



Advancing our region's  
economy through vision,  
strategy and collaboration



**FORWARD**  
**SIOUX FALLS**  
**2026**





“ For over three decades, this city has shown how collaborative efforts driven by Forward Sioux Falls have propelled us forward—from nationwide marketing efforts to business expansion and recruitment programs, from Good Earth State Park to Foundation Park—the impact of Forward Sioux Falls on this community can be seen everywhere. Every resident and business in this community, in some way, has been positively impacted by Forward Sioux Falls. When you can say that about a program—that’s powerful. ”

**Mayor Paul TenHaken**  
City of Sioux Falls, Honorary Co-chair



Over thirty years ago, forward-thinking community leaders established a vision for a prosperous, dynamic region to be achieved through bold and intentional economic development efforts. Critical to that vision was a public-private platform for setting agendas and executing strategies in pursuit of long-term objectives but aligned with near-term needs and opportunities.

This platform—Forward Sioux Falls—has become nationally recognized for creating decades of economic growth and corresponding quality of place enhancements that have made Sioux Falls the envy of communities across the Midwest and throughout the United States.

Every five years, Forward Sioux Falls engages the business community and civic leaders to design a freshly imagined program of work. This is accomplished in a collaborative way, where broad-based input is combined with metric-driven data so that the objectives are well-focused and measurable outcomes are established. Much of this work is accomplished through the Sioux Falls Development Foundation and the Greater Sioux Falls Chamber of Commerce; however, other community partnerships are also leveraged to maximize our resources in an efficient and effective manner.

Sioux Falls area businesses, as well as our public partners, understand the importance of working together. Competitors put their differences aside for the collective benefit of our community through a unified effort to grow and diversify our economy. And the results continue to exceed expectations!

We appreciate the commitment from our 400+ investors and we ask for your continued engagement. We also encourage organizations considering a first-time investment to join the effort to elevate our region’s economy as Forward Sioux Falls 2026 continues to build on our momentum.



**CABINET CO-CHAIRS**

**Paul Hanson**  
Sanford Health

**Dave Rozenboom**  
First PREMIER Bank

**Dave Flicek**  
Avera McKennan Hospital & University Health Center



# FORWARD SIOUX FALLS CAMPAIGN CABINET

## CABINET CO-CHAIRS



**Dave Flicek**  
Avera McKennan  
Hospital & University  
Health Center



**Paul Hanson**  
Sanford Health



**Dave Rozenboom**  
First PREMIER Bank



**Mayor Paul TenHaken**  
City of Sioux Falls

## HONORARY CO-CHAIR



**Katie Ashmore**  
Schemmer



**Amange Aware**  
Wells Fargo Bank



**Erica Beck**  
City of Sioux Falls



**Michael Bender**  
Bender Commercial  
Real Estate Services



**Pam Bonrud**  
NorthWestern Energy



**Paul Bruflat**  
CNA Surety



**Holly Brunick**  
Gloria Dei  
Lutheran Church



**Pat Costello**  
Schoeneman's Building  
Materials Center



**Dan Doyle**  
Lloyd Companies



**Chris Ekstrum**  
The First National Bank  
in Sioux Falls



**Todd Ernst**  
Ernst Capital Group



**Lucas Fiegen**  
Fiegen  
Construction Co.



**James Gaspar**  
Interstate Office  
Products



**Sharon Haselhoff**  
Grand Falls Casino &  
Golf Resort



**Jason Herrboldt**  
First Bank & Trust



**Stephanie Herseth  
Sandlin**  
Augustana University



**Kristin Hoefert-  
Redlinger**  
Northwestern Mutual



**Rhiannon Israel**  
Welcome Sioux  
Falls, LLC



**Randy Knecht**  
Journey Group  
Companies



**Steve Kolbeck**  
Xcel Energy



**Derrick Larson**  
Eide Bailly LLP



**Scott Lawrence**  
Lawrence &  
Schiller, Inc.



**Dan Letellier**  
Sioux Falls Regional  
Airport Authority



**Kurt Loudenback**  
Grand Prairie Foods



**Nichelle Lund**  
Holiday Inn City Centre



**Kuol Malou**  
ACE Academy  
Sioux Falls



**Joe Marsh**  
U.S. Bank



**Tim McCarthy**  
Sioux Valley Energy



**Tolcha Mesele**  
Smithfield Foods



**Erik Nyberg**  
Cutler Law Firm, LLP



**Matt Paulson**  
MarketBeat



**Paige Pearson  
Meyer**  
Midco



**Alex Ramirez**  
USA Media TV



**Mark Shlanta**  
SDN Communications



**Jared Swenson**  
Sands Drywall, Inc.



**Kathy Thorson**  
Central Bank



**Rachelle Tieszen**  
Sammons Financial  
Group Companies



**Steve Van Buskirk**  
Van Buskirk  
Companies



**Roger Weber**  
CorTrust Bank

Photographs courtesy  
Chad Phillips Photography



# TALENT ATTRACTION, RETENTION & DEVELOPMENT

## HOUSING FUND

Partner with the City of Sioux Falls, Sioux Empire Housing Partnership (SEHP), U.S. Department of Housing and Urban Development (HUD) and others to create a fund to provide resources to address our workforce accessible housing needs.

