



COMPETITIVE ASSESSMENT

Watertown, South Dakota

August 2024



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OVERVIEW

Community leaders and key organizations in Watertown, SD, have teamed with national consulting firms Broad Ripple Strategies and Atlas Community Studios to launch a strategic process focused on addressing local challenges and developing a visionary plan for Watertown's future.

Watertown H2O-50 follows in the footsteps of the highly successful Watertown H2O-20 plan developed in 2012. That process began as a grassroots effort of community volunteers who wanted to improve their city. The initiative grew to include thousands of volunteers and made great strides in establishing Watertown as a better place to live, work and raise a family, including the development of the Prairie Lakes Wellness Center and Prairie Lakes Ice Arena, among other key projects.

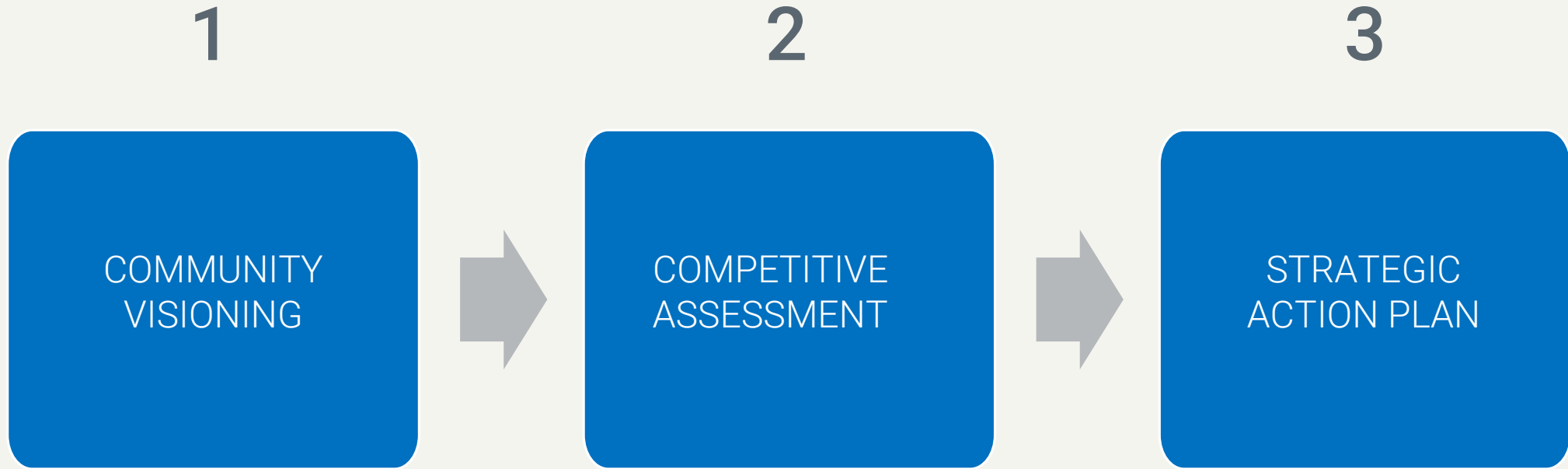


WATERTOWN H2O-50: The Goal

To create a visionary blueprint that:

- Challenges stakeholders to envision projects, programs, and processes that can take Watertown to the “next level” of success.
- Confirms a set of priority, transformational strategic efforts to guide future Watertown implementation efforts.
- Recognizes and complements recent and ongoing strategic efforts from local public and private entities.
- Can establish a legacy that surpasses the impact of H2O-20.

THE PROCESS



3 phases | 7 months

COMMUNITY VISIONING

**INTERVIEWS &
FOCUS GROUPS**

**VISIONING
SESSIONS &
OPEN HOUSE**

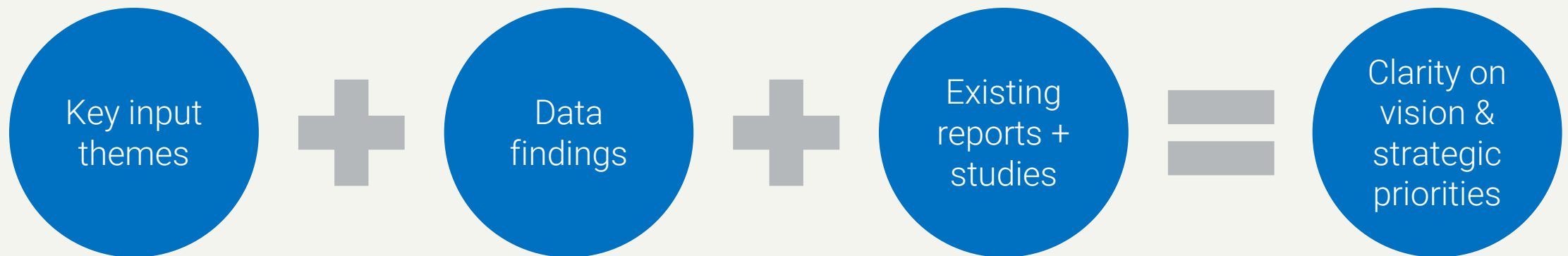
VISION WALLS

**ONLINE
SURVEY &
PROJECT
WEBSITE**

- 23 Community Leaders Interviewed
- 7 Focus Groups facilitated (~100-110 attendees)
- 2 Community Visioning Sessions (~35 community members)
- 3,069 survey responses received, plus 24 Spanish-language responses

COMPETITIVE ASSESSMENT

- Data research
 - Watertown/Codington Co. is compared to Brookings Co (Brookings) SD; Brown Co (Aberdeen) SD; Douglas Co (Alexandria) MN.
 - City populations as a percentage of total county population are: Watertown, 78.2%; Aberdeen, 75.5%; Alexandria, 35.9%; Brookings, 66.7%.
 - Peer county comparisons provide context on trends, but do not limit strategic focus.
 - The references in report utilize **city name** unless otherwise indicated.
- Existing research review > referenced throughout report



COMPETITIVE ASSESSMENT:

Key Findings Summary

COMPETITIVE ASSESSMENT: Key Findings Summary

BIG PICTURE

- Watertown H2O-20 checked a number of projects with pent-up demand off the wish list. These investments must now be sustained and capitalized on.
 - Leaders feel H2O-50 should pursue a more holistic focus on programs and community issues rather than high-dollar bricks-and-mortar projects.
- H2O-50 public input highlighted clear strengths and challenges in Watertown, many of which are well known to the community.
 - In terms of assets, Watertown is a safe, friendly community with many lifestyle amenities, including well-loved parks and trails, a good quality of life, and a reputation as a great place to raise a family.
 - Challenges include a lack of housing (especially affordable single-family units), a talent availability crisis, insufficient supply of child care slots, a shortage of higher-end restaurants and shopping, few amenities for young professionals, and a need for additional indoor recreation capacity for younger children.

COMPETITIVE ASSESSMENT: Key Findings Summary

BIG PICTURE (cont'd)

- Nearly 50% of online survey respondents are likely or very likely to recommend Watertown as a place to live to a friend or colleague.
- Stakeholders envision Watertown in the year 2050 as a clean, safe, growing, affordable, progressive, amenity-rich, and welcoming community.

COMMUNITY

- Is Watertown principally a “blue collar” city with its requisite needs and challenges? The answer to this question could inform public policy priorities.
- Public communications in Watertown is a key challenge for community engagement, information-sharing, and event promotion.
- Some feel Watertown’s leadership is too insular and difficult to access (especially for non-natives), but there are encouraging signs that this is changing, with a new generation ready to step into larger leadership roles.

COMPETITIVE ASSESSMENT: Key Findings Summary

TALENT

- Lack of available talent is a well-known issue and Watertown's top competitive challenge.
 - Related issues of housing and child care shortages and quality of life concerns also contribute to talent-development and attraction challenges.
 - Watertown's pre-K to 16 training pipeline is a strength, with Lake Area Technical College called the community's top competitive asset.
 - Watertown Public Schools angered stakeholders with the closure of Roosevelt Elementary, but most still praise the quality and capacity of the public school system.
- Watertown experienced impressive population growth from every categories of change: domestic and international migration and natural change (births minus deaths).
- Young professionals (YPs) taking the H2O-50 survey rated Watertown as a "weak to average" location for their age group, citing a lack of compelling lifestyle amenities and poor YP engagement as main weaknesses.

COMPETITIVE ASSESSMENT: Key Findings Summary

TALENT (CONT'D)

- Average age dynamics are not a competitive concern for Watertown based on a sufficient percentage of workers in the “prime-age” range of 25 to 54.
- High labor force participation rates and low unemployment reinforce employer feedback that Watertown has very little slack in its labor market.
- Watertown’s educational attainment for Associate’s degrees is high – a further sign of the breadth of its manufacturing sector. But Bachelor’s degree and higher attainment is the lowest of the comparison set, limiting the community’s potential to diversify its economy with knowledge-based, “white collar” jobs.
- Commuting lengths and patterns highlight the fact that Watertown serves as a job center for the region.
- Lack of affordable child care is an ongoing challenge in Watertown, leading the social services sector to come together around a strategy to address the issue.
 - Several opportunities to develop new capacity could mitigate the damage from the closure of a local child care facility and make major inroads into addressing this deficit.

COMPETITIVE ASSESSMENT: Key Findings Summary

TALENT (CONT'D)

- Individual incomes in Watertown are comparatively high, but household income data highlight the community's large percentage of families earning below \$50,000 per year.
 - Increases in Watertown's individual income from dividends, interest, and rent might indicate an influx of high-net-worth retirees into the community.
- Total and youth poverty rates in Watertown are low and continue to decline. Nevertheless, social services agencies report high caseload demand, limiting their ability to accommodate new and existing clients.
 - Rising numbers of Spanish-speaking immigrants have challenged agencies, employers, and schools to effectively communicate with these residents.
- Though survey responses varied between stakeholders identifying as White or non-White, most stakeholders feel Watertown is a welcoming community with "average to good" access to social networks.

COMPETITIVE ASSESSMENT: Key Findings Summary

ECONOMY

- Watertown's job growth trailed most of its comparison set from 2010 to 2020 but outperformed every area except the U.S. in the post-pandemic economy.
- Data confirm Watertown is a production and retail-based economy, but these sectors and key "export" categories are growing, often at rates exceeding the U.S. average.
- Watertown's tourism sector trends largely reflect national concentrations, but local representatives feel the sector is poised for growth if key investments are made.
- The local business climate is improving, though some stakeholders still have issues with the City of Watertown's regulatory processes. "NIMBYism" and reportedly underperforming economic development activity also hamper local investment.
- Watertown has a high percentage of young (under 5 years) companies, though entrepreneurs report insufficient levels of professional support, investment capital, talent availability, and marketing assistance.

COMPETITIVE ASSESSMENT: Key Findings Summary

PLACE

- Watertown stakeholders greatly value local quality of life, especially with major new facility investments. But concerns remain over amenities for young, single professionals and recent high school and college graduates.
- The Watertown Benedictine Sisters' Harmony Hill project can make a dent in the local housing shortage and enhance local child care, retail, and education capacity.
- Online survey participants responded most strongly to Watertown's recreation assets, but were less complimentary of housing and child care availability, restaurant and shopping amenities, and arts and cultural destinations.
- Watertown's cost of living is comparable to its peers, but lower average salaries limit residents' purchasing power.
- Housing availability at all price points continues to be Watertown's most significant quality of life challenge. Higher relative costs and lower salaries make Watertown housing the least affordable of the H20-50 peer set.

COMPETITIVE ASSESSMENT: Key Findings Summary

PLACE (CONT'D)

- Downtown Watertown revitalization is a great success story that has provided many new “urban-style” amenities and housing options for residents. But many downtown business owners feel the attention the district received through H2O-20 implementation has waned, with focus shifting to interstate-adjacent properties.
- Watertown’s recreation and park capacity is a key strength. Leaders feel that park programming should now be a priority.
 - Determining the highest and best use and environmental remediation strategies for the two lakes in Watertown’s city limits has been a challenge due to conflicting perspectives of lakeside homeowners, public officials, and the community at large.
- Despite key assets bolstering Watertown’s dining, arts, and cultural capacity, most H2O-50 input respondents feel these amenities are lacking.

BIG PICTURE

From Watertown H2O-20 to H2O-50

- Watertown H2O-20 resulted in the development of multiple projects that greatly enhanced the city's quality of life. As one interviewee explained, "Watertown has definitely changed for the better – despite the naysayers we've made progress and added some pretty cool things."
 - Capitalizing on pent-up demand, public-private partnerships were leveraged to construct the Prairie Lakes Wellness Center, Prairie Lakes Ice Arena, Foundation Plaza, the Goss Opera House, and other projects. But the nearly \$100 million invested in these facilities, plus water-sewer upgrades, leaves the City of Watertown in a different financial position than in 2012 with less bonding capacity.
 - The community must also acknowledge the need to maintain these properties. A private sector leader noted, "We've made tremendous strides in the last six years. Now we need innovative thinking about how you sustain things like the Goss, the wellness center, and the ice arena... These are just startups."

From Watertown H2O-20 to H2O-50 (cont'd)

- With so many physical projects crossed off the wish list, many local leaders feel Watertown H2O-50 must shift focus from projects to programming.
 - An interviewee said, “It’s easy to create a budget for a building but it’s harder to actually do the operations. H2O-50 is probably the start of a discussion on transitioning from building mode to promotion mode.”
 - The community must also learn from past project mistakes. An interviewee noted, “We have a history of tripping over our own feet. We don’t do a good job of thinking things through and involving people enough to anticipate problems before they occur.”
- As H2O-50 priorities emerge, it will be critical that all necessary voices are welcomed and acknowledged as planning proceeds to implementation.
 - City officials are concerned that H2O-50 will lead to expectations for public sector investments at a time when resources are severely limited.

How likely is it that you would recommend Watertown as a place to live to a friend or colleague?

NOT AT ALL LIKELY 0	1	2	3	4	5	6	7	8	9	EXTREMELY LIKELY 10
1.6%	1.3%	2.2%	3.7%	4.1%	10.4%	11.0%	17.2%	20.8%	9.8%	17.9%

What is something you see in a community similar to Watertown and say, "I wish we had that here"?



What are three words or phrases you'd like to see used to describe Watertown in the year 2050?



Visioning Sessions

What are some terms that describe your vision for Watertown in the year 2050?



A word cloud of terms describing a vision for Watertown in 2050. The words are arranged in a cluster, with 'progressive' and 'inclusive' being the largest and most central. Other prominent words include 'friendly', 'vibrant', 'beautiful', and 'welcoming'. Smaller words like 'growing', 'tidy', 'wholesome', 'acceptance', 'diverse', 'forward', 'innovative', 'artsy', 'safe', 'variety', 'thinking', and 'visionary' are also present. The colors of the words vary, including shades of brown, purple, green, and blue.

growing. tidy wholesome
progressive acceptance
diverse artsy inclusive friendly
forward innovative vibrant beautiful safe variety
welcoming forwardthinking
visionary

Online Survey: Please rate the following aspects of the Watertown area's "community health":

	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Spirituality and wellness	2.4%	9.0%	46.4%	35.5%	6.8%	5.8%
Lifelong learning	3.0%	19.0%	45.8%	27.2%	5.1%	6.6%
Inclusion	7.8%	22.7%	49.2%	16.4%	3.9%	4.5%
Recreational and artistic	3.2%	19.6%	46.0%	25.6%	5.6%	20.0%
Environmental	3.3%	16.5%	49.7%	24.9%	5.6%	7.4%
Infrastructure and services	4.4%	18.5%	51.4%	20.7%	5.1%	5.5%
Safety and security	2.1%	7.9%	37.9%	40.3%	11.8%	0.9%
Community leadership	6.4%	17.8%	47.5%	23.1%	5.2%	2.0%
Economic opportunity.	5.5%	21.5%	45.6%	21.9%	5.4%	4.2%

COMMUNITY

1.0 COMMUNITY

- Stakeholders offered a diversity of opinions on Watertown's core dynamics as a community, the capacity and accessibility of public and private leadership, and current challenges for local communications.
 - Many feel that Watertown must adjust its view of its demographic realities and how residents are engaged by leadership.
 - Outreach and information-sharing is currently limited by communications outlets lacking the breadth to reach large segments of the local population.

1.1 Watertown's population dynamics

- Is Watertown at its core a “blue collar” community? Some stakeholders feel decision-makers should consider what this means for the city's future.
 - One interviewee noted, “Watertown is very much a blue-collar community which at times wants to be a white-collar community. We should embrace being a blue-collar community. It's one of the reasons LATC is so successful.” By growing “blue collar” job sectors, the interviewee feels Watertown can create more opportunities elsewhere in the economy.
 - A relative newcomer to Watertown observed, “The private sector leadership is very entrepreneurial but a majority of what's been attracted to this community is employers looking for blue collar labor. So, there's people making \$30,000 to \$50,000 a year, the ‘normal percentage’ of millionaires, and not too much in between.”
 - Explaining Watertown's declining school-age population, an interviewee said, “(We) fail to recognize that we're primarily a manufacturing community. People are not extremely wealthy, they're not the lake users, they're middle-income shift workers, working overnight, probably single parents, and it's not always easy to parent kids that way. That's who's in our schools.”

1.1 Watertown's population dynamics (cont'd)

- These divergent income dynamics affect local motivations for change.
 - Several stakeholders commented that there is a “push-pull” between those who prefer to maintain the status quo in Watertown and others who feel change is necessary.
 - One stakeholder noted, “Some people are like ‘we don’t need anything else done, we’re fine’. But there is a group that understands that we need the financial wherewithal to take care of roads and fix things that break, and we need tax revenue. But they’re the minority.”
- Even among those who desire change, there is sometimes a lack of clarity on priorities.
 - As one leader said, “We know what we’re against in Watertown, but we don’t really know what we’re *for*. We know we need to change but we don’t know *what* to change.”
 - Another noted, “We’ve had decades of ‘we’ve always done it this way’, but we’re close to the point where no one can say *why* we do things this way. We have to figure out how to push past it.”

1.2 Capacity and accessibility of leadership

- There was much discussion in public input and through the online survey on the nature of leadership in Watertown. Many see hopeful signs that a new generation of leadership is assuming a greater role in local affairs, but there are still challenges.
 - According to one stakeholder, “The community is vibrant and looks much better than 20 years ago. But more people need to be involved, that’s where we’re lacking. It’s the same people over and over again and those people get burnt out.”
 - A stakeholder said Watertown must “unshackle itself from the past. We are ostracizing people who could otherwise be tremendous community assets.”
- Others – especially residents not originally from Watertown – report challenges integrating into leadership circles.
 - From one newcomer: “As warm and welcoming as Watertown is... if you’re not born here, you’re never a native.”
 - A non-native yet long-time resident commented, “ We get a little insulated at times. If you’re not from here, you have to figure it out and navigate. You don’t know how long it’s going to take for people to see you as a part of it.”

1.2 Capacity and accessibility of leadership (cont'd)

- Several stakeholders pointed to a seeming divide between public and private sector leadership.
 - Per an interviewee: “There are two different city leadership groups – the community that meets whenever they want and the elected leadership group. Can they play nice together?”
- Some of these leadership challenges extend to the boards of directors of local institutions.
 - Stakeholders called some of these board members “too hands-on”, which can drive executive staff away.
 - There are also claims that board members can lack perspective on certain key issues.

1.3 Communications

- Communications – both internal and external – were a frequent topic of discussion in H2O-50 public input.
- Internally, stakeholders feel a lack of trusted communications outlets makes disseminating information difficult.
 - One interviewee said, “There is essentially no newspaper. There’s no good way to get information out other than radio.”
 - Another added, “We don’t really have a local news source, You have to use Facebook or radio. It makes it very challenging to communicate what’s going on.”
 - A representative of Watertown Public Schools noted, “The daily paper’s demise has plagued us. We used to count on multiple stories per week. It’s difficult to get the same information out to everybody.”
 - A non-profit executive singled out negative comments that often appear below the online news stories of local radio stations, noting these comments “feed the negative narratives” around certain issues.

1.3 Communications

- One leader believes, “We have to educate our own people first. Our own community members don’t even know what we have in our town – we’ve got to get people up to speed.”
- Externally, stakeholders also feel more could be done to promote Watertown’s assets.
 - Per one leader, “You put together the lakes, the zoo, the Goss, the ice center. We’ve got a hell of a story to tell; we just need to tell the story.”

TALENT

2.0 Talent

- A shortage of available workers is Watertown's top competitive challenge. This reality is widely known, with multiple efforts underway to try to address this issue.
- While institutions and systems in Watertown's pre-K to 16 training pipeline are key assets, workforce shortages are impacted by multiple correlated factors, including population trends, levels of education, child care, housing, lifestyle amenities, and worker attitudes.
- The demographics of Watertown's labor force are slowly changing. These trends, along with disparities between average wages and cost of living are affecting many residents' livelihoods and increasing client loads for the area's social services organizations and agencies.

2.1 Population trends

- Population growth trends in Watertown are positive.
- Watertown-Codington County is seeing net positive growth from all three categories of population change: domestic and international migration and natural change.
- U.S. Census projections for 2020 to 2023 are especially strong for Watertown.

Population Change, 2010 to 2020 Census

Geography	2010	2020	# chg.	% chg.	
Watertown, SD (Codington)	27,227	28,325	1,098	4.0%	
Aberdeen, SD (Brown)	36,531	38,301	1,770	4.8%	
Alexandria, MN (Douglas)	36,009	39,006	2,997	8.3%	
Brookings, SD (Brookings)	31,965	34,375	2,410	7.5%	
South Dakota	814,180	886,667	72,487	8.9%	
United States	308,745,538	331,449,281	22,703,743	7.4%	

Source: U.S. Census Bureau, Decennial Census

KEY TAKEAWAY: Though Watertown population growth is positive – not always a given in rural communities – its growth rate trailed all the comparison geographies

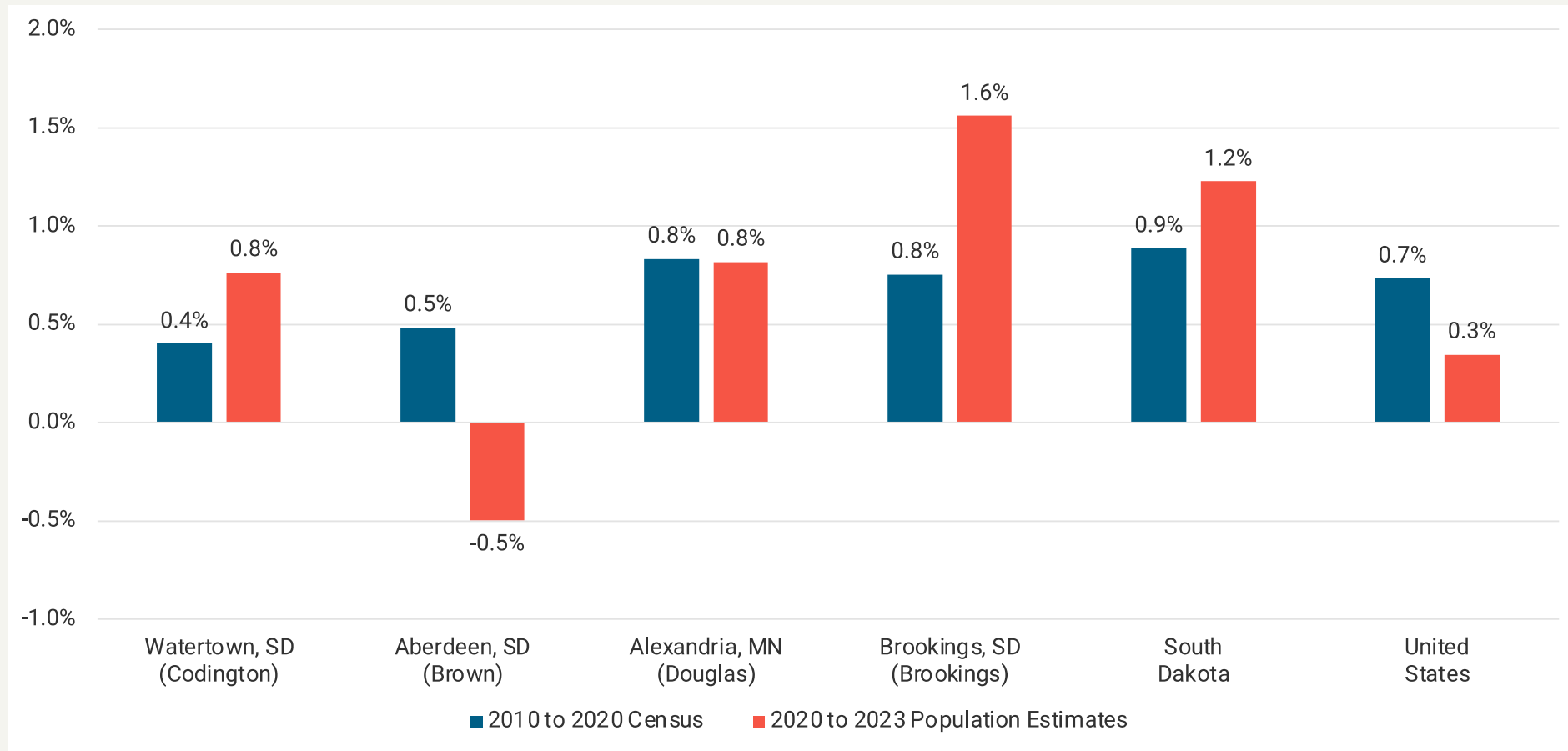
Estimated Population Change, 2020 to 2023

Geography	2020	2023	# chg.	% chg.
Watertown, SD (Codington)	28,321	28,971	650	2.3%
Aberdeen, SD (Brown)	38,304	37,733	-571	-1.5%
Alexandria, MN (Douglas)	38,996	39,953	957	2.5%
Brookings, SD (Brookings)	34,370	35,980	1,610	4.7%
South Dakota	886,668	919,318	32,650	3.7%
United States	331,464,948	334,914,895	3,449,947	1.0%

Source: U.S. Census Bureau, Population Estimates Program

KEY TAKEAWAY: Watertown's estimated growth rate from 2020 to 2023 trails Brookings and the state but is over double the nation's percentage

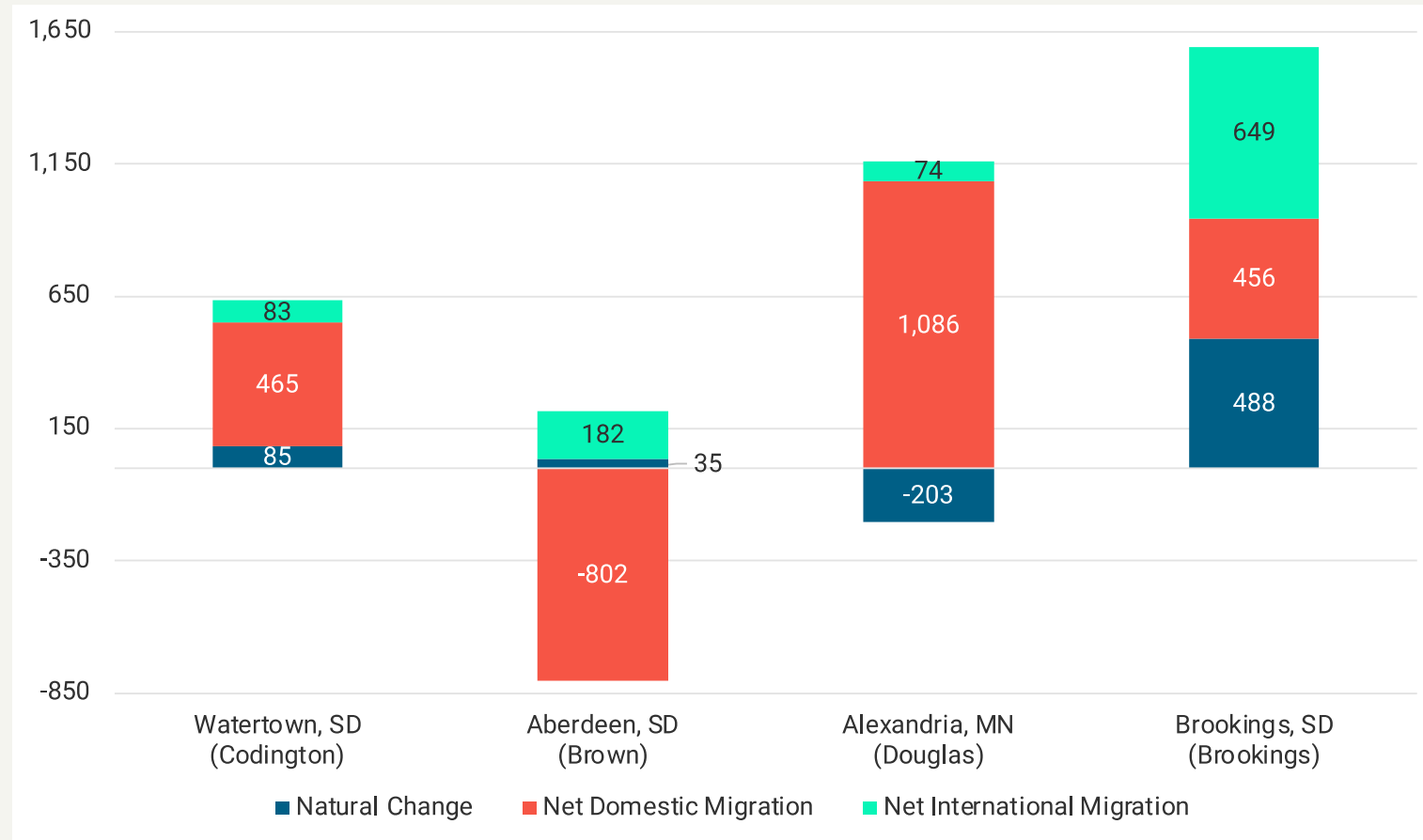
Annual Rate of Population Change, 2010 to 2020 & 2020 to 2023



Source: U.S. Census Bureau, Decennial Census and Population Estimates Program

KEY TAKEAWAY: Compared to the decade of the 2010's, Watertown's recent population growth has been strong, again trailing only Brookings and South Dakota

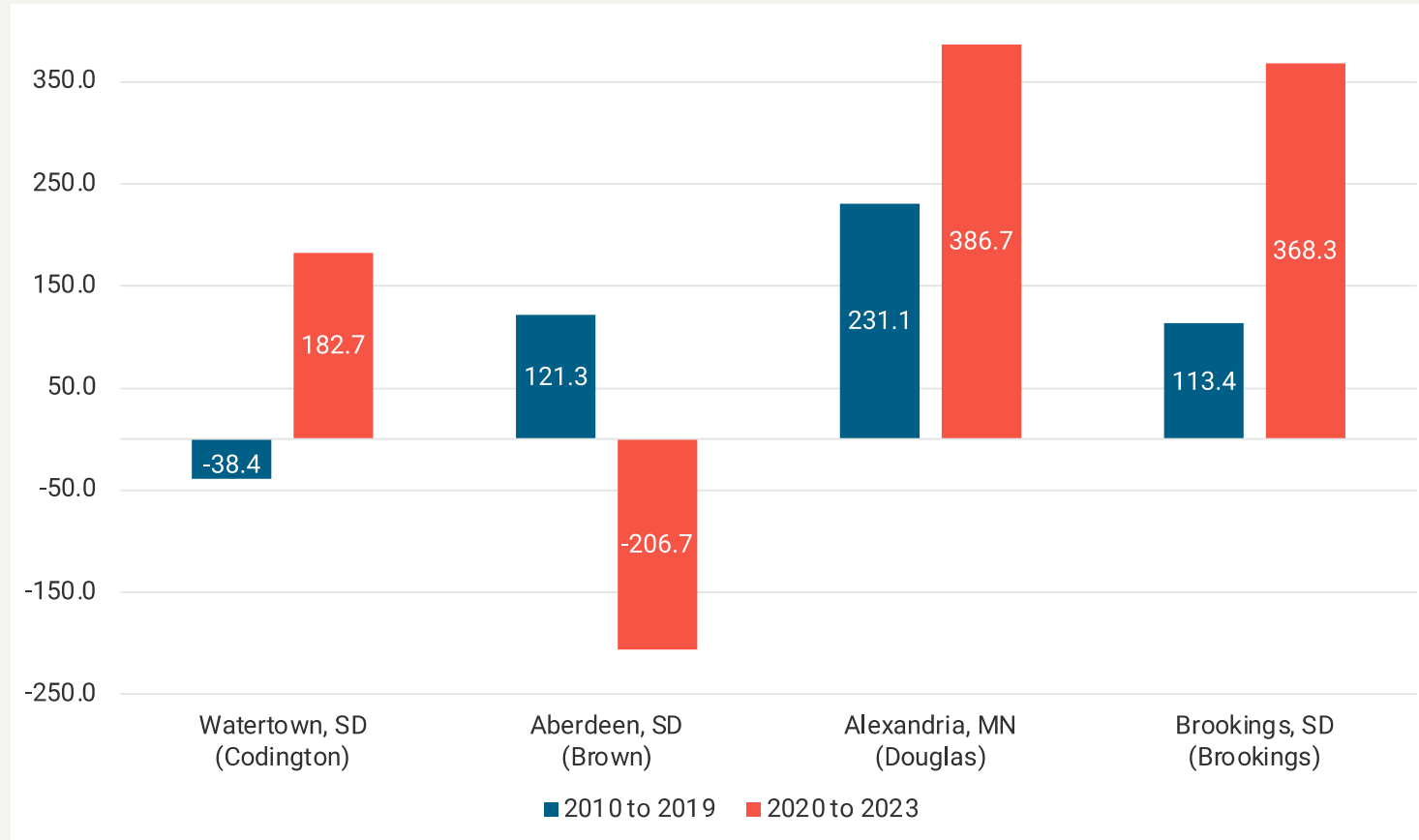
Cumulative Components of Population Change, 2020 to 2023



Source: U.S. Census Bureau, Population Estimates Program

KEY TAKEAWAY: Watertown's recent population growth is well balanced between migration from elsewhere in the U.S., from outside the country, and from natural change (births minus deaths). The impact of tourism assets (Alexandria, MN) and a major university (Brookings, SD) on population growth are evident.

Annual Net Migration, 2010 to 2019 and 2020 to 2023



Source: U.S. Census Bureau, Population Estimates Program

KEY TAKEAWAY: Overall net migration rates in Watertown have seen marked increases in the first years of the new decade

Talent retention and attraction

- With labor force availability in Watertown at critically low levels, it is important that the community can successfully retain and attract talent.
- According to stakeholders, there are multiple issues impacting these trends. Among them are child care and housing availability and cost of living. But community amenities and attitudes were also said to adversely impact Watertown's ability to retain and attract workers.
- BRS and Atlas heard from employers across the economic spectrum who reported that keeping and recruiting younger, unmarried talent was especially difficult.
 - A healthcare representative said the “real lack of nice restaurants” in Watertown was a challenge when recruiting physicians. If candidates were from the area or a similarly sized Midwestern community, or if they had a family, odds of success improved.
 - A businessperson added, “We can’t find a lot of people who want to come here to be attorneys. They want to be in Sioux Falls for the amenities. Executive recruitment is a real challenge. Watertown is not a great place to move in your 20s and not married.”

Talent retention and attraction (cont'd)

- Lake Area Technical College (LATC) student attraction is also hampered by a lack of key amenities. A college representative advised, “The piece (city leaders) need to chip away at is the experience (students) have in town. They kick the tires and need to like it.”
 - One challenge is that certain amenities are only active in the summer months, when only 600 of LATC’s roughly 2,600 students are in town.
- With new dairy operations launching within 45 miles of Watertown, some expect the influx of Spanish-speaking immigrants to the region to increase. Several stakeholders would like to see local attitudes become more welcoming to these populations. Many also feel a more progressive attitude towards talent with different lifestyles and attitudes would improve talent attraction success.
 - One interviewee said, “If we really increase our talent attraction megaphone, would our community be willing to accept people moving here with different ideas?”

Online Survey (Young Professionals): Please rank Watertown's competitiveness as a destination for young professionals:

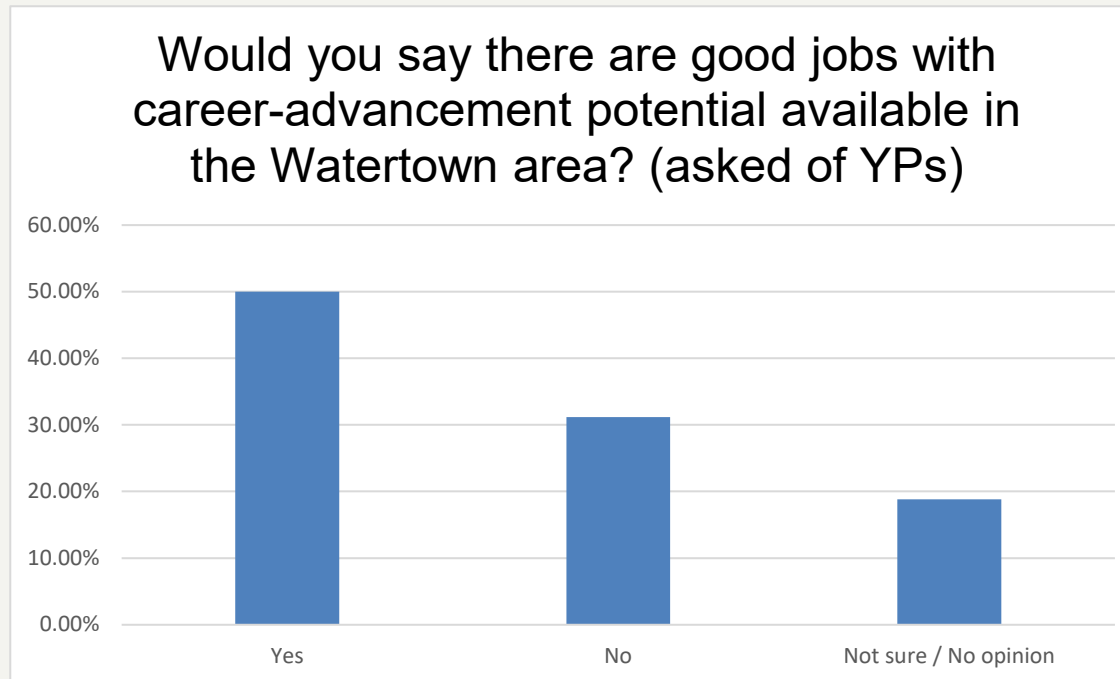
Very Weak	Weak	Average	Strong	Very Strong
5.4%	26.6%	47.5%	17.7%	2.8%

Selected representative responses:

- I think Watertown has a lot going for it, but it lacks some of the characteristics that might be particularly attractive for young professionals.
- There is not a lot "pulling" young professionals with a different or higher levels of education into town based on the types of jobs that are primarily available.
- Employment opportunities are limited, the cost of living is high, there is a lack of social and cultural activities.

Online Survey (Young Professionals): Please rank the following aspects of life in Watertown

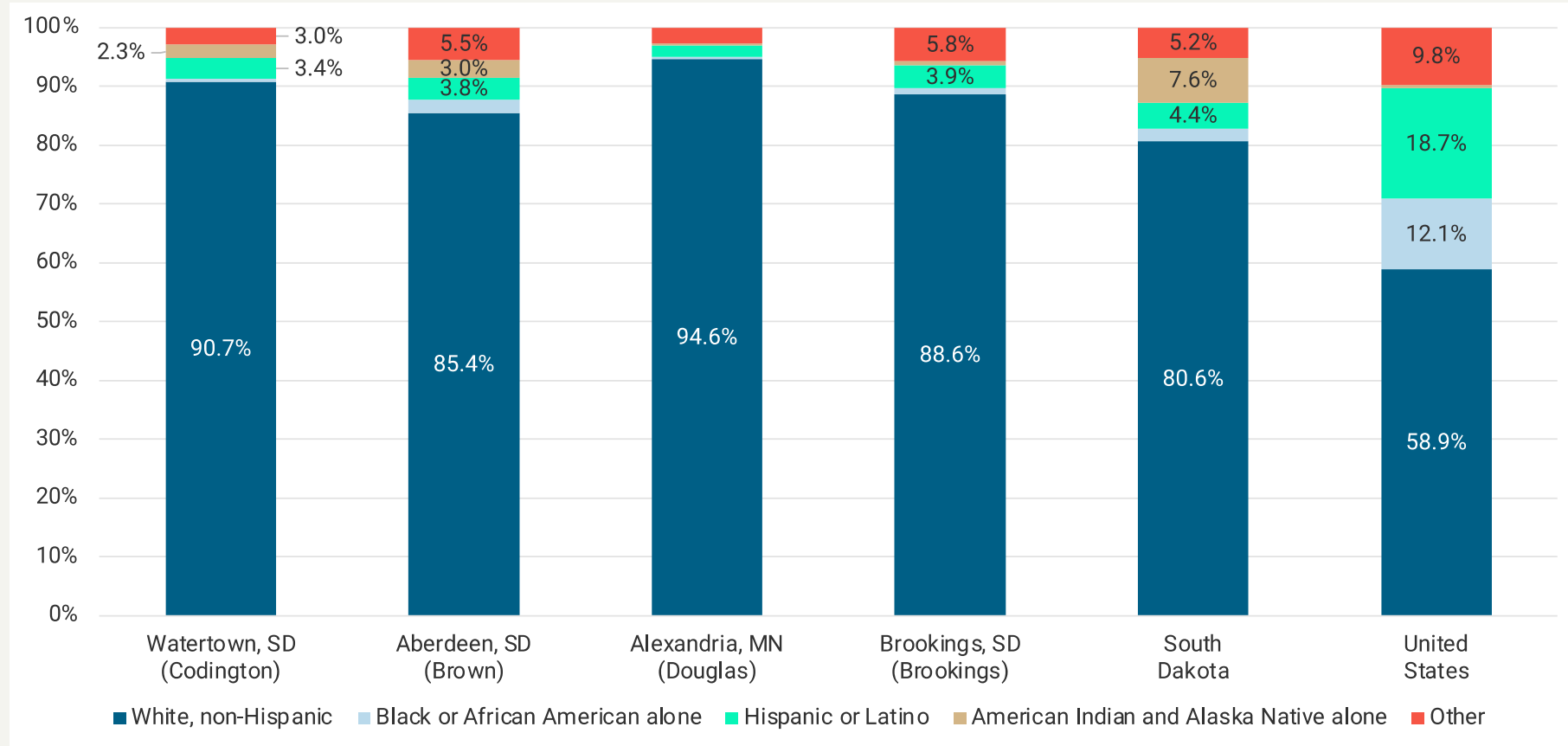
	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Opportunities to network with peers	2.7%	14.7%	46.7%	23.9%	7.5%	4.4%
Bars and entertainment venues targeted to young professionals	5.7%	26.3%	36.3%	19.2%	7.5%	5.0%
Opportunities to become involved in volunteership and community activities	2.1%	10.8%	38.4%	33.3%	11.8%	3.6%
Degree to which local government respects and acts on the concerns of young professionals	9.6%	22.6%	37.0%	15.1%	6.6%	9.1%



2.2 Demographic trends

- Watertown's population remains predominantly white alone (nearly 91%), with only Alexandria's white alone percentage higher.
- But Watertown is diversifying. From 2013-2017 (5-year average) to 2018-2022, Watertown's non-white population increased nearly 40%, while Watertown's white alone population declined 1.2%.
- Watertown's age dynamics are sustainable. Though the community had the second-highest percentage of residents aged 65 and older, its "prime-age" workforce (25 to 44) cohort was competitive with all comparison areas.

