

GREATER MINOT/WARD REGION
VISIONING FOR OUR FUTURE

February 1999-Original Vision

June 2004-Progress review

Greater Minot/Ward Region Visioning for Our Future

OUR VISION

By 2020, the Greater Minot/Ward Region:

- education systems will reflect community needs and fulfill global opportunities.
- will have an outstanding quality of life and be a great place to live, prosper and grow.
- will provide infrastructure that promotes business expansion and quality of life.
- will be a dynamic location to start, expand or relocate a business.
- will have pro-active visionary government leadership dedicated to economic growth and improving the quality of life for our citizens.
- will have creative private sector leadership that achieves our vision.

SIX MAIN FOUNDATION AREAS

Economic Development	Government
Infrastructure	Quality of Life
Education	Private Sector Leadership

OUR CORE VALUES

Our citizens and the community will develop and use these core values as the guide posts as we pursue our interdependent Visions and strategies. Core values are character traits that guide in daily decisions.

Positive Attitude	Creativity	Citizenship
Integrity	Faith in God	Fairness
Responsibility	Innovation	Trustworthiness
Growth	Respect	
Traditional Family Values	Caring	

STAKEHOLDERS SUMMIT

The participants in the Stakeholders Summit on September 17, 1998 selected their Top Ten Priority issues to be addressed in the Vision Process.

<u>Priority Issues</u>	<u>Number of Points out of possible 100</u>	<u>Addressed In</u>
Economy/Economic Development	98	Economic Development
Education	88	Education
Infrastructure	60	Infrastructure
Quality of Life	53	Quality of Life
Youth/Recreation	49	Quality of Life
Government	34	Government
MAFB Retention	15	Economic Development
Community Leadership	13	Private Sector Leadership
Transportation	11	Infrastructure
Healthcare	10	Quality of Life

The facilitator used this list during the Vision facilitation process during October and November. These issues are addressed throughout the Vision and Strategies for the six interdependent foundations required to provide global competitive advantage for Greater Minot/Ward Region and specifically as noted above.

KEY BENCHMARKS

The Task Force agreed upon the following Key Benchmarks that will be used to measure the Greater Minot/Ward Region's progress each year to 2020. Achieving the benchmarks will require our working together in an unprecedented way on the strategies in the six interdependent foundations. We are committed to making progress each year.

1. Net New Job Growth—Net new job growth will be 700 in 1999, 800 in 2000, and thereafter increasing 100 per year until reaching 1500 per year.

History—From 1976 to 1990, Ward County averaged adding 167 jobs per year¹, from 1990-1996, averaged adding 1000 jobs per year. Job growth is from July to July of each year.

2. Private Sector Earnings per Job-Private sector earnings per job will increase each year at the national average + 1% (adjusted to constant dollars for inflation)

History -From 1970 to 1995, the United States average annual percent change in private sector earnings per job was .31%, and Ward County's decreased .3%. From 1991 to 1996 Ward County increased 1.9% per year, while the national average increased .87%. (all adjusted to constant dollars for inflation)

3. Minot Air Force Base Growth/Retention - One new mission for the Base will be identified, promoted and support will be secured by 2001 and new missions will be added incrementally thereafter to remain competitive.

4. Attract Manufacturing and Ag Processing Jobs - Manufacturing including Ag processing jobs will increase at least 50 jobs per year.

History - Manufacturing including ag processing jobs totaled 1,125 in 1970, increased to 1,550 in 1975, declined to 890 in 1978, and in 1996 increased to 966 jobs.

NOTE:

Bolded Strategies indicate known ongoing activity by an Alliance or Vision Partner.

Bolded Italicized Strategies indicate a completed strategy.

I. ECONOMIC DEVELOPMENT

¹ Job and income data are from the U.S. Department of Commerce, Bureau of Economic Analysis, REIS Information System-May 1998. This information is updated and available each year in May on a CD-Rom for \$35.00 Employment data is for all jobs including 2nd and 3rd jobs and military and is located by place of work. This employment definition is broad and includes wage and salary workers, proprietors, private household employees, military, farm and miscellaneous workers. Because of the broad definitions and place of work counting, the number of jobs is frequently larger than other employment data series.

VISION

The Greater Minot/Ward Region will be a dynamic location to start, expand or relocate a business.

