

Lake Agassiz, North Dakota

Empowerment Zone Strategic Plan

Note: The following document is an electronic replication of selected sections of a Round II Rural Empowerment Zone strategic plan submitted by the applicant locality to the U.S. Department of Agriculture (USDA) in early October 1998. At the request of USDA program officials, we have omitted several sections. Also, due to technical constraints, we are unable to digitize some maps and other large illustrations.

Lake Agassiz Empowerment Zone

CONTENTS OF STRATEGIC PLAN

Sections available here are printed in bold.
Please contact the USDA EZ/EC Office for details about other parts of the plan.

Nomination Forms and Table of Contents

Volume I – Documentation

Section 1 - Participants

Section 2 - The Planning Process

Section 3 - Eligibility

Section 4 - Economic and Social Conditions

4a Economic and Social Conditions

4b Statistical Information on the Empowerment Zone Area

Section 5 - Implementation

Section 6 - Public Information

Section 7 - Letters of Support

Section 8 - Other Attachments

Volume II – Strategic Plan

Part 1 – "Plan"

Section 1 – Vision and Values

Section 2 – Community Assessment

2a Assessment of Problems and Opportunities

2b Resource Analysis

Section 3 – Goals

Section 4 – Strategies

Part 2 – "Budget"

Section 1 – Phase I Work Plan

Section 2 – Operational Budget

Part 3 – "Continuous Quality Improvement Plan"

Section 1 – Participation

Section 2 – Incorporation of Experiences

Section 3 -- Benchmark Review

Section 4 – Benchmark Amendment

Part 4 – "Administration Plan"

Section 1 – Lead Entity

Section 2 – Capacity

Section 3 – Board Membership Selection Process

Section 4 – Partnerships

Section 5 – Public Information

Section 6 – Public Participation

Map

Appendix

Nomination ^{1c}

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of
designation requested
(maximum of 10 years):

Nomination Categories (mark as applicable):

Rural
Indian Reservation **yes** **no**

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: State of North Dakota Authorized Official: Rosemarie Myrdahl
Contact Person (Name and Title): James Boyd Telephone Number: 701/328-2468
Address (Street / PO Box, City, State, & Zip Code):

14th Floor, State Capital Building, Bismarck, ND 58505
Name of Entity: _____ Authorized Official: _____

• Contact Person (Name and Title): _____ Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): _____

B. Nominating Local Government(s) ^c Enter the total number of nominating local governments.

Name of Jurisdiction: City of Cooperstown Metropolitan Statistical Area Name (if in an MSA): _____
Chief Elected Official: Robert Baker
Contact Person (Name and Title): Robert Baker, Mayor Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): 611 9th Street NE, Cooperstown, ND 58425 County: GRIGGS

Name of Jurisdiction: City of Hannaford Metropolitan Statistical Area Name (if in an MSA): _____
Authorized Official: Cal Vincent
Contact Person (Name and Title): Cal Vincent, Mayor Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 7, Hannaford, ND 580448 County: GRIGGS

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity: Lake Agassiz Regional Development Corporation
Contact Person (Name and Title): Irvin D. Rustad, Executive Director Telephone Number: 701-235-1197
Address (Street / PO Box, City, State, & Zip Code): 417 Main Avenue
Fargo, ND 58103

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area.
Number the additional sheets Ia, Ib, etc.

Nomination ^{1a}

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of designation requested
(maximum of 10 years):

Nomination Categories (mark as applicable):
Rural
Indian Reservation yes no

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: State of North Dakota	Authorized Official: Rosemarie Myrdahl
Contact Person (Name and Title): James Boyd	Telephone Number: 701/328-2468
Address (Street / PO Box, City, State, & Zip Code):	

14th Floor, State Capital Building, Bismarck, ND 58505

Name of Entity:	Authorized Official:
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

B. Nominating Local Government(s) Enter the total number of nominating local governments.

Name of Jurisdiction: City of Finley	Metropolitan Statistical Area Name (if in an MSA):
Chief Elected Official: Wayne Fetting	
Contact Person (Name and Title): Wayne Fetting, Mayor	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 321, Finley, ND 58230	County: STEELE

Name of Jurisdiction: City of Leverne	Metropolitan Statistical Area Name (if in an MSA):
Authorized Official: Elsey Short	
Contact Person (Name and Title): Elsey Short, Mayor	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 204, Leverne, ND 58056	County: STEELE

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity: Lake Agassiz Regional Development Corporation	
Contact Person (Name and Title): Irvin D. Rustad, Executive Director	Telephone Number: 701-235-1197
Address (Street / PO Box, City, State, & Zip Code): 1471 Main Avenue Fargo, ND 58103	

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area. Number the additional sheets 1a, 1b, etc.

for Rural Federal Empowerment Zone Designation

Number of years of designation requested (maximum of 10 years):

Nomination Categories (mark as applicable):
Rural
Indian Reservation yes ___ no

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: State of North Dakota	Authorized Official: Rosemarie Myrdahl
Contact Person (Name and Title): James Boyd	Telephone Number: 701/328-2468
Address (Street / PO Box, City, State, & Zip Code): 14th Floor, State Capital Building, Bismarck, ND 58505	

Name of Entity:	Authorized Official:
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

B. Nominating Local Government(s) Enter the total number of nominating local governments.

Name of Jurisdiction: City of Hope	Metropolitan Statistical Area Name (if in an MSA):
Chief Elected Official: Gary L. Ihry	
Contact Person (Name and Title): Gary L. Ihry, Mayor	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 189, Hope, NB 58046	County: STEELE

Name of Jurisdiction: City of Sharon	Metropolitan Statistical Area Name (if in an MSA):
Authorized Official: Gary D. Johnson	
Contact Person (Name and Title): Gary D. Johnson, Mayor	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code): RR 1 Box 1, Sharon, ND 58277	County: STEELE

C. Applicant or Lead Implementing Entity (For questions concerning the nomination, this can be a nominating entity or one of the participating entities.)

Name of Entity: Lake Agassiz Regional Development Corporation	
Contact Person (Name and Title): Irvin D. Rustad, Executive Director	Telephone Number: 701-235-1197
Address (Street / PO Box, City, State, & Zip Code): 417 Main Avenue Fargo, ND 58103	

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area. Number the additional sheets 1a, 1b, etc.

Part II: Eligibility Information

This form incorporates the information necessary to demonstrate that the nominated area meets the statutory eligibility requirements for consideration and designation. Procedures for identifying the population and poverty rate data are given in Part IV. Use the results to answer the appropriate items A through E below.

	Yes	No		Yes	No
A. Size & Location of the Nominated Area			2. From the Part IV Rural Population Data Worksheet, provide the following information for the entire area nominated:		
1. What is the square mileage of the nominated area?	822.59		a. Total 1990 census population	3936	
2. Is the nominated area located wholly within the jurisdiction of the legal government(s) listed in Part I?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	h. Do all census tracts or block numbering areas of the nominated zone have a poverty rate of not less than 20%?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. How many States are in the nominated area?	1		c. Do at least 90% of all the census tracts in the nominated area have a poverty rate of not less than 25%?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Is the boundary of the nominated area continuous?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	d. If the answer to b or c is "no," would the answer(s) to b or c otherwise be "yes" if developable sites were not taken into account?	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the nominated area, including developable sites, consist of not more than three noncontiguous parcels?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3. Is the entire nominated area eligible under the emigration criteria established by the Secretary of Agriculture?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. a. Does the nominated area include developable sites?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C. Distress of the Nominated Area		
b. If "yes," are there no more than three?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The major indices of distress are pervasive poverty, unemployment, and general distress.		
c. If "yes," do they exceed 2,000 acres in the aggregate?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1. Is the pervasive poverty of the area detailed in the Strategic Plan and certified in Part III?	<input type="checkbox"/>	<input type="checkbox"/>
7. a. Is the nominated area wholly outside a Metropolitan Statistical Area?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2. Is the unemployment of the area detailed in the Strategic Plan and certified in Part III?	<input type="checkbox"/>	<input type="checkbox"/>
b. If "no," does the nominated area have a population density less than or equal to 1,000 persons per square mile, and is the land use primarily agricultural?	<input type="checkbox"/>	<input type="checkbox"/>	3. Is the general distress of the area, including the physical and social conditions that demonstrate it, detailed in the Strategic Plan and certified in Part III?	<input type="checkbox"/>	<input type="checkbox"/>
8. a. Are there any census tracts within a central business district?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	D. Alaska and Hawaii Nominations Only		
b. If "yes," is the poverty rate not less than 35% for such tracts?	<input type="checkbox"/>	<input type="checkbox"/>	1. Do at least 20% of the families in each census tract or block group within the nominated area have incomes at or below 50% of the statewide median family income?		
9. a. Does the nominated area include any portion of an area included in a previously designated Enterprise Community?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
b. If "yes," is the entirety of the subject Enterprise Community included in the nominated area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
B. Population & Poverty Rate of the Nominated Area			E. Mixed Poverty/Emigration Eligibility		
1. a. Do any of the census tracts included in the nominated area have no population or a population of less than 2,000?	<input type="checkbox"/>	<input type="checkbox"/>	(where the nominated area consists of two or three noncontiguous parcels)		
b. If "yes," is more than 75% of the tract zoned commercial/industrial and certified in Part III?	<input type="checkbox"/>	<input type="checkbox"/>	1. Does each parcel qualify under either the poverty rate test specified in B.2.b. and B.2.c. or the outmigration test specified in B.3?		
c. If "yes," is the tract contiguous to one or more other census tracts that have a poverty rate of not less than 25% as reported by the U.S. Bureau of the Census?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
			7. Does any parcel qualify under both the poverty rate test specified in B.2.b. and B.2.c. and the outmigration test specified in B.3?		
			<input type="checkbox"/>		

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designated zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round I EC), a Round I EC is included in its entirety in the nominated area.

OR

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity: <u>Office of the Lieutenant Governor-North Dakota</u>	Signature & Date: <u>Sept. 28, 1998</u>
Name of Authorized Official & Title: <u>Rosemarie Myrdal, Lieutenant Governor</u>	X <u>St. Gov. Rosemarie Myrdal</u>
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: <u>Steele County Commission</u>	Signature & Date:
Official Name & Title: <u>Sherman Thykeson, Chairman</u>	X <u>Sherman Thykeson 9-9-98</u>
Governmental Unit & State Name: <u>Griggs County Commission</u>	Signature & Date:
Official Name & Title: <u>Roger Nelson, Chairman</u>	X <u>Roger P. Nelson 9-9-98</u>
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

(in the case of Alaska and Hawaii only). the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous areas identified as "developable sites" as referenced in paragraph A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or local governments agree to make all the information available as requested by the designating Secretaries to aid in evaluation of program implementation of the Strategic Plan and reporting on the EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating Secretary to the zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and (applicable only where the nominated area includes area from within a Round 1 EC), a Round 1 EC included in its entirety in the nominated area.

OR

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: Steele County, North Dakota	Signature & Date:
Official Name & Title: Sherman Thykeson, Chairman	X Sherman Thykeson 7-21-
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

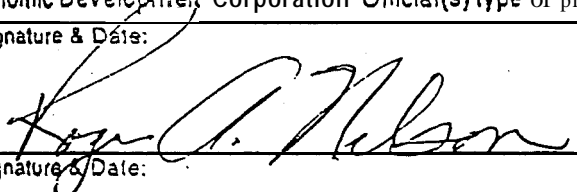
I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

- (in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes 50% or below of the State median income and the population of the geographic area does not exceed 30,000;
- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 207 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone; and, (applicable only where the nominated area includes area from within a Round 1 EC), a Round 1 EC included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or Sole Chartered Economic Development Corporation Official(s) type or print

Name of Entity: <u>Griggs County Commission</u>	Signature & Date: 
Name of Authorized Official & Title: <u>Roger Nelson, commissioner</u>	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

- (in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the median income and the population of the geographic area does not exceed 30,000;
- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2 of the Social Security Act will not be used to supplant Federal non-Federal funds for services and activities that promote purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG fund in accordance with the Strategic Plan submitted by the designating State or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and (applicable only where the nominating area includes area from within a Round 1 EC), a Round 1 EC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity: City of Finley	Signature & Date:
Name of Authorized Official & Title: Wayne Fetting, Mayor	X <i>Wayne M Fetting</i> 7/20/98
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plans submitted by the designated town or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round 1 EC), a Round 1 EC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Cooperstown, North Dakota	Signature & Date:
Official Name & Title: Robert W. Saker, Mayor	X Robert W Saker 7/7/98
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), if necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

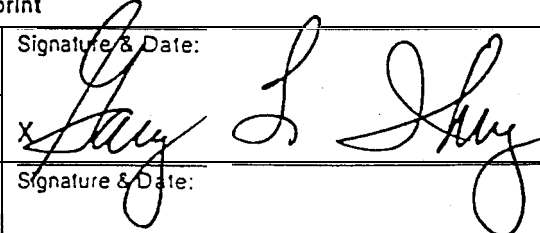
(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous areas identified as "developable sites" as referred to in paragraph A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or counties agree to make all the information available as requested by the designating Secretaries to aid in evaluation of program implementation of the Strategic Plan and reporting on the EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating Secretary to the zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the noncontiguous area includes area from within a Round 1 EC), a Round 1 EC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Hope, North Dakota	Signature & Date:
Official Name & Title: Gary L. Ihry, Mayor of Hope	X 
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

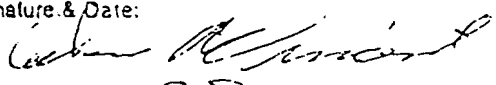
(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have income at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part 11) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary, Agriculture;
- g. the amounts provided to the State for the area under section 207 of the Social Security Act will not be used to supplant Federal non-Federal funds for services and activities that promote purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested to the designating Secretaries to aid in evaluation of progress implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round 1 EC), a Round 1 EC included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity: _____	Signature & Date: X
Name of Authorized Official & Title: _____	
Name of Entity: _____	Signature & Date: X
Name of Authorized Official & Title: _____	

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Hannaford, North Dakota	Signature & Date:  X 7-6-98
Official Name & Title: Cal Vincent, Mayor	
Governmental Unit & State Name: _____	Signature & Date: X
Official Name & Title: _____	
Governmental Unit & State Name: _____	Signature & Date: X
Official Name & Title: _____	

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous areas identified as "developable sites" as referred to in paragraph A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 207 of the Social Security Act will not be used to supplant Federal non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or local entities agree to make all the information available as requested by the designating Secretaries to aid in evaluation of program implementation of the Strategic Plan and reporting on the EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating Secretary, zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and (applicable only where the nominated area includes area from within a Round 1 EDC), a Round 1 EDC included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Luverne, North Dakota	Signature & Date:
Official Name & Title: Esley Short, Mayor	X Esley Short 7/17/98
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous areas identified as "developable sites" as referred to in paragraph 12.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 7007 of the Social Security Act will not be used to supplant Federal non-Federal funds for services and activities that promote the purposes of section 7007;
- h. the nominating governments, tribal governing body, or counties agree to make all the information available as requested by the designating Secretaries to aid in evaluation of program implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designating zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and (applicable only where the nominated area includes area from within a Round 1 EC), a Round 1 EC is included in its entirety in the nominated area.

OR

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Sharon, North Dakota	Signature & Date:
Official Name & Title: Gary D. Johnson, Mayor	X <i>Gary D. Johnson 16 July</i>
Governmental Unit & State Name:	Signature & Date?
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part IV: Rural Population Data Worksheet

Duplicate this page if needed. Number the added pages IVa, IVb, etc. Use only one line per census tract/block numbering area. Enter the total number of census tracts/block numbering areas listed on all pages in the block to the right. The tracts in each parcel should be grouped separately below.

