

South Central Dakota Regional Council

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**Serving the North Dakota Counties of Barnes, Dickey, Foster,
Griggs, LaMoure, Logan, McIntosh, Stutsman and Wells**

Comprehensive Economic Development Strategy April 2019 through March 2024

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SOUTH CENTRAL DAKOTA REGIONAL COUNCIL

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

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INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) for the South Central Dakota Regional Council is a planning and project implementation process designed to promote economic development through retention of existing jobs and attracting new jobs, in addition to enhancing and preserving the quality of place.

The South Central Dakota Regional Council, serving the North Dakota counties of Barnes, Dickey, Foster, Griggs, LaMoure, Logan, McIntosh, Stutsman and Wells, was formed as a U.S. Department of Commerce Economic Development Administration District on June 16, 1977.

The CEDS Document:

- Describes the background, problems, needs, resources and opportunities of the nine-county region
- Identifies the goals and objectives of the CEDS plan and projects for the nine-county region
- Presents strategies and action plans devised to achieve set goals
- Outlines the standards for program evaluation

The SCDRC Board/CEDS Committee is comprised of individuals representing many groups, including, but not limited to: business, industry, workforce, education, economic developers, and county and city government. The Committee will recommend and/or modify CEDS priorities and action strategies as needed.

EXECUTIVE SUMMARY

The South Central Dakota Regional Council (SCDRC) is comprised of nine counties in southeast-central North Dakota – Barnes, Dickey, Foster, Griggs, LaMoure, Logan, McIntosh, Stutsman and Wells. It is officially referred to as Region VI of the eight official planning Districts of North Dakota. It is organized as a government entity formed by the North Dakota Legislature.

The mission of the South Central Dakota Regional Council is to collaborate to improve the quality of place in the region. The Regional Council serves as a liaison, innovator and facilitator of dialogue and actions among the nine counties, the state of North Dakota, the federal government, the businesses and nonprofit organizations serving the area.

The vision of the South Central Dakota Regional Council is to be a coordinated group of leaders working together to improve the quality of life in the District.

The mission of the Regional Council is to serve as a liaison, innovator, and facilitator of dialogue and actions between the nine counties, the state of North Dakota, the federal government and the businesses and nonprofit organizations serving the area.

The CEDS Committee has identified the following goals for the District for the next five years:

1. Support the development of a workforce that provides sustainability and growth opportunities for the District.
2. Provide support for the maintenance and improvement of infrastructure for regional growth
3. Manage the SCDRC organization in an efficient manner and access the resources for a viable regional council that is effective in assisting the nine-county region to plan and grow.
4. Create a quality of place where people want to live and raise their families.
5. Support business development and provide access to business capital that allows businesses to expand, diversify, and build upon existing sectors, and to grow new sectors.
6. Explore and investigate opportunities for energy and natural resource development while continuing to support and grow agricultural opportunities in the region through value-added agricultural options.
7. Increase the region's resilience to disasters.
8. Collaborate and develop partnerships that will share information, tools and investment for growth in the region.

South Central Dakota Regional Council was incorporated as a nonprofit corporation under the state of North Dakota on December 20, 1973, as one of the state's eight planning and development regions. The Regional Council was designated as a U.S. Department of Commerce Economic Development Administration Economic Development District (EDD) on June 16, 1977. In 2000, the Regional Council Board of Directors organized as a government entity formed by joint powers agreements that are signed annually by each of the nine member counties.

The nine member counties are Barnes, Dickey, Foster, Griggs, LaMoure, Logan, McIntosh, Stutsman and Wells.

Board of Directors

Each of the nine counties in the South Central Dakota Regional Council is represented on the Board of Directors by a county commissioner. Each county also has one board member representing the small cities in that county. The cities of Jamestown and Valley City, both with population of more than 5,000 each have one representative on the Board of Directors. Also represented by seats on the Board of Directors are North Dakota Job Service, business and industry, and economic developers of the District.

The South Central Dakota Regional Council Strategy Committee has 27 members. The Committee is comprised of 17 elected officials (62%), 10 non-government representatives (38%). Private Sector is represented by 14 members (54%) while other economic interests are represented by 12 members (46%).

South Central Dakota Regional Council Executive Board

President: Perry Turner, Wishek, ND

Vice-President: Joe Neis, Edgeley, ND

Secretary-Treasurer: Kim Lees, Buchanan, ND

Member: Mary Hager, Harvey, ND

2019 South Central Dakota Regional Council Board of Directors

1. Government representatives 51 to 65%

Name	Government	Position
Bill Carlblum	Barnes County	Commissioner
Marke Roberts	Dickey County	Commissioner
Pat Copenhaver	Foster County	Commissioner
Ron Dahl	Griggs County	Commissioner
Perry Turner	McIntosh County	Commissioner
Steve Chicos	Stutsman County	Commissioner
Steve Brubakken	City of Jamestown/Stutsman County	City Councilman
Anne Ehni	Wells County SCD	Supervisor
Jon Starkey	City of Napoleon/Logan County	City Councilman
Denny Hoffman	City of Ashley/McIntosh County	Mayor
Donna Lail	City of Fessenden/Wells County	Mayor
Matt Thorpe	City of Ellendale/Dickey County	Mayor
Bruce Storhoff	City of Nome/Barnes County	Mayor
Iris Brandt	City of Glenfield/Foster County	Mayor
Vince Watkins	City of LaMoure/LaMoure County	City Councilman
Mary Lee Nielsen	City of Valley City/ Barnes County	City Representative

2. Non-government representatives 35 to 49%

a. Private Sector Representative

Name	Company /Enterprise	Position
Connie Ova	Ova Farms	Partner
Joseph Neis	Neis Bus Service	Owner
Keith Heidinger	KK Farms	Owner
Bernie Wanzek	Wanzek Farms	Owner
Kim Lees	Lees Farm	Owner
Mary Hager	Hager Transport	Partner
Curtiss Klein	Hiway Drive In	Partner
Paul Paintner	Pizza Ranch	Owner
Dean Entzminger	Dean Entzminger Salvage	Owner

b. Stakeholder Organizations Representatives (At least one required)

Name	Organization	Position
Danica Chaput	Job Service ND, Jamestown	Customer Service Manager
Larry Robinson	Valley City State University	Executive Director of University

Calculations

	Number	Percent
1. Government Representatives (51 to 65%)	16	59
2. Non-Government Representatives (35 to 49%)		
a. Private Sector Representatives (min. 1)	9	
b. Stakeholder Organization Representative (min. 1)	3	11 41
3. <u>At-Large Representatives (0 to 14%)</u>	0	0
Total Board Membership	<u>27</u>	<u>100%</u>

South Central Dakota Regional Council Staff

- **Jennifer Schultes**, interim executive director. Schultes rejoined the Council in March 2019. Previously she worked for the council from August, 2015 – May, 2018. She has a BS degree in Business Administration. Her experience includes non-profit administration, advertising sales, purchasing, grant writing/administration and planning. Schultes works with all aspects of the Regional Council including outreach, grant writing, Multi-hazard mitigation plans, FEMA applications, CDBG, USDA, FEMA, EDA, Law Enforcement Operations Plans (LEOP) and Emergency Operation planning. She works closely with city, county and state officials.
- **Traci Redlin**, Program Coordinator. Redlin joined the Council in October 2017. She has a degree in Business/Accounting and an Administrative Assistant Certification. Her experience includes administrative services, training, project coordination, grant writing/administration. Redlin works within all aspects of the Regional Council including grant writing, CDBG, USDA, FEMA and EDA. She works closely with city, county and state officials.

- **LeAnn Fuchs**, Business Manager/Loan Funds Manager. Her experience includes working in financial management and operating a small business. Fuchs works with fiscal management of the District's loan funds and the servicing of the Regional Council's EDA revolving loan program and the IRP loan program. She works closely with loan clients, economic developers and city and county officials in the region. She works part time.
- **SCORE:** SCDRC houses the local Score Chapter - The Service Corp of Retired Executives (SCORE) are retired business owners/managers committed to assisting entrepreneurs in the growth and/or establishment of a business. Areas of expertise include business plan preparation; concept refinement; market analysis; legal structures, etc. SCORE is housed in the SCDRC offices. SCDRC offers business consulting services at no charge.

Update Process

The South Central Dakota Regional Council Comprehensive Economic Development Strategy (CEDS) Committee met quarterly for the past five years. It also hosted several meetings and summits to discuss economic issues, barriers and needs. The Regional Council hosted a meeting in each of the nine counties in 2017 to discuss needs within the counties and held meetings of economic developers in the region. In addition, Regional Council staff and board members participated in workforce development meetings and housing meetings in several of the District's counties. Staff also participated in state and county mitigation planning meetings.

In the past year, the District held CEDS Committee meetings on July 18, 2018; October 17, 2018 and January 16, 2019.

The draft District CEDS plan was reviewed by the CEDS Committee on April 17, 2019, and put on the District website: www.scdrc.org. Public comments were sought for more than 30 days. In addition all CEDS Committee members, city and county auditors, and other stakeholders were informed of the public comment period either via mail or email. The CEDS draft plan was also discussed at a number of economic development corporation and civic meetings. Additional comments were taken at the May 22, 2019, CEDS Committee meeting.

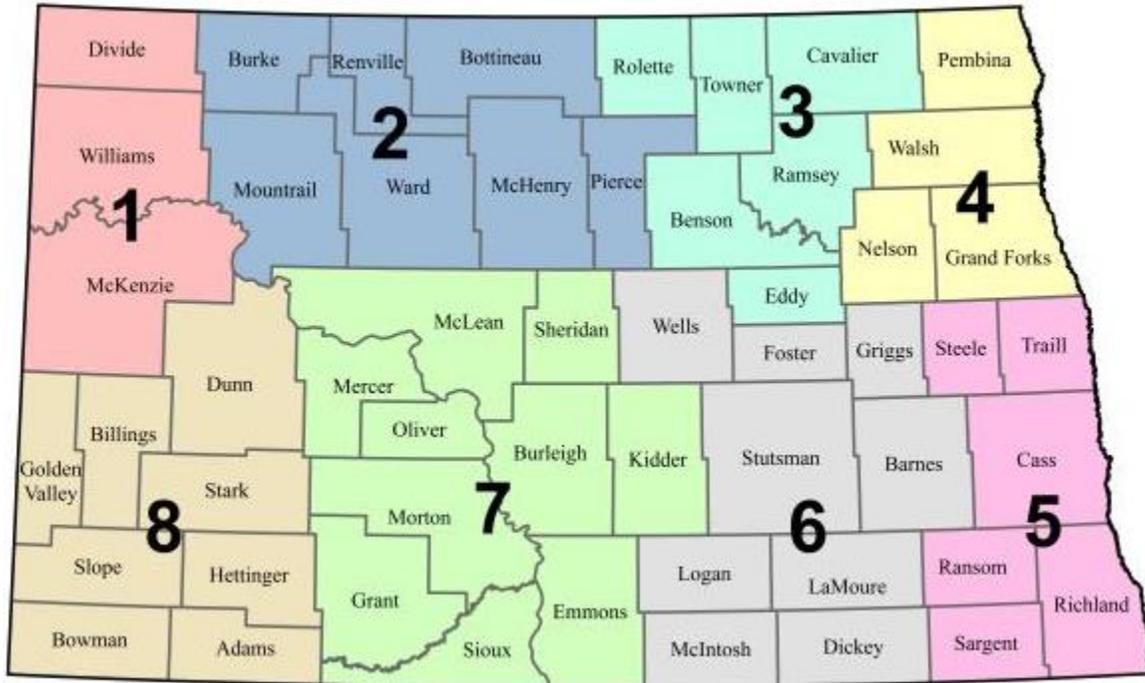
At the April 17, 2019 meeting, the SCDRC CEDS Committee approved the SCDRC Executive Board to meet and incorporate any comments if other comments were received by the May 22, 2019 closing of public comments. No additional comments were received.

1 BACKGROUND AND ANALYSIS OF THE DISTRICT AND ITS ECONOMY

The District

The District is North Dakota Sub Region VI of the state’s eight sub regions. It includes the counties of Wells, Foster, Griggs, Stutsman, Barnes, Logan, LaMoure, McIntosh and Dickey. (See Figure 1) The southern counties border the South Dakota border.

Figure 1. The Sub-Regions of the State of North Dakota



The District depends heavily on the agricultural industry. All nine counties have vast amounts of farm production areas, including crop and livestock. The agricultural industry also drives the other industries in the District. Much of the manufacturing, a major cluster in the area, is closely tied to the production of agricultural equipment and parts. The wholesale trade industry is also a strong industry in the District. In seven of the District’s counties — Dickey, Foster, Griggs, LaMoure, Logan, McIntosh and Wells, it is in the top four of the county’s employers. In three of the counties — Foster, Griggs and Wells — the wholesale trade industry is the highest paying industry in the county. According to the N.D. Workforce Intelligence Network, in 2012 District establishments employed about 6 percent of the state’s workforce.

The District encompasses 6,828,096 acres of area (water and land), or 10,573.55 square miles, and as of the 2010 Census has a population of 56,363. Total population density is 5.36 people per square mile. (See Table 1) Table 1 depicts the 2010 population, land and population density of each county in the District, and Figure 2 shows the population density in the District’s counties compared to the counties in the state.

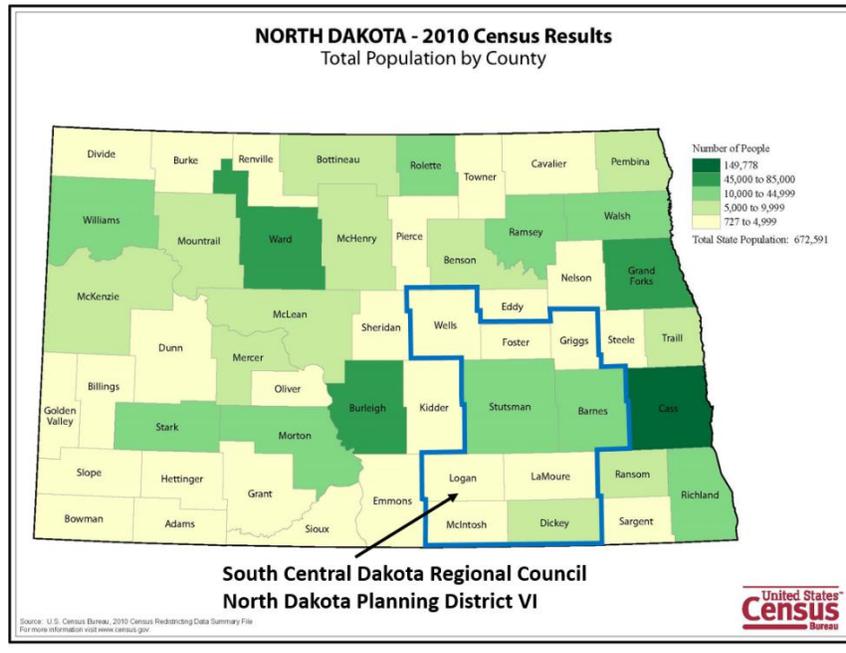
Table 1. ND Region VI — 2010 Population, Area, and Density by County

County	2010 Population	Land Area in Square Miles*	Density Per Square Mile
Barnes	11,066	1,492	7.4
Dickey	5,289	1,131	4.7
Foster	3,343	635	5.3
Griggs	2,420	709	3.4
LaMoure	4,139	1,146	3.6
Logan	1,990	993	2.0
McIntosh	2,809	975	2.9
Stutsman	21,100	2,222	9.5
Wells	4,207	1,271	3.3
REGION TOTAL	56,363	10,574	5.3
STATE TOTAL	672,591	69,001	9.7

*Land area is the size, in square units (metric and nonmetric) of all areas designated as land in the Census Bureau's national geographic (TIGER®) database.

Source: US Census Quick Facts

Figure 2. District’s Population Density 2010 Compared to Counties in State



Source: US Census Bureau

The District is a sparsely populated area with numerous acres dedicated to farming and ranching. The geology, temperatures and precipitation combine to create good growing conditions throughout the region. The surface geology includes the Missouri Coteau region characterized by multiple closed basin drainages — also known as the Prairie Pothole Region of North Dakota and the riverine drainage of the James, Pipestem and Sheyenne rivers and tributaries. The temperature is typically warm to hot and often humid in the summer and cold to severely cold in the winter, e.g. temperatures dropping to -30 and -40 degrees Fahrenheit. Precipitation mainly occurs in the summer months; however, snow cover is typical with average snowfall ranging about 40 inches of snow. These averages were more than doubled in the 2008-09 and 2019-2020 winters.

The majority of the District's population lives in 60 incorporated cities. However, only two cities — Jamestown, Valley City — are classified as urban, with populations of more than 2,500. The region has limited socio-economic infrastructure which further limits the economic development in the area. The nine counties of the District are located between two of the state's major population centers – the counties of Burleigh to the west and Cass to the east. The most population in the region is located in communities along Interstate 94 in Stutsman and Barnes counties.

Economy

The District's major economic engine is agriculture. Until 2002, the District's trend was towards larger farms and ranches with fewer operators. Table 2, page 11, shows the farm numbers and average size in each county. In 2007, the number of farms in all counties except McIntosh increased from the 2002 USDA Census of Agriculture. The District has 17 percent of the farms in the state.

Increasing mechanization and efficiency of scale continue to reduce the opportunities for rural employment. While agriculture is the primary economic engine in the District, manufacturing, energy development, technology, and tourism are contributing an increasing amount of economic activity and employment. The District has developed three clusters growing from the strong agricultural base: manufacturing, energy and technology.

Several firms in the District were developed to design equipment and technology to address agricultural demands. Manufacturing clusters have developed allowing the growth and development of ag-related businesses and manufacturers. Energy development opportunities of the District, including ethanol, bio-diesel, and wind, are the primary growing energy components in the District. This growth area capitalizes on the agricultural base of the District. Energy development is growing in the district with the development of wind farms and plant-based fuels. Dakota Spirit AgEnergy constructed a 1 billion dollar ethanol plant in Spiritwood Township in eastern Stutsman County providing 2,000 temporary construction jobs and 36 permanent jobs.

The Courtenay Wind Farm in northern Stutsman County is a 200-megawatt wind farm with 100 turbines put into service in 2016. The wind farm spans nearly 25,000 acres of property leased from approximately 60 land owners and generates enough power about 105,000 homes. The wind farm was constructed between 2014-2016.

Foxtail Wind Farm began construction in 2018 in Dickey County and will be a 150-megawatt wind farm with approximately 75 turbines planned. Completion is slated for 2019.

Tourism businesses also capitalize on the District’s assets: water, agri-business, hunting fishing and bird-watching opportunities, the scenery and heritage. Tourism businesses are mostly seasonal with the greatest activity in the summer and fall. The numerous bodies of water and the District’s cold winters make ice fishing one of the draws for the winter season. Snowmobiling, dog sledding and cross country skiing also are winter draws in parts of the District. District tourism entities and businesses partner and work closely with the N.D. Division of Tourism.

The Valley City-Barnes County I-94 Regional Development Corridor is a 76-acre industrial site purchased by the development corporation to provide land for expansion of the John Deere Seeding Group and advanced manufacturing.

Table 2. ND Region VI 2002 and 2007 Comparison of Number of Farms, Farm Size, Percent of Change in Number of Farms and 2007 Top Crops Planted in Acres in Each County

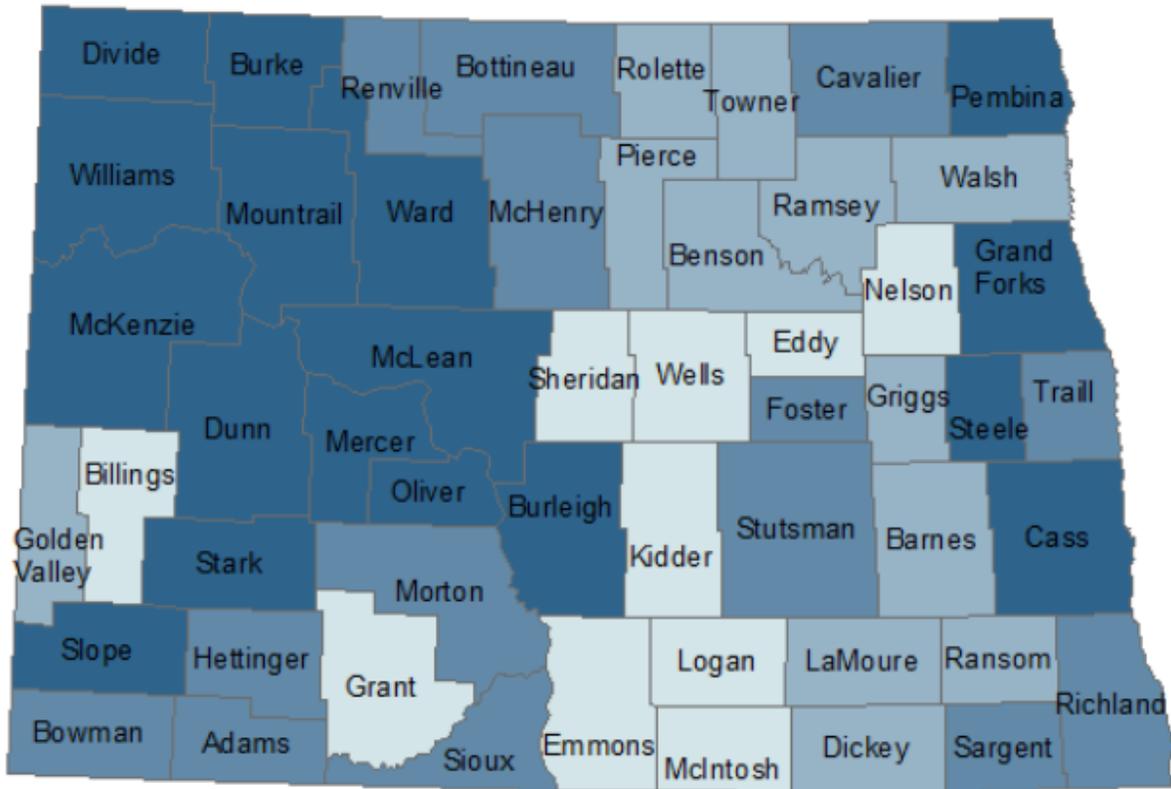
County	Number of Farms 2007	Number of Farms 2012	Average Size of Farms – 2007 (in acres)	Average Size of Farms – 2012 (in acres)
Barnes	426	392	985	1,096
Dickey	545	543	1,280	1,166
Foster	310	310	1,290	1,206
Griggs	479	456	848	977
LaMoure	683	642	1,007	1,131
Logan	426	379	1,167	1,165
McIntosh	513	471	1,072	1,252
Stutsman	1,043	1,028	1,144	1,267
Wells	618	543	1,225	1,359
Total Region VI	5,043	4,764	1,113	1,179
Total State of ND	31,970	30,961	1,241	1,268

Source: USDA Census of Agriculture

Wages and Income

In 2012, the average annual wage for each individual county was lower than the state annual average, ranging from 17.2 percent lower in Foster County to 42 percent lower in Logan County. The state’s average annual wage in 2012 was \$45,916 compared to \$34,293 for the District. (See Table 3) Average annual wages in the District have increased by approximately 117 percent between 1990 and 2010. LaMoure County experienced the largest change during this timeframe, increasing by 168 percent. While Stutsman County posted the smallest change, increasing by 103 percent. Figure 3 shows the Average Weekly Wages by County

Figure 3. 2017 North Dakota Average Weekly Wages by County



Source: U.S. Bureau of Labor Statistics.