## EXTERNAL TALENT RECRUITMENT

**YPN Marketing:** Outreach and communications to millennials through the Chamber's Young Professionals Network.

**Talent Draft:** Facilitate direct contact between companies and trade and technical schools within a 150-mile radius of Sioux Falls.

**Talent Tours:** Facilitate direct contact between companies and students at community colleges and four-year institutions within a 150-mile radius of Sioux Falls.

**Talent Rebound:** Facilitate direct contact between companies and alumni of all higher education institutions within a 150-mile radius of Sioux Falls.

**Electronic Recruitment:** Identify regional markets to conduct recruitment campaigns aimed at talent prospects in the key workforce need areas of bioscience, cyber/IT, advanced manufacturing, logistics/distribution and technical trades.

## INTERNAL TALENT TRAINING & DEVELOPMENT

**Career Connections:** Partnering with local businesses from a variety of industry sectors, Career Connections will provide high-potential at-risk high school juniors and seniors with a career exploration and mentorship opportunity and financial assistance for dual-credit course work to help them begin their post-secondary education and career journey.

**Your Future STEM/IT:** Target regional middle and high schools for career exploration in STEM and IT.



## SUPPORT ADDITIONAL WORKFORCE EXPANSION

**Non-Traditional Workforce Recruitment:** Work with community partners to identify and engage the immigrant population, people with disabilities, former inmates during re-entry, veterans and other special populations to further employment and labor participation among these citizens.

**REACH:** Support to expand the workplace literacy program.

## BUSINESS PARTNERSHIPS

**Recruitment Council/WIN Summit:** Leverage best practices of local companies through the 300-member Recruitment Council quarterly meetings as well as the annual Workforce Innovation Network (WIN) Summit.

**WIN Engagement Platform:** Support an electronic engagement platform for local employers to monitor best practices, engage in virtual dialogue and keep up to date on new and creative HR practices.

## SIoux FALLS THRIVE

Further advance this cradle to career long-term workforce development initiative using the collective impact model to provide enhanced outcomes for youth so that each child can reach their highest potential and enjoy future success in the workplace and in our community.



### 2026 OUTCOMES

- 1,000 new housing units from the Housing Fund
- 25,000 new residents
- 12 ongoing talent/workforce recruitment programs
- 350 post-secondary recruitment partners
- 1,000 apprenticeships/internships/job shadows



# BUSINESS RETENTION, EXPANSION & ATTRACTION

Software, technology, research and data resources to analyze opportunities, threats and market conditions and to curate information for various audiences.

## Business Retention Calling Program:

Assist existing local companies with retention and expansion opportunities including state programs, local programs and assistance with permitting, licensing, workforce and financing programs.

