



# WATFORD CITY

## NORTH DAKOTA



### *Economic Development Strategic Plan*

Public Review Draft — October 9, 2012



A Building Communities™  
Strategic Plan

A project of



[www.VisionWestND.com](http://www.VisionWestND.com)



## ABOUT VISION WEST ND

Southwest REAP Zone and the North Dakota Association of Oil and Gas Producing Counties (“Association”) partnered with the REAP Investment Fund in the fall of 2011 to apply for funding from U.S. Department of Housing and Urban Development (HUD) to create a 20-year Regional Plan for Sustainable Development. The North Dakota



Department of Trust Lands provided matching funds in order that the 19 oil-development-impacted counties could create local plans that would contribute to the overall Regional Plan.

The 19 counties, along with the Three Affiliated Tribes, four regional councils, five colleges and universities, Southwest REAP Zone, and the Association have combined to form Vision West ND, a consortium of interests working to diversify the regional economy and take measures to improve the overall quality of life.

The box at right presents the key organizations collaborating to advance the regional planning effort. The effort is centered around a set of principles, the Livability Principles, which were developed and are being promoted by the three federal agencies directly involved with the Partnership for Sustainable Communities—the US Department of Transportation, the US Environmental Protection Agency, as well as HUD.

This strategic plan document is one of a series of locally based (city or county) plans that comprise but one of six overall deliverables by Vision West ND. The six planning products include: 1) local economic development strategic plans, 2) plans to address infrastructure needs, 3) planning and zoning recommendations, 4) project schematics for priority local projects, 5) an entrepreneurship initiative and Western North Dakota Energy Project, and 6) the Regional Plan for Sustainable Development.

The development of this document was locally driven through the formation of a community-based Steering Committee under the leadership of a local Plan Director. The findings from this local plan will be combined with those from other such plans to form the Regional Plan for Sustainable Development in 2013.

### PROJECT SUPPORT TEAM

**Rural Economic Area Partnership  
Fund, Inc. (REAP)**

**Southwest Rural Economic Area  
Partnership Zone  
(Southwest REAP Zone)**

**North Dakota Association of Oil and  
Gas Producing Counties**

**DLN Consulting**

**Souris Basin Planning Council**

**Building Communities Inc.**

**AE2S/AE2S Nexus**

**USDA Rural Development**

### FUNDING AGENCIES

**US Department of Housing  
and Urban Development**

**North Dakota  
Department of Trust Lands**



# — ACKNOWLEDGEMENTS AND PLANNING PHILOSOPHY —

Two essential ingredients are required for a strategic planning process to work.

First, the local citizenry must be involved at a deep and personal level. Involvement must go well beyond attendance at a meeting or two. Rather it must include a significant number of engaged, capable people who are committed to the betterment of their community.

Second, the people must use an effective planning methodology.

## THE PEOPLE

---

### **Plan Director**

#### **Jessie Scofield**

*Special Projects Coordinator*

*McKenzie County EDC*

*Small Business Development Center Consultant*

*Small Business Development Center*

#### **Janel Lee**

*Vice President*

*McKenzie County Bank*

#### **Gary Melland**

*Manager of Engineering Services*

*McKenzie Electric Co-Op*

### **Steering Committee Members**

#### **Robin Arndt**

*Park District Supervisor*

*Watford City Park District*

#### **Deidre (DeeDee) Berquist**

*McKenzie County Tax Director*

*McKenzie County*

#### **Kristin Bolken**

*Director*

*Benefit Fund of McKenzie County Healthcare System*

#### **Jan Dodge**

*Director*

*McKenzie County Tourism*

#### **Mary Gumke**

*Executive Secretary*

*Watford City Area Chamber of Commerce*

#### **Steven Holen**

*Superintendent*

*McKenzie County School District #1*

#### **Peni Peterson**

*City of Watford City*

#### **Justin Smith**

*Superintendent of Public Works*

*City of Watford City*

#### **Desiree Sorenson**

*Director*

*McKenzie County Social Services*

#### **Erik Stenehjelm**

*Corporate Operations*

*First International Bank and Trust*

#### **Linda Svihovec**

*McKenzie County Auditor*

*McKenzie County*

#### **Calli Thorne**

*NDSU Extension Agent*

*NDSU Extension Service*

---

# TABLE OF CONTENTS

<b>Executive Summary</b>	<b>1</b>
■ Our Community	1
■ Background	2
■ Horizon and Scope of Plan	2
■ Selecting the Strategies	2
■ Increasing Economic Development Capacity	3
■ Looking to the Future	3
■ Community Visioning Survey	3
■ Strategy Selector Scoring System	5
<b>Strategy Selector Results</b>	<b>7</b>
■ Importance of Recommendations	7
<b>SWOT Analysis</b>	<b>7</b>
■ Overall SWOT Summary	7
■ Assets	8
■ Capital	9
■ Expertise	9
■ Government	10
■ Infrastructure	10
■ Labor	11
■ Location	11
■ Presentation of Selected Strategies	11
<b>Watford City Selected Strategies</b>	<b>12</b>
■ Recommendations for Implementation	12
<b>Business Recruitment &amp; Cultivation</b>	<b>13</b>
<b>Business Retention &amp; Expansion</b>	<b>17</b>
<b>Destination Tourism</b>	<b>22</b>
<b>Downtown Development</b>	<b>29</b>
<b>Education Development</b>	<b>35</b>
<b>Entrepreneurial Development</b>	<b>40</b>
<b>Health Care</b>	<b>44</b>
<b>Infrastructure Development</b>	<b>49</b>
<b>Local/Regional Tourism</b>	<b>54</b>
<b>Pass-through Visitor Services</b>	<b>60</b>
<b>Quality-of-life Initiatives</b>	<b>66</b>
<b>Community Organizer</b>	<b>85</b>
■ Business Development Capacity Report	85

■ Community Development Capacity Report . . . . .	85
<b>Business Development Capacity . . . . .</b>	<b>87</b>
■ Business Development Strategy . . . . .	87
■ Local Staff and Team Development . . . . .	88
■ Industrial Land and Infrastructure . . . . .	88
■ Targeted Industries . . . . .	90
■ Marketing . . . . .	91
■ Prospect and Lead Management . . . . .	92
■ Closing the Deal . . . . .	93
<b>Community Development Capacity . . . . .</b>	<b>94</b>
■ Strategic Plan/Vision . . . . .	94
■ Project and Issued Development . . . . .	94
■ Organizational Capacity . . . . .	95
■ Staffing . . . . .	96
■ Civic Volunteerism . . . . .	96
■ Community Attitude . . . . .	97
■ Maintaining the “Community” as the Goal . . . . .	97
<b>Appendix . . . . .</b>	<b>98</b>
■ Prioritized Strategy Report . . . . .	99
■ Strategy Recommendations . . . . .	100
■ Strategies by Group . . . . .	102
■ Alphabetical Listing of Strategies . . . . .	103
■ Key Success Factor Report . . . . .	104
■ Community Visioning Survey . . . . .	106

# A Building Communities Economic Development Strategic Plan for Watford City, North Dakota

## **Our Community**

Like many rural communities in the Midwest, Watford City is a friendly community with strong ties to the land, a focus on families, and very generous to residents and visitors. The community has a very positive culture that includes a “barn-raising” mentality that gets things done for its current and future generations.

The results of this attitude are present everywhere with a downtown that showcases recent business investments and streetscape improvements, a handsome visitor center that greets newcomers to the area with a bright smile, and hotel construction that states the community is open for business.

Unlike most rural communities in America, however, Watford City is exploding with growth. The pace of growth is so fast that no one really knows the current population of the city and surrounding area. Furthermore, no one really knows when it will end...and how big Watford City will be when the Bakken Boom slows.

Watford City is not along for the ride, however. It is prepared to control and lead the growth dynamic in order that the current strong economic conditions promote a healthy, diversified economy that can become a best practice that demonstrates how a rural community can shape growth into long-term community assets and livability.

What is most impressive about Watford City is the dynamic leadership that envisions and enacts one successful project after another. Some communities talk about making improvements, Watford City just does it. And does it well.

Most communities that succeed are benefitted by a gentle breeze of economic activity they can proactively manage. In Watford City and throughout the Bakken, it is a whirlwind. Only proactive communities will come out better on the back end of the oil industry build out. For the others, the growth will consume their short-term livability and create long-term ghost towns that will stand as a reminder of the roaring start to the 21st Century.

Watford City will shape its future. Few communities of under 7000 population could possibly effectively implement ten Strategies and nine Quality-of-Life Initiatives. Watford City will. Its legacy depends upon it.



## Background

Watford City, North Dakota is a participant in Vision West ND, a 19-county coalition collaborating to develop a Regional Plan for Sustainable Development.

The first step in the development of the Regional Plan is the completion of locally based (city and/or county) economic development strategic plans. These local plans emphasize economic diversification measures and a strong focus on quality-of-life initiatives designed to assist communities in maintaining and enhancing their livability during the economic boom time created by the development of the Bakken oil formation.

The planning participants are utilizing the Building Communities-based approach to economic development strategic planning. Information gained from this local planning process is then considered by the Vision West ND consortium in the development of the Regional Plan.

## Horizon and Scope of Plan

This strategic plan implementation has a three-to-five year time horizon, and is focused on Watford City. The broader Regional Plan for Sustainable Development has a 20-year time horizon.

## Selecting the Strategies

The Building Communities Economic Development Strategic Planning methodology employs the Strategy Selector tool—an objective approach that prioritizes each of the 25 economic development strategies presented—based on key success factors in seven categories.

Steering Committee participants fully considered the 25 community and economic development strategies plus additional Quality-of-life Initiatives, new strategies designed to capture development and sustainability elements consistent with the Livability Principles. The six Livability Principles include: 1) providing more transportation choices; 2) promoting equitable and affordable housing; 3) enhancing economic competitiveness; 4) supporting existing communities; 5) coordinating and leveraging federal policy and investments; and 6) valuing communities and neighborhoods.

As detailed in this plan, a total of 10 economic and community development strategies were selected for advancement in this strategic plan, as well as nine Quality-of-life Initiatives.

Economic and Community Development Strategies:

- Business Recruitment & Cultivation
- Business Retention and Expansion
- Destination Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Health Care
- Infrastructure Development
- Local/Regional Tourism
- Pass-Through Visitor Services

### Quality-of-Life Initiatives:

- Agriculture Service Organization
- Arts and Crafts
- Daycare and After School Programs
- Litter and Entryways
- Parks and Recreation
- Proactive Zoning
- Public Safety
- Services and Family Preservation
- Walking Path Systems

After selecting the strategies, planning participants reviewed recommended Essential Action Steps (EASs) for the implementation of the strategies. The EASs were then self-assigned to individuals within the Steering Committee for implementation. For each of the EASs, the time frame, needed resources, and performance measures were identified. This plan presents all of the EASs for each strategy.

### Increasing Economic Development Capacity

A key component of implementing an Economic Development Strategic Plan is recognizing the existing and needed capacity to implement strategies. Capacity represents the human, financial and technical resources necessary for strategy implementation.

The Building Communities strategic planning process utilizes the Community Organizer Tool to assist communities and organizations to objectively analyze their existing and desired capacity.

A total of 60 “capacity scenarios” are presented, and Steering Committee participants then identify their existing capacity levels. Based upon these responses, a report is then generated prescribing recommended steps to achieve sufficient capacity for full-scale strategy implementation.

### Looking to the Future

Watford City completed an economic development strategic planning process in 2001 that is still regarded as a key milestone in the recent advancement of the community. This strategic planning process is considered by the community as Version 2.0 of community-wide strategic planning.

The community recognizes that it is in a period of dramatic growth that can either positively shape the community, or tear apart the high quality of life that it enjoys—and is successfully enhancing.

The community is also developing a more specific vision for the future use of surrounding lands, and this strategic plan serves to frame the land use planning effort.

### Community Visioning Survey

Watford City conducted extensive strategic plans in 2001 that was implemented over the past decade. Given the current dynamic growth influences, the City sought new guidance from the community at large to complement the Vision West ND strategic planning initiatives. With the assistance of AE2S, Watford City conducted a Community Visioning Survey in February 2012. Highlights from this survey are shown below:

- 154 survey responses recieved-- a five percent response rate based on the City’s population
- Majority of respondents were between the ages of 21 and 69

- Greatest majority, 36 percent, have resided in the community 25 to 50 years
- 44 percent plan to live in Watford City or McKenzie County for the next 25 to 50 years
- Young families, teenage and college youth, and young and single adults were the sectors of the population that were perceived to be underserved by the current available businesses/ services
- The top five issues ranked most important:
  - Affordable housing
  - Emergency and medical facilities upgrades
  - Infrastructure expansion
  - Daycare facilities
  - Quality of K-12 buildings, education, and library
- 59 percent of respondents rated the overall quality of life in Watford City “very good” or “good”
- New businesses or services sought to enhance the quality of life include:
  - Alco
  - Bowling alley
  - Daycare
  - Fast food
  - Grocery store
  - Restaurants
  - Wal-Mart
- Services that should be expanded or improved:
  - Clothing store
  - Daycare
  - Gas stations
  - Grocery stores
  - Hospital
  - Restaurants
  - Wellness center
- Favorite buildings and/or facilities include:
  - Civic and Health Center
  - Outlaws
  - First International Bank Building
  - Veterans Building
  - Library
  - High School
- Other issues that should be considered when planning future facilities:
  - After-school programs and indoor activities
  - Regaining a component of tourism
  - Traffic flow
  - Public safety, street lights, zoning for residential areas, walking paths
  - Flexibility to contract after eventual steadying and decline in population associated with oil boom
  - Larger jail and more county office space
  - Affordable services for those on fixed incomes

A full summary of survey results are included in Appendix F.

## **Strategy Selector Scoring System**

The Strategy Selector Tool is utilized to generate an objective assessment of the most viable economic development strategies for a given community. For this Plan, the Steering Committee considered 85 Key Success Factors and the comparative advantage that Watford City has with respect to communities of a similar size.

Each of the key success factors scored on a scale of ‘0’ to ‘4’. Where the Steering Committee determined that Watford City has a significant comparative advantage relative to its competition, that factor was scored a ‘4’. Where a particular Key Success Factor was determined to be relatively absent in Watford City, it was given a score of ‘0’. Intermediate scores from ‘1’ to ‘3’ were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the twenty-five strategies on a weighted basis. The result is the “Prioritized Strategy Report” to the right, which presents all 25 strategies, ranked by Building Communities according to their likelihood of success.

## Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Energy Development	91	Sector-specific
Attracting Government Jobs	79	Other
Education Development	78	Community Development
Local/Regional Tourism	75	Tourism
Downtown Development	75	Community Development
Infrastructure Development	75	Other
Attracting Government Funding	75	Other
Destination Tourism	73	Tourism
Business Retention and	71	General Business
Business Cultivation	70	General Business
Value-added Agriculture	70	Value-added
Leading Edge Development	68	Sector-specific
Health Care	68	Community Development
Environmental Restoration	64	Sector-specific
Business Recruitment	63	General Business
Entrepreneurial Development	53	General Business
Transportation Distribution	46	Sector-specific
Cultural Tourism	45	Tourism
Bedroom Community	43	Community Development
Attracting Lone Eagles	43	Other
Attracting Retirees	41	Other
Value-added Fisheries	38	Value-added
Value-added Mining	38	Value-added
Pass-Through Visitor Services	35	Tourism
Value-added Forest Products	25	Value-added

This initial Prioritized Strategy Report provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in representative government requires not only capable leaders, but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the “Voice of the Community” meeting in which the broader community was asked whether or not it would like to see the community advance each of the 25 strategies, and whether or not it believes the community could successfully do so.

The results of the Voice of the Community meeting were then weighed, factored and combined with the the results of the Key Success Factor Test to produce the “Enhanced Strategy Report” to the right. This report provided the Steering Committee with a more complete view of the the desires and confidence of both leaders and citizens, respective to each of the 25 potential strategies and, with the Prioritized Strategy Report, served as the foundation for the final strategy selection process.

In addition, before strategies were actually selected, the Steering Committee was asked to assess the capacity of the community to carry out both general and specific economic development activities. This was done during the Community Organizer session of Plan

Week, and the recommendations which resulted from that session will help the community refine and increase its capacity to work together and succeed as it begins execution of the strategic plan.

With these various analyses and assessments in place, the Steering Committee task was to choose the strategies which the community would ultimately advance. Consideration of the Prioritized Strategy Report yielded a selection of ten strategies considered “most viable.” For each of these strategies, the Steering Committee then assigned one or more organization(s) to play a lead role in strategy implementation.

### Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Downtown Development	272	100%	97%	Community Development
Energy Development	266	87%	88%	Sector-specific
Infrastructure Development	264	97%	94%	Other
Health Care	253	97%	94%	Community Development
Local/Regional Tourism	249	94%	91%	Tourism
Business Retention and Expansion	246	92%	94%	General Business
Entrepreneurial Development	224	92%	88%	General Business
Business Recruitment	217	83%	82%	General Business
Attracting Government Funding	209	83%	74%	Other
Business Cultivation	202	81%	74%	General Business
Value-added Agriculture	173	81%	62%	Value-added
Pass-Through Visitor Services	139	72%	71%	Tourism
Education Development	126	58%	53%	Community Development
Cultural Tourism	111	58%	62%	Tourism
Attracting Government Jobs	59	33%	32%	Other
Destination Tourism	46	39%	27%	Tourism
Leading Edge Development	45	36%	29%	Sector-specific
Environmental Restoration	34	32%	26%	Sector-specific
Attracting Lone Eagles	23	36%	29%	Other
Transportation Distribution Center	-15	28%	26%	Sector-specific
Attracting Retirees	-15	35%	24%	Other
Value-added Mining	-42	19%	15%	Value-added
Bedroom Community	-55	17%	15%	Community Development
Value-added Fisheries	-99	3%	3%	Value-added
Value-added Forest Products	-126	0%	0%	Value-added

# STRATEGY SELECTOR RESULTS

## Overview

As noted earlier, ten of the 25 economic and community development strategies have been selected for implementation by Watford City. These strategies include:

- Business Recruitment & Cultivation
- Business Retention and Expansion
- Destination Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Health Care
- Infrastructure Development
- Local/Regional Tourism
- Pass-Through Visitor Services

## Importance of Recommendations

Building Communities provides two types of recommendations: 1) Essential Action Steps associated with the selected business and community development strategies; and 2) organizational capacity recommendations generated by the Community Organizer Tool.

Combined, these two approaches generate a substantial number of recommendations and actions that the community should take in order to successfully implement its strategies.

However, the results of the Community Organizer tool should be seen as supporting recommendations. In other words, it is the Essential Action Steps that should be the primary focus, with the recommendations provided through the Community Organizer tool seen more as a “tune-up” for the assigned organizations—and the community as a whole—to get the work done.

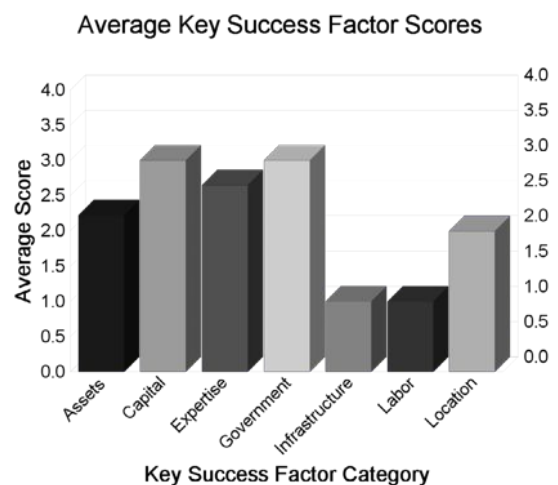
The recommendations of the Community Organizer are presented following details of the Essential Action Steps of the selected strategies.

