



and



Congratulate the  
**2016 Award Recipients**

New Business Entrepreneur of the Year  
**Starboard**

Existing Business Entrepreneur of the Year  
**Carpet Creations  
of North Dakota**

Women Owned Business Entrepreneur of the Year  
**Smiling Moose  
Rocky Mountain Deli**

Regional Project of the Year  
**SM Energy**

Lender of the Year  
**Chad Johnson**  
(Bank of ND)

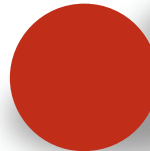
Ambassador of the Year  
**Curtis Shuck**  
(Red River Supply)



**Williston Economic Development**  
113 4th Street East  
P.O. Box 1306  
Williston, ND 58802  
[www.willistondevelopment.com](http://www.willistondevelopment.com)  
701.577.8110

**20!6**  
Program of Work

**Williston**  
Economic  
Development



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## Greetings

1

Over the past several years, the City of Williston has had quite a story to tell. We became the fastest growing small city in the nation. We tripled the size of our population. Tripled the size of our land mass and a single word called the "Bakken" propelled this community onto a global stage.

The past 15 months have been a different scenario as the crude oil prices have plummeted to record lows. We are seeing layoffs. The restaurant sector we worked so hard to build is now seeing a 30% reduction in business activity. Hotel occupancy hovers around the 30th percentile. Apartment vacancy rates are reaching upwards of 40 percent. Our days once spent in the Williston Economic Development Office selling Williston to business investors as the fastest growing small city in America has been replaced with re-assuring the same investors that Williston still has a future of prosperity.

We have been here before. Based on our experience, if any community is prepared to handle this, it is Williston.

We may be down but we are definitely not out.

Rome wasn't built in a day, and neither will the City of Williston. The State, City and private businesses have invested billions of dollars in roads, service infrastructure, housing, water and industrial capacity.

We cannot base our success or failure of this community on what we have seen over the past 15 months. In fact, if you analyze statistics from Williston in 2007 compared to Williston in 2015, you would find the growth numbers to be quite impressive. Building permit valuations have increased from \$42 million in 2007 to \$182 million in 2015; 3rd quarter sales tax collections have gone from \$118 million in 2007 compared to \$528 million in 2015; 1,334 businesses and 25,000 jobs have been created since 2007; school enrollment has climbed 64 percent; our unemployment rate hovers around 2.3 percent and there are still quality jobs available.

Along the way, we have built an impressive infrastructure that has caught the attention of global diversified industries. We have built a premier public recreation facility, a new high school will open this fall and Williston State College has revitalized its campus plus it offers free tuition to high school graduates from five northwestern North Dakota counties.

Do I believe 2016 is going to be a quiet year? Yes. However, the oil and gas industry, as it has always done in the past, is going to recover. We are at a crossroads in developing the future of the City of Williston. We can choose to dwell in the now or we can plan for the future. I for one will choose the latter.

Thank you all for your patience and support. It is up to us to persevere during this time of challenge.

Williston is open for business!



**Shawn Wenko**  
Executive Director

2015 by the Numbers

City of Williston and Williams County	2009	2010	2011	2012	2013	2014	2015
Construction Permit Values <sup>1</sup>	44,636,622	106,189,606	357,708,114	470,101,124	352,765,110	500,342,125	182,708,924
New Building Permits <sup>2</sup>	48	195	403	383	236	422	116
Housing Units <sup>3</sup>	166	696	1,440	1,816	1,672	1,807	725
Single Family Housing Permits <sup>4</sup>	27	147	310	208	124	333	76
Housing Stock (Single/Multi)	6,426	7,122	8,562	10,378	12,050	13,853	14,758
City Size (Acres)	4,545	4,781	5,119	8,106	12,994	14,167	-
Property Tax Total Levy	1,851,864	1,851,858	1,907,516	2,090,815	2,566,528	3,480,034	4,312,000
City Mill Levy	66.68	63.49	60.17	48.85	39.55	31.83	-
City Operating Budget	29,784	30,590,390	41,042,334	64,793,147	82,634,528	204,657,222	280,882,053
City of Williston Employment	105	108	117	145	189	226	250
Williston Airport Boardings <sup>5</sup>	11,229	15,897	27,774	51,205	108,135	134,825	109,181
Hotel Development (Current, 2,108)	-	90	79	224	665	N/A	N/A
Average Employment	13,055	16,014	23,770	34,279	37,435	41,573	36,812 *
Average Annual Wage	47,008	56,836	70,044	78,364	78,416	82,836	75,400 *
Business Establishments	1,149	1,302	1,733	2,229	2,472	2,625	2,409 *
School District 1 Enrollment	2,302	2,402	2,536	2,803	3,099	3,405	3,645
School District 8 Enrollment	161	207	217	304	322	352	353

