

Grand Rapids Economic Development Authority

2022 Annual Report



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Director of Community Development
GREDA Executive Director

Table of Contents

Mission	3
Governance	3
Development Property Assets	4-7
Business Assistance Programs	8
Additional Project Funding	9
Business Retention and Attraction	10
Summary of 2022 Activities	11-14
GREDA Financial Summary - Operating Budget	15
GREDA Financial Summary - Capital Projects Budget	16
2023 GREDA Work Plan	17-21



Mission

The Mission of the Grand Rapids Economic Development Authority (GREDA) is to advance the growth of our local economy through efforts focused on business recruitment, retention and expansion.

As the City's economic development agent, GREDA strives to provide a high level of service, in order to encourage economic investment and prosperity in the City of Grand Rapids and the surrounding region. GREDA works closely with businesses to: identify creative solutions to challenging problems, generate enhanced opportunities for growth, and help them achieve their short- and long-term goals.

Governance

The Grand Rapids Economic Development Authority is a public body governed by Minnesota Statute chapter 469, and Enabling Resolutions enacted by the City Council of the City of Grand Rapids.

The management of all the affairs, property and business of GREDA is vested in a Board of Commissioners consisting of 7 persons, 2 of which must be members of the City Council. GREDA annually elects its Officers, which include a President, Vice President, Secretary/Treasurer, and Asst. Treasurer. Staff support is provided to GREDA primarily through the Community Development Department, with the Director of Community Development acting as the GREDA Executive Director, and with the Community Development Administrative Assistant acting as the Recorder.

The GREDA Board of Commissioners includes the following volunteers:

Member	Position	Affiliation/Occupation	Term Expires
Sholom Blake	President	Private Business Owner/CPA	3/1/25
Tasha Connelly	Commissioner	City Council/Student Support Specialist	12/31/24 Concurrent with Council Term
Wayne Bruns	Commissioner	Banking Executive	3/1/25
Al Hodnik	Vice President	Ret. Business Executive	3/1/27
Cory Jackson	Secretary/Treas.	Business Financial Officer	3/1/23
Mike Korte	Commissioner	Economic Development Loan Officer	3/1/24
Tom Sutherland	Commissioner	City Council/Conservation Officer	12/31/26 Concurrent with Council Term

*The Director of City Finance serves as the Asst. Treasurer

Also providing valued service to the GREDA during 2022 was City Council Member Rick Blake.

Article VII, Section 1, of the Bylaws of the Grand Rapids Economic Development Authority establishes that: "GREDA shall prepare an annual report describing its activities and providing an accurate statement of its financial condition, together with additional matters and recommendations it deems advisable for the economic development of the City of Grand Rapids."

This report summarizes GREDA's activities and financial condition for the year ending December 31, 2022.

Respectfully submitted,



Sholom Blake, Grand Rapids EDA President



Development Property and Leasable Assets

Beginning in 1969, GREDA and its predecessor organization, the Grand Rapids Industrial Park Commission, have invested in the creation of four industrial park areas in Grand Rapids. Those industrial parks have become the home for 24 businesses, providing over 1,000 jobs in our community.

The attraction and location of industrial business in our community is pursued by GREDA within a competitive environment. Communities in the Arrowhead Region, including Grand Rapids, have had to counterbalance weaknesses, such as our distance from major market areas, by providing incentives to businesses for locating in our community. A primary means of providing that incentive involves providing development sites for business location at a competitive rate, most often below actual cost.

GREDA has also actively pursued the development of underutilized properties in the Downtown and Mississippi Riverfront areas. As examples, the GREDA has sold land, which has led to the development of the Glorvigen office building, KAXE Northern Public Radio station, and the Rapids Brewing project. The GREDA also exercised their authority to purchase and sell lands in support of the private redevelopment of Block 37, located at the corner of TH 2 and TH 169. The GREDA currently owns property in Blocks 20 & 21, immediately north of the Library, which they continue to market to developers interested in creating professional office, residential and other compatible uses. The GREDA also owns and markets for sale and development the former North Country Recycling property, a site referred to as the Block 5 Site. More recently, GREDA acquired the VFW/Rose properties within Block 18 downtown, following the fire that destroyed those buildings in March of 2020.

Land Inventory Summary:

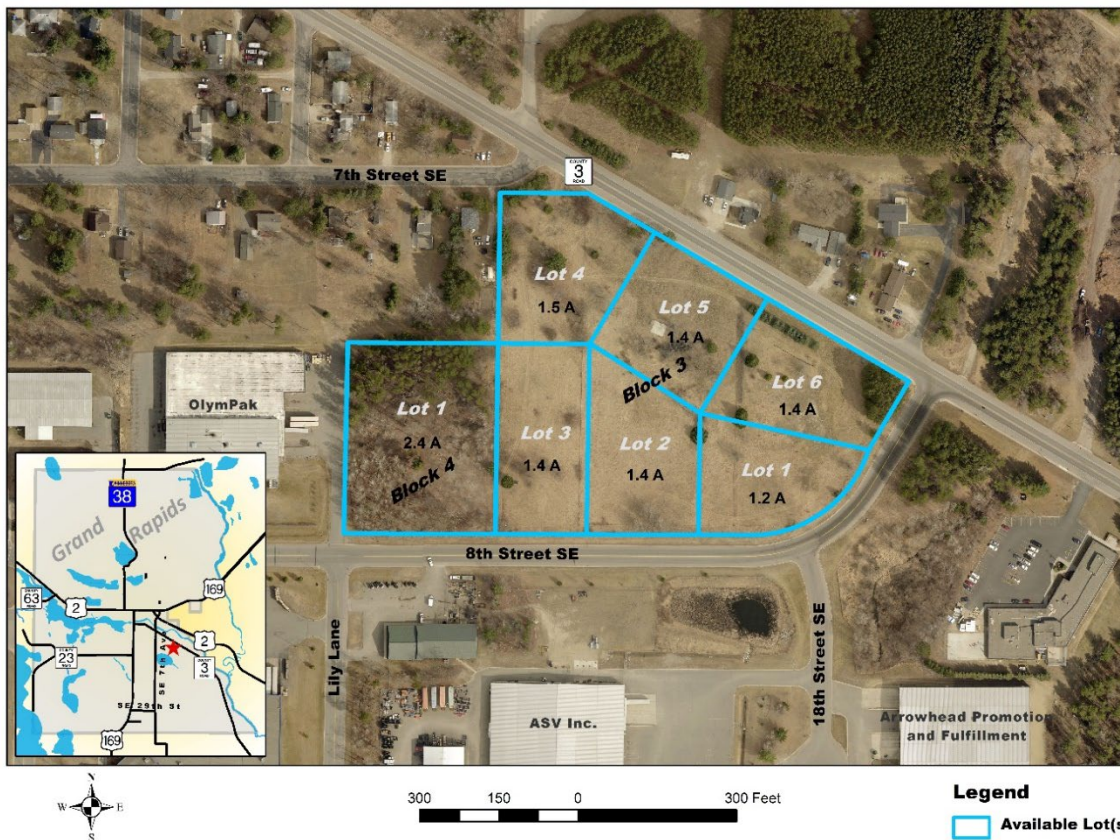
Site Description	Number of Developable Lots (GREDA Owned)	Acreage Total
Industrial Park Two	1	2.38
Industrial Park East	6	8.30
Airport South Industrial Park — Phase 1 & 2	11	17.61
Airport Property (unplatted)	1	20.0
Blocks 20 & 21 Riverfront Dev. Site	1	1.46
Block 5 Riverfront Dev. Site	1	1.8
Block 18 — Downtown Site	1	0.16
Totals:	22	51.71

