



# North Dakota Strategic Planning Profile

Findings from the North Dakota  
Strategic Planning Research Project

October 2007

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## FOREWORD AND ACKNOWLEDGMENTS

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We wish to thank the communities and organizations across North Dakota who provided their strategic plans for inclusion in this study. We also wish to thank the key leaders across the state who provided us information about the current status of their strategic plans.

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This report, *North Dakota Strategic Planning Profile*, and its companion report, *North Dakota Strategic Planning Community Assessment: 2007 Survey Results*, are available on the NDSDC website at the following URL: [www.ndsu.edu/sdc/publications.htm](http://www.ndsu.edu/sdc/publications.htm).

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## OVERVIEW OF STRATEGIC PLANNING\*

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Strategic planning is an organized process by which a community answers the key questions of “Where are we now?”, “Where do we want to be?”, and “How do we get there?” Strategic planning is useful for all communities as they undergo growth and change. Reasons for strategic planning include:

- To create a vision of what the community wants to become in the future.
- To see the big picture of how the community’s economy, environment, and people will be changed.
- To make sure that everyone in the community shares in its well-being.
- To select and agree on common goals.
- To involve as many people and local organizations (e.g., universities, medical centers) as possible.
- To find out how much time, money, and other resources are needed to create change.
- To get the support of Federal, state, private, and non-profit partners.

Common steps for beginning the strategic planning process are 1) identifying a lead organization, 2) forming a steering committee, 3) involving all kinds of people, 4) obtaining resources, 5) establishing the process, and 6) developing a planning timetable. There are three main phases to successful strategic planning.

- The first phase is the actual *Strategic Planning*. The steps are to:
  - Develop a vision statement.
  - Assess the community.
  - Analyze resources.
  - Rank problems and opportunities.
  - Determine long-term goals.
  - Select strategies.
- The second phase is *Implementing the Plan*. Experience has shown that successful communities usually:
  - Start with smaller projects that have higher chances of success.
  - Manage their resources carefully.
  - Keep citizens informed and involved.
  - Evaluate progress regularly and publicly.
  - Change plans as necessary.
  - Celebrate successes.
- The third phase is *Evaluation*. It includes determining:
  - How members of the community will be kept involved and informed.
  - How the community will report on annual progress.
  - How and when to review and update the strategic plan.
  - How the community will evaluate its process, outputs, and outcomes.

\*Excerpted from: “A Guide to Strategic Planning for Rural Communities,” published by the USDA Rural Development Office of Community Development, available at [www.ezec.gov/About/strategic.pdf](http://www.ezec.gov/About/strategic.pdf).

## INTRODUCTION

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The overarching goal of the North Dakota Strategic Planning Research Project is to enhance the viability of communities through cooperative ventures that nurture and promote resource sharing among differing levels of government or organizations through interdependence.

Funding from the United States Department of Agriculture (USDA), through their Cooperative State Research, Education, and Extension Service (CSREES), allowed the North Dakota State Data Center (NDSDC) at North Dakota State University to design a database of strategic plans from numerous cities, counties, and regions throughout North Dakota. The strategic plans were originally submitted to the North Dakota Department of Commerce Division of Community Services which forwarded the plans to the NDSDC.

The North Dakota Strategic Planning Research Project has two phases. The initial phase of the research project, which began in 2005, has focused on collecting strategic plans from across North Dakota and distilling key points into a format that others involved in strategic planning can utilize. An interactive and searchable database that encompasses all the community strategic plans has been developed, emphasizing a flexible format that can allow for integration of new materials and continuous updates. Presently, the database reflects those community strategic plans received prior to spring 2006. The second phase of the research project will focus on increasing participation among cities, counties, and regions and incorporating information into the database regarding the successes and barriers of strategic planning across the state.

To create the database, NDSDC staff first used the process of thematic coding to determine commonalities among the goals and objectives expressed in the submitted strategic plans. Four main topics emerged: community development, economic development, emergency management, and natural resources. Several themes for each topic were also established. The topic of community development includes such themes as housing, recreation, and infrastructure. The topic of economic development includes such themes as business, tourism, and jobs. The topic of emergency management includes such themes as fire, hazard mitigation, and law enforcement. The topic of natural resources includes such themes as water, beautification, and land.

In the database, each strategic plan's goals and objectives are categorized according to the four main topics and respective themes. In addition to the categorization of goals and objectives, a summary of the goals and objectives is included in the database. The database also includes information outlined in the strategic plans such as who is involved in the strategic planning, funding sources, and methodology for collecting data from the community to assess important topics like needs and strengths.

This report, *North Dakota Strategic Planning Profile*, presents the initial findings from the strategic planning database. It provides a list of the communities currently involved in the study along with the themes represented among the goals and objectives of each community's strategic plan. It also includes maps to aid in identifying the commonalities of themes among participating geographies across the state. This report also presents the findings of a short survey conducted in April 2007 designed to gain insight into the current status of the strategic plans in the database.



This report is accompanied by a second report, entitled *North Dakota Strategic Planning Community Assessment: 2007 Survey Results*. That report, conducted by the North Dakota State Data Center on behalf of the North Dakota Strategic Planning Research Project, presents the findings of a survey of 113 North Dakota communities with populations less than 2,500 across the state. The survey was designed to expand our base of information to a more representative sample of rural communities and gain information about priorities and planning activities regarding community development, economic development, natural resources, and emergency management, as well as information about barriers to strategic planning.

Both reports are available on the NDSDC website at the following URL:  
[www.ndsu.edu/sdc/publications.htm](http://www.ndsu.edu/sdc/publications.htm).

## STRATEGIC PLANS AND PARTICIPATING GEOGRAPHIES

A total of 78 strategic plans from across North Dakota were submitted for inclusion in the database. The year in which each strategic plan was drafted ranges from 1996 to 2005. The vast majority of plans were drafted between 2001 and 2005 (see Table 1). A total of six plans were not dated, but are from spring 2006 or earlier.

**Table 1. Strategic Plans, by Year**

Year	Number of Plans
1996	1
1997	1
1998	2
1999	1
2000	4
2001	18
2002	14
2003	8
2004	13
2005	10
2006	0
2007	0
Unknown	6
<i>Total</i>	<i>78</i>

“Participating geographies” refer to areas that were explicitly named in a strategic plan. Each strategic plan could address a single geography (e.g., the city of Arthur) or multiple geographies (e.g., Grand Forks County and the city of Hatton). Therefore, the 78 plans currently included in the database represent 128 participating geographies: 109 places, 16 counties, and three Champion Rural Economic Area Partnership (REAP) Alliance Communities (see Table 2 and Map 1).

For context regarding the level of participation in this research project, North Dakota has 361 incorporated places, 2 Air Force Bases, and 53 counties according to Census 2000. The following website ([www.ndalliancelink.com](http://www.ndalliancelink.com)) indicates that there are 10 Champion REAP Alliance Communities in the state. The current level of participation is not 100 percent. As additional communities submit existing or newly created strategic plans for inclusion, the project’s ability to assess commonalities and facilitate leveraging of resources across the state will improve.

While none of the 78 strategic plans addressed a state planning region directly, each of North Dakota’s eight planning regions are indirectly represented by places within that planning region that are included as participating geographies (see Appendix A, Table 10). More than half of the participating geographies are located in Planning Regions IV and VI. Similarly, while only 16 counties are directly mentioned as participating geographies, 28 are indirectly represented by places within that county that are included. Counties not represented, directly or indirectly, include Burke, Divide, Eddy, Emmons, Logan, Mercer, Oliver, Richland, and Sheridan (see Appendix A, Table 11).

In a handful of cases, a single participating geography was mentioned in more than one strategic plan (e.g., the city of Pekin was mentioned in Nelson County’s strategic plan, Nelson County’s hazard mitigation plan, and Pekin’s strategic plan). In these instances, the participating geography is represented separately in the database for each of the plans. The themes included in these plans may be redundant and could indicate an opportunity for leveraging of resources and cooperation.

**Table 2. Participating Geographies Included in the North Dakota Strategic Planning Research Project, by Type**

Place <sup>1</sup>			
Adams	Fairdale	Lankin	Porcupine
Aneta	Finley	Larimore	Reynolds
Arthur	Fordville	Lincoln	Richardton
Ashely	Forest River	Loraine	Rocklake
Bathgate	Garrison	Makoti	Rolette
Beach	Gilby	Manvel	Rolla
Belfield	Glen Ullin	Marmarth	Scranton
Binford	Glenburn	McVillie	Sherwood
Bisbee	Golva	Medora	South Heart
Bowdon	Grafton	Michigan City	St. John
Buchanan	Grand Forks Air Force Base	Milnor	St. Thomas
Burlington	Granville	Minto	Stanley
Cando	Guelph	Mohall	Steele
Canton City (Hensel)	Hamilton	Mott	Taylor
Carrington	Hannaford	Mountain	Thompson
Carson	Hansboro	Mylo	Tioga
Cavalier	Harvey	Neché	Tolley
Cooperstown	Hatton	New Town	Tolna
Crystal	Hebron	Niagara	Valley City
Dahlen	Hettinger	Northwood	Walhalla
Dodge	Hoople	Oakes	Washburn
Drayton	Hope	Page	Watford City
Dunn Center	Inkster	Park River	Westhope
Dunseith	Jamestown	Pekin	Wimbledon
Edgeley	Jud	Pembina	Wishek
Edinburg	Killdeer	Petersburg	
Egeland	Kulm	Pingree	
Elgin	Lakota	Pisek	
County			
Barnes County	Grand Forks County	Pierce County	Stutsman County
Benson County	LaMoure County	Ramsey County	Towner County
Cavalier County	Nelson County	Ransom County	Walsh County
Dickey County	Pembina County	Renville County	Williams County
Champion REAP Alliance Community			
Center of North American Coalition (CONAC) Rural Economic Area Partnership (REAP) <sup>2</sup>	Dakota Heartland Champion Community <sup>3</sup>	Dakota State Line Regional Alliance <sup>4</sup>	

**Notes:**

<sup>1</sup>The term “place” includes all participating cities, towns, and air force bases.

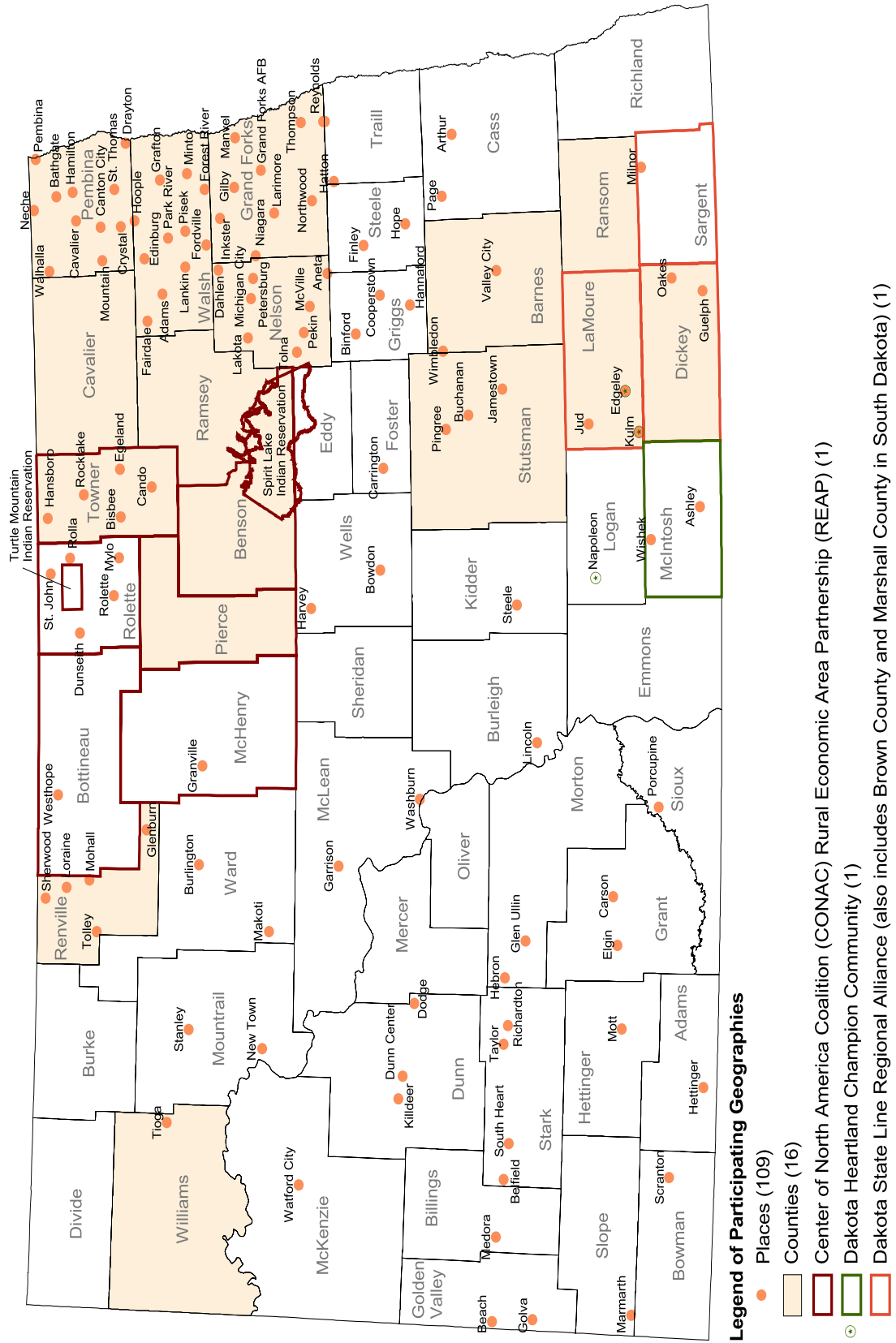
<sup>2</sup>CONAC REAP Zone includes Towner, Benson, Pierce, Bottineau, Rolette, and McHenry counties in North Dakota and the Spirit Lake and Turtle Mountain Indian Reservations in North Dakota ([www.ndalliancelink.com](http://www.ndalliancelink.com)).

<sup>3</sup>Dakota Heartland Champion Community includes all of McIntosh County in North Dakota and the developable communities of Napoleon, Edgeley, and Kulm in North Dakota ([www.ndalliancelink.com](http://www.ndalliancelink.com)).

<sup>4</sup>Dakota State Line Regional Alliance includes Dickey, Sargent, and LaMoure counties in North Dakota and Brown and Marshall counties in South Dakota ([www.ndalliancelink.com](http://www.ndalliancelink.com)).

**Map 1. All Participating Geographies in the North Dakota Strategic Planning Research Project**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



Data collection and map preparation by the North Dakota State Data Center, 2006.

## STRATEGIC PLAN DEVELOPMENT

With respect to developing the strategic plans, several organizations were identified as having been involved. Locally, city council members and county commissioners were involved. Numerous areas also utilized strategic planning steering committees to develop their strategic plan. Several plans employed the help of outside agencies, such as the North Dakota Department of Commerce Division of Community Services and regional/planning councils. See Table 3 for further examples of those involved in developing the strategic plans.

**Table 3. Organizations Involved in Developing Strategic Plans**

<b>Frequently Mentioned</b>
City Councils
County Commissions
Local Steering Committees
North Dakota Department of Commerce Division of Community Services
7 of the 8 Regional/Planning Councils (Region I: Tri-County Regional Development Council, Region II: Souris Basin Planning Council, Region III: North Central Planning Council, Region IV: Red River Regional Council, Region VI: South Central Dakota Regional Council, Region VII: Lewis & Clark Regional Council, Region VIII: Roosevelt-Custer Regional Council)
<b>Other Organizations Involved</b>
Economic Development Corporations
Emergency Management Departments
Dakota Stateline Regional Alliance
Housing Committees
Job Development Authorities
Leadership Initiative for Community Strategic Planning
Midwest Assistance Program
North Dakota State University Extension
Oakes Enhancement
Office of Intergovernmental Assistance
Private Agencies (e.g., The Resource Center, Boyd and Company, Bushfield and Associates)
Public Works
Rural Response Coalition
United States Department of Agriculture (USDA)

*Note:* Results based on 78 strategic plans.

Numerous funding sources were utilized for developing strategic plans and were identified in the plans. Those frequently mentioned include city commissions, economic development administrations, the North Dakota Department of Commerce Division of Community Services, the North Dakota Forest Service, the Southwest Rural Economic Area Partnership, the United States Department of Housing and Urban Development, and the United States Forest Service. See Table 4 for further examples of funding sources.

**Table 4. Funding Sources for Developing Strategic Plans**

<b>Frequently Mentioned</b>
City Commissions
Economic Development Administrations
North Dakota Department of Commerce Division of Community Services
North Dakota Forest Service
Southwest Rural Economic Area Partnership
United States Department of Housing and Urban Development
United States Forest Service
<b>Other Funding Sources</b>
Dakota Prairie Community Action Agency
Department of Economic Development and Finance
Job Development Authorities
Lewis & Clark Regional Council
Local Fire Districts
Minot State University Department of Business Administration
North Dakota Community Block Grant Program
Northwest Area Foundation
Tri-County Regional Development Council
USDA Dakota Prairie Grasslands
USDA Rural Assistance

*Note:* Results based on 78 strategic plans.

A variety of methods for collecting data from the communities to assess important topics like needs and strengths were identified as having been employed in the process of developing the strategic plans (see Table 5). Data to determine residents' views were generally collected before the process of formulating the strategic plan. The majority of strategic plans indicated that data were collected through surveys (79.5 percent) and community meetings (52.6 percent). Community workshops were cited as a data collection method by 23.1 percent of strategic plans.

