be higher, as lacking complete kitchen or plumbing facilities violates Standing Rock Housing Authority code, and could lead to an “unfit for dwelling” designation. Additionally, 4.2% of households have no telephone service available, whether landline or cellular.

### HOUSING UNIT DEFICIENCIES

<table>
<thead>
<tr>
<th>Housing Unit Deficiencies</th>
<th>Total Housing Units -</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Standing Rock</td>
</tr>
<tr>
<td>Lacking Complete Plumbing Facilities</td>
<td>1.2%</td>
</tr>
<tr>
<td>Lacking Complete Kitchen Facilities</td>
<td>1.3%</td>
</tr>
<tr>
<td>No Telephone Service Available</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

**SOURCE:** U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

### AGE OF HOUSING STOCK

The age of the housing stock on the reservation is likely to exacerbate housing problems. Only 1.3% of the current housing units were constructed in 2010 or later. Of the remaining stock, roughly 42.6% is in the 18-38 year age range, 59.1% of the units are older than 38 years. This will present additional challenges in terms of housing maintenance and safety and further increase the need for housing investment on the reservation.
AGE OF HOUSING STRUCTURES

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Built 2014 or later</td>
<td>8</td>
<td>0.3%</td>
</tr>
<tr>
<td>Built 2010 to 2013</td>
<td>28</td>
<td>1.0%</td>
</tr>
<tr>
<td>Built 2000 to 2009</td>
<td>352</td>
<td>12.3%</td>
</tr>
<tr>
<td>Built 1990 to 1999</td>
<td>417</td>
<td>17.6%</td>
</tr>
<tr>
<td>Built 1980 to 1989</td>
<td>363</td>
<td>12.7%</td>
</tr>
<tr>
<td>Built 1970 to 1979</td>
<td>663</td>
<td>23.2%</td>
</tr>
<tr>
<td>Built 1960 to 1969</td>
<td>381</td>
<td>13.3%</td>
</tr>
<tr>
<td>Built 1950 to 1959</td>
<td>210</td>
<td>7.4%</td>
</tr>
<tr>
<td>Built 1940 to 1949</td>
<td>140</td>
<td>4.9%</td>
</tr>
<tr>
<td>Built 1939 or earlier</td>
<td>293</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

VALUE OF OWNER-OCUPIED UNITS

The value of owner-occupied units on the reservation has risen slightly from last reported at $54,600 is not currently at $60,300, as shown below. Approximately 40.5% of the total housing units have a value of less than $50,000 and more than 66.3% have a value of less than $100,000. The low-value of housing units continues to indicates their poor condition and that many are small and over-crowded.

VALUE OF HOUSING FOR OWNER-OCUPIED UNITS

<table>
<thead>
<tr>
<th>Value</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $50,000</td>
<td>435</td>
<td>40.5%</td>
</tr>
<tr>
<td>$50,000 to $99,999</td>
<td>277</td>
<td>25.8%</td>
</tr>
<tr>
<td>$100,000 to $149,000</td>
<td>124</td>
<td>11.6%</td>
</tr>
<tr>
<td>$150,000 to $199,000</td>
<td>83</td>
<td>7.7%</td>
</tr>
<tr>
<td>$200,000 to $299,000</td>
<td>92</td>
<td>8.6%</td>
</tr>
<tr>
<td>$300,000 to $499,000</td>
<td>41</td>
<td>3.8%</td>
</tr>
<tr>
<td>$500,000 to $999,000</td>
<td>8</td>
<td>0.7%</td>
</tr>
<tr>
<td>$1,000,000 or more</td>
<td>13</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

HOUSING COSTS AS A PERCENTAGE OF INCOME

Another housing issue on the Standing Rock Reservation is the percentage of total income spent on housing. Ideally, no more than 20% of a household’s monthly income should be spent on housing. Spending more than 20% can leave a household financially burdened and in a situation where they are just barely ‘making ends meet.’ On the Standing Rock Reservation, nearly 45.4% of renters spend more than 20% of their income on rent. For those who own their homes, more than 45.1% of homeowners with a mortgage spend greater than 20% of their income on monthly housing costs. For homeowners without a mortgage, 25.7% spend more than 20% of their income on monthly housing costs.
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)

<table>
<thead>
<tr>
<th>Rent</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 15.0%</td>
<td>435</td>
<td>41.0%</td>
</tr>
<tr>
<td>15.0% to 19.9%</td>
<td>145</td>
<td>13.7%</td>
</tr>
<tr>
<td>20.0% to 24.9%</td>
<td>75</td>
<td>7.1%</td>
</tr>
<tr>
<td>25.0% to 29.9%</td>
<td>28</td>
<td>2.6%</td>
</tr>
<tr>
<td>30.0% to 34.9%</td>
<td>56</td>
<td>5.3%</td>
</tr>
<tr>
<td>35.0% or more</td>
<td>323</td>
<td>30.4%</td>
</tr>
<tr>
<td>Unable to Compute</td>
<td>202</td>
<td>(X)</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI)

Selected Monthly Owner Costs as a percentage of household income (SMOCAPI)

<table>
<thead>
<tr>
<th>SMOCAPI</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Units with Mortgage (n = 253)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 20.0%</td>
<td>139</td>
<td>54.9%</td>
</tr>
<tr>
<td>20.0% to 24.9%</td>
<td>30</td>
<td>11.9%</td>
</tr>
<tr>
<td>25.0% to 29.9%</td>
<td>17</td>
<td>6.7%</td>
</tr>
<tr>
<td>30.0% to 34.9%</td>
<td>10</td>
<td>4.0%</td>
</tr>
<tr>
<td>35.0% or More</td>
<td>57</td>
<td>22.5%</td>
</tr>
<tr>
<td>Unable to Compute</td>
<td>9</td>
<td>(X)</td>
</tr>
<tr>
<td>Housing Units without Mortgage (n = 803)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10.0%</td>
<td>386</td>
<td>48.1%</td>
</tr>
<tr>
<td>10.0% to 14.9%</td>
<td>118</td>
<td>14.7%</td>
</tr>
<tr>
<td>15.0% to 19.9%</td>
<td>93</td>
<td>11.6%</td>
</tr>
<tr>
<td>20.0% to 24.9%</td>
<td>28</td>
<td>3.5%</td>
</tr>
<tr>
<td>25.0% to 29.9%</td>
<td>39</td>
<td>4.9%</td>
</tr>
<tr>
<td>30.0% to 34.9%</td>
<td>29</td>
<td>3.6%</td>
</tr>
<tr>
<td>35.0% or more</td>
<td>110</td>
<td>13.7%</td>
</tr>
<tr>
<td>Unable to Compute</td>
<td>8</td>
<td>(X)</td>
</tr>
</tbody>
</table>

SOURCE: U.S. CENSUS 2012-2016 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

There are a limited number of low-income homes on the reservation and the majority, if not all, are rented to Native Americans. There are 328 Low-Rent houses and 106 Mutual Help homes. There are currently 265 people on the waiting list for a home, which equals 3.1% of the population. We should note however in providing data, the Standing Rock Housing Authority provided one caveat to their number of people on the waiting list. The number of people on the waiting list fluctuates from one month to the other so the data changes. 265 people was the number provided at the time of this updated report. Additionally, an estimated 400 people (making up another 5% of the population) are not eligible for SRHA Housing, yet are homeless or living in dilapidated housing. This equates to 11% of the reservation population with some sort of housing problem. The number of people on the waiting list is expected to increase by 9% to 750 people within the next ten years, raising the percentage of the population with housing issues to 14% (assuming flat population growth as has been the case for the last ten years).
HOUSING RESOURCES

There are a number of housing resources available to the Standing Rock Reservation community. The Standing Rock Housing Authority (SRHA) provides several resources and manages programs including home remodeling and building of new homes and providing housing education and assistance for low-income individuals through programs such as the Mutual Help program and Low Income Tax Credit. The Indian Community Development Block Grant program provides the tribe with additional housing funding, and the Section 184 Indian Home Loan Guarantee Program helps enable individual American Indians to own homes.