Race and Ethnicity, 2018-22



Source: U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

KEY TAKEAWAY: Watertown's racial and ethnic makeup remains over 90% white alone. Only Alexandria is less diverse.

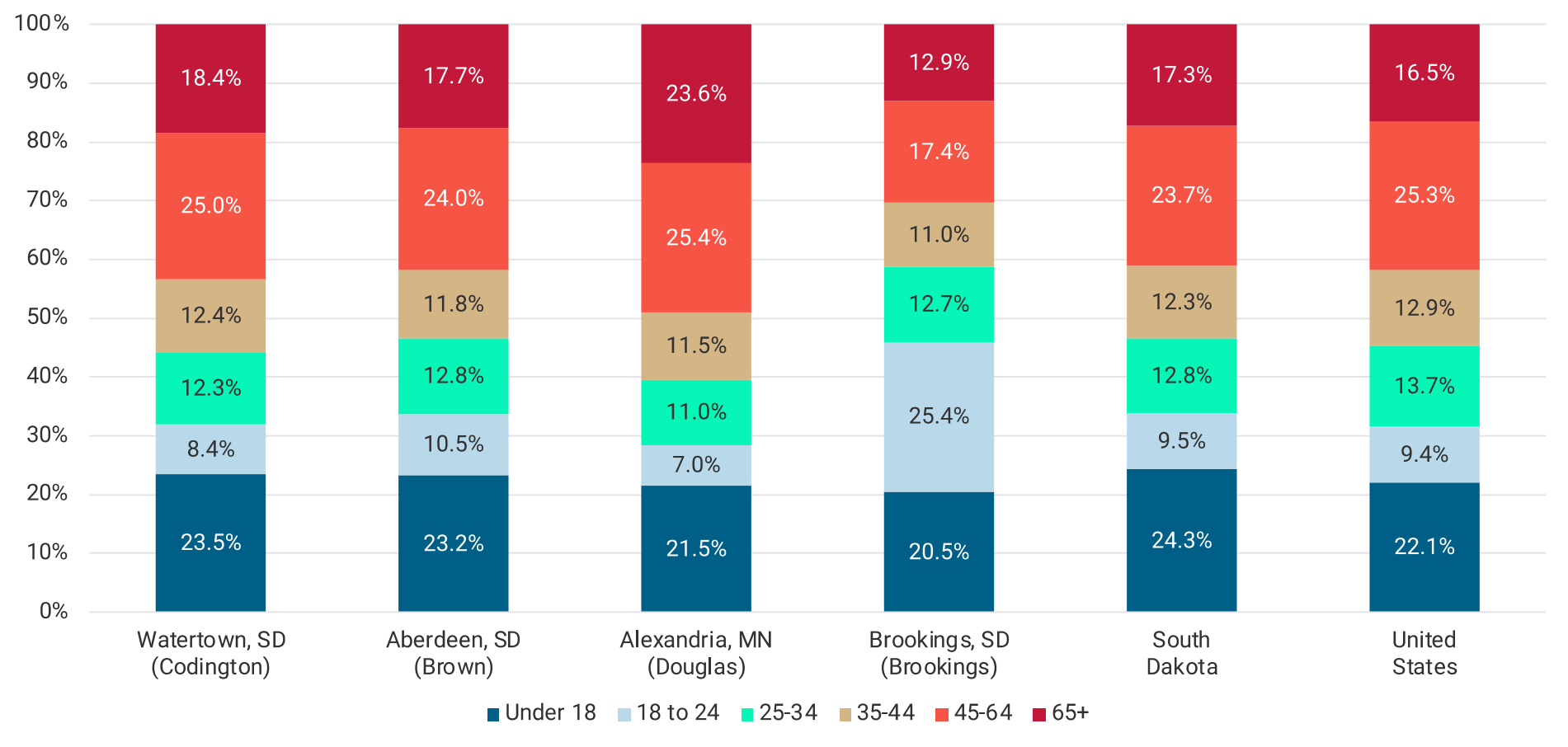
Percentage Change in Population by Race and Ethnicity, 2013-17 to 2018-22

Geography	Total Population	White, non-Hispanic	All Other Groups
Watertown, SD (Codington)	1.6%	-1.2%	39.3%
Aberdeen, SD (Brown)	-0.9%	-4.4%	26.4%
Alexandria, MN (Douglas)	5.9%	4.2%	48.2%
Brookings, SD (Brookings)	2.8%	0.1%	29.7%
South Dakota	3.1%	-1.2%	10.1%
United States	4.1%	1.5%	16.3%

Source: U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

KEY TAKEAWAY: Watertown is diversifying more rapidly than every peer except Alexandria, with its white alone population declining 1.2% compared to a nearly 40% rise in non-white residents.

Age Composition, 2018-22



Source: JobsEQ

KEY TAKEAWAY: Watertown’s age dynamics are not a concern for workforce sustainability. Population share in prime workforce ages (25-44) is strong compared to the benchmarks.



2.3 Education and training pipeline

- Watertown's education and training pipeline remains competitive, but changing enrollment and demographic trends and constrained capacity are emerging threats.
- Despite perceived decline in student performance from some residents and concern over aging facilities, most input participants agreed Watertown's public schools are strong.
 - The pending closure of Roosevelt Elementary School was controversial. Watertown Public School officials cited declining enrollment and the need to maintain fiscal sustainability as key criteria for the decision.
 - District representatives pointed to technology upgrades for students, the development of an early childhood center, and construction of a new athletic complex as evidence the district continues to invest in student welfare.
- Northeast Technical High School, a Watertown Public Schools (WPS) career-focused campus also serving seven other districts, was cited as a key benefit for industry.

2.3 Education and training pipeline (cont'd)

- With over 2,000 requests for classes and only 1,200 students, Northeast Tech could accommodate significant additional demand, but officials say expanding capacity would be costly due to the requirements of high-tech training facilities and equipment.
- Because of constraints on WPS' bonding capacity, raising the necessary resources to construct a new facility at Northeast Tech might require a public vote, according to interviewees.
- A new Challenger Center campus is expected to break ground next spring on the Watertown Benedictine Sisters' Harmony Hill property. The campus will add STEM-training capacity and provide opportunities for space-related businesses to showcase their products and services in Watertown.
- Watertown Public Schools was said to be well aligned with LATC, in large part to do its shared governance.
 - While LATC maintains most relationships with the private sector, WPS has a Business Industry School Coalition Board for companies to partner with WPS campuses.

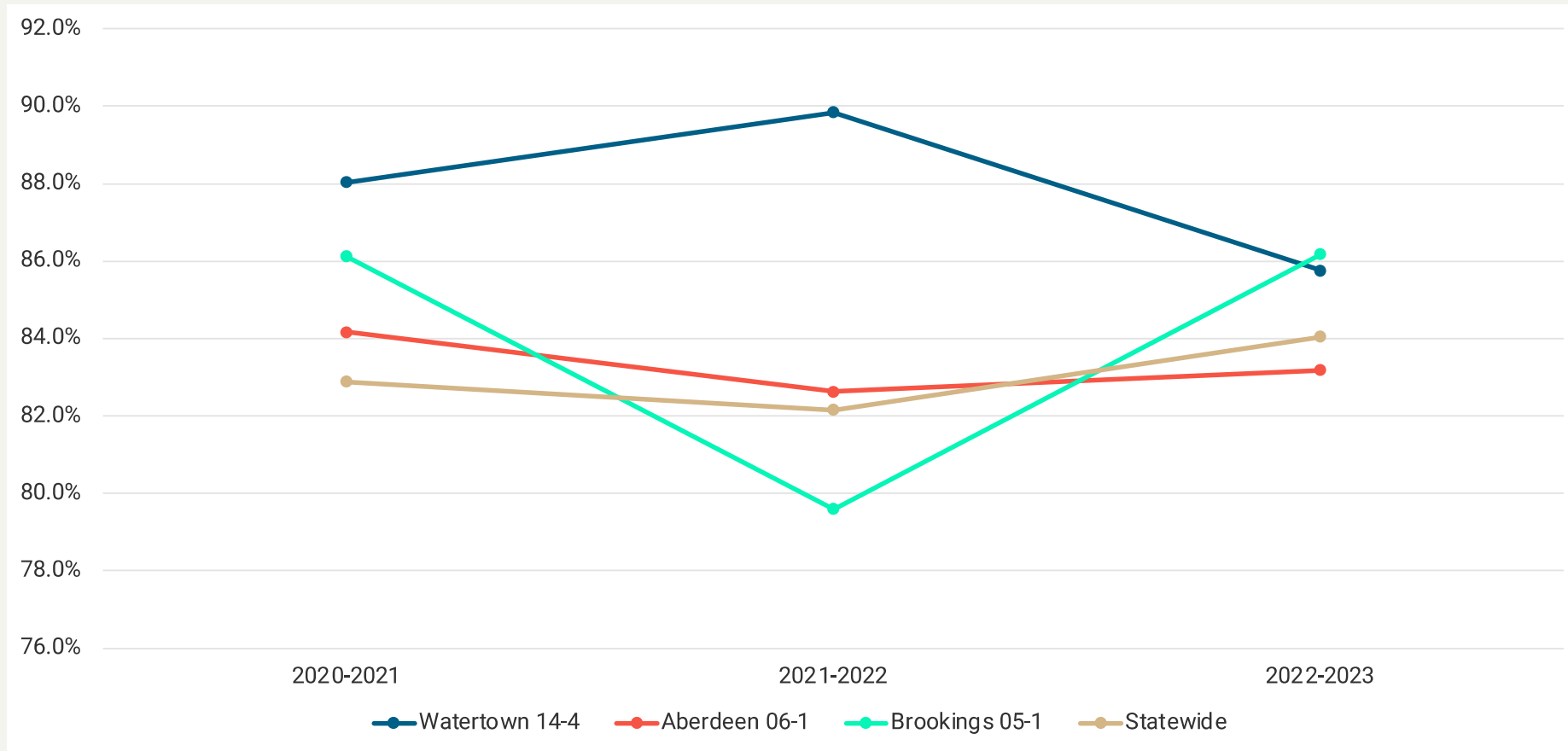
2.3 Education and training pipeline (cont'd)

- Lake Area Technical College was widely praised by Watertown stakeholders as the community's most important competitive asset.
 - College officials said it is purely “a bodies game” as to why there are so many local job openings. LATC could produce “dozens more” graduates and still not put a dent in local demand.
 - Though LATC is investing millions in new equipment and updated curricula, many degree programs are at capacity.
 - The Build Dakota scholarship has been a “game changer,” according to school officials, but private industry in peer communities is defraying more of the scholarship's cost than Watertown employers.
 - Advanced manufacturing workers are of greatest need by local industry but, according to an interviewee, there remains an “overhang” at the dinner table as parents are reluctant to see their children enter the perceived “dirty” manufacturing field.

2.3 Education and training pipeline (cont'd)

- LATC's three priority performance categories are: Attainment (students graduating into the workforce), affordability, and alignment with industry. Each of LATC's 31 degree programs has a private sector advisor.
- Many stakeholders identified Watertown's Mount Marty University (MMU) program as an underutilized asset.
 - Down from a high of 300 students, MMU's enrollment is now at 100. University representatives would like to see that number grow to 150.
 - MMU's delivery model is a "good fit" for non-traditional students looking for in-person education, but the Watertown program's limited marketing budget is a challenge for driving increased enrollment.

On-Time Graduation Percentage, All Students



Source: South Dakota Department of Education

KEY TAKEAWAY: While Watertown Public Schools' graduation rate is declining, it is still equivalent to Brookings' average and above Aberdeen and the state figure.

Postsecondary Enrollment and Awards, 2022

Geography	Total Enrollment	Enrollment Per 1K Residents	All Awards	Certificates & 2-Year Awards	4-Year Awards	Postgrad Awards	Awards Per 1K Residents
Watertown, SD (Codington)	2,190	77.3	793	793	---	---	28.0
Aberdeen, SD (Brown)	3,340	87.2	399	45	290	64	10.4
Alexandria, MN (Douglas)	2,586	66.3	662	662	---	---	17.0
Brookings, SD (Brookings)	11,465	333.5	2,703	153	2,023	527	78.6

Source: JobsEQ

Note: Data are for public and private, nonprofit institutions only.

Does not include data for Institute of Lutheran Theology in Brookings and Presentation College in Aberdeen, the latter of which closed in 2023.

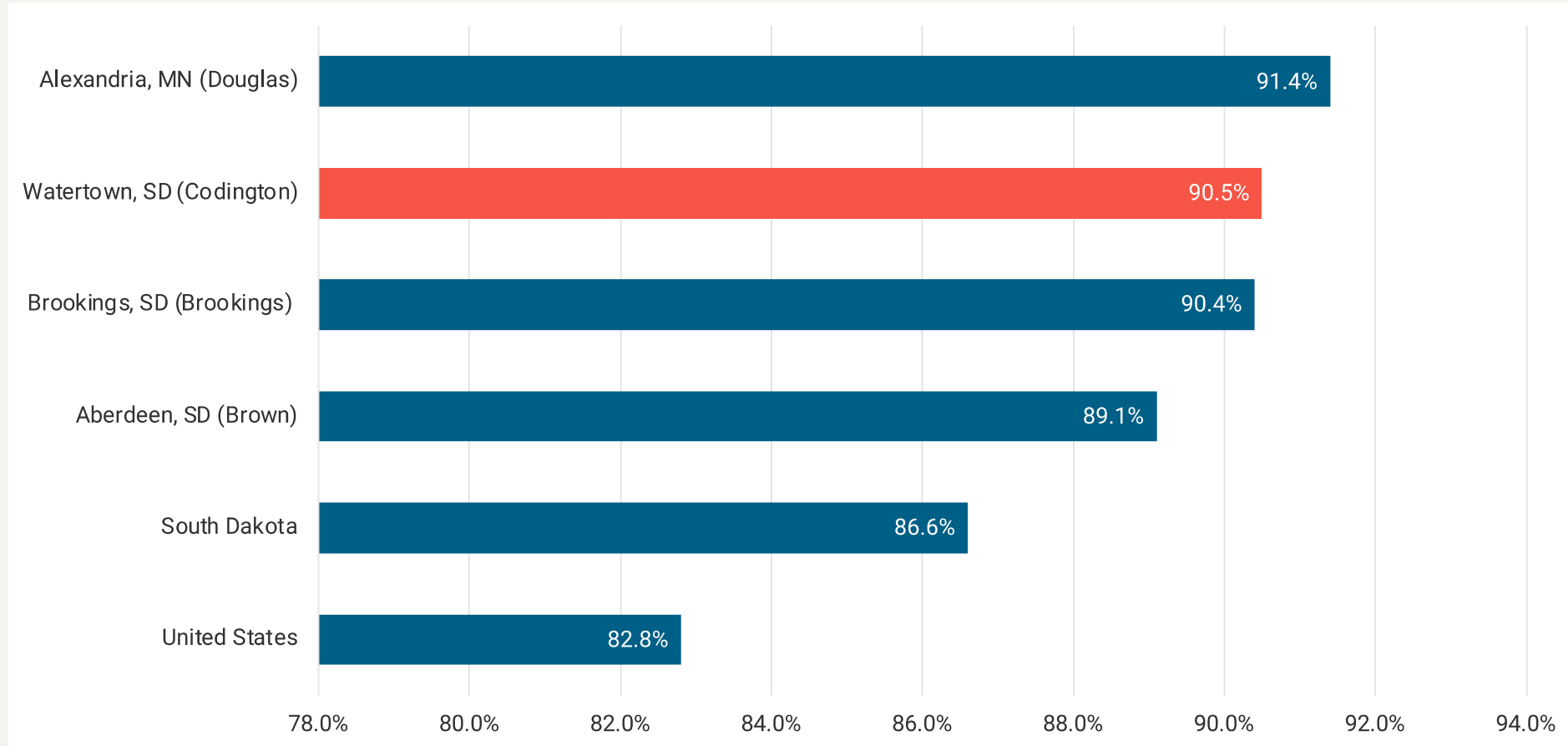
KEY TAKEAWAY: Brookings is the clear outlier in terms of per capita enrollment and degree awards, but Watertown fares well against the other peer communities. Watertown's total certificate and two-year degree awards topped all the comparison areas in 2022.

2.4 Labor force trends

- High rates of labor force participation* for Watertown's "prime-age" (25-54) talent and a low unemployment percentage reinforce employers' claims of an extremely tight labor market.
- Levels of education for Watertown's adult population highlights the challenges the community faces in diversifying its employment away from production sectors.
- Occupational data corroborates stakeholders' assertions that Watertown's economy is concentrated in "blue collar" employment.
- Watertown features slightly lower rates of "remote-friendly" jobs.
- Commuting data shows that Watertown remains a regional job center.

*Percentage of adults employed or actively seeking employment

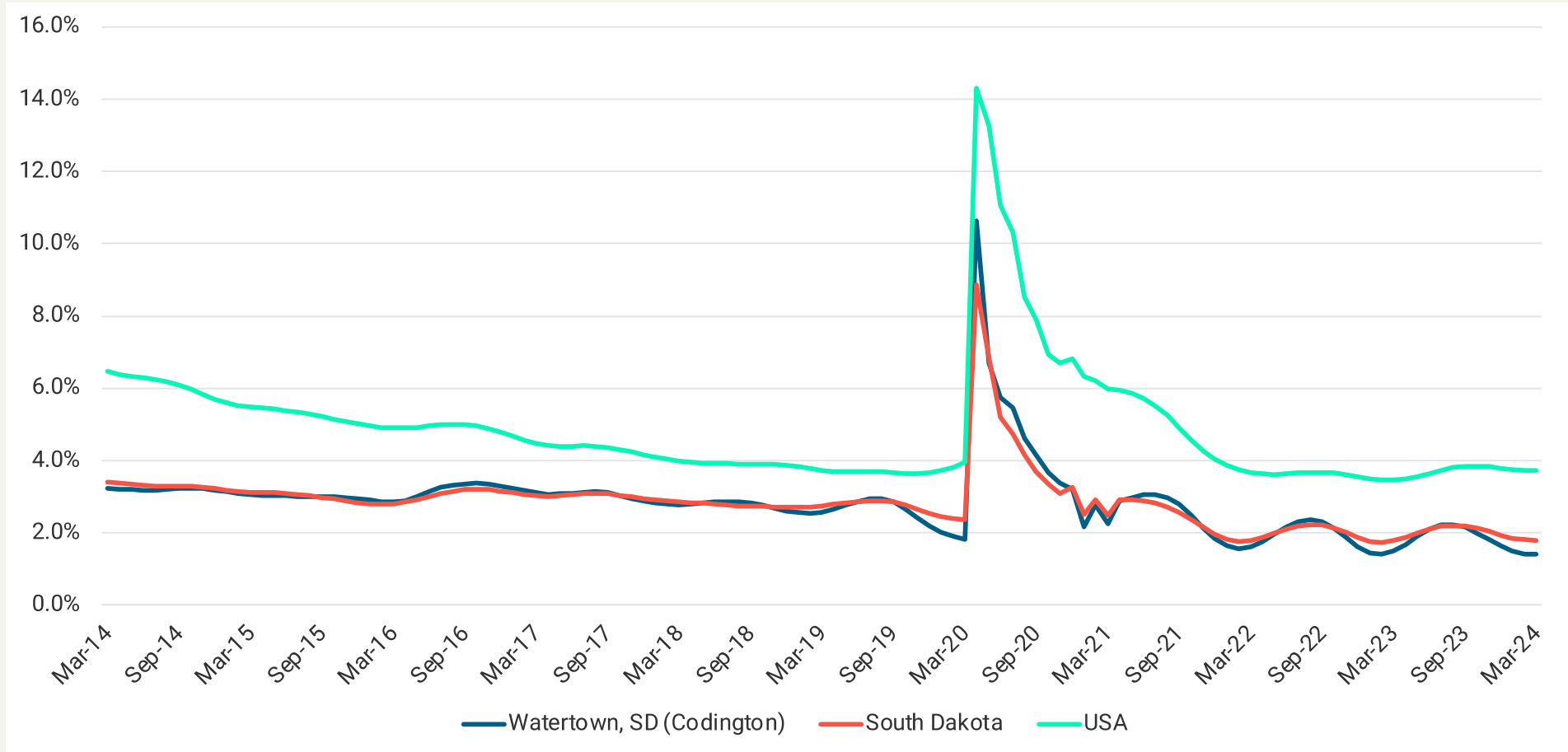
Prime-Age (Ages 25-54) Labor Force Participation Rate, 2022



Source: JobsEQ

KEY TAKEAWAY: Watertown's prime-age workforce participation is nearly 5% points higher than South Dakota and 10% points above the national rate, reinforcing the area's tight labor market.

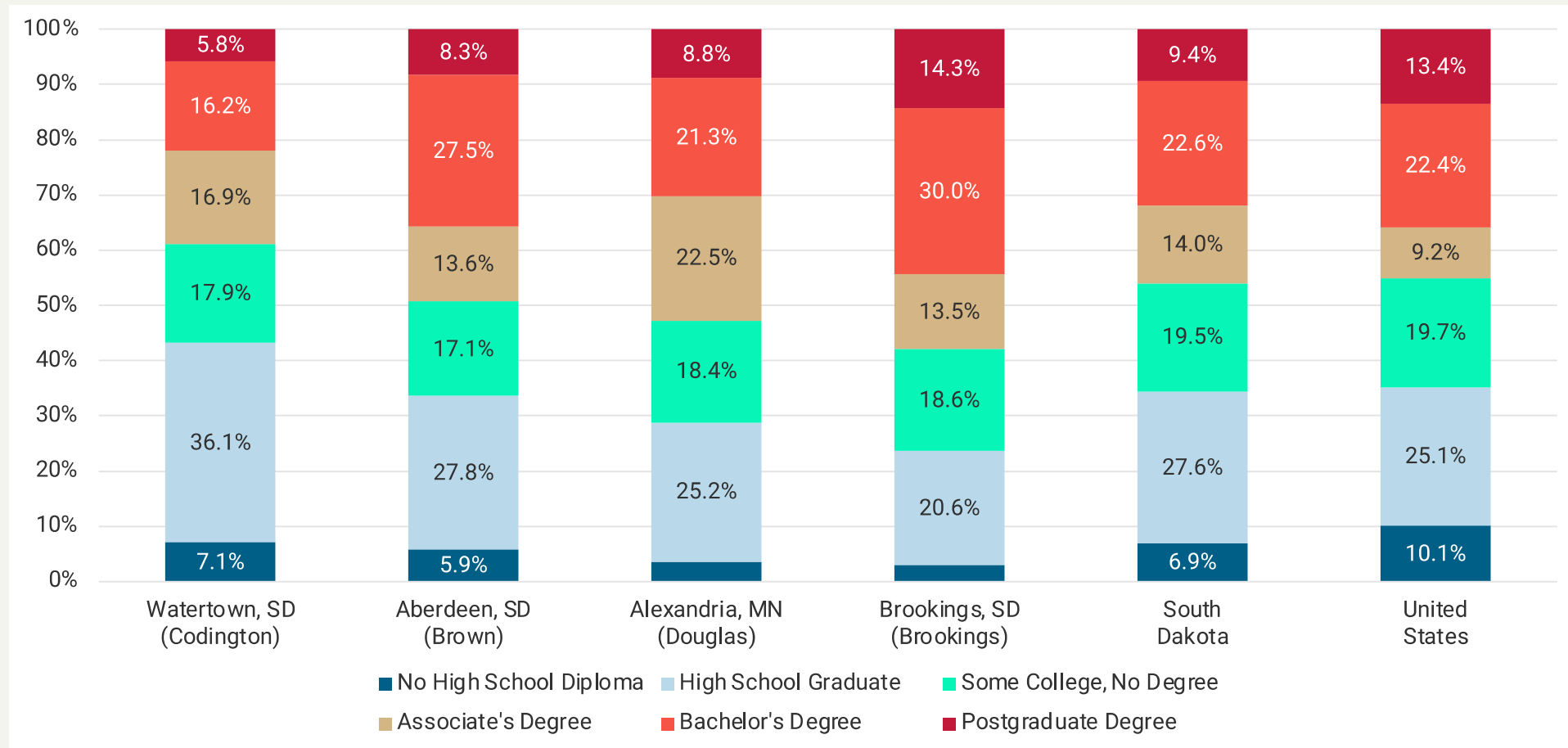
Unemployment Rate, Seasonally Adjusted, March 2014 to 2024



Source: JobsEQ

KEY TAKEAWAY: Unemployment in Watertown is under 2.0% and has trended below national rates for over a decade. This data further corroborates locally reported labor shortages.

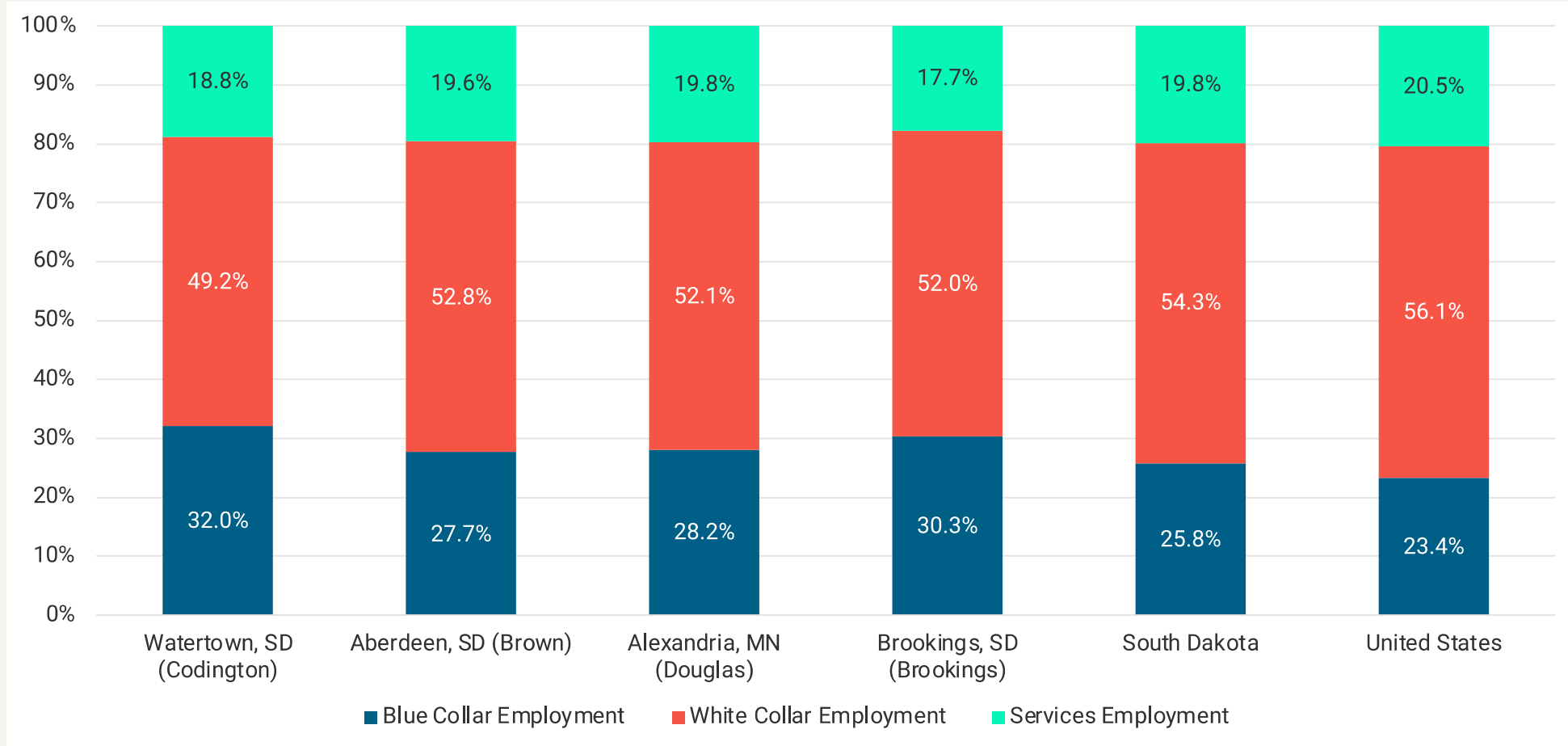
Educational Attainment for Ages 25 to 64, 2018-22



Source: JobsEQ

KEY TAKEAWAY: Watertown's production-oriented economy is evidenced by its high rate of Associate's degree attainment. However, low percentages of adults with a Bachelor's degree or higher demonstrate the challenges Watertown faces expanding knowledge-based sectors.

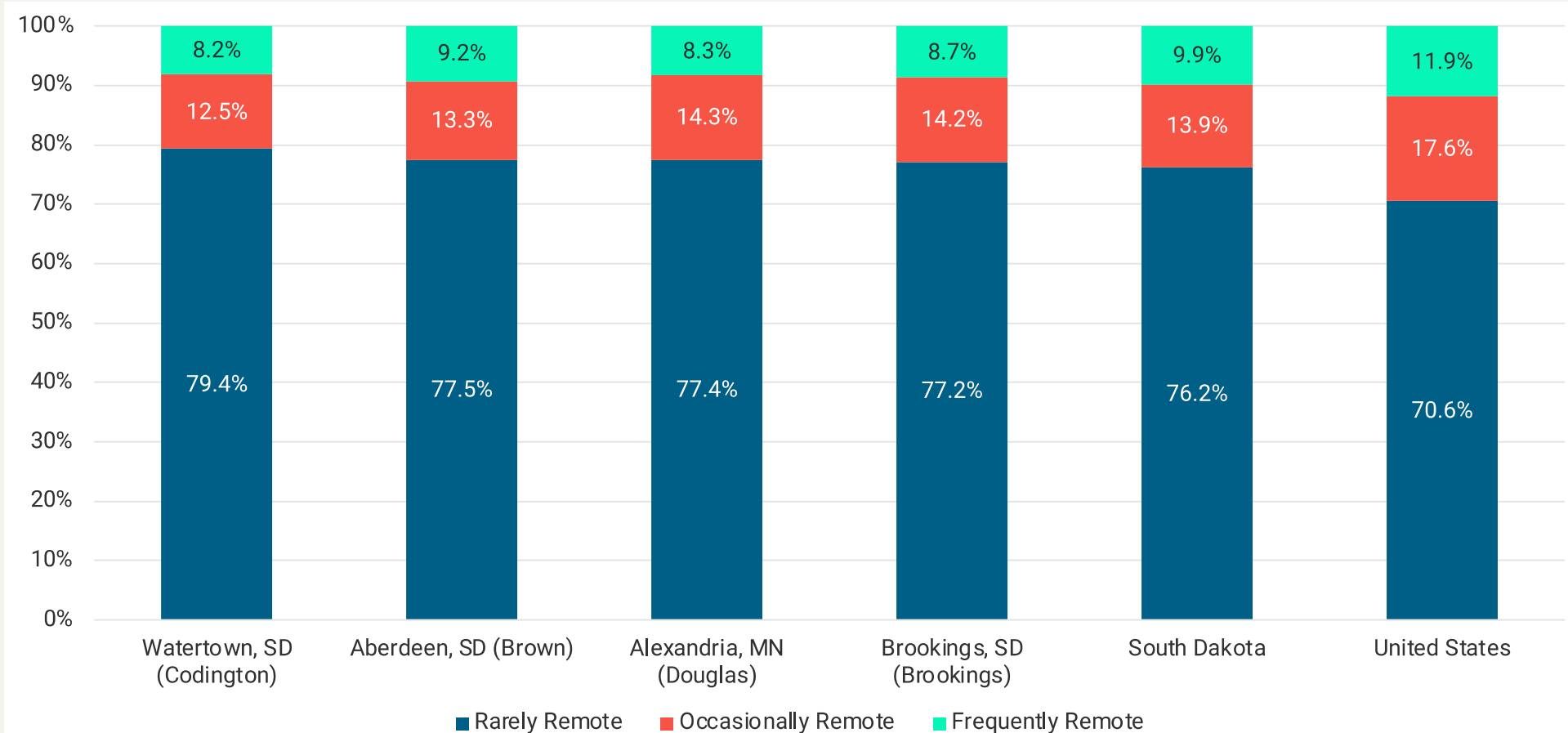
Percentage of Occupations by “Collar Type,” 2023 Q4



Source: JobsEQ

KEY TAKEAWAY: Stakeholder feedback noting Watertown’s prevalence of “blue collar” occupations is seen in the above chart. Watertown has the highest rate of these occupations of all the peers.

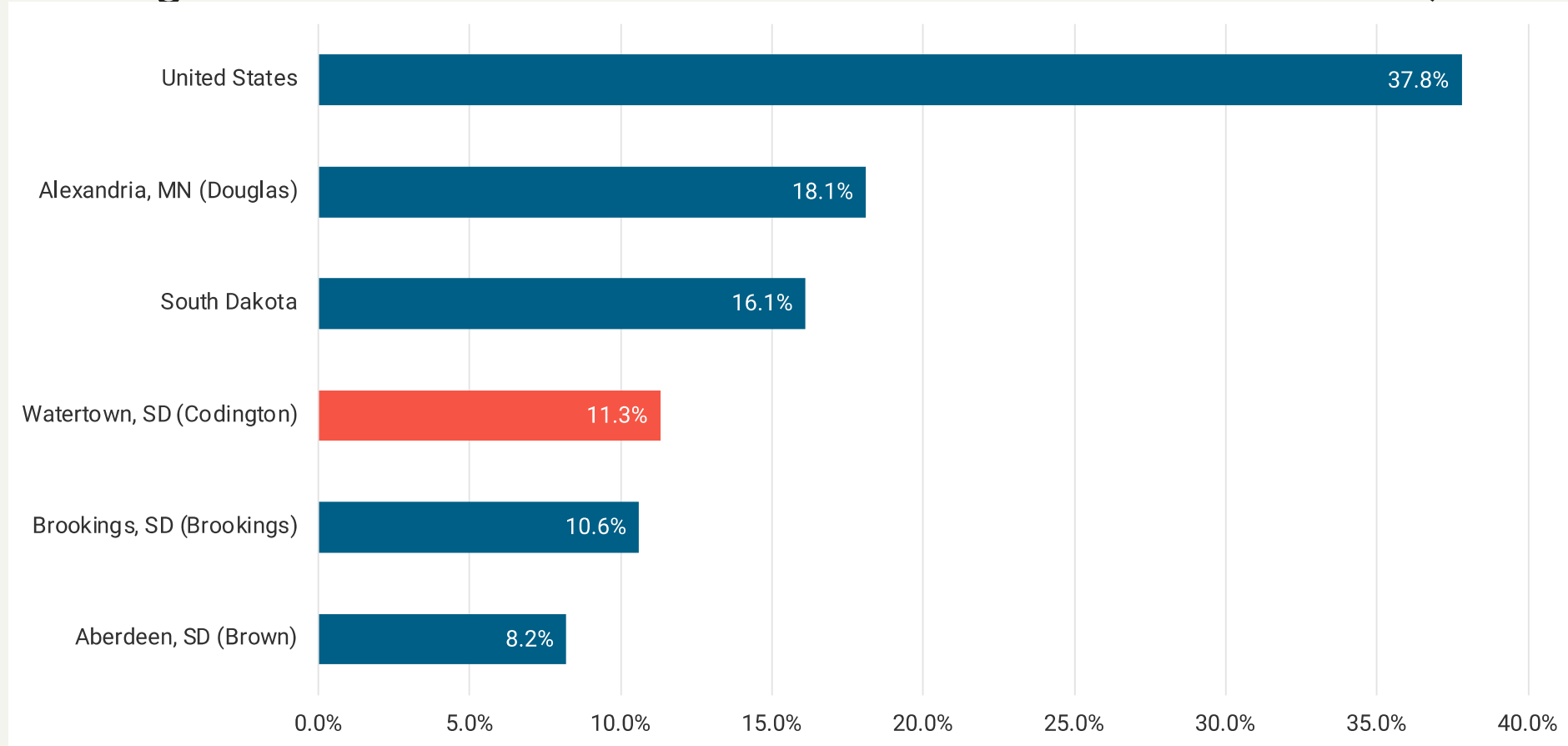
Percentage of Occupations by Remote Work Prevalence, 2023 Q4



Source: JobsEQ

KEY TAKEAWAY: Watertown's strong quality of life makes it a competitive location for remote work. Its rate of "remote friendly" jobs is roughly equivalent to all peers save for the U.S.

Percentage of Workers with a Commute of 30 Minutes or More, 2018-22



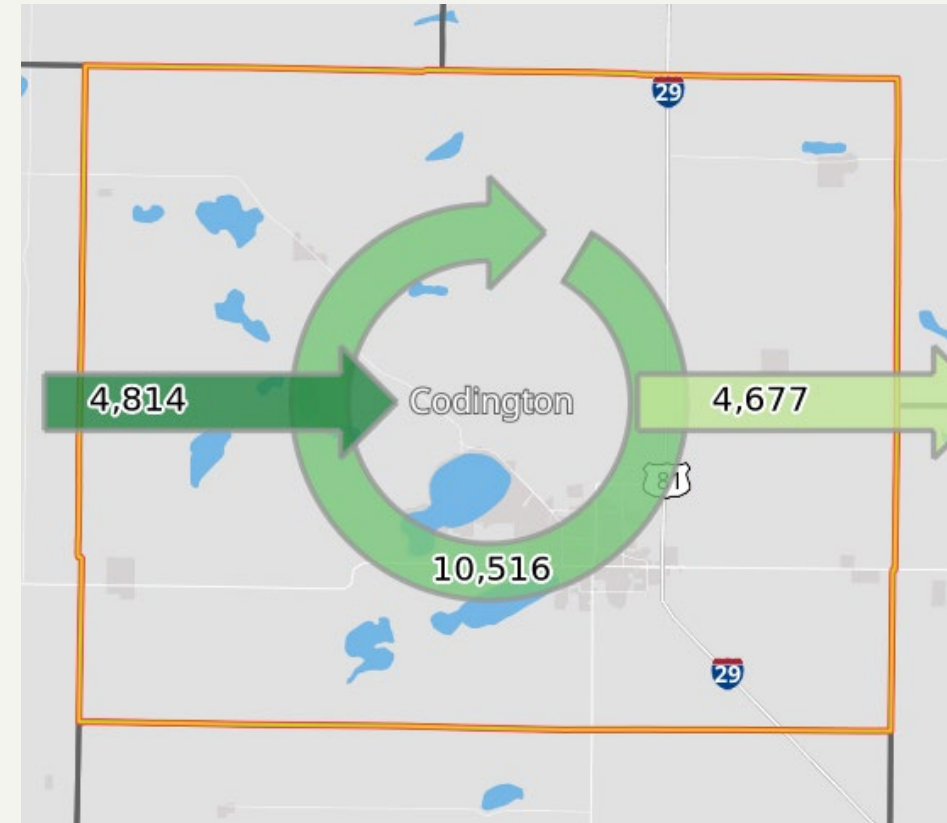
Source: U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

KEY TAKEAWAY: The percentage of Watertown workers who commute 30 minutes or more to work is negligible, over three times lower than the national rate.

Commuting Inflow-Outflow for All Jobs, 2021

Live in Codington, Work Elsewhere:	4,677
Live Elsewhere, Work in Codington:	4,814
Live and Work in Codington:	10,516
Net Inflow:	+137

Source: U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)



KEY TAKEAWAY: Watertown's shorter relative commutes and high number of adults who live and work in Codington County show that the community remains a regional job center.

2.5 Child care

- The pending closure of the Little Blessings child care program will cost Watertown 150 much needed child care slots at a time when parents of all incomes are reporting significant challenges accessing quality, affordable care.
 - Some stakeholders feel the situation has been downplayed to “not panic” families but argue the crisis is not fully understood by leadership or the community at large. Pledges of financial support have been lukewarm, threatening the plan to retrofit 14,000 square feet of property at the Benedictine Sisters’ campus for a childcare facility. One interviewee said “the business community has not felt the urgency” to help allay the project’s \$2.4 million cost.
- Additional opportunities to increase Watertown’s supply of child care slots include expanding the EduCare program at LATC, retrofitting Roosevelt Elementary School, developing an “in-home provider group”, and subsidizing child care programming on-site at major employers.

2.5 Child care (cont'd)

- Unlicensed providers are said to be a major concern in the local child care sector.
 - Stakeholders report it is easier to register a child care business through the state than the City of Watertown and hope that the city can improve its process for licensing.
- The child care crisis led local leaders to conduct a study (see next page) funded by the Watertown Area Community Foundation leading to priority recommendations to enhance local capacity.
 - There is now a plan of action, but leaders caution that fulfilling its recommendations will require a significant influx of public and private capital.