Average weekly wages

(U.S. Average = \$1,021)

- \$850 or higher
- \$750 - \$849
- \$650 - \$749
- \$649 or lower

Source: North Dakota Census Bureau. North Dakota Department of Commerce

Average annual wages in the District have increased by approximately 117 percent between 1990 and 2010. LaMoure County experienced the largest change during this timeframe, increasing by 168 percent. While Stutsman County posted the smallest change, increasing by 103 percent.

Table 3. ND Region VI – Average Annual Wage by County Comparison 1990 through 2010

	1990	2000	2010	-- Change --			
				1990-2000		2000-2010	
				No.	Pct.	No.	Pct.
Barnes	\$14,300	\$20,020	\$30,680	\$5,720	40.0%	\$10,660	53.2%
Dickey	\$12,945	\$19,292	\$29,536	\$6,347	49.0%	\$10,244	53.1%
Foster	\$13,520	\$21,476	\$35,932	\$7,956	58.8%	\$14,456	67.3%
Griggs	\$13,208	\$20,228	\$27,924	\$7,020	53.1%	\$7,696	38.0%
LaMoure	\$12,480	\$17,992	\$33,436	\$5,512	44.2%	\$15,444	85.8%
Logan	\$11,440	\$16,120	\$24,232	\$4,680	40.9%	\$8,112	50.3%
McIntosh	\$11,180	\$16,848	\$26,104	\$5,668	50.7%	\$9,256	54.9%
Stutsman	\$16,744	\$23,036	\$34,060	\$6,292	37.6%	\$11,024	47.9%
Wells	\$12,792	\$17,784	\$26,832	\$4,992	39.0%	\$9,048	50.9%
REGION TOTAL	\$14,676	\$19,712	\$31,871	\$5,036	34.3%	\$12,159	61.7%
STATE TOTAL	\$17,628	\$24,700	\$38,116	\$7,072	40.1%	\$13,416	54.3%
Source: North Dakota Workforce Intelligence Network							

The District lags behind the State in annual average wage for all employment and for the District’s highest paying industries. According to the North Dakota Workforce Intelligence Network, in 2012 the highest paying industries in Region VI ranged from \$45,136 in the finance and insurance industry in Logan County to \$78,156 in the utilities industry in Stutsman County.

Taxable Sales and Purchases

Total taxable sales and purchases in Region VI totaled roughly \$540 million in 2018, up from \$522 million in 2010, which increased from \$374 million in 2000. (See Table 4) Griggs and Logan counties had the lowest taxable sales and purchases in 2018 with \$3 million and \$4 million, respectively. Between 2010 and 2018, taxable sales and purchases in the District decreased by \$17.5 million. In comparison, between 2000 and 2010, taxable sales and purchases increased by 7.3 billion in the state of North Dakota and decreased by \$2.7 billion between 2010 and 2018. On the state level, the substantial decreases are a result of the population and economic boom in the western portion of the state due to oil and gas development that has since waned.

Table 4. ND Region VI – Taxable Sales and Purchases by County

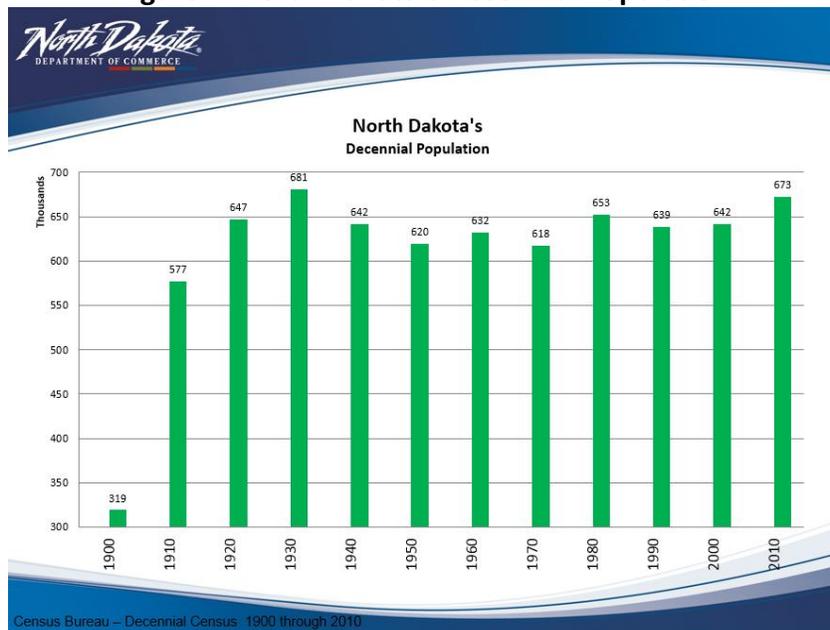
County	2000	2010	2018	2000-2010 Change	2010-2018 Change
Barnes	\$60,305,977	\$73,512,629	\$69,972,223	\$13,206,652	(\$3,540,406)
Dickey	\$21,990,919	\$35,878,414	\$37,326,306	\$13,887,495	\$1,447,892
Foster	\$32,210,857	\$52,327,392	\$54,688,694	\$20,116,535	\$2,361,302
Griggs	\$14,741,312	\$17,586,014	\$14,168,989	\$2,844,702	(\$3,417,025)
LaMoure	\$21,886,215	\$43,553,221	\$30,994,622	\$21,667,006	(\$12,558,599)
Logan	\$8,784,930	\$12,688,471	\$10,145,828	\$3,903,541	(\$2,542,643)
McIntosh	\$18,643,308	\$27,316,766	\$26,658,482	\$8,673,458	(\$658,284)
Stutsman	\$168,897,484	\$224,300,177	\$259,046,357	\$55,402,693	\$34,746,180
Wells	\$26,656,674	\$34,673,870	\$36,355,638	\$8,017,196	\$1,681,768
Region Total	\$374,117,676	\$521,836,954	\$539,357,139	\$147,719,278	\$17,520,185
State Total	\$6,829,081,807	\$14,181,133,773	\$11,501,777,720	\$7,352,051,966	(\$2,679,356,053)

Source: ND Office of Tax Commissioner

Population

Out-migration, which has been ongoing since the Great Depression, has had the greatest effect on population change and decline. The main reasons for out-migration are lack of skilled and high paying jobs, individuals seeking better employment opportunities, further education, and greater economic and social opportunities. The District’s farm-based economy has seen an increase in the size of the average farm since 1930 as small-scale farming has proven to be unsustainable. The population of each county in Region VI peaked in 1930 shortly before the Great Depression and has been declining each decade since. In 1930, Region VI had a population of 111,535 people and declined by 45.1 percent (50,261 people) to 61,274 people in 2000.

Figure 4. North Dakota’s Decennial Population



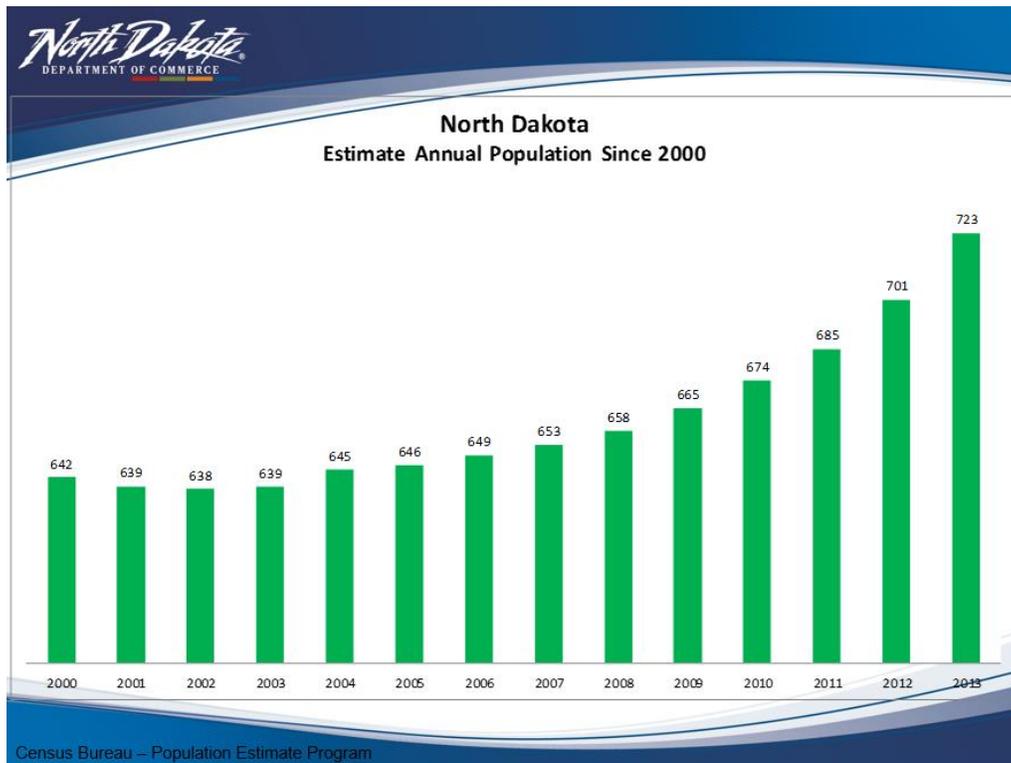
Source: North Dakota Census Bureau. North Dakota Department of Commerce

As of the 2010 US Census, Region VI contained 56,363 people and 24,482 households, or approximately 8.4 percent of the state’s total population, down from 9.6 percent in 2000. (See Table 10, page 22) Between 2000 and 2010, the District’s population declined by 5,091 people (8.3 percent loss) while the number of households dropped by 944 (3.7 percent loss) The rate of decline in households was low relative to the decline in population suggesting a trend toward decreasing household sizes in the District.

The city of Jamestown, with a population of 15,427 as of the 2010 US Census, is the largest city in the District and the District’s major trade and employment center. Valley City is the second largest with a population of 6,585 as of the 2010 US Census and is also a trade and employment center. The District has numerous small cities that serve as agricultural product gathering and distribution sites. Access to a railroad, interstate highway and natural gas are a key determinants to the viability and sustainability of the towns in the District.

This continuous loss of population means fewer people in the workforce to fill jobs, which will hinder future economic growth. However, the 2020 projections, predicated upon the relative health of the major employers in the area, in addition to projected job growth, illustrate a reversal of population decline. The pace of growth is not expected to match the growth experienced throughout the state, which is projected to experience 22.8 percent population growth between 2010 and 2020. Most of the state’s growth will occur in west and northwest sections of the state due to the oil and gas development in the Bakken formation.

Figure 5. North Dakota Estimate Annual Population Since 2000



Source: North Dakota Census Bureau. North Dakota Department of Commerce

Table 6. ND Region VI – Population and Household Growth Trends 1910-1960

POPULATION AND HOUSEHOLD GROWTH TRENDS														
SOUTH CENTRAL DAKOTA REGIONAL COUNCIL - NORTH DAKOTA PLANNING REGION VI														
1910-2020														
	1910-1930		1930-1940		1940-1950		1950-1960		-- Change --					
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.		
POPULATION														
Barnes	18,066	18,678	18,804	17,814	16,884	16,719	738	4.1%	-990	-5.3%	-930	-5.2%	-165	-1.0%
Dickey	9,839	10,499	10,877	9,696	9,121	8,147	1,038	10.5%	-1,181	-10.9%	-575	-5.9%	-974	-10.7%
Foster	5,313	6,108	6,353	5,824	5,337	5,361	1,040	19.6%	-529	-8.3%	-487	-8.4%	24	0.4%
Griggs	6,274	7,402	6,889	5,818	5,460	5,023	615	9.8%	-1,071	-15.5%	-358	-6.2%	-437	-8.0%
LaMoure	10,724	11,564	11,517	10,298	9,498	8,705	793	7.4%	-1,219	-10.6%	-800	-7.8%	-793	-8.3%
Logan	6,168	7,723	8,089	7,561	6,357	5,369	1,921	31.1%	-528	-6.5%	-1,204	-15.9%	-988	-15.5%
McIntosh	7,251	9,010	9,621	8,984	7,590	6,702	2,370	32.7%	-637	-6.6%	-1,394	-15.5%	-888	-11.7%
Stutsman	18,189	24,575	26,100	23,495	24,158	25,137	7,911	43.5%	-2,605	-10.0%	663	2.8%	979	4.1%
Wells	11,814	12,957	13,285	11,198	10,417	9,237	1,471	12.5%	-2,087	-15.7%	-781	-7.0%	-1,180	-11.3%
REGION TOTAL	93,638	108,516	111,535	100,688	94,822	90,400	17,897	19.1%	-10,847	-9.7%	-5,866	-5.8%	-4,422	-4.0%
North Dakota	577,056	646,872	680,845	641,395	619,636	632,446	103,789	18.0%	-39,450	-5.8%	-21,759	-3.4%	12,810	2.1%
HOUSEHOLDS														
Barnes	NA	NA	NA	NA	4,743	5,787	--	--	--	--	--	--	1,044	22.0%
Dickey	NA	NA	NA	NA	2,520	2,534	--	--	--	--	--	--	14	0.6%
Foster	NA	NA	NA	NA	1,470	2,122	--	--	--	--	--	--	652	44.4%
Griggs	NA	NA	NA	NA	1,484	2,604	--	--	--	--	--	--	1,120	75.5%
LaMoure	NA	NA	NA	NA	2,486	4,561	--	--	--	--	--	--	2,075	83.5%
Logan	NA	NA	NA	NA	1,539	3,273	--	--	--	--	--	--	1,734	112.7%
McIntosh	NA	NA	NA	NA	2,019	3,050	--	--	--	--	--	--	1,031	51.1%
Stutsman	NA	NA	NA	NA	6,673	6,314	--	--	--	--	--	--	-359	-5.4%
Wells	NA	NA	NA	NA	2,934	4,518	--	--	--	--	--	--	1,584	54.0%
REGION TOTAL	NA	NA	NA	NA	25,868	34,763	--	--	--	--	--	--	8,895	34.39%
North Dakota	--	--	--	--	167,469	206,130	--	--	--	--	--	--	38,661	23.1%
Household Size					3.67	2.60								

Sources: U.S. Census Bureau; North Dakota Statewide Housing Needs Assessment; Housing Needs Assessment for The North Dakota Planning Region VI

In 2000, sixty (60) incorporated cities were located in the District with a population of 41,458 consisting of 67.5 percent of the District’s population. Eight of the District’s cities had a population of 1,000 or more with 52.6 percent of the District’s population living in these communities. As of 2010, there are still sixty (60) incorporated cities located in the District with a population of 39,163, a loss of 2,295. The share of the District’s population living in incorporated cities rose to 69.5 percent. The number of cities with populations over 1,000 declined to seven as the city of Cooperstown declined from 1,053 to 984. Cities with over 1,000 people or more comprise 53.4 percent of the District’s population (30,112 people). (See Table 7)

Table 7. ND Region VI – Total Population of Incorporated Cities Summary

TOTAL POPULATION OF INCORPORATED CITIES			
REGION VI			
2010			
Region Cities	Number	Total	Percent of Region Total
1,000+	7	30,112	53.4%
500-999	5	3,977	7.1%
100 to 499	16	3,281	5.8%
Less than 100	32	1,793	3.2%
Total Incorporated Cities	60	39,163	69.5%
REGION TOTAL	--	56,363	
Source: US Census Bureau			

Table 13 on the following pages shows the population and median age in 2000 and 2010 for the sixty (60) incorporated cities in the District. Only three incorporated cities – Dazey, Kensal, and Spiritwood Lake – showed population increase between 2000 and 2010, while the remainder experienced decline. The two largest cities in the District, Jamestown and Valley City, showed population decline, losing by approximately 100 and 241 people, declines of 0.6 percent and 3.5 percent, respectively.

Median age decreased in nineteen (19) of the incorporated cities between 2000 and 2010, but increased for the remaining forty-two (42) incorporated cities, highlighting the trend of an overall aging population. The city with the lowest median age was Buchanan with 31.3, and the highest was McHenry with 71.3. The city of Buchanan is a suburb of nearby Jamestown where many families with children reside. The two largest cities in the District, Jamestown and Valley City, had a 2010 median age of 39.9 and 42.1, respectively.

By comparison, the State of North Dakota experienced a population increase of 30,391 between, 2000 and 2010. This increase equates to a 4.7 percent growth rate, the largest in the State since the 1970s when the state experienced a growth rate of 5.7 percent with an increase of approximately 35,000 residents.

Table 8. ND Region VI – Comparison of Total Population of Incorporated Cities and Median Age

TOTAL POPULATION OF INCORPORATED CITIES AND MEDIAN AGE									
REGION VI									
2000 & 2010									
City	County	2000		2010		Change 2000 to 2010			
		Population	Median Age	Population	Median Age	Population		Median Age	
						No.	Pct.	No.	Pct.
Dazey	Barnes	91	41.5	104	38.0	13	14.3%	-3.5	-8.4%
Fingal	Barnes	133	34.3	97	41.5	-36	-27.1%	7.2	21.0%
Kathryn	Barnes	63	47.8	52	59.7	-11	-17.5%	11.9	24.9%
Leal	Barnes	36	33.5	20	53.0	-16	-44.4%	19.5	58.2%
Litchville	Barnes	191	41.2	172	49.2	-19	-9.9%	8.0	19.4%
Nome	Barnes	70	43.0	62	47.5	-8	-11.4%	4.5	10.5%
Oriska	Barnes	128	32.2	118	41.3	-10	-7.8%	9.1	28.3%
Pillsbury	Barnes	24	43.0	12	64.5	-12	-50.0%	21.5	50.0%
Rogers	Barnes	61	43.8	46	40.5	-15	-24.6%	-3.3	-7.5%
Sanborn	Barnes	194	36.8	192	44.0	-2	-1.0%	7.2	19.6%
Sibley	Barnes	46	55.0	30	67.0	-16	-34.8%	12.0	21.8%
Valley City	Barnes	6,826	40.6	6,585	42.1	-241	-3.5%	1.5	3.7%
Wimbledon	Barnes	237	42.5	216	40.0	-21	-8.9%	-2.5	-5.9%
Ellendale	Dickey	1,559	37.8	1,394	37.3	-165	-10.6%	-0.5	-1.3%
Forbes	Dickey	64	52.0	53	58.8	-11	-17.2%	6.8	13.1%
Fullerton	Dickey	85	31.3	54	49.0	-31	-36.5%	17.7	56.5%
Ludden	Dickey	29	49.8	23	59.8	-6	-20.7%	10.0	20.1%
Monango	Dickey	28	43.0	36	32.0	8	28.6%	-11.0	-25.6%
Oakes	Dickey	1,979	41.9	1,856	45.7	-123	-6.2%	3.8	9.1%
Carrington	Foster	2,268	39.9	2,065	46.0	-203	-9.0%	6.1	15.3%
Glenfield	Foster	134	39.7	91	47.8	-43	-32.1%	8.1	20.4%
Grace City	Foster	71	37.3	63	36.5	-8	-11.3%	-0.8	-2.1%
McHenry, city	Foster	71	63.5	56	71.3	-15	-21.1%	7.8	12.3%
Binford	Griggs	201	47.1	183	54.5	-18	-9.0%	7.4	15.7%
Cooperstown	Griggs	1,053	48.2	984	52.3	-69	-6.6%	4.1	8.5%
Hannaford	Griggs	181	46.6	131	51.9	-50	-27.6%	5.3	11.4%
Berlin	LaMoure	35	46.5	34	43.5	-1	-2.9%	-3.0	-6.5%
Dickey, city	LaMoure	57	43.3	42	39.0	-15	-26.3%	-4.3	-9.9%
Edgeley	LaMoure	637	46.9	563	51.3	-74	-11.6%	4.4	9.4%
Jud	LaMoure	76	53.5	72	54.0	-4	-5.3%	0.5	0.9%
Kulm	LaMoure	422	55.6	354	51.3	-68	-16.1%	-4.3	-7.7%
LaMoure, city	LaMoure	944	41.4	889	46.7	-55	-5.8%	5.3	12.8%
Marion	LaMoure	164	49.0	133	50.3	-31	-18.9%	1.3	2.7%
Verona	LaMoure	108	37.0	85	45.5	-23	-21.3%	8.5	23.0%
Fredonia	Logan	51	40.5	46	49.7	-5	-9.8%	9.2	22.7%
Gackle	Logan	335	61.1	310	56.9	-25	-7.5%	-4.2	-6.9%
Napoleon	Logan	587	50.2	792	48.9	205	34.9%	-1.3	-2.6%
Ashley	McIntosh	882	64.0	749	64.3	-133	-15.1%	0.3	0.5%
Lehr	McIntosh	114	63.0	80	69.5	-34	-29.8%	6.5	10.3%
Venturia	McIntosh	23	47.8	10	59.5	-13	-56.5%	11.7	24.5%
Wishek	McIntosh	1,122	53.5	1,002	51.5	-120	-10.7%	-2.0	-3.7%
Zeeland	McIntosh	151	56.6	86	56.0	-65	-43.0%	-0.6	-1.1%
Buchanan	Stutsman	77	34.5	90	31.3	13	16.9%	-3.2	-9.3%
Cleveland	Stutsman	112	42.0	83	44.5	-29	-25.9%	2.5	6.0%
Courtenay	Stutsman	53	43.5	45	50.5	-8	-15.1%	7.0	16.1%
Jamestown	Stutsman	15,527	38.6	15,427	39.9	-100	-0.6%	1.3	3.4%
Kensal	Stutsman	161	46.8	163	46.2	2	1.2%	-0.6	-1.3%
Medina	Stutsman	335	49.6	308	43.3	-27	-8.1%	-6.3	-12.7%
Montpelier	Stutsman	103	41.8	87	44.8	-16	-15.5%	3.0	7.2%
Pingree	Stutsman	66	31.5	60	33.0	-6	-9.1%	1.5	4.8%
Spiritwood Lake, city	Stutsman	72	47.0	90	55.3	18	25.0%	8.3	17.7%
Streeter	Stutsman	172	55.5	170	52.8	-2	-1.2%	-2.7	-4.9%
Woodworth	Stutsman	80	45.0	50	56.5	-30	-37.5%	11.5	25.6%

