

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

Five-Year Plan



PREPARED BY:

Roosevelt-Custer Regional Council for Development

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Table of Contents

Planning Organization	1
Background	4
Analysis of Economic Development Problems and Opportunities.....	13
CEDS Goals and Objectives – Defining Regional Expectations	21
Community and Private Sector Participation	24
Strategic Plans, Projects, Programs and Activities	27
CEDS Plan of Action.....	38
Performance Measures	41
Disaster and Economic Recovery and Resiliency	43

Planning Organization

The Roosevelt-Custer Regional Council for Development (R-CRC) is a non-profit planning, development and technical assistance agency providing services to eight counties and 27 incorporated communities, as well as numerous development organizations, in southwestern North Dakota. The Regional Council has been designated by the federal Economic Development Administration (EDA) as an Economic Development District since 1981. R-CRC's Economic Development District is governed by a board of directors made up primarily of local officials from each county along with representation from the private sector, university and minority populations.

To meet the requirements for planning assistance from EDA, the R-CRC has developed a revised Comprehensive Economic Development Strategy (CEDS) in conformance with 13 CFR 303.7 and is submitting this document to EDA for their review and approval. In compliance with EDA regulations, a CEDS committee has been formed by the R-CRC board to guide the development and implementation of this strategic plan. The general public has been given notice of their opportunity to review and comment on the proposed CEDS for the district. As has been customary with the EDA planning program, a new or revised CEDS is to be submitted to EDA at least every five years unless changes in circumstances dictate an earlier submission. Further, after receiving EDA approval of this CEDS, an annual performance report will be submitted to EDA.

EDD BOARD MEMBERSHIP ROSTER

1. GOVERNMENT REPRESENTATIVES (64%)

Name	Government	Position
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Lynn Brackel	Bowman County	County Commissioner
Scott Ouradnick	Slope County	County Commissioner
Ron Friedt	Hettinger County	County Commissioner
Troy Mosbrucker	City of Mott	Mayor
Rob Pierce	City of Scranton	Mayor
Floyd Hurt	City of South Heart	Mayor
Robert Kleeman	Dunn County	County Commissioner
Mike Kasian	Billings County	County Commissioner
Brad Hofland	City of Reeder	Mayor
Pat Lorge	City of Amidon	Councilman
Chuck Christman	Adams County	County Commissioner
Rick Olson	City of Sentinel Butte	Mayor
David Quale	Golden Valley County	County Commissioner
Scott Lynch	City of Dunn Center	Mayor
Doug Ellison	City of Medora	Mayor
Pete Kuntz	Stark County	County Commissioner

2. NON-GOVERNMENT REPRESENTATIVES (46%)

Private Sector Representatives (32%)

Name	Company/Enterprise	Position
Paul Schmitz	Schmitz Farm	Owner/Operator
Casey Fredricks	Fredericks Farm	Owner/Operator
Cheryl Hoerauf	Evans CPA	Senior Accountant-appointed by
Casey Gjermundson	Gjermundson Ranch	Owner
Tony Kessel	Kessel Farm	Owner/Operator
Jerry Jeffers	Jeffers Ranch	Owner/Operator
Stuart Nielson	Nielson Farm	Owner/Operator
Shirley Dukart	Home & Land Dev. Co.	Owner/Operator
		Owner/Broker

Stakeholder Organization Representatives (4%)

Name	Organization	Position
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Toby Stroh	Dickinson State University	Dept. Head
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CALCULATIONS

	Number	Percent
1. Government Representatives	16	64%
2. Non-Government Representatives	9	36%
Private Sector	8	
Stakeholder Organization	1	
TOTAL BOARD MEMBERSHIP	25	100%

STRATEGY COMMITTEE

To meet the intent of the EDA planning program, the R-CRC has established an 11-member strategy committee to guide and advise the Council on the working elements of this local planning effort.

PRIVATE SECTOR REPRESENTATIVES (55%)

NAME	COMPANY	POSITION
Jerry Fisher	Reichert & Fisher CPAs	Owner – Partner
Fred Gengler	Docu-Pro Office Equip.	Owner
Don Hedger	Killdeer Mt. Manufacturing	Owner – President
Michael Miller	M. David Financials	Owner
Amiel Schaff	Baranko Construction	CFO
Ken Woodley	Woodley Construction	Owner

OTHER ECONOMIC INTEREST REPRESENTATIVES (45%)

NAME	AREA OF INTEREST	POSITION
Deb Walworth	Workforce Development	Director, Jobs Dev. Auth.
Floyd Hurt	Local Government	Mayor, City of South Heart
Larry Stang	Private individual	Retired businessman
Gaylon Baker	Economic Development	Stark Development Corp
Toby Stroh	Higher Education	Dickinson State University

CALCULATIONS

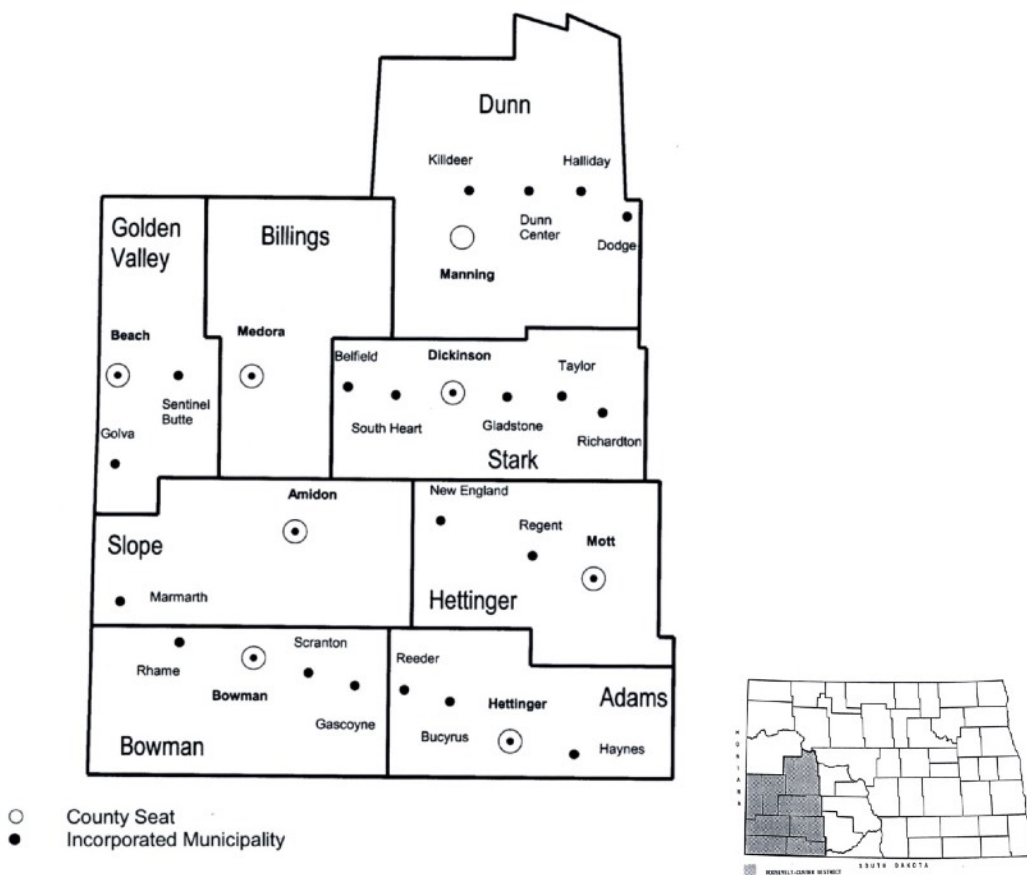
	Number	Percent
Private Sector Representatives	6	55%
Representatives of Other Economic Interests	5	45%
TOTAL CEDS MEMBERSHIP	11	100%

Background

GEOGRAPHY

Region VIII is located in southwestern North Dakota on a semi-arid plateau. The region is comprised of eight counties covering 9,878 square miles. Dickinson, Stark County, is the largest city and the regional trade center. The area is bounded on the west by Montana and on the south by South Dakota.

REGION VIII COUNTIES AND CITIES



ECONOMY

The region's economy, since statehood, has been based primarily on agriculture, both grain farming and ranching. The semi-arid country requires larger farm units than those originally homesteaded to be economically viable. Economies of scale together with technological advancements in machinery led to the decrease in the number of farms and population in the region. In 1930 there were 7,414 farms in the region with the

average size being 648 acres. By 2007 the number of farms had decreased to 3,477 and the average size increased to 2,024 acres.

Energy development also plays an important role in the region's economy, and while some might argue whether or not it has surpassed agriculture as the largest industry in our state, it is certainly a true statement for Region VIII which is located on the southern reaches of the oil shale deposits. In the 12 months that ended July 30, 2013 the value of the record amount of crude oil and natural gas produced in North Dakota totaled \$24.9 billion, while the total value of the state's crops and livestock hit a record \$12.1 billion in calendar year 2012. Although these numbers aren't easily comparable because of a myriad of mitigating factors there is no doubt that oil and gas exploration and production will be the dominant force affecting all aspects of the region's economy for many years to come. Oil production, which recently surpassed 900,000 barrels per day, is expected to surge to 1.6 million barrels per day by 2017.

A diesel refinery has been approved near Dickinson that could be in operation in late 2014. A joint project of MDU Resources Group and Calumet Specialty Products, this plant will use 20,000 barrels of Bakken crude to produce 7,000 barrels of diesel fuel per day for use in North Dakota.

The Belfield Natural Gas Plant, operated by Whiting Petroleum Corporation, became operational in 2011 and processes 100 MMCF per day.

The region also has major lignite coal deposits (low grade coal), although no mines are currently in operation. Bowman County was formerly the third largest producer of coal in North Dakota. Knife River Coal Company, a subsidiary of Montana-Dakota Utilities, operated a mine at Gascoyne, North Dakota before closing in 1995. A site near South Heart, North Dakota, was chosen by Great Northern Energy Development as the site for a \$2 billion coal gasification plant and a coal beneficiation plant, and the project is currently in the permitting process. This site is 20 miles from the Theodore Roosevelt National Park, an Environmental Protection Agency Class One area. It's estimated that the state has 25 billion tons of mineable lignite (an 800+ year supply at current usage rates).

