



# **Northern Cass Community Health and Wellness Center**

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## Introduction

Northern Cass is made up of several unique small communities within the Northern Cass School District in northern Cass County, ND which is located about 30 miles north of Fargo, ND. These communities include:

- Argusville
- Arthur
- Erie
- Gardner
- Grandin
- Harwood and Reiles Acres
- Hunter

Through conversations with community partners, educators, learners, and families, it was clear there were gaps in access to health and wellness services and activities in Northern Cass. The school district and community partners felt there was an opportunity to develop and build a Community Health and Wellness Center meant to serve all within Northern Cass. They created a task force made up of diverse representation across

the communities. In consideration of the project, it was important to engage their communities to understand the needs, wants, strengths, and concerns related to such a project.

Creating Community Consulting (CCC) was hired to facilitate the community engagement phase of the project. CCC worked with the task force in gathering input to build leadership capacity and to create and implement the community engagement plan including a survey, listening sessions, data analysis, positive messaging, and recommendations to move forward.





## Task Force

The task force of community partners convened twice in December 2022 to plan community engagement opportunities for residents and families located in the service area of Northern Cass School District. Through these two sessions, the task force finalized an “elevator pitch” for this project:

*Ensuring people of all ages can stay healthy and well is a priority in our communities. We know people want to be able to age in place in their own homes, that parents want access to services to enhance the lives of their children, and that people want to access services closer to their home that enhance their lives. Through a unique partnership, we have the opportunity to explore the development of a new Community Health and Wellness Center. This privately funded initiative would support developing a new center that will be home to multiple*

*services and opportunities serving people of all ages. The building will be physically located on the Northern Cass School campus operating in close partnership with the district and service providers.*

During the first meeting, the task force was asked specific questions to help frame the parameters of the community engagement opportunities:

- Why are we doing community engagement?
- What are the questions you want to have answered?
- What is it that you want to know?

Based on the answers to these questions, CCC was able to create a survey that would go out to all residents in the Northern Cass service area and all families with children enrolled in the district. Results of this survey can be found below in the “Public Survey Results” section.



The survey results framed the conversation that would take place during hosted community engagement listening sessions throughout the communities that make up Northern Cass. Task force members who live or represent each community were asked the following questions to decide the best way to engage their communities:

- Where are the places people gather?
- Who should help in planning/coordinating community engagement?
- How to drive engagement?
- What are the values of your community? What is important to think about in building support?

Six sessions were scheduled and promoted to encourage community members to attend. More details on these sessions and conversations can be found below in the “Listening Sessions” section.

## Public Survey Design

The survey that was created by the task force was mailed out to all residents within the Northern Cass School District boundaries and all families who had children enrolled in the school and was open for two weeks. Individuals could respond by completing an online version which was included in the mailer as a QR Code and website or complete the paper copy sent. Paper copies could be returned to a number of drop off locations; including Argusville Utility Bill Drop Spot, Arthur City Office Drop Slot, Erie Legion Hall, Gardner City Hall/Utility Bill Drop Spot, City of Grandin Bill Dropbox by Firehall, and Northern Cass School Main Office.

The questions included in the survey were developed to help gather data around service and activity utilizations, current access to services and activities, and potential interest and support in this project. Additionally, the task force decided to add a question related to

insurance coverage and safety as they know these would be questions asked by community members. Finally, questions were included to help support future communication around this project to support community engagement. The full survey is available in Appendix A.

The survey included an introduction with the “elevator pitch” for the project and this statement:

*In order to understand what services and opportunities should be included in the center, we are asking you to please complete this survey. Results will be used to inform building and service plans and invite those interested to get involved. Although multi-use facilities do exist in densely populated areas, this will be a unique rural project catered to the needs and voices of the community providing vital access for generations to come. We appreciate your participation in this one-of-a-kind opportunity!*



## Public Survey Results

There were a total of 292 responses to the survey. Most individuals responded using the online option, with only 52 paper copies returned. The goal of this report out on survey responses is to provide information gathered regarding access and potential utilization of services and activities as part of this project. It is not the intention of this report to interpret data and correlations within data. With that, it is important to acknowledge the limitations that may exist as part of this survey data collection. All survey questions were optional thus the response rate for each individual question may not have been all 292 respondents, this is specifically important with data like the household income which only had a 50% response rate which was the lowest response rate of any question. Surveys were only mailed to residence within the Northern Cass School District boundaries and households with enrolled students and promoted on social media (predominantly Facebook). As a rural community, it is recognized that this may have created gaps in participation due to access as district boundaries may not have included all interested residents of Northern Cass, “snowbirds” may not have had immediate access to their mail at their North Dakota residents, and mail service directly to homes may differ from community to community. Additionally, word of mouth was a big driver in participation, which was driven by task force members representing the communities which may or may not have unintentionally caused gaps in participation. Finally, as this is a project in partnership with the school district, it is recognized that there is a lack of youth participation as

learners were not included in this part of the survey process. Although, there was a youth representative on the task force who was able to review results and participate in planning conversations.

Half of 292 respondents were ages 26 to 44 with one respondent under 18 and 4 over the age of 80. Almost 80% had either children or grandchildren living in the household or area. Of the responses, 59% had children enrolled at Northern Cass School and 10% had grandchildren enrolled at the district. Entering household income was optional, with about a 50% response rate. Of the 50% that responded, the average household income was \$128,900 with a range from \$15,000 to \$400,000 annually. Of all respondents, 16% are employed at Northern Cass School.