Central School:

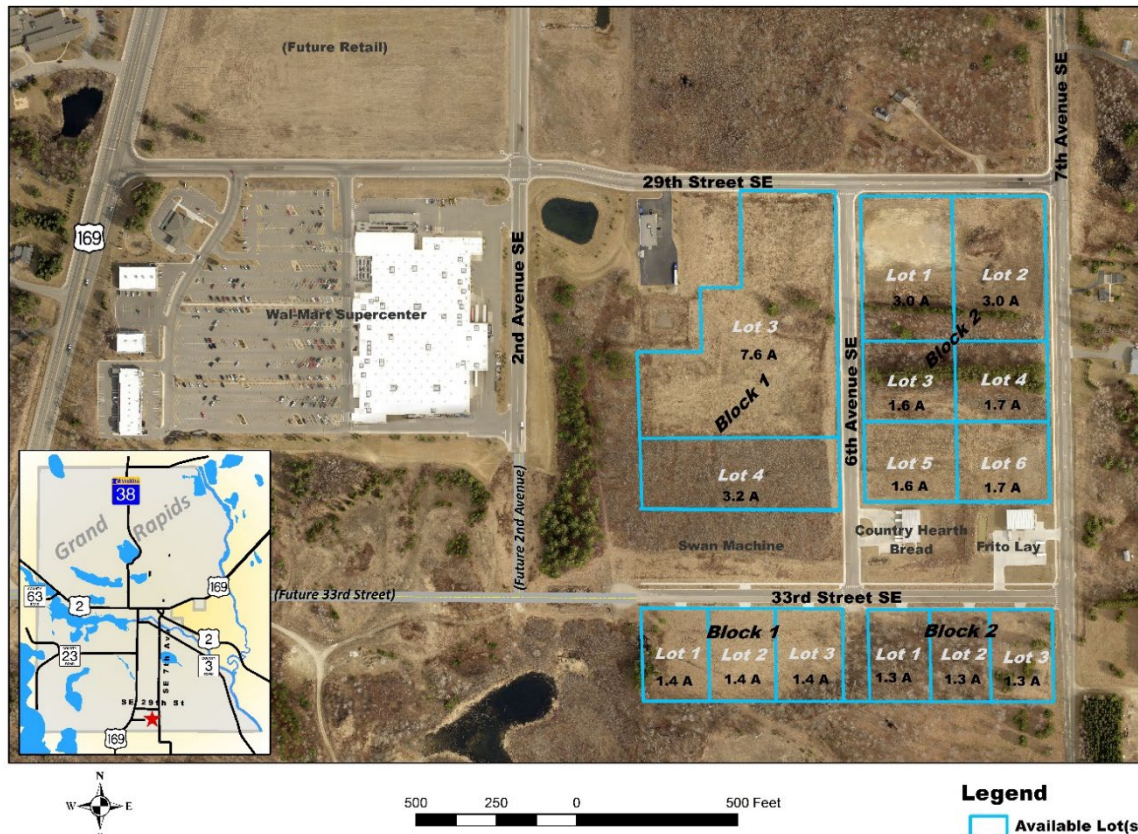
The City redeveloped Central School in 1983 and has since operated it as a multi-tenant leased space for a mixture of commercial retail and office uses. Central School contains 15 suites totaling 10,250 square feet of leasable space. In 2014, the City Council tasked GREDA with the management of leasing. At the time of this report, 59% of the Central School space is occupied.



