

**EDA & EDC Joint Board Meeting  
Thursday, November 14, 2019  
7:30 A.M. to 9:00 A.M.  
Yellowstone Conference Room  
Granite Tower  
222 North 32<sup>nd</sup> Street  
Billings, MT**

***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.***

Agenda items may be rearranged unless an item is listed as having a "time certain". Action may be taken on any item listed on the Board Agenda.

**7:30 A.M. Call to Order/Pledge of Allegiance/Roll Call: Cory Moore, EDA Chair**

**7:32 A.M. Public Comment/Recognitions/Special Announcements and Introductions**

- Big Sky Economic Development Authority—30<sup>th</sup> Anniversary Breakfast, Dec. 4<sup>th</sup>

**7:40 A.M. Changes to Today's Agenda**

**7:42 A.M. Consent Agenda**

October 10, 2019 Board Meeting Minutes

(EDA & EDC Action)  
(Attachment A)

**7:45 A.M. BSED Financials—Shanna**

- EDA and EDC July 2019 Financials- Final (Attachment B) (Action)
- EDA and EDC August 2019 Financials (Attachment C) (Action)
- FY 2019 EDA and EDC Audits (Separate Attachment) (Action)

**7:55 A.M. Program-Level Action Items/Reports**

- Big Sky Finance —Brandon
  - 504/RLF Loan Approvals (Attachment D) (EDC Action)
- Operations—Becky
  - EDA Board Nominating Committee Recommendation (Attachment E) (Action)
  - Future Facilities Update (Info)
- TEDD Project Update—Thom/Dianne (Info)
- Recruitment Program Update—Allison (Info)
- Annual Meeting Recap—Melanie (Info)
- PTAC Program Boseman Subcenter Update—Deanna/Steve (Info)
- Rock 31 Update—Kevin (Info)

**8:45 A.M. Executive Director Report**

- Public Safety Update Planned for Dec. Board Meeting (Attachment F) (Info)
- MEDA Next Generation of Community and Economic Development Tools Analysis (Attachment G) (Info)
- Keystone XL Pipeline Letter (Attachment H)(Info or Action)
- Build Grant Update (Info)
- Awareness of Potential NDO Initiative (Letter) (Attachment I) (Info)
- December 12<sup>th</sup> Board Meeting—Breakfast/Roundtable (Info)

**8:55 A.M. Public Comment**

**9:00 A.M. Adjourn**

**Next EDA/EDC Board Meeting December 12, 2019, 7:15 AM. 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 ED at 256-6871.**



BIG SKY  
ECONOMIC DEVELOPMENT

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# ATTACHMENT A

**EDA/EDC Joint Board Minutes**  
**Thursday, October 10<sup>th</sup> 2019 – 7:30 AM – 9:00 A.M.**  
**Big Sky Economic Development – Yellowstone Conference Room**  
**Granite Tower 222 N. 32<sup>nd</sup> Street, Billings, MT**

***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.

**EDA Board Members Present:** Cory Moore, Dana Pulis, George Warmer, Jennifer Smith, Jennifer Owen, Judi Powers, Ken Lutton, Paul Neutgens, Robin Rude, Shaun Brown (Ex-Officio), Greg Upham (Ex-Officio), Katy Easton (Ex-Officio), Nick Altonaga (Ex-Officio)

**EDA Board Members Absent:** Fred Sterhan, Greg McDonald, Don Jones (Ex-Officio), John Brewer (Ex-Officio)

**EDC Board Members Present:** Aaron Ramage, Andy Gott, Ann Kosempa, Dave Ballard, David Ellis, Doug Hansen, Eric Simonsen, Jon Stepanek, Mike Phillips, Mike Nelson, Nicole Bengé, Scott Chesarek, Spencer Frederick, Steve Loveless, Elaine Labach (EDC Representative for Chancellor Dan Edelman)

**EDC Board Members Absent:** Bob Wilmouth, Dan Edelman, Denis Pitman, Mac Fogelsong, Mitch Goplen, Molly Schwend, Nicole Bengé

**Staff and Guests:** Lorene Hintz, Melanie Schwarz, Becky Rogers, Austin Trunkle, Dustin Frost, Brandon Berger, Allison Corbyn, Kevin Scharfe, Steve Simonsen, Jack Nickels, Deanna Langman, Dianne Lehm

**Call to Order:**

Mike Nelson, EDC Chair, called the meeting to order at 7:32 A.M. with the Pledge of Allegiance.

**Public Comment/Recognitions/Special Announcements and Introductions:**

Public Comment

Becky received news this morning that Roz is headed to the hospital to have her baby.

Introductions

Steve asked Becky to introduce our new Controller, Shanna Zier. Shanna went on to share a bit about herself and her background. We are very excited to have Shanna on our team.

Recognitions

Steve took a moment to recognize the 5-year anniversaries of both Melanie and Dena. Steve mentioned that what really makes the organization tick is the dedicated team.

To Steve's surprise, we also recognized his leadership as he has passed the 10-year mark as our Executive Director. Steve's leadership has created a culture of success that has grown his staff as well as our community.

Special Announcements

Kevin was next with a Start-up Weekend update. Kevin showed a quick documentary to demonstrate how powerful these weekends are to the individuals who participate. Finally, Kevin mentioned that our Billings Chapter

of 1 Million Cups kicked off yesterday and will continue every Wednesday at 9am. Steve asked the Board to attend if they are available.

Dustin was next with a Veterans Small Business week update. Dustin said there will be six events throughout Montana celebrating and bringing attention to Veteran-owned businesses. On November 7<sup>th</sup>, we will be celebrating at Trailhead Spirits here in Billings. Dustin went on to say that with respect to workforce needs, there is great untapped potential with recruiting servicemen and women who are transitioning from their military careers, to our community. The SHRM Chapter of Billings will be holding a best practices workshop centered around hiring Veterans.

**Agenda Changes:**

A TEDD update will be added to the Executive Director's Report.

**Consent Agenda**

September 12, 2019 Board Minutes

Motion: Mike Seppala, to approve the September 12<sup>th</sup>, 2019 Board as presented to the Board.

Second: Ken Lutton

Discussion: None

Motion carried

**July 2019 EDA/EDC Financials**

Motion: Jennifer Smith to approve the July 2019 EDA EDC Financials, as presented to the Board.

Second: Craig Bartholomew

Discussion: None

Motion carried

**Program Level Reports and Action Items**

Big Sky Finance – Brandon

SBA 504 Loan Requests

Big Sky EDC is requesting approval to submit to the US Small Business Administration the following SBA 504 loan request. The Big Sky EDC Loan Committee has reviewed the request and recommends approval to the full EDC Board for submission to the SBA for final approval. The request meets all the underwriting and eligibility requirements of the EDC.

**S2 Corporation** – Request is for the purchase of an existing building located in Bozeman, MT for the operations of S2 Corporation. S2 currently leases two separate facilities and this relocation will allow them to consolidate all their operations in one building. S2 Corporation is a research and development company that was incorporated in 2005 and has been located in Bozeman since that time. One of their primary customers is the United States Government.

It is estimated borrowers may create up to 40 jobs as a result of the project over the next two years. 30 jobs would be required to fulfill the full debenture. The project does meet a Public Policy goal of Rural Development. The total SBA debenture will be \$2,471,000 on a 25-year note comprising approximately 40% of the total project costs. Big Sky EDC and the SBA will be in a 2nd lien position behind First Security Bank of Bozeman on the real property.

Motion: Craig Bartholomew, to approve the Restyle S2 Corporation loan request as presented to the Board.

Second: Eric Simonsen

Abstention: Mike Seppala

Discussion: None

Motion carried

#### Update: RLF Default/Collection Status

Brandon provided a memo to the Board regarding an action plan centered around collection efforts and liquidating the equipment. El Corral Mexican Restaurant has closed but there is remaining kitchen equipment that may be sold to a prospective restaurant that Brandon is in communication with. Initially, Brandon is asking the Board's approval to execute the sale of the equipment.

Motion: Mike Seppala, to approve the Big Sky Finance Memo, as presented to the Board.

Second: Ken Lutton

Discussion: None

Motion carried

#### Operations

Becky said that we are working to gather a few more votes to on our EDC Ballot. When the final votes are collected, she will email the Board to confirm the election outcome. On the EDA side, the County has posted the board openings to their website. Originally, the only seat open was that of Cory Moore but additionally, the seat of Fred Sterhan will open as well. Fred will be moving to pursue a new opportunity in North Carolina and will vacate his seat. Becky asked the Board to encourage anyone that they think would be a good fit to apply.

#### Future Facility Update

The EDA is working on clearances and draft award documents and will be in contact with us soon with a final answer on our grant application.

#### Member Investor

Melanie gave an Annual Meeting Update and shared some exciting news. Angela Martinez, Director of the Denver Regional EDA, will be in attendance of our Annual Meeting. Melanie mentioned that there will be two workshops on October 24<sup>th</sup>, and both will be held at the FIB Operations Center. Yesterday, Steve, Mike, and Cory shot a video for the annual meeting.

#### **Executive Director's Report - Steve**

Steve thanked Patrick and Melanie for their work as Acting Executive Director while he was out of the office in September.

Steve quickly gave a public safety update about the community meeting last week. That dialogue is an important first step and the next steps will be going all in on the idea of Crime Prevention Through Environmental Design. Katy Easton mentioned that there will be a fund granting matching dollars for businesses who implement changes based off of a CPTED Evaluation of their property. These evaluations will be free to business owners. Steve mentioned that City Council devoted their most recent work session to evaluating what the City can do to solve the issue of public safety. Councilman Shaun Brown went on to provide some context from the City's side about next steps. Steve went on to say how important our messaging of this issue is and how we frame this within the context of economic development. Dana thinks that the average citizen sees this issue as its own piece that needs addressed. Our job is to provide them the information that gives them a comprehensive view of how all of the work that organizations in the community do, work together to solve public safety.

#### MEDA Update

MEDA is working on an analysis of Montana's next generation of economic and community development tools. MEDA put together a comprehensive scope of work and received nine solicitations from across the country. The RFP Committee whittled the solicitations down to three and will conduct phone interviews tomorrow with the those chosen firms.