Below is the breakdown of responses indicating residence of respondents:

- Argusville - 21%
- Arthur - 12%
- Erie - 4%
- Fargo or West Fargo - 6%
- Gardner - 14%
- Grandin - 14%
- Hunter - 17%
- Reile's Acres or Harwood - 12%
- Other Communities (Casselton, Galesburg, Mayville, Page) - 1%

The Community Health and Wellness Center will be located on the Northern Cass School campus, and respondents were asked “How often do you attend work, sports, events and activities currently at the Northern Cass School?”. Almost half said “A few times a year” or “Never”, with 37% answering “More than once a week” or “Once a week”. Based on data collected in this survey, there was no identifiable correlation between residence, having an enrolled child/grandchild, or other personal demographic and attendance at school activities. Respondents identifying ‘almost never’ and ‘frequently’ were made up of parents with learners attending Northern Cass School and from all communities included in this geographic region. This is significant as it indicates that school enrollment is not the sole determinant of participation in events on the Northern Cass School campus.

When asked about health and dental insurance, 95% of respondents have both health and dental insurance (including private insurance, insurance through employer, Medicare, and Medicaid). One respondent did not have

insurance and one respondent did not respond to this specific question.

When asked “What services or activities do you and your family need to feel well in your community?”, the top response relates to fitness and physical wellness. Responses were specific about the need for an indoor facility to meet needs during the cold winter month and having a facility that is open to all ages from families with young children to older adults. Other responses included the need for:

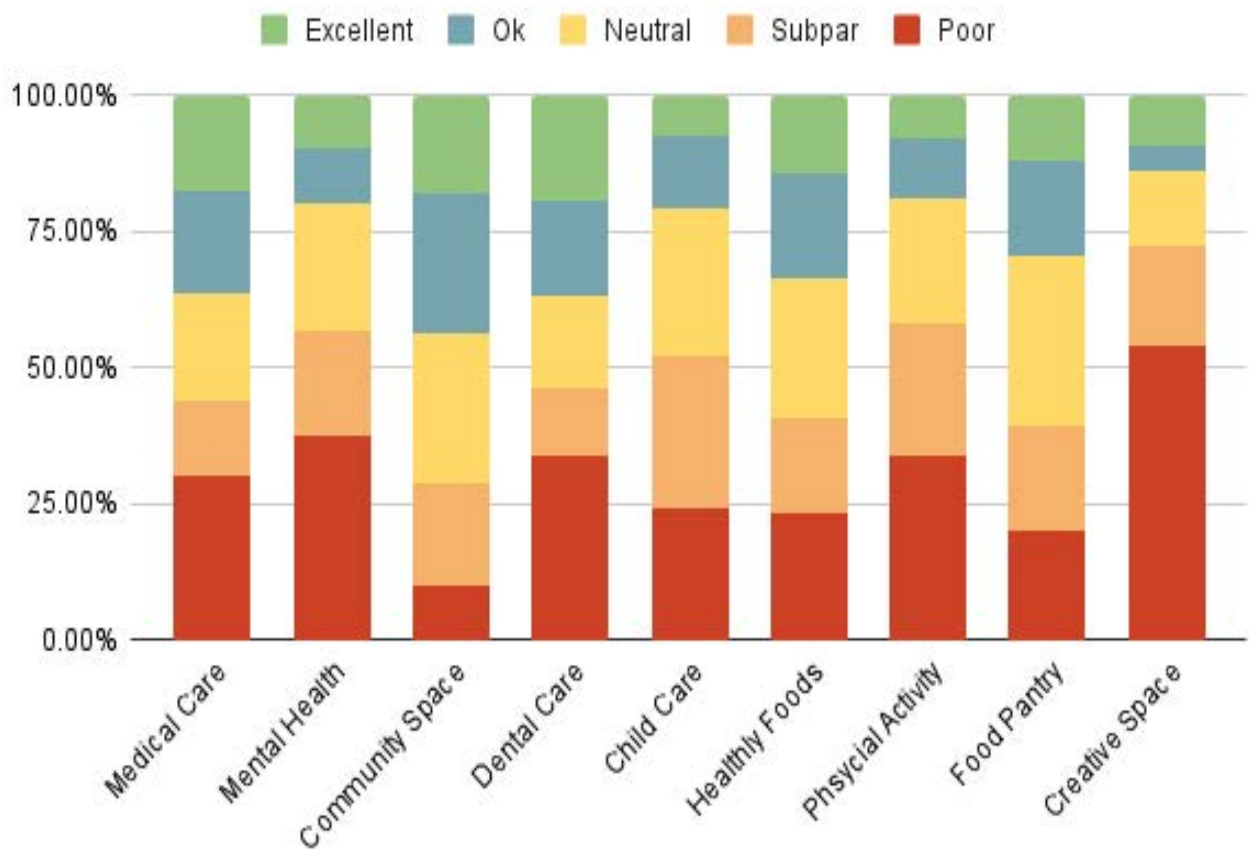
- Access to healthcare, dental care, mental health services
- Community space for socialization, community events, and community education
- Child Care
- Church and spiritual growth opportunities
- Community amenities such as grocery store, gas station, family restaurant, library, and senior support services
- Arts, music, and theater
- Employment

Additionally, a few respondents shared their love for the small town atmosphere and community-based events as what they need to feel well in their community. Others expressed the lack of facilities within the rural area and the need to visit Fargo to access services or activities as a barrier to feeling well.

Next, respondents were asked to rate current access of the following services and activities on a scale 1 (Poor) to 5 (Excellent):



- How would you rate the availability of medical care in your community?
- How would you rate the availability of mental health services in your community?
- How would you rate access to an available community space to rent/gather for events, activities, parties etc?
- How would you rate access to dental care services?
- How would you rate the availability of childcare, daycare and pre-school services in your community?
- How would you rate the access of healthy and nutritious foods in your community?
- How would you rate the ability of residents to access physical activity and exercise opportunities in your community?
- How would you rate access to a food pantry or basic needs to support your family's needs?
- How would you rate access to a creative center or space to support various arts (woodworking, laser engraving, t-shirt printing, pottery, painting, graphic design, 3D printing, CNC machining, jewelry making, etc.)?





A positive access score would have at least a 50% rating access as Excellent or OK. As illustrated in this graph, no services or activities had a positive access score. Access to a creative space received the poorest access ratings. Overall, over 50% of respondents rate access as either subpar or poor for mental health, child care, physical activity, and creative space, indicating a significant gap in current services and access.