**Table 5. Data Collection Methods for Developing Strategic Plans**

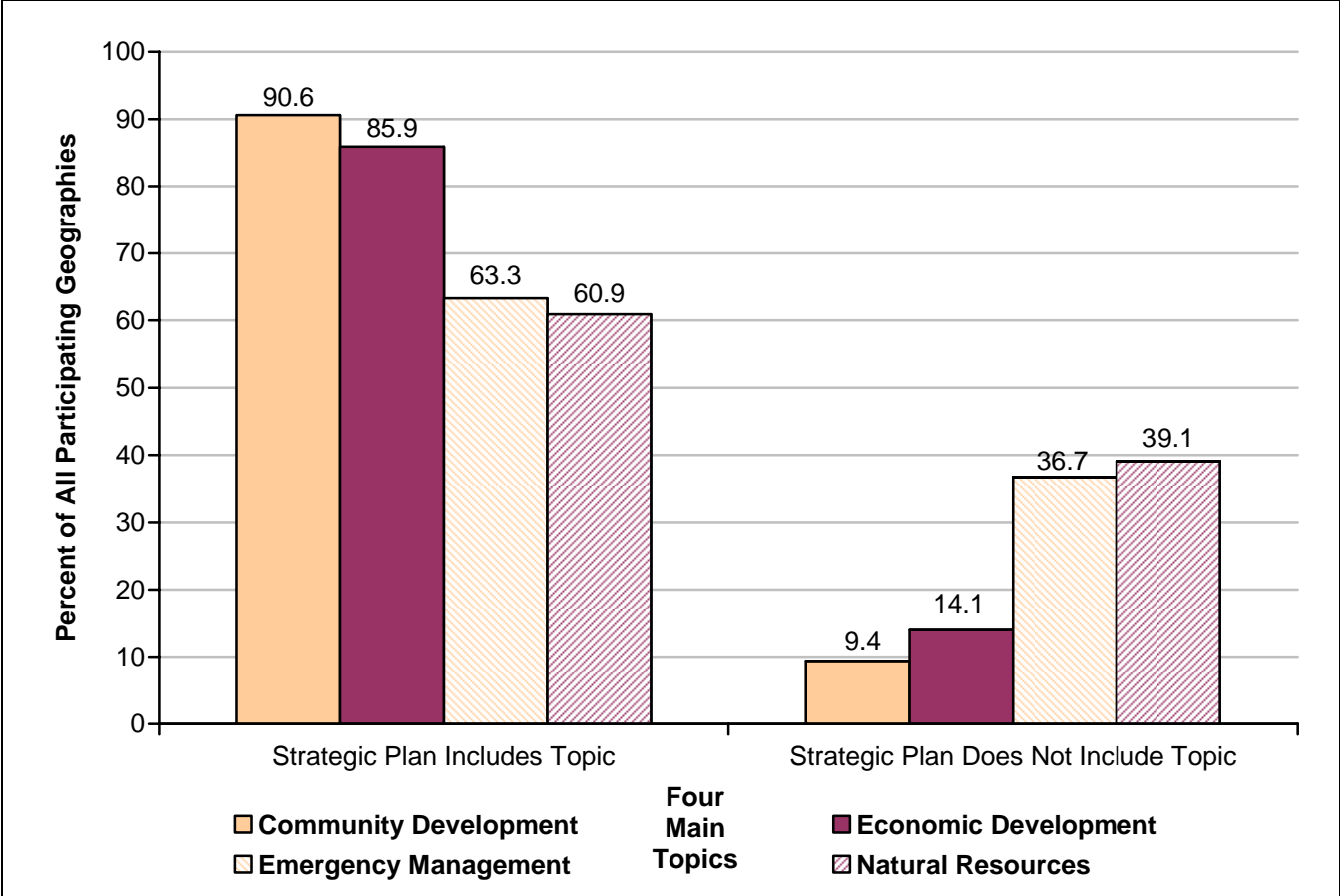
<b>Data Collection Methods</b>	<b>Strategic Plans</b>	
	<b>Number</b>	<b>Percent of Total Plans</b>
Surveys	62	79.5
Community Meetings	41	52.6
Community Workshops	18	23.1
Interviews	7	9.0
Open Forums	5	6.4
Leadership Workshop	3	3.8
Focus Group	2	2.6
County Assessment	1	1.3

*Note:* Results based on 78 strategic plans. Percentages do not add to 100.0 due to multiple responses.

# STRATEGIC PLANNING TOPICS

The strategic plans center around four main topics: community development, economic development, emergency management, and natural resources. The vast majority of participating geographies have goals and objectives that include the topic of community development (116 of 128 total participating geographies or 90.6 percent) and the topic of economic development (110 of 128 or 85.9 percent), while nearly two-thirds of participating geographies have goals and objectives which include the topic of emergency management (81 of 128 or 63.3 percent) and the topic of natural resources (78 of 128 or 60.9 percent) (see Figure 1). Within each of these topics, various themes emerged, which are discussed next.

**Figure 1. Percent of All Participating Geographies Whose Goals and Objectives Include the Four Major Topics**

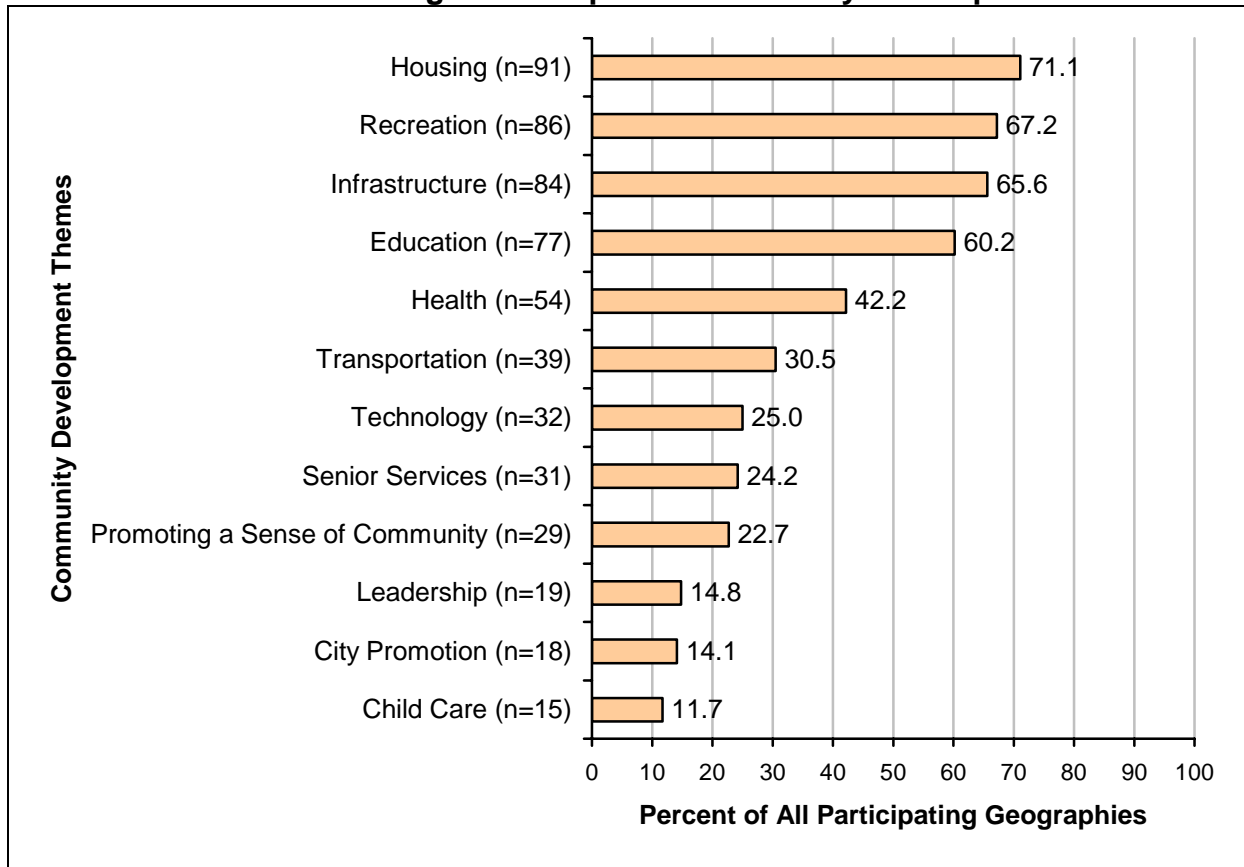


Note: Results based on 128 participating geographies.

## Community Development

Overall, goals and objectives relating to community development are the focus of 116 participating geographies. The topic of community development was divided into 12 themes (see Figure 2). The majority of participating geographies have goals and objectives relating to housing, recreation, infrastructure, and education. The remaining themes, in order of frequency, include: health, transportation, technology, senior services, promoting a sense of community, leadership, city promotion, and child care. For a map of all participating geographies with the topic of community development, see Map 2. For a map of each of the 12 themes by participating geography, see Appendix B, Maps 6-17.

**Figure 2. Percent of All Participating Geographies Whose Strategic Plan Includes Each of the Themes Relating to the Topic of Community Development**



Note: Results based on 128 participating geographies. Percentages do not add to 100.0 due to multiple responses.

The goals summarized in the database for each community development theme are extensive and diverse, as are the objectives specific to each goal. For example, a common goal for the community development theme *housing* is to increase housing availability of single family dwellings. An example of a corresponding objective for this goal is to identify location, obtain bids from builders, and start construction. For more examples of community development goals and objectives, see Table 6.



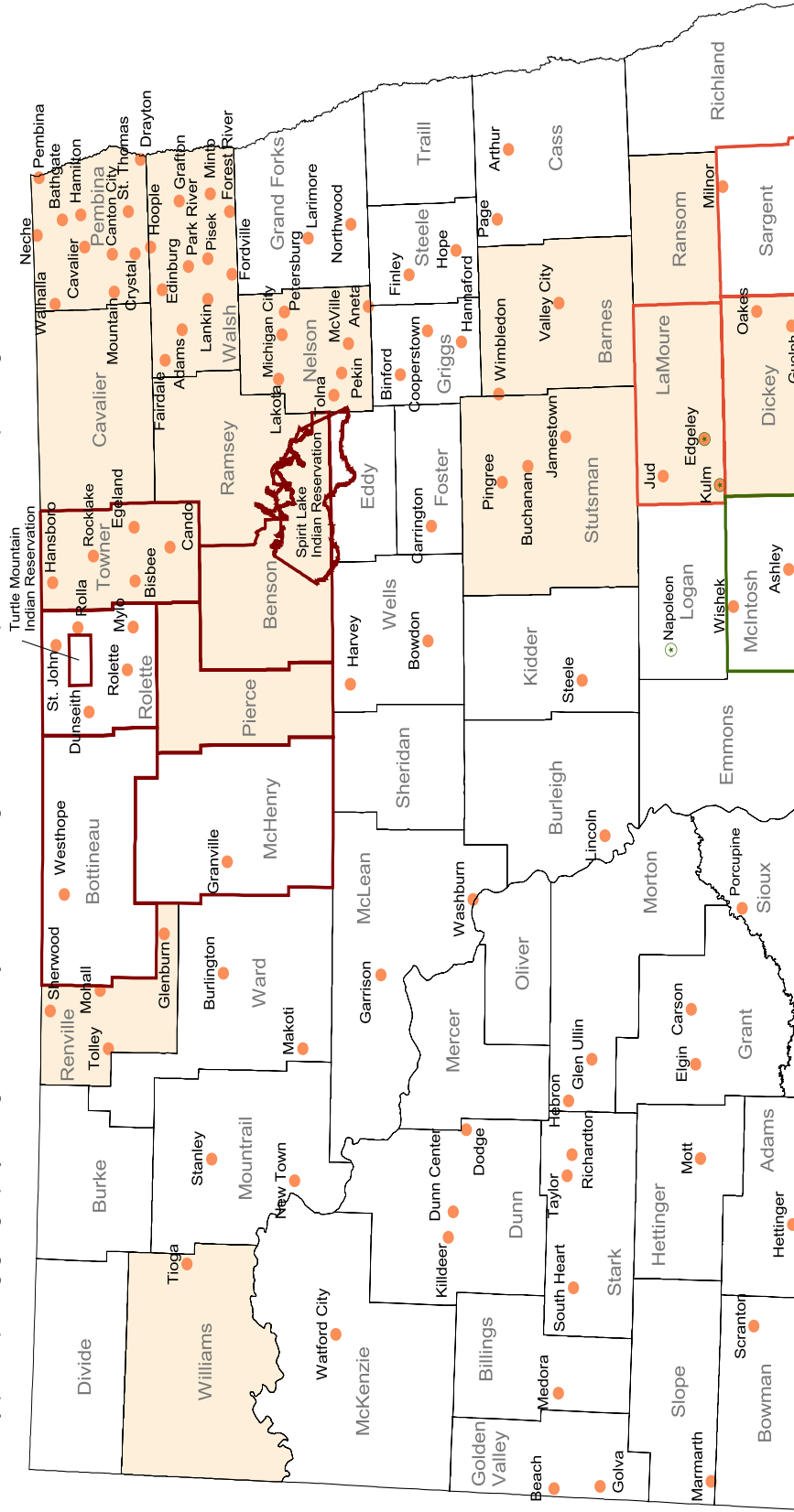
**Table 6. Community Development Themes, with Examples of Goals and Objectives**

Theme	Frequency		Example Goal	Example Objective
	Number	Percent of All Participating Geographies (N=128)		
Housing	91	71.1	Increase housing availability of single family dwellings	Identify location, obtain bids from builders, and start construction
Recreation	86	67.2	Enhance parks and recreation	Install playground equipment that meets Federal Codes, develop picnic area, expand park areas and equipment, research and solicit grants, recruit volunteers to develop park
Infrastructure	84	65.6	Repair streets, sidewalks, curb and gutters (for 2 blocks on Main Street)	Identify funding sources, accept contractor's bids, apply for funds, begin project
Education	77	60.2	Increase community education	Conduct needs assessment of needed classes (survey residents), schedule classes
Health	54	42.2	Expand health care system, open pharmacy	Schedule medical professionals to visit regularly, open pharmacy (hire technician, locate building, open doors)
Transportation	39	30.5	Entice additional usage of airport	Develop marketing program for airport
Technology	32	25.0	Provide technology training	Establish technological base, provide internet and video conferencing
Senior Services	31	24.2	Ensure access to other communities	Work with McVille Senior Citizens Bus
Promoting a Sense of Community	29	22.7	Enhance community cooperation	Combine/downsize boards, recruit volunteers (add volunteer opportunities to website, develop Volunteer Recognition Event), schedule annual community meetings
Leadership	19	14.8	Increase efficiency in city governments and departments	Hire city coordinator, develop partnerships and plans with city departments
City Promotion	18	14.1	Promote city	Develop website, brochures
Child Care	15	11.7	Establish safe, affordable child care services	Conduct needs assessment, identify funds, identify building site and begin renovation, hire contractor, hire staff

Note: Percentages do not add to 100.0 due to multiple responses.

**Map 2. Participating Geographies Whose Strategic Plan Includes the Topic of Community Development**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Topic of Community Development**

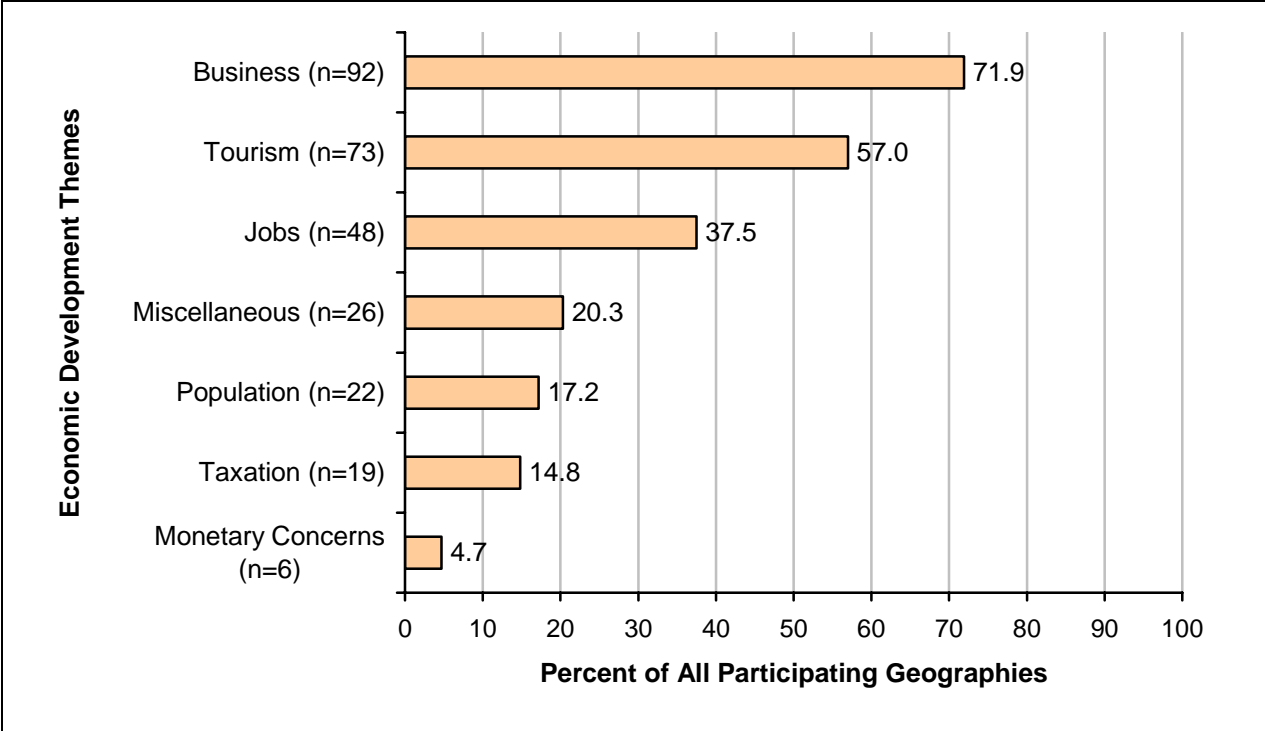
- Places (98 of 109)
- Counties (15 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (1 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

# Economic Development

Overall, goals and objectives relating to economic development are the focus of 110 participating geographies. The topic of economic development was divided into seven themes (see Figure 3). The majority of the participating geographies had goals and objectives relating to business and tourism. In order of frequency, the remaining themes include: jobs, miscellaneous, population, taxation, and monetary concerns. For a map of all participating geographies with the topic of economic development, see Map 3. For a map of each of the seven themes by participating geography, see Appendix C, Maps 18-24.

**Figure 3. Percent of All Participating Geographies Whose Strategic Plan Includes Each of the Themes Relating to the Topic of Economic Development**



Note: Results based on 128 participating geographies. Percentages do not add to 100.0 due to multiple responses.

The goals summarized in the database for each economic development theme are extensive and diverse, as are the objectives specific to each goal. For example, a common goal for the economic development theme *business* is to become a member of the Chamber of Commerce. An example of a corresponding objective for this goal is to conduct a telephone survey to assess interest in becoming a member of the Chamber of Commerce. For more examples of economic development goals and objectives, see Table 7.

