

MEDAG

Overview

The Mayor's Economic Development Advisory Group was established by Bismarck Mayor John Warford and Mandan Mayor Tim Helbling and supported by the City Commissions of Bismarck and Mandan. The group met bi-weekly over a four-month period between October 2008 and January 2009. The group's purpose was to produce a set of initiatives/recommendations that could enable more efficient and effective local economic development efforts.

The first order of business was to determine the current roles of existing organizations or groups that help define our "brand," participate in economic development activities, and to review their current and future plans. Each group was invited to prepare and make a presentation to the group. After data was gathered, discussed, and reviewed MEDAG's intention was to develop a vision for economic development in Bismarck/Mandan and provide some specific recommendations and initiatives that will add focus to our communities' combined efforts.

(Please refer to Appendix A for meeting and presentation notes)

MEDAG Participants

[Jim Cooper](#) Med Center One, [Bill Daniel](#) Daniel Companies, [Diane Fladeland](#) UMARY, [David Gipp](#) UTTC, [Dave Goodin](#) MDU, [Paul Govig](#) ND Department of Commerce, [Jerry Haas](#) YP, [Terry Harzinski](#) CVB, [Tim Helbling](#) City of Mandan, [Ellen Huber](#) City of Mandan, [Niles Hushka](#) KL&J, [George Keiser](#) Quality Printing, [Dawn Kopp](#) Downtowners' Association, [Julie Kuennen](#) Idea Center, [Shannon McQuade-Ely](#) McQuade Distributing, [Tim Moore](#) Senator Conrad's Office, [Steve Neu](#) Bismarck Parks and Recreation, [Chuck Peterson](#) Jobbers Movers and Storage, [Chuck Reichert](#) Retired, [Paul Schable](#) Kirkwood Mall, [Mike Seminary](#) City of Bismarck, [Larry Skogen](#) BSC, [Jerry Splonskowski](#) Northwest Contracting, [Sandi Tabor](#) ND Lignite Council, [Greg Vetter](#) American Bank Center, [John Warford](#) City of Bismarck, [Suzanne Wentz](#) Odyssey Research, [Bruce Whittey](#) Corwin Churchill Motors, and [Jerry Woodcox](#) Burleigh County.

Mayors John Warford and Tim Helbling are deeply thankful for the effort and time invested by these individuals and greatly appreciate their interest in making our communities even better places to live, work, and recreate.

Presentations made by:

BMDA, the Chamber, Bismarck Parks & Rec, the Vision Fund, Bismarck and Mandan Airports, Civic Center, CVB, the Renaissance Committee/Downtowners, Young Professionals Organization, State Commerce Department, Idea Center, United Tribes Technical College, Bismarck State College, University of Mary, Mandan Progress Association, Mandan Public Schools, Mandan Park and Rec. and Ft Lincoln.

The [Airports, Civic Center, CVB, Downtowners, Renaissance Zone Committees, Bismarck and Mandan Parks and Recreation Districts, Mandan Progress Organization and Ft. Lincoln Foundation](#) were asked to address the following questions:

- * What is the purpose of your organization and how have you filled that role the past three years?
- * Discuss three things that if changed or encouraged will grow our City?
- * What areas are you focusing your attention on?

[Young Professionals](#) were asked to address the following questions:

- * What do you believe is the greatest strength and greatest weakness of our community?
- * What three things could we do to improve the community and drive economic development?
- * Why do you elect to stay in our community?

[State Commerce Department](#) was asked to address the following:

- * How does Commerce serve ND cities?
- * What changes can Bismarck make that would empower economic development.
- * Is there any pending legislation that might influence what we do in Bismarck?
- * What things can you do to help Bismarck grow?

[Idea Center](#) was asked to:

- * Describe the mission of the Idea Center.
- * What changes can Bismarck make to increase entrepreneurial business?

[UTTC, UMARY](#) and [BSC](#) were asked to address the following:

- * Discuss the important role each institution plays in economic and community development.
- * Are there prospective partnering opportunities?
- * What do you believe is the greatest strength and greatest weakness of our community?
- * What could we do to improve our communities?

Findings:

At the conclusion of the presentations Julie Kuennen facilitated a meeting to help the group accomplish the following:

- * Determine a short list of broad initiatives.
- * Assign individuals or seek volunteers to form sub-committees to further define initiatives.
- * Begin accountability discussions.

(Please refer to Appendix B for subcommittee notes.)

Next Action Step:

After a 45-day period of time and two additional meetings, the group has determined that the following provides Mayors Warford and Helbling:

1. An enabling strategy for three global initiatives.
2. Eleven sub-initiatives.
3. Team leaders and standing members for each team.
4. An opportunity to decide which initiatives are appropriate for individual or collective public action.

We then recommended the following steps be taken:

1. Call for meeting of original MEDAG to allow acceptance of report and next steps:
2. Present initiatives and sub-initiatives to Mayors Warford and Helbling.
3. Mayors Warford and Helbling review sub-initiatives.
4. Conversation of how involvement needs to unfold.
5. Obtain Mayors Warford's and Helbling's endorsement for selected sub-initiatives.

Enabling Strategy for all Global Initiatives

Subcommittee on Funding, Communication, and Branding

Leaders: (K. Hullet/T. Moore/E. Huber)

I. Global Initiative: Quality of Life Subcommittee

Leader: (S. Neu)

1. Environment (public safety, transportation, air quality, natural resources, landscape, safety), curb appeal. (C. Peterson)
2. Arts, culture, programs, history, events, entertainment. (J. Haas/YP)
3. Education/communiversity. (B. Hawk/D. Fladeland/L. Skogen/G. Nelson)

II. Global Initiative: Efficient Infrastructure Development Subcommittee

Leaders: (J. Splonskowski/B. Whittey)

1. Public and open space. (S. Neu)
2. Energy and transportation. (M. Seminary)
3. Community core downtown, place to gather, facilities, current plans. (B. Whittey)

III. Global Initiative: Opportunity Development Subcommittee

Leader: (P. Govig)

1. Enable, foster, support economic development and local entrepreneurial development in the area. (J. Kuennen)
2. Reactivate the MBBM (Morton, Burleigh, Bismarck, and Mandan) committee. Organize efforts to enhance cooperative and collaboration between all boards, commissions, and other government entities. (J. Woodcox/B. Strinden)
3. Promote the development of the Mandan Events Center and the expansion of the Bismarck Civic Center from the perspective of promoting the Bismarck-Mandan area. (P. Govig)
4. Enhance coordination of regional sporting and cultural opportunities and facilities. (J. Splonskowski)
5. Continued support of Applied Energy Technology Center. (N. Hushka)

Final Action Steps:

Team leaders met over the course of the next 45-60 days to develop objectives and goals for their respective initiatives and agreed to present them in an open meeting forum. Team objectives were gathered and prepared in the MEDAG template and posted on the Bismarck City website (www.bismarck.org) or Dakota Media Access Television (www.freetv.org) for public review.

Saturday, July 11, 2009 was selected as MEDAG's public meeting forum and a well-promoted public meeting was held. Each initiative and objectives were presented and a public meeting opportunity was made available at the conclusion of the presentations.

What follows are the initiatives and their respective objectives.

Mayors Warford and Helbling:

On behalf of all 28 MEDAG volunteers, we express our appreciation for the opportunity provided to be part of this important discussion. Please accept these findings and we look forward to the steps and discussion that will follow as you move forward in your community and economic development plans.

MEDAG Participants

Meeting 1 (October 14, 2008) Notes

Discussed with action items

- Get summaries of Renaissance Fund
- Bismarck, Mandan, Morton, Burleigh first need a name
- State/Local Capitol program for qualified business expansion
- How do we take advantage of low hanging opportunities – attract business expansions
- Sandy--clusters
- George Keiser's idea on commercial building opportunity
 - Create local equity fund
 - Create State backed loan program
 - Get selection criteria in place to shoot list of candidates
 - Establish standard investment criteria

Issues from participants

- Workforce is a major issue
- How do we find ways to grow our own – Cluster development
- How will Bis/Man participate in the research corridor?
 - This is a major issue!
 - Need a Federal research center in Bismarck
 - Need a way to get Federal research dollars into this region
- Affordable housing for entry level
- Diversity is an issue that must be discussed as a workforce issue and contributor to quality of life issues
- Workforce discussions
- Higher education
- Higher ed collaboration
- Empower a seed; venture; and angel fund network

Meeting 2 (October 28, 2008) Notes

Presentations were made by BMDA – Russ Staiger

- Purpose statement included three (3) major areas to increase employment and add wealth to the two county region
- Last three (3) years
 - Led the development of the NPCC
 - Established a relationship with BNSF railroad
 - Focus first on retaining Bobcat and their suppliers
- Led Mandan redevelopment initiative
 - Developed a strategic vision for downtown
- Major current initiative is workforce development
- Largest concerns
 - Available workforce
 - Workforce training

Presentation by Steve Herman on Workforce Development

- Currently believes best growth strategy is to “grow your own”
- Developed a strategy based on marketing and incentives
 - Market in place with high unemployment
 - Use the internet to advertise Bismarck-Mandan

Comments from group

- Presented university of Utah alumni career services web site that focuses on recruitment
- How do we fund workforce development? Set up a subcommittee of the Vision Fund that focuses on investing workforce dollars

Presentation by BisMan Chamber – Kelvin Hullet

- Purpose: Advance the business environment
- Great handout of presentation/slides
- Questions
 - Can we better teach young people that ND is a low cost, high quality place to live?

Presentation by Marv Heinert with Vision Fund

- Presented a handout that provides details of all projects to date
- Clarification: Vision Fund is Bismarck only and cannot fund retail development of any sort. Can only fund primary sector jobs
- Vision Fund has recently focused on infrastructure because we need to move in ready facilities

- Teach our children to live here

Comments/Questions

- How do we balance workforce development and infrastructure funding
 - Create a line item within the Vision Fund to cover costs of workforce development
- Do we need more industrial land and how do we cover development
 - NPCC works for those who need rail
 - Consider open up an industrial center near Menoken
 - Much infrastructure is already there
- We need to move ahead and designate industrial land and then figure out how to hold the property

Discussion Session:

- Are we doing anything with Section 8 – MBE/DBE priority
 - Native American federal purchase priority allows businesses to be successful
 - Partnerships will be important
- Consider another meeting and add more Mandan information
 - Email will follow
- Discussed Clusters Concept
 - BMDA has looked into deploying this concept
 - Looked at four (4) target groups – Energy, Agriculture, Medical, and Advanced Manufacturing

Meeting 3 (November 12, 2008) Notes

Presentation 1 – CVB

- Terry Harzinski and Sherry Grossman
- Bis/Man CVB first one in ND organized after the State authorized the 2% sales tax
- CVB just finished their planning session
- Plans are posted on the Share Point site.
- Since 2000, tax has increased from \$350K to \$525K
- Group focuses on attracting people to Bismarck-Mandan
 - Conventions and events are largest focus
 - Average annual dollars spent - \$52 million
- Group Services
 - Assist Groups with events planning to drive retention
- Leisure travel and marketing
 - Market this region to individuals and families

Issues to Grow City

- Air service enhancements
- Upgrade facilities and support new facilities
- Bismarck Convention Center hotel
- Rename the “Bismarck Civic Center – “??? Convention Center”

Questions

- How is your membership? Membership and dues have not changed in years
- Income increase – How much is growth and how much is inflation
- How will Mandan Events Center fit in? Need to have better definition of the facility before we can fit it in
- What can the Civic Center change – More meetings rooms/break out rooms, however we can promote what we have
- BSC hosts conference, etc. – Are all groups connected? Yes. Well coordinated
- How big is school/Labor Day issue – Could be good for tourism, however the task is very tough battle
- How can we work to keep people here longer? Joint website usage; better coordination; extend the stays
- How many markets that we compete with have a hotel attached to the Civic Center – Many! We actually compete with single hotels

Bismarck Airport – Greg Haug

- Purpose is to ensure long term, safe air access at all levels

- Presentation could be posted on Share Point.
- New terminal is significant community improvement
- New master plan just completed
 - Looking at adding cargo area near NPCC
 - Future runway extension to enable cargo
- Northwest-Delta merger is significant
- Suggestions
 - Utilize the NPCC to enhance all forms of transportation
 - Air cargo
 - Look further into customs on the Bismarck Airport
 - Create a convention center with an attached hotel will drive enplanements
- Current focus
 - Additional air service
 - Northwest-Delta merger
 - Long term enhanced service
 - Hiring a marketing and advertising consultant
 - Passenger enplanements down 4% equal to national average
- Questions
 - Can you track passenger loss to Fargo? Not easily, however fares are lower and we do lose to large markets. The boardings are not increasing at same level as the city has grown
 - Need to add competition to drive down ticket prices, however this affects ability of existing carrier
 - What is happening on GA side? City has transferred the city fueling to a private company – now to FBO
 - Add new corporate hanger area south of terminal

Bismarck Civic Center – Charlie Jeske

- Purpose: Enhance the experience of facility users
- Significant and varied programming requirements
- Adding a marketing and sales team to promote the Center
- Wizards are one level below NBA and we do not realize significance
 - We must support this group further
- Propose new building changes
 - Must be parking neutral
 - Add meeting rooms and large convention area
 - Canad enhanced entire hotel industry in Grand Forks and could do the same here
 - Updating cost estimates for improvements

Questions

- How does the Civic Center compare to the Grand Forks Alerus Center? Generally are the same. Liquor license is an issue. Looking at moving this to CAP and then offering full package.