Child Care Landscape Analysis Report

Nearly three-quarters of parents (73.6%) believe there is NOT a sufficient number of child care options in Codington County.

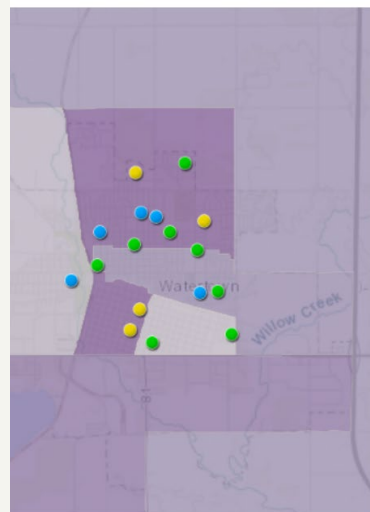
The supply of before and after school care for school-age children meets about 13.2% of the potential need.

Top 4 Child Care Settings Reported by Codington Parents:

- **28.3%** of parents use unregistered home-based child care providers
- **21.8%** of parents use school or community out of school time programs
- **20.3%** of parents use licensed child care centers
- **13.4%** of parents use registered home-based child care providers

Codington Survey Findings Nontraditional Hour Care Needs

Weekdays, 6 am - 6 pm	32.55%
Weekdays, 5 am - 8 am	9.75%
Weekdays, 6 pm - midnight	4.09%
Weekdays, overnight care	2.14%
Drop-in care	9.75%
Afterschool, 3 pm - 6 pm	15.79%
Weekends	4.68%



Watertown community child care landscape map

Green dots: Child care homes

Blue dots: Licensed child care centers

Yellow dots: Licensed before & after centers

Whats is most important to parents?

Parents were asked to rank what is most important to them in meeting their child care needs.

The top four rankings:

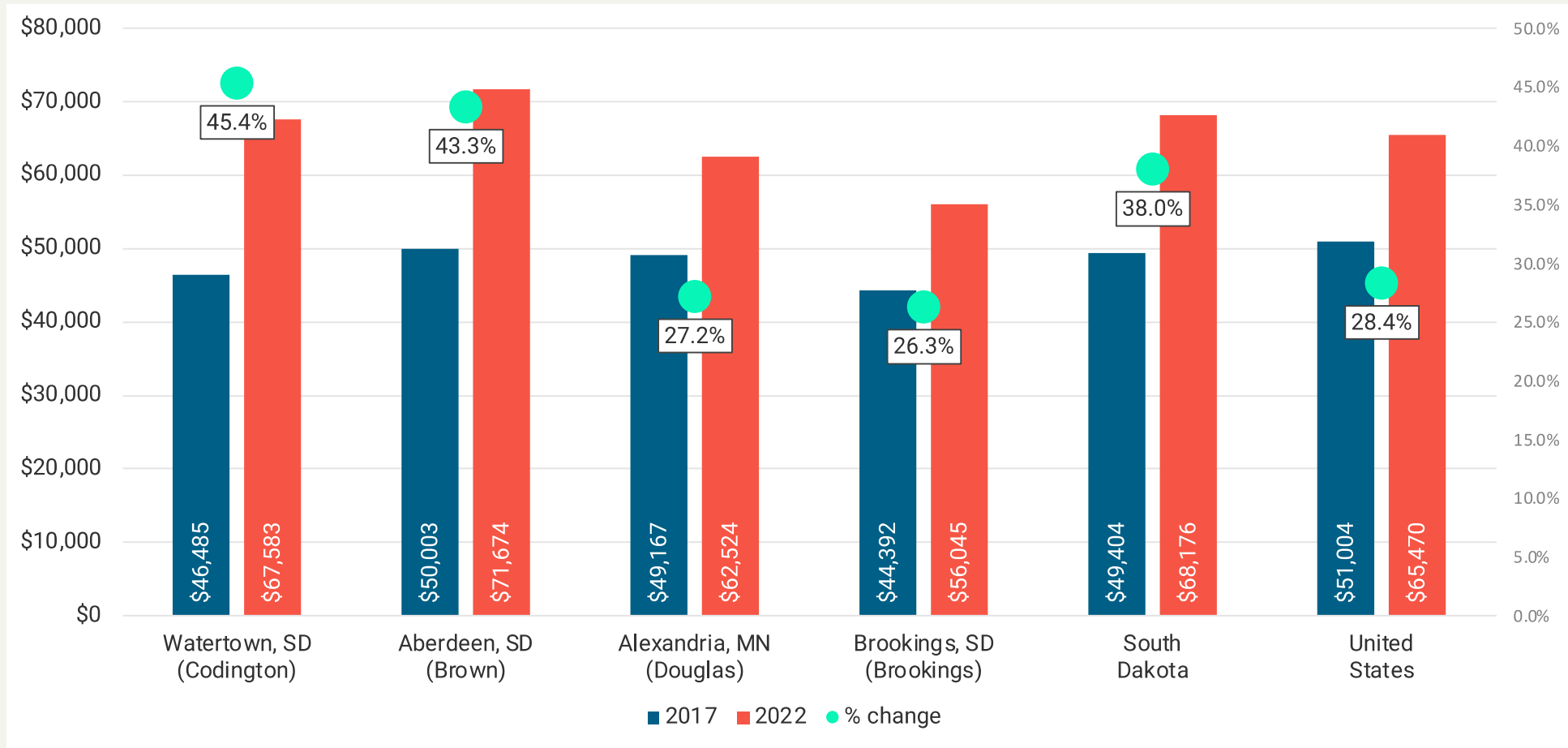
1. Finding temporary care
2. Access to more registered child care providers
3. Access to more licensed child care providers
4. Extended hours of care

More than one-third (36.8%) of responding employers said that some of their employees had quit or reduced their hours in the past year due to child care challenges

2.6 Income and poverty trends

- Contrary to the perception of many stakeholders, individual income and poverty data in Watertown are trending in positive directions.
 - However, household incomes tell a more balanced story of struggling local families.
- Increasing individual incomes could partially be due to the effect of fast-rising retirement and investment incomes.
 - It is also possible that data on Watertown's immigrant population is not reflected in government surveys.
- Social service agencies report continuing needs from segments of the local population, including residents experiencing long-term poverty and new international migrants.

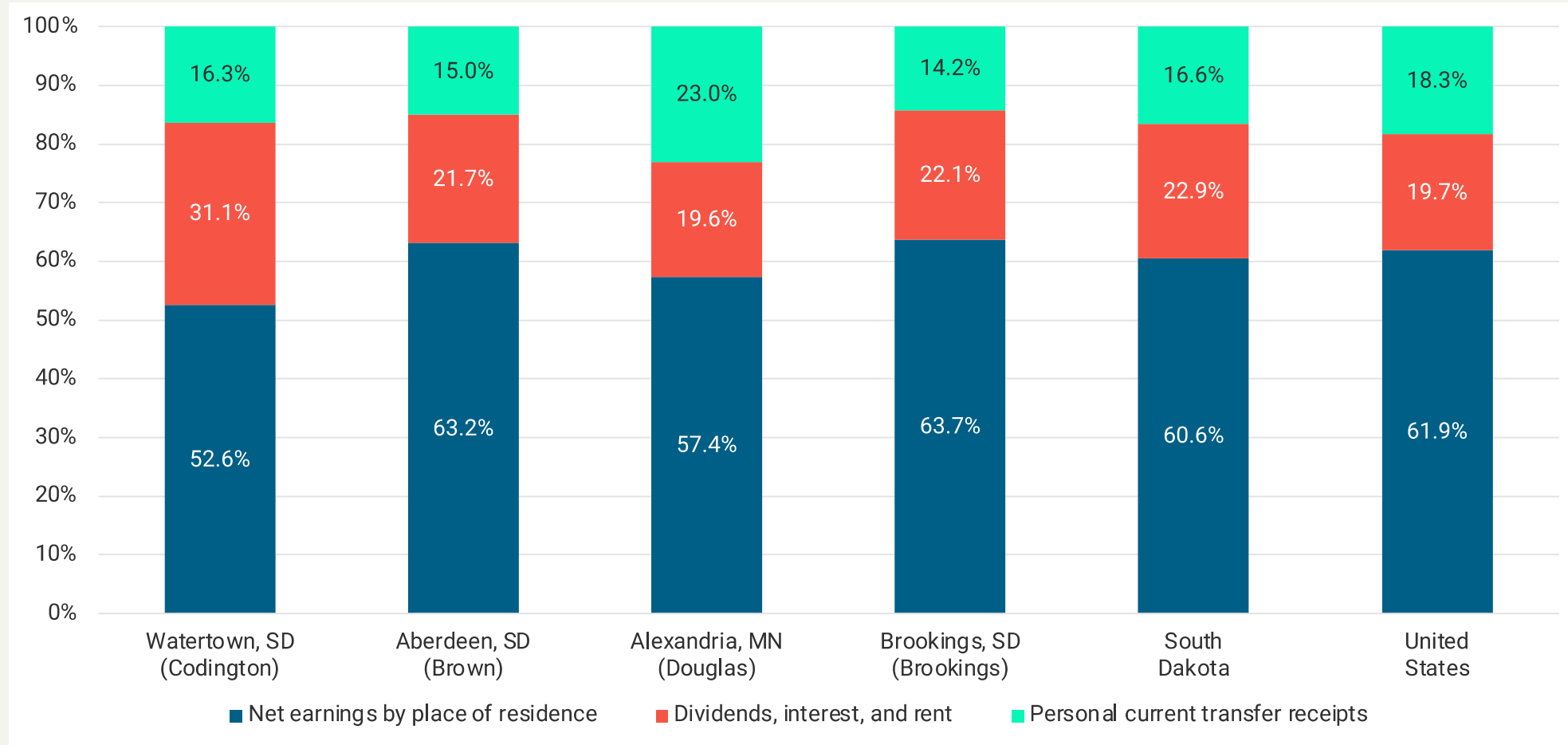
Change in Per Capita Personal Income (PCI), 2017 to 2022



Source: U.S. Bureau of Economic Analysis (BEA)

KEY TAKEAWAY: Individual incomes in Watertown are comparatively high and have risen faster than all peer geographies. This could be the result of reported wage inflation but also increased returns from dividends, interest, and rents

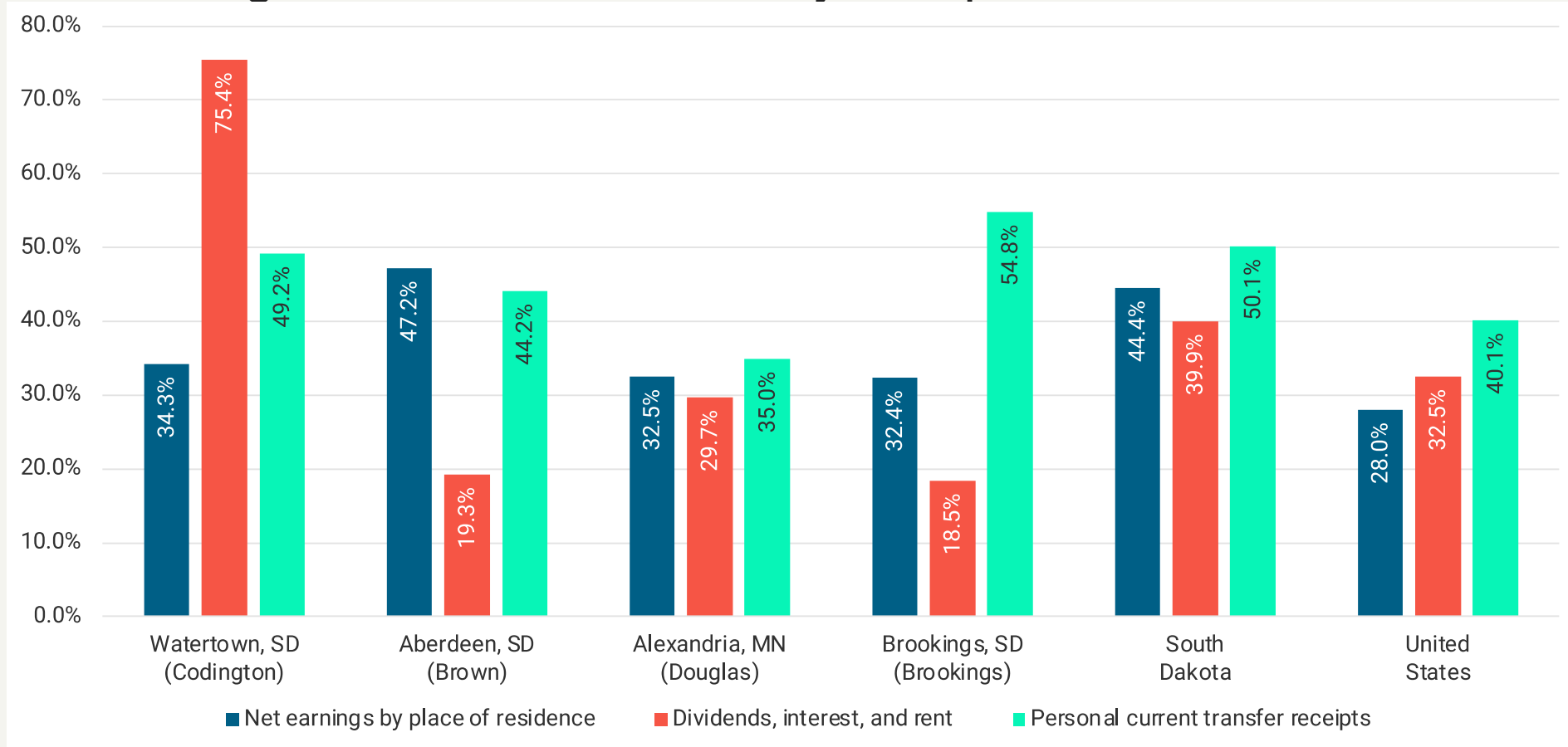
Components of Personal Income, 2022



Source: U.S. Bureau of Economic Analysis (BEA)

KEY TAKEAWAY: Income from wages comprise the lowest percentage of Watertown's personal income compared to its peers, while income from dividends, interest, and rent is notably higher than all the comparison geographies.

Change in Personal Income by Component, 2017 to 2022



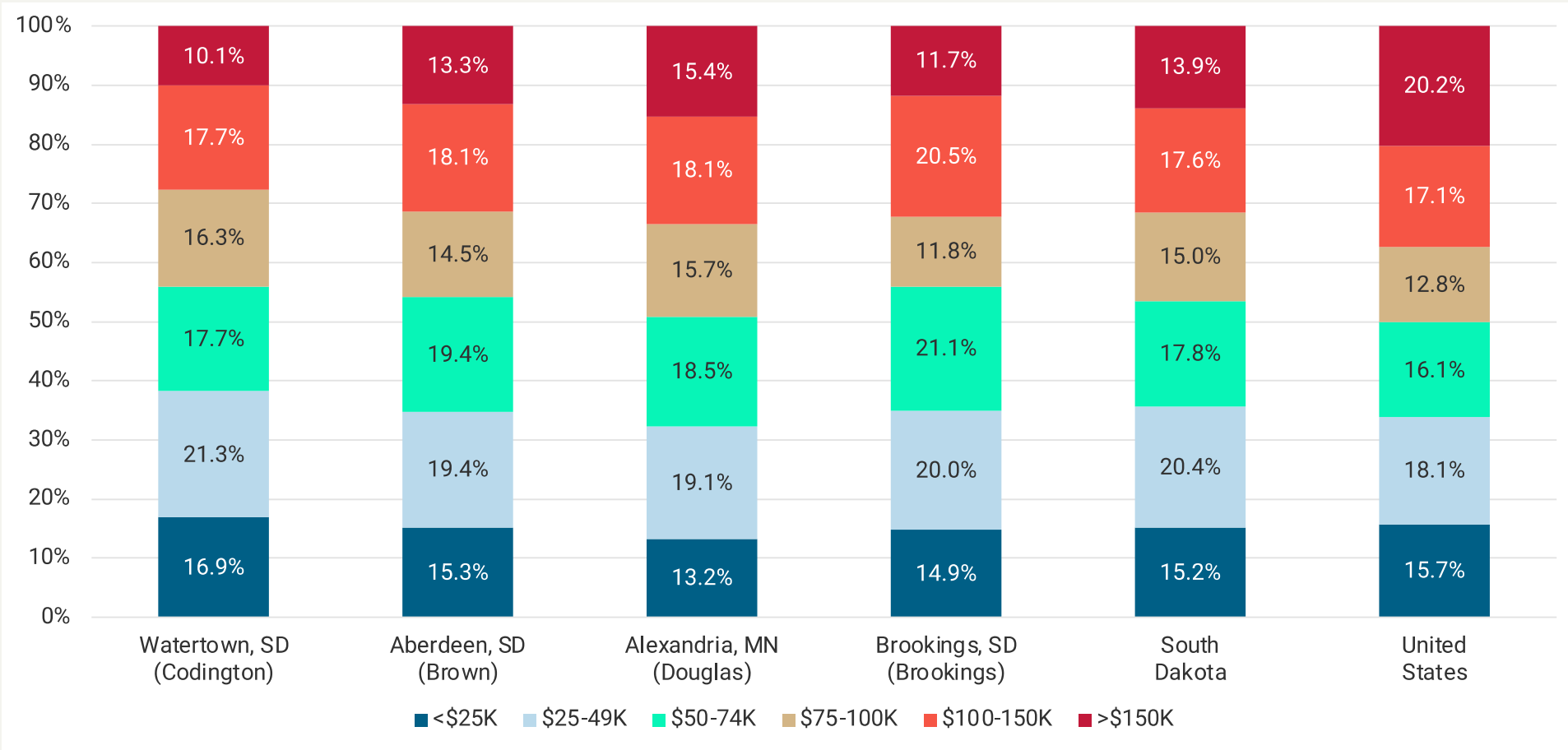
Source: U.S. Bureau of Economic Analysis (BEA)

KEY TAKEAWAY: Incomes from dividends, interest, and rents skyrocketed in Watertown from 2017 to 2022. This could be due to multiple factors, including an influx of high-income retirees and second homeowners (if they list their residence in Codington County).

“What I really fear is what has been happening in other communities. As this generation of long-time Watertown people who have owned property at the lake for decades – when it comes time for them to sell, they’re going to sell for the highest value they can get. And you know who’s going to buy it? Doctors from Sioux Falls and Minneapolis.”

H2O-50 Interviewee

Household Income Distribution, 2018-22



Source: U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

KEY TAKEAWAY: At the household level, Watertown's large percentage of families earning below \$50,000 a year (38.2%) is evident. This finding corroborates many stakeholders' feedback about the high percentage of families struggling to make ends meet.

Change in Poverty Rate, All Ages, 2017 to 2022

Geography	2017	2022	Percentage Point Change
Watertown, SD (Codington)	11.2%	10.9%	-0.3%
Aberdeen, SD (Brown)	10.9%	11.0%	0.1%
Alexandria, MN (Douglas)	7.3%	8.7%	1.4%
Brookings, SD (Brookings)	13.0%	13.3%	0.3%
South Dakota	13.4%	12.6%	-0.8%
United States	12.8%	12.4%	-0.4%

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

KEY TAKEAWAY: Watertown residents' earnings largely put them above the federal poverty rate (\$30,000 for a family of four in 2023 dollars) as evidenced by the community's comparatively low total poverty percentages. Rates also declined in Watertown from 2017 to 2022.

Change in Poverty Rate, Ages 0-17, 2017 to 2022

Geography	2017	2022	Percentage Point Change
Watertown, SD (Codington)	12.8%	11.1%	-1.7%
Aberdeen, SD (Brown)	12.8%	11.4%	-1.4%
Alexandria, MN (Douglas)	8.8%	8.9%	0.1%
Brookings, SD (Brookings)	8.7%	9.1%	0.4%
South Dakota	18.4%	16.3%	-2.1%
United States	16.3%	15.1%	-1.2%

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

KEY TAKEAWAY: Youth poverty is also comparatively low in Watertown, especially versus state and national averages. Local youth poverty declined faster than every peer geography except the state of South Dakota from 2017 to 2022.

2.7 Social services

- According to social services providers, key needs in the Watertown area are housing, child care, mental health, “community transformation” (relationship and skills building), and a centralized location for services provision.
- Through the coordination of Codington Connects, a new collective impact* initiative of social services providers and partners, the community developed a master plan (see page 75) to improve resident welfare.
 - Action teams have been set up for Community Transformation, Centralized Services, Mental Health, Housing, and Child Care.
- Social services agencies say businesses have begun to listen to their concerns about mental health and other issues but have yet to see the linkages between worker welfare and on-the-job performance.

*Collective impact is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.

2.7 Social services (cont'd)

- According to one agency representative, “It’s trying to get people to understand – the reason your employees are not functioning at work is because of the trauma they’ve experienced. I would love to see a better understanding in our community.”
 - Another service provider added, “You can’t separate affordable housing, workforce, daycare, and jobs. You just can’t pick one, we’ve got to pick them all.
 - Non-profit leaders would also like to see more of Watertown’s adult male population sign up to mentor local students.
- **Human Service Agency (HSA), a community and mental health provider serving a six-county region estimates that 75% of their services are delivered in Codington County.**
 - Agency representatives note that there are several mental health services offered locally, but awareness of them could be improved.

BUILDING A SYSTEM OF CARE FOR CODINGTON COUNTY

The Codington County Social Services Strategic Planning Committee, in collaboration with community collaborators, working partners, and community members completed a strategic planning process to inform the 2022-2027 Codington County Social Services Strategic Plan. The five-year plan includes four priority areas identified collectively, build a system of care that elevates social services that meet the needs of Codington County residents.

MISSION:

Build a system of care through collaboration across agencies, families, and individuals for the purpose to identify and improve social service that meet the needs of Codington County residents.

GUIDING PRINCIPLES:

- Collaborative process among community partners, individuals, and families
- Innovative approach that elevates existing efforts to address social service needs
- Community engagement of Codington County residents
- Succinct and timely process
- Transparent communication among agencies, families and individuals

GOAL PRIORITY AREAS

1 HOUSING

Develop safe, affordable housing that meets community needs including emergency & transitional housing.

2 MENTAL HEALTH

Create an environment that informs, encourages, and supports mental health wellness.

3 COMMUNITY TRANSFORMATION & CHILDCARE

Build a support network for all residents that builds life skills and relationships across the community.

4 CENTRALIZED SERVICES & EDUCATION

Establish a centralized system of care that supports residents in need with services provided in a cohesive manner before, during, and after a crisis.

STRATEGIES



1. Explore options for accessible, affordable housing for Codington County residents of all socio-economic status including those who do not qualify for income-based housing.
2. Evaluate how Codington County can work with landlords and local governments to ensure that all citizens have safe, adequate homes.
3. Explore emergency and transitional housing options that include case management services for Codington County residents.



1. Address gaps in mental health crisis services to increase access and affordability for all Codington County residents.
2. Enhance awareness of mental health concerns/ crisis services and resources among social service providers in Codington County through communication interventions.
3. Develop, implement, and evaluate public health campaign on mental health services focused on supporting Individual and community needs.
4. Build the capacity of clients to understand the process to access mental health services in Codington County.
5. Support the community to take ownership of mental health and substance use/misuse needs for other community members.



1. Develop and provide training and programming that builds capacity for life skills and resiliency among Codington County residents (e.g., adult skills, basic skills, generational poverty).
2. Develop and implement mentoring opportunities to build pro-social connections across Codington County.
3. Explore opportunities to provide long-term supports and resources to build capacity for self-sufficiency among Codington County residents.
4. Explore community perceptions and awareness of social services, stigma related utilization of social services, and/or barriers to access social services.
5. Explore opportunities to offer adequate, safe childcare in Codington County.



1. Develop a process for a closed loop referral system that ensures a "warm hand-off" so community members receive appropriate service in a timely manner.
2. The Helpline Center will maintain an up-to-date comprehensive resource list as the primary on-line resource for social service agencies in Codington County.
3. Community agencies will collaborate to establish centralized locations to physically access social services.
4. Provide education to social service providers, community leaders, and the general public regarding available resources, services and entities; personal responsibility, and how to support clients.
5. Increase public awareness of people who are underserved due to social and economic issues in Codington County.

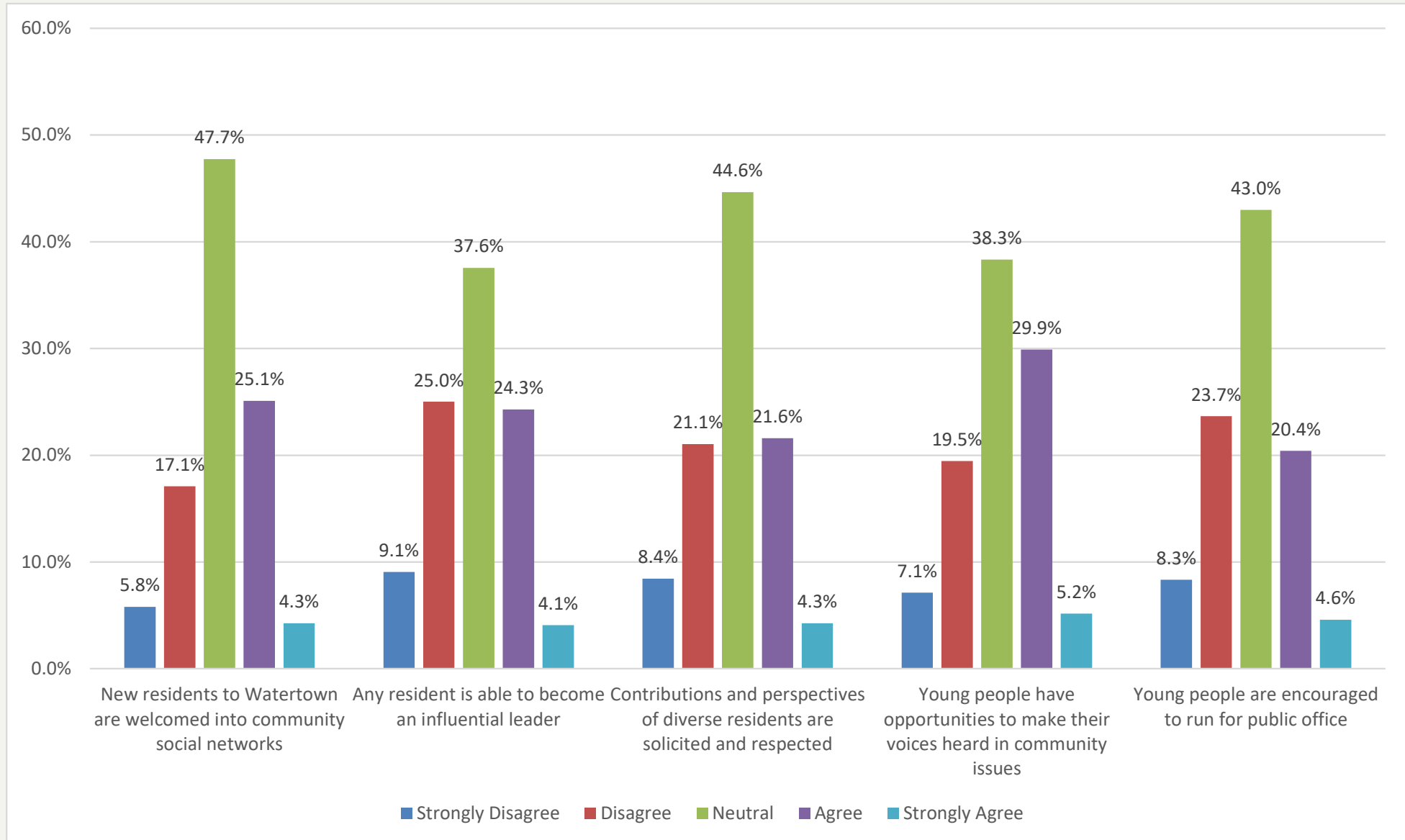
2.7 Social services (cont'd)

- Although the percentage of foreign-born residents is low (2.1% in Watertown city vs. 3.8% in South Dakota and 13.7% in the U.S.), non-profit officials estimate there are over 1,000 immigrants within 40 miles of Watertown.
 - A contract between Terex and a Puerto Rico-based staffing agency has led to multiple relocations to Watertown. Officials also estimate more Spanish-speaking residents will come to the area to work at soon-to-open dairies in Watertown's drive-time radius.
 - Employers, public schools, and businesses are all reporting increased needs for translation services to communicate with Spanish-speaking residents.
 - The Glacial Lakes Multicultural Center in Watertown was praised by stakeholders as a high-functioning organization but is struggling from rising demand and a shortage of funding and full-time staff.

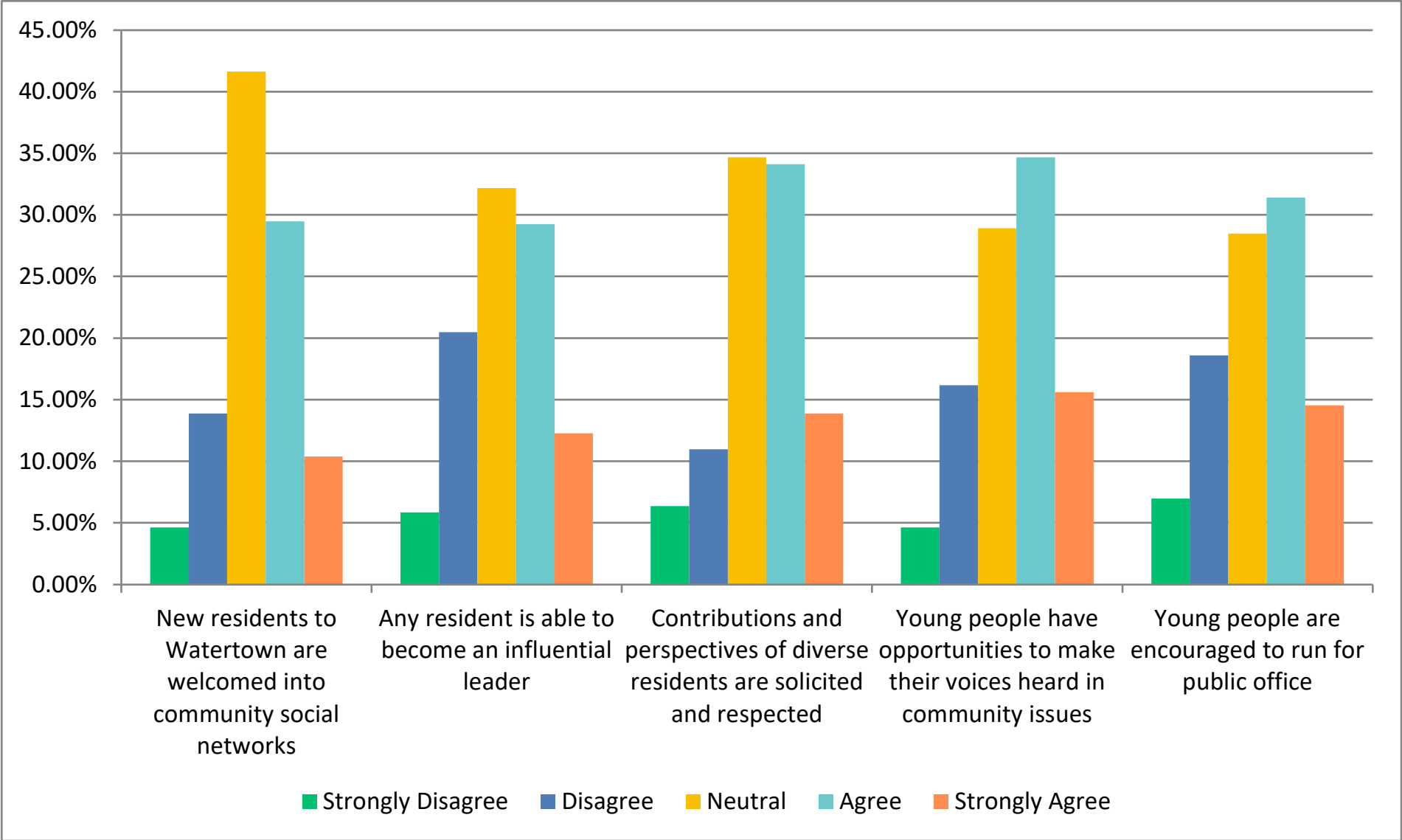
2.7 Social services (cont'd)

- Many residents caution that Watertown cannot solely focus on the needs of immigrants while so many native-born residents are also in need of services.
 - Non-profit leaders feel “we’re in a big learning curve as a community”. As more people are introduced to these issues, leaders feel stakeholders must broaden their awareness of local needs and support funding increases and relationship-building with social services agencies and organizations.
- Multiple input participants singled out Joy Ranch as a major local non-profit asset.
 - Over 10,000 challenged individuals will get a chance to meaningfully connect with horses in 2024.

Online survey: Please rate the following statements about community engagement in Watertown:



Online survey (participants identifying as non-White): Please rate the following statements about community engagement in Watertown:



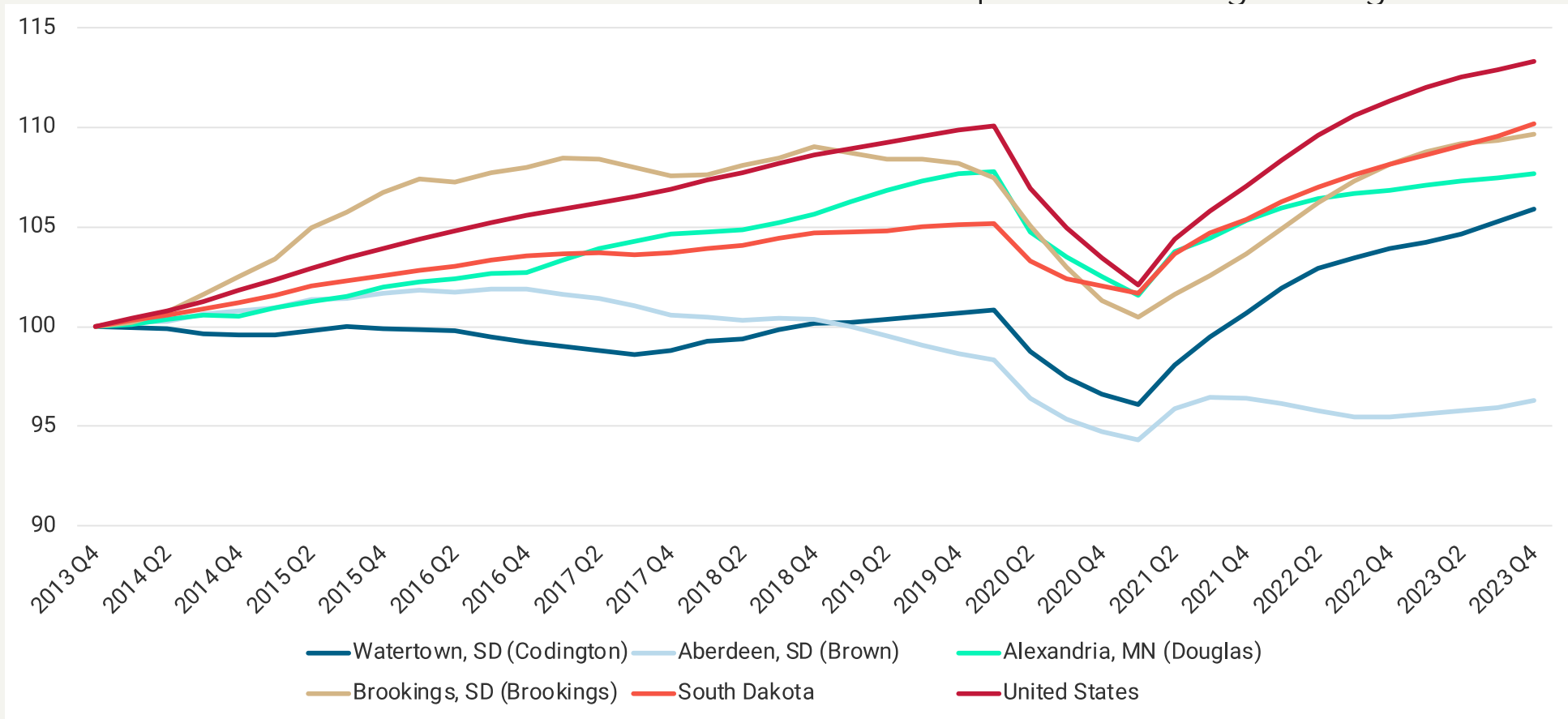
ECONOMY

3.0 Economy

- Watertown's short-and-longer-term economic performance has been mixed.
 - Ten-year growth trails all comparisons except Aberdeen, but Watertown's economy has emerged from the pandemic stronger than all but the U.S.
- Sector data show that Watertown remains a largely production and retail-based economy.
 - So-called "white collar" (knowledge-based) sectors are underserved in Watertown, echoing occupational data seen previously in this report.
 - On a positive note, every one of Watertown's largest job sectors grew in the previous five years except retail, while all "traded" (export-based) sectors expanded during this period.
- Data point to promising percentages of young (<5 years old) firms in Watertown.
- Corporate leaders note that Watertown's trade area is close to 100,000, a claim that has factored into the successful recruitment of retailers such as Hobby Lobby and Aldi.
- Stakeholders are concerned that key economic development organizations are struggling to effectively fulfill their missions.

10-Year Total Employment Index, (2013 Q4 = 100)

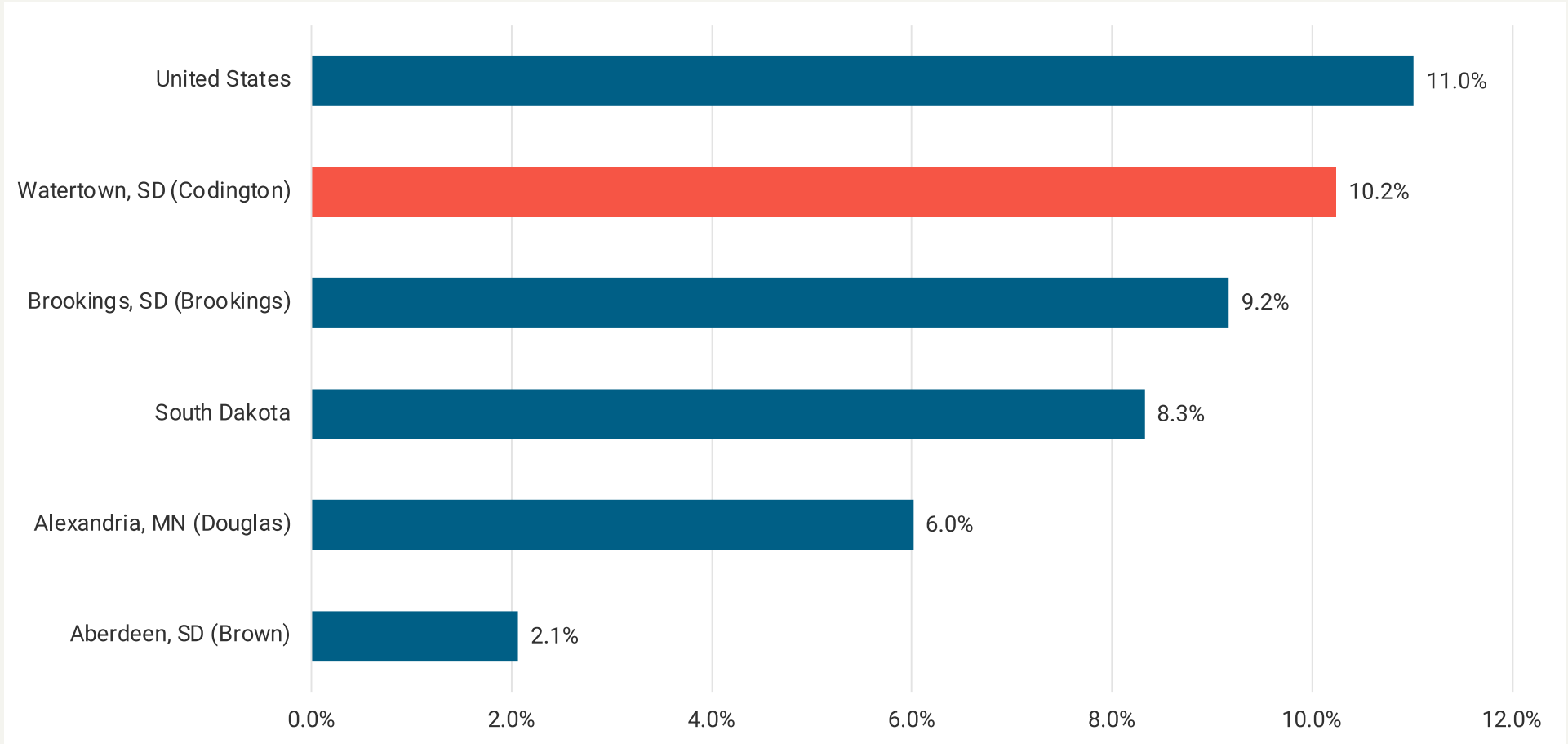
Note: Index values are derived from a four-quarter moving average.



Source: JobsEQ

KEY TAKEAWAY: Watertown's economy has followed state and national trends over the past decade but has underperformed all comparison areas except Aberdeen.

Percentage Change in Total Employment, 2021 Q1 to 2023 Q4



Source: JobsEQ

KEY TAKEAWAY: Trends since the first quarter of 2021 show that Watertown's economy has recovered from pandemic-related slowdowns faster than every benchmark except the U.S.