- <sup>1</sup> All inclusive numbers include alternative, accessory structures and new build.
- <sup>2</sup> Includes new dwellings, new commercial, new multi/single family and duplex.
- <sup>3</sup> Includes single/multi-family units, duplexes, manufactured and mobile homes.
- <sup>4</sup> Includes single family and townhomes. Does not include multi-family and duplexes.
- <sup>5</sup> Numbers represent commercial airline traffic enplanements only
- \* 2nd Quarter 2015

**\* Williston: Voted 2015  
City of the Year by the ND  
League of Cities**

**Mission:**

**Facilitate, lead and promote a vibrant business climate through sound economic policy.**

**Vision:**

**Williston Economic Development will be the development leader in western North Dakota by establishing the region as a recognized, desirable, sustainable and business friendly place in North Dakota for diverse industries to locate and conduct business.**

**Partnerships:**

**MonDak Energy Alliance:**

*The alliance is a consortium of people, businesses and communities with a common interest in developing energy within the region.*

[www.mondakenergy.com](http://www.mondakenergy.com)

**Williston Area Economic Diversification Group:**

*WAEDG is a consortium of stakeholders who seek to diversify and expand the economic diversification in the region.*

**Williston Regional Economic Development Corporation:**

*WREDC is a private-public not for profit corporation that works to create a competitive environment to attract and retain businesses and jobs in the Williston region. WREDC works closely with the Williston Economic Development office to grow the economy. WED retains an ex-officio seat on the board of directors, and provides an executive officer.*

[www.willistonredc.com](http://www.willistonredc.com)

**Williston Job Fair:**

*The expo brings job seekers and employers together on a bi-annual basis. The goal aims to address the workforce challenges in the Williston region. Williston Job Fair is a partnership of Job Service North Dakota, Williston office and Williston Economic Development.*

[www.jobsnd.com](http://www.jobsnd.com)

**Theodore Roosevelt Expressway Association:**

*The association seeks to grow the great plains region through corridor development, marketing initiative, and trade promotion opportunities nationally and internationally.*

[www.trexpressway.com](http://www.trexpressway.com)

**Small Business Development Center:**

*The office is open to help new and existing business owners with all facets of owning and operating businesses including business plans, cash flows, loan preparations, research and many other business items.*

[www.ndsbdc.org](http://www.ndsbdc.org)

**10 Year Strategic Economic Development Plan**

*Utilizing the Sloulin Field Airport redevelopment project as the backbone from which to diversify, the Williston Economic Development Office will coordinate and facilitate the creation of a 10-year strategic economic plan, which is anticipated to include.*

**1.**

*Identifying and leveraging the City's core business sectors, which will serve as the primary areas of economic focus within the city moving forward.*

*Such sectors are anticipated to include:*

**+Diversification within Energy + Agriculture  
+ Technology + Foreign Trade/Distribution + Light Manufacturing**

**2.**

*Establishing strategic action steps necessary to maximize a private sector investment/response within each sector.*

**3.**

*Determine Williston's "Global Value Proposition" within each sector, as well as the differentiation of such propositions to those being advocated within the respective markets.*

**4.**

*Creation of "Global Branding" and "Marketing Strategy" aimed to advance such propositions at a level unseen by any community within the overall Bakken region.*

