



THE OGLALA LAKOTA OPPORTUNITY PARK:

COMMUNITY, TOURISM, AND GENERATIONS AHEAD

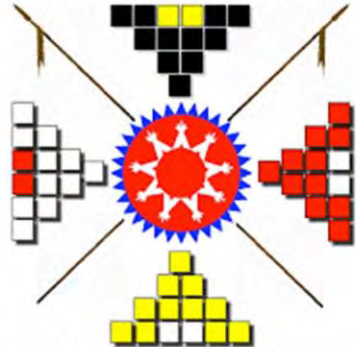


Phase 1
Feasibility Study

SEPTEMBER 2022



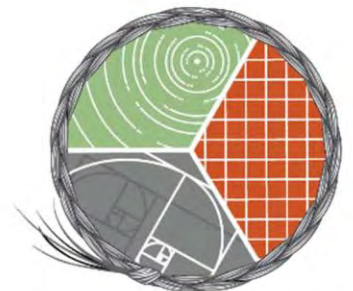
OG LALA SIOUX TRIBE



Credit & Finance Program
Courtney Two Lance, Director

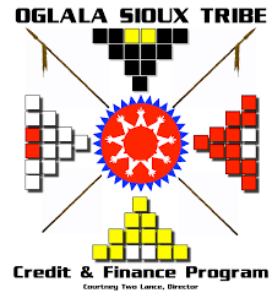


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SWEET GRASS
CONSULTING, LLC

ACKNOWLEDGEMENTS



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EXECUTIVE SUMMARY

INTRODUCTION AND ASSERTION OF FEASIBILITY

This report highlights findings from a study initiated by the Oglala Sioux Tribe Credit and Finance Program (OSTCFP) and conducted by KLJ Engineering and Planning Services (KLJ) and Sweet Grass Consulting, LLC (Sweet Grass) to assess the feasibility of Phase 1 for Opportunity Park. The site is 80-acres of fee land on the Pine Ridge Reservation, home to the Oglala Lakota (Oglala Sioux Tribe). Phase 1 entails a gas station/convenience store and travel center to include a restaurant and coffee shop. Opportunity Park is located along the Crazy Horse Scenic Byway at the busy intersection of US-18 and BIA-27 and approximately 7 miles south of the Wounded Knee Massacre and Cemetery National Historic landmark (Section 33, Township 36 North, Range 43 West).

The site is owned and operated by the Oglala Sioux Tribe (OST) whose headquarters are located within the Opportunity Zone census tract 46113940500 and in an area federally designated as a Promise Zone, Empowerment Zone, and Sustainable Communities Planning Site. The property is not constrained by federal land regulations like trust land allowing for significant flexibility in development, equity, and financing. Ideally, the location would be eligible for Opportunity Funds which the Tribe will vigorously pursue, however, the Tribe is also interested in attracting additional private and public investment in the full planning and development of the Opportunity Park. **The intent of Opportunity Park is to support tourism growth which will address the economic inequalities Oglala Lakota communities have experienced while providing easily accessible and much needed jobs for Tribal members, amenities for guests, and Lakota lifeways education opportunities for everyone involved.**

After gaining insights and ideas from community members through a vision session, community meetings, interviews, a survey, and ongoing discussions accompanied by architectural, engineering, and financial studies **it has been determined that an Opportunity Park is culturally, environmentally, and economically feasible for the Oglala Lakota.** Due to the “low hanging fruit” philosophy, starting with a gas station/c-store that is Lakota in design and welcomeness, which includes space for guests to ask questions, purchase local goods, and embark on tours is important. Including a restaurant and coffee shop will provide much needed jobs, workforce development, and social spaces for locals and amenities for visitors that have been requested for decades and documented with studies over the last fifteen years of studies.

This report outlines tourism, workforce, and lifeways opportunities for the Oglala Lakota Oyate including agritourism, artist marketing, boardwalks, business retail and incubation, hospitality/lodging, mini-visitor centers along the Crazy Horse Scenic Byway, tourism department and facility, visitor center, and more. Other information specific to the Crazy Horse Scenic Byway and the feasibility of roadside amenities throughout Oglala Lakota lands will be further outlined in the complementary report: **Crazy Horse Scenic Byway Market Study.**

PROPOSED OPPORTUNITY PARK

THE VISION

The overall vision began nearly 20 years ago and has been molded through the visioning session discussed later in this report, along with a community survey, convening discussion at the South Dakota Native Tourism Alliance Quarterly Meeting, Lower Brule, SD, KILI radio hour, and ongoing discussions with leaders and community members. [The visioning session will be discussed more in detail in The Visioning Session subsection.]

The overall concept map below was created at the visioning session and has been modified continuously to reflect community member's insights and concerns.



CONCEPT OF PHASE 1

Phase 1 will consist of gas station/convenience store and travel center to include a restaurant and coffee shop. These additions will provide optimal opportunities for tourism development as well as internship and workforce development as demonstrated by the success of Four Bands Community Fund's business incubator in Eagle Butte, SD which included space for a restaurant and coffee shop. The restaurant in Eagle Butte now provides a brick-and-mortar location for Ubetcha Watecha which operated a food truck for ten years. Likewise, the coffee shop incubated a successful coffee business entrepreneur who now owns her own main street property. **When developing the site, spaces should be made for electric vehicle charging stations and consideration should be made for alternative energy sources such as solar—modern exercises in traditional Lakota concepts of treading lightly on natural resources.**



CONSTRUCTION COST ESTIMATES FOR PHASE 1

COMPONENT	SQUARE FOOTAGE	ESTIMATED CONSTRUCTION COST
Restaurant ¹	6,000	\$2,700,000.00
Convenience Store and Truck Stop ²	7,500	\$1,065,000.00
Coffee Shop ³	2,500	\$875,000.00
TOTAL	16,000	\$4,640,000.00

¹ Aaron Allen & Associates. (N.d.). "How Much Does it Cost to Open a Restaurant?" Aaron Allen & Associates. Accessed 5/15/2022 from: [LINK](#)

² RSMeans data. (N.d.). "Construction Cost Estimates for Convenience Store in National, US." RSMeans data from Gardian. Accessed 5/15/2022 from: [LINK](#)

³ On the Line. (N.d.). "How Much Does it Cost to Open a Coffee Shop?" On the Line: a publication from Toast. Accessed 5/15/2022 from: [LINK](#)

Construction costs are for buildings only and do not include grading, parking lots, electric vehicle charging stations, and other site preparation and engineering. The data presented in the table are planning level estimates that will need updated for local specific costs.

BY BUSINESS SUMMARIES

Each business has several tables detailing the cost elements required to support the business, especially in regular year-to-year operations. In total these three businesses would employ approximately 73 people full-time and provide nearly \$1.94 million in wages every year.

SUMMARY FINANCIALS BY BUSINESS

RESTAURANT SUMMARY OF FINANCIAL FACTORS						
Square Feet	# of Tables & Seats	Open Hours	# of Shifts	Construction Costs	Operating Costs	Start-up Costs
6,000	30 tables; 120 seats	24 hours	3 8-hr shifts	\$2,700,000.00	\$3,969,637.97	\$500,000.00

C-STORE/GAS STATION/TRUCK STOP SUMMARY OF FINANCIAL FACTORS						
Square Feet	Average Gallons per Day	Open Hours	Average Customers per Month	Construction Costs	Operating Costs	Start-up Costs
7,500	4,000 gallons	24 hours	2,395 customers	\$1,065,000.00	\$2,692,702.56	\$60,000.00

COFFEE SHOP SUMMARY OF FINANCIAL FACTORS					
Square Feet	# of Tables & Seats	Open Hours	Construction Costs	Operating Costs	Start-up Costs
2,500	10 tables; 20 seats	6am-7pm hours	\$875,000.00	\$875,000.00	\$250,000.00

MORE OPPORTUNITY TO CONSIDER FOR FUTURE PHASES

This report outlines more ideas that should be planned in the short-, mid-, and long-term throughout consecutive phases of the Opportunity Park. Several of the below items are large scale endeavors (e.g., motel) that would necessitate further market study components while others such as the coffee shop or food retail and food truck spaces have the information needed for development from this study or other recent studies.

- Visitor Center
- Lodging
- Business Incubator Space
- Coffee Shop
- Workforce Development, Career Development, and Internships
- Cultural Tourism and Hospitality
- Services and Programs
- Agritourism

- Food Retail and Food Truck Spaces
- Oglala Lakota Branding and Signage

RECOMMENDATIONS SUMMARY

The following table recaptures the recommendations highlighted in this report.

 1	Spaces should be made for electric vehicle charging stations and consideration should be made for alternative energy sources such as solar—modern exercises in traditional Lakota concepts of treading lightly on natural resources.
 2	If we can capture some of this revenue, taxes, and employment by investing in the Opportunity Park it would go a long way in increasing economic opportunity for the Tribe.
 3	While in Phase 2, open-area markets would be a welcome addition to the Opportunity Park by providing marketing to local artisans, education to visitors, and commerce to both. Open-area markets would enhance the boardwalk and trails planned around the park.
 4	While the Oglala Lakota have more attractions than any other Native Nation in South Dakota, it must be considered how often those attractions are open and accessible and the overall provisions of those attractions. Despite the attractions, tourism and economic needs abound. The Opportunity Park, if managed correctly, could support a thriving visitor industry that these other attractions have not yet accomplished .
 5	Developing a comprehensive website and an in-person information center of what is offered at the opportunity park and throughout the nine districts will be influential in funneling and organizing tourism-related efforts.
 6	The Oglala Lakota, when compared to the other Native Nations in South Dakota, could increase our visitor spending by between 43% and 232% .
 7	Business start-up and development services, including the presence of low cost, consistent, and optimally located retail space are essential to economic development in Oglala Lakota Country. Retail spaces should be made available at the Opportunity Park, where locals and visitors alike frequent.
 8	There are currently 0 family restaurants in operation in the area. Community members desire a family restaurant and economic numbers indicate a restaurant would flourish in the area .
 9	A visitor center as the hub of the Opportunity Park and Crazy Horse Scenic Byway could centralize activities, programs, information, tourism efforts, and communication related to current events and cultural and historical education.
 10	The main hotel on the reservation is far from events and landmarks. Likewise, there has been a historic lack of lodging options. A vast array of lodging options should be planned for at Opportunity Park due to the dire need, but also the optimal location.
 11	Providing retail indoor and outdoor space for local artists , while working with other organizations such as Red Cloud Indian School, Oglala Lakota Art Space, First Peoples Fund, and Thunder Valley CDC would provide marketing and other much needed resources for Lakota artists.
 12	Due to Lakota tradition, local and visitor demand, workforce development potential, and successful case studies, a coffee shop should be planned for in Phase 1.

 13	Consistent spaces for fresh and prepared foods can provide economic opportunities while enhancing a variety of guest amenities. The numerous food sovereignty and social enterprise movements in the area can complement food related efforts at the Opportunity Park and vice versa.
 14	Continue with joint tour efforts that PRACC has developed with Rapid City based tour operators. Properly market tour packages with established tour providers in the region.
 15	Lakota language and history should be used in interpretive signage and displays throughout Opportunity Park—in buildings, parking lots, and throughout the boardwalk, amphitheater, other future phase developments—and the Crazy Horse Scenic Byway.
 16	Including an eatery in the Opportunity Park creates opportunities for visitors to stay longer and spend more money, supports local producers (e.g., buffalo caretakers, poultry producers, and high tunnel growers) and showcases traditional recipes and ingredients.
 17	A tourism department would free up resources from local non-profits like PRACC and allow new funding and development opportunities. A tourism department facility is suggested as a future development within the Opportunity Park.
 18	A tribal tourism department should create an OST Tribal Tourism Code to ensure tourism prioritizations, regional equity in the Oglala Lakota homelands, compliance, allocations, and more.
 19	It is recommended OSTCFP develops a new business arm such as an umbrella LLC to cover each individual business and initially hires a high-level director and at least one other employee to manage Opportunity Park development.

INTRODUCTION

To date, the Oglala Lakota, Pine Ridge Reservation, South Dakota have more tourism related amenities developed than any other Nation comprising the Oceti Sakowin—People of the Seven Council Fires—known by some as the Sioux Nation. However, the amount of time and money spent by tourists in the region pales in comparison to most other areas of South Dakota. Local tourism revenue makes up only 1% of the Black Hills and Badlands region visitor spending.⁴ **With a plan to enhance the local economy through tourism, promote workforce development and career readiness, and inspire new modes of learning and education for local Lakota youth and families, the Oglala Sioux Tribe Credit and Finance Department hopes to provide new opportunities to the Oglala Lakota through an Opportunity Park.**⁵ The purpose of this study is to gain community insights, compute financials, study economics, and provide conceptual design ideas to assess the feasibility of Phase I of the Opportunity Park—a gas station/convenience store and travel center to include a restaurant and coffee shop—and understand next steps for future phases.

OVERVIEW AND PURPOSE

Since the early 2000s, locally Lakota-derived studies have consistently placed the reservation population at over 28,000, the latest being a 2020 study that estimated the population at 29,877 with an increase to 30,785 by 2030.⁶ At least 43% of the population lives below the poverty line.⁷ These numbers provide a starker reality of need but also opportunity, when compared to commonly published federal reports. It is a Census-designated rural area and should measure as an economically distressed community per the U.S. Economic Development Administration (EDA) Measuring Distress Tract Tool. Unfortunately, data is not available on the EDA site for Oglala Lakota County, formally known as Shannon County. It is a designated area of persistent poverty as shown in USDOT's Areas of Persistent Poverty Project Status Tool.⁸ Per capita income is estimated at \$12,044 (one-third of the US per capita income) and median household income is \$33,161 (US is \$64,994).⁹ **Despite the economic poverty that stigmatizes the Oglala Lakota through media sources, there are decades of studies that demonstrate increasing economic and entrepreneurial wealth along with community members desire to utilize extensive cultural, environmental, historical, and agricultural resources to provide opportunities for locals and guests alike.**¹⁰

Hence, this study sought to better understand what community members would want and could provide to make a gas station/convenience store and travel center uniquely Lakota. And, in true Lakota fashion, **this study prompted discussions about future planning as well to include elements such as an amphitheater, campgrounds, a motel, a large-scale visitor center, indoor and outdoor retail space, interpretive trails, networking with internship and apprenticeship programs, and more.**

⁴ Tourism Economics. (2021). The Economic Impact of Tourism in South Dakota. County Analysis Calendar Year 2021. Accessed 8/11/22 from: [LINK](#)

⁵ For the purpose of this study, the term Opportunity Park is being used to refer to the development under consideration. The actual name of the development is yet to be determined.

⁶ Sweet Grass Consulting, LLC. (2018) Wakignakapi: Developing a Food Hub and Grocery Store for the Oglala Lakota Oyáte. Thunder Valley CDC, Porcupine, SD. pg. 73.

⁷ Census Reporter. (2020). Pine Ridge Reservation. Accessed 8/11/22 from: [LINK](#)

⁸ U.S. Department of Transportation. (2022). Areas of Persistent Poverty Project (APP) and Historically Disadvantaged Community (HDC) Status Tool. Accessed 8/11/22 from: [LINK](#)

⁹ Ibid.

¹⁰ Sweet Grass Consulting, LLC (2020). Wičhóthi Káŕa: Business Start-Up and Development Center. Thunder Valley CDC. Porcupine, SD. Sweet Grass Consulting, LLC. (2018); Pine Ridge Area Chamber of Commerce Report of Workforce and Business Development 2018: Five Years of Change, Stability, and Vision. Pine Ridge Area Chamber of Commerce, Kyle, SD.; Sweet Grass Consulting, LLC. (2018) Wakignakapi: developing a Food Hub and Grocery Store for the Oglala Lakota Oyáte. Thunder Valley CDC, Porcupine, SD; Pine Ridge Area Chamber of Commerce. (2015) 2015 Pine Ridge Area Chamber of Commerce Tour Route Survey Report. Kyle, SD.; First Peoples Fund (2013) Establishing a Creative Economy: Art as an Economic Engine in Native Communities; Sherman, K. (2009). Cash and the Social Economy of the Pine Ridge Indian Reservation, 6/15/01-6/14/08. National Science Foundation Center Grant Final Report.

The Opportunity Park would be a central location for guest and tourism related activities along with educational programs and services to teach and enhance Lakota culture and lifeways among the generations. There are plans to connect the Opportunity Park to each of the 9 districts in Oglala Lakota Country through mini-visitor centers, interpretive signage trails, and other activities and amenities—the Opportunity Park acting as the heart, while the newly established Crazy Horse Scenic Byway running through the area provides the arteries, connecting local communities with socio-economic resources.¹¹ A map of the Cray Horse Scenic Byway can be found in Appendix 1.

OGLALA SIOUX TRIBE CREDIT AND FINANCE

The Oglala Sioux Tribe Credit and Finance Program (OSTCFP) is led by Director Courtney Two Lance and a nine-member board, one member from each district of the Pine Ridge Reservation. The OSTCFP successfully launched the Small Financial Service Employee Loan Fund with a portfolio that fluctuates between \$850,000 and \$1.5M. They have engaged youth entrepreneurship by hosting the Lakota Nation Invitational Youth Business Plan competition since 2008 and Summer Youth Business Camps for national business competitions. Due to their consistency OSTCFP has overseen or been the fiscal sponsor or grants for other Tribal programs as well, such as the Department of Transportation-Highway Safety (OSTDT) and grants to establish Uniform Commercial Codes for the Tribe.

For nearly 20 years, OSTCFP has paid the taxes on fee land at the intersection of US-18 and BIA-27 and approximately 7 miles south of the Wounded Knee Massacre and Cemetery National Historic landmark. In 2021 OSTCFP contracted with KLJ Engineering and Planning Services (KLJ) to assist with the pre-development of the Opportunity Park. Then, KLJ contracted Sweet Grass consulting, LLC to conduct the feasibility study for Phase 1 and compile this report.

KLJ ENGINEERING AND PLANNING SERVICES

Since the 1930s, KLJ has worked alongside communities and clients of all sizes; partnering with tribes, cities, counties, and developers — just to name a few. KLJ plans, designs, and supports infrastructure across the country such as roads, runways, pipelines, and parks. They create solutions that turn visions into reality and improve the lives of people and communities across the nation. They do this by focusing on a business model that puts the customer first, providing an exceptional experience that truly reimagines what projects can become. KLJ has office locations that span several states and cities, but that doesn't mean we only work from those locations. KLJ is proud to say they work in various geographies and markets across the nation and with the right people, in the right place, at the right time, they're helping communities move forward and grow.

SWEET GRASS CONSULTING, LLC

Sweet Grass has conducted research and assisted Native-led non-profits in Oglala Lakota homelands since 2014.¹² As individuals, co-owners Michael Brydge and Andrea Mader have worked with Lakota non-profits such as the Pine Ridge Area Chamber of Commerce, Lakota Funds, and Thunder Valley CDC since 2007. Due to their experience with Lakota-based tourism and economic development studies and initiatives as well as overall experience leading feasibility studies in Indian Country, KLJ hired Sweet Grass in 2019 to conduct this feasibility study.

¹¹ Homelands or Oglala Lakota Country will sometimes be used to refer to the current federally designated lands of the Oglala Sioux Tribe. These terms are an alternative to the term reservation.

THE SITE

KLJ was contracted by the Oglala Sioux Tribe to conduct a field aquatic resource delineation for the proposed Opportunity Park Phase I Project in Oglala Lakota County, South Dakota (SD). The project's study area is located in Section 33, Township 36 North, Range 43 West.

PROPOSED OPPORTUNITY PARK

THE VISION

The overall vision began nearly 20 years ago and has been molded through the visioning session discussed later in this report, along with a community survey, convening discussion at the South Dakota Native Tourism Alliance Quarterly Meeting, Lower Brule, SD, KILI radio hour, and ongoing discussions with leaders and community members. [The visioning session will be discussed more in detail in The Visioning Session subsection.]

The overall concept map on the following page was created at the visioning session and has been modified continuously to reflect community member's insights and concerns. A full 11x17 fold out of the full concept map can be viewed in Appendix 2.



CONCEPT OF PHASE 1

Phase 1 will consist of gas station/convenience store and travel center to include a restaurant and coffee shop. These additions will provide optimal opportunities for tourism development as well as internship and workforce development as demonstrated by the success of Four Bands Community Fund's business incubator in Eagle Butte, SD which included space for a restaurant and coffee shop. The restaurant in Eagle Butte now provides a brick-and-mortar location for Ubetcha Watecha which operated a food truck for ten years. Likewise, the coffee shop incubated a successful coffee business entrepreneur who now owns her own main street property. **When developing the site, spaces should be made for electric vehicle charging stations and consideration should be made for alternative energy sources such as solar—modern exercises in traditional Lakota concepts of treading lightly on natural resources.**



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CONSTRUCTION COST ESTIMATES FOR PHASE 1

COMPONENT	SQUARE FOOTAGE	ESTIMATED CONSTRUCTION COST
Restaurant ¹³	6,000	\$2,700,000.00
Convenience Store and Truck Stop ¹⁴	7,500	\$1,065,000.00
Coffee Shop ¹⁵	2,500	\$875,000.00
TOTAL	16,000	\$4,640,000.00

Construction costs are for buildings only and do not include grading, parking lots, electric vehicle charging stations, and other site preparation and engineering. The data presented in the table are planning level estimates that will need updated for local specific costs.

ENVIRONMENTAL ANALYSIS

WETLANDS AND BIOLOGICAL RESOURCES

Approximately 7.88 acres of delineated wetlands were identified within the study area. The 7.88 acres were found to occur across 3 wetlands. One natural slope wetland (drainage) that meandered throughout most of the study area. Two basins were also found to not be connected to any other features. All wetlands appeared to be natural features and not artificially disturbed from visual inspection while conducting field survey. A full aquatic resource delineation report (aquatic study) can be found in Appendix 3. **The wetlands require greater design ingenuity but will provide a value-add to the Opportunity Park, allowing for diverse nature trails, boardwalks, and bird watching.**

CULTURAL RESOURCES

The mandatory cultural resources survey did not uncover anything that should halt development planned at the site. KLJ conducted a Level III cultural resource inventory of 80.9 acres at Opportunity Park in October 2021. Prior to the start of this work, no cultural resources had been recorded within the project area, much of which has been covered by prior inventories. One new resource, 39OL59, was identified during the inventory by KLJ. 39OL59 is a historical site containing at least 18 features and a sparse surface scatter of associated items, many of which are likely related to a now-abandoned farmstead that was established and occupied in this area during the 20th century. The site, which comprises a collection of poorly preserved structure remnants and non-diagnostic household and other debris, is recommended not eligible for the National Register of Historic Places and no avoidance or further work is advised.

No significant resources were identified during this survey or by several previous inventories that have covered much of the project area in the past. Although no specific plans for development are in place at this time, it is unlikely that any future construction projects within the project area would pose a risk to important cultural resources. Thus, provided that all ground-disturbing activity remains within the inventoried area and no unidentified artifacts or features are encountered during future construction, **KLJ recommends a finding of no historic properties affected for this project.** A full cultural resources report can be found in Appendix 4.

¹³ Aaron Allen & Associates. (N.d.). "How Much Does it Cost to Open a Restaurant?" Aaron Allen & Associates. Accessed 5/15/2022 from: [LINK](#)

¹⁴ RSMeans data. (N.d.). "Construction Cost Estimates for Convenience Store in National, US." RSMeans data from Gardian. Accessed 5/15/2022 from: [LINK](#)

¹⁵ On the Line. (N.d.). "How Much Does it Cost to Open a Coffee Shop?" On the Line: a publication from Toast. Accessed 5/15/2022 from: [LINK](#)

THE STUDY

OUR COMMUNITIES MATTER

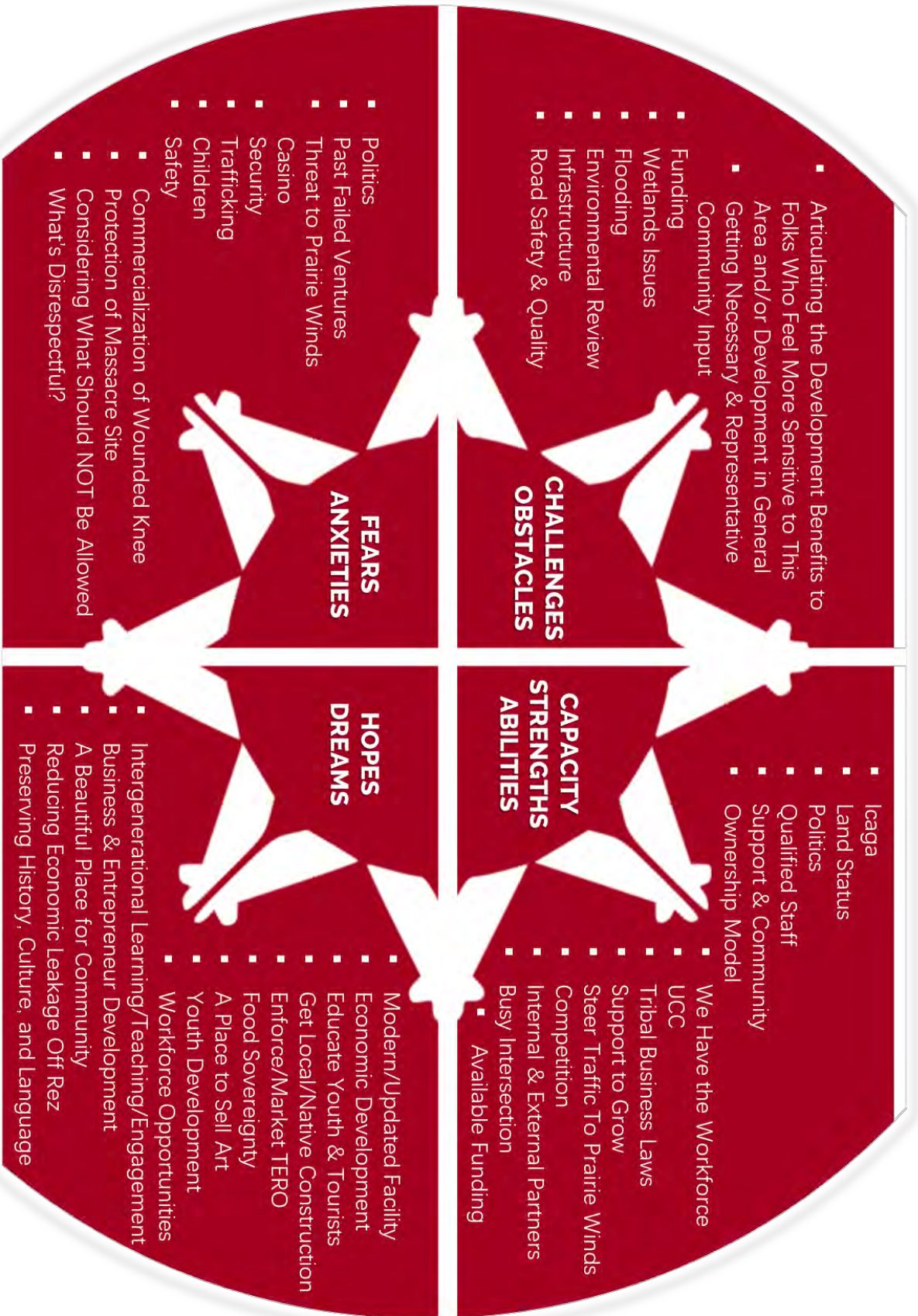
Everyday throughout the United States new developments occur with little to no insights from local community members. When was the last time the city asked you if you wanted another McDonald's? Officials and developers often assume that local purchases = demand and then demand = need, thus they let people's purchases dictate development without having real discussions about community, identity, sustainability, future generations, and health and well-being. In Lakota Country we typically do things differently.¹⁶ Before developing and designing innovative solutions to some of our most pressing problems, we wanted to engage genuine conversations to hear from our people.

METHODS: HOW WE COLLECTED THE DATA WE NEEDED

COMMUNITY VISIONING SESSION

A community vision session was held at OSTDT on February 10, 2022. The event was attended by 13 individuals representing 4 of the 9 districts. The accomplished intent was to gather stakeholders and discuss challenges/obstacles, capacity/strengths, fears/anxieties, and hopes/dreams related to development at Opportunity Park.

¹⁶ Though this study was compiled by Sweet Grass Consulting, LLC it is written in first person as the OSTCFP is the voice of the study. Thus, the terms, we, us, our are used most prevalently.



COMMUNITY SURVEY

Sweet Grass developed and dispersed a survey. The survey was dispersed in hard copy (by OSTCFP) and e-copy through survey links and QR codes. Only 25 surveys were completed. They provided some insights included in this report. Though the number of completed surveys was low, our insights from various other means listed in these methods subsections assisted in the feedback and dialogue process to ensure we are moving forward with sound, respected ideas. The community survey can be found in Appendix 5.

KEY OPINION LEADER INTERVIEWS

Key opinion leader interviews were conducted with Native leaders engaged in local, regional, state, and national tourism efforts. Non-Indian leaders representing tourism efforts such as the National Scenic Byway Foundation, South Dakota Department of Tourism, and Canyons and Plains (the management group of the Sante Fe Trail) were interviewed. Their valued expertise was used to better understand next steps and make recommendations for this report.

EXISTING DATA REVIEW

Various studies from international, national, and regional tourism entities have been used for this study. Several studies initiated by local, Lakota organizations have been particularly important.

PINE RIDGE AREA CHAMBER OF COMMERCE

The PRACC, Kyle, South Dakota, the first Native chamber of commerce, has nearly 15 years of tourism and local business-related studies that have accompanied the findings in this study. The studies used to inform this research are as follows:

- Workforce and Business Development Longitudinal Research Project (2014 – 2018)
- Tour Route Survey (2015)
- Lakota Cultural Sensitivity Curriculum and Trainings (2011 – 2015)
- Visitor Assessments (2010, 2011, 2012, 2014)



SOUTH DAKOTA NATIVE TOURISM ALLIANCE

As mentioned throughout this study, the South Dakota Native Tourism Alliance has been very beneficial in this study. Namely, their *Native American Tourism Development & Management Plan, South Dakota 2020-2025* provided insights into the direction and thoughts of Oglala Lakota tourism leaders as well as the on-going conversations related to tourism development and opportunities across the Oceti Sakowin.



**SOUTH DAKOTA
NATIVE TOURISM ALLIANCE**

THUNDER VALLEY COMMUNITY DEVELOPMENT CORPORATION

Thunder Valley CDC, Porcupine South Dakota is a community development corporation with initiatives centered on Lakota lifeways and youth, food sovereignty, social enterprise, workforce development, housing, Lakota language, and more. They have initiated various studies in the last seven years. The two that were most useful for this research were:

- Wičhóthi Káŕa Business Start-up and Development Center Feasibility Study (2020)
- Wakígnakapi: Developing a Food Hub and Grocery Store for the Oglala Lakota Oyáte Feasibility Study (2018)



ESRI BUSINESS ANALYST

ESRI Business Analyst was used to extrapolate Bureau of Labor Statistics data for food service-related projections.



KILI AND FACEBOOK LIVE

On May 5, 2022, OSTCFP and OSTDT partnered with KILI radio and the President's Radio hour to display the latest concept plan of the Opportunity Park and to discuss the Crazy Horse Scenic Byway. Insights were gleaned from listeners through call-in and Facebook. One result of that radio/Facebook Live discussion was a member of the Crazy Horse lineage, who provided insights into ongoing work they have been engaged with scenic byway work honoring Crazy Horse in Nebraska.

COMMUNITY MEETINGS

Starting in February of 2022 OSTCFP and OSTDT discussed both the Opportunity Park and Crazy Horse Scenic Byway at an OST department head meeting in Rapid City, at the 1st annual Makoce Agriculture Development Convergence, Porcupine, SD, and at other informal community gatherings.

SDNTA QUARTERLY MEETING

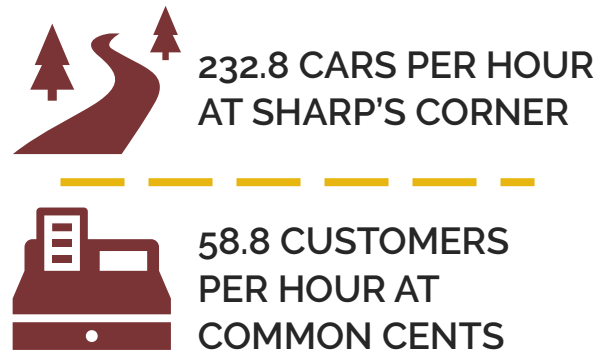
On May 5, 2022, Michael Brydger, Principal Director of Sweet Grass attended the South Dakota Native Tourism Association's quarterly meeting at the Golden Buffalo Casino, Lower Brule, SD. There were 35 people in attendance who represented most Nations of the Oceti Sakowin and non-Indians involved in tourism-related activities.

Forty-five minutes were allotted to discuss Opportunity Park and the Crazy Horse Scenic Byway. Support for the Oglala Lakota, as well as how the two initiatives could connect to the tourism efforts of the Oceti Sakowin were discussed. The participants were overwhelmingly supportive of the efforts discussed in this feasibility. Information from the meeting have been utilized in this report.

WHAT WE HAVE KNOWN: MARKET ANALYSIS

EXISTING C-STORE/GAS STATIONS, CUSTOMERS, AND TRAFFIC PATTERNS

In 2018 Sweet Grass Consulting conducted customer and traffic counts at the major convenience store/gas station location that would be similar to the Opportunity Park. These counts, adjusting for inflation, we feel are informative for estimating traffic and customer patterns at the Opportunity Park. The location, Sharp's Corner and Common Cents, is at the intersection of roads Big Foot Trail and BIA 2, approximately 25 miles north of the proposed Opportunity Park site. This location is a main thoroughfare through the Reservation and accommodates tourists regularly, just as the site of the Opportunity Park would. The results of the traffic and customer counts are highlighted in the graphic to the right.



We expect greater numbers of cars and customers at the Opportunity Park site due to its closer proximity to the town of Pine Ridge which has a higher population than other areas of the Reservation, along with higher traffic frequencies since US-18 is a main thoroughfare across southern South Dakota. A South Dakota Department of Transportation study from 2019 indicates greater than 2,500 average daily traffic (ADT).¹⁷

Source: Thunder Valley CDC (2018). Wakignakapi: Developing a Food Hub and Grocery Store for the Oglala Lakota Oyate. Produced by Sweet Grass Consulting, LLC.

Like where Opportunity Park will be located, Sharps Corner is a prominent intersection in Oglala Lakota County. During the Sharps Corner traffic counts and Common Cents customer counts, an average of 232.8 cars drove through the area per hour, and an average of 58.8 people made purchases at Common Cents per hour. Throughout our customer counts, evening counts (around 5:30pm-6:30pm) were significantly higher than morning counts (around 10am-11am). The evening customer average was 68.4, whereas the morning average was 47.7 customers. This tells us the area sees significantly more people in the evenings, so a grocery store in the area should have similar evening hours as Common Cents.¹⁸

For traffic, averages remained steady throughout both evening and morning counts, as well as throughout each of the four weeks. During the week of two nearby Sun Dances, averages of both customer counts and traffic counts were higher than in other weeks. Customer counts during this week averaged 62, as compared to 56.1 during all other weeks. Traffic counts, although steady, were higher in the evenings during this week, with an average of 242.3 during evenings and 230 during the mornings. Since nearby Sun Dances created an influx of customers, it is reasonable to assume that local pow-wows, graduations, and other events would increase customer numbers and traffic as well.¹⁹

The table on the next page summarizes these findings.

¹⁷ South Dakota Department of Transportation. (2019). 2019 South Dakota Traffic Flow Map. Accessed 10.6.22 from: [LINK](#)

¹⁸ Sweet Grass Consulting, LLC. (2018). Wakignakapi: Developing a Food Hub and Grocery Store for the Oglala Lakota Oyate. Thunder Valley CDC, Porcupine, SD. pgs. 35-36.

¹⁹ Ibid.

COMMON CENTS TRAFFIC AND CUSTOMER COUNTS	CUSTOMER COUNTS (AVERAGES)			TRAFFIC COUNTS (AVERAGES)		
WEEKS	AM	PM	TOTAL AVG	AM	PM	TOTAL AVG
During Sun Dances	51	73	62	230	242.3	236.2
Not During Sun Dances	44.3	65	56.1	235.7	225.5	229.9
IN TOTAL	47.7	68.4	58.8	232.8	232.7	232.8

STRENGTHS, NEEDS, AND GAPS

REGIONAL TOURISM

Just over 5% of South Dakota's gross domestic product comes from tourism and supports 8.4% of South Dakota jobs (a total of 54,208 jobs).²⁰ The following list details some of the impacts of tourism for the state in 2021, which overall show growth from 2020: ²¹

- 13.5 million visitors traveled to and within South Dakota. A 26% increase from 2020.
- Visitors spent \$4.4 billion, an increase of +30% from 2020.
- Tourism activity generated 11% of all state sales tax collections.
- Tourism activity generated \$345 million in state and local tax revenue.
- Without the tourism industry, each SD household would pay an additional \$980 in taxes.
- \$323 amount spent per-trip. This is an increase from \$282 in 2020.
- 59.8% average hotel occupancy for the year. Surpassing the national average of 58.1%.
- 5.2 million hotel room nights booked.
- 8.3 million visitors to state parks. A 3% increase from 2020.



If we can capture some of this revenue, taxes, and employment by investing in the Opportunity Park it would go a long way in increasing economic opportunity for the Tribe.

Tourism is obviously an important aspect of the South Dakota economy and the same can be said for the Native American Reservations in South Dakota as well. South Dakota's visitors describe South Dakota's image strengths as: well-known landmarks, Native American culture, authentic historical sites, history, great place for the classic American road trip, and excellent national and state parks.²² An overwhelming majority of visitors (86%) would consider tribal tourism as part of their future vacation.²³

Indeed, a recent working group of the South Dakota Native Tourism Alliance (SDNTA) developed a management plan for Native American Tourism Development in South Dakota which details many

²⁰ Tourism Economics. (2021). "Economic Impact of Tourism in South Dakota, 2021." Oxford Economics. Accessed 4/18/2022 from: [LINK](#)

²¹ Ibid.

²² International Institute of Tourism Studies. (2020) Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 24.

²³ Ibid., 66.

of the current trends and future work to support tourism in the region. This data and management plan are promising for ensuring the continued support and need of a location like the Opportunity Park on the Pine Ridge Reservation.

First, the goals and vision of the project are in direct alignment with the work proposed for the Opportunity Park and thus the Opportunity Park would fulfill regional tourism goals for Native Nations. These goals include unity, preservation, woksape (elders), education, and self-sufficiency and their vision is that “By 2025, Tribal Nations are actively working with industry and state and federal partners to develop Native American tourism experiences that are attracting visitors, encouraging them to stay and experience more in Tribal Nations, ultimately bolstering local economies and the wellbeing of Native American communities.”²⁴ Additionally, their goals are to:

1. Create and deliver iconic Native American experiences
2. Improve infrastructure and placemaking
3. Enable tourism business success and viability
4. Prepare both community and a skilled workforce for tourism
5. Increase awareness of Native American tourism offerings in South Dakota among key market segments
6. Manage tourism collaboratively²⁵

The Opportunity Park would very clearly fulfill goals one, two, three, and four and would also likely contribute to goals five and six.

The report also provides a full and accurate representation of the state of tourism on South Dakota’s Native Nations. Some of their key findings include:²⁶

1. There are a total of 145 existing attractions across the nine Tribal Nations, of which:
 - a. 36 are located off-reservation
 - b. 48 are classified as cultural heritage resources, 43 as nature and outdoor recreation, 28 primary events, 15 culture, and 11 casinos
 - c. 67% are considered anchor tourist attractions
 - d. 50% are best suited for day trips (particularly cultural heritage attractions)
 - e. 49% have online ratings, with an average of 4.1 on a 5-point scale
2. SDNTA participants also identified several potential tourism assets:
 - a. Nature and Culture: local wildlife and plants, undeveloped areas for hiking and camping, hemp farms, and spaces for open-area markets for arts, crafts, and Native American products
 - b. Intangible Cultural Heritage: knowledge of the stars, Native American agriculture and culinary practices, appropriate traditional dances, and cultural games including “hand games”

The Oglala Sioux Tribe on the Pine Ridge Reservation has 26 existing attractions, almost twice as many as any other Tribal Nation, and the Rosebud Sioux Tribe has nine attractions. Furthermore, the Pine Ridge and Rosebud Reservations are closest to the Black Hills, a popular tourist hub that attracts thousands of visitors annually. The Flandreau Reservation, with a total

²⁴ Ibid., 14.

²⁵ Ibid., 74.

²⁶ Ibid., 24.

of 13 existing attractions, is also near another popular state tourism hub, Sioux Falls. This positions these Tribal Nations to potentially attract visitors from these popular tourist areas.



While in Phase 2, **open-area markets** would be a welcome addition to the Opportunity Park by providing marketing to local artisans, education to visitors, and commerce to both. Open-area markets would enhance the boardwalk and trails planned around the park.

3. The Missouri River, a major waterway running through the middle of the state, is another popular area for visitors. There are five Tribal Nations with reservations along the banks of the river: the Standing Rock Sioux Tribe (9 attractions), Cheyenne River Sioux Tribe (13 attractions), Crow Creek Sioux Tribe (9 attractions), Lower Brule Sioux Tribe (10 attractions), and Yankton Sioux Tribe (7 attractions).
4. The Sisseton Wahpeton Oyate's Lake Traverse Reservation is not located near any major tourism hubs; but has 13 primary existing attractions and is known for its abundant lakes and parks for hiking.

Importantly the report highlights some key takeaways that are also important for our understanding and implementation of the Opportunity Park: ²⁷

While there is support from community members and leaders to prioritize tourism as a strategy for local economic development, more tourism awareness and educational programs are needed to broaden support for tourism within Tribal Nations.

- Presidents and Chair(wo)men of Tribal Councils have expressed their interest in supporting tourism development, but they struggle to prioritize it in context of other pressing public health, housing, and food security issues. More advocacy and tourism awareness raising efforts are needed for Tribal governments to prioritize tourism.
- Tourism contributes to Tribal governments through various taxes (tourism tax, sales tax, gas tax, and the sale of hunting and fishing licenses). Awareness of the tourism tax in Tribal Nations is quite low and its collection, reporting and enforcement are quite variable among Tribal Nations, which all have different tourism tax arrangements. There is an opportunity to normalize the tourism tax so that as tourism grows, so does tourism tax revenue. This revenue can be used to fund tourism priorities.
- While there are some sources of public and private funding for Native American tourism businesses in South Dakota, there are systemic bottlenecks that preclude adequate and affordable financing for Native American tourism entrepreneurs.

²⁷ Ibid., 52.



