



GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY MEETING AGENDA

**Thursday, December 11, 2025
4:00 PM**

NOTICE IS HEREBY GIVEN, that a regular meeting of the Grand Rapids Economic Development Authority will be held in the City Council Chambers in the Grand Rapids City Hall, 420 North Pokegama Avenue, in Grand Rapids, Minnesota on Thursday, December 11, 2025 at 4:00 PM.

CALL TO ORDER

CALL OF ROLL

SETTING OF THE REGULAR AGENDA - *This is an opportunity to approve the regular agenda as presented, or to add/delete an agenda item by a majority vote of the Commissioners present .*

APPROVE MINUTES

- [1.](#) Consider approval of minutes from the November 13, 2025 regular meeting.

APPROVE CLAIMS

- [2.](#) Consider approval of claims in the amount of \$36,857.94.

BUSINESS

- [3.](#) Review and consider approval of a Program Agreement with University of Minnesota Extension to conduct economic impact studies in conjunction with the development of a Master Plan for American Legion Park.
- [4.](#) Develop 2026 GREDA Work Plan

UPDATES

ADJOURN

MEMBERS & TERMS

Dan Mertes - 12/31/2025 Council Representative

Rick Blake - 12/31/2025 Council Representative

Wayne Bruns - 3/1/31

Sholom Blake - 3/1/31

Al Hodnik - 3/1/27

Bill Martinetto - 3/1/29

Jean MacDonell - 3/1/30



GRAND RAPIDS ECONOMIC DEVELOPMENT AUTHORITY MEETING MINUTES

**Thursday, November 13, 2025
4:00 PM**

President Blake called the meeting to order at 4:18 PM.

PRESENT: Commissioner Al Hodnik, President Sholom Blake, Commissioner Wayne Bruns, Council Representative Dan Mertes, Commissioner Jean MacDonell, Council Representative Rick Blake (arrived at 4:45 PM)

ABSENT: Commissioner Bill Martinetto

STAFF: Rob Mattei, Kimberly Gibeau

SETTING OF THE REGULAR AGENDA - *This is an opportunity to approve the regular agenda as presented, or to add/delete an agenda item by a majority vote of the Commissioners present .*

APPROVE MINUTES

1. Consider approval of minutes from the October 23, 2025 regular meeting.

Motion made by Council Representative Mertes, Seconded by Commissioner Bruns to approve the minutes as presented. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Mertes, Commissioner MacDonell

APPROVE CLAIMS

2. Consider approval of claims in the amount of \$14,027.62

Motion made by Commissioner Hodnik, Seconded by Commissioner Bruns to approve the verified claims as presented. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Mertes, Commissioner MacDonell

BUSINESS

3. 2026 Work Plan Development

Members reviewed 2025 workplan, followed by discussion to develop and refine the 2026 workplan. Mr. Mattei will provide an organized outline of items presented for consideration and distribute to members for rating.

4. Consider approval of a proposal from Braun Intertec to conduct environmental consultant services pertaining to Minnesota Department of Agriculture (MDA) regulation of know agricultural chemicals present at the former Itasca County Farm Services Co-op (GREDA Site).

Discussed proposal from Braun Intertec to conduct additional environmental consulting related to Minnesota Department of Agriculture oversight of known agricultural chemicals at the former Itasca Farm Services Co-op site. Braun Intertec already prepared a construction contingency plan for demolition of the co-op building for the MPCA's Brownfield Petroleum Division, but agricultural chemical contamination requires a separate but similar review process through the Department of Agriculture. The proposed work—estimated at \$11,200—includes site visits, an environmental site assessment, and development of a remedial plan, which would be necessary before any future redevelopment of the property.

Motion made by Council Representative Mertes, Seconded by Commissioner MacDonell to approve proposal from Braun Intertec to conduct environmental consultant services as presented. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Blake, Council Representative Mertes, Commissioner MacDonell

5. Consider adopting a resolution approving the second amendment to the Purchase and Development Contract (PDC) between GREDA and Free-Range Food Co-op (FRFC).

Reviewed a resolution to approve the second amendment to the Purchase and Development Agreement between GREDA and the Free Range Food Co-op, primarily to extend the project timeline. The new dates would move closing to February 28, 2027, construction commencement to August 2027, and project completion to February 28 of the following year. The co-op has made strong progress in its initial community investment campaign and is pursuing additional funding sources, including IRRR support and new market tax credits, but these steps are taking longer than expected, prompting the need for deadline adjustments.

