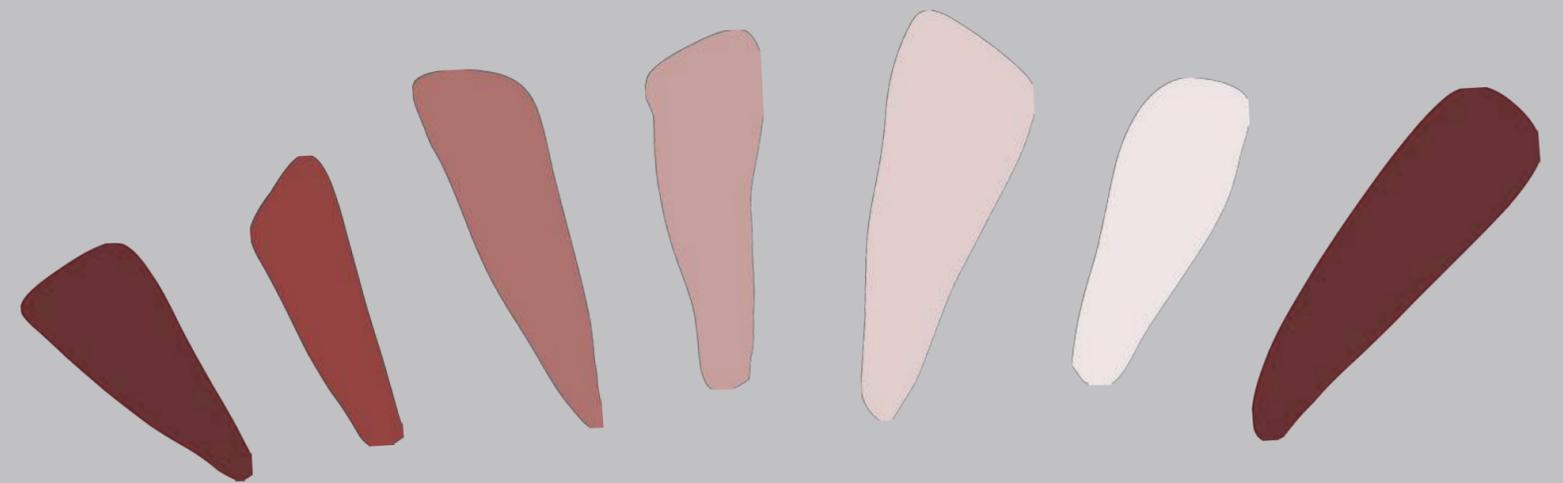




KEYA WAKPALA WOÍÇAGEYAPI

UPDATE PREPARED FOR THE RST TRIBAL COUNCIL

January 27, 2021



Keya Wakpala History & Vision

SEEKING A NEW PATH TO RECLAIM AND DEFINE WHO WE ARE





Background & First Steps

1

“The Koskan Land”

Three contiguous parcels totaling roughly 590 acres acquired by TLE.

2

Turtle Creek Crossing Supermarket

First development on the Keya Wakpala site. Opened its doors 2009.

3

Resolution No. 2012-320

November 28, 2012 unanimous resolution assigned “control and management” to REDCO.

4

Purpose

Assignment to REDCO stated “for economic development purposes and subject to the provisions of the REDCO charter.”

5

September 2013

REDCO held community meetings and listening sessions to guide the planning for a sustainable development at Keya Wakpala.

6

2014 Master Plan

The initial Master Plan reflected the community’s input and priorities. It also served to support early outreach to potential funders.



THE VISION

“KEYA WAKPALA WOÍÇAGEYAPI IS A SAFE PLACE FOR ALL LAKOTA PEOPLE AND THEIR NEIGHBORS WHO SEEK A UNIQUE COMMUNITY ENCOURAGING RESILIENCE, HEALTH, EDUCATION, AND HELPFULNESS WHILE RENEWING A CULTURALLY MEANINGFUL WAY OF LIFE”

