

**Big Sky EDA/EDC
Executive Committee Agenda
June 3, 2020
7:30 A.M. to 9:15 A.M.
Via Zoom Teleconference**

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region's vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

Committee Members EDC –Mike Seppala, Steve Loveless, Ann Kosempa, Mac Fogelsong, Mike Nelson
EDA –Robin Rude, Paul Neutgens, Ken Lutton, Greg McDonald, Judi Powers

7:30 A.M.— Call to Order – Mike Seppala, EDC Chair

Agenda Changes for Today's Meeting

Public Comments/Board Member and Staff Announcements

AGENDA

- I. Approval of EDA/EDC Exec. Comm. Minutes**
- May 6, 2020 Ex. Committee Meeting (Attachment A) (Action)
- II. Approval of EDA/EDC Financials – Shanna**
- April 2020 EDA and EDC Financials (Attachment B) (Action)
 - Proposed Preliminary FY 2021 EDA and EDC Budgets (Attachment C) (Action)
- III. Executive Director's Report- Steve** (Via Separate Email)
- Update: YC Economic Response/Recovery Team (Info)
 - Recovery Plan Outline (Attachment D)
 - Update: MEDA Next Generation Economic Development Tools Project (Info)
 - Outline of Preliminary Strategic Priorities (Attachment E)(Action)
- IV. Program Directors/Leaders' Updates**
- A. BSED's IRT Covid-19 Response Update—Melanie and Team (Info)
 - 1. Stabilization Loan Program Update—Brandon (Info)
 - 2. Other Needed Tools to Support Response and Recovery Efforts (Attachment F) (Action as needed)
 - B. Operations--Becky
 - 1. Big Sky to Sky Point Project—
 - Status of RFQ for Architect/Design Services (Info)
 - 2. Phase II Public Health Guidelines BSED Operations (Info)
 - C. Member Investor Program Update—Melanie (Info)
 - D. Community Development Projects Update—Dianne (Info)
 - TEDD Project--Thom
 - Coulson Park Next Steps--Patrick
- V. Executive Session (as needed)**
- Executive Director Performance Review

Report Out of Executive Session

Public Comment

Adjourn

Next Executive Committee Meeting – July 1, 2020 (7:30 A.M. to 9:15 A.M.) Big Sky Economic Development Board of Directors will make reasonable accommodations for known disabilities that may interfere with an individual's ability to participate. Persons requiring such accommodations should make their requests to Big Sky Economic Development as soon as possible before the meeting day. Please call Big Sky Economic Development at 256-6871.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT A

Big Sky EDA/EDC Joint Executive Committee Meeting Minutes
May 6th, 2020 – 7:30 A.M. to 9:15 A.M.
Zoom Teleconference Call

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region's vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

Committee Members Present: **EDA** – Robin Rude, Paul Neutgens, Greg McDonald, Ken Lutton
 EDC – Mike Seppala, Mike Nelson, Ann Kosempa, Mac Fogelsong

Committee Members Absent: **EDA** – Steve Loveless
 EDC – Judi Powers

Staff and Others Present: Steve Arveschoug, Melanie Schwarz, Austin Trunkle, Becky Rogers, Dianne Lehm, Shanna Zier, Brandon Berger, Deanna Langman, Dena Johnson, Sherry O'Donnell, Marcel Bruski, Lorene Hintz, Kayla Vokral, Thom MacLean, Allison Corbyn, Jo Ann Jones, Brian Clemons, Evelyn Pyburn

Call to Order:
Robin Rude, EDA Chair, called the meeting to order at 7:30 A.M.

Agenda Changes for Today's Meeting:
None

Public Comment/Introductions
None

Agenda:

Approval of the April EDA/EDC Executive Committee Minutes

Motion: Mike Seppala to approve, the April 2020 Executive Committee Minutes, as presented to the Executive Committee.
Second: Greg McDonald
Discussion: None
Motion: Carried

Approval of March EDA/EDC Financials – Shanna

Shanna reviewed the EDA balance sheet and noted Opportunity Fund CDs have been renewed or moved to money markets accounts. She also noted that she will begin depreciating the Montana Bank Building over a 39 year term. We also had a first draw on the Coal Board grant for MSUB.

On the statement of operations, Shanna noted the reimbursements for VBOC, SBDC, and PTAC, with PTAC expecting contributions from Gallatin County and the City of Bozeman.

Variance in the accounts can be attributed to the PTAC reimbursement, Opportunity Fund reinvestment, salary and wages, and professional fees.

On the EDC, the purchase of the building continued to cause some variance across accounts. Loan origination and servicing revenue remain over budget. Member Investor dues are continuing to come in in the 4th quarter.

Melanie and Shanna explained the revised projections for the MI program. Steve asked about outstanding MI receivables. Mel and Shanna are working to see what may need to be written off.

Motion: Mike Seppala to approve and forward to the Board, the March 2020 EDA/EDC Financials, as presented to the Executive Committee.

Second: Ken Lutton

Discussion: None

Motion: Carried

Draft FY 2021 EDA and EDC Budgets – Shanna

Shanna shared the values that guide the draft budget, and the key assumptions, including a full mill levy with a minimal increase. On the EDA, she noted the expense assumptions which include vacancy savings, carrying costs of the building, and an overall conservative budget approach.

Shanna then reviewed the EDC assumptions, MI Revenue, Loan origination and servicing revenue, conservative budget for events, marketing, and recruitment as well as the cost sharing between EDA and EDC.

Shanna highlighted program operating revenue and expense comparisons between FY 20 and FY 21

Included were the FY20 budgets, the FY20 Projections, and the FY21 Budget for our operating revenue and our operating expense on both the EDA and EDC.

Robin offered some insight into what the assessed property values may look like in the next couple years. Shanna has made an assumption of tax protests totaling 2%. Robin thinks it may rise to 3%.

Shanna again mentioned we've taken a very conservative approach for this next budget year.

On the EDC, Shanna highlighted revenue items that were decreased due to COVID-19. Shanna is hopeful that we will be able to make midyear budget adjustments in December once some normalcy resumes.

Steve also mentioned that there will be grant dollars available to non-profits who have been impacted by the pandemic. BSED will look to apply for those dollars that have been made available by Governor Bullock.

On the BSF side, Brandon explained what they are expecting to see from a loan origination and servicing revenue perspective. Brandon has also made conservative projects for FY 21.

Shanna also shared the budget categories for both Revenues and Expenses.

Brandon updated on the \$250,000 we made available to businesses in the form of stabilization loans. Brandon is hoping to have the full \$250,000 committed in the coming weeks.

Executive Director's Report

Yellowstone County Economic Response and Recovery Team

Steve spoke about the Governor's communication piece and the recommendations from the Economic Response and Recovery team.

MEDA Next Generation Economic Development Tools Project

Steve continued with a MEDA update. The Steering Committee will reconvene on the 19th for a second look at the findings and recommendations from the consulting team. The final plan is expected to be done in June.

Outline of Strategic Priorities

Steve then shared the draft Strategic Priorities which are as follows:

- A. Implementation of Economic Recovery Plan—all about BRE, x2 on business support services and the fundamentals
- B. Build a Shared Economic and Community Development Vision
- C. Ready (re-position) the Community to Seize Opportunities for Growth
- D. Provide Leadership at the State-Level for New Tools

Steve mentioned that these will be the priorities will run for the next year rather than for the next two years, given the circumstances around the pandemic.

