Meeting Minutes  
ND Economic Development Foundation Meeting  
Wednesday, September 6, 2017  
EOG Resources  
6201 81st Avenue NW  
Stanley, ND  
(Conference Room)

WELCOME AND CALL TO ORDER:  
The meeting was called to order at 10:02 a.m. by Tim Hennessy, Acting Chairperson.

Members Present: Pamela Schmidt, Tim Hennessy, Lyn James, Tommy Kenville, Jared Melville, Kari Ness, Danita Bye, Barry Batcheller, Chuck Hoge, Jay Schuler

Members Present Via Phone: Bruce Thom, Mark Nisbet, Jon Simmers, Perry Miller, Kyle Blanchfield

Members Absent: Robert Hovland, Craig Lambrecht, Kelly Rusch, Mike Seminary, Jim Traynor, Eric Trueblood, Gene Veeder

Guests Present: Bonnie Malo, Justin Dever, Sara Otte Coleman, Sandy McMarty, Wayde Sick, John Schneider, Rachael Flagstad, Fritz Weisenberger, Dan Uran, Arlo Borud, Dennis Lindahl, Bill Isaacson, Ted Kelly

Guests Present Via Phone: Connie Ova

WELCOME & INTRODUCTIONS:  
Tim Hennessy provided a welcome to members and guests. Introductions were made around the room and on the phone.
APPROVAL OF AGENDA:

Tim Hennessy asked for a motion to approve the September 6, 2017 agenda.

Motion: Pamela Schmidt moved to approve the September 6, 2017 agenda. Danita Bye seconded the motion. Motion carried.

APPROVAL OF MINUTES:

Tim Hennessy asked for a motion to approve the May 8, 2017 Quarterly Foundation Meeting; May 30, 2017 Executive Committee Meeting; June 20, 2017 Strategic Planning Session; and Task Force Meetings minutes.

Motion: Tommy Kenville moved to approve the May 8, 2017; May 30, 2017; June 20, 2017; and Task Force meeting minutes. Jared Melville seconded the motion. Motion carried.

COMMITTEE REPORTS:

Finance Committee

Quarterly Financial Statements

Rachael Flagstad reported that the Profit & Loss Statement for April 1, 2017 – June 30, 2017 reflects a net income of negative $24,629.16. The Balance Sheet as of June 30, 2017 shows a balance of $227,071.50. The Workforce Development Division's Restricted Assets balance as of June 30, 2017 is $60,639.77. The current Workforce Development Division's Restricted Assets balance is $60,639.77. The Statement of Cash Flows from April 1, 2017 – June 30, 2017 reflects a total of $227,071.50. The Foundation's current balance is $162,564.23 with $70,919.00 remaining to spend on the Find the Good Life initiative, leaving a cash balance of $91,645.23. There are no outstanding pledges for the Recruiter's Network. Trinity Health submitted their payment for Recruiter's Network on August 9, 2017. The Profit and Loss by Class report is also included in the meeting materials, showing the breakdown of income and expenditures for FY 2016-2017.

In response to Tommy Kenville, Justin Dever stated in the past the Foundation has raised approximately $30,000 to $40,000 per year.

In response to Barry Batcheller, Justin Dever explained the Workforce Development Restricted Funds. The Governor's Workforce and HR Conference is an annual conference held in conjunction with State Human Resource Management Organization. At times, a profit will be made from the conference. A place was needed to store the profit and use it for the next conference. Over a decade ago, the Foundation agreed to allow this account to be used for that purpose. Tim Hennessy added an audit was performed and an issue was not raised with these funds. Tim Hennessy suggested to run this by the auditors again for transparency. Barry Batcheller agreed. Justin Dever added that something that has changed since the last audit is a law change that specified and clarified the Foundation's money is private money, not subject to other state rules.

Tim Hennessy asked for a motion to approve the financial statements as presented.

Motion: Barry Batcheller moved to approve the financial statements as presented. Danita Bye seconded the motion. Motion carried.
Review and Approve 2017-2018 Budget

Rachael Flagstad presented the proposed budget. See appendix A.

