

**ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING AGENDA**

12:00 P.M., (Noon) Tuesday, September 12, 2023
East Grand Forks City Hall, 600 DeMers Ave NW
Training Room – First Floor South Wing
East Grand Forks, MN

*The **mission** of the Economic Development Authority is to maintain and improve the economic vitality of East Grand Forks by doing the following:*

- *By retaining & growing local businesses*
- *By creating & supporting investment & growth opportunities for commercial activities*
- *By creating & supporting opportunities for residential growth, including workforce housing*
- *By working to develop a workforce capable of meeting current & future needs of local employers.*

REGULAR MEETING

1. Roll Call: President Grinde, Board Members Black, Blair, Hecht, Helms, Horken, & Larson
2. Approval of the minutes
 - a. August 15, 2023, Regular Meeting
3. Bills and Communications
 - a. Review of Accounts Payable: September 6, 2023
4. Reports
 - a. Delinquencies Update – no delinquencies
 - b. Director's Reports: August 2023
5. Unfinished Business
 - a. \$100,000 Builder Incentive Program Parameters
6. New Business
 - a. 2024 Administration Budget
 - b. Waters Edge 1st, Lots 10 & 11, Block 2 – 2 houses?
 - c. Business Retention and Tax Base Expansion Strategy
7. Adjournment

Upcoming Meetings:

1200 pm October 10, 2023

1200 pm November 21, 2023

Individuals with disabilities, language barriers or other needs who plan to attend the meeting and will need special accommodations should contact Nancy Ellis, ADA Coordinator at (218)-773-2208. Please contact us at least 48 hours before the meeting to give our staff adequate time to make arrangements. Also, materials can be provided in alternative formats for people with disabilities or with limited English proficiency (LEP) by contacting the ADA Coordinator (218)-773-2208 five (5) days prior to the meeting.

UNAPPROVED MINUTES OF THE REGULAR MEETING OF THE BOARD MEMBERS OF THE EAST GRAND FORKS ECONOMIC DEVELOPMENT AUTHORITY (EDA)

A regular meeting of the Board Members of the East Grand Forks Economic Development Authority was held at Noon on August 15, 2023.

Roll Call:

Meeting was called to order by Vice President Black at 12:00 pm.

EDA Board present at roll, Vice President Daniel Black, Board Members: Dale Helms, Ben Horken, Justin Hecht, Diane Blair and Brian Larson

Absent: Josh Grinde

Staff present: Paul Gorte (EDD), Economic Development Director; Brenda Ault (EA), Executive Assistant; Ron Galstad (CA) City Attorney, Karla Anderson (FD) Finance Director and Reid Huttunen (CA) City Administrator.

Also Present: Barry Wilfahrt, CEO Chamber of Commerce

1. Roll Call: Vice President Black determined a quorum was present.

2. Approval of Minutes

a. July 18, 2023, Regular Meeting

A Motion was made to approve the July 18, 2023, Regular Meeting Minutes, by Board Member Hecht, seconded by Board Member Blair. M/S/P- Hecht, Blair; 6-0, mc.

3. Bills and Communications

a. Review of Accounts Payable August 1, 2023

No questions

b. Approval of Accounts Payable, August 15, 2023

A Motion was made to approve the August 15, 2023 Accounts Payable, by Board Member Blair, seconded by Board Member Horken. M/S/P- Blair, Horken; RCV: Larson -Y, Blair-Y, Black-Y, Hecht-Y, Horken-Y, Helms-Y; 6-0, mc.

4. Reports

a. Delinquencies – None

b. Financial Reports: June-July, 2023; FD Anderson stated that the reports were emailed out by EA Ault and the cash balance sheet is in the packet. She pointed out that the EDA General Fund 620, gets a transfer from the General Fund at year end and has a -104,529.62, but is under budget amount. The Town Square Fund, a transfer was missed in 2015, those funds were used to re-roof Sunshine Terrace and are not available for the \$100,000 Builder's program.

c. Director's Reports: July 2023- EDD Gorte stated that the reports were in the packet. He has also been working on ways to pay for street improvements in the Industrial Park, with a 50% match for some programs.

August 15, 2023

MINUTES OF THE REGULAR MEETING OF THE EAST GRAND FORKS ECONOMIC DEVELOPMENT AUTHORITY (EDA) (continued)

FD Anderson stated that the area is tied to a disaster area because of the flooding last year and it's possible the funding will go to 80%. She has contacted the NWMN and they have received only 1 application, the program is available until all the funds have been allocated.

CA Huttunen stated that they are working on getting a project cost before getting an application in, the Federal level application is intense and an updated project cost for the project is needed. The engineers estimate for this will come in late this week or early next week. Then what the matching fund looks like and what the City's share would be.

5. Public Hearing; Hawkes Computer Loan

Motion to open a public meeting was made by Board Member Hecht, was seconded by Board Member Larson. M/S/P-Hecht, Larson;6-0, mc.

Vice President Black asked for any comments. EDD Gorte stated that Hawkes Manufacturing needs to purchase new computer equipment to run its operations and inventory. The total purchase price is \$147,000. Hawkes is seeking a City loan of \$49,000, which is 1/3 of the cost.

The Loan Committee scheduled a meeting for August 2. The members in attendance recommended approval of the loan request at 1% interest for 10 years.

Motion to close the public meeting was made by Board Member Blair, was seconded by Board Member Larson. M/S/P-Blair, Larson;6-0, mc.

6. Unfinished Business:

a. \$100,000 Builder Incentive Program Status

EDD Gorte stated that there is not enough funds in the 280 fund to continue the program and he is recommending that the program be suspended until such time as it has adequate funding.

After discussion, the Board felt this was a needed program to get the lots sold and more homes built.

A Motion was made request the City Council put \$300,000 in a revolving fund, dedicated to this program, by Board Member Blair, seconded by Board Member Hecht. M/S/P- Blair, Hecht; RCV: Larson -Y, Blair-Y, Black-Y, Hecht-Y, Horken-Y, Helms-Y; 6-0, mc.

A Motion was made to suspend the current program, by Board Member Blair, seconded by Board Member Horken. M/S/P- Blair, Horken; RCV: Larson -Y, Blair-Y, Black-Y, Hecht-Y, Horken-Y, Helms-Y; 6-0, mc.

