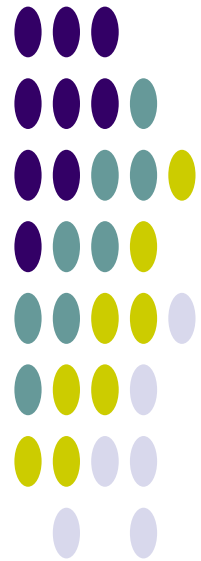
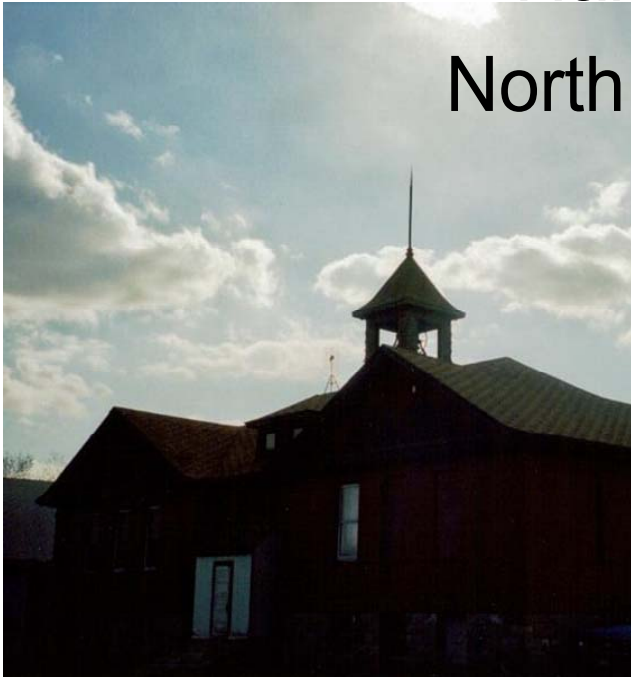


STRATEGIC PLAN

City of
Hannaford,
North Dakota



June 1, 2005

TABLE OF CONTENTS

for

Hannaford Strategic Plan

	Page
I. Executive Summary	1
II. Organizational Description	2
III. Vision, Mission, and Values Statement	4
IV. Goals and Strategies	5
V. Recommendations	9
VI. Conclusion.....	10
VII. Sources	12
VIII. Appendices	13

Appendix A: Minutes from the Hannaford Strategic Planning Meeting

Appendix B: Results from Why Plan? Questionnaire

Appendix C: Action Planning Worksheets for Hannaford

I. EXECUTIVE SUMMARY

The community of Hannaford developed a Strategic Plan in order to clarify their vision, mission and values to assist in the effort to develop a stronger identity. The Plan will serve as a tool to guide the community as they augment their intentions and direction for the future.

The Hannaford Strategic Plan was written after the community gathered on Wednesday, April 27, 2005, to discuss the values of having a plan. During the discussions they documented both the opportunities and challenges facing the community and determined short-term goals for completion over the next three to five years. The Hannaford citizens also discussed outside factors affecting the community and developed a visionary statement for identifying their long-term goals.

Hannaford citizens are proud of their friendly and welcoming community and it is what they appreciate most about the town. They also recognize that having a bowling alley, restaurant and beautiful city park are immense resources for a small community.

The following is a list of the Hannaford immediate goals (some projects are already in progress):

- Prairie Bilt Sleds - Jobs for Hannaford
- Retention and Expansion - Jobs for Hannaford
- Clinton A. Brown Park - Recreation for Hannaford (started January 2000)
- CAB Park - Recreation for Hannaford (camping, fishing facilities started April 2005)
- Main Street Renovation -Tourism for Hannaford
- Birding – Tourism for Hannaford
- Community Complex - Essential Services for Hannaford
- Senior Housing & Individual Family Dwellings - Housing for Hannaford
- Water, Sewer, Curb/Gutters, Streets -Infrastructure for Hannaford

Complete information identifying critical steps, assignment of tasks, and timelines for each goal are attached. Please see Appendix C, Action Planning Worksheets.

II. ORGANIZATIONAL DESCRIPTION

Hannaford was established in 1883 and named after J.M. Hannaford of the Northern Pacific Railway. The first building in Hannaford was constructed in 1884 and was used for storing grain.¹ Over 125 years later the community still has a vital grain storage industry.

