

AGENDA  
CITY COUNCIL MEETING  
February 24, 2016  
6:30 P.M.

A. 6:30 Call to Order

B. Roll Call

C. Open Forum

*The public is invited to speak at this time. Open Forum is limited to one half-hour. No person may speak more than five (5) minutes or more than once. Each subject will have a limit of ten (10) minutes. Council members may ask questions of the speaker. With the agreement of the Council, such matters taken up during the open forum may be scheduled on the current agenda or a future agenda.*

D. 6:35 Approve Consent Agenda

1. Approve Agenda
2. Approve Meeting Minutes
3. Approve Payment of Bills

E. 6:40 Colocation Facility, Broadband Commission

F. 6:45 YMCA Annual Update

G. 7:05 Green Dollar Survey Presentation

H. 7:35 Art Round Town Banner Grant, Fiscal Agent

I. 7:40 Other items as necessary

J. 7:45 Council & Staff Reports

K. Attached correspondence:

1. Other Meeting Minutes
2. Upcoming Meeting Schedule

L. 8:00 Adjourn

*CITY OF GRAND MARAIS*  
*Public Meeting to Discuss Upcoming Development*  
*February 8, 2016*

Mayor Arrowsmith-DeCoux called the worksession to order at 5:00 p.m.

Members present: Dave Mills, Anton Moody, Jay Arrowsmith-DeCoux and Tim Kennedy

Members absent: Tracy Benson

Staff present: Mike Roth and Kim Dunsmoor

Mayor DeCoux opened the discussion to hear community concerns about development in Grand Marais.

Concerns voiced included:

Consider a temporary moratorium on commercial construction

There are already not enough people to work

Location is okay, will pay local taxes and local salaries

Should allow a business to come to Grand Marais that people will use.

EDA has not been able to fill the business park

A business does a business plan to decide where to do business

A corporate box store is terrible for a small community, because their model is to undercut other businesses creating a loss of jobs.

Need to update zoning and create a temporary moratorium on buildings over 4000 square feet.

Create a formula business restriction.

A lot of dollars go to the corporate store.

People come to Grand Marais for a different experience, this is a tourism economy

Dollar General will put other local businesses out of business.

Local businesses sell the same product and they cannot compete with Dollar General

The average Dollar General sells about \$4,000 per day. It is not a destination store and does not offer anything different to grow the economy. There dollars go to cost of goods sold, rent, franchise fees, 6% to taxes, jobs - but not new jobs and shareholders.

People can shop for these products in Thunder Bay or Duluth.

People come to Grand Marais for peace, stability, fresh air. Everything that is needed is here.

The Dollar General is too big, keep our small village.

Grand Marais is a connection to the planet, a special place.

Concerned about financial consequences and aesthetics in Grand Marais

Expansion takes away from the beauty of the area.

Kids are continuing their long-term family businesses. They contribute to the community. They are the fiber of the community. People could be displaced by large stores.

Live life environmentally, locally, globally. Where do the products come from?

Why is Dollar General targeting Grand Marais? They did a business analysis. They target poverty. There is enough poverty for their business model.

The economy needs to be diversified and sustainable small green industries promoted.

Who do we serve? There are very little shopping opportunities on Sundays. People buy products on Amazon. People are those that live here and tourists. A tourist needed special baby formula and could not get it at local stores. Many things have come and gone over the years. Grand

Marais used to have two car dealerships and catalog stores. There are not many homes for young families.

We might disagree, but we need to be respectful to each other.

Grand Marais has three choices:

- Approve the development and set a precedent

- Disapprove and be involved in a law suit

- Set a short moratorium that is reasonable that gives the ability to do research to make policy decisions on real evidence.

Identify and solve problems without harm.

Opposed to formula businesses, retain unique identity and set a 6-12 month moratorium.

County Comprehensive Plan took 2 years, in other communities, it takes ½ that amount of time.

We advocate for our values and need to create a legal structure that is equally applied. Do not let emotions overtake the facts.

Don't like change.

Customers come for diversion from their life. It's about nature. Think customers will be disappointed and we don't want to be like other communities.

You can't make what we have here.

It is expensive to live here and we need to do something about poverty.

How do you make a thoughtful plan to help build business in town?

Everyone should participate in planning.

Create design standards

How does new development affect other stores?

The wage structure is not good. People are struggling and there is a misuse of foreign workers.

Dollar General has a lawsuit against them with the Native American Tribal Court regarding Sovereign Rights.

When Subway was coming to Grand Marais a moratorium was set on internally lit signs.

Businesses self regulated with signs, now recently there is a scrolling message that does not fit with the ordinance. Grand Marais should start with focusing on lighting, signage and landscaping.

Tighten up the ordinances.

Asking for a one year moratorium that looks at the footprint, architectural guidelines, incorporate the community and have landscaping standards.

Chain stores 13.8% of dollars stay in community vs. local store 40% of dollars stay in community.

Grand Marais already has several franchises: will Dollar General be locally owned?

Poverty is here and it is real. Some of the people in poverty do not want the Dollar General; however, some do want the Dollar General.

Grand Marais needs to address all of the issues.

Grand Marais is moving forward with the back door open. This will shift the image of the community. \$1.5 million will be going out of the community.

Grand Marais has adapted to other stores that have come here.

Grand Marais needs other businesses to make their own businesses strong.

In winter, businesses lose money intentionally to keep employees and service the community.

Dollar General is not a franchise, it is corporate owned and is making a huge push in Minnesota.

It is disruptive to drug, hardware and grocery stores.

Learn from council peers in other cities how Dollar General affected their town.

Payscale.com

Metro areas have a trade off with locally owned corporate stores.

The west end of town is not aesthetic. Downtown is the heart of Grand Marais.

Grand Marais should want to be as unique tomorrow as we are today.  
Current laws say that Dollar General can come here as long as they follow the rules. It is a slippery slope to pick and choose who can come here.  
Do not shut doors.  
Do not discriminate.  
Look at it from an environmental stance.  
We need living wages.  
Support local business.  
Support people who live here.  
There are transportation problems for those in poverty.  
Choose to protect Grand Marais  
Local businesses were hurt by Dollar General in Ely.  
People from all over should be listened to.  
People can live within their means.  
Dollar General leases the building for 15 years.

Council will consider the possibility of a moratorium after talking with the city attorney regarding proper language at their February 10<sup>th</sup> meeting.

Living wages and other issues should continue to have conversations with other groups.

The Mayor received 80-90 emails. Most people were opposed: however, some are for Dollar General. Councilor Moody also heard comments both for and against the development.

Grand Marais is the hub of Cook County and they want everyone to participate.

There are compelling arguments for the Dollar General:

- 1) Low income residents need low cost consumables. They do not have the flexibility and transportation to travel to get these items.
- 2) Causes health problems when they cannot afford to purchase what they need.
- 3) Big buildings on city land contribute to the property tax base.
- 4) They provide jobs for people to work.
- 5) Low cost diapers, items for small children and young families.

What should be studied?

- 1) Focus on the Commercial/Industrial Zone.
- 2) Uses and Performance Standards

The basis for the moratorium must be described and have an outcome expected. A moratorium takes away the rights of people who own the land.

There being no further business, the meeting adjourned at 7:38 p.m.

*CITY OF GRAND MARAIS  
PLANNING WORKSESSION MINUTES  
February 10, 2016*

Mayor Arrowsmith-DeCoux called the worksession to order at 5:30 p.m.

Members present: Tracy Benson, Dave Mills, Anton Moody, Jay Arrowsmith-DeCoux and  
Tim Kennedy

Members absent: None

Staff present: Mike Roth and Kim Dunsmoor

City Administrator Roth began the discussion with staff concerns about how many projects can be handled with our current resources. If our focus is to complete the public works facility and update the comprehensive plan in 2016, we will not have the resources to also focus on the City Hall / Liquor Store projects.

We received the City Hall / Liquor Store Assessment from CR-BPS September 9, 2015. City Hall was constructed in stages from the 1940's until the 1980's. The assessment identified the building components, their replacement cost and expected life, and their age to determine a facility condition index. City Hall is not a good candidate for remodeling.

Gathering information about the Liquor Store and City Hall are two separate ideas in customer data and research. The only way to fund City Hall is through property taxes. The Liquor Store is business driven.

The Comprehensive Plan and the planning for the Liquor Store, City Hall and the public restrooms are all tied together. We can use the comprehensive planning process to have public discussions about where they should be located, size, quality and features.

Chris LaVigne, Liquor Store Manager, can gather data by talking to distributors, consider space allocation, analyze data collected by our register system, and do some market research by asking customers about whether location is important or not and what kind of products they are looking for, but can't find. He can also collect information by attending the MMBA Conference, calling other liquor store managers, conducting site visits and talking to architects. We can hire an architect who designs liquor stores. The idea is that when sales reach a certain amount per square foot, it is time to consider adding space. Other ideas for market research could include Visit Cook County and considering product, price point, and space flow.

We already have a list of priorities. It would be helpful to have a timeframe to move through the projects.

Council discussed whether the City Hall project should tag along with the Public Works Facility or the Liquor Store. City Hall and the Liquor Store are entities that should be in the public eye where the Public Works Facility should not be in the public eye. LHB is already working on the public works facility project.

There being no further business, the meeting adjourned at 6:30 p.m.

*CITY OF GRAND MARAIS  
MINUTES  
February 10, 2016*

Mayor Arrowsmith-DeCoux called the meeting to order at 6:30 p.m.