STRATEGIES

- A. Support² a pro-active and competitively funded public/private economic development alliance that facilitates the creation of value-added jobs³ through retention and expansion of existing business, creating new business enterprise, and recruiting businesses to the region. The alliance will include economic development, education, business and government. The alliance will be expected to take the risks necessary to meet our key benchmarks and be supported vigorously by the community when a certain percentage of projects do not perform as expected.**
- B. Acquire new aerospace and training missions for the Minot Air Force base essential to the long-term mission of the United States Air Force and the Department of Defense.**
- 1) Promote Minot as the best value at the best possible cost for all the Air Force**
 - 2) Increase the economic impact from Minot Air Force Base.**
 - 3) Promote Minot Air Force Base as a preferred place to be assigned by providing the following for the 18-34 age group:**
 - **off-base housing with amenities competitive with other bases in the United States**
 - **shopping and restaurant offerings**
 - **recreation, social and cultural opportunities**
 - **make the winter season an asset through down-hill and cross-country skiing, ice hockey leagues, recreational skating and other such ideas**
 - **develop the river as an asset for recreation, shopping and social activities**
 - **bolster a positive image of the area's four seasons**
 - 4) Listen carefully to all of MAFB's personnel and ensure that the community helps resolve any problems that arise on an expedited basis.**
 - 5) Bolster positive experience for the MAFB personnel and/or their spouses holding full-time or part-time jobs off base.**
 - 6) Encourage MAFB personnel who are leaving the service to take a job and stay in the Greater Minot/Ward Region.**
- C. Focus our efforts on industry clusters including:**
- 1) Technology and next generation industry**
 - 2) Tourism, investments and partnerships for special events and attractions including recreational and cultural enterprises with additional focus in the Canadian market
 - 3) Exports from the Greater Minot/Ward Region to the rest of the United States, Canada and the world**
 - 4) Internet, world wide web, and other information based industries
 - 5) Manufacturing, including food processing**
- D. Ensure that the Greater Minot/Ward Region meets its responsibility in North**

² The highest priority strategies within each foundation are indicated by bold type.

³ Value-Added Jobs-In every region, there are jobs that add value for export of goods or services outside the region to the rest of the US and the World. Export of services include non-residents bringing cash dollars to the region as conventioners, tourists, students, medical patients or as the back office operation for a major financial organization. These value-added jobs produce the cash income for the region that provides the opportunity for jobs that are internally focused. These internally focused jobs are either 1) local personal services jobs like barbers, accountants, lawyers, teachers, government workers and bankers or 2) jobs that sell products primarily produced elsewhere such as cars, appliances or clothes.

Dakota becoming “the trusted provider of the highest-quality food in the world.

- 1) Make North Dakota agricultural products synonymous with high quality, dominating the premium markets.**
- 2) Increase value-added agricultural processing.**
- 3) Diversify and increase the value of agricultural production.**
- 4) Increase farm and non-farm cooperation that supports thriving rural communities and enhances our natural resources.**
- 5) Create a political, regulatory, economic, trade, financial, and natural resource environment in which North Dakota producers can compete in the global marketplace.”⁴**

E. Encourage the creation of jobs through value-added entrepreneurial startups and small business expansion.

- 1) Develop financial resources that are available to entrepreneurs for business startup and expansion including:**
 - small amounts of money (\$5,000-\$100,000) for research and business planning that is the initial stage for an entrepreneurial startup**
 - loans and equity available for startup**
 - a local venture capital fund for third stage funding**
 - bank funding for working capital and capital expansion for proven businesses.**
- 2) Create an entrepreneurial network with monthly meetings that provides encouragement and comfort for entrepreneurs.**
- 3) Provide training and education that supports entrepreneurs.**
- 4) Provide entrepreneurial education at all educational institutions.**
- 5) Create an entrepreneurship institute and provide scholarships for students from the region.**

F. Encourage all employers and employees to increase individual productivity that will allow earnings per job to increase. Productivity increasing activities could include:

- 1) Skills training**
- 2) Use of technology**
- 3) Enhancing quality of products or services**
- 4) Increasing employee morale and motivation**
- 5) Use of best management practices**
- 6) Sales and marketing that increases product/service demand**
- 7) Work ethics, loyalty, dedication**
- 8) Employee incentives and reward for productivity increases**
- 9) Capital investment**
- 10) Improving cycle time and logistics**

G. Create a business friendly tax and regulatory environment with appropriate incentives for value added job creation and expansion.

H. Change the allocation of MAGIC Fund more towards economic development. Match MAGIC Funds with funding from the Bank of North Dakota.

