AGENDA
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
JANUARY 10, 2022
6:00 PM

CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:
"An opportunity for members of the public to address the City Council on items on/or not on the current agenda. Items requiring Council action maybe deferred to staff or Boards and Commissions for research and future Council Agendas if appropriate. You will be limited to three (3) minutes and we ask that you conduct yourself in a professional, courteous manner, and refrain from the use of profanity. Failure to abide by this policy may result in the loss of your privilege to speak".

APPROVAL OF MINUTES:

1. Consider approving the minutes of "Regular Meeting: of the Wyoming, Minnesota City EDA December 13, 2021

SCHEDULED BID LETTINGS:

SCHEDULED PUBLIC HEARINGS:

CONSENT AGENDA:
Items under the "Consent Agenda" will be adopted with one motion; however, council members may request individual items to be pulled from the consent agenda for discussion and action if they choose.

ACKNOWLEDGE RECEIPT OF REPORTS OF OFFICERS, BOARDS, COMMISSIONS AND DEPARTMENT HEADS:

COMMUNICATIONS:

2. EDA Pertinent Documents

OLD BUSINESS:

3. To recognize former EDA member Steve Sicheneder for his years of service to the Wyoming EDA

NEW BUSINESS:

4. Vote and Assign EDA postions for 2022

5. EDA Meeting dates for 2022

6. To consider approving the City Administrator's attendance at the 2022 Economic Development Association Conference

7. To begin discussions for 2022 Goals for the Wyoming Economic Development Authority

COUNCIL REPORTS:

ADJOURN

UNAPPROVED MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
SPECIAL MEETING
CITY OF WYOMING, MINNESOTA
DECEMBER 13, 2021
6:27 PM

CALL TO ORDER:

CALL OF ROLL:
On a Call of the Roll the following members of the Wyoming EDA were present:
EDA Members: Mayor Iverson, Council Member Schilling, Mike Soule, Andy Buccanero
Also Present: Robb Linwood - City Administrator and Nancy Hoffman – Chisago County HRA/EDA
ABSENT: Eddie Prigge and Bulmer
DETERMINATION OF A QUORUM:

PLEDGE OF ALLEGIANCE:

OPEN FORUM:
"An opportunity for members of the public to address the EDA on items not on the current Agenda. Items requiring EDA action maybe deferred to staff for research and future EDA Agendas if appropriate."

APPROVAL OF MINUTES:

1. Consider approving the minutes of the "Special Meeting" of the Wyoming, Minnesota City EDA for November 15, 2021

A MOTION WAS MADE BY EDA MEMBER SOULE SECONDED BY BUCCANERO TO APPROVE THE NOVEMBER 15, 2021 SPECIAL MEETING" OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY MEETING CONTINGENT ON THE CHECKING OF THE STATUS OF COMMISSIONER SOULE PRESENT OR ABSENT

Voting Aye: Iverson, Schilling, Soule, and Buccanero,
Voting Nay:
Abstain:

NEW BUSINESS:

2. To recognize former EDA Member Steve Sicheneder for his years of dedicated service to the Wyoming EDA

City Administrator Linwood communicated Mr. Sicheneder was not available to attend tonight. The EDA asked if they would invite him to the January 2022 meeting to receive his award.

3. To consider Resolution 21-12-01 a resolution approving transfer of proceeds from the sale of the Bingham Property to the Chisago County HRA/EDA in the amount of $239,325.92

City Administrator Linwood stated that the sale of the property closed on November 19, 2021. The final sale and proceeds were all sent to the City of Wyoming. The city closed out their mortgage and paid legal fees, title fees, closing costs and mortgage costs equally with the Chisago County HRA/EDA. The

final proceeds for the city were $36355.13. The city needs to send the Chisago County HRA/EDA their proceeds and asked the EDA to approve Resolution 21-12-01 a resolution approving the transfer of proceeds to the Chisago County HRA/EDA in the amount of $239,325.92.

A MOTION WAS MADE BY EDA MEMBER SCHILLING SECONDED BY SOULE TO APPROVE RESOLUTION 21-12-01 A RESOLUTION APPROVING TRANSFER OF PROCEEDS FROM THE SALE OF THE BINGHAM PROPERTY TO THE CHISAGO COUNTY HRA/EDA IN THE AMOUNT OF $239,325.92

Voting Aye: Iverson, Schilling, Soule, and Buccanero,
Voting Nay:
Abstain:

OLD BUSINESS:

4. Chisago County Strategic Plan and Policies

Nancy Hoffman the executive Director of the Chisago County HRA/EDA gave an update and discussed the Chisago County Strategic Plan and some of the activities that they have been working on throughout 2021 as follows:

Strategic Directions:

1. Position the county for continued business growth
2. Clarifying a countywide growth strategy
3. Developing affordable housing options
4. Coordinating broadband development

- Positing the County for continued Business Growth
- Created a Target Market Plan
- County ARPA Meeting
- Labor Assessment
- Attract industrial Development into the County
- Industrial Forgivable Loan
- Coordinating Broadband Development
- Chisago County Housing Trust Fund
- Developing Affordable Housing

UPDATES

5. 2022 EDA Levy

At the November 15, 2021 EDA Meeting the EDA made a motion to approve a request to the Wyoming City Council for an EDA Levy amount of $42,000. The amount was discussed at the November 17, 2021 Wyoming City Council work session and reviewed. After discussion and consideration the Wyoming City Council elected to update the budget and approve $10,000 for the 2022 EDA Levy instead of the requested $42,000. The Wyoming City Council did approve the 2022 Levy at their meeting on December 7, 2021 and the allocated amount of levy dollars to the Wyoming EDA for 2022 was $10,000.

A MOTION WAS MADE BY EDA PRESIDENT IVERSON AND SECONDED BY MEMBER SCHILLING TO ADJOURN THE DECEMBER 13, 2021 "REGULARMEETING" OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY MEETING AT 7:00 P.M.
Voting Aye: Iverson, Schilling, Soule, and Buccanero
Voting Nay:
Abstain:

EDA Communication

Date: January 7, 2022

Presented to: EDA Members
Presented by: Robb Linwood, City Administrator
Department: Administration
Reference: Pertinent EDA Documents
Method: Communications

***Background Information*:**

With the beginning of a new year and having some new members on our board I have attached the following documents for reference:

- Wyoming EDA Mission Statement
- Wyoming EDA Strategic Plan
- Chisago County Strategic Plan

No action is needed from the board, these are simply for your reference as we work through the year.

Wyoming Economic Development Authority Mission Statement

The Mission Statement for the Wyoming Economic Authority is to retain current and attract new commerce and industry to the City of Wyoming; allowing the City to maintain and grow it's long term economic tax and employment base. This is to be accomplished by providing a proactive approach for building a rapport with the current business community as well as developing a strategic plan to attract new business. Secondly the EDA wishes to provide a variety of housing choices and housing opportunities in order to sustain and enhance the economic vitality and quality of life in the City of Wyoming.

The City of Wyoming

Strategic Plan

The City of Wyoming

Strategic Plan

Acknowledgements

This project was funded in part by the Initiative Foundation, Connexus Energy, Minnesota Business Finance Corporation and Xcel Energy.

We would like to thank everyone who participated in the development of this Strategic Plan, including the Wyoming City staff, regional stakeholders and community members.
Completed in coordination with WSB & Associates, Inc.

The City of Wyoming

Strategic Plan

Summary

The Wyoming Economic Development Authority, with the assistance of the City Council and Planning Commission, completed a process in early 2017 to develop a strategic plan to help guide the community as it reinvigorates the activities for continued development. Through a series of meetings, the City has developed the following list of goals for the City. These goals will be periodically reviewed and as they are accomplished it is anticipated that new and different goals may take their place. The goals are currently listed in no specific order of importance but are reflective of the vision of the Economic Development Authority for the community. Specific actions are listed after each goal to allow for the City to develop an implementation plan for those goals and action steps.

GOAL 1: Enhance Sense of Destination, Identity, and Community

- Develop and implement zoning districts to foster a centralized business district.
- Develop a comprehensive plan that supports the development of a centralized business district.
- Identify and promote the development of business areas that complement the existing businesses and currently occurring development patterns.
- Develop a plan to create an identity of a business friendly community.

GOAL 2: Enhance Wyoming Partnerships & Communications

- Develop a clear and comprehensive communication plan with other advisory groups in the community (i.e. Planning Commission, Wyoming Area Business Association, etc.).
- Scheduling of regular meetings between groups to discuss the issues and plans for future development in the community. Many communities encourage this by placing signs on properties that are currently being considered for development or a land use change.
- Look to other organizations to develop partnerships (County EDA, Initiative Foundations, etc.) to assist with the promotion and development of the community.
- Refine processes to develop new projects in the community.
- Develop or enhance relationships while working with other organizations to provide for long-term infrastructure improvement projects.

GOAL 3: Develop Financial Support & Plans for Development Needs

- Develop a strategy and policy to assist new development projects.
- Review and update development costs to align with area development costs.
- Identify the process and areas that city infrastructure will be extended to promote development.
- Develop and implement a plan for the control of funding for proposed infrastructure improvements.
- Develop a process for how proposed projects are handled that is inviting and inclusive for developers. Develop complete list of tasks to facilitate permitting and approvals.

GOAL 4: Develop Population & Workforce Development Plan

- Complete a housing study to determine the types of homes that may be currently lacking in the community.
- Work with local businesses to understand and determine their long-term workforce needs.
- Collaborate with the local school district to improve outcomes for students and enhance employment opportunities in the community.

GOAL 5: Strategic Allocation & Innovative Marketing of Land

- Identify partners to help assist the community in marketing possible new industrial park land.
- Identify available properties that meet the development strategies for the City both residential and commercial/industrial.
- Identify the barriers to the successful marketing of the City and work to remove those barriers.
- Maintain an effective and responsive website to allow for developers and residents to get accurate and up to date information about the community.

A Plan *for the Future*

The City of Wyoming's strategic plan includes goals that improve the identity of the city and develop the community's natural assets and potential. Wyoming's ultimate goal is to enhance the quality of life of the community and attract new business while retaining current industry and business. This strategic plan will support the City with the realization of the community's aspirations and goals.

The Wyoming Economic Development Authority's (EDA) role is to retain current and attract new businesses to the City of Wyoming. Much of this goal can be accomplished by fosterning relationships with current businesses and developing strategies to attract new businesses.

The following strategic plan was developed through a workshop. Workshop participants had a focus on the next 10 years (2017- 2027). Members of the City Council, Wyoming EDA, Business Community, Chisago County, City Staff, Planning Commission members and other stakeholders participated. The plan is subject to change as needed. A goal for the workshop was to be inclusive of many ideas, interests, perspectives, and opinions. The workshop also focused on the importance of partnerships between government, business, and residents. Participants developed "partnership principles" that the City of Wyoming will use to support engagements with regional partners and residents.

A Respect *for the Past*

The first settlers arrived in Wyoming in 1855. They were six German and Dutch families from Pennsylvania, shortly joined by families from Chicago and St. Paul. They named the site “Wyoming” because it reminded them of the Wyoming Valley in Pennsylvania. “Wyoming” is an Algonquin word for “large plains” or “extensive meadows”. Many descendants of the original settlers still thrive in the area.The spot where the first structure was built is marked by a memorial stone. It’s in a small park on the southeast corner of 270th Street and Felton Avenue. In those days, it would have overlooked the Sunrise River, just to the North. When Wyoming was founded, there were only 225 houses in St. Paul.

Wyoming was the first stop on the stagecoach route from Rice Street in St. Paul to Duluth. The house where travelers stayed overnight still exists. After the era of the stagecoach, the same travelers’ house served as a train crew house when the St. Paul & Duluth Railroad Company laid tracks down the old stage road.

Goodview Park

Comfort Lake

Wyoming

Today

The City of Wyoming boasts acres of land designated for parks and open spaces. The Minnesota State Demographer released data in July of 2016 that the 2015 population for Wyoming is 7,877 and 2,794 households. The City has farmer markets, community events, annual festivals, and the Hallberg Center for the Arts. The City of Wyoming is located in close proximity to the Minneapolis – St. Paul Metro Area and provides a perfect balance of small town feel and close to big city amenities.

A growing community with a low crime rate and miles of parks and open spaces, Wyoming is a great place to live. Whether you come for a visit or stay a lifetime, the City of Wyoming is a welcoming community with a thriving economy, and is truly a great place to live and work.

The City of Wyoming

Economic Development Vision

Economic Development Vision Statement:

A vision statement focuses on the future and is a source motivation. A vision statement does not describe today's reality. The statement describes the future and hopes to help motivate and focus change.

Regionally Located Business Friendly and Family Orientated Community.

The City of Wyoming is recognized as a leader of innovative marketing strategies that account for a wide variety of local retail, commercial, and industrial business. The city leverages regional partnerships, supports strategic land allocation, and creates business friendly policies. The city thrives through family oriented amenities, a vibrant identity & centralized gathering places.

The following identified strategic goals for Wyoming are not listed in a particular order of priority. After review and discussion, the strategic planning team and other key stakeholders may prioritize goals, and identify the order of actions steps and completion.

STRATEGIC GOAL: Enhance Sense of Destination, Identity, and Community

This Section in Brief: *New developments should complement existing development and infrastructure assets. The City will evaluate new projects with a preference given to developments that build on Wyoming's existing assets. The City will create a collaborative environment, working with the business community and other community organizations to identify partners for developing activities and events.*

The City of Wyoming will be developed in way that helps create a centralized area to support local retail shopping and community gathering. One or more centralized gathering places can create a sense of community identity and create a sense of destination to draw together the community. Wyoming's identity reflects the residents and should support a brand. The city's brand can then be used as a powerful tool for recruiting development and residents. As this brand continues to evolve, more will know where Wyoming is located and why it's a special community.

There is an ongoing need to develop and communicate a more connected plan for the community that accounts for Goodview Park and Downtown retail as centralized destinations for the growing community. Wyoming can begin to develop a coordinated approach that pursues developments that align with the community vision, centralized locations, and community interests.

The intersection of Viking Boulevard East and Forest Boulevard is a good location to explore centralized retail development. Proposals for retail, leisure and office development outside of plans can be assessed for their impact on current and future destination centers. New developments should complement existing retail facilities and preference can be given to retail developments that are well connected to City plans.

Goodview Park is another good example of a destination for the community. The park is one of the largest and newest parks in the City of Wyoming. It has various amenities for family activities and community gatherings. Focusing on Goodview Park can enhance recreation, further develop a vibrant identity, and support family friendly amenities. A centralized park also creates opportunities for resident gatherings that support area businesses. Stagecoach Days is an example of how we can

Goodview Skate Park

create plans that will connect the park to downtown activities and area business.

