

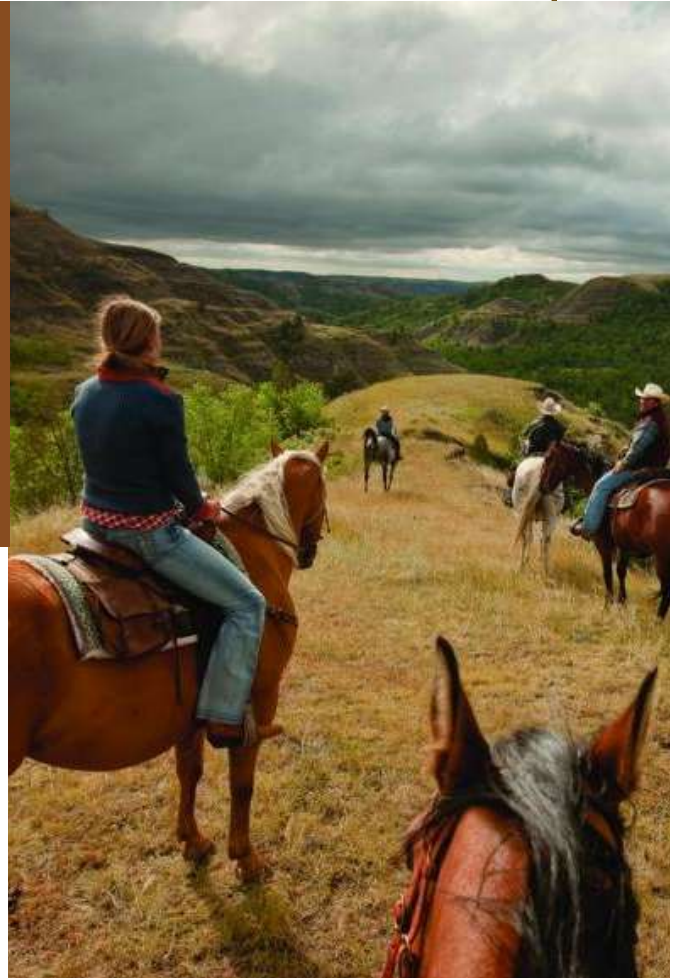
FIVE-YEAR

MARKETING PLAN

2024 & Beyond

Killdeer, North Dakota

Dream Big, Ride Bold



Report & Recommendations by
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COMMUNITY MATTERS, LLC

March 2024



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INTRODUCTION

Killdeer's Future: A Vision of Growth & Opportunity

Killdeer stands at the threshold of an exciting new chapter in its development, eager to enhance its allure for residents, businesses and visitors, alike.

The Killdeer Convention and Visitors Bureau, in cooperation with the City of Killdeer, collaborated with Community Matters, LLC, an economic and community development consulting service, on a journey to craft a strategic marketing plan that will propel the town forward.

At its core, this plan aims to position Killdeer as a premier destination in western North Dakota, offering unparalleled experiences that blend captivating landscapes, outdoor adventures, rich history, and authentic western charm. Marketing can strengthen a community's reputation and image, while being aspirational in spurring community betterment.

The planning explored community priorities and their interrelationship with generating a consistent and steady flow of positive messaging and imagery centered on Killdeer. With the 4 Ps of marketing being product, price, place and promotion, many recommendations focus on a continued commitment to product improvement to achieve retention and attraction goals.

Stakeholders — speaking in one-on-one visits, a focus group discussion and via an online survey — are proud of Killdeer's unique identity as "Home of the Cowboys." Leveraging this brand of resiliency, spirit of adventure and neighborliness, Killdeer is poised to attract individuals and businesses drawn to the area's promise of prosperity and community.

Killdeer's strength lies in its unwavering commitment to its heritage and the boundless opportunities it presents. By harnessing the universal appeal of cowboy values and showcasing the region's stunning landscapes, Killdeer can create a compelling narrative that invites people to not only visit, but also live, work and invest in this vibrant community.

This plan serves as a roadmap for prioritizing economic and community development initiatives, fostering small business growth, and executing marketing efforts to amplify Killdeer's unique identity and potential. Together, Killdeer and Dunn County residents and businesses will realize the vision of a thriving Killdeer that remains an enduring beacon of opportunity in the heart of western North Dakota.

COMMUNITY OVERVIEW

Killdeer is perfect for families who appreciate small town values, the big outdoors, and vast opportunities for careers and entrepreneurship in energy, agriculture, tourism, retail and service industries.

Having a population of 906 and boasting a new high school that opened in 2022 with room to grow, Killdeer is part of Dunn County, population 4,015. This community, along N.D. Highways 22 and 200, is a half-hour north of Interstate 94 from Dickinson, a city with approximately 25,000 people.

Dunn County, of which Killdeer is the largest city, is one of four core oil and gas producing counties in North Dakota. Median household income, at \$91,758, is 24% higher than the state average.

Killdeer leaders are taking steps to build an even better community for residents, businesses and visitors who want to escape the ordinary and embrace the extraordinary in a supportive atmosphere that celebrates nature, history, and small-town life.



Killdeer Elementary School

ASSETS & ADVANTAGES

1. Quality Schools & Education

- With a total enrollment of 646 students for 2022-2023, Killdeer Public School District offers top-notch public education with an elementary school (PK-6) and combination junior and senior high school (7-12).
- Killdeer schools foster and celebrate academic and extracurricular achievement. A variety of classes including fine arts, career and technical education, plus many athletic activities and student organizations, help students to graduate choice-ready to pursue any path they want.
- A benefit of small-town living is the greater likelihood of students getting a chance for real involvement leading to personal development and team achievements.

If I could only focus on one area of development, I'd focus on the schools. Because then, you have a better potential workforce, more attractive place for people to live, more attractive place to recruit talent, and a place to which people are willing to return.

**BEN MULDROW
PROUD PLACES**



Killdeer High School

2. Economic Base

- **Energy** — In Dunn County, the industry category of mining, quarrying, and oil and gas extraction accounted for 30+ business establishments and 500-600 jobs in 2022-2023. Transportation and warehousing accounts for another 35 businesses employing 200-300 people. Owners of mineral and surface rights also receive compensation for drilling, extraction and other oilfield services.
- **Agriculture** — The last Census of Agriculture estimated the total market value of ag products sold from Dunn County at \$77 million, approximately two-thirds livestock and one-third crops.
- **Tourism** — The Little Missouri State Park attracts 9,000+ visitors between June and September. The N.D. Tourism Department estimates visitor spending in Dunn County at \$18 million annually.
- **Manufacturing** — Founded in 1987, Killdeer Mountain Manufacturing is a third-generation, family-owned manufacturer of electronic components for military and aerospace industries. The company employs about 300 people between facilities in Killdeer, Dickinson, Hettinger and Regent.

3. Physical Assets & Features

- **Infrastructure**
 - o Served by Montana Dakota Utilities and McKenzie Electric Cooperative for electricity and natural gas.
 - o Consolidated Communications and Midcontinent Communications provide telephone, internet and cable television services.
 - o Water and wastewater treatment and distribution systems

ASSETS & ADVANTAGES

- **Places of Worship**
 - o Christ is the Answer Church
 - o Hope Free Lutheran Church
 - o Grace of God Baptist Church
 - o St. Johns Lutheran Church
 - o St. Joseph's Catholic Church
- **Government Services**
 - o Dunn County Airport
 - o Dunn County Farm Service Agency
 - o Killdeer City Hall
 - o Killdeer Public Library
- **Recreation & Wellness**
 - o Dunn Center Pump Track
 - o Dunn County Museum
 - o High Plains Community Center
 - o Killdeer Aquatics & Wellness Center
 - o Killdeer Lions Park
 - o Killdeer Saddle Club Arena
 - o Medicine Hole Golf Course
 - o North Prairie Park — splash pad, walking path, ball diamonds, pickle ball courts

MORE see page 7

Dunn County Airport

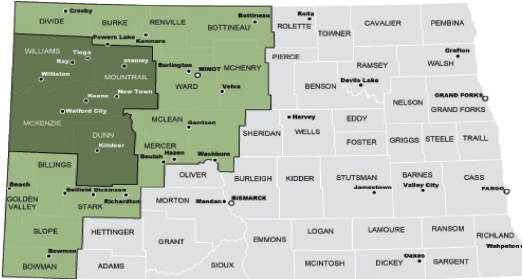


Killdeer Aquatics & Wellness Center

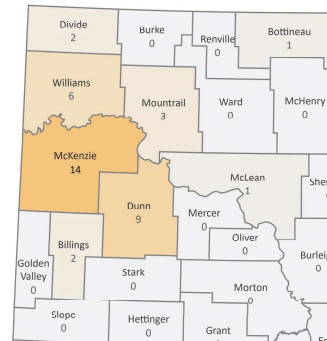


OIL INDUSTRY STATISTICS

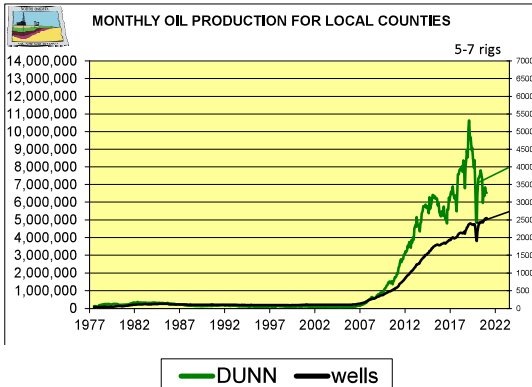
N.D. OIL & GAS PRODUCING COUNTIES Dunn County Among Core 4



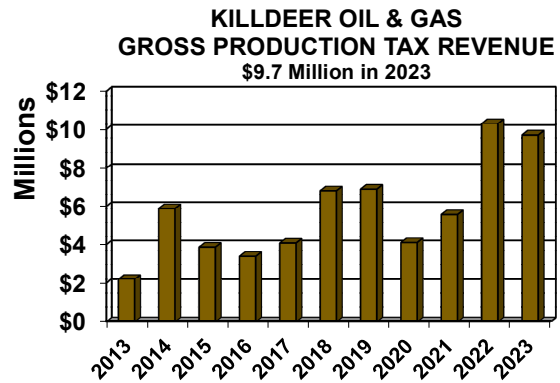
DRILLING RIG LOCATIONS October 2023



North Dakota's drilling rig count was 38 in October 2023 with Dunn County having 9.