Hannaford, located in the heart of east-central North Dakota along the Bald Hill Creek in Griggs County on Highway One, has a population of 181 people (99.4% white, 53.6% male and 46.4% female) with 85 homes located in .21 square miles. The median household income is \$32,188. Major industries represented in Hannaford are agriculture, retail sales, transportation and the category of finance, insurance and real estate.²

Hannaford offers a quality of life that includes a comfortable slow pace where everyone knows each other and a friendly, safe environment that many communities seek to establish. Hannaford's citizens have easy access to services as the Main Street is located on Highway One and is just miles north of Interstate 94 leading to four major cities 45 to 80 minutes away. Three major universities and two private colleges are within 100 miles and three public schools for grades K-12 are within 12 miles.

Hannaford has experienced tremendous successes and will create 10 new jobs with Prairie Bilt Sleds by September 2005. The community continues to work together on retention and expansion of existing businesses and additional new businesses (please see Section IV for the list of new and ongoing goals for the community).

Some of the existing businesses include a bowling alley, eating and drinking establishments, gas station(s), a bank, a beauty salon and an auto body shop. Hannaford has two churches and a Community Center with a computer lab, fitness center and community meeting rooms.

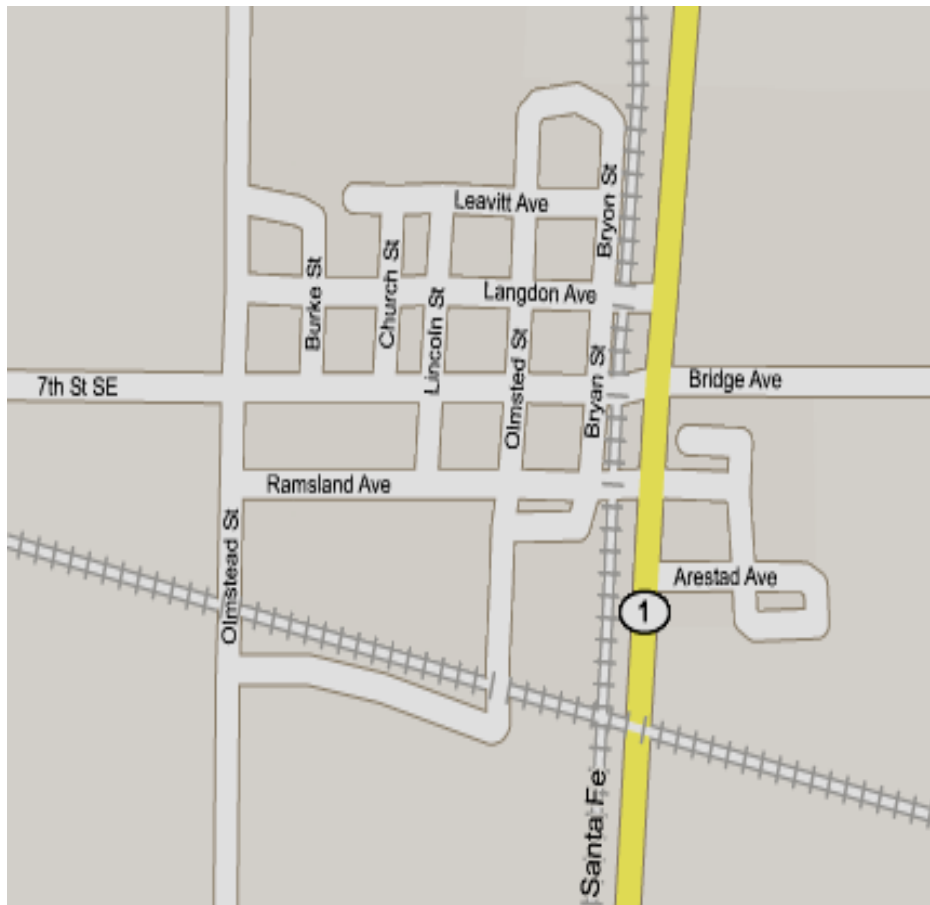
¹ Griggs County History: 1879-1976

² U.S. Census Bureau, Census 2000

Hannaford has a beautiful city park, Clinton A. Brown (CAB) Park, with new playground equipment, public restrooms and showers (completed summer of 2005). An architect has been hired and plans are completed for landscaping, recreational vehicle parking and camping sites, and other attractions for CAB Park.

Property has been identified within Hannaford's city limits for Senior Housing (one-level units including bath, kitchen, bedroom(s) and garage) and goals to identify lots and build housing for individual family dwellings will be completed by September 2006.