In response to Pamela Schmidt, Justin Dever explained that the Department of Commerce in the past has paid for flights to Foundation meetings. It began as Commerce staff flying to the meetings, and if there were extra seats, Foundation members were invited. It evolved to flying two planes at times to Foundation meetings. The Department of Commerce has paid for the flights, the Foundation has not paid. With budget cuts, the Department of Commerce does not have funds available for the travel. The Department of Commerce can continue to make the arrangements, but money is not available to fund the flights. The flights were not for every meeting, but for the meetings further away from Bismarck. Commerce may not be flying in the future due to funding.

Lyn James suggested keeping the meetings at a centrally located facility, such as the Department of Commerce. Tim Hennessy added the Foundation could ask local folks to attend meetings to give updates. Lyn James suggested doing three centrally located meetings and travel for one meeting per year. Danita Bye suggested using video conference capabilities. Sandy McMerty added the County Courthouse, the Department of Commerce and some schools are connected by the IVN Network. Commerce will explore webinar options.

Tommy Kenville asked if members can report their mileage or hotel stays as a donation to the Foundation, rather than asking for reimbursement. Sandy McMerty added the Foundation would need to look at the legality of that option.

Tim Hennessy asked for a motion to approve the 2017-2018 budget.

**Motion: Kyle Blanchfield moved to approve the 2017-2018 budget. Pamela Schmidt seconded the motion. Motion carried.**

**DEPARTMENT OF COMMERCE UPDATE:**

**Commerce Commissioner Report/Comments**

Jay Schuler provided an update regarding the Department of Commerce. The Minot Intermodal operation was close to being pushed to bankruptcy. A semi picks-up a container in Minneapolis and drives it to Richarndon. It is filled with flax and is driven back to Minneapolis. It’s then put on a train to Minot, and continues to the West Coast. The Commissioner has been working with the Bank of North Dakota and a potential buyer. This is a critical project because North Dakota ships more containers of value-added agricultural projects each year. This adds value to products.

Jay Schuler also gave an update regarding the North Dakota Trade Office. Members of the Trade Office have declined from 72 to 42 members in six years. Commerce is in the process of working with the Trade Office regarding that trend.

Jay Schuler explained that he and Justin Dever attended Governors’ Economic Development Meetings on the East Coast. North Dakota can improve to move Intellectual Property out of NDSU and UND. Barry
Batcheller has been assisting with this project. Jay Schuler and Barry Batcheller attended meetings at the University of Minnesota. The Commerce Department has hired Pamela York to do a white paper. This will compare the best colleges to NDSU and UND to see where North Dakota is at and how the state can improve. There is also a Federal program called I-Corps, which requires researchers to show there is a market for their research. This could be applied to Research ND. Justin Dever added I-Corps is a National Science Foundation (NSF) program that has an educational component. The teams are made up of the professor (or Principal Investigator), an entrepreneur, and a business mentor. It is focused on NSF technology. Ohio created a state funded program that uses the I-Corps model.

Danita Bye asked about the trends happening with value added-agricultural products. Jay Schuler suggested John Schneider will give more information regarding this at a future meeting.

Sandy McMerty provided an update regarding the Main Street Initiative. Currently, the team is working through the structure of the project. There are three pillars: Healthy, Vibrant Communities; 21st Century Workforce; and Smart, Efficient Infrastructure. There are large groups of agencies working cross-collaboratively to identify and work through the three pillars. Wayde Sick, Sara Otte Coleman, Bonnie Malo are heading up pillars for Commerce and have large groups that represent multiple agencies. The team is working on a matrix that shows what programs exist in the state across agencies. A livability survey is being developed for a community to survey their workforce and community members asking what do you appreciate in the community now, what is missing, what are some things that could be done in the community for the residents now that may attract others? Also, the team is working on community assessment tools to ask questions to community leaders to get the baseline of where their community is at and how the state could be useful to work through or identify resources for specific issues. The USDA is working on a program that resembles Main Street. The team will have a conversation with the USDA to do a comparison of the programs. The team is also looking for a select group of cities that would be open to a conversation regarding Main Street in order to vet the tools and structure of the program. A launch will most likely be later this Fall. The team is thinking about an event for communities in the late winter or early spring of next year.

OLD BUSINESS:

Next Meeting Date/Location for Quarterly Meeting

The fourth quarter board meeting will be held in Grand Forks, ND. The meeting is tentatively scheduled for December 1, 2017.