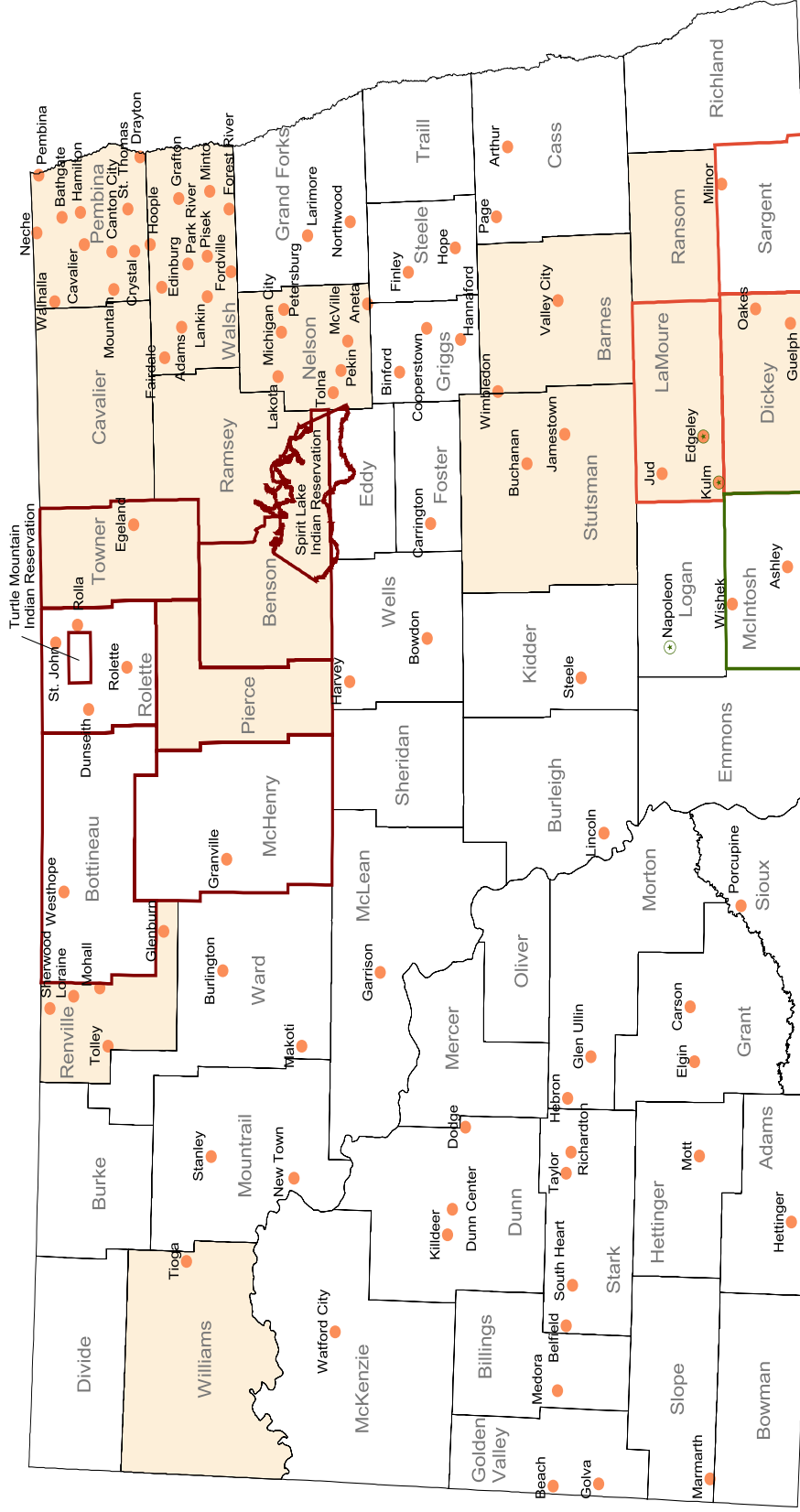
**Table 7. Economic Development Themes, with Examples of Goals and Objectives**

Theme	Frequency		Example Goal	Example Objective
	Number	Percent of All Participating Geographies (N=128)		
Business	92	71.9	Become a member of the Chamber of Commerce	Conduct a telephone survey to assess interest in becoming a member of the Chamber of Commerce
Tourism	73	57.0	Increase tourism	Apply for Forest Service Grant to become the "Gateway to the Grassland", utilize funding for marketing and image building, meet with Forest Service to identify other ways to assist Grassland marketing, programs, and services, develop a plan based on the coordinated ideas
Jobs	48	37.5	Develop primary sector quality jobs	Pursue venture capital needed for new companies (such as IT), secure funding for soft costs (professional staff, marketing), allocate more funding for primary sector, service, retail, and tourism businesses
Miscellaneous	26	20.3	Open economic development office in town	Bring commissioners here, look at local people, provide project
Population	22	17.2	Attract people back that left	Partner with Project Back Home Cooperative and other sources so relocated people will be aware of what city has to offer
Taxation	19	14.8	Establish sales tax for economic development	Become Home Rule City and establish tax
Monetary Concerns	6	4.7	Develop ongoing financial support	Educate residents about endowment funds, develop community endowment fund, educate grant writers

Note: Percentages do not add to 100.0 due to multiple responses.

### Map 3. Participating Geographies Whose Strategic Plan Includes the Topic of Economic Development

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



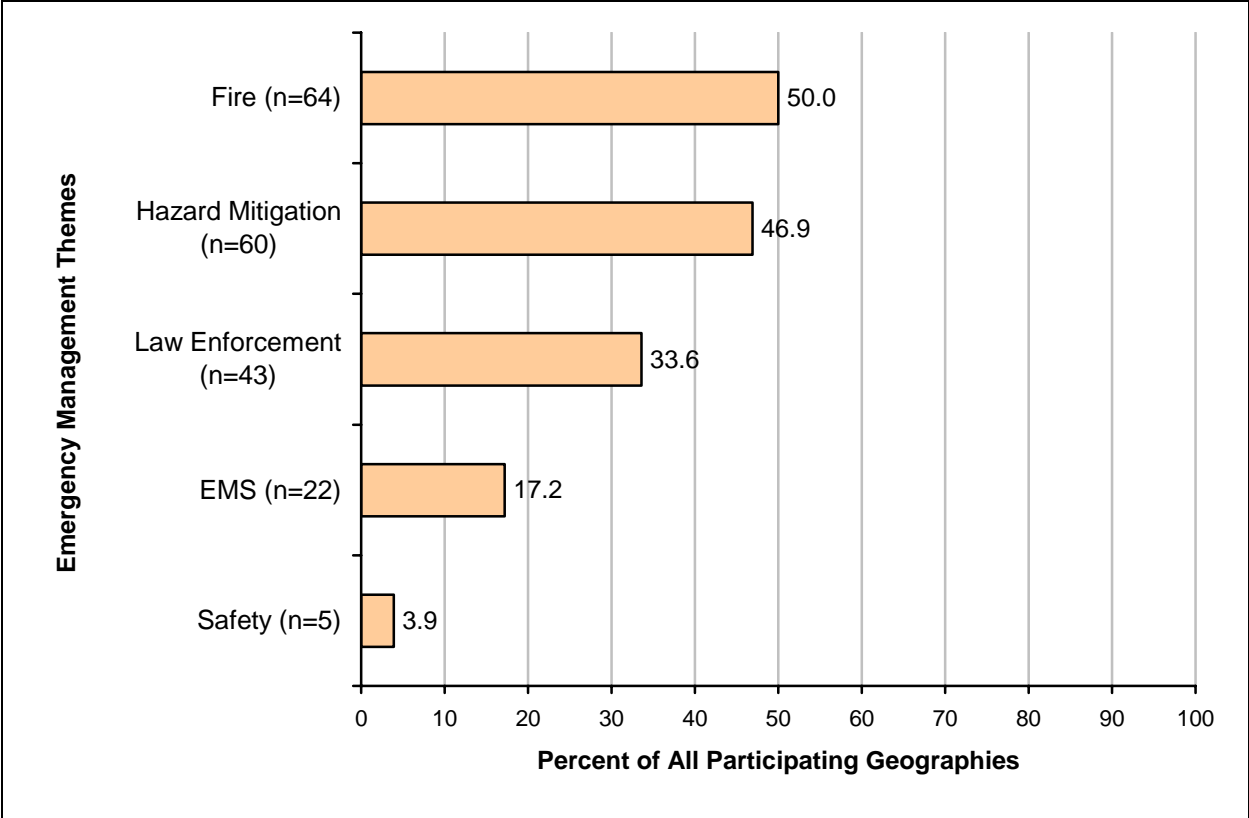
Legend of Participating Geographies Whose Strategic Plan Includes the Topic of Economic Development

Data collection and map preparation by the North Dakota State Data Center, 2006.

# Emergency Management

Overall, goals and objectives relating to emergency management are the focus of 81 participating geographies. The topic of emergency management was divided into five themes (see Figure 4). These five themes, in order of frequency, include: fire, hazard mitigation, law enforcement, emergency medical services (EMS), and safety. For a map of all participating geographies with the topic of emergency management, see Map 4. For a map of each of the five themes by participating geography, see Appendix D, Maps 25-29.

**Figure 4. Percent of All Participating Geographies Whose Strategic Plan Includes Each of the Themes Relating to the Topic of Emergency Management**



Note: Results based on 128 participating geographies. Percentages do not add to 100.0 due to multiple responses.

The goals summarized in the database for each emergency management theme are extensive and diverse, as are the objectives specific to each goal. For example, a common goal for the emergency management theme *fire* is to maintain and update the current fire department. An example of a corresponding objective for this goal is to construct a new fire department, obtain a new fire truck and communication devices, and provide training for volunteers. For more examples of emergency management goals and objectives, see Table 8.

**Table 8. Emergency Management Themes, with Examples of Goals and Objectives**

Theme	Frequency		Example Goal	Example Objective
	Number	Percent of All Participating Geographies (N=128)		
Fire	64	50.0	Maintain and update current fire department	Construct a new fire department, obtain a new fire truck and communication devices, and provide training for volunteers
Hazard Mitigation	60	46.9	Protect community from disasters	Develop emergency operation plan and advertise, participate in County's 911 addresses and signage system and Project Impact County GIS Information System, take steps to become "storm ready"
Law Enforcement	43	33.6	Review and evaluate existing police department	Form police committee to review duties and functions of Department, perform S.W.O.T. analysis, prioritize weaknesses and threats
EMS	22	17.2	Provide adequate ambulance service	Train and attract volunteers, hold countywide seminar and "idea sharing" event to share and identify funding and training sources
Safety	5	3.9	Provide a safe and healthy living, working, and recreational environment	Identify safety and health issues and concerns, set ordinances and monitoring programs to address issues

Note: Percentages do not add to 100.0 due to multiple responses.

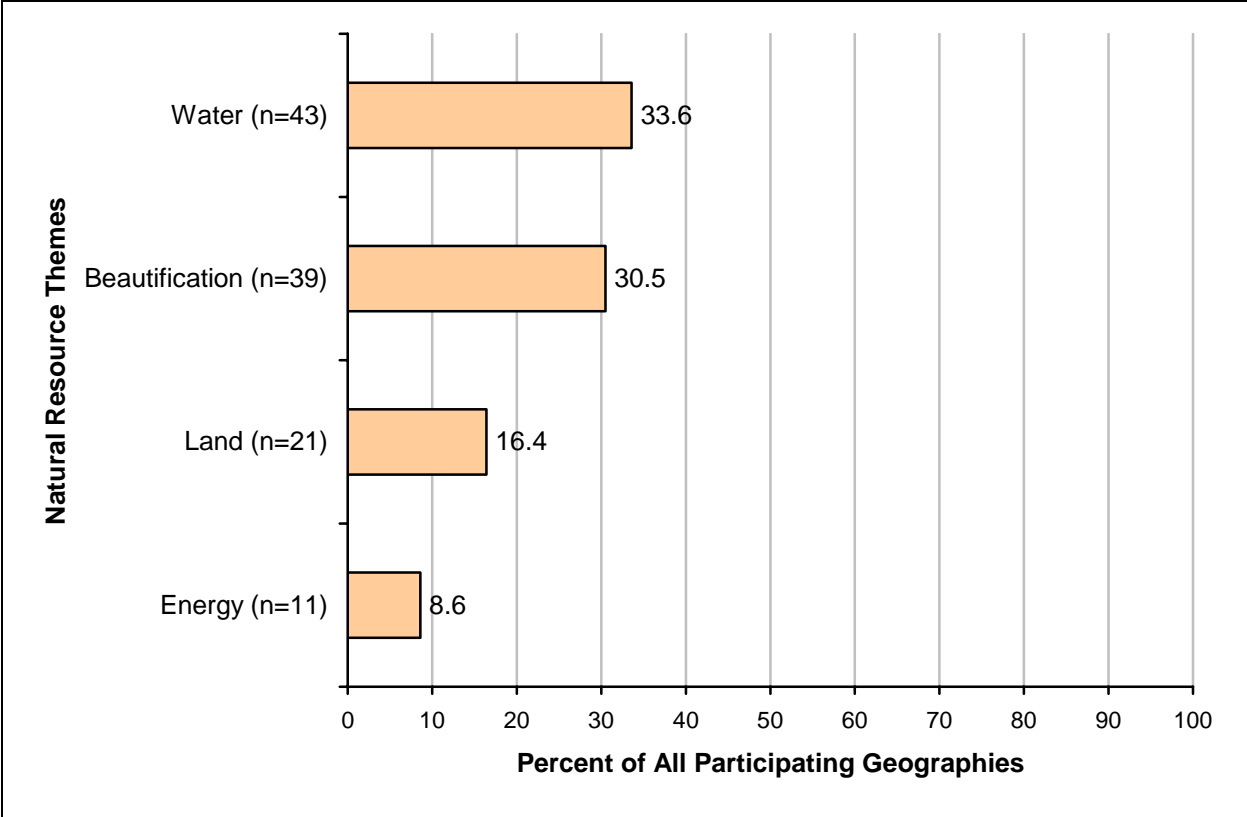




# Natural Resources

Overall, goals and objectives relating to natural resources are the focus of 78 participating geographies. The natural resource topic was divided into four themes (see Figure 5). These four themes, in order of frequency, include: water, beautification, land, and energy concerns. For a map of all participating geographies with the topic of natural resources, see Map 5. For a map of each of the four themes by participating geography, see Appendix E, Maps 30-33.

**Figure 5. Percent of All Participating Geographies Whose Strategic Plan Includes Each of the Themes Relating to the Topic of Natural Resources**



Note: Results based on 128 participating geographies. Percentages do not add to 100.0 due to multiple responses.

The goals summarized in the database for each natural resource theme are extensive and diverse, as are the objectives specific to each goal. For example, a common goal for the natural resource theme *water* is to support, maintain, and improve the existing water system. An example of a corresponding objective for this goal is to support the existing water system, gauge fees to allow for adequate maintenance, develop a financing plan for improvements, and purchase a new or used standby generator for the plant. For more examples of natural resource goals and objectives, see Table 9.

**Table 9. Natural Resource Themes, with Examples of Goals and Objectives**

Theme	Frequency		Example Goal	Example Objective
	Number	Percent of All Participating Geographies (N=128)		
Water	43	33.6	Support, maintain, and improve the existing water system	Support the existing water system, gauge fees to allow for adequate maintenance, develop a financing plan for improvements, and purchase a new or used standby generator for the plant
Beautification	39	30.5	Restore or remove old buildings	Research ownership of questionable buildings, contact owners regarding buildings' potential
Land	21	16.4	Zoning (zone land); assess land needs	Zone land for industrial use, zone land in NE corner of city for housing, develop comprehensive plan to research land use and overall land needs for city
Energy	11	8.6	Design energy crisis management plan	Establish committee to draft plan

*Note: Percentages do not add to 100.0 due to multiple responses.*



# STATUS OF STRATEGIC PLANS

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## Survey Methodology

In order to gain insight into the current status of the strategic plans in the database, a short four question survey was conducted in April 2007. Question 1 asked whether the strategic plan was being used. Question 2 asked whether the strategic plan would be updated. Question 3 asked how effective their use of the strategic plan has been. Question 4 asked the status of the strategic plan's goals and objectives.

A representative was contacted for each of the participating geographies identified in the 78 strategic plans in the strategic planning database. For strategic plans where individual communities were mentioned in the county plan, it was determined that separate representatives for the county and each community would be asked to complete the survey regarding the plan's status. For the four hazard mitigation plans (i.e., Grand Forks County, Nelson County, Pembina County, and Walsh County), it was determined to speak only with someone representing the county overall. Most of the communities represented in these hazard mitigation plans were also represented in another strategic plan; however, five participating geographies were not. In all, it was determined we needed to contact 123 of the 128 participating geographies. Of the 123 we attempted to contact, we had 111 completes for a response rate of 90.2 percent. Because the survey design constituted a "census" and not a "sample," typical discussions of standard error and confidence levels are not applicable.

The names, addresses, and phone numbers of key leaders were obtained through the 2007 Directory of Government Officials published annually by the Bureau of Governmental Affairs at the University of North Dakota. We typically began by contacting the auditors, and followed referrals to other key leaders/elected officials when they were provided. Respondents to the survey questions were most frequently auditors. Examples of additional respondents included mayors, coordinators, and Soil Conservation District representatives.

Attempts to contact the key leaders were made by phone. If we were unsuccessful in reaching someone after several attempts, a voice mail was left asking them to call us back so we could complete the survey at a time that would be convenient for them. Additionally, people we could not reach by phone or did not hear back from were mailed the survey along with a postage-paid, self-addressed envelope. Of the 20 representatives who were mailed the survey, approximately half returned the survey. The survey typically took less than 3 minutes to complete.

North Dakota State University Institutional Review Board (IRB) approval was obtained for this survey, ensuring that proper protocol was used and the rights of human subjects were maintained.