Codington County Industry Sector Composition, 2023 Q4

(LQ* color coding: 0.75 or less = red, 1.25 or more = green, middle = tan)

NAICS	Sector	LQ	Total Emp.	Change, 2018 Q4 to 2023 Q4		
				#	%	U.S. %
31	Manufacturing	2.32	3,402	147	4.5%	1.7%
44	Retail Trade	1.49	2,698	-33	-1.2%	-1.3%
62	Health Care and Social Assistance	0.77	2,067	22	1.1%	6.9%
72	Accommodation and Food Services	1.04	1,652	85	5.5%	0.9%
61	Educational Services	0.78	1,142	58	5.4%	1.9%
23	Construction	1.01	1,113	220	24.7%	9.4%
42	Wholesale Trade	1.37	943	227	31.7%	4.1%
92	Public Administration	1.08	915	70	8.3%	2.3%
81	Other Services (except Public Administration)	1.02	785	14	1.8%	-2.3%
52	Finance and Insurance	1.04	759	-52	-6.4%	5.5%
48	Transportation and Warehousing	0.64	580	149	34.7%	18.6%
11	Agriculture, Forestry, Fishing and Hunting	2.04	463	-17	-3.5%	-4.1%
54	Professional, Scientific, and Technical Services	0.34	449	42	10.3%	13.7%
71	Arts, Entertainment, and Recreation	1.12	408	1	0.1%	1.6%
56	Admin. & Support & Waste Mgmt. & Remediation Svcs.	0.35	395	99	33.4%	1.1%
55	Management of Companies and Enterprises	0.61	173	22	14.7%	8.7%
53	Real Estate and Rental and Leasing	0.53	173	24	15.8%	6.4%
51	Information	0.30	108	-89	-45.0%	4.7%
22	Utilities	0.33	31	-1	-3.0%	3.5%
21	Mining, Quarrying, and Oil and Gas Extraction	0.25	17	1	6.3%	-13.4%
Total - All Industries		1.00	18,274	989	5.7%	4.3%

KEY TAKEAWAYS:

Watertown's economic mix is strongly production and retail based, with low concentrations in many knowledge-based sectors.

Most sectors have outperformed U.S. growth, especially Construction, Wholesale trade, and Administration and support.

The exception was Information, which saw steep declines.



Source: JobsEQ
Note: Figures represent four-quarter averages.

* Location quotients (LQs) calculate local employment concentrations versus the national average. The higher the LQ, the "stronger" (more concentrated) the local sector's performance.

Codington County Largest Industry Sectors by Total Employment, 2023 Q4

LQ color coding: 0.75 or less = red, 1.25 or more = green, middle = tan

NAICS	Sector	LQ	Total Emp.	Change, 2018 Q4 to 2023 Q4		
				#	%	U.S. %
31	Manufacturing	2.32	3,402	147	4.5%	1.7%
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42	Wholesale Trade	1.37	943	227	31.7%	4.1%
Total - All Industries		1.00	18,274	989	5.7%	4.3%

Source: JobsEQ

Note: Figures represent four-quarter averages.

KEY TAKEAWAY: Watertown's largest sectors by total employment performed strongly in the past five years, largely exceeding U.S. averages. Encouragingly, high-LQ sectors like Manufacturing, Retail trade, and Wholesale trade all exceeded the nation's performance.

Tourism

- Accommodation and food services – the sector primarily associated with tourism – employed 1,652 persons in Watertown in the fourth quarter of 2023. Its LQ is 1.04, indicating local concentrations are slightly above the national average. The sector grew 5.5% in the last five years compared to 0.9% nationally.
- Visitor promotion is overseen by Visit Watertown, funded by a percentage of the local lodging tax. Despite increasing room tax revenues, Visit Watertown's budget has remained flat. The organization oversaw the development of the “Opportunity for Moments” tagline promoting the Watertown area for tourism.
- According to tourism officials, Watertown's strength in the visitor economy is the affordability of its attractions, the diverse number of local amenities and destinations, and the presence of a commercial airport. Challenges include limited taxi and rideshare service, poor wayfinding signage, a challenging local marketing and communications climate, and an underutilized events center at the Ramkota Hotel.

Tourism (cont'd)

- Key needs include additional attractions for families, especially indoor opportunities during the winter months.
 - External perceptions of Watertown as a tourism destination are limited, though tourism representatives say feedback is 95% positive on visitor surveys once they've experienced the community.
 - Watertown currently hosts roughly 52 to 55 events per year and could support more if needed.
 - According to tourism officials, overall occupancy rates do not compel the need for additional hotel rooms.
- Some stakeholders would like to see Visit Watertown become the “sales and marketing arm” for the community for economic development beyond just the tourism sector.
 - A participant in the Tourism Focus Group noted that Watertown could capitalize on the presence of Joy Ranch to become a “mecca” for accessible tourism if key additional amenities were developed.

Codington County Traded Industry Sectors, 2023 Q4

LQ color coding: 0.75 or less = red, 1.25 or more = green, middle = tan

NAICS	Sector	LQ	Total Emp.	Change, 2018 Q4 to 2023 Q4		
				#	%	U.S. %
31	Manufacturing	2.32	3,402	147	4.5%	1.7%
42	Wholesale Trade	1.37	943	227	31.7%	4.1%
52	Finance and Insurance	1.04	759	-52	-6.4%	5.5%
48	Transportation and Warehousing	0.64	580	149	34.7%	18.6%
54	Professional, Scientific, and Technical Services	0.34	449	42	10.3%	13.7%
55	Management of Companies and Enterprises	0.61	173	22	14.7%	8.7%
51	Information	0.30	108	-89	-45.0%	4.7%
Total - All Industries		1.00	18,274	989	5.7%	4.3%

Source: JobsEQ

Note: Figures represent four-quarter averages.

KEY TAKEAWAY: “Traded” sectors (export-based categories that bring in outside dollars) in Watertown are strongly concentrated in Manufacturing and Wholesale trade. As noted previously, knowledge-based sectors like Professional services, Management of companies (headquarters) and Information are comparatively underserved (low LQs) in the local economy.

3.1 Business climate

- Watertown's change to a council/manager form of government has been an adjustment, but nearly every leader interviewed for the H2O-50 process believes it is the best model for the city's future.
 - The City of Watertown's 2022-2027 strategic planning process, findings, and priorities can be seen on page 91.
- Although multiple stakeholders criticized the city of Watertown's regulatory and permitting systems, it is BRS's experience that this is common in most communities. While issues remain with these processes, key advocates say the development climate is "night and day" better than in 2010.
 - According one official, "Back then, developers were essentially gambling their money on a roulette table" if they chose to invest in the city.

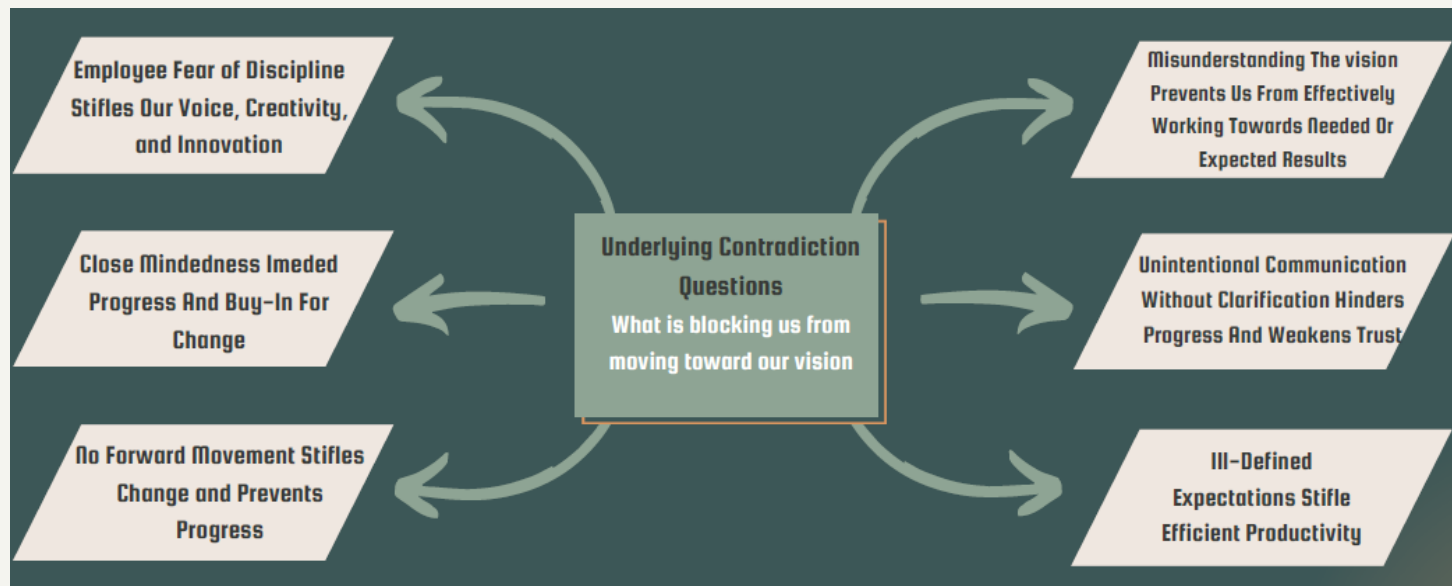
3.1 Business climate (cont'd)

- Many interviewees noted that anti-development and “NIMBY” attitudes among residents are the biggest hurdles to new development of all types. This can sometimes result in elected officials “greasing the squeakiest wheels,” according to one stakeholder.
 - Some also believe that private sector leaders must acknowledge that elected officials are the “decision-makers” when it comes to issues like tax increment financing (TIF) and other development policies and practices.
- Several interviewees expressed concern that local economic development is “overly reactive,” citing an insufficient business retention and expansion (BRE) program and a lack of consensus on external marketing priorities.
 - Some feel that no organization is “taking the lead on retail,” leading to a lack of focus on growing the sector.

LISTENING SESSION THEMES

Looking back through the information gathered during listening sessions themes formed to inform the strategic planning process

- Want to know what is going on
- More money
- Want to see action
- Be proactive not reactive
- Quality of life/ but different for each
- Priorities and communicating them
- A big vision
- Shared traditions to rally around
- Community of choice
- Workplace of choice



STRATEGIC DIRECTIONS

WHAT INNOVATIVE, SUBSTANTIAL ACTIONS WILL DEAL WITH THE UNDERLYING CONTRADICTIONS AND MOVE US TOWARD OUR VISION

Developing Engaged Stakeholders

Employee Empowerment

- Road Map
- No personal Agendas
- Unified, Concise and Consistent
- Give Employees Needed Tools and Resources
- Discipline Equals Opportunities
- Employee Empowerment
- Employee Recognition Program
- Let It go
- City-Wide Employee Recognition

OPEN COMMUNICATION

- Foster Relationship Building Opportunities
- Required Open-door policies
- Open Communication Tool-Faq's Encourage follow through
- Channel Communications appropriately
- Consider perspective of conversations
- constructive criticism and expression

Establishing Best Practices

Intentional Implementation

- Goal Check In (Dashboard, Celebrate, Small Victories)
- Clearly Define Expectations
- Break Down Plan Into Bit Sized Pieces- Personalize For Departments
- Create Evaluation Schedule or Council/Public (Follow Through/Transparency)

Internal Processes

- Job Scope
- Department SOP
- Leverage Outside Resources
- Establish Onboarding
- Establish Procurement Policies

Telling our Story

Tell Our Story

- Prominently Visible Mission, Vision, and Values Statements
- Plan and Deliver Clarification
- Always Add Clarification
- Each Department Create Mission To align with City Vision
- Post Vision Publicly
- Have Vision in Writing

Professional Development

- Educate All Levels
- Difficult Conversations Trainings
- Set Agendas
- Employee Reviews
- Mentorship, coaching Program
- Professional Communication Training Program
- Foster Personal And Professional Development
- Coaching and Growth Minded Vs. Performance Focused

Online survey: Managers, Executives

Please rank Watertown's Business Climate:

Very Weak	Weak	Average	Strong	Very Strong
2.6%	10.6%	40.5%	30.7%	13.3%

What is the most important thing that could be done to improve Watertown's entrepreneurial climate? (top answers)

- More housing
- More workers
- Child care
- Better promotion
- Improved city processes
- More cultural opportunities

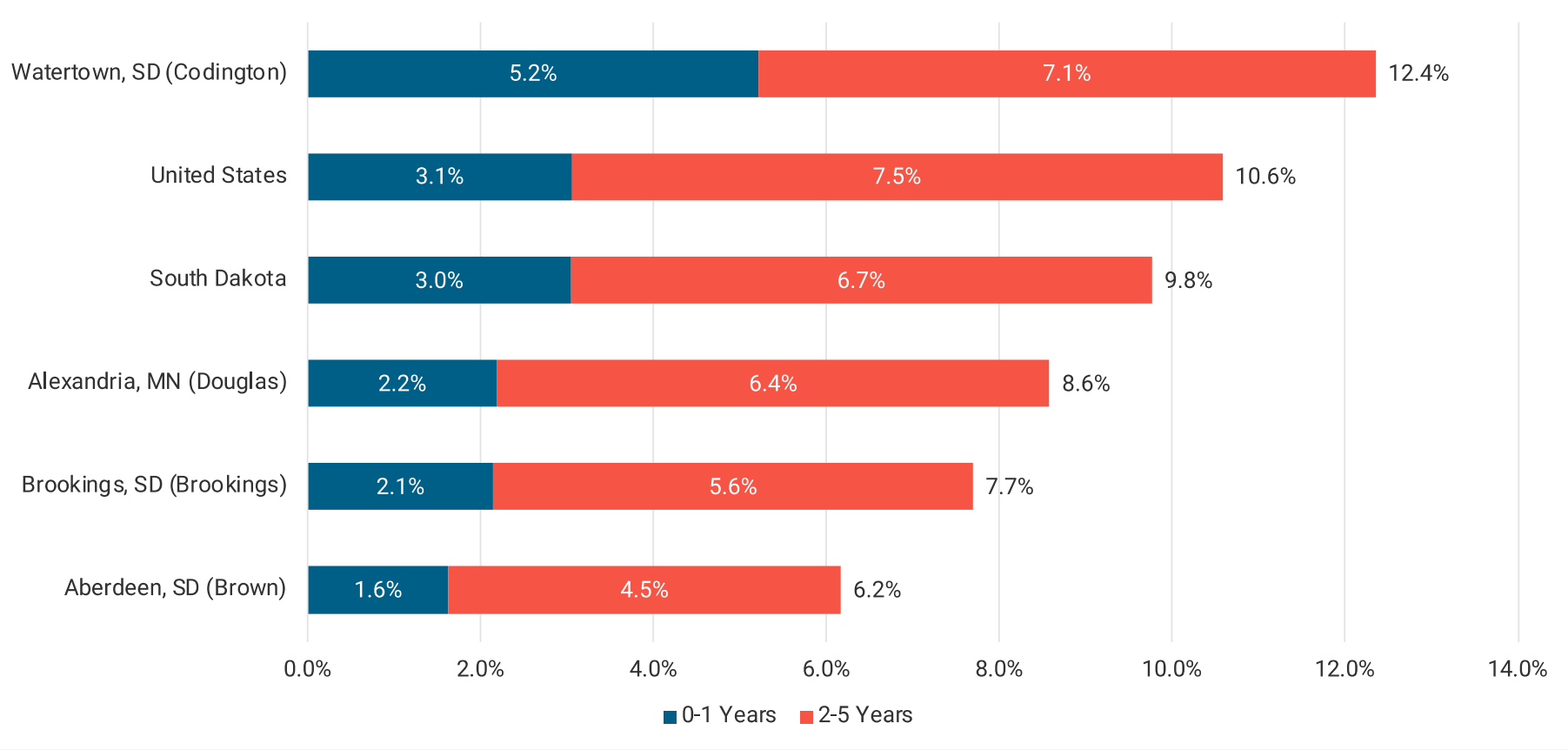
3.2 Small business development

- Watertown Public Schools has a Junior Achievement program and Lake Area Technical College offers entrepreneurship classes, but Watertown lacks the small business support capacity, incubation programs, and co-working spaces found in many similarly sized communities.
- A community-driven entrepreneurship effort branded Focus Watertown launched after the H2O-20 process struggled. A business leader noted that Watertown “doesn’t have the entrepreneurial” culture to support such a program.
 - An effort is underway to create a “shark-tank-like” program for LATC students to present their business and product ideas to a panel of local investors for potential funding.

3.2 Small business development (cont'd)

- The CO-STARTERS business-development curriculum is offered through the Watertown Development Company, but an interviewee with knowledge of the initiative is concerned that fiscal and staffing challenges might require a new organizational home for the program.

Percentage of Private Employment in Firms Aged 0-1 and 2-5 Years, 2023 Q1



Source: U.S. Census Bureau, Quarterly Workforce Indicators (QWI)

KEY TAKEAWAY: Young businesses – an indicator of small business and entrepreneurial dynamism – are well represented in Watertown’s economy. The percentage of firms aged 0-1 and 2-5 years comprise the largest share of private employment in Watertown compared to all the benchmarks.

Online survey: Entrepreneurs

Please rank Watertown's entrepreneurial climate:

Very Weak	Weak	Average	Strong	Very Strong
3.1%	13.4%	43.7%	27.6%	8.1%

What is the most important thing that could be done to improve Watertown's entrepreneurial climate? (top answers)

- More technical support and education
- Grants/capital
- Marketing assistance
- Mentorship
- Better talent availability

PLACE

4.0 Place

- With issues of talent retention and attraction paramount in Watertown, the attractiveness of the community as a place to live is a critical factor influencing labor force capacity.
 - Watertown has made significant investments in quality of life amenities through the development of the Prairie Lakes Wellness Center, Prairie Lakes Ice Arena, and Foundation Plaza. Renewed downtown dynamism and residential options has also contributed to new place-based vitality.
 - Current residents overwhelmingly believe Watertown has a competitive quality of life and quality of place and could be even further enhanced with some strategic investments in key amenities. Many added, however, that Watertown is a more competitive destination for families, retirees, and end-of-career professionals.
- Watertown's competitiveness as a location for single, young professionals and recent college graduates was a cause of concern for many stakeholders.

4.0 Place (cont'd)

- As one interviewee noted about the lack of amenities for young adults, “There’s nothing for them here.”
- An executive at a large Watertown employer reported that young, single professionals have spoken of the limited entertainment, cultural, nightlife, and housing choices for their age group.
- The local YP group, EXC!TE Watertown, was said to be more of a social outlet than a professional-development network, a detractor for many young people participating in H2O-50 public input.
- The Village of Harmony Hill, part of the Watertown Benedictine Sisters’ Legacy Project, can potentially serve as a key place-based catalyst and help address the community’s most urgent quality of life issue: a lack of affordable housing, especially entry-level single-family homes.

Online survey: Please rate the following features of Watertown's quality of life and quality of place:

	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Housing availability	6.4%	23.3%	37.8%	19.7%	7.0%	5.8%
Housing diversity (single family homes, apartments, etc.)	7.9%	25.9%	37.1%	16.9%	5.7%	6.6%
Housing affordability	25.7%	34.7%	24.0%	7.9%	3.2%	4.5%
Availability of quality childcare	15.5%	29.2%	21.1%	9.9%	4.2%	20.0%
Availability of broadband internet	2.2%	7.3%	35.7%	29.9%	17.5%	7.4%
Arts and cultural amenities	6.7%	24.1%	38.9%	17.8%	7.0%	5.5%
Restaurant and dining opportunities	7.5%	23.4%	37.9%	20.9%	9.5%	0.9%
Recreation opportunities	2.7%	11.3%	35.8%	32.3%	16.0%	2.0%
Family-friendly amenities	5.7%	22.5%	35.5%	22.4%	9.7%	4.2%
Aesthetics and appearance of the community	3.6%	14.4%	43.5%	27.9%	9.0%	1.8%
Unique shopping opportunities	17.9%	32.2%	30.7%	13.4%	4.6%	1.3%
Entertainment and nightlife opportunities	12.7%	33.3%	30.5%	12.7%	5.0%	5.9%
Access to different transportation modes (transit, etc.)	8.6%	22.7%	38.6%	17.2%	5.8%	7.1%

Cost of Living Index (COLI) and Relative Purchasing Power, 2023 Q4

Geography	Average Annual Salary	Cost of Living Index (COLI)	Purchasing Power
Watertown, SD (Codington)	\$49,230	87.3	\$56,417
Aberdeen, SD (Brown)	\$52,886	93.8	\$56,365
Alexandria, MN (Douglas)	\$54,978	101.1	\$54,394
Brookings, SD (Brookings)	\$53,971	88.8	\$60,775
South Dakota	\$55,761	89.7	\$62,167
United States	\$69,861	100.0	\$69,861

Source: JobsEQ, The Council for Community and Economic Research (C2ER)

KEY TAKEAWAY: Watertown's cost of living is the lowest of the surveyed geographies, but lower average salaries significantly limit local purchasing power.

4.1 HOUSING

- Limited availability of single-family detached housing, especially at entry-level prices, was by far the population growth challenge most frequently cited by H2O-50 stakeholders.
 - These perceptions are backed up by data that show Watertown housing to be the least affordable of all the comparison geographies profiled in this report.
 - As one interviewee noted, “The problem is we’ve got white collar housing costs but blue-collar salaries.”
 - While the apartment rental market has more availability, costs are also relatively high, and units are typically poorly suited to residents with families.
 - A Terex representative noted that three workers recruited from Puerto Rico already had to return home due to a lack of long-term housing options.

4.1 HOUSING (CONT'D)

- A business leader summed up the issue: “We have to acknowledge our weaknesses. We need housing, we need people to work. If we’re going to have more industry we need more workers, and we don’t have places for them to live. We need to get innovative and acknowledge that we might need to spend more to do so.”
- A public official advised that Watertown might have to cede its entry-level housing market to exurban communities as has been the pattern in Brookings and other peer communities.
 - The official identified redeveloped housing in Watertown’s older core as the most viable residential expansion strategy. The opportunities are to “go block by block” and “hit singles,” the official said.

4.1 HOUSING (cont'd)

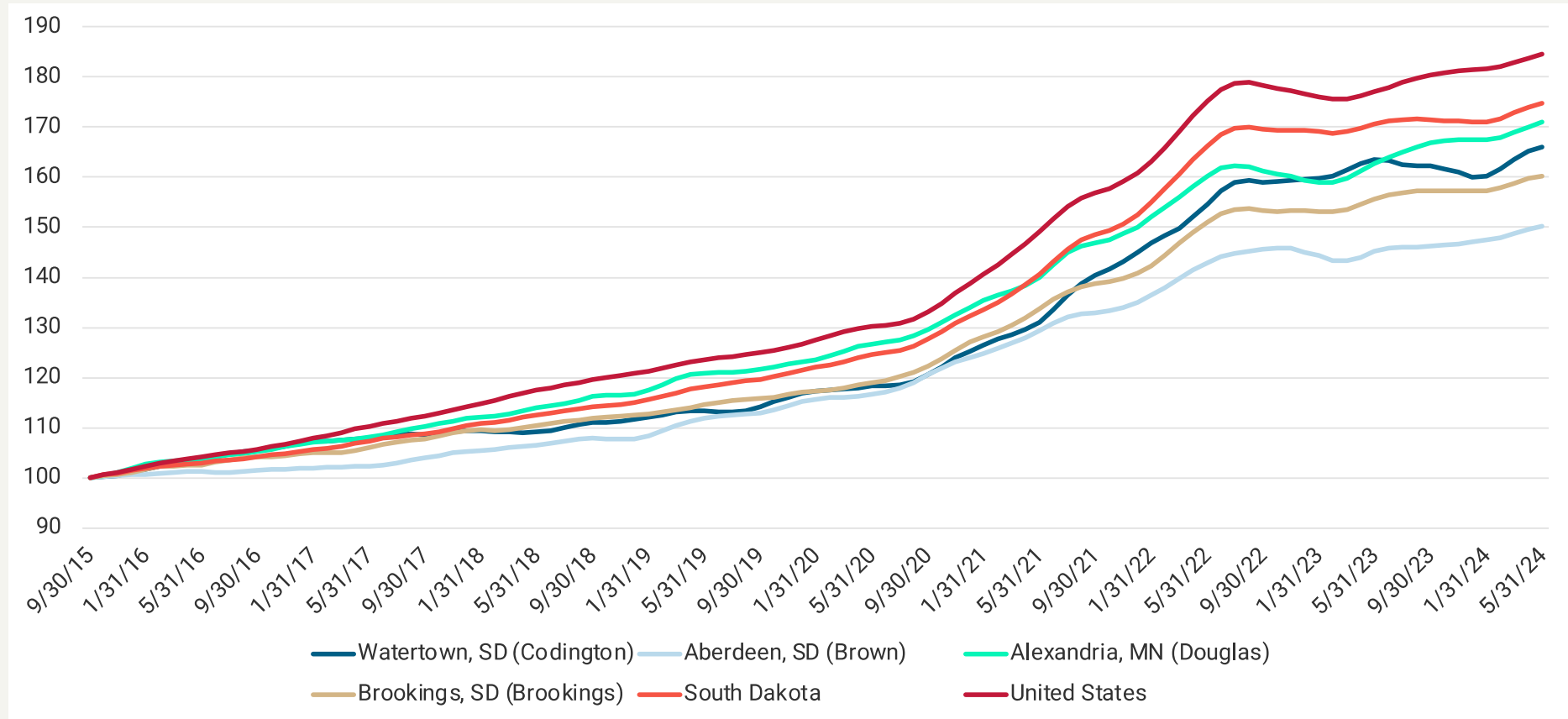
- Several factors were identified as key challenges to new housing development. These include a lack of local firms that can profitably construct housing in the entry-level price range; high labor and material costs that compromise project profitability; aforementioned “NIMBYism” from established residents; inflexible zoning regulations for different housing types; and flooding/topographical issues that disqualify numerous potential building sites.
- A group of local businesspeople reached out to affordable housing developer Next Chapter Neighborhoods about opportunities in Watertown. They toured potential local building sites and visited a Next Chapter project in Ft. Wayne, Indiana. However, a business leader reported that no potential Watertown project was identified to enable Next Chapter to meet their profit threshold.

4.1 HOUSING (cont'd)

- The Benedictine Sisters are breaking ground with the Costello Company on the first 40 units of affordable housing in the Harmony Hill project. Previously constructed elder care housing is already full.
 - The sisters are hoping to construct a 100 to 200 home neighborhood on the west side of their property but will require additional resources to “make the numbers work.”
 - TIF loans from the city are a possibility, but this funding mechanism is controversial and might be discontinued.
 - The sisters are also pursuing multiple government and philanthropic loans.
- A 2023 Housing Demand Analysis for the City of Watertown (see page 108) identified the need for construction of between 1,205 and 1414 new housing units by the year 2030.

Zillow Home Value Index, Sep. 2015 to May 2024, (Sep. 2015 = 100)

Note: ZHVI is a measure of the “typical home value” in each geography.



Source: Zillow

KEY TAKEAWAY: Watertown’s home value index has trended closely with the peer counties, South Dakota, and the U.S., and has quickly regained value after a dip in Q4 of 2023.

Ratio of the Typical Home Value to Average Annual Wage Per Worker, 2023 Q4

(Note: A lower ratio indicates housing is more affordable relative to wages.)

Geography	Typical Home Value, Dec. 2023	Average Annual Wage, 2023 Q4	Ratio
Watertown, SD (Codington)	\$317,404	\$49,230	6.45
Aberdeen, SD (Brown)	\$218,661	\$52,886	4.13
Alexandria, MN (Douglas)	\$330,870	\$54,978	6.02
Brookings, SD (Brookings)	\$281,134	\$53,971	5.21
South Dakota	\$300,389	\$55,761	5.39
United States	\$354,593	\$69,861	5.08

Source: Zillow; JobsEQ

KEY TAKEAWAY: Watertown's higher home values, coupled with lower average wages, makes housing in Watertown the least affordable of all the comparison geographies.

2023 Housing Demand Analysis for the City of Watertown, SD (Maxfield Research & Consulting)

Housing Demand Analysis

- Based on our calculations, demand exists in the City of Watertown for the following general occupancy product types between 2023 and 2030:
 - Market rate rental 303 units
 - Affordable rental 138 units
 - Subsidized rental 110 units
 - For-sale single-family 0 lots (after subtracting vacant lots)
 - For-sale multifamily 36 units (after subtracting vacant lots)
- In addition, we find demand for multiple senior housing product types. By 2030, demand in Watertown for senior housing is forecast for the following:
 - Active adult ownership 165 units
 - Active adult market rate rental 179 units
 - Active adult affordable 166 units
 - Active adult subsidized 0 units
 - Congregate 143 units
 - Assisted Living 70 units
 - Memory care 24 units

RECOMMENDED HOUSING DEVELOPMENT CITY OF WATERTOWN 2023 to 2030					
	Purchase Price/ Monthly Rent Range ¹	No. of Units	Pct. of Total	Development Timing	
Owner-Occupied Homes					
Single Family ²					
Entry-level	>\$275,000	60 - 80	24%	On-going	
Move-up	\$275,00 - \$400,000	120 - 140	45%	On-going	
Executive	\$450,000+	80 - 100	31%	On-going	
Total		260 - 320	100%		
Townhomes/Detached Townhomes/Twinhomes ²					
Entry-level	>\$200,000	25 - 30	31%	On-going	
Move-up	\$200,00 - \$325,000	30 - 40	39%	On-going	
Executive	\$350,000+	25 - 30	31%	On-going	
Total		80 - 100	100%		
Total Owner-Occupied		340 - 420			
General Occupancy Rental Housing					
Market Rate Rental Housing					
Apartment-style	\$750/studio - \$1,800/3BR	240 - 250	80%	2024+	
Townhomes	\$1,350/2BR - \$1,900/3BR	55 - 65	20%	2024+	
Total		295 - 315	100%		
Affordable Rental Housing					
Apartment-style	Moderate Income ³	85 - 95	67%	2024+	
Townhomes	Moderate Income ³	40 - 50	33%	2024+	
Total		125 - 145	100%		
Total Renter-Occupied		420 - 460			
Senior Housing (i.e. Age Restricted)					
Active Adult Senior Coop	\$150,000+ (plus monthly fee)	80 - 100	18%	2024+	
Active Adult Affordable Rental	Moderate Income ³	90 - 100	19%	2024+	
Active Adult Market Rate Rental ⁴	\$975/1BR - \$1,750/2BR+	125 - 150	28%	2024+	
Independent Living (Congregate)	\$1,500/Studio - \$2,500/2BR	80 - 100	18%	2025+	
Assisted Living	\$2,900/EFF - \$4,500/2BR	50 - 60	11%	2026+	
Memory Care	\$3,500/EFF - \$5,500/2BR	20 - 24	4%	2026+	
Total		445 - 534	100%		
Total - All Units		1,205 - 1,414			

4.2 Downtown Watertown

- Downtown revitalization has injected life into the Watertown's commercial and residential sectors and made the city a more dynamic destination for visitors and talent looking for urban-style environments and amenities.
 - As one interviewee noted, "If you would have been downtown five to six years ago, it's dramatic in terms of its growth."
 - While the COVID-19 pandemic threw a wrench into the engine of downtown's growth, stakeholders report the district is slowly improving again.
 - A property owner who developed several downtown buildings has filed for bankruptcy, but stakeholders expect the buildings to be purchased and filled when they come onto the market.

4.2 Downtown Watertown (cont'd)

- Several downtown business owners believe the attention given to the district after the H2O-20 process has waned, with focus now shifting to interstate-adjacent properties. As one retailer said, “It feels like we’re being ignored again.”
 - Stakeholders would like to see the return of a downtown advisory board concept that was successful in the past.
 - Creating a full-time position overseeing downtown development and programming at the city level or through a Main Street-type program is also an opportunity.
 - A downtown business owner suggested that a “Downtown Watertown” cellphone app or website could improve marketing capacity by better informing visitors and residents of downtown businesses, events, and promotions.

4.3 Recreation and Parks

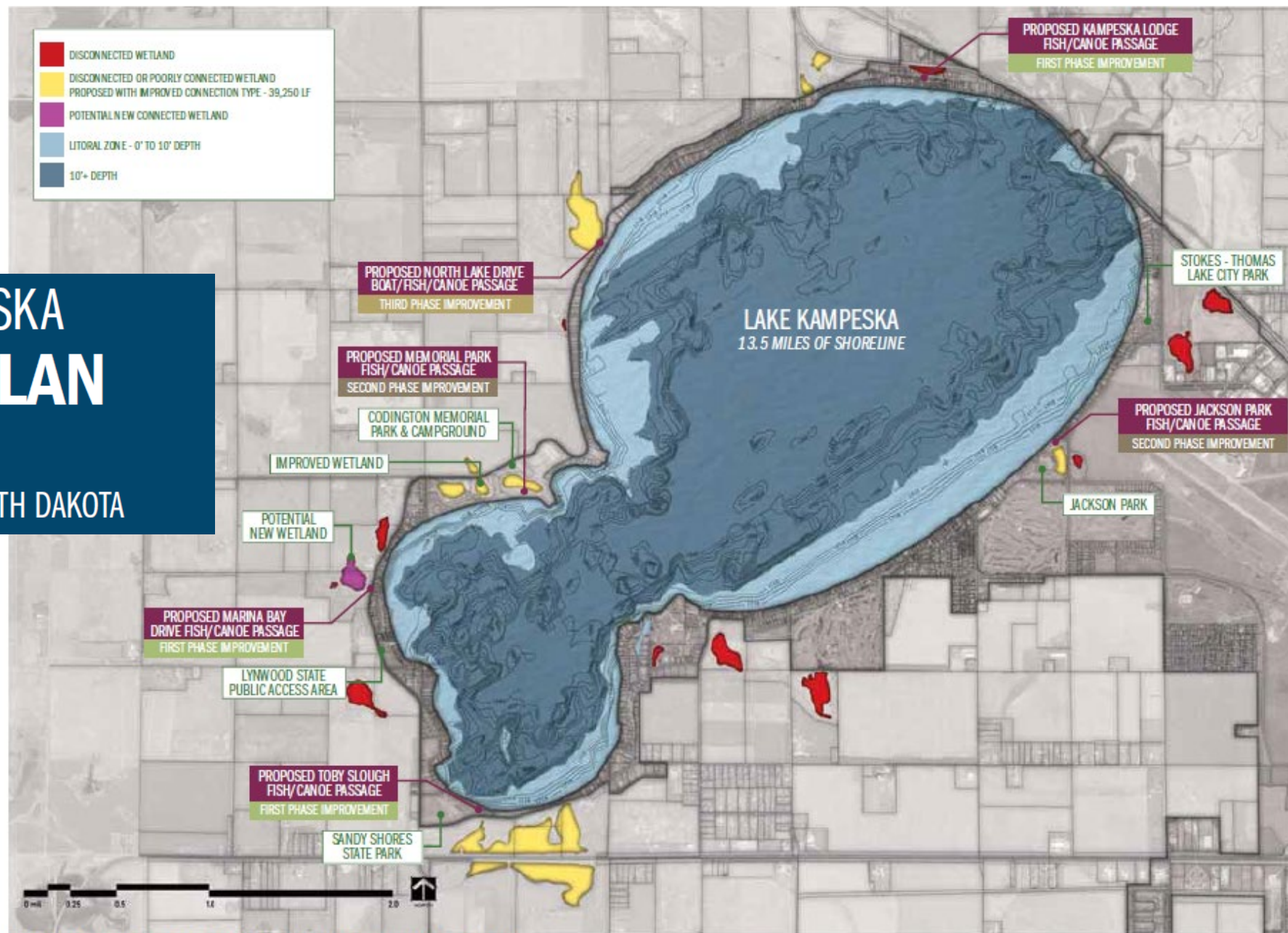
- Availability of plentiful recreation amenities is a key competitive advantage for Watertown. Stakeholders lauded outdoor destinations like nearby hunting, fishing, and camping areas, local parks and bike trails, and recreation opportunities at the city's two lakes as strengths.
- New indoor activity spaces at Prairie Lakes Wellness Center and Prairie Lakes Ice Arena have notably enhanced recreation opportunities during colder months.
 - A representative of the Wellness Center said the facility just recorded its highest usage numbers ever. Staffing the center has been a challenge and necessitated raising wages and perks.
 - The facility is currently run by seven full-time and 100 part-time staff, but additional full-time personnel would be beneficial.

4.3 Recreation and Parks (cont'd)

- The center is also looking to fulfill one of its original purposes by serving as an active contributor to community-building through hosting events and programming bringing diverse Watertown residents together.
- Many public input participants would like to see improved access to Lake Kampeska, as well as more opportunities to rent canoes, kayaks, and other equipment, and potentially even a public marina.
 - A summary of wetlands connectivity improvements proposed at Lake Kampeska in a 2019 master plan can be seen on the next page.
 - Some residents feel that enhancing watersports amenities and other upgrades could be more viable at Lake Pelican due to a less vocal homeowner contingent. However, because Lake Pelican is also located in Codington County, that complicates project development approval, provision of new infrastructure, and other issues.

LAKE KAMPESKA MASTER PLAN

12.16.2019
CITY OF WATERTOWN, SOUTH DAKOTA

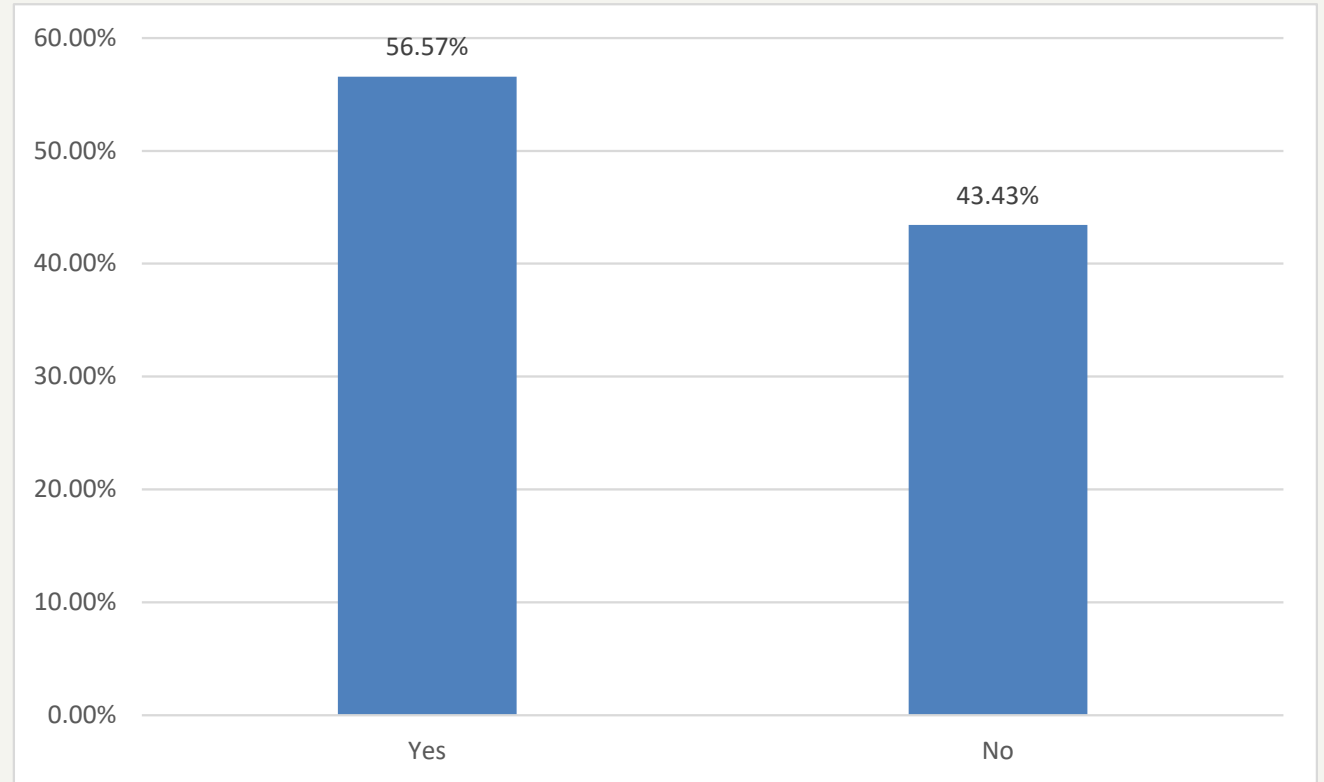


PROPOSED WETLAND CONNECTIVITY IMPROVEMENTS

**Online survey: (All respondents):
Do you think Watertown does
enough to capitalize on the
opportunity of its lakes?**

**How could Watertown take
better advantage of these
recreation assets? (top answers)**

- Public marina
- Canoe/kayak/boat rentals
- Advertising/promotion
- More restaurants



- Clean them up/dredge
- Better access
- More events/activities
- Allow more development

4.3 Recreation and Parks (cont'd)

- Local families with young children still feel there must be more all-season amenities serving their needs.
 - “We’re a little bit ‘zooed’ out,” said one parent in an interview. While the Wellness Center and Ice Arena are good for older kids, there is less to do for smaller children.
 - Some would like to see more indoor playspaces, a trampoline park, or other cold-weather attractions. Stakeholders said an indoor play facility was attempted in Watertown but closed.
- Several input participants identified the need to program activities in Watertown’s parks, including Foundation Plaza, as a priority.
 - The recent parks and recreation master plan (see next page) did not address programming among its recommendations.

