



September 28, 2021

Honorable Robyn A. Millenacker  
Ramsey County District Court  
15 West Kellogg Boulevard, 1550  
St. Paul, MN 55102

RE: Charles K. Blandin Foundation 2020 Independent Auditor Verified Self-Reporting  
Court File No. C5-58-302795

Honorable Judge Millenacker:

Pursuant to the Court's April 2015 Findings of Fact, Conclusions of Law and Order Discharging Special Master and Approving Independent Auditor Verified Self-Reporting Process ("April 2015 Order"), the C.K. Blandin Foundation is to annually provide the Court with an Annual Report regarding its compliance with the April 2015 Order's grant distribution requirements. This report is e-filed with the Court. We also post the Report on the Blandin Foundation web page.

This letter provides an overview to the Charles K. Blandin Foundation Annual Report and the Blandin Foundation's compliance with the Ramsey County District Court's requirements regarding self-reporting for calendar year 2020.

### **Background**

In its April 2015 Order, the Ramsey County District Court approved the discharge of the special master and the substitution of verified self-reporting by the Foundation to start with the calendar year 2013. As was the case with the previous special master reports, the purpose of the Foundation's Annual Report is to confirm compliance by the Foundation with the requirements of the 2003 Stipulated Order of the Court and the April 2015 Order requiring that at least 60% of all Foundation grants be made to the Grand Rapids area (as defined by the order) over a rolling 6-year period (the 60% distribution requirement starts with the rolling 6-year period beginning on January 1, 2015, all prior 6-year rolling periods have a 55% distribution requirement).

Compliance with this grant-making formula is the Court-ordered criteria by which the Foundation meets its "perpetual and primary responsibility to distribute its funds to meet the reasonable needs of the Grand Rapids area," as required by our founder Charles K. Blandin. The 2003 Stipulated Order and April 2015 Order also require reporting any significant changes to the Foundation's grant-making and charitable distribution practices.

The Court's April 2015 Order requires that the Foundation's calculations be verified by the Foundation's independent auditors and Foundation management will present these calculations in the supplemental information of the annual audit or the management discussion and analysis section in a format consistent with the reporting format established by the special master prior to his discharge.

The Foundation's Annual Report shall be provided to the Court on or about September 30 of each year and said report shall be included in the Court's public files. In addition, the Foundation's Annual Report shall be prominently posted on the Foundation's website when it is filed with the Court.

### Conclusion

The information required by the April 2015 Order is set forth in the Foundation's 2020 audited annual financial statements in the supplemental information and the management discussion and analysis section on Pages 21 through 31. These financial statements have a clean auditor's opinion as identified in the Independent Auditor's Report of RSM US LLP dated June 21, 2021.

As confirmed on Page 21 of the 2020 Report during the 2015-2020 6-year rolling period, 73% of all Foundation grants were distributed to the Grand Rapids area and 27% to rural Minnesota.

The Foundation has complied with all required reporting under the April 2015 Order and the 2020 Annual Report has been reviewed and confirmed by the Foundation Board of Trustees as well as the Trustees of the Residuary Trust and the Foundation's legal counsel. There were no significant changes to the grant-making and charitable distribution practices of the Foundation in 2020.

Reference in the management discussion and analysis section to "unaudited" is standard language and refers only to management comments on the data. The underlying data and other historical financial information were audited by the independent auditor as required in the April 2015 Order or taken from the Foundation's 990-PF, which was prepared by RSM US LLP.

Any questions raised by any member of the grand rapids community regarding the Foundation's Annual Report for 2020 can be directed to the Foundation's President/CEO Tuleah Palmer via email - [tspalmer@blandinfoundation.org](mailto:tspalmer@blandinfoundation.org); phone - 218-326-0523; or by mail – 100 North Pokegama Avenue, Grand Rapids, MN 55744. Ms. Palmer will respond to such questions within 10 business days, pursuant to the Foundation Policy adopted as a result of the April 2015 Order. The 2020 Report has been posted on the Foundation's web site at [www.blandinfoundation.org](http://www.blandinfoundation.org).

Please contact our legal counsel if you should have any questions. Thank you.

Sincerely,

DocuSigned by:



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Tuleah S. Palmer  
President/CEO

cc: Minnesota Charities Division

James Rockwell, C.K. Blandin Residuary Trust

James Hoolihan, C.K. Blandin Residuary Trust

Heidi Korstad, Board Chair, Blandin Foundation

Neal T. Buethe, Shehla Tauscher, and Andrew Howard, Taft Stettinius & Hollister LLP

# **Charles K. Blandin Foundation**

Financial Report  
December 31, 2020

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RSM US LLP

## Independent Auditor's Report

Board of Trustees  
Charles K. Blandin Foundation

### Report on the Financial Statements

We have audited the accompanying financial statements of the Charles K. Blandin Foundation, which comprise the statements of financial position as of December 31, 2020 and 2019, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles K. Blandin Foundation as of December 31, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Other Matters**

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information, except for the portion marked "unaudited", has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. The information in Management's Discussion and Analysis marked "unaudited" has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it. In our opinion, except for the portion marked "unaudited", the information is fairly stated in all material respects in relation to the financial statements as a whole.

*RSM US LLP*

Des Moines, Iowa  
June 21, 2021

**Charles K. Blandin Foundation****Statements of Financial Position  
December 31, 2020 and 2019**

	<b>2020</b>	2019
<b>Assets</b>		
Cash and cash equivalents	\$ 2,372,232	\$ 1,801,012
Investments at fair value	40,796,834	41,326,875
Accounts and investment income receivable	58,358	117,805
Beneficial interest in Charles K. Blandin Residuary Trust	431,628,221	411,115,409
Mission-related investments	4,739,952	4,345,300
Other assets	382,941	274,301
Property, furniture and equipment, net	4,222,731	4,540,434
	<u>484,201,269</u>	<u>463,521,136</u>
<b>Total assets</b>	<b>\$ 484,201,269</b>	<b>\$ 463,521,136</b>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 376,963	\$ 393,766
Grants and scholarships payable	7,645,463	10,624,627
Long-term debt, net of unamortized debt issuance costs	1,324,044	1,562,414
<b>Total liabilities</b>	<u>9,346,470</u>	<u>12,580,807</u>
Net assets:		
Without donor restrictions:		
Unrestricted	35,545,578	31,501,315
Board designated	7,681,000	8,323,605
<b>Total net assets without donor restrictions</b>	<u>43,226,578</u>	<u>39,824,920</u>
With donor restrictions:		
Beneficial interest in Charles K. Blandin Residuary Trust	431,628,221	411,115,409
<b>Total net assets</b>	<u>474,854,799</u>	<u>450,940,329</u>
<b>Total liabilities and net assets</b>	<u>\$ 484,201,269</u>	<u>\$ 463,521,136</u>

See notes to financial statements.

**Charles K. Blandin Foundation****Statement of Activities  
Year Ended December 31, 2020**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Gains, revenues, losses and contributions:</b>			
Investment income (distributions) from Charles K. Blandin Residuary Trust	\$ -	\$ 18,487,924	\$ 18,487,924
Investment income	1,498,883	-	1,498,883
Net realized and unrealized investment gain	2,470,093	-	2,470,093
Increase in beneficial interest of perpetual trust	-	20,512,812	20,512,812
Other income (loss), net	(37,103)	-	(37,103)
Net assets released from restrictions	18,487,924	(18,487,924)	-
<b>Total gains (losses), revenues and contributions</b>	<b>22,419,797</b>	<b>20,512,812</b>	<b>42,932,609</b>
<b>Expenses:</b>			
Charitable activities:			
Grants	11,142,586	-	11,142,586
Scholarships	974,034	-	974,034
Programs	2,940,181	-	2,940,181
<b>Total charitable activities</b>	<b>15,056,801</b>	<b>-</b>	<b>15,056,801</b>
Administrative	3,961,338	-	3,961,338
<b>Total expenses</b>	<b>19,018,139</b>	<b>-</b>	<b>19,018,139</b>
<b>Change in net assets</b>	<b>3,401,658</b>	<b>20,512,812</b>	<b>23,914,470</b>
Net assets, beginning of year	39,824,920	411,115,409	450,940,329
Net assets, end of year	<u>\$ 43,226,578</u>	<u>\$ 431,628,221</u>	<u>\$ 474,854,799</u>

See notes to financial statements.

**Charles K. Blandin Foundation****Statement of Activities  
Year Ended December 31, 2019**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Gains, revenues, losses and contributions:</b>			
Investment income (distributions) from Charles K. Blandin Residuary Trust	\$ -	\$ 20,199,523	\$ 20,199,523
Investment income	1,837,099	-	1,837,099
Net realized and unrealized investment loss	4,961,689	-	4,961,689
Decrease in beneficial interest of perpetual trust	-	37,578,965	37,578,965
Change in swap value	10,714	-	10,714
Other income (loss), net	(154,975)	-	(154,975)
Net assets released from restrictions	20,199,523	(20,199,523)	-
<b>Total gains (losses), revenues and contributions</b>	<b>26,854,050</b>	<b>37,578,965</b>	<b>64,433,015</b>
<b>Expenses:</b>			
Charitable activities:			
Grants	11,129,411	-	11,129,411
Scholarships	829,500	-	829,500
Programs	3,999,200	-	3,999,200
<b>Total charitable activities</b>	<b>15,958,111</b>	<b>-</b>	<b>15,958,111</b>
Administrative	3,958,089	-	3,958,089
<b>Total expenses</b>	<b>19,916,200</b>	<b>-</b>	<b>19,916,200</b>
<b>Change in net assets</b>	<b>6,937,850</b>	<b>37,578,965</b>	<b>44,516,815</b>
Net assets, beginning of year	32,887,070	373,536,444	406,423,514
Net assets, end of year	<u>\$ 39,824,920</u>	<u>\$ 411,115,409</u>	<u>\$ 450,940,329</u>

See notes to financial statements.

