



Economic Development Plan Review Committee Meeting

Friday, February 7, 2025, at 1:00 PM

City Council Chambers, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

1. ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. APPROVAL OF MINUTES

3.1. APPROVAL OF MINUTES - JANUARY 24, 2025

It is recommended the committee approve the minutes of the January 24, 2025 Economic Development Plan Review Committee meeting.

4. NEW BUSINESS

4.1. PARTNERSHIP WITH MACEDC AND CITY OF MINOT

5. UPCOMING INFORMATION

5.1. UPCOMING MEETING DATES

The committee plans to meet on the following dates from 1:00 pm to 3:00 pm in the City Council Chambers, unless otherwise specified:

- **February 21, 2025**
- **March 7, 2025**
- **March 21, 2025**

6. ADJOURNMENT

On January 24, 2025, an Economic Development Plan Review Committee Meeting was held in the City Council Chambers, City Hall (10 3rd Ave SW). Chairman Blessum called the meeting to order at 01:00 PM.

ROLL CALL

Members Present: Mike Blessum, Justin Hammer, Melinda Howe, Tyler Neether, Jordan Nelson, Paul Pitner

Members Absent: Beth Feldner

PLEDGE OF ALLEGIANCE

Chairman Blessum let the committee in the pledge of allegiance.

APPROVAL OF MINUTES

APPROVAL OF MINUTES - JANUARY 10, 2025

Committee Member Paul Pitner moved the committee approve the minutes of the January 10, 2025 Economic Development Plan Review Committee meeting. The motion was seconded by Committee Member Justin Hammer and carried the following roll call vote: ayes: Mike Blessum, Justin Hammer, Melinda Howe, Tyler Neether, Jordan Nelson, Paul Pitner; nays: None.

OLD BUSINESS

NEW HOUSING CONSTRUCTION PROGRAM

Ryan Kamrowski, City Assessor, discussed the remaining questions for the New Housing Construction Program.

NEW BUSINESS

FINANCE PRESENTATION

David Lakefield, Finance Director, presented on the sales tax portion of the penny for Economic Development.

Ideas for further review of the committee:

- Add a Community Facilities bucket or amend Bucket 5 Small Business to include Community Facilities.
- Special Assessments and up front funding for the developer through the City of Minot Economic Development Projects bucket.

PARTNERSHIP WITH MACEDC AND CITY OF MINOT

Mark Lyman passed out the 2024 MACEDC Annual Report, which was presented to the City Council on January 21, 2025. He also provided a copy of the contract, which was attached to the agenda for the committee meeting. Committee Member Pitner asked MACEDC for ideas or information on Communities Facilities funding.

UPCOMING INFORMATION

UPCOMING MEETING DATES

The committee plans to meet on the following dates from 1:00 pm to 3:00 pm in the City Council Chambers, unless otherwise specified:

- February 7, 2025
- February 21, 2025
- March 7, 2025
- March 21, 2025

ADJOURNMENT

The motion to adjourn the meeting at 2:28 pm was initiated by Committee Member Paul Pitner, seconded by Committee Member Jordan Nelson and carried by the following roll call vote: ayes: Blessum, Hammer, Howe, Neether, Nelson, Pitner; nays: None.



SERVICES AGREEMENT

City of Minot and Minot Area Chamber EDC (MACEDC)

This Agreement is entered into on this 18th day of November, 2024, by and between the City of Minot (hereinafter "City") and Minot Area Chamber EDC (MACEDC), a North Dakota non-profit corporation (hereinafter "Provider").

WHEREAS, the Provider has agreed to provide certain services, including solicitation of employment opportunities and business growth in primary sector businesses as defined by the North Dakota Century Code, and to undertake activities as requested by the City in support of addressing economic and job growth needs and retention of the Minot Air Force Base (MAFB); and

WHEREAS, the City desires to hire Provider and to pay a not to exceed amount of \$665,900 for the costs of Services.

NOW, THEREFORE, it is hereby agreed by and between the Parties as follows:

1. Term. The term of this Agreement shall be from January 1, 2025 through December 31, 2025. Upon a written agreement by both Parties, this Agreement may be extended.
2. Scope of Services. Provider agrees to provide the services outlined and in the manner described in Exhibit 1, which is attached and incorporated into this Agreement by reference. The term "Services" as used in this agreement shall refer to the services outlined in Exhibit 1.
3. Reports. In July 2025 and January 2026, Provider shall submit a written report to the City, setting forth the specific activities and specific deliverables taken to achieve the Services outlined in Exhibit 1 of this Agreement.
4. Compensation. City shall pay Provider for its services hereunder compensation of \$665,900, which includes one-hundred-and-six thousand and two-hundred-and-fifty dollars \$106,250 specifically earmarked for the base retention services provided by Task Force 21 which will be paid to MACEDC in a lump sum in

January. The remaining amount(\$559,650) shall be paid on a monthly basis with one-twelfth of the total annual contribution to be made on the first of each month, but only after receipt of a monthly invoice from Provider. In the event of termination of this Agreement, the City's obligation to make payment to Provider as set forth herein shall immediately cease, with payment for the most recent month's services prorated to the date of termination.

5. LOIS Subscription. In addition to the compensation outlined under Section 4, the City shall fund the required amount for an annual subscription to Location One Information System (LOIS), upon receipt of an invoice from Provider.
6. Authority to Contract. No part of this Agreement shall be construed to grant to Provider any authority to contract for, on behalf of, or incur obligations on behalf of the City.
7. Termination.
 - a. Termination by Mutual Agreement. This Agreement may be terminated by mutual consent of both parties executed in writing.
 - b. Termination Without Cause. This Agreement may be terminated by either party upon thirty (30) days' written notice to the other party of the terminating party's intent to terminate before the expiration of this Agreement.
 - c. Termination for Cause. City may terminate this Agreement effective upon delivery of written notice to Provider, or any later date stated in the notice:
 - i. If Provider fails to provide Services required by this Agreement within the time specified or any extension agreed to by City; or
 - ii. If Provider fails to perform any of the other provisions of this Agreement, or so fails to pursue the work as to endanger performance of this Agreement in accordance with its terms.
 - d. The rights and remedies of City provided in this Section 6 are not exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.
8. Notice. All notices or other communications required under this Agreement must be given by registered or certified mail and are complete on the date postmarked when addressed to the parties at the following addresses:

City:	Provider:
City of Minot	MACEDC
c/o City Manager	c/o President CEO
P.O. Box 5006	P.O. Box 940
Minot, ND 58702	Minot, ND 58702

9. Independent Entity. Provider is an independent entity under this Agreement and is not a City employee for any purpose.
10. Compliance with Law. Provider agrees to comply with all applicable federal, state, and local laws, rules, and policies, including those relating to nondiscrimination, accessibility, and civil rights. Provider's failure to comply with this section may be deemed a material breach by Provider entitling the City to terminate in accordance with the Section 7(c) of this Agreement.
11. Retention of Records and Audits. Provider agrees to retain financial and program records in accordance with the State of North Dakota's Retention of Records Policy. In the event Provider's records are audited by a third party, Provider shall provide the City with the results of the audit within 30 days of receipt.
12. Compliance with Public Records Laws. Provider understands that, City must disclose to the public upon request any records it receives from Provider. Provider further understand that any records obtained or generated by Provider under this Agreement, may, under certain circumstances, be open to the public upon request under the North Dakota public records law. Provider agrees to contact City promptly upon received a request for information under the public records law and, at no additional expense to City, comply with City's instructions on how to respond to the request.
13. Indemnification. Provider agrees to defend, indemnify, and hold harmless the City, its officers, and employees, from and against any all claims, loss, damage, expense, and liability for injuries to persons and property, claimed or alleged to be caused for any reason while performing Services pursuant to this Agreement. Provider also agrees to reimburse the City for all costs, expenses, and attorneys'

fees incurred if the City prevails in an action against Provider in establishing and litigating the indemnification coverage provided herein. This obligation shall continue after the termination of this Agreement.

- 14.Insurance. At its sole cost, Provider shall secure and keep in force during the term of this Agreement, from insurance companies authorized to do business in the state of North Dakota, the following insurance coverages: (1) commercial general liability, including premises or operations, contractual, and products or completed operations coverages, with minimum liability limits of \$2,000,000 per occurrence; (2) automobile liability, including owned (if any), hired, and non-owned automobiles, with minimum liability limits of \$250,000 per person and \$1,000,000 per occurrence; and (3) workers' compensation coverage meeting all statutory requirements. The City, its agent, officers, and employees shall be endorsed on the commercial general liability policy on a primary and noncontributory basis, as an additional insured. The Provider's duty to defend, indemnify, and hold harmless the City under this Agreement shall not be limited by the insurance required in this Agreement. Provider shall furnish a certificate of insurance evidencing the required coverages are in effect prior to commencement of this Agreement. Failure to provide or to maintain insurance as required in this Agreement is a material breach of contract entitling City to terminate this Agreement pursuant to Section 7(c).
- 15.Successors in Interest. The provisions of this Agreement shall be binding upon and shall inure to the benefit of the Parties hereto, and their respective successors and assignees.
- 16.Assignment. Neither Party may not assign or otherwise transfer or delegate any right or duty without the other party's express written consent.
- 17.Force Majeure. Neither Party to this Agreement will be liable to the other Party for delays, or direct and indirect costs resulting from any causes beyond the reasonable control or contemplation for either Party.
- 18.Severability. If any term of this Agreement is declared by a court having jurisdiction to be illegal or unenforceable, the validity of the remaining terms is unaffected and, if possible, the rights and obligations of the parties are to be construed and enforced as if the Agreement did not contain that term.

19. Attorneys' Fees. In the event a lawsuit is initiated by City to obtain performance due under this Agreement, and City is the prevailing party, Provider shall, except if specifically prohibited by law, pay City's reasonable attorneys' fees and costs in connection with the lawsuit.
20. Authority to Execute Agreement. Each party represents and warrants that this Agreement has been duly authorized, executed and delivered by it; that the undersigned representatives are fully authorized to sign this Agreement on behalf of the party for whom they are signing and whom they represent; that performance of all the actions contemplated thereby have been duly authorized by all requisite action and that this Agreement constitutes a valid and binding obligation, enforceable against each party, its successors and assigns in accordance with its terms.
21. Governing Law and Venue. This Agreement shall be construed and interpreted both as to the validity and performance of the Parties in accordance with the laws of the State of North Dakota. In the event of any dispute hereunder the forum shall be in District Court, Ward County, North Dakota. Each Party consents to the exclusive jurisdiction of such court and waives any claim of lack of jurisdiction or forum non conveniens.
22. Entire Agreement and Modification. This Agreement, including the Attachments, constitutes the entire agreement between the Parties. There are no understandings, agreements, or representations, oral or written, not specified in this Agreement. This Agreement may not be modified, supplemented, or amended, in any manner, except by written agreement signed by both Parties.
23. Effectiveness of Agreement. This Agreement is not effective until fully executed by both Parties.

CITY OF MINOT, NORTH DAKOTA



Thomas Ross
Mayor



David Lakefield
Finance Director

Mikayla McWilliams

Mikayla McWilliams
City Clerk

MINOT AREA CHAMBER EDC

Brekka Kramer

Brekka Kramer, President | CEO



EXHIBIT 1

MINOT AREA CHAMBER EDC (MACEDC) 2025 SERVICES AGREEMENT

1. MINOT AREA CHAMBER EDC (MACEDC) Services. MACEDC shall provide the following services and/or meet the following obligations:
 - a. MACEDC shall execute its comprehensive Strategic Plan which includes pillars for Economic Development, Workforce Development, and Military Support.
 - b. MACEDC shall conduct business retention and expansion interviews or surveys, with the goal of achieving 65% of the MACEDC primary sector and business list, which equates to about four (4) interviews a month.
 - c. MACEDC shall market and promote the City for purposes of the attraction of new primary sector businesses and employment opportunities consistent with the City's overall goal of a sustainable, diverse economic base and economy. MACEDC will further seek business retention and expansion of existing primary sector businesses in the Minot area.
 - d. MACEDC shall provide needed support to the MAGIC Fund Screening Committee including receiving, reviewing and conforming all applications with a primary sector nexus for the MAGIC Fund with a recommendation of disposition to the MAGIC Fund Screening Committee; and regularly meet with the MAGIC Fund Screening Committee to assess the overall progress in use of the MAGIC Fund and the status of MAGIC Fund projects.
 - e. MACEDC shall advise the City of Minot on the development of economic development policies and strategies for the City, including the MAGIC Fund General Policy Guidelines.
 - f. MACEDC shall provide access to and professional analysis of demographic-based workforce and consumer data as indicated in the Economy at a Glance.
 - g. MACEDC shall lead a committee for workforce development which must include at least one representative from the City of Minot.
 - h. MACEDC shall manage and administer the Minot Area WayFinders workforce program.
 - i. MACEDC shall track and monitor workforce proposals, opportunities and

solutions during the 2025 legislative session.