## Comprehensive Marketing:

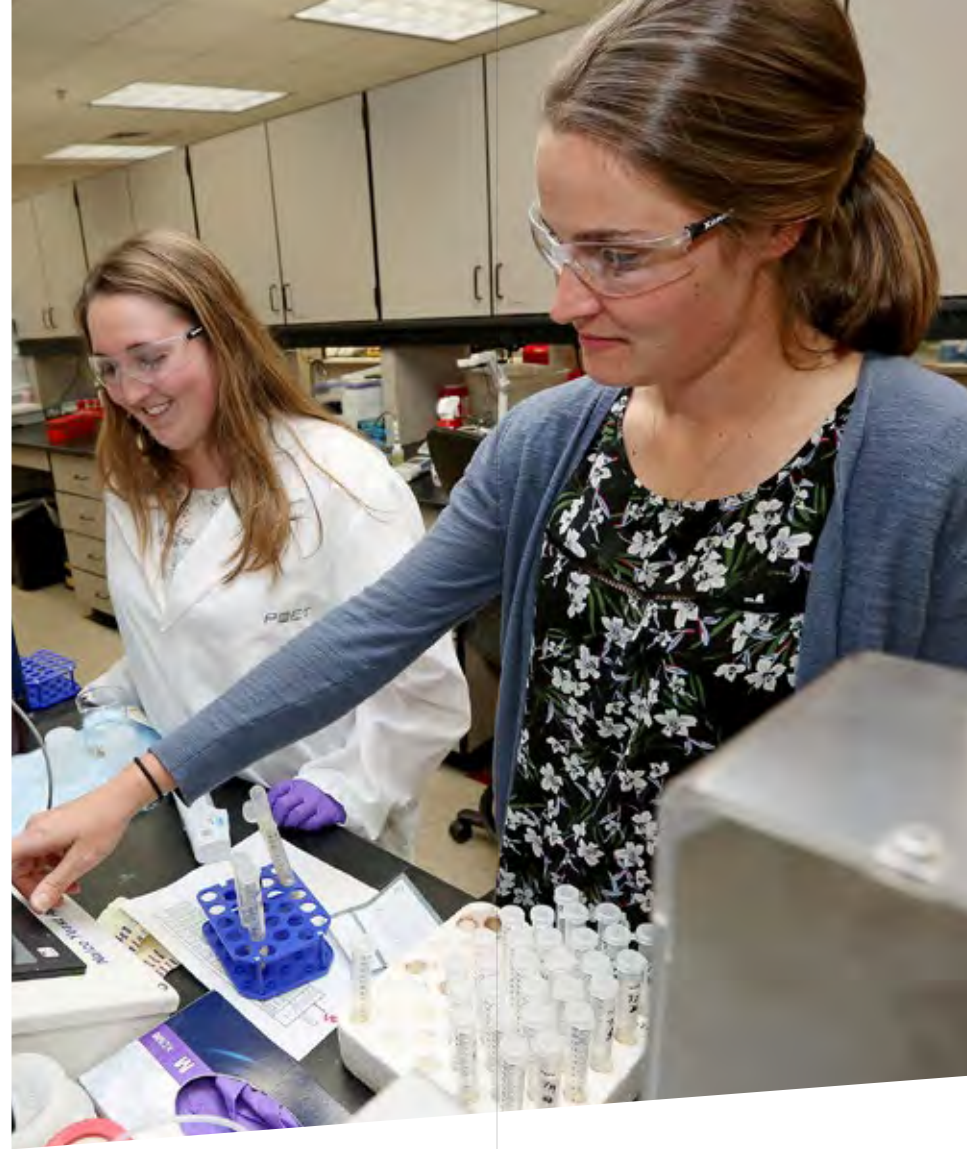
Target industries, companies, site selectors, and others.

- Partnerships with local commercial real estate professionals
- Lead generation through direct marketing channels
- Trade shows
- Electronic recruitment campaign
- Siouxfalls.com website
- Target industries:
  - Bioscience
  - Cyber/IT
  - Advanced manufacturing
  - Logistics and distribution

## International Trade Programs:

Partner with the South Dakota Small Business Development Center and U.S. Department of Commerce Bureau of Industry & Security to market to potential companies. Optimize the use of the FSD International Port of Entry to import and export goods in the region.

## Foundation Park support and development



# INNOVATION & ENTREPRENEURSHIP

**Cyber/IT Park:** Seed funding for a new vision to partner with Dakota State University, local tech companies and the City of Sioux Falls to create a cyber/IT campus in Sioux Falls.

**USD Discovery District:** Assist with operating funds and enhanced marketing to target bioscience firms to locate in the USD Discovery District.

## Zeal Center for Entrepreneurship/Startup Sioux Falls:

Administrative and program support for the entrepreneurial community and initiative expansion.



## 2026 OUTCOMES

- 4,500 new direct jobs at above median wage
- \$500 million new capital investments
- \$250 million new property tax revenues
- 300+ acres land sold and developed
- 300 existing companies assisted
- 30 foreign trade relationships formed







## BUSINESS ADVOCACY, AIRPORT & QUALITY OF PLACE ENHANCEMENT

**Innovation Center of Excellence:** A proposed new center within the Chamber where public and private sectors will partner and collaborate to deliver innovative programming focused on diversity, equity and inclusion. The center will also support Next Level Leadership Academy, New Ideas Think Tank and others.

**Future Sioux Falls Strategic Planning:** Provide funding for our next community-wide, long-range vision and strategic planning process.

**Effective Advocacy:** Forging relationships with elected officials at all levels of government to ensure measurable outcomes to support economic development, workforce education, business climate, diversity and inclusivity, health care and limited taxes and regulation.

**Legal and Lobby Counsel:** Engagement of legal counsel on legislative proposals that impact the business community and quality of place initiatives.