August 15, 2023

MINUTES OF THE REGULAR MEETING OF THE EAST GRAND FORKS ECONOMIC DEVELOPMENT AUTHORITY (EDA) (continued)

- b. Succession Plan for Director Retirement with 2024 EDA Administration Budget: EDD Gorte stated he has a Succession Planning Summary of Options and stated he had reduced commodities by 1/3, about \$20,000. This reduction is effective for all options, he asked for thoughts, comments and ranking of the options.

There are 5 options:

1. Identify an employee to serve as the economic development point person
 - a. Hire an assistant to perform the routine tasks
 - b. Estimated savings \$60,000
 - c. Risk: medium high because of the lack of experience and expertise on staff
2. Hire a consultant to serve as the economic development point person
 - a. Hire an assistant to perform the routine tasks
 - b. Estimated savings \$0
 - c. Risk: medium because of the lack of specific EGF knowledge and lack of knowledge about specific EGF programs such as Border Cities Enterprise/Development Zone and disparity tax credits
3. Do nothing; let the position stay vacant
 - a. Estimated savings \$150,000
4. Hire a replacement Economic Development Director at the Department Head level
 - a. Estimated savings \$10,000 (starts at lower end of pay scale)
 - b. Low; there would be a learning curve, but a small overlap could help with some of the things unique to EGF
5. Hire a replacement Economic Development Administrator at a sub-department head level, reporting to a department head, such as the Community Development Director
 - a. Estimated savings \$40,000
 - b. Requires a new job description for the responsibilities
 - c. Low; there would be a learning curve and probably less experience, but a small overlap could help with some of the things unique to EGF

The Board asked Chamber President, Wilfahrt, to give his opinion on the options. Wilfahrt stated that another variable, is that the EDA will need to work with retention concerns about the MN business climate and would need a point person to keep reaching out. We should also consider some of the large employers, expand on that, we as a community need to have those conversations with those companies, time to double down and work on this. East Grand Forks needs to strategically grow the tax base and you need to know what you will have the new person focus on.

August 15, 2023

MINUTES OF THE REGULAR MEETING OF THE EAST GRAND FORKS ECONOMIC
DEVELOPMENT AUTHORITY (EDA) (continued)

After an in-depth discussion, the Board was concerned that we needed a director at the department head level, to handle the day to day, as well as new businesses, tax credits, etc.

The Board also asked CA Huttunen to give his opinion on the matter. Huttunen stated that the ad hoc committee has had numerous discussions, and a list of cost savings. Every department or organization they have gone to needs to take this one step further. What would things look like, possibly move programs, raise fees for programs. He felt the Board needed to have further discussion on Option 1 or some form of that option, that could consolidate existing city job descriptions and possibly save half of the \$60,000 of the savings listed on option 1.

The EDA followed up by reiterating its concerns and the importance of the position and the activities. The EDA suggested that perhaps additional duties could be added to the EDA Director position to support other city work. When asked, Mr. Huttunen said that the position of the EDA was clear that their 1st choice is Option 4, and that they can see themselves supporting some form of Option 1 that still placed priority on an EDA Director type position.

CA Galstad stated that before the Board did anything, he needed to look at the by-laws, put forward a process, possibly a different resolution will be needed.

Galstad left the meeting at 1:15 pm.

7. New Business

a. Hawkes Manufacturing Computer Loan

EDD Gorte stated that Hawkes Manufacturing is putting in a new computer system, at a cost of \$147,000, they are asking for a third of that, \$49,000. The loan terms would be 1%, for 10-years.

A Motion was made to approve the loan terms and amount, as stated above, by Board Member Blair, seconded by Board Member Horken. M/S/P- Blair, Horken; RCV: Larson-Y, Blair-Y, Black-Y, Hecht-Y, Horken-Y, Helms-Y; 6-0, mc.

8. Adjournment

Motion to adjourn the meeting was made at 1:21 by Board Member Hecht, was seconded by Board Member Blair. M/S/P- Hecht, Blair; mc.

The next regular meeting is September 12, 2023.

Respectfully Submitted,
Brenda Ault, Executive Assistant

Bills 9/5/2023

Account Number	Vendor	Description	GL Date	Check No	Amount
620-49-870-44300	SJA Thunder Corp	EDA Commission Meeting Meal	08/31/2023	41186	139.90
620-49-870-44390	M&K Porta Potties	Rentals for City Showcase Event	08/31/2023	41166	525.00
		Report Total:			664.90
630-46-440-43190	Thur-O-Clean	Janitorial Services Sunshine Terrace	08/31/2023	41190	622.50
630-46-440-43890	Midcontinent Communications	Cable 08/08-09/07	08/31/2023	41170	2,622.17
630-46-440-44000	Johnson Controls Fire Protection, LP	Annual Service Agreement for Sunshine Terrace	08/31/2023	41158	797.61
630-46-440-44000	Marco Technologies LLC	Copier Lease for Sunshine Terrace	08/31/2023	41167	91.61
630-46-440-44300	Verizon Wireless	9Cell#5814 S.Perez	08/31/2023	41196	49.24
630-46-440-44380	Brian's Flooring Inc	Flooring for Apt 123	08/31/2023	41127	4,453.80
		Report Total:			8,636.93
682-46-503-43200	Century Link	#1635infilbidg	08/31/2023	41132	46.66
682-46-503-43200	Midcontinent Communications	Services at Infill Building	08/31/2023	41170	47.68
		Report Total:			94.34

MONTHLY REPORT
August 2023

Working with the Businesses & Chamber

- Direct contact with businesses
 - Hawkes Manufacturing computer loan
 - RJ Zavoral & Sons – provided loan information with sample amortization table
- Worked with Chamber President and staff on various items
 - Participated in Grow MN! visits; explained program to Council President Olstad
 - Bert's Trucking
 - Cabela's
 - Local Ace Hardware
 - Northern Valley Machine
 - River Cinema
 - RJ Zavoral & Bsons
 - Participated in Chamber Directory
 - Attended Business After Hours
- Participated in UpNext presentation from Kidpreneurs and presentation from O'Leary Ventures about how North Dakota is targeting its federal dollars
- Worked on use of Border Cities tax credits for Delisle Properties (Mayo Manufacturing) with Polk County
- Worked with a new business; referred business to SBDC for technical assistance about starting a business and filing the paperwork with the State
- Prepared a summary of Revolving Loan Funds for City Administrator
- Participated in DEED Small Business Call (new program)
- Worked with AE2S regarding social media and Facebook posts
- Worked on Business Growth Strategy

