



**DAKOTA  
RESOURCES**

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**THE FUTURE**  
**OF RURAL IS**  
*here*

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We believe that leadership capacity and access to capital are key to creating that future. Our programs are aimed at supporting rural shapers and economic development organizations.

The direction of our work is always pointing toward a thriving rural. What that looks like will be different for every rural community. But one thing is certain:

**The future of rural is here.**

Dakota Resources is a certified CDFI and an equal opportunity employer and provider.

**“This year more than ever, our work was about you. During uncertain times, we continued to live out our mission, empower rural communities, and show that we are truly doing this work together.”**

*– Joe Bartmann, President of Dakota Resources*



**89**

**community  
organizations  
impacted**



**\$1.9**

**million fundraised**

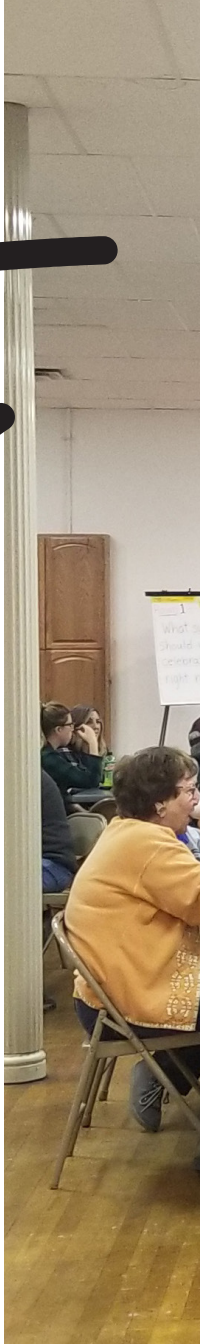


**\$1.5**

**million invested  
in CIF**

# Community Development Loans

Economic development is a crucial part of a thriving rural. It's important to find the proper funding to support the people and projects that will make a difference. That's where Dakota Resources comes in. We make loans to rural economic development organizations, housing authorities, and other community development financial institutions. We connect capital from regional investors with communities ready to make an economic impact.







**\$4.3MM**

million loans dispersed  
in 2020



**\$1.5MM**

million in CIF investments in  
2020 represented

**23**

borrowers in 2020



# Downtown Watertown Finds New Life

The city of Watertown, SD, had too many vacant buildings downtown. It didn't reflect the vibrant, active community it really was. Chris Schilken, Executive Director of the Watertown Development Company, wanted to purchase, renovate and find tenants for three buildings on Kemp Avenue, the main street downtown.



Schilken got the ball rolling by getting a Community Development Loan from Dakota Resources.

"I had never worked with Dakota Resources before, but I knew of them from online posts, and I had met them at different events," Schilken says. "I like that the Community Development Loan allows flexibility for capital. We could purchase the buildings with no mortgage and didn't have to provide collateral or a downpayment."

The Watertown Development Company took out a \$1 million loan. Community Development Loans are extremely flexible, with a 10-year interest-only option. At the end of the term, the principal may be renewed.

That flexibility allowed the organization to purchase the buildings and take on the renovations. They turned one of the buildings into two spaces, so they could rent out four places total. They quickly gained new tenants for all of the spaces, and brought new interest to the downtown area.

## A big success

“It’s like a brand new spot, so renting them out was simple,” Schilken explains. “Our loan terms helped us offer lower lease rates to our tenants. We are already seeing a return, and not just on those buildings. There’s more activity downtown, and more people moved into other empty buildings. It helped that we planted the seed.”

Some of the added successes in downtown Watertown include the renovation of the historic Goss Opera House and construction of a multi-million-dollar multi-use building that will house commercial and residential spaces.

Schliken is quick to point out that many businesses have been in downtown Watertown for many years, and they deserve much of the credit as well.

“People have invested in downtown, and I believe we helped those people who are committed to downtown,” he says.

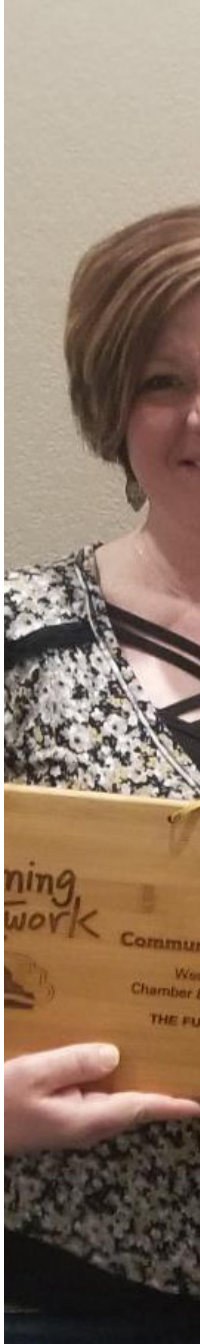
“This program was very helpful,” says Schilken. “I think for loan programs, it’s pretty user friendly. It’s hard to find that kind of flexibility anywhere else.”



