



PRIDE OF THE GREAT PLAINS PROMISE ZONE

Goals and Associated Activities

Goal 1: Increase Economic Activity	Establish a cooperative and collaborative economic system that increases business opportunity, leverages collective community strengths, assets and human capital and promotes combined, inclusive, zone-wide economic attractiveness and development.
Activity 1A:	ECONOMIC STRUCTURE: establish EDC with local CDC's for cross-zone representation and collaboration; to coordinate and facilitate business-friendly laws, codes, policies, incentives and abatements, and address political and other barriers to success.
Policy Areas:	Adult Education, Workforce Development, Entrepreneurship, Private Sector Investment, Resident Capacity Building
Rationale/Evidence:	Economic development challenges and obstacles facing this zone are insurmountable apart from a firm foundation of formalized entities and associated agreements that bridge local politics and encourage cooperation across the entire zone. Due to the remoteness of this area, no one tribe, town or community alone can have the sustained success that collaboration with others can provide. An excellent example of this success is found within the boundaries of the Chickasaw Nation in southern Oklahoma.
Activity 1B:	OPPORTUNITY NEIGHBORHOOD (Pilot): Develop Opportunity Center (OC) surrounded by single/multi-family housing. OC facility contains a host of amenities, services and provisions, with adjacent components, designed to mitigate socioeconomic challenges.
Policy Areas:	Adult Education, Workforce Development, Entrepreneurship, Private Sector Investment, Resident Capacity Building
Rationale/Evidence:	Neighborhood and facility design can positively impact socioeconomic problems. The OC will be CENTRAL to the community and will provide a walkable proximity facility designed for flexibility to accommodate eLearning, training, career dev, micro-business, and emergency shelter. Daycare, medical/wellness, and physical activity areas (important in winter months) are complimented by commercial kitchen and social gathering

	center. Adjacent greenhouse provides food and value-added product development.
Activity 1C:	OPPORTUNITY NEIGHBORHOOD (Expansion & Growth): expand proximity-designed neighborhoods and locate, where possible, near manufacturing, gaming and other job centers to mitigate pilot identified elements. Renovate based on reservation land use plans.
Policy Areas:	Adult Education, Workforce Development, Entrepreneurship, Private Sector Investment, Resident Capacity Building
Rationale/Evidence:	Basic affordable shelter designed for human interaction and support enhances quality of life for residents. Mixed use structures reduce business operating cost and improves affordability. Accessibility to employment and skills training, in tandem with renewable energy components and reduced transportation costs increases disposable income and provides more quality time with family; visibility and interaction with neighbors leads to self-policing resulting in a safer more vibrant community.
Activity 1D:	ENERGY: expand current energy infrastructure development in the zone and provide holistic, exemplary renewables model that both addresses the debilitating cost of energy in harsh climates and trains people for industry jobs in high demand.
Policy Areas:	Workforce Development, Entrepreneurship, Private Sector Investment, Commercial Corridors, Strategic Planning
Rationale/Evidence:	Energy challenges of this zone are dramatic. High population density with commercial and industrial loads requires 18+ MW of daily electrical demand. The harsh winter climate drives monthly heating costs to exceed 85% of disposable income. Home heating sources are split between electrical 42% and propane 46% with 12% wood. Natural gas access is not available in this area. Households here outside the Federal definition of poverty pay 20-40% of their income on energy compared to 6% nation-wide.
Goal 2: Create Jobs	Develop a Zone-wide job creation system that focuses on business incubation, acceleration, attraction and collaboration. Emphasize cradle-to-career workforce development in tandem with education strategy. Increase access to capital and expertise.
Activity 2A:	ENTREPRENEURSHIP: Establish a gender equality entrepreneurship program focused on home-based and microenterprises in commercially viable arts and crafts, services (e.g. tax prep, acctg, domestics, etc.) and leveraging e-commerce tools and strategies.