While the Oglala Lakota have more attractions than any other Native Nation in South Dakota, it must be considered how often those attractions are open and accessible and the overall provisions of those attractions. Despite the attractions, tourism and economic needs abound. The Opportunity Park, if managed correctly, could **support a thriving visitor industry that these other attractions have not yet accomplished.**

Additionally, the report noted a lack of information available about Native American tourism tours and experiences. On the Pine Ridge Reservation there are two main Native American organizations—PRACC and Red Cloud Indian School Heritage Center— that are actively promoting tourism experiences online. Tribal governments also provide some tourism-related information regarding hunting, fishing, and major events such as wacipis, rodeos and fairs on their official tribal websites. Otherwise, the most comprehensive sources of visitor information for Native American tourism in South Dakota can be found at the following resources:

- South Dakota Department of Tourism
- Pine Ridge Chamber of Commerce
- South Dakota Department of Tribal Relations
- Four Bands Community Fund
- South Dakota Missouri River Tourism



Developing a comprehensive website and an in-person information center of what is offered at the Opportunity Park and throughout the nine districts will be influential in funneling and organizing tourism-related efforts.

A survey conducted as part of the Native American Tourism Development & Management Plan cited that respondents also stated that they would like to experience the following attractions and activities during a visit to Indian Country in South Dakota:

- Monuments and Memorials – 43%
- Historical and Cultural Tours – 39%
- Powwow (Wacipi) or Cultural Event – 36%
- Museums – 36%
- Arts and Crafts – 36%
- Traditional Cuisine – 27%
- Reservation Tours – 15%
- Tipi Stays – 15%

They also indicated that although they would like to learn about the culture, there was a general lack of knowledge and available information on cultural heritage, behaviors, and norms; this was identified as a hindrance to participating in Native American tourism, as visitors desired more

details on what to expect when visiting, and guidelines for appropriate behavior when participating in a cultural event such as a wacipi (powwow).²⁸

While the State of South Dakota has a strong history of tourism development and investment it is key that this development continues on Reservations. While tourism development across all Reservations across South Dakota is important, the next section will dive deeper into the situation and potential specially on the Pine Ridge Indian Reservation.

TOURISM AMONG THE OGLALA LAKOTA

As mentioned in the previous section the Oglala Lakota communities have twice the number of visitor attractions than the other Native communities in South Dakota. Additionally, the Tribe receives the most in visitor spending (\$4.7 million more than the closest competitor).²⁹ When considering labor income and number of jobs though the Oglala Lakota come in third in both. Even more interesting is that if we compare total visitor spending to the acres and population of each Reservation the Oglala Sioux Tribe comes down in rankings having the 6th best ratio of spending to acres and the 3rd best in spending to population. Then, if averages of those ratios are used for all reservations and applied back to the acreage and population of the **Oglala Sioux Tribe, we could expect a range of visitor spending of \$18,871,795 using the population ratio and \$43,698,421 using the acreage ratio.** What this communicates is that while visitor spending in pure dollar amounts is the highest for the Oglala Sioux Tribe there is a large potential for growth if there were to do as well as the Sisseton Wahpeton Oyate in comparing spending to acreage (\$82.89/acre versus \$5.92) or as well as the Lower Brule Sioux Tribe in comparing spending to population (\$2,942.66 per person versus \$664.15). Similarly, for labor income we could expect the Oglala Lakota Tribe to generate \$10,657,293 (versus \$3,390,000) and have 429.2 total jobs instead of 136.³⁰ The tables below show this data.



The Oglala Lakota, when compared to the other Native Nations in South Dakota, could **increase our visitor spending by between 43% and 232%.**

TRIBE	ACRES	POPULATION	TOTAL VISITOR SPENDING	SPENDING TO ACRES RATIO	\$ PER PERSON
CRST	2,730,872	8,090	\$3,640,000	\$1.33	\$449.94
CCST	125,590	1,230	\$3,304,000	\$26.31	\$2,686.18
FLSST	2,356	726	\$49,700	\$21.10	\$68.46
LBST	132,601	1,308	\$3,849,000	\$29.03	\$2,942.66
RST	1,261,032	11,354	\$2,220,000	\$1.76	\$195.53
OST	2,220,064	19,779	\$13,136,200	\$5.92	\$664.15
SWO	106,153	13,872	\$8,798,500	\$82.89	\$634.26

²⁸ International Institute of Tourism Studies. (2020). Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 67.

²⁹ International Institute of Tourism Studies. (2020). Native American Tourism Development and Management Plan South Dakota 2020-2025. 84.

³⁰ Ibid.

SRST	2,286,016	8,217	\$3,780,000	\$1.65	\$460.02
YST	438,100	6,465	\$3,142,000	\$7.17	\$486.00
AVERAGE				\$19.68	\$954.13
OST GROWTH POTENTIAL				\$43,698,422	\$18,871,795

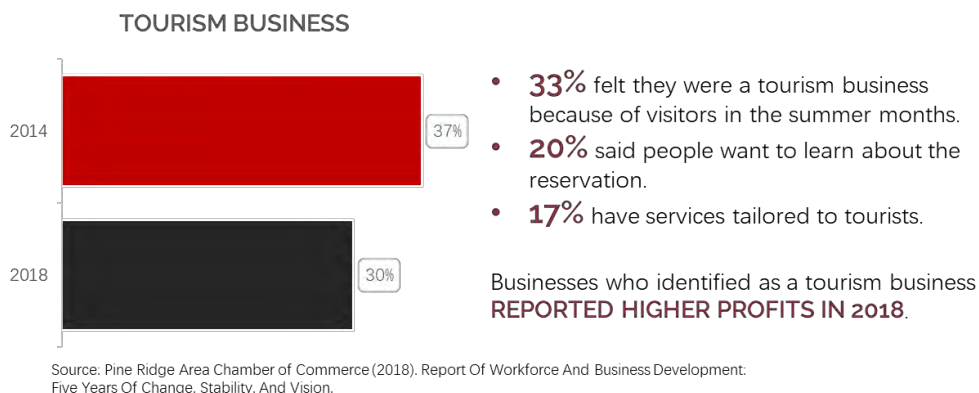
TRIBE	ACRES	POPULATION	TOTAL LABOR INCOME	\$ LABOR PER PERSON	TOTAL JOBS	% OF POP. IN TOURISM
CRST	2,730,872	8,090	\$3,120,000	\$385.66	114	1.41%
CCST	125,590	1,230	\$1,768,000	\$1,437.40	64.8	5.27%
FLSST	2,356	726	\$26,600	\$36.64	1.1	0.15%
LBST	132,601	1,308	\$2,185,000	\$1,670.49	90.1	6.89%
RST	1,261,032	11,354	\$4,964,000	\$437.20	216.3	1.91%
OST	2,220,064	19,779	\$3,390,000	\$171.39	136	0.69%
SWO	106,153	13,872	\$4,445,500	\$320.47	221.6	1.60%
SRST	2,286,016	8,217	\$900,000	\$109.53	34	0.41%
YST	438,100	6,465	\$1,814,000	\$280.59	78	1.21%
AVERAGE			\$538.82		2.17%	
OST GROWTH POTENTIAL			\$10,657,293 LABOR INCOME		429.2 JOBS	

Not only is there opportunity as shown when comparing to other reservations many studies conducted within the Pine Ridge Reservation show demand and support for tourism as well.

TOURISM SUPPORT FROM BUSINESSES

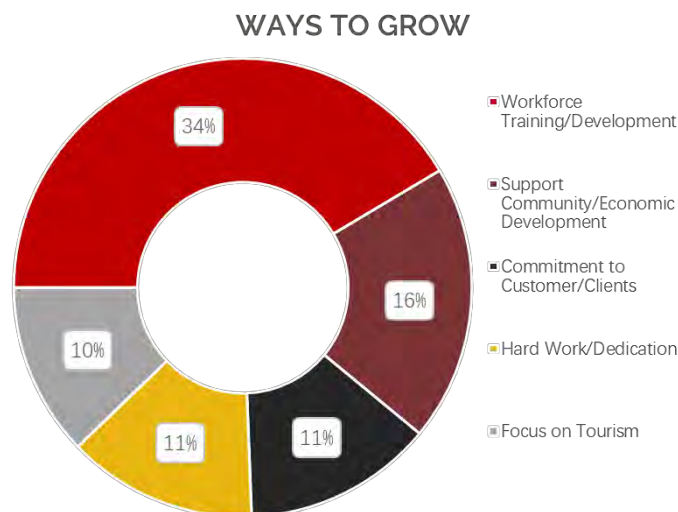
According to a longitudinal study conducted by PRACC, in 2018 37% of businesses considered themselves to be tourism-related, mostly because tourists frequent their business in the summer months.

The businesses surveyed were asked how they felt the Reservation could improve and grow in the next five years. While not the top response a focus on tourism was in the top five and cited by 10% of businesses.



Notably, 10% of the businesses mentioned the need to focus their efforts on tourism and the tourists that often visit the Reservation. Specifically, one business owner of an established and growing business, stated:

[Businesses owners need to continue] educating themselves around tourism [. . .] creating more awareness around our cultural ways to bring in tourists because they want to eat it up after Standing Rock. We need to educate ourselves and present ourselves to tourists [. . .] We need more management of sacred Wounded Knee. [We] gotta start educating ourselves, it's terrible the way things work out sometimes. We can't be fighting anymore. We have to work together to stimulate our economy.



Source: Pine Ridge Area Chamber of Commerce (2018). Report Of Workforce And Business Development: Five Years Of Change, Stability, And Vision.

Despite some businesses not being connected with tourism, businesses continuing to see the value in tourism in the area understood that marketing and advertising themselves toward tourism would likely have positive effects on their business. The chart on the following page summarizes business' feedback around how they should strive for growth over the next five years.³¹

Additionally, workforce development and support of community and economic development were also cited by many businesses. These needs directly align with the goals of the Opportunity Park to provide workforce development, internships, and training opportunities while very obviously contributing to the community and economic growth of the Reservation.

Finally, businesses were asked to rate their agreeance with three questions related to tourism. 2018 businesses reported they agreed most with 'tourism brings economic growth to the reservation'. Businesses 'agree' or 'strongly agree' most often with each of the statements thus demonstrating the understanding and importance of tourism on the Pine Ridge Reservation.³²



TOURISM BRINGS ECONOMIC GROWTH TO THE RESERVATION:
78% Strongly Agree or Agree

TOURISM IS GOOD FOR LAKOTA CULTURE:
68% Strongly Agree or Agree

IT IS IMPORTANT TO SHARE LAKOTA CULTURE AND HISTORY WITH TOURISTS:
76% Strongly Agree or Agree

Source: Pine Ridge Area Chamber of Commerce (2018). Report Of Workforce And Business Development: Five Years Of Change, Stability, And Vision.

³¹ Pine Ridge Area Chamber of Commerce. (2018). Pine Ridge Area Chamber of Commerce Report of Workforce and Business Development 2018: Five Years of Change, Stability, and Vision. Kyle, SD. pg. 30.

³² Ibid., 14-15.

REPORTS OF SURVEYS OF VISITORS

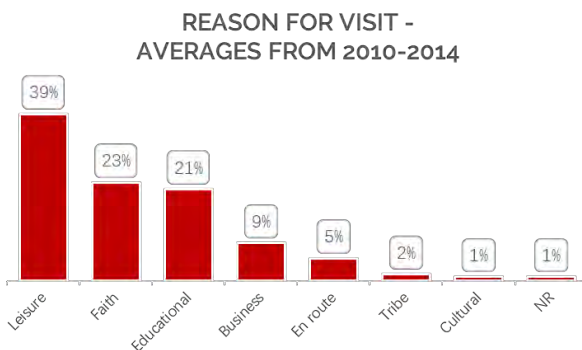
There have been studies conducted by PRACC with visitors as well starting in 2010. These studies help to better understand why tourists come, what they visit when they come, and their satisfaction with their visits. Some quick facts are pictured below.

58% OF TOURISTS SURVEYED FROM 2010-2014 NOTED THIS WAS THEIR FIRST TIME VISITING

5.8 AVERAGE NIGHTS STAYED ON RESERVATION FROM 2010-2014

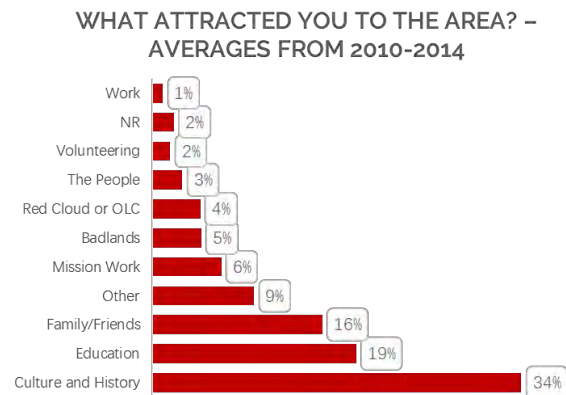
96% OF TOURISTS WOULD RECOMMEND THE AREA TO OTHERS

Generally, visitors come for leisure, faith, and educational purposes during the summer months. This data is consistent with the seasonality of tourism in South Dakota as a whole, with 45% of tourists visiting during the summer months. The peak in August is perhaps attributed to the Annual Oglala Lakota Nation Wacipi and Rodeo. The other two smaller surges occurring later in the year are likely attributed to Tribal members visiting friends and relatives on the reservation for holidays in November and December.³³ They were attracted to the area by culture and history most commonly.



Source:

- Pine Ridge Area Chamber of Commerce (2010) 2010 Visitor Assessment. Produced By Kathleen Sherman, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2011) 2011 Visitor Assessment. Produced By Kathleen Sherman and Andrea Akers, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2012) 2012 Visitor Assessment. Produced By Andrea Akers, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2014) 2014 Visitor Assessment. Produced By Andrea Akers, Colorado State University.



Source:

- Pine Ridge Area Chamber of Commerce (2010) 2010 Visitor Assessment. Produced By Kathleen Sherman, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2011) 2011 Visitor Assessment. Produced By Kathleen Sherman and Andrea Akers, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2012) 2012 Visitor Assessment. Produced By Andrea Akers, Colorado State University.
- Pine Ridge Area Chamber of Commerce (2014) 2014 Visitor Assessment. Produced By Andrea Akers, Colorado State University.

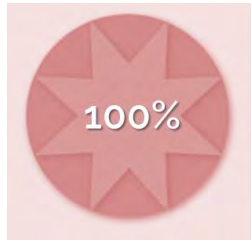
Data from Red Cloud Heritage Center, PRACC, the White River Visitor Center, and Badlands National Park allow us to better estimate the number of visitors to the Reservation each year. Based on data from Badlands National Park 3% also visit Pine Ridge Reservation for leisure purposes. In 2019, the total number of Badlands National Park visitors was 970,998 (scenario 1 for projections table). The total number of leisure visitors to Pine Ridge is then estimated at 29,130 (3% of 970,998). Another way to estimate is by taking the data from Red Cloud Heritage Center, which is considered a must-see site in Pine Ridge (scenario 2 for projections table). Between 2017 and 2019, they received an average of 10,460 visitors. The White River Heritage Center received 15,000 visitors in 2018. Based on these numbers, the number of leisure visitors in Pine Ridge is estimated at 12,750 (the average between 10,460 and 15,000).³⁴ The table below summarizes the number of visitors from each of these sources.

³³ International Institute of Tourism Studies. (2020). Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 69.

³⁴ Ibid., 80.

NUMBER OF VISITORS AVAILABLE DATA FOR PINE RIDGE, 2017-2019

YEAR	PRACC	RED CLOUD HERITAGE CENTER	WHITE RIVER VISTOR CENTER	BADLANDS NATIONAL PARK
2017	data not available	11,279	data not available	1,054,325
2018	2,233	10,511	15,000	1,008,942
2019	data not available	9,592	data not available	970,998



PERCENTAGE OF TOURISTS WHO SAID THEY WOULD RECOMMEND THE RESERVATION TO FRIENDS AS A PLACE TO VISIT

Regardless of why visitors came or what they visited 100% of tourists would recommend the Reservation to friends as a place to visit. **These tourist trends continue to support the development of and investment in the Opportunity Park.**

TOURISM RELATED PROJECTIONS

Using data from PRACC and GW International Institute of Tourism Studies the Native American Tourism Development and Management Plan of South Dakota was able to produce projections through 2027 for leisure visitor expenditures, tourism tax collected, and retained tourism tax. The tables on the next page highlight this data.

	Baseline (2019)	2020 (e)	2021 (f)	2022 (f)	2023 (f)	2024 (f)	2025 (f)	2026 (f)	2027 (f)
PROJECTED LEISURE VISITOR EXPENDITURES FOR PINE RIDGE, 2020-2027									
Scenario 1	\$3.2M	\$216,600	\$866,400	\$2.2M	\$3.2M	\$3.5M	\$3.7M	\$3.9M	\$4.1M
Scenario 2	\$1.4M	\$81,225	\$433,200	\$866,400	\$1.4M	\$1.5M	\$1.6M	\$1.8M	\$1.9M
<i>Source: Pine Ridge Area Chamber of Commerce, GW International Institute of Tourism Studies³⁵</i>									
PROJECTED TOURISM TAX COLLECTED FROM LEISURE VISITORS BY PINE RIDGE, 2020-2027									
Scenario 1	\$47,322	\$3,249	\$12,996	\$32,490	\$47,322	\$51,984	\$55,233	\$58,482	\$61,731
Scenario 2	\$20,712	\$1,218	\$6,498	\$12,996	\$20,712	\$21,931	\$23,9615	\$26,804	\$29,241
<i>Notes: (e) = estimate; (f) = forecast Source: GW International Institute of Tourism Studies³⁶ Typo in Scenario 2: 2025 was in original report.</i>									
PROJECTED RETAINED TOURISM TAX FROM LEISURE VISITORS BY PINE RIDGE, 2020-2027									
Scenario 1	\$45,429	\$3,119	\$12,476	\$31,190	\$45,429	\$51,984	\$53,024	\$56,143	\$59,262
Scenario 2	\$19,884	\$1,1690	\$6,2380	\$12,476	\$19,884	\$21,054	\$23,003	\$25,732	\$28,071
<i>Notes: (e) = estimate; (f) = forecast Source: GW International Institute of Tourism Studies³⁷</i>									

LOCAL BUSINESSES

Community participation through local business development is essential to the creation of authentic tourism experiences and appropriate management of tourism to benefit Native Nations. Business start-up and development services, including the presence of low cost, consistent, and

³⁵ Ibid., 81.

³⁶ Ibid., 82.

³⁷ Ibid.

optimally located retail space is essential to economic development in Lakota Country.³⁸ Spaces should be made available at the Opportunity Park, where locals and visitors alike traffic frequently. Communities should be encouraged to tell their stories and create interactive community-based experiences that allow community members to engage and educate visitors about their place, people, and history.



Business start-up and development services, including the presence of **low cost, consistent, and optimally located retail space** are essential to economic development in Lakota Country. Retail spaces **should be made available** at the Opportunity Park where locals and visitors alike frequent.

Additionally, individuals with exceptional local knowledge and stories should be encouraged to serve as tourism ambassadors, tour guides, and even trainers of tour guides. Similar recommendations should be made to artisans, musicians, singers, performers, and storytellers. These individuals can create independent tourism activities and experiences to offer to visitors.

This section summarizes some of the findings from the Pine Ridge Area Chamber of Commerce Report of Workforce and Business Development 2018: Five Years of Change, Stability, and Vision, funded by the Administration for Native Americans (ANA). The Chamber allowed us to use this study as a baseline to provide initial insights and as an overview of our local economy.

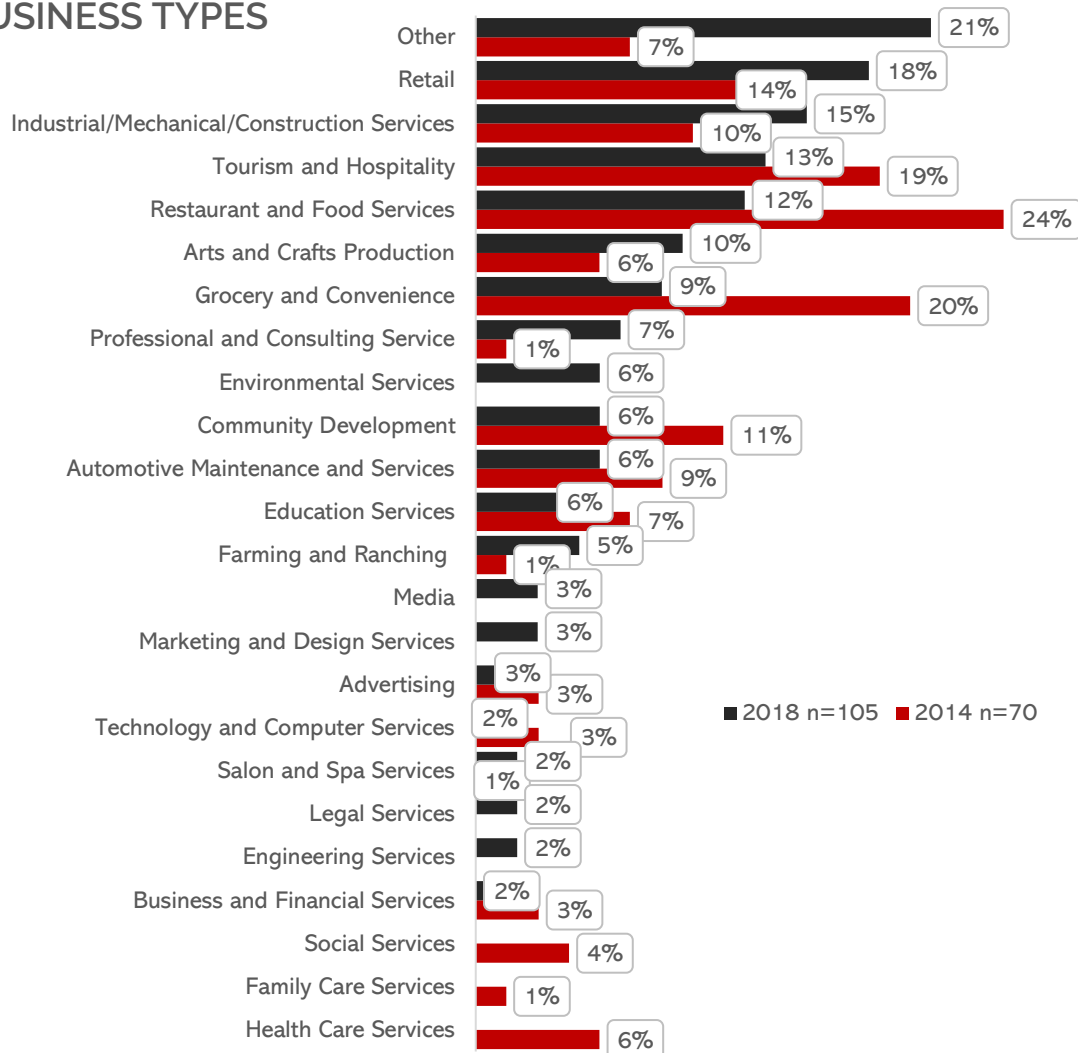
Over the course of five years (2014–2018), Native American owned businesses in Oglala Lakota homelands increased by at least 5%.³⁹ Census data from 2012 and 2018 estimates demonstrated an increase of over 150 registered businesses in the area—from 203 to 356.⁴⁰ From the 105 total surveys in 2014 and 2018, the business types are shown below.

³⁸ Sweet Grass Consulting, LLC (2020). Wičhóthi Káŕa: Business Start-Up and Development Center. Thunder Valley CDC. Porcupine, SD.

³⁹ Sweet Grass Consulting, LLC. (2018). Pine Ridge Area Chamber of Commerce Report of Workforce and Business Development 2018: Five Years of Change, Stability, and Vision. Pine Ridge Area Chamber of Commerce, Kyle, SD. pg. 4.

⁴⁰ Ibid., 6.

BUSINESS TYPES



“Despite business ups and downs during the five years of the Chamber study, the findings indicate that the local economy remained stable, alluding to our strength, resilience, and determination as a people despite the dire circumstances many of our community members faced.”⁴¹

Some of the main industries supporting tourism include the food industry. The tables below⁴² highlight consumer behaviors regarding family and fast-food restaurants in order to highlight the potential of having these types of businesses and services at the Opportunity Park.

⁴¹ Ibid., 34.

⁴² ESRI Business Analyst Restaurant Market Potential. Accessed May 2022.

RESTAURANT MARKET POTENTIAL – FAMILY RESTAURANT & FAST FOOD

FAMILY RESTAURANT			
PRODUCT/CONSUMER BEHAVIOR	EXPECTED NUMBER OF ADULTS	PERCENT	MPI
Went to family restaurant/steak house in last 6 months	7,949	65.3%	90
Went to family restaurant/steak house 4+ times/month last 30 days	2,914	23.9%	97
Spent at family restaurant/steak house last 30 days: \$51-100	1,304	10.7%	74
Spent at family restaurant/steak house 30 days: \$31-50	1,075	8.8%	100
Spent at family restaurant/steak house last 30 days: \$1-30	1,052	8.6%	116
Spent at family restaurant/steak house last 30 days: \$101-200	752	6.2%	69
Spent at family restaurant/steak house last 30 days: \$201+	318	2.6%	62
FAST FOOD RESTAURANT			
PRODUCT/CONSUMER BEHAVIOR	EXPECTED NUMBER OF ADULTS	PERCENT	MPI
Went to fast food restaurant in the last 6 months: take-out/drive-thru	5,783	47.5%	99
Went to fast food restaurant in the last 6 months: eat in	3,296	27.1%	83
Went to fast food restaurant in the last 6 months: take-out/walk-in	2,084	17.1%	83
Went to fast food restaurant in the last 6 months: home delivery	940	7.7%	87
Spent at fast food restaurant last 30 days: \$21-\$40	2,120	17.4%	110
Spent at fast food restaurant last 30 days: \$51-\$100	1,870	15.4%	88
Spent at fast food restaurant last 30 days: \$101-\$200	1,041	8.5%	88
Spent at fast food restaurant last 30 days: \$11-\$20	1,017	8.4%	92
Spent at fast food restaurant last 30 days: \$41-\$50	919	7.5%	90
Spent at fast food restaurant last 30 days: <\$1-10	562	4.6%	117
Spent at fast food restaurant last 30 days: \$201+	410	3.4%	89

Looking at market potential, more adults were expected to eat at a fast-food restaurant of some kind (take-out/drive-thru, eat in, take-out/walk-in, home delivery) than at a family restaurant. When eating at a family restaurant, spending within the \$51-\$100 range was most expected while fast food spending is mostly expected in the \$21-\$40 range likely due to cheaper prices.



There are currently 0 family restaurants in operation in the area. Community members desire a family restaurant and economic numbers indicate a restaurant would flourish in the area.

Going to a family restaurant 4 or more times a month in the last 30 days had a higher market potential index (97) than in the last 6 months (90) indicating consumers are likely to eat out multiple times a month. Fast food had a lower MPI in all categories aside from take-out/drive-thru than family restaurants likely due to convenience and price.

Similarly, we can better understand market demand by looking at the projected spending growth in these industries and tailor the services at the Opportunity Park to better meet this demand.

FOOD RETAIL DEMAND OUTLOOK⁴³

	2021 CONSUMER SPENDING	2026 FORECASTED DEMAND	PROJECTED SPENDING GROWTH
Food	\$26,804,426	\$30,599,284	\$3,794,858
Food at Home	\$16,351,859	\$18,665,228	\$2,313,369
Snacks and Other Food at Home	\$6,041,453	\$6,896,205	\$854,752
Meats, Poultry, Fish & Eggs	\$3,583,119	\$4,090,236	\$507,117
Fruits & Vegetables	\$3,006,280	\$3,431,752	\$425,472
Bakery & Cereal Products	\$2,112,452	\$2,411,416	\$298,964
Dairy Products	\$1,608,555	\$1,835,619	\$227,064
Food Away from Home	\$10,452,567	\$11,934,055	\$1,481,488
FOOD RETAIL GOODS & SERVICES EXPENDITURES			
	SPENDING POTENTIAL INDEX	AVERAGE AMOUNT SPENT	TOTAL
Food	62	\$5,688.55	\$26,804,426
Food at Home	64	\$3,470.26	\$16,351,859
Snacks and Other Food at Home	65	\$1,282.14	\$6,041,453
Meats, Poultry, Fish & Eggs	65	\$760.42	\$3,583,119
Fruits & Vegetables	60	\$638.01	\$3,006,280
Bakery & Cereal Products	64	\$448.31	\$2,112,452
Dairy Products	62	\$341.37	\$1,608,555
Food Away from Home	58	\$2,218.29	\$10,452,567

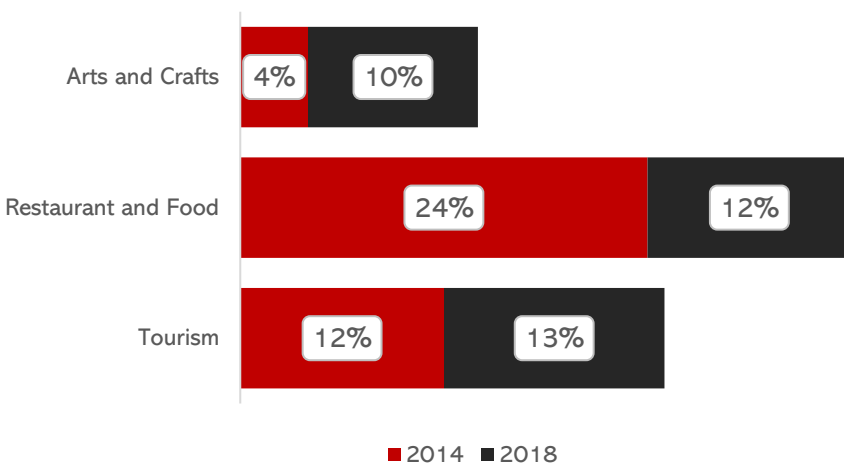
Food at Home has a higher projected spending growth compared to Food Away from Home by \$831,881. The Food at Home category in the table above is further broken down showing the largest projected growth in spending in the “Snacks and Other Food at Home” subcategory. The total Food retail category is projected to have a growth spending increase of \$3,794,858 making it an attractive industry.

Shifting to look at retail goods and services expenditures, consumers, on average, spend more on Food at Home than Food Away from Home. Similar to the top table, the Food Retail Goods & Services Expenditures table also breaks down the Food at Home category into subcategories of which Snacks and Other Food at Home have the highest spending potential index (as well as Meats, Poultry, Fish & Eggs) at 65 and the most spent on average. **These numbers point toward the need to include farmers markets and space for Oyate Teca’s mobile food market. Oyate Teca, Kyle, South Dakota grew over 52,000 lbs. of food in 2022. Having another avenue to sell locally sources fresh foods is essential to economic development and the further development of healthy lifestyles.**

⁴³ Ibid.



BUSINESS TYPES



Source: Pine Ridge Area Chamber of Commerce (2018). Report Of Workforce and Business Development: Five Years of Change, Stability, and Vision.

followed by **buildings** (58%). In 2014, roads (57%) and buildings (50%) were also the top two needed infrastructures reported by businesses.

The graph to the left summarizes business types most heavily related to tourism according to the PRACC 5-year study:

Finally, business talked about the infrastructure needs on the Reservation which would directly impact tourism to the Reservation.

The need for road improvements was reported by 66% of 2018 businesses

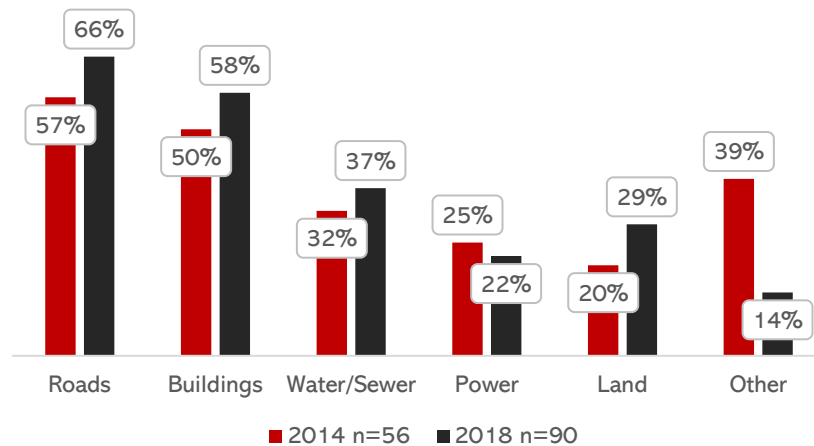
2018 businesses were asked to explain their reasoning for needed infrastructure. 38% of those surveyed explained there is a lack of road upkeep and maintenance. This included condition of the roads, how bad they get with snow and rain, and the need for clear signage. During the time of the 2018 survey, new signage was placed throughout the Pine Ridge Reservation. Dirt roads and highways now have signs and most of them had never had a sign prior to 2018. The road improvements from Pine Ridge to Oglala approximately 5 years ago, and the new highway from Pine Ridge heading east have made improvements to travelers by automobile and by foot, even in winter conditions.



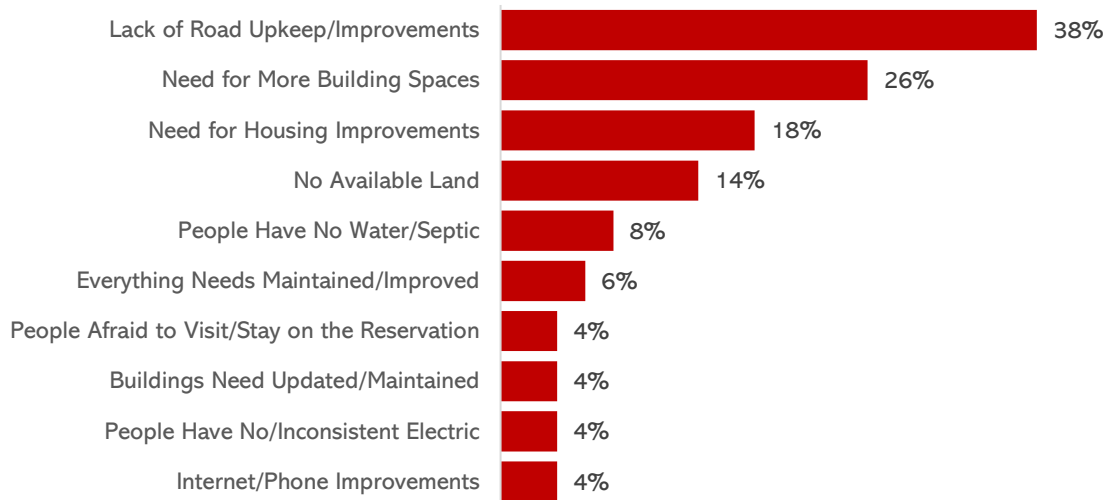
With more buildings on the Reservation, participants felt there would be more space available for new businesses and office space for existing businesses, thus building up small businesses in the community and potentially boosting the economy. Furthermore, the present buildings often need updating and remodeling to make them more welcoming spaces in the community.

Source: Pine Ridge Area Chamber of Commerce (2018). Report of Workforce and Business Development: Five Years of Change, Stability, and Vision.

INFRASTRUCTURE NEEDED FOR THE RESERVATION



NEEDED RESERVATION INFRASTRUCTURE EXPLAINED



LOCAL ARTISTS

Native arts are an untapped and undervalued resource that can be used to serve as an economic engine within a community's broader efforts of poverty alleviation among reservation economies.⁴⁴

Artists generally lack access to physical markets to sell their work. Most emerging artists sell door to door where buying power is very limited. An option would be to travel to regional and national markets where they could access buyers able to pay for the real value of art. However, artists must have enough economic stability, including sufficient income, inventory, and access to credit, to effectively reach outside markets. **Among emerging artists, 75 percent of women and 61 percent of men want access to physical markets.**⁴⁵

One area that may provide a meaningful avenue for economic growth is tourism. When asked what role tourism activities have on supporting and promoting Indian artists, **74% of emerging artists and 63% of First People's Fund (FPF) artists state that tourism has either a good or huge economic impact.** The most frequent reason artists give for feeling tourism is beneficial is that it increases demand for their work. An increase in demand is correlated to fair pricing, more buyers and less competition among artists. One FPF artist declared that tourism is "HUGE! It isn't people on reservations that support artists; for the most part, it is non-Natives that buy art." In terms of support, tourism may be beneficial in part because of the extreme ubiquity of art in reservation communities. Supply and demand are well understood among the Oglala Lakota, which is greatly affected by seasonality. A Pine Ridge woman said, "Peak season means more people, which means more money." Important, however, is the fact that 74% of emerging artists sell year-round. These full-time artists have more to gain and more to lose from tourism than do artists who sell seasonally only. Because a large number of artists are engaged in full-time sales and most mention the economic benefits of tourism, there is a strong case for developing tourism in the area. Some

⁴⁴ First Peoples Fund. (2013). Establishing a Creative Economy: Art as an Economic Engine in Native Communities. Rapid City, SD. pg. 10.

⁴⁵ Ibid., 11.

artists feel overwhelmingly that tourism creates their market. An artist from Pine Ridge declared that tourism is the “biggest deal of all. Tourists help us survive; without them we wouldn’t survive.”



68% WANT ACCESS TO PHYSICAL MARKETS



65% DO NOT HAVE ACCESS TO RESOURCES TO SELL THEIR ART LOCALLY



86% WORK FROM HOME

Source: First Peoples Fund (2013) Establishing a Creative Economy: Art as an Economic Engine in Native Communities.

Many artists like tourism because it helps spread awareness of their art and Lakota culture to places beyond the reservation. An FPF artist explains, “It could be huge. It is our opportunity to celebrate who we are with our voice coming through the art we create. Our voice is real.” Other artists mention that tourism helps market their art. These positive impacts of tourism offered by artists suggest that it may be a culturally appropriate avenue for economic growth among Native artists. Additionally, these ideas fit well into the FPF mission of increasing awareness of Native culture, arts and programs that educate artists on the

importance of marketing and entrepreneurship. A comparison of the economic impact of tourism with artist annual income provides impressive evidence for tourism as an art economic engine. In a study about tourism on Pine Ridge in 2010 and 2011, Dr. Kathleen Sherman and Andrea Akers of CSU’s anthropology department found that their 2011 sample had 84% first-time visitors, up from the previous year. Tourists also enjoy their experiences enough to return several times, some more than seven. A trend toward requesting information on the Internet about Pine Ridge and its attractions is developing; 8% more tourists in 2011 did so than in 2010. The biggest reason tourists are attracted to Pine Ridge is the culture and history, and in 2011 they spent an average of \$172 on souvenirs.

Tourism is on the rise in South Dakota and tourists are spending money. If Native artists are poised to tap into tourism, there is a great possibility for economic benefit.⁴⁶



Native arts are an untapped and undervalued resource that can be used to serve as an economic engine within a community’s broader efforts of poverty alleviation among reservation economies.

Source: First Peoples Fund (2013) Establishing a Creative Economy: Art as an Economic Engine in Native Communities.

Geographic isolation and lack of business training have been key challenges faced by Native American artists and artisans hoping to make a viable living from their crafts. Various organizations have stepped up to provide solutions to these challenges. For example, the First Peoples Fund has

⁴⁶ Ibid., 18-19.

launched the Rolling Rez mobile art unit, to help artists access distribution channels outside of the reservation. Rolling Rez Arts serves as a traveling art space, business education center, and mobile bank. Along with being a distribution channel, it offers classes, workshops, and training to help artists market and sell their work outside of the Tribal Nation. **Just as spaces should be made for farmers' markets and mobile food trucks, space should be made available for the Rolling Rez Arts as well. Building(s) in Phase 1, (along with in future buildings on the site) should include artist retail space and information related to artists.**

The COVID-19 pandemic has severely impacted in-person sales of Native American goods, with many organizations and businesses switching their focus to online sales to support artisans. Some of these organizations include the Dakota Indian Foundation, the Heritage Center at Red Cloud Indian School, and Prairie Edge & Sioux Trading Post. There is a need to make more meaningful connections between the Native American creative and arts industry and tourism in South Dakota in a way that ensures benefits to artisans and their local communities. Some ideas include creating open-air markets and artisan co-ops and improving linkages with high-traffic tourism areas in the Black Hills and Sioux Falls.⁴⁷

⁴⁷ International Institute of Tourism Studies. (2020). Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 46.

WHAT OUR COMMUNITY MEMBERS TOLD US

THE VISIONING SESSION

As mentioned, the visioning session was attended by 13 individuals representing 4 of the 9 districts. The visioning session was used to solidify the foundation for the Opportunity Park and the study that ensued. The next subsections demonstrate the findings from the session.

PARTICIPATION IN VISIONING SESSION

- Craig Genzlinger, KLJ
- Vaughn Vargas, KLJ
- Michael Brydge, Sweet Grass
- Lislie Mesteth, OST-SWMP, community member from Kyle
- Linda Hollow Horn, community member from Wounded Knee
- Three anonymous community members
- Tonya Huber, KLJ
- Courtney Two Lance, OST Credit Finance Dept
- Alyssa Camp, Sweet Grass
- Kimmie Clawson, EDA, community member from Martin
- Ed Iron Cloud, community member from Porcupine

HOW WILL THE OPPORTUNITY PARK BENEFIT OUR COMMUNITY?

The lists in this section include ideas related to space/site and programs/services.

ACCESS TO...

- Youth Development
- Historic and Cultural Preservation
- Intergenerational Learning, Teaching, & Engagement
- Stories, Language, & Oral Tradition
- Artist Markets
- Workforce Development & Job Creation
- Business & Entrepreneur Development
- Food Sovereignty Opportunities
- Safe Community Gathering Spaces

ARTISTS

SPACE/SITE

- Opportunity to build sheltered indoor and outdoor space for artists/vendors to sell items safely and attract tourists/buyers

PROGRAMS/SERVICES

- Costs/Commission
 - Is there a cost/fee/commission?
 - Co-op could help offset costs for vendors
- Buy Indian Act

"IF WE DON'T CREATE OPPORTUNITIES HERE, PEOPLE WILL LEAVE FOR WORK AND TO SPEND THEIR MONEY."

"THIS IS HISTORY FOR THE KIDS [...] PRESERVING OUR HISTORY AND IDENTITY IS VITAL."

"THIS IS THE SOLUTION FOR US."

FOOD SOVEREIGNTY SPACE/SITE

- Opportunity for Community Garden/Food/Farmers Market Space(s)
- Half tunnels are already in the work to be put in each district
- Teaching kitchen potentially

PROGRAMS/SERVICES

- Farmers market that accepts EBT (REDCO does this)
- Commodities/IHS/Schools can purchase from a co-op
- Host events and cooking classes e.g., Chef can come and show us how to prepare meals with mix of commodities and what we grew; learning to can; garden classes, etc.
- Papa Murphy's accepts EBT (if commercial partnerships are to be considered)
- Honeybees

"FEED OUR
COMMUNITY,
GROW OUR
OWN FOOD."