# Learning Network

## A PEAK INTO WHAT OUR LEARNING NETWORK DID THIS YEAR.

Economic development professionals working in rural communities are often the only staff member in town. Working alone can be challenging, making you feel isolated from the rest of the world. But with the Dakota Resources Learning Network, you aren't alone anymore. You can connect with peers, discuss your concerns, find inspiration and even brainstorm any time, in real time.







# 77%

annual retention rate



# 37

members in 2020



# 83

attendees at gatherings

# Wessington Springs builds community through Winter Park and Holiday Magic.

Winter in Wessington Springs is pretty magical. There are sleigh rides (or hayrack rides during this COVID year), a sledding hill that features a historic Rube Goldberg ski lift, ice skating, lights and decorations, and even visits from the Grinch and Santa during their annual Holiday Magic in the Park.

But as anyone in a small town knows, all this magic has a lot of hard work behind it.

“It started with the skating pond and winter sports in Winter Park,” says Loree Gaikowski, Director of Wessington Springs Area Chamber and Development. “I was talking with Gwyneth Dean-Fastnacht, a resident here who likes to get things done. We want to make Wessington Springs a winter destination. We worked together to get things going.”

They applied for a Community Innovation Grant from the South Dakota Community Foundation shortly after Loree started her job as Director of the Chamber and Development. They got it, and then and got the community involved.

“At first I was disappointed because only 30 people showed up for our community meeting,” Loree says. “But Paula Jensen from Dakota Resources was there, and she said not to get discouraged because those were the 30 people that we really wanted! She was right.”





Loree recognized the value of Dakota Resources early on. She didn't have much funding, so she organized a Ribfest to raise money to join Dakota Resources, "so we could have them as a tool to help the community thrive."

Loree adds, "Communities under 1,000 don't have as many people to make things happen. I appreciate the help we get from Dakota Resources. You go through tough times, and that support is so important."

Loree is also buoyed up by the support from people outside of Wessington Springs. She ran an ad in the paper asking for donations, and they received more than 90% of their donations for Winter Park from people who live out of town.

"It renews my faith that this can be more than just a local thing," she says. "We can make Winter Park something really special for people of all ages and from all over to experience."

## Plans for now - and into the future



"We want to get new ice skates for people to use at the skating pond,"

she says. "We also want to provide snowshoes and make the sledding hills handicap accessible. We want everyone to be able to enjoy it, no strings attached."

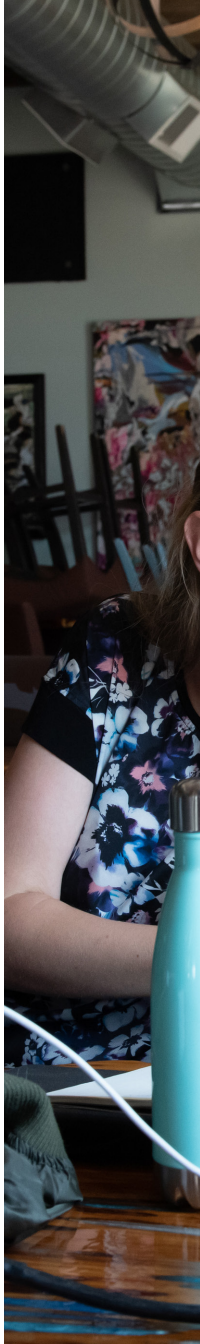
Because there are so many natural springs in the park, it's difficult to keep the skating pond frozen. They had to put some of their grant money toward engineering fees to get ideas to address that issue. They also hope to get additional grant money to memorialize their historic ski lift and build a new one.

"We want the park to help spread positivity," explains Loree. "It's so much more than just the Winter Park. It's the heart of the community."

It's easy to understand why Wessington Springs Area Chamber & Development is sharing the Dakota Resources Community Innovation Prize for 2020. |

# Rural X

If you're passionate about your rural community, RuralX is for you. This high-energy opportunity features inspirational speakers, time to network and be social with like-minded people, and bold breakout sessions for people to discuss what matters now. It's a space for people like you to explore ideas and discuss the topics that are relevant in your community.







**204**

number of attendees



**24**

number of states represented

**61%**

first time attendees



# RuralX: In Your Words

RuralX made a big impact in small communities around the U.S. With the pandemic, it was necessarily virtual, which turned out to be a very positive experience. People were impressed with how smoothly things went, and we thank Pinnacle Productions again for their work in making it a success.