Creating fun, safe, and unique recreational and community events can be a collaborative effort with residents, government, and businesses that futher support the Wyoming identity. Area businesses and government can work together to take advantage of existing parks, events, and natural resources to attract families and foster relationships within the community. The City of Wyoming will work with the business community to identify volunteers and partners for developing activities and events.

Activities and events can take advantage of Wyoming's existing community strengths, identity and assets. City events and assets can be presented in informational packages for potential residents and developers.

Family and recreational events may include:

- Concerts
- Art festivals
- Street dances
- Library events
- Block parties
- Bike, blades, and boards rodeo
- Kids recreational competitions
- National Night Out
- Many, many more!

STRATEGIC GOAL: Enhance Wyoming Partnerships & Communications

This Section in Brief: *Wyoming will strive to include the public and key stakeholders in meaningful interactions that provide opportunities for discussions between government committees and residents in the community.*

The City of Wyoming will aspire to bring partners and residents together to enhance communications through public and intergovernmental efforts. Getting public "buy-in" will need to go beyond informing residents and businesses that a plan exists. The community will need to be involved in the decision before there is ownership and support. This means Wyoming will strive to include the public and area businesses in meaningful interactions that provide opportunities for learning and relationships between government committees, area businesses, and residents. This can include exploring issues with area businesses and residents that are not always comfortable.

Effective relationships with residents, regional partners, area businesses, and various committees can create clarity in shared interests, create buy-in and reduce doubt in plans. Wyoming will work towards increasing community familiarity with the breadth of perspectives and views that exist. The City will need acceptance from multiple perspectives to support city endeavors. More specifically, Wyoming will increase efforts to have more meetings where multiple commitees meet to discuss issues. The city will work to spread input from boards and committees, make members feel more a part of government, and develop collaboration strategies to bring different functions together on tasks. For example, the planning commission is now working on gathering information for planning efforts that can be used by the EDA.

Wyoming may also explore better use of existing facilites to support community activities. Community gatherings could include:

- Public meetings for citizens on various issues.
- City leadership listening sessions
- Social meetings
- Housing local clubs and volunteer activities
- Rental for private family functions or parties.
- Non-church elements of weddings, funerals etc.
- Passing on and retelling local history
- Local non-government activities

STRATEGIC GOAL: Develop Financial Support & Plans for Development Needs

This Section in Brief: *The development of the plan should include simplicity and to reflect the collective community wisdom about trade-off decisions. Public officials, residents, and developers will need to consider infrastructure cost, asset utilization, budgetary constraints other key information to provide the basis for the plan.*

The City will continue to work to strike a balance between the needs of residents and businesses. As more industrial and commercial businesses make Wyoming home, this can create jobs that attract residents and drive more retail business. At the same time, attractive housing areas are also important for potential residents.

The City of Wyoming may need to enhance community support to deliver on development plans. Available planning information and data can be a foundation for balanced development. As a community, public officials, residents, and developers will need to consider infrastructure costs, asset effectiveness, budgets, tax structure, laws, regulations, and other information to provide direction for future funding plans.

Photo courtesy of Xccent Manufacturing

A special series of meetings between the Wyoming EDA, City Council, residents, and stakeholders is a starting point to discuss needs and enhance financial transparency. By bringing everyone together to look at resources and potential strategies, the City can create buy-in. This special group can study financial scenarios, development opportunities, strategic parcels of land, potential budget constraints, and critical budgeting decisions that support development. Communicating about future needs and financial constraints can be critical for developers and residents confidence.

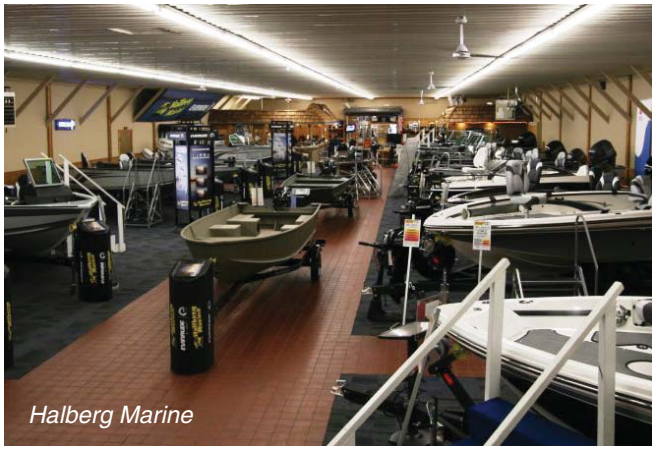
A goal for the City of Wyoming is a business friendly environment. A financial plan should discuss the City's ability to make operations cost effective, participate financially in development, and create transparency around future spending requirements. A budget typically requires investment "tradeoffs" that can lead to challenging decisions. The City can have a large number of requests for investments that are unfunded. During this financial planning process, Wyoming will strive to be careful that information sources and data are effective for communication. For example,

Photo courtesy of Polaris

City comprehensive plans can support investment "tradeoffs" discussions through providing objective information on future needs.

Wyoming's can also explore the existing fee system. This assessment includes how fees and rates compare to other surrounding communities. A goal is to support greater understanding about how important an adequate fees system is for future developments. For example, development costs may be more or in line with other communities. Wyoming could be competing for a developer's investment. An analysis of the fee system is a good start and can help support community decisions on system quality.

Public input into city-related financial planning is an important facet of buy-in during the planning process. Many residents will never aim to be experts in City financial planning. A goal in developing the plan should be simplicity and to create some community wisdom about tradeoff decisions.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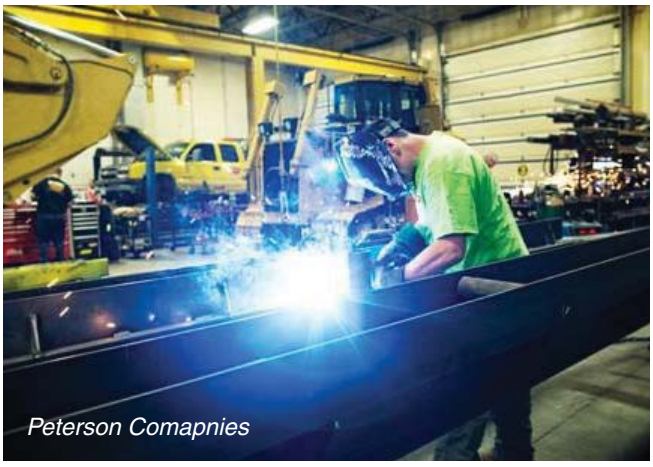
STRATEGIC GOAL: Develop Population & Workforce Development Plan

This Section in Brief: *Wyoming will work to develop a plan that allows for the attraction and retention of community members and workforce to allow for the continued development of the City. The plan would include the identification and development of the amenities that are important to both residents and businesses.*

Wyoming is home to over 100 businesses, large and small, who are proud to have roots in this City. Wyoming is conveniently located off of I-35 allowing for an optimal trade and creates a unique regional commuting ability that is ideal for employees.

More population can encourage development. Population levels can attract a wide variety of local, retail, commercial and industrial businesses. Understanding why families move to Wyoming is important in developing a recruiting strategy.



Peterson Comapnies

A community research study may be helpful in our strategy development. Developing greater understanding about how resident's define quality of life enhances Wyoming's ability to recruit residents, provide family amenities, and create a vibrant identity that is attractive to potential residents. The City of Wyoming is interested in sending the correct message. For example, many communities believe families move to communities because of strong school districts. Wyoming could be focusing on good schools, but the real reason residents moved to the area could be for the rural atmosphere or many other reasons. Good schools educate our children, and encourage stability to the local real estate and development market. However, including other Wyoming strengths into marketing materials may give residents that extra push to become a part of the community.

Attracting population and new workforce also involves developing a better understanding of the housing market. There is currently a county-wide housing study that Wyoming is participating. This participation, and the update to Wyoming's

Fairview Hospital

comprehensive plan will provide housing data. Housing data can create understanding in the types of families that are interested in Wyoming housing stock. The real estate market could lack housing stock, and rental real estate, to meet current & demand. Closely watching housing needs is recommended to fill gaps in housing demands and supply (available market). Ongoing housing studies can support strategy to encourage real estate development for new and existing residents.

Regal Machine

Rosenbauer

Wyoming Elementary

STRATEGIC GOAL: Strategic Allocation & Innovative Marketing of Land

This Section in Brief: *Wyoming is rich in land and has an opportunity to create efficient relationships between land owners, developers, and the City. Creating greater understanding of the natural and infrastructural assets of Wyoming will allow for the strategic marketing of the community.*

The City of Wyoming is rich in land. There is an opportunity to foster relationships between land owners, potential developers, and strategic City investments. A goal is to create greater understanding of the types of developers that may be interested in Wyoming's available land. This can support more the development of more effective relationships and partnerships.

Wyoming will explore ways to enhance focus on community development. Currently land is purchased and developed without strategic marketing. Land can be organized and promoted to align with other City plans and interests.

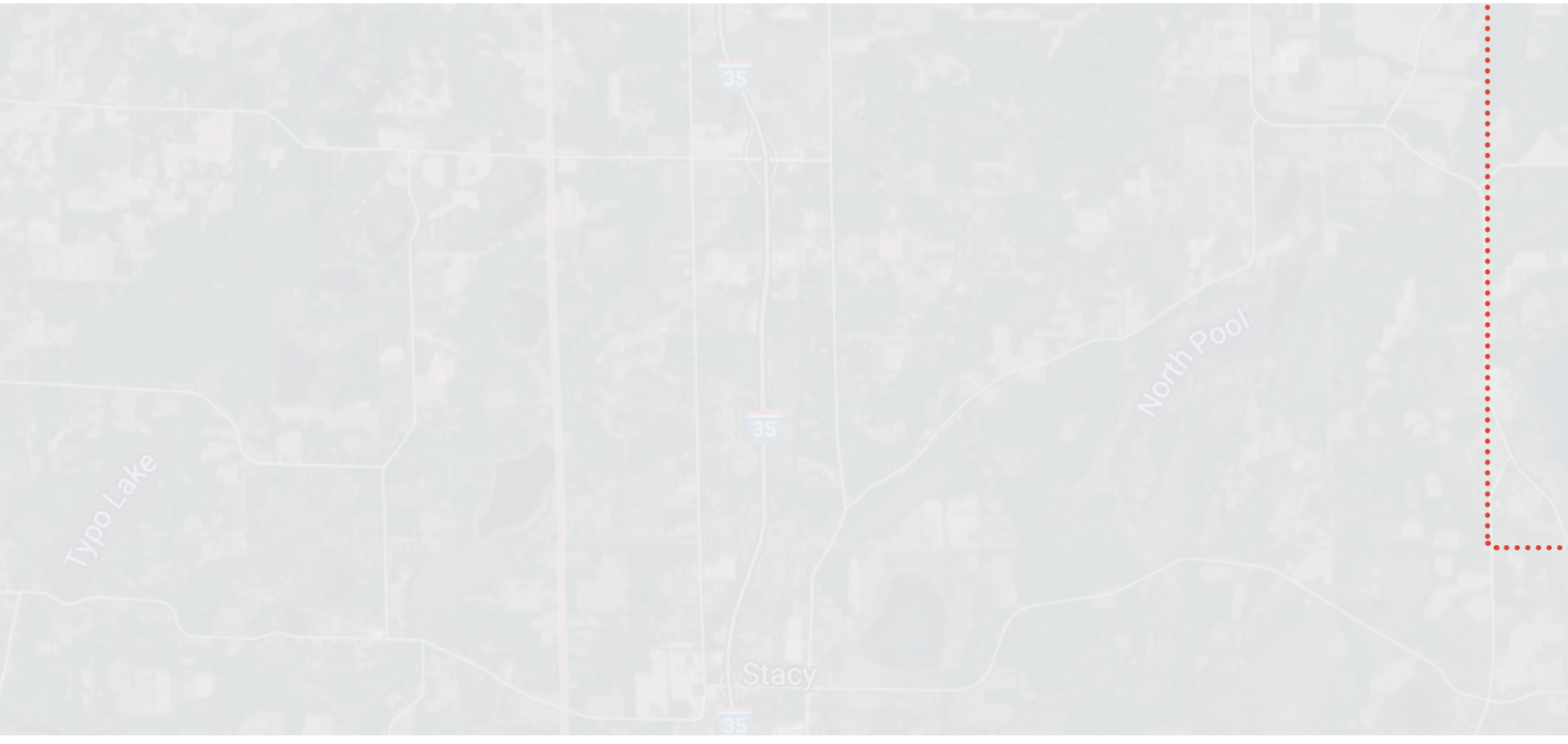
The City will work to become armed with key data and information for potential developers. Data and information can include strategic parcels of land the City would like to promote. For example, if Wyoming is interested in "mixed use" developments, an assessment of available property can be completed. This assessment can then support the identification of potential developers to promote the property.

The City can also explore showcasing Wyoming assets that satisfy developers' objectives and minimize their potential concerns. This can include showing developers plans for support and flexibility.

A potential developer may also need more detailed information. They will want to be aware of any challenges for a specific site. The City can strive to be an expert at communicating about the availability and challenges for parcels. The City can develop a complete list of tasks to facilitate permitting and approvals. The City can also work to fill any educational gaps regarding requirements that developers may have.

Chisago County
HRA-EDA

STRATEGIC PLAN
2021 2026



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09.01.20 Strategy Planning Session 2A of 3 BLOCKS 14

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STRATEGIC PLANNING PRODUCTS ATTACHED

1. Chisago County HRA-EDA SP Practical Vision Session 8.18.20
2. Chisago HRA-EDA Survey Results Summary 8.18.20
3. 08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION
4. 09.01.20 Strategy Planning Session 2A of 3 BLOCKS
5. 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS
6. 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS

EXECUTIVE SUMMARY

In August/September 2020, the Chisago County HRA-EDA engaged Northspan to conduct a strategic planning process. The goals of the process were to clarify and/or identify the following:

- Practical Vision
- Mission
- Strategic Directions for next 5 years
- Outcomes/Accomplishments by which the strategic directions are achievable

The HRA-EDA, over the course of three sessions and with input from many local partners, developed the following vision, mission, and strategic directions:

VISION:
We are a natural resource for economic growth.