Increasing Industrial Space – Land and Buildings

- No action

Workforce (Northern Valley Careers, NWPIC)

- Participated in NVCE meetings
- Contacted potential sponsors for the Expo
- Talked with Bonnie Stechmann and Deputy DEED Workforce Commissioner Mark Majors on workforce issues

Child Care

- Worked with First Children's Finance and local Team on RCCIP project:
 - Conducted monthly group ZOOM call; prepared meeting report; discussed funding for Foundation and fingerprinting options; prepared meeting report
- Talked with FCF about funding for Gold Childcare
- Talked with Dan Ganje (NMF) and Fund Advisory Committee about fundraising ideas and strategies

Wave Academy

- Worked with School District

Residential Growth & Sale of City Lots

- Executed satisfaction
- Provided information about City lots and incentives
- Worked on Polk County Housing Advisory Board loans
- Worked with realtors and public on lot sales
- Discussed 100,000 program with EDA; met with Loan Committee about parameters for a revised program
- Responded to inquiry about covenants in Waters Edge 2nd; none were recorded
- Prepared estimate of upcoming property tax rebates for Finance Director
- Received inquiry about buying the combined lots in Waters Edge 1st and building 2 houses at the reduced purchase price
- 1 lot sold

Infill Building

- No action

Infrastructure/Bridges

- No action

Other

- Prepared reports
- Participated in ad hoc Finance Committee meetings; presented EDA comments on options to committee
- EDA met
- Researched Small Cities Development Plan program for Mayor
- Identified account to pay for land appraisal
- Updated 2024 budget based on input from EDA and Finance Director
- Worked with Herald to revise ad for special section
- Provided BC tax credit information to State
- Prepared contact list for City Engineer for Demers project
- Participated in Administrators meeting
- Participated in Showcase planning; advertised City Showcase
- Updated residential page on City web site



MEMORANDUM

Date September 12, 2023

To EDA

From ED Director

Subject Parameters for Revised \$100,000 Builder Incentive Program

At the August 15 meeting, the EDA discussed the \$100,000 Builder Incentive Program. The EDA suspended the current program due to the lack of funds. The EDA asked the City Council to include funds in a separate account specifically for the program. The EDA asked the Loan Committee to develop parameters for the revised program.

Members of the Loan Committee met on August 24. They identified the purpose of the program to provide an incentive to builders to buy City-owned lots to build spec homes. Based upon the purpose of the program, the Committee identified the following parameters to supplement and amend the current parameters:

- No interest for the first 18 months after the closing on the lot by the builder. 4% annual interest to be applied thereafter.

Recommendation:

Accept and approve the recommendation of the Loan Committee.

**CITY OF EAST GRAND FORKS, MINNESOTA
EAST GRAND FORKS ECONOMIC DEVELOPMENT AUTHORITY
CITY-OWNED LOT RESIDENTIAL CONSTRUCTION PROGRAM**

The purpose of the City-owned Lot Residential Construction Program is to induce increased residential development on the residential lots owned by the City of East Grand Forks. The program will provide resources for up to three homes, on a rotating basis, to be built on residential lots owned by the City of East Grand Forks. The City will require \$1,000.00 in earnest money per lot and will provide up to \$100,000.00 to the contractor to purchase materials and supplies. The unpaid portion of the price of the lot and the \$100,000.00 will be a no interest construction loan.

I. CONTRACTOR ELIGIBILITY:

- a. Contractor is licensed in State Minnesota.
- b. Contractor is insured and Bonded in the State of Minnesota.
- c. Contractor shall be in good standing to perform and is considered a responsible contractor to perform construction work for the City of East Grand Forks.
- d. The Contractor shall provide a confidential financial Statement demonstrating the ability to personally finance the completion of the project or to obtain additional construction financing and will provide a letter of intent for the lender.
- e. The Contractor shall provide a site plan and building plans and specifications acceptable to the City of East Grand Forks.
- f. The home shall conform to City and State codes and all restrictive covenants.
- g. The home shall be for resale; the Contractor shall not be the resident of the home built under the program.
- h. Construction shall be complete and ready for occupancy within 8 months from the date of the agreement.
- i. The Contractor shall provide a release and sworn construction statement, lien waivers, and indemnification upon sale of the home or termination of this agreement whichever comes first.

II. CONTRACTOR APPROVAL

- a. The EDA Loan committee will investigate the credentials and financial statement of the Contractor for preliminary approval into the program pending Community Development Director and Building Official's approval.
- b. Community Development office and the East Grand Forks Building Official will review the site plan, building plans and specifications and issuance of all permits required to begin the construction project.
- c. Upon final approval the Contractor will be issued a building permit.

III. LOAN TERMS

- a. Loan will be for \$100,000.00 plus the price of the lot less \$1,000.00 earnest money with no interest.
- b. The initial term of the construction loan will be one year from the date of the execution of the Land Purchase and Development Agreement.
- c. Loan will be extended on a yearly basis until the home is sold or [] years whatever comes first;
- d. Loan will be secured by real estate mortgage and a personal guaranty by contractor.

IV. SECURITY

- a. Adequate security will be required for all loans.
 1. The loan will be secured by a mortgage with the understanding that the contractor will be securing additional construction financing not to exceeding 90% of the estimated value of the completed home. City will subordinate its position to the primary construction lender
 2. The contractor will provide a personal guaranty for the amount of the loan.
- b. Contractor will enter into a land purchase and development agreement with the City of East Grand Forks, and the East Grand Forks Economic Development Authority (Hereinafter "EDA").
- c. Contractor will sign a promissory note for the price of the Lot less earnest money and the \$100,000.00 construction loan.

- e. Contractor will enter into a disbursement agreement and the EDA will directly pay invoices to insure the EDA's priority under the mortgage over any potential mechanic liens.

V. DISBURSEMENT PROCEDURES

- a. Contractor will enter into a disbursement agreement with the EDA
- b. All required documentation must be received before any funds can be disbursed.
- c. Final Disbursement will be made upon contractor submitting final bill along with a sworn construction statement and lien waivers if appropriate.

VI. INSURANCE REQUIREMENTS

- a. Hazard Insurance will be secured to insure an amount sufficient to cover the amount of the total amount of the loans secured to complete the construction project.
- b. Contractor will be required to have worker's compensation insurance coverage as required by the State of Minnesota.
- c. Contractor will have general liability in an amount satisfactory to the EDA with the City and EDA named as an additional insured.