STANDING ROCK HOUSING AUTHORITY (SRHA)

The Standing Rock Sioux Tribe has developed a Housing Code, Title XVII, Resolution No. 203-08 in compliance with Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA). Standing Rock Housing Authority is a tribally chartered entity functioning on behalf of the SRST to provide administrative and management continuity in the provision of housing to the Tribal membership.

There are currently several separate programs that the Housing Authority is managing. The NAHASDA Block Grant provides an allocation of $4,925,020.00 a year. These funds were intended for the maintenance of the traditional HUD homes that were built throughout the past on the Reservation. However, with the overwhelming need for housing and limited resources, the Housing Authority has chosen to expand into other housing arenas, including Low Income Tax Credits. The investors of these tax credits have strict guidelines, which takes away many of the operating dollars to upkeep these homes, leaving HUD homes unmaintained. The SRHA Low Income Tax Credit Unit successfully completed remodeling 158 homes and building 90 new homes in North Dakota. In South Dakota the SRHA remodeled 94 homes and constructed 48. In the planning phases of the tax credit projects (17 projects), much of the maintenance dollars were to come from rental revenue. The average rent collected at the SRHA is $27.00.

For those who wish to own a home, the Mutual Help program allows Indian housing authorities managing SRHA to help low-income American Indian families purchase a home. A family makes monthly payments based on 15 to 30 percent of the household adjusted income. Payments are credited to an equity account that is used to purchase the home. Homeownership has often been very difficult for Native families to achieve because of very low incomes and because issues related to ownership of American Indian land have prevented access to private mortgage financing. The Mutual Help program allows eligible American Indian families to gradually become homeowners.

THE SECTION 184 INDIAN HOME LOAN GUARANTEE PROGRAM

The Section 184 Indian Home Loan Guarantee Program is a home mortgage specifically designed for American Indian and Alaska Native families, Alaska Villages, Tribes, or Tribally Designated Housing Entities. Section 184 loans can be used, both on and off native lands, for new construction, rehabilitation, purchase of an existing home, or refinance. Because of the unique status of Native lands being held in trust, Native American homeownership has historically been an underserved market. Working with an expanding network of private sector and tribal partners, the Section 184 Program endeavors to increase access to capital for Native Americans and provide private funding opportunities for tribal housing agencies with the Section 184 Program. To help increase Native access to financing, the Office of Loan Guarantee within HUD’s Office of Native American Programs guarantees the Section 184 home mortgage loans made to American Indian borrowers. By guaranteeing these loans 100%, Lenders are encouraged to serve Native communities. This increases the marketability and value of the Native assets and strengthens the financial standing of Native communities. Section 184 is synonymous
Standing Rock Sioux Tribe  
2018 – 2022 Comprehensive Economic Development Strategy

with home ownership in Indian Country. As of 2010, the Section 184 program has guaranteed over 12,000 loans (almost $2 billion dollars in guaranteed funds) to individuals, tribes, and TDHEs. The program offers an educational curriculum that trains each client on the process of purchasing a home. In exchange for going through the housing education program each client will receive a “tribal leverage” of 25% of the cost of the purchase or up to $25,000.00 as a down payment on their home. The 184 program also partners with the Tribal Business Equity Loan Fund to provide credit recovery counseling and financial management courses.

THE INDIAN COMMUNITY DEVELOPMENT BLOCK GRANT (ICDBG) PROGRAM

The ICDBG Program provides eligible grantees with direct grants for use in developing viable American Indian and Alaska Native Communities, including decent housing, a suitable living environment, and economic opportunities, primarily for low- and moderate-income persons.

The ICDBG program can provide funding for recipients in the following categories: housing rehabilitation, land acquisition to support new housing construction, and under limited circumstances, new housing construction. It also supports infrastructure construction, e.g., roads, water and sewer facilities, and single or multipurpose community buildings, as well as a wide variety of commercial, industrial, agricultural projects which may be recipient-owned and operated or which may be owned and/or operated by a third party.

OTHER TRIBAL HOUSING INFORMATION

The Tribe receives $800,000.00 from the Low-Income Home Energy Assistance Program and uses Tribal Casino Revenue of $500,000.00 to assist in subsidies for fuel costs and utility bills. The structure of the housing department is organized under the SRST Housing Code. The Housing Code and the mission of the Standing Rock Housing Authority clearly states that the program is focused on low-income families. There is a spectrum of housing that needs to be addressed not just at the SRHA but in coordination with the Tribe.

A Master Plan for the development of infrastructure will have a large focus on housing developments that are in close proximity to job opportunities, medical facilities, water and sewer systems, and roads. The Reservation Resource Department is in charge of the management of the Tribal lands of the Reservation. This department is able to lease each Tribal member up to 5 acres for a home-site. Currently, Tribal members are eager to get the home site lease but they expect the Tribal Roads Department to build a road to their home site and maintain it indefinitely.
SECTION III: VISION

A. Vision of Economic Development

The Strategic Planning Committee has kept certain underlying values at the forefront of this economic discussion and plan, including cultural preservation, community health and wellness, and protection of the natural beauty and resources of the Standing Rock tribal land. These values follow the vision statement of the Standing Rock Sioux Tribe which states,

“The Standing Rock tribal government strives to be a more effective, efficient, and visible government providing opportunities for our economy to grow through business development by educating our members, to enhance the health and wellness of the people of Standing Rock.”

With this in mind, the Standing Rock Sioux Tribe has taken a unique approach to developing this Comprehensive Economic Development Strategy. Unlike traditional development institutions that approach planning from an economic perspective first and foremost, this approach places culture, the environment, health, spirituality and other community values first, while helping to determine what economic development strategies are appropriate to help achieve these goals. This approach is different because it allows reservation leaders to envision the potential impacts of different economic development scenarios and determine the right mix of programs and investments to drive success – success being defined not only in terms of returning economic value, but also in advancing the evolving culture, lifeways, health, and spirituality of the people on the reservation. The approach is adapted to fit the unique culture, governance, and goals of the tribe.