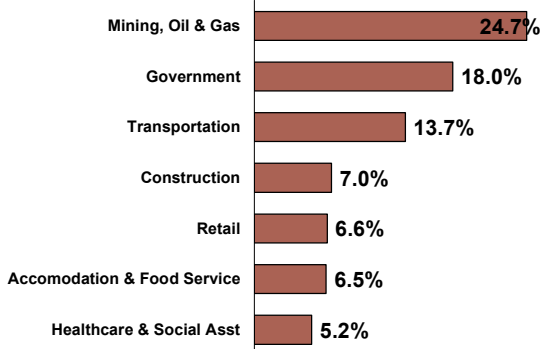
Source: N.D. Oil & Gas Division



Source: N.D. Job Service LMI

DUNN COUNTY INDUSTRIES

Share of Average Employment – Q2 2023



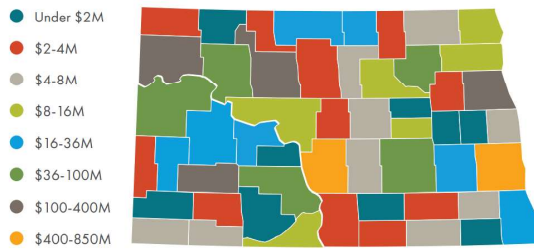
DUNN COUNTY AREA PROFILE

- Median Household Income: \$91,758
- Labor Force: 3,180
- Unemployment: 1.1%
- Labor Force Participation: 62%
- Business Establishments: 228
- Largest Employers:
 - Killdeer School District,
 - Dunn County,
 - Western Choice Cooperative,
 - Hill Top Home of Comfort,
 - Continental Resources,
 - Devon Energy Corp.,
 - Killdeer Mountain Manufacturing

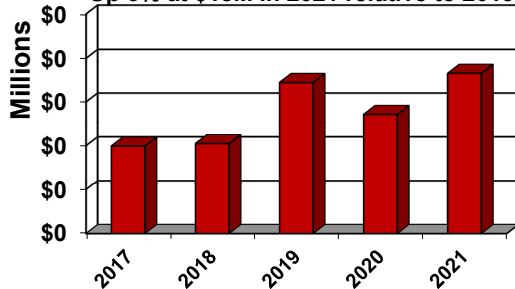
Source: N.D. Job Service LMI

TOURISM & TRAFFIC

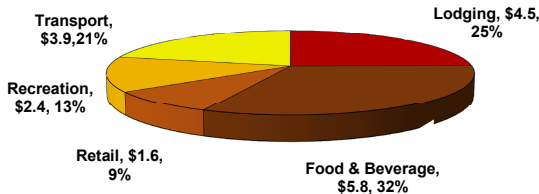
VISITOR SPENDING BY COUNTY



DUNN COUNTY VISITOR SPENDING
Up 6% at \$18M in 2021 relative to 2019



DUNN COUNTY
Visitor Spending in 2021 (\$18M)



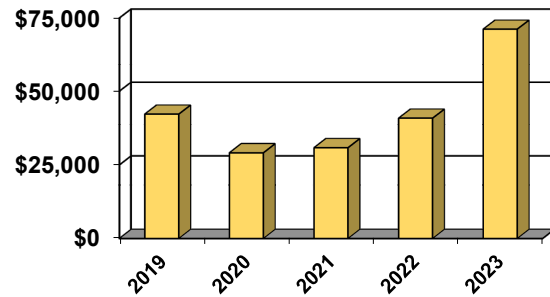
Source: N.D. Tourism/Tourism Economics

OTHER BENCHMARKS

To monitor impacts from future marketing and publicity activities, it is important to track attractions, destinations and events. Additional examples include:

- Aquatics & Wellness Center — members, passes, rentals.
- Medicine Hole Golf Course — players, tournaments, clubhouse sales and events.
- High Plains Community Center — events, visitors/users.
- Killdeer Mountain Round-Up — contestants, spectators, concessions and other sales.
- Dunn County Fair — participants, admissions, passes.

KILLDEER 2% LODGING TAX REVENUE
Up 74% at \$71,000 in 2023

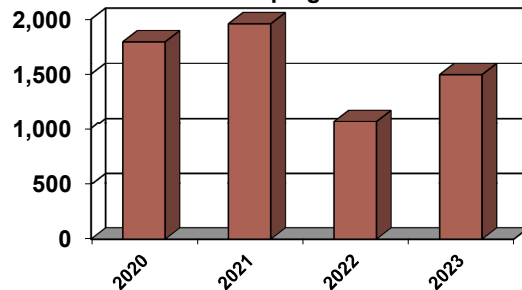


Source: N.D. Treasurer's Office



LITTLE MISSOURI STATE PARK

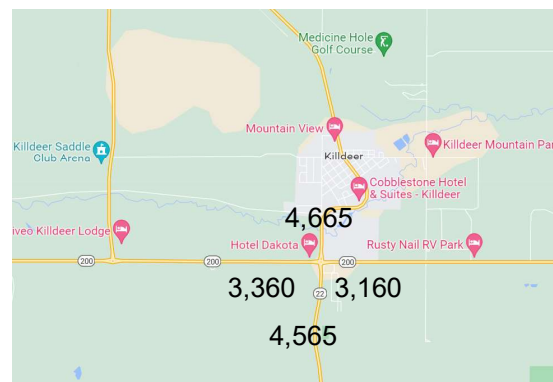
Camping Units



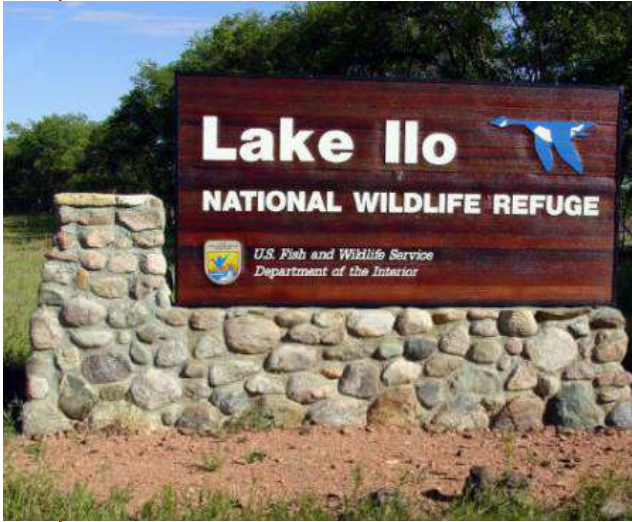
Source: N.D. Parks & Recreation

Visitors for 2023 total 9,411 as follows: July, 3,808; Aug., 3,125; and Sept., 2,478. Park trails did not open until mid-June. The park reports visitors from 41 states and 6 Canadian provinces.

AVERAGE DAILY TRAFFIC VOLUME



Source: N.D. Department of Transportation



ASSETS & ADVANTAGES

3. Physical Assets & Features (continued from page 4)

- **Outdoor Attractions & Cultural Landmarks**
 - o Killdeer Mt. Battlefield Historic Site
 - o Killdeer Mt. Four Bears Scenic Highway
 - o Lake Ilo National Wildlife Refuge
 - o Lake Sakakawea
 - o Little Missouri State Park
 - o MHA Nation Tribal Park — coming 2024

4. Retail & Service Sector

- **Groceries & Food** — Hinrich's Super Valu, Dollar General, Grab-N-Go
- **Healthcare** — Hilltop Home of Comfort, Legacy Lodge Assisted Living, Coal Country Community Health Center, Killdeer Pharmacy, Western Edge Therapeutics, Killdeer Area Ambulance

- **Childcare** — Little Cowboys Learning Center (30), Meadowlark Daycare (29), Oil Patch Kids (20)
- **Agribusiness** — Badlands Veterinarian, Southwest Grain Cooperative, Bang Brothers Loomix, Prairie Implement, Western Choice Cooperative, Prairie Auto Parts
- **Building Supplies & Hardware** — Bosch Lumber Company, Elite Cabinets & Building Supply
- **Financial Services** — Bravera Bank, First International Bank & Trust
- **Eating & Drinking Places** — Buckskin Bar & Grill, Dairy Queen, Nana Lil's Cafe, The Pipe, Stacey's Sweet Confections, Big George's Liquor Store, Lariat Liquors
- **Lodging** — Cobblestone Hotel & Suites, Hotel Dakota, Mt. View Hotel