PARCELS		1	2	3	4. Poverty		5. Land Area			6	7
		State and County FIPS Code (5-digit)	Census Geographic Area Census Tract Code/Block Numbering Area	1990 Population	4a. Number of Persons in Poverty	4b. Percent of Persons Below the Poverty Level	5a. Total Land Area in Census Tract (sq. miles)	5b. Excluded Area (sq. miles)	5c. Net Area of Tract (sq. miles) or Developable Site, as applicable	Code	Check if this tract is included in a current EC
	1	38091		2420			712.41			E	
	2	38039	9685	1516			110.18			E	
	3										
	4										
	5										
	6										
	7										
	8										
	9										
	10										
	1										
	2										
	3										
	4										
	5										
	6										
	7										
	8										
	9										
	10										
	1										
	2										
	3										
	4										
	5										
	6										
	7										
	8										
	9										
	10										
Eligibility Data for Each Parcel								Parcel A	Parcel B	Parcel C	
Number of census tracts/block numbering areas with poverty rate(s) of 25% or greater.								0	0		
Number of census tracts/block numbering areas with poverty rate(s) of 20% or greater.								0	0		
Number of census tracts/block numbering areas with a population of less than 2,000.								0	1		
Number of census tracts/block numbering areas with no population.								0	0		

TABLE OF CONTENTS

TAB

Application – Parts I through IV Application

Volume I – Documentation of the Strategic Plan Volume I

Section 1 – Participants

1 a Applicant and Lead Managing Entity

1 b Entities Participating in the Production of the Strategic Plan

1c Selection of Participants for the Planning Process

Section 2 – The Planning Process

2a Description of How the Participants Created and Developed the Strategic Plan

2b Identification of Topics That Caused Serious Disagreement and How They Were Resolved

2c Explanation of How the Nominated Area was Chosen

Section 3 - Eligibility

3a Notice of Rural Empowerment Zone Eligibility

3b Maps and General Description of Nominated Area

Section 4 – Economic and Social Conditions

4a Economic and Social Conditions

4b Statistical Information on the Empowerment Zone Area

Section 5 – Implementation

5a&b Description of Roles and Capacity of Participating Entities in Plan Implementation

Section 6 – Public Information

6a Newspaper Clippings, Photographs, New Releases Relating to the strategic Planning Process

6b Newspaper Clippings on Activities Taking Place in the Proposed Empowerment Zone

Section 7 – Letters of Support

7a Copies of Letters of Support

7b Copies of Letters of Commitment of Funds

Section 8 – Other Attachments

8a Materials Provided as Special Items

TABLE OF CONTENTS

(Cont.)

Volume II – Strategic Plan

Volume II

Part I

Section 1 – Vision and Values

1 Vision and Values

Section 2 – Community Assessment

2a Assessment of Problems and Opportunities

2b Resource Analysis

Section 3 – Goals

3 Goals

Section 4 – Strategies

4 Strategies

Part II

Section 1 – Phase I Work Plan

Section 2 – Operational Budget

2i – Expected Implementation Costs

2ii – Proposed Rural Empowerment Zone Projects

2iii – Letters of Support

2iv – Letters of Commitment of Funds

Part III

Section 1 – Participation

1 Participation

Sections 2, 3, & 4 – **Incorporation** of Experiences, Review of the **Strategic** Plan and Benchmarks, Amendment of the Strategic Plan and Benchmarks, and Overall Plan

E v a l u a t i o n

Part IV

Section 1 – Lead Entity

1 Lead Entity

Section 2 – Capacity

2 Capacity

Section 3 – Board Membership Selection Process

3 Board Membership Selection Process

Section 4 – Partnerships

4 Partnerships

Section 5 – Public Information

5 Public Information

Section 6 – Public Participation

6 Public Participation

TABLE OF CONTENTS

(Cont.)

Maps Maps
Appendix	Appendix
Appendix A – Potential Resources to Assist with Strategic Plan Implementation	Appendix A
Appendix B – Griggs County 3 19 Project	Appendix B
Appendix C – Back Home Project	Appendix C
Appendix D – Interactive Television for Education and Training	Appendix D
Appendix E – Executive Summary of Strawboard Plant	Appendix E
Appendix F – Leistriz Report on Economic Impact of Strawboard Plant	Appendix F
Appendix G – Proposed Empowerment Zone Projects	Appendix G
Appendix H -Cooperstown Technology Center	Appendix H

Section 4. Economic and Social Conditions

(4a) Economic and Social Conditions

Rural North Dakota is under stress as agriculture fails to provide a sustainable way of life for more and more farm families. Wheat is the lifeblood of the Empowerment Zone area. However, while wheat yields increased by 8% in North Dakota from 1989 to 1997, production costs grew by 58%.

Demographic data for the Empowerment Zone area demonstrate the effects of continued poor farm commodity prices. As shown in Table 4-1 (this table and all others for this section are to be found in Section 4b), there has been a decrease in population, number of births, and people under 18 years of age, while the median age and number of people over 65 years of age have increased dramatically.

From 1980 to 1996, Steele County lost 27.0% of its population, and Griggs County lost 18.3%. In addition, the population loss is greatest among individuals from age 18 to 64, those considered to be part of the work force. As of 1996, less than 57% of those people living in Steele County were of age 18 to 64 and in Griggs County only 53%. Accompanying these changes has been a relative shift of population from farms to small towns located in the zone as the towns lose population more rapidly than outlying areas. Detailed data from the 1990 U.S. Census is presented in Table 4-2.

As shown by Table 4-3, incorporated cities now hold nearly half of the population within the Empowerment Zone. Table 4-4 demonstrates the consistent drop in the number of farms, and an accompanying increase in the average farm size as economies of scale become vital to maintaining a viable farming operation.

ECONOMIC CONDITIONS

The economic and social environment of the area tends to be overshadowed by the nearby larger metropolitan areas of Fargo, with a population of 84,000 at a distance of approximately 80 miles; Grand Forks, with a population of 51,000 at a distance of approximately 70 miles; and Valley City, with a population of 7,000 at a distance of 60 miles. State highways provide excellent links to these metro areas.

The Empowerment Zone area does not suffer from unemployment. As shown in Table 4-5, the unemployment rate was essentially 2% for both Steele and Griggs Counties. Per capita income is dropping, in real dollars, decreasing more than 20% in Steele County from 1985-1995, and nearly 10% in Griggs County. The poor state of the agricultural economy is illustrated by the figures for farm income as a percentage of total income. Despite the dominantly agricultural focus of life in Steele County, only 19.5% of the county's total income was derived from farming in 1994. Griggs County shows 5.6% of total income as being generated by farming during 1994.

Taxable value per capita and local per capita property taxes, shown in Table 4-6, reflect the strong agricultural nature and low population density of Steele County, and lesser agricultural dependence of Griggs County. The dominance of agricultural activities in Steele County is also

shown by the data for agricultural land as a percentage of total taxable property value, with Steele County showing 87.1% of value in farmlands.

Total bank assets for both counties are low, an indication of the inability of local capital to fuel revitalization. An influx of outside resources is crucial. Bank loan to deposit rates are similar for both counties, and their levels indicate a situation in which lenders are unable to extend a great deal more credit regardless of a borrower's qualifications. Non-performing loan rates are much higher in Steele County than in Griggs, reflecting the effect of agricultural decline on the farm-dependant Steele County economy. Griggs County has succeeded in attracting some light manufacturing, and with the realization of Empowerment Zone status it is hoped that this trend will continue. At present there are 130 businesses in Cooperstown. Manufacturing in the area includes:

- Posilock Corporation, Cooperstown, Manufactures an innovative gear puller with worldwide distribution to automotive, industrial, and agricultural markets. Is expanding.
- Sheyenne Tooling, Cooperstown, A manufacturer of grain augers and contract parts for the Melroe Corporation and John Deere Corporation. ~ 125 employees.
- Reiten, Inc., Cooperstown, Manufactures aluminum grain boxes for trucks and does machine work. -15 employees.
- Norwood Sales and Industries, Cooperstown, Assembles grain cleaners. 7 employees.
- Micada, Hope, Manufactures grain bin hopper bottoms with national distribution. 30 employees.

Additional new businesses include:

- Dynamics Marketing, Cooperstown, Telemarketing firm with -40 employees.
- Top Taste Bakery, Finley, Makes frozen bread dough, cookie dough, cakes. Sells to 25 states. 30-35 employees.
- Summer's Harvest Flour Milling, Hope, provides stone ground wheat flour.
- S-F Industries, Hope. Sunflower and sunflower product marketing. Want to expand into bean processing. 2 employees.

While these businesses are generally small, they attest to the imagination and determination of residents to build their own futures. Further evidence of the will of Empowerment Zone residents to take their futures in their own hands is shown by expansion of existing businesses, such as:

- . Super Value Grocery Store, Cooperstown. Completed major expansion.
- Floral Expressions Craft Shop, Cooperstown, Has expanded.
- . Community First Bank, Cooperstown. Major expansion.

During the period 1991-1996, 14 building permits were issued by Cooperstown for the construction or new or major remodeling of existing businesses. The city of Cooperstown has recently completed an extensive overhaul of streets and utilities, as they approach the future optimistically.

Housing at present is more than sufficient to satisfy current demand. Steele County has a total of 1,311 housing units, of which 24.4% were reported vacant (U.S. Census data, 1990). 1,660 housing units are located within Griggs County, of which 22% are vacant. Lower vacancy rates are noted in Cooperstown (Griggs County Housing Survey Analysis, 1997, by Merrill Berg). While the real-estate market has been active, with an average of 30 homes per year bought in Cooperstown, these homes are typically of limited value, being small in size or needing remodeling. Most homes come on the market as senior citizens sell their home in order to move to retirement homes or assisted living apartments. Median age of housing units in 1990 was 39 years in Steele County and 40 years in Griggs County. As of 1997, 75% of the residences in Griggs County are occupied by homeowners, and 25% by renters. Cooperstown has 119 apartments and 41 rental homes, with 66 of the apartments being built for elderly or low-income families.

In Steele County, there were a total of 1,311 housing units as of 1990, with 1,055 single family dwellings, 86 units located in multi-family dwellings, and 170 mobile homes. 749 of these units were owner occupied, 242 were occupied by renters, and 320 were vacant. The median value of a housing unit was \$24,800 and the average rental payment was \$162 per month. Finley has 222 single-family dwellings, 47 dwellings in multi-family structures, and 20 mobile homes, with a median value of \$30,600. 119 single-family dwellings are located in Hope, 29 dwellings in multi-family structures, and 15 mobile homes, with median value of \$19,400. 23 of the apartments were built by USDA during the early 1970's as low-income rural housing. Rental assistance is available and occupancy is high. Sharon boasts 63 family dwellings, 10 dwelling in multi-family structures, and 6 mobile homes, with median value at \$15,000. Located in Luverne are located 21 single-family dwellings and 2 mobile homes, with a median value of \$15,000.

The workforce in the Empowerment Zone area is well educated, with Steele County showing 71.9% of residents over 25 years of age as having completed High School, and Griggs County 67.9%. 13.7% of Steele County residents are college graduates, and 12.1% of Griggs County residents. Of the 77 students completing high school in 1997, 44% had commenced studies in a 4-year college.

Women make up a significant portion of the workforce in both counties, with Steele County reporting 39.5% females in the workforce, and Griggs county 41.9%. An additional pool of potential workers is among senior citizens. In Griggs County, nearly 80% of respondents said that they planned to retire in Griggs County and of these 49.2% expressed a desire to continue working part-time.

SOCIAL CONDITIONS

The inhabitants of the Empowerment Zone area are overwhelmingly of European descent, with most people having roots in Scandinavian countries. While this homogeneity limits the opportunity for inter-cultural sharing and growth within the communities, it also means that racial discrimination and ethnic gang problems are virtually unheard of.

The family is still a stable institution in Steele and Griggs Counties. Divorce rates for Steele County are 1.2 [(divorces/population)*1,000] (all figures are averaged over the last 10 years) and for Griggs 1.36. Resident out of wedlock birth rates are 83.33 for Steele County [(out of wedlock birth/total births)*1,000] and 120.0 for Griggs County. Resident teenage birth rates are 28.36 for Steele County and 39.30 for Griggs [(teenage live births/teenage female population)*1,000]. In 1990 Steele County reported four females and nine males living with their own children under 18, but without a spouse. Griggs County reported ten females and two males living in the same situation.

Schools within the Empowerment Zone area have build a web of cooperative undertakings and utilized advanced technologies as they struggle to continue providing quality education in spite of a dwindling student population.

Finley has combined its school district with Sharon to serve 180 students in K-12, and cooperates with Griggs County Central School District (Cooperstown and Hannaford) to provide sports opportunities such as golf, cross country running, track and field, and football. The most remarkable cooperative undertaking involves Finley-Sharon in conjunction with Hatton, Mayville, Portland, Galesburg, Hillsboro, and Clifford (located in adjacent Traill County). These schools are cooperating with Mayville State University to allow teaching by way of interactive television. A fiber-optics network allows instructors in any one of the allied schools to not only teach classes at the other schools simultaneously and monitor their classes, but also to answer questions while viewing and directly interacting with questioners. The interactive teaching network allows member schools to offer classes such as: Spanish 1 & 2, German 1 & 2, Psychology, Applied Math, Statistics, and Speech, classes which they would ordinarily be unable to offer as a result of their low enrollment. Finley-Sharon now averages only 15 students per grade.

Finley-Sharon schools also cooperate with Hope, which has its own school district, and Page, in adjacent Cass County, to provide counseling and to share costs of buying everything from copy paper to rug cleaning machines. The heart of the valley consortium combines Finley-Sharon with Hatton, Mayville, and Portland in an effort to revise and improve curriculum. Nine schools located in Steele, Griggs, and Traill Counties cooperate in order to provide special education services to their students.

The Hope and Page school districts have plans to share buildings and equipment, even though they will remain separate districts. The Cooperstown-Hannaford (officially Griggs County Combined) district has an enrollment of 500 in K-12 grade, and offers adult education job training. Their ready-set-go program allows parents to drop off pre-school children at 6:00 in the morning until 6:00 in the evening and is funded by its members. The combination of Griggs County schools allows them to more efficiently utilize buildings. Cooperstown is now host to Kindergarten through third grade and high school grades 7-12, while the Hannaford building serves as a middle school for grades 4-6.

The manner in which these schools have reacted to the stress of decreasing enrollment is inspiring. Setting aside whatever differences they may have had, cooperative alliances have been formed with anyone and everyone covering the entire range of school related activities from curriculum review to cross country to copy paper, always with the goal in mind of providing the best possible education to their students. The cooperation and innovation of the instructors and staff at these schools is perhaps the most valuable lesson to be learned by the Empowerment Zone area students.

Various religious institutions are located within the Empowerment Zone area. Eight churches are located in Cooperstown, representing Catholic, Lutheran (ELCA, Lutheran Brotherhood, and Missouri Synod), Presbyterian, Evangelical Free, and Baptist denominations. Cooperstown is also home to the Tri-County Ministry, an ecumenical ministry shared by eight rural congregations representing ELCA and Presbyterian denominations. A memorandum from the Tri-County ministry staff to respective members of a rural response team is included on the next page.

Finley is home to churches representing Catholic, Methodist, Lutheran, and Assembly of God faiths. Hope has two Lutheran, a Catholic, and a Methodist Church. Both Luveme and Sharon are host to a Lutheran Church.