Motion made by Council Representative Blake, Seconded by Council Representative Mertes to **adopt Resolution 25-14**, approving the second amendment to the Purchase and Development Contract between GREDA and Free-Range Food Co-op. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Blake, Council Representative Mertes, Commissioner MacDonell

6. Consider approval of a proposal from Baldwin Creative for communications services.

Reviewed proposal from Baldwin Creative to provide communication services at a cost not to exceed \$12,000 per year, which would be covered by the \$15,000 allocated annually for communications in the Blandin Foundation grant. The proposed services include analyzing the website, developing a comprehensive communications plan and strategy, creating branded templates for handouts, press releases, announcements, and social media, and preparing press releases. Staff noted that these tasks have been difficult to complete internally due to limited capacity, and Baldwin Creative has shown strong energy, capability, and positive references during prior discussions.

Motion made by Commissioner Hodnik, Seconded by Commissioner MacDonell approve proposal from Baldwin Creative for communications services. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Blake, Council Representative Mertes, Commissioner MacDonell

7. Consider approval of a Subgrant Agreement with Grand Rapids Downtown Alliance, Inc.

Discussed subgrant agreement with the Grand Rapids Downtown Alliance, which would allow the Alliance to directly pay its payroll and operating expenses. The Blandin Foundation anticipated this structure in its funding, and the board's attorney prepared the agreement. Under

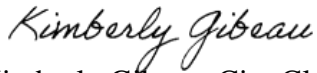
the plan, the Alliance provides a six-month budget, and the board advances the corresponding grant funds twice per year, with required documentation of expenses returned for accountability. Staff noted the process is manageable and actually less work than handling ongoing payments.

Motion made by Commissioner Bruns, Seconded by Council Representative Mertes to approve subgrant agreement with Grand Rapids Downtown Alliance Inc. Voting Yea: Commissioner Hodnik, President Blake, Commissioner Bruns, Council Representative Blake, Council Representative Mertes, Commissioner MacDonell

ADJOURN

There being no further business, the meeting adjourned at 5:13 PM.

Respectfully submitted:



Kimberly Gibeau, City Clerk

GRAND RAPIDS EDA BILL LIST - DECEMBER 11, 2025
DEPARTMENT SUMMARY REPORT

Item 2.

EDA

Anderson Ophoven Stauffer & Jahn Law Office PA	283.50
BOLTON & MENK, INC	15702.50
Burggraf's Ace Hardware	69.94
CHAD B STERLE LAW OFFICE P.C.	470.00
CITY OF GRAND RAPIDS	1642.40
Primacy Strategy Group LLC	15000.00
RAPIDS PLUMBING & HEATING INC	375.60
SEH - Grand Rapids	2382.50

TOTAL UNPAID TO BE APPROVED IN THE SUM OF: \$ 35,926.44

CHECKS ISSUED PRIOR APPROVAL

NORTHERN STAR COOPERATIVE	22809-E	489.81
PUBLIC UTILITIES COMMISSION	EDA/OCT25-E KENT PROPERTY	114.50
PUBLIC UTILITIES COMMISSION	EDA/OCT25-E	327.19

TOTAL PRIOR APPROVAL ALLOWED IN THE SUM OF: \$ 931.50

TOTAL ALL DEPARTMENTS: \$ 36,857.94



REQUEST FOR GRAND RAPIDS EDA ACTION

AGENDA DATE: December 11, 2025

STATEMENT OF ISSUE: Review and consider approval of a Program Agreement with University of Minnesota Extension to conduct economic impact studies in conjunction with the development of a Master Plan for American Legion Park.

PREPARED BY: Rob Mattei, Executive Director

BACKGROUND:

In August GREDA approved a contract with Bolton & Menk for professional planning services in the preparation of a master plan for American Legion Park.

The first phase of Bolton & Menk's work has involved considerable public engagement through community surveys, a project website with interactive mapping, and user focus group sessions to evaluate, measure and summarize the existing needs and uses of Legion Park. The second phase of the study will identify future options for enhancing and/or expanding the Park with a goal of optimizing its impact as a community asset and economic driver.