While we recommend that the Steering Committee review the Essential Action Steps on a monthly basis, it may only be necessary to review the Community Organizer tool recommendations on a quarterly or semi-annual basis.

## SWOT ANALYSIS

### Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities, and threats (SWOT) analysis as a starting point for the process. Instead, we present 85 key success factors for community and economic development. The local assessment of the relative comparative advantage of



each of the Key Success Factors, in effect, yields a SWOT analysis based on the seven categories: assets, capital, expertise, government, infrastructure, labor and location.

The table at right presents a brief description of each category, and the average score of the community in each of those categories.

The Key Success Factors can be presented in their seven categories. For Watford City, this presentation shows the relative strength of Capital, Expertise and Government. The Assets category also performs well.

Only Infrastructure and Labor pull the overall scores down somewhat.

Key Success Factor Categories		AVG SCORE
<b>Assets</b>	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.2
<b>Capital</b>	Business debt and equity funding as well as consistent funding for development organizations to succeed.	3.0
<b>Expertise</b>	The skills, connections and abilities of local professionals.	2.7
<b>Government</b>	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	3.0
<b>Infrastructure</b>	The land, buildings and infrastructure necessary to advance many of the business development strategies.	1.0
<b>Labor</b>	The labor force of a community.	1.0
<b>Location</b>	The relative proximity of the community to the marketplace.	2.0
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

## Assets

The “Assets” category generally presents Key Success Factors unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

13 of the 22 factors in the broad-ranging Assets category score above average, with notable advantages leading to support for energy, agricultural, tourism and business strategies. Significant weaknesses relate to housing and value-added strategies (other than agriculture).

## Capital

### KEY SUCCESS FACTORS - ASSETS

### SCORE

Availability of energy resources	4
Proximity to large volumes of agricultural commodities	4
Proximity to nationally-recognized attractions	4
Sufficient local entrepreneurial base	4
Quality residential neighborhoods	3
Accurate, long-term analysis of infrastructure needs and costs	3
Existence of recreational amenities	3
Expandable educational institution	3
Financially-sound existing health care facility	3
High availability of urban services	3
Local recreational and visitor attractions	3
Recognizable central business district/downtown	3
Sufficient base of local businesses	3
Desirable climate	1
Existing or prospective cultural attraction	1
Proximity to fisheries commodities	1
Proximity to raw materials and minerals	1
Proximity to travel routes	1
Proximity to urban population and workforce centers	1
Available, desirable housing	0
Proximity and access to forests and forest products	0
Absence of industrial business activity	0



Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff primarily engage in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Surprising for a rural community, access to capital is a strength in Watford City. Nine of the 10 factors score a 3 or higher. Local community banks provide significant expertise for business development opportunities. The only low scoring factor is irrelevant--long-term contracts for forest materials--is irrelevant..

## KEY SUCCESS FACTORS-CAPITAL SCORE

Ability to secure power-purchase agreements	4
Access to small business financing	4
Dedicated local financial resources for staffing recruiters	4
Access to large-scale capital	3
Access to long-term infrastructure loans and grants	3
Availability of appropriated funds	3
Competitive recruitment incentives	3
Local funding for downtown development	3
Sufficient marketing, promotion, or public relations budget	3
Ability to secure long-term contracts for forest materials	0

## Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of Key Success Factors is expertise. The successful implementation of virtually every strategy requires expertise by a broad array of professionals in any community.

Not only should expertise be possessed by the individuals on the front lines of community and business development, but such experience is also important in various professional sectors of the local economy, in the advancement of targeted tourism and downtown development strategies and in the ability of the professionals backing up the front-line community and business developers (city

## KEY SUCCESS FACTORS - EXPERTISE SCORE

Ability to build a team comprised of energy-development	4
Capable, experienced economic development professionals	4
Cooperation of economic development staff and educational	4
Sophisticated tourism development & promotion	4
Ability to compete in a global market	3
Ability to identify product and service gaps	3
Ability to network and attend relevant trade shows	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Competent, strategic-minded hospital and health-care	3
Cultural development and advocacy organization	3
Downtown organization and staff	3
Local ability to identify and advance a funding proposal	3
Relative sophistication in coordinating and marketing local	3
Sophisticated use of the internet for marketing	3
Support from local education professionals at all levels	3
Team approach to infrastructure finance	3
Dedicated business coaching staff	1
Existing excellence in local health care	1
Implementation of national Main Street Four-Point Approach™	1
Relationship with site selectors	1
Staff focused on recruitment objectives	1
Supportive post-secondary education training program	1



managers, public works directors, county commissioners, etc.).

17 of the 23 factors related to local expertise score a 3 or 4, underscoring the unusual capacity of Watford City to advance community and economic development. This expertise will be essential as the community strives to advance 10 strategies and nine Quality-of-Life Initiatives.

## Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and enacted.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Impressively, 14 of the 15 factors related to the “Government” category score a 3 or a 4. Many of these factors likely relate to the general attitude the community has about business development and cooperating with all sectors of the economy. Perhaps it is not surprising these scores are high given the national reputation North Dakotans for friendliness and work ethic.

### KEY SUCCESS FACTORS - GOVERNMENT

### SCORE

Active engagement of downtown building and business owners	4
Local government support	4
Community acceptance of the visitor industry	3
Community support for needed infrastructure rate increases	3
Favorable state policies with respect to office locations	3
Local focus on revenues from visitors	3
Local pro-business climate	3
Projected growth in government budgets	3
Strong community support	3
Strong relations between economic development organization	3
Strong state and/or federal legislative delegation	3
Support from local businesses	3
Supportive local government policy and focus	3
Supportive state energy policies and incentives	3
Support for attracting retirees	1

## Infrastructure

In order for communities to be attractive for many strategies, they must possess sufficient land, infrastructure, buildings and housing for progress. Building Communities utilizes the term infrastructure to be very broad in this context (beyond just sewer, water and power facilities).

Infrastructure represents the greatest challenge for the community. All nine scores in this category are at or below average. Basic infrastructure needs, as well as housing shortages, are the biggest obstacles to overcome for Watford City.

### KEY SUCCESS FACTORS - INFRASTRUCTURE

### SCORE

Proximity to transmission lines with excess capacity	2
Adequate telecommunications bandwidth	1
Availability of brownfield sites	1
Availability of industrial-zoned land	1
Availability of local land, buildings, and infrastructure	1
Excess water and sewer infrastructure capacity	1
High-speed telecommunications	1
Land/Buildings/Campus for education development	1
Adequate housing for labor force	0

## Labor

It takes a deeper bench than simply the “experts” to successfully implement many strategies. The availability and skills of the local labor force are critical to many strategies.

The Steering Committee scored the all-important category of Labor a 1, as the region is facing a nation-leading 1% unemployment rate. This score draws down the overall score for 15 of the strategies. Medium-term relief will actually be led by the development of single-family housing, which will bring greater diversity to the burgeoning all-male workforce. Significant housing construction is expected in 2012 and 2013, which will support development of a more balanced workforce.

### KEY SUCCESS FACTORS - LABOR

### SCORE

Available local labor force	1
-----------------------------	---

## Location

The location of the community is of great significance to many strategies. Communities that are strategically located, for example, to provide access to markets have a comparative advantage to relatively isolated communities.

### KEY SUCCESS FACTORS - LOCATION

### SCORE

Prospect of an expanded geographic market for health care	4
Advantageous location for government or education expansion	3
Proximity and access to markets	1
Proximity to scheduled air service	1
Strategic location for distribution centers	1

Although it is generally agreed the advances in telecommunications capacity have significantly bridged the digital divide, allowing business activity to be conducted from anywhere, for many strategies the specific location of the community is still paramount.

The five location factors are somewhat split, generally with business development factors scoring low and community development factors scoring high.

## Presentation of Selected Strategies

Ultimately, the Steering Committee recommends the advancement of 10 strategies to enhance the economic condition and overall quality-of-life for Watford City.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the results of the Key Success Factor Analysis. Finally, a series of Essential Action Steps are presented in a To-Do List Matrix, which forms the action plan for the implementation for the overall strategy.

Two figures are presented with each strategy on the following pages—“Score” and “Rank.”

**Score** - This represents the strategy’s overall score on a basis of 100 points, and is the result of the Steering Committee’s collective responses to the Key Success Factor Analysis the first session of Plan Week. Strategies that score 85 or higher are recommended for implementation, those scoring 70-84 are considered borderline and those below 70 are considered challenging or very challenging.

**Rank** - This represents the position of each strategy among all the strategies, based on its strategy’s score.

## WATFORD CITY SELECTED STRATEGIES

The strategies selected by the Watford City Steering Committee are:

- Business Recruitment & Cultivation
- Business Retention and Expansion
- Destination Tourism
- Downtown Development
- Education Development
- Entrepreneurial Development
- Health Care
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services

Strategies not selected include:

- Attracting Government Funding
- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community
- Business Cultivation
- Cultural Tourism
- Energy Development
- Environmental Restoration
- Leading-edge Development
- Transportation Distribution Center
- Value-added Agriculture
- Value-added Fisheries
- Value-added Mining
- Value-added Forest Products

### RECOMMENDATIONS FOR IMPLEMENTATION

Watford City has formed a very engaged Steering Committee and subcommittees to identify its viable strategies and assign Essential Action Steps. It is strongly recommended that the Steering Committee and subcommittees remain functional for at least three years to implement the selected strategies. In general, the Steering Committee should meet monthly and hear reports from its members about the progress in advancing the Essential Action Steps for each strategy.

In addition to the monthly meeting, the Steering Committee should hold a meeting approximately every nine months to consider every Essential Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks in terms of strategy implementation.

On the following pages, each selected strategy is summarized and the Essential Action Steps are outlined.

## BUSINESS RECRUITMENT & CULTIVATION

Score: 63 | Rank: 15

### Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

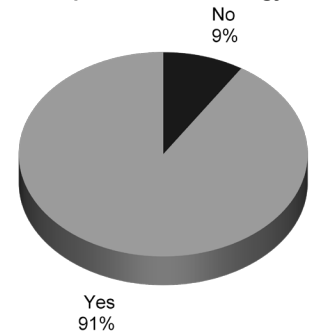
Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

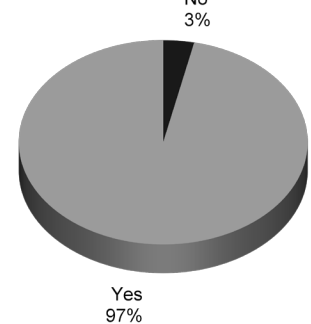
### Objectives of Strategy Implementation

Similar to the selection of Business Retention and Expansion, as well as Business Cultivation, the community also desires to maintain a strong business attraction effort. Supported by a widely respected economic development professional, the community is uniquely poised to attract new business enterprises that desire the location of western North Dakota, while still enjoying the benefits of small-town living. A special focus will be made to recruit white-collar oil industry offices that require proximity to the Bakken oil patch.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



## Strategy Selector Findings

With 15 key success factors, Business Recruitment leads the list with regard to strategy complexity. Remarkably, for a community of under 10,000 population, 10 of the 15 factors score a 3 or 4. In general, the community possesses unique capabilities in its development team, and especially in its economic development professional. Similar to other business development strategies, challenges will come in the form of local buildings needed for expansion and the tight labor force.

KEY SUCCESS FACTOR	SCORE
Dedicated local financial resources for staffing recruiters	4
Capable, experienced economic development professionals	4
Local government support	4
Access to large-scale capital	3
Ability to compete in a global market	3
Sophisticated use of the internet for marketing	3
Competitive recruitment incentives	3
Strong community support	3
Support from local businesses	3
Ability to network and attend relevant trade shows	3
Proximity and access to markets	1
Proximity to scheduled air service	1
Relationship with site selectors	1
Availability of local land, buildings, and infrastructure	1
Available local labor force	1

## Essential Action Steps – Overview

Essential Actions Steps:

1. Support or create an organization and position focused upon business recruitment objectives.
2. Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).
3. Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).
4. Develop a business recruitment plan based upon above considerations.

## Essential Action Steps – Detail on the following pages

## Business Recruitment

**Support or create an organization and position focused upon business recruitment objectives.**

### Organization

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Date:**

**Task 1:** Currently several organizations exist with various functions related to business recruitment and cultivation. The Chamber will become a meeting ground for efforts and information source for all parties.

**Task 2:** Work cooperatively with EDC and JDA, city and county officials to encourage business recruitment and cultivation strategies.

**Task 3:** Create opportunities for new businesses to engage with the existing business community – form alliances.

**Task 4:** Serve as an information source to new businesses – encourage Chamber membership and civic involvement.

**Financial Resources:** current chamber work/with expansion the Chamber may have to look for additional financial

**Human Resources:** Chamber of Commerce Board and member businesses

**Technical Resources:** Chamber of Commerce Board may require technical assistance/outside support.

**Performance Measures:** – Feedback from all participating organizations

**Inventory business development assets in community (land, buildings, labor force, job training programs, incentives, etc.).**

### Planning

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Date:**

**Task 1:** Work with EDC/JDA to identify and inventory business development assets in Watford City and McKenzie County that can be consistently communicated to potential business developers.

9/1/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Chamber of Commerce Board and member businesses

**Human Resources:** Chamber of Commerce Board may require technical assistance/outside support.

**Technical Resources:**

**Performance Measures:** EDC, JDA and WC Area Chamber agree that a comprehensive inventory of business development assets has been created

## Business Recruitment

### Identify business recruitment outreach approaches (Web-based, attendance at trade shows, other marketing strategies).

#### Planning

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** In cooperation with McKenzie County Tourism, JDA and EDC develop information and marketing materials that can be distributed to potential businesses and continue to attend trade shows and marketing events

**Date:**  
9/1/2012

**Task 2:** Identify ways to highlight business needs in existing Chamber of Commerce newsletters and communications and answer inquiries about Chamber and related agencies.

9/1/2012

**Task 3:** Develop a FAQ for the WC Area Chamber of Commerce for potential business interests including information about what the community has inventoried as its needs

9/1/2012

**Task 4:** Keep WC Area Chamber of Commerce Website current and with relevant information targeted to potential businesses

9/1/2012

#### Financial Resources:

**Human Resources:** Chamber of Commerce Board, staff and member businesses

**Technical Resources:** Chamber of Commerce Board may require technical assistance/outside support.

**Performance Measures:** EDC, JDA and WC Area Chamber agree that a comprehensive outreach approach has been created and discusses the effectiveness of the efforts.

### Develop a business recruitment plan based upon above considerations.

#### Planning

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Identify organizations to participate in a business recruitment plan

**Date:**  
12/1/2013

**Task 2:** Identify a lead agency and/or person to coordinate the efforts

12/1/2013

**Task 3:** Identify outside sources and technical support needed to develop a business recruitment plan and the timeliness of a plan

12/1/2013

**Task 4:**

#### Financial Resources:

**Human Resources:** Chamber of Commerce Board, EDC and JDA Boards and staff

**Technical Resources:** May require technical assistance/outside support.

**Performance Measures:** EDC, JDA and WC Area Chamber have created a business recruitment plan and have discussed the effectiveness of the efforts.

## BUSINESS RETENTION & EXPANSION

Score: 71 | Rank: 9

### Summary

It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:

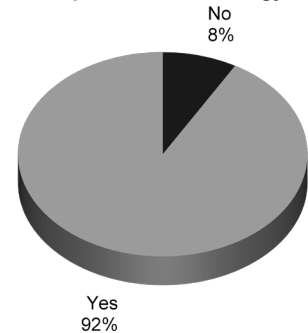
- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.

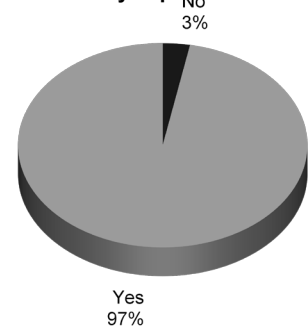
### Objectives of Strategy Implementation

The Steering Committee sees an expanded role for its local Chamber of Commerce to conduct increased efforts to support its growing business base. Combined with the selection of Business Cultivation, an increase in targeted business advocacy is on the horizon.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?





## Strategy Selector Findings

Fully seven of the nine factors scored 3 or 4 for this strategy, led by the twin strengths of responsive local banks and strong economic development professionals. In addition, the community boasts a pro-business attitude throughout all sectors. Labor force dynamics will be challenging for many years given the the high likelihood of local citizens securing employment in the oil industry.

KEY SUCCESS FACTOR	SCORE
Access to small business financing	4
Capable, experienced economic development professionals	4
Sufficient base of local businesses	3
Ability to compete in a global market	3
Support from local education professionals at all levels	3
Strong relations between economic development organization and local businesses	3
Local pro-business climate	3
Availability of local land	1
Local, available, low-skill labor pool	1
Availability of local buildings	1
Availability of local infrastructure	1
Local, available, high-skill labor pool	1

## Essential Action Steps – Overview

Essential Actions Steps:

1. Develop a business outreach team comprised of local government and economic development professionals.
2. Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.
3. Coordinate a business resources forum inclusive of business financing and workforce training resources.
4. Develop a survey or “conversation template” to guide discussions with existing businesses.
5. Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.

## Essential Action Steps – Detail on the following pages

## Business Retention and Expansion

**Develop a business outreach team comprised of local government and economic development professionals.**

### Organization

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** The WC Area Chamber of Commerce will work in coordination with EDC, city and county leaders to identify existing businesses and industries, and the respective contact persons within each business/industry.

**Date:**

10/1/2012

**Task 2:** As part of its own membership development, the WC Area Chamber of Commerce will develop a comprehensive list of existing businesses and industries with respective contact persons.

10/1/2012

**Task 3:** The Chamber will make this list available to coordinating organizations and work cooperatively

10/1/2012

**Task 4:**

**Financial Resources:** Volunteer board member time

**Human Resources:** Staff and volunteer board member time

**Technical Resources:** Coordination with organizations-EDC and JDA

**Performance Measures:** The above listed agencies agree that a comprehensive list has been created and commit to updating on a regular basis

**Systematically identify existing businesses and industries, and the respective contact persons within each business/industry.**

### Planning

**Lead Organization:** MC Small Business Development Center

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** EDC currently has a list of businesses and will reevaluate that directory on a monthly basis by checking local newspaper listings, online listings and driving through the community.

**Date:**

5/1/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** McKenzie County EDC

**Human Resources:** Jessie Scofield

**Technical Resources:**

**Performance Measures:**

## Business Retention and Expansion

### Coordinate a business resources forum inclusive of business financing and workforce training resources.

#### Planning

**Lead Organization:** MC Small Business Development Center  
**Lead Contact:** Jessie Scofield

**Phone:** (701) 770-8659  
**Email:** jessieveeder@gmail.com

**Task 1:** EDC/JDA and SBDC are working on an entrepreneurial support plan that will include development classes and a potential new business owner group

**Date:**  
7/1/2012

**Task 2:** Will work with Watford City Chamber of Commerce to evaluate the training needs in the business community

7/1/2012

**Task 3:**

**Task 4:**

**Financial Resources:** EDC JDA SBDC

**Human Resources:** Jessie Scofield, Gene Veeder, MARY Gumpke, Kristin Bolken, Chamber of Commerce

**Technical Resources:**

**Performance Measures:**

### Develop a survey or “conversation template” to guide discussions with existing businesses.

#### Planning

**Lead Organization:** Watford City Chamber of Commerce  
**Lead Contact:** Krisin Bolken

**Phone:** (701) 842-4606  
**Email:** kbolken@mckenziehealth.com

**Task 1:** Chamber of Commerce will develop and distribute surveys to area businesses for feedback and “weigh in” on relevant community issues related to growth and development and community need

**Date:**  
6/1/2012

**Task 2:** During Chamber Coffee events, community topics will be introduced to solicit feedback from existing and new area businesses.