B. Goals and Objectives

Through the community involvement process, a number of goals and objectives were identified for the Standing Rock Sioux Tribe. As discussed in the community assessment, there are a number of pressing needs on the reservation and the number of goals and objectives developed by the community reflects this. The following chart shows the goals and accompanying objectives.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Associated Objectives</th>
</tr>
</thead>
</table>
| Education                     | Increase the educational attainment level on the reservation and provide increased education opportunities for both youth and adults | • Increase educational attainment and training in leadership, community development, spirituality, job skills, and money management  
• Encourage staying in school and GED attainment |
| Culture, Spirituality, Traditions | Preserve and advance the culture and traditions of the tribe while increasing participation in traditional activities | • Focus on spirituality, including values and respect  
• Prayer – believe in something  
• Live the values you believe in |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Associated Objectives</th>
</tr>
</thead>
</table>
| **Land & Natural Resources**  | Preserve the land base and natural resources of the reservation, prioritizing use for the benefit of the members of the tribe | • Protect the environment including safe water, so the community can swim in the river and have usable water  
• Plan for inevitable energy development  
• Protect and preserve natural resources  
• Keep the community clean and ‘green’  
• Creation of Standing Rock Institute of Natural History to increase access to the rich paleontological resources of the Tribe |
| **Governance**                | Enhance the governance of the tribe include more participation by tribal members and more dialogue between leaders and members | • Improve government organization and communication  
• Improve governance including changes to the constitution and more community and youth involvement in Tribal Council decision-making |
| **Youth**                     | Create additional program and opportunities for youth to assist them in making positive life choices | • Provide training and support for youth life transitions  
• Increase activities and options for youth, including a Summer Youth Program  
• More stability in school including improving relationships between teachers and the staff  
• More opportunities for the youth to be heard including follow-up on their concerns  
• Support the dreams of the youth  
• Improve positive parenting skills |
<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Associated Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>Increase the health of tribal members by addressing chronic health problems</td>
<td>• Increase job opportunities for teens; provide a pipeline for youth to introduce them into businesses</td>
</tr>
<tr>
<td></td>
<td>and encouraging wellness</td>
<td>• Increase professional mental health services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improve programs to address drug abuse and make them sustainable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improve healthcare access including dental care, home health care, and an increased focus on wellness and prevention</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improve access to healthy food</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Have a sober, alcohol and drug-free community</td>
</tr>
<tr>
<td></td>
<td>Improve community cohesion and cooperation</td>
<td>• Improve harmony and decrease conflict in the community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Focus on true community development, including sharing, generosity, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Be a great place to raise a family</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Motivate people to work, volunteer, and get involved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop and expanding volunteer resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide mentorship to others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase self-esteem and decrease negativity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide space for community activities; increase engagement</td>
</tr>
<tr>
<td>Economy</td>
<td>Promote a vibrant economy that helps tribal members meet their needs</td>
<td>• Improve the local economy by creating a bank and developing local business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Provide more local retail shopping options; diversify retail economy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Decrease unemployment through the creation of new jobs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Focus on local self-sufficiency</td>
</tr>
</tbody>
</table>
### Goal  
**Description**  
**Associated Objectives**  

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Associated Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>Create a safe community where members can be free from crime and safe from harm</td>
<td>• Improve law enforcement, safety, and security in the community</td>
</tr>
<tr>
<td>Housing</td>
<td>Address the chronic housing shortage on the reservation with safe and affordable options</td>
<td>• Improve access to affordable housing for low- and moderate-income households</td>
</tr>
</tbody>
</table>
| Recreation  | Increase the opportunities for recreation on the reservation, including increasing economic activity through sustainable recreation-oriented ventures | • Enhance and develop parks and recreation including access to a fitness center          
• Grow and expand existing tribal recreation programs |

During the community involvement process, feedback was solicited regarding the relative prioritization among these goals. A consensus regarding the hierarchy of goals was never reached, as there was a sense that all of the goals needed to be addressed to some degree.

### C. Critical Issues and Opportunities

The Standing Rock Sioux Tribe has a number of assets that can be used for economic development and a number of opportunities. Over the past seven (7) years, from 2011 through 2017, Net Revenues given to the Tribe averaged $13.1 Million per year. There are some successful ventures already, including two casinos and a number of ventures owned by the Tribe through the Standing Rock Development Company. The average gross sales revenue during the same seven year time frame averaged annually $51.5 Million. As discussed in Section II, there are also numerous challenges with poverty, health, etc. that need to be addressed and for which economic development can provide part of the solution. The table on the next page shows a SWOT analysis of the Strengths, Weaknesses, Opportunities, and Threats that the Tribe faces relative to economic development.
STRENGTHS

- **Communications Infrastructure:** As noted above, there is a good communications infrastructure on the reservation currently. This can serve as an effective platform for economic development and business development.
- **Energy Supply and Rates:** At present, the energy supply and associated rates are favorable on the reservation. This can again serve as an effective platform for economic development and business development.
- **Public Transportation Infrastructure that Services Employment Centers:** There is an existing public transportation infrastructure that serves the employment centers. While it may have some limits as noted above, this often a significant challenge on reservations.
- **Educational Attainment:** While post-secondary educational attainment lags behind the surround state and U.S. rates, the reservation has a population that has a percentage of high school graduates that approaches that of the US overall and a number of college graduates in the workforce. It also has 2 higher education institutions that can further develop the workforce.

WEAKNESSES

- **Insufficient / Unreliable Water Supply:** One of the largest weaknesses on the reservation currently is the lack of water both for general use and for enhancing economic development.
• **Insufficient Housing Supply:** As noted above, there is a significant shortage of housing on the reservation, which impacts the workforce.

• **Crowded / Unsafe Housing:** As also noted above, much of the housing stock is crowded or unsafe, also impacting the workforce and potentially increasing injury and absenteeism, and hurting productivity.

• **High Percentage of Employment in Government:** As with many reservations, the economy is currently heavily dependent on government employment. And as the Tribe has already experienced, budget pressures can have a negative impact on this employment.

• **Insufficient Funding for Road Maintenance:** The Tribe currently does not have sufficient funds for road maintenance which impacts transportation effectiveness and costs, and discourages business development.

• **Need Solid Waste Disposal Strategy:** Lack of a solid waste disposal strategy is increasing business costs and making the reservation less attractive for business development.

• **Percentage of Income Spent on Housing / Rent Costs:** A significant portion of the population spends a high percentage of their income on housing costs, thus limiting the available dollars to be spent in the community (decreased local multiplier effect).

• **Medical Transportation:** There are gaps in the current medical transportation infrastructure which can impact the workforce through increased absenteeism and lost productivity, not to mention the potential health issues that arise from these gaps.

• **Lack of Land Tenure Infrastructure:** At present, there is not an effective system for land record keeping on the reservation, and there is a lack of updated maps. This is a significant weakness for development as there is hesitancy for individuals and companies to invest when land tenure is unclear. This contributes to an overall scarcity in available land for economic development.

**OPPORTUNITIES**

• **Increase Local Multiplier Effect (LME):** Currently a significant portion of the dollars generated on the reservation flows off the reservation. See additional analysis below.

• **Emerging Workforce:** There is a significant emerging workforce (> 800 workers) that will be available in the next few years; well in excess of the workforce reaching retirement age.

• **Entrepreneurial Development:** There are existing resources available for entrepreneurial development on the reservation and already a portion of the population that is self-employed. Coupled with the significant flow of dollars moving off the reservation, there is an opportunity for development of new businesses / entrepreneurs with a ready market.

• **Tourism:** The reservation generates some revenue from tourism today, and given the geography and rich paleontology resources there is an opportunity to increase this.

• **Increasing Agricultural Productivity:** As discussed above, there is a large disparity between the productivity of Native-owned and Non-Native-owned farms, which presents an opportunity to increase productivity and output.

• **Alternative Energy:** Given the geography of the reservation, there is an opportunity to explore alternative energy development to support economic development and the independence of the reservation. While current energy availability and prices may not encourage this, it could be more important over the long-term (see Threats).

