



## **HEDA Meeting – April 29, 2021**

Because attendance at the regular meeting location is not feasible due to the health pandemic, Hermantown’s April 29, 2021, HEDA Meeting, will be conducted remotely with no access to Council Chambers.

The meeting will utilize the platform “Zoom” - which allows the public to view and/or hear the meeting from their phone or computer.

The 4:00 p.m. HEDA Meeting will be available at:

Topic: HEDA Meeting - April 29

Time: April 29, 2021 04:00 PM Central Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/81488122684>

Meeting ID: 814 8812 2684

and/or by calling the number (312) 626-6799 and utilizing the meeting ID number of Meeting ID: 814 8812 2684

A few important tips regarding the Zoom platform:

- If your computer does not support audio, you can still watch the meeting on your computer and call in on your phone to hear the meeting
- It is a challenging situation for all of us, so grace and understanding are appreciated

**HERMANTOWN ECONOMIC DEVELOPMENT AUTHORITY  
AGENDA**

**Thursday, April 29, 2021 at 4:00 -7:00 p.m. – Council Chambers  
Governmental Services Building**

**This meeting will be conducted via Zoom**

**1. ROLL CALL**

**2. COMMUNICATIONS**

A. [Hermantown Major Revenues](#)

**3. MINUTES – Approval or correction**

A. [March 25, 2021 HEDA Minutes](#)

**4. WORK SESSION**

A. [Strategic Planning: Contradictions & Strategies](#)

**RECESS**

**Next Meeting - TBD**

**TO:** HEDA Members

**Hermantown Economic  
Development Authority**

**FROM:** John Mulder, Executive Director

**DATE:** April 22, 2021

**Meeting Date:** 4/29/21

**SUBJECT:** Hermantown Major Revenues    Agenda Item: 2-A    Communications

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**STRATEGIC OBJECTIVE:**

**Objective A: HEDA Organization Development – Build Our Foundation For Action**

**A.3** Look at our membership, meeting frequency and focus, how we might engage other community interests and formalize how we intend to operate strategically.

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**REQUESTED ACTION**

**No Action Necessary – For Information only**

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**BACKGROUND**

The attached chart shows the City’s major revenues and how it has changed over the past 10 years and the rate of change over the past 6 years. This chart was presented to the City Council on April 19<sup>th</sup>, and the City Council requested that it be shared with the HEDA Board.

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**SOURCE OF FUNDS (if applicable)**

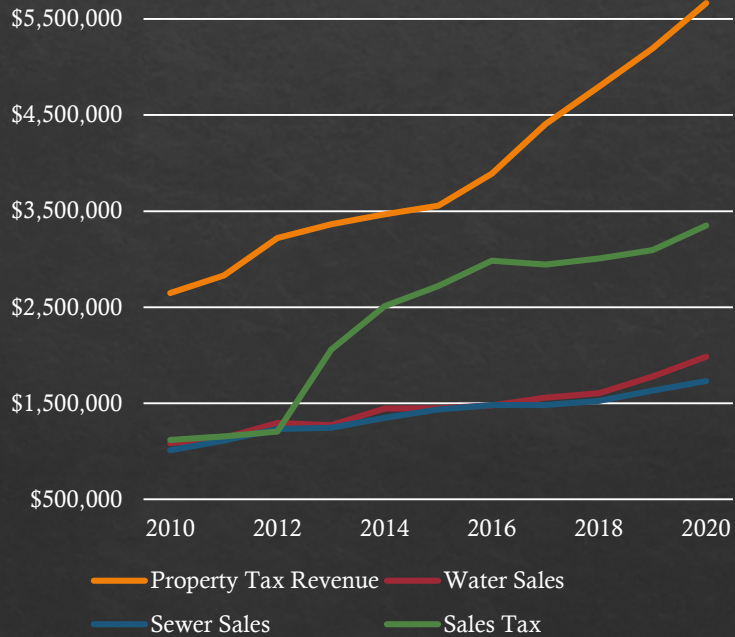
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**ATTACHMENTS**

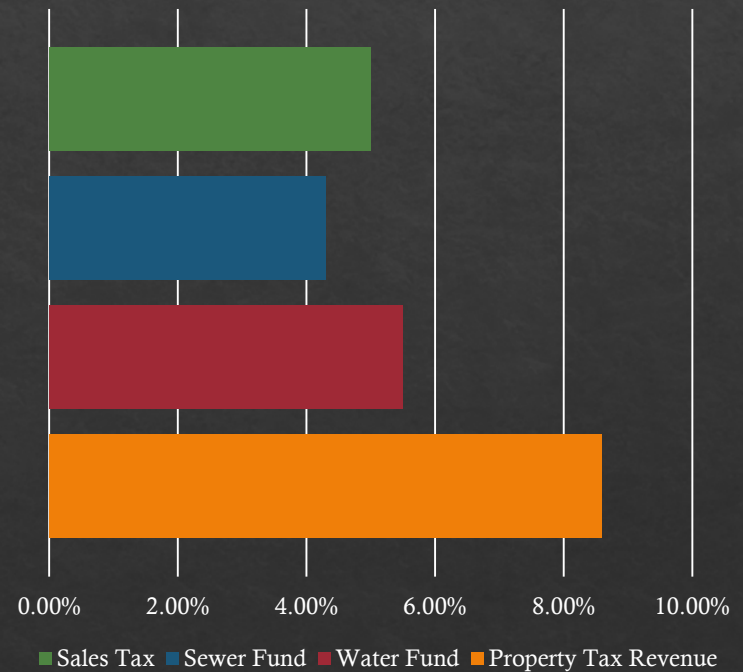
Chart – Hermantown Major Revenues

# Hermantown Major Revenues

## Revenue received



## Avg. Increase - last six years



HERMANTOWN ECONOMIC DEVELOPMENT AUTHORITY

March 25, 2021

4:00 p.m.

**MEETING CONDUCTED VIA ZOOM**

**ROLL CALL:** Commissioners Haapanen, Hauschild, Nelson, Peterson, Ronchetti, Mayor Boucher. Commissioner Geissler arrived at approximately 4:45 p.m.