VII. ELIGIBLE PURPOSES FOR LOAN FUNDS

The \$100,000.00 loan proceeds shall be used to pay for the cost of construction to include but not limited to materials, permits, supplies and subcontractors. The loan funds shall not be used to pay labor for the employees of the Contractor.

VII. OTHER DOCUMENTATION

- a. 3 years profit and loss statements.
- b. 3 years financial statements.
- c. Business entities must provide articles of organization, resolutions, membership agreements, operating agreements, shareholder agreements to determine the authority of the company and owners to sign documents and enter into the transaction

Waters Edge First Addition

Parcel #	Legal Description	Price	Reduction	New Price after Discount	
83.04060.00	WE 1st Lot7 Block 1	\$136,386.00	\$ -	\$136,386.00	
83.04072.00	WE 1st Lot 10 Block 2	\$48,650.00			
83.04073.00	WE 1st Lot 11 Block 2	\$48,650.00			
	combined amount	\$97,300.00			
	new price for Lot 10-11	\$78,699.00	\$ 8,700.00	\$69,999.00	
83.04076.00	WE 1st Lot 14 Block 2	\$30,000.00	\$ 8,700.00	\$21,300.00	
83.04079.00	WE 1st Lot 17 Block 2	\$48,650.00	\$ 8,700.00	\$39,950.00	
83.04095.00	WE 1st Lot 1 Block 3	\$38,650.00	\$ 8,700.00	\$29,950.00	SOLD
83.04099.00	WE 1st Lot 5 Block 3	\$38,650.00	\$ 8,700.00	\$29,950.00	
83.04103.00	WE 1st Lot 9 Block 3	\$41,468.00	\$ 8,700.00	\$32,768.00	Sold
83.04104.00	WE 1st Lot 10 Block 3	\$38,650.00	\$ 8,700.00	\$29,950.00	
83.04110.00	WE 1st Lot 16 Block 3	\$42,972.00	\$ 8,700.00	\$34,272.00	
83.04111.00	WE 1st Lot 17 Block 3	\$47,724.00	\$ 8,700.00	\$39,024.00	SOLD
83.04112.00	WE 1st Lot 18 Block 3	\$47,709.16	\$ 8,700.00	\$39,009.16	
83.04113.00	WE 1st Lot 19 Block 3	\$38,650.00	\$ 8,700.00	\$29,950.00	SOLD
83.04118.00	WE 1st Lot 24 Block 3	\$38,650.00	\$ 8,700.00	\$29,950.00	

Waters Edge Second Addition

Parcel #	Legal Description	Price	Reduction	New Price	
83.04141.00	WE 2nd Lot 1 Block 1	\$36,901.00	\$ 8,700.00	\$28,201.00	Sold
83.04143.00	WE 2nd Lot 3 Block 1	\$35,448.00	\$ 8,700.00	\$26,748.00	SOLD
83.04144.00	WE 2nd Lot 4 Block 1	\$42,441.00	\$ 8,700.00	\$33,741.00	
83.04146.00	WE 2nd Lot 6 Block 1	\$43,345.00	\$ 8,700.00	\$34,645.00	
83.04147.00	WE 2nd Lot 7 Block 1	\$42,250.00	\$ 8,700.00	\$33,550.00	
83.04148.00	WE 2nd Lot 8 Block 1	\$37,692.00	\$ 8,700.00	\$28,992.00	
83.04150.00	WE 2nd Lot 10 Block 1	\$35,436.00	\$ 8,700.00	\$26,736.00	
83.04151.00	WE 2nd Lot 11 Block 1	\$42,009.00	\$ 8,700.00	\$33,309.00	
83.04152.00	WE 2nd Lot 12 Block 1	\$43,790.00	\$ 8,700.00	\$35,090.00	
83.04153.00	WE 2nd Lot 13 Block 1	\$42,705.00	\$ 8,700.00	\$34,005.00	
83.04155.00	WE 2nd Lot 15 Block 1	\$37,484.00	\$ 8,700.00	\$28,784.00	
83.04156.00	WE 2nd Lot 1 Block 2	\$27,662.00			
83.04157.00	WE 2nd Lot 2 Block 2	\$25,382.00			
	combined amount	\$53,044.00	\$ 8,700.00	\$44,344.00	

Waters Edge Third Addition

Parcel #	Legal Description	Price	Reduction	New Price	
83.00114.18	WE 3rd Lot 6 Block 1	\$55,000.00	\$ 8,700.00	\$46,300.00	SOLD

Coulee View

Parcel #	Legal Description	Price	Reduction	New Price
83.04393.00	CV Lot 6 Block 2	\$35,000.00	\$ -	\$35,000.00



MEMORANDUM

Date September 12, 2024
To EDA
From ED Director
Subject 2024 Budgets (620 and 280 Accounts)

At the August meeting, the EDA discussed the succession plan options but did not recommend the 2024 budget for the 620 (Administration) and 620 (Housing Lot) accounts. Attached are the proposed budgets for EDA approval. The 620 account includes funds for a replacement EDA Director and reduces commodities by about \$20,000, including a reduced contribution to SBDC by \$5000.

Recommendation:

Approval the proposed 620 and 280 account budgets as presented.