Members present: Tracy Benson, Dave Mills, Anton Moody, Jay Arrowsmith-DeCoux and Tim Kennedy

Members absent: None

Staff present: Mike Roth, Kim Dunsmoor and Chris Hood

Mayor Arrowsmith-DeCoux invited the public to speak during a period of open forum. Open Forum is limited to fifteen minutes.

Jeremy Kershaw, Heck of the North Productions, owns a cycling business in Two Harbors. He would like to bring the Le Grand du Nord cycling event to Cook County. It would include a 100 mile and a 50 mile bicycle race predominately held on gravel roads. There would be two big loops that start downtown Grand Marais and end by the YMCA. The event is scheduled for May 28, 2015, and is anticipated to have 200 – 300 riders. The website: [www.heckofthenorth.com](http://www.heckofthenorth.com) will have more information. Sponsors and volunteers are needed. He is in the process of scouting campsites and has spoken with Sheriff Eliassen, County Engineer Betts, City Administrator Roth, and USFS Supervisor Green while finalizing the permitting process.

Heather Wicklander, works four jobs, is a proponent of the Dollar General store. There are a lot of people who buy the items Dollar General provides in Duluth. If they shop at Dollar General, some of the dollars will stay here. It is not an eye sore. Entering town from the west, there are rundown buildings, a closed motel and a closed restaurant. Ben Franklin has their niche. Dollar General would have to pay \$9/hour which is minimum wage. This will be a good thriving store.

Jennifer Schulz is against the Dollar General store because of visual and economic blight. She has been on both sides of the economic divide. She is heartened to learn that people are concerned about the disadvantaged. The only thing keeping her from living in her car is that she already owned her home when her situation changed. Affordable housing is the problem that Dollar General will not fix.

Patty Wilson is for the Dollar General that will serve a group of people who don't earn enough. They are working two jobs to make ends meet. The lower income people of this community get overlooked. She was born and raised here.

Samantha Wallner is for the Dollar General Store. She works two jobs, but can afford to pay a little more. She was born and raised here and does not think the addition of Dollar General will be a problem. Many people are afraid to speak up because they do not want to be negatively impacted by their employer or business owners who do not want to be negatively impacted because they have differing views of their customers.

Bev Green has done day care and now works with seniors. Young families cannot afford to live here and are working 3 – 4 jobs between two parents. Seniors this year did not get a raise in Social Security and incurred an increase in Medicare premiums. If there is a cheaper place to

shop, dollars can stay here rather than purchasing these items in Duluth or online shopping. Also, there are a lot of different ways to build a store. It doesn't have to look the same as it is everywhere else.

There is a second survey for the Dollar General that is getting signatures. Many of the people who have signed it are local residents. It was pointed out that some people have signed the petitions more than once.

Hal Greenwood stressed that the dollars to not stay here because Dollar General does not allow a franchise and several businesses would be injured.

**Motion by Mills, seconded by Moody to approve the Agenda; January 27, 2015, Worksession Minutes; January 27, 2015, Minutes; Payment of Bills; and IRRRB Hospital Grant Pay Request #1. Approved unanimously.**

Maren Webb, Safe Routes to School Coordinator, introduced other members of the committee. Safe Routes to School was formed in 2009 to create a plan to address safety in school zones for students who are walking, biking, or riding to school. The plan was updated in 2015. Action goals were created to drive the work and shape the future. The City was involved with the Walking School Bus, Bike Safety and Bike Rodeo events. Goals include: Where it is safe – get kids walking and biking to school. Where it is not safe – make it safe. The group would like to attend a meeting where multiple decision makers are present to give an update of the Safe Routes to School projects and issues.

**Motion by Moody, seconded by Kennedy to approve the Safe Routes To School Plan update. Approved unanimously.**

The Legion will soon be leasing their facility to another operator, Hall & Breithaupt Management. The Legion's current liquor license is a club license, which they are eligible for as a fraternal organization. The new management is not eligible for this license and will require their own full liquor license.

**Motion by Kennedy, seconded by Mills to approve the Hall & Breithaupt Management Liquor License. Approved unanimously.**

Stacy Drouillard, CCLEP Coordinator, and George Wilkes reviewed the 2015 activities: Renewable Energy, Energy Efficiency, Going Solar Guide and Rack Card, Solar Thermal, Residential Energy Efficiency Program – REEP, Mike Senty is the new energy auditor, and the builder's workshop was attended by 39 people. In 2016, they will have a skill share evening at North House Folk School and PACE was approved by the county board. CCLEP is requesting continued support in 2016 of \$2,000.

**Motion by Kennedy, seconded by Moody to approve \$2,000 to CCLEP for General Support as they continue to provide energy efficiency opportunities to the City. Approved unanimously.**

The Green Dollar Survey will be presented at the next council meeting.

At the Special Meeting that was held on Monday, February 8, 2015, to discuss upcoming development, we received many comments and concerns. The concept of a moratorium to allow time to study the existing zoning rules was raised. Many people in opposition were concerned about aesthetics, economic diversity and supporting local businesses. Since that meeting, we have also received many comments in support concerned about free enterprise, new business growth and relief for poor people. There was a lot of discussion regarding corporate entities vs. franchise businesses. Councilor Benson visited a Dollar General store and looked around, viewed their 2014 annual statement and newspaper articles. Currently, their focus is rural Minnesota and next will be urban Minnesota. She found other cities to see what commentary they received, if there were incentives, restrictions, what they were like to work with and the economics of the communities. We cannot pinpoint this store, we need a broader look and identify concerns. We need to study this further, gather information, listen to citizens and consider the rational thing to do. Voices can extend to Dollar General directly, the City is not the final resting place. Councilor Kennedy stated that the C/I Commercial/Industrial district is the most antiquated and in need of review of performance standards. All of the other districts have been reviewed more recently. Dollar General is the trigger to study this, not the problem. We are already talking about serious community visioning and will take more effort to engage many in the conversation. Council discussed the size of various businesses around town. A moratorium would not affect our Public Works Facility planning because it is not retail. C/I district has larger properties. A moratorium would allow the conversation to continue and find other ways to reach out to the community.

**Councilor Kennedy moves that the City of Grand Marais authorize a study of the impacts and effects of existing, expanded or new commercial retail development over 5,000 square feet within the C/I Service Commercial Industrial District of the City of Grand Marais for the purpose of determining the adequacy and effectiveness of existing ordinances and regulations, or if additional or changed City ordinances or regulations, or amendments to the City's Comprehensive Plan, are necessary or appropriate.**

**Second. Councilor Moody.**

**Ayes: Moody, Benson, Kennedy, and DeCoux**

**Nay: Mills**

**Councilor Kennedy moves that pursuant to City Code Section 2-42, the procedural rules for adoption of an ordinance be suspended for the purposes stated in the proposed interim ordinance to allow the interim ordinance to be given both readings at this City Council meeting through one motion.**

**Second. Councilor Mills**

**Ayes: Moody, Mills, Kennedy, Benson**

**Nay: DeCoux**

**Councilor Kennedy moves, pursuant to City Code Section 2-42, and following passage of a motion suspending the procedural rules for adoption of an ordinance, that the interim ordinance, Ordinance No. 2016-01, is hereby given its first and second readings and passed.**

## **Second. Councilor Moody**

**Ayes: Moody, Benson, DeCoux, Kennedy**

**Nay: Mills**

Council discussed the proposal from Conservation Strategies Inc. regarding lobbying services provided through Cook County Chamber of Commerce. The City of Grand Marais paid \$2,000 in 2015. The lobbying efforts helped get dollars in the bonding bill for the public boat access project in the recreation park. We need a lot more dollars allocated to get this project done. The proposal for services is \$6,000: \$3,000 due upon agreement and \$3,000 due in June 2016.

**Motion by Moody, seconded by Mills to approve the proposal for lobbying services through the Cook County Chamber of Commerce and authorize payment of \$3,000 due upon agreement. Approved unanimously.**

**Motion by Kennedy, seconded by Mills to approve Resolution 2016-01 Authorizing Application to the Iron Range Resources FY16 Public Works Stimulus Grand Program for Public Works Facility. Approved unanimously.**

The Greater Minnesota Regional Parks and Trails Commission (GMRPTC) is now accepting applications for local parks and trails to be designated as regionally significant. Councilor Kennedy will bring a proposal for the Old Ski Hill site to the council in March.

Councilor Moody requested permission for a small pilot project to groom a trail on the Old Ski Hill Property for snowshoeing and fat bikes at no cost to the city. This would keep these activities off of the snowmobile trail.

**Motion by Mills, seconded by Moody to allow the Small Pilot Grooming Project on the Old Ski Hill Property. Approved unanimously.**

Councilor Moody's Report:

- 1) Attended the ARDC Meeting and discussed with the USFS accessibility for recreational development.
- 2) The EDA will hear the results of the Green Dollar Survey and the Assisted Living Survey in March.

Councilor Benson's Report:

- 1) Would like the City's positive core functions to engage the community. She asked the councilors to each take time to write a small paragraph about positive things happening in our community. ie. "Caught being good" These can be posted on the City's website or Letters to the Editor in the newspaper. She would like to see the City website more interactive.

Mayor DeCoux's Report:

- 1) Spoke with Amy Demmer, Ann Mershon and Jan Sivertson about art and the City of Grand Marais. The suggestion was to create an Art Commission with 3-5 members from

the area with art expertise. They can draft a policy for acceptance of public art that could then be adopted by the council.

Councilor Mills' Report:

- 1) Received a comment about snow removal – one resident suggested alternate side street parking so they would know when their vehicle needed to be moved. Answer: Most residents pay attention to when the streets are being plowed and move their vehicle accordingly.