6/1/2012

**Task 3:** Results of these discussions will be compiled to create a document chronicling the discussions

6/1/2012

**Task 4:** The WC Area Chamber of Commerce will speak up on community matters and represent the feedback it receives from area businesses

6/1/2012

**Financial Resources:** Volunteer board member time

**Human Resources:** Staff & Volunteer board member time

**Technical Resources:** Coordination with organizations-EDC and JDA

**Performance Measures:** The above listed agencies agree that a “conversational template” has been established with area businesses and is committed to updating on a regular basis

## Business Retention and Expansion

**Develop a follow-up list of activities designed to meet the needs and expectations of existing businesses.**

### Execution

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Reach out to WC Area Chamber of Commerce businesses to identify their current situation and their strengths/weaknesses/opportunities and threats.

**Date:**

10/1/2012

**Task 2:** Connect area businesses with options for technical support, partnership opportunities and community assets

10/1/2012

**Task 3:** The WC Area Chamber of Commerce will work collaboratively with the city, county, JDA and EDC to strategize solutions to common problems faced by business community

10/1/2012

**Task 4:** Identify and document the assets/strengths and ways that Watford City and McKenzie County foster a pro-business climate and develop talking points for wide distribution and communication

10/1/2012

**Financial Resources:** Volunteer board member time

**Human Resources:** Staff & volunteer board member time

**Technical Resources:** Coordination with organizations-EDC and JDA

**Performance Measures:** The above listed agencies agree that a follow up list of activities has been established with area businesses and is committed to updating on a regular basis

# DESTINATION TOURISM

Score: 73 | Rank: 8

## Summary

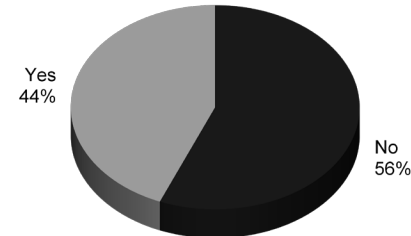
Destination Tourism is simply what its name implies: visitor attractions and destinations that have established a favorable and widespread reputation. Such destinations can exist due to unusual geographic beauty or historic significance, or they may be man-made facilities such as resorts, amusement parks, and casinos.

Frequently, community advocates have an inflated perspective on the reputation of their community as a visitor destination. If the community is not blessed with existing natural, cultural, or historic assets, the community may be challenged to establish itself in the mindset of the traveling public.

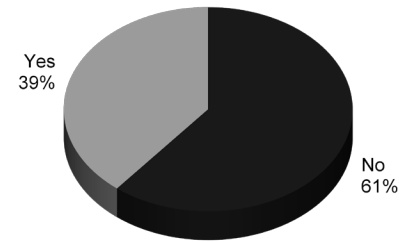
Still other communities are able to build new facilities and attractions that position the community to attract travelers from hundreds—if not thousands—of miles away.

Destination travelers tend to expend more discretionary income every day than pass-through travelers. As such, destination travel is a more significant contributor to local economies.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



## Objectives of Strategy Implementation

The community owns the moniker “Gateway to Theodore Roosevelt National Park” not only due to its proximity to the majestic landscape dedicated to the memory of the nation’s 26th President, but because of many years of effective marketing and public relations activity. It is this gateway status that holds the key for the Destination Tourism strategy. Travelers who focus on touring national parks will find their way to western North Dakota. Watford City offers the hotels and other services that constitute the base camp for their exploration of the area.

## Strategy Selector Findings

Several KSF strengths can overcome the challenges of implementing a Destination Tourism strategy. The challenges relate to distance to scheduled air service and the lack of service industry housing should the strategy generate significant results in the short term. The strengths are significant, led by proximity to the Theodore Roosevelt National Park and the long-term demonstrated marketing track record of positioning the community with the Park. The community can rally support for this challenging strategy.

KEY SUCCESS FACTOR	SCORE
Proximity to nationally-recognized attractions	4
Sophisticated tourism development & promotion	4
Local government support	4
Sufficient marketing, promotion, or public relations budget	3
Community acceptance of the visitor industry	3
Proximity to scheduled air service	1
Available local labor force	1
Adequate housing for labor force	0

## Essential Action Steps – Overview

### Essential Actions Steps:

1. Coordinate between local government and the local visitor industry advocacy organization to determine feasibility.
2. Establish, support, and/or expand an existing organization dedicated to tourism marketing and promotion.
3. Inventory destination visitor attractions (natural or man-made) within the region.
4. Critically evaluate if the visitor attraction truly is a destination for travelers beyond 300 miles.
5. Examine the existing ability of the community to capitalize on the visitor industry.
6. Examine existing business capacity to serve the visitor industry (lodging rooms, RV parks, restaurants, cultural amenities, etc.).
7. Examine the pros and cons of capturing a greater percentage of destination travel expenditures.
8. Consider developing additional or complementary destination visitor attractions.
9. Create, fund, and execute a tourism marketing plan.

## Essential Action Steps – Detail

## Destination Tourism

**Coordinate between local government and the local visitor industry advocacy organization to determine feasibility.**

### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

<b>Task 1:</b> Current development of destination/educational exhibit in the visitor center/museum that pertains to the oil industry in McKenzie County. Museum funding and donations from individuals & companies secured.	<b>Date:</b> 4/8/2012
---	--------------------------

<b>Task 2:</b> Currently working with Federal Park System in promoting the local Federal Park as a destination for the park itself as well as events they host. Feasibility easily incorporated into the tourism budget	4/8/2012
---	----------

<b>Task 3:</b> Currently working with local individuals that have businesses that are destination tourism	4/8/2012
---	----------

**Task 4:**

**Financial Resources:** Tourism Budget, grants from ND Tourism and Dept. of Commerce

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:** Increased and diversified visitors

**Establish, support, and/or expand an existing organization dedicated to tourism marketing and promotion.**

### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

<b>Task 1:</b>	<b>Date:</b>
----------------	--------------

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Destination Tourism

**Inventory destination visitor attractions (natural or man-made) within the region.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Currently have done this and promoted through brochure and website

**Date:**

3/1/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:** Increased traveler/visitor traffic

**Critically evaluate if the visitor attraction truly is a destination for travelers beyond 300 miles.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Review the numbers of attendance at current destination locations

**Date:**

8/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:** Increased traffic, travelers to destination



## Destination Tourism

**Examine the existing ability of the community to capitalize on the visitor industry.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Date:**

**Task 1:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

**Examine existing business capacity to serve the visitor industry (lodging rooms, RV parks, restaurants, cultural amenities, etc.).**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Date:**

**Task 1:** Review with motel/hotels in availability of rooms and if they hold any of those rooms for the tourism aspect

4/8/2012

**Task 2:** Review with RV Parks in availability of locations and if they hold any of those locations for the tourism aspect

4/8/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:** Responses will determine how we move forward

## Destination Tourism

**Examine the pros and cons of capturing a greater percentage of destination travel expenditures.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Date:**

**Task 1:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

**Consider developing additional or complementary destination visitor attractions.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Date:**

**Task 1:** Currently in building mode

3/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, Current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

## Destination Tourism

**Create, fund, and execute a tourism marketing plan.**

### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** A full tourism marketing plan has been funded and executed

**Date:**

3/1/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

## DOWNTOWN DEVELOPMENT

Score: 75 | Rank: 5

### Summary

Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

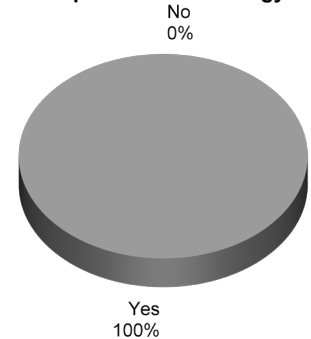
By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

### Objectives of Strategy Implementation

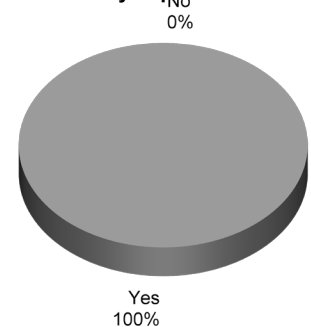
Watford City is already recognized for significant investments it has made in the downtown over the past decade. Streetscape improvements, building façade renovations and the landmark First International Bank commercial building have transformed the community, and set the stage for continued investments that will position the downtown as the vibrant heart of the city.

The community is poised to increase its focus on Downtown Development activity, and may benefit from modeling its efforts after the National Main Street Four-Point Approach to downtown development. 100% of the Voice of the Community session participants indicated the community should advance a downtown development strategy.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



### Strategy Selector Findings

Watford City scores high in five of the six factors, led by the will of the community’s people at all levels—city staff, Steering Committee and the citizenry at large. The community has a strong focus on the downtown and

#### KEY SUCCESS FACTOR

#### SCORE

Local government support	4
Active engagement of downtown building and business owners	4
Recognizable central business district/downtown	3
Local funding for downtown development	3
Downtown organization and staff	3
Implementation of national Main Street Four-Point Approach™	1

can mobilize its existing organizations even further in this regard. One challenge will be to examine how other communities have successfully organized themselves to pursue this strategy.

## **Essential Action Steps – Overview**

Essential Actions Steps:

1. Establish and/or support an organization dedicated to downtown development.
2. Establish a long-term, dedicated funding source for the downtown organization
3. Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan.
4. Consider establishing a building façade improvement program/fund.
5. Identify gaps between local demand for downtown business activity and existing business activity.
6. Foster the expansion of existing businesses—or recruitment of new businesses—that can fulfill unmet demand for downtown services in the community.
7. Develop an annual calendar of promotional events designed to promote and celebrate the downtown.

## **Essential Action Steps – Detail on the following pages**

## Downtown Development

**Establish and/or support an organization dedicated to downtown development.**

### Organization

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Chamber of Commerce, EDC, and City of Watford City will represent and coordinate in the best interest of Downtown Watford City

**Date:**  
10/1/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** City of Watford City, EDC and Chamber of Commerce

**Human Resources:** City of Watford City, EDC and Chamber of Commerce

**Technical Resources:**

**Performance Measures:**

**Establish a long-term, dedicated funding source for the downtown organization**

### Organization

**Lead Organization:** Watford City Chamber of Commerce

**Phone:**

**Lead Contact:** Justin Smith

**Email:**

**Task 1:** Identify & define working/collaborative relationship between the WC Area Chamber/City of WC/EDC and McKenzie County where appropriate

**Date:**  
10/1/2012

**Task 2:** Determine role of downtown development in the Comprehensive Plan for Watford City

**Task 3:** Chamber of Commerce to become conduit of information and feedback for new area businesses and member businesses and organizations, city and county governments, media and the broader community

**Task 4:**

**Financial Resources:** TBD

**Human Resources:** WC Area Chamber of Commerce Board, City Council, EDC, County Commission and outside

**Technical Resources:**

**Performance Measures:** WC Area Chamber of Commerce will be able to evaluate the effectiveness of its efforts through member feedback, surveys and informal feedback from the community.

## Downtown Development

**Create a downtown development strategic plan as either a stand-alone document or a subset of a broader economic development strategic plan.**

**Planning**

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Brent Sanford

**Email:**

**Task 1:** The City of Watford City will keep the Chamber of Commerce and EDC advised of planned development and new businesses so the organizations can weigh in on development plans

**Date:**

**Task 2:** Establish meetings to communicate new information

**Task 3:**

**Task 4:**

**Financial Resources:** Chamber of Commerce, EDC, City of Watford City

**Human Resources:** Brent Sanford, Gene Veeder, Jessie Scofield, Mary Gumke, Kristin Bolken

**Technical Resources:**

**Performance Measures:** Ongoing

**Consider establishing a building façade improvement program/fund.**

**Planning**

**Lead Organization:** McKenzie County

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** The Roughrider Fund is in place for building improvements when needed

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Roughrider Fund

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Downtown Development

**Identify gaps between local demand for downtown business activity and existing business activity.**

### Execution

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Date:**

**Task 1:** Surveys completed through planning process which will be ongoing

**Task 2:** Utilize existing Chamber of Commerce functions to gather information about gaps between demand and business activity – relay this information to city and county government, EDC and other organizations

**Task 3:** WC Area Chamber of Commerce and outside professional organizations as needed

**Task 4:**

**Financial Resources:**

**Human Resources:** WC Area Chamber of Commerce and outside professional organizations as needed

**Technical Resources:**

**Performance Measures:** WC Area Chamber of Commerce will be able to evaluate the effectiveness of its efforts through member feedback, surveys and informal feedback from the community. Ongoing Efforts.

**Foster the expansion of existing businesses—or recruitment of new businesses—that can fulfill unmet demand for downtown services in the community.**

### Execution

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Date:**

**Task 1:** WC Area Chamber of Commerce fields calls from potential business re-locations

**Task 2:** WC Area Chamber of Commerce will create opportunities for professional development information and referrals to existing businesses looking to expand

**Task 3:** Chamber of Commerce to act as a conduit for information between EDC and businesses coming to the area; will stay informed of potential business location sites, opportunities financing and other resources

**Task 4:**

**Financial Resources:**

**Human Resources:** WC Chamber of Commerce, SBDC, EDC

**Technical Resources:**

**Performance Measures:** WC Area Chamber of Commerce will be able to evaluate the effectiveness of its efforts through member feedback, surveys and informal feedback from the community. Ongoing



## Downtown Development

**Develop an annual calendar of promotional events designed to promote and celebrate the downtown.**

**Execution**

**Lead Organization:** Watford City Chamber of Commerce

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Date:**

**Task 1:** Chamber of Commerce to continue to host events that promote the downtown experience and will promote the events via an online calendar and advertising

**Task 2:** Will work with McKenzie County Tourism to promote the events

**Task 3:**

**Task 4:**

**Financial Resources:** Chamber of Commerce, McKenzie County Tourism

**Human Resources:** Chamber of Commerce, McKenzie County Tourism

**Technical Resources:**

**Performance Measures:** Ongoing event attendance

## EDUCATION DEVELOPMENT

Score: 78 | Rank: 3

### Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

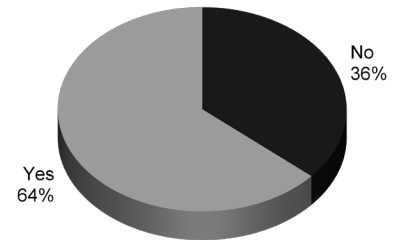
Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

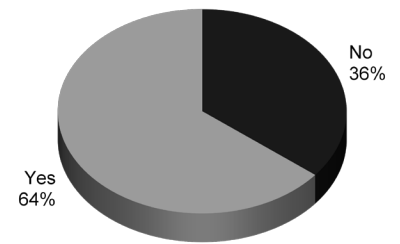
### Objectives of Strategy Implementation

Watford City does not currently benefit from the direct presence of a regional college or university. While the local school district is very busy managing its current and projected increase in K-12 enrollment, there is interest in growing local post-secondary education programming in order to serve local high school graduates and the community at large. The prospect of future college facilities could figure prominently into land use planning and civic improvements for the city.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



Strategy Selector Findings

The community envisions and supports the concept of a greater post-secondary education presence locally. A strong relationship between community leaders and the K-12 system sets the stage for a deeper involvement with educational institutions at all levels. A challenge relates to the ability of the community to offer an excellent location for facility development.	KEY SUCCESS FACTOR	SCORE
	Cooperation of economic development staff and educational community	4
	Local government support	4
	Expandable educational institution	3
	Advantageous location for government or education expansion	3
	Land/Buildings/Campus for education development	1

Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate with all education interests (K-12, community college, four-year institutions, specialized training centers, etc.) to determine interest in this prospective strategy.
2. Examine the existing missions, vision, and budget for relevant educational institutions.
3. Examine short-term and long-term budget projections for relevant educational institutions.
4. Determine the interests, if any, by other relevant (generally nearby) communities in a similar strategy (determine competitive or collaborative posture).
5. Develop a plan to expand and or create one or more educational institutions.
6. Implement plan for the education development strategy.

Essential Action Steps – Detail on the following pages

## Education Development

**Coordinate with all education interests (K-12, community college, four-year institutions, specialized training centers, etc.) to determine interest in this prospective strategy.**

### Organization

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** Establish communication with western ND colleges and universities regarding potential expansion opportunities for post-secondary programs in the Watford City area.

**Date:**  
8/25/2012

**Task 2:** Establish communication with the Great North West Education Consortium (REA) regarding the need and potential K-12 school utilization with increased access to post-secondary programs.

8/25/2012

**Task 3:** Perform informal needs assessment with community employment groups and/or Job Development Authority (JDA).

8/25/2012

**Task 4:** Explore increased career counseling opportunities in the K-12 setting to better assess post-secondary needs in our area.

8/25/2012

**Financial Resources:** Limited; potential mileage for meetings and coordination of needs assessment.

**Human Resources:** Time allotment for leaders to collaborate and share information

**Technical Resources:** Potential video conferencing to allow communications/meetings to occur

**Performance Measures:** Summer 2012; baseline work done on potential interests and options to be considered by the post-secondary and K-12 schools.

**Examine the existing missions, vision, and budget for relevant educational institutions.**

### Planning

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** Coordinate discussions with stakeholders involving budget constraints/opportunities and how the work would fit within each entities mission and vision statements.

**Date:**  
8/25/2012

**Task 2:** Research commonality in the educational institutions regarding their mission and vision and the ability of each entity to enhance their own development opportunities in working collaboratively

8/25/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Limited; costs of meetings and communication efforts

**Human Resources:** Coordination and communication with the relevant partners.

**Technical Resources:** Potential video conferencing to allow communications/meetings to occur

**Performance Measures:** Summer of 2012; Potential opportunities for collaboration identified

## Education Development

### Examine short-term and long-term budget projections for relevant educational institutions.

#### Planning

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** As part of the collaborative discussions among the educational institutions; short and long term budget projections are shared to identify financial options regarding collaborative efforts.

**Date:**  
8/25/2012

**Task 2:** In addressing the budget limitations among the institutions; strategies are discussed in overcoming the budget issues and/or identifying alternative methods to finance development efforts.

8/25/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Limited; costs of meetings and communication efforts

**Human Resources:** Coordination and communication with the relevant partners

**Technical Resources:** Potential video conferencing to allow communications/meetings to occur.

**Performance Measures:** Summer of 2012; financial implications for development opportunities identified and potential solutions discussed

### Determine the interests, if any, by other relevant (generally nearby) communities in a similar strategy (determine competitive or collaborative posture).

#### Planning

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** Utilize the Great North West Education Consortium to communicate the interests of other NW North Dakota school districts as part of the general meeting structure of the unit.

**Date:**  
8/25/2012

**Task 2:** Utilize the Western Star Career and Tech center, within Williston State College, to determine interests of post-secondary institutions in North Dakota relevant to educational development in western ND

8/25/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Limited; costs of meetings and communication efforts

**Human Resources:** Coordination and communication with the relevant partners

**Technical Resources:** Potential video conferencing to allow communications/meetings to occur

**Performance Measures:** Summer of 2012; financial implications for development opportunities identified and potential solutions discussed

## Education Development

**Develop a plan to expand and or create one or more educational institutions.**

### Planning

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** Individuals school districts (K-12) will continue facility planning to address increased student populations. Post-secondary institutions will address student growth with increased populations

**Date:**  
8/25/2012

**Task 2:** In addressing growth issues; K-12 and post-secondary can identify joint efforts in addressing increased student populations and a skilled work force through comparison of facility growth planning models.