**5.**

*Leveraging and advancing Williston's Brand internationally as well as domestically and regionally.*

**6.**

*Exploring a variety of ways the City may potentially enhance its Business Friendly economic environment. Such considerations may include the creation of alternative business lending strategies/collaborations (both privately and institutionally) as well as locally amended tax policies and/or non-financial business oriented incentives within the community.*

**7.**

*Strategically demonstrating Williston's commitment to technology through utilization of the new airport and city center project as "Demonstration Projects".*

## Focus Areas

### 1. Sustainability, Diversification & Business Development

- a. Identify/Promote priority locations/industries that are a good fit for Williston.
  - i. Continue presence on the ND Dept of Commerce partners system and respond to RFQ's pertaining to: Value Added Industry, Ag and Natural Gas Processing & Technology Development.
  - ii. Continue to offer assistance and support to the Stony Creek Railyard and their efforts toward expansion.
  - iii. Act as the "point" entity for the public/private partnership with Cardon Global and the redevelopment of Sloulin Field Airport.
  - iv. Conduct a feasibility analysis to determine the viability of a Technology Park.
  - v. Continue support toward Viall Farms industrial park and their ag processing development efforts.
  - vi. Produce a six part "Williston Wire" series that will focus on diversified industry and success within the region, i.e. AGT Foods, Leonardite Products, Sabin Metal, Stony Creek Railyard, Horizon Resources, etc.
- b. Recruit new businesses and educate about incentive programs.
  - i. Develop/launch monthly economic outlook.
- c. Support existing businesses through enhanced outreach assistance.
  - i. Launch awareness campaign regarding Williston Development's new website feature "Zoom Prospector."
- d. Maintain level of commitment to our top industries.
  - i. Continue the Enhanced Bakken Supply Chain Initiative.
  - ii. Assist the NDSU Ag Reserch Extension Center and Williston Area Economic Diversification Group, where needed to market and expand agricultural opportunities.
- e. Support the City of Williston's efforts to maintain and expand the public infrastructure.
  - i. Prepare for 2017 legislative session.

### 2. Restaurant & Retail Development

- a. Support existing businesses through enhanced outreach assistance.
  - i. Promote and offer access to Buxton Analytics reports.
  - ii. Continue involvement with API, Williston Area Builders Association, Downtowners Association and Williston Area Chamber of Commerce.
- b. Recruit and secure new business opportunities in priority commercial locations.
  - i. Remain focused on Buxton top twenty prospects and related data.

### 3. Workforce Development

- a. Assist new and existing businesses with employee recruitment.
  - i. Continue partnership with Job Service of ND bi-annual job fair.
  - ii. Partner with the Williston State College Foundation on the Conzaga Internship Program.

### 4. Image Enhancement, Branding & Marketing

- a. Develop and execute a comprehensive social media presence.
  - i. Solicit a web and social media management contact.
- b. Re-establish WED logo and image as a department within the City of Williston.
  - i. Incorporate City of Williston logo into daily functions of WED.
- c. Increase assistance to outside entities working toward enhancing Williston's image.
  - i. Utilize the Williston Wire to continue promoting the Williston region.
  - ii. Contract with The Creative Treatment to produce videos showcasing the Williston region.
  - iii. Through WREDC with the assistance of the CVB, re-establish the Good Neighbor Event.

### 5. Increase Awareness from a Regional Perspective

- a. Work regionally.
  - i. Support MonDak Energy Alliance.
  - ii. Increase support and efforts with Ports-to-Plains Alliance.

**Williston STAR Fund**

2015 Yearly Report

**Economic Programs for Small Businesses****What is the STAR Fund :**

A voter approved 1% sales tax with 75% dedicated to property tax relief. The remaining 25% is allocated to an economic and community development related fund. The primary objective of this fund is to create jobs and improve the quality of life for residents in Williston and the surrounding region.