With this in mind, respondents were then asked “Which of the following services or activities would you use if available at a Community Health and Wellness Center near Northern Cass School (select all that apply)?”. Below is a list of the percentage of respondents who indicated they would use the options provided, in order of highest to lowest:

- Physical wellness or fitness center - 77%
- Indoor walking track - 74%
- Community events or meetings - 65%
- Community clubs or activities - 64%
- Community education classes - 56%
- Physical wellness or fitness classes - 56%
- Preventative health care - in person access - 48%
- Art and Creative Center - 48%
- Mental Health Services (1-on-1, group, or family counseling) - in person access - 41%
- Vision care - 41%
- Dental care - 37%
- Physical or Occupational Therapy - 36%

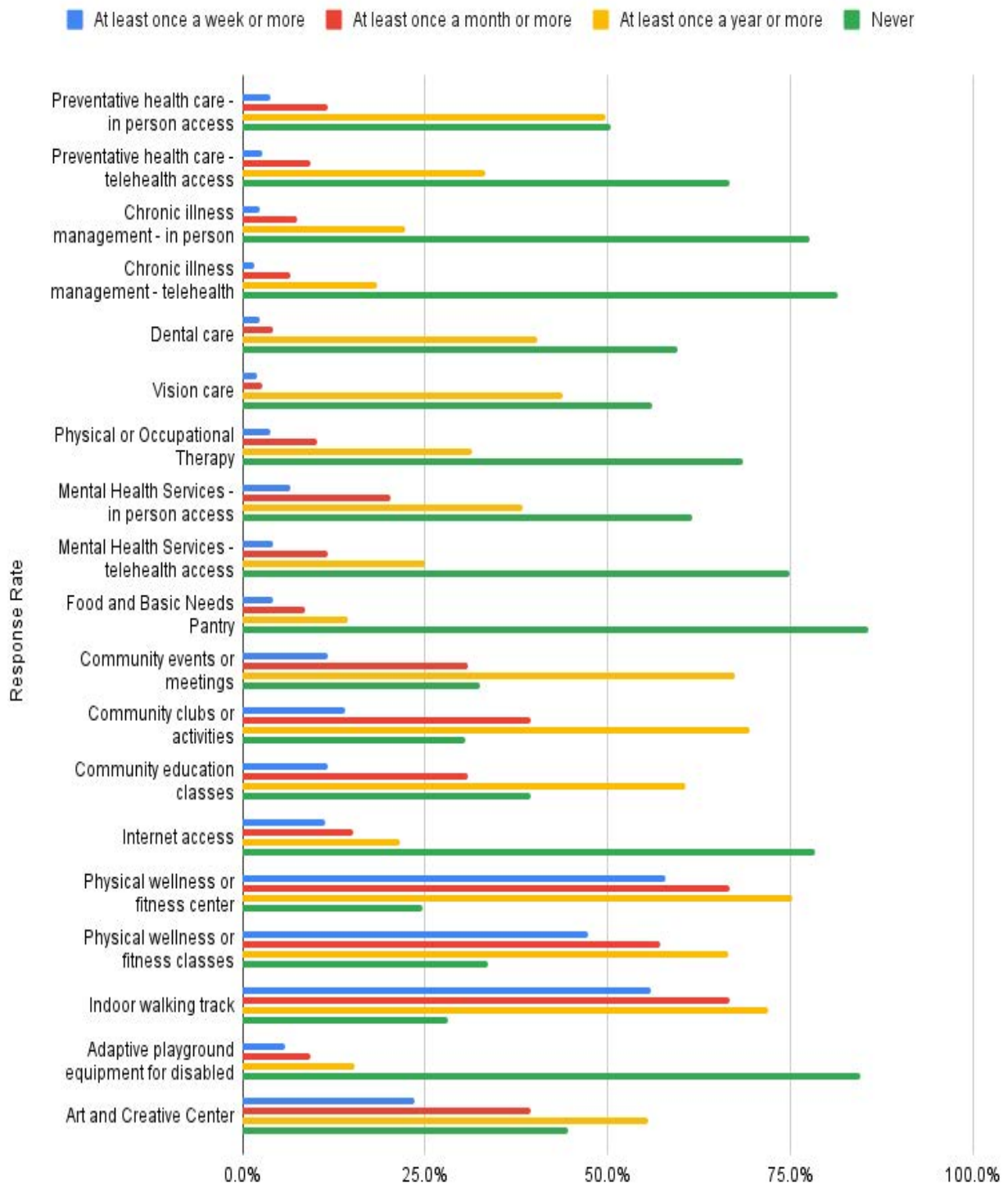
- Preventative health care - telehealth access - 23%
- Chronic illness management - in person access - 22%
- Mental Health Services (1-on-1, group, or family counseling) -telehealth access - 19%
- Internet access - 16%
- Food and basic needs pantry - 15%
- Adaptive playground equipment for disabled learners - 15%
- Chronic illness management -telehealth access - 12%

Note that the definition included in the survey identifies that in-person access refers to receiving services in person in the facility with a provider and telehealth access refers to receiving services virtually, online, over the phone, or using other technology.

A specific question was asked about interest in enrolling a child in child care or daycare (for youth ages 0 to 4) if available at a Community Health and Wellness Center. A total 57 individuals responded ‘Yes’, which means they have at least one child eligible. Survey results indicated the average family size is a family of 2 children, with a range of having 1 to 6 children.

Respondents were then asked how often they would utilize these services or activities if they were available at a Community Health and Wellness Center near Northern Cass School. Below is the chart based on responses, assuming if left unanswered that indicated they would not utilize those services or activities.