Health care facilities and services are located primarily in Cooperstown. An 11 bed recently remodeled hospital has two full time doctors and one physicians' assistant. There is also a clinic with a dentist and an optometrist, and a 58-bed nursing home in Cooperstown. Other services include Home Health Care, Meals on Wheels, and physical therapy. Finley cooperates with Mayville hospital to open a clinic two days a week, with a doctor, x-ray technician, registered nurse, and lab technician. Hope also has a clinic one day per week. Meals on Wheels is available throughout Steele County, as is Home Health Care, provided by the Steele County Public Health Department nurse.

Public safety services are provided by a Cooperstown policeman, who answers 40 calls per week working by himself with no secretarial staff, a Griggs County sheriff and two deputies, and a Steele County sheriff with two deputies. The two sheriffs are hampered by the size of their jurisdictions, and response time can be up to 20 minutes. The communities of Finley, Sharon, Hope, and Hannaford contract with their respective sheriffs to provide police protection. Crime in the area is low, with Steele County reporting 11 crimes per year during 1993-1994, and Griggs County seven crimes. Crime rate per thousand residents is 4.8 for Steele County, and 2.3 for Griggs. Most law enforcement calls involve underage drinking or other alcohol-related problems, though illegal drug problems are increasing. Fire protection and search and rescue in the Empowerment Zone area is provided entirely by volunteer fire departments, of which there

To: Prospective Members of a Rural Response Team
 From: Tri-County Ministry Staff

Over the past couple of months, we have discussed how we might best respond to the serious economic difficulties which are affecting our families and rural communities. As a church, we desire to come alongside individuals and families during these stressful times in order to offer support and help.

One way in which we would like to help is by forming two Rural Response Teams, each made up of about 5-10 individuals from our congregations. One team would serve the congregations in the West and the other, the congregations in the East. Members of these teams would be encouraged to make themselves aware of the concerns of our people as well as become informed about the resources available to help people.

Would you seriously consider participating on such a team? The following guidelines will give you an idea of the general expectations we have for our Rural Response Team members:

Time Commitment

We are asking team members to make a 6-8 month commitment to the team, beginning in late September. We are expecting that there would be two meetings a month in October and November and monthly meetings during the winter months.

Learn/Be Trained:

During the fall meetings, team members would participate in a group discussion. We will make use of a prepared study which focuses on the concerns of farmers, in particular, along with an accompanying Bible study. There will also be discussion of community needs and ways to meet those needs.

Additionally, we plan to offer one training session for team members, probably to be held on a Saturday. This session would be led by Sandy Thums or some other qualified person, with the purpose of training us to become more effective listeners.

Reach Out

We would ask the Rural Response Teams to help promote a Resource Fair to be held in the late fall. This Resource Fair will be an evening gathering at which time individuals representing financial, medical, counseling and other services will make short presentations about what they offer. This fair will be organized in conjunction with several community agencies and will be presented to the community at large.

Finally, team members would be encouraged to be alert to the concerns of people in their communities and to promote the resources that are available to people who need them.

We will be calling you within a week to learn if you would be available to serve on one of our Rural Response Teams. Please call Carol Luecke (676-2761) or Deborah Lunde (797-2480) if you have any questions. Also, please note which time(s) would be best for you for team meetings:

- | | |
|--|---|
| <input type="checkbox"/> Saturday morning | <input type="checkbox"/> Sunday evening |
| <input type="checkbox"/> Weekday morning (early) | <input type="checkbox"/> Other? |

Sincerely,

Tri-County Ministry Staff

are four with a total of 88 members. These organizations are not well supported financially, but have devised cooperative agreements among themselves, hold fund raisers and raffles, do their own maintenance and even build their own fire trucks in an effort to maintain their level of service. The fire departments also provide ambulance/EMT services.

Youth organizations such as Boy Scouts, Girl Scouts, 4-H, and Future Farmers of America are active in the area. All towns with more than 40 residents have a city park and senior citizen center. Three swimming pools and two golf courses are also maintained for public use.

The Cooperstown Community Activities Authority organizes dance classes, golf, basketball, track, tennis, sports training aerobic, road race and softball activities. The emphasis is on fun; they even have a co-ed mud volleyball tournament.

Recreation in the area traditionally centers around hunting and fishing activities. Hunting is excellent for deer, upland game, and waterfowl. Pike, muskellunge, and walleye can be caught from nearby lakes.

Festivals celebrated in the area include:

- Mid-Summer Festival
- Chicken Barbecue and Art in the Cooperstown Park
- Griggs County Fair
- Hannaford Winter Carnival
- Hannaford Fall Festival and Pumpkin Patch

Cooperstown, Finley and Hope have public libraries, and Cooperstown and Hope are home to museums for their respective Counties. The Griggs County Council for the Arts, located in Cooperstown, sponsors plays, concerts, art shows, and dance events. Public transportation services consist of a small bus which runs a route passing through towns in the Empowerment Zone area twice a week, once with a round trip to Fargo and once to Grand Forks, primarily to provide access to medical facilities and to satisfy the needs of senior citizens. The American Legion, Jaycees, Sons of Norway, Masons, and Veterans of Foreign Wars are some of the service clubs in the area with various community clubs in the area, with various community clubs and homemakers groups as well.

(4b) Statistical Information on the Empowerment Zone Area

Statistical information in the following tables is from "The State of North Dakota: Economic Demographic, Public Service, and Fiscal Condition, 1998" by Randal C. Coon and F. Larry Leistriz, North Dakota State University. Data is not available for the Empowerment Zone area alone in Griggs County. However, since the Empowerment Zone area contains approximately half of the total population of Griggs County, data for the county as a whole is presented as being representative of conditions in the Empowerment Zone portion of Griggs County.

Table 4-1

Griggs														
Steele														
		1950	1960	1970	1980	1990	1991	1992	1993	1994	1995	1996	1997	1998
Population		5460	5023	4184	3714	3303	3195	3152	3151	3083	3040	2953	2834	
		5145	4719	3749	3106	2420	2343	2319	2278	2297	2299	2267	2252	
Number of Births					58	42	31	28	32	28	32	28		
					37	25	22	23	31	25	27	28		
Median Age		29.7	31.4	37.3	37.3	41.0								
		29.3	29.5	32.8	35.1	39.8								
People over 65		485	625	667	745	795								
		408	484	509	505	493								
People Under 18		1881	1969	1441	1009	890								
		1826	1715	643	747	632								
Per Capita Income				2954	4853	16521	15315	16178	12887	15684	14646	19115		
				2826	8930	13672	14091	15184	15931	16315	17560	18512		

SUBCOUNTY POPULATION ESTIMATES FOR GRIGGS COUNTY, 1990-1996

Political Subdivision	Census 1990	July 1, Estimates						Change, 1990-1996	
		1991	1992	1993	1994	1995	1996	Number	Percent
Griggs County	3,303	3,196	3,155	3,156	3,089	3,054	2,984	-319	-9.7
Ball hill Township	109	105	103	103	101	99	96	-13	-11.9
Cooperstown City	1,247	1,213	1,203	1,206	1,185	1,176	1,156	-91	-7.3
Cooperstown Township	86	83	82	82	79	79	76	-10	-11.6
Hannaford City	204	197	193	194	188	186	181	-23	-11.3
Romness Township	50	49	47	48	47	45	45	-5	-10.0
Sverdrup Township	109	105	103	103	101	99	96	-13	-11.9
Tyrol Township	161	156	153	152	148	147	144	-17	-10.6
Washburn Township	67	64	64	63	62	62	59	-8	-11.9

Table 4-1 (cont.)

SUBCOUNTY POPULATION ESTIMATES FOR STEELE COUNTY, 1990-1996

Political Subdivision	Census 1990	July 1, Estimates						Change, 1990-1996	
		1991	1992	1993	1994	1995	1996	Number	Percent
Steele County	2,420	2,343	2,320	2,282	2,301	2,303	2,277	-143	-5.9
Beaver Creek Township	114	110	110	108	106	109	108	-6	-5.3
Broadlawn Township	59	57	56	55	56	56	56	-3	-5.1
Carpenter Township	53	51	51	50	50	50	50	-3	-5.7
Colgate Township	98	95	94	93	94	94	93	-5	-5.1
Easton Township	78	76	75	74	74	75	74	-4	-5.1
Edendale Township	72	70	69	68	69	69	68	-4	-5.6
Enger Township	98	95	94	93	94	94	93	-5	-5.1
Finley City Township	543	527	521	513	516	517	512	-31	-5.7
Finley Township	65	65	62	61	62	62	61	-4	-6.2
Franklin Township	49	47	48	46	46	47	46	-3	-6.1
Golden Lake Township	68	66	65	64	65	65	64	-4	-5.9
Greenview Township	64	62	61	60	61	61	60	-4	-6.3
Hope City	281	272	269	265	266	267	262	-19	-6.8
Hugo Township	61	59	58	57	58	58	58	-3	-4.9
Luverne City	41	40	40	39	40	38	37	-4	-9.8
Melrose Township	73	71	70	69	70	70	69	-4	-5.5
Newburgh Township	102	98	98	97	98	97	96	-6	-5.9
Primrose Township	90	87	86	85	86	86	85	-5	-5.6
Riverside Township	55	53	53	52	52	52	52	-3	-5.5
Sharon City	119	114	113	111	112	110	109	-10	-8.4
Sharon Township	44	43	43	41	42	42	41	-3	-6.8
Sherbrooke Township	59	57	56	55	56	56	56	-3	-5.1
Westfield Township	73	71	70	69	70	70	69	-4	-5.5
Willow Lake Township	61	59	58	57	58	58	58	-3	-4.9
Balance of Steele County	1,436	1,390	1,377	1,354	1,367	1,371	1,357	-79	-5.5

Table 4-2

1990 CENSUS DATA STEELE COUNTY

PERSONS

Universe: Persons

Total 2420

100-PERCENT COUNT OF PERSONS

Universe: Persons

Total 2420

FAMILIES

Universe: Families

Total 706

HOUSEHOLDS

Universe: Households

Total 995

URBAN AND RURAL

Universe: Persons

Urban:

 Inside urbanized area 0

 Outside urbanized area 0

Rural:

 Farm 905

 Non-farm 1515

SEX

Universe: Persons

Male 1215

Female 1205

PERSONS IN HOUSEHOLD

Universe: Households

1 person 276

2 persons 357

3 persons 127

4 persons 142

5 persons 49

6 persons 44

7 or more persons 0

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons

In family households:	
Householder	706
Spouse	664
Child:	
Natural-born or adopted	673
Step	24
Grandchild	4
Other relatives	29
Non-relatives	18
In non-family households:	
Male householder:	
Living alone	145
Not living alone	11
Female householder:	
Living alone	131
Not living alone	2
Non-relatives	13
In group quarters:	
Institutionalized persons	0
Other persons in groups quarters	0

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons 65 years and over

In family households:	
Householder	172
Spouse	136
Other Relatives	10
Non-relatives	0
In non-family households:	
Male householder:	
Living alone	65
Not living alone	3
Female householder:	
Living alone	102
Not living alone	2
Non-relatives	3
In group quarters:	
Institutionalized persons	0
Other persons in group quarters	0

HOUSEHOLD TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Households

Family households:

Married-couple family:

With own children under 18 years	300
No own children under 18 years	368

Other family:

Male householder, no wife present:

With own children under 18 years	9
No own children under 18 years	15

Female householder, no husband present:

With own children under 18 years	4
No own children under 18 years	10

Non-family households	289
-----------------------------	-----

FAMILY TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Families

Married-couple family:

With children 18 years and over	68
No children 18 years and over	600

Other family:

Male householder, no wife present:

With children 18 years and over	0
No children 18 years and over	24

Female householder, no husband present:

With children 18 years and over	10
No children 18 years and over	4

HOUSEHOLD TYPE BY AGE OF HOUSEHOLDER

Universe: Households

Family households:

15 to 24 years	22
25 to 34 years	128
35 to 44 years	128
45 to 54 years	133
55 to 64 years	123
65 to 74 years	109
75 years and over	63

Non-family households:

15 to 24 years	8
25 to 34 years	32
35 to 44 years	13
45 to 54 years	36

55 to 64 years	28
65 to 74 years	67
75 years and over	105

MARITAL STATUS BY AGE

Universe: Females 15 years and over

Never married:

15 to 24 years	79
25 to 34 years	8
35 to 44 years	10
45 years and over	2

Ever married:

15 to 24 years	21
25 to 34 years	136
35 to 44 years	123
45 years and over	543

RESIDENCE IN 1985 – STATE AND COUNTY LEVEL

Universe: Persons 5 years and over

Same house in 1985 1635

Different house in United States in 1985:

Same county 360

Different County:

Same State 181

Different State:

Northeast 2

Midwest 51

South 12

West 17

Abroad in 1985:

Puerto Rico 0

U.S. outlying area 0

Foreign country 3

PLACE OF WORK – STATE AND COUNTY LEVEL

Universe: Workers 16 years and over

Worked in State of residence:

Worked in county of residence 741

Worked outside county of residence 217

Worked outside State of residence 9

PLACE OF WORK – PLACE LEVEL

Universe: Workers 16 years and over

Living in a place:

Worked in place of residence	294
Worked outside place of residence	125
Not living in a place	548

MEANS OF TRANSPORTATION TO WORK

Universe: Workers 16 years and over

Car, truck, or van:

Drove alone	575
Carpooled	89
Public transportation:	
Bus or trolley bus	0
Streetcar or trolley car	0
Subway or elevated	0
Railroad	0
Ferryboat	0
Taxicab	0
Motorcycle	0
Bicycle	0
Walked	173
Other means	0
Worked at home	130

TRAVEL TIME TO WORK

Universe: Workers 16 years and over

Did not work at home:

Less than 5 minutes	178
5 to 9 minutes	236
10 to 14 minutes	96
15 to 19 minutes	138
20 to 24 minutes	58
25 to 29 minutes	34
30 to 34 minutes	50
35 to 39 minutes	3
40 to 44 minutes	7
45 to 59 minutes	21
60 to 89 minutes	15
90 or more minutes	1
Worked at home	130

HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$5,000	79
\$5,000 to \$9,999	88
\$10,000 to \$12,499	57
\$12,500 to \$14,999	42
\$15,000 to \$17,499	64
\$17,500 to \$19,999	57
\$20,000 to \$22,499	95
\$22,500 to \$24,999	48
\$25,000 to \$27,499	36
\$27,500 to \$29,999	53
\$30,000 to \$32,499	48
\$32,500 to \$34,999	29
\$35,000 to \$37,499	39
\$37,500 to \$39,999	14
\$40,000 to \$42,499	58
\$42,500 to \$44,999	39
\$45,000 to \$47,499	19
\$47,500 to \$49,999	9
\$50,000 to \$54,999	43
\$55,000 to \$59,999	35
\$60,000 to \$74,999	21
\$75,000 to \$99,999	9
\$100,000 to \$124,999	2
\$125,000 to \$149,999	5
\$150,000 or more	6

MEDIAN HOUSEHOLD INCOME IN 1989

Universe: Households

Median household income in 1989	23,307
---------------------------------------	--------

AGGREGATE HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$150,000	26,923,600
\$150,000 or more	1,098,800

EARNINGS IN 1989

Universe: Households

With earnings	849
No earnings	146

WAGE OR SALARY INCOME IN 1989

Universe: Households

With wage or salary income	669
No wage or salary income	326

NON-FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With non-farm self-employment income	225
No non-farm self-employment income	770

FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With farm self-employment income	319
No farm self-employment income	676

SOCIAL SECURITY INCOME IN 1989

Universe: Households

With Social Security income	351
No Social Security income	644

PUBLIC ASSISTANCE INCOME IN 1989

Universe: Households

With public assistance income	79
No public assistance income	916

RETIREMENT INCOME IN 1989

Universe: Households

With retirement income	69
No retirement income	926

OTHER TYPE OF INCOME IN 1989

Universe: Households

With other income	53
No other income	942

FAMILY INCOME IN 1989

Universe: Families

Less than \$5,000	34
\$5,000 to \$9,999	27
\$10,000 to \$12,499	18
\$12,500 to \$14,999	18
\$15,000 to \$17,499	52
\$17,500 to \$19,999	56
\$20,000 to \$22,499	66