#### NDO Letter

Councilman Cromley sent a letter to Steve in mid-September encouraging the BSED Board to take a position of support should he introduce a Non-Discrimination Ordinance. At this point, the Councilman has decided not to introduce the NDO to the Council, but Steve wanted the Board to be aware a similar request could be made of our organization in the future.

#### TEDD Update

Steve provided a handout to the Board that details the work and timeline of the TEDD. There will be a TEDD tour this afternoon which will conclude with a table-top dialogue with property owners and civic partners. A sticking point at this time is the agreement between the City and Lockwood Water and Sewer and if those lands in the TEDD will be annexed into the City Limits. Steve walked through the timeline with the Board and gave context to the issues mentioned above. At the dialogue later today, Matt Robertson with NAI will speak today about the impact of not having ready-to-go Industrial Space. Mike Seppala spoke about the industrial space that exists in Pueblo, CO and the business that has brought to their community.

During the TEDD's inception, we decided to take the approach of including the landowners rather than buying the parcels outright. This was a purposeful position we took.

#### **Public Comment**

Jen Owens mentioned that Billings will host the Region 8 Head Start conference at the Billings Hotel and Convention Center. The keynote will be next Thursday and there is a limited number of tickets available for the keynote address.

Melanie said that we have been selected as one of 50 cities to participate in Civic Dinners. The aim is to share your experiences at your local eateries with the other 49 cities.

Steve will be in Washington DC next week meeting with the Department of Transportation to discuss a BUILD Grant to complete the Inner-Beltloop.

Katy plugged for Harvest Fest downtown this Saturday and encourage all who are able to attend.

Steve Simonson with Beartooth RC&D spoke about the windfarm that will begin construction soon in southern Carbon County. The project will employ 300 individuals and accommodations for those workers will need to be sorted out. Steve also provided updates on the projects that are underway in in Carbon and surrounding counties.

Jon Stepanek recently visited the new \$275M Minot Airport which will likely have a regional impact on our area.

#### **Adjourn**

Mike Nelson Adjourned the meeting at 8:38 A.M.

**Meeting adjourned: 8:38 A.M.**

Next Meeting – November 14th

Respectfully submitted,

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Paul Neutgens, EDA Secretary/Treasurer

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Steve Loveless, EDC Secretary/Treasurer

When approved, minutes and meeting materials will be filed electronically in the Big Sky EDA office.

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# ATTACHMENT B

**Internal Memorandum**

**Date:** November 1, 2019

**To:** Steve Arveschoug  
Big Sky EDA/EDC Executive Committee  
Big Sky EDA/EDC Board of Directors

**From** Shanna Zier

**Subject:** July 2019 EDA Financial Statements

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Attached are updated financial statements for July 2019. The July financials that were presented previously were preliminary. Items that were changed are highlighted.



July EDA

# Big Sky EDA Preliminary Balance Sheet

	July 31, 2019	July 31, 2018	+/-
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
First Interstate Bank	\$ 98,924.33	\$ 163,369.87	\$ (64,445.54)
FIB-Recovered Property Taxes	193,704.71	1,000.00	192,704.71
Opportunity Fund - FIB	54,368.41	13,248.04	41,120.37
Opportunity Fund - Stockman	3,612.55	645,598.75	(641,986.20)
Opportunity Fund - Opportunity Bank	613,994.30	-	613,994.30
Stockman Bank	15,127.87	28,479.10	(13,351.23)
Yellowstone County Funds	293,220.57	440,067.65	(146,847.08)
	<u>1,272,952.74</u>	<u>1,291,763.41</u>	<u>(18,810.67)</u>
<b>Other Current Assets</b>			
Accounts Receivable	203,518.20	211,287.33	(7,769.13)
American Revenue Guarantee	6,887.28	6,887.28	-
Due To/Due From EDC	76,658.45	126,456.37	(49,797.92)
Miscellaneous Receivables	-	3,007.00	(3,007.00)
Tax Levy Receivable	8,761.37	12,187.20	(3,425.83)
Tax Levy Receivable - Protested	9,211.16	1,437.48	7,773.68
Allowance for Doubtful Accts	(9,211.16)	(1,437.48)	(7,773.68)
Interest Receivable	2,420.67	-	2,420.67
Opportunity Fund - CDs	-	-	-
Prepaid Expenses	-	5,427.00	(5,427.00)
Undeposited Funds	-	9,041.66	(9,041.66)
	<u>298,245.97</u>	<u>374,293.84</u>	<u>(67,006.21)</u>
<b>Non-Current Assets</b>			
Opportunity Fund - CDs	4,590,718.00	5,328,831.00	(738,113.00)
Loans Receivable	399,999.93	-	399,999.93
TEDD Receivable	64,775.00	75,000.00	(10,225.00)
Cabelas Conduit	4,982.40	4,977.58	4.82
Deferred Outflow of Resources	247,689.38	365,827.38	(118,138.00)
	<u>5,308,164.71</u>	<u>5,774,635.96</u>	<u>(466,471.25)</u>
<b>TOTAL ASSETS</b>	<u>\$ 6,879,363.42</u>	<u>\$ 7,440,693.21</u>	<u>\$ (561,329.79)</u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Current Liabilities</b>			
Accounts Payable	72,850.66	92,604.86	(19,754.20)
Accrued Expenses	100,341.70	408,619.64	(308,277.94)
Payroll Liabilities	175.45	257.78	(82.33)
Compensated Absences	164,177.36	146,352.75	17,824.61
	<u>337,545.17</u>	<u>647,835.03</u>	<u>(310,289.86)</u>
<b>Long Term Liabilities</b>			
Deferred Inflow of Resources	13,740.97	7,418.97	6,322.00
Pension Liability	884,803.80	908,810.80	(24,007.00)
	<u>898,544.77</u>	<u>916,229.77</u>	<u>(17,685.00)</u>
<b>Net Assets</b>	<u>5,643,273.48</u>	<u>5,876,628.41</u>	<u>(233,354.93)</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u>\$ 6,879,363.42</u>	<u>\$ 7,440,693.21</u>	<u>\$ (561,329.79)</u>

**Big Sky EDA**  
**Preliminary Statements of Operations - Actual v Budget**  
For the First Month Ended July 2019

	2019	Annual Budget	Budget Remaining
<b>Income</b>			
Department of Defense	\$ 50,253.00	\$ 633,828.00	\$ 583,575.00
EDC Reimbursement	43,224.84	584,747.81	541,522.97
EPA - Brownfields	502.50	-	(502.50)
Grant Administration	-	8,900.00	8,900.00
Health Levy Revenue	7,812.00	102,360.00	94,548.00
Mill Levy Revenue	(333.08)	1,461,225.00	1,461,558.08
Opportunity Fund Investment	-	25,000.00	25,000.00
SBA/MT Dept of Commerce	14,394.92	164,500.00	150,105.08
VBOC	22,003.88	300,000.00	277,996.12
	<u>137,858.06</u>	<u>3,280,560.81</u>	<u>3,142,702.75</u>
<b>Expense</b>			
Community Development Projects	-	50,000.00	50,000.00
Contingency	-	30,000.00	30,000.00
Contract Support	-	1,000.00	1,000.00
Employer Contributions	41,706.33	530,396.25	488,689.92
Insurance	12,632.20	14,766.00	2,133.80
Marketing - Departmental	297.38	16,652.33	16,354.95
Marketing - Organizational	4,939.27	61,750.00	56,810.73
Miscellaneous	11,330.43	92,550.33	81,219.90
Office Equipment	-	7,000.00	7,000.00
Office Expense	956.66	20,000.00	19,043.34
Professional Fees	602.50	35,125.55	34,523.05
PTAC Satellite	6,980.30	140,520.30	133,540.00
PTAC Subcenter	27,037.79	278,281.50	251,243.71
Rent	11,315.87	126,363.80	115,047.93
Repairs	176.00	-	(176.00)
Salaries/Wages	132,449.26	1,612,771.24	1,480,321.98
Sponsorships	7,800.00	15,916.94	8,116.94
Tax Protests	-	49,190.40	49,190.40
TEDD	13.25	5,000.00	4,986.75
Telecommunications	4,802.82	54,240.00	49,437.18
Travel/Training	6,013.69	133,222.70	127,209.01
	<u>269,053.75</u>	<u>3,274,747.34</u>	<u>3,005,693.59</u>
<b>Operating Income/(Loss)</b>	<u>(131,195.69)</u>	<u>5,813.47</u>	<u>137,009.16</u>
<b>Other Income</b>			
Interest Income	1,317.95	90,334.12	89,016.17
<b>Net Income/(Loss)</b>	<u>\$ (129,877.74)</u>	<u>\$ 96,147.59</u>	<u>\$ 226,025.33</u>

**Big Sky EDA**  
**Statement of Operations - Year over Year**  
For the First Month Ended July 2019

	2019	2018	+/-
<b>Income</b>			
Department of Defense	\$ 50,253.00	\$ 40,025.00	10,228.00
EDC Reimbursement	43,224.84	41,678.19	1,546.65
EPA - Brownfields	502.50	7,348.29	(6,845.79)
Grant Administration	-	4,266.00	(4,266.00)
Health Levy Revenue	7,812.00	7,207.50	604.50
Mill Levy Revenue	(333.08)	-	(333.08)
Recovery of Protested Taxes	-	146,854.25	(146,854.25)
SBA/MT Dept of Commerce	14,394.92	9,041.66	5,353.26
SBDC Program Income	-	62.81	(62.81)
VBOC	22,003.88	14,712.77	7,291.11
	<b>137,858.06</b>	<b>271,196.47</b>	<b>(133,338.41)</b>
<b>Expense</b>			
Advertising	699.03	-	699.03
Dues and Subscriptions	7,349.33	9,780.58	(2,431.25)
Employer Contributions	41,706.33	37,129.65	4,576.68
Insurance	12,632.20	6,485.00	6,147.20
Marketing	5,236.65	3,665.00	1,571.65
Miscellaneous	3,282.07	(881.75)	4,163.82
Office Equipment	-	1,710.00	(1,710.00)
Office Expense	956.66	1,434.80	(478.14)
Professional Fees	602.50	7,443.29	(6,840.79)
PTAC Satellite	6,980.30	7,455.79	(475.49)
PTAC Subcenter	27,037.79	25,117.09	1,920.70
Rent	11,315.87	11,021.00	294.87
Repairs	176.00	80.00	96.00
Salaries/Wages	132,449.26	118,464.92	13,984.34
Sponsorships	7,800.00	-	7,800.00
TEDD	13.25	2,018.37	(2,005.12)
Telecommunications	4,802.82	4,185.10	617.72
Travel/Training	6,013.69	6,356.66	(342.97)
Workforce Development	-	284.46	(284.46)
	<b>269,053.75</b>	<b>241,749.96</b>	<b>27,303.79</b>
<b>Operating Income/(Loss)</b>	<b>(131,195.69)</b>	<b>29,446.51</b>	<b>(160,642.20)</b>
<b>Other Income</b>			
Interest Income	1,317.95	298.76	1,019.19
<b>Net Income/(Loss)</b>	<b>\$ (129,877.74)</b>	<b>\$ 29,745.27</b>	<b>\$ (159,623.01)</b>

## **Internal Memorandum**

**Date:** November 1, 2019

**To:** Steve Arveschoug  
Big Sky EDA/EDC Executive Committee  
Big Sky EDA/EDC Board of Directors

**From** Shanna Zier

**Subject:** July 2019 EDC Financial Statements

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Attached are updated financial statements for July 2019. The July financials that were presented previously were preliminary. Items that were changed are highlighted.

