

**AGENDA
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
MARCH 8, 2021
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. To consider approving the minutes of the "Regular Meeting" of the Wyoming, Minnesota City EDA for February 8, 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:

OLD BUSINESS:

NEW BUSINESS:

2. To discuss and review the Chisago County HRA-EDA Strategic Plan 2021-2026
3. To consider entering closed session under Minnesota Statute 13D.05 Subdivision 3,(c)(3) to discuss strategy on a potential offer on the Bingham Property

COUNCIL REPORTS:

ADJOURN

**UNAPPROVED MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
REGULAR MEETING
CITY OF WYOMING, MINNESOTA
FEBRUARY 8, 2021
6:00 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, Steve Sicheneder, Andrew Buccanero and Alex Bulmer

Also Present: Robb Linwood - City Administrator and Nancy Hoffman – Chisago County HRA/EDA

ABSENT: Schilling and Soule

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.”

1. Consider approving the minutes of the “Regular Meeting” of the Wyoming, Minnesota City EDA for January 11, 2021

A MOTION WAS MADE BY EDA MEMBER SICHENER SECONDED BY EDA MEMBER BUCCANERO TO APPROVE THE “REGULAR MEETING” MINUTES OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY FOR JANUARY 11, 2021

Voting Aye: Iverson, Buccanero, Bulmer, and Sicheneder

Voting Nay:

Abstain:

SCHEDULED BID LETTINGS: NONE.

SCHEDULED PUBLIC HEARINGS: NONE

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: NONE

NEW BUSINESS

2. To discuss a Housing Trust Fund Ordinance/Policy/Application from the Chisago County HRA/EDA

Nancy Hoffman HRA/EDA Director discussed the ordinance and the policy. She explained that the ordinance was very encompassing, but they felt it was best that it is thorough. The application can more easily revised if necessary. Originally it looked like the state of Minnesota would be matching funds in

these trust funds, but the COVID-19 pandemic hit and that changed everything. The Chisago County HRA/EDA contributed \$150,000 to start the fund. The HRA/EDA has been working on this fund for quite some time on this project. They are asking for support from local EDA's and businesses as well. Chisago County businesses have stated that they need more workforce housing for employees. Funding has been coming in Wyoming from the Wyoming Oak Wood townhomes and they are using some of those funds to help fund the housing trust fund. The EDA asked about how Wyoming median income would affect the use of the funding trust in Wyoming. The EDA suggested that they submit applications for affording homes in Wyoming we may be at a disadvantage in Wyoming due to the average median income, but it is needed around the county.

A MOTION WAS MADE BY EDA MEMBER IVERSON SECONDED BY EDA MEMBER SICHENEDER TO APPROVE THE "LETTER OF SUPPORT FROM THE WYOMING EDA FOR THE CHISAGO COUNTY HRA/EDA HOUSING TRUST FUND, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY FOR JANUARY 11, 2021

Voting Aye: Iverson, Buccanero, Bulmer, and Sicheneder

Voting Nay:

Abstain:

UPDATES:

Mr. Linwood gave an update to the EDA about Inquiries on the Bingham Property, the city was ranked #22 in the hottest real estate markets in a recent article done by the StarTribune and a new concept plan for a 34 single family villas addition east of Heims Lake Villas.

ADJOURN

A MOTION WAS MADE BY EDA PRESIDENT IVERSON ADJOURNED THE FEBRUARY 8, 2021 "REGULAR MEETING" OF THE WYOMING, MINNESOTA ECONOMIC DEVELOPMENT AUTHORITY MEETING AT 6:28PM

Voting Aye: Iverson, Bulmer, Buccanero, and Sicheneder

Voting Nay:

Abstain:



Chisago County

HRA-EDA



STRATEGIC PLAN

2021.....2026

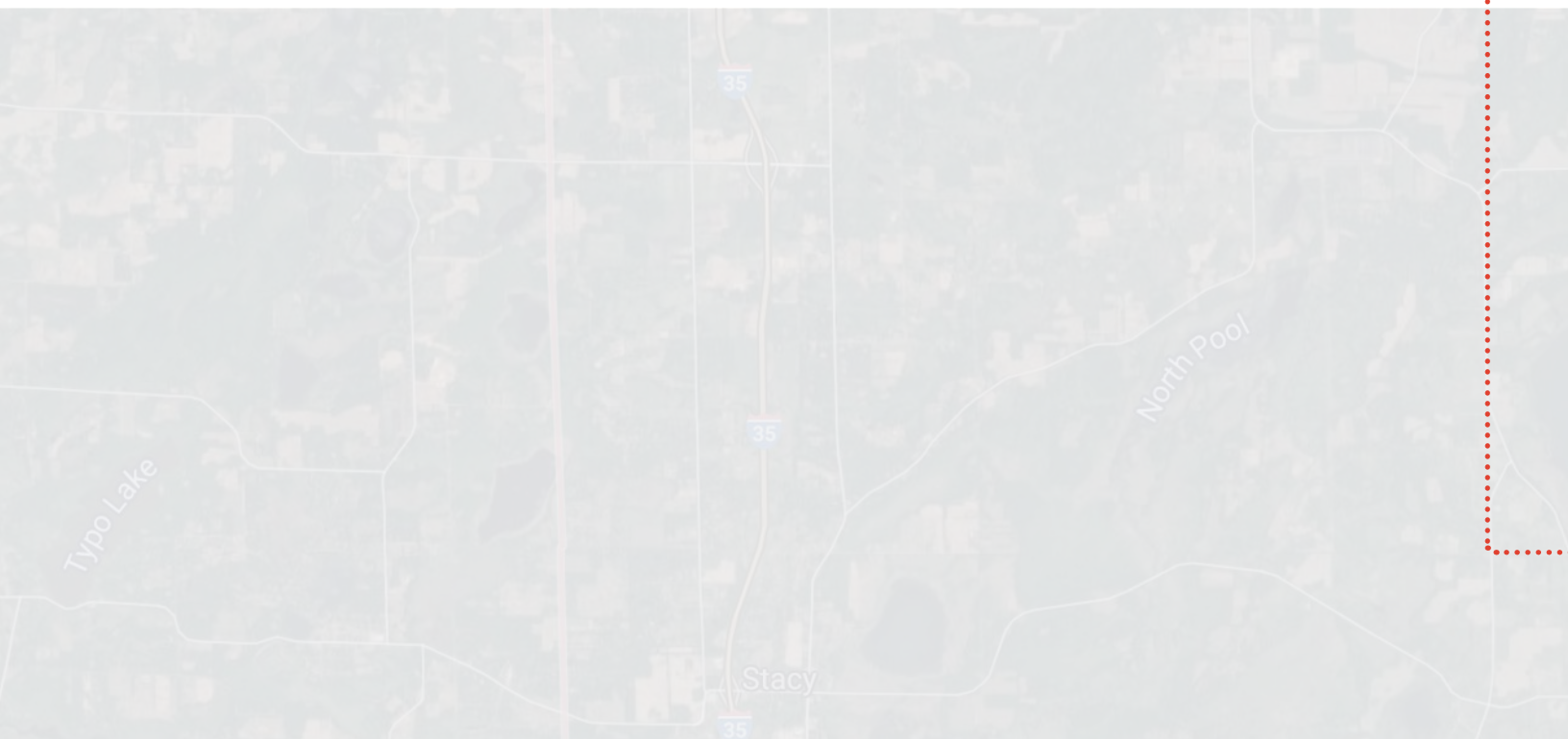


TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
OVERVIEW.....	4
BACKGROUND INFORMATION.....	5
STRATEGIC PLAN 2021-2026.....	8
Vision and Mission	8
Strategic Directions	9
APPENDIX	12
Chisago County HRA-EDA SP Practical Vision Session 8.18.20	12
08.18.20 Strategy Planning Session 1 of 3 PRACTICAL VISION	13
09.01.20 Strategy Planning Session 2A of 3 BLOCKS	14
09.15.20 Strategy Planning Session 3 of 3 ACCOMPLISHMENTS	14
 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.