Alternative energy development in the region is accelerating and wind energy and ethanol facilities top the list. A 200-megawatt wind farm with 13 turbines has been built in the Rhame area and plans for a \$300 million, up to 75 turbine project have recently been approved near Hettinger.

A 50-million gallon ethanol production facility was opened in Richardton, North Dakota, in November 2006. A 60-million gallon production facility was proposed for Gascoyne, North Dakota but was put on indefinite hold because of unfavorable economic and regulatory factors. These facilities not only provide employment in the region but also positively affect local agriculture by creating demand for corn production and by producing a mash by-product which is used for cattle feed.

Manufacturing is a major player in Dickinson and accounts for a large portion of the city's economy and workforce. The manufacturing facilities are basically home grown and consist of the following: TMI, a producer of commercial casework cabinetry; Baker Boy Products, a producer of frozen baked goods; Steffes, Inc., producing engineered electrical and metal goods; Fischer Industries which manufactures road construction equipment (Fischer Industries also has offices in Arizona, New Mexico, Colorado, and Nevada); and Solar Bee, which manufactures a sewage treatment product. All market their products on a national and international level.

Killdeer Mountain Manufacturing is the only regional manufacturing business, and produces electrical wiring components for aircraft construction. It has facilities in Killdeer, Hettinger, Halliday and Regent, and its largest production facility is located in Dickinson.

POPULATION

North Dakota's population has surged since 2005 reflecting a very robust economy as a result of oil and gas activity, strong agricultural markets and strong private sector growth. A population of 642,200 in 2000 has become 699,628 in 2012, making it the fastest growing state.

The population of the region decreased in seven of its eight counties from 2000 to 2010, but due to an 11% growth in Dickinson the region actually showed a 1% gain during that period. Due to the huge and productive shale oil deposits and hydraulic fracturing (or "fracking") technology which allows exploitation of the resource, projections show a significant increase in the near future. In 2000 the population was 38,365, but has rebounded to an estimate for 2012 of 42,271 and projected to be 48,518 by 2015 with up to 62,058 by 2025. Dickinson remains the regional hub for economic, educational and cultural activities and has experienced major growth and development. In 2010, its population was 17,787 which is expected to rise to over 28,500 in 2015 and to over 39,000 in 2020. North Dakota State University researchers have even suggested 64,000 by 2020 (which includes temporary workers).

While the rest of the nation is getting older North Dakota is getting younger and in Region VIII the number of people ages 25-44 is expected to double by 2025. The state now has the largest population of 20-24 year-olds among the 50 states – nearly 9.3%. The median age rose from 25.0 in 1950 to 46.6 in 2010 and then dropped to 36.1 in 2012 and, with the influx of younger workers for oil exploration and drilling, this trend is expected to continue.

There will be a significant increase in the older population, too. The number of people ages 65 and older is expected to grow by 48% in the region by 2025.

Temporary workers add another dimension to any discussion of population in the region. It's estimated that nearly 20,000 temporary workers have moved to North Dakota and

that number is expected to increase to 60,000 in the next few years. Almost all of these workers work in the oil patch, with a good portion of those living and working in Region VIII.

WORKFORCE DEVELOPMENT

Historically, agriculture and agriculture-related industry provided the greatest demand for labor in the region. That labor for the most part was unskilled. Though agriculture remains a source for jobs in the region, the increasing size of farms and the development of sophisticated farm equipment resulted in a decreased demand for farm labor. Because of this, the labor force in the region in 1982 consisted of 25,279 people, and by 2006 that number declined further to 21,397. The advent of oil and gas jobs, however, sent the region's labor force soaring to 32,785 by August 2013 and it is continuing to grow – resulting in an unemployment rate under 2% for the region. In September of 2013, there were 1,820 jobs open in the region, 1,576 of which were in Stark County, and the demand for labor, particularly skilled labor, is increasing significantly.

TRANSPORTATION

Passenger service by rail is not available in the region although commercial rail service is available and growing. Over 900,000 barrels of oil currently flow out of North Dakota per day and almost 70% of that is moved by rail. Experts predict that amount to increase to 1.6 million barrels per day and railroads are preparing to handle the larger load.

The area has excellent major highway arteries. I-94 is a four-lane divided highway that runs from east to west through the region. Although the road surface has been renovated east of Dickinson, much work needs to be done to the west of Dickinson. A bypass is in the works for Dickinson to accommodate truck traffic.

Highway 22 intersects with I-94 and runs north and south of Dickinson. It has had significant renovation and repairs north of Dickinson – becoming a four-lane highway in some parts. Work is soon to be completed north of Killdeer.

Highway 85 also intersects with I-94 and runs north and south through Belfield. It connects the region to the epicenter of the oil patch in Williston. Major portions of this highway will become 4-lane due to especially heavy traffic and unacceptably high accident rates.

Adequate county and state highways connect the smaller communities in the region.

The region has regularly scheduled bus transportation to the east and west along I-94 and the only cab service available is located in Dickinson.

The area has only one regional airport which provides passenger service on a daily basis, the Theodore Roosevelt Regional Airport in Dickinson. It has four round-trip flights daily provided by Great Lakes Airways to Williston and the regional hub of Denver, Colorado. United Airlines and Delta Airlines began service in June of 2013, with United offering two round-trip flights per day to Denver, Colorado and Delta offering two round-trip flights per day to Minneapolis, Minnesota. Because of the energy development in the region, boardings at the airport increase yearly.

Bowman Municipal Airport is relocating and will become a new and larger airport to support the state's economic boom. Groundbreaking in October of 2013 featured a longer runway for a wider variety of aircraft types and is expected to open in 2015. Killdeer is looking at reopening its Weydahl Field, which has been closed for two years.

RESOURCES

Land Land is the largest resource for the region. It supports not only farming, ranching and recreation on its surface but also contains many products of value below. The land is generally not encumbered by population (except possibly for Dickinson) so multiple-use scenarios are attainable.

Farming and Ranching Farming and ranching have been the driving forces through much of the region's history and continue to be a major component of land use. However, North Dakota's economic base was \$33.2 billion in 2011, and agriculture's share fell from 37% in 1990 to 23.5% in 2011, while petroleum (exploration, extraction and refining) grew from 7.2% to 15.9% during the same time period.

Oil and Gas The Williston Basin is a geological formation underlying the western half of North Dakota and portions of other nearby states and Canada and contains one of the largest oil reserves in the world, just over 7 billion barrels. Continental Resources, the largest producer and one of the region's most active and experienced explorers, had declared an estimate of 24 billion barrels recoverable from 577 billion barrels total and in fact has discussed raising that estimate to 32 billion barrels recoverable from 903 billion barrels in place pending increasingly positive productivity testing. That's at a 3.5% recovery rate. At a 5% recovery rate the amount of recoverable oil would be 45 billion barrels. Within the Williston Basin, the Bakken formation contains the largest part of those reserves and has garnered the most attention to date. Numerous other formations contain lesser but still substantial amounts of oil and gas and are beginning to invite interest, including the Three Forks/Sanish, Tyler, Spearfish, Red River and Lodgepole formations. In August, 2013 existing wells produced 911,242 barrels per day statewide, a new all-time high.

There are currently 9,322 wells producing with an additional 40,000 wells estimated to be developed. With 187 rigs in the area, that means about 20 more years of drilling with current technology that recovers only about 3-7% of the known reserves.

It's estimated that a typical Bakken well will have 45 years of productive life and will produce 615,000 barrels of oil. At the start of production, it will produce about 1,000 barrels of oil per day but that will decline steeply to 10% of that after four years. Wells can undergo one or two additional fracking efforts during their lifetimes to increase this flow.

A typical Bakken well over its lifetime (in today's dollars) will cost \$9 million to drill and complete and provide \$20 million in net profit. Operating expenses will total \$2 million and it will provide \$4 million in taxes, \$7 million in royalties and \$2 million in wages.

Then reclamation of the site will occur. Since 1981 more than 6,600 wells have been successfully reclaimed and more than 830 are currently going through the process. Eventually about 50,000 more will follow in addition to structures such as 10,000 miles of pipelines that will no longer be necessary.

Natural Gas "Wet gas" is found with oil. "Dry gas" is found with exploration and drilling procedures similar to drilling for oil and in the same areas. In August 2013, existing wells produced 1,000,305 MCF per day statewide, a new all-time high, which is enough to heat 10,000 homes for a year.

Lignite Coal Massive deposits of lignite coal exist in the region, and coal powers about 75% of the electricity used in North Dakota. The Knife River Strip Mine at Gascoyne opened in 1950 but with the passage of the Clean Air Act the operators determined it to be more feasible to get their coal supply elsewhere and it closed in 1995. The Husky Briquetting Plant mined coal and produced briquettes for 61 years near Dickinson but closed in 1990 citing increasing transportation costs.

Currently the state is working with coal industry companies under the Lignite Vision 21 Program to determine the feasibility of constructing and operating one or more 500-megawatt lignite-fueled power plants within the region. Two companies are trying to open a strip mine west of South Heart that will include a coal-to-hydrogen-to-electricity power plant and a coal beneficiation facility for dehydrating the coal and producing briquettes.

Geothermal Geothermal energy is a renewable, clean, reliable and flexible energy source that is "easy on the land." Heat from within the earth is recovered as steam or hot water to produce electricity. Hydraulic fracturing ("fracking") is used to enhance the heating of the water. With infrastructures already in place and the abundance of horizontally-drilled wells, especially those regarded as marginal or unproductive due to their overproduction of water, the resource seems poised for development. Although potentially viable, no large commercial development is currently being planned or implemented but research is continuing.

Smaller installations exist in the region to take advantage of the nearly constant temperature (50 to 60 degrees F) that occurs in the upper 10 feet of the earth's surface using heat pumps and ground loops. In Medora, the Rough Riders Hotel and the

Cowboy Hall of Fame both use geothermal systems. Home on the Range near Sentinel Butte, Slope Electric Cooperative in Bowman, and the Public Library and Theodore Roosevelt Regional Airport in Dickinson also are similarly equipped.