**Charles K. Blandin Foundation****Statements of Cash Flows**  
**Years Ended December 31, 2020 and 2019**

	2020	2019
Cash flows from operating activities:		
Change in net assets	\$ 23,914,470	\$ 44,516,815
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Depreciation	293,826	338,415
Amortization	6,812	31,710
Change in value of Charles K. Blandin Residuary Trust	(20,512,812)	(37,578,965)
Net realized and unrealized investment gains	(2,470,093)	(4,961,689)
Write-off of mission related investments	500,000	1,000,000
Change in interest rate swap value	-	(10,714)
Loss on sale of property, furniture and equipment	66,705	175,844
Decrease (increase) in assets:		
Accounts and investment income receivable	59,447	(23,328)
Other assets	(108,640)	22,426
(Decrease) increase in liabilities:		
Accounts payable and accrued expenses	(16,803)	2,847
Grants and scholarships payable	(2,979,164)	674,183
<b>Net cash (used in) provided by operating activities</b>	<b>(1,246,252)</b>	<b>4,187,544</b>
Cash flows from investment activities:		
Purchase of property, furniture and equipment	(51,461)	(213,219)
Proceeds from sale of property, furniture, and equipment	8,633	96,323
Proceeds from sale of investments	62,710,428	29,612,787
Purchase of investments	(59,710,294)	(30,799,358)
Increase in mission-related investments	(894,652)	(1,057,719)
<b>Net cash provided by (used in) investing activities</b>	<b>2,062,654</b>	<b>(2,361,186)</b>
Cash flows from financing activities:		
Repayment of long-term debt	(245,182)	(1,882,676)
<b>Net increase (decrease) in cash</b>	<b>571,220</b>	<b>(56,318)</b>
Cash :		
Beginning of year	1,801,012	1,857,330
End of year	\$ 2,372,232	\$ 1,801,012
Supplemental information:		
Grants paid	\$ 14,195,895	\$ 10,450,063
Scholarships paid	\$ 965,549	\$ 931,968
Interest paid	\$ 43,689	\$ 74,222

See notes to financial statements.

## Charles K. Blandin Foundation

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies

**Organizational purpose:** The Charles K. Blandin Foundation (the Foundation), incorporated under the laws of Minnesota, awards grants, operates programs, and brings research, people, and organizations together to address opportunities that strengthen the Grand Rapids area and rural communities throughout Minnesota. The Foundation has agreed to distribute a minimum of 60% of its grants paid to the Grand Rapids area over a six-year rolling period.

The Foundation's mission is to be a trusted partner and advocate to strengthen rural Minnesota communities, especially the Grand Rapids area. The vision is healthy, inclusive rural communities. The Foundation stands with rural Minnesota communities as they design and claim vibrant, resilient futures. Blandin Foundation is one of only a handful of private foundations in the nation focused exclusively on rural communities, places which are persistently underserved and marginalized.

**Cash, cash equivalents and concentration of risk:** The Foundation considers all short-term, highly liquid money market investments to be cash equivalents, except for funds held for investment purposes. At times, cash investments at financial institutions may be more than the Federal Deposit Insurance Corporation insurance limit. The Foundation has not incurred any losses because of this concentration.

**Investments:** Investments in debt and equity securities with readily determinable fair values are carried at quoted market value. The Foundation has elected to report the fair value of alternative investments using the practical expedient. The practical expedient allows for the use of net asset value (NAV), either as reported by the partnership general partner or as adjusted by the Foundation based on various factors, including contributions and withdrawals. The net changes in market prices and the realized gains and losses on investments sold are reflected in the statements of activities as net realized and unrealized gains or losses on investments.

The Foundation invests in a variety of investment vehicles. In general, investments are exposed to various risks, such as interest rate, credit and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the amounts reported in the statements.

**Investment income:** Interest and dividend income is recorded when earned. Realized gains and losses are recorded as the difference between historical cost and fair value when an investment is sold. Unrealized gains and losses are recorded for the change in fair value of investments between reporting periods. Interest, dividends, partnership distributions, and other revenues earned but not yet received by the Foundation on its investments at the end of the year are reported as investment income receivable.

**Beneficial interest in Charles K. Blandin Residuary Trust:** The Foundation is the sole beneficiary of the Charles K. Blandin Residuary Trust (the Trust), the assets of which are not in the possession of the Foundation. Substantially all of the Foundation's noninvestment income is received from the irrevocable Trust.

The Foundation's beneficial interest in the Trust is valued at the current market value of the net assets held by the Trust and is shown as with donor restriction and have a permanent restriction as these assets are currently unavailable for distribution. Market value fluctuations in the Trust are reflected on the statements of activities as a change in beneficial interest in perpetual trust in the net assets with donor restriction column.

## Charles K. Blandin Foundation

### Notes to Financial Statements

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#### Note 1. Summary of Significant Accounting Policies (Continued)

**Fair value measurements:** At December 31, 2020 and 2019, the fair value of investments are recorded at fair value on a recurring basis. Fair value measurement is based upon quoted prices, if available. If quoted prices are not available, fair values are measured using independent pricing models or other model-based valuation techniques such as the present value of future cash flows, adjusted for the security's credit rating, prepayment assumptions, and other factors such as credit loss assumptions. The following methods and assumptions were used to estimate fair value:

**Investments in equity and debt securities:** Fair value is determined based on reference to quoted market prices on publicly traded exchanges.

**Beneficial interest in Charles K. Blandin Residuary Trust:** The Foundation is the sole beneficiary of the Trust. The fair value of the Trust is equal to net assets of the Trust. The net assets of the Trust are determined as the fair value of the investments of the Trust, less any obligations of the Trust. The Trust holds investments in equity and debt securities and investments, such as private equity, venture capital and real estate, that are valued using the practical expedient. The Foundation determines the fair value of investments held by the Trust in the same manner that investments it holds directly are valued. Obligations of the Trust are short-term in nature and are recorded as the amount due, with no discounts applied. The Trust is classified as a Level 3 asset as the Foundation has an interest in the Trust and does not own the underlying assets.

**Mission-related investments:** The purpose of the Foundation's mission-related investment (MRI) activities is to increase the Foundation's charitable impact by utilizing a broader range of its financial assets in furtherance of mission, while maintaining prudent, long-term stewardship of assets that preserve its capacity to generate impact into the future. For the sake of making a clear distinction on the source of funds, the Foundation uses the following definition in its MRI policies: investments made from the annual 5% mandatory charitable distribution of the Foundation for which there is an expectation of partial or full repayment are known as program-related investments for financial reporting purposes.

**Charitable investments:** Program-related investments consist of debt positions in 501(c)(3) organizations that conduct activities that fulfill the charitable purposes of the Foundation. Program-related investments are initially recorded on the statements of financial position at cost after approved and when a request for payment has been paid. Uncollected interest earned on program-related investments with a debt position is recorded as earned and included in the investment account. These investments are recoverable over periods ranging up to 10 years. If a program-related investment is subsequently determined to be uncollectible or the value is permanently impaired, then the Foundation may record the uncollectible amount as a grant appropriation or record an impairment reserve. During the years ended December 31, 2020 and 2019, there was \$1,200,000 and \$500,000, respectively, of new program-related investments. There were distributions to existing program-related investments of \$0 for the years ended December 31, 2020 and 2019.

**Directed investments:** Mission-related investments funded from the net assets without donor restrictions of the Foundation are referred to as directed investments. Directed investments are initially recorded on the statements of financial position at cost after approved and when a capital call has been paid. During the years ended December 31, 2020 and 2019, there was \$40,000 and \$240,000, respectively, capital invested through capital calls.

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 1. Summary of Significant Accounting Policies (Continued)**

**Property, furniture and equipment:** Property, furniture and equipment are recorded at cost and depreciated over their estimated useful lives, as shown below, using the straight-line method of depreciation. The Foundation capitalizes all assets with a cost more than \$5,000, provided those assets have a useful life extending beyond one year.

Building and improvements	10-30 years
Furniture, equipment and vehicles	5-10 years

**Net assets:** Net assets are classified based on the presence or absence of donor imposed restrictions. Accordingly, net assets of the Foundation and changes therein are classified and reported as follows:

**Without donor restrictions:** Represents assets over which the Foundation's Board of Trustees (Trustees) has discretionary control. The Trustees adopted a policy whereby a portion of undesignated net assets are designated in an amount equivalent of next year's adopted operating expenses.

**With donor restrictions:** Represents resources subject to donor imposed restrictions that will be satisfied by actions of the Foundation or the passage of time. The Foundation's net assets with donor restrictions consist entirely of assets of the Trust which are permanently restricted and included in with donor restrictions. The Foundation is the sole beneficiary of Trust distributions and Trust assets are restricted at the donor's request. The Trust is required by Internal Revenue Service (IRS) regulations to distribute annually, 5% of the average monthly ending market values of its previous year net assets or, according to the Trust documents, distribute 100% of Trust income, whichever is greater. For the years ended December 31, 2020 and 2019, the Trust calculated the required 5% distribution to the Foundation based on the current year net asset values of the Trust. If the earnings on the assets of the Trust are not greater than or equal to the Trust's required 5% distribution, a portion of the corpus of the Trust will be paid out to cover the remaining distribution requirement. Distributions from the Trust totaled \$18,487,924 and \$20,199,523 during the years ended December 31, 2020 and 2019, respectively.

**Grants and scholarships payable:** Grant and scholarship commitments are charged to operations at the time the grants are approved by the Trustees. Grant cancellations, if any, are recognized at the time of Trustee action. Long-term grants and scholarships payable (payable in over one year) are discounted to the present value of future commitments using the prime rate of interest at year-end.

**Use of estimates:** The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenue and expense during the reporting period. Actual results could differ from those estimates.

**Functional allocation of expense:** Salaries and related expenses are allocated based on estimates of time spent on various programs or administrative functions. Other expenses, not directly identifiable by program or supporting service, are allocated based on the best estimates of management.

**Board compensation:** In accordance with the provision of Charles K. Blandin's Will, Foundation Trustees are compensated. For both the years ended December 31, 2020 and 2019, there were 12 Board members and they were compensated \$272,287 and \$237,000, respectively.

**Charles K. Blandin Foundation****Notes to Financial Statements****Note 1. Summary of Significant Accounting Policies (Continued)**

**Income taxes:** The Foundation has received an exemption from federal income taxes from the Internal Revenue Service under the provisions of section 501(c)(3). The Foundation follows the accounting guidance for the recognition of uncertain tax positions. The Foundation is subject to federal and state income taxes to the extent it has unrelated business income. The Foundation has evaluated its material tax positions and determined there are no income tax effects with respect to its financial statements. The Foundation's tax filings are subject to review and examination by federal and state authorities. The Foundation is not aware of any activities that would jeopardize its tax exempt status, nor any additional items that are subject to tax on unrelated business income, or other taxes.