Hannaford City Map



III. VISION, MISSION & VALUES STATEMENTS

“There are only two ways to live your life. One is as though nothing is a miracle. The other is as though everything is a miracle.”³ Hannaford has identified the following Vision, Mission and Values Statements:

Hannaford Vision

Hannaford will have an upscale Main Street with trees lining cobble-stone walks leading to retail shops, restaurants, and a state-of-the-art bowling alley; and people of all ages will enjoy a beautiful park with a swimming pool and walking path; and comfortable, affordable housing in a safe and healthy community where people may work, relax and enjoy life.

Hannaford Mission Statement

Hannaford citizens will volunteer time and ideas to assist in community ongoing efforts to renovate Main Street; attract new retail, service and manufacturing businesses; and, support existing businesses in order to maintain a beautiful, healthy and thriving community.

Hannaford Values

To achieve the short-term and long-term goals, the community of Hannaford will:

- Include all who live in Hannaford by listening to one another, sharing ideas, and welcoming progressive thinking.
- Inform all who live in Hannaford by sharing information regarding political, economical, social and technological issues.
- Serve the community of Hannaford with continued honesty and integrity.
- Look to the future with a bright and optimistic attitude which will sustain economic development efforts for generations to follow.

³ Quote from Albert Einstein

IV. GOALS AND STRATEGIES

Hannaford identified their community-friendly attitude, safe and healthy environment, and their recreational activities as the most important attributes of their town. The potential strength of any community can be measured by the belief in its goals for the future. Hannaford has worked together to establish objectives to be completed in order to meet the following short-term and long-term goals:

Immediate Goals (3 – 5 Years)

- **Tourism** – The average birder in the United States is 49 years old, has an above-average education, and above-average income. In fact, 27% of birders earn more than \$100,000 annually.⁴ North Dakota has become a “hot spot” for birders, and Hannaford is working to identify itself as a destination point. Due to the age, education level and disposable income, the average birder will not only appreciate the beautiful area, but will have the time and money to remain in the area for several days. In addition, most birders already live in small towns and are predominately from the northern states. Therefore, advertising to attract birders to Hannaford from other parts of North Dakota, South Dakota and Minnesota will result in immediate tourism dollars to the community.
- **Water, Sewer and Street Improvements** – Work started in May 2005 to maintain and improve the streets, water and sewer facilities in Hannaford. The Hannaford City Council will consult with and hire an engineering firm, identify additional funding sources (e.g. USDA – Rural Development, Division of Community Services/CDBG, and/or The Griggs-Steele Empowerment Zone); solicit community input and involvement; and, complete construction/reconstruction by September 2007.
- **Housing** – As the community continues to attract new business, the need for quality and affordable housing increases. A housing committee has been assigned to identify a location for a new housing subdivision in Hannaford, hire an architect, solicit community consensus for quantity and type of housing (e.g.

⁴ Birding in the United States: A Demographic and Economic Analysis

apartments, single-family dwellings, senior housing), and gap financing sources (Empowerment Zone, USDA, Lead Lender/Security State Bank, HUD, IRP-Lake Agassiz).

- **Main Street Renovation** - To attract new business and maintain their existing businesses, Hannaford has started a Main Street Renovation project. Funds secured to date include: 1) Reimbursement for Beautification Grant from the Empowerment Zone; 2) Grant from the Hannaford Conservation and Wildlife Club; and 3) Transportation Enhancement Grant from the Department of Transportation as Main Street is located on State Highway One. Members from the Economic Development Corporation, City Council, and Empowerment Zone Tourism Committee have been assigned to identify additional funding sources to purchase and maintain storefront banners/flower baskets, etc.; establish building ordinances, remove blighted structures, receive architectural rendering for theme planning, and implement the plan.
- **Community Center** – The original school built in Hannaford over 100 years ago is still standing along with an addition built in the 1950's. These buildings are structurally sound; however, remodeling funds are needed. A Community Complex has been established in the newer addition providing a public library and computer lab for Hannaford citizens. The Housing and Essential Services Committee will continue this effort by identifying sources of funding for additions to the Fitness Center and renovation of the Old School. A completion date for this project is set for September 2005.
- **Clinton A. Brown City Park** – The park project started in January 2000 by selecting a location for the park, conducting a fund raiser, hiring an engineer, a landscape architect and receiving a Land & Water Grant and Trails Grant from ND Parks and Recreation, two Garrison Diversion grants for playground equipment and restrooms, an Empowerment Zone grant, a ND Community Foundation Grant, a Mid Continent Cable grant, and two National Forest grants. The National Guard planted over 100 trees, and new bathrooms with showers and playground equipment will be installed by September 2005.