The Petroleum Research, Education and Entrepreneurship Center (PREEC) and the Geothermal Technologies Program at the University of North Dakota are currently studying geothermal applications in North Dakota.

Wind Wind is a fact of life in North Dakota, which is one of six states producing more than 5% of its electricity from wind. The current installed capacity in the state is 1.6 gigawatts with an estimated potential of 6 gigawatts. A wind farm is in operation near Rhame, and another has been approved near Hettinger.

Uranium, Molybdenum and Germanium These elements are found within shallow coal seams in the state, mainly in several counties in Region VIII. Although there were previous efforts to mine uranium, these ended in 1967. Renewed interest in the mid-1970s was effectively halted with the accident at the Three Mile Island nuclear plant in 1979. No new development is currently being investigated due to a multitude of factors.

Ethanol North Dakota's four ethanol plants have an annual production capacity of nearly 400 million gallons per year – a more than tenfold increase since 2005. The state's ethanol industry generates more than \$650 million in economic activity each year and directly employs almost 200 workers across the state with an average annual wage of \$64,000. Approximately 140 million bushels of corn are used annually, with more than 80 percent of the corn purchased from North Dakota farmers. Richardton's ethanol plant employs 42 workers and has a capacity of 50 million gallons per year.

ENVIRONMENT

Region VIII is located in the southwestern corner of North Dakota, consisting of eight counties with 28 cities, one of which is unincorporated. It spans 9,878 square miles and is sparsely populated. The cities range in population from over 26,000 for Dickinson to several under 50. Approximately 10% of the region's surface is held by the U.S. government, including the south unit of the Theodore Roosevelt National Park and a sizeable portion of the Little Missouri National Grasslands. A portion of the Fort Berthold Indian Reservation and the U.S. Corps of Engineers land holdings in the area of Lake Sakakawea occupy another 2.5% of the total land area of the region.

Lake Ilo in Dunn County is a National Wildlife Refuge. Patterson Lake in Stark County is a Bureau of Reclamation project for recreation and water supply as is Bowman-Haley Dam in Bowman County, though purposed for recreation and wildlife. Parts of Lake Sakakawea are located in and border Dunn County and include an Army Corps of Engineers hydroelectric and recreation project. There are no designated or proposed wilderness areas located in the region and no endangered or threatened species have

been identified. The Little Missouri is the only designated wild and scenic river in North Dakota.

There are no “prime/unique agricultural lands” designated by the USDA under the Farmland Protection Policy Act, nor are there any Superfund, Comprehensive Environmental Response, Compensation and Liability Act, leaking underground storage tanks or brownfield sites in the region.

While there are no hazardous chemical and /or pesticide manufacturers in the region, there are many businesses that use and store hazardous chemicals including pesticides. Farmers and ranchers fit this description, as do farm supply, dry cleaners, lumberyards and others too numerous to mention.

There are no sole source aquifers or wellhead protection areas for drinking water in the region, nor are there any Nonattainment Areas for criteria pollutants.

The cities of Belfield, Bowman, Dunn Center, Beach, Haynes, Halliday, Mott, Medora and Marmarth have identified 100-year floodplains within their city limits and certain adjacent areas. As a matter of standard procedure each development project is evaluated for its proximity to a flood plain and all mitigating factors, including functional dependency, will be considered on a case-by-case basis.

As a matter of standard procedure each development project is evaluated for its proximity to archeological, historic, prehistoric, or cultural resource sites and all mitigating factors will be considered on a case-by-case basis.

Region VIII is not in a designated Coastal Zone area.

Please refer to the section entitled “Analysis of Economic Development Problems and Opportunities” for a discussion of all general constraints, obvious or not, to economic development such as lack of public utilities or other infrastructure. Specifically, as a matter of standard procedure each development project is evaluated for all mitigating factors and will consider them on a case-by-case basis, including current and potential public controversies and environmental justice issues that may hinder development in the region. Minority and low-income populations are especially targeted for inclusion in all projects.

OTHER PERTINENT INFORMATION

Climate The region experiences all four seasons with wide variations in temperatures from day-to-day and month-to-month. Summers are usually pleasant, although temperatures above 90° may occur from 20-30 days per year. Winters are generally cold, with temperatures reaching 0° or below an average of 45-50 days per year. The frost-free period ranges from 115 to 135 days per year with the last spring freeze on about May 20 and the first fall freeze about September 20. Wind is generally always a

factor. Precipitation averages from 14-16 inches including an average snowfall of 32 inches. Air quality in the region is excellent.

Schools, including Dickinson State University School enrollment is expected to increase along with the population, with the kindergarten and elementary grades being the most affected. In Dickinson, for example, the current enrollment is 2,808 and under two scenarios will increase by 20-22% while a more liberal scenario indicates an 87.4% increase.

The Dickinson School District has already built Prairie Rose Elementary School, which opened for this school year, and is currently considering the purchase of land to build another elementary school. Five new elementary teachers will be hired next fall.

Dickinson State University is the only institution of higher learning in the region. In recent years it has lost enrollment primarily for reasons attributable to certain management problems and competition for students with the oil patch.

Traffic Traffic has increased substantially (by 53%) for residents of the western part of the state accustomed to a rural lifestyle, especially in the number of big trucks. Although only about 8% of the oil in North Dakota is moved by truck, this is a misleading statistic. For every single oil well drilled in the Bakken, it takes approximately 2,300 truckloads to bring it into production before transportation of the oil begins.

A bypass for Dickinson is scheduled to be bid in 2014, while a bypass for Killdeer is still in the early planning stages. Many improvements and repairs have been made to Highways 22 (Dickinson) and 85 (Belfield) and more still are needed. Projects such as these will have long-term benefits, but further restrict traffic until completion.

Housing Housing in the region is in short supply, and as a result home prices and rents have risen significantly. Projections for 2025 show a need for an additional 3000 units, especially in Dickinson. These projections may be conservative. Rents for a one-bedroom apartment can cost up to \$1,700 per month, while the average sale price for a single family home is just under \$252,000.

Infrastructure With the new growth comes a pressing need for new and upgraded infrastructure. Roads, water and sewer are being built and repaired at an unprecedented pace throughout the region. Railroads and pipelines needed by the oil and gas industry face more intense scrutiny.

Emergency Services Emergency services are strained, in some cases extremely so.

Crime Although the perception of a “wild west” flavor to the region may exist, the reality is that non-violent crime is pretty much the same per capita as it was before. The difference is that there are more people, which equates to more instances of criminal acts. Statewide, especially in the northwest (outside Region VIII), violent crimes such as aggravated assault are on the increase, as is gang-related and organized crime.

Despite that spike, North Dakota still manages to maintain one of the lowest crime rates in the United States.

Analysis of Economic Development Problems and Opportunities

This section incorporates an in-depth analysis of economic development problems and opportunities identified by the resources listed in the ***Strategic Projects, Programs and Activities*** section, which includes strategic plans, from other private- and government-sponsored or supported plans. Inclusion of these sources is intended to demonstrate and ensure consistency with applicable federal, state and local strategies, including workforce considerations. While it identifies certain past and present economic development investments in the region, it focuses on the future. The term “economic cluster” has no usage and thus no meaning in the region so it is not discussed as a discrete item; however, throughout this document it may be inferred by context.

HOUSING The region is in a boom at present, fueled by oil and gas. Developers and builders are clamoring to build single- and multi-family houses, apartment buildings, motels and crew camps. The problem is how to determine how many to build of which type to adjust to a changing marketplace, where to locate them and most crucially **WHEN TO STOP!** Community and regional leaders must develop a mechanism to identify the stages of the boom as it relates to housing, to take care of long-term residents (especially those who are elderly, disabled and/or are on limited and/or fixed income), to try to maintain price stability, and finally to resist the demands of those too late to the party who want it to continue. The net worth of most people is comprised mainly of the equity in their homes and it is imperative for those in authority to help these people who are primarily long-term residents to protect their home values. The opportunities exist to create neighborhoods and retail and industrial areas where cities and counties want them, thus providing for a sustainable future.

Based on demographic data and knowledge of the boom cycle, it's readily apparent that the greatest housing need at present is for small family and single people. Some larger homes and apartments will be bought or rented by groups of individuals, of course, but this won't be a large portion of the housing need due to factors such as workforce turnover, the “get along with each other” factor and movement of rigs. Additionally, more permanent employees such as office workers and executive staff will require such housing but again the need is less substantial. The influx of young people and the drilling and exploration stage of the oil and gas development support this argument. At present, companies are even using hotel rooms under long-term leases or actually purchasing homes to house their workforce, and man camps and trailer parks are a

necessity. With over 40,000 wells yet to be drilled at a rate of approximately 2,000 per year, there may still be a need for more smaller units.

This will change as the region transitions to the production stage. The drillers will move with the work and production workers will be expected to be fewer and older with families. Larger homes and apartments will then become the focus. The small homes and apartments can be somewhat filled by a possible expansion of enrollment for Dickinson State University, by retirees moving off the farms and ranches, by workers in a more diversified economy and also by empty-nesters wishing to downsize. The problem exists in determining how much capacity is ultimately sustainable in the long term to prevent significant vacancies in the small unit inventory in the future. Temporary needs over that capacity can be met by man camps and trailer parks which can be much more easily dismantled when the time comes. Motels can also continue to be utilized.

And of course the production stage will ultimately end. If the average lifetime of a Bakken well is 45 years as suggested, this is a long time off. Reclamation of sites will be occurring but this work will probably be seasonal and local, meaning that the workforce for this phase will decrease and more be more transitory again. The need for a diversified economy and its attendant jobs will provide the focus for this stage and is imperative to maintain the gains made during the boom. New industries and companies will need to be attracted to the area and a concerted planning and marketing effort in this regard needs to be implemented, probably prior to this stage.

A discussion of housing in the region would be incomplete without considering home prices and rents which have reached historic highs due to tremendous demand. As stated previously, rents for a one-bedroom apartment can cost up to \$1,700 per month, while the average sale price for a single family home is just under \$252,000. Cost of construction is also a factor that influences these numbers, as construction workers must be paid more to compete with oilfield jobs and materials are in high demand so they can command higher prices.