\$22,500 to \$24,999	32
\$25,000 to \$27,499	34
\$27,500 to \$29,999	36
\$30,000 to \$32,499	46
\$32,500 to \$34,999	27
\$35,000 to \$37,499	37
\$37,500 to \$39,999	12
\$40,000 to \$42,499	42
\$42,500 to \$44,999	39
\$45,000 to \$47,499	16
\$47,500 to \$49,999	7
\$50,000 to \$54,999	43
\$55,000 to \$59,999	24
\$60,000 to \$74,999	21
\$75,000 to \$99,999	6
\$100,000 to \$124,999	2
\$125,000 to \$149,999	5
\$150,000 or more	6

MEDIAN FAMILY INCOME IN 1989

Universe: Families

Median family income in 1989	28,611
------------------------------------	--------

PER CAPITA INCOME IN 1989

Universe: persons

Per capita income in 1989	11,586
---------------------------------	--------

1990 CENSUS DATA GRIGGS COUNTY

PERSONS

Universe: Persons

Total 3303

100-PERCENT COUNT OF PERSONS

Universe: Persons

Total 3303

FAMILIES

Universe: Families

Total 940

HOUSEHOLDS

Universe: Households

Total 1281

URBAN AND RURAL

Universe: Persons

Urban:

 Inside urbanized area 0

 Outside urbanized area 0

Rural:

 Farm 875

 Non-farm 2428

SEX

Universe: Persons

Male 1641

Female 1662

PERSONS IN HOUSEHOLD

Universe: Households

1 person 327

2 persons 478

3 persons 173

4 persons 169

5 persons 72

6 persons 53

7 or more persons 9

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons

In family households:

Householder	940
Spouse	866
Child:	
Natural-born or adopted	997
Step	32
Grandchild	4
Other relatives	47
Non-relatives	6

In non-family households:

Male householder:	
Living alone	140
Not living alone	11
Female householder:	
Living alone	187
Not living alone	3
Non-relatives	14

In group quarters:

Institutionalized persons	56
Other persons in groups quarters	0

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons 65 years and over

In family households:

Householder	309
Spouse	198
Other Relatives	35
Non-relatives	0

In non-family households:

Male householder:	
Living alone	46
Not living alone	0
Female householder:	
Living alone	155
Not living alone	0
Non-relatives	2

In group quarters:

Institutionalized persons	50
Other persons in group quarters	0

HOUSEHOLD TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Households

Family households:

Married-couple family:

With own children under 18 years	370
No own children under 18 years	491

Other family:

Male householder, no wife present:

With own children under 18 years	5
No own children under 18 years	17

Female householder, no husband present:

With own children under 18 years	18
No own children under 18 years	39

Non-family households	341
-----------------------------	-----

FAMILY TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Families

Married-couple family:

With children 18 years and over	128
No children 18 years and over	733

Other family:

Male householder, no wife present:

With children 18 years and over	0
No children 18 years and over	22

Female householder, no husband present:

With children 18 years and over	35
No children 18 years and over	22

HOUSEHOLD TYPE BY AGE OF HOUSEHOLDER

Universe: Households

Family households:

15 to 24 years	13
25 to 34 years	113
35 to 44 years	248
45 to 54 years	111
55 to 64 years	146
65 to 74 years	178
75 years and over	131

Non-family households:

15 to 24 years	17
25 to 34 years	42
35 to 44 years	38
45 to 54 years	16

55 to 64 years	27
65 to 74 years	69
75 years and over	132

MARITAL STATUS BY AGE

Universe: Females 15 years and over

Never married:

15 to 24 years	114
25 to 34 years	16
35 to 44 years	17
45 years and over	39

Ever married:

15 to 24 years	30
25 to 34 years	146
35 to 44 years	211
45 years and over	729

RESIDENCE IN 1985 – STATE AND COUNTY LEVEL

Universe: Persons 5 years and over

Same house in 1985 2190

Different house in United States in 1985:

Same county 627

Different County:

Same State 184

Different State:

Northeast 4

Midwest 37

South 22

West 37

Abroad in 1985:

Puerto Rico 0

U.S. outlying area 0

Foreign country 0

PLACE OF WORK – STATE AND COUNTY LEVEL

Universe: Workers 16 years and over

Worked in State of residence:

Worked in county of residence 1287

Worked outside county of residence 86

Worked outside State of residence 2

PLACE OF WORK – PLACE LEVEL

Universe: Workers 16 years and over

Living in a place:

Worked in place of residence	500
Worked outside place of residence	136
Not living in a place	739

MEANS OF TRANSPORTATION TO WORK

Universe: Workers 16 years and over

Car, truck, or van:

Drove alone	859
Carpooled	101
Public transportation:	
Bus or trolley bus	2
Streetcar or trolley car	0
Subway or elevated	2
Railroad	0
Ferryboat	2
Taxicab	0
Motorcycle	2
Bicycle	7
Walked	210
Other means	0
Worked at home	190

TRAVEL TIME TO WORK

Universe: Workers 16 years and over

Did not work at home:

Less than 5 minutes	319
5 to 9 minutes	366
10 to 14 minutes	204
15 to 19 minutes	164
20 to 24 minutes	59
25 to 29 minutes	12
30 to 34 minutes	32
35 to 39 minutes	6
40 to 44 minutes	7
45 to 59 minutes	6
60 to 89 minutes	8
90 or more minutes	2
Worked at home	190

HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$5,000	90
\$5,000 to \$9,999	191
\$10,000 to \$12,499	95
\$12,500 to \$14,999	106
\$15,000 to \$17,499	78
\$17,500 to \$19,999	105
\$20,000 to \$22,499	90
\$22,500 to \$24,999	85
\$25,000 to \$27,499	63
\$27,500 to \$29,999	72
\$30,000 to \$32,499	62
\$32,500 to \$34,999	47
\$35,000 to \$37,499	41
\$37,500 to \$39,999	21
\$40,000 to \$42,499	17
\$42,500 to \$44,999	15
\$45,000 to \$47,499	33
\$47,500 to \$49,999	4
\$50,000 to \$54,999	18
\$55,000 to \$59,999	10
\$60,000 to \$74,999	26
\$75,000 to \$99,999	2
\$100,000 to \$124,999	6
\$125,000 to \$149,999	2
\$150,000 or more	2

MEDIAN HOUSEHOLD INCOME IN 1989

Universe: Households

Median household income in 1989	19,417
---------------------------------------	--------

AGGREGATE HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$150,000	28,306,900
\$150,000 or more	589,056

EARNINGS IN 1989

Universe: Households

With earnings	1053
No earnings	228

WAGE OR SALARY INCOME IN 1989

Universe: Households

With wage or salary income	837
No wage or salary income	444

NON-FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With non-farm self-employment income	245
No non-farm self-employment income	1036

FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With farm self-employment income	490
No farm self-employment income	791

SOCIAL SECURITY INCOME IN 1989

Universe: Households

With Social Security income	564
No Social Security income	717

PUBLIC ASSISTANCE INCOME IN 1989

Universe: Households

With public assistance income	103
No public assistance income	1178

RETIREMENT INCOME IN 1989

Universe: Households

With retirement income	82
No retirement income	1199

OTHER TYPE OF INCOME IN 1989

Universe: Households

With other income	98
No other income	1183

FAMILY INCOME IN 1989

Universe: Families

Less than \$5,000	33
\$5,000 to \$9,999	75
\$10,000 to \$12,499	79
\$12,500 to \$14,999	71
\$15,000 to \$17,499	50
\$17,500 to \$19,999	85
\$20,000 to \$22,499	73

\$22,500 to \$24,999	67
\$25,000 to \$27,499	57
\$27,500 to \$29,999	62
\$30,000 to \$32,499	57
\$32,500 to \$34,999	47
\$35,000 to \$37,499	33
\$37,500 to \$39,999	21
\$40,000 to \$42,499	17
\$42,500 to \$44,999	13
\$45,000 to \$47,499	33
\$47,500 to \$49,999	3
\$50,000 to \$54,999	18
\$55,000 to \$59,999	10
\$60,000 to \$74,999	24
\$75,000 to \$99,999	2
\$100,000 to \$124,999	6
\$125,000 to \$149,999	2
\$150,000 or more	2

MEDIAN FAMILY INCOME IN 1989

Universe: Families

Median family income in 1989 22,649

PER CAPITA INCOME IN 1989

Universe: persons

Per capita income in 1989 8,816

1990 CENSUS DATA
GRIGGS COUNTY
 GRIGGS COUNTY CENSUS TRACT 9685

PERSONS

Universe: Persons

Total 1546

100-PERCENT COUNT OF PERSONS

Universe: Persons

Total 1516

FAMILIES

Universe: Families

Total 426

HOUSEHOLDS

Universe: Households

Total 606

URBAN AND RURAL

Universe: Persons

Urban:

 Inside urbanized area 0

 Outside urbanized area 0

Rural:

 Farm 21

 Non-farm 1525

SEX

Universe: Persons

Male 764

Female 782

PERSONS IN HOUSEHOLD

Universe: Households

1 person 172

2 persons 232

3 persons 68

4 persons 80

5 persons 22

6 persons 25

7 or more persons 7

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons

In family households:

Householder	426
Spouse	388
Child:	
Natural-born or adopted	461
Step	9
Grandchild	4
Other relatives	14
Non-relatives	0

In non-family households:

Male householder:	
Living alone	60
Not living alone	5
Female householder:	
Living alone	112
Not living alone	3
Non-relatives	8
In group quarters:	
Institutionalized persons	56
Other persons in groups quarters	0

HOUSEHOLD TYPE AND RELATIONSHIP

Universe: Persons 65 years and over

In family households:

Householder	141
Spouse	81
Other Relatives	12
Non-relatives	0

In non-family households:

Male householder:	
Living alone	24
Not living alone	0
Female householder:	
Living alone	90
Not living alone	0
Non-relatives	0

In group quarters:

Institutionalized persons	50
Other persons in group quarters	0

HOUSEHOLD TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Households

Family households:

Married-couple family:

With own children under 18 years	2
No own children under 18 years	0

Other family:

Male householder, no wife present:

With own children under 18 years	0
No own children under 18 years	0

Female householder, no husband present:

With own children under 18 years	0
No own children under 18 years	0

Non-family households	0
-----------------------------	---

FAMILY TYPE AND PRESENCE AND AGE OF CHILDREN

Universe: Families

Married-couple family:

With children 18 years and over	48
No children 18 years and over	342

Other family:

Male householder, no wife present:

With children 18 years and over	0
No children 18 years and over	6

Female householder, no husband present:

With children 18 years and over	20
No children 18 years and over	10

HOUSEHOLD TYPE BY AGE OF HOUSEHOLDER

Universe: Households

Family households:

15 to 24 years	4
25 to 34 years	55
35 to 44 years	105
45 to 54 years	66
55 to 64 years	55
65 to 74 years	87
75 years and over	54

Non-family households:

15 to 24 years	8
25 to 34 years	11
35 to 44 years	28
45 to 54 years	9

55 to 64 years	10
65 to 74 years	30
75 years and over	84

MARITAL STATUS BY AGE

Universe: Females 15 years and over

Never married:

15 to 24 years	41
25 to 34 years	10
35 to 44 years	8
45 years and over	28

Ever married:

15 to 24 years	12
25 to 34 years	74
35 to 44 years	91
45 years and over	356

RESIDENCE IN 1985 – STATE AND COUNTY LEVEL

Universe: Persons 5 years and over

Same house in 1985 819

Different house in United States in 1985:

Same county 438

Different County:

Same State 126

Different State:

Northeast 0

Midwest 31

South 20

West 13

Abroad in 1985:

Puerto Rico 0

U.S. outlying area 0

Foreign country 0

PLACE OF WORK – STATE AND COUNTY LEVEL

Universe: Workers 16 years and over

Worked in State of residence:

Worked in county of residence 543

Worked outside county of residence 30

Worked outside State of residence 0

PLACE OF WORK – PLACE LEVEL

Universe: Workers 16 years and over

Living in a place:

Worked in place of residence	402
Worked outside place of residence	57
Not living in a place	114

MEANS OF TRANSPORTATION TO WORK

Universe: Workers 16 years and over

Car, truck, or van:

Drove alone	409
Carpooled	29
Public transportation:	
Bus or trolley bus	0
Streetcar or trolley car	0
Subway or elevated	0
Railroad	0
Ferryboat	0
Taxicab	0
Motorcycle	0
Bicycle	4
Walked	93
Other means	0
Worked at home	38

TRAVEL TIME TO WORK

Universe: Workers 16 years and over

Did not work at home:

Less than 5 minutes	152
5 to 9 minutes	220
10 to 14 minutes	73
15 to 19 minutes	47
20 to 24 minutes	20
25 to 29 minutes	6
30 to 34 minutes	6
35 to 39 minutes	2
40 to 44 minutes	0
45 to 59 minutes	3
60 to 89 minutes	4
90 or more minutes	2
Worked at home	38

HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$5,000	50
\$5,000 to \$9,999	86
\$10,000 to \$12,499	47
\$12,500 to \$14,999	38
\$15,000 to \$17,499	32
\$17,500 to \$19,999	52
\$20,000 to \$22,499	51
\$22,500 to \$24,999	38
\$25,000 to \$27,499	26
\$27,500 to \$29,999	39
\$30,000 to \$32,499	24
\$32,500 to \$34,999	16
\$35,000 to \$37,499	21
\$37,500 to \$39,999	14
\$40,000 to \$42,499	12
\$42,500 to \$44,999	13
\$45,000 to \$47,499	4
\$47,500 to \$49,999	4
\$50,000 to \$54,999	12
\$55,000 to \$59,999	6
\$60,000 to \$74,999	17
\$75,000 to \$99,999	2
\$100,000 to \$124,999	0
\$125,000 to \$149,999	2
\$150,000 or more	0

MEDIAN HOUSEHOLD INCOME IN 1989

Universe: Households

Median household income in 1989	19,904
---------------------------------------	--------

AGGREGATE HOUSEHOLD INCOME IN 1989

Universe: Households

Less than \$150,000	13,680,991
\$150,000 or more	0

EARNINGS IN 1989

Universe: Households

With earnings	467
No earnings	139

WAGE OR SALARY INCOME IN 1989

Universe: Households

With wage or salary income	434
No wage or salary income	172

NON-FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With non-farm self-employment income	87
No non-farm self-employment income	519

FARM SELF-EMPLOYMENT INCOME IN 1989

Universe: Households

With farm self-employment income	116
No farm self-employment income	490

SOCIAL SECURITY INCOME IN 1989

Universe: Households

With Social Security income	272
No Social Security income	334

PUBLIC ASSISTANCE INCOME IN 1989

Universe: Households

With public assistance income	33
No public assistance income	573

RETIREMENT INCOME IN 1989

Universe: Households

With retirement income	42
No retirement income	564

OTHER TYPE OF INCOME IN 1989

Universe: Households

With other income	36
No other income	570

FAMILY INCOME IN 1989

Universe: Families

Less than \$5,000	7
\$5,000 to \$9,999	44
\$10,000 to \$12,499	31
\$12,500 to \$14,999	23
\$15,000 to \$17,499	19
\$17,500 to \$19,999	37
\$20,000 to \$22,499	42

