

# HAZEN, ND

Economic Development/Diversification

# STRATEGIC PLAN

## BACKGROUND

*The 2012 Hazen Comprehensive Plan was developed by consulting firm Ulteig Engineers, Inc. While the foregoing report incorporates updates to several sections of the 2012 Comprehensive Plan, it does not constitute a formal Comprehensive Plan. If the City wishes to incorporate specific sections or maps into a revised Comprehensive Plan Update, it should be completed pursuant to ND Century Code.*

In May 2022, Hazen Community Development (HCD) was awarded \$29,587 as part of the ND Department of Commerce Main Street Initiative “Partners in Planning” grant. The grant funds allowed HCD and the Hazen Chamber of Commerce and Convention & Visitors Bureau to retain the services of consulting firm AE2S Communications to develop an Economic Development/Diversification Strategic Plan. HCD also leveraged its current engineering contract with Moore Engineering to provide updates to the community’s 2012 Comprehensive Plan.

This initiative was meant to assist Hazen in developing goals and tactics for economic development and diversification in the community, as well as revitalize downtown, attract entrepreneurs, improve infrastructure, and improve the overall quality of life for Hazen residents and visitors.

This plan takes a deeper dive into community and market insights, proactive planning to take advantage of opportunities, and supports the community’s previously established economic development goals.



# HAZEN COMMUNITY DEVELOPMENT MISSION

To further the economic development of the City of Hazen and the surrounding business/trade area, by promoting, encouraging and assisting in the development in new enterprise, or the expansion or continuation of those presently existing, in order to benefit the citizens of such area, through the enlargement of business activity, the expansion of available goods and services, and increasing employment opportunities.





## **ZONING/LAND USE, CAPITAL IMPROVEMENTS, UTILITY INFRASTRUCTURE, AMENITIES AND FLOOD MAPS**

As part of this planning process, Hazen City Engineer Moore Engineering has developed the following documents, which could be amended into Hazen's existing comprehensive plan pursuant to ND Century Code at the City's discretion. These documents are referenced and referred to several times throughout the Economic Development/Diversification Strategic Plan.

- 2023 Zoning Map (Appendix A)
- 2023 Capital Improvements Projects Map (Appendix B)
- 2023 Capital Improvements Projects List (Appendix C)
- 2023 Water Distribution System Map (Appendix D)
- 2023 Sanitary Sewer Collection System Map (Appendix E)
- 2023 Amenities & Public Facilities Map (Appendix F)
- 2023 FEMA Flood Zone Map (Appendix G)







# MySidewalk Report

MySidewalk provides a comprehensive community data library with more than 1 billion data points from 40 sources. The MySidewalk platform was used to report on several data points within Hazen.

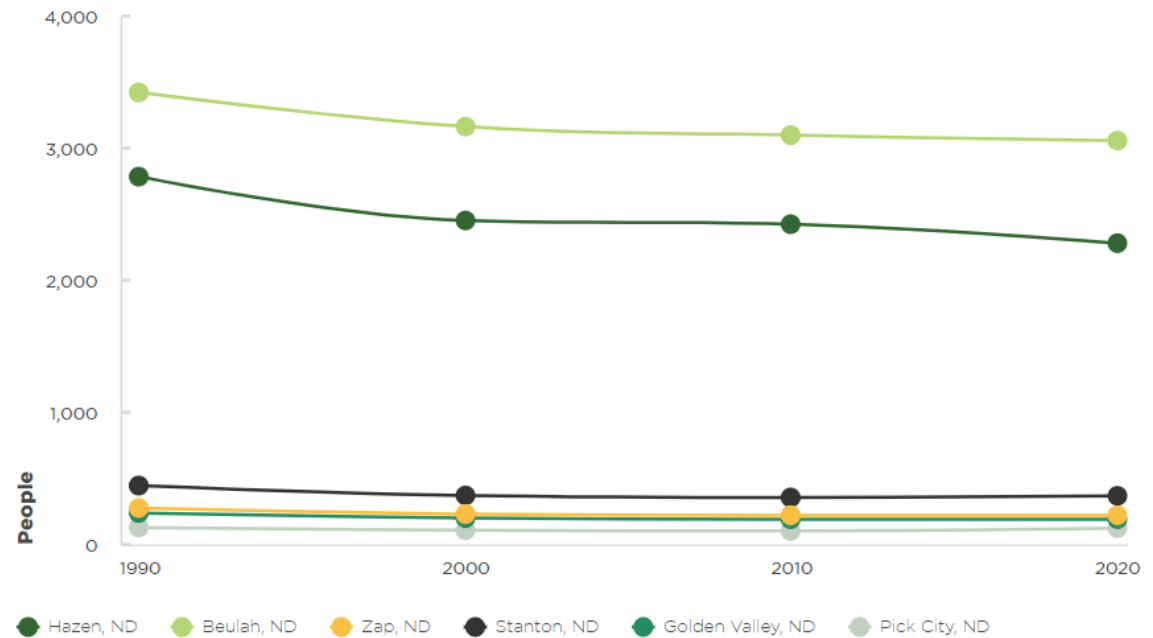
The full interactive report can be viewed online at [HERE](#)

# POPULATION

Hazen is one of six cities located in Mercer County. Hazen and nearby Beulah comprise approximately 64% of Mercer County's population according to the 2020 Census (a 1% decline from 2009). As illustrated, Hazen's population (and all of Mercer County) has been declining since 1990; however, the population has gotten younger over the past 10 years.

	1990 Pop.	2020 Pop.	% Change	2010 Median Age	2020 Median Age	Change
Hazen	2,784	2,281	-18%	45.2	42.6	-2.6
Beulah	3,422	3,058	-11%	44.8	42.9	-1.9
Mercer County	9,808	8,350	-15%	46.2	45.1	-1.1

**Total Population**



Sources: US Census Bureau; US Census Bureau ACS 5-year



# HOUSING

The median home value in Hazen (and across the country) has risen steadily over the past three decades.



The greatest number of dwellings in Hazen were built during the **1970s and 1980s** coinciding with the influx of workers during development of the energy industry. Another 124 dwelling units were constructed from the 1990s through 2013.

Very few new homes have been built since 2014.

median home value

**\$161,800**

(compared to \$56,732 in 1990)

**182 New Units** = **1,151 Total**  
over the past 10 years      Housing Units  
(as of 2020)

**16%**

Unoccupied

**79%**

Owned

**21%**

Rental



# DISCOVERY

Employment diversity is higher than the Mercer County average, but lower than the North Dakota average

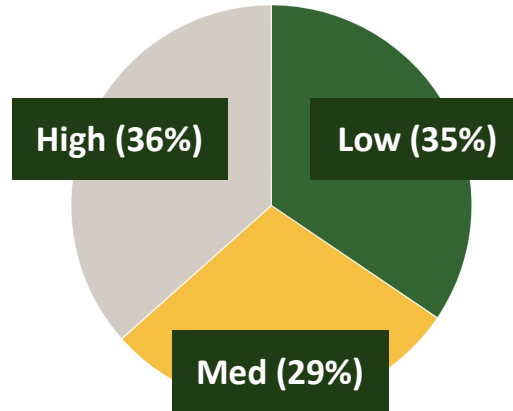
## TOP INDUSTRIES

- 9.1% Education & Health Care
- 8.3% Transportation, Warehousing & Utilities
- 7.1% Agriculture, Fishing and Mining
- 5% Retail

### 8% Higher

Employment rate than US  
(in line with ND average)

## Wages



## \$92,188

Median Household Income  
(above the State average of \$68,131)

Income spent on housing  
& transportation

49%

Median  
Income

119%

Very Low  
Income

### 1,300 Jobs Available

to residents in the area



### 6% Increase

in jobs available between  
2009 - 2019



School proficiency in ELA (51%) and Math (45%) are **ABOVE State average**

School district **enrollment dropped by 8.5%** since 2013, coinciding with an approximately 6% drop in population between the 2010 – 2020 census



# ESRI Tapestry Community Profiles

ESRI Tapestry provides an overview of a variety of demographic and behavioral characteristics of individuals living within specified geographies. This includes common behaviors, traits, characteristics, etc . This data then classifies geographic areas into up to 67 different consumer-segments with commonly shared traits. What they spend their money on in terms of travel, eating out, etc can be helpful in identifying businesses that will make it in Hazen.

**Dominant Profiles are Showcased on the Following Pages**





## LifeMode Group: Cozy Country Living

# Prairie Living

57%

**Households:** 1,323,200

**Average Household Size:** 2.51

**Median Age:** 44.4

**Median Household Income:** \$54,300

**These individuals are rural and located primarily in the Midwest. These agricultural communities are dominated by married-couple families that own single-family dwellings and many vehicles. Labor force participation is slightly higher than the national average.**

## WHO ARE WE?

*Prairie Living* is Tapestry Segmentation's most rural market, comprising about 1.2 percent of households, located mainly in the Midwest, with a predominance of self-employed farmers. These agricultural communities are dominated by married-couple families that own single-family dwellings and many vehicles. Median household income is similar to the US, and labor force participation is slightly higher. Faith is important to this market. When they find time to relax, they favor outdoor activities.