INFRASTRUCTURE All projects must be assured of certain items of infrastructure before they can begin development. The problem exists in that communities have infrastructure that in many cases is inadequate or outdated or in need of significant repair for development projects that may be desired. The opportunity in a boom situation such as this is that not only can a community decide its own future through infrastructure planning to accommodate these desired projects, it can also provide for upgrades/repairs/replacement of its existing infrastructure at the same time. The downside is that the window of opportunity for projects desired by developers is short in many cases, and if they can't be accommodated quickly their projects may be shifted elsewhere. It should be noted that lack of adequate infrastructure has had the somewhat redemptive effect of providing a brake on unlimited development, which may help to give some "breathing room" to overwhelmed city and county leaders.

Constructed 60 years ago to handle small grain and ranching agricultural traffic, North Dakota's roads and highways were simply not designed to service the heavy and frequent loads associated with present-day oil development. The opportunity exists for all existing roads and highways to be upgraded and that is happening as funding will allow. Road construction and repair is ubiquitous and considerable currently but it contributes to traffic problems and is hampered by the seasons. Traffic problems may also be mitigated by new investment in pipelines and rail which will help to remove trucks from the roads. Safety is of course a major concern.

Roads within city limits are in various conditions throughout the region, and while there is money available through any source there should be a concerted effort to help find these sources and fund these types of projects while the opportunity exists.

It's 157 miles from the Montana border to Bismarck. In those miles there are only two north-south highways traversing oil country, namely ND 22 (which intersects I-94 at Dickinson) and US 85 (which intersects I-94 at Belfield). These two highways have had a huge increase in traffic because of oil activity, and the resultant mix of passenger vehicles and heavy trucks, plus the speed differentials, make the traffic situation even more difficult and dangerous. Compounding the problem is the construction currently taking place to widen and strengthen these roads, which of course will eventually end, but alternate routes should also be seriously considered. The main obstacle for such alternate routes is Lake Sakakawea.

The Fort Berthold reservation is split by Lake Sakakawea, and the only practical route for tribal members on the south shore to access health care and tribal facilities at New Town is via ND 22. Other traffic between Dickinson and the Parshall /Stanley area must also follow the same route. In 1930 the State of North Dakota and the Fort Berthold reservation recognized the need for a bridge across the Missouri River at the town of Elbowoods, which was the Fort Berthold agency headquarters from 1893 to 1953. The bridge was completed in 1934, and was closed in February of 1953 as Lake Sakakawea inundated the town of Elbowoods. The bridge was then moved to Sanish and served for several decades. If there was sufficient traffic in 1935 to justify a bridge at Elbowoods, there is certainly justification for a means of crossing now.

The opportunity exists to provide a bridge or car ferry northward from the Twin Buttes area. While a bridge would be usable all year long, a ferry may be a viable and cost-effective solution for nine to ten months per year and have the added benefit of separating car traffic from the trucks.

WORKFORCE Non-oil employee pay and benefits can't compete with pay and benefits in the oil patch. Accordingly, there are many employees with skills, abilities and experience that "desert" companies for greener pastures. Even those with no skills other than a willingness to work can command relatively high wages.

Those who "remain behind" are fewer than needed and indeed do earn more than their counterparts in other areas of the country. Especially because of the price of housing

and higher prices for staples and services needed to support an individual or a family, even these elevated wages are not enough. Many people who don't work with oil and gas need to work overtime or a second job, and generally both spouses must work. This also creates an urgent need for affordable day care, and the need is great.

The industry standard for licensed child care is to meet 50% of the demand, assuming that the remaining 50% will utilize family or another informal child care arrangement. According to data compiled by Child Care Resource & Referral (a program of Lutheran Social Services) 10 new centers, with room for 100 children each, need to be added in the oil and gas producing counties by 2015 to bring the licensed child care capacity up to just 25% of the region's demand. Further, while adequate facilities for child care are an important factor, the key issue is staffing. The competitive atmosphere for workers here has boosted pay to double the typical hourly wage, making operating costs unsustainable and pushing annual child care costs up to \$14,000 per child. There is a bill addressing state support of \$13 million over the next two years to stabilize child care costs in the state, \$7 million of which is slated for the oil and gas counties – but passage is uncertain.

If that wasn't enough, these workers that are making wages higher than their peers in other parts of the country are not considered low or very low income, and do not qualify for any beneficial treatment. It can be argued that in this booming area the levels for qualifying for aid need to be raised due to the much higher costs of living here.

Employers also feel the impact of this dynamic. They have raised wages, offered benefits and even sign-on bonuses to try to attract workers. The disparity between pay and benefits for oil workers and these workers is still great which leads to both not enough workers to fill existing jobs and a very high turnover rate. Housing affordability is a major factor affecting these employees, and thus their employers.

CONTRACTORS AND AVAILABILITY There is a shortage of and thus an urgent need for contractors of all types in the region. Work is plentiful and should be available for a long time. Contractors, too, are attracted to the higher pay and continuous work offered by the oil companies and it can be extremely difficult for homeowners to obtain their services, especially in a timely manner.

SCHOOLS It's important to recognize that most enrollment estimates do not include potential students from the "temporary" workforce, which comprises about 60% of current petroleum sector employment. While many of these workers do not yet have families or choose not to bring their families to the region it is extremely difficult to get a handle on how many from this group will bring children that will attend in any particular school year. The problem is acute primarily in the lower elementary grades. As discussed earlier, the number of temporary workers is expected to increase from 20,000 to 60,000 in the next few years so this problem will only increase uncertainty in enrollment for the period of this report. This will become less of a problem as the region moves from the drilling/exploration stage to the production stage in the oil patch.

OIL AND GAS The problems and opportunities with oil and gas are numerous, and affect every aspect of life in North Dakota, especially the west. From the information presented previously it's evident that oil production in North Dakota is here to stay for a long, long time. New technology yet to be discovered will undoubtedly extend this timeframe, as will discovery and exploitation of new formations. The only cautions to these projections involve potential bans on fracking, discovery of alternate fuels that cause less of a negative effect on global warming and/or are cheaper to produce, and excessive regulation and taxation that would invite oil companies to move to other locales, which are plentiful. Oil prices here are already discounted due to many factors.

Natural gas is a wildcard in the area/region. It is so plentiful that prices garnered from its production, especially in comparison to oil, make it much less attractive to develop – so much so that in August 2013 29% was being flared (the national average is 1%). Flaring is done to reduce pollutants in the atmosphere versus venting raw gas and innovative burners have been developed to further reduce pollution. The North Dakota Petroleum Council formed a Flaring Task Force in October 2013 with 35 companies actively participating to address this problem, and as further impetus, ten class-action lawsuits were filed in October 2013 seeking millions of dollars in damages for lost royalty payments to mineral owners. Another reason cited for the flaring is that production has outpaced the ability to build the needed infrastructure. The industry has already invested more than \$6 billion in pipelines, processing plants and other infrastructure and in 2014-2015 additional investments of \$775-875 million will be made, including more than 1,000 additional miles of gas-gathering pipelines.

Natural gas may eventually provide an alternative source of vehicle and generator fuel. Savings for the diesel fuel (about 70%) on one rig alone are conservatively estimated at \$1 million with conversion to natural gas fuel, while also reducing the truck traffic to bring diesel on-site. Natural gas may also be used to supplement coal as a generator of electricity to such an extent that electricity may be a viable export for the region. Significant reserves elsewhere in the U.S. and limited profitability in and difficulty of transporting natural gas may mandate its use on-site and/or within the region, making this option more attractive. More processing plants will be required to either use natural gas locally or to export it, although some proposed alternatives can utilize raw gas. Pipelines are the preferred method of collection and transportation but obtaining easements from unwilling landowners is difficult at times.

Bowman County will soon experience more of the boom as Texas-based Denbury Resources, Inc. will be drilling approximately 100 new wells in the area. Denbury is also in the business of enhanced recovery in existing wells using carbon dioxide injection, a new technology that has the potential to increase production significantly.

ELECTRICITY Region VIII, with its small population, large land area and significant resources has the potential to generate a huge amount of electricity for export. Insufficient gas pipeline capacity and low prices result in the flaring of about 30% of natural gas, providing impetus for a “use it locally” mindset. This could foster an opportunity to become a research hotbed and initiator of the “smartgrid” which will allow

produced electricity to efficiently flow to areas of need throughout the nation. Construction of more electrical power plants which would make use of huge long-term supplies of lignite coal and natural gas could be used in this effort (with the added benefit of much shorter shipping requirements), followed by continued investment in wind and geothermal plants and possibly solar, although no solar projects are in the works. Even nuclear potential exists as the region has deposits of uranium, and with new and safer technology could contribute significantly. With the current and possibly increasing sentiment against the use of oil because of its contribution to global warming, such development would “cover all the bases” and provide a sustainable and substantial new industry in the state and region, and with the jobs associated with such an effort could protect against future out-migration, which had been a significant problem in the past. This approach is also attractive because of its primary sector, value-added nature.

CLEAN COAL In a December 2012 report, the International Energy Agency said that in 2017, coal will come “close to surpassing oil as the world’s top energy source”, burning about 1.2 billion tons by year by then. With the perception of coal as a dirty fuel which harms the environment, the question of “Why?” is answered by “Clean Coal.” Systems must be added on top of older systems to make them clean, but new technologies scrap the old facilities to start with an entirely new thermodynamic cycle called the “Allam Cycle.” If feasible, the impact on North Dakota could be massive. According to the NDSU Agricultural Economics Department, the lignite industry directly employs 4,097 people and indirectly provides 3 jobs for each of those, resulting in 16,388 total jobs. With 835 years of lignite supply in the state, the opportunity provided by this industry should not be easily dismissed.

ETHANOL Ethanol is under scrutiny for several reasons. Although it is touted as an alternative fuel, corn is the preferred feedstock and evidence is mounting that the energy gained from use of corn is little different from the energy needed to produce it. It’s also claimed that with high corn prices it’s more advantageous for farmers to grow corn on land that is marginal or is currently in CRP for hunting, for example – which requires fertilization and irrigation for the former and denies opportunities for the latter. Other feedstocks are currently under development and the opportunity exists for North Dakota to be a leader in research and development of same.

