

# ***BEMIDJI CITY COUNCIL***

## ***Work Session Agenda***

**Monday, December 9, 2019**

**City Hall  
5:30 P.M.**



1. CALL TO ORDER / ROLL CALL
  
2. RECREATION UPDATE
  
3. GREATER BEMIDJI
  
4. AIRPORT AUTHORITY DISCUSSION
  
5. ADJOURNMENT

# **COUNCIL AGENDA ITEM**



**Meeting Date:** December 9, 2019

**Action Requested:** Consideration of Application from Greater Bemidji for Yearly Funding

**Prepared By:** Steve Jones, Community Development Director

**Reviewed By:** Nate Mathews, City Manager

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**Discussion:** For some months the Bemidji City Council and Greater Bemidji have been talking about continued funding for 2020. Staff had prepared a “draft” of a potential MOU, and Greater Bemidji supplied an application based off of the county process for yearly funding.

**Finance:** \$30,000 Request

**Recommendation:** Review and proceed as desired.

**Attachments:**

- 1) Draft MOU
- 2) Greater Bemidji Application

## DRAFT

# MEMORANDUM OF UNDERSTANDING

**WHEREAS, Greater Bemidji, a non-profit 501(?)? economic development organization located in Bemidji, serves as a regional economic development agency for marketing and promoting business-related formation, relocation, planning, fundraising, and general public business development awareness in and for the Northwest Region of Minnesota (hereinafter “GB”); and**

**WHEREAS, the City of Bemidji (hereinafter the “City”), and GB (and its predecessor the Joint Economic Development Commission or “JEDC”) have a relationship spanning decades, and, currently, the City annually contributes \$30,000.00 towards Greater Bemidji’s organizational operations and activities; and**

**WHEREAS, In the recent past, the City also contributed to GB a non-payback grant of Program Income previously accruing to the City, for use by GB to purchase its current office building and operational center, also commonly referred to or known as the “Launch Pad”; and**

**WHEREAS, The City and GB desire a written memorialization (Work Plan) of how GB and the City together will in fiscal year 2020 continue to serve the economic development interests of the Bemidji Area Community. Furthermore, it is anticipated that the two entities will revisit this Work Plan annually and recommit their joint effort to the goals of economic development in the greater Bemidji Area Community.**

**NOW, THEREFORE, for consideration, budgeted and approved by the Bemidji City Council for 2020, the parties agree to the following Work Plan for 2020:**

**Upper Level Issues-Endeavors** When necessary, when the combined resources of the City and Greater Bemidji are needed, upper level communication will take place between the City Manager and Greater Bemidji Executive Director. This could include items such as large business expansions, relocations, start-ups, city or region wide initiatives, or other similar issues of joint opportunity or concern.

The City and Greater Bemidji agree to bring items of mutual opportunities and concern back to our boards for discussion and work to discharge them in a manner that emboldens and brings confidence to our community.

**Areas of Mutual Exploration:** The City and Greater Bemidji agree to explore the expansion and inclusion of other partners into our process, support each other in grant

writing, housing initiatives, and business development, and encourage diversity on boards, commissions and in outcomes.

**Day to Day Affairs and Business:** The City of Bemidji Community Development Director and the Greater Bemidji Director of Business Development will work on items of joint interest in promoting and supporting local businesses.

Specifically, Greater Bemidji will assist the City in the following business development services:

- 1) Assisting local businesses with business plan development or direction.
- 2) Offering financial assistance with loan packaging, including and not limited to coordination with local banks, credit unions, or others.
- 3) Assist businesses in applications for available finance packages, including, but not limited to: Angel Tax Credits, State Small Business Credit Initiative, Minnesota Investment Fund, Small Business Development Loan Program, Indian Business Loan Program, Minnesota Job Creation Funding, Minnesota Job Skills Partnerships as well as Workforce Training and Grant Programs.
- 4) Relay questions about Building, Planning, Zoning, TIF and Abatement to the City Community Development Department, and sit in on meetings with city staff to assist, as requested, by the Community Development Director.
- 5) Assist the City in coordinating and researching other opportunities for business growth or expansion in our community, including but not limited to grants, loans, and training opportunities.
- 6) The Community Development Director and Director of Business Development will talk weekly, and meet at least monthly, to coordinate issues of mutual consideration.