Respondents were asked “If these activities were located in a center, what would you need to see in place to feel safe and secure in utilizing the services?”. Most respondents who provided comments identified a need for security equipment such as cameras, good lighting, and a secure entrances with some sort of fob system, key card, or access code for members/authorized community members. Some included the need for appropriate staffing; including activity-specific, security, custodial, and front desk staff. Respondents also expressed the need to ensure the facility stayed clean and well-maintained, and that it remains accessible outside of regular school hours while secure.

Respondents were asked “What barriers do you currently face that prevent or make it difficult for you to use these services or participate in activities?”. The following list outlines the these barriers, in order from highest to lowest:

- Lack of services or activities available - 58%
- Time away from work or other commitments - 50%
- Available services and activities do not fit in my family's schedule - 36%
- Cost of services or activities - 31%
- Transportation (including reliability, availability, and all associated costs like gas and maintenance) - 21%

When respondents were asked “What additional services or activities do you think are missing from your community? What else would help you and your family feel healthy and well living in your community?”, most respondents reiterated the need for a fitness/community center with amenities like a walking track, extra gyms, indoor playground, fitness classes, gymnastics/youth activities, pickleball, weight room, etc. A few expressed interest in a swimming pool and ice rink. Additionally, several mentioned the need for medical services, dental services, and mental health services.

A few additional services and activities respondents identified which were not included above include:

- Full-time after school care
- A general store
- Spiritual services and classes
- Library
- Bowling alley
- Outdoor activities and parks
- Opportunities for kids to connect that are non-sport related; such as arts or services





A close-up, vertical shot of a person's hand holding a black pen, poised to write on a whiteboard. Several yellow sticky notes are attached to the whiteboard. One note in the foreground clearly shows the text "Recursos" and "2023". Another note below it says "Recursos" and "2023". The background is slightly blurred, showing more sticky notes and a purple marker.

- Overall, most respondents provided positive comments about the opportunity to participate in the survey and about the potential of this project through their additional comments. Below are a few common themes from comments:

- In reviewing the results of the survey in relation to access to services, desire for services, and utilization of services, these were the top four priorities identified in the new Community Health and Wellness Center (not in any order).

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# Listening Sessions

In order to understand in more depth what people envisioned in relation to the top four priority services, listening sessions were set up in each of the six target communities.

The six community listening sessions were scheduled between February 1 to February 11 and were held at the following locations:

- Harwood Community Center
- Grandin Fire Hall
- Argusville Community Center
- Arthur Community Hall
- Northern Cass School
- Erie Town Hall

Community members were encouraged to attend via social media posts and word of mouth primarily from task force members. At these sessions, a total of 69 community members participated.

At the beginning of each session, the lead task force member from the specific community was asked to share the elevator speech, about the process of development and progress to date, and why they are excited about the project. To start the community conversations, participants were shown all the initial results from the public survey; including demographic of who completed the survey, the access rankings, and interest level of services or activities (data included above).

Once they reviewed the information and the top four priority areas were shared based on the survey, participants formed small groups around tables to have group

discussion. For each priority, participants were to think about what success would look like in relation to achieving a result and measuring success of the population served. The result and measure included language similar to, “All residents of Northern Cass school district will benefit from \_\_\_\_ in the new Community Health & Wellness Center & have 100% satisfaction with \_\_\_\_ priority service”. In order to understand what would make each priority service successful and what would be a barrier to success, participants had 15 minutes to brainstorm these two questions: “What are the barriers to making this successful? What would need to be included/considered to be successful?”. After brainstorming each question, the groups were asked to identify which four factors (inclusions, considerations, or barriers) they identified in discussion as being most impactful in achieving success.

Below are the top factors listed collectively as being the most impactful across all six listening sessions by priority area:

## 1. Physical Wellness or Fitness Center

Identified across the board in sessions as being most impactful:

- Ensuring accessibility (24/7 or expanded days/hours beyond school schedule)
- Access to diverse machines/classes in a fitness center area: cardio, free weights, weight machines, diverse classes
- Access to a walking track

List of all factors that were considered:

- Accessibility- 24/7 or expanded hours/days of the week
- Access to an adaptive playground
- Affordability for users
- Access to a barber shop
- Access to Child Care (evening)
- Communication to inform the public of availability/options/services
- Affordable cost and sustainability (building project, upkeep, operations, labor/maintenance, fundraising ability)
- Access to diverse equipment - walking track, cardio, free weights, weight machines
- Access to fitness classes/options for all ages (Aging community offerings, low impact aerobics, family-friendly classes/activities, Parent and Me, Silver Sneakers)
- Multi-use space and high utilization: multiple gyms/multi-use floor space - basketball, volleyball, pickleball
- Access to an indoor playground
- Ensuring long term commitment from people in the community - personal accountability to utilize

- Accessible location supporting transportation for youth
- Access to a locker room
- Partnership with other community organizations
- Access to a pool and swimming lessons
- Access for the community while also supporting school needs
- Security as a priority
- Adequate and sustainable staffing model

## 2. Community Event/Meeting Space, Community Club and Activities, Community Education Classes

Identified across the board in sessions as being most impactful:

- Access to community classes - available for all ages
- Rotation of qualified professions to teach
- Variation of classes - keeping it "fresh",
- High utilization of space and ongoing interest in offerings
- Kitchen/kitchenette - food prep for events and cooking classes



List of all factors that were considered:

- Access - 24/7 or expanded days/hours beyond school schedule
- Adult education classes
- Access to child care - during programming, summer, school and drop in
- Classrooms with technology
- Access to a coffee shop
- Access to a community garden
- Community involvement to build utilization once open
- A variety of community classes - All ages/rotation of professions to teach/ Variation of classes - keeping it "fresh"
- Complimenting rather than competing with current community spaces/events
- High utilization of space and continued interest in offerings
- Access to CPR classes
- Flexible spaces - ability to divide spaces to support multiple events at once
- Convenient scheduling
- Access to etiquette classes
- A rotation of qualified instructors
- Kitchen/kitchenette - food prep for events and cooking classes
- Space large enough to host benefits
- Marketing to notify community of activities
- Increase in number of events for community
- Methods of deciding priority to use the space
- Adequate and sustainable staffing model
- Senior support - coffee groups, senior meals, gathering spaces
- Socialization opportunities and events
- Opportunity for club meetings - 4H, scouts, city, wellness, classes