EDA ADMINISTRATION

General Ledger
Revenue and Expense

1 user: hankson
Printed: 06/22/2019 11:12
Fiscal Year: 2019_2021

Account Number	Description	2019 Budget	2019 Balance	2020 Budget	2020 Balance	2021 Budget	2021 Balance	2022 Budget	2022 Balance	2023 Budget	2023 Balance	2023 % Undershot / Available	2023 % Available	Full Dr	Savings	
20	FDA General															
20	Special Account/Other Fee															
20	Interest Income															
20	Interest Income - Sales Tax															
20	Interest Income - P&I															
20	Workers Comp Premium Related															
20	Miscellaneous Revenue															
20	Law Revenue															
20	1.0% Sales															
20	Law Revenue															
20	Grant Fee on Sale of Goods															
20	Law Revenue															
20	Other Financing Sources															
20	Interest Income															
20	Law Revenue															
20	Law Revenue															
20	11% Subtotal Transfer In															
20	Other 1.1 Debt															
20	Law Revenue															
20	Interest Income															
20	Law Revenue															
20	Undershot															
20	Transfer															
20	Eda-Subtotal Transfer Out															
20	Transfer															
20	11% Subtotal															
20	Salaries & Wages	20,227.38	16,015.51	127,100.13	17,001.23	129,322.90	17,300.14	133,730.93	18,000.17	133,730.93	18,701.28	15.92%	71.21%	0	-600	
20	PHR V. Contributions	6,017.35	2,707.77	6,633.00	2,824.61	7,113.33	2,839.84	7,681.17	2,839.84	8,191.98	2,607.13	7.19%	71.21%	0	-400	
20	PHR V. Contributions	9,577.19	2,725.09	9,233.00	2,812.36	9,907.74	2,881.51	10,679.00	2,881.51	11,453.72	2,972.45	7.70%	71.21%	0	-2000	
20	Health Insurance Contributions	9,423.41	2,671.97	9,837.00	2,796.88	10,250.12	2,878.89	10,663.25	2,878.89	11,076.42	2,972.45	8.18%	71.21%	0	-5000	
20	Workers Compensation	1,000.00	38.9K	1,000.00	28.77	1,000.00	104.91	1,000.00	104.91	1,000.00	92.13	1.07%	53.12%	0	-3000	
20	General Supplies	2,400.00	715.00	2,400.00	715.00	2,400.00	715.00	2,400.00	715.00	2,400.00	715.00	29.50%	85.12%	0	-500	
20	Small Tools and Equipment	14,000.00	1,725.00	14,000.00	2,264.23	14,000.00	1,197.75	14,000.00	2,701.23	14,000.00	4,001.50	10.01%	100.00%	0	0	
20	Professional Training Fees	6,000.00	1,750.00	6,000.00	3,000.00	6,000.00	3,000.00	6,000.00	3,000.00	6,000.00	3,000.00	50.00%	100.00%	0	0	
20	ITP & Health Services	1,200.00	512.50	1,200.00	240.00	1,200.00	151.08	1,200.00	240.00	1,200.00	1,102.51	91.87%	53.12%	0	0	
20	Professional Services	6,000.00	1,287.75	6,000.00	2,100.00	6,000.00	833.81	6,000.00	2,100.00	6,000.00	675.12	5.32%	88.24%	0	-3000	
20	Postage	1,875.00	209.77	1,875.00	393.23	1,875.00	108.53	1,875.00	393.23	1,875.00	615.77	68.13%	100.00%	0	0	
20	Travel Expenses	2,400.00	115.00	2,400.00	627.74	2,400.00	605.71	2,400.00	605.71	2,400.00	1,042.71	1,357.69	56.55%	100.00%	0	-500
20	Supplies & Materials	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00	605.00	2,400.00	1,215.00	2,400.00	929.00	2,400.00	1,215.00	2,400.00	1,860.00	11.64%	98.70%	0	0	
20	Travel Expenses - Hotel	2,400.00														

HOUSING LOT FUND

General Ledger
Revenue and Expense

Use keyboard
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Fiscal Year: 2019 - 2024

Account Number	Description	2019 Budget	2019 Balance	2020 Budget	2020 Balance	2021 Budget	2021 Balance	2022 Budget	2022 Balance	2023 Budget	2023 Balance	2023 Variance	2023 % Unreconciled / Available	2024 Budget
200	Housing/Lot Sale	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	20000
200	Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	
200	Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	State Grants & Aids	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Special Assessment/Other Rev	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Tax Revenue	\$ 45,000.00	\$ 15,441.92	\$ 60,000.00	\$ 26,200.14	\$ 12,000.00	\$ 16,641.00	\$ 12,000.00	\$ 1,800.00	\$ 42,000.00	\$ 12,768.00	\$ 9,232.00	21.98%	
200	Interest Earnings	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00	\$ -	\$ 50,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	0.00%	
200	Lot Sale	\$ 15,000.00	\$ 109,910.00	\$ -	\$ -	\$ 142,000.00	\$ 16,640.00	\$ 92,000.00	\$ 6,000.00	\$ 52,000.00	\$ 22,708.00	\$ 19,292.00	36.98%	
200	Miscellaneous Revenue	\$ -	\$ 125,275.01	\$ -	\$ 24,200.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
200	Tax Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
47	Other L-T Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Insurance Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	PICA Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	PICA Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	General Supplies	\$ 1,200.00	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$ -	\$ 100.00	\$ -	\$ -		
501	Legal Services	\$ 15,000.00	\$ 406.25	\$ 12,000.00	\$ 1,917.50	\$ 12,000.00	\$ 1,694.25	\$ 12,000.00	\$ (151.00)	\$ 12,000.00	\$ 702.00	\$ 11,298.00	41.00%	
501	ITP & Aging Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Professional Services	\$ 1,200.00	\$ -	\$ 1,800.00	\$ 1,500.25	\$ 1,800.00	\$ 2,641.00	\$ 1,800.00	\$ -	\$ 12,000.00	\$ 5,972.50	\$ 6,007.51	30.74%	
501	Communications	\$ 20,000.00	\$ -	\$ 20,000.00	\$ 125.00	\$ 8,000.00	\$ -	\$ 8,000.00	\$ -	\$ 8,000.00	\$ 950.00	\$ 7,050.00	88.69%	
501	Miscellaneous	\$ 100,000.00	\$ 469.24	\$ 100,000.00	\$ 425.00	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ -		
501	Promotion & Advertising	\$ 2,000.00	\$ 1,282.50	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ 425.00	\$ 1,000.00	\$ 425.00	\$ 900.00	\$ 2,000.00	\$ 1,099.00	100.00%	
501	Real Estate Fees	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00	\$ 2,000.00	\$ 9,000.00	\$ 2,000.00	\$ -	0.00%	
501	Lot Purchases/Leases	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	0.00%	
501	Blgd Project 1	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	0.00%	
501	Blgd Project 2	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	0.00%	
501	Blgd Project 3	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -	\$ -	0.00%	
501	1256 2nd St NW Blg	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	2556 St Andrews Dr NW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Housing Project	\$ 359,400.00	\$ 2,333.98	\$ 356,400.00	\$ 18,099.75	\$ 356,400.00	\$ 5,002.30	\$ 356,400.00	\$ 3,904.50	\$ 343,800.00	\$ 36,602.61	\$ 305,117.40	86.75%	
49	Unallocated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
300	Transfers	\$ 50,000.00	\$ -	\$ 67,007.00	\$ -	\$ 77,695.00	\$ -	\$ 82,695.00	\$ -	\$ 65,000.00	\$ -	\$ -	0.00%	
300	Transfers	\$ 50,000.00	\$ -	\$ 67,007.00	\$ -	\$ 77,695.00	\$ -	\$ 82,695.00	\$ -	\$ 65,000.00	\$ -	\$ -	0.00%	
501	Blgd Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Blgd Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
501	Blgd Debt Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
280	Housing/Lot Sale	\$ (262,400.00)	\$ 132,244.00	\$ (286,307.00)	\$ 101,000.00	\$ (392,095.00)	\$ 11,637.70	\$ (447,095.00)	\$ 2,095.54	\$ (356,000.00)	\$ (6,914.61)	\$ (359,085.40)	98.34%	
Revenue Total		\$ 153,000.00	\$ 125,275.01	\$ 16,000.00	\$ 28,200.61	\$ 142,000.00	\$ 16,640.00	\$ 92,000.00	\$ 6,000.00	\$ 52,000.00	\$ 22,708.00	\$ 19,232.00	37.08%	
Expense Total		\$ 415,400.00	\$ 2,333.98	\$ 423,307.00	\$ 18,099.75	\$ 433,095.00	\$ 5,002.30	\$ 439,095.00	\$ 3,904.50	\$ 408,800.00	\$ 38,602.61	\$ 370,117.40	91.08%	