Policy Areas:	Adult Education, Workforce Development, Entrepreneurship, Private Sector Investment, Resident Capacity Building
Rationale/Evidence:	The remoteness and disconnection of this zone demands an independent, self-sustaining and highly entrepreneurial job creation system. Potential entrepreneurs and small business owners have been identified here, but these need inspiration, encouragement, strategy, training, mentoring, technology, access to capital and access to markets. Transformational leadership development, management capacity building, internship and apprenticeship are imperative to small business success in this zone.
Activity 2B:	AGRI-BUSINESS: develop regional Food Hub for Ag production, productization, aggregation, and distribution of healthy foods with strategy and technical assistance in marketing and services to members including Tribal govts, Tribal producers and others
Policy Areas:	Adult Education, Workforce Development, Entrepreneurship, Private Sector Investment, Healthy Food Access
Rationale/Evidence:	Long harsh winters limit Ag production and associated jobs unless cold-climate greenhouses and hoop houses can extend to 365 days. This Food Hub will create jobs through a holistic approach to providing business and marketing services to regional farmers, and will attract and develop new farmers providing improved access to new markets and healthier food offerings. The Food Hub will also impact health, diet and food commerce in the region by acting as a regional hub for same.
Activity 2C:	TOURISM: establish Regional Tourism Center to incubate, coordinate, stimulate, and market tourism products/services to increase draw and leverage the Zone's features and amenities, thereby increasing entrepreneurship, businesses growth and jobs.
Policy Areas:	Workforce Development, Entrepreneurship, Private Sector Investment, Commercial Corridors, Strategic Planning
Rationale/Evidence:	Rolette County, currently #5 of 53 ND counties in tourism, and Benson County have huge upside for revenue and jobs through better tourism product/service development (i.e. fishing, snowmobiling, native arts, agritourism, sports competitions) with regional partners. The George Washington Univ.'s Intl. Institute of Tourism is currently developing a Tourism Economic Plan to better leverage and expand existing Gaming, festivals and outdoor recreation that currently define tourism in the area.
Activity 2D:	MANUFACTURING: return the former, highly successful, business in this zone to its days of peak success and employment with a new Task Force, under the EDC, to strategize, market and promote existing facilities, assets

	and capabilities.
Policy Areas:	Workforce Development, Entrepreneurship, Private Sector Investment, Commercial Corridors, Strategic Planning
Rationale/Evidence:	Both tribes have had significant past successes in manufacturing (from clean-room electronics to large DoD contracts), but these have steadily declined to virtual non-existence and dramatic job loss over the last 12 years. The myriad of reasons for decline have been out of local control, but help in adapting, re-tooling and collaborating, along with partners and access to capital, can bring these factory jobs back. The renewable energy initiative holds great promise in the short term.
Goal 3: Improve Educational Opportunities	The Promise Zone will coordinate, improve and implement a full continuum of cradle to career education opportunities and workforce skill readiness that aligns with economic strategies to dramatically increase Zone employment and brighten futures.
Activity 3A:	EARLY CHILDHOOD: Positive early childhood development is the critical base for future life success. Children must have the support they need to be physically, mentally, emotionally, and spiritually healthy so they can play, learn, and thrive.
Policy Areas:	Early Childhood, K-12, Adult Education, Workforce Development, Resident Capacity Building
Rationale/Evidence:	To turn around extreme poverty and high unemployment requires improvement at the earliest levels. While Head Starts meet the needs of some, there are hundreds more PZ children and families going unserved. Often parented by single mothers, they must be provided prenatal through age 5 early childhood development knowledge and parenting skills, along with health and wellness to start children positively off on the path to college/career success.
Activity 3B:	K-12: Youth need positive, safe, and culturally relevant learning environments to help them achieve to the best of their abilities. Innovative leaders, qualified teachers, promising practices, and family/community involvement are key supports.
Policy Areas:	K-12, Adult Education, Workforce Development, Family Asset Building, Resident Capacity Building
Rationale/Evidence:	Since the days of the Ancestors, tribes and rural communities have worked to ensure the health, well-being, and success of their children. "Villages" and extended families are responsible for protecting youth,

teaching and guiding these next generations, and creating supportive environments where youth can flourish. For future success, youth need career exploration, life skills, technology, personal responsibility, and real life educational experiences, as well as, strong fundamental education.

Activity 3C:

HIGHER EDUCATION: Develop partnerships between TM/SL Colleges and other institutions to support PZ education (leadership, ag, energy, etc.) with an emphasis on enhancing access through distance learning at community centers and other locations.

Policy Areas:

Adult Education, Workforce Development, Entrepreneurship, Resident Capacity Building

Rationale/Evidence:

TM/SL Colleges already offer programming in PZ-related areas, e.g., early childhood, as set forth in their strategic and degree plans. They will enhance their educational offerings (both short-term career/vocational training and advanced degrees) and partner in leadership, entrepreneur and continuing education to meet ongoing PZ needs. TM College will utilize its Foundation to establish an endowment to support PZ students with scholarships, career internships, and other opportunities.

Activity 3D:

WORKFORCE DEVELOPMENT: Provide comprehensive array of career education and guidance, workforce skills, along with a job search/matching web portal to facilitate jobs, family stability, and personal security for Zone residents and enhancement of the Promise Zone economy.