Program Directors/Leaders' Updates

BSED's IRT COVID-19 Response Update – Melanie

Melanie shared an update from the Internal Response Team and how they are going to tackle the recent announcement from the Governor about the next round of funding. She also shared the trainings and webinars we have been facilitating for our community to arm them with as much information as possible. Dena added that the State SBDC noted that folks who have received PPP or EIDL funding will be wait-listed for this next round of funding. This is not to say they should not apply but just to be aware of that note.

Dena also went on to say that business owners are rallying together to promote local businesses across industries and sectors.

SBDC Temp Staffing Proposal – Dena

Dena then explained that through the CARES Act, SBDCs across the country received additional funding to expand capacity. Dena and her team provided a narrative to the State SBDC that explains the need to hire a new, temporary staff member. The grant we received does not require matching dollars from BSED. The job description is put together and will soon be out the door. We are looking for a seasoned individual to become a Small Business Advisor for the next 18 months.

Motion: Mike Nelson to approve and forward to the Board, the execution of the SBDC Temporary Staffing Contract, as presented to the Executive Committee.

Second: Mike Seppala

Discussion: None

Motion: Carried

Operations: Big Sky to Sky Point Project – Becky

The RFQ is out and advertised for the public. May 13th will be the date for the mandatory meeting. Three firms have reached out to us already and expressed interest. Mitch, Eric, Steve, and Shanna will be on that selection team.

Becky also spoke about the return of 10 staff members to the office. Appropriate measures and guidelines remain in effect.

Also, Mike Phillips will remain a Board Member with Little Horn Bank becoming a Member Investor.

Member Investor Program 2020 Growth Strategy Update - Melanie

Melanie gave a brief Member Investor update and the considerations her and Shanna have made in light of the circumstances. Melanie mentioned that MIs will have an additional quarter to make their payment if they reach out and ask for an extension.

Mel is hoping to see a bit of an increase in membership as the situation across the country begins to stabilize. The biggest challenge that exists right now for the program is determining what payments will still be receivable.

Community Development Projects Update – Dianne

Dianne said the METRA Park border project will go ahead with Sanderson Stewart at the helm of the project.

The Lockwood TEDD work continues and Dianne is hopeful there will be a solution with the sewer issue out in the TEDD. Dianne is encouraged by the conversations that have taken place between City and County leadership.

Steve added that both the City and County arrived at an agreement to support both of the BUILD Grant applications, one made by each entity.

Executive Session: None

Public Comment:

None

Robin adjourned the meeting at 8:54 am

Next Meeting – June 3rd, 2020



BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT B

Big Sky Economic Development Authority
Financial Report for the Executive Committee and Board of Directors
May 26, 2020

Included with this report are balance sheets reflecting the assets, liabilities and net assets of Big Sky EDA as of March 31, 2020. Also included is the statement of revenue and expenses through nine months of FY20 as compared to budget.

Balance Sheet

Current assets increased \$447,000 and totaled approximately \$1,670,000 at the end of March. The fluctuation in current assets is attributed to the movement of a maturing CD into a money market account and transfer of the building from EDC to EDA. Accounts receivable decreased to \$249,000 with the collection of the Coal Board receivable and corresponding payment to MSUB. We received the final grant draw (\$218,734) from MSUB in April, so we will see an increase in accounts receivable and payable. The receivable consists of PTAC (\$115,000), VBOC (\$95,000), and SBDC (\$29,500). As of April 2020, these receivables have decreased to about \$187,000. The tax levy receivable balance continues to decrease with the collection of November tax funds. The tax levy receivable totaled approximately \$501,000, a decrease from \$504,000 in February. Protested tax receivable totaled an additional \$21,000 in protested tax levy receivable. An allowance totaling approximately \$21,000, or 100% of protested tax levy receivable is reflected to allow for potentially uncollectible protested tax levy.

Big Sky EDA invested the proceeds from the sale of the GE facility (approximately \$6 million) into certificates of deposit with maturities of 18 months. These opportunity fund CDs have all matured over the last three months. The CDs have either been renewed into short-term CDs, moved into money market accounts for liquidity as we begin construction, or cashed out for the purchase of the building.

Due To/Due From EDC totaled approximately \$43,000 at the end of March and consists of the March amount due from EDC.

Total fixed Assets increased in March due to the transfer of the bank building from EDC to EDA. As discussed last month in the review of the EDC financials, the breakdown of the building and land values was not presented in the appraisal, so following the direction of Anderson Zurmuehlen, the book value of the building and land was divided based on the values from the Yellowstone County Property Tax information. Corresponding depreciation was also booked to begin depreciating the value of the building over 39 years.

Accounts payable have decreased from \$333,000 at February 2020 to approximately \$55,000 due to the payment to MSUB for the Coal Board grant draw. Accrued expenses total approximately \$88,000 and consist of salary/benefits accruals.

Statement of Revenue and Expenses

County tax (mill levy revenue) totaled \$1,383,000 through March 2020. We received the third quarter entitlement in March, which totaled about \$58,000. Department of Defense (PTAC) reimbursement and EDC reimbursement continue to remain below budget. Opportunity fund investment revenue is also below budget, and will remain below budget through the end of the fiscal year.

Salary/wage expense totaled \$1,251,000 through March. This amount is slightly over-budget due to the payout of vacation and sick leave to employees no longer with the organization, combined with the PTAC service arrangement for Bozeman. This higher salary expense is off set by a few items including the contributions from the City of Bozeman (\$5,000) and Gallatin County (initial contribution of \$9,000). We have also invoiced Gallatin County for the remaining \$12,000 commitment based on actual expenses incurred for the Bozeman service arrangement. The PTAC Subcenter expense is about \$74,000 below budget. This expense line item will remain below budget through the remainder of the fiscal year due in part to the Bozeman PTAC arrangement. Professional fees totaled approximately \$94,000 through March 2020.

With the transfer of the bank building from EDC to EDA, there was in-kind revenue of \$600,000 booked. This is due to the building/land amount being valued over purchase price. The \$600,000 is a contribution expense on the EDC books and in-kind revenue on the EDA books. This will be eliminated as an intercompany transaction when the year-end financials are pulled together. The \$500,000 EDC contribution for the project was also completed in March. These amounts are reflected under the Non-operating Income/Expense section.

Through nine months of FY20 Big Sky EDA recognized revenue in excess of expenses totaling about \$1,460,000, which was approximately \$1,051,000 more than the budgeted amount. When excluding the non-operating income/expenses (contribution revenue, in-kind revenue, interest income, and depreciation expense), Big Sky EDA recognized revenue in excess of expenses of about \$290,000, which is about \$43,000 less than budgeted. This variance continues to be driven by a few different things. Department of Defense (PTAC) reimbursement and opportunity fund investment remain below budget, while salary/wage expense and professional fees are over budget.