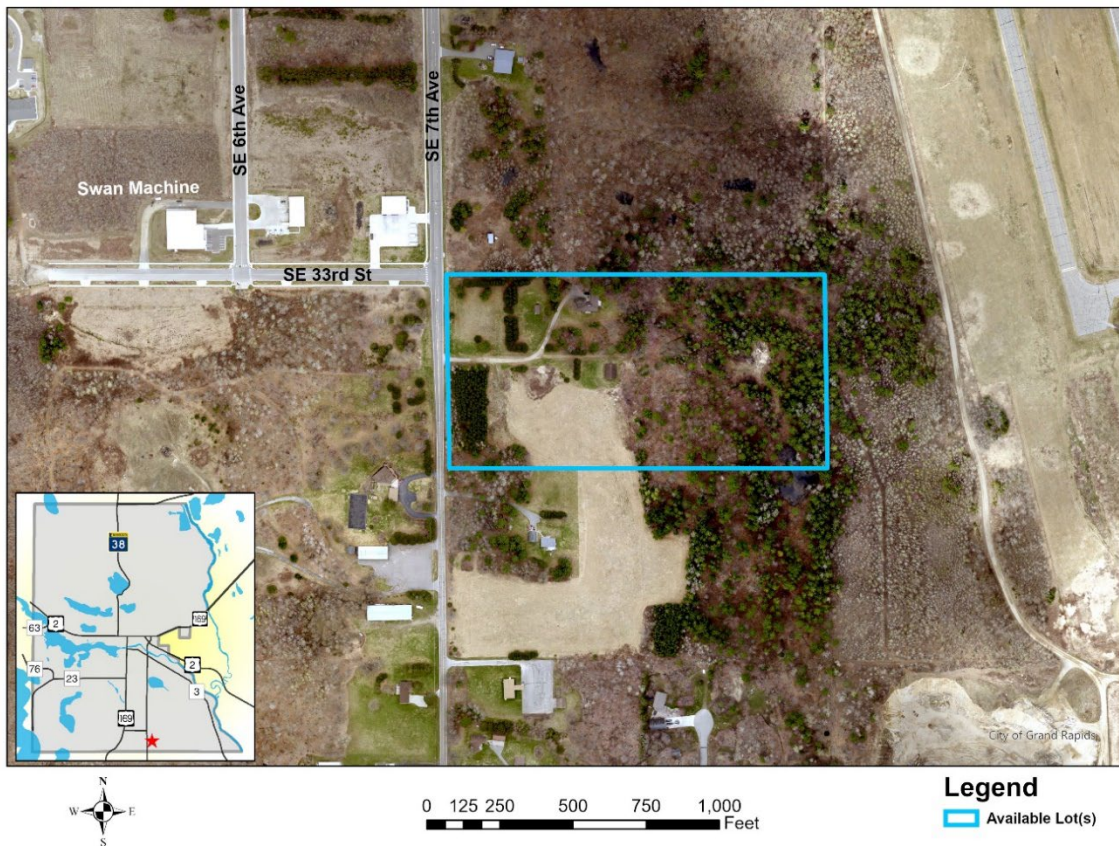
Grand Rapids Industrial Park East



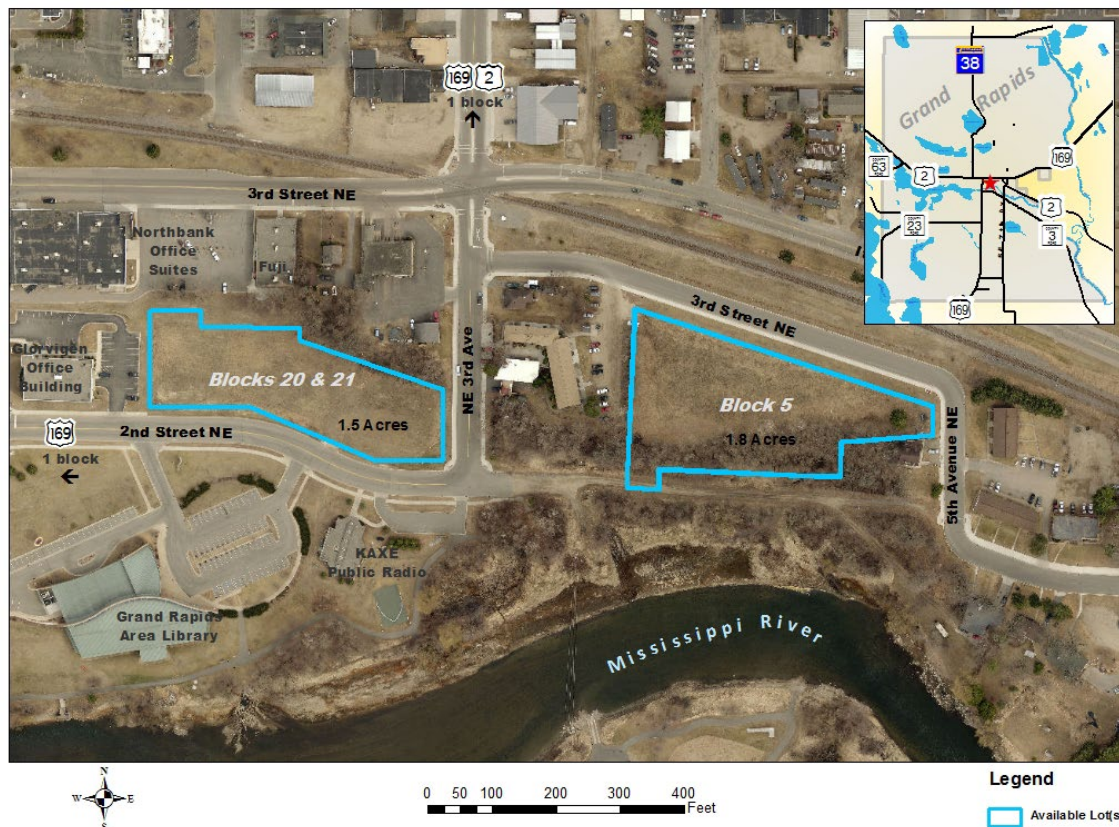
Grand Rapids Airport South Industrial Park: Phases I & II



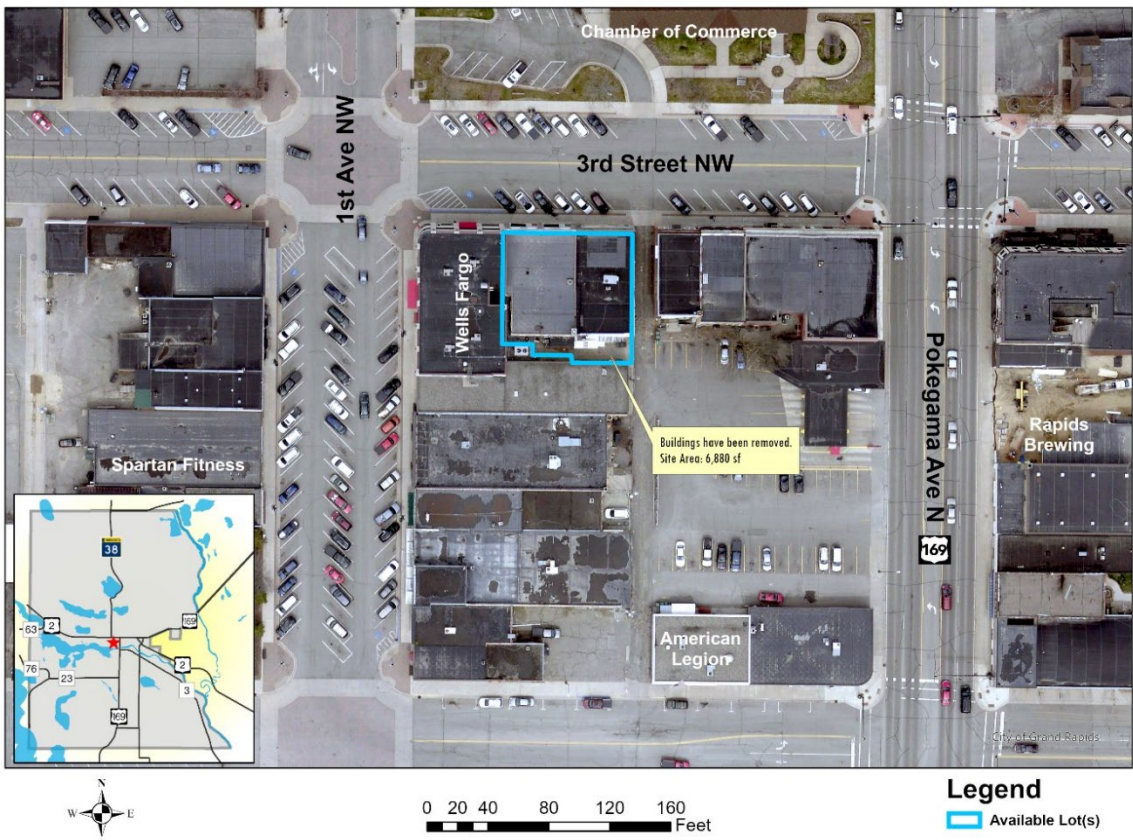
Grand Rapids Airport Property (unplatted)