8/25/2012

**Task 3:** Identify specific joint facility expansion opportunities between K-12 and post-secondary institutions

8/25/2012

**Task 4:**

**Financial Resources:** Limited; costs of meetings and communication efforts

**Human Resources:** Coordination and communication with the relevant partners.

**Technical Resources:** Potential video conferencing to allow communications/meetings to occur.

**Performance Measures:** Fall of 2012; collaborative facility utilization plans are developed and discussed between the organizations.

**Implement plan for the education development strategy.**

### Execution

**Lead Organization:** McKenzie County Public School District #1

**Phone:** (701) 842-4511

**Lead Contact:** Steven Holen

**Email:** sholen@watfordcity.K12.nd.us

**Task 1:** Once a collaborative opportunity has been identified; an action plan for implementation, with board of director's support, will be put into action for budgetary planning and organizational efforts.

**Date:**  
1/1/2014

**Task 2:** Begin exploring long-term collaboration agreements and joint vision and mission statements involving the collaborating institutions

1/1/2014

**Task 3:**

**Task 4:**

**Financial Resources:** Financial resources required for substantial infrastructure building projects

**Human Resources:** Coordination with relevant partners and the general public regarding the financial requirements.

**Technical Resources:**

**Performance Measures:** 2013-2014; education development plan implemented. Facility plans for K-12 and post-secondary institutions in place and potentially ready for student occupation.

# ENTREPRENEURIAL DEVELOPMENT

Score: 64 | Rank: 14

## Summary

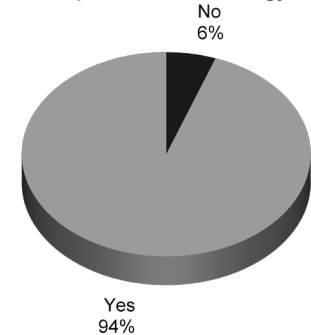
Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

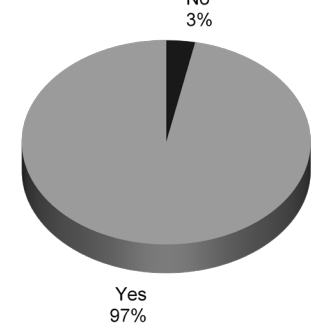
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

One approach used by several communities in the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



## Objectives of Strategy Implementation

Consistent with the energetic posture of the Steering Committee, a focus on supporting emerging business activity is broadly supported by the community. Western North Dakota has unmatched economic conditions that set the stage for people with an entrepreneurial nature to succeed. Nonetheless, the community believes it is critical to match the strong economic conditions with proactive programming that fosters strong business start-ups.

## Strategy Selector Findings

Scores are generally at the extremes for this strategy, with five of the six factors scoring either a 4 or a 1. In general, the community possesses enough business-interested individuals that fostering the success of entrepreneurs makes good sense. The local development

KEY SUCCESS FACTOR	SCORE
Sufficient local entrepreneurial base	4
Access to small business financing	4
Local pro-business climate	3
Dedicated business coaching staff	1
Supportive post-secondary education training program	1
High-speed telecommunications	1

team can assist in this regard but they are pulled in many other directions, with no position yet designated as a “business coach.” Local telecommunications capacity limitations also portend a challenge for some entrepreneurs.

## **Essential Action Steps – Overview**

### **Essential Actions Steps:**

1. Create a new organization—or expand the functionality of an existing organization—to foster entrepreneurial development.
2. Inventory local resources for start-up businesses for business finance, workforce training, and business planning.
3. Promote the availability of business coaching services within the community.
4. Establish a part-time or full-time position dedicated to business coaching.

## **Essential Action Steps – Detail on the following pages**



## Entrepreneurial Development

**Create a new organization—or expand the functionality of an existing organization—to foster entrepreneurial development.**

### Organization

**Lead Organization:** Small Business Development Center

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Current presence of Part-time Small Business Development consultant is in McKenzie County. Continue to document new business and provide assistance.

**Date:**  
3/1/2012

**Task 2:** Research implementation and feasibility of providing SCORE services to help with small business training

4/30/2012

**Task 3:** Research implementation and feasibility of providing business development classes and training such as Quick Books, Excel or Credit Counseling. Work with Chamber to come up with needs

4/30/2012

**Task 4:** Research feasibility of creating a New Business Owners Organization, work with the Chamber of Commerce to come up with interested businesses

4/30/2012

**Financial Resources:** Small Business Development Center, McKenzie County

**Human Resources:** Chamber of Commerce, SBDC, Williston Workforce Training, Strom Center, Jessie Scofield,

**Technical Resources:** SBDC, Williston Workforce Training, Strom Center

**Performance Measures:** Participation, development of new small businesses

**Inventory local resources for start-up businesses for business finance, workforce training, and business planning.**

### Planning

**Lead Organization:** Small Business Development Center

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Work with state to come up with a resource or handbook on new business start-up that can be distributed to prospective new business owners

**Date:**  
5/31/2012

**Task 2:** Work with NDSU Extension to help determine training options and implementation that would work with their goals and objectives

5/31/2012

**Task 3:** Continue relationship with Williston Small Business Development Center

3/8/2012

**Task 4:**

**Financial Resources:** McKenzie County EDC, SBDC

**Human Resources:** Jessie Scofield, NDSU Extension, SBDC, Workforce Training, Keith Olson, Gene Veeder

**Technical Resources:** SBDC

**Performance Measures:** Implementation and use of our resources

## Entrepreneurial Development

**Promote the availability of business coaching services within the community.**

### Execution

**Lead Organization:** Small Business Development Center

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Currently have presence on the McKenzie County Website, coordinate with the Chamber of Commerce

**Date:**

3/8/2012

**Task 2:** Once more resources are in place we may consider advertising in the local paper and posting our services on our Watford City Facebook page as well as on the Chamber Website

6/30/2012

**Task 3:** Once classes are in place we will advertise in the local papers, put up posters and communicate with local businesses through the Chamber of Commerce

6/30/2012

**Task 4:**

**Financial Resources:** SBDC, McKenzie County EDC,

**Human Resources:** Jessie Scofield, Gene Veeder, Chamber of Commerce, Keith Olson

**Technical Resources:** SBDC

**Performance Measures:** New business implementation

**Establish a part-time or full-time position dedicated to business coaching.**

### Execution

**Lead Organization:** Small Business Development Center

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Currently a part-time employee is dedicated to providing new business intake services to potential new business clients

**Date:**

3/8/2012

**Task 2:** Work with Small Business Development Center out of Williston to determine the budget and the research the need for another SBDC consultant that can execute business plans

5/1/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Small Business Development Center, McKenzie County EDC,

**Human Resources:** Jessie Scofield, Gene Veeder, Keith Olson

**Technical Resources:** SBDC

**Performance Measures:**

## HEALTH CARE

Score: 68 | Rank: 13

### Summary

Communities that have established notable centers of excellence for broad-based health care or specific health care specialties benefit from an unusually large cadre of well-paid professionals.

Communities such as Rochester, Minnesota, home of the Mayo Clinic, for example, benefit substantially from having a high health care location factor. (“Location factors” are an economic term referring to a high density of employment in an industry within a specific region.)

National trends have a significant impact on health care, especially in rural communities. Mergers and acquisitions create a dynamic where there are fewer health care conglomerates controlling hospitals dispersed throughout the country.

Additionally, federal policies on Medicaid and Medicare reimbursements have created a significant financial challenge for rural hospitals.

Communities desiring to pursue a health care-based business development strategy should begin with a very objective analysis of the true competitive position of their local hospital and medical community. While every community likes to boast that they have competitive superiority with respect to health care professionals and facilities, a realistic assessment may prove otherwise.

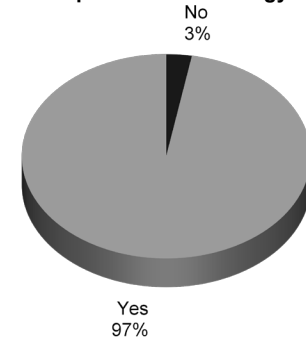
It may be more realistic to target a specialty area of health care. For example, many rural hospitals have targeted orthopedic care based upon the superiority of one or more orthopedic surgeons and the investment in state-of-the-art orthopedic assessment and surgery equipment.

### Objectives of Strategy Implementation

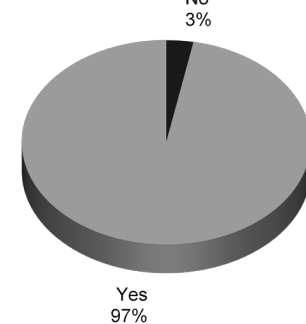
The community boasts a local hospital that is widely respected by local leadership as having sound management and financial strength. At the same time, it is generally recognized that the local hospital facility was never designed for the growth the community is experiencing. Consequently, it is also apparent that the quality of health care services is challenged by this growth.

97% of the attendees at the Voice of the Community session voiced support for a Health Care strategy that would lead to facilities investments and an increase in the number of health care professionals serving the area.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



## Strategy Selector Findings

Five of the seven relevant health care factors are positive, led by the community's need to meet a burgeoning local population base. The Steering Committee expressed strong support for the local leadership at the hospital, both in terms of management capacity and financial health. Community support for this strategy is palpable and there is a strong desire to maintain excellent health care services as the system experiences much greater demand.

### KEY SUCCESS FACTOR

### SCORE

Prospect of an expanded geographic market for health care	4
Financially-sound existing health care facility	3
Sufficient marketing, promotion, or public relations budget	3
Competent, strategic-minded hospital and health-care executives	3
Strong community support	3
Existing excellence in local health care	1
Available local labor force	1

## Essential Action Steps – Overview

Essential Actions Steps:

1. Coordinate with hospital and health care leaders to determine interest in strategy.
2. Inventory current status and comparative strengths of local health care services.
3. Determine needed investments in facilities and/or equipment to expand market.
4. Develop and implement marketing plan designed to capture increasing market.
5. Consider physician recruitment effort.
6. Identify and/or create affordable housing options for MCHS, Inc.employees

## Essential Action Steps – Detail on the following pages

## Health Care

**Coordinate with hospital and health care leaders to determine interest in strategy.**

### Organization

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Due to significant increases in the utilization of outpatient services, build a new hospital and clinic on the current nursing home property

**Date:**  
10/1/2014

**Task 2:** Complete Master Facility Plan

10/1/2012

**Task 3:** Determine Cost of Construction

10/1/2012

**Task 4:** Determine funding options

10/1/2012

**Financial Resources:** Financial assistance will need to be secured from state, federal, and local resources

**Human Resources:** Low interest finance, grants from federal, state and local sources and operational funds from the

**Technical Resources:**

**Performance Measures:**

**Inventory current status and comparative strengths of local health care services.**

### Planning

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Significant increases in the utilization of outpatient services indicate that a new hospital and clinic on the current nursing home property would be a reasonable option for expansion

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Health Care

### Determine needed investments in facilities and/or equipment to expand market

#### Planning

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Collaborate effort of low interest finance, grants from federal, state and local sources and operational funds from the Healthcare System

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

### Develop and implement marketing plan designed to capture increasing market.

#### Execution

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** n/a

**Date:**

**Task 2:** n/a

**Task 3:** n/a

**Task 4:** n/a

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:** This is not an objective of the healthcare system at this time as we have more volume than our providers can currently handle. Our focus will be on recruiting providers, expanding services, and improving quality. If we experience having excess capacity, we then would contemplate

## Health Care

### Consider physician recruitment effort.

#### Execution

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Find providers interested in locating in McKenzie County.

**Date:**

**Task 2:** Realize there is a nation shortage of primary care providers, most are locating with their families to urban areas. ND is not a state that providers are interested in locating to.

**Task 3:** Find a solution to provide affordable housing

**Task 4:** Support the work of the Chamber to recruit providers

**Financial Resources:** Federal and state initiative to improve ND's incentives for recruiting physicians to the state

**Human Resources:**

**Technical Resources:**

**Performance Measures:** Ongoing effort

### Identify and/or create affordable housing options for MCHS, Inc.employees

#### Planning

**Lead Organization:** Benefit Fund of MC Healthcare System

**Phone:** (701) 842-4606

**Lead Contact:** Krisin Bolken

**Email:** kbolken@mckenziehealth.com

**Task 1:** Continue to encourage private investor development of affordable housing

**Date:**

7/1/2012

**Task 2:** Barring success in task #1--create plan to develop affordable housing options for employees

7/1/2013

**Task 3:**

**Task 4:**

**Financial Resources:** Collaborate with state and local/private resources to buy down costs and allow low and

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## INFRASTRUCTURE DEVELOPMENT

Score: 75 | Rank: 6

### Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment for toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

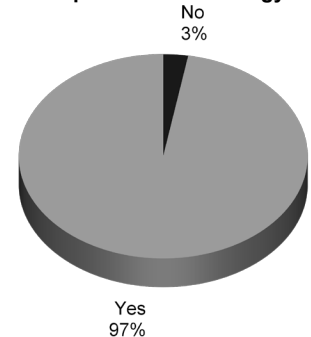
The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.

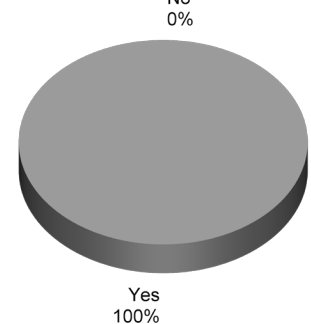
### Objectives of Strategy Implementation

Watford City will continue to position the community for funding from the Oil Impact Fund in order to meet the demands on its infrastructure. The greatest challenge for the community is to accurately forecast future population levels in order to size system improvements needed to meet future demand. Virtually all communities in the region have underestimated the impacts to infrastructure and housing. On the flip side, the community desires to target future population levels in order to lead its growth in a positive direction.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?





## Strategy Selector Findings

All four factors for this strategy score a 3, underscoring the critical importance of success in meeting the growth demands of the community.

Due to the recent needs for improving infrastructure, a strong team is in place. Perhaps most significant, the Steering Committee perceives there is community support for putting local funding in place to match outside resources to invest in the community.

### KEY SUCCESS FACTOR

### SCORE

Accurate, long-term analysis of infrastructure needs and costs	3
Access to long-term infrastructure loans and grants	3
Team approach to infrastructure finance	3
Community support for needed infrastructure rate increases	3

## Essential Action Steps – Overview

Essential Actions Steps:

1. Assess the current infrastructure capacity and capital improvement needs for infrastructure system (sewer, water, storm water, street/roads, power, telecommunications, etc.).
2. Update Infrastructure Master Plan (Water, Sewer and Transportation Arterial Systems).
3. Complete Phase 2 Financial Plan.
4. Develop Funding Plan for ND 2012-2015 Legislation Session.
5. Update Land Use and Zoning Plan.

## Essential Action Steps – Detail on the following pages

## Infrastructure Development

**Assess the current infrastructure capacity and capital improvement needs for infrastructure system (sewer, water, storm water, street/roads, power, telecommunications, etc.).**

**Planning**

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Brent Sanford

**Email:**

**Task 1:** Evaluate infrastructure demands stemming from visioning project

**Date:**

3/31/2012

**Task 2:** Incorporate route of truck by-pass

**Task 3:** Track down population projections from ND Data Center

3/31/2012

**Task 4:** Identify known near-term and mid-term development plans

3/24/2012

**Financial Resources:** City of Watford City

**Human Resources:** Planning Committee

**Technical Resources:**

**Performance Measures:**

## Update Infrastructure Master Plan (Water, Sewer and Transportation Arterial Systems)

**Organization**

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Justin Smith

**Email:**

**Task 1:** Develop scope and fee with City Engineer

**Date:**

3/31/2012

**Task 2:** Secure study approval from the City Council, direct the completion of the study

7/8/2012

**Task 3:** Review the draft of the study results

7/8/2012

**Task 4:** Present study results to City Council

7/1/2012

**Financial Resources:** TBD

**Human Resources:** City of Watford City

**Technical Resources:** Consultant

**Performance Measures:**

## Infrastructure Development

### Complete Phase 2 Financial Plan

#### Planning

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Brent Sanford

**Email:**

**Date:**

**Task 1:** Develop scope and fee with City Engineer

3/31/2012

**Task 2:** Secure study approval from City Council

4/30/2012

**Task 3:** Direct Completion of study

7/31/2012

**Task 4:** Review draft of study results and present to City Council

7/31/2012

**Financial Resources:** TBD

**Human Resources:** Consultant, City of Watford City

**Technical Resources:** Consultant

**Performance Measures:**

### Develop Funding Plan for ND 2012-2015 Legislation Session

#### Planning

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Brent Sanford

**Email:**

**Date:**

**Task 1:** Meet with consultant and Watford City Leadership

6/30/2012

**Task 2:** Draft funding pursuit request

7/31/2012

**Task 3:** Meet with Governor and Dept. of Commerce

7/30/2012

**Task 4:** Submit Funding Request

8/31/2012

**Financial Resources:** TBD

**Human Resources:**

**Technical Resources:** Consultant

**Performance Measures:**

## Infrastructure Development

### Update Land Use and Zoning Plan

#### Planning

**Lead Organization:** City of Watford City

**Phone:**

**Lead Contact:** Curt Wold

**Email:**

**Task 1:** Set up zoning coordination with city and county

**Date:**

3/31/2012

**Task 2:** Develop plan to update land use and zoning plans

3/31/2012

**Task 3:**

**Task 4:**

**Financial Resources:** TBD

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

# LOCAL/REGIONAL TOURISM

Score: 75 | Rank: 4

## Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

Many communities have successful weekend events designed to celebrate the community’s history and/or culture. These events have potential to draw people from a county or two away.

By investing in the local tourism “product” and marketing efforts, tourism expenditures can be maximized.

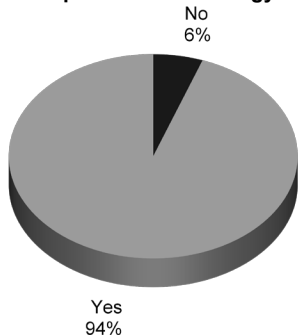
Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

## Objectives of Strategy Implementation

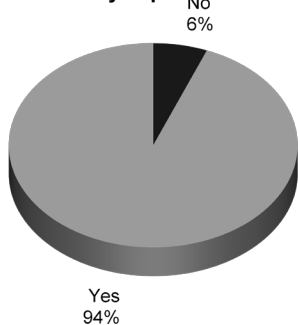
Visitors entering Watford City from the south and east are served by an ideally positioned and physically impressive welcome center that provides outstanding service and information to residents and visitors. Community-wide civic improvements have positioned Watford City as a destination for people from throughout western North Dakota to enjoy the community and its events. Simultaneously, the massive growth of the oil industry has resulted in local lodging establishments being booked for months in advance, creating a strain on the visitor industry.

The community will continue to embrace the activities of its chamber of commerce and visitor promotion efforts.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



## Strategy Selector Findings

Across-the-board comparative advantages with respect to visitor attractions, marketing budget, local knowledge in promotions and local support set the stage for success in promoting the community to visitors from throughout the region.