Big Sky EDA
Comparative Balance Sheet
As of April 30, 2020 and 2019

	4/30/2020	4/30/2019	+/-	6/30/2019	+/-
Assets					
First Interstate Bank	\$146,817	\$16,453	\$130,364	\$23,571	\$123,246
FIB-Recovered Property Taxes	148,202	147,854	348	97,854	50,348
Opportunity Fund-FIB	16,256	13,262	2,994	13,265	2,991
Opportunity Fund-Stockman	3,619	80,719	(77,101)	3,612	7
Opportunity Fund-Opportunity Bank	620,510	-	620,510	613,163	7,347
Stockman GE Maintenance	15,128	28,479	(13,351)	23,479	(8,351)
Rocky Mountain Bank Money Market	492,761	-	492,761	-	492,761
Yellowstone County Funds	112,902	206,806	(93,903)	519,877	(406,974)
Total Current Assets	1,556,194	493,573	1,062,621	1,294,821	261,374
Other Assets					
Accounts Receivable	269,736	292,645	(22,909)	283,781	(14,046)
American Revenue Guarantee	6,887	6,887	-	6,887	-
Due To/Due From EDC	91,598	90,083	1,514	163,958	(72,360)
Tax Levy Receivable	495,537	477,314	18,223	18,231	477,307
Tax Levy Receivable - Protested	21,264	9,002	12,262	9,211	12,053
Allowance for Doubtful Accounts	(21,264)	(9,002)	(12,262)	(9,211)	(12,053)
Prepaid Expenses	11,284	998	10,286	39	11,245
Deposit	1,390	-	1,390	-	1,390
Undeposited Funds	-	-	-	-	-
Interest Receivable	2,421	-	2,421	2,421	-
Miscellaneous Receivable	-	3,000	(3,000)	218	(218)
Total Other Assets	878,853	870,928	7,925	475,535	403,318
Non-Current Assets					
Opportunity Fund - CDs	3,656,423	5,119,531	(1,463,108)	4,590,718	(934,295)
Loans Receivable	400,000	306,208	93,792	400,000	-
TEDD Receivable	34,100	64,775	(30,675)	64,775	(30,675)
Cabela's Conduit	318	4,982	(4,664)	4,982	(4,664)
Deferred Outflow of Resources	247,689	365,827	(118,138)	247,689	-
Total Non-Current Assets	4,338,531	5,861,324	(1,522,793)	5,308,164	(969,633)
Fixed Assets					
Bank Building - Land	272,000	-	272,000	-	272,000
Bank Building - Building	1,328,000	-	1,328,000	-	1,328,000
Accumulated Depreciation	(5,675)	-	(5,675)	-	(5,675)
Total Fixed Assets	1,594,325	-	1,594,325	-	1,594,325
Total Assets	8,367,903	7,225,825	1,142,078	7,078,520	1,289,383
Liabilities & Equity					
Current Liabilities					
Accounts Payable	37,271	75,738	(38,468)	119,524	(82,253)
Accrued Expenses	83,065	90,711	(7,646)	118,144	(35,079)
Deferred Revenue	7,915	-	14,000	-	-
Payroll Liabilities	607	241	365	4,979	(4,372)
Compensated Absences	147,540	138,444	9,096	164,177	(16,638)
Total Current Liabilities	276,398	305,134	(28,737)	406,824	(130,426)
Long Term Liabilities					
Deferred inflow or Resources	13,741	7,419	6,322	13,741	-
Pension Liability	884,804	908,811	(24,007)	884,804	-
Total Long Term Liabilities	898,545	916,230	(17,685)	898,545	-
Current Year Excess of Expenses over Revenue	1,419,809	157,578	1,262,232	(73,732)	1,493,541
Balance at Beginning of Year	5,773,151	5,846,883	(73,732)	5,846,883	(73,732)
Net Assets	7,192,960	6,004,461	1,188,500	5,773,151	1,419,809
Total Liabilities & Equity	8,367,903	7,225,825	1,142,079	7,078,520	1,289,383

Big Sky EDA
Statements of Operations
For the Periods Ending April 30, 2020

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Budget
Operating Revenue							
County Taxes (Mill Levy Revenue)	\$6,308	\$6,000	\$308	1,389,844	1,386,000	\$3,844	\$1,461,225
Health Insurance Mill Levy	9,010	8,530	480	86,896	85,300	1,596	102,360
Recovery of Protested Taxes	-	-	-	-	-	-	-
Department of Defense	44,854	52,819	(7,965)	499,280	528,190	(28,910)	633,828
US EDA Reimbursement	-	-	-	7,910	-	7,910	-
EDC Reimbursement	92,636	48,729	43,907	476,600	487,290	(10,690)	584,748
EPA-Brownfields	-	-	-	33,848	-	33,848	-
SBA/MT Dept of Commerce	14,750	13,708	1,042	142,952	137,083	5,869	164,500
SBDC Program Income	-	-	-	2,585	-	2,585	-
VBOC	21,174	25,000	(3,826)	241,039	250,000	(8,961)	300,000
Opportunity Fund Investment	-	2,083	(2,083)	-	20,833	(20,833)	25,000
Rents/Leases	956	-	956	3,352	-	3,352	-
Grant Administration	7,874	742	7,132	10,924	7,925	2,999	8,900
Miscellaneous Revenue	4,085	-	4,085	20,534	-	20,534	-
Total Revenue	201,646	157,611	44,034	2,915,764	2,902,622	13,142	3,280,561
Operating Expenses							
Salaries/Wages	140,893	134,398	6,496	1,391,684	1,343,976	47,708	1,612,771
Employer Contributions	46,330	44,200	2,130	441,564	441,997	(433)	530,396
Contingency	-	-	-	-	-	-	30,000
Contract Support	-	-	-	-	333	(333)	1,000
Community Development Projects	2,000	2,000	-	1,600	6,200	(4,600)	50,000
Dues and Subscriptions	2,542	1,000	1,542	58,989	52,206	6,783	52,775
Event Expense	45	-	45	2,604	-	2,604	-
Insurance	-	-	-	23,127	14,266	8,861	14,766
Marketing - Departmental	6,435	1,388	5,047	11,957	13,877	(1,920)	16,652
Marketing - Organizational	6,425	5,146	1,279	49,652	51,458	(1,807)	61,750
Office Equipment	-	792	(792)	3,733	6,667	(2,933)	9,500
Office Expense	518	1,667	(1,149)	14,780	16,667	(1,887)	20,000
Professional Fees	583	-	583	94,634	35,126	59,508	35,126
Property Tax Protests	-	-	-	20,706	21,000	(294)	49,190
PTAC Satellite	7,214	11,710	(4,496)	105,651	117,100	(11,450)	140,520
PTAC Subcenter	12,115	23,190	(11,075)	147,175	231,901	(84,726)	278,282
Rent	11,284	10,530	754	113,657	105,303	8,354	126,364
Repairs	260	-	260	612	-	612	-
Sponsorships	-	-	-	20,630	15,917	4,713	15,917
TEDD	508	500	8	1,450	3,903	(2,454)	5,000
Telecommunications	4,739	5,500	(761)	47,954	47,160	794	54,240
Travel/Training	(142)	12,044	(12,187)	86,956	110,745	(23,788)	144,533
Utilities	348	-	348	2,857	-	2,857	-
Miscellaneous	167	3,377	(3,210)	22,311	33,771	(11,460)	40,525
Total Operating Expenses	242,263	257,441	(15,178)	2,664,282	2,669,573	(5,291)	3,289,307
Net Operating Revenue	(40,617)	(99,830)	59,213	251,481	233,048	18,433	(8,747)
Non-Operating Income/Expense							
Contribution Revenue	-	-	500,000	500,000	-	500,000	-
In-Kind Revenue	-	-	600,000	600,000	-	600,000	-
Interest Income	977	7,528	(6,551)	74,003	82,750	(8,747)	90,334
Depreciation Expense	2,838	-	2,838	5,676	-	5,676	-
Net Revenue Over (Under) Expense	(42,478)	(92,302)	1,149,824	1,419,809	315,799	1,104,010	81,588

Big Sky Economic Development Corporation
Financial Report for the Executive Committee and Board of Directors
May 26, 2020

Included with this report are balance sheets reflecting the assets, liabilities and net assets of Big Sky EDC as of April 30, 2020. Also included is the statement of revenue and expenses through ten months of FY20 as compared to budget.