I. Help every citizen to realize their responsibility to become a member of the “Sell the Greater Minot/Ward Region Team” that will help attract new jobs and maintain existing jobs. This includes maintaining a constant positive attitude about the Greater Minot/Ward Region

⁴ Source is “Building the future of North Dakota Agriculture” page 3. We have included the Vision and five goals. The document has specific action steps for each goal.

business environment and conversations with our friends and customers about their needs that could be met in the Greater Minot/Ward Region.

- J. Continue the strategic alliance with the communities in the Greater Minot/Ward Region trade area to facilitate economic growth.
- K. Recruit workers to the Greater Minot/Ward Region through Project Back Home, and other appropriate means.
- L. Expand tourism's impact through new event creation, creating weekly winter activities/competitions and expanding to a year-round season.
- M. Market Minot and North Dakota on a nation-wide basis.
- N. Provide a family friendly work environment that includes appropriate business support for childcare.**
- O. Encourage all educational institutions to teach the free enterprise system and entrepreneurship.
- P. Recruit and retain displaced farm workers as employees in the Greater Minot/Ward Region.

II. EDUCATION

VISION

The Greater Minot/Ward Region education systems will reflect community needs and fulfill global opportunities.

STRATEGIES

A. Higher Education

1. **Minot State University 1) encourage MSU to expand as a center of academic excellence; 2) while serving the needs of Greater Minot/Ward Region employers, the state and the global economy; 3) expand the number of students by aggressive promotion in North Dakota, nationally and internationally, and 4) by increasing the number in graduate programs.**
2. Pursue an ROTC at Minot State University.
3. **Develop two year programs in Minot.**
4. Increase scholarship opportunities.

B. Education at all Levels

1. *Develop an assessment of the skills needed by Greater Minot/Ward Region employers in the future to be competitive and surpass our key benchmarks. This should be accomplished by a business driven advisory council that maintains continuous dialog and communication with all levels of education to insure implementation and continuous updating.*
2. Expect the education system to respond rapidly and with flexibility to the requirements of Minot/Ward Region and the global marketplace.
3. **Develop programs that foster leadership, volunteerism and entrepreneurship.**
4. **Increase technology and computer capacity at all educational levels.**

C. K-12 Education

1. Expect all of our young people to receive an education that is competitive with world class standards and that provides an opportunity for all students to expand their horizons.
2. **Expand and strengthen vocational-technical training in skill sets responsive to Minot/Ward Region employer needs.**
3. Increase teacher compensation in order to attract and retain our best teachers.
4. Expect all students to have access to career counseling opportunities that includes a full understanding of the availability and opportunity for graduates in technical careers.
5. **Increase parental involvement.**
6. Provide equal educational opportunities for all students in Ward County, including rural and city.
7. Improve programming for academically gifted students.

D. Life-Long Education and Workforce Development

1. **Develop or enhance existing programs to create a job skills training center with programs for adults that makes Greater Minot/Ward Region competitive and responsive in economic development.**

2. Provide parenting education for parents beginning before birth and continuing through the teenage years.

III. INFRASTRUCTURE

VISION

The Greater Minot/Ward Region will provide infrastructure that promotes business expansion and quality of life.

STRATEGIES

A. Transportation

1. **Enhance Highway 83 to Interstate status from Minot to Bismarck, four-lane Highway 52 from the Canadian border to Jamestown, four-lane Highway 2 to Williston and extend a four lane connection from Williston to I-94.**
2. **Recruit and maintain two or more airlines with jet services.**
3. **Expand our pedestrian ways, bikeways, sidewalks and fitness paths.**
4. Promote the development of Highway 83 as an interstate from Minot to I-70 in Kansas.
5. Provide full-time accessible and affordable public transportation, including transportation for the, individuals with disabilities, student population, elderly and youth.
6. **Develop a comprehensive inter-modal transportation plan.**
7. **Create attractive entrances to Minot.**
8. **Provide traffic flow throughout the city that is unimpeded by railroad crossings.**
9. **Evaluate the potential for a container transfer site.**
10. Improve downtown parking.
11. Encourage lower freight rates and better service from the railroads.
12. **Improve Minot's general aviation terminal and its management to be welcoming, receptive, and customer friendly.**
13. Improve the rural road network throughout the region.