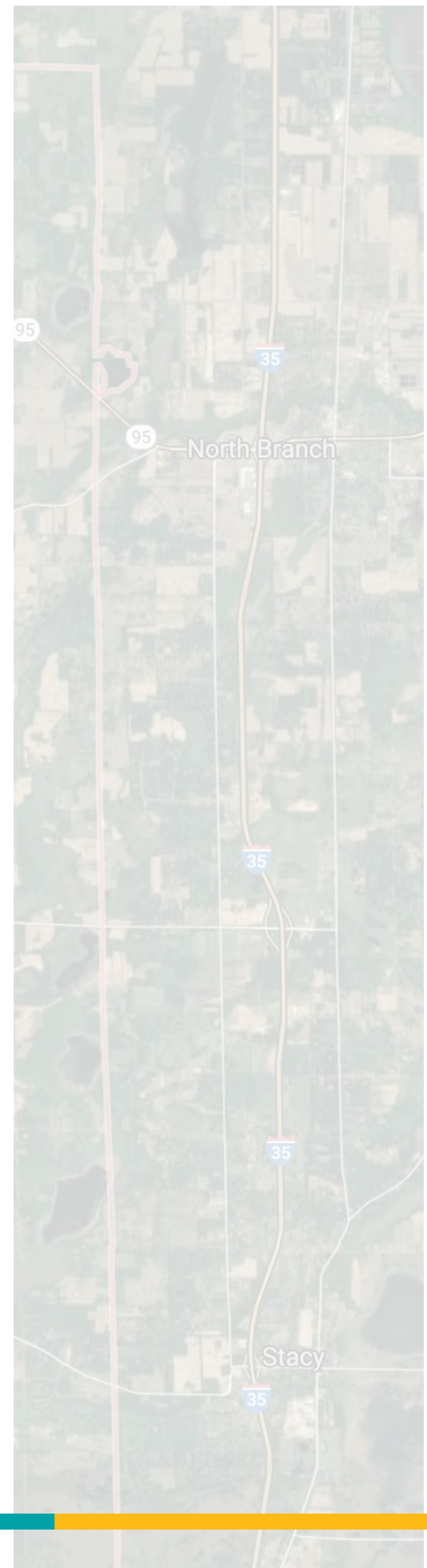


OVERVIEW

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

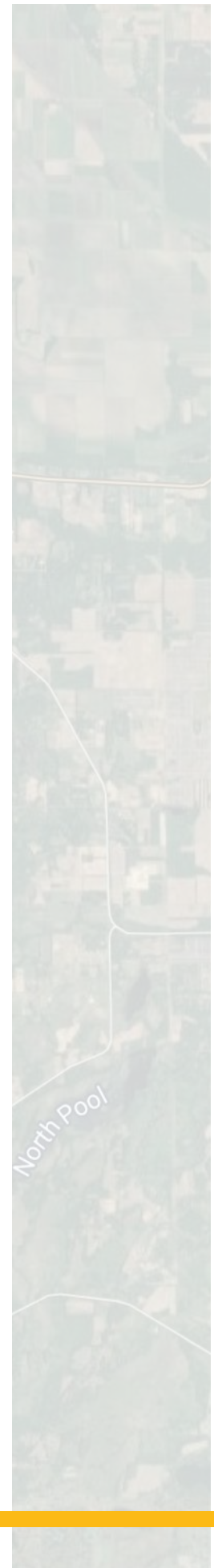
- a. Worked with businesses to access state and federal relief programs
- b. Online presence classes and one-on-one sessions
- c. Subrecipient of Chisago County CARES Act funding; providing small business relief grants

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.

..... **STRATEGIC PLAN 2021 – 2026**

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



N O R T H S P A N

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?

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.

The main area of the Zoom interface shows a grid of video feeds. The top row includes Angie Asa-Lovstad, Jeremy Kautza, and Irina Fursman. The bottom row includes Karie, Megan Jacobson, and Flower. A large blue arrow labeled 'Cues' points from the top right towards the right side of the grid. Below the grid, there are four vertical blue arrows labeled 'MUTE', 'VIDEO', 'CUES', and 'CHAT'. A large blue arrow labeled 'Chat Pod' points from the right side of the grid towards the right side of the interface. At the bottom, there is a toolbar with icons for Unmute, Stop Video, Invite, Participants (5), Share Screen, Chat, Record, Reactions, and a red 'Leave Meeting' button.