Balance Sheet

Current assets totaled approximately \$2,056,000 at the end of March, an increase from \$1,987,000 at the end of March. This is due to an increase in accounts receivable with the 4th quarter member investor billing, which totaled \$66,300. -----the transfer of the bank building from EDC to EDA at the end of March. This transfer also included the \$500,000 contribution from EDC to EDA for the bank building purchase.

Accounts receivable total \$146,700 and consist largely of Member Investor pledges for FY20 (\$125,700), Member Investor pledges for FY19 (\$3,500), CTE receivable (\$2,500), Business Healthcare Sponsorship receivable (\$15,000).

The Stabilization Loan Portfolio has been added to the balance sheet. This portfolio totaled \$122,000 at the end of April and consisted of nine loans.

Accounts payable are low and totaled about \$26,000 at the end of April. This is an increase from \$3,000 at the end of March. This increase is partially attributed to a larger invoice received for the State of the Workforce Report. Due To/Due From EDA totaled approximately \$92,000 and represents the amount owed to EDA from EDC for April reimbursement, as well as the reconciled amount for health insurance that was not previously included in the monthly Due To/Due From transactions (\$49,755).

Statement of Revenue and Expenses

The 504 loan origination revenue totaled \$118,000 through April. This is approximately \$5,000 over budget. There are three additional loans that are projected to fund in June, which will equate to approximately \$77,000 in additional 504 loan origination revenue. There is also \$57,000 currently in deferred 504 revenue that will be recognized as loans fund. The 504 loan servicing revenue remains slightly over budget and totaled \$445,000 through April 2020. Member investor revenue totaled approximately \$289,000 and is about \$81,000 below budget through April 2020. In April, we invoiced \$66,000 for 4th quarter member investor billing. We will reconcile the member investor receivable accounts as we complete the fiscal year to determine if any outstanding invoices need to be written-off, with a corresponding decrease to member investment revenue and the receivable account.

As referenced above, during the completion of the April financials, it was determined that the cost of health insurance had not been included in the monthly Due To/Due From reconciliation entry. This amount was reconciled, and an entry was made increasing the EDA reimbursement expense. This brings the actual expense close to budget for through April.

Big Sky EDC received an over-payment with the pay-off of the Universal Athletics SSBCI loans. The overpayment is reflected in a suspense account within the miscellaneous expense line item. This over-payment was corrected in April. With the exception of EDA reimbursement, event

expense, and marketing, all other expenses remain close or in line with budget amounts through March.

Through ten months of FY20 Big Sky EDC recognized expenses in excess of revenue totaling about \$482,000, which was approximately \$513,000 more than the budgeted amount. When excluding the non-operating, in-kind income, Big Sky EDC recognized revenue in excess of expenses of about \$18,000, which is about \$87,000 less than budgeted.

Big Sky EDC
Comparative Balance Sheet
As of April 30, 2020 and 2019

	4/30/2020	4/30/2019	+/-	6/30/2019	+/-
Assets					
First Interstate Bank	\$235,218	\$346,052	(\$110,834)	\$409,998	-\$174,779
FIB SSBCI Principal	1,011,401	1,308,377	(296,976)	1,335,009	(323,608)
FIB-Long Term Reserve	250,000	250,000	-	250,000	-
FIB-Opportunity Fund	22,200	22,200	-	22,200	-
FIB-RLF	149,123	259,779	(110,656)	268,288	(119,165)
FIB-OBSD Restricted	-	-	-	-	-
Accounts Receivable	144,200	1,000	143,200	34,158	110,042
Contributions Receivable	2,500	48,500	(46,000)	44,500	(42,000)
Prepaid Expenses	3,338	(951)	4,289	4,867	(1,529)
Undeposited Funds	-	-	-	-	-
Stabilization Portfolio - Current	122,000				
RLF Portfolio-Current	107,622	73,091	34,531	46,653	60,969
SSBCI Portfolio-Current	8,273	123,591	(115,318)	126,448	(118,175)
Total Current Assets	2,055,875	2,431,639	(375,764)	2,542,120	(486,245)
Other Assets					
RLF Portfolio-Non Current	231,480	226,064	5,416	127,979	103,501
SSCBI Portfolio-Non Current	647,513	824,673	(177,160)	800,791	(153,278)
Total Other Assets	878,993	1,050,737	(171,745)	928,770	(49,778)
Fixed Assets					
Bank Building - Building	-	-	-	-	-
Bank Building - Land	-	-	-	-	-
Total Fixed Assets	-	-	-	-	-
Total Assets	2,934,867	3,482,375	(547,508)	3,470,890	(536,023)
Liabilities & Equity					
Current Liabilities					
Accounts Payable	25,527	19,700	5,827	62,640	(37,113)
Property Tax Payable					
Accrued Expenses	22,500	13,500	9,000	20,473	2,027
Deferred 504 Revenue	57,252	10,116	47,136	3,936	53,315
Due to/Due from EDA	91,598	95,793	(4,196)	163,958	(72,360)
Total Liabilities	196,876	139,109	57,767	251,007	(54,131)
Current Year Excess of Expenses over Revenue	(481,892)	(117,546)	(364,346)	(240,929)	(240,963)
Balance at Beginning of Year	3,219,883	3,460,813	(240,929)	3,460,813	(240,929)
Net Assets	2,737,991	3,343,266	(605,275)	3,219,883	(481,892)
Total Liabilities & Equity	2,934,867	3,482,375	(547,508)	3,470,890	(536,023)