B. Comprehensive Planning and Utilities

1. **Complete the NAWS project.**
2. **Develop a comprehensive plan that provides all infrastructure and infrastructure maintenance on a timely basis required by "Greater Minot/Ward Region Visioning for our Future".**
3. *Employ a city/county comprehensive planner.*
4. Maintain affordable access to the global information network through state of the art technology and a superior pool of human assets in information technology.

5. *Maintain regular coordination meetings between city and county planning officials.*
6. *Develop a modern central public library that would expand, enhance and develop free access to information technology.*

C. General

1. Encourage construction of affordable housing for the first time homebuyer.
2. Maintain an adequate supply of speculative building space and land ready for industrial/office development to ensure competitive advantage.
3. Expand the community facilities to:
 - a) Create the opportunity for training of world class athletes.
 - b) Host an enhanced variety of events, competitions and activities.
 - c) Create a winter park with alternative summer uses.
 - d) Create a swimming beach.
 - e) Reopen ski slope
 - f) develop the river as an asset for recreation, shopping and social activities
 - g) year round aquatics center
4. Provide adequate school facilities.
5. Recycle existing vacant industrial buildings, shopping centers and office space.
6. *Build a fire station on south hill.*
7. Develop water-oriented parks and facilities that enhance the four seasons that are integrated with business centers.
8. Develop entertainment facilities that make Minot competitive within North Dakota.

IV. QUALITY OF LIFE

VISION

The Greater Minot/Ward Region will have an outstanding quality of life and be a great place to live, prosper and grow.

STRATEGIES

A. Recreation, Arts and Culture

1. **Create an alliance for public and private entities to work together with a community wide mission for the provision of leisure time activities for all ages. Increase social/leisure time activities for ages 18-35 that results in a greater number remaining in Minot/Ward Region. Expand the opportunities for arts and cultural activities.**

B. Image/Sense of Community

1. **Promote our four seasons as an advantage and develop programs that enhance the attractiveness of each season for residents and visitors.**
2. **Develop a positive attitude and image.**

3. **Expand the number of people involved in volunteer activities at all age levels.**

4. Decrease the crime rate.

C. Healthcare

1. Expand Minot's role as a regional healthcare center and its outreach throughout North Central/Northwest North Dakota.

2. Provide comprehensive and advanced technology medical services that are economical, flexible and customer friendly.

3. **Develop prevention and wellness programs and promote healthy lifestyles.**

D. Youth

1. **Create partnerships that expand opportunities and mentoring for young people.**

2. *Provide equal recognition and acknowledgment for participation in arts, academics and sports.*

3. **Maintain a communication system that results in young people understanding the opportunities available for involvement and ensure selections appropriate for their life.**

4. Provide opportunities for young people at an early age to gain exposure and experience in the work place.

5. Require life skills training as a mandatory part of the curriculum in K-12 education.

6. Reduce drug use.

7. Reduce teen pregnancy.

8. Involve retired people in youth activities and mentoring of young people.

9. Recognize and support youth; develop youth services opportunities conceived and implemented by youth.

10. Provide opportunities for children to participate in activities such as music, dance, etc. which facilitate life skills.

E. Families

1. **Encourage development of family friendly work environments.**

2. Encourage accessible and affordable quality child care.

3. Maintain an adequate level of service for the elderly and individuals with disabilities whose needs exceed their own resources and that of their families.

4. Create before and after school programs for children.

5. Develop workshops in marriage skills that prevent or repair troubled relationships.

6. Encourage families to begin preparing at a young age for their elder years through savings, investments, and life, disability, health and nursing home insurance.

V. GOVERNMENT

VISION

The Greater Minot/Ward Region will have pro-active visionary government leadership dedicated to economic growth and improving the quality of life for our citizens.

STRATEGIES

1. **Encourage all government entities to endorse “Greater Minot/Ward Region’s Visioning for our Future” and to adopt those strategies uniquely within their realm of responsibility for implementation. This includes the governing body and individual departments of the city, park district, county, education, and state and federal legislative delegation.**
2. **Develop a youth friendly government attitude that encourages our young people to want to remain in our community. Increase the involvement of young people, along with internships, in government appointed positions and in running for elected office.**
3. Combine Minot Park District and Recreation Commission.
4. Expect city, park and county government and education to take the risk required to meet our Key Benchmarks and Vision.
5. Form a joint city/county subcommittee to encourage growth and economic development.
6. **Expect that all government employees will be customer service driven.**
7. **Maintain continuous opportunities for communications, dialogue and response between government officials and citizens, including intensive use of interactive electronic communications.**
8. **Increase the involvement of Ward County in Economic Development.**
9. Maintain cooperation between all recreation providers and educational systems to maximize the utilization of facilities.
10. **Aggressively seek Department of Defense expansion in Ward County.**
11. **Develop creative, flexible and efficient methods for financing required for Vision Implementation.**
12. **Build a new post office.**
13. Maintain city involvement in the rural areas.
14. *Adopt a form of home rule for Ward County.*
15. **Maintain regular meetings of the city and county liaison committee.**
16. Employ a lobbyist in Washington, DC.