INTERGENERATIONAL LEARNING: CULTURAL AND HISTORICAL PRESERVATION SPACE/SITE

- At this primary development at Wounded Knee, maybe along boardwalk have signs for each district/community.
- Eventually something at each community to learn about that community.
 - Historic signs along scenic byway and visitor centers in each district
- Would need wording on these signs to be approved by elders and Lakota speakers and other tribal leaders

PROGRAMS/SERVICES

- Learning opportunity for tribal members and tourists
 - The people, where we came from, culture, songs, language
- Tours to different communities
 - A lot of youth don't know about their whole reservation and may not have even seen the whole rez
- Opportunity for Elders to pass down knowledge, language, stories, and wisdom
 - Should capture elder's stories and language on video/audio. Capture their wisdom and passion. Preserve our oral traditions. For youth and adults.
 - "People think we know all this just cuz we're Indian, but we don't"
"No one taught it to us"
 - A program where elders could teach the language to youth and adults (grants for this). Provide stipends for elders and door prizes for kids, as well as provide a meal

ECONOMIC DEVELOPMENT – OPPORTUNITIES & IMPACTS

- Reduce Economic Leakage
 - OST tax= 4.5%? ; Rapid = 6.5%: Economic multiplier + people are contributing more taxes to Rapid than PR regardless.
 - 90% of disposable income goes off rez?
 - Cost from LNI that don't benefit PR - \$6M? should get this number

- o How much \$ leaves Oglala Lakota communities (plenty of reports and data sets show these numbers)
 - o 20 cents of gas pumped here, stays here
 - o The dollar circulates 3x before leaving the community?
- Keep Revenue & Workforce on Rez
 - o How many jobs will this create? Types of jobs + pay as well
- Inform Tribal Members
 - o Need information/education to tribal members about what economic leakage means to them, our community, ways they can contribute to local economy
 - o These departments and organizations need to make this information more accessible and understandable so tribal members can make the best decision and be informed

BUSINESS & ENTREPRENEURSHIP

- Competition is an opportunity – e.g., with Common Cents, if our gas station at Opportunity Park is competition, maybe they will be more motivated to upgrade their space as well.

TOURISM DEVELOPMENT

- more tourists, tourist packages so the money stays in the community
- Tourists can learn about community and culture through historic site signage, educational signs along boardwalk, etc.

INFRASTRUCTURE

- Roads
 - o “All roads lead off our reservation”
 - o Roads/Transportation in PR designed to go to Rapid. Cheyenne River Sioux Tribe’s (CRST) go to Eagle Butte.
 - o Safety of roads is still an issue
- How can you stimulate economic development if people don’t have homes to rent/buy/live in comfortably, broadband access, and roads to safely travel on?
- Energy development / conservation practices
- Gas Stations
 - o How many gas stations on the rez?
 - o Driving distance to get gas + taxes/revenue leaving rez
 - o Substandard gas stations on Pine Ridge
 - o Common Cents earns a ton of revenue – and the one on the rez is one of the highest in revenue, yet Common Cents off rez are the ones being upgraded and modernized.



WHAT TYPES OF SITES/AREAS SHOULD BE DEVELOPED AT THE OPPORTUNITY PARK?

- o **Visitor center with restrooms (#1 CHOICE)**
- o **Museum (TIED FOR #2/3 CHOICE)**
- o **Specialty shops (TIED FOR #2/3 CHOICE)**
- o **Farmers market (TIED FOR #4/5 CHOICE)**
- o **Boardwalk with community vendors (TIED FOR #4/5 CHOICE)**
- o **Gas Station / Convenience Store**
- o **Park – playground, benches, etc.**
- o **Butterfly garden**
- o **Campground**
- o **Vendors for arts and crafts**
- o **Half Tunnels**
- o **Clothing Store**
- o **Electric car charging station**
- o **Coffee shop**
- o **Bus transit stop**
- o **Space in visitor center for meetings/classes**
- o **Recording Area**
- o **Solar Park**
- o **Amphitheater**
- o **Library**
- o **VO-ED Classrooms**
- o **Car Wash**
- o **Laundry services**
- o **Auto/Tire repair**
- o **Recycling center**
- o **Internet café**
- o **Swimming Pool**

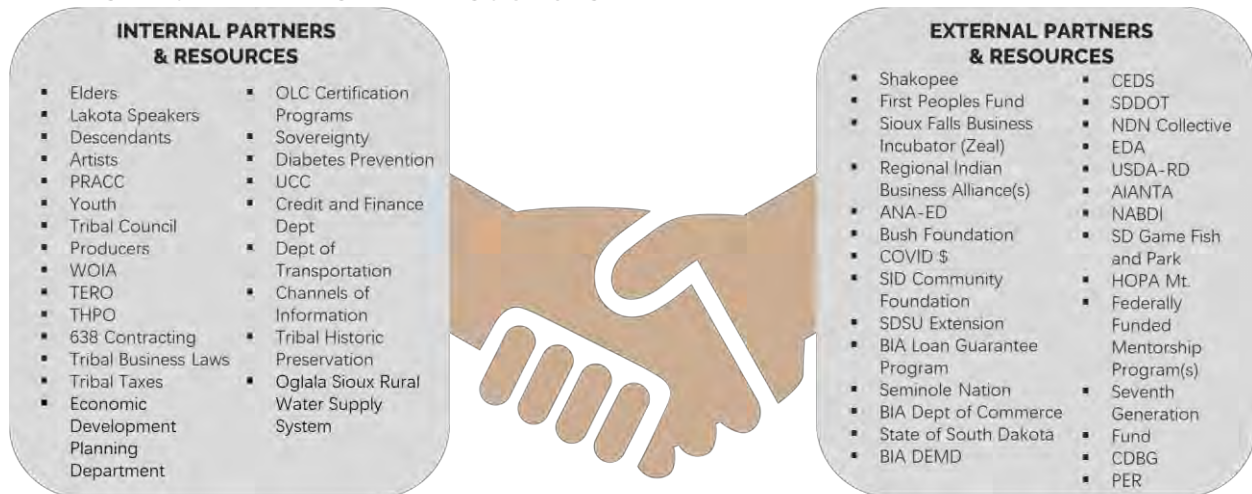


WHAT SHOULD NOT BE ALLOWED AT THE OPPORTUNITY PARK? & OTHER MAJOR CONCERNS

Community first, tribal members and youth first priority

- NO Marijuana/hemp/alcohol
- NO Using the Wounded Knee name
- NO Commercialization of Wounded Knee
- NO Tours taking visitors to Sun Dances

EXISTING PARTNERS AND RESOURCES: INTERNAL AND EXTERNAL



NOTES ON FUNDING

- USDA-RD will pay up to 95% of water/sewer costs
- Seven Generation – water and sewer in Pine Ridge and Manderson
- Chuck Jacobs should be involved due to water allocations and each district being able to tap in
- Opportunities that came from COVID. More money available, tribe and orgs are able to apply for all sorts of funding.
- Currently, tribal dept is knee deep in broadband grant - \$19 M, trying for \$35M for next steps over 10 years
- Need to look elsewhere for funding because tribal council did not approve this. Feasibility/market study will help show them why this is beneficial. Maybe help them get on board.
- Infrastructure money coming in right now – COVID opportunities, Biden administration – take advantage of this

NOTES ON COLLABORATION

- We can use the data collected from tribal and nonprofit programs on the rez to get the \$ we need. We need to work together with other departments/programs to pool data together and tell a better story to fundraise.

WHAT/HOW SHOULD WE NAME THE OPPORTUNITY PARK?

- Keep name general

- Have elders name it
- Place name
- Lakota
- Should not commercialize/exploit the name “Wounded Knee”
- The Junction
- Inaji Wanji (one-stop)
- Opportunity Park
- Have a contest for locals to help name the new space

HOW DO WE ENGAGE COMMUNITY MEMBERS ABOUT THIS DEVELOPMENT? HOW DO WE GET COMMUNITY INPUT?

- Meet with separate groups – elders, spiritual leaders, youth, business owners, etc. to understand the dos and don’ts of not only the land development but the places, spaces, services, visitors, security, etc.
- Have KILI do PSA on this project + call-in for input.

CASE STUDIES AND SUCCESS STORIES: WHO CAN WE LEARN FROM?

- Yankton Youth Council is a good case study – we need that in Pine Ridge, a strong council of youth who come together.
 - Field trips to Native and sacred sites like Bear Butte
 - Need more youth voice, bring them to Tribal Council
- EDA funded C-Store in Lower Brule, and now a full grocery store – Success Stories to learn from. Leech Lake as well. OST already has good relationship with EDA.

OWNERSHIP AND MANAGEMENT

- When this does happen, who owns it? who manages it?
- It will be separate from tribe – finance & credit board owns it?
- Not in trust
- Hire interim CEO with lots of experience to help mentor/teach someone to do the job
- Managed like a tribal enterprise like the casino
- CEO/management is contracted out and answers to credit and finance director who reports to Tribe

INITIAL THOUGHTS ON SITE PLAN: INCLUDING MATERIALS, SYMBOLS, AND DESIGN

The group spent time discussing ideas and using a map of the site to display their ideas.

- Hazard mitigation plan
- Kim and Leslie working on CEDS plan – results could help this study as well
 - Gravel, roads (Crazy Horse Scenic Byway)
 - Tourism
- Symbols, Materials, Designs
 - Have a contest for locals to help design space
 - Maybe the winner also gets an Artist in Residence spot at new space
- Site Plan (**CONCEPTUAL MAP IMAGE BELOW**)
 - Incubator – 10 spaces for low rent & TA for a time to get them going

- o Phased out – now and plan for future
- o Visitor center (eventually 1 in each district?)
- o Solar panels
- o Monument – would create photo appeal, tourists would want to stop, something meaningful like Dignity
- o 911 call center
- o Accessibility – one level?
- o Conference room
- o Pay homage to veterans
- o Park benches dedicated to people
- o Could host community events like graduation ceremonies, weddings, birthdays
- o Gondola



THE COMMUNITY SURVEY

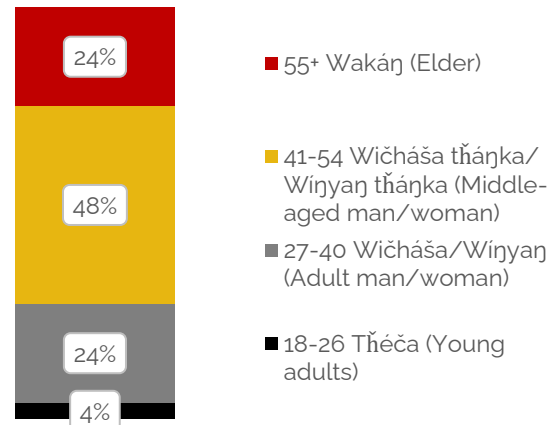
The information in the following subsections is compiled from the individuals who completed our survey.

DEMOGRAPHICS

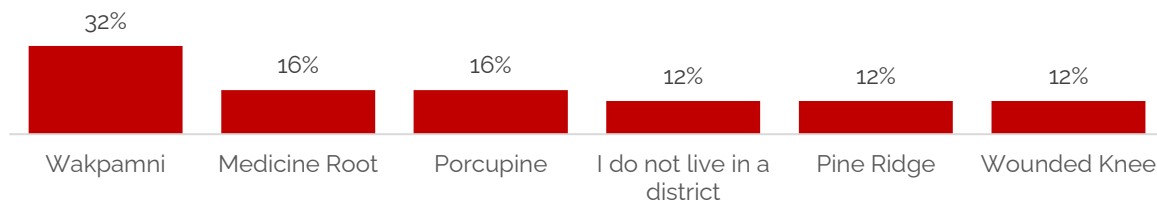
A total of 25 individuals completed our Opportunity Park and Scenic Byway Survey. Most (60%) were female and 72% were 41 or older. One participant did report they were a district or tribal council member.

All but one participant reported they were an enrolled member of the Oglala Sioux Tribe, and 32% lived in the Wakpamni District. Of those who did not live on the Pine Ridge Reservation, they reported they lived in Nevada, Chadron, NE, and on the Standing Rock Reservation.

PARTICIPANT AGE RANGES



DISTRICT LIVE IN

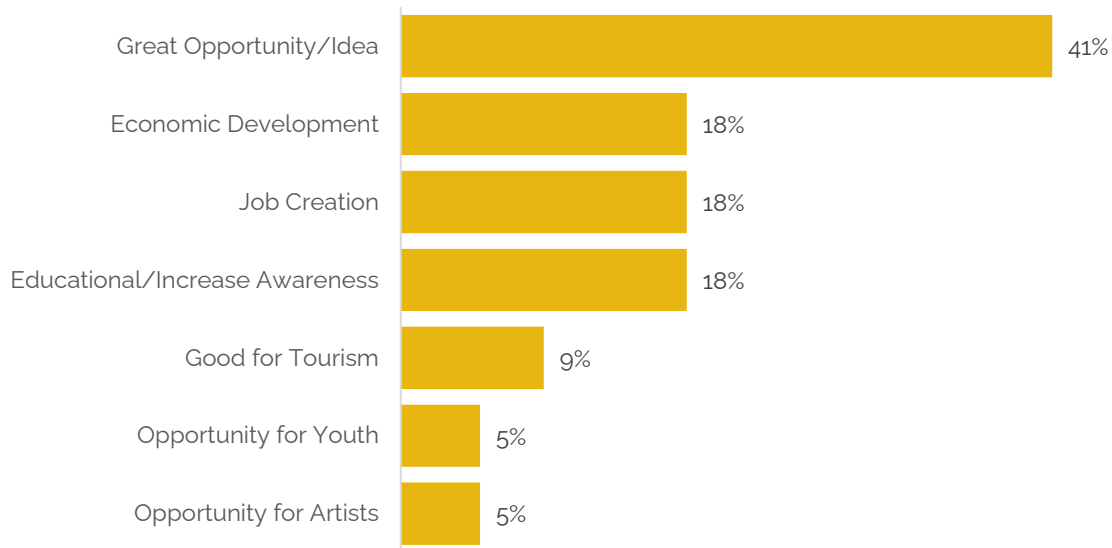


21% identified themselves as working for a business or organization that should be part of the Opportunity Park or scenic byway. These included Pine Ridge Chamber of Commerce, a local farmer/rancher, and one organization that was not specified. 42% were also interested in being contacted in the future about the park and scenic byway.

INITIAL THOUGHTS AND CONCERNS

Participants were asked what they're initial thoughts were after hearing about the opportunity park. The most common theme that emerged from 41% of responses was that it was a great opportunity & idea. Others were more specific and said it would bring economic development (18%), job creation (18%), and that it was educational and would increase awareness (18%).

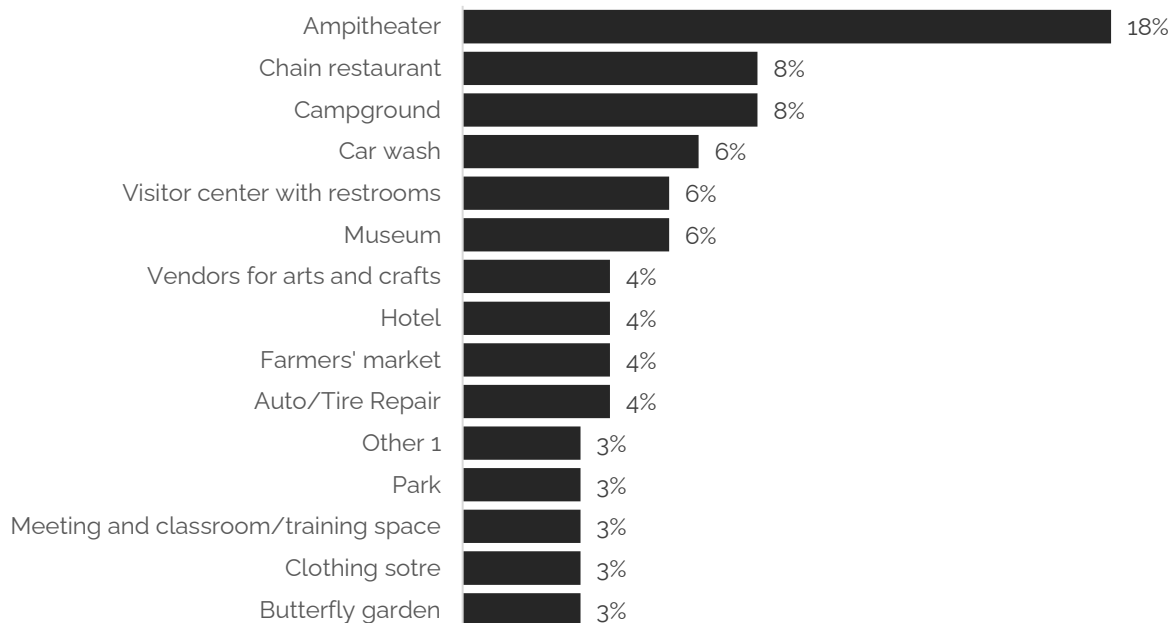
INITIAL THOUGHTS ON OPPORTUNITY PARK



SITES AND SPACES

As the Opportunity Park could be comprised of a variety of spaces and services, participants were asked to choose their top 5 desired spaces or sites from a pre-defined list. “Amphitheater” was ranked as the 1st (36%) and 2nd (16%) most desired sites by participants. “Chain Restaurant” was the highest ranked 3rd (12%) and 4th (16%) site, and “Campground” was the top-rated 5th site (16%). When looking at all rankings in aggregate, the top 5 sites can be viewed below with “Amphitheater” leading the list with 18% of responses and multiple site options being tied.

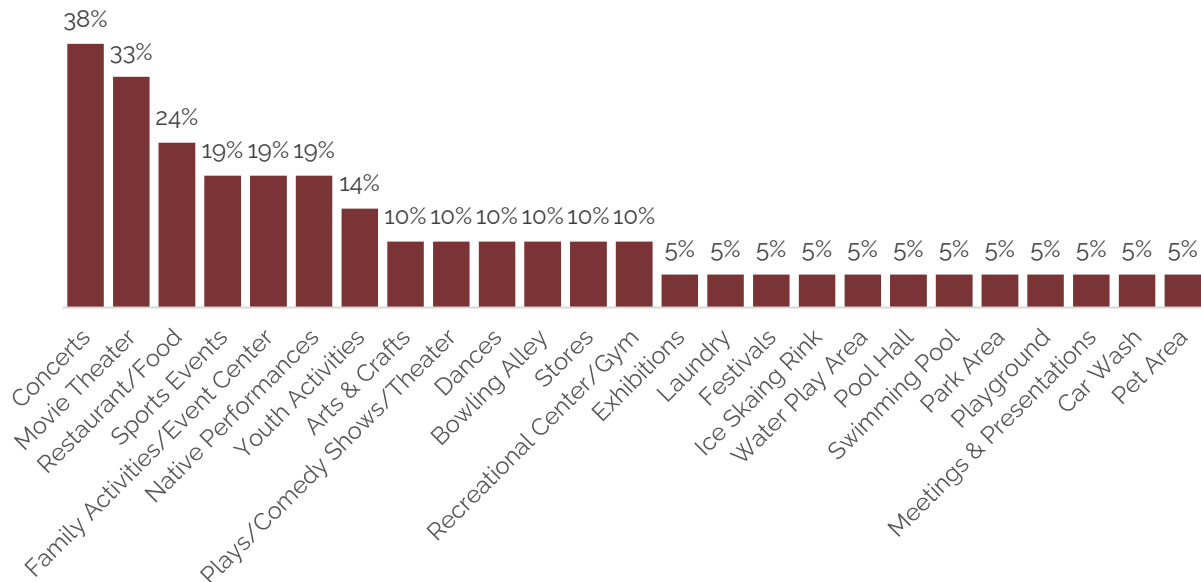
TOP 5 DESIRED SITES (AGGREGATE)



LOCAL ENTERTAINMENT

Participants were also asked to identify what types of entertainment should be included as part of the Opportunity Park that would encourage them to spend money there rather than traveling to Rapid City and surrounding areas. Concerts (38%), movies/movie theater (33%), and restaurants/food (24%) were to most mentioned ideas. These responses do connect well with the desired sites in that concerns and movies could be performed and shown in an amphitheater and a chain restaurant would help fulfill restaurant and food wants. All reported types of entertainment can be viewed in the chart below.

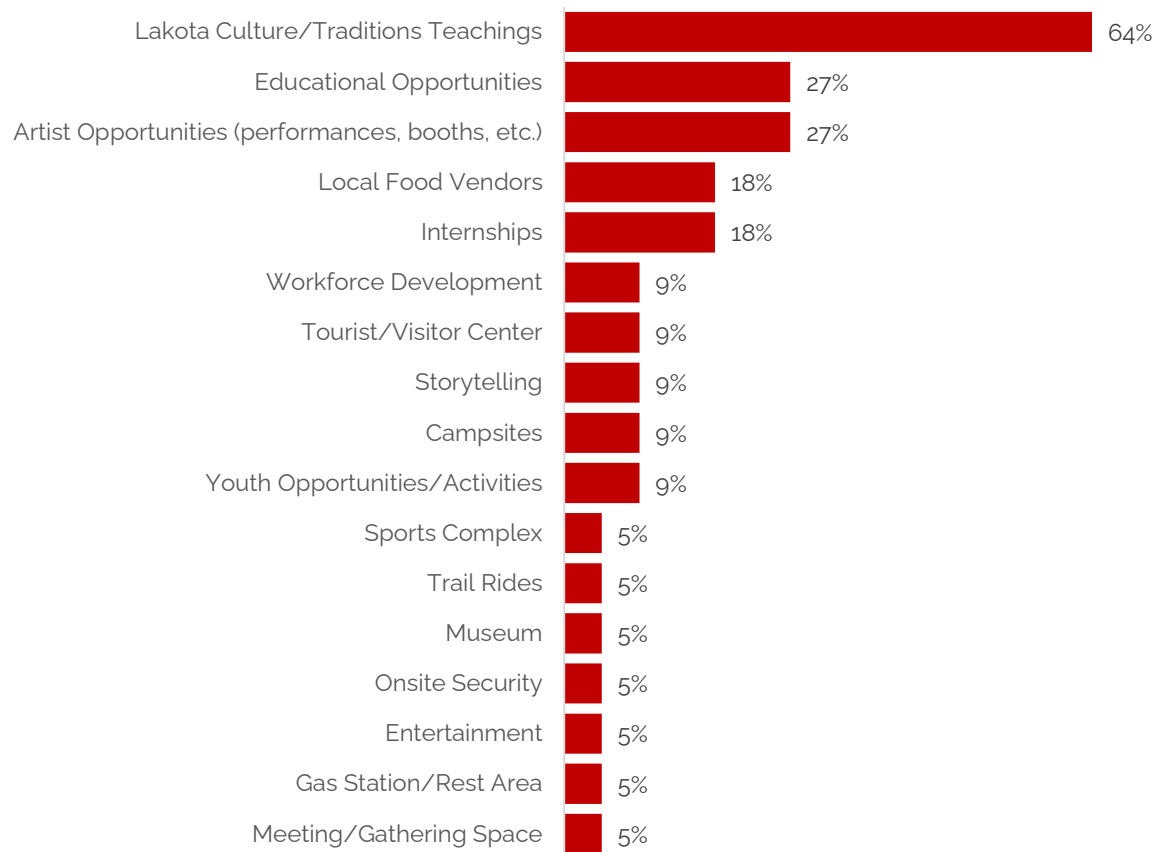
TYPES OF ENTERTAINMENT



OPPORTUNITIES, PROGRAMS, AND SERVICES

Looking at opportunities, programs, and services, over half (64%) of survey participants reported a desire for Lakota culture and traditional teachings to be included. Educational opportunities were mentioned by 27% and 27% also mentioned artist opportunities specifically (performances, booths, etc.). These findings continue to highlight community wants and needs related to educational programs and services to teach and enhance Lakota culture and lifeways among the generations.

OPPORTUNITIES, PROGRAMS, AND SERVICES

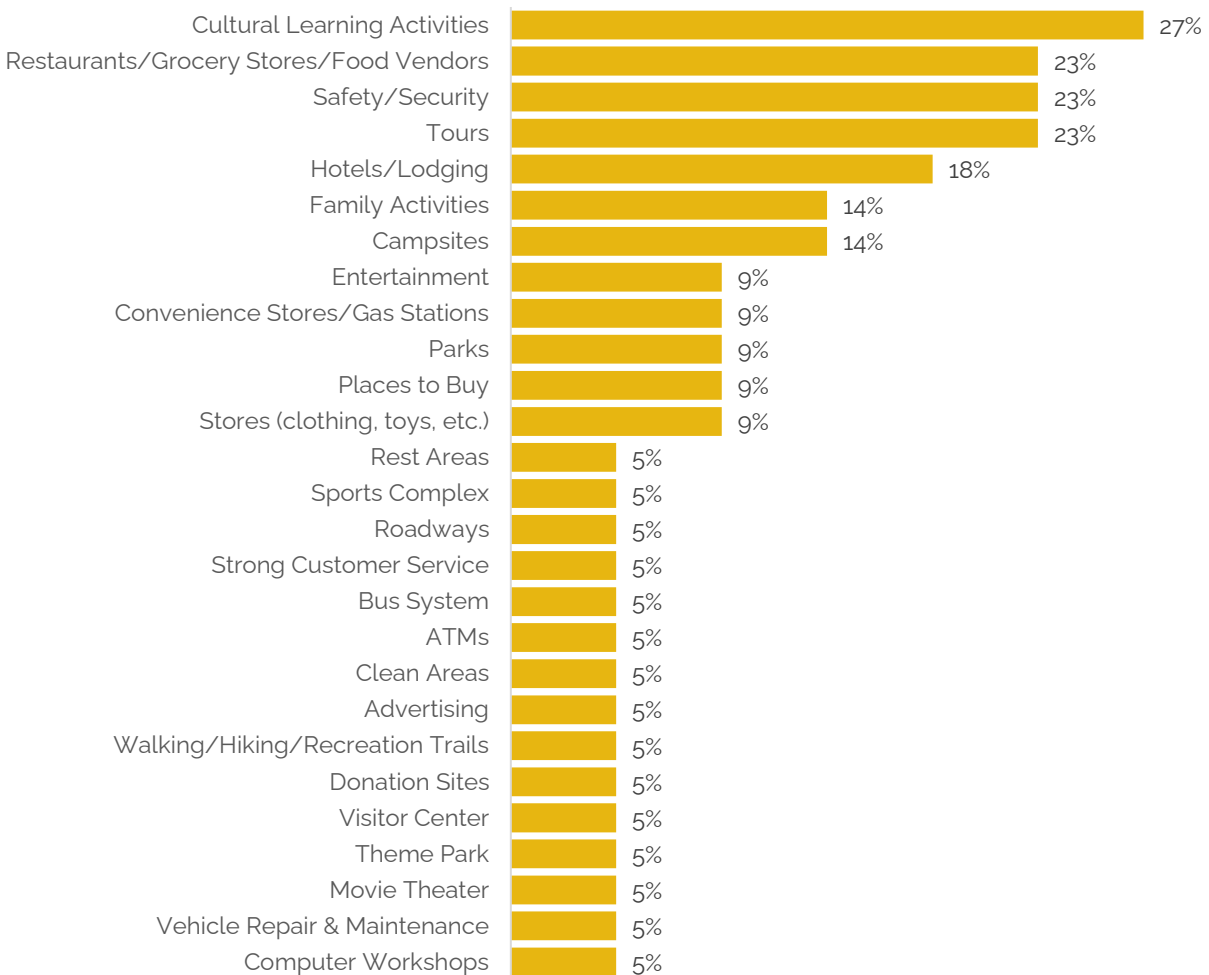


Restaurants and food came up again as 18% reported a desire for local food vendors to have a place at the Opportunity Park. **Aside from cultural representation, responses around educational opportunities, internships, and workforce development highlight opportunities to impact and benefit community members while also brining in visitors and tourists.**

INCREASED VISITOR SATISFACTION AND STAY

Similarly, participants were asked what was needed in the Oglala Lakota Nation to encourage visitors to spend more time and money there. The most common themes were cultural learning activities (27%), restaurants/grocery stores/food vendors (23%), safety and security (23%), and tours (23%).

NEEDED FOR VISITORS TO SPEND MORE TIME AND MONEY IN THE OGLALA LAKOTA NATION

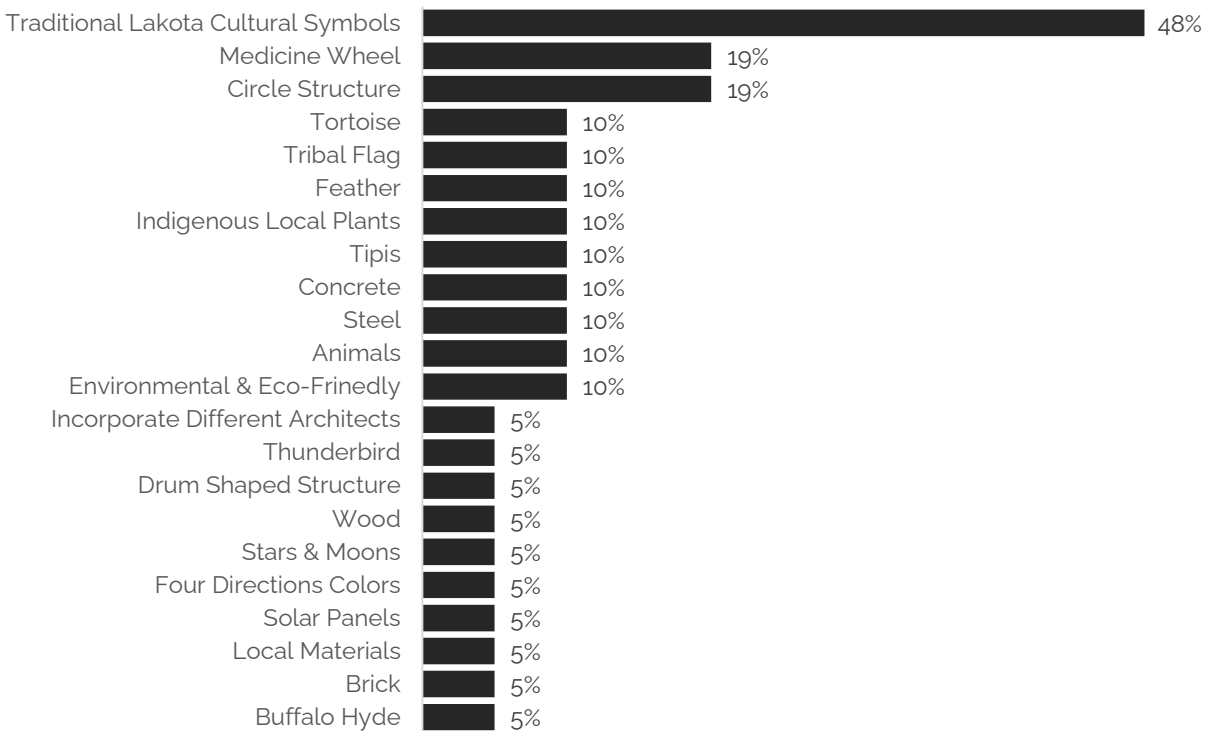


Responses highlight opportunities to share about Lakota culture and traditions while also giving visitors all the amenities and options needed for enjoyable vacations or trips including food options, hotels and lodging, camping opportunities, and shopping options.

Ensuring cultural representation and significance was a clear desire for participants, and they were further asked to identify materials, shapes, and symbols that should be included as part of the park. Traditional Lakota cultural symbols were mentioned by 48% of the participants. Others were more specific about what types of symbols and shapes they'd like to see – medicine wheel (19%), circular structure (19%), tortoise (10%), tribal flag (10%), and feather (10%) to name a few.

MATERIALS, SYMBOLS, AND SHAPES

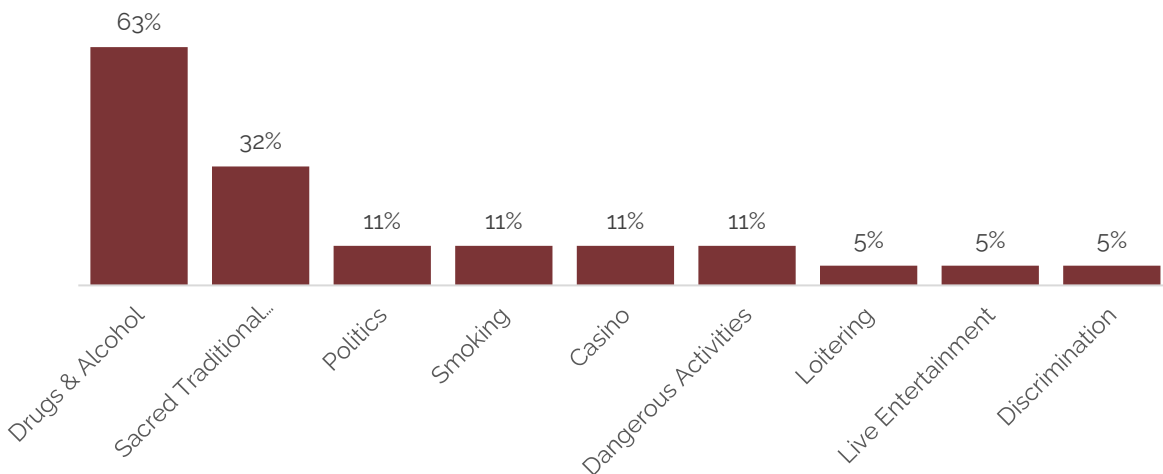
MATERIALS, SYMBOLS, AND SHAPES TO INCLUDE



THE DON'T'S

While community members want their culture and traditions to be present and visible in the Opportunity Park, 32% also mentioned sacred traditional ceremonies should not be allowed at the park. Drugs and alcohol were also mentioned by 63% of participants as things that should not be allowed.

WHAT SHOULD NOT BE ALLOWED



PARTICIPATION

The most common way participants foresee themselves participating in the Opportunity Park was through working there as employees, tour guides, security, etc. which 65% mentioned. Advertising and recommending the park was reported by 29% and 12% said they would attend activities and events at the space overall showing community support and interest in the Opportunity Park.

IT'S ALL IN THE NAME

Lastly, participants were asked what they thought the official name of the park should be. Many unique responses emerged of which all can be viewed below.

OPPORTUNITY PARK NAME SUGGESTIONS	
Oaye Park/Oyate Park	2
Oglala Lakota Nation Park	2
Lakota Way	2
The Lakotaplex	1
"A place people gather to share skills and talents" in Lakota	1
Land of Crazy Horse	1
Courtney's Dream	1
Crazy Horse Park	1
Oglala Cultural Square	1
7 Flames Park	1
Mitakuye Oyasin	1
Oglala Lakota Cultural Center	1
Crazy Horse Event Center	1
Pte Oyate Kin	1
Lakota Life Park	1
Hehaka Gleska Tipi	1

Overall, participants reported opportunities for visitors and tourists to enjoy the Oglala Nation including entertainment, food options, hotels and lodging, and recreational options while also emphasizing opportunities for community members including space to sell food and arts and crafts, opportunities for learning, and internships and workforce development. Participants had positive feedback around the Opportunity Park and see how it could bring employment and economic development to the Oglala Nation.

MORE OPPORTUNITIES TO CONSIDER

Below are more ideas that should be planned in the short-, mid- and long-term throughout consecutive phases of the Opportunity Park. Some of the sections provide cases studies or further explanation. Several of the below items are large scale endeavors (e.g., motel) that would necessitate further market study components while others such as the coffee shop or food retail and food truck spaces have the information needed for development from this study or other recent studies.

VISITOR CENTER

Most Nations of the Ogeton Reservation do not have an official visitor center. For the last decade, the Chamber has operated a small, but informative and beautiful visitor center out of Kyle, SD that includes local stuffed animals, star knowledge, art, and regalia. The White River Visitor Center in Rockyford, SD is part of the Badlands National Park. A larger visitor center that includes art retail space, a small gift shop, snacks and drinks, a larger museum of Lakota displays, and tour related information and events is not available. **A visitor center could also be the hub for camping reservations and be the central hub for planned mini-visitor centers along the Crazy Horse Scenic Byway.**



A visitor center as the hub of the Opportunity Park and Crazy Horse Scenic Byway could centralize activities, programs, information, tourism efforts, and communication related to current events and cultural and historical education.

LODGING

The issue of lodging in the Oglala Lakota homelands has been an issue for decades. The Prairie Wind Casino, far to the western border is miles from most of the programs, services, and non-profits that host events that welcome consultants or guests.



The main hotel on the reservation is far from events and landmarks. Likewise, there has been a historic lack of lodging options. A vast array of lodging options should be planned for at Opportunity Park due to the dire need, but also the optimal location.

The Lakota Prairie Ranch Resort was a mainstay for lodging and socialization for guests and locals. It was shut down during COVID when the Tribe purchased the facility and converted it into a quarantine facility. A small hotel operates in Martin, SD and there are a few dorms that Thunder Valley CDC rents on Airbnb. Prior studies have demonstrated the need for more lodging. **Many guests lodge in Rapid City and this transit hampers the ability for multi-day excursions, especially for families.** Even during this study, consultants had to room in Rapid City (at least 72 miles away) due to lack of lodging amenities.

To appeal to a vast array of visitors it is recommended to develop a tent and RV campground and a motel, though a motel will likely require the purchase of more land or the use of trust land.

BUSINESS INCUBATOR SPACE

In 2020, Thunder Valley CDC funded the Wičhóthi Káğa: Business Start-Up and Development Center Feasibility Study. The study found that 52% of community members want services from a business incubator.⁴⁸ Furthermore, the study found that **with concerted efforts by Oglala Lakota communities there is more opportunity for percent business growth compared to the surrounding cities and towns of Rapid City, Chadron, Gordon, and Rushville.**⁴⁹ This time, more than any time in history, federal programs such as the US Department of Commerce, Economic Development Agency are funding more business incubator and workforce programs in larger quantity and with more investment.

AKWESASNE ARTISAN BUSINESS INCUBATOR PROGRAM:

“When asked what advice the tribe would give to others planning or implementing a tourism industry project, they said to begin by creating a solid, sustainable plan involving key community players and continued community engagement. Know your goals, what is realistic and achievable, and what story do you want to share with visitors about your culture and history?”⁵⁰

The Saint Regis Mohawk Tribe in 2016 received an Administration for Native Americans’ Sustainable Employment and Economic Development Strategies (SEEDS) grant for its *Creating Akwesasne Tourism Businesses and Jobs* project. “Cultural tourism not only creates and grows new businesses and jobs, it can also help to strengthen and preserve local traditions, customs, language, and culture. Through sharing of their culture, traditional artisans and tradesmen would be able to create a sustainable living doing something they are passionate about.”⁵¹ One of the goals of the programs was to develop and manage a business incubator to support cultural tourism endeavors. Methods that were utilized for tourism business development were including an incubator workspace, hosting educational opportunities like entrepreneur training, assisting with business development, networking, and partnership building.⁵² Participants can enroll in classes which includes topics such as creating a marketing plan and developing a business plan, and can also participate in mentoring classes.⁵³

When discussing Opportunity Park with Rilda Means of The Heritage Center at Red Cloud Indian School she exclaimed: **“I hope this happens! We need this bad! Quote me [hahaha].”** When the potential of there being artists incubation and retail space she continued, **“That would be so cool!”** Similar to the Akwesasnee, but with a state-of-the-art (pun intended) facility, the Lower Sioux of Morton, MN provide an excellent case study to borrow from.

LOWER SIOUX INTERGENERATIONAL CULTURAL INCUBATOR (LSICI)

KEY TAKEAWAYS:

In 2018, the Lower Sioux Indian Community of Morton, Minnesota prioritized a feasibility study to investigate whether a community incubator would be viable and determine what programming and spaces would be desirable. Through community feedback, it was recommended that the Lower

⁴⁸ Sweet Grass Consulting, LLC. (2020). Wičhóthi Káğa: Business Start-Up and Development Center. Thunder Valley CDC. Porcupine, SD. pg. 58.

⁴⁹ Ibid., 63-65.

⁵⁰ Administration for Native Americans. (2017). The Saint Regis Mohawk Tribe is Creating "One Akwesasne" Across Jurisdictions through Cultural Tourism. Administration for Native Americans 11/2/17. Accessed 5/5/22 from: [LINK](#)

⁵¹ Ibid.

⁵² Penny Peters. (2019). Akwesasne Mohawk Tourism. Strategic Planning for Cultural Tourism. Accessed 5/5/22 from: [LINK](#)

⁵³ American Indian Alaska Tourism Association. Cultural Heritage Tourism: A Planner for Indigenous Tourism Professionals. Albuquerque, NM. pg. 8.

Sioux Intergenerational Cultural Incubator (LSICI) should include individual artist studios and shared spaces for intergenerational transfer of knowledge and art collaboration. **More specifically, the study found that the incubator should include: a commercial teaching kitchen; a public gallery, retail space, and online selling platform where Lower Sioux artists can market their art; entrepreneurial training programs; a computer lab, media room, library, and radio station; a fitness room and a community meeting and events space.** Through external interviews, five best practices for arts programing and arts incubators were determined.



Providing retail indoor and outdoor space for local artists, while working with other organizations such as Red Cloud Indian School, Oglala Lakota Art Space, First Peoples Fund, and Thunder Valley CDC would provide marketing and other much needed resources for Lakota artists.

In summary, these practices were to: “utilize supportive partners; be creative with the structure of the incubator; develop clear and measurable graduation policies; ensure revenue generation; and develop and implement long-term evaluation processes. In the eyes of the community, the overarching goal and hope of the LSICI is: ‘The ultimate impact of the new community center incubator will be an inclusive, strong & happier community that comes together to practice cultural, healthy, educational ways of decreasing barriers such as suicide, obesity, lack of space, etc.’”.⁵⁴ The LSICI is now complete. **Through council support, community support, and assistance from outside partners such as the EDA and the Shakopee Mdewakanton Sioux Community the people of Morton, Minnesota have a building to enhance their entrepreneurial spirit and cultivate new opportunities in ways that are uniquely Dakota.**



CHALLENGES:

According to market research “[t]here is a strong market locally, regionally, and globally for Lower Sioux art, but it has yet to be taken advantage of by the Lower Sioux Indian Community (LSIC).”⁵⁵ Although the LSIC supports artists there are currently many barriers to overcome such as artists being ill equipped to begin an arts business, the need for space, the need for entrepreneurial training, and “[. . .] the lack of a sufficient audience to support future development.”⁵⁶ There is also a high demand for technologies that aid in the creation of art, such as for videographers, photographers, graphic designers, and related art mediums.⁵⁷ During planning phases, LSICI “[c]ommunity members voiced concern about the design, day-to-day management, maintenance,

⁵⁴ Sweet Grass Consulting, LLC. (2018). EDA Lower Sioux Intergenerational Cultural Incubator Feasibility Study Report. Loveland, CO. pgs. 5-6.

⁵⁵ Ibid., 3.

⁵⁶ Ibid.

⁵⁷ Ibid.

and funding of the community center.” (pg. 3-4) Although not directly related to the “cultural incubator”, it was expressed by the community the need for educational ways of decreasing barriers such as obesity and suicide.