WATER Between 6 to 9 billion gallons of fresh water are necessary for the oil and gas industry annually, and more will be needed to service the huge increase in drilled wells and the people moving into the region and their business and residential activities. That water is brought in by truck, and the resultant “produced” water is trucked out – as much as 12 billion gallons annually – which is then currently injected into disposal wells. This represents a significant amount of water in an area that is water-challenged and a huge amount of truck traffic.

Most of this water comes from the Missouri River system – primarily Lake Sakakawea. A much less reliable resource is excess water dotting some portions of North Dakota’s landscape. Water has been relatively plentiful due to flooding in 2011 and 2013, but drought years are possible in the future when water demands will be increasing. It’s well maintenance that will ultimately increase water demand for the industry, as

projections for 2,000 new wells per year should remain stable while the number of wells (which will need continuous maintenance) will increase from just over 9,000 to 50,000.

While removing truck traffic is desirable, storing millions of gallons of salty produced water (up to 20 times more salt than seawater) is an even bigger concern. A saltwater release could be environmentally catastrophic.

The opportunity is to find a cheap and reliable way to recycle some or all of this water. It currently costs a company 60-80 cents per barrel of fresh water, plus transportation costs to the well site. Drilling more than one well on a pad and recycling the water is thus a serious consideration for the oil companies and it has the added benefit of reducing truck traffic and reducing or eliminating storage requirements.

EMERGENCY SERVICES Fire and ambulance services in the region are in many cases operated primarily by volunteers. Anecdotally, it used to be fairly easy for these people to get to a fire station or ambulance and perform their duties. However, population increases causing a larger coverage area and traffic restrictions due to construction and increased traffic impact their abilities in this regard. Also, the oil patch has siphoned off employees from many previously-existing companies leaving them with a smaller and less experienced workforce, meaning that there are not as many other employees to fill in if some leave their job for volunteer activities. The state has enacted stringent state training requirements which take time to complete, which also takes work time away from employers.

RECREATIONAL, ENTERTAINMENT AND CULTURAL FACILITIES AND AMENITIES

The region is experiencing unprecedented growth due to the oil patch. This has led to a large increase in population in many areas and more are coming in the next 5 years. A major focus of planning efforts in the future will be how to retain this population in the area to support new housing and businesses that have developed along with the boom. Many current residents remember the 1980s when the oil boom became a bust and housing values plummeted, businesses closed and out-migration was rampant.

Although the region is expected to retain a much larger population for an extended period, eventually the oil and gas effort will end and its footprint will be reclaimed. New industries and jobs will be needed to replace those lost. But to enhance the “quality of life” certain amenities will be expected. Enhanced opportunities for recreation, entertainment and cultural pursuits will go a long way to entice people to stay. For example, Dickinson is currently upgrading their recreation center and is considering an events center and multipurpose arena and Killdeer has the High Plains Culture Center under construction. Beach is currently building a hiking and biking trail. Much more such development is necessary.

DIVERSIFICATION While oil, gas and agriculture currently hold sway, another consideration, especially for retention of population and quality of life, is the need to diversify the economy of the region. There is a “crowding out” effect that works against diversification in a boom economy that must be recognized and neutralized. Both retail

and industrial businesses need to be recruited to the area where voids exist, and Dickinson State University can be instrumental in that objective. Creating an atmosphere of learning and entrepreneurship will lead to active engaged communities.

TOURISM AND OUTDOOR ACTIVITIES The City of Medora has undergone much renovation recently and is a prime tourist attraction with the Cowboy Hall of Fame and the Medora musical, as well as the entrance to Theodore Roosevelt National Park (south unit). Bully Pulpit golf course is nestled in the badlands just south of Medora, and is a scenic delight that has won numerous national honors. Bowman, Dickinson and Killdeer also have good, challenging courses. City and county-sponsored events are numerous with a variety of themes, and hunting and fishing attracts many participants, both resident and nonresident. Visitors may travel 32 miles along the Enchanted Highway from Gladstone to Regent featuring a collection of the world's largest scrap metal sculptures. Killdeer is home to North Dakota's oldest PRCA rodeo and has many historic attractions, and Dickinson is home to the Dakota Dinosaur Museum.

HEALTH CARE Dickinson is building a new St. Joseph's Hospital along with a new clinic for Sanford Health. Both are significantly larger than the current structures and will offer many more services. Hettinger and Bowman have established hospitals, and some of the small towns have "outreach clinics" which doctors will visit on specific days.

CEDS Goals and Objectives – Defining Regional Expectations

Roosevelt-Custer Regional Council for Development is a non-profit organization that is primarily an advisory body and information provider to Region VIII in North Dakota. The Council does not have a controlling influence or authority in any project that may be initiated. Political subdivisions and private enterprise within the region are responsible for the planning and implementation of all projects, which may or may not be undertaken with the Council's assistance.

This Comprehensive Economic Development Strategy (CEDs) is the Council's attempt to gather all pertinent information from many sources in one document that reflects the goals and objectives of governmental subdivisions and private enterprise throughout the region. Accordingly, the Council will monitor the following goals and objectives only. Any progress toward actually achieving them largely lies outside the Council's responsibilities. Please refer to the ***CEDS Plan of Action*** section for projects and activities for which the Council is directly responsible.

The timetable for all goals is immediate and continuous for the long term. The organizations responsible for achieving or assisting them include governmental units at all levels, City and County organizations such as Chambers of Commerce, Local Development Corporations, the Southwest Developers, Dickinson State University, Roosevelt-Custer Regional Council, Community Art Associations, lending institutions, builders and developers, social services agencies, medical facilities, private businesses and local residents.

Goal: to attract families to the region and retain them

- objective: provide affordable housing
- objective: provide competitive wages and benefits
- objective: provide "quality of life" amenities
- objective: provide exceptional and affordable childcare

Goal: to accommodate oil and gas activities for the long term

- objective: provide permanent and temporary housing
- objective: provide a skilled and reliable workforce
- objective: provide roads, water, disposal wells, etc.
- objective: provide services (airport, repair & sales, supplies, etc)
- objective: encourage consistency through appropriate regulations

Goal: to assist existing businesses in attracting and retaining their workers

- objective: provide affordable housing
- objective: provide incentives to choose work other than oil

Goal: provide for business diversification and entrepreneurship

- objective: attract new and diverse businesses
- objective: help existing businesses expand
- objective: help start-ups
- objective: provide low-interest gap loans
- objective: recruit a skilled and reliable workforce

Goal: take care of existing residents

- objective: stabilize home values and local taxes
- objective: provide assistance for low-income, disabled, elderly
- objective: provide essential services (plumbing, electrical, etc.) on timely basis
- objective: reduce displacement in housing; keep existing residents in their homes

Goal: mitigate increased traffic

- objective: reduce and/or redirect truck traffic
- objective: enlarge and enhance roadways where necessary
- objective: provided alternate routes where necessary and appropriate

Goal: Promote city and county improvements

- objective: participate in renaissance zones and redevelopment
- objective: participate in aesthetic improvements
- objective: help in locating funding sources
- objective: repair, replace, expand or install infrastructure
- objective: provide exceptional emergency services
- objective: provide state-of-the-art health services

Goal: Encourage value-added production of energy resources

- objective: promote building oil and gas refineries in the region
- objective: promote the building of electrical generating facilities to use locally-produced fuel

Goal: Promote sustainable use of available water resources

objective: promote infrastructure for new developments

objective: repair or replace existing infrastructure as necessary

objective: promote research in and implementation of recycling opportunities

objective: encourage appropriate water conservation measures

Community and Private Sector Participation

The Roosevelt-Custer Regional Council participates together with a number of agencies, groups, and governmental entities on a regular basis in order to pursue consistent economic development policies and activities for the region. This policy was followed in the development of this CEDS plan. The policy will continue to be applied in the implementation of the goals and objectives delineated above.

The entities consulted in the CEDS development process were:

- The CEDS Committee which met to review the background information submitted as part of this report and to assist in the formulation of the goals and objectives outlined.
- The Roosevelt-Custer Board of Directors which offered input regarding the needs of the region as well as prioritizing the same. A majority of the board consists of representatives from each county commission and municipal governing body located within the region.
- Region VIII Economic Development Professionals' Network, aka the Southwest Developers. This organization was invited to comment on the issues facing the region.
- Southwest REAP Board (Rural Economic Area Partnership) is consulted on a continuous basis regarding development issues within the Region.
- Manufacturers Roundtable, an association of area manufacturers. This group is comprised of companies that are engaged in primary sector manufacturing, processing, and related work. The group meets on a bi-monthly basis and deals with technological, personnel and purchasing issues.

Implementation of the CEDS plan requires the cooperation of many groups and organizations, both from the public and private sectors. The involvement of the above listed organizations is essential to facilitate a successful application of the CEDS. In addition to those organizations, it is anticipated that the following partners will also contribute:

- Dickinson State University Strom Center is an active partner in the region's entrepreneurial ecosystem, housing the regional office for the Small Business Development Center. It is a designated North Dakota Entrepreneurial Center providing access to resources such as the InnovateND, tech-based

Entrepreneurship Grant programs and statewide entrepreneurial partners such as NSDU's Research and Technology Park, UND's Center for Innovation and the Idea Center in Bismarck. The Center is the host for the *Western North Dakota Energy Project*, is a hub for delivering training and professional development opportunities to the region's entrepreneurs and it provides support to the region's economic and community development efforts.