As originally envisioned, the scope of this project also includes a supplementary study of the economic impacts stemming from the current uses of the Park, as well as a follow-up projection of economic impacts based upon the Plan's recommended physical and operational enhancements to the Park.

The University of Minnesota Extension Department of Community Development has provided a proposal to prepare the economic impact analyses for a program fee of \$4,000. The Extension has done several studies for GREDA and the City, including retail trade area analyses in 2007 and 2014, as well as an economic impact analysis for the Yanmar Arena several years ago.

This work will be funded through the Blandin Foundation grant to GREDA. Within that larger grant of \$2.8M, a total budget of \$165,000 is dedicated to this project. The contract with Bolton & Menk at a fee of \$124,729 together with the \$4,000 fee from the Extension keeps us within the budget.

REQUIRED ACTION: Pass a motion approving a Program Agreement with University of Minnesota Extension to conduct economic impact studies in conjunction with the development of a Master Plan for American Legion Park.

UNIVERSITY OF MINNESOTA

EXTENSION**Program Agreement**

This Program Agreement along with its Exhibits and Addenda (the “Agreement”), dated as of the date of last signature (the “Effective Date”), is between the Regents of the University of Minnesota (the “**University**”), a Minnesota constitutional corporation, through its Extension **Department of Community Development** at 240 Coffey Hall, 1420 Eckles Avenue, St. Paul, MN 55108 (“**Extension**”) and **Grand Rapids Economic Development Authority**, a **body corporate and politic organized and existing under the laws of the State of Minnesota** at **420 N Pokegama Ave., Grand Rapids, MN 55744** (“**Customer**”).

The Parties agree as follows:

1. **Program.** Extension shall provide **Economic contribution of American Legion Memorial Park in Grand Rapids, Minnesota**. Program shall be delivered on **or no later than July 31, 2026**. Modifications or additions to the dates, times, and locations will be mutually agreed upon by Extension and Customer and documented in writing; email acceptable. See Exhibit A for detailed description of the program, as applicable, and responsibilities of Extension and Customer.
2. **Term and Notices.** The term of this Agreement shall commence on the Effective Date and shall expire on **September 15, 2026** unless extended by mutual written agreement or terminated earlier according to Section 5. Notices shall be sent to the parties at the addresses above.
3. **Payment.** For the program described in Section 1, Customer shall pay University the program fee of **four thousand and zero/100 Dollars (\$4,000)**. Compensation shall be paid in the following manner (check one of the following):
 - ☒ **50%** per installment on the following dates: **April 1, 2026 and August 1, 2026**
 - ☐ Upon the completion of the Program
4. **Invoicing.** University shall deliver to Customer an invoice for the Program Fee, and Customer shall pay to University the Program Fee within thirty (30) days of the delivery of the invoice. Invoices shall be sent to: **Rob Mattei; 420 N. Pokegama Ave, Grand Rapids, MN 55744; rmattei@grandrapidsmn.gov; and 218-326-7622.**
5. **Cancellation/Termination.** Either party may cancel a specific program or terminate this Agreement by delivering to the other Party a written notice of cancellation within thirty (30) days prior to the Program. If Customer cancels for any reason less than 30 days before the Program, except for reasons beyond its reasonable control, Customer remains obligated for the full amount set forth in Section 3.
6. **Disclaimer of Warranty.** While the services will be performed in a professional manner, University makes no warranties, express or implied, concerning the goods and services provided under this program agreement, including, without limitation, implied warranties of non-infringement, of merchant ability and of fitness for a particular purpose.
7. **Liability** Each Party shall be solely liable for its and its employees, agents and contractors’ acts and omissions. In no event shall a Party be liable under this agreement for personal injury or property damages (except to the extent of the other party’s intentional acts) OR lost profits, lost business opportunity, lost data, incidental or consequential damages, of any kind. In no event shall a Party’s total liability for any and all direct damages exceed the amounts paid to University under this agreement.
8. **Indemnification.** Customer shall indemnify, defend, and hold harmless University against any and all claims, costs, or liabilities, including attorneys’ fees and court costs for any loss, damage, injury, or loss of life arising out of (i) use by Customer (or any third party acting on behalf of or under authorization from Customer) of information, reports, deliverables, materials, products, or other results of University’s work to be performed or deliverables to be provided under this Agreement, or (ii) Customer’s infringement of a third party’s intellectual property rights or violation of any law, rule, or regulation in the provision of any materials to the University. In the event services are

Updated July 2025

conducted for commercial use or purpose, Customer represents that Customer has in force a policy of general liability insurance, with limits not less than \$1,000,000 each occurrence, and Customer agrees to furnish proof of insurance upon request.