July EDC

# Big Sky EDC Balance Sheet

	July 31, 2019	July 31, 2018	+/-
<b>ASSETS</b>			
<b>Current Assets</b>			
First Interstate Bank	\$ 256,203.28	\$ 343,988.22	\$ (87,784.94)
FIB SSBCI Principal	1,348,444.37	1,178,252.55	170,191.82
FIB-Long Term Reserve	250,000.00	150,000.00	100,000.00
FIB-Opportunity Fund	22,200.00	22,200.00	-
FIB-RLF	171,192.94	211,035.86	(39,842.92)
FIB-OBSD Restricted	-	263,341.00	(263,341.00)
Accounts Receivable	23,943.57	1,000.00	22,943.57
Contributions Receivable	44,500.00	71,000.00	(26,500.00)
Prepaid Expenses	18,000.00	407.73	17,592.27
RLF Portfolio-Current	44,336.55	78,487.44	(34,150.89)
SSBCI Portfolio-Current	126,447.71	137,241.12	(10,793.41)
	<u>2,305,268.42</u>	<u>2,456,953.92</u>	<u>(151,685.50)</u>
<b>Other Assets</b>			
RLF Portfolio-Non Current	257,352.15	252,661.07	4,691.08
SSCBI Portfolio-Non Current	789,746.18	924,440.15	(134,693.97)
<b>TOTAL ASSETS</b>	<u><u>3,352,366.75</u></u>	<u><u>3,634,055.14</u></u>	<u><u>(281,688.39)</u></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	17,905.45	10,680.78	7,224.67
Accrued Expenses	6,437.50	36,045.00	(29,607.50)
Deferred 504 Revenue	37,514.50	-	37,514.50
Due to/Due From EDA	76,681.14	126,456.37	(49,775.23)
	<u>138,538.59</u>	<u>173,182.15</u>	<u>(34,643.56)</u>
<b>Net Assets</b>	<u>3,213,828.16</u>	<u>3,460,872.99</u>	<u>(247,044.83)</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>\$ 3,352,366.75</u></u>	<u><u>\$ 3,634,055.14</u></u>	<u><u>\$ (281,688.39)</u></u>

**Big Sky EDC****Statement of Operations - Year Over Year Actual**

For the First Month Ended July 31,

	2019	2018	+/-
<b>Income</b>			
504 Loan Origination	\$ 10,630.60	\$ 7,706.87	\$ 2,923.73
504 Loan Servicing	41,281.91	42,886.22	(1,604.31)
CTE Director Donations	7,500.00		
Member Investment	11,000.00	1,500.00	9,500.00
Miscellaneous Income	(2,487.50)	375.00	(2,862.50)
Recovery of Bad Debt	300.00	700.00	(400.00)
RLF Business Loan Interest	512.01	726.64	(214.63)
SSBCI Revenue	1,840.25	2,646.29	(806.04)
	<u>70,577.27</u>	<u>56,541.02</u>	<u>14,036.25</u>
<b>Expense</b>			
Dues and Subscriptions	771.39	835.97	(64.58)
EDA Reimbursement	43,224.84	41,678.19	1,546.65
Event Expense	9,150.00	-	9,150.00
Marketing	8,368.80	351.65	8,017.15
Membership Development	396.80	12.00	384.80
Miscellaneous	453.91	2,582.04	(2,128.13)
Office Supplies	98.56	1,875.17	(1,776.61)
OBSD Expense	-	12.42	(12.42)
Professional Fees	2,061.30	-	2,061.30
Rent	5,786.47	3,430.12	2,356.35
Telephone	382.17	298.26	83.91
Travel & Training	5,938.20	2,935.11	3,003.09
	<u>76,632.44</u>	<u>54,010.93</u>	<u>22,621.51</u>
<b>Operating Income</b>	<u>\$ (6,055.17)</u>	<u>\$ 2,530.09</u>	<u>\$ (8,585.26)</u>

# Big Sky EDC

## Statement of Operations - Actual v Budget

For the First Month Ended July 31,

	2019	Annual Budget	Budget Remaining
<b>Income</b>			
504 Loan Origination	\$ 10,630.60	\$ 135,000.00	\$ 124,369.40
504 Loan Servicing	41,281.91	526,488.00	485,206.09
CTE Director Donations	7,500.00		
Member Investment	11,000.00	370,000.00	359,000.00
Miscellaneous Income	(2,487.50)	13,000.00	15,487.50
Recovery of Bad Debt	300.00	3,600.00	3,300.00
RLF Business Loan Interest	512.01	11,004.28	10,492.27
SSBCI Revenue	1,840.25	24,063.88	22,223.63
	70,577.27	1,083,156.16	1,020,078.89
<b>Expense</b>			
BEAR/Advisory Council	-	5,386.00	5,386.00
Business Incubation	-	3,000.00	
Contingency	-	10,000.00	10,000.00
Dues and Subscriptions	771.39	20,177.23	19,405.84
EDA Reimbursement	43,224.84	584,747.81	541,522.97
Insurance	-	11,000.00	11,000.00
Marketing - departmental	5,510.00	61,547.67	56,037.67
Marketing - organizational	2,858.80	11,000.00	8,141.20
Membership Development	396.80	15,000.00	14,603.20
Miscellaneous	453.91	41,992.38	41,538.47
Office Equipment	-	2,500.00	2,500.00
Office Supplies	98.56	2,056.00	1,957.44
Opportunity Fund Contribution	-	40,000.00	40,000.00
Organizational Event Expense	9,150.00	52,500.00	43,350.00
Postage and Printing	-	1,000.00	1,000.00
Professional Fees	2,061.30	80,928.45	78,867.15
Rent	5,786.47	41,049.08	38,987.78
Sponsorships	-	8,603.06	8,603.06
Telecommunications	382.17	5,619.12	5,236.95
Travel & Training	5,938.20	64,155.80	58,217.60
	76,632.44	1,062,262.60	986,355.33
<b>Operating Income</b>	<b>\$ (6,055.17)</b>	<b>\$ 20,893.56</b>	<b>\$ 33,723.56</b>



BIG SKY  
ECONOMIC DEVELOPMENT

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# ATTACHMENT C



**Big Sky Economic Development Authority**  
**Financial Report for the Executive Committee and Board of Directors**  
**November 1, 2019**

Included with this report are balance sheets reflecting the assets, liabilities and net assets of Big Sky EDA as of August 31, 2019. Also included is the statement of revenue and expenses through two months of FY20 as compared to budget.

**Balance Sheet**

Current assets totaled approximately \$1,107,500 at the end of August. Accounts receivable at August 31 totaled \$224,000. This is largely comprised of PTAC receivable of \$95,253 and VBOC receivable of \$96,857. As of October 2019, these receivables have decreased to \$45,000 and \$26,585, respectively. Tax levy receivable totaled approximately \$4,000 with an additional \$9,000 in protested tax levy receivable. An allowance totaling approximately \$9,000, 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 proceeds are reflected under opportunity fund-CDs. The total of these CDs has decreased by about \$530,000 over the last year as a maturing CD was placed into a money market account in June for liquidity. The balance sheet also reflects \$400,000 in loans receivable from the Downtown Billings Alliance (DBA) as part of the One Big Sky District initiative. This loan was previously reflected as a loan for \$388,000, but it was determined when reconciling FY19 year-end entries, that the balance of this outstanding loan was actually \$400,000. The DBA is currently working to find a broker to list and sell the property they purchased with this line of credit. The DBA is not obligated to begin paying off the credit for 3 years, but are looking to begin paying before their period of obligation begins.

Due To/Due From EDC totaled approximately \$126,000 and represents the amount owed to EDA from EDC. Beginning of FY20, there was a change in the Management Services Agreement. The EDC will now reimburse the EDA for 25% of the controller's salary.

Accounts payable at the end of August totaled approximately \$126,000 and consisted largely of amounts owed for dues and subscriptions and estimated accruals for PTAC subcenter reimbursement. Accrued expenses have decreased over the last year and consist of Space to Place grant accruals for FY19 and salary/benefits accruals.

An adjustment was made to the year-end PERS GASB 68 entry based on revised GASB 68 reports. This created an adjustment to the balance sheet as of June 30, 2019. This adjustment impacted deferred outflows of resources (decreased by \$212,000), deferred inflow of resources (decreased by \$4,400), and pension liability (decreased by \$281,600).

**Statement of Revenue and Expenses**

Department of Defense (PTAC) reimbursement is below budget through August 2019. We have accrued \$45,000 for this reimbursement for August 2019. This was a conservative accrual and the actual invoice for reimbursement will likely be higher. EDC reimbursement is also below budget through August. We are now paying the Mastercard invoices out of both EDA and EDC. This is a change from just paying the Mastercard invoices out of EDA, so there will be less reimbursement from EDC this fiscal year. Opportunity fund investment revenue is below budget through August 2019. This account will be reconciled on the September 2019 financial statements.