**Quarterly Contact:** At least quarterly, and at other times as requested, the Greater Bemidji Executive Director and the Bemidji Community Development Director will meet with the others respective boards to give an update on items of mutual interest and concern.

**Annual Considerations:** In January of each year Greater Bemidji will present to the Mayor and City Council members a synopsis of joint endeavors with the city over the last year, including clients served, projects completed, and important contacts made, and share with and agree to a work plan for the coming year.

**Parties' Representatives:** The on-going contact for the City under this MOU shall be the City Manager. The City Manager may, but is not required to, attend all Greater Bemidji Board meetings. The ongoing contact for GB shall be its Executive Director, who in turn may, but is not required to, attend all City Council meetings, with the

Memorandum of Understanding  
Greater Bemidji  
December 5, 2019

exception of the quarterly updates or as requested by the City (per Paragraph 6. above).

This Memorandum of Understanding (MOU) establishes the broad based definition of the City and Greater Bemidji's respective roles in their ongoing relationship and in relation to economic development activities generally in the greater Bemidji Area Community. If desired by either party or for reasons of issues undisclosed or not contemplated by the parties, this MOU may be amended by written instrument, or a more detailed agreement developed, negotiated and executed to replace it.

**Approved this day by:**

City of Bemidji:

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\_\_\_\_\_

Date: \_\_\_\_\_

Greater Bemidji:

\_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

# City of Bemidji

## Request for Economic Development Investment

### APPLICATION FORM

#### GENERAL INFORMATION

Title of Activity or Project: <b>Greater Bemidji Action Plan</b>
Anticipated Total Cost of Activity: <b>\$3,127,500</b>
Amount of City Investment Funds Requested: <b>\$30,000</b>
Name of Applicant Organization: <b>Greater Bemidji, Inc.</b>
Organization Web Page Address: <a href="http://www.greaterbemidji.com">www.greaterbemidji.com</a> ; <a href="http://www.LaunchpadBemidji.com">www.LaunchpadBemidji.com</a> ; <a href="http://www.greaterbemidji.com/key-initiatives">www.greaterbemidji.com/key-initiatives</a>
Address: <b>102 First Street West Suite 101 Bemidji, MN 56601</b>
Contact Person: <b>Dave Hengel</b>
Telephone #: <b>(218) 444-5757</b>
Fax #:
e-mail address: <a href="mailto:dhengel@greaterbemidji.com">dhengel@greaterbemidji.com</a>
Describe the operation and history of applicant organization:
<p><b>Greater Bemidji is the primary economic development provider for the greater Bemidji region/Beltrami County area. We are a 501(c)3 charitable organization that serves the citizens and businesses of the county and throughout the region. Our mission is to drive development and increase prosperity for the region, creating jobs and tax base.</b></p> <p><b>Greater Bemidji is supported by a private-public partnership of private companies and public organizations (including Beltrami County). We also typically receive state and foundation support on specific initiatives. In total, over sixty businesses and organizations invest roughly \$300,000 annually to support the economic development in the region and the work of Greater Bemidji.</b></p> <p><b>In 2018, Greater Bemidji increased its budget for the first time in six years. We now have three full-time staff--- and Executive Director, Assistant Director and Director of Business Development. Increasing staff resulted in a substantial increase of</b></p>

effectiveness and results for Greater Bemidji.

In addition to Greater Bemidji foundational economic development work, we have two initiatives under our umbrella—the LaunchPad and the Minnesota Innovation Institute (MI2). The LaunchPad has developed into the region’s one-stop-shop for entrepreneurs. MI2 has developed an effective, dual customer approach to custom training, helping job seekers gain the skills they need to be successful, and ensuring that the skill development fit within the skill needs of the region’s industries.

With its transformation six years ago, Greater Bemidji identified an aggressive action plan to create real progress in the region. The pillars of that action plan remain the same today. Greater Bemidji’s work will be focused on: supporting and growing entrepreneurship; growing, attracting and retaining talent; promoting the region; becoming a one-stop-shop for economic development in the region; and leading bold initiatives and tipping point projects. We develop a clear plan of action each year, and the Board of Directors measures our progress on a monthly basis.

Greater Bemidji have maintained strong partnerships with Beltrami County, cities of Bemidji, Blackduck, Kelliher, and other regional cities, the Headwaters Regional Development Commission, Northwest Minnesota Foundation, Bemidji State University/Northwest Technical College, Red Lake Economic Development, the local chambers of commerce and other regional organizations. Those partnerships are a key to success.

