

Cavalier County Strategic Work Plan for 2009-2014

The Cavalier County Strategic Work Plan is an addition to the Cavalier County Strategic Plan written to meet requirements to retain champion community status. The Cavalier County Strategic Plan was written in 2001 as part of Round II of USDA's Empowerment Zone program. As a result of that application, CCJDA was awarded a designation as a USDA "Champion Community." Cavalier County was able to apply under the category of outmigration due to the fact that Cavalier County lost 39.6% of its population between 1980 and 2000.

When written, the strategic plan included seven benchmark areas:

- 1) Agricultural Opportunities in Cavalier County
- 2) Business Development Opportunities in Cavalier County
- 3) Advancement of Educational Opportunities for Life-long Learning
- 4) Improvement of Health Care
- 5) Providing Adequate Housing Opportunities
- 6) Improvement of County Wide Infrastructure
- 7) Increase Tourism Activity in the Area

While writing the Strategic Work Plan for 2009-2014, county leaders identified the need for an additional benchmark; Increasing The Population/Human Capital of Cavalier County. The Cavalier County Job Development Authority (CCJDA) was the organization charged by the Cavalier County Commission with carrying out the county's strategic plan.

CCJDA is the economic development agency for Cavalier County with responsibility for all development programs and activity. CCJDA has been in existence for seventeen years conducting economic development activities for Cavalier County. JDAs in North Dakota are created by statute that allows counties or cities to levy up to 4 mills for economic development purposes. CCJDA has a successful history of business retention and expansion, infrastructure development, and community development with over \$900,000 in sales tax economic development funds invested in a variety of projects. CCJDA is approaching the \$ 1 million mark in successful grant applications.

CCJDA, organized in 1990, operates according to ND Century Code legislation that defines job development authorities and is under the direction of a 17-member board of directors. The CCJDA office staff consists of an executive director, administrative assistant and a strategic plan coordinator, all of whom are full time employees.

The Mission Statement of the Cavalier County Job Development Authority is as follows:

The primary responsibility of the Cavalier County Job Development Authority is to not only create jobs and increase incomes by the process of economic development, but to create a climate conducive for development within the whole county. Economic development includes the enhancement of human capital, developing community infrastructure and promoting business development

In order to ensure that the Cavalier County Strategic Plan remains relevant, CCJDA has updated the plan continuously as new projects arise and will continue to do so. Each year CCJDA will meet with all organizations around the county who have a vested interest in the plan to ensure all projects around the county are being tracked and included in the strategic plan. Additionally, CCJDA plans a comprehensive update every five years in the form of a strategic work plan. This is the first strategic work plan written as an addendum to the 2001 Cavalier County Strategic Plan. It is proposed for the years of 2009 to 2014.

The Cavalier County Strategic Work Plan for 2009-2014 is broken down by benchmark area. Each benchmark has several tasks, and each of these tasks include a task leader, estimated project cost, possible funding sources, estimated start and end dates, and a summary. CCJDA will track all tasks using USDA's Benchmark Management System.

AGRICULTURAL OPPORTUNITIES IN CAVALIER COUNTY

Upgrade technology for LREC

Task Leader: Langdon Research Extension Center

Cost: \$25,000

Estimated Start Date: January of 2009

Funding sources: State of ND

Estimated End Date: December of 2009

Summary: The Langdon Research Extension Center (LREC) was built in 2003; since that time it has become an important element of the community. Many meetings, classes, training sessions, and other activities are regularly held at the LREC. Due to the nature of the activities held at the LREC there is a vital need to keep the technical equipment updated. The equipment that needs to be updated includes but is not limited to: computers, monitors, televisions used for interactive video network classes, a projector, laptops, and other related equipment. The task leader for this project will be the Langdon Research Extension Center and the cost is estimated to be around \$25,000. The project will be paid for through state funds, and is estimated to be completed by the end of 2009.

Animal Agriculture Development

Task Leader: Cavalier County Job Development Authority Agriculture Committee

Cost: \$0

Estimated Start Date: January 2009

Possible Funding Sources: CCJDA, APUC, VAPG

Estimated End Date: December 2014

Summary: Cavalier County will explore the possibility of additional animal agriculture, specifically production and processing (such as hogs, beef, and dairy). The Cavalier County Job Development Authority's Agriculture Committee will be the task leader on this project. As this point there is not a cost attached to the project as the committee will be exploring what types of animal agriculture business can be supported within the county. The first step for the project will be the development of a setback map which will be developed by the NDSU Extension Service.

A setback map is a map that lays circles over any areas that would conflict with the development of a certain type of business such as animal agriculture. Example of conflicting areas would be farmsteads where people live and areas with no access to water or electricity. The remaining areas that are not circled in are the best areas to locate a probable business.

This is expected to be completed in the early part of 2009. After completing the setback map, the CCJDA Ag Committee will have a better idea of what types of business to recruit. It is anticipated that this type of business will bring 200 jobs to the area within the next 5 to 10 years.

Munich Canola Crushing Plan

Task Leader: Northern Prairie Specialty Oils

Cost: \$27,700,000

Estimated Start Date: May 2010

Possible Funding Sources: shares, private investment, loans

Estimated End Date: Aug 2011

Summary: Northern Prairie Specialty Oils intends to construct a canola crushing facility near Munich, North Dakota that will produce both livestock meal and edible canola oil. The plant will produce an estimated 10 million gallons of edible canola oil and 60,000 tons of canola meal per year. The company will not use a chemical process, but rather will utilize expeller pressed processing which will result in solvent-free oil and high protein meal, which will be marketed both domestically and abroad.

The company tends to source feedstock from the immediate county, Cavalier County. In 2006 Cavalier County produced 24% of the Canola grown in the United States; the availability of Canola in Cavalier County will be beneficial to Northern Prairie EnviroFuels.

Northern Prairie EnviroFuels total capital needs are expected to \$27.7million, of which \$3.42 million will be working capital costs.

When it is finished the plant will employ 22 people.

The land has been purchased but construction has not yet begun due to the condition of the economy and weather in the fall of 2008. The estimated start date for the \$27,700,000 project is in May of 2010. The company is organized as an LLC.

Grape research and Wine Production

Task Leader: Langdon Research Extension Center and ND Grape Growers Association

Cost: \$19,000

Estimated Start Date: May 2008

Possible Funding Sources: APUC, VAPG, NDSU

Estimated End Date: September 2013

Summary: The purpose of this project is to test the varieties of grapes that can survive and flourish in the northern plains. The grapes varieties serve the juice, table and wine markets. The first phase, testing the varieties that can flourish will take four years. After it is determined if grapes can flourish in Cavalier County a decision will be made on which, if any, types of grape product business (i.e. wine, juice, etc) could feasibly be located within Cavalier County.