## OUR NEIGHBORHOOD

- About four-fifths of households are owner occupied.
- Dominant household type is married-couples with no children.
- Most are single-family homes (87%) built before 1980; a higher proportion were built before 1940 (Index 218).
- Higher percentage of vacant housing units is at 16.5% (Index 146).
- Most households own 2 or 3 vehicles; this is the highest ranked market for owning 4 or more vehicles.

## SOCIOECONOMIC TRAITS

- More than half have completed some college education or hold a degree.
- Labor force participation rate slightly higher at 65%.
- Wage and salary income for 72% of households plus self-employment income for 23% (Index 217).
- Faith and religion are important to these residents.
- Tend to buy things when they need them, rather than when they want them or to be trendy.
- Somewhat resistant to new technology.
- Creatures of habit when purchasing food items.



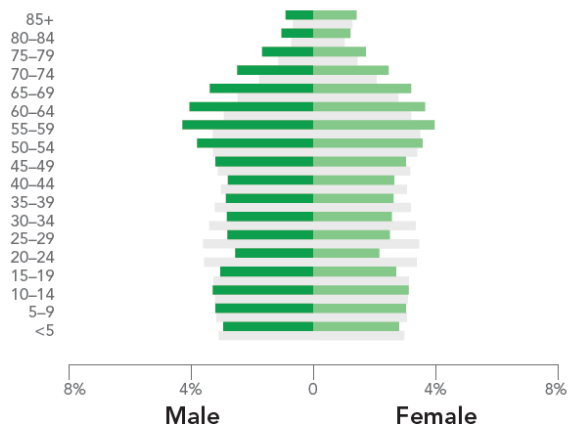
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



### AGE BY SEX (Esri data)

Median Age: **44.4** US: 38.2

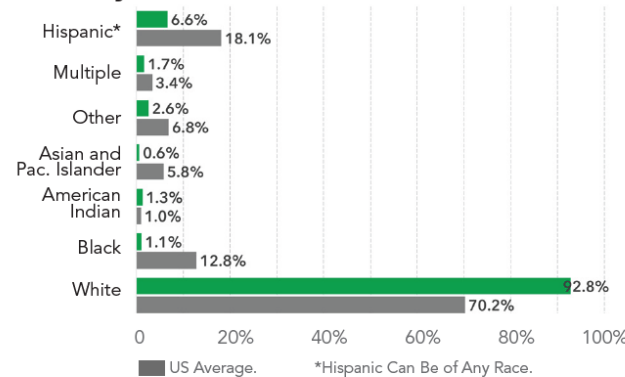
■ Indicates US



### RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

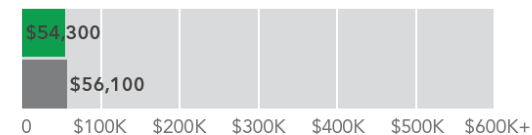
Diversity Index: **24.6** US: 64.0



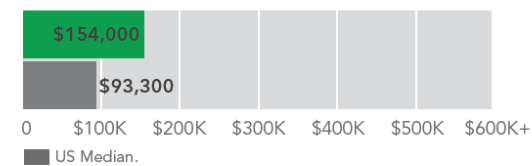
### INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

#### Median Household Income

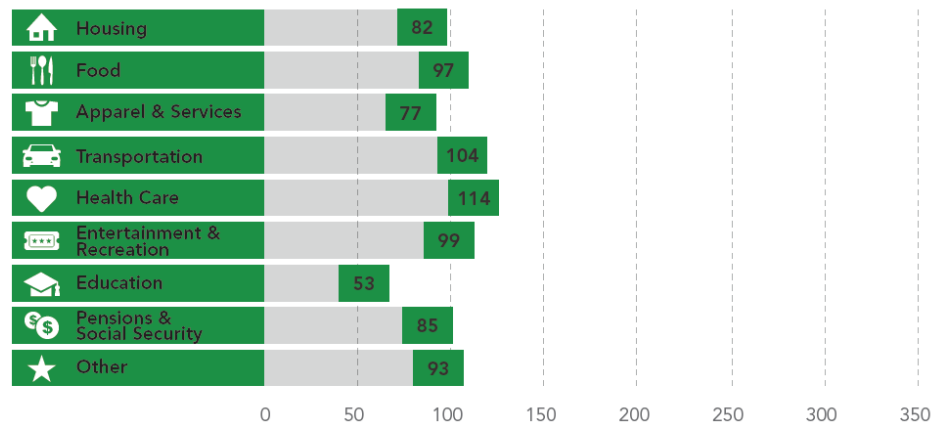


#### Median Net Worth



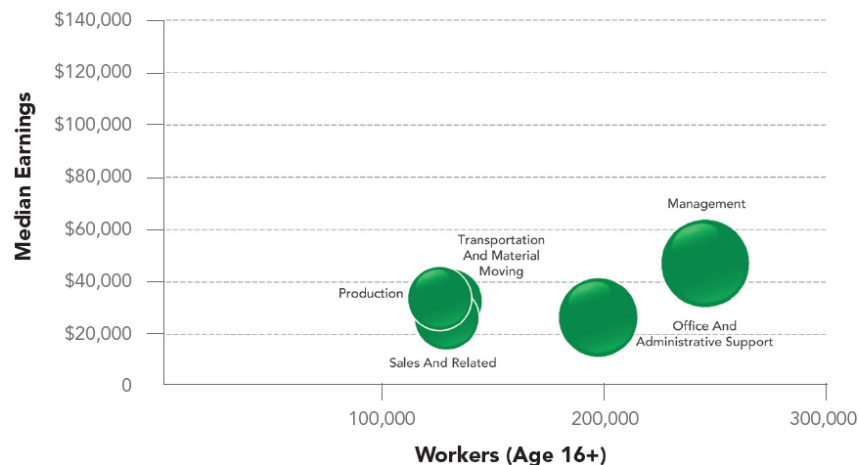
### AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



### OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.







## MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Many own a truck, riding lawn mower, and ATV/UTV and have a satellite dish.
- They purchased plants and seeds in the past year for their vegetable garden, where their tiller comes in handy.
- They favor banking in person, have noninterest checking accounts, invest in CDs (more than 6 months), and have term/whole life insurance.
- They are pet owners.
- Leisure activities include fishing, hunting, boating, camping, and attending country music concerts.
- Residents prefer to listen to faith and inspirational, as well as country music on the radio.
- They read the local newspaper as well as home service, and fishing/hunting magazines.
- They contribute to religious organizations and belong to religious clubs.
- Walmart is a favorite shopping stop; Subway is a favorite eating spot.

## HOUSING

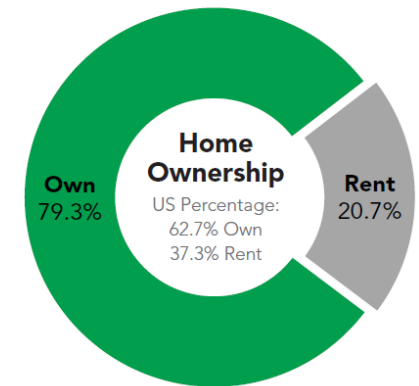
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family

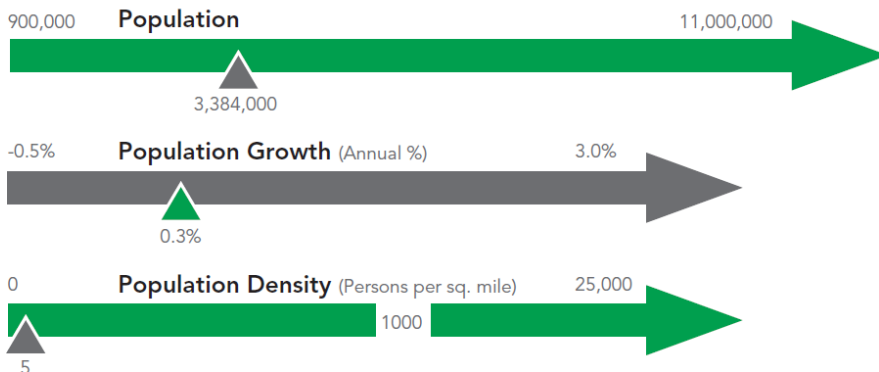
**Median Value:**  
\$139,800

US Median: \$207,300



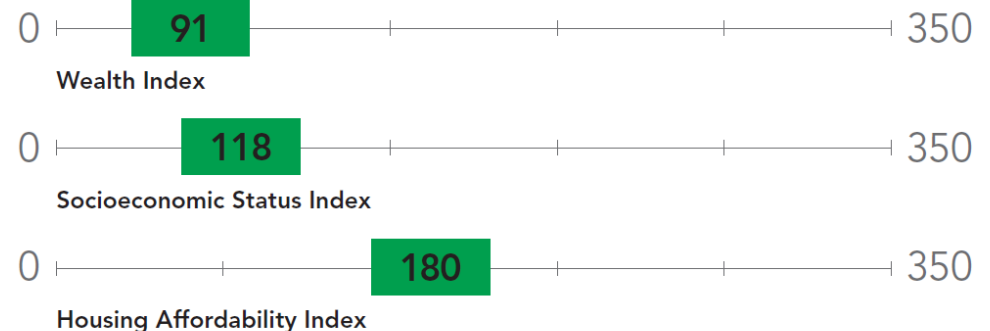
## POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



## ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMode Group: Cozy Country Living

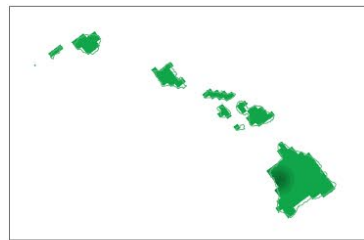
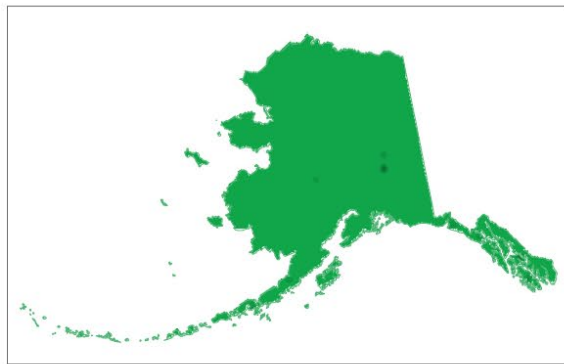
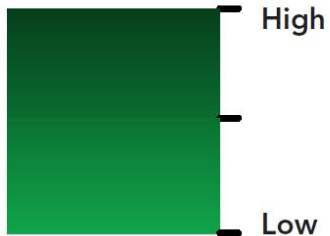
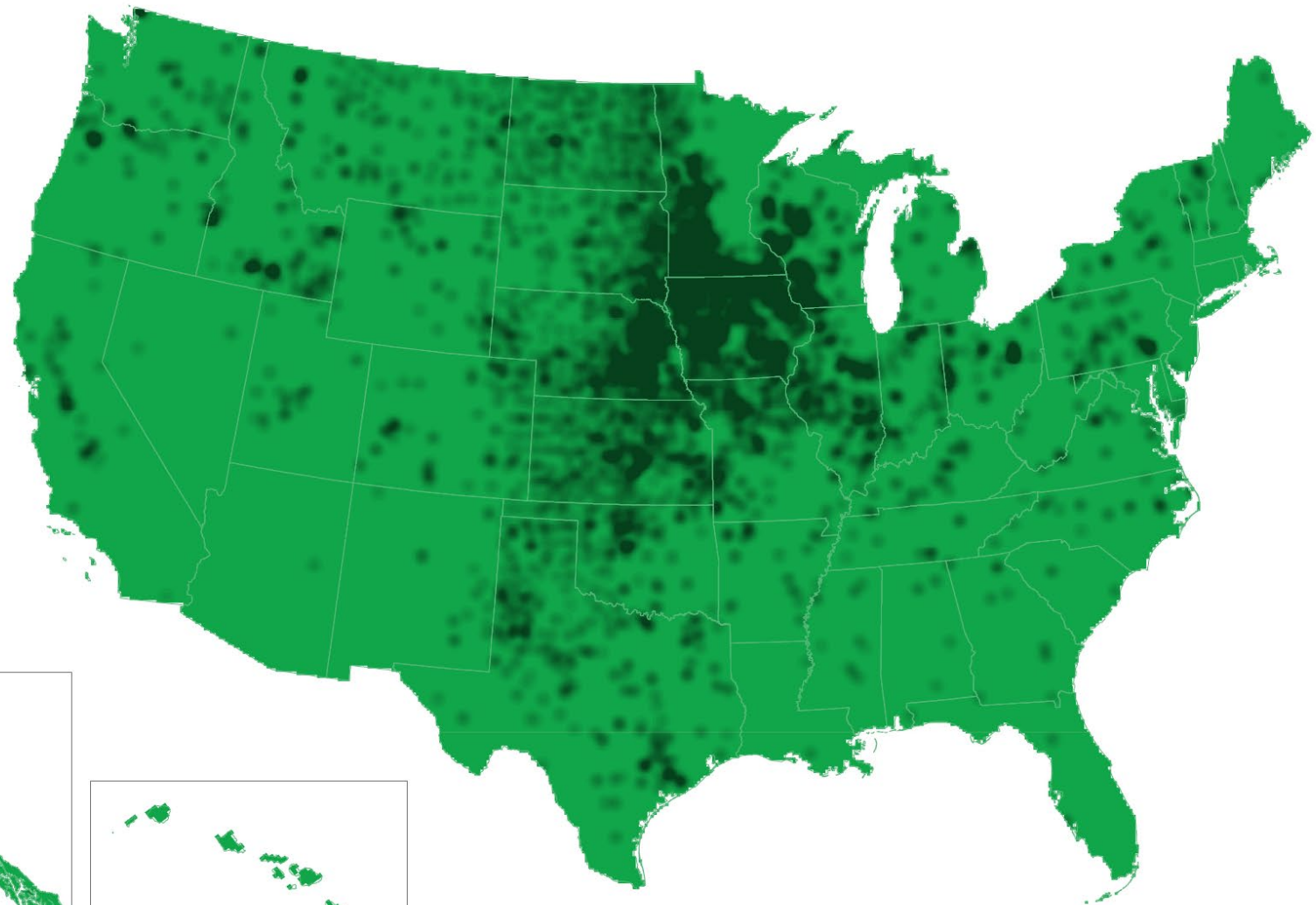
# Prairie Living



**TAPESTRY**  
SEGMENTATION  
[esri.com/tapestry](http://esri.com/tapestry)

## SEGMENT DENSITY

This map illustrates the density and distribution of the *Prairie Living* Tapestry Segment by households.



Copyright © 2021 Esri. All rights reserved. Esri, the Esri globe logo, The Science of Where, Tapestry, @esri.com, and esri.com are trademarks, service marks, or registered marks of Esri in the United States, the European Community, or certain other jurisdictions. Other companies and products or services mentioned herein may be trademarks, service marks, or registered marks of their respective mark owners.

G1804565  
ESR12C6/21dm

For more information  
1-800-447-9778  
[info@esri.com](mailto:info@esri.com)  
[esri.com](http://esri.com)



**esri**

THE  
SCIENCE  
OF  
WHERE®





## LifeMode Group: Cozy Country Living

# Green Acres

**Households:** 3,923,400

**Average Household Size:** 2.70

**Median Age:** 43.9

**Median Household Income:** \$76,800

These individuals also prefer a country-living lifestyle and are very self-reliant. They enjoy outdoor activities such as hunting, fishing, motorcycling, hiking, camping and golf. This is typically an older market, primarily married empty-nesters. Labor force participation is high, and a majority are college educated.

### WHO ARE WE?

The *Green Acres* lifestyle features country living and self-reliance. Avid do-it-yourselfers, they maintain and remodel their homes with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf.

### OUR NEIGHBORHOOD

- This large segment is concentrated in rural enclaves in metropolitan areas.
- Primarily (not exclusively) older homes with acreage; new housing growth in the past 15 years.
- Single-family, owner-occupied housing, with a median value of \$235,500.
- An older market, primarily married couples, most with no children.

### SOCIOECONOMIC TRAITS

- Education: More than 60% are college educated.
- Labor force participation rate is high at 66.8% (Index 107).
- Income is derived not only from wages and salaries but also from self-employment (more than 13% of households), investments (27% of households), and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.



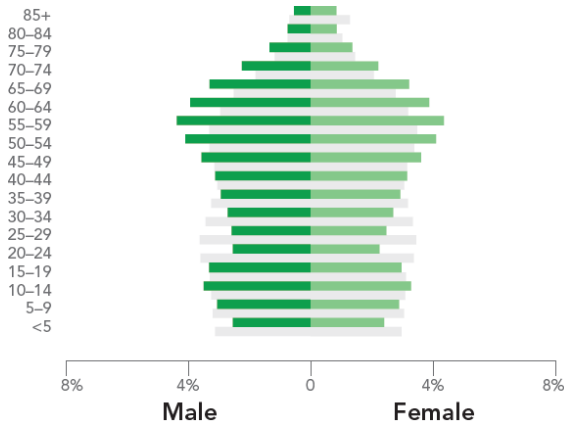
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



## AGE BY SEX (Esri data)

**Median Age: 43.9** US: 38.2

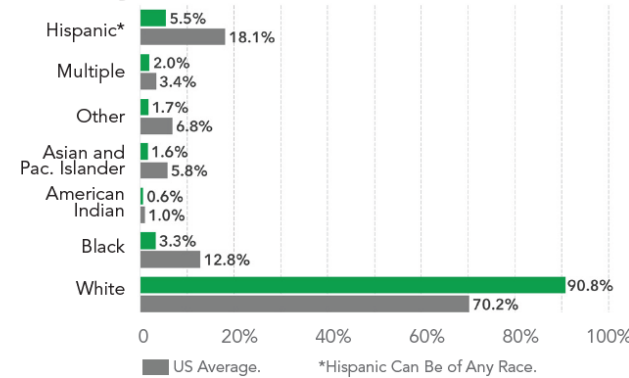
■ Indicates US



## RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

**Diversity Index: 26.0** US: 64.0



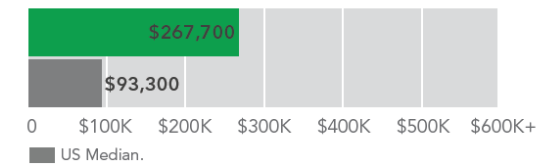
## INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

