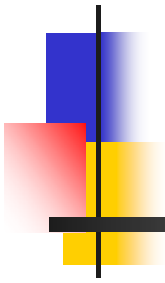


City of  
Hope, North Dakota



# STRATEGIC PLAN

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June 1, 2005

# TABLE OF CONTENTS

for

Hope Strategic Plan

	Page
<b>I.</b> Executive Summary .....	1
<b>II.</b> Organizational Description .....	2
<b>III.</b> Vision, Mission, and Values Statement .....	4
<b>IV.</b> Goals and Strategies .....	5
<b>V.</b> Recommendations .....	8
<b>VI.</b> Conclusions .....	9
<b>VII.</b> Sources .....	10
<b>VIII.</b> Appendices .....	11
Appendix A: Minutes from the Hope Strategic Planning Meetings	
Appendix B: Results from <u>Why Plan?</u> Questionnaire	
Appendix C: Action Planning Worksheets for Hope	
Appendix D: Businesses in Hope	

## **I. Executive Summary**

The citizens of Hope have worked together. The result is a completed Strategic Plan for use as a working guide and continued economic development in their town. The Plan identifies past successes, present projects and future objectives for achieving their community goals. The short-term goals for completion over the next three to five years are:

- Additional Quality Housing -
  - Individual Family Dwellings
  - One-story housing for Senior Citizens
  - Apartments
- Additional Jobs –
  - Ethanol/bio-diesel Plant
  - Retention and Expansion of Retail Businesses
  - Implement Wind Energy Project
  - Daycare
  - Motel
- Infrastructure -
  - Upgrades to Public Golf Course
  - Upgrades to Public Swimming Pool
  - Upgrade Lagoon
- Tourism –
  - Retain Museum
  - Improve and add to Sheyenne River Recreation

Hope's citizens have achieved enormous successes for their community and have realized the value of having a written plan as a tool to assist them in staying on course.

A strategic planning committee met in Hope with Susan Fugere, business consultant, to discuss and record the opportunities and challenges facing the community. A philosophy called "Appreciative Inquiry" (AI) develops a positive environment for exchange of ideas. By identifying what works and analyzing how to do more of what works in Hope, the participants walked away with a sense of commitment, confidence and beliefs in what has been done and what can be accomplished in the future.

## II. Organizational Description

The town of Hope has a population of 303 people (147 male and 156 female) and is located 70 miles northwest of Fargo in the southwest corner of Steele County, North Dakota. The median household income is \$31,042. Major employment sectors are in the areas of agriculture, manufacturing, construction and retail, with 14.7% of the residents receiving retirement income. Approximately 80% of the residents have a high school diploma or higher, with 14.8% having a bachelors degree or higher.<sup>1</sup>

Mr. Edward H. Steele was one of the founders and owners of the town site of Hope and built the first business structure in 1881. He named the town after his wife, Hope, and Steele County named after him. The town experienced a boon from 1882 to 1883 resulting in a town that was solid and lasting, just like the people who live in Hope today. The people are energetic and noted for the intellectual culture usually found in larger towns. Hope is a beautiful place to build a business and a home.<sup>2</sup>

On Tuesday, April 26, 2005 at the City Hall in Hope meeting participants answered five questions on planning and wrote paragraphs describing what Hope could be like in the future, "Developing a Vision Statement". These exercises led to formulizing the vision, mission and values that are important to the people in Hope. The discussion also resulted in committee objectives for each short and long-term goal. The specific goals, committee members assigned to each task, critical steps, estimate of funding amounts/fund resources needed and timelines are on Action Planning Worksheets. (Please refer to the Appendices for the Meeting Minutes and Action Planning Worksheets.)

The community of Hope has several amenities including eating and drinking establishments, beauty shops, a bank and gift shops.

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<sup>1</sup> U.S. Bureau of the Census, 2000 Census.