OPPORTUNITIES:

By giving community members that ability to voice their concerns, council, community members, planners, and developers were able to seriously consider concerns and multiple perspectives. Including artists in the design process allowed community members to be to be engaged and creative while incorporating Lower Sioux’ cultural identity. The LSICI is an opportunity to support artists entrepreneurial development and training, and there is strong interest from artists in gaining further education on what an arts business could potentially look like in their community. Utilizing the internet to develop an online presence, Lower Sioux artists will have a larger market and sufficient audience to support future arts business development.⁵⁸ Although not specifically related to the mainstream notion of an incubator space, the LSICI will promote educational spaces, spaces for health and well-being, physical fitness, and healthy eating, and can be an area of focus for future activity and event planning. The LSICI can be utilized as a public space for tourists which can then be marketed to surrounding areas as a cultural tourism opportunity, which in turn will boost the economy. The LSICI is also currently “learn[ing] from external resources by finding supportive partners [. . .] developing clear and measurable graduation policies, creating opportunities to generate revenue for the LSICI, and developing and implementing long-term evaluation processes,” to document their processes, make ongoing data driven decisions, and create a thriving community.⁵⁹

COFFEE SHOP

Though a coffee shop was not considered during the original concept, it should be highly considered in Phase 1. This is due to the Lakota tradition of drinking wakalyapi, the increased demand for coffee shops in the area, the ease of using a coffee shop for workforce development (e.g., partnering with Oglala Lakota College (OLC) for internships), and the huge success of Kelsie Kay’s Depot in Eagle Butte, Cheyenne River Reservation, just north of Pine Ridge.



Due to Lakota tradition, local and visitor demand, workforce development potential, and successful case studies, **a coffee shop should be planned for in Phase 1.**

KELSIE KAY'S COFFEE DEPOT

KEY TAKEAWAYS:

“Along with Ubetcha Wateca in Four Bands Community Fund’s business incubator, Kelsie Kay’s Coffee Depot (The Depot) has been a huge success. Their first day of opening in 2019 was meant to be dedicated to training baristas on how to create the different drinks and plates. By lunchtime, there was a line wrapped around the building and they have been busy ever since. The café owner rents the space from the incubator which includes a drive thru window. Located less than a mile from The Depot, Cheyenne River Youth Project (CRYP) has operated the Keya Café for approximately seven years as part of their Social Enterprise initiative. Their coffee shop offers seasonal baked goods often made from their garden produce tended by their Food Sovereignty

⁵⁸ Ibid.

⁵⁹ Ibid., 4.

initiative interns. The majority of the café employees are interns from the Social Enterprise program learning to run their own business and manage finances. Although the opening of Kelsie Kay's Coffee Depot has created some competition, it also provides a "next step" for interns from CRYP's Keya Café."⁶⁰ In the last year, Kelsie Kay graduated from the incubator space and with a loan from Four Bands, purchased Main Street property and opened up her own coffee shop. The former space is now incubating a new business.

OPPORTUNITIES:

Utilizing interns from local educational institutions creates a symbiotic relationship where the interns gain educational and professional experience, and the business gains meaningful employment and resources. These types of mentor relationships honor past ways of learning, embeds interns in the present, and prepares our communities for the future. Additionally, while restaurants and coffee shops are not generally tourist driven, there will be seasonal, event, and ceremony-based fluctuations of visitors that will increase sales.

WORKFORCE DEVELOPMENT, CAREER DEVELOPMENT, AND INTERNSHIPS

With business incubation, tourism development, customer services opportunities, and hospitality (e.g., restaurant and coffee shop) the Opportunity Park will be a prime location for workforce and life skill development for Lakota youth and young adults. Partnering with OLC for workforce and internship opportunities, along with other organizations such as the Lakota Tech High School (just miles from the proposed Opportunity Park), and other degree programs throughout Turtle Island (SIPI Culinary Arts Program) will create new opportunities such as Lakota culinary offerings at the proposed restaurant and coffee shop.

SIPI CULINARY ARTS PROGRAMS

KEY TAKEAWAYS:

The Southwestern Indian Polytechnic Institute (SIPI) in Albuquerque, NM is a National Indian Community College and Land Grant Institution. SIPI offers both a Culinary Arts Associate of Applied Science (AAS) Degree and a Culinary Arts Certificate. According to SIPI's Vision statement: "The Culinary Arts program will work towards becoming the premiere Native American culinary arts training program within the federal Government."⁶¹ SIPI's mission of the Culinary Arts Associate of Applied Science Degree Program is to "promote student success by providing a culinary education with a management component with emphases on culinary fundamentals that will build culinary skill, knowledge, self-confidence, and pride. [Their] graduates will gain the experience and knowledge that will lead to professional culinary careers."⁶² A Culinary Arts Associate of Applied Science Degree from SIPI covers commercial food preparation, baking, and food service management and can lead to higher education. Some of the many skills acquired through the degree are a broad range of management, business, and technical skills applicable to the food service industry, fundamental baking and pastry skills, food service management, basic supervisory practices, customer relations, and nutrition. The Culinary Arts Certificate program focuses on skills that will grant the graduate immediate employment in commercial food preparation and will lead to entry level culinary careers. **SIPI's Certificate Program provides emphases on culinary fundamentals**

⁶⁰ Sweet Grass Consulting, LLC. (2020). Wičhóthi Káğa: Business Start-Up and Development Center. Thunder Valley CDC. Porcupine, SD. pg. 27.

⁶¹ Southwestern Indian Polytechnic Institute. (N.d.). Culinary Arts Degree Requirements. Southwestern Indian Polytechnic Institute. Accessed 4/12/22 from: [LINK](#)

⁶² Ibid.

that will build basic gastronomic skill, knowledge, safe sanitation practices, sustainable food service practices, self-confidence, and pride.⁶³

OPPORTUNITIES:

The Culinary Arts Certificate Program and Culinary Arts Associate of Applied Science Degree at Southwestern Indian Polytechnic Institute provides their students with not only the culinary skills, knowledge, and fundamentals they need to succeed working in the culinary field, but also the confidence that is necessary working in the field. SIPI also offers distance education classes through online instruction. “Online courses, and those using Zoom, maintain the same educational standards as those of a traditional classroom setting. The difference is in the flexibility, convenience, and accessibility for those learners who want to take classes but may be unable to do so by coming to SIPI’s campus.”⁶⁴ The flexibility and accessibility of these programs, creates greater inclusion for students in various economic and living situations and geographic proximity.

CULTURAL TOURISM AND HOSPITALITY

Along with the specific culinary arts opportunity mentioned above, there is an opportune partnership with AIANTA that was referenced by the PRACC multiple times during this study.

CERTIFICATE IN CULTURAL TOURISM AND TRIBAL ENTERPRISES & PROFESSIONAL CERTIFICATE PROGRAM IN CULTURAL HERITAGE TOURISM

KEY TAKEAWAYS:

The American Indian Alaska Native Tourism Association (AIANTA) In partnership with San Diego State University (SDSU) and the L. Robert Payne School of Hospitality and Tourism Management, is offering an online Certificate in Cultural Tourism and Tribal Enterprises (CTTE) which will be offered annually. The CTTE Program consists of two levels, both of which includes 8 weeks of instruction through SDSU Global Campus and are eligible for 3 units of college credit for each level. The CTTE “brings together academic and industry experts who will provide tools to help Native tourism planners develop tribally-specific tourism strategies that sustain a balance between Native cultural environments, economic development, tourism promotion and recreational use. Students will learn global best practices in the effective organization of Native cultural sites, recreation and tourism programs and leisure-related tribal businesses, including tribal gaming, Native hospitality operations and sacred sites.”⁶⁵ The CTTE includes guest lectures, case studies, directed readings and other learning modules to promote the application of course content into tribal tourism development in real time. The CTTE also teaches students tools for sustainable development and cultural preservation, social/ cultural sustainability, social justice, and equity. AIANTA’s second Certificate program is in partnership with The George Washington University International Institute of Tourism Studies for a Professional Certificate Program in Cultural Heritage Tourism (PCPCHT). This online course consists of six modules over the course of six weeks. This program “brings together industry experts who help students explore the importance of including authentic Native American cultural experiences in their tourism planning.”⁶⁶ Each week typically features a course lecture, a guest lecture and selected readings and the program is designed to “Develop an understanding of trends in cultural heritage and Native tourism; Learn best approaches for managing tourism at the community level; Conduct a comprehensive tourism assessment and evaluate the potential of cultural heritage tourism for your community; Introduce cultural heritage

⁶³ Ibid.

⁶⁴ Ibid.

⁶⁵ American Indian Alaska Native Tourism Association. (N.d.). SDSU Certificate in Cultural Tourism & Tribal Enterprises. American Indian Alaska Native Tourism Association. Accessed 4/12/22 from: [LINK](#)

⁶⁶ Ibid.

tourism to your community and to plan for its adoption and growth.”⁶⁷ Different from the CTTE, the PCPCHT is a non-credit, non-degree program. After successful completion, the student will receive a certificate of completion from the George Washington University School of Business.

OPPORTUNITIES:

Both the CTTE and PCPCHT provide individuals an educational opportunity to obtain professional development and career advancement while bolstering sustainable tourism efforts in their communities. With the courses being online, they were designed to meet the needs of busy people and be flexible. From 2007 to 2012 and across all sectors, “AIANTA reported historic growth among American Indian, Alaska Native, and Native Hawaiian (AIANNH)-owned businesses [. . .] such businesses grew at a 22% rate to more than 353,000 and have continued to grow.”⁶⁸ **Both certificate programs assist Native communities and businesses obtain economic development, growth, and Native sovereignty.**

SERVICES & PROGRAMS

There is a prime opportunity for the Opportunity Park to become a hub for community-driven events, programs, and services. As mentioned, there are many non-profits on the Reservation who provide services to locals such as business development and start-up (e.g., Thunder Valley CDC), arts support (e.g., Red Cloud Heritage Center), financial capacity and readiness (e.g., Lakota Funds), homeownership, workforce development, customer service, and tourism engagement trainings (e.g., Pine Ridge Area Chamber of Commerce), and agriculture development (e.g., Makoce Agriculture Development (Makoce)). The Opportunity Park is at a great location and will have many of the spaces and technology needed to host these trainings.



AGRITOURISM

Agritourism, which is “any activity carried out on a farm or ranch, in a forest, or on an agribusiness operation that allows members of the general public to view or participate in agricultural activities for recreational, entertainment, or educational purposes” is a growing industry.⁶⁹ From 2007 to 2012, the value of agritourism grew to \$704 million—an increase of 24% nationwide.

SD Tourism has prioritized the development of agritourism for the state. To this end, the Agritourism Working Group brings together agriculture and tourism stakeholders throughout South Dakota to share best practices and provide guidance for diversifying a business with tourism offerings. Recommendations from SD Tourism for potential agritourism include:

- Outdoor Recreation: Fishing, hunting, horseback riding
- Education Experiences: cooking classes, guided tours
- Entertainment: Harvest festivals, fairs
- Hospitality Services: Farm stays, local foods
- On-Farm Direct Sales: U-pick operations, roadside stands.⁷⁰

Other potential agritourism assets identified by SDNTA members include emerging hemp farms and Native American botanicals used for spiritual and health purposes. With over 330 known plants in

⁶⁷ Ibid.

⁶⁸ Grenda, T. (2021). New Cultural Heritage Tourism Certificate Announced. SDSU News Center. 9/17/21. Accessed 4/12/22 from: [LINK](#)

⁶⁹ South Dakota Department of Tourism. (2019). Agritourism Info Sheet. Accessed 4/12/22 from: [LINK](#); International Institute of Tourism Studies. (2020) Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 29.

⁷⁰ International Institute of Tourism Studies. (2020). Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 29.

South Dakota used by the Lakota/Dakota people, from sage and sweet grass to berries, nettles, and elms, there is a wealth of knowledge and cultural teachings that many people—Native American and others—would appreciate learning and experiencing. Some ideas shared by SDNTA members are to create and develop existing Native American ethnobotany experiences in nature and outdoor recreation attractions such as hiking and camping. Creating a garden of plants used for spiritual and health purposes and teaching tourists how they are traditionally used or can be used today may be a one-of-a-kind experience.



Tanka Fund, a non-profit from Kyle, South Dakota with a mission of “Returning Buffalo to Native Lands, Lives, and Economies” is nearing the completion of a buffalo market feasibility study for the Oglala Lakota Oyate.⁷¹ Findings suggest there is demand and economic need

for agritourism for buffalo caretakers to showcase their herds and diverse grassland restoration because of buffalo reintroduction. Makoce partners with Tanka Fund and is also looking into regional agritourism development opportunities. In 2020, AIANTA developed “a handbook for Native Nations interested in agritourism efforts. The *Tribal Agritourism Training Manual: Case Studies in Tribal Agritourism* highlights accomplished efforts by the Choctaw Nation, Yocha Dehe Nation, Huna Tlingit, Santa Ana Pueblo, Oneida Nation, and the Iroquois.⁷²

FOOD RETAIL AND FOOD TRUCK SPACES

Combining the ideas of agritourism and business incubation involves the idea of farmers market space and spaces for food trucks. Community members and leaders alike mentioned the idea of ensuring food operators follow proper OST laws and guidelines. Food trucks have been a mainstay at powwows for decades, and in the last five years the presence of food trucks and coffee trucks have emerged with less and less occurrences of “car trunk” sales. **Having a consistent location for food trucks and locally raised produce helps overall brand promotion and reliability of the Opportunity Park while enhancing the local economy, workforce, and internship opportunities, and increasing tourism related amenities with relatively low hassle.**



Consistent spaces for fresh and prepared foods can provide economic opportunities while enhancing a variety of guest amenities. The numerous food sovereignty and social enterprise movements in the area can complement food related efforts at the Opportunity Park and vice versa.

Food trucks are in demand. A recent, one-day community event in Lower Brule, in which Opportunity Park and Crazy Horse Scenic Byway was discussed among many other tourism related topics, was catered by a food truck that operates in Rapid City, approximately 210 miles away.

Likewise, and as previously mentioned, spaces for Oyate Teca’s mobile market will provide healthy food options that were grown and processed by Lakota youth and families.

OGLALA LAKOTA BRANDING & SIGNAGE

The feeling of arrival to a place should illustrate the uniqueness of the people, place and history of the community. Unfortunately, for many towns on reservations, there is little in the way of signage

⁷¹ Tanka Fund. (2019). Tanka Fund. Accessed 8/5/22 from: [LINK](#)

⁷² AIANTA. (2020). Tribal Agritourism Training Manual: Case Studies in Tribal Agritourism. Accessed 8/7/22 from: [LINK](#)

or other indicators signaling to visitors that they have arrived at a destination. Members of the SDNTA identified the importance of creating a more “welcoming feel” for primary communities on reservations to set the tone for the interesting and unique experiences available there. Projects to enhance the welcoming feel of main towns and priority attractions on reservations will both improve visitor experience satisfaction and support community pride on reservations.⁷³

In 2019, South Dakota received 14.5 million visitors. The flow of visitors from the major tourism hubs to Tribal Nations was/is very limited. Additionally, there is limited information available online regarding what travelers can expect and things to do in Tribal Nations. To overcome these challenges and draw visitors to the area, Tribal Nations need to develop this region as a destination for Native American tourism in the U.S. By considering the region’s branding at this early stage, the Tribal Nations can intentionally design and build positive visitor perceptions of the destination. The branding of a destination should go beyond listing the activities and sites that are available—it should create and convey a sense of place. **The development of the region’s brand should be intentionally designed to attract high-value and diversified market segments; targeting those with specific interests that are aligned with the destination’s offerings. As the brand is developed, the region should take steps to distinguish itself and raise awareness of visitors through targeted and intentional promotion. Strategic partnerships between Native American and non-Native American communities and organizations should also be formed to foster relationships with and understanding of Native American communities in gateway communities, and to enlist support for Native American tourism promotion.**⁷⁴



Continue with **joint tour efforts** that PRACC has developed with Rapid City based tour operators. Properly market tour packages with established tour providers in the region.

Lakota language and history should be used in interpretive signage and displays throughout Opportunity Park—in buildings, parking lots, and throughout the boardwalk, amphitheater, other future phase developments—and the Crazy Horse Scenic Byway. **Interpretive signage around the future boardwalk should provide insights into each of the 9 districts to encourage learning opportunities and peak curiosities to visit other local communities. A council of elders should be consulted for the words, historical and modern references, and appropriate spellings of interpretive signage.**

⁷³ International Institute of Tourism Studies. (2020). Native American Tourism Development & Management Plan: South Dakota 2020-2025. The George Washington University, Washington D.C. pg. 124.

⁷⁴ Ibid., 78.



Lakota language and history should be used in interpretive signage and displays throughout Opportunity Park—in buildings, parking lots, and throughout the boardwalk, amphitheater, other future phase developments—and the Crazy Horse Scenic Byway.

TOURISM EXAMPLES

When creating a tourism destination, programming is key. Examples of effective programming include developing physical passports for a self-guided tour program, changing exhibits, hosting arts and crafts activities, developing mini-visitor centers throughout other districts, and small- and large-scale events.⁷⁵ Likewise, ensuring the Opportunity Park acts as the heart of tourism, providing tourism opportunities to flow through the Crazy Horse Scenic Byway, taking visitors to all areas of Oglala Lakota Country.

The Oglala Lakota Living History Village in Pine Ridge was named one of the “Ten Native American Tourism Experiences for 2022” by the American Indian Alaska Native Tourism Association (AIANTA).⁷⁶ It could be advantageous to utilize this title for marketing and exposure purposes. An itinerary and/or package deal could be created that includes The Oglala Lakota Living History Village and Opportunity Park, highlighting both assets in the community. The Akwesasne’s Travel Cultural Tours also made AIANTA’s “Ten List”. There are “three in-person tours showcasing key elements of Haudenosaunee (Iroquois) culture.”⁷⁷ Including The Oglala Lakota Living History Village and Opportunity Park in one tour along with an activity of some sort could be a full day.

In Oakland, Chef Crystal Wahpepah and her newly opened Wahpepah’s Kitchen “has a seasonal menu that features a variety of specialties honoring Indigenous knowledge such as blue corn waffles, wild native mushroom pumpkin seed mole and acorn cookies.”⁷⁸ In Minneapolis, chef Sean Sherman (who is Oglala Lakota) recently opened Owamni Restaurant, which “highlights pre-Colonial food with ingredients sourced from local producers. Owamni’s fixed-prices menus change regularly but have included such items as bison tripe and tail tostada, and seaweed sorbet with squid ink.”⁷⁹



Including an eatery in the Opportunity Park creates opportunities for visitors to stay longer and spend more money, supports local producers (e.g., buffalo caretakers, poultry producers, and high tunnel growers) and showcases traditional recipes and ingredients.

⁷⁵ Owens, T. (2019). Cherokee Nation Cultural Tourism: Strategic Development. Accessed 5/5/22 from: [LINK](#)

⁷⁶ American Indian Alaska Native Tourism Association. (2022) Ten Native American Tourism Experiences for 2022. American Indian Alaska Native Tourism Association. Accessed 5/13/22 from: [LINK](#)

⁷⁷ Ibid.

⁷⁸ Ibid.

⁷⁹ Ibid.

Along with living history and foodways, self-guided tours have been effective for some communities as well. TravelStorys App, Wind River Reservation is a self-guided mobile audio driving tour that explores the home of the Eastern Shoshone Tribe. The tour includes an introduction to the historical and cultural lands of the Eastern Shoshone people.⁸⁰ Visitors can also stop by visitors' council to pick up another self-guided driving tour map. "This map offers a full day (70-mile) or half-day (30-mile) trip that highlights key sites such as the gravesite of Sacajawea, the revered Shoshone guide who guided the Lewis and Clark Expedition."⁸¹

Below are two brief case studies. The first highlights the Grand Canyon Skywalk, which, though cannot be authentically replicated, demonstrates how a tourism economy was created by the Hualapai Nation. The second is the National Park's Junior Ranger program that encourages participation in multiple areas of a region which in turn encourages more time and money spent, greater regional economic equity, and more education and engagement.

GRAND CANYON SKYWALK AND GRAND CANYON WEST

KEY TAKEAWAYS:

The Grand Canyon Skywalk is a 10-foot wide, horseshoe-shaped glass bridge which extends 70 feet out over the rim of Grand Canyon West. It was built in 2003 and was funded by the Hualapai Nation in partnership with Chinese American businessman David Jin. It is located on Hualapai lands in Grand Canyon West, a development and economic venture by the Hualapai to help address the high poverty and unemployment rate on the reservation.⁸²



Grand Canyon West includes an array of other activities including a Native American village at Eagle Point showcasing local and regional tribal heritage and tradition, a restaurant offering American cuisine featuring panoramic views through floor-to-ceiling windows, a helicopter flight and pontoon ride, river rafting, ziplining, and lodging including cabins and an RV park. There are several different entrance packages from which to choose and a variety of options to add to a basic package. People of all ages can enjoy Grand Canyon West and it is wheelchair accessible, although only children of walking age are allowed on the skywalk.

CHALLENGES:

While constructing the Skywalk and Grand Canyon West, there was a myriad of infrastructure issues including accessibility and sustainability. These included having no sewer, trash, telephone or electrical service and water used at Grand Canyon West must be trucked or piped in.⁸³ The

⁸⁰ Ibid.

⁸¹ Ibid.

⁸² Cart, J. (2007). Tribe's Canyon Skywalk Opens One Deep Divide. Los Angeles Times. 2/11/07. Accessed 4/12/22 from: [LINK](#)

⁸³ Ibid.

accessibility issues around Grand Canyon West arise from the fact that it is around a two-and-a-half-hour drive from Las Vegas and a four-and-a-half-hour-drive from Phoenix, the two largest cities nearby, and the other ways of getting there are by bus, plane, or helicopter. Additional issues include that some members of the Hualapai Nation see it as disturbing sacred ground and there is concern of future over-development of the area.⁸⁴

OPPORTUNITIES:

The creation and marketing of excursions such as the helicopter and pontoon rides that require a guide, assists in job creation, boosts economic growth, and facilitates healthy interactions and educational experiences between Hualapai individuals and tourists. **Although the areas limited ranching, timber harvest, and guided hunts provide some income, the tourist industry offers the best opportunity for employment of Hualapai Nation members.**⁸⁵ The exclusion of all personal belongings including portable photo devices on the Skywalk creates an immersive atmosphere, increases the opportunity for selling memorabilia, and further assists in job creation through the utilization of professional photographers. **The visitor center and Native American Village provides an educational opportunity that showcases local and regional tribal heritage and tradition.** To assist in solving the accessibility issues and overcrowding of vehicles in the park, it is required to park in a designated parking lot as private vehicles are not allowed, and instead take a shuttle service around Grand Canyon West, further assisting in job creation.

NATIONAL PARK SERVICE JUNIOR RANGER PROGRAM

KEY TAKEAWAYS:

The Junior Ranger program is a free activity-based program that encourages children to learn about, explore, and protect the National Parks and the environment while having fun. There are over 200 Junior Ranger Programs in the National Park Service and allows children the opportunity to join the National Park Service "family" as Junior Rangers. People of all ages may participate, but generally Junior Rangers are between the ages of 5-13. Although each park is different, typically interested parties pick up a Junior Ranger booklet at the park's visitor center. Participating youth must complete activities such as interview Rangers, complete games, answer questions about the park and the National Park Service, and many others.⁸⁶ If the youth completes (or at least attempts) the age relevant sections in their booklet, they are sworn in as Junior Rangers and take an oath of their own to: "protect parks, continue to learn about parks, and share their own ranger story with friends and family."⁸⁷ They also receive a special certificate and official Junior Ranger badge. Children are encouraged to complete the booklet on their own while visiting the park, although parents may provide assistance if needed, and help is available from any park employee.⁸⁸

OPPORTUNITIES:

The Junior Ranger Program is an educational opportunity for children to learn about the importance, appreciation, and responsibility of environmental sustainability and protection. Each booklet offers a myriad of various types of activities, so there is a better chance of containing something that everyone will enjoy. In addition to being an educational opportunity, Junior Rangers can gain other various important social skills by having educational exchanges with Park Rangers, friends, and family. **The encouragement for the Junior Ranger to "share their own ranger story with**

⁸⁴ Ibid.

⁸⁵ National Park Service. (2019). The Hualapai Tribe and Skywalk. Grand Canyon National Park Arizona. 8/8/19. Accessed 4/12/22 from: [LINK](#)

⁸⁶ National Park Foundation. (N.d.). Junior Ranger: Inspiring the Next Generation of Park Stewards. National Park Foundation. Accessed 4/12/22 from: [LINK](#)

⁸⁷ National Park Service. (2021). Become a Junior Ranger. Kids in Parks. 12/16/21. Accessed 4/12/22 from: [LINK](#)

⁸⁸ National Park Service. (2015). Junior Ranger. Abraham Lincoln Birthplace. 4/14/15. Accessed 4/12/22 from: [LINK](#)

friends and family” widens the audience of the program and impacts multiple individuals, not just the Junior Ranger participant.⁸⁹ Some activities are physical based, so the youth may have to “go on a hike” which assists and promotes physical health and well-being. Additionally, there are mental based games and activities, which will assist in the child’s mental growth and well-being.

The OST CFP has already discussed a stamp program, similar to the ranger program highlighted above. Children and young adults will be able to receive a booklet and will then be able to receive stamps once the visit and complete activities or learn from each of the 9 districts. **Learning components may include leaders from the area, historical events, a listing and/or a map of each of the 56 traditionally defined communities throughout the Oglala Lakota homelands, and more.** The stamp program will not only increase the knowledge Lakota youth and activities (e.g., school field trips) have of our communities, but will also encourage travel to other districts by local community members and visitors

THE ECONOMIC IMPACT OF TOURISM

A 2017 study conducted by the American Indian Alaska Native Tourism Association highlighted impressive statistics regarding the impact of tourism through Native-owned firms. This data is highlighted below:

- AIANNH-owned firms in the tourism sector directly provided 117,852 jobs for workers across the United States.⁹⁰
- In 2017, AIANNH-owned tourism firms’ annual sales contributed close to \$14.0 billion to the U.S. economy.⁹¹
- Compared to all AIANNH-owned firms, AIANNH-owned tourism firms were at an advantage since the average number of employees for firms with paid employees was larger and the average sales across all firms were also greater.⁹²
- In 2017, the AIANNH-owned firms within the tourism sector made a total of \$13.96 billion dollars of annual sales. These \$13.96 billion dollars accounted for 0.2 percent of the total annual sales in the overall tourism sector of \$7.25 trillion. Of the \$13.96 billion dollars made, the retail trade industry had the largest share of total annual sales at \$7.79 billion dollars (56%). Still, these \$7.79 billion dollars only accounted for about 0.2 percent of all annual sales made in the retail industry.⁹³
- The AIANNH-owned firms made the second largest share of total annual sales in the transportation and warehousing industry (\$2.73 billion, or 20 percent of all annual sales made in the tourism sector by AIANNH-owned firms). It represents 0.3 percent of all total annual sales made within that industry nationally.⁹⁴
- Overall, the employees in AIANNH-owned firms earned slightly less wage than employees in all firms in the tourism sector. Employees who worked in AIANNH-owned firms in the tourism sector earned \$26,097 on average, whereas employees who worked for all firms in U.S. earned \$27,569. The wage difference between the two types of employees was smallest in the retail trade industry ($\pm$ \$508) and was largest in the arts, entertainment, and

⁸⁹ National Park Foundation. (N.d.). Junior Ranger: Inspiring the Next Generation of Park Stewards. National Park Foundation. Accessed 4/12/22 from: LINK

⁹⁰ SMS. (2021). Economic Impact of Indigenous Tourism Businesses Report: American Indian Alaska Native Tourism Association. Honolulu, HI. pg. 1.

⁹¹ Ibid.

⁹² Ibid., 2.

⁹³ Ibid., 8.

⁹⁴ Ibid.

recreation industry ($\pm$ \$29,645). Among the four tourism-intensive industries, the employees who worked in AIANNH-owned firms earned as much as \$64,266 in the arts, entertainment, and recreation industry. That was approximately 1.9 times higher than the national average (\$34,621).⁹⁵

ADVICE FROM THE AMERICAN INDIAN ALASKA NATIVE TOURISM ASSOCIATION

The American Indian Alaska Native Tourism Association provides many suggestions in their cultural tourism guide that are especially helpful to consider for the Opportunity Park. These suggestions are listed below:

- Consider your key historic time periods when developing tourism in your community. Or develop tourism programs based on cultural themes. Examining these distinctive themes can help you tell your community's unique story. Also recognize you're now in the business of crafting "great story" moments. Make sure your offerings are story worthy to ensure visitors will be excited about sharing their experiences with friends and family.⁹⁶
- Take stock of what cultural and heritage attractions you already have when planning. Utilize all your local resources. An elder can serve as a lead in developing tourism programming for example or students can be included and utilized when developing family-oriented activities.⁹⁷
- Determine ways to "mitigate the possibility of an unfortunate cultural misfire."⁹⁸ First train your workers and personnel that interact with customers on how to best respond to certain scenarios; write a guide. Second, "create a list of Visitor Etiquette expectations that you make readily available everywhere, from your website and social media channels, to print flyers available around your visitor destinations, museums, casinos and anywhere else a visitor may tread."⁹⁹
- Providing a cultural ambassador available to guests (for a fee) can assist in mitigating visitor discomfort, or cultural misunderstandings. The cultural ambassador can guide visitors through a cultural experience (like a Pow-wow for example) and they can help authentically share native culture and provide comfort and answer questions for the visitor.¹⁰⁰
- "[P]roviding meal tickets to a local restaurant or food truck. A gift certificate to the local fair leads to one-of-a-kind souvenirs for visitors, while generating additional revenue for area artisans."¹⁰¹
- Human Resources & Training – provide training to support front line staff in customer service, heritage interpretations, certification in tourism and hospitality¹⁰²
- Cultural Content – Incorporate tribal elements into the guest experience (artwork, design, architecture, etc.); Provide opportunities for visitors to interact face to face with cultural representatives (i.e. artisans, craftspeople, storytellers, hosts, dancers); Host workshops, lectures, seminars and webinars by cultural experts; Create youth programming so the next generation can share their cultural knowledge with visitors; Offer traditional foods and/or food products; Create and promote in-person cultural events, festivals, sporting activities,

⁹⁵ Ibid., 12.

⁹⁶ American Indian Alaska Native Tourism Association. (N.d.). Cultural Heritage Tourism: A Planner for Indigenous Tourism Professionals. Albuquerque, NM. pg. 10.

⁹⁷ Ibid., 12.

⁹⁸ Ibid., 27.

⁹⁹ Ibid.

¹⁰⁰ Ibid., 44.

¹⁰¹ Ibid., 45.

¹⁰² Ibid., 46.

traditional games and other interactive activities that showcase culture; Showcase cultural spaces to share your culture with visitors; Feature written information regarding your culture, history and community (via presentations, website content and/or brochures); Recognize the tribal members (i.e. tribal elders, tribal educators and/or tribal leaders) who were involved in developing cultural protocols”¹⁰³

- Visitor Infrastructure –Develop directional signage for visitors to locations and events; Have adequate parking for visitors and access for motor coaches; Have handicap-accessible facilities that meet Americans with Disabilities Act (ADA) standards; Have restroom facilities available and accessible for use by visitors. ¹⁰⁴

¹⁰³ Ibid.

¹⁰⁴ Ibid.

PHASE 1 STAFFING, MANAGEMENT, AND OPERATION ESTIMATES

The sections below highlight the operating, construction, and start-up costs associated with **Phase 1 of the Opportunity Park** which originally included the Convenience Store/Gas Station/Truck Stop, but after this study, encompassed a coffee shop, and restaurant as well.

START-UP AND CONSTRUCTION

The initial costs to constructing and starting the primary businesses planned for the opportunity park (restaurant, convenience store, gas station, truck stop, and coffee shop) are substantial. Of course, as mentioned throughout this report there are many resources and partners to help support these costs. The data presented in this table are planning level estimates that will need updated for local specific costs. Start-up costs include the initial start-up fees aside from the physical building. For most of the businesses this includes initial equipment, supplies, and furniture. It also includes permits, licensing, insurance, and point of sale systems, as needed.

SUMMARY OF CONSTRUCTION AND START-UP COSTS		
Business	Construction Costs	Start-up Costs
Restaurant	\$2,700,000.00	\$500,000.00
C-Store/Gas Station/Truck Stop	\$1,065,000.00	\$60,000.00
Coffee Shop	\$875,000.00	\$250,000.00
TOTAL	\$4,640,000.00	\$810,000.00

In total, to construct and start-up all three core businesses OST will need approximately \$5.5 million. Start-up costs do not include any initial operating costs which are discussed below.

OPERATING

Operating costs for each of the businesses is detailed in the table below. Generally, operating costs for each business include the major categories of labor, food/supplies/inventory, utilities/rent/insurance, repairs/maintenance, and reinvestment. Some categories are unique to the type of business based on our research. Reinvestment costs can also be understood as the business' profit margin. Technically those "costs" could be paid out to owners, but we suggest here to consider that to be a reinvestment cost and should be saved for any unforeseen expenses or improvements. Every year the operating funds needed to support all three businesses would be approximately \$7.54 million.

SUMMARY OF OPERATING COSTS	
Business	Operating Costs
Restaurant	\$3,969,637.97
C-Store/Gas Station/Truck Stop	\$2,692,702.56
Coffee Shop	\$875,000.00
TOTAL	\$7,537,340.53

BY BUSINESS SUMMARIES

Each business has several tables detailing the cost elements required to support the business, especially in regular year-to-year operations. **In total these three businesses would employ approximately 73 people full-time and provide nearly \$1.94 million in wages every year.**

RESTAURANT¹⁰⁵

RESTAURANT SUMMARY OF FINANCIAL FACTORS						
Square Feet	# of Tables & Seats	Open Hours	# of Shifts	Construction Costs	Operating Costs	Start-up Costs
6,000	30 tables; 120 seats	24 hours	3 8-hr shifts	\$2,700,000.00	\$3,969,637.97	\$500,000.00

RESTAURANT LABOR COSTS			
Position	# of Workers	Hourly Wage	Annual Wage (total for all workers)
Manager	1	\$24.04	\$50,000.00
Assistant Manager	3	\$20.67	\$129,000.00
Kitchen Manager	1	\$26.08	\$54,250.00
Head Chef	1	\$34.50	\$71,750.00
Line & Prep Cooks	6	\$14.38	\$179,400.00
Wait Staff	24	\$9.95	\$496,704.00
Busser	3	\$9.95	\$62,088.00
Host/Hostess	3	\$9.95	\$62,088.00
Security Guard	2	\$15.11	\$62,857.60
TOTAL	44	\$18.29 (average)	\$1,168,137.60

¹⁰⁵ Hall, M. (2018). "How Much Does a Restaurant POS System Cost?" Upserve by Lightspeed. Accessed 9/21/2022 from: [LINK](#); Gromfin, R. (N.d.). "How Much Does It Cost to Open a Restaurant?" On the Line. Toast. [LINK](#); Navarra, T. (2020). "Restaurant Equipment List: The Ultimate Buyers Guide." Lightspeed. Accessed 9/21/2022 from: [LINK](#); Nestlé. (N.d.). "How many people do you need to run your restaurant?" Nestlé Professional. [LINK](#); Sage Group, PLC. (N.d.). "How much does it cost to start a restaurant business?" CloudKitchens. [LINK](#); Sage Group, PLC. (N.d.). "How much does it cost to open a restaurant?" Sage Accounting Software. Accessed 9/21/2022 from: [LINK](#); Toast. (N.d.). "Restaurant Opening Calculator." Toast. [LINK](#); Qwick, Inc. (2022). "Restaurant Staffing Guide: How Many Servers and Cooks Do You Need?" Qwick. Accessed 9/21/2022 from: [LINK](#); N.A. (N.d.). "Denny's Restaurant Floor Plan." Accessed 9/21/2022 from: [LINK](#); Pendrill, K. (N.d.). "Restaurant Operating Costs 101." TouchBistro. [LINK](#); Darlington, Nick (2019) "The Ultimate Guide to Restaurant Costs." 7Shifts Blog. Accessed 9/21/2022 from: [LINK](#); Pulido, Joanna (2018) "How Much Does It Really Cost to Start a Restaurant?" MadMobile. Accessed 9/21/2022 from: [LINK](#); Rkapur (2022) "how much does it cost to open a restaurant? Breaking down restaurant startup costs" Camino Financial. [LINK](#); Stockbridge, M. (N.d.). "Essential Restaurant Kitchen Equipment: The Ultimate Checklist." On the Line. Toast. [LINK](#); Verstegen, C. (N.d.). "How to Staff a Restaurant with the Right Positions." On the Line. Toast. [LINK](#); Zorhn, S. and J. Reimer. (N.d.). "What is the Average Restaurant Profit Margin? Tips for Benchmarking and Optimizing." On the Line. Toast. [LINK](#).

RESTAURANT OVERALL OPERATING COSTS		
Cost	Percent of Total	\$ of Total
Labor	31.6%	\$1,168,137.60
Food	28.0%	\$1,035,058.63
Rent, Utilities, Permits, & Insurance	10.0%	\$369,663.80
Marketing and Advertising	8.0%	\$295,731.04
Repairs and Maintenance	3.0%	\$110,899.14
Miscellaneous Expenses	16.4%	\$606,248.63
Reinvestment (aka Profit Margin)	3.0%	\$110,899.14
TOTAL	100%	\$3,696,637.97

RESTAURANT EQUIPMENT LIST

- Security System
- Music/AV System
- Phone System
- Office Equipment & Supplies
- Interior Signage
- Janitorial Supplies
- Furniture & Fixtures
- Outdoor Signage
- Landscaping
- Patio Furniture
- Ovens
- Ranges and ventilation
- Food processors
- Mixers
- Slicers
- Food prep counters and cutting boards
- Freezers and refrigerators
- Safety equipment
- Storage racks and shelving
- Cooking equipment
- Serving ware
- Storage containers
- Sinks
- Kitchen Display System
- Steam table
- Washing equipment
- Sharpening stone
- Microwave
- Ice maker
- Gas or electric grill

C-STORE, GAS STATION, & TRUCK STOP¹⁰⁶

C-STORE/GAS STATION/TRUCK STOP SUMMARY OF FINANCIAL FACTORS						
Square Feet	Average Gallons per Day	Open Hours	Average Customers per Month	Construction Costs	Operating Costs	Start-up Costs
7,500	4,000 gallons	24 hours	2,395 customers	\$1,065,000.00	\$2,692,702.56	\$60,000.00

¹⁰⁶ Crockett, Z. (2021). "The economics of gas stations." The Hustle. [LINK](#); Evans, Keith (2019) "How Much Does it Cost to Stock a Convenience Store?" Chron. [LINK](#); IGottaMakelt (2015) "How Much Does It Cost To Open A Convenience Store?" YouTube. [LINK](#); Lalzary, G. (2021). "How to Start a Gas Station: Your 10-Step Ultimate Guide." ConnecTeam. [LINK](#); N.A. (N.d.). "Convenience Store Gas Station Business Plan." Bplans. [LINK](#); N.A. (N.d.) "How Much Money Do Businesses Make on Fuel Purchases?" Omega West Virginia Oil Marketers & Grocers Association. [LINK](#); N.A. (2019) "How Much Does A 7 11 Franchise Cost?" EconoTimes. [LINK](#); N.A. (2020) "How to Open a Convenience Store (in Just 10 Steps)" upflip. [LINK](#); N.A. (2020) "Start a convenience store by following these 10 steps." TRUiC HOW TO START AN LLC. [LINK](#); N.A. (2022) "6 Ongoing Operating Expenses of a Convenience Store in 2022." Profitable Venture. [LINK](#).

C-STORE/GAS STATION/TRUCK STOP LABOR COSTS			
Position	# of Workers	Hourly Wage	Annual Wage (total for all workers)
Owner/Manager	1	\$31.73	\$66,000.00
Shift Manager	3	\$20.84	\$130,044.00
Cashiers	8	\$9.95	\$165,568.00
Security Guard	2	\$15.11	\$62,857.60
TOTAL	14	\$19.41 (average)	\$424,469.60

C-STORE/GAS STATION/TRUCK STOP OVERALL OPERATING COSTS		
Cost	Percent of Total	\$ of Total
Labor	15%	\$424,469.60
Inventory	45%	\$1,273,408.80
Rent & Utilities	15%	\$424,469.60
Gas	16%	\$457,162.67
Reinvestment (aka Profit Margin)	4%	\$113,191.89
TOTAL	100%	\$2,692,702.56

C-STORE/GAS STATION/ TRUCK STOP EQUIPMENT LIST

- Inventory
- Shelves
- Security System
- Refrigerator
- Freezer
- Microwave
- Coffee Makers/Station
- Soda Station
- Showers
- Trucker Lounge Furniture
- TV's
- Air stations
- ATM

COFFEE SHOP¹⁰⁷

COFFEE SHOP SUMMARY OF FINANCIAL FACTORS					
Square Feet	# of Tables & Seats	Open Hours	Construction Costs	Operating Costs	Start-up Costs
2,500	10 tables; 20 seats	6am-7om hours	\$875,000.00	\$875,000.00	\$250,000.00

¹⁰⁷ Boyarsky, K. (N.d.). "How Much Does it Cost to Open a Coffee Shop?" On the Line. Toast. [LINK](#); Lander, Steve (2019) "Coffee Shop Cost Analysis." Chron. [LINK](#); Lightspeed (2021) "Brewing Up: How Much Does it Actually Cost to Open a Coffee Shop?" Lightspeed. [LINK](#); Neugarten, Jesse (2022) "How to Run Your Own Coffee Shop." Investopedia. [LINK](#); N.A. (N.d.) "Coffee Shop Cost Breakdown." Start My Coffee Shop. [LINK](#); N.A. (N.d.) "How much does it cost to start a coffee shop?" Truic how to start an llc. [LINK](#).