Image Enhancement Campaign/Finances Update/Metrics

Sara Otte Coleman provided an update to the Foundation. The marketing campaign for the Find the Good Life in North Dakota initiative has concluded. The website and some of the pieces still remain. One of the original intents for the Find the Good Life campaign was to get better stories about North Dakota out to the public. Now when searching online for jobs, North Dakota, career, quality of life, etc., the website results are greatly improved to be positive results. If the content is updated, it may include a Main Street focus, depending on that program. Internally, the Dept. of Commerce recommends not re-programing the Find the Good Life dollars at this time, in order to save the money to look at options to develop content and continue to improve content and stories in the future.
NEW BUSINESS:

Strategic Plan Discussion

Sandy McMerry began by discussing the Performance Measures. Originally, going into the Strategic Planning session this June, the Foundation was planning to update the old plan. At the Strategic Planning session, the Foundation moved in a new direction. Sandy McMerry asked if there are any measures or metrics the Foundation members feel are important to keep moving forward.

Danita Bye mentioned indicators for the five targeted industries have not been involved in this planning. Sandy McMerry added the ND Economic Development Foundation was founded to diversify North Dakota’s economic base. The way the state has done that is by bringing new wealth – primary sector development. Economic Development has been segmented as a separate piece that is being managed apart from the Main Street Initiative. There is a shift from the past Strategic Plan to the current draft Strategic Plan regarding how to diversify the state. The Foundation needs to decide if this is the shift they would like. There are pieces in the draft plan that the ability for Commerce to influence may fall back to the Foundation, because from an agency standpoint, Commerce could drive conversation, but not action. For example, Goal Two: Business Climate and Quality of Place includes a strategy to “preserve historical assets and encourage the arts.” Commerce does not have any programs that currently do this.

John Schneider added that the draft Strategic Plan is a complete shift for the Foundation, which brings up the question of what is economic development. Primary sector businesses can be on Main Street, but Main Street development is more Community development. Justin Dever added Community development is part of Commerce.

Sandy McMerry stated the ideas that came forward during the Strategic Planning session are good ideas. The struggle is the Foundation uses Commerce to influence through the plan and if Commerce does not have tools available to influence based on the strategy, then it will not be very effective.

Justin Dever added the other component for the Strategic Plan, besides advising Commerce, is advising the legislature and the governor.

Sandy McMerry explained the next plan will need performance measures.

Foundation members agreed that they would like to work on the Strategic Plan as a larger group, rather than a segment of the Foundation working on the plan and coming back to the board at the next meeting.

Tim Hennessy suggested dedicating the next meeting to this topic. Barry Batcheller suggested Commerce and the Foundation continue what they have been doing, until alignment is created with the updated Strategic Plan.

LUNCH and GUEST PRESENTATION:

Ted Kelly, Production Manager at EOG Resources, gave an overview of the company and office in Stanley. There are about 150 people who work directly with the office in Stanley. The office in Stanley is primarily production – production engineering and operations. EOG’s specialty is drilling, completing, producing, and exploring. EOG today is $45 oil, the company can make money drilling. In response to Danita Bye, Ted
Kelly explained EOG is drilling better wells today with technology that is less manpower intensive. The workforce is an educated workforce. What EOG is finding is that it took two months to drill wells 12 years ago, most of the wells EOG has completed were drilled two or three years ago. They have drilled one well is 2017. In response to Barry Batcheller, Ted Kelly explained wells can produce for 20-30 years.

Gary "Fritz" Weisenberger, Mayor of Stanley, provided an update of the city. Stanley was one of the first cities affected by the Bakken boom in 2006. The population of the city tripled for a time, now it it is double the earlier population numbers prior to the boom. The city size is about triple, they annexed 480 acres into the city six months ago. The school population this year has increased by about 20 students. It's been steady. There was a housing crunch for a bit, but the city seems better now. The city needed to build units for their employees. The school and county also did this. The city became a Renaissance Zone about three years ago. He is looking forward to the Governor's Main Street Initiative. A new water tower has been built. The infrastructure is in a good place. Stanley had an Economic Director years ago, but they do not currently have one. They are getting to the point of thinking about a position like an Economic Director or City Planner.