(Continued)

Table 9 (continued). ND Region VI – Comparison of Total Population of Incorporated Cities and Median Age

City	County	2000		2010		Change 2000 to 2010			
		Population	Median Age	Population	Median Age	Population		Median Age	
						No.	Pct.	No.	Pct.
Bowdon	Wells	139	66.3	131	63.9	-8	-5.8%	-2.4	-3.6%
Cathay	Wells	56	43.8	43	47.5	-13	-23.2%	3.7	8.4%
Fessenden	Wells	625	43.8	479	52.7	-146	-23.4%	8.9	20.3%
Hamberg	Wells	28	45.0	21	56.3	-7	-25.0%	11.3	25.1%
Harvey	Wells	1,989	48.9	1,783	51.5	-206	-10.4%	2.6	5.3%
Hurdsfield	Wells	91	54.8	84	51.2	-7	-7.7%	-3.6	-6.6%
Sykeston	Wells	153	45.5	117	53.9	-36	-23.5%	8.4	18.5%
State of North Dakota		642,200	36.2	672,591	37.0	30,391	4.7%	0.8	2.2%

Source: US Census Bureau

Household Tenure

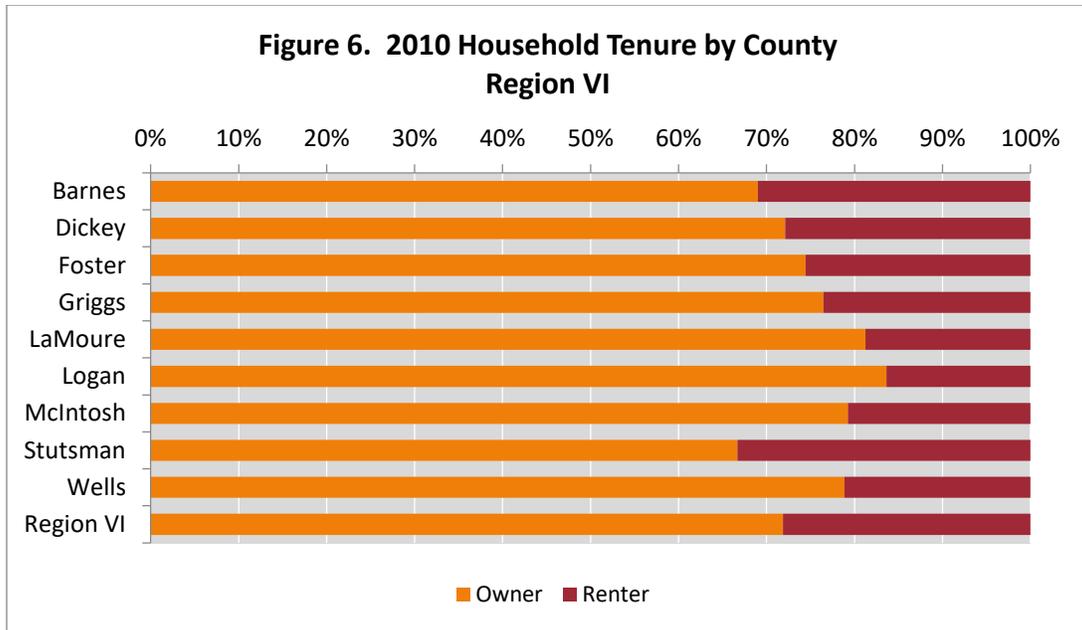
Household tenure (the legal right people have to live in a house or apartment) information is important in understanding household trends in a given area to better understand the need for future housing development. In the District, approximately 71.9 percent of all households owned their housing in 2010, giving it a higher home ownership rate in comparison to North Dakota (65.4 percent owned in 2010). Within the District, Logan County had the highest ownership rate at 83.6 percent while Stutsman County had the highest renter rate at 33.3 percent. (See Table 14.)

Table 10. ND Region VI – Comparison of Household Tenure 2000 and 2010

County	2000					2010				
	Owner	Pct.	Renter	Pct.	Total	Owner	Pct.	Renter	Pct.	Total
Barnes	3,475	71.2	1,409	28.8	4,884	3,330	69.0	1,496	31.0	4,826
Dickey	1,632	71.5	651	28.5	2,283	1,572	72.1	608	27.9	2,180
Foster	1,145	74.4	395	25.6	1,540	1,113	74.4	382	25.6	1,495
Griggs	922	78.3	256	21.7	1,178	865	76.5	266	23.5	1,131
LaMoure	1,565	80.6	377	19.4	1,942	1,483	81.3	342	18.7	1,825
Logan	826	85.8	137	14.2	963	705	83.6	138	16.4	843
McIntosh	1,219	83.1	248	16.9	1,467	1,036	79.3	271	20.7	1,307
Stutsman	6,013	67.2	2,941	32.8	8,954	5,957	66.7	2,974	33.3	8,931
Wells	1,694	76.5	521	23.5	2,215	1,532	78.8	411	21.2	1,943
TOTAL	18,491	72.7	6,935	27.3	25,426	17,593	71.9	6,888	28.1	24,481

Sources: U.S. Census; Housing Needs Assessment for The North Dakota Planning Region VI

Between 2000 and 2010, the District lost 898 owner households (4.9 percent loss), while the number of renter households declined by 47 (0.7 percent loss). All counties experienced a decline in owner households during the decade. While Barnes, Griggs, McIntosh, and Stutsman counties all gained renter households. (See Figure 6.)



Source: Housing Needs Assessment for the N.D. Planning Region VI, 2013

Transportation Access

Major transportation routes are U.S. Highways 52 and 281, Interstate Highway 94, and numerous additional state highways including 200, 36, 46, 1, 11, 13, 56, 9, 30, 3, 32, 26, 45, and 65 serve the area.

Three major railroad tracks and two short-line freight railroads cross the region. A Burlington Northern Santa Fe Railroad track crosses east to west along U.S. Interstate 94 and a northwest-southeast track crosses the counties of Wells, Foster, Griggs and Barnes. The Canadian Pacific Railroad passes through the counties of Wells, Foster, Stutsman, and Barnes. Two short-line freight railroads serve the region. The Dakota Missouri Valley and Western Railroad operates in North Dakota, South Dakota and Montana. It cuts east to west through the counties of Logan, McIntosh, LaMoure, and Dickey counties in the region. The Red River Valley and Western Railroad cuts north to south through the counties of Foster, Stutsman, LaMoure and Dickey.

According to the North Dakota Aeronautics Commission, the District has one commercial service airport and 14 general aviation airports. In addition, there are numerous private airfields.

Jamestown has the only commercial air service in the region. The Jamestown Regional Airport is operated by the Jamestown Regional Airport Authority. Air service is provided by SkyWest Airlines with flights to Denver. SkyWest, in partnership with United Airlines, will offer jet service on a Bombardier CRJ-200 serving the Denver International Airport with eleven round-trip flights per week. Flying lessons, charter flights, aircraft sales and rentals, aircraft repairs, fuel, and general aviation support can be obtained from on-airport businesses.

General aviation airports are located in the cities of Harvey, Fessenden, Carrington, Cooperstown, Valley City, Gackle, Napoleon, Wishek, Edgeley, Kulm, Ashley, LaMoure Ellendale and Oakes. These airports are available for crop spraying, leisure, pilot training, individual, and corporate planes.

Education

North Dakota has consistently been one of the states providing the best education in the nation. Students in the region score among the top in the nation. Two schools in the District: Wm. Gussner Elementary, Jamestown, and Edgeley Elementary School, Edgeley, received the National Blue Ribbon Award for Academic Achievement.

Education is rated among the region's top assets. Quality education continues to be a factor in recruiting workers and businesses into the region. The continued out-migration in the area threatens the education of the region. Educational facilities through high school are generally good to excellent. The continued dwindling population base is threatening more of the small-town elementary and high schools. Numerous school Districts have combined to continue to provide a quality curriculum. In 2007 the Wimbledon-Courtenay, North Central - Rogers and Spiritwood school Districts combined to form Barnes County North School District.

In a comparison of the 2013-2014 enrollment to the 2018-2019 enrollment, schools serving the District have had a decrease of 160 students in grades kindergarten through six, grades seven and eight lost 58 students and grades nine through 12 lost 58 students.

In addition to the public schools, there are several private schools: St. Catherine Elementary School in Valley City, St. Johns Academy in Jamestown, Hillcrest SDA School in Jamestown, and Victory Christian School in Jamestown.

Serving students with special needs are the Anne Carlsen Center in Jamestown, the South Central Prairie Special Education Unit in Napoleon, the Lonetree Special Education Unit in Harvey, the Sheyenne Valley Special Education Unit in Valley City, Griggs/Steele/Trail Special Education Unit in Portland, and the Buffalo Valley Special Education Unit in Jamestown.

The region has three career and technology centers serving primarily high school students: Sheyenne Valley Area Career and Technology in Valley City, James Valley Area Career and Technology Center in Jamestown, and the Southeast Region Career and Technology Center in Oakes.

Table 11. Comparison of Enrollment Public School Districts Serving ND Region VI

Public School District	County	2013-2014					2018-2019			
		K-6	7-8	9-12	Total		K-6	7-8	9-12	Total
Litchville-Marion	Barnes	55	12	44	111		79	11	22	112
Valley City	Barnes	567	168	349	1084		459	186	353	998
Barnes County North	Barnes	149	35	92	276		115	38	82	235
Ellendale	Dickey	171	54	95	320		151	55	85	291
Oakes	Dickey	278	67	150	495		281	80	129	490
Carrington	Foster	267	90	163	520		263	81	149	493
Griggs County	Griggs	122	25	87	234		139	35	72	246
Midkota	Griggs	82	19	33	134		102	25	75	177
Edgeley	LaMoure	129	35	51	215		103	38	75	216
Kulm	LaMoure	76	16	32	124		69	19	41	129
LaMoure	LaMoure	179	48	87	314		152	66	106	321
Gackle-Streeter	LaMoure	51	11	31	93		63	15	19	97
Napoleon	Logan	127	42	83	252		125	31	83	239
Ashley	McIntosh	69	24	40	133		69	24	46	139
Wishek	McIntosh	106	28	69	203		122	26	53	201
Zeeland	McIntosh	22	6	20	48		10	8	10	28
Jamestown	Stutsman	1110	311	679	2100		903	539	696	2138
Kensal	Stutsman	20	9	12	41		33	0	0	33
Medina	Stutsman	75	24	59	158		91	17	42	150
Montpelier	Stutsman	45	12	45	102		51	21	30	102
Pingree-Buchanan	Stutsman	71	31	45	147		80	22	27	129
Fessenden-Bowdon	Wells	80	12	40	132		230	27	33	290
Harvey	Wells	215	86	111	412		216	43	132	391
Totals:		4066	1,165	2417	7648		3906	1107	2360	7373

Source: ND Department of Public Instruction

Institutions of Higher Education

Three institutions of higher education are located in the region. Plus one state college offers onsite workforce training:

- University of Jamestown, in Jamestown, Stutsman County, is a private, liberal arts four-year college established in 1883, which grants Bachelor of Arts, Bachelor of Science, and Bachelor of Science in nursing degrees. University of Jamestown offers more than 40 areas of study.
- Valley City State University in Valley City, Barnes County, is a four-year institution in the North Dakota University System, that offers more than 80 degree programs in teacher education, information technology, business, communication arts, social science, math, science, health, physical education, art, music, and fish and wildlife, and offers degrees in nursing in partnership with Dakota College in Bottineau. VCSU offers the only undergraduate software engineering

degree in North Dakota. Online and distance education options include a Master of Education (M.Ed.), graduate and undergraduate programs in Technology Education, and an endorsement in English Language Learners (ELL)/English as a Second Language (ESL).

- Trinity Bible College, Ellendale, Dickey County, is a private two- and four-year institution that awards Bachelor of Arts, Associate of Arts and one-year certificates.
- North Dakota State College of Science also offers workforce-training programs in the region. NDSCS is working with businesses, community leaders and legislators to identify if a workforce training center could be developed in Jamestown to serve the central portion of the state.

Other university and college courses are available to people in the District through online classes.

Health Care

Health care continues to be a concern in the region as rural communities struggle to find health care professionals willing to move to rural areas. The reimbursement for services and lack of population to allow for economy of scale also impact healthcare providers.

The District was fortunate to have the Jamestown Regional Medical Center in Jamestown obtain federal grants and loans to build a new medical facility near Interstate 94. (The former hospital building was retrofitted to provide senior housing, senior services and office space.)

Health Care Facilities in the District by counties:

Barnes County

Mercy Hospital, Valley City
CHI Health and Home, Valley City
The Legacy Place, Valley City
Barnes County Social Services, Valley City
City-County Health District, Valley City
South Central Senior Services, Valley City
Gaukler Family Wellness Center, Valley City
Sheyenne Care Center, Valley City
Hi Soaring Eagle Ranch, Valley City
Retire Safely, Valley City
Sky Line Villa, Valley City
Open Door Center, Valley City
Open Door Group Home, Valley City
Sisters of Mary of the Presentation “Maryvale”, Valley City

Dickey County

Dickey County Social Services, Ellendale
Prince of Peace Care Center, Ellendale
Good Samaritan Society, Oakes
Evergreen Place, Ellendale
CHI Oakes Hospital, Oakes
Maryhill Manor, Enderlin

Foster County

Foster County Medical Center: Huber Jay MD, Carrington
CHI St. Alexius Health – Carrington Medical Center, Carrington
Foster County Public Health, Carrington
Golden Acres Manor, Carrington
Lutheran Home-Good Shepherd, New Rockford

Griggs County

Cooperstown Medical Center, Cooperstown

LaMoure County

Sanford Health LaMoure Clinic, LaMoure
LaMoure County Public Health, LaMoure
Sanford Health Edgeley Clinic, Edgeley
St. Rose Care Center, LaMoure
Sanford Health: Karen A. Kaiser, LaMoure
Parkside Lutheran Nursing Home, Lisbon
North Dakota Veterans Home, Lisbon
Beverly Anne Assisted Living, Lisbon

Logan County

Gackle Nursing Home, Gackle
Napoleon Clinic, Napoleon
Central Valley Health Unit, Napoleon

McIntosh County

Ashley Medical Center, Ashley
Wishek Community Hospital, Wishek
Ashely Medical Center – Nursing, Ashley
Wishek Living Center, Wishek
Napoleon Care Center, Napoleon
Wishek Community Hospital & Clinics, Wishek

Stutsman County

Jamestown Regional Medical Center, Jamestown
North Dakota State Hospital, Jamestown
Ave Maria Village, Jamestown
Eventide at Hi-Acres Manor, Jamestown
Edgewood Senior Living, Jamestown
Bethal Home, Jamestown
Roseadele, Jamestown
Rock of Ages, Jamestown
Jamestown Hospital Hospice, Jamestown
Alpha Opportunities, Jamestown
Triumph Inc, Jamestown
Anne Carlson Center, Jamestown
Sanford Jamestown Dialysis, Jamestown

Sanford Health Clinic, Jamestown
Stutsman County Social Services, Jamestown
Jamestown Village, Jamestown
Heritage Centre, Jamestown

Wells County

Harvey Clinic, Harvey
Central Dakota Clinic, Harvey
Central Dakota Clinic, Fessenden
Wells County District Health Department, Fessenden
St. Aloisius Medical Center, Harvey
Jackson Group Home, Harvey
North Street Group Home, Harvey
Hav-It Industries, Harvey

Also, out-migration and the aging of the population threaten the emergency medical services. The region has fewer people to recruit for volunteer services, and volunteers are reaching ages that limit their ability to perform lifting and moving of patients. Those that are recruited for emergency services have jobs that take them out of their cities during business hours.

Analysis of Strengths, Weaknesses, Opportunities and Threats

The South Central Dakota Regional Council reviewed the analysis of stakeholders and held its own SWOT analysis. The following is a summary of the analysis. (See Appendices 1 and 2)

Strengths

Business Opportunities – Expansions and new Start-up businesses

- Banks are looking to loan funds
- Local economic development groups providing funding for businesses
- Diversity of businesses looking to locate in region
- Federal, state and local partnerships to assist businesses

Agricultural and production agricultural opportunities continues to expand

- Technology assisting ag businesses to grow opportunities
- Farmers and ranchers diversifying into other crops and livestock
 - Good farming economy helping farmers and ranchers to expand and add value to rural places

Economy of North Dakota

- Economy in state growing and expanding
- Region preparing for growth with better planning and identifying opportunities
- Funding available from variety of resources to promote growth
- Location and transportation hubs in region benefiting local communities

Quality of Place and Medical Facilities

- New medical facilities available
- Communities developing wellness centers
- Partnerships to support medical needs
- Expansion of fiber optic lines in rural areas
- Quality educational system which is growing
- Daycare facilities being developed
- Diversity of opportunities – hunting, fishing, industry, ag – “Embarrassment of Riches”
- Abundance of recreational opportunities, and quality tourism sites
- Great places for people to “hear the story” of a rich heritage

Return of Young People and the Energy Impact

- Promotion of state bringing more young people to state
- Support of “future” thinkers, not as close-minded
- “Can Do” attitudes helping address growth
- Good core volunteer groups
- Access to resources for business partnerships with energy related growth

Weaknesses

Workforce Education, Training and Skills, and Lack of Workforce

- Pay scale needs to be a “living wage”
- Competition for unemployed or underemployed workers, not enough people
- Winter weather a deterrent to workforce recruitment
- Aging of workforce, especially in the more southern counties
- Lack of skilled workforce for the jobs available
- Lack of work ethic
- Lack of desire to become a skilled worker
- Lack of knowledge of soft skills for majority of jobs
- People lack job loyalty
- Loss of ability to attract blue collar workers to white collar communities
- Lack of diversity of workforce
 - Need to promote two-year degrees for the trade skills, rather than pushing for four-year degrees
 - Student loans and size of loans make things more difficult for new employees
 - Lack of knowledge of critical thinking skills and lack of teaching such skills
 - Generational disconnect of what to expect from a working environment
 - Lack of business participation in workforce training, planning, and support
 - “Colleges and universities should do it”
 - Disconnect between education and business. “Let the other party do it.”
 - Technology changing and older employees struggle to move forward

Money Going out of State/Lack of Investment and Leadership

- Not enough money to entice businesses to region, especially smaller communities
- Lack of incentives to encourage people to find work regionally
- Too many good job opportunities in the “West”

- More money to be made in oil field jobs
- Loss of blue collar workers to these jobs
- Lack of communication and collaboration within stakeholders – “silos”
- Lack of vehicles to invest funds in local communities
- Lack of Angel Fund investors in our region
- State funds should and must include investments in Region VI and other areas of similar demographics

Opportunities

- Tourism
- Young People – trades opportunities
- Valley City State University and University of Jamestown
- North Dakota State College of Science trades education
- Historic Preservation
- Local Public /Business In Vo/Tec – collaboration between employers and Career and Technology Centers

Threats

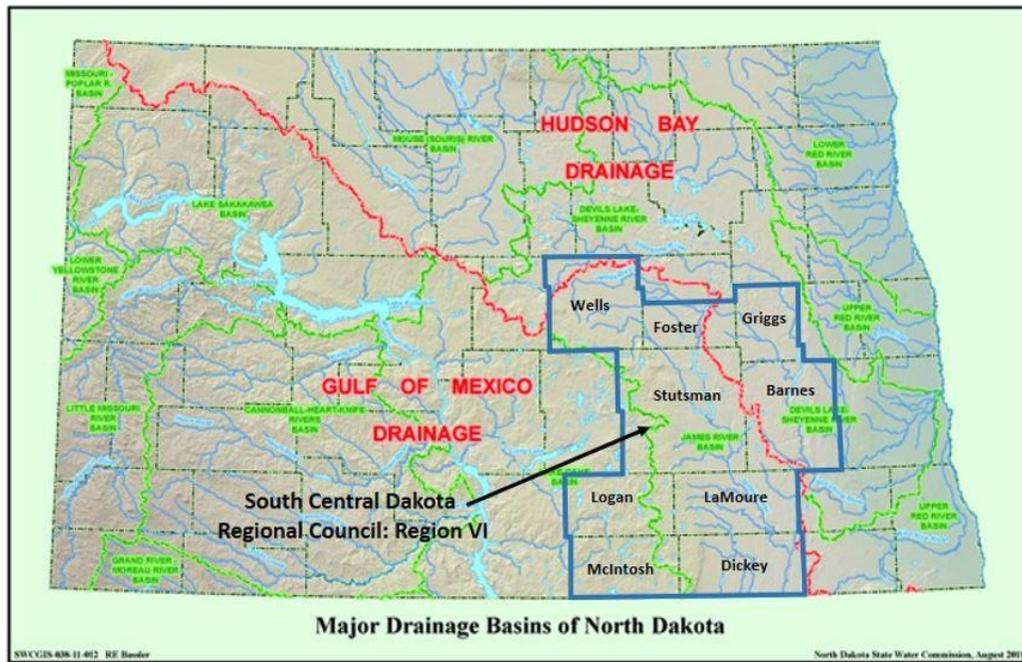
- Lack of trust in government / dysfunctional congress
- Loss of business – lack of workforce
- Deferred maintenance and infrastructure
- Age of business owners
- Permanent flood protection and related costs

2 ENVIRONMENT AND NATURAL RESOURCES DATA AND ANALYSIS

Topography

The topography of the area ranges from flat grasslands to rolling hills and river valleys. The most significant physical feature of the area is the Great Northern Divide, or Laurentian Divide, as shown on the map below in Red. Water north and east of the Divide flows to the Arctic Ocean by rivers to Hudson Bay, or directly to the Arctic. Water south and west of the Divide makes its way to the Atlantic Ocean by a variety of streams, including the Great Lakes and Saint Lawrence River to the east, and the Mississippi River to the Gulf of Mexico to the south.

