



Underwood Area Economic Development Corporation

STRATEGIC PLAN

2009-2011

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Executive Summary

The Underwood Area Economic Development Corporation (UAEDC) has five goals for the 2009-2011 period:

Goal 1: Increase the population of Underwood by five (5) families each year

Goal 2: Increase the physical attractiveness of Underwood

Goal 3: Increase levels of acceptance to instill a sense of belonging and pride by all community residents.

Goal 4: Partner with the Underwood School System to achieve and maintain world class status in helping students and community members lead full lives and reach their potential.

Goal 5: Retain and expand the quality and variety of retail, recreational, and human services to help diversify the local economy and respond to global change.

Community Description

The town of Underwood was established in 1903 and quickly grew to over 600 people by 1907. The presence of the railroad and the construction of Garrison Dam in the 1950s contributed to Underwood's early growth but with the introduction of US Hwy 83, the region's main trade corridor, the town began to experience a change in its growth patterns. Since Underwood was formally organized around the railroad as a marketplace for circulation and connection to the surrounding area and beyond, the introduction of the automobile, and thus the road, changed that relationship. Unlike some neighboring towns like Washburn and Wilton, the town of Underwood was further away from circulation and the new market place built by US Hwy 83. Buildings, like the City Hall, the Prairie View Nursing Home, and the Underwood Clinic, moved eastward from the original downtown core and soon broke the core's unity. As a result, "shotgun growth" emerged east of the railroad, while the downtown corridor slowly lost a significant amount of its retail business. A sprinkling of businesses currently lines US Hwy 83 near Underwood, but provides little draw into the community itself.

During the 1970s the population of Underwood grew significantly due to the openings of the Coal Creek power plant and the Falkirk lignite mine, but the population steadily declined from its 1980 peak of 1,329 residents. According to the 2000 US Census, Underwood has a population of 812, but the current number is closer to 750. The K-12 Underwood Public School is the pride of the community, but is also experiencing an eroding population with a current enrollment of 184. Significant economic leakage of business activity from Underwood has gone to the larger trade areas of Bismarck and Minot.

In addition to the school and the medical facilities, the town's assets include:

- (1) An active and engaged City Council, who together with the Underwood Area Economic Development Council, is focused on Underwood's growth.
- (2) A strong employer base in the energy park south of town, which includes the Falkirk Mine, Great River Energy's Coal Creek Station, and Blue Flint Ethanol. This trio of employers hosts a monthly roundtable for discussion of both employer and community issues for Underwood and Washburn.
- (3) A significant investment in infrastructure for residential lot development. Over 30 city-owned lots are ready for development.
- (4) Awareness by the elected officials of the need for elderly housing. A pilot program funded by the Essential Function Bond program is fully-leased.
- (5) A recently re-opened grocery store owned and operated by new residents.

- (6) An active Park Board that is interested in improving existing recreational facilities, including an outdoor pool, tennis courts, playgrounds, and volleyball courts.
- (7) The 18-hole Westridge Golf Course.
- (8) The McLean County Fairgrounds and Speedway.
- (9) The Friends of the Library and other civic groups who organize community-wide events.
- (10) Attractive residential areas that indicate pride of ownership.
- (11) Six churches of different faiths.
- (12) A growing number of citizens who are aware of the community's strengths and weaknesses.

The Underwood Area Economic Development Corporation was incorporated in September 1990. Through its efforts, as well as the actions of the Underwood City Council, and several private citizens and benefactors, Underwood is in its initial stage of "re-energizing." Since 2004, the following steps have been taken:

- (1) Completion of the Riverdale Area Water Supply Project
- (2) Creation of a part-time Underwood Economic Developer position
- (3) Creation of the Renaissance Zone to provide tax incentives for the renovation of the downtown area and construction of new housing in the Repnow-Mee's Subdivision
- (4) Creation of the Underwood Housing Authority and completion of the Southview Apartments through the Essential Function Bond program
- (5) Construction of curb, street, gutter, water, sewer, and power infrastructure for the development of twenty residential lots in Westridge Estates (just east of the Westridge Golf Course)
- (6) Participation in two studies prepared by students of NDSU, one on marketing and the other on community planning and design
- (7) Participation in a Shopping Patterns and Preferences study prepared by NDSU's Department of Agribusiness and Applied Economics