\$22,500 to \$24,999	30
\$25,000 to \$27,499	23
\$27,500 to \$29,999	33
\$30,000 to \$32,499	19
\$32,500 to \$34,999	16
\$35,000 to \$37,499	21
\$37,500 to \$39,999	14
\$40,000 to \$42,499	12
\$42,500 to \$44,999	11
\$45,000 to \$47,499	4
\$47,500 to \$49,999	3
\$50,000 to \$54,999	12
\$55,000 to \$59,999	6
\$60,000 to \$74,999	15
\$75,000 to \$99,999	2
\$100,000 to \$124,999	0
\$125,000 to \$149,999	2
\$150,000 or more	0

MEDIAN FAMILY INCOME IN 1989

Universe: Families

Median family income in 1989 23,333

PER CAPITA INCOME IN 1989

Universe: persons

Per capita income in 1989 8,949

Table 4-3

CITIES LOCATED IN EMPOWERMENT ZONE AREA

POPULATION AS OF 1996

STEELE COUNTY		GRIGGS COUNTY	
CITY	POPULATION	CITY	POPULATION
Finley	512	Cooperstown	1,156
Sharon	109	Hannaford	181
Hope	262		
Luverne	37		
Colgate			
Total City Population	920	Total City Population	1,337
Non City Population	1,397	Non City Population	1,616
Total County Population	2,267	Total County Population	2,953

EMPOWERMENT ZONE POPULATION FOR THE YEAR 1990

Steele County	2,420
Griggs County	1,516
<u>(Census tract 9685)</u>	
Total Empowerment Zone 1990 Population	3,936

Table 4-4

NUMBER OF FARMS AND FARM SIZE

Number of Farms							
County	1954	1974	1982	1987	1992	Percentage 1954-1992	Change 1987-1992
Steele	862	569	440	396	335	-61.1	-15.4
Griggs	805	525	457	444	382	-52.5	-14.0
Average Size of Farms (Acres)							
Steele	509	817	1,031	1,125	1,313	158.0	16.7
Griggs	545	839	921	948	1037	90.3	9.4

Table 4-5

**EMPLOYMENT, UNEMPLOYMENT, PER CAPITA INCOME,
AND FARM INCOME AS PERCENTAGE OF TOTAL INCOME**

		Per Capita Income (Percent Change 1985-1995)		Farm Income as a Percentage of Total Income
	Employment	Unemployment		
1986	1,154			
	1,510			
1994				19.5
				5.6
1995	1,093		16,673 (-9.8)	
	1,786		14,779 (-20.2)	
1996	1,100	1.9%		
	1,804	2.0%		

Table 4-6

**1996 PER CAPITA TAXABLE VALUES AND PROPERTY TAXES, TOTAL
PROPERTY VALUES, AGRICULTURAL LAND AS A PERCENTAGE OF TOTAL,
TOTAL ASSETS, BANK LOANS TO DEPOSITS,
AND NON-PERFORMING LOANS**

County	Per Capita		Total Taxable Property Value	Agricultural Land as a % of Total Taxable Value	Total Bank Assets	Bank Loans to Deposits	Non- Performing Loans
	Taxable Value	Local Property Taxes					
Steele	3,952	394	8,999,424	87.1%	70,366,000	71.3%	2.5%
Griggs	2,622	338	7,824,543	77.9%	112,919,000	76.2%	0.2%

All Data for Year 1996

VOLUME II

STRATEGIC PLAN

FOR

**STEELE COUNTY AND
PARTS OF GRIGGS COUNTY**

STATE OF NORTH DAKOTA
RURAL EMPOWERMENT **ZONE**

BASED ON OUT MIGRATION

Part I Section 1. Vision and Values

(1) Vision and Values

The shared values of area residents echo the values that allowed pioneer farm families to build the communities that we find in the Empowerment Zone area today.

*We feel that the way to better our lives is through hard work and sacrifice; we seek to be independent and self reliant, but always ready to cooperate and lend a hand when needed. Maintaining strong family bonds is of paramount importance, as is honesty and selflessness. As religious people, we feel that we are here on earth to do God's will, and not to look only to our own selfish desires. We feel a strong sense of stewardship for the land, and find joy in working to fill basic human needs such as food. We value knowing our neighbors, and the small-town friendliness and relaxed **pace** that allow us so much real human contact each day.*

These are the basic values that guide Empowerment Zone area residents. However, residents realize that change is needed in order to stop out-migration, which is the primary problem they face today. It is now generally accepted that any plan for revitalization must include a means to diversify the local economy away from agriculture. What area residents want is a way to expand economic opportunities, allowing their children to make a satisfying life near to home, while still maintaining the basic values that define and enrich their lives.

Vision Statement

We envision a future where our friends and children no longer have to leave in order to make a satisfying life for themselves. Our communities provide a wide diversity of opportunities for employment, and local businesses supply our needs. Our children understand and respect their farm heritage, while being well educated and familiar with the most modern technologies. We live in a world where new and innovative branches have been added to the valuable rootstock of our existing values, thereby creating economic opportunity in a society still worth living in.

Part I Section 2. Community Assessment

(2a) Assessment of Problems and Opportunities

The first step in any effort to revitalize an area is to thoroughly explore the felt needs and perceived problems of residents. Only then can goals and their accompanying strategies be formulated to effect meaningful and sustainable change in the economic and social environment.

The problems and needs most often stated by residents during meetings and in informal discussions **are:**

- Declining population
- Need to create jobs to keep youth and adults
- Over-dependence of local economy on agriculture
- Must find ways to help local businesses compete with nearby larger metropolitan areas
- Need to develop value added agricultural processing potential using local products
- Lack of diversification in economy
- Need to attract high technology jobs
- Declining tax base
- Declining school enrollment
- Need more affordable housing

The problems and needs perceived by Empowerment Zone area residents are all related to out-migration. In turn, the root cause of out-migration is the steady decline of farm commodity prices, and the fact that many young people no longer find satisfaction in a farm lifestyle. As area residents, and especially young people, elect not to continue in the farming tradition of their parents for economic or lifestyle reasons, they leave in hopes of fulfilling their dreams elsewhere.

This out-migration initiates the decline of local businesses, who now have a smaller customer base and begin providing fewer products and services. The decline of local businesses accelerates as people become accustomed to driving two hours to distant metropolitan areas to find what they want, or merely to find it at a lower price, since local businesses must charge slightly higher prices in a low-volume market. As population and business activity declines, basic social services feel the strain. Schools have difficulty maintaining or upgrading the quality of education as declining enrollments and a dwindling tax base erode their support. Hospitals struggle to provide up to date and increasingly expensive health care technologies to a population that is decreasing, lowering tax support, and simultaneously growing relatively older, increasing the need for services. The housing stock increases in age and maintenance is neglected as residents begin to question their future and are less willing to invest in building new or improving old housing. Volunteer fire departments find it more difficult to find volunteers and to financially maintain their services as state government requires more expensive equipment each year as a minimum needed to allow certification. The social disruption that accompanies a declining economy leads to more problems with drinking and drugs, but public safety personnel cannot increase the size of their force since all social services want more of the shrinking revenues still available.

As these changes enter the collective consciousness of residents, their view of the future is altered. They are no longer completely convinced that hard work and sacrifice will see them through to a better day; it feels as if they are battling forces too great to be overcome, and an erosion of basic values sets in. When young people feel this uncertainty and frustration about the future, they choose to leave in even greater numbers and the situation deteriorates still further.

Faced with this difficult situation, Empowerment Zone area residents have responded to the challenge with a variety of innovative ideas. Some forward thinking individuals, far from being pessimistic, see the area's problems as a rallying point which will spur people to action and inspire a complete overhaul of the local economy. What many view as problems to be suffered they see as opportunities to change and grow. Here are a few of their new perspectives:

- *The economic stagnation of the last 20 years gives us the opportunity to grow and develop in a **carefully** planned way, providing economic opportunity and growth while maintaining those qualities of life that we cherish.*
- *The agricultural economy is **poor**, but it is underdeveloped as well. By incorporating value added agricultural **processing** into our economy, and utilizing **previously** discarded raw materials, such as straw to make Strawboard for the construction industry, we can provide good jobs for our youth and help support local agriculture, making us more self-reliant and less subject to the vagaries of outside markets. *The wheat that is currently shipped out could be milled and made into frozen bread dough or bread mixes here, sunflower as well could be processed here, and then sold as a **retail** product at a much better price. We can also market agricultural products cooperatively and directly.**
- *Agricultural commodity **prices** are beyond our control, but we can alter the local economy, creating diversity and lessening our dependence on agriculture.*
- *Advancements in communication technology mean that no place is remote anymore. With a **fiber** optics network and a solid telephone system, high technology jobs could be performed here as easily as anywhere else.*
- *Some manufacturing and light industrial **firms** have located here. We must encourage that trend and actively attract and support additional ones. The well educated work force and strong work ethic that we hold makes us attractive to many employers.*
- *The spirit of cooperation and helping out that has sustained us through these **difficult** years must be maintained and built upon. We must recognize that those who left went mostly for lack of local opportunity. Our social environment of **friendly** people, low crime, unhurried pace, and willingness to help out is what many urban dwellers dream of living in. We can contact people who have left to explain our new opportunities, support tourism, and campaign among ourselves to encourage us to patronize local businesses and industry.*

These ideas demonstrate that there is no lack of inspiration and enthusiasm for tackling problems. The area has various positive qualities and trends. What is needed is a helping hand to turn these dreams into reality.

Part I Section 2b. Resource Analysis

(2b) Resource Analysis

In order to implement the Strategic Plan and move toward realizing their vision, area residents will need to tap a variety of local, state and federal resources. Below is a listing of a select group of resources, organized by need. Also, the following Table 1 outlines a comprehensive guide of organizations that could play a role in facilitating this project.

COMMUNITY BUILDING AND FAMILY

In this area the Empowerment Zone residents themselves provide a rich and deep source, available and waiting to aid in and guide revitalization efforts. The bottom-up nature of planning and implementation inherent in the Empowerment Zone philosophy requires that local people provide the vision needed to create a plan, and that local people re-energize the values necessary for effective implementation of that plan. The vision and values of residents must set the tone for fueling and controlling implementation, thereby effecting managed, sustainable development.

The goal is not to develop Cooperstown and Finley into quaint bedroom communities for Fargo or Grand Forks, with local business consisting of fast food outlets and gas stations, depending on people who essentially live in outside metro areas and merely sleep in the Empowerment Zone area. Area residents know what they want to build: a community with strong ties to agriculture, continuing their traditions, yet not entirely dependent on agriculture, freeing them from it’s uncertain future; a community where people know each other and interact socially; where contributions of skills, caring, and wisdom are appreciated; where residents feel as part of a mutually enriching whole.

Without imagination and drive, without a sense of goal and purpose, nothing can be accomplished. Empowerment Zone area residents have these qualities, the very qualities that raised towns and farmsteads out of an endless prairie. People who value hard work and sacrifice, cooperation and lending a hand, optimism and self reliance, stewardship and friendliness, these are the kind of people best suited to meeting the challenges of living in rural North Dakota. The key is to take the qualities and values that built these communities in a harsh and isolated environment, and harness them to rebuild those same communities to fit the environment of the 21st century. The breakdown that is evident in Steele’and Griggs Counties is not social, it is merely economic. The values of residents are not out moded or in need of change, rather they are well tested and just what is needed to give guidance during their transition to the future.

ACCESS TO CAPITAL

Existing Resources

As shown in section 4 part a of this plan, total bank assets for Steele and Griggs Counties are \$183,285,000.00, and bank loans to deposits average 73.8%. The financial situation in the Empowerment Zone area is such that at present there are insufficient local resources to fuel

redevelopment and revitalization. The two counties are served by the farm service agency, under control of the USDA. This agency extends credit to struggling farms, and currently has approximately \$2 million in direct loans and approximately \$6 million in guaranteed local loans working to support local agriculture. The state of North Dakota's public and private financing tools provide a broad range of financial incentives. Table 2 summarizes these programs.

Potential Resources

State, local and other potential resources include the Lake Agassiz Regional Development Corporation, South Central Dakota Regional Council, Department of Economic Development and Finance, North Dakota Development Fund, Bank of North Dakota and North Dakota Officer of Intergovernmental Assistance. Each Agency has its specialization. In general, capital sources are very limited. See Table 1 for department names, addresses and phone numbers

Federal agencies include:

US Department of Agriculture	Rural Development Farm Service Agency
Economic Development Administration	US Department HUD
US Labor Department	US Small Business Administration

TECHNICAL ASSISTANCE

Existing Resources

There are at present a mixed bag of technical assistance sources available to Empowerment Zone area residents. Job Service of North Dakota, Lake Agassiz Regional Council, South Central Dakota Regional Council, local colleges of Jamestown, Valley City, Mayville, University of North Dakota, and North Dakota State University. These resources are on average within a hundred miles of the Empowerment Zone planning area.

Potential resources

State and federal resources include, but not limited to:

Department of Agriculture	US Department HUD
US Department of Interior	US Department of Commerce
US Department of Energy	US Department of Labor

Appendix A details names and addresses.

ECONOMIC DEVELOPMENT

Existing Resources

At present there are six local formal resources (organizations) specifically dedicated to economic development. They include the Cooperstown, Finley, Hope, Sharon, Griggs, and Steele County Economic Development Corporations. Their budgets are minimal, but their membership leaders are a tremendous resource to get projects organized. See page 53 for a listing of the capacities for these organizations.

There is no need of assistance to encourage cooperation. Community spirit is high, even the three farm implement dealers, representing John Deere, International Harvester, and Case, cooperate to provide parts and repairs to customers. While one might expect these three dealers to be competitive, thinking only of their own interest in selling equipment, instead they take a community perspective and realize that having all three major implement manufacturers represented in one town is an important drawing card for Cooperstown.

Potential Resources

State and regional potential resources include:

Department of Education and Finance	North Dakota Development Fund
Technology Transfer	North Dakota Department of Labor
North Dakota Department of Agriculture	North Dakota Office of Intergovernmental Assistance
Bank of North Dakota	North Dakota Ag Products
North Dakota Workers Compensation	

Regionally:

Lake Agassiz Regional Council	South Central Dakota Regional Council
Steele and Griggs Job Development Authority	

Appendix A highlights the above names, addresses, and telephone numbers.

Federal resources are listed under the "Access to Capital" heading and are highlighted in Appendix A.

EDUCATION AND PUBLIC SAFETY

Existing Resources

Finley-Sharon School operates on a budget of 1.2 million dollars, with 60% supplied by local funds, 35% by state and 5% from federal monies. The various area schools already cooperate on many levels, and residents regularly attend sports and social events, and fund raising activities. Educators are active in the community and provide leadership, enthusiasm, and a willingness to explore new ideas. Through continued cooperation with nearby Mayville State University, and by initiating collaboration with Valley City State University, area schools can expand the web of cooperative resources available to them.

Volume II Part I Section 2b

All three law enforcement entities operate entirely on local funds, and cooperate when possible. The area's fire and ambulance units are all 100% volunteer, even volunteering to maintain and build much of their equipment. Cooperation among them is high, sharing equipment and providing reinforcement when needed. Residents make great sacrifices to provide necessary services.

Potential Resources

Region wide providing include:

Mayville State University
Valley City State University
Jamestown College

North Dakota State University
University of North Dakota

Basic state assistance avenues include:

North Dakota University System
Job Service
North Dakota Department of Public Instruction

North Dakota Adult Education and GED Program
North Dakota Vocational and Technical Education
North Dakota Workforce Development Control

Table 1 outlines these agencies in more detail.

ENVIRONMENT

Existing Resources

By far the most valuable existing local resource is a strong sense of stewardship for the land. Agriculture is the principal local livelihood, and fishing and hunting are the principal recreations. Area residents are aware of the importance of their natural environment, and have maintained it well until now.