- Access to table and chair rentals
- Affordable and sustainable operation and maintenance costs
- Access to transportation
- Access to a changing variety of classes - keeping it "fresh"

### 3. Health Care

Identified across the board in sessions as being most impactful:

- Vast insurance coverage - Medicare accepted, non-Essentia coverage
- Access to mental health services
- Availability of walk-in care

List of all factors that were considered:

- Provider access to EMR
- Access to basic healthcare services
- Access to cardiac rehab services
- Availability of career pathways for learners
- Access to appointments for checkups and immunizations
- Ensuring confidentiality in a small community
- Ensuring convenience of care to improve attendance rate
- Access to dental care
- An element of flat-rate medical services - convenient care rates
- Long-term sustainability with or without support from Essentia Health
- Consistent or extended hours of operation - include evening hours & weekends
- Vast insurance coverage - Medicare accepted, non-Essentia coverage
- Access to laboratory services



- Access to mental health services
- Access to orthodontic care
- Access to occupational and physical therapy services
- Staffing of a physician assistant/other provider to monitor chronic conditions
- Access to pharmaceuticals - potentially a medication vending machine
- Access to preventative medical care
- Access to basic and preventative dental care
- Priority on high quality of care and personable providers
- Sufficient and sustainable scheduling management
- Access to senior care services - home health care, blood pressure checks, podiatry or nail care
- Stable staffing management and provider availability
- Occasional or scheduled access to specialty care
- Availability of telehealth services
- Access to vision services
- Availability of walk-in care or urgent care - minor/farm injury treatment

#### **4. Art and Creative Center/Space**

Identified across the board in sessions as being most impactful:

- Investing in flexible, multi-use space that can be adapted to different needs
- Ensuring safety and security
- Ensuring qualified instructors and stable staffing
- Access to a variety of class offerings

List of all factors that were considered:

- Access to 3D printing equipment
- Accessibility throughout the year
- Availability of adult learning opportunities
- Access for learners after school - skill building courses
- Access to animation technology
- Access to drone technology
- Availability of senior activities
- Promotion of entrepreneurship/ business incubation
- Investing in flexible, multi-use space that can be adapted to different needs
- Availability for gardening and canning hobbies and classes
- Access to hair salon or barber
- Availability of skill building classes for teens - babysitting, finance, coding, robotics
- Access to kitchen for cooking classes - ideas on cooking for seniors, single person, date nights
- Availability of large space for renting
- Availability for band and choir groups
- Utilization for music performances
- Ensuring communication to the community - newsletter, marketing
- Availability of painting classes
- Access to rental rooms for birthdays/ parties
- Ensuring an acceptable model for approving events and activities
- Ensuring safety and security
- Ensuring qualified instructors and stable staffing
- Access to sensory and makerspace equipment for youth
- Availability of sewing equipment and classes



- Adequate space to showcase fine arts and dance -bleachers, chairs
- Availability of STEM and art camps and classes
- Availability and affordability of supplies
- Access to advanced technology and IT classes
- Access to a changing variety of classes
- Ensuring welcoming space for lounging - hang out space

## Listening Session Survey Results

Following each listening session, participants were asked to respond to a quick survey which 50 of the total 69 attendants (72%) completed. This survey was designed to capture support and additional concerns or opportunities that may have been missed in earlier steps. These responses also helped to inform the development of a social media guide using the Science of the Positive as a framework. More on the social media guide can be found below in the “Positive Community Norms” section. The full survey is available in Appendix B.

Participants were first asked “Do you feel you understand the goal and scope of this proposed project?” using a scale of “1 - Not at all” to “5 - Yes, 100%.” The average score was 4.5 with 62% answering with “5” and zero responding below a 3 rating.

When asked the question “What excites you about this project?,” most participants shared enthusiasm about access to services currently absent or lacking in their community; these included health and wellness services, child care access, and physical fitness opportunities. Additionally, many shared excitement towards this project adding value to the rural



A close-up shot of a person's hand holding a paintbrush, applying a dark brown or reddish-brown paint to a wooden picture frame. The frame is resting on a light-colored wooden surface. In the background, there is a white plate, a paint can, and another person's hand, suggesting a workshop or craft studio environment.

- American Gold Gymnastics
- Community of Care
- City Mayors
- City Park Boards
- The Village and other mental health organizations
- Essentia, Sanford, and other health care organizations
- Healthcare providers and nurses (feet on the ground workers)
- A 1099 daycare
- S&C and/or Gym Owners
- Veterans Groups or Organizations
- Police, Sherif, and Fire Departments
- Pharmacy in Arthur
- NDSU or other schools to help with classes or continuing education
- PACE Fundraising

1. Community development through new services available locally which will lead to higher resident retainment and community growth
2. Community engagement through enhanced space for gathering and opportunities to bring people together
3. Healthier community through increased access to services like child care, health care, mental health, physical wellness, and physical fitness

Further in the survey, participants were asked “What concerns do you have about this proposed project?”. With the project still in early stages of design and planning, responses to this question will help point out what needs to be addressed and communicated to community members as this project progresses. The following list outlines the percentage of respondents who indicated they had specific concerns, ordered highest to lowest:

- Cost: 54%
  - This includes building/capital cost, utilization cost, ongoing maintenance and operational costs, and financial sustainability
- Staffing: 32%
  - This includes staff availability, attainability of qualified staff for specific services, and maintaining appropriate levels of staffing (related to efficient security)
- Operations and Services: 22%
  - This includes depicting who will provide services/activities, logistical processes, scheduling time to utilize the space/services, efficient security, ease of accessing the building/services, hours of operation, and ensuring that services do not compete with other businesses in the community

- Utilization: 20%
  - This includes affecting consistent use of the building and spaces, ongoing demand for services, ensuring a level of continued community support or involvement, and the ability to meet the needs of the community long-term
- Building design: 16%
  - This includes adequate and convenient parking, building space, and location

Furthermore in the survey, 100% of respondents answered “Yes” to the question “Do you support this proposed project of a Community Health and Wellness Center?”.