MISSION:
Fostering a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC DIRECTIONS:

1. Positioning the county for continued business growth
2. Clarifying a countywide growth strategy
3. Developing affordable housing options
4. Coordinating broadband development

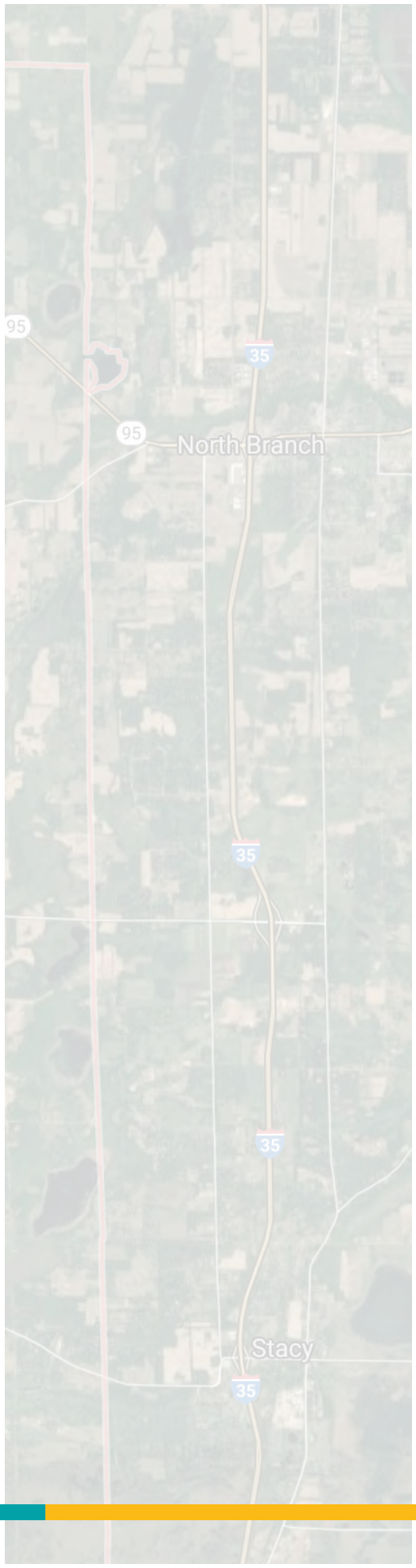
This document provides an overview of the new strategic plan, which will guide the HRA-EDA's work for the next five years. Details on the planning process and supporting documents from that process are available in the appendices.

OVERVIEW

The Chisago County HRA-EDA has long worked to provide housing and provide economic development services to the businesses and residents of Chisago County. It has sought to guide the county's steady population and business growth, recognizing that housing and business growth move in tandem. It coordinates with the county's local units of government to prepare sites for development and ensure communities have the necessary infrastructure to support it, and it has emerged as a statewide leader in the development of broadband. It operates six multi-unit housing developments and has commissioned studies and a toolkit to further local understanding of housing. The HRA-EDA is also a Small Business Development Center (SBDC) satellite office.

The HRA-EDA currently has two staff members and a five-member board of directors, plus two county commissioner liaisons and one alternate. It works with staff from the county's ten cities, nine townships, three chambers of commerce, and four school districts to guide economic development and provide support when necessary.

The HRA-EDA frequently updates an annual operating plan, but it has not revisited its vision or mission or commissioned a broader strategic plan since its current executive director arrived. This plan seeks to provide that foundation for longer-term planning for HRA-EDA activities. Its timing, coming amid a world-changing pandemic and several shifting economic trends in the area, primes the HRA-EDA for a fresh response to the challenges and opportunities it faces.



BACKGROUND INFORMATION

With its location on the edge of the Minneapolis-St. Paul metropolitan area, access to distinct natural amenities, and location on the I-35 corridor, Chisago County has enjoyed steady growth in recent decades. Its incomes are among the highest for a Minnesota County outside of the Metro, and its poverty rate is among the lowest. Education and health care are the leading employment sectors in the county, and it enjoys strong clusters in transportation and manufacturing, all of which have grown over the past decade. It has experienced limited to no new multifamily housing development.

Chisago County faces some economic and demographic challenges, including an aging population and the outward commute of many residents to jobs outside the county. Commuter data and survey work shows that many residents travel outside of the county for higher-paying or more specialized jobs in other locations. The housing market is more affordable than the Metro but more expensive than most of Greater Minnesota, and single-family homes dominate the market, with a low rental vacancy rate. New housing development, while steady, has not rebounded to levels that precede the 2008 financial crisis.

In recent years, the Chisago County HRA-EDA has had several major areas of focus, including:

1.BROADBAND

a. Assisted Sunrise Township and Fish Lake Township with successful Border to Border broadband grants and bonding to fund fiber to the home. Nessel Township now also has fiber to the home. Now working with Chisago Lake and Franconia Townships.

b. Assisted with feasibility grants from the Blandin Foundation for Chisago Lake, Franconia, Lent, and Sunrise Townships, which provided information to apply for a state Border to Border grant.

c. $75,000 Blandin Broadband Community grant for projects providing access, education, promotion of broadband and the Internet. Now participating with the Chisago Lakes Area on another Blandin Community Program grant.

2. BUSINESS DEVELOPMENT

a. Regularly meet with businesses to retain them and build relationships

b. Assist roughly 25 businesses per year through the Small Business Development Center (SBDC)

c. Work with businesses to access funding through banks, gap funding lenders, and state programs such as Job Creation Fund and Minnesota Investment Fund

d. Tax abatement for nine businesses since 2011

3. BUSINESS COVID-19 ASSISTANCE

a. Worked with businesses to access state and federal relief programs

b. Online presence classes and one-on-one sessions

c. Subrecipient of Chisago County CARES Act funding; providing small business relief grants

4. CITY ASSISTANCE

a. Assist cities in the county with Small Cities Development Program grants

b. Invested in 7 industrial parks in the county; assist with marketing

c. Assist cities with funding and research for redevelopment sites

d. Provide resource referrals and project assistance for cities as requested

e. Assisted with initiating the ABC Competition in the Chisago Lakes Area as well as assisting with many of the projects that were accomplished through fiscal agency, funding, and grant writing.

f. Assisted in program development and helped fund three cities with a Downtown Façade program

g. Worked with the City of North Branch to have the eligible area on north side of the city successfully designated as an Opportunity Zone

h. Assisted in funding studies and marketing

5. HOUSING DEVELOPMENT

a. Commissioned Comprehensive Housing Needs Assessment and Housing Toolkit for county; funded by HRA-EDA, Minnesota Housing, Minnesota Housing Partnership, and the Initiative Foundation

b. Own and manage 7 housing complexes for seniors and low-income residents. Recently sold one facility and received another into ownership (currently being rehabilitated)

c. Started the Property Assessed Clean Energy (PACE) program in the county; first use for housing development in Lindstrom

d. Working to create a housing trust fund for workforce housing

6. MARKETING

a. Connect with realtors through MNCAR, LOIS, Real Estate Journal Events, and advertisements

b. Created a monthly newsletter for Realtors, businesses, partners, and local residents to market development sites for housing and business

c. New website launched with new branding

d. Actively participate in regional organizations such as GreaterMSP and GPS 45::93 to market the county along with larger geographical areas for further outreach

7. EDUCATION

a. Working with partners, provide training opportunities for business and/or city leaders including:

i. Lenders Breakfasts
ii. Succession Planning
iii. Employment Law
iv. How to be prepared for a site selector
v. Others as opportunities arise.

8. LABOR FORCE

a. Partnered with DEED and surrounding communities to provide Job Fairs until we did not have the numbers of job seekers. Now we support the Career Events.

b. Spearheaded a job fair and school tours of the facilities for Manufacturer's Week. The Governor and DEED Commissioner attended.

c. Conducted a Commuter Survey to better understand where the people commuting out of the county are going and investigate how to attract those businesses here

9. TOURISM

a. As a team, created the Old Hwy 61 Coalition, to promote business and communities along Old Hwy 61 in Chisago, Pine, and Carlton County.

b. Created and shared the documentation to create the Chisago Lakes Visitor Bureau and lodging tax to promote tourism in the Chisago Lakes Area. Now into its second year.

c. Participate in the North Woods and Waters of the St. Croix Heritage Area to promote Chisago County as a national tourism destination

10. ADVOCACY

a. Provide support for many state, county, and city projects such as Highway 8 expansion, trail expansions, broadband, and housing developments

The HRA-EDA looks to build on these recent successes and unite its efforts behind a single strategic plan.

This strategic plan is the culmination of a planning process conducted in August and September 2020. The plan refreshed the county's vision and mission, provided new strategic directions, and established action steps and outcomes to advance the strategic directions.

VISION & MISSION

The following, newly formed, vision and mission statements reflect the purpose, intent, and long-term focus of the partnership:

VISION

We are a natural resource for economic growth.

MISSION

To foster a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC DIRECTIONS

The following are the strategic directions of the HRA-EDA's vision and mission:

1. Positioning the county for continued business growth
2. Clarifying a countywide growth strategy
3. Developing affordable housing options
4. Coordinating broadband development

1 STRATEGIC DIRECTION
POSITIONING THE COUNTY FOR CONTINUED BUSINESS GROWTH

DEFINITION:

This strategic direction aims to strengthen economic development activity in Chisago County through ongoing core functions and the creation of a marketing plan that raises its profile of Chisago County. It sets the stage for more innovative strategies to promote the county and establishes metrics to track the success of these efforts.

ACTION STEPS:

1. Retain and grow business
    - a. Hold an SBDC day that explains what it is and what it does
    - b. Hold an open house or parade of properties on available commercial properties/land
    - c. Conduct business visits and coordinate results sharing from business retention, expansion, and attraction efforts across the county.
    - d. Develop a written business case for development in Chisago County and Minnesota including effective tax rate comparisons for different types of developments
2. Develop a targeted marketing plan incorporating business and housing development
    - a. Define target market(s)
    - b. Hold HRA-EDA Open House celebrating new branding and new website
    - c. Determine how to best use CGI video and other potential tools to tell the county's story
    - d. Explore ways to tell more success stories
    - e. Develop a sustainable tracking method for business change & growth
    - f. Develop a sustainable tracking method for business communications outreach, e.g. conduct drip campaigns with the targeted markets that sends content 7+ times a year

OUTCOMES:

1. The HRA-EDA tells its story and is heard and seen and known for who it is and what it is
2. Marketing plan is active
3. Increase in business expansion/ attraction measurables
4. Low business land/building availability/ vacancy rate
5. Growing land/building inventory

2 STRATEGIC DIRECTION
CLARIFYING COUNTYWIDE GROWTH STRATEGY

DEFINITION:
This strategic direction aims to coordinate a countywide strategy to support and educate local partners on steps they can take to grow the Chisago County economy. It creates a forum for ongoing shared ideas and moves county stakeholders toward shared economic development goals.

ACTION STEPS:

1. Define and gather relevant stakeholders
2. Determine how to create buy-in and a structure for ongoing collaboration
3. Determine what one thing the group can focus on to demonstrate success, e.g. broadband
4. Define and educate stakeholders on what it means to be development-ready, be ready for opportunities when they emerge, and make good, informed decisions for growth
5. Host a summit or large county-wide gathering that includes financial institutions to share and gather feedback

OUTCOMES:

1. Defined goals
2. Ongoing, centralized stakeholder communication with updated stats dashboard
3. Committed committee
4. Understanding how to continue to grow and gain/keep momentum

3 STRATEGIC DIRECTION
DEVELOPING AFFORDABLE HOUSING OPTIONS

DEFINITION:
This strategic direction acknowledges the importance of affordable housing development for Chisago County's economic growth. It provides resources to local partners to help them develop affordable housing and supports population growth and retention of residents who commute.

ACTION STEPS:

1. Define and agree upon affordable housing
2. Adopt and fund a housing trust fund
3. Create educational program on the value of affordable housing as an economic development driver for county and city policy leaders
4. Revisit toolkit with all 10 cities to identify lots for development and build support for affordable housing goals or metrics
5. Creation or use of a tool that outlines costs of development and whether it will cash flow that includes state tax comparisons
6. Coordinate housing plan and identified lots for development with the targeted marketing plan

OUTCOMES:

1. On pace to develop the number of affordable (as defined by the HRA-EDA) units outlined in housing study by 2030
2. County has enough platted, serviced lots to meet demand
3. Implementation of toolkit recommendations at city and county level
4. Increased percentage of residents working in county
5. Shared understanding of value of affordable housing needs and opportunities in county

4 STRATEGIC DIRECTION
COORDINATING BROADBAND DEVELOPMENT

DEFINITION:

This strategic direction aims to move Chisago County toward broadband availability for all residents. It builds on the county's past success to build the case for investment by townships and moves them toward applications for funding.

ACTION STEPS:

1. Continue to lobby for state/federal funding
2. Educate townships on value of and process for project funding, including cost-benefit analysis
3. Develop case studies/success stories/find broadband ambassadors to show value from successful places
4. Apply once per year to state Border to Border program

OUTCOMES:

1. 75% of land area served by 2026
2. Grants received to fund service extension
3. Increased availability of state and federal funding sources
4. Increased number of telecommuters (measured by commuter survey)
5. Feasibility studies completed for all townships

STRATEGIC PLANNING PROCESS

The Chisago County HRA-EDA has prepared this 5-year strategic plan to guide its activities and achieve accomplishments consistent with the group's vision and mission. The strategic process steps, session dates, and agendas are included as an attachment, as are the results of the sessions that followed.

PROCESS STEPS

1. Collection of background information from HRA-EDA
2. Environmental scan survey with HRA-EDA staff, board, and community partners
3. Background research on Chisago County economy and housing market
4. 08.18.20 Strategy Planning Session 1 of 3
5. 09.01.20 Strategy Planning Session 2 of 3
6. 09.15.20 Strategy Planning Session 3 of 3
7. 09.21.20 Draft Strategic Plan Review & Feedback
8. 09.29.20 Strategic Plan Roll-Out
9. Complete a 90-day check-in

PRACTICAL VISION | STRATEGIC PLANNING VIRTUAL SESSION: AUGUST 18, 2020

AGENDA

1. Welcome & Zooming In
2. Introductions
3. Background Data
    a. Economic & Demographic Overview
    b. Housing Overview
4. Work Plan
    a. Recent Work & Achievements
    b. Progress
5. SWOT Results
6. Mission & Vision Results
7. Practical Visioning Workshop
8. Next Steps & Adjourn

PRACTICAL VISION

On August 18, the HRA-EDA board and a group of community partners came together in a session to identify a practical vision. The complete vision and the ideas that went into its creation are available in the Appendix as 8.18.20 Strategy Session I Results.

Prior to the Chisago County HRA-EDA's first strategic planning session on August 18, 2020, Northspan surveyed all participants to obtain their feedback on the organization's mission, potential vision, work plan progress, and current reality. Thirteen of the participants responded to the survey. A document summarizing the survey process is available in the Appendix as Chisago HRA-EDA Survey Results Summary 8.18.20.

Northspan also conducted pre-planning and context setting work with HRA-EDA staff and obtained background information to present to stakeholders. This presentation included the survey results, background data on the county's economics, demographics, and housing market, and highlights on staff progress on the 2020 Work Plan. The complete document is available in the Appendix as Chisago County HRA-EDA SP Vision Session 8.18.20.