Figure 7. Major Drainage Basins of North Dakota



Source: North Dakota State Water Commission

The James and Sheyenne rivers are the main rivers in the District. The James River is a tributary of the Missouri River and is approximately 700 miles in length and drains a basin of roughly 20,000 square miles in North and South Dakota. The river begins in Wells County near the city of Fessenden and flows through the city of Jamestown where it is impounded by the Jamestown Dam, forming the Jamestown Reservoir. The Pipestem River joins the Jamestown River in the city of Jamestown and flows directly south into Brown County, South Dakota.

The Sheyenne River is a major tributary of the Red River of the North and is approximately 600 miles in length. The river begins in Sheridan County and flows east-southeast before joining the Red River of the North in Fargo. The river is impounded by the Baldhill Dam and forms Lake Ashtabula north of Valley City, a major recreation area and tourist destination in North Dakota. The water in the Sheyenne River is also a water source for the cities of Valley City and Fargo. The river a source of flooding for the city of Valley City with the major floods occurring in the spring of 2009 and 2011. The closed basin of Devils Lake is being drained through the Sheyenne River north of Cooperstown in Griggs County. This excess water impacts the communities located along the Sheyenne River including Cooperstown and Valley City in the District.

Geology and Soils

Soils and surface features of the District's landscape are highly influenced by the complex geological activities of the past. The subsoil, or parent material, are mainly glacial deposits. All are calcareous and contain a great variety of rock materials. Glacial and end moraines and marginal moraines consist of a mixture of fine and coarse rock materials pushed up by the front edge of the advancing glacial ice. These materials are called glacial till.

Near ground moraine areas, the till is most commonly loam or clay loam with varying amounts of pebbles and stones. These areas are often called till plains and are very gently undulating to gently rolling with numerous small potholes. Glacial outwash, kames, and eskers consist of layered materials deposited by melt-water. They are usually loam, sandy loam, or sandy material over-layered gravels, gravelly sands, or sands. Outwash areas are usually level. Kames are often single hills and eskers are ridges.

Ground water aquifers will follow some of the ancient riverbeds or former outwash lakes. Several major aquifers underlie the District. They are of concern because of the irrigation and municipal water pumped from them and the recharging sources. The longevity of the aquifers and their potential for contamination is in question.

Vegetation

The District has limited native forestry. Most non-native trees were planted for field and farmstead protection and in towns. Mid-grass native prairie is the backbone of the livestock economy in the District. Thousands of acres of tame, cool-season grasses are used for hay land and pastureland. Major crops of the area are corn, soybeans and small grains. Livestock in the area is mostly beef cattle.

The District's landscape is dominated by intensively cultivated land planted annually to small grains and row crops. Less productive cropland and areas of rough terrain are scattered with hayfields and pasture areas respectively. Hayfields are usually dominated by domestic grasses and forbs.

Historical and Cultural Sites

The District has numerous identified and unidentified historical and cultural sites. It contains paleontological sites, archaeological sites, historical sites, buildings, and bridges, which are significant cultural resources. The area contains sites covering a wide array of past activities including prehistoric, tribal history, historic battlefields, homesteading, early settlements, transportation, and agricultural practices. Historic trails and routes, from the 1863 Sully Expedition and the 1839 Nicollet-Fremont Expedition crisscross the District. The James River Valley has some of the oldest prehistoric sites in the state of North Dakota. District staff works closely with the North Dakota Historical Society to identify any development impacts to historic and cultural sites.

North Dakota historic sites located in the region include:

Ronald Reagan Minuteman Missile State Historic Site consists of two sites. The Oscar-Zero site is located four miles north of Cooperstown on Highway 45. The second site, November-33 is located two miles east of Cooperstown on Highway 200. The site depicts the role intercontinental ballistic missile launch sites played in the Cold War years in North Dakota.

Whitestone Hill State Historic Site is located 23 miles southeast of Kulm in Dickey County. The site marks the location where on September 3, 1863, General Alfred Sully's troops attacked a tipi camp of Yanktonai, the Dakota, Hunkpapa Lakota, and Blackfeet (Sihhasapa Lakota). The site includes a portion of

the battlefield, a small museum and two monuments, one honoring the Indian dead and a second commemorating the soldiers who died in the battle.

Stutsman County Courthouse State Historic Site is located at 504 Third Avenue Southeast in Jamestown. Listed on the National Register of Historic Places, it is the oldest surviving courthouse in North Dakota. Meetings were held in the courthouse in preparation for statehood. The building is a rare example of Gothic-Revival style architecture.

Wadeson Cabin State Historic Site is located on the east bank of the Sheyenne River near Kathryn. The site is a hand-hewn oak log cabin, with dovetailed corners, that stands on its original fieldstone foundation. It was built in 1876 by Carl Jenson and his nephew Jon Bjerke. The cabin has served as a community hall, country store, pioneer home, and, finally, as an icehouse. A marker, beside a small parking area on the north side of the building, presents a short history of the site.

State or National Parks, or National Wildlife Refuges

There are no national parks located in the District. There is one State Park (Beaver Lake State Park) and two national wildlife refuges (Chase Lake and Arrowwood). There are also two wetland management Districts in the District that are not designated as national wildlife refuges but are managed by the United States Fish and Wildlife Service.

Beaver Lake State Park is the only state park in the District. Consisting of 283 acres, the park is situated on the western shore of Beaver Lake 17 miles southeast of the city of Napoleon in Logan County. The park is staffed year-around with camping, picnicking and water-based activities available from mid-May through the end of September. The park also features cabins for rent, RV pad sites, an amphitheater, showers, a boat ramp, swim beach, fishing area, playground and six non-motorized trails with 5.34 miles of path in a series of loops and segments. Beaver Lake State Park is managed as natural and scenic areas and is shown on the map below.

Fort Ransom State Park is located just outside the District in northwest Ransom County. The park opened in 1979 and is located in the Sheyenne River Valley, 34 miles south of Valley City or 20 miles northwest of Lisbon. The park features cabins, picnic shelters, 14 nature trails and a sodbuster building. It is located on one of North Dakota's officially designated Scenic Byways and Backways, the Sheyenne River Valley National Scenic Byway.

In addition, the District has state managed recreational areas, the **Doyle Memorial State Recreation Area** is located in the District. Located in Logan County on Green Lake, Doyle Memorial is leased by the city of Wishek. The area is popular for camping, fishing and boating. This small prairie recreation area, established in 1925, occupies a peninsula jutting into Green Lake in the rolling farmland of south central North Dakota.

Clausen Springs Dam Recreation Area is located 17 miles south of I-94, 1 mile east, 1 mile south of Kathryn. The lake is managed by the North Dakota Game and Fish Department in cooperation with the Barnes County Park Board. There is a boat dock, swimming beach, three vault toilets, and a new shower house. The park is managed by the Barnes County Park Board. It provides numerous camping sites with or without electricity and plenty of day use opportunities. The park is well shaded and nicely maintained.

Little Yellowstone Park is managed by the Barnes County Park Board. It is a 27-acre campground and multi-use recreation area located 4 miles south and 1 mile east of Kathryn on State Highway 46. It provides 34 campsites – 14 electrical and 20 more secluded primitive (non-electrical) campsites.

Jamestown Reservoir is located two miles north of Jamestown. It is managed by the U.S. Department of Interior Bureau of Reclamation in cooperation with Stutsman County Park Board. It has modern campground, concession, boat rental, primitive camping, water, electric hookups, seven boat launches, seven picnic shelters, two swimming beaches, three miles of hard-surfaced walking and biking trails, a world-class disc golf course, and 2,492 acres of water surface area. Available species include pike, walleye, crappie, bluegill, small mouth bass, muskie, and bullhead. The reservoir is created by the Jamestown Dam, a rolled-earth dam spanning the James River. The dam was constructed in 1953 as a flood control measure.

Pipestem Dam is located five miles north of Jamestown on U.S. Highways 52 and 281. It is managed by the U.S. Army Corps of Engineers. The 840-acre lake offers year-round recreational opportunities including trails, camping, fishing, picnicking and wildlife viewing.

Lake Ashtabula, created by the Baldhill Dam on the Sheyenne River, is located 12 miles northeast of Valley City on Barnes County Road 19. The dam was built in 1950 as a project of the U.S. Army Corps of Engineers providing flood protection, augmenting water supplies in dry years, providing recreational and wildlife habitat year-round. Available species include fathead minnow, northern pike, walleye, and yellow perch. The lake is 5,174 acres in size. The Corps of Engineers operates seven recreation areas at Lake Ashtabula, providing a variety of facilities and services, and actively manages 14 separate wildlife areas at Lake Ashtabula. These areas provide quality habitat for many species of wildlife.

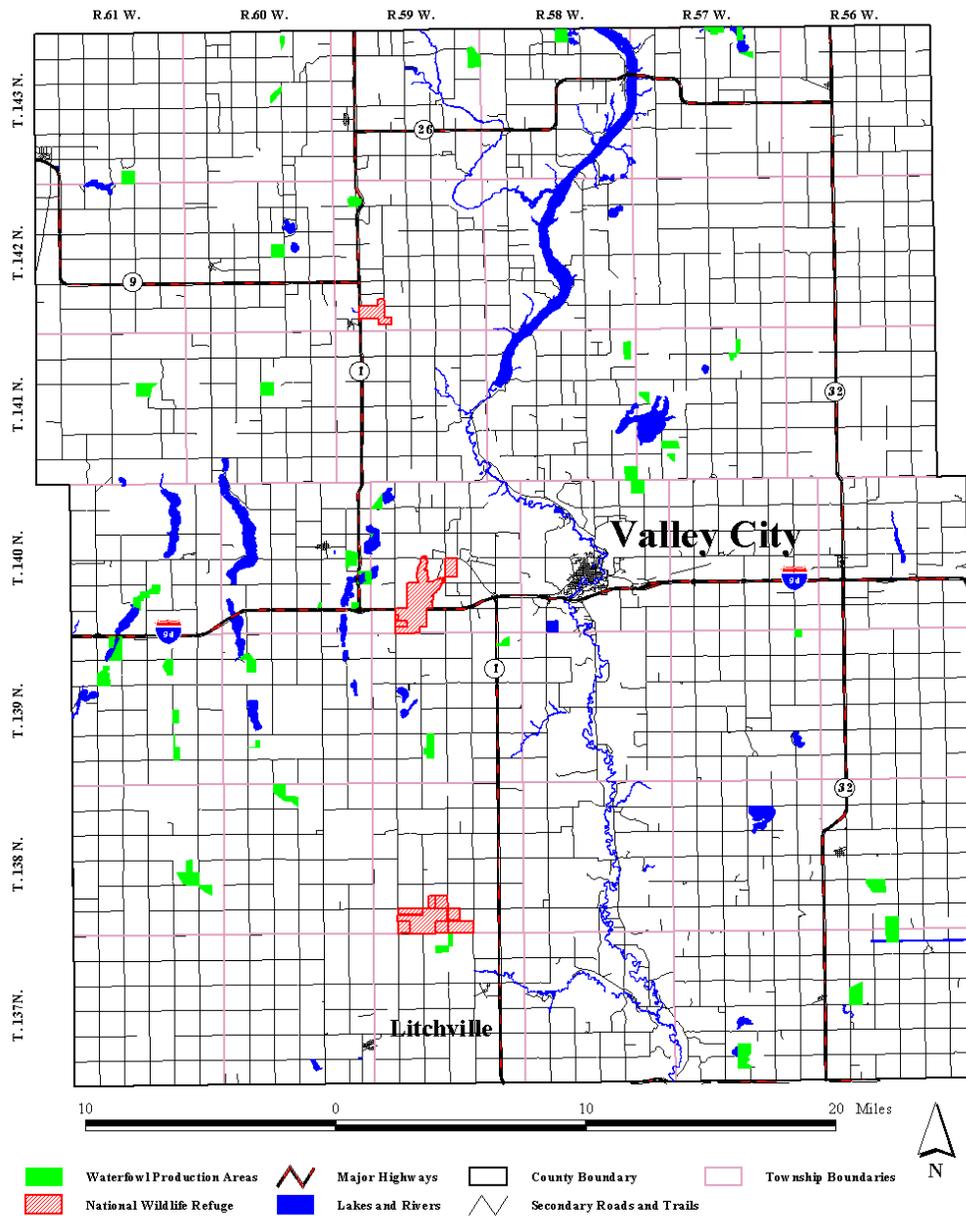
The District has several national wildlife refuges and waterfowl protection areas.

Chase Lake National Wildlife Refuge was designated by Congress in 1975. It has a total of 4,155 acres. The refuge consists mainly of Chase Lake and two islands therein, which serve as the breeding ground and habitat for roughly 20,000 white pelicans, one of the largest colonies in North America. The two islands are strictly off-limits to birders. While technically 4,385 acres in size, 230 acres were not designated as Wilderness as they are separated from the rest of the refuge by a power line. Chase Lake constitutes more than half of the refuge with the remaining acreage consisting of grassland and wetland with little tree coverage.

Arrowwood National Wildlife Refuge was established in 1935 to serve as a refuge and breeding ground for migratory birds. Arrowwood is located along the James River in near the city of Pingree in Stutsman County, 26 miles north of the city of Jamestown. The refuge consists of 15,934 acres. It is made up of lakes, marshes, prairie grasslands, wooded coulees and cultivated fields. Recreational activities include hunting, fishing, canoeing, non-motorized boating, and cross-country skiing during winter months and berry picking.

The District has numerous Waterfowl Production Areas, Wildlife Development Areas, and Wildlife Protection Areas. These areas are managed by the U.S. Fish and Wildlife. These unique areas are key assets to the development, growth and sustainability of tourism in the District. They also limit some industrial development projects that could damage these areas and their missions. These areas in each of the District's nine county are identified in the following figures of maps from the U.S. Fish and Wildlife:

Figure 8. Waterfowl Production Areas and National Wildlife Refuges in Barnes County



Barnes County, North Dakota
U.S. Fish & Wildlife Service - Valley City Wetland Management District

Figure 9. Waterfowl Production Areas in Dickey County

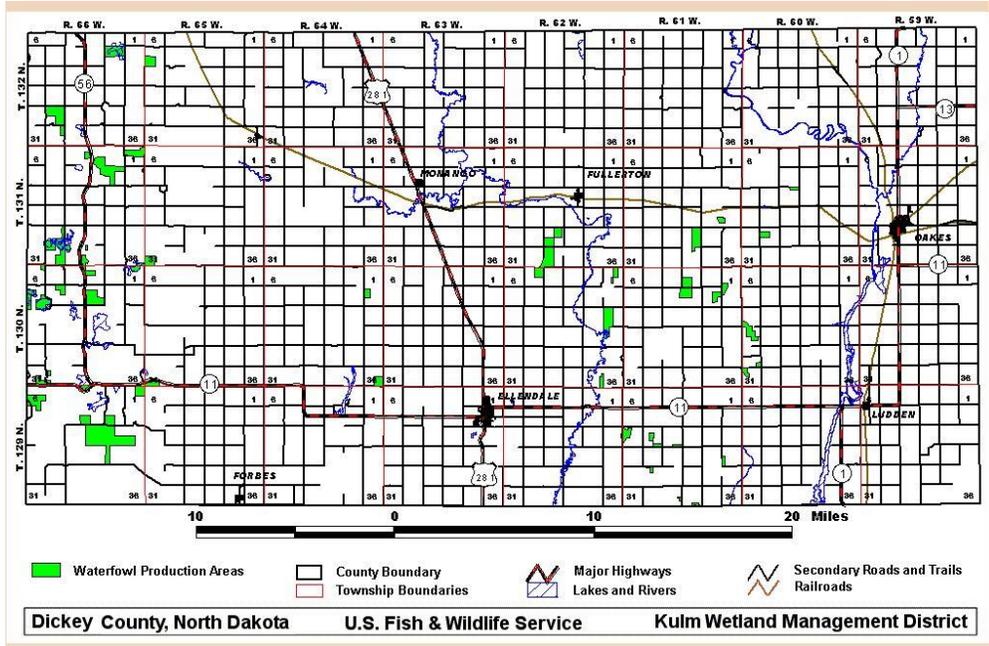


Figure 10. Waterfowl Production Areas in Foster County

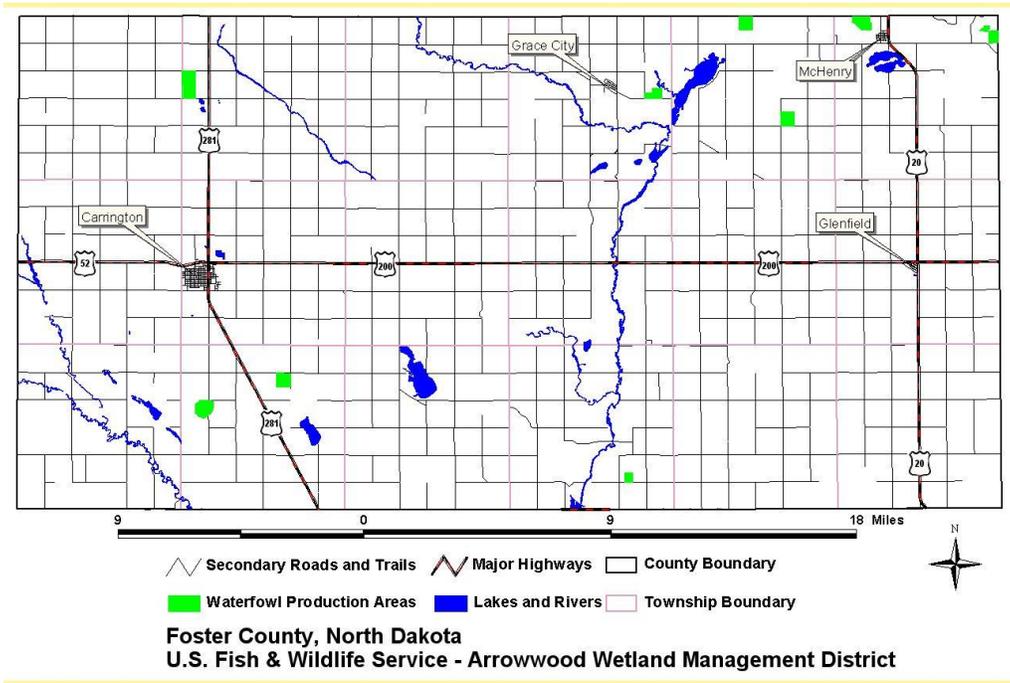
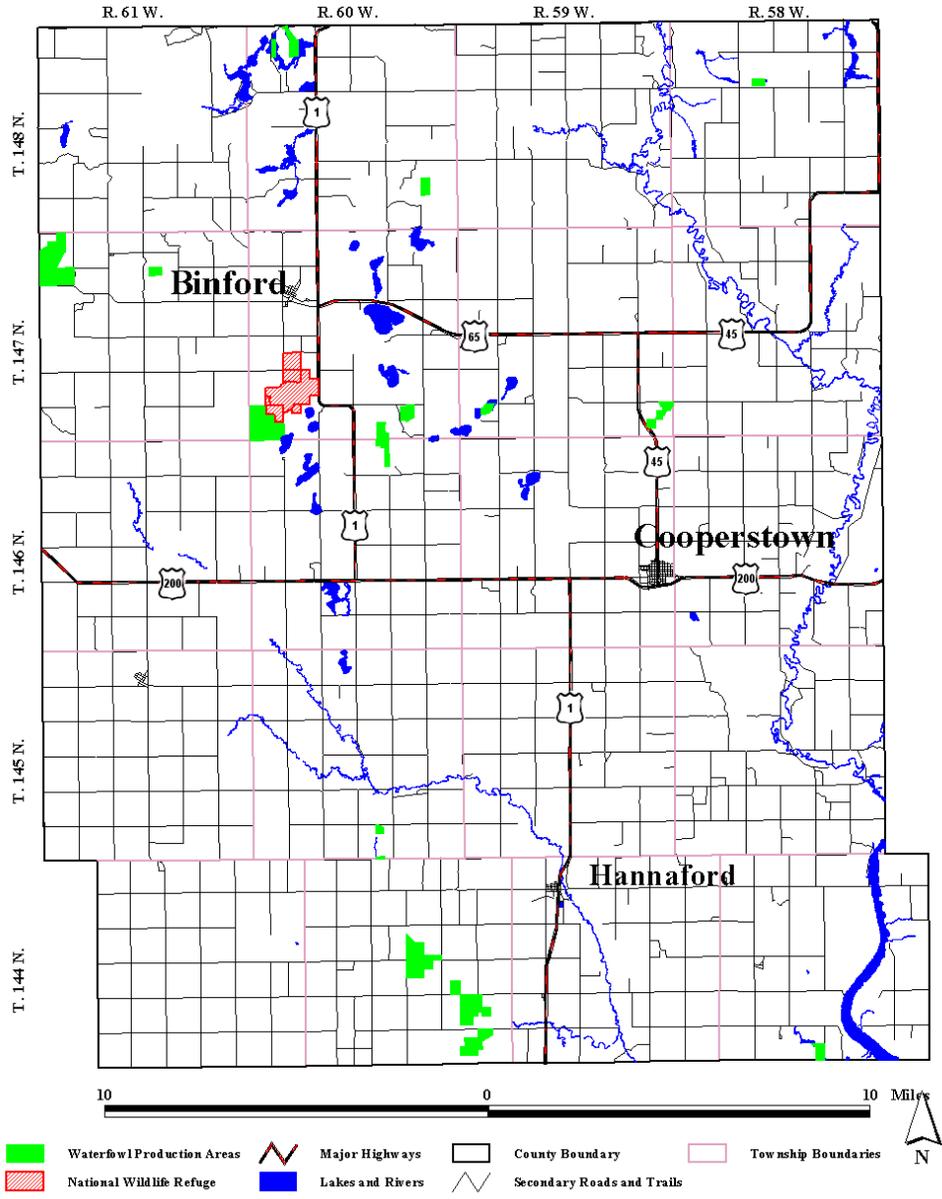


