



2015 Annual Reports CRDC & CEDS

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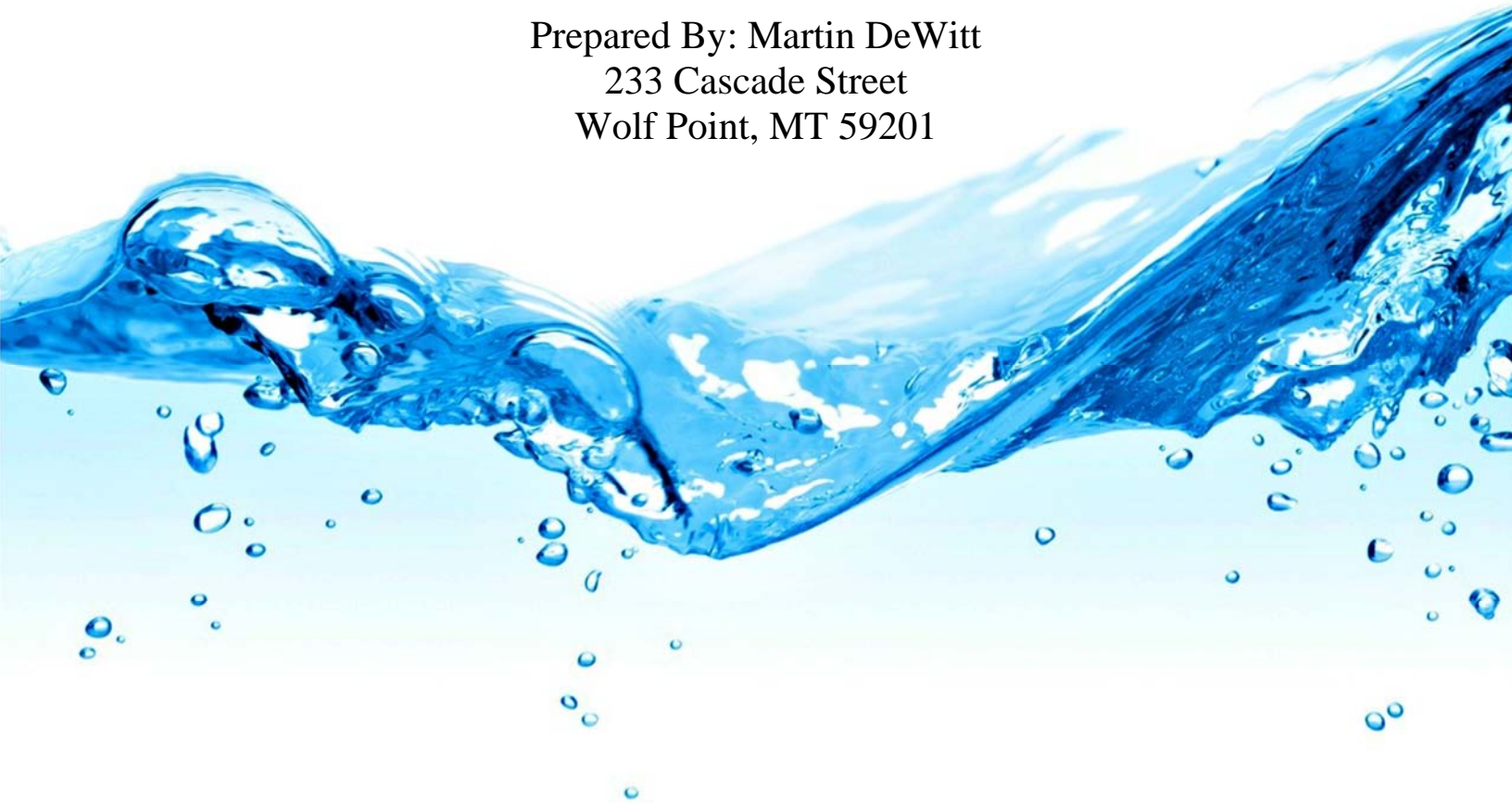


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Annual CRDC Certified Regional Development Corporation

Prepared By: Martin DeWitt

**Great Northern Development Corporation
233 Cascade Street
Wolf Point, Montana, 59201**

Telephone (406) 653-2590

Service Region

No changes have occurred since the previous year's reporting.

Changes in Services

The Great Northern Development Corporation continues to provide basic services as they relate to loan fund management, grant writing and administration, business technical assistance and planning. Each year new issues are addressed, expertise is gained by staff and the Board of Directors, and services are expanded.

No changes have occurred since the previous year's reporting.

Changes In Staffing

On February 14th, Shelli Isle resigned her position as the Brownfields Coordinator. Reuben Vincent has been retained as of May 1st for that position under the title Brownfields Program Manager.

As of June 19th GNDC no longer employs Guy Hopkins as the EMIC Planner. No replacement has been added.

CEDS Update

The Great Northern Development Corporation completed a Comprehensive Economic Development Strategy (CEDS) in July 2012. This completed document follows an original CEDS completed in 1997, 2002 and another in 2007. Each year the GNDC provides a CEDS Update as a report to the United States Economic Development Administration. The CEDS will be rewritten during the 2017 calendar year.

Scope of Work

January 2014 through December 2014

Goal #1 – Carry Out Effective Planning Policies

- The District will continue to operate as an EDA and CRDC District representing the northeastern counties of Sheridan, Daniels, Roosevelt, Valley, McCone and Garfield Counties and will address economic development through effective planning within the region.
 - GNDC completed a Comprehensive Economic Development Strategy in 2012 and has provided a copy to the Montana Department of Commerce.
 - GNDC will continue to support the counties as they develop Growth Policies and complete housing plans for Daniels and Garfield Counties.
 - GNDC will finalize a regional needs assessment of the District
 - GNDC staff will attend MEDA and CRDC conferences
-

Accomplishments Achieved

1. Held meetings with regional representatives in January, April, July and October with presentations by the GNDC staff of current project status and marketing efforts. Additional presentations Paul Tuss and Tiffany Melby of Bear Paw Development Corporation to discuss Food & Agricultural Development Centers technical assistance and funding opportunities Bart Horner of Northern Oilfield Services, Peggy Aakre of Glasgow Floral & Gift and messages from Senator Jon Tester, Senator John Walsh and Congressman Steve Daines to discuss use of GNDC programs and Jay Vaishnav of Metasoft Systems. Additionally, Executive Board meetings were held in February, March, May, June, July, August, September and November
2. GNDC submitted an updated planning grant application and was accepted by EDA
3. The EMIC Planner has reviewed and adjusted the Garfield County housing plan
4. Regional Needs Assessment final draft was accepted and approved by Roosevelt County and GNDC.
5. Held meetings with McCone County regarding growth policy.
6. The Executive Director and SBDC Director attended the MEDA Conference in Havre
7. The Executive Director, EMIC Resource Coordinator and SBDC Director attended the MEDA board meeting in Livingston and MEDA conference in Helena
8. The Executive Director attended the MEDA Web Portal meeting in Miles City, CRDC meeting in Helena
9. The Executive Director attended the EDD/CRDC meeting in Bozeman

Goal #2 – Seek Orderly and Balanced Economic Growth

- The District will support economic growth through participation in area wide educational programs and conferences through sponsorship or active participation.
 - GNDC will request for guest speakers for each quarterly meeting to educate board members and members of the general public on economic development related topics
 - The GNDC will sponsor the SBDC Invest in Success
 - The GNDC will strive for developing partnerships and coalitions when appropriate for development needs of the District
-

Accomplishments Achieved

1. Executive Director and Financial Officer attended the Opportunity Finance Network Conference Small and Emerging CDFI mentorship program in Chicago, IL
2. Executive Director and Brownfields Program Manager attended the Eastern Montana Brownfields Workshop in Miles City.
3. Executive Director attended the NADO conference in Denver, CO.
4. Executive Director, Financial Officer and SBDC Director attended the OFN conference in Denver, CO.
5. Presentations by Paul Tuss and Tiffany Melby of Bear Paw Development Corporation to discuss Food & Agricultural Development Centers technical assistance and funding opportunities were held at the October full board meeting.
6. Presentations by Lisa Wagner with Opportunity Finance Network were held in May to discuss the CDFI certification process through the Department of Treasury.
7. Presentations by Bart Horner of Northern Oilfield Services, Peggy Aakre of Glasgow Floral & Gift.
8. Presentations by Jay Vaishnav of Metasoft Systems.
9. GNDC sponsored the SBDC Invest in Success Conference held in Butte.
10. The EMBC prepared, submitted and was awarded \$600,000 in funding for EPA Brownfields Assessment funds