Councilor Kennedy's Report:

- 1) The Planning Commission approved draft language for vacation rentals. A public hearing is scheduled for March 2<sup>nd</sup>.
- 2) Attended the County's vacation rental meeting. They are looking at the issue from a different perspective. They need to be licensed and pay taxes – create clear standards.

The Joint City/County/School/Tribe Meeting is scheduled for February 25<sup>th</sup>.

There being no further business, the meeting adjourned at 9:21 p.m.



# CITY OF GRAND MARAIS

02/19/16 10:48 AM

Page 1

## Payments

City of Grand Marais

Current Period: February 2016

Batch Name 2192016CPAP  
 Payment Computer Dollar Amt \$53,525.20 Posted

Refer	66851	<u>CENTURYLINK</u>		<u>Ck# 074109 2/17/2016</u>		
Cash Payment	E 211-45500-321	Telephone				\$232.97
Invoice	2183871140	2/1/2016				
Cash Payment	E 609-49750-321	Telephone				\$60.94
Invoice	2183871630	2/1/2016				
Cash Payment	E 101-41400-321	Telephone				\$352.06
Invoice	2183871848	2/1/2016				
Cash Payment	E 101-42200-321	Telephone				\$32.85
Invoice	2183879092	2/1/2016				
Cash Payment	E 101-43100-321	Telephone				\$48.66
Invoice	2183873125	2/1/2016				
Cash Payment	E 101-45100-321	Telephone				\$13.60
Invoice	2183871712	2/1/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$741.08
Refer	66852	<u>BERNICKS</u>		<u>Ck# 074108 2/17/2016</u>		
Cash Payment	E 609-49750-252	Beer For Resale				\$58.00
Invoice	4999	2/9/2016				
Cash Payment	E 609-49750-260	Soft Drinks/Mix For Resa				\$57.50
Invoice	494868	2/11/2016				
Cash Payment	E 609-49750-252	Beer For Resale				\$1,759.75
Invoice	494869	2/11/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$1,875.25
Refer	66853	<u>SUPERIOR BEVERAGES LLP</u>		<u>Ck# 074118 2/17/2016</u>		
Cash Payment	E 609-49750-252	Beer For Resale				\$2,099.15
Invoice	490243	2/10/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$2,099.15
Refer	66854	<u>COCA-COLA REFRESHMENTS</u>		<u>Ck# 074110 2/17/2016</u>		
Cash Payment	E 609-49750-260	Soft Drinks/Mix For Resa				\$145.36
Invoice	0628025814	2/10/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$145.36
Refer	66855	<u>MICHAUD DIST. INC.</u>		<u>Ck# 074113 2/17/2016</u>		
Cash Payment	E 609-49750-252	Beer For Resale				\$806.00
Invoice	162904	2/9/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$806.00
Refer	66856	<u>ROHLFING INC.</u>		<u>Ck# 074117 2/17/2016</u>		
Cash Payment	E 609-49750-252	Beer For Resale				\$3,922.75
Invoice	422368	2/10/2016				
Transaction Date	2/12/2016		Due 0	MAIN CHECKING G	10100	<b>Total</b> \$3,922.75
Refer	66857	<u>PAUSTIS WINE COMPANY</u>		<u>Ck# 074115 2/17/2016</u>		
Cash Payment	E 609-49750-251	Liquor For Resale				\$2,216.82
Invoice	8535190-IN	2/9/2016				
Cash Payment	E 609-49750-333	Freight and Express				\$170.00
Invoice	8535190-IN	2/9/2016				



City of Grand Marais

CITY OF GRAND MARAIS

Payments

02/19/16 10:48 AM

Page 2

Current Period: February 2016

Transaction Date	2/12/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$2,386.82
Refer	66858	<u>VOYAGEUR BREWING COMPANY</u>		<u>Ck# 074120 2/17/2016</u>		
Cash Payment	E 609-49750-252 Beer For Resale					\$270.00
Invoice	16-06-03	2/10/2016				
Transaction Date	2/12/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$270.00
Refer	66859	<u>WINE MERCHANTS</u>		<u>Ck# 074121 2/17/2016</u>		
Cash Payment	E 609-49750-251 Liquor For Resale		2015			\$110.01
Invoice	706031	12/18/2015				
Transaction Date	2/12/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$110.01
Refer	66860	<u>PHILLIPS WINE &amp; SPIRITS</u>		<u>Ck# 074116 2/17/2016</u>		
Cash Payment	E 609-49750-251 Liquor For Resale					-\$80.00
Invoice	230496	1/22/2016				
Cash Payment	E 609-49750-333 Freight and Express					-\$2.51
Invoice	230496	1/22/2016				
Cash Payment	E 609-49750-251 Liquor For Resale					\$2,517.27
Invoice	2927386	2/10/2016				
Cash Payment	E 609-49750-333 Freight and Express					\$60.45
Invoice	2927386	2/10/2016				
Transaction Date	2/12/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$2,495.21
Refer	66861	<u>JOHNSON BROTHER LIQUOR</u>		<u>Ck# 074112 2/17/2016</u>		
Cash Payment	E 609-49750-333 Freight and Express					-\$25.10
Invoice	5344355	1/6/2016				
Cash Payment	E 609-49750-251 Liquor For Resale		2015			-\$36.00
Invoice	5307584	11/18/2015				
Cash Payment	E 609-49750-251 Liquor For Resale					\$1,518.25
Invoice	5369227	2/10/2016				
Cash Payment	E 609-49750-333 Freight and Express					\$62.76
Invoice	5369227	2/10/2016				
Cash Payment	E 609-49750-251 Liquor For Resale					\$4,052.19
Invoice	5369228	2/10/2016				
Cash Payment	E 609-49750-333 Freight and Express					\$139.75
Invoice	5369228	2/10/2016				
Transaction Date	2/12/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$5,711.85
Refer	66876	<u>MN CHILD SUPPORT PAYMENTCE</u>		<u>Ck# 003260E 2/19/2016</u>		
Cash Payment	G 101-21718 Garnishment					\$114.07
Invoice	0216160218	2/16/2019				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$114.07
Refer	66877	<u>PERA</u>		<u>Ck# 003261E 2/17/2016</u>		
Cash Payment	G 101-21704 PERA					\$4,532.29
Invoice	4 CPYR 16	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$4,532.29
Refer	66878	<u>EMPOWER</u>		<u>Ck# 003262E 2/17/2016</u>		
Cash Payment	G 101-21720 MN State Retirement DeferC					\$395.00
Invoice	4 CPYR 16	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$395.00
Refer	66879	<u>DEPT OT THE TREASURY IRS</u>		<u>Ck# 003263E 2/19/2016</u>		



City of Grand Marais

CITY OF GRAND MARAIS

Payments

02/19/16 10:48 AM

Page 3

Current Period: February 2016

Cash Payment	G 101-21703 FICA Tax Withholding				\$3,831.98
Invoice 4 CPYR 16	2/19/2016				
Cash Payment	G 101-21717 Medicare				\$901.62
Invoice 4 CPYR 16	2/19/2016				
Cash Payment	G 101-21701 Federal Withholding				\$2,733.26
Invoice 4 CPYR 16	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$7,466.86
Refer	66880 <i>MII LIFE-FLEX</i>			<u>Ck# 003264E 2/18/2016</u>	
Cash Payment	G 101-21713 Flex Plan Spending				\$469.67
Invoice 38132676	2/16/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$469.67
Refer	66881 <i>MII LIFE- HRA</i>			<u>Ck# 003265E 2/18/2016</u>	
Cash Payment	E 101-41400-131 Employer Paid Health				\$117.30
Invoice 38132676	2/16/2016				
Cash Payment	E 601-49440-131 Employer Paid Health				\$85.52
Invoice 38132676	2/16/2016				
Cash Payment	E 602-49490-131 Employer Paid Health				\$85.52
Invoice 38132676	2/16/2016				
Cash Payment	E 604-49590-131 Employer Paid Health				\$171.05
Invoice 38132676	2/16/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$459.39
Refer	66882 <i>MN DEPT OF REVENUE-EFTPS</i>			<u>Ck# 003266E 2/16/2016</u>	
Cash Payment	G 101-21702 State Withholding				\$1,313.71
Invoice 4 CPYR 16	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$1,313.71
Refer	66883 <i>COOK COUNTY VISITORS BUREA</i>			<u>Ck# 074111 2/17/2016</u>	
Cash Payment	G 101-20802 Cook County Lodging Tax				\$14,761.94
Invoice DEC 15 LODG T	2/10/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$14,761.94
Refer	66884 <i>VISA</i>			<u>Ck# 074119 2/17/2016</u>	
Cash Payment	E 215-45500-221 Equipment Parts/Builing				\$1,032.86
Invoice 8757	2/2/2016				
Cash Payment	E 211-45500-200 Office Supplies (GENER				\$45.55
Invoice 8757	2/2/2016				
Cash Payment	E 211-45500-435 Books, Periodicals				\$377.62
Invoice 8757	2/2/2016				
Cash Payment	E 211-45500-437 Audio Visual / DVD				\$307.27
Invoice 8757	2/2/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$1,763.30
Refer	66885 <i>MII LIFE - VEBA</i>			<u>Ck# 074114 2/17/2016</u>	
Cash Payment	G 101-21706 Health Insurance				\$508.36
Invoice FEB 2016	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b> \$508.36
Refer	66886 <i>AFSCME</i>			<u>Ck# 074106 2/17/2016</u>	
Cash Payment	G 101-21712 AFSME Union Dues				\$720.91
Invoice FEB 2016	2/19/2016				