**2015 Projects Assisted –25**  
**STAR Fund investment – \$1,017,948**  
**Private investment – \$11,888,980**  
**Jobs Created –127**

Areas of Focus:

**Community Enhancement**

15 Projects Funded

**Child Care Facilities Development**

Over the Rainbow Daycare

**Regional Development**

Theodore Roosevelt Expressway  
 Williston Regional Economic Development Corp.  
 Small Business Development Center  
 Williston Downtowners Association  
 Mercy Medical Foundation

**Affordable Housing**

Williston Senior Apartments  
 Coyote Properties

**New and Existing Business Development/  
Expansion**

Glo Tanning Spa  
 Little Muddy Gifts  
 C & D Food Franchises/Little Caesar's Pizza  
 Homestake Homes  
 Peterson Land & Development/Strike Zone  
 Chamley Properties  
 Farside Inc./Service First  
 Painted Woods Sporting Complex  
 Leonardite Products  
 Red River Oilfield Services  
 Missouri Club/Quinn's Bar and Burgers  
 Crosby Rentals  
 Fresh Palate  
 Alphabet Academy

**C4 Façade Incentive Program**

Rich Vestal Properties

**Community Enhancement**

Each year up to \$50,000 is allocated toward community enhancement/marketing projects that improve the quality of life in Williston and the surrounding region. All requests go through a vigorous application and interview process.

**2015 Community Enhancement Recipients**

Crosby Country Club, Inc  
 Divide County Fair Association  
 Fairview Chamber of Commerce  
 James Memorial Preservation Society  
 Marketplace of Ideas/Marketplace for Kids  
 Miss ND Scholarship Organization  
 Old Armory Governing Board  
 Prairie Tumbleweeds Association  
 Trinity Christian School  
 United Way Williston  
 Williston CVB-Band Day  
 Williston CVB-Chokecherry Festival  
 Upper Missouri Ministries  
 Williston Downtowners Association  
 Williston Rotary Club

STAR Fund Dollars Leveraged - \$50,000  
 Regional Private investment – \$241,624

**\* Williston: Fastest growing  
 small city in America;  
 2012, 2013, 2014 & 2015,  
 U.S. Census Bureau**

**STAR Fund Incentive Programs**

2015 Distinguished Development Projects

**Flex Pace Interest Buy Down Program**

The STAR Fund will match the Bank of ND through an interest buy down program to encourage investment in industrial and commercial property, child care and affordable housing development. The Flex Pace program results in a 35%/65% match in dollars with the Bank of North Dakota.

**Little Muddy Gifts**

Project Cost – \$75,000  
 STAR Fund Commitment - \$3,289  
 Bank of ND Commitment - \$6,108

A 1400 sq. foot locally owned gift shop specializing in children's toys and gifts for all occasions. Also carries baby gifts, jewelry and teas.

**Glo Tanning Spa**

Project Cost – \$197,000  
 STAR Fund Commitment - \$9,146  
 Bank of ND Commitment - \$16,985

Glo Tanning Spa offers tanning retail space along with rental space for nail tech, massage therapist and an aesthetician.

**Painted Woods Sporting Complex**

Project Cost – \$800,000  
 STAR Fund Commitment - \$52,955  
 Bank of ND Commitment - \$98,346

The complex consists of various outdoor activities and sits on over 150 acres. The complex is geared to emphasize outdoor activities for families, including youth and female sporting opportunities by making available to 4-H clubs, Scholastic Clay Target Program and National Rifle Association Shooting programs. Included is a ten station sporting clay course with two clay throwers at each station. There is one five-stand clay field. In addition, there is a pistol range and a rifle range.

**Flex Pace Interest Buy Down**

(continued)

**Quinn's Bar and Burgers**

Project Cost – \$200,000  
 STAR Fund Commitment - \$6,000  
 Bank of ND Commitment – \$12,997

Quinn's Bar and Burgers is a sister location to Lucy Lu's and will be serving hand ground burgers from a small, casual menu for lunch and dinner in a fun and rustic 3900 sq. foot environment. They will serve the 21 and over crowd.

**C&D Food Franchises / Little Caesar's Pizza**

Project Cost – \$375,000  
 STAR Fund Commitment - \$17,163  
 Bank of ND Commitment - \$31,874

Located in the Badlands Town Center in 1,800 sq. feet, Little Caesar's Pizza offers a quick option for great pizza with its Hot n' Ready selections, along with a full array of pizza options.