## Survey Results

### Summary

The majority of plans listed in the North Dakota Strategic Planning database are being used. Approximately 1 in 10 strategic plans has already been updated, and 1 in 3 strategic plans is scheduled to be updated. Key leaders were mixed in their assessment of the effectiveness of the plans. Nearly one-fourth of the key leaders

indicated their area's use of the plan had been effective. Regarding the status of goals and objectives listed in the strategic plans, nearly one-fourth said no timeframe was specified. An additional one-fourth said the goals were on schedule or ahead of schedule. For each of the four questions on the survey, notable proportions of the key leaders answered "did not know." The anecdotal comments provide further insight into these responses, as several of the key leaders indicated that they were unaware of the strategic plan listed in the database for their area or, if they knew of the strategic plan, were not familiar with the strategic plan's details.

### Responses to Question 1

Key leaders were told the name of the strategic plan in the database and the year it was published. They were then asked if the plan was being used in their area.

- The majority said their strategic plan is being used:
  - 57.7% said the strategic plan listed in the database for their area was being used.
  - 23.4% said it was not being used.
  - 18.9% said they did not know.
- The year the strategic plan was developed ranges from 1996 to 2005. While the majority of plans are more recent, older plans are being used as well.

### Responses to Question 2

Key leaders were asked if they were aware of any plans to update the strategic plan.

- 9.9% said the strategic plan had already been updated.
- 34.2% said they had plans to update the strategic plan:
  - 19.8% said the strategic plan would be updated within two years.
  - 11.7% said the strategic plan would be updated in two to five years.
  - 2.7% said the strategic plan would be updated in more than five years.
- 25.2% said there were no plans to update the strategic plan.
- 30.6% said they did not know.

### Responses to Question 3

Key leaders were asked how effective their area's use of the strategic plan was (on a 1 to 5 scale where 1 is "not effective at all" and 5 is "completely effective").

- Respondents were nearly evenly split between saying the strategic plan was effective, not effective, in the middle, or didn't know:
  - 23.4% said the plan was effective ("4"=18.9% and "5"= 4.5%).
  - 26.1% said it was not effective ("1"=13.5% and "2"=12.6%).
  - 25.2% were in the middle, rating their strategic plan's effectiveness a "3."
  - 25.2% said they did not know the effectiveness of their area's plan.
- On average, respondents indicated that their area's use of the strategic plan was in the middle (mean=2.84).

### Responses to Question 4

Key leaders were asked how they would describe the status of goals and objectives stated in the strategic plan.

- 22.5% said the goals and objectives were on schedule.
- 2.7% said the goals and objectives were ahead of schedule.
- 15.3% said the goals and objectives were delayed.
- 0.0% said the goals and objectives were cancelled.
- 23.4% said there was no specified timeline.
- 36.0% said they did not know.

## Anecdotal Comments from the Key Leaders

General comments about the strategic plans included:

- “It’s been a wonderful tool for the city to use and get residents involved.”
- “Good thing to do/use.”
- Several comments were made indicating the respondent was unaware or unfamiliar with a strategic plan for their area, including:
  - “I remember the plan...but don’t really.”
  - “Unaware of plan...would like a copy!”
  - “If we had a copy, we’d use it!”

Comments regarding Question 1, whether the strategic plan was being used, included:

- “Pulled it off the shelf and now using for a couple of things.”
- “Used in grant applications.”
- “Use it indirectly.”
- “No, because it’s a small community, lack of funding, and there are many low-income retired people.”
- “No, using own strategic plan instead of the county plan.”
- “This is a regional document. It’s not the driving force for development within the communities. No communities have adopted the plan.”
- “No, lost interest, required too much money, and conflict of ideas”
- Other comments included using only some parts of the plan or using the plan to an extent, but not everyday; not using the plan as much as should be; not much has been done; didn’t use the plan because the area is too small.

Comments regarding Question 2, whether the strategic plan would be updated, included:

- “It’s a working document.”
- “Updated on website.”
- “Waiting for funding.”
- Several respondents indicated it was currently in the process of updating.

Comments regarding Question 3, how effective their use of the strategic plan had been, included:

- “We don’t take advantage of what we could.”
- “Not effective for particular town, no reason to use it.”
- “Mostly ignored in the area [it’s a county plan].”
- “Haven’t run across it lately.”
- “Things in the city have been accomplished, but really never followed the plan.”
- “It’s been slower than thought.”

Comments regarding Question 4, the status of the strategic plan’s goals and objectives, included:

- “Some are complete, but others are not viable anymore.”
- “Some completed, while others are not.”
- “Delayed due to funds.”

## APPENDIX A: PARTICIPATING GEOGRAPHIES

Note: The three Champion REAP Alliance Communities are not included in Table 10. See Table 2 for a detailed description of these areas.

**Table 10. Participating Geographies by North Dakota State Planning Region**

State Planning Region							
Region I: Tri-County Regional Development Council	Region II: Souris Basin Planning Council	Region III: North Central Planning Council	Region IV: Red River Regional Council	Region V: Lake Agassiz Regional Council	Region VI: South Central Dakota Regional Council	Region VII: Lewis & Clark Regional Council	Region VIII: Roosevelt-Custer Regional Council
Tioga	Burlington	Benson County	Adams	Arthur	Ashley	Carson	Beach
Watford City	Glenburn	Bisbee	Aneta	Finley	Barnes County	Elgin	Belfield
Williams County	Granville	Cando	Bathgate	Hatton	Binford	Garrison	Dodge
	Lorraine	Cavalier County	Cavalier	Hope	Bowdon	Glen Ullin	Dunn Center
	Makoti	Dunseith	Crystal	Milnor	Buchanan	Hebron	Golva
	Mohall	Egeland	Dahlen	Page	Carrington	Lincoln	Hettinger
	New Town	Hansboro	Drayton	Ransom County	Cooperstown	Porcupine	Killdeer
	Pierce County	Mylo	Edinburg		Dickey County	Steele	Marmarth
	Renville County	Ramsey County	Fairdale		Edgeley	Washburn	Medora
	Sherwood	Rocklake	Fordville		Guelph		Mott
	Stanley	Rolette	Forest River		Hannafor		Richardton
	Tolley	Rolla	Gilby		Harvey		Scranton
	Westhope	St. John	Grafton		Jamestown		South Heart
		Towner County	Grand Forks Air Force Base		Jud		Taylor
			Grand Forks County		Kulm		
			Hamilton		LaMoure County		
			Hensel -Canton City		Oakes		
			Hoople		Pingree		
			Inkster		Stutsman County		
			Lakota		Valley City		
			Lankin		Wimbledon		
			Larimore		Wishek		
			Manvel				
			McVillie				
			Michigan City				
			Minto				
			Mountain				
			Neché				
			Nelson County				
			Niagara				
			Northwood				
			Park River				
			Pekin				
			Pembina				
			Pembina County				
			Petersburg				
			Pisek				
			Reynolds				
			St. Thomas				
			Thompson				
			Tolna				
			Walhalla				
			Walsh County				

Note: Results based on 128 participating geographies.

**Table 11. Counties Represented, Directly or Indirectly, in the North Dakota Strategic Planning Research Project**

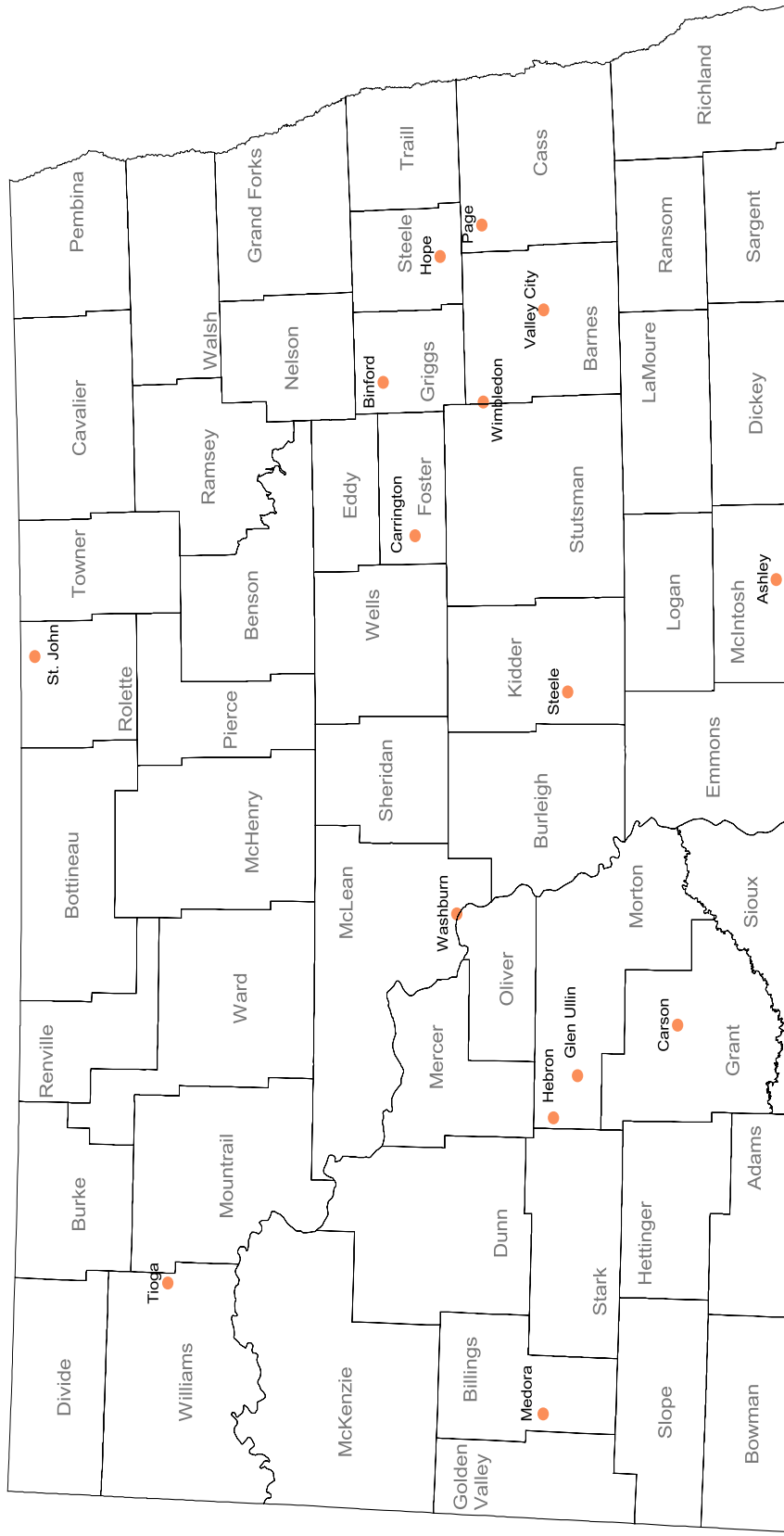
<b>County</b>	<b>Direct (Is a Participating Geography)</b>	<b>Indirect (Represented by a Participating Geography)</b>
Adams County	No	Yes
Barnes County	Yes	Not Applicable
Benson County	Yes	Not Applicable
Billings County	No	Yes
Bottineau County	No	Yes
Bowman County	No	Yes
Burke County*	No	No
Burleigh County	No	Yes
Cass County	No	Yes
Cavalier County	Yes	Not Applicable
Dickey County	Yes	Not Applicable
Divide County*	No	No
Dunn County	No	Yes
Eddy County*	No	No
Emmons County*	No	No
Foster County	No	Yes
Golden Valley County	No	Yes
Grand Forks County	Yes	Not Applicable
Grant County	No	Yes
Griggs County	No	Yes
Hettinger County	No	Yes
Kidder County	No	Yes
LaMoure County	Yes	Not Applicable
Logan County*	No	No
McHenry County	No	Yes
McIntosh County	No	Yes
McKenzie County	No	Yes
McLean County	No	Yes
Mercer County*	No	No
Morton County	No	Yes
Mountrail County	No	Yes
Nelson County	Yes	Not Applicable
Oliver County*	No	No
Pembina County	Yes	Not Applicable
Pierce County	Yes	Not Applicable
Ramsey County	Yes	Not Applicable
Ransom County	Yes	Not Applicable
Renville County	Yes	Not Applicable
Richland County*	No	No
Rolette County	No	Yes
Sargent County	No	Yes
Sheridan County*	No	No
Sioux County	No	Yes
Slope County	No	Yes
Stark County	No	Yes
Steele County	No	Yes
Stutsman County	Yes	Not Applicable
Towner County	Yes	Not Applicable
Traill County	No	Yes
Walsh County	Yes	Not Applicable
Ward County	No	Yes
Wells County	No	Yes
Williams County	Yes	Not Applicable

\*This county is not represented, directly or indirectly, as a participating geography.



**Map 6. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Child Care**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



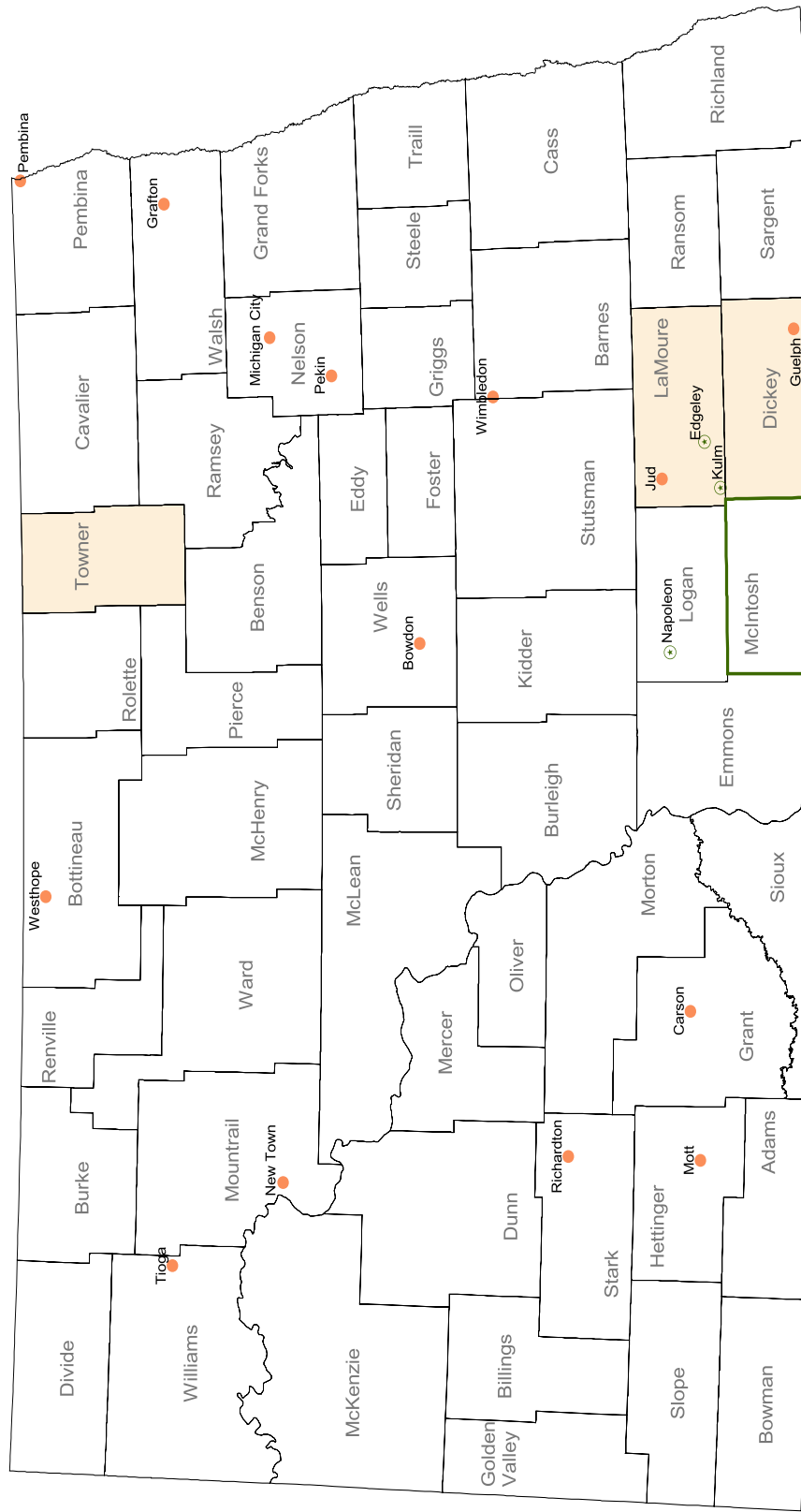
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Child Care**

- Places (15 of 109)
- Counties (0 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 7. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of City Promotion**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



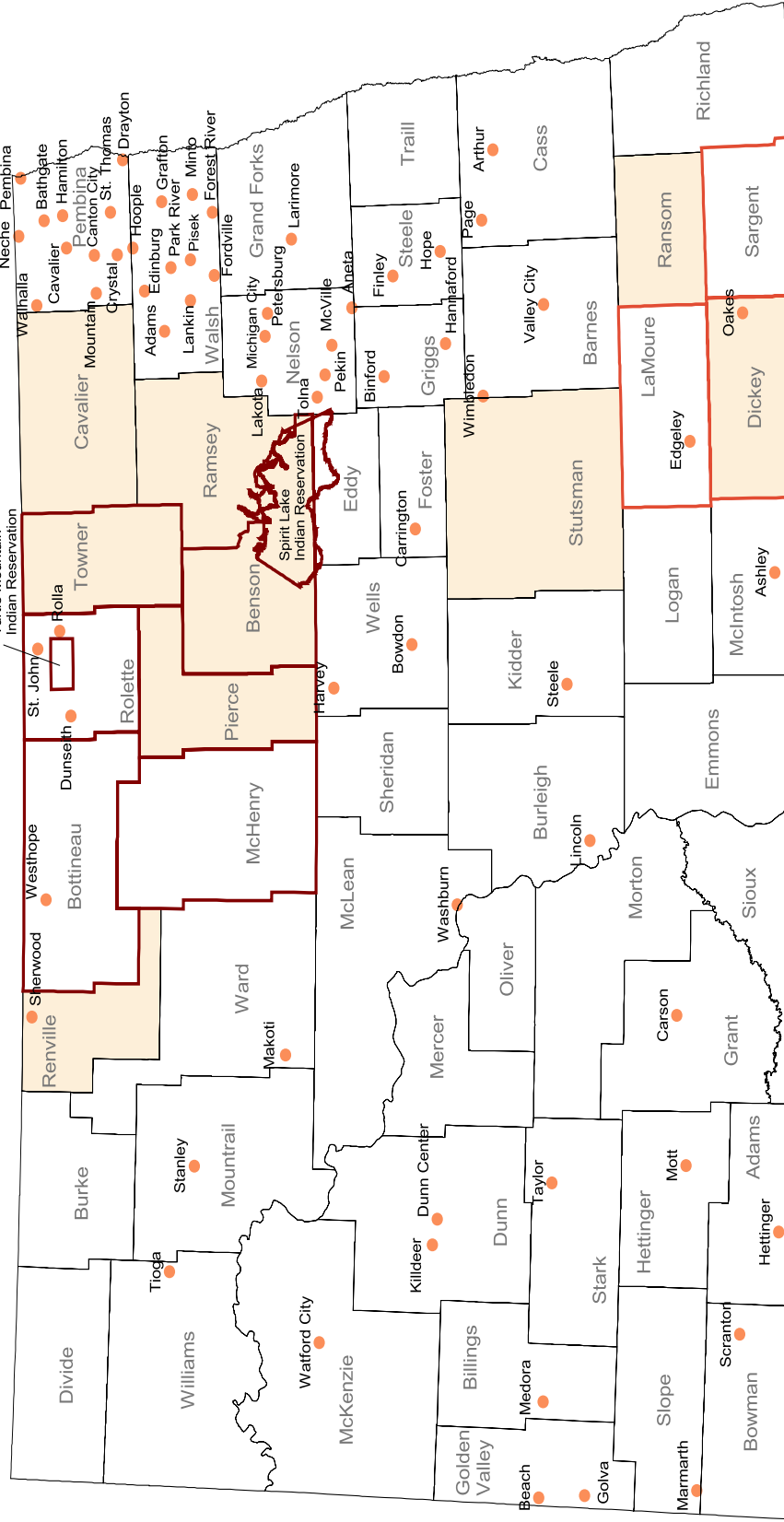
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of City Promotion**