# CITY OF GRAND MARAIS

02/19/16 10:48 AM

Page 4

## Payments

### City of Grand Marais

Current Period: February 2016

Cash Payment	G 101-21711 AFSCME PEOPLE Dues					\$24.00
Invoice	FEB 2016	2/19/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$744.91
Refer	66887	ARROWHEAD COOPERATIVE	Ck# 074107	2/17/2016		
Cash Payment	E 613-45125-321 Telephone					\$116.17
Invoice Acct	1234	2/1/2016				
Cash Payment	E 101-45100-321 Telephone					\$316.05
Invoice Acct	2131	2/1/2016				
Transaction Date	2/16/2016	Due 0	MAIN CHECKING G	10100	<b>Total</b>	\$432.22

### Fund Summary

	10100 MAIN CHECKING GMSB	
613 GOLF COURSE		\$116.17
609 MUNICIPAL LIQUOR FUND		\$19,883.34
604 ELECTRIC		\$171.05
602 SEWER		\$85.52
601 WATER		\$85.52
215 LIBRARY RESTRICTED FUND		\$1,032.86
211 LIBRARY		\$963.41
101 GENERAL FUND		\$31,187.33
		<hr/>
		\$53,525.20

Pre-Written Checks	\$53,525.20
Checks to be Generated by the Computer	\$0.00
<b>Total</b>	<hr/> <b>\$53,525.20</b>

## CityHall

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**From:** Patricia Campanaro [pcampanaro@gmail.com]  
**Sent:** Friday, February 19, 2016 10:36 AM  
**To:** CityHall  
**Subject:** for the packet!

Hello Mike,

The Cook County Broadband Commission is requesting that the Grand Marais City Council approve the use of the old visitor center to developed as a colocation facility for knowledge workers. We would like to begin work on the facility March 2. Please let me know if there is other information you would like from us.

The Cook County Broadband Commission is requesting to use the previous visitor center located at 13 N Broadway Ave (adjacent to city hall and not including the public bathrooms) as a drop in colocation facility for knowledge workers who currently office at home or vacation here and require a quiet space with high speed connectivity for extended periods of time. This space would function as their office and feature other tools like printers, video conferencing capabilities, and eventually 24X7. In the fall of 2015, the Grand Marais City council voted to support this effort and offered the visitor center space free of charge with the expectation that a successful pilot may lead to the development of a similar space by a private business person after the pilot ends.

Specifics:

Pilot project duration one year beginning 3/2/2016 and ending 3/1/2017

The facility would be provided to the Broadband Commission from the City rent-free

The Broadband commission will assume the following technology/costs:

- a. Internet connectivity on a separate circuit from any city facilities
- b. Electrical Utility costs
- c. Leasehold improvements (see also diagrams below) which may include paint, additional electrical wiring for outlets on the south wall
- d. Changes to the counter area to make it easier to use from a standing position, this will include a wider top
- e. Soundproofing material as need to insure the space is as conducive to business as possible
- f. Equipment and furniture as needed ( see attached layout with furniture)
- g. Signage in accordance with city guidelines

h. Cleaning of the visitor center area (not the public bathrooms)

i. Spackling and painting of interior visitor center space

4. Building access is still being assessed. We are not sure if we will use keycard or key access

5. Upon vacating the building at the end of the pilot project we will remove all equipment/furniture

6. We will be hiring a project coordinator to serve as first point of contact for center users, with backup being provided by the commission members

# Road Map for the Cook County Community YMCA, 2016

## Strategies must...

- Be consistent with our mission
- Be financially viable
- Enhance our strategic advantage
- Include measurable impact
- Meet documented, data-driven current and future needs
- Builds collaborations and partnerships
- Avoid political ramifications that will adversely affect the organization
- Be sustainable



## TOP 3 STRATEGIC PRIORITIES OF 2016

1. Increase member retention with an emphasis on member engagement
2. Develop a comprehensive building services, maintenance, and long-range facility plan
3. Strive to meet the demanding needs of early childhood

# Our Identity Statement

## OUR MISSION

The Cook County Community YMCA is dedicated to putting the principles of caring, honesty, respect and responsibility into practice through programs that build healthy spirit, mind and body for all.

## OUR CORE VALUES

We strive to incorporate the four core values into all programs, activities, and interpersonal interactions taking place at the Y.

**Caring** – to demonstrate a sincere concern for others, for their needs and well being.

**Honesty** – to tell the truth, to demonstrate reliability and trustworthiness through actions that keep with my stated positions and beliefs.

**Respect** – to treat others as I would want them to treat me, to value the worth of every person, including myself

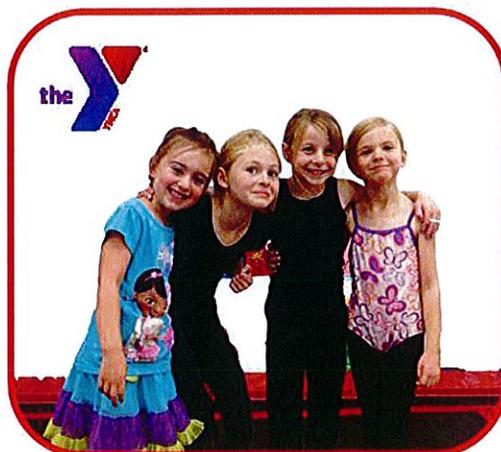
**Responsibility** – to do what is right, what I ought to do, to be accountable for my choices of behavior and actions and my promises.

## OUR IMPACT

We will strengthen the foundation of the community by being a leader in youth development, healthy living, and social responsibility.

## OUR PURPOSE

The Cook County Community YMCA, ISD 166 School District, City of Grand Marais and Cook County are committed to working together to meet community needs. The joint efforts of these organizations are intended to strengthen and expand sustainable programming. Programs and services are designed to develop the whole person, nurture the potential of every child and teen, improve the health and well-being of the Cook County residents, and provide support to our neighbors.



## SOAR Analysis

**Strengths (Where do we have a positive reputation, what are we doing really well?)**

Friendly gathering place for the whole community  
Safe environment for youth  
Wide variety of programs  
Dance Program, Fitness classes, Swim Team/Swim Club  
Out-of-school time programs & Youth Services  
Pool/Spa/Hot Tub  
Friendly, responsive, and forward thinking staff and council  
Scholarships

**Where can we improve current programming and services?**

Swim lesson revenue  
Programming for middle school students  
Family programs/events  
More early morning program options  
Scheduling – adult and youth programs at same times  
Partnership with school athletics  
Increase value for business/lodging membership  
More supervision for youth after school  
Consistency in staffing – cross-train for multiple areas and retain

**Opportunities (What are we having challenges or struggles with and where do we may have negative reputations)**

Personal training  
Telling the Y story  
Intergenerational activities  
Social Responsibility programs/activities  
Communication with staff/program participants  
Kids Club (space, staffing, times, etc)  
Events (quality) – possible singles events  
Maintenance/Building cleanliness & upkeep  
Staff retention

**Aspirations (If resources were unlimited, what should we be doing?)**

More daycare sites (fenced in play yard for daycare)  
Garden program for youth  
Programs to transition from clinic/hospital care to the Y  
Healthy Eating Classes & recipe swap  
Free lifeguard training for community members  
Triathlon: Family Triathlon or Indoor Triathlon  
Indoor walking track in the school/Y  
Inflatable pool toys & more lifeguards  
Spa Services  
Building renovation – phase II

**Is there anything that makes you think... "why are we doing this?"**

The physical building & current locker room situation

## Our Paradigm Shifts

	From (Current)	To (2016)
<b>Membership</b>	<p>1580 members (70% adult, 30% youth)</p> <p>83% retention rate</p> <p>Average 235 visits per day, Average use = 3.5 visits/month/member</p> <p>\$25,663 revenue from visitors</p> <p>10% members utilize the personal pricing plans</p> <p>30% penetration rate county-wide</p>	<p>1600 members with a strong emphasis on retention &amp; member engagement (member appreciation days, 30/60/90 day check-ins, increased program participation, etc).</p> <p>85% retention rate</p> <p>Increase average visits per day from members with an emphasis on Silvers and visitors. Increase average # of visits per member to 5 visits/month</p> <p>Increase revenue from visitors to \$30,000. Engage more with corporate partners, lodging partners, and business community/tourist community.</p> <p>10% ok: More marketing/awareness community-wide about the campaign</p> <p>County penetration rate of at least 40% through growth/participation/expansion at off-site locations. (40% will include members and program participants)</p>
<b>Facility</b>	<p>Programming located primarily at the YMCA and surrounding campus</p>	<p>Expand one program at a time into other regions of the county (primary focus – <u>West End</u>, Hovland, Gunflint Trail, and Portage.</p> <p>Run Club or other programs that use the outdoors.</p> <p>Complete energy audit, and have comprehensive preventative maintenance and cleaning schedules in place.</p>
<b>Marketing &amp; Development</b>	<p>% 5 of members contribute to the annual campaign.</p> <p>Annual campaign brings in between \$25-\$30k</p>	<p>Increase to 10% by encouraging more ways for people to contribute (encourage gifts of all sizes)</p> <p>Keep but increase methods and efforts to raise awareness about campaign</p>