Participants (7)

- JK Jeremy Kautza (Co-host, me)
- AA Angie Asa-Lovstad (Host)
- IF Irina Fursman (Co-host)
- F Flower



Mute All

Unmute All

More

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
 - Recent Work & Achievements
 - Progress
- SWOT Results
- Mission & Vision Results
- Practical Visioning Workshop
- Next Steps & Adjourn



Economic & Demographic Overview

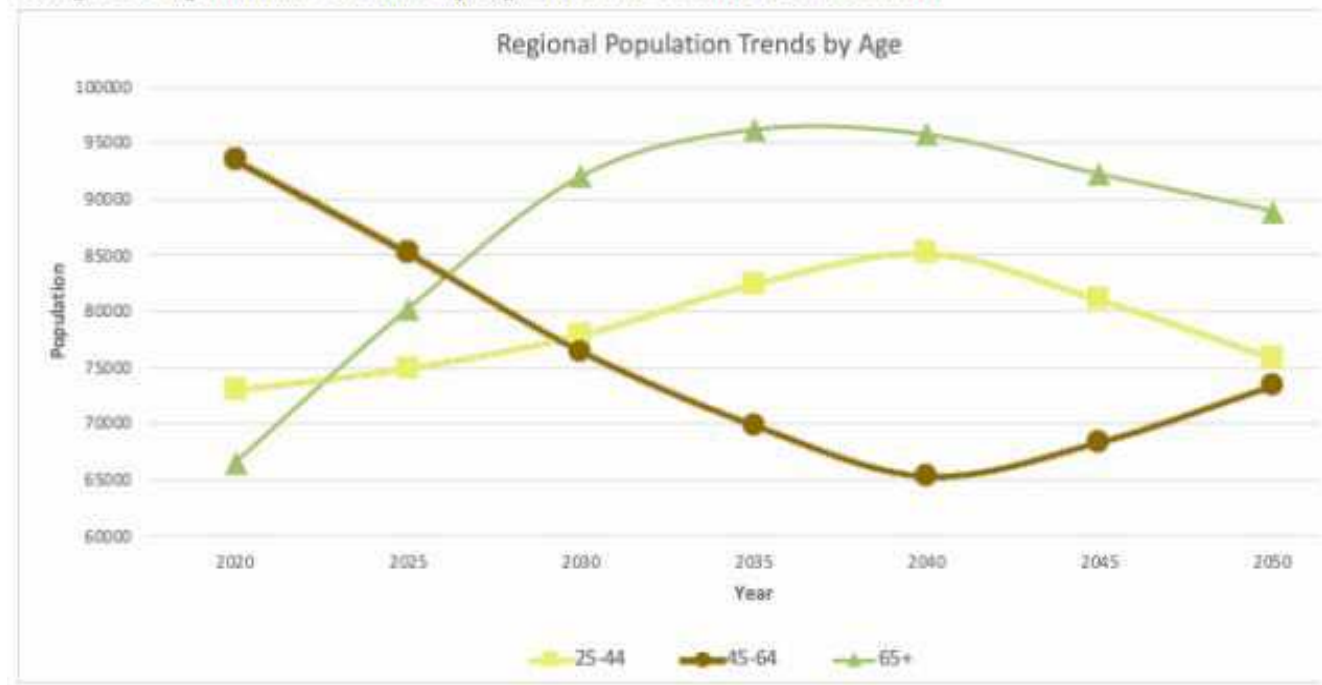
Demographics Since 2010

	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:

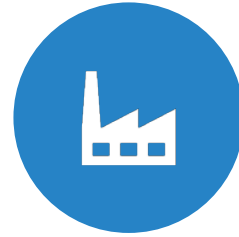
- Finance & Insurance
- Real Estate

Specialized Clusters

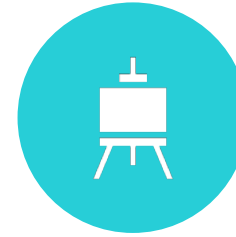
- Clusters in 7 major subcategories:
 - Automotive
 - Education
 - Furniture
 - Plastics
 - Printing
 - Recreational Goods
 - Upstream Metals (metals used for later production or processing)