• **Outsourcing:** The combination of communications infrastructure, educational attainment, emerging workforce, and favorable living wage rates presents an opportunity for the reservation to become an outsourcing center. This could be both for manufacturing and knowledge-based jobs. There is already a workforce with
manufacturing skills and some existing manufacturing ventures. Coupled with a trend in the US toward pulling manufacturing back from China in some cases, the Standing Rock Sioux Tribe could be positioned to increase its activities here.

- **Value-Added Minerals Ventures:** While there is a current mineral supply, high transportation costs limit the economic viability of minerals as a commodity. But there is a potential to utilize these resources in value-added ventures to increase the value of the material and overcome the high transportation costs. The favorable energy costs and living wage on the reservation enhances this opportunity.

**THREATS**

- **Emerging Workforce (if jobs are unavailable):** If there are no jobs available for the emerging workforce, this could become a threat due to increased unemployment and the potential social issues that could cause, as well as talented youth leaving the reservation in search of employment.

- **Age of Housing Stock:** The housing stock on the reservation is quite old and this could further exacerbate the existing housing issues and/or require additional investment from the Tribe to address.

- **Increasing Elder Care Needs (~1,000 retirees):** The population will be approaching nearly 1,000 who are of retirement age in the next 5 years. This could increase the need for elder care and could impact both the resources of the Tribe and the availability of the workforce. At present, there are Elder Care programs in place that provide nutrition assistance and protection against abuse, but these programs do not have the resources to expand their activities or to significantly increase the populations that they serve.

- **Energy Supply Partially Dependent upon Coal-Fired Plants:** The current low prices and high availability for energy are partially dependent on several coal-fired power plants. Given national discussions on the direction for coal-fired plants, the availability and price of energy could be negatively impacted if more stringent regulations are put on these plants.

- **Hazardous Waste:** There are a number of concerns about potential hazardous waste sites on the reservation, which could impact the resources and the health of the Tribe.

- **Reductions in Federal Spending:** As referenced in this analysis, more than 80% of the wages at Standing Rock comes from government jobs. If a significant reduction in federal spending were to reduce funding to the reservation, the economy would be at significant risk.

**ADDITIONAL OPPORTUNITY: INCREASING THE LOCAL MULTIPLIER EFFECT (LME)**

An analysis of the total economic output of the Standing Rock Reservation shows an opportunity to increase the local multiplier effect, and thus the overall economy on the reservation. The overall reservation economy (including funds from Federal and State government) is nearly $112 million, but only 36% of these funds go to personal incomes on the reservation. This leaves more than $71M spent off-reservation. In addition, this analysis assumes that all of the personal income dollars are spent on reservation, which is likely not accurate and consequently increases the opportunity. The following table illustrates the output analysis.
### DISTRIBUTION OF REVENUE GENERATED

<table>
<thead>
<tr>
<th>Type</th>
<th>Revenue</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Native Agricultural Production</td>
<td>$10,348,831</td>
<td>9.30%</td>
</tr>
<tr>
<td>Private Native-Owned Non-Ag Businesses</td>
<td>$2,544,425</td>
<td>2.30%</td>
</tr>
<tr>
<td>Tribally-Owned Businesses</td>
<td>$46,297,190</td>
<td>41.50%</td>
</tr>
<tr>
<td>Farm—$522,346</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prairie Knights Casino—$36,532,728</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand River Casino—$9,242,116</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal, State, Foundation Grants plus Fund Transfers from Federal and State Gov'ts</td>
<td>$52,422,938</td>
<td>47.00%</td>
</tr>
<tr>
<td>Total Revenue from All Sources/Total Expenditures</td>
<td>$111,613,384</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

This is further reinforced by the high percentage of businesses (over 85% as referenced in Section II) currently operating on Standing Rock that are not locally-owned. In the Rural Community Innovations study that found this figure, it was also estimated that the Standing Rock economy has a multiplier effect significantly less than one (1) and perhaps as low as .50, compared with a benchmark multiplier of 3 in non-Native rural communities. This means there are tremendous opportunities for increasing the multiplier and enhancing the economy on Standing Rock.

Many reservations have had success at building their economies by encouraging more spending on the reservation and by assisting in the development of businesses to supply goods and services currently purchased off reservation. This can range from banking to broadband and from groceries to automobiles. “Native-to-Native” commerce initiatives have become popular and organizations such as the National Center for American Indian Enterprise Development have made these a focal point of their efforts. The Standing Rock Sioux Tribe has an opportunity to create jobs and additional economic activity by encouraging the development of Native-owned businesses on the reservation that substitute for off-reservation businesses. This will be explored further later in this Economic Development Strategy.

### OTHER POTENTIAL ISSUES

In addition to the opportunities discussed above, there are some potential issues related to making economic development successful. Like many reservations, economic development at Standing Rock is still controlled by the tribal and district councils, and as such is subject to tribal politics. Similarly, this creates a barrier to effective economic development. Concerns about long-term sustainability of political decisions limits the desire of investors to locate on the reservation. Many tribes have moved to a separate economic development entity with oversight from the council but with autonomy to enter into contracts, enforce commercial codes, and other important powers to make investment on the reservation more attractive. This helps remove one of the more significant barriers to economic development.

Another common problem is the rate of drug and alcohol addiction on the reservation. Again as with many reservations, this creates a barrier to economic development on the reservation and limits the effectiveness of the workforce.

At present, Standing Rock does not have a defined Commercial Code that sets forth its business rules and procedures for enforcement of agreements, intellectual property rights, etc. Many tribes have found success in enhancing their economic development efforts through this type of code. All of these issues will be further explored through the Economic Development Strategy.
D. Community and Private Sector Engagement Process

COMMUNITY INVOLVEMENT

The community will remain engaged in the economic development process through regular community meetings to inform the public about the current status of the economic development plan and to gather suggestions and feedback about areas for further growth.

PRIVATE SECTOR INVOLVEMENT

Success of the economic development plan on the Standing Rock Reservation is highly dependent on effective private sector involvement. As has been discussed above, the current economy is heavily dependent on both jobs and wages coming from government employment, putting the entire economy at risk as government budgets shrink. Standing Rock needs to create a more vibrant private sector economy. The priorities described above articulate a number of important foundations to help drive this private sector involvement. But it is also important that Standing Rock create a collaborative means by which tribal government and the private sector can effectively work together. This could take the form of a Chamber of Commerce or other business interest group that can represent the needs and desires of private sector businesses on the reservation to the tribal government. It will be important, however, that this body represent the needs of both Native and non-Native owned businesses on the reservation, and becomes a healthy forum for collaboration, rather than a source of conflict. In addition to the mechanisms described above, this should help create a vibrant private sector involvement in the Standing Rock economy,
SECTION IV: ECONOMIC DEVELOPMENT STRATEGY AND COMPONENTS

A. Economic Development Priorities

Based on the SWOT analysis conducted, community involvement, economic development assessment activities, and review of studies conducted regarding the economy on the Standing Rock Reservation, there are a number of priorities for the tribe in order to make economic development effective. These include:

Increase the Economic Multiplier
- Keeping more money circulating within the reservation economy is an absolute necessity and has proven successful in enhancing economic development for a number of tribes

Enhance Entrepreneurial Development
- Leverage the infrastructure that is already being built (education, loans, etc.) and focus on encouraging entrepreneurship by tribal members

Address Housing & Water Scarcity
- Lack of affordable housing and lack of reliable water supply are two significant barriers to sustainable economic development and must be addressed for the plan to be successful

Increase Business Attraction and Reduce Reliance on Government
- The high percentage of jobs and wages coming from government creates risk as these budgets tighten; Standing Rock has a number of advantages that can attract outside business and help reduce the reliance on government jobs

