



**MADC's Strategic Plan**  
*Adopted in 2016*

## Introduction

With new community leadership, new MADC staff, and significant changes in the local economy, the Minot Area Development Corporation's Board of Directors concluded a strategic planning session was needed to examine how MADC should best serve the Minot community. Lee Staab, Minot City Manager, facilitated MADC's strategic planning session on October 8, 2015.

The goals for the strategic planning session included:

1. Re-evaluate MADC's purpose and role
2. Revisit MADC's mission statement
3. Create a vision statement
4. Develop MADC's strategies and initiatives
5. Generate performance objectives

Prior to the strategic planning session MADC did not have specific strategies, performance objectives, or defined responsibilities; these were key elements Mr. Staab reinforced during the strategic planning session to ensure MADC has the capability to measure its success.

The strategic planning session enabled Minot residents to have a say in the future direction of MADC. Attendees of the session had a significant role in the following goals: re-evaluate MADC's purpose and role, revisit MADC's mission statement, create a vision statement, and develop MADC's strategies. After the strategic planning session, MADC's Board divided into three different committees to represent each strategy to fulfill the additional goals of the strategic planning session, to generate initiatives and performance objectives.

A diverse group of individuals and businesses were invited to the strategic planning session:

- Minot City Council
- MADC Board Members
- MAGIC Fund Steering Committee
- North Dakota Legislators
- City of Minot department heads
- Visit Minot Board Members
- Minot Area Chamber of Commerce Board Members
- Young Professionals Network
- Telemark Trade Office
- Dean of the College of Business at MSU
- Minot Park District
- North Dakota State Fair Association
- Minot Area Community Foundation
- Former City of Minot leadership
- Trinity Health
- Members of the Community Leadership Summit
- North Dakota Port Services

The strategic planning session consisted of 44 community leaders, here are the following individuals who attended the 2015 strategic planning session.

<b>Name</b>	<b>Community Organization</b>	<b>Business</b>
Aas, Kathy	MADC Board	Xcel Energy
Ackerman, Ryan	MADC Board	Ackerman-Estvold Engineering
Backes, Orlin		Former Mayor of Minot
Barney, Chuck	MADC Board, Mayor of Minot	MSU
Black, Kevin	Young Professionals	Creedence Energy Services
Burckhard, Phyllis	MADC Board	Visit Minot
Burckhard, Randy	MADC Board, State Senator	SRT Communications
Camarata, Mia	MADC Marketing Director	MADC
Connole, Kevin	MADC Board, Minot City Council	
DesLauriers, Elly		Minot Park District
Feist Erickson, Missy	Chamber Board	Peoples State Bank
Feist, Connie	MADC Board	Real Builders, Inc.
Fisher, Jay	MADC Board	North Central Research Ext. Center
Hatlelid, Jim	MADC Board, Minot City Council	Bishop Ryan Catholic School
Hauge, Jaime	MADC Administrative Assistant	MADC
Hemphill, Cindy		City of Minot
Hoffart, Stephanie	MADC President/CEO	MADC
Jantzer, Mark	Minot City Council	The Computer Store
Johnson, Linda	Chamber Board	Home Sweet Home
Karpenko, Pam	Visit Minot Board, DBPA	Mainstream Boutique
Kirkhammer, Kent	MADC Board	NewKota Services & Rentals
Kitzman, Ken		Minot Area Community Foundation
Knecht, Jonn	Chamber Board	American Bank Center
Kramer, Brekka	MADC Board	Odney
Kramer, Matthew	MADC Board	I Keating Furniture
Krebsbach, Karen	MADC Board	State Senator
Laudenschlager, Megan	Young Professionals	Strengthen ND
MacMartin, John	MADC Board	Minot Area Chamber of Commerce
Merritt, Ron		Minot Park District
Montgomery, Jim	MADC Board	First Western Insurance
Mrozik, Dr. Jacek		MSU
Neether, Tyler	Young Professionals	Town & Country Credit Union
Olson, Darrell	MADC Board Chair	Town & Country Credit Union
Reiten, David	MADC Board	KXMC-TV
Rostad, Jim	MADC Board	Minot Public School Board
Staab, Lee	Session facilitator, MADC Board	City of Minot
Shirley, Dr. Steven	MADC Board	MSU
Sipma, Shaun	Young Professionals	Farmers Union Insurance
Steede, Bob	MADC Board	Enbridge
Travnicek, Pat	MADC Board	MAFB Representative
Uricksen, Lyndsay	MADC Board	Souris Basin Planning Council
Wald, Dusty	Chamber Board	Magic City Beverage
Zimbelman, Curt	Former Mayor of Minot	First Western Bank & Trust
Zimmerman, Jason	MAGIC Fund, Chamber Board	First Western Bank & Trust