COFFEE SHOP LABOR COSTS			
Position	# of Workers	Hourly Wage	Annual Wage (total for all workers)
Manager	1	\$16.83	\$35,000.00
Shift Manager	3	\$13.39	\$83,544.00
Barista	11	\$9.95	\$227,656.00
TOTAL	15	\$13.39 (average)	\$346,200.00

COFFEE SHOP OVERALL OPERATING COSTS		
Cost	Percent of Total	\$ of Total
Labor	35%	\$346,200.00
Ingredients	35%	\$346,200.00
Rent & Utilities	15%	\$148,371.43
Non-food Supplies	5%	\$49,457.14
Reinvestment (aka Profit Margin)	10%	\$98,914.29
TOTAL	100%	\$989,142.86

COFFEE SHOP EQUIPMENT LIST

- Coffee
- Milk
- Water Filtration System
- Espresso Machine
- Drop Coffee Maker, Air pots, and Filters
- Refrigerator
- Espresso Grinders
- Drip Coffee Grinder
- Serving Items
- Sugar Packets
- Flavored Syrups
- Pastries
- Additional Espresso Equipment
- Pitcher Rinser
- Espresso Machine Cleaner and Tools
- Furniture for Seating Area (table and chairs)

ECONOMIC MULTIPLIER EFFECT SCENARIOS

This section examines potential local dollar circulation in local Oglala Lakota communities. There is a common saying that a dollar spent locally multiplies to seven. Buying local is very important and spending locally does “multiply the dollar,” but not quite to that extent. Economists have an economic multiplier effect formula to estimate the benefit of local spending. The formula uses what is called marginal propensity to consume (MPC). Basically, MPC is the amount of a dollar you would spend if someone gave you a dollar. In the two different scenarios in this section, the percentages 38% and 50% are used for MPC. We use 38% because a study from 2008 by Colorado State University and the Chamber found that 38% of everything households from our communities bought was purchased “on-reservation”.¹⁰⁸ So, 38% is very likely a low estimate as we have more local businesses than in 2008. Yet, we will use this as a cautious baseline. We use 50% as a low to medium goal to reach once we have a regenerative economy. One MPC estimate for locally owned U.S. businesses is 68%.¹⁰⁹

38% OGLALA LAKOTA NATION
PURCHASES ARE LOCAL

These are hypothetical projections that should not outweigh community insights, key opinion leader

68% U.S. PURCHASES
ARE LOCAL

recommendations, and case studies. However, they are complementary in many ways and provide more data for decision-making purposes.

MULTIPLIER EFFECT SCENARIO BASED ON WAGES

For this example, we will estimate the economic multiplier effect (dollar circulation) based on estimated annual wages for workers created by Phase 1 developments. The aggregate estimated wage amount for labors from a restaurant, c-store/gas station, and coffee shop is \$1,938,807.20. If only 38% of those wages were then spent on local purchases, that would equal \$3,121,479.59 in our local communities. If 50% of those wages were spent locally, that would equal \$3,877,614.40.

DOLLAR CIRCULATION FROM PHASE 1 DEVELOPMENT WAGES			
Restaurant	\$1,168,137.60	If 38% were spent locally:	\$3,121,479.59
C-Store/Gas Station	\$424,469.60	If 50% were spent locally:	\$3,877,614.40
Coffee Shop	\$346,200.00		
TOTAL	\$1,938,807.20		

¹⁰⁸ Roth, B. (2009). “Understanding Attitudes, Norms and Behaviors About Market-Oriented Consumption on the Pine Ridge Reservation, South Dakota.” M.A. thesis, Department of Anthropology, Colorado State University, pg. 61.

¹⁰⁹ Independent We Stand. (2020). What Happens When You Shop Local. Accessed 12/17/2020 from: [LINK](#)

MULTIPLIER EFFECT SCENARIO BASED ON TOURISM GROWTH POTENTIAL

For this second example we use the total visitor spending per population numbers derived on pg. 21. By examining the tourist money spent per capita, we could expect there to be an increase from approximately \$13,136,200 to \$18,871,795. This is an increase of \$5,735,595. This is a cautiously low estimate, especially as the Opportunity Park expands. But to remain cautious, we will use this number to assess the economic multiplier effect of \$5.7M more in our local economy. Including the addition of OST sales tax, if 38% of the \$5.7M increase of tourism dollars were spent locally, it would equal a total of \$9,649,851.82. This same scenario, but at 50% spent locally, would equal \$11,987,393.56.

TOURISM DOLLAR GROWTH POTENTIAL	
Possible Increase of Tourism Related Dollars	\$5,735,595
OST Tax of (4.5%)	\$258,101.78
TOTAL	\$5,993,696.78
If 38% were spent locally:	\$9,649,851.82
If 50% were spent locally:	\$11,987,393.56

LEADERSHIP, OWNERSHIP AND BUSINESS STRUCTURE

A TRIBAL TOURISM DEPARTMENT & TRIBAL TOURISM CODE

“The Oglala Sioux Tribe should develop a tourism office,” asserted Ivan Sorbel, Executive Director of PRACC. Ivan has led tourism related efforts through the chamber for nearly 15 years. “Doing so,” he continued, “would allow the chamber to focus on business and workforce development while the Tribe can focus on tourism, then they can join effort with the chamber to create business and workforce opportunities in tourism.”



A tourism department would free up resources from local non-profits like PRACC and allow new funding and development opportunities. **A tourism department facility** is suggested as a future development within the Opportunity Park.

A tourism office which the Tribe had nearly 20 years ago, would open new opportunities for funding as well including but not limited to dollars for maintenance and marketing. A diverse board comprised of entities like the chamber, the department of transportation, OSTCFP, and others would direct the tourism department.

The tourism department would guide and direct tourism efforts and thus be central to the development and operations of Opportunity Park. As such, a tourism department facility is suggested as a Phase 2 or Phase 3 development at the Opportunity Park.

One of the first initiatives of a tribal tourism department should be to create an OST Tribal Tourism Code to ensure tourism prioritizations, regional equity in the Oglala Lakota homelands, compliance, allocations, and more.



A tribal tourism department should create an **OST Tribal Tourism Code** to ensure tourism prioritizations, regional equity in the Oglala Lakota homelands, compliance, allocations, and more.

OWNERSHIP AND BUSINESS STRUCTURE

Our secondary research revealed that place-based experiences like Opportunity Park include tribally owned and operated, independent nonprofit organizations, municipally controlled nonprofit auxiliaries, government agency programs, programs of larger nonprofit organizations acting as fiscal agents, and several for-profit incubators.

It is recommended, like any high capacity, specialized infrastructure development (e.g., grocery store), that the day-to-day operations of the Opportunity Park are subcontracted to an entity that specializes in tourism and customer services. **Buildings would be leased out to specific individuals and programs with specific clauses that include partnering with local producers, programs, and Oglala Lakota College for internships and apprenticeship programs. Clauses will be included to prohibit the reliance on non-Indian customer service providers in an effort to not duplicate the**

reliance on European young-adult service workers in tourism destinations like Keystone, SD and Estes Park, CO every summer.

The buildings would each be non-profits or for-profits, depending on the facility. For example, most Phase 1 facilities—a gas station/convenience store and travel center which includes a restaurant—would be for-profit. The coffee shop could be either for-profit or non-profit, depending on the degree it would be used for workforce development and social enterprise, similar to the Keya Café of Cheyenne River Tribal Ventures, Eagle Butte, SD. Meanwhile, other planned infrastructure such as the visitors center would be non-profit.

Ownership of the fee land will be the OSTCFP with guidance and direction from their nine-member board. The consistency of this program especially in relation to Opportunity Park land and vision provides a longevity not necessarily congruent with tribal council voting terms. The Director of OSTCFP, Courtney Two Lance reports directly to the Chief of Staff. When necessary, support will be garnered by the Economic and Business Development Committee and resolutions or ordinances will be obtained by the tribal council.

As the Opportunity Park develops there will be a plethora of for-profit and non-profit businesses, thus it is recommended OSTCFP considers a new business arm such as an umbrella LLC for all the individual businesses on site.



It is recommended OSTCFP develops a new business arm such as an umbrella LLC to cover each individual business and initially hires a high-level director and at least one other employee to manage Opportunity Park development.

It is also recommended, to expand capacity that OSTCFP hires one high level, business-oriented director for the Opportunity Park and at least one administrative assistant to work with individual business owners and subcontractors.

If OSTCFP decides to manage the site, the following organizations provide good models for culturally responsive, applicable economic development among Native Nations:

- Mille Lacs Corporate Ventures, Mille Lacs Band of Ojibwe
- Mno-Bmadsen, Pokagon Band of Potawatomi Indians
- Rosebud Economic Development Corporation, Rosebud Sioux Tribe
- Alaska Village Corporations

PARTNERSHIPS

The partners listed below represent potential partners. Some of the partners below such as Makoce Agriculture Development, Pine Ridge Area Chamber of Commerce, Oglala Lakota College, Red Cloud Heritage Center, and Thunder Valley CDC have already agreed to partner with services for the Opportunity Park. These lists are by no means exhaustive.

POTENTIAL PARTNERS		
PARTNER	TYPE OF PARTNER	PROGRAMS, SERVICES & POTENTIAL ROLE
ARTISTS	Other	• Sell Goods and Products • Tribal Sovereignty
ASCENT INNOVATION	Consultant	• Business Mentoring • Business Consulting • Networking
CREDIT AND FINANCE DEPARTMENT	Other	• Financial Advising • Financing • Finance Management
DEPARTMENT OF TRANSPORTATION	Government Department	• Planning Transportation Projects • Coordinating Transportation Projects • Safety Regulations
DESCENDANTS	Other	• Employment • Entrepreneurship • Internships • Tourism & Lakota Lifeways
DIABETES PREVENTION PROGRAM	Government Department	• Education • Training
ECONOMIC DEVELOPMENT PLANNING DEPARTMENT	Government Department	• Infrastructure • Planning • Tribal Support
ELDERS	Other	• Lakota Lifeways • Name Park? • Stories, Language, and Oral Tradition
FIRST PEOPLES FUND	Other	• Artist Training • Artist Coaching • Artist Grants
FOUR BANDS COMMUNITY FUND	CDFI	• Business Training • Business Coaching • Business Lending • Financial Coaching • Financial Training • Consumer Lending • Youth Services
LAKOTA FUNDS	CDFI	• Artist Lending • Artist Training • Business Lending • Business Training • Business Coaching • Consumer Lending • Financial Coaching • Youth Services
LAKOTA INDIAN FAMILY TRUST	Nonprofit	• Business Coaching • Financial Coaching

LAKOTA SPEAKERS	Other	• Lakota Lifeways
LAKOTA TECH HIGH SCHOOL	High School	• Apprenticeship Pipeline
LOWER SIOUX INDIAN COMMUNITY	Other	• Business Development
OGLALA LAKOTA COLLEGE	College/University	• Apprenticeship Pipeline • Education • Entrepreneur Pipeline
OGLALA SIOUX RURAL WATER SYSTEM PROGRAM DIRECTOR, WESLEY JACOBS	Government Department	• Infrastructure • Planning
ONLINE LEARNING CONSORTIUM (OLC) CERTIFICATION PROGRAMS	Online School	• Online Education Courses
PINE RIDGE AREA CHAMBER OF COMMERCE	Society/Club/Member-Based	• Entrepreneur Pipeline • Training
PRODUCERS	Buffalo Caretakers /Farmers/ Ranchers	• Agritourism • Food Sovereignty • Local Products
RED CLOUD HERITAGE CENTER	Consultant	• Education
THUNDER VALLEY CDC	Nonprofit	• Business Training • Education • Entrepreneur Pipeline
TRIBAL COUNCIL	Tribal Government	• Federal Funding Allocation • Political Support
TRIBAL EMPLOYEE RIGHTS ORDINANCE (TERO)	Ordinance	• Native Preference to Employment • Tribal Employment Rights • Tribal Sovereignty
TRIBAL HISTORIC PRESERVATION OFFICE	Government Department	• Grants & Funding • Historic Preservation • Lakota Lifeways
TRIBAL HISTORIC PRESERVATION OFFICERS (THPO)	Government Funded Program	• Assist with Tourism Operations • Comprehensive Surveys • Planning & Compliance for Construction • Sponsor Education and Conservation Programs • Tribal Sovereignty
WORKFORCE INNOVATION & OPPORTUNITY ACT (WOIA)	Government Funded Program	• Career Counseling • Workforce Training Resources • Youth Training Resources
YOUTH	Other	• Lakota Lifeways • Youth Development
638 CONTRACTING	Law	• Government funding • Tribal Operation of PFSA's • Tribal Sovereignty

EXTERNAL PARTNERS AND RESOURCES		
PARTNER	TYPE OF PARTNER	PROGRAMS, SERVICES & POTENTIAL ROLE
ADMINISTRATION FOR NATIVE AMERICANS (ANA-ED)	Other	• Grant Funding • Technical Assistance • Training • Tribal Sovereignty
AMERICAN INDIAN ALASKA NATIVE TOURISM ASSOCIATION (AIANTA)	Association	• Business Training • Internet Marketing and Advertisements • Technical Assistance
AMERICAN RESCUE PLAN (COVID \$)	Government Plan	• Business Funding • Business Grants • Business Support
BUREAU OF INDIAN AFFAIRS	Government Department	• Business Incubation Grants • Business Training • Grant Programs • Roads
BIA DIVISION OF ENERGY AND MINERAL DEVELOPMENT (DEMD)	Government Consulting	• Energy Development Consulting (solar) • Grants • Technical and Economic Advice
BIA LOAN GUARANTEE PROGRAM	Government Program	• Business Lending
BUSH FOUNDATION	Other	• Artist Grants • Community Funding • Ecosystem Grant • Leadership Program
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	Government Program	• Community Grant Funding • Loans • Online Trainings
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)	Other	• Economic Development Strategies • Development Planning Process
ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)	Government Department	• Business Investing • Business Resources
FIRST PEOPLES FUND	Other	• Artist Coaching • Artist Grants • Artist Training
HOPA MOUNTAIN	Nonprofit	• Business/ Artist Grants • Leadership Program • Youth Programs
NATIONAL MENTORING RESOURCE CENTER	Online Resource	• Grants • Online Learning & Training Resources • Technical Assistance
NATIONAL NATIVE AMERICAN MENTORING PROGRAM	Award	• Youth Mentorship Funding
NATIVE AMERICAN BUSINESS DEVELOPMENT INSTITUTE (NABDI)	Government Grant Program	• Business Grants • Feasibility Studies

NDN COLLECTIVE	Organization	• Artist Grant • Business Investing • Business Lending • Grant Funding
REGIONAL INDIAN BUSINESS ALLIANCE(S)	Coalition	• Business Development • Business Resources • Entrepreneurship Assistance • Funding
SD GAME FISH AND PARK	State Agency	• Hunting and Fishing Licenses • Internet Marketing • Outdoor Resources Management • Recreation Grants
SD PARKS AND WILDLIFE FOUNDATION	Nonprofit	• Funding
SEMINOLE NATION	Native Nation	• Funding • Infrastructure Development
SEVENTH GENERATION FUND	Nonprofit	• Affiliate Program • Grant Funding
ZEAL CENTER FOR ENTREPRENEURSHIP	Nonprofit	• Business Coaching • Business Lending • Business Training
SHAKOPEE MDEWAKANTON SIOUX COMMUNITY	Native Nation/ Funder	• Business Incubation • Food Sovereignty • Funding
SOUTH DAKOTA DEPARTMENT OF TRANSPORTATION (SDDOT)	Government Department	• Coordinating Transportation Projects • Grants • Planning Transportation Projects • Safety Regulations
SOUTH DAKOTA STATE UNIVERSITY (SDSU) EXTENSION	University	• Online Course • Workforce Development Training
STATE OF SOUTH DAKOTA	Government	• Funding • Grants • Infrastructure • Roads
USDA-RURAL DEVELOPMENT	Government Department	• Business Development • Business Financial Assistance • Grant Funding • Technical Assistance

FUNDING OPPORTUNITIES & PRELIMINARY PLAN

FUNDING SOURCES & MATRIX

Some of the most promising funding sources to consider, in no particular order, are:

1. U.S. Dept. of Commerce, Economic Development Administration (EDA) – various grants
2. U.S. Dept. Housing and Urban Development (HUD): Community Development Block Grant
3. Administration for Native Americans-Social and Economic Development Strategies

Some of these funding source applications have closed for 2022 but are reopening in 2023.

The below funding matrix highlights potential funding sources that the Tribe could consider while looking for continued support for the Opportunity Park. A more thorough database is housed by OSTCFP and KLJ and can be viewed upon request.

POTENTIAL FUNDING SOURCES				
ORGANIZATION/ DEPARTMENT/ FOUNDATION	PROGRAM	FUNDING AMOUNTS	LINK	DEADLINE
ADMINISTRATION FOR NATIVE AMERICANS	Social and Economic Development Strategies - SEDS	\$100,000- \$400,000	https://www.grants.gov/web/grants/view-opportunity.html?oppld=329546	15-Apr-22
	Native American Language Preservation and Maintenance	\$100,000- \$300,000	https://www.grants.gov/web/grants/view-opportunity.html?oppld=329540	31-Mar-22
BUSH FOUNDATION	Community Innovation Grant	\$20,000 or more	https://www.bushfoundation.org/community-innovation-grants	Accepted year round.
	Ecosystem Grants	up to \$300,000 over three years in operating support	https://www.bushfoundation.org/ecosystem-grants	Application Process ended on February 13th. Are awarded every three years.
BIA DIVISION OF ENERGY AND MINERAL DEVELOPMENT	Tribal Energy Development Capacity (TEDC) Grant	\$10,000- \$1,000,000	https://www.grants.gov/web/grants/search-grants.html?keywords=DEMD	27-Apr-22
BUREAU OF INDIAN AFFAIRS	Native American Business Development Institute (NABDI) Grant	No min or max, Usually \$25,000- \$75,000	https://www.bia.gov/service/grants/nabdi	Spring 2022

	Indian Business Incubators Program (IBIP)	\$100,000-\$300,000	https://www.grants.gov/web/grants/view-opportunity.html?oppld=338864	17-Jun-22
	Indian Loan Guarantee and Insurance Program (ILGP)		https://www.bia.gov/service/loans/ilgp	
	Tribal Tourism Grant Program (TTGP)	\$25,000-\$150,000		applications closed, may re-occur
COMMUNITY DEVELOPMENT BLOCK GRANT			https://www.hudexchange.info/programs/cdbg/	
	108 Loan Guarantee Program		https://www.hudexchange.info/programs/section-108/	
ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)	American Rescue Plan Act & Department of Commerce - Indigenous Communities Funding	\$100,000-\$5,000,000	https://www.grants.gov/web/grants/view-opportunity.html?oppld=334764	30-Sep-22
DEPARTMENT OF LABOR WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)	Indian and Native American Programs - Employment and Training Grants		https://www.grants.gov/web/grants/view-opportunity.html?oppld=336573	Passed in March 2022, May be recurring
FIRST PEOPLES FUND (FPF)	One Year Artist Fellowships	\$5,000-\$10,000	https://www.firstpeoplesfund.org/fellowships	New cycle not started for 2022 yet
THE FRUITGUYS COMMUNITY FUND			https://fruitguyscommunityfund.org/alumni-grantees/	
MACARTHUR FOUNDATION	Climate Solutions		https://www.macfound.org/	
NATIONAL ENDOWMENT FOR THE ARTS	Grants for Arts Projects	\$10,000-\$100,000 minimum cost share/match equal to the grant amount required	https://www.arts.gov/grants/grants-for-arts-projects	7-Jul-22
	Our Town	\$25,000-\$150,000 minimum cost share/match equal to the grant amount required	https://www.arts.gov/grants/our-town	4-Aug-22

NATIONAL ENDOWMENT FOR THE HUMANITIES	Public Humanities Projects	Max award for Planning: \$75,000 Implementatio n: \$400,000	https://www.neh.gov/grants/public/public-humanities-projects	10-Aug-22
NDN COLLECTIVE	NDN Radical Imagination Grant	\$50,000	https://ndncollective.org/grants-fellowship/ndn-radical-imagination-grant/	8-Apr-22
	Seeding Initiative Loan		https://lending.ndncollective.org/seeding-initiative-loan-capacity-building-opportunity/	
	Community Self-Determination Grant	Up to \$100,000 per year	https://grants.ndncollective.org/?_ga=2.205396626.341266940.1648671682-821321814.1648509588	
SEVENTH GENERATION	Multiple, Keep checking back. Applications online will be available 30 days before the due date.	\$500 to \$50,000 (average grant award: \$10,000 – \$25,000)	https://7genfund.org/	Proposal Due Dates for All Programs: March 7, June 7, September 7, December 7.
SHAKOPEE MDEWAKANTON SIOUX COMMUNITY	Donations and Grants		https://shakopedakota.org/	
SD DEPARTMENT OF TRANSPORTATION	Transportation Economic Development Grant	provide 80% of the construction cost for project. Grant size limited to \$500,000- \$600,000	https://dot.sd.gov/	April 15th, October 15th or July 15th depending on the grant
SD GAME, FISH & PARKS	Land & Water Conservation Fund	provides up to 50 percent reimbursemen t funds for acquisition and development of outdoor recreation projects.	https://gfp.sd.gov/	

	Recreational Trails Program	up to 80% reimbursement funds	https://gfp.sd.gov/partnerships/#:~:text=The%20program%20provides%20up%20to%2050%20percent%20reimbursement%20of funds%20for county%2C%20township%20and%20tribal%20governments.	
SD PARKS AND WILDLIFE FOUNDATION GAME, FISH & PARKS	No specific Grant or Funding programs, Contact them directly.		https://www.parkswildlifefoundation.org/	
STATE OF SD	SD Small Business Grants		https://www.usgrants.org/south-dakota/small-business-grants	
USDA RURAL DEVELOPMENT	Rural Business Development Grants in South Dakota		https://www.rd.usda.gov/programs-services/business-development-grants/sd	Closed February 28, 2022, May be reoccurring.
	Community Facilities Technical Assistance and Training Grant	maximum is \$150,000	https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-technical-assistance-and-training-grant	23-May-22
	Community Facilities Direct Loan & Grant Program		https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program	
	Energy Programs		https://www.rd.usda.gov/programs-services/energy-programs	

RECOMMENDATIONS SUMMARY

The following table recaptures the recommendations highlighted in this report.

 1	Spaces should be made for electric vehicle charging stations and consideration should be made for alternative energy sources such as solar—modern exercises in traditional Lakota concepts of treading lightly on natural resources.
 2	If we can capture some of this revenue, taxes, and employment by investing in the Opportunity Park it would go a long way in increasing economic opportunity for the Tribe.
 3	While in Phase 2, open-area markets would be a welcome addition to the Opportunity Park by providing marketing to local artisans, education to visitors, and commerce to both. Open-area markets would enhance the boardwalk and trails planned around the park.
 4	While the Oglala Lakota have more attractions than any other Native Nation in South Dakota, it must be considered how often those attractions are open and accessible and the overall provisions of those attractions. Despite the attractions, tourism and economic needs abound. The Opportunity Park, if managed correctly, could support a thriving visitor industry that these other attractions have not yet accomplished .
 5	Developing a comprehensive website and an in-person information center of what is offered at the opportunity park and throughout the nine districts will be influential in funneling and organizing tourism-related efforts.
 6	The Oglala Lakota, when compared to the other Native Nations in South Dakota, could increase our visitor spending by between 43% and 232% .
 7	Business start-up and development services, including the presence of low cost, consistent, and optimally located retail space are essential to economic development in Oglala Lakota Country. Retail spaces should be made available at the Opportunity Park, where locals and visitors alike frequent.
 8	There are currently 0 family restaurants in operation in the area. Community members desire a family restaurant and economic numbers indicate a restaurant would flourish in the area .
 9	A visitor center as the hub of the Opportunity Park and Crazy Horse Scenic Byway could centralize activities, programs, information, tourism efforts, and communication related to current events and cultural and historical education.
 10	The main hotel on the reservation is far from events and landmarks. Likewise, there has been a historic lack of lodging options. A vast array of lodging options should be planned for at Opportunity Park due to the dire need, but also the optimal location.
 11	Providing retail indoor and outdoor space for local artists , while working with other organizations such as Red Cloud Indian School, Oglala Lakota Art Space, First Peoples Fund, and Thunder Valley CDC would provide marketing and other much needed resources for Lakota artists.
 12	Due to Lakota tradition, local and visitor demand, workforce development potential, and successful case studies, a coffee shop should be planned for in Phase 1.

 13	Consistent spaces for fresh and prepared foods can provide economic opportunities while enhancing a variety of guest amenities. The numerous food sovereignty and social enterprise movements in the area can complement food related efforts at the Opportunity Park and vice versa.
 14	Continue with joint tour efforts that PRACC has developed with Rapid City based tour operators. Properly market tour packages with established tour providers in the region.
 15	Lakota language and history should be used in interpretive signage and displays throughout Opportunity Park—in buildings, parking lots, and throughout the boardwalk, amphitheater, other future phase developments—and the Crazy Horse Scenic Byway.
 16	Including an eatery in the Opportunity Park creates opportunities for visitors to stay longer and spend more money, supports local producers (e.g., buffalo caretakers, poultry producers, and high tunnel growers) and showcases traditional recipes and ingredients.
 17	A tourism department would free up resources from local non-profits like PRACC and allow new funding and development opportunities. A tourism department facility is suggested as a future development within the Opportunity Park.
 18	A tribal tourism department should create an OST Tribal Tourism Code to ensure tourism prioritizations, regional equity in the Oglala Lakota homelands, compliance, allocations, and more.
 19	It is recommended OSTCFP develops a new business arm such as an umbrella LLC to cover each individual business and initially hires a high-level director and at least one other employee to manage Opportunity Park development.

CONCLUSION

Despite the Oglala Lakota having more than twice the number of visitors than any other reservation of the Oceti Sakowin, and there are an abundance of tourism related businesses, tourism and hospitality opportunities are still virtually untapped. Systems are not yet in synch to accommodate intentional tourism development that includes consistent amenities and experiences for guests, entrepreneurial growth and workforce development for community members, and educational opportunities for everyone involved. However, there is momentum and this report documents many of the next steps.

The needs along with realistic opportunities to develop a holistic tourism economic sector for the Oglala Lakota have been outlined in this report and the complementary report: **Crazy Horse Scenic Byway Market Study**. The long-term vision for the Opportunity Park entails an entire complex from gas station/c-store, restaurant and coffee shop, a tourism department, visitor center/museum, business retail and incubation, food and arts markets, lodging, and more. The short-term vision begins with a Lakota-centered gas station/c-store, restaurant and coffee shop and enhanced local partnerships for technical assistance, workforce development and tour guide-related opportunities. After gaining insights and ideas from community members through a vision session, community meetings, interviews, a survey, and ongoing discussions accompanied by architectural, engineering, and financial studies **it has been determined that an Opportunity Park is culturally, environmentally, and economically feasible for the Oglala Lakota.**

APPENDICES

Crazy Horse Scenic Byway

Opportunity Park Full Concept

Aquatic Resource Delineation Report

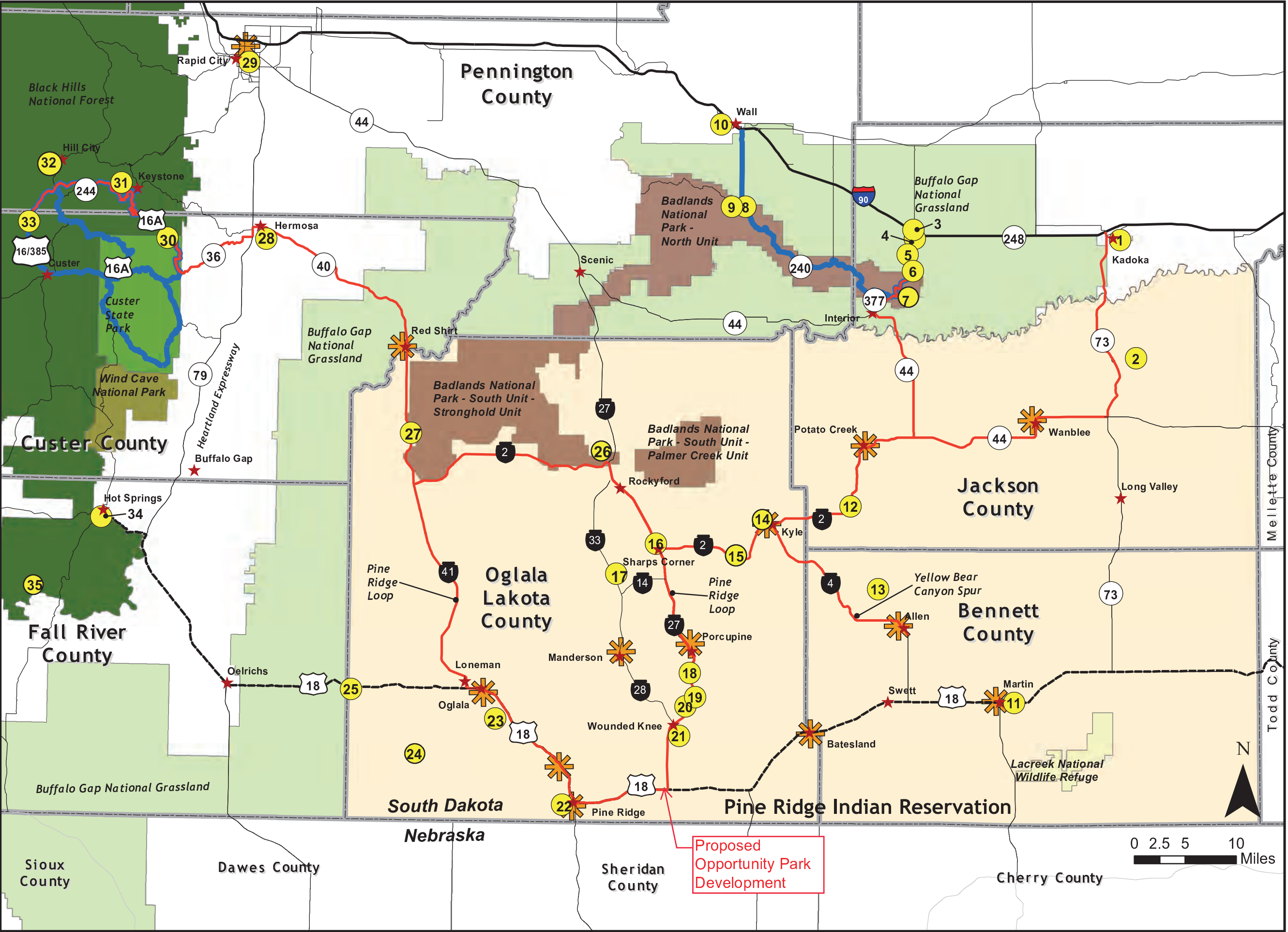
Cultural Resources Report

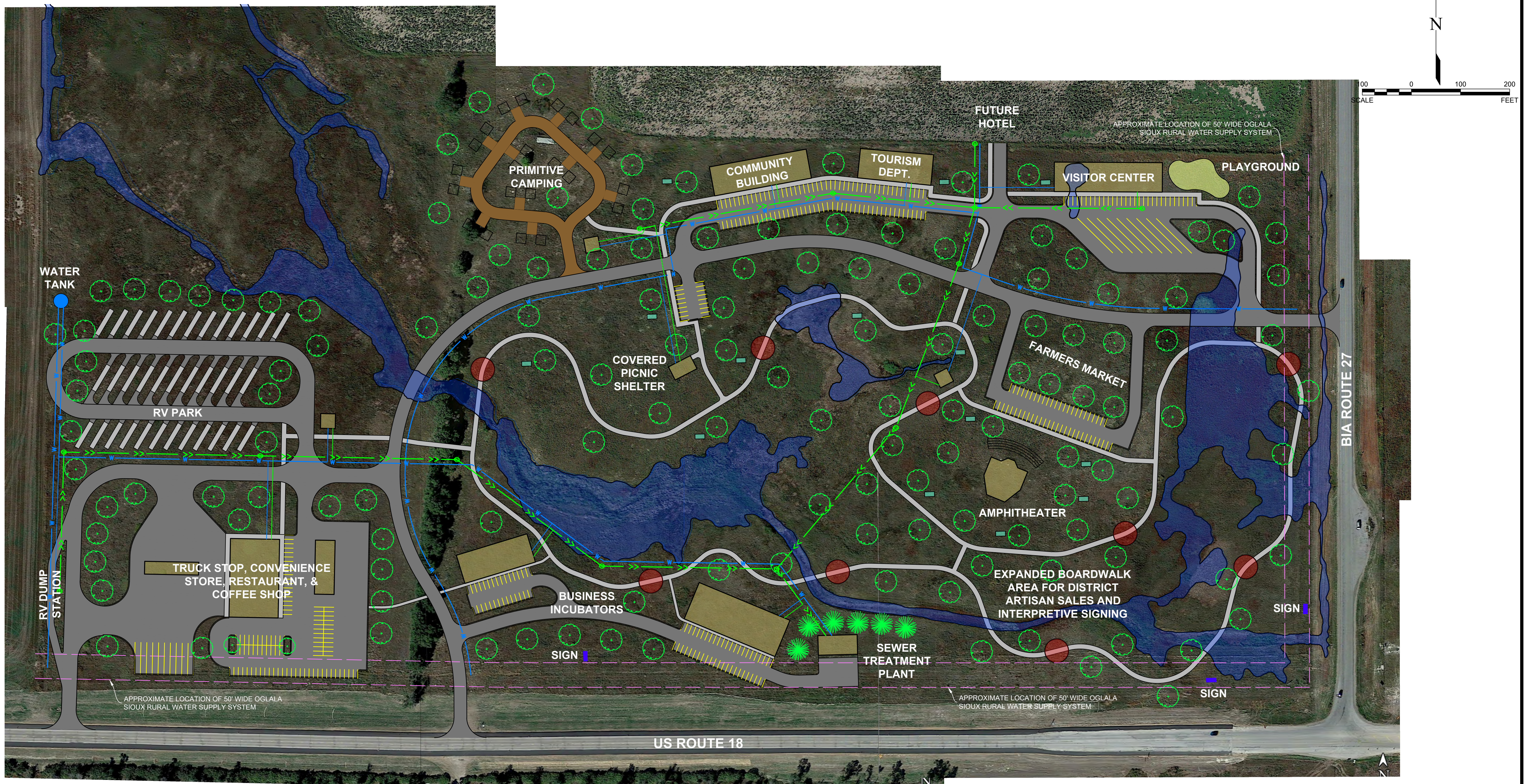
Opportunity Park and Crazy Horse Scenic Byway Survey

CRAZY HORSE SCENIC BYWAY PLACES OF INTEREST

- ★ Communities
- Places of Interest
- Oyate Trail
- Crazy Horse Scenic Byway
- Scenic Drives
- Local Roads
- ✱ Pow Wows
- ▭ County Line

1. Kadoka Depot Museum
2. Incredible Metal Art Studio
3. Minuteman Missile Visitors Center
4. Living History Village
5. Prairie Homestead
6. Big Badlands Overlook
7. Ben Reifel Visitor Center
8. Pinnacles Overlook
9. Prairie Wind Overlook
10. Buffalo Gap National Grasslands Visitor Center
11. East Wind Casino
12. Lakota Freedom Veterans Cemetery
13. Buffalo Pasture
14. Historic Sites in Kyle
15. Oglala Lakota Artspace
16. Oglala Lakota College
17. Historical Center
18. Lakota Prairie Ranch Resort
19. Pine Ridge Visitor Center
20. Thunder Valley Visitor Center and Farmer's Market
21. Singing Horse Trading Post
22. Site of Big Foot's Surrender
23. KILI Radio
24. Porcupine Butte Overlook
25. Wounded Knee Overlook
26. Wounded Knee Massacre and Cemetery Site
27. Historic Buildings in Pine Ridge Village
28. The Heritage Center at Red Cloud Indian School
29. Buffalo Pasture
30. Prairie Wind Casino & Hotel
31. White River Visitor Center
32. Badlands Scenic Overlook
33. Hermosa Arts and History Museum
34. Journey Museum
35. Iron Mountain Road Visitor Center
36. Mount Rushmore National Memorial
37. Warrior's Work Art Gallery
38. Crazy Horse Memorial
39. Mammoth Site
40. Black Hills Wild Horse Sanctuary





OPPORTUNITY PARK CONCEPTUAL PLAN



AQUATIC RESOURCE DELINEATION

OPPORTUNITY PARK PHASE I AQUATIC RESOURCE DELINEATION Oglala Lakota County, South Dakota

Prepared for:
Oglala Sioux Tribe

Prepared by:
Mattie Anders
KLJ

February 2022



ENGINEERING, REIMAGINED

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Appendix A, Aquatic Resource Delineation Maps

Appendix B, On-Site Photographs

Appendix C, Aquatic Resource Delineation Datasheets

I. Introduction

KLJ was contracted by the Oglala Sioux Tribe to conduct a field aquatic resource delineation for the proposed Opportunity Park Phase I Project in Oglala Lakota County, South Dakota (SD). The project's study area is located in Section 33, Township 36 North, Range 43 West. Please refer to **Figure 1, Project Location Map**. The field aquatic resource delineation was conducted on October 28th, 2021, by Kory Rude of KLJ. A study area of approximately 80.42 acres was surveyed for the presence of aquatic resources.

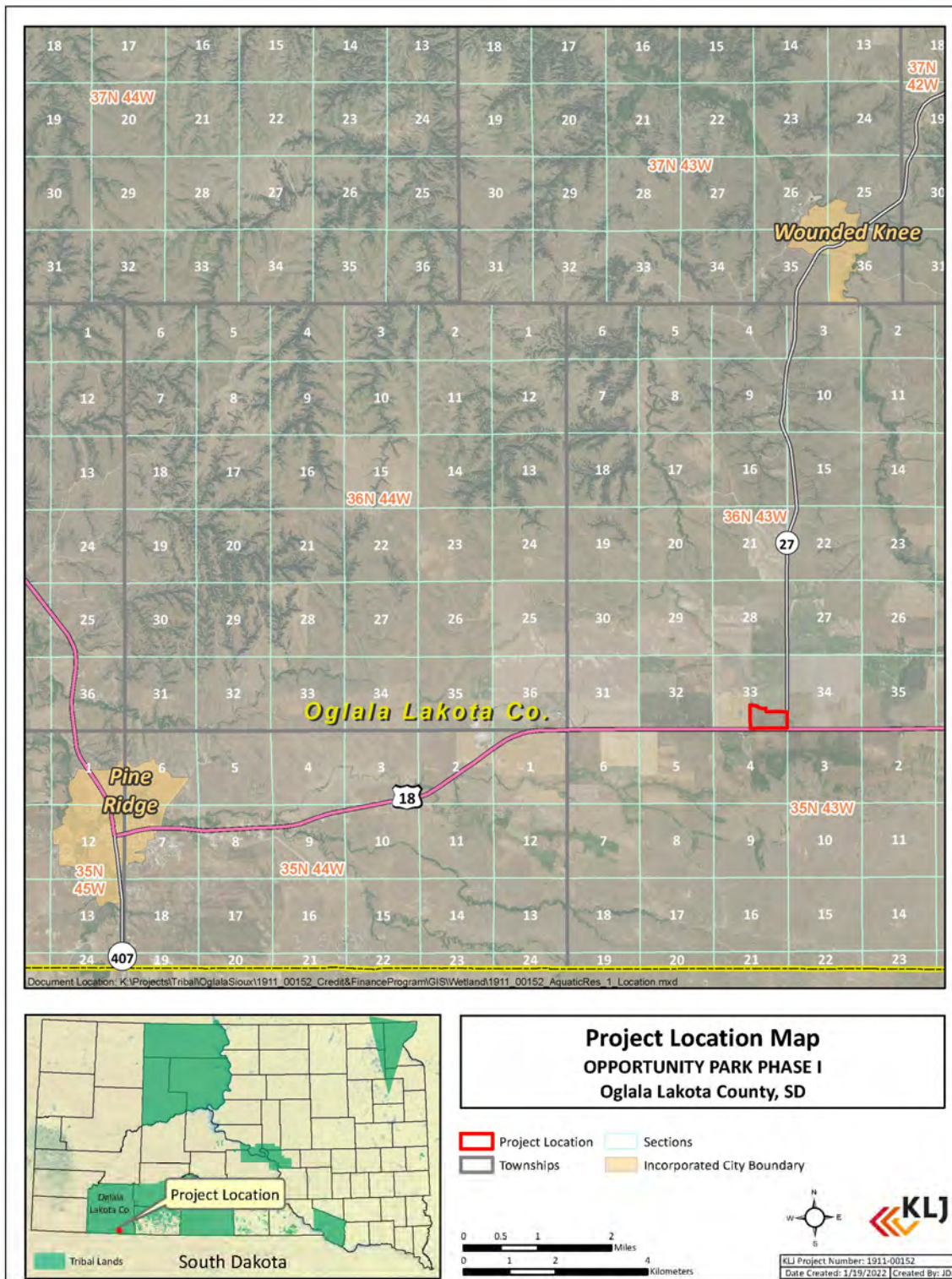


Figure 1, Project Location Map

II. Wetland Delineation

A. Definitions and Methods

The aquatic resource delineation conducted by KLJ was in accordance with the 1987 USACE Wetland Delineation Manual and the USACE March 2010 Regional Supplement: Great Plains Region (Version 2.0). The routine approach with onsite inspection was utilized, including the standard multi-parameter approach (vegetation, hydrology, and soils) for wetland identification. An area is considered to be a wetland if hydrophytic vegetation, wetland hydrology, and hydric soils are all present. Sample locations were determined using US Fish and Wildlife Service (USFWS) National Wetlands Inventory (NWI) maps along with sites which visually supported a hydrophytic plant community, as well as characteristics of wetland hydrology and hydric soils. Definitions and methodologies for determining each of these three parameters are summarized below:

1. *Hydrophytic Vegetation*

Definition: The prevalence (greater than 50 percent) of dominant plant species that are adapted to life in saturated soil conditions.

Method: To determine if vegetation was hydrophytic, the scientific name and indicator status of dominant plant species at each wetland were recorded on USACE data forms. Dominance refers to the spatial extent of a species that is directly observed in the field. Dominance is calculated by identifying the most abundant species that individually or collectively account for more than 50 percent of the total coverage of vegetation in the stratum as well as any other species that, by itself, accounts for at least 20 percent of the total. Where 50 percent or more of all dominant species were hydrophytic, the hydrophytic vegetation parameter was met. Absolute percent cover¹ of dominant species within each stratum is listed on data sheets.

2. *Wetland Hydrology*

Definition: Fourteen or more consecutive days of flooding, ponding, or water table within 12 inches of the surface during the growing season at a minimum frequency of 5 out of 10 years (50 percent).

Method: Wetland hydrology was determined by observing the presence of primary and/or secondary indicators listed on the USACE data form. If one primary indicator or two secondary indicators were present, the wetland hydrology parameter was met.

3. *Hydric Soils*

Definition: Soils that are saturated, flooded, or ponded long enough during the growing season to develop anaerobic conditions in the upper 12 inches.

¹ Absolute percent cover within each stratum is not required to add up to 100 percent on the data sheets.

Method: Soils were colored and characterized using Munsell Soil Color Charts. If one or more of the hydric soil indicators on the USACE data sheet were identified according to the USACE Wetlands Delineation Manual and the USACE March 2010 Regional Supplement: Great Plains Region (Version 2.0), the soil was considered to be hydric.

Base field maps were developed using multiple years of National Agriculture Imagery Program (NAIP) aerial photography in combination with information from USFWS NWI maps, Natural Resources Conservation Service (NRCS) soil survey data from Oglala Lakota County, and United States Geological Survey (USGS) topographic quadrangle maps. The referenced maps can be found in **Appendix A, Aquatic Resource Delineation Maps** and photos in **Appendix B, On-Site Photographs**.