- (8) Participation in a study commencing Fall 2008 to be implemented by the University of Nebraska through a grant from the NRI on Marketing Rural Communities to Attract and Retain Workers

Underwood is committed to improving its outlook as a viable North Dakota community, but needs to focus on the development of a strategic plan to implement the objectives currently being outlined by the development task forces. The UAEDC Strategic Plan will help Underwood determine the community buy-in of the Vision Statement as well as realize Underwood's vision of becoming a "compassionate, caring, and accepting place" that has both a "proud history" and a "promising future."

Mission Statement

The UAEDC mission is "to promote, encourage and assist in the development and advancement of business prosperity and economic well being of this community; to stimulate growth of new and existing businesses which will in turn maintain the economic stability of this community and provide employment opportunity in this area."

Vision Statement

"Underwood is growing community attractive to all who want to be part of a compassionate, caring, and accepting place. We provide recreation and services for those who want to grow, prosper and retire in a place they can call home.

"Underwood public school is the pride of the community. It provides world class education and activities in a dynamic learning environment for youth and adults.

"We are a diverse and vibrant business community that excels in quality and service from the perfect T-Bone steak to the best medical care. Residents and visitors alike can find it all in Underwood.

"Our beautiful city has a proud history and a promising future."

Goals and Strategies

Goal 1: Increase the population of Underwood by five (5) families each year.

Strategies:

- 1.1. Develop low-interest financing and incentive packages
- 1.2. Implement a housing development plan to meet housing needs
- 1.3. Investigate immigrant placement and out-of-state worker recruitment option
- 1.4. Develop and implement community marketing plan

Goal 2: Increase the physical attractiveness of Underwood.

Strategies:

- 2.1. Plan and implement an annual Underwood Beautification Day
- 2.2. Pass zoning laws to improve and maintain community image standards
- 2.3. Implement a Downtown Revitalization Committee to set up architectural, streetscape, and landscape standards and assist in securing financial and business resources to meet standards.

Goal 3: Increase levels of acceptance to instill a sense of belonging and pride by all community residents.

Strategies:

- 3.1. Support and complete participation in the Horizons program to eradicate poverty and build prosperity
- 3.2. Develop and implement an Information Hub to help meet the resource needs of community families and individuals and improve methods of communicating with and serving all community members.
- 3.3. Implement a leadership development program to build community capacity in responding to the challenges of the future

- 3.4. Plan and implement a central drop recycling center
- 3.5. Plan and implement a community garden
- 3.6. Plan and implement a thrift store

Goal 4: Partner with the Underwood School System to achieve and maintain world class status in helping students and community members lead full lives and reach their potential.

Strategies:

- 4.1. Attain NCLB Blue Ribbon School status
- 4.2. Develop community adult education and enrichment programs
- 4.3. Assist in the development and implementation of a youth mentoring program to help breakdown poverty barriers and strengthen success for all students

Goal 5: Retain and expand the quality and variety of retail, recreational, and human services to help diversify the local economy and respond to global change.

Strategies:

- 5.1. Secure new owners for existing restaurants
- 5.2. Secure new owners for the hardware store/ lumber yard
- 5.3. Establish a low-interest revolving loan fund for new or expanding entrepreneurs
- 5.4. Establish incentives for new or expanding entrepreneurs
- 5.5. Support local business and fill at least two empty storefronts in the downtown area each year with businesses identified and desired through community feedback and surveys
- 5.6. Explore the potential for the vacant flower shop to serve as a multi-purpose community center, coffee shop, and thrift store
- 5.7. Assist in the development of the Industrial Park
- 5.8. Explore opportunities to improve the McLean County Fairgrounds and build a regional aquatic center.