Geothermal heat for Langdon Research Extension Center

Task Leader: Langdon Research Extension Center

Cost: \$80,000

Estimated Start Date: January 2009

Possible Funding Sources: State of ND

Estimated End Date: December 2009

Summary: Cavalier County has an average annual temperature of just 37°F according to the USGS. In the month of January the average temperature is just 2°F. Due to the extreme winter temperature heating bills can be extremely high in the winter months. On Average, heating costs for the Langdon Research Extension Center are currently about \$17,000 annually. It is estimated

with a geothermal heat system these costs would drop to about \$5,000 annual, thus the system would pay for itself in less than seven years.

Hire Area Specialist

Task Leader: Langdon Research Extension Center

Cost: \$110,000

Estimated Start Date: Jan 2009

Possible Funding Sources: State of ND

Estimated End Date: Dec 2009

Summary: LREC plans to hire an area specialist. This will be a new position. Funding for this position will be approximately \$110,000 per year. The area specialist will be a full time position whose responsibility will be to conduct educational/outreach programs to farmers in the region. LREC plans to fill this position in the year 2009.

**BUSINESS DEVELOPMENT OPPORTUNITIES
IN CAVALIER COUNTY**

Spirit of the Prairie Business Center

Task Leader: CCJDA

Cost: \$1,000,000

Estimated Start Date: January 2009

Possible Funding Sources: USDA CF, Kresge, local

Estimated End Date: December 2014

Summary: The need for a business incubator was identified in the 2001 Cavalier County Strategic Plan. The vision for the plan includes office space that can be rented out to new businesses as well as meeting and conference rooms.

The new vision for the business center leaves the original idea for the building use and layout but connects it with the Spirit of the Prairie Cultural Center.

The types of business that the Spirit of the Prairie Business Center would cater include but are not limited to insurance, accounting, and computer technology sales and repair.

Renewable Energy Plant (biodiesel, wind, ethanol, cellulosic)

Task Leader: CCJDA/unidentified company

Cost: \$60,000,000

Estimated Start Date: January 2010

Possible Funding Sources: federal, state, private

Estimated End Date: December 2014

Summary: Cavalier County is uniquely positioned to be a leader in cellulosic and biomass energy production. North Dakota produces about 70% of the nation's canola; much of this is grown in Cavalier County. In 2006 Cavalier County produced 24% of the Canola grown in the United States. Locating a plant near the supply benefits everyone. The supply of the raw products is readily available for plant operations and growers of the products will have shorter distances to drive to sell their product. The development of a biomass energy plant would compliment the planned canola crushing plant.

Vacant buildings in Cavalier County – demolished, refurbished, or replaced

Task Leader: CCJDA, city of Langdon, city of Munich

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: renaissance zone, property owners

Estimated End Date: TBD

Summary: CCJDA and the cities of Langdon and Munich, recognize the need to address aging building that are outdated and therefore not conducive to current business needs. This task would fulfill two needs. First, it would create usable business space for prospective businesses; additionally, it would enhance the appearance of the county business community.

Expansion of local restaurant/retail operations

Task Leader: CCJDA, Langdon Area Chamber of Commerce, Langdon Area High School

Cost: TBD

Estimated Start Date: January 2009

Possible Funding Sources: TBD

Estimated End Date: December 2011

Summary: Through many community meetings, one need that has become apparent is the need for an expansion of local restaurant operations. Langdon is fortunate to have a number of restaurant options; however, many of these restaurants are open a limited number of hours. Many local retail businesses are open primarily during working hours when many local residents are unable to shop. The short hours are due to the lack of a staff that want to/are able to work nights and weekends. One way to solve this problem would be to fill the staffing needs with high school students. Langdon Area High School has a small number of career education classes. The school is willing to explore the possibility of a restaurant/small business management class, in which the students would learn in class how to run a restaurant or small business and then would work in a local restaurant/retail store during evening and weekends. Ideally, the students would not only be paid for their work but they would also earn credit, thus making this an attractive option for many students.

Clothing Store Expansion

Task Leader: CCJDA

Cost: TBD

Estimated Start Date: January 2009

Possible Funding Sources: TBD

Estimated End Date: December 2010

Summary: There is a recognized need to recruit or develop a clothing store.

Incentives to Retain Shoppers

Task Leader: Chamber, Republican, local businesses

Cost: Partners in Marketing Grant

Estimated Start Date: Jan 2009

Possible Funding Sources: TBD

Estimated End Date: Dec 2010

Summary: There are currently a lot of local residents who shop out of town. Incentives are needed to retain these shoppers so the dollars are spent locally, supporting local businesses. The Langdon Area Chamber of Commerce plans to see what incentives area business could offer that would serve this purpose. Main Street business will work together to develop a promotion package. They will be sending out quarterly newsletter to show what they offer. A marketing campaign will be undertaken and finally a story will be run in the local paper, the Cavalier County Republican, showing how shopping out of town affects the whole community.

Continued Storefront Improvement

Task Leader: CCJDA

Cost: \$13,000

Estimated Start Date: January 2009

Possible Funding Sources: City Sales Tax Eco. Dev Fund **Estimated End Date:** Dec. 2010

Summary: In 2005 CCJDA started a storefront improvement program in which funds were loaned to area business at 0%. Business could borrow up to \$5,000 and pay it back at

\$100/month. These funds were used to improve the look of a six block section of Main Street. To date, six main street businesses have participated in the program. There is \$13,000 remaining in the storefront improvement program. CCJDA plans to lend this money out for storefront improvement within the next two years.

Recruitment of Veterinarian

Task Leader: CCJDA Ag Committee, Cavalier County Livestock Association

Cost: \$50,000

Estimated Start Date: 01-

2009

Possible Funding Sources: State loan repayment program, local **Estimated End Date:** 12-2010

Summary: There is currently no veterinarian within Cavalier County. CCJDA plans to begin work on recruiting a veterinarian to the area in 2009. The first step will be to visit a university and visit with students to see what types of incentives we need to offer to recruit veterinary students to a small community.

Recruitment of Another Computer Repair/Service/Sales Technician

Task Leader: CCJDA, C&M Home Marketing

Cost: \$50,000

Estimated Start Date: Jan 2009

Possible Funding Sources: City Sales Tax Eco. Dev Fund **Estimated End Date:** Dec. 2010

Summary: The current computer service and sales technician has identified a need for an additional technician. There is currently more work than he is able to handle alone. He estimates that another technician could make approximately \$60,000 a year.

Recruitment of Dentist

Task Leader: JDA

Cost: \$50,000

Estimated Start Date: 01-2009

Possible Funding Sources: State loan repayment program **Estimated End Date:** 12-2010

Summary: There are currently no dentists within Cavalier County. CCJDA plans to begin work on recruiting a dentist to the area in 2009. The first step will be to visit a university and visit with students to see what types of incentives we need to offer to recruit dentistry students to a small community.