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	3
Sufficient marketing, promotion, or public relations budget	3
Relative sophistication in coordinating and marketing local	3
Strong community support	3

## Essential Action Steps – Overview

### Essential Actions Steps:

1. Develop/support local tourism advocacy organization (visitor and convention bureau).
2. Coordinate between local government and local tourism industry advocates.
3. Inventory local/regional visitor attractions.
4. Determine if existing visitor expenditure patterns are above or below average per capita.
5. Determine the regional market to be captured in terms of tourism promotion.
6. Develop a regional tourism marketing plan.
7. Consider investments in tourism product development.
8. Establish, fund, and implement a tourism marketing/promotion plan.

### Essential Action Steps – Detail on the following pages

## Local/Regional Tourism

### Develop/support local tourism advocacy organization (visitor and convention bureau).

#### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** There currently is a Tourism Bureau and a visitor center established

**Date:**

3/1/2012

**Task 2:** Explore other ideas of what the public may feel is needed (allow them ownership by including in goal planning)

4/30/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge

**Technical Resources:** Jessie Scofield

**Performance Measures:** Measured success in the 30 day timeline

### Coordinate between local government and local tourism industry advocates.

#### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** The tourism dept. is under the County JDA. The director reports to the JDA director and board. The budget comes from the city, the tourism bureau is collaboration between the city and county.

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge/Current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

## Local/Regional Tourism

### Inventory local/regional visitor attractions.

#### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Currently the tourism director does inventory of the area/community visitor attractions. They are then included on the tourism website as well as the tourism brochure of the community.

**Date:**  
4/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

### Determine if existing visitor expenditure patterns are above or below average per capita.

#### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Communicate with North Dakota Tourism about similar community's tourism expenditures

**Date:**  
4/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:** Jan Dodge, ND Tourism

**Technical Resources:**

**Performance Measures:**



## Local/Regional Tourism

**Determine the regional market to be captured in terms of tourism promotion.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Review stats from guest book and travel stats from the ND Tourism office to determine trends of people traveling from regional areas. (#'s of Montana/Minnesota/South Dakota/Canadian people)

**Date:**  
4/8/2012

**Task 2:** Communicate with ND Tourism to determine the variety of people of the surrounding cities and communities that we should be reaching

4/8/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge

**Technical Resources:** Jessie Scofield

**Performance Measures:** Increased and diversified traffic

**Develop a regional tourism marketing plan.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Currently regional marketing plan is through print media and website to promote the inventory of tourist attractions and activities. Will further that review...

**Date:**  
4/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:** Increased traffic and guests

## Local/Regional Tourism

### Consider investments in tourism product development.

#### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** The community has currently established a tourism information center building that also houses a museum also creating a destination.

**Date:**  
3/1/2012

**Task 2:** The tourism bureau has currently established a number of brochures that promote the inventory of tourist attractions

3/1/2012

**Task 3:** Examine and review if there are further need product development needs

4/8/2012

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

### Establish, fund, and implement a tourism marketing/promotion plan.

#### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Review current marketing plan to determine if there are areas that need expansion

**Date:**  
4/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Tourism Budget

**Human Resources:** Jan Dodge, current Tourism Director

**Technical Resources:** Jessie Scofield

**Performance Measures:**

# PASS-THROUGH VISITOR SERVICES

Score: 35 | Rank: 24

## Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

## Objectives of Strategy Implementation

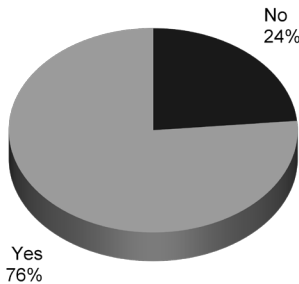
The combination of the existing motels (although generally at capacity), new motel construction (serving tourists and the oil industry), a vital downtown and a variety services, position Watford City to capture the potential expenditures of tourists traversing the region.

The community has mastered the art of welcoming people to the community, and serves as the gateway to the Theodore Roosevelt National Park. Continued efforts to promote the area as a safe route (even given industrial traffic) will be needed in order to keep visitors travelling through the community.

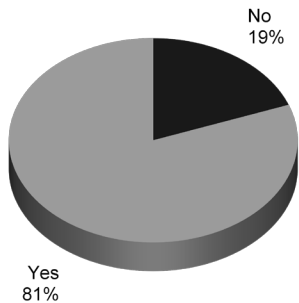
## Strategy Selector Findings

Although the community is not located on a designated travel route, and increased industrial traffic challenges this strategy, the desire of the community may overcome a low scoring strategy.

Would you like to see Watford City implement this strategy?



Do you believe that Watford City can successfully implement this strategy?



KEY SUCCESS FACTOR	SCORE
Local focus on revenues from visitors	3
Proximity to travel routes	1
Available local labor force	1

## Essential Action Steps – Overview

### Essential Actions Steps:

1. Meet with businesses benefiting from such transient travel about their business activity, trends, and needs.
2. Foster the expansion of existing businesses benefiting from such visitor expenditures.
3. Consider promotional measures designed to capture an increased percentage of the transient visitor expenditure market.
4. Determine the extent of visitor expenditures by transient (not destination) travelers.
5. Consider the availability of land and appropriate zoning for expanded business activity.
6. Implement signage and media campaign.
7. Implement a hospitality-training program.

### Essential Action Steps – Detail on the following pages

## Pass-Through Visitor Services

**Meet with businesses benefiting from such transient travel about their business activity, trends, and needs.**

### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Visit with main street businesses/chamber in regards to their thinking of how this is currently being handled.

**Date:**  
4/8/2012

**Task 2:** Visit w hotel/motels to see if they have been able to accommodate pass-through visitors

4/8/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Current Tourism Budget

**Human Resources:** Jan making personal visits

**Technical Resources:** Web Sites

**Performance Measures:** Accomplish goals by date of 30 days

**Foster the expansion of existing businesses benefiting from such visitor expenditures.**

### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Work with chamber & businesses to see if there would be ways to expand their business or to expand offerings to accommodate the pass-thru visitor

**Date:**  
5/8/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Current tourism budget/Chamber budget

**Human Resources:** Jan Dodge and Jessie Scofield

**Technical Resources:**

**Performance Measures:** Complete conversation in sixty days

## Pass-Through Visitor Services

**Consider promotional measures designed to capture an increased percentage of the transient visitor expenditure market.**

### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Advertising locally/regionally to capture some of the pass thru visitors that may stop in neighboring communities where they would pick up these materials

**Date:**  
4/8/2012

**Task 2:** Advertise in state tourism publications (again, those that would be shopping thru the materials ideas of "on their way to destinations".

4/8/2012

**Task 3:** Keep front line people informed of businesses/products, activities, etc to be to positively pass on the transient visitor.

4/8/2012

**Task 4:**

**Financial Resources:** Current tourism budget/Chamber budget

**Human Resources:** Jan Dodge, Jessie Scofield, staff

**Technical Resources:**

**Performance Measures:** Task completed in 30 days

**Determine the extent of visitor expenditures by transient (not destination) travelers.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Can be determined somewhat through the lodging tax numbers (however, at times is a bit skewed because of room renters for the oilfield workers)

**Date:**

**Task 2:** Signing the guest book at the visitor center and tracking through that. Many of the pass through travelers do stop at the information center.

**Task 3:**

**Task 4:**

**Financial Resources:** Current tourism budget/chamber budget

**Human Resources:** Jan Dodge

**Technical Resources:**

**Performance Measures:** quarterly

## Pass-Through Visitor Services

**Consider the availability of land and appropriate zoning for expanded business activity.**

### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Currently being evaluated by the city/county

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:** City/County

**Technical Resources:**

**Performance Measures:**

## Implement signage and media campaign.

### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Media plan with parent organization of the Tourism Bureau (JDA) and support people with goals. (Because of limited funding the tourism bureau cannot hire a marketing company)

**Date:**

7/8/2012

**Task 2:** Working with community project developer in regards to the development of new "Welcome to Watford" signage.

7/8/2012

**Task 3:**

**Task 4:**

**Financial Resources:** City of Watford City

**Human Resources:** Jessie Scofield/Jan Dodge/City Council

**Technical Resources:**

**Performance Measures:** Completion in 120 days

## Pass-Through Visitor Services

### Implement a hospitality-training program.

#### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 444-5804

**Lead Contact:** Jan Dodge

**Email:** jdodge@co.mckenzie.nd.us

**Task 1:** Currently have instigated this through the ND State Tourism office (using their materials) and the WC Chamber.

**Date:**

3/1/2012

**Task 2:** Visit with the chamber president in regards to updating the program or looking new ways for training employees for hospitality.

5/8/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Current Tourism Budget/Chamber Budget

**Human Resources:** ND State Tourism, League of Cities, Chamber

**Technical Resources:**

**Performance Measures:** 60 day completion



# QUALITY-OF-LIFE INITIATIVES

## Summary

Although Quality-of-life Initiatives are not regarded as Building Communities strategies in traditional economic development strategic planning, the broadening of objectives from “economic development” to “quality-of-life” brings a new set of considerations for communities.

Quality-of-life Initiatives have been added to the traditional Building Communities approach and include the additional Key Success Factors and Essential Action Steps that this broader approach requires.

These initiatives are included, in part, to surface considerations encompassed in the U.S. Department of Housing and Urban Development’s Livability Principles (see table above).

Housing and Urban Development’s Livability Principles	
<b>Provide more transportation choices</b>	Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation’s dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
<b>Promote equitable, affordable housing</b>	Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
<b>Enhance economic competitiveness</b>	Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs of workers, as well as expanded business access to markets.
<b>Support existing communities</b>	Target federal funding toward existing communities—through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
<b>Coordinate and leverage federal policies and investment</b>	Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
<b>Value communities and neighborhoods</b>	Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Quality-of-life Initiatives differ from the traditional twenty-five strategies in that they encompass a critical set of disciplines and values (housing, transportation, and environmental quality). Discussions related to Quality-of-life Initiatives will be widely divergent from one community to the next, based upon the specific interests and opportunities of the communities themselves.

These broader considerations will help each community identify issues, challenges, opportunities, and potential development projects that can be supported by programs aimed at improving quality of life, as well as those that promote community and economic development.

## Example Projects and Initiatives

- New or expanded transit services connecting housing to jobs and services
- Affordable housing development strategically situated to minimize traditional transportation time and costs
- Mixed-use development projects combining housing, services, and work opportunities
- Proactive zoning to facilitate growth
- Health and fitness walking path systems/promotional campaigns urging pedestrian and

- bicycle transportation activity
- Sustainable local foods initiatives Forest stewardship initiatives
- Energy conservation activities
- Establishment of arts and crafts coops
- Green jobs initiatives
- Strategic use of treated wastewater
- Development of Parks and Recreational Facilities

### **Potential Advantages to Implementing this Strategy**

- Improve local quality of life
- Long-term perspective on infrastructure investments
- Reduction of traffic congestion
- Upgrading historically blighted areas
- Air quality improvement
- Short-term job creation from development projects
- Forest sustainability
- Support for local farmers and growers
- Engagement of cross-section of local population focused on sustainability
- Support for other strategies related to community livability

### **Potential Drawbacks to Implementing this Strategy**

- Effort-to-visible-benefit ratio sometimes challenging
- Perception that local resources are being redirected to benign initiatives

### **Brief Overview of Selected Initiatives**

Not only did Watford City select 10 Building Communities Strategies, but the Steering Committee selected—indeed, invented—nine Quality-of-life Initiatives. The concept of the Livability Principles was immediately embraced by this community that is facing unprecedented growth challenges that threaten to undermine what it loves most about itself—its clean, friendly, quiet, caring family environment. Only through a broad and determined focus on maintaining the local quality of life will Watford City continue to be the community the existing citizenry enjoys and cherishes.

- Agriculture Service Organization
- Arts and Crafts
- Daycare and After School Programs
- Litter and Entryways
- Parks and Recreation
- Proactive Zoning
- Public Safety
- Services and Family Preservation
- Walking Path Systems

The Steering Committee immediately identified the Quality-of-Life Initiatives as as listed above and presented in the tables on the following pages. The initiatives represent a very broad commitment to the built, human and natural environment in and around Watford City.

The threat to the community is enormous. The city has grown in the past five years from 1,200 persons to now as many as 6,000. The community is unable to accurately forecast future population. But the probability of double-digit growth over the next decade is high. The key is to shape the growth, rather than allowing the growth to shape Watford City. The nine Quality-of-Life Initiatives are designed to help the community control its destiny.

Combined with 10 strategies, the agenda selected by the Steering Committee represents a bold commitment to the future. Few communities have the local capacity (human, financial and technical) to implement such a bold strategic plan. Watford City may.

The strength of the community comes from its stability and maintaining individuals, groups, and organizations that have uncommon leadership capacity. In addition, the community has a demonstrated track record of working together to achieve significant community investments in infrastructure and facilities. Nonetheless, it should carefully consider the recommendations found in the Community Organizer (capacity) section of this strategic plan.

### **Key Considerations**

With ever-increasing focus and attention being placed on livability and environmental issues, communities that proactively address quality-of-life projects are riding a popular wave. State and federal agencies, as well as foundations, are redirecting funding and technical resources toward these initiatives.

Quality-of-life initiatives may be viewed by traditional community and (especially) business development activists as peripheral to the essential development activity needed by the community. Alternatively, many communities advance these initiatives as a central cornerstone to their economic development program.

### **Essential Action Steps – Detail on the following pages**

## Agriculture Service Organization

**Convene local agriculture leaders to determine and acknowledge agricultural services vacant or lacking within the community.**

### Organization

**Lead Organization:** NDSU Extension Service

**Phone:** (701) 444-3451

**Lead Contact:** Calli Thorne

**Email:** calli.thorne@ndsu.edu

**Task 1:** Form agricultural advisory group to determine current and projected issues (Ex. Veterinarian Search Committee)

**Date:**

4/1/2012

**Task 2:** Continue to meet at least twice a year

**Task 3:**

**Task 4:**

**Financial Resources:** Local, state and federal money

**Human Resources:** Calli Thorne, McKenzie Co. Crop Improvement, WC Livestock Assoc., NRCS, FSA, Taylor Ag,

**Technical Resources:** N/A

**Performance Measures:**

## Arts and Crafts

### Establishment/expansion of local arts and crafts advocacy organization.

#### Organization

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Identify participants for an organized group of individuals who will meet on a regular basis to set up events and activities based in the arts.

**Date:**  
5/1/2012

**Task 2:** Identify artists/musicians in the region who may want to participate. Identify a physical location where activities and events can take place. Potentially develop a Summer Music/Art in the Park series.

5/19/2012

**Task 3:** Create a schedule of activities to keep arts active in the community and develop programming that incorporates currently scheduled events like Ribfest and Homefest as well as students

6/1/2012

**Task 4:** Research funding opportunities for similar programming.

4/1/2012

**Financial Resources:** ND Council on the Arts; ND Humanities Council; ND Tourism; Roughrider Fund

**Human Resources:** Local musicians, artists, cultural organizations (Sons of Norway etc.), schools, Parks and

**Technical Resources:** County website, sound and lights if needed

**Performance Measures:** Performance will be measured by participation of the committee, artists, volunteers and event and programming attendees

### Development of a community-wide marketing plan for the promotion of local arts and crafts.

#### Planning

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Task 1:** Create a web presence on Facebook and on the McKenzie County Tourism site as a call for action and volunteers as well as a way to spread the word about upcoming events.

**Date:**  
4/1/2012

**Task 2:** Advertising/announcement in local newspapers (Farmer, The Roundup), posters, announcements in schools, radio and on marquee signs in town.

6/1/2012

**Task 3:** Potentially bring musicians/artists into the schools to do programming to incorporate into and educational mission and encourage students to attend the events with their families.

9/1/2012

**Task 4:** Get events on regional calendars kept by the ND Council on the Arts and the NW Quadrants Events Calendar and in North Dakota Tourism materials

**Financial Resources:** Determine Advertising budget; Lodging Tax

**Human Resources:** Committee members

**Technical Resources:** web

**Performance Measures:** Performance will be measured by participation in the events.

## Arts and Crafts

### Marketing of aggregated arts-and-crafts products.

#### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Date:**

**Task 1:** Partner with the Pioneer Museum/Visitor Center to sell arts and craft products related to a specific event or art show

**Task 2:** Partner with Homefest's Art in the Park and Ribfest to market and promote the arts/entertainment that is available at these events.

**Task 3:**

**Task 4:**

**Financial Resources:** Lodging Tax, ND Council on the Arts

**Human Resources:** RibFest, Homefest, Pioneer Museum, and committee

**Technical Resources:**

**Performance Measures:** Performance will be measured by sales and participation

### Establishment and marketing of local/regional events promoting area artisans.

#### Execution

**Lead Organization:** McKenzie County Tourism

**Phone:** (701) 770-8659

**Lead Contact:** Jessie Scofield

**Email:** jessieveeder@gmail.com

**Date:**

**Task 1:** For each performer/artist/crafter scheduled a press release will be sent to regional media outlets to encourage a feature story on the event

6/1/2012

**Task 2:** Website and Facebook promotion of each individual artist, including a link to their website and social media connection

6/1/2012

**Task 3:** Advertising in local newspapers, information to the schools, posters in the community

6/1/2012

**Task 4:**

**Financial Resources:** Lodging Tax, ND Council on the Arts, ND Tourism, Roughrider Fund

**Human Resources:** Committee Members, schools

**Technical Resources:** web

**Performance Measures:** Performance measured by attendance at events

## Daycare and After School Programs

### Organize and coordinate an advisory board

#### Organization

**Lead Organization:** McKenzie County Social Services

**Phone:** (701) 444-3661

**Lead Contact:** Desiree Sorenson

**Email:** dsorenson@co.mckenzie.nd.us

**Task 1:** Partner with Economic Development, McKenzie County School District, the city of Watford City and Lutheran Social Services to come up with scope of needs

**Date:**  
3/1/2012

**Task 2:** Members of these organizations will meet on a weekly basis to continue the discussion and recruitment process

3/1/2012

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:** Economic Development, McKenzie County School District, City of Watford City and LSS

**Technical Resources:**

**Performance Measures:**

### Develop a program and facilities that meet the needs of the county's population

#### Planning

**Lead Organization:** McKenzie County Social Services

**Phone:** (701) 444-3661

**Lead Contact:** Desiree Sorenson

**Email:** dsorenson@co.mckenzie.nd.us

**Task 1:** Recruit small, private daycare providers and work with them to develop and locate their facilities

**Date:**  
3/21/2012

**Task 2:** Develop plan for a larger daycare facility that will provide services for 200+ children. Possible fundraising efforts may need to be put in place/

3/21/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Roughrider Fund, Lutheran Social Services, Private owners

**Human Resources:** Economic Development, McKenzie County School District, City of Watford City, Lutheran Social

**Technical Resources:**

**Performance Measures:**

## Litter and Entryways

### Establish the entity that will lead the strategy

#### Organization

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** sramndt@ruggedwest.com

**Task 1:** Parks and Recreation will lead the task of managing litter in the entryways of Watford City

**Date:**

4/1/2012

**Task 2:** Parks and Recreation will lead the task of managing litter in the city limits of Watford City

4/1/2012

**Task 3:** All parks are currently cleaned weekly by Parks and Recreation, weather dependant

4/1/2012

**Task 4:**

**Financial Resources:** Parks and Recreation, City of Watford City

**Human Resources:** Parks and Recreation, Employees, Volunteers

**Technical Resources:**

**Performance Measures:**

### Coordinate volunteers that will help with the clean up efforts

#### Organization

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** sramndt@ruggedwest.com

**Task 1:** Contact individuals willing to help with the cleanup task: Gretchen Stenehjem, Ari Johnson, Ron Rankin, Jeff Ruggles, Marcia Hellandsaas