- j. MACEDC shall continue to work with community and statewide partners to execute workforce strategies for the Minot region.
- k. MACEDC shall lead efforts to respond to primary sector RFPs, which shall include determining RFP eligibility, drafting RFP responses, obtaining and compiling necessary information from City staff and others, and recommending strategies to City staff.
- l. MACEDC shall coordinate and provide touring services for prospective primary sector businesses visiting Minot, arranging transportation, local meeting space, presentations, and meetings with relevant City officials or staff.
- m. MACEDC shall keep its website and marketing materials up to date with Minot-specific information, incentives, and contacts, and provide this information to Minot area businesses.
- n. MACEDC shall continue to incorporate Location One Information System's (LOIS) building, site and community demographic database into MACEDC – website and MACEDC will work with active and willing commercial realtors and property owners to place all available industrial and manufacturing zoned land and buildings into the system on an ongoing basis. As part of the Annual Report to the City MACEDC shall include an executive data analysis of LOIS.
- o. MACEDC shall provide its monthly MACEDC board report and supporting documents to the City Manager/Mayor's Executive Secretary in electronic form and that report can be transmitted to the City Council, Community and Economic Development Director, and the MAGIC Fund Screening Committee by the City.
- p. MACEDC shall establish and maintain a voting position on the MACEDC board of directors for the Mayor or his or her designee.
- q. MACEDC, by and through MACEDC's "Task Force 21", will coordinate a base retention campaign that provides resources to efforts that enhance and expand the mission of Minot Air Force Base (MAFB), thereby generating an economic benefit to the City of Minot. The Parties agree to the following in regard to the base retention services contemplated by this paragraph:
 - i. The City will provide MACEDC with one-hundred-and-six thousand and two-hundred-and-fifty (\$106,250) dollars of city funds (hereinafter "city funds") to be used exclusively for MAFB base retention services with payment due by January 31, 2025. These

funds are included, and not in addition to, the total allocation of \$665,900 to MACEDC for Services rendered under their Agreement with the City. Any city funds not spent allocated to base retention services rendered by December 1, 2025 must be returned to CITY.

- ii. The Mayor of the City will be a member of Task Force 21 throughout his/her term in office.
 - iii. The City will receive up to five positions with the Honorary Commander program, which shall include the Mayor of the City, City Manager, and up to three department heads. Military Affairs Committee annual dues for these individuals will be covered by MACEDC using city funds.
- r. MACEDC shall provide information on childcare incentives for employers and entrepreneurs/businesses looking to begin or expand childcare services in Minot.



**MINOT AREA
CHAMBER EDC**

2024 CITY OF MINOT CONTRACT REPORT

JANUARY 21, 2025



Mayor Tom Ross
City of Minot
10 3rd Avenue Southwest
Minot, North Dakota 58701

RE: Report to City of Minot Regarding the Contractual Obligations of MACEDC

Dear Mayor Ross:

Thank you for the opportunity to present at the January 21 City Council meeting to share what the Minot Area Chamber EDC (MACEDC) accomplished in 2024 and how it has performed according to the contractual obligations set forth in Exhibit 1 of the Professional Services Agreement. According to Section 3 of the Services Agreement between the City of Minot and the Minot Area Chamber EDC, a written report must be provided to the City biannually. This correspondence serves to ensure a comprehensive overview of January 1 through December 31, 2024. The obligations stated in Exhibit 1 of the Services Agreement are bold in the sections that follow, along with the corresponding actions of MACEDC.

1.a. MACEDC shall execute its comprehensive Strategic Plan which includes pillars for Economic Development, Workforce Development, and Military Support.

The full MACEDC mission, vision, values, and five-year strategic plan can be found on Attachment A. The fourteen-member volunteer MACEDC Board of Directors and MACEDC team who work to deploy the pillars are listed on Attachment B.



1020 20th Avenue Southwest | Minot, North Dakota 58702-0940
Phone: 701-852-6000 | **Fax:** 701-838-2488 | **Email:** minot@minotchamberedc.com
www.minotchamberedc.com

ECONOMIC DEVELOPMENT

FUNDING SOURCES

City of Minot, Ward County, Logistics Park of ND (LPND) development, intermodal operator lease, privately raised funds, sponsors, and program fees (for Start Up Minot Academy powered by CO.STARTERS)

OVERVIEW

As the lead entity in the Minot area for economic development, MACEDC focuses on a number of macro-economic elements that have been and will continue to be multi-year priorities for growing the local and regional economy. These include improving the ability of producers and shippers to access national and international markets for North Dakota products. This logistics effort centers on the viability and the growth of the Minot Intermodal Facility and the Logistics Park of North Dakota (LPND). With nearly 1,000 acres of combined land, these two economic engines in east Minot are unique to the region and state and allow the Minot area to be of service in delivering products out of our region (by rail) and attracting growing or new businesses to our region for value-added ag, value-added energy, distribution, warehousing or other similar industries. Noted below are several key achievements in logistics as the Minot Intermodal Facility is currently in its fourth year of operation under Rail Modal Group.

MACEDC is also leading efforts focused on major natural gas solutions. The staff and board efforts intensified in late 2023, continued throughout 2024, and are pushing into 2025 to work with business developers, as well as regional and state leaders to secure anchor businesses to the area that will use large amounts of natural gas. This will allow for more North Dakota natural gas to be used by industry in state, increasing the Bakken's ability to remain stable long-term. As an economic engine, the oil and gas industry continues to provide more than 50 percent of the state's revenue for legislatively budgeted initiatives, such as public k-12 education, higher education, transportation, health and human services, etc. Keeping large amounts of natural gas being used by industry in-state allows North Dakota increased control over our own future. MACEDC has seen an increase in demand for natural gas for development projects and is also working solutions for our area.

Another macro-economic effort MACEDC has started to work on is carbon capture utilization and storage (CCUS). MACEDC understands the need to look three, five or ten years ahead and this includes preparing our business climate for what may come as it relates to carbon goals and climate concerns.

Aside from the "big picture" efforts, MACEDC economic development initiatives also focus on day-to-day work to grow our economy from within and without. This includes training entrepreneurs through Start Up Minot, continuing the best practices-effort of Business Retention and Expansion visits, attracting new primary sector businesses to the region, building relationships with regional and national site selectors, and nurturing partner relationships with a long list of regional, state and federal entities. Some of these efforts and others are quantified in the key achievements listed.

STRATEGIC PLAN ECONOMIC DEVELOPMENT GOALS

The goals of the economic development pillar are to advance continued operations of the intermodal ramp, attract new business investment in the Logistics Park of North Dakota (LPND), and lead primary sector development in the Minot area.

STRATEGIC PLAN ECONOMIC DEVELOPMENT MEASUREMENTS

The goals of the economic development pillar are to advance continued operations of the intermodal ramp, attract new business investment in the Logistics Park of North Dakota (LPND), and lead primary sector development in the Minot area.

- Hit targets of the Business Incentive Agreement
 - Passed second-year audit of the City of Minot Business Incentive Agreement for the Minot Intermodal Facility, hitting all contractual obligations for employment and continuous operations
- Two new business investments in the LPND by December 31, 2027
 - Holding on-going meetings with one prospect in the value-added ag industry, for expansion into LPND property; holding considerable conversations with two, large primary sector industries for expansion into LPND or nearby property
 - Approaching final approvals from the Federal Railroad Administration (FRA) for the Logistics Park of North Dakota Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant project
- Percentage of Business Retention and Expansion visits per year
 - Completed 50 Business Retention and Expansion interviews with both primary and non-primary sector businesses (see Attachment D)
- Number of site selectors contacted per year
 - Formed 13 new relationships with Upper Midwest and/or national site selection companies
- Number of potential primary sector business contacts engaged per year
 - Provided on-site tours of the Minot Intermodal Facility and LPND property to 3 primary sector out-of-state businesses
 - Interviewed, under the Business Retention and Expansion program, 15 primary sector businesses
- The intermodal ramp is operational with demonstrable growth from January 1, 2023 through December 31, 2027
 - 2022 statistics; 12 trains, 2,833 containers
 - 2023 statistics; 22 trains, 4,484 containers
 - 2024 statistics; 34 trains, 7,133 containers

“ The Minot Intermodal Facility provides access to key West Coast shipping terminals for our producers and processors. This is instrumental in getting our North Dakota agricultural and manufactured products to international buyers in Central America, South America and Asia. I’m pleased to celebrate this milestone and look forward to the future growth of the facility. ”

**- Doug Goehring, North Dakota Agriculture Commissioner,
Regarding the 100th Train Event at Minot Intermodal Facility**

ADDITIONAL ECONOMIC DEVELOPMENT KEY ACHIEVEMENTS IN 2024:

- Continued regular communication and advocacy with Catalyst Midstream, a company proposing to build a blue ammonia production facility in Ward County
- Continued exploration of viability of data center growth into the region
- Provided four subject matter expert presentations to the following organizations/conferences:
 - Economic Development Association of North Dakota (EDND) at the Spring and Fall Conferences
 - Minot Alliance of Nonprofits panel
 - North Dakota Trade Office Global Business Connections panel
- Presented Intermodal at the Logistics Park of North Dakota overview with the North Dakota Agriculture Commissioner to The Northwest Seaport Alliance Commission in Tacoma, WA in January 2024. Attended the Agriculture Transportation Coalition (AgTC) Annual Meeting in Tacoma, WA, meeting with key partners and stakeholders associated with the Minot Intermodal Facility. Key data points from 2024 included:
 - 34 trains released from the facility
 - 7,133 containers shipped (primarily 40-foot containers)
 - Currently loading three to five trains a month
 - 20+ employees on site
- Since intermodal operations started in October 2020, here are a few key highlights:
 - 4+ years of success
 - 15+ shippers
 - 111 trains
 - Shipped to ports in 20+ countries
 - Top commodities: pulses, wheat, soybeans, dried distillers grains (DDGs), bagged leonardite, sugar beet pulp pellets, etc.
 - 10+ million truck miles saved using rail
 - 4,250 feet of track added in late 2022/early 2023
- Holding semi-monthly meetings with Rail Modal Group operations leadership
- Continue hosting monthly area economic developer meetings with local and state partners
- Attended the Natural Products Expo West conference in California, in partnership with the North Dakota Department of Agriculture
- Wrote eight letters of support for regional grants or business projects
- Hosted ND League of Cities, ND Department of Commerce, and the North Dakota Governor's Office on tours of the Minot Intermodal Facility and LPND property
- Trained 15 local business entrepreneurs during two separate, 10-week courses, under the Start Up Minot Academy powered by CO.STARTERS effort
- Hosted 230 attendees during the monthly, free Start Up Minot networking event

- Held various meetings with local and regional partners on ways to support the region's economy and quality of life, and are participating in multiple efforts, including the following:
 - North Dakota Department of Agriculture-funded Regional Livestock Planning Grant steering committee member, under the Souris Basin Planning Council, to help collect data on the viability of general locations within the seven-county region that would be potential locations for expanded animal agriculture businesses
 - Only chamber or economic development organization appointed to serve on the ND Governor's Statewide Housing Initiative Advisory Committee, held during the Summer 2024 in Bismarck. The committee's work helped lead to recommendations from the Governor's office tied to red tape reduction, vibrant local housing markets, financing innovations, homelessness services, financial coaching and construction workforce suggestions
- Facilitated the celebration of the opening of the new AGT Foods – Extrusion Center in Minot with international, federal, and state officials
- Hosted a delegation of nearly 40 business leaders in August from the Fargo area for a multi-day partner event with the Fargo Moorhead West Fargo Chamber. The group toured part of MAFB, the Minot Intermodal Facility at LPND, the Minot Area Workforce Academy and spent time at the Magic City Discovery Center
- Participating, for the second year, as a steering committee member for a feasibility study led by the ND Association of Rural Electric Cooperatives. The study aims to reduce whole-sale costs through joint purchasing and provide local producers access to broader markets. If the project moves past the feasibility portion into a full-blown building, this shared services cooperative or redistribution hub would likely be centered in or near Minot

AWARDS AND RECOGNITION

- Minot Intermodal Facility selected by the International Economic Development Council (IEDC) as a finalist for the "Best in Show" award during the 2024 IEDC Conference. To be placed in the Top 14 out of more than 500 global submissions, the Minot Intermodal Facility first earned a Gold Award this summer in the category of Public-Private Partnerships for communities with populations between 25,000-200,000
- Received the Governor's Main Street North Dakota Economic Diversification Award for the efforts of the intermodal services at the Logistics Park of North Dakota

“We appreciate partnering with the Minot Area Chamber EDC, the North Dakota Department of Agriculture and Rail Modal Group to move U.S. agriculture exports through our gateway. The direct connection between the NWSA gateway and Minot has proven to be a great success and highlights the importance of our gateway's Inland Rail Hub strategy. We look forward to further collaboration and increasing agricultural export opportunities in new and existing foreign markets.”