- PROJECT VISION STATEMENT
GIVEN BY THE PEOPLE

From the 2014 Master Plan

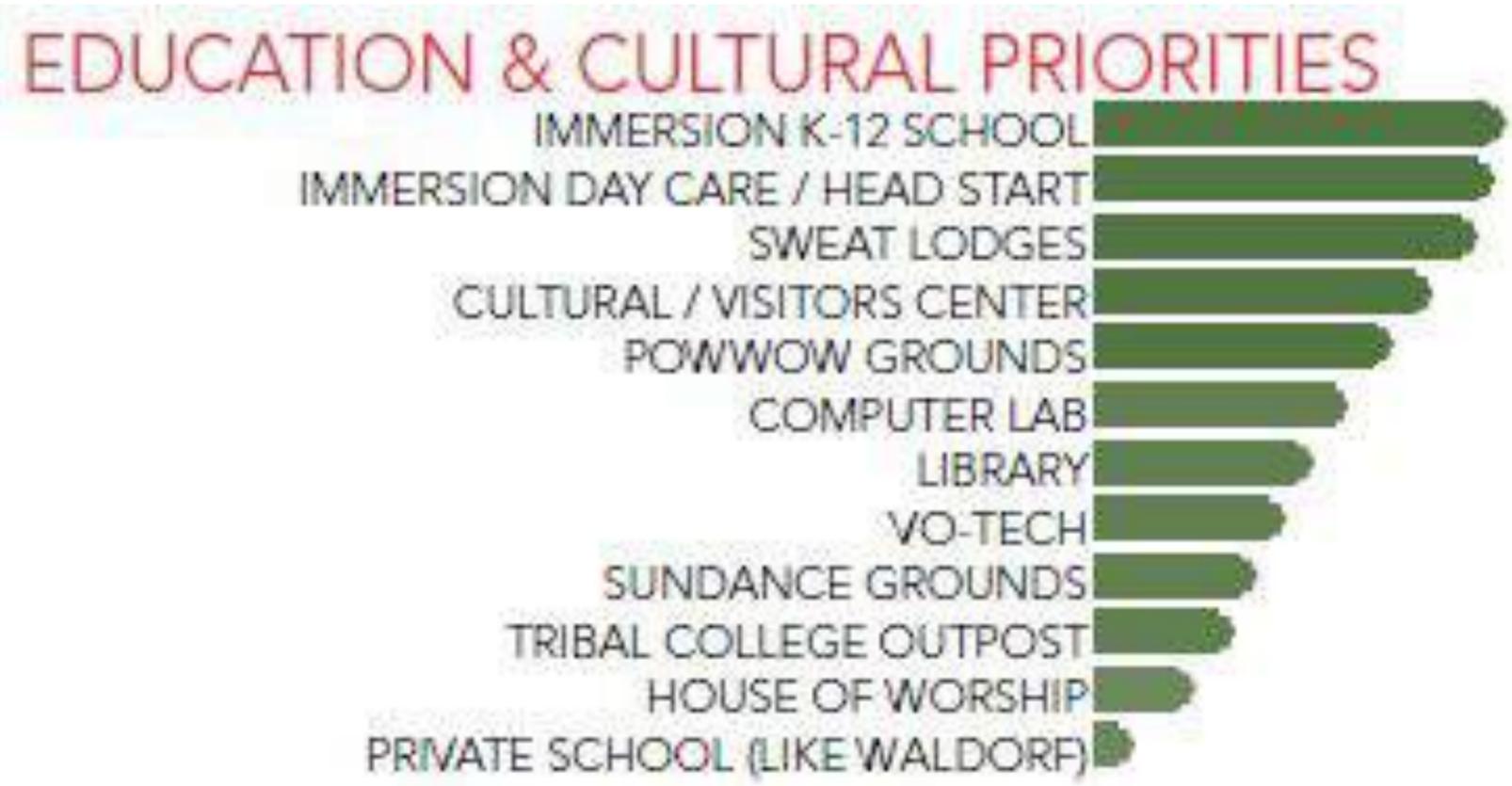




Community Input

Community members were asked their top priorities.

The findings were insightful and have been used to shape additional feasibility studies and REDCO's priorities.