**Subsequent events:** In preparing these financial statements, the Foundation has evaluated events and transactions for potential recognition or disclosure through June 21, 2021, the date the financial statements were recommended by the Audit Committee to the Trustees to be approved and issued.

**Note 2. Investments**

Cost, market value and net appreciation (depreciation) of investments is as follows:

	2020			2019		
	Cost	Fair Value	Unrealized (Depreciation) Appreciation	Cost	Fair Value	Unrealized (Depreciation) Appreciation
Domestic large cap equities	\$ 7,315,986	\$ 9,453,535	\$ 2,137,549	\$ -	\$ -	\$ -
Domestic mid cap equities	3,877,074	5,201,484	1,324,410	3,564,727	4,715,991	1,151,264
Domestic small cap equities	636,516	1,109,112	472,596	778,819	1,376,882	598,063
International equities	1,349,445	1,858,357	508,912	1,426,259	1,537,269	111,010
Fixed income	4,572,317	4,786,168	213,851	4,691,110	4,869,196	178,086
Alternative investments	7,443,577	9,705,785	2,262,208	7,470,369	9,210,306	1,739,937
Equity mutual funds	7,116,028	7,779,675	663,647	12,042,175	16,974,992	4,932,817
Cash	902,718	902,718	-	2,642,239	2,642,239	-
	<u>\$ 33,213,661</u>	<u>\$ 40,796,834</u>	<u>\$ 5,445,624</u>	<u>\$ 32,615,698</u>	<u>\$ 41,326,875</u>	<u>\$ 8,711,177</u>

As of December 31, 2020 and 2019, the Foundation has future capital call requirements for investments of approximately \$2,437,000 and \$2,692,000, respectively.

**Note 3. Fair Value Measurements**

The Foundation follows the accounting guidance for fair value, which applies to reported balances that are required or permitted to be measured at fair value. The guidance defines fair value, establishes a framework for measuring fair value, establishes a fair value hierarchy based on the quality of inputs used to measure fair value, and requires expanded disclosures about fair value measurements.

The objective of a fair value measurement is to determine the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (an exit price). The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). If the inputs used to measure the financial instruments fall within different levels of the hierarchy, the categorization is based on the lowest level input that is significant to the fair value measurement of the instrument.

**Charles K. Blandin Foundation****Notes to Financial Statements****Note 3. Fair Value Measurements (Continued)**

Financial assets and liabilities recorded on the statements of financial position are categorized based on the inputs to the valuation techniques as follows:

**Level 1:** Financial assets and liabilities are valued using inputs that are unadjusted quoted prices in active markets accessible at the measurement date of identical financial assets and liabilities. The inputs include those traded on an active exchange, such as the New York Stock Exchange, as well as U.S. Treasury and other U.S. government and agency mortgage-backed securities that are traded by dealers or brokers in active over-the-counter markets.

**Level 2:** Financial assets and liabilities are valued using inputs quoted prices for similar assets, or inputs that are observable, either directly or indirectly for substantially the full term through corroboration with observable market data.

**Level 3:** Financial assets and liabilities are valued using pricing inputs which are unobservable for the asset, inputs that reflect the reporting entity's own assumptions about the assumptions market participants would use in pricing the asset.

The Foundation uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. The beneficial interest in Blandin Residuary Trust is a Level 3 asset due to lack of observed markets for the Trust interest.

The following table presents the Foundation's fair value hierarchy for those assets measured at fair value on a recurring basis as of December 31, 2020:

	Level 1	Level 2	Level 3	Total
Domestic large cap equities	\$ 9,453,535	\$ -	\$ -	\$ 9,453,535
Domestic mid cap equities	5,201,484	-	-	5,201,484
Domestic small cap equities	1,109,112	-	-	1,109,112
International equities	1,858,357	-	-	1,858,357
Fixed income	1,174,927	3,611,241	-	4,786,168
Equity mutual funds	7,779,675	-	-	7,779,675
Beneficial interest in Charles K. Blandin Residual Trust	-	-	431,628,221	431,628,221
Total	<u>\$ 26,577,090</u>	<u>\$ 3,611,241</u>	<u>\$ 431,628,221</u>	<u>461,816,552</u>

Investments valued at net asset value:

Alternative investments	9,705,785
	<u>\$ 471,522,337</u>

The following table provides a summary of changes in fair value of the Foundation's Level 3 financial assets for the year ended December 31, 2020:

	Beneficial Interest
Beginning balance, December 31, 2019	\$411,115,409
Increase in value of beneficial interest, net of distributions	20,512,812
Ending balance, December 31, 2020	<u>\$431,628,221</u>

**Charles K. Blandin Foundation****Notes to Financial Statements****Note 3. Fair Value Measurements (Continued)**

The following table presents the Foundation's fair value hierarchy for those assets measured at fair value on a recurring basis as of December 31, 2019:

	Level 1	Level 2	Level 3	Total
Domestic mid cap equities	\$ 4,715,991	\$ -	\$ -	\$ 4,715,991
Domestic small cap equities	1,376,882	-	-	1,376,882
International equities	1,537,269	-	-	1,537,269
Fixed income	32,104	4,837,092	-	4,869,196
Equity mutual funds	16,974,992	-	-	16,974,992
Beneficial interest in Charles K. Blandin Residual Trust	-	-	411,115,409	411,115,409
<b>Total</b>	<b>\$ 24,637,238</b>	<b>\$ 4,837,092</b>	<b>\$ 411,115,409</b>	<b>440,589,739</b>

Investments valued at net asset value:

Alternative investments	9,210,306
	<u><u>\$ 449,800,045</u></u>

The following table provides a summary of changes in fair value of the Foundation's Level 3 financial assets and liabilities for the year ended December 31, 2019:

	Beneficial Interest	Interest Rate Swap	Total
Beginning balance, December 31, 2018	\$ 373,536,444	\$ (10,714)	\$ 373,525,730
Change in value of swap	-	10,714	10,714
Decrease in value of beneficial interest, net of distributions	37,578,965	-	37,578,965
Ending balance, December 31, 2019	<u><u>\$ 411,115,409</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 411,115,409</u></u>

Fair value measurements of investments in certain entities that calculate net asset value per share (or its equivalent) as of December 31, 2020 and 2019:

	Net Asset Value as of December 31, 2020	Net Asset Value as of December 31, 2019	Unfunded Commitments as of December 31, 2020	Redemption Frequency (if Currently Eligible)	Redemption Notice Period
Venture capital (a)	\$ 836,397	\$ 1,316,498	\$ 90,750	None	NA
Real estate (b)	2,153,933	1,866,286	1,151,246	None	NA
Debt (c)	1,009,470	808,449	20,298	None	NA
Buyout (d)	741,133	695,855	411,930	None	NA
Special situation (e)	1,354,044	1,140,135	762,418	None	NA
International equity (f)	1,674,899	1,604,824	-	Monthly	3-6 days
Emerging market (f)	1,935,909	1,778,259	-	Monthly	30 days
	<u><u>\$ 9,705,785</u></u>	<u><u>\$ 9,210,306</u></u>	<u><u>\$ 2,436,642</u></u>		

## Charles K. Blandin Foundation

### Notes to Financial Statements

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#### Note 3. Fair Value Measurements (Continued)

- (a) Venture capital represents investments in startup firms and small businesses with perceived long-term growth potential. These are all partnership investments in which the Foundation plans to hold for the entire duration and are illiquid.
- (b) Real estate represents investments in land and related improvements, including buildings. The majority of these investments are partnership investments in which the Foundation plans to hold for the entire duration and are illiquid.
- (c) Debt includes investments in corporate bonds or government bonds that value their investments daily but impose certain liquidity restrictions on investors through periodic fund openings ranging from weekly to quarterly. Investing in corporate debt securities and government securities provides diversification, interest income, and growth potential to the overall portfolio.
- (d) Buyout occurs when an acquiring investor gains controlling interest of another company. A leveraged buyout (LBO) is when a company is purchased with a combination of equity and significant amounts of borrowed money, structured in such a way that the cash flows or assets are used as the collateral to secure and repay the money borrowed to purchase the company. The Foundation's investments are all partnership investments in which the Foundation plans to hold for the entire duration and are illiquid.
- (e) Special situations are private capital investments whose strategies are not fully described by the four traditional classification of Venture, Buyout, Debt, or Real Estate. This could mean a combination of the former four classifications, or a unique and/or opportunistic strategy that does not fit within any of the four traditional classifications. The majority of these investments the Foundation plans to hold for the entire duration and are illiquid.
- (f) International equity, domestic equity, and emerging market equity are funds with underlying investments in primarily publicly traded domestic and foreign stocks. Units are priced daily by the fund managers yet the fund manager may impose certain liquidity restrictions on investors.

#### Note 4. Mission-Related Investments

Program-related investments have three characteristics as identified by the Internal Revenue Code (IRC) of 1986, as amended: (1) a charitable purpose is the primary motivation; (2) generating income is not a significant motivation; and (3) program-related investments cannot be made with intent to influence legislation or a political election.

The Foundation uses program-related investments to further the mission of the Foundation; to strengthen rural Minnesota communities, especially the Grand Rapids area.

The approved program-related investments are carried at cost basis on the statement of financial position at year-end. An allowance for program-related investments is established based on annual review by the Foundation's Investment Committee of the status of all program-related investments. If the Investment Committee determines that a specific program-related investment should have an allowance established, the Investment Committee recommends to the Board of Trustees, who approves the allowance. At December 31, 2020 and 2019, there was no allowance for current program-related investments. Program-related investment interest is recorded annually as income earned per the terms of the specific individual program-related investment loan agreement. If no interest rate is stated in the program-related investment loan agreement, then the loan is discounted on an annual basis at a rate equivalent to the prime rate at end of the year when the loan was approved.

**Charles K. Blandin Foundation****Notes to Financial Statements****Note 4. Mission-Related Investments (Continued)**

Directed investments are used to further the Foundation's mission and are fundamentally a financial investment rather than a grant, and must meet applicable prudent investor standards like more conventional investments. A directed investment is subject to the similar investment policies and procedures as the other investments in which the Foundation invests according to the mission-related investment revised policy. There was an allowance of \$0 and \$1,000,000 for directed investments during the years ended December 31, 2020 and 2019, respectively. During the years ended December 31, 2020 and 2019, the Foundation wrote off \$1,000,000 and \$0, respectively. The approved directed investments are carried at cost basis on the statement of financial position at year-end less any unfunded commitments.