5. Civic Organizations

- Dunn County Fair Association
- Dunn County Historical Society
- Killdeer American Legion Club
- Killdeer Area Community Foundation
- Killdeer Lions Club
- Killdeer Saddle Club

6. Events & Festivals

- Killdeer Mountain Round-Up Rodeo
- Dunn County Fair
- Regional athletic tournaments
- Cowboy Christmas
- Mud volleyball tournament
- Garrett Houghton GOOD Foundation Annual Coyote Hunt
- Lions Club Fish Fry
- Ethnic & Wildlife Feed

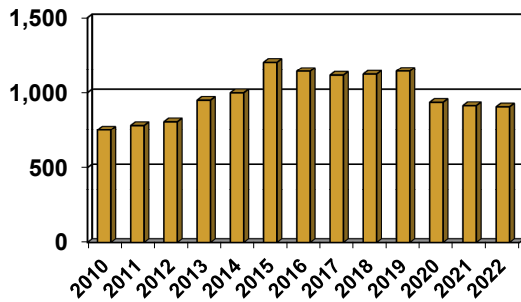


Killdeer Mountain Round-Up Rodeo

GROWTH & ECONOMIC INDICATORS

KILLDEER POPULATION

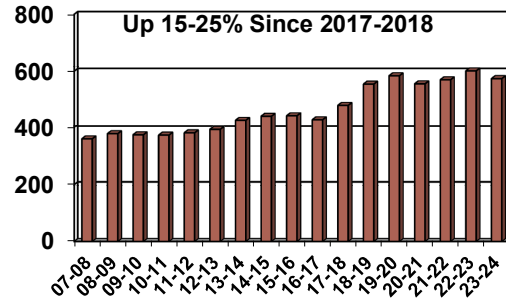
20% More Than In 2010, Down 25% From 2015 Peak



Source: U.S. Census Bureau

KILLDEER SCHOOL DISTRICT ENROLLMENT

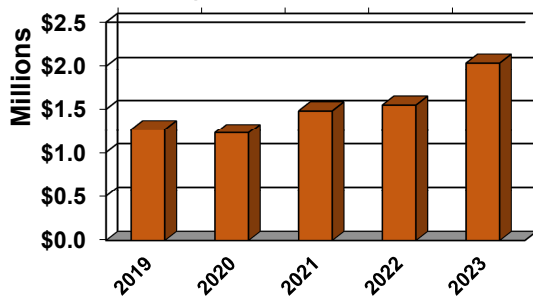
Up 15-25% Since 2017-2018



Source: N.D. Department of Public Instruction

KILLDEER 2% CITY SALES TAX REVENUE

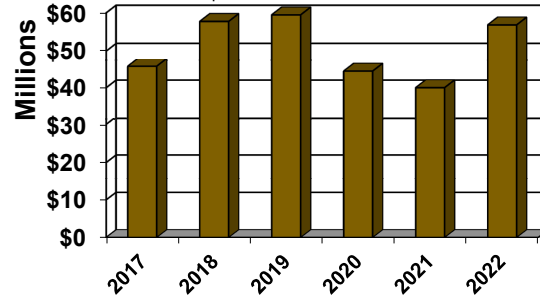
Up 32% at \$2 Million in 2023



Source: N.D. Treasurer's Office

DUNN COUNTY TAXABLE SALES & PURCHASES

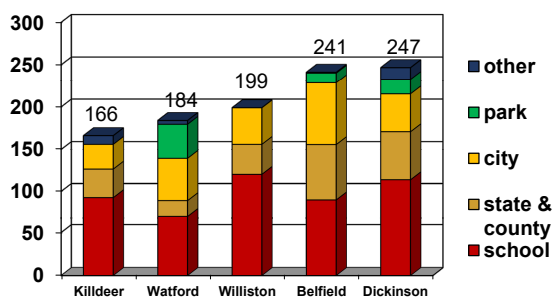
\$56.8 Million in 2022



Source: N.D. Tax Department

Allocated 1% for the city pool; 0.5% to Medicine Hole Golf Course, and 0.5% to Killdeer Parks & Recreation. The sales tax and uses are subject to a public vote in 2025.

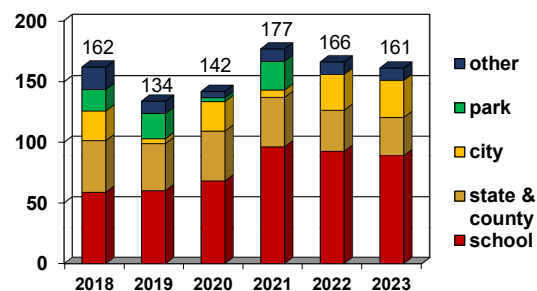
MILL LEVY COMPARISON - 2022



Source: ND League of Cities

As a % of value for residential property, last year's rates in the region ranged from 0.75% in Killdeer to 1.11% in Dickinson.

KILLDEER CONSOLIDATED MILL LEVY



Source: ND League of Cities

2023 mill rate as a % of property value:

- Residential: 0.73%
- Commercial: 0.81%

PROPERTY TAXES REMAIN LOW, EVEN WITH BONDS FOR NEW HIGH SCHOOL

Killdeer Public School District voters approved a 2020 bond issue for \$38 million toward a new junior and senior high school. Property tax revenue was expected to cover 20.5%. An \$8.5 million grant from Dunn County and \$65 million in oil tax proceeds were to pay for an estimated 39.5%. The remaining 40%, \$15.2 million, the district expected to have come from industrial, pipelines, utilities and other out-of-state entities.

CHALLENGES & OPPORTUNITIES

WORKFORCE ATTRACTION & RETENTION

- The unemployment rate was 1.1% in December 2023.
- Average employee turnover was 11% compared to 9% statewide.
- Dunn County had 67 job openings. This number is likely under-reported as businesses frequently have only one listing per job title, but may need several people for the role.
- Average weekly wages of \$1,514, as compared to \$1,185 statewide, make it difficult for non-oil businesses to compete with oil industry jobs.
- The labor force participation rate of 62%, compared to 68% statewide, may reflect situations in which persons find employment unnecessary with higher-than-average family incomes.

OPPORTUNITY: Attract more families, who may be interested in a wider range of jobs.

HURDLES: Development of more available and affordable housing and childcare, plus the addition of more family- and youth-friendly places to gather and have fun.

1. HOUSING AVAILABILITY & AFFORDABILITY

The N.D. Housing Finance Agency in 2022 issued a statewide housing needs assessment. Here are some statistics for Dunn County:

- Last significant periods of new construction — 2015 for single-family housing; 2014 for multi-family.
- Median year built — 1971 for owner-occupied homes; 1973 for rental housing.
- Median monthly rent — \$1,017 with 20% of units above the definition of affordable, meaning they require more than 30% of household income.
- Occupied housing units — 74% by owners; 26% by renters.
- Vacancy rates — 1% for owner units; 11% for rental housing.

It seems vacant units may be located outside Killdeer as several community survey respondents commented about the need for single-family housing and apartments.

Focus group participants perceived a need for apartments to free up hotel rooms rented by workers. Hotel guest rooms are needed to serve travelers attending area tournaments, events and wedding celebrations.

OPPORTUNITY: Support development and construction of new single-family and multi-family housing. The City of Killdeer owns land by the North Prairie Park and plans to install infrastructure in 2024 for 30+ lots.

COMMUTING FLOWS (2015)

- Employed in and living in Dunn County: 1,456
- Employed in Dunn County, living elsewhere: 1,305
- Living in Dunn County, employed elsewhere: 583

OPPORTUNITIES

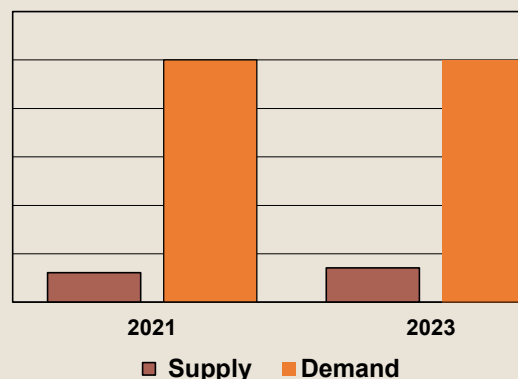
- Retain and attract more workers as residents.
- Expand retail and services.

CHALLENGES & NEEDS

- Attracting workforce to industries that can't afford to compete with oil industry wages.
- Housing availability and affordability.
- Childcare availability.
- Convenient access to healthcare & other services.

DUNN COUNTY LICENSED CHILD CARE CAPACITY

Meeting 14% of Demand



Source: N.D. Childcare Aware



HURDLES: Securing involvement of private-sector builders to invest in speculative housing. Available programs to assist include:

- NDHFA Housing Incentive Fund (HIF) for single-family and multi-family units.
- Bank of North Dakota Flex PACE for Affordable Housing interest buydown for multi-family units.

2. CHILDCARE

- The Childcare Aware ND database shows 3 licensed providers in Killdeer with total capacity for 79 children.
- Childcare Aware estimates only about 14% of current demand is being met with services.