17. *Maintain grant writing capability in city government.*

18. Implement total quality management processes.

VI. PRIVATE SECTOR LEADERSHIP

VISION

The Greater Minot/Ward Region will have creative private sector leadership that achieves our vision.

STRATEGIES

1. **Expect the private sector to mobilize the leadership, volunteers and resources to make our Vision a reality. Develop a campaign plan to regularly communicate the Vision progress throughout the region, organization headquarters, our supply chain and everyone else who has a stake in our region. Organizations encouraged to endorse our vision and be involved in the implementation will include, but not be limited to, all industries, businesses, unions, not-for-profit community service organizations, churches, civic organizations, environmental groups, citizens associations, industry organizations, minority organizations, and any other organization in the community.**
2. **Expand, enhance and create leadership development programs in all sectors, ages and geographic areas in the region. Aggressively involve the alumni of these programs in places of responsibility. Actively listen to all age groups and sectors of our region to enhance the opportunity for involvement and continually create visionary leadership.**
3. **Provide the private sector leadership required to secure Metropolitan Statistical Area (MSA) designation for Minot/Ward County.**
4. Encourage businesses to provide time and motivation for their employees to be involved in community activities.
5. Encourage employees of organizations headquartered outside of Minot to be involved in the activities of our region. Aggressively seek personnel who move into the region, welcome them and get them involved immediately.
6. **Develop community partnerships that provide mentoring opportunities for young people.**
7. **Maintain an annual review of vision progress on strategies and benchmarks.**
8. Celebrate our victories and learn from them. When a benchmark is missed or progress on a strategy does not meet expectations, use this as an opportunity to review the strategies with flexibility and elasticity, and refocus on those strategies and action steps that will lead to success in the future.
9. Encourage each individual to take personal responsibility for their own actions and to be a role model in the community.
10. Involve leadership throughout Ward County and the Greater Minot/Ward Region.
11. Encourage leaders to be open and receptive to all people and to be willing to work outside their comfort zone.
12. Create a leadership awareness month, encouraging leaders to look beyond personal needs and goals to community needs and goals.

13. Encourage philanthropic giving and volunteerism throughout the region.

14. Expect leaders to be informed in their area of responsibility.

Greater Minot/Ward Region Visioning for Our Future

Phase I-GENERATING OUR SHARED VISION FOR THE FUTURE

- A. A diverse 44-person Steering Committee representative of the community was selected to guide the process.
- B. The facilitator interviewed 96 individuals on September 14-16, 1998.
- C. Over 300 people attended the Stakeholders Summit on September 17, 1998. Vision Partners and the news media had publicized this public meeting at the Municipal Auditorium. The participants selected their top ten issues to be considered by the Vision Task Force and selected 10 additional members for the Vision Task Force.
- D. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of Minot/Ward Region from persons nominated by the Steering Committee, Focus Group Interview and Stakeholders Summit participants.
- E. The 148-member Vision Task Force met during October and November, 1998 and reached consensus on Vision, eight Community Core Values, Strategies and four Key Benchmarks. The draft will be edited and available for distribution on December 11, 1998.
- F. Organizations and individuals throughout the community will be urged to review the draft document and provide comments at the Town Hall meeting on January 21, 1999.
- G. Vision Task Force members made 64 presentations with 2,420 in attendance on the draft Vision to community organizations between December 11, 1998 and the January 21, 1999 Town Hall meeting.
- H. The Minot Daily News inserted 17,000 copies of the draft Vision document on January, 1999.. A Town Hall meeting was held for citizen input at 7:00 p.m. on January 21, 1999 at the Municipal Auditorium with over 200 in attendance. The Editorial Committee reviewed the input from the Town Hall meeting and 95 returned input forms.
- I. The Steering Committee approved the final Vision document and printed copies for distribution by February 10, 1999.