Of course, the real success comes from our attendees. Recently, several of them told Dakota Resources about their takeaways, their favorite moments, and their future plans.

## Introducing our Interviewees

**Deb Brown:** Co-founder of SaveYour.Town and former chamber of commerce director from Webster City, Iowa.

**Becky McCray:** Co-founder of SaveYour.Town and Founder and Publisher of SmallBizSurvival.com from Hopeton, Oklahoma.

Deb and Becky have attended every RuralX and were featured speakers at previous RuralX events.

**Kelsea Sutton:** In-house attorney for First Fidelity Bank, Gregory County Commissioner, and President of Burke Development Corporation from Burke, South Dakota.

**Jill Heisterkamp:** Executive Director of Calhoun County Economic Development Corporation from Rockwell City, Iowa.

**Terry Slagel:** Owner of Fall River Fibers and Ace Hardware, a retired educator, founding board member of the Chautauqua Craftsmen and Artisans of the Black Hills. She is from Hot Springs, South Dakota.

## Let's start with why you decided to attend RuralX. What brought you here?

**Kelsea Sutton:** It's been on my radar for three years. I wanted to attend before because economic development is my side volunteer gig, so it's easy to put off getting time off work to go to the conference.

**Jill Heisterkamp:** I was interested in it the last couple of years. I missed the first year and it never worked schedule-

wise for me to get it in. We didn't know for sure about the content. Was it more about economic development, was it more community based, what would we get from it? So, with it being virtual it was a lower cost with no gas money or hotel. It was a good chance to test it out.

**Becky McCray:** RuralX has been going on since 2016. Deb and I spoke in person at the first one, we came in remote on the second one, on the third one we were back in person, and this one everyone was remote, so we were trendsetters years back when we streamed in. Of all of the rural related groups that we encounter nationwide and even globally, Dakota Resources has one of the best approaches to rural - the most like we see the rural world, which is full of possibilities and full of hope. Every one of us has the ability to make a difference.

## **Tell me why you think rural communities and economic development are important?**

**Becky McCray:** Rural communities are important for at least five reasons.

1. Agriculture and food production happens in rural areas predominantly.
2. The development and production of natural resources – our mineral production, all of our mining, all of our timber, all of our water, all of our clean air – all those natural resources are found in the big open, empty spaces where we have small towns.
3. Recreation, where we have the enjoyment of those natural resources. We all want to have protected areas where we can go and enjoy the natural world. And

so, we'll need rural people to help provide those services and to offer the conservation of those natural areas so we can enjoy them.



4. Rural grows strong people.

5. Rural areas are the perfect testing ground for the future. Think of the development of drones that are pilotless, or the development of driverless cars. These are things that are happening primarily in rural areas and small towns as a beginning point because they need the simpler interaction of the rural environment before they can be tested and work in city environments.

**Jill Heisterkamp:** I think rural has been forgotten for so long that I believe it's going to have its time in the spotlight before too long, especially with everything that's going on with the pandemic. I know there's a lot of people locally who are working remotely full time now. I think there's a lot of people realizing that there's a lot



more opportunity in rural areas than they think. Now we're focusing on getting quality broadband here, and a lot of our towns are trying to step up. My philosophy, in general, is that if you want something you've gotta work hard for it. People in rural areas know how to do that more than in urban areas.

**Kelsea Sutton:** It's home, and that is really compelling to us. But I think rural communities have things other places don't. They have land bases, they have energy, they have agriculture in a way that is not necessarily possible in other places, so we're essential. Those industries need vital, thriving communities to be a part of. My husband and I and our families have the perspective that our small schools were really great for us, that we really succeeded in them and that other kids really succeed in them with lower student:teacher ratios. You learn leadership skills and other skills that are easier to develop when you're in a smaller setting than they maybe are in a much larger community.

### **What was your biggest takeaway from RuralX?**

**Terry Slagel:** One of the big takeaways was how important it would be to have multiple players from our community from different organizations attending, and then having the plan to go back and dialogue about how to work together. We get so factioned and fractured that all these individual groups are just so focused on their own piece of the pie that we are not working together.

**Jill Heisterkamp:** Knowing that I'm not alone out there dealing with these issues and hurdles that I deal with being a one-person shop, and there were a lot of similar people when we were doing introductions. I loved the virtual happy hour when they had little groups and then changed it up here and there. That was one of the only virtual conferences I've been to that did that. And that is the best part of any conference, hands down. That's one of the main reasons I go to conferences. I look at the agenda and as long as there are one or two things that I can justify going and spending the money, but a lot of it is just talking to my peers. It's the "after the presentation talk," or the "over the drinks" part, I can get into the nitty-gritty. What worked. What are the pitfalls? That really expanded with RuralX because of the different demographics, different people from different states, and what we all had in common was kind of cool.