Insurance expense totals \$12,600 through August 2019 and is over budget due to the annual payment of Liability insurance and Work comp. Dues and subscription expense is over budget due to the annual payment to Beartooth RCD for \$11,800. These amounts will be re-evaluated in September to determine if a portion of these expense amounts should be moved into prepaid expenses and expensed evenly throughout the remainder of the fiscal year. Professional fees totaled \$23,000 through August 2019. Professional fees include \$20,000 for the Anderson ZurMuehlen FY19 audit.

Through two months of FY20 Big Sky EDA had recognized expenses in excess of revenue totaling about \$284,000, which was approximately \$108,000 more than the budgeted amount. This variance is largely due to \$81,000 variance in interest income. Historically, interest income for the CDs has been booked once a year. Interest income will be re-evaluated in September to determine if interest amounts should be booked each month. Interest income from the opportunity fund CDs is earmarked to the opportunity fund and is not used operationally.

**Big Sky EDA**  
**Balance Sheets**  
**As of August 31, 2019 and 2018**

	8/31/2019	8/31/2018	+/-
<b>Assets</b>			
First Interstate Bank	\$35,783	\$227,000	(\$191,217)
FIB-Recovered Property Taxes	147,854	1,000	146,854
Opportunity Fund-FIB	54,371	13,250	41,122
Opportunity Fund-Stockman	3,613	645,608	(641,995)
Opportunity Fund-Opportunity Bank	613,994	-	613,994
Stockman GE Maintenance	15,128	28,479	(13,351)
Yellowstone County Funds	236,766	287,730	(50,964)
<b>Total Current Assets</b>	<b>1,107,511</b>	<b>1,203,068</b>	<b>(95,557)</b>
<b>Other Assets</b>			
Accounts Receivable	224,143	170,582	53,561
American Revenue Guarantee	6,887	6,887	-
Due To/Due From EDC	125,835	171,102	(45,266)
Tax Levy Receivable	4,077	5,785	(1,708)
Tax Levy Receivable - Protested	9,211	999	8,212
Allowance for Doubtful Acconts	(9,211)	(999)	(8,212)
Prepaid Expenses	-	6,808	(6,808)
Undeposited Funds		9,042	(9,042)
Interest Receivable	2,421	-	2,421
Miscellaneous Receivable	(94)	3,007	(3,101)
<b>Total Other Assets</b>	<b>363,270</b>	<b>373,213</b>	<b>(9,944)</b>
<b>Non-Current Assets</b>			
Opportunity Fund - CDs	4,590,718	5,119,531	(528,813)
Loans Receivable	400,000	-	400,000
TEDD Receivable	64,775	75,000	(10,225)
Cabelas Conduit	4,982	9,643	(4,661)
Deferred Outflow of Resources	247,689	365,827	(118,138)
<b>Total Non-Current Assets</b>	<b>5,308,165</b>	<b>5,570,002</b>	<b>(261,837)</b>
<b>Total Assets</b>	<b>6,778,945</b>	<b>7,146,283</b>	<b>(367,338)</b>
<b>Liabilities &amp; Equity</b>			
<b>Current Liabilities</b>			
Accounts Payable	126,534	98,788	27,746
Accrued Expenses	100,095	206,313	(106,218)
Payroll Liabilities	243	219	24
Compensated Absences	164,177	146,353	17,825
<b>Total Current Liabilities</b>	<b>391,050</b>	<b>451,673</b>	<b>(60,623)</b>
<b>Long Term Liabilities</b>			
Deferred inflow or Resources	13,741	7,419	6,322
Pension Liability	884,804	908,811	(24,007)
<b>Total Long Term Liabilities</b>	<b>898,545</b>	<b>916,230</b>	<b>(17,685)</b>
Current Year Excess of Expenses over Revenue	(283,801)	(68,503)	(215,298)
Balance at Beginning of Year	5,773,151	5,846,883	(73,732)
<b>Net Assets</b>	<b>5,489,350</b>	<b>5,778,380</b>	<b>(289,030)</b>
<b>Total Liabilities &amp; Equity</b>	<b>6,778,945</b>	<b>7,146,283</b>	<b>(367,338)</b>

**Big Sky EDA**  
**Statements of Operations**  
**For the Periods Ending August 31, 2019**

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Budget
<b>Operating Revenue</b>							
County Taxes (Mill Levy Revenue)	\$226	\$0	\$226	(\$107)	\$0	(\$107)	\$1,461,225
Health Insurance Mill Levy	8,064	8,530	(466)	15,876	17,060	(1,184)	102,360
Recovery of Protested Taxes	-	-	-	-	-	-	-
Department of Defense	45,000	52,819	(7,819)	95,253	105,638	(10,385)	633,828
EDC Reimbursement	44,065	48,729	(4,664)	87,290	97,458	(10,168)	584,748
EPA-Brownfields	-	-	-	503	-	503	-
SBA/MT Dept of Commerce	13,911	13,708	203	28,306	27,417	890	164,500
SBDC Program Income	-	-	-	-	-	-	-
VBOC	26,585	25,000	1,585	48,589	50,000	(1,411)	300,000
Opportunity Fund Investment	-	2,083	(2,083)	-	4,167	(4,167)	25,000
Grant Administration	1,300	742	558	1,300	1,483	(183)	8,900
Miscellaneous Revenue	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>139,151</b>	<b>151,611</b>	<b>(12,460)</b>	<b>277,009</b>	<b>303,223</b>	<b>(26,213)</b>	<b>3,280,561</b>
<b>Operating Expenses</b>							
Salaries/Wages	134,110	134,398	(287)	266,560	268,795	(2,236)	1,612,771
Employer Contributions	41,874	44,200	(2,326)	83,580	88,399	(4,819)	530,396
Contingency	-	-	-	-	-	-	30,000
Contract Support	-	83	(83)	-	167	(167)	1,000
Community Development Projects	3,432	4,167	(735)	3,432	8,333	(4,902)	50,000
Dues and Subscriptions	18,901	16,135	2,765	26,250	20,471	5,779	52,025
Insurance	-	1,231	(1,231)	12,632	2,461	10,171	14,766
Marketing - Departmental	466	1,388	(922)	763	2,775	(2,012)	16,652
Marketing - Organizational	5,232	5,146	87	10,172	10,292	(120)	61,750
Office Equipment	-	583	(583)	-	1,167	(1,167)	7,000
Office Expense	1,567	1,667	(100)	2,524	3,333	(810)	20,000
Professional Fees	22,400	22,000	400	23,003	23,000	3	35,126
Property Tax Protests	-	-	-	-	-	-	49,190
PTAC Satellite	13,742	11,710	2,032	20,723	23,420	(2,698)	140,520
PTAC Subcenter	22,341	23,190	(849)	49,379	46,380	2,999	278,282
Rent	11,284	10,530	754	22,600	21,061	1,539	126,364
Repairs	88	-	88	264	-	264	-
Sponsorships	-	1,326	(1,326)	7,800	2,653	5,147	15,917
TEDD	13	417	(404)	26	833	(807)	5,000
Telecommunications	5,028	4,520	508	9,831	9,040	791	54,240
Travel/Training	10,446	11,102	(656)	16,460	22,204	(5,744)	133,223
Miscellaneous	2,522	3,377	(855)	6,503	6,754	(251)	40,525
<b>Total Operating Expenses</b>	<b>293,446</b>	<b>297,169</b>	<b>(3,723)</b>	<b>562,500</b>	<b>561,539</b>	<b>961</b>	<b>3,274,747</b>
<b>Net Operating Revenue</b>	<b>(154,295)</b>	<b>(145,558)</b>	<b>(8,737)</b>	<b>(285,491)</b>	<b>(258,316)</b>	<b>(27,175)</b>	<b>5,813</b>
<b>Non-Operating Income</b>							
Interest Income	372	7,528	(7,156)	1,690	82,806	(81,117)	90,334
<b>Net Revenue Over (Under) Expense</b>	<b>(\$153,923)</b>	<b>(\$138,030)</b>	<b>(\$15,893)</b>	<b>(\$283,801)</b>	<b>(\$175,510)</b>	<b>(\$108,291)</b>	<b>\$96,148</b>

**Big Sky Economic Development Corporation**  
**Financial Report for the Executive Committee and Board of Directors**  
**November 1, 2019**

Included with this report are balance sheets reflecting the assets, liabilities and net assets of Big Sky EDC as of August 31, 2019. Also included is the statement of revenue and expenses through two months of FY20 as compared to budget.

**Balance Sheet**

Current assets totaled approximately \$2,369,000 at the end of August. Accounts receivable total \$18,900 and consist largely of Member Investor pledges for FY19. Contributions receivable of \$44,500 consist of CTE funding commitments for FY19. Prepaid expenses include \$15,500 for expenses related to the annual meeting in October.

Due To/Due From EDA totaled approximately \$126,000 and represents the amount owed to EDA from EDC. Beginning in FY20, there was a change in the Management Services Agreement. The EDC will now reimburse the EDA for 25% of the controller's salary.

**Statement of Revenue and Expenses**

Historically, the statement of revenue and expenses for Big Sky EDC only represented unrestricted asset and liability amounts. A change has been made to include all amounts (both restricted and unrestricted). CTE (Career and Technical Education) Director Donations totaled \$7,500 through August 2019. This is a public/private partnership with BSED and Billings Public Schools. All payments will go directly to SD2 representing the private sector contributions for CTE.

The 504 loan origination revenue was adjusted in August 2019, to reclass loan amounts to deferred revenue and loan fee reimbursements (contra-expense account included in miscellaneous expense). The deferred revenue amounts will be recognized when loans fund.

EDA reimbursement expense is below budget due as Mastercard invoices are now being paid by both EDC and EDA. Based on this change, this expense is anticipated to be below budget through FY20. Professional fees through August 2019 include \$11,000 for Anderson ZurMuehlen's audit services.

Through two months of FY20 Big Sky EDC had recognized expenses in excess of revenue totaling about \$53,000, which was approximately \$1,600 less than the budgeted amount.