<sup>2</sup> Website: [www.griggs-steeleez.org](http://www.griggs-steeleez.org)

### Infrastructure and Environment

- Excellent Air Quality and Drinking Water
- Paved Streets with curb and gutter
- Virtually Crime Free
- Clean and Attractive Main Street with Thriving Businesses
- DSL and Broad Band Wireless Internet Access
- Hope Fire Department
- Affordable Housing
- Steele County Sheriff Protection
- Airport Service - Fargo and Grand Forks International Airport, and Cooperstown Municipal Airport
- The Hope City Library.

### Health Care Services

- Two Clinics, One Hospital, Eye/Hearing Doctor, Dentist(s), and Nursing Home within 26 miles

### Education

- Hope-Page High School Grades 7 thru 12
- Hope-Page Elementary School Grades K thru 6 in Page (14 miles)
- Three Major Universities, Two Private Colleges and Two Technical Colleges within 100 miles.

### Manufacturing and Major Employers

- Defiant Steele
- LaRinascente Pasta Company
- S & F Industries Inc.

### Religion

- St. Agatha's Catholic Church
- Colgate Presbyterian Church
- Redeemer Lutheran Church
- Trinity Lutheran Church
- United Methodist Church

### Recreation

- Steele County Historical Society – Museum
- Hope Community Swimming Pool
- Hope Community Park for Camping, 10 RV sites with electricity hook-ups, waste-water dump, bathrooms and showers
- 9-Hole Golf Course (grass greens, golf carts and club rentals)
- Sheyenne River

### III. Vision, Mission and Values Statements

#### Visionary Statement for Hope

*Hope has over 800 students in grades K-12 at a new school, several manufacturing plants with high paying jobs; new housing developments; retail shops and restaurants on Main Street serving the citizens of Hope; tourists filling the Hope motels, visiting the Museum, playing golf; and, enjoying the recreation activities on the Sheyenne River.*

#### Mission Statement for Hope

*Hope will work together to attract more manufacturing businesses in order to increase job opportunities; build new housing to provide affordable, quality housing for Hope citizens of all ages; and continue to improve the business community in order to provide added retail, medical and recreation in a safe and healthy environment.*

#### Values Statement for Hope

To maintain and attract new businesses, Hope citizens will continue to work together to maintain and promote their friendly, safe and beautiful community.

Hope's values will ...

- ❖ Ensure the existing positive attitude toward volunteerism and cooperation in order to continue the efforts toward successful recruitment of new business and retention of existing business,
- ❖ Communicate the spirit and attitude of friendliness that is the normal way of life in the community,
- ❖ Invite and embrace diversity in the ideas shared for continued community progress for economic development,
- ❖ Educate and inform one another as to the local, state and global changes affecting the community, and
- ❖ Work together with local, state and federal officials and programs designed to assist growth and vitality in rural America.

#### **IV. Goals And Strategies**

During the Hope Strategic Planning Meeting on April 26, 2005, community members representing manufacturing, agriculture, education, senior citizens and government discussed issues that are important in their community. Two written exercises identified immediate and long-term goals. The goals selected are a result of completing written statements and recording group suggestions and recommendations for attainment. The minutes from the meeting are in Appendix A. The written answers to a series of five questions about the community grouped into categories and presented in a table in Appendix B. In addition, a description of goals, strategies and committees presented in the Action Planning Worksheets in Appendix C are given.

The following goals are not in order of priority. Each goal is equally important and assigned to a committee within the community. Some of the goals are for projects that have started. All the goals have a timeline for completion of December 2008.

##### **Short-term Goals (3-5 years)**

##### Housing for Hope

- Single-family dwellings to provide quality and affordable housing residents moving to the community as a result of new businesses, relocation and/or improving living standards,
- Senior housing for providing one-level housing units, as the demand for senior and/or assisting living increases, and
- Apartments for upscale rental properties as an alternative to purchasing an existing home or building a new home.

### Renaissance Zone Application for City of Hope

The City Council is preparing an application for designation as a Renaissance Zone in North Dakota. This designation will allow Hope to offer added tax incentives for existing businesses, housing purchases and renovations.