Goal #3 – Strive for a Balance between Environmental Protection and Economic Growth

- The District will support economic development that focuses on a balance between environmental protection and economic growth. An emphasis will be placed on development of Brownfields areas or locations that have the potential for reuse.
 - GNDC will continue efforts in the Eastern Montana Brownfields Coalition is support of Assessment funds
 - GNDC will continue to provide services for the Eastern Montana Brownfields Coalition in oversight and guidance of the Environmental Protection Agencies Revolving Loan Fund
 - Upon request GNDC will support the efforts of organizations development of energy resources affecting the District
-

Accomplishments Achieved

1. The District discussed a potential use of Brownfields site with twenty eight property owners
2. The Steering Committee has reviewed applications submitting sites to EPA for assessment eighteen projects were under way through the year.
3. *Four sites were approved for remediation with use of EPA RLF fund*
4. GNDC provided technical assistance to a land owners group to develop a wind farm

Goal #4 – Support Improved Services to the Elderly and Under Served

- The District will seek funding to provide housing rehabilitation for the low income residents of the communities through the HOME Program opportunities.
 - Upon request GNDC will support the development and expansion efforts of area hospitals, nursing homes, assisted living facilities, senior centers
 - GNDC will continue to pursue housing rehabilitation or multifamily housing programs
 - GNDC will provide assistance to cities, counties and organizations efforts to provide affordable housing upon request
-

Accomplishments Achieved

1. The Executive Director held discussions with three regional communities regarding the noncompetitive housing grant program
2. The Executive Director, Housing Specialist and EMIC Resource Coordinator held discussions with DOC regarding the noncompetitive housing grant program.
3. The Executive Director, Housing Specialist are coordinating efforts with NeighborWorks MT on a potential partnership
4. Provided technical assistance and coordinated meetings for a 24 unit housing development in Wolf Point partially funded by HOME funds.
5. Held discussions with Circle Hospital to fund expansion project
6. Submitted CDBG planning grant application and was funded to develop a housing study for Glasgow
7. Responded to RFP and awarded contract from City of Glasgow to prepare a housing study
8. GNDC is developing housing plan for Glasgow

Goal #5 – Provide Job Opportunities to the Unemployed

- The District will continue to cooperate with the Northeastern Montana Job Service and utilize existing programs to provide the resources necessary to encourage the unemployed to become self sufficient.
- The District will provide technical assistance to minority owned businesses either through referrals to the SBDC counselor, the Montana State programs or the GNDC Revolving Loan Fund Officer.
- District personnel will work with existing employers and those interested in expanding within the region to provide job opportunities for area residents.
- GNDC will continue to encourage entrepreneurship within the region by servicing as a host agency to the SBDC

Accomplishments Achieved

1. Provide training to assist employers with educational opportunities. Offered training for Basic QuickBooks, hosted Pre-Business training, QuickBooks, SafeLand, Growing your Business and MTIP with MSU On the Road Technology Tips
2. GNDC hosted a regional Business of the Year Award with the business was funded to attend the SBA awards.
3. The District is coordinating efforts with the northeastern Montana Job Service to provide Incumbent Worker Training within the region. Assisted with the approval of 50 applications for \$141,430 in training dollars for 193 employees.
4. The SBDC nominated businesses for the SBA awards.
5. The District is promoted and held a Business Plan Competition with prizes in four age groups
6. *The GNDC continues to host the SBDC*

Goal #6 – Coordinate Efforts Among All Public and Private Entities

- The District will strive to coordinate efforts of public and private entities and will avoid duplication of services whenever possible.
 - Board members and staff will play an active role on local, regional, state and multi state committees.
 - GNDC will coordinate efforts when appropriate with the Fort Peck Tribes
-

Accomplishments Achieved

1. *The GNDC staff serves on the Indianpreneurship Equity Fund review committee.*
2. Held meetings with Legacy Planning, LLC to develop lending strategy to increase lending impact.
3. Held meetings with private individual and city government to develop a collaborative partnership
4. Held meeting with Fort Peck Tribes regarding development on the Fort Peck Reservation
5. Held meetings with private developer, Fort Peck Tribes and State officials to discuss local development
6. Researching funding opportunities for Fort Peck Tech.
7. Provided support to Fort Peck Tribes on TIGER application
8. Interviewed by the Sidney Herald and provided postings to FaceBook and newsletter to region
9. Members and Staff serve the following but not limited to the BEAR program, MEDA, Montana Indianpreneurship Equity Fund Review, LIONS Club, Montana Economic Development Association Board and New Market Tax Credit Review Committee

Goal #7 – Encourage and Support Local Entrepreneurs to Discourage Out Migration

The District will encourage local entrepreneurs through the following activities,

- Marketing GNDC services,
- Hosting the SBDC program,
- Host workshops that encourage entrepreneurship when appropriate
- Responsible lending of Revolving Loan Programs,
- Technical Assistance and/or sponsorships of grant applications,
- Processing applications that include tax reduction, Tax Increment Financing or New Market Tax Credits,

Accomplishments Achieved

1. Held interview Sidney Herald, developed new signage for tabletop displays, distributed organizational pamphlets to community leaders, sent out E-Newsletter, and provided postings to FaceBook
2. Provided technical assistance to community for grant application to TSEP
3. SBDC provided Super Host trainings
4. Submitted applications for funding to DNRC and TSEP
5. Provided technical assistance to business for a wind farm.
6. Referred developer to New Market Tax Credit Program and County for tax incentive hearing
7. *The GNDC continues to host the Small Business Development Center. During the 2014 calendar year the SBDC director assisted 183 businesses representing \$1,893,831 in investments.*
8. *The GNDC continues to lend responsibly through the Revolving Loan Programs. In addition to the CDBG and MicroBusiness RLF programs, the GNDC utilized the U.S.D.A. Intermediary Relending Program, the Montana Board of Investments, the U.S.D.A. Rural Microentrepreneurship Assistance Program and the Environmental Protection Agency Revolving Loan Fund.*
9. *The GNDC is currently sponsoring a business plan writing competition. Winners will be announced in May 2015.*

Scope of Work

January 2015 through December 2015

Goal #1 – Carry Out Effective Planning Policies

- The District will continue to operate as an EDA and CRDC District representing the northeastern counties of Sheridan, Daniels, Roosevelt, Valley, McCone and Garfield Counties and will address economic development through effective planning within the region.
 - GNDC completed a Comprehensive Economic Development Strategy in 2012 and has provided a copy to the Montana Department of Commerce.
 - GNDC will continue to support the counties as they develop Growth Policies and Housing Plans.
 - GNDC will begin a policy review of organizational policies
 - GNDC staff will attend MEDA and CRDC conferences when appropriate
-

Goal #2 – Seek Orderly and Balanced Economic Growth

- The District will support economic growth through participation in area wide educational programs and conferences through sponsorship or active participation.
 - GNDC will request for guest speakers for each quarterly meeting to educate board members and members of the general public on economic development related topics
 - The GNDC will sponsor the SBDC Invest in Success
 - The GNDC will encourage the development of partnerships and coalitions when appropriate for development needs of the District
 - Upon request, the District will provide technical assistance to renewable energy development projects
 - The GNDC will provide assistance to school districts in the development of capital improvements upon request
 - GNDC will pursue certification to become a Community Development Financial Institution
-

Goal #3 – Strive for a Balance between Environmental Protection and Economic Growth

- The District will support economic development that focuses on a balance between environmental protection and economic growth. An emphasis will be placed on development of Brownfields areas or locations that have the potential for reuse.
- GNDC will continue as the managing member in the Eastern Montana Brownsfield Coalition in support of Assessment funds