Put Mechanisms in Place to Encourage Future Development
- There are a number of things that Standing Rock must do to prepare for future development including addressing land use, commercial codes, and energy development
INCREASE THE ECONOMIC MULTIPLIER

As has been discussed, the economic multiplier is very low on the Standing Rock Reservation (as low as 0.5, with a typical value of 3.0 in rural communities). Money flows freely off the reservation and stifles economic growth. It is an absolute imperative that Standing Rock addresses this dynamic. Many other reservations that have made this the focal point of their economic development strategy have seen significant gains in their economic health. To address this issue, a number of activities should be undertaken:

- Provide more options for community members to meet their needs on the reservation – in the community sessions, participants expressed repeatedly the need to go off reservation to obtain basic needs either because of availability or pricing. Standing Rock should prioritize economic development activities that provide local substitutions for purchases currently made off reservation, thus helping to make the dollars earned on the reservation recycle in the community and create more economic opportunity. Examples of these types of projects would be retail, auto services, etc. (more can be found in Appendix B)
- Create a focus on “Buying Standing Rock” – even when some of the options are available, there may be a reluctance for community members to use them because they may be slightly less convenient, or perhaps just out of habit. It will be important that the tribe focus on encouraging members to patronize reservation-based businesses and that they understand the value that this brings to the community. If this does not happen, there is a high chance that these business could struggle or fail, and this will further erode the economic multiplier effect on the reservation.
- Regular dialogue with the community – these should focus on illustrating the impact of increasing the economic multiplier and talking about progress in this area.

This activity is closely linked the entrepreneurial development and business attraction, both of which will be essential to providing the substitute industries on reservation.

ENHANCE ENTREPRENEURIAL DEVELOPMENT

Many reservations have found success in encouraging entrepreneurship among their members as a key part of their economic development strategy. This has a number of advantages including increasing employment, reducing reliance on government jobs, and increasing the economic multiplier. Standing Rock has already begun to address this priority through the development of the Entrepreneurial Center that provides guidance and skill-building for entrepreneurs on the reservation. In addition, Standing Rock has started the Oyate Community Development Corporation (CDC) which has great potential to help develop entrepreneurial ventures. These activities help address two of the biggest barrier to entrepreneurial development – capital and capability. Additional actions that need to be undertaken include:

- Creating a Preference Program in government procurement for companies owned by on-reservation entrepreneurs
- Creating Incentives for entrepreneurs who develop businesses that provide substitutions for off-reservation purchases or who agree to buy from other on-reservation businesses; these could be preferential land use, energy pricing, etc.
• Create requirements or incentives for hiring on-reservation workers
• Secure full funding for Oyate CDC

This priority is linked to the Economic Multiplier and Mechanisms for Future Development priorities.

ADDRESS HOUSING AND WATER SCARCITY

As discussed in the SWOT Analysis, some of the biggest threats to development on the reservation are the lack of affordable housing and the lack of reliable water supply. These limit the number and types of ventures that can be developed on the reservation as well as the attractiveness of the reservation to outside businesses. While these are difficult issues to address, they are imperatives for sustainable economic development. Some specific actions to be taken include:

• Implement Water Conservation and Infrastructure Development – Standing Rock should proactively implement a culture of water conservation in its existing and future ventures. Even in years when water is relatively plentiful, there should be an operating mode of conservation. This should be coupled with the development of an enhanced infrastructure for storage and transport on the reservation. In addition, Standing Rock should invest in (and require outside businesses to invest in) technologies that make processes such as agriculture more water-efficient.
• Housing Project Investment – Standing Rock needs to invest in some multi-unit housing projects to help address the backlog of housing needs on the reservation. These will need to be funded by the tribe as the current NAHASDA funding is inadequate to address the need. This is particularly important given the age of housing on the reservation and there will also be a need for preventative maintenance and rehabilitation of that housing stock.
• NAHASDA Investment Takeover – some tribes have had success in taking over the management and investment of their NAHASDA funds as allowed by current regulations. This is something that should be studied prior to being undertaken to ensure that Standing Rock has the appropriate skills and infrastructure to manage this effectively, or else it could actually hurt the housing situation on Standing Rock.

INCREASE BUSINESS ATTRACTION AND REDUCE RELIANCE ON GOVERNMENT

One of the significant threats for the Standing Rock tribe is the reliance of the economy on government jobs. Even in the best of times, this type of economy is risky as program priorities and funding levels frequently change. In the current economy, this strategy is extremely risky as budgets at all levels of government are shrinking and program dollars are being reduced. Many reservations have already started to feel the effects of this on their employment and economy. Standing Rock should strive for an economy based more on private sector jobs and a balance in this strategy in developing businesses owned by tribal members and attracting outside businesses. This will help create a vibrant and sustainable community. Some of the specific actions to be taken should include:

• Develop Energy Infrastructure and Independence – one of the advantages that Standing Rock can create is energy independence that meets the needs of the community first, and then can provide lower cost energy to potential businesses locating on the reservation
• Implement Tribal Hiring Preferences – Standing Rock should ensure that on-reservation ventures are staffed with tribal members to the degree possible and should put in place policies that define these requirements for outside businesses.

• Establish an Incentive Scheme – the tribe should develop a set of incentives that will both be attractive to outside businesses but also appropriately benefit the tribe. Too often, incentives are skewed towards the benefit of the outside businesses and don’t return enough value to the tribe. Key to avoiding this is setting up a package of acceptable incentives and not negotiating each anew for each potential business.

• Education Focused on Scarce Skills – across the US there are a number of industries who cannot find the workers they need, in spite of high unemployment rates. This is because of a mismatch between the skills available and skills needed. Standing Rock can leverage its existing education infrastructure to develop these types of skills and further make the reservation an attractive place for businesses to locate.

These activities are closely linked to creating Mechanisms to Encourage Future Development.

PUT MECHANISMS IN PLACE TO ENCOURAGE FUTURE DEVELOPMENT

An anchor to all of these priorities is putting in place mechanisms to encourage future development. Most importantly, these mechanisms must encourage development on terms that are acceptable to the Standing Rock Tribal members and that are aligned with their values and priorities. As other reservations within and outside of the Plains region have seen, rapid development can be both a blessing and a curse and can bring along with it many unintended consequences that have a negative impact on the community. Standing Rock should take a number of actions to ensure that development is appropriate, including:

• Economic Development Administration – many tribes have significantly increased the success of their economic development efforts by creating a separately chartered body for economic development activities. This body is somewhat removed from tribal politics and helps create consistency for on-reservation businesses. This helps in business attraction and development. In most cases, these organizations have a defined budget and a defined relationship (financial, governance, etc.) to tribal governance that helps enhance the effectiveness of economic development activities.

• Commercial Code – again, many tribes have helped increase business attraction and the effectiveness of their economic development ventures by the adoption of a Commercial Code. This code defines the rules and regulations for businesses operating on the reservation and helps create clarity on what can and can’t be done. It also articulates policies such as hiring preferences and incentives, addresses jurisdictional issues, and many others.

• Energy Development Corporation – it is known that Standing Rock has the potential for energy development and that other tribes in the region are already experiencing the benefits and pitfalls of such development. Standing Rock should get ahead of this curve by creating an energy development corporation that will govern any energy-related activities on the reservation. Standing Rock can learn from the experiences of other tribes and put in place a framework that ensures that any energy development will be beneficial to the tribe.