Additionally, a few provided feedback on their excitement for the project:

- *Really exciting times for NC! We're excited to see what becomes of this!*
- *Strongly support this effort and applaud the cooperation among multiple groups of people who are guiding the process.*
- *Thanks for all your work on this project. Great things to come.*
- *You have done great communicating keep it up - It's always a challenge*

## Positive Community Norms

Positive Community Norms (PCN) Framework is an “application of the Science of the Positive Framework in organizations, systems, communities and cultures to grow positive, protective norms”.<sup>1</sup> The Science of the Positive is a study of how positive factors impact culture and experience. According to Linkenbach (2019), the focus is on how to measure and grow the positive, and is based upon the core assumption that the





positive is real and is worth growing – in ourselves, our families, our workplaces, and our communities.

Empirical evidence shows us that people respond better to positive reinforcement versus presenting negative images and information and can have adverse effects associated with public health communication activities.<sup>2</sup> The Positive Community Norms Framework is what we used to interpose community-driven data focusing on the ‘norm’ (51% or more, majority, most, or all) onto images that resonate with the project to help drive interest and motivate behavioral change. This approach focuses on presenting statistics that support a behavior that we want to see more of, and that challenges misperceptions.

A central tenet of Positive Community Norms Framework is that to improve health and safety, we must focus on growing positive community norms by cultivating cultural transformation.<sup>3</sup> Authentic community transformation happens when different activities and efforts work together to “reveal and grow the goodness present in every community”.<sup>4</sup> As such, this project must recognize and honor the communities that make up Northern Cass.

This approach was used to develop 3 primary personas; the parent of an enrolled learner, an older resident, and a rural community member. Oftentimes you’ll see personas called ‘buyer or client personas’. These are used by marketing specialists to understand in intimate detail who you are trying to reach and segmenting your audience into specific categories so that you can tailor your message/approach/outreach accordingly by listing out different demographic and psychographic information of that individual. This is typically a fictitious character that represents who you are trying to reach so that you can more effectively tailor your message.

Together with the task force, we identified these three personas, and three social media platforms to focus on. The information collected from listening sessions and survey results was then used to develop both a social media guide and a set of social media images with statistical findings. In a last session with task force members, CCC piloted some of the initial social media posts to see what resonated with them and who they sought to reach and where there might be opportunities to strengthen the message through alternative photos. It was clear that a need for photos more specific to the region’s residents and activities would be more effective than generic stock imagery from existing photo libraries.

The social media guide includes a breakdown of the three personas, an overview of who can be reached with the three social media platforms chosen (Twitter, Instagram, and Facebook), a set of sample imagery pulled for the project, information about the PCN framework, specific strategies for driving online engagement, a set of sample images plus accompanying text, and tips about generating effective video content.

1. <https://lifesaversconference.org/wp-content/uploads/2021/05/LinkenbachandKilmerforMarch122021forrecordingandno.pdf>
2. [http://www.aihec.org/our-stories/docs/BehavioralHealth/2015/13\\_%20ShareVersion.pdf](http://www.aihec.org/our-stories/docs/BehavioralHealth/2015/13_%20ShareVersion.pdf)
3. <https://prevention.nd.gov/files/pfs/AN%20INTRO%20TO%20PCN%20PRINT%20READY.pdf>
4. <https://prevention.nd.gov/files/pfs/AN%20INTRO%20TO%20PCN%20PRINT%20READY.pdf>

## Recommendations/Next Steps

Taking into account all of the information and statistics gathered from the surveys and listening sessions with community members most impacted by the development of a Community Health and Wellness Center on the Northern Cass Campus, CCC directed the task force with the following next steps:

### **Formation of a Nonprofit:**

One of the repeated themes in the factors that will impact the success of this project the most was deciding ownership, responsibility, and continued support for the building and programs included in the Community Health and Wellness Center. In response to those concerns, it is recommended to set up a nonprofit structure. A nonprofit structure will ensure diverse leadership representation, collective ownership and management, and the ability to leverage donations from federal, state, foundation, and local agencies. Soliciting bids for non-profit development is a recommended next step.

### **Establish a Board of Directors:**

Another recurring theme in the community survey and listening session discussion was a question of how to prioritize which offerings, designs, and meetings will take priority in the space provided by the Community Health and Wellness Center. As we discussed next steps, task force members also raised a question of how to prioritize and budget expenses for a project of this size. The recommendation from CCC is to create a Board of Directors to inform these types of decisions and keep the project moving in a positive direction.

Furthermore, we discussed the importance of defining a recruitment application and review process to choose Board Members who possess qualities and areas of knowledge necessary to bring the greatest success to this project. Enlisting a variety of individuals with the professional experience that most aligns with the needs of this project will provide a strong foundation of leadership support to guide decision-making. A brainstorm of necessary Board skills sets included:

- Financial Process
- Fundraising Practices
- Human Resources
- Nonprofit Organization
- Healthcare Operations
- Building Design/Construction
- Program Operations
- Farming/Harvest Influences
- Legal Knowledge
- Child Care Regulations



The structure and efficiency of this Board of Directors will give strength and voice to Advisory Committees with which community members can address specific needs of the project and take ownership. When individuals can be engaged and heard through community surveys, listening sessions, and committees they are invested in the success and benefits of community growth.

### Perform Capital Campaign Feasibility Study:

To additionally address the question of how to make budgeting and other priority decisions in the best interests of the Community Health and Wellness Center and community members, CCC would strongly recommend a capital campaign feasibility study as a third step. To clarify, this would not be a measure of whether the project is possible, rather this would exemplify what capital campaign goal would be most attainable and how to set up a phased building plan. Analysis of key stakeholders and supporters will justify and define the resources and budget available to this project, allowing the Board of Directors to make effective organizational decisions.