**CITY STAFF:** John Mulder, City Administrator; Eric Johnson, Community Development Director; Steve Overom, City Attorney

**ABSENT:**

**VISITORS:** Elissa Hansen; Karl Schuettler of Northspan

**MINUTES**

Motion made by Commissioner Peterson, seconded by Commissioner Nelson to approve the January 28, 2021 HEDA Minutes. Roll Call: Commissioners Haapanen, Hauschild, Nelson, Peterson, Ronchetti, Mayor Boucher, aye. Motion carried.

**WORK SESSION**

Strategic Planning

Elissa Hansen and Karl Schuettler of Northspan led a planning process by reviewing the survey results and conducting an Underlying Contradictions/Blocks exercise. The purpose was to answer the question, “What may be blocking us or holding us back from moving toward our mission?”

Following a short break, Elissa Hansen led a strategic directions exercise. The purpose was to answer the question, “What innovative, substantial actions, programs or efforts can our board or staff do, create, or take on that will address our blocks and move us toward our mission?”

We will meet again on April 29, 2021 from 4:00 to 7:00 p.m.

Motion made by Commissioner Geissler, seconded by Commissioner Peterson to recess the meeting at 7:04 p.m. Motion carried.

Recorded by:

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John Mulder, Executive Director

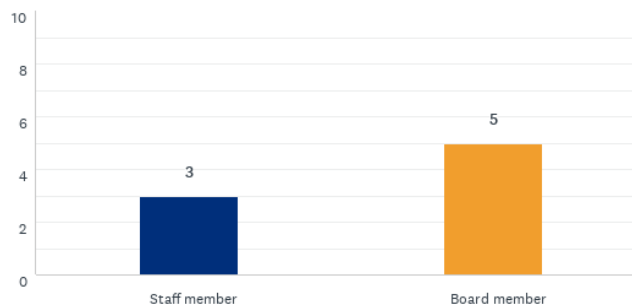
**HERMANTOWN ECONOMIC DEVELOPMENT AUTHORITY (HEDA)  
STRATEGIC PLANNING SURVEY SUMMARY**

As part of the 2021 Strategic Planning process for the Hermantown Economic Development Authority (HEDA), Northspan conducted an online survey distributed via e-mail to HEDA staff and board members. The survey was open from March 4, 2021 to March 17, 2021.

**RESPONDENTS**

The pre-session survey was e-mailed to ten staff and board members, eight of whom responded. Five of eight were board members, and the remaining three represented HEDA staff.

**1. What is your association with the Hermantown Economic Development Authority (HEDA)?**



**MISSION STATEMENT**

Participants were asked if they recognized HEDA’s current mission statement: *“To intentionally lead economic growth, creating a vibrant and prosperous community,”* and if the statement still felt relevant. **100% responded they recognized the mission statement.**

**7 of 8 still felt the mission relevant** as stated, with one participant suggesting adding “strategic and sustainable” to the mission statement, which would then read: *“To intentionally lead strategic and sustainable economic growth, creating a vibrant and prosperous community.”*

**VALUE STATEMENTS**

Survey respondents were then asked to evaluate HEDA’s eight value statements and whether they should continue being used by indicating yes, maybe, or no. If participants answered “maybe” or “no” they were asked to elaborate.

Value Statement	Yes	Maybe	No	If Maybe or No, please explain:
I. Collaborative: Building public/private partnerships, trust and sustainable strategic alliances.	8	0	0	
II. Fiscally Sound and Responsible: Demonstrating integrity for our actions while delivering a return on investment for the community	7	1	0	Some HEDA projects might be more of a return on investment for 'quality of life'. Ideally, we'd get our financial return, but maybe not necessarily every time.
III. Good Community Stewards: Acknowledging and respecting our community culture and heritage, the strengths and assets we can	7	1	0	As good community stewards, we need to keep an eye toward adaptation as our community culture changes through

Value Statement	Yes	Maybe	No	If Maybe or No, please explain:
leverage, while building on this legacy as a regional community of choice.				immigration (from both outside the U.S. and outside the region) while also honoring our heritage.
<b>IV. Responsive:</b> Being accountable and offering streamlined processes and decisions that are customer and community driven.	7	0	1	Change 'customer' to 'citizen'
<b>V. Balanced Risk Takers:</b> Making prudent public investments that allow us to compete, be different when necessary and grow our sustainable economy.	7	1	0	Suggesting a change here: Make targeted public investments that make us competitive, differentiated, and strategically grow our economy.
<b>VI. A Proud Community:</b> Fulfilling our potential by being visible, confident, and celebrating our differences, legacies and successes.	7	1	0	This one just doesn't ring "Proud Community" Celebrating our differences, legacies, and successes is close, but 'fulfilling potential' doesn't strike as a proud community statement.
<b>VII. Sociable and Approachable:</b> Demonstrating approachable leadership through transparency and accessibility, respect and broad clear communication.	6	2	0	Add 'inclusivity' between accessibility and respect
<b>VIII. Innovative:</b> Embrace change, new ideas and opportunities that support entrepreneurship and continuous business improvements.	8	0	0	

### SWOT ANALYSIS

Survey participants were asked to complete a SWOT analysis for HEDA, listing strengths and weaknesses internal to the organization, as well as external opportunities and threats. The table below displays a summary of responses.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Pro-business reputation</li> <li>• Available land</li> <li>• Ease &amp; timeliness of permitting process</li> <li>• Organizational structure &amp; financial strength (AAA municipal bond rating)</li> <li>• Newer infrastructure</li> <li>• Quality of schools</li> <li>• Size &amp; location of community</li> <li>• Approachable, good customer service by city staff</li> <li>• Lean governmental structure with limited responsibilities beyond providing core city services.</li> <li>• Newer municipality with flexibility in policies and approach, open to ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Staff capacity &amp; experience</li> <li>• Lack of downtown core</li> <li>• Wetlands</li> <li>• Reactive vs proactive responses</li> <li>• HEDA/Hermantown unknown beyond local area</li> <li>• Lack of funding for future maintenance, over-reliance on property taxes</li> <li>• Rural township vs growing suburb community debate</li> <li>• No municipally offered business incentives such as utility or storefront revolving loan funds</li> <li>• Disconnect between city staff and local political leadership</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Availability of developable land</li> <li>• Building relationships with elected officials for funding &amp; networking (Congressman Pete Stauber, Representative Mary Murphy)</li> <li>• Competitive costs (taxation, development, etc.) compared to Duluth</li> <li>• Develop connections with major employers in the city</li> <li>• Proximity to airport</li> <li>• Tap into Duluth/North Shore tourism more directly</li> <li>• Continue to develop a connection with St. Louis County</li> <li>• We have identified known areas where the city would like to see development = Hermantown Marketplace</li> <li>• Higher wealth community with private fundraising opportunities</li> <li>• Attract businesses/individuals looking to capitalize on Duluth &amp; regions population</li> </ul>	<ul style="list-style-type: none"> <li>• Future lackluster growth in the Northland/economic downturn in Duluth</li> <li>• Surrounding communities' ability to offer more in subsidies</li> <li>• Retail moving online and closure of big box stores</li> <li>• Dedicated staff in other communities for Economic Development</li> <li>• Haines &amp; 53 intersection &amp; Eye Sore is terrible first impression to City: specifically, the Power station.</li> <li>• Lack of diverse population</li> <li>• COVID-19 resurgence</li> <li>• Lack of broadband throughout city</li> <li>• Infrastructure/lack of utilities to approx half of city</li> <li>• Association with Duluthian policies by those considering relocating here from outside the region</li> <li>• Possibly losing political clout in St. Paul in future (i.e. redistricting, leadership retirements, etc.)</li> <li>• Shortages of skilled labor &amp; building materials</li> </ul>