Dan Utan, Mayor of New Town, gave an update on the city. New Town is about the same size as Stanley. New Town was a bit slower compared to Stanley of having developers, motels, and apartment buildings in town. The city annexed in about 1,000 acres a few years ago. They have doubled the size of their water plant. The sewer was expanded the first-year President Obama was in office with stimulus money. The sewer will be expanded again next year. Another water tower will also be built. There are housing options now and the Three Affiliated Tribes have plans to build additional housing. The school district was at about 675 students when the boom started. Last year they averaged around 975 students. This year they are staying at approximately 950 to 975 students. The city bought some apartments and the school district has 48 rental units last year for staff. They built a new school and a new vocational building. Some of the businesses on Main Street have moved to other parts of town. They are looking for businesses to move back into Main Street. A truck route was built around to the north of the city; it's half completed. Next year they'll start the west part of the route.

Arlo Borud, Mountrail County Commission Chairman, shared updates regarding the County. Chairman Borud has been on the County Commission since 2006. The budget at that time was $7 million. In the 2013-2014 session, the budget was $175 million. The budget they are working on for 2018 will be about $63-$64 million. The sheriff department doubled in force size, the road department more than doubled in size. They went from 8 maintainers to 16, and were still behind maintaining roads. Most of the county roads are gravel. There are about 1,600 miles of road within Mountrail County. There are over 1,500 miles of gravel county and township roads. They still need more funding from the State Legislature. This year they completed one project from old Highway 2 to White Earth. They have a new Mountrail County Fair Building and a new Mountrail County South Complex, which houses the County shop and other offices. The county built two townhomes for housing employees. Housing seems to be more available now. He does see the need to improve additional roads due to safety.

Dennis Lindahl, Tioga Community Developer, gave an updated in regards to Tioga EDC. One hundred and fifty constituents in Tioga were surveyed to ask what they would like in their community. The results to the survey were:

#1. Sponsor Education Development to Attract Quality Workforce & Residents
#2. Improve Local Healthcare by Attracting Quality Dr.'s & Nursing Staff
#3. Expand & Retain Current Business with Sustainable Community Growth
#4. Create Organic Business Growth Based on Demand for Services
#5. Make New Businesses Easier to Attract with Vibrant Downtown
#6. Create a Business Cycle that Feeds its Own Growth & Demand

From the survey results, an economic development model was formed. The 21st Century Economic Development model includes:

- Public/Private Partnerships
- Laser recruitment strategy
- High value positioning
- Highly trained talent
- Focus on what you do have
- Quality of life critical
- Driven by an overall vision
- Key Infrastructure = Education

From the model, the Tioga EDC was defined as, Activities: plan and promote – Drone Camp and January Winter Festivities Education STEAM support. Facilities: Develop and manage – demonstrate community vibrancy, proposed Tioga Community Center. Industries: Attract and recruit – Be ready for business for when price of commodities and oil recovers.

In regards to taxable sales, Tioga had 28% decline in taxable sales and purchases from 2015 to 2016. Overall, Williams County had a decline of 52%.

As part of Tioga’s Strategic Economic Development Plan, the EDC has incorporated activities for children and education to distinguish and establish Tioga in its transition from “Oil Capital of ND” to “Energy & Innovation Capital of ND.” Tioga believes it can be the “Drone Capital for Kids.” UND assisted Tioga with the curriculum for kids and assisted with instruction. In 2016, 71 students attended Drone Camp. In 2017, 81 students attended and they all received a high definition drone. The camp is a two-day camp. Tioga High School has their own drone and 3-D printer. The Drone Camp was awarded the Economic Development Association of North Dakota’s Project of the Year award. During the Drone Camp, there is also a Tioga film festival and other activities for parents. They’ve also created Tech Camps to have events in other towns. Micro Retail has also been approved for the City Park in downtown Tioga.

Bill Isaacson, a former Board of Higher Education member, gave brief remarks regarding the history of the area.

NEW BUSINESS CONTINUED:

Task Force Reports

Commissioner’s Discretionary Funds: Jay Schuler will provide additional information at the next meeting when more information is known from the Governor’s office.

Legislative Strategy: Justin Dever reported the task force had a meeting scheduled, but scheduling conflicts arose. The task force has not met yet, but will plan to meet in the next couple of weeks. The way he sees
this, is to take what the Foundation has discussed for the Strategic Plan and translate that into legislative initiatives, along with informing legislators regarding Economic Development.