Potential Resources

Regional wide providing include:

South Central Dakota RC & D

Lake Agassiz RC & D

State agencies include:

North Dakota Water Commission
North Dakota Extension
North Dakota Geological Survey
Emergency Management
North Dakota Game and Fish

North Dakota Health Department
North Dakota Soil Conservation Committee
North Dakota Forest Service
Public Service Commission

Table 1 lists the agency names and addresses.

HEALTH AND HUMAN SERVICES

Existing Resources

The sole provider of health services in Steele County is the Steele County Public Health Department, which consists of one employee, a full time registered nurse. The \$40,000 annual budget for the department is derived almost entirely from county funds, with \$4,000 from the state of North Dakota and \$1,000 from a grant. Services provided are adequate, but only because of close cooperation with Steele County Social Services, the Volunteer Ambulance Corps, and a one a week circuit clinic that comes in from a hospital in Mayville. The county health nurse is sustained by a strong sense of flexibility and dedication to duty; having lived there all her life, she knows the people and their needs well, and exercises common sense in filling those needs in the best manner possible.

Cooperstown has a hospital, clinic, and nursing home. Dental and optometry services are located in the clinic, and consultants visit regularly in the specialized areas of cardiology, urology, orthopedics, ophthalmology, and podiatry. The hospital offers 24-hour emergency care, EEG's, nuclear medicine, mammograms, outpatient chemotherapy, physical therapy, mobile diagnostic services, and helicopter ambulance services. X-ray and lab facilities perform hematology, coagulation, urinalysis, and immunology tests, and also offer blood bank and therapeutic drug monitoring services. Services for the elderly include a 58 bed nursing home with a self-contained 12 bed specialized care unit for those who suffer symptoms of memory loss or dementia, a 12 unit assisted living complex, and home care.

Both Steele and Griggs Counties have social services offices, which provide food stamps, Medicaid, heating cost assistance, social worker services, parent aid services, child care and day care assistance, food pantry, home health care for the elderly, and oversee foster care. These offices are funded by a mixture of county, state, and federal monies, and currently provide timely service with a stable case load. The staffs actively cooperate where possible with other county entities, and stay flexible in order to help those in need in the most cost-efficient manner. For instance, social services organized for first aid training courses and day care licensing sessions to be given locally, saving participants the cost and bother of traveling to a metro area, and giving more area residents the opportunity to receive training. The offices are connected by computer to state offices in Bismarck, keeping local staffs up to date on ideas and resources.

Potential Resources

Regionally the agencies include:

Southeast Human Service Center
VA Medical Center
South Central Human Services

New Life Center
Hospice of the Red River Valley

State health and human services include:

Health and Consolidated Laboratories	Department of Human Services
Early Childhood Advisory Committee	North Dakota Community Action Association
UND Center for Rural Health	North Dakota Extension Service
Lutheran Social Services	Catholic Family Services
North Dakota Public Health Association	North Dakota Consensus Council

A listing is outlined in Appendix A.

TRANSPORTATION

Existing Resources

Each city and county have their own transportation maintenance crews. The agencies have minimal budgets and offer limited servicing.

Potential Resources

Statewide departments include:

Airport Association	North Dakota Aviation Council
North Dakota Motor Carriers Association	Upper Great Plains Trans Institute
North Dakota Highway Department	

HOUSING

Existing Resources

Housing is a critical issue in North Dakota in general. You would think that out migration would create a housing surplus in the state. However, the age housing stock is not keeping up with the local demand in our growth communities.

Potential Resources

Region wide providers include:

Lake Agassiz Regional Development Corporation	Southeastern North Dakota Community Action Agency
Community Homes Inc.	Cooperstown Housing Authority

State providers include:

Housing Financing Agency	Office of Intergovernmental Assistance
--------------------------	--

AMENITIES: CULTURAL, RECREATION, AND AESTHETICS

Existing Resources

The Empowerment Zone planning area is very rural. Besides the local service clubs, Ducks Unlimited, rod and gun clubs, park and school facilities, historical societies, local residents utilize the cultural and recreational opportunities in the larger metro areas of Grand Forks and Fargo.

Potential Resources

State agencies include:

North Dakota Tourism
North Dakota Historical Society

North Dakota Parks and Recreation
North Dakota Council on the Arts

Regionally include:

Fargo Chamber of Commerce

Grand Forks Chamber of Commerce

TABLE 11.1.2

LAKE AGASSIZ REGIONAL COUNCIL

417 **MAIN AVENUE – FARGO, ND 58103 – PHONE 701/239-5373 – FAX 701/235-6706**

PROFESSIONAL STAFF

Irvin Rustad Executive Director
Tracey Anderson Economic Development Planner
Carl Altenbernd Economic Development Planner
Dorinda Schiermeister Economic Development Planner
Sue Hartmann Loan Program Director
Mark Baker Micro Loan Specialist
Debbie Nelson Loan Program Assistant
Lynne Singelmann Financial Officer

REGION-WIDE ASSISTANCE PROVIDERS

EDUCATION AND TRAINING

Mayville State University
330 Third Street NE
Mayville, ND 58256
Phone: 701-786-2301

North Dakota State University
1301 12th Avenue North
Fargo, ND 58102
Phone: 701-231-8011

North Dakota State College of Science
800 North 6th Street
Wahpeton, ND 58075
Phone: 701-671-1130

HEALTH AND HUMAN SERVICES

Southeast Human Service Center
2624 9th Avenue SW
Fargo, ND 58103
Phone: 701-298-4500

Veterans Administration Medical
Center/Vet Center
2101 Elm Street North
Fargo, ND 58102
Phone: 701-232-3241

Centre, Inc.
123 15th Street North
Fargo, ND 58102
Phone: 701-237-9340

Hospice of the Red River Valley, Inc.
702 28th Avenue North
Fargo, ND 58102
Phone: 701-237-4629

New Life Center
1902 Third Avenue North
Fargo, ND 58102
Phone: 701-235-4453

HOUSING

Southeastern North Dakota
Community Action Agency
3233 University Drive South
Fargo, ND 58104
Phone: 701-232-2452

Community Homes, Inc.
702 23rd Street South
Fargo, ND 58103
Phone: 701-293-6014

ECONOMICS

Job Service North Dakota
1350 32nd Street SW
Fargo, ND 58103
Phone: 701-239-7300

Lake Agassiz Regional Council
Irvin D. Rustad, Director
4 17 Main Avenue
Fargo, ND 58103
Phone: 701-239-5373
Fax: 701-235-6706

Steele County Job Development Authority
417 Main Avenue
Fargo, ND 58103
Phone: 701-239-5373
Fax: 701-235-6706

COMMUNITY AMENITIES/ENVIRONMENT

Fargo Chamber of Commerce
321 4th Street North
Fargo, ND 58102
Phone: 701-237-5678

SOUTH CENTRAL DAKOTA REGIONAL COUNCIL

PO BOX 903 – 210 10TH STREET SE – JAMESTOWN, ND 58402

PHONE 701/252-8060 – FAX 701/252-4930

PROFESSIONAL STAFF

Aaron Backman Executive Director

Jolene Nitschke Executive Assistant

Vickie Poland Grants Administrator

REGION-WIDE ASSISTANCE PROVIDERS

EDUCATION AND TRAINING

Jamestown College
Dr. James Walker, Dean
608 1 College Lane
Jamestown, ND 58405
Phone: 701/252-3467
Fax: 701/253-4318

Valley City State University
Ellen Chaffee, President
101 College Street SW
Valley City, ND 58072
Phone: 701/845-7102
Fax: 701/845-7110

HEALTH AND HUMAN SERVICES

South Central Human Service Center
Rolf Storsteen, Director
PO Box 2055
Jamestown, ND 58402
Phone: 701/252-2641
Fax: 701/253-3033

Community Action Region VI
Highway 281 North Box 507
Jamestown, ND 5 8402
Phone: 701/252-1821
Fax: 7001/252-7108

HOUSING

Cooperstown Housing Authority
(Serves Griggs County)
Lois Wiseman, Executive Director
Route 2 Box 200
Cooperstown, ND 58425
Phone: 701/797-2386
Fax: 701/253-3033

COMMUNITY AMENITIES / ENVIRONMENT

South Central Dakota RC & D
Den Rismeyer, Coordinator
PO Box 903
Jamestown, ND 58402
Phone: 701/253-4968
Fax: 701/252-4930

Additional information on state assistance officers, state based federal agency offices and other entities is contained in Appendix A.

Part I Section 3. Goals

(3) Goals

A critically important part of this strategic plan is to carefully identify specific goals toward which development will advance. Revitalization efforts will be much more effective if they are coordinated and work in harmony, with each specific task or project serving to support and energize the whole in its progress along a charted path moving in a common direction. In addition, all goals and strategies must be targeted to address the problems and needs identified in the section on problems and opportunities.

The following goals have been selected to define a reachable horizon on the way towards realizing the strategic vision:

- *End out migration*
- *Develop value-added agriculture*
- *Attract wider range of businesses*
- *Prevent growth of youth violence and drug use*
- *Increase tax base to support basic services*
- *Create jobs*
- *Utilize local products and by-products in manufacturing*
- *Improve public safety*
- *Maintain basic values*
- *Increase population*
- *Grow in an environmentally friendly way*
- *Make local business competitive with metro areas*
- *Reduce dependence on agriculture*
- *Maintain rural values and lifestyle*
- *Provide affordable housing*
- *Support recreation and family activities*
- *Update and improve education*
- *Create high tech jobs*
- *Improve aging housing stock*
- *Update infrastructure*
- *Retain unhurried pace of life*
- *Provide opportunities for work force retraining*

On examination of these goals, it is found that they lend themselves to grouping into a new set of three integrated goals which encompass the remaining more specific goals. The first integrated goal is the overall goal toward which the Empowerment Zone area will strive. It is presented here, along with related specific goals. An index of goals and strategies is presented in graphic form in Table II.I.3.

Overall Goal: *Increase population while maintaining rural values and lifestyle*

Related Goals: *End out migration*
Increase tax base to support basic services
Maintain basic values
Grow in an environmentally friendly way
Prevent growth of youth violence and drug use
Retain unhurried pace of life
Support recreation and family activities

The second integrated goal is a dynamic goal, necessary to initiate movement toward the overall goal.

Dynamic Goal: *Invigorate and diversify economy*

Related Goals: *Reduce dependence on agriculture*
Create high tech jobs
Develop value-added agriculture
Utilize local products and by-products in manufacturing
Create jobs
Make local businesses competitive with metro areas
Attract wider range of businesses

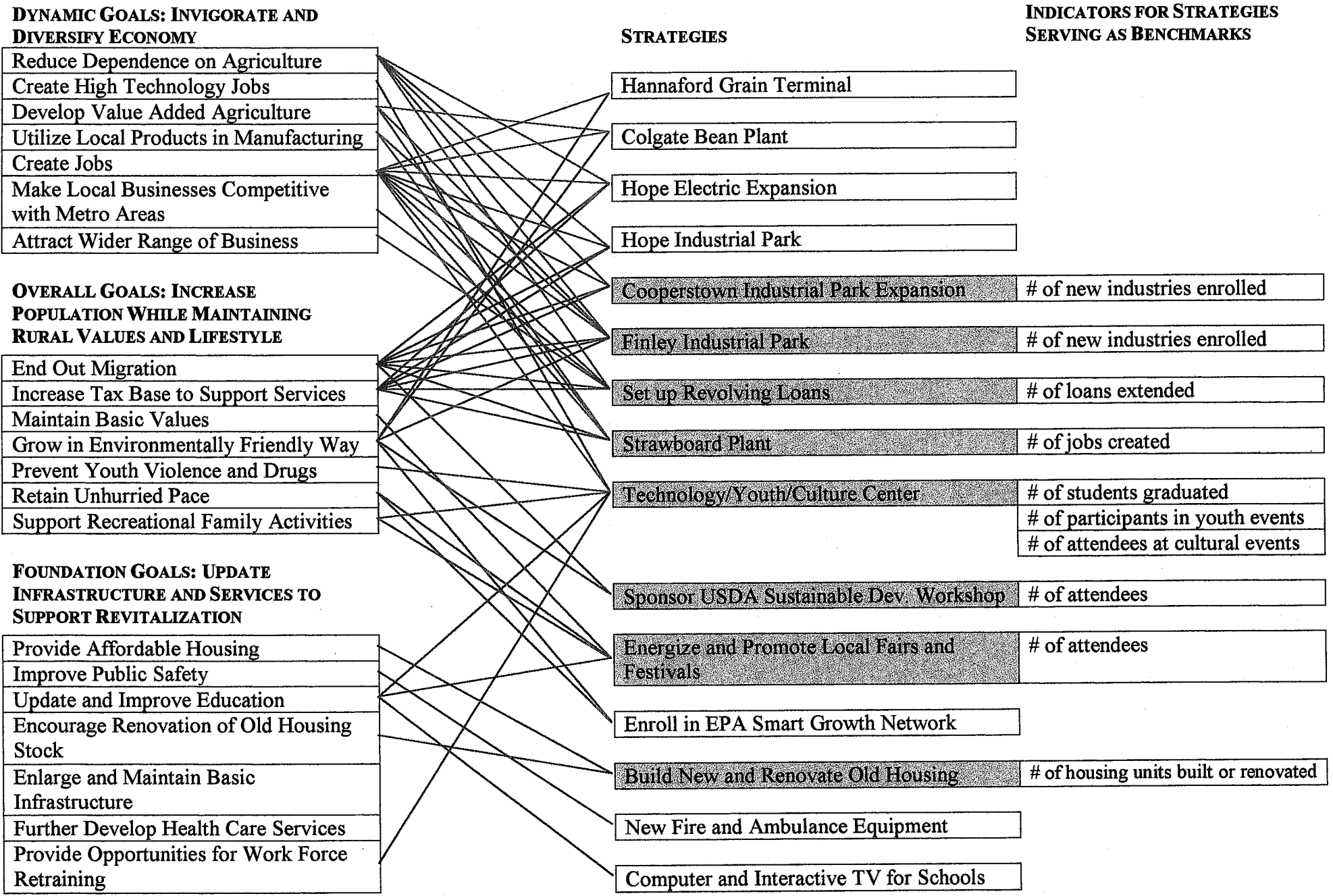
The third integrated goal is a foundation goal to provide conditions necessary for the advancement of the dynamic goal.

Foundation Goal: *Update infrastructure and services to support revitalization*

Related Goals: *Provide affordable housing*
Improve public safety
Update and improve education
Encourage renovation of aging housing stock
Enlarge and maintain basic infrastructure
Further develop health care services
Provide opportunities for workforce retraining

It must be kept in mind that some of these goals do not involve change; they require the continuance of existing conditions. All of the goals requiring maintenance of existing conditions are included under the overall goal of maintaining rural values and lifestyle.

TABLE I.3.1-INDEX OF: GOALS, INITIAL PHASE I STRATEGIES TO MEET GOALS, AND INDICATORS FOR BENCHMARK STRATEGIES
SHADED STRATEGIES WILL SERVE AS BENCHMARKS



Part I Section 4. Strategies

(4) Strategies

The various strategies designed to achieve the goals listed in the previous section will be launched in a carefully controlled sequence. The sequence was developed in order to control the timing of strategic activities so that they will act in a mutually reinforcing manner. Phase I refers to the first two years of implementation. Subsequent phases are also two years in length.