Parks System Master Plan
for the

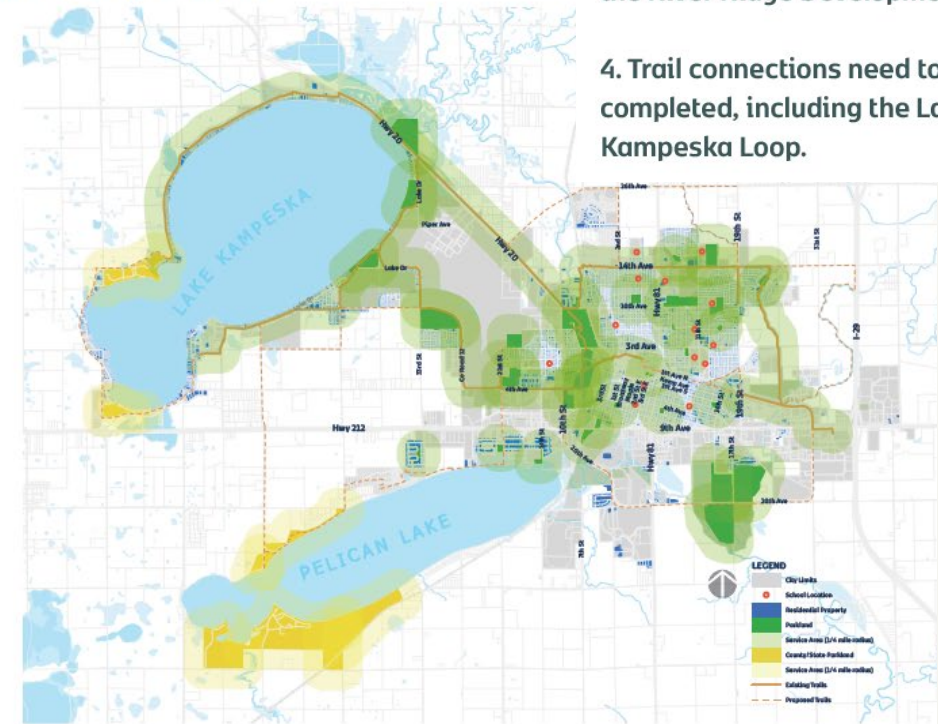


March 2024

Findings:

- 1. Wide variety of well distributed recreational opportunities.
- 2. Overall level of service is high for trails and parks combined.
- 3. Some residential neighborhoods are currently under served, including the River Ridge Development.
- 4. Trail connections need to be completed, including the Lake Kampeska Loop.

Gaps in Service Analysis



7.1 Recommendations, Timeline, Prioritization & Cost Estimates

The following recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving the City of Watertown parks, recreation, open space, and trails.

The Preliminary Recommendations can be categorized into nine key objectives:

- 1. Trail System Improvements/Expansion
- 2. Balance Park Maintenance Resources to Park Assets
- 3. Reduce Gaps in the Park System Service Areas
- 4. Increase Accessibility Throughout the Parks System
- 5. Improve User Experience Throughout the Park System
- 6. Repurpose Under Utilized Park Facilities
- 7. Increase Awareness of Parks System Facilities and Programs
- 8. Maas Ice Arena Improvements
- 9. City Auditorium Improvements

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

All cost estimates are in 2024 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Figure 4.5: Park Acreage by Classification

2022 Population of Watertown, SD: 22,718					
Park Classification	Watertown Existing Parks		NRPA Recommended Guidelines		Total Acreage Provided
	Acreage	Level of Service (acres per 1,000 residents)	Acreage	Level of Service (acres per 1,000 residents)	
Mini Parks	2.10	0.09	5.68	0.25	(3.58 acre deficit)
Neighborhood Parks	46.85	2.06	22.72	1	24.13 acre surplus
Community Parks	102.10	4.49	113.59	5	(11.49 acre deficit)
Total Acres	151	7	142	6.25	9.06 acre surplus

4.4 Dining, Arts, and Culture

- Lack of local fine dining establishments was mentioned as a detriment by multiple interviewees. However, they also acknowledged that Watertown residents may not have the disposable income to support such businesses.
 - One stakeholder cited “farm-to-table” restaurants as an appropriate local opportunity considering Watertown’s robust agricultural sector.
- The Redlin Art Center was praised by many input participants as an asset worthy of a community much larger than Watertown. The Watertown Artwalk was also referenced as a noteworthy amenity.
 - But a local arts patron was realistic in an interview that Watertown likely does not have a large enough population base that values the arts to warrant significant new investment in the sector.

4.4 Dining, Arts, and Culture (cont'd)

- With a high number of vacancies, the Watertown Mall could be a viable candidate for repurposing, according to multiple stakeholders. Determining its highest-and-best use would be a precursor to any coordinated redevelopment efforts.

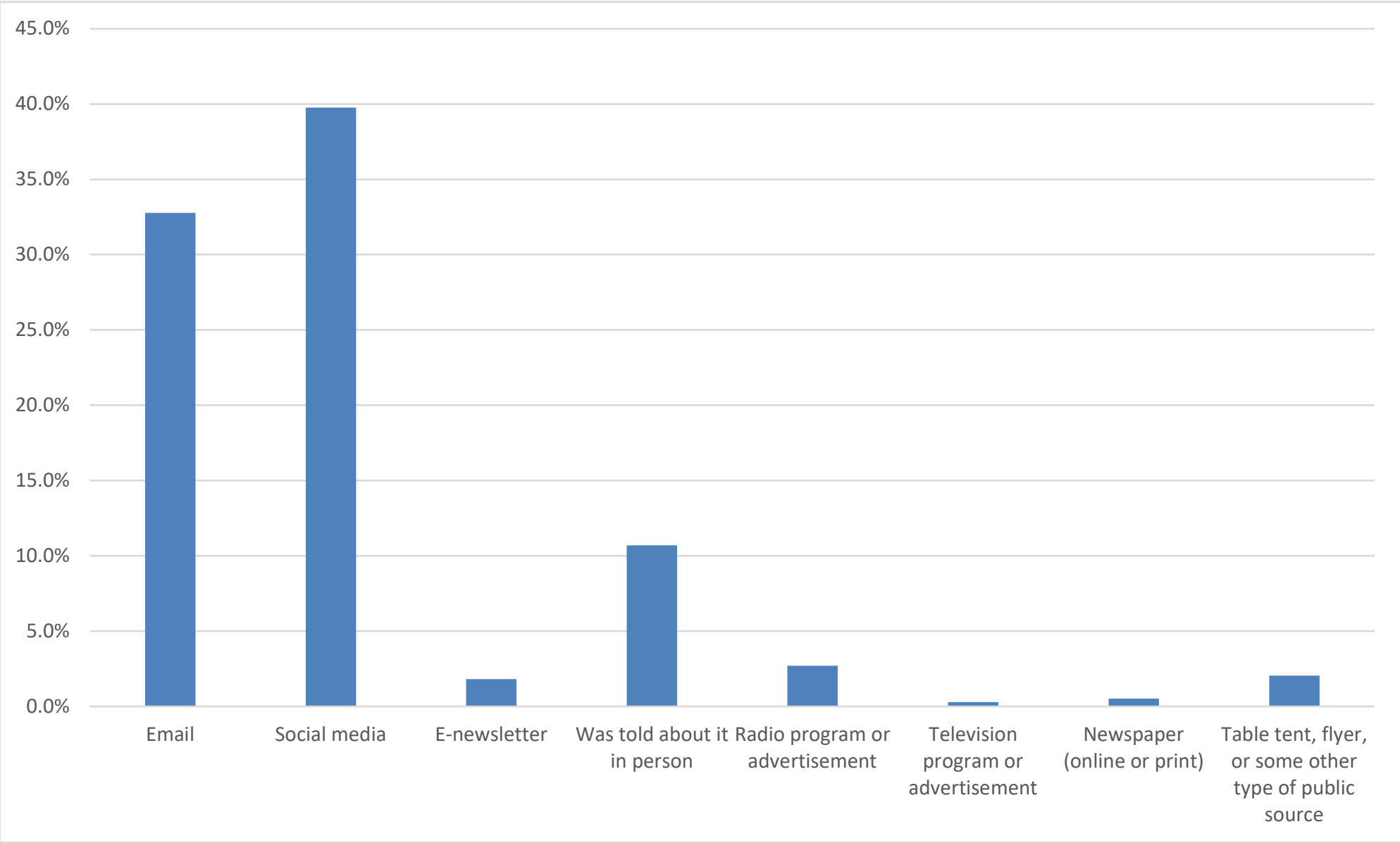
APPENDIX

Watertown H2O-50 Community Survey

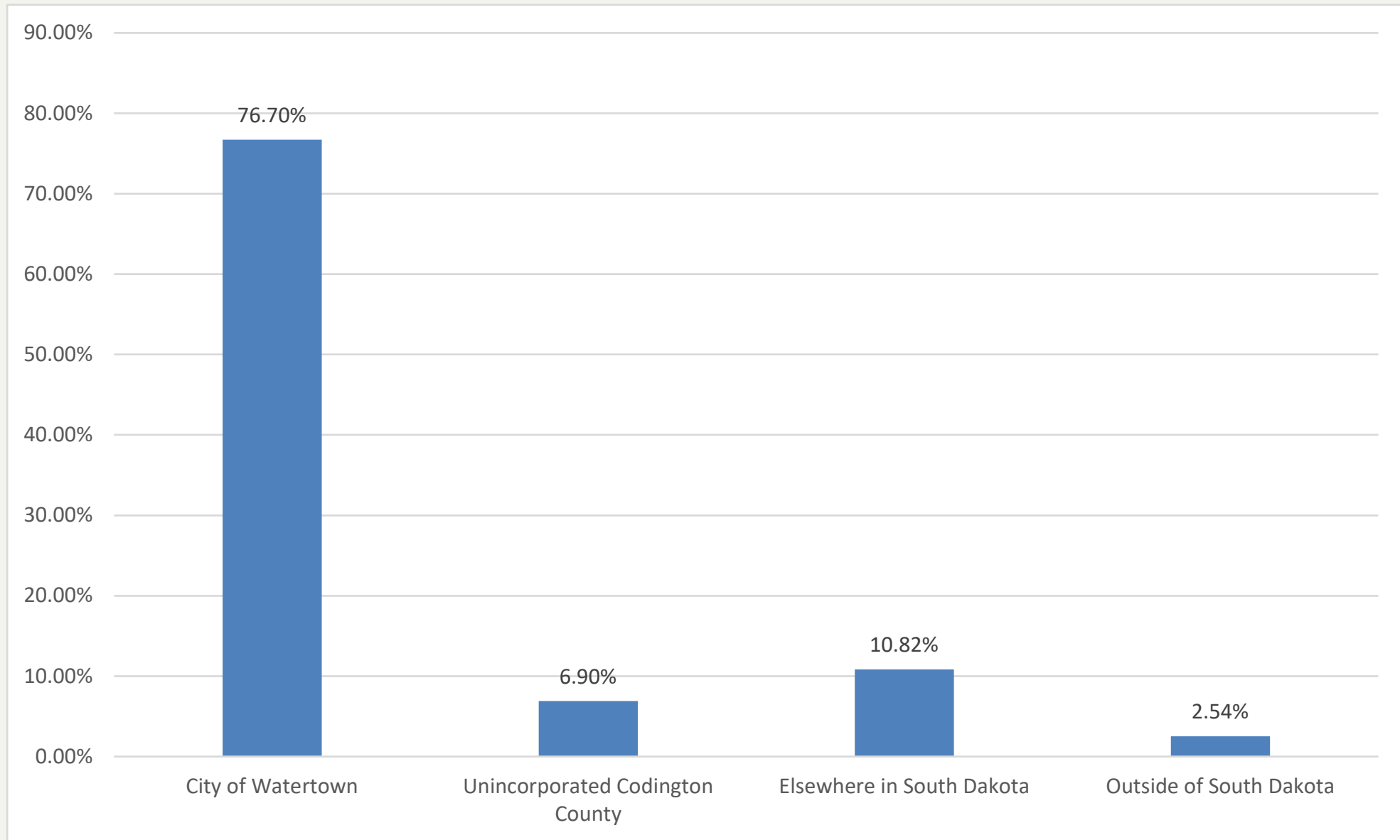
- Open from May 6 to July 19, 2024
- Widely promoted through multiple online, media, and in-person sources
 - Multiple direct emails sent to distribution lists of business organizations, higher education institutions, Watertown Public Schools, large employers, governments, and others
- Received 3,093 responses – including 24 responses to a Spanish-language version – exceeding the record total of the Watertown H2O-20 strategic process in 2012
- Word size in “word cloud” graphics reflects its frequency of usage
- Unless otherwise noted, questions were answered by all survey respondents

NOTE: The H2O-50 community survey is not a scientific sample but an opportunity for all local stakeholders to participate in the H2O-50 process if desired. As such, responses totals reflect actual, unweighted inputs from all survey participants.

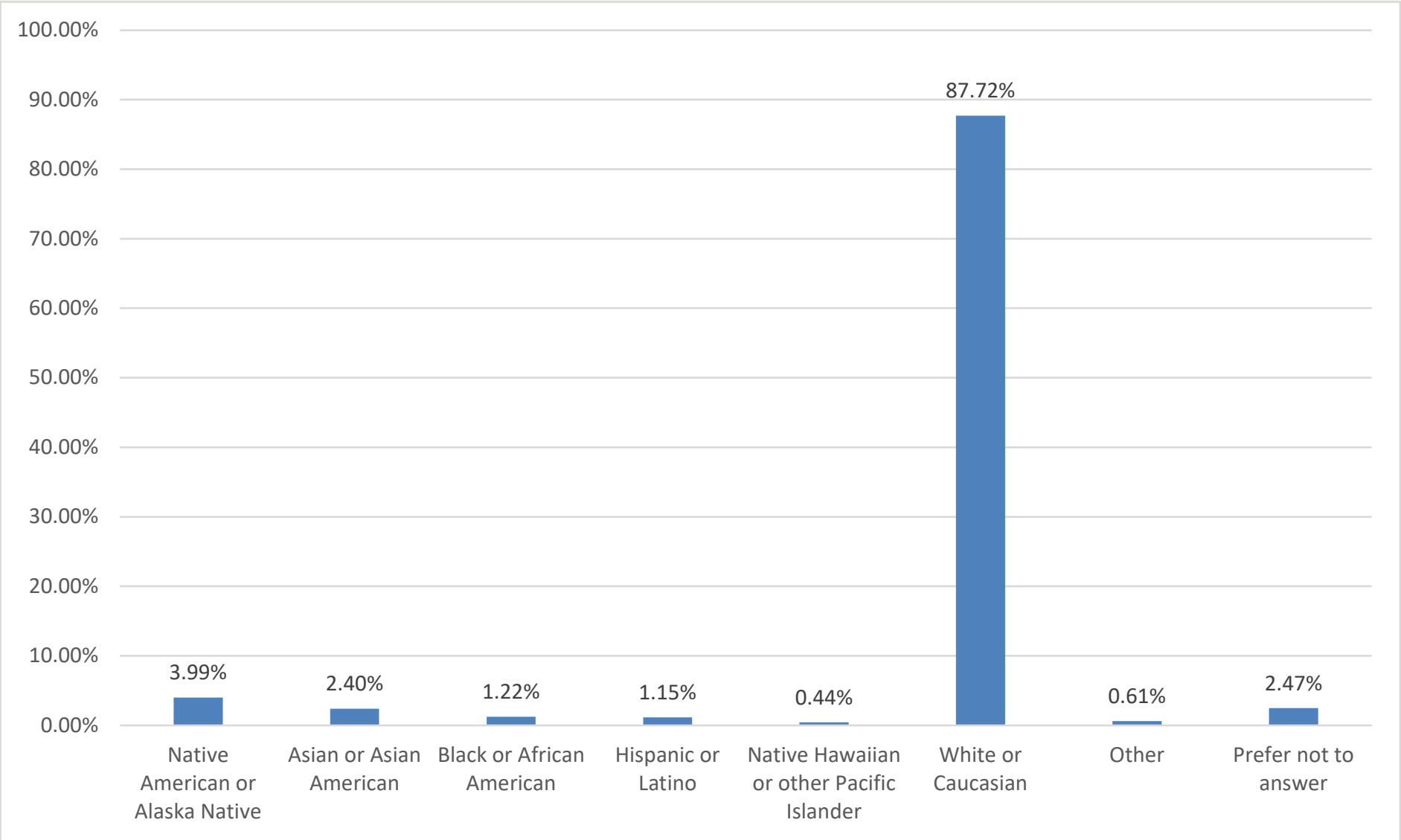
How did you hear about this survey?



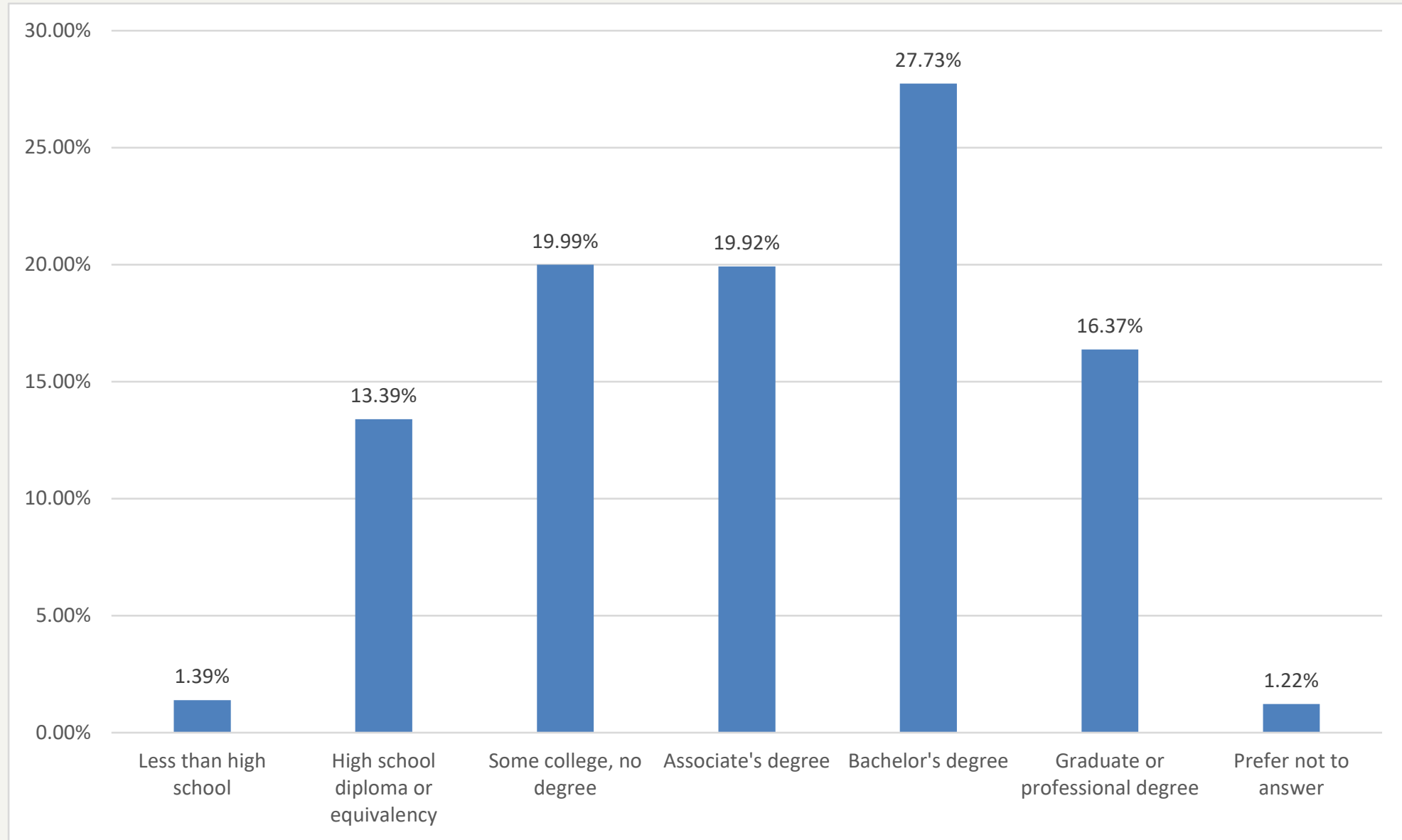
I live in:



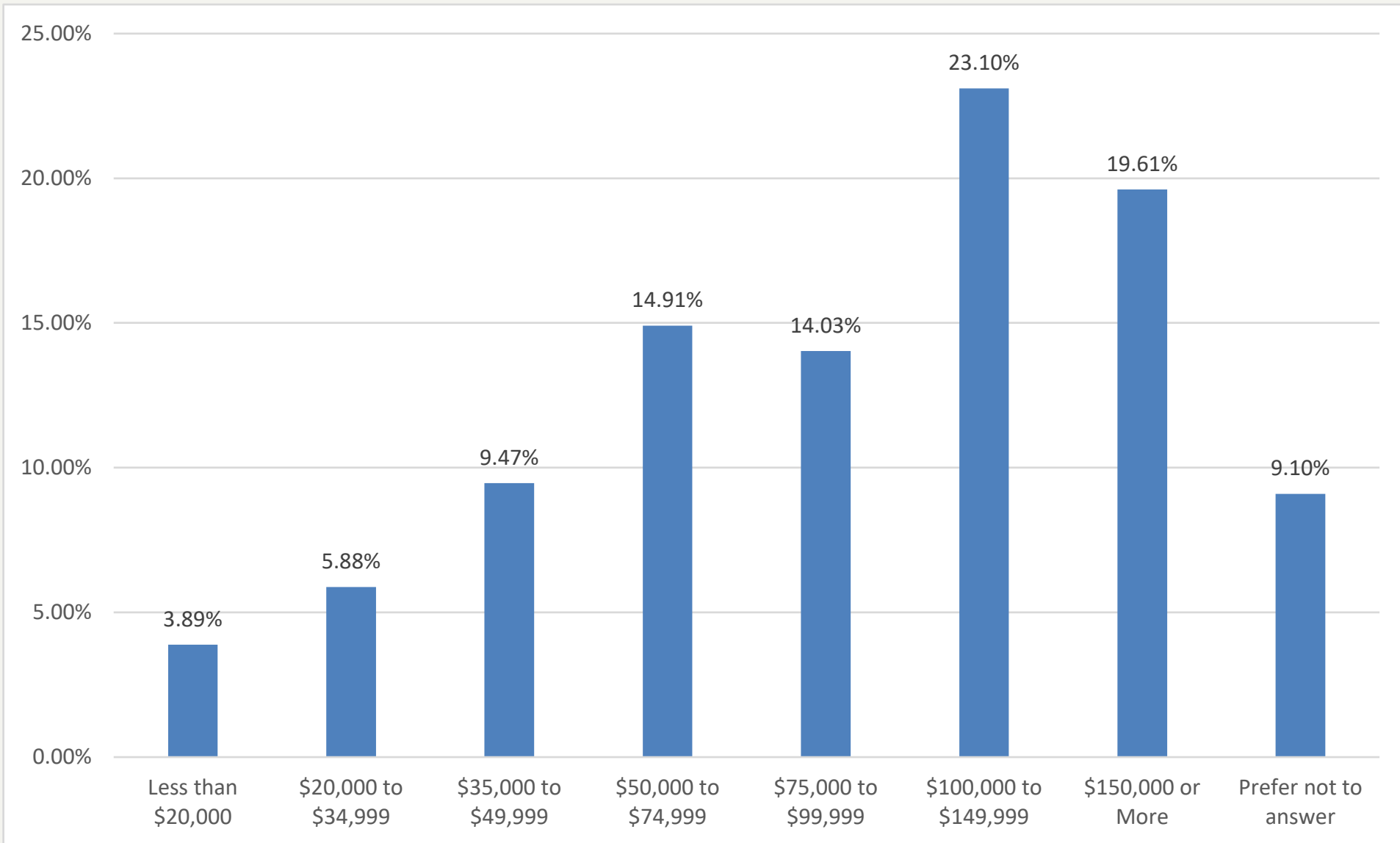
What is your race or ethnicity?



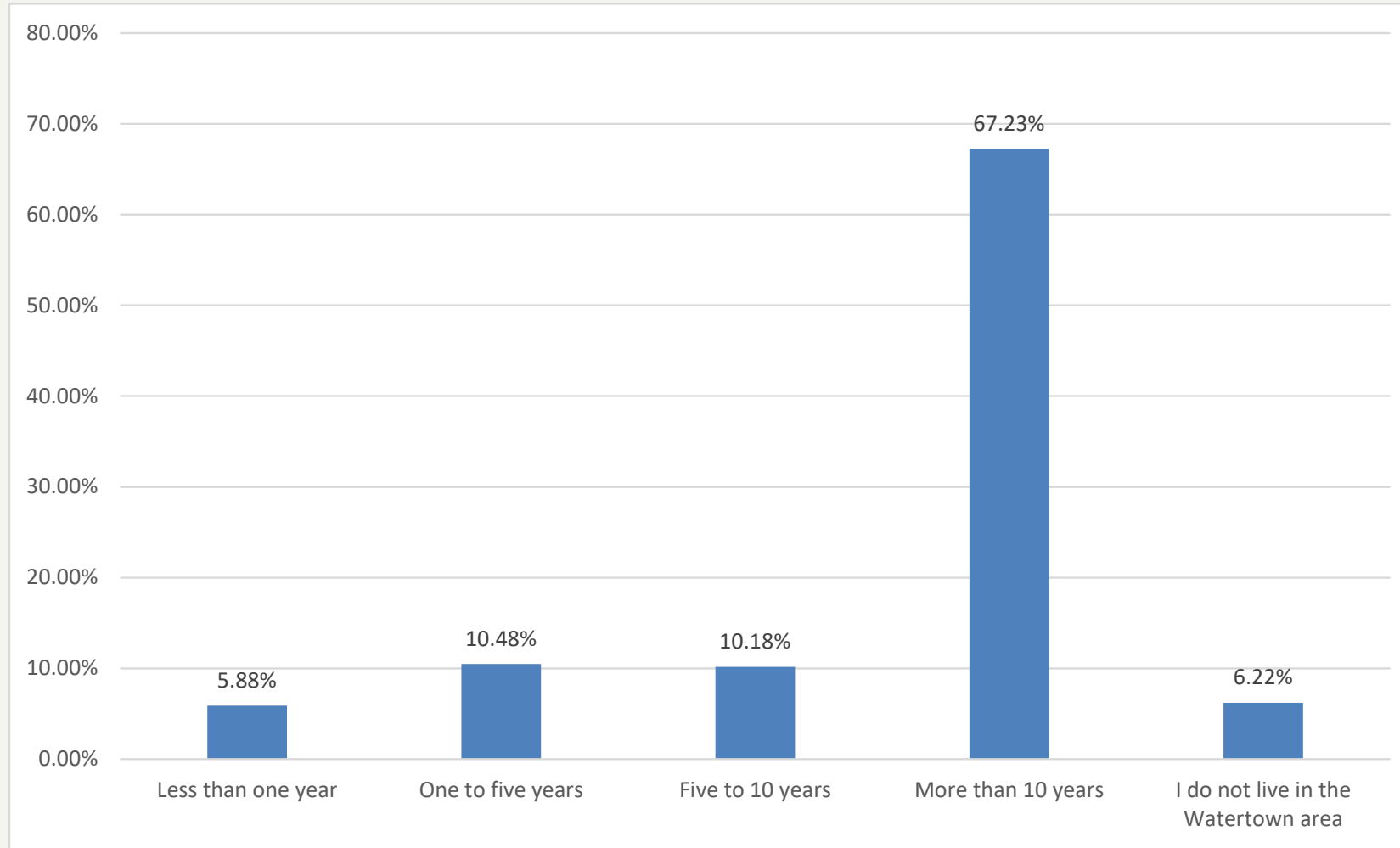
What is the highest level of education that you have attained?



What is your annual household income?



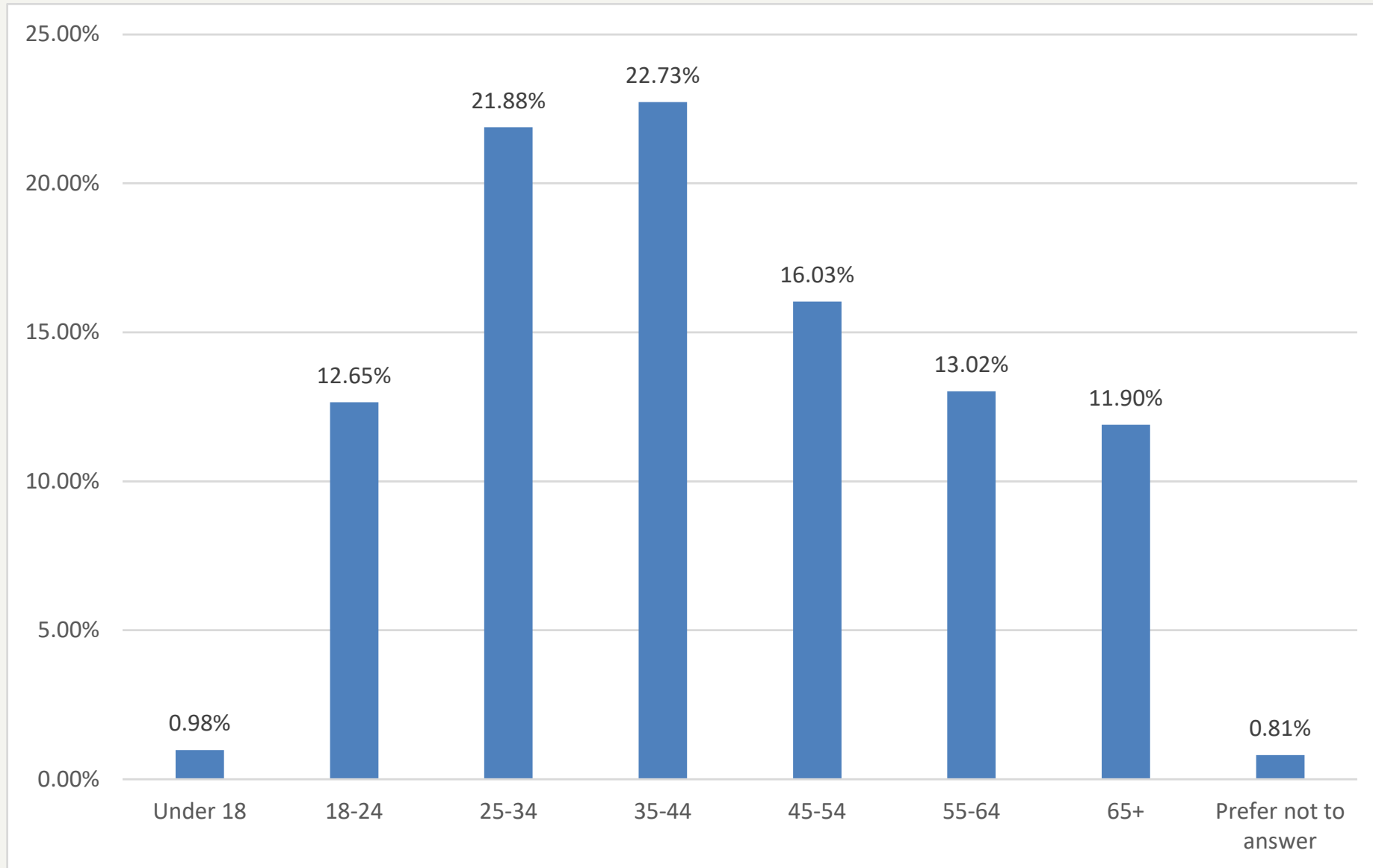
How long have you lived in the Watertown area?



If you lived in the Watertown area, left, and then came back, what was the reason for your return?

- Overwhelming responses were “career / work / job” and “family”

What is your age?



Please rank Watertown's competitiveness as a destination for young professionals (asked of young professionals):

Very Weak	Weak	Average	Strong	Very Strong
5.4%	26.6%	47.5%	17.7%	2.8%

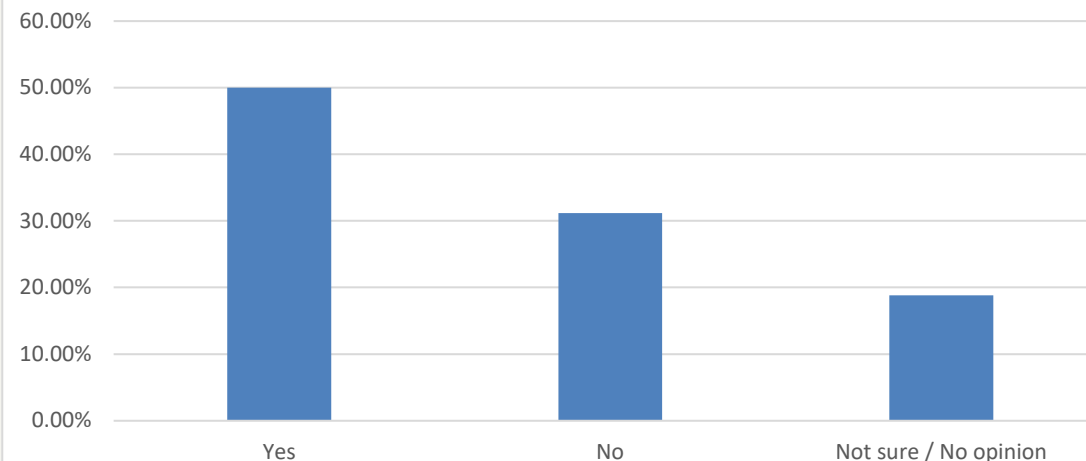
Selected representative responses:

- I think Watertown has a lot going for it, but it lacks some of the characteristics that might be particularly attractive for young professionals.
- There is not a lot "pulling" young professionals with a different or higher levels of education into town based on the types of jobs that are primarily available.
- Employment opportunities are limited, the cost of living is high, there is a lack of social and cultural activities.

Please rank the following aspects of life in Watertown (asked of young professionals)

	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Opportunities to network with peers	2.7%	14.7%	46.7%	23.9%	7.5%	4.4%
Bars and entertainment venues targeted to young professionals	5.7%	26.3%	36.3%	19.2%	7.5%	5.0%
Opportunities to become involved in volunteership and community activities	2.1%	10.8%	38.4%	33.3%	11.8%	3.6%
Degree to which local government respects and acts on the concerns of young professionals	9.6%	22.6%	37.0%	15.1%	6.6%	9.1%

Would you say there are good jobs with career-advancement potential available in the Watertown area? (asked of YPs)



How likely is it that you would recommend Watertown as a place to live to a friend or colleague?

NOT AT ALL LIKELY 0	1	2	3	4	5	6	7	8	9	EXTREMELY LIKELY 10
1.6%	1.3%	2.2%	3.7%	4.1%	10.4%	11.0%	17.2%	20.8%	9.8%	17.9%



Imagine you have a friend who is considering moving to Watertown. What are two reasons you would give to convince them that they should NOT make the move?



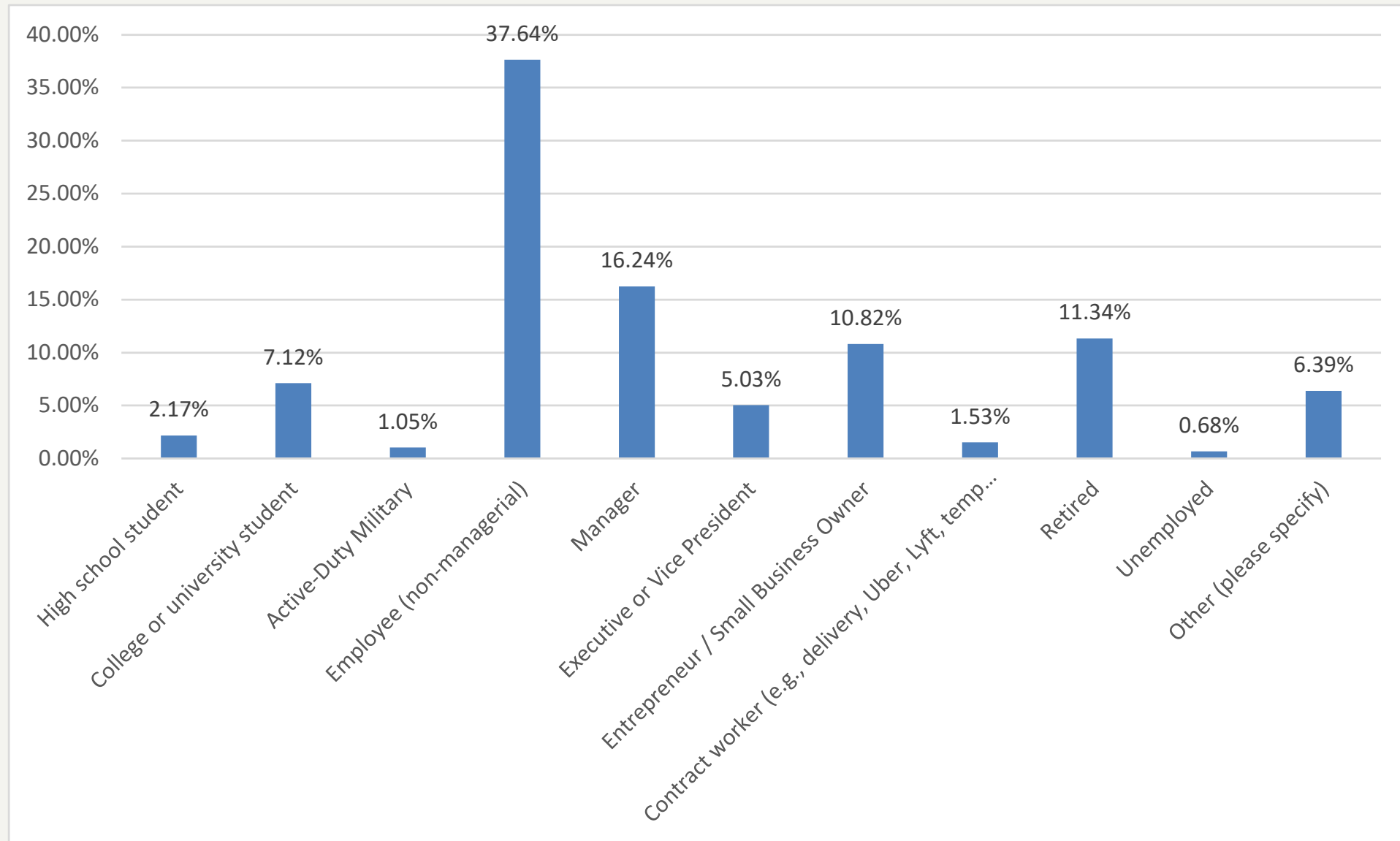
What is something you see in a community similar to Watertown and say, "I wish we had that here"?



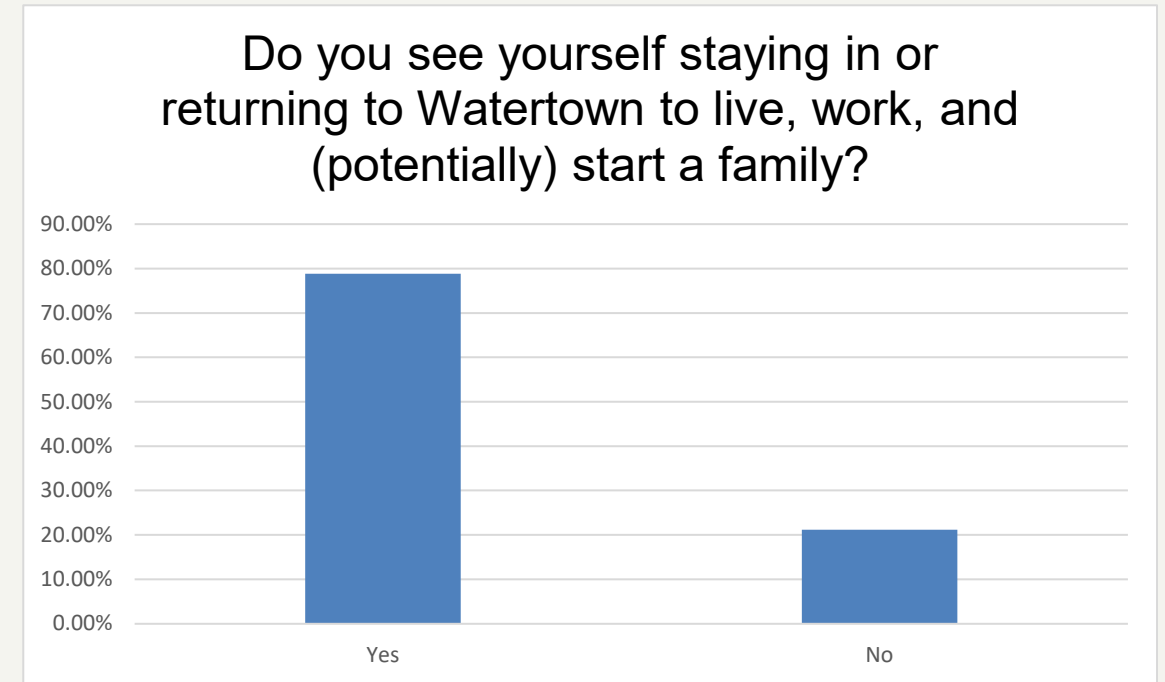
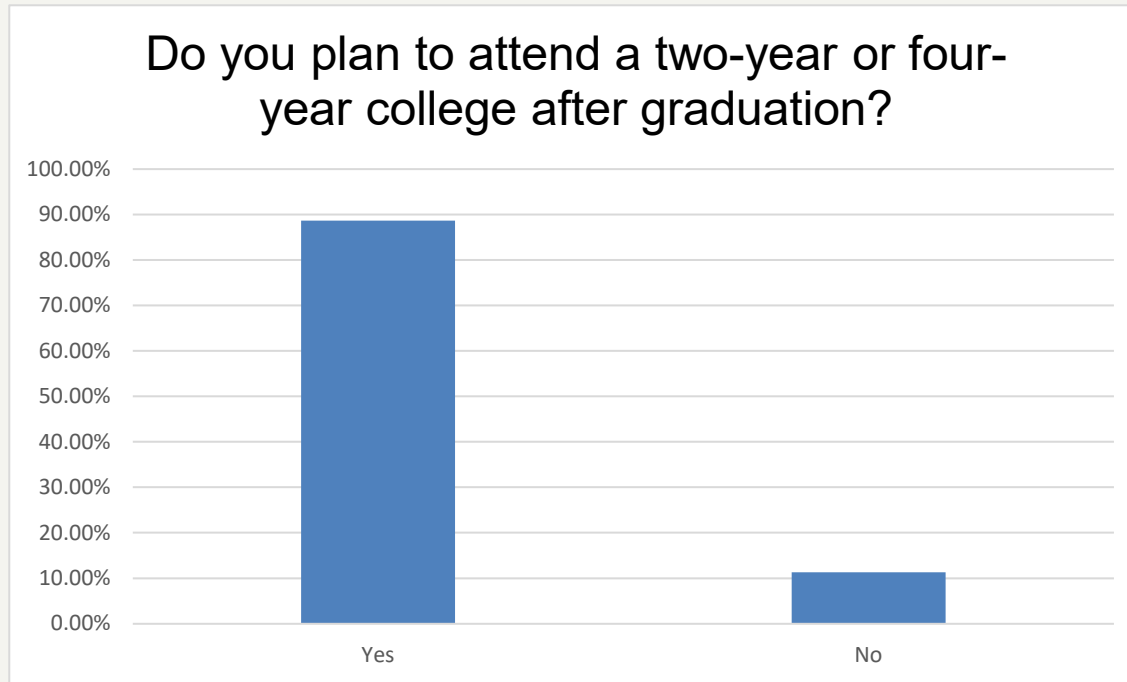
What are three words or phrases you'd like to see used to describe Watertown in the year 2050?