Action Planning (objectives, responsibilities and timelines)

Goal 1: Increase the population of Underwood by five (5) families each year.

Strategy 1.1: Develop low-interest financing and incentive packages.

<i>Objectives for Strategy 1.1</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>1.1.1 – Apply for Rural Development Finance Corp. funding</i>	<i>9/1/09</i>	<i>Economic Developer/Board</i>	<i>Board approved; City approved; need to prepare application by 9/1/09</i>
<i>1.1.2 – Meet with Minot division of ND Housing Finance Agency</i>	<i>2/1/09</i>	<i>Economic Developer</i>	<i>Coordinated with Jim Ridley re 504 Loan/Grant program</i>
<i>1.1.3 – Develop incentive package for Westridge lots with City</i>	<i>6/1/09</i>	<i>Economic Developer</i>	<i>City approved sales of lots for \$1; Renaissance Zone to be enlarged</i>
<i>1.1.4 - Contact Marcil Group and other developers for apartment housing construction</i>	<i>6/1/09</i>	<i>Economic Developer</i>	<i>Marcil Group out of business; Begin conversation with Lee Birch</i>
<i>1.1.5 – Contact housing developers for construction services</i>	<i>6/1/09</i>	<i>Economic Developer</i>	<i>Contacted LSS and LCRDC re construction services; awaiting results of housing study</i>

Strategy 1.2: Implement a housing development plan to meet needs

<i>Objectives for Strategy 1.2</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>1.2.1 – Evaluate results of labor vacancy survey</i>	<i>9/1/09</i>	<i>Economic Developer</i>	<i>University of Nebraska study mailed to major employers on 7/31/2009</i>
<i>1.2.2 - Meet with representatives of GRE, Falkirk, and MedCenter One to discuss possible employee housing needs</i>	<i>10/1/09</i>	<i>Economic Developer/ Rick Olson</i>	
<i>1.2.3 – Commission a housing demand analysis</i>	<i>8/1/09</i>	<i>Economic Developer</i>	<i>Entered into contract with Jim Ondracek (Minot State University)</i>
<i>1.2.4 – Ensure that housing needs of elderly and disadvantaged are addressed</i>	<i>1/1/10</i>	<i>Economic Developer</i>	
<i>1.2.5 – Develop first draft of housing plan</i>	<i>3/1/10</i>	<i>UAEDC, City, Housing Authority</i>	
<i>1.2.6 - Circulate second draft of plan to all stakeholders</i>	<i>4/1/10</i>	<i>UAEDC, City, Housing Authority</i>	
<i>1.2.7 - Finalize housing plan</i>	<i>6/1/10</i>	<i>UAEDC, City, Housing Authority</i>	

Strategy 1.3: Investigate immigrant placement, in-state, and out-of-state worker recruitment options.

<i>Objectives for Strategy 1.3</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>1.3.1- Review community survey for desired services in order to target recruitment efforts</i>	<i>9/1/09</i>	<i>Economic Developer/NDSU Extension</i>	
<i>1.3.2 - Contact ND Department of Commerce for recruiting tips</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>1.3.3 – Coordinate with major employers on recruitment efforts</i>	<i>10/1/09</i>	<i>Economic Developer/Rick Olson</i>	
<i>1.3.4 – Contact area colleges and universities for graduate lists</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>1.3.5 – Contact Lutheran Social Services</i>	<i>10/1/09</i>	<i>Economic Developer</i>	

Strategy 1.4: Develop and implement community marketing plan.

<i>Objectives for Strategy 1.4</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>1.4.1 – Update website</i>	<i>10/1/09</i>	<i>Economic Developer/UAEDC Board</i>	<i>Annie Lund (web designer) is close to completion 8/1/2009</i>
<i>1.4.2 – Initiate highway signage for Underwood community</i>	<i>8/1/09</i>	<i>UAEDC Board</i>	<i>Contract awarded to Bacon Signs 8/3/2009</i>
<i>1.4.3 – Develop first draft of marketing plan, incorporating all goals and objectives from the Action Plan</i>	<i>12/1/09</i>	<i>Economic Developer/UAEDC Board</i>	
<i>1.4.4 – Implement marketing plan</i>	<i>3/1/10</i>	<i>Economic Developer/UAEDC Board</i>	

Goal 2: Increase the physical attractiveness of Underwood.