- Bowman County Development Corporation, Adams County Development Corporation, Stark Development Corporation, Hettinger County Jobs Development Authority(JDA), Prairie West Development, and Dunn County JDA. Each of these entities is actively involved with development issues in the various counties in the region.
- USDA–Rural Development: Roosevelt-Custer Regional Council partners on a regular basis with USDA Rural Development on an overall package for business startups and expansions. R-CRC has developed a strong working relationship with Rural Development. Rural development staff not only provides funding for projects, but routinely work as team members on local projects.
- ND Division of Community Services: DCS is a state agency that receives, disburses and administers Community Development Block Grant Funds awarded each year by the federal government. R-CRC is directed by the ND governor to make credit decisions for all economic development loan applications within the region. DCS reviews projects for compliance with federal regulations and makes the actual award to a recipient. R-CRC prepares an annual CDBG Program Distribution Statement in cooperation with DCS that details the procedures for receiving and reviewing applications, making the credit decision, and disbursing the funds.
- North Dakota Development Fund: NDDF is a state-initiated risk pool used for leveraging private capital for selected primary sector projects. R-CRC staff submits regional projects to NDDF for financing as part of an overall package. NDDF also provides the local match for several of R-CRC's loan pools.
- Small Business Development Center: SBDC is a state initiative designed to assist entrepreneurs and business startups with business and financial planning and to assist with identifications of available financing for startups and business expansions. The SBDC resources also connect local small businesses to specialists in federal procurement, art and international trade for technical assistance. It's located at Dickinson State University's Strom Center.
- Agricultural Products Utilization Commission: A state-operated funding program for agricultural product development and marketing.
- Roosevelt-Custer Regional Council: A planning, development, and technical assistance agency providing service to its eight member counties and twenty-

seven member cities as well as individuals within its boundaries. R-CRC is governed by a board made up primarily of representatives from each county, including a county commissioner, soil conservation supervisor, and one mayor from each county. R-CRC is engaged in providing services to its cities and counties through its economic and community development activities, which includes housing and infrastructure projects. Other functions of the organization are dictated by issues of the moment that require action to alleviate distress. R-CRC serves as the administrator for the EDA Economic Development District (EDD) for southwestern North Dakota.

Strategic Plans, Projects, Programs and Activities

This section identifies plans, projects, programs and activities within the region that are incorporated into the CEDS as overarching themes for economic development success. As stated before, the Council does not have a controlling influence or authority in any of these products and their inclusion is intended to show current, past and future efforts throughout the region regardless of responsible entity or funding source. Both public and private entities within the region are responsible for the usage or planning and implementation of these plans, projects, programs and activities which may or may not be undertaken with the Council's assistance. Accordingly, the Council will monitor them only. Where applicable, job retention and creation data is provided in these plans, projects, programs and activities.

STRATEGIC PLANS

The list of strategic plans below is intended to demonstrate consistency of the CEDS with other government-sponsored or supported plans. Material from these strategic plans has been incorporated into this CEDS.

Dickinson 2035: Roadmap to the Future - 2012

The City of Dickinson has experienced substantial development from the expanding energy industry and steady growth in agriculture and manufacturing. These factors have dramatically influenced the community and generated positive economic impacts. Recent residential and commercial development has strengthened the city's tax base and increased job opportunities, creating an overall sense of community optimism.

Dickinson has experienced growing pains including increased traffic, availability of affordable housing and altered sense of place. Dickinson 2035: Roadmap to the Future addresses current issues and establishes a vision, goals, strategies and policies to promote a sustainable future for the City of Dickinson.

Killdeer Land Use and Growth Management Plan - 2011

Killdeer, North Dakota is a city in transition. Over the past five years, a major upsurge in the oil industry has had indirect and direct effects on the City of Killdeer and the surrounding area. Killdeer is now in the midst of the drilling activity and community leaders have chosen to step up the city's ability to manage its growth. The community has made a decision to take action in the form of a land use plan and infrastructure analysis to ensure that growth resulting from the oil industry has a positive impact on the community's future.

Bowman County Leadership Plan - 2009

The purpose of the Bowman County Leadership Planning Retreat was to bring Bowman County leaders together to collaborate and plan for the future of Bowman County. The Bowman County Development Corporation coordinated the leadership retreat with the Strom Center for Entrepreneurship and Innovation in Dickinson.

North Dakota Strategic Highway Safety Plan (SHSP) - 2010

The SHSP is a data-driven, four to five year comprehensive plan that integrates the 4Es – engineering, education, enforcement and emergency medical services (EMS). The purpose of a data-driven process is to direct resources where they are most needed and have the greatest potential for impact. This plan identifies key safety issues within the state of North Dakota, strategies/countermeasures to address these issues, and suggested action plans for critical strategies. The goal of the plan is to coordinate efforts statewide to save lives and reduce injuries occurring on roadways within the state.

Statewide Transportation Improvement Program 2014-2017

The STIP is a four-year approved program of projects for fiscal years 2014, 2015, 2016 and 2017. The financial budget for these projects is financially constrained based on the projected federal funding levels provided by the “Moving Ahead for Progress in the 21st Century” (MAP-21) Act. The federal apportionment is estimated at \$244 million for 2014.

North Dakota State Water Commission Strategic Plan 2013-2015

The primary purpose of the 2013-2015 Strategic Plan is to clearly document agency direction and expectations through the strategic planning timeframe. Through the planning process, the agency’s goals have been reevaluated to ensure that the standards expected by the people of North Dakota in managing their water resources are achieved.

Vision West ND - The Vision West ND project, which covers the nineteen oil and gas producing counties in western North Dakota, is setting the stage for economic sustainability. Through strategic planning sessions, community leaders and citizens identify strategies most likely to succeed in their region. The primary goals of the project are to address immediate, short-term needs to meet growth management challenges and establish a diversified economy in the future through the development of local and regional strategic plans. Additionally, over 25 infrastructure assessments will be completed for participating communities.

A Study & Strategic Planning Approach to the Development of Multiple Energy Resources of Southwestern North Dakota – 2011 – Conducted by Roosevelt-Custer Regional Council for Development, this project attempted to take a look at development of eight local energy resources on a comprehensive basis and to illustrate and infer the magnitude of influences and impacts the either are present or could occur if all resources were to be developed in short time proximity of one another. Long-term energy projections are also examined.

STRATEGIC PROJECTS

Suggested projects may be found in the ***Analysis of Economic Development Problems and Opportunities*** section and have not yet been subjected to the planning efforts that would lead to discrete projects that identify jobs to be created. The following projects, especially those related to housing and infrastructure, are all considered vital. Their interconnectedness precludes a prioritization because of the extremely rapid growth in the region due to the boom conditions.

Dickinson Interim Build Bypass - The five-mile project will begin in the area of I-94 & 113th Avenue SW, just north of the west Dickinson interchange (Exit 59) and will progress north approximately three miles to 33rd Street SW. The route will then continue east along 33rd Street SW for approximately two miles where it will tie into ND Hwy 22. Completion is expected in the fall of 2014. Lead organizations are the City of Dickinson, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

Dickinson Bypass - The bypass will be built on the west side of Dickinson, west of Exit 59 and will include a new interchange near mile post 56. Construction is expected to begin in 2014. An interim bypass is currently under construction. Lead organizations are the City of Dickinson, the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

Theodore Roosevelt Regional Airport – Located in Dickinson, the airport will be expanding its runway to accommodate larger planes and growing air traffic. Lead organizations are the City of Dickinson, the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature, the Federal Aviation Administration and various contractors.

US 85 Belfield North - This construction project on highway 85 consists of 15 miles of new pavement surface and adding 10 turn lanes at specified locations. All the paving on this project is complete and minor cleanup is under way. Lead organizations are the City of Belfield, the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

ND 22 Stark County Line North - This construction project on Highway 22 started at the Stark county line and continued north for approximately 13.5 miles. The project consisted of widening and mine and blending the current roadway. The project also added turning and passing lanes and is essentially complete. Lead organizations are the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

ND 22 Reconstruction North of Killdeer - This project included the reconstruction and widening of North Dakota Hwy 22, beginning 13 miles north of Killdeer and continuing north 7.5 miles to the Lost Bridge. The project included widening the roadway to provide

an 8-foot paved shoulder, realigning some of the curves, a passing/climbing lane south of the Lost Bridge, a right turn lane at the Little Missouri State Park approach, and truck chain-up and Highway Patrol inspection areas. Permanent striping was applied the week of August 19th, 2013 and this project has been completed. Lead organizations are the Dunn County Commission, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

The Ports-to-Plains Corridor – This project is a 1,400-mile roadway linking Laredo, Texas north through Oklahoma and New Mexico to Denver, Colorado. The *Heartland Expressway* continues north to Rapid City, South Dakota. The *Theodore Roosevelt Expressway* then continues north on Highway 85 through Spearfish and Belle Fourche in South Dakota, Bowman, Amidon, Belfield, Watford City and Williston in North Dakota, the cities of Culbertson and Plentywood in Montana and finally through the Port of Raymond into Canada. Lead organizations in North Dakota are the Cities of Bowman, Amidon, Belfield, Grassy Butte, Watford City, Arnegard, Alexander and Williston, the County Commissions of Bowman, Slope, Stark, Billings, McKenzie and Williams, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

Dickinson Diesel Refinery - Bismarck-based MDU Resources Group Inc. and Indianapolis-based Calumet Specialty Products Partners are building the Dakota Prairie Refinery west of Dickinson. Officials have said it could cost up to \$300 million. The facility will process crude from the rich Bakken and Three Forks formations in western North Dakota, helping meet an unprecedented need for diesel fuel in the oil patch. Besides 400 construction jobs, the refinery will employ 100 full time workers and each of the latter will spin off another four indirect jobs. It's expected to go on line in December 2014. Lead organizations are the City of Dickinson, the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature, MDU Resources Group, Calumet Specialty Products Partners and various contractors.

Dickinson Wastewater Treatment Plant – Dickinson's more than 200 acres of odorous lagoon cells on the south side of town is being replaced with a brand new wastewater treatment plant with state-of-the-art technology. It will take two years to complete the \$30 million wastewater project with a complex of buildings and equipment to mechanically remove waste. The new facility will be south of the Heart River and a half-mile south of the present lagoon acreage. Wastewater will be treated to the point where it can be discharged into the nearby Heart River and will have the capacity to handle a population of 35,000. The plant will be designed so that, if necessary, it can be expanded to accommodate a population of up to 68,000 people. Lead organizations are the Cities of Dickinson and South Heart, the Stark County Commission, the North Dakota Department of Transportation, the North Dakota legislature and various contractors.

Housing Projects – Lutheran Social Services recently completed the Greenfield Heights townhomes in Belfield, with 12 two- and three-bedroom units. They are currently involved in constructing The Landing in Bowman, which will consist of 24 units in

Bowman for families and disabled households. North Dakota's Housing Finance Agency is building projects in Beach, Dickinson, Dunn Center and Hettinger. ABLE, Inc. in Dickinson has partnered with a local developer to create 40 additional affordable housing units, accessing HIF funds. Construction is underway and the units should be available in early summer 2014. Many others too numerous to list are in the planning or building stages. Lead organizations are many and varied depending on the location of the myriad projects.