OPPORTUNITY: Increase childcare capacity by promoting the use of state programs in combination with local support.

HURDLES TO OVERCOME. Funding and staffing. Publicize means of assistance for new and existing facilities. Sources include:

- N.D. Department of Health and Human Services
- N.D. Commerce Department — Development Fund Childcare Loan Program, plus through April 1, 2024, the Regional Workforce Impact Program
- BND Flex PACE interest buydown.

North Dakota Childcare Aware offers technical assistance and other resources.



3. QUALITY OF LIFE AMENITIES

Experiences aren't sold online. Places, spaces and activities for teens and youth, plus family-friendly options topped residents' wish lists, when asked what else they'd like to have available in the community.

OPPORTUNITIES

1. **Optimize use of High Plains Community Center.** Study ways to adjust programming to meet community needs. Schedule more weekly and monthly days or hours for open gym time and winter indoor recreation activities for kids and families. Residents are also asking for more food-related events.
2. **Entrepreneurial solutions.** Some requests for indoor entertainment can be met through entrepreneurial pursuits or non-profit organization involvement. Tailored incentives could be considered for a new or expanding businesses or other entities fulfilling a recreational role.

HURDLES: Many projects have high costs that would require public and private support. Survey requests included an outdoor pool or water park, larger recreation facility, and skating rink. Possible revenue sources:

1. **Park District property tax levy.** Given that Killdeer's property tax rates are lower than surrounding competing communities, this could be a source of revenue to fund projects sought by residents to enhance quality of life in the community.
2. **1% restaurant and lodging tax.** This is an additional type of sales tax that can also cover on-sale alcohol. Funds must be used for capital improvements that attract visitors to a community, most of which also enhance quality of life for residents. Dickinson, Watford City and Williston are among 30 cities in the state with this tax.

CHALLENGES & OPPORTUNITIES



BUSINESS POSSIBILITIES

1. MORE RESTAURANTS

Food away from home spending accounted for 56% of U.S. food expenditures in 2022, up 16% from 2021.

Killdeer area residents and visitors appreciate the restaurants they have, but want more options, especially family- and kid-friendly places. Popular requests are for fresh fast food such as a Subway, coffee and breakfast cafes, and Pizza Ranch or a similar concept.

2. ADDITIONAL RETAIL & SERVICE

Residents would like convenient access to additional places to shop and receive services. Some preferences, such as an additional grocery store, are likely infeasible given the area's population and proximity to Dickinson. Types of shops and service more apt to receive adequate market support include the following requests:

- Attorney
- Butcher or meat shop
- Car wash
- Chiropractic care
- Clothing boutiques
- Electrician
- Gift shop-local arts & crafts, candy, etc
- Laundromat
- Nail salon & spa
- Plumber

COMMUNITY BUILDING

SURVEY SAYS. Tree planting and storefront improvement are #1 and #2 for improving Killdeer's attractiveness and demonstrating community pride.

1. TREE PLANTING.

Community grants are available through the N.D. Forest Service. Other entities known to assist with tree-planting in public spaces include Marathon Petroleum and the N.D. Petroleum Foundation.

Some communities have boulevard programs to encourage residents to plant trees by providing a limited amount of matching funds donated by supportive businesses.

2. STOREFRONT IMPROVEMENT

Investments in storefront improvement, including windows, doors, and other exterior materials, are similar to investments in infrastructure in that they last 15-20 years and beyond if properly maintained.

The Dunn County JDA Storefront Improvement program offers up to \$5,000 in 50% matching funds for improvements.

With rising construction costs, Killdeer leaders should find a way to increase this amount per property to impact the appearance and occupancy of commercial properties on Central Avenue and other business corridors. Larger amounts per building are needed to make a redevelopment investment in Killdeer competitive with opportunities nearby.

Renaissance Zone. Property and state income tax exemption are the incentives for qualified investment in rehabilitation and redevelopment of properties. The legislature approved the program in North Dakota in 1999. Killdeer does not yet have a Renaissance Zone.

This incentive alone is not likely to spur action in Killdeer without a storefront matching program. That's because of comparatively low property taxes at 161 mills for 2023. Equal to 0.81% of commercial property value, at this rate for a \$300,000 property, the tax exemption amounts to about \$2,418 in reduced cost annually. The length of an exemption was typically 5 years. Legislation passed in 2023 allows up to 8 years, depending on what fits best for a community.



Locations that could benefit from tree planting include the golf course, community park facilities and green spaces.

STOREFRONT FUNDING

Following are some examples of funding levels in other communities:

- Minot — Up to \$100,000 for storefronts less than 55 feet wide in a 75% match to 25% from the recipient. For facades greater than 55 feet wide, an amount up to \$180,000 is available.
- Watford City — Up to \$30,000 for single/front only commercial building façade, up to \$5,000 for signage. Multi-fronted properties may receive up to \$50,000.
- Mandan — Up to \$30,000 for street-facing sides and up to \$60,000 for a large corner building. Includes landscaping.
- Stark County — Up to \$25,000 for façade improvement.
- Williston — Up to \$20,000 with up to \$40,000 for buildings on corner lots. Also, up to \$5,000 for new and existing business signage.
- Underwood — Up to \$10,000 for businesses to update or refurbish the exterior of their buildings.
- Casselton — Up to \$10,000 to rehabilitate a façade.
- Tioga — Up to \$5,000 for storefront improvements.
- Rugby — Up to \$5,000 for new business signage.



PRODUCT, PRICE, PLACE AND PROMOTION are known as the four Ps of marketing a product or service. Positioning a community within a region is similar.

The community is the product. Various improvements can make Killdeer more appealing to prospective residents, businesses and visitors.

Killdeer's 2019 comprehensive plan points to the importance of improving the appearance of aging structures along Central Avenue and discouraging the use of buildings for storage along this arterial street.

Focus group feedback and the community survey reinforce that substantive building improvements should take priority over other beautification ideas.

North Dakota Main Street Initiative. Being a Main Street Community came with a few benefits under the administration of Governor Doug Burgum. Whether the MSI initiative continues, with community planning and vibrancy grants, remains to be seen with a new governor to be elected in November 2024.



CHALLENGES & OPPORTUNITIES

CAPACITY CONSTRAINTS

Community residents expressed wishes for additional quality of life amenities, events, businesses, and projects that require time and resources for planning and execution.

1. CHAMBER OR BUSINESS ORGANIZATION

Participants in November 2023 one-on-one and focus group discussions noted Killdeer no longer has a business or chamber-like organization to help further interests of businesses in the area.

A group called the Killdeer Town Criers dissolved in 2012 due to lack of participation after more than 40 years. The group had promoted local businesses and organized events. Other typical activities of a chamber include advocacy, networking, business education and community betterment.

A chamber or community club could be a catalyst in bringing forth new volunteers and funding to make these wishes become reality.

2. ECONOMIC & COMMUNITY DEVELOPMENT CHAMPION

The Dunn County Job Development Authority provides economic and community development assistance for the entire county. Cities and rural areas in the county could benefit from increased staffing and funding capacity for programs and projects.

Killdeer, in particular, needs a team member to implement community and business development initiatives along with communications to improve awareness of opportunities, assistance, important projects, and activities.

The Killdeer Convention and Visitors Bureau will likely need a full-time staff member to implement and oversee marketing activities to increase awareness of local attractions, things to do, places to stay, eat and shop, plus events.

Funding. To continue, a local city sales tax will be subject to a citizen vote in 2025. It includes a half-cent that could potentially be shifted from parks to economic development.

Killdeer has a 2% hotel occupancy tax. It generated about \$30,000 in revenue in recent years, but grew to a record \$71,000 in 2023. It should be noted that accommodations rented for 30 days or more are exempt from this tax.

Killdeer and Dunn County leaders may wish to examine resource allocation, funding sources and uses, to find ways of furthering collaboration and increasing overall support. Together, they can accomplish overall goals of community and small business growth.

UNIQUE SELLING PROPOSITION

Survey responses and focus group discussions centered on these points of differentiation and competitive advantages within the region:

1. Stunning landscapes and outdoor environment
2. Western heritage
3. Oil industry opportunities

Killdeer can emphasize these advantages to potential residents, businesses and visitors to show them the success, opportunity and beauty in this small town.

TOP REASONS

WHY AREA RESIDENTS CALL KILLDEER HOME

1. Hometown — proximity to family & friends
2. Job opportunities
3. Safe community
4. Sense of community, small town atmosphere
5. Quality schools
6. Outdoor environment



COMMUNICATIONS & MARKETING SCAN

Reduced use of traditional news media and splintered channels present a challenge in keeping a broad base informed and updated about topics of importance. A multi-pronged approach is required.

GROW ONLINE PRESENCE

Entities in the Killdeer area have commendable online platforms, notably the vibrant, current and informative websites of the Killdeer Public School District, Dunn County, and Killdeer Mountain Roundup Rodeo. Opportunity exists for enhancing the online visibility of various other entities to provide information and inspiration to better connect with residents, attract workforce, foster business, and entice visitors.

Investing time and resources in updated platforms not only builds awareness and image, but also fosters community engagement by sharing essential information, upcoming events, and points of contact.