Policy Areas:

Workforce Development, Entrepreneurship, Resident Capacity Building, Strategic Planning

Rationale/Evidence:

Even poor economies have needs for goods and services, which should be provided by locals for locals if possible. Career and workforce development can help build the Zone economy. TM/SL/region people are fiercely working toward self-sufficiency but they need career training and workforce assistance. This activity will ensure key alignment of education and economic development so they can positively work hand-in-hand to help the Zone rise out of the depths of poverty and despair.

Goal 4: Reduce Violent Crime

To improve safety and reduce violent crime that plagues this extremely remote border region due to rampaging drug trafficking and abuse, lack of adequate financial support for law enforcement and first responders, along with other harsh risks.

Activity 4A:	INCREASE OFFICERS: With less than 100 officers Zone-wide, only a few special duty (drug enforcement), law enforcement is stretched thin, leaving significant gaps to address the rising crime, international drug trafficking, and other growing threats.
Policy Areas:	Workforce Development, Crime Prevention and Intervention, Community Policing and Trust, Public Safety Capacity Building, Resident Capacity Building
Rationale/Evidence:	BIA Chief cites most crime can be traced back to the insidious blight of rampant drugs. PZ poverty is some of the bleakest, which compounds crime as persons turn to drug running or theft to feed hungry mouths and survive. Gangs are paying eight year olds to run drugs at \$1/run. The Bakken oil fields are far from here, but they bring in outsiders with money and related drug cartels, prostitution, human-trafficking, and increased drug crime/use that leave behind gaping wounds in the community.
Activity 4B:	Develop comprehensive, all-hazards coordinated response plan that increases the Zone's ability to proactively prevent, prepare for, protect against, and respond to crime/ terrorism/hazards and reduce the risk to tribal members and communities.
Policy Areas:	Workforce Development, Community Infrastructure, Crime Prevention and Intervention, Public Safety Capacity Building, Resident Capacity Building
Rationale/Evidence:	It is especially important to increase coordinated response in the Zone. TM will lead cross-jurisdictional cooperative agreements by and between law enforcement and response agencies within the Zone, which is necessitated by the patchwork jurisdiction and sharing of scarce resources. A Zone Safety Task Force will prioritize strategies into an all-hazards prevention/response plan, with interrelated solutions: e.g., "See Something, Say Something" and analysis of crime hotspots.
Activity 4C:	IMPROVE SAFETY/FIRST RESPONSE/INFRASTRUCTURE: Both tribal and city/county responders (law, fire, EMT, etc.) are sorely ill-equipped to meet the demands they face. Critical facilities lack important safety measures. Hot spots need crime prevention.
Policy Areas:	Workforce Development, Community Infrastructure, Crime Prevention and Intervention, Public Safety Capacity Building, Resident Capacity Building
Rationale/Evidence:	Responders are crucial in isolated PZ area. Extreme (fire, tornado, blizzard, ice, and severe storms) and daily resident needs challenge their

	<p>lack of training and equipment. PZ shares northern border with Canada, so responders are critical to homeland security. Zone facilities fail modern safety requirements, e.g., security and locking systems on childcare and school facilities to deter active shooters or prevent abduction of children. Crime hot spots need prevention measures.</p>
Activity 4D:	<p>Implement evidence-based strategies to reduce recidivism and improve outcomes for juvenile/adult justice. Rely on incarceration when necessary, but rebuild lives if possible with the goal to make Zone communities safer, stronger, and more stable.</p>
Policy Areas:	<p>Workforce Development, Entrepreneurship, Crime Prevention and Intervention, Public Safety Capacity Building, Resident Capacity Building</p>
Rationale/Evidence:	<p>Expand strategies and opportunity for disadvantaged youth/adults (based on brain development of ages 18-24 in particular) and integrate them into the mainstream social life if possible to improve personal and community outcomes and reduce recidivism (currently 41%). Reference: New Thinking in Community Corrections, National Institute of Justice 2015. Address Zone need for Juvenile Service Center (currently they are transported to Montana) for treatment.</p>
Goal 5: Promote Health and Access to Healthcare	<p>Increase residents' health, wellness and nutrition along with community environmental health through education and activities to encourage healthier lifestyles and community sustainability throughout the Zone.</p>
Activity 5A:	<p>Enhance age-appropriate nutrition awareness, education and activities within the community along with information regarding access to healthy, nutritious food in collaboration with healthy, local food production initiatives (Goal 2).</p>
Policy Areas:	<p>Early Childhood, K-12, Adult Education, Health, Healthy Food Access</p>
Rationale/Evidence:	<p>Poverty is a major contributor to poor nutrition. Although great strides have been made in educating families about healthy nutrition, there are still opportunities for significant improvement. The PZ region is a designated USDA food desert. Development of farmers markets, co-ops, community gardens, hoop houses and greenhouses (Goal 2) will enhance healthy, nutritious, local food. Engaging nutrition education will follow USDA and CDC recommendations for best practices in nutrition.</p>
Activity 5B:	<p>Develop wellness program to integrate heritage/cultural practices into</p>