**Kelsea Sutton:** The keynote, Priya Parker, was probably the biggest takeaway, and the ways to create gathering spaces that are meaningful and community building.

**Deb Brown:** It's the networking of people. Everyone that comes has a decent story to tell or a decent question to ask, and you see the answers and stories going back and forth. For me, that's really important. But also, it gives rural people the opportunity to see how much they really do matter and how the work they're doing is so very important and so very valid. They're not used to that. They're used to big city folk coming in and laying over a plan of their town and leaving. You don't get that



with RuralX. You get that real human interaction that's so necessary.

**Becky McCray:** One thing that I get from it is just a better sense of what rural people are talking about right this moment. Their challenges, their assets, the things they're excited about. Hearing people's own words and own concerns, to make sure that we are on the right track with everything we do. It's also really exciting to see other people who share our perspective - that every single person can make a difference in their rural community, and doesn't have the traditional, old-school mindset that we see in so many other places. That modern outlook of empowering individuals instead of focusing on old-line structures and organizations and overhead and red tape and bureaucracy.

## **Why do you recommend attending RuralX?**

**Kelsea Sutton:** Dakota Resources in general and RuralX in particular is absolutely the most progressive thinking you can do on a big picture level and a more micro level about rural economic development and about community building. It is to me exactly where those things should be going and exactly the kind of thinking we should be doing. It sees economic development as so much more than jobs created, sales tax increase, that kind of structured data. It sees it as community building. It does take into account things like sustainability and equality and equity and socioeconomic factors in ways that job creation and an influx of dollars into the economy just doesn't.

**Deb Brown:** First of all, they should not attend just one time. They should attend each year because it's always different people that are leading, that are speaking, that

are hosting OpenX. To see the growth in RuralX and their communities that they're pulling in is important to see. I don't think you have to be from South Dakota to go. It's valuable for Midwesterners for sure. It's that Midwest, homestyle kind of thinking.

**Terry Slagel:** I'd recommend it to people. It was a valuable way to spend a couple of days. There was a lot packed into it. Being able to do it with a couple of people would be beneficial, especially if you went into it with an idea of something you want to be working on so it would be a specific nugget to take away and implement so you were forced to go do something. It was nice to hear some positive, upbeat people. During the pandemic especially, it was just nice to have some positive energy instead of negativity.

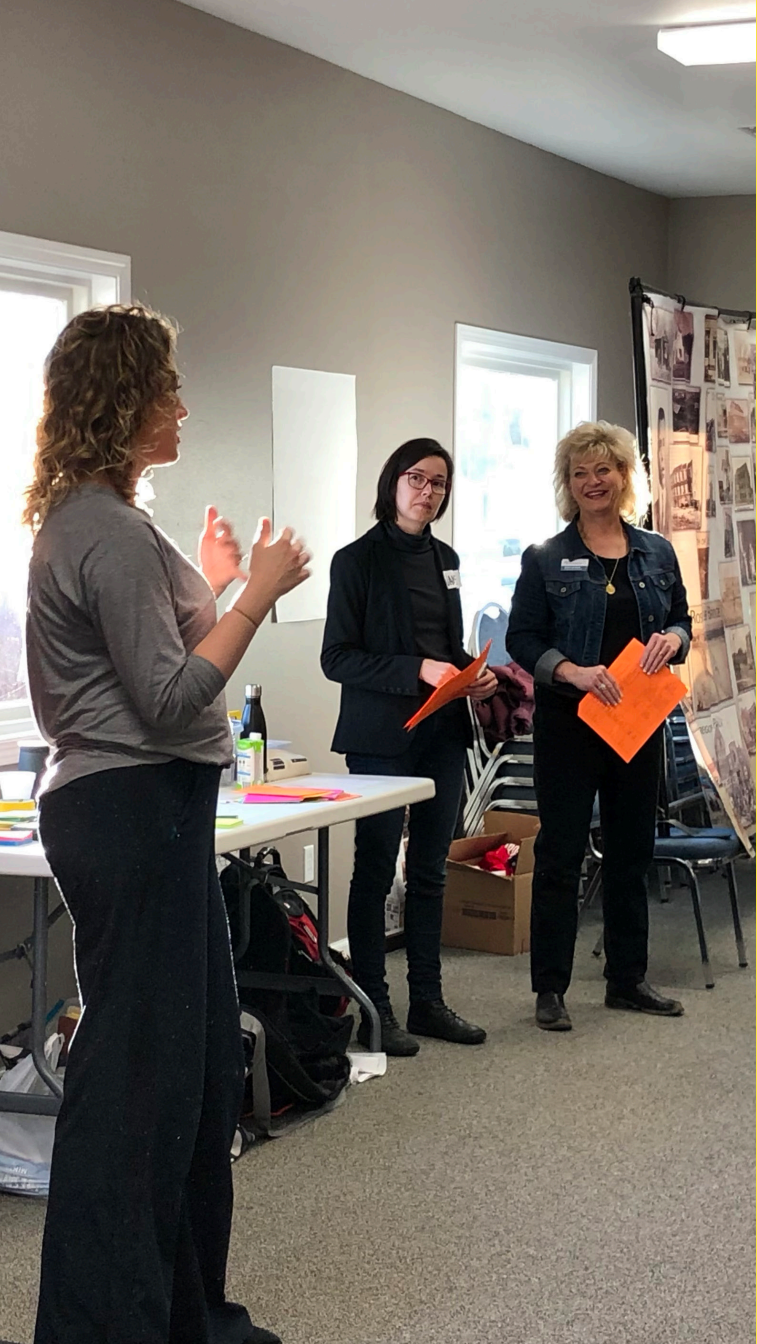
**Jill Heisterkamp:** It was a really great conference, even the virtual aspect of it. Even if it had to be virtual again, I would attend again, though I would go in person, because that's always better. I've been telling a lot of my colleagues about it. I'd love to bring more people along from my county and community who are the go-getters.