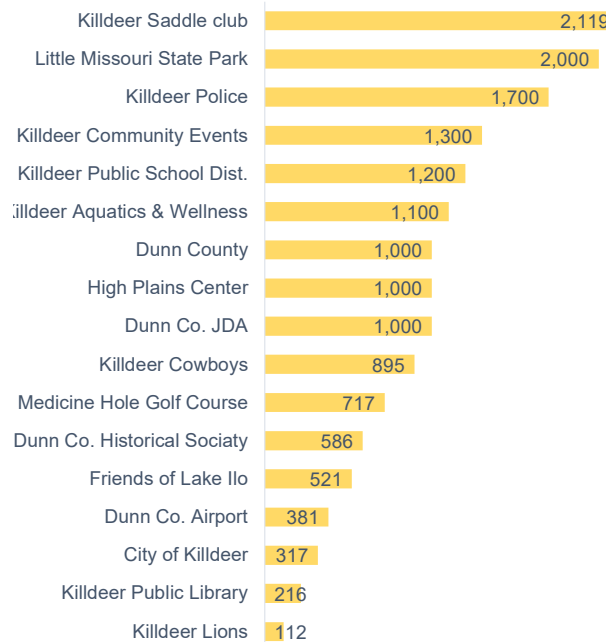
The mission of the Killdeer Convention and Visitors Bureau, in particular, stands to gain from an online footprint. This could be a dedicated section of the City of Killdeer's website.

By taking these steps, the city can cultivate a more vibrant digital presence that reflects the rich community life and invites others to explore all that Killdeer has to offer.

Here are 10 specific ways to improve Killdeer's and Dunn County's digital presence:

1. Establish free Google My Business listings or profiles for local government entities and organizations.
2. With websites as a leading source of information, review content annually to assure basic information and statistics are accurate and relevant.
3. Frequently update and add to website and social media content to appear in searches.
4. Create and publicize an official online source for a community calendar with dates, times and places for festivals, events and other community happenings.

KILLDEER & DUNN COUNTY FACEBOOK FOLLOWERS



This could be a page on a popular website or a central repository.

5. Populate online platforms with vibrant photos and videos of people experiencing career and business success as well as enjoying various places, spaces and activities in the community.
6. Provide photos, videos and informational resources to regional and state partners to attain their assistance in amplifying your message to a larger audience.
7. With Facebook as a leading social media platform for residents and visitors seeking information and updates, increase the following with public relations campaigns such as a prize drawing. Low-cost, paid boosts also do wonders for improving awareness and building an audience.
8. Establish official government entity and organizational channels and pages on YouTube and LinkedIn.
9. As time and resources allow, enhance the community presence on Instagram.
10. Keep residents informed with an e-newsletter tying to websites.

COMMUNICATIONS & MARKETING

ACCESSIBLE, CONVENIENT PROMO MATERIALS ALSO IMPORTANT

To enhance visibility and accessibility of information about Killdeer and its attractions, supplement online communications and build those audiences with collateral materials.

Physical materials help ensure area residents and potential visitors can easily discover everything Killdeer offers, from attractions, places to stay, eat, and shop, to seasonal activities including a calendar of festivities and events. Recommendations include:

- Develop cards, table tents, window clings or magnets, featuring QR codes linked to a central web page, social media platform or phone app.
- Create a community calendar that can be mailed to residents and/or distributed through businesses and attractions.
- Produce a visitor brochure to be placed in racks at N.D. Tourism rest areas, the airport, local hotels, eateries and convenience stores/fuel stations.
- Explore opportunities to feature Killdeer in the annual N.D. Tourism guide, in print and online, to increase visibility to potential visitors statewide and beyond.

By collaborating with local businesses and organizations, these strategies can effectively promote Killdeer as a destination and showcase its unique offerings.

ADD SIGNAGE TO BUILD IDENTITY & AWARENESS

Enhancing visual welcomes and demarcations in Killdeer, beyond N.D. Department of Transportation roadway signs, will contribute to building community identity and increasing awareness of amenities. City leaders may consider the following steps:

1. Install wayfinding signs to guide visitors to new places like the high school and rodeo grounds, while also prompting visits to the central business district, parks, golf course and more. These signs not only improve navigation, but also promote exploration.

2. Create gateway entrance signs, prioritizing installation based on traffic counts and strategic locations. Begin to the south and north of Killdeer along ND Highway 22, followed by locations to the west and east of town along ND Highway 200. These signs will serve as visual markers of entry into Killdeer, adding to aesthetics and greeting visitors.

3. Enhance the roundabout at the juncture of ND Highways 22 and 200 to create a visually appealing and functional landmark. These can involve landscaping, decorative elements and signage to beautify the area, while adhering to traffic flow, maintenance and safety standards.

It's important to note these proposed projects will require consultation with and approval from the N.D. Department of Transportation district office in Dickinson to ensure compliance with regulations and standards. Prioritizing projects based on feasibility and potential impact will help maximize effectiveness of signage initiatives in conveying Killdeer's pride and sense of community.



Examples of landmark and wayfinding signage in Deadwood, S.D.



WEAVE IN BRAND IDENTITY & THEME TO TELL THE STORY

Home of the Cowboys. The Killdeer Public School District's nickname and logo resonate deeply with the community, reflecting the neighborly culture, rich history and values of Killdeer and its surrounding areas. While cowboy imagery evokes a sense of tradition and rugged individualism, it's important that branding and marketing of the town's identity is inclusive of the diverse range of individuals who call Killdeer home and make it complete.

Universal Values.

Build upon the strengths of the cowboy theme by emphasizing inspirational values such as honor, loyalty, respect, courage, and determination.

Highlighting these virtues conveys a message of unity and community pride that transcends cultural and demographic boundaries.



Sub-theme Ideas. Killdeer leaders may wish to explore sub-themes to reach a broader audience. Proposed themes favored by

survey respondents are "Dream Big, Ride Bold," and "Where Character & Courage Ride the Range" which capture the spirit of adventure and resilience that defines Killdeer. Other suggestions like "Ride with Us" and "We're All Neighbors" express inclusivity and community spirit.

As you refine these ideas to fit Killdeer's community values and aspirations, keep themes clear, concise and compelling, aligned with the goals of marketing Killdeer to residents, businesses and visitors. By celebrating Killdeer's heritage and embracing shared values, Killdeer can heighten its identity in a way that reflects the diverse tapestry of Killdeer and inspires pride and connection among all who encounter it.

STREETSCAPING & VIBRANCY ELEMENTS REINFORCE IDENTITY

As revenue sources, budgets, and volunteerism allow, advance to enhancements ranked slightly lower by survey respondents. Public art, like murals or sculptures, flowers along Central Avenue, and banners for street or sidewalk light poles, are ways to add color, character and opportunities for engagement.



MARKETING STRATEGIES



FOCUS ON KILLDEER'S STAND-OUT SELLING POINTS

Killdeer can provide ways for residents, businesses and visitors to experience, enjoy and realize the benefits of each of its unique selling points: stunning landscapes, western heritage, and oil industry opportunities.

These aspects of differentiation offer methods to bolster awareness, interaction and buy-in. Common to all are themed community events involving activities, food and music; local art such as murals and sculptures to depict their significance to Killdeer; and business development opportunities. Here are additional ideas by selling point:

STUNNING LANDSCAPES BECKON

Foster photography

- Collaborate with N.D. Tourism and MHA Nation Tribal Park officials to host landscape and wildlife photographers.
- On a local scale, hold an event for area wedding, family and graduation session photographers to help them identify ideal places for photo shoots.

Address management hurdles

Challenges exist with maintaining trails at the Little Missouri State Park.

A visitor to Lake Ilo has an online post with photos of dead fish on the shore. Survey respondents encouraged more or better stocking of fish at the lake.

- Communicate with officials managing places like the Little Missouri State Park and Lake Ilo about management practices and opportunities for collaboration.

Establish ATV & biking trails

Neither use is permitted in the Little Missouri State Park for the safety of trail riders and hikers and due to erosion concerns.

- Explore opportunities with ranchers and other land-owners to create ATV or biking trails through suitable areas of gorgeous terrain.
- Rental services would make these activities possible for more people. This could be an entrepreneurial opportunity or a public-private partnership.

Showcase places for outdoor adventures

- Create visitor guides with enticing photos and instructive maps to places where they can camp, boat, kayak, fish and hunt.
- Identify and promote any outfitters, lodges, or Airbnb rentals.
- Watch for grant opportunities. N.D. Tourism for the first time in 2023 offered a destination development grant. Funding was made available for proposals to make outdoor adventures more convenient and accessible to travelers through on-site equipment rental and guide services.
- Encourage entrepreneurship among adventure outfitters, guides, and for equipment sales and rentals.
- Amplify news of the MHA Nation Tribal Park. Survey responses reveal most area residents don't know about it. MHA leaders plan a 2024 opening. The park land is just 20 miles north of Killdeer and adjacent to the Little Missouri State Park.