### Jobs for Hope

This is an ongoing effort and includes:

- Ethanol Plant,
- Retail Shops for Main Street,
- Expansion of Existing Restaurant (Hope Café),
- Wind Energy Tower (2-fold project: jobs and using income from sale of energy for city incentives to attract business),
- Daycare Center (provides a vital necessity for workers with families and at least three new jobs, and
- Motel (jobs, service to community and tourists).

### Infrastructure for Hope

- Lagoon Renovation – need to enlarge existing lagoon because of additional runoff from LaRinascente Pasta plant.

### Tourism for Hope

- Museum Retention – major tourist attraction requiring bathroom and foundation upgrades,
- Sheyenne River Improvements - this initiative focuses on marketing strategies and improvements to the Sheyenne River area for public boat ramps, picnic areas, and expanded fishing opportunities,

- Golf Course Renovation – converting sand greens to grass greens will add another major tourist attraction to the area and provide continued recreation for Hope and surrounding communities.
- Swimming Pool Renovation – the existing swimming pool requires new concrete, as the foundation cracked resulting in water loss when the pool is in use.

### **Long Term Goals (Beyond 5 Years)**

The following goals determined by the strategic planning group as projects for Hope to work toward and completion dates after the short-term goals are accomplished.

- Community Complex – including an indoor pool and theater for plays and films,
- Retain School – grades 7 through 12,
- Build a second Food Processing Plant
- Retain Fire and Ambulance Service
- Build New Convenience Store
- Retain and Expand Industrial Park

## V. Recommendations

Hope has realized the importance of planning and continues to work together to attain more successes in the areas of economic development and community development projects. When the community met on April 26, 2005 to give input on the Hope Strategic Plan, they answered the question “*What do you like or appreciate about your community?*”? The overwhelming answer to this question was the community’s attitude toward volunteering and cooperating together in order to make things happen. They also answered the question “*What are the most important challenges your community is facing right now?*” Concerns regarding housing and the need for more quality jobs identified as the most important challenges.

The community of Hope realizes their efforts have to be documented and monitored in order to maintain the momentum required to accomplish each task. Continual encouragement and education are important, as well as reminding one another as to “*where we have been, where we are now, and where we will go in the future*”. Discussing and sharing information on political, economical, social and technological factors affecting the community are vital to continued success as a community.

Using the Strategic Plan as a guide and a tool for communicating the vision, mission and values of Hope will assist in keeping the community focused and on task. In order to communicate the importance of using a plan and to educate others as to the work involved in building and sustaining a community, the following recommendations are given:

- Post the Vision, Mission, and Values in buildings and on bulletin boards.
- Give citizens a bookmark, postcard or other written materials with highlights from the plan,
- Publish reports, minutes from meetings, etc. in the local newspaper,
- Use the web site of the Griggs-Steele Empowerment Zone to provide community information regarding jobs, housing and community events,
- Post the Strategic Plan on the community website and at [www.griggs-steele.org](http://www.griggs-steele.org)
- Provide city officials, committee members and other volunteers copies of the Strategic Plan,
- Conduct meetings for updates to the Strategic Plan goals, objectives, and timelines,
- Select a committee responsible for monitoring and reporting what each committee has learned, and
- Celebrate the accomplishment of each goal as they occur.

## VI. CONCLUSION

When a community has vision and approaches their goals for the future with an attitude that is obviously customary in Hope, there is no alternative but to succeed.

To conclude the Hope Strategic Plan, the following quotations are from Hope citizens who participated in the April 26, 2005 meeting. They wrote about what the future in Hope would be like “Developing a Vision Statement”. The following quotations clearly demonstrate why Hope is a strong and vital community.