Grand Rapids "Blocks 20 & 21" and "Block 5" Commercial Sites



Grand Rapids "Downtown Block 18"



Business Assistance Programs

In order to meet business' needs, GREDA commonly pools their resources together with those of other local, state and federal economic development agencies. Examples of those business assistance programs are listed in the following table:

Source	Program
Federal EDA	<ul style="list-style-type: none"> Public Works Grant Economic Adjustment Grant Economic Development Planning Grant
Iron Range Resources and Rehabilitation Board	<ul style="list-style-type: none"> Commercial Redevelopment Program Development Infrastructure Program Business Financing
Department of Employment and Economic Development (DEED)	<ul style="list-style-type: none"> Business Development Public Infrastructure Grant Minnesota Investment Fund Small Cities Development Program Job Creation Fund Redevelopment Grant Program Contamination Investigation and Cleanup Job Skills Partnership Program
Itasca Economic Development Corporation (IEDC)	<ul style="list-style-type: none"> Building Development Loan Program
City of Grand Rapids	<ul style="list-style-type: none"> Tax Increment Financing Tax Abatement

Commercial Building Improvement Loan (CBIL) Program - In certain situations, the underwriting standards used by private financial institutions would constrain their willingness or ability to provide a complete, attractive, financing package to a small business seeking to invest in property improvements. GREDA has created and maintains a revolving loan fund, named the Commercial Building Improvement Loan (CBIL) Program, which is intended to leverage private sector investment. The GREDA CBIL Program fills this capital market void by providing below market rate financing to eligible commercial enterprises within the City of Grand Rapids.

The CBIL is intended primarily to help building owners and tenants improve the appearance and function of their existing buildings. Secondary benefits of the CBIL program include: the removal of blight, increased competitiveness, strengthening of the tax base and improved viability of small businesses in the Grand Rapids commercial districts.

Eligible improvements to any retail/commercial building or site are qualified for consideration under the CBIL, within the following business zones: (LB, GB, CBD, SGB, SLB, I-1, SI-1). Program funds may be used for: building construction and expansion, building renovation and remodeling, landscaping and parking lot improvements and signage.

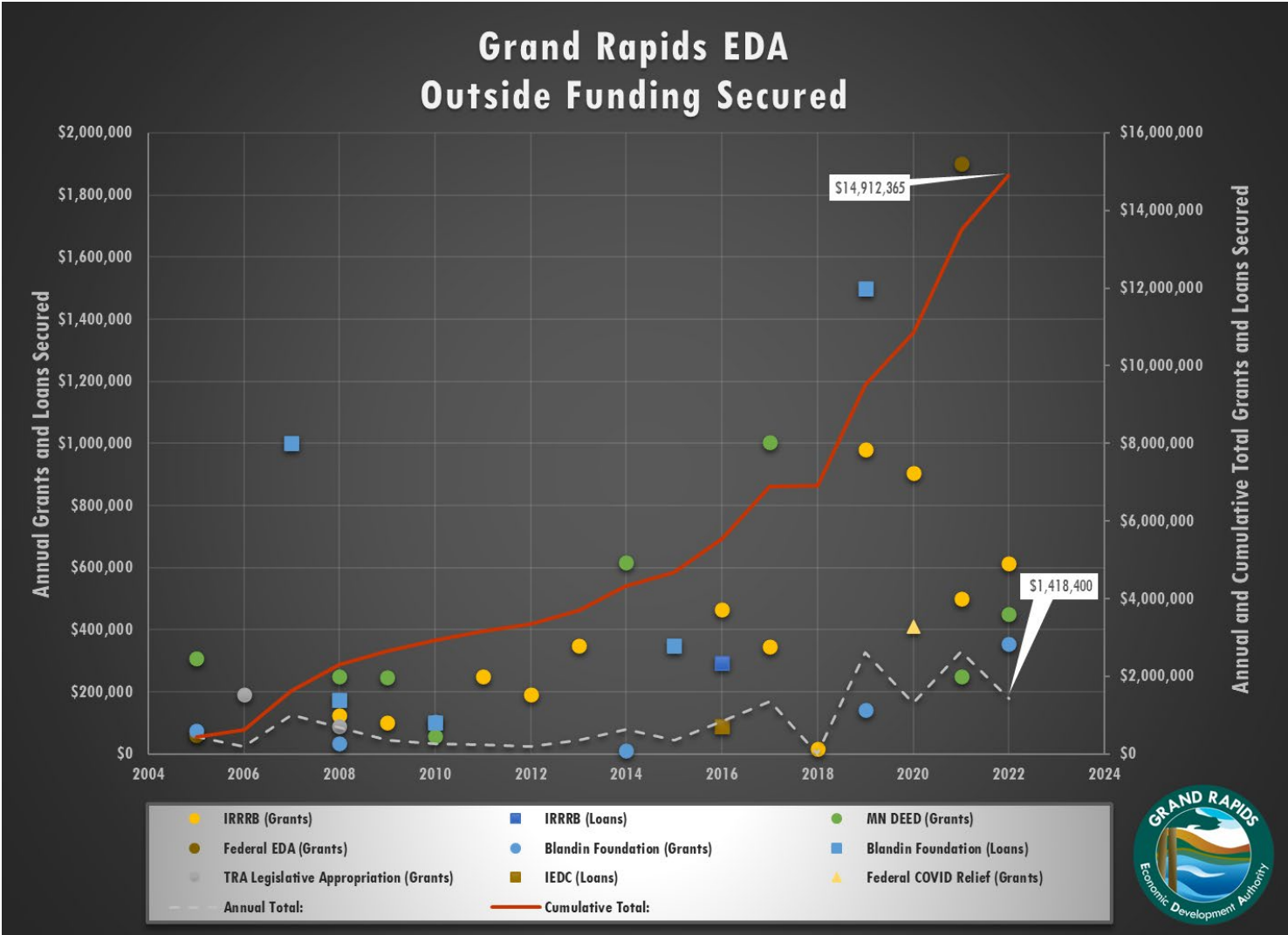
The Commercial Building Improvement Loan Program funds may finance up to 75% of the project cost, or \$40,000, which ever may be less. The interest rate for improvement loans is currently set at two percent (2%), with a maximum term of 5 years. Loans are amortized over a twenty year period with a balloon payment due at the end of the term, with no penalty for early payment.