”

**- Kristin Ang, Port of Tacoma Commissioner President
and The Northwest Seaport Alliance Co-Chair**

WORKFORCE DEVELOPMENT

FUNDING SOURCES

City of Minot, State of North Dakota (Regional Workforce Impact Program), pilot program partnerships

OVERVIEW

Workforce development is a relatively new pillar for the Minot Area Chamber EDC. As many organizations around the country continue to come to grips with a shortfall in the number of employees available for open positions, MACEDC is committed to trying multiple avenues to assist in solving business/community workforce needs.

STRATEGIC PLAN WORKFORCE DEVELOPMENT GOAL

The goal of the workforce development pillar is to support workforce development solutions.

STRATEGIC PLAN WORKFORCE DEVELOPMENT MEASUREMENTS

- Committee or task force on workforce launched by December 31, 2023
 - Established Minot Area Workforce Committee in late 2023, meeting quarterly throughout 2024
- Develop a platform to support the Find the Good Life initiative and track engagements by December 31, 2023
 - In April 2023, MACEDC launched a new talent portal to attract newcomers nationwide. The Minot WayFinders Talent Portal is a digital service designed to make the process of relocation to the Minot area even easier. This can be found by visiting www.magicinminot.com
- Tracking system developed to monitor workforce proposals, opportunities and solutions during the 2023, 2025, and 2027 legislative sessions
 - MACEDC continues to actively follow proposals, opportunities and solutions tied to workforce by being an active participant in statewide efforts and leading local efforts to try new initiatives
- Number of tactical engagements reported by MACEDC President | CEO to the board
 - These tactical engagements were reported monthly to the MACEDC Board of Directors and City of Minot in a written report
- Minot area assessment of childcare needs established by December 31, 2023
 - Participated in the City of Minot Childcare Committee

“ What I love about Minot is how nimble you are. You are quick to come together to celebrate your community and share with others that might not be from here. It's great how much you embrace newcomers to the area to show them how wonderful your community is. We at the Job Service ND love the partnership we have with the Minot Area Chamber EDC. ”

- Pat Bertagnolli, Executive Director of Job Service North Dakota, During the MACEDC Workforce Summit

ADDITIONAL WORKFORCE DEVELOPMENT KEY ACHIEVEMENTS IN 2024:

- Completed digital Newcomer + Relocation Guide for the region
- Provided subject matter expert presentation to RoleCall Talent Attraction Summit
- Secured \$250,000 grant from North Dakota Department of Commerce/Region 2 Regional Workforce Impact Program funding. The funding allowed for marketing of the region and the WayFinders program to four key workforce growth areas – recent graduates, boomerangs, veterans, and young families
- Participated in and spoke to a variety of regional or statewide efforts/committees, including the following:
 - NDSU Industry and Workforce Ad-hoc Committee
 - Economic Development Association of North Dakota
 - Greater North Dakota Chamber Workforce Policy Committee
 - Dakota College at Bottineau Minot Programs Advisory Board
 - Workforce Academy Advisory Committee
 - ND Workforce Development Council
 - Minot Area Career Expo sponsor and committee member
 - CDL (Commercial Driver's License) Advisory Committee at Minot Public Schools
 - RoleCall National Talent Attraction Summit
 - Centers for Independent Living Council meeting in Minot
 - The Office of Legal Immigration (OLI) ND Global Talent Summit
- Supporting Job Service ND job fairs
- Organized and hosted the first MACEDC Workforce Summit that included speakers Katie Ralston-Howe from ND Department of Commerce speaking on the upcoming 2025-27 legislative session and Find the Good Life ND, along with Paige Kuntz from the Office of Legal Immigration, Jessica Thomasson from ND Human Services Division with the state's childcare updates, Pat Bertagnolli with Job Service ND and a legislative panel that included Rep. Paul Thomas, District 6 – Velva, Rep. Emily O'Brien, District 42 – Grand Forks and Rep. Cynthia Schreiber-Beck, District 25 – Wahpeton. Videos from the summit are all online

“ Minot is leading the way in providing innovative solutions to our workforce problems. By tackling new, pilot programs like WayFinders they are helping to position the north central region of the state as a key strategic partner in addressing the modern workforce problems being raised by businesses across the country. ”

- Katie Ralston-Howe, North Dakota Department of Commerce Director of Workforce Division, During the MACEDC Workforce Summit

- Three MACEDC employees serve as Community Champions for the Minot region as part of the State of North Dakota's Find the Good Life relocation help desk. New this year was the Candidate Marketplace for employers. From January 1 – December 31, 2024, the following occurred statewide as part of the Find the Good Life efforts:
 - 4,400 leads
 - 71 relocations (Minot was the first community to help relocate an individual who contacted the program, in mid-2022) with three of those to Minot
 - 1,347 connections made to Community Champions
 - 2,248 leads to the Candidate Marketplace
 - 1,341 resumes collected
 - 63 employers a part of the Candidate Marketplace
 - Top cities for relocation include Fargo, Bismarck, and Minot
- Participating as Steering Committee member of the Souris Basin Planning Council led Region 2 Workforce Attraction and Retention strategy, under a North Dakota Department of Commerce Regional Workforce Impact Program grant
- The WayFinders website analytics for January 1 – December 31, 2024, can be found on Attachment E

AWARDS AND RECOGNITION

- Received the Governor's Main Street Summit North Dakota 21st Century Workforce Award (Urban) for the Minot WayFinders Program



MILITARY TASK FORCE 21

FUNDING SOURCES

City of Minot, State of North Dakota, privately raised funds, nuclear triad symposium sponsors (note: additional military support efforts are funded through member investor dues, sponsorships, donations, annual Prairie Warrior Auction)

OVERVIEW

Minot isn't Minot without Minot Air Force Base (MAFB). The Minot area recognizes this and works to support MAFB from community-based programs and events designed to positively impact the quality of life for airmen, officers and their families to major infrastructure projects. The work of civic leaders and numerous volunteers has resulted in big wins and continues to strive for a military-friendly community. Programs that help support MAFB include Adopt an Airman and Honorary Commanders. The monthly Military Affairs Committee meetings bring together business leaders with airmen for lunch and a program. The Right Start Committee shares Minot and North Dakota with MAFB newcomers. Boots to Business provides entrepreneurial education to help airman transition out of the military into the community. All of these efforts are managed through our member investor programming.

Minot Air Force Base is the only dual-wing nuclear-capable base in the nation, hosting two legs of the nuclear triad. The 5th Bomb Wing operates 26 B-52 aircraft, and the 91st Missile Wing operates 150 Minuteman III intercontinental ballistic missile (ICBM) sites. Major modernization projects are underway for the bombers, missiles and weapons system. MAFB makes up over half the total state military economic impact.

The City of Minot funding supports Task Force 21 (TF21). TF21 members are strategically positioned to build and strengthen relationships at all levels with members serving as appointed civic leaders for The Department of the Air Force and Air Force Global Strike Command. TF21 is focused on advocacy, awareness/education, and preparing the community and state for major modernization projects including Sentinel.

TF21 learns about Air Force priorities, progress and challenges while fostering bonds and partnerships. The relationships built have allowed TF21 to directly engage key military leaders to lend their voice to significant events, such as the symposiums held in North Dakota and Washington, D.C. TF21 facilitates direct communication with leadership at all levels when advocating for Minot Air Force Base, protecting missions, and educating leadership at all levels on the importance of nuclear deterrence.

You will find a list of the Task Force 21 members and the strategic leadership positions TF21 members serve on in Attachment C.

STRATEGIC PLAN MILITARY GOALS

The goals of the military support pillar are to lead community military affairs and appreciation events and foster a community of support to make military personnel feel at home in Minot, to development and executive strategic tactics to support the U.S. Air Force modernization projects that impact Minot Air Force Base and the two major Air Force units: the 5th Bomb Wing and the 91st Missile Wing, and support Task Force 21 and ensure resources to complete the mission of the group.

STRATEGIC PLAN MILITARY MEASUREMENTS

- Number of leadership and military appreciation events
 - Supported over 50 community leadership and military appreciation events outside the work led by TF21
- Track engagements through Task Force 21 and maintain leadership positions for Minot on Governor's North Dakota Military Commission, Air Force Global Strike Command Civic Leaders and key groups
 - Participated in 85 in-person and virtual strategic engagements
 - Organized Minot Air Force Base key leader tour and mission briefings for 63 ND legislators, state officials, and Washington DC leadership
 - Hosted nuclear triad symposium in North Dakota for 250 statewide leaders
 - Attended four key strategic senior military leadership ceremonies
 - Hosted 90 senior military officials as part of Gen Bussiere Warfighter Senior Leadership Conference
 - Reengaged with key military leaders after July 8 Department of Defense announcement of Sentinel Nunn-McCurdy review results tied to the January 18 critical breach
 - Hosted 13th annual nuclear triad symposium in Washington DC for nearly 200 key military, congressional, and industry partners
 - Brought ND Lt. Governor, Governor's office representative, U.S. Senator John Hoeven representative, and 12 community leaders to Vandenberg Space Force Base for a missile launch
 - Hosted ND Military Reception in Washington DC in partnership with the ND National Guard and the communities of Grand Forks and Fargo
 - Attended regular meetings with Sentinel communities (Cheyenne WY and Great Falls MT)
- Economic impact of Minot Air Force Base
 - FY2023 total economic impact was \$621,623,570

“ Why do I think this is the most important mission being performed at the most important installation? I offer to the Airmen at Minot that they perform the nation's most important mission at the nation's most important Department of Defense installation because it is the only installation that hosts two thirds of the triad. Both the air leg and the land leg. It is the center of gravity in my world. No other installation on the planet has that responsibility. I would offer to you where Minot goes the Air Force goes. I would offer to you, where Minot goes the Department goes, I would offer to you where Minot goes the nation goes, no pressure. ”

- General Thomas A. Bussiere, Commander, Air Force Global Strike Command and Commander, Air Forces Strategic - Air, U.S. Strategic Command

ADDITIONAL MILITARY ACHIEVEMENTS IN 2024

- Highlighted the Barksdale Trophy in the community (the award given to the Air Force Global Strike Command base community with the most outstanding support to its base and airmen)
- Community leaders attended nearly 30 Minot Air Force Base Change of Command ceremonies
- Organized MAFB key leader tour and mission briefings for 38 leaders from Fargo area
- Participated in virtual and in-person meetings with The Watch production crew
- Assisted in rebranding Governor's Task Force for Military Issues in North Dakota (TF MIND) to the North Dakota Military Commission
- Participated in North Dakota Military Commission strategic planning in an overall effort to make North Dakota the most military friendly state
- Supported two key community leaders for the Air War College National Security Forum (invitation-only strategic engagement led by the Secretary of the Air Force)
- Inducted 12 new Honorary Commanders into the program
- Gave 12 Right Start presentations to approximately 868 new airmen
- Held numerous military appreciation events with community partners including Minot State University, North Dakota State Fair, Norsk Høstfest, and Minot Park District
- Supported Governor signing the Month of the Military Child proclamation event at Minot Air Force Base (first time this has been done outside the Capital)
- 6 airmen paired with 5 families with the Adopt an Airman program
- On-going support for North Dakota National Guard events in Minot
- Taught 3 Boots to Business classes, assist in instructing approximately 50 soon-to-be-retired airmen on how to start their own business
- Raised \$111,855.21 through the Prairie Warrior Auction, with \$57,266.79 from the event going to the Home for the Holidays program to send airmen home
- Sent 138 airmen home for the holidays

“ Whether it is Task Force 21 or our industry partners or it's our Congressional leadership or just great Americans that are interested in the nation's most important mission thank you for taking the time to be here. But I'm going to ask you to do something. Every week engage with someone who doesn't understand what we do and the importance of it and spend three to five minutes having the conversation about it. Because I would offer to you, the mission requires it, our nation needs it, and I think it would help, truly I do.