**Big Sky EDC**  
**Balance Sheets**  
**As of August 31, 2019 and 2018**

	8/31/2019	8/31/2018	+/-
<b>Assets</b>			
First Interstate Bank	\$289,747	\$419,202	(\$129,455)
FIB SSBCI Principal	1,361,794	1,204,020	157,774
FIB-Long Term Reserve	250,000	150,000	100,000
FIB-Opportunity Fund	22,200	22,200	-
FIB-RLF	212,743	217,273	(4,529)
FIB-OBSD Restricted	-	305,841	(305,841)
Accounts Receivable	18,900	1,000	17,900
Contributions Receivable	44,500	71,000	(26,500)
Prepaid Expenses	20,367	907	19,460
RLF Portfolio-Current	22,798	77,883	(55,085)
SSBCI Portfolio-Current	126,447	123,590	2,857
<b>Total Current Assets</b>	<b>2,369,496</b>	<b>2,592,916</b>	<b>(223,420)</b>
<b>Other Assets</b>			
RLF Portfolio-Non Current	238,663	249,017	(10,354)
SSBCI Portfolio-Non Current	779,072	913,844	(134,772)
<b>Total Other Assets</b>	<b>1,017,735</b>	<b>1,162,861</b>	<b>(145,126)</b>
<b>Total Assets</b>	<b>3,387,231</b>	<b>3,755,777</b>	<b>(368,546)</b>
<b>Liabilities &amp; Equity</b>			
<b>Current Liabilities</b>			
Accounts Payable	44,520	1,028	43,492
Accrued Expenses	1,438	40,350	(38,913)
Deferred 504 Revenue	48,400	-	48,400
Due to/Due from EDA	125,835	171,102	(45,266)
<b>Total Liabilities</b>	<b>220,193</b>	<b>212,480</b>	<b>7,713</b>
			-
Current Year Excess of Expenses over Revenue	(52,845)	82,485	(135,329)
Balance at Beginning of Year	3,219,883	3,460,813	(240,929)
<b>Net Assets</b>	<b>3,167,038</b>	<b>3,543,297</b>	<b>(376,259)</b>
<b>Total Liabilities &amp; Equity</b>	<b>3,387,231</b>	<b>3,755,777</b>	<b>(368,546)</b>

**Big Sky EDC**  
**Statements of Operations**  
**For the Periods Ending August 31, 2019**

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Budget
<b>Operating Revenue</b>							
504 Loan Origination	-\$13,131	\$11,250	(\$24,381)	-\$2,500	\$22,500	(\$25,000)	\$135,000
504 Loan Servicing	44,128	43,874	254	85,410	\$87,748	(\$2,338)	526,488
CTE Director Donations (Restricted)	-	-	-	7,500	\$0	\$7,500	-
Member Investment	-	-	-	11,000	\$15,000	(\$4,000)	370,000
RLF Business Loan Interest	1,573	917	656	2,085	\$1,834	\$251	11,004
SSBCI Revenue	2,124	2,005	119	3,965	\$4,011	(\$46)	24,064
Recovery of Bad Debt	300	300	-	600	\$600	\$0	3,600
Miscellaneous Revenue	625	1,083	(458)	(1,863)	\$2,167	(\$4,029)	13,000
<b>Total Revenue</b>	<b>35,620</b>	<b>59,430</b>	<b>(23,810)</b>	<b>106,197</b>	<b>133,859</b>	<b>(27,662)</b>	<b>1,083,156</b>
<b>Operating Expenses</b>							
BEAR Program	-	-	-	-	898	(898)	5,386
Business Incubation	-	-	-	-	500	(500)	3,000
Contingency	-	-	-	-	1,667	(1,667)	10,000
Dues and Subscriptions	553	1,681	(1,128)	1,325	3,363	(2,038)	20,177
EDA Reimbursement	44,065	48,729	(4,664)	87,290	97,458	(10,168)	584,748
Event Expense	12,031	12,000	31	21,181	20,000	1,181	52,500
Insurance	-	917	(917)	-	1,833	(1,833)	11,000
Marketing - Departmental	5,996	5,129	867	5,996	10,258	(4,262)	61,548
Marketing - Organizational	547	917	(369)	8,916	1,833	7,083	11,000
Membership Development	167	1,250	(1,083)	564	2,500	(1,936)	15,000
Office Equipment	-	208	(208)	-	417	(417)	2,500
Office Supplies	176	171	4	274	343	(68)	2,056
Opportunity Fund Contribution	-	3,333	(3,333)	-	6,667	(6,667)	40,000
Professional Fees	11,550	6,744	4,806	13,611	13,488	123	80,928
Postage and Printing	-	83	(83)	-	167	(167)	1,000
Rent	1,028	3,421	(2,392)	6,815	6,842	(27)	41,049
Sponsorships	69	717	(648)	69	1,434	(1,365)	8,603
Telecommunications	854	468	386	1,236	937	300	5,619
Travel/Training	9,853	5,346	4,507	15,792	10,693	5,099	64,156
Miscellaneous	(4,481)	3,499	(7,980)	(4,027)	6,999	(11,025)	41,992
<b>Total Operating Expenses</b>	<b>82,410</b>	<b>94,615</b>	<b>(12,205)</b>	<b>159,042</b>	<b>188,294</b>	<b>(29,252)</b>	<b>1,062,263</b>
<b>Net Revenue Over (Under) Expense</b>	<b>(46,790)</b>	<b>(35,185)</b>	<b>(11,605)</b>	<b>(52,845)</b>	<b>(54,434)</b>	<b>1,590</b>	<b>20,894</b>



BIG SKY  
**ECONOMIC** DEVELOPMENT

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# ATTACHMENT D



**SBA 504 Loan Requests**

- I. Big Sky EDC is requesting approval to submit to the US Small Business Administration the following SBA 504 loan request. The Big Sky EDC Loan Committee has reviewed the request and recommends approval to the full EDC Board for submission to the SBA for final approval. The request meets all the underwriting and eligibility requirements of the EDC.
  1. **Montana Center for Somatic Psychotherapy PLLC** – Request is for an increase in the amount of the SBA debenture from \$135,000 to \$142,000. This loan was originally approved by the Board at the March 14, 2019 board meeting. The increase is due to extra remodel costs to the building from what was originally budgeted. The loan has been approved by SBA and is in the final closing process. No other changes to the loan as approved. Borrower demonstrates the ability to cover the additional debt service as a result of the increased project costs.
  2. **Original Request – 03/14/2019:** Request is for the purchase and renovations of an existing duplex for the operations of MT Center for Somatic Psychotherapy PLLC, located in Missoula, MT. This will be a relocation for this business from their currently leased space. The duplex is an up/down duplex and the borrower will occupy just over 64% of the building consisting of the main floor as well as the half story second floor. The basement is a one-bedroom apartment which will be sublet. Renovation costs are needed in order to convert the duplex from residential space to professional office space for this borrower.

MT Center for Somatic Psychotherapy PLLC is owned 100% by Hillary Welzenbach. She is a Licensed Clinical Professional Counselor and has been practicing since 2006. The business provides body-oriented psychotherapy to families, teens, adults and couples. They specialize in providing services to clients in need of treatment for anxiety, depression and/or PTSD.

There are projected to be two new jobs created as a result of this project. A Public Policy goal will be met as this will be a woman owned business. The total SBA debenture will be \$135,000 on a 25-year note comprising 40% of the total project costs. Big Sky EDC and the SBA will be in a 2<sup>nd</sup> lien position on the real property behind Stockman Bank of Missoula.



BIG SKY  
ECONOMIC DEVELOPMENT

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# ATTACHMENT E

**November 6, 2019**

**TO:** EDA/EDC Board of Directors

**FROM:** Becky Rogers, Operations Director

**RE:** 2019 EDA Board Member Recommendation

The nomination process for the open EDA seats has come to a close. The following seats were open:

Cory Moore – 5 year term

Fred Sterhan – partial 3 year term

Five applications were received and the Nominating Committee met on Tuesday, November 5<sup>th</sup> to interview the candidates. After careful consideration of who best fits the needs of the Board at this time, the committee recommends the following for the 2020 EDA Board of Directors with a term beginning January 1, 2020:

1. Bryce Terpstra – President, Jones Construction  
Recommended for a 5-year term
2. Riley Bennett – Project Manager, Dick Anderson Construction  
Recommended for the partial 3-year term

Please see their attached applications for more information about them.

**BOARD APPLICATION FORM  
YELLOWSTONE COUNTY, MONTANA**

NAME: Bryce Terpstra HOME PHONE: (406) 860-3804  
ADDRESS: 3148 Turnberry Cir WORK PHONE: (406) 252-6298  
CITY: Billings STATE: MT ZIP: 59101  
BUSINESS OR JOB: Jones Construction, Inc. - President  
E-MAIL ADDRESS: bterpstra@jonesconstructionmt.com  
BOARD OR COMMISSION APPLIED FOR: Big Sky EDA Board

Please describe your experience or background that you believe qualifies you for service on this Board or Commission (attach additional sheets if needed):

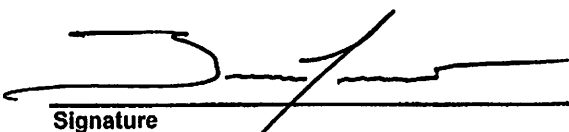
Please see attached.

Why do you wish to serve on this Board or Commission?

Please see attached.

Additional information that you feel is pertinent (attach additional sheets if needed):

Please see attached.

 10/31/2019  
Signature Date

Return application to: Board of County Commissioners  
P.O. Box 35000  
Billings, MT 59107-5000

OFFICE USE ONLY:		
APPOINTED:	YES <input type="checkbox"/> NO <input type="checkbox"/>	DATE <input type="text"/>
TERM EXPIRATION DATE: <input type="text"/>		
(Circle one)		
ORIGINAL APPOINTMENT	REAPPOINTMENT	TERM NO: <input type="text"/>



123 Regal Street \* Billings, Montana 59101  
(406) 252-6298 \* Fax (406) 252-4385

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October 31, 2019

Board of County Commissioners  
P.O. Box 35000  
Billings, MT 59107-5000

RE: BRYCE TERPSTRA - BIG SKY EDA BOARD APPLICATION

To the Board of County Commissioners:

I would like to thank you and the Big Sky EDA Board for considering me as a potential candidate to serve on the EDA Board. The following are my responses to the questions presented on the Board application form.