### 2017-2019 STRATEGIC PLAN REVIEW

HEDA's 2017-2019 Strategic Plan features four major goals with action steps for each. The survey asked participants to assess progress on each action step and indicate if each is Completed/Accomplished, Needs More Work, or No Longer a Priority. For those that are ranked "Needs More Work," respondents were asked to explain.

<b>OBJECTIVE A: HEDA ORGANIZATION DEVELOPMENT – BUILD OUR FOUNDATION FOR ACTION</b>			
<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>A.1</b> Reorganize HEDA as the lead public economic development entity for Hermantown that is proactive, has a well-defined mission and vision and strategic roadmap that lays out key opportunities, gaps to fill and has immediate and longer-term priorities in place.	1	5	1
<b>A.2</b> Clearly define our role, philosophy, values we share and key relationships with other strategic partners.	2	5	0
<b>A.3</b> Look at our membership, meeting frequency and focus, how we might engage other community interests and formalize how we intend to operate strategically.	2	4	0



<b>OBJECTIVE B: IMPLEMENT FOUR MAJOR STRATEGIC INITIATIVE PRIORITIES</b>			
<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>B.1</b> Further develop Marketplace mixed use concept	2	5	0
<b>B.2</b> Position, develop and market the Industrial Park	2	4	1
<b>B.3</b> Implement an existing business growth and retention initiative	0	7	0
<b>B.4.1</b> Highway 53 Corridor development planning - Highway 53, from Lavaque Road to Ugstad Road	1	5	1
<b>B.4.2</b> Highway 53 Corridor development planning - Highway 53, from Kwik Trip to Lavaque Road	1	5	1
<b>B.4.3</b> Highway 53 Corridor development planning - Stebner Road and Highway 53	1	5	1
<b>OBJECTIVE C: DEVELOPMENT TOOLS AND GROWTH POLICY DEVELOPMENT (FOUNDATIONAL)</b>			
<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>C.1</b> Review and assess development tools and resources including but not limited to TIF, Abatement, RLF Loan Fund, etc. to entice new business development	0	7	0
<b>C.2</b> Define our growth policy and relationship to tools and resources we intend to develop and deploy	0	7	0
<b>C.3</b> Complete our economic development assets and resource assessment	0	7	0
<b>C.4</b> Complete a strategic utilities and infrastructure development plan to target and leverage our sales tax revenues (City and HEDA)	0	7	0
<b>C.5</b> Encourage the City to do a comprehensive plan update that reflects our strategic economic development priorities and needs supporting business, large scale multi-family housing development as well as quality of place needs such as trails, open space and recreation resources etc.	0	7	0
<b>OBJECTIVE D: DEFINE, BRAND AND PROMOTE HERMANTOWN</b>			
<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>D.1</b> Engage the public in our branding process	0	6	1
<b>D.2</b> Define the story we intend to tell	0	7	0
<b>D.3</b> Multi-organizational driven	1	4	2

D.4 Determine who will lead this process and what resources are needed. Who needs to buy-in?	0	6	1
D.5 Engage a consultant	3	3	1

### UNDERLYING CONTRADICTIONS / BLOCKS

Respondents were asked to consider the question: *“What may be blocking us or holding us back from moving toward our mission?”* and identify up to five unique underlying contradictions or blocks. There were 30 total responses for this section, which are summarized by topic in the table below.

Frequently mentioned blocks included a lack of staff capacity, with the “daily grind” of day-to-day tasks leaving staff unable to focus on larger projects. Another theme was of “disjointed focus,” and “unclear expectations,” as it relates to HEDA’s priorities.

Theme	# of Mentions
Disjointed focus/uncoordinated efforts	7
Underdeveloped land & infrastructure	6
Lack of staff capacity	5
Limited income stream/resources for providing incentives	5
Master plan/comp plan updates	2
Landscaping, exterior improvements for businesses	2
Uncoordinated BR&E effort/limited discussions with businesses	2
Relationship building & networking	2

### STRATEGIC DIRECTIONS

Once participants identified blocks, they were asked to brainstorm a list of up to five responses for the prompt: *“What innovative substantial actions, programs or efforts can our board or staff do, create or take on that will address our blocks and move us toward our mission?”* There were 29 unique actions identified, which are summarized by theme below.

Often mentioned ideas supported proactive marketing to recruit new businesses and residents, developing infrastructure and creating lasting, working relationships with business owners and other stakeholders in the City.