- GNDC will continue as the managing member in the Eastern Montana Brownsfield Coalition of the Environmental Protection Agencies Revolving Loan Fund
 - Upon request GNDC will support the efforts of organizations development of energy resources affecting the District
 - Upon request GNDC will provide technical assistance to Sand Creek Winds in planning efforts and development phases
-

Goal #4 – Support Improved Services to the Elderly and Under Served

- The District will seek funding to provide housing rehabilitation for the low income residents of the communities through the HOME Program opportunities
 - Upon request GNDC will support the development and expansion efforts of area hospitals, nursing homes, assisted living facilities, senior centers
 - GNDC will continue to pursue housing rehabilitation or multifamily housing programs
 - GNDC will provide assistance to cities, counties and organizations efforts to provide affordable housing upon request
-

Goal #5 – Provide Job Opportunities to the Unemployed

- The District will continue to cooperate with the Northeastern Montana Job Service and utilize existing programs to provide the resources necessary to encourage the unemployed to become self sufficient.
- The District will provide technical assistance to minority owned businesses either through referrals to the SBDC counselor, the Montana State programs or the GNDC Revolving Loan Fund Officer
- District personnel will work with existing employers and those interested in expanding within the region to provide job opportunities for area residents.
- GNDC will continue to encourage entrepreneurship within the region by servicing as a host agency to the SBDC

Goal #6 – Coordinate Efforts Among All Public and Private Entities

- GNDC will seek to coordinate efforts with public or private entities to avoid duplication of services and improve access to information or resources for residents of the District
 - Board members and staff will play an active role on local, regional, state and multi state committees.
 - GNDC will coordinate efforts when appropriate with the Fort Peck Tribes
-

Goal #7 – Encourage and Support Local Entrepreneurs to Discourage Out Migration

The District will encourage local entrepreneurs through the following activities,

- Marketing GNDC services,
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- Responsible lending of Revolving Loan Programs,
- Technical Assistance and/or sponsorships of grant applications,
- Processing applications that include tax reduction, Tax Increment Financing or New Market Tax Credits,

Budget

GNDC Certified Regional Development Corporation

January 1, 2015 through December 31, 2015

The proposed budget represents funding available through the United States Economic Development Administration, annual contributions by the member entities of the Great Northern Development Corporation and the Montana Department of Commerce Certified Regional Development Corporation. It does not include all the classes or projects available through Great Northern. A corporation proposed budget as approved by the Board of Directors for the year beginning July 1, 2014 and ending June 30, 2015 follow the CRDC budget.

The matching funds for operations are secure and represent federal and local funding. CRDC funds have not been used to replace funds currently in place, but have been added to those available.

CRDC Budget 2013				
Item	CRDC	EDA	GNDC	Total
Revenue	39,128	61,000	1,572	101,700
Expenses:				
Contractual			100	100
Education			72	72
Sal: Ex Direct.	22,000	26,000		46,000
Sal: Fin. Off.	8,000	15,000		23,000
Fringe	4,000	13,000		17,000
Copies			300	300
Equip. Rent			250	250
Off. Rent			250	250
Utilities			250	250
Supplies			250	250
Telephone			100	100
Travel	5,128	7,000		12,128
Totals	39,128	61,000	1,572	101,700

Budget Narrative

The budget line items are relatively self explanatory. GNDC funds represent the local contributions made by the members of the regional development corporation. U.S. Economic Development Administration funds and local contributions are combined within the organization for reporting purposes as well as for daily accounting purposes.

CRDC funds will be utilized for travel and salaries of the staff in order to accomplish the tasks set forth in the work plan for the year beginning January 1, 2015 and ending December 31, 2015.

GNDC submitted the budget based on the guidelines set forth in the reporting requirements. However, if additional funding is available, GNDC would make necessary adjustments to ensure compliance to match requirements of the program.

Financial Statements

The Great Northern Development Corporation fiscal year begins July 1 and ends June 30 of each year. Therefore the following financial information is included in Appendix A of the CRDC report.

- Financial Statements for the current year to date. As the GNDC year will not be completed until June 30, 2015. Significant changes are expected.
- Audited Financial Statements for the year ended June 30, 2014 are attached.

Organization

No changes have occurred since the previous year's reporting.

Staffing

Loan Officer

Kelcie Bates is the loan officer for the Great Northern Development Corporation. Kelcie manages the Community Development Block Grant Revolving Loan Fund, the U.S.D.A. Intermediary Relending Program, the U.S.D.A Rural Microentrepreneur Assistance Program, the Environmental Protection Agency Revolving Loan Fund, the Montana Board of Investments Relending Program and the MicroBusiness Revolving Loan Fund.

Kelcie reviews loan applications, provides technical assistance to clients and prepares a loan officer report for the Loan Review Committee. The loan officer is responsible for closing loan documents, recording payments and reporting to the Loan Review Committee the Executive Director and the funding agencies.

Upon recommendation of the Loan Review Committee the loan officer is responsible for collections, foreclosures or settlements on loans in default.

The Loan Officer also serves on and provides services for committees that provide opportunities to the region, such as the Montana Economic Development Association RLF, Montana Community Development Corporation New Market Tax Credit Committee and BEAR program.

SBDC Director

Lorene Hintz is the Small Business Development Center Director. The SBDC Director is responsible for providing technical assistance to business wishing to start up or expand in the Great Northern Development Corporation region. The SBDC Director assists in the business plan development, cash flow projections, licensing, employee issues and financial analysis. Lorene is also responsible for group training sessions including marketing, personnel relationships, bookkeeping and accounting, etc. The SBDC Director offers outreach for the Business Expansion And Retention (BEAR) program within the region. Additionally, the SBDC coordinates efforts with the Job Service of America to offer funding opportunities to businesses for training through the Incumbent Worker Training program.

Housing Specialist/ Marketing Officer

Brianna Vine is the Housing Specialist and Marketing Officer for the Great Northern Development Corporation. The Housing Specialist / Marketing Officer administers grants in relation to the housing rehabilitation and demolition as well as maintains the HOME Program.

Additionally the Housing Specialist / Marketing Officer develops all marketing, advertising and promotional activities including developing a quarterly newsletter. She establishes marketing strategies to meet organizational objectives while evaluating customer research, market conditions and implement marketing plan changes as needed

Brownfields Program Manager

Reuben Vincent is the Brownfields Program Manager for the Great Northern Development Corporation.

The Brownfields Program Manager administers all grants in relation to the Eastern Montana Brownfields Coalition, Brownfields projects. He supervises the Brownfields Program and is responsible for community involvement, marketing of the program as well as evaluation of Brownfields incentives, preparation of necessary plans, work plans, and applications.

Financial Officer/Administrative Assistant

Toni Pedersen is the Financial Officer/ Administrative Assistant of the Great Northern Development Corporation. Financial Officer/ Administrative Assistant provides support services to the above mentioned position and arranges for meetings, manages the business incubator, assists in the development of proposals, researches background information, manages the offices, supervises the janitor, etc.

Additionally the Financial Officer / Administrative Assistant is responsible for recording income and expenses, preparing claims, financial statements, employee payroll and personnel administration, purchasing, maintaining accounts payable and balances and accounts for the organization. Technical assistance, review and auditing services are provided by Hamilton Consulting Group, PLLP.

Eastern Montana Impact Coalition Resource Coordinator

Tori Matejovsky is the EMIC Resource Coordinator. Tori is responsible to coordinate potential funding resources for projects throughout the sixteen county region of Eastern Montana that is covered by the Eastern Montana Impact Coalition (EMIC). The Resource Coordinator will provide technical assistance and technical writing services to the communities and counties covered in the EMIC region. As well as maintaining records for the administration of awarded grant funds.

Executive Director

Martin DeWitt began as the Executive Director of the Great Northern Development Corporation in January of 2012. Martin has served as the Loan Officer for the organization since February of 2006 prior to the Executive Director position. He is the Chief Administrative Officer and responsible to the Board of Directors for all aspects of district day-to-day operations. His duties are to oversee all incoming and outgoing funds, oversee and prepare the CEDS and supervise staff. He is responsible for maintaining, coordinating and cooperating with outside institutions, agencies, groups and member governments. He provides technical assistance as requested for member governments as

it relates to public facility projects and economic development. The Executive Director is responsible for program development.