## History and Role of MADC

Founded in 1955, MADC is the lead economic development group for the City of Minot. MADC was formed to diversify and stabilize Minot's economy; to ensure that one business sector does not dictate the future of Minot's economy.

Initially, MADC focused its efforts on manufacturing and telemarketing businesses to provide employment opportunities for the Minot Air Force Base (MAFB) spouses. About 20 years ago, 30% of Minot's economy was at risk due to the potential closure of the MAFB. This caused MADC to expand its economic efforts into additional business sectors. For many years, MADC has focused on four targeted industries:

- a) Value-added Agriculture
- b) Energy
- c) Knowledge-based
- d) Distribution

MADC is funded by the City of Minot, Ward County, and local investors. MADC's history has greatly been influenced by Minot's local incentive- the MAGIC Fund. The MAGIC Fund was established on May 1<sup>st</sup>, 1990 and was recently revised on June 30<sup>th</sup>, 2014 to accommodate the changes in Minot's economy. The purpose of the MAGIC Fund is to create new jobs, increase capital investment, improve the entrepreneurial climate, save existing jobs, expand the local tax base, and expand the primary sector financial base. Today, the MAGIC Fund is financed by 15% of the 1 cent sales tax. The rest of the 1 cent sales tax is allocated for property tax relief (10%), flood control (50%), and city infrastructure (25%). MADC and the Souris Basin Planning Council are the only two organizations who can approach the MAGIC Fund Screening Committee with a MAGIC Fund application.

If a project wants to utilize the MAGIC Fund through MADC, the following steps must be followed:

- a) The proposed project is first presented to MADC's President and/or MADC's Chair, if this project fits within the MAGIC Fund guidelines, the request is presented to MADC's Executive Committee.
- b) If MADC's Executive Committee approves the request, it is moved to MADC's Board, which votes whether or not to support the request.
- c) Before the request moves forward, it must fulfill the due diligence requirements and be reviewed by the City Finance Director, Chair of the MAGIC Fund Screening Committee, Chair of City Council, and City Manager.
- d) Then the application is analyzed by the MAGIC Fund Screening Committee, which consists of seven people appointed by the Mayor and confirmed by City Council.
- e) City Council will review and grant final approval for all projects recommended by the MAGIC Fund Screening Committee.

This unique incentive gives Minot a strategic advantage over competing cities. The MAGIC Fund is a needed enticement to attract and support businesses and developments in the Minot area.

## Mission Statement

The strategic planning session first reviewed MADC's previous mission statement: *"The mission of the Minot Area Development Corporation is to facilitate the retention, expansion, start-up and relocation of primary sector businesses and to recruit workforce to the Minot area to diversify and grow the region's economy."*

Reviewing the previous mission raised questions about the definition of the primary sector. The primary sector is the principle driver of economic development and is the foundation of an economy. A primary sector business brings new dollars into a community through the sale of its products and services outside of the trade area. This clarity of the primary sector helped the audience understand why MADC focuses on the primary sector instead of other secondary industries, as those industries will naturally come with primary sector businesses.

Each individual at the session was allocated time to brainstorm and rewrite MADC's mission statement. Mr. Staab called on specific attendees to share their mission statements with the group, which generated an in-depth discussion on MADC's mission and direction.