Greater Bemidji has an all-volunteer board of 27 members. Current officers of the Board include:

- President: Jason Brodina, Choice Therapy
- Treasurer: Phil Verchota, Deerwood Bank
- Vice President: Jared Echternach, Beltrami Electric
- Secretary: Barb Smith, Riverwood Bank

A list of our board membership is also attached to this application.

Greater Bemidji has three staff people, Dave Hengel (Executive Director), Erin Echternach (Assistant Director) and Tiffany Fettig (Director of Business Development). In addition, we have a long-term contract with the Idea Circle to provide training and coordination as part of the Minnesota Innovation Institute (MI2).

## USE OF GRANT FUNDS

1. Describe the specific activity to which the city funding would be applied and how the activity will promote tourism, agriculture and industrial development in the city:

Greater Bemidji's role is clear: to help grow the economy, creating good-paying jobs for our region's residents and increasing the tax base of the City of Bemidji, Beltrami County and the greater Bemidji region. Our role and the goals of the City of Bemidji are directly tied.

The following are some of Greater Bemidji's activities in which we seek City of Bemidji support. A full list of Greater Bemidji's action plan initiatives and outcomes are included to this application as an attachment.

### ***Initiative #1: Implement a Business Retention and Expansion (BRE) Program:***

Last year, Greater Bemidji began implementing a countywide BRE program. A vast majority of the BRE visits are within the City of Bemidji. A BRE program is an intentional effort to meet with existing companies in the area, hear about their challenges and opportunities, and thank them for doing business in the City and County.

A BRE program is not just about advocacy for the business community. A vast majority of the job creation and development in a region come from existing companies. As a City, County and region, we need to ensure we are not only supporting new businesses, but existing ones as well.

Our goal in 2019 was to meet with 250 existing businesses. To date, Greater Bemidji has completed nearly 155 visits from throughout the entire county. The impact has been very significant—far more impactful than was anticipated:

- We have identified 57 companies interested in expanding in the region. We are working with each of them to see how we can help them move forward on their plans;
- We have identified common themes around the issues and challenges companies are facing. This information is used by Greater Bemidji to identify initiatives we can do to support companies. As an example, nearly every company is facing workforce challenges. Knowing this, the Greater Bemidji Board is looking for ways to better address the workforce challenges in the region, including working closely with the Beltrami County Workforce Impact team;
- We have gained better insight into what factors into a company's location decisions. By sharing what matters to them, Greater Bemidji is able to identify what matters to others within that sector. This allows us to target our work toward what truly matters to growing and expanding companies;
- We can gather information on potential vendors and suppliers who may have an interest in expanding to our region; and
- We have found the immeasurable value of simply thanking our county's businesses



for their commitment to the region.

Greater Bemidji feels strongly that we need to continue with the BRE campaign for the next five years. To do so is a very large commitment of time and resources.

### ***Initiative #2: Expand Minnesota Innovation Initiative (MI2) Services***

Greater Bemidji's Minnesota Innovation Initiative (MI2) has been a signature initiative at Greater Bemidji for several years. We are looking to grow the MI2 for two reasons:

- MI2's dual customer approach (employer AND job seeker) has clearly proven effective and successful, and needs to be expanded; and
- Workforce development and talent recruitment remains the most significant challenge facing economic development in the region.

In the past year alone, MI2 was successful addressing the workforce challenges in the manufacturing sector. Overall, over 250 job seekers were trained and placed in manufacturing-related jobs, with a retention rate resting around 75%. Since its inception, nearly 1,500 job seekers have received training and support from MI2. More specific details on MI2's results include:

- MI2 currently works directly with 45 different companies throughout northern Minnesota.
- The trainee profile includes the following:
  - 95% below poverty line
  - 67% minority (predominantly Native American)
  - 35% past offenders
  - 5% have disability
  - 3% veterans

In addition, over the past year MI2 has developed a deep partnership with the Bemidji (Bemidji Career Academies), Blackduck, Kelliher and Bagley High Schools, providing direct training and employment opportunities for students.

Attached to this application is a summary of MI2's impact since inception.