Strategy 2.1: Plan and implement an annual Underwood Beautification Day.

<i>Objectives for Strategy 2.1</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>2.1.1 – Develop advertising plan for 1st annual Beautification Day (May 2, 2009)</i>	<i>2/1/09</i>	<i>Economic Developer/ Beautification Committee</i>	<i>article in Underwood News; posting made on Underwood blog site; COMPLETE</i>
<i>2.1.2 – Recruit members for Beautification Day Committee</i>	<i>2/1/09</i>	<i>Beautification Committee</i>	<i>COMPLETE</i>
<i>2.1.3 – Apply for Forestry Grant, Wal-Mart Grant for landscaping needs</i>	<i>2/1/09</i>	<i>Economic Developer</i>	<i>\$5,000 in solicitations made; \$6,000 raised</i>
<i>2.1.4 – Contact Underwood School for shop/school projects that complement Beautification Day</i>	<i>8/1/09</i>	<i>Toni Cottingham</i>	<i>Committee selected gazebo and class tree plantings along boulevard</i>
<i>2.1.5 – Survey downtown businesses for needs on Beautification Day</i>	<i>9/1/09</i>	<i>Economic Developer/ Beautification Committee</i>	
<i>2.1.6 – Develop plan for Bucket Park</i>	<i>10/1/09</i>	<i>Beautification Committee/ Tip Miller</i>	
<i>2.1.7 – Develop landscaping plan for entrance into Underwood and downtown corridor</i>	<i>5/1/09</i>	<i>Beautification Committee</i>	<i>COMPLETE</i>
<i>2.1.8 – Develop projects for 2010, including upkeep of yards of elderly and disadvantaged residents</i>	<i>12/1/10</i>	<i>Beautification Committee</i>	

Strategy 2.2: Review zoning laws to improve and maintain community image standards.

<i>Objectives for Strategy 2.2</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>2.2.1 – Subscribe to Zoning Practice</i>	<i>1/1/09</i>	<i>Economic Developer</i>	<i>Complete</i>
<i>2.2.2 – Contact Carrington Economic Developer for advice</i>	<i>6/1/09</i>	<i>Economic Developer</i>	<i>8/3/09 telephone conversation with Don Fry</i>
<i>2.2.3 – Review existing ordinances; make recommendations</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>2.2.4 – Make presentation to City</i>	<i>10/1/09</i>	<i>Economic Developer</i>	

Strategy 2.3: Implement a Downtown Revitalization Committee to set up architectural, streetscape, and landscape standards and assist in securing financial and business resources to meet standards.

<i>Objectives for Strategy 2.3</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>2.3.1 – Recruit members for the Downtown Revitalization Committee</i>	<i>6/1/09</i>	<i>Economic Developer/UAEDC Board</i>	<i>COMPLETE</i>
<i>2.3.2 – Develop standards</i>	<i>12/1/09</i>	<i>Downtown Revitalization Committee</i>	<i>Telephone conference with Keith Olson (Williston) on 7/31/2009</i>
<i>2.3.3 – Review applications for Revolving Loan Fund</i>	<i>Ongoing</i>	<i>Downtown Revitalization Committee/UAEDC</i>	
<i>2.3.4 – Review applications for Revitalization Incentives</i>	<i>Ongoing</i>	<i>Downtown Revitalization Committee/UAEDC</i>	
<i>2.3.5 – Develop marketing materials for Downtown Revitalization</i>	<i>10/1/09</i>	<i>Economic Developer</i>	

Goal 3: Increase levels of acceptance to instill a sense of belonging and pride by all community residents.