Peebles Electric

Task Leader: CCCJDA

Cost: \$55,000

Estimated Start Date: Nov 2008

Possible Funding Sources: RBEG RLF

Estimated End Date: Sept 2009

Summary: The owner will construct a 40x40 building in Munich for his electrical company headquarters and will hire 1 additional electrician in March 2009 as well as a summer intern.

Dick's Seed Farm

Task Leader: CCJDA

Cost: \$25,000

Estimated Start Date: Nov 2008

Possible Funding Sources: RBEG RLF

Estimated End Date: Feb 2009

Summary: Dick's seed farms exports cleaned and bagged yellow flax to foreign markets. The business needs to add faster bagging and scale equipment to meet increased demand.

Motel Development

Task Leader: Bob Mostad, Private Investors, CCJDA

Cost: \$1,825,000

Estimated Start Date: 8/01/2008

Possible Funding Sources: private funds, local bank loans

Estimated End Date: 12/31/2009

Summary: The need for another motel in the community has been recognized by CCJDA before the 2001 strategic plan was ever written. In 2003, Cavalier County Job Development Authority hired a consultant to write a motel feasibility study. The plan was written by Mort L Mazaheri, an AICP Community and Development Consultant. It demonstrated that even in 2003 that our community could support another hotel, and a lot of things have happened since that time. Since that time the need for another motel has become even more apparent with the wind farm development happening in 2007 and 2008 and the traffic that has gone through the research center that was built in 2003. The study was paid for with sales tax dollars.

The feasibility study concluded several things:

- The present socio-economic situation in Cavalier County is driven by a number of complex regional factors. Any future action must examine other alternatives besides the traditional approaches. There is a need for a new source of activity based on the available area and regional resources in Cavalier County
- Cavalier County offers some of the most unique natural features in the region
- In addition Cavalier County offers a good mix of human-made facilities and resources
- Sports people in the area point out the unavailability of overnight accommodations as a problem for not being able to host regional basketball or curling events
- Cavalier County as an agricultural area is also a leader in crop production and attracts many scientists to the Langdon Research and Extension Center
- There is a growing need for overnight accommodation in Langdon
- Based on the data, it recommends a phased-in design and construction of a new motel

There are several events currently happening in Cavalier County that are driving the development of a motel:

- Wind Energy Project (including the potential for a third phase)
- Potential Development of former Stanley R. Mickelsen Safeguard Complex site
- Convention and Visitors Bureau
- Traffic from Langdon Research Extension Center
- Potential of Interpretive Center
- Potential to host hockey tournament and games
- Potential to host track meets
- Several local groups that could hold annual meetings in Langdon if adequate hotel space was available
- Renaissance Zone incentives

The current investors group is looking at developing a room-independent hotel with an indoor pool. The motel would be located adjacent to an existing bar and grills thus giving guests a place to eat on site.

Wind Energy 3rd Phase

Task Leader: FPL Energy

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: FPL Energy

Estimated End Date: TBD

Summary: Langdon Wind Energy Center, currently the largest wind farm in the state, is located just south of Langdon near the small community of Nekoma. This 200 MW, 133 turbine wind farm was constructed in two phases starting in the fall of 2007. It has created several positive impacts around the community. It has proved to be an example of successful partnerships between wind energy developers and rural communities. The Langdon Wind Energy Center Project created 269 temporary construction jobs and 12 permanent jobs; resulted in payments of \$9.3 million to entities in Langdon and \$42 million statewide; payments of \$413,000 will be made annually to local landowners with easement agreements; and increased property tax revenue by \$194,000. In the second quarter of 2008, Cavalier County sales tax revenue increased by 42.23% over 2007 figures. Langdon sales tax revenue increased by 28.68% in second quarter 2008, above 2007 figures.

Due to the success and subsequent benefits of the first two phases, Cavalier County is pursuing the possibility of a third phase of wind energy development with FPL Energy.

UAV Research and Development

Task Leader: CCJDA, UND

Cost: \$215,324

Estimated Start Date: February 2009

Possible Funding Sources: EDA

Estimated End Date: January 2010

Summary: The Cavalier County Job Development Authority and the University of North Dakota are applying to the U.S. Department of Commerce/Economic Development Administration for funds for planning and technical assistance leading to the re-development of the Stanley R. Mickelsen SAFEGUARD Complex located at Nekoma, North Dakota.

The Cavalier County Job Development Authority(CCJDA) and the University of North Dakota(UND) will oversee and administer the project. CCJDA and UND will perform the following activities:

1. Requests for Proposal/qualification process:
 - CCJDA and UND will solicit an RFP/RFQ from consultants experienced in transforming military property for commercial development.
 - Upon review of the consultant responses, CCJDA and UND will select the partner consultant.
 - CCJDA and UND will negotiate with, and contract consultant(s) to perform the activities as outlined in the SCOPE OF WORK.
 - CCJDA and UND will provide EDA a copy of the RFP/RFQ and top quality consultant for consideration and approval prior to signing the contract.
2. Coordinate Acquisition and Transfer of Ownership of SRMSC:
 - CCJDA , UND, and consultant will participate in the excess property process, led by the U.S. Army Installation Management Office Property Disposal/Transfer team. (See attachment E for complete list of participants).

- CCJDA , UND, and consultant will research and determine the most feasible ownership structure for the Cavalier County Job Development Authority to assume ownership.
 - CCJDA , UND, and consultant will identify necessary funding resources to allow CCJDA to assume ownership.
 - CCJDA , UND, and consultant will negotiate the purchase of SRMSC and execute the necessary legal documents.
3. Document SRMSC infrastructure:
- CCJDA , UND, and consultant will conduct an analysis of current building conditions and needs, incorporating all existing reports of SRMSC building infrastructure.
 - CCJDA , UND, and consultant will retain the services of a building contractor to estimate cost of renovating SRMSC facilities.
 - CCJDA , UND, and consultant will inspect and verify the status of the services and utilities infrastructure, i.e. power, water and sewer, telecommunications, streets, and will estimate costs associated with necessary upgrades and installations.
 - CCJDA , UND, and consultant will prepare a detailed report of the above activities to be used by all stakeholders and for long-term planning purposes.
4. UNIVERSITY OF NORTH DAKOTA
- UND and consultant will prepare a plan to re-develop SRMSC into a premier research location for Unmanned Aircraft Systems.
 - UND and consultant will identify and prioritize the site facilities necessary to support research, testing, administrative and maintenance UAS activities, and will identify funding sources to upgrade those facilities.
 - UND and consultant will research, estimate building costs and plan for long-term researcher support services, i.e. sleeping areas, food, dining, laundry and limited recreation.
 - UND and consultant will determine the costs associated with paving an area approximately 1500 feet long to be constructed on the west end of the SRMSC property.
5. CAVALIER COUNTY JOB DEVELOPMENT AUTHORITY
- The Cavalier County Job Development Authority will act as the administrator of the EDA grant, with responsibilities for financial management, facilitation of all necessary documents and plans and for assuring the submission of timely reports associated with the grant.
 - The Cavalier County Job Development Authority will assess and re-assign responsibilities within the organization, allowing dedicated time to ensure the success of the EDA grant.
6. Strategic Planning Process
- CCJDA , UND, and consultant will prepare a strategic plan for short and long-term re-development of SRMSC, incorporating the in-put and resources of all key stakeholders as well as all activities as outlined in this application. (See Attachment E – Supporting Partnerships and Organizations).