”

- **General Thomas A. Bussiere, Commander, Air Force Global Strike Command and Commander, Air Forces Strategic - Air, U.S. Strategic Command**

1.b. MACEDC shall conduct business retention and expansion interviews or surveys, with the goal of achieving 65% of the MACEDC primary sector business list, which equates to about five (5) interviews a month.

MACEDC works to preserve and strengthen the Minot area's existing primary sector businesses through the Business Retention and Expansion (BR&E) Program. The BR&E Program enables MACEDC to actively engage with Minot area existing primary sector businesses to ensure stability and long-term success. According to the North Dakota Department of Commerce, as of the middle of 2024, there are seven businesses in the Minot area that have asked for and received the Primary Sector certification. We are in contact with all seven of them, six through the BR&E interviews, and the seventh is a proposed blue ammonia production facility, with whom we have weekly contact. MACEDC has long chosen to expand our list beyond just those with primary sector certification. With 50 completed interviews in 2024, and an additional 10-12 companies were outreach occurred but an interview wasn't completed, MACEDC exceeded the 65% goal identified.

1.c. MACEDC shall market and promote the City for the purposes of the attraction of new primary sector businesses and employment opportunities consistent with the City's overall goal of a sustainable, diverse economic base and economy. MACEDC will further seek business retention and expansion of existing primary sector businesses in the Minot area.

The Logistics Park of North Dakota (LPND) Committee promotes and markets intermodal service and development opportunities at the LPND to increase the value and economic growth throughout Ward County and the State of North Dakota. LPND Committee members are listed on Attachment F.

MACEDC was awarded the Consolidated Rail Infrastructure and Safety Improvements (CRISI) Grant in 2019, which is being used to conduct research on approximately 800+ acres of the LPND, north of County Road 12. Due to federal government delays, the final CRISI grant report has been pushed back more than a year and is on target to be completed in early 2025. The use of this report and other information regarding the LPND property will be helpful in expanding the primary sector base in the Minot area.

1.d. MACEDC shall provide needed support to the MAGIC Fund Screening Committee including receiving, reviewing and conforming all applications with a primary sector nexus for the MAGIC Fund with a recommendation of disposition to the MAGIC Fund Screening Committee; and regularly meet with the MAGIC Fund Screening Committee to assess the overall progress in use of the MAGIC Fund and the status of MAGIC Fund projects.

MACEDC has consistently received, reviewed, and conformed all MAGIC Fund applications with a primary sector nexus. MACEDC received one application in 2024. This application, from Souris Basin Planning Council (SBPC), to recapitalize the Revolving Loan Fund was reviewed by City of Minot and MACEDC staff. With the implementation of the recently revised MAGIC Fund guidelines now in full effect the new allocations for funding into the various categories are completed in time for funding that could assist SBPC in 2025. It is anticipated that SBPC will resubmit a new request for funding based on the new guidelines and their Revolving Loan Fund's current and projected needs.

1.e. MACEDC shall advise the City of Minot on the development of economic development policies and strategies for the City, specifically the MAGIC Fund General Policy Guidelines.

MACEDC continues to work closely with the City of Minot to discuss economic development policies and strategies, including the MAGIC Fund General Policy Guidelines.

- The MACEDC team communicates regularly with City staff and elected officials
- The MACEDC president | CEO has a monthly standing meeting with the City manager
- The MACEDC president | CEO attends a monthly standing meeting with community economic development stakeholder partners
- The MACEDC economic development specialist hosts an informal, monthly economic developers meeting where community partners discuss economic strategies and current activities and events, city staff are in regular attendance at this meeting
- MACEDC staff regularly attend the City's Development Review Team (DRT) meetings
- The MACEDC economic development specialist sits on the Renaissance Zone Review Board
- The MACEDC team is attending and participating in the current City of Minot Economic Development Plan Review Committee meetings

1.f. MACEDC shall provide access to and professional analysis of demographic-based workforce and consumer data as indicated in the Economy at a Glance.

MACEDC provides a monthly Economy at a Glance document by email to all member investors. The information can also be found on the MACEDC website under the News section. This service provides access to and professional analysis of this data.

MACEDC is a member of the Council for Community and Economic Research (C2ER). Through this organization, a MACEDC team member collects data each quarter for the cost-of-living analysis of the Minot area. This information is submitted to the C2ER which compiles nationwide data and puts together side-by-side comparisons. The Economy at a Glance includes a regional comparison every quarter. According to the 2024 third quarter cost of living report by the C2ER, Minot's cost of living is 9.3% under the national average (U.S. Average Composite Index = 100%), sitting at 90.7%.

1.g. MACEDC shall stand up a committee or task force for workforce by December 31, 2024, which must include at least one representative from the City of Minot.

MACEDC completed this item, as the inaugural workforce committee met in December 2023, and on a quarterly basis throughout 2024. The Mayor currently sits on this committee, as the City of Minot representative. A list of committee members can be found on Attachment G.

1.h. MACEDC shall develop a platform to support the Find the Good Life initiative and track engagements.

In April 2023, MACEDC launched a new talent portal to attract newcomers nationwide. The Minot WayFinders Talent Portal is a digital service designed to make the process of relocation to the Minot area even easier. Minot WayFinders creates a personalized connection for newcomers and potential newcomers to the Minot area, helping them access the information, assistance, and support they need during their relocation process. This can be found by visiting www.magicinminot.com.

The WayFinders website analytics for January 1- December 31, 2024 can be found on Attachment E.

1.i. MACEDC shall track and monitor workforce proposals, opportunities and solutions that may arise during any interim legislative activities.

MACEDC followed key legislative interim committee meetings throughout 2024 and is actively participating in various statewide efforts to help shape new 2025 legislation that would assist in improving our workforce situation.

1.j. MACEDC shall engage with community and statewide partners to assist in developing a workforce development strategy for the Minot region.

See answer above and the detailed listing of workforce development efforts as mentioned on pages 6, 7, and 8 of this report.

1.k. MACEDC shall lead efforts to respond to primary sector RFPs, which shall include determining RFP eligibility, drafting RFP responses, obtaining and compiling necessary information from City staff and others, and recommending strategies to City staff.

MACEDC responds to all RFPs received from the North Dakota Department of Commerce, with consideration to the requirements and if a community or property in Ward County can meet them. One RFP came through from the state in 2024 that was a viable option.

MACEDC staff, in following up from a previous year's RFP, did secure additional attention from a prospective primary-sector business with a multi-billion-dollar plan for their introduction into the Minot region. These conversations are on-going.

Along with responding to RFPs, staff held multiple meetings with nationally-recognized site selectors in person and using virtual means to review the region's strengths and weaknesses, as well as to introduce them to the available land at the LPND. In total, as indicated on page 3 of this report, we tracked 13 new relationships with site selectors.

1.l. MACEDC shall coordinate and provide touring services for prospective primary sector businesses visiting Minot, arranging transportation, local meeting space, presentations, and meetings with relevant City officials or staff.

MACEDC fulfilled this requirement, as indicated earlier in this report, providing on-site tours of the Minot Intermodal Facility and LPND property to 3 primary sector, out-of-state businesses in the second half of 2024. These visits, where appropriate, included meetings with statewide contacts, and local City of Minot officials and staff.

1.m. MACEDC shall keep its website and marketing materials up to date with Minot-specific information, incentives, and contacts, and provide this information to Minot area businesses.

MACEDC fulfills and will continue to fulfill this obligation. [MACEDC's website](#) includes information on: Key industries in the Minot region and Ward County; The Logistics Park of North Dakota; Infrastructure and transportation related to the region; Talent and workforce, with an opportunity for MACEDC member investors to submit and post job openings; Local and statewide workforce incentives; Economy at a Glance; Quality of life data; City, county, and community resources; A link to Visit Minot's community calendar and much more.

MACEDC also hosts and maintains content on the [Magic in Minot website](#) geared toward attracting and retaining newcomers to our city and region and the [Task Force 21 website](#), focused on military support and promoting the strategic nuclear triad symposiums held in multiple states.

1.n. MACEDC shall continue to incorporate Location One Information System's (LOIS) building, site and community demographic database into MACEDC – website and MACEDC will work with active and willing commercial realtors and property owners to place all available industrial and manufacturing zoned land and buildings into the system on an ongoing basis. As part of the Annual Report to the City MACEDC shall include an executive data analysis of LOIS.

MACEDC incorporates the LOIS demographic database into the MACEDC website under the Do Business/Available Properties section. LOIS is a national online location analysis tool designed to promote available industrial and commercial sites and building inventory.

To gather information and keep the properties updated, MACEDC works with willing commercial realtors and the MMLS; reviews properties on Crexi, an online commercial real estate agency; and relies on updates from local businesses, property owners, and developers who are selling or leasing.

There are 43 buildings and 39 sites currently listed on the MACEDC LOIS site.

From January 1 to December 31, 2024:

- The average session length for users was 3 minutes 31 seconds
- There were 1,511 total page views
- During the year, 148 viewers used a desktop device, 7 used a mobile device, and 3 used a tablet
- Visitors included ones from North Dakota, Arizona, Minnesota, Illinois, Washington, Michigan, Florida, Georgia, Montana, Tennessee, Texas, California, Massachusetts, Nebraska, Nevada, and Virginia
- Visitors viewed both buildings and sites

1.o. MACEDC shall provide its monthly MACEDC board report and supporting documents to the City Manager/Mayor's Executive Secretary in electronic form and that report can be transmitted to the City Council, Community and Economic Development Director, and the MAGIC Fund Screening Committee by the City.

MACEDC provides each monthly board packet to the City Manager's/Mayor's Executive Secretary by email and will continue that process.

1.p. MACEDC shall establish and maintain a voting position on the MACEDC board of directors for the Mayor or his or her designee.

MACEDC maintains a voting position on the MACEDC board of directors for the Mayor or his or her designee.



1.q. MACEDC, by and through MACEDC's "Task Force 21", will coordinate a base retention campaign that provides resources to efforts that enhance and expand the mission of Minot Air Force Base (MAFB), thereby generating an economic benefit to the City of Minot. The Parties agree to the following in regard to the base retention services contemplated by this paragraph:

- i. The City will provide MACEDC with seventy-five thousand (\$75,000) dollars of city funds (hereinafter "city funds") to be used exclusively for MAFB base retention services with payment due to February 15, 2024. These funds are included, and not in addition to, the total allocation of \$634,650 to MACEDC for Services rendered under their Agreement with the City. Any city funds not spent allocated to base retention services rendered by December 1, 2024 must be returned to City.

This requirement has been and continues to be fulfilled. See the information under Military Task Force 21 in the first half of the report.