Phase II-COLLABORATIVE IMPLEMENTATION

- A. The Greater Minot/Ward Region Visioning for Our Future Steering Committee will be diverse and community based to provide oversight during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Vision document and become Vision Partners. (February-May, 1999)
- C. Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will develop Action Steps for the specific strategies they adopt and establish Strategy Benchmarks to facilitate annual measurement of progress for each strategy. The Steering Committee will approve all Strategy Benchmarks before their adoption as official Greater Minot/Ward Region Benchmarks. (June-October, 1999)
- D. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies have been covered within the time frames for effective implementation. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period as applicable.
- E. Progress on Strategies will be communicated on a regular basis.
- F. There will be an annual benchmark update of the five Key Benchmarks and the Strategy Benchmarks measuring progress for each strategy identified by Vision Partners and Strategic Alliances.
- G. G. The leadership of the Greater Minot/Ward Region Visioning for Our Future Implementation Process will continue to be diverse and community-based with management support and coordination provided by the Minot Area Chamber of Commerce for at least a five-year period.

**Greater Minot/Ward Region Visioning for Our Future
Task Force Members
Chairman-Ed Steckler**

Kevin Alishouse

Ray Anderson
Kristi Asendorf
Brent Askvig
Rick Awalt
Marilyn Bader
Bob Beckel
Doug Bengson
Marian Bergan
Todd Berning
Brenda Beyer
Ronald Bieri
Keith Bjornson
Jeremy Boyce
Jan Brooks
Don Bunce
Leo Brunner
Randy Burckhard
Bruce Carlson
Steven Carver
Karen Caudill
Lisa Clute
Sandra Collins-Roggenbuck
Anne Cooper
John Coughlin
James Croonquist
Stephen Cullen
Rita Curl Langager
David Danielson
Lyn Dockter-Pinnick
Cynthia Domres
John Doubek
Kevin Driscoll
Jerry Effertz
LaDonna Elhardt
Khalid Elmasry
Ken Erhardt
Carroll Erickson
Monte Espe
Connie Feist
Mike Fischer
Jay Fisher
Joan Folkert
Jill Fuller
Ron Gade
Ollie Glasoe
Shane Goettle
Jerome Gruenberg
Ronald Haeckel
Nancy Hall

Pete Hankla

Al Hanson
Jim Hatlelid
Brad Haugeberg
Kathy Helming
Robert Hembree
Patty Hildenbrand
Shireen Hoff
Terry Hoff
Patrick Holien
Kate Holland
Nancy Holmes
Richard Hufnagel
Don Hummel
Jerry Iverson
Mark Jantzer
Jim Jensen
Brad Johnson
Loren Johnson
Sandy Johnson
Anton Joseph
Jim Jundt
Ken Keller
Ken Kitzman
Bruce Kramer
Mark Kramer
Michael Kratz
Deb Kunkel
Terry Kvigne
Mark V. Larson
Stephen Lawson
Dave Lehner
Erik Lehner
Neil Leigh
Vern Link
Steven Lipp
Phillip Lowe
Taryce Malnaa
Jim Maxson
Jeff Miller
Jim Montgomery
Ray Morrell
Michael Mullins
Jeanne Narum
Mark Nisbet
Margaret Nordell
Neil Nordquist
Robert Nyre
Blair Olafson

Rusty Papachek

Duane Peterson
Shorty Petit
Stephan Podrygula
Gregory Power
Sally Pufall
Lane Quandt
Mylon Racine
Karen Rasmusson
Gail Reiten
Lynn Rogelstad
Mike Rose
Bob Sando
Mike Sartwell
Oswald Scantlebury
Robert Schempp
Galen Scheresky
Barry Schumaier
Randy Schwan
Jim Searcy
Marv Semrau
Dave Senger
John Skowronek
Lee Snyder
Lora Soderholm
Nancy Sommers
John Stewart
Peter Stewart
Penelope Taska
Bret Taylor
Brock Teets
Jim Thompson
Mark Timbrook
Mark Tollefson
Ralph Towery
Theron Triplet
Todd Van Dusen
Dwight Vaught
David Waind
Bruce Walker
John Warner
Darlene Watne
Matt Watne
Ken Williams
LeMarr Williams
Charlotte Zahn
Terry Zeltinger
Peter Zimmerman

*The names of the Steering Committee members are printed in bold type
Facilitator-Henry Luke, LUKE Planning, Inc., Jacksonville, Florida

Process Management provided by the Minot Area Chamber of Commerce