Martin DeWitt also serves on committees to represent and benefit the region, such as the Montana Economic Development Association Board, Montana Indianpreneurship Equity Fund Local Review Committee and the BEAR assessment team.

2014 ANNUAL PROGRAM PERFORMANCE SUMMARY

The purpose of this summary report is to gather critical data and information to demonstrate the effectiveness of the CRDC program to various stakeholders including the Governor's Office, Legislature and the Economic Development Advisory Council. Please provide the data and information below for calendar year 2014.

NOTE: If a CRDC has a formal agreement with a partnering organization to deliver a particular service within the CRDC region (ex: providing business technical assistance) the data provided below must include the results from the partnering organization's delivery of that service.

FINANCIAL ASSISTANCE

Number of loans provided: 13
Total dollar amount of loans: \$1,258,971
Additional dollars leveraged: \$1,033,043
Number of jobs created: 21
Number of jobs retained: 12

TECHNICAL ASSISTANCE

Direct community assistance to: Circle, Jordan, Wolf Point, Poplar, Culbertson, Scobey, Plentywood, Glasgow.
Direct county assistance to: Roosevelt, Valley, Daniels, Sheridan, McCone & Garfield
Number of businesses assisted: 240
Number of projects assisted: 23

MANAGEMENT OF STATE AND FEDERAL PROGRAMS

Total State dollars managed: \$1,020,172
Total Federal dollars managed: \$7,284,167
Additional dollars leveraged: \$531,733
Total: \$8,836,072

SUMMARY OF ASSISTANCE

The types of assistance provided to the communities and businesses of the Great Northern Development Corporation include various types of project-specific community and economic development assistance to the communities. Please see the following list.

- **SBDC Services** The SBDC Director provided assistance to 183 clients representing \$1,893,831 of investments. Please note there would be some overlap between the loan program and the SBDC Director consultations.
- **Revolving Loan Funds** A full time loan officer provides gap financing to businesses located within the CRDC. Jobs and amounts are described in an earlier section.
- **Brownfields** The CRDC has been approved for a \$1,500,000 RLF for cleanup projects. A \$600,000 assessment grant is additionally being administered within the region.

METHOD OF REGIONAL STRATEGIC PLANNING AND GOAL SETTING

Traditionally the Great Northern Development Corporation (GNDC) has held public meeting in each county. This year the GNDC held four public meetings in the GNDC offices and met with special interest groups throughout the year. The staff met with the County Commissioners, City officials, Tribal government, health care groups, schools, etc. Using this approach the GNDC felt they were able to reach a variety of people who normally have not attended the public meetings. In addition, as a result of rapid growth in many communities, the GNDC completed of a regional needs assessment.

CRDC SUCCESS STORIES

- GNDC assisted Glasgow Floral and Gift with technical assistance to access IWT training dollar and was able to get two staff as certified floral designers. Additionally, they were a loan client of GNDC that started with two employees and have grown to seven staff members
- Checkers received technical assistance from the SBDC. The company is drug testing & collection service; they also conduct DOT physicals and TSA services. Started as a mobile service, added four locations, and 16 full time and 23 part time employees.



**Annual CEDS
Comprehensive Economic
Development Strategy
& Progress Report**

Prepared By: Martin DeWitt

**Great Northern Development Corporation
233 Cascade Street
Wolf Point, Montana, 59201**

Telephone (406) 653-2590

Grantee: Great Northern Development Corporation

Project Number: 05-83-05420-01

Period covered by the report: July 1, 2014- June 30, 2015

Adjustments: There were no adjustments to the Scope of Work. However, in April 2015 the EDD Executive Director left for a position with the USDA. A new Executive Director was hired effective May 1, 2015.

Please see Attachment A “GNDC Board and CEDS Committee Lists” for an updated Board List and CEDS Committee List

Staff: Staff for Great Northern Development Corporation consist of

- One full-time, salaried Executive Director (Tori Matejovsky)
- One full-time hourly wage Financial Officer (Toni Pedersen)
- One full-time hourly wage SBDC Director (Lorene Hintz)
- One full-time hourly wage Loan Officer (Kelcie Bates)
- One full-time hourly wage Brownfields Program Manager (Reuben Vincent)
- One full-time hourly wage Housing Specialist (Brianna Vine)
- One part-time hourly wage Office Assistant (Brittany Deavila)
- One part-time hourly wage EMIC Resource Coordinator (Tori Matejovsky, July 1, 2014 – April 30, 2015)

Martin DeWitt was employed as the full-time Executive Director for GNDC for the majority of the fiscal year. His employment at GNDC ended April 17, 2015. Mrs. Matejovsky was hired as the next Executive Director, effective May 1, 2015. GNDC Executive Directors and the Financial Officer all committed 60% of their time to CEDS related activities for the period of this report.

Report:

FY 2014-2015 SCOPE OF WORK

1. Carry Out Effective Planning Policies

a. Promote the EDA and other Federal and State economic development programs to area leaders and policy council members

Accomplishments Achieved: The Great Northern Development Corporation (GNDC) Executive Board and Full Board meetings were held monthly. Each of the six member counties is represented on the GNDC Board of Directors by a county commissioner. Each Board meeting included an Executive Director's report which discussed EDA programs (planning programs, revolving loan fund program and infrastructure programs), how those programs are being used in the GNDC region, and updates on potential uses of EDA programs in member communities. The Executive Director and GNDC staff attended regularly scheduled City County and County Commissioner meetings throughout the year to promote EDA and other Federal and State economic development programs. Additionally, GNDC staff attended additional meetings with city councils and county commissions regarding specific projects and activities and how EDA and other economic development programs can complement those projects.

Quantify Deliverables:

The following meetings with member counties and municipalities occurred:

Valley County:	8/25/14, 5/14/15
St. Marie:	8/18/14,
Glasgow:	8/4/14, 8/5/14, 9/4/14, 12/3/14, 12/9/14, 12/15/14, 5/14/15, 5/21/15, 6/12/15, 6/15/15, 6/18/15
Nashua:	5/13/15
McCone County:	7/7/14, 9/2/2014, 3/9/15, 6/11/15
Circle:	5/19/15
Roosevelt County:	6/16/15
Wolf Point:	7/17/14, 7/21/14, 8/18/14, 9/3/14, 9/15/14, 10/20/14, 11/17/14, 1/9/15, 1/19/15, 2/16/15, 3/16/15, 4/20/15, 5/18/15
Sheridan County:	4/27/15
Plentywood:	4/27/15
Jordan:	3/10/15, 4/7/15, 5/19/15, 6/2/15
Fort Peck Tribes:	1/23/15, 6/16/15

The following meetings with GNDC Board members occurred:

Executive Board: 7/17/14, 9/19/14, 11/13/14, 12/11/14, 3/12/15, 5/12/15, 6/12/15

Full Board: 7/18/14, 10/9/14, 1/22/15, 4/14/15

Difficulties Encountered: There were no difficulties encountered, however please keep in mind that many other communications (conference calls, emails, in person visits) occurred between District staff and member counties, municipalities, and Board members

b. Continue to support the counties as they develop growth policies and complete housing plans for Garfield County.

Accomplishments Achieved: The District coordinated meetings with housing plan steering committees in Daniels, Garfield and Valley Counties.

Quantify Deliverables: The Garfield County housing survey has been completed, however the housing plan has not been completed. The housing plans for Daniels and Valley Counties were finalized in this project year, and will be used to direct future housing projects and address housing needs in those communities.

Difficulties Encountered: The Garfield County housing plan has not been completed because the steering committee has not been active. The New Executive Director reached out to the Garfield County commissioners in June, 2015 and at the time of this report is working to coordinate a meeting with the housing steering committee to continue efforts to complete an updated housing plan.

c. Conduct a policy review of organizational policies.