Figure 11. Waterfowl Production Areas and National Wildlife Refuges in Griggs County



Griggs County, North Dakota
U.S. Fish & Wildlife Service - Valley City Wetland Management District

Figure 12. Waterfowl Production Areas in LaMoure County

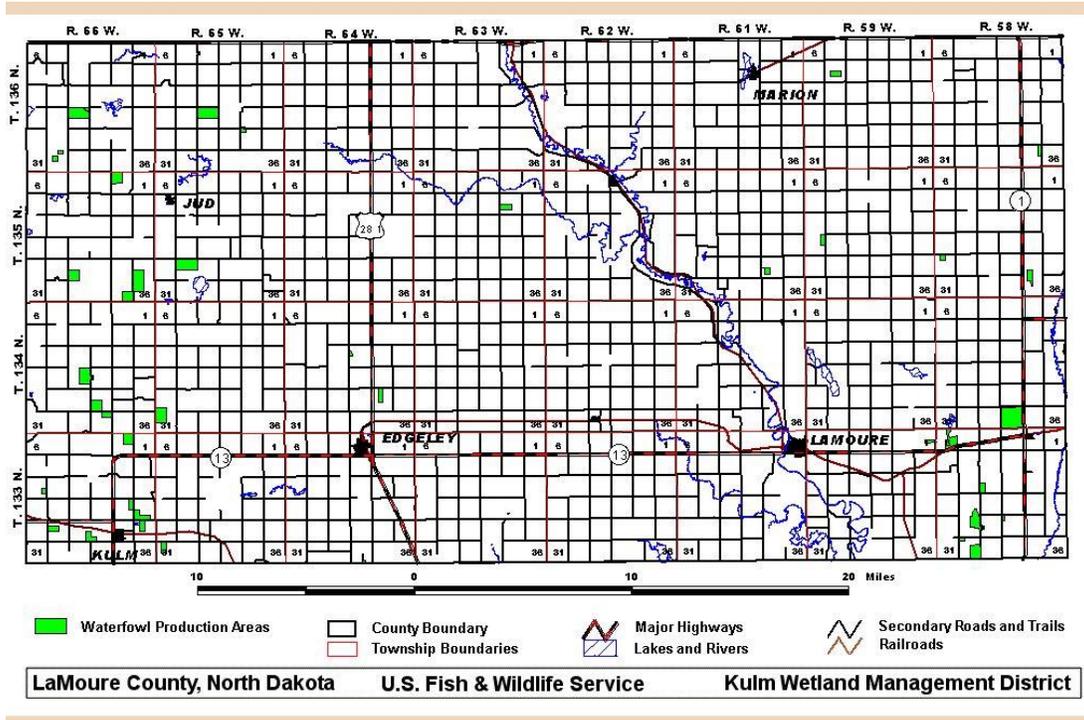


Figure 13. Waterfowl Production Areas in Logan County

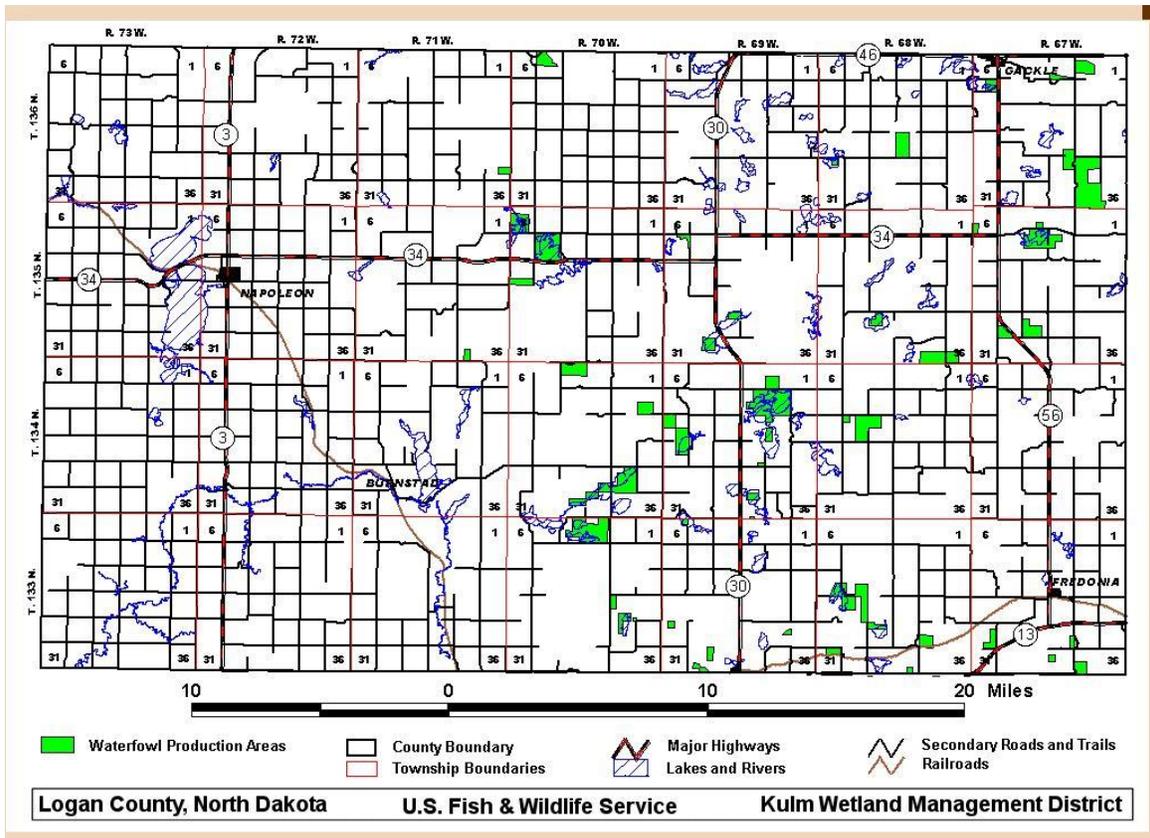


Figure 14. Waterfowl Production Areas in McIntosh County

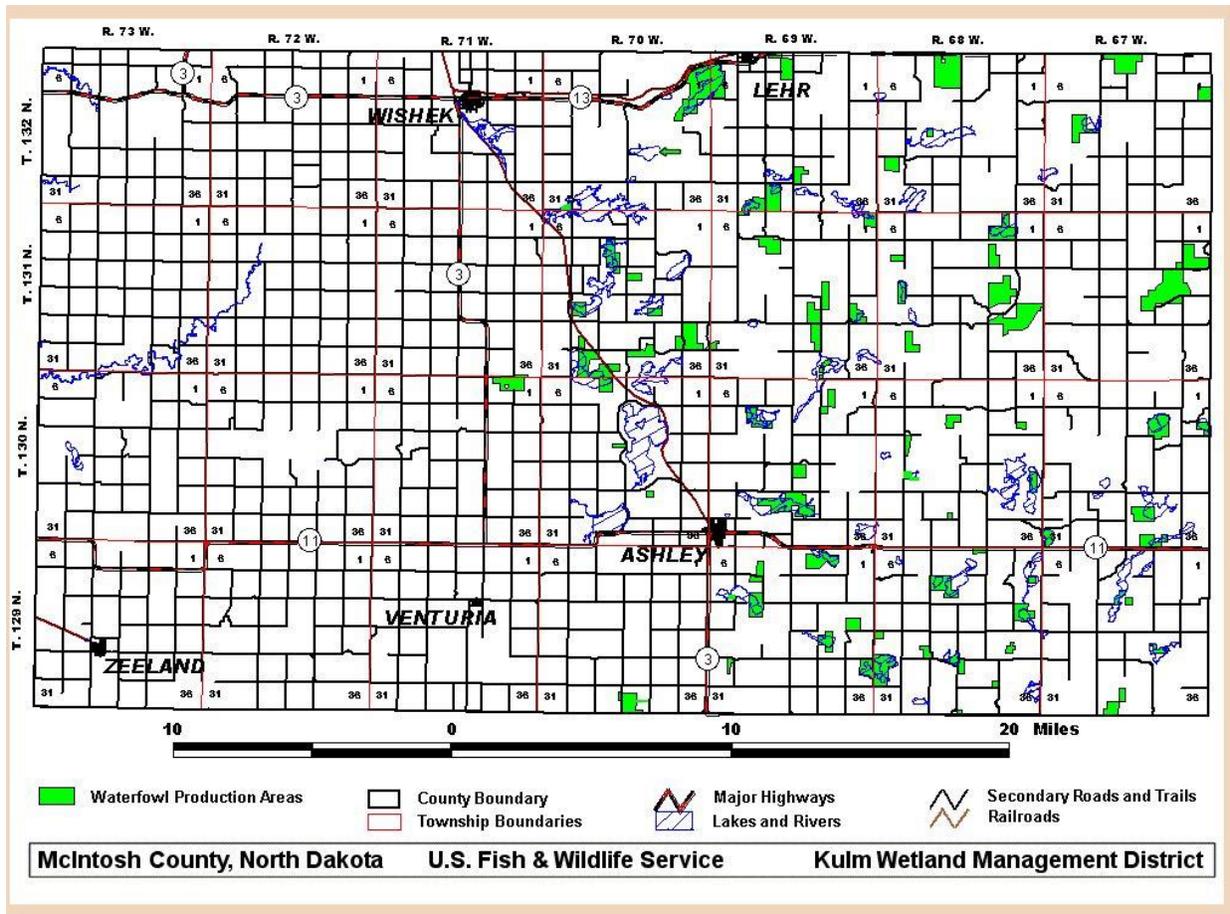
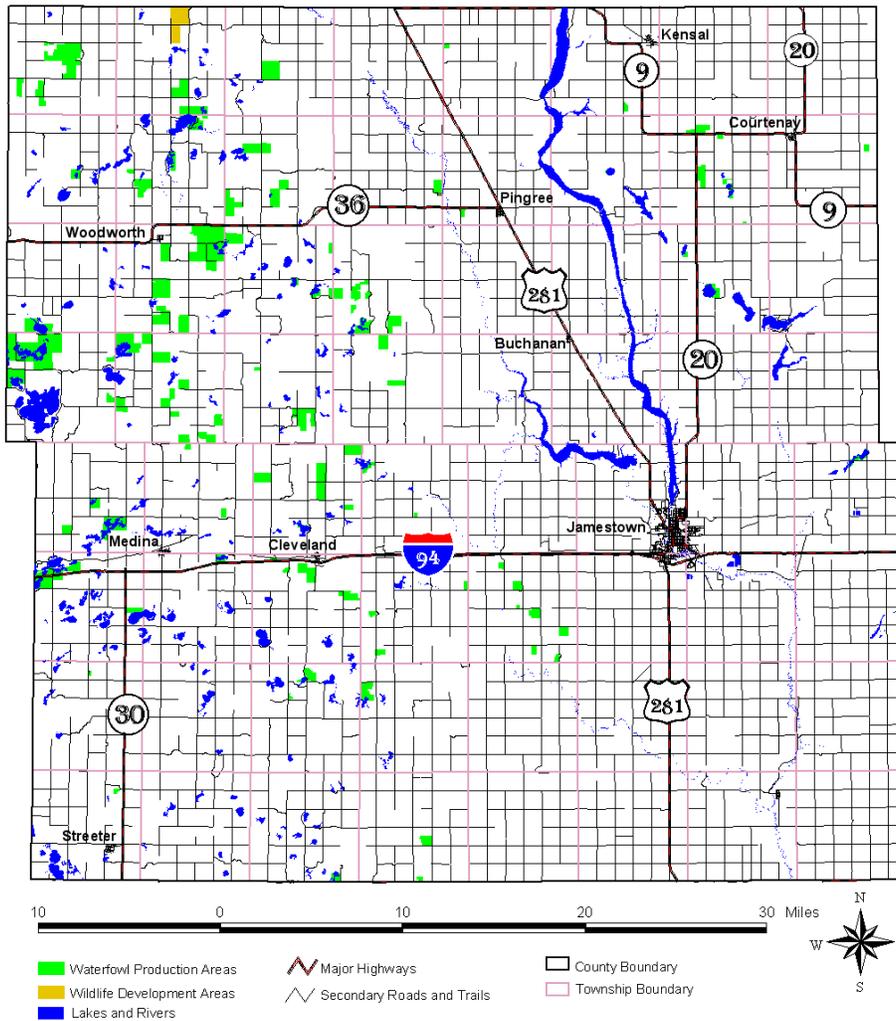


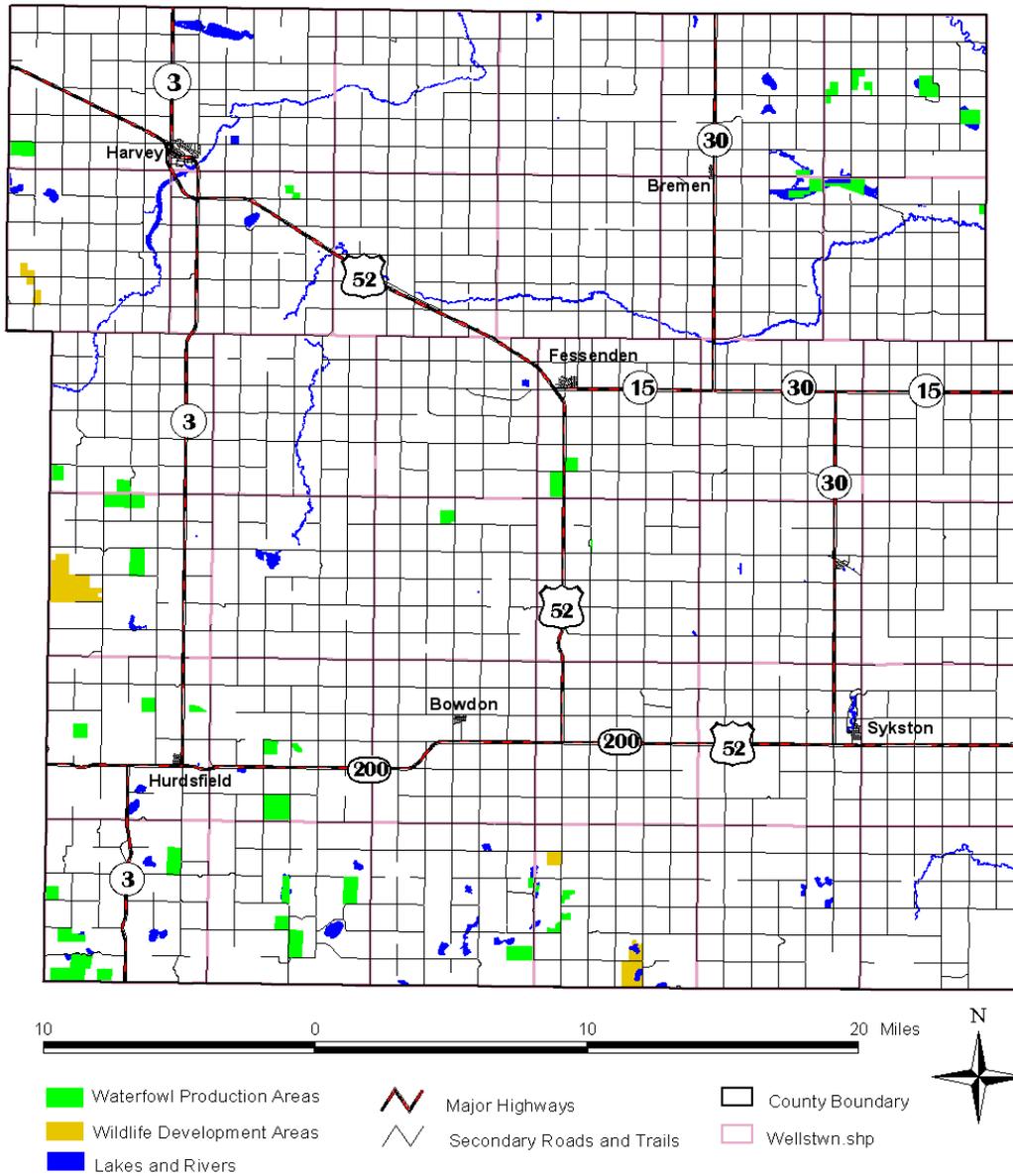
Figure 15. Waterfowl Production Areas in Stutsman County



Stutsman County, North Dakota

U.S. Fish and Wildlife Service Chase Lake Wetland Management District

Figure 16. Waterfowl Production Areas in Wells County



Wells County, North Dakota
U.S. Fish and Wildlife Service Chase Lake Wetland Management District

Wilderness Areas

There are no wilderness areas in the District, or the state of North Dakota, under the Wilderness Act of 1964.

Wild or Scenic Rivers

There are no wild or scenic rivers located in the District, or the state of North Dakota, under the Wild and Scenic Rivers act of 1968.

Endangered Species

U.S. Fish and Wildlife have identified numerous species of birds, mammals, and insects in North Dakota as the state's federally listed endangered, threatened, and candidate species – 1995. Source: U. S. Fish and Wildlife Services, Bismarck, ND, Northern Prairie Wildlife Research Center Online, Jamestown, ND.

The following are birds and mammals in North Dakota are listed as the state's federally listed endangered, threatened, and candidate species that are listed with sightings or range within the District:

Birds

- Bald Eagle (*Haliaeetus leucocephalus*) – Threatened
- Whooping Crane (*Grus americana*) – Endangered
- Piping Plover (*Charadrius melodus*) – Threatened

Mammals

- Gray Wolf (*Canis lupus*) – Endangered

Other Endangered species in the state of North Dakota, but not identified as specifically in the District are:

- Birds: Least Tern: Endangered
- Mammals: Black-Footed Ferret: Endangered
- Fish: Pallid Sturgeon: Endangered
- Plant: Western Prairie Fringed Orchid: Threatened

National Grasslands

There are no national grasslands located in the District under the management of the United States Forest Service.

Prime/Unique Agricultural Lands

Prime and/or unique agricultural lands are important farmlands, including lands identified with soils that are prime, unique, or statewide or locally important farmland, are subject to the provisions of the Farmland Protection Policy Act under the Agriculture and Food Act of 1981. Table 16 highlights the number of acres per county in the District by rating classification.

Prime Farmland as defined by the U.S. Department of Agriculture, is land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is

available for these uses. It could be cultivated land, pastureland, forestland, or other land, but it is not urban or built-up land or water areas.

Unique farmland is land other than prime farmland that is used for the production of specific high-value food and fiber crops, such as citrus, tree nuts, olives, cranberries, and other fruits and vegetables.

Farmland of Statewide Importance is land that does not meet the criteria for prime or unique farmland, but is still used for the production of food, feed, fiber, forage, and oilseed crops. Generally, this land includes areas of soils that nearly meet the requirements for prime farmland and that economically produce high yields of crops when treated and managed according to acceptable farming methods. “Farmland of Statewide Importance” may include tracts of land that have been designated for agriculture by State law.

Farmland of Local Importance is land not identified as having national or statewide importance, but is still used for the production of food, feed, fiber, forage, and oilseed crops. There is no “Farmland of Local Importance” in the District.

Prime Farmland is found abundant in and comprises the most amount of total acreage in the following counties: Barnes (49.1 percent), Dickey (35.8 percent), Foster (58.7 percent), Griggs (42.5 percent), LaMoure (59.1 percent), Stutsman (30.6 percent) and Wells (51.6 percent). “Prime Farmland” only consisted of 2.7 percent and 6.1 percent of the total acreage of farmland in Logan and McIntosh counties, respectively. In total, there is 2,544,067 acres of “Prime Farmland” comprising 36.9 percent of the total 6,888,980 acres in the District.

In addition to “Prime Farmland” there are areas of farmland that would be rated “Prime,” if they were drained or irrigated. Barnes and Griggs counties contain the greatest amount of Prime Farmland (if drained) in the District with 167,552 and 48,345 acres, respectively. There are approximately 753 acres of prime farmland (if irrigated) in Logan County and 192 acres in McIntosh County.

Counties with the most farmland rated as “Not Prime” in percent of total acreage can be found in Logan (69.7 percent), McIntosh (60.5 percent) and Stutsman (50.2 percent) counties. Farmland of Statewide Importance is most common in McIntosh, Dickey and Logan counties with 31.7 percent, 29.8 percent and 21.9 percent, respectively. LaMoure, Stutsman and Wells counties have between 14.4 percent and 15.7 percent of total land rated as Farmland of Statewide Importance. Barnes, Foster and Griggs counties have below 10 percent.

Superfund or Brownfield Sites

There are no Superfund or Brownfield sites located in the District.

Sole Source Aquifers

There are no sole source aquifers in North Dakota. The U.S. Environmental Protection Agency defines a sole or principal source aquifer as one which supplies at least 50 percent of the drinking water consumed in the area overlying the aquifer. There are several aquifers supplying water in the region and are identified on the N.D. State Water Commission, N.D. Department of Health, and U.S. Geological Survey websites.