There currently is a portfolio of nineteen loans with a combined principal loan amount of \$613,693.



Additional Project Funding

The following chart provides an sixteen year history of the outside funding secured by GREDA:



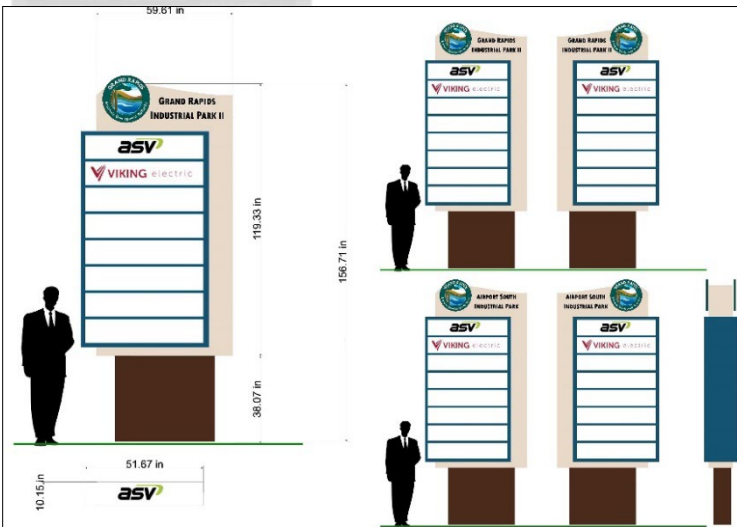
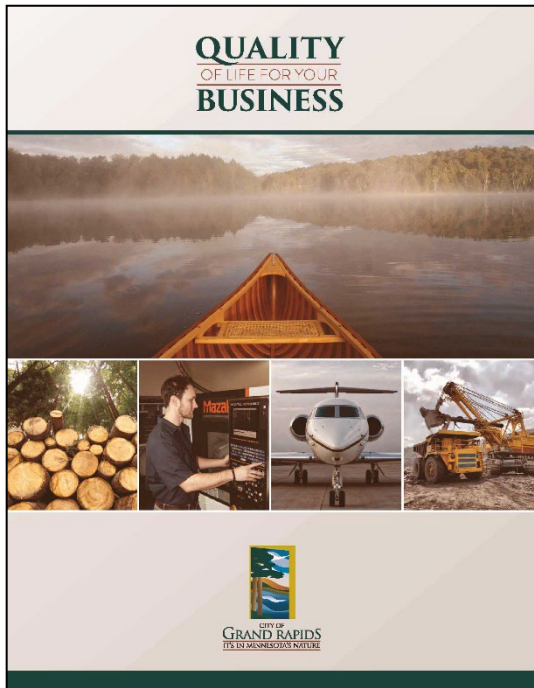
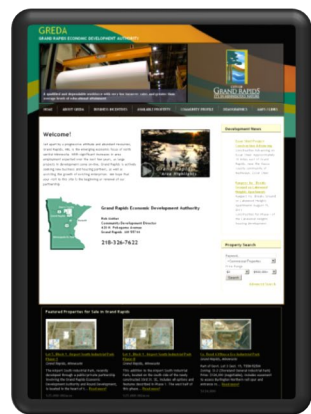
Business Retention, Attraction and Marketing

GREDA views regular interaction with resident companies, such as through a Business Retention and Expansion (BRE) program of structured interviews, as an important component of the Grand Rapids area economic development action plan. The importance of BRE is highlighted by a well-known statistic: “up to 80 percent of new jobs and capital investment in any community is generated by existing businesses”.¹

GREDA supports and is directly involved in renewed efforts between the Grand Rapids Area Chamber of Commerce and Itasca Economic Development Corporation in the expanded implementation of their “Grow Itasca” BRE program. The information collected through the business interviews done by the Grow Itasca group, assist GREDA in better understanding and serving our local business’ needs.

This is not to say, however, that GREDA disregards the value of business attraction efforts, as evidenced by their expanding industrial park areas. With a well-rounded inventory of sites to offer, GREDA has begun to dedicate additional resources to their marking efforts, including:

- ❖ Updated electronic and printed brochures featuring their property
- ❖ An increased presence on the *northlandconnection.com* regional business portal
- ❖ The GREDA website launched in September 2011 at www.grandrapidseda.com with updated property listing/mapping functions added in 2018.
- ❖ GREDA twitter account launched October 2012: @GR_EconDevAuth
- ❖ Industrial Park entrance signs completed in 2022



Summary of Activities - 2022

ASV/Yanmar Expansion Project

- ❖ For the past two years staff has been in discussions with ASV/Yanmar officials, IRRR and DEED regarding business assistance to support a potential expansion that would add significant employment and capital investment in the Grand Rapids facility over the next four years.
- ❖ Prepared and submitted grant applications to DEED and IRRR.
- ❖ On April 5, 2022, IRRR approved the \$350,000 grant request and \$1,000,000 of low interest financing for equipment.
- ❖ On May 16, 2022, DEED approved a \$450,000 grant to GREDA. GREDA used the funds to provide an equipment loan of the same amount to Yanmar with forgivable terms.
- ❖ Coordinated the review and consideration of a \$234,000 Tax Abatement and worked with Itasca County in their consideration of a \$196,000 Tax Abatement.
- ❖ This project is estimated to add over 300 direct jobs in the next four years and be a \$9.5M capital investment.



Grand Rapids/Cohasset Industrial Park Infrastructure Project

- ❖ Work has begun on the extension of sanitary sewer and water to the industrial area, which used to be the Ainsworth OSB plant.
- ❖ This \$5.4M infrastructure project is funded with combined funds from the Federal Economic Development Administration, MN DEED, MN IRRR, GRPUC, GREDA, City of Grand Rapids, City of Cohasset and IEDC.