Steering Committee members are agreed that a large employment-generating project should be launched during Phase I of Strategic Plan implementation. This project will signal to area residents that a new era is dawning, and establish a mood more conducive to revitalization. In addition, the lead project must start progress toward achieving as many goals as possible, thereby involving various sectors of the community and furthering cooperation. The project selected to fulfill this strategy is a Strawboard plant, which will produce standard size sheets of pressboard material for use in the construction industry and will employ approximately 200 individuals. The plant will have the capacity to process more than 400,000 tons of straw annually. The construction phase is expected to take about 18 months with total expenditures of about \$125 million and a peak work force of 200 people. Construction is expected to begin in the spring of 1999 and be completed late in the year 2000. This is a cooperative venture and will be funded by loans. This single strategy will initiate movement toward achieving the following goals: *create jobs, develop value added agriculture, utilize local products and by-products in manufacturing, increase tax base, and contribute to ending out migration.* More complete information on the Strawboard plant is provided in Appendix E under the heading "Potential Economic and Demographic Impacts of a Strawboard Manufacturing Plant."

The second Phase I strategy is to inject life into the local business economy by starting a revolving loan pool for small businesses and manufacturing firms, as a way of fulfilling the goals of *attracting a wider range of businesses, making local businesses more competitive with metro areas, creating jobs, reducing dependence on agriculture, increasing the tax base, and ending out migration.*

The third Phase I strategy is to construct and staff a combination technology, youth and cultural center. This strategy is designed to realize the goals of *creating high-technology jobs, updating and improving education, provide opportunities for workforce retraining, reducing dependence on agriculture, supporting recreation and family activities, and reducing youth violence and drug use.* The center will allow educational learning opportunities presently not available, and encourage local school districts, business and industry, and community development organizations to cooperate and improve basic education, develop workforce training and retraining programs, and initiate education in the use of high technology information based systems. These improvements are needed in order to attract high technology industries and create high technology jobs. The center will also bring a broad based high speed internet service provider (ISP) to the area, thereby allowing Telemedicine access for local health care providers, and the possibility of attracting industries which depend on broad based high speed ISP capabilities to compete in a changing global economy. A recently approved USDA Rural

Utilities Service Grant will provide ISP capability to the center. Combining a tech center with a youth and cultural facility makes for a more efficient space, since most educational activities take place during the daylight hours of the work week while youth and cultural activities tend to be offered in the evenings or on weekends. The combination also will lead to interaction and cooperation between groups that do not commonly encounter one another. The staff of the center hopes to utilize the USDA distance learning program, U.S. Department of Education 21st Century Community Learning Center Program, and the U.S. Department of Education Safe and Drug-Free Schools and Communities Program.

The fourth Phase I strategy involves funding of an industrial park in Finley. Two tenants, who plan on cooperating to produce a fully value added wheat field to retail product, are ready and waiting to occupy it when infrastructure is complete. They are Summers Harvest Flour milling, which utilizes locally grown wheat of the highest quality to produce flour, and Top Taste Bakery, which produces baked products for retail sale and has expanded into the rapidly growing frozen bread and pastry dough market. They also plan to research development of bread mixes for bread making machines, another promising market. These two are existing businesses who wish to pool their experience and cooperate to produce a more efficient and sustainable operation. This strategy will address the goals of *growing in an environmentally friendly way, utilizing local products in manufacturing, creating jobs, developing value added agriculture, and making local businesses competitive with metro areas*. Progress on this last goal has already begun; Top Taste Bakery has established a market for its superior quality baked goods in the metro area of Fargo, North Dakota.

The fifth Phase I strategy involves re-enforcing the public safety services in the Empowerment Zone area. Cooperstown is in need of an expanded early warning siren system to alert residents of tornadoes, blizzards, and other dangerous weather conditions. The Cooperstown ambulance should be replaced, and will probably be sold to nearby Binford. Their fire department is also in need of updating. Finley can no longer maintain its aging ambulance and fire truck; these will be replaced and a building erected to house the firetruck and facilitate training sessions.

The sixth Phase I strategy is to improve education by obtaining computers to allow internet access for the Finley-Sharon school (school is already wired for internet interface), and providing fiber-optic connection for the Cooperstown school so that it can integrate interactive television into its program.

The seventh Phase I strategy is to create more affordable housing. Most existing housing is in the form of single family dwellings, which can be renovated. Additional multi-family housing will be constructed.

The eighth Phase I strategy involves enlarging the industrial park in Cooperstown and starting an industrial park in Hope. This will address the goals of *creating jobs, increasing tax base, reducing dependence on agriculture, and contribute to ending out-migration*.

The ninth Phase I strategy is to extend a loan to Hope Electric for a major expansion, which will contribute to the same goals mentioned for the industrial park.

The tenth Phase I strategy is to make a loan available for building a bean processing plant in Colgate. One of the few positive aspects of the current agricultural market is the strength of edible bean prices. The proposed facility will clean and sort a variety of beans, and bulk package them for wholesale distribution, furthering the goals of *creating jobs*, *developing value added agriculture*, and *growing in an environmentally friendly way*.

The eleventh Phase I strategy is to construct a co-op grain terminal in Hannaford to facilitate shipment of locally produced basic agricultural commodities. There is an existing terminal in Cooperstown, but a violent storm destroyed the railroad tracks leading to it. Grain is currently trucked to markets for lack of rail access. Rail access is still available in Hannaford, and constructing a terminal there is the best solution to the transportation problem.

The preceding strategies address all but two of the goals that residents wish to achieve. To the extent possible, strategies were selected that would support multiple goals; seven strategies advance four goals or more. Of the two goals not addressed by these initial phase strategies, two of them, *enlarge and maintain infrastructure* and *further develop health care services*, will be targeted by strategies during the second phase. Another two goals, *maintain rural values* and *retain unhurried pace*, will be addressed more by the nature of the strategies employed rather than by any specific ones.

Strategies have been carefully selected to effect managed sustainable growth at a moderate rate; growth designed not to warp the values or tear the social fabric of these rural communities. Adherence to this Strategic Plan, and the common sense and wisdom of the individuals involved, will insure that economic revitalization does not occur at the expense of the basic values and lifestyle that makes the Empowerment Zone area such a good place to live and raise a family.

Economic opportunity is the primary object of the strategies outlined for use in implementing the Strategic Plan. As shown in Table 1.3.1, the goals with the highest number of supporting strategies are: *create jobs*, *end out migration*, *increase tax base to support services*, and *reduce dependence on agriculture*. The first three of these goals attack the most debilitating symptoms caused by the lack of economic opportunity in the area, and the final goal points to the most promising path in the direction of increasing economic opportunity.

However, what is critically important is to ensure that the economic development to be achieved has a solid foundation and is sustainable. In addition, development must not adversely affect existing desirable social aspects of the communities. The emphasis of this Strategic Plan on encouraging value added agricultural industry stems from this desire to build on a solid foundation. Agriculture is by no stretch of the imagination to be considered an outmoded industry; in the foreseeable future, people will still need to eat. What has changed in agriculture is the point of profit taking. Basic commodity producers no longer receive a sufficient portion of the value gained as kernels of wheat make the transition into loaves of bread. The value is in the processing, and the planned strategies reflect the desire to retain the inherent sustainability of growing food and combine it with the economic opportunity offered by processing commodities into salable products. The Strategic Plan directs development to build on what works, and retain basic agriculture as an important but no longer dominant aspect of a fully integrated economy; an economy that allows local access to the profits formerly realized in distant processing centers.

In addition, the Strategic Plan builds on what works to maintain the values and positive social qualities of the area. The plan is designed to modify the existing economy in a positive and intelligent way, rather than reject agriculture and construct an untested economy with unknown social ramifications. The folk wisdom of the prairie states that in order to bear good fruit, a plant must have deep roots and vigorous branches. The vital farm roots of these communities will nourish the new branches grafted onto them, and bear a new society, sustainable, livable, and with opportunity for all.

Benchmark Targets

Figure 1.3.1 shows goals, strategies, benchmark strategies, and indicators to be used to evaluate the benchmark strategies. However, setting benchmark targets and tracking the performance of benchmark strategies alone is not enough to ensure that the Strategic Plan is properly directed toward realizing the Empowerment Zone area's vision for the future. The strategies themselves are too specific, too narrow in scope, to allow for evaluation of progress leading to the strategic vision. What is needed is a set of more comprehensive indicators that will change in response to advancement in the direction of achieving the overall goal of *increasing population while maintaining rural values and lifestyle*. The dynamic goal to *invigorate and diversify the local economy* is also critically important and indicators must be identified to monitor progress on it as well.

The indicators for the overall goal of *increasing population while maintaining rural values and lifestyle* are:

1. Census data showing Empowerment Zone area population.
2. A popular vote at the annual public meeting on whether development is consistent with rural values and lifestyle.

Progress on the dynamic goal of *invigorate and diversify the economy* will be indicated by:

1. The number of new business starts per year.
2. Aggregate household income.
3. Total Empowerment Zone area income.

Figure 1.3.2 is a table showing goals, comprehensive indicators, and targets. Figure 1.3.3 shows benchmark strategies, indicators, and benchmark targets.

Later Phase Strategies

The definitive formulation of later phase strategies must await feedback on the relative effectiveness of the various initial phase strategies. Strategies must build on what works. Proposed strategies are targeted toward providing needed infrastructure and social services to support an increasing population. Also included are specific strategies to address recreation and community building needs, as a way of fulfilling the strategic vision of maintaining the positive social qualities of these communities during economic growth.

Projected infrastructure improvements include street repair and a new water tower in Finley, basic infrastructure, extension in Cooperstown, and street and water improvements in Hope. A study is proposed to determine the best way to meet public transportation needs. Additional housing may be constructed in Hope and Finley.

Proposed recreational and community building initiatives include: a book mobile, computers and inter-net access for the Griggs County library; a playground/baseball complex in Finley; an elderly education and exercise program designed to re-integrate seniors into the community by enlisting their valuable experience and larger perspective to aid in revitalization; renovation and improvements to the Cooperstown fair grounds, an over night campground in Finley; and a new city park along Highway 200 in Cooperstown.

Also under discussion is the possibility of contracting with an agricultural marketing specialist to identify additional opportunities for value-added agriculture.

Figure 1.3.2

GOALS, COMPREHENSIVE INDICATORS, AND TARGETS

GOAL	COMPREHENSIVE INDICATOR	TARGET
Increase population while maintaining rural values and lifestyle	Total population of Empowerment Zone Area	5% population gain during each year after the first year
	Approval of attendees at annual public meeting	At least 75% of attendees vote that development is consistent with values and lifestyle
Invigorate and diversify economy	# of new business starts per year	At least 5 new business starts per year
	Aggregate household income	6% gain each year
	Total Empowerment Zone area income	6% gain each year

Figure 1.3.3

PHASE I BENCHMARK STRATEGIES, INDICATORS, AND BENCHMARK TARGETS

BENCHMARK STRATEGY	INDICATOR	BENCHMARK TARGET
Cooperstown Industrial Park Expansion	# of new industries enrolled	2 new industries per year
Finley Industrial Park	# of new industries enrolled	1 new industry per year
Set Up Revolving Loan Pool	# of loans extended	6-10 loans per year
Strawboard Plant	# of jobs created	200 jobs at project completion
Technology/Youth/Culture Center	# of students trained	100 per year
	# of participants in youth events	300 per year
	# of attendees at cultural events	500 per year
Sponsor USDA Sustainable Development Workshop	# of participants	50 participants
Build New And Renovate Old Housing	# of housing units built or renovate	20 per year
Energize And Promote Local Fairs And Festivals	# of attendees	10% increase in attendance per year

Part II Section 1. Phase I Work Plan

(1) Phase I Work Plan

The details of the work plan for the first two years after Empowerment Zone funding are listing below. The schedule for implementation is predicated on several factors. First, the construction season in North Dakota. Typically, construction contracts are designed and bid in the winter months. Construction begins when the road restrictions for vehicle weight are lifted in mid May. Timing of project readiness was another factor in development of the work plan. Nearly all of the first year funding are dedicated to construction projects that are scheduled to be underway in the spring of 1999 regardless of Empowerment Zone funding. Although the core project, the Strawboard plant, will start in the spring of 1999. The funds from the Empowerment Zone award will be injected into the project as the project nears completion during the second Empowerment Zone year. The Micro Loan, housing and service types of activity are second year Empowerment Zone projects. Many of these projects are dependent on the success of the implementation of the first year projects.

**GRIGGS-STEELE EMPOWERMENT ZONE
PROJECTED WORK PLAN SCHEDULE**

(In 000's)

FIRST YEAR PROJECTED PHASE I WORK PLAN (LOANS)

I Project	June	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May
Tech Center	\$600											
Hope Electric	\$250		\$200	\$50								
Colgate Bean				\$500								
Microloan Pool										\$50		
Top Taste	\$500											
Strawboard												
TOTALS	\$1,350		\$200	\$550						\$50		

SECOND YEAR PROJECTED WORK PLAN (LOANS)

Tech Center												
Hope Electric												
Colgate Bean												
Microloan Pool	\$150			\$100			\$100			\$100		
Top Taste												
Strawboard	\$1,500											
TOTALS	\$1,650			\$100			\$100			\$100		

TWO YEAR TOTAL	\$3,000		\$200	\$650			\$100			\$150		
-----------------------	----------------	--	--------------	--------------	--	--	--------------	--	--	--------------	--	--

NOTE: A total of \$4,100,000 loans to be funded over this two-year period

**GRIGGS-STEELE EMPOWERMENT ZONE
PROJECTED WORK PLAN SCHEDULE
(IN 000's)**

FIRST YEAR PROJECTED PHASE I WORK PLAN (GRANTS)

Project	June	July	Aug	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
Housing												
Housing and support Services												
Cooperstown Tech Center	\$200		\$200	\$200		\$200						
Cooperstown Industrial Park												
Hannaford Industrial Park	\$300	\$200										
Finley Industrial Park	\$300	\$200										
Hope Industrial Park	\$50											
TOTALS	\$850	\$400	\$200	\$200		\$200						

SECOND YEAR PROJECTED PHASE I WORK PLAN (GRANTS)

Housing	\$450			\$450								
Human and Support Services	\$250			\$250			\$100			\$100		\$100
Cooperstown Tech Center												
Cooperstown Industrial Park	\$150			\$100			\$50					
Hannaford Industrial Park												
Finley Industrial Park												
Hope Industrial Park	\$50											
TOTALS	\$900			\$800			\$150			\$100		
TWO YEAR TOTAL	\$1,750	\$400	\$200	\$1,000			\$200	\$150		\$100		\$100

NOTE: A total of \$3,900,000 in grants to be funded over this two year period.

Part II Section 2. Operational Budget

(2i) Expected Implementation Costs

Below is the projected operational budget for the first two years of Empowerment Zone funding. The income to pay for the operational costs will come entirely from earnings derived from investments in the targeted projects. The first year shows a small bottom line deficient, however, once the Empowerment Zone funding has been secured the first year operation will be adjusted to fit the funds available. A detailed description of the operation plan is included as “Assumptions for Projections.”