- Should we change the name? People do look at the Civic Center name and are discouraged. Should consider. Believes we should retain “Bismarck” in the name.
- What about “The Bell”? Need to create a niche market for this facility. Facility loses money today. Need emphasis.
- What is the competition doing? Guest services can lead facility. Fargo Dome looking at adding basketball facility. #1 multi-purpose room, #2 attached hotel, and #3 bring the facility all together.
- Have skywalks been considered? Opens options to parking areas.

Renaissance Committee/Downtown Renovation

- Presentation was circulated
- Discussed available progress – 5 major programs
- Recommendations to grow city
 - Make downtown the place to do business
 - Make downtown the place to live
 - Make downtown the place to be
 - Quiet zone for railroad
 - Create a downtown neighborhood
- Questions
 - How close do we adhere to “theme” in downtown? Mostly encourage, not enforce. Want to save what is there.
 - How is the downtown parking expansion going? Old Sioux area?
 - Still being planned as a multi-use facility
 - Project is coming back. MedCenter One has solved their project temporary. Need 250 spaces for MedCenter One on a long term basis.
 - How do we compare to other cities with these zones?
 - Mandan’s going well
 - Fargo probably best
 - Only Bismarck has CORE program so really unique
 - What are the two top changes for downtown
 - Find a way to get downtown housing
 - Address parking
 - Build a public square
 - Create more alliances with multiple groups
 - Where can we build green space/gathering in downtown?
 - City parking lot next to City Hall
 - Buy downtown land from large entity
 - Consider closing Broadway
 - Can we move parking out and move people?

MEDAG Meeting

November 25, 2008

Downtown Association – Presentation #1

- Created as a part of the Chamber of Commerce in 1906
- Mid 70's split because one entity needed to focus on Downtown
- A vibrant downtown discourages fragmentation of the community
- New event this year "Downtown Holiday Walk"
- 2008 also hosted the "Rip Roaring Rib Fest"
- Three current initiatives
 - Increase "buzz" for Downtown
 - Up the "cool" factor
 - Fostering Downtown preservation
- Questions:
 - Have you ever considered a Downtown Theme?
 - Just started exploring a brand for the area
 - Utilizing the streetscape theme from 5th Street – Art Deco
 - How has membership & dues changed?
 - Membership pretty consistent in past ten (10) years and dues have also remained consistent – last five (5) years the same
 - Most important concern
 - Try to create a downtown atmosphere
 - Trying to find people to help with events
 - How are you funded? Membership plus event revenue; no city funds
 - Have there been any thoughts towards developing arts downtown?
 - Good idea, however, they have no funds to drive this
 - Biggest issues: parking; skyways and quiet rail. What is being done?
 - Lobbied for quiet rail
 - Parking always in for-front
 - Skyways plus housing is essential

Young Professionals – Career minded-Community focused

- 250 active members
- Organized in 2005 under guidance of Chamber of Commerce
- Six committees: Operations, Entrepreneurs, Professional Development, Ambassadors, Service, and Social.
- Accomplishments in 2008
 - Develop strategic plan
 - Hired part-time administration
 - Developed Marketing/PR Team
 - Presented at national conference
- Topics of Interest

- Strengths
 - Passive perception of quality of life
 - Affordable
 - Safe
- Weaknesses
 - Need downtown activities
 - Variety of entertainment
 - Diversification
- How do we grow
 - Higher wages/opportunity
 - Create business friendly environment
- Why live here?
 - Cost of living
 - Short commutes
 - Vibrant community with lots of parks and the river
- Initiatives
 - Focus on job retention
 - More cultural events
 - Become forward thinking
 - More communication and reach out more

Questions

- What is potential for growth? By year end, maybe 300
- Is there one thing we could quit doing to enhance the community better
 - Get young people involved now and they are ready now!
 - Group needs to grasp on to a single project to drive all together
- Is it true that it is difficult for young people to get involved
 - YP is going to actively attend events
- Are there too many groups? Not many that overlap

Quality of life outside of work is very important!

North Dakota Department of Commerce

- Mission/Overview-Lead ND efforts to attract, retain and grow economic health
 - Financing direct support, policy development, marketing
- ND positioned to absorb economic shock, however, we are not immune
- What can Bismarck do to improve economic landscape?
 - Infrastructure, partnership with local colleges, innovation
 - Infrastructure:
 - Aquatics center, Mandan downtown, library, Bell, NPCC
 - Community must constantly develop
 - Riverfront development – very unique
 - Proactive development important
 - Civic Center growth important; renaissance improvements
 - Partner with local universities
 - Challenge is to connect the students to the community

- Create social networks and use them
 - Train entrepreneurial skills
- Stimulate Innovation
 - Atmosphere/tone that can be created and grown
 - We are a global “new place” that is now connected to the world
 - Innovate ND program can help
 - Bismarck Idea Center
- Key State Programs
 - Centers of Excellence
 - Workforce Initiatives

Questions

- What is the State’s focus in next session?
 - Work force development will be front and center
 - Internship Programs
 - Classroom Programs
 - Energy policy and Empower North Dakota created good programs
- Missouri River is such a great asset. We must preserve this now so please call your county commissioners to support the comprehensive plan
- How do we encourage innovation/entrepreneurial attitude in public sector?
 - Start at grade school where we make kids scared to make mistakes
 - Reward risk and create a perception that failure is ok
- How do we get local leaders, young local leaders more involved?
 - Encourage young people to create their own visions
 - Create a learning environment
- All good ideas cost money!

The Idea Center – You must have passion to enter

- Create a development lab for students and then grow the community
- IDEA – Incubator, Development, Entrepreneurial, Activity
- Startup services are free
- What do we do? Enable new businesses
 - Needs analysis for new and existing businesses
 - Provide a facility – free space for new businesses
 - Working on a 6000 sq ft building
 - Provide shared resources like accounting, IT, phones
 - Create a developmental lab / Business partnerships – Exposes students
- How do we do it? Enable the inventions that sit on the farm
 - Professional Board of Mentors donate their time to help
 - Supportive community to nurture ideas into reality and generate results
 - Partnerships being created to move businesses along
 - New program – Great Plains Venture Capital Fair – will occur in cooperation with Marketplace
- How are you funded? Donations only. Benevolence
- Who are our customers? 47 customers in the last year
 - 76 students working with these customers today

- Need more volunteers because too many customers

Questions

Discussion on Initiatives

- Common threads
 - Infrastructure improvements
 - Quality of life for young vs. tax issue of elderly
 - Does development require new taxes or does new development add new taxes and create opportunity
 - Will taxes decrease as home values decrease?
 - Unique opportunity with Federal Infrastructure Programs coming within the next six (6) months.
 - Group needs to think bigger and create real bold
 - Original list presented day one is a good one
 - We need to be the first to take the risk!
 - The Idea Center is a good idea and needs to be supported
 - There is a legislation that will help at the State level
 - Citizens need to get behind this legislation
 - Need a combination of Federal, State and Local plus donations
 - Amenity Infrastructure is important
 - We need river front access, a city beach plus
 - River front development is a key quality of life issue
 - Need to look at public infrastructure and determine the return on investment
 - Need to focus on Downtown. We already have a plan!
 - Parking structures
 - Skywalks from hospitals to the malls
 - Downtown gathering area / green space
 - Looks like five (5) buckets
 - Infrastructure – sustainable infrastructure
 - Quality of life
 - Opportunity – Idea Center
 - Missouri River
 - Community branding
 - Funding initiatives

We will focus on developing the focus areas independently!

Bismarck Parks and Recreation – Steve Neu

- Purpose: Affordable and accessible public park facilities
- Program participation continues to grow in 2008
- Sports and leisure effects local economy
 - Multiple organizations; many headquarters here
 - Drive direct purchases of sporting goods
 - Support hotels and restaurants
 - Build and maintain facilities
- Accomplishments
 - Reinvesting in existing assets
 - Coordinate 150 user groups
 - Completed comprehensive plan
 - Developed three-year rolling strategic plan
 - First ND accredited park district
 - Aquatic Center on BSC Campus
 - Nishu Archery Range
 - Pebble Creek Recreation Complex
 - Edgewood Village – Future development
 - Cottonwood Softball Complex
 - Community Bowl Improvements
 - Hillside Pool and Lions Park Renovations
 - Valley Drive Greenway
 - New Generation Park
- Recommended Changes
 - Community commitment towards open lands and parks
 - Community collaboration – All work towards central goals
 - Define the role of each community partner
 - Establish the role of the “service sector” and consider it as a primary economic
 - Create an idea center for the service sector
 - Recognize the value of sports and leisure to economic development
 - Create programs to fund sports and leisure

Questions

- What is relationship with Mandan Parks? Work very closely to coordinate both programs and facilities
- What challenges do you face in acquiring land? Look out four (4) miles beyond city limits and identify parcels. No methods to acquire. No park space dedication requirement. Bismarck is only ND City that does not have dedication policy.
- Bismarck has best trail system. Have you thought about a winterized trail system? Currently have four (4) enclosed tracks.
- How much money does park district receive? Eight (8) cents for each dollar taxed so about \$8 million for a \$14 million budget. Little Federal and State money available today.

- Have you had any input on new hotel? Some preliminary discussions.
- Do you think land acquisition could go forward, maybe within the growth management plan?
 - First, move forward with the initiative in the plan
 - Get the county involved because much land is out of city limits
 - Must act proactively so we do not need to go back into neighborhoods.
- How does the land get paid for? Use park dedication so there is a cost per lot that is contributed by the homeowner.
- There is new state legislation that allows “permanent easements” which provides a cash-incentive to reserve future land. Need city of Bismarck to support.
- This issue must be addressed uniformly with Mandan and the counties.
- School district and Bismarck Parks and Recreation have a great history of working together
 - Looking at 150 acre future site for high school

United Tribes Technical College – Russel Swagger, VP of Student Services

- UTTC is a partnership that has resulted in a shining example of what can be accomplished as leaders reach out across cultures
- Provide workforce training to the whole person; the whole family
- Majority of money is new wealth
- Plans are to service 5000 students - \$200 million expansion
- What should we do?
 - Strengthen opportunity
 - Provide greater opportunity for cross cultural sharing
 - Improve the community
 - Create long term projects and programs
 - Create an environment that encourages start-up businesses
 - Create opportunities for UTTC students to get good jobs
 - Economic Impact
 - UTTC has a \$43 million economic impact on our community
 - Many staff contributions
 - Future expansions will have great economic impact
 - Partnerships
 - Chamber partnership focusing on cross culture opportunities

Questions

- How successful are you at integrating your students?
 - No established channels to integrate students into the local workforce
 - Students are reporting today that they want to go where the jobs are; Not back to the reservation
 - Students really like Bismarck-Mandan
- Should we involve the Standing Rock College? Yes.
- How do we access Native Americans that are willing to serve on local boards?