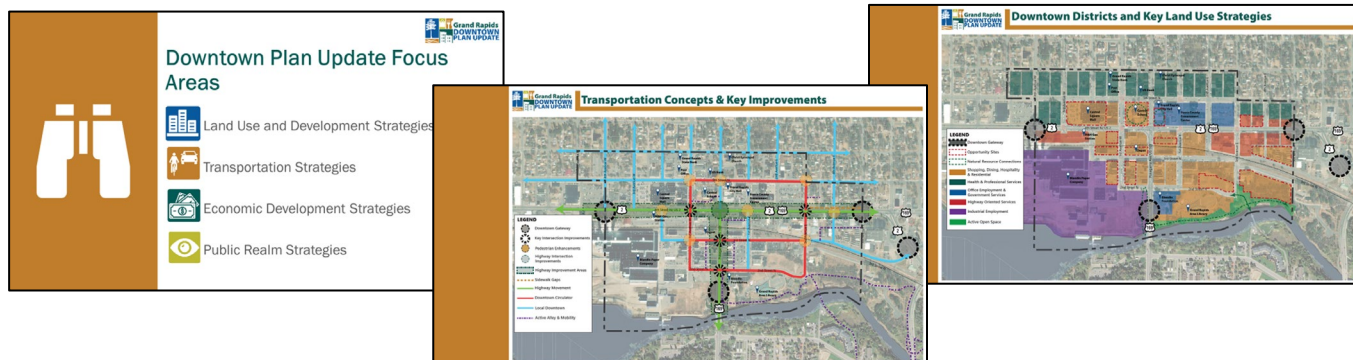


GREDA Commercial Building Improvement Loan Program

- ❖ The objective of the CBIL is to fill the financing gap between project costs and private debt financing and private equity by making direct, below market interest, loans to building owners and leaseholders improve the appearance and function of their buildings.
- ❖ Since the restructuring of the program in 2006, GREDA has provided \$976K loans to 30 projects.
- ❖ The CBIL program can provide up to \$40,000 per project. Loans are amortized over 20 years with a 5-year balloon.
- ❖ The interest rate has been lowered from 4% to 2% through the use of PRI funds from the Foundation.

Downtown Plan Update Project

- ❖ GREDA is in the final steps of completing a new Downtown Plan. Since July, GREDA's planning consultants have engaged and received input from over 1,000 citizens, visitors, businesses, and property owners through pop-up events, two community surveys, focus group meetings, design charrettes and public meetings.
- ❖ Stemming from the public engagement, GREDA has already applied for a grant to establish both a Downtown Entertainment Loan program as well as a loan program with forgivable terms for upgrades mandated by the State Building Code to older downtown buildings. (Additional detail in this report)



Plat of Great River Acres

- ❖ GREDA continues to market the 13 remaining single-family home sites and one large multi-family site.
- ❖ Two single-family home sites sold and been developed to date, and there has been interest in the multi-family site.
- ❖ In 2022, GREDA sold one parcel and provided options on four other parcels to a developer to build speculative single-family homes for sale.
- ❖ Properties are listed on www.grandrapidseda.com



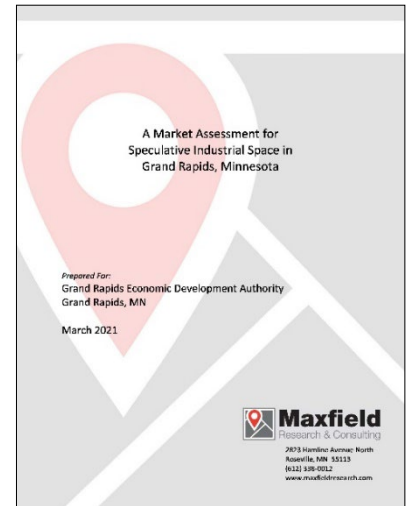
Cambium Development Project/Downtown Block 18 Site

- ❖ GREDA extended its Preliminary Development Agreement with Cambium Development for six months.
- ❖ Cambium is pursuing the purchase the GREDA-owned former site of the VFW and Rose buildings on 3rd St. N. and the development of a multiple story, mixed use, commercial building including a restaurant and hospitality component.
- ❖ GREDA successfully applied for a \$150,000 MN IRRR Development Infrastructure grant for this project.