- CCJDA , UND, and consultant will submit the strategic plan to EDA for regular comment and approval.
 - CCJDA , UND, and consultant will consider the strategic plan the guideline for Phase II, to implement the re-development of SRMSC.
7. Additional Industry and Research Opportunities & Historical Significance
- CCJDA , UND, and consultant will research and identify opportunities for cooperative research for all entities in the North Dakota Higher Educational System.
 - CCJDA , UND, and consultant will identify additional concurrent and synergistic development opportunities to include:
 - Support Military UAV training and operations: Air National Guard (ANG)/Army NG (ARNG)/Air Force (AF) (Predator, Global Hawk, Shadow all in North Dakota by 2010)
 - Section 106 consultation (site with significant Cold War historical value), in partnership with local community project to interpret SRMSC
 - Remote training site for military and civilian agencies (HAZMAT training site, bunker and silo clearing, and Military Operations in Urban Terrain (MOUT) training site)
 - As an international Emergency Disaster Border Response Training Site
 - As a training site to support the Conflict Resolution Center (peace training, 2-week course before deploying to support a foreign nation)
 - Wind power generation in proximity to, and complimentary of, Langdon Wind Energy LLC – research and testing to mitigate environmental and other issues related to wind industry development
 - Defense related manufacturing
 - Bio-materials research and development
 - Secure location for “server farms”
 - Agricultural research and development (one of North Dakota State University’s Research Extension Centers is located at Langdon)
 - Transportation training – testing site for industry
 - Training and operations site for US Customs and Border Patrol
8. Coordination with Key Stakeholders to maximize opportunities
- CCJDA, UND and consultant will inform Key Stakeholders (see Attachment E) of planning grant progress on a quarterly basis at a minimum.
9. Reporting Process & Dissemination of Information
- CCJDA, UND and consultant will prepare and submit Mid-term Scope of Work progress reports to EDA and Key Stakeholders.
 - CCJDA, UND and consultant will prepare a Draft final report for review and comments from Key Stakeholders. The Draft report will be submitted to EDA.
 - CCJDA, UND and consultant will submit a final report to EDA and Key Stakeholders in accordance with federal and state final report guidelines.
 - CCJDA, UND and consultant will document or identify and challenges encountered during this process so they can be avoided by others.

- The recipient and consultant will document in the report the process in completing the Scope of Work and point out key elements that can be replicated by others.
- CCJDA , UND and consultant will make presentations of the Final Report to Key Stakeholders or any other community or official entity upon request.
- CCJDA, UND and consultant will produce an executive summary of the Final Report that can be distributed to community members, government officials, elected and appointed, and any others who may request the report.
- CCJDA, UND and consultant will make an oral presentation to the EDA upon completion of the project.
- CCJDA, UND and consultant will utilize the Final Report in the preparation of further grants and funding opportunities leading to full development of the Stanley R. Mickelsen SAFEGUARD Complex.

Redevelopment of Stanley R. Mickelsen Safeguard Complex (SRMSC)

Task Leader: CCJDA

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: CCJDA will research which types of business could feasibly be located at the SRMSC site. Some potential ideas include but are not limited to: defense related manufacturing, research, security, agricultural value-added food processing, general manufacturing, and potential wind energy spin off projects.

ADVANCEMENT OF EDUCATIONAL OPPORTUNITIES FOR LIFELONG LEARNING

Comprehensive continuing education program

Task Leader: Northeast trainND

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: Cavalier County has a need for a comprehensive continuing education. This program would offer various training for community individuals. Types of training may include:

- Information Technology
- Website Development and Maintenance
- Community Computer Training
- Accounting
- Leadership training for boards
- Leadership training for individuals
- Community funding workshop
- Grantwriting
- Wind Farm Technician Training
- RN /LPN

Ideally, this program would be run by a local coordinator. The duties of the coordinator would be to schedule and set up classes either via the Interactive Video Network for distance learning or by brining instructors for the duration of the class. Another potential aspect for this program is to

develop a list of local facilitators or tutors to help those individuals who are having trouble with certain portions of the program.

If this program succeeds, the need for a classroom/dorm for continuing education participants would be examined at that time. Until the need becomes necessary it is anticipated that continuing education classes would be held at the Langdon Research Extension Center in the Vic Sturlaugson Learning Center.

Increased Cooperation between schools (to combat childhood obesity)

Task Leader: St. Alphonsus/ Langdon Area Schools

Cost: \$77,010

Estimated Start Date: August 2009

Possible Funding Sources: RWJF, RHND

Estimated End Date: July 2012

Summary:

With the decrease in population of rural areas such as Cavalier County, many schools are often looking for the resources to offer rural students the same opportunities that students in larger communities have. The ultimate goal is of course, to increase the population of Cavalier County thereby increasing the number of students and resources. However, if the increase in students does not happen there needs to be a contingency plan in place to ensure student still receive these resources. There are four schools in Cavalier County: St Alphonsus, a private Catholic school for grades K-8; Langdon Area High School, Langdon Area Elementary, and Munich Public School. If these schools work together to share resources, they may be able to offer a wider variety of opportunities for their students. For example one site one idea is to upgrade one site to increase opportunity for all. For example a nice gym or fitness center could be located at one location for all to share. There are currently several grants which focus on childhood obesity that could be applied for to accomplish this goal. One grant that the organization plan on applying for is from the Robert Wood Johnson Foundation another is from the US Department of Health and Human Services.

Playground safety surfacing for St Alphonsus

Task Leader: St Alphonsus

Cost: \$20,000

Estimated Start Date: August 2009

Possible Funding Sources: Leach Foundation

Estimated End Date: August 2010

Summary: The insurance company for St Alphonsus has indicated that the school playground needs to have updated safety surfacing. As this can be an expensive undertaking St Alphonsus will be seeking grant funds to help pay for this project.

School security for St Alphonsus

Task Leader: St Alphonsus

Cost: \$15,000

Estimated Start Date: Jan. 2009

Possible Funding Sources: US Dept. of Homeland Security **Estimated End Date:** Dec. 2010

Summary: In recent years, due to the rise in violence on school properties, the need has increased across the nation for schools to have a security system in place. Fortunately, there have been no incidents in Cavalier County that demonstrate this need, however the schools in the county wish to be preemptive in installing school security in the unlikely event that it is one day

needed. Langdon Areas schools already have a security system in place and St Alphonsus is planning to install one as soon as the funding can be secured.