Vision West ND - The Vision West ND project, which covers the nineteen oil and gas producing counties in western North Dakota, is setting the stage for economic sustainability. Through strategic planning sessions, community leaders and citizens identify strategies most likely to succeed in their region. The primary goals of the project are to address immediate, short-term needs to meet growth management challenges and establish a diversified economy in the future through the development of local and regional strategic plans. Additionally, over 25 infrastructure assessments will be completed for participating communities. The final strategic plan for the region is expected to be completed in early 2014, and it will then be included in the subsection on *STRATEGIC PLANS*.

Western North Dakota Energy Project – The Western North Dakota Energy Project has been in operation for two years. The project team is focused on providing decision makers and residents located in shale energy impact communities with objective information regarding immediate support for development and long-term issues related to economic diversification. Over the past two years the project team has worked closely with Vision West ND and others to provide research and educational programming ranging from population, workforce and housing projections to a series of webinars highlighting best practices or lessons learned from other shale development areas in the nation and globally. Webinars include topics such as lease-holder rights; shale development strategies undertaken in the Oil Sands of Canada; regional trust funds in the northern Minnesota Iron Range and other topics. The information is housed on the Vision West ND website.

STRATEGIC PROGRAMS AND ACTIVITIES

Renewable Energy Council - The mission of the Renewable Energy Council is to promote the growth of North Dakota's renewable energy industries through research, development, marketing, and education.

North Dakota's Renewable Energy Program (REP) was established by the Legislature in 2007 under the control of the North Dakota Industrial Commission. The law provides that the Industrial Commission shall consult with the Renewable Energy Council (REC). The Program's responsibilities include providing financial assistance as appropriate to foster the development of renewable energy and related industrial use technologies including, but not limited to, wind, biofuels, advanced biofuels, biomass, biomaterials, solar, hydroelectric, geothermal, and renewable hydrogen through research, development, demonstration and commercialization. In addition the Program shall

promote research and utilization of renewable energy co-product utilization for livestock feed, human food products and industrial use technologies.

In 2007 the Renewable Energy Fund was established by the Legislature. In 2013 the Legislature authorized \$3,000,000 of funding be made available each biennium to the Renewable Energy Fund from the Resources Trust Fund.

The Legislature further provided that the Commission shall contract with the Department of Commerce to provide technical assistance to the Renewable Energy Council and the Industrial Commission to carry out the law, including pursuit of aid, grants, or contributions of money and other things of value from any source for any purpose consistent with the law.

The Flaring Task Force involves 35 companies, with input from several others, in attempting to identify possible solutions to better use and ship natural gas to reduce or eliminate flaring, currently at about 30%.

The North Dakota Association of Oil & Gas Producing Counties (NDAOGPC) is the trusted and unified voice for the betterment of its membership and the citizens of North Dakota.

North Dakota's Oil and Gas Research Program (OGRP), established by the Legislature in 2003, is a state/industry program designed to demonstrate to the general public the importance of the state oil and gas exploration and production industry, to encourage and promote the wise and efficient use of energy, to promote environmentally sound exploration and production methods and technologies, to develop the state's oil and gas resources, and to support research and educational activities concerning the oil and natural gas exploration and production industry.

Lignite Research, Development and Marketing Program - North Dakota's Lignite Research, Development and Marketing Program is a multi-million dollar state/industry partnership that concentrates on near term, practical research and development projects that provide the opportunity to preserve and enhance development of our state's abundant lignite resources.

The Program is funded by approximately 10 cents per ton from the North Dakota coal severance tax. With annual production at approximately 30 million tons per year, about \$3 million is available each year for the Research, Development and Marketing Program.

North Dakota Housing Finance Agency - The North Dakota Housing Finance Agency is a public financial institution dedicated to making housing affordable for all North Dakotans. The Agency facilitates affordable mortgage financing, assures the continued availability of low-income rental housing, and seeks to provide for the state's changing housing needs. *The Low Income Housing Tax Credit Program* addresses the housing needs of North Dakota's lowest income households – individuals and families that work

minimum wage jobs and disabled or elderly households that live on fixed incomes. *The Rehab Accessibility Program* grants help turn single or multifamily properties occupied by low-income people with physical disabilities into safe and comfortable homes adapted for their needs.

The Community Development Block Grant (CDBG) Program provides financial assistance to eligible units of local Governments in the form of grants and loans for Public Facilities, Housing Rehabilitation, and Economic Development projects. The primary beneficiaries of these projects must be very low and low income individuals. Examples of projects funded by CDBG in the respective emphasis areas are:

- Housing - housing rehabilitation of very low and low income homeowner units and rental units within a particular area.
- Public Facilities - water and sewer projects, removal of architectural barriers, fire halls, ambulances, etc.
- Economic Development – loans and grants to businesses which create jobs for low income persons.

The HOME Program created by the National Affordable Housing Act of 1990 is a federally funded program designed to create partnerships among governmental entities and the private sector in order to make affordable housing available to low-income persons.

The North Dakota HOME program has two primary activities: home owner assistance and rental production/assistance. This is accomplished through set-asides in four basic areas:

- Homeownership assistance
- Homeowner rehabilitation activities
- Rental rehabilitation or production
- Security Deposits

Federal requirements target assistance to families whose Median Family Income (MFI) does not exceed 80% MFI in a given area (as defined by HUD Section 8 income guidelines). Further income targeting and rent controls are required when assisting rental housing units.

The Neighborhood Stabilization Program (NSP) will provide funds to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values. The program is authorized under Title III of the Housing and Economic Recovery Act of 2008.

Outdoor Heritage Fund - North Dakota's Outdoor Heritage Fund was established in 2013 as a multi-million dollar program to provide grants to state agencies, tribal governments, political subdivisions, and nonprofit organizations to:

Directive A - Provide access to private and public lands for sportsmen, including projects that create fish and wildlife habitat and provide access for sportsmen;

Directive B - Improve, maintain, and restore water quality, soil conditions, plant diversity, animal systems, and to support other practices of stewardship to enhance farming and ranching;

Directive C - Develop, enhance, conserve, and restore wildlife and fish habitat on private and public lands; and

Directive D - Conserve natural areas for recreation through the establishment and development of parks and other recreation areas.

The Outdoor Heritage Fund will receive up to \$30 million per biennium from oil and gas production tax revenue.

North Dakota Pipeline Authority - North Dakota's Pipeline Authority (PA) was established by the Legislature in 2007. The North Dakota Industrial Commission is the North Dakota Pipeline Authority. The Authority was created for the purpose of diversifying and expanding the North Dakota economy by facilitating development of pipeline facilities to support the production, transportation, and utilization of North Dakota energy-related commodities. The Authority may participate in a pipeline facility through financing, planning, development, acquisition, leasing, rental, joint ownership, or other arrangements.

North Dakota Oil & Gas Research Program - The mission of the Oil and Gas Research Program is to promote the growth of the oil and gas industry through research and education.

The Legacy Fund was established in 2010 as the state's nest egg and is funded by 30 percent of state oil and gas taxes. At the time it was established, it was projected to have about \$600 million by June 2013. At the end of 2012, the fund was at \$707 million and projected to grow to \$1-2 billion by June 2013. Money from the Legacy Fund cannot be spent until July 1, 2017. Legislators can then spend the interest. The principle can only be spent with a two-thirds majority vote in both legislative chambers and then 15 percent of the principle can be spent every two years. In total, oil and gas taxes will generate approximately \$3.2 billion for the state's current 2011-13 budgeting cycle and are projected to generate \$5.2 billion for the upcoming 2013-15 budgeting cycle.

State Freight Plan - During the last decade, North Dakota's highways, pipelines, railroads and airports have experienced significant increases in the movement of freight

due to the state's rapidly growing oil and gas industry, expanded manufacturing, and a robust agricultural sector. To meet these challenges and be prepared for the future, the North Dakota Department of Transportation (NDDOT) has begun the development of a state freight plan. The plan, which is scheduled to be completed next summer, will identify North Dakota's:

- Primary Freight System
- Freight System Trends, Issues, and Needs
- Major Freight Generators
- Freight Goals, Performance Measures and Investment Strategies

The plan will be used to guide the investment of transportation funding and also make North Dakota eligible for a higher percentage of federal funding for approved freight-related projects.

Community Action Agencies (CAAs) - are nonprofit organizations originally established under the Economic Opportunity Act of 1964 to fight America's War on Poverty. They provide preschool, childcare, education, emergency assistance, energy assistance, financial and legal services, food, health, housing, prevention, self-sufficiency and youth programs and services.

The Clean Water State Revolving Fund (CWSRF) program was authorized by the U.S. Congress through Title VI of the Clean Water Act (CWA) as amended in 1987. The Act authorizes the Environmental Protection Agency (EPA) to provide federal funds to the states to capitalize State Revolving Funds (SRFs). The SRFs are established and managed by the states and the states must provide a 20 percent match for the federal capitalization grants.

The North Dakota SRF is jointly managed by the North Dakota Department of Health and the North Dakota Public Finance Authority. The Department of Health receives the Federal Capitalization Grant and is responsible for the technical and overall administrative functions of the program. The Public Finance Authority, under agreement with the Department of Health, acts as the Department's financial agent and is responsible for the preparation and issuance of bonds, reviewing the financial capability of political subdivisions, investing program proceeds, handling loan repayments, and other necessary financial functions.

Energy Impact Grants – The mission of the Energy Infrastructure and Impact Office is to help build new infrastructure and reduce the impacts that energy development has on political subdivisions. During the 2013-2015 biennium \$14 million was available for grants to the hub-cities of Williston, Dickinson and Minot and awarded grants to non-hub cities of \$39,666,162 for FY 2014 and confirmed a remaining commitment of

\$31,158,848 for FY 2015 awards during the 2013-2015 biennium. This reflects a total commitment of \$70,825,010 to non-hub cities over the 2013-2015 biennium.