MEMORANDUM

Date September 12, 2023
To EDA
From ED Director
Subject Lots 10 and 11 Block 2 WE 1st

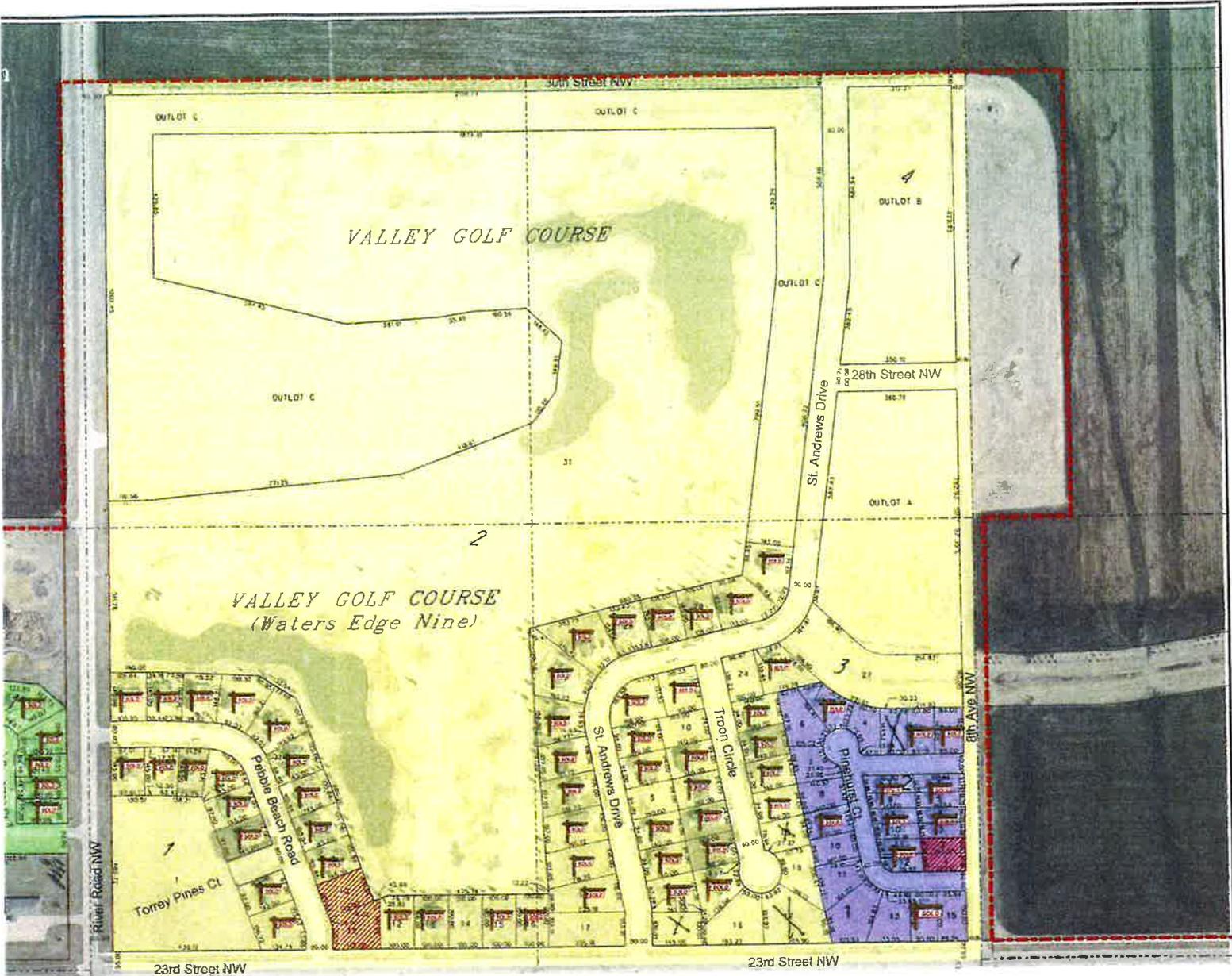
When the EDA revised the pricing for the lots in Waters Edge, it combined Lots 10 and 11 Block 2, WE 1st for sale as a single lot and adjusted the pricing accordingly. No formal action was taken to combine the lots into a single lot.

Recently the realtor was contacted about buying the two lots at the reduced price but building a home on each lot.

Is the EDA willing to sell the combined lots for the construction of two new homes at the reduced price? Does the EDA wish to sell the two lots at the old pricing and apply ½ of the discount to each lot? Does the EDA want the Director to pursue the formal consolidation of the two lots into one lot at the revised pricing?

Recommendation:

Discuss and provide direction.



City of East Grand Forks

Waters Edge Addition
 For More Information Contact:
 EDA 218-773-8939 www.egf.mn

- Key
- Waters Edge First Addition
 - Waters Edge Second Resubdivision
 - Waters Edge Third Addition
 - Lots To Be Sold As A Single Lot





MEMORANDUM

Date September 12, 2023

To EDA

From ED Director

Subject Tax Base Growth Strategy

The EDA adopted a Strategic Plan in late 2018. After 5 years it is time to look again at the Strategic Plan. The Director had planned to work with the EDA regarding the update in 2024. At the August meeting it was noted that several things have happened this year that make it important to update the Strategic Plan sooner rather than later.