In 2020, Greater Bemidji would like to expand the impact of MI2 beyond manufacturing skills. While maintaining the ingredients that made MI2 successful, we will explore other high demand industries such as health care, information technology, hospitality and the trades. These ingredients include:

- The training must be relevant and timely;
- There has to be equal balance between supporting job seekers and responding to employer needs;
- Maintaining a culture of doing whatever it takes to help trainees succeed; and

- Staying focused on the goal: helping people gain meaningful employment.

Expanding to other sectors will take significant staff resources to reach out to companies, understand their needs, identify training needs, develop curriculum, and recruit a pipeline of job seekers. Even more, to effectively address additional sectors will require even deeper collaboration with the County Workforce Impact, high schools, Bemidji State University, Northwest Technical College and state training programs.

### ***Initiative #3: Expand the Impact of the LaunchPad***

It has been four years since Greater Bemidji tested the concept of the LaunchPad. The City was one of several partners who supported the remodeling of the Mayflower Building into the LaunchPad. Its growth and impact has been substantially more than anticipated.

Since its inception, the LaunchPad has “launched” 51 new start-up companies in greater Bemidji region, including 14 new start-ups in 2019 alone. The LaunchPad has become a model for the rest of the state. Recently, the state legislature created a new program called, “Launch Minnesota”, which seeks to ensure all entrepreneurs in the state have access to the resources they need to succeed. Much of the program has been designed off of the LaunchPad, and the Commissioner of the Minnesota Department of Employment and Economic Development asked Greater Bemidji to be a part of the Launch Minnesota Advisory Board to share the successful elements of the LaunchPad, as well as the things that did not work.

The LaunchPad has become a one-stop-shop for entrepreneur and small business support. It offers free technical and business assistance, and access to financial resources. The LaunchPad offers co-working space, gigabit broadband and training critical to many start-ups. It creates peer-to-peer networks, where entrepreneurs support themselves. For four years running, the LaunchPad hosts weekly “Entrepreneur Meet-Ups”, where entrepreneurs share ideas and dreams. Finally, the LaunchPad provides access to mentors- retired executives who can share their own experiences and connections with budding companies.

The LaunchPad has become a central element in our economic development strategy, and we must continue to support, develop and grow its impact. The growth and development of the LaunchPad will require us to also reach out to the resources available at the state level, particularly the resources that exist in the Twin Cities. Investment capital, patent support, and networking events remain concentrated in the Twin Cities. The LaunchPad has to create the vehicle for our county’s entrepreneurs can successfully access the metro area resources.

We will utilize city investment in part to develop the LaunchPad’s start-up resources, to connect local entrepreneurs to the state’s support systems, and to ensure all county residents have access to the LaunchPad’s start-up resources.

#### ***Initiative #4: Develop a Child Care Center and MakerSpace***

Last year, Greater Bemidji developed two feasibility studies: a feasibility study on how to start a corporate childcare center and a feasibility study on starting a MakerSpace in the region. We will be moving forward on both ideas.

##### ***Child Care Center Development:***

Just a year ago, Beltrami County gathered stakeholders and shined a light on a growing crisis affecting our economic development efforts—the lack of childcare. Greater Bemidji agreed to co-lead a coordinated effort to support childcare providers and drive the development of additional childcare options. It is estimated that there is a deficit of 700+ childcare slots in Beltrami County alone.

One focus of Greater Bemidji is to use its corporate recruitment skills to attract a childcare center. Recent conversations with childcare centers in the Twin Cities lead us to believe we can be successful in attracting a center in the county – one large enough to care for 100 to 120 children. To be successful, however will require collaborative partnership.

City investment in Greater Bemidji to actively recruit a childcare center. Greater Bemidji will create an innovative incentive package that will include private, non-profit and philanthropic support. Ultimately, one childcare center will not solve the problem. However, adding a center with 120 slots will have a significant impact on our workers and families in the county.

##### ***MakerSpace Start-Up:***

MakerSpaces are popping up throughout the United States and have become a critical element of a start-up entrepreneur ecosystem. A MakerSpace is a place where entrepreneurs can gather to create, invent, tinker, explore and discover using a variety of tools and materials. MakerSpaces include machinery and equipment that are important to start-ups, including machine tools, woodworking tools, laser cutters, etc. Ultimately, regions develop MakerSpaces to encourage new business start-ups—to get people with an idea to take the idea from concept to reality and start a home-grown business.