Accomplishments Achieved: A committee comprised of two District Staff and an Executive Board member was tasked with reviewing (and developing if lacking) organizational policies, including but not limited to loan policies, Brownfields Policies, Grant management policies, and personnel policies.

Quantify Deliverables: The District contacted Bear Paw Development Corporation for assistance in and advising on, the review of the District's loan policies.

Difficulties Encountered: The Executive Director left before all policies could be reviewed. This task will be continued by the new Executive Director in the Summer of 2015.

2. Seek Orderly and Balanced Economic Growth

a. Upon request, provide technical assistance to renewable energy development projects.

Accomplishments Achieved: Provided technical assistance to a local land owner organization, working to develop an area wind farm

Quantify Deliverables: A feasibility study and an infrastructure impact study were completed for a potential wind farm, utilizing funding from U.S.D.A Rural Development and Montana Big Sky Trust Fund. An Environmental Assessment was begun in winter 2015 with funding from other Federal sources.

Difficulties Encountered: There were no difficulties encountered.

b. Support economic growth through participation in area wide educational programs and conferences through sponsorship or active participation.

Accomplishments Achieved: The District staff participated in economic development trainings

Quantify Deliverables:

- The Executive Director and Financial Officer attended a small and emerging CDFI mentorship program in Detroit, MI and Chicago, IL.
- The Executive Director and Resource Coordinator attended the Montana Economic Summit in Butte, MT (September, 2014).
- The Executive Director, Financial Officer and Loan Officer attended the OFN conference in Philadelphia, PA. (October, 2014)
- The Executive Director attended an informational meeting hosted by the Montana State USDA RD in Glendive, MT (December, 2014)
- The SBDC Director attended the Invest in Success Conference in Helena, MT (April, 2015).
- The SBDC Director attended the ASBDC Conference in Fort Worth, TX (November, 2014)
- The SBDC Director hosted a Quickbooks Workshop in Sidney, MT (9/2014)
- The SBDC Director attended the SafeLand Training in Culbertson, MT (11/2014)
- The SBDC Director hosted a Tax Workshop in Wolf Point, MT (1/2015)
- The SBDC Director hosted an Indianpreneur Training with SB in Wolf Point (3/2015)
- The SBDC Director hosted a Profit Mastery course in Poplar, MT (3/2015)
- The SBDC Director attended a Shale Workshop in Sidney, MT (3/2015)
- The Loan Officer presented at the Profit Mastery course in Poplar, MT (3/2015)
- The Housing Specialist attended Bridging the Gap Housing Conference in Bozeman, MT (June, 2015)
- The Executive Director attended the NADO conference in Denver, CO (8/2014)

- The Executive Director, SBDC Director and EMIC Resource Coordinator attended the Montana Governor’s Office Main Street Montana focus groups in Poplar and Glendive, MT (8/2014).
- The Executive Director and EMIC Resource Coordinator attended the annual MonDak Economic Development meeting in Marmarth, ND (10/2014).

Difficulties Encountered: There were no difficulties encountered.

c. Seek out and request guest speakers for each quarterly meeting to educate board members and members of the general public on economic development related topics.

Accomplishments Achieved: The District sponsored guest speakers and staff presentations for quarterly board meetings

Quantify Deliverables: Guest speakers included:

- Penny Zimmerman for Senator Jon Tester’s office (Annual Meeting 7/18/2014)
- Bart Horner of Northern Oilfield Services from Plentywood spoke regarding his company and how he utilized GNDC’s services to grow and expand (Annual Meeting, 7/18/14)
- Peggy Aakres of Glasgow Floral & Gift spoke about receiving the Business of the Year award from the GNDC and how she has utilized GNDC to be a successful local business (Annual Meeting, 7/18/14)
- Presentation by Jay Vaishnav of Foundation Search, regarding the use of a funding/grant search site and how it might be beneficial to GNDC as a database of potential funders to leverage/partner with for development projects (Full Board meeting 10/9/14)
- Maureen Rude of NeighborWorks Montana presented information regarding opportunities and funding available through their program, for housing development, revitalization, and beginning homeowner’s technical assistance (Full Board Meeting 1/22/15)
- GNDC Staff presented information on their respective programs and current projects, as well as resources available to member communities (Full Board Meeting 4/14/15)

Difficulties Encountered: No difficulties were encountered.

d. Promote the SBDC Invest in Success.

Accomplishments Achieved: The SBDC Director participated in the Invest in Success conferences in Butte and Helena, MT. The SBDC Director is partnering with the Bear Paw SBDC Director to co-host the 2016 Invest in Success conference.

Quantify Deliverables: The SBDC Director attended the Invest in Success Conference in Butte, MT (April, 2013) and Helena, MT (April, 2015). The SBDC Director recruited one SBDC client from the District to attend the 2015 Invest in Success.

Difficulties Encountered: No difficulties were encountered.

e. Encourage the development of partnerships and coalitions when appropriate for development needs of the region

Accomplishments Achieved: The District served as applicant for the Eastern Montana Brownfields Coalition

Quantify Deliverables: Launched a \$600,000 Environmental Protection Agency for Brownfields Assessment program.

Difficulties Encountered: No difficulties were encountered.

f. Provide assistance to school districts in the development of capital improvements upon request.

Accomplishments Achieved: District Staff communicated to local school districts, funding options available for development of capital improvements.

Quantify Deliverables: No requests for services were received by the District.

Difficulties Encountered: No difficulties were encountered.

g. Pursue certification to become a Community Development Financial Institution

Accomplishments Achieved: District Staff

Quantify Deliverables:

- The Executive Director and Financial Officer attended a small and emerging CDFI mentorship program in Detroit, MI and Chicago, IL.
- The Executive Director, Financial Officer and Loan Officer attended the OFN conference in Philadelphia, PA. (October, 2014)

Difficulties Encountered: The Executive Director who began the certification application left in April, 2015. The new Executive Director will work to get caught up on the process and intends to submit an application for certification by November 30, 2015.

3. Strive for a Balance between Environmental Protection and Economic Growth

a. Support economic development that focuses on a balance between environmental protection and economic growth. An emphasis will be placed on development of Brownfields areas or locations that have the potential for reuse

Accomplishments Achieved: The District completed the assessment and clean-up of a contaminated site in downtown Wolf Point, which will be sold for commercial development. The District also coordinated with Valley County and completed the assessment and cleanup of a site that will be used as park space near a new school.

Quantify Deliverables: The District completed two cleanup activities that have, or will, result in reuse.

- Cleanup of the former Gysler Furniture Store in downtown Wolf Point, which burnt down in 2013 and contained hazardous levels of asbestos. Cleanup included demolition and dirt work to fill the hole where the building had stood. Completion of the project occurred June 15, 2015.
- Demotion and cleanup of the former R.L. Irle School in Glasgow, Montana, which contained hazardous levels of asbestos. The site will be completely cleaned up and converted to a public park.

Difficulties Encountered: No difficulties were encountered

b. Continue as the managing member in the Eastern Montana Brownfields Coalition in support of Assessment funds

Accomplishments Achieved: The Eastern Montana Brownfields Coalition (EMBC) committee meets as necessary to review assessments.

Quantify Deliverables:

FY 15: The program completed 14 assessments totaling \$136,443, and 2 cleanup plans for \$19,000, in the EMBC region.

Difficulties Encountered: The District worked through a billing dispute in FY 13 with the former Qualified Environmental Professional, Assessment Contractor the dispute has since been settled. The dispute was resolved and a new Qualified Environmental Professional Assessment Contractor was procured.

c. Continue as the managing member (oversight and board attendance) of the Eastern Montana Brownfields coalition of the Environmental Protection Agencies Revolving Loan funds.

Accomplishments Achieved: The EMBC reviewed applications for remediation projects and continued to market the availability of the program

Quantify Deliverables:

FY 15: The program successfully completed the remediation of two sites within the EMBC region with cleanup costs totaling \$437,000.