	<p>Program guide, membership drive, member survey, and schedule changes 3x year</p> <p>Currently using 8 methods to communicate with members</p>	<p>Increase participation in membership surveys (shorten). More timely communication to members, staff, and community.</p> <p>Increase shares w/ hotels on social media, meetings/events on boreal (not just boreal calendar), business ads on boreal. Continue to drive traffic to an up to date, user friendly website. Add instagram and Groupon with special events and drives. More targeted marketing (to generate more revenue, silver sneakers/visitors for example)</p>
<b>Social Responsibility</b>	<p>5% of members volunteer for a program or event</p> <p>Volunteers are primarily serving as lifeguards, kids club attendants, fitness instructors, child care assistants, and event support.</p>	<p>Increase volunteer to 7.5%</p> <p>Increase number of opportunities for youth to volunteer.</p> <p>Free lifeguarding classes to recruit more lifeguards. More volunteers in the building services/custodial area.</p> <p>Long-term goals for pay increases</p>
<b>Health Movement</b>	<p>9 corporate members</p> <p>Free swimming lessons with all K-5<sup>th</sup> graders</p> <p>23 free classes/week offered Average # of participants: 7</p> <p>19 fee-based fitness/wellness program/session Average # of participants in each: 9</p> <p>Fitness classes for seniors</p>	<p>Increase to 12</p> <p>Charge for school swim lessons – reach out to Portage to gauge interest in school swim lesson program</p> <p>Continue – try to increase average visits/class (10)</p> <p>Slight increase # of fee-based classes and increase # of participants for each (10)</p> <p>Senior Games – increased programming for adults.</p>
<b>Community Partnerships</b>	<p>Currently being approached by a variety of groups for potential partnership</p> <p>Strengthening relationship with school and community education through CCYAC</p>	<p>Proceed with caution and measure fit with mission/strategic plan, etc. Expansion efforts need to generate revenue and be sustainable.</p> <p>Strengthen relationships with teachers and coaches. Room for growth with athletic programming and support.</p>

<b>Youth Development</b>	Drop-in non-licensed child care	Keep and increase value
	On-site childcare	3-4 star parent-aware rating by July 2016
	Families are leaving Cook County, quitting jobs, or not taking jobs because of the lack of childcare	More daycare options for families with young children. Lead county-wide initiative to increase daycare options.
	School-Aged childcare (summer)	Increased family involvement
	Teen Leadership program (15 youth)	20 youth – increase program rewards and recognition for youth that are participating
	Recently hired Reach and Rise Mentoring Coordinator	25 mentor matches by 2017

## Our Operating Model

	Current Business Model	Future Operating Model
Geographic service area	<ul style="list-style-type: none"> <li>• Facility attached to school</li> </ul>	<ul style="list-style-type: none"> <li>• Presence in all schools</li> <li>• Off-site satellite programs</li> </ul>
Customers served	<ul style="list-style-type: none"> <li>• Youth, adults, seniors, and families</li> <li>• Year-round residents</li> <li>• Students (athletes, sped, etc)</li> <li>• Tourists</li> <li>• Students(ECFE-Highschool)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in short-term residents/tourists served</li> <li>• Increase in lodging and business members</li> </ul>
Programs & services offered	<ul style="list-style-type: none"> <li>• Adult fitness classes &amp; specialty classes</li> <li>• Sports: Volleyball, gymnastics, soccer,</li> <li>• Aquatics (log rolling, swim team, swim lessons)</li> <li>• Youth activities (childcare, camp, events, etc.)</li> <li>• Out-of-school time programs</li> <li>• Childcare</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Senior programs</li> <li>• Tween programs</li> </ul>
Funding Sources	<ul style="list-style-type: none"> <li>• Fundraising &amp; Events (6%)</li> <li>• Government Agencies (26%)</li> <li>• Membership (48%)</li> <li>• Program Fees (20%)</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising &amp; Events (5.5%)</li> <li>• Government Agencies (24%)</li> <li>• Membership (47%)</li> <li>• Program Fees (23.5%)</li> </ul>



Statement of Activities Report

DULUTH AREA FAMILY YMCA

12/01/2015 - 12/31/2015

Period 12 December 2015

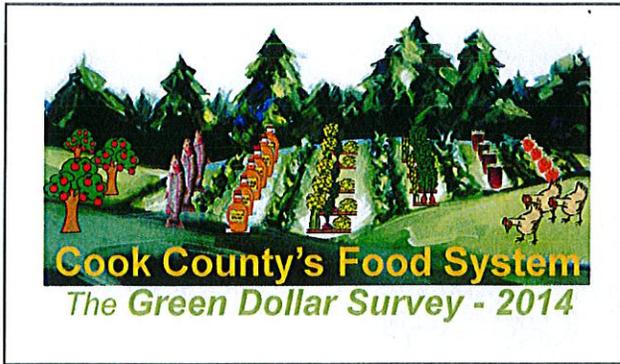
Fund: All  
 Branch: COOK COUNTY 60  
 Department: All  
 Major Account: All  
 PCS Code: All

Account Number	Account Name	Period 12 December 2015			Year to Date 2015			Explanation
		Actual	Budget	\$ Variance	Actual	Budget	\$ Variance	
Revenue								
0120	FOUNDATIONS AND TRUSTS	0	7,000	-7,000	0	17,000	-17,000	Kids Plus no longer part of CCYAC. Timing of Northland Foundation Grant - currently in progress)
0129	LLOYD K JOHNSON	0	0	0	20,000	0	20,000	Childcare start-up funds
0130	YMCA COMMUNITY	7,748	3,083	4,665	27,280	25,000	2,280	Addition of the 100x100x100 campaign increase pledges
0313	SLEIBERT CAMPAIGN HAM RUN	230	0	230	6,931	8,000	-1,069	as anticipated.
0322	DRAGONBOAT	0	0	0	0	800	-800	cancelled event
1082	COOK COUNTY	2,235	17,007	-14,772	208,848	215,000	-6,152	Did not receive funding from Cook County Extension. City contribution: \$100,000. County Contribution: \$100,848 (Total subsidy \$200,848)
1105	JOINER FEE	195	323	-128	3,716	3,229	487	
1110	ADULT	12,909	12,048	861	138,848	139,420	-572	
1120	YOUTH	733	1,344	-611	12,340	16,112	-3,772	
1150	FAMILY	18,031	19,264	-1,233	226,322	224,308	2,014	More youth on family accounts
1157	ADJUSTMENTS	-1,703	-1,825	122	-24,634	-21,900	-2,734	Staff, trade for service members, corporate accounts, etc.
1158	MEMBERSHIP	-2,043	-1,953	-90	-25,542	-23,440	-2,102	More scholarships awarded/applied for than anticipated
1159	SCHOLARSHIPS	0	-271	271	-843	-3,252	2,409	Less refunds distributed than anticipated
1180	REFUNDS FAMILY	1,638	1,157	481	25,895	25,000	895	
1190	DAILY FEES	983	1,029	-46	11,920	12,348	-428	
1310	PROGRAM FEES	31,923	3,700	28,223	107,040	73,070	33,970	Camp fees included in this amount. CCYAC began in June and was not part of the original 2015 budget
1317	ADJUSTMENTS	-5	-18	13	-3,196	-479	-2,717	Programs running by the season as opposed to the session caused some late-start/pro-rated program participants which were adjusted
1318	PROGRAM FEES	-104	-251	147	-3,851	-5,807	1,956	Less program scholarships applied for in 2015
1319	SCHOLARSHIPS	0	0	0	-192	0	-192	
	REFUNDS PROGRAM FEES	0	0	0				

1320	LEAGUE FEES	0	0	0	2,160	8,740	-6,580	Volleyball league did not run. Hosted one tournament instead of two. Soccer fees went into another account #
1340	USE OF FACILITIES	1,652	200	1,452	6,185	2,400	3,785	More rentals and groups using the facility and returning to the facility.
1360	DAY CAMP FEES	0	0	0	3,945	20,100	-16,155	Went into different account # - General program fees vs. specific camp fees. Program fees up \$34k mostly due to camp revenue.
1367	ADJUSTMENTS DAY CAMP	0	0	0	-360	0	-360	
1368	SCHOLARSHIPS DAY CAMP	0	0	0	-10,235	-3,600	-6,635	Addition of CCYAC = more children served but also more scholarships provided.
1380	CHILDCARE FEES	4,863	6,760	-1,897	66,146	86,520	-20,374	Budgeted for a C license (10 kids/day) and started with a D license (7 kids/day). Switched license in September and are currently operating at full capacity.
1387	ADJUSTMENTS CHILDCARE	-465	0	-465	-616	0	-616	
1388	SCHOLARSHIPS CHILDCARE	0	0	0	-450	0	-450	
1450	MERCHANDISE SALES	800	1,042	-242	11,563	12,500	-937	
1600	MISCELLANEOUS REVENUE	0	0	0	0	0	0	
1610	CASH SHORT/OVER	0	0	0	0	0	0	
	<b>Total Unrestricted Revenue</b>	79,620	69,639	9,981	809,220	831,069	-21,849	
	<b>Total Temporarily Restricted Revenue</b>	0	0	0	0	0	0	
	<b>Total Permanently Restricted Revenue</b>	0	0	0	0	0	0	
	<b>Total Revenue</b>	79,620	69,639	9,981	809,220	831,069	-21,849	
	<b>Expenses</b>							
2110	SALARIES-ADMINISTRATIVE	4,199	3,640	-559	46,385	43,680	-2,705	Addition of part-time marketing specialist in this account.
2120	SALARIES-PROGRAMS	17,180	18,490	1,310	213,508	234,667	21,159	Maternity leaves, Salaried staff covering shifts due to staff turn-over, retention, and ability to recruit qualified staff for programs
2130	SALARIES-TRAINING	0	0	0	0	1,000	1,000	Because of salaried staff covering shifts and managing turn-over, trainings were not able to be attended.
2150	SALARIES-CLERICAL	6,684	7,865	1,181	79,394	95,598	16,204	Salaried staff covering shifts + maternity leaves
2160	SALARIES-MAINTENANCE AND CUSTODIAL	3,105	2,829	-276	35,461	33,949	-1,512	Turn-over in custodial staff and increases in wages
2210	HEALTH INSURANCE	535	833	298	9,261	10,000	739	
2220	RETIREMENT PLAN	814	1,034	220	9,184	8,518	-666	
2230	GROUP LIFE INSURANCE/DO NOT	0	31	31	0	375	375	
2240	LIFE AND DISABILITY INSURANCE	202	216	14	3,869	2,574	-1,295	Increase in FT staff eligible for this benefit
2250	EMPLOYEE BENEFITS	1,406	0	-1,406	5,162	0	-5,162	Increase in FT staff eligible for benefits
2310	SOCIAL SECURITY TAXES	2,366	2,464	98	27,417	30,835	3,418	
2330	WORKERS COMPENSATION	569	618	49	6,820	7,740	920	