**Becky McCray:** It's very easy, while you are working in your community, to feel like you are the only one who sees it this way, the only one who realizes that the center of power has shifted and you can do things now. You're the only one who wants to try these new ideas. And when you come to RuralX, you're in a room full of people, or a virtual room full of people, and you're connecting and you're realizing you're not the only one. You are not alone. Because we are all in this together, even if we're in different towns. |

# Community Coaching

Community Coaching starts with learning new ways of working together by practicing it. We help you involve more people in making shared decisions. It's customized for you: to host one community event, a strategy retreat, or dive in to practice this process for 24 months. You'll help people form teams and take on projects to make good things happen. We guide the process at first, but you discover the answers together.





# 4 Empower Process Communities



**24**

**Organizations accessing on  
demand coaching**

# From idea to reality: a recycling program takes root in Webster, SD

Social worker Jennifer Moos is passionate about recycling. In fact, she spent nearly two years getting a recycling plan in place for Webster, SD, and Day County.

There was no option to recycle there, so when she was invited to a community meeting called Sparking Ideas into Action, she decided to bring it up. She remembers the day well.

“Very shyly I showed up to the meeting, and they said, ‘Okay, if you have an idea, now is the time to talk.’ So I go upfront and say, ‘Does anyone want to recycle?’ And lo and behold, other people in the meeting wanted to recycle, too! So that’s where things spurred from.”

Moos says she was invited to the meeting by her friend Melissa Waldner, previous Executive Director of the Webster Area Development Corporation. Sparking Ideas was part of the Community Coaching program from Dakota Resources, and Paula Jensen served as their Community Coach.

“They were a great team, and they got us thinking out

21

loud as a group,” says Moos. “Paula is wonderful. What they said was really kind too. They said not to feel bad if your idea doesn’t take birth right now. It might be a great idea but might not be time for it to take flight. That made it easier because I was nervous that I would be the only one who wanted to do this.”

She wasn’t alone, though. There are now more than 50 people on the email list about recycling, with 10 of those people actively participating in the planning and implementation.



## Overcoming obstacles and finding funds

Moos had hoped to get curbside recycling in Webster but soon discovered it simply wasn't an option. She then learned about recycling trailers, which can be filled and hauled to a recycling center. That is the option she chose.

The bid for their recycling trailer came in at about \$13,000. The people of Webster came together to raise more than \$1,000, which was encouraging. The city and county government were also supportive, but they weren't ready to fund the recycling project.

So after seeking advice from Dependable Sanitation Inc. of Day County, Moos reached out to the Department of Environmental Resources in Pierre. They paid for half the cost of the recycling trailer. Then it came down to grants.

"Melissa Walder said she had a couple of grant ideas for me, but they required that I have a special tax ID number, which of course I do not," says Moos. "The Day County Conservation District was very kind. It's their job to keep the land and the water clean, and they said they would partner with us and give us the tax ID number to support this program. Once I had that, it opened up a lot more opportunity for those grants to come in."

At the end of April 2020, they received their first grant - \$6,500 from the State of South Dakota. Then came a local grant from the Day County Community foundation for \$5,000. The Day County Commissioners also gave them \$500.