In response to John Schneider, Justin Dever added the Foundation has not surveyed legislators in the past. The consultants the Foundation hired for the Strategic Planning session reached out to some of the key legislators, six legislators responded. Tommy Kenville suggested making a survey anonymous. Pamela Schmidt suggested using Tioga’s survey. Danita Bye suggested a regular, perhaps quarterly, communication from the Foundation to legislators when they are out of session.

Messaging: Sara Otte Coleman provided an update from their August 16th meeting. The task force discussed the past, future, opportunities, and challenges related to messaging. The Committee asked if there is a synopsis of past communications and marketing messages. The Tourism and Marketing division created a report. The task force has not met since the report was distributed, but the idea is to take a look at what has been successful and that may allow us to see where to focus our efforts.

Targeted Industries: John Schneider reported regarding the task force’s meeting. The task force discussed the background of the Foundation. It was noted that nowhere in original Strategic Plan, does it define economic development. The task force found a couple of definitions. The Governor has said the targeted industries are important. The task force determined the current targeted industries are important. Economic Development can be defined many ways. It’s a sustained community effort to improve both the local economy and quality of life by building an area’s capacity to adapt to economic change. The definition suggests there is a difference between economic grown and economic development. The task force also discussed primary sector and economic development versus community development.

Visioning: Sandy McMerty provided an updated. The Visioning Task Force did a survey of the Foundation members. Fifty percent of Foundation members who responded think the Foundation is on the right path, the other fifty percent think the Foundation can improve some things. In the survey, 11 Foundation members responded that the Foundation is doing a good job with the vision, mission, and goals. Takeaways from the responses are that the Foundation needs to think more about public/private partnership, how to support the growth of technology, and if the mission and vision are still accurate. A different conversation may be needed, based on where the Strategic Planning exercise ended.

Danita Bye suggested for the next meeting that it would be helpful to get everyone on the same page regarding the objective for the Department of Commerce, then re-visit the vision and mission of the Foundation.

Jay Schuler suggested goals should be added regarding Main Street.

Tommy Kenville suggested that Commerce could provide information to the Foundation at the next meeting regarding the Foundation’s role in Main Street. Sandy McMerty added a summary of the current Main Street meetings.

In response to Tim Hennessy, Sandy McMerty offered a plan for moving forward. The Foundation members can review the current Strategic Plan’s goals and performance measures and to determine if there are metrics and pieces that should be moved. Sandy McMerty will go through the items discussed at the last Strategic Planning meeting and pull out things that are outside of the current goals. Those pieces can be determined if they support the Strategic Plan.
Justin Dever added the Performance Measures can be used as a summary with the six goals, but it does not include the five targeted industries and the five essential strategies. The five essential strategies are:
1. Business Climate
2. Supporting entrepreneurship
3. Utilizing research and development out of the two research universities
4. Workforce development
5. Export trade (the North Dakota Trade Office)

Tim Hennessy agreed with Sandy McMerty to move forward as she suggested. At the next meeting, plan to spend most of the meeting regarding the Strategic Plan.

In response to Justin Dever, Tim Hennessy suggested the Executive Committee can meet prior to the next meeting in Grand Forks when some information regarding the plan is pulled together. Sandy McMerty will pull out the mission, vision, goals from the survey and Rachael Flagstad will send the information to the Foundation. Commerce will make suggestions regarding the updated metrics. Sandy McMerty will also come forward with some suggested Main Street goals. Sandy McMerty will pull out some pieces of the draft Strategic Plan to be discussed at the next meeting.

*Education Connection:* Wayde Sick reported the Education Connection Task Force met. The main topic of discussion was similar to the discussion at the Strategic Planning session of educating students and parents about the opportunities in North Dakota. It was also suggested the Foundation take a strong look at Research ND.

**Annual Benchmark Status Report**

Justin Dever added this is part of the annual meeting that needs to be reviewed each year. The Annual Benchmark Status Report is included in the meeting materials. It has been discussed during the last couple of meetings during the Strategic Planning process. In addition to advising, one of the roles of the Foundation is to monitor. This is the score card on how the economy and Commerce are doing. See Appendix B for the Report.

**Nominating Committee Report / Election of 2017-2019 Officers and Subcommittees**

Pamela Schmidt presented the nominating report with the suggested Officers, Executive Committee, and Subcommittees. See Appendix C.