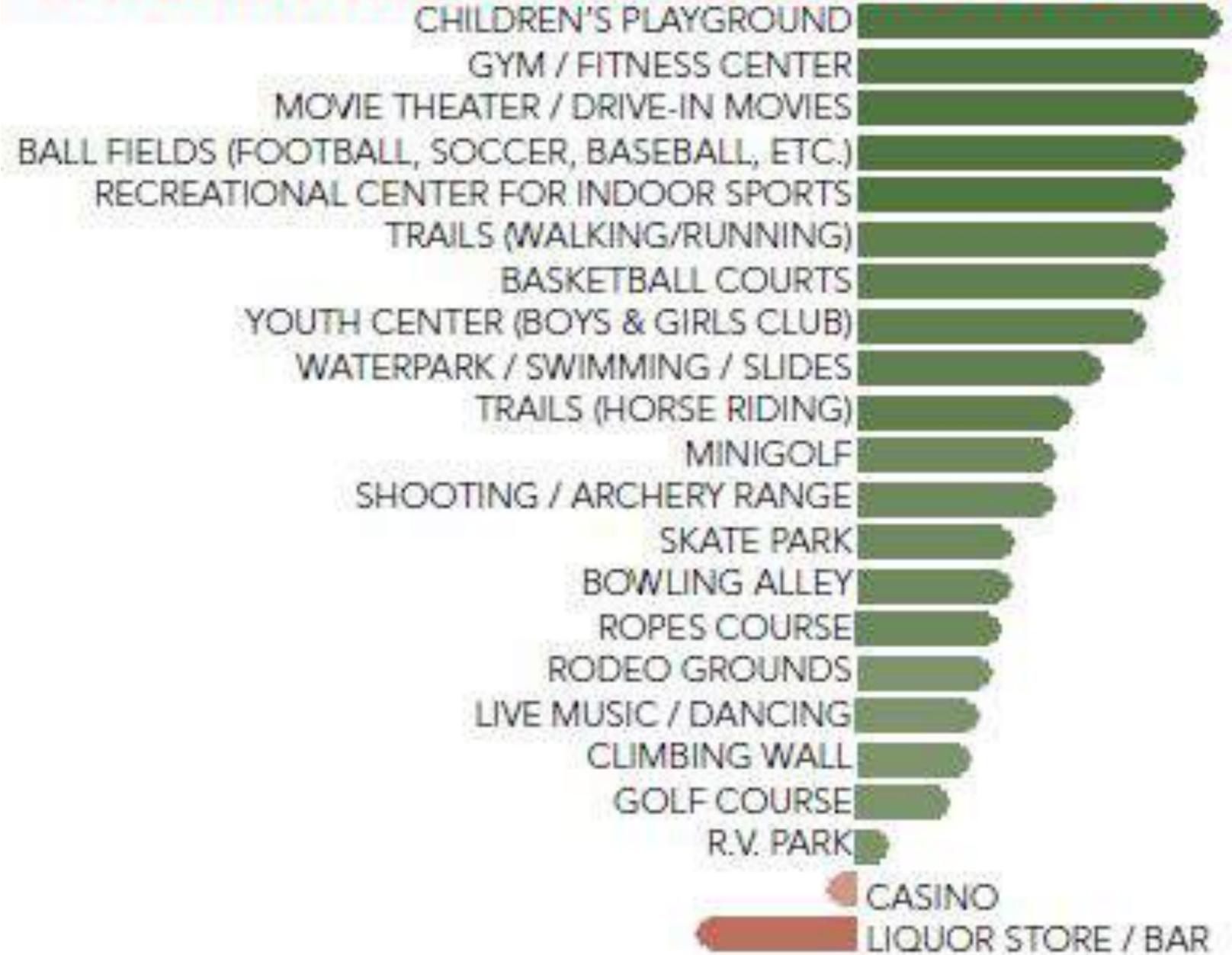


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ENTERTAINMENT & RECREATION PRIORITIES





Community Input

Community members were asked their top priorities.

The findings were insightful and have been used to shape additional feasibility studies and REDCO's priorities.