Big Sky EDC
Statements of Operations
For the Periods Ending April 30, 2020

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Budget
Operating Revenue							
504 Loan Origination	\$0	\$11,250	(\$11,250)	\$117,774	\$112,500	\$5,274	\$135,000
504 Loan Servicing	43,399	43,874	(475)	\$444,635	\$438,740	\$5,895	526,488
CTE Director Donations (Restricted)	-	-	-	-\$2,000	\$0	(\$2,000)	-
Member Investment	93,800	143,500	(49,700)	\$289,410	\$370,000	(\$80,590)	370,000
RLF Business Loan Interest	764	917	(153)	\$13,980	\$9,170	\$4,810	11,004
RLF Origination Fees	-	-	-	\$1,535	-	-	-
SSBCI Revenue	2,042	2,005	37	\$19,495	\$20,054	(\$558)	24,064
Recovery of Bad Debt	-	300	(300)	\$9,067	\$3,000	\$6,067	3,600
Miscellaneous Revenue	164	1,083	(920)	3,051	10,834	(\$7,782)	13,000
Total Revenue	140,169	202,930	(62,761)	896,947	964,297	(68,885)	1,083,156
Operating Expenses							
BEAR Program	-	50	(50)	2,823	2,644	179	5,386
Business Incubation	-	-	-	2,519	3,000	(481)	3,000
Contingency	-	-	-	-	-	-	10,000
Dues and Subscriptions	3,329	1,577	1,752	18,474	16,398	2,077	18,927
EDA Reimbursement	92,636	48,729	43,907	476,600	487,290	(10,690)	584,748
Event Expense	20,000	-	20,000	95,039	52,500	42,539	52,500
Insurance	843	917	(74)	4,211	9,166	(4,955)	11,000
Marketing - Departmental	3,595	5,000	(1,405)	53,296	54,887	(1,592)	61,548
Marketing - Organizational	-	-	-	19,311	11,000	8,311	11,000
Membership Development	-	1,250	(1,250)	8,807	11,250	(2,443)	15,000
Office Equipment	-	-	-	-	-	-	-
Office Supplies	100	171	(71)	3,227	1,714	1,513	2,056
Opportunity Fund Contribution	-	-	-	-	-	-	40,000
Professional Fees	1,300	12,000	(10,700)	66,993	77,952	(10,959)	80,928
Postage and Printing	-	83	(83)	1,053	834	219	1,000
Rent	2,518	3,421	(903)	32,633	34,208	(1,575)	41,049
Repairs	-	-	-	1,085	-	-	-
Sponsorships	(1,250)	717	(1,967)	3,244	7,169	(3,925)	8,603
Telecommunications	785	468	316	5,947	4,683	1,264	5,619
Travel/Training	43	4,445	(4,402)	47,199	49,860	(2,661)	53,345
Miscellaneous	23,053	3,499	19,553	36,379	34,994	1,386	41,992
Total Operating Expenses	146,952	82,328	64,624	878,839	859,547	18,207	1,047,703
Net Revenue Over (Under) Expense	(6,784)	120,601	(127,385)	18,108	104,751	(87,093)	35,454
Non-Operating Income/Expense							
In-Kind Income	-	-	-	600,000	-	600,000	-
Contribution Expense	-	-	-	1,100,000	-	1,100,000	-
Net Revenue Over (Under) Expense	(6,784)	\$120,601	(\$127,385)	(481,892)	104,751	\$512,907	\$35,454

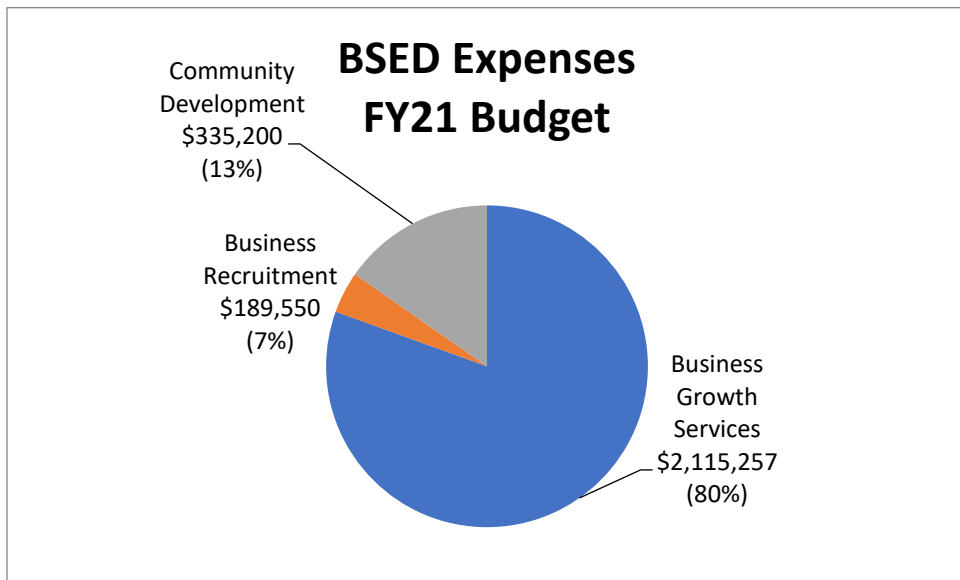
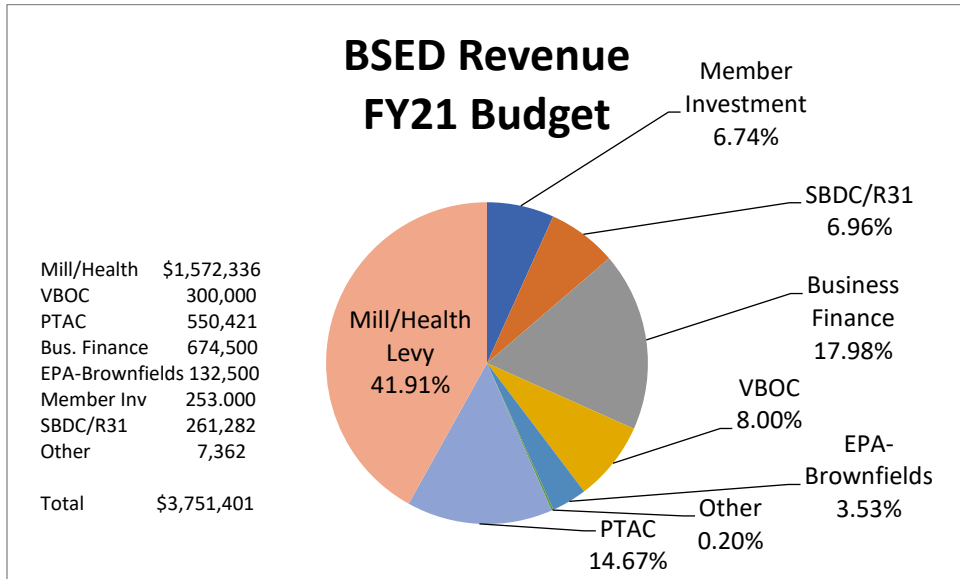


BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT C

Allocation of Resources



Budget Overview

FY21 Key Assumptions

EDA Revenue Assumptions

- Full mill levy with minimal 1.4% (\$16k) increase
- Stable funding from Federal Partners

EDA Expense

- Included expense contingency of \$42,000 (increased from \$15,000 in FY20 due to all of the uncertainties we are facing)
- Property tax protest budget of 3% (\$37,350) of mill levy
- No salary increases (possible reconsideration at mid-year budget review)
- Partial year vacancy savings for BillingsWorks Position
- Carrying costs for new building total \$40,000
- Conservative budget for marketing, travel/training, and hosted meetings

EDC Revenue

- \$253,000 Member-Investor revenue
- \$135,000 SBA 504 loan origination fee revenue
- \$499,500 SBA Loan servicing revenue

EDC Expense

- Included expense contingency of \$20,000 (increased from \$10,000 in FY20)
- Conservative budget for event expenses, marketing, and recruitment

EDA-EDC Cost Sharing

	Salary	Fringe	Rent	Phone & Internet	Liability Insurance
Director- Business Finance	100%	100%	100%	100%	100%
Loan Officers (2)	100%	100%	100%	100%	100%
Loan Specialist	100%	100%	100%	100%	100%
Director- Member Investor & Marketing	50%	50%	50%	50%	50%
Program Manager- Marketing & Outreach	50%	50%	50%	50%	50%
Executive Director	25%	25%	-	-	-
Controller	25%	25%	-	-	-
Program Manager- Business Recruitment	-	-	-	-	-
Director- Operations	-	-	-	-	-
Administrative Assistant	-	-	-	-	-
Receptionist	-	-	-	-	-