In 2023 Minnesota and North Dakota took different approaches toward the business climate in each state. Minnesota imposed new laws and regulations on businesses. Monies made available by the federal government to the states to assist with economic development were largely, but not exclusively, made available through programs located in the Twin Cities or through regional partners. North Dakota, however, acted to spread the same dollars throughout the state, choosing to strengthen the local economic development effort in cities like Grand Forks. Where there had been a competitive balance between the two states, the balance is now tilted toward North Dakota cities and businesses compared to the situation in Minnesota. This change poses real and immediate challenges to Minnesota cities with businesses that are footloose and able to relocate to take advantage of the changed circumstances. We need to act now to create and implement a strategy to deal with the changed business climate.

The Director has met with the Chamber President (Barry Wilfahrt) and Praxis (Mark Shill) about how to develop and implement a strategy to maintain and grow the tax base in East Grand Forks. Remember that economic development is a long-term process. The work we do now will come to fruition in 5 or 10 years or longer. Grand Forks is now seeing the benefits of work begun a decade ago. We have come a long way in the last 8 years and have put ourselves in a position to move forward. We now need to create and implement a proactive strategy to remain competitive locally and grow our tax base.

Praxis prepared a strategy for creating and implementing a proactive strategy, attached. The Chamber strongly supports this effort and has generously agreed to pay ½ of Phase 1. The Director has looked at the unspent funds in the 2023 budget and has found dollars adequate to cover the remaining costs to complete the activity. (The Director did not attend some normal events and activities, saving funds that would have otherwise been spent.)

Recommendation:

That the EDA authorize the Director to move forward to engage Praxis to create a new tax base growth strategy.

August 22, 2023

To: Paul Gorte, City of East Grand Forks

CC: Barry Wilfahrt, The Chamber

From: Mark Schill, Praxis Strategy Group

RE: East Grand Forks Economic Development Planning Facilitation Proposal



Paul and Barry,

Here is a brief proposal for to assist you with economic development planning and prioritization for the City of East Grand Forks. This is based on our initial conversations and I would be happy to adapt this scope of work to find a role that meets your needs. The project will be completed in two phases: 1) facilitation of a planning event with key East Grand Forks Leaders, and 2) Identification and prioritization of strategic priorities and next steps.

I specialize in economic and business development strategic planning in small-to-mid-size cities in the Heartland. I have an understanding of economic development issues in Minnesota, having worked recently for Itasca County Economic Development Corporation, APEX (Duluth Economic Development), Duluth Area Chamber of Commerce, Itasca County Housing and Redevelopment Authority, Duluth Seaway Port Authority, the City of Warroad, and the City of Moorhead. There is a short biography of and list of recent projects at the end of this document.

Phase One Planning Discussion tasks could include:

1. **Internal meetings and preparation for main planning discussion.** This task covers time to meet with you and other key leaders to align goals and to create a framework for the half-day planning session.
2. **Research and content for planning session.** I will complete research to create a baseline analysis of economic and demographic trends impacting the future of economic development in East Grand Forks. This content will not attempt to be a comprehensive analysis, but rather will identify several key competitive advantages or disadvantages shown in the data framed to assist leadership in decision making.
3. **Facilitate a four-hour planning session.** I will facilitate a four-hour session including participants invited at your discretion.
4. **Presentation of results:** I will create and deliver an initial presentation of results to two elected or volunteer committees, this could include EDA and Council.

The deliverable for this phase will be a high-level summary PowerPoint presentation along with any PowerPoint content (including research) developed for the planning session.

Phase Two Deliverable and Prioritization tasks:

1. **Strategic framework development.** After the summit and two presentations, I will work with key staff or other leadership to author a short report outlining the way forward. This report would be 1-3 pages focusing on a future economic development framework, potential priorities, and key upcoming decisions for East Grand Forks economic development.
2. **Prioritization discussion.** Based upon the initial framework developed, I will participate in one additional meeting of the City Council and EDA board for the purpose of prioritizing and refining

conclusions, policy refinements, and future actions. These sessions could be presentations at existing meetings or more in-depth facilitated sessions at your discretion.

3. **Refinement and ratification of conclusions.** Using the findings from step two I will work with key staff to refine conclusions and present results to the EDA board and City Council.

Phase one proposed fee: \$5,425

Phase two proposed fee: \$5,250

I do not anticipate any travel costs for this project. This scope of work assumes that your organization will identify and invite participants and arrange any meeting logistics and associated costs at your discretion. The project is designed to be a focused effort built around findings from the initial half-day event to create a basic foundational framework and potential high-level reprioritization of economic development efforts by the City. I'm happy to customize any aspect of the project to fill any role that is helpful.

Thanks for the chance to work with you,



Mark Schill
Praxis Strategy Group

Bio and Recent Projects



Mark Schill, Praxis Strategy Group

Mark has more than 20 years of experience in strategic planning and group facilitation, economic analysis, business planning, demographic research, marketing strategy and public messaging, and event planning. Mark has worked on economic development strategies and policy reports in 14 states. He has led community multi-stakeholder committees to create visions and plans for downtowns, community housing policy, homelessness, community arts policy, workforce and talent strategy, and many non- and for-profit organizations.

For six years, Mark was the lead analyst, co-author and spokesperson for Enterprising States, a U.S. Chamber of Commerce Foundation study that analyzed and profiled economic development efforts in all 50 states. He has contributed to many national research reports and policy studies covering the Great Plains, Heartland, Great Lakes, Gulf Coast, and several large metropolitan areas. He is the co-founder and managing editor of the population and economic analysis site NewGeography and his analysis work has appeared in publications such as Chief Executive, Forbes, and The Wall Street Journal.

Recent Project Experience

City of Grand Forks Economic Development Prioritization and Task Force, 2023. Mark assisted the City's Community Development staff with a task force effort to prioritize its economic development efforts and enact programmatic changes to reflect new priorities.

Itasca County Economic Development Corporation Strategic Plan, 2023. Mark led the development of a new strategic plan for the IEDC in the Grand Rapids area, including a series of stakeholder focus groups and survey, and a two board planning sessions.