- ii. The Mayor of the City will be a member of Task Force 21 throughout his/her term in office.

This requirement has been and continues to be fulfilled. See the information under Military Task Force 21 in the first half of the report.

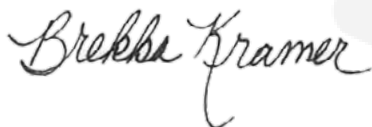
- iii. The City will receive up to five positions with the Honorary Commander program, which shall include the Mayor of the City, City Manager, and up to three department heads. Military Affairs Committee annual dues for these individuals will be covered by MACEDC using city funds.

This requirement has been and continues to be fulfilled.

1.r. MACEDC shall provide information on child care incentives for employers and entrepreneurs/businesses looking to begin or expand child care services in Minot.

MACEDC continues to promote state resources and incentives through social media posts and the monthly Communicator newsletter. Staff is also currently pulling together a Child Care Resource Guide that will be posted on the MACEDC website, and made readily available to providers and parents.

Sincerely,



Brekka Kramer, Minot Area Chamber EDC President | CEO

ATTACHMENT A | MISSION, VISION, VALUES, & 5 YEAR PLAN

MISSION

It is the mission of the Minot Area Chamber EDC to advocate for and invest in business activity by being a collaborative partner in the community, focused on improving quality of life for all.

VISION

To be the go-to organization for our business community to drive key initiatives that build and strengthen our economy.

VALUES

Advocacy: We serve as the champion and voice for business by representing the best interests of our member investors at local, regional, and national levels.

Catalyst: We are a catalyst and convener for regional economic development focused on business expansion, retention and recruitment.

Collaboration: We are stronger and better together. Partnership is the core of what we do, working together to strengthen our community.

Community: We focus on creating a diverse community in which people want to live, work, and play. **Leadership:** We encourage community involvement and provide opportunities for engagement and leadership development.

Integrity: We are stewards of the community resources with which we have been entrusted.



5 Year Strategic Plan

January 1, 2023 through December 31, 2027



**MINOT AREA
CHAMBER EDC**

BACKGROUND

The Minot Area Chamber Economic Development Corporation (MACEDC) is a nonprofit organization formed when the Minot Area Chamber of Commerce and the Minot Area Development Corporation merged into one organization on January 1, 2021.

MACEDC has small businesses, corporations, and home-based businesses as member investors. That makes us as a business community stronger when influence is needed to make things happen locally, statewide, or nationally, because together, nearly 700 member investors can make a difference. The organization exists to promote business, leadership, and growth for the Minot area while facilitating business attraction, expansion, retention, and advocacy to diversify and strengthen the Minot area. The goal of the new organization is to do more for the community than the two organizations could separately.

Economically, MACEDC strategically targets the primary sector and supports community development. A primary sector business brings new dollars into a community through the sale of its products and services outside the trade area. The primary sector is the principal driver of economic development and is the foundation of an economy. We also know Minot isn't Minot without Minot Air Force Base and MACEDC is focused on supporting military at all levels. A new focus has been placed on workforce development and MACEDC is here to accelerate the creation and implementation of workforce solutions to support our area's business community. All in a day's work. That's the feeling at MACEDC, as the staff is busy each day promoting its nearly 700 member investors while working to be the voice of business. That means plenty of involvement in committees, networking opportunities, and workshops. The experienced staff has the knowledge and expertise to help in promoting member investors and working on the issues that affect the business community.

PURPOSE

MACEDC developed this strategic plan to guide the deployment of resources toward certain pillars, goals, and tactics that will remain a focus for MACEDC from January 1, 2023, through December 31, 2027. This plan is also intended to help create awareness among the public and stakeholders.

While the strategic plan does not include every duty of the organization, it is comprehensive in bringing focus to areas that require significant dedication of time and resources within MACEDC.

EXECUTIVE SUMMARY

In developing this plan, MACEDC commissioned a third-party vendor, Odney, Inc. (Odney), to engage investors, members, employees, and public sector leaders with a survey to gather input for the development of pillars, goals, tactics, and metrics.

The primary objective of this phase of the process was to gather input regarding how MACEDC is doing and what priorities the organization should set over the next five years.

SURVEYS

A survey was commissioned by MACEDC, who designed the questionnaire collaboratively with Odney.

On July 11, 2022, a survey invitation was emailed to MACEDC board members, employees, committee chairs and partner organizations identified by MACEDC. The survey invitation included a link to the survey and requested participants complete the survey by July 15, 2022. Follow-up emails and phone calls were made by Odney and MACEDC to get as many respondents from the sample as possible. The survey link was closed on July 27, 2022.

BREAKDOWN OF RESPONDENTS

The most frequently identified objectives for MACEDC to focus on for the next three to five years were business expansion and retention, being the go-to organization for the business community, maintaining and expanding membership, growing/stabilizing revenue for the organization and overcoming the area's workforce challenges. A wide variety of goals related to these objectives were offered by respondents, ranging from restating the objective (an example being "increase/retain membership") to specific goals (example: "increase government investment by 25% over the next five years") to ideas on how to accomplish the objective (example: "hire a workforce development team member"). Stakeholders also provided activities, policies and tactics that would need to be implemented to achieve the goals they identified.

Respondents offered a myriad of suggestions for measurements to evaluate MACEDC's success in fulfilling its mission, realizing its vision and living its values. The most commonly named methods were membership numbers, population growth, number of new or expanded businesses and the involvement or engagement of members. Various economic metrics were also mentioned, as were surveys of different internal and external stakeholders.

MACEDC's board met on August 24, 2022, to review these survey results and to identify potential goals and tactics from the survey for the strategic plan. The board met again on October 12, 2022, where it then identified pillars around which to organize the strategic plan, along with several goals for each of the pillars.

MACEDC staff met on October 28, 2022, to review the board's work to-date, and to identify tactics, from both the survey and their own suggestions, that further the pillars and accomplish the goals set by the board.

From there, Odney developed a working draft for the board to review at a board meeting held November 9, 2022. The new President | CEO provided vision and direction for the final pillars, goals and measures. This along with the comments from the board were then incorporated into a final document which the board adopted and approved at December 21, 2022 board meeting.

MISSION STATEMENT

It is the mission of the Minot Area Chamber EDC to advocate for and invest in business activity by being a collaborative partner in the community, focused on improving quality of life for all.

VISION STATEMENT

To be the go-to organization for our business community to drive key initiatives that build and strengthen our economy.

VALUES STATEMENT

Advocacy: We serve as the champion and voice for business by representing the best interests of our member investors at local, regional, and national levels.

Catalyst: We are a catalyst and convener for regional economic development focused on business expansion, retention and recruitment.

Collaboration: We are stronger and better together. Partnership is the core of what we do, working together to strengthen our community.

Community: We focus on creating a diverse community in which people want to live, work, and play.

Leadership: We encourage community involvement and provide opportunities for engagement and leadership development.

Integrity: We are stewards of the community resources with which we have been entrusted.

A mission statement describes an organization's fundamental and unique purpose.

A vision statement describes what the organization hopes to achieve or where it is going.

A values statement defines an organization's beliefs and how people in the organization are expected to behave.

PILLARS, GOALS, AND TACTICS

PILLARS

Pillars are the foundational anchors for the strategic plan, around which goals and tactics are developed. Pillars represent the fixed and strategic areas of focus for the time period of the strategic plan. They broadly represent what an organization wants to achieve. Pillars are set at the board level.

GOALS

Goals are at the level of measurement and evaluation. They can either be accomplished or measured for progress. Goals may or may not have specific tactics to carry them out. Goals may be amended, but usually infrequently, during the life of a strategic plan. Goals are set at the board level.

TACTICS

Tactics are specific ways or strategies for carrying out the goals. They help answer how a specific goal may be accomplished. They must remain adaptable and flexible, and subject to amendment on a frequent basis and as part of the frequent monitoring and adjustments made to carry out the strategic plan. Tactics are set at the staff level.

OVERARCHING PILLARS OF FOCUS

ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

WORKFORCE DEVELOPMENT

MEMBER INVESTOR SERVICES

MILITARY SUPPORT

ECONOMIC DEVELOPMENT PILLAR

Goal: Advance continued operations of the intermodal ramp

Goal: Attract new business investment in the Logistics Park of North Dakota (LPND)

Goal: Lead primary sector development in the Minot area

Economic Development Measurements

MACEDC Measures

- Hit targets of the Business Incentive Agreement
- Two new business investments in the LPND by December 31, 2027
- Percentage of Business Retention and Expansion visits per year
- Number of site selectors contacted per year
- Number of potential primary sector business contacts engaged per year

Minot Area Measure

- The intermodal ramp is operational with demonstrable growth from January 1, 2023 through December 31, 2027.

COMMUNITY DEVELOPMENT PILLAR

Goal: Support quality-of-life initiatives

Goal: Support urban renewal initiatives

Community Development Measurements

MACEDC Measures

- Number of tactical engagements reported by MACEDC President | CEO to the board
- Defined role and tactics developed for urban development by December 31, 2027

Minot Area Measure

- MACEDC lead community satisfaction survey

WORKFORCE DEVELOPMENT PILLAR

Goal: Support workforce development solutions

Workforce Measurements

MACEDC Measures

- Committee or task force on workforce launched by December 31, 2023
- Develop a platform to support the Find the Good Life Initiative and track engagements by December 31, 2023
- Tracking system developed to monitor workforce proposals, opportunities and solutions during the 2023, 2025 and 2027 legislative sessions
- Number of tactical engagements reported by MACEDC President | CEO to the board

Minot Area Measure

- Minot area assessment of childcare needs established by December 31, 2023

MEMBER INVESTOR PILLAR

Goal: Provide value to member investors

Goal: Deliver entrepreneurial programming

Goal: Foster business growth

Member Investor Measurements

MACEDC Measures

- Increase in overall number of member investors
- Increase in number of member investors in the top three tiers
- Member investor engagements to include committee volunteers, programming and events
- Communication tracking

Minot Area Measure

- Economy at a Glance report

MILITARY SUPPORT PILLAR

Goal: Lead community military affairs and appreciation events and foster a community of support to make military personnel feel at home in Minot

Goal: Develop and execute strategic tactics to support the U.S. Air Force modernization projects that impact Minot Air Force Base and the two major Air Force units: the 5th Bomb Wing and the 91st Missile Wing

Goal: Support Task Force 21 and ensure resources to complete the mission of the group

Military Support Measurements

MACEDC Measures

- Number of leadership and military appreciation events
- Track engagements through Task Force 21 and maintain leadership positions for Minot on Governor Burgum Task Force for Military Issues in North Dakota (TFMIND), Air Force Global Strike Command Civic Leaders and key groups

Minot Area Measure

- Economic impact of MAFB

IMPLEMENTATION AND TIMELINE

Month of January 2023

- Hold first MACEDC team meeting
- Assign implementation and monitoring of goals and tactics to specific individuals or small teams with an appointed leader
- Determine frequency of reporting for each goal and tactic
- Set tentative dates for quarterly staff and subsequent board reviews of strategic plan goals and tactics from 1Q 2023 through 4Q 2027

Ongoing

- Daily
 - Keep goals a focus of daily operations
- Quarterly
 - Conduct review of strategic plan at MACEDC team meetings
 - Conduct evaluation against measurements at MACEDC meetings to determine what is working or not working
 - Modify tactics as warranted
 - Report to board
- Annually
 - Conduct surveys
 - Collect and compare metrics
 - Report to board
 - Modify goals as warranted

1st Quarter of 2027 through 4th Quarter of 2027

- Launch strategic review to redevelop strategic plan for another 5 years



**MINOT AREA
CHAMBER EDC**

5 Year Strategic Plan

January 1, 2023 through December 31, 2027

Prepared December 2022

x

ATTACHMENT B | MACEDC 2024 BOARD OF DIRECTORS AND TEAM

OFFICERS

Cassidy Hjelmstad, Chair
Ryan Ackerman, Chair-Elect
Missy Feist-Erickson, Treasurer
Kevin Black, Past Chair
Brekka Kramer, President | CEO & Corporate Secretary