After the session, MADC staff compiled all the mission statements and analyzed their strengths and weaknesses. There were clear synergies between a majority of the mission statements, which formed MADC's relevant and new mission statement:

***The mission of the Minot Area Development Corporation is to facilitate business attraction, expansion, retention, and advocacy to diversify and strengthen the Minot area.***

## Vision Statement

Prior to the strategic planning session, MADC did not have a vision statement. MADC used the same method as the mission statement to develop a vision statement. Each individual at the session wrote a vision statement for MADC, MADC staff compiled the statements to generate a final vision statement:

***Building and supporting a resilient, sustainable, and diversified economy to ensure Minot is the right location for businesses and families.***

## Target Market & Competitive Advantage

The strategic planning session deeply analyzed MADC's involvement with the primary sector by assessing which industries would best serve Minot. Community leadership thoroughly examined 11 different industries before reaching a consensus. The strategic planning session confirmed that MADC should continue its focus on the following three industries:

- a) Value-added Agriculture
- b) Energy
- c) Distribution

Although each of the 11 industries considered are all important to the Minot community, these three industries were concluded based on the specific advantages Minot offers new and existing businesses. Minot's unique business advantages include:

- The Port of North Dakota
  - Largest distribution hub between Seattle & Chicago
  - Intermodal, transloading, and warehouse services
  - Zoned in city- M2 Industrial District with water, sewer, electric, and gas services available
  - 45+ miles of track
  - Rail and non-rail served property available
- Access to 3 U.S. Highways: HWY 83, HWY 2, HWY 52
- Access to 2 Class 1 Railroads
  - Burlington Northern Sante Fe (BNSF)
  - Canadian Pacific (CP)
- Proximity to the Bakken
- Known as the regional trade center for north central North Dakota for Montana, Saskatchewan and Manitoba, Canada
- Utility Capabilities: Verendrye Electric, MDU, Xcel Energy, and SRT Communications
- Water Capacity
  - Minot Aquifer (2M gallons per day)
  - Sundre Aquifer (6M gallons per day)
  - New Rockford Aquifer (potential to supply 5M gallons per day)
- NDSU Research Facility
  - Specializing in crop research, foundation seed production, and more
- North Dakota earned top ranks for producing 15 different ag commodities in 2014:
  - #1 Beans, Dry Edible, All
  - #1 Beans, Dry Edible, Pinto
  - #1 Canola
  - #1 Flaxseed
  - #1 Honey
  - #1 Sunflower, Oil
  - #1 Wheat, All
  - #1 Wheat, Durum
  - #1 Wheat, Spring
  - #2 Beans, Dry Edible, Black
  - #2 Beans, Dry Edible, Navy
  - #2 Lentils
  - #2 Peas, Dry Edible
  - #2 Sunflower, All
  - #2 Sunflower, Non-oil

## MADC's Strategy and Performance Objectives

Once MADC's mission statement, vision statement, and targeted industries were established, the strategic planning session examined MADC's strategy moving forward. Here are the following strategies community members determined for MADC:

- a) New Business Attraction
- b) Business Expansion & Retention
- c) Advocacy

Although MADC's targeted industries are value-added agriculture, energy, and distribution; MADC will continue to serve the Minot region as needed, especially if a project falls within these three strategies.

Once MADC's strategies were developed, community members were divided into groups to represent each strategy. Groups were responsible for providing specific initiatives and goals for their assigned strategy. This methodology brought MADC's strategic planning session to an end, leaving the finalized initiatives and performance objectives to be concluded by MADC staff and Board of Directors.

The input from each group enabled MADC staff to draft proposed initiatives and goals for MADC. MADC's Board of Directors divided into three committees to represent each strategy:

- a) New Business Attraction Committee
- b) Business Expansion & Retention Committee
- c) Advocacy Committee

The Board of Directors collaborated to finalize key initiatives and realistic performance objectives for MADC.

The following strategies and performance objectives will provide a foundation for MADC to pursue short-term and long-term goals. If needed, the following plan and goals will be adjusted as MADC moves forward.