FY21 Budget Comparison

Program Operating Revenue and Expense Comparison FY20 to FY21								
	EDA			EDC			Total	
	FY20 Budget	FY20 Projection	FY21 Budget	FY20 Budget	FY20 Projection	FY21 Budget	FY20 Budget	FY21 Budget
Operating Revenue								
Central Services	1,565,541	1,551,619	1,560,407				1,565,541	1,560,407
BSTSP		13,174	1,912				-	1,912
Comm Dev	25,794	62,396	156,216				25,794	156,216
CD Projects							-	-
PTAC	645,924	622,896	563,565				645,924	563,565
SBDC	180,756	204,001	193,430				180,756	193,430
SBDC COVID-19			90,854				-	90,854
Big Sky Finance	404,178	393,937	403,538	709,156	772,068	674,500	1,113,334	1,078,038
Recruitment	6,048	6,308	6,572	4,000	5,391		10,048	6,572
Workforce	6,048	5,778	5,512		2,500		6,048	5,512
Member-Investor/Communications	115,224	103,581	114,335	370,000	273,510	253,000	485,224	367,335
Org Marketing							-	-
Dept Marketing							-	-
VBOC	300,000	289,309	300,000				300,000	300,000
Rock31	31,048	6,308	6,572		3,500		31,048	6,572
Total Operating Revenue	3,280,561	3,259,307	3,402,913	1,083,156	1,056,969	927,500	4,363,717	4,330,413
Operating Expenses								
Central Services	908,745	842,517	891,776	176,304	113,170	136,013	1,085,049	1,027,789
BSTSP	-	35,958	40,374				-	40,374
Comm Dev	310,803	316,597	414,707				310,803	414,707
CD Projects	50,000	31,100	30,000				50,000	30,000
PTAC	665,406	660,560	576,268				665,406	576,268
SBDC	260,496	227,918	255,061				260,496	255,061
SBDC COVID-19	-		90,854				-	90,854
Big Sky Finance	374,664	372,905	381,184	509,050	558,160	493,143	883,714	874,327
Recruitment	97,469	93,708	87,695	71,000	66,316	33,660	168,469	121,355
Workforce	107,536	95,891	82,661	59,694	48,967	17,050	167,230	99,711
Member-Investor/Communications	128,401	178,998	186,832	184,268	219,048	195,011	312,669	381,843
Org Marketing	61,750	48,273	32,000	11,000	19,094	15,500	72,750	47,500
Dept Marketing	8,000	5,000	8,000	11,000	23,032	23,500	19,000	31,500
VBOC	224,129	215,699	228,347				224,129	228,347
Rock31	91,909	97,080	91,926	25,386	24,792	7,250	117,295	99,176
Total Operating Expenses	3,289,308	3,222,204	3,397,686	1,047,702	1,072,579	921,127	4,337,010	4,318,813
Net Operating Revenue	(8,747)	37,103	5,227	35,454	(15,610)	6,373	26,707	11,600

FY 2021 Organizational Budget

Challenges/Opportunities

1. Projected Mill Levy Increase (\$16k)

The increase in mill levy funding over the last few years has ranged from \$16k-\$30k. These increases don't cover routine inflationary expenses and require a combination of program cuts and/or an injection of private-sector funding.

2. Uncertainties in Revenue Streams

- **Property Tax Deferrals and Protests**
Uncertainties surrounding the deferrals and protests of property taxes potentially impacting revenues later in the fiscal year.
- **Member-Investor Revenues**
Our budgeted FY21 Member-Investor revenues project a \$117k decrease from FY20 based on the uncertainties many businesses are facing. Based on FY20 actuals, we believe the \$253k budget for FY21 is attainable.
- **Loan Revenue**
Our budgeted FY21 loan revenue projects a \$35k decrease from FY20 based on projected decreases in loan servicing revenue as a result of possible loan deferments.
- **Controlling Expenses**
Based on the uncertainties in revenue streams, we took a conservative approach to marketing, travel/training, hosted meetings, recruitment, and event expenses.

3. COVID-19 Response

- **Shifting Existing Resources**
Going into the new budget year we will continue to focus existing resources in a way that best meets the needs of our business community—stronger Business Retention and Expansion (BRE) efforts, support for lending processes, enhanced trainings, and Response & Recovery Team management and Recovery Plan execution.
- **Covid-19 Response and Recovery/SBDC Advisor**
A temporary staff position will be added under our SBDC (fully funded by the SBA) to focus time and resources at Covid-19 impacted businesses.
- **Loans and Grants**
Big Sky Finance, with internal partnership and support, will deploy additional loan tools for area businesses, including a proposed RLF Loan Program (\$2.0 to \$3.0 Million) fully funded by the federal EDA. We will also consider adding dollars (\$250k) to our BSED RLF

Program. These loans will naturally come with more risk, but will be essential in supporting economic recovery.

Through a partnership with Beartooth RC&D we will be able to secure \$100,000 per year for two years to offset the costs associated with Covid-19 response. This will free up funds to help support the Recovery Plan execution, including the hiring of outside expertise to develop and implement a Phase III economic opportunities action plan, starting with the development of a common vision for needed community development assets.

Additionally, we will seek out both state and federal grants for local businesses, to help fund key community projects, and to help sustain our EDA/EDC operations. Exact grant programs are undetermined at this time.

EDA
Draft FY21 Budget

Totals

	FY20	FY21
Operating Revenue		
County Taxes (Mill Levy Revenue)	1,461,225	1,220,100
Entitlement	-	235,000
Health Insurance Mill Levy	102,360	117,236
Recovery of Protested Taxes	-	-
Department of Defense	633,828	550,421
EDA Reimbursement	-	-
EDC Reimbursement	584,748	579,012
EPA-Brownfields	-	132,500
SBA/MT Dept of Commerce	164,500	261,282
SBDC Program Income	-	-
VBOC	300,000	300,000
Opportunity Fund Investment	25,000	-
Grant Administration	8,900	3,500
Miscellaneous Revenue	-	3,862
Total Revenue	3,280,561	3,402,913
	-	0
	-	0
Operating Expenses		
Salaries/Wages	1,612,771	1,679,819
Employer Contributions	530,396	559,084
Contingency	30,000	50,497
Strategic Priorities	-	15,000
Contract Support	-	-
Community Development Projects	50,000	30,000
Dues and Subscriptions	52,775	64,643
Insurance	14,766	23,984
Intern/Contract Support	1,000	-
Marketing - Departmental	16,652	24,432
Marketing - Organizational	61,750	32,000
Office Equipment	7,000	6,500
Office Supplies	20,000	23,289
Professional Fees	35,126	167,958
Property Tax Protests	49,190	37,350
PTAC Satellite	140,520	149,773
PTAC Subcenter	278,282	177,171
Rent	126,364	142,295
Repairs	-	-
Sponsorships	15,917	2,500
TEDD	5,000	2,000
Telecommunications	54,240	61,933
Travel/Training	147,034	100,258
Utilities	-	24,000
Miscellaneous	40,526	23,200
Total Operating Expenses	3,289,309	3,397,686
Net Operating Revenue	(8,748)	5,227
	-	-
	-	-
Non-Operating Income/Expense		
US EDA Reimbursement	-	148,822
Interest Income	90,334	20,247
Architectural/Professional Fees	-	302,492
Depreciation Expense	-	34,051
Net Revenue Over (Under) Expense	81,586	(162,247)
Additional Sources of Cash		
Opportunity Fund Contribution	-	153,670