**Date:**

5/1/2012

**Task 2:** Work with volunteers to schedule a cleanup day

**Task 3:**

**Task 4:**

**Financial Resources:** Parks and Recreation, City of Watford City

**Human Resources:** Voluneers

**Technical Resources:**

**Performance Measures:**



## Litter and Entryways

### Determine the focus and scope of the strategy

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Date:**

**Task 1:** Contact Sheriff's Dept. for community service information and information about workman's compensation and funding for their services

**Task 2:** Contact all civic organizations, church groups for designated right of ways and businesses

**Task 3:** Contact businesses and schools to enforce no-littering policies

**Task 4:**

**Financial Resources:** Roughrider Fund, County, City

**Human Resources:** Volunteers, Businesses, Service Groups, Sheriff's Dept.

**Technical Resources:**

**Performance Measures:**

### Identify funding sources

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Date:**

**Task 1:** Overhead should be minimal as effort will rely on volunteers

**Task 2:** Budget for supervision

**Task 3:** Budget for workmen's compensation, supervision, gloves, garbage sacks and other supplies

**Task 4:**

**Financial Resources:** Roughrider Fund, City, County

**Human Resources:** Volunteers, Parks and Recreation

**Technical Resources:**

**Performance Measures:**

## Litter and Entryways

### Develop Time line

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** sramndt@ruggedwest.com

**Task 1:** Activity dependent on weather conditions and available volunteers. Project to occur bi-weekly or monthly depending on garbage conditions

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Roughrider Fund, City, County

**Human Resources:** Parks and Recreation, Volunteers

**Technical Resources:**

**Performance Measures:**

### Establish public relations effort for program visibility

#### Execution

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** sramndt@ruggedwest.com

**Task 1:** Send notices to businesses, schools and local newspapers regarding information about cleanup day

**Date:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Roughrider Fund, City, County

**Human Resources:** Volunteers, Parks and Recreation

**Technical Resources:**

**Performance Measures:**

## Parks and Recreation

### Establish or support existing Parks and Recreation Office/Department

#### Organization

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Task 1:** Identify needs for park facilities in new growth areas

**Date:**

6/30/2012

**Task 2:** Develop recreation programs for youth and adults

6/30/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Roughrider Fund, Mill Levy

**Human Resources:** Park Board

**Technical Resources:**

**Performance Measures:** Will be determined by growth

### Determine budget and ongoing funding source(s) for operations and maintenance

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Task 1:** Identify needs: \$5,000

**Date:**

6/30/2012

**Task 2:** Secure \$35,000

6/30/2012

**Task 3:**

**Task 4:**

**Financial Resources:** City Task 1, Roughrider, Park District, Task 2

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Parks and Recreation

### Periodically develop long-term plan for parks facilities

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Date:**

**Task 1:** Build parks with city, county and grants

**Task 2:** Maintain Park District

**Task 3:**

**Task 4:**

**Financial Resources:** City of Watford City, McKenzie County

**Human Resources:** Park District

**Technical Resources:**

**Performance Measures:**

### Assess current and future recreation program needs

#### Planning

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Date:**

**Task 1:**

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Mill Levy and Roughrider Fund

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Parks and Recreation

### Build/maintain parks facilities

#### Execution

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Task 1:** Depending on rate of growth, review every 2 years after initial plan is in place

**Date:**  
6/30/2012

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** Mill Levy, Roughrider Fund

**Human Resources:** Park Board

**Technical Resources:**

**Performance Measures:**

### Operate parks and recreation programs

#### Execution

**Lead Organization:** Watford City Park District/Golf Course

**Phone:** (701) 570-3677

**Lead Contact:** Robin Arndt

**Email:** srarndt@ruggedwest.com

**Task 1:** Have current recreation programs for youth.

**Date:**  
6/1/2012

**Task 2:** In the process of getting funding for a full-time recreation coordinator.

6/1/2012

**Task 3:** Develop recreation programs for youth and adults

6/1/2012

**Task 4:**

**Financial Resources:** Mill Levy, Roughrider fund

**Human Resources:** Park Board

**Technical Resources:**

**Performance Measures:**

## Proactive Zoning

### Training of planning volunteers and staff in the principles and practices of sustainability.

#### Organization

**Lead Organization:** RCRDC/McKenzie County

**Phone:** (701) 444-6852

**Lead Contact:** Deidre Berquist

**Email:** dberquist@co.mckenzie.nd.us

**Task 1:** Develop Comprehensive Plan

**Date:**

11/1/2012

**Task 2:** Develop Zoning Ordinance

11/1/2012

**Task 3:** Identify Implementation and Enforcement measures needed

11/1/2012

**Task 4:** Evaluate ordinance and make any necessary changes

11/1/2012

**Financial Resources:** McKenzie County

**Human Resources:** McKenzie County

**Technical Resources:** McKenzie County

**Performance Measures:** Hope to have a comprehensive plan and ordinance developed within 6-9 months

### Defining sustainability at the local level and considering the associated planning implications.

#### Planning

**Lead Organization:** McKenzie County

**Phone:** (701) 444-6852

**Lead Contact:** Deidre Berquist

**Email:** dberquist@co.mckenzie.nd.us

**Task 1:** Develop commission of 9 members according to ND Century Code

**Date:**

3/1/2013

**Task 2:** Schedule Regular Meetings

3/1/2013

**Task 3:** Discuss and review matters presented

3/1/2013

**Task 4:** Take recommendations of the Planning and Zoning Commission to County Commissioners

**Financial Resources:** McKenzie County

**Human Resources:** McKenzie County

**Technical Resources:** McKenzie County

**Performance Measures:** Planning and Zoning Commission already formed, looking forward to continued efforts of members

## Proactive Zoning

### Updating of local codes and ordinances incorporating sustainability principles and practices.

#### Planning

**Lead Organization:** City of Watford City/McKenzie County

**Phone:** (701) 444-2533

**Lead Contact:** Curt Moen

**Email:** cmoen@nd.gov

**Task 1:** Develop plan for Planning and Zoning department, possible joint venture with county and city

**Date:**  
3/1/2013

**Task 2:** Hire necessary Planning and Zoning staff, up to 4 additional employees

3/1/2013

**Task 3:** Identify areas of weakness and work to strengthen those

3/1/2013

**Task 4:** Look at long term (10+) year plan for the community

3/1/2013

**Financial Resources:** McKenzie County/Watford City

**Human Resources:** McKenzie County/Watford City

**Technical Resources:** McKenzie County/Watford City

**Performance Measures:** Possible joint venture of county and city to develop a uniform and centralized Planning and Zoning Department. If not, county will develop a department to handle Planning and Zoning consisting of at least 2 employees

## Public Safety

### Identify how to set up community service organization

#### Organization

**Lead Organization:** City of Watford City

**Phone:** (701) 444-2211

**Lead Contact:** Ari Johnson

**Email:** ari@dakotalawdogs.com

**Task 1:** Send letter to Center Inc. inquiring about grant options

**Date:**

3/1/2012

**Task 2:** Speak with EDC and McKenzie County sheriff's department to identify means of implementing either publicly or through a private company

**Task 3:**

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**



## Services and Family Preservation

### Determine community needs and develop programming.

#### Organization

**Lead Organization:** McKenzie County Social Services

**Phone:** (701) 444-3661

**Lead Contact:** Desiree Sorenson

**Email:** dsorenson@co.mckenzie.nd.us

**Task 1:** Desiree represents Social Services and serves on the Extension advisory board that meets regularly regarding.

**Date:**

3/1/2012

**Task 2:** Partner with Extension on providing programming that will enhance services and bring new family services to the community

3/1/2012

**Task 3:**

**Task 4:**

**Financial Resources:** Extension and Social Services

**Human Resources:** Extension and Social Services

**Technical Resources:** Extension

**Performance Measures:**

## Walking-path Systems

**Formation/support for local advocacy group advancing walking path project.**

### Organization

**Lead Organization:** City of Watford City

**Phone:** (701) 444-2533

**Lead Contact:** Peni Peterson

**Email:** ppeterson@nd.gov

**Date:**

**Task 1:** Define areas to extend current path

**Task 2:** Connect path to annexed areas of the city

**Task 3:** Public input for where to extend path

**Task 4:**

**Financial Resources:**

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

**Coordination between walking path advocacy group and local municipality.**

### Organization

**Lead Organization:** City of Watford City

**Phone:** (701) 444-2533

**Lead Contact:** Peni Peterson

**Email:** ppeterson@nd.gov

**Date:**

**Task 1:** Requiring new subdivisions to include a path in their subdivision and to attach to existing path. City ordinance enforcement.

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:** City/County depending on if subdivision is in the city or county limits

**Human Resources:**

**Technical Resources:**

**Performance Measures:**

## Walking-path Systems

### Preliminary and final design (and cost study) of walking path project.

<b>Lead Organization:</b> City of Watford City	<b>Phone:</b> (701) 444-2533	<b>Planning</b>
<b>Lead Contact:</b> Peni Peterson	<b>Email:</b> ppeterson@nd.gov	
<b>Task 1:</b> Complete conceptual drawing of areas to include in the new path		<b>Date:</b>

**Task 2:** Ask for City and county to fund project

**Task 3:**

**Task 4:**

**Financial Resources:** City/County  
**Human Resources:**  
**Technical Resources:**  
**Performance Measures:**

### Determination of existing and potential funding sources for development and maintenance.

<b>Lead Organization:</b> City of Watford City	<b>Phone:</b> (701) 444-2533	<b>Planning</b>
<b>Lead Contact:</b> Peni Peterson	<b>Email:</b> ppeterson@nd.gov	
<b>Task 1:</b> Research available grants		<b>Date:</b>

**Task 2:**

**Task 3:**

**Task 4:**

**Financial Resources:**  
**Human Resources:**  
**Technical Resources:**  
**Performance Measures:**

# COMMUNITY ORGANIZER

## Overview

Recognizing that the successful implementation of an economic development strategic plan takes more than simply selecting the right strategies, Building Communities presents the Community Organizer tool. This tool helps Steering Committee members to ask and answer the right questions with respect to the identification of the current and desired levels of capacity to implement business and community development strategies. The Watford City Steering Committee met to consider both the business development and community development approaches to the Community Organizer tool.

The tool presents a series of scenarios that describe alternate levels of capacity with respect to seven elements relevant to business development and community development. The Steering Committee was asked to consider each scenario and to reach a consensus about which one best describes the current capacity of their community. Each of the members were also asked to identify their desired level of capacity. The tables below present the results of the Community Organizer tool for Business and Community Development Capacities.

### Business Development Capacity Report

ELEMENT	SCENARIO SCORES										ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E	F	G	H	I	J		
Business Development Strategy	7	5	7	7	—	—	—	—	—	—	26 / 37	37 / 37
Local Staff and Team Development	3	5	5	7	4	—	—	—	—	—	24 / 37	37 / 37
Industrial Land and Infrastructure	0	3	3	5	0	0	8	2	2	2	25 / 68	68 / 68
Targeted Industries	2	2	0	—	—	—	—	—	—	—	4 / 19	19 / 19
Marketing	4	0	3	4	4	—	—	—	—	—	15 / 33	33 / 33
Prospect and Lead Management	12	4	5	—	—	—	—	—	—	—	21 / 27	27 / 27
Closing the Deal	5	6	6	2	5	—	—	—	—	—	24 / 26	26 / 26
<b>TOTAL POINTS</b>											<b>139 / 247</b>	<b>247 / 247</b>

### Community Development Capacity Report

ELEMENT	SCENARIO SCORES					ASSESSED CAPACITY	PRESCRIBED CAPACITY
	A	B	C	D	E		
Strategic Plan/Vision	10	3	3	10	4	30 / 32	32 / 32
Project and Issue Development	2	1	4	3	2	12 / 16	16 / 16
Organizational Capacity	7	10	2	7	1	27 / 38	38 / 38
Staffing	12	1	5	3	—	21 / 23	23 / 23
Civic Volunteerism	5	1	—	—	—	6 / 8	8 / 8
Community Attitude	5	3	—	—	—	8 / 13	13 / 13
Maintaining Community as the Goal	0	2	—	—	—	2 / 9	9 / 9
<b>TOTAL POINTS</b>						<b>106 / 139</b>	<b>139 / 139</b>

In every case but one, the desired level of capacity was the highest scenario presented. The Community Organizer tool not only presents a description of the current level of capacity but also prescribes the steps necessary to achieve the desired level of business and community development capacity.

## BUSINESS DEVELOPMENT CAPACITY

The information below itemizes the specific “capacity building action steps” needed in order for the community to reach its desired level of capacity for both business development and community development activities.

### 1 - Business Development Strategy

Assessed score: 26/37 | Prescribed score: 37/37

#### Definition

A business development strategy, which can be viewed as a subset of a community and economic development strategy, should be very clear in its scope. In addition to answering the question “What types of business development activities should we engage in?”, the strategy should be equally clear in identifying “What business development activities are beyond the scope of our community?” That is, many communities, due to limitations in factors such as labor force, proximity to markets, and available infrastructure, ought to conclude that the recruitment of large-scale business development opportunities is beyond the realistic grasp of the community.

Business development strategies should also assess the desirability of business growth for a community. Many urban and suburban cities experienced such dramatic growth in the 1990s that they became very selective about new job creating possibilities. Times of economic recession cause communities to rethink these policies.

Often overlooked, and frequently most important, are activities to support existing businesses within a community. In the end, a large percentage of jobs created in any community will come from the expansion of existing businesses. Additionally, communities can often offset the threat of curtailment of business operations with proactive business retention efforts.

Communities must also assess the business development climate that they offer. What is the condition of the state and national economy? How competitive is the state’s business climate? How streamlined is the community’s regulatory process for businesses?

#### 1a. Relationship with Community’s Strategic Plan

No action items.

#### 1b. Desirability of Business Development

- ☐ Analyze the general support for business development activities and conclude that such activity is supported.
- ☐ Analyze the support for business development activities in the community, hold an open dialogue on the subject, and document strong levels of support.

#### 1c. Appropriateness of Business Development

- ☐ While being mindful of any invitations, conduct a broad array of business development activities based upon relative strengths of the community.

#### 1d. A Foundation of Support for Existing Businesses

- ☐ Proactively engage existing business community in business development activities; reinforce the symbiotic relationship between new and prospective businesses.

## 2 - Local Staff and Team Development

*Assessed score: 24/37 | Prescribed score: 37/37*

### Definition

Similar to the community development capacity requirements, business development requires strong staffing, organization, and volunteerism to succeed. Communities must be careful not to assume that simply because they have broader community development organizations in place (that advocate for community livability, tourism development, downtown development, historic preservation, arts and culture, and/or other priorities), that they have a business development organization. Business development advocacy can be coordinated through an organization with broader purposes, but in order to be effective, the specific skills and focus of business development cannot be lost.

### 2a. Focused Business Development Organization

- q Ensure that business development priorities are not subordinated to community development priorities by the respective organization(s) advancing that such activity.
- q Ensure that all business development priorities are specifically being advance by one or more organization(s).
- q Ensure that the business development organization has long-term staying power in terms of its organization and budgeting.

### 2b. Stability of Business Development Organization

No action items.

### 2c. Frequency of Meetings

- q In addition to regular monthly board meetings, ensure that subcommittee activity also generates results.

### 2d. Business Development Staff

- q Ensure that the organization not only has a capable staff person, but also has adequate administrative support.

### 2e. Business Development Training

- q Ensure not only that the lead economic development professional has adequate training, but also that board members are exposed to economic development principals and practices.

## 3 - Industrial Land and Infrastructure

*Assessed score: 25/68 | Prescribed score: 68/68*

### Definition

Many communities get geared up to conduct business development—and particularly business recruitment—activities without first conducting an objective analysis of the existing availability of land and infrastructure.

Frequently, communities confuse the availability of land “zoned industrial” with the true availability of such land for business expansion and business recruitment endeavors. Simply because land exists does not mean that it is for sale. It does not mean that it is for sale at a competitive price. It does not mean that the land is necessarily served by infrastructure. It does not mean that the land

is served by specialized infrastructure requirements of a particular industry. And it does not mean that the land is clear from environmental constraints.

Indeed, the availability of land, or lack thereof, that is truly available, appropriate, and competitive for business development uses becomes a huge opportunity or constraint for a community.

Issues of land ownership must also be considered. Although the community may think it has land available, what really happens when the existing expanding business or the industrial prospect comes seriously knocking on the door? Will the price of the land suddenly escalate? Is the landowner truly motivated to sell? Are they legally empowered to sell?

Communities may wish to consider the public ownership of industrial land to ensure that the public interest, rather than an individual or corporation's private interest, dominates the motivations of a future transaction.

Perhaps this public ownership is in place through a port, county, city, or other public entity. Even if the land is publicly owned, does the public body have a strategy for its ultimate use?

### **3a. Availability of Industrially-Zoned Land**

- ☐ Ensure that the community has adequate industrially zoned land.

### **3b. Potential for Land**

No action items.

### **3c. Land Ownership**

- ☐ Ensure that the community has control over one or more parcels of land that can be immediately made available for development.
- ☐ Ensure that publicly-controlled industrial land is competitively priced.

### **3d. Environmental Considerations**

- ☐ Conduct an environmental assessment and conclude that industrial land has no environmental limitations.

### **3e. Land Price**

- ☐ Conduct a comparison of industrial land prices with competitive communities and conclude that the local land is generally at market rates.
- ☐ Ensure that the available industrial land is competitively priced.

### **3f. Availability of Buildings**

- ☐ Inventory existing industrial (and perhaps commercial) buildings.
- ☐ Identify existing industrial and/or commercial buildings that are generally desirable and competitive for developing.
- ☐ Document existing buildings that are highly competitive for business development opportunities.
- ☐ Not only document the availability of competitive industrial buildings, but also outline the expandability of such buildings.

### **3g. Basic Infrastructure**

- ☐ Document how available basic industry is already available for the majority of business. development opportunities



**3h. Access Infrastructure**

- ☐ Document, if possible, how the access infrastructure (and therefore the community) is within fifteen minutes of an interstate system.
- ☐ Document, if possible, how the access infrastructure (and therefore the community) is within five minutes of an interstate system.
- ☐ Establish and document the availability of rail spurs.
- ☐ Ensure the availability and document scheduled air service and/or barging services within 30 minutes of the community.

**3i. Special Infrastructure**

- ☐ Ensure that availability of all of the needed specialized infrastructure based upon the business development priorities being selected.

**3j. Land/Target Compatibility**

- ☐ Complete specialized activities ensuring that all of the unique land requirements associated with business development activities can be met by the community.

**4 - Targeted Industries**

*Assessed score: 4/19 | Prescribed score: 19/19*

**Definition**

Similar to communities being focused on specific objectives within the context of a strategic plan, communities must also have a focus in their business development activities in order to be successful.

The concept of “targeted industries” is the most often used procedure to identify, on a selective basis, the types of industry that are consistent with the development and recruitment desires of a particular community.

Typically, businesses are targeted based on the type of industry they represent utilizing the North American Industry Classification System (NAICS). This system replaced the U.S. Standard Industrial Classification (SIC) system. There are additional methods for targeting industries that can be done either in addition to, or in replacement of, the industry selection process. Communities may target industries based upon a geographic region or based upon other factors such as the size of typical companies.

Communities may wish to begin their Targeted Industry Analysis by analyzing the types of companies that could locate in their community to produce products that are typically imported into their community. That is, they can substitute the local manufacturing of goods and services that have historically been imported into the community. This is a process known as “import substitution.”