***Please describe your experience or background that you believe qualifies you for service on this Board.***

I have been in the commercial construction industry for over 13 years and am currently a 25% shareholder and President of Jones Construction, Inc. The ability to play an integral role in creating workspace for local and/or national clients so that they can fulfill their business goals within Yellowstone County is exceptionally rewarding. I believe all of us at JCI contribute to the Big Sky Economic Development mission by providing a vehicle for business creation, expansion, retention, and moreover business recruitment. By helping to facilitate the development of new business through new construction or simply business growth via expansion, I believe my experience in this arena can and will bring a fresh perspective to the Board. Staying current with the market climate, land & facility availability, and building trends allows me to provide accurate insight and guidance to my clients, which I know will be a useful tool for Board discussion & analysis. Most importantly as a business leader, owner, and long-term committed Billings resident, I am driven and dedicated to contributing to the development/re-development of our community and specifically understanding what stimulates growth. Educating our peers and promoting the movement for positive change is what will help gain us momentum in our mission to sustain and furthermore, boost our local economy. It is this inherent passion that sets me aside from many and will position me to be a successful Board member if given the opportunity.

***Why do you wish to serve on this Board?***

I pride myself as being a committed member of the community by contributing to many organizations from volunteering, donating via fundraising drives or events, to serving on the Board of Directors for Big Brothers Big Sisters of Yellowstone County (2007-2009). These

specific organizations and the families they support are non-profit and rely on the contributions of the local community. They stay active so long as our economy is strong and allows businesses/individuals to donate. With the success of these types of organizations, it better positions the people receiving aid to either find jobs or better paying jobs. This is just one of many scenarios that illustrate the importance of the stability and economic growth of our community. Becoming an active Board member with the EDA provides an opportunity to team up with a group of successful community leaders and develop new & unique ways to elevate local commerce. Being a local business owner heightens my awareness to the epidemic of empty storefronts and vacant office space. It has many consequential affects specific to my business as a commercial general contractor, which further fuels my eagerness to become part of a team that is focused on change and greater development.

If offered the opportunity to serve on the Board, I will bring not only my own experiences and knowledge to the table, but those of my relationships I share with many in the community. The partnerships that I maintain with local commercial brokers/developers, business owners, and even design teams allow me to provide a resource to the Board that will bring a new perspective in navigating through the process of construction development/re-development, and how it impacts the overall big picture.

I appreciate the opportunity to submit this application and I look forward to visiting with you in person to discuss my qualifications in more detail.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bryce Terpstra', with a horizontal line extending to the right.

Bryce Terpstra | President  
Jones Construction, Inc.  
[bterpstra@jonesconstructionmt.com](mailto:bterpstra@jonesconstructionmt.com)

NAME: Riley Bennett HOME PHONE: (406) 208-4691  
ADDRESS: 1556 P K Rd. WORK PHONE: (406) 248-3700  
CITY: Shepherd STATE: MT ZIP: 59079  
BUSINESS OR JOB: Project Manager - DICK ANDERSON CONSTRUCTION  
E-MAIL ADDRESS: rbennett@daconstruction.com  
BOARD OR COMMISSION APPLIED FOR: BSEDA Board

I grew up in Montana and I care about the community that I live and work in. I have a wife that works full time in our community and a two year old daughter that goes to daycare every week day here in Billings. These aspects of my life, along with my current position at Dick Anderson Construction, help contribute to my vested interest in the future of our community and region. I have ten years of management experience in the construction industry, during which I have been a part of several groups and committees at both my current and previous employers, as well as at Montana State University, where I graduated with a degree in Construction Engineering Technology.

I am anxious to learn more about the economic drivers of our community and help influence the growth and direction of our city and state. My father was a county commissioner in Wheatland County, where I grew up, for 24 years. I enjoyed learning from him what it meant to serve and the commitment that is required to do so and also why it is important to do so when the opportunity presents itself. I want to be more involved in the larger picture of our community. After looking into this position on the board for BSSED, I am confident that my time and energy will be going towards a very worthwhile cause in becoming part of such a great organization.

Another organization that I am a part of in our community is the CASA (Court Appointed Special Advocate) Program. This organization helps hundreds of abused and neglected children in Yellowstone County have a voice in the court system, to help them find permanent home solutions and reduce the amount of time they spend in foster care. I hope that through my commitment to BSED that the decisions made by this board can help positively affect a growing issue in our community today.

10/31/19  
Date

=====

OFFICE USE ONLY:

APPOINTED:        YES\_\_\_\_        NO \_\_\_\_        DATE \_\_\_\_\_

TERM EXPIRATION DATE: \_\_\_\_\_

(Circle one)

ORIGINAL APPOINTMENT        REAPPOINTMENT        TERM NO: \_\_\_\_\_

=====



BIG SKY  
ECONOMIC DEVELOPMENT

EDA • EDC    CREATING MONTANA BUSINESS OPPORTUNITIES

# ATTACHMENT F



**November 2019  
Executive Director's Report  
to the Executive Committee & Board of Directors  
(with Program-Level Highlights)**

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***Strategic Priorities***

**1. Economic Diversity and Innovation—grow and diversify our economy through small business growth, entrepreneurship, fostering innovative business ideas, and maintaining a regional focus:**

- a. ROCK31 – Connect Build Grow—See the SBDC/Rock 31 section of this report for more details. StartUp Weekend was an outstanding experience for would-be entrepreneurs from throughout the region. The weekend-long program was hosted by Rock31 and facilitated by TechStars, the parent organization that conducts StartUp Weekend events all over the world. Our team did an outstanding job, and they were joined by BSED Board members and other business leaders, acting as coaches and judges for the program. It was excellent work by all involved.

Our One Million Cups weekly open-dialogue and support system for new entrepreneurs continues— every Wednesday at 9AM at Last Chance Cider House. Join us!

- b. Coal Country Coalition—Nothing new to report in this area.

**2. Workforce Development and Talent Attraction—via the BillingsWorks Partnership—build and enhance our workforce development strategies/programs and further our talent attraction efforts to meet future workforce needs in support of our regional business community:**

- a. Advocacy for MSU Billings and RMC— We continue to lean in and support efforts at RMC and MSUB as they both look to expand their impact in our community through well-trained/educated college graduates. We are working to strengthen our partnership with MSUB College of Business via cooperation with Dr. Elaine Labach, Dean of the College for Business. We are also working with the MSUB Veterans outreach office through our Veterans Business Outreach Center (VBOC) program.
- b. BillingsWorks/Talent Attraction and Career and Technical Education/Career Center—See the BillingsWorks section of this report for all the details of our work related to BillingsWorks and Better Off in Billings. Also note that this fall we are partnering with the Montana Chamber as they reach out to the Montana business community for input on workforce needs in our state. We have agreed to hold off on our traditional BillingsWorks Employer Survey and instead support and encourage our business community to take the Montana Chamber's survey tool. We will then join the Chamber for their planned November 20<sup>th</sup> focus group session with our local business leaders.

**3. Strategic Placemaking—building-remarkable community investments to encourage and support the retention and attraction of workforce and new private investment:**

- a. Development of Planned, Ready-to-Go Industrial Space—See the TEDD update as a part of the Community Development section of this report. Our work with City Administration, TEDD Advisory Committee, Lockwood Water and Sewer, and landowners continues. We held a tour of the TEDD site and hosted a dialogue session among landowners, City, and County leadership. We have our second dialogue session scheduled for November 6<sup>th</sup>. We are hoping to have a draft recommendation ready to review with City Council in time for their November 18<sup>th</sup> Council Work Session. We will keep our Board up to date on this important project.
- b. One Big Sky District— Work continues on the various concepts that came out of the One Big Sky District planning effort, including discussion with local developers who have a renewed interest in possible developments in our downtown core. Current discussions include downtown housing developments, a concept for a multi-project partnership for office, senior housing, health and wellness, market-rate housing.

As those discussions continue, I am working with our statewide colleagues on the need for new economic development tools to support the public infrastructure side of these projects. Most of this work is in partnership with the Montana Economic Developers Association (MEDA) on their Next Generation of Community and Economic Development Tools Analysis project. See the attached scope of work for this analysis project. We hope to kickoff the analysis later this month and have a completed work project on or before May 1<sup>st</sup> or 2020, just in time to share our findings with the gubernatorial candidates and others. Right now we are securing partnerships to support the funding of this effort. Beyond this joint effort, we continue to outreach to other communities regarding the 406 Impact District concept.

- c. Coulson Park Redevelopment and Entryways Now—The final draft Master Plan will be presented to the project steering committee and then the full Parks Board on May 13<sup>th</sup>. Following that meeting, after necessary revisions to the plan, the Master Plan for Coulson Park will be presented to City Council, likely at their November 18<sup>th</sup> Work Session. The BSED team will begin work on a fundraising plan to garner the matching funds needed for the \$250,000 grant that was award to this project from the oil-spill settlement dollars administered by the State. Our goal is to not only meet the match requirement, but to assemble \$1.0 million dollars to kick-start this project. Stay tuned for more details.
- d. EBURD Redevelopment—See Community Development section of this report for any details on our work related to the redevelopment of the East Billings Urban Renewal District, including our Brownfields Assessment Program
- e. Trailhead Hospitality Vision Steering Committee— See the Community Development section of this report regarding the work for a plan/design/budget for the improvement of the Metra Park backside walkway, fence and landscaping project. We have a CDBG grant application in the hopper asking for \$45,000 to support the funding of this project. The next meeting of the Committee is set for January 3, 2020, 11:45 A.M. to 1:00 P.M. at the City/County Planning Office, First Floor Conference Room.
- f. Air Service—A successful Air Service Summit was held September 10<sup>th</sup>. See the Recruitment section of this report for details. Plans are now underway for face-to-face visits with key airlines this fall. The effort is to secure expanded or additional direct-flight service to key markets.

## ***Program Updates***

### **Big Sky Finance**

Although Big Sky Finance had no SBA 504 loans approved by SBA or funded this month, October has been a very productive month. Sherry has been very busy closing on SBA 504 loans. The last two weeks of the month she has closed on three loans, located in Bozeman, Missoula and Kalispell. The total amount of these loans which will fund in December is \$710,000. There is a lot of work and due diligence involved in closing of these loans, and Sherry does an excellent job! To schedule and close on three in one month is to be commended! One additional loan was approved by the Board for submission to the SBA this month.