EDC
Draft FY21 Budget
Totals

	FY20	FY21
Operating Revenue	-	-
504 Loan Origination	135,000	135,000
504 Loan Servicing	526,488	499,500
CTE Director Donations (Restricted)	-	-
Member Investment	370,000	253,000
RLF Origination Fees	-	-
RLF Business Loan Interest	11,004	17,000
Stabilization Loan Interest	-	5,000
SSBCI Revenue	24,064	18,000
Recovery of Bad Debt	3,600	-
In-Kind	-	-
Miscellaneous Revenue	13,000	-
Total Revenue	1,083,156	927,500
	-	-
	-	-
Operating Expenses	-	-
R31 Outreach	5,386	2,300
Business Incubation	3,000	1,500
Business Recruitment and Expansion		2,500
Contingency	10,000	20,000
Dues and Subscriptions	18,928	21,561
EDA Reimbursement	584,748	579,012
Event Expense	52,500	33,500
Insurance	11,000	10,380
Marketing - Departmental	61,548	23,900
Marketing - Organizational	11,000	15,500
Membership Development	15,000	8,400
Office Equipment	-	-
Office Supplies	2,056	3,800
Opportunity Fund Contribution	40,000	-
Investment in Economic Activity	-	5,000
Professional Fees	80,928	47,500
Professional Fees - Trade	-	20,000
Postage and Printing	1,000	900
Rent	41,049	31,629
Sponsorships	8,603	19,700
Telecommunications	5,619	6,656
Travel/Training	53,345	27,505
Allowance for loan losses	-	-
Bank Fees		360
Miscellaneous	41,992	39,524
Total Operating Expenses	1,047,702	921,127
Net Operating Revenue	35,454	6,373
Non-Operating Income/Expense		
Allowance for Loan Losses		12,500
EDA Reimbursement		
Interest Income		
Architectural/Professional Fees		
Depreciation Expense		
Net Revenue Over (Under) Expense	35,454	(6,127)

Big Sky Economic Development Corporation
Reinvestment of SBA 504 Program Net Income
FY21 Budget

	Business Development							FY20 Total	
	Admin	Finance	Recruit	MI	& Outreach	Rock 31	Workforce		
Income									
Member Investment	\$ -	\$ -	\$ -	\$ 253,000.00		\$ -	\$ -	\$ 253,000.00	SBA 504 Program Contribution to
RLF Business Interest	-	17,000.00	-	-	-	-	-	17,000.00	
RLF Loan Fund Interest	-	-	-	-	-	-	-	-	Economic Development:
SBA 504 Origination Fees	-	135,000.00	-	-	-	-	-	135,000.00	Origination Fees
SBA 504 Servicing Fees	-	499,500.00	-	-	-	-	-	499,500.00	Servicing Fees
SSBCI Revenue	-	18,000.00	-	-	-	-	-	18,000.00	
Stabilization Loan Interest	-	5,000.00	-	-	-	-	-	5,000.00	
	-	674,500.00	-	253,000.00	-	-	-	927,500.00	Total Finance Revenue
									504 Program-Related Revenue
R31 Outreach	-	-	-	-		2,300.00	-	2,300.00	Percent 504-Related
Business Incubation	-	-	-	-		1,500.00	-	1,500.00	94%
Expense									
Business Recruitment and Expansion			2,500.00					2,500.00	Total Finance Expense
Contingency	20,000.00	-	-	-		-	-	20,000.00	504 Program-Related (94%)
Dues and Subscriptions	-	14,711.00	800.00	2,050.00	3,500.00	-	-	21,561.00	
EDA Reimbursement	74,283.00	403,538.00	-	62,200.00	38,982.00	-	-	579,012.00	504 Program-Related Revenue
HUD Grant Expense	-	-	-	-	-	-	-	-	504 Program-Related Expense
Insurance	10,380.00	-	-	-	-	-	-	10,380.00	
Marketing-Departmental	-	400.00	-	-	23,500.00	-	-	23,900.00	Available for Economic Reinvestment
Marketing-Organizational	-	-	-	-	15,500.00	-	-	15,500.00	\$ 170,945.58
Membership Development	-	-	-	8,400.00	-	-	-	8,400.00	Business Recruitment
Miscellaneous	12,650.00	3,964.00	2,500.00	9,750.00	4,500.00	3,450.00	3,050.00	39,884.00	Workforce Development
Office Equipment	-	-	-	-	-	-	-	-	17,050.00
Office Supplies	200.00	3,600.00	-	-	-	-	-	3,800.00	Business Development and Outreach
Opportunity Fund Contribution	-	-	-	-	-	-	-	-	118,942.00
Investment in Economic Activity	-	5,000.00	-	-	-	-	-	5,000.00	Rock31 Entrepreneurial Program
Event Expense	-	-	-	-	32,000.00	-	1,500.00	33,500.00	\$ 176,902.00
Postage & Printing	-	900.00	-	-	-	-	-	900.00	
Professional Fees	18,500.00	6,500.00	20,000.00	20,000.00	-	-	2,500.00	67,500.00	
Business Incubation	-	-	-	-	-	-	-	-	
Rent	-	31,629.00	-	-	-	-	-	31,629.00	
Sponsorships	-	-	-	9,700.00	-	-	10,000.00	19,700.00	
Telecommunication	-	3,776.00	960.00	960.00	960.00	-	-	6,656.00	
Travel/Training	-	19,105.00	6,900.00	1,500.00	-	-	-	27,505.00	
VBOC Expense	-	-	-	-	-	-	-	-	
Workforce Development	-	-	-	-	-	-	-	-	
	136,013.00	493,143.00	33,660.00	115,069.00	118,942.00	7,250.00	17,050.00	921,127.00	
Operating Income/(Loss)	\$ (136,013.00)	\$ 181,357.00	\$ (33,660.00)	\$ 137,931.00	\$ (118,942.00)	\$ (7,250.00)	\$ (17,050.00)	\$ 6,373.00	



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT D

Section One – Response and Stabilization

Help businesses overcome the immediate challenges posed by this pandemic, focus on safely and effectively reopening our economy, assist businesses as they learn and adapt, and restore consumer confidence.

Time Frame: 0 – 3 months

Support the safe restart of Yellowstone County businesses, activate our workforce, and re-engage customers

- Collaborate to eliminate duplication of effort and provide easy access to solutions for business
- Provide direct support services (BSED loans, SBDC consultation services, industry-specific trainings, information sessions, etc.) and act as a conduit for businesses to access needed resources to survive the impact of COVID-19 and reopen (SBA tools, CRF grants, loans, etc.)
- Act on our Business/Public Health partnership to guide business reopening
- Initiate and sustain Open and Safe campaign to assure safe reopening and build confidence
- Support and facilitate the Normal 2.0 supply needs of businesses (PPE, hand sanitizer, etc.)
- Focus time and resources on the hardest hit industries that will see impacts for months to come (hospitality, events-driven venues, tourism)
- Assist in the interpretation of guidelines as we move through the various phases – help guide businesses in a more organized fashion.

Measures of Success:

- Track participation in learning sessions and information forums provided by the Billings Chamber, BSED, SBDC, SBA, and other partners
- Track website usage data – clicks, page views, downloads, etc. – to monitor business and community engagement
- Gather regular feedback from a representative cohort of businesses, distinguished by Phases, to determine status and any needs or gaps
- Develop baseline data – including existing metrics (SBDC, PTAC, loan fundings, SBA) and periodic surveys – to evaluate progress
- Partner with the Public Health Officer to monitor public health data and consider responses

Section Two – Business Recovery

Sustain response and stabilization momentum, advocate for businesses to increase demand for their goods and services, and build business resiliency.