Theme	# of Mentions
Marketing/Business Attraction	7
Housing, Broadband & Infrastructure improvements	7
Improve communication with business community, BR&E program	4
Deepen existing networks and relationships	4
Updated and defined planning	4
Identify key staff/drivers for economic development	3

Hermantown  
Economic  
Development  
Authority (HEDA)  
Strategic Planning

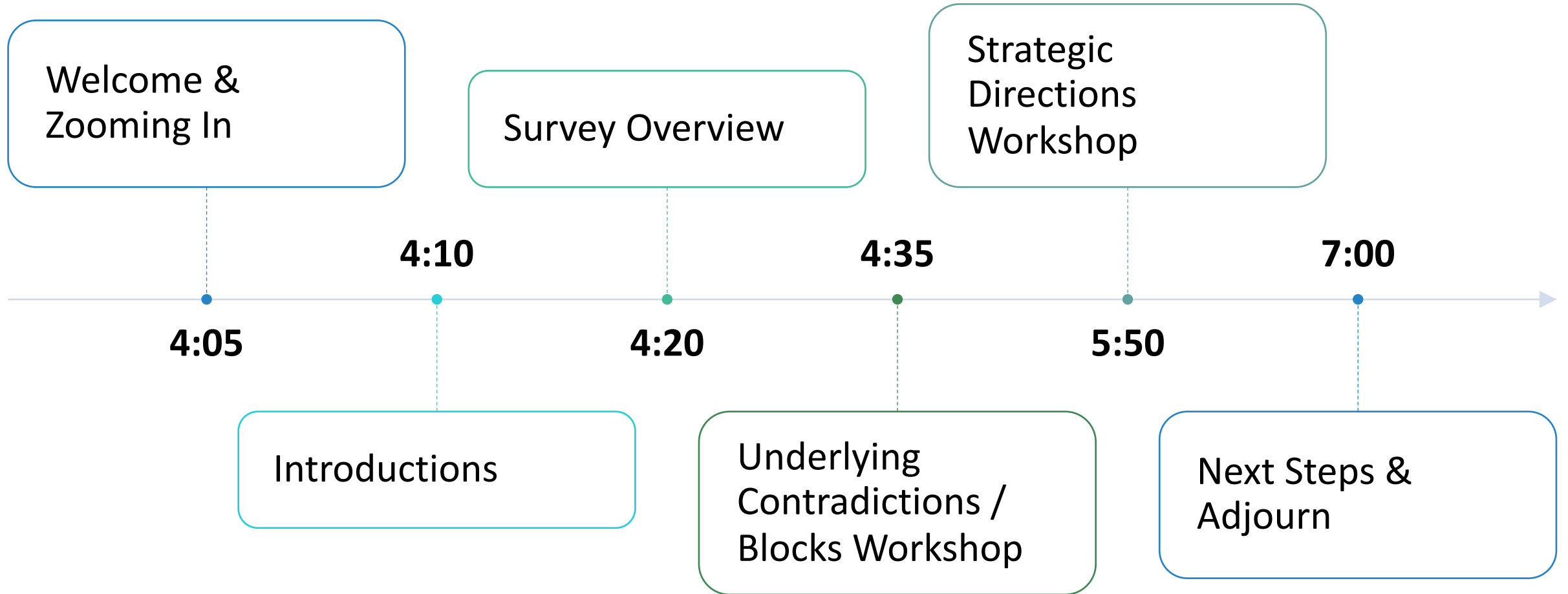
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Thursday, March 25<sup>th</sup>, 2021  
4:00PM – 7:00PM



N O R T H S P A N

# Agenda



The background is a complex, multi-colored 3D isometric pattern of rectangular blocks. The colors transition from warm tones (yellows, oranges, reds) on the left to cooler tones (teals, blues, purples) on the right. The blocks are arranged in a way that creates a sense of depth and perspective, with some blocks appearing to recede into the distance while others are in the foreground. A white rectangular box with a thin black border is centered in the image, containing the text "Zooming in" in a simple, black, sans-serif font.

Zooming in

## 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?

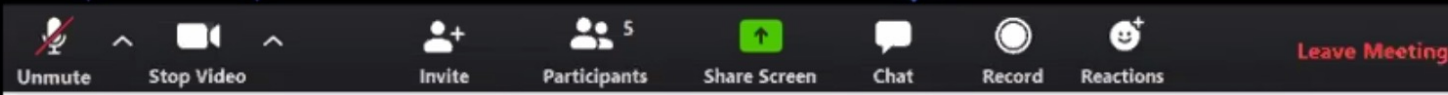
As you enter into the virtual space, first, welcome!  
Second, please open the chat pod and type in your name. We'll start the meeting with an introduction to some of the features in Zoom.