RESIDENTIAL & FACILITY SHELTER PRIORITIES



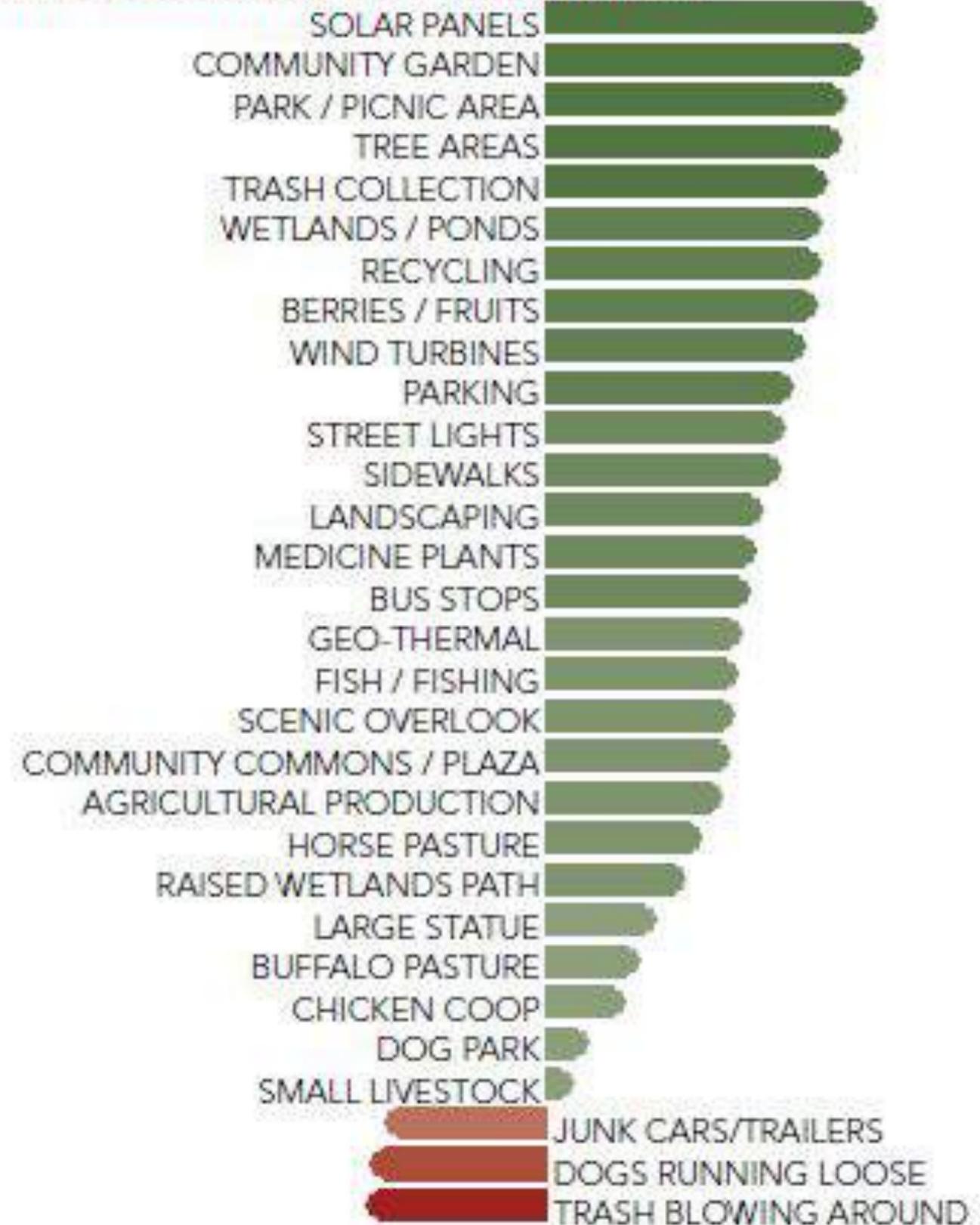


Community Input

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SITE ELEMENTS PRIORITIES

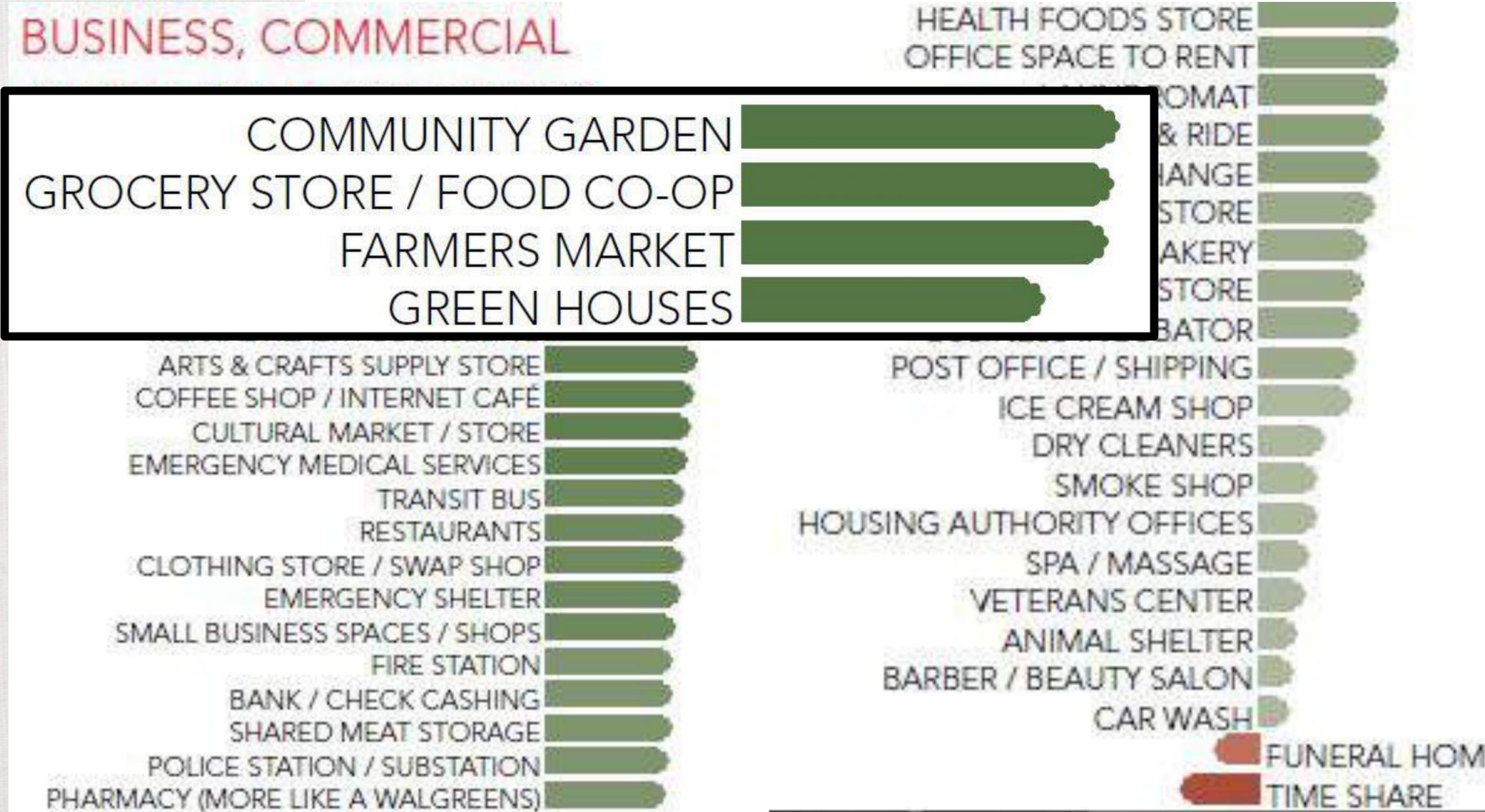




Early Priorities

Recognizing that building homes and other commercial development would take time, in 2014 REDCO identified priorities that could be quickly and effectively implemented.

This seed has grown into the Sicangu Food Sovereignty Initiative.



The garden site in 2013



It started here...

It just keeps growing!