### Median Household Income

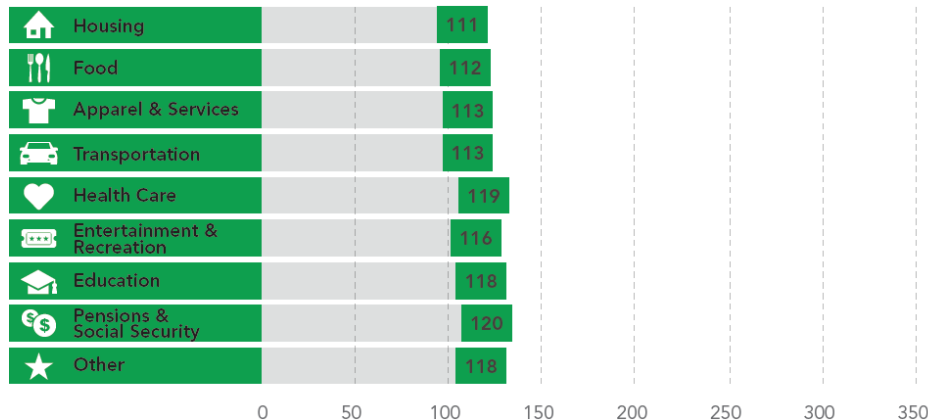


### Median Net Worth



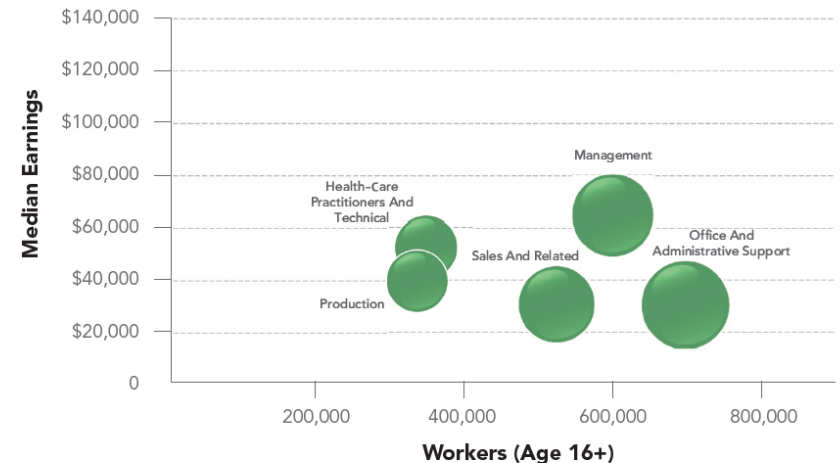
## AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



## OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





## MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Purchasing choices reflect *Green Acres* residents' country life, including a variety of vehicles, from trucks and SUVs to ATVs and motorcycles, preferably late model.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- *Green Acres* residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in their communities and a variety of social organizations, from charitable to veterans' clubs.

## HOUSING

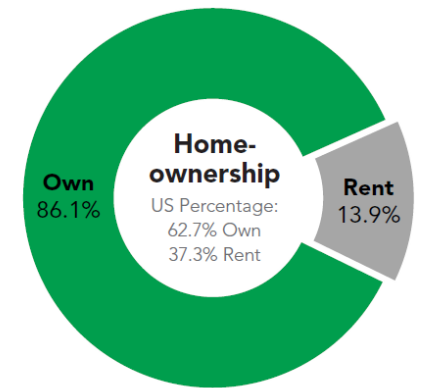
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family

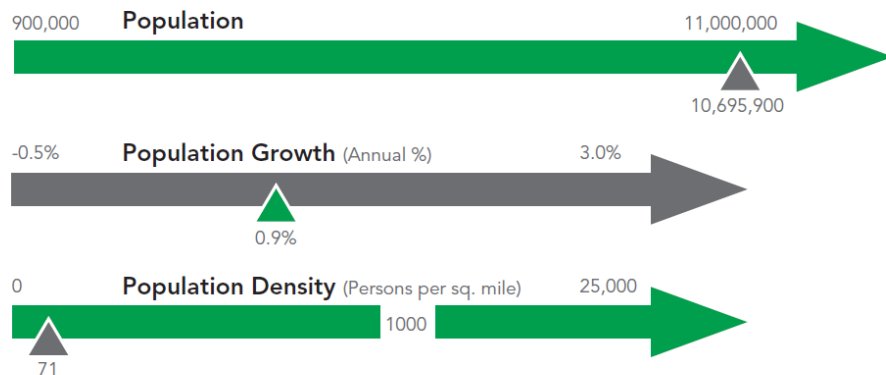
**Median Value:**  
\$235,500

US Median: \$207,300



## POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



## ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.







LifeMode Group: Cozy Country Living

# Green Acres

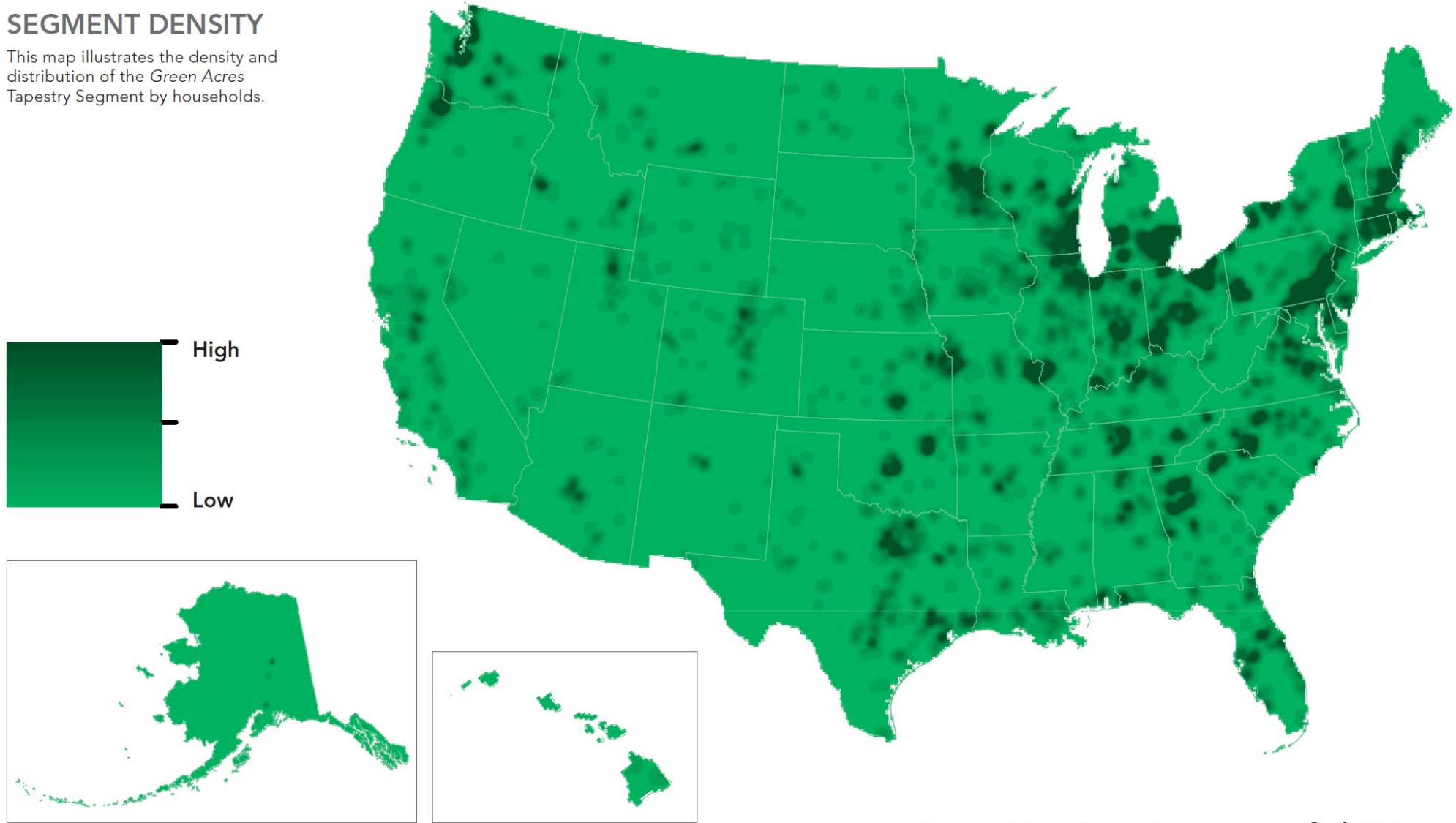


**TAPESTRY**  
SEGMENTATION

[esri.com/tapestry](http://esri.com/tapestry)

## SEGMENT DENSITY

This map illustrates the density and distribution of the *Green Acres* Tapestry Segment by households.



Copyright © 2022 Esri. All rights reserved. Esri, the Esri globe logo, The Science of Where, Tapestry, @esri.com, and esri.com are trademarks, service marks, or registered marks of Esri in the United States, the European Community, or certain other jurisdictions. Other companies and products or services mentioned herein may be trademarks, service marks, or registered marks of their respective mark owners.