### Market Positive Community Norms:

Our final recommendation for the task force moving forward is to utilize the social media guide and Positive Community Norms messaging to promote the project. Extensive studies have shown the effectiveness of Positive Community Norms marketing in promoting community change and reducing misperceptions. It can be instrumental in gathering and maintaining excitement around the construction of the Community Health and Wellness Center in this area. Based on feedback from the task force, combining majority statistics from the community surveys with photos and branding from the Northern Cass communities has the most potential for resonating with supporters. Consistent messaging and recognizable branding can be imperative to keep the community engaged and informed ensuring long term utilization and success of the Community Health and Wellness Center.



**For more information  
contact:**

[www.creatingcommunityconsulting.com](http://www.creatingcommunityconsulting.com)  
[info@creatingcommunityconsulting.com](mailto:info@creatingcommunityconsulting.com)





# APPENDIX A

## Northern Cass Community Health and Wellness Center Community Survey

Ensuring people of all ages can stay healthy and well is a priority in our communities. We know people want to be able to age in place in their own homes, that parents want access to services to enhance the lives of their children, and that people want to access services closer to their home that enhance their lives. Through a unique partnership, we have the opportunity to explore the development of a new Community Health and Wellness Center. This privately funded initiative would support developing a new center that will be home to multiple services and opportunities serving people of all ages. The building will be physically located on the Northern Cass School campus operating in close partnership with the district and service providers.

In order to understand what services and opportunities should be included in the center, we are asking you to please complete this survey. Results will be used to inform building and service plans and invite those interested to get involved. Although multi-use facilities do exist in densely populated areas, this will be a unique rural project catered to the needs and voices of the community providing vital access for generations to come. We appreciate your participation in this one-of-a-kind opportunity!

Please allow for 10 to 15 minutes to complete this survey.

### Part 1: Demographics

The Community Health and Wellness Center will support people of all ages and the more we understand about you the more we will be able to develop a center that will serve your needs. The first section will ask about your demographics. **You can leave any question you do not wish to answer blank.**

What is your age?

- ☐ Under 18
- ☐ 18-25
- ☐ 26-44
- ☐ 45-64
- ☐ 65-79
- ☐ 80+

In which community do you reside?

- ☐ Argusville
  - ☐ Arthur
  - ☐ Erie
  - ☐ Gardner
  - ☐ Grandin
  - ☐ Hunter
  - ☐ Reile's Acres or Harwood
  - ☐ Fargo or West Fargo
  - ☐ Other:
-

If you are comfortable, please add in your household income from all sources:

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How many children under 18 currently live with you in your household?

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Do you have children or grandchildren enrolled in Northern Cass School?

- ☐ I have children who are enrolled at Northern Cass
- ☐ I have children who are NOT enrolled at Northern Cass
- ☐ I have grandchildren who are enrolled at Northern Cass
- ☐ I have grandchildren who are NOT enrolled at Northern Cass
- ☐ No children or grandchildren

How often do you attend work, sports, events and activities currently at the Northern Cass School?

- ☐ More than once a week
- ☐ Once a week
- ☐ 2-3 times a month
- ☐ Once a month
- ☐ A few times a year
- ☐ Never

Do you have health and/or dental insurance (this could include private insurance, insurance through employer, Medicare, Medicaid)?

- ☐ I have both dental and health insurance
- ☐ I only have health insurance
- ☐ I only have dental insurance
- ☐ Not insured

## Part 2: Services and Activities

This section includes questions about access to services or activities. The questions also ask how often you utilize them and which ones you would utilize more if available locally.

What services or activities do you and your family need to feel well in your community? What things available in your community make you and your family happy?

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How would you rate the availability of medical care in your community?

Poor   1   2   3   4   5   Excellent

How would you rate the availability of mental health services in your community?

Poor   1   2   3   4   5   Excellent

How would you rate access to an available community space to rent/gather for events, activities, parties etc?

Poor   1   2   3   4   5   Excellent

How would you rate access to dental care services?

Poor   1   2   3   4   5   Excellent

How would you rate the availability of childcare, daycare and pre-school services in your community?

Poor   1   2   3   4   5   Excellent

How would you rate the access of healthy and nutritious foods in your community?

Poor   1   2   3   4   5   Excellent

How would you rate the ability of residents to access physical activity and exercise opportunities in your community?

Poor   1   2   3   4   5   Excellent

How would you rate access to a food pantry or basic needs to support your family's needs?

Poor   1   2   3   4   5   Excellent

How would you rate access to a creative center or space to support various arts (woodworking, laser engraving, t-shirt printing, pottery, painting, graphic design, 3D printing, CNC machining, jewelry making, etc.)?

Poor    1        2        3        4        5        Excellent

Which of the following services or activities would you use if available at a Community Health and Wellness Center near Northern Cass School (select all that apply)?

In-person access refers to receiving services in person/meeting with a provider.

Telehealth access refers to receiving services virtually, online, over the phone, or other technology.