ORGANIZATION

SRT Communications
Ackerman-Estvold
Peoples State Bank of Velva
Creedence Energy Services
Minot Area Chamber EDC

ADDITIONAL VOTING MEMBERS

Beth Feldner
Peter Hankla
Jonn Knecht
John Kutch
Brent Lohnes
Jason Olson
Mayor Tom Ross
Dr. Steven Shirley
Dr. Mark Vollmer (*retired June 30, 2024*)
Jason Zimmerman

Xcel Energy
McGee, Hankla & Backes, P.C
Bravera Bank
Trinity Health
Hess Corporation
Ward County Commission
City of Minot
Minot State University
Minot Public Schools
Minot Area Community Foundation

MINOT AREA CHAMBER EDC TEAM MEMBERS

Brekka Kramer, President | CEO
Carla Dolan, Vice President
Mark Lyman, Economic Development Specialist
Keli Rosselli-Sullivan, Workforce Development Specialist | Military Liaison
Katie Dotson, Communications & Outreach Specialist
Chanda DeCent, Finance Director
Jaime Hauge, Executive Assistant
Marie Sanders, Finance Assistant
Kelly Ryan-Johnson, Administrative Assistant

MOTOR VEHICLE DEPARTMENT TEAM MEMBERS

Lacey Coleman, Manager
Tammy Hanson, Clerk
Wendy Keldson, Clerk
Kim Reedy, Clerk
Destiny Waddle, Clerk
Tracey Oja Zeretzke, Clerk

ATTACHMENT C | MACEDC 2024 TASK FORCE 21 (TF21) COMMITTEE

TASK FORCE 21 MEMBERS

Brekka Kramer, Minot Area Chamber EDC President | CEO
Cassidy Hjelmstad, 2024 MACEDC Board Chair
Mayor Tom Ross
Mark J. Jantzer, TF21 Chair
Pete Hankla, TF21 Vice Chair
Randy Burckhard
Bruce I. Christianson
Jessica Klein
Jonn Knecht
Jason Zimmerman

TASK FORCE 21 STRATEGIC LEADERSHIP POSITIONS

- ND Military Commission, formerly known as the Task Force for Military Issues in ND (TF MIND) – ND Governor appointed positions
 - Pete Hankla
 - Brekka Kramer
- Air Force Global Strike Command Civic Leaders
 - Bruce I. Christianson
 - Randy Burckhard
 - Pete Hankla
 - Brekka Kramer
 - Mark J. Jantzer (emeritus civic leader)
- Air Force Global Strike Command Chiefs Group
 - Tom Rafferty
 - Carla Dolan
- U.S. Air Force Chief of Staff Civic Leaders
 - Mark Jantzer (emeritus civic leader)
- National Defense Industrial Association Northern Tier Chapter Board of Directors (ND, MN, MT, WY, SD)
 - Jessica Klein
- Bomber Constituency Group
 - Bruce I. Christianson
 - Pete Hankla
 - Jonn Knecht
- Strategic Deterrent Coalition Board of Directors
 - Mark J. Jantzer
 - Bruce I. Christianson
 - Brekka Kramer

ATTACHMENT D | BUSINESS RETENTION & EXPANSION REPORT

JULY 1 – DECEMBER 31, 2024 BUSINESS RETENTION & EXPANSION REPORT

Minot's thriving business climate speaks volumes to the success and dedication of Minot's existing business base. The Minot Area Chamber EDC works to preserve and strengthen Minot's existing primary and key sector businesses through the Business Retention & Expansion (BR&E) Program. The BR&E Program enables MACEDC to actively engage with the region's existing businesses to ensure stability and long-term success. MACEDC serves as a resource for existing businesses by facilitating local, regional, state, and federal resources as well as connecting businesses with the right tools to address their needs. The BR&E Program also serves as an opportunity for leaders and stakeholders to better understand the viewpoints, needs and challenges that existing businesses have within the Minot area. We hope that the data provided will prove helpful in growing our economy and strengthening the businesses within our region.

Throughout the fourth quarter of 2024, 16 businesses participated in site visits for MACEDC's BR&E Program. A summary of the data gathered is below.

- Seven of the businesses are from the energy sector, four are from the construction sector, and the remaining five businesses are from other sectors.
 - The Minot sites visited are headquarters for ten of the businesses, divisions for six of the businesses and an office operation for one.
 - Thirteen of the businesses primarily provide a component, while two provide a finished product and one business did not provide a response.
 - Ten of the businesses serve a regional market, four have a national market and two serve the local market.
 - Their reported market coverage ranged from 5% to 80%, with an average of 34% and a median of 24%.
 - Twelve of the businesses are current members/investors.
- A total of 1,626 people are employed by the businesses, including 1,617 full-time, non-seasonal positions.
 - Current employees were rated as meeting the businesses' expectations in terms of availability, quality and, especially, stability. (Figure 1)
 - Over the last three years, four of the businesses have added jobs (63 jobs added total) and six of the businesses have cut jobs (135 jobs lost total).
 - Six of the businesses noted there as been a change in the makeup of their workforce, primarily from retirements leading to younger employees being hired.
- Annual sales figures, among those willing to divulge that information, ranged from \$2M to \$93M, with a median of \$12.5M and an average of \$30.6M.
 - Capital investments over the past two years ranged from zero to \$1.6B, with a median of \$1.5M and an average of \$3M when controlling for outliers.

- Eleven of the businesses reported they are growing and the other five said they are maturing.
 - Similarly, company sales are increasing for eleven businesses, stable for four and are decreasing for one business.
- Within the next five years, eleven of the businesses have plans to expand. Those expansion plans include more employees for six businesses, more locations for three, adding services for three, increased market share for three and acquisitions for two.
 - The biggest barriers to growth in Minot were the cost of living and labor costs. (Figure 2)
- Regarding legislative changes over the next two years, seven businesses said some changes could adversely affect them and ten felt some legislative changes could benefit them. The potential changes most often mentioned a change in regulations.
- Suppliers or customers relocating hasn't been an issue for the businesses.
- The biggest challenge facing businesses in Minot continues to be related to recruiting and retaining employees, followed by business consolidations.
 - Ten of the businesses reported experiencing recruitment issues, which are said to be both a community and industrywide issue.
 - The biggest need continues to be for those in the trades and skilled laborers.
 - The businesses had an average of six unfilled positions. Fourteen said the number of unfilled positions is stable and two said the number is increasing.
- The biggest advantages to being located in Minot is the people, the quality of life and the location.
 - Minot's business climate was assigned an average rating of 3.75 on a scale of one to five, with one being low and five being high.
 - The biggest disadvantages to being in Minot are the location (distance from the Bakken and supplies) and difficulty finding/attracting qualified employees.
- The highest rated aspects of life in Minot are the airport, police and fire departments, highways and parks/recreation. (Figure 3)
 - The lowest rated aspects of life in Minot are public transportation, childcare services and housing. (Figure 3)

FIGURE 1
Mean Rating: Workforce
(1=Greatly Needs Help, 5=Exceeds Expectations)

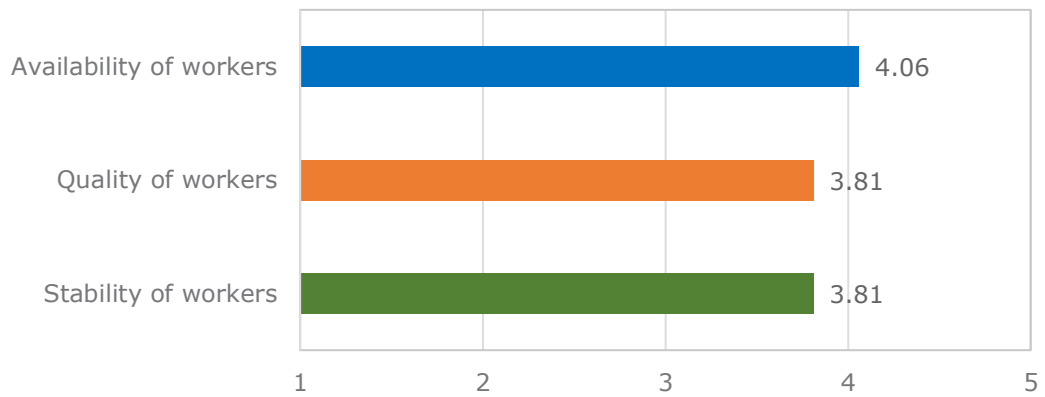


FIGURE 2
Mean Rating: Barriers to Growth in Minot
(1=Low, 5=High)

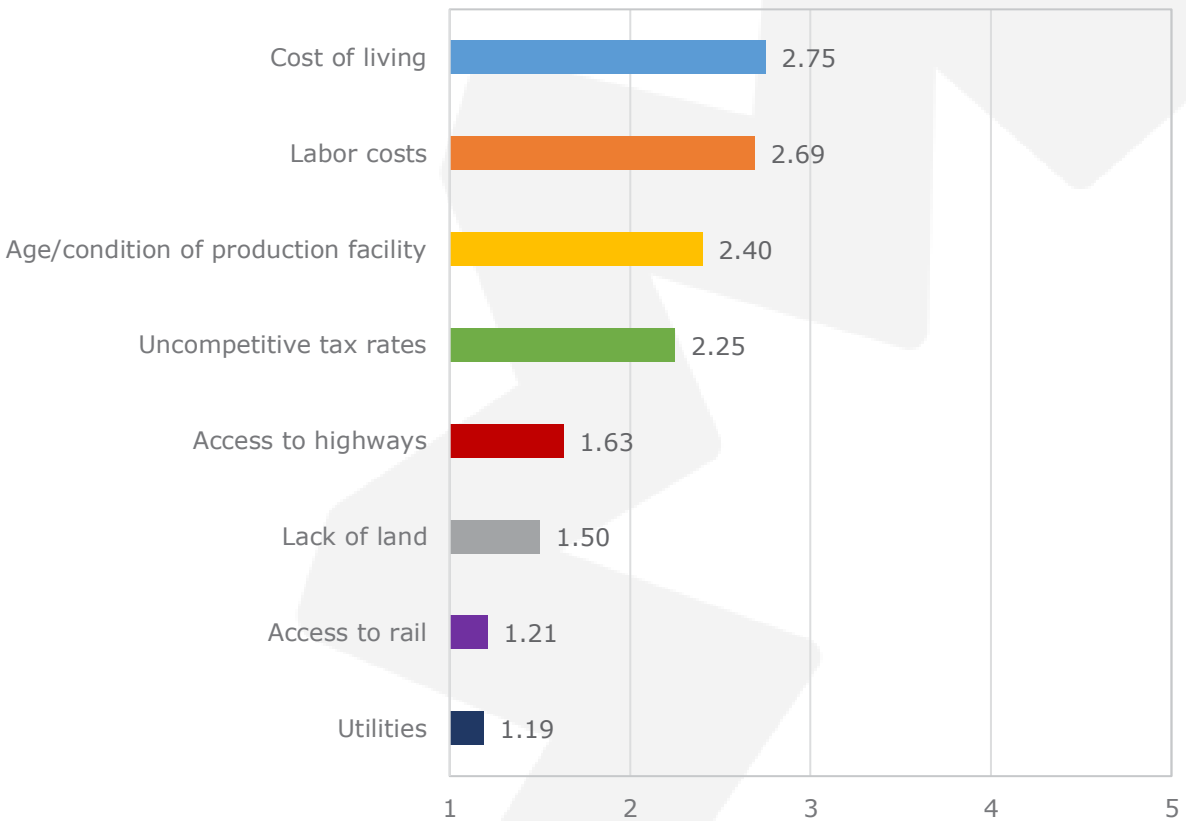
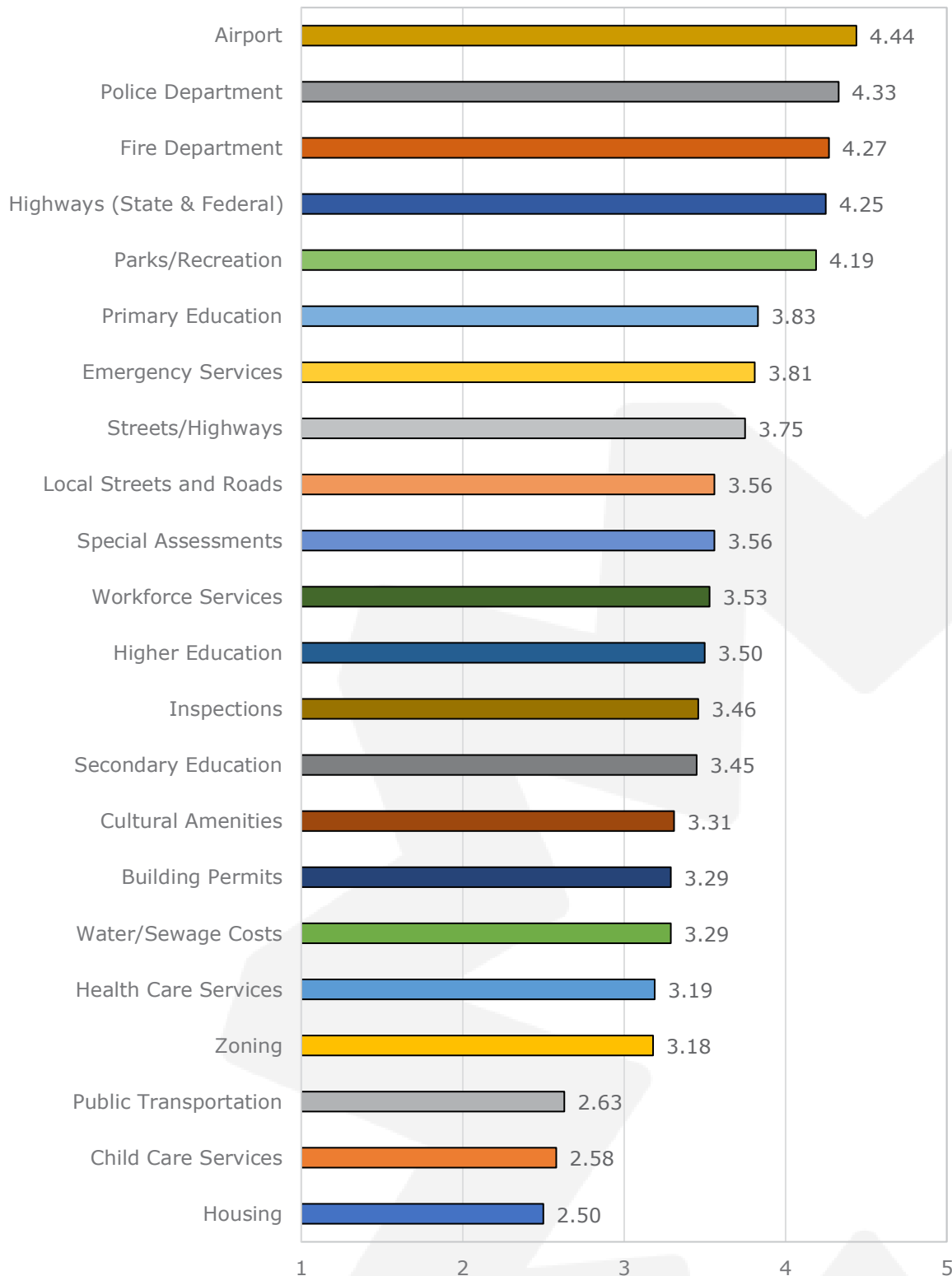