BLOCKS & STRATEGIC DIRECTIONS | STRATEGIC PLANNING IN-PERSON SESSION: SEPTEMBER 1, 2020

AGENDA

11:30AM: Welcome & Zooming In

11:35AM: Introductions

11:45AM: Blocks Workshop

1:15 PM: Strategic Directions Workshop

2:25 PM: Next Steps & Adjourn

On September 1, Northspan facilitated a strategic planning session with the HRA-EDA board and staff that focused on blocks that prevent the organization from reaching its vision and strategic directions to overcome those blocks and barriers.

BLOCKS

Participants identified five contradictions or blocks that they believed held back the HRA-EDA. These blocks are available in the appendix in the document titled 09.01.20 Strategy Planning Session 2A of 3 BLOCKS.

STRATEGIC DIRECTIONS

With the contradictions in mind, the participants then moved to identify four strategic directions that they believe will allow the HRA-EDA to overcome these blocks. These strategic directions are available in the appendix in the document titled 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS.

ACCOMPLISHMENTS | STRATEGIC PLANNING IN-PERSON SESSION: SEPTEMBER 15, 2020

AGENDA

12:00NOON	Welcome & Introductions
12:10PM	Accomplishments Workshop
1:15PM	Mission Workshop
2:00PM	Next Steps & Adjourn

On September 15, Northspan facilitated a second workshop with the HRA-EDA board and staff. In this session, the board identified outcomes and accomplishments that could move the HRA-EDA toward its strategic directions and worked to develop a new mission statement.

ACCOMPLISHMENTS

The HRA-EDA defined their current reality, identified success indicators, and developed outcomes and accomplishments that will allow the organization to move from current reality to success. These accomplishments and the ideas that led to their creation are available in the appendix in the document titled 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS.

MISSION

The HRA-EDA concluded its workshop by drafting potential new mission statements.
The survey results showed some dissatisfaction with the existing, two-part mission, which reads:

- *"To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development."*

AND

- *"To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts."*

Northspan facilitators emphasized that a mission should be a factual, real-time description of what the organization does, and framed in a way that explains what an organization does, the way in which it does it, and the intended result of the actions.

HRA-EDA members drafted the following two potential mission statements:

Mission #1: *Promote the county collaboratively for the city and townships and be a resource for business and housing growth and retention by advancing development and investing in infrastructure, business, and housing so that we can maintain a high quality of life and tax base for current and future residents.*

Mission #2: *Provide resources for residents and businesses allowing our communities to thrive, enabling a higher quality of life in Chisago County.*

In its discussion of the statements, the HRA-EDA board recognized the value in a more straightforward mission statement and recognized that many of the elements in Mission #1 emerge in other portions of the strategic plan.

MERGED MISSION

To foster a high quality of life and thriving communities in Chisago County by collaboratively providing resources for residents and businesses.

STRATEGIC PLANNING PRODUCTS ATTACHED

1. Chisago County HRA-EDA SP Practical Vision Session 8.18.20
2. Chisago HRA-EDA Survey Results Summary 8.18.20
3. 08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION
4. 09.01.20 Strategy Planning Session 2A of 3 BLOCKS
5. 09.01.20 Strategy Planning Session 2B of 3 STRATEGIC DIRECTIONS
6. 09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS

CHISAGO COUNTY
HRA-EDA
A Natural Resource for Business

NORTHSPAN

Chisago County HRA-EDA Strategic Planning

Tuesday, August 18, 2020

9:00AM – 12NOON

Agenda

- Welcome & Zooming In
- Introductions
- Background Data
  - Economic & Demographic Overview
  - Housing Overview
- Work Plan
  - Recent Work & Achievements
  - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

Agreements for an Effective Meeting Space

- Remain **on-camera** at all times (except breaks).

- Remain ***available-to-be-on-mic***. You can mute while others are speaking/presenting, but be ready to participate.

- Avoid distractions: turn other devices to **airplane mode** and minimize open windows on your computer.

- Feel free to **raise your hand** - on camera or using nonverbal tools in Zoom.

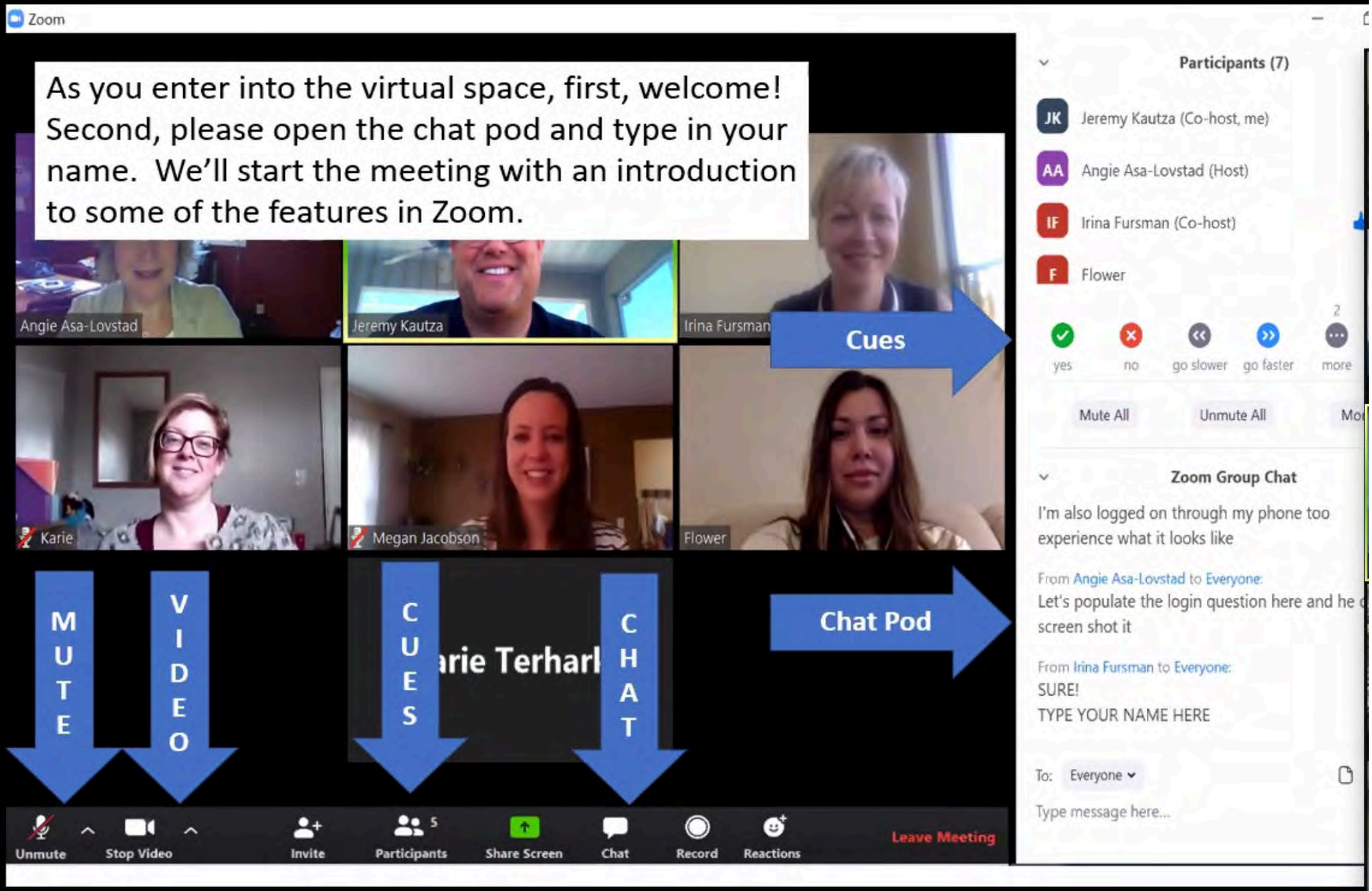
- Use the phrase "**I'm complete…**" to indicate when you are done speaking.

- Be mindful of your "**airtime**." We will occasionally call on people to ensure your voice is heard or create breathing room in the discussion. Consider this an invitation, not an obligation!

- Grab a **squeeze ball or fidget toy** to keep your hands occupied and avoid the urge to Always Be Clicking!

- Have grace with yourself and others. We're all figuring this out together!

  How do you want to show up today? What's one intention you'd like to set for yourself?


Zoom
As you enter into the virtual space, first, welcome! Second, please open the chat pod and type in your name. We'll start the meeting with an introduction to some of the features in Zoom.
Angie Asa-Lovstad
Jeremy Kautza
Irina Fursman
Karie
Megan Jacobson
Flower
Cues
Chat Pod
MUTE
VIDEO
CUES
CHAT
Unmute
Stop Video
Invite
Participants
5
Share Screen
Chat
Record
Reactions
Leave Meeting
Participants (7)
JK Jeremy Kautza (Co-host, me)
AA Angie Asa-Lovstad (Host)
IF Irina Fursman (Co-host)
F Flower
yes
no
go slower
go faster
more
Mute All
Unmute All
Zoom Group Chat
I'm also logged on through my phone too experience what it looks like
From Angie Asa-Lovstad to Everyone:
Let's populate the login question here and he
screen shot it
From Irina Fursman to Everyone:
SURE!
TYPE YOUR NAME HERE
To: Everyone
Type message here...

Introductions

- Background Data
  - Economic & Demographic Overview
  - Housing Overview
- Work Plan
  - Recent Work & Achievements
  - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

Background Data

- Economic & Demographic Overview
- Housing Overview

- Work Plan
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- SWOT Results
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Economic & Demographic Overview

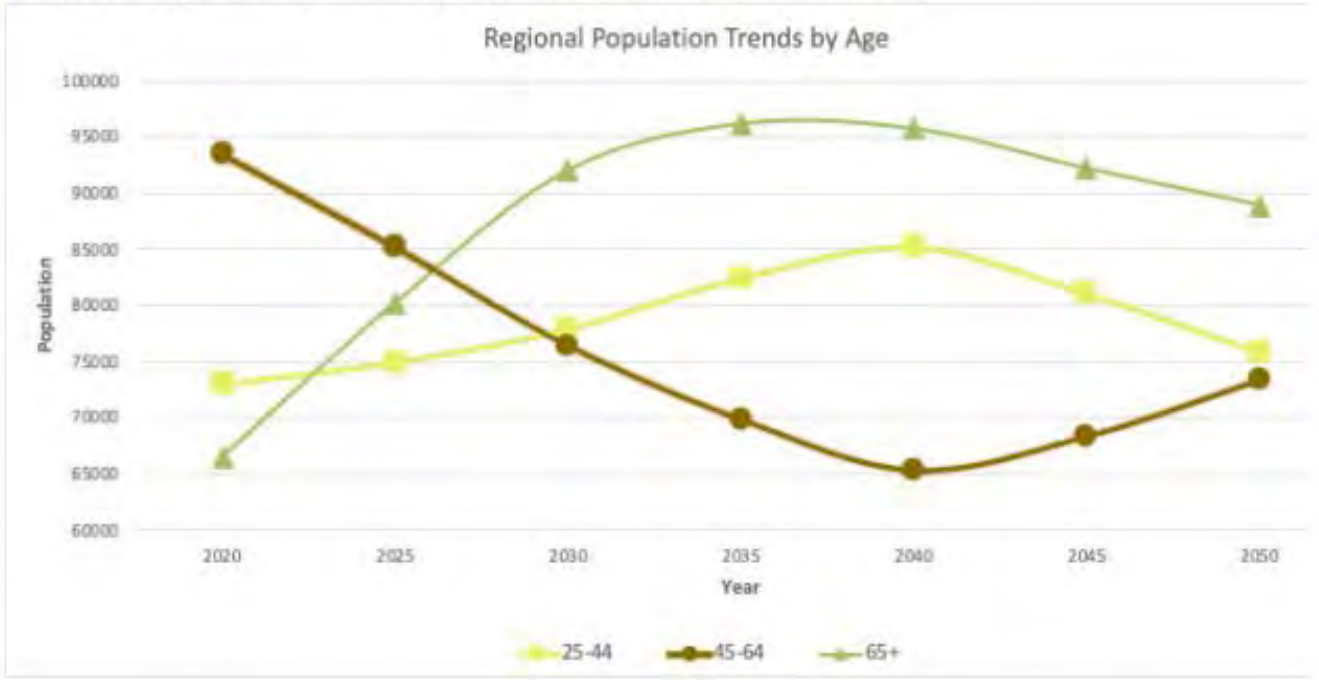
Demographics Since 2010

	2010	2018	% Change	MN 2018
Population	52,844	54,727	3.6%	5,527,358
Labor Force	27,856	29,996	7.7%	3,053,005
Median Age	37.6	41.0	9.0%	37.9
% People of Color	4.1%	4.7%	14.6%	16.7%
Median Household Income	$64,726	$80,409	24.2%	$68,411
Poverty Rate	7.1%	5.6%	-21.1%	10.1%
% High School Degree	91.0%	94.3%	3.6%	93.0%
% Bachelor's Degree	17.0%	20.5%	20.6%	35.5%
% Advanced Degree	4.9%	5.6%	14.3%	12.1%

Projected Trends

- With the exception of the 18 to 24 and 45 to 54 age cohorts, all age cohorts are projected to increase in population 2017 to 2030.
- A majority of the growth is projected to occur in the 65 to 74 and 75 to 84 age group
- Most other increasing age cohorts are expected to increase by 10% to 18%

Graph 1:Population Trends by Age in East Central Minnesota



Leading Industries by Employment

	Chisago County		Minnesota		
	Employment	% Empl.	Employment	% Empl.	LQ
Education and Health Services	4,890	31.3%	732,014	25.2%	1.24
Trade, Transportation and Utilities	2,489	16.0%	546,016	18.8%	0.85
Manufacturing	2,366	15.2%	323,918	11.2%	1.36
Leisure and Hospitality	1,805	11.6%	288,755	10.0%	1.16
Professional and Business Services	1,139	7.3%	385,182	13.3%	0.55
Public Administration	1,134	7.3%	135,897	4.7%	1.55
Construction	1,016	6.5%	134,248	4.6%	1.41
Other Services	434	2.8%	91,309	3.1%	0.88
Financial Activities	253	1.6%	184,162	6.3%	0.26
Information	45	0.3%	50,561	1.7%	0.16
Natural Resources and Mining	35	0.2%	28,227	1.0%	0.23
	15,603		2,900,289		

Economic Base Analysis

Transforming Sectors:

- Wholesale Trade

Declining Sectors:

- Agriculture
- Transportation & Warehousing
- Other Services

Growing Base Sectors:

- Education & Healthcare
- Construction
- Manufacturing

Emerging Sectors:

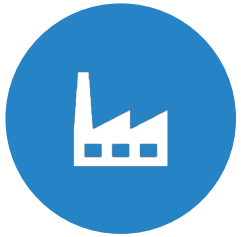
- Finance & Insurance
- Real Estate

Specialized Clusters

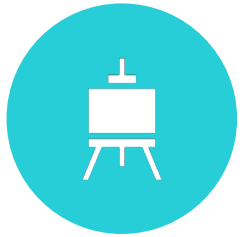
- Clusters in 7 major subcategories:
  - Automotive
  - Education
  - Furniture
  - Plastics
  - Printing
  - Recreational Goods
  - Upstream Metals (metals used for later production or processing)

Source: Humphrey School report, 2020

Identified Areas of Growth in East Central MN



SPECIALIZED MANUFACTURING (E.G., PLASTICS, METALWORKING, MEDICAL DEVICES)

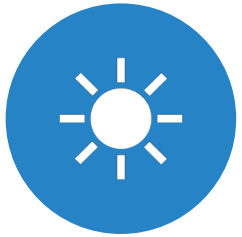


HOSPITALITY, ARTS, AND TOURISM

HEALTH SERVICES

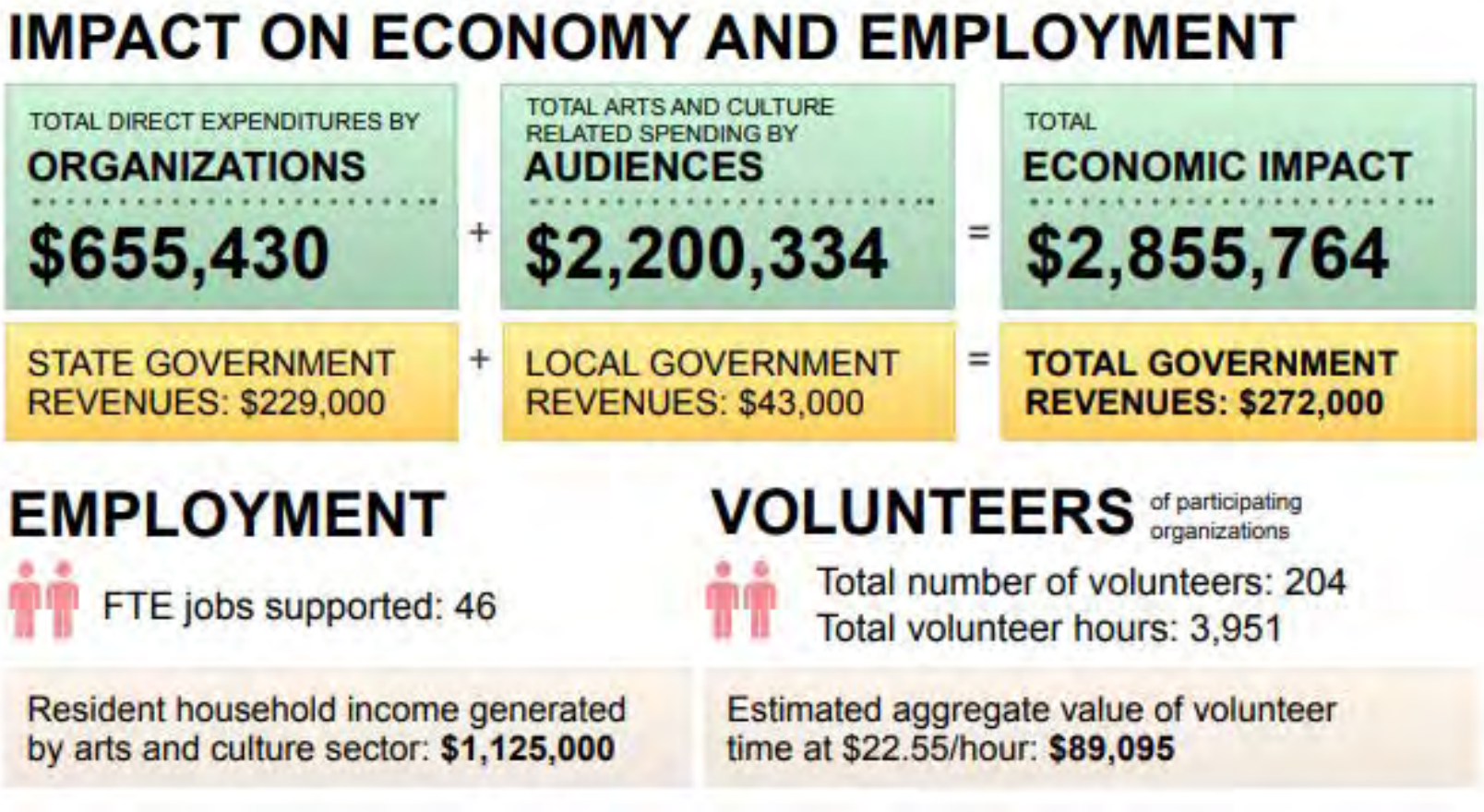
CONSTRUCTION MANAGEMENT

SPECIALTY FORESTRY PRODUCTS



RENEWABLE ENERGY

Economic Contribution of the Arts



A County of Commuters?

- 6,812 people live and work in the county
- 7,842 live outside the county and work in it
- 22,558 live in county and work outside it
- 76.8% of all residents commute outside the county for work

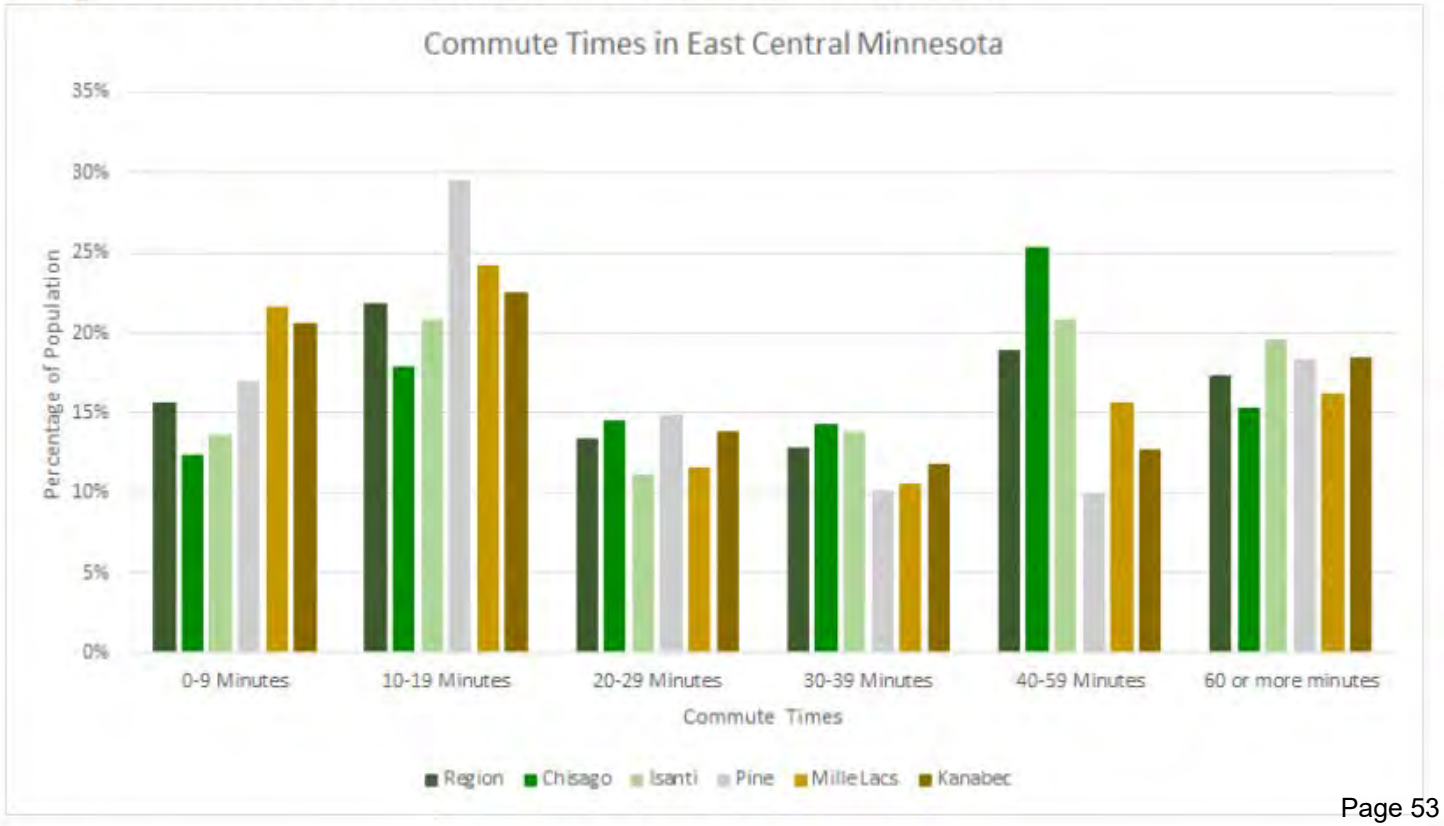
Destinations are widespread:

- St. Paul 7.4%
- Minneapolis 7.1%
- North Branch 6.0%
- Forest Lake 5.5%
- Wyoming 4.6%
- Blaine 2.7%
- Chisago City 2.6%

Commute Time

- Average time: 33.3 minutes
- 2nd-longest commute time for a county in MN (Isanti County)
- MSP metro average: 25 minutes

Graph 2: Commute Times in East Central Minnesota



Commuter Survey Results

- 65% of commuters commute 5 days a week
- Reasons for not commuting daily:
  - 33% work part time
  - 27.4% telecommute
  - 10% travel to different locations
  - 9% are self-employed
- 52% said they commuted for higher wages
- 30% said they were not able to find a similar job closer to home

Note that all survey data is pre-Covid-19

Commuter Employment Patterns

The top five occupations for commuters:

- Business and Financial Operations
- Management
- Construction and Extraction
- Health Care
- Education, Training, and Library

The top four industries:

- Healthcare
- Manufacturing
- Education
- Transportation

Housing Overview

Housing Market - Homeownership

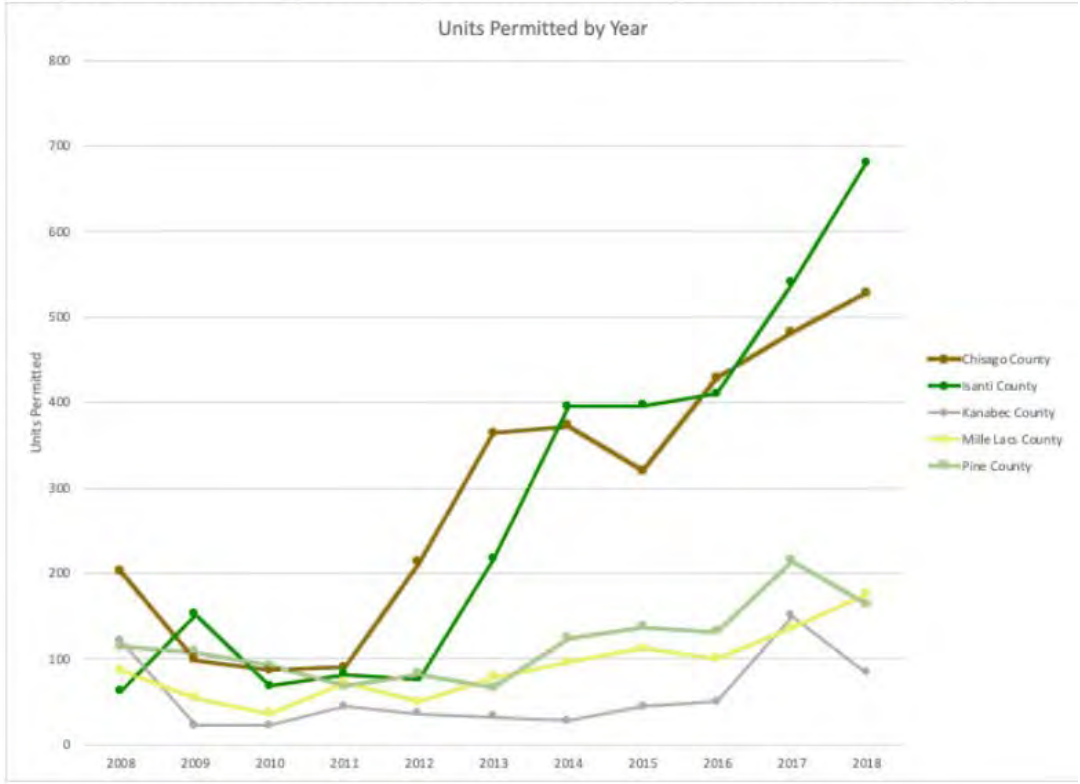
- Nearly 85% of Chisago County households are owner-occupied
- Homeownership rate highest for 55-64 age group (91%)
- Rates are lowest for 15-24 age group (59%)
- Median Home Value: $219,400
- Housing costs are about 12% less than in the Metro on a per square foot basis (difference of approximately $10/sq. ft.)

Housing Market - Rental

- Just over 15% of population rents
- Vacancy rate: 3.2%
- Average monthly rent:
  - $711 for 1 bedroom
  - $803 for 2 bedroom
  - $1,040 for 3 bedroom
- Median gross rent: $876 (over $1,000 in Metro)
- Price: $1.02 per square foot

Housing Permits

Graph 4: Number of Housing Permits Issued per Year by County



Maxfield Research, 2018: “The number of building permits issued for new residential units in Chisago County has not fully recovered from the impact of the Great Recession.”

Housing Demand, 2017-2030 (Maxfield)

General housing market:

- Market rate rental 353 units
- Affordable rental 175 units
- Subsidized rental 159 units
- For-sale single-family 2,283 units
- For-sale multifamily 630 units

Senior market:

- Active adult ownership 151 units
- Active adult market rate rental 229 units
- Active adult affordable 280 units
- Active adult subsidized 101 units
- Congregate 189 units
- Assisted Living 81 units
- Memory Care 129 units

Affordability Indices

Table 5: Index of Need

	Supply			Demand			Affordability	
	Housing Vacancy ≤5%	Federal Subsidized Rental Units ≤5%	Units Produced	Population growth greater than >4%	Greater than >10% Poverty	Unemployment higher >4.0%	Cost burdened households >25%	Score
Chisago County	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**2/7**
City of North Branch	1	1	0	1	0	1	1	5/7
City of Rush City	0	0	1	0	1	1	1	4/7

Affordability Indices

Data used to determine Index of Need Scores							
	Supply			Demand			Affordability
	Vacancy Rate (2018)	Federal Subsidized Units (2020)	Units Produced (2008-2018)	Population Growth (2010-2018)	Poverty Rate (2018)	Unemployment Rate (2018)	Cost Burdened Households
Chisago County	7.8%	265	1560	4.0%	5.6%	4.2%	23.6%
City of North Branch	2.0%	144	310	4.5%	7.7%	4.6%	24.5%
City of Rush City	5.7%	91	0	3.4%	16.5%	6.7%	34.0%

Housing Development Recommendations

- Inclusionary zoning
- Deregulation of zoning and design standards
- Impact fee reductions
- Land banking
- Regional housing trust fund

Humphrey School Report, 2020

Work Plan

- Recent Work & Achievements
- Progress

- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

HRA-EDA Recent Work & Achievements

Broadband

- Assisted Sunrise Township and Fish Lake Township with Border to Border broadband grants and bonding to fund fiber to the home. Nessel Township now also has fiber to the home.
- Assisted with feasibility grants from the Blandin Foundation for Chisago Lake, Franconia, Lent, and Sunrise Townships, which provided information to apply for a state Border to Border grant.
- $75,000 Blandin Broadband Community grant for projects providing access, education, promotion of broadband and the Internet. Now participating with the Chisago Lakes Area on another Blandin Community Program grant.