At December 31, 2020 and 2019, the program-related and directed investments consisted of the following:

	2020	2019
Program-related investments	\$ 2,592,898	\$ 1,945,207
Less:		
Discounts:		
Beginning of year	(179,907)	(191,726)
(Increases) decreases	(293,039)	11,819
Subtotal program-related investments	<u>2,119,952</u>	<u>1,765,300</u>
Directed investments	2,620,000	3,580,000
Less allowance and discounts	-	(1,000,000)
Subtotal directed investments	<u>2,620,000</u>	<u>2,580,000</u>
Total mission related investments, net	<u>\$ 4,739,952</u>	<u>\$ 4,345,300</u>

At December 31, 2020 and 2019, there were no unreserved past due program-related investments.

**Note 5. Property, Furniture and Equipment**

Property, furniture and equipment consist of the following at December 31, 2020 and 2019:

	2020	2019
Land, building and improvements	\$ 8,204,431	\$ 8,184,591
Furniture, equipment and vehicles	3,267,451	3,320,439
Total	<u>11,471,882</u>	<u>11,505,030</u>
Less accumulated depreciation	(7,249,151)	(6,964,596)
Net property, furniture and equipment	<u>\$ 4,222,731</u>	<u>\$ 4,540,434</u>

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 6. Long-Term Debt, Line of Credit, Interest Rate Swap and Bond Reserve Fund**

Debt obligations of the Foundation consisted of the following at December 31, 2020 and 2019:

	2020	2019
Revenue Bonds Series 2015A bearing interest at a fixed interest rate of 2.80% requiring \$23,912 principal and interest monthly payments through January 2026.	\$ 1,358,103	\$ 1,603,284
	1,358,103	1,603,284
Less unamortized debt issuance costs	34,059	40,871
	<u>\$ 1,324,044</u>	<u>\$ 1,562,414</u>

The summary of approximate annual future maturities of principal on bonds as of December 31, 2020, is as follows:

Years ending December 31:	
2021	\$ 252,000
2022	259,000
2023	266,000
2024	274,000
2025	283,000
Thereafter	24,000
	<u>\$ 1,358,000</u>

**Line of credit:** The Foundation executed an agreement for an unsecured line of credit totaling \$2,000,000 on December 30, 2020. The line of credit has a variable interest rate of 1.5 percentage points below *The Wall Street Journal* Prime rate and a minimum rate of 2.0% per annum (3.25% at December 31, 2020). As of December 31, 2020 and 2019, the outstanding borrowings were \$0. The aggregate outstanding principal and accrued unpaid interest are due in full on the commitment maturity date of December 30, 2022.

The Foundation incurred interest expense on long-term debt of approximately \$44,000 and \$74,000 during the years ended December 31, 2020 and 2019, respectively.

**Interest rate swap:** The Foundation entered into an interest rate swap agreement (the Agreement) effective March 1, 2006. The purpose of the swap was to convert the variable-rate interest on the Variable Rate Demand Revenue Bonds, Series 2004B to a synthetic fixed rate of 5.07%. Under terms of the Swap Agreement, the Foundation began making fixed rate payments of interest on April 1, 2006. During the year ended December 31, 2015, the Foundation paid the Series 2004B in full, and this interest rate swap agreement is considered to be an orphaned swap agreement. The fair value of the swap agreement was a liability of \$0 as of December 31, 2020 and 2019. The Agreement terminated on May 1, 2019.

**Note 7. Federal Excise Taxes and Distribution Requirements**

The Foundation is classified as a private foundation, and as such, is subject to a federal excise tax of 2% (reduced to 1% if certain requirements are met) on taxable net investment income, which principally includes income from investments plus net realized capital gains (net capital losses, however, are not deductible) less expenses incurred.

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 7. Federal Excise Taxes and Distribution Requirements (Continued)**

The federal excise tax provision and liability (refund) consists of the following as of December 31:

	2020	2019
(Benefit) expenses:		
Current	\$ 119,964	\$ 141,510
(Asset) liabilities:		
Current	\$ (27,302)	\$ (58,015)
Deferred	96,248	173,507
	<u>\$ 68,946</u>	<u>\$ 115,492</u>

The Foundation is subject to distribution requirements of the IRC. Accordingly, it must distribute, in the year immediately following receipt, 100% of the contribution received from the Trust and 5% of the previous year's average monthly market value of its assets as defined by the IRC. Failure to meet this distribution requirement subjects the Foundation to a 30% tax on the undistributed balance. The Foundation has complied with the distribution requirements through December 31, 2020.

**Note 8. Employee Benefit Plans**

**Defined contribution plans:** All employees of the Foundation working a minimum of 1,000 hours in a plan year are covered by a defined contribution money purchase plan after their first year of service. The Foundation contributes 6% of each employee's annual compensation. All participants are entitled to a benefit equal to their vested percentage of the individuals' pension account balance. The vesting schedule is based on the number of full years of service from zero to 100%, vesting at six years.

The Foundation also contributes to a plan qualified under section 403(b) of the IRC. The plan covers all employees who work a minimum of 1,000 hours in a 12-month period. The Foundation contributes a matching contribution of up to 6% of gross compensation for all participating employees. All participants are immediately vested in contributions from the Foundation, employee deferral contributions and investment earnings thereon. Employee deferrals are subject to annual limits as defined by the IRC.

Foundation contributions related to these defined contribution plans was approximately \$337,000 and \$347,000 for the years ended December 31, 2020 and 2019, respectively.

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 9. Grants and Scholarships Payable**

Grants and scholarships payable are recorded when approved by the Trustees. Long-term grants and scholarships payable (payable in over one year) are discounted to the present value of future commitments using the prime rate of interest at year-end. Grants and scholarships approved and scheduled for payment are as follows:

	<u>Amount</u>
2021 scholarships	\$ 534,766
2021 grants	6,218,714
2022 grants	821,990
2023 grants	<u>125,000</u>
Total grant and scholarship commitments	7,700,470
Discount to present value	<u>(55,007)</u>
Total present value of grant and scholarship commitments	<u><u>\$ 7,645,463</u></u>

**Note 10. Charitable Activities—Programs**

The charitable programs listed separately below, represent the major programs which are internally administered by the Foundation, with other self-administered grant programs comprising the smaller charitable programs that are also internally administered.

	<u>2020</u>	<u>2019</u>
Charitable activities—Programs:		
Leadership development	\$ 1,294,715	\$ 2,184,341
Public policy and engagement	922,392	976,412
Grants and scholarships	<u>723,074</u>	<u>838,447</u>
Total charitable activities—Programs	<u><u>\$ 2,940,181</u></u>	<u><u>\$ 3,999,200</u></u>

**Leadership development:** This is a unique nationally recognized program that builds competencies in three major areas: (1) framing opportunities and challenges that lead to effective action, (2) building social capital for collaboration and resource sharing and (3) mobilizing a critical mass of resources to achieve specific outcomes. The program is designed for community teams that reflect diversity of their community from all walks of life. An intensive residential retreat, coupled with ongoing workshops, trains leaders in communications, conflict management, networking and stakeholder analysis.

**Public policy and engagement:** Part of strengthening rural Minnesota is helping assure rural perspectives are well represented in public discourse. The Foundation, with partners, convenes and participates in public policy conversations on issues most important to the health of rural Minnesota communities. The Foundation currently has the following focus areas: *broadband, student success, early childhood quality and quantity of care and a fair and complete census.*

*High-speed internet, or "broadband,"* today is indispensable infrastructure for thriving communities. Since 2003, the Blandin Community Broadband Program has engaged at local, state and federal levels to ignite and sustain policies that support rural access to robust broadband to decrease disparities between rural and urban broadband access.

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 10. Charitable Activities—Programs (Continued)**

*Student Success and Early Childhood:* a strong start in life—education, nurturing, discovery, growth, work—sets the foundation and direction for the lives of individuals and communities alike. The Foundation partnerships focused on the success of all students assist people, particularly those in Itasca County, Minnesota, who seek opportunities that enhance their lives, their children’s lives, and their community as a whole.

*Census:* A fair and complete 2020 Census is a bedrock of American society and constitutionally mandated. Too often, rural peoples and other marginalized populations are underrepresented, which has implications for commerce, community development and governmental representation. Blandin Foundation is engaged specifically within Minnesota.

**Grants and scholarships:** The Foundation partners with community-focused organizations throughout rural Minnesota to build healthy communities. A minimum of 60% of grants are targeted to the Itasca County local giving area, with the balance used to support initiatives in other parts of rural Minnesota. To be eligible for a Foundation grant, organizations must be located in Minnesota, be a 501(c)(3) organization, unit of government or education, and propose projects that align with the Foundation’s mission and focus areas which include:

- Vibrant home communities where all dimensions of local communities are healthier.
- Skilled community leaders who recognize and capitalize on opportunities, strengthen diverse relationships, and motivate others to act to strengthen their community of place or interest.
- Expanded rural opportunity through the blend of community economic vitality, intentional inclusion and education success.

Scholarships are awarded in the local giving area, focused on improving educational attainment of disadvantaged populations. The above costs are associated with the administration of the grant and scholarship making programs. Each year, hundreds of students from Itasca County, Minnesota, area schools are awarded need-based scholarships to continue their education at community college, college or university, trade schools and certificate programs throughout the United States.

**Charles K. Blandin Foundation****Notes to Financial Statements****Note 11. Natural and Functional Expenses**

The Foundation is required to provide an analysis of expenses by both natural and functional classification. Natural expenses are defined by their nature, such as salaries, rent, supplies, etc. Functional expenses are classified by the type of activity for which expenses were incurred, for example, administrative and direct program costs. Expenses were allocated by function using a reasonable and consistent approach discussed in Note 1.