• Land Use Regulation and Acquisition – another pressing need on the reservation is to build in appropriate land use regulation. Land tenure is an issue on the reservation and the consequent lack of availability of land is repeatedly cited as a barrier to economic development on the reservation. This land use regulation should start with comprehensive land use and resource mapping and the adoption of appropriate zoning to guide land development. It should also include conservation considerations and hazard mitigation as outlined in the
Standing Rock Multi-Hazard Mitigation Plan. Finally, this should include putting tribally-owned fee lands into trust to secure the associated advantages for economic development. Supporting this should be the development of a Reservation Information Management System (RIMS) that can house all of the reservation based land-use, GIS, natural resource, demographic, and other economic development data. Many reservations have found that it wasn’t until they could get a comprehensive view of their current state that they could truly accelerate their economic development efforts.

This priority is linked to and is an enabler for all of the priorities discussed above.

The following chart summarizes the key Strategic Project, Programs and Activities for the Standing Rock economic development plan.
B. Priority Project Selection

The Standing Rock Sioux Tribe conducted an extensive community involvement process as described above in order to solicit project ideas from its members. These sessions were facilitated by an outside consultant with extensive experience doing visioning and community involvement with Native Nations. Across the sessions, 84 unique projects were identified from community members, and additional projects were identified by Standing Rock staff, consultants, and other stakeholders. Once the projects were identified, a very disciplined process was used to analyze the projects and determine which should be included in the CEDS. The process included:

- Increase the Economic Multiplier
  - Build on-reservation Substitutions for current off-reservation purchases
  - Buy Standing Rock program
  - Regular Community Dialogue
  - Links to Entrepreneurial Development and Business Attraction

- Enhance Entrepreneurial Development
  - Preference Program for On-Reservation Entrepreneurs
  - Incentives for Substitution-oriented businesses or those who buy from other on-reservation businesses
  - Requirements or incentives for on-reservation hiring
  - Fully fund Oyate CDC
  - Links to Economic Multiplier and Mechanisms for Future Development

- Address Housing & Water Scarcity
  - Water Conservation and Infrastructure Development
  - Housing Project Investments
  - NAHASDA Investment Takeover

- Increase Business Attraction and Reduce Reliance on Government
  - Develop Energy Infrastructure and Independence
  - Tribal Hiring Preferences
  - Incentive Schemes
  - Education to Develop Scarce Skills
  - Links to Mechanisms for Future Development

- Put Mechanisms in Place to Encourage Future Development
  - Economic Development Administration
  - Commercial Code
  - Energy Development Corporation
  - Land Use Regulation and Acquisition
  - Links to all of the Priorities
Standing Rock Sioux Tribe  
2018 – 2022 Comprehensive Economic Development Strategy

- Step 1 – what projects were critical to enabling the economic development priorities described above?  
- Step 2 – which projects were vital to addressing the goals outlined by the tribe?  
- Step 3 – which projects would be complementary to the above identified projects and/or which ones enjoyed a broad base of community support?

For steps 2 and 3, the consultants used their proprietary approach and tool to the analysis process. This approach uses a “culture first” lens for economic development to determine not only which projects would yield positive economic results, but also which projects would explicitly help the tribe achieve its other goals. An overview of the approach appears in the diagram below.

Once all of the projects had been identified, each was evaluated for its potential impacts on each of the goals articulated by the tribe. Each of the 84 projects was analyzed against 11 different goals, resulting in more than 900 discrete data points to be analyzed. They were also evaluated based on their probability of success as determined by a set of factors derived from extensive study of what makes the difference between success and failure of economic development projects in Indian Country, including:

- Knowledge and experience of the tribe in that project area  
- Resources available  
- Community support  
- Others

A sample of this analysis appears on the following page.
This data was then put into a simulation and optimization based model to examine thousands of potential combinations of projects and their resultant impact on the overall economy of the reservation and their impacts against the articulated goals. The simulation fundamentally determines based on defined goals (economic and non-economic) what portfolio of investments will best achieve the goals within the defined constraints including what are the potential outcomes and certainty of those outcomes? This is a complex question because each investment may or may not achieve its intended effect (uncertainty) and some investments may have interactions with others. Time is also a factor in that some investments take time to yield the desired outcomes. External factors may also have an impact on the outcomes (commodity prices, population demographics, etc.) and cannot always be predicted. Simulations are used to test outcomes, examine interactions, test options, look at linkages, and introduce uncertainty in order to help narrow the range of desirable options and also illustrate the potential tradeoffs between different portfolios of projects. Rarely is there only one set of options for achieving goals, and even more rarely is there a “perfect” option that achieves all of the desired outcomes with no negative impacts that is also affordable! So the tool is a decision support aid that helps tribal leaders sort through various options and their potential impacts.

C. Strategic Projects, Programs, and Activities

Based on this analysis and all of the input from community stakeholders collected for this project, the following vital and suggested projects were identifies. These would be in addition to the Priorities identified above.

**VITAL PROJECTS**

The Strategic Projects, Programs, and Activities section above articulates a number of projects that would be considered vital to the success of the CEDS. To recap, these would include:
Standing Rock Sioux Tribe
2018 – 2022 Comprehensive Economic Development Strategy

1. Buy Standing Rock program
2. Preference Program for On-Reservation Entrepreneurs
3. Incentives for Substitution-oriented businesses or those who buy from other on-reservation businesses
4. Requirements or incentives for on-reservation hiring
5. Fully fund Oyate CDC
6. Water Conservation and Infrastructure Development
7. Housing Project Investments
8. Develop Energy Infrastructure and Independence
9. Incentive Schemes
10. Education to Develop Scarce Skills
11. Economic Development Administration
12. Commercial Code
13. Energy Development Corporation
14. Land Use Regulation and Acquisition

In addition, the other activities articulated in that section are vital to helping the plan succeed. In addition to these, the analysis showed the following as vital projects:

1) Farmer’s Market and Community Gardens, which are projects that should be pursued together because of their synergistic impacts. These projects have high economic and community benefit. Could also include the Community Chickens project.
2) Youth Programs, which could include YMCA-type activities, traveling sports teams, and/or clubs that help youth travel to showcase their talents. These projects are essential to achieving the goals related to youth.
3) Outdoor Tourism Programs such as horse trails, rafting, canoes, etc. which were seen as compatible with the values of the community and a great underutilized opportunity

SUGGESTED PROJECTS

The analysis illustrated a number of projects that it would be appropriate for Standing Rock to pursue based on their positive impact on the goals of the community. These include:

1) Enhancing Day Care Services
2) Providing Comprehensive Transit Access including expanded hours
3) Creating a Co-Op / Trading Post for selling art and goods produced by tribal members.
4) Laundromats in each district, both for the obvious reasons as well as to serve as community gathering places
5) Offering Resume Development Services to tribal members
6) Literacy Programs to enhance workforce readiness
7) Offering job training and computer access to tribal members looking for work

Some of these projects (such as Day Care services and comprehensive Transit Access) would be expansions to existing services available on the reservation, but are vital because they enable the success of other projects. In the case of day care and transit, for example, these are frequently cited barriers for individual tribal members obtaining and maintaining jobs. Unfortunately, there is never enough funding to pursue all of the worthwhile projects and so Standing Rock must prioritize its efforts. Beyond the vital projects, the tribes should look to this list first in terms of projects to pursue.
A project to create the Standing Rock Institute of Natural History is currently underway; the Institute will include a gift shop and gallery where tribal arts and crafts will be sold. Tribal endeavors in this area can provide a model for the development of future co-ops and trading posts.