G2831429

For more information  
1-800-447-9778  
[info@esri.com](mailto:info@esri.com)  
[esri.com](http://esri.com)



**esri**

THE  
SCIENCE  
OF  
WHERE®

# THEMES



**Short-Term Priority**  
*(Immediate – 2 years)*



**Medium-Term Priority**  
*(2-3 years)*



**Long-Term Priority**  
*(3-5 years)*

Based on research, surveys and focus groups, common themes began to emerge that shaped the Economic Development/Diversification Strategic Plan. Common recurring themes and desires of the community include:

<b>Retaining and Growing Existing Businesses</b>	<b>Increasing Housing Stock, Diversity and Affordability</b>	<b>Recruiting and Retaining Workforce</b>
<b>Increasing Variety of Businesses, Establishments &amp; Restaurants</b>	<b>Supporting Energy-Related Development</b>	<b>Enhancing Tourism/Visitor Economy</b>
<b>Supporting Growth in Childcare</b>	<b>Improving and Extending City Infrastructure</b>	<b>Enhancing Community Connection &amp; Engagement</b>

*The remainder of this report summarizes specific discovery findings around each of the nine identified themes, and provides tactics and action items to achieve the broader goals of each theme.*

## RETAINING AND GROWING EXISTING BUSINESSES



*Approximately 60% of businesses surveyed indicated that they have seen increasing sales year-over-year from 2021 to 2022*, with another 35% noting sales have been stable. With 95% of businesses surveyed indicating a strong economic position, it can be deduced that the Hazen business community is currently experiencing some success.

When asked what opportunities they see in Hazen over the next five years, several respondents indicated *growth/building upgrades/larger space/expansion* as well as *expanding service and generating community support*. Nearly 35% of businesses surveyed indicated they planned to expand either within or outside of Hazen in the next 5 years; and 36% indicated they planned to introduce new products or services.

When asked “what the City of Hazen could do to assist current businesses,” the most frequently mentioned survey responses included:

- Grant assistance/education
- Help with locating quality buildings/expansion
- Shop/buy local promotion
- Improved snow removal

Business focus group participants also placed “lack of business space of the appropriate quality, size and cost” and the number of “vacant/dilapidated buildings and lots” in Hazen as top challenges to business growth or expansion in the community. It was discussed that while there are commercial properties available in Hazen, there is often a disconnect trying to find the “right space” (layout, size, etc.) at the “right price” for a potential business.

Ample discussion also focused on uninvolved or absentee property owners of vacant/dilapidated buildings – particularly on the south side of Main Street. Enforcement of City property codes was also the lowest rated service (47% POOR or TERRIBLE) in the community survey.

Additionally, business focus group participants discussed the continued challenge of competing against online retailers and competitors in the larger and nearby market of Bismarck.

While diversifying Hazen’s economy is an important objective, ensuring the retention and growth of the community’s current successful businesses should also be a priority. This can be done, in part, by helping address the opportunities and challenges identified by current businesses.



# RETAINING AND GROWING EXISTING BUSINESSES



## STRATEGIES

Tactic	Target Audience	Action Item
Support Business and Product Expansion	Businesses	<ul style="list-style-type: none"> <li>Identify all possible commercial/industrial expansion locations/lots and develop inventory sheet or interactive web map with details (size, zoning, utilities, soil conditions, etc.) to both proactively and reactively assist businesses in site selection</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate “Lunch &amp; Learn” and/or host “Vacant Property” tours to provide businesses, realtors and community members opportunities to view potentially developable properties</li> </ul>
		<ul style="list-style-type: none"> <li>Develop Virtual Reality (VR) opportunities for empty spaces/lots to showcase what the area “could” look like with different solutions (Resource: <a href="https://www.bemorecolorful.com/">https://www.bemorecolorful.com/</a>)</li> </ul>
Proactively Encourage and Support Redevelopment in the City’s Renaissance Zone	Local government; residents; businesses; developers	<ul style="list-style-type: none"> <li>Work through the ND Dept. of Commerce process to extend the Hazen Renaissance Zone and add additional blocks (as identified by the Renaissance Zone Committee) to achieve maximum allowable coverage by the zone.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop promotional and educational campaign for Renaissance Zone to proactively educate residents on the long-term benefits/value of the zone and promote opportunities for development/redevelopment to property owners and potential developers.</li> </ul>
Remove Barriers to Commercial Expansion/ Development & Provide Business Assistance	Local government; businesses	<ul style="list-style-type: none"> <li>Coordinate onsite presentation or webinar with ND Dept of Commerce to present to community on commercial incentives, grants, loans and other opportunities.</li> </ul>
		<ul style="list-style-type: none"> <li>Provide 1:1 assistance upon request by local businesses in completing grant/loan or other funding applications.</li> </ul>
		<ul style="list-style-type: none"> <li>Explore opportunities for additional local business incentive programs to address common needs such as building renovations, equipment, staffing, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop easy-to-understand incentive packet (including local, state and federal programs) with clear details on eligibility, how to apply, etc. Publish to website and proactively share with businesses.</li> </ul>
		<ul style="list-style-type: none"> <li>Review and refine zoning codes, regulations, and policies to identify and remove any unnecessary barriers to commercial development/ redevelopment.</li> </ul>

# RETAINING AND GROWING EXISTING BUSINESSES



## STRATEGIES

Tactic	Target Audience	Action Item
Plan Strategically for Extraterritorial Commercial/Industrial Growth	Property owners; developers; local government	<ul style="list-style-type: none"> <li>● Explore enacting extraterritorial (outside of current City limits) zoning and subdivision regulations in accordance with North Dakota Century Code</li> </ul> <p>*If/once established, enact appropriate zoning districts over potential future annexation property. *See Appendix B - C</p>
		<ul style="list-style-type: none"> <li>● Review and refine zoning codes, regulations and policies to ensure any future development will meet the current and future needs and desires of the community.</li> </ul> <p>*Consider enacting requirements for escrow/letter of credit to ensure all required public infrastructure is completed pursuant to any approved plats</p> <p>*Consider enacting parkland dedication, landscaping and/or architectural requirements</p> <p>*Consider amending regulations to adhere with infrastructure and stormwater master plans in advance of development *See Appendix C</p>
		<ul style="list-style-type: none"> <li>● Explore and pursue annexation and commercial/industrial development of Park Board-owned property near County Road 18 and the lagoon for future Industrial Park.</li> </ul> <p>*See Appendix B - C</p>
		<ul style="list-style-type: none"> <li>● Begin property owner conversations, conduct flood impact study, and explore future annexation and development of Miller property in south Hazen for commercial/residential</li> </ul> <p>*See Appendix B - C</p>

## RETAINING AND GROWING EXISTING BUSINESSES



## STRATEGIES

Tactic	Target Audience	Action Item
Improve Opportunities and Promotion for Shopping Local	Businesses; residents and visitors	<ul style="list-style-type: none"><li>● Develop “preferred local vendor list” for use by government organizations, non-profits and other businesses/developers.</li></ul>
		<ul style="list-style-type: none"><li>● Develop coordinated shop local campaign with budget and timelines; demonstrate and highlight areas where Hazen has an advantage over online shopping or larger cities (quality, timeliness, relationships, pricing, etc.)</li></ul>
		<ul style="list-style-type: none"><li>● Create promotional materials (flyers, signage, graphics, videos, paid and unpaid advertising [local paper/radio], etc. to promote Shop Local campaign. Promote through Social Media, local media, in local businesses, etc.</li></ul>
		<ul style="list-style-type: none"><li>● Develop policies to encourage “local source first” purchasing practices for local non-profits, government organizations and developers.</li></ul>
		<ul style="list-style-type: none"><li>● Develop coordinated and consistent “shop local nights” where business hours are extended</li></ul>



## INCREASING HOUSING STOCK, DIVERSITY AND AFFORDABILITY



While a formal housing study was not conducted as part of this plan, it can be anecdotally determined that Hazen, like many North Dakota communities, is short on housing supply.

***A housing shortage (and the affordability of housing that is available) was identified as a major challenge to attracting workforce by business survey respondents. In addition, less than 1/3 of residents rated the quality, variety, and affordability of housing as good or excellent in the community survey.***

Lack of affordable housing was also raised as a top community challenge in the community survey and resident focus group.

During the community focus group, it was discussed that many young families who might otherwise choose to live in Hazen instead purchase a home in nearby Beulah because of community's lack of housing supply. It was also noted that housing turnover in Hazen appears to be less frequent than in Beulah – a positive in that people are establishing roots in the community – but a challenge in that fewer houses become available on the market.

Hazen should work to improve the availability of housing in the community by pursuing residential development in extraterritorial areas abutting the city, placing a greater emphasis on remedying or condemning unoccupied dilapidated homes to free up additional buildable lots, and pursuing the development of additional rental and senior properties.

Preparing and setting the stage for future housing developments is even more important when considering potential energy-related developments that are proposed for the area. Hazen should work to capture those who may be moving to the area for newly created jobs in the energy sector.