WESTERN HERITAGE AWAITS

Recruit and foster additional western experiences, retail & services

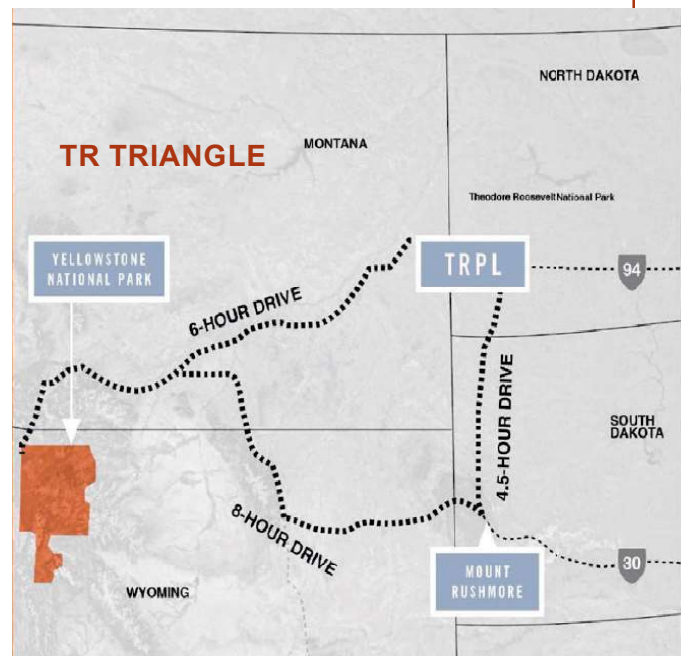
- What else could Killdeer residents and visitors support? Possibilities include a western-themed pizzeria, western arcade, arts and craft gallery, and regular country music performances.
- In publicity activities, lead with favorite restaurants like the Buckskin Bar & Grill, and share off-the-beaten path places to shop like the Leanin Pole Arena. Area residents and visitors may not be aware of retail offerings like clothing, outerwear, accessories and gift items.

Seek national media exposure

- Pitch a story to publications like *Western Horseman* and *Cowboys & Indians* about the area's rich history, Killdeer Mountain Round-Up Rodeo, breathtaking views, and trail riding opportunities for horse owners who like to travel for camping adventures with friends and family.
- The new MHA Nation Tribal Park adds a new media hook.
- A possible point of contact for assistance in pitching or commissioning an article is writer and Dunn Center native Kolette "Koko" (Knudson) Gjermundson.
- Collaborate in generating awareness of and access to cultural and historic sites. If it's infeasible to re-open access to the Medicine Hole Historic Site, other than the primitive campsite and picnic area, then focus on the story and what is accessible to better manage expectations.
- Round out historical narratives with Native American perspectives about landmarks, battle stories and artifacts.

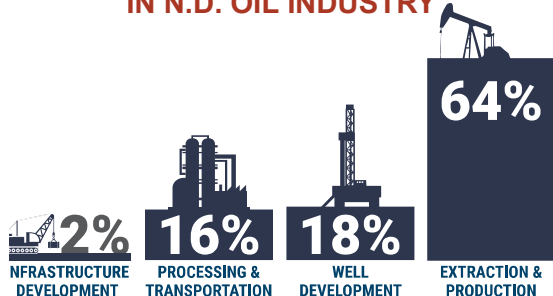


- Detailed physical maps of the area are helpful, as many Badlands areas lack cell and internet service.
- Invite Presidential Library visitors to Killdeer. ND Highway 85/Theodore Roosevelt Expressway advocates are seeking completion of the 4-lane highway to better connect the Theodore Roosevelt National Park with the TRPL, Mount Rushmore, and other parks in South Dakota. Survey respondents gave low ratings to potential tourism impacts on Killdeer stemming from the TRPL. When the facility opens in July 2026, public awareness of this museum and public gathering place will become more known.



MARKETING STRATEGIES

LONG-TERM JOBS & CAREERS IN N.D. OIL INDUSTRY



OIL INDUSTRY FUELS OPPORTUNITIES IN KILLDEER

Counter negative perceptions

- Address “boom and bust” fears and connotations about dirty jobs with industry facts, statistics and stories of positive impacts on Killdeer, Dunn County, North Dakota and our nation. Explore resources and opportunities for collaboration with the N.D. Petroleum Foundation.
- The majority of the nearly 50,000 jobs supported by the industry are in production and extraction, which are long-term and held by North Dakotans living, working and raising families in the state. These and other helpful industry impacts are available from the N.D. Petroleum Foundation and the N.D. Oil & Gas Research Program.

Educational or social media campaigns

- Increase understanding of and appreciation for the industry’s role in providing good-paying jobs, generating revenue for community development, and contributing to energy independence.
- Share positive stories, insight and pathways to the various types of career and job opportunities.
- Feature testimonials, interviews and profiles of local workers who have found opportunity and a happy life in Killdeer.
- Partner with schools to integrate lessons about the oil industry into the curriculum. Offer field trips to oil facilities, invite industry professionals to speak in class.

- Adult residents and other stakeholders will also appreciate an industry tour of drilling sites and extraction rigs to gain insight into the operations, safety measures, and environmental practices of the industry.
- Engage residents with interactive posts, Q&A sessions, and contests to foster pride.

Community involvement

- Residents are still talking about the N.D. Petroleum Foundation’s Bakken Rocks Cookfest held in Killdeer in 2023. Its purpose was to give residents the opportunity to learn more about the oil and gas industry, hear from industry experts, meet employees of companies working in their area, all while enjoying some BBQ, games, giveaways and live music.
- Because the Foundation moves the event each year, Killdeer should explore creating a spin-off local event with the support of area oil industry companies.
- Expand the event or separately hold job fairs and volunteer activities like a “Pick Up the Patch” community clean-up day.

OVERALL IMPLEMENTATION RECOMMENDATIONS

- Assemble content.
- Build photo & video libraries, particularly showcasing people interacting at and with landmarks, visitor attractions, events, businesses & industry, quality of life amenities.
- Enlist the help and services of area photographers & videographers.
- Hold contests to engage citizens & develop community champions.
- Gather stories, interviews & testimonials
- Use grassroots and professional services as budgets allow

BOTTOMLINE. Branding is who we are; marketing is how we communicate that message. More than promotional efforts, survey respondents want substantive improvements involving economic and community development.

IMPLEMENTATION				
Increase Capacity & Funding for Community Development, Marketing, Outreach & Events				
Recommendation	Budget Est.	Priority	Year	Notes
Increase staffing for community development, marketing, communications, public information, outreach & events.	\$75,000	High	1	Options: Make CVB director role full-time, hire a City community development & communications director, share staff with an allied entity, contract for services.
Establish a "Spur Success" Fund, or other \$\$\$ pool to cover business development and marketing O&M + projects.	\$250,000	High	1	A possible source is the half-cent sales tax currently devoted to park funding; subject to a vote in 2025. Park operations and projects could be funded with a mill levy.
Implement a 1% restaurant & lodging tax to create a visitors capital promotion fund.	Project Revenue Source Rather Than Cost	Examine Based on Other Funding Resources	1	This tax would likely raise significantly more than the hotel occupancy tax and can be used to fund capital improvement projects that attract visitors (and enhance quality of life for residents).
Foster formation of a chamber or business association.	Unknown	Medium to High	2+	Funding may be needed to assist with start-up expenses, but should largely come from area businesses through dues & sponsorships. Could focus on events and/or business support services.
Consider a property tax levy for parks and recreation if/when needed to cover O&M, plus other new facilities.	Project & O&M Revenue Source Rather Than Cost	To Be Determined	3+	This could be an offset if a portion of sales tax were dedicated to economic development.

IMPLEMENTATION				
Community Betterment				
Recommendation	Budget Est.	Priority	Year	Notes
Bolster Storefront Improvement matching funds.	Est. \$100,000 annually	High	1-5	Advocate for increased Dunn County JDA funding and/or create a Killdeer program (using the proposed "Spur Success" Fund).
Support affordable housing development.	Variable depending on initiatives	High	1-3	Utilize the BND Flex PACE Program for Affordable Housing; explore N.D. Housing Finance Agency programs.
Support retention & expansion of licenses childcare facilities.	Variable depending on initiatives	High	1-3	Utilize ND Health & Human Services plus ND Commerce Department programs and grant opportunities.
Recruit & foster businesses to fill market gaps & meet resident demands for retail & services. Explore tailored incentives.	Variable depending on initiatives	Medium	Ongoing	Examples include entertainment & restaurant businesses. Among options are favorable terms for the local share of an interest buydown and a sales tax rebate.
Organize an annual tree planting project or program.	Time more so than \$\$\$	Medium	Ongoing	Seek grant funds or business partnerships.
Explore public-private partnerships for the addition of another major community amenity.	\$1M-\$20M	Medium	4-5+	Consider items on the citizen wish list unlikely to happen without public sector support and commensurate with the cost-benefit ratio.