The table below presents expenses by both their natural and function for the year ended December 31, 2020:

	Charitable Activities				Administrative	Total Expenses
	Grants	Scholarships	Programs	Total		
Grants	\$ 11,142,586	\$ -	\$ -	\$ 11,142,586	\$ -	\$ 11,142,586
Scholarships	-	974,034	-	974,034	-	974,034
Salary, benefits and payroll taxes	-	-	2,014,267	2,014,267	2,182,096	4,196,363
Trustee fees and costs	-	-	-	-	353,945	353,945
Travel, conferences and meetings	-	-	145,689	145,689	34,755	180,444
Professional fees	-	-	466,530	466,530	459,685	926,215
Printing and publications	-	-	10,399	10,399	4,884	15,283
Building and grounds	-	-	6,747	6,747	106,079	112,826
Other expenses	-	-	203,296	203,296	575,632	778,928
Interest	-	-	-	-	43,689	43,689
Depreciation	-	-	93,253	93,253	200,573	293,826
Total	\$ 11,142,586	\$ 974,034	\$ 2,940,181	\$ 15,056,801	\$ 3,961,338	\$ 19,018,139

The table below presents expenses by both their natural and function for the year ended December 31, 2019:

	Charitable Activities				Administrative	Total Expenses
	Grants	Scholarships	Programs	Total		
Grants	\$ 11,129,411	\$ -	\$ -	\$ 11,129,411	\$ -	\$ 11,129,411
Scholarships	-	829,500	-	829,500	-	829,500
Salary, benefits and payroll taxes	-	-	2,156,354	2,156,354	2,097,235	4,253,589
Trustee fees and costs	-	-	-	-	351,612	351,612
Travel, conferences and meetings	-	-	601,745	601,745	105,302	707,047
Professional fees	-	-	863,301	863,301	438,585	1,301,886
Printing and publications	-	-	15,315	15,315	5,738	21,053
Building and grounds	-	-	31,632	31,632	110,202	141,834
Other expenses	-	-	246,834	246,834	520,797	767,631
Interest	-	-	-	-	74,222	74,222
Depreciation	-	-	84,019	84,019	254,396	338,415
Total	\$ 11,129,411	\$ 829,500	\$ 3,999,200	\$ 15,958,111	\$ 3,958,089	\$ 19,916,200

**Charles K. Blandin Foundation****Notes to Financial Statements**

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**Note 12. Liquidity**

The Foundation endeavors to structure its financial assets to be available and liquid as its general expenditure, liabilities, and other obligations become due. The Foundation's investments at fair value are 86% and 87% liquid as of year-end December 31, 2020 and 2019, respectively. There are likely to be additional components of the Foundation's investments that may be available and liquid within one year. These components include certain portions of marketable alternatives, as well as return of capital from both private equity and real asset holdings.

The Foundation's financial assets available within one year of December 31, 2020 and, to meet general expenditures include:

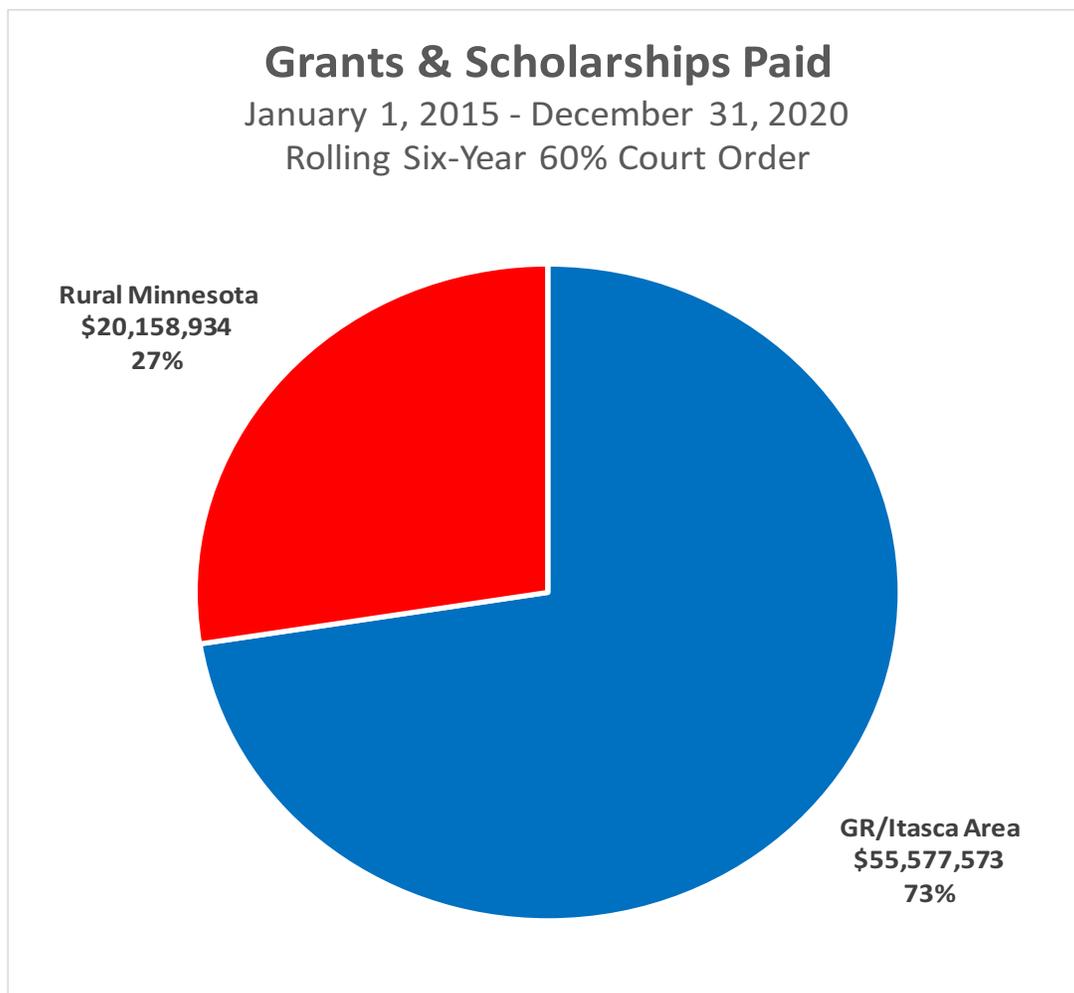
	2020	2019
Cash and cash equivalents	\$ 2,372,232	\$ 1,801,012
Accounts and investment income receivable	58,358	117,805
Investments	34,975,126	36,152,750
Other assets	382,941	274,301
Total financial assets	<u>37,788,657</u>	<u>38,345,868</u>
Available line of credit	2,000,000	2,000,000
Total liquidity	<u>\$ 39,788,657</u>	<u>\$ 40,345,868</u>

## **Supplemental Information**

**Charles K. Blandin Foundation****Charts on Paid Grants**

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A six-year rolling period of grants and scholarships paid in the local giving area versus rural Minnesota is reflected in the chart below. The chart displays the Foundation's adherence to the court order of at least 60% of grants to be distributed locally. Approximately \$55.6 million, or 73%, of grants have been paid in the local area during the timeframe represented. The Foundation's annual Form 990-PF tax return and audited financial statements were used as base documents.



## **Management Discussion and Analysis**

## Charles K. Blandin Foundation

### Management's Discussion and Analysis (Unaudited) Year Ended December 31, 2020

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This is management's discussion and analysis of the Charles K. Blandin Foundation's (the Foundation) audited financial statements for the year ended December 31, 2020. Please read in conjunction with the auditor's report and audited financial statements, which are presented at the front of this report.

#### About the Charles K. Blandin Foundation

The Foundation is a private foundation based in Grand Rapids, Minnesota, founded by Charles K. Blandin in 1941 to aid and promote Grand Rapids and the surrounding area. In designing the Foundation, Mr. Blandin emphasized flexibility to ensure it could adapt to changing times, with an underlying philosophy that its work should lead to the "betterment of mankind." Mr. Blandin stated, *"Furthermore, it is not the intention thru the medium of the Foundation, established as it is for the purpose of charitable enterprises and items that will be incidental to the welfare of the community to pauperize individuals or any class of people. Quite to the contrary, it is the intention of the Foundation, I hope, to be of material assistance in helping people to assist themselves. This, of course, would apply to both young and old, not overlooking the fact that in certain instances the principles of charity alone must be applied."* The Foundation is the state's largest rural-based and rural-focused foundation.

The Foundation's mission is to be a trusted partner and advocate to strengthen rural Minnesota communities, especially the Grand Rapids area. The Foundation stands with rural Minnesota communities and leaders as they design and claim ambitious, vibrant and resilient futures. The Foundation's management and Board of Trustees work diligently to ensure that Charles K. Blandin's legacy is served through wise investment, progressive leadership programs, meaningful public policy engagement, and grant making.

The Foundation's vision is of healthy, inclusive rural communities. The Foundation's work—and that of its partners—is viewed through the lens of four areas of focus:

#### Vibrant Itasca County

The Foundation's primary geographic focus is Itasca County (north central Minnesota) and a few neighboring communities. This region was the "wood basket" of the Grand Rapids-based Blandin Paper Company when it was owned by Foundation founder, Charles K. Blandin, in the early 20th Century.

Today the Foundation's primary focus—and the focus of the majority of its resources—is on its partnerships with its "home communities" of Bigfork, Blackduck, Bovey, Calumet, Cohasset, Coleraine, Deer River, Effie, Goodland, Grand Rapids, Hill City, Keewatin, LaPrairie, Marble, Marcell, Nashwauk, Northome, Pengilly, Remer, S. Lake, Taconite, Talmoon, Warba, Wawina, Wirt, and Zemple.

The Foundation's work and giving in the area is focused on building strong relationships for all Itasca communities to be vibrant, thriving, and healthy. The Foundation supports a wide spectrum of partners and initiatives, with emphasis given to those based on collaboration and people facing inequities.

#### Invest in community leadership

As the only statewide foundation in Minnesota focused exclusively on rural communities, the Foundation stands with community partners to design, claim, and work toward communities that work for all residents. In short, the Foundation seeks to support and inspire inclusive rural leadership.

The Foundation works toward outcomes, such as new and diverse people taking formal and informal leadership roles and leadership program alumni being supported and equipped to take courageous action to help their communities address barriers, especially socio-economic, racial, and cultural.

**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)  
Year Ended December 31, 2020**

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**Expand opportunity**

The Foundation encourages and supports inclusive community efforts that intentionally blend educational attainment, economic innovation, and equity. Outcomes the Foundation seeks include community members collaborating to reduce systemic barriers, especially for people persistently excluded. The Foundation also focuses its resources and relationships to enhance rural communities' ability to learn and adapt to change.