Strategy 3.1: Support and complete participate in the Horizons program to eradicate poverty and build prosperity.

<i>Objectives for Strategy 3.1</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>3.1.1 – Designate UAEDC representative to serve on Horizons Action Committees</i>	<i>4/1/09</i>	<i>UAEDC</i>	<i>Toni Cottingham agreed to serve on the Horizons Committee</i>
<i>3.1.2- Assist in the facilitation of the Skills Inventory</i>	<i>6/1/09</i>	<i>Economic Developer/Horizons Steering Committee</i>	
<i>3.1.3 – Collaborate with Horizons Steering Committee on Action Items</i>	<i>Ongoing</i>	<i>UAEDC</i>	
<i>3.1.4 – Research existing resource programs for disadvantaged populations</i>	<i>8/13/09</i>	<i>Harmony Higbie/Economic Developer</i>	
<i>3.1.5 – Develop a business plan for Underwood to become a satellite resource center for disadvantaged residents living in McLean County, ND</i>	<i>12/1/09</i>	<i>Harmony Higbie/Economic Developer</i>	<i>Research AmeriCorps program for staffing needs</i>
<i>3.1.6 - Set up a welcoming climate for all people living in the community, especially for community members in crisis</i>	<i>12/1/09</i>	<i>Horizons Steering Committee/Economic Developer</i>	

Strategy 3.2: Develop and implement an information Hub to help meet the resource needs of community families and individuals and improve methods of communicating with and serving all community members.

<i>Objectives for Strategy 3.2</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
3.2.1 - Collaborate with the Horizons Steering Committee in the development of a business plan for the Information Hub	10/1/09	Economic Developer	Need to spell out what the Hub is . . . is it just a TV in the grocery store that displays the ACCESS channel or could it also be a resource center for residents and visitors alike? Could we incorporate the results of the Skills Inventory here?
3.2.2 – Assist in the writing for grants to support a part-time position for the Information Hub	12/1/09	Economic Developer	Could this position be staffed by an AmeriCorps VISA volunteer with realtor experience?
3.2.3 – Assist in the site selection for an Information Hub	12/1/09	Economic Developer/UCPI/UAEDC	Could the Hub be an educational center on Energy Development (the Bucket Park theme)?
3.2.4 – Assist in the preparation of marketing materials for the Information Hub	12/1/09	Economic Developer	
3.2.5 – Coordinate elderly and disabled citizens with school teams, clubs, church groups, etc. for needed services	12/1/09	Economic Developer	Do we need an AmeriCorps volunteer?
3.2.6 - Identify and remove economic roadblocks that inhibit any community member or family from receiving services	12/1/09	Economic Developer	
3.2.7 – Continue to support Meals on Wheels, Senior Center, and Comet Kids Daycare	Ongoing		

Strategy 3.3: Implement a leadership development program to build community capacity in responding to the challenges of the future.

<i>Objectives for Strategy 3.3</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
3.3.1 – Attend all Leadership Plenty Trainings	1/15/09 – 4/16/09	UAEDC	COMPLETE
3.3.2 – Invite at least one other person to attend Leadership Plenty Trainings	1/15/09- 4/16/09	UAEDC	COMPLETE
3.3.3 – Incorporate Horizons Action Ideas into Strategic Plan	6/1/09	Economic Developer	COMPLETE
3.3.4 – Participate in Horizons Blogging	Ongoing	Economic Developer/Horizons Steering Committee	Ongoing

Strategy 3.4: Plan and implement a central drop recycling center.