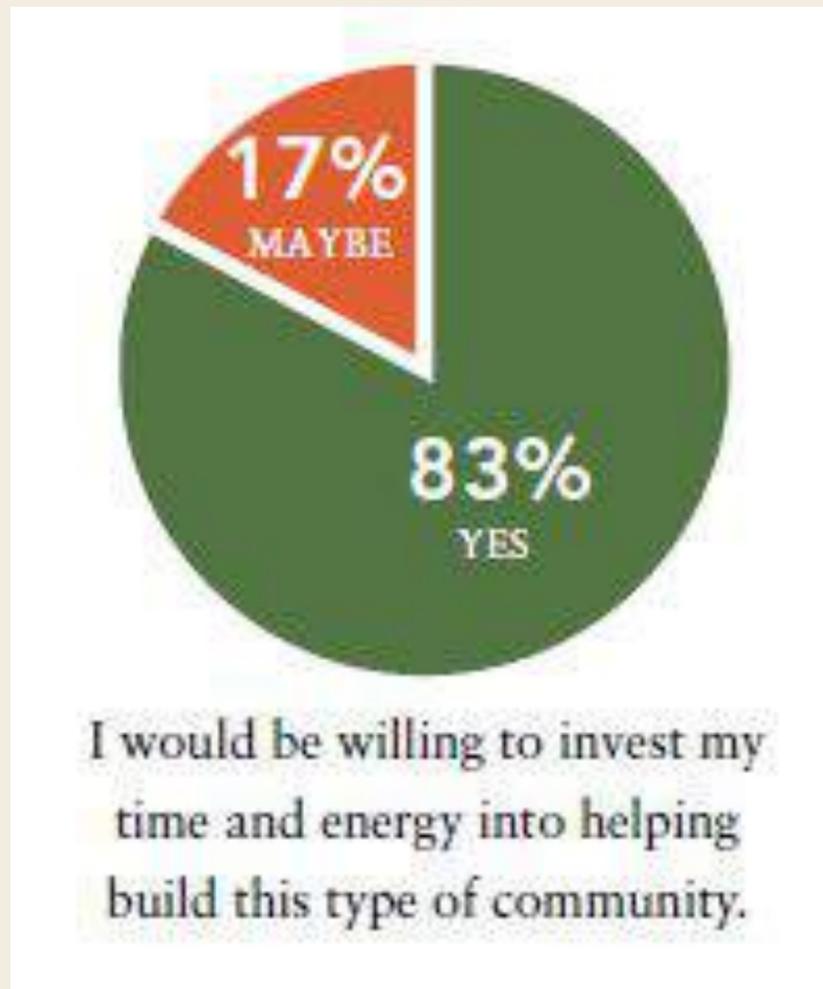


Now it's time to grow some housing

REDCO HAS LEARNED A LOT SINCE 2013. WE NOW TAKE THE LEARNING FROM THE GARDEN PROJECT, THE 2014 MASTER PLAN, AND A SERIES OF OTHER REPORTS TO MOVE FORWARD WITH THE NEXT STAGE OF THE KEYA WAKPALA VISION.



Completed Studies & Reports



- **2014 Dakota Housing Needs Assessment Pilot Project** (conducted by Big Water Consulting)
- **2014 Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment** (conducted by Sweet Grass Consulting)
- **2015 Market Study** (conducted by First Nations Oweesta Corporation)
- **2015 South Dakota School of Mines and Technology Senior Capstone Design Projects** (Final Report on four separate infrastructure projects)

Studies & Reports (cont.)



- **2016 Housing Needs Study**
(conducted by Big Water Consulting)
- **2018 Preliminary Engineering Report for Keya Wakpala (Water & Sewer Project)**
(prepared by REDCO and the RST)
- **2018 Review of Conceptual Master Plan**
(prepared by the Sustainable Native Communities Collaborative)
- **2019 Keya Wakpala [Commercial] Feasibility Study** (conducted Blue Stone Strategy Group)
- **Ongoing – Economic Leakage, Impact, and Opportunity Analysis** (conducted by Michael LaPointe, REDCO EDA Economist)



Commercial Feasibility Study (2019)

Which businesses have the greatest potential to:

- Create good-paying jobs
- Meet consumer needs and demand
- Provide services that are currently not available on Rosebud
- Increase tax revenue for the Tribe
- Be sustainable in the long-run:
 - Low Risk, High Reward

Business	Grade	Rationale
Fast Food	A	Strong numbers and building costs could be further reduced if combined with convenience store
C-Store / Fuel	A	Very attractive, higher tax revenue possibilities, already has an operator
Real Estate – Retail	A	Current supply shortage, multi-use and able to be repurposed, tax revenue generation and more likely to obtain bank financing with signed tenant
Optometrist	A-	Attractive opportunity if a lease agreement is agreed upon with Dr. Winkler from Pine Ridge Vision Center
Fast Casual Dining	B+	Good numbers, just not as good as Fast Food
Hardware/Sporting Goods Store	B+	Attractive business, but higher risk and harder to obtain financing
Real Estate – Office	B+	Profitable and there is demand but higher rents can be obtained after increase traffic from Phase One development
Movie Theater	B+	Potentially profitable; requires operational expertise

Commercial Feasibility Study (2019)

Final Recommendation

- Phased Approach
- First Phase
 - **Retail Space**
 - Innovation Center
 - **C-Store**
 - Gas Station
 - Drive thru fast food
 - Eco-Car Wash
 - **Additional Anchor Store**



Moving Forward... A Phased Approach

THE FINDINGS AND RECOMMENDATIONS OF THESE REPORTS FORM THE BASIS FOR PROCEEDING WITH A PHASED APPROACH TO KEYA WAKPALA DEVELOPMENT.