- UTTC would like to become a clearing house for this opportunity

Bismarck State College – Larry Skogen, President

- Vision: A national model for innovative education and work force training
 - Focus on finding the disruptive technology and innovating
- Community College has a distinct role – work force training and prepare students for transfer – liberal arts transfer
- BSC strategic goals
 - Engage – How do people know what we do?
 - Connect – How do we stay connected to our students and stakeholders?
 - Deliver – Are we providing what we way we are? Best Quality
- Much new construction
 - Lindstrom Hall - \$6 million
 - Natural Center of Energy Excellence - \$18 million
 - Aquatic Center
- Things we do
 - Create a tri-college system; a communiversity
 - Effects now underway because it is good for the community
 - Create more partnerships within North Dakota State University system
 - BSC should remain a community college for now
 - Create national partners
 - Military training will be important
- Strength of the people
 - People
 - Capitol region
 - Economic diversity
 - Amenities of urban life; access to “the experience economy”
 - Missouri River
- Weakness
 - Lack of robust bohemian culture
 - Lack robust cultural and ethnic diversity
 - Failure to appreciate American Indian Presence in state and community
 - Lack of a cohesive community vision

Questions

- Wish there was more emphasis placed on keeping the people we educate. Quality of life and salaries are required
- How do you engage business to connect to students?
 - Much recruitment occurs on campus and much is from out of the city
 - Utilize an engagement committee specific to each industry

University of Mary – Sister Thomas Welder, President

- Higher education has changed from “Educating the Best & Brightest” to providing skill sets for everyone
- Mary has become “America’s Leadership University” – Every student has the capacity to become a leader through service. Every student offered the opportunity
- U of M works with 65 local entities to involve students in the community
- Mission is to serve the academic needs of the region with a values-based education
- Emerging Leaders Academy has grown significantly since formation in 1997
- U of M offered “guaranteed internships or work experience”
 - Helps retain graduates in ND
 - Have a goal that 80% of emerging leaders remain in Bismarck-Mandan
- Recommendation
 - Strengthen air transportation service
 - Encourage entrepreneurial activities
 - Create job opportunities
 - Make financial commitment to all ND students – legislative change
 - Use higher education as a driving economic force
 - Become of college town

Questions

- What do you see for the U of M going forward?
 - New president will inaugurate a new plan as soon as possible
 - Will work on a new plan – listening for all input

Thoughts, Discussion, and Dialog - Looked at discussion document of four (4) focus areas and two (2) enabling strategies

- Maybe we should think first about state legislative initiatives because of time constraints
 - Are we late for 2009 session? Have until January 9, 2009
 - We had hoped to receive money for the Bismarck-Mandan Memorial Training Center, however, no state money in the Governor’s budget
 - Fire and police training center is required and lack of facilities
 - Vision is to provide a training center with a special incident center
 - BSC has a firefighting training program on the books, but needs a facility
 - Needs a meeting with Governor as soon as possible to discuss training center funding
 - Discussed pending legislation to fund the idea centers and similar business incubators
 - Bismarck-Mandan must focus on a common vision early on so we can be organized for the next session

- Much has been discussed.
- Can we post a copy of the proposed stimulus package?
- Can we publish a list of possible grant programs that exist then try to submit applications that fit the things we are considering – Focus may be on planning grants plus construction
- How will we keep this planning moving forward as the MEDAG dissolves?
- Who and how will we get buy in to this plan?
 - Who will lead this buy in and make sure this initiative goes forward?
 - Must go beyond elected leaders and create a culture
- This is a group to advise the Mayors then it is up to the Mayors to ensure that this goes forward
 - This is a grass-roots community effort and must move forward

Meeting 6 Notes

December 16 2008

Jim Neubauer

- Building a better Mandan
- 2-3 % growth population – Mandan
- 1.6% Bismarck
- 1593 new residential units since 2000
- Where
 - Long and narrow city presents challenge

Infrastructure

- Reconstruction
 - Main
 - 1st
 - Collins
 - Mandan Ave
- On horizon
 - Memorial Hwy
 - 3rd St
 - 4 others
- City accounts for 20% of property tax \$
- Expanding commercial base will help ease burden on home owners
 - Residential 75% compared to 24% commercial
 - Bismarck res 63 36 commercial
 - 38% of sales tax collection used to reduce property tax
 - Population market share
 - 58 Bismarck
 - 17 Mandan represents ¼ of MSA
 - 17 Burleigh
 - 8 Morton
- 2007 taxable sales purchases
 - 85 Bismarck
 - 13 Mandan
 - At ¼ would be 3.3 million vs. 1.5 million
- 2% hotel occupancy tax
 - 2009 budget \$43,000
- 1% restaurant and lodging tax
 - 2009 budget \$263,950
 - Goes to
 - Mandan Parks and Rec.

- Ft. Abraham Lincoln
 - Mandan Progress Org.
 - Harmon Lake
 - Bis Man CVB Building
- 2003 URS Redevelopment Plan
- Areas of focus
 - Downtown
 - Memorial Hwy
- Remediation
 - 5-7 years left for clean up and soil scrubbing
- Remediation and Construction
 - Leave things better than they were
 - Reconstruction and green space
- Airport
 - 55 aircraft
 - Adding 10 unit hanger
 - Runway extension
- Morton Mandan Library
 - Merged in 2007
- Economic Development
 - Funded with 28% of sales tax collections
 - Work with:
 - BMDA
 - CVB
 - Chamber
 - Three Prong approach
 - Attract new business
 - Retaining and expanding existing businesses
 - Fostering new entrepreneurs
- Business and Community Development
 - Special emphasis on retail
 - Manage incentive programs
 - Provide leadership to Mandan Progress Org.
 - Low interest loans and financing assistance
 - Renaissance Zone tax benefits
 - Tax increment financing
- Mandan Growth Fund
 - Similar to Vision fund
 - Funded at 1% city sales tax
 - Meant to fill in gaps
 - Apps reviewed by 9 person committee
 - \$1 million revolving loan pool
 - Established in 2007
 - \$250,000 to \$750,000 match from USDA
 - Seeking to establish another in 2009
 - Administered by Lewis & Clark Regional Development Council
- Renaissance Zone

- 31 projects
- 6 new businesses
- 8 expanded
- 5 retained
- 4.7 million in private investment since 2005
- Also have store front improvement program
 - Up to \$10,000 in matching funds
 - 22 projects to date
- Housing Downtown
 - Demand for income qualified units for Library Square II
 - Library Square I (full with waiting list)
 - II to be complete by My 2009
- Redevelopment Projects
 - Properties acquired for remediation available through RFP's
 - McFall established dinner theater
 - Grand Forks Dakota Commercial Development
 - Building 4 story mixed use project
 - Construction begins May 2009
 - Hopfauf Custom Builders
 - Historic reconstruction
 - Mixed use
 - 2010 project
- Why focus on retail?
 - Citizens are asking for it
 - General discount
 - Restaurant
 - Hardware
 - Sporting Goods
 - Clothing/Department
 - Big retail gap between demand and supply
 - Bismarck is beneficiary
- Areas for Commercial Development
 - Downtown - niche
 - Memorial Hwy – Big ticket - auto
 - Big Box
- I-94
 - Traveler retail
 - Big box
- Event Center
 - Mid-size facility
 - Larger than downtown can accommodate
 - Possible Uses
 - Athletic
 - Equestrian
 - Flat floor exhibition
 - Smaller concerts
 - Conferences and Meetings

- Committee exploring business case
 - Looking at I-94 land
 - Would require new funding source
 - 2008 survey
 - Sales tax ½%
 - 65-no
 - 25 maybe
 - 10-yes
 - Would like a large retailer
 - 24-no
 - 44-maybe
 - 33-yes
- Other future plans
 - Packing space pressure identify solutions
 - BMDA
 - Assist with Industrial and detail development
 - Chamber Strategic Planning
 - What kind of community do we want to be
 - Strengths
 - People
 - Small town
 - Accessibility to retail services
 - Schools
 - Safe (low crime)
 - 500 businesses
 - Tourism strengths
 - Weaknesses
 - Quality of life
 - 58 say good to excellent
 - Self image (44% offered positive comments)
 - Improve community profile
 - Challenges
 - Improve community image
 - Improve quality of life
 - Define Mandan's niche
 - Finding funding sources to pay for development
 - Opportunities
 - Tourism
 - Hotels, restaurants, events, native American culture
 - River development
 - Capitalize on rugged terrain
 - Things to foster growth
 - Preserve 10% of new development for public use
 - Close gap between population and taxable sales
 - Secure another 94 exit
 - Avoid duplication of services
 - Questions

- Home rule charter
- Sales tax
- Economic Development
- Property tax reduction
- Kirsten – Mandan Public Schools
 - Kirsten Baesler
 - Empower every student to lead a productive life and positively contribute to society
 - Empowering excellence
 - Where the best begin
 - 3243 Students
 - 540 Staff
 - 27.5 million budget
 - 83% general fund dedicated to salaries and benefits
 - 10th largest employer
 - Total mils 233.94
 - Accredited by North Central Association of Advanc Ed
 - Low educational taxes
 - 150 out of 170 cost per pupil
 - Still providing well equipped facilities
 - High test scores
 - Low dropout rates
 - Goals
 - Provide structure that meets needs of district
 - Create environment of excellence
 - Develop master plan for facilities
 - Recruit retain quality employees
 - Seek additional revenue sources beyond state funding
 - Pressing Issues
 - Adequate space for all students
 - Future busing plan
 - New elementary school in NW Mandan
 - Will Legislature approve funding for pre-k students
 - Equip students with 21st century skills to enable them to compete in a global world
 - Career speakers
 - Create opportunities to utilize community and business resources
 - Stronger school to work programs
 - Partnerships with local businesses for voc/tech areas
 - Actively promote to community for support
 - Establish a community or alumni foundation
 - Quality employees want to live in a good community and work for a progressive organization
 - Prepare next generation for changing world
 - Citizens must give back
 - Education is the “great leveling field”
 - We are proud of our curriculum, class size, students, staff and community

- Mandan Park District – Tracy Porter
 - Partnering is key!
 - Great amenities for citizens/visitors
 - Impact of park facilities
 - Retail, lodging, food
 - Community center, All Seasons Arena, Mandan’s ballpark, Dacotah Centennial Park, golf courses, softball complex
 - Special Events
 - State high school baseball
 - McQuades
 - WDA Soccer
 - 4th of July
 - World of Outlaws
 - Others
 - Opportunities
 - Renovation to Community Center
 - Quality vs. quantity
 - 8-10% of total tax dollars in Mandan
 - Future debt
 - 2011: A lot of debt will be paid off
 - What if we keep debt service the same?
 - Challenges
 - Aging facilities
 - Lack of retail (sales tax)
 - Securing green space
 - Land dedication
 - Sustaining reasonable rates for users
 - Public boat ramp
 - Questions
 - Federal grant
 - Will it dry up?
 - Concerned about bike paths
- Tracy Potter – Ft. Lincoln State Park Foundation
 - Foundation is 26 years old
 - Formed to build Custer House
 - Interpret the house – next stop
 - Expanded role
 - Mission now:
 - Preserve attraction
 - Develop attractions
 - Promote attractions
 - Indian Slant Village
 - Lewis and Clark Bi-Centennial
 - Added coffee bar to commissary
 - Great addition
 - Increased sales and people stay longer
 - Get people to stay longer

- Lewis and Clark Riverboat
 - Got money from Mandan Growth Fund
 - Denied by Vision Fund but docks on Bismarck side of river
- Employs 100 people
- \$5 million in construction costs
- Growth
 - Adjust to growth
 - Maintain quality of life in Bis/Man
 - CAT should consider route to Ft. Lincoln
 - Consistency in community, support
 - Need support from Bismarck
 - Receive support from Mandan
- Start school after Labor Day
- Partner with Mandan Progress Organization
 - Cooperative marketing grants
 - We are consistent year in and year out
- Focus is on survival
- Federal support has decreased
- We are controlling costs
- Earmarks are gone
- Looking to increase sale of Five Nations Arts
 - Web based sales focus
- Working with CVB to provide packages with riverboat and Ft. Lincoln
- Need to make improvements to military building
- Maintenance for all facilities is crucial and constant
- Want to rebuild bachelor officers house
 - Turn into library and research facility on one side of building
 - \$1.2 million project

MEDAG/Recommendations from Presenters

Below please find recommendations cut and pasted from our SharePoint notes. Some presentations were vague or devoid of recommendations. For the sake of discussion, I included their concerns and interpreted those to be an implied recommendation or action item. As a group we can decide the merits of that decision.