Team outreach and training has been a large part of this month. Brandon and Jo Ann attended NADCO's Annual Meeting in Nashville (NADCO is the trade organization for Certified Development Companies). We spent three days networking with other CDC's from across the country, learning of new ideas and processes for our loan production. We also attended several different workshops and heard from the SBA on current issues and what is forthcoming for the industry. The industry is strong and we both walked away with a positive outlook for the program!

Brandon spent a couple of days meeting with our lending partners in Missoula and Kalispell, providing training and updating them on the 504 program and Big Sky Finance. There was great reception in both areas. Sherry and Jo Ann were also able to meet with lenders in Bozeman as they passed through on their way to Billings for our Annual Meeting.

October is the first month of SBA's new fiscal year. We look forward to having an even better production year than last year! We are off to a good start. There will be new challenges along the way, but we are excited to provide SBA 504 loans across the state! SBA 504 effective rates for the month of October did not move much, just a very slight increase over the previous month. The 20-year effective rate for loans funded in October was 3.46%. The effective rate on the 25-year debenture for October was 3.54%. The SBA 504 loan program is an excellent financing tool offering low down payment and excellent, long-term, fixed rates for borrowers' commercial real estate and/or equipment financing! We can also refinance existing commercial real estate debt!

### **Community Development**

Lockwood TEDD—We are continuing our effort to find resolution with the City regarding the expansion of sewer service into the TEDD area. On October 10, we conducted a bus tour of the Lockwood TEDD and the BN Industrial subdivision followed by a facilitated discussion with the participants. The event was well attended with our three County Commissioners, six City Council members, Mayor Cole, several TEDD property owners, City staff, BSED staff and board members, TEDD Advisory Board members, and a commercial realtor. The tour and dialogue were valuable in familiarizing the City Council members with the geography of the TEDD and some of the issues related to its development. Next steps include an additional information packet for the City Council to further help them understand the issue and a small group meeting between 3 or 4 Council members and 3 or 4 TEDD property owners. This is scheduled to go before City Council at a work session on November 18, and hopefully to a regular meeting in December.

KLJ Engineering is nearing completion of the Strategic Plan for initial infrastructure development. They have received no substantive comments and input through Advisory Board meetings on the two proposed projects. They will finalize the report and provide it to the Advisory Board at the November meeting.

Metrapark Beautification Project—Yellowstone County's CDBG Planning Grant was submitted September 24, ahead of the September 27 deadline. Thom spoke with the Dept of Commerce after

submission with questions around the additional November 15 deadline. They clarified that this is not an additional grant cycle, but just an extended deadline for the original grant cycle. Thus, they will not review until after the November 15 deadline.

Space2place—Space2Place projects were all completed by the September 30<sup>th</sup> deadline. To date, we have either closed or submitted for final payment all but two grants – Montana Firefighters Memorial and the Downtown Billings Alliance.

Tax Abatements—We have submitted a project to both City and County legal departments for review regarding eligibility, we hope to submit a full application and identify the project next month.

Yellowstone Fuels Reduction Program—We received notice in the beginning of September the grant has been awarded! The Yellowstone County Fuels Reduction Team met to discuss next steps and will look to submit an RFQ to interested contractors throughout the region. We will work not only with Yellowstone County employees, but also our own PTAC to identify potential contractors who can submit proposals for the RFQ.

Brownfields Program—Continued work providing Phase I and Phase II environmental site assessments. The CD Team has submitted two separate eligibility reports to EPA to move forward with two separate Phase I projects. We also have received interest from a third project and hope to submit another eligibility report in the coming weeks. We continue to receive calls from interested property owners/buyers and provides knowledge of the Brownfield Program and its benefit to help encourage reuse, expansion, and redevelopment within the EBURD and DT TIF. We could always use your help to provide awareness to the program and refer any potential Phase I & II projects to any CD Team Members.

Coulson Park—The CD Team, along with other BSED Team Members, are working with the Consultants (DHM, design) and Parks and Rec to finalize the Masterplan and look to present to City Council in November or beginning of December. The final plan will be presented on November 13<sup>th</sup> at the Parks Board Meeting, feel free to attend if available! More to come!!

MSUB Science Building/Coal Board—CD Member Klugman will continue to work with MSUB to submit invoices and reporting required for the \$500,000 Coal Board grant received.

Fuego Fire/Coal Board—Two draw requests have been submitted to the Coal Board for reimbursement of funds expended. The new Fire Station structure is enclosed and will be completed this fall.

### **BillingsWorks**

BillingsWorks was excited to launch the first event of a three part series connecting students to the healthcare industry. Thanks to a grant awarded to the Montana Bio Science Alliance, a planning committee made up of SD2, RMC, MSUB, Billings Clinic, Riverstone, St. V's, the Billings Urban American Indian Health and Wellness Center and BillingsWorks pulled together to kick off the first ever Careers in Healthcare Student Summit. Just under 100 students from SD2, Shepard, Huntley, RMC, MSUB and Billings Adult and Community Education spent 4 hours connecting with healthcare professionals representing over 25 careers from the the clinical and non-clinic side of the industry. The next stage will be immersion days where students will shadow professionals in a healthcare environment and finally and internship fair.

## **SBDC/Rock31**

### **Noteworthy:**

- Angela Martinez, EDA Denver Regional Director attended the Annual meeting and toured the Bank Building with the Rock31 team. Next month she will announce the amount of the award and participate in a ribbon cutting event for the Rock 31 program.
- Tickets for the Startup Weekend Nov 1-3 have been promoted by the team to the local businesses and to classes at MSU and Rocky. Grant Carlile, Startup Weekend Facilitator, will be flying in Friday – Monday for the event. Currently there are 20 participants, 14 mentors, 5 judges, and 5 staff members assisting in the weekend.

### **Team activity:**

- The team provided 64 counseling sessions to 29 new and existing companies with technical assistance, training, loan packaging, and consulting.
- 3 diverse business owners attended our monthly “Pre-Biz” workshop.
- The team attended the annual Innovate Montana Conference in Butte.
- The team conducted an outreach and lender visits to Big Timber.
- The State of Montana awarded Big Sky Economic Development \$404,2000 from the Dept of Commerce - Big Sky Trust Fund to assist Island Mountain Group to purchase equipment, materials, and wage reimbursement that will enable the business to create 86 jobs within one year.
- The team participated in BSED Annual meeting and Born to Build Workshops.
- A team member joined in Leadership Billings that meets monthly throughout the year.
- The team participated in (BSED) community Board meetings/Committees/Events.
- The team participated in Rocky Mountain Board meetings/committees.
- Several of the team met with Christie Williams, Business Development/Commercial Loan Officer from Dakota Business Lending to discuss a partnership in assisting rural businesses.
- The team conducted site visits with several local business clients.
- The team participated in the annual Health Fair as mandated by health insurance.
- Several of the team met with SBA, Senior Area Manager, Martin DeWitt to discuss partnering in local trainings.

### **Ongoing projects:**

- One Million Cups is being held weekly on Wednesdays at 9 am at Last Chance.
- Co-working Fridays at MoAv coffee, downtown location.
- Outreach to the surrounding nine counties that SBDC serves.

## **VBOC**

### **Training: 38 attendees**

- Boots to Business at Hill AFB, Layton Utah: 30 veteran and/or spouse attendees
- Pre-Biz Business Development Workshop at Big Sky Economic. Delivered in partnership with the SBDC- 3 attendees, including 2 veterans

### **Outreach highlights: 13 events w/ 525 attendees (425 of those were at Big Sky annual meeting)**

- Breakfast meeting with Senator Jon Tester and staff in Billings
- Voices of Montana Radio Interview promoting National Veterans Small Business Week events
- Billings Mayor’s Challenge meeting with community organizations working to end veteran suicide
- **Brian was selected to be a judge at the Utah SBA’s Emerging Leaders pitch competition!**
- Video chat with Rock 31 and Carroll College Business school “Personal Selling Class”

- MSU Billings College of Business Faculty

**Counseling—20 counseling sessions with 9 individual veteran or military spouse clients** so far in October as they pursue small business opportunities. These efforts also included 8 referrals to resource partners throughout our region.

### **Member Investor**

Big Sky Economic Development Annual meeting was held on October 24<sup>th</sup>. With a record attendance of over 425 we celebrated our 30<sup>th</sup> Anniversary, launched our Born to Build theme for the year and heard from international speaker Todd Johnson, Global Channel Leader with Gallup. Our board attendance was also at a record high with over 80% in attendance. (EDC did win the challenge). Additionally the business outreach team is assisting with National Veterans Small Business Week and StartUp Weekend.

### **PTAC**

MT PTAC is off to a great start with its new program year which began on August 1<sup>st</sup> 2019. To date, PTAC clients (all 7 PTACs statewide) have been successful in winning **\$23.4 million** in federal, state, local and subcontract awards. Of that, clients of MT PTAC served by the Billings location have been successful in winning government contracts/subcontracts valued at **\$12,047,914**.

HydroSolutions, Inc. is one of those clients. The Billings based company is recognized in its industry for its outstanding technical expertise in natural resource consulting and engineering. Since 2005, MT PTAC has assisted the company with various registrations, updates to its GSA schedule, SDVOSB certification, market research for the government marketplace and bidmatch services. To date, the company has been successful in winning federal contracts valued at over \$2 million dollars and was recently awarded a \$35,000 contract from the State of Montana Fish, Wildlife & Parks department for environmental services.

The company is a certified Service Disabled Veteran Owned Small Business (SDVOSB), family owned business that was founded in 1999 by Tom Osborne. Tom served in the Vietnam War as a SP4 on a firebase with the 101<sup>st</sup> Airborne Division and the 2<sup>nd</sup> of the 327<sup>th</sup> Infantry. He was honorably discharged with a Bronze Star and several Campaign medals. Tom is a Registered Professional Hydrologist with over 42 years of experience consulting and working on water resource issues and projects. Tom's son Luke is a civil engineer who served as an officer in the United States Airforce at F.E. Warren AFB, Wyoming and then on missions in Iraq and Egypt. During his service, Luke developed skills in infrastructure maintenance, project design and construction management which translated well to the core business of HydroSolutions. Luke's wife Amanda Osborne is an environmental engineer who served as officer in the United States Airforce. During her service, she completed pilot training and earned a commercial rating to fly both fixed and rotary wing aircraft. She logged over 1200 hours flying the Huey supporting nuclear weapon security, emergency MEDEVAC and priority airlift of cargo and personnel. Amanda's work at HydroSolutions focuses on air quality engineering, environmental remediation projects and various marketing and management aspects of the business. Quality, integrity, safety, and responsiveness are the core of the company's values. Last spring, HydroSolutions, Inc. was presented with the 2019 Montana VOSB Business of the Year award from U.S. Small Business Administration. The company was nominated by Big Sky Economic Development/MT PTAC. The company has a second location in Helena.