**OPERATIONAL BUDGET
EMPOWERMENT ZONE YEARS ONE AND TWO
GRIGGS- STEELE EMPOWERMENT ZONE
BALANCE SHEET PROJECTIONS**

ASSETS	1st Year – Twelve Months	2nd Year – Twelve Months
Cash	\$21,885	\$40,785
Loans Receivable	\$1,210,578	\$2,052,450
- Loan Loss Reserve Fund	(\$44,000)	(\$123,000)
Property and Equipment		
TOTAL ASSETS	\$1,188,463	\$1,970,235
LIABILITIES		
Accounts Payable		
Cur. Mat. of Long-Term Debt		
Long-Term Debt		
TOTAL LIABILITIES	0	0
EQUITY		
Retained Earnings	(\$20,931)	\$51,086
TOTAL EQUITY	\$1,167,532	\$1,919,149
TOTAL LIABILITIES & EQUITY	\$1,188,463	\$1,970,235

GRIGGS-STEELE EMPOWERMENT ZONE INCOME PROJECTIONS

INCOME	1ST YEAR – TWELVE MONTHS	2ND YEAR- TWELVE MONTHS
Interest Income on Loans (1)	\$57,900	\$107,900
Prin. Income on Loans (1.5)	\$110,000	\$204,000
Bank Interest Income (2)	\$8,188	\$5,300
Fee Income (3)	\$22,000	\$19,000
TOTAL INCOME	\$198,089	\$336,202

OPERATING EXPENSES		
Salaries (4)	\$90,000	\$103,500
Fringe Benefits (5)	\$13,500	\$15,525
Travel & Meals (6)	\$5,000	\$6,000
Office Expenses (7)	\$3,000	\$5,000
Advertising & Marketing (8)	\$3,000	\$1,500
Postage & Shipping (9)	\$1,000	\$1,500
Rent and Lease (10)	\$4,800	\$4,800
Bad Debts (11)	\$40,000	\$65,000
Professional Services (12)	\$50,000	\$50,000
Insurance (13)	\$1,500	\$2,000
Utilities & Telephone (14)	\$3,000	\$3,000
Other (15)	\$4,220	\$6,360
TOTAL EXPENSES	\$219,020	\$264,185

NET PROFIT (LOSS) (16)	(\$20,931)	\$72,017
-------------------------------	-------------------	-----------------

Griggs-Steele Empowerment Zone Assumptions for Projections

Projections for the proposed Empowerment Zone were prepared with the intent of providing loan and grant financing for economic development in the Griggs and Steele County area. It will include but is not limited to such projects as a technology center, bean processing plant, strawboard plant as well as housing, education, and public service projects.

The numbered items below correspond to the same items on the income statement providing written assumptions for greater detail.

GENERAL NOTES

- **FINANCIAL PROJECTION GOAL** – To utilize 60% of interest income to cover all administrative and operating expenses. It is anticipated the principal and interest income for the first three (3) years of operation will be used for administration and operational expenses. Second generation dollars for relending will not be available until probably the second to third quarter of year four (4).
- The balance sheet projections show no short-term or long-term debt repayment from the Empowerment Zone. It is anticipated this capitalization of \$8,000,000 will not have repayment terms.
- Operational expenses are paid upon receipt of the invoice or generally within 15-30 days.
- Microloan terms are projected at 5% for 5 years repayment.
- All other small business commercial loan terms are projected at 5% for 10 years repayment.
- 9 All loan applications must go through the city development group for recommendation to the Empowerment Zone board.
- 9 No grants will be given to businesses.
- 9 Grants will be to non-profits or political subdivisions only.
- 9 Grants may be used for infrastructure improvements.
- 1. **INTEREST INCOME** – The interest income on the business loans are based upon a total loan pool of \$4,100,000 (the balance of \$3,900,000 will be grants funded over this same two year time period). Approval is anticipated in late 1998 or early 1999 with funding of loans to start in mid-1 999. Approximate funding of \$2,100,000 by the fourth month of operation as indicated on the loan schedule attached. First year of operation anticipating

\$2,200,000 loans funded and \$1,900,000 in the second year of operation. The Microloan terms will be at 5% for 5 years and the other small business commercial loan terms are 5% for 10 years. The loan maturity may vary depending on the type of asset being financed but the following are used as a guideline:

Working Capital – 1 to 3 Years

Permanent Working Capital – 4-5 Years

Equipment – Depending on its useful life, up to 10-12 Years

Furniture & Fixtures – Depending on its useful life.

New Vehicles – 5 Years

Used Vehicles – Depending on its condition and age up to 3-4 Years

Real Estate – In most cases, no more than 15 Years.

- 1.5 PRINCIPAL INCOME ON LOANS – Projections used 60% of the income earned on the funded for the full year to allow for the timing difference for funding of loans, slow payments, no payments, and possible charge-offs. Once the FINANCIAL PROJECTION GOAL is reached (somewhere in the second to third quarters of Year 4) these second generation dollars will be used to relend to other businesses in Griggs and Steele counties.
2. BANK INTEREST INCOME – It is anticipated that bank interest income will be earned on the Empowerment Zone operating account. Projections are based on a rate of 3%. The initial opening of the operating account is anticipated at \$4,000,000 with the remaining \$4,000,000 the second year.
3. FEE INCOME – The loans to ultimate recipients will be charged a 1% origination fee. The fee income is recognized during the same quarters the loan is funded. (See Projected Loan Schedule.)
4. SALARIES – Salaries include one full-time director and one clerical staff person during the first two years of operation.
5. FRINGE BENEFITS – Fringe benefits are calculated at 15% of salaries.
6. TRAVEL AND MEALS – This expense covers the travel and related expenses when the director and staff perform site visits in preparing the pre-loan information. It also includes post loan technical assistance whenever the borrower needs assistance on any business or loan related issue which may arise because of the lender/borrower relationship.
7. OFFICE EXPENSES – Office expenses include the cost of office supplies required to produce loan files, documents, and tracking systems to monitor the progress of the loan portfolio.
8. ADVERTISING AND MARKETING – The Empowerment Zone expects to have brochures and fact sheets printed that will describe the terms of the program for marketing to the ultimate recipients.

9. POSTAGE AND SHIPPING – This expense will cover the cost of shipping and postage in sending correspondence to the borrowers, other area lenders, development corporations or other transaction related parties.
10. RENT AND LEASE – The majority of this expense includes rental of office space at \$400 per month.
11. BAD DEBT EXPENSE – Lending to small businesses is a risky business. Along with good loans comes bad loans and need for the Empowerment Zone to maintain a loan loss reserve fund for those bad loans. It is being planned to phase in a 3-4% loan loss reserve over the two year period. The end of year one will be 2% or \$44,000 of loans funded (\$2,200,000). The end of year two will be 3% or \$123,000 of loans funded (\$4,100,000). By the end of the third year the loan loss reserve should be around \$164,000 or 4% of \$4,100,000. Bad debt expense on the income statement for the end of year one is anticipated to be very small at about \$40,000 since the majority of loans funded will have been within only 8-11 months of operation. Bad debt expense for year two is anticipated to be larger at about \$65,000.
12. PROFESSIONAL SERVICES – This expense includes all accounting and legal services relating to the Empowerment Zone program. Accounting includes the monthly preparation of financial statements and the annual year-end audit.
13. INSURANCE – Insurance expense will include the cost of all insurance needs such as blanket bond, and business liability of the organization.
14. UTILITIES AND TELEPHONE – This expense will cover all utilities and telephone expenses of the organization.
15. OTHER – This is a miscellaneous expense category ranging from 1-3% of total operating expenses to cover unforeseen expenses not yet identified.
16. NET PROFIT(LOSS) – The net profit figure for each year is intended to cover the expenses of administration and operation plus provide second generation relending dollars. The net profit remaining after operating expenses will be made available to other small businesses and public service organizations to further economic development in the two county area.

(2ii) Proposed Rural Empowerment Zone Projects

The following is the listing of the proposal projects that will utilize Empowerment Zone funds. The projects are grouped as to the Empowerment Zone funding cycle. Years one and two are separate from years three through ten. The projects are further subdivided into six economic sectors: Primary Sector, Retail/Services, Housing, Infrastructure, Human Services, and Support Services. By far the Strawboard Plant (see Appendix E) and the Cooperstown Technological Center (see Appendix D) are the focal points for the revitalization of the Empowerment Zone area. The projects listed for year three through ten are projects that will result because of the impact of the first two years. Of course, the Strawboard project will lead the way. However, it should be noted that projects like the Top Taste Bakery, Strawboard Plant and Hope Electric Expansion will be implemented with or with out funding from the Empowerment Zone.

**PROPOSED RURAL EMPOWERMENT ZONE PROJECTS
STEELE AND GRIGGS COUNTIES
PHASE I – YEARS 1 AND 2
LISTED BY SECTORS**

	E-Z FUNDS	LOCAL MATCH	LOCAL MATCH COMMITTED
A - PRIMARY SECTOR			
Cooperstown Technological Center	1,400,000	362,605	Yes
Hannaford Grain Terminal – Industrial Park	500,000	50,000	Yes
Top Taste Bakery – Move Into Finley Industrial Park	500,000	3,500,000	Yes
Colgate Commodities Edible Bean Processing	500,000	1 ,000,000	Yes
Hope Electric Expansion	500,000	200,000	Yes
Straw Board Plant	1,500,000	100,000,000	Tentative MOU
Summers Harvest Flour Milling – Locate Into Finley Industrial Park	750,000	250,000	Yes
TOTAL	\$4,900,000		
B RETAIL/SERVICE			
Revolving Loan Fund	500,000	1 ,000,000	Yes
TOTAL	\$500,000		

	E-Z FUNDS	LOCAL MATCh	LOCAL MATCh CoMMITTED
C HOUSING			
Housing – Cooperstown, Finley, Hope, Sharon	900,000		
TOTAL	\$ 9 0 0 , 0 0 0		
D INFRASTRUCTURE			
Cooperstown Industrial Park Expansion	300,000	50,000	Yes
Finley Industrial Park	500,000	100,000	Yes
Hope Industrial Park	100,000		
TOTAL	\$900,000		
E HUMAN SERVICES			
Advanced Life Support Upgrade	210,500	142,000	No
Farmer Retraining – 8 People (See letters of commitment of funds Volume I, Section 7b, NDSU Extension Service)	44,000	44,000	Yes
American Heart Association – Training Center	6,000	0	
Cooperstown Medical Facility Interest Buydown	100,000	4,000,000-Bond	
T O T A L	\$360,500		
F SUPPORT SERVICES			
Fire Department – All	169,500	90,000	Yes
Cooperstown Business/ Technical Center – Start-up	120,000	50,000	Yes
Marketing Specialist	100,000	20,000	
Empowerment Zone Tracking	50,000		
TOTAL	\$439,500		
GRAND TOTAL	\$8,000,000		

PROPOSED RURAL EMPOWERMENT ZONE PROJECTS
STEELE AND GRIGGS COUNTIES
PHASE II – V – YEARS 3 THROUGH 10
LISTED BY SECTORS

	E-Z FUNDS	LOCAL MATCH	LOCAL MATCH COMMITTED
A PRIMARY SECTOR			
Revolving Loan Fund	3,000,000		N/A
Highway 200 Park Project	10,000	10,000	Yes
Office Building Expansion At Sheyenne Tool	300,000	30,000	Yes
Sheyenne Advanced Feeding System	124,000	20,000	No
Hannaford Grain Terminal Loan	500,000	2,200,000	Yes
Fish Farm – Binford	100,000	100,000	
Coop Processing Plant – Binford	100,000	100,000	
Rock Processing Plant	1,250,000	0	N/A
Overnight Campground	50,000	5,000	Yes
Luveme Bean Handling and Storage Plant	280,000	70,000	Yes
TOTAL	\$6,464,000		
B Retail/Service			
Revolving Loan	3,000,000		N/A
Sports Medicine Equipment	15,000	0	N/A
Sports Medicine Franchise	100,000	0	N/A
Boarding Kennel Small Animal Facility	30,000	10,000	No
Elder Care Therapeutic Services	24,000	4,800	Yes
Expressions Expansion Project	16,200	10,800	No

	E-Z FUNDS	LOCAL MATCH	LOCAL MATCH COMMITTED
Fabric Expressions Expansion	24,000	0	No
Finley Motors Truck Stop	100,000	100,000	Yes
Hope Locker Plant	75,000	25,000	Yes
Airplane Repainting Facilities	100,000		
TOTAL	\$3,512,200		

C HOUSING

Revolving Loan Fund	4,000,000		
Housing – Hope Single Family, Multi-Family	500,000	0	N/A
Housing – Cooperstown 8 Unit Apartment Building	350,000	200,000	No
Housing – Cooperstown 12 Unit Assisted Living	200,000	1,000,500	No
TOTAL	\$5,050,000		

D INFRASTRUCTURE

Revolving Loan Fund	3,500,000		
County and Township Road Upgrade	5,053,100		
Finley Water Tower	250,000	150,000	Yes
Legal Drain Revolving Loan Fund	50,000	680,000	No
Hope Street, Water, Sewer Improvement	1,600,000	400,000	Yes
City of Hope Infrastructure Extension for Hope Electric	100,000		
Finley Street, Water Improvements	1,600,000	400,000	Yes
Road Repair – Luverne	7,200	0	N/A
Finley Airport Lighted Runway	80,000	80,000	Yes
Cooperstown Urban Renewal	75,000	25,000	Yes
Cooperstown City Infrastructure	700,000	45,000	Yes
Cooperstown Airport Expansion	25,000	475,000	Yes
TOTAL	\$13,040,300		

	E-Z FUNDS	LOCAL M A T C H	LOCAL MATCH COMMITTED
E HUMAN SERVICES			
Health Care Professional Scholarship Program	360,000	5,000	Yes
Physician Recruitment	240,000	90,000	Yes
Elderly Education and Exercise Program	90,000	25,000	Yes
Cougars Den Youth Center	45,000	45,000	No
Cooperstown Theater in Technology Center	25,000	5,000	Yes
Griggs County Museum	20,000	30,000	No
Griggs County Historical Society Staffing	130,000	120,000	No
Cooperstown Fire Department	180,000	42,000	Yes
Cooperstown Fair Ground Repair	10,000	10,000	No
Cooperstown Highways and By-ways	25,000		
Griggs County Court House Repairs	12,000	5,000	No
New Cooperstown Ambulance	90,000	120,000	No
Cardiac Rehabilitation – Griggs County Hospital	25,000	25,000	Yes
Telemedicine Implementation	10,000	128,563	Yes
Ambulance for Binford Station	12,600	40,000	No
Ambulance Radio Upgrade – Cooperstown and Binford	5,000	8,000	No
Advanced Life Support EMS Training Center Upgrade	812,500	142,500	Yes
Adult Day Care Services – Griggs County Hospital	11,000	1,595	Yes
Improved Access and Transportation for Griggs County Senior Citizens	47,000	14,000	Yes
Reduce Interest Cost on Griggs County Hospital/ Nursing Home Construction and Renovation Project	300,000	4,000,000	Yes
Griggs County Library Book Mobile	200,000	0	N/A
Griggs County Library Computer Work Stations	8,400	0	N/A
Griggs County Library Public Internet Access	7,500	0	N/A

	E-Z FUNDS	LOCAL MATCH	LOCAL MATCH COMMITTED
Hope Golf Course	300,000	0	N/A
Finley Baseball Field Improvements	150,000	9,000	Yes
Playground Structure	45,000	4,000	Yes
Fire Department Building and Fire Truck – Hope	25,000	90,000	No
Clinic – Hope	6,000	0	N/A
Swimming Pool – Hope	250,000	0	N/A
TOTAL	\$3,442,000		

F SUPPORT SERVICES

Marketing Specialist		100,000	No
Cooperstown Technology Center Operations And Management – 5 Year Start-Up	480,000	150,000	
Cooperstown Web Site Development	7,500	7,500	No
Back Home Project	4,000	2,250	No
TOTAL	\$491,500		

GRAND TOTAL **\$32,000,000**

Additional information on each of the above projects is included in Appendix G.

Section 2iii

The Empowerment Zone planning process resulted in the alliance of many local, state and regional enterprises, private, public and non-profit. See the enclosed letters of support in Volume I Section 7a.

Section 2iv

The Empowerment Zone application asks for \$40 million to fund a multitude of projects. The bulk of the Empowerment Zone funds will be used to support the costs of impact associated with the construction of the Strawboard project. Securing the local match was a success. Pledge support for years 1 and 2 totaled **\$110,700,000.00** with **\$8,500,000** pledge for years 3 through 10. Pledge responses are found in Volume I Section 7b.

Volume II Part II Section 2ii