Presentations were made by BMDA

- Major current initiative is workforce development
- Largest concerns
 - Available workforce
 - Workforce training

Presentation by BisMan Chamber

Vision Fund

- recently focused on infrastructure because we need to move in ready facilities
- Teach our children to live here

CVB

Issues to Grow City

- Air service enhancements
- Upgrade facilities and support new facilities
- Bismarck Convention Center hotel
- Rename the “Bismarck Civic Center – “??? Convention Center”

Bismarck Airport

- Suggestions
 - Utilize the NPCC to enhance all forms of transportation
 - Air cargo
 - Look further into customs on the Bismarck Airport
 - Create a convention center with an attached hotel will drive enplanements

Bismarck Civic Center

- new building changes
 - Must be parking neutral
 - Add meeting rooms and large convention area
 - Canad enhanced entire hotel industry in GF and could do the same here

Renaissance Committee/Downtown Renovation

- Recommendations to grow city

- Make downtown the place to do business
- Make downtown the place to live
- Make downtown the place to be
 - Quiet zone for railroad
 - Create a downtown neighborhood
- What are the two top changes for downtown
 - Find a way to get downtown housing
 - Address parking
 - Build a public square
 - Create more alliances with multiple groups
 - Buy downtown land from large entity
 - Consider closing Broadway

Downtown Association

Three current initiatives

- Increase “buzz” for Downtown
- Up the “cool” factor
- Fostering Downtown preservation

Young Professionals

250 active members

- How do we grow
 - Higher wages/opportunity
 - Create business friendly environment
- Initiatives
 - Focus on job retention
 - More cultural events
 - Become forward thinking
 - More communication and reach out more

North Dakota Department of Commerce

- What can Bismarck do to improve economic landscape?
 - Infrastructure, partnership with local colleges, innovation
 - Infrastructure:
 - Aquatics center, Mandan downtown, library, Bell, NPCC
 - Community must constantly develop
 - Riverfront development – very unique
 - Proactive development important
 - Civic Center growth important; renaissance improvements
 - Partner with local universities
 - Challenge is to connect the students to the community
 - Create social networks and use them
 - Train entrepreneurial skills
 - Stimulate Innovation

- Atmosphere/tone that can be created and grown
- We are a global “new place” that is now connected to the world
- Innovate ND program can help
- Bismarck Idea Center
- Key State Programs
 - Centers of Excellence
 - Workforce Initiatives

The Idea Center

- How are you funded? Donations only. Benevolence
- Who are our customers? 47 customers in the last year
 - Need more volunteers because too many customers

Bismarck Parks and Recreation

- Recommended Changes
 - Community commitment towards open lands and parks
 - Community collaboration – All work towards central goals
 - Define the role of each community partner
 - Establish the role of the “service sector” and consider it as a primary economic
 - Create an idea center for the service sector
 - Recognize the value of sports and leisure to economic development
 - Create programs to fund sports and leisure

United Tribes Technical College

What should we do?

- Strengthen opportunity
 - Provide greater opportunity for cross cultural sharing
- Improve the community
 - Create long term projects and programs
 - Create an environment that encourages start-up businesses
 - Create opportunities for UTTC students to get good jobs
- Partnerships
 - Chamber partnership focusing on cross culture opportunities

Bismarck State College

- Create a tri-college system; a communiversity
 - Effects now underway because it is good for the community
- Create more partnerships within North Dakota State University system
- Create national partners
 - Military training will be important
- Lack of robust bohemian culture
- Lack robust cultural and ethnic diversity
- Failure to appreciate American Indian Presence in state and community
- Lack of a cohesive community vision

University of Mary

- Recommendation
 - Strengthen air transportation service
 - Encourage entrepreneurial activities
 - Create job opportunities
 - Make financial commitment to all ND students – legislative change
 - Use higher education as a driving economic force
 - Become of college town

Mandan

- Expanding commercial base will help ease burden on home owners
- 2007 taxable sales purchases
 - 85 Bismarck
 - 13 Mandan
 - At ¼ would be 3.3 million vs. 1.5 million
- Areas of focus
 - Downtown
 - Memorial Hwy
 - Three Prong approach
 - Attract new business
 - Retaining and expanding existing businesses
 - Fostering new entrepreneurs
- Why focus on retail?
 - Citizens are asking for it
 - Chamber Strategic Planning
 - What kind of community do we want to be

Mandan Public Schools

- Pressing Issues
 - Adequate space for all students
 - Future busing plan
 - New elementary school in NW Mandan
 - Will Legislature approve funding for pre-k students
 - Equip students with 21st century skills to enable them to compete in a global world
 - Create opportunities to utilize community and business resources
 - Stronger school to work programs
 - Partnerships with local businesses for voc/tech areas

Mandan Park District

- Partnering is key!
 - Future debt
 - 2011: A lot of debt will be paid off
 - What if we keep debt service the same?
 - Public boat ramp

Ft Lincoln

- Mission now:
 - Preserve attraction
 - Develop attractions
 - Promote attractions
 - Indian Slant Village
 - Lewis and Clark Bi-Centennial
- Working with CVB to provide packages with riverboat and Ft. Lincoln

MEMORANDUM

Date: February 9, 2009

To: Mike Seminary
Mayor's Economic Development Advisory Group

From: Opportunity Development Subgroup/Initiative #3
Bill Daniel, Paul Govig, Ellen Huber, Niles Hushka, Larry Skogen, Jerry Splonskowski and Jerry Woodcox

The Opportunity Development Subgroup met on February 3rd and developed the following suggested initiatives:

- 1) Develop the Great Plains Energy Technology Center. The Center should be affiliated with the National Center of Energy Excellence and the Great Plains Energy Corridor. Funding should be secured through federal sources in consultation with our Congressional Delegation and should be spearheaded by the Bismarck/Mandan Development Association.
- 2) Enable, foster and support entrepreneurial development in the area.
 - Set aside a portion of the Vision Fund and the Mandan Growth Fund to be used for "early" start-ups.
 - Expand the primary focus of BMDA to include some targeted retail and service businesses.
 - Encourage significant interaction between the IDEA Center and BMDA.
 - Appoint a committee to explore options to secure additional funding for this initiative.
- 3) Reactivate the BMMB Committee (Bismarck, Mandan, Morton County, Burleigh County) or organize a commission to enhance cooperation and collaboration between all the boards, commissions and other governmental entities. The goal of the committee should be to enhance the effectiveness of all the organizations involved and reduce, to as great an extent as possible, unnecessary duplication.
- 4) Maximize state funding for projects and initiatives in the area.
 - Appoint an individual or organization to be responsible for developing a legislative agenda during the next legislative interim (i.e. BMMB, Chamber, BMDA or a combination of representatives from these organizations).
- 5) Promote the development of the Mandan Events Center and the expansion of the Bismarck Civic Center from the perspective of

- promoting the Bismarck Mandan area.
- 6) Enhance coordination of regional sporting and cultural events.
 - Designate or develop an organization to be a central clearinghouse to track and coordinate all significant events for both communities.
 - Designate or develop an organization to coordinate the development of event facilities to reduce unnecessary duplication.
 - Increase funding to underwrite/promote large regional events.

Other Possibilities

- 1) Support a Regional Jail Facility.
- 2) Support a Regional Fire Training Facility.
- 3) Strengthen opportunity and develop partnerships for cross-cultural opportunity and sharing.

March 18, 2009

TO: Mike Seminary, Chair
Mayor's Economic Development Advisory Group

FROM: Steven M. Neu
Quality of Life Sub-Committee

RE: Sub-Committee Report

Mike:

Please find enclosed the Quality of Life Sub-Committee Report for your review and final consideration and action by the Mayor's Economic Development Advisory Group.

Our committee did an outstanding job of discussing and attempting to describe and define Quality of Life and how it relates to the bigger picture of economic development in our community. The committee discussed and identified opportunities to further develop and improve our quality of life and become a "cool" community, what are our greatest needs and what will hold us back. The committee members also provided individually, as you see in attachment I, responses to 10 Initiative Themes addressing quality of life. This is great input.

In summary, the committee broadly identified concepts and projects that will contribute to our quality of life and place where we live, work and play. The committee identified broad concepts important and appropriate to intertwine with specific project development as a community by public, private, and non-profit organizations.

These broad concepts and project areas are:

- The environment and natural resources including air, traffic, safety, landscape, river, four seasons, and transportation
- Parks, open space, green areas
- Entertainment, community events and activities
- Choices of involvement and opportunities to participate
- Opportunities to become involved
- Physical and mental challenges and opportunities
- Community balance with variety and diverse opportunities
- Cultural significance – native and ethnic
- History – interpretation and preservation
- Education – K-12, higher education, lifelong learning, advanced education, technical and continued education opportunities
- Places and spaces to gather

To this report, I would add that quality of life and economic development needs additional discussion to address the issues identified by the committee. The concepts and specific projects need additional discussion and definition to be successful. As you see in the enclosed materials, there are great ideas, great projects, consideration of engagement and concerns about follow through, communication, vision, responsibility, leadership, buy in, existing culture and implementation.

Thank you on behalf of the entire sub-committee for this opportunity to participate. If you have any questions, please contact me.

Cc: MEDAG Quality of Life Sub-Committee

Mayor's Economic Development Advisory Group
Quality of Life Sub-Committee
March 17, 2009
Final Report

Chair: Steven M. Neu

Sub-committee attendance: Shannon McQuade Ely (McQuade Distributing), Brad Hawk (UTTC), Scott Davis (UTTC), Jerry Haas (YPs), Katie Altoff (YPs), Sally Paulson (Chamber), Carl Hokenstad (City of Bismarck), Dr. Larry Skogen (BSC), Terry Harzinski (CVB), Chuck Peterson (Jobbers Moving), Dawn Kopp (Downtowners), Sue Erickson (Downtowners), Jason Tomanek (City of Bismarck), Paula Redmann (Bismarck Parks and Recreation District), Charlie Jeske (Bismarck Civic Center) and Kim Long (University of Mary)

(See meeting agenda attached)

Background

The sub-committee convened on Friday, February 27, 2009 to complete the task of identifying initiatives for recommendation to the Mayor on Quality of Life in our community as it relates to and impacts economic development. The committee was given the following five recommendations developed by the full committee for further review and consideration. They were:

- Develop a college center in downtown Bismarck
- Explore options to expand sports, entertainment and cultural activities with a regional focus
- Develop one new public access area on the Missouri River in Bismarck and Mandan
- Develop a beach
- Utilize public/private multi-use development to enhance utilization

The sub-committee first addressed the existing recommendations provided, and reviewed the purpose of the sub-committee and desired outcomes. The sub-committee addressed the development of a definition of "quality of life" from the "people" point of view, not projects, with the need to further look to "place-making" as a means of defining quality of life and initiatives. The sub-committee also explored additional initiative development.

The committee work focused on the following four tasks:

- I. Identification of the community attributes that define quality of life
- II. Identification of what we need to further develop or improve our quality of life and to become a "Cool Community"
- III. Identification of the greatest needs to make it happen
- IV. Identification of the issues that will hold us back from making it happen

A fifth task was completed by the sub-committee of providing actions and initiatives to move forward overall themes developed from the discussion of quality of life and place-making at this meeting.

The task discussions are summarized as follows:

I. **IDENTIFICATION OF THE COMMUNITY ATTRIBUTES THAT DEFINE QUALITY OF LIFE**

Discussion was held on what defines “quality of life” in our community. Not to be defined by a specific program, event, or facility but defined in a broad context of what contributes to our quality of life. Further, the quality of life discussion focused on non-work related opportunities and activity.