FIGURE 3
Mean Rating: Quality of Life
(1=Greatly Needs Help, 5=Exceeds Expectations)



COMPARISONS TO PREVIOUS YEARS

Overall, there have not been many significant differences in the quantitative data gathered during the site visit interviews over the past year compared to the data gathered in previous years.

- Perception of the city's business climate continues to be favorable and unchanged from previous years. (Figure 4)
- The biggest barriers to growth in Minot are again labor costs and cost of living. Following an increase in 2023, ratings of labor costs went back down to where they were in 2022. Ratings of cost of living have remained fairly stable. (Figure 5)
- Ratings of how well the businesses' workforce is meeting expectations in terms of quality, stability and availability have remained stable. (Figure 6)
- While there have been slight variations in nearly all the quality-of-life ratings since 2021, very few were significant. (Figures 7a and 7b)
 - Housing's mean rating decreased from 3.11 in 2023 to 2.63 in 2024, which is significantly lower than where it was in 2021 (3.44).

FIGURE 4

Mean Rating: Minot's Business Climate
Year Over Year Comparison
(1=Low, 5=High)

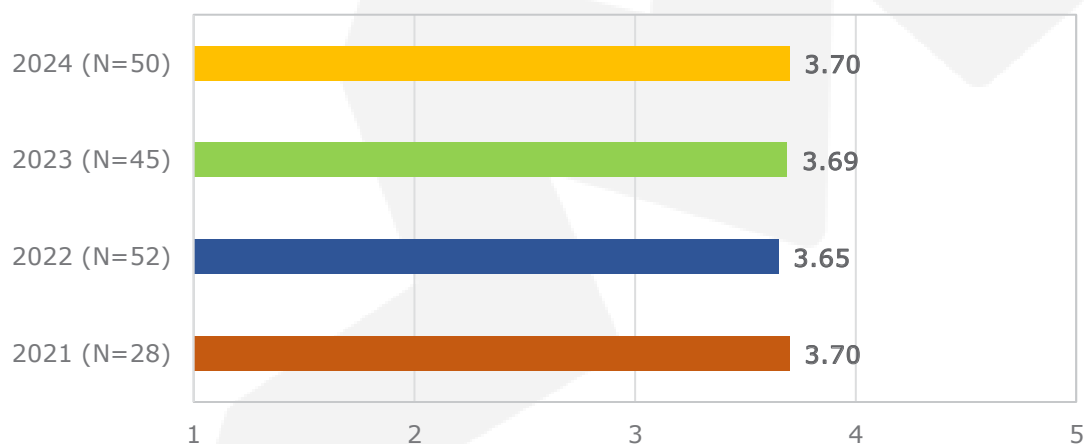


FIGURE 5

Mean Rating: Barriers to Growth in Minot
Year Over Year Comparison
(1=Low, 5=High)

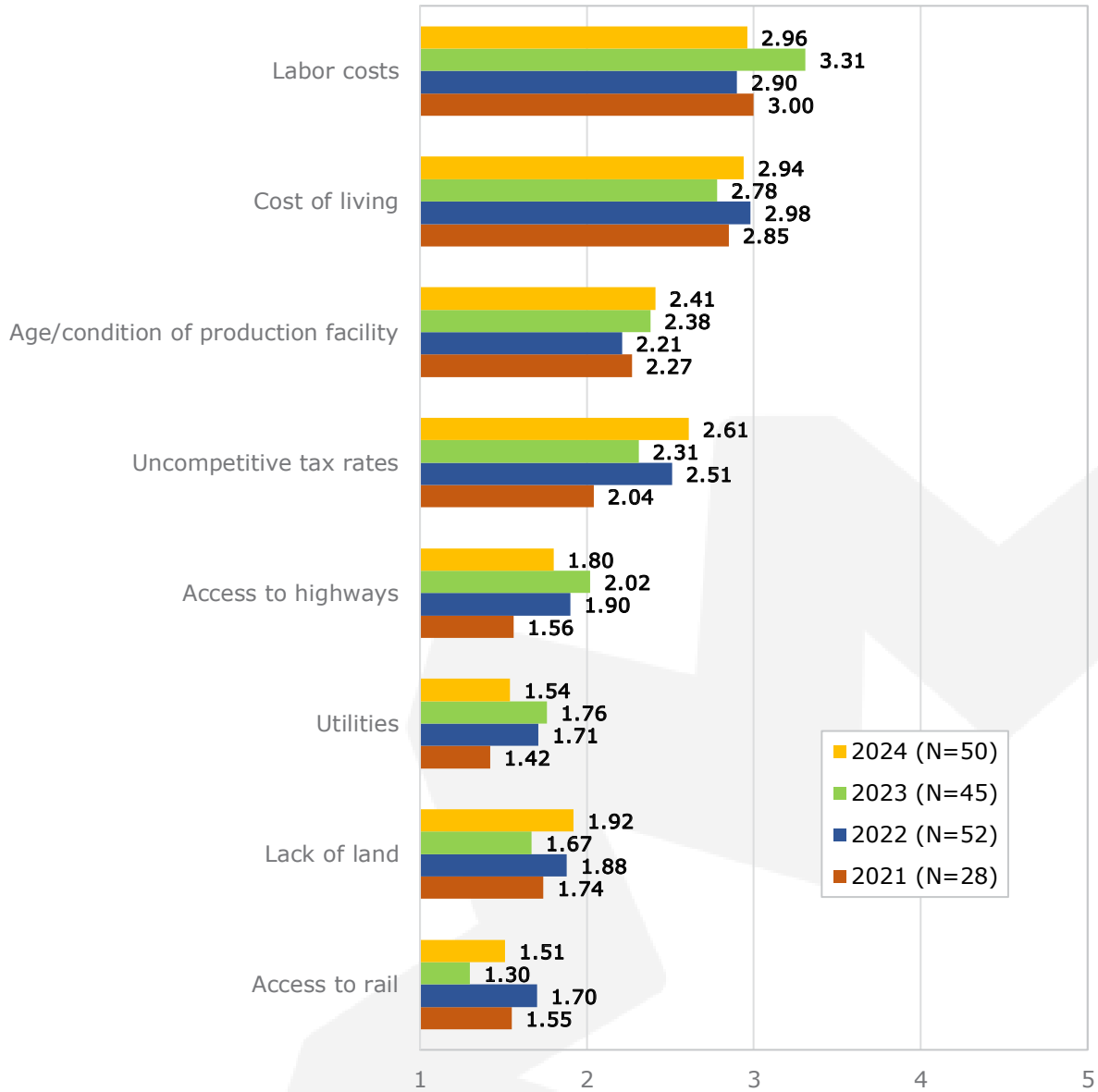


FIGURE 6
Mean Rating: Workforce
(1=Greatly Needs Help, 5=Exceeds Expectations)

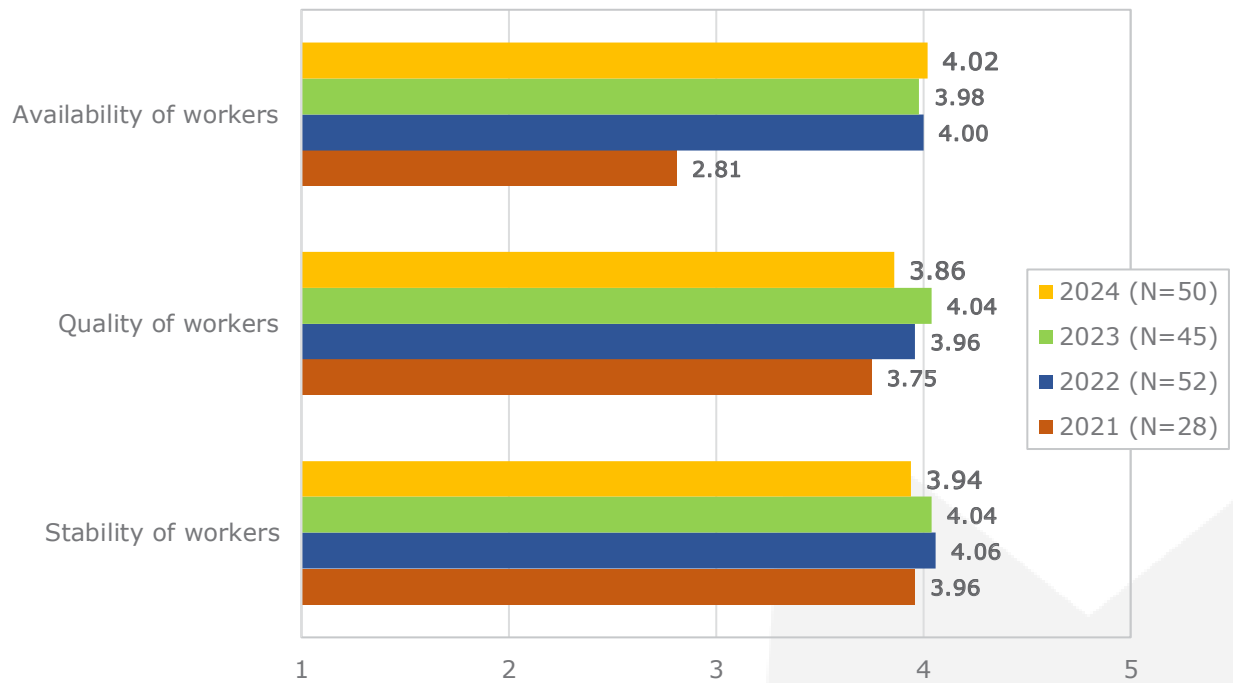


FIGURE 7A
Mean Rating: Workforce
Year Over Year Comparison
(1=Greatly Needs Help, 5=Exceeds Expectations)