UND Center for Innovation Foundation Strategy, 2022-2023. Mark designed and facilitated virtual and in-person strategy sessions to help chart the course of this innovation foundation that works in concert with the University of North Dakota. Sessions included a diverse group of businesspeople, staff members, and University leadership.

Itasca County Housing and Redevelopment Authority Strategic Plan, 2023. Mark led the development of a new strategic plan for the ICHRA in the Grand Rapids area, including a extensive work with staff, interviews with partner organizations, and two board planning sessions..

Duluth Area Chamber of Commerce Strategic Plan, 2022. Mark led the development of a new strategic plan for the Duluth Area Chamber, including a series of stakeholder focus groups and a two-day board summit focusing on key issue development and prioritization of resources.

City of Underwood, ND Comprehensive Plan, 2021-2022. Working with Burian and Associates, Mark developed a comprehensive plan community plan for the City of Underwood, including public surveying, public meeting facilitation, and research.

The Labor Crisis and the Future of the Heartland, Heartland Forward Institute, 2022. Mark co-authored a study for the Walton Foundation's new Heartland Forward Institute outlining the challenges and remedies to workforce development issues in the Heartland.

Grand Forks Land Use Plan, 2020-2022. Mark served as lead focus group facilitator and led the completion of the housing and economic development sections of the City's 2050 land use plan created by the Grand Forks-East Grand Forks MPO. The project included specific housing market research and dashboard development, along with a special analysis of tax revenue by development type.

North Dakota Region 2 Economic Resiliency Plan, 2022. Working with SRF Consulting, Mark led strategy formulation, stakeholder input, and survey analysis for a new post-pandemic economic plan for the Minot area and six surrounding rural counties served by the Souris Basin Planning Council.

Fargo-Moorhead Council of Governments Baseline Demographic Projection, 2022. Mark assisted SRF Consulting to complete a long-range demographic projection for the Fargo-Moorhead region to be used in long-term land and transportation planning. Mark conducted stakeholder input and served as a methodology and data advisor for the project.

Duluth Seaway Port Authority Strategic Plan, 2021. Mark led a strategic planning process to update a more than decade-old strategic plan for this public organization responsible for promoting and operating shipping activity in the Port of Duluth.

Itasca County Economic Summit, 2021. Mark served as an economic development subject matter expert and facilitated strategy breakout sessions at this event to discuss the future of the Itasca County/Grand Rapids MN region. Mark developed a summary action plan from the discussions to help kick-start an implementation effort by the Itasca EDC.

City of Warroad, MN Housing Analysis and Strategy, 2021. Mark completed a strategic housing and economic study and led a planning retreat to mobilize public and private partners to work on increasing housing supply in the city.

Fargo-Moorhead-West Fargo Fueling our Future Leadership Retreat, 2021. Informing a group of 100 regional policy leaders at a day-long retreat, Mark developed and deployed a pre-summit survey to attendees and keynoted the summit with a situational analysis of the region's economic and demographic strengths and weaknesses.

City of Mandan Economic Development Strategic Plan, 2021. Working with Burian and Associates, Mark contributed to the City's new strategic plan for its economic development work. Mark contributed economic research, stakeholder facilitation, survey analysis, and strategy formulation.

Grand Forks Career Impact Academy Analysis, 2021. Working with local stakeholders, Mark designed and deployed student and employer surveys combining the results with analysis of labor market data to inform the selection of programs for a new career academy in the region.

Grand Forks Regio Economic Development Corporation Strategy, 2021, 2017. Mark has led organizational strategic planning for this Grand Forks-area economic development organization, including leading board retreat sessions, stakeholder focus groups, and economic competitiveness research.

The Emergence of the Global Heartland, Heartland Forward Institute, 2021. Mark co-authored a study for the Walton Foundation's new Heartland Forward Institute identifying a significant shift towards immigration in the Heartland and describing its implications.

Millennials Find New Hope in the Heartland, Heartland Forward Institute, 2020. Mark co-authored a study for the Heartland Forward Institute outlining the Heartland cities seeing a resurgence of millennial residents and policy approaches to attract young people to the region.

Grand Forks-East Grand Forks Market Capture Project, 2019-2020. Mark is the lead analyst of market data obtained from Buxton Co and led the development of an action plan to use data insights to support local business development.

Duluth APEX Economic Development Strategic Plan, 2019, 2020. Mark combined economic data, more than 10 stakeholder focus groups, and three facilitated board sessions to develop a strategic plan for APEX, an economic development agency covering 10 counties in the Duluth region.

City of Moorhead Cost of Living and Housing Market Study, 2019-2020. Working with AE2S, Mark conducted a comprehensive data analysis comparing cost of living, housing market data from all three communities, cross-border differences, and development policy differences between Moorhead, MN, Fargo, ND, and West Fargo, ND.

City of Grand Forks COVID-19 Public Policy Support, 2020. Since the early days of the pandemic, Mark has supported the Grand Forks Mayor's Office and City Administrator by authoring the City's

initial response plan in May, designing and analyzing various surveys, authoring a community testing strategy, developing several data dashboards for decision-making, and supporting the Mayor's Office and other institutional partners with policy analysis.

Itasca County MN EDC Strategic Plan, 2019. In the midst of new leadership for the organization, Mark led a strategic planning process for IEDC in Grand Rapids, MN that included two facilitated board sessions, focus groups across the county, and economic research.

Grafton, ND Vision and Action Plan, 2018-2019. Mark led a visioning process in Grafton that included personal interviews, several citizen focus groups, a public input survey, and facilitating a steering committee to create a vision and action plan with more than three dozen policy recommendations.

Downtown Devils Lake Vision and Action Plan, 2017-2018. Working with the Devils Lake Chamber and Visitors Bureau, Mark teamed with Jonathan Holth to lead a public process to create a vision and action plan for downtown. Community outreach included interviews, focus groups, surveys, and a task force of local leaders.

City of Grand Forks Housing Strategy, 2012, 2016. Mark has assisted the City of Grand Forks in its housing policy development over several years. In 2012 he led a multi-stakeholder task force on behalf of the mayor and returned in 2016 to provide market analysis that led to several City policy changes. In a new project,

Grand Forks Housing Authority LaGrave on First, 2015. We gathered policy research, case studies, and input from various stakeholders to help build consensus for and prove the feasibility of a new "housing first" facility that opened in late 2018.