Then they got a real surprise.

"I applied for an AARP grant that they said was only for COVID, so when they called me I was really surprised," Moos laughs. "I thought it was a prank call. I couldn't believe it. They said they had \$10,000 for us. We were shocked!"



## Recycling becomes a reality

With the funds they raised, they got their recycling trailer, along with money to help pay for maintenance and hauling the trailer to the recycling center. In September 2020, the new recycling trailer was installed, so the citizens of Webster and Day County could recycle plastic. Moos did a demonstration during the kickoff, showing people which items they could and could not recycle.

One of the requirements was that the recycle trailer needed to be manned, so they placed it about a quarter-mile outside of Webster at the Day County Conservation District tree shed. People can recycle any day except Mondays when the trailer goes to Watertown to be emptied.

Moos says that while the process was discouraging at times, she's very glad she took on the recycling project. She encourages people to take action if they have an idea.

"It seems like networking is so huge, and I'm not always the most outgoing person," she says. "But if something touches your heart you should voice it, and say what you need to say and see if you can make that connection. I would go for it. Way back at that meeting, I was encouraged to speak my idea. Be brave and come forward." |



# Custer Volunteers Inspire Awards – and Fun!

How many community volunteer programs can say they have 123 people working together to build a better community? The Custer, SD, Recreation and Wellness Initiative can, and the results are amazing.

In 2019, Custer, population just under 2,000, earned the Dakota Resources Innovative Community Award. They also won a 2019 Healthy Hometown powered by Wellmark Community Award. More awards are coming their way in 2020, but the details are still under wraps.

Colleen Hennessy is the tireless leader of the Recreation and Wellness Committee. Like many of her fellow volunteers, she isn't a native of Custer, or even of South Dakota. She and her husband retired in Custer from Michigan in 2000. They fell in love with the town while vacationing there in 1991 and decided to spend their retirement years there.

She got involved with the Recreation and Wellness Initiative simply because she takes advantage of the town's recreational opportunities herself. For example, she doesn't drive, and the trail system makes it easy for her to

walk everywhere.

The Initiative began about 10 years ago as part of an overall strategic plan during Custer's Community Coaching with Dakota Resources. Hennessy took it over when they did another community assessment in 2016.

"At that time wellness was separated and they were really trying to build our new hospital, which is now done," she explains. "I was more intrigued with recreation. I first



wrote a summary of recreation opportunities here – like swimming, biking, running, dancing, yoga, and all the things different businesses were offering, so that really gave me a nice idea of what was available.”

Hennessey worked with Dakota Resources Community Coach Kristi Wagner and also Angie Brown from Healthy Hometown, a service from Wellmark.

“Kristi came in through Dakota Resources, who started the Custer assessment,” says Hennessey. “Her attitude is so great and I love it when she comes to the meetings. Angie has been amazing, too.”

Together, they started identifying tasks to work on in 2018, and suddenly the team was moving full steam ahead. So far, they are doing research to install solar lighting along Mickelson Trail, developed a Recreation Service Providers Report for the city website, and are supportive of a therapy walking track and a wellness garden in conjunction with the new hospital.

“What’s really nice now, with the virus, when families cannot visit their loved ones in the hospital, they can be brought into the garden where their family can meet them,” Hennessey says.

## **Completing projects for a better way of life**

Right now, the initiative volunteers are completing two large tasks. They received a grant from Black Hills Energy to install bike racks, which are purchased and ready to be placed on the Mickelson Trail and on the Custer State Park Spur. Installation is on hold due to the pandemic.

“We are also installing wayfinding signs,” Hennessey says. “I have ten major locations in town, such as the sheriffs’ department, city hall, the library, the Chamber and so on. Again, we’re just waiting to get them installed.”



Other projects that are completed or near completion include a Bark Park by the park committee and an enhancement of a veteran’s memorial park created by the local VFW and the American Legion.

That seems like a lot of accomplishments in just a few short years. But this group of volunteers isn’t slowing down anytime soon. With so much energy and momentum, they already have more projects planned.

“We have a list of almost a hundred different tasks to look at once we can get together again,” says Hennessey, “and then we can choose which ones we’re going to do. That will get us all revved back up. One big thing was raising \$14,000 for the community – school garden.”

The garden is the community garden that’s already in the works. The volunteers will work with the city and school system to build the gardens themselves, along with raised beds, fencing and sheds. They will incorporate a food class to use the garden for growing vegetables to create different dishes. Plus, the school lunch program will have fresh vegetables at their disposal.

“Whenever we have a surplus, they’re going to be freezing them for the wintertime,” says Hennessey. “Of course, we have some local producers anyway that always work with the school for the farm to school program.”