IMPLEMENTATION				
Community Marketing				
Recommendation	Budget Est.	Priority	Year	Notes
LOW-COST, ANNUAL ITEMS (STAFF TIME OR CONTRACT FOR SERVICES)				
Establish Google My Business listings	\$0	High	1	Include photos, contact information, web links and more. Only cost is staff time
Create a steady flow of positive messaging and imagery. Frequently post to the City of Killdeer or other community Facebook pages.	\$0	High	Ongoing	Develop a social media content plan to incorporate the various objectives related to resident, business & visitor attraction.
Refresh & beef up the City of Killdeer website with visitor, community and economic development information.	\$1,500 to \$5,000	High	1	Update with photos, videos, and more information for potential residents, businesses & visitors. Include information about the CVB board, use of funds, etc. Include economic & small business development opportunities & means of assistance.
Build photo & video libraries	\$7,500	High	Ongoing	Include PEOPLE interacting and enjoying landmarks, attractions and destinations, events, restaurants, retail, and other businesses and industry.
Form an informal community marketing advisory committee	\$0	High	Ongoing	Invite representation from city, county, school district, parks, businesses & citizens to provide input on project design, messaging, etc.
Create visitor promotion brochure or other collateral item.	\$3,000	Medium	2-5	Include an annual calendar of events, attractions, other places to go, things to do, places to eat, shop, camping and lodging info, maps, etc.
Produce a community calendar	\$8,000	Medium	2-5	Mail to all Dunn Co. addresses with an online version for updates & additional info. Consider business ads or sponsorships to offset costs.
Mail information about business support services and programs annually to existing enterprises.	\$2,500	High	Annually or every other year	Supplement with business education and outreach activities, lender visits, etc.
Pitch stories to national magazines or invite an influencer group to experience Killdeer	\$5,000 - \$10,000	Medium to Low	2-5	Examples include western & equine publications; photography groups or other target audiences for things to do.
Participate in ND Tourism Directory and/or cooperative advertising opportunities	\$300-\$10,000 depending on platform(s)	Medium to Low	3+	Conduits include ND Living magazine, radio, e-newsletter, digital & more.
Leverage the MHA Nation Tribal Park and Theodore Roosevelt Presidential Library to invite visitors to Killdeer	\$5,000+	Medium	3+	Examples include billboards in along logical routes (Bismarck, Dickinson, Medora); targeting history buffs, etc.

IMPLEMENTATION				
Community Marketing				
Recommendation	Budget Est.	Priority	Year	Notes
<i>ONE-TIME OR INFREQUENT PROJECTS (suitable for a visitors capital promotion fund)</i>				
Install wayfinding signs	\$100,000	High	2	Estimate sign design services @ \$12,000 + approx. \$7,000 per sign. Estimated at least 12 signs.
Install gateway welcome signs	\$100,000	Medium	3	Estimate 4 @ \$25,000
Roundabout enhancements	Unknown depending upon NDDOT & Federal Hwy limits	Low to Medium	3+	Costs will depend on what elements are desired and permitted. Examples may include tree, shrubs or other landscaping materials.
Downtown Light Pole Banners	\$10,000	Low to Medium	3+	Costs are \$100 to \$200 per pole depending on single or double, bracketing, etc.

Appendix A

SUMMARY OF 2023-2024 KILLDEER & DUNN COUNTY AREA MARKETING SURVEY

The City of Killdeer and Killdeer Convention and Visitors Bureau (CVB) commissioned a survey with Community Matters, LLC, in December 2023-January 2024 as a means of providing input for creation of a marketing plan tailored to the needs of Killdeer and Dunn County. The survey invited area residents, visitors and potential future guests to share their views of the community as a place to live, work, and play. Input received can be useful to a variety of people in promoting Killdeer and continuing its path of improvement for resident, business and visitor attraction.

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SURVEY RESPONSE & PROCEDURES

- Area Residents — 294 respondents, equal to about 7% of Dunn County's population.
- Non-residents — 60 respondents.
- The survey was open Dec. 12, 2023 through to Jan. 12, 2024, online via Survey Monkey.
- Publicity included a news release sent to area media, Facebook and LinkedIn posts, website posts, alerts via the Killdeer app and cable access channel, emails and phone calls to major businesses, employers and organizations, flyers, individual Messenger requests to area residents, and emails to non-resident influencers. News coverage included an article in the Dickinson Press.
- Killdeer High School administrators encouraged students to complete the survey during class time, which contributed to a strong response of 125 from the "under 18" age division.

QUESTIONS ASKED OF BOTH RESIDENTS AND VISITORS

Demographics

1. Age of respondents

AGE GROUP	RESIDENTS	VISITORS
Under 18	46%	27%
18-24	4%	7%
25-34	11%	14%
25-44	15%	20%
45-54	8%	12%
55-64	10%	12%
65+	6%	8%

2. Gender

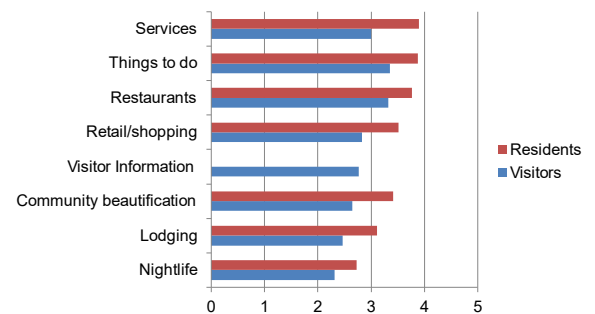
GENDER	RESIDENTS	VISITORS
Female	61%	67%
Male	39%	33%

3. Importance of potential improvements

Scale 1-5; 1= important, 5=very important

FEATURE	RESIDENTS	VISITORS
Services	3.89	3.00
Things to do	3.87	3.35
Restaurants	3.76	3.32
Retail/shopping	3.51	2.83
Visitor information	didn't ask	2.77
Community beautification	3.41	2.65
Lodging	3.11	2.46
Nightlife	2.73	2.31

Importance of potential improvements



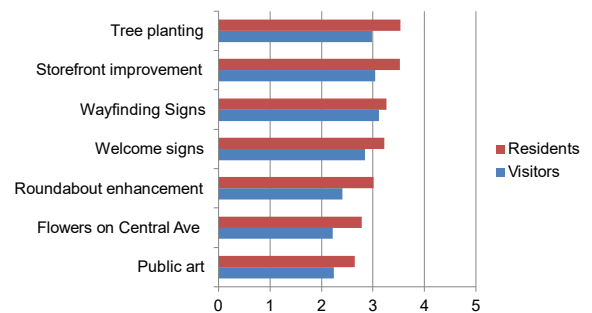
33 Resident Comments — themes were around requests for additional family/youth-friendly things to do and places to eat (fresh, fast-food concepts)

4. Importance of ways to improve attractiveness & demonstrate community pride

Scale of 1-5, 1=Not at all important, 5=very important

FEATURE	RESIDENTS	VISITORS
Tree planting	3.53	2.98
Storefront improvements	3.52	3.04
Wayfinding signs	3.26	3.12
Welcome signs	3.22	2.84
Roundabout enhancement	3.01	2.41
Flowers on Central Ave	2.78	2.22
Public art	2.65	2.24

Ways to improve attractiveness & demonstrate community pride



23 Resident Comments: themes of maintenance and cleanliness as well as publicity/signs, especially direction to new high school.

5. Awareness of community features

Scale of 1-5, 1=Not at all aware, 5=extremely aware

FEATURE	RESIDENTS	VISITORS
Businesses: where to shop, eat & obtain services	3.67	3.12
Parks & recreation	3.07	2.81
Seasonal or year-round attractions	2.89	2.43
Calendar of events	2.65	2.08
Available properties	2.65	2.14
Ways to volunteer/get involved	2.50	n/a
New business opportunities	2.33	1.88
Business assistance & incentives	2.17	1.98

16 Resident Comments

6. Residents: Importance of places, attractions and amenities in marketing activities?
Visitors: Attractions & amenities visited or of interest?

ATTRACTION OR AMMENITY	RESIDENTS	VISITORS
Aquatics & Wellness Center	77%	69%
Medicine Hole Golf Course	68%	52%
North Prairie Park (splash pad, walking path, ball diamonds, etc)	68%	45%
Little Missouri State Park	54%	60%
Killdeer High School	53%	58%
Lake Ilo National Wildlife Refuge	51%	60%
High Plains Community Center	49%	69%
Little Mo Campground	40%	38%
Killdeer Elementary School	39%	56%
Killdeer Mt Battlefield Historic Site	38%	50%
Dunn County Historical Museum	36%	29%
Dunn Center Pump Track	33%	23%
Killdeer Public Library	33%	33%
Dunn County Airport	33%	27%
Killdeer Mt. Four Bears Scenic Highway	32%	56%
MHA Park (coming 2024)	31%	10%

27 Resident Comments: Add Rodeo Grounds, Twin Buttes Wellness Center, places of worship.

7. Residents: Importance of events to feature in marketing materials
Visitors: Events attended or of interest

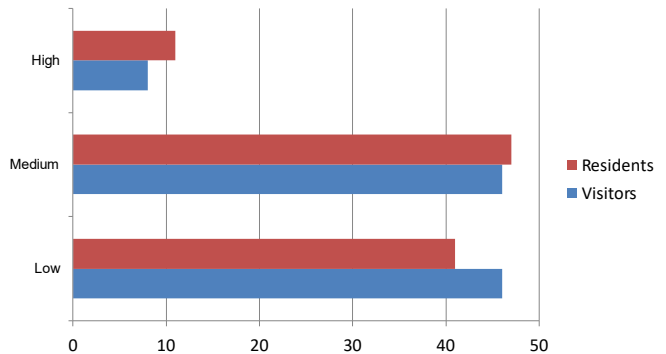
EVENT	RESIDENTS	VISITORS
Killdeer Mt. Round-Up Rodeo	83%	64%
Dunn County Fair	77%	50%
Regional athletic tournaments	62%	53%
Cowboy Christmas	55%	53%
Mud volleyball tournament	46%	29%
Lions Club Fish Fry	32%	31%
Ethnic & Wild Game Feed	31%	16%
Other	11%	5%

34 Resident Comments: Golf tournaments, 4th of July parade, other saddle club events, ag programs, Legion Club events

8. Potential of Theodore Roosevelt Presidential Library to influencing additional tourist visits to Killdeer & Dunn County

Scale of 1-3

POTENTIAL	RESIDENTS	VISITORS
Low	41%	46%
Medium	47%	46%
High	11%	8%
Average Rating	1.70	1.63



26 Resident Comments

- General lack of awareness
- Feeling it is too far away to be of benefit

9. Communication channels: frequency of use to learn about happenings in Killdeer & Dunn County, or for visitors, the events & attractions.