Upgrade to geothermal heating for St Alphonsus

Task Leader: St Alphonsus

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: Cavalier County has an average annual temperature just 37°F according to the USGS. In the month of January the average temperature is just 2°F . Due to the extreme winter temperature heating bills can be extremely high in the winter months. One method to combat these high costs is to install a geothermal heat pump. The cost savings from installing a geothermal heat pump can often result in the unit paying for itself in under 10 years. The first step of this process will be to determine if the building and land of St Alphonsus are conducive to the installation of a geothermal heat pump.

Rural Leadership ND

Task Leader: CCJDA

Cost: \$10,500

Estimated Start Date: Jan 2010

Possible Funding Sources: TBD

Estimated End Date: December 2011

Summary: One goal of CCJDA is to create a new generation of leadership within the county. One method of accomplishing this would be to send one individual from Cavalier County to the Rural Leadership North Dakota each session.

According to the Rural Leadership North Dakota Website:

Rural Leadership North Dakota (RLND) is a dynamic two-year interactive study and travel program dedicated to producing graduates with the vision and commitment to lead themselves, their organizations and communities into the future. This program emphasizes the development of skills such as working with people, managing projects, speaking in public, thinking creatively and understanding ag and rural policies.

Participants will attend eight in-state seminars, a Canada seminar and one national seminar over the two-year period. The national seminar will take place in Washington, DC.

E-mail will be used extensively to stay connected with information from the RLND office and RLND participants. Participants will implement and complete a project in their community and/or organization.

K-12 in one building feasibility study

Task Leader: Langdon Area School

Cost: \$15,000

Estimated Start Date: Jan 2010

Possible Funding Sources: TBD

Estimated End Date: Dec 2010

Summary: The outmigration and decrease in population of Cavalier County has negatively impacted the number of students attending Langdon Area Schools. The school system, once

designed to hold 1,000 students, now has only 390. It can be costly to pay for heat and electricity costs of running building that are half empty. If the trend does not reverse Langdon Area Schools will be considering the possibility of combining the two schools (Elementary and High School) into one K-12 building. The first step of this process will be to do a feasibility study to determine the benefits and drawbacks of combining the schools. The ultimate goal is to increase the student population of Langdon Area Schools; the possibility of combining the schools is just a precautionary plan in the event that the outmigration trend doesn't reverse.

RN/LPN Training

Task Leader: LRSC/CCMH/LREC

Cost: \$180,000

Estimated Start Date: August 2008

Possible Funding Sources: LRSC, tuition income

Estimated End Date: August 2010

Summary: The RN training session is a continuation of the LN class that ended in the fall of 2008. Those who complete the class and passed their test received their LN certification and were offered the option to continue on for RN certification.

Wind Farm Technician Training Program

Task Leader: LRSC

Cost: \$7,100,000

Estimated Start Date: Jan. 2009

Funding Sources: LRSC, State, wind companies, federal

Estimated End Date: Dec. 2011

Summary: Wind developers are aggressively developing wind farms to tap into North Dakota's abundant wind energy resources. Although this natural resource is plentiful in North Dakota with great potential to help wean the United States off dependency on foreign oil, the state must address a momentous workforce challenge. The wind industry needs adequate and properly trained personnel while addressing the serious problem of staff out-migration. One highly-skilled wind turbine technician is required to maintain 10 commercial-grade turbines. By March 2009, there will be 538 operating wind towers within North Dakota with an additional 3,272 towers planned by 2012. Regionally, an estimated 4,000 towers are expected to be in operation across Minnesota, Montana, South Dakota, and northern Wyoming.

Due to the skills required of a wind farm technician, companies often recruit wind farm technicians from out of state to work on wind farms within the state of North Dakota. Many of these individuals are not use to the extremely cold winter temperatures of a North Dakota winter and those individuals end up leaving, often in less then one year. Despite competitive salaries, employers have experienced a 1/3 turnover rate due to North Dakota's extreme temperatures.

In order to combat the high turnover and the expected significant increase in demand, wind farm technicians need to be created here in North Dakota. Lake Region State College in Devils Lake plans to create and implement a Wind Turbine Technician Training Program. Lake Region State College has been actively seeking funds and in-kind services from wind industry partners to launch the Wind Turbine Technician Program. To date, approximately \$650,000 in funding, services, and equipment has been pledged to the program. The state of North Dakota has also granted \$500,000 with an additional \$2.3 million under legislative review during 2009.

The Wind Turbine Technician Training Program at Lake Region State College will be a multi-faceted training program with three different training options. Lake Region State College will

offer a 1-year training program that will result in a certificate. Students will have the option to complete a second year of training/education to receive an Associate in Applied Sciences (AAS) degree. Individuals with an AAS degree will have more opportunities to assume supervisory or managerial roles within the wind energy industry. The third option will allow companies in the industry to contract with the college's workforce training division, TrainND, for safety and industry updates for their incumbent workers. It is this third option that interests Cavalier County. Training for incumbent workers could be offered in Cavalier County due to the fact that the current largest wind farm in the state is located in Cavalier County.

IMPROVEMENT OF HEALTH CARE

Telemedicine

Task Leader: Cavalier County Memorial Hospital (CCMH)

Cost: \$100,000

Estimated Start Date: March 2009

Possible Funding Sources: CCMH, USDA Grant

Estimated End Date: April 2009

Summary: Cavalier County Memorial Hospital would like to explore the possibility of offering additional services via telemedicine. The first three possible services CCMH would like to consider are surgical (pre and post op), psychiatry, and dermatology.

Wellness cosmetic/skin enhancements

Task Leader: CCMH

Cost: add

Estimated Start Date: TBD

Possible Funding Sources: CCMH

Estimated End Date: TBD

Summary: First step to do a feasibility study to see if the community/service area of the hospital could support this service.

Finding Doctors

Task Leader: CCMH

Cost: \$75,000

Estimated Start Date: 2007

Possible Funding Sources: CCMH

Estimated End Date: TBD

Summary: There is still a need to find one additional doctor for Cavalier County Memorial hospital. This can be an expensive process as recruitment fees can often run as high as \$50,000. All potential doctors are flown up to the community and their food and lodging are paid for so the process of interviewing several doctors can be quite expensive.

Provide more Surgery services

Task Leader: CCMH

Cost: \$100,000

Estimated Start Date: 2008

Possible Funding Sources: CCMH

Estimated End Date: April 2009

Summary: Expansion of hospital services to include minor surgeries.