What is your employment status?



Questions posed to respondents self-identified as high school students



If you did not choose to attend Lake Area Technical College or Mount Marty University-Watertown, why not?

- Most common answer: "They didn't have my major"

Questions for Entrepreneurs (self-identified on survey)

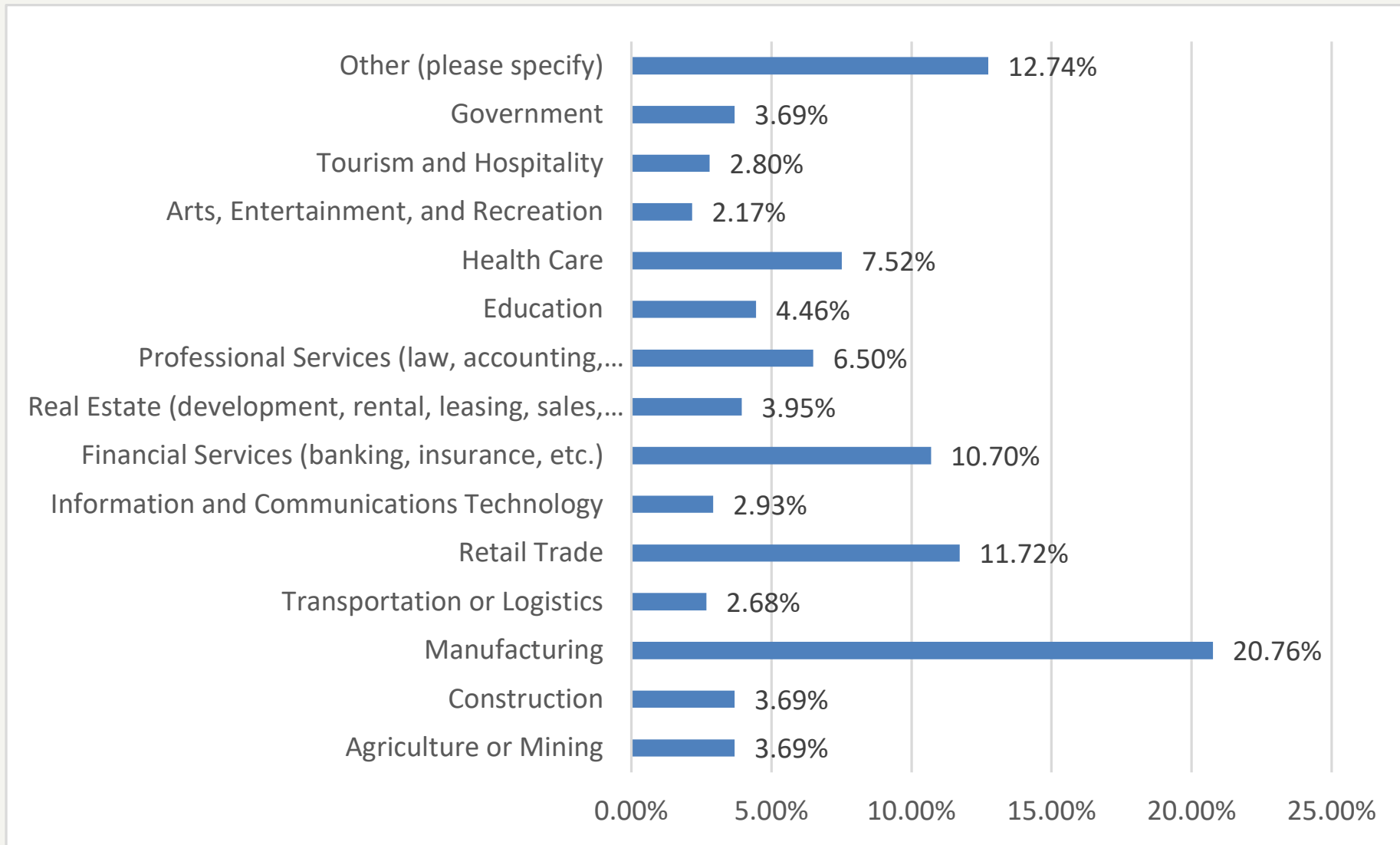
Please rank Watertown's entrepreneurial climate:

Very Weak	Weak	Average	Strong	Very Strong
3.1%	13.4%	43.7%	27.6%	8.1%

What is the most important thing that could be done to improve Watertown's entrepreneurial climate? (top answers)

- More technical support and education
- Grants/capital
- Marketing assistance
- Mentorship
- Better talent availability

What is the business sector of your place of employment?



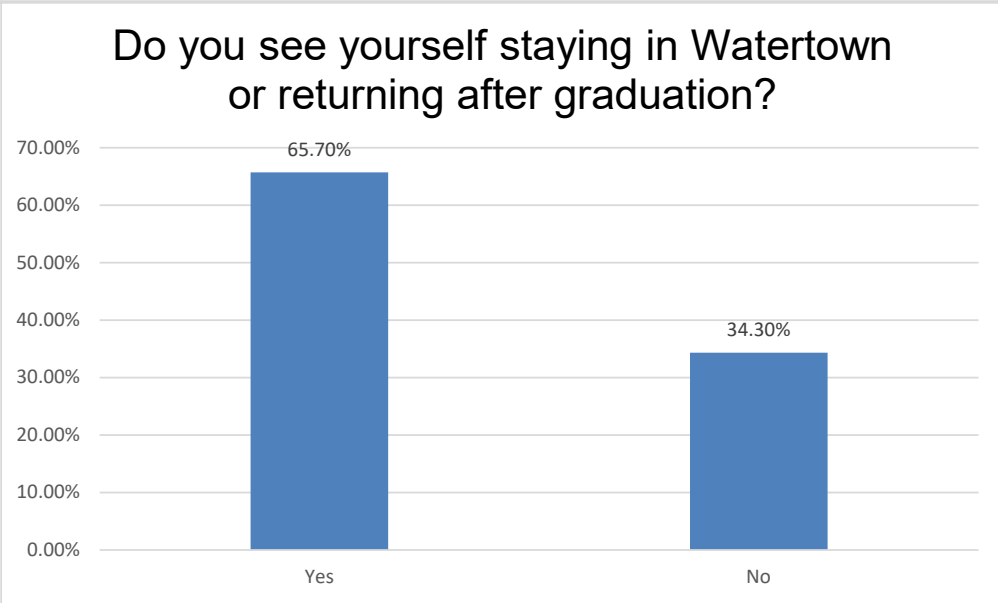
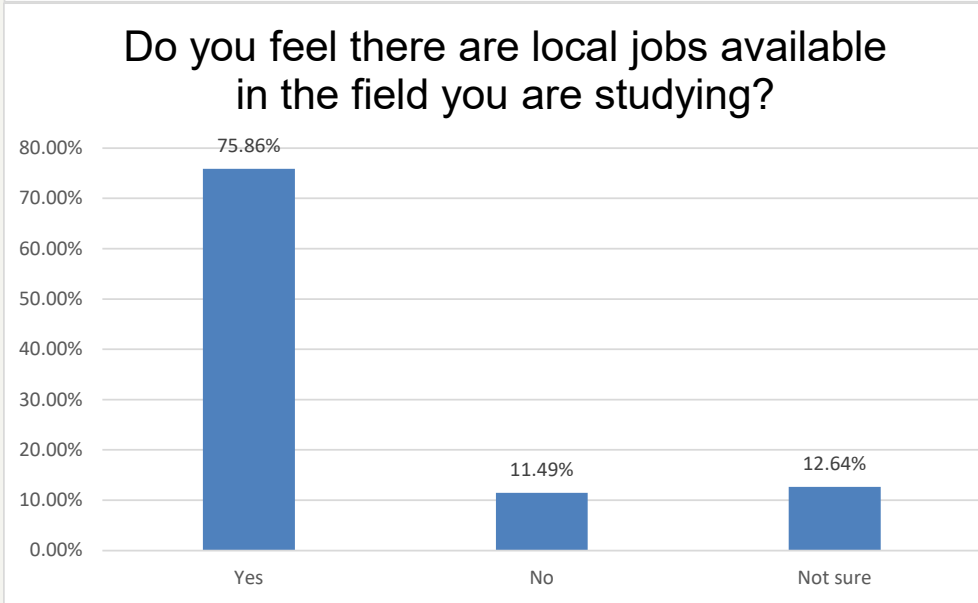
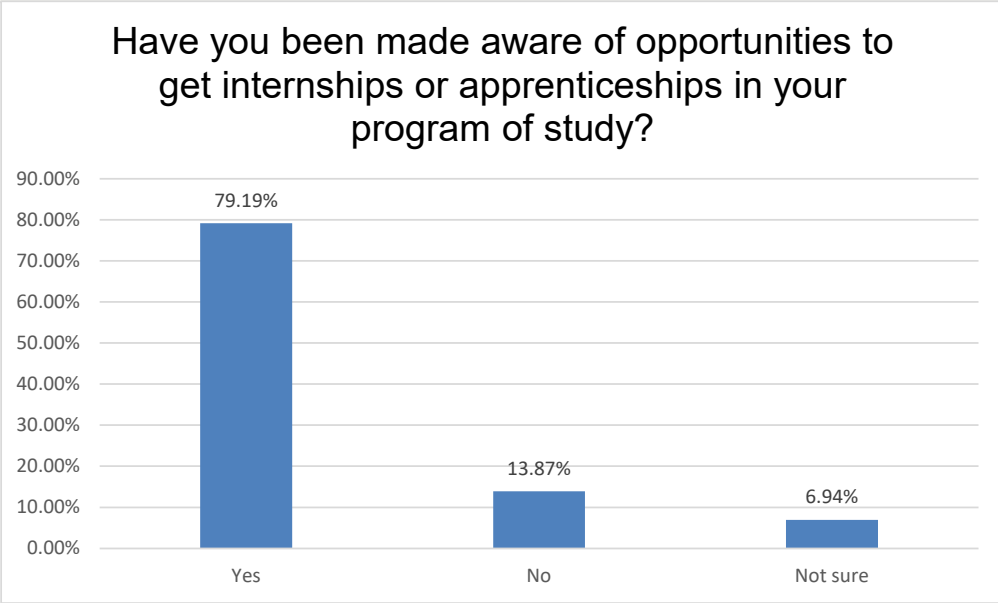
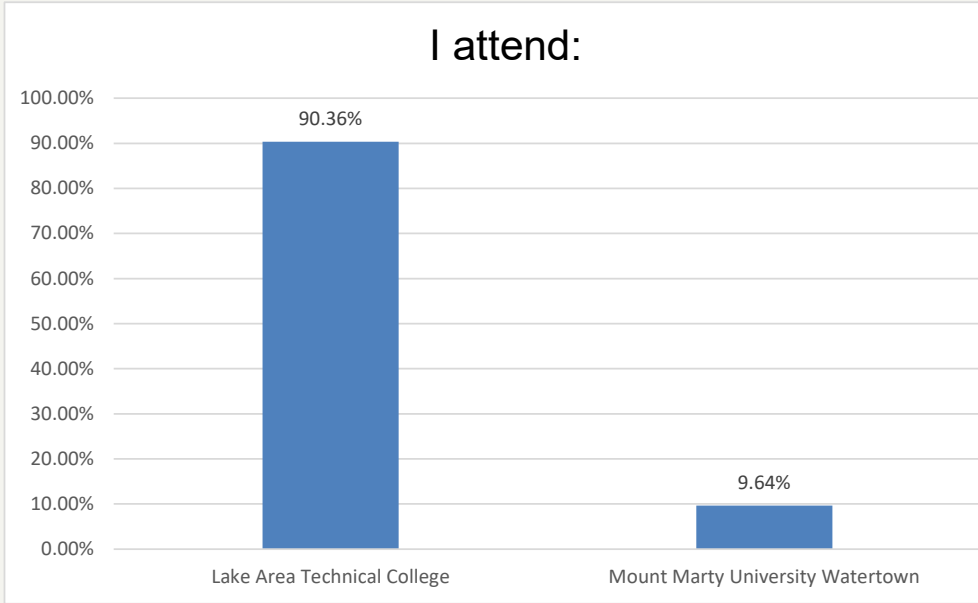
Please rate Watertown's business climate (self-identified business executives):

Very Weak	Weak	Average	Strong	Very Strong
2.6%	10.6%	40.5%	30.7%	13.3%

What is the most important thing that could be done to improve Watertown's entrepreneurial climate? (top answers)

- More housing
- More workers
- Child care
- Better promotion
- Improved city processes
- More cultural opportunities

Questions to college students (self-identified on survey)



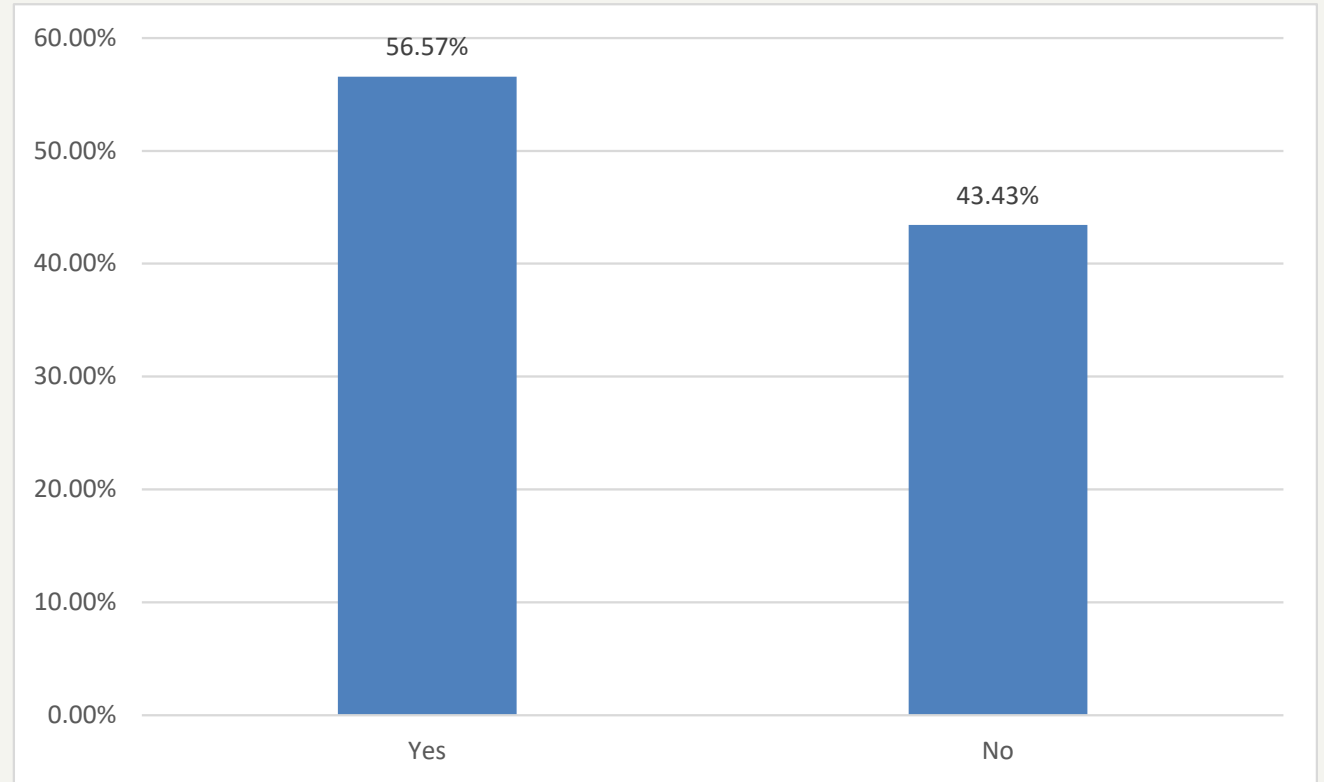
Please rate the following features of Watertown's quality of life and quality of place:

	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Housing availability	6.4%	23.3%	37.8%	19.7%	7.0%	5.8%
Housing diversity (single family homes, apartments, etc.)	7.9%	25.9%	37.1%	16.9%	5.7%	6.6%
Housing affordability	25.7%	34.7%	24.0%	7.9%	3.2%	4.5%
Availability of quality childcare	15.5%	29.2%	21.1%	9.9%	4.2%	20.0%
Availability of broadband internet	2.2%	7.3%	35.7%	29.9%	17.5%	7.4%
Arts and cultural amenities	6.7%	24.1%	38.9%	17.8%	7.0%	5.5%
Restaurant and dining opportunities	7.5%	23.4%	37.9%	20.9%	9.5%	0.9%
Recreation opportunities	2.7%	11.3%	35.8%	32.3%	16.0%	2.0%
Family-friendly amenities	5.7%	22.5%	35.5%	22.4%	9.7%	4.2%
Aesthetics and appearance of the community	3.6%	14.4%	43.5%	27.9%	9.0%	1.8%
Unique shopping opportunities	17.9%	32.2%	30.7%	13.4%	4.6%	1.3%
Entertainment and nightlife opportunities	12.7%	33.3%	30.5%	12.7%	5.0%	5.9%
Access to different transportation modes (transit, etc.)	8.6%	22.7%	38.6%	17.2%	5.8%	7.1%

Do you think Watertown does enough to capitalize on the opportunity of its lakes?

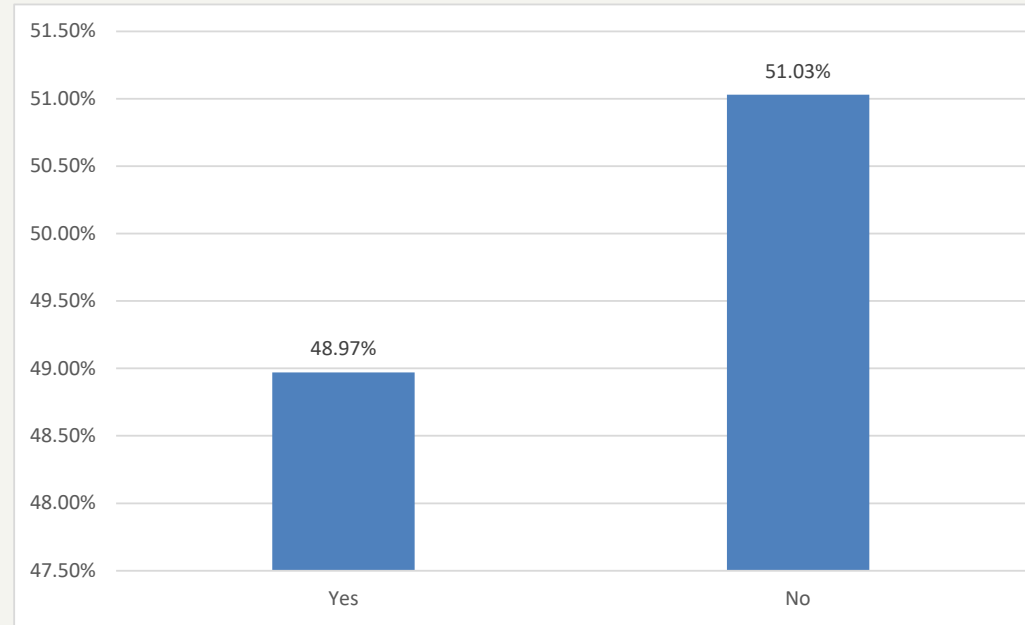
How could Watertown take better advantage of these recreation assets? (top answers)

- Public marina
- Canoe/kayak/boat rentals
- Advertising/promotion
- More restaurants



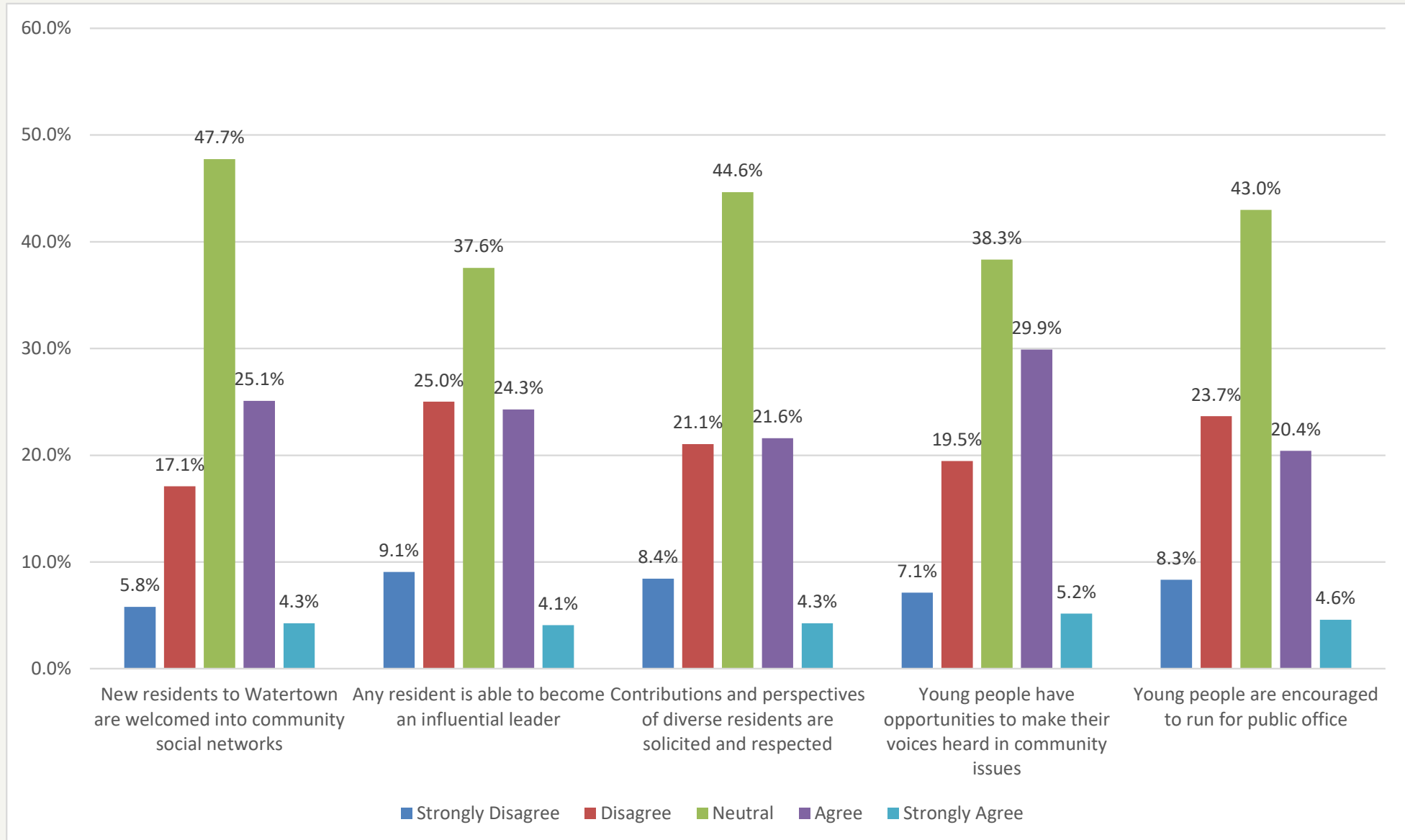
- Clean them up/dredge
- Better access
- More events/activities
- Allow more development

Do you have a child (or children) in Watertown schools or have an opinion about the Watertown area's public and private elementary, middle, and high schools?



- What are **THREE THINGS** that could be done to improve your child's / children's school(s). Top answers included:
 - Better communication
 - Less bullying
 - Smaller class sizes
 - Higher teacher pay
 - Air conditioning

Please rate the following statements about community engagement in Watertown:



Please rate the following aspects of the Watertown area's "community health":

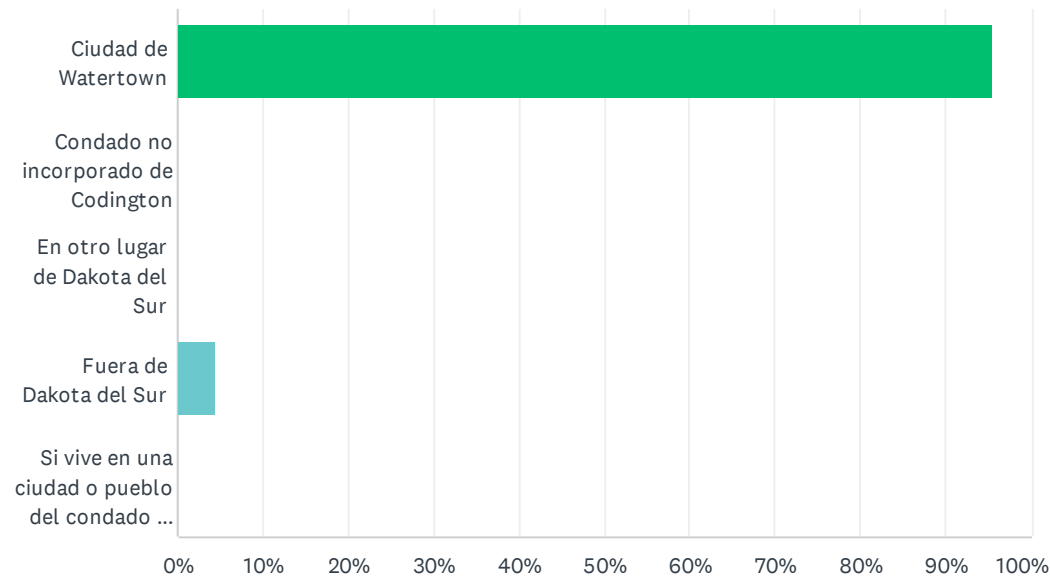
	Very Weak	Weak	Average	Strong	Very Strong	Don't Know/NA
Spirituality and wellness	2.4%	9.0%	46.4%	35.5%	6.8%	5.8%
Lifelong learning	3.0%	19.0%	45.8%	27.2%	5.1%	6.6%
Inclusion	7.8%	22.7%	49.2%	16.4%	3.9%	4.5%
Recreational and artistic	3.2%	19.6%	46.0%	25.6%	5.6%	20.0%
Environmental	3.3%	16.5%	49.7%	24.9%	5.6%	7.4%
Infrastructure and services	4.4%	18.5%	51.4%	20.7%	5.1%	5.5%
Safety and security	2.1%	7.9%	37.9%	40.3%	11.8%	0.9%
Community leadership	6.4%	17.8%	47.5%	23.1%	5.2%	2.0%
Economic opportunity.	5.5%	21.5%	45.6%	21.9%	5.4%	4.2%

Spanish-language survey

- Promoted through the Glacial Lakes Multicultural Center and other local institutional, community, and individual partners
- 24 responses received

Q2 Vivo en:

Answered: 22 Skipped: 2

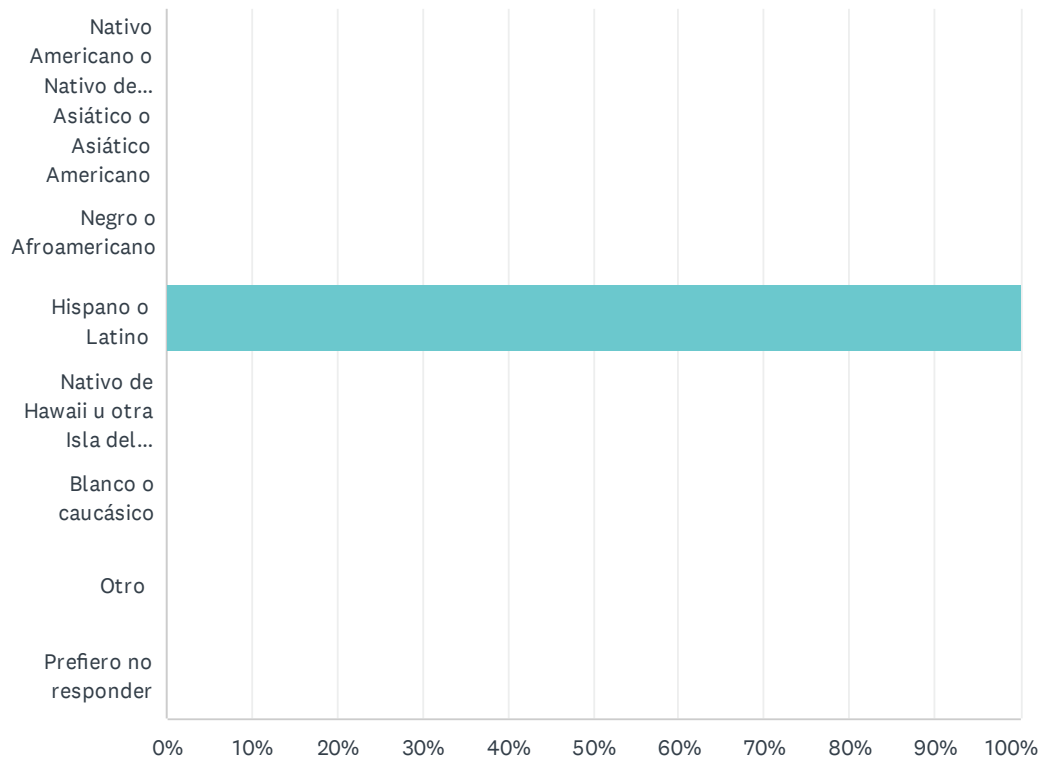


ANSWER CHOICES		RESPONSES	
Ciudad de Watertown		95.45%	21
Condado no incorporado de Codington		0.00%	0
En otro lugar de Dakota del Sur		0.00%	0
Fuera de Dakota del Sur		4.55%	1
Si vive en una ciudad o pueblo del condado de Codington que no sea Watertown, indique su comunidad:		0.00%	0
TOTAL			22

#	SI VIVE EN UNA CIUDAD O PUEBLO DEL CONDADO DE CODINGTON QUE NO SEA WATERTOWN, INDIQUE SU COMUNIDAD:	DATE
There are no responses.		

Q3 ¿ Cual es tu raza u origen étnico?

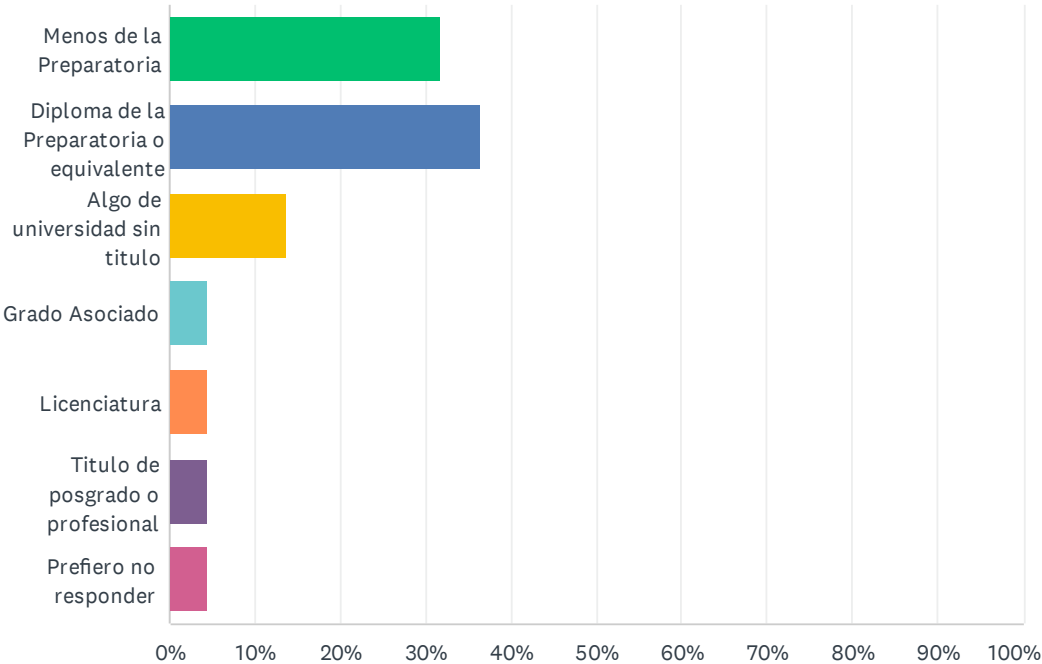
Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Nativo Americano o Nativo de Alaska	0.00%	0
Asiático o Asiático Americano	0.00%	0
Negro o Afroamericano	0.00%	0
Hispano o Latino	100.00%	22
Nativo de Hawaii u otra Isla del Pacifico	0.00%	0
Blanco o caucásico	0.00%	0
Otro	0.00%	0
Prefiero no responder	0.00%	0
TOTAL		22

Q4 ¿ Cual es el nivel mas alto de educación que a alcanzado?

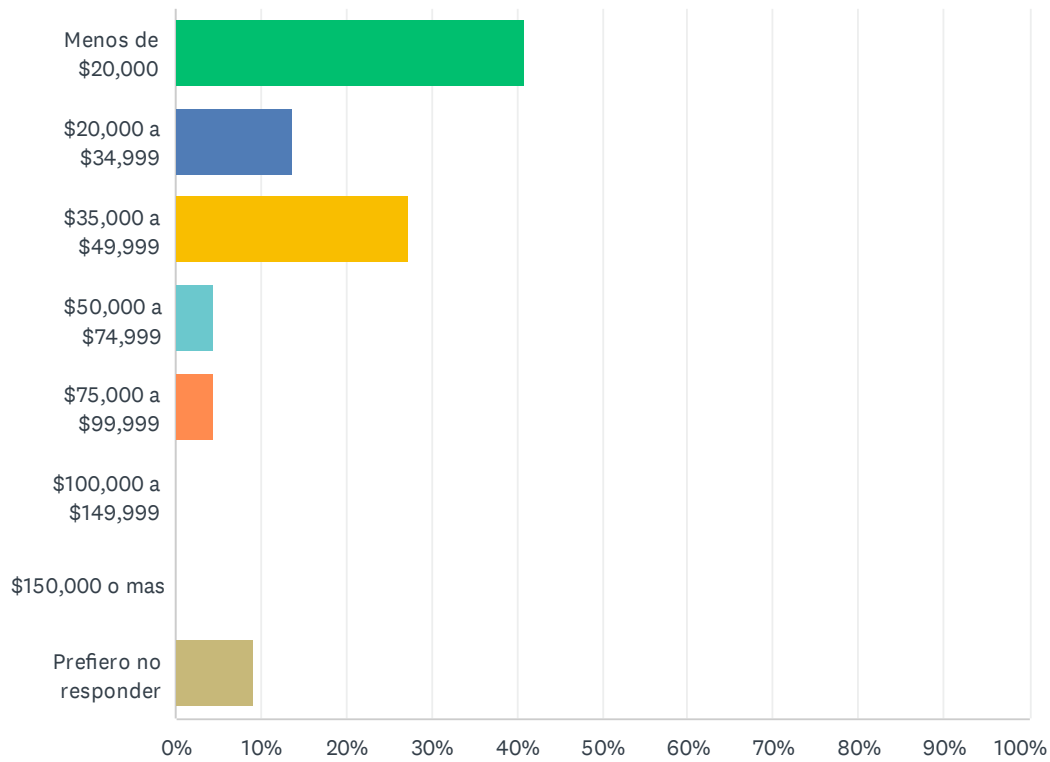
Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Menos de la Preparatoria	31.82%	7
Diploma de la Preparatoria o equivalente	36.36%	8
Algo de universidad sin titulo	13.64%	3
Grado Asociado	4.55%	1
Licenciatura	4.55%	1
Titulo de posgrado o profesional	4.55%	1
Prefiero no responder	4.55%	1
TOTAL		22

Q5 ¿ Cuales son los ingresos anuales en su hogar?

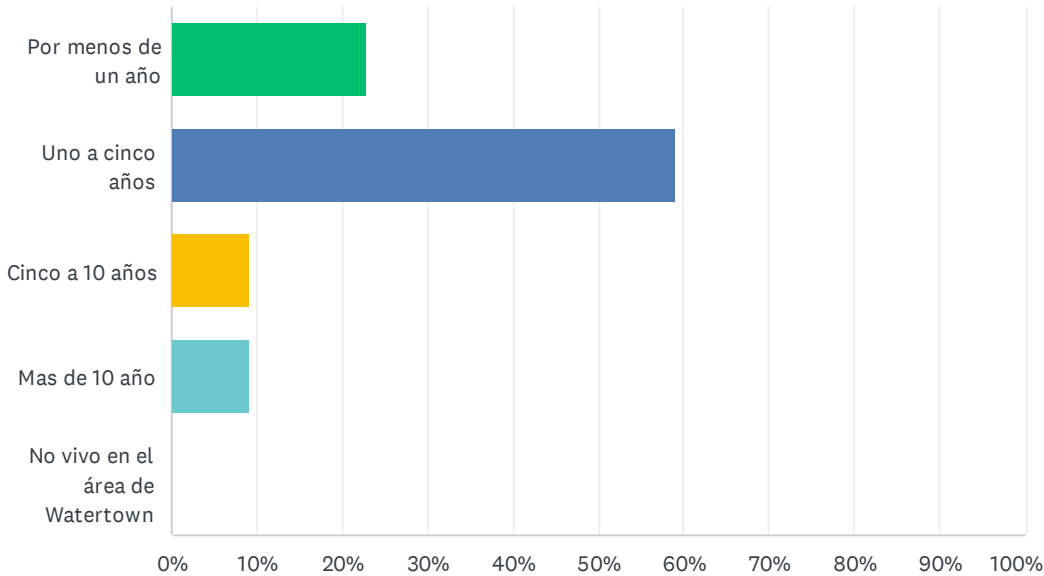
Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Menos de \$20,000	40.91%	9
\$20,000 a \$34,999	13.64%	3
\$35,000 a \$49,999	27.27%	6
\$50,000 a \$74,999	4.55%	1
\$75,000 a \$99,999	4.55%	1
\$100,000 a \$149,999	0.00%	0
\$150,000 o mas	0.00%	0
Prefiero no responder	9.09%	2
TOTAL		22

Q6 ¿ Por cuanto tiempo a vivido en la área de Watertown?

Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Por menos de un año	22.73%	5
Uno a cinco años	59.09%	13
Cinco a 10 años	9.09%	2
Mas de 10 año	9.09%	2
No vivo en el área de Watertown	0.00%	0
TOTAL		22

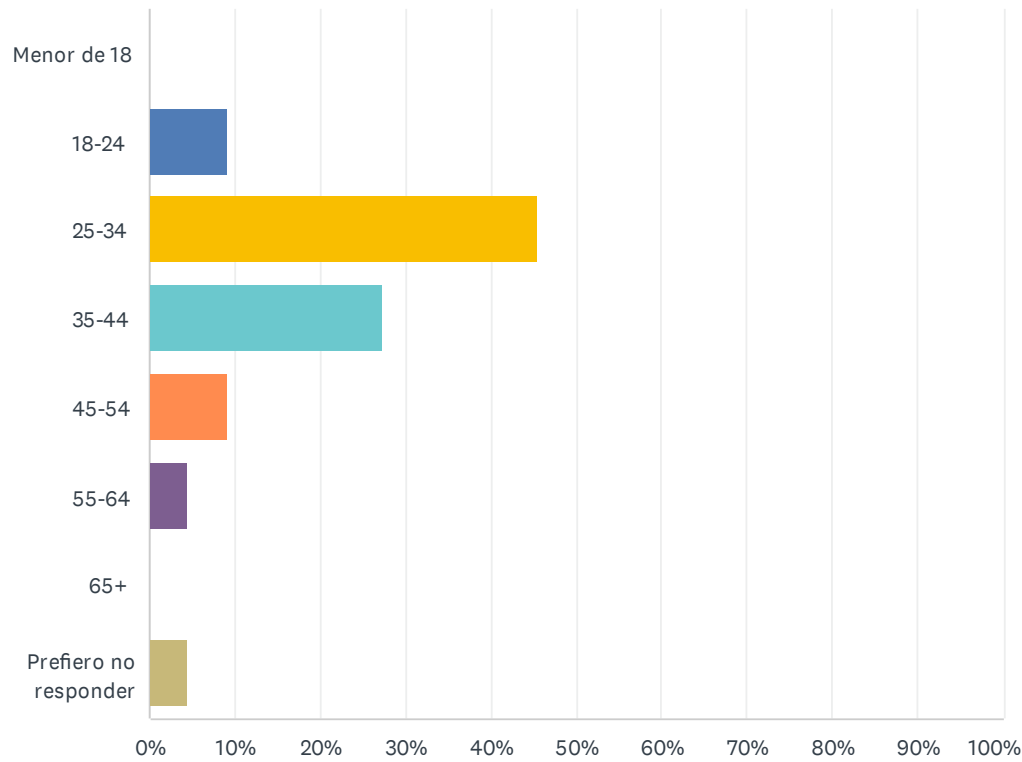
Q7 ¿ Si vivía en el área de Watertown, se fue, y luego regreso, cual fue la razón de su regreso?