B. Results and Discussion

The study area is located in the ecoregion identified by the USGS as the Keya Paha Tablelands of the Northwestern Great Plains Ecoregion. In this ecoregion, the landscape is unglaciated, level to rolling, sandy plains of eolian and alluvial sand and silt over Miocene soft sandstone. Streams lead to a dissected landscape, where flow has created erosional features along the stream banks. Soils are largely characterized by the Orders Mollisols and Entisols. Native vegetation in this area includes blue grama (*Bouteloua gracilis*), sideoats grama (*Bouteloua curtipendula*), western wheatgrass (*Pascopyrum smithii*), little bluestem (*Schizachyrium scoparium*), and needle and thread grass (*Hesperostipa comata*). The landscape is used primarily for cattle ranching with some dryland farming consisting of alfalfa and winter wheat.

The study area occurs within the Oglala Sioux Reservation in Oglala Lakota County, South Dakota. The study area is predominantly covered by grasslands, which appeared to have been idle over the prior year. Review of historical imagery indicates this area has been previously hayed and/or farmed.

According to the Web Soil Survey of Oglala Lakota County, South Dakota (NRCS 2019), sample points occurred within the Minatare loam, 0 to 2 percent slopes soil map unit. This soil unit is classified as predominantly non-hydric. Please refer to **Table 1, Summary of Soil Types**. Three wetlands totaling approximately 7.88 acres were delineated by KLJ within the study area. Please refer to **Table 2, Summary of Delineated Wetlands**. Wetland 1 occurred in the form of a natural slope (drainage), while Wetlands 2 and 3 occurred in the form of natural basins. Maps of the study area and delineated aquatic resources can be found in **Appendix A, Aquatic Resource Delineation Maps**. A visual overview of the wetlands can be found in **Appendix B, On-Site Photographs**. Additional information regarding vegetation dominance and hydrologic indicators can be found in **Appendix C, Aquatic Resource Delineation Datasheets**.

Table 1, Summary of Soil Types within the Study Area

MAP UNIT	SOIL NAME	HYDRIC RATING	HYDRIC CRITERIA
AsB	Anselmo sandy loam, 0 to 5 percent slopes	Predominantly Non-Hydric	5
KrA	Keith-Rosebud silt loams, 0 to 2 percent slopes	Predominantly Non-Hydric	4
Me	Minatare loam, 0 to 2 percent slopes	Predominantly Non-Hydric	15
RkC	Rosebud-Keith silt loams, 3 to 9 percent slopes	Non-hydric	0

Table 2, Summary of Delineated Wetlands

WETLAND NUMBER	TEST HOLE (IN WETLAND)	LOCATION	LONG / LAT (DEC. DEG.)	COWARDIN CLASSIFICATION	WETLAND TYPE	WETLAND SIZE (ACRES)	WETLAND FEATURE
1	1	Sec 33, T36N, R43W	-102.383176 W 43.047742 N	PEMA	Slope	7.43	Natural
2	3	Sec 33, T36N, R43W	-102.381432 W 43.04901 N	PEMA	Basin	0.38	Natural
3	5	Sec 33, T36N, R43W	-102.379195 W 43.049533 W	PEMA	Basin	0.07	Natural
					TOTAL	7.88	

C. Conclusion

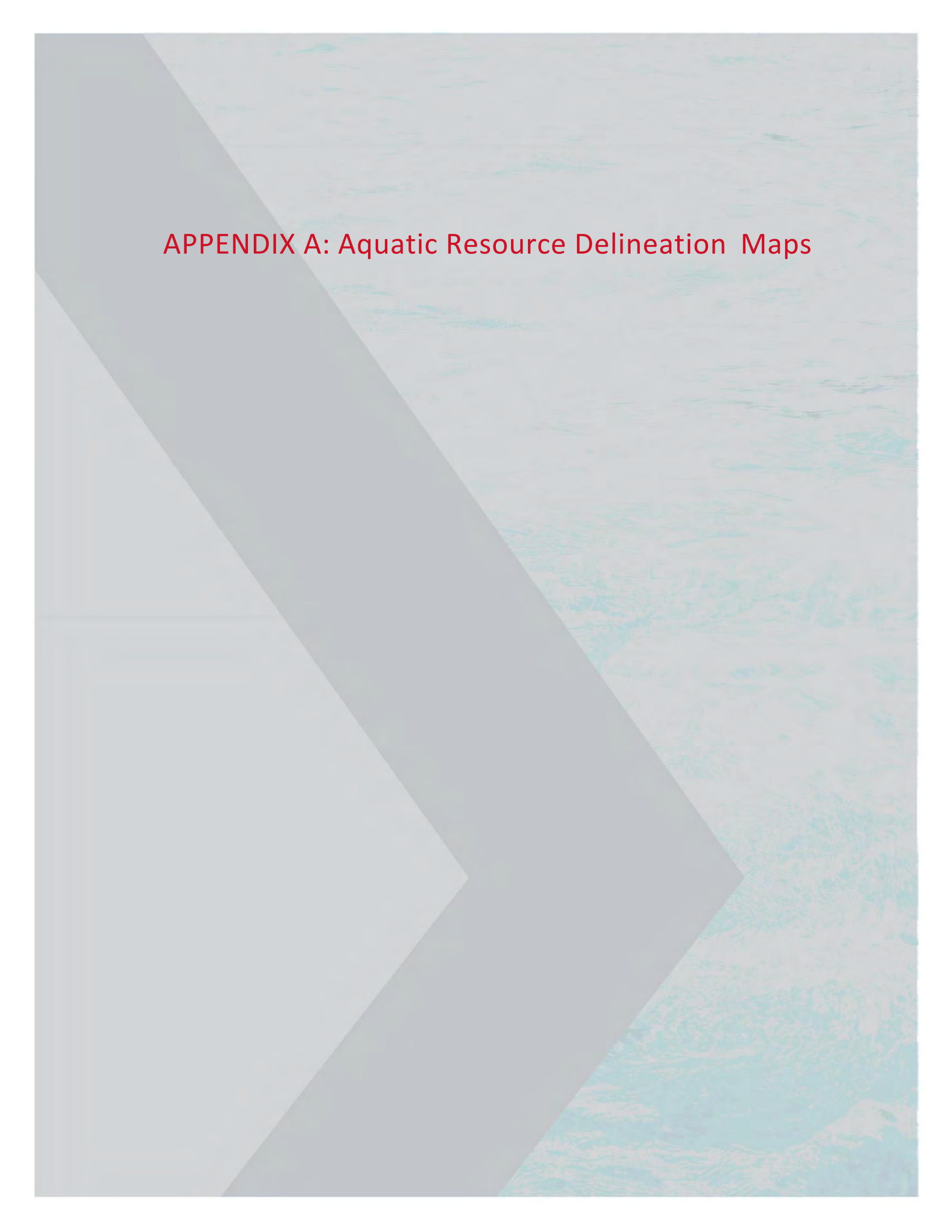
Approximately 7.88 acres of delineated wetlands were identified within the study area. Final determination of jurisdictional wetlands within the study area is ultimately the decision of the USACE. All necessary permits shall be acquired in the event that any of the delineated wetlands within the study area are determined to be jurisdictional by the USACE and would be affected by the proposed construction.

III. References

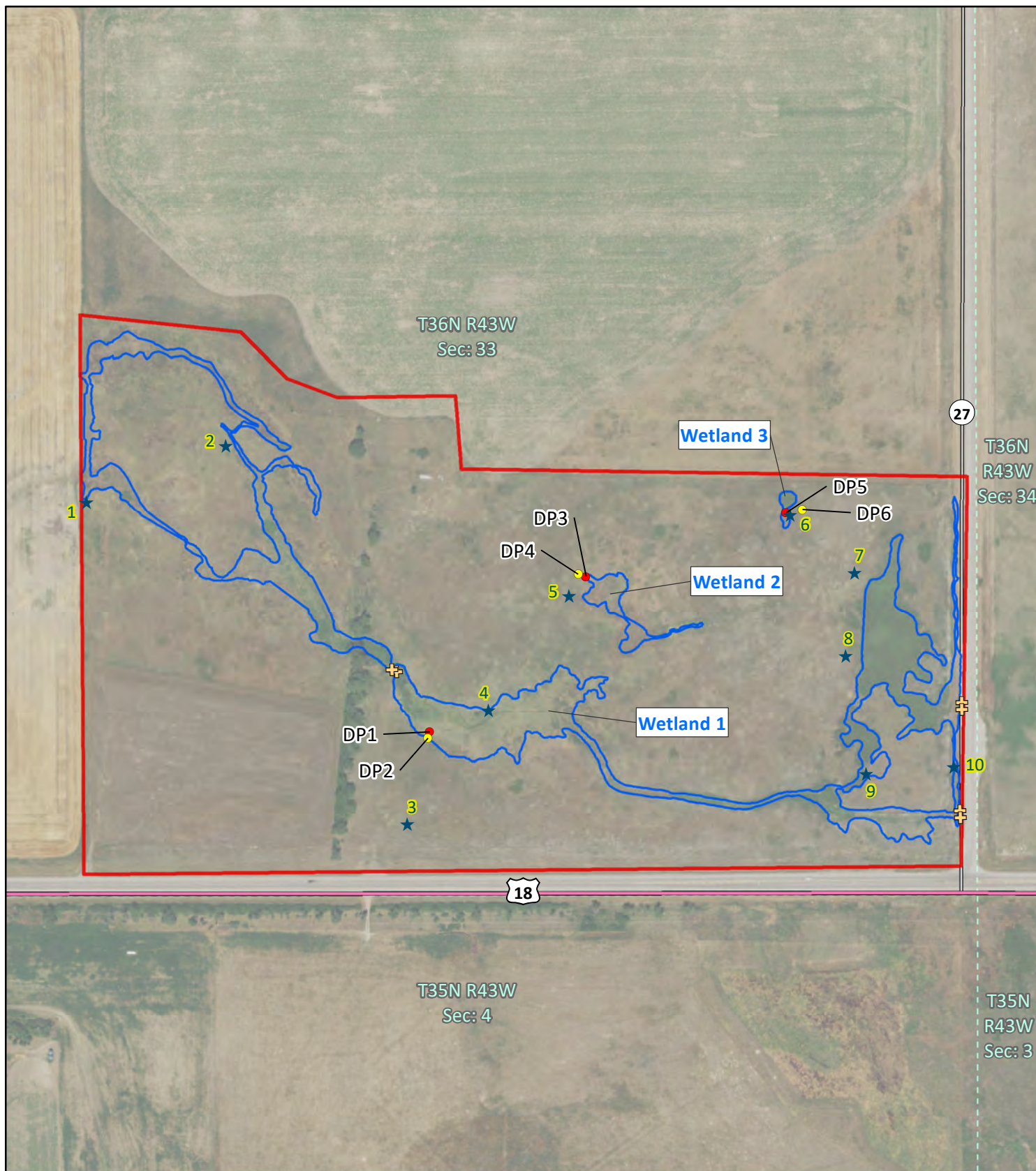
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IV. Delineator's Credentials

KORY RUDE	
Education:	› University of North Dakota- BS Fisheries and Wildlife Biology › Dakota College at Bottineau – AS Wildlife Management
Training:	› Richard Chinn Environmental Training, Inc. – 38-hour Army Corps of Engineers Wetland Delineation Training Program › North Dakota Water and Pollution Control Conference Seminar › New RGL 16-01 Guidance & How to Submit a Complete Application; USACE ND Regulatory Office Workshop › Wildland Fire Hazard Analysis and Fuels Mitigation
Professional Memberships:	› National Association of Environmental Professionals › North American Storm Water and Erosion Control Association › Wildlife Society – ND and SD Chapter

The background of the page is a photograph of water with a textured, rippled surface. A large, semi-transparent grey 'X' is overlaid on the image, extending from the corners towards the center. The text 'APPENDIX A: Aquatic Resource Delineation Maps' is centered in the upper portion of the page, in a red, sans-serif font.

APPENDIX A: Aquatic Resource Delineation Maps



OPPORTUNITY PARK PHASE I
Field Aquatic Resource Delineation
Oglala Lakota County, SD
 Aquatic Resources

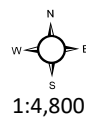
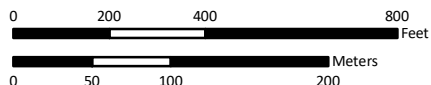
- Study Area
- Upland Sample Point
- Wetland Sample Point
- + Culvert
- ★ Photo Point
- Field Delineated Wetland

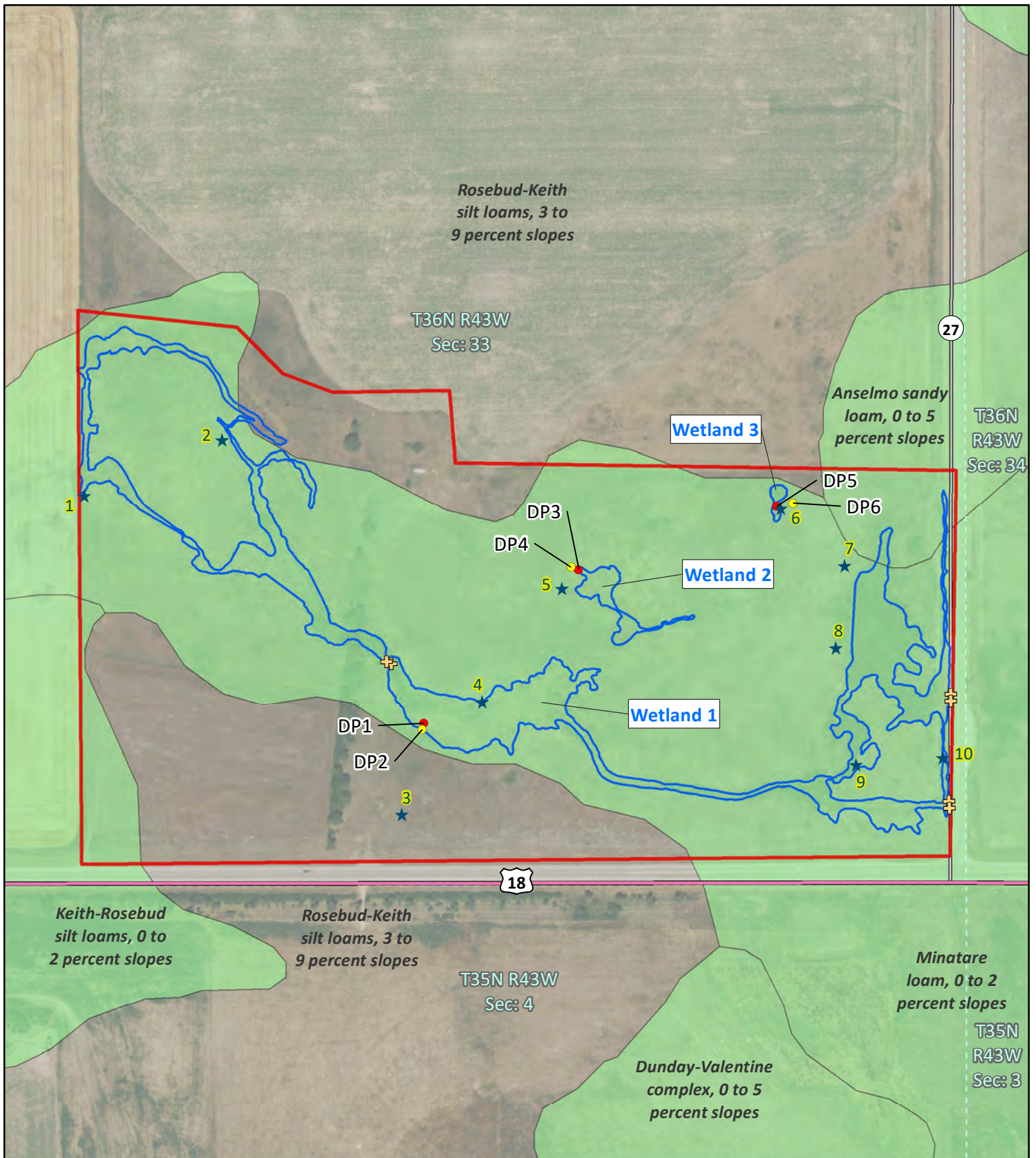
Imagery Source: ©2020 USDA-FSA-APFO

KLJ Project Number: 1911-00152

Date Created: 1/19/2022

Created By: jeffprice





OPPORTUNITY PARK PHASE I **Field Aquatic Resource Delineation** **Oglala Lakota County, SD** Soils: Hydric Rating

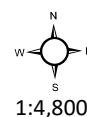
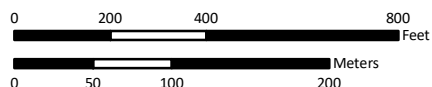
- Study Area
 - Upland Sample Point
 - Wetland Sample Point
 - Culvert
 - Photo Point
 - Field Delineated Wetland
- Soil Hydric Rating**
- Predominantly nonhydryc (1 to 32%)
 - Nonhydryc (0%)

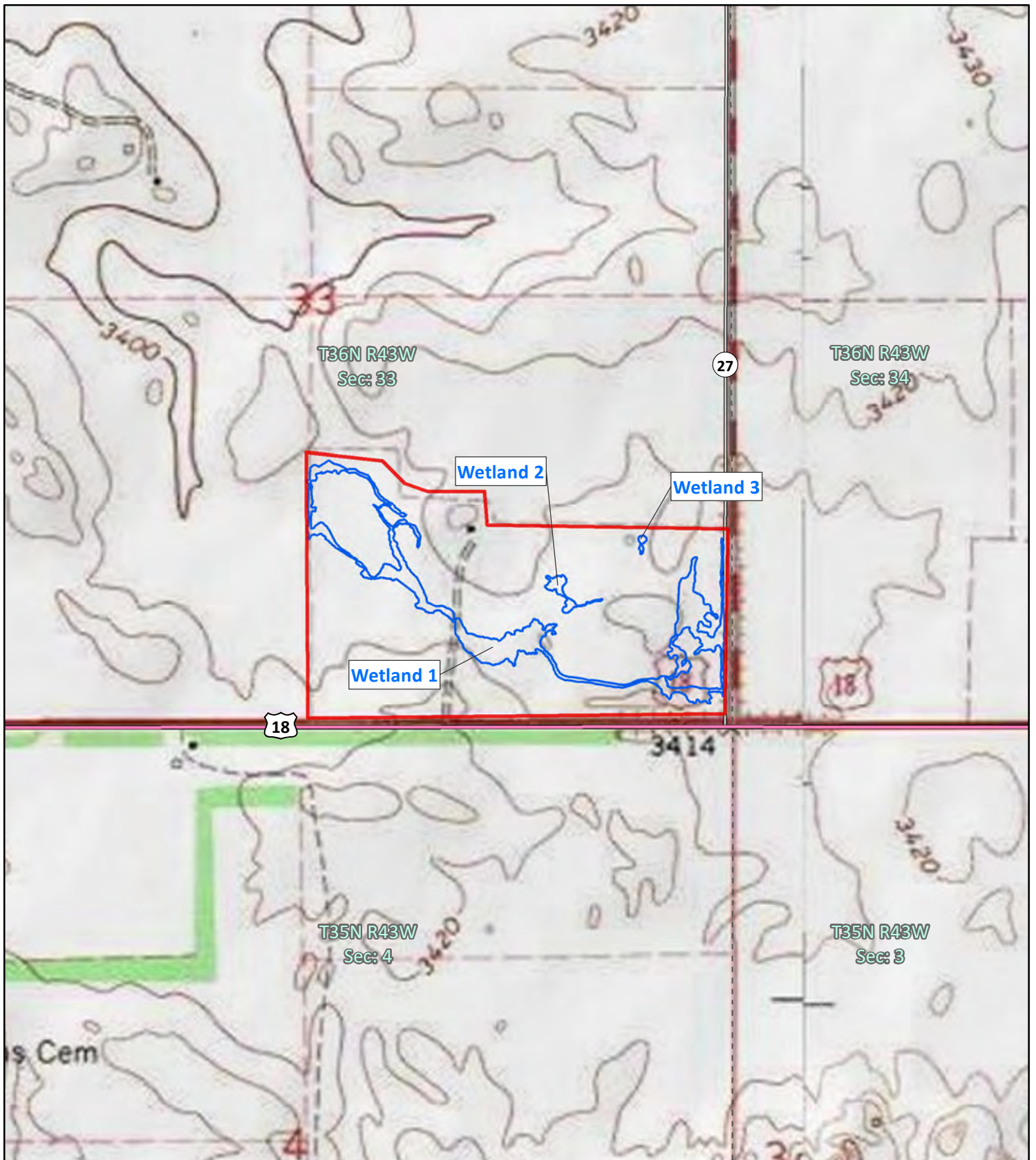
Imagery Source: ©2020 USDA-FSA-APFO

KLJ Project Number: 1911-00152

Date Created: 1/19/2022

Created By: jeffprice



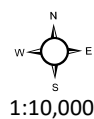
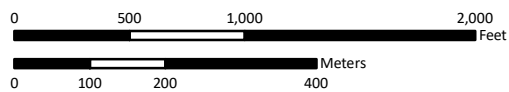


OPPORTUNITY PARK PHASE I
Field Aquatic Resource Delineation
Oglala Lakota County, SD
 Topographic Map

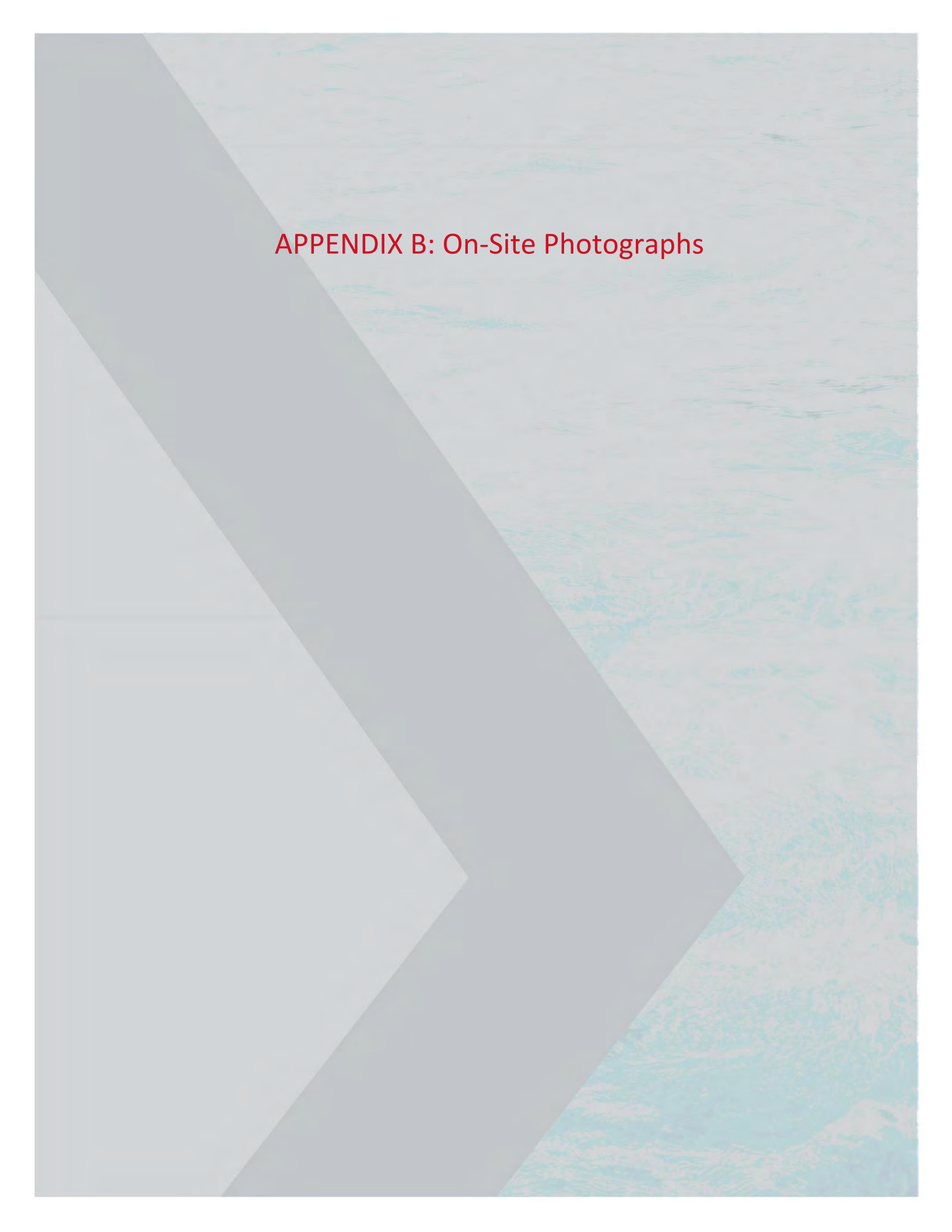
Study Area
 Field Delineated Wetland

Topo Source: ©2013 National Geographic
 Society, i-cubed

KLJ Project Number: 1911-00152
 Date Created: 1/19/2022
 Created By: jeffprice



1:10,000

The background of the page is a photograph of a body of water, possibly a lake or a wide river, with a light blue-grey hue. A large, semi-transparent grey diagonal band runs from the top-left corner towards the bottom-right corner, partially obscuring the water. The text 'APPENDIX B: On-Site Photographs' is centered horizontally and positioned in the upper half of the page, overlapping the grey band.

APPENDIX B: On-Site Photographs

Photo Point 1, View North



Photo Point 2, View North



Photo Point 3, View North



Photo Point 4, View East



Photo Point 5, View East



Wetland 1, Soils

Wetland Soils



Upland Soils



Wetland 2, Soils

Wetland Soils



Upland Soils



Photo Point 6, View North



Photo Point 7, View Southeast



Wetland 3, Soils

Wetland Soils



Upland Soils



Photo Point 8, View East

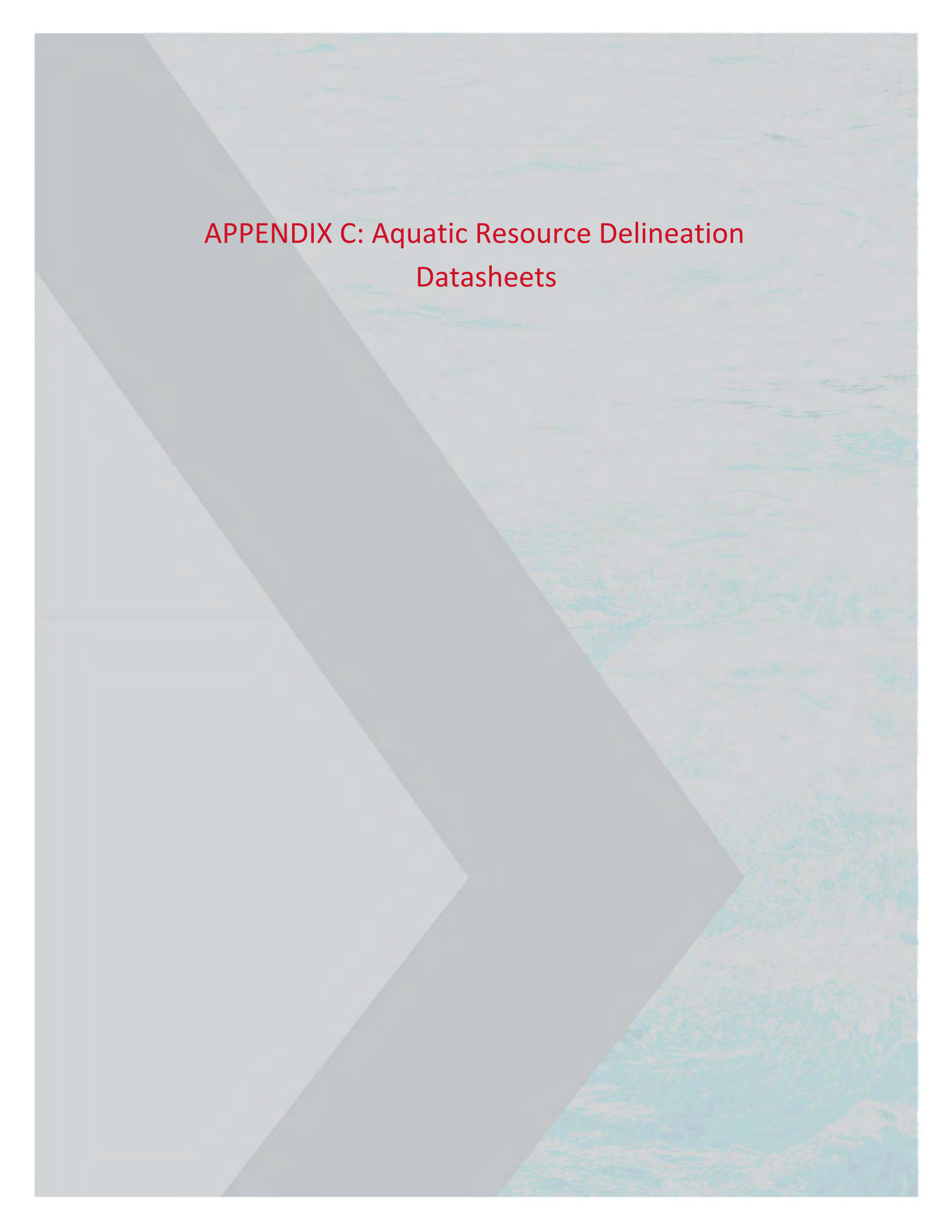


Photo Point 9, View East



Photo Point 10, View South





APPENDIX C: Aquatic Resource Delineation Datasheets

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 1
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Slope Local relief (concave, convex, none): concave Slope (%): 2%
 Subregion (LRR): G Lat: 43.047742 Long: -102.383176 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: PEMA

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☒	No ☐	Is the Sampled Area within a Wetland?	Yes ☒	No ☐
Hydric Soil Present?	Yes ☒	No ☐			
Wetland Hydrology Present?	Yes ☒	No ☐			
Remarks: Feature appears to be a natural slope wetland occurring throughout the study area. Associated with Wetland 1.					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B) Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = <u>0</u> FACW species _____ x 2 = <u>0</u> FAC species _____ x 3 = <u>0</u> FACU species _____ x 4 = <u>0</u> UPL species _____ x 5 = <u>0</u> Column Totals: <u>0</u> (A) <u>0</u> (B) Prevalence Index = B/A = <u>NaN</u>
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Sapling/Shrub Stratum</u> (Plot size: <u>15'</u>) 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 0 = Total Cover				
<u>Herb Stratum</u> (Plot size: <u>5'</u>) 1. <u>Phalaris arundinacea</u> 60% Y FACW 2. <u>Spartina pectinata</u> 25% Y FACW 3. <u>Rumex crispus</u> 10% N FAC 4. <u>Bromus inermis</u> 10% N UPL 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____ 105 = Total Cover				
<u>Woody Vine Stratum</u> (Plot size: <u>30'</u>) 1. _____ 2. _____ 0 = Total Cover % Bare Ground in Herb Stratum <u>0%</u>				
Remarks:				Hydrophytic Vegetation Indicators: ☒ 1 - Rapid Test for Hydrophytic Vegetation ☐ 2 - Dominance Test is >50% ☐ 3 - Prevalence Index is ≤3.0 ¹ ☐ 4 - Morphological Adaptations ¹ (Provide supporting data in Remarks or on a separate sheet) ☐ Problematic Hydrophytic Vegetation ¹ (Explain) ¹ Indicators of hydric soil and wetland hydrology must be present, unless disturbed or problematic. Hydrophytic Vegetation Present? Yes ☒ No ☐

SOIL

Sampling Point: DP 1

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-8	10 YR 2/2	100%					SiCL	
8-12	10 YR 2/2	98%	10 YR 3/4	2%	C	PL	SiCL	
12-18	10 YR 4/2	98%	10 YR 4/4	2%	C	PL	SiCL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.²Location: PL=Pore Lining, M=Matrix.**Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)**

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☒ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | |

Indicators for Problematic Hydric Soils³:

- ☐ 1 cm Muck (A9) (LRR I, J)
- ☐ Coast Prairie Redox (A16) (LRR F, G, H)
- ☐ Dark Surface (S7) (LRR G)
- ☐ High Plains Depressions (F16)
- (LRR H outside of MLRA 72 & 73)**
- ☐ Reduced Vertic (F18)
- ☐ Red Parent Material (TF2)
- ☐ Very Shallow Dark Surface (TF12)
- ☐ Other (Explain in Remarks)

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.

Restrictive Layer (if present):

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☒ No ☐

Remarks:

HYDROLOGY

Wetland Hydrology Indicators:Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- ☐ Surface Soil Cracks (B6)
- ☐ Sparsely Vegetated Concave Surface (B8)
- ☒ Drainage Patterns (B10)
- ☐ Oxidized Rhizospheres on Living Roots (C3)
- (where tilled)**
- ☐ Crayfish Burrows (C8)
- ☒ Saturation Visible on Aerial Imagery (C9)
- ☒ Geomorphic Position (D2)
- ☒ FAC-Neutral Test (D5)
- ☐ Frost-Heave Hummocks (D7) (LRR F)

Field Observations:

Surface Water Present? Yes ☐ No ☒ Depth (inches): _____

Water Table Present? Yes ☐ No ☒ Depth (inches): _____

Saturation Present? Yes ☐ No ☒ Depth (inches): _____
(includes capillary fringe)

Wetland Hydrology Present? Yes ☒ No ☐

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 2
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Hillslope Local relief (concave, convex, none): convex Slope (%): 3%
 Subregion (LRR): G Lat: 43.047688 Long: -102.383195 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: N/A

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☐	No ☒	Is the Sampled Area within a Wetland?	Yes ☐	No ☒
Hydric Soil Present?	Yes ☐	No ☒			
Wetland Hydrology Present?	Yes ☐	No ☒			
Remarks:					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B)
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
_____ = Total Cover				Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = <u>0</u> FACW species _____ x 2 = <u>0</u> FAC species _____ x 3 = <u>0</u> FACU species _____ x 4 = <u>0</u> UPL species _____ x 5 = <u>0</u> Column Totals: <u>0</u> (A) <u>0</u> (B) Prevalence Index = B/A = <u>NaN</u>
Sapling/Shrub Stratum (Plot size: <u>15'</u>)				
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
_____ = Total Cover				
Herb Stratum (Plot size: <u>5'</u>)				Hydrophytic Vegetation Indicators: ☐ 1 - Rapid Test for Hydrophytic Vegetation ☐ 2 - Dominance Test is >50% ☐ 3 - Prevalence Index is ≤3.0 ¹ ☐ 4 - Morphological Adaptations ¹ (Provide supporting data in Remarks or on a separate sheet) ☐ Problematic Hydrophytic Vegetation ¹ (Explain) ¹ Indicators of hydric soil and wetland hydrology must be present, unless disturbed or problematic.
1. <u>Bromus inermis</u>	90%	Y	UPL	
2. <u>Verbascum thapsus</u>	5%	N	FAC	
3. <u>Cirsium arvense</u>	5%	N	FACU	
4. _____	_____	_____	_____	
5. _____	_____	_____	_____	
6. _____	_____	_____	_____	
7. _____	_____	_____	_____	
8. _____	_____	_____	_____	
9. _____	_____	_____	_____	
_____ = Total Cover				
Woody Vine Stratum (Plot size: <u>30'</u>)				Hydrophytic Vegetation Present? Yes ☐ No ☒
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
_____ = Total Cover				
% Bare Ground in Herb Stratum <u>0%</u>				
Remarks:				

SOIL

Sampling Point: DP 2

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-9	10 YR 2/1	100%					SiL	
9-15	10 YR 3/1	100%					SiL	
15-21	10 YR 4/3	100%					SiL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.²Location: PL=Pore Lining, M=Matrix.**Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)**

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☐ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | (MLRA 72 & 73 of LRR H) |

Indicators for Problematic Hydric Soils³:

- ☐ 1 cm Muck (A9) (LRR I, J)
- ☐ Coast Prairie Redox (A16) (LRR F, G, H)
- ☐ Dark Surface (S7) (LRR G)
- ☐ High Plains Depressions (F16)
- (LRR H outside of MLRA 72 & 73)
- ☐ Reduced Vertic (F18)
- ☐ Red Parent Material (TF2)
- ☐ Very Shallow Dark Surface (TF12)
- ☐ Other (Explain in Remarks)

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.

Restrictive Layer (if present):

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☐ No ☒

Remarks:

Soil was very dry at the time of wetland investigation.

HYDROLOGY

Wetland Hydrology Indicators:Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- ☐ Surface Soil Cracks (B6)
- ☐ Sparsely Vegetated Concave Surface (B8)
- ☐ Drainage Patterns (B10)
- ☐ Oxidized Rhizospheres on Living Roots (C3)
- (where tilled)
- ☐ Crayfish Burrows (C8)
- ☐ Saturation Visible on Aerial Imagery (C9)
- ☐ Geomorphic Position (D2)
- ☐ FAC-Neutral Test (D5)
- ☐ Frost-Heave Hummocks (D7) (LRR F)

Field Observations:

Surface Water Present? Yes ☐ No ☒ Depth (inches): _____

Water Table Present? Yes ☐ No ☒ Depth (inches): _____

Saturation Present? Yes ☐ No ☒ Depth (inches): _____
(includes capillary fringe)

Wetland Hydrology Present? Yes ☐ No ☒

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 3
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Basin Local relief (concave, convex, none): concave Slope (%): 1%
 Subregion (LRR): G Lat: 43.04901 Long: -102.381432 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: PEMA

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☒	No ☐	Is the Sampled Area within a Wetland?	Yes ☒	No ☐
Hydric Soil Present?	Yes ☒	No ☐			
Wetland Hydrology Present?	Yes ☒	No ☐			
Remarks: Appears wetland 2 occurs as basin feature that obtains wetland hydrology in the form of runoff from the slow rolling topography around it.					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B) Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = <u>0</u> FACW species _____ x 2 = <u>0</u> FAC species _____ x 3 = <u>0</u> FACU species _____ x 4 = <u>0</u> UPL species _____ x 5 = <u>0</u> Column Totals: <u>0</u> (A) <u>0</u> (B) Prevalence Index = B/A = <u>NaN</u>
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Sapling/Shrub Stratum</u> (Plot size: <u>15'</u>) 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 0 = Total Cover				
<u>Herb Stratum</u> (Plot size: <u>5'</u>) 1. <u>Spartina pectinata</u> 60% Y FACW 2. <u>Phalaris arundinacea</u> 20% Y FACW 3. <u>Rumex crispus</u> 10% N FAC 4. <u>Helianthus annuus</u> 5% N FACU 5. <u>Bromus inermis</u> 5% N UPL 6. _____ 7. _____ 8. _____ 9. _____ 10. _____ 100 = Total Cover				
<u>Woody Vine Stratum</u> (Plot size: <u>30'</u>) 1. _____ 2. _____ 0 = Total Cover % Bare Ground in Herb Stratum <u>0%</u>				
Remarks:				

SOIL

Sampling Point: DP 3

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-4	10 YR 2/1	100%					SiL	
4-8	10 YR 3/1	100%					SiL	
8-16	10 YR 3/1	98%	10 YR 3/4	2%	C	PL	SiL	
16-18	10 YR 4/1	98%	10 YR 4/4	2%	C	PL	SiCL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.

²Location: PL=Pore Lining, M=Matrix.

Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☒ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | (MLRA 72 & 73 of LRR H) |

Indicators for Problematic Hydric Soils³:

- | |
|--|
| ☐ 1 cm Muck (A9) (LRR I, J) |
| ☐ Coast Prairie Redox (A16) (LRR F, G, H) |
| ☐ Dark Surface (S7) (LRR G) |
| ☐ High Plains Depressions (F16) |
| (LRR H outside of MLRA 72 & 73) |
| ☐ Reduced Vertic (F18) |
| ☐ Red Parent Material (TF2) |
| ☐ Very Shallow Dark Surface (TF12) |
| ☐ Other (Explain in Remarks) |

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.

Restrictive Layer (if present):

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☒ No ☐

Remarks:

It was anticipated that the profile layer past 18" further extended through the profile. Ground conditions remained dry and digging past 18" in this area was difficult.

HYDROLOGY

Wetland Hydrology Indicators:

Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- | |
|---|
| ☒ Surface Soil Cracks (B6) |
| ☐ Sparsely Vegetated Concave Surface (B8) |
| ☐ Drainage Patterns (B10) |
| ☐ Oxidized Rhizospheres on Living Roots (C3) |
| (where tilled) |
| ☐ Crayfish Burrows (C8) |
| ☐ Saturation Visible on Aerial Imagery (C9) |
| ☒ Geomorphic Position (D2) |
| ☒ FAC-Neutral Test (D5) |
| ☐ Frost-Heave Hummocks (D7) (LRR F) |

Field Observations:

Surface Water Present?	Yes ☐ No ☒	Depth (inches): _____
Water Table Present?	Yes ☐ No ☒	Depth (inches): _____
Saturation Present? (includes capillary fringe)	Yes ☐ No ☒	Depth (inches): _____

Wetland Hydrology Present? Yes ☒ No ☐

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 4
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Hillslope Local relief (concave, convex, none): convex Slope (%): 1%
 Subregion (LRR): G Lat: 43.049029 Long: -102.381514 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: N/A

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☐	No ☒	Is the Sampled Area within a Wetland?	Yes ☐	No ☒
Hydric Soil Present?	Yes ☐	No ☒			
Wetland Hydrology Present?	Yes ☐	No ☒			
Remarks:					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B)
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Sapling/Shrub Stratum</u> (Plot size: <u>15'</u>) 0 = Total Cover				Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = 0 FACW species _____ x 2 = 0 FAC species _____ x 3 = 0 FACU species _____ x 4 = 0 UPL species _____ x 5 = 0 Column Totals: 0 (A) 0 (B) Prevalence Index = B/A = NaN
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Herb Stratum</u> (Plot size: <u>5'</u>) 0 = Total Cover				Hydrophytic Vegetation Indicators: ☐ 1 - Rapid Test for Hydrophytic Vegetation ☐ 2 - Dominance Test is >50% ☐ 3 - Prevalence Index is ≤3.0 ¹ ☐ 4 - Morphological Adaptations ¹ (Provide supporting data in Remarks or on a separate sheet) ☐ Problematic Hydrophytic Vegetation ¹ (Explain) ¹ Indicators of hydric soil and wetland hydrology must be present, unless disturbed or problematic.
1. <u>Bromus inermis</u>	40%	Y	UPL	
2. <u>Poa pratensis</u>	30%	Y	FACU	
3. <u>Cirsium arvense</u>	20%	Y	FACU	
4. <u>Solidago canadensis</u>	10%	N	FACU	
5. _____	_____	_____	_____	
6. _____	_____	_____	_____	
7. _____	_____	_____	_____	
8. _____	_____	_____	_____	
9. _____	_____	_____	_____	
<u>Woody Vine Stratum</u> (Plot size: <u>30'</u>) 100 = Total Cover				Hydrophytic Vegetation Present? Yes ☐ No ☒
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
% Bare Ground in Herb Stratum <u>0%</u> 0 = Total Cover				
Remarks:				

SOIL

Sampling Point: DP 4

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-8	10 YR 2/2	100%					SiL	
8-12	10 YR 3/2	100%					SiL	
12-16	10 YR 3/2	100%					SiL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.