To serve as a focus of understanding and a guide, the following definitions are submitted as part of this report:

Quality of Life (QOL) is the degree of well being felt by an individual or group of people. QOL cannot be measured directly; however, the perception of QOL is made up of two components: the physical and the psychological. The physical aspect may include needs for the basic survival of the human body, and protection against environments vagrancies; the psychological aspect may include positive or negative emotional states. (Wikipedia)

Place-making: The process of creating spaces, plazas, parks, streets, and waterfronts that will attract people because it is pleasurable or interesting. Landscape often plays a role in the design process. (Wikipedia)

Place is about the design of places, the experiences they make possible and the consequences they have in our lives. Being in places involves social encounters, immersion in the sights, sounds, sun, wind and atmosphere of a locale, and curiosity about the traces of thought, imagination and investment that have guided their construction and use over time. (Wikipedia)

Experiences are those events (attractions) that engage individuals in a personal way. (The Experience Economy – Pine and Gilmore)

Those items broadly identified that contribute to our quality of life and place were:

- The environment and natural resources – air, traffic, safe community, landscape, river, four seasons, transportation, river bottom
- Parks, green space, open areas
- Entertainment, community events, activities (broadly put)
- Choices for involvement and opportunities to participate
- Opportunities to become involved
- Physical and mental challenges and opportunities
- Community balance with variety and diverse opportunities

- Cultural significance – native culture, ethnic history
- History – preservation, presentation and interpretation
- Education – K-12, higher education, lifelong learning, advanced education, technical and continued education, options
- Places and spaces to gather

II. **WHAT DO WE NEED TO FURTHER DEVELOP OR IMPROVE OUR QUALITY OF LIFE AND BECOME A “COOL COMMUNITY”?**

- Creating beyond “work life”
- Places to gather - small and large, variety, indoor, outdoor choices, 12 months
- Greater curb appeal – community appearance, architecture, design standards, color, green areas, parks, trees, image
- Community aesthetics and aesthetic values – Public art, music, dance, theatre, fine arts, performing arts, sculpture, spectator and direct involvement
- Sell what we have and make it better
- Continue development of opportunities and offerings – having reached the “central mass” and metropolitan designation
- Determine our community and service area
- Keep a core group together to implement initiatives
- Method for developing and communicating good ideas
- Recognizing tourism, visitor and service as an industry and a major component of local economic development
- Find out what “people” think – community survey – citizen engagement and ongoing advocacy
- Define who (entity or organization) does what best and help make it happen
- Become entrepreneurial
- Research and develop methods and opportunities
- Bring the old plans back, redefine, redevelop and reinvest – City Core, Missouri River Legacy Center, Streetscape, walkways, City Growth Management Plan (public and open space)
- Public transportation alternatives and accommodates with greater connections
- Fostering of our cultural diversity
- Buy-in by entities – public (determine buy in and support plans)
- Erase invisible boundaries

III. **IDENTIFICATION OF THE GREATEST NEEDS TO MAKE IT HAPPEN**

- Lose the negative attitude and the idea that it is not our core purpose
- Public space and green space downtown
- Arts and culture development
- Education, diversity and opportunity
- Civic Center facility and program and uptown connections (skywalk)
- Look nationally, act locally
- Public space and gathering places
- Community connection to destination (create the environment)

- Maximize resources and landscape
- Stretch our boundaries and take some risks
- Adopt 10 Principles of Smart Growth Concepts (see Attachment I)

IV. **ISSUES THAT WILL HOLD US BACK**

- Lack of central leadership and buy in by other entities
- Daring to lead
- Community engagement and understanding
- Continuation of a core leadership committee
- Get over “NO” that’s the way we have always done it and its not our core purpose
- No common community vision
- Doing business as usual
- Lack of intergovernmental collaboration and sharing

V. **INITIATIVE THEMES**

“POWER OF 10”

- **PLACES TO GATHER**
- **CURB APPEAL**
- **ENVIRONMENT** (public safety, transportation, air quality, natural resources, landscape, safety)
- **ARTS, CULTURE, PROGRAMS, HISTORY, EVENTS, ENTERTAINMENT**
- **EDUCATION**
- **FACILITIES**
- **COMMUNITY ENGAGEMENT**
- **EVENTS**
- **RESURRECTION AND REINSTITUTION OF “SHELVED” AND CURRENT PLANS**
- **LEADERSHIP**

(Task V results are provided as Attachment II)

10 Principles of Smart Growth

(Source: National Center for Smart Growth Research and Education)



- **Mixed land use**
Retail and personal services near housing, incorporate parks, schools and other public facilities with residential
- **Take advantage of compact building design**
Grow vertically rather than horizontally, preserve open space and cost of public utilities

- **Provide housing opportunities and choices**
For income levels, household size and stage of life
- **Create “walkable” communities**
Safe and inviting pedestrian corridor
- **Foster distinctive, attractive communities with strong sense of place**
- **Provide a variety of transportation choices**
Coordinate land use and transportation investment, increased transit service, connect pedestrian, bike, transit and road facilities



- **Preserve open space, agricultural, natural beauty and critical environment**
Identify areas with high priority for preservation, use preservation tools including purchase, dedications, easements, regulatory and incentive programs

- **Strengthen and direct development towards existing communities**
Cleanup and reuse “brown and greyfields”, preserve and repair historic buildings and sites, build on existing community amenities and resources.



- **Make development designs predictable, fair, and cost effective**
Update plans and implementation regulations and apply consistently
- **Encourage community and stakeholder collaboration**
The private developer does most of the development, but citizens should collaborate to assure development is consistent with community needs and concerns

**INITIATIVE THEMES AND ACTIONS RECOMMENDED FOR
CONSIDERATION TO MAKE IT HAPPEN
“POWER OF 10”**

PLACES TO GATHER

- Downtown green space/Public square
- I think one should try to create a type of escapism. A place where you don't feel like you are from Bismarck. An example may be to create an area along the river that would give someone the feel that they are in...instead of Bismarck. See under environment.
- Downtown and riverfront
- Develop environment to encourage outside activities in downtown and river front.
- Support the Belle
- We support the development of additional public waterfront access in the Grant Marsh area.
- Parks, downtown, cultural events, college campuses, city malls
- Increase the amount of fine arts projects from the educational institutions in the area
- Increase the amount of options for positive nightlife activities
- Continue to work with city to make the park trail system more comprehensive and connected with different areas of Bismarck.
- Green spaces in downtown Bismarck
- Public plaza in downtown
- Public beach access to river-create a boardwalk feel for Grant Marsh area with bike rentals, kayak rentals, smaller vendor booths during summer months
- Downtown, as well as natural open spaces
- I really like the idea of having a boardwalk along the Missouri River along with a public beach. I think this would be a big attraction, especially for younger people. We might want to consult with other communities who have put together projects like this and see how they were to get things established.

- Create a downtown mall area that ties together current shops/restaurants with new small businesses
- Build housing downtown after quiet area is established
- Central office downtown for area colleges
- Add more public beach areas with connection to the trail system
- Create “GREEN” or park area downtown close to library
- Develop public beach area along river and one or more public places with seating similar to Centennial Park.
- Develop an indoor people place, i.e. a cultural arts center, something similar to Gateway to Science Center with an IMAX Theater.
- Develop a downtown mall with side pockets for smaller gathering
- 12 month gathering opportunities, neighborhood centers, Missouri Valley Complex (fairgrounds)

CURB APPEAL

- Attractive buildings, streetscapes and an overall nice appearance for doing business, living and playing.
- Expanding building design review for downtown to gateway corridors in the city
- High level of street and sidewalk clearing and maintenance as well as regular maintenance of street trees and other landscaping.
- Create unique lighting in the downtown and along the river.
- Expand the forestry tree program to create additional or new green spaces.
- Preserve buildings in city center in Bismarck and Mandan
- Encourage a preservation of the early culture and architecture.
- Should incorporate more Native American art work, statues, and other art projects through out the community.
- There could be more of a cultural presence in the airport and some of the local hotels that visitors will experience while they travel to this area.

- Increase the presence among the different entrances to Bismarck and downtown with welcome signage.
- Provide new landscaping to streets and downtown
- Increase aesthetics through “Gateways” into the city so once entering the city, a person will know he/she is in Bismarck. Such ideas include welcome signs, banners, summer/winter foliage.
- More “welcome” signage and tourist info signage in Bismarck. More displays of local artwork.
- Public art
- One thing having a public green space or public square downtown could attract a lot more people to our downtown area, especially in the spring, summer. And fall. It would be great if we could also have winter activities in the outdoors downtown similar to what other cities have been successful with.
- Wall Murals
- Sculptures downtown
- Native art shop in Bismarck
- Developing more landscaped areas around the city
- Downtown “sitting” park(s) instead of parking lots. Create more, maybe small green spaces
- Requirement of green space. Parks in neighborhoods residential and downtown. Landscaping and architectural standards

ENVIRONMENT (public safety, transportation, air quality, natural resources, landscape, safety)

- Bus shelter downtown and increased frequency from Mandan, perhaps a park and ride system or a shuttle service at more convenient times.
- Attractive/high levels of lighting along right-of-way and at public facilities.
- Identify the need then get everyone on board to accomplish. Realizing after the need is accomplished there will be more; such as homeless, drugs, parenting, etc.
- Running summer trolley cars throughout the B-M communities after other programs have been established.

- Develop or create an area along the river for business, the businesses could offer boat rental, bike or skate rental, food court, gift shops, etc. an area that would compliment the downtown and malls yet offer something a little different or out of the norm.
- Require all new subdivisions to provide sidewalk and lighting.
- Encourage transportation to U of Mary
- Plant trees throughout the city; city center of Bismarck might have vegetation of various types.
- Consider outdoor art or fountains in the downtown of both cities.
- We concur that making downtown a quiet zone for trains is an important goal to improve the area's appeal as a destination.
- It is essential to provide adequate bus service/public transportation to and from the downtown areas and United Tribes Technical College and the University of Mary in order to make the proposed "communiversity" viable.
- We agree that green gathering space is an important objective to create a destination atmosphere in the downtown area.
- Preservation
- Have businesses initiate clean up day for city, donate resources for a spring clean up.
- Expand public transportation to include city boundaries and beyond, such as U of Mary campus and more routes to and from Mandan
- Public transportation for U of Mary
- I heard transportation to U of Mary and UTTC loud and clear.
- Support for police and fire departments
- Quiet train – safe with pedestrians
- Work in high school horticulture programs to design landscaping around town.
- City parking inventories or use of public transportation

ARTS, CULTURE, PROGRAMS, HISTORY, EVENTS, ENTERTAINMENT

- UTTC could have a huge impact downtown both culturally and socially. Strengthen ties with ND State Historical Society to further promote Camp Hancock and the Former Governor's Residence.
- Encourage more public art
- Native American Cultural Center
- Create a designated walking route (trail) from downtown to State Capitol highlighting historical buildings and points of interest including small directional signs. Outdoor parking area downtown with free entertainment highlighting local entertainers and artists.
- Bring in more local area artists.
- Have a river walk art fair
- Keep Rib Fest going
- Bring in more athletic events such as races, air shows, ski/water show
- A Fine Arts Performing Center
- Our community definitely needs more cultural events. A good example is Capitol Shakespeare. It attracted people from young to old.
- Does this tie into having affordable access to the Belle?
- Ties into gathering space in downtown for all of the above – arts, culture, events, etc.
- Better use of Ft. Lincoln as a lure to our cities (riverboat)
- Continued events to promote downtown (Urban Harvest, Street Fair, etc.)
- Exposure for local artists
- Focus on groups working together to create top notch events & focus on the “bigger picture” and reiterate that hosting events should be good for the whole of the community, not just the group hosting or producing events
- Joint efforts for Native and non-Native events
- U of Mary and UTTC anniversary celebrations

- UTTC International PowWow, Martin Luther King Jr. Day, Veterans Day support and provide input for civic center events.
- We support the development of a fine and performing arts cultural center, managed to meet the needs of all the colleges in the Bismarck/Mandan area. This center should be devoted to arts, multicultural events, education, and tri-college events.
- Galleries for fine arts and limited classroom space should be included. Given the difference between the colleges, the best opportunity for collaboration is in the area of cultural exchange and the arts.
- Grow a stronger relationship with the Native American community. Encourage art in Bismarck downtown.
- Continue to celebrate our past in various ways. This provides an attraction for tourist as well as a sense of our culture with the community.
- Develop a mall in downtown that will provide a gathering space for art and artist. That effort will improve the sense of who we are or might be.
- Entertainment – WOW, so much to do in so little time. The first step is just getting everyone going in the same direction. Maybe a banner program throughout the city letting people know where to go.
- Create an arts department through the Parks & Rec working with the different schools.
- Maybe create an area downtown or along the river that would offer an outdoor theater for plays or music. Maybe in this new river business area along the river as mentioned above.