Environmental Restraints and Relationship to Economic Conditions

The South Central Dakota Regional Council held a meeting to specifically discuss the region's environment in relationship to economic conditions on September 26, 2013.

Representatives from nearly 30 entities from county and regional water resource boards, soil conservation Districts, health units, North Dakota state agencies, U.S.D.A. Farm Service Agencies, and U.S. Fish and Wildlife were invited to review and discuss the District's environmental resources and issues in relationship to sustainable economic development projects in the nine counties. (See Appendix 2)

In addition, the Regional Council hosted a Solid Waste and Recycling Summit on July 10, 2013, in Jamestown. The environmental impact of municipal waste, disaster debris and waste, and recycling were discussed.

Disaster and Economic Recovery and Resiliency

Flooding has had a continuous negative impact on the economy of the region. Counties in the District have been part of five Presidential Disaster Declarations since 2007. The counties as part of the declarations are:

2013 – Wells County

2011 – Barnes County

2010 – Barnes County

2009 – All nine counties: Barnes, Dickey, Foster, Griggs, LaMoure, Logan, McIntosh, Stutsman and Wells

2007 – Barnes, Dickey LaMoure, Logan and Stutsman

This flooding has damaged all types of infrastructure including water sources, sanitary sewer systems, roads and streets. In addition, the preparedness, response and recovery has taken a great deal of the District's governmental entities budgets. The District suffers losses from riverine flooding and closed basin flooding. The numerous years of excessive moisture has meant the growth of the closed basins. Flooding has caused loss of health and safety services and stopping or limiting commerce in some communities. The Regional Council has responded to assist in grant writing services and mitigation planning services. With the assistance of Regional Council staff, jurisdictions have accessed FEMA mitigation grant funds, Housing and Urban Development Community Development Block Grant funds, and U.S.D.A. Rural Development funds. Businesses have also accessed Small Business Administration funds.

Another issue with flood hazards in the region is the lack of counties being FEMA mapped. Without maps that identify the high hazard areas, everyone is required to pay the highest risk rate for flood insurance. The sparse population of the District leaves FEMA mapping as a low federal priority. FEMA mapping has become a federal priority and many of the counties in our district are continuously working with FEMA officials to complete flood maps.

In addition to flooding, the District is at risk for losses to severe summer weather, windstorms, drought, severe winter weather, fire, communicable diseases, transportation accidents, hazardous materials incidents, and dam failure.

The District's major economic base in agriculture increases its risk for economic losses from natural disasters, especially hail, windstorms, and drought. The large use of hazardous materials in agricultural

production and the chemicals being transported on trains and major highways through the region also increase the opportunity for hazardous materials releases.

Participants at the CEDS meetings identified the development of facilities that create waste water – specifically in the Spiritwood Energy Park – could have negative impacts on the region’s water sources. Specifically identified was the James River. Brown County, S.D., sent representatives to the District’s environmental meeting to identify concerns.

While the region’s rivers, lakes and wetlands are cause for concern from flooding, they are also critical in the tourism cluster that capitalizes on hunting, fishing, bird watching and camping. The numerous federal properties managed by U.S. Fish and Wildlife, U.S. Army Corps of Engineers, U.S. Geological Survey and U.S. Department of Interior Bureau of Reclamation mean there are a large percentage of highly paid federal employees in the District.

Participants also identified the development of wind farms in the midst of major bird production areas and migration flyways could negatively impact birds and endangered species.

Consideration of native prairie and highly erodible land was identified since agriculture is the major economic engine in the region. When property with wetlands is developed for industry, the wetlands must be mitigated. Participants encouraged keeping mitigated wetlands to as close as possible to the wetland area being mitigated, except for airports. This maintains the birds and wildlife using the wetlands. Participants identified concern for available land to mitigate future development. Counties maintain wetland banks for infrastructure development needs.

The group identified one risk in the region as abandoned wells on former farmsteads. The removal of buildings and change in ownership of the land mean unmarked abandoned wells present a hazard for people and wildlife falling into the wells and contamination of ground water.

Air quality issues with dust from non-paved roads were discussed at the District’s environmental meetings and at mitigation planning meetings in the region.

3 VISION AND MISSION

The vision of the South Central Dakota Regional Council is to be a coordinated group of leaders working together to improve the quality of place in the District.

The Regional Council serves as a liaison, innovator, and facilitator of dialogue and actions among the nine counties, the state of North Dakota, the federal government and the businesses and nonprofit organizations serving the area.

4 GOALS

Following numerous meetings of the CEDS Committee and stakeholders, goals and objectives were reviewed and updated. The District's goals are created to be adaptable to allow the District's changing needs to be addressed as the region grows and evolves. The following goals have been identified and ranked:

Rank	Goal
1	Support the development of a workforce that provides sustainability and growth opportunities for the region
2	Provide support for the maintenance and improvement of infrastructure for regional growth
3	Manage the SCDRC organization in an efficient manner and access the resources for a viable regional council that is effective in assisting the nine-county region to plan and grow
4	Create a quality of place where people want to live and raise their families
5	Support business development and provide access to business capital that allows businesses to expand, diversify and build upon existing sectors and to grow new sectors
6	Explore and investigate opportunities for energy and natural resource development while continuing to support and grow agricultural opportunities in the region through value-added agricultural options
7	Disaster Preparedness and Community Resiliency Increase the region's resilience to disasters
8	Collaborate and develop partnerships that will share information, tools and investment for growth in the region

Workforce Development		Rank Priority High Medium or Low
Goal 1: Support the development of a workforce that provides sustainability and growth opportunities for the region		
Objective	Encourage educational partners to utilize local, state and federal economic development partners and businesses to ensure workforce needs are understood and met	
Strategy	Identify and support partnerships with training and educational partners to develop skills needed for a quality, available workforce	Medium
Strategy	Support the development of a workforce council/group that works with businesses to address workforce needs	Medium
Strategy	Explore the need for a workforce training facility and/or encourage colleges and universities to expand capacity to meet the workforce needs of the private sector in specific information technology services, wind and natural gas monitoring and maintenance, CNC driven manufacturing equipment, robotics, trade skills such as electricians, welders, soft skills training, etc.	Medium

Objective	Identify tools and funding to assist in workforce development	
Strategy	Provide opportunities for businesses to participate in workforce training funding to increase and enhance their employees' skills	High
Strategy	Partner with state and federal agencies to share knowledge of regional labor needs and to access their funding programs	Medium
Strategy	Conduct regular workforce training needs assessments	Low

Objective	Create our own workforce by retaining youth in the region	
Strategy	Create programs to inform students about opportunities for jobs, careers, and education in the region	High
Strategy	Create opportunities for students to engage and volunteer in their community	Medium
Strategy	Showcase the vast options for jobs and careers through community tours, job fairs, speaker bureaus, etc.	Low

Objective	Recruit workers to the region	
Strategy	Recruit workers from outside the region and state through partnerships with businesses and government entities	Medium
Strategy	Encourage employment of a regional workforce development person and encourage entities to partner and contract for services	Low
Strategy	Encourage wages and benefits that will maintain and draw people to the area	Medium

Infrastructure Development Goal 2: Provide support for the maintenance and improvement of infrastructure for regional growth		Rank Priority High Medium or Low
Objective	Support development of infrastructure to encourage economic growth	
Strategy	Maintain and expand road, streets, water and sewer in communities to assure health and safety	High
Strategy	Support transportation enhancements for regional and local businesses	Medium
Strategy	Encourage the development and expansion of natural gas pipelines	Medium
Strategy	Educate, inform and partner with legislators and state agencies to maintain and develop infrastructure in the region	Medium
Strategy	Develop and expand technology for communication, business growth and quality of life	Medium
Strategy	Provide funding through existing local, state and federal programs to support water/sewer infrastructure projects	High
Strategy	Collect and share data to address waste management issues in the region	Medium
Strategy	Provide information about funding programs to support infrastructure enhancement for local communities to include housing development	Medium

Objective	Identify housing expansion opportunities and support communities expanding housing options to address demand	
Strategy	Share housing assessment findings with communities and developers	Medium
Strategy	Provide information about tools available to communities to support new housing development and/or rehabilitation	High
Strategy	Increase participation in housing dialogue	

South Central Dakota Regional Council Operations and Partnerships Goal 3: Manage the SCDRC organization in an efficient manner and access the resources for a viable regional council that is effective in assisting the nine-county region to plan and grow		Rank Priority High Medium or Low
Objective	Enhance staff and board capabilities and structure	
Strategy	Review bylaws, committee procedures, personnel policies, etc., to assure compliance with state and federal regulations	Medium
Strategy	Provide and/or attend professional development, leadership and technical training programs for staff, board members and key stakeholders in the region	Medium

Objective	Maintain quality staff to provide services in region	
Strategy	Maintain fully qualified staff	High
Strategy	Ensure continued appropriate professional development and technical training programs for staff	High

Objective	Stabilize long-term office financing	
Strategy	Continue contractual relationships with state and federal agencies and develop new contracts with state agencies, federal agencies and foundations	High
Strategy	Maintain a membership fee schedule to keep pace with inflation and to assure matching funds for contractual relationships	Medium
Strategy	Continue to provide contract work to local members	Medium
Strategy	Develop new contractual relationship with Bush Foundation and/or others to identify needs, build consensus and develop projects to provide needed services.	High

Community Development		Rank Priority High Medium or Low
Goal 4: Create a quality of place where people want to live and raise their families		
Objective	Work with jurisdictions to develop long-range plans to sustain, preserve, and grow the region	
Strategy	Assist in the development and updating city, township and county plans for proactive planned growth	High
Strategy	Facilitate forums and discussions to bring diverse groups together to discuss issues and opportunities to encourage consensus and partnerships for growth and sustainability of local communities	Medium

Objective	Support tourism and recreational growth opportunities	
Strategy	Encourage the incorporation of trails, parks and recreational areas in plans	Medium
Strategy	Identify and support historic sites and preservation efforts	Low
Strategy	Assist startup, expansion, and retention of viable tourism operations with technical assistance, financial planning and business planning.	Medium
Strategy	Identify and assist entities and communities to capitalize and promote specialty foods, farm tours, and agri-tourism opportunities	Medium
Strategy	Increase and improve quality of lodging opportunities	Medium
Strategy	Encourage training opportunities for communities and tourism operators	Low

Objective	Promote the region through marketing and internet opportunities	
Strategy	Assist in compiling data to allow communities and tourism entities to make good decisions	Low
Strategy	Encourage the development of a regional brand and market the region within and outside of the state in tandem with state tourism	Medium
Strategy	Assist businesses, entrepreneurs and communities to explore opportunities for regional tourism packages	Medium
Objective	Promote the quality services that region provides – education, medical facilities,	

	general services	
Strategy	Compile demographic data to allow communities, emergency services, and health care providers to make good, sustainable decisions	Medium
Strategy	Encourage communication of health care providers in the region to enhance and improve services and make them more accessible	Medium
Strategy	Support tools and incentives that assist in the recruitment of health care professionals	Medium
Strategy	Encourage health care workforce training and recruitment opportunities	Medium
Strategy	Explore hospital Districts to improve care and maintain within reasonable driving distance	Medium
Strategy	Continue to support expansion of medical facilities into small communities	Medium
Strategy	Support emergency service training to enhance existing skills in the rural communities	Medium
Strategy	Support and provide technical assistance to entities seeking funding for medical equipment	Medium

Business Supports		Rank
Goal 5: Support business development and provide access to technical assistance and business capital that allows businesses to expand, diversify and build upon existing sectors and to grow new sectors		Priority High Medium or Low
Objective	Technical Assistance	
Strategy	Provide technical assistance and planning services to entrepreneurs and businesses for business startup, expansion, and/or evaluation	High
Strategy	Identify and/or develop training and educational opportunities to enhance existing business practices for business owners	Medium
Strategy	Provide training for business consultants and economic developers to enhance their skills to provide better services to the regional businesses	Medium
Strategy	Identify and quantify all funding programs available to support business development with a database of support services	Medium

Objective	Business Capital	
Strategy	Partner and leverage funding sources to provide financing for startup and expansion ventures	High
Strategy	Identify strategic partners to enhance business development opportunities	Medium
Strategy	Educate key players in what funding is available and how to access it, thus providing more equity options in the region	High
Strategy	Identify and develop tools to encourage more local investment in the local communities	Medium
Economic Development		Rank

Goal 6: Explore and investigate opportunities for sustainable energy and natural resource development while continuing to support and grow agricultural opportunities in the region.		Priority High Medium or Low
Objective	Expand opportunities for value-added agriculture	
Strategy	Provide technical assistance for existing value-added agricultural companies to explore new national and international markets and trade opportunities	Medium
Strategy	Research value-added processes in agricultural and energy sectors	Medium
Strategy	Identify new sources of funding to assist targeted energy and agricultural development	Medium

Objective	Develop and enhance relationships to encourage development in the region	
Strategy	Partner with state, regional and federal agencies, organizations and entities to sustain and enhance natural resources	Medium
Strategy	Identify and support collaborations and partnerships working to promote energy development in the Region	Medium
Strategy	Support existing partnerships already working on energy development and provide technical assistance for business development that is a result of these partnerships	Medium

Objective	Support communities and businesses growth	
Strategy	Assist Region's communities in addressing the impacts of energy and agricultural development	Medium
Strategy	Support and strengthen Main Street businesses that expand due to value-added agricultural products and processes or energy development processes or products	High

Disaster Preparedness and Community Resiliency		Rank Priority High Medium or Low
Goal 7: Increase the region's resilience to disasters		
Objective	Reduce or eliminate long-term risk to people and property from hazards	
Strategy	Assist in grant writing and grant administration to obtain funding to maintain current plans and data	High
Strategy	Facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties	Medium
Strategy	Assist in grant writing and grant administration to obtain funding for mitigation projects	High
Strategy	Assist local units of governments to adopt and enforce ordinances	Medium

Objective	Restore services and economic vitality
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Strategy	Work with local emergency managers and jurisdictions to secure financing for repair of critical infrastructure	High
Strategy	Encourage business owners to work with the SCORE chapter, Small Business Development Center, Small Business Administration and local financial institutions to secure financing to reopen and repair after a disaster and to make improvements to mitigate future losses	Medium
Strategy	Assist in grant writing/administration to fund mitigation projects	Medium

Economic Development		Rank Priority High Medium or Low
Goal 8: Collaborate and develop partnerships that will share information, tools and investment for growth in the region		
Objective	Create opportunities for collaboration of economic development and tourism groups in the nine-county region	
Strategy	Hold regular economic development and tourism developer meetings	Medium
Strategy	Provide technical assistance and training opportunities for developers	Medium

Objective	Strengthen partnerships with local, regional, state, and federal entities	
Strategy	Coordinate with regional, state and federal entities to bring information about financial programs and tools to the region	High

Objective	Strengthen and develop leaders in the region	
Strategy	Help communities identify generational issues in leadership roles to formulate ways to overcome barriers caused by generational differences	Medium
Strategy	Bring leadership opportunities to the region and encourage participation in leadership training programs	Medium
Strategy	Support existing leadership development programs and support board training to enhance leadership skills	Medium
Strategy	Support the development of the Young Professional Network to encourage more young leaders to become involved in business development and leadership roles in the District	Medium-Low

5 STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

Goal 1. Support the development of a workforce that provides sustainability and growth opportunities for the region

Project	Regional Impact	Priority	Lead Organization*	Partners *	# Jobs Created/ Timeline S= set date O = ongoing	Evaluation
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Encourage educational partners to utilize local, state and federal economic development partners and businesses to ensure workforce needs are understood and met

Satellite workforce training center	All	Medium	LED-JSDC	NDSCS, LED, SBDC, SCDRC, SCORE, Chambers, Banks	0/0	# of meetings Center open
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Identify tools and funding to assist in workforce development

Workforce needs assessment and trainings	All	Low	LED	SCORE, SBDC, SCDRC, Chambers	0/0	# of assessments and trainings
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Create our own workforce by retaining youth in the region

Hold career fairs	All	High	Job Service ND, PS- Private Sector	EDU, Chambers, LED, EXT, PS	0/0	# of fairs
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Recruit workers to the region

Workforce recruitment director position	More than two counties	Low	LED-JSDC	EDU, Chambers, LED, Local, Bank	1/0	# of meetings
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* Abbreviations are defined on page 57.

Goal 2: Provide support for the maintenance and improvement of infrastructure for regional growth

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date O = ongoing	Evaluation
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Support development of infrastructure to encourage economic growth

10 infrastructure projects funded through CDBG, state or federal programs	All	Medium-High	Local	SCDRC, LED, PS	0/S	# of projects
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Identify housing expansion opportunities and support communities expanding housing options to address demand						
40 housing units developed	All	High	PS – private sector	Local, LED, Bank, Chamber	2/S	# of units developed
10 presentations on housing data and funding in region	All	Medium	Local	SCDRC, LED, Local, Bank, Chamber	0/0	# of presentations

* Abbreviations are defined on page 57.

Goal 3: Manage the SCDRC organization in an efficient manner and access the resources for a viable regional council that is effective in assisting the nine-county region to plan and grow.

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date 0 = ongoing	Evaluation
Enhance staff and board capabilities and structure						
Quarterly board meetings held	All	High	SCDRC	Local, LED, Chambers, PS, Tourism, EDU	0/0	# of meetings
Educational opportunities, speakers or tours	All	Medium	SCDRC	Local, LED, Chambers, PS, Tourism, EDU, EXT, RLND	0/0	# of events
Maintain quality staff to provide services in region						
Professional development	All	High	SCDRC	Local, Foundations, EXT, RLND, EDU	0/0	# of events
Stabilize long-term office financing						
Maintain nine county district	All	Medium	SCDRC	Local, Chambers, LED, EDU	0/0	# of members
Continue contracts and reporting with federal and state agencies	All	High	SCDRC	Local, LED, EDU	0/0	# of contracts

Goal 4: Create a quality of place where people want to live and grow their families

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date O = ongoing	Evaluation
Work with jurisdictions to develop long-range plans to sustain, preserve, and grow the region						
6 new or updated zoning, comprehensive or capital plans	All	High	Local	SCDRC, LED, Chambers, Tourism	0/0	# of plans
4 regional meetings on issues in district	More than two counties	Medium	Local	SCDRC, LED, Chambers, EDU, Bank, EXT, Tourism	0/S	# of meetings
Support tourism and recreational growth opportunities						
4 tourism/recreation business starts or expansion	All	Medium	PS- private sector	Tourism, SBDC, SCDRC, LED, Banks, Local	10/0	# of business starts
Promote the region through marketing and internet opportunities						
4 businesses start/update marketing efforts	All	Medium	PS- private sector	SBDC, LED, Bank, Tourism, EXT	2/0	# of business starts
Tourism groups promote region	All	Medium	Tourism	Chambers, LED, Local, SBDC, EXT, SCDRC,	0/0	# of campaigns
Promote the quality services that region provides – education, medical facilities, general services						
Educational opportunities enhanced	All	Medium	EDU	Local, PS, Bank, Chambers, LED	0/0	# of meetings
Medical opportunities enhanced	All	Medium	PS-Private sector	Local, EDU, Bank, Chambers	10/0	# of meetings
Day care development efforts	All	Medium	PS-Private sector	Local, Chambers, Bank, EXT, AMRC	5/0	# of meetings

Goal 5: Support business development and provide access to technical assistance and business capital that allows businesses to expand, diversify and build upon existing sectors and to grow new sectors

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date 0 = ongoing	Evaluation
Technical Assistance						
Provide Small Business Development Center counseling and support	All	High	SCDRC	SCORE, SBDC, Local, LED, Bank, EDU, Tourism, Chamber	80/0	# clients served
Business Capital						
Provide gap financing for 10 businesses	All	High	SCDRC	PS, Bank, LED, Local	20/0	# of loans
Access federal, state and regional funding assistance programs for 10 businesses	All	High	PS – private sector	LED, SCORE, SCORE, Bank, EDU	20/0	# of loans

* Abbreviations are defined on page 57.

Goal 6: Explore and investigate opportunities for sustainable energy and natural resource development while continuing to support and grow agricultural opportunities in the region.

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date 0 = ongoing	Evaluation
Expand opportunities for value-added agriculture						
2 Research value-added projects	More than one county	Medium	PS-private sector	SP-APUC, SCDRC, LED, Bank, EDU, EXT	0/0	# of projects
3 value-added business starts	More than one county	Medium	PS	Local, LED, SCDRC, SCORE, Bank, EDU, EXT	40/S	# of business starts
2 energy projects	More than one county	Medium	PS	Local, LED, SP, SCDRC, SCORE, FP, Bank, EDU, EXT	25/S	# of projects
Develop and enhance relationships to encourage development in the region						
Wind farm projects	More than one	Medium	PS	Local, LED, Bank,	10/0	# of projects

	county			Tourism, EXT,		
2 energy project	More than one county	Medium	PS	Local, LED, SCDRC, SCORE, Bank, EXT, EDU	10/S	# of projects
Support communities and businesses' growth						
6 retail or service businesses	More than one county	High	PS	Local, LED, SCDRC, SCORE, Bank, EXT, Chambers	25/0	# of businesses
3 Infrastructure projects for new development	More than one county	Medium	Local	LED, SCDRC, Bank, Chambers	0/0	# of projects

Goal 7: Increase the region's resilience to disasters

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date 0 = ongoing	Evaluation
Reduce or eliminate long-term risk to people and property from hazards						
5 mitigation plans updated	All	Medium	EM	Local, EDU, SCDRC, Utilities, Chambers	0/0	# of plans
10 mitigation projects completed	All	High	EM	Local, SCDRC,	0/0	# of projects
Restore services and economic vitality						
Assist disaster impacted businesses	All	Medium	SBDC	Local, EDU, EXT, SCDRC, LED, AMC, Utilities, Chambers	0/0	# of clients
Repair infrastructure	All	High	Local	SCDRC, Utilities	0/0	# of projects
Assist in grant writing	All	Medium	SCDRC	Local, EM	0/0	# of projects

* Abbreviations are defined on page 57.