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



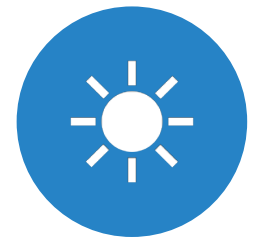
HEALTH SERVICES



CONSTRUCTION
MANAGEMENT



SPECIALTY FORESTRY
PRODUCTS



RENEWABLE ENERGY

Economic Contribution of the Arts

IMPACT ON ECONOMY AND EMPLOYMENT



EMPLOYMENT



FTE jobs supported: 46

Resident household income generated
by arts and culture sector: **\$1,125,000**

VOLUNTEERS of participating organizations



Total number of volunteers: 204
Total volunteer hours: 3,951

Estimated aggregate value of volunteer
time at \$22.55/hour: **\$89,095**

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

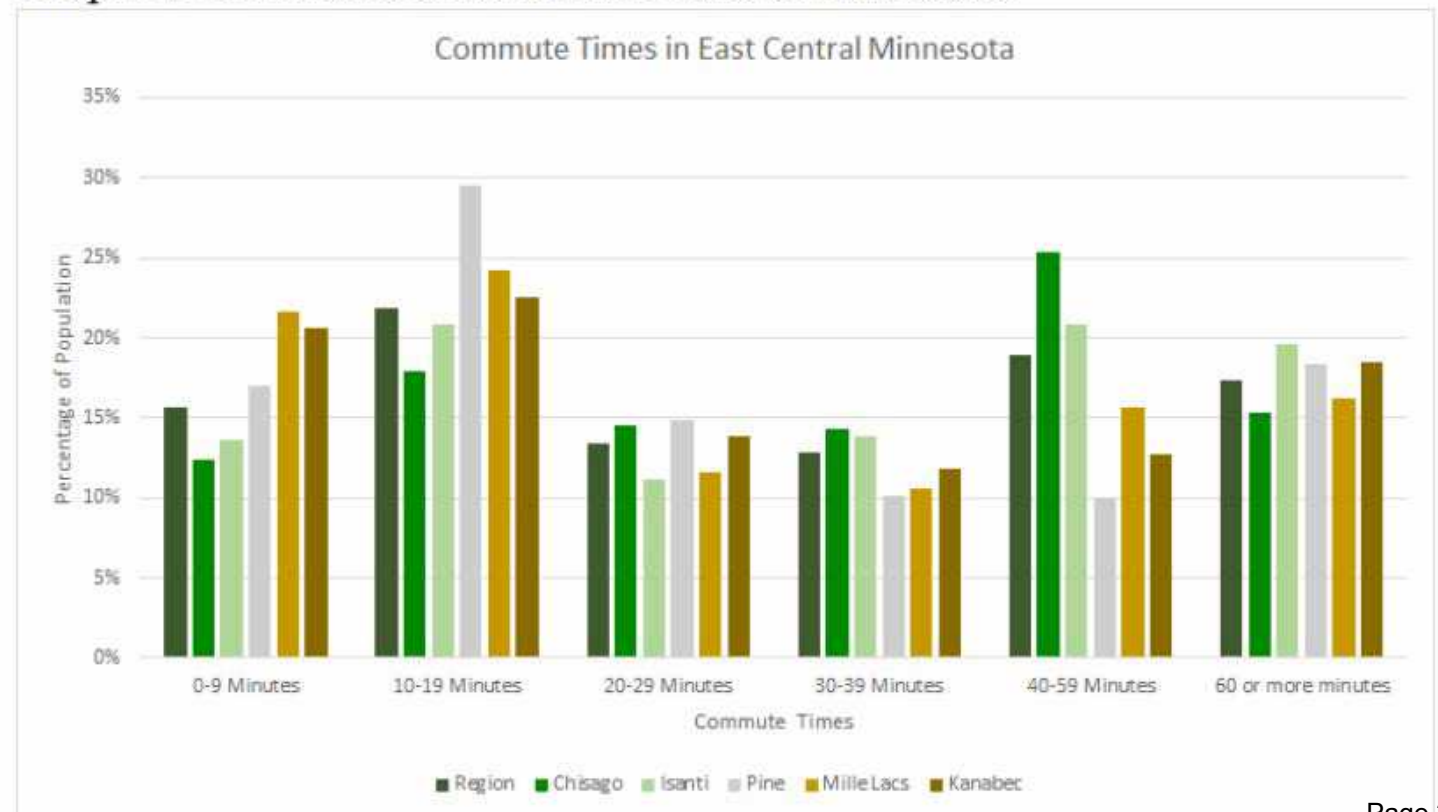
Destinations are widespread:

- 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

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Housing Overview

Housing Market - Homeownership

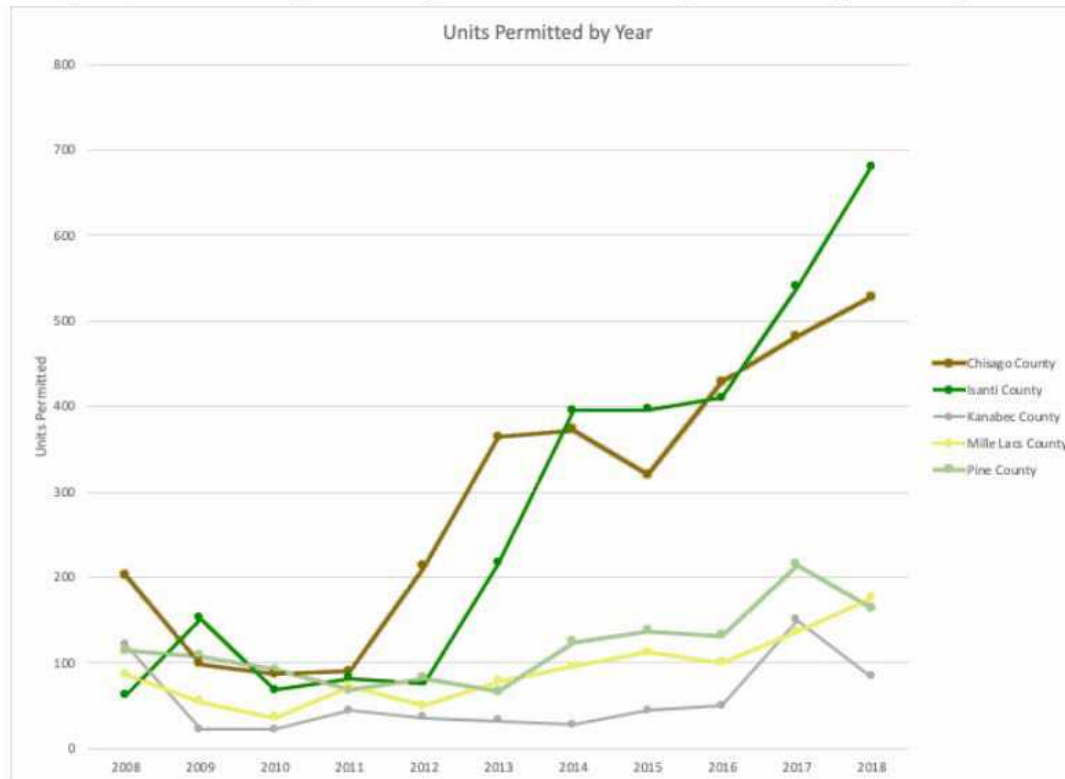
- Nearly 85% of Chisago County households are owner-occupied
- Homeownership rate highest for 55-64 age group (91%)
- Rates are lowest for 15-24 age group (59%)
- Median Home Value: \$219,400
- Housing costs are about 12% less than in the Metro on a per square foot basis (difference of approximately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