MUTE  
VIDEO

CUES  
CHAT

Chat Pod



**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...



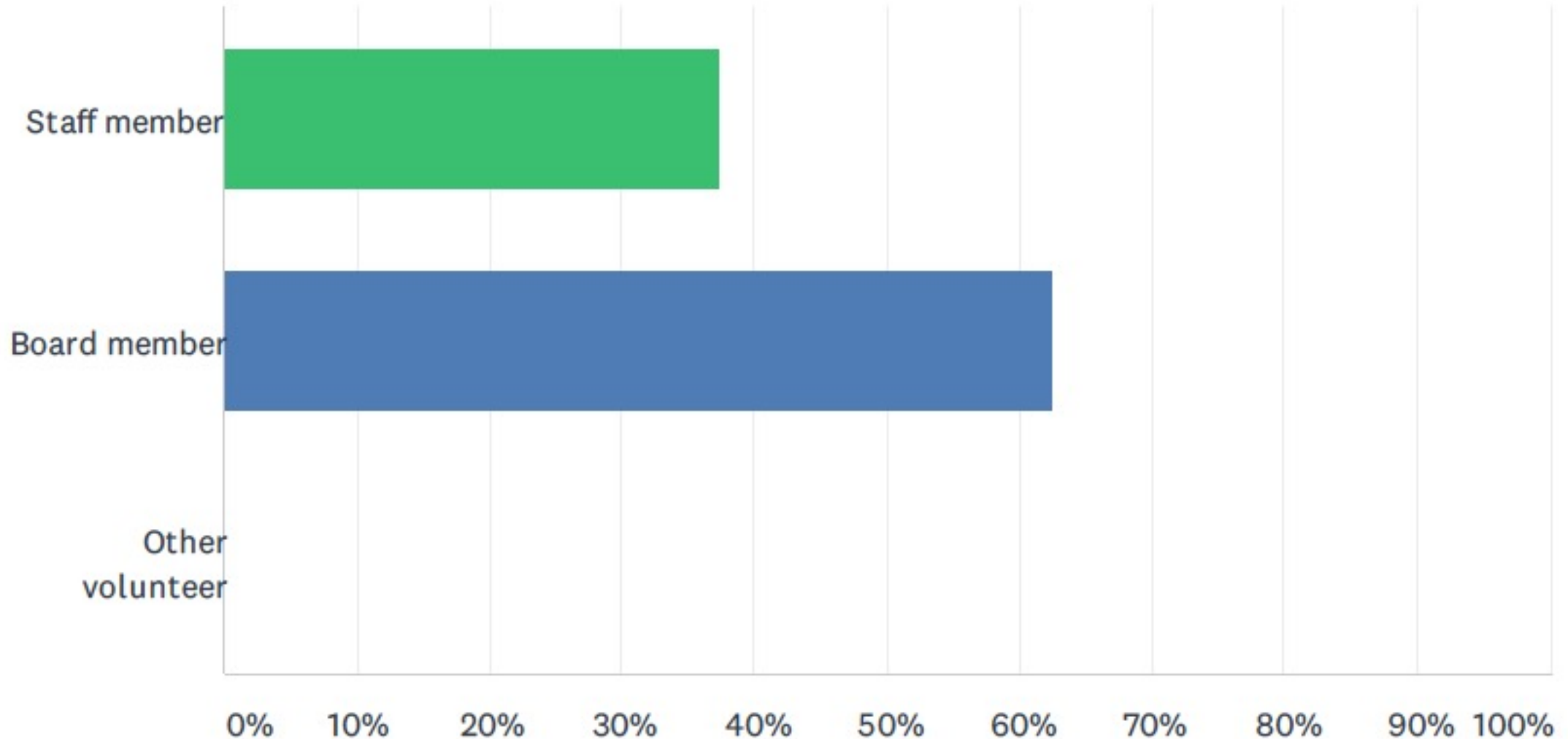
# Introductions





# Survey Overview

# What is your association with the Hermantown Economic Development Authority (HEDA)? (8 Responses)

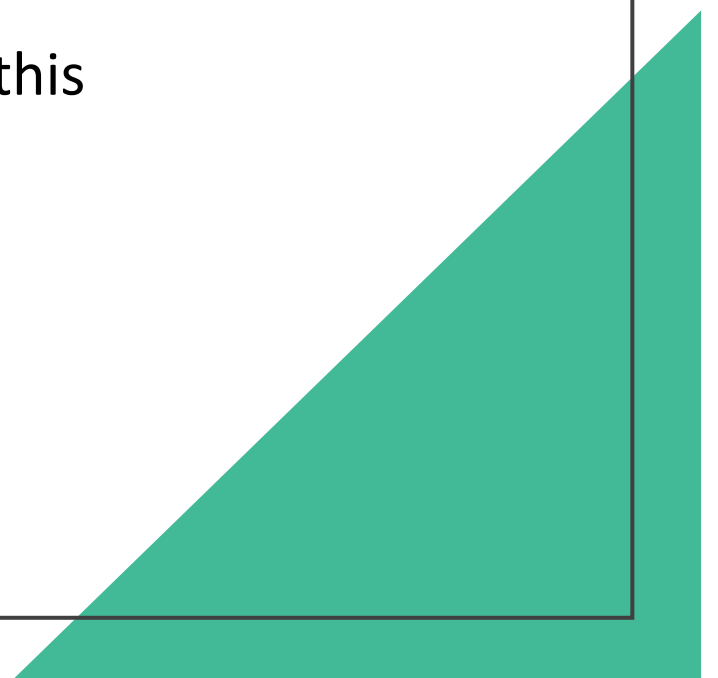


The image features a teal background with four blue pencils on the right side. The pencils are arranged diagonally, with their tips pointing towards the top-left. A white rectangular box with a thin border is centered on the left side of the image, containing the word "Mission" in a black, sans-serif font.

Mission

*To intentionally lead economic growth, creating a vibrant and prosperous community.*

- 100% of respondents agree this is the recognized mission.
- 7 of 8 respondents feel this mission is still relevant.

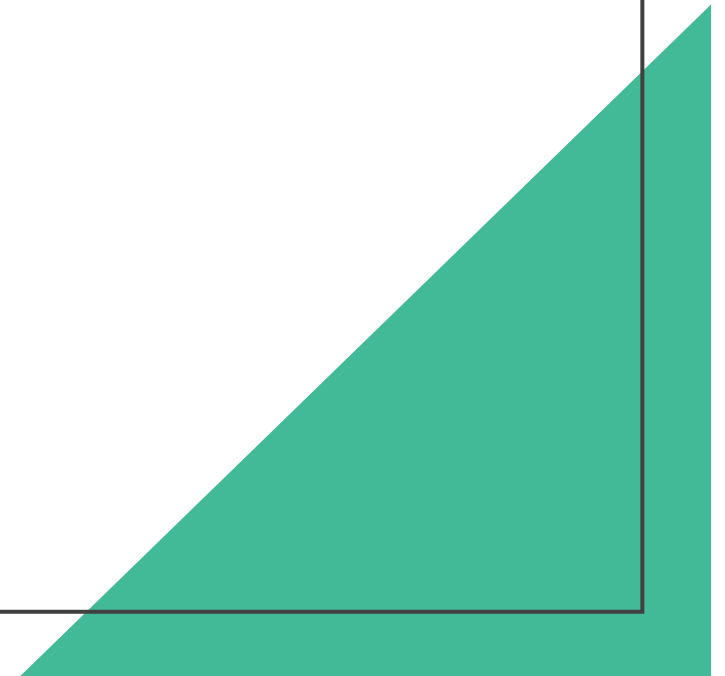




# Value Statements

# Yes, continue using this Value Statement:

8 of 8	Collaborative
7 of 8	Fiscally Sound and Responsible
7 of 8	Good Community Stewards
7 of 8	Responsive
7 of 8	Balanced Risk Takers
7 of 8	A Proud Community
<b>6 of 8</b>	<b>Sociable and Approachable</b>
8 of 8	Innovative





# 2017-2019 Strategic Plan Review

**OBJECTIVE A: HEDA ORGANIZATION DEVELOPMENT – BUILD OUR FOUNDATION FOR ACTION**

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<b>A.1</b> Reorganize HEDA as the lead public economic development entity for Hermantown that is proactive, has a well-defined mission and vision and strategic roadmap that lays out key opportunities, gaps to fill and has immediate and longer-term priorities in place.	1	5	1
<b>A.2</b> Clearly define our role, philosophy, values we share and key relationships with other strategic partners.	2	5	0
<b>A.3</b> Look at our membership, meeting frequency and focus, how we might engage other community interests and formalize how we intend to operate strategically.	2	4	0