<i>Objectives for Strategy 3.4</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
2.4.1 – Contact Waste Management for recycling programs and cost estimates	1/1/09	Joe Fleischman	Initial contact made with Renee Beeter
2.4.2 – Recruit members for Recycling Committee	7/1/09	Economic Developer/Horizons Steering Committee	COMPLETE
2.4.3 – Contact City regarding site options for drop recycling center and cost estimates	9/1/09	Horizons Steering Committee	
2.4.4- Apply for grants to support recycling center	9/1/09	Horizons Steering Committee	
2.4.5 – Prepare advertising plan for recycling center	10/1/09	Horizons Steering Committee	

Strategy 3.5: Plan and implement a community garden

<i>Objectives for Strategy 3.5</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
3.5.1 – Form a steering committee to develop a business plan	10/1/09	Kim Jensrud	
3.5.2 – Identify location for garden	12/1/09	UAEDC/ Horizons Steering Committee	
3.5.3 – Hold community gardening classes	5/1/10	UAEDC/Horizons Steering Committee	

Strategy 3.6: Plan and implement a community thrift store.

<i>Objectives for Strategy 3.6</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
3.6.1 – Form a steering committee to develop a business plan	12/1/09	Economic Developer	
3.6.2 – Research viability of community thrift store and explore using AmeriCorps VISTA volunteers	12/1/09	Economic Developer	Telephone conference Kathy Ibach re thrift store in Napoleon, ND, whose proceeds fund local child care operation
3.6.3 – Use Comet Kids’ or Underwood School Foundation’s 501(c)(3) status to leverage grant funds and contributions; have proceeds of sales benefit the daycare and/or school foundation	12/1/2009	Economic Developer	Do we use one of the Reknow buildings? Can we sell the stuff in the Reknow buildings and split the proceeds with the Reknows?

Goal 4: Partner with the Underwood School System to achieve and maintain world class status in helping students and community members lead full lives and reach their potential

Strategy 4.1: Attain NCLB Blue Ribbon School Status

<i>Objectives for Strategy 4.1</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>4.1.1- Review requirements for Blue Ribbon School status</i>	<i>6/1/09</i>	<i>Economic Developer/Toni Cottingham</i>	<i>Toni Cottingham/Kim Wirtz will research Blue Ribbon School as well as other certifications – 7/15/09- will work with School Leadership Team</i>
<i>4.1.2 – Confer with Underwood School Administration</i>	<i>12/1/09</i>	<i>Economic Developer/Toni Cottingham</i>	
<i>4.1.3 – Assist Underwood School in obtaining certification</i>	<i>Ongoing</i>	<i>UAEDC</i>	
<i>4.1.4 – Assist Underwood School in advertising its success</i>	<i>Ongoing</i>	<i>Economic Developer</i>	
<i>4.1.5 - Examine policies and procedures to determine responsiveness in serving those living in poverty conditions</i>	<i>12/1/09</i>	<i>Horizons Steering Committee</i>	
<i>4.1.6 - Determine level of required partnerships and resources to support school efforts and provide a comprehensive approach to addressing barriers related to poverty</i>	<i>12/1/09</i>	<i>Horizons Steering Committee</i>	
<i>4.1.7 - Explore development of a poverty advisory team (PAT) consisting of school, family, and community stakeholders to provide guidance in system changes for overcoming poverty-related education barriers</i>	<i>12/1/09</i>	<i>Horizons Steering Committee</i>	

Strategy 4.2: Develop community adult education and enrichment programs.

<i>Objectives for Strategy 4.2</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>4.2.1 – Contact DSU regarding offering IVN programs at Underwood School</i>	<i>1/1/09</i>	<i>Economic Developer</i>	<i>Contacted Marty Odermann-Gartner (DSU Extended Learning); received catalog of classes</i>
<i>4.2.3 – Collaborate on the development of the Business Plan for the Enrichment Program</i>	<i>12/1/09</i>	<i>Economic Developer</i>	<i>Horizons committee decided library should offer enrichment programs, while school will work on adult education programs</i>
<i>4.2.4 – Collaborate with Underwood School on Adult Education offerings</i>	<i>12/1/09</i>	<i>Economic Developer/Toni Cottingham</i>	<i>Ongoing</i>
<i>4.2.5 – Offer business education workshops</i>	<i>10/1/09</i>	<i>UAEDC/Horizons Committee</i>	
<i>4.2.6 - Review ND SBDC Pathway to Profit series</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>4.2.7 - Provide poverty sensitivity training and foster partnership and collaboration among helping professionals to raise community awareness and understanding of poverty</i>	<i>2/1/10</i>	<i>Horizons Steering Committee/Economic Developer</i>	

Strategy 4.3: Assist in the development and implementation of a youth mentoring program to help breakdown poverty barriers and strengthen success for all students.