# INCREASING HOUSING STOCK, DIVERSITY AND AFFORDABILITY



## STRATEGIES

Tactic	Target Audience	Action Item
Explore Feasibility and Opportunities for Multi-Unit/Senior Residential Development	Multi-unit residential developers; senior housing developers; local government	<ul style="list-style-type: none"> <li>Identify preferred locations (including within Renaissance Zone) for future multi-unit/mixed use structures (rental/senior) housing and ensure locations are zoned appropriately (R-3). Explore opportunities for making sites “shovel-ready.” *See Appendix A</li> </ul>
		<ul style="list-style-type: none"> <li>Contact the <a href="#">North Dakota Housing Finance Agency</a> and <a href="#">Housing Assistance Council</a> to explore loan/grant options for housing development</li> </ul>
		<ul style="list-style-type: none"> <li>Explore options/market for rental and senior living facilities to continue housing lifecycle</li> </ul>
		<ul style="list-style-type: none"> <li>Explore funding opportunities for housing projects through the <a href="#">Rural Community Grant Fund</a>.</li> </ul>
Plan Strategically for Extraterritorial Residential Growth	Property owners; developers; local government	<ul style="list-style-type: none"> <li>Explore enacting extraterritorial (outside of current City limits) zoning and subdivision regulations in accordance with North Dakota Century Code.  *If/once established, enact appropriate zoning districts over potential future annexation property.</li> </ul>
		<ul style="list-style-type: none"> <li>Review and refine zoning codes, regulations, and policies to ensure residential development will meet the current and future needs and desires of the community.  *Consider enacting requirements for escrow/letter of credit to ensure all required public infrastructure is completed pursuant to any approved plats.  *Consider enacting parkland dedication and landscaping requirements.  *Consider amending regulations to adhere with infrastructure and stormwater master plans in advance of development. *See Appendix B - C</li> </ul>

# INCREASING HOUSING STOCK, DIVERSITY AND AFFORDABILITY



## STRATEGIES

Tactic	Target Audience	Action Item
Plan Strategically for Extraterritorial Residential Growth	Property owners; developers; local government	<ul style="list-style-type: none"> <li>● Begin property owner conversations and explore future annexation and residential development of Huber and Heine property in north Hazen.  *See Appendix B - C</li> </ul>
		<ul style="list-style-type: none"> <li>● Begin property owner conversations and explore future annexation and residential development of Jensen and Christmann property in southwest Hazen.  *See Appendix B – C</li> </ul>
Removal of Vacant/ Dilapidated Structures to Create Buildable Lots	Property owners; local government	<ul style="list-style-type: none"> <li>● Review Chapter 12 of City of Hazen Ordinances and Codes and make ordinance changes as necessary to address vacant/dilapidated buildings in consultation with City Attorney.</li> </ul>
		<ul style="list-style-type: none"> <li>● Explore development of incentive program for demolition or refurbish of dilapidated residential buildings. Explore utilization of <a href="#">North Dakota Brownfields Program</a> for redevelopment.</li> </ul>



## RECRUITING AND RETAINING WORKFORCE



## STRATEGIES

**38% of businesses surveyed said they have too few employees; while only 18% said they have fewer employees than 5 years ago – indicating that a shortage in workforce is not a new challenge.**

This mirrors the shrinking workforce trends across the state and country, and was also noted as a top challenge in the Hazen community survey. Lack of staffing, employees or qualified help was also identified as the top challenge to doing businesses in Hazen by business survey respondents and focus group participants.

Tactic	Target Audience	Action Item
Develop a Coordinated Community or Region-Wide Talent Attraction Marketing Strategy & Campaign	Local employers; perspective future residents; desired workforce population; young families	<ul style="list-style-type: none"> <li>Update City of Hazen website to place emphasis on quality of life, services, attraction, etc. and to provide a more user-friendly experience.</li> </ul>
		<ul style="list-style-type: none"> <li>Take a proactive approach with the <a href="#">ND Find the Good Life</a> to highlight Hazen/Mercer County; identifying community ambassadors; and ensuring local job listings, events and amenities are included</li> </ul>
		<ul style="list-style-type: none"> <li>Work with local businesses, residents and students to uncover Hazen’s (or if working with local partners, the broader Mercer County region’s) authentic “brand and identity.”</li> </ul> <p>Create materials (relocation guide, digital presence [see <a href="#">GFisCooler</a>], social media campaign, videos, etc.) to target potential future residents and employees emphasizing the quality of life in Hazen and attract new people to the region.</p>

# RECRUITING AND RETAINING WORKFORCE



## Salaries

When asked about the biggest challenge for recruiting workforce, an overwhelming majority of businesses survey respondents and focus group participants rated “Salaries and Wages” as a top challenge.

**Research shows that while 36.5% of employees earn a high wage (\$3,333+/month), another 34.5% earn a low wage (\$1,250-/month).**

This, coupled with Hazen’s high median household income (\$92,188 – 35% higher than the state’s median household income) speaks to the good paying jobs within the energy sector, and a resulting increase in average wages for other businesses. However, business focus group attendees emphasized that most local businesses still experience challenges competing with the salaries paid at the nearby power plants and mines.

Tactic	Target Audience	Action Item
Assist Businesses in Conducting Salary/Wage Analysis	Businesses	<ul style="list-style-type: none"> <li>Consider hiring/coordinating salary/wage analysis consultant and invite businesses to participate in study at low or no cost</li> </ul>
Assist Businesses in Seeking and Acquiring Financial and Resource Support for Job Creation/Retention	Businesses	<ul style="list-style-type: none"> <li>Assist businesses in seeking state or federal grants to fund or subsidize salaries</li> </ul>
		<ul style="list-style-type: none"> <li>Assist local businesses in applying for “<a href="#">Operation Intern</a>” through ND Dept. of Commerce.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop recruitment template that can be personalized and used by all businesses to highlight non-salary benefits such as health, retirement, training, wellness, continuing education, etc. Host brown bag session on marketing/recruitment.</li> </ul>

# RECRUITING AND RETAINING WORKFORCE



## Capturing Youth

### **43% of businesses surveyed indicated that their employees need only a High School diploma while another 30% require a Technical Degree/Certificate.**

Approximately 35% of Hazen residents have a high school degree and/or some college only, with an additional 12.5% having an Associates degree. This indicates that there is a market for youth or entry level jobs within the community.

Business focus group participants indicated that it has been a trend over the last several years that fewer and fewer high school students are working (due to sports, family activities and other commitments), and that this decline has made a noticeable impact.

However, 59% of students surveyed indicate that they currently have a job. For those that did not, the top reasons given were “too busy/school/sports.” Student focus group participants indicated that they did not believe there were a “lack” of jobs available to students; however, they spoke in detail about the lack of “variety” of jobs available. They also emphasized that student jobs need to work around their busy lifestyles and activities.

Nearly 40% of students believe there are opportunities for them in Hazen after High School, but 65% intend to move, with the most noted destinations as “I don’t know,” “a bigger city/state,” and “anywhere.”

Additional emphasis should be placed on retaining or recruiting recent graduates back to Hazen for quality of life and employment.

Tactic	Target Audience	Action Item
Improve Pipeline/Internship/Mentorship Programs for Students	High school students; teachers and admin.; businesses	● Work with school district to develop a “pathways” program where students can learn from local businesspeople in the classroom, and transfer skills to real world work environment (Resource: <a href="https://ndpetroleumfoundation.org/programs/t4/">https://ndpetroleumfoundation.org/programs/t4/</a> )
		● Work with school to enhance “work study” program where students can work certain flexible hours during the school day or weekends for credit. Create a network of partner businesses for participation, focusing on hard-to-fill job sectors.



# RECRUITING AND RETAINING WORKFORCE



## Capturing Youth

Tactic	Target Audience	Action Item
Improve Pipeline/Internship/Mentorship Programs for Students	High school, students, teachers, admin; businesses; local government	<ul style="list-style-type: none"> <li>Promote benefits of trade/tech schools and programs that have a direct connection back to Hazen businesses and industry and connect local businesses to higher ed programs to enhance recruitment efforts of graduates.</li> </ul>
		<ul style="list-style-type: none"> <li>Explore development of Economic Development Scholarship/Loan Repayment grant program (for those students wishing to stay or come back to Hazen to work after college) and an Entrepreneur/Apprenticeship scholarship for those wishing to start their own business in Hazen after high school/college</li> </ul>
		<ul style="list-style-type: none"> <li>Include at least one student representative on all local boards or committees.</li> </ul>
Promote Job Openings	High school, students, teachers, admin; businesses, non-local residents/students	<ul style="list-style-type: none"> <li>Actively promote available jobs at state and regional tech schools/job fairs.</li> </ul>
		<ul style="list-style-type: none"> <li>Work with school to develop job board/webpage/social media site where students can see which local jobs are currently available that require minimal experience and can work around school/activity schedule</li> </ul>
		<ul style="list-style-type: none"> <li>Develop "Hazen Career Day" at high school featuring all local businesses</li> </ul>
		<ul style="list-style-type: none"> <li>Develop "Come Home to Hazen" campaign to target Hazen High School alumni "boomerangs." Create reception/event to highlight community offerings and jobs available.</li> </ul>
		<ul style="list-style-type: none"> <li>Capture student and former student testimonials (written and video) from those who live in the area to share real life experiences as part of promotional campaign</li> </ul>
Recognize Students Staying Local After High School or Coming Back after College	High school, students, teachers, admin;	<ul style="list-style-type: none"> <li>Develop "signing day" event/activity to recognize students joining local businesses after high school or college</li> </ul>

**INCREASING  
VARIETY OF  
BUSINESSES,  
ESTABLISHMENTS  
& RESTAURANTS**



The greater Mercer County area is heavy in energy-centric industry and jobs and is also a strong employer in education and health care fields. However, employment variety outside of these employers is limited. The following are the top employment categories in Hazen according to the US Census Bureau ACS (2017 – 2021):

- Education & Health Care (9.1%)
- Transportation, Warehousing & Utilities (8.3%)
- Agriculture, Fishing and Mining (7.1%)
- Retail (5%)

***In all three surveys and focus groups (business, community and student) additional amenities such as new restaurants, shops and recreation activities were strongly desired. Attracting more of these types of service industries would take a step toward helping diversify the local business economy.***

Shopping, variety of businesses/establishments, and availability of affordable, quality food were all rated POOR or TERRIBLE by approximately 1/3 of community survey respondents. The community also noted the lack of restaurants/variety/family dining and businesses/stores as the biggest challenge in the community.