- Places (14 of 109)
- Counties (3 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (1 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 8. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Education**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



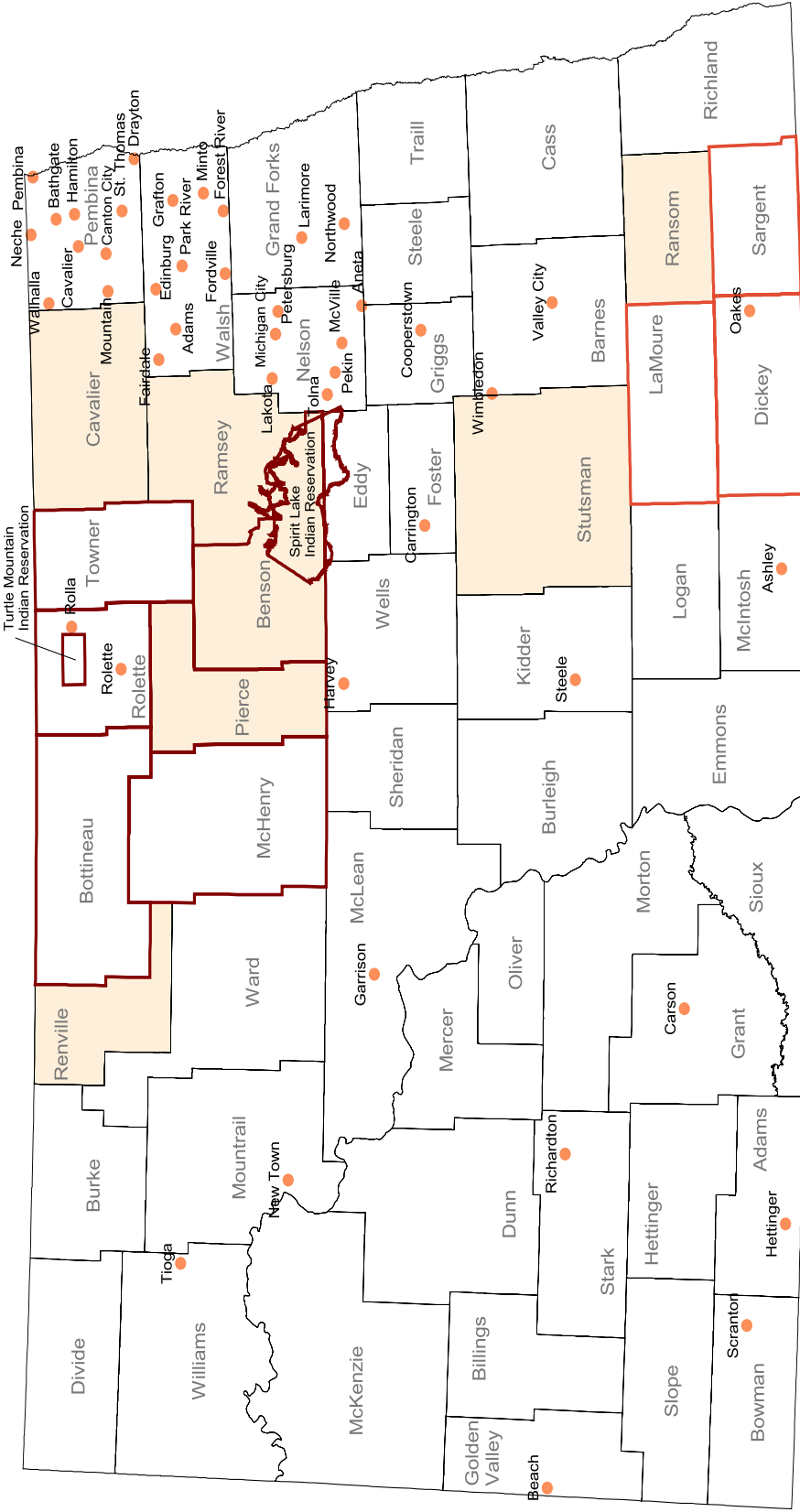
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Education**

- Places (66 of 109)
- Counties (9 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (0 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 9. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Health**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



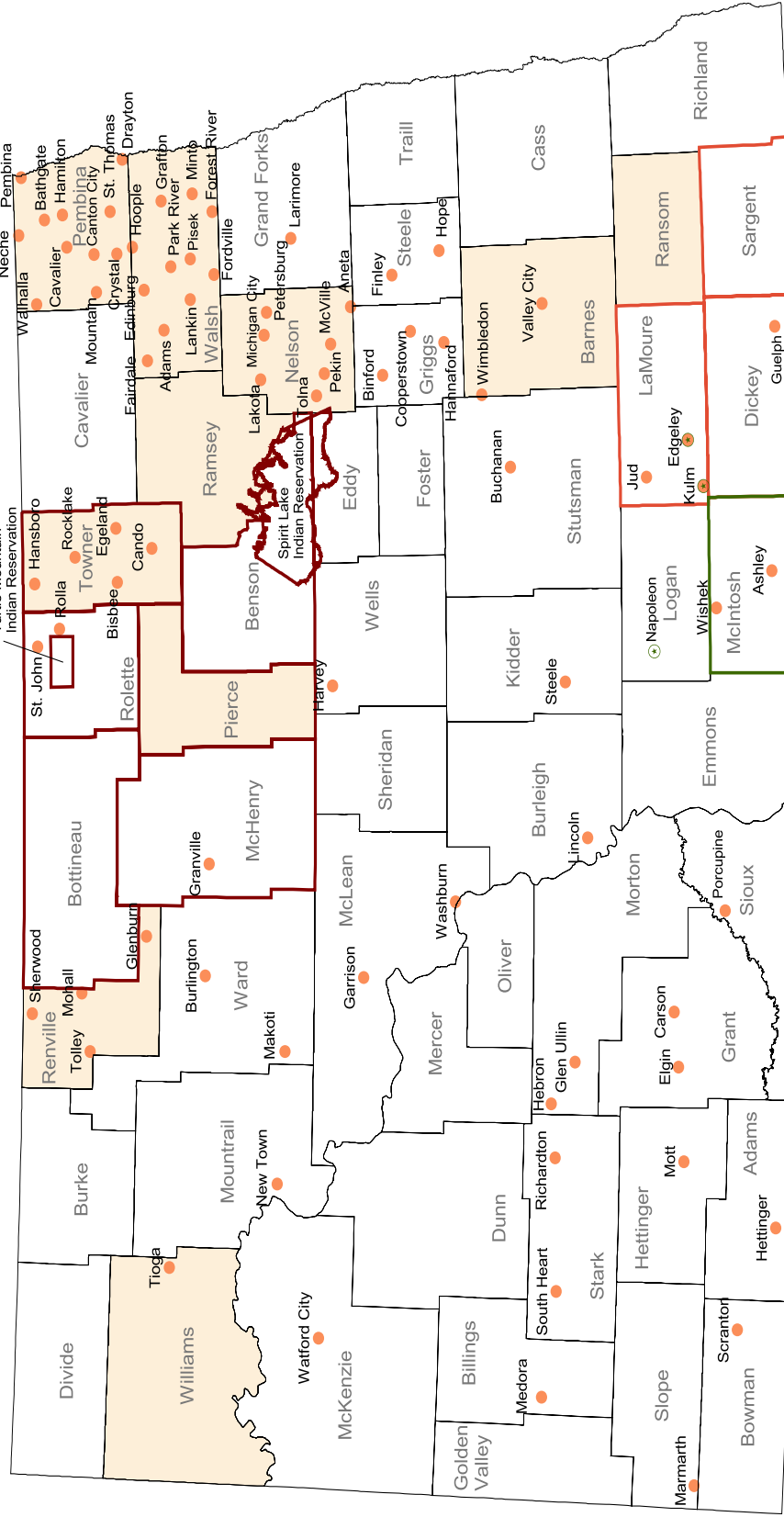
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Health**

- Places (45 of 109)
- Counties (7 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ⊙ Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 10. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Housing**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



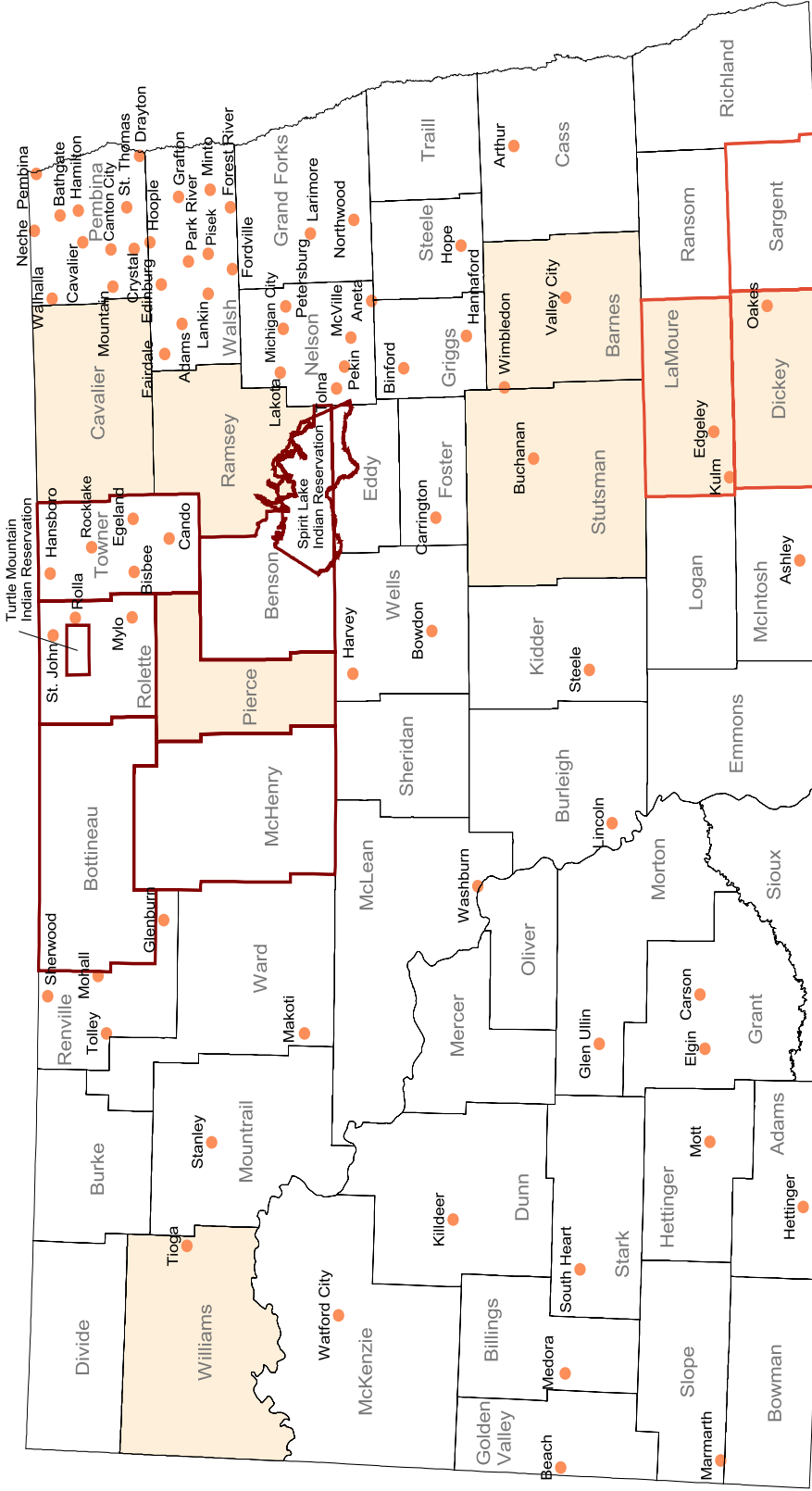
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Housing**

- Places (78 of 109)
- Counties (10 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (1 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 11. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Infrastructure**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



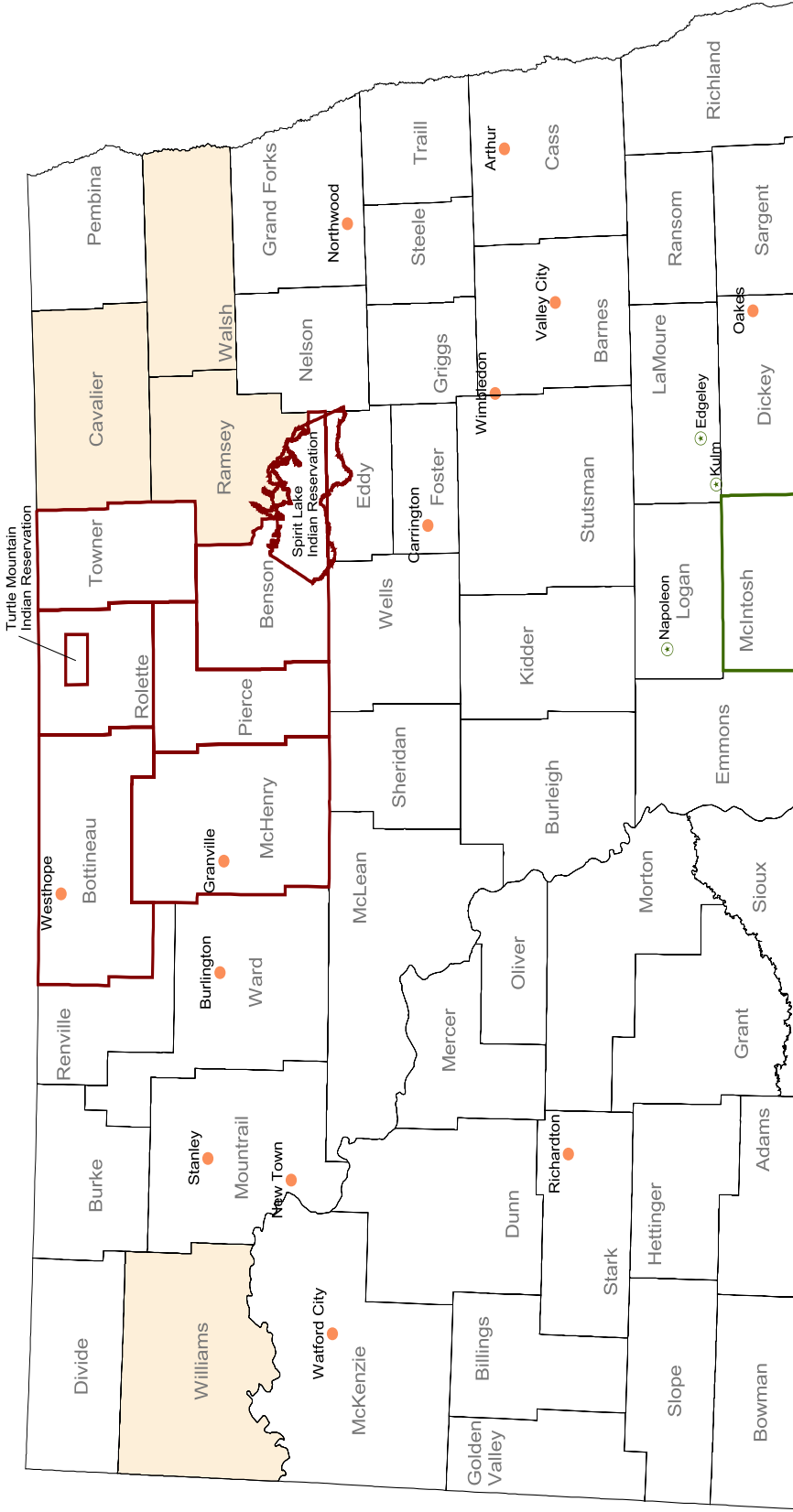
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Infrastructure**

- Places (74 of 109)
- Counties (8 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (0 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 12. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Leadership**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