Hospital Building Renovations

Task Leader: Cavalier County Memorial Hospital (CCMH)

Cost: \$2,000,000

Estimated Start Date: August 2008

Possible Funding Sources: CCMH

Estimated End Date: December 2011

Summary: The renovations of the Cavalier County Memorial Hospital Building would take place in three phases:

Phase I- reception area, nurses station, outpatient rooms

Phase II- hospital rooms

Phase III – relocating administrative offices, move PT upstairs, elevator replacement

Maple Manor new building

Task Leader: Maple Manor

Cost: \$8,000,000

Estimated Start Date: 2008

Possible Funding Sources: Bonds, local funds

Estimated End Date: December 31, 2009

Summary: The key component of this project is to rebuild Maple Manor Care Center, the long term care facility in Cavalier County in an innovative way that changes the image of nursing homes. This project could potentially be replicated by other communities when it is completed.

Maple Manor Care Center has to be rebuilt in order to meet a December 31, 2009 government mandate. In order to meet the guidelines of this mandate a new building construction is necessary. A remodel would be impractical, due to the fact that the mandates require a higher ceiling, which would mean the entire roof would have to be taken off and raised meaning all the residents would have to be moved to another facility while the remodel would take place. Due to the impracticability and the high cost of a remodel to meet the mandates the board of Maple Manor Care Center thought that a completely new construction built adjacent to the current facility would be more practical.

A new construction will not only be more practical it will also allow for the creation of a new and more inviting facility. One of the main goals of this reconstruction is to take away the stigma and the institutional feel by creating an inviting environment. This will be accomplished by making both large and small changes. An example of a small change is keeping medication in locked drawers in the residents' rooms which would eliminate the institutional carts rolling down the hallways. Other parts of this goal will be accomplished in much larger steps such as the building itself. The building will be set up in four small neighborhoods each having their own kitchen in which the residents can actually cook for themselves if desired. Each neighborhood will also have its own dining room, creating a more intimate dining setting. Studies have been done that prove residents eat better when in smaller groups. In addition to individual dining rooms, each neighborhood will also include a living room, in which the outside entrance to the individual neighborhoods will be located. The purpose of the individual entrances is to make friends and family of the residents feel more like they are visiting a home than an institution.

Another unique concept of the new construction would be a "main street," which would contain a gift shop, a hair salon, and a chapel.

PROVIDING ADEQUATE HOUSING OPPORTUNITIES

Create more Affordable Housing

Task Leader: City of Langdon

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: One way to accomplish this goal would be to have older homes donated to the city as a tax incentive for those who donate. The city then provide these homes at little or no cost to new families or first time home owners, these home owners can then spend their money fixing up the homes.

Development of Main Street Apartments and/or Condos

Task Leader: City of Langdon

Cost: \$800,000

Estimated Start Date: Jan. 2009

Possible Funding Sources: sale of condos

Estimated End Date: Dec. 2012

Summary: A need for housing Langdon's Main Street has been identified. The target market interested in living on Main Street would primarily be interested in condo type housing. The cost of the construction would be funded through the sale of the condos. Currently, there are two areas on Main Street that would be conducive to the development of condominiums.

Renovation of existing Main Street Apartments

Task Leader: CCJDA

Cost: \$430,608

Estimated Start Date: Fall 2009

Possible Funding Sources: HUD RHED Grant

Estimated End Date: Fall 2012

Summary: CCJDA proposes to establish an apartment rehabilitation program which allows apartment owners to apply for containing the most points will be the renovation plan.. High points will also be given to applicants who will be rehabilitating larger units which could house families. While the program is open to all Langdon apartment buildings, CCJDA will be placing special emphasis on apartments located in the Renaissance Zone. Many apartments in this area are currently not used. They are historic and have the unique historic features that should be preserved. These features include hardwood floors, wood finishing, high ceilings, and leaded windows. This area of town is important to our community's history is should be used rather than sit vacant. The buildings all house businesses on the main floor so the buildings themselves are well maintained, but the apartments are in need of updates. Scoring will also be based on the amount of funds the owners are willing to invest themselves. CCJDA will require all applicants to buy goods and services locally if available.

Housing Survey

Task Leader: CCJDA

Cost: \$10,000

Estimated Start Date: Jan 2009

Possible Funding Sources: STAT, city sales tax

Estimated End Date: Dec 2009

Summary: CCJDA has asked for quotes from both NDSU's central data center and Minot State University. NDSU did not think they would be able to administer a survey that would meet our county's specific needs. As of right now, CCJDA has not heard back from Minot. CCJDA a list of other companies to contact and ask for quotes. Once a quote is obtained, CCJDA plans to apply for the Statewide Technical Assistance Program which would fund 1/2 the cost of the housing survey.

IMPROVEMENT OF COUNTY WIDE INFRASTRUCTURE

Water Supply

Task Leader: City of Langdon

Cost: \$10,900,000

Estimated Start Date: Jan 2009

Possible Funding Sources: city, USDA rural water and waste **Estimated End Date:** Dec 2014

Summary: Several updates need to be made to the water system of Langdon. The current water system is at capacity. In order to attract businesses that need a large supply of water, Langdon will have to update their water supply. There are several things which must be done:

- Treatment plant larger
- Water Supply/mt Carmel dam, intake/pumping/13 miles
- 1 MGD plant expansion
- Wastewater lagoon expansion
- Wastewater conversion for 1 MGD plant
- UV water treatment

15th Avenue Reconstruction

Task Leader: City of Langdon

Cost: \$1,100,000

Estimated Start Date: Jan 2009

Possible Funding Sources: City of Langdon

Estimated End Date: Dec 2014

Summary: 15th Avenue in Langdon is in need of reconstruction. Due to the current slope of the road, 15th Avenue often fills with water when it rains. Over time, the road has also become quite rough to drive on as there are several sizable dips at a number of the intersections.

Re-plot and develop Rammage's 2nd addition

Task Leader: City of Langdon

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: At a strategic planning meeting with various community leaders a suggestion was brought up to re-plot and develop Rammage's 2nd addition to make in conducive to development. As other projects progress, this project will be examined at a later date to determine if it is needed and/or feasible.

Industrial Park

Task Leader: CCJDA

Cost: TBD

Estimated Start Date: January 2009

Possible Funding Sources: \$840,000

Estimated End Date: December 2014

Summary: In order to be able to promote economic development within the county a new industrial park is needed. The location of the current Industrial Park is not conducive to "heavy" industrial, and is only suitable for "light" industrial. CCJDA recognizes that there is a need for a new industrial park, which will provide the opportunity to recruit both light and heavy industrial.

Storm sewer replacement updating

Task Leader: City of Langdon

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: The City of Langdon storm sewer needs replacement. At this point the need for the project has been identified but no estimated start dates or costs have been established.