**Motion:** Barry Batcheller moved that nominations cease and unanimous ballot be cast. Jon Simmers seconded the motion. Motion carried.

In response to Tommy Kenville, Jay Schuler stated the Foundation could use a new member from Minot and UND.
ADJOURNMENT:

There being no further business, Tim Hennessy adjourned the meeting.

The meeting adjourned at 3:30 p.m.

Tim Hennessy
Acting Chairperson

Rachael Flagstad
Recorder

FUTURE ACTION ITEMS:

- Rachael Flagstad will present information to the auditor regarding the Workforce Development Restricted Funds.
- Commerce will look at the possibility of conducting meetings via webinar.
- Commerce will look at the possibility of member donations in the form of travel expenses.
- Rachael Flagstad will plan the fourth quarter meeting in Grand Forks.
- Rachael Flagstad will send information to members regarding the mission, vision, and goals from the Visioning Task Force's survey.
- Sandy McMerty will prepare Strategic Plan information for the next meeting, including suggested goals relating to Main Street.
- The Executive Committee will meet prior to the fourth quarter meeting to discuss the Strategic Plan.
ND Economic Development Foundation
Budget Overview - July 1, 2017 - June 30, 2018
As of 9/5/17

INCOME:

Contributions (Includes Administrative Donations) $5,000 $ - $ (5,000)
Proposed Fundraising Revenue $30,000
In-Kind Contributions $ - $ - $ -
Membership - Recruit. Net. $6,500 $ 500 $ (6,000)

TOTAL INCOME $41,500 $ 500 $ (41,000)

EXPENSES:

Client Relations/Marketing Events $27,500 $ - $ (27,500)
Contract Services $4,250 $ 4,250 $ -
Contract Services - Find the Good Life (Carry Over)* $71,037 $ 118 $ (70,919)
Accounting Fees/Bank Charges $500 $ - $ (500)
Meeting Facilities and Equip Rent $1,000 $ - $ (1,000)
Meals, Beverages, Amenities $2,500 $ - $ (2,500)
Supplies $300 $ - $ (300)
Travel $1,400 $ - $ (1,400)

TOTAL EXPENSES $108,487 $ 4,368 $ (104,119)

NET INCOME $ (66,987) $ (3,868) $ 93,119

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ND Economic Development Strategic Plan
Performance Measures  Updated on June 12, 2017

GOAL 1  Create, attract, and retain quality jobs and workforce in targeted industries and high-demand occupations.

1-1. Net Job Growth (2020 Target: 476,100 jobs; goal of 426,100 was revised on 11.1.2013)
2010: 376,000  2016: 434,800  Increase: 58,800 jobs
2017 figures will be available in February 2018.

1-2. Average Annual Wage (2020 Target: $50,000)
2010: $38,127  2016: $48,890  Increase: $10,763 in avg. annual wage
2017 figures will be available in June 2018.

1-3. Per Capita Personal Income (2020 Target: $60,000)
2010: $43,660  2016: $55,038  Increase: $11,376 (111% of nat'l. avg.)
Initial estimates for 2017 will be available in April 2018.

1-4. Population (2020 Target: Population of 800,000; goal of 700,000 was revised 12.6.2012)
2010: 674,526  2016: 757,952  Increase: 83,426
Population estimates for July 1, 2017 will be available in December 2017.

GOAL 2  Strengthen North Dakota’s business climate and image to increase national and global competitiveness.

2-1. Gross Domestic Product (2020 Target: $65 billion; goal of $50 billion was revised on 2.19.2015)
2010: $36,202 billion  2016: $52,089 billion  Increase: $15,887 billion
Advanced estimates for 2017 will be available in June 2018.

2-2. Merchandise Export Value (2020 Target: $6.5 billion; goal of $4 billion was revised on 11.1.2013)
2010: $2.53 billion  2016: $4.18 billion  Increase: $1.65 billion
2017 figures will be available in February 2018.

2-3. Small Business & Entrepreneurship Council’s U.S. Business Policy Index
(2020 Target: Ranked among the top 10 states; goal of top 15 was revised on 12.6.2012)
2010: #18  2016: #21
The next release of the Index is anticipated in February 2018.

GOAL 3  Accelerate innovation and entrepreneurship in targeted industries and emerging technologies.