Goal 8: Collaborate and develop partnerships that will share information, tools and investment for growth in the region

Project	Regional Impact	Priority	Lead Organization	Partners	# Jobs Created/ Timeline S= set date 0 = ongoing	Evaluation
Create opportunities for collaboration of economic development and tourism groups in the nine-county region						
Quarterly meetings of region's developers	All	Medium	SCDRC	LED, Tourism, Chambers	0/0	# of meetings
Strengthen partnerships with local, regional, state, and federal entities						
Host financial informational sessions	All	High	LED	SCDRC, SBDC, Bank	0/0	# of sessions
Strengthen and develop leaders in the region						
Leadership training	All	Medium	RLND	Chambers, EDU, EXT, PS	0/0	# of trainings
Young Professionals Network	More than two counties	Medium-Low	Chambers	EDU, EXT, Bank, Local, PS, Chamber,	0/0	# of networks

* Abbreviations are defined on page 57.

Abbreviations are:

Bank– local financial institutions

Chambers – Local chambers of commerce and convention and visitor bureaus

EDU – K-12 schools, North Dakota State College of Science, University of Jamestown, Valley City State University, Trinity Bible College, vocational training centers, University of North Dakota, North Dakota State University

EM—Emergency Managers

EXT – NDSU Extension, county and state offices

Found – Foundations funding into the region

FP – Federal partners

LED – Local economic development groups

Local – city, county, township governments

PS – private sector businesses, entrepreneurs

AMRC – American Red Cross

RLND – Rural Leadership North Dakota, NDSU Extension Service

SCDRC – South Central Dakota Regional Council

SBDC – Small Business Development Center – Jamestown Center

SP – State partners

Tourism – Tourism promotion groups, i.e. Sheyenne River Valley Scenic Byway Association, Birding Drives Dakota, North Country National Scenic Trail – Sheyenne River Valley Chapter

6 COMMUNITY AND PRIVATE SECTOR INVOLVEMENT

Development Services and Partners: South Central Dakota Regional Council works with numerous entities, agencies and organizations to address the priorities in the CEDS Action Plan. These partnerships may be directly between South Central Dakota Regional Council and other entities, or may be between other entities. This document incorporates strategies and goals from North Dakota State Mitigation Plans, County Mitigation Plans, North Dakota Department of Transportation Plan, North Dakota Department of Commerce Workforce Plan, North Dakota Housing Finance, USDA Rural Development – ND 2.0 and Governor’s Strategic ND 2020 and North Dakota Economic Development Strategic Plan 2010-2020 by North Dakota Economic Development Foundation. District staff participated in the planning meetings of several of these plans.

In its role to address the priorities of the CEDS Action Plan, South Central Dakota Regional Council:

- Offers funding opportunities including gap loan funding available through three revolving loan funds: ND Community Development Loan Fund, EDA Revolving Loan Fund, and USDA Intermediary Revolving Program.
- Hosts the local SCORE chapter that provides no cost business consulting to entrepreneurs and small businesses in the nine counties of the economic District.
- Offers planning, zoning and technical assistance.
- Administers HUD Community Development Block Grant funds from the state of North Dakota
- Shares information about the region and to region partners through Websites, newsletters and email blasts.

Local Partners:

County and city governments

Banks and financial institutions serving the region

Local Development Partners:

Barnes County

- Valley City/Barnes County Development Corporation
- Valley City Area Chamber of Commerce
- Valley City Convention and Visitors Bureau
- Sheyenne River Valley National Scenic Byway
- Wimbledon Community Improvement Corporation (WCIC)

Dickey County

- Dickey County Job Development Authority
- Ellendale Job Development Authority
- Oakes Enhancement Incorporated (OEI)
- Oakes Area Chamber of Commerce

Foster County

- Carrington Development Corporation
- City of Carrington JDA
- Carrington Chamber of Commerce

- McHenry Development Corporation

Griggs County

- Griggs County Economic Development Corporation
- Griggs County Jobs Development Authority
- Hannaford Development Corporation

LaMoure County

- Edgeley Community Development Corporation
- Kulm Development
- LaMoure Development
- Marion Job Development Authority

Logan County

- Logan County Job Development Authority
- Gackle Community Development Corporation

McIntosh County

- City of Ashley Economic Development
- Ashley Chamber of Commerce
- McIntosh County Job Development Authority
- Wishek JDA

Stutsman County

- Buffalo City Tourism Foundation
- Chase Lake Foundation
- Jamestown Area Chamber of Commerce
- Jamestown Civic Center/Convention and Visitors Bureau
- Jamestown/Stutsman Development Corporation
- Kensal Economic Development
- Medina Community Development Corporation
- Streeter Development Association

Wells County

- Bowdon Development Corporation
- Fessenden Development Corporation
- Harvey Economic Development
- Harvey Chamber of Commerce

Regional Partners:

- Birding Drives Dakota
- Cass County Electric Cooperative
- Griggs-Steel Empowerment Zone
- Highway 281 Association
- Job Service North Dakota offices in Valley City, Oakes, and Jamestown
- Montana Dakota Utilities
- North Dakota Community Action Partnership, Region VI
- North Dakota State University Extension Service county offices

- North Dakota State College of Science
- Northern Plains Electric Cooperative
- Otter Tail Power Company
- Sheyenne River Valley National Scenic Byway Association
- Sheyenne River Valley Chapter of North Country National Scenic Trail
- Trinity Bible College
- University of Jamestown
- USDA Natural Resource Conservation Service
- Valley City State University

State and Federal Partners:

- Bank of North Dakota
- Dakota Certified Development Corporation
- Economic Development Administration
- Economic Development Association of North Dakota
- Historical Society of North Dakota
- Job Service North Dakota
- North Dakota Association of Regional Councils
- North Dakota Department of Commerce
 - ND Division of Community Services
 - ND Division of Tourism
 - ND Economic Development and Finance
 - ND Workforce Development
- North Dakota Department of Emergency Services
- North Dakota Department of Transportation
- North Dakota Forest Service
- North Dakota Game and Fish
- North Dakota Housing Finance Agency
- North Dakota Humanities Council
- North Dakota Parks and Recreation
- North Dakota Small Business Development Center
- North Dakota State University Extension Service
- North Dakota State University
- Red River Corridor
- Small Business Administration
- University of North Dakota
- USDA Rural Development
- US Army Corps of Engineers
- US Fish and Wildlife
- US Forest Service
- US Geological Survey

7 PERFORMANCE MEASURES

The performance measures will be tied to the long-term goals in this CEDS document. The following criteria will be used to measure the District's performance as an EDA Economic Development District:

- The frequency of participation of Board and CEDS committee members.
- The participation of government, business and community leaders in projects.
- The frequency that District staff interacts with jurisdictions, stakeholders and partners in the District.
- Number of jobs created or retained through projects.
- The amount and types of funding leveraged through projects.
- The number of clients.

8 SOUTH CENTRAL DAKOTA REGIONAL COUNCIL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) ADOPTION RESOLUTION

Whereas, a Comprehensive Economic Development Strategy (CEDS) committee has been appointed by the South Central Dakota Regional Council District governing body to facilitate the process of developing a CEDS and overseeing its long-term implementation, and;

Whereas, the South Central Dakota Regional Council CEDS committee has facilitated the preparation of the CEDS document and reviewed the final draft, and;

Whereas, the South Central Dakota Regional Council CEDS committee has determined the CEDS represents the needs and wishes of the District and will enable a course of action to meet those needs and wishes, and;

Whereas, the South Central Dakota Regional Council CEDS committee has recommended the governing body approve and adopt the Comprehensive Economic Development Strategy.

Therefore be it resolved, the governing body of the South Central Dakota Regional Council hereby adopts and approves the Comprehensive Economic Development Strategy and further requests the Economic Development Administration of the U.S. Department of Commerce review and approve the South Central Dakota Regional Council District CEDS.

Signed this 28th day of May 2019.

Perry Turner, President

Appendix 1: SCDRC Board of Directors/CEDS Committee

Analysis of Strengths, Weaknesses, Opportunities and Threats

April 17, 2019

Strengths:

- Young people moving back
- People help people (fundraisers)
- Emergency Services – fundraisers/financial support
- Being Available
- Available tax base to build infrastructure
- Versatility – ability to add staff
- Job market – opportunities
- Quality of services and workers
- Medical services
- Schools – quality education ---top 238 in nation
- Recreational opportunities
- Bring people together
- Volunteerism
- Money invested in communities and farms
- Resources in area
- Cooperative help – farmers helping town folks (Oakes wind storm)
- Young people – volunteers, working in towns
- Building of multiple businesses in area
- Committed volunteers
- Loyal attitude
- Hi speed internet services – ability to get in contact with the world
- Ability to have home based businesses
- Job market
- Location
- Infrastructure or tax base to develop it
- Being available to all entities for growth of their economies and opportunities to expand in time of need for the well-being of the people in the area.
- People helping people in need
- Good business climate.
- Young people moving back to area
- Good medical facilities
- Quality of service available – schools, business, medical
- Location of our community to jobs
- Plenty of jobs
- Fiber optic – high speed internet available
- Excellent schools
- Emergency Response – volunteerism – new population
- Job market

- Attitude and loyalty
- Infrastructure – water – fiber
- Profits are turning into investment
- Building all going on around us

Weaknesses:

- Lack of Emergency Services volunteers
- Young people who do not want to move back because of “lack of” Walmart, movie theaters, etc., entertainment 85 to 90 miles away.
- Housing – no apartments – poor quality of existing housing units
- Too many regulations to get things accomplished in a timely fashion
- Antagonism between political subdivisions
- Flow of information. So much information. Weakness to get the information and understand the opportunity
- Location – not anything to drive 100 miles
- People commute for jobs
- Lack of people
- Not enough investors
- Donors for community projects
- Lack of investors
- Family money leaving the state
- Not retaining that (need to educate/encourage people the opportunity to give back)
- Need childcare, daycare – mentioned over and over again
- Roads
- Losing small farms
- Losing mom and pop businesses
- Weather – perception “gotta be tough to live here”
- Need more numbers to do garbage and recycling
- Hard to find young person to come and do their job – attitude/ generational attitudes / work ethics
- What is enough – not supporting local communities to save money
- No grocery in Gackle
- Fear of failure
- Old “class B” mentality.
- Lack of retail – big box
- Attitude and growth
- Location
- Workforce – aging/declining
- Lack of housing for all ages, especially families
- Transportation system
- Older people at status quo
- Shopping access
- Eating places

- Entertainment
- Lack of people
- Not enough investors for needed for profit and nonprofit projects
- Roads
- Low paying jobs
- Shortage of rental housing
- No plan for growth
- Losing small farms
- Outside perception of ND
- Hard to attract people to rural areas
- Small cities can't afford updates to sewer and water
- Small scale of economy makes it difficult for retail
- No labor available
- Cost to commute

Opportunities:

- Legacy
- Education
- Supporting Main Street businesses
- Building housing
- Jobs available in larger towns and commute from smaller towns
- Ethanol from beets
- Plan for growth
- Teaching children sense of community
- Industry in Jamestown
- Growth in Valley City
- Space to build
- John Deere in Valley City – jobs stimulating additional growth
- Technology service companies – ag related
- Courtenay wind farms
- Tax base from new business
- Jobs available on ALL levels
- Manufacturing
- Overflow from the west
- Generational discussions
- Location
- Work force
- Space to build
- Be available to anyone in need of any kind of assistance
- Job opportunities in construction – ag related, medical, energy
- Manufacturing in the area already
- Good education opportunities
- Good medical facilities & expanding

- Location
- The industry being created in the Jamestown area, CHS, Great River Energy, etc.
- Opportunity to develop local or regional plan for growth
- Think of our communities on a larger geographic scale.
- More high paying jobs due to growth in agriculture
- Utilize expertise at SCDRC to help find government programs to cover bridge financing

Threats:

- Consolidation killing small towns
- Can't get enough dollars for return on investment
- Aging population and not enough young
- People moving back
- Regulations on business
- Housing
- Technology help few and far between
- Motivated workforce
- All losing out to builder communities
- Older generation in status quo
- Increasing salaries
- Federal regulations
- Lack of workforce
- Fargo/West Fargo, Aberdeen, Bismarck
- Lack of funding
- Not to get more medical services to smaller towns
- Lose out to bigger communities
- Salaries are sometimes too low to entice new people to move to the area
- Getting financial assistance to get a business started
- Aging population and not enough young people moving into the area or returning
- High costs for infrastructure
- Be careful what you ask for – with growth comes challenges, challenges bring opportunity for weaknesses to shine
- Regulations
- Difficulty in getting a project to give a return
- Many view young people as lazy and want them to work for nothing like they did

Appendix 2: South Central Dakota Regional Council

Environmental Review for Update of District's CEDS

April 17, 2019

Identification of Resources or Locations

- State Parks
- Arrowwood
- Chase Lake
- Sand Lake
- Lone Tree
- County WPAs – more than one
- Kulm Fish and Wildlife
- Beaver Lake State Park
- Lake Hoskins
- Green Lake
- Cold Water Lake
- Lake Hiawatha
- Lake Ashtabula
- Jamestown Reservoir
- Pipestem Reservoir
- Clausen Springs
- Sheyenne River
- James River
- Each county has a soil conservation District board made up of local people

Environmental Impact on Development and Economy

- Stakeholders in development because they will be impacted by use
- Tourism – hunting and fishing
- Dry Lake in McIntosh County – people from all over the US come to fish here
- Economic impact by highly paid federal employees
- Can't build in some places that negatively impact rivers or reservoirs
 - Easement for tiling
 - Chemical run off
- Quality of water coming off of Spiritwood Energy Park.
- Wind farms – change environment – fly ways – endangered species
- Birding – pelicans, cranes, pippins
- Plants – fringed orchid, some sprays are not allowed
- Sprays also effect haying – feeding of cattle
- Animals – wolves, mountain lions
- Power generation lines

Consideration of Prime Agricultural Land

- Native prairie not broken up – land owner can but no one else can
- Highly erodible land
- Digitized soil mapping
- Lack of land to mitigate

Land Type and Economic Development Uses

- Housing along river banks or water locations
- Blocking of natural drainage areas moving waters on to other lands
- Moving wetlands – to as close as possible to current wetlands – except for airports
- County wetland bank
- Jamestown Medical Center and Drainage
- Sheyenne River – moving Cooperstown City wells – causing issues for city water

Abandoned or Brownfield Sites

- Abandoned wells on farmsteads
- Some hazardous or potential hazardous sites
- Guides from Health Department that cities and counties can adopt (or townships)
- Farm Chemicals
- Anhydrous Plants
- Fertilizer plants
- Fertilizer plants in nearly every town
 - Most are documented for emergency response
- Underground tanks?
 - Most have been removed – some unknown
- How does it impact?
 - Location – wind – buffer zone
 - Wooden grain elevator – fires
 - Trains going through with oil – chemicals
 - Tesoro Pipeline – built for OCEA mandates
- Pesticides – ag users
 - Can be – but must be certified to even spray own land
 - CHS impact
 - Clean air permit
 - Beyond minimum specs
 - New technology
 - Major manufacturers
 - Large farm user
 - Herbicides, fungicides, etc.
 - Certified users
 - Spraying may effect residents
 - Organic production impacted

Water/Sole Source Aquifers

- Region has no sole source one aquifer, but has several aquifers
- Jamestown ground water
- Spiritwood aquifer
- State water commission regulates
- Spring Creek Aquifer
- Medina Aquifer
- Marston-Moore Aquifer
- Cooperstown Aquifer
- Economic Impact
- Region needs more water for more economic development growth!
- Treated waste water – Cavendish, Spiritwood Industrial Park

Wellhead Protection Area's Impact

- Flooding and sandbagging
- Move well – cost
- Jamestown water pipe
- Transportation issues
- 100-Year flood plain
- Sheyenne River
- Prairie Pothole Region
- Towns put up dikes
- Bridges

Clean Air Issues

- Coal plants
- Ethanol plants
- Odor – Bowdon meat processing plant – compost waste
- Grain dust
- Transportation dust – sealant cannot be bladed – too expensive
- Control burn – closer to cities would be bigger problem
- Burning tires and debris

100-year flood plain areas that affect development

- Does having rivers, etc. having impacts on development?
- Flood insurance rates
- Flood evacuations
- Infrastructure impacts – roads – housing – water
- Backup from lake to lake
- Reroute traffic
- Land flooding around towns

Archeological and Cultural Impacts

James River Prehistoric Finds

- Indian burial grounds
- Not able to plant trees due to historic sites
- Pioneer history
- Lots of little known sites
- Historical impact due to historic preservation
- Cultural – Whitestone, Fort Seward, Oscar Zero

Environmental Constraints to Economic Development

- Water washing roads away
- Infrastructure needs
- Issues to hinder development
- Public input and opinion
- “not in my back yard”
- Noise impact
- Wastewater and water control

Social Impacts

- Positive economic development
- May impact low income
- Some skills needed for higher paying jobs
- Affordable homes
- Utility rates
- Need workers
- School issues – enough and in the right places for population
- If business close – social services are impacted negatively

Appendix 3: Economic and Tourism Developers
Comprehensive Economic Development Strategies
(CEDS) Review and District's SWOT Analysis

April 17, 2019

The economic and tourism developers from the nine-county region reviewed the current SCDRC Comprehensive Economic Development Strategies. They reviewed the current goals, suggested changes, and ranked them. They also conducted a SWOT analysis.

The group's top ranked strengths, weaknesses, opportunities, and threats are below. The complete SWOT analysis follows.

Top-Ranked Strengths

1. Business Opportunities
2. Agriculture
3. Economy Of North Dakota
4. Medical Facilities And Quality Of Life
5. Return Of Young People And Oil Impact

Top-Ranked Weaknesses

1. Education Training And Skills And Lack Of Job Applicants And Work Force
2. Money Going Out Of State/ Lack Of Investment And Lack Of Leadership
3. Young People Not Engaged
4. Lack Of Communication
5. Pay Scale And Fear Of Change
6. Generation Gap
7. Business Hours And Housing

Top-Ranked Opportunities

1. North Dakota Has Money
2. Tourism
3. Young People – Trades Opportunities
4. Valley City State University And University of Jamestown trades education
5. Historic Preservation
6. Local Public /Business In Vo/Tec

Top-Ranked Threats

1. Lack Of Trust In Government / Dysfunctional Congress
2. Loss Of Business – Lack Of Workforce
3. Deferred Maintenance And Infrastructure
4. Age Of Business Owners

Strengths

- Banks are full and looking for loans
- North Dakota's fiber optic lines
- Economy of North Dakota right now
- Good relationship with federal partners
- Connection to state and local entities and programs
- Diversity - different types of businesses and agriculture
- Recreation – hunting, fishing, golf etc.
- Access to resources – economic and small business
- Future thinkers
- Strong aggressive JDA (Wishek) with adequate funding
- Harvey – great infrastructure – location on busy Highway 52
- Great place for people to “hear the story”
- Return of young people
- Agriculture and production ag – need people to work in ag related industry
- Educational system
- Great historic sites
- Excellent business opportunities
- Medical facilities
- Cultural background – “can-do attitude”
- Jamestown – location 100 miles to anywhere – benefit from Bakken
- Great people – volunteer core
- A lot of diversity – hunting, fishing, industry, ag – not just known for one thing – “Embarrassment of riches”
- Agriculture – the strength of the region
- Sense of comrade – small town sense of relationship – size of community fosters relationships
- Agriculture – making and spending of dollars
- Loss of CRP – impact tourism
- Specific Business or Projects
 - Oscar Zero
 - Spiritwood energy partnership
 - I-94 Corridor
 - Programs in community (Ashley) for physical activity – room in school for wellness center
 - Oil impact
 - Buffalo City Diesel - partnership with NDSCS – workforce
 - University of Jamestown
 - Valley City State University – additions of wildlife and nursing programs
 - Jamestown Regional Medical Center and Sanford connection
 - Whitestone Hill Battle field
 - Pasta plant in Carrington – adding cereals
 - Daycare in Carrington

- Tri-county tourism – Germans from Russia /tourism
- Logan County – Germans from Russia developing more tourism
 - Wishek Restaurant
 - Food history book
- CHS Spiritwood Energy Park
- Supervalu and hospital in Harvey
- 2 new hotels in Jamestown
- Napoleon Day Care – new addition
- Green Iron in Napoleon
- Outlying historic sites – Fort Ranson, Fort Totten
- Harvey – Cobblestone Inn
- Additional motels in Oakes, Ellendale
- Technology Park
- Regional Technology Center – business incubator for technology
- Tech II/Eagle Creek Software Services
- Opportunity – housing ordinances changing to bring more housing development
- Harvey ballpark addition – lead to getting infrastructure to 14 lots for housing
- Updated infrastructure in Harvey, Carrington, Cooperstown, Oakes and ongoing in Valley City and Jamestown
- Communities that maintained school systems
- Jamestown land use and transition plan
- Harvey annexed 350 acres – (weakness = cost to develop)
- Quality of tourism entities – National Byway
- Family values
- Quality of life – to those who choose to live here

Weaknesses

- Pay scale low – “living wage”
- Unemployment competition
- Militant modesty – “we are good, but we can’t say we are”
- Not enough money to entice businesses to communities
- Age – in southern part of region mostly older people
 - not enough workforce
 - occupying housing
- Winter weather – workforce recruitment
 - perception negative
- seasons short – ag tourism only 3 months
- Keeping young families – outside of work, not much else to do – lack entertainment for young families
- Housing
- Lack of specific skilled workforce
- Lack of job applicants