Sanitary sewer updating

Task Leader: City of Langdon

Cost: \$2,525,000

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: The City of Langdon sanitary sewer needs updating. At this point the need for the project has been identified but no estimated start dates or costs have been established. There are 13 miles of wastewater collection and six sanitary lift stations in Langdon. The wastewater lagoon system in Langdon is a 51.3 acre facility with a total capacity of 33,500,000 gallons. To accommodate additional industrial and residential load equivalent to 1 millions gallon per day, a two cell expansion cost is estimated a \$2,525,000. This assumes a lagoon liner could be readily available within an economic transportation distance. To bring two new lagoon cells on line a new sanitary lift station and force main for a distance of 11,000 feet is necessary.

Hwy 1- from Langdon to Canada

Task Leader: North Dakota DOT

Cost: \$4,250,000

Estimated Start Date: April 2009

Possible Funding Sources: North Dakota

Estimated End Date: November 2009

Summary: Highway 1 from Langdon to the Canadian border will be repaired and resurfaced in 2009. The road is in deteriorating condition and needs to be refinished to support the traffic that comes through the county.

Complete City Park Bathrooms

Task Leader: Langdon Park Board

Cost: TBD

Estimated Start Date: June 2009

Possible Funding Sources: TBD

Estimated End Date: September 2010

Summary: The bathrooms in the Langdon City Park need updating. These bathrooms are not only used by park visitors, they are also used by those attending baseball games and tournaments, as the city park is adjacent to the American Legion Ball Diamond.

Airport Apron to runway updating

Task Leader: City of Langdon

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: The apron to the runway at the Langdon Airport is in need of updating. At this point the need for the project has been identified but no estimated start dates or costs have been established.

Langdon Activity Center Updates and Repairs

Task Leader: City of Langdon

Cost: \$500,000

Estimated Start Date: Jan 2009

Possible Funding Sources: TBD

Estimated End Date: Dec 2014

Summary: There are several updates needed at the Langdon Activity Center. The Langdon Activity Center is a city owned building that contains a large gym which can be rented out for special events, 2 racquetball courts, a Pilates and yoga studio, and a large selection of cardio and weight training equipment. The building needs a new outdoor sign, preferably an electronic sign, a new gym floor, and a new roof. Some individuals have also expressed the want for an indoor pool. However, there is a new hotel planned in Langdon which may contain an indoor pool. If the hotel is built containing a pool, there will not be a need for the city to explore this option.

Welcome to Langdon signs

Task Leader: Beatification Committee

Cost: TBD

Estimated Start Date: Jan 2009

Possible Funding Sources: TBD

Estimated End Date: Dec 2010

Summary: There is currently no welcome to Langdon signs at any of the four entrances to Langdon along the two major highways. Plans have been discussed to add signs at these four locations. These signs would be constructed of the same materials and colors that were included in the main street beautification project completed in 2005.

Pave Hwy 55

Task Leader: County Commission

Cost: \$1,500,000

Estimated Start Date: Jan 2009

Possible Funding Sources: State and Federal

Estimated End Date: Dec 2014

Summary: Highway 55 runs through the beautiful Pembina Gorge. Due to budget limitations, the section of Highway 55 that winds through the gorge is gravel. Because of the unique and gorgeous scenery, Cavalier County may be able to attract more visitors if this road was paved.

New Playground in Wales Park

Task Leader: Wales Park board

Cost: \$18,000

Estimated Start Date: June 2009

Possible Funding Sources: Leach Grant, RHND

Estimated End Date: December 2011

The equipment that would go at the park would benefit children tremendously. Langdon has previously purchased physical fitness based playground equipment for the park in 2007 and it has been a tremendous success. A once empty playground is now filled with children at all hours of the day. A Fit Kids program that teaches the kids to use the equipment in ways that helps them to be physically fit has been taught. Because the program has been so successful here, we would like to duplicate it in the other small towns in our county so as to benefit all the children in the county, and not just the children of Langdon. The cost for this would be \$18,000 a year. We would start with the community of Wales and depending upon the success at that community the project will be duplicated at other communities around the county.

Vault Toilet in Wales Park

Task Leader: Wales

Cost: \$20,000

Estimated Start Date: Jan 2010

Possible Funding Sources: TBD

Estimated End Date: December 2014

Summary: There is a need for a restroom in the Wales Park. The Park board feels a vault toilet would be the best option.

Possible Daycare Expansion

Task Leader: Langdon Daycare

Cost: \$150,000

Estimated Start Date: Jan 2009

Possible Funding Sources: Grants, fundraisers, donations **Estimated End Date:** Dec 2014

Summary: First step is to get NAEYC Accredited, a process which can take up to three years. The director is currently taking online classes to meet requirements. Add staff lounge, expand the baby room 3 to 5 feet. Expand Motor Play area 8 feet.

Vehicle for Langdon Daycare Center

Task Leader: Langdon Daycare

Cost: \$40,000

Estimated Start Date: Jan 2009

Possible Funding Sources: grants, fundraisers, donations **Estimated End Date:** Dec 2014

Summary: To meet 2012 mandates

New Roof and Windows for Langdon Library

Task Leader: Library, CCJDA

Cost: \$29,000

Estimated Start Date: March 2009

Possible Funding Sources: NCRPC

Estimated End Date: December 2009

Summary: The Langdon Library is located in a historic building, the old railroad depot. The building was moved and renovated in 1988 as part of the Langdon Centennial Celebration. The roof on the building is currently in need of replacement as are the windows.

INCREASE TOURISM ACTIVITY IN THE AREA

Theater Auditorium for small events and activities

Task Leader: TBD

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: There is a dream to locate a theater/auditorium that could seat 750 or so. It is envisioned that the theater would have a house that can be divided, where the back part of the seating area is curtained off, so that with smaller crowds, they all sit closer and it feels more intimate.

The stage would be big enough to have room to move, room for sets, etc. with adequate backstage space and a fly system, a fly allows you to raise and lower backgrounds, and set pieces. It would need to have dressing rooms and mirrors, to make it adequate for hosting small touring shows and musicians.

It would be designed with excellent acoustics, so that actors and musicians could be easily heard without microphones, although they would have the option to use a microphone system depending on the production. The theater would need to have a place where a semi could back up to the backstage area to load equipment in and out. It would need a good theatrical lighting system.

It is intended to be a nice place, that's not a gym, for all the concerts and theater productions, plus it would allow the recruitment of traveling tours, musicals and musicians. With the right facility, it could bring in the shows to attract audiences from around the region.

Dresden museum – stained glass window refurbishment

Task Leader: Dresden Museum

Cost: \$30,000

Estimated Start Date: May 2009

Possible Funding Sources: TBD

Estimated End Date: December 2011

Summary: There is a historic church located on the grounds of the Dresden Museum. The beautiful stained glass windows on this church are in need of refurbishment.