Business Development

Regularly meet with businesses to retain them and build relationships

Assist roughly 25 businesses per year through the Small Business Development Center (SBDC)

Financial projections

Loan packaging

Business start-ups

Work with businesses to access funding through banks, gap funding lenders, and state programs such as Job Creation Fund and Minnesota Investment Fund.

Tax abatement for:

WineHaven

Peterson Company

Uncommon Loon

Smith Metals

Polaris

Fox Valley Metrology

Business COVID-19 Assistance

- Worked with businesses to access state and federal relief programs
- Online presence classes and one-on-one sessions
- Subrecipient of Chisago County CARES Act funding; providing small business relief grants

City Assistance

Assist cities in the county with Small Cities Development Program grants

Invested in 7 industrial parks in the county; assist with marketing

Assist cities with funding and research for redevelopment sites

Provide resource referrals and project assistance for cities as requested.

Assisted with initiating the ABC Competition in the Chisago Lakes Area as well as assisting with many of the projects that were accomplished through fiscal agency, funding, and grant writing.

City Assistance Continued

- Assisted in program development and helped fund three cities with a Downtown Façade program.
- Worked with the City of North Branch to have the eligible area on north side of the city successfully designated as an Opportunity Zone.
- Assisted in funding studies and marketing, including:
  - Hotel studies
  - Lodging study
  - Billboards
  - Adirondack chairs
  - Marketing pieces
  - Swedish Trail Quilts
  - North Branch Design Team visit
  - Aerial pictures

Housing Development

- Commissioned Comprehensive Housing Needs Assessment and Housing Toolkit for county; funded by HRA-EDA, Minnesota Housing, Minnesota Housing Partnership, and the Initiative Foundation
- Own and manage 7 housing complexes for seniors and low-income residents. Recent sold one facility and received another into ownership (currently being rehabilitated)
- Started the Property Assessed Clean Energy (PACE) program in the county; first use for housing development in Lindstrom
- Working to create a housing trust fund for workforce housing

Marketing

- Connect with realtors through MNCAR, LOIS, Real Estate Journal Events, and advertisements
- Created a monthly newsletter for Realtors, businesses, partners, and local residents to market development sites for housing and business
- New website launches this week with new branding.
- Actively participate in regional organizations such as GreaterMSP and GPS 45::93 to market the county along with larger geographical areas for further outreach.

Education

Working with partners, provide training opportunities for business and/or city leaders including:

- Lenders Breakfasts
- Succession Planning
- Employment Law
- How to be prepared for a site selector
- Others as opportunities arise.

Labor Force

Partnered with DEED and surrounding communities to provide Job Fairs until we did not have the numbers of job seekers. Now we support the Career Events.

Spearheaded a job fair and school tours of the facilities for Manufacturer's Week. The Governor and DEED Commissioner attended.

Conducted a Commuter Survey to better understand where the people commuting out of the county are going and investigate how to attract those businesses here.

Tourism

- As a team, created the Old Hwy 61 Coalition, to promote business and communities along Old Hwy 61 in Chisago, Pine, and Carlton County.
- Created and shared the documentation to create the Chisago Lakes Visitor Bureau and lodging tax to promote tourism in the Chisago Lakes Area. Now into its first year.
- Participate in the North Woods and Waters of the St. Croix Heritage Area to promote Chisago County as a national tourism destination.

Advocacy

Provide support for many state, county, and city projects such as Highway 8 expansion, trail expansions, broadband, housing developments.

Progress

Work Plan Progress

2020 WORK PLAN GOALS

1. Take a targeted, proactive approach to business recruitment based on the county's advantages.
2. Assist Communities with Redevelopment.
3. Provide financial and technical assistance to businesses located or locating in Chisago County.
4. Assist the communities to strengthen the economic climate and maintain quality of life.

Respondents asked whether each task has been:

1. Completed/accomplished
2. Needs more work, or is
3. No longer a priority

Work Plan Progress: Business Recruitment

Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.

A. Build relationships with commercial and industrial realtors locally and from the Twin Cities market. 1-10-0

B. Determine the target markets based on assets in the county and growth industries. 2-9-0

C. Develop a focused marketing program, providing industry specific information to prospects, realtors, and associations. 2-8-0

D. Utilize Constant Contact Newsletter program to inform realtors, site selectors, and business of the opportunities in Chisago County. 4-6-0

E. Use the LOIS program to list industrial and commercial sites and buildings available in the county and recruit realtors and brokers to list their Chisago County sites. 3-7-0

F. Utilize MNCAR's Catalyst program to the fullest to market industrial and commercial sites. 3-7-0

Work Plan Progress: Business Recruitment

Continues Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.

G. Rebrand the Chisago County HRA-EDA and utilize the brand to target potential business. 3-6-1

H. Build a new website with a focus on business attraction. 6-3-1 https://www.chisagocounty.org/

I. Work with area developers for potential speculative building options. 2-8-0

J. Analyze the Chisago County Commuter Survey and use the information as a marketing tool to attract businesses and to provide information regarding the local workforce. 4-6-0

K. Promote the Opportunity Zone to attract business and housing developments. 1-9-0

L. Attend CVN events and provide proposals to encourage appropriate businesses to locate in Chisago County 4-6-0

Work Plan Progress: Community Redevelopment

Goal: Assist communities with redevelopment.

A. Encourage Realtors to list their inventory of buildings and vacant sites on LOIS database. 2-8-0

B. Promote redevelopment commercial sites/buildings for businesses and housing. 1-9-0

C. Assist existing businesses with their expansion needs. 3-7-0

D. Work with communities to create and/or promote incentive programs to fill vacant land and buildings. 2-8-0

E. Work with communities and developers to remove/redevelop blighted buildings. 1-9-0

F. Advocate that legislators support funding for DEED's Redevelopment programs. 3-6-1

Work Plan Progress: Business Assistance

Goal: Provide financial and technical assistance to businesses located or locating in Chisago County.

A. Continue to provide Small Business Development Center (SBDC) services as a satellite office through the Central Lakes Community College. 6-4-0

B. Stay informed of resources for businesses and share those programs with new and expanding businesses. 4-6-0

C. Support the Hiring Events with the Career Force Center. 3-6-1

D. Work with chambers and communities in business retention and expansion (BRE) visits. Create a rotating schedule of visits. 1-9-0

E. Use the data provided from the Sales Force database to enhance the economic climate of Chisago County. 2-8-0

F. Be prepared with pertinent information about the labor force and promote programs for workforce recruitment and retention. 4-6-0

G. Provide and market training opportunities for businesses such as: employment law, succession planning, lending programs, and workforce training opportunities. 2-8-0

Work Plan Progress: Economic Climate & Quality of Life

Goal: Assist the communities to strengthen the economic climate and maintain quality of life.

A. Continue to work on local, regional, and state opportunities for bringing high speed Internet to the residents and businesses of Chisago County. 2-8-0

B. Participate in tourism efforts including the Old Hwy 61 Corridor, Chisago Lakes Area Visitor Bureau, and the many recreation and tourism sites across the county. 3-6-1

C. Support the Chisago Lakes Area with the Chisago Lakes Initiative (CLI) aka America's Best Communities (ABC). 4-5-1

D. Assist communities with redevelopment including SCDP grants, redevelopment programs, and other financial and technical programs. 3-7-0

E. Assist communities with locating resources for infrastructure expansion. 2-8-0

F. Support the Highway 8 reconstruction project for the economic development and safety opportunities it will provide. 2-8-0

Work Plan Progress: Quality Housing

Goal: Promote quality housing development, redevelopment, and rehabilitation.

A. Maintain the housing stock currently provided by the HRA/EDA. 4-6-0

B. Continue to participate in the First Time Homeowners Program. 5-5-0

C. Utilize the Housing Study and Toolkit housing strategy. 2-7-1

D. Continue to share the housing study and toolkit with cities, developers, realtors, bankers, and other agencies involved in the housing development industry. 2-8-0

E. Assist communities with applications for SCDP, Rehab programs, MHFA applications, and other resources for housing. 3-7-0

F. Consider providing financial assistance for housing and creating policies and applications to support private development. 2-7-1

SWOT Results

- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn

SWOT - Strengths

- Staff experience and leadership (7)
- Collaborative; gather community input (5)
- Composition of board of directors (3)
- Business assistance work (3)
- Support for affordable housing (and it generates revenue!) (3)
- Broadband work (2)

SWOT - Weaknesses

- Not enough publicity/communication (3)
- Lack of action plan/common goal (2)
  - Leads to risk aversion
- Many individual responses:
  - Need for more of specific activity (marketing, workforce housing development, tourism promotion)
  - Staff capacity
  - Lack of diversity

SWOT - Opportunities

- Assets that support future growth (proximity to metro, available land, I-35 corridor) (7)
- Business growth and attraction (4)
- Covid-19 relief support (2)
- Connecting labor force with businesses (2)
- Developing post-secondary options (2)

SWOT - Threats

- Demographic pressures (aging population, lack of workforce & diversity) (6)
- Economic downturn and related revenue losses (5)
- Taxes and regulations (4)
- Competing organizations/communities (2)
- Housing market dynamics (2)

Mission & Vision Results

- Practical Visioning Workshop
- Next Steps & Adjourn

Mission

- "To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development."

AND

- "To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts with local units of government and other interested organizations in Chisago County."

Mission – Questions

Should be factual and real time

- Is it still relevant?
  - Yes: 9 (69%)
  - No: 4 (31%)
- Is it appropriate to have a 2-part mission statement?
  - Yes: 8 (62%)
  - No: 5 (38%)

Vision

Should be future-thinking and aspirational

- No current vision
- Where are we going?

What are your aspirations for the HRA-EDA?

- Collaboration and public-private partnerships (4)
- Marketing work leads to added jobs and filled industrial parks (4)
- Strengthen quality of life for current and new residents (4)
- Holistic view of economic development/managed growth and transition (2)
- Balance business and housing activity (2)

If our aspirations came true…

- Chisago County becomes a destination for new residents (4)
- County is more unified behind a long-term vision based on its unique strengths (3)
- Businesses grow; goods and services available locally (3)
- More holistic economic development
- Better economic climate
- Taxes stabilize
- People know what the HRA-EDA is and does
- More public-private partnerships

Practical Visioning Workshop

- Next Steps & Adjourn

Next Steps

HRA-EDA BOARD

- September 1st, 1130AM – 230PM
  - In person, with lunch, AmericInn
- September 15th, 1200PM – 200PM
  - In person, with lunch, AmericInn
- Beginning of October, present Strategic Plan

Thank you!

We are adjourned.

CHISAGO COUNTY HRA-EDA STRATEGIC PLANNING SURVEY

Prior to the Chisago County HRA-EDA's first strategic planning session on August 18, 2020, Northspan surveyed all participants to obtain their feedback on the organization's mission, potential vision, work plan progress, and current reality. Thirteen of the participants responded to the survey, and this document presents the results of the surveys.

RESPONDENTS

The survey went out to a variety of stakeholders, including both HRA-EDA staff members, all HRA-EDA board members, city and township staff, city and township elected officials, and representatives of the business and education communities. Responses came from five of the different sectors, with strong participation from HRA-EDA staff and board members.

ANSWER CHOICES	RESPONSES	
Staff member	15.38%	2
Board member	38.46%	5
City/township staff	23.08%	3
City/township elected official	7.69%	1
Business/chamber of commerce	15.38%	2
Education	0.00%	0
Other	0.00%	0
TOTAL		13

MISSION

The Chisago County HRA-EDA's mission currently reads:

- "To improve the commercial and industrial tax base within the County with an emphasis on assisting existing businesses; and vigorously marketing the County to attract new business development."

AND

- "To promote and maintain a high quality of life in the County by advancing private development and private investment through collaborative efforts with local units of government and other interested organizations in Chisago County."

The survey asked two questions regarding this two-part mission:

Is it still relevant?

Yes: 9 (69%)
No: 4 (31%)

Is it appropriate to have a 2-part mission statement?

Yes: 8 (62%)
No: 5 (38%)

While respondents were generally supportive of the mission, enough people had some concerns with the existing statement that Northspan believes it is worth revisiting in the upcoming sessions with the

HRA-EDA board. This will provide the HRA-EDA with an opportunity to reconsider its existing mission and update it as necessary.

VISION

The Chisago County HRA-EDA currently does not have a vision. To facilitate the development of one, Northspan asked two questions that sought out a future-thinking, aspirational conception of its work. These results help to frame the strategic planning sessions and will provide additional context as the board works to finalize a new vision.

What are your aspirations for the HRA-EDA?

- Collaboration and public-private partnerships (4)
- Marketing work leads to added jobs and filled industrial parks (4)
- Strengthen quality of life for current and new residents (4)
- Holistic view of economic development/managed growth and transition (2)
- Balance business and housing activity (2)

What would happen if our aspirations came true?

- Chisago County becomes a destination for new residents (4)
- County is more unified behind a long-term vision based on its unique strengths (3)
- Businesses grow; goods and services available locally (3)
- More holistic economic development
- Better economic climate
- Taxes stabilize
- People know what the HRA-EDA is and does
- More public-private partnerships

WORK PLAN PROGRESS

The Chisago County HRA-EDA's 2020 work plan features five major goals with action steps under each one. The survey asked respondents to assess progress on each action step to date and indicate whether they believed the task was complete, needed more work, or no longer relevant. Many of the action steps are ongoing tasks with no clear end point, and the responses reflected the continual nature of this work. Rarely did respondents claim a piece of the work plan was no longer relevant, while a handful of more discrete tasks are now complete. Otherwise, most of the work remained in progress.