²Location: PL=Pore Lining, M=Matrix.

Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☐ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | |

Indicators for Problematic Hydric Soils³:

- | |
|--|
| ☐ 1 cm Muck (A9) (LRR I, J) |
| ☐ Coast Prairie Redox (A16) (LRR F, G, H) |
| ☐ Dark Surface (S7) (LRR G) |
| ☐ High Plains Depressions (F16) |
| (LRR H outside of MLRA 72 & 73) |
| ☐ Reduced Vertic (F18) |
| ☐ Red Parent Material (TF2) |
| ☐ Very Shallow Dark Surface (TF12) |
| ☐ Other (Explain in Remarks) |

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.

Restrictive Layer (if present):

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☐ No ☒

Remarks:

HYDROLOGY

Wetland Hydrology Indicators:

Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- | |
|---|
| ☐ Surface Soil Cracks (B6) |
| ☐ Sparsely Vegetated Concave Surface (B8) |
| ☐ Drainage Patterns (B10) |
| ☐ Oxidized Rhizospheres on Living Roots (C3) |
| (where tilled) |
| ☐ Crayfish Burrows (C8) |
| ☐ Saturation Visible on Aerial Imagery (C9) |
| ☐ Geomorphic Position (D2) |
| ☐ FAC-Neutral Test (D5) |
| ☐ Frost-Heave Hummocks (D7) (LRR F) |

Field Observations:

Surface Water Present?	Yes ☐ No ☒	Depth (inches): _____
Water Table Present?	Yes ☐ No ☒	Depth (inches): _____
Saturation Present? (includes capillary fringe)	Yes ☐ No ☒	Depth (inches): _____

Wetland Hydrology Present? Yes ☐ No ☒

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 5
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Basin Local relief (concave, convex, none): concave Slope (%): 2%
 Subregion (LRR): G Lat: 43.049533 Long: -102.379195 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: PEMA

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☒	No ☐	Is the Sampled Area within a Wetland?	Yes ☒	No ☐
Hydric Soil Present?	Yes ☒	No ☐			
Wetland Hydrology Present?	Yes ☒	No ☐			
Remarks: Sample point associated with wetland 3. Appears as though surrounding topography allows wetland hydrology to remain with runoff from the surrounding slopes to enter into the wetland area.					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B) Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = <u>0</u> FACW species _____ x 2 = <u>0</u> FAC species _____ x 3 = <u>0</u> FACU species _____ x 4 = <u>0</u> UPL species _____ x 5 = <u>0</u> Column Totals: <u>0</u> (A) <u>0</u> (B) Prevalence Index = B/A = <u>NaN</u>
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Sapling/Shrub Stratum</u> (Plot size: <u>15'</u>) 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 0 = Total Cover				
<u>Herb Stratum</u> (Plot size: <u>5'</u>) 1. <u>Spartina pectinata</u> 40% Y FACW 2. <u>Persicaria pensylvanica</u> 40% Y FACW 3. <u>Cirsium arvense</u> 10% N FACU 4. <u>Poa pratensis</u> 10% N FACU 5. _____ 6. _____ 7. _____ 8. _____ 9. _____ 10. _____ 100 = Total Cover				
<u>Woody Vine Stratum</u> (Plot size: <u>30'</u>) 1. _____ 2. _____ 0 = Total Cover % Bare Ground in Herb Stratum <u>0%</u>				
Remarks:				

SOIL

Sampling Point: DP 5

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-8	10 YR 2/2	100%					SiL	
8-11	10 YR 2/2	98%	10 YR 3/4	2%	C	PL	SiCL	
11-15	10 YR 3/2	98%	10 YR 3/4	2%	C	PL	SiCL	
15-22	10 YR 4/2	98%	10 YR 4/4	2%	C	PL	SiCL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.²Location: PL=Pore Lining, M=Matrix.**Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)**

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☒ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | |

Indicators for Problematic Hydric Soils³:

- | |
|--|
| ☐ 1 cm Muck (A9) (LRR I, J) |
| ☐ Coast Prairie Redox (A16) (LRR F, G, H) |
| ☐ Dark Surface (S7) (LRR G) |
| ☐ High Plains Depressions (F16) |
| (LRR H outside of MLRA 72 & 73) |
| ☐ Reduced Vertic (F18) |
| ☐ Red Parent Material (TF2) |
| ☐ Very Shallow Dark Surface (TF12) |
| ☐ Other (Explain in Remarks) |

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.**Restrictive Layer (if present):**

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☒ No ☐

Remarks:

HYDROLOGY

Wetland Hydrology Indicators:Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- | |
|---|
| ☒ Surface Soil Cracks (B6) |
| ☐ Sparsely Vegetated Concave Surface (B8) |
| ☐ Drainage Patterns (B10) |
| ☐ Oxidized Rhizospheres on Living Roots (C3) |
| (where tilled) |
| ☐ Crayfish Burrows (C8) |
| ☒ Saturation Visible on Aerial Imagery (C9) |
| ☒ Geomorphic Position (D2) |
| ☒ FAC-Neutral Test (D5) |
| ☐ Frost-Heave Hummocks (D7) (LRR F) |

Field Observations:

Surface Water Present? Yes ☐ No ☒ Depth (inches): _____

Water Table Present? Yes ☐ No ☒ Depth (inches): _____

Saturation Present? Yes ☐ No ☒ Depth (inches): _____
(includes capillary fringe)

Wetland Hydrology Present? Yes ☒ No ☐

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

WETLAND DETERMINATION DATA FORM – Great Plains Region

Project/Site: Opportunity Park City/County: Oglala Lakota County Sampling Date: 10/28/21
 Applicant/Owner: Oglala Lakota Sioux Tribe State: SD Sampling Point: DP 6
 Investigator(s): K.Rude Section, Township, Range: Section 33, Township 36N, Range 43W
 Landform (hillslope, terrace, etc.): Hillslope Local relief (concave, convex, none): convex Slope (%): 2%
 Subregion (LRR): G Lat: 43.049557 Long: -102.379012 Datum: NAD 83
 Soil Map Unit Name: Minatare loam, 0 to 2 percent slopes NWI classification: N/A

Are climatic / hydrologic conditions on the site typical for this time of year? Yes ☒ No ☐ (If no, explain in Remarks.)
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ significantly disturbed? Are "Normal Circumstances" present? Yes ☒ No ☐
 Are Vegetation ☐, Soil ☐, or Hydrology ☐ naturally problematic? (If needed, explain any answers in Remarks.)

SUMMARY OF FINDINGS – Attach site map showing sampling point locations, transects, important features, etc.

Hydrophytic Vegetation Present?	Yes ☐	No ☒	Is the Sampled Area within a Wetland?	Yes ☐	No ☒
Hydric Soil Present?	Yes ☐	No ☒			
Wetland Hydrology Present?	Yes ☐	No ☒			
Remarks: Hillslope sloping towards wetland 3.					

VEGETATION – Use scientific names of plants.

Tree Stratum (Plot size: <u>30'</u>)	Absolute % Cover	Dominant Species?	Indicator Status	Dominance Test worksheet: Number of Dominant Species That Are OBL, FACW, or FAC (excluding FAC-): _____ (A) Total Number of Dominant Species Across All Strata: _____ (B) Percent of Dominant Species That Are OBL, FACW, or FAC: _____ (A/B) Prevalence Index worksheet: Total % Cover of: _____ Multiply by: _____ OBL species _____ x 1 = <u>0</u> FACW species _____ x 2 = <u>0</u> FAC species _____ x 3 = <u>0</u> FACU species _____ x 4 = <u>0</u> UPL species _____ x 5 = <u>0</u> Column Totals: <u>0</u> (A) <u>0</u> (B) Prevalence Index = B/A = <u>NaN</u>
1. _____	_____	_____	_____	
2. _____	_____	_____	_____	
3. _____	_____	_____	_____	
4. _____	_____	_____	_____	
<u>Sapling/Shrub Stratum</u> (Plot size: <u>15'</u>) 1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 0 = Total Cover				
<u>Herb Stratum</u> (Plot size: <u>5'</u>) 1. <u>Bromus inermis</u> 50% Y UPL 2. <u>Hesperostipa comata</u> 30% Y UPL 3. <u>Solidago canadensis</u> 10% N FACU 4. <u>Bassia scoparia</u> 5% N FACU 5. <u>Cirsium vulgare</u> 5% N UPL 6. _____ 7. _____ 8. _____ 9. _____ 10. _____ 100 = Total Cover				
<u>Woody Vine Stratum</u> (Plot size: <u>30'</u>) 1. _____ 2. _____ 0 = Total Cover % Bare Ground in Herb Stratum <u>0%</u>				
Remarks:				Hydrophytic Vegetation Indicators: ☐ 1 - Rapid Test for Hydrophytic Vegetation ☐ 2 - Dominance Test is >50% ☐ 3 - Prevalence Index is ≤3.0 ¹ ☐ 4 - Morphological Adaptations ¹ (Provide supporting data in Remarks or on a separate sheet) ☐ Problematic Hydrophytic Vegetation ¹ (Explain) ¹ Indicators of hydric soil and wetland hydrology must be present, unless disturbed or problematic. Hydrophytic Vegetation Present? Yes ☐ No ☒

SOIL

Sampling Point: DP 6

Profile Description: (Describe to the depth needed to document the indicator or confirm the absence of indicators.)

Depth (inches)	Matrix		Redox Features				Texture	Remarks
	Color (moist)	%	Color (moist)	%	Type ¹	Loc ²		
0-10	10 YR 3/2	100%					SiL	
10-14	10 YR 3/2	60%					SiL	
	10 YR 4/2	40%					SiL	
14-18	10 YR 4/2	70%					SiL	
	10 YR 3/3	30%					SiL	

¹Type: C=Concentration, D=Depletion, RM=Reduced Matrix, CS=Covered or Coated Sand Grains.²Location: PL=Pore Lining, M=Matrix.**Hydric Soil Indicators: (Applicable to all LRRs, unless otherwise noted.)**

- | | |
|--|--|
| ☐ Histosol (A1) | ☐ Sandy Gleyed Matrix (S4) |
| ☐ Histic Epipedon (A2) | ☐ Sandy Redox (S5) |
| ☐ Black Histic (A3) | ☐ Stripped Matrix (S6) |
| ☐ Hydrogen Sulfide (A4) | ☐ Loamy Mucky Mineral (F1) |
| ☐ Stratified Layers (A5) (LRR F) | ☐ Loamy Gleyed Matrix (F2) |
| ☐ 1 cm Muck (A9) (LRR F, G, H) | ☐ Depleted Matrix (F3) |
| ☐ Depleted Below Dark Surface (A11) | ☐ Redox Dark Surface (F6) |
| ☐ Thick Dark Surface (A12) | ☐ Depleted Dark Surface (F7) |
| ☐ Sandy Mucky Mineral (S1) | ☐ Redox Depressions (F8) |
| ☐ 2.5 cm Mucky Peat or Peat (S2) (LRR G, H) | ☐ High Plains Depressions (F16) |
| ☐ 5 cm Mucky Peat or Peat (S3) (LRR F) | |

Indicators for Problematic Hydric Soils³:

- ☐
- 1 cm Muck (A9) (LRR I, J)
-
- ☐
- Coast Prairie Redox (A16) (LRR F, G, H)
-
- ☐
- Dark Surface (S7) (LRR G)
-
- ☐
- High Plains Depressions (F16)
-
- (LRR H outside of MLRA 72 & 73)**
-
- ☐
- Reduced Vertic (F18)
-
- ☐
- Red Parent Material (TF2)
-
- ☐
- Very Shallow Dark Surface (TF12)
-
- ☐
- Other (Explain in Remarks)

³Indicators of hydrophytic vegetation and wetland hydrology must be present, unless disturbed or problematic.**Restrictive Layer (if present):**

Type: _____

Depth (inches): _____

Hydric Soil Present? Yes ☐ No ☒

Remarks:

Appears as some soil disturbance has occurred in the past as soils showed they are mixed.

HYDROLOGY

Wetland Hydrology Indicators:Primary Indicators (minimum of one required; check all that apply)

- | | |
|--|---|
| ☐ Surface Water (A1) | ☐ Salt Crust (B11) |
| ☐ High Water Table (A2) | ☐ Aquatic Invertebrates (B13) |
| ☐ Saturation (A3) | ☐ Hydrogen Sulfide Odor (C1) |
| ☐ Water Marks (B1) | ☐ Dry-Season Water Table (C2) |
| ☐ Sediment Deposits (B2) | ☐ Oxidized Rhizospheres on Living Roots (C3) |
| ☐ Drift Deposits (B3) | (where not tilled) |
| ☐ Algal Mat or Crust (B4) | ☐ Presence of Reduced Iron (C4) |
| ☐ Iron Deposits (B5) | ☐ Thin Muck Surface (C7) |
| ☐ Inundation Visible on Aerial Imagery (B7) | ☐ Other (Explain in Remarks) |
| ☐ Water-Stained Leaves (B9) | |

Secondary Indicators (minimum of two required)

- ☐
- Surface Soil Cracks (B6)
-
- ☐
- Sparsely Vegetated Concave Surface (B8)
-
- ☐
- Drainage Patterns (B10)
-
- ☐
- Oxidized Rhizospheres on Living Roots (C3)
-
- (where tilled)**
-
- ☐
- Crayfish Burrows (C8)
-
- ☐
- Saturation Visible on Aerial Imagery (C9)
-
- ☐
- Geomorphic Position (D2)
-
- ☐
- FAC-Neutral Test (D5)
-
- ☐
- Frost-Heave Hummocks (D7) (LRR F)

Field Observations:

Surface Water Present? Yes ☐ No ☒ Depth (inches): _____

Water Table Present? Yes ☐ No ☒ Depth (inches): _____

Saturation Present? Yes ☐ No ☒ Depth (inches): _____
 (includes capillary fringe)

Wetland Hydrology Present? Yes ☐ No ☒

Describe Recorded Data (stream gauge, monitoring well, aerial photos, previous inspections), if available:

Remarks:

CULTURAL RESOURCES

OPPORTUNITY PARK PHASE I FEASIBILITY STUDY: A LEVEL III CULTURAL RESOURCE INVENTORY IN OGLALA LAKOTA COUNTY, SOUTH DAKOTA

Prepared For:
Oglala Sioux Tribe
Pine Ridge, South Dakota

Principal Investigator:
Christopher Davis

Prepared By:
Christopher Davis and Jeff Shelton

KLJ
330 Knollwood Drive
Rapid City, South Dakota 57701

REPORT OF INVESTIGATION: 3024

DECEMBER 2021



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December 2021

ABSTRACT

The Oglala Sioux Tribe contracted KLJ to conduct a Level III cultural resource inventory for a feasibility study at Opportunity Park, an undeveloped parcel of land at the intersection of BIA Route 27 and US Highway 18, south of Wounded Knee in Oglala Lakota County, South Dakota. Possible plans for initial development of the area include construction of a gas station or convenience store that will serve as an anchor enterprise for a larger business park to be built in the future. The area of potential effect encompasses 80.9 acres on the northwest corner of BIA Route 27 and US Highway 18. The project area is part of the Oglala Lakota Nation and the Oglala Sioux Tribal Historic Preservation Office is the primary reviewing agency for the cultural aspect of the project.

A Level I literature review identified two previously recorded cultural resources within one mile of the project area. These resources include an American Indian burial that is unevaluated for the National Register of Historic Places and a historical windmill that is not eligible for inclusion. Both resources are located well outside the area of potential effect for the feasibility study. The literature review also identified 11 prior cultural resource inventories within the same one-mile radius in and around Opportunity Park, several of which overlap the current project area.

Fieldwork was undertaken in October 2021 and one new historical site was identified during the inventory. 39OL59 is a historical site containing at least 18 features and a sparse surface scatter of associated items, many of which are likely related to a now-abandoned farmstead that was established and occupied in this area during the 20th century. The site, which comprises a collection of poorly preserved structure remnants and non-diagnostic household and other debris, is recommended **not eligible** for the National Register of Historic Places and no avoidance or further work is necessary.

No significant resources were identified during this survey or by several previous inventories that have covered much of the current project area in the past. Although no specific plans for development are in place at this time, it is therefore unlikely that any future construction projects in the area of potential effect would pose a risk to important cultural resources. Thus, provided that all ground-disturbing activity remains within the inventoried area and no unidentified artifacts and/or features are encountered during future construction, KLJ recommends a finding of ***no historic properties affected*** for the project as inventoried, photographed, and described herein.



INTRODUCTION

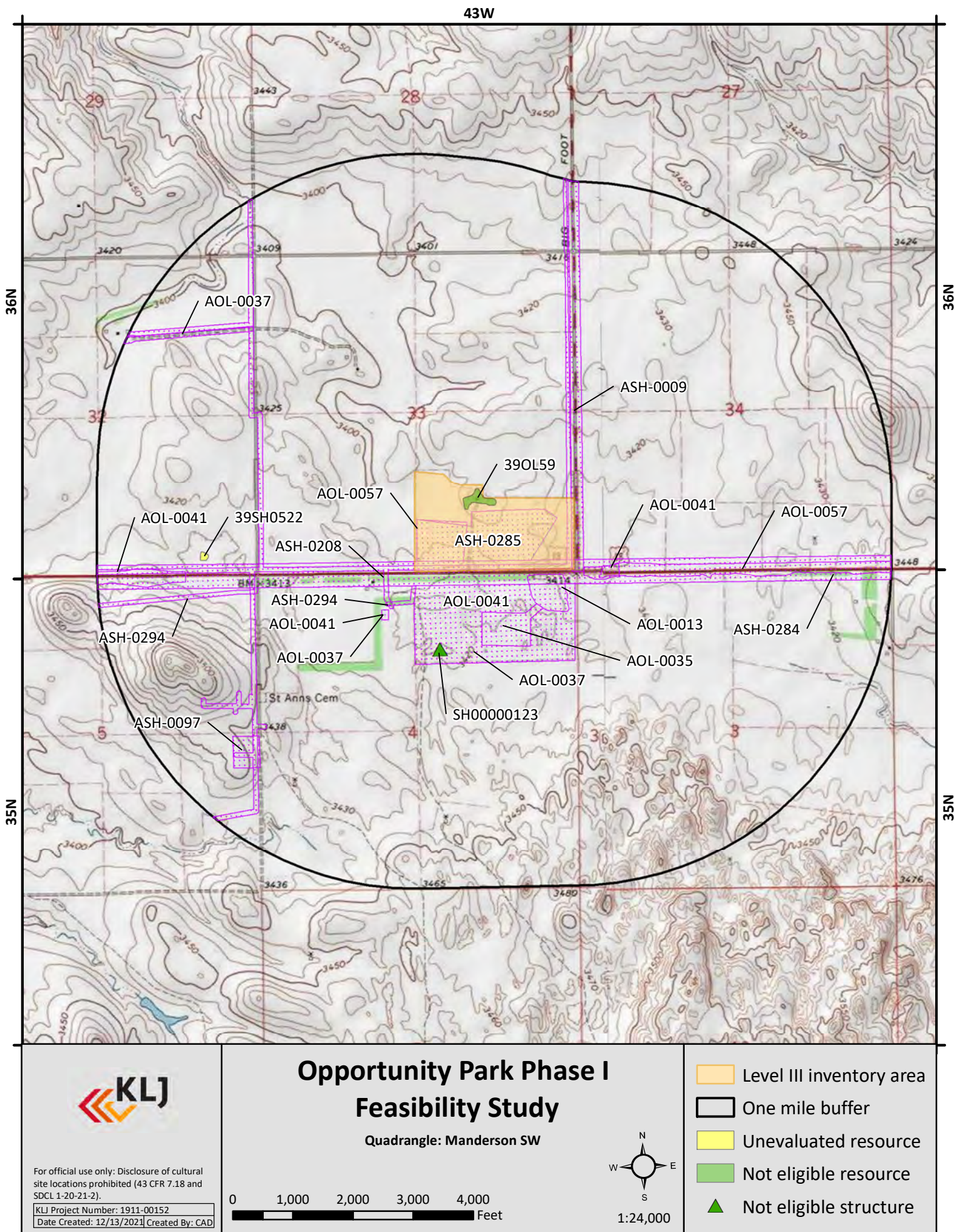
The Oglala Sioux Tribe contracted KLJ to conduct a Level III cultural resource inventory for a feasibility study at Opportunity Park, an undeveloped parcel of land at the intersection of BIA Route 27 and US Highway 18, south of Wounded Knee in Oglala Lakota County, South Dakota (Figure 1). Possible plans for initial development of the area include construction of a gas station or convenience store that will serve as an anchor enterprise for a larger business park to be built in the future. The area of potential effect (APE) for the project encompasses 80.9 acres of low-lying, and often heavily disturbed, grassland and wetlands at the northwest corner of BIA Route 27 and US Highway 18 (Figures 2 and 3). The project area is part of the Oglala Lakota Nation and the Oglala Sioux Tribal Historic Preservation Office is the primary reviewing agency for the cultural aspect of the work.

Fieldwork for the project was conducted in October 2021, and one new historical site (39OL59) was discovered during the inventory. Although two previously recorded resources were also noted in the broader study region, no revisits were conducted because both of these resources are well outside the project APE. The environmental and cultural setting for the project, evaluation standards, field methods, inventory results, and recommendations for National Register of Historic Places (NRHP) eligibility and management of the new resource are discussed in more detail in the following sections of this report. All site forms, illustrations, maps, field notes, and photographic records relevant to this undertaking are on file at the KLJ office in Rapid City, South Dakota.

Table 1: Legal location of the project area in Oglala Lakota County.

Township	Range	Section
36 N	43 W	33





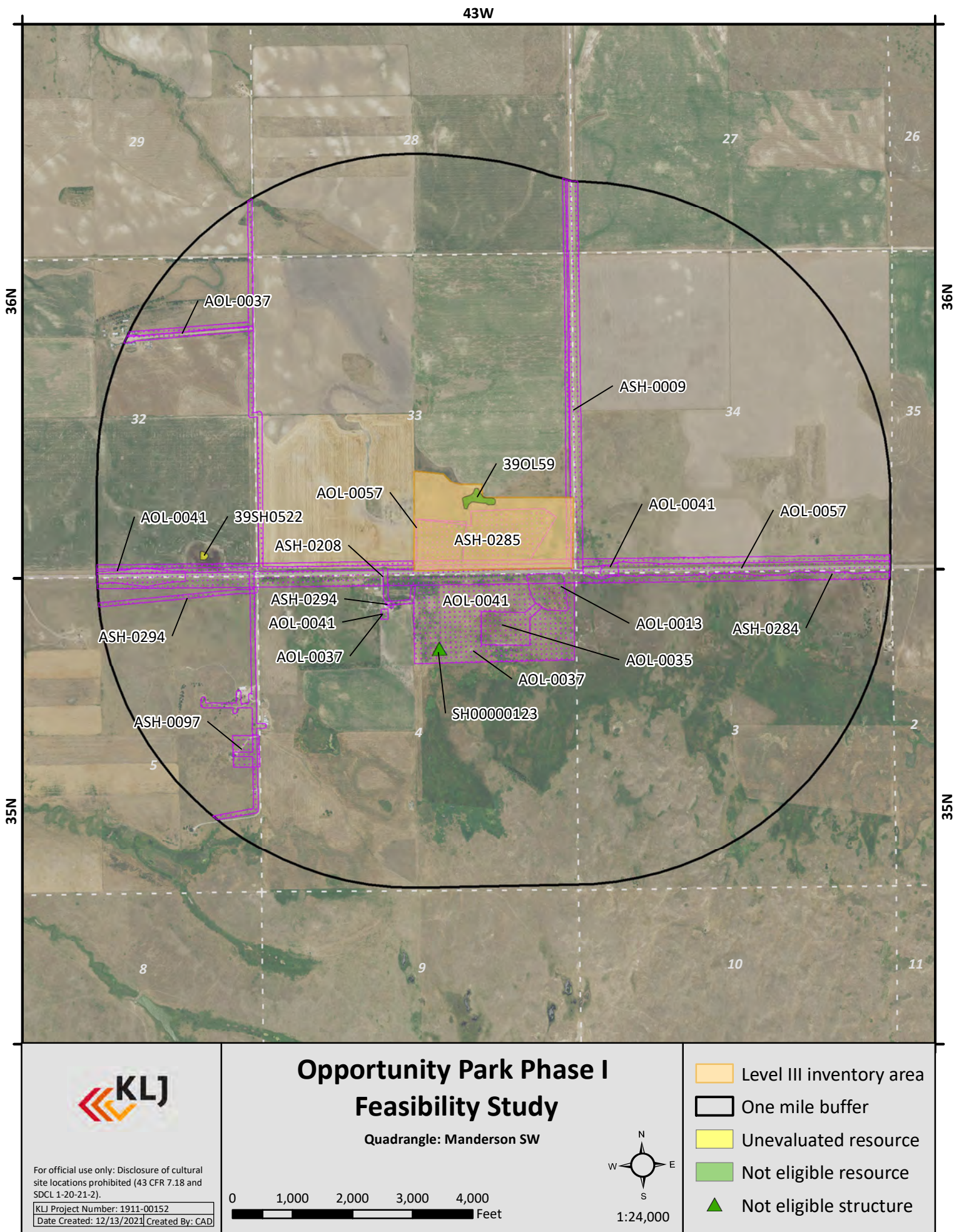


Figure 3: Aerial map of the project area.

ENVIRONMENTAL SETTING

South Dakota is divided into 24 archaeological study units (SU) that represent areas with similar geography, ecology, and culture history, and are defined based largely on the drainage basin boundaries of major rivers (Winham and Hannus 1990; Sundstrom 2019). The project area is located in the White River Badlands Study Unit (WRBSU), which encompasses 6648 mi² in the south-central part of the state (Figure 1). The following sections discuss aspects of the physical environment in and around the WRBSU.

Physiography

The WRBSU is in the Missouri Plateau section of the Great Plains physiographic province, and includes parts of Jackson, Bennett, Fall River, Pennington, Mellette, Jones, Todd, and Oglala Lakota counties (Fenneman 1917; Sundstrom 2019). The WRBSU is bounded by the Bad River Basin SU in the north, the Sand Hills SU and Nebraska state line in the south, the Lower White and Sand Hills SU in the east, and the South Fork Cheyenne SU in the west.

Most of the WRBSU is in the Northwestern Great Plains ecoregion (Bryce *et al.* 1998). These landscapes comprise: the heavily eroded buttes, steep bluffs, and narrow gorges of the White River Badlands and dissected terraces, floodplains, and woodlands of the River Breaks subregions in the north; the rolling, deeply incised, and often sandy plains of the Keya Paha Tablelands and Subhumid Pierre Shale Plains to the south; and the mixed grass prairies of the Semiarid Shale Plains in the west. A small section near the southwestern corner of the unit is also in the Western High Plains ecoregion and encompasses the steep ridges and deep valleys of the Pine Ridge Escarpment subregion. Additionally, the expansive dune fields of the Nebraska Sand Hills (ecoregion and subregion) extend across much of the southeastern border of the WRBSU (Bryce *et al.* 1998).

The study unit is drained by its namesake, the White River, and a network of feeder streams, the largest of which is the Little White River (Winham and Hannus 1990; Sundstrom 2019). Other sizeable tributaries that flow through the region include Bear-in-the-Lodge, Cain, Medicine Root, Pass, Porcupine, and White Clay creeks. Oglala Lake is one of the few large bodies of water in the WRBSU, but numerous ephemeral ponds and wetlands of various size and depth are also dotted throughout this area.

Climate

The climate in this part of South Dakota is continental and semi-arid, with long, cold winters and hot, dry summers. Average January temperatures for weather stations at Cedar Butte, Interior, Martin, and Pine Ridge in the WRBSU, as well as Oelrichs just over the western border, range from a high of 35 °F to a low of 10.8 °F, with corresponding averages of 90 °F and 60 °F in July. Total precipitation is low, averaging around 17 inches yearly, most of which falls between April and September. Snowfall totals



range more widely, from 26 inches at Interior to 42 inches at Oelrichs, with an annual mean of 36 inches for the entire region (Western Regional Climate Center 2021).

Flora and Fauna

Temperate mixed-grass and sand prairie are the predominant natural ecosystems in southwestern South Dakota (Gap Analysis Project 2021). Vegetation consists of hearty, drought-resistant grasses and shrubs, such as western wheatgrass (*Pascopyrum smithii*), needlegrass (*Nasella* sp.), fescue (*Festuca* sp.), Indian ricegrass (*Achnatherum hymenoides*), needleleaf sedge (*Carex duriuscula*), sagebrush (*Artemisia* spp.), rabbitbrush (*Chrysothamnus* sp.), bitterbrush (*Purshia tridentata*), and saltbush (*Atriplex* spp.). Pine (*Pinus ponderosa*) and cedar (*Cedrus* sp.) woodlands are also present on ravines, rocky slopes and ridge tops, while stands of cottonwood (*Populus deltoides*), green ash (*Fraxinus pennsylvanica*), and hackberry (*Celtis occidentalis*) trees can be found along floodplains and in sheltered bottomlands (Sundstrom 2019). Common grassland forbs and woodland understory plants include prairie turnip (*Psoralea esculenta*), sunchoke (*Helianthus tuberosus*), currant (*Ribes* spp.), buffaloberry (*Shepherdia argentea*), gooseberry (*Ribes hirtellum*), serviceberry (*Amelanchier* sp.), chokecherry (*Prunus virginiana*), prickly pear (*Opuntia polyacantha*), wild onions (*Allium canadense*), camas root (*Camassia esculenta*), purple coneflower (*Echinacea purpurea*), verbena (*Verbena hastata*), milkweed (*Asclepias syriaca*), and curlycup gumweed (*Grindelia squarrosa*) (US Department of Agriculture 2006).

The habitats of the WRBSU historically contained diverse ungulate taxa, including bison (*Bison bison*), deer (*Odocoileus* spp.), pronghorn (*Antilocapra americana*), and bighorn sheep (*Ovis canadensis*). This area is and/or was also home to bobcat (*Lynx rufus*), coyote (*Canis latrans*), swift fox (*Vulpes velox*), badger (*Taxidea taxus*), prairie dog (*Cynomys* sp.), black-footed ferret (*Mustela nigripes*), muskrat (*Ondatra zibethicus*), pocket gopher (*Thomomys talpoides*), voles (*Myodes* sp.; *Microtus pennsylvanica*), and numerous other rodents and other smaller mammals (Martin 1983). Various birds (e.g., raptors, passerines, waterfowl, grouse), reptiles (e.g., turtles, snakes, lizards), and aquatic fauna (e.g., fish, mussels, clams) occupy the grasslands, woodlands, and waterways of southwestern South Dakota, as well (National Park Service 2015).

Geology and Soils

The primary bedrock formations in the WRBSU include siltstone, sandstone, claystone, limestone, and volcanic ash from the Tertiary-aged Arikaree and White River groups. Extensive outcrops of Late Cretaceous shale, clay, mud, sandstone, and conglomerate from the Pierre Shale formation are also present in the northeast and southwest corners of the study unit, while Tertiary sandstone, siltstone, claystone, and limestone of the Oglala Group occur in the southeastern corner and around parts of the southern border. Likewise, late Quaternary eolian deposits of the Oahe Formation blanket much of the area along the southern border of the WRBSU and can be found on terraces above the White River and several tributaries in the northern part of the unit. Quaternary alluvium (clay, mud, silt, sand, gravel,



cobbles, boulders) from the Oahe and/or Coleharbor formations is present along the White River, Little White River, and most other large streams throughout the area, as well (Martin *et al.* 2004).

Mollisols, entisols, aridisols, and inceptisols are the dominant soil orders in this part of South Dakota. Temperature and moisture regimes in most of the region are mesic/ustic, although some areas are also classified as aridic. Common soil series include Conata, Epping, Imlay, Orella, Buton, Anselmo, Kadoka, Keith, Manter, Rosebud, Keota, Ronson, and Vetal (Bryce *et al.* 1998).

Natural Resources and Land Use

Edible plants in the WRBSU such as prairie turnip, prickly pear, chokecherry, buffaloberry, gooseberry, serviceberry, currant, and sunchoke were important food items for Native Americans in the past, while camas root, purple coneflower, verbena, milkweed, rabbitbrush, gumweed, and others were regularly utilized for medicinal purposes (Wandsnider 1999; US Department of Agriculture 2006). Sagebrush, rabbitbrush, pine, cedar, ash, and cottonwood trees, and other woody vegetation were also used for construction, domestic, and ceremonial purposes (Winham and Hannus 1990; Sundstrom 2019). Likewise, abundant game animals—including bison, deer, rabbit, rodents, reptiles, amphibians, and fish—provided meat and, in some cases, raw materials for making tools, clothing, and ritual items (Martin 1983).

Today, much of the land within the WRBSU is used for ranching and dryland farming. Ranching revolves primarily around cattle, which graze the native grasslands, particularly in areas with steep slopes and/or shallow, saline soils. Winter wheat is the chief agricultural crop, although corn, sugar beets, alfalfa, sorghum, and other crops are also grown on a smaller scale (Bryce *et al.* 1998).



CULTURE HISTORY

The following sections summarize the trends that characterize each of the major culture-historical periods, or traditions, in the WRBSU and the surrounding region over the last approximately 12,000 years, since the earliest inhabitants first entered the northern reaches of the Great Plains.

Paleoindian Tradition (11,500- 8000 BP)

The Paleoindian period spans the Pleistocene-Holocene transition and includes the earliest inhabitants of South Dakota. This period can be usefully subdivided into two broad stages—early and late—both of which are associated with highly mobile hunter-gatherer groups. Both stages also subsume several techno-complexes that are distinguished in part based on differences in the form and function of large, lanceolate chipped stone projectile (*i.e.*, spear and/or dart) points (Kornfeld *et al.* 2010; Sundstrom 2019).

The early Paleoindian stage includes the Clovis, Goshen, and Folsom complexes. The Clovis complex was geographically widespread and persisted for roughly 300 years in the late Pleistocene (Miller *et al.* 2014; Waters *et al.* 2020). Clovis groups consisted of small bands who regularly hunted mammoth, mastodon, and other megafauna, but also exploited smaller prey and plant foods (Waguespack and Surovell 2003). Goshen was a transitional complex that differs from Clovis primarily in the presence of unique non-fluted points and a shifted emphasis to hunting bison, likely in response to environmental turnover and megafaunal extinctions associated with resurgent glacial conditions during the Younger Dryas stadial (Frison 1998). Subsequent Folsom groups were also small, mobile, and regularly hunted bison. However, the occurrence of more base camps indicates somewhat lower residential mobility among Folsom people, and their diets comprised a wider variety of faunal and floral resources relative to preceding periods (Kornfeld *et al.* 2010).

Late Paleoindian complexes known from South Dakota include Agate Basin, Hell Gap, Alberta-Cody, Angostura, Eden, Scottsbluff, and James Allen (Winham and Hannus 1990; Sundstrom 2019). Compared to earlier times, late Paleoindian lifeways are characterized by larger and more complex social groups, increased communal hunting, expanded use of high-elevation landscapes, and continued broadening of the resource base (Reed and Metcalf 1999). Two geographically distinct adaptations have been recognized during this time. Groups on the Great Plains maintained subsistence economies focused primarily on hunting bison, while those in the mountains and foothills to the west pursued a broad-spectrum strategy that included smaller game and more plant foods (Frison 1992).

Archaic Tradition (8000 - 850 BP)

Regionalization of projectile point styles, the advent of side- and corner-notched forms, smaller and less interactive social networks, decreased residential mobility, and increased focus on seasonal use of localized and predictable resources are all characteristic features of the Archaic tradition in the



northern Great Plains (Kornfeld and Larson 2008; Gregg *et al.* 2016). This period is divided into Early, Middle, and Late stages that include the following techno-complexes in South Dakota: Hawken, Logan Creek, and Meserve-Dalton (Early); Oxbow and McKean (Middle); and Pelican Lake and Yonkee (Late).

The Early Archaic coincides with the extremely arid Altithermal climatic episode and saw a marked decline in human population size on the plains, possibly because deterioration of lower-elevation grassland habitats led groups to seek refuge in the mountains, foothills, and other upland areas (Benedict 1992). In response to changes in the resource base caused by environmental upheaval, including the extinction of multiple large mammal prey species, early Archaic people often began hunting smaller prey and gathering more wild plants and seeds (Kornfeld *et al.* 2010). As climatic conditions improved and landscapes stabilized in the Middle Archaic, many groups on the Great Plains adopted central-place foraging strategies entailing logistical forays around base camps, often situated in uplands, during the winter, with more frequent moves between short-term camps across the landscape in summer (Gilmore *et al.* 1999). Elk, mule deer, and bighorn sheep were hunted, and various plants and seeds were processed and prepared using ground stone tools and hearths. Seasonal droughts returned in the Late Archaic, but summers remained relatively wet throughout this stage. Groups occupied uplands, valleys, and river terraces, and subsistence strategies continued to emphasize hunting large ungulates; however, small game, fish, and wild plants, seeds, and nuts were increasingly on the menu, as well (Kornfeld and Larson 2008; Kornfeld *et al.* 2010).

Plains Woodland Tradition (2500 - 1100 BP)

The Plains Woodland tradition is also divided into Early, Middle, and Late stages, during which the bow and arrow appeared, the first ceramics were produced, and the earliest forays into cultivation of wild plants occurred (Johnson and Johnson 1998). This tradition is further distinguished by the appearance of burial mounds and mortuary ceremonialism, proliferation of smaller side- and corner-notched points, lower residential mobility, and increased regional interaction across the Great Plains (Gregg *et al.* 2016).

Despite generally favorable climatic conditions, it appears that population densities on the Great Plains were relatively low, and regional interaction limited, during the Early Woodland stage (Gregg and Picha 1989). In South Dakota, available information indicates that groups inhabited upland and lowland settings, made smooth and cord-impressed ceramics, and subsisted on hunted game (*e.g.*, bison, elk, coyote) and wild plants, some of which were intentionally cultivated (*e.g.*, chokecherry, wild grape). Amenable climates continued into the Middle Woodland, which includes the closely related Besant and Sonota complexes. Notably, this stage marks the advent of burial mound mortuary ceremonialism in the state, a hallmark of the Sonota complex, as well as expansion of regional social networks in many places (Johnson and Johnson 1998). The Late Woodland stage is distinguished by the appearance of bow and arrow technology and production of well-made, thinner, and larger ceramic wares (*e.g.*, of the Avonlea, Blackduck, and Mortlach complexes). Linear, as opposed to conical, burial mounds also became more common at this time (Gregg *et al.* 2016). Likewise, tribal exchange networks developed



around A.D. 1000, through which nomadic hunter-gatherers traded meat, hides, and lithic raw material—particularly KRF—with semi-sedentary groups along the Missouri River for maize, grains, and other cultigens (Turck 2011; Mitchell 2013).

Plains Village Tradition (A.D. 1200 - 1780)

The Plains Village tradition appeared suddenly in the Great Plains and was developed primarily along the middle reaches of the Missouri River in North and South Dakota (Toom 2004). This time marks a transition to lifeways that combined hunting and gathering with more intensive horticulture, and adaptive strategies revolved around producing and storing a dependable supply of cultivated plant foods. As such, Plains Village cultures are typified by the development of increasingly permanent settlements and several distinctive styles of ceramic vessels, which define phases, or variants, within the larger tradition (*e.g.*, Middle Missouri, Coalescent, Northeastern Plains Village) (Toom 2004; Gregg *et al.* 2016).

As warm climates promoted rapid westward expansion of maize horticulture, early Plains Village groups ancestral to the Mandans, Hidatsas, and Arikaras began settling in semi-sedentary villages along the Missouri River, where they constructed large, rectangular earthlodge houses (Johnson 2007; Gregg *et al.* 2016). Over time, villages grew larger and more permanent, and many were fortified with ditches and bastions. Circular, or sometimes square, lodges also became more prevalent through time. Hunting bison and farming maize, squash, beans, and melons were the primary subsistence activities, and were often supplemented with smaller game and seasonally collected wild plants. Plains Villagers also constructed earthen mortuary mounds and produced high-quality ceramics of various size, shape, preparation, and design throughout this time (Mitchell 2013). Importantly, the ever-expanding trade networks that originated in the Late Woodland now became the initial point of contact between Native groups and non-Native settlers, whose subsequent interactions eventually led to the spread of foreign disease and conflict that regularly decimated whole villages (Gregg *et al.* 2016).

Equestrian Tradition (A.D. 1780 - 1880)

As the name implies, increased reliance on horses—for travel, hunting, and as beasts of burden—is a defining feature of the Equestrian tradition, although this trend was probably most transformative in the southern and central plains, where fully equestrian lifestyles flourished (Hamalainen 2003). This period also saw demographic expansion and a return to nomadic lifeways centered around hunting bison, often on horseback, and foraging for wild plants in many places (Newton 2016). Larger and more mobile populations, in turn, resulted in more frequent intergroup encounters and culturally-distinct bands often came together for various reasons (*e.g.*, trade, hunting, warfare) and durations throughout the year.

Another important aspect of the Equestrian tradition is sustained contact between Plains tribes and non-Native settlers (Hamalainen 2003). By the early 1800s, many groups were actively involved in the



burgeoning fur trade (see below), regularly swapping beaver pelts, bison hides, and pemmican for guns, metal tools, glass beads, and other Euroamerican goods that circulated widely across the Plains through centuries-old exchange networks and often reshaped tribal lifeways and material culture in important ways. In the Dakotas, the Mandans, Hidatsas, and Arikaras were known as particularly skilled traders among the many non-Native explorers, furriers, and other tribes who passed through the large, fortified settlements on the Missouri River in North and South Dakota in which they often consolidated during this period (Johnson 2007; Krause 2016; Murray and Swenson 2016). As time wore on, these interactions also led to increasing tensions, and eventually outright conflict, with settlers that ended in the forced removal of Native Americans from their homelands in the late 1800s. Along with the Mandans, Hidatsas, and Arikaras, the Arapaho, Assiniboinés, Blackfeet, Cheyennes, Crees, Crows, Dakotas, Gros Ventres, Lakotas, Ojibwes, Shoshones, and Yanktonais were among the tribes that called South Dakota home prior to their confinement on the Great Sioux (now divided into Pine Ridge, Rosebud, Cheyenne River, Standing Rock, Lower Brule, and Crow Creek in South Dakota), Lake Traverse, Yankton, and other reservations across the Great Plains.

Non-Native Settlement Period (A.D. 1735-1970)

Statehood and Early Settlement

Official recognition of the Dakotas as a distinctive territory did not materialize until after the start of the Civil War. This was due in part to Democrat control of the legislature and White House during the last four years of the 1850s because the party was reluctant to admit new states or territories without assurances of the continuance of slavery. Nevertheless, the Dakota, Colorado, and Nevada territories were organized by Congress in March 1861, just weeks before the inauguration of Abraham Lincoln, with no mention of continuing slavery within any of their borders (Risjord 2012). At the time, Dakota Territory encompassed all of what is now North and South Dakota, as well much of present-day Montana and Wyoming and a small area in what would later become Nebraska.