**OBJECTIVE B: IMPLEMENT FOUR MAJOR STRATEGIC INITIATIVE PRIORITIES**

<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>B.1</b> Further develop Marketplace mixed use concept	2	5	0
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**OBJECTIVE C: DEVELOPMENT TOOLS AND GROWTH POLICY DEVELOPMENT (FOUNDATIONAL)**

<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>C.1</b> Review and assess development tools and resources including but not limited to TIF, Abatement, RLF Loan Fund, etc. to entice new business development	0	7	0
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<b>C.3</b> Complete our economic development assets and resource assessment	0	7	0
<b>C.4</b> Complete a strategic utilities and infrastructure development plan to target and leverage our sales tax revenues (City and HEDA)	0	7	0
<b>C.5</b> Encourage the City to do a comprehensive plan update that reflects our strategic economic development priorities and needs supporting business, large scale multi-family housing development as well as quality of place needs such as trails, open space and recreation resources etc.	0	7	0

## OBJECTIVE D: DEFINE, BRAND AND PROMOTE HERMANTOWN

<i>Task</i>	<i>Completed/ Accomplished</i>	<i>Needs More Work</i>	<i>No Longer a Priority</i>
<b>D.1</b> Engage the public in our branding process	0	6	1
<b>D.2</b> Define the story we intend to tell	0	7	0
<b>D. 3</b> Multi-organizational driven	1	4	2
<b>D.4</b> Determine who will lead this process and what resources are needed. Who needs to buy-in?	0	6	1
<b>D.5</b> Engage a consultant	3	3	1



## Takeaways

- Most items need more work (and some are just ongoing and never done)
- What needs to happen to make these a reality? Are there certain blocks that are preventing us from reaching them?
- How do we prioritize among these many action items, or update them to better reflect the current reality?
- How do we measure our strategic goals?



SWOT



# Strengths

- Pro-business reputation
- Available land
- Ease & timeliness of permitting process
- Organizational structure & financial strength (AAA municipal bond rating)
- Newer infrastructure
- Quality of schools
- Size & location of community
- Approachable; good customer service by city staff
- Lean governmental structure with limited responsibilities beyond providing core city services
- Newer municipality with flexibility in policies and approach; open to ideas



# Weaknesses

- Staff capacity & experience
- Lack of downtown core
- Wetlands
- Reactive vs. proactive responses
- HEDA/Hermantown unknown beyond local area
- Lack of funding for future maintenance, over-reliance on property taxes
- Rural township vs growing suburb community debate
- No municipally offered business incentives such as utility or storefront revolving loan funds
- Disconnect between city staff and local political leadership



# Opportunities

- Availability of developable land
- Building relationships with elected officials for funding & networking (Congressman Pete Stauber, Representative Mary Murphy)
- Competitive costs (taxation, development, etc.) compared to Duluth
- Develop connections with major employers in the city
- Proximity to airport
- Tap into Duluth/North Shore tourism more directly
- Continue to develop a connection with St. Louis County
- We have identified known areas where the city would like to see development = Hermantown Marketplace
- Higher wealth community with private fundraising opportunities
- Attract businesses/individuals looking to capitalize on Duluth & regions population





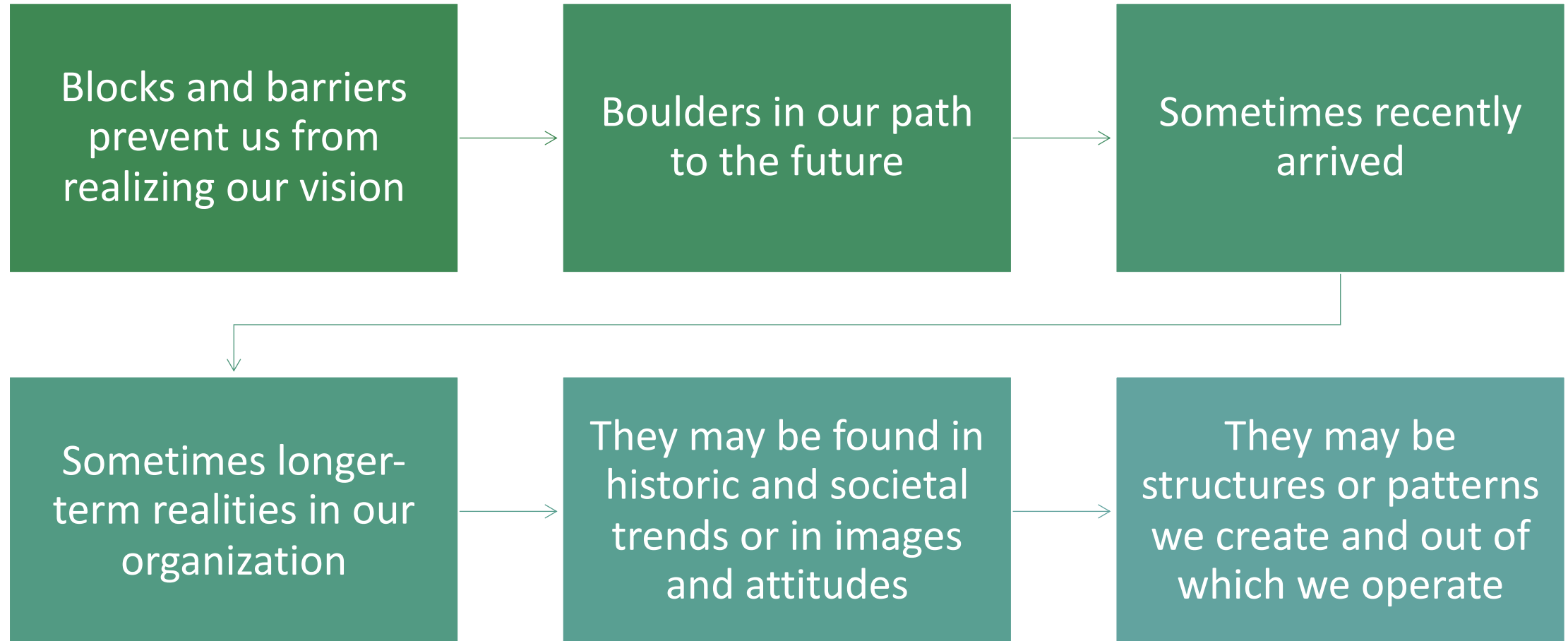
# Threats

- Future lackluster growth in the Northland/economic downturn in Duluth
- Surrounding communities' ability to offer more in subsidies
- Retail moving online and closure of big box stores
- Dedicated staff in other communities for Economic Development
- Haines & 53 intersection & Eye Sore is terrible first impression to City: specifically, the Power station.
- Lack of diverse population
- COVID-19 resurgence
- Lack of broadband throughout city
- Infrastructure/lack of utilities to approx half of city
- Association with Duluthian policies by those considering relocating here from outside the region
- Possibly losing political clout in St. Paul in future (i.e. redistricting, leadership retirements, etc.)
- Shortages of skilled labor & building materials