Answered: 14 Skipped: 10

#	RESPONSES	DATE
1	Me divorcié	6/27/2024 4:42 PM
2	Prospera	6/24/2024 5:54 PM
3	Siempre Watertown	6/24/2024 5:46 PM
4	Anteriormente vivía en Estelline ahora vivo en watertown porque se me facilita por mi trabajo y quien me cuide a mis dos hijas tengo como 3 años de vivir acá en watertown	6/15/2024 9:05 AM
5	Es un buen lugar para vivir y hay oportunidades de trabajo	6/14/2024 6:14 PM
6	Arreglar documentos	6/14/2024 3:32 PM
7	Me encanta la ciudad	6/14/2024 2:23 PM
8	.	6/14/2024 12:56 PM
9	Por su seguridad	6/14/2024 12:30 PM
10	Viviré para siempre	6/14/2024 12:25 PM
11	Nos gustó esta ciudad muy bonita y cuando nos dieron la oportunidad de entrar llegamos aquí a watertown y por eso volvimos de regreso gracias a mi Dios 🙏	6/14/2024 12:13 PM
12	Solo watertown	6/14/2024 12:02 PM
13	Nunca me e ido siempre e vivido aquí	6/14/2024 12:02 PM
14	Aqui me quede desde que llegué	6/14/2024 12:01 PM

Q8 ¿Cual es su edad?

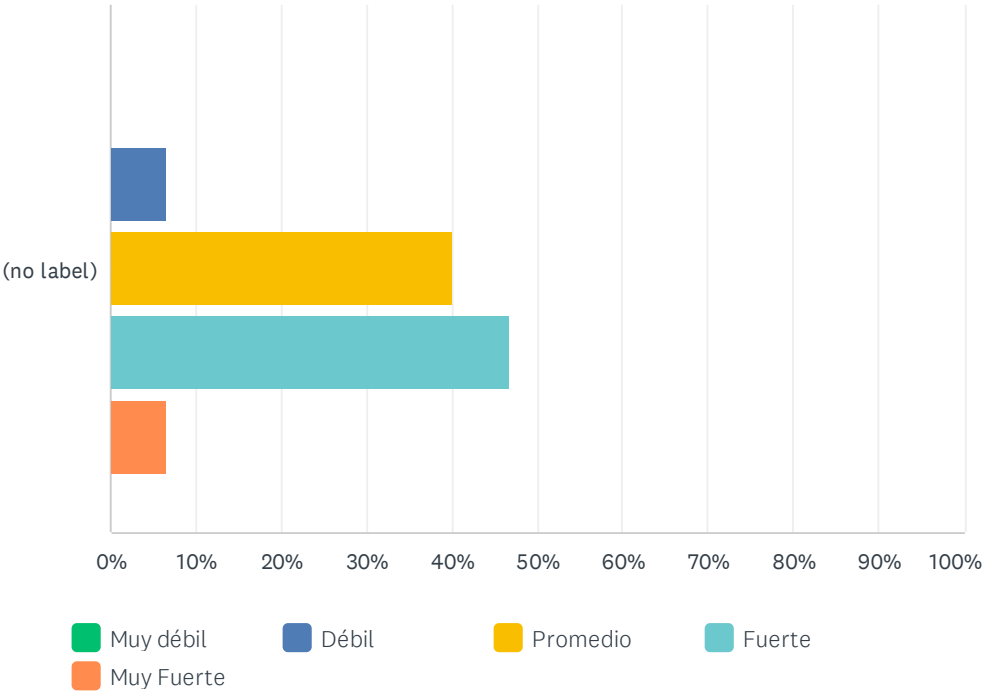
Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Menor de 18	0.00%	0
18-24	9.09%	2
25-34	45.45%	10
35-44	27.27%	6
45-54	9.09%	2
55-64	4.55%	1
65+	0.00%	0
Prefiero no responder	4.55%	1
TOTAL		22

Q9 Clasifique la competitividad de Watertown como destino para los jóvenes profesionales:

Answered: 15 Skipped: 9



	MUY DÉBIL	DÉBIL	PROMEDIO	FUERTE	MUY FUERTE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	6.67%	40.00%	46.67%	6.67%		
	0	1	6	7	1	15	1.00

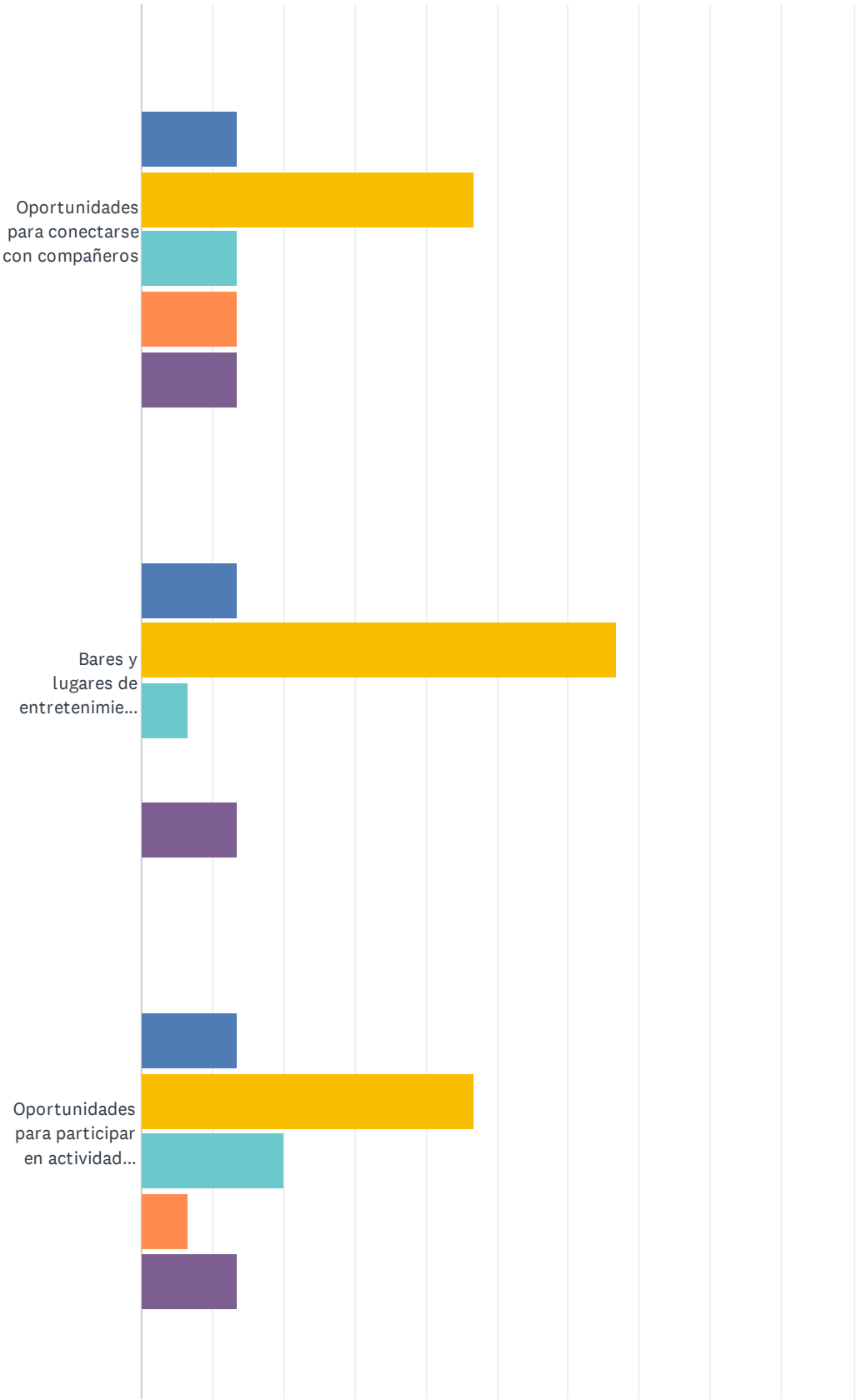
Q10 ¿Por que eligió esta calificación?

Answered: 14 Skipped: 10

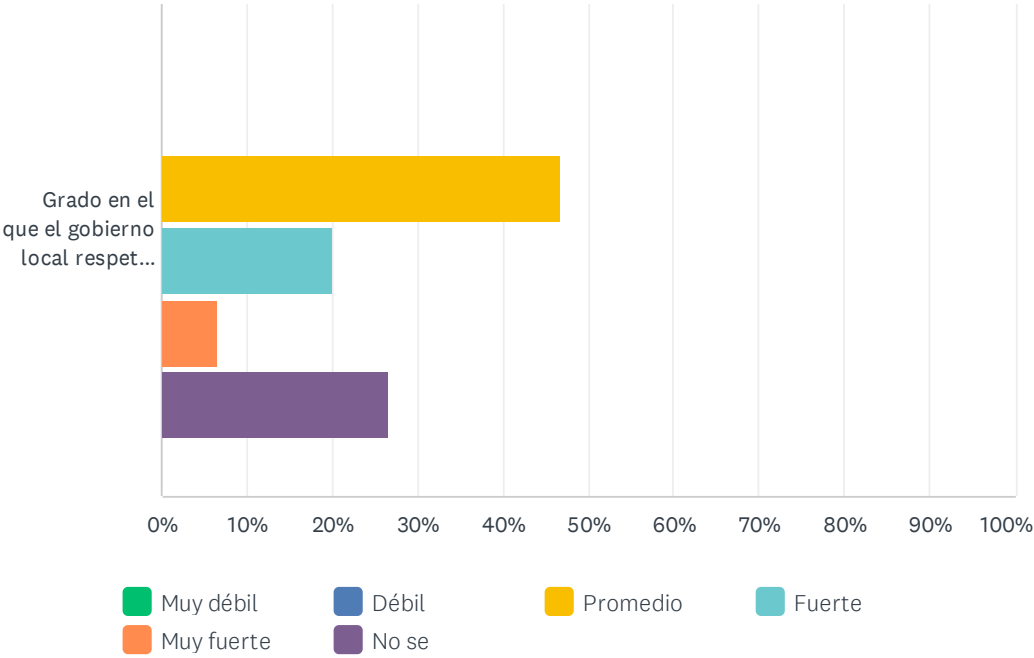
#	RESPONSES	DATE
1	Hay muchas oportunidades estudiantiles y hay college donde pueden prepararse con algo técnico si no quieren una carrera larga y quedan cerca las universidades también	6/27/2024 4:44 PM
2	No tenía una respuesta específica	6/24/2024 5:48 PM
3	El costó de vida es caro y los sueldos muy bajos	6/20/2024 7:55 PM
4	Porque para mi que mis hijos vivan acá en watertown y se preparen es una gran oportunidad, tanto laboral para mi y para mis hijos, facilidades para que alguien me los cuide estudien y yo pueda trabajar.	6/15/2024 9:15 AM
5	Siento que es muy pequeño	6/14/2024 4:46 PM
6	Porque es un pueblo pequeño	6/14/2024 3:48 PM
7	En algunas áreas hay oportunidades	6/14/2024 3:33 PM
8	Job opportunities without the need to have a professional degree	6/14/2024 1:00 PM
9	Se necesita más instituciones	6/14/2024 12:31 PM
10	Ai muchas oportunidades para los jóvenes	6/14/2024 12:21 PM
11	Sería la mejor para los jóvenes	6/14/2024 12:21 PM
12	Siento que en watertown hay una buena educacion	6/14/2024 12:05 PM
13	Porque me parece la correcta	6/14/2024 12:04 PM
14	Por la educación que tienen mis hijos	6/14/2024 12:02 PM

Q11 Por favor clasifique los siguientes aspectos de Watertown:

Answered: 15 Skipped: 9



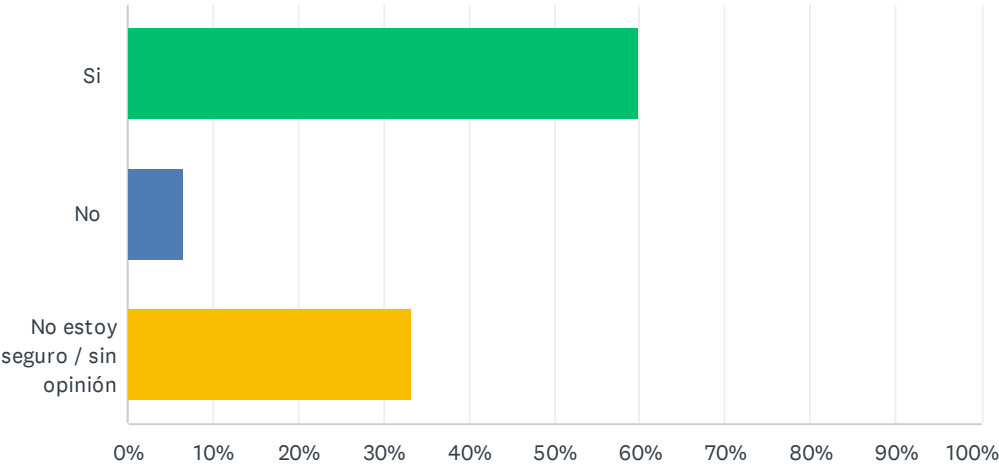
Encuesta comunitaria de Watertown H20-50



	MUY DÉBIL	DÉBIL	PROMEDIO	FUERTE	MUY FUERTE	NO SE	TOTAL	WEIGHTED AVERAGE
Oportunidades para conectarse con compañeros	0.00% 0	13.33% 2	46.67% 7	13.33% 2	13.33% 2	13.33% 2	15	1.00
Bares y lugares de entretenimiento dirigidos para jóvenes profesionales	0.00% 0	13.33% 2	66.67% 10	6.67% 1	0.00% 0	13.33% 2	15	1.00
Oportunidades para participar en actividades de voluntariado y comunitarias	0.00% 0	13.33% 2	46.67% 7	20.00% 3	6.67% 1	13.33% 2	15	1.00
Grado en el que el gobierno local respeta y actúa hacia las inquietudes de los jóvenes profesionales	0.00% 0	0.00% 0	46.67% 7	20.00% 3	6.67% 1	26.67% 4	15	1.00

Q12 ¿ Diría que hay buenos trabajos con potencial de avance profesional disponible en el área de Watertown?

Answered: 15 Skipped: 9

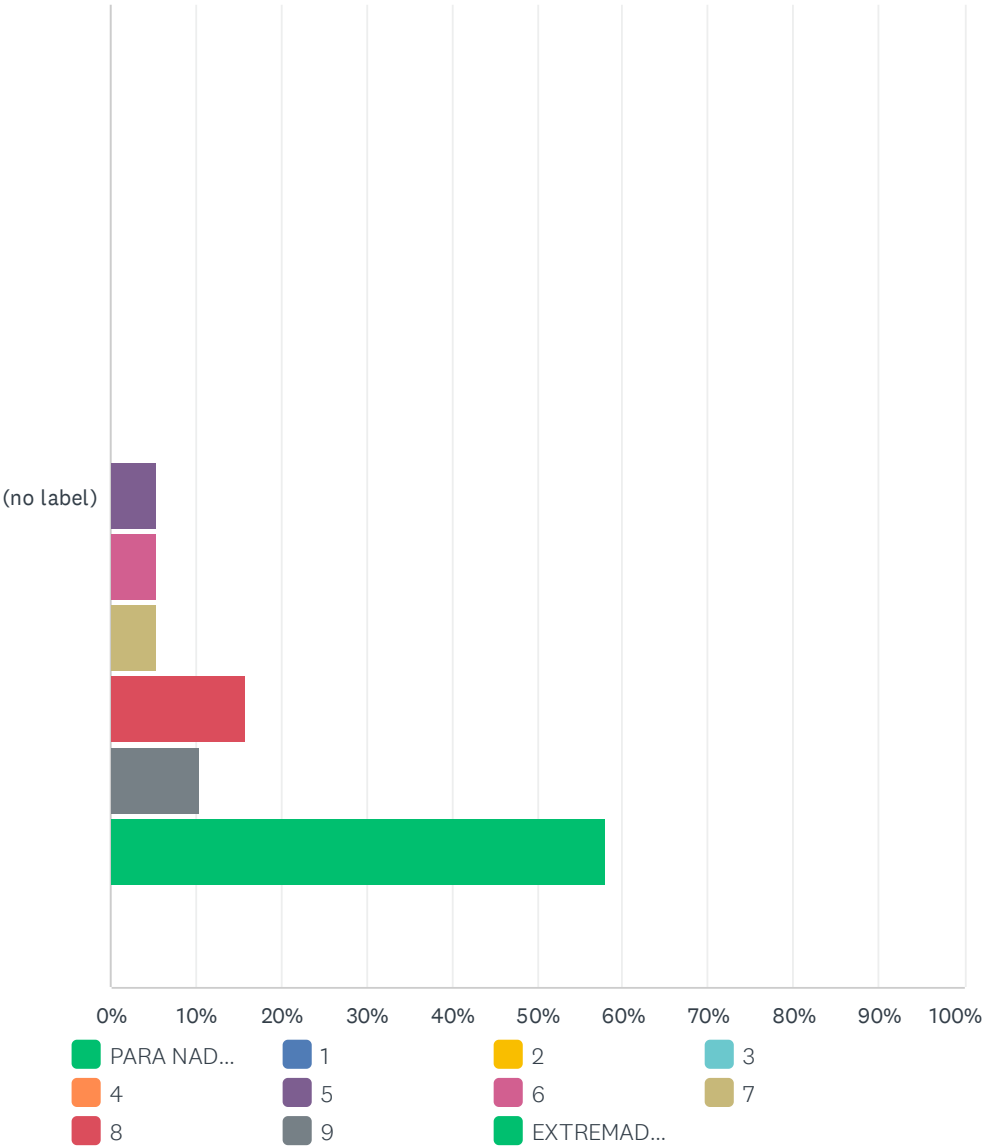


ANSWER CHOICES	RESPONSES	
Si	60.00%	9
No	6.67%	1
No estoy seguro / sin opinión	33.33%	5
TOTAL		15

#	¿ EN SU OPINIÓN CUAL ES EL SALARIO DE UN "BUEN" TRABAJO?	DATE
1	No sabría decirle pero seguro que más de 20	6/27/2024 4:44 PM
2	85000	6/20/2024 7:55 PM
3	Pues yo gano a 18 la hora y sobrevivo con mis hijas gracias a Dios	6/15/2024 9:15 AM
4	\$20	6/14/2024 4:46 PM
5	\$33 por hora	6/14/2024 3:33 PM
6	85000dlls per year	6/14/2024 1:00 PM
7	20 a 25 la hora	6/14/2024 12:05 PM
8	22\$ la hora	6/14/2024 12:04 PM
9	Mnn no le sabría desir	6/14/2024 12:02 PM

Q13 ¿Que tan probable es que usted recomiende Watertown como un lugar para vivir a un amigo o colega?

Answered: 19 Skipped: 5



	PARA NADA PROBABLE0	1	2	3	4	5	6	7	8	9	EXTREMADAMENTE PROBABLE10
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	5.26% 1	5.26% 1	15.79% 3	10.53% 2	57.89% 1

Q14 ¿Imagina que tienes un amigo que esta considerando mudarse a Watertown. Que serian dos razones que darías para convencerlo de que DEBE HACER LA MOVIDA?

Answered: 19 Skipped: 5

ANSWER CHOICES	RESPONSES
1	100.00% 19
2	94.74% 18

#	1	DATE
1	Es seguro y la gente es amable	6/27/2024 4:49 PM
2	Tranquilo	6/24/2024 5:57 PM
3	Tranquilidad	6/24/2024 5:50 PM
4	Poca criminalidad y tranquilidad	6/20/2024 8:07 PM
5	Oportunidad de trabajo accesible y que si no tiene carro existen los buses que pueden llevarte y traerte	6/15/2024 9:27 AM
6	La gente es amigable	6/14/2024 6:20 PM
7	Un pueblo muy tranquilo para vivir	6/14/2024 4:51 PM
8	Es bonito	6/14/2024 3:51 PM
9	Seguridad	6/14/2024 3:44 PM
10	Groceries are cheap	6/14/2024 1:29 PM
11	Seguridad	6/14/2024 12:34 PM
12	Es muy tranquilo para vivir	6/14/2024 12:29 PM
13	Que es un lugar muy tranquilo	6/14/2024 12:26 PM
14	Tranquilo para vivir	6/14/2024 12:26 PM
15	watertown es muy tranquilo	6/14/2024 12:23 PM
16	Mucha seguridad	6/14/2024 12:17 PM
17	Ay oportunidad laboral	6/14/2024 12:08 PM
18	La seguridad	6/14/2024 12:05 PM
19	Seguridad	6/14/2024 12:01 PM

#	2	DATE
1	La policía es eficiente hay educación cerca para los niños y es un Rea segura para los hijos	6/27/2024 4:49 PM
2	Mucho trabajos disponibles	6/24/2024 5:50 PM
3	Buena educación para los hijos	6/20/2024 8:07 PM
4	Y también que tus hijos tienen la oportunidad de estudiar y prepararse	6/15/2024 9:27 AM
5	trabajos de diferentes tipos	6/14/2024 6:20 PM
6	Lugares de trabajo	6/14/2024 4:51 PM
7	Muy sano	6/14/2024 3:51 PM

Encuesta comunitaria de Watertown H20-50

8	Costo de vida	6/14/2024 3:44 PM
9	Rents are accessible	6/14/2024 1:29 PM
10	Lo cómodo que es todo en Watertown	6/14/2024 12:34 PM
11	Y mucha seguridad	6/14/2024 12:29 PM
12	Que son muy respetuosos y muy amables j	6/14/2024 12:26 PM
13	Y trabajo	6/14/2024 12:26 PM
14	Bonito ambiente	6/14/2024 12:23 PM
15	Oportunidad de empleo	6/14/2024 12:17 PM
16	Y el muy pacífico este lugar	6/14/2024 12:08 PM
17	El trabajo	6/14/2024 12:05 PM
18	Trabajo	6/14/2024 12:01 PM

Q15 ¿Imagina que tienes un amigo que esta considerando mudarse a Watertown. Que serian dos razones que darías para convencerlo de que NO DEBE HACER LA MOVIDA?

Answered: 17 Skipped: 7

ANSWER CHOICES	RESPONSES
1	100.00% 17
2	76.47% 13

#	1	DATE
1	No tengo	6/27/2024 4:49 PM
2	Mudarse lo más pronto	6/24/2024 5:57 PM
3	El frío	6/24/2024 5:50 PM
4	No moverse sin antes conseguir trabajo	6/20/2024 8:07 PM
5	Sería que su trabajo quede lejos de watertown	6/15/2024 9:27 AM
6	8 meses son de frío	6/14/2024 6:20 PM
7	Mucho frio	6/14/2024 4:51 PM
8	Bonito	6/14/2024 3:51 PM
9	Aburrido	6/14/2024 3:44 PM
10	Winter weather	6/14/2024 1:29 PM
11	No hay mucha diversidad	6/14/2024 12:29 PM
12	Tranquilo para vivir	6/14/2024 12:26 PM
13	no hay mucho trabajo	6/14/2024 12:23 PM
14	La verdad este estado me gusta mucho	6/14/2024 12:17 PM
15	Tendría que empezar de cero	6/14/2024 12:08 PM
16	Pocos lugares para visitar	6/14/2024 12:05 PM
17	Poca diversión	6/14/2024 12:01 PM
#	2	DATE
1	Poco comercio y si quieres comprar algo hay q moverse a Sioux fall	6/20/2024 8:07 PM
2	Y que sus hijos no se adapten a este estilo de vida porque sus costumbres donde vivian anteriormente eran otras eran	6/15/2024 9:27 AM
3	pocos americanos hablan español	6/14/2024 6:20 PM
4	Aburrido	6/14/2024 4:51 PM
5	Muy sano para vivir	6/14/2024 3:51 PM
6	Lejos de otros sitios	6/14/2024 3:44 PM
7	Language	6/14/2024 1:29 PM
8	No hay muchos eventos familiares	6/14/2024 12:29 PM
9	Y trabajo	6/14/2024 12:26 PM

Encuesta comunitaria de Watertown H20-50

10	la Renta está cara	6/14/2024 12:23 PM
11	No podria decirle k no se vinieran	6/14/2024 12:17 PM
12	No le será fácil estar en otro lugar	6/14/2024 12:08 PM
13	El frío	6/14/2024 12:05 PM

Q16 16. ¿Que es algo que miras en una comunidad similar a Watertown y dices, "Ojala tuviéramos eso aquí"?

Answered: 19 Skipped: 5

#	RESPONSES	DATE
1	No hay muchos lugares que me gusten como aquí	6/27/2024 4:49 PM
2	Más diversión para los niños	6/24/2024 5:57 PM
3	Educación de inglés para adultos	6/24/2024 5:50 PM
4	Más comercio, más médicos especialistas, transporte público.	6/20/2024 8:07 PM
5	Pues tener un bus escolar dentro de la ciudad para no tener que pagar un bus que lleve a nuestros hijos a la escuela, un bus gratis desearía para mis hijas	6/15/2024 9:27 AM
6	tal vez una universidad	6/14/2024 6:20 PM
7	Restaurante hondureño	6/14/2024 4:51 PM
8	Mall	6/14/2024 3:51 PM
9	Actividades y eventos deportivos para gente joven	6/14/2024 3:44 PM
10	Recreation soccer games	6/14/2024 1:29 PM
11	Un mall más amplio , más tiendad	6/14/2024 12:34 PM
12	Parque de diversión Más tiendas de compras Más eventos familiares	6/14/2024 12:29 PM
13	Lugares más como juegos parques con centros de atracción más balnearios	6/14/2024 12:26 PM
14	Me gustaría que ubiera un mercado o tienda latina y poder encontrar productos latinos	6/14/2024 12:26 PM
15	más tiendas	6/14/2024 12:23 PM
16	Las tiendas	6/14/2024 12:17 PM
17	Más Areas de entretenimiento y más compañías laborales y instituciones gubernamentales	6/14/2024 12:08 PM
18	Más restaurantes tiendas de ropa, segundas KFC ROSS carter	6/14/2024 12:05 PM
19	Más lugares para visitar	6/14/2024 12:01 PM

Q17 ¿Que serian tres palabras o frases que le gustaría ver que sean usadas para describir a Watertown en el año 2050?

Answered: 16 Skipped: 8

ANSWER CHOICES	RESPONSES
1	100.00% 16
2	100.00% 16
3	87.50% 14

#	1	DATE
1	Seguridad	6/27/2024 4:49 PM
2	Tranquilidad	6/24/2024 5:57 PM
3	Agradable	6/24/2024 5:50 PM
4	Un lugar tranquilo para vivir	6/20/2024 8:07 PM
5	Crecimiento	6/15/2024 9:27 AM
6	amigable	6/14/2024 6:20 PM
7	Mucho trabajo	6/14/2024 4:51 PM
8	Lugar turístico	6/14/2024 3:44 PM
9	Friendly	6/14/2024 1:29 PM
10	Prosperado	6/14/2024 12:34 PM
11	Pacíficos	6/14/2024 12:26 PM
12	un pueblo con seguridad	6/14/2024 12:23 PM
13	estado muy bonito	6/14/2024 12:17 PM
14	Un lugar muy acogedor	6/14/2024 12:08 PM
15	Prospero	6/14/2024 12:05 PM
16	Turístico	6/14/2024 12:01 PM

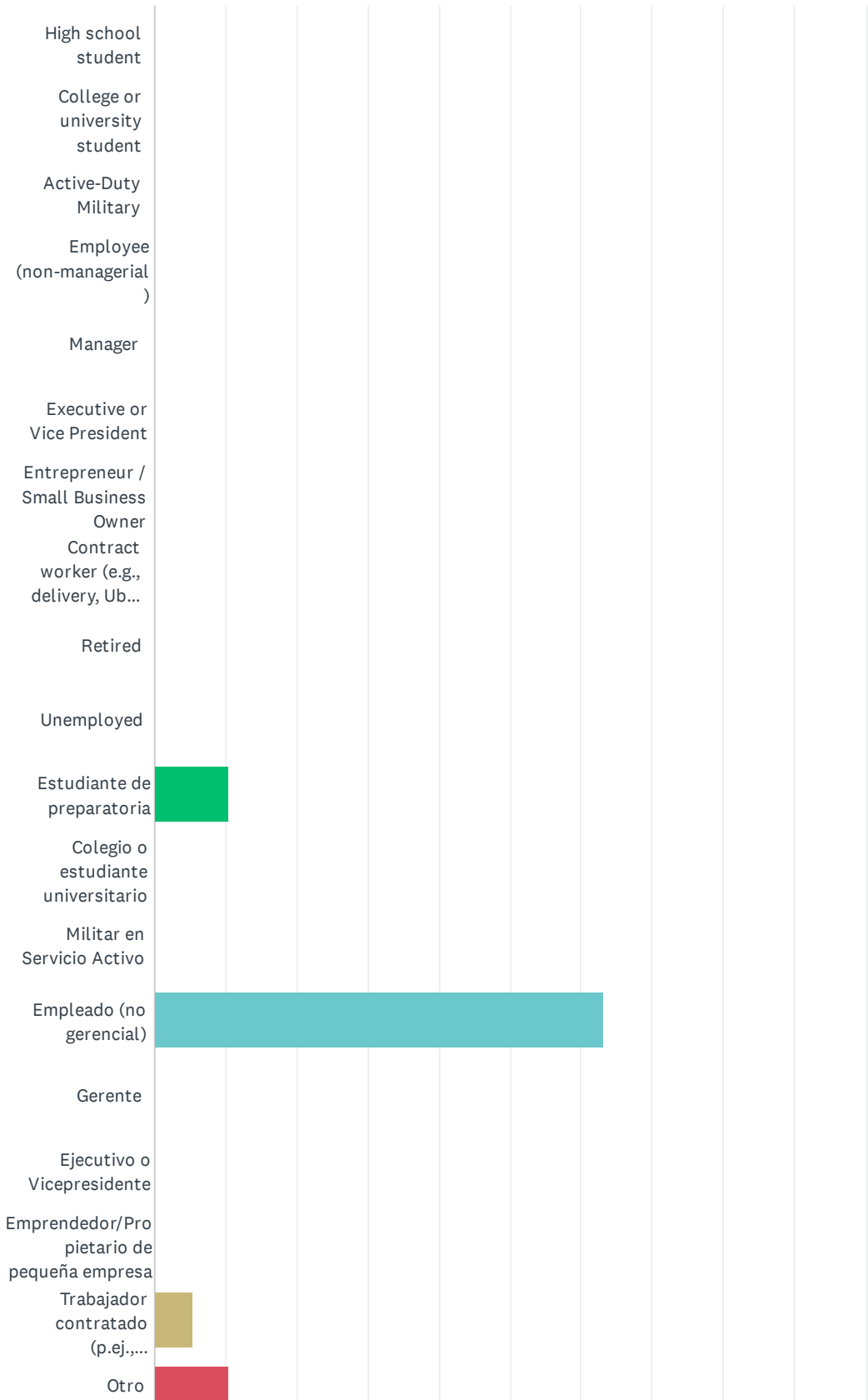
#	2	DATE
1	Amabilidad	6/27/2024 4:49 PM
2	Trabajo	6/24/2024 5:57 PM
3	Moderno	6/24/2024 5:50 PM
4	La evolución de watertown	6/20/2024 8:07 PM
5	Mas Oportunidad de trabajo para todos	6/15/2024 9:27 AM
6	tranquilo	6/14/2024 6:20 PM
7	Tiendas latinas	6/14/2024 4:51 PM
8	Actividades extremas y divertidas	6/14/2024 3:44 PM
9	Welcome	6/14/2024 1:29 PM
10	Seguridad	6/14/2024 12:34 PM

Encuesta comunitaria de Watertown H20-50

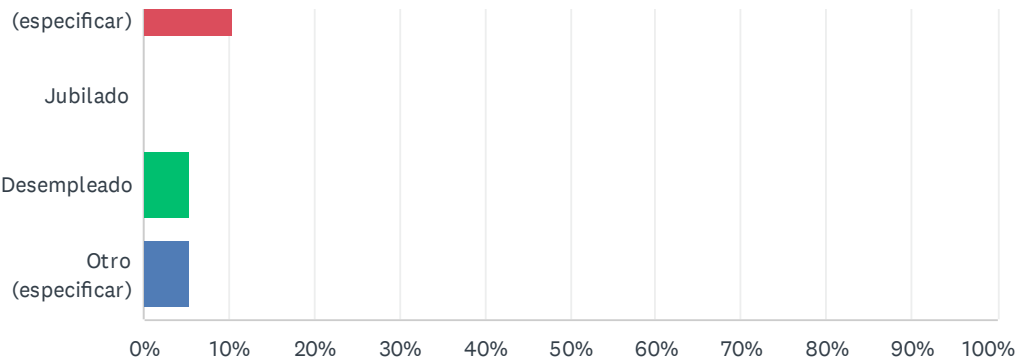
11	Cómodo	6/14/2024 12:26 PM
12	Que siga limpio	6/14/2024 12:23 PM
13	Mucha Seguridad	6/14/2024 12:17 PM
14	Llena mis necesidades y expectativas	6/14/2024 12:08 PM
15	Divertido	6/14/2024 12:05 PM
16	Seguro	6/14/2024 12:01 PM
#	3	DATE
1	Hospitalidad	6/27/2024 4:49 PM
2	Eficiencia de trabajos	6/24/2024 5:50 PM
3	El pueblo amistoso	6/20/2024 8:07 PM
4	Y tener bus gratis dentro de la ciudad para que mis hijos estudien	6/15/2024 9:27 AM
5	limpieza	6/14/2024 6:20 PM
6	Parque de diversiones	6/14/2024 4:51 PM
7	Lugar seguro y familiar	6/14/2024 3:44 PM
8	Home	6/14/2024 1:29 PM
9	Paz	6/14/2024 12:34 PM
10	Cálido	6/14/2024 12:26 PM
11	y que haiga trabajo	6/14/2024 12:23 PM
12	No racismo	6/14/2024 12:17 PM
13	Es uno de los mejores lugares en donde podemos vivir	6/14/2024 12:08 PM
14	Ciudad	6/14/2024 12:05 PM

Q19 ¿Cual es su situación laboral?

Answered: 19 Skipped: 5



Encuesta comunitaria de Watertown H20-50

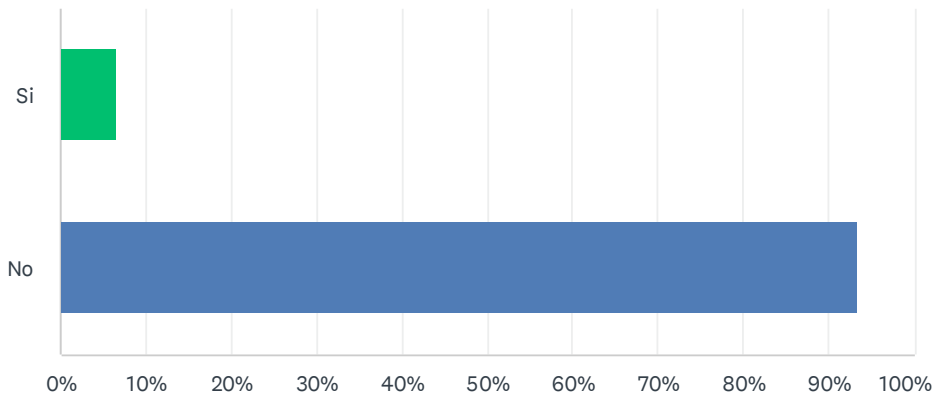


ANSWER CHOICES	RESPONSES	
High school student	0.00%	0
College or university student	0.00%	0
Active-Duty Military	0.00%	0
Employee (non-managerial)	0.00%	0
Manager	0.00%	0
Executive or Vice President	0.00%	0
Entrepreneur / Small Business Owner	0.00%	0
Contract worker (e.g., delivery, Uber, Lyft, temp worker)	0.00%	0
Retired	0.00%	0
Unemployed	0.00%	0
Estudiante de preparatoria	10.53%	2
Colegio o estudiante universitario	0.00%	0
Militar en Servicio Activo	0.00%	0
Empleado (no gerencial)	63.16%	12
Gerente	0.00%	0
Ejecutivo o Vicepresidente	0.00%	0
Emprendedor/Propietario de pequeña empresa	0.00%	0
Trabajador contratado (p.ej., repartidor, Uber, Lyft, trabajador temporal)	5.26%	1
Otro (especificar)	10.53%	2
Jubilado	0.00%	0
Desempleado	5.26%	1
Otro (especificar)	5.26%	1
TOTAL		19

#	OTRO (ESPECIFICAR)	DATE
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Q20 Planeas asistir a una universidad de dos o cuatro años después de graduarte?

Answered: 15 Skipped: 9



ANSWER CHOICES		RESPONSES	
Si		6.67%	1
No		93.33%	14
TOTAL			15

#	NOMBRE DE LA ESCUELA A LA QUE ASISTIRÁ (SI SE CONOCE)	DATE
1	No estoy estudiando ahora mismo	6/24/2024 5:51 PM
2	Lake área Technical	6/14/2024 12:27 PM
3	No	6/14/2024 12:20 PM

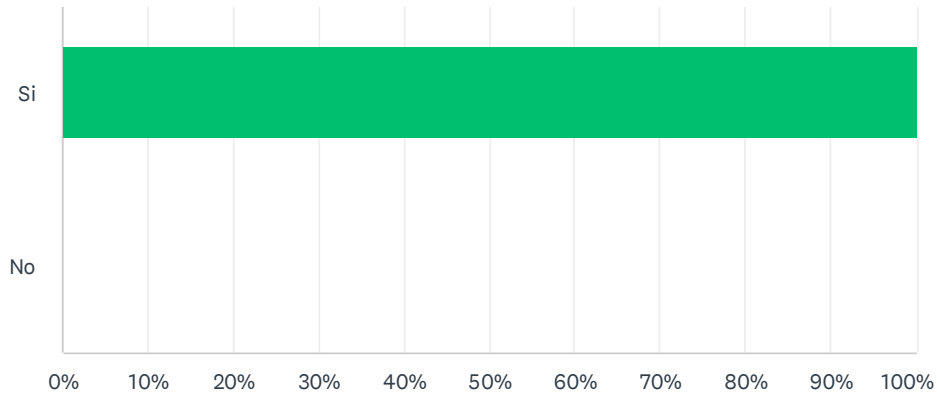
Q21 ¿Si no elegiste asistir a Lake Area Technical College o Mount Marty University-Watertown, ¿porque no?

Answered: 8 Skipped: 16

#	RESPONSES	DATE
1	Por qué mis hijos irán ahí yo ya soy mayor y si son excelentes lugares para ellos en el futuro cercano	6/27/2024 4:51 PM
2	Ya me gradue	6/20/2024 8:09 PM
3	ya no estudio	6/14/2024 6:23 PM
4	Porque tengo 30 años y ya tengo licenciatura	6/14/2024 3:47 PM
5	No tengo las posiciones económicas	6/14/2024 12:35 PM
6	Porque soy mayor y ya no puedo asistir a una universidad de Watertown y no sé inglés	6/14/2024 12:33 PM
7	Tengo que trabajar	6/14/2024 12:20 PM
8	No estudio	6/14/2024 12:07 PM

Q22 ¿Te ves quedándote o regresando a Watertown para vivir , trabajar, y (potencialmente) comenzar una familia?