2440	CONTRACT SERVICE FEES	119	0	-119	2,281	1,315	-966	
2510	OFFICE SUPPLIES	144	199	55	1,068	2,385	1,317	held off on several purchases to ensure budget was met
2520	MAINTENANCE SUPPLIES	1,017	938	-79	13,641	11,250	-2,391	Maintenance supplies and maintenance materials accounts even out.
2530	MEDICAL SUPPLIES	0	250	250	574	1,000	426	
2540	PROGRAM SUPPLIES	1,521	546	-975	12,867	14,073	1,206	held off on several purchases to ensure budget was met
2545	VOLUNTEER PROGRAM EXPENSES	105	120	15	707	600	-107	
2550	FOOD SUPPLIES	201	546	345	3,264	6,891	3,627	Planned for a C license which would entail feeding more preschoolers and ran a D license most of the year which entailed caring for more infants which were nursing or bottle feeding.
2560	LAUNDRY AND HOUSEKEEPING SUPPLIES	0	0	0	0	0	0	
2570	MERCHANDISE FOR RESALE	1,070	1,000	-70	8,028	9,000	972	
2580	SUBSCRIPTION/PERIODICALS	0	0	0	0	450	450	
2595	UNIFORMS	0	0	0	869	1,015	146	
2600	TELEPHONE	998	575	-423	7,833	6,900	-933	
2700	POSTAGE	10	50	40	280	600	320	
2831	ELECTRICITY	5,079	6,453	1,374	66,960	64,530	-2,430	Higher than anticipated - Addition of childcare and Healthy Kids Room, program areas open longer hours
2832	GAS	13,564	9,200	-4,364	78,752	80,000	1,248	
2836	WATER & SEWAGE	1,221	1,392	171	15,086	16,392	1,306	
2841	MAINTENANCE MATERIALS	995	1,000	5	9,664	12,000	2,336	Maintenance supplies and maintenance materials accounts even out.
2845	MAINTENANCE-SERVICES	0	115	115	0	1,385	1,385	Did not need outside services for maintenance at this time.
2880	INSURANCE	555	566	11	6,660	6,790	130	
2910	EQUIPMENT RENTAL	198	200	2	2,171	2,400	229	
2930	EXPENDABLE EQUIPMENT	57	0	-57	22,180	1,750	-20,430	Childcare start-up fees
2941	MAINTENANCE AND REPAIR MATERIAL	0	0	0	0	0	0	
2945	EQUIPMENT	0	250	250	787	5,000	4,213	
3110	MAINTENANCE AND REPAIR CONTRACT	0	0	0	963	0	-963	Did not need outside services for maintenance at this time.
3120	PRINTING	235	258	23	2,333	3,100	767	
3150	GENERAL	306	500	194	4,547	4,000	-547	
3160	DONATIONS TO OTHER	0	0	0	330	0	-330	
3211	EMPLOYEE FOOD COSTS	230	23	-207	576	880	304	
3215	EMPLOYEE LODGING COSTS	202	100	-102	1,361	2,213	852	
3220	TRANSPORTATION-OUT TOWN	0	22	22	0	437	437	

3235	MILEAGE ALLOWANCE	1,232	179	-1,053	1,704	4,386	2,682	Because of salaried staff covering shifts and managing turn-over, trainings were not able to be attended.
3250	VEHICLES-OWNED EXPENSE	0	21	21	516	250	-266	
3340	MEETING FOOD COST	140	45	-95	999	1,356	357	
3350	CONFERENCES	0	0	0	-100	0	100	
3360	TRAINING	1,742	66	-1,676	4,214	6,606	2,392	Because of salaried staff covering shifts and managing turn-over, trainings were not able to be attended.
3510	NATIONAL YMCA	378	370	-8	4,910	4,904	-6	
3530	INDIVIDUAL DUES	0	0	0	250	250	0	
3540	LICENSES	750	0	-750	2,134	2,580	446	
3760	CREDIT CARD	521	525	4	5,804	6,296	492	
3900	PROCESSING FEES, MISCELLANEOUS EXPENSES	0	0	0	0	0	0	
3990	BAD DEBITS	477	0	-477	4,042	0	-4,042	Unable to collect dues from members/program participants for various reasons
4800	INTRA ALLOCATION EXP-ADMIN	7,218	6,517	-701	78,585	79,728	1,143	
Total Unrestricted Expenses		77,345	70,046	-7,299	803,301	831,648	28,347	
Total Temporarily Restricted Expenses		0	0	0	0	0	0	
Total Permanently Restricted Expenses		0	0	0	0	0	0	
Total Expenses		77,345	70,046	-7,299	803,301	831,648	28,347	
Change in Net Assets		2,275	-407	2,682	5,919	-579	6,498	



### Questions About Cook County's Food System

- How large an industry is food in Cook County and is it possible to capture a portion of that market?
  - \* *If we can prove there are niche markets, can we grow these as small industries here?*
- What is the potential for growing food in Cook County?
  - \* *The dominant view around agriculture business in Cook County from interviews ... it simply can't be done.*
  - \* *Historically, we used to feed quite a few people here. How did we do that?*

### Historical Farming in Cook County



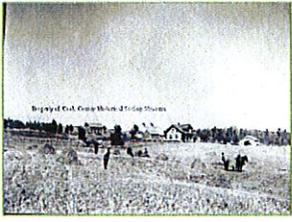
- Hedstrom Family Farm 1910 in central Maple Hill area.

### Historical Farming in Cook County



- Babineau Farm in 1925 was the basic subsistence farm.

### Historical Farming in Cook County



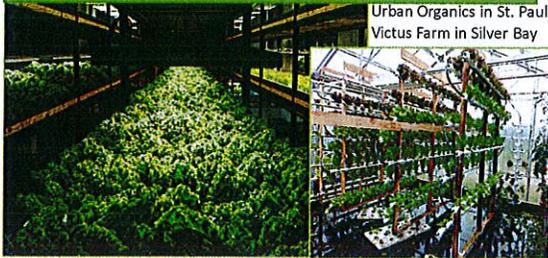
- Johnson Farm in 1934 showing haying.

### Historical Farming in Cook County



- Backlund Dairy Farm 1939.
- The dairy in Grand Marais was an important piece to Cook County's economy until it became a grade B dairy. Folks couldn't sell their milk then for enough money

### What Does Farming Look Like Now?



### Deep Winter Greenhouses



### Intensive Farming without Mechanized Equipment

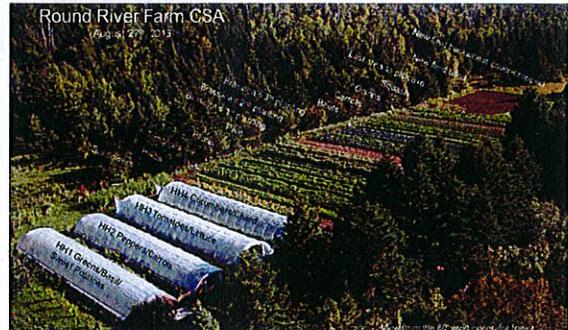


• Round River Farm in Finland, MN.



### Round River Farm CSA

August 27, 2013

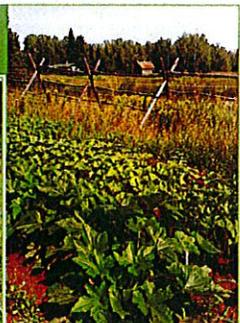


### Raising the Best Breeds for our County



- Specific cattle breeds like Highland or Dexter Irish cattle that thrive in more marginal conditions are being raised in Cook County.

### Intensive Farming with Some Mechanized Equipment



### What Does Food Growing in Our County Look Like Now? What is the Potential?



- Community Gardens are also becoming part of the local landscape to introduce folks to growing their own food even on a small scale.
- This might even be reminiscent of the 'Victory Gardens' that were planted during WWII to provide food.

### Quantifying Cook County's Food System

- How large is the food industry here?
- How much of it is household food vs. tourism related food industry?
- How much of the food industry is currently captured by local food producers? And, how much money is spent outside the county bringing in food?
- What niche markets might we expand into locally?
- What do businesses need from local producers to purchase local products?
- What do producers need in order to be able to produce local food products?