**Effective stewards**

This strategy is inward facing, focused on growing and leveraging Foundation resources, relationships, and opportunities. For example, staff and board capacities are developed, strengthened, and utilized. The organizational culture is welcoming, inclusive, and empowering. In addition, the Foundation declares its commitment to managing financial assets with integrity and transparency in perpetuity. To this end, the Foundation has achieved the Glasspockets designation by Foundation Center.

Since the sale of the Blandin Paper Company (the Paper Company) in 1977, the financial resources of the Charles K. Blandin Residuary Trust (the Trust) and the Foundation have expanded dramatically. The Trust and the Foundation are distinct and legally separate from the Paper Company; and the Paper Company is owned by UPM Kymmene, based in Finland.

The Foundation is mainly funded by annual distributions from the Trust, of which the Foundation is the sole beneficiary. As of December 31, 2020, the Trust is worth approximately \$431.6 million.

The legacy of Charles K. Blandin's endowment truly shines when paired with the passion of individuals within rural and local communities.

**Overview of the Financial Statements**

This discussion and analysis introduce the Foundation's basic financial statements. The Foundation's basic financial statements are the following: (1) statement of financial position; (2) statement of activities; (3) statement of cash flows; and (4) notes to the financial statements. This report also demonstrates the Foundation's adherence to Paragraph II and III of the Stipulation and Order, which is the requirement, effective January 1, 2015, that the local giving area receive an average of at least 60% of all grants paid over a six-year rolling period.

**Statement of Financial Position**

The statement of financial position (balance sheet) includes the Foundation's financial assets, liabilities and net assets.

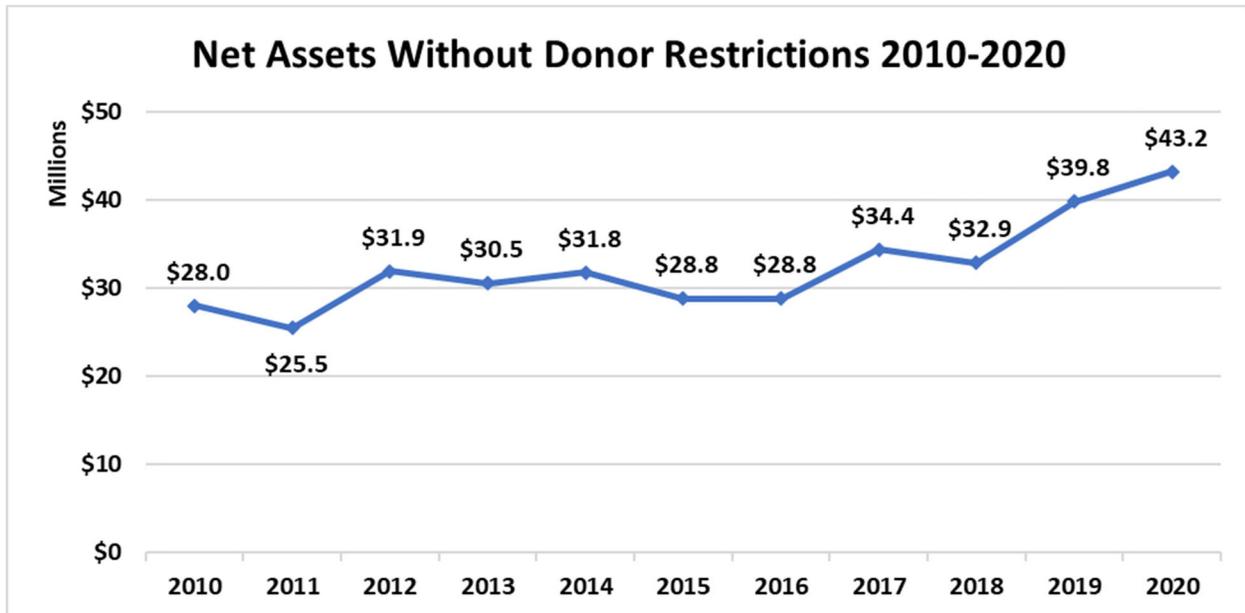
The total assets of the Foundation increased by \$20.7 million at year-end 2020 compared to year-end 2019. This is mostly attributed to the increase in the value of the beneficial interest in the Trust. The value of the Trust increased from \$411.1 million at end-of-year 2019 to \$431.6 million at end-of-year 2020. The cash and cash equivalents at end-of-year 2020 is more than enough to pay grant and scholarship commitments in early 2021.

There was a decrease of \$0.5 million in the Foundation's investment value from 2019 to 2020. The rate of return exceeded the 5% annual payout for the Foundation's charitable grant making and programs, which is what local and rural participants and organizations receive. Mission-related investments increased by \$0.4 million from 2019 to 2020, with continued implementation of the Foundation's mission-related investment policy.

Total 2020 net assets without donor restrictions of the Foundation increased \$3.4 million compared to 2019. The amount of Board designated net assets in 2020 decreased \$0.6 million compared to 2019 in

**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)**  
**Year Ended December 31, 2020**

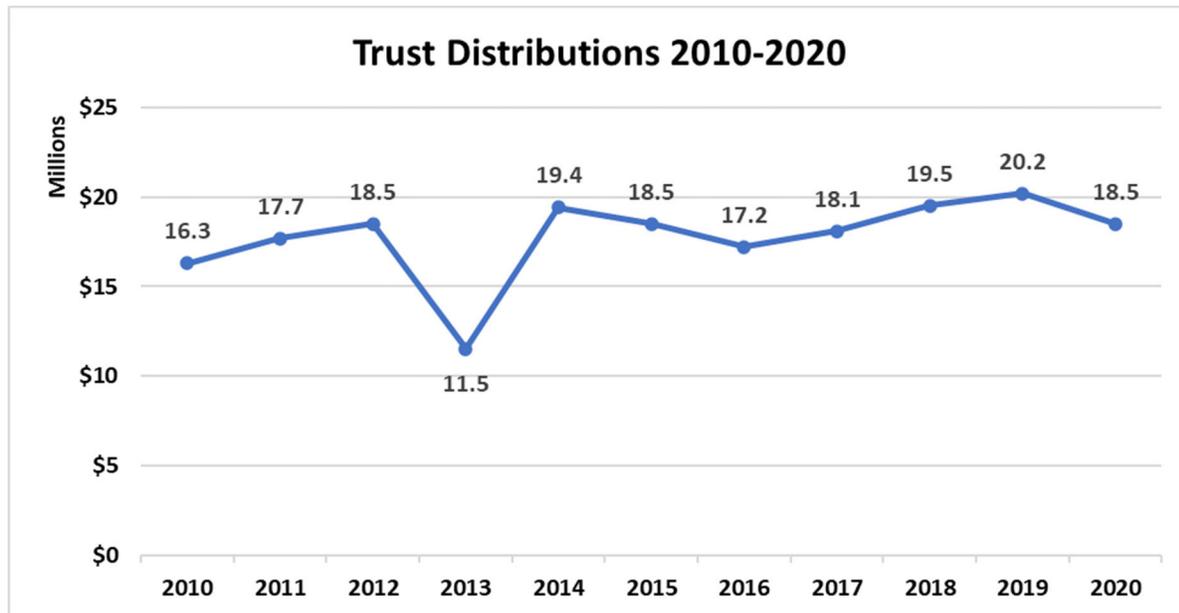
accordance with adopted policy, which directly links the Board designated amount to next year's operating budget, less grants and scholarships. The chart on the next page shows a historical snapshot of net assets without donor restrictions of the Foundation.

**Statement of Activities**

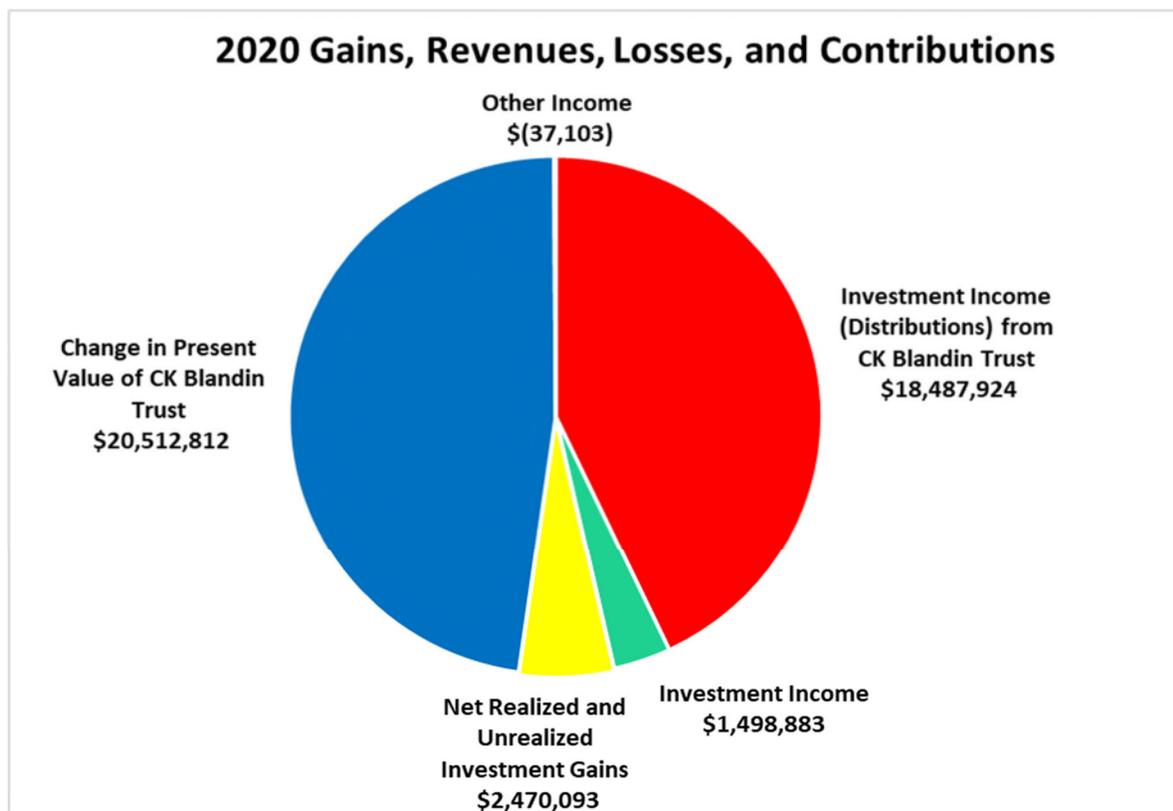
The statement of activities (income statement) is a summary of revenues from all sources and all expenses of the Foundation. The statement shows any surplus (deficit) of revenue over expenses. Accounting principles generally accepted in the United States of America (GAAP) require the audited financial statements to classify revenues and expenses as without donor restrictions or with donor restrictions.