Answered: 15 Skipped: 9

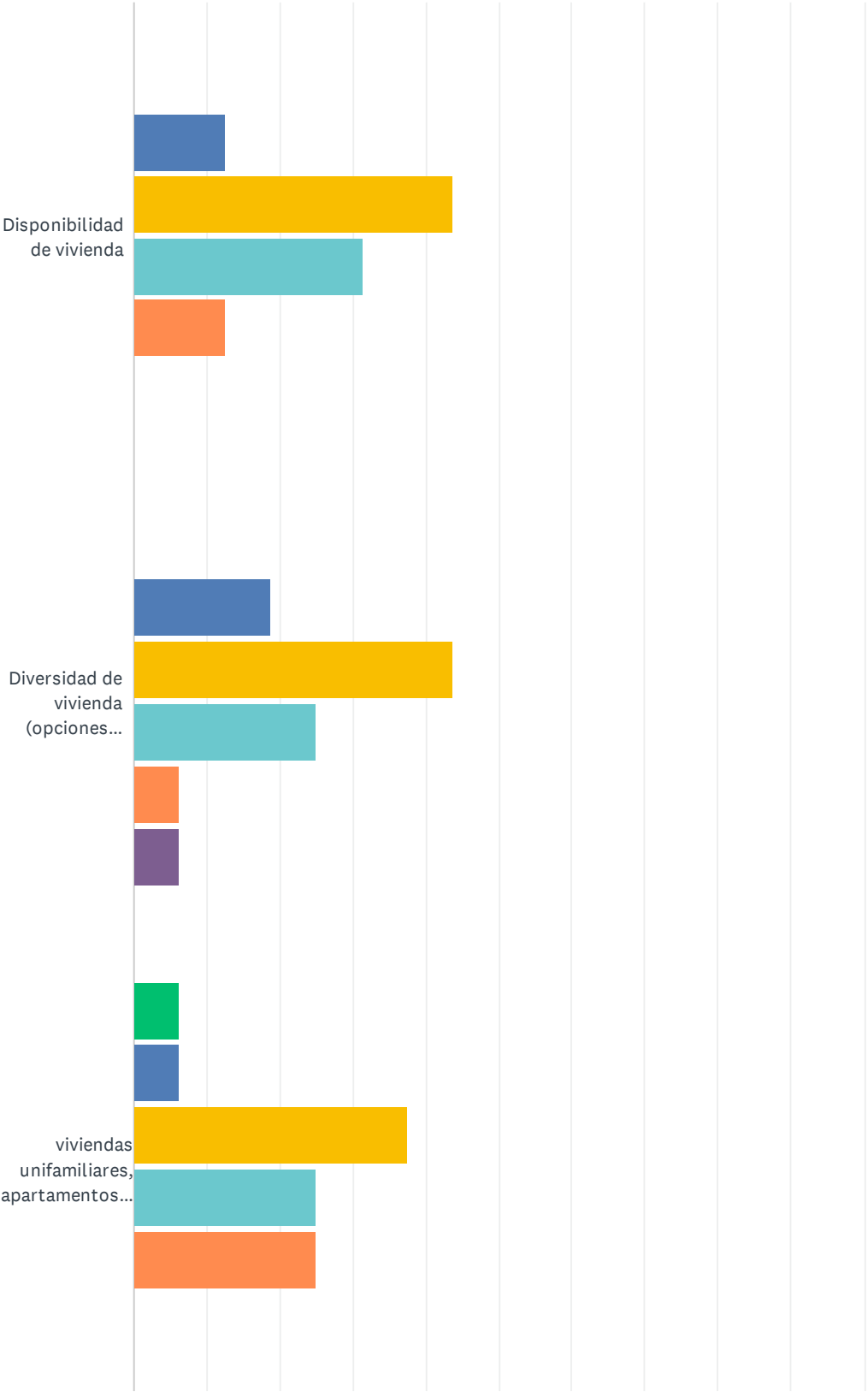


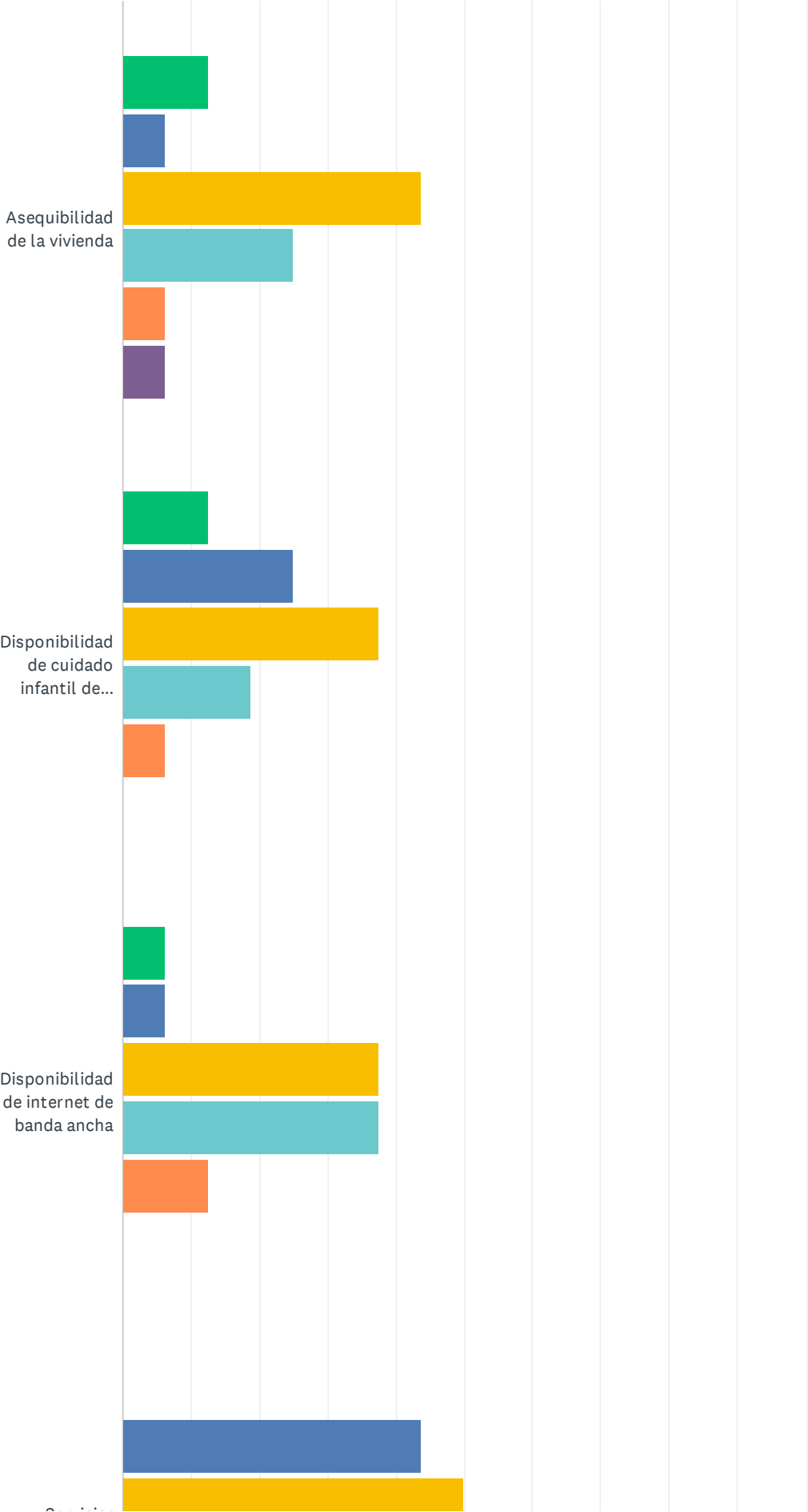
ANSWER CHOICES	RESPONSES	
Si	100.00%	15
No	0.00%	0
TOTAL		15

#	¿CUAL ES EL MOTIVO DE ESTA DECISIÓN?	DATE
1	Me gusta el ambiente	6/27/2024 4:51 PM
2	Trabajo y estoy comenzando mi familia me reubique de puerto rico a aqui	6/20/2024 8:09 PM
3	me gusta watertown	6/14/2024 6:23 PM
4	Pueblo muy tranquilo paea vivir	6/14/2024 4:52 PM
5	Me gusta mucho	6/14/2024 3:53 PM
6	Mi esposo trabaja aquí	6/14/2024 3:47 PM
7	Seguridad	6/14/2024 12:35 PM
8	Me gusta su tranquilidad y su seguridad y lo mucho que lo cuidamos	6/14/2024 12:33 PM
9	Me veo quedándome aquí en watertown	6/14/2024 12:29 PM
10	Que siento que es un lugar donde puedo tener muchas oportunidades	6/14/2024 12:27 PM
11	Me gusta mucho watertown	6/14/2024 12:20 PM
12	La seguridad para mis hijos	6/14/2024 12:07 PM

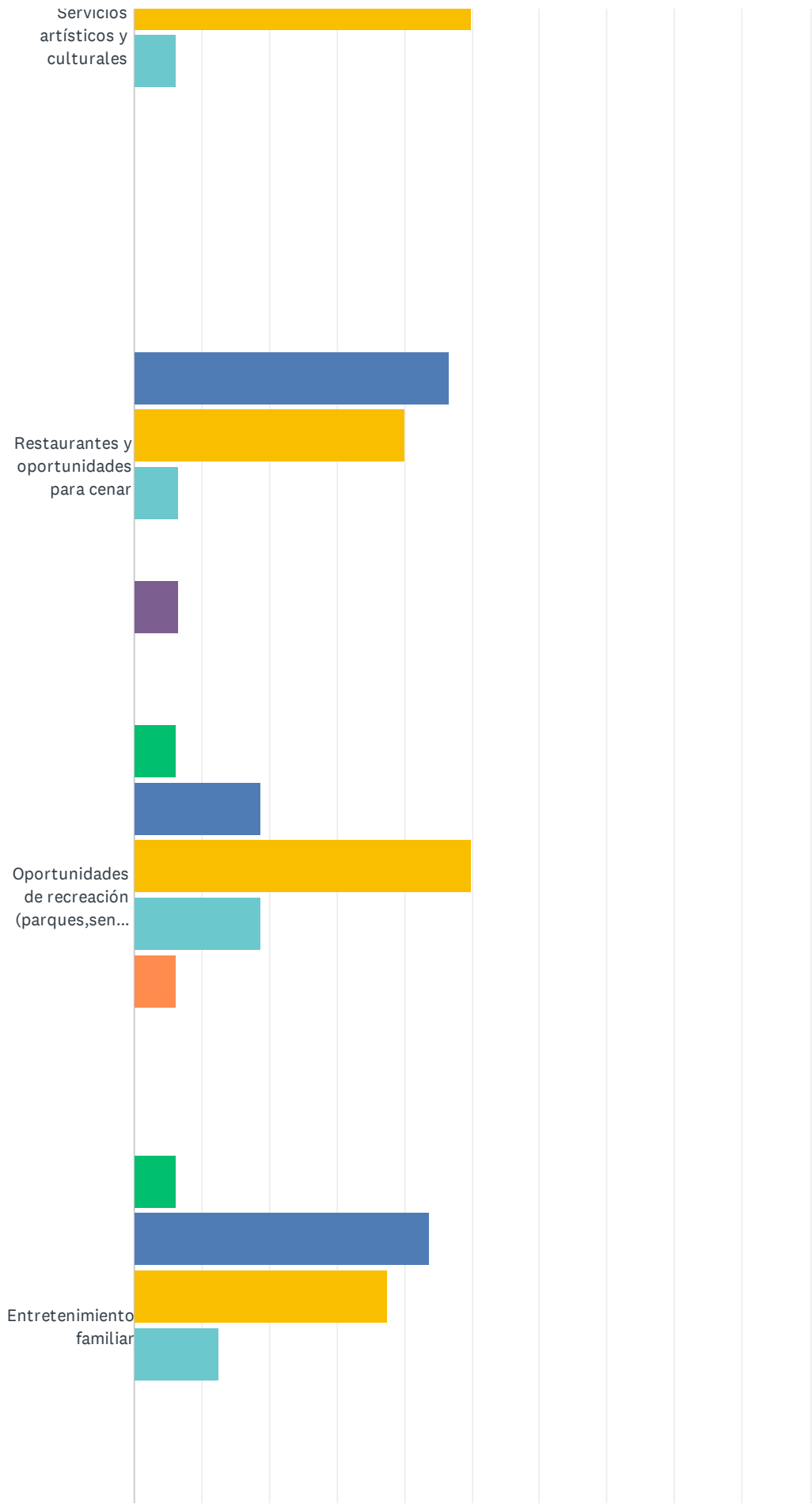
Q32 Por favor califique las siguientes características de la calidad de vida y calidad de lugar de Watertown:

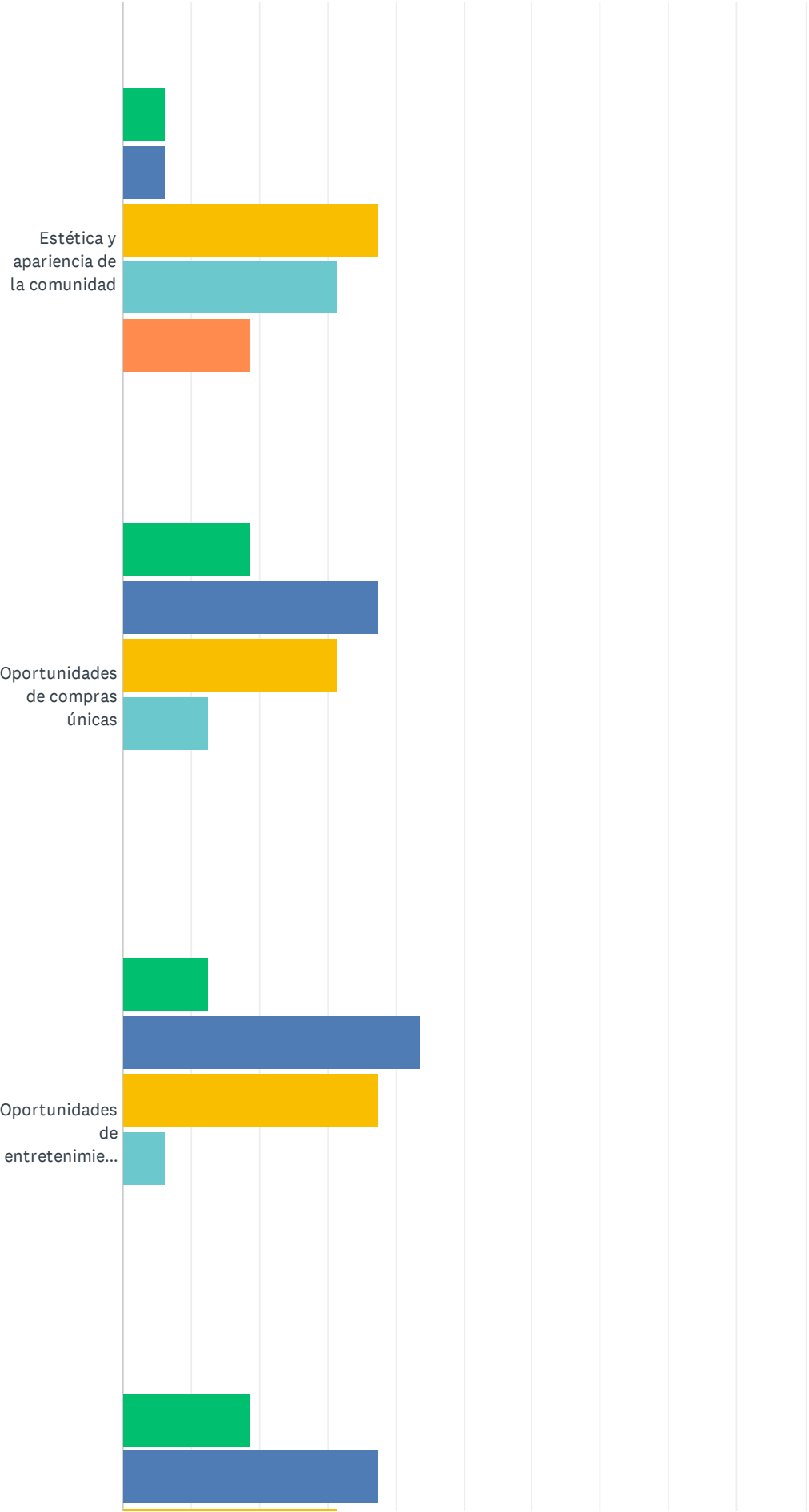
Answered: 16 Skipped: 8



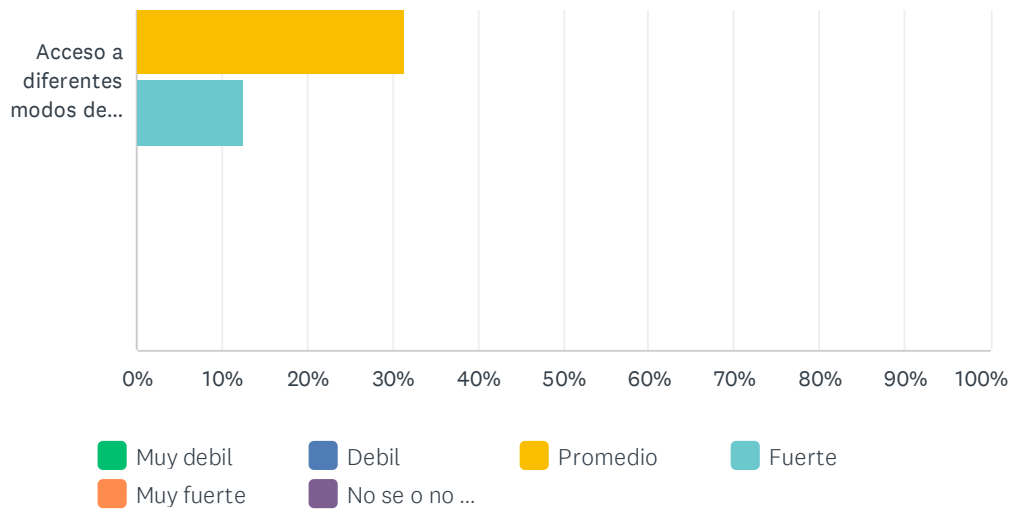


Encuesta comunitaria de Watertown H20-50





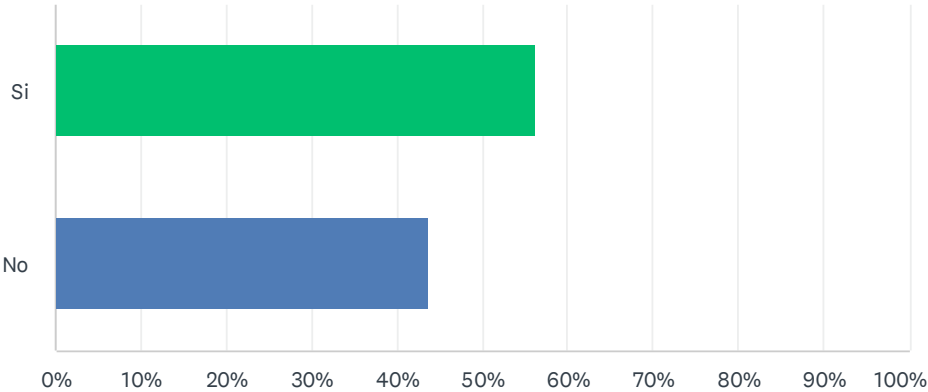
Encuesta comunitaria de Watertown H20-50



	MUY DEBIL	DEBIL	PROMEDIO	FUERTE	MUY FUERTE	NO SE O NO APLICA	TOTAL	WEIGHTED AVERAGE
Disponibilidad de vivienda	0.00% 0	12.50% 2	43.75% 7	31.25% 5	12.50% 2	0.00% 0	16	1.00
Diversidad de vivienda (opciones suficientes para	0.00% 0	18.75% 3	43.75% 7	25.00% 4	6.25% 1	6.25% 1	16	1.00
viviendas unifamiliares, apartamentos, condominios, etc.)	6.25% 1	6.25% 1	37.50% 6	25.00% 4	25.00% 4	0.00% 0	16	1.00
Asequibilidad de la vivienda	12.50% 2	6.25% 1	43.75% 7	25.00% 4	6.25% 1	6.25% 1	16	1.00
Disponibilidad de cuidado infantil de calidad	12.50% 2	25.00% 4	37.50% 6	18.75% 3	6.25% 1	0.00% 0	16	1.00
Disponibilidad de internet de banda ancha	6.25% 1	6.25% 1	37.50% 6	37.50% 6	12.50% 2	0.00% 0	16	1.00
Servicios artísticos y culturales	0.00% 0	43.75% 7	50.00% 8	6.25% 1	0.00% 0	0.00% 0	16	1.00
Restaurantes y oportunidades para cenar	0.00% 0	46.67% 7	40.00% 6	6.67% 1	0.00% 0	6.67% 1	15	1.00
Oportunidades de recreación (parques, senderos para caminar, piscinas cubiertas/al aire libre, etc.)	6.25% 1	18.75% 3	50.00% 8	18.75% 3	6.25% 1	0.00% 0	16	1.00
Entretenimiento familiar	6.25% 1	43.75% 7	37.50% 6	12.50% 2	0.00% 0	0.00% 0	16	1.00
Estética y apariencia de la comunidad	6.25% 1	6.25% 1	37.50% 6	31.25% 5	18.75% 3	0.00% 0	16	1.00
Oportunidades de compras únicas	18.75% 3	37.50% 6	31.25% 5	12.50% 2	0.00% 0	0.00% 0	16	1.00
Oportunidades de entretenimiento y vida nocturna	12.50% 2	43.75% 7	37.50% 6	6.25% 1	0.00% 0	0.00% 0	16	1.00
Acceso a diferentes modos de transporte (tránsito, viajes compartidos, carriles de bici fuera de la vía pública)	18.75% 3	37.50% 6	31.25% 5	12.50% 2	0.00% 0	0.00% 0	16	1.00

Q33 ¿Cree que Watertown hace lo suficiente para aprovechar la oportunidad de sus lagos?

Answered: 16 Skipped: 8

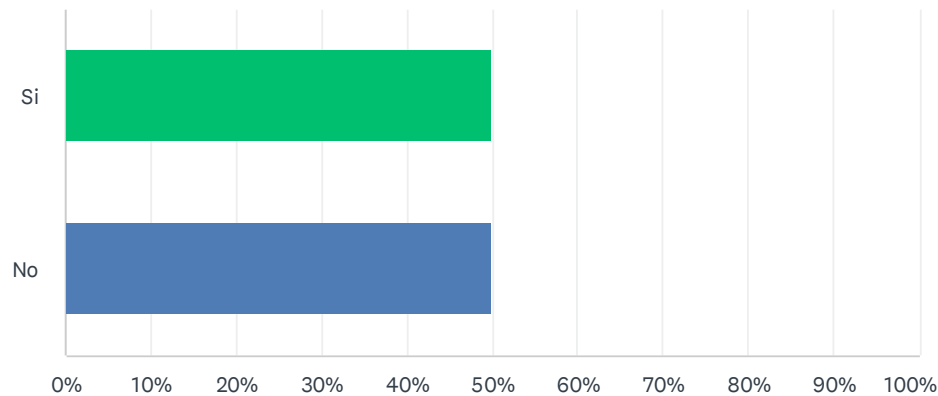


ANSWER CHOICES	RESPONSES	
Si	56.25%	9
No	43.75%	7
TOTAL		16

#	¿CÓMO PODRÍA WATERTOWN APROVECHAR MEJOR ESTOS ACTIVOS RECREATIVOS?	DATE
1	Podrían rentar lanchas o vender comida en los lagos la gente debe llevar todo	6/27/2024 4:54 PM
2	Creo q con transporte público y mantener los establecimientos abiertos hasta un poco más tarde	6/20/2024 8:13 PM
3	En los tiempos que la temperatura es calida se necesita eventos deportivos o juegos para los niños en vacaciones	6/14/2024 6:27 PM
4	Camping, eventos deportivos, retiros, etc	6/14/2024 3:48 PM
5	More information and recreation activities	6/14/2024 3:17 PM
6	Haciendo más eventos	6/14/2024 12:36 PM
7	Saliendo a divertirse en familia	6/14/2024 12:32 PM
8	No lo se talvez en el futuro	6/14/2024 12:29 PM
9	Esta muy bonito asi	6/14/2024 12:21 PM
10	Talves asiendo ferias	6/14/2024 12:11 PM

Q34 ¿Tiene un hijo (o hijos) en las escuelas de Watertown o tiene una opinión sobre las escuelas primarias, intermedias y secundarias públicas y privadas del área de Watertown?

Answered: 16 Skipped: 8



ANSWER CHOICES		RESPONSES	
Si		50.00%	8
No		50.00%	8
TOTAL			16

Q37 ¿Cuáles son TRES COSAS que se podrían hacer para mejorar la(s) escuela(s) de su(s) hijo(s)?

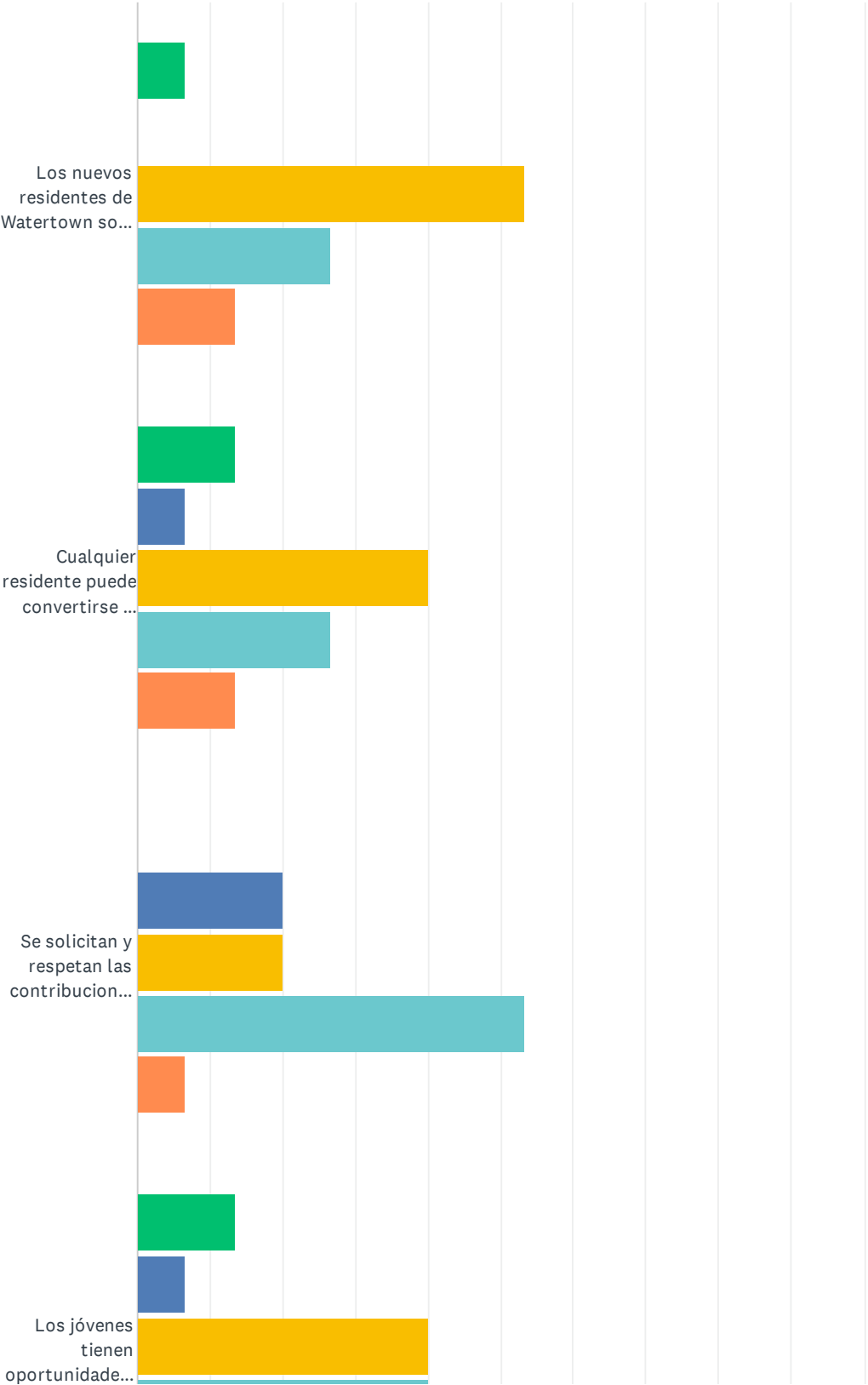
Answered: 5 Skipped: 19

ANSWER CHOICES	RESPONSES	
1	100.00%	5
2	80.00%	4
3	60.00%	3

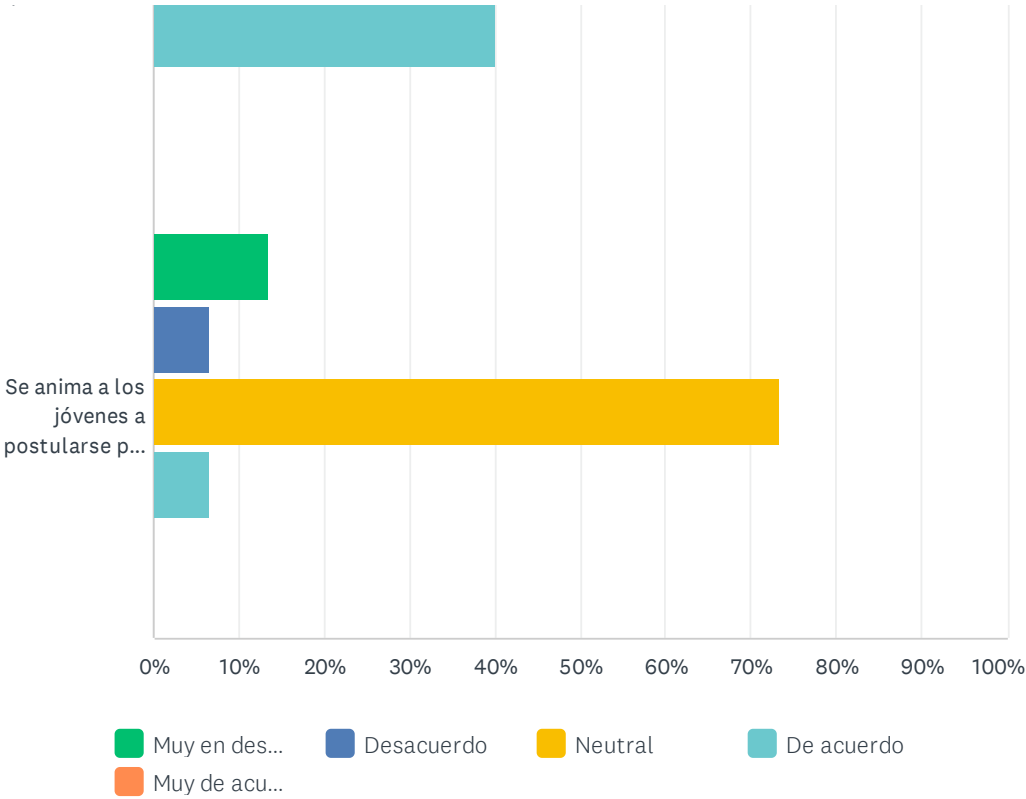
#	1	DATE
1	No tengo ninguna razón es un excelente lugar hacen muy buen trabajo y las maestras son muy amables	6/27/2024 4:56 PM
2	Tratar a los hispanos igual que todos	6/24/2024 5:55 PM
3	Todo bien	6/14/2024 6:03 PM
4	Proporcionar una clase de inglés para clases particulares para los hispanos	6/14/2024 12:17 PM
5	Seguridad	6/14/2024 12:04 PM
#	2	DATE
1	Poner orden en el buss escolar	6/24/2024 5:55 PM
2	Bien	6/14/2024 6:03 PM
3	Mejorar el lonche	6/14/2024 12:17 PM
4	Efectividad	6/14/2024 12:04 PM
#	3	DATE
1	Tratar de que en la nieve el buss escolar tenga rutas para todas las calles	6/24/2024 5:55 PM
2	Bien	6/14/2024 6:03 PM
3	Supervisar un poco más a los adolescentes cuando estan en el baño	6/14/2024 12:17 PM

Q38 Por favor califique las siguientes declaraciones sobre la participación comunitaria en Watertown:

Answered: 15 Skipped: 9



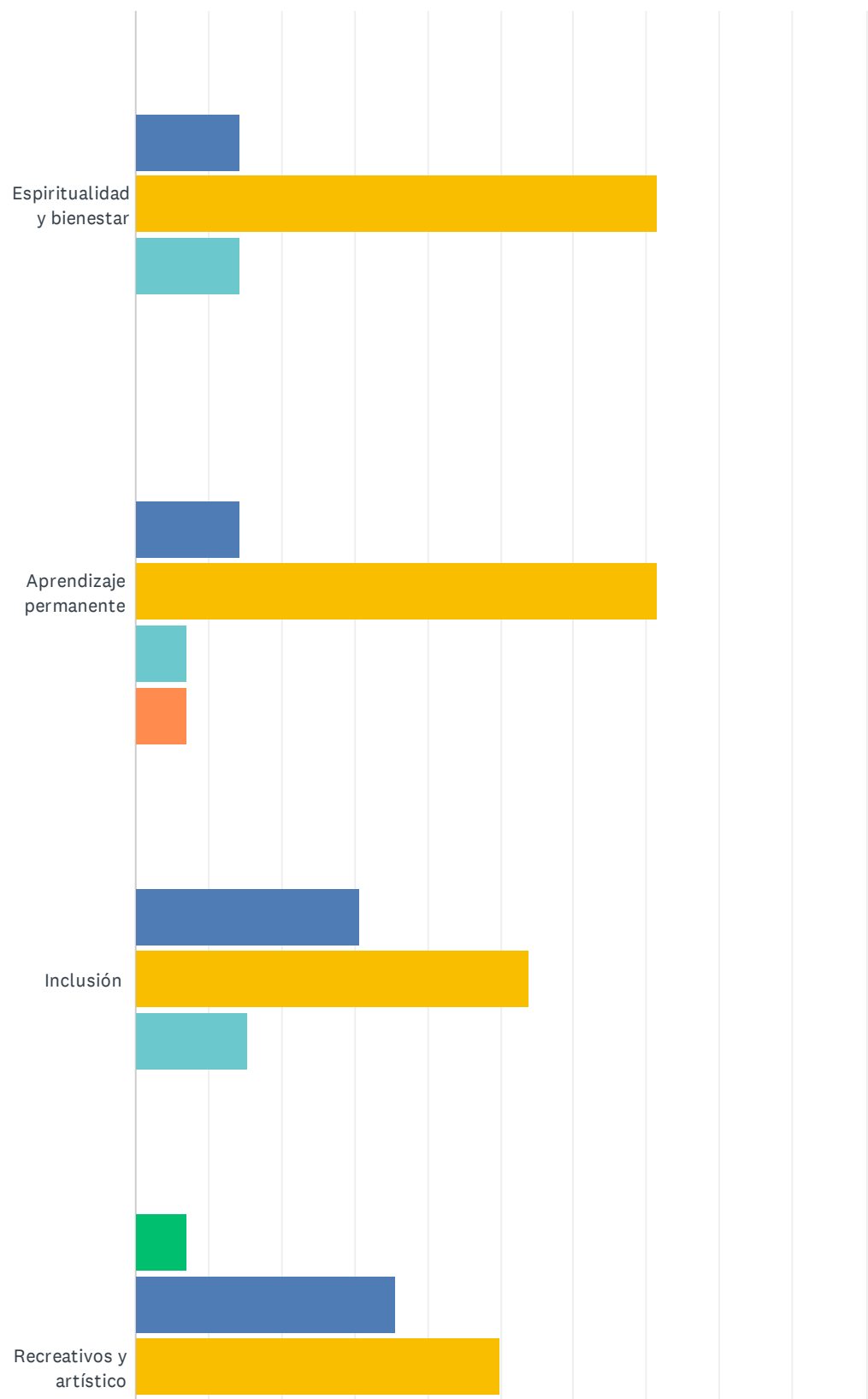
Encuesta comunitaria de Watertown H20-50

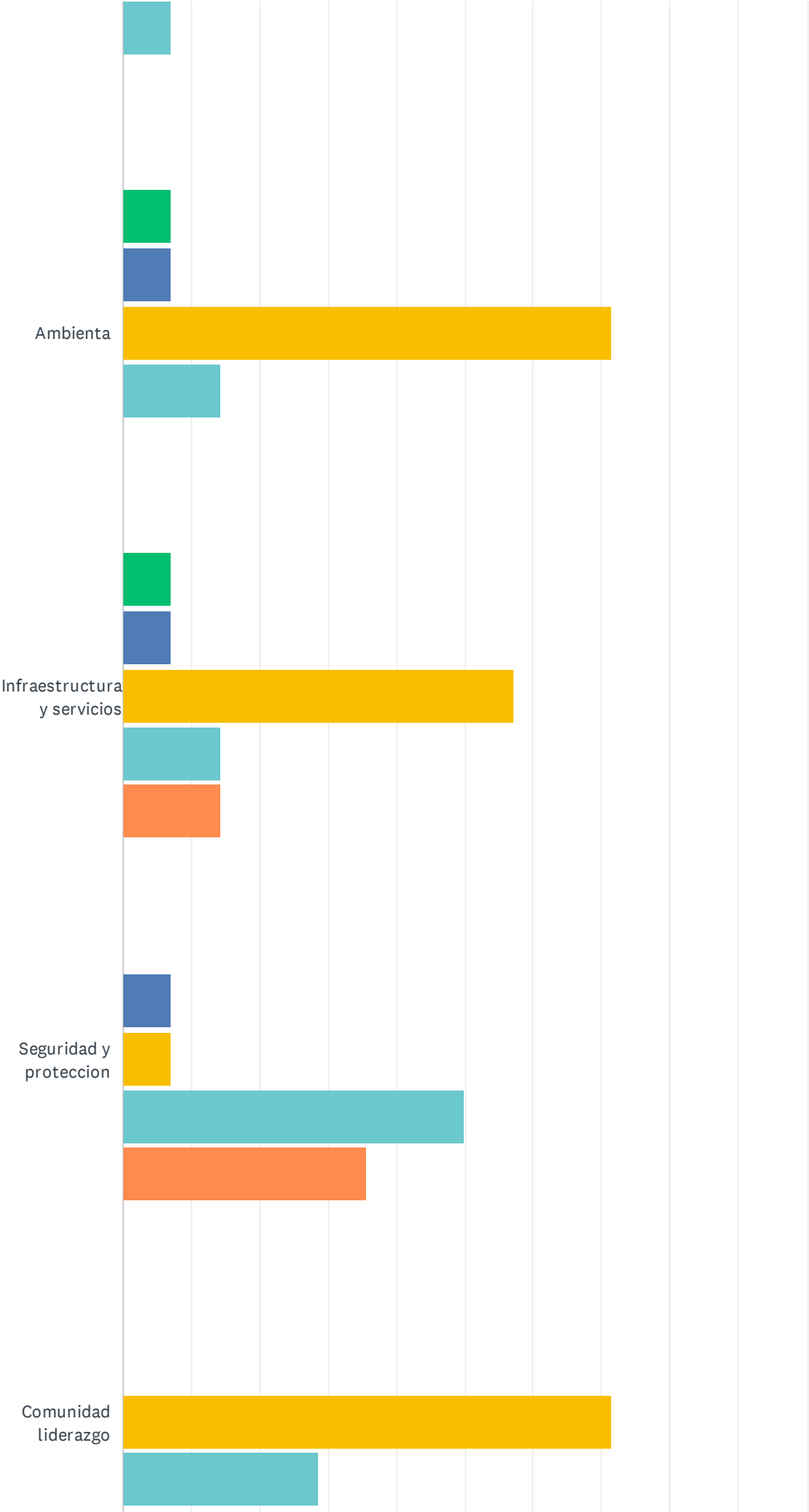


	MUY EN DESACUERDO	DESACUERDO	NEUTRAL	DE ACUERDO	MUY DE ACUERDO	TOTAL
Los nuevos residentes de Watertown son bienvenidos en las redes sociales comunitarias	6.67% 1	0.00% 0	53.33% 8	26.67% 4	13.33% 2	15
Cualquier residente puede convertirse en un líder influyente	13.33% 2	6.67% 1	40.00% 6	26.67% 4	13.33% 2	15
Se solicitan y respetan las contribuciones y perspectivas de diversos residentes.	0.00% 0	20.00% 3	20.00% 3	53.33% 8	6.67% 1	15
Los jóvenes tienen oportunidades de hacer oír su voz en temas comunitarios	13.33% 2	6.67% 1	40.00% 6	40.00% 6	0.00% 0	15
Se anima a los jóvenes a postularse para cargos públicos	13.33% 2	6.67% 1	73.33% 11	6.67% 1	0.00% 0	15

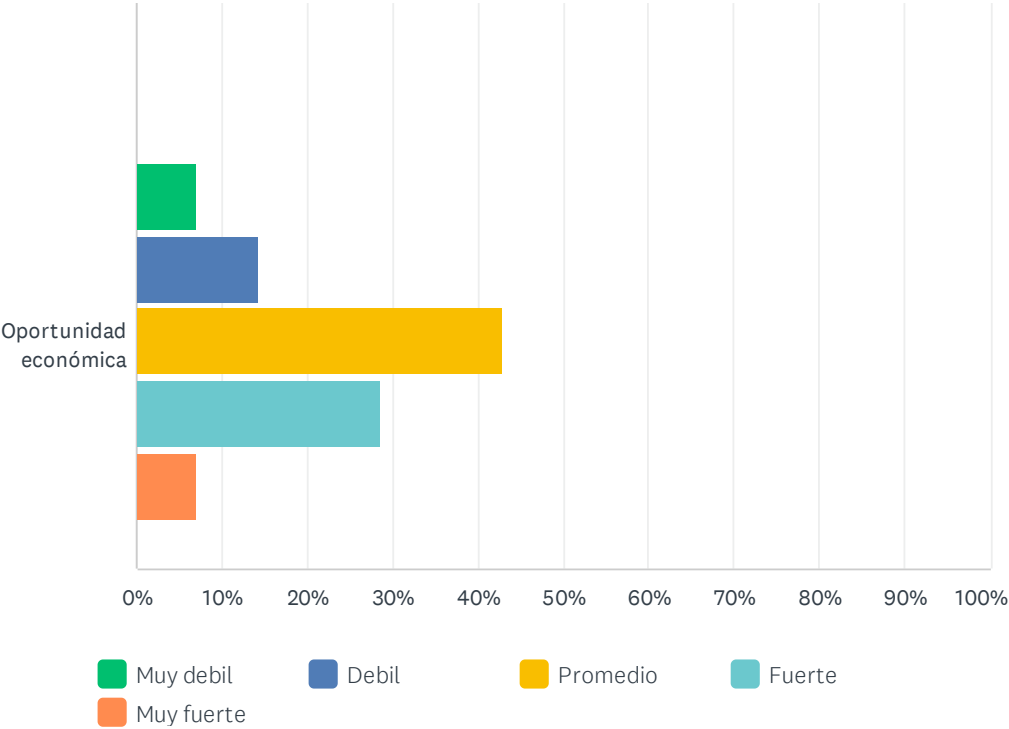
Q39 Califque los siguientes aspectos de la "salud comunitaria" del área de Watertown

Answered: 14 Skipped: 10





Encuesta comunitaria de Watertown H20-50



	MUY DEBIL	DEBIL	PROMEDIO	FUERTE	MUY FUERTE	TOTAL	WEIGHTED AVERAGE
Espiritualidad y bienestar	0.00% 0	14.29% 2	71.43% 10	14.29% 2	0.00% 0	14	3.00
Aprendizaje permanente	0.00% 0	14.29% 2	71.43% 10	7.14% 1	7.14% 1	14	3.07
Inclusión	0.00% 0	30.77% 4	53.85% 7	15.38% 2	0.00% 0	13	2.85
Recreativos y artístico	7.14% 1	35.71% 5	50.00% 7	7.14% 1	0.00% 0	14	2.57
Ambienta	7.14% 1	7.14% 1	71.43% 10	14.29% 2	0.00% 0	14	2.93
Infraestructura y servicios	7.14% 1	7.14% 1	57.14% 8	14.29% 2	14.29% 2	14	3.21
Seguridad y proteccion	0.00% 0	7.14% 1	7.14% 1	50.00% 7	35.71% 5	14	4.14
Comunidad liderazgo	0.00% 0	0.00% 0	71.43% 10	28.57% 4	0.00% 0	14	3.29
Oportunidad económica	7.14% 1	14.29% 2	42.86% 6	28.57% 4	7.14% 1	14	3.14