EDUCATION

- Increased college campus presence and opportunities downtown – quad college campus and housing and co-op class opportunities
- Smart growth concepts
- Make it easy to obtain credits from the area college which are compatible for each
- Communiversity/four college catalog and reciprocal agreements
- Quad college downtown

- Foster working relationships between all higher education facilities and create more “out-of-the-class” opportunities for children and adults.
- Provide input and resources in all Bismarck/Mandan Chamber education initiatives
- Continue work towards quad-college planning team
- Mayor 911 memorial police/fire training facility
- Provide diverse training to Bismarck/Mandan organizations
- Work on additional efforts to get more internships and work programs with our higher education programs and the local businesses
- Support BSC as a two year technical school with relationships with four year universities
- Downtown housing for students
- Support the idea center
- New to area-I will leave open for the others to reply

FACILITIES

- Renovate and expand the Civic Center – tie into a new hotel complex and downtown through skyways and design themes
- Fine Arts Center
- Continue development of Aquatics Center and Community Bowl
- Missouri Valley Fairgrounds
- Tourism office, hotels next to Civic Center, hotel on river
- Inventory of community facilities (parks, schools, city) and what are priorities?
- Civic Center hotel attachment
- Foster the idea that community/public-owned facilities are for the entire public’s use; entities supporting entities to create a successful community ideal
- Support efforts and collaborate for building projects

- Provide input and advise what facilities are needed
- Work with different groups locally to enhance new projects
- Housing that is attractive to college students from all the colleges is important. We support the development of student-suitable housing in the area of the proposed performing arts center downtown. The majority of all students live off-campus already. Centralizing a meaningful population of college students in one area will improve cultural exchange and add vitality to the downtown area.
- Need to continue to discuss skyways in downtown.
- Grow downtown parking
- Create the look and feel which welcomes people to the community. This may be through new or existing buildings. For example, at the Civic Center everyone walks into the arena lobby for tours; then as they proceed into the arena the first questions are usually how old is your building?
- A lot can be done with an arts group or design team to warm areas up. Maybe showcase some history or things to do in the community.

COMMUNITY ENGAGEMENT

- Support from a grass roots level will help legitimize and invigorate projects.
- Conduct a community survey
- Create forums for community input and discussion on planning a “community development”
- Conversation between government entities
- Survey residents to seek their opinion – online, phone, mail, city forum
- Perhaps it might be a good plan to have a public forum some evening to get input from people in the community on their ideas.
- Leadership – who will follow through
- Community input – what is their vision?
- Bismarck community survey much like Mandan has done with Market Street
- Possibly create a campaign to raise awareness in the community and create a theme that “it’s cool to care”.

- Communication of events, ideas and have place to search for updated information
- Develop a consistent e-mail/texting serve list to all organizations
- Continue to support the Urban Harvest/Farmers Markets in the area
- Consider ways to engage the community in decision-making in an effort to address the “no culture” or “peasant mentality”
- Maybe create a concierge program through retired employee groups

EVENTS

- Enhanced Urban Harvest, Street Fair, arts & performance opportunities
- Close streets for major downtown events
- Rib Fest
- Continued projects like “Urban Harvest” that happen frequently and throughout the year
- (See comments under arts, culture, programs, history, events, entertainment)
- Encourage collaboration from all organizations/business for support
- Respond to the cultural and diversity
- A couple of ideas – the first is to come out and call Bismarck the Basketball capital of North Dakota. After working in arenas the past 20 years it is always talked about but no one has come out and stated it.
- Maybe create something downtown that becomes a common message. Like the first Friday of every month there is a discount in every store.
- Create a celebration of cultures...in Grand Forks we had the Feast of Nations and maybe here it could become Fiesta on the Prairie.

RESURRECTION AND REINSTITUTION OF “SHELVED” AND CURRENT PLANS

- Downtown street scape/city core.
- Missouri Valley Complex

- Coordinate efforts to utilize current plans and keep them moving forward toward 100% implementation through cooperative efforts
- It will be important to consult with the individuals who were involved with the “shelved” plans and get their feedback
- Again – leadership-who will ask the question and follow through?
- Downtown skywalks, plaza
- Loosen the purse strings! Find funding – granting; TIF8Fund, etc.
- Develop a centralized leadership and communications point regarding all metro-area strategic planning
- Yes, there should be a strong thrust at the riverfront and downtown for both cities
- There is continued need for studying north/south traffic in west and central Bismarck
- Support the beltway around both cities
- First question one has is why were projects shelved and better yet will this project be shelved. Hope not because from the meeting I was at I heard many great comments.

LEADERSHIP

- Development/adoption of 10 points of Smart Growth
- Strong, direct leadership at the top will help drive changes and opportunities. Without direction from the top implementation will be difficult. It’s important to build momentum for change by beginning immediately. If new changes and improvements are made it will be difficult to stop the remaining improvements if the leadership changes.
- Encourage more communication between all levels of government.
- County representatives, community board members
- Specific action plan to deliver to community
- Provide a plan to give information access to members and to the community
- Who – individual or group – will take up the charge?

- Groom future leaders, better communication among boards/public entities and between cities
- Easier access to elected/appointed officials. Perhaps create a way for city officials to blog or new avenues to connect with citizens of different ages. (This is also a comment to be considered under “community involvement)
- Dare to lead without saying “no”
- One consistent core leadership group
- Follow through, follow through
- Leadership academy for Native youth
- Develop leadership opportunities – there are those who need to be encouraged.
- Arrange at least two meetings a year with all appointed and political entities and organizations. Allow the community to suggest the agenda. This process should transcend changes in elected officials.
- One of the meetings should consider legislative issues in the year prior to the legislative session. Develop an agenda for our state legislators. Consider the same approach to relating to the delegation in Washington DC.
- Develop a meeting process to broaden consensus to reduce the amount of negative responses.
- Revisit the Bismarck-Mandan-Burleigh-Morton process in which were gathered officials to discuss joint powers, purchasing and combined effort.
- Consider methods to encourage media coverage are issues of concern. We tend to focus on what is wrong, not what is right. Do we have a public relations officer working for the city?
- One needs to be courageous enough for the benefit of the community. Change is never easy but working in unity I believe one can accomplish a great deal. So combine resources and come together with a plan that will benefit the community for years to come.
- Overarching committee to coordinate strategic initiatives

MEDAG Minutes
Subcommittee on Funding, Communication and Branding
Friday, February 25, 2009
Bismarck Mandan Chamber

The meeting was called to order by Chairman Hullet. Those in attendance included: Mike Seminary, Steve Neu, Tim Moore, Jerry Woodcox, Marv Heinert, Charlie Jeskie, Chuck Peterson, Ellen Huber, Larry Skogen, Alicia Berger.

After self-introductions, Chairman Hullet asked Mike Seminary to give a brief overview of the MEDAG mission and activities. Seminary highlighted the process, groups involved and the progress made to date.

After Seminary's overview, Hullet reviewed the enabling strategies identified by the MEDAG. These included:

Communication and Branding Subcommittee

- Conduct planning sessions that include all Bismarck-Mandan growth based organizations. Develop goals and implementation tasks jointly and report progress at each meeting with the goal of a cohesive community vision.
- Develop a Mayor Summit's Summit on Economic Development to convey the results of the MEDAG efforts to the public and to garner buy in from a broad base.
- Determine how to develop a Central Theme for Bismarck-Mandan focused on the quality of life that we uniquely offer. Work, Live, and Play
- Develop leadership and marketing plan focused on full community "buy in" of the initiatives recommended in this plan.
- Develop comprehensive legislative programs that can then be implemented in cooperation with our local legislators.

Funding

- Develop long-term funding program focused specifically on MEDAG initiatives (State and Federal).
- Develop long-term political strategy.
- Public research and development capabilities at a local level.

The first issue for discussion was the issue of branding. Many concepts were discussed but the consensus began to rally about the idea of the “Energy” concept. While the obvious link is to the energy industry, it can also be linked to “Energy” with various groups, and events. Such as the “Energy” produced by the Young Professional’s Group, the “Energy” our schools generate in our community, etc.

How to achieve the branding strategy was a topic discussed for about half the meeting. In the end, the consensus of the group is that an advertising / branding / marketing agency should be hired to flesh out the brand concept. This will allow for guided input from many groups and a broad buy-in once a brand identity is created.

The second issue for discussion was the issue of communication. The group discussed a variety of options for communicating the identified objectives from the MEDAG. While an overall strategy needs to be developed once the objectives are identified, there were a series of tactics the group felt needed to be implemented.

1. There must be a buy in from key leadership in the public and private sector to support the proposals that come forward. This also includes buy-in from key boards such as the Chamber, BMDA, CVB and others. It is essential that once projects are identified, a unified approach and voice is achieved.

After the projects are identified and approved, it is expected that the organizing groups, members of the MEDAG, elected officials and members of the public will continue to meet on a regular basis. These meetings will track the flow of projects, look for additional planning and community development opportunities and seek ways to continue supporting economic development in Bismarck and Mandan.

2. The group felt the development of a Mayor’s Summit on Economic Development should be crafted once the priorities are identified. At this summit, the concepts and details of the identified projects can be conveyed to the public and other key audiences at one time. In addition, it allows for a venue to generate substantial press coverage allowing the community at large to be informed.
3. As a communication and brand are developed, the plan should be broad enough to cover both communities. Once the Mandan Strategic Plan is complete, the priorities can be matched and crafted to complement each other.
4. As the priorities are developed, the Bismarck-Mandan legislative delegation should be included. As with other key audiences, if a community legislative agenda is to move forward, it must have the support of the legislators. A meeting with just the legislators should be convened at the appropriate time.

Finally, the group discussed funding. The consensus was at this time, it is difficult to determine funding levels or sources. Once priorities are identified, appropriate funding can be established.

There being no further business, the meeting was adjourned.

Respectfully Submitted,

Kelvin L. Hullet

MEMORANDUM

TO: Mike Seminary
Mayor's Economic Development Advisory Group

FROM: Sustainable Infrastructure Development Committee/Initiative #1
Bruce Whittey, Mike Seminary, Dawn Kopp, Paul Schable, Jerry Splonskowski, Ad hoc
members: Mike Thomas, Dick Hedahl, and Jason Tomanek

DATE: February 13, 2009

RE: Suggested Initiatives

The Sustainable Infrastructure Development Committee met on February 13, 2009 and to consider six points of interest:

- Sustainable Energy
- Downtown
- Community Core
- Walkways/Skywalks
- Public Space
- Transportation

The Committee developed the following suggested initiatives:

1. Public and Open Space

- Encourage cooperative efforts between the School District, Park District and the Community Development Department to develop a long-range plan that designates property for schools, parks and open spaces. In addition, to encourage the County and the City to develop acquisition programs and foster incentives given to developers when governmental units acquire land.
- Encourage the City to hold existing lands in the downtown area for future green space and to consider additional downtown land, as it becomes available for future acquisition as greenspace.
- If the opportunity to acquire land presents itself, the City should consider the land for acquisition and development as a partnership or cooperative between the City and private development.