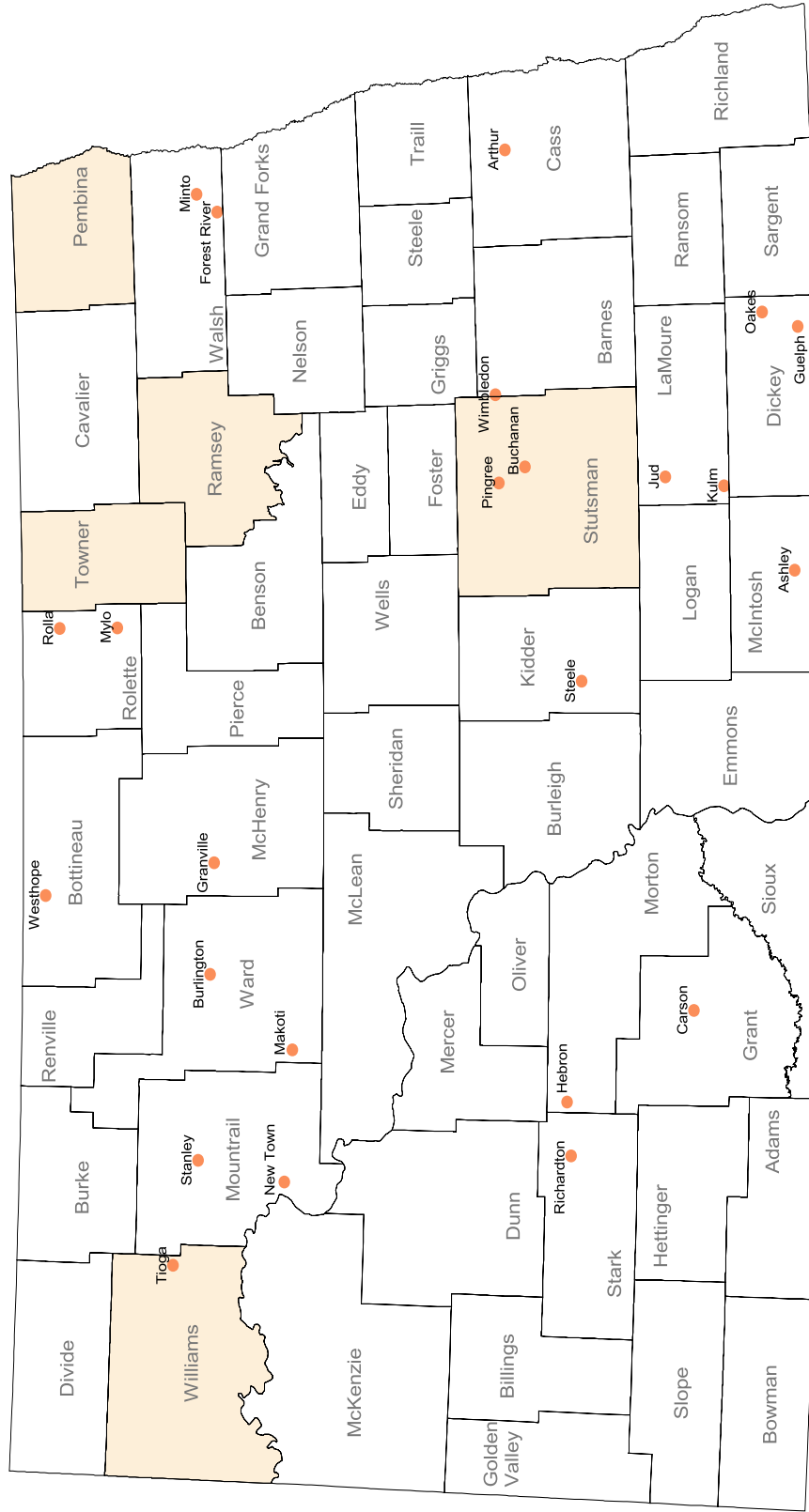
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Leadership**

- Places (13 of 109)
- Counties (4 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (1 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 13. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Promoting a Sense of Community**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Promoting a Sense of Community**

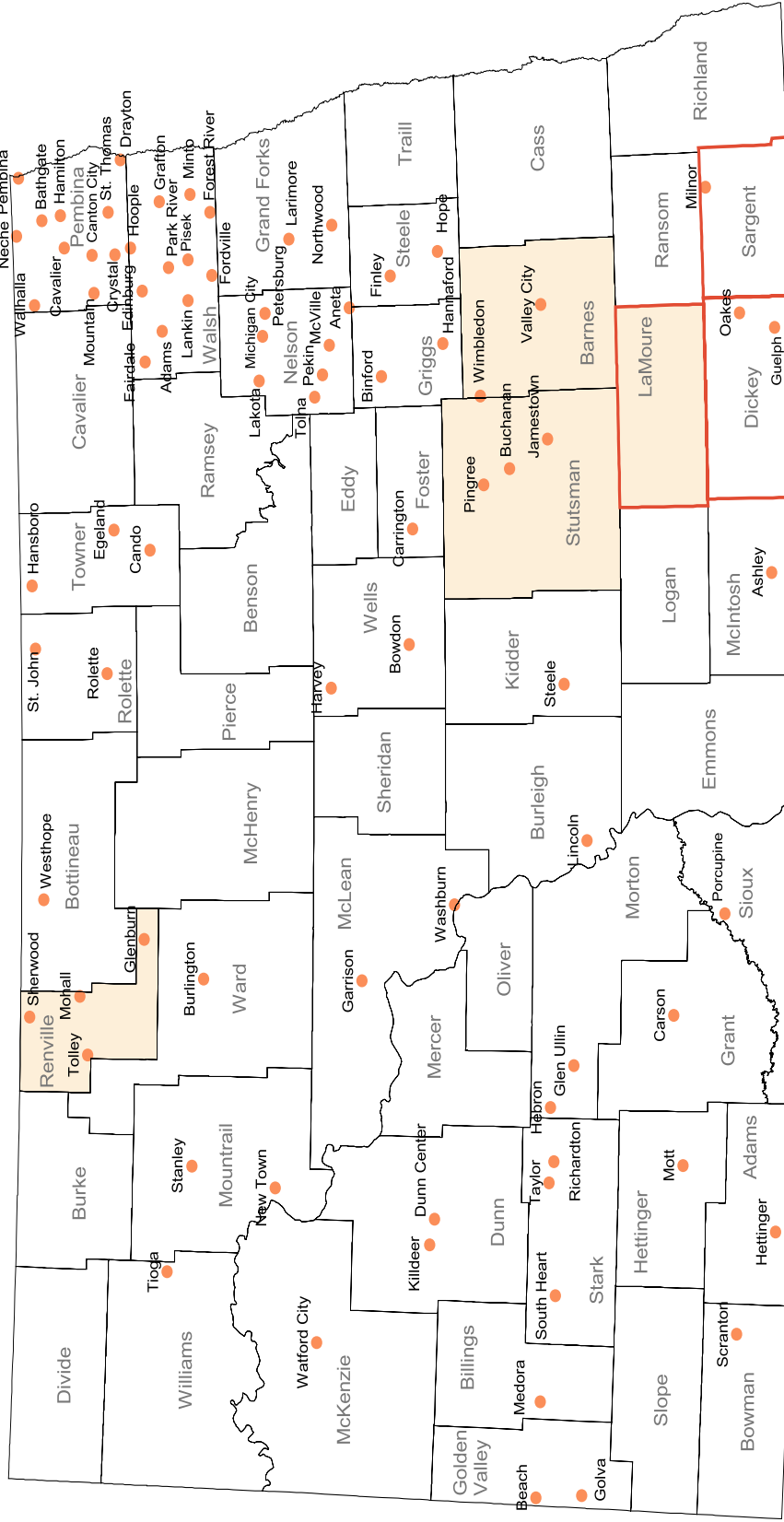
- Places (24 of 109)
- Counties (5 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- ⊙ Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.



**Map 14. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Recreation**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Recreation**

- Places (81 of 109)
- Counties (4 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- ▭ Dakota Heartland Champion Community (0 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

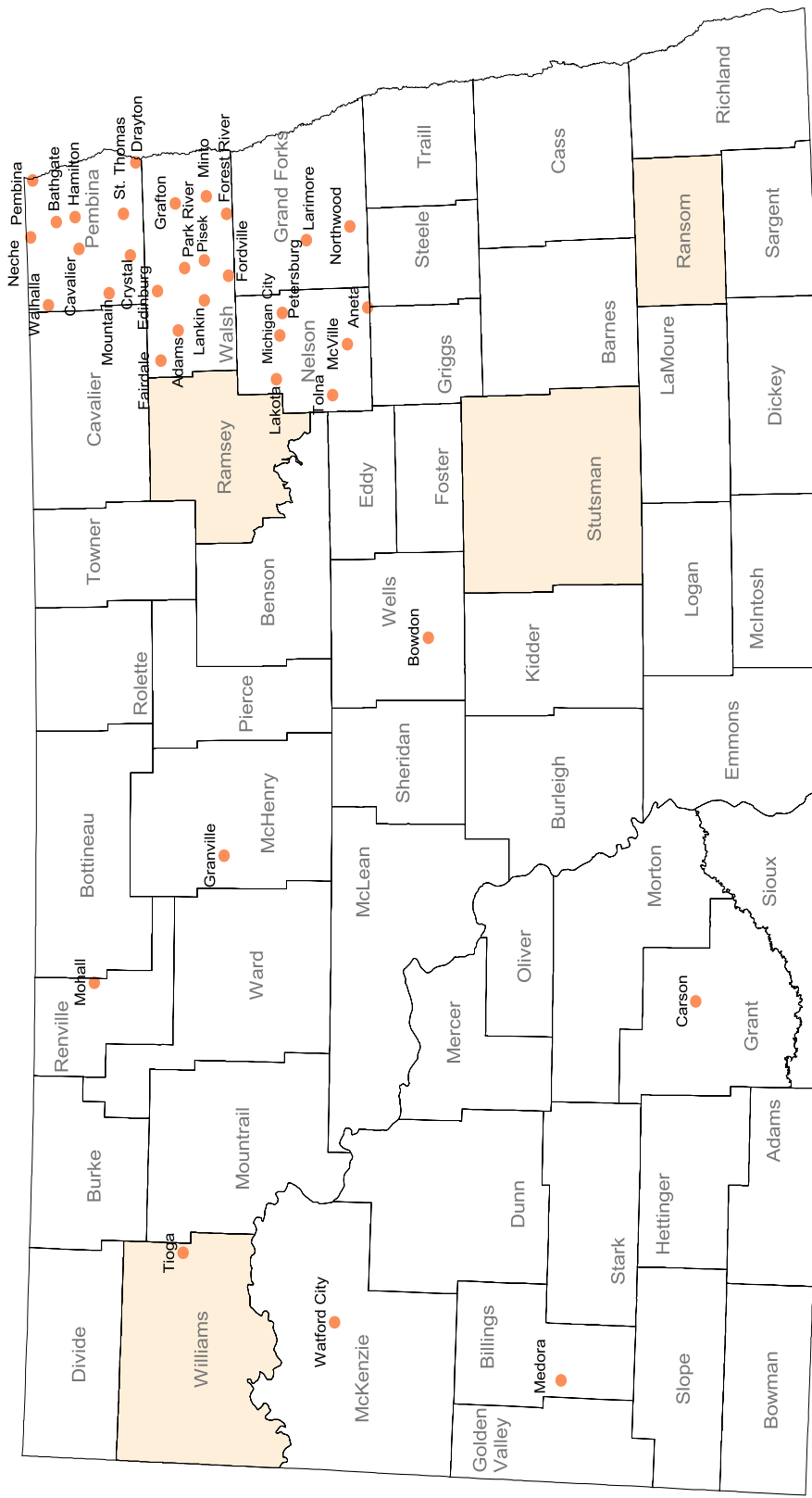
Data collection and map preparation by the North Dakota State Data Center, 2006.





**Map 17. Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Transportation**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



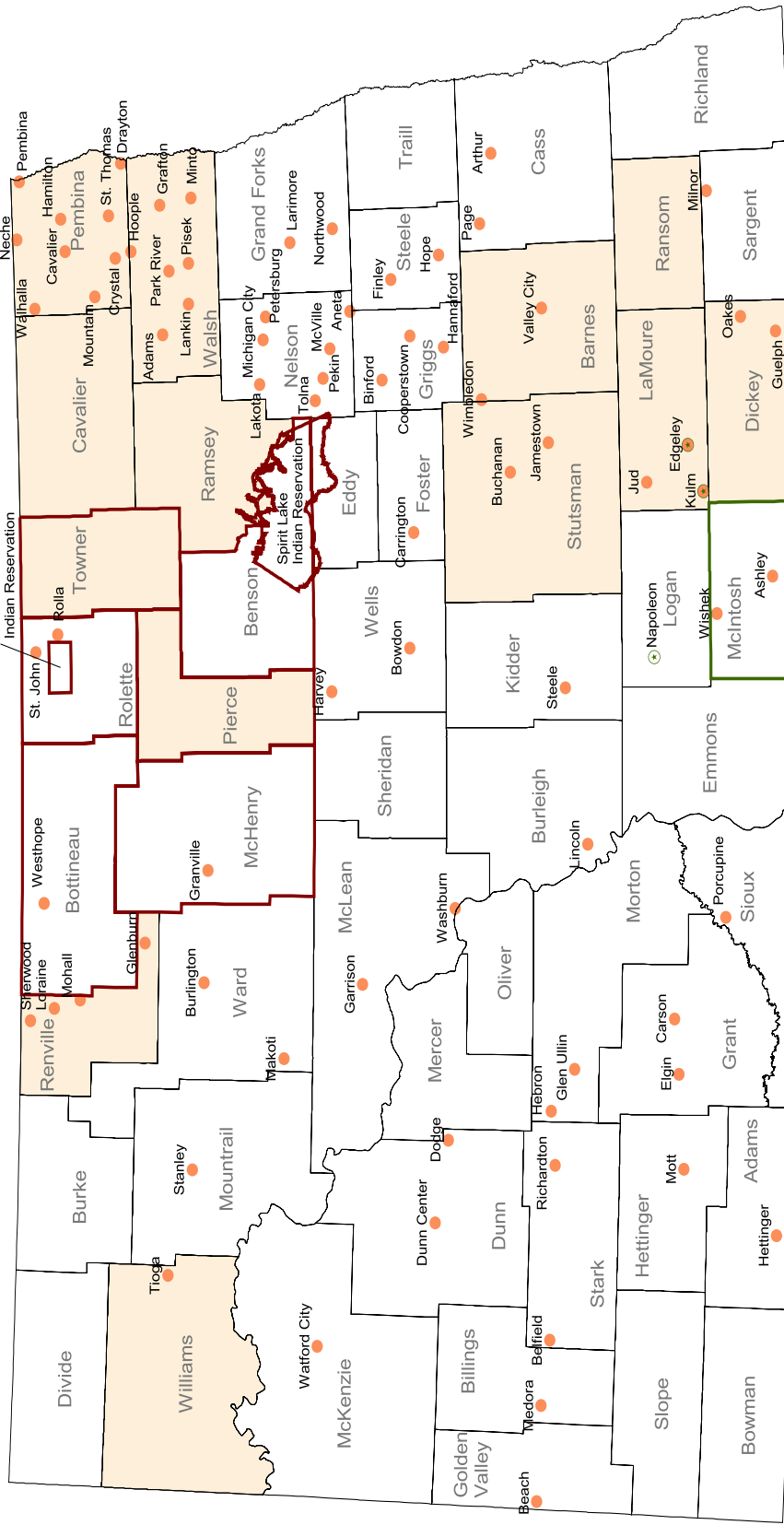
**Legend of Participating Geographies Whose Strategic Plan Includes the Community Development Theme of Transportation**

- Places (35 of 109)
- Counties (4 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- ⊙ Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 18. Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Business**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



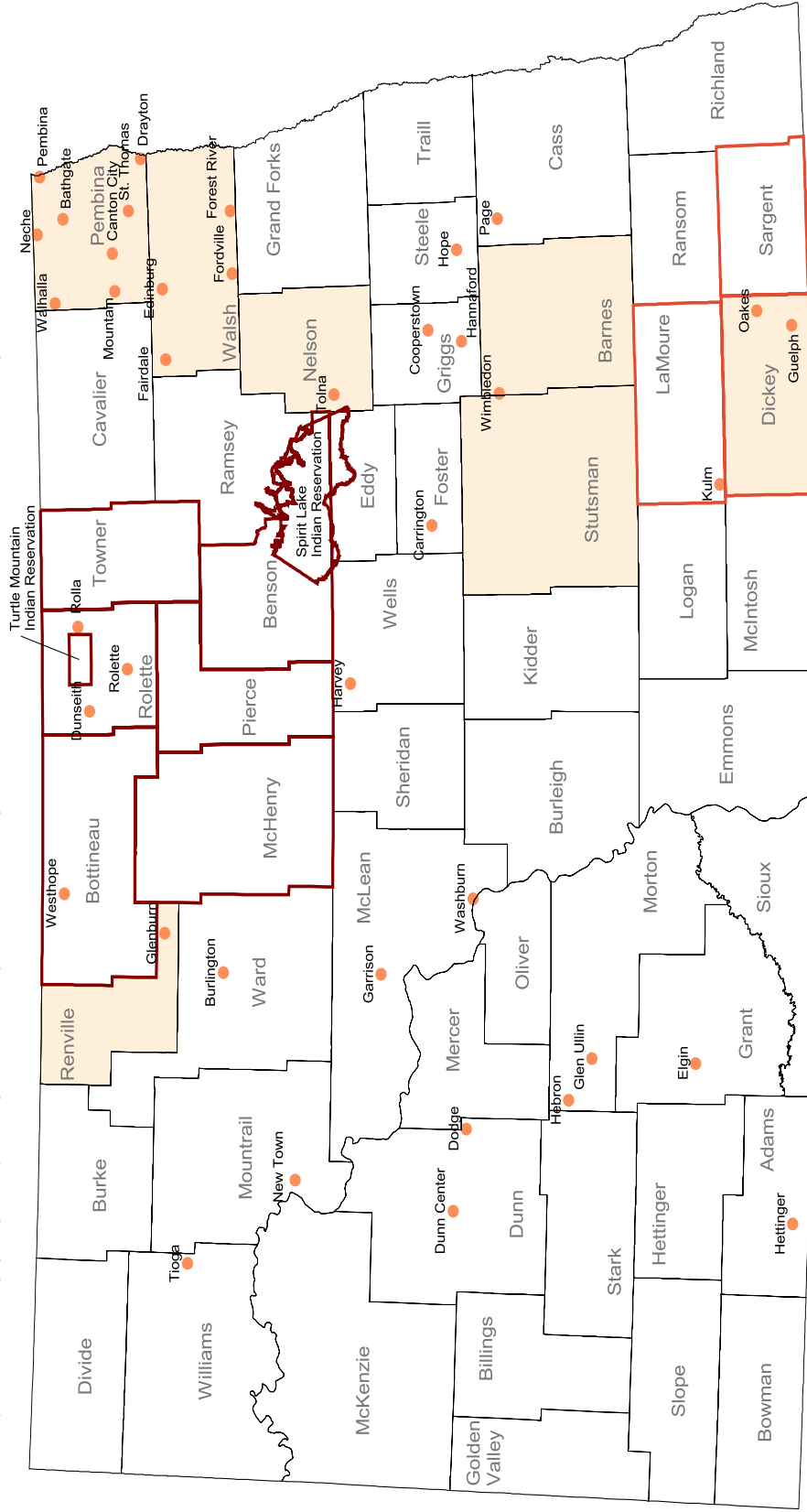
**Legend of Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Business**