Hazen student survey respondents indicated their most desired amenity would be a recreation/wellness facility, followed by additional restaurants/fast food and more community events/activities. Student focus group participants also indicated a desire for a “teen hangout” location, since most of the establishments in the community are geared toward 21+. While not being direct employment drivers, these types of amenities do create higher quality of life – an important factor to potential new residents and businesses.

Lastly, focus group participants also expressed a desire for additional larger-scale employers, such as manufacturing. This will be discussed further in the “Supporting Energy-Related Development” section in this report.

# INCREASING VARIETY OF BUSINESSES, ESTABLISHMENTS & RESTAURANTS



## STRATEGIES

Tactic	Target Audience	Action Item
Plan Strategically for Extraterritorial Commercial/ Industrial Growth	Property owners; residents; local government	<ul style="list-style-type: none"> <li>● Explore enacting extraterritorial (outside of current City limits) zoning and subdivision regulations in accordance with North Dakota Century Code</li> <li>*If/once established, enact appropriate zoning districts over potential future annexation property.</li> <li>*See Appendix B - C</li> </ul>
Discover, Incentivize and Assist Entrepreneurs	Residents; current or future entrepreneurs	<ul style="list-style-type: none"> <li>● Explore partnerships with the <a href="#">ND Small Business Development Center</a> to support and assist current and prospective small businesses.</li> </ul>
		<ul style="list-style-type: none"> <li>● Develop Business Incubator/Co-Working program and space. (Consider acquiring/leasing downtown vacant or underutilized building and renovate for pop-up shops/retailers/food concepts.</li> </ul>
		<ul style="list-style-type: none"> <li>● Create “Shark Tank” type contest to fund “great ideas” (make easy – don’t require business plans, etc.)</li> </ul>
		<ul style="list-style-type: none"> <li>● Consider City brokering deal with building owners for “deferred rent” on behalf of entrepreneurs/small business to test space for 3-6 months rent free</li> </ul>
		<ul style="list-style-type: none"> <li>● Explore collaboration with <a href="#">Mashup Lab</a> to find potential entrepreneurs already within the community.</li> </ul>



# INCREASING VARIETY OF BUSINESSES, ESTABLISHMENTS & RESTAURANTS



## STRATEGIES

Tactic	Target Audience	Action Item
Fill and Activate Vacant Main Street Space	Property owners; entrepreneurs; existing businesses; local organizations	<ul style="list-style-type: none"> <li>Proactively promote and market vacant main street space inside and outside of community; highlight specific ideas for using the space</li> </ul>
		<ul style="list-style-type: none"> <li>Develop “Simple Tips for Updating Main Street Buildings” including recommendations for inexpensive improvements such as paint, planters; how to make changes that don’t trigger new code considerations, etc. Host brownbag/webinar to review tips. Provide grants (\$500 - \$1000) for making these improvements to attendees.</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate with school to develop “makers class” where shop, craft or other projects can be made as part of classwork and sold in spaces downtown</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate with business teachers/students to develop a business plan for creating a youth recreation center in a vacant or underutilized downtown space. Make the project youth driven to explore feasibility, possible locations, operations, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>Review Chapter 12 of City of Hazen Ordinances and Codes and make ordinance changes as necessary to address vacant/dilapidated main street buildings in consultation with City Attorney.</li> </ul>
		<ul style="list-style-type: none"> <li>Explore development of incentive program for demolition or refurbish of dilapidated commercial buildings</li> </ul>



## SUPPORTING ENERGY- RELATED DEVELOPMENT



***Several respondents to the community survey rated the “uncertainty of lignite/power plants” in the area as one of the community’s top challenges.***

Likewise, student focus group participants spoke to their perception that “the power plants are what keeps the population in Hazen/Beulah,” and concern about what happens if those resources go away.

Business focus group participants indicated a somewhat renewed confidence in the energy industry over the past two years with the recent diversification and continued success of the Dakota Gasification Company, and the ongoing exploration of bringing carbon capture, hydrogen and other energy-related industries to the area.

While the future of fossil fuels continues to remain uncertain, the Mercer County area has already set the stage to be an “energy hub,” and should continue to explore recruitment and retention of energy-related industries of all varieties, as well as synergistic manufacturing opportunities.

Diversification in the energy field, and the existing resources in the Mercer County area that support these industries, have the potential to draw new employers, as well as several hundred additional employees and potential residents to Hazen over the next few years.

Emphasis should be placed on supporting energy-related development, and fostering economic growth in synergistic industries that support the energy field.

# SUPPORTING ENERGY-RELATED DEVELOPMENT



## STRATEGIES

Tactic	Target Audience	Action Item
<p><b>Increase Support and Excitement about Current and Future Energy Industry</b></p>	<p>Residents; local government; elected officials; broader public outside of area</p>	<ul style="list-style-type: none"> <li>Develop and implement educational campaign and materials about the positive impacts of Mercer County energy production; as well as future opportunities for new products and industries related to lignite, natural gas, hydrogen, carbon capture, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>Keep abreast of and support research &amp; development and economic development efforts related to lignite and byproducts that may support new industry in the area. (Resource: <a href="https://undeerc.org/">https://undeerc.org/</a>)</li> </ul>
		<ul style="list-style-type: none"> <li>Leverage relationship with Western Dakota Energy (WDE)/Coal Conversion Counties (CCC) to engage directly on energy-related policy/development on a broader and more consistent level. (Resource: Geoff Simon, 701-527-1832 <a href="mailto:geoff@ndenergy.org">geoff@ndenergy.org</a>)</li> </ul>
		<ul style="list-style-type: none"> <li>Enhance relationships and engagement between community leaders and state energy/economic development policy leaders to stay on the forefront of future opportunities for the area</li> </ul>
		<ul style="list-style-type: none"> <li>Highlight STEM education and opportunities to high school and middle school students.</li> </ul>
		<ul style="list-style-type: none"> <li>Explore hosting annual “research &amp; development showcase” highlighting expanding lignite and lignite-related technologies. (Resource: <a href="https://undeerc.org/">https://undeerc.org/</a>)</li> </ul>
		<ul style="list-style-type: none"> <li>Develop community profile materials to share with potential energy-sector developers to highlight the benefits of Hazen as an employer and for employees</li> </ul>



A vertical green sidebar on the left side of the page features a background image of a person rappelling down a rock face. The person is wearing a blue shirt and a green helmet. The text 'ENHANCING TOURISM/ VISITOR ECONOMY' is written in white, all-caps, sans-serif font, centered within a white-bordered square.

## ENHANCING TOURISM/ VISITOR ECONOMY



*Less than 50% of community survey respondents indicated that Hazen was a GOOD or EXCELLENT place to visit.*

However, several respondents/participants across all surveys and focus groups touted the community's proximity to Lake Sakakawea/Hazen Bay as a major appeal to the area.

For several years, the community has also expressed the desire to see new or refurbished lodging accommodations within Hazen. A lack of number and quality of lodging has been seen as a barrier to enhanced tourism efforts. Several community survey respondents and business focus group participants also discussed the need for additional lodging. Historically, efforts to bring a new hotel to Hazen have been unsuccessful due to the inability to acquire the needed up-front private investment.

Additional emphasis should be placed on growing Hazen's tourism appeal, specifically related to outdoor activities related to nearby lake access, boating, fishing, camping and outdoor recreation. Tangentially, opportunistic pursuit of a hotel/motel facility should continue as opportunities arise.

# ENHANCING TOURISM/ VISITOR ECONOMY



## STRATEGIES

Tactic	Target Audience	Action Item
Promote Hazen as a Lake Destination	Hazen Convention & Visitors Bureau; visitors	<ul style="list-style-type: none"> <li>● Create visitor itineraries (half-day; one-day; multi-day) highlighting places to launch, fish, eat, stay, purchase bait, get hot tips, picnic, etc. around the area</li> </ul>
		<ul style="list-style-type: none"> <li>● Proactively work with <a href="#">ND Tourism</a> to identify and supplement statewide efforts with information about Hazen.</li> </ul>
		<ul style="list-style-type: none"> <li>● Develop a focused tourism campaign centered around Hazen as a destination for boating, fishing, camping and outdoor activities and promote in outdoor publications, websites and trade shows.</li> </ul>
Attract Hotel/Motel	Developers; residents; local government	<ul style="list-style-type: none"> <li>● Consider working with a travel/outdoors influencer to promote tourism value of Hazen from a grass roots perspective on social media</li> </ul>
		<ul style="list-style-type: none"> <li>● Market preferred location(s) for hotel and amend zoning as necessary in advance of development</li> </ul>
		<ul style="list-style-type: none"> <li>● Begin or continue conversations with current hotel owner to discuss opportunities for renovation or additions.</li> </ul>
		<ul style="list-style-type: none"> <li>● Seek out opportunistic efforts to attract hotel/motel to community. Begin dialogue with additional operators (such as <a href="#">Cobblestone Hotels</a>) to promote hotel feasibility with minimal public investment.</li> </ul>
		<ul style="list-style-type: none"> <li>● Explore and understand short-term rental (AirBNB, etc.) market in Hazen to determine potential opportunities and synergies for promoting destination and lodging.</li> </ul>

# SUPPORTING GROWTH IN CHILDCARE



## STRATEGIES

### Nearly 30% of community survey respondents rated the Availability of Affordable, Quality Childcare as POOR or TERRIBLE.