9. **Governing Law and Forum.** The laws of the state of Minnesota shall govern this Agreement. The state courts in Hennepin County, Minnesota shall have exclusive jurisdiction on a suit brought under this Agreement.
10. **Use of University Logo and Ownership of Materials.** Customer shall not permit others to use University's name, marks, or logos or state or imply University approval or endorsement of Customer without the prior written approval of an authorized representative of the University. University retains and shall hold all rights, title and interest in any works or other intellectual property prepared or generated in connection with the Program. Company may not copy or distribute materials provided during or in connection with the Program without the express written consent of University. Customer may not copy or record the Program without the express written consent of University.
11. **Non-discrimination.** Customer attests that it is in compliance with Federal, State, and University civil rights laws, statutes, and policies and that its programs, facilities, and employment are accessible to anyone without regard to race, color, creed, religion, national origin, gender, age, marital status, familial status, disability, public assistance status, membership or activity in a local commission created for the purpose of dealing with discrimination, veteran status, sexual orientation, gender identity, or gender expression.
12. **Programs with Minors.** If the Program will be open to minors who are not accompanied by a parent or legal guardian, unless otherwise stated on Exhibit A, Customer shall be responsible for providing qualified, properly trained and responsible adults to supervise minors who are attending the Program to ensure minors are safe and comply with all rules, regulations, and procedures associated with the Program and the location where the Program will be held.
13. **Electronic Execution.** This Agreement may be executed in counterparts and/or by electronic signature, each counterpart of which will be deemed an original, and all of which together will constitute one Agreement. The executed counterparts of this Agreement may be delivered by electronic means, such as email and/or facsimile, and the receiving party may rely on the receipt of such executed counterpart as if the original had been received.
14. **General.** This Agreement represents the final and complete agreement of the Parties on the subject matter hereof; and this Agreement cancels, supersedes and revokes all prior oral or written negotiations, representations and agreements between the Parties relating to that subject matter. An assignment or amendment to this Agreement shall be void and without legal effect unless it is in writing and duly signed by both Parties. The Parties are acting as independent contractors and independent employers under this Agreement. A Party shall not have any authority to act for or bind the other Party in any respect.

Accepted and Agreed by the undersigned duly authorized representatives of the parties:

University:

Customer:

Regents of the University of Minnesota

Grand Rapids Economic Development Authority

Signature: _____

Signature: _____

Printed Name:

Printed Name:

Title:

Title:

Date:

Date:

UNIVERSITY OF MINNESOTA

EXTENSION

Program Agreement

Exhibit A

1. Extension shall provide the following: See attached proposal

2. Customer shall provide the following: See attached proposal



Proposal: Economic contribution of American Legion Memorial Park in Grand Rapids, Minnesota

Client

Grand Rapids Economic Development Authority
Rob Mattei, Director of Community Development
420 N. Pokegama Ave.
Grand Rapids, MN 55744

rmattei@grandrapidsmn.gov
218-326-7622

Project overview

The City of Grand Rapids is engaged in a process to develop a new master plan for American Legion Memorial Park. First opened in 1966, the park covers around 160 acres and is used for a variety of purposes. Amenities and facilities on the property include:

- Yanmar Arena (ice events)
- Nobel Hall Field (football, soccer, lacrosse, and track and field events)
- Bob Streetar Field (baseball)
- Cody Seim Memorial Skatepark
- Reif Performing Arts Center
- Grand Rapids Area High School
- System of hiking, biking, and ski trails

The breadth and depth of activities draw thousands of people to the park each year. When people come to use the park, they may also dine out, stay in a hotel, or shop at a local business. Thus, in addition to serving as a valued amenity for residents, the park also helps to drive economic activity. As the City of Grand Rapids is working on the master plan, they would also like to understand the economic contribution of the park and the impact of potential park changes. Thus, they asked University of Minnesota Extension to prepare a proposal to measure the economic contribution of the park.

The goal of this research is to answer the following questions.