### **Success breeds success – and volunteers**

The core group of volunteers is about 20 people – many of whom are retired and full of energy. They include a former superintendent of Mount Rushmore and the city commissioner. They are already motivated.

“It’s the volunteers who are passionate about Custer,” says Hennessy. “In a small town like this, we rely on people to do things. I think that’s the biggest thing. Believe me, these ladies are something else. You want something done then you need to do it. We recently got a retired Rapid City teacher involved. She’s a brand-new resident. We met her at a grant workshop, and we have four grants that have already been accepted.”

The Recreation and Wellness team has an excellent reputation around town, and the word spreads quickly. They now have 123 people on their Basecamp site, so they can track what’s happening and step in when needed.

As Hennessy puts it, “If you have a good reputation, people feel more confident with you. We have a track record of producing. We’re just always going and I think that helps. It sounds really exciting, and it is rewarding.”

If your community is planning improvement projects in 2021, we want to hear about it. Share with us at [info@dakotaresources.org](mailto:info@dakotaresources.org). |







CUSTER  
VETERANS  
MEMORIAL



# New Markets Tax Credits

Our New Markets Tax Credit work attracts investment across rural US communities and Native Nations. That includes building equal opportunities in health care, education, vital community services, manufacturing and processing. As the manager and controlling entity of Dakotas America, LLC we provide New Markets Tax Credit allocation for equity investments in innovative businesses that are shaping their community's future.





# \$400MM

all-time allocation amount  
awarded

# \$28MM

allocation placed in 2020

# \$15MM

in education

# \$13MM

in healthcare



# Lin Van Hofwegen Leaves A Legacy and Lots of Memories

I had the pleasure of interviewing Lin Van Hofwegen during her last week of employment with Dakota Resources. She joined the staff in 2005, the second hire for the organization, starting in an administrative role. Fifteen years later, she left her position as Managing Director of Dakotas America to follow her calling to work in ministry.

If you're not familiar, Dakotas America is a certified Community Development Entity (CDE) that assigns New Markets Tax Credit allocations to help remote and distressed areas of the United States enhance quality of life. They seek to promote job growth and focus on starting or growing enterprises that are rural economic engines. They have helped provide \$400 million in allocation to these projects, which in turn created more than 5,000 jobs and gave more than 370 thousand people access to healthcare. Dakota Resources is proud to be a stakeholder in Dakotas America along with Rural Development Finance Corp, based in Bismarck ND.

During Lin's time there, she worked on 32 NMTC transactions. She is proud of every one of them, but she has some favorite stories to tell. Below are a couple of



them, in her own words.

## **Edward Via College of Osteopathic Medicine**

*Let me tell you about one of my favorite projects – the Edward Via College of Osteopathic Medicine, or VCOM. They have four medical schools, two of which we had the privilege of being involved in constructing. One is in Auburn, Alabama, and the other in Monroe, Louisiana, which was recently completed.*

*VCOM attracts students with rural backgrounds and has a high percentage of graduates returning to serve rural communities. Odds are, if you grew up in rural you're more likely to go back and serve in rural. At last count, they had accepted over 30 students from North and South Dakota.*

## **Oglala Lakota County Schools**

*We've done four large-scale school projects on Pine Ridge with the Oglala Lakota County School District, along with GROW SD. I had worked with Monica, the principal of the elementary school whose daughter was in 8th grade at the time. She wanted to do something special for the students who were completing 8th grade and wouldn't get to attend the new school, so she wanted to take them on a class trip. On the day of closing, I shared that with the 30 service providers on the call, and I asked if anyone would want to contribute. We raised \$10,000 – over and above what they needed. Those kids got one great class trip.*

*They planned a field trip to Minneapolis and arranged to take buses. Renner is about a halfway point, so we offered*

*to provide a stopping place for some food and fun. We worked with Renner Corner Meats to cater a meal, and we rented bouncy houses. Everyone had a great time.*



*Then, at the grand opening that following fall, Monica asked me to come forward, and the two young people who led the flag ceremony, one of which was her daughter, now a high school freshman, presented me with a beautiful star quilt. That was a rewarding memory.*

## **What Lin will miss the most**

*The people I work with daily, and both my Advisory Board and Governing Board. The people that I have worked with have been phenomenal, of the highest caliber. Working with people with such competence and integrity has been a great honor. They have been a fabulous team.*

*I couldn't ask for a better Governing Board. We have worked hard at developing unity around a group of people who don't see each other in person more than once or twice a year. They represent communities across both North and South Dakota. And our Advisory Board is group of people from all over the country. They have come together to do this good work, volunteering with their own sacrifice of time. They are doing tremendous work and have been very good to me.*