Investment income (distributions) from the Trust was \$18.5 million in 2020. Trust distributions remain the Foundation's main source of revenue. Activities in the financial markets for 2020 resulted in a 10.6% annual investment return for the Foundation, which beat the absolute return target benchmark of All Urban CPI + 5%. Below is a chart showing historical Trust investment income (distributions) to the Foundation.

## Charles K. Blandin Foundation

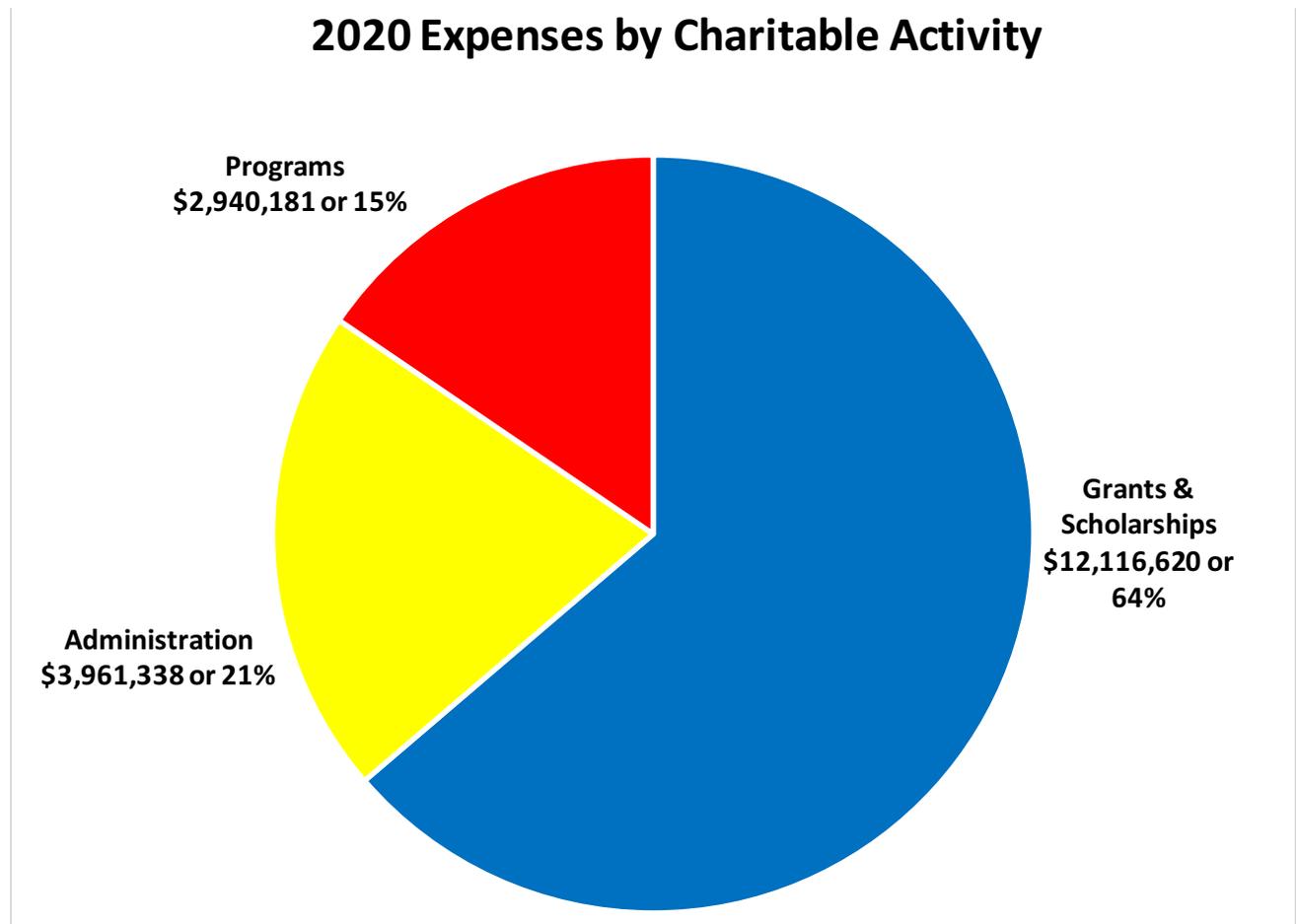
Management's Discussion and Analysis (Unaudited) (Continued)  
Year Ended December 31, 2020

Net realized and unrealized investment gains for the Foundation equaled \$2.5 million and were 6% of total revenue. The beneficial interest in the Trust increased \$20.5 million and was 48% of total revenue. See below for a chart of the 2020 Foundation revenues by category.



**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)**  
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The Board of Trustees approved a net \$12.1 million in grants and scholarships in 2020. The Foundation's program activities totaled \$2.9 million, which includes the leadership and public policy and engagement programs. Administrative costs were \$4.0 million in 2020. See chart below for a breakdown of 2020 charitable expenses by activity.



Below contains further information on grant-making and larger programmatic activities:

*Grants and Scholarships*—The Foundation supports partnerships through grants of money generated by the Trust. Since Charles K. Blandin's first grant of \$600 for a community park in 1943, the Foundation has approved 10,212 grants totaling \$471.8 million. Organizations must be located in Minnesota, and a minimum of 60% of grants are targeted to the Itasca County local giving area, with the remaining balance used to support initiatives in other parts of rural Minnesota. Scholarships are awarded to students having graduated from high schools in the local giving area and are focused on improving the educational attainment of disadvantaged populations. More than 18,969 area youth have received scholarships totaling over \$31.3 million since 1956. The 2020 costs of \$765 thousand are associated with the administration of the grant and scholarship making programs.

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*Leadership Program*—The nationally recognized Blandin Community Leadership Program and Blandin Reservation Community Leadership Program combine residential retreats with ongoing workshops to strengthen the abilities of new and seasoned community leaders to frame challenges and opportunities, collaborate with others effectively across all segments of community, and mobilize resources to achieve specific outcomes. For over 30 years, the Foundation has trained more than 7,954 community leaders in 611 rural Minnesota communities through various community leadership programs and 11 Tribal reservations with total program expenses of \$1.3 million for 2020.

*Public Policy and Engagement Program*—Part of strengthening rural Minnesota is helping assure rural perspectives are well represented in public discourse. The Foundation, with its partners, convenes and participates in public policy conversations on issues most important to the health of rural Minnesota communities. The public policy and engagement expenses were \$920 thousand in 2020.

**Statement of Cash Flows**

The statement of cash flows reports the sources and uses of the Foundation's cash. The three main sections in the statement of cash flows are cash flows from (1) operating activities; (2) investing activities; and (3) financing activities.

In 2020, cash was used by operating (\$1.8 million), provided by investing (\$2.6 million), and used by financing (\$0.2 million) activities. This resulted in an increase in cash of \$0.6 million at the end of 2020. Financing activities in 2020 were for the repayment of long-term debt of \$0.2 million.

Cash used to pay grants and scholarships in 2020 totaled \$15.2 million, of which \$10.9 million or 72% was for the Grand Rapids/Itasca County area. See the Grants by Location (includes scholarships) table on the next page for more information.

**Notes to the Financial Statements**

A complete set of financial statements includes footnotes that provide further information to the reader about the Foundation's accounting policies and other explanatory information. There are several detailed footnotes on investments, program-related and directed investments, and outstanding bonds.

**Other Information**

The Foundation has an Audit Committee and a Finance and Investment Committee. Both committees inform and advise the Foundation's Board of Trustees. Members of the Foundation Board are identified in the Foundation's 990-PF annual tax return.

The Residuary Trust files a separate 990-PF annual tax return, but salient information about the Trust is incorporated into the Foundation's tax filing. The Trustees of the Residuary Trust are identified in the Residuary Trust's 990-PF annual tax return.

In December 2003, the Foundation's Board of Trustees approved a resolution, ratified by the Ramsey County District Court, to distribute an average of at least 55% of all paid grants to the Grand Rapids area over a six-year rolling period, beginning with 2003. This action resulted from objections brought to the court's attention that questioned the Foundation's compliance with the founder's will. The Foundation reports annually the rolling six-year average of grants paid that are in its home giving area (classified as local) and those that are outside of its home giving area (classified as rural).

In calculating local grants, the Foundation follows the adopted policy of including grants expended 100% in the local area as local grants. Paid grants which include both local and rural impact are excluded from the definition of local for the purposes of the 55% calculation.

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The April 2015 Court order released the Special Master, authorized the Foundation to author an annual independent auditor verified self-report of compliance to the Court order, and increased the percentage of local grants to 60% over a six-year rolling period starting in 2015.

The six-year rolling period 2015–2020 timeframe is reflected in the figures and charts below, which confirms the Foundation complied with the 60% court order. \$55.6 million or 73% of grants were paid in the local area. The Foundation 990-PF annual tax return and audited financial statements are used as base documents for the below charts.