- How much economic activity does Legion Park currently generate in Grand Rapids?
- What type of businesses directly and indirectly benefit from the park?
- How will the improvements identified through the master planning process change the economic impact of Legion Park?

Project approach

Economic contribution includes direct, indirect, and induced effects. Extension is proposing to conduct two analyses. The first will quantify the current economic contribution of Legion Park. Once the master plan process is complete and the City of Grand Rapids has agreed upon a concept, Extension will quantify the potential economic contribution of the concept.

Direct effect

The direct effect is the initial change in the economy due to an activity or event. When people travel to use Legion Park, they may also go out to eat, shop at a local store, and stay overnight in a hotel. This spending by park users is one component of the direct effect. In addition, the City of Grand Rapids, the Grand Rapids School District, and the Reif Center operate facilities within the park. The spending by the city, district, and Reif Center is also part of the direct effect.

The formula for calculating the amount of spending by park users is:

$$\text{Park user spending} = \text{Number of park users} * \text{spending per park user}$$

Park user spending

Extension would use estimates from previous studies of visitors in Greater Minnesota as spending profiles for park users. In the past 10 years, Extension (and our partner at University of Minnesota Duluth) have conducted dozens of event attendee visitor surveys, including several related to hockey and one for Yanmar Arena. We have compiled a standard spending pattern for both visitors (those traveling more than 50 miles and/or staying overnight for the activity) and local residents that will be used in this analysis.

Number of park users

The approach to calculating the number of park users will vary depending on the facility and/or park amenity.

Sports-related

For the current facilities and amenities that are primarily focused on sports-related activities, Extension will estimate users based on the number of teams engaged in tournaments or games. For example, a youth hockey tournament has X number of teams, each team carries a certain number of players, and each player brings X people along, giving an estimate of crowd size. Extension will also need to determine which users are local residents versus visitors. To do this, Extension will look at the home locations of the teams.

For the analysis of the new master plan concept, Extension will partner with Bolton and Menk (master plan consultants) to determine the number of potential events/activities and estimate crowd sizes.

Trail-related

Extension will use two approaches to quantify the current number of trail users. The first is the Placer AI database. Placer AI is a mobile analytics data platform. It can provide estimates of the number of visitors to a specific geolocation based on cell phone patterns. **Placer data for the trails may be limited.**

Extension is currently also working with Itasca County on an analysis of the economic impact of trails in the county. Through that project, trail counters will be placed on trail systems. As that work unfolds, data from those counters can be used for this project.

To measure future trail users, Extension will again work with Bolton and Menk to determine an appropriate way to measure the number of trail users, depending on the trail concepts presented. This might include using information from community surveys and looking at other trail systems.

Reif Center

The Reif Center is currently engaged in a planning process. Extension has discussed this project with Reif Center staff. They will provide information on ticket sales for events held at the center. There is also Placer AI data available for the Reif.

High School

The high school building's use for educational purposes **will not be included** in this analysis. Sport fields owned and operated by the district will be included.

Operations

The City of Grand Rapids will provide data on operational expenses to Extension. This includes expenditures for items such as labor, utilities, supplies, and other materials. The City of Grand Rapids will help coordinate gathering of operational data from the school district and the Reif Center for their facilities.

Indirect and induced effects

Once the initial change in the economy (direct effect) is quantified, it can be entered into an input-output model. Input-output models trace the flow of goods and services throughout an economy. Once the flow is known, the model can show how a change in one sector of the economy (say increased sales at restaurants) affects other parts of the economy (say the suppliers of the restaurant). The indirect and induced effects are often at businesses in the community that may never directly serve a park user but benefit nonetheless from Legion Park.

Extension will use the input-output model IMPLAN to calculate the indirect and induced effects.

Study area

The study area of an economic contribution study is important, as it defines where the spending dollars are captured. In this analysis, the study area will be Itasca County. Thus, the economic contribution study will quantify the direct, indirect, and induced effects within the county. To the extent possible, Extension will estimate the economic contribution occurring in Grand Rapids.

Extension roles and responsibilities

Brigid Tuck, applied research specialist

- Design research approach
- Oversee data collection
- Conduct IMPLAN analysis
- Author report
- Present results, as requested

John Bennett, Extension educator

- Provide project management and support
- Review final report
- Co-present results, as requested

Xinyi Qian, Tourism Center director

- Assist with research design
- Provide relevant tourism-related input into the report

Client roles and responsibilities

The City of Grand Rapids will complete the following tasks.