### How Large an Industry is Food Here?

Total Cook County Gross Sales (2013)  
• \$206,909,405

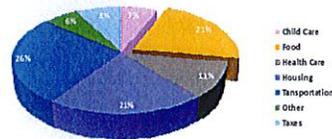
• Food Sales (2013)  
Retail Food Beverage –\$14,256,449  
Retail Food Service –\$11,167,566

Does this account for all the food sales?



### How Much Do Households Spend on Food?

Household Monthly Cost of Living in Arrowhead Region 2014



- 21% of household costs are tied to food.
- That is about 1/5 of all household money is spent on food. (3 person –\$758)
- Cook County has an average household of 2 people or \$505.

### Project Moves Forward Spring 2014



To answer these questions:

- CAP Grant from CURA
- Local funding
- Hiring of graduate student *Sam Johnson*
- List of 158 businesses in Cook County
- List of 33 producers in Cook County
- NWFP (Northwoods Food Project did a preliminary survey)

### Project Partners

- Cook County Whole Foods Cooperative
- Cook County Chamber of Commerce
- Cook County Extension
- Cook County Economic Development Authority
- Northland Foundation
- Northwoods Food Project
- Sawtooth Mountain Clinic
- U of M Center for Urban and Regional Affairs
- Sam Johnson, graduate student from the Humphrey School of Public Affairs, U of M

### Respondents to the Green Dollar Surveys

• 53 of 158 businesses responded ~ 34%

34 Businesses (out of 125)

- Grocery
- Restaurant
- Social Services
- Gift shop/convenience
- Combination
- Outfitters
- Resorts

19 Producers (out of 33)

- Producer
- Processor
- Community Supported Agriculture
- On-Farm Sales

### Characteristics of Local Food Economy Based Upon the Green Dollar Food Survey and One-on One Interviews with Businesses

• Estimated \$63.1 million tourism-related food products

• Estimated \$1.3 million in local food producer sales



### Household and Tourism Food Dollars

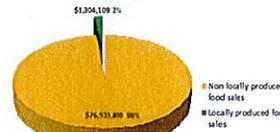
Total Cook County Food Dollars Estimated Spent in 2014 \$78.2 million



- Estimated household food dollars for Cook County per year is: **\$15,113,640 ~ 19%**
- Estimated tourism related food dollars for Cook County per year is: **\$63,126,359 ~ 81%**

### How Many Food Dollars are Locally Produced?

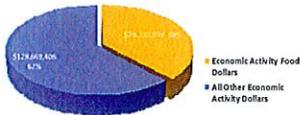
Estimated Local and Non-local Food Product Dollars Spent in Cook County 2014



- 2% of the estimated \$78.2 million is local food sales.
- Food sales generated from local production is estimated at \$1.3 million.
- This includes food sales both in and out of the county.

### Estimated Economic Activity – Food Dollars

38 % of Cook County's Sales is Related to Food



- **Total gross sales** for Cook County is **\$206,909,405** estimated by the state of MN.
- Dollars being spent by local households and visitors to our county on **food or food related items** estimated at **\$78,239,999** in Cook County.
- Translates to **38%** of Cook County's gross sales is related to food.

### Let's Take a Closer Look at What Businesses Told Us



- Wholesale food purchases were estimated at **\$20,850,178** in 2014.
- Businesses reported they would be willing to source more of those foods from within the county.
- Products they are currently purchasing from local producers: herbs, mushrooms, vegetables, maple syrup, fish, wild rice, bakery items, beer, coffee, flowers, oatmeal packs.

### Specific Products Businesses **Would Like to Purchase Locally**



• Products listed were from 'anything' to specific volumes of a product.

- 16 wanted fruits
- 15 wanted vegetables
- 7 wanted maple syrup
- 5 wanted eggs
- 5 wanted dairy items
- 4 wanted bakery items
- 3 wanted local meats
- 2 wanted poultry
- 1 wanted honey, beer, juice, coffee, beans, BBQ sauce, live bait

### Reasons Why They Aren't Purchasing More Local Foods 2014



### Common Themes Picked Up from Businesses

- **Up the Gunflint Trail**  
Price and transportation are # 1 and #2
- **Public Institutions**  
Consider price most important
- **Restaurants under \$500,000 in total revenue**  
Consider price and convenience most important
- **Restaurants over \$500,000 total revenue and Hospitality (lodgings that provide food)** *Interested in Seasonal Food*  
Will buy anything they can rely on (capacity and resiliency)



### Products Businesses are Purchasing Either Regionally or Locally\*



- Businesses reported purchasing 30 food products they sourced regionally. Many of these products could be produced in Cook County.
- There were 19 products which businesses reported they would like to source in Cook County but they couldn't find them...

\*Local foods : produced in Cook County  
\*Regional foods : within 200 miles

### Businesses Need Local Producers to Know

- Orders placed with local producers need to be filled to business specifications.
- If a business agrees to purchase 'rhubarb' or some other specialty for a specific season, they need high quality and availability as the business requires it.
- There must be a backup if the crop fails.
- Food needs to be at their door in a condition that allows the business to use it (washed, processed, complying with FDA or USDA regulations).
- It would help to have a weekly 'hotsheet' telling us what is available and in season from local producers or a local food representative to aggregate orders / products.

### Let's Take a Closer Look at What Producers Told Us



- Producers told us they were aware of opportunities for selling local food products in Cook County.
- 78% of food producers were willing to expand production to meet the demand.
- 21% of food producers were not able to expand or unwilling to expand food production

### What Local Foods Are Being Produced and Sold in Cook County?



• 13 producers reported 23 different products they are producing or they plan to produce in the next 2 years:

**Fruits:**

- Apples
- Strawberries
- Raspberries

### Small Businesses are Producing...



- Maple syrup & maple syrup products
- Varieties of fish
- Baked goods
- Coffee
- Eggs
- Meat
- Hops

### Small Businesses are Also Producing...

**Vegetables:**

- Carrots
- Onions
- Lettuce
- Rhubarb
- Cucumbers
- Tomatoes
- Squash



### Where are Local Producers Selling Their Products?

- We know that 2% of all Cook County food sales is estimated to be from local producers.
- Producers taking the survey report they are selling **\$265, 191** of local food products in Cook County.\*
- Producers answering the survey also report they are selling another **\$248,549** of local food products outside of Cook County.\*

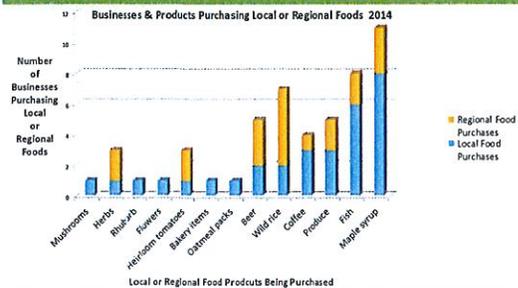
*\*Actual numbers reported from 19 of the 33 local producers.*

*(We do not know what the other estimated \$790,369 of the \$1.3 million locally produced food is made up of or what is sold inside the county versus outside of the county.)*

### How Do We Keep More Money in Cook County?



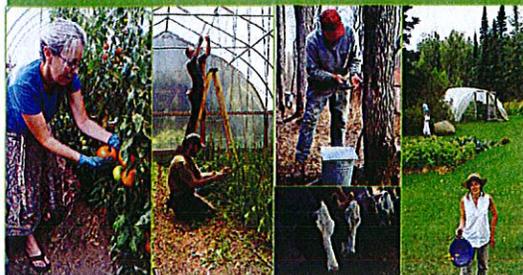
### Potential Growth for Local Producers



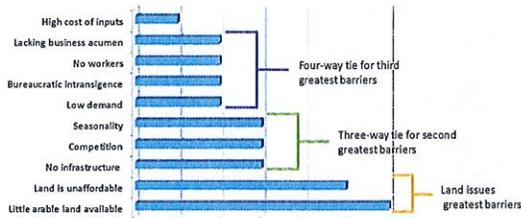
### Potential New Markets for Local Producers Identified by Businesses – Purchased Regionally

- |                    |                 |                           |
|--------------------|-----------------|---------------------------|
| <b>Vegetables:</b> | <b>Meats:</b>   | <b>Other:</b>             |
| • Lettuce          | • Pork          | • Bread                   |
| • Salad greens     | • Beef          | • Honey                   |
| • Root vegetables  | • Bison         | • Oats                    |
|                    | • Lamb          | • Spices                  |
|                    |                 | • Beans                   |
|                    |                 | • Non-alcoholic beverages |
| <b>Fruits:</b>     | <b>Dairy:</b>   |                           |
| • Jams / jellies   | • Eggs          |                           |
|                    | • Milk          |                           |
|                    | • Cheese        |                           |
|                    | <b>Poultry:</b> |                           |
|                    | • Chicken       |                           |
|                    | • Duck          |                           |

### So, What Prevents Our Local Producers from Moving Forward?



### Overall Barriers for Local Food Production Voiced By Producers 2014



### Land for Agriculture



- "There is not enough land that is farmable and is un-affordable for young people."
- "Property in this region comes at a premium."
- "We need available, ready to use land and capital."
- "There's not enough land under cultivation."
- 8% of the land is privately owned in Cook County.
- Most land is wooded so has to be cleared.
- Soils are thin & rocky or heavy clay in many parts of county.

### Producers Listed Specific Items They Needed to Expand Production

1. *Equipment*
2. *Capital*
3. *Affordable labor / customer connections*
4. *Arable, affordable land / cooperation from the government*
5. *Business education / making in-demand products / fish quotas*

### Equipment Needs



- "Trucking is expensive and loading big trucks is problem with poor roads, and limited access."
- "Short growing season. Need hoop houses, etc."
- "No feed mill, lack of access to equipment dealer."
- "Equipment isn't available to be rented."
- "Fencing is expensive and labor intensive."
- "Equipment sharing would be nice."

