

STRATEGIC PLAN

CITY OF HANNAFORD,
NORTH DAKOTA



I. EXECUTIVE SUMMARY

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

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

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

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

- Retention and Expansion - Jobs for Hannaford
- CAB Park - Recreation for Hannaford (camping, fishing facilities started April 2005 and was completed in 2008)
- Main Street Renovation
- ATM Machine
- Community Center Complex - Essential Services for Hannaford
- Senior Housing & Individual Family Dwellings - Housing for Hannaford
- Water, Sewer, Curb/Gutters, Streets -Infrastructure for Hannaford

The Hannaford community started the Horizon's program in 2008, as poverty is an issue in our community. We intend to address the poverty issue by working hard to eliminate some of our poverty issues such as lack of housing. (See immediate goals on page 6).

II. ORGANIZATIONAL DESCRIPTION

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

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

Hannaford offers a quality of life that includes a comfortable slow pace where everyone knows each other and a friendly, safe environment that many communities seek to establish. Hannaford's citizens have easy access to services as the Main Street is located on Highway One and is just miles north of Interstate 94 leading to four major cities 45 to 80 minutes away. Three major universities and two private colleges are within 100 miles and three public schools for grades K-12 are within 12 miles. The community continues to work together on retention and expansion of existing businesses and additional new businesses (please see Section IV for the list of new and ongoing goals for the community).

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

Hannaford has a beautiful city park, and the Clinton A. Brown (CAB) Park, that has new playground equipment, public restrooms and showers and RV camping hook-ups and tent camping.

Hannaford City Map

III. VISION, MISSION & VALUES STATEMENTS

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

Hannaford Vision

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

Hannaford Mission Statement

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

Hannaford Values

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

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

IV. GOALS AND STRATEGIES

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

Immediate Goals (3 – 5 Years)

- Tourism – The average birder in the United States is 49 years old, has an above-average education, and above-average income. In fact, 27% of birders earn more than \$100,000 annually. North Dakota has become a “hot spot” for birders, and Hannaford is working to identify itself as a destination point. Due to the age, education level and disposable income, the average birder will not only appreciate the beautiful area, but will have the time and money to remain in the area for several days. In addition, most birders already live in small towns and are predominately from the northern states. Therefore, advertising to attract birders to Hannaford from other parts of North Dakota, South Dakota and Minnesota will result in immediate tourism dollars to the community.
- Water, Sewer and Street Improvements – Work started in May 2009 to maintain and improve the streets, water and sewer facilities in Hannaford. The Hannaford City Council has hired Moore Engineering and will identify

additional funding sources, solicit community input and involvement; and, complete construction/re-construction by late Fall of 2009.

- Housing – As the community continues to attract new business, the need for quality and affordable housing increases. A housing committee has been assigned to identify a location for a new housing subdivision in Hannaford, hire an architect, solicit community consensus for quantity and type of housing (e.g. apartments, single-family dwellings, senior housing), and gap financing sources (USDA, Lead Lender/Bank Forward, HUD, IRP-Lake Agassiz).
- Main Street Renovation - To attract new business and maintain their existing businesses, Hannaford has started a Main Street Renovation project. Funds secured to date include: 1) Grant match from the Griggs-Steele Empowerment Zone 2) Transportation Enhancement Grant from the Department of Transportation as Main Street is located on State Highway One. Members from the Economic and Community Development Corporation and the City Council and Empowerment Zone Tourism Committee have been assigned to identify additional funding sources to purchase and maintain storefront banners/flower baskets, etc.; establish building ordinances, remove blighted structures, receive architectural rendering for theme planning, and implement the plan.
- Community Center – The original school built in Hannaford over 100 years ago is still standing along with an addition built in the 1950's. These buildings are structurally sound; however, remodeling funds are needed. A Community Center has been established in the newer addition providing a public library and computer lab for Hannaford citizens. Grant funding has been secured this year and remodeling will begin on the classroom wing portion of the building turning that portion into business suites. We currently have two signed tenant leases to go into the building.
- Clinton A. Brown City Park – The park project started in January 2000 by selecting a location for the park, conducting a fund raiser, hiring an engineer, a landscape architect and receiving a Land & Water Grant and Trails Grant from ND Parks and Recreation, two Garrison Diversion grants for playground equipment and restrooms, an Empowerment Zone grant, a ND Community Foundation Grant, a Mid Continent Cable grant, and two National Forest grants. The National Guard planted over 100 trees, and new bathrooms with showers and playground equipment were installed in September 2006.
- Ongoing Recruitment – Manufacturing - Additional ongoing efforts for job retention and expansion, include a quarterly newsletter to alumni, development of a database for target marketing, and attendance at quarterly Community Venture Network meetings.

Long-term Goals (beyond 5 years)

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

- Car Wash Facility – Hannaford is located on Highway One and the addition of a car wash will entice travelers to stop, which will result in use of other businesses located on Main Street (e.g. restaurants, retail, eating and drinking establishments). A feasibility study determining the number of cars passing through Hannaford each day, a cash flow analysis and location selection will be completed.
- Outdoor Theater – Working within the Main Street theme and the small town attractions for tourists and residents, an Outdoor Theater is planned. Planning will include film acquisition (35 mm vs. digital), promotion, screen types (inflatable vs. stationary), location, concession management, insurance and security.
- Motel – To meet the needs of tourists (e.g. birders, hunters) and folks coming home for class/family reunions; and, as the community's manufacturing and retail businesses grow, a motel is an absolute necessity for Hannaford to become a destination instead of just a "pass-thru" community. A feasibility study and business plan will be completed to determine feasibility, profitability and cash flow analyses.
- Steak House – A high-end restaurant possibly co-located with the motel has been identified as a business that would serve the area residents and attract people outside the area to Hannaford. Again, due to the disposable income levels of birders and hunters, a high-end restaurant would compliment the area and allow tourists to stay for an extend period of time.

- Hunting Lodge – Hunters from North Dakota and outside the borders are a growing source of tourism. They will pay for an upscale hunting experience, including pickup at the airports, daily guide service, breakfast, sack lunches, dinner, cleaning of their game, etc. Building a Hunting Lodge will attract not only the hunter but also their spouse who will want to shop and experience all the attributes Hannaford has to offer.

V. RECOMMENDATIONS

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

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

VI. CONCLUSION

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

For more information about this plan, please contact:

Jill Haugen, Hannaford Economic Development Director
PO Box 26
Hannaford, ND 58448
Telephone: 701-769-2218
E-Mail: jkhaugen@yahoo.com

VII. SOURCES

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

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

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