## NEW BUSINESS ATTRACTION

Diversifying the local economy is a key component of MADC's purpose for the Minot community. MADC's new business attraction strategy focuses on three specific industries due to Minot's unique advantages:

- a) Value-added Agriculture
- b) Energy
- c) Distribution

MADC is responsible for developing the right infrastructure, identifying expanding businesses, developing relationships, facilitating/communicating Minot's advantages to secure new business expansions and grow the local economy.

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## IDENTIFY & SECURE NEW BUSINESSES

### Initiative 1: Invest in MADC's Website

In order for MADC to create awareness and attract businesses to the Minot area, MADC must have an attractive, mobile-friendly website that easily communicates Minot's business advantages and community information. MADC's new website platform will include the necessary up-to-date information that's imperative to selling Minot. By having a tactical website and applying SEO strategies, MADC will be able to measure and bring value to MADC's marketing efforts. A new website brings a new marketing strategy to MADC that will drive Minot's competitive advantage.

#### Outcome for Initiative 1:

- New MADC website by October 1, 2016.
- Establish and pursue tangible goals for MADC's digital presence.

### Initiative 2: State Partnership, Trade Shows, Conferences, and Build Off Current Businesses

MADC will attend specific conferences and trade shows to pursue particular business prospects. Either MADC staff or an industry expert from MADC's Board will attend the conference/trade show. MADC will also strengthen partnerships with the ND Department of Commerce, to capitalize on any business expansion leads. MADC will research and pursue businesses that could benefit from byproducts of existing businesses in Minot.

#### Outcome for Initiative 2:

- Touch 50 businesses per year for possible business expansion.
- Pursue 5 qualified businesses per year.
- Mirror Task Force 21 to develop a continuous relationship with business leads.

### Initiative 3: Developing Infrastructure

Projects such as the Port of North Dakota, 55<sup>th</sup> Street Overpass & NE Bypass, East Minot Water Line, etc. are all projects MADC developed to enhance the infrastructure of Minot. MADC must have a role in community developments in order to bring in new businesses.

#### Outcome for Initiative 3:

- MADC will support 4-laning HWY 52 from Portal to Jamestown.
- MADC will invest and support Minot's water, gas, electrical, and transportation long-term needs.
- MADC will invest in Minot's required and needed infrastructure for new business expansions.



## BUSINESS EXPANSION & RETENTION

Through concerted and active outreach, nurturing partner relationships, using data strategically, and open communication, MADC works to preserve and strengthen Minot's existing businesses.

Anticipating changes in the marketplace is as important as celebrating success of newly-arrived firms. In addition, MADC must lead and explore international and intra-state trade avenues. All such efforts support the consistently stable and strong job base of agriculture, energy, and military that is the foundation of our success.

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## OUTREACH

### Initiative 1: Rehabilitate BEAR Program

For many years, MADC has had the Business Expansion and Retention (BEAR) Program to reach primary sector businesses in Minot. The purpose of the BEAR Program is to hear their business needs/concerns and to help them in any way possible to ensure they stay in Minot.

The current BEAR Program only touches businesses on a bi-annual basis with an extensive questionnaire. MADC will rehabilitate the BEAR Program to bring more value to local businesses in multiple ways, some of these include more interactions with businesses, a consistent MADC representative, a more efficient questionnaire, free PR for local businesses via social media, e-Newsletter, and website, and additional strategies.

#### Outcome for Initiative 1:

- Update BEAR questionnaire with new BEAR Committee:
  - Identify suppliers and vendors for initiative 2.
- Determine how many BEAR meetings should be established each month.
- Determine who's responsible for which businesses.
- Develop a follow-up strategy for BEAR businesses.

### Initiative 2: Improve Local Synergy

Whether it's a primary, secondary, or tertiary business sector, many businesses in Minot outsource products. As the local focal point for primary sector businesses, MADC should explore the opportunity to minimize outsourced products and promote local synergy, as a result this will help retain Minot businesses.