Underlying  
Contradictions  
aka Blocks Workshop

# What blocks are:



# What blocks are not:

They are not problems,  
they are real blocks

Problems are things  
you fix, and you cannot  
fix blocks

You may respond to,  
impact, or go around a  
block

They are existing  
realities and may be  
internal or external  
factors that block the  
way forward

They are not a lack of  
or absence of  
something

# AIMS

Rational Aim: Identify the obstacles to our mission.

Experiential Aim: Feel sure we've identified underlying contradictions.

The HEDA mission is *“To intentionally lead economic growth, creating a vibrant and prosperous community.”*

So, the question we will answer in this workshop is:

**What may be blocking us or holding us back from moving toward our mission?**

A collection of colorful paint cans arranged in a grid, with a white rectangular box overlaid in the center containing the text "Meet Mural". The cans are filled with various colors including red, yellow, blue, green, purple, and orange. The text is centered within the white box.

Meet Mural

# Naming

3-7-word title

Describing the block

What's the block?

How does it block?

What does it block?



Time constraints limit ability to balance priorities



Staff capacity limits fully engaging with clients



Unknown funding sources challenge sustainability



Service area limited by stakeholders' perception



Undefined marketing strategy challenges communications





# Reflection



Strategic Directions  
Workshop

# AIMS

Rational Aim: Enable the group to create clearly focused yet innovative and empowering strategies that set the course for the organization.

Experiential Aim: Generate excitement about collaboration within the group and new commitment to practical possibilities.

The HEDA mission is *“To intentionally lead economic growth, creating a vibrant and prosperous community.”*

# Identified Underlying Contradictions aka Blocks



Staff capacity limits strategic development and relationships



Dated comprehensive plan limits targeted growth



Funding resources challenge potential growth

So, the question we will answer in this workshop is:

**What innovative, substantial actions, programs or efforts can our board or staff do, create, or take on that will address our blocks and move us toward our mission?**

**What actions/efforts are feasible and within the realm of accomplishing?**

# Naming

3-5-word phrase

Beginning with an “ing” word to depict movement

Engaging

Engaging available  
workforce

Connecting

Connecting students  
with employers

Continuing

Continuing to  
enhance employer  
assistance

Expanding

Expanding  
marketing reach

# “ing” words

- Engaging
- Positioning
- Enhancing
- Supporting
- Empowering
- Redirecting
- Initiating
- Launching
- Pursuing
- Reviving
- Analyzing
- Modifying
- Reformulating
- Expanding
- Developing
- Mandating
- Venturing
- Determining
- Updating
- Catalyzing



A collection of colorful paint cans arranged in a grid, with a white rectangular box overlaid in the center containing the text 'Meet Mural'. The cans are filled with various colors including red, yellow, blue, green, purple, and orange. The text is centered within the white box.