- Provide feedback and guidance on the project methodology
- Continue to coordinate Extension's work with Bolton and Menk, as appropriate
- Assist with data collection, as appropriate
 - This includes helping to assemble a list of sporting activities for each facility
 - This also includes getting operational expenditure data from the school district and the Reif Center
- Review draft reports and provide feedback and input

Project deliverables

The City of Grand Rapids will receive the following:

- Electronic copy of a written report
- Up to 2 presentations of the results to audiences selected by the City

Study limitations

The success of the analysis relies on a solid partnership with Bolton and Menk. Extension will need to coordinate with their team for data collection. In addition, data for the number of trail users may be difficult to obtain.

Timeline

This project will be completed in two phases.

Phase 1: Current economic contribution

Kick-off: January 1, 2026

Preliminary data for project team review: February 13, 2026

Final report: March 27, 2026

Phase 2: Economic contribution of new park concept

Kick-off: May 1, 2026

Preliminary data for project team review: June 12, 2026

Final report: July 31, 2026

Cost

The cost of this project will not exceed \$4,000



UNIVERSITY OF MINNESOTA EXTENSION



REQUEST FOR GRAND RAPIDS EDA ACTION

AGENDA DATE: December 11, 2025

STATEMENT OF ISSUE: Develop 2026 GREDA Work Plan

PREPARED BY: Rob Mattei, Executive Director

BACKGROUND:

The individual scoring of each Commissioner has been included in the attached tabulation. This step in the planning process will involve:

- A review and discussion of the tabulation and the resulting preliminary ranking
- Commissioners will have the opportunity to discuss and make a case for work items they feel are important.
- Through consensus, GREDA will make any final adjustments to the ranking
- Lastly, GREDA will determine which items will be categorized as GREDA taking a lead role, a partnering role or a supporting role as well as if they should be categorized as short, medium or long-term goals.

Following this work, staff will develop the final work approach, following a quarterly timeline, for each goal. This will, then, be presented for final adoption at the first meeting in January.

REQUIRED ACTION:

2022 GREDA 2023 GOAL SCORING RANKING

Item 4.