In 1863, the Dakota Territory was opened for settlement and early travel through the region occurred by way of steamboats on the Missouri River, wagon trains, and ox carts. The second Fort Laramie Treaty of 1868 renegotiated tribal territories and attempted to create peace in the region by establishing the Great Sioux Reservation. Ever-increasing Euro-American encroachment across the West soon led to violation of this treaty, however. Discovery of gold in Montana in the 1860s and then the Black Hills in 1874 drew ever increasing numbers of Euromericans to the region (Risjord 2012; Hufstetler 2014).

Railroads

The arrival of the Northern Pacific railroad in the Dakota Territory in 1872 marked a new period of growth and economic development in the region. However, the Panic of 1873 caused the financial collapse of Jay Cooke & Company, a major financial backer of the Northern Pacific, and halted construction of the railroad at Bismarck (Cotroneo 1968). After the financial crisis, the Northern Pacific began to market Dakota Territory as the “Continental Wheat Garden” to attract prospective settlers,



despite the privately expressed reservations of the railroad's executives who worried that the harsh climate and lack of rainfall make the land look like "a barren desert" (Cotroneo 1968; Power 1910). The American public's perception of the region as unsafe because of the lingering conflict with Native Americans also prevented emigration during this period.

The arrival of the railroad also initiated the first substantial investment in bridge building in Dakota Territory. Prior to the arrival of the railroad, waterways themselves were a primary mode of transportation in the Dakotas. The first railroads connected urban centers in Minnesota to the Red River Valley and were extended westward to Bismarck by 1872. Construction halted during the Panic of 1873 and resumed after 1879. Railroad bridges constructed by the expanding network were some of the first permanent crossing of South Dakota waterways, some of which were previously only serviced by ferry crossings (Hufstetler 1996, 2014).

Early Bridges in South Dakota

In tandem with railroad construction, networks of local overland routes were also constructed to transport goods from rural settlements to railroad hubs, and to connect communities. Railroads continued to influence local bridge production by being the means to transport the materials necessary for construction (Hufstetler and Goff 2004). Prior to South Dakota statehood, most bridges serving rural roads were constructed locally by the communities themselves without government support. These were primarily semi-permanent structures which could be rebuilt if lost to use or natural forces. By the early 1880s local communities, towns, and counties were constructing professionally designed wooden and steel bridges. In 1889 bridge and road construction was an item addressed in the state's constitution (Hufstetler 1996, 2014).

The period between South Dakota statehood in 1889 and 1900 was dominated by county sponsored construction. County governments, who often did not retain engineers on staff, were reliant on hiring outside firms, who influenced the design and construction of bridges. One solution was to purchase prefabricated steel truss bridges from steel and iron manufacturers and to hire local contractors to assemble them. Railroads were also directly responsible for some highway bridges, though usually as overpasses and underpasses to accommodate rail and vehicle traffic (Hufstetler *et al.* 2004; Hufstetler 2014; Historic Bridges Foundation 2021).

Bridges constructed during this period relied on both iron/steel construction and wood, with both materials used often incorporated into the design. Wood and combination wood and iron/steel bridges continued to be constructed in South Dakota into the first two decades of the 20th Century, though they were eventually supplanted by iron/steel designs, and then concrete, following national trends. During the end of the 19th Century, the most common design for steel bridges were pin-connected Pratt through truss designs. Pony truss designs were also constructed during this period with Pratt pony truss riveted designs appearing after technological innovation made them available. By the end of the second



decade of the 20th Century, the riveted Warren pony truss also became ubiquitous (Hufstetler *et al.* 2004; Hufstetler 2014; Historic Bridges Foundation 2021).

State and Federal Bridge and Road Construction

In 1911, the South Dakota Legislature passed the "Issenhuth Bill," which specified how County Commissioners could seek bids for bridges and required them to hire engineers to oversee all roadwork and award annual contracts on a per lineal foot basis. Two years later, the State Highway Commission was established by an act of State Congress, but no funds were appropriated for salaries or projects (Hufstetler 2014). Although creation of the commission was ultimately the first step towards standardization and statewide coordination of bridge and highway design, road and bridge infrastructure improvements proceeded slowly due in large part to a lack of funding, especially early on in the process.

The Federal Aid Road Act of 1916 initiated the first country-wide investment in standardization of road infrastructure. The act provided Federal aid for highway construction projects, up to 50% of the funds needed in combination with State monies. In response, the South Dakota legislature dissolved the advisory State Highway Commission and created South Dakota State Highway Department, which consisted of the governor, the state engineer, and an experienced road builder appointed by the governor. The legislature also required the Highway Department to meet the minimum requirements of the Federal Aid Road Act. (Hufstetler *et al.* 2004; Hufstetler 2014).

By the 1920s, increases in motor vehicle availability prompted expanded use of cast concrete and steel I-beams for bridges that could be built with less labor. Standardized plans by the South Dakota Highway Commission's engineer John Kirkham promoted concrete designs, but variations in local geography, such as the expanding and contracting banks of the Missouri, demanded that more flexible designs were also created (Hufstetler *et al.* 2004). Bridge construction in the second decade of the 20th Century largely moved away from steel bridges to concrete designs (Hufstetler 2014; HBF 2021).

The Great Depression and World War II

By the 1930s, bridges constructed during the end of the 19th Century to the turn of the century, needed replacement and upgrading. Ultimately, federal investment in work and highway programs were a net benefit for South Dakota roadways during the Great Depression. Acts like the 1932-1933 Federal Emergency Fund, the 1933 National Industrial Recovery Act, and relief monies directly provided by the Federal Government in the form of Public Works Administration and Federal Emergency Relief Administration, provided much needed finance to improve South Dakota roadways and bridges (Hufstetler *et al.* 2004; Hufstetler 2014).

Another important federal program influencing road and bridge construction during this period included the Hayden-Cartwright Act which increased the number of grade separations via bridge to



separate railroad and vehicle routes at crossings. Other work programs, such as the Works Projects Administration and the Civilian Conservation Corps, also contributed to public works, including bridges, some of which used labor intensive techniques, such as stone masonry, to promote work and increase labor (Hufstetler *et al.* 2004; Hufstetler 2014).

World War II saw a decline in infrastructure spending and labor in South Dakota. This was due to several factors, including loss of professional labor to the war movement and lack of material availability due to their use in the war effort. Funding was also reduced and re-directed toward the war. This led to the devotion of highway dollars primarily to maintenance and the near cessation of new bridge construction (Hufstetler *et al.* 2004; Hufstetler 2014).

Post-World War II and the Interstate

As the Cold War set in following World War II, the need for upgraded highway systems, for civilian and defense purposes, was realized. Although calls for an interstate highway system were known at the federal level since 1929, which were backed by federal studies in 1939 and 1944, it was the 1944 Federal Aid Highway Act that officiated the federal commitment to interstate highways. By 1947, federal and state officials had mapped out many of the routes in the interstate system (Axline 2015).

Two major acts of Congress, The Federal Aid Highway Act and the Highway Revenue Act, both in 1956, created the initial funding mechanism for the interstate highway system. Funding of the interstate system also freed up money for other state-maintained highways as it freed up state funding for the routes superseded by the interstate. The interstate system also brought with it increasing standardization in road and bridge design as uniformity was mandated across the system. One common bridge type, the multi-span concrete t-beam, is a feature of the standardization during this period. Work began on the system in 1956 and continued into the 1970s, resulting in hundreds of new bridges, overpasses, culverts, and stream crossings (Hufstetler 2014).

Technological advances in bridge materials were increasingly employed after the middle of the 20th century. Increasingly, pre-stressed concrete has become one of the more common materials in bridge construction. Another increasingly common practice for short spans is the replacement of aging bridges with cast-in-place or precast concrete culverts. Standardization in design and use of concrete in construction has led to less variability in the built environment of bridges leading to more homogeneity after the mid-20th century. (Hufstetler *et al.* 2004; Hufstetler 2014).



RESEARCH GOALS AND EVALUATION STANDARDS

Following the mandated policies implementing the National Historic Preservation Act (Public Law 89-665), as amended, cultural resource inventory was undertaken to identify and document any historic properties within and around the project APE. An additional goal of the inventory was to allow the Oglala Sioux Tribe to plan the proposed undertaking to avoid any historic properties and, if not possible, to test, evaluate, and/or mitigate impacts to historic properties within the project area prior to construction. As such, the intent of the cultural resource work undertaken for this project was to:

1. *Identify any prehistoric, historic, or traditional cultural resources that may exist in or near the proposed project area and which may be affected by project-related activities;*
2. *Make recommendations concerning the significance and NRHP eligibility of any identified cultural resources;*
3. *Make appropriate recommendations regarding the treatment of all identified cultural resources;*
4. *Provide a report detailing findings to the project sponsor and the responsible federal and/or state agencies.*

As noted above, one of the project goals was to evaluate identified cultural resources for eligibility for inclusion in the NRHP. For a property to be determined eligible for listing in the NRHP, it must generally be at least 50 years old, retain its original character, and meet at least one of the following criteria:

- A) Be associated with important events that have contributed significantly to the broad pattern of human history;
- B) Be associated with the lives of persons significant in our past;
- C) Embody the distinctive characteristics of a type, period, or method of construction, represent the work of a master, possess high artistic values, or represent a significant and distinguishable entity whose components may lack individual distinction; and/or
- D) Have yielded, or be likely to yield, information important in history or prehistory.

Cultural resources that do not meet one or more of the criteria above are recommended not eligible for inclusion in the NRHP. Alternatively, resources may also be recommended unevaluated for inclusion, meaning that no formal assessment has been made and/or that further work is required in order to fully evaluate NRHP eligibility.



LITERATURE REVIEW

In order to obtain data on previously recorded cultural resources and prior inventories in and around the APE, KLJ staff conducted a records search and literature review with the South Dakota State Historical Society in October 2021. The review identified two previously recorded cultural resources within a one-mile radius of the proposed project area (Figures 2 and 3; Appendix B). These resources include an American Indian burial that is currently unevaluated for the NRHP and a historical windmill that is not eligible for inclusion. Neither site is within or adjacent to the APE for the current feasibility study.

The literature review also revealed 11 prior cultural resource inventories that have been conducted within the same one-mile radius of the project APE. These inventories were conducted between 1985 and 2018, and were undertaken as part of various health, water, telecommunications, and transportation projects, five of which intersect the current inventory area (Figures 2 and 3; Appendix B). Most of these projects have focused on survey of the right-of-way of US Highway 18 and BIA Route 27, so areas of overlap tend to be around the eastern and southern edges of the APE. However, two of the prior inventories are also located partly or completely within the western and central portions of the APE. All areas of overlap with previous surveys were re-inventoried for this project.



FIELD METHODS AND CONDITIONS

Fieldwork for this project was undertaken by KLJ archaeologist Jeff Shelton on October 28, 2021. The Level III inventory was conducted in accordance with guidelines set forth by the South Dakota State Historic Preservation Office (South Dakota State Historical Society 2012) and the U.S. Secretary of the Interior (Federal Register 1983 [48 FR 44716-44742]). Per agency guidelines, the APE was inventoried using parallel pedestrian transects spaced no more than 30 meters apart. Particular attention was given to high-probability areas, such as portions of the landscape with gentle relief, areas adjacent to wetlands and other water resources, and areas where previous disturbance allowed for greater surface and or subsurface visibility (e.g., cattle trails, road cuts). Transects and cultural resources were recorded in field notes and using handheld GPS units with a R1 Trimble GPS receiver with submeter accuracy. The general project area and newly identified cultural resources were also documented through photographs taken from multiple viewpoints. Once a resource was identified, pedestrian survey was conducted at 5 meter intervals until at least 60 meters had been surveyed in each direction with no surface artifacts identified. Shovel probes were excavated in and around identified resources, as well, to help delineate horizontal and vertical boundaries, test for the presence of buried cultural deposits, and examine soil profiles.

The inventory area is divided between rolling grasslands, low-lying wetlands, and heavily disturbed construction deposition areas. Ground surface visibility was very low throughout the APE, averaging around 10% in most areas. Despite limited visibility, systematic shovel probing was not performed across the APE, because large portions of the area comprised wetlands or were clearly heavily disturbed by previous agricultural activity and/or recent episodes of road construction along US Highway 18 (Returns and Byrne 2018). Weather conditions were clear and sunny at the time of survey and were not a limiting factor for completion of the Level III inventory.



RESULTS

One new historical site, 39OL59, was recorded during the Level III inventory. No revisits were conducted because there are no previously recorded resources located in or adjacent to the APE.

39OL59

39OL59 is a historical site located on a small rise approximately 1100 feet north of US Highway 18 and 1300 feet west of BIA Route 27 (Figures 4-34). The site is bounded by a fence and cultivated field to the north and east, a tree line and disturbed wetland area to the west, and open grassland to the south. Eighteen features and a sparse surface scatter of associated items were documented at the site.

Features 1-4 are located roughly in a line that begins at the western edge of 39OL59 and extends several hundred feet to the east (Figure 34). Feature 1 is a galvanized steel water spigot that marks the westernmost extent of the site. Feature 2 is a scrap pile of chain link fence and Feature 3 is a small, open top cage made from T-posts and chain link. The cage measures 4 feet long by 4 feet wide and contains approximately 400 metal cans—mostly pull tab design, although a few church key cans are also present—and several dozen shards of glass. Feature 4 consists of a small earthen mound, much of which may have been excavated from a nearby depression (Feature 5, see below).

Features 5-8 are concentrated around the center of the site. Feature 5 is a large depression in the center of 39OL59 that measures 40 feet (east-west) by 30 feet (north-south). Although its function is uncertain, the depression may represent the partial remnants of a root cellar. Feature 6 is a concrete foundation that measures 35 feet (east-west) by 12 feet (north-south). Numerous artifacts were recorded on the surface of the foundation, including: 50+ wire nails, three sawblades, two decorative metal implements, one metal gauge, and an iron band. Fourteen sherds of a large stoneware vessel made by the Red Wing Union Stoneware Company, which operated under that name from 1906 to 1936, were also found in the southeast corner of Feature 6. Feature 7 is a second galvanized steel water spigot, while Feature 8 is a five-foot-tall section of PVC pipe containing three 1/2-inch conduit wires that appears to be fairly modern based on a lack of corrosion or other signs of significant age.

Feature 9 is a car hood of indeterminate make located in the southwestern corner of 39OL59. Feature 10 is a large earthen mound found immediately to the east of Feature 5 near the center of the site. Feature 11 is situated near the fence line at the northernmost extent of the site and comprises the derelict remains of a windmill that measures roughly 5 feet in diameter. The windmill blades are largely intact, but the tower elements are entirely collapsed.

Features 12-14 are closely clustered near the center of the site, just east of Features 5 and 6. Feature 12 is a broken iron pipe with attached wires, which possibly fed power to an adjacent structure (Feature 14). Feature 13 includes a large pile of bricks measuring 11 feet (east-west) by 9 feet (north-south), as well as several concrete elements that may have been used to line the inside of a chimney. Feature 14



is a wooden platform that measures 15 feet (east-west) by 12 feet (north-south). This feature appears to have been supported by posts and may have been the elevated floor of a small structure.

Feature 15 sits approximately 40 feet inside the eastern boundary of 39OL59, and is a well or cistern that measures 6 feet in diameter and is surrounded by three wooden posts. Feature 16, an 85-foot long section of chain link fence, is in the southeast corner of the site. Features 17 and 18 are situated in between Feature 15 (to the east) and the more central cluster that contains features 12-14 (to the west). Feature 17 is a gasoline tank that measures 5 feet (southeast-northwest) by 2 feet (southwest-northeast) and Feature 18 is a watering trough that measures 8 feet (east-west) by 3 feet (north-south) and is filled with plastic goods, beverage containers, and other modern refuse.

Several other pieces of cultural material were also recorded on the surface at 39OL59, but not specifically in association with any of the features just discussed. These items include a metal jerry can found near Feature 17, a Powercycle brand motorcycle helmet found along the southern border of the site, and a Sanyo brand television set found just southeast of features 12 and 14. The television set probably dates to the late 1990s or early 2000s and may provide a general chronological marker for the latest occupation of the site (see below).

Once the surface inventory was complete, four shovel probes (SP1-SP4) were excavated around 39OL59 to help delineate horizontal and vertical boundaries, test for the presence of buried cultural deposits, and examine sediment profiles. Probes were placed at various distances around Feature 5, which is the largest feature documented here and occupies a central location within the site (Figure 34). Information on location, depth, sediment composition, and results for the four shovel probes is summarized in Table 2. Sediments in all four shovel probes consisted of an upper stratum of loam underlain by a lower stratum of silt loam. In most cases, sediments in each of the strata were uniform shades of light brown across different parts of the site, although the lower layer was light gray in color in the easternmost probe (SP4). All of the shovel probes were negative for cultural material.

Table 2: Summary of shovel probes excavated at 39OL59.

Probe	Location*	Level	Depth (cmbs)	Color**	Sediment	Result
SP1	70 ft south-southeast	1	0-25	Light olive brown	Loam	Negative
		2	25-50	Light yellowish brown	Silt loam	Negative
SP2	70 ft north	1	0-20	Light olive brown	Loam	Negative
		2	20-42	Light yellowish brown	Silt loam	Negative
SP3	100 ft west	1	0-15	Light olive brown	Loam	Negative
		2	15-40	Light yellowish brown	Silt loam	Negative
SP4	120 ft east-southeast	1	0-20	Light olive brown	Loam	Negative
		2	20-35	Light gray	Silt loam	Negative
*Relative to the center of Feature 5						
**Munsell colors: light olive brown = 10YR 5/4; light yellowish brown = 10YR 6/3; light gray = 10YR 7/1						



Historical records indicate that the southeast quarter of Section 33 in Township 36N, Range 43W, in which 39OL59 is located, was patented to Emma or Alice Red Bear in 1906 (BLM General Land Office Records 2021) and subsequently owned by James Wellnitz and Reginald Cedar Face in 1982 (Digital Library of South Dakota 2021). Although no documents were found to verify the chain of ownership and/or occupation in the intervening years, records for the surrounding parcels suggest that the Red Bear family likely retained possession of the property for much of the early and mid-20th century. Historic aerial images also document that several structures and a long dirt driveway leading up from US Highway 18, the entrance to which is still visible, were established in this location sometime in or before the early 1960s and that the land north of the site was cultivated at this time (Historic Aerials 2021). Aerial imagery further shows that the land south and southeast of the site in the APE was cultivated from at the least the early 1980s to the early 1990s and indicates that the property may have still been occupied as late as 1991; the presence of the 1990s model Sanyo television potentially supports this observation, although it is also possible that this item was deposited in the area after the property was abandoned. Regardless, farming of the land to the south and southeast of 39OL59 in the APE appears to have been discontinued by the early 2000s and the area has been mostly reclaimed by natural vegetation for more than a decade (Google Earth 2021). Taken together, then, the available evidence indicates that many of the features and artifacts from 39OL59 are likely associated with a small farmstead that was first established in the early 1900s and was occupied until at least the latter part of the 20th century.

39OL59 is a historical site comprising, at least in part, the vestiges of a now-abandoned 20th century farmstead. The remaining features and artifacts are generally poorly preserved and consist largely of non-descript structure remnants and fragments of household and/or construction debris, some of which appear to be relatively modern. Likewise, there is currently nothing to suggest that any of the previous owners and/or occupants of the property were particularly prominent local or regional figures, or that it was the site of important events in the past. Thus, based on the available evidence, 39OL59 is not associated with significant historical people, events, or broad patterns of history (criteria A and B). The site does not possess distinctive characteristics, high artistic value, or represent the work of a master (criterion C). Moreover, given its lack of historical associations and distinctive characteristics, and the negative results of subsurface testing, the site does not have potential to provide additional information important for our understanding of the past in this region (criterion D). 39OL59 is therefore recommended **not eligible** for the NRHP under any of the evaluation criteria and no avoidance or further action is necessary.





Figure 4: General area overview, taken just south of 39OL59. View to the east.



Figure 5: Feature 1 from 39OL59.





Figure 6: Feature 2 from 39OL59. View to the west.



Figure 7: Feature 4 from 39OL59. View to the east.





Figure 8: Feature 5 from 39OL59. View to the east.



Figure 9: Feature 5 from 39OL59. View to the west.





Figure 10: Feature 6 from 39OL59. View to the east.



Figure 11: Feature 6 from 39OL59. View to the west.





Figure 26: Feature 16 from 39OL59. View to the south.



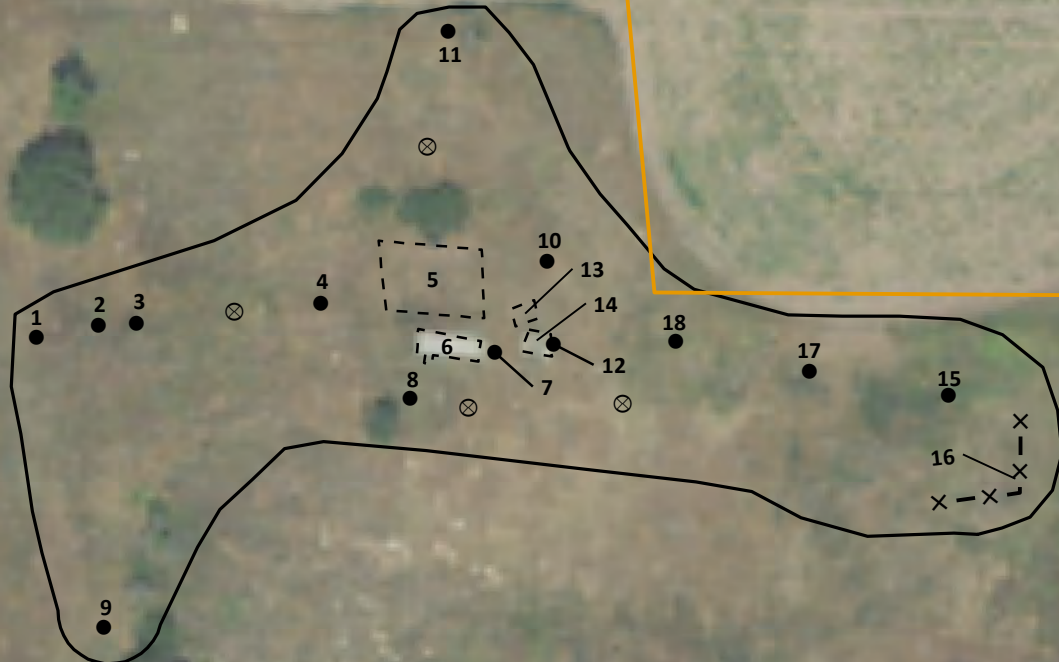
Figure 27: Feature 17 from 39OL59.



43W

36N

36N



Imagery Source: ©2020, USDA-FSA-APFO

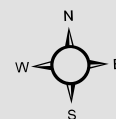
For official use only: Disclosure of
cultural site locations prohibited

KLJ Project Number: 1911-00152
Date Created: 12/13/2021 Created By: CAD

390L59 Sketch map

Quadrangle: Manderson SW

0 50 100 150 200
Feet



1:1,200

- Site boundary
- Feature (point)
- Feature (polygon)
- Feature (line)
- X Negative shovel probe
- Level III inventory area

Figure 34: Sketch map of 390L59.

SUMMARY AND MANAGEMENT RECOMMENDATIONS

The Oglala Sioux Tribe contracted KLJ to conduct a Level III cultural resource inventory for a feasibility study at Opportunity Park, an undeveloped parcel of land in southern Oglala Lakota County, South Dakota. The area of potential effect encompasses 80.9 acres of low-lying, and often heavily disturbed, grassland and wetland at the northwest corner of BIA Route 27 and US Highway 18. The Oglala Sioux Tribal Historic Preservation Office is the primary reviewing agency for the cultural aspect of the work.

Fieldwork for the project was undertaken on October 28, 2021, and one new cultural resource was identified during the inventory. 39OL59 is a historical site containing at least 18 features and a sparse surface scatter of associated items that are likely related to a now-abandoned farmstead that was probably established in the early 1900s and occupied until at least the latter part of that century. The remaining features and artifacts largely comprise a collection of poorly preserved structure remnants and non-descript fragments of household and construction debris, at least some of which appear to be relatively modern. As such, 39OL59 is recommended **not eligible** for the NRHP and no avoidance or further action is necessary for the site.

The work described in this report was conducted as part of a feasibility study, so it is not possible to offer a recommendation of effect based on specific development plans at this time. However, given the results of this inventory, which identified just one not eligible site, and several prior surveys that have covered much of the same ground and found nothing, it is unlikely that any future construction projects in the APE would pose a risk to important cultural resources. As such, provided that all ground-disturbing activity remains within the inventoried area and no unidentified artifacts and/or features are encountered during future construction, KLJ recommends a finding of ***no historic properties affected*** for the project as inventoried, photographed, and described herein.



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APPENDIX B: LITERATURE REVIEW RESULTS



Table 3: Previously recorded cultural resources within one mile of the project area.

Township	Range	Section	SHPO ID	Resource Type	Description	NRHP Recommendation
35N	43W	3	No previously recorded cultural resources			
		4	SH00000123	Architectural	Aeromotor windmill	Not eligible
		5	No previously recorded cultural resources			
36N	43W	27	No previously recorded cultural resources			
		28	No previously recorded cultural resources			
		29	No previously recorded cultural resources			
		32	39SH522	Archaeological	American Indian burial	Unevaluated
		33	No previously recorded cultural resources			
		34	No previously recorded cultural resources			

Table 4: Manuscripts detailing prior inventory projects within one mile of the project area.

Archive No.	Author(s)	Year	Title
AOL-0013	Returns	2015	An Intensive Cultural Resources Survey of a SDDOT Proposed Wetland Mitigation Site for Project Number NH-PH 0018(177)104, PCN 02QC, Oglala Lakota County, South Dakota. CIS No. 2893
AOL-0035	Returns	2016	An Intensive Cultural Resources Survey of a Proposed SDDOT Waste/Wetland Mitigation Site for Project NH-PH 0018(177)104, PCN 02QC, Oglala Lakota County, South Dakota. CIS No. 2993
AOL-0037	Returns	2016	An Intensive Cultural Resources Survey of Proposed SDDOT Waste Sites and Driveway Improvement for Project NH-PH 0018(177)104, PCN 02QC, Oglala Lakota County, South Dakota. CIS No. 2997
AOL-0041	Returns	2017	Cultural Resources Monitoring of SDDOT Project P 0018(177)104, PCN 02QC, US Highway 18 from the Town of Pine Ridge East to SD 391, Oglala Lakota County, South Dakota. CIS No. 3030. BIA Case No. AAO-3168/PR/13
AOL-0057	Returns and Byrne	2018	Cultural Resources Monitoring of SDDOT Project P 0018(177)104, PCN 02QC, US Highway 18 from the Town of Pine Ridge East to SD 391, Oglala Lakota County, South Dakota. CIS No. 3151



Archive No.	Author(s)	Year	Title
ASH-0009	Malone	1985	An Intensive Cultural Resource Survey of BIA Road No. 27 from Highway 18 to Wounded Knee, Shannon County, South Dakota. CIS No. 162
ASH-0097	Akard	2002	A Report on a Phase III Cultural Resource Survey for Six Home Sites on the Pine Ridge Sioux Reservation done for the Aberdeen Area Indian health Service (AAIHS), Bureau of Indian Affairs Case Number AAO-997/PR/02
ASH-0208	Bruce	2009	An Intensive Cultural Resources Survey of a Proposed Mni Wiconi Core Water Pipeline, Service Lines and Pump Station and Reservoir Placement Between Wounded Knee and Pine Ridge, Shannon County, South Dakota. CIS No. 2346
ASH-0284	Byrne <i>et al.</i>	2014	An Intensive Cultural Resources Survey of SDDOT Project P 0018(177)103, PCN 02QC, US Highway 18 from the town of Pine Ridge East to SD 391 and the Evaluation of Sites 39SH507, 39SH508, 39SH510, 39SH511, 39SH513, and 39SH515, Shannon Co, SD. CIS No. 2761
ASH-0285	Returns	2014	An Intensive Cultural Resources Survey of SDDOT Waste Sites Project Number NH-PH 0018(177)104, PCN 02QC, Shannon County, South Dakota. CIS No. 2808
ASH-0294	Byrne	2015	An Intensive Cultural Resources Survey of Lacreek Electric Distribution Inc.'s, Lines 2013-149 and Sub-Transmission Line 2013-150 on Pine Ridge and Recordation of Site 39SH529, Shannon County, South Dakota. CIS No. 2843



OPPORTUNITY PARK & CRAZY HORSE SCENIC BYWAY SURVEY

This survey can also be completed online using the following QR code:



There is vision for an Opportunity Park at the northwest corner of HWY 18 and HWY 27. We are researching the pros and cons of having a gas station and convenience store and other spaces as well. The area will provide opportunities for our local community members, tourists, and visitors. We want to hear your thoughts and opinions.

Also, to help preserve the beauty of our history and communities, provide economic opportunities, and share our story with travelers **we have successfully designated a portion of our roadways as the Crazy Horse Scenic Byway**. We will develop these roadways into safe, educational spaces for community members and travelers.

Oglala Sioux Tribe Credit and Finance is heading up this study with support from KLJ Engineering and Planning Services and Sweet Grass Consulting, LLC. Survey responses will be made into a report and will be used for future decision-making regarding community, economic, and tourism development.

If you have any questions related to this survey or study reach out to Courtney Two Lance at ost_credit@yahoo.com, (605) 407-8637, or at (605) 867-1265.

The survey will remain available until May 31, 2022. There will be 2 drawings for \$100 apiece for those who complete this survey. If you want to be eligible for the cash prize drawing, you must include your name and contact info below and fill out the survey completely. Also, if you want us to identify you in the final report, please check the box below.

☐ I wish to be identified in this study.

YOUR NAME:	YOUR SIGNATURE:
EMAIL:	PHONE NUMBER:

OPPORTUNITY PARK



PROPOSED OPPORTUNITY PARK DEVELOPMENT



Apr 22, 2022 - 8:11am - K:\Projects\Tribal\Ojala\Bould\1911_L_00182_Cred&FinanceProgram\CAD\Design\Opportunity_Park_CP.dwg (K122x346m)

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WHAT ARE YOUR THOUGHTS AFTER HEARING ABOUT THE PROPOSED OPPORTUNITY PARK?

WHAT TYPES OF SITES AND AREAS SHOULD BE DEVELOPED AT THE OPPORTUNITY PARK? IF ONLY 5 OF THE ITEMS BELOW COULD BE BUILT IN THE NEXT 7 YEARS, WHICH 5 WOULD THEY BE. RANK THEM FROM 1-5 WITH 1 BEING THE MOST IMPORTANT.

- | | | |
|--|---|--|
| ☐ Amphitheater (outdoor concert area & meeting space) | ☐ Electric car charging station | ☐ Solar panels |
| ☐ Auto/tire repair | ☐ Farmers' market | ☐ Swimming pool |
| ☐ Boardwalk with interpretive signs | ☐ Half tunnels | ☐ Teaching kitchen |
| ☐ Bus transit stop | ☐ Hotel | ☐ Vendors for arts and crafts |
| ☐ Butterfly garden | ☐ Laundry services | ☐ Visitor center with restrooms |
| ☐ Campground | ☐ Library | ☐ VOC-ED classrooms/workshops |
| ☐ Car wash | ☐ Local family restaurant | ☐ Other (please explain) 1: |
| ☐ Chain restaurant | ☐ Meeting and classroom/training space | ☐ Other (please explain) 2: |
| ☐ Clothing store | ☐ Museum | |
| ☐ Community garden | ☐ Park – playground, benches, etc. | |
| ☐ Computer lab/internet café | ☐ Recording area | |
| ☐ Coffee shop | ☐ Recycling center | |

PLEASE RANK YOUR 5 CHOICES FROM ABOVE 1-5 WITH 1 BEING THE MOST IMPORTANT:
1.
2.
3.
4.
5.
WHAT OPPORTUNITIES, PROGRAMS, OR SERVICES DO YOU WANT TO SEE AT THIS OPPORTUNITY PARK? PLEASE LIST THE OPPORTUNITIES (E.G., ART SALES, INTERNSHIPS FOR YOUNG ADULTS, LAKOTA LIFEWAYS, AND CULTURAL TEACHINGS).
WHAT TYPES OF MATERIALS, SYMBOLS, AND SHAPES SHOULD BE USED FOR THE BUILDING AND SITE DEVELOPMENT AT THE OPPORTUNITY PARK?
HOW WOULD YOU LIKE TO PARTICIPATE AT THE OPPORTUNITY PARK? (SOME EXAMPLES MIGHT INCLUDE: EMPLOYEE, TOUR GUIDE, TRAINER).
WHAT TYPE OF ENTERTAINMENT SHOULD BE AT AN OPPORTUNITY PARK THAT WOULD ENCOURAGE YOU AND YOUR FAMILY TO SPEND MONEY THERE, INSTEAD OF IN RAPID CITY AND OTHER AREAS OUTSIDE OF THE OGLALA LAKOTA NATION?
WHAT IS NEEDED IN THE OGLALA LAKOTA NATION TO ENCOURAGE VISITORS TO SPEND MORE TIME AND MONEY HERE? (FOR EXAMPLE, WHAT IS NEEDED TO ENCOURAGE VISITORS TO SPEND A WEEKEND INSTEAD OF A DAY?)

WHAT SHOULD NOT BE ALLOWED AT THE OPPORTUNITY PARK? THINK OF THINGS THAT ARE UNSAFE, NOT APPROPRIATE, WOULD NOT "BE A GOOD FIT", HAVE BEEN TRIED BEFORE AND DIDN'T GO WELL, AND ELEMENTS OF LAKOTA LIFEWAYS THAT SHOULD NOT BE PUBLIC.

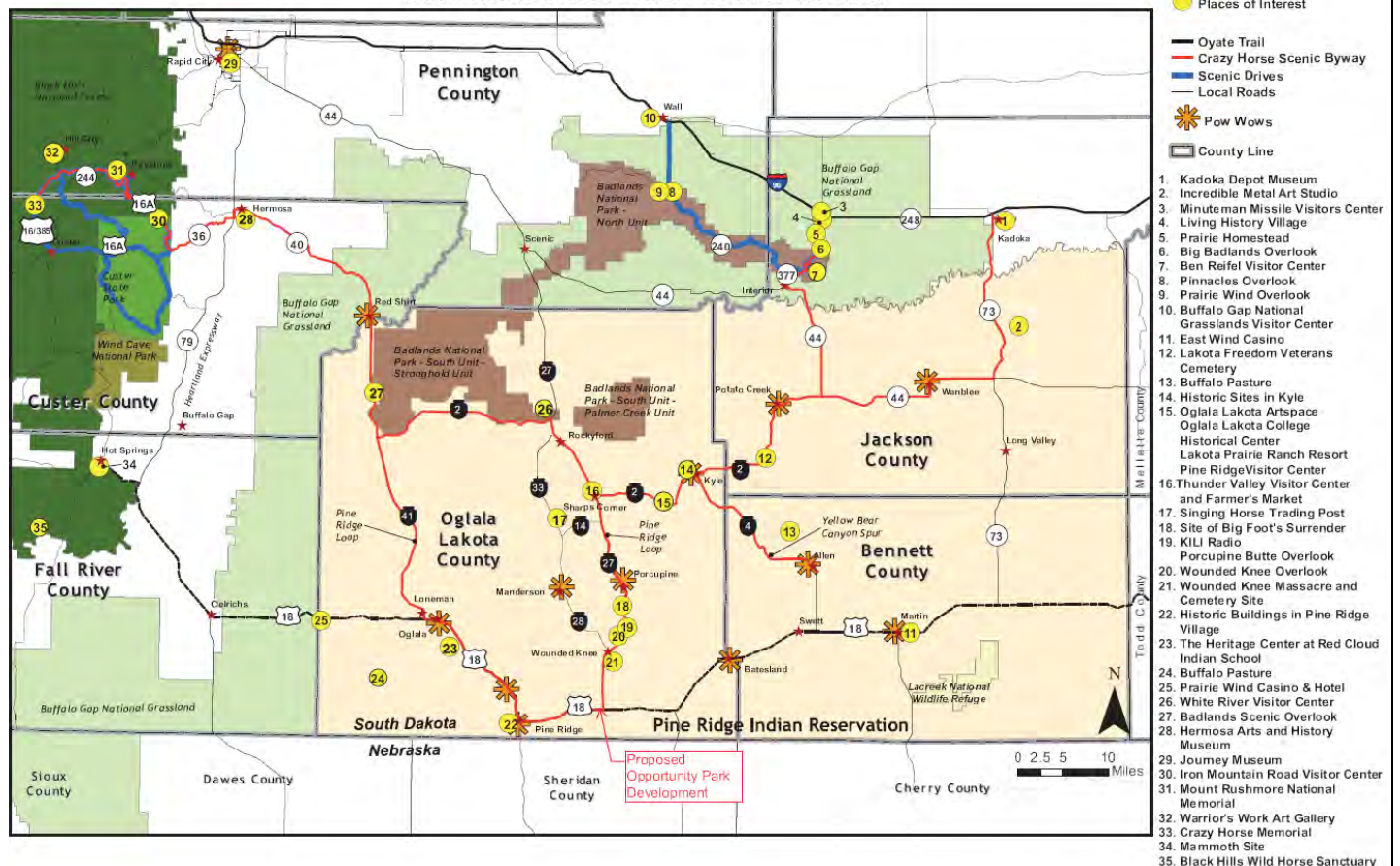
WHAT SHOULD THE OFFICIAL NAME OF THE OPPORTUNITY PARK BE?

DO YOU HAVE CONCERNS ABOUT THE OPPORTUNITY PARK THAT YOU HAVE NOT MENTIONED YET?

CRAZY HORSE SCENIC BYWAY

THE CRAZY HORSE SCENIC BYWAY IS LINED IN RED BELOW.

CRAZY HORSE SCENIC BYWAY PLACES OF INTEREST



WHAT ARE YOUR THOUGHTS AFTER HEARING ABOUT THE CRAZY HORSE SCENIC BYWAY?	
WHAT PLACES SHOULD BE CONSIDERED VISITOR STOPPING POINTS ALONG THE CRAZY HORSE SCENIC BYWAY? (LIST DIFFERENT BUSINESSES, SCENIC AREAS, STORES/RESTAURANTS, HISTORICAL SITES, ORGANIZATIONS, AND OTHER PLACES).	
ARE THERE PLACES "OFF THE BEATEN PATH" OR NOT A PART OF THE SCENIC BYWAY THAT SHOULD BE ADVERTISED AS PLACES VISITORS SHOULD SEE?	
☐ Yes → ☐ No	If yes, what are those places?
IF WE COULD INCLUDE THESE THINGS ALONG THE SCENIC BYWAY, PLEASE RANK THEM IN ORDER OF IMPORTANCE? 1 = MOST IMPORTANT, 9 = LEAST IMPORTANT.	
<i>Please use each number only once! For example, if areas for artists to sell art is #1 for you, you cannot use #1 again.</i>	
NUMBER	ITEM
#	Areas for artists to sell art
#	Areas for food trucks
#	Learning sites and exhibits
#	Restrooms
#	Road signs and symbols for the byway
#	Scenic overlooks
#	Security
#	Short hikes/interpretive trails
#	Visitor center in each district
IF THERE ARE THINGS MISSING FROM THE LIST ABOVE, PLEASE DESCRIBE IT HERE AND EXPLAIN WHERE YOU WOULD RANK IT (FROM 1 TO 10).	
IF THERE WERE MINI-VISITOR CENTERS IN EVERY DISTRICT, WHERE SHOULD THEY BE LOCATED? (IF YOU ARE UNSURE OF THE AREA JUST WRITE 'UNSURE').	
DISTRICT	LOCATION
Eagle Nest	
LaCreek	
Medicine Root	
Pass Creek	
Pine Ridge	
Porcupine	
Wakpamni	
White Clay	
Wounded Knee	

HOW WOULD YOU LIKE TO PARTICIPATE WITH THE SCENIC BYWAY? (SOME EXAMPLES MIGHT INCLUDE: WORK AT A MINI-VISITOR CENTER, ART VENDOR, TOUR GUIDE).		
WHAT SHOULD NOT BE ALLOWED AS PART OF THE SCENIC BYWAY? (THINK OF THINGS THAT ARE UNSAFE, NOT APPROPRIATE, WOULD NOT "BE A GOOD FIT", HAVE BEEN TRIED BEFORE AND DIDN'T GO WELL, AND ELEMENTS OF LAKOTA LIFEWAYS THAT SHOULD NOT BE PUBLIC).		
DO YOU HAVE CONCERNS ABOUT THE SCENIC BYWAY THAT YOU HAVE NOT MENTIONED YET?		
PLEASE TELL US A LITTLE BIT ABOUT YOURSELF		
WHAT IS YOUR GENDER?		
☐ Male ☐ Female ☐ I prefer to identify as: _____		
ARE YOU AN ENROLLED MEMBER OF THE OGLALA SIOUX TRIBE?	WHAT IS YOUR AGE RANGE?	
☐ Yes ☐ No	☐ 18-26 Tǎ́éč'a (Young adults) ☐ 27-40 Wičháša/Wíŋyaŋ (Adult man/woman) ☐ 41-54 Wičháša tǎ́ŋka/ Wíŋyaŋ tǎ́ŋka (Middle-aged man/woman) ☐ 55+ Wakáŋ (Elder)	
WHAT DISTRICT DO YOU LIVE IN?		
☐ Eagle Nest ☐ LaCreek ☐ Medicine Root ☐ Pass Creek	☐ Pine Ridge ☐ Porcupine ☐ Wakpamni ☐ White Clay	☐ Wounded Knee ☐ I do not live in a district Where do you live?
ARE YOU A DISTRICT COUNCIL OR TRIBAL COUNCIL MEMBER?		
☐ Yes ☐ No		
DO YOU WORK FOR A BUSINESS OR AN ORGANIZATION THAT SHOULD BE A PART OF THE OPPORTUNITY PARK OR SCENIC BYWAY? (E.G., TOUR GUIDE, FRESH PRODUCE VENDOR)		
☐ Yes → If yes, please explain:		
☐ No		

WOULD YOU LIKE US TO CONTACT YOU IN THE FUTURE ABOUT THE OPPORTUNITY PARK OR SCENIC BYWAY?		
☐ Yes	→	If yes, please leave your contact information here (you do not have to repeat your name and contact info if you included it at the beginning of the survey): First & Last Name: Email: Phone Number: Business Name (if applicable):
☐ No		
IF THERE IS ANYTHING ELSE YOU WOULD LIKE TO SHARE, PLEASE DO.		

Philàunyayapi!