#### Outcome for Initiative:

- Identify which vendors and suppliers businesses are outsourcing through BEAR Program.
- Determine if there's a benefit for businesses to buy local.
- Develop a strategy to promote local synergy, whether is hosting a "Buy Local" event or a simple exchange of contact information, this strategy will depend on the needs of each business.



## ADVOCACY

The City of Minot, Visit Minot, Ward County, the Minot Area Chamber of Commerce, and MADC all have the same end goal; to help make Minot a desirable location for businesses and families. Although MADC's key focuses are primary sector businesses, MADC also strives to bring more value to the Minot community through advocacy and support.

MADC aims to unify and collaborate with the City of Minot, Visit Minot, Ward County, and the Minot Area Chamber of Commerce to be more transparent with the Minot community and to help develop a stronger community. MADC's advocacy strategy will educate the important role of MADC and will establish ongoing communication with the citizens of Minot.

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## OUTREACH

### Initiative: Educate & Communicate

What do people think of MADC? What does MADC want them to think? What are MADC's successes? How can MADC help your business?

There are many questions about MAD. With a new communication initiative MADC will improve its strategy to educate and communicate with the residents of Minot.

As a growing community, it's critical that Minot grows together. MADC will increase community knowledge and awareness on the purpose of MADC. MADC needs to establish ongoing communication with the community to develop a better understanding of MADC's important role in the community.

MADC will also be an advocate for the key entities of Minot, this includes the City of Minot, Visit Minot, Ward County, and the Minot Area Chamber of Commerce. Often times there is confusion between the citizens of Minot and these key entities, MADC will collaborate with these entities to help solve community challenges and unify Minot.

### Outcome for Initiative:

- Establish a "Team Minot" by combining the City of Minot, Visit Minot, Ward County, the Minot Area Chamber of Commerce, and MADC to help fill in the gaps and challenges the community faces. Team Minot must define their roles for the community and establish quarterly meetings.
- Form an Advocacy Committee:
  - Develop a strategy for MADC's outreach initiative for MADC investors and the community as a whole.
  - Perform market research and enhance current levels of communication.
  - Measure the community, political, and business perception of MADC, establish a plan to improve communication, and measure perception at the end of 2016.
- Establish a new website, share success stories, identify partnerships, identify investors, and improve communication on MADC's purpose and impact.
- Pursue radio spots to educate public.

# Results of the MADC's Strategic Planning Session

## History & Role

Founded in 1955, MADC is the lead economic development group for the City of Minot. MADC was formed to diversify and stabilize Minot's economy; to ensure that one business sector does not dictate the future of Minot's economy. In 2015, MADC held a strategic planning session to examine how MADC can best serve the Minot community. The strategic planning session assessed which industries and strategies MADC should pursue. Community leadership thoroughly examined 11 different industries before reaching a consensus based on Minot's strategic advantages.

**Mission:** *The mission of the Minot Area Development Corporation is to strengthen the Minot region by facilitating business retention, expansion, and advocacy for the following primary sector industries:*

- a) *Value-added Agriculture*
- b) *Energy*
- c) *Distribution*

**Vision:** *Building and supporting a resilient, sustainable, and diversified economy to ensure Minot is the right location for businesses and families.*

## Target Market & Competitive Advantages

When analyzing MADC's target market, which consists of Value-added Agriculture, Energy, and Distribution, it was critical to acknowledge the unique advantages Minot has to offer businesses, some of these include:

- The Port of North Dakota
- Access to 2 Class 1 Railroads
- Access to 3 U.S. Highways
- Proximity to the Bakken
- Regional Trade Center
- City Services & Water Capacity
- NDSU Research Facility
- ND being a top producer for 15 ag commodities

## Strategies and Performance Objectives

Within MADC's targeted industries, MADC is responsible for: New Business Attraction, Business Expansion & Retention, and Advocacy. MADC's Board of Directors developed specific strategies and performance objectives for each of these responsibilities.

The 2015 strategic planning session allowed the residents of Minot to help lead the direction of MADC. MADC's new mission, vision, strategies, and objectives will help ensure that Minot is the right location for businesses and families.