Action Item	Community Impact								Chance of Success								Resource Availability								EDA Ownership								Total						Preliminary Ranking	Potential Tasks			
	Mertes	S. Blake	R. Blake	Martinetto	Bruns	Hodnik	MacDonell	Average	Mertes	S. Blake	R. Blake	Martinetto	Bruns	Hodnik	MacDonell	Average	Mertes	S. Blake	R. Blake	Martinetto	Bruns	Hodnik	MacDonell	Average	Mertes	S. Blake	R. Blake	Martinetto	Bruns	Hodnik	MacDonell	Average	Standard Deviation										
1 Continue to work with HWY 35 LLC on current and future development opportunities	4	4	5	4	5	5	5	4.571	4	4	5	4	5	4	5	4.429	3	4	4	3	3	5	4	3.714	4	5	4	1	3	3	5	3.571	15	17	18	12	16	17	19	16.29	2.29	2	Collaborate with HWY 35 on efforts focused on workforce attraction. Work with spinoff developments/businesses looking to locate in Grand Rapids. Work with HWY 35 to develop a plan for development of the undeveloped areas of the property. Investigate opportunities for the development of a spec industrial building. Collaborate with the GRPUC on possible expansion of the adjacent Tioga electrical substation.
2 Ensure an adequate inventory of industrial sites and facilities exist to accommodate full industrial, warehousing & distribution business expansion and relocation potential.	5	4	5	4	5	5	5	4.714	4	4	4	4	5	3	5	4.143	3	3	4	4	5	3	4	3.714	5	5	5	5	5	5	5	5.000	17	16	18	17	20	16	19	17.57	1.51	1	Conduct as needed due diligence to ensure that industrial sites are shovel-ready. Scope out development costs, secure land and pursue infrastructure funding sources for the expansion of Airport S. Industrial Park.
3 Take proactive steps to ensure that Grand Rapids can both position itself to attract new, emerging industries and sustain it's current industries	5	4	5	4	5	5	5	4.714	3	3	3	3	5	3	4	3.429	3	3	3	3	5	3	4	3.429	5	5	4	3	5	4	5	4.429	16	15	15	13	20	15	18	16.00	2.31	4	Continue the work to re-establish 48C Tax Credit eligibility for the Grand Rapids industrial parks. Collaborate with and advocate for the Grand Rapids PUC's development of competitive industrial utility rates, and make that information readily available to prospective industries. Meet with existing large industrial employers to discuss potential impacts of the impending Boswell Energy decomissioning. Support efforst to revise sulfate standards.
4 Continue to advocate for highway transportation route improvements to improve linkages between Grand Rapids and the interstate and the Duluth Port.	4	5	4	4	5	5	5	4.571	3	3	3	2	2	2	5	2.857	3	3	3	2	2	2	5	2.857	4	3	4	2	4	2	4	3.286	14	14	14	10	13	11	19	13.57	2.88	9	Meet with Yanmar, Blandin, L&M and other major employers that use this transportation corridor to understand their current and future needs. Continue to explore funding/opportunities for a transportation study to document need for improvements.
5 Continue implementation of the Downtown Plan	4	4	5	4	3	5	5	4.286	4	3	4	4	4	4	5	4.000	3	4	5	2	1	4	2	3.429	4	5	5	2	1	4	2	3.286	15	16	18	13	10	17	16	15.00	2.71	5	Provide continued support to the newly established Downtown Alliance. Utilize the Blandin Foundation grant funds to help the Alliance acheive two significant goals in their three-year plan (pedestrial wayfinding and branding implementation) Continue to market the Downtown Mandated Building Improvement Loan and Commercial Building Improvment Loan Programs. Assist with the redevelopment of downtown sites, specifically: Pluemers building, GREDA lots, and Block 36 Free Range Food Coop.
6 Continue implementation of the Hwy. 2 Land Use and Development Study	4	4	4	4	5	5	5	4.429	3	3	4	3	3	3	4	3.286	3	2	3	3	3	2	4	2.857	4	4	3	3	5	1	4	3.429	14	13	14	13	16	11	17	14.00	2.00	7	Secure funds and complete the demolition of the former Farm Co-op building, site grading, and market the site for development. Continue to pursue the acquisition of other key redevelopment sites along the corridor. Support private redevelopment projects.
7 Pursue strategic property acquisitions in key commerical, industrial and residential areas.	4	4	5	3	5	5	5	4.429	4	3	4	3	3	4	5	3.714	3	4	5	3	4	3	5	3.714	4	5	5	3	5	4	5	4.429	15	16	18	12	17	16	20	16.29	2.50	2	In addition to the strategic acquisitions of commercial and industrial sites, review the current inventory of land available for housing and determine if there is a need for GREDA to secure a site or sites.
8 Provide as needed support for wood product industries.	4	4	4	3	3	3	4	3.571	3	3	4	2	2	3	5	3.143	3	2	4	2	2	3	5	3.000	3	3	3	4	2	2	5	3.143	13	12	15	11	9	11	19	12.86	3.29	10	Continue ongoing regular communications with Blandin Paper management regarding as needed assistance.
9 Support business retention and attraction by leading and partnering in efforts focused on workforce recruitment, workforce development and childcare availability.	5	4	5	4	5	4	5	4.571	3	3	3	4	4	2	5	3.429	3	2	3	3	4	2	4	3.000	4	3	3	4	5	1	4	3.429	15	12	14	15	18	9	18	14.43	3.21	6	Interview major employers to document challenges experienced in recruiting workforce. Issue an RFP seeking professional assistance with specific expertise in developing a workforce recruitment plan/specific strategies for like positioned rural communities and implementation of the plan. Participate in the Iron Range working group assembled to explore use of the recently expanded Federal Child and Dependent Care Tax Credit program, Section 45F.
10 Lead and support initiatives addressing housing shortages.	4	4	5	3	3	4	5	4.000	4	3	4	4	3	3	4	3.571	3	2	4	4	3	3	5	3.429	3	3	4	2	3	1	3	2.714	14	12	17	13	12	11	17	13.71	2.43	8	Advance the redevelopment of the former ISD 318 Admin. Building. Support a preliminary concept for a project to construct a multi-family cooperative housing project. Support the Itasca County HRA proposed Waters Edge development, pending MHFA award.