North Dakota Development Fund - The fund provides "gap financing" through loans and equity investments not available from most conventional lenders and is available to any primary-sector business with the exception of production agriculture. The Development Fund also administers the Regional Rural Revolving Loan Fund, which provides funding for primary-sector projects located in a community of less than 8,000 in population or located more than five miles outside the city limits.

The Southwest Developers Network

Roosevelt-Custer Regional Council for Development provides a number of programs throughout Region VIII. They include gap financing for existing and new businesses through revolving loan funds, housing repair assistance through the *Family Emergency and Hardship Assistance Program (FEHAP)*, technical assistance such as updating or creating *Zoning Codes, Municipal Codes and Multi-Hazard Mitigation Plans*, and performs advisory functions for the eight counties and 27 cities within the Region. R-CRC also administers the *Community Development Block Grant (CDBG)* program.

Stark County Development Corporation's mission is to assist Southwest North Dakota by facilitating quality business opportunities and quality of place. Among their most successful tools to enhance bottom lines are the PACE interest buy-down, Workforce 20/20 no-cost worker training program, the New Jobs Training Program, and exemptions from corporate income taxes, sales taxes and property taxes.

Prairie West Development Foundation partners with the City and County Governments in Golden Valley and Billings counties, the Beach Area Chamber of Commerce and Community Learning & Technology. Together they support business education, interest buy downs, assistance in accessing local and state incentive programs, Renaissance Zone and tax incentives available to North Dakota small businesses.

Bowman County Development Corporation is dedicated to the growth and preservation of Bowman County and its cities by encouraging and assisting in the development of employment, industry, tourism and economic attributes within the County. They provide assistance in starting, expanding or relocating businesses and finding low cost capital to do so. Quality of life is key and maintaining a clean, safe community with quality schools, hospital, parks and recreation opportunities is a top priority.

Adams County Development Corporation is a group of citizens committed to providing assistance to new and existing businesses, coordinating efforts of other groups and individuals for the economic benefit of the community, developing methods of obtaining input from consumers, identifying and working on specific needs in the community and developing and coordinating education efforts.

Hettinger Jobs Development Authority encourages and assists in the development of employment and promotion of tourism within the county. They offer an interest buy-down program on business start-up and development loans of up to \$5,000. Their office will also research business and community development resources for businesses, organizations, and individuals within Hettinger County or interested in locating there. Hettinger JDA is now offering a store-front improvement matching grant of up to \$1,000 for any existing Hettinger County business upgrading or remodeling. Advertising and signage does not qualify, but items such as painting, new doors or entry improvements are included.

Dunn County Jobs Development Authority focuses on business retention and expansion, energy, technology, tourism and housing.

Dickinson Convention and Visitor's Bureau offers information on where to stay and what to do in and around Dickinson, North Dakota. They offer suggestions on day trips, provide local coupons, publish an events calendar and map, offer information on oil energy development and local transportation options. They provide comprehensive convention services and guides to places to stay, restaurants, shopping and more.

Southwest REAP Established in 1995 by direction of President Clinton through USDA, SWREAP is one of five REAP (Rural Economic Area Partnership) Zones in the country, and one of two zones located in North Dakota. These REAP Zones were created to address critical issues related to out-migration, limited economic activity and growth, low population patterns, stagnant or declining employment and isolation that led to disconnection from markets, suppliers, information and finance.

In November of 2010, the USDA Rural Development designated SW REAP as a Great Region. This designation currently identifies seven regions in the nation that have accomplished superior regional collaboration in their state and with USDA on projects and services.

CEDS Plan of Action

FY 2014 SCOPE OF WORK

Grantee: **Roosevelt-Custer Regional Council for Development**

The Recipient will perform the following activities:

PLANNING TASKS

1. Facilitate planning and needs assessment processes for cities, counties, groups and organizations involved in community and economic development, as requested or designed. Assist, whenever possible, in locating available funding resources for these entities for their respective planning efforts.
2. Partner with Dickinson State University to utilize their research and GIS capabilities, whenever possible. Assist the University's Strom Center for Entrepreneurship in implementing an energy impact assistance planning program for the region.
3. Monitor specific planning programs and development efforts by the US Forest Service and the Bureau of Land Management applicable to the District and provide input into their processes as determined to be necessary.
4. Monitor energy developments in the district and update multiple energy resource plans as needed.
5. Assess the public safety entities of law enforcement, fire protection, emergency management, ambulance services and judicial responses to the rapid growth within the District.
6. Prepare annual Progress Report on the Scope of Work as a separate report to EDA.
7. Complete the Updated/Revised CEDS and CEDS checklist following the CEDS Guidelines including a disaster resiliency section.

TECHNICAL ASSISTANCE TASKS

1. Interact on a regular basis with city and county commissions/councils regarding local planning, infrastructure, codes and development needs and concerns.

2. Participate with the sub-state Region VIII economic development professional's network in response to the area's needs and issues. Attend selected in-state and local economic development meetings, trainings or conferences.
3. Promote and coordinate the use of the Regional Council's business loan programs.
4. Provide administrative and application assistance to interested EDA grant applicants, as requested, on a prorated fee basis.
5. Coordinate selected economic development activities with applicable programs supported by the Southwest Rural Economic Area Partnership (REAP) Zone.
6. Assist the Theodore Roosevelt Medora Foundation with their effort to locate funding to develop major tourism and convention site(s) within the city of Medora and Billings County. Also assist the ND Cowboy Hall of Fame to maintain their viability within the city of Medora.
7. Sponsor applicable workshops for local officials on energy development and alleviating rapid growth impacts.
8. Assist Dunn County Fair Board in obtaining financing for the construction and initial operations of a multi-use activity facility within the city of Killdeer.

SPECIFIC TASKS

1. Implement the 2014 CDBG/CDLF Program Distribution Statement and prepare the 2015 program statement in cooperation with the state's Division of Community Services.
2. Seek ways to address regional housing need; investigate housing options in support of economic development; and administer the Regional Council's Family Emergency & Hardship Assistance Program to qualifying housing applicants and seek additional program funding to continue the program.
3. Identify and interact with various private foundations for possible program funding to address energy development impacts within the District.
4. Work with area cities and counties on updating local city codes, zoning codes and subdivision regulations, to include sponsoring land use workshops for local officials.
5. Address and collaborate on strategic action and growth management plans concerned with energy impact to assist local county and city entities in meeting the challenges of rapid growth.

6. Coordinate with the HUD Sustainability project known as ND Vision West on energy impact assistance.
7. Coordinate and assist in the development of emergency management and mitigation plans of designated counties in the region.

Performance Measures

METHODOLOGY

The process of evaluating the Roosevelt-Custer Regional Council's CEDS Plan will be ongoing. The evaluation process will be used to determine the success of all public and private entities in achieving the goals and objectives identified, and specifically will be used to evaluate Roosevelt-Custer Regional Council's efforts in performing its "Plan of Action – FY 2014 Scope of Work".

The Roosevelt-Custer Regional Council conducts a quarterly meeting for its Board, and its Executive Committee meets on an as-needed basis. These members are recruited from and knowledgeable about the areas they represent and provide a continuous and invaluable critique of the CEDS.

R-CRC staff attends various seminars and meetings with entities such as the Economic Development Association of North Dakota (EDND), the Manufacturer's Roundtable, the Southwest Developers, and Montana-North Dakota Developers. Various publications are consulted continuously and staff review current research from the University of North Dakota, North Dakota State University, Dickinson State University and others. Periodic conversations with city and county officials are also useful.

The CEDS Committee will meet once each year to review the projects and activities engaged in over the previous twelve months. R-CRC staff will report the types of activities and projects undertaken and the results of those activities. The report on each project will include the following information:

- Cost of the project
- Source of funds for the project
- Benefit to the host community
- Number of jobs created and/or retained
- Local participation in the project
- The specific CEDS goal or objective accomplished with the project

CEDS Committee members will be asked to determine if the projects as reported worked toward attaining the "CEDS Goals and Objectives" or the "CEDS Plan of Action" as stated, were tangential but relative to the same, or were unrelated to the CEDS Plan. R-CRC staff will utilize the review process to better prioritize the future use of Council resources in order to meet the requirements of the CEDS Plan.

CEDS Committee members will also be asked to review the timeliness of projects or activities to determine whether the stated goals are addressed as indicated in the CEDS Plan. Staff will be required to provide explanations for any deficiencies. The CEDS Committee will revise the timeliness as needed to overcome any mitigating circumstances or direct action on projects in a prioritized manner.

R-CRC staff will continually update the current economic environmental snapshot (“the Background”) showing current trends and conditions affecting the Region by utilizing all available resources, including the network of professional economic developers (known as the “Southwest Developers”). The CEDS Committee will be presented with the results as part of the analysis of the current economic status of the Region. The Committee will adjust goals and objectives of the CEDS Plan as needed to address weaknesses in the Plan relative to the current economic status or to take advantage of strengths and opportunities revealed in the current area profile.

FREQUENCY OF EVALUATION

The CEDS Committee will be convened on an annual basis for the purposes of receiving the report of R-CRC staff of the past year’s activities as they relate to the accomplishment of goals and objectives as stated in the CEDS Plan. The annual meeting of the CEDS Committee will be held not more than 60 days prior to the date for submission of the CEDS Annual Report (June of each year).

Disaster and Economic Recovery and Resiliency

FEMA MULTI-JURISDICTION MULTI-HAZARD MITIGATION PLANS (REGIONAL PLANS)

In November of 2009, R-CRC submitted applications for grants to conduct two regional Multi-hazard Mitigation Plans; one to include the counties of Adams and Hettinger, and one to include the counties of Dunn, Billings and Golden Valley. The Billings, Dunn, and Golden Valley Counties application was approved in December of 2010. In March of 2011 the Stark County Commission resolved to join the Billings, Dunn, and Golden Valley regional project. The Adams/ Hettinger County application was approved in July of 2011.

Steering committees were formed for each regional plan. Organizational meetings were conducted in each county. Work is progressing on each project. These are three year projects. The Billings, Dunn, Stark and Golden Valley plan draft is currently being reviewed by NODES. We are anticipating that revisions will be required before the plan is submitted to the Denver FEMA office for review. The Hettinger/Adams County plan draft should be completed in the December.