**Airport Marketing:** Continue efforts of the Air Service Committee to market the Sioux Falls Regional Airport at Joe Foss Field in conjunction with the Sioux Falls Airport Authority. Our goals include: expanding marketing to new regions as a preferred destination for business and leisure travelers, increasing passenger enplanements, reducing leakage to other airports, expanding provider routes, increasing the level of commercial air service and providing financial incentives to carriers to add new service destinations to FSD.




**2026 OUTCOMES**

- 35+ site selector/broker events
- 75+ company hostings
- 30,000 direct workforce contacts
- 250,000 electronic workforce exposures
- Refreshed Future Sioux Falls strategic plan

## PROGRAM MANAGEMENT & ADMINISTRATION

As a joint venture between the Greater Sioux Falls Chamber of Commerce and the Sioux Falls Development Foundation, Forward Sioux Falls provides resources to deliver on a number of strategies and initiatives.

The Joint Venture Management Committee (JVMC) is the governing body of Forward Sioux Falls. Comprised of the respective executive committees from both the Chamber and Development Foundation, as well as at-large and ex-officio members, the JVMC is responsible for oversight, management and strategic planning for Forward Sioux Falls.

Program management and administration, investor relations services, development of a capital campaign, volunteer/staff management and coordination, events/meetings, as well as program and brand marketing are included within this pillar.

**BUDGET FOR FORWARD SIOUX FALLS 2026: \$15 MILLION**

- Talent Attraction, Retention & Development \$4 million
- Business Retention, Expansion & Attraction \$3.2 million
- Innovation & Entrepreneurship \$2.5 million
- Business Advocacy, Airport & Quality of Place Enhancement \$3 million
- Program Management & Administration \$2.3 million





# ECONOMIC IMPACTS & GOALS

Economic impacts were computed by an Input/Output model, created for Minnehaha County and Lincoln County. The model is based on the latest data available from IMPLAN®, the most widely used system to compute impacts. This analysis incorporates revisions of IMPLAN® to increase industry details and incorporate newly released 2018 data and benchmarks for I/O tables from all U.S. data reporting agencies.

The revised IMPLAN® data has 546 possible sectors. Economic impacts are measured by jobs, income, value added, output and taxes received.

The table below summarizes the annual economic impacts (direct, indirect, and induced) for programs that create jobs and investment.

## ANNUAL ECONOMIC IMPACT SUMMARY FORWARD SIOUX FALLS 2026

Source: NCDS, ESC I/O model for Sioux Falls, SD.

### IMPACT TOTAL

<b>Jobs</b>	<b>Income</b>	<b>Value Added</b>	<b>Output</b>
9,222	\$600,184,856	\$949,133,890	\$2,151,246,155

<b>Disposable Income</b>	<b>Consumer Spending</b>	<b>Savings Deposit Potential</b>
\$528,882,895	\$488,053,136	\$42,099,078

<b>Minnehaha/Lincoln Counties taxes</b>	<b>Minnehaha/Lincoln Counties municipal taxes</b>	<b>Minnehaha/Lincoln Counties tax districts</b>
\$3,062,225	\$10,312,883	\$9,821,333

<b>ROI - private sector</b>	<b>ROI - Minnehaha/Lincoln Counties taxing units</b>
\$13.27 profits for every \$1 invested	\$9.28 in taxes for every \$1 invested

# PROJECTED OUTCOMES & GOALS 2021-2026

## FIVE-YEAR PROGRAM STRATEGIES

- |  |  |
|--|--|
| 1. Talent Attraction, Retention & Development  | 3. Innovation & Entrepreneurship                 |
| 2. Business Retention, Expansion & Attraction  | 4. Business Advocacy, Airport & Quality of Place |
| <ul style="list-style-type: none"> <li>• Cyber/IT</li> <li>• Biosciences/pharmaceuticals</li> <li>• Advanced manufacturing/ value added agriculture</li> <li>• Logistics/distribution</li> </ul> | 5. Program Management & Administration           |

## BUSINESS RETENTION, EXPANSION & ATTRACTION

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• 4,500 new direct jobs at above median wage</li> <li>• \$500 million new capital investments</li> <li>• \$250 million new property tax revenues</li> </ul> | <ul style="list-style-type: none"> <li>• 300+ acres land sold and developed</li> <li>• 300 existing companies assisted</li> <li>• 30 foreign trade relationships formed</li> </ul> |
|--|--|

## TALENT & WORKFORCE DEVELOPMENT

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• 1,000 new housing units from the Housing Fund</li> <li>• 25,000 new residents</li> <li>• 12 ongoing talent/workforce recruitment programs</li> </ul> | <ul style="list-style-type: none"> <li>• 350 post-secondary recruitment partners</li> <li>• 1,000 apprenticeships/internships/ job shadows</li> </ul> |
|---|---|