- Places (77 of 109)
- Counties (13 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (1 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 19. Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Jobs**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



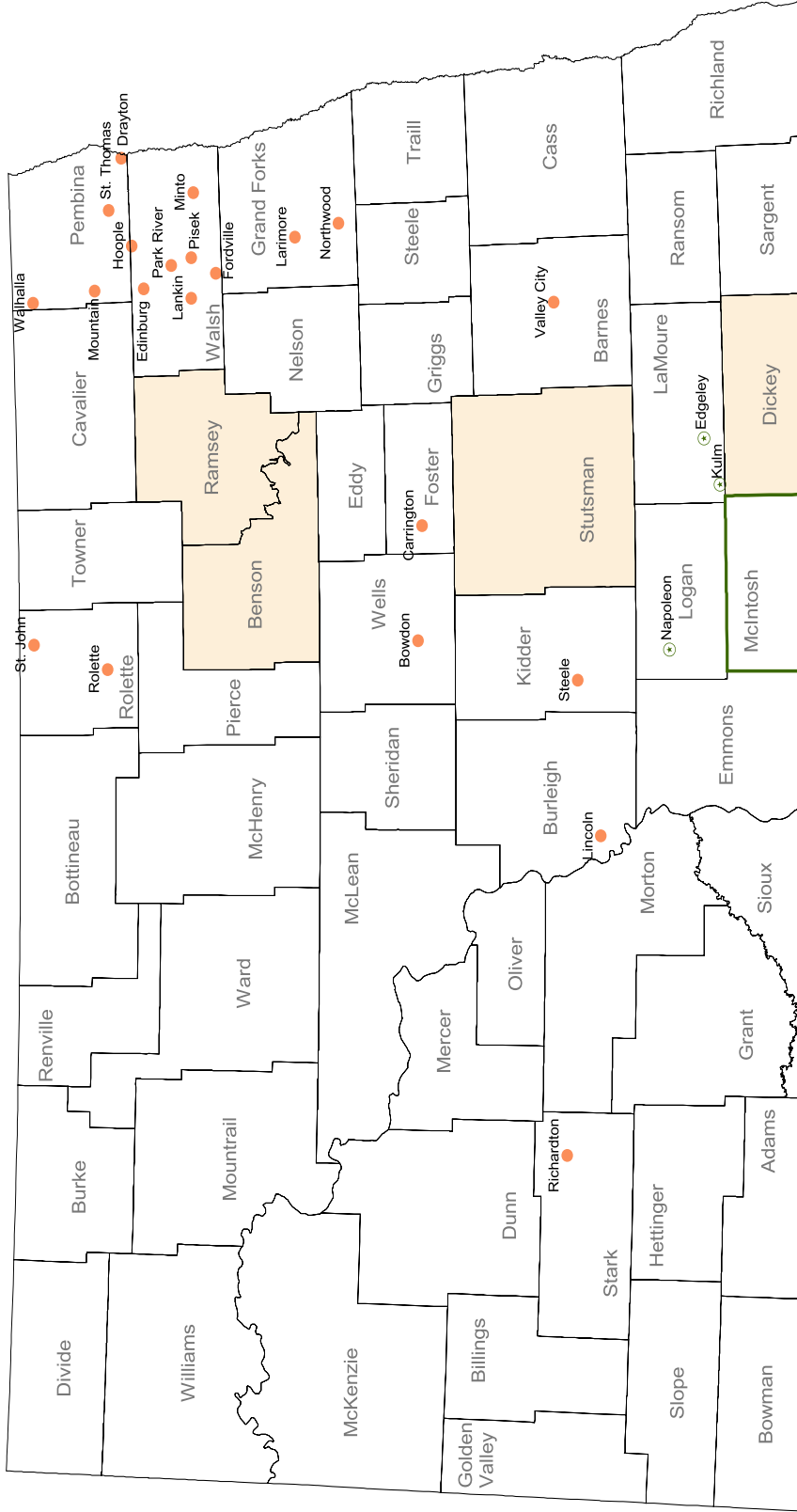
**Legend of Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Jobs**

- Places (39 of 109)
- Counties (7 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- ▭ Dakota Heartland Champion Community (0 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (1 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 20. Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Miscellaneous**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



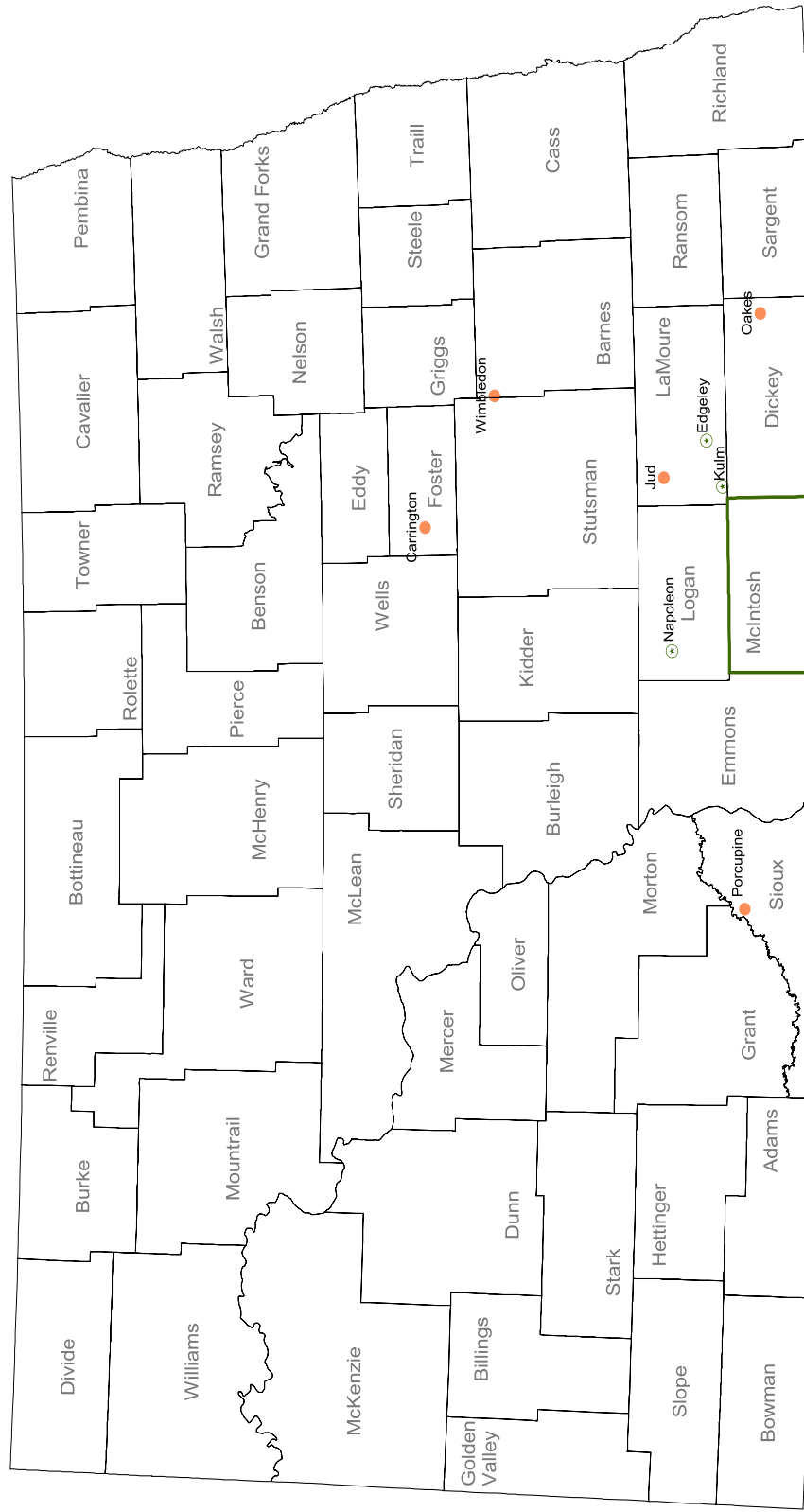
**Legend of Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Miscellaneous**

- Places (21 of 109)
- Counties (4 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (1 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 21. Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Monetary Concerns**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Monetary Concerns**

- Places (5 of 109)
- Counties (0 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (1 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

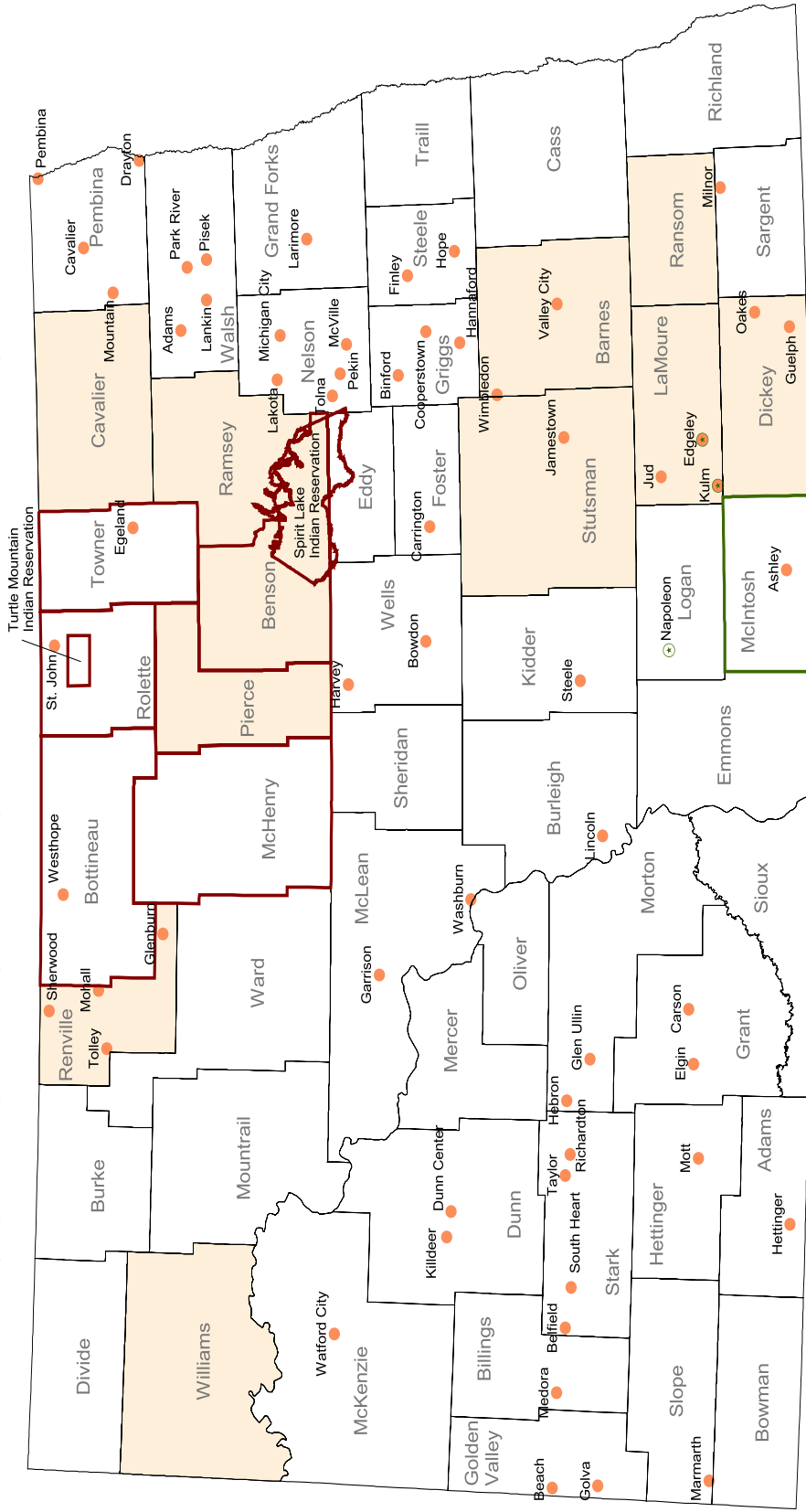






**Map 24. Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Tourism**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



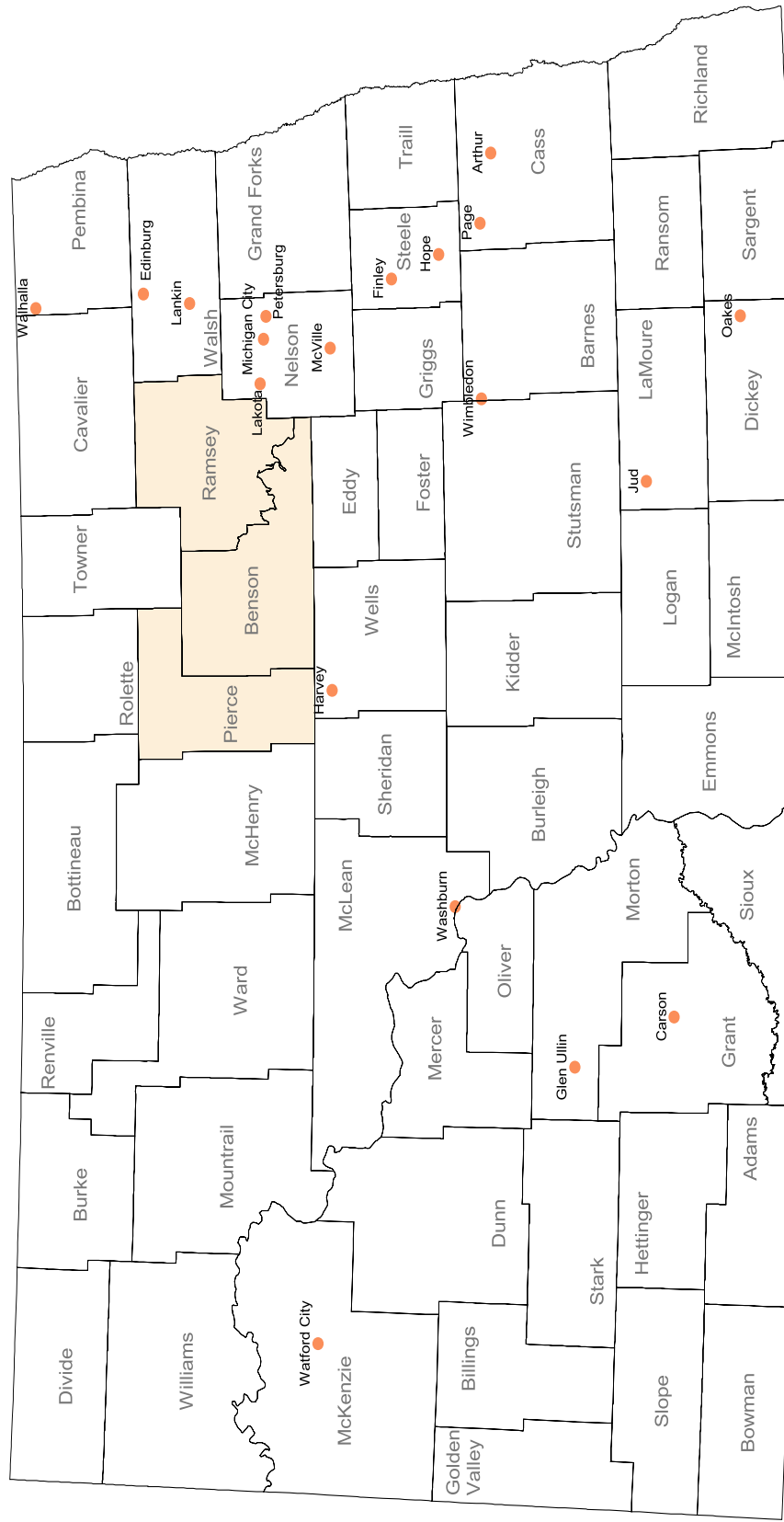
**Legend of Participating Geographies Whose Strategic Plan Includes the Economic Development Theme of Tourism**

- Places (60 of 109)
- Counties (11 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (1 of 1)
- Dakota Heartland Champion Community (1 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 25. Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of EMS**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



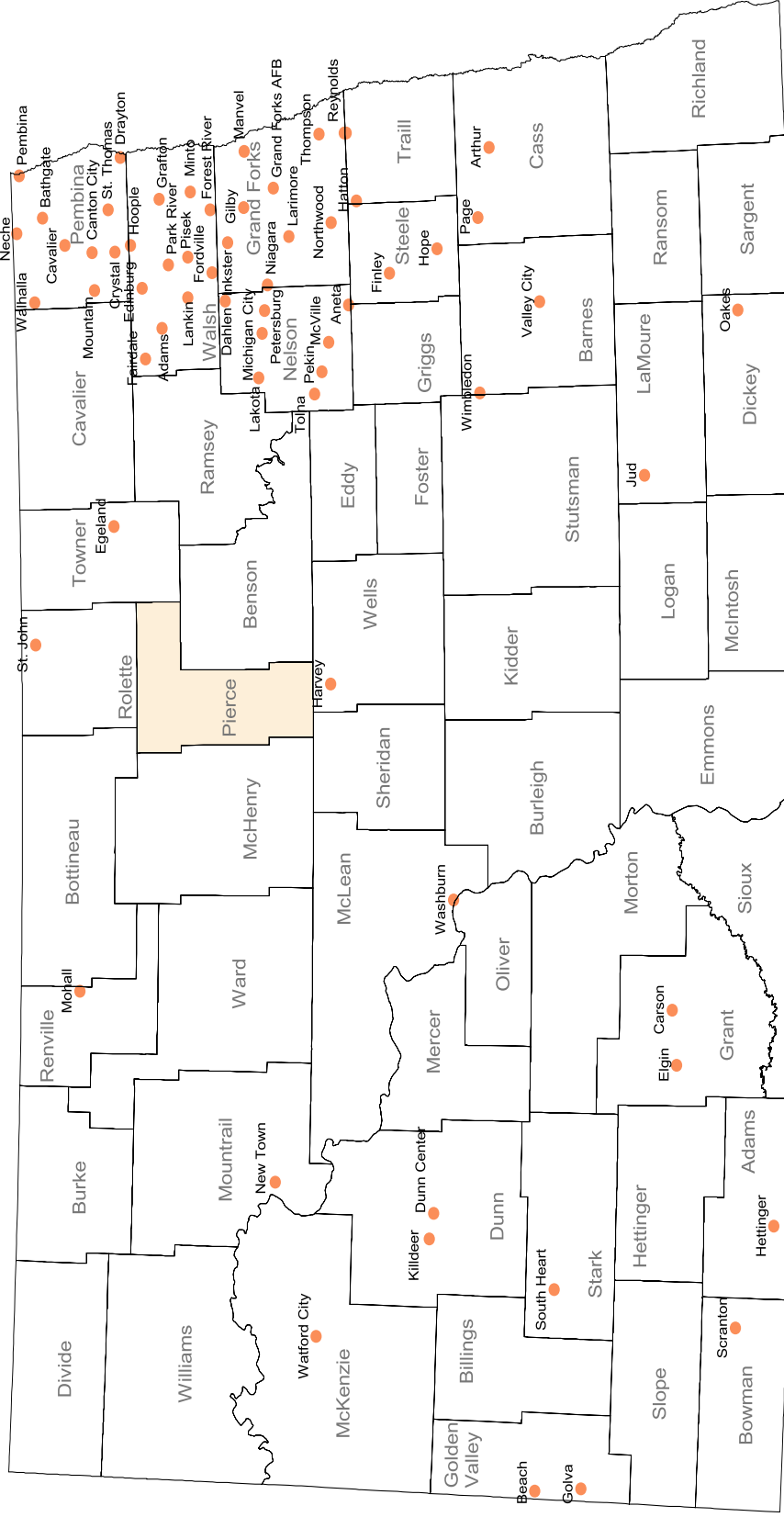
**Legend of Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of EMS**