- ☐ Preventative health care - in person access
- ☐ Preventative health care - telehealth access
- ☐ Chronic illness management - in person access
- ☐ Chronic illness management - telehealth access
- ☐ Dental care
- ☐ Vision care
- ☐ Physical or Occupational Therapy
- ☐ Mental Health Services (one-on-one, group, or family counseling) - in person access
- ☐ Mental Health Services (one-on-one, group, or family counseling) - telehealth access
- ☐ Food and basic needs pantry
- ☐ Community events or meetings
- ☐ Community clubs or activities
- ☐ Community education classes
- ☐ Internet access
- ☐ Physical wellness or fitness center
- ☐ Physical wellness or fitness classes
- ☐ Indoor walking track
- ☐ Adaptive playground equipment for disabled learners
- ☐ Art and Creative Center



How often would you use the following services or activities if they were available at a Community Health and Wellness Center near Northern Cass School?

| Service  | 3+<br>times<br>per<br>week | 2-3<br>times<br>per<br>week | Once<br>a<br>week | Every<br>two<br>weeks | Once<br>a<br>month | 3-4<br>times<br>per<br>year | Once<br>a<br>year | Never |
|--|----------------------------|-----------------------------|-------------------|-----------------------|--------------------|-----------------------------|-------------------|-------|
| Preventative health care - in person access  |                            |                             |                   |                       |                    |                             |                   |       |
| Preventative health care - telehealth access   |                            |                             |                   |                       |                    |                             |                   |       |
| Chronic illness management - in person access  |                            |                             |                   |                       |                    |                             |                   |       |
| Chronic illness management - telehealth access                                       |                            |                             |                   |                       |                    |                             |                   |       |
| Dental care  |                            |                             |                   |                       |                    |                             |                   |       |
| Vision care  |                            |                             |                   |                       |                    |                             |                   |       |
| Physical or Occupational Therapy   |                            |                             |                   |                       |                    |                             |                   |       |
| Mental Health Services (one-on-one, group, or family counseling) - in person access  |                            |                             |                   |                       |                    |                             |                   |       |
| Mental Health Services (one-on-one, group, or family counseling) - telehealth access |                            |                             |                   |                       |                    |                             |                   |       |
| Food and basic needs pantry  |                            |                             |                   |                       |                    |                             |                   |       |
| Community events or meetings   |                            |                             |                   |                       |                    |                             |                   |       |
| Community clubs or activities  |                            |                             |                   |                       |                    |                             |                   |       |

| Service   | 3+<br>times<br>per<br>week | 2-3<br>times<br>per<br>week | Once<br>a<br>week | Every<br>two<br>weeks | Once<br>a<br>month | 3-4<br>times<br>per<br>year | Once<br>a<br>year | Never |
|---|----------------------------|-----------------------------|-------------------|-----------------------|--------------------|-----------------------------|-------------------|-------|
| Community education classes                         |                            |                             |                   |                       |                    |                             |                   |       |
| Internet access                                     |                            |                             |                   |                       |                    |                             |                   |       |
| Physical wellness or fitness center                 |                            |                             |                   |                       |                    |                             |                   |       |
| Physical wellness or fitness classes                |                            |                             |                   |                       |                    |                             |                   |       |
| Indoor walking track                                |                            |                             |                   |                       |                    |                             |                   |       |
| Adaptive playground equipment for disabled learners |                            |                             |                   |                       |                    |                             |                   |       |
| Art and Creative Center                             |                            |                             |                   |                       |                    |                             |                   |       |

How often do you have to travel out of the community for you or your family to receive the services or participate in the activities listed above?

- ☐ 3+ times per week
- ☐ 2-3 times per week
- ☐ Once a week
- ☐ Every two weeks
- ☐ Once a month
- ☐ 3-4 times per year
- ☐ Once a year
- ☐ Never

Would you be interested in enrolling a child in childcare or daycare (ages 0 to 4) if available at a Community Health and Wellness Center?

- ☐ Yes
- ☐ No

Are you an educator or employed at Northern Cass School?

- ☐ Yes
- ☐ No

If these activities were located in a center, what would you need to see in place to feel safe and secure in utilizing the services?

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What barriers do you currently face that prevent or make it difficult for you to use these services or participate in activities?

- ☐ Transportation (including reliability, availability, and all associated costs like gas and maintenance)
- ☐ Cost of services or activities
- ☐ Time away from work or other commitments
- ☐ Lack of services or activities available
- ☐ Available services and activities do not fit in my family's schedule
- ☐ Other:

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What additional services or activities do you think are missing from your community? What else would help you and your family feel healthy and well living in your community?

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What is the best way to communicate updates and future opportunities to provide feedback and get involved?

- ☐ Mailer
  - ☐ Social Media
  - ☐ Radio/News
  - ☐ Flyers at Local Businesses
  - ☐ Other:
- 

If you were to participate in a follow up in person gathering to learn more about this project and provide input, when would work best for you to participate?

- ☐ Monday Evening
- ☐ Tuesday Evening
- ☐ Wednesday Evening
- ☐ Thursday Evening
- ☐ Friday Evening
- ☐ Saturday Late Morning/Lunch
- ☐ Saturday Afternoon/Evening
- ☐ Sunday Late Morning/Lunch
- ☐ Sunday Afternoon/Evening



# APPENDIX B

## Northern Cass Community Health and Wellness Center Listening Session

**Thank you for participating in today's listening session on the proposed Northern Cass Community Health and Wellness Center. Please provide your final thoughts on this proposed project here.**

Please allow for 5 minutes to complete this survey.

Do you feel you understand the goal and the scope of this proposed project?

Not at all      1      2      3      4      5      Yes, 100%

What excites you about this project?

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What ways would you like to be involved in this project?

- ☐ I want to help in creating the plan for the space(s)
- ☐ I would like to be on a newsletter or email update list
- ☐ I would be willing to help with fundraising
- ☐ I would like to help with marketing and outreach
- ☐ I am a provider and would like to explore partnership to offer services
  - ☐ What services:

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☐ Other:

If you are interested in being involved, please provide your email and/or phone number to receive more information and so we can follow up with you:

Email:

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Phone:

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- ☐ Prefer calls
- ☐ Prefer text

Who do you think should be involved in this project (include specific people, organizations, or services)?

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In what ways do you see this proposed project helping to strengthen your community and all who live here?

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Do you believe that having a Community Health and Wellness Center will improve community wellbeing?

- ☐ Yes  
☐ No

What concerns do you have about this proposed project?

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Do you support this proposed project of a Community Health and Wellness Center?

- ☐ Yes  
☐ No

Please enter any additional feedback you would like to provide.

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