3-1. Number of Private Sector Businesses
(2020 Target: 35,000; goal of 32,000 was revised on 2.19.2015)
2010: 25,741  2016: 32,413  Increase: 6,672
2017 figures will be available in June 2018.

3-2. Number of business activities as a result of Innovate ND. (2020 Target: 200)
2010: 100  2012: 135  Increase: 35

3-3. Aggregate use of Seed Capital Tax Credits and Angel Fund Tax Credits.
(2020 Target: $10 million; goal of $5 million was revised 2.19.2015)
2010: $4,157,157  2015: $11,000,093  Increase: $6,842,936
2016 figures will be available in October 2017.

Reportable data:
3-4.  Academic research and development expenditures – In 2010, North Dakota had an estimated $204 million in academic R&D expenditures. In 2015, this increased to $218 million.

3-5. Industry research and development expenditures – In 2010, North Dakota had an estimated $236 million in industry R&D. In 2013, this decreased to $215 million.
GOAL 4  Enhance the state education and training system’s ability to meet business and workforce needs of the future.

4-1. Number of students taking skilled trade and technical education programs. (2020 Target: 33,600 students)
   2009-10: 30,753  2015-16: 31,712  Increase: 959

4-2. Retention of post-secondary program completers. (2020 Target: 65 percent)
   2010: 67.7 percent  2015: 58.2 percent  Decrease: 9.5 percent

4-3. Percentage of working-age population that holds at least a two-year degree. (2020 Target: 55 percent)
   2010: 44.9 percent  2015: 48.8 percent  Increase: 3.9 percent

GOAL 5  Continue to enhance a unified front for North Dakota that supports community, economic and workforce development.

5-1. Number of local development and tourism stakeholders participating in Commerce-sponsored marketing, tourism, workforce, business development and community development activities. (2020 Target: 3,100 - maintain high participation)
   2011: 3,082

5-2. Stakeholder perceptions of a unified front for economic development in the state. (2020 Target: 85 percent)
   2011: 83.6 percent

GOAL 6  Enhance North Dakota’s image.

6-2. Number of visits as a result of paid advertising. (2020 Target: 2.4 million trips)
   2010: 1.0 million visits  2016: 1.02 million visits

6-3. Expenditures by out-of-state visitors. (2020 Target: $5.4 billion)
   2010: $4.6 billion  2014: $5.3 billion  Increase: $.70 billion

6-4. Number of workforce relocators as a result of image enhancement efforts. (2020 Target: 1,000 workforce relocators)

6-5. Tourism advertising impact on image. (2020 Target: 50 percent of respondents who say they strongly agree that “North Dakota is a place I would really enjoy visiting.”)
   2010: 32 percent  2014: 33 percent  Increase: 1 percent

6-7. International advertising equivalency for positive North Dakota stories. (2020 Target: $5 million in international advertising equivalency since 2010)
   2011: $1.23 million  2014: $1.04 million
2017-2019 Officers:

Chair: Robert Hovland
Vice Chair: Danita Bye
Secretary: Lyn James
Treasurer: Kari Ness

Executive Committee: (no less than 5, no more than 7 members allowed)
Danita Bye*
Kari Ness*
Lyn James*
Robert Hovland*
Eric Trueblood
Barry Batcheller
Kyle Blanchfield

Sub Committees:

Finance:
Kari Ness (Chair)
Eric Trueblood
Robert Hovland

Fundraising:
Chuck Hoge
Kyle Blanchfield
Mike Seminary
Pamela Schmidt
Perry Miller

Policy:
Eric Trueblood (Chair)
Craig Lambrecht
Jon Simmers
Mark Nisbet
Mike Seminary

Nominating: (Chair of Foundation, 2 members set by statue)
Robert Hovland (Chair)
Mark Nisbet
Pamela Schmidt

Centers of Excellence Commission:
(3 members, 1 alternate set by statute)
Jim Traynor
Tim Hennessy
Tommy Kenville
First Alternate: Danita Bye

Find the Good Life Committee:
Jim Traynor (Chair)
Craig Lambrecht
Jon Simmers
Lyn James
Mike Seminary
Jared Melville

Innovate ND Screening Committee:
Jim Traynor (Chair)
Danita Bye
Dr. Kelly Rusch
Kari Ness
Mike Seminary
Pamela Schmidt
Lyn James