Greater Bemidji completed an extensive feasibility study to identify the potential for a sustainable model for a MakerSpace in the region. With the help of a team of partners including entrepreneurs, Kelliher School District, Bemidji School District, Bemidji State University, Northwest Technical College, and local industry, the feasibility study identified:

- The local/regional demand for MakerSpace services;
- The facility and equipment needs;
- The potential membership model; and
- The opportunities for partnership.

During the feasibility study, it became clear successful MakerSpaces require a partnership that allow the MakerSpace to leverage talent, equipment and services throughout the region and not “reinvent the wheel”. This is especially clear in the Bemidji area as the region is blessed with the resources at the high school, BSU and NTC.

During the process, the task force identified the best opportunities for partnership are with the area school districts and community education. Kelliher Schools already has a developed within their school a Fab Lab (very similar to a MakerSpace) that serves both the student population and area makers. It is an outstanding public-private partnership. Bemidji Schools have expressed the same appetite to support the region and enhance student's engagement.

In partnership with the Bemidji schools and community education, Greater Bemidji will create a MakerSpace at the high school. The MakerSpace will offer access to materials, equipment, networking, mentoring, and training support, utilizing the staff of Bemidji High School, Bemidji State University and Northwest Technical College. The MakerSpace would be available to regional entrepreneurs in a non-disruptive basis, particularly focused on after school hours, evenings, weekends, and summer.

Greater Bemidji will lead the creation of a membership structure, address space and equipment needs and market the space to the region's network of makers and entrepreneurs.

### ***Initiative #5: Targeted Corporate Recruitment Campaign***

Last year, Greater Bemidji began a multi-year targeted marketing campaign to recruit companies to the greater Bemidji region. Our goal is to reach out to sixty companies in 2020 and entice two companies annually to consider our region.

While it cannot be the sole function of a comprehensive economic development strategy, corporate recruitment must be part of Greater Bemidji's action plan. Why? Two key reasons:

1. The past eighteen months in Beltrami County can tell the story. Two recent Greater Bemidji recruitment efforts (Delta Dental and Magnum Trucking) resulted in an increase in property tax for ***Beltrami County*** of \$150,000 annually, \$30,000 paid during construction for the ***Beltrami County*** sales tax, and over 165 new jobs for the region. Similar impact, of course is felt at the ***City of Bemidji***. With job growth comes increasing wages, incomes and standards of living. The impact of a successful recruitment effort is significant; and
2. In the manufacturing sector of the greater Bemidji area in particular, we cannot just rely on expanding existing companies. A healthy economy will have 10-15% of its economy based in manufacturing. In Beltrami County, the latest statistics show that 4% of the county's economy is based in manufacturing. Manufacturing is significant because it typically provides middle-class, blue color job opportunities than many city residents desire. It also increases the economic pie by bringing in outside income for value-added products.

Relying solely on the expansion of the existing, small manufacturing base to increase the region's manufacturing footprint will not be enough. To have a large-scale impact, growing existing companies has to be matched with the ability of the region to recruit

and attract new manufacturers to the area.

The first year of Greater Bemidji's recruitment campaign has been effective. To date, Greater Bemidji has met with 39 outside companies, and are actively working with two potential expansions to our region. The first is a wood pellet manufacturer (Highland Pellets out of Arkansas) that is proposing a \$30 million plant in the greater Bemidji region, creating 40-50 new manufacturing jobs. Because the pellet mill will use the forest residuals of sawmills in the region, the benefit to the forestry industry is significant—it will provide additional markets for sawmills, support loggers and increase timber sales in county and state forest lands. The pellet company will export nearly all of the pellets generated overseas, bringing in new income to the region.

The second company is interested in the region because of the extensive all-fiber network that has been installed throughout the county (recently named the best in the state). The company would utilize in-home, flexible hour workers to provide technical support and customer service for employee benefit customers. The company expects to hire an estimated 50 employees throughout the area.

Greater Bemidji is seeking City investment to continue its recruitment campaign, particularly targeted at high growth manufacturers and heavy data/broadband firms. In part, city funds will be used to develop marketing materials targeted at both industries.

#### ***Initiative #6: Increasing Aviation-Related Development in the Region***

For the past year, the Bemidji Regional Airport Authority and Greater Bemidji have partnered to create the Airport Affairs Council. The Council is made up of those who are connected to or passionate about supporting general aviation in Bemidji. Its objective is twofold:

- Improve communication between the Airport Authority and the general aviation industry; and
- Advise the Airport Authority on creating additional aviation-related economic development at the airport.