Time Frame: 3 – 6 months

Sustain our business restart, retain our businesses, and support business needs to adapt and grow beyond COVID-19

- Sustain Emergency Response and Recovery Team structure. Identify a smaller Steering Committee to monitor and report back to the overall team.
- Provide ongoing resources for businesses during the adaptation phase (business planning, resource portal for EAP, resiliency/contingency planning, etc.)
- Earmark resources for the transition period – the next three to twelve months (loans, additional expertise, training, etc.)
- Facilitate learning-from-each-other as we collectively adapt procedures, practices, and business models that work.
- Continue to build consumer confidence
- Promote Buy Local/Click Local
- Support the discovery efforts and technology needs of businesses as they learn their Normal 2.0.
- Continue to assess business needs through real-time outreach and surveys to educate our work plans
- Determine workforce needs and the training and education alignment that is necessary to meet changing current and future needs (BillingsWorks' role)
- Using public health benchmarks, educate the community of its responsibility to help sustain our safe reopening and recovery and promote the importance of safe protocols to our progress

Measures of Success:

- Track the number of businesses engaged with on an ongoing basis to facilitate collection of quantitative data
- Develop benchmarks (e.g., # of businesses prior to COVID-19) to measure results (# of businesses retained, # of new businesses/business licenses)
- Maintain a sample group of impacted businesses and monitor their progress (employment base, sales, supply chain challenges, etc.)
- Evaluate our emergency response and recovery plan/progress through communication and comparison with our peer communities.

Section Three – Building Economic and Community Resiliency

Understand the extent of the economic impacts and business trends that have affected our community and region and consider new opportunities and strategies to build a strong, resilient, and vibrant regional economy.

Time Frame: 6 months – 3 years

Position Yellowstone County for new opportunities that will strengthen our ability to grow and lead as a regional hub

- Seek a common vision for our community
 - Use Community Builders (or similar technical assistance) as a resource to create a common set of goals and strategies to develop community-wide consensus. Create a collective vision for all leadership on investing in and building our economy/community
 - Coordinate with local legislators to advocate for tools that support our economic recovery
- Build for economic resiliency
 - Provide ongoing best practices training for business resiliency
 - Strengthen our economic diversity by growing local businesses and supporting entrepreneurship
 - Lean in to the innovation of our regional healthcare delivery system
 - Develop Public Safety funding to protect the gains businesses have worked so hard to restore
- Stay committed to Workforce Development
 - Immediate – get many back to work through an effective restart
 - Support the re-positioning of City College, MSUB, and RMC as they adapt and retool
 - Identify new and emerging workforce needs
 - Retrain/Re-educate our “future” workforce
- Commit to Strategic Community Infrastructure/Assets investment, examples include:
 - Downtown Redevelopment consistent with existing concepts and plans
 - Advocate and facilitate additional workforce housing
 - MetraPark Master Plan/EBURD potential development
 - Develop and prioritize a list of strategic shovel-ready projects for possible Federal stimulus, e.g., Billings Bypass, Inner Belt Loop
 - Develop a broadband/fiber buildout strategy for both businesses and residences
 - Develop strategic placemaking projects, e.g., Skyline Trail, Coulson Park, Castlerock Park, South Billings Aquatic and Recreation Center, etc.

- Capture “small metro” advantages/opportunities with a focused business expansion and business/talent attraction effort
 - Update target-industry analysis (in-house)
 - Capitalize on our position as a regional healthcare provider and seek business growth and education partnership opportunities in this sector (i.e., Discovery Center Concept evaluation with Mayo)
- Embrace our responsibility as a regional hub and support the economic recovery of communities throughout our trade area
 - Strengthen communication and economic ties to our reservation communities
 - Foster greater connections/communications between civic and business leaders in our regional-partner communities

Measures of Success:

- Community Visioning Document (Created through regional public process and supported by outside technical assistance)
- Capital Plan for Strategic Community assets
- Update regional targeted industry analysis
- Measurable economic growth for the Billings MSA

Seize regional economic growth opportunities that support the economic recovery of communities throughout our trade area

- Cultivate value-added agricultural opportunities that support regional economic growth (processing/packaging and distribution of key crops and meat packing, etc.)
- Support efforts to sustain critical access hospitals/services in our rural communities.
- Maintain our Coal Country Coalition
- Develop a regional Workforce Development strategy to reengage the workforce, improve worker retention, and boost employee versatility

Measures of Success:

- Measurable economic growth throughout the region over the next five years



BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT E

TOP Priorities for FY 2021

Implementation of Economic Recovery Plan – (see attached) (Steve, Thom, Allison)

1. Response and Stabilization--meeting immediate needs
2. Sustain Business Recovery—sustaining economic recovery (supported by strong BRE outreach efforts—(Allison)
3. Building Economic and Community Resiliency--positioning for future growth

Build a Shared Economic and Community Development Vision and Action Plan (relates to Recovery Plan—Steve, Dianne, Melanie, essential partners)

1. Discovery our Shared Values and Vision
2. Build Economic and Community Resiliency Action Plan (Sect. Three of Recovery Plan)

Maximize BSED Business Support Services to Support Business Recovery

1. Deploy Covid-19 Response and Recovery SBDC Advisor Specialist via SBDC region (Dena)
2. Implement Business Recovery/Adaptation Training Curriculum (on-line and in person) (IRT Team)
3. Deploy Unique Set of Finance Tools for Small Business Recovery—Big Sky Finance (Brandon)
4. Seek out grant opportunities that support business needs, meet community asset development goals, and build/sustain BSED capacity to serve—IRT, Dianne and CD team)

On-Going Strategic Priorities

Position the Community to Seize Opportunities for Growth

1. Ready to Go Industrial Space—TEDD (Thom, Allison, Dianne in partnership with the landowners and TEDD Advisory Committee)
2. TransTech Phase II and other development opportunities, including airport corridor—(Allison, Steve in partnership with the City)
3. Strategic Place-Making Assets—Coulson Park/Corette Site, Metra Park Boundary, Skyline Trail, and *Space2Place 3.0* (Patrick, Thom, Dianne, Steve, Melanie)
4. Public Safety Investment—(City of Billings, with BSED support as needed) (Steve)
5. Downtown Redevelopment—(Allison in partnership with Alliance)
6. Workforce Development Reimagined—(led by the BillingsWorks partnership)
7. Healthcare Innovation Opportunities (Business Healthcare Summit Partners—Melanie)
8. Go to the Next Level with Entrepreneurship Support System w/ Rock31– (Kevin, Dena, Steve, Becky)
9. Focus Business Expansion and Recruitment (Recovery Plan) (Allison, Steve, Melanie)

On-Going *Strategic* Priorities, continued

Partner/Lead at the State-Level for Greater Economic Development Tools

1. Build Understanding Re. Yellowstone County-Region's Contributions and Needs
2. Advocate for New Economic and Community Development Strategies and Tools

Organizational Opportunities

- A. Build BSED Program Awareness (team of SMEs, business growth tools)—(Marcell, Mel)
- B. Develop/Implement Org. Sustainability Plan—(Shanna, Steve and Direct Reports)
- C. Deploy Business Retention and Expansion (BRE) Outreach Plan —(Allison)
- D. Continued Commitment to Work, Thrive, Live – Normal 2.0—(WTL Committee with Steve and Becky)
- E. Execute on Big Sky Finance Marketing/Outreach Plan



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ATTACHMENT F