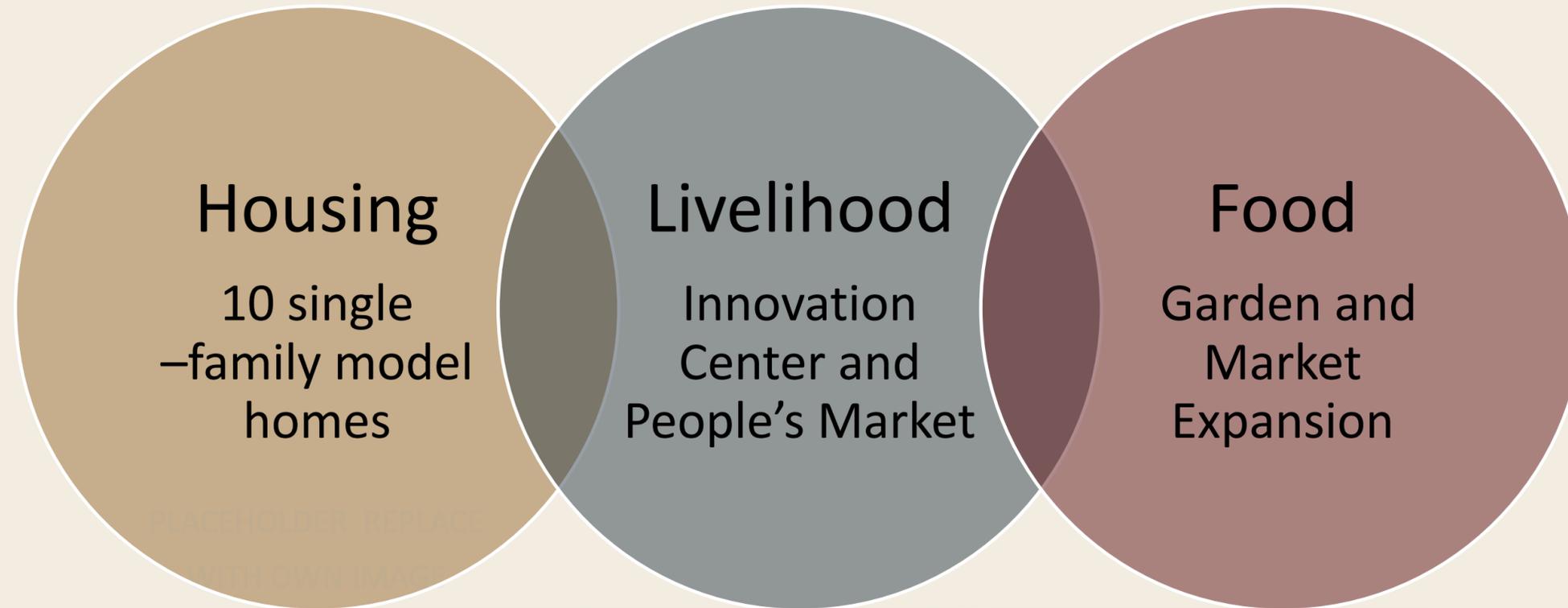




A Phased Approach...

- ...enables REDCO to move forward with key parts of the development while raising the capital needed to proceed with future phases
- ...demonstrates visible, tangible progress to the community and invites feedback and participation
- ... demonstrates visible, tangible progress to prospective funders and investors
- ...enables REDCO to learn as we go, and build on what we learn
- ...in housing, especially, a phased approach allows us to use the first phase to prototype different models and approaches that can be adapted elsewhere at Keya Wakpala, and potentially reservation-wide

Phase 1-A: Community-Focused



Innovation Center

- People's Market

- Retail Space for Lease
- “Business Incubator”
- Farmers' Market 2.0
- Commercial Kitchen

- Meeting Place

- TBD Additional Elements

- Office Space for Lease
- Apartments/Lodging
- Youth Area



Estimated cost:
\$12 million

Phase 1-A: Timeline



2020: Identify and secure funding

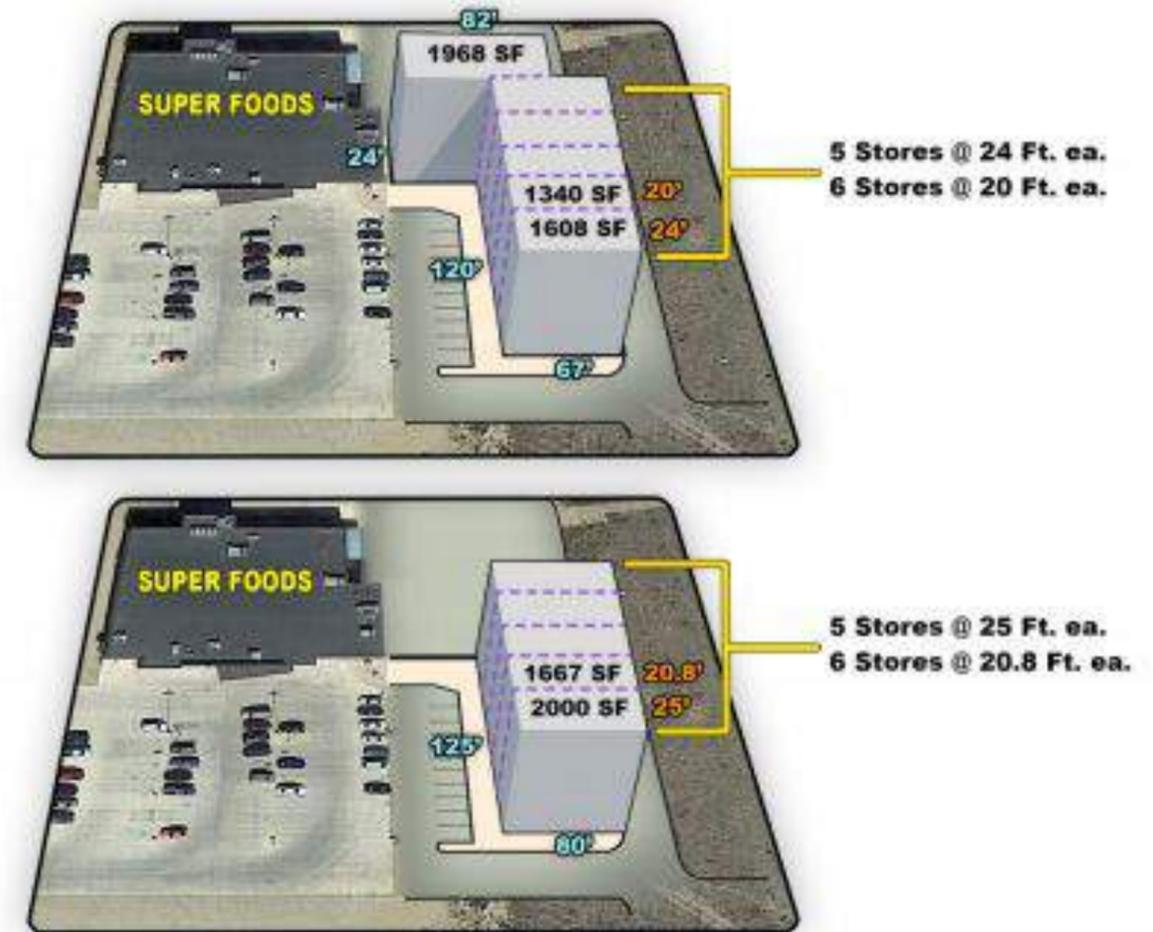
2021: Complete design and begin construction