**C.K. BLANDIN FOUNDATION**  
Grants by Location (includes scholarships)  
Six-Year Rolling Average Percentages  
(See Annual 990-PF Tax Form for Details)

	2010 Amount	2011 Amount	2012 Amount	2013 Amount	2014 Amount
Local	\$ 12,571,531	\$ 9,315,795	\$ 7,082,932	\$ 8,515,003	\$ 9,416,644
Rural	4,307,648	3,604,934	3,931,124	3,842,060	3,328,337
<b>TOTAL</b>	<b>\$ 16,879,179</b>	<b>\$ 12,920,729</b>	<b>\$ 11,014,056</b>	<b>\$ 12,357,063</b>	<b>\$ 12,744,981</b>

	2015 Amount	2010-2015 6-Year Rolling Total	2010-2015 6-Year Rolling Average	2016 Amount	2011-2016 6-Year Rolling Total	2011-2016 6-Year Rolling Average
Local	\$ 10,334,164	\$ 57,236,069	72.1%	\$ 10,053,480	\$ 54,718,018	72.3%
Rural	3,083,268	22,097,371	27.9%	3,188,254	20,977,977	27.7%
<b>TOTAL</b>	<b>\$ 13,417,432</b>	<b>\$ 79,333,440</b>	<b>100.0%</b>	<b>\$ 13,241,734</b>	<b>\$ 75,695,995</b>	<b>100.0%</b>

	2017 Amount	2012-2017 6-Year Rolling Total	2012-2017 6-Year Rolling Average	2018 Amount	2013-2018 6-Year Rolling Total	2013-2018 6-Year Rolling Average
Local	\$ 8,218,915	\$ 53,621,138	72.6%	\$ 8,262,548	\$ 54,800,754	73.8%
Rural	2,828,725	20,201,768	27.4%	3,223,678	19,494,322	26.2%
<b>TOTAL</b>	<b>\$ 11,047,640</b>	<b>\$ 73,822,906</b>	<b>100.0%</b>	<b>\$ 11,486,226</b>	<b>\$ 74,295,076</b>	<b>100.0%</b>

	2019 Amount	2014-2019 6-Year Rolling Total	2014-2019 6-Year Rolling Average	2020 Amount	2015-2020 6-Year Rolling Total	2015-2020 6-Year Rolling Average
Local	\$ 7,785,545	\$ 54,071,296	73.7%	\$ 10,922,921	\$ 55,577,573	73.4%
Rural	3,596,486	19,248,748	26.3%	4,238,523	20,158,934	26.6%
<b>TOTAL</b>	<b>\$ 11,382,031</b>	<b>\$ 73,320,044</b>	<b>100.0%</b>	<b>\$ 15,161,444</b>	<b>\$ 75,736,507</b>	<b>100.0%</b>

**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)  
Year Ended December 31, 2020**

**Note:** Grant amounts are determined from publicly reported grant detail listed in the Foundation's Form 990-PF tax return. The listed amounts have been adjusted by the Court appointed Special Master to comply with requirements of the 2003 Ramsey County Minnesota Court Order requiring a minimum six-year rolling average of 55% local grants. In April 2015, the Court ordered (1) release of the Special Master; (2) increased the minimum six-year rolling average to 60% local grants; and (3) authorized the Foundation to start independent auditor verified self-reporting on the required minimum six-year rolling average of 60% local grants.

Historical and annual charitable activities are reported in a chart which identifies financial information requested in the 2003 court order. Specifically, this information includes:

1. The grant amounts paid in the prior year on a cash basis of accounting to the local area;
2. The grant amounts paid in the prior year on a cash basis of accounting outside of the local area;
3. The program expenses paid in the prior year on an accrual basis of accounting;
4. The administrative expenses paid in the prior year on an accrual basis of accounting; and
5. The total expenditures on a cash basis of accounting for the prior year.

The base document used is the annual 990-PF tax return for this chart and is prepared as part of the auditing and tax preparation procedures.

**C.K. BLANDIN FOUNDATION**  
Historical Comparisons

	Combined Assets (Fair Market Value) Source: 990-PF	Receipts (Accrual Basis) Source: 990-PF	Grants (Cash Basis) Source: 990-PF	Program Expenses (Accrual Basis) Source: Audit	Administrative Expenses (Accrual Basis) Source: Audit	Total Program & Administrative Expenses (Cash Basis) Source: 990-PF	(Accrual Basis) Source: 990-PF
2010	406,456,948	23,280,216	18,207,731	4,336,078 ***	3,868,532 *	7,569,254 **	8,434,539
2011	381,260,734	22,687,228	15,221,483	4,028,680 ***	3,387,998 *	7,387,780 **	7,664,814
2012	404,340,951	20,213,933	11,594,701	4,704,753 ***	2,752,187 *	6,887,213 **	7,716,515
2013	449,897,821	16,592,676	12,429,008	4,966,321 ***	2,414,529 *	7,079,737 **	7,648,968
2014	444,848,406	22,533,040	12,744,981	4,748,163	2,649,456 *	7,079,850 **	7,687,880
2015	409,006,400	20,936,285	13,417,432	4,853,396	2,847,712 *	7,336,591 **	7,946,634
2016	417,470,522	18,348,478	13,241,734	4,751,170	2,991,372 *	7,187,789 **	7,956,678
2017	456,178,170	19,911,241	11,047,640	4,772,471	2,315,053 *	6,632,721 **	7,320,628
2018	420,188,971	23,309,835	11,486,226	5,063,043	2,396,045 *	7,066,470 **	7,700,774
2019	463,521,136	22,265,791	11,382,031	3,999,200	3,958,089 *	7,248,175 **	8,159,169
2020				2,940,181	3,961,338		

\* The administrative expenses in the audit column do not include investment expenses which are netted against investment income for audit presentation.

\*\* The 990-PF reports investment expense as part of administrative expenses.

\*\*\* Includes Federal ARRA program costs which are reimbursed by the federal government.

The Foundation has not changed any charitable financial practices. There have been no prior grants converted to programs and no programs have been converted to grants. The Foundation has developed a matrix process to utilize if there are any questions as to determination of geographic area impact of a grant, which was approved by the Board of Trustees in December 2013.

**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)  
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Grant, program, and administrative expenses, and program-related investments made in the Grand Rapids area have a multiplier effect and the dollars likely recirculate several times. For example, the Foundation's payroll was \$3.0 million in 2020 and all employees live in the Itasca County area. The Foundation also spent \$472,359 in the Itasca County area paying local vendors for goods and services.

The Foundation's annual report shall be reviewed by the Foundation's Board of Trustees each year, and after conducting such review, the Board of Trustees shall pass a resolution of their review and compliance to Court Orders and Stipulations.

At the June 2020 Board meeting, the following resolutions were unanimously carried by Board vote:

**Whereas, the RSM US LLP firm, contracted to perform 2019 audit and tax services, has discussed with the Audit Committee in their audit review that there have been no significant changes to the Foundation's grant making and charitable distribution practices; and**

**Whereas, the RSM US LLP firm has discussed with the Audit Committee in their audit review that there is one pending accounting standard (ASU-2018-13) that impacts the Foundation, which relates to the fair value measurement; and**

**Whereas, the RSM US LLP firm has verified as part of the Foundation's annual audit procedures all material amounts and significant inputs, and recalculated all key computations related to numerical presentations in the supplemental information and has reviewed the Management Discussion and Analysis section of the Foundation's annual audit; and**

**Whereas, the RSM US LLP firm has confirmed, on a test basis as part of the overall audit, the accuracy of the amount and the local and rural designation of grants approved, paid and accrued in 2019; and**

**Whereas, the Audit Committee has reviewed the 2019 Charles K. Blandin Foundation audit financial statements, notes, supplemental information, and management discussion and analysis and recommends the Board of Trustees consider approving said financial reports and auditor letters at their June 2020 Board meeting; and**

**Whereas, the Audit Committee has reviewed the Management Discussion and Analysis of the Foundation and recommends the Board of Trustees confirms the Foundation has complied with the required distribution of 60% grants paid in the local giving area over the six-year rolling period and have identified no significant changes in the charitable financial practices of the Foundation;**

**Resolved, the Board of Trustees accepts the 2019 Charles K. Blandin Foundation audited financial statements, notes, supplemental information, management discussion and analysis, and management letter at their June 2020 Board meeting; and**

**Be It Further Resolved, the Board of Trustees has reviewed the supplemental information and Management Discussion and Analysis and confirms the Foundation has complied with the required distribution of 60% grants paid in the local giving area over the six-year rolling period and have identified no significant changes in the charitable financial practices of the Foundation.**

**Charles K. Blandin Foundation****Management's Discussion and Analysis (Unaudited) (Continued)  
Year Ended December 31, 2020**

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At the December 2020 Board meeting, the following resolutions were unanimously carried by Board vote:

**Whereas, the RSM US LLP USA firm, using worksheets developed by the Finance team, has completed the Foundation's 2019 Form 990-PF, which has been reviewed by Foundation staff.**

**Whereas, that the Audit Committee accepts the Charles K. Blandin Foundation 2019 Form 990-PF tax return after review and recommends ratification by the full Board at the December 2020 Board meeting of the tax return signed by the Chief Financial Officer, given an IRS approved extension to November 16, 2020, and filed with Ramsey County District Court by the approved 2015 Court Order due date on or about September 30, 2020.**

**Therefore, be it Resolved, that the Board of Trustees ratifies the Audit Committee's acceptance of the Charles K. Blandin Foundation 2019 Form 990-PF as signed by the CFO, with an IRS approved extension to November 16, 2020, and filed by the approved April 2015 Court Order due date of on or about September 30, 2020.**

**Whereas, the RMS US LLP firm has completed the Foundation's 2019 Form 990-T and state tax returns, which have been reviewed by Foundation staff.**

**Whereas, that the Audit Committee accepted the Charles K. Blandin Foundation 2019 Form 990-T and State Tax Returns after review and recommends ratification by the full Board at the December 2020 Board meeting of the tax returns signed by the President/CEO and filed by the extension due date November 16, 2020.**

**Therefore, be it Resolved, that the Board of Trustees ratifies the Audit Committee's acceptance of the Charles K. Blandin Foundation 2019 Form 990-T and State Tax Returns, as signed by the President/CEO, with approved extensions where applicable, and filed in the appropriate jurisdictions.**

**Request for Information**

This financial report provides a general overview of the Foundation's finances. Questions about this report or requests for additional financial information should be addressed to Chief Financial Officer at The Charles K. Blandin Foundation, 100 North Pokegama Ave., Grand Rapids, MN 55744. The annual audited financial report is also available online at [www.blandinfoundation.org](http://www.blandinfoundation.org).

A member of the Grand Rapids community with a question or concern regarding the Foundation's compliance with the 60% court order may present said question or concern to the Foundation's President/CEO, Tuleah Palmer, at [blandinCEO@blandinfoundation.org](mailto:blandinCEO@blandinfoundation.org) or 218-326-0523. The President/CEO will review the question or concern and respond within ten business days to the community member.