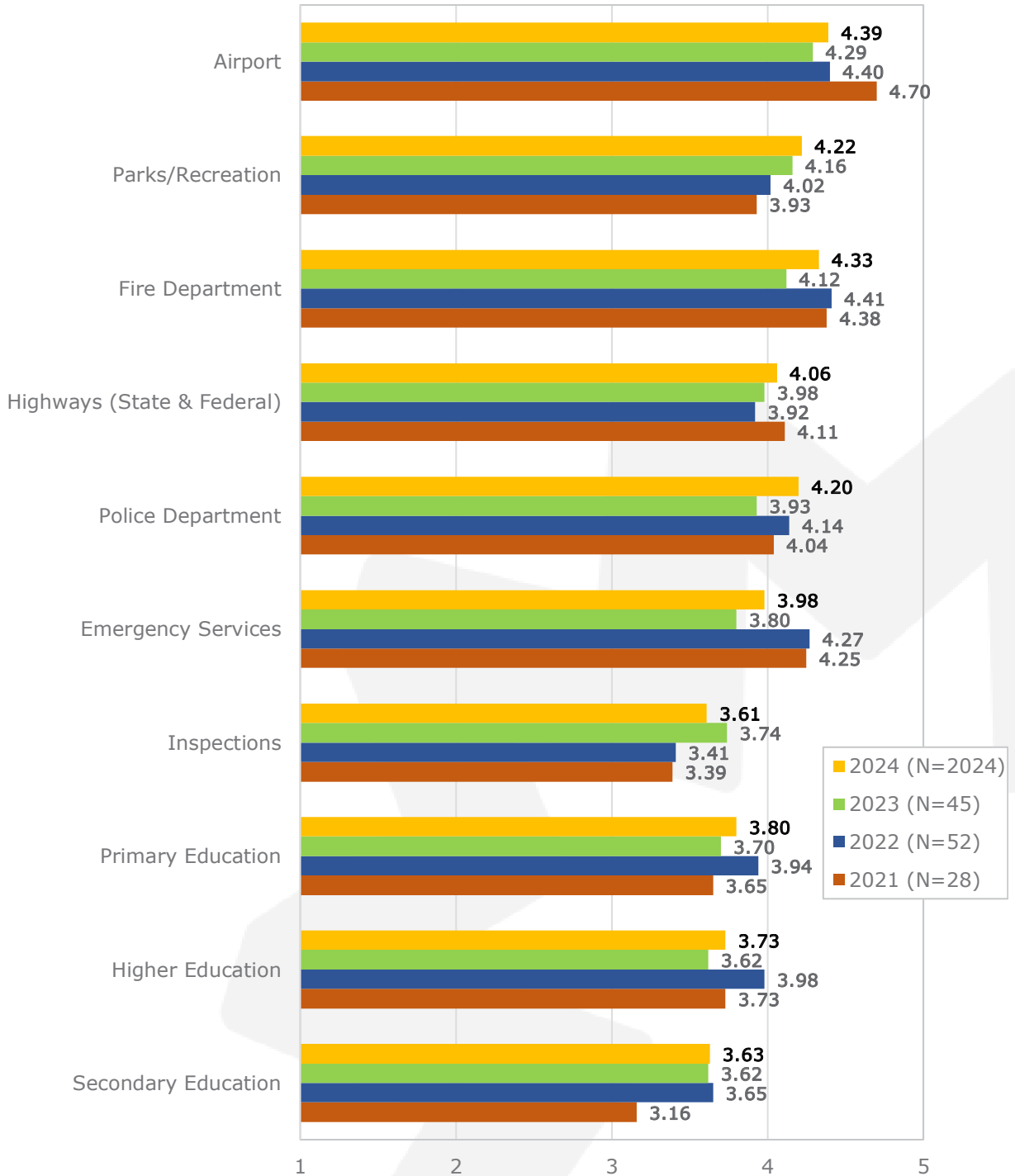
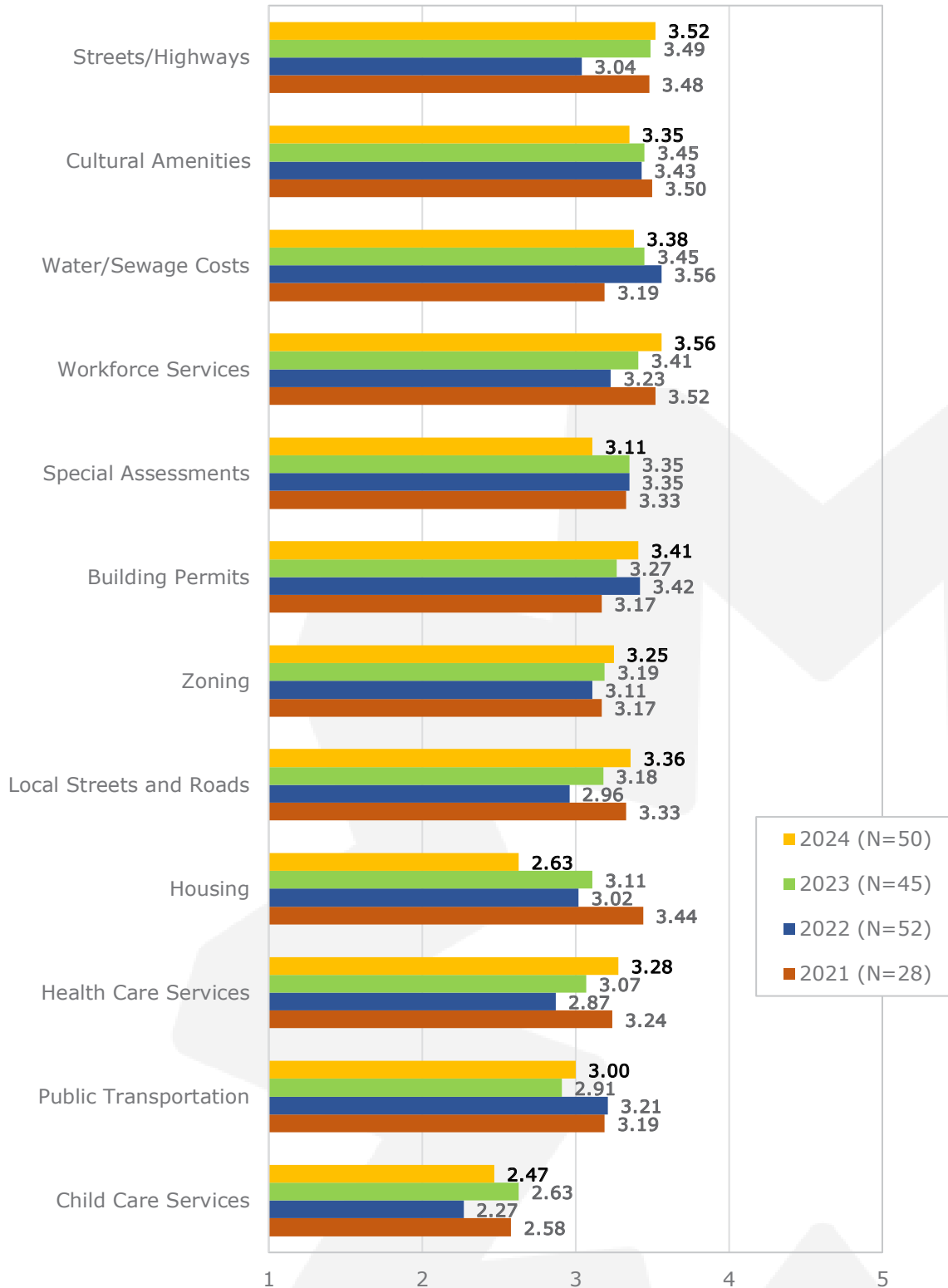


FIGURE 7B
Mean Rating: Quality of Life
Year Over Year Comparison
(1=Greatly Needs Help, 5=Exceeds Expectations)



ATTACHMENT E | MACEDC WAYFINDERS REPORT

Analytics are separated as we launch a marketing campaign that started July 1, 2024, with Odney and their format of tracking is different.

GOOGLE ANALYTICS WEB SITE TRAFFIC - JANUARY 1 TO JUNE 30, 2024

City	Users	New Users
Warsaw	640	640
Minot	144	140
Minneapolis	46	43
Chicago	41	37
Bismarck	39	31
Dallas	27	25
Fargo	26	19
Columbus	22	22
Ashburn	9	9

TOTAL USERS

1446

ENGAGEMENT SESSIONS

614

AVERAGE ENGAGEMENT RATE

32.94%

AVERAGE ENGAGEMENT SESSION PER USER

.42

AVERAGE ENGAGEMENT TIME

51 Seconds

MAGICINMINOT.COM MEET A WAYFINDER INQUIRIES

5

MAGICINMINOT.COM MEET A WAYFINDER CONNECTIONS MADE

0

TOTAL NO. OF WAYFINDERS

25

GOOGLE ANALYTICS WEB SITE FORM VIEWS TRAFFIC - JULY 1 TO DECEMBER 31, 2024

Top States	Views
Arizona	119
Colorado	119
Minnesota	92
North Dakota	50
California	28
New York	26
Tennessee	25
Texas	24
Illinois	17

MAGICINMINOT.COM MEET A WAYFINDER INQUIRIES

19

MAGICINMINOT.COM BECOME A WAYFINDER INQUIRIES

2

MAGICINMINOT.COM MEET A WAYFINDER CONNECTIONS MADE

6

RELOCATION GUIDE VIEWS

20

TOTAL USERS

58,463

ENGAGEMENT SESSIONS

61,381

TOP LANDING PAGE BY SESSIONS

Family

47,370 Users

48,829 Sessions

Veterans

4,823 Users

5,025 Sessions

Grads

4,166 Users

4,298 Sessions

[CLICK HERE FOR TOTAL REPORTING](#)

ATTACHMENT F | MACEDC 2024 LOGISTICS PARK OF NORTH DAKOTA (LPND) COMMITTEE

COMMITTEE MEMBERS

Ryan Ackerman, Chair
Missy Feist-Erickson
Jonn Knecht
Jason Zimmerman

ORGANIZATION

Ackerman-Estvold
Peoples State Bank of Velva
Bravera Bank
Minot Area Community Foundation

MINOT AREA CHAMBER EDC

Brekka Kramer, President | CEO
Mark Lyman, Economic Development Specialist

ATTACHMENT G | MACEDC 2024 WORKFORCE COMMITTEE

COMMITTEE MEMBERS

Dr. Steven Shirley, Chair
Mayor Tom Ross
Scott Burlingame, Independence Inc.
Susan Ogurek
Josh Blackaby, SandPro
Pam Hopkins, Trinity Health
Travis Mowbray, Mowbray & Son, Inc.
Tom Rafferty, Verendrye Electric Cooperative
Representative Paul Thomas

ORGANIZATION

Minot State University
Burdick Job Corps.
Nonprofit sector
Job Service North Dakota
Energy, ND Workforce Dev. Council
Healthcare
Trades
Utilities
Agriculture, State Legislator

MINOT AREA CHAMBER EDC

Brekka Kramer, President | CEO
Keli Rosselli-Sullivan, Workforce Development | Military Liaison