CVB position filled and funded

Task Leader: City of Langdon, Langdon Area Chamber of Commerce, CCJDA

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: After the hotel is developed, there will be a need for a fully functioning Convention and Visitors Bureau. The CVB will ideally contain a fully funded FTE position whose duties will include: Hosting monthly conferences/conventions, marketing the community, marketing to Canadian marketing and carrying out the Cavalier County Marketing Plan.

Spirit of the Prairie Cultural Center

Task Leader: CCJDA

Cost: \$503,000

Estimated Start Date: Sept 2007

Possible Funding Sources: TBD

Estimated End Date: Dec 2014

Summary: The displays in this center will exhibit many different times and elements of the areas history. The cultural center will have three main areas, *Pioneers on the Prairie*, *Prairie Pyramids and National Defense*, and *Embracing the Prairie*.

The *Pioneers on the Prairie* exhibit will include four sections, each vital to our regions heritage. The first of these sections will be a timeline of events in the development of the Langdon area. The second will consist of the fur trading area before settlement. The third will include homesteading and the deployment of cities and counties. This section will also emphasize the importance of the railroad in the development of these cities and countries. The final section of the *Pioneers on the Prairie* exhibit will show the importance of the agriculture industry and its evolution to our regions heritage.

The *Pyramids of the Prairie and National Defense* exhibit for will also have four sections. These sections will all tell the story of the development historic Anti Ballistic Missile Defense System. In the 1970s the Langdon area played an important part in the defense of the nation. The Stanley R. Mickelson SAFEGUARD Complex was developed in Nekoma, just south of Langdon. This exhibit will tell the full story of that complex from development of the system to abandonment of the site. The *Pyramids of the Prairie and National Defense* exhibit will tell the story of this time.

The first section of this exhibit will tell of the events in our nation's history that lead to the development of the SAFEGUARD ABM system. These events include the Cold War and local,

regional, and national attitude. It will also tell why Cavalier County was selected as the site for this system.

The second section will inform visitors of the system components and the technology employed at this site. It will include elements on perimeter acquisition radar, missile site radar, the Sprint and Spartan missiles, the Ballistic Missile Defense Center, the SAFEGUARD Communications Agency, and the data processing center.

The third section will discuss scenarios of an ICBM Attack and the response required by the Stanley R Mickelson SAFEGUARD Complex to successfully respond to the threat.

The final section of this exhibit will show the magnitude and effects of the SAFEGUARD system. It will show local, national, and international impacts of this project and the changes brought by the Cold War.

The third section of the cultural center, *Embracing the Prairie*, will promote the culture of this region. *The Embracing the Prairie* exhibit will include two sections; the first will promote the region's resources. These resources include agriculture, industry and natural resources. In addition this section will showcase agricultural energy and biomass opportunities that are possible for the future. It will also promote the states largest wind farm, which is located about a mile north of the former Stanley R. Mickelsen Safeguard Complex. The second section of this exhibit will promote the area's wildlife, landscape and geology as well as have a tourism section which will guide visitors to other area attractions.

County Wide Marketing Initiative

Task Leader: CCJDA, City of Langdon, Langdon Area Chamber of Commerce

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: The product to be marketed is the Cavalier County Area. The primary goal is to increase tourism activity in the area. Cavalier County currently hold only 0.5% of the market share in the North Dakota tourism market, this equates to approximately \$9,190,000. Over a five year period Cavalier County plans to follow a marketing plan to increase their market share to 3.0%. This would increase tourism expenditures in the county to approximately \$55,140,000 annually.

By increasing tourism expenditures Cavalier County will also increase sales tax revenue and lodging tax revenue. According to a Tourism Industry Profile written by the National Assembly of State Arts Agencies, the most popular tourism activity is shopping (34% of tourist shop). By increasing tourism activity in the area we will also increase sales tax revenue. Cavalier County plans to increase marketable pleasure tourism by focusing on three specific areas cultural/heritage tourism, agritourism, and ecotourism. All three of these areas are a good fit with the environment, history, and economy of Cavalier County.

In addition to the three main areas; Cavalier County will also explore niche marketing approaches in the following areas: literary tourism, adventure tourism, boutique/shopping tourism, culinary tourism, birding tourism, and aerotourism.

As Canadian tourists are a large part of North Dakota's tourism industry (1,105,800 Canadian visitors to the state per year). Cavalier County will also market specifically to Canadian tourists.

One area that current industry trend demonstrate that would be worth pursuing is business tourism. Currently 18% of North Dakota tourism is business related and that number is growing each year. Cavalier County plans to establish a convention and visitors bureau. By establish a CVB Cavalier County will begin to recruit small meetings and conventions to the city of Langdon. The goal is to host 6 meetings/conventions in 2009, 8 meetings/conventions in 2009, 10 meetings/conventions in 2011, 12 meetings/conventions in 2012 and 14 in 2013.

INCREASING THE POPULATION/HUMAN CAPITAL OF CAVALIER COUNTY

Recruit Young families (to stay here or to move in)

Task Leader: CCJDA, City of Langdon, Langdon Area Chamber of Commerce

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: According to the 2000 census, 22.9% of Cavalier County's population was over the age of 65. Nationally, only 12.4% of the population is over the age of 65, indicating that Cavalier County has an aging population. If Cavalier County is going to reverse the outmigration and population decline trends, it is going to have to recruit and retain more young families by offering jobs with competitive wages and entertainment options.

Spousal Employment for new residents

Task Leader: TBD

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary: In a community with a smaller size, families that move in when one spouse finds a job often end up leaving after a few years because the other spouse does not find a good job. In order to retain the families that move here an immediate and focused effort needs to be made to find the other spouse a job that interests them.

Community acceptance of new industries

Task Leader: Cavalier County Commission, CCJDA, City of Langdon

Cost: TBD

Estimated Start Date: Jan 2009

Possible Funding Sources: various grants, local resources

Estimated End Date: Dec 2014

Summary:

In order to grow the population of Cavalier County there is a need to community acceptance of a business model that maximizes animal agricultural resources and feedstocks. Along with community acceptance of the industry there also need to accept those who come to work these

jobs into the community. By education the community there will be a chance to diversify the culture of Cavalier County.

US/Canadian Border Employee Supports

Task Leader: TBD

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: fill in

Estimated End Date: TBD

Summary: Find housing for border employees and find a way to integrate them into the community so they feel more at home and are less likely to leave after a few years.

Expansion of Community Recreational Activities

Task Leader: City, TBD

Cost: TBD

Estimated Start Date: TBD

Possible Funding Sources: TBD

Estimated End Date: TBD

Summary:

Residents would like to see extended Holiday hours at the Langdon Activity Center for college students who are home for the holidays who do not have the key that comes with a 6 month membership and are looking to purchase only day passes. There have also been requests for additional recreational activities including: Open curling nights at the curling club, an outdoor ice rink and consistent open public skating.