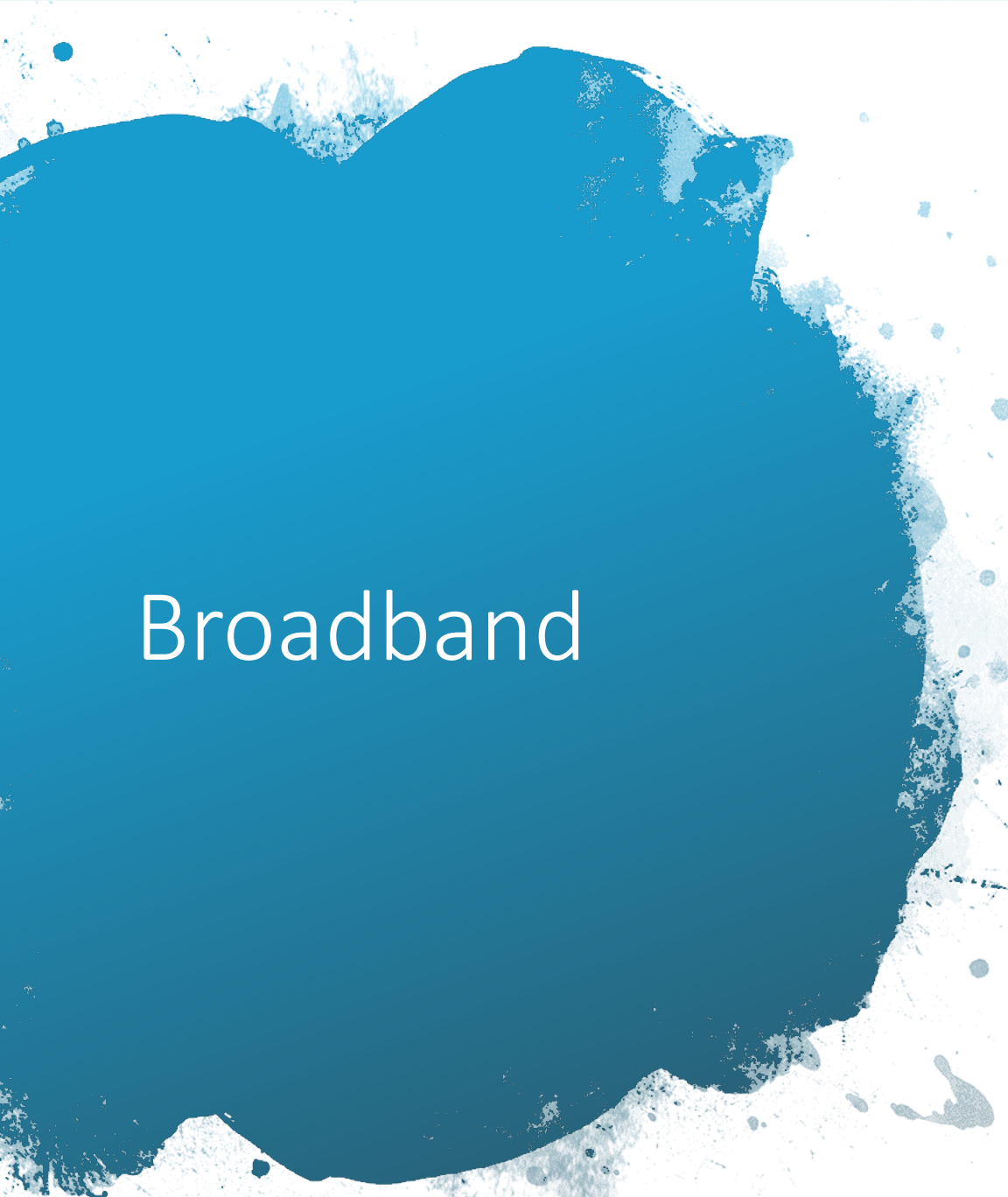
Work Plan

- Recent Work & Achievements
- Progress

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

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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

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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.

A large, abstract blue watercolor splash graphic on the left side of the slide, with various shades of blue and white, creating a textured, painterly effect.

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.			
<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
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.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
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.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
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.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
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.

<i>Task</i>	<i>Complete</i>	<i>Ongoing; Needs More Work</i>	<i>No Longer Relevant</i>
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 & industrial 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 employers 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 practices 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 availability 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 • 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	CURRENT REALITY • 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	CURRENT REALITY • Defined goals • Ongoing – centralized stakeholder communication with updated stats dashboard • Committed committee • Understanding how to continue to grow – gain/keep momentum	CURRENT REALITY • 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	Developing affordable housing options	Clarifying countywide growth strategy	Coordinating broadband development
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	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	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	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