*It's been an honor to be part of this work and this fabulous team. The good work will continue and become even better. I'm excited for the future for everyone. |*

# Statements of Financial Position

AS OF DECEMBER 31, 2020

<b>CURRENT ASSETS</b>	<b>2020</b>	<b>2019</b>
Unrestricted Cash	892,823	427,587
Restricted Cash	-	965,870
Current Maturities of Loans Receivable	934,990	199,715
Distribution Receivable from Dakotas America, LLC	388,500	947,860
Current Portion of Receivable	464,077	709,484
Other Receivables	43,167	112,939
Prepaid Expenses	15,106	12,000
<b>TOTAL CURRENT ASSETS</b>	<b>2,738,663</b>	<b>3,375,455</b>

<b>OTHER ASSETS</b>	<b>2020</b>	<b>2019</b>
Grants Receivable	175,000	100,000
RBEG Loans Receivable, Net	33,580	83,460
Capital Investment Fund Loans Receivable, Net	21,042,281	19,116,906
Community Facilities Re-lending Loan Receivable, Net	-	4,400,479
Opportunity Fund	95,000	95,000
Investments Available for Capital Investment Fund Lending	2,131,959	2,466,710
Investments Available for RBEG Lending	61,503	53,931
Investments Reserved for Community Facilities Re-lending Operations	92,268	92,084
Other Investments and Operating Reserve	279,639	331,229
Investment in Dakotas America	941,347	497,598
Interest in Assets held at South Dakota Community Foundation	18,407	16,062
Other Assets	500	500
<b>TOTAL INVESTMENTS &amp; OTHER ASSETS</b>	<b>24,871,484</b>	<b>27,253,959</b>



Property and Equipment, Net	116,259	112,971
<b>TOTAL ASSETS</b>	<b>27,726,406</b>	<b>30,742,385</b>

<b>CURRENT LIABILITIES</b>	<b>2020</b>	<b>2019</b>
Current Maturities of Notes Payable	10,000	1,780,036
Capital Lease Obligations, Current	3,159	2,982
Accounts Payable	86,474	125,738
Sales Tax Payable	2,064	2,534
PPP Loan Payable	196,700	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>298,397</b>	<b>1,911,290</b>

<b>LONG-TERM LIABILITIES</b>	<b>2020</b>	<b>2019</b>
Notes Payable, Net of Current Maturities	3,126,550	7,061,719
Equity Equivalent Notes Payable	11,985,000	11,435,000
Capital Lease Obligation, Net of Current Portion	19,721	22,880

<b>TOTAL LONG-TERM LIABILITIES</b>	<b>15,131,271</b>	<b>18,519,599</b>
<b>TOTAL LIABILITIES</b>	<b>15,429,668</b>	<b>20,430,889</b>

<b>NET ASSETS</b>	<b>2020</b>	<b>2019</b>
Board Designated	3,182,012	2,560,616
Undesignated	7,963,088	6,683,956
With Donor Restrictions	1,151,638	1,066,924
<b>TOTAL NET ASSETS</b>	<b>12,296,738</b>	<b>10,311,496</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>27,726,406</b>	<b>30,742,385</b>

*The financial information presented herein is unaudited, presented in summary form, and represents the standalone results of Dakota Resources. For audited financial information, refer to the consolidated financial statements of Dakota Resources and Subsidiary, the accompanying notes to the consolidated financial statements, and the auditor's report thereon, available upon request. The organization's most recently filed Form 990 is available on the Dakota Resources website or can be provided upon request.*

# Statements of Activities

AS OF DECEMBER 31, 2020

<b>REVENUE AND OTHER SUPPORT</b>	<b>2020</b>	<b>2019</b>
Grants, Pledges, and Sponsorships	1,873,304	1,303,144
Interest Income on Loans Receivable	883,245	855,879
Dakotas America, LLC Income	832,249	1,375,552
Net Investment Return	60,811	82,601
Management Fee Income	505,725	413,099
Registration and Miscellaneous Income	74,646	95,948
Forgiveness of Debt	30,000	25,000
Loan Loss Reduction	-	303,684
Other Income	(2,784)	-

<b>TOTAL LONG-TERM REVENUES</b>	<b>4,257,196</b>	<b>4,454,907</b>
<b>EXPENSES</b>	<b>2020</b>	<b>2019</b>
General and Administrative	355,364	339,983
Program Service Expenses	1,916,590	2,119,067
<b>TOTAL EXPENSES</b>	<b>2,271,954</b>	<b>2,459,050</b>
<b>CHANGE IN NET ASSETS</b>	<b>1,985,242</b>	<b>1,995,857</b>

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