*“We have more people in the community with housing, school loyalty..., and new businesses in Hope.”*

*“The businesses we currently have are still here plus a couple more small to midsized businesses. The school is here. Ambulance, fire department, sportsman’s club, and other community health organizations are here and more people involved. Housing is available and nice houses are being lived in...people want to move and be in Hope.”*

*“Octagon-shaped school with paved parking, enclosed pool, and theater for plays...Highway 38 would be a super highway and I-94 would also be a super highway enabling us to get to Fargo in 25 minutes. The Industrial Park has Hope Electric, Pasta Plant, Bean Plant, Flour Mill...Golf Course is a 18-hole grass green course...Mid-sized housing complex, and mid-sized All Sports Arena hosting major events...”*

*“We have a school system that has 800 students. Our Main Street has successfully located 10 businesses on it. We have five manufacturing plants in town. We have a hotel in town for out-of-town people to stay. We have two gas stations with our convenience store. We have three different churches in town. We operate a grocery store...the town now has over 1000 people living in it.”*

*“Hope has new houses, many new high-tech high paying jobs, a new swimming pool, thriving high school and grade school; and, an excellent golf course with a new clubhouse. The population is growing and we have a new recreation center, daycare center, motel and dining business, and beautifully landscaped parks and downtown area.”*

## VII. Sources

Year 2000 Population Data by City, U.S. Bureau of the Census.

Website: [www.griggs-steeleez.org](http://www.griggs-steeleez.org)

Prepared in cooperation with the City of Hope

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**APPENDIX A**

**MINUTES FROM APRIL 26, 2005 STRATEGIC PLANNING MEETING**

Hope Strategic Planning Meeting  
Tuesday, April 26, 2005  
City Hall

The Strategic Planning Meeting for Hope began at 7 a.m. with introductions by Susan Goplen, City Coordinator for Hope. Ms. Goplen had contacted citizens from the community and invited them to meet and set priorities for the community strategic plan. Ms. Goplen introduced Susan Fugere and Barb Burgum Lee, consultants hired by the Empowerment Zone to conduct strategic planning meetings with each community within the Zone. The results of the meetings, along with background information from the City Coordinators, will be used to write a strategic plan for each community. (The nine people attending this meeting were asked to sign in with their name and address. A list of participants is available from the Griggs-Steele Empowerment Zone.)

Susan Fugere opened the strategic planning session with an overview of strategic planning (Handout -“Eight Steps to Strategic Planning”). She reviewed the internal and external factors that affect how a community plans. Ms. Fugere also discussed some global trends and a number of success stories from North Dakota communities who have done strategic planning and economic development. Characteristics that are important to every community were presented in a format titled Health, Wealth and Wisdom. An example of a mission statement was also presented.

A new concept called Appreciative Inquiry (AI) was also presented. The goal for AI is to develop a positive environment for exchange of ideas in the community. Ms. Fugere asked the meeting participants to do two things. First, they should be positive about the projects their community will work toward. Second, they should be positive when discussing ideas and projects with other members of the community.

To allow each participant an opportunity to provide ideas for the strategic plan, Ms. Fugere asked that each person fill out the handout, “Why Plan?”. After this, each participant filled out a form concerning the long term future of the community, (Handout – “Developing a Vision Statement”). Answers to the questions in the handouts were used to open the discussion on short and long term goals for the community. The results will also be used in writing the strategic plan for the community.

Short Term Goals (3-5 Years)

- Housing (Affordable) – individual, senior, apartments
- Ethanol/Bio-diesel Plan
- Golf Course (upgrade to grass greens)
- Swimming Pool – updated
- Museum – retained
- Retain and expand Restaurant and Retail Businesses
- Lagoon – upgrade
- Wind Energy Tower
- Daycare Center

- Motel
- Sheyenne River Recreation

Long Term Goals (Beyond 5 Years)

- Community Complex - indoor pool, theater for play
- Retain School, grades 7- 12
- Food Processing
- Retain Fire and Ambulance
- New Convenience Store
- Expand Industrial Park

The meeting participants discussed the list and whether anything needed to be added or changed at this time. After a draft of the plan is completed, the core group of participants at this meeting will meet again to finalize the plan. The meeting concluded shortly before 9 a.m.

Recorded by:  
Barb Burgum Lee  
Strategic Planning Consultant

## **APPENDIX B**

### **RESULTS FROM WHY PLAN? QUESTIONNAIRE**

**APPENDIX C**

**ACTION PLANNING WORKSHEETS FOR HOPE, NORTH DAKOTA**

**APPENDIX D**

**BUSINESS / SERVICE PROVIDERS FOR HOPE, NORTH DAKOTA**