Scale of 1-3, 1=never, 2=occasionally, 3=frequently

INFORMATION SOURCE	RESIDENTS	VISITORS
Facebook	2.19	2.18
Killdeer websites	1.99	2.04
Instagram pages	didn't ask	1.95
ND Tourism website	didn't ask	1.77
Phone app for Killdeer	1.67	1.75
Local TV news	1.64	1.73
Local radio news	1.58	1.61
Dickinson Press	1.55	1.78
YouTube channels	didn't ask	1.59
Brochures/rest area racks	didn't ask	1.58
Consolidated TV Killdeer Channel	1.32	1.39

19 Resident Comments: theme of encouraging 1-2 updated platforms

10. Likeability of potential taglines/subthemes to complement Killdeer's proclamation as "Home of the Cowboys"

Scale of 1-2, 0-Dislike, 1-Neutral, 2-Like

TAGLINE	RESIDENTS	VISITORS
Dream big, ride bold	1.30	1.18
Where character & courage ride the range	1.19	1.13
Fences are tight, gates are open: Welcome to Killdeer!	1.05	0.77
A life of fortitude & freedom	1.05	0.77
Beyond ordinary	1.04	0.89
Invest in Killdeer: A ride worth taking	1.01	0.73
Ride for success	0.99	0.74
Ride for the brand	0.97	0.70
Character is carved & people are authentic	0.95	0.76
Courage is contagious, fortitude is fashionable, integrity is infinite	0.87	0.60
About inspiration, not regulation	0.75	0.33
Rugged good looks & respect forge paths	0.73	0.55
Patriots roam, dreams soar, tenacity prevails	0.69	0.48

Resident suggestions:

- *Ride with us!*
- *We are all neighbors!*
- *Hang your hat & stay awhile*
- *We work hard & play harder*
- *A small town full of big adventures*
- *Where the mountains meet the badlands*

Visitor suggestions:

- *The New West*
- *Dusty Trails & Wild Tales*
- *Frontier Spirit/Badlands Grit*
- *Saddle Up/Forge Ahead*

11. Killdeer's unique selling points or competitive advantages

121 Resident responses - key themes

- Strong sense of community, small town atmosphere, friendly, connected - 47
- Natural beauty, outdoor environment, physical surroundings, parks – 18
- Quality schools -12
- Cowboy heritage, western character, history - 12
- Oil industry & commercial opportunities - 10

Note: Not all respondents provided positive feedback. Some expressed a lack of features that makes Killdeer special and offered suggestions for improvement.

14 Visitor responses

- Scenery
- Adventure
- Rodeo culture
- New high school
- Historical/cowboy-themed businesses

QUESTIONS FOR OF AREA RESIDENTS

12. Why do you choose to live in Killdeer or the surrounding area?

- 45% hometown, proximity to friends & relatives
- 40% business & job opportunities
- 28% safe community/low crime
- 27% sense of community/small town atmosphere
- 21% quality schools
- 16% outdoor environment
- 16% other
- 3% things to do/places to go
- 7% don't live here, but have ideas to share

48 comments — Parent decision of place to live was most popular other choice.

13. Specific activities or services respondents would like available

230 comments/key themes

Top 2 Wants

- More restaurants- 39
 - Family & kid-friendly
 - Fast food (Subway, McD) - 19
 - Coffee/breakfast - 8
 - Pizza - 6
- Youth/teen, family-friendly gathering spaces & recreational activities - 23
 - Bowling-41
 - Movies (theater or outdoor) – 39
 - Arcade/games – 15
 - Outdoor pool/water park - 17
 - Rec center/open gym – 11
 - Skating rink/park – 9
 - Other – indoor playground, trampoline park, mini golf, pickleball, more sports, paintball, airsoft, laser tag, pickleball, archery, dirt bike track, mountain biking, electric bikes, sledding hill, cross country ski trails, winter activities, more walking paths, another 9 holes to the golf course, enhance dog park, trees at park, fishing pond

Other

- Retail – 22
 - Enhanced grocery butcher shop or meat market, clothing, candy
- Health & wellness services - 9
 - Chiropractor, nail salon, spa, dentist, optometrist, mental health

- Housing & Infrastructure - 9
 - Single-family & apartments, renovation of buildings, tree planting, incentives
- Other services
 - Childcare, laundromat, plumber, electrician, auto sales & repair
- Activities & Events —Outdoor concerts, Christmas festivities/tree lighting, adult classes (arts, hobbies, etc), senior center

14. Importance of possible marketing goals for Killdeer & Dunn County

Scale of 1-5, 1=Not at all important, 5=very important

All Important+

- Retaining, expanding, attracting businesses, 4.00
 - Retaining & attracting workforce, 3.93
 - Improving awareness of places to go & things to do, 3.92
 - Overall external image, 3.83
 - Retaining & attracting residents, 3.78
 - Increasing visitor spending, 3.28
 - Attracting additional visitors, 3.21
- 11 comments, commonality around need for more housing*

15. Types of events respondents would most enjoy

201 comments: key themes

- a. Sports & athletic competitions – 63
- b. Rodeo, western & ag - 50
- c. Outdoor (fair, movies, car shows, fishing/hunting tournaments, run/walks, motor sports) – 54
- d. Community engagement (food events, parade, vendor shows, farmers market) – 39
- e. Concerts, live music, dances - 34
- f. Family-friendly – 10
- g. Seasonal (Christmas, winter, Easter, 4th of July, Halloween) - 9
- h. Cultural, arts, crafts - 7
- i. Community improvement

16. Top 3 favorite things to do

Key themes among 214 responses

- a. Rodeo
- b. Outdoor activities — walking, camping, fishing, hiking, boating
- c. Community events & festivals

17. Potential for increased attendance at events, attractions, businesses.

Scale of 1-3, 1-Low, 2-Medium, 3-High
Medium to High Potential

- 2.69 — Rodeo contestants & fans
- 2.54 — Hunters
- 2.45 — Other western sports enthusiasts
- 2.32 — Area residents
- 2.29 — Nature & wildlife lovers
- 2.25 — Outdoor photographers
- 2.23 — Area workers
- 2.03 — Trail riders

Lower Potential

- 1.99 — Business & industry travelers
- 1.94 — History buffs
- 1.94 — Explorers of Native American culture
- 1.92 — Camping enthusiasts
- 1.86 — Hikers
- 1.72 — Mountain bikers

10 comments

18. Length of residency in Killdeer or surrounding area.

- 5% — Less than 1 year
- 16% — 1-5 years
- 19% — 6-10 years
- 35% — 11-20 years
- 24% — 20+ years

QUESTIONS ASKED OF VISITORS

1. How recently have you visited Killdeer or the surrounding area?

- 52% — Within the last week
- 15% — Within the last month
- 17% — Within the last year
- 12% — It's been more than a year
- 5% — Never

2. How frequently do your visits occur?

- 47% — At least weekly,
- 15% — At least monthly
- 23% — At least annually
- 10% — 1+ years between visits
- 5% — Never

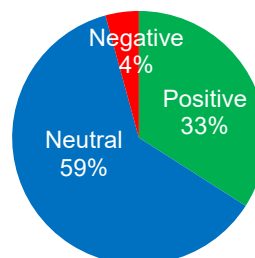
3. What typically brings you to Killdeer or the surrounding area?

- 45% — School athletic competitions & activities
- 33% — Visiting family & friends
- 25% — Work
- 20% — Rodeos & western sports

- 20% — Other community events
- 18% — Other outdoor recreation
- 13% — Shopping & dining
- 13% — Other
- 12% — Tourist attractions
- 3% — Nothing, haven't been to the area

8 comments: 5 from area residents

4. Overall Image Of Killdeer



5. Perceptions of various aspects of Killdeer & Dunn County

Scale 1-5; 1=poor, 5=excellent

Good

- 3.00 — Outdoor environment/scenery

Fair

- 2.70 — Safety/crime rate
- 2.47 — Community appearance,
- 2.43 — Schools
- 2.42 — Sense of community,
- 2.20 — Business & Job opportunities
- 2.00 — Events,
- 1.96 — Seasonal & year-round things to do

6. Activities/services that would attract you

31 comments - commonalities

- Indoor activities
- Activities for youth & teens
- More places to shop and eat
- Outdoor recreation & adventure
- Community events
- More awareness

7. Events that would attract you

- Vendor shows
- Demolition derby
- Agricultural activities
- Food events
- Equine events
- Classes for adults
- Arts
- Concerts