Still other communities may wish to conduct their Targeted Industry Analysis to be consistent with other objectives and priorities within a community. For example, communities that have historic strength—or current strategies—to expand the visitor industry, may wish to recruit businesses consistent with this focus.

Targeted Industry Analysis is a very sophisticated field, and communities can initiate fairly complex strategies and contract with specialized consultants to conduct such industry targeting.

#### 4a. Import Substitution

- ☐ Conduct a full-scale import substitution analysis.

#### 4b. Connection with Strategic Plan

- ☐ Ensure a general desirability for specific business development activities—and then engage in such activities.

#### 4c. Targeted Industry Analysis

- ☐ Complete an informal target industry analysis.
- ☐ Engage a qualified consulting firm to develop a target industry analysis specific to the community.
- ☐ Ensure that the target industry analysis yields a series of businesses to be recruited.
- ☐ Ensure that current connect information exists for targeted businesses.
- q Ensure that the target industry analysis provides sufficient background information about targeted businesses that the community has a “running start” with recruitment activities.

### 5 - Marketing

Assessed score: 15/33 | Prescribed score: 33/33

#### Definition

Once the business development strategy is in place, a local development team is poised, land and infrastructure is ready, and some level of Targeted Industry Analysis has been completed, the community is only then prepared to conduct specific business development marketing activities.

The sequential nature of the elements of business development capacity must be recognized. Conducting marketing activities without land to be offered is a waste of resources. Conducting a marketing strategy without some form of targeting, or market segregation, can be very inefficient—if not completely unproductive.

The community needs to take a holistic, sophisticated approach to marketing techniques including direct mail, industry trade shows, web sites, cold calling, alliances with site selectors, and other methods.

Finally, communities may wish to conduct business development—and, in particular, business recruitment—activities in concert with other communities and counties in their region. By conducting a regional approach, costs can be shared, and the possibility of attracting a company to the region increases.

#### 5a. Marketing Track Record

- ☐ Build upon recent successes in business marketing to launch continued successful efforts.

#### 5b. Professional Marketing Assistance

- ☐ Engage a professional business development marketing firm.
- ☐ Identify and articulate specific business development marketing techniques and outcomes to be initiated.
- ☐ Collaborate with a business marketing consultant to ensure success.

#### 5c. Diversification of Marketing Techniques

No action items.

**5c. Financial Resources**

- ☐ Dedicate at least \$50,000 cash toward business marketing efforts on an annual basis.

**5e. Use of the Internet**

- ☐ Post a complete website generally providing 100% of the relevant business development information online.
- ☐ Create a client-specific business development reporting system allowing business development prospects to download relevant community-based reports.

**6 - Prospect and Lead Management**

*Assessed score: 21/27 | Prescribed score: 27/27*

**Definition**

All of the activities thus far in this business development capacity assessment tool are designed to ultimately generate business development leads or prospects (these terms are used interchangeably here, although prospects can refer to a more developed stage of relationship between a community and a business).

Businesses can take two years—or more—to make a business location decision after they have made preliminary contacts with cities and states for site information. Generally, however, this process takes between six and twelve months. Regardless of the duration of this period, communities must be prepared to address each and every concern and need of a prospect.

Business development—and particularly business recruitment—is a process of elimination. Companies come to their ultimate site decision through a process of eliminating other communities that have one or more significant variances from the ideal conditions being sought by the company. Given this, communities must manage prospects by addressing each and every need.

Prospect management requires a very steady, professional approach to businesses. The combination of a strong network of civic advocates and, especially, a well-trained business development professional maximizes the likelihood of business development success.

**6a. Community Profile**

No action items.

**6b. A Professional Community Response**

- ☐ Assemble a business development team that possesses the knowledge and skills necessary to professionally respond to business development inquiries; make business development responses a priority.
- ☐ Formalize the community's business response team and ensure that adequate training and resources are available for professional responses.

**6c. Availability to Travel**

No action items.

## 7 - Closing the Deal

Assessed score: 24/26 | Prescribed score: 26/26

### Definition

All of the prior steps in this business development capacity assessment mean virtually nothing if the community is not capable of “closing the deal.” Generally, closing the deal is the process of eliminating any remaining uncertainties in the minds of the company decision makers. Almost always, these details—as well as the overall commitment by all parties (the company, the community, the state, and possibly other entities)—are formalized in a contract or memorandum of understanding.

Communities, therefore, have to be willing to put their commitment in writing. Both the company and the community may have to back up their commitment with potential penalties in the event that either party does not perform. Typically, performance from a community would be the guarantee of the delivery of land, infrastructure, and local incentives. Communities, and particularly the State, typically require a guarantee by the company to create the jobs negotiated in the site location process.

It is typical—and most preferable from the State’s perspective—for the topic of incentives to be seriously discussed late in the site location process. Companies that insist upon detailed incentive commitments early in the process may have the importance of incentives out of balance with respect to other site location factors (access to markets, cost of labor, etc.). Nonetheless, incentives of some form almost always become a required provision of the memorandum of understanding.

### 7a. Deal Making Experience

No action items.

### 7b. Expertise with Incentives

No action items.

### 7c. A Winning Attitude

No action items.

### 7d. Community Sophistication

- ☐ Access community-based legal services with expertise in business development deals.
- ☐ Recognize capability of in-house attorney with expertise in negotiating business development deals.

### 7e. Project/Contract Monitoring

No action items.

## COMMUNITY DEVELOPMENT CAPACITY

### 1 - Strategic Plan/Vision

*Assessed score: 30/32 | Prescribed score: 32/32*

#### Definition

Communities are in various stages of commitment to a strategic planning process. Some communities have never engaged in such an effort to collectively envision the future and set specific projects in motion to capture that vision. Conversely, some communities not only have a strategic planning process in place, but have engaged in professional strategic planning consultants, widely participated in the development of the plan, reviewed the plan regularly, and have even engaged one or more times in updating their strategic plan.

#### 1a. Existence of Community-wide Strategic Planning Document

No action items.

#### 1b. Acceptance of Plan

No action items.

#### 1c. Professional Development of Plan

No action items.

#### 1d. Use of Strategic Plan

No action items.

#### 1e. Plan Updating

- q Recognize that the existing strategic plan has been updated on three or more occasions.

### 2 - Project and Issue Development

*Assessed score: 12/16 | Prescribed score: 16/16*

#### Definition

Typically, a strategic planning process yields an overall vision statement and then a series of goals and objectives related to projects and issues.

For the purposes of this evaluation tool, projects and issues are separated from the strategic planning process.

Ultimately, it is the success, or lack thereof, of a community in advancing projects and issues that reinforces the community's commitment to long-term strategic planning. Communities must see this "pay-off" to reinforce a long-term outlook.

#### 2a. Community Wish List

- ☐ Recognize that an existing "wish list" exists, and that the list is less than two years old.

## 2b. Identification of Strategic Issues

- ☐ Formalize a list of community issues by convening key community leaders and generating a brief report.
- ☐ Demonstrate action toward addressing key strategic issues within the community.

## 2c. Large Project Advocacy

No action items.

## 2d. Coordinating Projects with State and Federal Processes

No action items.

## 2e. Incorporation into Community Facilities Plan

No action items.

## 3 - Organizational Capacity

*Assessed score: 27/38 | Prescribed score: 38/38*

### Definition

Strategic planning and project identification means very little to a community if it does not have the organizational capacity to carry out the city's priorities. Although there is not "one correct way" to organize a community to conduct community development activities, there are some basic principles that apply. First of all, the scope of the community development activities needs to be defined. Communities may desire to implement projects and address issues that deal with the following types of community development activities: tourism development, historic preservation, arts and culture development, infrastructure improvements, and community facilities. A community's priority list may even stretch longer than this.

A community may seek to empower one organization to advance the full gamut of community development priorities. Conversely, a community may wish to have more than one organization focused on specific priorities (a visitor and convention bureau, a downtown development association, a business recruitment organization, etc.). This Continuum is designed so as not to advocate for one form of organizational structure over another, but rather to simply advance the notion that the community must be specific in the priorities that it tends to advance and to empower one or more organizations to successfully advance these priorities.

This process advances, therefore, the following specific principles with respect to a community's "organizational structure":

- A community must have one or more organization(s) dedicated to advancing specific priorities identified in the strategic plan.
- If a community has more than one organization serving a community development advocacy role, the organizations must avoid duplication of services and serve to reinforce each other.
- Organizations should have adequate, stable funding and dedicate a majority of their time to reaching stated objectives rather than simply keeping the organization afloat.
- Organizations must meet frequently enough to advance identified priorities.

### 3a. Connectedness and Focus of Organization(s)

- ☐ Ensure that all of the priorities identified in the local strategic planning process are assigned to one or more community development organizations.

**3b. Organizational Stability**

No action items.

**3c. Focus on Business of Community**

- ☐ Ensure a complete, holistic approach to how community development is executed through completion of all of the activities identified in the strategic plan through one or more organization(s).

**3d. Frequency of Meetings**

- ☐ Commit to regular (at least monthly) activity by one or more community development organization(s) with regular sub-committee activity advancing community priorities.

**3e. Organizational Board Training**

- ☐ Engage in a broad, community-wide initiative to train community volunteers in leadership and project advocacy principals.

**4 - Staffing**

*Assessed score: 21/23 | Prescribed score: 23/23*

**Definition**

For community development organizations to reach optimal effectiveness, a professional staff person must serve them. Community development organization staffing requires a talented individual (or team of individuals), strong staff support, a connection to organizational objectives, and long-term staff training and development.

**4a. Skill Level of Staff Person**

No action items.

**Support Staff**

- q Recognize the effectiveness of the staff support.

**4c. Staff Focused on Organizational Objectives**

No action items.

**4d. Staff Training**

No action items.

**5 - Civic Volunteerism**

*Assessed score: 6/8 | Prescribed score: 8/8*

**Definition**

Individuals are frequently motivated to commit time to their community because they are willing to give to a greater cause. Volunteers appreciate being a part of a “winning team” and desire to see their community succeed. Successful communities inspire civic volunteerism, and often reward volunteers for their time and service.

**5a. Opportunities for Service**

No action items.

## 5b. Celebration of Volunteerism

- ☐ Maintain and consider expanding regular events to honor civic volunteerism.

## 6 - Community Attitude

*Assessed score: 8/13 | Prescribed score: 13/13*

### Definition

Although it is intangible, the attitude of a community is a major factor in the community's capacity for community development. Like individuals, communities can be either proactive or reactive. They can believe that they are in charge of their destiny or be resigned to the fact that too many issues are uncontrollable.

Success is contagious. Failure is contagious. Communities that have established a track record of envisioning and completing community development projects believe that their next success is imminent. Likewise, communities that have either tried and failed—or have not tried at all—do not sense a control of their destiny. It's all about attitude.

### 6a. Proactive vs. Reactive Communities

- q Recognize that one of the hallmarks of the community is a deep and growing cadre of elected and non-elected individuals that regularly succeed with projects and initiatives.

### 6b. Viewing the Glass Half-Full

No action items.

## 7 - Maintaining the “Community” as the Goal

*Assessed score: 2/9 | Prescribed score: 9/9*

### Definition

A community completes a strategic planning exercise. The exercise yields a series of community development projects. Local organizations, equipped with staff and volunteers, focus on the implementation of the strategic projects. How does the community, at that point, view the importance of the projects? Do the projects become of paramount importance over the broader, strategic direction of the community? Or do civic leaders maintain the appropriate perspective of successful projects fitting into the broader community development vision?

Ideally, civic leaders will view their efforts to advance a project in the broader context. Even the chairperson for the largest community development project should view their project as subordinate to the community's strategic plan.

### 7a. Depth of Community “Vision” or “Mission Statement”

- ☐ Recognize that a select number of citizens are intimately aware of the community's strategic plan and mission statement.
- ☐ Keep the community strategic plan and mission statement so visible to a broad array of its citizenry that the mission and vision statements are virtually memorized.

### 7b. Formal or Informal Subordination of Projects to Community

- ☐ Formalize a “teaming of projects” to ensure coordination and potential collaboration.



---

## **APPENDIX**

---

**Appendix A - Prioritized Strategy Report w/ Community Input**

**Appendix B - Strategy Recommendations**

**Appendix C - Strategies by Group**

**Appendix D - Alphabetical Listing of Strategies**

**Appendix E - Key Success Factor Report**

**Appendix F - Community Visioning Survey**

## APPENDIX A

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Energy Development	91	Sector-specific
Attracting Government Jobs	79	Other
Education Development	78	Community Development
Local/Regional Tourism	75	Tourism
Downtown Development	75	Community Development
Infrastructure Development	75	Other
Attracting Government Funding	75	Other
Destination Tourism	73	Tourism
Business Retention and	71	General Business
Business Cultivation	70	General Business
Value-added Agriculture	70	Value-added
Leading-edge Development	68	Sector-specific
Health Care	68	Community Development
Environmental Restoration	64	Sector-specific
Business Recruitment	63	General Business
Entrepreneurial Development	53	General Business
Transportation Distribution	46	Sector-specific
Cultural Tourism	45	Tourism
Bedroom Community	43	Community Development
Attracting Lone Eagles	43	Other
Attracting Retirees	41	Other
Value-added Fisheries	38	Value-added
Value-added Mining	38	Value-added

# APPENDIX B

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The “Recommended Strategies” report is based on the findings of the Key Success Factor (KSF) Analysis and answers the question “What should we do?”

In the KSF analysis, the steering committee considered Watford City’s comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities’ strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

- Score of 85 and above: **Recommended** - It is highly recommended that these strategies be considered for implementation.
- Score between 70 and 84: **Borderline** - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging.
- Score under 70: **Not Recommended** - Serious impediments exist which are likely to make successful implementation of these strategies very difficult.

Strategy Recommendation Report		
RECOMMENDED	BORDERLINE	NOT RECOMMENDED
Energy Development	Attracting Government Jobs	Leading Edge Development
	Education Development	Health Care
	Local/Regional Tourism	Environmental Restoration
	Downtown Development	Business Recruitment
	Infrastructure Development	Entrepreneurial Development
	Attracting Government Funding	Transportation Distribution Center
	Destination Tourism	Cultural Tourism
	Business Retention and	Bedroom Community
	Business Cultivation	Attracting Lone Eagles
	Value-added Agriculture	Attracting Retirees
		Value-added Fisheries
		Value-added Mining
		Pass-Through Visitor Services
		Value-added Forest Products

As indicated on the previous page, the recommendations given are viewed in reference to the question, “What should we do?” Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the Voice of the Community and Community Organizer Assessment sessions of Plan Week were also considered before final selection of strategies took place.

## APPENDIX A

## Strategies by Group

STRATEGY	SCORE	STRATEGY GROUP
Business Recruitment	63	General Business
Business Retention and Expansion	71	General Business
Business Cultivation	70	General Business
Entrepreneurial Development	53	General Business
Energy Development	91	Sector-specific
Environmental Restoration	64	Sector-specific
Transportation Distribution Center	46	Sector-specific
Leading-edge Development	68	Sector-specific
Value-added Agriculture	70	Value-added
Value-added Forest Products	25	Value-added
Value-added Fisheries	38	Value-added
Value-added Mining	38	Value-added
Destination Tourism	73	Tourism
Cultural Tourism	45	Tourism
Local/Regional Tourism	75	Tourism
Pass-through Visitor Services	35	Tourism
Downtown Development	75	Community Development
Education Development	78	Community Development
Health Care	68	Community Development
Bedroom Community	43	Community Development
Infrastructure Development	75	Other
Attracting Retirees	41	Other
Attracting Lone Eagles	43	Other
Attracting Government Jobs	79	Other
Attracting Government Funding	75	Other

## APPENDIX D

### Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Government Funding	75	Other
Attracting Government Jobs	79	Other
Attracting Lone Eagles	43	Other
Attracting Retirees	41	Other
Bedroom Community	43	Community Development
Business Cultivation	70	General Business
Business Recruitment	63	General Business
Business Retention and Expansion	71	General Business
Cultural Tourism	45	Tourism
Destination Tourism	73	Tourism
Downtown Development	75	Community Development
Education Development	78	Community Development
Energy Development	91	Sector-specific
Entrepreneurial Development	53	General Business
Environmental Restoration	64	Sector-specific
Health Care	68	Community Development
Infrastructure Development	75	Other
Leading-edge Development	68	Sector-specific
Local/Regional Tourism	75	Tourism
Pass-through Visitor Services	35	Tourism
Transportation Distribution Center	46	Sector-specific
Value-added Agriculture	70	Value-added
Value-added Fisheries	38	Value-added

## APPENDIX E - KEY SUCCESS FACTOR REPORT

### Key Success Factors with a Score of “4”:

- Availability of energy resources
- Proximity to large volumes of agricultural commodities
- Proximity to nationally-recognized attractions
- Sufficient local entrepreneurial base
- Ability to secure power-purchase agreements
- Access to small business financing
- Dedicated local financial resources for staffing recruiters
- Ability to build a team comprised of energy-development experts
- Capable, experienced economic development professionals
- Cooperation of economic development staff and educational community
- Sophisticated tourism development & promotion
- Active engagement of downtown building and business owners
- Local government support
- Prospect of an expanded geographic market for health care

### Key Success Factors with a Score of “3”:

- Quality residential neighborhoods
- Accurate, long-term analysis of infrastructure needs and costs
- Existence of recreational amenities
- Expandable educational institution
- Financially-sound existing health care facility
- High availability of urban services
- Local recreational and visitor attractions
- Recognizable central business district/downtown
- Sufficient base of local businesses
- Access to large-scale capital
- Access to long-term infrastructure loans and grants
- Availability of appropriated funds
- Competitive recruitment incentives
- Local funding for downtown development
- Sufficient marketing, promotion, or public relations budget
- Ability to compete in a global market
- Ability to identify product and service gaps
- Ability to network and attend relevant trade shows
- Ability to successfully market materials
- Ability to understand industry trends and opportunities
- Competent, strategic-minded hospital and health-care executives
- Cultural development and advocacy organization
- Downtown organization and staff
- Local ability to identify and advance a funding proposal
- Relative sophistication in coordinating and marketing local events
- Sophisticated use of the internet for marketing
- Support from local education professionals at all levels
- Team approach to infrastructure finance
- Community acceptance of the visitor industry
- Community support for needed infrastructure rate increases

- Favorable state policies with respect to office locations
- Local focus on revenues from visitors
- Local pro-business climate
- Projected growth in government budgets
- Strong community support
- Strong relations between economic development organization and local businesses
- Strong state and/or federal legislative delegation
- Support from local businesses
- Supportive local government policy and focus
- Supportive state energy policies and incentives
- Advantageous location for government or education expansion