- Lack of work ethic
- Lack of desire to be skilled worker
- Lack of soft skills
- Lack of incentive for people to find a job – lack of desire
- Job opportunities in “the west”
 - More money to be made in the oil fields – we are losing the blue collar workers
- Job loyalties are not there
- Technology changing – older employees not willing to move forward
- Lack of technological support
- Educational system – need more skill laborers
- Value of housing – risk that house will have value in 10 years
- Fear of change – “we have never done it that way before”
- Lack of civil engagement in the young
 - Young do not have time to sit on boards
 - Too many opportunities for children – parents have to keep up with their children
- Lack of communication and collaboration within stakeholders – “silos”
- Lack of time or knowledge as to how to work with other groups
- Stricter regulations for home loans
- Lack of public relations about what is going on for young families
- Lack of cooperation between generations
- Technology - changes
- Complacency – set in our ways
- Money that is not being invested into the community and state
- What vehicle to invest in
- Lack of trust – experienced had so little
- Lack of Angel Fund investors
 - mindset in our region
- Constant war – Local vs. State
 - State tax committee try to discover what locals are doing wrong with tax dollars
- Lack of leaderships/ lack of leaders
- Focus of some “nothing gets done”
- Goal to be on state champ team
 - Class B mentality – co-op
 - Class A vs. Class B
- Ability to recruit blue collar workers to all white collar communities
- Change in safety with more people
- Lack of diversity in workforce
- No savings anymore – live paycheck to paycheck – no drive to plan for retirement
- Mindset of young – want what parents have now – houses, cars, etc.
- Have vs. have-nots
- Student loans and size of loans
- Pushing of 4-year degrees

- Lack of teaching of critical thinking skills
- Trapping into lower level jobs – because they are too hard to replace
- Tourist activities scheduled for retired people – exclude the young and other working people
- Business set hours for retired people
- Lack of rural legislative voice and numbers
- Availability of water supply, Valley City, Jamestown territory – building phase one dollars, next door more
- Lack of cooperation between entities
- Community support
- Dentist comes once a month – used to be once a week
- Gaps in transportation service – bus, air availability, cost, rental cars, etc.
- Lack of amenities – Harvey for example – women’s hiking waterproof boots / leakage of retail sales/ Wishek and Napoleon
- Rely on the internet
- Disconnect workers and employers (generation) of want to what to expect to work
- Mobile society
- Lack of place to buy – café, gas, lack of support
- Customer service skills (soft skills)
- Old guard not willing to change
- Young not willing to learn from or engage
- Lack of participation workforce education on parent’s side
- Buy local – trend backing off because sending people to poor service
- Housing cost so much, not want to add \$50k for improvements and property tax
- Pride in region or community
 - Employee says “nothing here”
 - Lack of appreciation
- Ability for communities to expand – land so expensive \$7,000 per acre

Opportunities

- Period of history – deciding which direction the state and region will go – Juncture
- Heritage find for tourism.
- Get local public and businesses involved in Vocation Training
- Instill pride.
- Historic Preservation – repurposing historic buildings – bring value back to communities.
- Renaissance Zones
- Our clean air
- Natural gas – oil reserves
- Agricultural opportunities – good farm and ranch land
- Will we be living in sky scrapers in the future of North Dakota
- Wind resources
- Water resources – aquifers
- North Dakota has MONEY reserves
- Out of state investors

- More Angel Funds – capital investors – international investors
- Oil boom – for the whole state
- Activities – flexible schedules
- Get people to part with money
- Community foundation
- Show young where to invest
- Harvey rail road spur – opportunity to expand
- Young people and families moving in
- Internet shopping on main streets – businesses with their access to the web
- Welcome change
- Tools – i.e. Housing Incentive Funding
- Young people trained and interested in trades work with Department of Public Instruction, Legislature (powers that be)/Jobs needed to emphasize the opportunity. Jobs needed as long a population
- VCSU and University of Jamestown address trade needs

Threats

- Internet shopping
- Change is coming
- Flooding
- Proposed heritage Fund to agriculture
- Wear and tear on the roads
- Tourists seeing oil horror stories and judging all of North Dakota on those stories
- Lack of workforce – can't staff (Pizza Ranch, Taco John's)
 - Loss of services due to lack of workers
 - Losing businesses due to lack of workers
- Frugal people – no tips
- Deferred maintenance in infrastructure
- Young people and families are leaving
- Uncertainty – in State and National Government
- Lack of trust in State, Nation and Local
- Age of business owner
- Prosperity in our state – we cannot get funding
- Change over in our Government leaders
- Aging infrastructure and money to fix roads, water, sewer
- Cost and lack of land for cities to grow and expand
- Railroad - Loss of high paying jobs – electronic switching
- Railroad – seep through town – 60 mph. – city does not want to risk loss
- Loss of CRP
- Farm program
- Education – use of SAT/ACT to get into ND Schools
- Are small schools preparing students for today and tomorrow's real world?
- Automation of business

- Dysfunctional Congress and loss of USDA dollars
- Environmental concerns – 100 unit oil trains (Valley City water source under the train bridge)

Appendix 5: Tourism Assets and Opportunities

Recreation Areas

- State parks
- Army Corp of Engineers recreation areas
- Bureau of Reclamation
- County parks

Water Recreation

- Lake Ashtabula – 10 miles north of Valley City
- Jamestown Reservoir
- Pipestem Reservoir
- Rivers – including, Sheyenne, James, Pipestem, and more
- Numerous sloughs and wetlands

Numerous, quality wildlife management areas

- Federal waterfowl production areas
- State Wildlife management areas
- Federal refuges

Camping

Hunting/trapping

- Deer
- Pheasant
- Ducks
- Geese
- Waterfowl
- Buffalo production (production would be a separate area. Not aware of any buffalo hunting in 9 counties)
- Elk
- Furbearers (mink, muskrat, weasel, rabbit, fox)
- Grouse
- Turkeys
- Coyotes
- Mountain lions
- Moose
- Prairie dogs
- Economic impact – processing meat, licensing, lodging, restaurant, gas.

Natural history

- Missouri Couteau, which runs parallel and east to the Missouri River, from Montana to Nebraska

Nature-based tourism

- Hunting
- Fishing
- Boating, canoeing
- Birding - Birding Drives North Dakota
- Challenge to make long-range nature based tourism plans because of peaks and valleys in wildlife numbers. Severe winters can devastate bird and animal populations. Agricultural

economy impacts: Loss of CRP for nesting. More land planted to crops for ethanol production and high ag prices. Trade off in state: tourism vs. agriculture

National Scenic Byway – Sheyenne River Valley

North Country National Scenic Trail

Northern Tier Bicycle Route

Winter activities

- Ice fishing
- Cross country skiing
- Snowmobiling
- Snow shoeing

Sky

- Northern lights
- Stars

Proximity to other communities

- Tourists can pack in lots of things with short drive
- Travel to 5-6 communities in one weekend
- Opportunity to do a variety of things

Restaurants

- Unique places
- Non chain restaurants
- Homemade soups, lefsa, kuchen
- “a piece of North Dakota”

Food

- Ethnic food
- Hometown butcher shops - sausage
- Rhubarb
- June berries
- Dandelions
- Local flavor – bars
- Wine – Casselton, other locally made
- Microbreweries
- Coffee roasters

Historic buildings and sites– Numerous:

- Ronald Reagan Minuteman Missile State Historic Site, including Oscar Zero Launch Control Center and the November 33 Missile Facility
- Putnam House, Carrington
- Manford – restoring town site
- Carroll House, Fullerton
- Midland Continental Railroad Depot-Wimbledon
- Valley City, All Saints Episcopal Church, VCSU President’s House (VCSU Campus is a National Historic District), Rudolph Square, US Post Office, Valley City Public Library (Carnegie Library), Valley City Auditorium, Barnes County Courthouse (all on the national register)
- Barnes County - Alderman School (National Register)
- Amphitheater and Fieldstone WPA Features at Valley City Pioneer Park
- Churches

- Griggs-Steele EZ Prairie Churches book
- Barnes County - Ladbury Church (national register)
- Cemeteries
- Museums: Lutz Mansion, State Hospital
- Opera house Ellendale
 - Restoration
 - Used for plays, art shows, wedding receptions, etc.

Hutterite Colonies

- Maple River

No cell phone service in many areas, a great escape

State backway - Chan SanSan, James River - LaMoure County

Local artists and craftsmen

Agri-tourism

South central North Dakota is the transition where east meets west

Many festivals and events

- Apple Festival
- Rally in the Valley
- Buffalo Festival
- Bull-a-ramas
- Rodeos
- Car shows
- Parades
- Horse pull
- Antique tractors
- Ethnic foods

Bed and breakfasts – unique

Lodges

Kiting

Golf

Frisbee golf

Tours

- Wind energy
- Industry

Visitor Centers

- Rosebud, Valley City
- Buffalo Museum, Jamestown
- Midland Continental, (Peggy Lee) Wimbledon

Louis L'Amour

Jamestown Buffalo

Trio of white buffalo

Bridges

- Valley City
- Several one of a kind in region

People

- Hospitality
- Friendly

- Relationships

Opportunities

Wildlife refuge grants

Showcase what is unique and historic about each historic building and site

Couteau region – branding campaign

Universities in region

- Students assist with research

Potential to host conventions

- Add on tours

Creation of bus tours, day trips or longer

Geo-caching

Cold War Corridor ND, SD, AZ.

Public Comments

Appendix 6. Region's Disaster and Economic Recovery and Resiliency

The South Central Dakota Regional Council supports and encourages communities in the district to engage in pre-disaster, post-disaster, and mitigation planning. This document establishes the role the South Central Dakota Regional Council in pre-disaster and post-disaster planning and recovery. This document is not intended to undermine or replace existing federal, state or local disaster plans. It identifies how the Regional Council will work in conjunction with its partners. The Regional Council is prepared to facilitate planning and provide assistance as outlined in this strategy document.

The South Central Dakota Regional Council works closely with the North Dakota Department of Emergency Services, the nine county emergency managers, nine county commissions and city leaders. In Region VI of North Dakota, the counties take the lead in pre-disaster preparedness and post-disaster planning and implementation through the development and continued updating of countywide multi-jurisdictional multi-hazard mitigation plans that are approved by the State of North Dakota and the Federal Emergency Management Agency (FEMA). In each county, an emergency manager is the lead in disaster recovery and resiliency. Staff of the South Central Dakota Regional Council work with emergency managers and state emergency services staff to assist in updating the mitigation plans, identification of mitigation projects, writing of grants, administration of grants, and gathering, compiling and analysis of data, resources, and impacts.

Region VI Emergency Managers are:

- Barnes County, Sue Lloyd, 1525 12th St. NW, Valley City, ND 58072, 701-845-8510
- Dickey County, Charlie Russell, P O Box 215, Ellendale, ND 58436-0215, 701-320-6299
- Foster County, Jessica Earle, 1030 1st St N, Carrington, ND 58421, 701-652-2252
- Griggs County, Robert Hook, P O Box 574, Cooperstown, ND 58425, 701-797-3311
- LaMoure County, Kimberly Robbins, P O Box 128, LaMoure, ND 58458, 701-883-6096
- Logan County, Daniel Schwartz, 301 1st St NE, Mandan, ND 58554, 701-989-7970
- McIntosh County, Neil Meidinger, P O Box 326, Ashley, ND 58413, 701-423-5648
- Stutsman County, Jerry Bergquist, 205 6th St. E, Jamestown, ND 58401, 701-252-9093
- Wells County, Tammy Rochrich, P O Box 114, Fessenden, ND 58438, 701-547-2537

Disaster economic recovery in the state of North Dakota is led by the N.D. Department of Commerce. The North Dakota Small Business Development Centers (SBDC), the Small Business Administration and economic development groups in each community also assist in economic recovery. The Regional Council hosts one of the eight offices of the North Dakota Small Business Development Center (SBDC). In an immediate recovery effort, the SBDC would assist the Small Business Administration to provide business consulting and access to recovery assistance. The Regional Council works closely with each of the state and federal agencies to assist in disaster economic recovery. The South Central Dakota Regional Council provides economic recovery services to communities and businesses by providing research, grant writing and grant administration of state and federal programs.

Phase I. Pre-disaster Preparedness.

The nine-county area of the South Central Dakota Regional Council is at risk of disasters from hazards including the following: communicable diseases in people, plants, and animals; dam failure; drought; flooding (overland and riverine); hazardous material release (i.e. propane, anhydrous ammonia), homeland security incident; shortage or outage of critical materials or infrastructure (i.e. loss of power,

water or sewer; shortage of groceries, fuel; blocked roads); structure fire and structure collapse; summer storms; transportation accident (vehicle, rail, air, pedestrian); wildland fire; winter storms; and windstorms.

In pre-disaster preparedness, the challenge facing the nine-county area is the lack of comprehensive mitigation capabilities for natural hazards and manmade threats. Mitigation capabilities are divided into four categories: Administrative and Technical, Education and Outreach, Financial, and Planning and Regulatory.

Administrative and technical mitigation capabilities includes city and county staff, their skills and tools for mitigation planning to implement specific mitigation actions. The two largest cities in the region - Jamestown and Valley City - are the only cities with adequate administrative and technical capabilities, which include: full-time staff such as auditor, engineer, building inspection, public works, law enforcement, and fire chief. Smaller cities have limited part-time employees providing basic services, and all volunteer fire departments and ambulance services. Services through the South Central Dakota Regional Council are an administrative and technical capability for jurisdictions in the region.

Education and outreach mitigation capabilities include education and outreach programs, and methods already in place to implement mitigation activities and communicate hazard-related information. Education and outreach programs are frequent in Jamestown and Valley City. However, aside from fire prevention week at public and private schools, smaller cities and rural areas lack education and outreach on multiple levels. Of the 60 incorporated cities in the region, only nine maintain websites, which is used as the primary communication outlet to citizens. The South Central Dakota Regional Council may assist in education and outreach capability in the region.

Financial mitigation capabilities include access to or eligibility to use funding resources for hazard mitigation for jurisdictions. Funding streams in the nine-county area are primarily based on local property tax. The smaller cities and rural areas have limited tax base due to the agriculture sector being the primary economic engine. Cities such as Jamestown and Valley City have enacted sales taxes, Tax Increment Financing districts, and use special assessments to raise revenue and repay bonds. The South Central Dakota Regional Council serves as a financial mitigation capability through grant writing and grant administration.

Planning and regulatory mitigation capabilities include jurisdictional plans, policies, codes, and ordinances adopted and in place that prevent and reduce the impacts of hazards. Building codes have been adopted by many cities throughout the region, but Jamestown, Valley City, Ellendale, and Oakes are the only cities with inspection services. Ordinances to varying degrees of intensity have been adopted by some small cities, but they lack city staff for enforcement. The cities of Jamestown and Valley City have zoning, ordinances, land use, transportation and various other plans and policies. The South Central Dakota Regional Council serves as a planning and regulatory mitigation capability through planning services it provides.

The lack of comprehensive mitigation capabilities reduces the resiliency of the nine-county area and erodes local economic vitality and quality of life.

The District's CEDS Committee created the following goal and objectives and strategies for Disaster Preparedness and Community Resiliency to direct the actions to be taken by the South Central Dakota Regional Council to improve mitigation capabilities.

Goal: Increase the region’s resilience to disasters.

Objective	Reduce or eliminate long-term risk to people and property from hazards	
Strategy	Assist in grant writing and grant administration to obtain funding to maintain current plans and data	High
Strategy	Facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties	Medium
Strategy	Assist in grant writing and grant administration to obtain funding for mitigation projects	High
Strategy	Assist local units of governments to adopt and enforce ordinances	Medium
Objective	Restore services and economic vitality	
Strategy	Work with local emergency managers and jurisdictions to secure financing for repair of critical infrastructure	High
Strategy	Encourage business owners to work with the Small Business Development Center, Small Business Administration and local financial institutions to secure financing to reopen and repair after a disaster and to make improvements to mitigate future losses	Medium
Strategy	Assist in grant writing and grant administration to fund mitigation projects	Medium

During meetings held throughout the district, the following was identified per the EDA Disaster and Economic Recovery and Resiliency Strategy Guidelines.

- **Engage in pre-disaster recovery and mitigation planning.**

The South Central Dakota Regional Council may assist jurisdictions in grant writing and grant administration in order to obtain funding to maintain updated pre-disaster recovery and mitigation plans and data. The Regional Council also could facilitate the creation and updating of such plans to assess and prepare for pre-disaster recovery and hazard mitigation issues in all nine-counties. These meetings have and in the future will encourage all communities to engage in pre-disaster recovery and mitigation planning.

- **Know the community’s risks and vulnerabilities.**

Each county has certain risks and vulnerabilities. In order to accurately assess what they are in each community, emergency managers and the County Local Emergency Planning Committee (LEPC) meet and evaluate the county’s risks and vulnerabilities. This information is then documented in the county’s plan and its state plan. The South Central Dakota Regional Council may work with the counties and communities to help facilitate the creation and updating of plans to assess and address the risks and vulnerabilities identified in the meetings held by the emergency managers and the County Local Emergency Planning Committee (LEPC).

- **Inventory and organize the community’s recovery resources (people, businesses, public services...etc.)**

An inventory of each county’s recovery resources is maintained by the County Emergency Managers and the LEPC. These two entities also work alongside state agencies (i.e. ND Department of Emergency Services, Department of Commerce, Department of Health) organizations (i.e. American Red Cross,

Salvation Army) to complete this task. To assist, the South Central Dakota Regional Council is available for grant writing and grant administration to obtain funding to maintain plans and update data.

- **Engage in business continuity planning.**

Continuity planning for businesses is essential in keeping a business open. The North Dakota Small Business Development Center assists businesses in continuity planning in this region. In addition, the American Red Cross provides the Red Cross Ready Rating Program to assist businesses in planning for disasters and disaster recovery. Each of these are fundamental in creating an effective business continuity plan. The South Central Dakota Regional Council is a sub host of the ND Small Business Development Center and encourages business owners to work with the Small Business Development Center, Small Business Administration, and local financial institutions to go over their business continuity plan and to secure financing to reopen and repair after a disaster and to make improvements to mitigate future losses.

- **Ensure there are resources available for the elderly and those with special needs.**

County emergency managers working with the N.D. Department of Emergency Services and N.D. Department of Health identify vulnerable populations, populations with special needs and develop county preparedness plans. The South Central Dakota Regional Council may assist in grant writing and grant administration to obtain funding to maintain current plans and data to allow for adequate resources for the elderly and those with special needs. The Regional Council will also facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties.

- **Identify shelters.**

County emergency managers working with the N.D. Department of Emergency Services, N.D. Department of Health and American Red Cross identify shelters available in each county and community. The South Central Dakota Regional Council may assist in identifying shelters by grant writing and grant administration to obtain funding to maintain current plans and data and by facilitating the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties.

- **Identify recovery partners (Federal, state, local, and private sector), type of assistance and resources they can provide. Develop an interagency action plan.**

To identify recovery partners to help out in the case of a disaster or emergency, County emergency managers and the LEPCs plan meeting agendas which include the federal, state, local and private sector partners as resources in developing interagency action plans for each respective county in the region. The South Central Dakota Regional Council may assist with to maintain current plans and data involving recovery partners, assistance and resources by assisting with grant writing and grant administration to obtain funding. The Regional Council may also facilitate the creation and updating of plans after specific meetings and obtaining valuable data to assess and address hazard mitigation issues in all nine-counties.

- **Identify what recovery activities will take place immediately, short-term, intermediate, and long-term.**

Recovery activities take place at different times. County emergency managers and county LEPCs have identified recovery activities in each county's response and recovery plan in order to decide which activities will take place immediately and which activities will be short-term, intermediate, or long-term.

To help with identifying the timeline for certain recovery activities, South Central Dakota Regional Council may facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties. The Regional Council may also work with local emergency managers and jurisdictions to secure financing for repair of critical infrastructure and assist in grant writing and grant administration to fund mitigation projects.

- **Develop and disseminate a community evacuation plan.**

Evacuation plans are developed by city engineers and/or county emergency managers working with LEPCs for each community in their county. After the plans are created, they are disseminated by each jurisdiction. To help with community evacuation plans, the South Central Dakota Regional Council may assist local units of governments to adopt and enforce ordinances, assist in grant writing and grant administration to obtain funding to maintain current plans and data and facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties.

- **Establish a communication chain.**

Emergency Managers have a communication chain identified in their response plans. South Central Dakota Regional Council may assist local units of governments to adopt and enforce ordinances, assist in grant writing and grant administration to obtain funding to maintain current plans and data, and facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties in order to keep the communication chain updated and current.

- **Engage the community. Take advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken.**

Community members are engaged through community meetings, social media and websites with the community's process and protocols. The emergency managers also work closely with media to share information. The community is invited to participate in each part of the disaster planning process. This is accomplished by opening all mitigation planning meetings to the public and publishing news releases in the newspapers. In addition, paper and online surveys regarding preparedness and mitigation are circulated throughout the communities. Emergency managers are engaging all jurisdictions in their counties by including members from each jurisdiction in the planning process. To help each jurisdiction engage the community, the South Central Dakota Regional Council may assist in meeting facilitation, grant writing and grant administration to obtain funding to maintain current plans and data, facilitate the creation and updating of plans to assess and address hazard mitigation issues in all nine-counties, assist in grant writing and grant administration to obtain funding for mitigation projects, assist local units of governments to adopt and enforce ordinances, work with local emergency managers and jurisdictions to secure financing for repair of critical infrastructure and encourage business owners to work with the Small Business Development Center, Small Business Administration and local financial institutions to secure financing to reopen and repair after a disaster and to make improvements to mitigate future losses.

Phase II: Post-disaster Planning and Implementation

Disaster Assessment

Following a disaster, the South Central Dakota Regional Council will be available to cities, counties and regional partners to:

- Assess the nature and magnitude of the disaster.
- Assess the impact on the economy.
- Assess the impact on transportation and public infrastructure.
- Assess the impact on housing, schools, and health care facilities.

Develop and/or Implement Recovery Timeline:

Based on the assessment, the Regional Council will be available to assist cities, counties, and the state with:

- Listing and prioritizing recover activities to be performed
- Identifying resources (federal, state, local and private sector) needed for each activity
- Determining the level and type of assistance needed
- Identifying roles and responsibilities
- Determining the timeframe for each recovery activity (immediate, short-term, intermediate, or long-term)
- Establishing recovery benchmarks

Implement Recovery Plan

Per the identified recovery plan, the Regional Council may assist in the following activities to assist in the long-term recovery:

- Identify federal, state, regional and local programs to assist
- Apply for funds from federal, state, regional and local programs
- Assist in the development of management funds to endure the most effective use of funds.