Both community and business focus group participants also discussed the challenges that lack of childcare create for both workforce and quality of life.

Starting, operating and staffing childcare is a challenge being faced around the country. While it is one that will not be solved overnight, Hazen should place emphasis on tactics that can help create more opportunities for childcare in the community.

Tactic	Target Audience	Action Item
Determine Current Childcare Shortages and Needs	Current childcare providers; parents; employers	● Conduct “needs assessment” to determine true shortage of childcare spots in Hazen currently and with future projections to determine level of childcare expansion needed
		● Host roundtable/idea session with parents and employers to flesh out current challenges, concerns and opportunities for childcare in the community
Find and Provide Financial and Other Resources for Development of Childcare	Current and potential childcare providers; local government	● Explore childcare funding opportunities through <a href="#">Choice Bank Child Care Grant Program</a> and assist current or potential childcare providers in applying for funds.
		● Explore partnership/resources with <a href="#">Childcare Aware of ND</a> to encourage or incentivize new childcare opportunities in Hazen.
		● Develop “How To Get Started w/Childcare” kit to help individuals aspiring to start in-home or daycare facilities.
Encourage and Incentivize New and Expansion of Non-Profit Childcare Centers	Childcare provider; partner industries; new potential partner industries	● Begin conversations to explore expansion of Energy Capital Cooperative Child Care
		● Explore additional non-profit childcare models and determine feasibility. (Resource: <a href="#">Warren, MN</a> )

## IMPROVING AND EXTENDING CITY INFRASTRUCTURE



Like all aging communities, Hazen should continue to place emphasis on improving and replacing its aging infrastructure (streets, water, sewer, public facilities, etc.) However, as the community also has the desire and potential to grow (with possible new energy-related industry coming to the area), extension of infrastructure to areas beyond current City limits will become necessary.

Hazen currently contracts with Moore Engineering for City engineering services. Moore has developed a Capital Improvement Project list and map for the City outlining several infrastructure areas requiring attention in the short-, mid-, and long-term. Emphasis should be placed on continued prioritization, seeking funding solutions, and undertaking needed infrastructure improvements in the community.

According to survey and focus group results, the community also understands the importance of maintaining infrastructure.

***Nearly 90% of survey respondents indicated that the “Overall Quality of Utility Infrastructure” is important. Currently, 55% of community survey respondents rated Hazen’s Overall Quality of Infrastructure as GOOD or EXCELLENT.***

Street and sidewalk repair/maintenance were highlighted as areas needing improvement.

Lastly, both survey respondents and focus group participants indicated a need for more proactive clean-up/refurbishing of underdeveloped and dilapidated residential and commercial properties. Emphasis should be placed on community beautification – with priority being on well traveled or often visited locations within Hazen.



Café

5 PARK PLAZA



Customer  
Resource  
Center

● IRVINE COMPANY

5 PARK PLAZA



Event Plaza

© commons

5 PARK PLAZA



# IMPROVING AND EXTENDING CITY INFRASTRUCTURE



## STRATEGIES



Tactic	Target Audience	Action Item
Incorporate Main Street Vibrancy in Capital Improvement Projects	Business/property owners; residents; local government	<ul style="list-style-type: none"> <li>● Prioritize capital improvements and seek funding solutions. *See Appendix B - C</li> </ul>
		<ul style="list-style-type: none"> <li>● Develop sidewalk inventory and focus improvements in to maintain walkability</li> </ul>
		<ul style="list-style-type: none"> <li>● Proactively work with main street businesses to address infrastructure and/or snow removal issues in a timely fashion.</li> </ul>
		<ul style="list-style-type: none"> <li>● Include placemaking/walkability as a focus area for all main street/downtown infrastructure improvements.</li> </ul>
Improve Wayfinding, Directional and Promotional Signage	Travelers/visitors; businesses	<ul style="list-style-type: none"> <li>● Explore opportunities for placing signage along highways promoting downtown/main street</li> </ul>
		<ul style="list-style-type: none"> <li>● Explore opportunities for adding wayfinding/directional signage both within and outside of downtown</li> </ul>
Take Proactive Approach to Community Beautification	Businesses; residents; property owners	<ul style="list-style-type: none"> <li>● Review Chapter 12 – Public Nuisances of the Hazen City Code and make necessary changes to address unkempt properties and structures, including more proactive notification of areas requiring attention</li> </ul>
		<ul style="list-style-type: none"> <li>● Work with high school or nearby college art classes to paint murals, plant flowers or other beautification projects on Main Street.</li> </ul>
		<ul style="list-style-type: none"> <li>● Work with property owners and residents to coordinate “Hazen Beautification Day,” inviting community members to an event to paint facades, window frames, doors, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>● Consider establishing “Community Betterment Committee” to generate ideas for beautification, and provide volunteer hours to complete projects</li> </ul>

## ENHANCING COMMUNITY CONNECTION & ENGAGEMENT



More than 80% of community survey respondents note that the overall quality of life in Hazen is good or excellent.

***However, the following responses indicate some level of disconnect between residents and the community they live in:***

- 57% of respondents believe the Hazen community does a GOOD or EXCELLENT job at Making All Residents Feel Welcome
- 56% of respondents believe the Hazen community does a GOOD or EXCELLENT job of Valuing/Respecting Residents from Diverse Backgrounds
- 54% of respondents rated Neighborliness as GOOD or EXCELLENT
- 52% of respondents rated Civic/Community Pride as GOOD or EXCELLENT
- 45% of respondents rated Connection and Engagement to the Community as GOOD or EXCELLENT
- 43.5% of respondents rate the Overall Direction Hazen is Headed as GOOD or EXCELLENT
- 41.5% of respondents rated Opportunities to Participate in Civic/Govt. Decisions as GOOD or EXCELLENT

Hazen student focus group participants had a slightly different take on this matter, indicating that the “closeness of the community,” “feeling welcome,” and “being like one big family” were the best things about living in Hazen. However, they did speak to a disconnect between different grades – stating that more school-wide bonding would help create a better sense of community among all youth.

Emphasis should be placed on continuing to foster a sense of community and inclusion to build “grass roots” ambassadors for the community to encourage and welcome new residents and businesses.

# ENHANCING COMMUNITY CONNECTION & ENGAGEMENT



## STRATEGIES

Tactic	Target Audience	Action Item
Activate Main Street	Businesses, residents; youth; visitors	<ul style="list-style-type: none"> <li>Create vibrant shopping and gathering experience with outdoor lights, benches, signs, music, other visual enhancements, etc. <i>*See Appendix C</i></li> </ul>
Enhance Promotion and Participation in Community Events	Businesses, residents; youth; visitors	<ul style="list-style-type: none"> <li>Continue efforts with invested local organizations toward reconstruction of message board on Highway 200 into a digital display board to promote community events and activities. <i>*See Appendix C</i></li> </ul>
		<ul style="list-style-type: none"> <li>Develop a coordinated marketing plan for community events to encourage attendance and connection. ViziHazenND.com serves as a good central resource, but emphasis should be placed on ensuring residents know how to find the information they are seeking.</li> </ul>
Provide Additional Opportunities for Community to Gather	Businesses, residents; youth; visitors	<ul style="list-style-type: none"> <li>Work with property owners of vacant Main Street buildings to coordinate “Main Street Beautification Day,” inviting community members to an event to paint facades, window frames, doors, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>Coordinate with school and youth groups to develop additional youth-oriented events</li> </ul>
		<ul style="list-style-type: none"> <li>Generate more winter programming/events to activate Main Street during the winter months</li> </ul>
Enhance Communication with Local Businesses	Business owners; local government	<ul style="list-style-type: none"> <li>Host quarterly business brown bag luncheons/workshops on timely topics such as financing, available incentives, building/planning/zoning, expansion, downtown design standards, renovation tactics, marketing/planning, etc.</li> </ul>
Ensure Accessibility for All to Government Meetings, Collaboration Meetings, Town Halls, etc.	Local government; residents	<ul style="list-style-type: none"> <li>Review policies and procedures for publishing/promoting local meeting agendas, minutes and other opportunities for community input to ensure the broad community has access to this information and minimal barriers to participation</li> </ul>
		<ul style="list-style-type: none"> <li>Consider establishment of a Youth Advisory Committee to advise City/HCD on needs/wants/desires of youth in the community.</li> </ul>
Welcome New Residents to the Community	New residents	<ul style="list-style-type: none"> <li>Establish “ambassadors” group of current Hazen residents and students to serve as welcome wagon/concierge to new residents in the community.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop a “Welcome Packet” for new residents with resources, coupons, event calendar, etc. to be delivered to new residents by ambassadors</li> </ul>