2022: Complete construction of first 10 houses; break ground on Innovation Center

Phase 1-B: Economic Expansion

- Located along Hwy 18 in front of Turtle Creek
- Commercial Development **may** include:
 - C-Store
 - Gas Station
 - Drive thru fast food
 - Eco-Car Wash
 - Additional anchor store
 - Farm/garden supply store
 - “Dollar-Store” type general merchandise store
- Parks / green space incorporated in the design

Retail Development Options





Phase 1-B: Timeline

2021: Finalize
scope and
pursue funding

2022: Complete
site design, sign
business leases

2023: Complete
construction



Conceptual Design #1

- DEVELOPMENT KEY**
- 1 Existing Garden
 - 2 Proposed Garden Expansion
 - 3 Proposed Residential (1/3 acre lots)
 - 4 Future Residential, typ
 - 5 Proposed Innovation Center
 - 6 Proposed Wellness Center
 - 7 Proposed Outdoor Market
 - 8 Proposed Mixed Use
 - 9 Existing Grocery Store
 - 10 Proposed Retail
 - 11 Proposed Vo-tech Center
 - 12 Proposed Gasino
 - 13 Proposed Gasino
 - 14 Proposed Retail
 - 15 Proposed Retail
 - 16 Proposed Retail
 - 17 Proposed Bio-retention Park
 - 18 Proposed Sport Fields
 - 19 Proposed Community Entrance
 - 20 Existing Retail Entrance
 - 21 Proposed Service Entrance





Conceptual Design #2

- DEVELOPMENT KEY**
- 1 Existing Garden
 - 2 Proposed Garden Expansion
 - 3 Proposed Residential (1/4 Acre Lots)
 - 4 Future Residential, typ
 - 5 Proposed Innovation Center
 - 6 Proposed Wellness Center
 - 7 Proposed Outdoor Market
 - 8 Proposed Retail
 - 9 Existing Grocery Store
 - 10 Proposed Retail
 - 11 Proposed Retail
 - 12 Proposed Farm & Fleet
 - 13 Proposed Farm & Fleet
 - 14 Proposed Gasino
 - 15 Proposed Restaurant
 - 16 Proposed Restaurant
 - 17 Proposed Restaurant
 - 18 Proposed Bio-retention Park
 - 19 Proposed Sports Park
 - 20 Proposed Community Entrance
 - 21 Existing Retail Entrance
 - 22 Proposed Service Entrance



U.S. HWY 83

Future Phases

- Focus on additional community priorities
- Priorities driven by:
 - Community Input
 - Impact Analysis
 - Data
 - Feasibility / Risk Analysis
 - Lessons Learned in Phase I





Phase I-A

CURRENT STATUS

Funding Secured



- ✓ Design
- ✓ Pre-development
- ✓ Preliminary engineering

- \$25k from Enterprise Community Partners
- \$65k from Minnesota Housing Partners
- \$100k from the NDN Collective
- \$40k from NEA (National Endowment for the Arts)

Total: \$230,000

Team



Cross-company Collaboration

- Wizipan Little Elk, Vision Setting
- Clay Colombe, Financing
- Michael Prate, Funding and Collaboration
- Jon Red Corn, Construction/Engineering
- Alicia Ginsberg, Rose Fellow (Architecture)
- Michael LaPointe, Economist
- Aaron Epps, Communications

Additional Support

- Barbara Dills, Interim Project Manager
- [7 Directions, Architects/Planners](http://www.7directionsarchitects.com/)
(www.7directionsarchitects.com/)