- **Ongoing Recruitment – Manufacturing** - Additional ongoing efforts for job retention and expansion, include a quarterly newsletter to alumni, development of a database for target marketing, and attendance at quarterly Community Venture Network meetings.
- **Prairie Bilt Sleds** – The Economic Development Corporation in Hannaford received a Rural Business Enterprise Grant (RBEG) from USDA – Rural Development to identify and locate a small business in Hannaford. To date, Hannaford has identified the business, Prairie Bilt Sleds, selected a building site, acquired bids for constructing a new building, and started construction. This project will be completed in September 2005 and ten new jobs will result.

Long-term Goals (beyond 5 years)

The following long-term goals for Hannaford were identified during ongoing strategic planning meetings over the past years:

- **Car Wash Facility** – Hannaford is located on Highway One and the addition of a car wash will entice travelers to stop, which will result in use of other businesses located on Main Street (e.g. restaurants, retail, eating and drinking establishments). A feasibility study determining the number of cars passing through Hannaford each day, a cash flow analysis and location selection will be completed.
- **Outdoor Theater** – Working within the Main Street theme and the small town attractions for tourists and residents, an Outdoor Theater is planned. Planning will include film acquisition (35 mm vs. digital), promotion, screen types (inflatable vs. stationary), location, concession management, insurance and security.
- **Motel** – To meet the needs of tourists (e.g. birders, hunters) and folks coming home for class/family reunions; and, as the community’s manufacturing and retail businesses grow, a motel is an absolute necessity for Hannaford to become a destination instead of just a “pass-thru” community. A feasibility study and

business plan will be completed to determine feasibility, profitability and cash flow analyses.

- **Steak House** – A high-end restaurant possibly co-located with the motel has been identified as a business that would serve the area residents and attract people outside the area to Hannaford. Again, due to the disposable income levels of birders and hunters, a high-end restaurant would compliment the area and allow tourists to stay for an extend period of time.
- **Hunting Lodge** – Hunters from North Dakota and outside the borders are a growing source of tourism. They will pay for an upscale hunting experience, including pickup at the airports, daily guide service, breakfast, sack lunches, dinner, cleaning of their game, etc. Building a Hunting Lodge will attract not only the hunter but also their spouse who will want to shop and experience all the attributes Hannaford has to offer.

V. RECOMMENDATIONS

The following recommendations are made for ensuring the goals and objectives as outlined in the Hannaford Strategic Plan are achieved.

- Increase community awareness of the importance of planning and implementation of the Hannaford's short-term and long-term goals.
- Ensure that information and education, regarding federal, state and local incentive programs, are communicated at all possible levels so that all who live in Hannaford may have the same opportunities.
- Encourage current businesses to learn about expansion dollars available for technology-related improvements and employee training programs.
- Celebrate Hannaford's successes at a community-sponsored event after each attained goal. Encourage each committee assigned to the goal to plan these events by hosting a community gathering where committee members tell what they learned and the expertise used to attain the goal.
- Advocate for the community of Hannaford by printing bookmarks and/or postcards containing the visionary/mission/values statements for dissemination at events and/or for use when mailing to family and friends returning to Hannaford for reunions.
- Educate new members to the community on the contents of the Strategic Plan and invite them to volunteer which will bring new life and energy to existing committees.
- Encourage an environment within the town of Hannaford where new ideas and brainstorming are part of the daily conversation.

VI. CONCLUSION

Hannaford citizens appreciate the community attitudes and support of their existing businesses. The goals and objectives for Hannaford emulate the community's vision, mission and values. The goals may change. However, Hannaford will progress in view of the fact that the community has assigned committees and determined the vital steps, funding resources, and timeframes for continued accomplishment as a strong and thriving community.

In closing, the following quotes are from the Hannaford citizens who participated in the strategic planning meetings. These quotes are from "Developing a Visionary Statement", an exercise where participants were asked to write about Hannaford as it will be in the future.

Hannaford will have...