Difficulties Encountered: There were no difficulties encountered.

d. Upon request GNDC will support the efforts of organizations development of energy resources affecting the region

Accomplishments Achieved: The District provided technical assistance to a local organization working to develop a wind farm, and offered to provide technical assistance to an individual looking to develop a wind farm on the northern border of the Fort Peck Reservation. Staff managed a USDA Rural Business Entrepreneurship Grant which provided technical assistance for the completion of planning activities

Quantify Deliverables:

- Staff attended meetings of the Managing board of the local organization to provide updates on grant management.
- Staff submitted progress reports to USDA RBEG as required through the funding period, and successfully closed out the RBEG grant in Spring, 2015.
- A feasibility study, system impact study, and an interconnection feasibility study were completed.

Difficulties Encountered: Limitations to funding for an environmental assessment for the project. The individual looking to develop a wind farm on the Fort Peck Reservation put a hold on the project o search for interested investors, partners, or a developer.

e. Upon request GNDC will provide technical assistance to Sand Creek Winds in planning efforts and development phases.

Accomplishments Achieved: Staff submitted applications for technical assistance funds to support and on behalf of Sand Creek Winds to completed additional planning and development phases.

Quantify Deliverables:

- Application submitted to EDA in Fall, 2014 for additional technical assistance funds to complete the Environmental assessment.
- Application submitted to USDA RDBG in June, 2015 for additional funds to complete the Environmental Assessment and technical assistance in marketing the project to a developer.

Difficulties Encountered: Limitations to funding for an environmental assessment for the project.

4. Support Improved Services to the Elderly and Under Served

a. Seek funding to provide housing rehabilitation for the low income residents of the communities through the HOME program opportunities

Accomplishments Achieved: The District staff attended 2015 “Bridging the Gap” Housing Partnerships Annual Conference. Staff worked with the Town of Glasgow to prepare an application to the Montana Department of Commerce noncompetitive grant through the State HOME program.

Quantify Deliverables: A housing plan for the Town of Glasgow was completed by District staff, and the findings were used to support an application to the Montana Department of Commerce noncompetitive program.

Difficulties Encountered: No difficulties were encountered

b. Upon request GNDC will support the development and expansion efforts of area hospitals, nursing homes, assisted living facilities, senior centers.

Accomplishments Achieved: The District provided project development assistance to a group of community members in Circle, Montana who are working to construct an assisted and independent living facility. District staff also assisted the McCone County Health Center in identifying funding sources for addressing facility hazards (a dilapidated roof).

Quantify Deliverables:

- An application to the Montana Department of Commerce Community Development Block Grant Economic Development program was submitted in June, 2015 for the McCone County Health Center.
- An application to the Montana Department of Commerce Community Development Block Grant Housing and Public Facility planning program was submitted in June, 2015.

Difficulties Encountered: No difficulties were encountered

c. Continue to pursue housing rehabilitation or multifamily housing programs.

Accomplishments Achieved: Provided technical assistance to the City of Glasgow to complete a housing study.

Quantify Deliverables: The City of Glasgow was awarded \$15,000 to complete a housing study from Montana Department of Commerce. The District completed the Housing Study in June, 2015.

Difficulties Encountered: No difficulties were encountered

d. Provide assistance to cities, counties and organizations efforts to provide affordable housing.

Accomplishments Achieved: Provided technical assistance to the City of Wolf Point to develop a multi-family affordable housing project, with the assistance of previously awarded HOME funds.

Quantify Deliverables: A potential developer was identified and is interested in working with the City of Wolf Point and the current property owner to continue the development of multi-family housing.

Difficulties Encountered: The original project design and developer were dropped because prices for construction have skyrocketed; contractor bids came in far higher than budgeted and the developer was unable to secure additional funding. A new developer has been identified and the District will continue to work with the City of Wolf Point in the next year to utilize HOME funds that are awarded to the City of Wolf Point for development.

5. Provide Job Opportunities to the Unemployed

a. Upon request, provide technical assistance to the Fort Peck Tribes in developing successful business on the Fort Peck Indian Reservation

Accomplishments Achieved: Coordination with the Fort Peck Tribes Office of Economic Development, Business Development program.

Quantify Deliverables: District Staff and the SBDC counselor met with representatives from the Fort Peck Tribes Office of Economic Development to discuss how to leverage resources to provide technical assistance to developing businesses. The District offered to support the Tribes' application to the USDA Socially Disadvantaged Rural groups program for funding to provide additional Technical Assistance to development businesses. The District and the SBDC host center will support and participate in any Technical Assistance activities the Fort Peck Tribes provide.

Difficulties Encountered: No difficulties were encountered.

b. Provide technical assistance to minority owned businesses either through referrals to the SBDC counselor, the Montana State programs or the GNDC Revolving Loan Fund Officer

Accomplishments Achieved: District staff provided referrals to minority business to the Small Business Development Center for assistance in the development of business plans

Quantify Deliverables:

- Approximately 21 minority businesses received technical assistance through the Small Business Development Center, the various loan programs and the Indianpreneur Program available through the State of Montana.

Difficulties Encountered: No difficulties were encountered.

c. Continue to cooperate with the Northeastern Montana Job Service and utilize existing programs to provide the resources necessary to encourage the unemployed to become self-sufficient

Accomplishments Achieved: District staff coordinated with the Montana Job Service to provide referrals to the Incumbent Worker Training program

Quantify Deliverables: The efforts provided

- Training to 187 employees for 35 businesses
- \$116,335 towards training opportunities in the region

Difficulties Encountered: No difficulties were encountered.

d. GNDC personnel will work with existing employers and those interested in expanding within the region to provide job opportunities for area residents.

Accomplishments Achieved: District staff provided technical assistance to businesses through the Small Business Development Center.

Quantify Deliverables: 123 clients received counseling which resulted in 66 investments totaling \$1,775,921.

Difficulties Encountered: No difficulties were encountered.

e. Continue to encourage entrepreneurship within the region by serving as a host agency to the SBDC

Accomplishments Achieved: The District continues to host the services of the SBDC.

Quantify Deliverables:

- The District (as a host agency) participated two Quarterly meetings of the State SBDC Network.
- The SBDC Director participated in all four Quarterly Meetings.
- The SBDC Director attended the Invest in Success conference in April, in Helena, MT
- The SBDC Director will co-host the FY 16 Invest in Success conference, to be hosted in partnership with Bear Paw Economic Development Corporation in Havre in Spring, 2016.
- The District and the SBDC Director participated in the State SBDC Accreditation Review process in June, 2015.

Difficulties Encountered: No difficulties were encountered.

6. Coordinate Efforts among All Public and Private Entities

a. Seek to coordinate efforts with public or private entities to avoid duplication of services and improve access to information or resources for residents of the region.

Accomplishments Achieved: The District established a relationship with the Fort Peck Tribes Office of Economic Development, Work Force Development program.

Quantify Deliverables: The District and the Fort Peck Tribes Work Force Development program met in June, 2015, to discuss business development services offered and how resources can be leveraged to avoid duplication of efforts and services.

Difficulties Encountered: There were no difficulties encountered.

b. GNDC will leverage public funds with private dollars to recognize more impact from the Revolving Loan Funds.

Accomplishments Achieved: Loan officer worked with a variety of clients to provide funding and technical assistance

Quantify Deliverables: The loan officer closed 12 loans totaling \$1,265,971 with total project costs of approximately \$1,468,371

Difficulties Encountered: There were no difficulties encountered.

c. Board members and staff will play an active role on local, regional, state and multi state committees

Accomplishments Achieved: The District staff and board members continue to serve on various committees

Quantify Deliverables: Staff serve on the Fort Peck Tribes, Tribal Small Business Capacity Building Project review committee, Montana Indianpreneurship Equity Fund committee, MEDA professional training committee, MEDA board of directors, Eastern Montana Impact Coalition, Eastern Montana Brownfields Coalition and NEMHS Hospital Board. Board members serve on various committees from local church and school councils to the Federal Reserve Bank of Minneapolis

Difficulties Encountered: There were no difficulties encountered.

d. Coordinate efforts when appropriate with the Fort Peck Tribes

Accomplishments Achieved: Provided technical assistance regarding a refinery development site on the reservation.

Quantify Deliverables:

- The Executive Director met with Tribal Council members as well as the developer to review funding options for development of the site.