Meet Mural



# Reflection

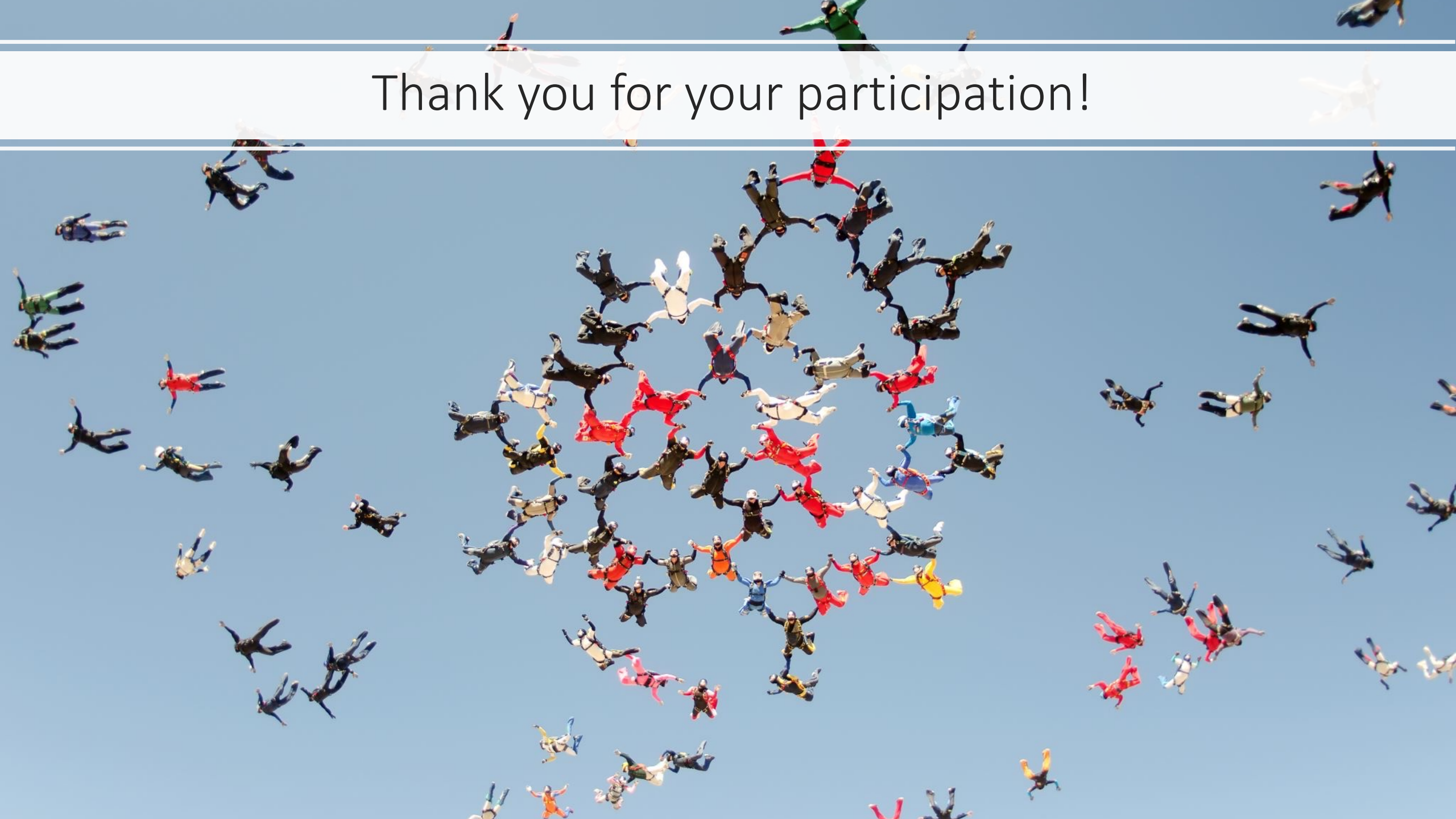


## Next Steps

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- Next Thursday, April 29<sup>th</sup>, 4-7PM
- Actions, Accomplishments & Timeline

Thank you for your participation!



## **MISSION**

*To intentionally lead economic growth,  
creating a vibrant and prosperous community.*

**Underlying contradictions or blocks** holding us back from moving toward our mission include:

1. Staff capacity limits strategic development and relationships
2. Dated comprehensive plan limits targeted growth
3. Funding resources challenge potential growth

**Strategic Directions** are innovative, substantial actions and efforts we can create or do to move us toward our mission, they include:

1. Promoting our community for investment
2. Comprehensive planning for targeted growth
3. Positioning & providing infrastructure for development
4. Creating a growth environment & tools for businesses
5. Establishing a diverse, livable community with a sense of place

Hermantown Economic Development Authority  
*Underlying Contradictions Consensus Workshops 03.25.21*



Staff capacity limits strategic development and relationships	Dated comprehensive plan limits targeted growth	Funding resources challenge potential growth
<ul style="list-style-type: none"> <li>Limited staff capacity</li> <li>Inconsistent focus on business development</li> <li>Neglected proactive drive - we are reactive</li> <li>Daily Grind of Econ Dev Blocking Vision</li> <li>Uncoordinated BR&amp;E program</li> <li>Neglected relationships and of building new ones</li> <li>Uncoordinated efforts to drive business</li> <li>Administrative staff are already overloaded in performing normal day to day tasks</li> <li>Limited discussions with business community</li> <li>No one in City hall has the time to spend 20-40 hours a week for 6 months on a proposed project</li> <li>Need to focus on specific priorities - and avoid too many "things to do"</li> <li>The city needs to consider increasing its pay scale so that it can attract talented individuals to lead the economic development effort.</li> <li>limited knowledge and expertise of tools and opportunities for growth</li> <li>Staff is too tied up with day to day business to look to the future</li> </ul>	<ul style="list-style-type: none"> <li>Undefined downtown or gathering, foot traffic space</li> <li>Unclear expectations in certain areas - lack specifics</li> <li>Wetlands/ Environmental Challenges</li> <li>Location can limit, rural community</li> <li>Disjointed focus on planning of areas</li> <li>Master plan update</li> <li>The city's long range planning for capital improvements and repairs need to be done and followed</li> <li>The city's vision for housing needs to be defined</li> <li>Fear of Intruding on Status Quo</li> <li>Infrastructure map/ current/ future growth needs</li> <li>Landscaping and overall appearance of each business</li> <li>Workforce access can be limiting for business growth</li> <li>Wild West development mentality (strength and challenge?)</li> </ul>	<ul style="list-style-type: none"> <li>Limited revenue streams for creating investment incentives</li> <li>Limited land to offer as a business subsidy</li> <li>Over Reliance on Property Tax</li> <li>Need for consistent Utility service</li> <li>Limited use of subsidies to facilitate work force housing</li> <li>Underdeveloped land within the industrial park</li> <li>Underdeveloped infrastructure in parts of the City</li> </ul>

Hermantown Economic Development Authority  
*Strategic Directions Consensus Workshops 03.25.21*



Promoting our community for investment	Comprehensive planning for targeted growth	Positioning & providing infrastructure for development	Creating a growth environment & tools for businesses	Establishing a diverse, livable community with a sense of place
<ul style="list-style-type: none"> <li>Relationship development: political, regional, developers</li> <li>Identify individuals who would be able to perform the desired functions</li> <li>Identify a driver</li> <li>Hire a lobbyist to establish ongoing relationships in DC and St. Paul</li> <li>Active discussions with business community</li> <li>Build and maintain steady relationships and meetings with our key stakeholders</li> <li>Market our opportunities</li> <li>Work with Chamber to list current businesses and improve communication with them</li> <li>Visiting/ Learning from some Aspirational Communities</li> <li>Engage industrial park owners on lot splits</li> <li>Positioning ourselves in contrast to Duluth</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive Strategic Plan with proactive development Plans</li> <li>Create targeted funds for high priority areas</li> <li>Specific plan for recruiting business</li> <li>Re-energize community desire for growth</li> <li>Explore new sources of revenue for expansion</li> <li>Create marketing plan for attracting new residents/ businesses</li> <li>Brand and create a specific recruiting tool for the Marketplace properties</li> <li>2-3 Key Development Ideas to Focus on</li> <li>Review zoning map for opportunity</li> <li>Be proactive</li> </ul>	<ul style="list-style-type: none"> <li>Develop a broadband expansion policy</li> <li>Expansion of infrastructure</li> <li>Focus efforts on infrastructure to promote growth</li> <li>Review present capital replacement plan and update it</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate home based businesses</li> <li>Business retention/ succession plans</li> <li>Explore creation of RLF</li> <li>Create a robust BR&amp;E program</li> </ul>	<ul style="list-style-type: none"> <li>Define our spaces</li> <li>Encourage diversified housing</li> <li>Expand the use of subsidies for housing</li> </ul>