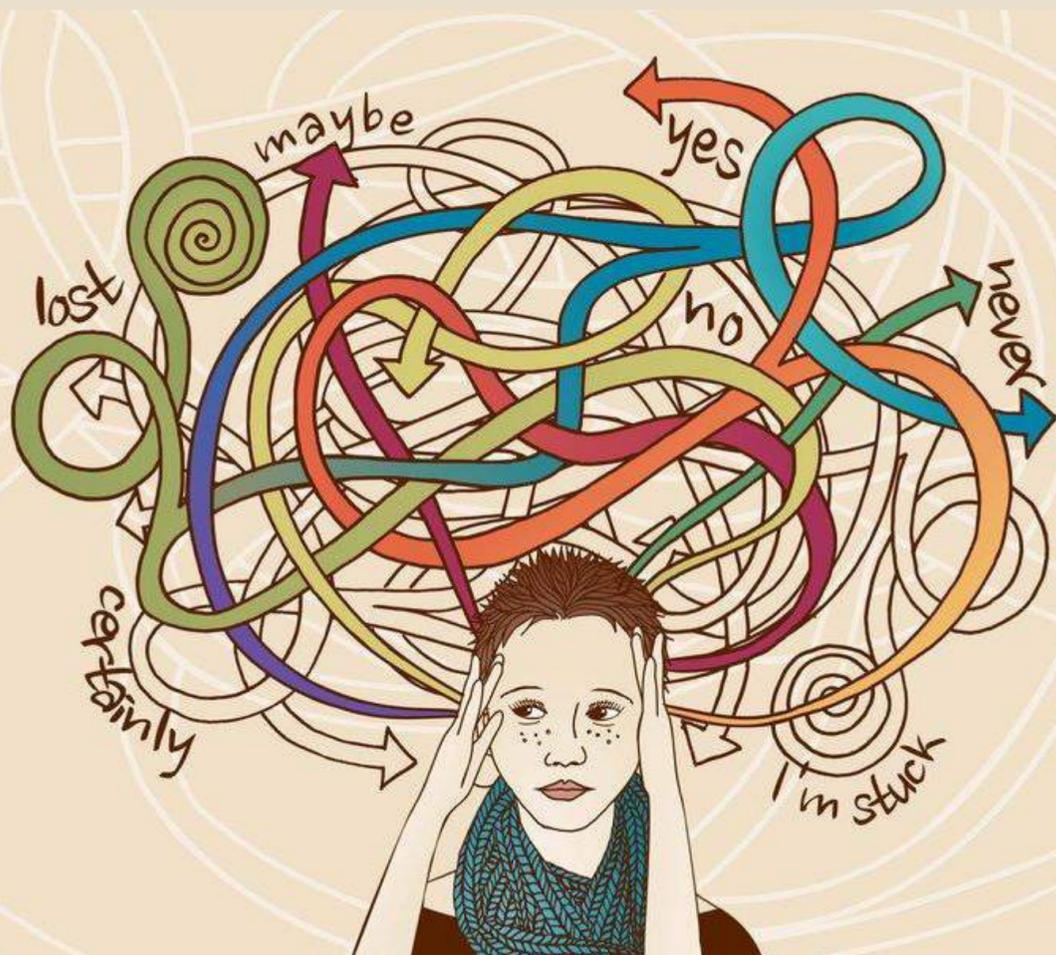
Financing First 10 Homes – HUD 184

- REDCO will borrow \$1,500,000 for 10 homes (average of \$150k per home)
- 2.0 - 2.5% down payment required (rather than 10-15% that is typical)
 - \$30,000 - \$37,500 on \$1.5M
- Use \$30k from the NDN Collective grant
- Must begin paying on the full loan during construction
- **We need bridge financing for carrying costs and any infrastructure costs**
- REDCO is borrower for all 10 units, but those 10 separate loans could be assumed by homebuyers
- Must submit final design docs for release of the initial \$1.5M loan



Note: Prototype used for demonstration purposes only

Pre-Development In-Progress



- Certified Title Status Report for KW site
 - Received from BIA in December 2020
- Legal survey of site is in the works now
 - Topo map required for final site design
- Civil Engineering RFP to go out in Q1
 - Is housing area in flood plane?
 - Soil tests
 - SWPPP (Storm Water Pollution Prevention Plan)
 - Design of road and trail surfaces
 - Plat for individual homesites
- 2008 Environmental Assessment
 - Analysis needed to determine if an update is required
- FIPO Review
 - Confirm with THPO whether additional inventory is required



Phase I-A: Current 2021 Project Plan



Funding Needs & Investment Opportunities

“I HAVE SEEN THAT IN ANY GREAT UNDERTAKING IT IS NOT ENOUGH FOR A MAN TO DEPEND SIMPLY UPON HIMSELF”

- Isnala Wica (Lone Man)

Anticipated Cost and Funding Sources

Phase 1-A: \$13.5 M

\$1.5 M: 10 homes
Innovation Center
\$12 M: Innovation
Center

Phase 1-B: \$6 M

\$4.8 M: C-Store, gas,
fast food, car wash
\$1.2 M: Anchor store

Future Phases: \$90 M

Additional housing,
recreation spaces, real
estate, and businesses

- PLACEHOLDER REPLACE
- HUD 184 for Housing (requires 2–2.5% down)
 - Each development will require bridge financing (traditional business loan or investments)
 - Grants
 - BIA Loan Guarantee (requires 20% equity)
 - Additional Stimulus Funds?
 - USDA Rural Development
 - CPCDC for Innovation Center
 - ICDBG for Housing
 - EDA
 - Impact Investing

“If people aren’t laughing at your dreams, your dreams aren’t big enough.”

- Robin Sharma

Keya Wakpala is all about helping our people by imagining a new future for the next Seven Generations, and then working to make that dream a reality. This is an earlier vision from the 2014 Master Plan. That vision continues to evolve.



Wopila!