Difficulties Encountered: There were no difficulties encountered.

7. Encourage and Support Local Entrepreneurs to Discourage Out Migration.

a. Host the Small Business Development Center and provide technical assistance to businesses wishing to start up or expand.

Accomplishments Achieved: The District hosted the Small Business Development Center.

Quantify Deliverables: The Counselor for the Small Business Development Center provided counseling to 123 clients counseling which resulted in investments totaling \$1,775,921

Difficulties Encountered: There were no difficulties encountered.

b. Host workshops that encourage entrepreneurship when appropriate.

Accomplishments Achieved: The District provided workshops through regular meetings of GNDC and the Small Business Development Center worked toward and sponsored or co sponsored workshops.

Quantify Deliverables: Sixteen workshops were held encouraging entrepreneurship with 187 attendees.

- 7/30/2014 – Montana Technology Innovation Partnership Training
- 8/21/2014 – Pre-Business Workshop
- 9/17/2014 – Pre-Business Workshop
- 9/22/2014 – Quickbooks start up
- 9/22/2014 – QuickBooks
- 9/23/2014 – Quickboos Payroll
- 9/23/2014 – QuickBooks Intermediate II
- 10/22/2014 – SafeLand Safety Training
- 11/12/2014 – SafeLand Training
- 11/18/2014 – Growing an Existing Business
- 11/19/2014 – SafeLand Safety Training
- 11/20/2014 – Business Plan Writing Workshop
- 11/22/2014 – Businesses Plan Writing Workshop
- 1/17/2015 – Artisan Event
- 1/21/2014 – Tax Tips
- 3/17/2015 – Profit Mastery
- 5/14/2015 – Shale Energy Supply Chain Workshop
- 6/17/2015 – Customer Service Training

Difficulties Encountered: There were no difficulties encountered.

c. Sponsor a Business Plan writing competition that encourages possible entrepreneurs to explore their ideas.

Accomplishment Achieved: SBDC and the host agency marketed the Business Plan writing competition.

Quantify Deliverables: Despite reaching out to SBDC clients, local high schools and youth organizations, banks and credit unions, and Chamber organizations, no Business Plans were entered in this year's competition.

Difficulties Encountered: Participation in the Small Business Plan writing competition was dismal this year, despite increased efforts by the SBDC to encourage participation. Many entrepreneurs contacted the SBDC for information on how to enter the competition, and the SBDC continually called to check on those who had shown interested. However, when it came to the deadline only one application can been received. The SBDC and host will review the competition to determine how to more effectively marketing the opportunity and increase participation next year.

d. Provide responsible lending of Revolving Loan Programs

Accomplishments Achieved: The District referred 5 possible loan clients to the Revolving Loan Fund program manager.

Quantify Deliverables: Five loan clients were funded: two client were through the Brownfields Revolving Loan Fund for cleanup of contaminated sites. Three of the five loan projects funded created or retained 10 jobs, and totaled \$825,000.00

Difficulties Encountered: There were no difficulties encountered.

e. Offer technical assistance and/or sponsorships of grant applications

Accomplishments Achieved: The District provided technical assistance to its members and prepared grant applications upon request

Quantify Deliverables: The District prepared nine grant applications. Two were successfully funded for a total of \$34,850 and six are pending approval at the time of this application. Current total awards for the year at \$34,850 and \$1,020,650 pending.

Difficulties Encountered: There were no difficulties encountered

f. Processing applications that include tax reduction, Tax Increment Financing or New Market Tax Credits

Accomplishments Achieved: The District staff serve on the Montana CDC New Market Tax Credit rural committee.

Quantify Deliverables: No requests were submitted

Difficulties Encountered: There were no difficulties encountered

Evaluation: The Great Northern Development Corporation Board of Directors realizes the importance of evaluating performance on an on-going basis; comparing the performance to the goals established for each year. On the other hand they realize the significance of remaining flexible, responding to opportunities that present themselves and providing quality service in a very rural setting.

The Board of Directors meets on a quarterly basis, reviews the progress to date, reviews financial and committee reports and considers all legal actions/procedures or policy changes. The Executive Board of the Great Northern Development Corporation meets on all other months to conduct the business of the organization. The evaluation is based on the following performance measurements.

Performance Measurements

- 1) **Number of jobs created after implementation of CEDS**
 - 96 jobs were created after implementation of CEDS
- 2) **Number and types of investments undertaken in the Great Northern Development Corporation EDD.**

Three economic development initiatives were implemented during the award period:

 - Gap Financing (2 investments) – Technical Assistance
 - Brownfields (1 investment) - Rehabilitation
- 3) **Number of jobs retained in the region**
 - 67 jobs were retained in the region
- 4) **Amount of private sector investment in the Great Northern Development Corporation EDD after implementation of the CEDS:**
 - \$1,938,414 in private sector funds were invested in the Great Northern Development Corporation EDD during the award period.
- 5) **Changes in the Economic Environment:**

No changes to the economic environment occurred in the district. No significant businesses or manufacturing operations which contribute to the economic environment closed or opened in the district.
- 6) **The level at which we comply with all EDA planning and technical assistance grant awards and administrative conditions.**

The Great Northern Development Corporation has complied with all grant award and administrative conditions as they relate to the on-going planning grant. An accountant's review was completed for the year ended June 30, 2014. There were no outstanding findings unresolved.
- 7) **The level and frequency to which District staff interacts with communities within the region to provide assistance toward mitigating identified infrastructure deficiencies.**

District staff interacts in-person (County Commissioner meetings, City Council meetings, Board meetings, Chamber meetings), via conference calls, and electronically, with communities within the region to provide assistance toward mitigating identified infrastructure deficiencies through the planning process. In addition, District staff meet with community leaders upon request to consider the needs of the community.

- 8) **The level and frequency of participation by government, business and community leaders in projects and Board and CEDS committee meetings.**

The District has a 60% participation rate at Board and CEDS committee meetings.

- 9) **The level at which the Great Northern Development Corporation meets the criteria established by the Montana Department of Commerce's Certified Regional Development Corporation Program.**

The District exceeds the criteria established by the Montana Department of Commerce's CRDC program.

- 10) **The level at which each staff associated with specific programs meets performance goals.**

Employee evaluations are conducted on an annual basis. Each year goals are established and previous goals evaluated.

**Schedule:
Action/Implementation Plan:**

Goal 1. Carry out Effective Planning Policies								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Promote EDA Programs	High	X	X	X	GNDC	Local Governments	Newsletter, Brochures, Website & FaceBook	
Housing Plan for Garfield County	Med	X			Town of Jordan	MDOC	Grant writing and plan development	
Conduct Policy Review	High	X	X	X	GNDC	Local Governments	Technical Planning	

Goal 2. Seek Orderly and Balanced Economic Growth								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Renewable Energy Development	Med	X	X	X	Local Government	MDOC, USDA, EDA, Fort Peck Tribes	Technical Planning	
Educational Programs	Med	X	X	X	Community College	GNDC, SBDC, IWT, Fort Peck Tribes	Technical Assistance	
Board Development	Med	X	X	X	GNDC	MDOC, SBDC	Technical Assistance	
Invest in Success	Med	X			GNDC	MDOC, SBDC, SBA	Technical Assistance	
Coalitions	Med	X	X	X	GNDC	MDOC, EDA, SEMDC, EPEDC, REDC, Fort Peck Tribes	Technical Planning	
School CIP	Med	X	X	X	School Districts	GNDC, MDOC	Technical Planning	
CDFI Status	High	X			GNDC	Treasury, OFN	Technical Assistance	

Goal 3. Strive for a Balance Between Environmental Protection and Economic Growth								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Brownfield Site Reuse	Med	X	X	X	GNDC	U.S. EPA, SEMDC, EPEDC	Technical Implementation	
Brownfield Petroleum Assessment	High	X	X		GNDC	U.S. EPA, SEMDC, EPEDC	Complete Phase 2 assessments of selected properties	
Brownfield Hazardous Waste Assessment	High	X	X		GNDC	U.S. EPA, SEMDC, EPEDC	Complete nine Phase 1 assessments and one Phase 2 assessment	
Brownfield Revolving Loan Fund	Med	X	X		GNDC	U.S. EPA, SEMDC, EPEDC	Deploy Revolving Loan Fund for Clean up	1
Develop Energy Resources	High	X	X	X	GNDC	U.S. EPA, SEMDC, EPEDC, EMIC	Technical Assistance and Planning	1
Sand Creek Winds	High	X	X		GNDC	MDOC, USDA	Technical Assistance and Planning	1