<i>Objectives for Strategy 4.3</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>4.3.1 - Research successful mentoring programs</i>	<i>12/1/09</i>	<i>Horizons Steering Committee</i>	
<i>4.3.2 – Create “buddy” system between juniors and 6th graders</i>	<i>12/1/09</i>	<i>Kim Wirtz/Toni Cottingham/Leadership Team</i>	
<i>4.3.3 – Reintroduce reading program by seniors to elementary students</i>	<i>12/1/09</i>	<i>Kim Wirtz/Toni Cottingham/Leadership Team</i>	
<i>4.3.4 – Assist in the communication of new programs</i>	<i>Ongoing</i>	<i>Economic Developer</i>	

Goal 5: Retain and expand the quality and variety of retail, recreational, and human services to help diversify the local economy and respond to global change

Strategy 5.1: Secure new owners/operators for existing restaurants.

<i>Objectives for Strategy 5.1</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.1.1 – Contact BSC School of Hospitality Management for names of recent graduates</i>	<i>4/1/09</i>	<i>Economic Developer</i>	<i>Call to BSC has not been returned</i>
<i>5.1.2 – Follow up on discussions with people who have expressed interest to determine roadblocks to sales in restaurants</i>	<i>4/1/09</i>	<i>Economic Developer</i>	<i>Met with owners of Grandma’s for list of interested buyers</i>
<i>5.1.3 – Assess UCPI’s interest in property ownership if manager can be secured</i>	<i>2/1/09</i>	<i>Economic Developer/ UCPI</i>	<i>UCPI is not interested</i>
<i>5.1.4 – Set up community meeting to hear options and desires for a community restaurant</i>	<i>9/15/09</i>	<i>Horizons/UAEDC/ Civic Club/City/UCPI</i>	

Strategy 5.2: Secure new owners for the hardware store/lumber yard.

<i>Objectives for Strategy 5.2</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.2.1 – Determine status of negotiation of new manager/employee for hardware store</i>	<i>1/1/09</i>	<i>Economic Developer/Tip Miller</i>	<i>Ongoing conversation with various possible managers</i>
<i>5.2.2 – Hold informational meeting for development of community-owned cooperative</i>	<i>2/1/09</i>	<i>Economic Developer/Bob Larson</i>	<i>Bill Patrie led discussion on cooperative development in mid-March; Owner of Lumberyard is interested in pursuing</i>
<i>5.2.3 – Canvas commercial customers of lumber yard for interest in investment in cooperatives</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>5.2.4 – Develop offering circular for community-owned cooperative</i>	<i>9/1/09</i>	<i>Economic Developer/Attorney</i>	

Strategy 5.3: Establish a low-interest revolving loan fund for new or expanding entrepreneurs.

<i>Objectives for Strategy 5.3</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.3.1 – Develop revolving loan fund (RLF) funded by grants and sales taxes</i>	<i>8/1/09</i>	<i>Economic Developer/ Bob Larson</i>	<i>Application form complete; awaiting USDA final approval</i>
<i>5.3.2 – Publicize the availability of PACE funds as additional low interest loan source</i>	<i>Ongoing</i>	<i>Economic Developer</i>	
<i>5.3.3 – Apply for RBEG and RBOG grants from USDA</i>	<i>4/1/09</i>	<i>Economic Developer</i>	<i>RBEG granted; RBOG denied</i>
<i>5.3.4 – Recruit North Country Bank to assist in the administration of RLF</i>	<i>3/1/09</i>	<i>Economic Developer</i>	<i>Complete</i>
<i>5.3.5 – Apply for 501(c)(3) status</i>	<i>2/1/09</i>	<i>Economic Developer</i>	<i>Applications complete; awaiting IRS response to second argument</i>
<i>5.3.6 – Apply for grants from private foundations</i>	<i>Awaiting IRS response</i>	<i>Economic Developer</i>	

Strategy 5.4: Establish incentives for new or expanding entrepreneurs.