Goal: Take a targeted, proactive approach to business recruitment based on the county's advantages.			
Task	*Complete*	*Ongoing; Needs More Work*	*No Longer Relevant*
A. Build relationships with commercial and industrial realtors locally and from the Twin Cities market.	1	10	0
B. Determine the target markets based on assets in the county and growth industries.	2	9	0
C. Develop a focused marketing program, providing industry specific information to prospects, realtors, and associations.	2	8	0

D. Utilize Constant Contact Newsletter program to inform realtors, site selectors, and business of the opportunities in Chisago County.	4	6	0
E. Use the LOIS program to list industrial and commercial sites and buildings available in the county and recruit realtors and brokers to list their Chisago County sites.	3	7	0
F. Utilize MNCAR's Catalyst program to the fullest to market industrial and commercial sites.	3	7	0
G. Rebrand the Chisago County HRA-EDA and utilize the brand to target potential business.	3	6	1
H. Build a new website with a focus on business attraction. https://www.chisagocounty.org/	6	3	1
I. Work with area developers for potential speculative building options.	2	8	0
J. Analyze the Chisago County Commuter Survey and use the information as a marketing tool to attract businesses and to provide information regarding the local workforce.	4	6	0
K. Promote the Opportunity Zone to attract business and housing developments.	1	9	0
L. Attend CVN events and provide proposals to encourage appropriate businesses to locate in Chisago County	4	6	0

Goal: Assist communities with redevelopment.

Task	*Complete*	*Ongoing; Needs More Work*	*No Longer Relevant*
A. Encourage Realtors to list their inventory of buildings and vacant sites on LOIS database.	2	8	0
B. Promote redevelopment commercial sites/buildings for businesses and housing.	1	9	0
C. Assist existing businesses with their expansion needs.	3	7	0
D. Work with communities to create and/or promote incentive programs to fill vacant land and buildings.	2	8	0
E. Work with communities and developers to remove/redevelop blighted buildings.	1	9	0
F. Advocate that legislators support funding for DEED's Redevelopment programs.	3	6	1

Goal: Provide financial and technical assistance to businesses located or locating in Chisago County.

Task	*Complete*	*Ongoing; Needs More Work*	*No Longer Relevant*
A. Continue to provide Small Business Development Center (SBDC) services as a satellite office through the Central Lakes Community College.	6	4	0

B. Stay informed of resources for businesses and share those programs with new and expanding businesses.	4	6	0
C. Support the Hiring Events with the Career Force Center.	3	6	1
D. Work with chambers and communities in business retention and expansion (BRE) visits. Create a rotating schedule of visits.	1	9	0
E. Use the data provided from the Sales Force database to enhance the economic climate of Chisago County.	2	8	0
F. Be prepared with pertinent information about the labor force and promote programs for workforce recruitment and retention.	4	6	0
G. Provide and market training opportunities for businesses such as: employment law, succession planning, lending programs, and workforce training opportunities.	2	8	0

Goal: Assist the communities to strengthen the economic climate and maintain quality of life.

Task	*Complete*	*Ongoing; Needs More Work*	*No Longer Relevant*
A. Continue to work on local, regional, and state opportunities for bringing high speed Internet to the residents and businesses of Chisago County.	2	8	0
B. Participate in tourism efforts including the Old Hwy 61 Corridor, Chisago Lakes Area Visitor Bureau, and the many recreation and tourism sites across the county.	3	6	1
C. Support the Chisago Lakes Area with the Chisago Lakes Initiative (CLI) aka America's Best Communities (ABC).	4	5	1
D. Assist communities with redevelopment including SCDP grants, redevelopment programs, and other financial and technical programs.	3	7	0
E. Assist communities with locating resources for infrastructure expansion.	2	8	0
F. Support the Highway 8 reconstruction project for the economic development and safety opportunities it will provide.	2	8	0

Goal: Promote quality housing development, redevelopment, and rehabilitation.

Task	*Complete*	*Ongoing; Needs More Work*	*No Longer Relevant*
A. Maintain the housing stock currently provided by the HRA/EDA.	4	6	0
B. Continue to participate in the First Time Homeowners Program.	5	5	0
C. Utilize the Housing Study and Toolkit housing strategy.	2	7	1

D. Continue to share the housing study and toolkit with cities, developers, realtors, bankers, and other agencies involved in the housing development industry.	2	8	0
E. Assist communities with applications for SCDP, Rehab programs, MHFA applications, and other resources for housing.	3	7	0
F. Consider providing financial assistance for housing and creating policies and applications to support private development.	2	7	1

SWOT ANALYSIS

The survey asked respondents to assess the strengths and weaknesses of the HRA-EDA and the outside opportunities and threats that it has or may have. Northspan grouped these responses into similar categories and ranked them in the table below based on the number of times they appeared.

Overall, the results showed confidence in existing staff and efforts to gather stakeholders to build a vision for the future and recognized Chisago County's considerable economic development assets, while also making a case for greater communication, capacity in certain areas, and plans to cope with changing demographics and economic and political forces beyond the immediate control of the HRA-EDA.

Strengths	Opportunities
• Staff experience and leadership (7) • Collaborative; gather community input (5) • Composition of board of directors (3) • Business assistance work (3) • Support for affordable housing (and it generates revenue!) (3) • Broadband work (2)	• Assets that support future growth (proximity to metro, available land, I-35 corridor) (7) • Business growth and attraction (4) • Covid-19 relief support (2) • Connecting labor force with businesses (2) • Developing post-secondary options (2)
Weaknesses	**Threats**
• Not enough publicity/communication (3) • Lack of action plan/common goal (2) • Need for more of specific activity (marketing, workforce housing development, tourism promotion) • Staff capacity • Lack of diversity	• Demographic pressures (aging population, lack of workforce & diversity) (6) • Economic downturn and related revenue losses (5) • Taxes and regulations (4) • Competing organizations/communities (2) • Housing market dynamics (2)

Chisago County HRA-EDA
08.18.20 Strategy Planning Session 1 of 3 | PRACTICAL VISION

New, Diverse Businesses	Retained & Expanded Businesses	Comprehensive Marketing Activity	A Collaborative, Shared Vision	Available, Affordable Housing	Reliable, Accessible Broadband
• Work to bring more industrial business to the County • Increase our county's commercial & industiral base by a measured amount of business • Ensure a diverse and increasing tax base • Diversity of businesses • Growth in manufacturing presence in our county • Taxes stabilized by bringing in more businesses • Work to bring commercial businesses to the County • Collaboration amongst cities to attract businesses to our county • Increased business tax base	• Business retention & expansion • More locally owned small businesses • Attract and retain employee programs • More assistance options for businesses • Transportation options to get residents to program offerings • Businesses are able to overcome COVID-19 • Transportation options for empoloyers for employees to get to jobs • Increase local businesses and revenue/local e-commerce	• A strong marketing campaign • Focus marketing on prime attributes within area • Coordinate with Chambers improving tourism efforts • Be more vocal in community who HRA is • Attend more social events to be heard • A more aggressive marketing plan to bring in new employers • Create a more streamlined marketing process • Mainstreets with 'themes' that draw people to the community and support local businesses • Promote tourism • Hire marketing experts to market Chisago County	• A comprehensive vision that will be referenced throughout the next 10-20 years • Assist communities with redevelopment & infrastructure expansion • Joint annexation agreements between cities and townships • Support Highway 8 reconstruction • Education on government practicies for compliance • Land identified for rural economic purposes preserved • Education on government practices for compliance • A County Planning Commission with City Representatives • Countywide leadership training for potential public officials • Hire another employee for efficiency • Increased transportation options • A trails system that connects our communities and surrounding trail systems • Bring cities together for a common goal • A south Chisago County fire services district	• Increased avilability of workforce housing options • Diversity of housing options • Housing available, affordable & meets needs of workforce/ families • County to financially support/build affordable housing in each City • Available and affordable workforce housing options • Housing options that support single working individuals • Housing is available at affordable rents/ costs	• Countywide fast, reliable broadband • Progress on Broadband - reliable, higher speeds, accessible, collaborative • Lower commuter percentage - virtual working or more jobs locally • High speed throughout the County, working with the cities to achieve • Collaborate with state to secure broadband funding

Chisago County HRA-EDA
09.01.20 Strategy Planning Session 2A of 3 | BLOCKS

Uncoordinated efforts limit feasible growth plan	Undefined target market constrains engagement with relevant businesses	Market demand alignment limits capacity to attract and expand (BRE) businesses	Unclear housing plan inhibits affordable construction	Uncoordinated plan limits broadband expansion
• Disjointed shared vision among government entities • Unclear priorities among cities in county • Neglected recognition of demographic trends • Unclear county vision (not HRA-EDA) • Unclear plan for urban growth • Thoughts/ideas are too big for available staff	• Uncoordinated components of a comprehensive marketing strategy • Underutilizing marketing programs/ options	• Misaligned or unclear incentives for new business value to the county • Retention challenged by outside incentives • Unrealistic or unclear new business attraction options and what it takes if market is challenged • Uncoordinated BRE visits • Unclear economic and workforce impact of COVID • Underdeveloped infrastructure • Limited commercial industrial expansion available	• Conflicting costs to provide affordable housing with the costs to produce • Disjointed vision on housing • Unclear plan for urban growth (homes) • Limited understanding of the metrics and value of the full spectrum of housing options • Unbalanced or differences in support/ focus between housing and economic development	• Limited resources to provide broadband infrastructure • Underdeveloped broadband • Uncoordinated broadband plan • Inconsistent internet service across the county

Chisago County HRA-EDA
09.01.20 Strategy Planning Session 2B of 3 | STRATEGIC DIRECTIONS

Developing targeted marketing plan	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
• What is the market demand for BRE • Comprehensive marketing strategy with metrics • Tie workforce plan to determined, targeted BRE plan • Address who is our target market • Discover new ways to engage with businesses • Determine top 3 target markets • Develop spec/ incubator buildings in industrial parks • Coordinating broadband development	• Complete housing trust fund concept • Agree upon (consensus) what is "affordable housing" • Create Cliff Notes version of housing study with top 3 priorities to focus on • Review study and toolkit to create a housing plan to target resources	• Identify top 3 growth priorities and get hyper-focused • Target proactive communities • Work with cities to identify top 3 priorities for a growth plan	• Pursue countywide (vs. piecemeal broadband strategy) • Fill the gaps in broadband (providers, $ sources) • Map out and identify the champion for broadband • Identify what the broadband options are

Chisago County HRA-EDA
09.15.20 Strategy Planning Session 3 of 3 | ACCOMPLISHMENTS

Developing targeted marketing plan	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
CURRENT REALITY	***CURRENT REALITY***	***CURRENT REALITY***	***CURRENT REALITY***
• Sluggish economy • No start-ups • No expansion • Surge in small new businesses opening • New website and branding • Newsletter – property, people, community news • Trainings – some virtual, 1-on-1 options • ECRDC – BREs coordinated with Jordan • Limited human contact • Busy SBDC counseling • Successions occurring	• HRA-EDA owns housing (successfully) • Available land – but not ready, not platted or no infrastructure • Costs rising for both land and construction • Unclear direction from county leaders (more predictable in other places) • 2% vacancy, rate, per housing study • Not many affordable options – limited, affects workforce • Losing residents to WI (perceived as more affordable) • Limited options; all single family • Need independent/active senior housing • Toolkit under-utilized • Lack of city capacity leads to lack of understanding • Existing rental stock very old • Increasing interest • New rental housing is complex – need tax credits • Renovation is happening • Developers' costs demand higher rents than market offers	• Defined goals • Ongoing – centralized stakeholder communication with updated stats dashboard • Committed committee • Understanding how to continue to grow – gain/keep momentum	• 1/3 of land area currently served • 71percent of population currently served • 2 townships applying for grants; 3 more n works • Very costly • Limited grant dollars • Chisago often doesn't fit federal funding criteria (high income) • Some communities want to get this done and those that have been aggressive have been successful • Willing providers are helpful (CenturyLink and CTC have been good, Frontier bad) • Benefits from economies of scale • But, grant limits make large awards hard • Costs rising due to labor • Telecommuter Forward certified (not much support for this) • Blandin Broadband Communities • Boundary change issues • Covid: challenge and opportunity; shows need and more understanding

Chisago County HRA-EDA
09.15.20 Strategy Planning Session 3 of 3 | ACCOMPLISHMENTS

Developing targeted marketing plan

SUCCESS INDICATORS

- Tell our story – be heard and seen, known who we are and what we are
- Plan/strategy document in use
- Increase in business expansion/attraction measurables
- The why – business case to be in MN
- Low business land/building availability/ vacancy rate

OUTCOMES/ACCOMPLISHMENTS

- Define our target market(s)
- Fractional marketing plan, define it, who can do it, how to do it, what is the budget
- HRA-EDA Open House celebrating new branding and new website
- SBDC day, what are you, what do you do
- How to tell our story – CGI video
- How to tell more success stories
- Open house on open properties/land; parade of properties
- Tracking business growth
- Tracking business communications outreach
- Drip campaign, who's the target market and get together 7+ time
- BRE and attraction coordinated information/results sharing

Developing affordable housing options

SUCCESS INDICATORS

- Develop the number of workforce units outlined in housing study
- County has enough platted, serviced lots to meet demand
- Implementation of toolkit recommendations at city and county level
- Increased percentage of residents working in county
- Shared understanding of value of affordable housing needs and opportunities in county

OUTCOMES/ACCOMPLISHMENTS

- Adoption and funding of housing trust fund
- Create educational program on value of affordable housing as an economic development driver for county and city policy leaders
- Agree on what affordable housing is
- Include implementation of toolkit and revisit it with all 10 cities to identify lots for development
- Develop coordinated marketing plan for identified lots
- Creation or use of a tool that outlines costs of development – will this development cash flow? Including taxes, MN vs. WI
- Coordinate housing plan with marketing

Clarifying countywide growth strategy

SUCCESS INDICATORS

- No shared vision
- North Branch has Carla V.; some cities just volunteer ED committees
- Meeting to discuss is difficult
- Undefined - shared vision can be difficult
- Anyone vs. Selective mentality

OUTCOMES/ACCOMPLISHMENTS

- Define and gather relevant stakeholders
- Determine how to create buy-in/ engage within this group and how we work together
- Determine what 1 thing they can focus on
- Broadband
- Define and educate on development-ready, be ready and make good, informed decisions for growth
- Summit, large county-wide gathering, include financial institutions to share and gather feedback

Coordinating broadband development

SUCCESS INDICATORS

- 75% of land area served by 2026
- Grants received to fund service extension
- Increased state and federal funding sources
- Increased number of telecommuters (measured by commuter survey)
- Feasibility studies completed for all townships

OUTCOMES/ACCOMPLISHMENTS

- Successful continued state/federal funding lobbying
- Educate townships on value of and process for project funding, including cost-benefit analysis
- Develop case studies/success stories/ find broadband ambassadors to show value from successful places
- Apply one per year to state Border to Border program

ESTABLISHED 1855
CITY OF WYOMING
Minnesota
Steve Sicheneder
EDA Member
2017-2021
Presented
with our respect and appreciation for your
years of service to the City of Wyoming

Request for EDA Action

Date: January 7, 2022

Presented to: EDA Members
Presented by: Robb Linwood, City Administrator
Department: Administration
Reference: Vote and assign EDA positions for 2022
Method: New Business

***Background Information*:**

As part of the Wyoming EDA's Bylaws and annual meeting it is necessary to assign organizational roles for the each member for the year. The board should nominate individuals for the following positions:

- President
- Vice President
- President Pro Tem
- Treasurer
- Assistant Treasurer
- Secretary
- Executive Director

Recommendation: To nominate and assign roles to EDA members for 2022.