- Places (19 of 109)
- Counties (3 of 16)
- ▭ Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- ▭ Dakota Heartland Champion Community (0 of 1)
- ▭ Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 26. Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of Fire**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



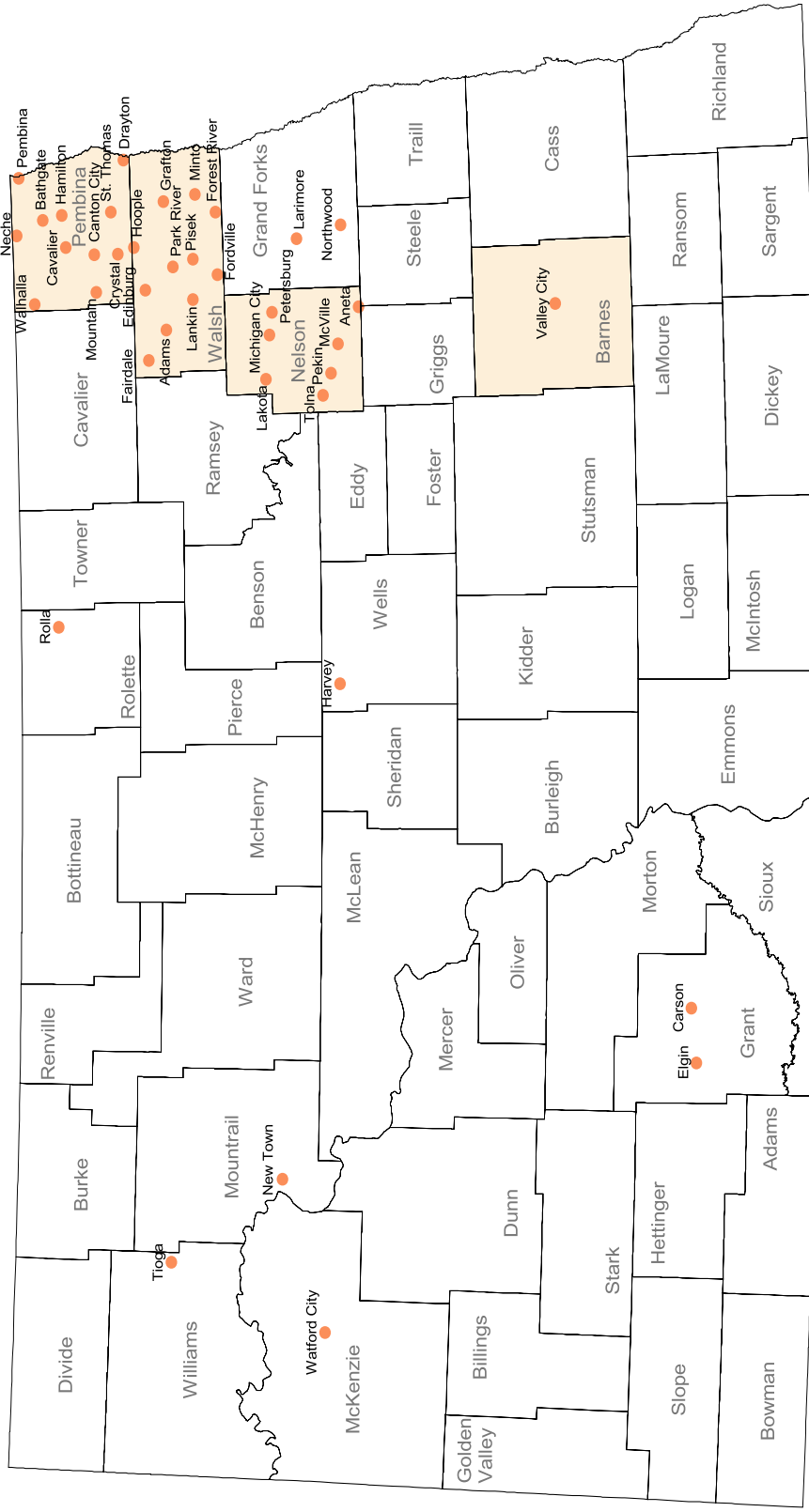
**Legend of Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of Fire**

Data collection and map preparation by the North Dakota State Data Center, 2006.



**Map 28. Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of Law Enforcement**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Emergency Management Theme of Law Enforcement**

- Places (39 of 109)
- Counties (4 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

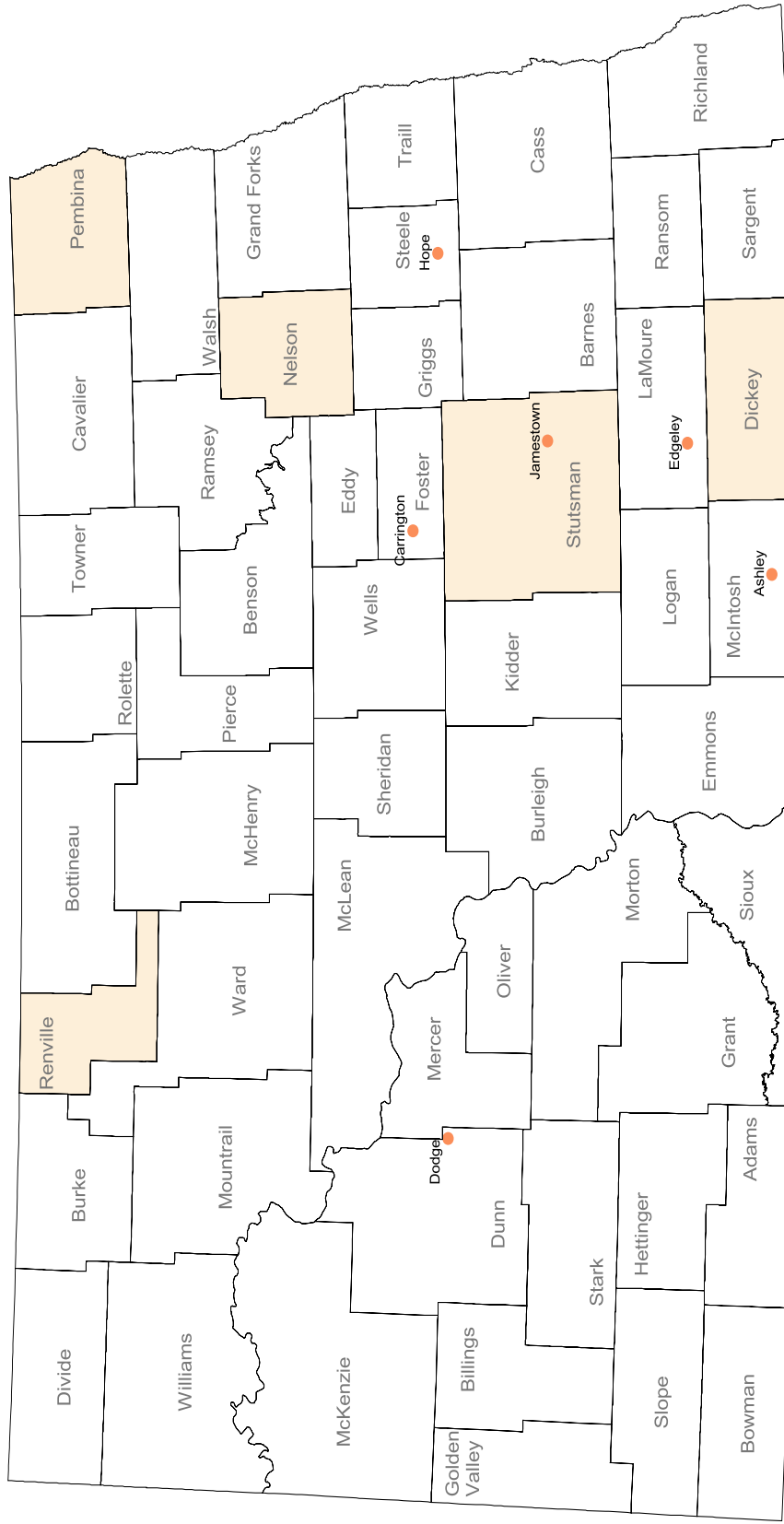






**Map 31. Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Energy**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



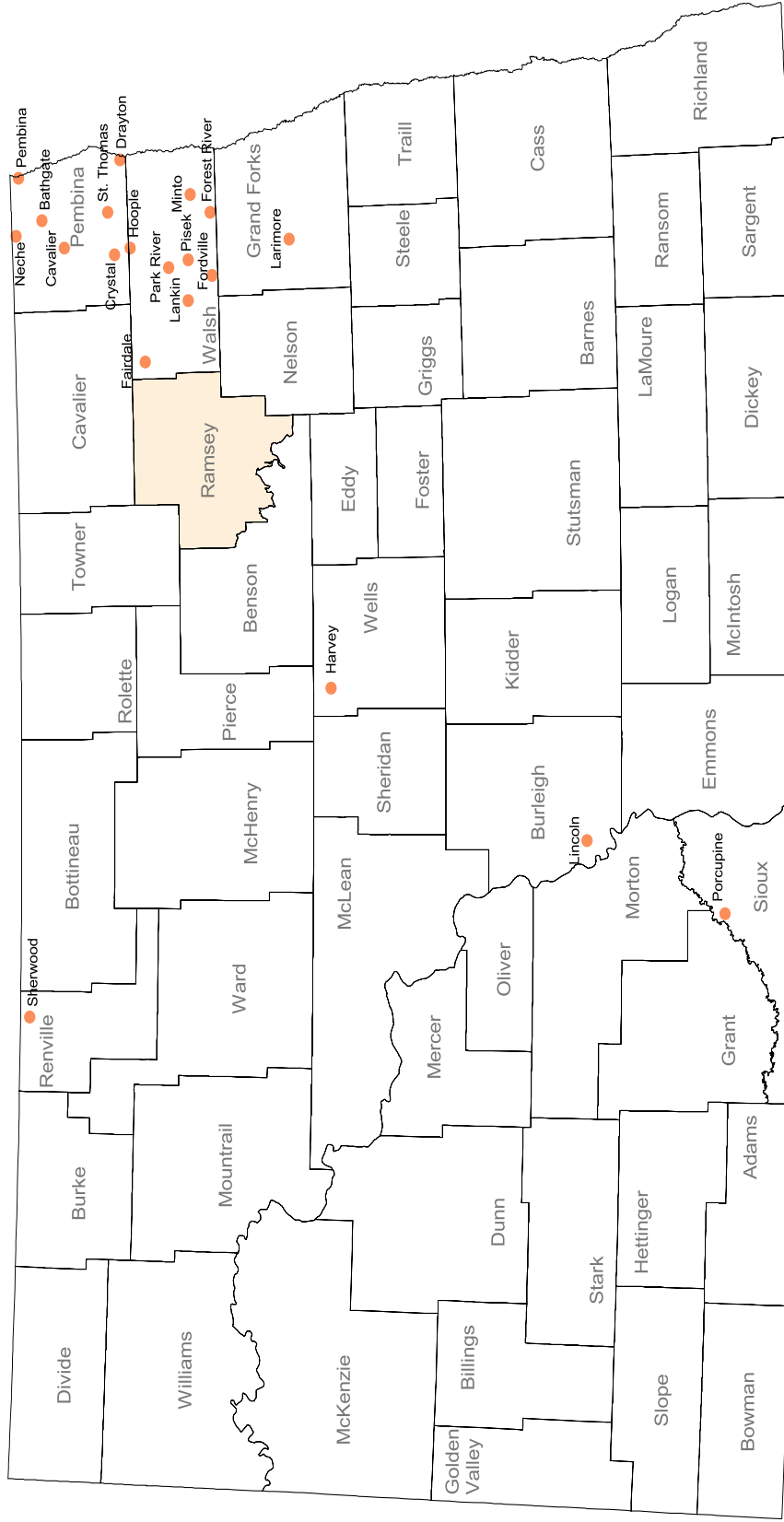
**Legend of Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Energy**

- Places (6 of 109)
- Counties (5 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 32. Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Land**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



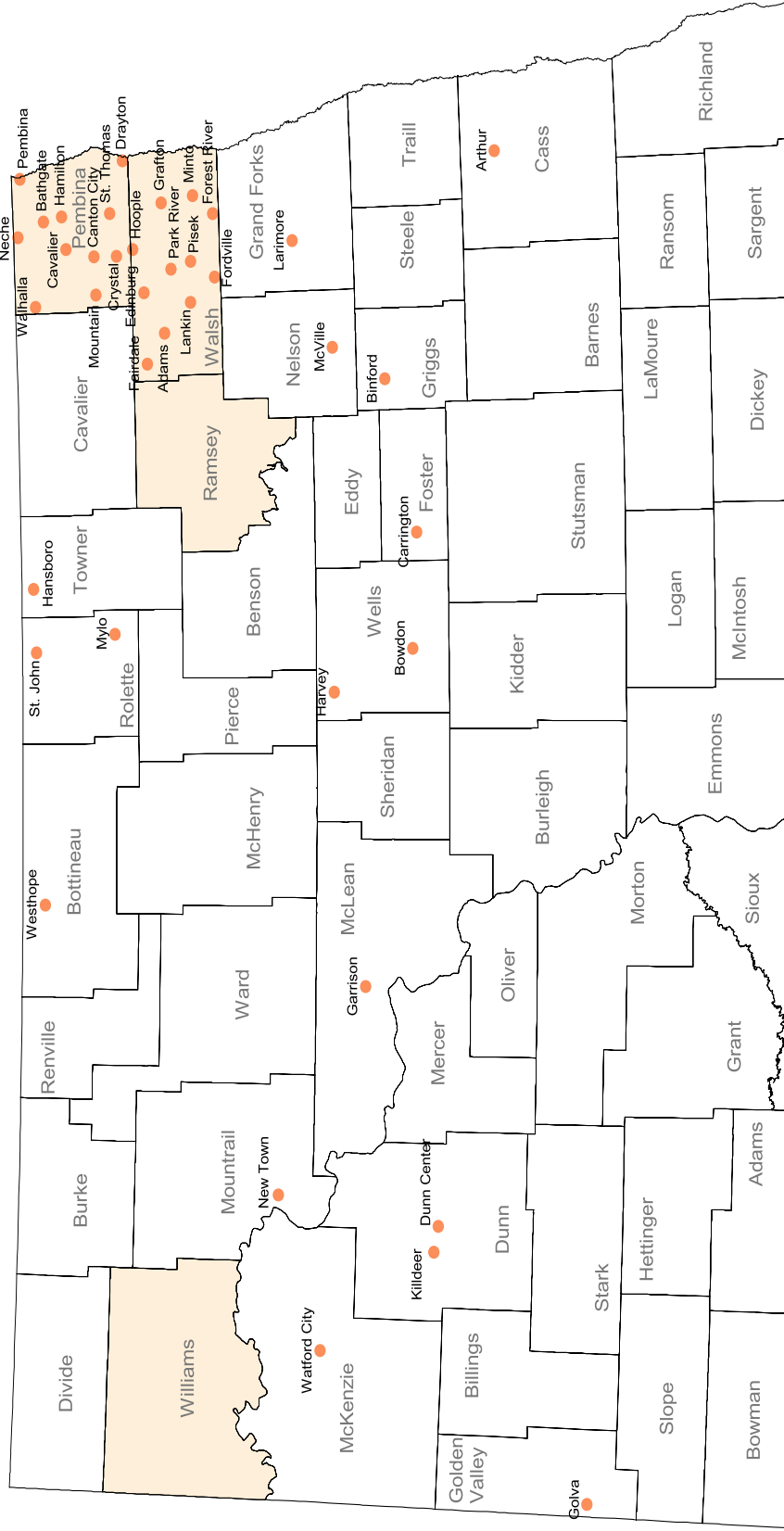
**Legend of Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Land**

- Places (20 of 109)
- Counties (1 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.

**Map 33. Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Water**

Information was obtained from submitted strategic plans. Strategic plans may address a single geography or multiple geographies. Thus, among 78 strategic plans, there are 128 total participating geographies (109 places, 16 counties, and 3 Champion REAP Alliance Communities). Not every participating geography has goals and objectives relating to each of the topics or their corresponding themes.



**Legend of Participating Geographies Whose Strategic Plan Includes the Natural Resource Theme of Water**

- Places (39 of 109)
- Counties (4 of 16)
- Center of North America Coalition (CONAC) Rural Economic Area Partnership (REAP) (0 of 1)
- Dakota Heartland Champion Community (0 of 1)
- Dakota State Line Regional Alliance (also includes Brown County and Marshall County in South Dakota) (0 of 1)

Data collection and map preparation by the North Dakota State Data Center, 2006.