**Farside Inc./Service First**

Project Cost – \$857,000  
 STAR Fund Commitment - \$36,500  
 Bank of ND Commitment – Not Available

Service First has been in our community for several years. In 2015, they decided to change locations due to business expansion needs. The new 6,000 sq. foot building allows them to continue their service in cleaning and disaster restoration, and offer 24 hour emergency water damage services. They specialize in residential homes, apartments, restaurants, offices, businesses, and commercial buildings.

**STAR Fund Advisory Board**

Laurie Pederson (Chair), Leah Johnson Ellis (Vice Chair), Rob Shannon, Nick Lee, Rob Osborn, Howard Klug, and Brad Bekkedahl

<b>Total Dollars Awarded</b>	2014	2013	2012	2011	4 Year Total	4 Year Average
SBA and Bank Loans	\$16,060,097	\$40,146,473	\$28,657,237	\$27,723,308	\$112,587,115	\$28,146,779
Other Capital	\$14,445,624	\$11,756,294	\$3,367,930	\$3,506,778	\$33,085,626	\$8,271,407
Equity Raised	\$4,016,181	\$12,711,739	\$17,952,758	\$9,025,207	\$43,705,885	\$10,926,471
NW Ec. Dev. Related	\$28,268,000	\$16,262,500	\$12,471,857	\$15,175,000	\$72,177,357	\$18,044,339
Total	\$62,790,802	\$64,623,506	\$61,748,778	\$55,430,293	\$244,593,379	\$61,148,345

(Includes Housing and Community Projects)

<b>Clients Served by County</b>	2014	2013	2012	2011	4 Year Total	4 Year Average
Williams County	91	185	156	155	587	147
McKenzie County	25	44	78	102	249	62
Divide County	15	29	19	30	93	23
Burke County	0	3	2	1	6	2
Mountrail County	0	2	2	4	8	2
North Dakota	5	14	21	22	62	15
Out of State	15	56	44	74	189	47
Total	151	333	322	388	1194	298

<b>Clients Are:</b>	2014	2013	2012	2011
Male	60%	57%	71%	71%
Female	30%	24%	18%	20%
In Business	40%	23%	32%	33%
New Business	9%	6%	14%	12%
Not Yet Started	51%	71%	54%	55%

<b>Business Type</b>	2014	2013	2012	2011
Construction	5%	5%	5%	5%
Manufacturing	2%	3%	2%	2%
Retail Trade	12%	8%	7%	6%
Real Estate	5%	4%	6%	2%
Health/Social Assistance	4%	5%	4%	3%
Food Services	7%	6%	7%	6%
Other Services	15%	18%	13%	12%
Public Administration	2%	3%	3%	3%
Undecided	47%	38%	53%	61%

**Contributing Funders for the WSC SBDC Office**

Williston Economic Development (Star Fund), Williston Area Chamber of Commerce, Williston State College Foundation, American State Bank, Bank of Tioga, BNC National Bank, Burke-Divide Electric Cooperative, City of Tioga, Divide County EDC, Divide County JDA, Farmers State Bank- Crosby, First International Bank-Williston and Watford City, First National Bank-Williston and Crosby, Cornerstone Bank-New Town, Cornerstone Bank-Watford City, McKenzie County JDA, Mountrail-Williams Electric Cooperative, Northwest Communications Cooperative, Nemont Telephone, Reservation Telephone, Tri-County Regional Development Council, Western Cooperative Credit Union

**Williston Regional Center**

113 4th Street East  
 Williston, ND 58802  
 tel: 701.713.3839  
 email: keith.r.olson@willistonstate.edu

Keith Olson, SBDC Center Director



Williston Economic Development in action throughout the year.