**Key Success Factors with a Score of “2”:**

- Proximity to transmission lines with excess capacity

**Key Success Factors with a Score of “1”:**

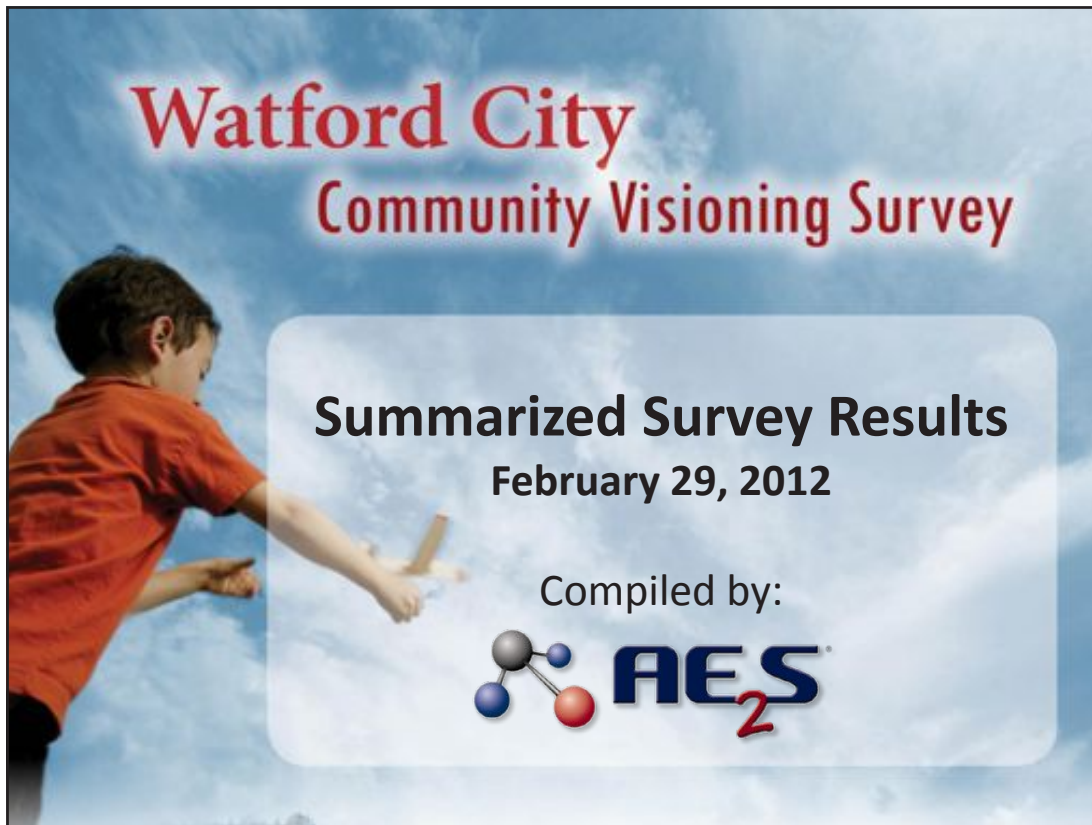
- Desirable climate
- Existing or prospective cultural attraction
- Proximity to fisheries commodities
- Proximity to raw materials and minerals
- Proximity to travel routes
- Proximity to urban population and workforce centers
- Dedicated business coaching staff
- Existing excellence in local health care
- Implementation of national Main Street Four-Point Approach™
- Relationship with site selectors
- Staff focused on recruitment objectives
- Supportive post-secondary education training program
- Support for attracting retirees
- Adequate telecommunications bandwidth
- Availability of brownfield sites
- Availability of industrial-zoned land
- Availability of local land, buildings, and infrastructure
- Excess water and sewer infrastructure capacity
- High-speed telecommunications
- Land/Buildings/Campus for education development
- Available local labor force
- Proximity and access to markets
- Proximity to scheduled air service
- Strategic location for distribution centers

**Key Success Factors with a Score of “0”:**

- Available, desirable housing
- Proximity and access to forests and forest products
- Absence of industrial business activity
- Ability to secure long-term contracts for forest materials
- Adequate housing for labor force



## APPENDIX F - COMMUNITY VISIONING SURVEY

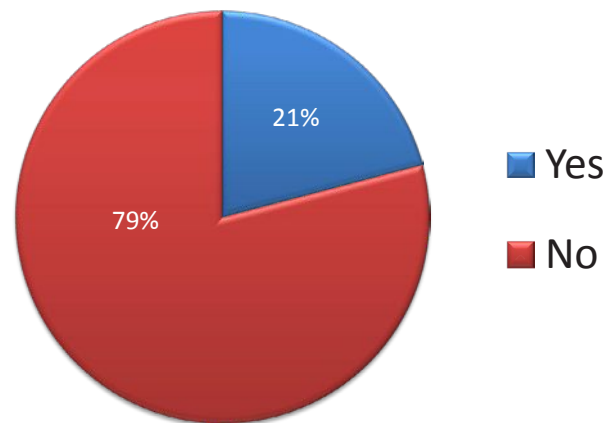


### Excellent Participation

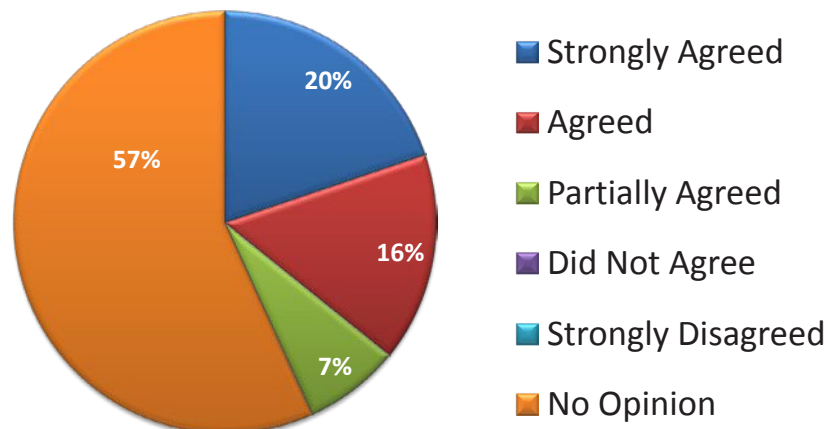
- 154 Respondents
- Almost a **5 percent** response rate
- Larger cities in the area performing similar surveys have about 2 percent response rate

**Thank You Watford City!**

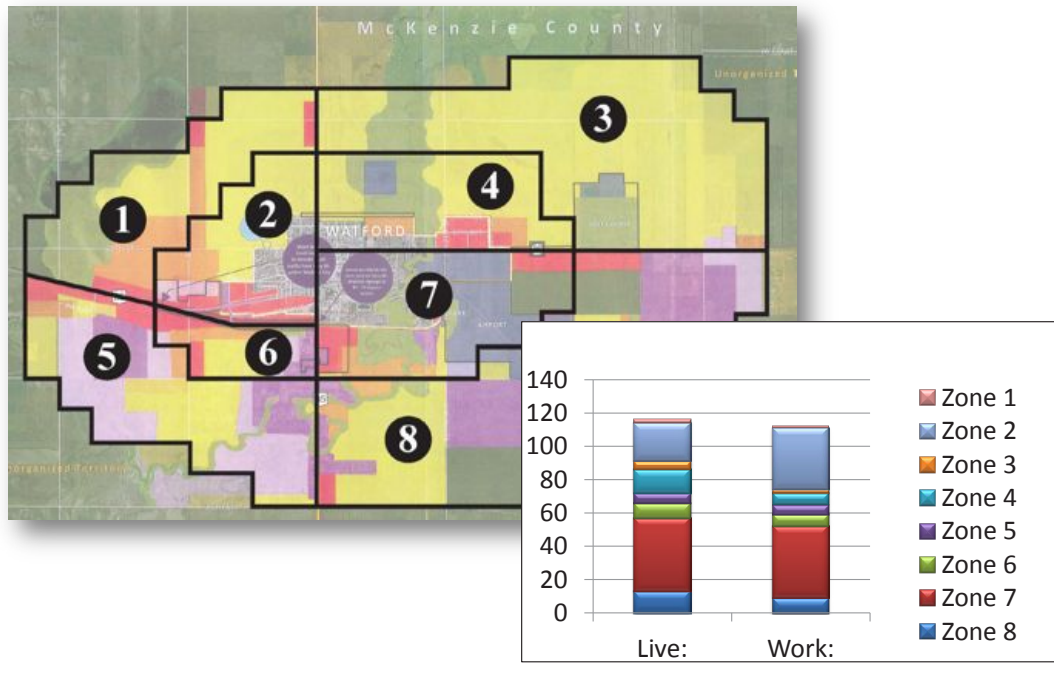
**Q1: Did you take part in the 2001 Strategic Planning process or attend community meetings about the 2001 Strategic Plan?**



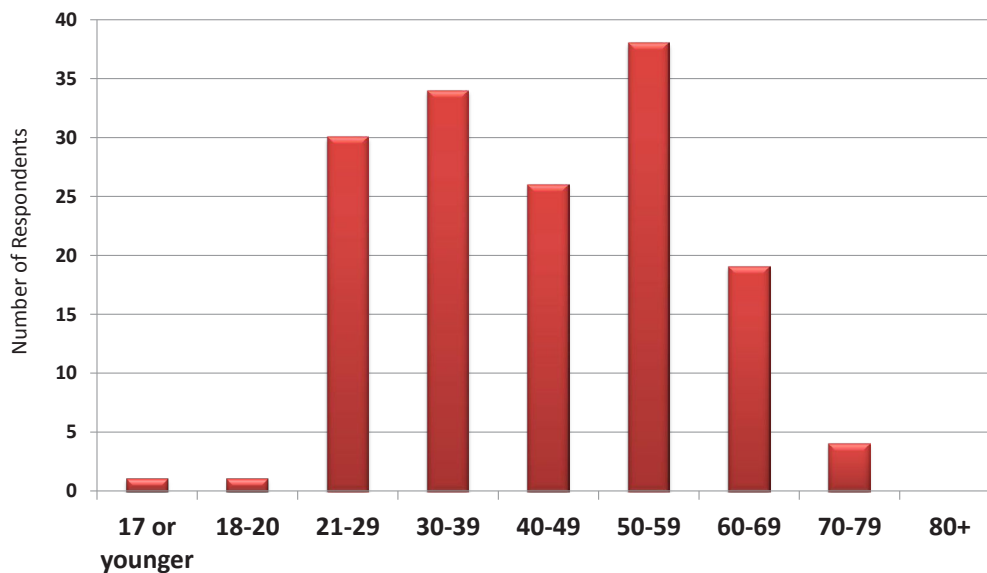
**Q2: If you took part in the 2001 Strategic Planning process, how do you feel regarding the strategy implemented?**



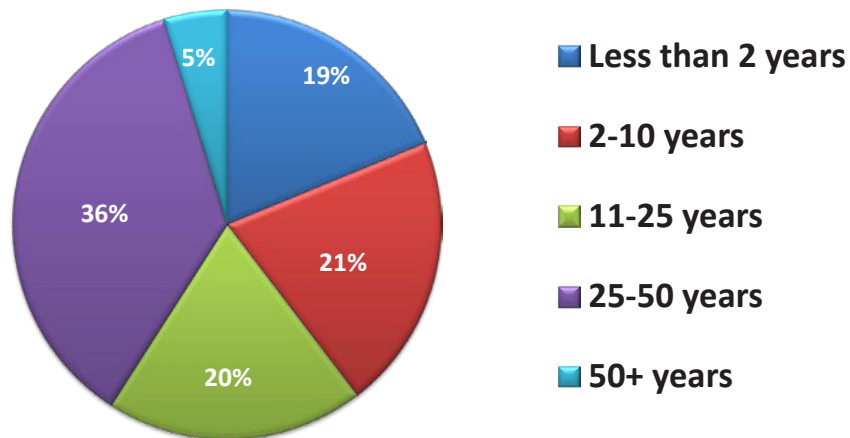
**Q3: Looking at the map, select the zones in which you live and work:**



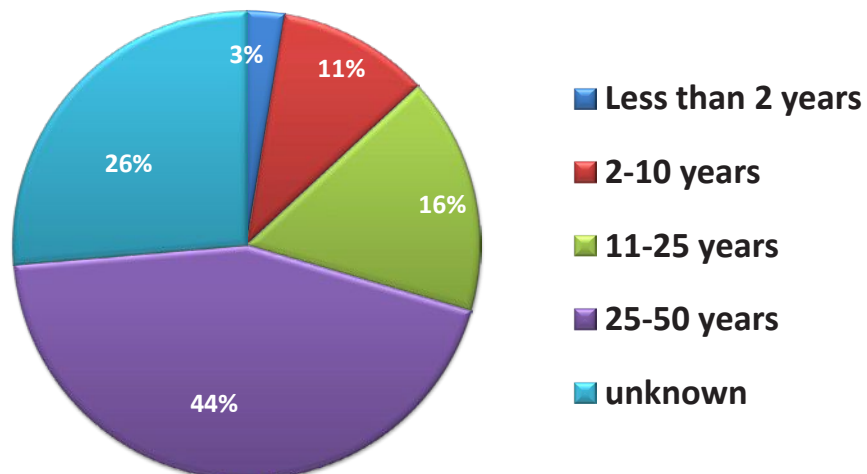
**Q4: Which category below includes your age?**



### Q5: How long have you lived in Watford City?



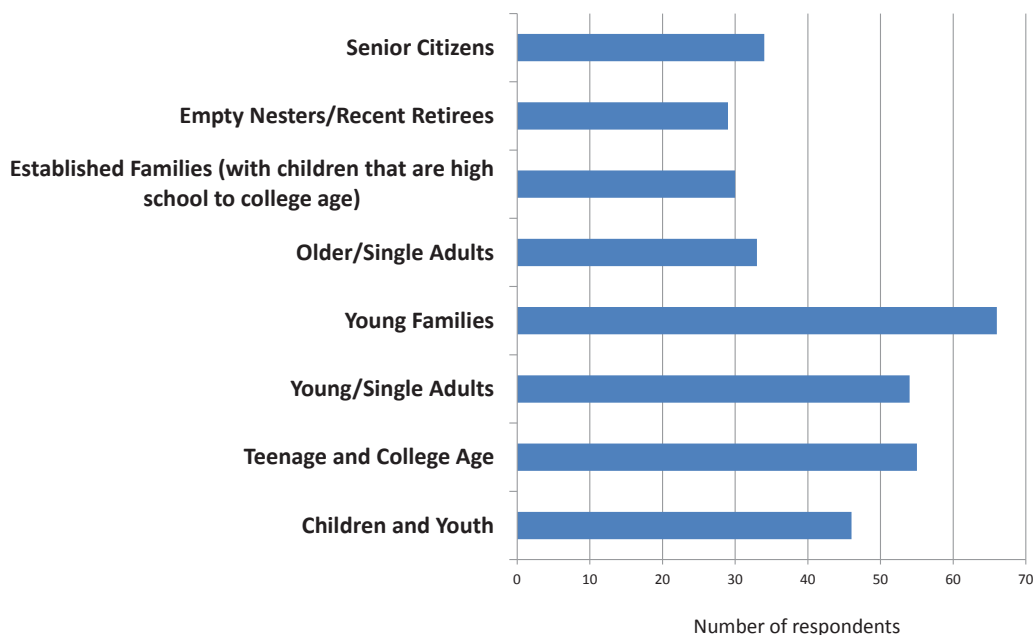
### Q6: How long do you plan to live in Watford City or McKenzie County?



### Q7: If you own a business, which category below best describes your business?

Answer Options	Response Percent	Response Count
Agriculture	37.90%	22
Education	12.10%	7
Professional Services (Attorney, Accountant, Finance, Engineering, etc)	12.10%	7
Food/Hospitality	10.30%	6
Construction	8.60%	5
Retail	8.60%	5
Health/Medical	6.90%	4
Energy/Oil/Gas	5.20%	3
Transportation/Logistics	5.20%	3
Arts/Entertainment/Recreation	3.40%	2
Information	1.70%	1
Manufacturing	1.70%	1
Utilities	1.70%	1
Other (please specify)		6
<b>answered question</b>		<b>58</b>
<b>skipped question</b>		<b>96</b>

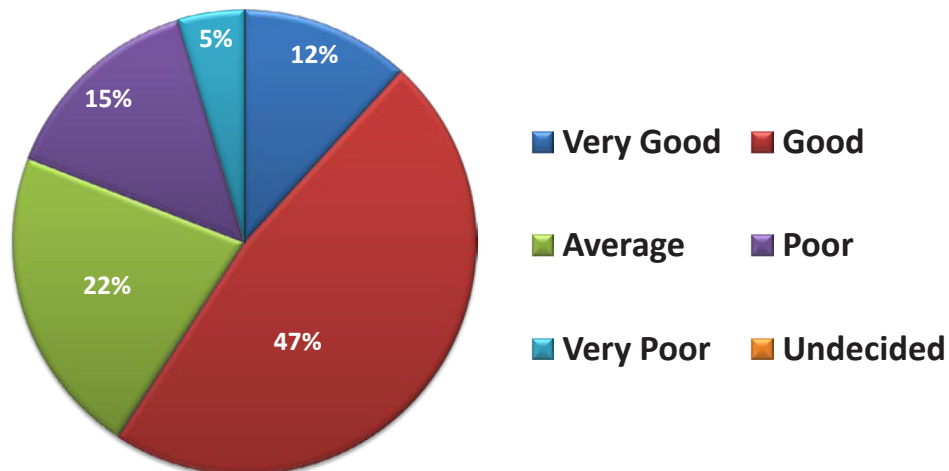
### Q8: What sector of the population do you feel is underserved by current available business/service?



**Q9: In your opinion, how important are the following issues (scale 1 to 5 - 5 being the most important):**



**Q10: How would you rate the overall quality of life in Watford City?**



**Q11: If you had a choice of three new businesses or services that you feel would enhance the quality of life, what would they be?**

Affordable Clothing **Alco** Bookstore **Bowling Alley**  
 Church Clinic **Day Care** Discount/Dollar Store  
**Fast Food** Gas Station **Grocery Store** Indoor Pool  
 Hospital Nursing Home Recreation **Restaurants**  
 Shopping Center Subway Target Truck Stop **Wal-Mart**

Word Cloud of All Options

**Q12: What three services that you currently use would you like to see expanded or improved?**

Auto Repair **Clothing Store** **Day Care** Elementary School  
**Fitness Center** Dentist **Gas Stations** Golf Course  
**Grocery Stores** Health Care **Hospital**  
 Housing Library Laundromat **Movie Theater**  
 Nursing Home Regional Landfill **Restaurants** Roads  
 Shopping Center Walking Paths **Wellness Center**

Word Cloud of All Options

### Q13: What is your favorite building/facility in Watford City and why?

1. **The Civic and Health Center** (“It gives everyone the opportunity to meet each other and a place to go for the kids”)
2. **Outlaws** (“Great gathering place for social and business events”)
3. **First International Bank Building** (“Modern looking, diverse offerings and adds to the ambiance of Watford City”)
4. **Veterans Building** (“Its ability to host a wide range of events and also to be used as an open gym”)
5. **Library** (“For a small town it is well managed and stocked”)
6. **High School** (“Even though there was considerable controversy when it was built, it was done right and built to last!”)

**Top Picks**

### Q14: What other issues do you believe should be considered when planning for future facilities?

- After school programs and indoor activities
- Regaining a component of tourism, establishing business that compliments the north unit of park, outdoor-Mt. biking, snow shoe, lodging, restaurant, indoor water parks
- Traffic flow
- Public safety, street lights, better zoning for residential areas, walking path
- Flexibility of contraction after eventual steadying and decline in population associated with oil boom
- Larger Jail, more office space for county employees
- Affordable services for those on fixed incomes

**Random Ideas**



## Conclusions

- The majority of survey participants rated the quality of living average or above.
- The majority of survey participants intend to live in Watford City 11+ years.
- The biggest concerns dealt with affordable housing, infrastructure expansion, available daycare, adequate medical facilities, and quality of K-12 education/building/library.
- The list of services that are most needed according to participants includes Alco/Wal-mart (discount store), bowling alley, daycare, fast food, restaurants, and shopping centers, among others.
- The list of services that are most in need of expansion according to participants include clothing stores, daycare, fitness center, gas stations, grocery stores, hospital, movie theater, restaurants, and wellness center, among others.





## Watford City, North Dakota

*Strategy Thumbprint™ by Building Communities, Inc.*



The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.