<i>Objectives for Strategy 5.4</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.4.1 – Research various forms of entrepreneurial incentives</i>	<i>5/1/09</i>	<i>Economic Developer</i>	
<i>5.4.2 – Coordinate with City on tax abatements or deferrals</i>	<i>6/1/09</i>	<i>Economic Developer/ Bob Larson</i>	<i>Renaissance Zone amendments completed 8/10/09</i>
<i>5.4.3 – Secure sample business plans and financial statement formats from SBDC for trainings</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>5.4.4 – Direct entrepreneurs to SBDC for assistance in the development of business plans, budgets, and financial plans</i>	<i>3/1/09</i>	<i>Economic Developer</i>	<i>Ongoing</i>
<i>5.4.5 - Develop marketing package describing business incentives</i>	<i>10/1/09</i>	<i>Economic Developer</i>	

Strategy 5.5: Support local businesses and fill at least two empty storefronts in the downtown area each year with businesses identified and desired through community feedback and surveys.

<i>Objectives for Strategy 5.5</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.5.1 – Contact UND School of Dentistry for recruitment of recent graduates</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>5.5.2 – Contact ND Boys Ranch and Salvation Army for thrift store opportunity</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>5.5.3 – Design downtown “dreamscape” and provide a visual of priorities for main street businesses</i>	<i>9/1/09</i>	<i>Economic Developer/Downtown Revitalization Committee</i>	
<i>5.5.4 – Determine eminent domain status of certain properties</i>	<i>6/1/09</i>	<i>Economic Developer/City</i>	<i>Contacted Don Fry re his success in Carrington; attempted contact to Neal Reppow</i>
<i>5.5.5 - Develop a buy local campaign to promote consumer loyalty and keep local dollars in the community</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>5.5.6 - Help local businesses learn how to compete successfully and find local niches</i>	<i>10/11/09</i>	<i>Economic Developer</i>	
<i>5.5.7 - Capitalize on recreational and natural resources to capture outside dollars and strengthen community character</i>	<i>3/1/10</i>	<i>Economic Developer/UAEDC</i>	<i>Contacted Tracy Potter, Director of Northern Plains Heritage Designation, for community meeting (8/09)</i>

Strategy 5.6: Explore potential for vacant flower shop to serve as a multi-purpose community center, coffee shop, and thrift store

<i>Objectives for Strategy 5.6</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.6.1 – Set up meeting with UCPI to determine interest in multi-use project</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>5.6.2 – Set up meeting with Comet Kids Daycare to determine interest in participation</i>	<i>9/1/09</i>	<i>Economic Developer</i>	

Strategy 5.7: Assist in the development of the Industrial Park.

<i>Objectives for Strategy 5.7</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.7.1 – Assess roadblocks through conversations with City and Falkirk</i>	<i>9/1/09</i>	<i>Economic Developer</i>	
<i>5.7.2 – Meet with Mark Ness on Industrial Park usages</i>	<i>9/1/09</i>	<i>Economic Developer/Bob Larson</i>	

Strategy 5.8: Explore opportunities to improve Fairgrounds and build an aquatic center

<i>Objectives for Strategy 5.8</i>	<i>Date of Completion</i>	<i>Responsibility</i>	<i>Status and Date</i>
<i>5.8.1 – Arrange for meeting with fair board</i>	<i>10/1/09</i>	<i>Economic Developer</i>	
<i>5.8.2 – Research federal funding opportunities</i>	<i>11/1/09</i>	<i>Economic Developer</i>	
<i>5.8.3 – Develop Feasibility study</i>	<i>1/1/10</i>	<i>Economic Developer</i>	

Board Authorization of Strategic Plan

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

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