- January:**
- Williston Area Chamber of Commerce Annual Banquet (sponsor)
  - Star Fund Community Enhancement Interviews
  - WREDC Annual Meeting
  - WAEDG Annual Meeting

- February:**
- API Chili Cook Off (sponsor)
  - Hard Spring Wheat Show (sponsor)

- March:**
- Williston Job Fair (spring)

- April:**
- Clean Williston (spring)
  - Week of the Young Child (sponsor)
  - Home and Garden Show (sponsor)

- May:**
- Williston Economic Development Annual Appreciation and Awards Lunch
  - Childcare Providers Appreciation Dinner (sponsor)
  - Williston Basin Petroleum Conference (sponsor)

- June:**
- Miss North Dakota Scholarship Pageant (sponsor)
  - Good Neighbor Event

- July:**
- MonDak Ag Showcase/ Chamber After Hours (sponsor)
  - Williston Basin API Golf Tournament (sponsor)
  - Clean Williston (fall)

- August:**
- Good Neighbor Event
  - WEST

- September:**
- Williston Job Fair (fall)
  - Women's Leadership Expo (sponsor)

- October:**
- WREDC Annual Meeting
  - WAEDG Annual Meeting

- November:** –

- December:**
- Williston Economic Development Holiday Celebration

- Recurring:**
- Williston Regional Economic Development Corp. Board of Directors meeting:  
Occurs the 4th Thursday of the month
  - Williston Stakeholders:  
Occurs quarterly
  - Williston STAR Fund Board of Directors meeting:  
Occurs the 1st Tuesday of the month
  - Williston City Commission:  
Occurs the 2nd and 4th Tuesday of the month

**\* 2015 Award of Excellence:  
International Economic  
Development Council  
(Partnerships with  
educational institutions)**

2014 vs 2015 Census of Employment Growth

Williams County	2nd Qtr 2014	2nd Qtr 2015	%
Total, All Industries	40,977	36,812	10%
Accommodation & Food Services	2,544	2,519	1%
Administrative & Waste Services	1,120	841	25%
Ag, Forestry, Fishing & Hunting	121	134	11%
Art, Entertainment & Recreations	370	390	5%
Construction	4,634	4,867	5%
Educational Services	1,103	1,142	4%
Finance & Insurance	428	428	0
Health Care and Social Assistance	1,588	1,612	2%
Information	202	194	4%
Management of Companies & Enterprises	5	7	40%
Manufacturing	521	542	4%
Mining, Quarrying, & Oil/Gas	14,495	11,373	22%
Other Services (except Public Admin.)	648	633	2%
Professional & Technical Services	1,180	1,123	5%
Public Administration	639	686	7%
Real Estate & Rental/Leasing	1,483	1,448	2%
Retail Trade	2,683	2,553	5%
Transportation & Warehousing	3,727	3,368	10%
Utilities	304	255	16%
Wholesale Trade	3,183	2,695	15%

The Williston Economic Development office is a department housed within the City of Williston and overseen by the Williston City Commission. Portfolio Commissioner: Brad Bekkedahl

**Shawn Wenko**, *Executive Director*

Directs economic development initiatives to achieve the goals and directives as outlined by the economic development plan. Oversees business relations, policy development and overall operation/direction of the office.

**Ann Kvande**, *Events Coordinator*

Coordination and implementation of economic development events. I.E. Stakeholders, WEST, Job Fair, Holiday celebration, MonDak Energy Alliance, Legislative tours/visits, etc. Provides administrative support to WAEDG. Oversees website development and content management. Management of "Partners in Marketing" website content. WREDC Executive Officer. Clean Williston Committee chair.

**Barb Peterson**, *Communications Coordinator*

Produces a weekly e-newsletter called the Williston Wire which includes original stories about the people, industry and economy in Williston, important community events and Williston-related news from other organizations. Manages public relations and advertising for Williston Economic Development. Collaborates with news media seeking information about Williston and the Bakken Shale Play.

**Brenda Schmidt**, *Administrative Assistant*

Performs office administrative and office support for Williston Economic Development and the Small Business Development Center. Oversees all aspects of the STAR Fund.

**\* 2015 Project of the year:  
Economic Development  
Association of ND  
(TrainND construction  
partnership)**