### **Recruitment**

This past month we had a productive strategy partner meeting that solidified the next steps for our One Big Sky District/406 Impact Districts effort. With positive increment in the downtown TIF, I now serve on the downtown TIF advisory committee and have been partnering with Downtown Billings in local

developer conversations. Also, we were invited to engage in a larger conversation about redevelopment focused on the west end of Downtown. I am currently working with a company out of Utah to explore Billings as their new manufacturing location. Also, I have been working with a company that is in town that is in the process of determining which of their locations throughout the west should be their headquarters. Billings is at the top of the list.

### ***Organizational/Policy Matters***

1. Future Facilities Taskforce – (EDA grant status and Granite Tower lease status)– We enjoyed having Angela Martinez, the Regional Director of the Denver Office with the EDA, attend our Annual Meeting on October 24<sup>th</sup>. We took her on a tour of the Montana National Bank Building afterwards and shared our vision for the facility. She was very enthusiastic and supportive of the project and told us they are finalizing documents and hope to have the final determination to us in a few weeks. We will keep you updated as we learn more.
2. Annual Meeting—What an outstanding 2019 Annual Meeting and 30<sup>th</sup> Anniversary! Thank you all for joining the event. I trust you all appreciated how the “born to build” theme fits perfectly with our multi-year Building Remarkable Strategic Priorities. We are now exploring other options for partnerships with Gallup, considering now we can use their Born to Build platform to enhance our entrepreneurship programs, potentially including their Builders Challenge event model to engage our young, future business/community leaders. Stay tuned for more details.

Do join me in sharing a hardy thank you to Marcell, Melanie and the entire team for their work on the Annual Meeting—great job!!

3. Nominating Committee Recommendations—The EDA Nominating Committee met today (November 5<sup>th</sup>) and interviewed five EDA Board applicants. A recommendation will be represented to the full Board later this month and then forwarded to the County Commissioners for their decision. There are two open seats on the EDA Board.

**Respectfully submitted,  
November 6 and 14, 2019**



**Steve Arveschoug  
Executive Director**



BIG SKY  
ECONOMIC DEVELOPMENT

EDA • EDC    CREATING MONTANA BUSINESS OPPORTUNITIES

# ATTACHMENT G





## Montana's Next Generation of Economic and Community Development Tools

MEDA requests your partnership in a vital analysis and discovery of the "next generation of economic and community development tools" for Montana.

As you know, we represent local economic and community development leaders across the state. You work with us on a daily basis, together we serve your clients and constituents to support and encourage public and private investment and job creation. We are grateful for that partnership, and it is in that spirit that we ask you to consider being a part of the "Montana's Next Generation Economic and Community Development Tools" analysis project. As described below in more detail, this is an analysis intended to redefine the essential economic and community development tools and strategies that would help drive Montana's economic future.

Over the next three weeks MEDA members and Board members will be reaching out, asking for your help with this effort. We can't do this work alone. We need your active participation, critical thinking and resources to do the work outlined in the scope of work. Our goal is that this analysis will provide the data and thoughtful evaluation needed to will support consideration of key policy and priority decisions that will be debated and considered at the local and state levels over the next two years. We hope to confirm the value of what is working well for Montana's economic future, but we also want to discover the essential tools that are needed for community and economic development across the state of Montana for the next generation. This will be a non-partisan effort simply intended to learn from ourselves and our peers what are the "best practices" and how might they work for Montana. It is our goal to begin the analysis work this fall (2019) so that we are all ready to consider the findings and next steps early 2020.

So, on behalf of the Montana Economic Developers Association (MEDA) Board of Directors, I encourage you to consider furthering your partnership with MEDA as we do the homework that will support a responsive and proactive approach to the future community and economic development of Montana.

Please feel free to contact me directly with questions regarding the scope of work and schedule for this project. I would be honored to share with you the expectations of MEDA and personally address your questions.

Respectfully,

Steve Arveschoug  
MEDA Board President, 2018-2020



## **Montana's Next Generation of Economic and Community Development Tools**

### **Summary**

#### **Background**

In 1999, Montana, with both administration and legislative support, developed a set of programs and funding tools to encourage the economic development of our state. Those tools have served Montana well - impacting businesses statewide. While our efforts have been important and impactful, in many ways these programs have been the minimum necessary, and they are limited in their response to current and future economic conditions and market forces influencing Montana.

With heightened regional competition for private investment, business attraction, and workforce demands, Montana Economic Developers Association (MEDA) believes now is a critical time to evaluate and create a new forward-looking strategic approach for the economic development game-plan for Montana. A game plan that acknowledges technology innovations and changing market forces in our diverse urban, rural, and native economies. We believe that thriving communities mean a successful, growing Montana economy.

Now is a critical time for Montana to create a forward-looking economic development plan that will support the needs of our communities and will build capacity to enhance the impact of our local and statewide efforts.

#### **Purpose/Invitation**

MEDA and its partners seek to retain a qualified entity(s) to perform original work in the analysis and development of a plan that would articulate and support a proposed Next Generation of Economic and Community Development Tools. The plan should outline the current set of tools available for Montana's economic and community development, evaluate the emerging economic and community development opportunities and challenges facing Montana communities, assess our competition to understand the best practices that are influencing economic and community development outcomes among our regional and aspirational peer states/communities. With that analysis in hand, the plan should offer guidance and recommendations for the Next Generation of Economic and Community Development Tools (proposed programs, policies, or resource commitments at the state and local levels) that would effectively encourage Montana's economic growth, with analysis of how such tools might be developed, funded, and deployed and what the potential outcomes may be for Montana.

This RFP invitation is seeking proposals from qualified entity(s) to meet the Scope of Work, including the stated objectives and deliverables. MEDA and its partners will support this effort by helping to engage key stakeholders from throughout the state in the analysis and appropriate input/dialogue processes. It is our hope that this work will be forward-thinking, better match the current and emerging challenges and opportunities facing Montana and provide a fresh perspective on the necessary tools for the thoughtful economic and community development for the communities we all serve and thereby all of Montana.

Respondents to this RFP will provide all of the services to MEDA as described in the Scope of Work below.





## Montana's Next Generation of Economic and Community Development Tools

### **Scope of Work**

The objectives of this planning effort include, but are not limited to:

1. Identify and define the challenges facing Montana's economic and community development.
2. Identify and define the opportunities facing Montana's economic and community development.
3. Research the current economic and community development strategies that are driving growth and how those strategies impact Montana's economic future.
4. Analyze, evaluate, and benchmark the current economic and community development strategies that are driving growth and how those strategies impact Montana's economic future.
5. Identify best practices among our progressive regional and national competitors relevant to economic development in Montana.
6. Identify the essential economic and community development tools, programs and funding mechanisms that best respond to Montana's future opportunities and challenges for economic growth.
7. Define how these "best practices" (identified in No. 5 above) are initiated and supported.
8. Identify key findings from the analysis and propose Montana's Next Generation of Community Development and Economic Tools recommendations.
  - a. Include support materials and or examples of how the recommended tools work and implementation strategies that will work within the state of Montana.

### **Deliverables**

The deliverables of the planning effort include, but are not limited to:

1. Key findings of the challenges facing Montana's economic and community development.
2. Key findings of the opportunities facing Montana's economic and community development.
3. A conditions assessment that highlights the current development strategies, tools, programs, and funding mechanisms.
4. Key findings of best practices / competitive analysis on our regional / national competitors relevant to economic development in Montana. Include compelling examples, data and case studies.
5. Articulation of roles within successful EDOs, local communities and state economic development teams.
6. Key findings followed by recommendations (MT NextGen) that give future guidance to MEDA, its partners and key decision makers for strategic community and economic development programs, practices, funding structures for both near-term and long-term initiatives.
7. Provide an implementation strategy for recommendations (6) that offers an appropriate timeline, considers a phasing approach, identifies essential partners and "immediate next steps".



BIG SKY  
ECONOMIC DEVELOPMENT

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# ATTACHMENT H



# BIG SKY ECONOMIC DEVELOPMENT

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October 29, 2019

Ross Allison, Keystone XL Program Manager  
Office of Environmental Quality & Transboundary Issues  
U.S. Department of State  
2201 C Street NW  
Washington, DC 20520

Docket # DOS-2019-0033

Dear Mr. Alliston,

On behalf of the Board of Directors of Big Sky Economic Development Authority and Big Sky Economic Development Corporation, we offer these comments in support of the Keystone XL Pipeline Project. Big Sky Economic Development (BSED) is a public/private partnership responsible for stewarding economic growth and job creation in Yellowstone County, Montana. Our organization strongly believes that the Keystone XL Pipeline project will bring significant and positive economic impact to our state.

Billings, the largest city in Montana and the urban hub for industry in South Central Montana including agriculture, energy, medical, transportation and finance, is uniquely positioned to support the Keystone XL project through our vast network of businesses and vendors as well as a highly trained workforce. This project represents an opportunity for us to support the energy needs of our nation while providing Montana businesses, large and small, with the opportunity to grow and expand.

While this economic opportunity is vital, we are also keenly aware of the need for stringent environmental and safety considerations for the area being developed under this project. Big Sky Economic Development, along with many private businesses, work every day to manage and understand the delicate balance between industry and environment. We live and work in a community that supports three refineries along our most valuable community asset, the Yellowstone River. In the past several years, added protections were established by the Pipeline and Hazardous Materials Safety Administration, to better protect environmental assets. These added protections, supported by our industry leaders as well as TransCanada, represent our commitment to protecting the environment while allowing industry to co-exist and thrive.

We ask you to continue towards completion of the Keystone XL Pipeline Project, as it represents a valuable opportunity for our state to grow through private investment, job creation, and increased tax base.

Respectfully Submitted,

Steve Arveschoug, Executive Director  
Big Sky Economic Development

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