- *"A steakhouse in addition to the Bowling Alley and a Flower Shop, and a Dairy Queen."*
- *"A developed Main Street (Highway #1) and the large amount of truck traffic is using our large Convenience Store and Truck Center, and our cafes and retail stores...the city has negotiated with Burlington Northern Railroad and making sure their rails are straight."*
- *"Good paying jobs with "above minimum wages", the same type of people only a little closer as a community. A good clean town and our own school back and full of kids. A little bigger, but not too big."*
- *"A clean and inviting Main Street without old buildings that are unused, and trees along the sidewalks."*
- *"A manufacturing plant with several jobs."*
- *"An attractive Main Street with new businesses, a wonderful community Center, and a golf course on the Bald Hill Creek."*
- *"All paved roads, great parks, a thriving industrial park, agricultural processing plants, a swimming pool, housing for seniors, new homes, and the Bowling Alley still here."*

- *“Paved streets with curbs and gutter... All old “trashy” buildings and other blight gone...flourishing Main Street, manufacturing – bio diesel plant up and running with other value-added, agricultural-related business, the parks with kids, another new housing development in progress, family visiting and all staying at the new Motel, a bus of tourists birding at the C.A.B. Park, and continued classes at the Tech Training Center.”*⁵

For more information about this plan, please contact:

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⁵ Written Quotes from Hannaford Strategic Planning Committee Meeting, April 27, 2005

VII. SOURCES

Birding in the United States: A Demographic and Economic Analysis, U.S. Fish & Wildlife Service, Report 2001-1, Washington, D.C.

Griggs County History: 1879 -1976, Taylor Publishing Company, Dallas, TX, 1976.

Population Data by City, Census 2000, U.S. Census Bureau.

Appendix A

Minutes from the Hannaford Strategic Planning Meeting

Hannaford Strategic Planning Meeting
Wednesday, April 27, 2005
Old School/ Community Center

The Strategic Planning Meeting for Hannaford began at 7 a.m. with introductions by Susan Goplen, City Coordinator for Hannaford. Ms. Goplen had contacted citizens from the community and invited them to meet and set priorities for the community strategic plan. Ms. Goplen introduced Susan Fugere and Barb Burgum Lee who are consultants hired by the Empowerment Zone to conduct strategic planning meetings with each community within the Zone. The results of the meetings, along with background information from the City Coordinators, will be used to write a strategic plan for each community. (The eleven people attending this meeting were asked to sign in with their name and address. A list of participants is available from the Griggs-Steele Empowerment Zone.)

To provide the participants with a brief review of strategic planning, Susan Fugere discussed the eight steps that typically comprise a strategic planning process. (Handout 1, Eight Steps to Strategic Planning) Ms. Fugere then gave an overview of the factors that might be considered when looking at what a community has to offer (Health, Wealth, and Wisdom). In response to questions from the participants, Ms. Fugere also shared success stories of what has worked in other communities in the state to attract jobs and people.

A new concept called Appreciative Inquiry (AI) was also presented. The goal for AI is to develop a positive environment for exchange of ideas in the community. Ms. Fugere asked the meeting participants to do two things. First, they should be positive about the projects their community will work toward. Second, they should be positive when discussing ideas and projects with other members of the community.

The program then turned to time for individual brainstorming. The handout "Why Plan?" was given to each participant. Each participant wrote down answers to the questions in the handout. The handouts were gathered and used for identifying short term goals (3 –5 years) and long term goals (beyond 5 years). The handout "Developing a Visionary Statement" was also filled out by each participant. All of this information will be used in developing the strategic plan for the community.

After individual brainstorming, the participants discussed as a group their ideas for short and long term goals. Susan Fugere led the discussion and recorded the ideas on a flip chart. The results of the discussion were as follows.

Short Term Goals

- Tourism - Birding
- Paving Streets
- Sewer and Water Improvements
- Housing – single family, two bedroom, senior housing
- Main Street Renovation
- Community Center (old school)
- C.A.B. Park
- Ongoing Recruitment – Manufacturing
- Prairie - Bilt Sleds – signature events for promotion

Long Term Goals

- Build a Carwash
- Outdoor Theater
- Motel
- Steak House
- Hunting Lodge

Ms. Fugere asked the participants if they wished to add any other items to the list. The participants agreed that the list of goals was complete. A draft of the strategic plan will be presented at a second community meeting. Based on input from the community, the plan will be changed if necessary and a final plan put in place. The written plan will be concise (6-8 pages) and designed to help position the community to apply for other sources of funding. The meeting concluded at 8:45 a.m.

Recorded by:

Barb Burgum Lee

Strategic Planning Consultant

Appendix B

Results from Why Plan? Questionnaire

Appendix C

Action Planning Worksheets