Goal 4. Support Improved Services to the Elderly and Under Served								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Housing Rehab	High	X	X		Local Government	GNDC, MBOH	Technical Assistance	
Hospitals & Senior Services	High	X	X		Local Government	GNDC, USDA, MDOC	Technical Assistance	
Multifamily Programs	High	X	X		Local Government	GNDC, MBOH, USDA	Technical Assistance & Planning	
Affordable Housing	High	X	X	X	Local Government	GNDC, USDA, MBOH MDOC	Technical Assistance & Planning	

Goal 5. Provide Job Opportunities to the Unemployed and Under Employed								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Fort Peck Tribes	Med	X	X	X	Fort Peck Tribes	GNDC, SBDC, MDOC, USDA	Technical Assistance, Lending	3
Minority Business	Med	X	X	X	GNDC	USDA, MDOC, Fort Peck Tribes, SBDC	Technical Assistance, Lending	5
Encourage Unemployed	High	X	X	X	GNDC	SBDC, Job Service, FPCC, Fort Peck Tribes	Technical Assistance & Planning	
Provide Job Opportunities	Med	X	X	X	Business Owner	Fort Peck Tribes, MDOC, Job Service	Technical Assistance, Lending, Loan Packaging	10
Encourage Entrepreneurship	Med	X	X	X	GNDC	SBDC	Technical Assistance	5

Goal 6. Coordinate Efforts Among All Public and Private Entities								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Coordinate Efforts of all Public & Private Entities	High	X	X	X	GNDC	Fort Peck Tribes, EPRC&D, LDC, Private Foundations	Project Coordination	
Leverage Funds for impact	High	X	X	X	GNDC	News media, Local Radio, Newsletters, Social Media Fort Peck Tribes	Project Coordination Marketing	
Participate in Committees	Med	X	X	X	GNDC	Local Governments, Public Organizations	Project Coordination	
Coordinate with Fort Peck Tribes	High	X	X	X	GNDC	Fort Peck Tribes	Project Coordination	

Goal 7. Encourage and Support Local Entrepreneurs to Discourage Out Migration								
Work Item	Priority	Short Term 1-2 Years	Mid Term 3-5 Years	Long Term 5-10 Years	Lead Agency	Partners	Type of Assistance	# Jobs Created
Host SBDC	High	X	X	X	GNDC	SBDC, SBA	Technical Assistance to 20 businesses	
Host Workshops	High	X	X	X	SBDC	Local Schools, Chamber of Commerce, FPCC, Fort Peck Tribes	Project Coordination	
Business Plan Competition	Med	X	X	X	GNDC	SBDC, Local Financial Institutions	Technical Assistance, Project Coordination	
Responsible Lending	High	X	X	X	GNDC	MDOC, USDA, EPA, EDA, Financial Institutions	Technical Assistance, Planning, Loan Packaging	
Sponsorship of Grants	Med	X	X	X	GNDC	Local Governments	Technical Assistance, Professional Writing	
Process Tax Incentive Programs	Med	X	X	X	GNDC	Local Governments, MT CDC	Technical Assistance	

Attachment A

GNDC Board and CEDS Committee List

Board List

The District’s Board of Directors is made up of nineteen members, reflecting a balance of elected officials and private citizens.

As the Great Northern Development Corporation has a large Board of Directors a variety of interests, concern, ethnic backgrounds and special interests are represented. The By-laws of the EDD do not specify the percentages of elected officials compared to the private sector. The By-laws specify the number of Board representation that can be appointed by each member.

Eleven board members are elected officials or employees of the municipality they represent, as well as a planning position from the Fort Peck Tribes. Six members represent the private sector. One member represents post-secondary education as an employee of the Fort Peck Community College. One member serves as the District at large of the Native American Population.

1. Government Representatives (51-65%)

Elected officials and/or employees of a general purpose unit of State, local or Indian tribal government who have been appointed to represent the government.

Name	Government	Position
Chris Dshaak	City of Wolf Point	Mayor
Garrett Big Leggins	Fort Peck Tribes	Fort Peck Tribes Councilman
Gary Macdonald	Roosevelt County	County Commissioner
Robert Kompel	City of Glasgow	Public Works, Appointed by Mayor
Gordon Oelkers	City of Culbertson	Mayor
*Connie Eissinger	McCone County	County Commissioner
Gary Linder	Daniels County	County Commissioner
*Richard Kerstein	Town of Scobey	City Council Person
Carol Markuson	Town of Circle	City Clerk/Treasurer, Appointed by Mayor
Michael Downs	Town of Jordan	City Council Person
Bill Whitehead	Fort Peck Tribes	Planning Fort Peck Tribes, Appointed by Tribal Council

* Denotes Executive Board Member; Connie Eissinger served as the President of the Board for FY 15

2. Non-Government Representatives (35-49%)

A. Private Sector Representatives: Any senior management official or executive holding a key decision making position, with respect to any for-profit enterprise (At least one required)

Name	Company/Enterprise	Position
*Duane Kurokawa	Western Bank	President
*Frank French	Hi-Line Sports	Co-Owner
Richard Rice	The Greeter	Owner
Doug Smith	Smith & Associates	Owner
Peggy Nerud	Spring Creek Studio	Owner
Teddy Robertson	Robertson Farms	Owner

* Denotes Executive Board Member

B. Stakeholder Organization Representatives: Executive Directors of Chambers of Commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)

Name	Organization	Position
Haven Gourneau	Post Secondary Ed.	President, Fort Peck Community College

C. Representatives At Large:

Name	Representing
*Mona Amundson	Native American Population – Turtle Mountain

* Denotes Executive Board Member

Calculations:

Type of Board Member	Number	Percent
1. Government Representatives	11	58%
2. Non-Government Representatives		
A. Private Sector (at least one)	6	37%
B. Stakeholder Organization	1	
3. Representatives At Large	1	5%

Total Board Membership: 19

GNDC CEDS Committee Members

The Comprehensive Economic Development Strategy Committee is a direct and complete overlap of the Board of Directors, with the addition of input provided by staff. Ten members of the CED Committee (or 53%) represent the private sector with 47% representing other economic development interests. The following detail provides additional information.

1. Private Sector Representatives (At least 51%)

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position
Peggy Nerud	Spring Creek Studio	Artist
Connie Eissinger	Eissinger Farms	Co-Owner
Gary Linder	Linder Farms	Co-Owner
Richard Kerstein	Kerstein Greenhouse	Co-Owner
Duane Kurokawa	Western Bank of Wolf Point	President
Teddy Robertson	Robertson Farms	Owner
Frank French	Hi-Line Sports	Co-Owner
Richard Rice	The Greeter	Owner
Doug Smith	Smith & Associates	Owner
Chris Dschaak	Swap Shop	Owner

2. Representatives of Other Economic Interests (No more than 49%)

Persons who provide additional representation of the main economic interest of the region. These may include, but are not limited to: public officials, community leaders, institutions of higher education, minority and labor groups, and private individuals.

Name	Company	Position
Robert Kompel	Local Government	Public Works
Garrett Big Leggins	Fort Peck Tribes	Councilman
Gary Macdonald	Local Government	County Commissioner
Michael Downs	Local Government	City Council
Mona Amundson	Montana Job Service	Retired
Gordon Oelkers	Local Government	Mayor
Bill Whitehead	Fort Peck Tribes	Planning Director
Carol Markuson	Town of Circle	Clerk
Haven Gourneau	FPCC	President

Type of CEDS Committee Member	Number	Percent
1. Private Sector Representatives (at least 51%)	10	53%
2. Representatives of Other Economic Interests	9	47%

Total CEDS Committee Members: 19