It should also be noted that some projects have more a district-focused impact. In such cases, these projects may not have made the overall list of suggested projects, but could be perfectly appropriate for districts to pursue on their own. In these cases, there should still be a focus on economic development initiatives being compatible with each other (not taking business from each other, etc.).

As also discussed in the Priorities above, it will be important for the tribe to identify substitute-oriented businesses that bring dollars back to the reservation and increase the economic multiplier. While these may not be ventures that the tribe manages, per se, they are important to improving the economy and developing entrepreneurship on the reservation. While more than 30 different potential ideas for this type of business came from the community, some of the ideas that came out favorably in the analysis included Trade Services (electrician, plumbing, etc.) and Landscaping. Both of these were seen as businesses that had both a high need and an available workforce. For a complete list of ideas generated from community feedback, please see Appendix B under “Retail & Tourism” and “Service Businesses”.

As is often the case, it is unlikely that Standing Rock will have the funding available to immediately pursue all of these ventures. Please see the Implementation Agenda immediately following for more discussion on a potential approach to implementing these projects.
**SECTION V: IMPLEMENTATION AGENDA**

### A. Implementation Schedule

<table>
<thead>
<tr>
<th>STRATEGIC ACTIONS</th>
<th>LEAD AGENCY/ PARTNERS</th>
<th>RESOURCES</th>
<th>TIMELINE</th>
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<td>Year 1</td>
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<tr>
<td><strong>Strategy I: Increase the Economic Multiplier</strong></td>
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| Build on-reservation substitutions for current off-reservation purchases | **Lead:** CEDS Committee  
**Partners:** Joint Tribal Advisory Committee | | | | | | |
| "Buy Standing Rock" program | **Lead:** CEDS Committee  
**Partners:** SRST Tribal Council | | | | | | |
| Regular Community Dialogue | **Lead:** SRST EDA  
**Partners:** SRST Tribal Council and Tribal Department Heads | KLND Radio, *Teton Times* newspaper, SRST website | | | | | |
| **Strategy II: Enhance Entrepreneurial Development** | | | | | | | |
| Preference Program for On-Reservation Entrepreneurs | **Lead:** CEDS Committee  
**Partners:** TERO | | | | | | |
| Incentives for substitution-oriented businesses or those who buy from other on-reservation businesses | **Lead:** CEDS Committee  
**Partners:** TERO | | | | | | |
| Requirements or incentives for on-reservation hiring | **Lead:** CEDS Committee  
**Partners:** TERO | | | | | | |
| Fully fund Oyate CDC | **Lead:** CEDS Committee  
**Partners:** SRST Tribal Council | | | | | | |
| **Strategy III: Address Water and Housing Security** | | | | | | | |
| Water Conservation and Infrastructure Development | **Lead:** Water Resources Dept.  
**Partners:** Municipal, Rural & Industrial Program (MR&I); Operation, Maintenance & Replacement Program (OMR) | | | | | | |
| Housing Project Investments | **Lead:** Standing Rock Housing Authority  
**Partners:** Housing Maintenance Office- ND and SD | | | | | | |
| NAHASDA Investment | **Lead:** CEDS Committee  
**Partners:** SRST Tribal Council | | | | | | |
<p>| <strong>Strategy IV: Increase Business Attraction and Reduce Reliance Upon Government</strong> | | | | | | | |</p>
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<th>STRATEGIC ACTIONS</th>
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<td>Year 5</td>
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</table>
| Develop Energy Infrastructure and Independence | **Lead:** Oyate CDC  
**Partners:** SRST Tribal Council |              | x        |
| Tribal Hiring Preferences | **Lead:** TERO  
**Partners:** TWEP |              | x        |
| Incentive Schemes | **Lead:** CEDS Committee  
**Partners:** TERO, TWEP |              | x        |
| Education to Develop Scare Skills | **Lead:** Sitting Bull College  
**Partners:** TERO, TWEP |              | x        |
| Economic Development Administration | **Lead:** EDA  
**Partners:** CEDS Committee |              | x        |
| Commercial Code | **Lead:** SRST Tribal Council  
**Partners:** CEDS Committee |              | x        |
| Energy Development Corporation | **Lead:** Oyate CDC  
**Partners:** SRST Tribal Council |              | x        |
| Land Use Regulation and Acquisition | **Lead:** EPA  
**Partners:** DER |              | x        |
| Enhancing Day Care Services | **Lead:** CEDS Committee  
**Partners:** Bear Soldier Daycare,  
Head Start, Early Childhood Tracking  
ND and SD Offices, Kiddie College  
Daycare | **Child Care Assistance Program (CCAP)** | x        |
| Comprehensive Transit Access | **Lead:** SRST Transit Authority  
**Partners:** Tribal Roads Department-  
ND and SD | | x        |
| Co-Op / Trading Post for selling art and goods produced by tribal members | **Lead:** Standing Rock Farms  
**Partners:** TERO | | x        |
| Laundromats | **Lead:** CEDS Committee  
**Partners:** SRST Tribal Council | | x        |
| Resume Development Services | **Lead:** Sitting Bull College  
**Partners:** TERO | | x        |
| Literacy Programs to enhance workforce readiness | **Lead:** Sitting Bull College  
**Partners:** TERO | | x        |
| Job training and computer access | **Lead:** TERO  
**Partners:** Sitting Bull College | | x        |

**Strategy V: Put in Place Mechanisms to Encourage Future Development**

| Economic Development Administration | **Lead:** EDA  
**Partners:** CEDS Committee | | x |
| Commercial Code | **Lead:** SRST Tribal Council  
**Partners:** CEDS Committee | | x |
| Energy Development Corporation | **Lead:** Oyate CDC  
**Partners:** SRST Tribal Council | | x |
| Land Use Regulation and Acquisition | **Lead:** EPA  
**Partners:** DER | | x |

**Other Vital and Suggested Projects**

| Enhancing Day Care Services | **Lead:** CEDS Committee  
**Partners:** Bear Soldier Daycare,  
Head Start, Early Childhood Tracking  
ND and SD Offices, Kiddie College  
Daycare | **Child Care Assistance Program (CCAP)** | x |
| Comprehensive Transit Access | **Lead:** SRST Transit Authority  
**Partners:** Tribal Roads Department-  
ND and SD | | x |
| Co-Op / Trading Post for selling art and goods produced by tribal members | **Lead:** Standing Rock Farms  
**Partners:** TERO | | x |
| Laundromats | **Lead:** CEDS Committee  
**Partners:** SRST Tribal Council | | x |
| Resume Development Services | **Lead:** Sitting Bull College  
**Partners:** TERO | | x |
| Literacy Programs to enhance workforce readiness | **Lead:** Sitting Bull College  
**Partners:** TERO | | x |
| Job training and computer access | **Lead:** TERO  
**Partners:** Sitting Bull College | | x |
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<th>STRATEGIC ACTIONS</th>
<th>LEAD AGENCY/ PARTNERS</th>
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<td>Year 2</td>
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<tr>
<td>Farmer’s Market and Community Gardens</td>
<td><strong>Lead:</strong> Standing Rock Farms&lt;br&gt;<strong>Partners:</strong> TERO</td>
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<td>Year 3</td>
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<td>Year 5</td>
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<tr>
<td>Youth Programs</td>
<td><strong>Lead:</strong> CEDS Committee&lt;br&gt;<strong>Partners:</strong> SRST Tribal Council</td>
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<td>Tourism Programs</td>
<td><strong>Lead:</strong> Tourism Office&lt;br&gt;<strong>Partners:</strong> Paleontology Department, Standing Rock Game and Fish Office, Gaming Department</td>
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SECTION VI: PERFORMANCE MEASUREMENT

One of the hallmarks of the particular approach to economic development planning undertaken by Standing Rock is the balance between economic and non-economic goals in the planning process, as described above. Consequently, the measures of the success of the plan should show this type of balance. Below are the performance measures that will be used to evaluate the economic development activities on the reservation.