### Cooperation from Government



- "Meat processing options within the area..."
- "It would be helpful for morale if there was a community investment in local commercial agriculture."
- "Agricultural classified is exempt, but we can't be classified as 'ag' until we expand."

Distance of 2 hrs and 54 minutes (Mark's Country Market- not USDA approved) or 2 hrs and 51 minutes (Lake Haven Meats in Sturgeon Lake – USDA approved) to nearest meat processing facility.

### Affordable Labor – Just Like Any Other Business Here



- "I recently purchased a 20 acre parcel of land and need affordable labor and equipment."
- "Another potential problem is having enough of a reliable workforce at the time of year when you need them."
- "Consistent, skilled labor..."

### Customer Connection



- "If we are selling wholesale, we are competing against Reinhart & Cisco."
- "Some customers are expecting a cheaper price, especially if it is locally produced."
- "Lack of understanding of commercial small scale agriculture" ... on the part of the customers.

### More Fish... Regulations...Quotas...



- "Not enough fish. Nets are set and the fish come to you, not you to them. We are under their quotas all year." **Most of fish allotments go to sport fishermen.**
- "There is a great market for fish in Grand Marais, but there is never enough fish."
- **Commercial fishing licenses on Lake Superior are limited to 25.**

### So, What Did We learn?

The market for food is large in Cook County and could provide great opportunity for local entrepreneurs to develop more niche market food products.

Businesses want local food products but they want the ease and convenience from local producers that they currently enjoy with outside Cook County food distributors.

Local producers want to expand and need support from government and local businesses. Additional support from grants for continued education and product development would encourage entrepreneurship in the food industry.

### 38% of Our County's Gross Sales is Tied to Food !!!!!



### How Can the Producers Help?

- Help set up and contribute to a local website, newsletter or local weekly 'hot sheet' to make your products available to businesses.
- Help develop with NWFP an equipment 'needed' and 'equipment available' list and a system for rotation of use for commonly held equipment.
- Help explore ways to provide interns and other innovative labor needed during peak seasons.
- Determine agricultural training needed and work with Extension to bring to the county.

### How Can the EDA Help?

- Help provide current producers with more access to affordable capital opportunities through small business loans, grants, business development.
- Explore ways to provide interns and other innovative labor needed during peak seasons.
- Work with other governmental agencies to support small-scale commercial agriculture.

### How Can the Whole Foods Coop Help?

- Help identify several niche food product candidates for feasibility research on product expansion that the Whole Foods Coop would like to sell that might be produced locally.
- Help identify any regional distributors that might be going back with empty trucks from Cook County that we could use to truck our products out of the county.

### How Can County Commissioners Help?

- Work with producers to support small-scale commercial agriculture.
- Look at the current agriculture classification systems and tax structures to see how we can better support small-scale commercial agriculture.
- Since only 8% of our lands are privately owned, consider using county owned lands for agricultural production.
- Support community gardens to increase the exposure / educational efforts to grow local food.
- Protect potential and existing agriculture lands for local food production.

### How Can the Sawtooth Clinic Help?

- Educate local producers and consumers about the importance of eating more fruits and vegetables for long-term health.

### How Can the Chamber of Commerce Help?

- Work with other governmental agencies and local businesses to promote and support small-scale commercial agriculture in Cook County.
- Help provide new or current producers more access to affordable capital opportunities through small business loans, grants and business development training.

### How Can Extension Help?

- Help producers increase visibility of local food products with a website, newsletter or local weekly 'hot sheet' to connect producers and businesses.
- Support producers by providing agricultural training as needed and requested by the producers.
- Work with producers and other businesses on feasibility research on product expansion that businesses want and producers are interested in pursuing.
- Help identify with NWFP potential and existing agricultural lands.
- Work with U of M, producers and other entities to develop an agricultural internship program for Cook County.

### Questions?



### Recommendations to Support and Grow Cook County's Food System.

- Increase visibility of local food products with a website, newsletter or local weekly 'hot sheet' to connect producers and businesses.
- Provide current producers more access to affordable capital opportunities through small business loans, grants, business development and agricultural training.
- Identify several niche food product candidates for feasibility research on product expansion that businesses want and producers are interested in pursuing.
- Identify potential and existing agricultural lands and protect for local food production.
- Develop an equipment 'needed' and equipment 'available' list and a system for rotation of use for commonly held equipment.
- Explore ways to provide interns and other innovative labor needed during peak seasons.
- Regional distributors indicated a willingness to lend empty trucks coming back from Cook County to truck our products elsewhere – if they could make money.
- Work with governmental agencies to support small-scale commercial agriculture.

# City of Grand Marais

## MEMO

TO: Mayor Arrowsmith-Decoux  
City Council Members  
FROM: Michael J. Roth, City Administrator  
DATE: February 19, 2016  
SUBJECT: Art 'Round Town Banner Project Grant

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Art 'Round Town is applying for grant funds to assist with the banner project you previously approved. They have asked us to be the fiscal agent. I will forward you a copy of the grant application for your review prior to the meeting.

# GRAND MARAIS LIBRARY BOARD MINUTES

## JANUARY 25, 2016

### Call to Order

President Audrey Stattelmann called the meeting of the Grand Marais Library Board to order at 5:32 PM. at the Grand Marais Public Library.

### Visitors

There were no visitors present at the meeting.

### Attendance

Members Present: Sally Berg, Jay Arrowsmith Decoux, Brienne Moody, Helen Muth, Jan Sivertson, Audrey Stattelmann and Director, Steve Harsin

Members Absent: Hillary Freeman,

Not in Attendance: Library Friends Representative

### Consent Agenda

The Consent Agenda, included the meeting agenda, the meeting minutes from November 2015, and the bills submitted to the city council for payment. A motion/second were made Sivertson/Muth by to accept the consent agenda and the November minutes. The motion passed.

### Election of Officers

Sivertson moved to elect Stattelmann as president, Berg as vice president, and Brienne Moody as Secretary. No other nominations were presented. The motion passed.

### Director's Report

•The Director's elaborated on the items listed on the Director's report. The library has been busy and the staff has worked diligently to keep up with the additional programming. There participation in the programming has been strong and the response has been positive.

•The Director has done outreach to Birch Grove and Grand Portage. The Tribal library program was explained at Grand Portage. The Broadband Commission is setting up a two-way television in the conference room. The contact at Birch Grove was to find out about their library needs.

### Committee Reports

•Financial Committee: Steve, Jay, Hillary, & Audrey - Met on November 16<sup>th</sup>. Update regarding Fund balance. The committee is suggesting that the computer replacements that were supposed to happen when the library remodel took place should happen during 2016, including all of the computers and servers. The approximate cost would be \$25,000-30,000 to be paid by the 215 account. A motion/second were made Moody and Muth by to replace all computer and the servers. The motion passed.

•Policy Committee: Steve, Audrey, Sally, & Brienne – Need to schedule a meeting. Continue working on updating/creating library policies; including Conflict of Interest policy, tweak existing policies. This committee set a date for the next meeting.

•Art Committee: Steve, Jay, Sally, Helen, Ann Ward, & Lynn Speaker –Phase II of Art project is the poetry walk and dedication which will be by June 30, 2016. Jay will chair Phase II. Update. Arrowsmith Decoux will schedule a meeting.

# GRAND MARAIS LIBRARY BOARD MINUTES

## JANUARY 25, 2016

- Personnel Committee: Audrey, Sally, & Jan Will meet December 22nd to conduct the Library Director's annual review. This was completed and a copy was filed with Mike Roth at city hall. This committee needs to set up a time for the next personnel meeting.
- Film Night Committee: Hillary and Helen - "Friday Night Reels has been successful.

**Communications:** The Library Board viewed a "Board Meetings" videos created to help train library boards on their duties and responsibilities. This is the second video in the series that the board has viewed.

### **Unfinished Business**

- Review Strategic Plan and Goals: All goals except for plan a donation campaign are all in progress or completed.
- Update on the City/County Coverage for Board Members by Jay Arrowsmith Decoux and Jan Sivertson. Sivertson has not yet heard from Braidy Powers about this topic. Decoux reported that the city gets their coverage from the League of MN Cities to cover the errors and emissions of city officials.
- Moody and Muth were both reappointed to the library board. There was an adjustment to the terms so there is a gradual turn over in the library board.

### **New Business**

- Update members for each standing committee: Committee assignments stay the same as 2015.
- Schedule strategic planning retreat

**Adjournment** President Audrey Stattelmann adjourned the meeting at 7:??.

Mission Statement: The Grand Marais Public Library contributes to an enlightened, connected community by providing resources and a welcoming environment where people of all ages find information and enjoyment, children discover the wonder of reading, and diversity is celebrated.

## Upcoming Meeting Schedule

Updated February 19, 2016

### FEBRUARY

Date/Time	Meeting	Location
Wednesday, February 24, 4:30 p.m.	City Council Worksession	Council Chambers
Wednesday, February 24, 6:30 p.m.	City Council Meeting	Council Chambers
Thursday, February 25, 4:00 p.m.	Joint C/C/S/T	City Hall

### MARCH

Date/Time	Meeting	Location
Wednesday, March 9, 6:30 p.m.	City Council Meeting	Council Chambers
Wednesday, March 23, 5:00 p.m.	Planning Workshop	ACA
Wednesday, March 30, 6:30 p.m.	City Council Meeting	Council Chambers