APPROVED BY EDA: January 14, 2019

BYLAWS OF THE CITY OF WYOMING

ECONOMIC DEVELOPMENT AUTHORITY

1. THE AUTHORITY

Section 1.1 Name of Authority. The name of the Authority shall be the City of Wyoming Economic Development Authority (hereinafter, the "City EDA"), and its governing body shall be called the Board of Commissioners (hereinafter, the "Board").

Section 1.2 Office. The principal office of the Authority shall be at 26885 Forest Boulevard, P.O Box 188, Wyoming, MN 55092

Section 1.3 Seal. The Authority shall have an official seal.

Section 1.4 Establishment. The Authority was established by Resolution No. 1-22-97A, approved by the City Council of the City of Wyoming, Minnesota on January 22, 1997 (the "Enabling Resolution"), after a duly noticed public hearing was held pursuant to the Act. The Authority has all the powers set forth in the Enabling Resolution.

Section 1.5 In accordance with the Enabling Resolution, five commissioners will serve on the Board, who shall either be residents of, own or work at a business or own real property in the area of operations of the Authority. Two City Council members will simultaneously serve as Board Commissioners. Those commissioners initially appointed shall be appointed for terms of two, three, four, five, and six years respectively and thereafter all commissioners shall be appointed for six year terms. The terms of the City Council members also serving as Board Commissioners are coterminous with their respective terms on the City Council.

2. ORGANIZATION

Section 2.1 Officers. The officers of the Authority shall consist of a President, a Vice President, a Secretary, a Treasurer and an Assistant Treasurer. The President, Vice President, Treasurer, and Secretary shall be elected annually, at the annual meeting. No Commissioner may serve as President and Vice President at the same time. The officers of Secretary and Assistant Treasurer need not be held by a Commissioner.

Section 2.2 President. The President shall preside at all meetings of the Board.

Section 2.3 Vice President. The Vice President shall preside at any meeting of the Board in the absence of the President and may exercise all powers and perform all responsibilities of the President if the President cannot exercise or perform the same due to absence or other liability.

Section 2.4 President Pro Tem. In the event of the absence or inability of the President and the Vice President at any meeting, the Board may appoint any remaining Commissioner as President Pro Tern to preside at such meeting

Section 2.5 Treasurer. The Treasurer shall receive and be responsible for Authority money, shall disburse authority money by check only (in accordance with Section 4.3 herein), keep an account of

all Authority receipts and disbursements and the nature and purpose relating thereto, shall file the disbursements and the nature and purpose relating thereto, shall file the Authority's financial statement with its Secretary at least once a year as set by the Authority, and be responsible for the acts of the Assistant Treasurer.

Section 2.6 Assistant Treasurer. The Assistant" Treasurer shall have all the powers and duties of the Treasurer if the Treasurer is absent or disabled

Section 2.7 Secretary. The Secretary shall keep or cause to be kept minutes of all meetings of the . Board and shall maintain or cause to be maintained all records of the Authority. The Secretary shall also have such additional duties and responsibilities as the Board may from time to time and by resolution prescribe.

Section 2.8 Executive Director. The Executive Director shall be designated from time to time by the Authority; shall be the chief appointed executive officer of the Authority, and shall have such additional responsibilities and authority as the Board may from time to time by resolution prescribe. The Executive Director shall serve at the pleasure of the Board.

Section 2.9 - Additional Duties. The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Board or these Bylaws, or the rules and regulations of the Authority.

3. PROCEDURES OF BOARD OF COMMISSIONERS

Section 3.1 Annual Meeting. The annual meeting of the Board shall be held at 6:00 p.m. on Second Monday of January in each year.

Section 3.2 Regular Meeting. The Board shall hold regular meetings on the 2nd Monday of The Month in each year, commencing at 6:00p.m., or at such time

Section 3.3 Special Meeting. Special meetings of the Board may be called by any two Commissioners or by the Executive Director. The Executive Director or the Secretary shall post notice of any special meeting on the principal office of the Authority no less than three days prior

Section 3.4 Quorum. A quorum of the Board shall consist of four (4) Commissioners. In the absence of a quorum, no official action may be taken by, on behalf of, or in the name of the Board Authority

Section 3.5 - Manner of Voting; Adoption of Resolutions. Voting on all questions coming before the Board shall be by voice vote unless any Commissioner calls for a roll call vote. The yeas and nays shall be entered upon the minutes of such meeting. Resolutions need not be read aloud prior to vote. Resolutions are deemed adopted if approved by at least a simple majority of all Commissioners present, unless State law requires otherwise.

Section 3.6 Rules of Order. The meetings of the Board shall be governed by the most recent edition of Robert's Rules of Order

4. MISCELLANEOUS

Section 4.1 Fiscal Year. The fiscal year of the Authority shall be the same as the City's fiscal year.

Section 4.2 Depositories. In accordance with Section 469.099 of the Act, every two years the Authority shall name national or state banks within the State of Minnesota as depositories. Before acting as a depository, a named bank shall give the Authority a bond approved as to form and surety by the Authority.

Section 4.3 Checks. An Authority check must be signed by the Assistant Treasurer and the President. The check must state the name of the payee and the nature for which the check was issued.

Section 4.4 Commissioner Compensation. Commissioners shall receive $30.00 for one regular monthly meeting based on Call of Roll attendance recorded on the meeting minutes. An additional $30.00 will be paid per special meeting based on Call of Roll attendance recorded on the special meeting minutes. The amount of compensation will be determined by the city council. In addition, Commissioners shall be reimbursed for actual expenses incurred in doing official business of the Authority. All money paid for compensation or reimbursement must be paid out of the Authority's general budget

Section 4.5 Removal for Cause. A Commissioner may be removed by the City Council for inefficiency, neglect of duty, or misconduct in office, all pursuant to the procedural requirements contained in Section 469.095, Subdivision 5 of the Act.

Section 4.6 Report to the City. The Authority shall annually, at a time designated by the City, make a report to the City Council giving a detailed account of its activities and of its receipts and expenditures for the preceding calendar year. The Authority shall, at the City's request, make available all records necessary to conduct an audit for the Authority's finances.

Section 4.7 Budget to City. The Authority shall annually send its budget to the City Council which budget includes a written estimate of the amount of money needed by the Authority from the City in order for the Authority to conduct business during the upcoming fiscal year.

Section 4.7 Dress – As a representative of the city the dress code “Business Casual”

Section 4.8 Employees. The Authority may employ a chief engineer, technical experts and agents and other employees as it may require and determine their duties, qualifications and compensation.

Section 4.9 Services. The Authority may contract for the services of consultants, agents, public accountants and others as needed to perform its duties and to exercise its powers. The Authority may also use the services of the City Attorney or hire a general counsel, as determined by the Authority.

Section 4.10 Supplies. Purchasing. Facilities and Services. The Authority may purchase the supplies and materials it needs. The Authority may use the facilities of the City's purchasing department. The City may furnish offices, structures and space, stenographic, clerical, engineering and other assistance to the Authority.

Section 4.11 Execution of Contracts. All contracts, notes, and other written agreements or instruments to which the Authority is a party or signatory or by which the Authority may be bound shall be

executed by the President and the Executive Director. If the Executive Director is absent or otherwise unable to execute a document, the Assistant Treasurer may execute the document.

Section 4.12 Amendment of Bylaws. These Bylaws may be amended by the Board of majority vote of all the Commissioners, provided that any such proposed amendment shall first have been delivered to each Commissioner at least three days prior to the meeting at which such amendment is considered.

PASSED AND ADOPTED BY THE WYOMING EDA on this 14th day of January

_____
BY: Mike Soule
President

ATTEST

_____
Robb Linwood, City Administrator

Request for EDA Action

Date: January 7, 2022

Presented to: EDA Members
Presented by: Robb Linwood, City Administrator
Department: Administration
Reference: EDA Meeting Dates for 2022
Method: New Business

***Background Information*:**

The EDA meets on the 2nd Monday of each month at 6:00PM. Throughout the year sometimes federal holidays conflict with EDA meetings and per Minnesota Statute it is not allowable to meet on those days. This year the only date that conflicts with the EDA's normally schedule meeting is October 10, 2022 which identified as Columbus Day according the Federal Holiday Calendar. Staff is recommending that we move this meeting to Tuesday, October 11, 2022 in its place.

Recommendation: Move the October 10th EDA meeting to Tuesday, October 11, at 6:00PM 2022.

2022 EDA Meeting Dates

6:00PM

January 10, 2022

February 14**, 2022**

March 14, 2022

April 11, 2022

May 9, 2022

June 13, 2022

July 11, 2022

August 8, 2022

September 12, 2022

~~October 10, 2022~~ Columbus Day

October 11, 2022

November 7, 2022

December 12, 2022

Request for EDA Action

Date: January 7, 2022

Presented to: EDA Members
Presented by: Robb Linwood, City Administrator
Department: Administration
Reference: Request for attendance for EDAM Conference
Method: New Business

***Background Information*:**

The Wyoming EDA is a member of the Economic Development Association of Minnesota. The winter conference is at the end of January on the 27th and 28th in Bloomington, MN. EDAM is a professional association of individuals and organizations throughout the state of Minnesota who share this mission. We pursue our mission by providing economic development professionals a forum for exchanging information and staying abreast of current economic development strategies and practices and by providing them with valuable networking and educational opportunities. EDAM members are leading economic developers in the state of Minnesota. EDAM consults with the state on public policy issues related to economic development, and helps continually define and improve the profession.

The conferences offer speakers, trainings, breakout sessions and opportunities for networking. I feel that there is significant value to the city with my attendance to remain familiar with current issues and key takeaways to help the city of Wyoming in its economic development efforts. The cost of the training is $315.00 for both days and the special group rate for lodging is $139.00. I would ask the EDA for approval of the event not to exceed $500 for the event, lodging and pertinent lodging taxes.

Recommendation: To approve the attendance of City Administrator Linwood to the 2022 EDAM Winter Conference.

EDAM | ECONOMIC DEVELOPMENT ASSOCIATION of MINNESOTA

January 27 - 28, 2022
Sheraton Bloomington Hotel
5601 W. 78th Street, Bloomington, MN 55439

— EDAM 2022 WINTER CONFERENCE REGISTRATION —

Please use a separate form for each attendee.

ATTENDEE INFORMATION

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Email _____ Phone _____

Dietary requests: ❍ Vegetarian ❍ Vegan ❍ Kosher ❍ Gluten-Free ❍ Other: _____

REGISTRATION OPTIONS

	FULL CONFERENCE		SINGLE DAY: THURSDAY		SINGLE DAY: FRIDAY	
	Before 1/14	After 1/14	Before 1/14	After 1/14	Before 1/14	After 1/14
EDAM Member	❍ $315	❍ $355	❍ $190	❍ $205	❍ $125	❍ $140
Non-Member	❍ $415	❍ $455	❍ $240	❍ $255	❍ $175	❍ $190
Student	❍ $50	❍ $50	❍ $50	❍ $50	❍ $50	❍ $50

Early Bird Pricing: *To receive early bird pricing, registration must be postmarked on or before January 14, 2022.*

❍ I will attend the Thursday Evening Reception
❍ I am new to MN or the Twin Cities
❍ I am a first-time Winter Conference attendee
❍ I have been in the economic development field for less than 10 years
❍ Do you plan to use this conference for any of the following type of credits?
❍ AICP ❍ NDC ❍ IEDC

PAYMENT INFORMATION

Total Due $_____ ❍ Visa ❍ Mastercard ❍ American Express ❍ Check (made payable to EDAM)

If paying by credit card, the following fields are required:

Card Number _____ Exp Date _____ Security Code _____

Cardholder Name _____ Phone _____

Billing Address (if different from above) _____

City _____ State _____ Zip _____

Cardholder Signature _____

LODGING INFORMATION

EDAM has secured a special group rate of $139 - $169 per night at the Sheraton Bloomington Hotel, for a limited number of rooms. To reserve your room, contact the hotel at 1-800-325-3535 or 952-835-1900 and ask for the "EDAM 2022 Conference" room block or book online using the link posted at www.edam.org. The group rate is available until January 5, 2022 or until the block is full.

Cancellation Policy: *With written cancellation notice, received no later than January 14, 2022, you will receive a full refund, less a $50 administrative charge. Cancellations after that date are nonrefundable. No-shows will not receive a refund.*

PCI Compliance: *EDAM has taken the appropriate steps to maintain PCI compliance. In order to protect your privacy, please do not email your credit card information to our office.*

Audio/Video Policy: *EDAM might record this conference and completion of this form serves as authorization of consent to appear in photos, video, or audio recordings.*

Questions? Contact us at 952-928-4640 or info@edam.org

SEND COMPLETED FORM WITH PAYMENT TO:

Fax: 952-929-1318 | **Mail:** 4248 Park Glen Road, Minneapolis, MN 55416 | Or register online at **www.edam.org**

EDAM ECONOMIC DEVELOPMENT ASSOCIATION of MINNESOTA

Request for EDA Action

Date: January 7, 2022

Presented to: EDA Members
Presented by: Robb Linwood, City Administrator
Department: Administration
Reference: Begin 2022 Goal Discussion
Method: New Business

***Background Information*:**

I have attached the 2021 Goals of the EDA. I would like to begin discussion tonight on this topic and try to work forward on them into our February and March meetings.

Here are the 2021 Goals as identified on the attachment:

- Sell Bingham Property – This was successfully completed
- Job Fair – The Covid-19 pandemic and participation of schools limited this to virtual visits this year
- Business Recruitment – Staff continues to have discussions with business about locating in Wyoming.
- Marketing – We continued the use of Constant Contact and Social Media

Recommendation: To begin discussion of 2022 Wyoming EDA Goals

WYOMING ECONOMIC DEVELOPMENT AUTHORITY
2021 – GOALS AND INITIATIVES

Sell the Bingham Property	•Affordable housing is a need and would be ideal for this property. •Have a proactive approach on finding commercial businesses to purchase this property.
Job Fair	•This event was successful last year therefore the EDA wants to hold the event again this year.
Business Recruitment	•Identify businesses that could be brought into Wyoming, as well as keep an open mind as to what areas can be developed or redeveloped.
Marketing	•Continue use of Constant Contact