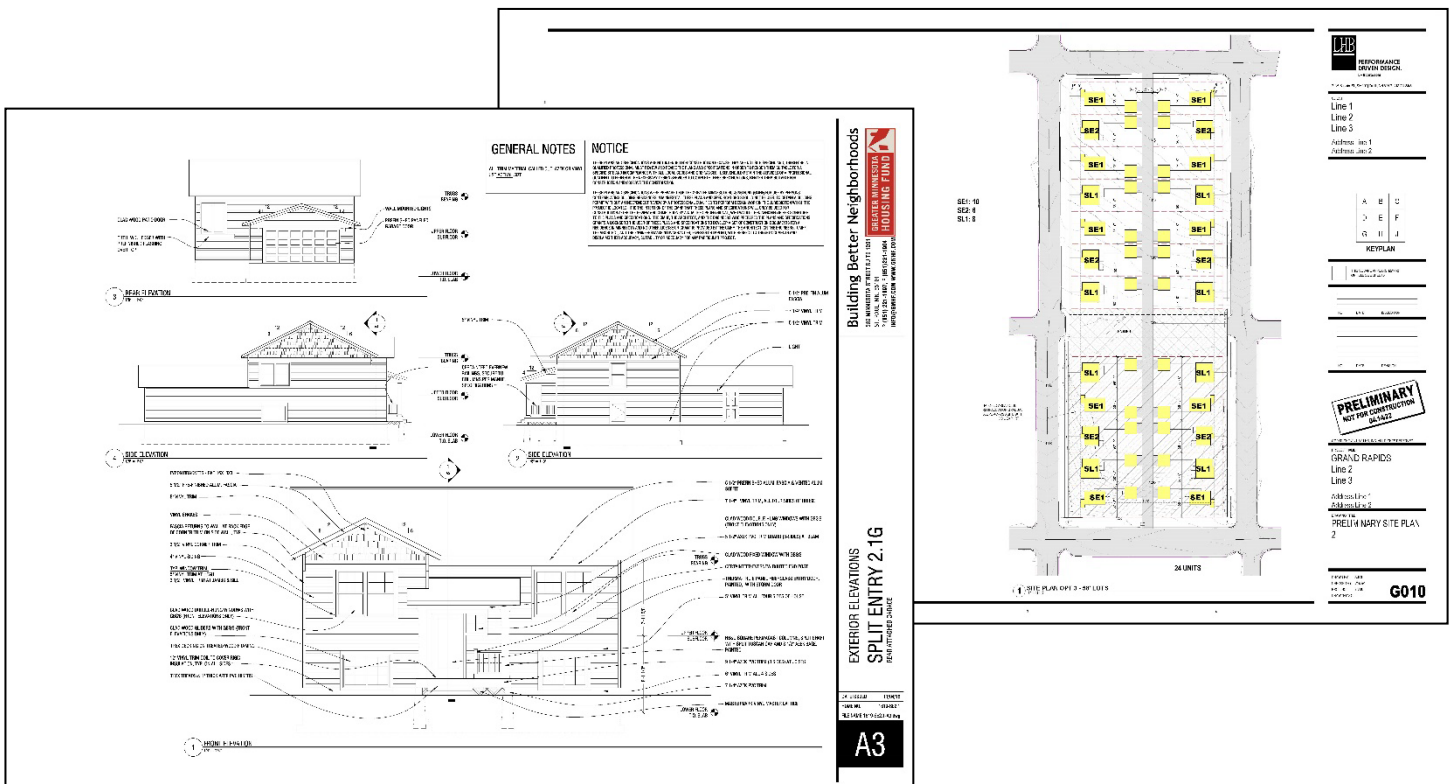
Industrial Market Analysis

- ❖ GREDA hired Maxfield Research to conduct a market analysis examining the unmet need for additional industrial/warehouse/distribution building space.
- ❖ The research confirmed a need for 80,000 sf of additional new, modern, flexible building space over the next five years. The research also examined lease rates in our competing area and proposed a list of building features that would best capture and serve the demand.
- ❖ GREDA followed this research with an architectural study examining the cost of building a 30,000 sf industrial spec. building.
- ❖ GREDA used this information to prepare a development proforma and proposed financing structure.
- ❖ The conclusion of this work was that traditional public financing, like Tax Abatement are insufficient to close the gap created by the cost of construction and the moderate lease rates in our market.
- ❖ GREDA continues to discuss possible solutions to this situation with IRRR and the Blandin Foundation.



Single Family Housing — Redevelopment of former Forest Lake School Site

- ❖ GREDA received title to the site of the former Forest Lake School in 2021. Staff is working with the Greater Minnesota Housing Fund and LHB Architects to prepare a design concept and funding structure for redevelopment of the cleared site as affordable, owner-occupied, single-family housing.
- ❖ GREDA is currently developing a new plat entitled Forest Lake Addition, which will include 22 single family home lots.
- ❖ GREDA is working with the Itasca County HRA on their plans to purchase and develop 8 of the lots over two years and forming a Community Land Trust.



Multi-Family Housing and Manufactured Housing Community Prospects

- ❖ GREDA has a preliminary development agreement in place with Oppidan Inc., the developers of the Pillars project. Oppidan is performing due diligence on a proposed 132-unit apartment on a GREDA parcel located north of the West Elementary School in the plat of Great River Acres.
- ❖ Staff is in early conversations with a metro developer considering a concept involving a 76-unit apartment on the GREDA Block 20/21 site, located north of the Library.
- ❖ Staff is working with local investors performing due diligence on a concept for a 60-unit housing community on the former WWTP site.
- ❖ The increased cost of construction and financing presents additional challenges for the development of housing. We are in discussions with other economic development organizations and private businesses about how they might aid us in supporting these projects.

DEED Small Cities Development Program (SCDP) Grant

- ❖ GREDA completed implementation of their third DEED Comprehensive SCDP grant, awarded to the City over the last 10 years.
- ❖ In combination, these three SCDP grants have allowed GREDA to provide an additional \$665K of deferred/forgivable loans of up to \$32,000 to 23 commercial building rehabilitation projects in targeted areas of Grand Rapids.
- ❖ The recently completed SCDP program assisted in the rehabilitation of 10 commercial buildings and 23 owner-occupied single-family homes.



Redevelopment Loan Fund

- ❖ The Blandin Foundation has re-established a \$1,000,000 Program Related Investment (PRI) with GREDA for the Redevelopment Loan Fund.
- ❖ This fund allows timely access to short-term bridge and gap financing for commercial acquisitions and activities that lead the redevelopment of blighted/substandard/underutilized commercial property.
- ❖ The interest on each loan will be within a range of 0% to 0.25% over Prime, depending on project specifics and whether the loan is being made to GREDA or if GREDA is using the funds to make a loan to a private developer.

Downtown Entertainment Loan Fund

- ❖ In 2022, GREDA successfully applied for a 300,000 Blandin Foundation grant to establish a revolving loan program to provide short-term, flexible, financing for larger scale entertainment events/cultural programming held in Downtown Grand Rapids.
- ❖ Loans of up to \$75,000 provided under this program will limit financial risk to hosting entities by forgiving a portion of the principal to ensure a breakeven point is achieved.



GREDA Financial Summary – 2022 Operating Fund

**CITY OF GRAND RAPIDS
ECONOMIC DEVELOPMENT AUTHORITY**
COMBINING STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE
FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2022
With Comparative Totals for the Period Ending December 31, 2021

Preliminary	2021 ACTUAL TO 12/31/21	YTD ACTUAL TO 12/31/22	2022 ANNUAL BUDGET	
Fund Balance 1/1/XX:	\$ 2,880	\$ 18,096	\$ 18,096	
REVENUES:				
Taxes	30,000	-	-	0%
Supplemental Aid	-	-	-	0%
Miscellaneous	-	-	-	0%
Interest - Investments	95	103	200	52%
Interest - Loans	-	-	-	0%
Mortgage Payment	-	-	-	0%
Fund Balance Usage	-	-	16,050	0%
TOTAL REVENUES	30,095	103	16,250	1%
EXPENDITURES:				
Supplies/Materials	12	148	50	296%
Other Services/Charges	14,867	13,755	16,200	85%
TOTAL EXPENDITURES	14,878	13,903	16,250	86%
REVENUES > EXPENDITURES	15,216	(13,800)	-	
FUND BALANCE				
Fund Balance Usage	15,216	(13,800)	(16,050)	
FUND BALANCE 12/31/XX	\$ 18,096	\$ 4,296	\$2,046	



GREDA Financial Summary – 2022 Capital Projects Fund

CITY OF GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY CAPITAL PROJECTS FUND

*Schedule of Changes in Revenue, Expenditures, and Fund Balance
FOR THE TWELVE MONTHS ENDING DECEMBER 31, 2022*

Preliminary

FUND BALANCE 1/1/22	\$ 821,105
REVENUES:	
Taxes	57,087
Supplemental Aid	2,689
Blandin Foundation	53,400
Interest-Investments	6,555
Interest-Loans	7,039
Nat'l Gas CIAC Fee	4,037
Rent-Manufacturing Hangar	10,931
Rent-EDA House	25,999
Miscellaneous	2,027
Principal-CBIL Payments	97,198
Principal-EWCL Payments	158,967
Sale of Land Held in Inventory	624,000
TOTAL REVENUES	1,049,927
EXPENDITURES:	
Miscellaneous	36,813
Commercial Building Improvement Loan Program	12,340
Downtown Block 18-21	8,029
Airport South Industrial Parks	83,275
Downtown Plan Project	78,871
Great River Acres	26,059
Manufacturing Hangar	321,802
Blandin Foundation PRI Loan	150,694
DEED Development Programs	9,623
ASV-Yanmar Parts Distribution Center	1,428
TOTAL EXPENDITURES	728,934
2022 REVENUES > EXPENDITURES	320,994
FUND BALANCE 12/31/22	<u><u>1,142,098</u></u> (1)

Please Note:

(1) The Fund Balance includes designations for Com Bldg Imp Loans of \$169,976



Work Plan – Overview of Process

The GREDA Board of Commissioners recently completed the development of their 2023 Work Plan. The work plan development process first involved a review of the unfinished business from the 2022 Work Plan, and a review of the goals stated within Economic Development Element of the Comprehensive Plan. From that exercise, the GREDA Commissioners identified a list of potential objectives for 2023. Those potential objectives were examined and ranked by the individual GREDA members, and, through additional group discussion, GREDA approved a list of priorities and a work approach for the issues they will take a lead role in completing and those that they will partner with others on.