As noted, a number of these would be measured by a Community Perceptions Survey that would examine how satisfied the community is with progress in various areas. This will be a critical mechanism for measuring the success of the plan.

These measures will be looked at quarterly and annually and discussed both with the Tribal Council and key community stakeholders. The goal will be to have transparency in the community and to help encourage additional participation in economic development activities by showing tribal members the results that are being achieved and what more is possible.

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<tr>
<th>Goal</th>
<th>Performance Measure(s)</th>
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<td>Education</td>
<td>• Education Attainment Rates</td>
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<tr>
<td>Culture, Spirituality, Traditions</td>
<td>• Participation in Traditional Events</td>
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<td>• Percentage who are Proficient in the Language</td>
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<td>Land &amp; Natural Resources</td>
<td>• Water Quality</td>
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<td>• Land Use According to Plan</td>
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<td>• Conservation According to Plan</td>
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<td>Governance</td>
<td>• Member Feedback on Tribal Council</td>
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<td>• Member Participation</td>
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<td>• Youth Programs Available</td>
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<td>• Participation Rates in Youth Programs</td>
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<td>Health</td>
<td>• Chronic Disease Rates</td>
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<td>• Drug and Alcohol Addiction Rates</td>
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<td>Community</td>
<td>• Volunteerism Rates</td>
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<td></td>
<td>• Community Perceptions Survey</td>
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<tr>
<td>Economy</td>
<td>• Percent Businesses Owned by Tribal Members</td>
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<td>• Business Success Rate</td>
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<td>• Unemployment</td>
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<td>• Living Wage Employment Rates</td>
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<td>• Crime Rates</td>
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<td>• Community Perceptions Survey</td>
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<td>Performance Measure(s)</td>
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<tr>
<td>Recreation</td>
<td>• Housing Quality</td>
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<td>• Community Perceptions Survey</td>
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SECTION VII: Appendices

Appendix A: Projects Suggested in community Involvement Sessions

Below is a list of projects suggested by the community during the public forums held across the reservation. The list was screened for duplicates and put into categories, but otherwise reflect the unedited feedback from the community. These projects were all considered as potential options when examining the economic development options for Standing Rock.

HEALTH AND WELLNESS

1) Localized Wellness Programs (including dance, etc.)
2) Better Hospital / Hospital in South Dakota with real doctors
3) Local Drug & Alcohol aftercare program, counseling, etc.
4) Ambulance Service
5) Local Medical Providers / Clinic including preventative care, first aid, etc.

GOVERNMENT SERVICES AND EDUCATION

6) Homeless Shelter
7) Domestic Violence Shelter
8) Day Care (start w/tribal ownership then to private), flexible hours
9) Community Garden / Greenhouse / Root Cellar
10) Building for Community Activities
11) Food Bank
12) Utility Assistance
13) Cultural Resource / Activity Center
14) High School / K-12 in Rock Creek
15) Adult Education Program inc. Online
16) Literacy Program
17) Resume Development Services
18) Community Cemetery
19) Recycling Center including selling recycled goods and materials
20) Composting and use in local communities
21) Comprehensive Transit Access, including taxi service
22) Community Center with training, computer access, etc.

YOUTH

23) YMCA / Boys & Girls Club (increased recreational activities for youth)
24) Club for Talented Youth to take them places to perform, etc.
25) Youth Center with associated programming
26) District Traveling Sports Teams

FUNDING

27) Tribal Budget Appropriation for Districts / Local Control of Development
28) Bank / Bank / Financing
COMMUNITY VENTURES

29) Native Art Co-Op / Gift Shop / Trading Post
30) Farmers’ Market – turnips, choke cherry, mushrooms, etc. / Youth Farmers Market
31) Craft resource center / fabric store
32) Feed Lot
33) Grow Cattle Project including dairy cows, heifer program, etc.
34) Community Chickens

RETAIL & TOURISM

35) Hotel – 14 unit with office, convenience store, bait shop
36) Hunting Lodges / Guiding Service
37) Museum (History of the Area)
38) Reenactments
39) Grocery Stores
40) Restaurants / Dining Options / Subway / Snack Bar
41) Sporting Goods store
42) Clothing store / Recycled Clothing
43) Tattoo / Piercing Shop
44) Salon
45) Furniture Store
46) Video Game Store
47) Movie Theater
48) Laundry in each district / Bigger Laundromat
49) Bookstore (new/used) with Coffee, Soda, etc.
50) Smoke Shop
51) Thrift Store / Dollar Store / Variety Store
52) Family Dollar / Variety Store in Rock Creek
53) Strip Mall
54) Bait & Tackle Shop
55) Sam’s Club Memberships
56) Rental Center for Equipment, Tools, etc.
57) Rent-To-Own for electronics, etc.

RECREATION

58) Fitness Center
59) Swimming Pool / Swim Team
60) Health & Fitness Center / Wellness Center
61) Recreation on the Lake inc. Boat / Canoe Rental
62) Park for youth activities (skateboarding, etc.)
63) Outdoor Tourism Program (horse trails, rafting, canoes, etc.)
64) Trails System
65) Park / Gathering Place (comprehensive)

SERVICE BUSINESSES

66) Auto Parts & Repair / Oil Change / Auto Center / Automotive Shop at Junction – Oil Change, Tires, Car Wash, C-Store, etc.
67) Towing
68) Car Insurance
69) Gas Station
70) Carpet Cleaning
71) Handyman Service
72) Lawn Service
73) Landscaping Business (improve quality of community, involve youth, etc.)
74) Trade Services

ELDERLY

75) Nursing Home (culturally relevant) / Assisted Living
76) Van / Truck for Elderly Hauling Supplies

INFRASTRUCTURE, AGRICULTURE, AND ENERGY

77) Land Use Plan / Land Management including Lawyers / Land Advocate (Acquisition, Fee to Trust, etc.) / Land Use Plan / Zoning / Land Reclamation Project
78) RIMS / GIS Office
79) Upgrade 1969 pipeline
80) Community Windmill / Turbine
81) Energy Development Corporation

HOUSING

82) Duplex Housing Project
83) Modular Home / Mobile Home Park
84) Apartment Building for Younger Tribal Members / Elders
Appendix B: Sources of Information for Total Output Analysis

2. Standing Rock Sioux Tribe Statistical Profile 2002
4. Sitting Bull College Total Operating Budget
5. North Dakota & South Dakota Public Instruction departments
6. Standing Rock Community School budget
7. Calculated by adding income generated by Indian owned agriculture, Indian owned businesses and tribally owned enterprises
8. Calculated by subtracting Total Income Generated from Total Expenditures
9. Calculated by prorating costs of students in listed schools to students on schools not listed
10. Indian Health Service budget
11. Bureau of Indian Affairs budget
12. Standing Rock Housing Authority budget
13. Data from Northwest Area Foundation database