	engaging youth outreach, schools, and fitness/wellness centers so youth learn to protect and maintain their health before bad habits such as smoking, drugs and obesity sets in.
Policy Areas:	K-12, Adult Education, Health, Resident Capacity Building
Rationale/Evidence:	Every aspect of PZ has carefully been designed to integrate and support the people, the same way tribes worked together on every aspect of survival. This effort will work with youth before they become too weighed down with the pressures of poverty to succumb to smoking, obesity, delinquency, violence, or even suicide as a means to deal with the stress. Engage tribal and community youth in fun and competitive programs that encourages and reinforces fitness, wellbeing and pride.
Activity 5C:	One issue looms large for the PZ, that of environmental health, especially water quality and preservation. The Zone will develop a Water Health Strategy and Plan to guide conservation, management, and protection of community water resources.
Policy Areas:	Community Infrastructure, Health, Environmental Health, Strategic Planning
Rationale/Evidence:	Water is the lifeblood of people and the PZ. Availability of clean water will be significant in the future – for environmental and community health (e.g. St. John's city well went dry in 2015), economic sustainability, and climate resilience. Fortunately water is available here, but there is little comprehensive management, conservation or clean water monitoring to protect or restore water resources (water concerns abound). A watershed plan must be developed to guide and define those efforts.
Goal 6: Improve Community Infrastructure.	The Promise Zone will advance sustainable rural community development initiatives and improve community infrastructure through systematic, strategic land use planning and infrastructure establishment. Note: housing is in Goal 1 Economic Development.
Activity 6A:	Tribes, and to some degree Cities/County, have developed baseline land use plans. These need to be updated with a greater emphasis on new options/technologies for planning and best practices for comprehensive community sustainable development.
Policy Areas:	Community Infrastructure, Resident Capacity Building, Strategic

	Planning
Rationale/Evidence:	The Zone will apply best practices for infrastructure needs and align to sustainable land use priorities. This will further prepare the Zone to secure competitive funding and direct investment choices. Opportunity Neighborhoods (in Goal 1) will be a key component to support housing, flex use facilities, entrepreneurship, family support, healthy food, etc. Ref: USDA Federal Resources for Sustainable Rural Communities.
Activity 6B:	Central Infrastructure clearly plays a role in the creation and maintenance of communities that are sustainable, livable, and prosperous. The Zone will develop and secure funding for projects that align to the overall holistic planning effort.
Policy Areas:	Community Infrastructure, Public Safety Capacity Building, Environmental Health, Resident Capacity Building
Rationale/Evidence:	Enhance sustainable community planning with coordinated, strategic infrastructure development, including but not limited to a protected environment, transportation, affordable multi-family housing, safe, healthy neighborhoods, and ultimately realize better quality of life for residents as Zone evolves into a vibrant thriving place for current and future generations.
Activity 6C:	Effective management will both reduce waste materials and develop effective recycling (resource recovery). Based on cultural teachings, the Tribes and communities are strongly committed to take care of the land through conservation-based approaches.
Policy Areas:	Workforce Development, Community Infrastructure, Environmental Health, Resident Capacity Building, Strategic Planning
Rationale/Evidence:	Old landfill disposal and sewage are issues, leaching into precious water resources is a concern. When disposed improperly, these solid waste and toxic substances contaminate the environment, leading to polluted air, fouled ground, disease, health risks, and numerous other undesirable blows to tribal members, communities, and visitors (including migrating wildlife) alike. As explained in Activities C and D the Zone wishes to explore new technologies to address waste issues
Activity 6D:	Implement a new technology in portable, high-yield, trash-gasification to reduce municipal solid waste and compliment recycling and renewable energy initiatives, thereby reducing power costs, creating jobs, and further protecting the environment.
Policy Areas:	Workforce Development, Entrepreneurship, Community Infrastructure,

Resident Capacity Building, Strategic Planning

Rationale/Evidence:

Developed recently by entrepreneurs at Texas A&M Univ, SDL Citadel has developed proprietary, field-proven, technology to convert biomass into syngas to consume 10 tons of trash per day and produce enough electricity to power nearly 600 homes for under \$2MM per unit. This technology, co-owned by MOU partner Matthews Southwest, will operate in tandem with new Zone collection and recycling centers (Activity C above) to reduce waste, reduce energy costs and create jobs.