In developing the list of priority issues, the GREDA considered the following criteria:

Community impact: If the goal is achieved, will the impact be substantial in the community?

Chances of success: Is the objective reasonably attainable?

Resource availability: Does EDA/City of Grand Rapids possess adequate resources to achieve this goal?

EDA ownership: But for the EDA, will any other entity, commission or department achieve this objective?

The resulting work plan is shown on the following four pages of this report.





Grand Rapids Economic Development Authority

2023 Work Plan

* Results of Issue Identification and Ranking			* Desired Outcomes/Work Approach/Schedule			
Issue/Task/Work Item	Role	Term (years) Short 1-2 Med. 3-5 Long 6+	Q1	Q2	Q3	Q4
Continue to work with Voyageur Capital on current and future development.	Lead	M	<ul style="list-style-type: none"> Work with Voyageur Capital toward executing a Contract for Private Development for the buildout of speculative industrial space. 	<ul style="list-style-type: none"> Work with IRRR, DEED and others to support the new industries with low interest financing for equipment and tenant improvements 		<ul style="list-style-type: none"> Complete the public infrastructure buildout.
Market GREDA Services	Lead	S	<ul style="list-style-type: none"> Communicate the many GREDA successes and raise awareness of GREDA programs. 	<ul style="list-style-type: none"> CBIL program marketing Downtown Entertainment Loan program marketing 	<ul style="list-style-type: none"> Consider comprehensive updates to the GREDA website under a new platform 	
Continue to support the ASV/Yanmar Expansion	Lead	S	<ul style="list-style-type: none"> Provide a recommendation to the City Council regarding ASV/Yanmar's request for a Tax Abatement. Coordinate with the County on a joint Contract for Private Development involving Tax Abatement. 	<ul style="list-style-type: none"> Continue to work on supportive workforce housing development. 		
Provide support for the Huber Project	Support	S	<ul style="list-style-type: none"> Participate in developing and implement a coordinated group effort of area and regional entities to support the successful advancement of the project. 			
Pursue and support initiatives addressing the local workforce/childcare and housing shortages	Lead	S	<ul style="list-style-type: none"> Continue to support private development interest in housing projects by advising the City Council on TIF and Tax Abatement business assistance requests. 	<ul style="list-style-type: none"> Execute development agreements on GREDA housing parcels. 	<ul style="list-style-type: none"> Work with childcare facility developers and IRRR to incentivize/remove financial barriers for projects. 	



* Results of Issue Identification and Ranking			* Desired Outcomes/Work Approach/Schedule			
Issue/Task/Work Item	Role	Term (years) Short 1-2 Med. 3-5 Long 6+	Q1	Q2	Q3	Q4
Support the development or redevelopment/infill of strategic commercial sites to achieve growth in the retail sales and service sector.	Lead	L	<ul style="list-style-type: none"> Continue to support private development interest in housing projects by reviewing proposed requests for business assistance. Promote the development of GREDA housing parcels and 	<ul style="list-style-type: none"> Welcome and support investment interest in the redevelopment of infill sites such as the former K-Mart site, former Ray's Sport and Marine, and former Sawmill Inn site. 	<ul style="list-style-type: none"> Identify retail gaps and more actively recruit businesses and developers. 	<ul style="list-style-type: none">
Begin implementation of the updated Downtown Plan.	Partner	S	<ul style="list-style-type: none"> Review strategies within the completed Downtown Plan update. Implement the Downtown Entertainment Loan Program 	<ul style="list-style-type: none"> Explore strategies for a sustainable Central School adaptive reuse. 	<ul style="list-style-type: none"> Consider a Blandin Foundation grant request for the purpose of hiring a consultant to lead downtown business and property owners through steps to establish a downtown program and organization. 	<ul style="list-style-type: none">
Ensure an adequate inventory of industrial sites and facilities exist to accommodate full industrial, warehousing & distribution business expansion and relocation potential.	Lead	L	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Continue to explore funding opportunities that would support the development of a speculative, flexible, industrial/warehousing building in Grand Rapids. Recruit a developer. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Continue to advocate for highway transportation route improvements to improve linkages between Grand Rapids and the interstate, the Duluth port.	Lead	L	<ul style="list-style-type: none"> Have discussions with appropriate agencies, government, and elected officials the prioritization of improvements to the TH2 corridor to Duluth. 	<ul style="list-style-type: none"> Explore working with UWS or others in preparation of a needs study. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Consider ways to support the relocation/renovation of local small businesses and assist with ADA compliance improvement funding options.	Lead	S	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Consider submitting a grant request to the Blandin Foundation to establish a loan program, possibly with some forgivable terms, to address ADA and Minnesota Accessibility Code deficiencies. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">



* Results of Issue Identification and Ranking			* Desired Outcomes/Work Approach/Schedule			
Issue/Task/Work Item	Role	Term (years) Short 1-2 Med. 3-5 Long 6+	Q1	Q2	Q3	Q4
Assist with the redevelopment of the Boswell site.	Lead	S	▪	▪ Support County efforts to implement energy transition strategies.	▪ Identify energy transition funding state and federal programs that may be applicable to GREDA efforts toward economic diversification.	▪
Continue to support our medical service providers to ensure that Grand Rapids maintains and grows its position as a regional hub.	Lead	S	▪ Communicate with major providers, Grand Itasca and Essentia, about trends toward a stay-at-home rural health care model and the buildout of services and jobs to support that growth potential.	▪	▪	▪
Pursue initiatives that would support existing and new wood product industries/advocate for U.S. EPA rule changes.	Lead	M	▪	▪	▪ Research and consider advocacy for U.S. EPA rule changes that would define wood as carbon neutral so it can be used as an alternative fuel source applicable to a future conversion of MP Unit from coal.	▪
Consider ways to diversify the membership of the Commission and amend the meeting format to include updates from local partners/organizations.	Lead	S	▪ As membership opportunities arise, recruit applicants that further a diverse board. ▪ Invite local partner organizations to provide updates, one presentation per quarter.	▪	▪	▪