2. Community Core/Downtown

- Based on the initial successes of the Renaissance Zone Program and the CORE Incentive Programs the Committee would recommend:
 - Renewed emphasis on market-rate housing and commercial Class A office space through the implementation of:
 - Quiet Rail Zone on 3rd and 5th Street Crossings
 - Assisting the Bismarck Parking Authority in the development of structured parking that facilitates and encourages skyways, mixed use, and private development.
 - Tax Increment Financing (TIF) funds should be used in whole or as part of these infrastructure developments.

- Encourage the completion of the 5th Street Spine which is anchored on the north by downtown and the core of the community, Kirkwood Mall on the south and supported by redevelopment of the Civic Center and hotel and convention space.
 - Walkways/Skywalks can be part of these projects when they make economic sense.
- The Committee recommends designating an individual to “lead the charge” to promote future and continued infrastructure downtown.
 - Consideration should be given to ask the Bismarck Mandan Development Association (BMDA) to present a business plan to the Renaissance Zone Authority and City that would utilize an individual to coordinate the efforts in meeting these objectives.

3. Energy and Transportation

- Encourage the City to explore all forms of sustainable and renewable energy sources to reduce consumption and encourage reuse of alternative energy sources.
- Transportation methods should encourage multi-use trails, public and open spaces and should also encourage and explore more transportation choices including but not limited to, increased bus routes and availability, small/slow moving vehicles (quiet transportation) and a shuttle route between Bismarck and Mandan during peak commute times to help offset vehicle dependence.

SUBCOMMITTEE ON FUNDING, COMMUNICATION, AND BRANDING

Suggested Initiatives

1. **Branding.**

- * Adopt an "Energy" concept. This includes the obvious energy industry, but also includes energy with various groups and events.
- * Hire advertising/branding/marketing agency to flush out concept.

2. **Communication.**

- * Key leadership buy-in in both private and public sectors to support proposals from group.
- * Develop a Mayor's Summit on Economic Development to convey concepts and details of projects.

3. **Funding.**

- * Establish appropriate funding for identified priorities.

MEDAG

Tom Baker Meeting Room**July 11, 2009**9:00 a.m. – 12:00 p.m.

Enabling Strategy for all Global Initiatives

Subcommittee on Funding, Communication, and Branding evaluates practical application and viability for implementation

(Ellen Huber, Kelvin Hullet & Tim Moore)

I. Global Initiative: Quality of Life Subcommittee

1. Environment (public safety, transportation, air quality, natural resources, landscape, safety), Curb Appeal. (Chuck Peterson)
2. Arts, culture, programs, history, events, entertainment. (Jerry Haas)
3. Education/ Communiversity. (Diane Fladeland, Greta Nelson, Larry Skogen and Russell Swagger)

II. Global Initiative: Sustainable Infrastructure Development Subcommittee

4. Public and open space. (Steve Neu)
5. Energy and transportation. (Mike Seminary)
6. Community Core Downtown, Place to Gather, Facilities, Current Plans. (Bruce Whitley)

III. Global Initiative: Opportunity Development Subcommittee

7. Enable, foster, support economic development and local entrepreneurial development in the area. (Julie Kuennen)
8. Reactivate the MBBM (Morton, Burleigh, Bismarck, and Mandan) committee. Organize efforts to enhance cooperative and collaboration between all boards, commissions, and other government entities. (Bruce Strinden, Jerry Woodcox, Mike Seminary, Sandra Tibke)
9. Promote the development of the Mandan Events Center and the expansion of the Bismarck Civic Center from the perspective of promoting the Bismarck-Mandan area. (Paul Govig)
10. Enhance coordination of regional sporting and cultural opportunities and facilities. Subcommittee recommended this be attached to events centers' initiative. (Jerry Splonskowski)
11. Continued support of Applied Energy Technology Center. (Niles Hushka)

IV. Global Initiative: Support Mandan Forward

Initiatives and outcomes of the Mandan Vision Plan.

MEDAG

Enabling Strategy for all Global Initiatives

I. Global Initiative: Quality of Life Subcommittee

1. Environment (public safety, transportation, air quality, natural resources, landscape, safety), Curb Appeal.

Objectives:

1. Foster smart practices in planning community design and development.
2. Utilize resources to develop a better life style
3. Improve the esthetics of our community
4. Create a strong sense of place in the two communities.

The Environmental Subcommittee will focus on the following initiatives:

1. Mixed land use.
 - * Encourage new development to incorporate retail and personal services near housing to allow walk able neighborhoods.
 - * Incorporate parks, schools, and other public facilities with residential.
 - * Encourage cooperative efforts between the School District, Park District, and the Community Development Department to create a plan that designates property for schools, parks, and opens spaces.
2. Take advantage of more compact building design development patterns.
 - * Encourage infill development over leapfrog/checkerboard development to reduce cost of providing public facilities and service.
3. Encourage preservation of "down town."
 - * Develop a downtown quiet zone.
 - * Develop downtown green spaces and plazas, comfortable people friendly locations.
 - * Consider a downtown mall with mixed use shops, restaurants and small business.
 - * Encourage housing for students and elderly and offices for the schools and universities in the downtown sector.
 - * Assist the Bismarck Parking authority in development of structured parking that facilitates and encourages skyways, mixed use, and private development.
 - * Encourage parking ramps rather than surface lots to allow more green space.
4. Create a walk able community.
 - * Mixed land use, built compactly to provide a safe and inviting pedestrian corridors.

- * Parks and green space in the downtown area.
5. Foster a distinctive, attractive community with a strong sense of place.
 - * Require minimum architectural standards for building in our “Gateway Corridors” because we get only one chance to make a good first impression.
 - * Require all subdivisions to have sidewalks, lighting, and trees on the boulevard. Allow flexibility in design for trails through neighborhoods.
 6. Provide a variety of transportation choices.
 - * Coordinate land use and transportation investment.
 - * Increase high quality transportation service.
 - * Connect transportation, bike trails, and road facilities.
 - * Support development near transit hubs.
 7. Preserve open space, agriculture, natural beauty, and critical environmental areas.
 - * Identify areas with highest priority for preservation.
 - * Use a variety of preservation tools, including purchase, regulatory, and incentive programs.
 8. Strengthen and direct development towards existing communities.
 - * Use incentives to achieve clean-up and re-use of “brown and gray-field” sites.
 - * Preserve and repair historic buildings as part of redevelopment.
 - * Build on the resources and amenities of existing communities.
 9. Make the development approval process more predictable, fair, and cost effective.
 - * Update the comprehensive plan and city ordinances to encourage higher standards of construction and design.
 - * Review the smart growth concepts contained in the Community Growth Plan.
 - * Encourage community stakeholders' collaboration in development decisions.
 10. Develop the rivers front.
 - * Develop a government-business partnership to develop the River between the two cities.
 - * Encourage economic development to provide beaches, boardwalks, restaurants, and recreational facilities.
 - * Encourage development of the riverfront that allows all citizens to have access to the river.
 - * Focus attention on community actives that will encourage riverfront activity and use.

MEDAG

Enabling Strategy for all Global Initiatives

I. Global Initiative: Quality of Life Subcommittee

2. Arts, culture, programs, history, events, entertainment.

Our focus group came up with the following recommendations on improving the arts, culture, programs, history, events, and entertainment in Bismarck-Mandan:

1. Establish an Arts, Culture, Entertainment, & Humanities Commission for Bismarck-Mandan.

- * Volunteer based, 10 members.
- * Positions open for young people to get involved on the commission.
- * Commission would help strengthen existing programs, come up with ideas for new programs and events.
- * Create a website to better promote arts, culture, and entertainment in Bismarck-Mandan.

2. Showcase Artwork.

- * Organize an "art walk" where local artists would have an open house on some weekend for the public to stop in and check out their work.
- * Encourage local businesses and restaurants to display the work of local artists, this would help promote the arts to our community.

3. German Culture Festival.

- * City was named after Otto Von Bismarck, a festival would be a great way to celebrate our heritage.
- * Connect with a "sister city" in Germany to get additional ideas.
- * Perhaps have a German/Native American festival; include Mandan.
- * Program similar to U-Mary's Circle of Cultures Program.
- * Ethnic dances, food, homemade brewing competition.
- * Discussion centered around having the event sometime between Oct-March.
- * Maybe have the festival in the winter? ice sculpture-snowman contests?
- * Two-three day event.
- * Possibility of applying for grants through the arts council and humanities council for this event.

4. Activity Downtown.

- * To initiate discussion between appropriate entities and interested groups to create greater downtown events and activities by development of the "Belle Mehus Performing Arts Plaza" as recommended in the City of Bismarck's Central Bismarck Development Plan of December 1993 and incorporate into the discussion the opportunity to re-tool the World War Memorial Building for inclusion into creating an arts, science, and performing arts center in downtown Bismarck.

- * Similar and related recommendations were made in the City Core Committee Report presented to the Commission in August, 2005 for Phase I implementation. These recommendations were:

#6 "Incorporate Open Space/Green Space into future projects.

#13 "Consider Creating a Pilot Project.

#14 "To create magnets in downtown to attract people."

The Belle Mehus, special events, Elks Pool, and Custer Park were all mentioned.

- * As part of this recommendation, it is important to not lose any existing activity downtown and if needed, discuss replacement methods including facilities to retain activity downtown.

MEDAG

Enabling Strategy for all Global Initiatives

I. Global Initiative: Quality of Life Subcommittee

3. Education/ Communiversity.

Bismarck State College, Rasmussen College, United Tribes Technical College, and University of Mary are in the very early stages of holding four-party conversations about how the institutions might partner to better serve our communities. The institutions agree that the programs of each institution contribute to the intellectual growth of our citizens and the economic vitality of central North Dakota and beyond. Collaborating on programs offers the opportunity to enhance each institution and better serve our communities. The nature of that collaboration has yet to be determined, but we're confident that there are tremendous possibilities. We look forward to working together to help fulfill the desired mission of the Mayors' Economic Development Advisory Group.

Enabling Strategy for all Global Initiatives

II. Global Initiative: Sustainable Infrastructure Development Subcommittee

4. Public and open space.

To address recommendations made in the 2003 Bismarck Growth Management Plan relating to subdivision regulations (as found on Page 35 of plan):

- * Incorporate the undevelopable land policy into subdivision regulation.
- * Work with the Bismarck Parks and Recreation District to acquire public land for future parks, open space, and public facilities.
- * Develop a stakeholder's committee to make recommendations on addressing the recommendation or to make a final recommendation for consideration by the City Commission and Park Board.

Enabling Strategy for all Global Initiatives

II. Global Initiative: Sustainable Infrastructure Development Subcommittee

5. Energy and transportation.

Given the current need for national energy independence and the demand for meaningful energy conservation practices, we believe now is the time for our community to permanently deploy the Renew, Conserve and Sustain Task Force. It could be renamed the RCS Committee and its mission is to: explore and recommend practical opportunities and practices for the city to conserve all natural resources, further its environmental stewardship and strive to continually improve the wonderful community we enjoy.

Steps to consider for short term implementation:

1. Adopt and enforce land-use policies that reduce sprawl, preserve open space, and create a compact and a more walkable community.
2. Promote transportation options such as bicycle trails and complete streets design.
3. Increase the use of clean, alternative energy by, for example, advocating for the development of renewable energy resources, recovering landfill methane for energy production, and supporting the use of waste to energy technology.
4. Make energy efficiency a priority through building code improvements, retrofitting city facilities with energy efficient lighting, and urging employees to conserve energy and save money.
5. Purchase only Energy Star equipment and appliances for City use.
6. Increase the average fuel efficiency of municipal fleet vehicles; reduce the number of vehicles; convert diesel vehicles to bio-diesel.
7. In a collaborative effort with internal and external stakeholders, develop a city energy strategy.
8. Implement a recycling program.

MEDAG

Enabling Strategy for all Global Initiatives

II. Global Initiative: Sustainable Infrastructure Development Subcommittee

6. Community Core Downtown, Place to Gather, Facilities, Current Plans.

The Core Downtown must enhance and develop a sense of place through the support of:

- * Performing arts.
- * Gathering spaces.
- * Housing.
- * Visual arts.
- * Entertainment.