Initial actions the Council have been significant and lay the foundation for future aviation-related development. The Council and Airport Authority worked closely to revise the airport leases to be more straight forward and user-friendly for those interested in developing at the airport. In addition, the Council worked very closely with the airport staff in the design and development of the new corporate hangars and t-hangars in construction today.

It is clear there is significant opportunity at the airport. There are shovel-ready development sites. The airport is within the national Opportunity Zones, making investment at the airport particularly appealing for investors and financiers. The process for developing at the airport is increasingly clear, with competitive land lease rates and economic development incentives.

In addition, the region needs to address how welcoming it is to private aircraft. On an average day, 3-5 private jets fly into Bemidji. Just as many visitors are welcomed by our Tourist

Information Center by Paul and Babe, our region must welcome our corporate visitors. This is especially important for Greater Bemidji.

Over the next year, Greater Bemidji will increase its partnership with the Airport Authority. Specific focus areas will be:

- Attract private investment at the airport; and
- Develop a more welcoming environment for corporations and individuals using private and charter aircraft—providing a positive first impression of our region and offering information on the region.

2. Describe the expected outcomes from the proposed tourism, agriculture or industrial development activity and how your organization will measure or evaluate the success of the activity:

Greater Bemidji’s Board of Directors have created clear metrics for measuring the organizations progress on each of its initiatives. The following are the metrics Greater Bemidji will be using on the initiatives described above:

<i><b>Initiative:</b></i>	<i><b>Metric:</b></i>
1. Business Retention/Expansion	<ul style="list-style-type: none"> <li>- Complete 200 business retention and expansion visits in 2020.</li> <li>- Share information gathered in visits with city, county, and other stakeholders</li> </ul>
2. Expand MI2 Training Services	<ul style="list-style-type: none"> <li>- Train and place 300 job seekers in good paying jobs</li> <li>- Expand MI2’s impact to health care, information technology and trades</li> </ul>
3. Expand Impact of LaunchPad Initiative	<ul style="list-style-type: none"> <li>- Launch a minimum of 10 new companies in 2020</li> <li>- Increase LaunchPad to 50 entrepreneurs</li> </ul>
4. Develop Child Care Center and MakerSpace	<ul style="list-style-type: none"> <li>- Open a 100+ slot child-care center in the region</li> <li>- Pilot a MakerSpace in partnership with Bemidji Schools/Community Ed</li> <li>- Support the Fab Lab/MakerSpace at Kelliher School</li> </ul>
5. Targeted Recruitment Campaign	<ul style="list-style-type: none"> <li>- Connect with 50 potential companies in 2020</li> <li>- Recruit 2 companies to the region annually</li> </ul>
6. Increase General Aviation Industry	<ul style="list-style-type: none"> <li>- Advise and recommend Airport Authority on how to entice aviation-related development</li> <li>- In partnership with the Airport Authority, entice</li> </ul>

	one new aviation-related development annually at the airport
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Greater Bemidji reviews its progress at each of its monthly board meetings. The Board of Directors uses the metrics and progress to evaluate the performance of the organization's leadership, and to assess opportunities for future areas of focus.

Final evaluation of the overall success of Greater Bemidji and its initiatives rests with the Greater Bemidji Board of Directors.

3. List any organizations with whom you will collaborate or partner in order to complete the activity:

Every year, Greater Bemidji relies on deep partnerships with private and public sectors to help drive development in the region. With limited staff capacity, it is very important to align our work with organizations that share the same vision and mission for the region.

The following are specific partners Greater Bemidji will be working with in the implementation of these initiatives:

<i>Initiative:</i>	<i>Partners:</i>
1. Business Retention/Expansion	<ul style="list-style-type: none"> <li>- Bemidji, Blackduck Chambers of Commerce</li> <li>- Cities of Blackduck, Bemidji, Kelliher</li> <li>- Red Lake Economic Development</li> <li>- Beltrami County</li> </ul>
2. Expand MI2 Training Services	<ul style="list-style-type: none"> <li>- Beltrami County Workforce Impact</li> <li>- Private industry</li> <li>- Wells Academy/Wells Technology</li> <li>- Bemidji, Blackduck, Bagley, Red Lake and Kelliher High Schools</li> <li>- Bemidji Career Academies</li> <li>- Minnesota Department of Employment and Economic Development</li> <li>- Neilson Foundation</li> <li>- Bemidji State University, Northwest Technical College, Tribal Colleges</li> <li>- NWICDC, RMCEP</li> </ul>
3. Expand Impact of LaunchPad Initiative	<ul style="list-style-type: none"> <li>- Regional entrepreneurs</li> <li>- Mentors</li> <li>- Local financial institutions</li> <li>- Small Business Development Center</li> <li>- USDA Rural Development</li> <li>- Minnesota Department of Employment and Economic Development</li> </ul>
4. Develop Child Care Center and MakerSpace	<ul style="list-style-type: none"> <li>- Private corporations</li> <li>- Beltrami County Childcare Associations</li> <li>- Northwest Minnesota Foundation</li> <li>- Bemidji High School and Community Ed</li> <li>- Kelliher schools</li> <li>- Entrepreneurs/makers</li> </ul>
5. Targeted Recruitment Campaign	<ul style="list-style-type: none"> <li>- Local Governments</li> <li>- Bemidji State University/NTC</li> <li>- Local companies</li> <li>- Marketing consultant</li> </ul>
6. Increase General	<ul style="list-style-type: none"> <li>- Bemidji Regional Airport Authority</li> </ul>



Aviation Industry	<ul style="list-style-type: none"> <li>- Bemidji Airport Advisory group</li> <li>- Local general aviation industry</li> <li>- City of Bemidji and Beltrami County</li> </ul>
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Overall, Greater Bemidji relies on the support nearly 70 companies and organizations in the region investing to implement our Greater Bemidji's initiatives.

**4. Describe how the activity will be sustained financially in the future without additional city funding:**

Over the past several years, Greater Bemidji has worked to develop an organizational and financial model that is sustainable. The model requires us to keep our expenses as low as possible. As costs rise, it also requires us to increase our investor base. Over the past seven years, Greater Bemidji has developed a strong public-private partnership that we believe provides long term sustainability for the Greater Bemidji organization.

As we develop new initiatives, we always keep an eye toward ongoing sustainability. We have worked to ensure the MI2 the LaunchPad are as self-sustaining as possible, accessing state grants and memberships. In both cases, the impact is so great on the region that the Greater Bemidji Board of Directors believes that continuing to support them is critical.

Greater Bemidji also believes some core functions---such as the business retention and expansion program and corporate recruitment efforts- are central to driving development. They will never have a sustainable model, but again are necessary and need to be supported by the Greater Bemidji Board of Directors long-term.

Finally, the MakerSpace and Childcare initiatives have a plan for ongoing sustainability that will not require ongoing support. In both cases, sustainability was a key question in the feasibility work of the past year. In the case of the MakerSpace, we believe that once it is launched it can be sustained with memberships and partner support. The childcare center has a clear business plan the ensures its ongoing private sector success.

Overall, Greater Bemidji has to be creative in supporting its own work and its ongoing initiatives. Whenever possible, Greater Bemidji:

- Leverages investor dollars with partner resources;
- Seeks outside foundation, private sector and grant support for specific initiatives; and
- Charges fees for service where possible and appropriate.

## FINANCIAL INFORMATION

The following documents are attached to this application:

- a) Detailed budget for the host organization; and
- b) Detailed budget for the proposed activity including all sources and uses of funds.

Greater Bemidji's most recent audit is available for review by the City Council by contacting Dave Hengel, Executive Director at Greater Bemidji.

I hereby certify that the information included with this application is complete and is true and correct to the best of my knowledge.

Signature: \_\_\_\_\_

Position: \_\_\_\_\_

Organization: \_\_\_\_\_

Date: \_\_\_\_\_

**Note: The contents of this application are considered public information and may be released upon request.**



City Manager's Office

**TO:** Honorable Mayor Albrecht and City Council  
**FROM:** Nate Mathews, City Manager *Nate*  
**DATE:** December 5, 2019  
**RE:** Bemidji Regional Airport Authority discussion

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At a recent Bemidji Regional Airport Authority meeting, the concept of expanding the Authority Board to add additional non-elected board members was discussed. The Bemidji Regional Airport Authority is comprised of two City Council members, two County Commissioners, and one private citizen/representative of the aviation industry.

Chairman John Knorr called me to request a general conversation with the City Council about this concept of adding new members, and the County will be discussing this as well at some time in the near future.