## MARKETING

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• 35+ site selector/broker events</li> <li>• 75+ company hostings</li> </ul> | <ul style="list-style-type: none"> <li>• 30,000 direct workforce contacts</li> <li>• 250,000 electronic workforce exposures</li> </ul> |
|---|--|





# FORWARD SIOUX FALLS HISTORY

- 1987  **Forward Sioux Falls • 1987-91**  
Goal: \$1.4 million • Raised: \$1.9 million  
Campaign Chair: Lyle Schroeder
- 1992  **Forward Sioux Falls II • 1992-96**  
Goal: \$2 million • Raised: \$2.2 million  
Campaign Chair: John Mulligan
- 1997  **Forward Sioux Falls III • 1997-2001**  
Goal: \$3 million • Raised: \$4.2 million  
Campaign Chair: Gary Olson
- 2002  **Forward Sioux Falls IV • 2002-06**  
Goal: \$5.5 million • Raised: \$6.4 million  
Campaign Chair: Tom Everist
- 2006  **Forward Sioux Falls V • 2006-11**  
Goal: \$8.5 million • Raised: \$10.5 million  
Campaign Co-chairs: Dana Dykhouse and Kelby Krabbenhoft
- 2011  **Forward Sioux Falls 2011-2016**  
Goal: \$11.2 million • Raised: \$12.2 million  
Campaign Co-chairs: Dana Dykhouse and Mark Shlanta
- 2016  **Forward Sioux Falls 2016-2021**  
Goal: \$15.5 million  
Campaign Co-chairs: Dave Rozenboom, Mark Shlanta and Mayor Mike Huether

**1993-1994**  
Forward Sioux Falls was significantly involved in the development and realization of the Sioux Falls Convention Center and Washington Pavilion projects, which Sioux Falls residents approved in October 1994. The Sioux Falls Convention Center opened in January 1997. The Washington Pavilion opened in June 1999.

**1994**  
FSF initiated and funded the Sioux Falls Tomorrow community-based planning process, which was completed in 1994 and developed a vision and goals for Sioux Falls. This process has been repeated several times, most recently in 2014.

**1997**  
The Sioux Empire Housing Partnership was created to address affordable housing needs within the community, a key initiative in the community's efforts to grow and expand the workforce.



**January 2004**  
After more than two years of planning, the South Dakota Technology Business Center (now known as the Zeal Center for Entrepreneurship) opened its doors, providing services to help start-ups grow and graduate into the community.



**2010-11**  
The Future Sioux Falls community strategic planning process helped shape the Forward Sioux Falls 2011-2016 program.



**July 2013**  
The SDTBC partnered with USD in managing the developing research park located on the grounds of University Center. The 80-acre USD Discovery District shares a campus with the Graduate Education and Applied Research (GEAR) Center. The USD Discovery District will provide an environment where university research can be conducted and commercialized and a resource to help grow companies in South Dakota.



**January 2015**  
Forward Sioux Falls engaged national economic and workforce development consulting firm Market Street Services to conduct a workforce analysis. A task force made up of business and education leaders oversaw the process, which included online surveys, interviews and focus groups. The Workforce Action Agenda was shared in the fall of 2015. Market Street analyzed Sioux Falls talent requirements and market changes and compared the city to other regional communities.

**June 2015**  
The Sioux Falls Development Foundation announced the creation of Foundation Park, the state's first mega site that features 820 contiguous acres adjacent to rail and two interstates.



## FORWARD SIOUX FALLS



### LEARN MORE

Contact Mike Lynch,  
Director of Investor Relations,  
at **(605) 373-2008**  
or visit  
[forwardsiouxfalls.com](http://forwardsiouxfalls.com)

## BECOME AN INVESTOR

For over thirty years, Forward Sioux Falls has been a productive platform for pursuing economic growth and implementing priority strategies, programs and projects. It has played a key role in our unique and proud story of success. Significant financial investments from the private and public sectors combined with the commitment of engaged volunteers and staff have fueled our programming and achievements.

As we prepare for the eighth multi-year initiative, we implore our investors—and all of the region's stakeholders—to remain diligent and to maintain a requisite sense of urgency for our region's continued growth and prosperity. Complacency and indifference among our stakeholders would threaten our progress. We owe it to those that came before us and to those who will follow to carry the torch. To do that, we need your support.

We appreciate your thoughtful consideration of an investment in Forward Sioux Falls 2026.



GREATER SIOUX FALLS CHAMBER OF COMMERCE



SIOUX FALLS DEVELOPMENT FOUNDATION





**FORWARD**  
**SIOUX FALLS**

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