Immediate implementation:

- * Completion of the Downtown Development Plan 5th Street corridor with the Civic Center expansion, Kirkwood Mall extension, and visual arts.
- * Retention of the UND School of Medicine in the Downtown Core.
- * Continued support of the Renaissance Zone and Core Initiatives.
- * Support of Quiet Rail on 3rd and 5th Street.
- * Support for public private partnerships in developing parking structures, skyways, and convention facilities.
- * Appointment of an ombudsman to facilitate the Downtown Development Plan--funded by the City through the BMDA.

MEDAG

Enabling Strategy for all Global Initiatives

III. Global Initiative: Opportunity Development Subcommittee

7. Enable, foster, support economic development and local entrepreneurial development in the area.

The entrepreneur support initiative committee envisions moving forward on developing solutions for the challenges identified in a study performed in 2005 for our community.

The core challenges from the study in 2005 were organized into six categories:

- * Communication/Cooperation.
- * Marketing of Agency Services.
- * Mentoring/Experience.
- * Promoting Entrepreneurship.
- * Financing/Investment Support.
- * Follow-up/Business Retention.

The entrepreneur support initiative committee plans focusing on the following objectives:

- * Develop Advisory Panel responsible for the knowledge share of agency offerings by September 2009.
- * Create web-based central resource area for entrepreneurs to research and obtain information on who to go to for what by December 2009 web site. This could be eMentor.com.
- * Create central resource area for Mentors to meet entrepreneurs and entrepreneurs to meet Mentors by December 2009.
- * Partner with publications and develop new ones to help promote, improve and tell the stories of entrepreneurs going through the process by December 2009.
- * Create a long term relationship with publications to help keep the pulse on entrepreneur stories in the community by December 2009.
- * Create coordinator position to guarantee information provided by advisory panel is carried through to central resource area, and that new stories are made available to publications on a regular basis by August 2009.

MEDAG

Enabling Strategy for all Global Initiatives

III. Global Initiative: Opportunity Development Subcommittee

8. Reactivate the MBBM (Morton, Burleigh, Bismarck, and Mandan) committee.

Reactivate the MBBM (Morton, Burleigh, Bismarck, and Mandan) committee. Organize efforts to enhance collaboration between all boards, commissions, and other government entities. In short provide a platform to provide sustainable government: present high-quality and efficient government and cost-effective services, meet the needs of our citizens, protect the environment, and collaborate with other governments.

Objectives:

1. Create an open forum setting to enable communication between commissions and tax payer-supported local government entities.
2. Encourage citizen input in developing the MBBM meeting agenda.
3. Develop an active citizens group that provides a mechanism which enables longevity and energy beyond elected officials term(s) of service.
4. Explore significant and meaningful consolidation prospects.
5. Develop a legislative agenda 6-8 months in advance of the session.

Goals:

1. Provide meaningful and long-term savings to tax payers by establishing consolidation practices.
2. Provide a sustainable methodology for resource conservation strategies.
3. Build greater unity and purpose among the legislators in the MSA and region.
4. Create a common vision among citizens and leaders.

Enabling Strategy for all Global Initiatives

III. Global Initiative: Opportunity Development Subcommittee

9. Promote the development of the Mandan Events Center and the expansion of the Bismarck Civic Center from the perspective of promoting the Bismarck-Mandan area.

Develop Event Centers.

Select a five member board. Representation on the Board could include Bismarck Civic Center, Mandan Events Center, CVB, Downtowners Association, Young Professionals Network, BMDA and the Chamber. The Board should be empowered to do the following:

1. Develop a joint strategic plan for the promotion and coordination of the two Centers;
2. Develop a public information campaign to educate citizens and business owners on the benefits of developing the events centers; including adding a motel on to the Bismarck Civic Center;
3. Support/justify the implementation of the 2009 Master Plan for the expansion of the Bismarck Civic Center;
4. Enhance coordination of regional sporting and cultural opportunities and facilities;
5. Rebrand the Bismarck Civic Center; and
6. Establish the necessary funding source.

MEDAG

Enabling Strategy for all Global Initiatives

III. Global Initiative: Opportunity Development Subcommittee

11. Continued support of Applied Energy Technology Center.

Introduction.

Over the past six months a steering Committee under the direction of Mayor John Warford of Bismarck, North Dakota has advanced a proposal to create The Great Plains Applied Energy Technology Center (the Center). We met with the Sandia National Lab, research universities and other stakeholders. We have been encouraged to move forward and to create an Applied Technology Center led by energy businesses and focused on the integration of renewable energy and the associated mass storage requirements for electrical transmission grids where energy is generated primarily for long distance export. A group of energy companies has elected to join the leadership team and together we have secured an EDA grant to fund a Feasibility Study and a separate Business Plan. The following project summary suggests the purpose, governance and other details.

Purpose

The City of Bismarck is moving forward to secure future economic development centered on one of our strongest industries...ENERGY. We will strive to create an Applied Energy Technology Center that further enhances and develops our National Energy Center of Excellence and the Great Plains Energy Corridor headquartered in Bismarck. The Center will accomplish the following goals for our city and region:

1. Create a technology application center led by energy companies who will coordinate multiple combinations of existing research to create full-scale solutions; then share the knowledge to enhance their competitive edge and support the economic growth of their companies and this region.
2. Capitalize on the federal administration’s energy development priorities to bring applied technology dollars to our community and state, focusing on to-scale development, deployment and testing of assets that drive the integration of renewable energy and the associated mass storage.
3. In conjunction with the State of North Dakota, provide leadership in the development of transmission systems capable of balancing and storing wind energy and exporting excess capacity into growing markets throughout the US.
4. Coordinate with Energy Companies and other Partners to proactively develop public policy regarding transmission and technologies that facilitate the export of renewable energy in this region.
5. Provide facilities, national laboratories and regional energy company’s opportunities to partner with leading international research entities in the development of cutting-edge, commercially viable integration and mass storage technologies for national and global deployment.

The Center will focus on balancing generation with mass storage enabling renewable energy.

Governance

The Great Plains Applied Energy Technology Center will be managed by its business partners as a component of The Great Plains Energy Corridor. The Great Plains Energy Coordination Office located at Bismarck State College will provide management, operations and administrative support. The Center will solicit members from the energy industry, establishing multiple membership categories and therefore encouraging businesses to participate. A Board will be created, one from each founding partner, and the rest selected at large by The Mayor.

The first major task for this Board will be to solicit vendors to complete a feasibility assessment and develop a business plan. The City of Bismarck has applied for an EDA grant which will provide approximately 50% of the estimated \$200,000 required for the development of a sustainable business plan. The City of Bismarck will provide 66% and the founding partners will provide the remaining 33 %.

The Feasibility Assessment will be completed within three months of receipt of grant funds. In order to proceed within grant guidelines, the City of Bismarck will issue a Request for Proposal and the Board will select a consultant based on City of Bismarck and Federal standards. A consultant will be selected and a detailed scope of service developed prior to negotiating a fee. The Board will submit their recommendation and fee contract to the City of Bismarck for review and approval. The Great Plains Energy Coordination Office will administrate this process and coordinate other actions on behalf of the Center and its Board.

The Board will determine future actions based on the details developed during this planning stage.

The Business Plan will address the following items:

- * Confirm our specific purpose and vision for The Center.
- * Identify competition and identify potential partnerships.
- * Identify short- and long-term operational goals.
- * Identify short and long-term infrastructure needs.
- * Identify potential funding resources and develop strategies for securing adequate funding applications for all potential programs and operations.
- * Identify long-term sustainability programs and processes.
- * Identify potential partners and their specific roles.
- * Develop staffing plans and operations budgets.
- * Define the conditions which will allow for successful long-term operation.
- * Develop bylaws and other governance processes and procedures.

Project Flow.

The Center will be unique within this region because of the following characteristics:

1. The Center will be business-led, owned and operated by the partners who act cooperatively to develop, build, test and perfect to-scale technologies and the public policy required operating these successfully.
2. The Center will identify the applications and the deployment location and partner for each project. The Center will identify the technologies that must be integrated, determine new research required and then select competitively the best research entities to complete the development of missing components.
3. Projects sponsored by The Center will be managed either by the company recommending the technology or by private consultants selected by The Center.

The Center will generally complete the following functions:

1. Create Project Flow/Innovation Planning. A Development Team will be appointed by the Board that includes staff members, energy partners, business partners and other creative people who will be asked to generate, review and prioritize projects. These projects will address existing or future issues initially focused specifically on renewable power integration and mass storage systems. This group will act as a screening group reviewing outside proposals and generating new ones.
2. Manage all Projects. Projects in the Center will be managed by outside consultants selected by the Board based on professional selection criteria. Consultants will generally be companies familiar with the technology to be demonstrated; however, they will most importantly provide the proven ability to manage projects on time and within budget. Consultants will be selected as soon as the Development Team identifies projects as a priority and therefore project management consultants will be asked to assist with grant applications and other preliminary work. Energy Partners may also elect to supply Project Management teams to lead demonstration projects.
3. Provide Operations. The Board will select a Director who will manage the Center utilizing partners whenever possible and adding staff as required. The Center shall provide physical space, shared facilities like conference rooms, network structures and phones and meet other needs of its partners. The costs of providing these services will be collected as lease payments, through patents on technology jointly developed at the Center and through project administration fees.
4. Lead Project Funding. The Center will provide grant expertise and political support for all projects selected by the Development Team.

Competition

We have completed a preliminary review of global research and technology centers focused on the integration of renewable energy and the associated mass storage requirements. The following summarizes this review:

1. There are no operational centers within the Great Plains. The nearest center that demonstrates technology is located in Boulder, Colorado.
2. The majority of these centers were created within the last two years and many are being contemplated today.

3. None of these centers offer any specific experience with the integration of renewable power for electrical grids where energy is generated primarily for long-distance export.
4. None of these centers are industry-led.

There exists a unique opportunity for The Great Plains Applied Energy Technology Center!

Long-Term Mission.

The Obama Administration has made it clear that energy will be a very high priority. Research will be rapidly accelerated and new technologies will be developed in record numbers. Independent power producers will continue to develop wind farms and then seek transmission solutions. As this occurs, the energy industry will be faced with many unknowns. Individual energy companies will be hesitant to implement unproven technologies and to develop new transmission for power export because the risks will be too high, the costs too large and the repayment scenarios unproven. Cooperative development and knowledge sharing will be required to reduce costs to consumers while providing a means to export power. Energy integration issues will vary greatly between regions. The Center, located right in the middle of a significant energy production area, will create an environment where industry-led competitive collaboration will drive rapid demonstration and integration of new components, transmission and systems.

The Center will be an innovation hub testing to scale production assets and recommending public policy regarding transmission and mass storage systems. More specifically we shall:

1. Develop operational systems that allow wind energy to be centrally controlled, optimizing individual wind turbine and wind farm performance and creating the systems to predict and integrate renewable energy.
2. Develop new wind farm architectures focused on the specific characteristics of this region including the integration of large output (3 megawatt and above) turbines.
3. Determine the best practices necessary to monitor power electronics and power conditioning systems, ensuring safe, efficient grid performance.
4. Assess regional mass storage potential, identify the best purposes of mass storage within operational grids and then determine the methods and sizes of the systems that are required within rural grids and generation sites that export power with limited local consumer benefit.
5. Create a regional clearinghouse focused specifically on the integration of renewable energy and the associated mass storage requirements for electric transmission grids where energy is generated primarily for long-distance export.

Moving Forward.

The Great Plains Applied Energy Technology Center should be considered a key component within The Great Plains Energy Corridor. The Center will allow regional energy companies to cooperatively solve complex problems facing a region that is being asked to integrate renewable energy primarily for export purposes. The Center must however be driven by industry.

A business plan will be developed under the direction of the City of Bismarck, the Great Plains Energy Coordination Office and energy partners.

The GPAETC Board will name a technical team to identify an initial project for the Center to apply for grant funding from DOE under the auspices of the energy company members.

Goals

1. Secure financing for a Feasibility Study and Business Plan.
2. Select and empower a creditable consultant to assess the feasibility of this proposal.
3. Select and empower a consultant that can put together a sustainable Business Plan.
4. Begin Industry Partner meetings where we collectively select projects and then develop funding proposals.
5. Organize operational unit and select the Director.