Date: May 18, 2023

Citizens of Hibbing, Mayor, City Council, and fellow employees,

On April 26, 2023, the Hibbing City Council and the executive leadership team convened in a work session atmosphere for the purpose of developing long-term strategies and short-terms goals for the organization.

The process examined three primary levels of strategic planning - long-term vision, organizational values and expectations, and short-term goal setting. The group considered long-term vision elements and developed strategy statements that define that vision, followed by evaluating the present status of the city and organization to develop a goals list for City Council and staff consistent with that vision.

The participants engaged in discussion around a series of questions to consider areas of strength and weakness, along with potential impacts and opportunities on the horizon. Additionally, the group discussed and developed consensus around how the different functions of local government need to work to be successful, establishing organizational expectations and values.

It is with great pride I present to you the City of Hibbing's Strategic Plan. This plan articulates the city's Mission and Vision, identifies six key strategic priorities, and lists a series of Priority and Opportunity Goals.

The eleven-month process to accomplish this plan is documented below and will serve as a roadmap to Hibbing's future.

Thank you for the opportunity to lead Hibbing as your city administrator!

Sincerely

Greg Pruszinske

Greg Pruszinske
City Administrator

Mission Statement: To Improve the quality of life for all residents through the delivery of quality and sustainable services.

Vision: A thriving community that leverages resources, opportunities, and strengths to enhance quality of life.

Core Values
- Leadership: identifying issues and developing solutions

- Excellence: providing valuable and accurate information

- Trust: earning and maintaining the trust of our citizens

- Innovation: applying creative ideas to solve city problems

- Collaboration: developing a network that adds value to the organization

- Stewardship: using financial resources responsibly

- Transparency: including our residents and taxpayers in the process

- Professionalism: hiring, training, and recognizing exceptional staff

- Accountability: reporting to our residents

Key Results Areas
- Long Term Financial Sustainability

- Economic Vitality

- Community Growth and Public Safety

- Communication and City Image

- Community Pride and philanthropy

City of Hibbing

2023 Strategic Planning and Goal Setting Report

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PROCESS

On April 26, 2023, the Hibbing City Council and Staff Leadership Team convened work sessions for the purpose of developing long-term strategies and short-terms goals for the organization in 2023-24.

The process examined three primary levels of strategic planning - long-term vision, organizational values and expectations, and short-term goal setting. The group considered long-term vision elements and developed strategy statements that define that vision, followed by evaluating the present status of the City and organization to develop a goals list for Council and staff consistent with that vision. The participants engaged in discussion around a series of questions to consider areas of strength and weakness, along with potential impacts and opportunities on the horizon. Additionally, the group discussed and developed consensus around how the different functions of local government need to work in order to be successful, establishing organizational expectations and values.

The City Council will now consider the results of the session through the process of adopting its 2023 Strategic Plan.

VISION AND CORE STRATEGIES

One of the primary outcomes of the Strategic Planning process is the development of a long-term vision. The vision is a description of the future the participants see for the community and the organization, often expressed in aspirational terms. The purpose of the vision is to establish the long-term direction that can be communicated both within the community and the organization, providing all stakeholders with an understanding of the leadership's direction. The vision is communicated through a series of descriptive and detailed organizational strategy statements, labeled core strategies. These statements can be both the embodiment of the areas the organization values and the direction of its leadership. Accomplishing progress on the core strategies will bring the organization closer to achieving its vision and provide the areas in which more manageable, short-term goals can be derived.

Prior to the session, participants were asked to consider the characteristics and qualities they hoped would describe Hibbing and the organization in 2050. Participants individually shared their thoughts in writing in advance. The comments and input were collected and shared anonymously with the group in the first exercise of the session. The participants were given the opportunity to discuss the results of the pre-session work, identifying areas where they agreed, were surprised, and/or didn't agree with the ideas for the long-term vision of the City and organization. .

 The participants then reviewed a draft of core strategies and strategic objectives based on the input from this activity. The core strategies are action statements that identify the organization and City's long-term key areas of focus. The strategies provide consistent and stable organizational priorities for the years to come, and serve as organizational guideposts for day-to-day action, policy formation, and program decision-making. It is anticipated that the core strategies may be modified over the long-term, but generally all agreed as to the key priorities of the leadership team.

The core strategies are supported in this plan by strategic objectives. These objectives provide more specific action areas that the City's leadership team believes are integral to achieving success with the core strategies. Each objective addresses an internal or external area of action or improvement. The strategic objectives, combined with the core strategies, provide direction for all areas of leadership.

Following the presentation of draft core strategies and strategic objectives, the full group reviewed and discussed the body of work and modified the proposed statements of the Leadership Team's vision. Without objection and subject to further modification prior to adoption, the group agreed to the following draft core strategies and strategic objectives:

<div align="center">

Long-Term Vision
<u>Core Strategies and Strategic Objectives</u>

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The City of Hibbing is committed to leading and guiding the City towards the following long-term Core Strategies and Strategic Objectives:

1. **Thriving Destination and Regional Leader**
   a. Enhancing local tourism and growing as a travel destination
   b. Partnering and promoting strengths with other regional communities
   c. Building off regional airport and outdoor assets
   d. Bolster and maintain transportation connections
   e. Leading model of City operations, governance

2. **Well-rounded, Strong Quality of Life**
   a. Quality housing stock that is affordable and accessible
   b. Strong schools and educational systems that draw people to the City
   c. Modern facilities for recreation and wellness making the City a healthy place families want to live
   d. Youth-oriented programming and services, particularly around the outdoors
   e. Access to quality medical care and facilities in the City
   f. Comprehensive services for all phases of life

3. **Engaged and Forward-Thinking Leadership**
   a. Transparent and collaborative local government
   b. Representative of the community
   c. Future-focused on all levels of the organization
   d. Community-oriented problem solving
   e. Sustainable operations
   f. Destination careers that attract and retain high-quality employees

4. **Vibrant Economic Hub**
   a. Destination for shopping and dining
   b. Diverse types of industry providing local jobs
   c. Economic growth to draw and retain people
   d. Examine fiscal impact of changes/termination in mining

5. **Safe, Secure, and Valued Community**
   a. Everyone feels they are an integral and involved part of the community
   b. Services and infrastructure for young and older generations
   c. Safe place to live and raise a family
   d. Lead in concert with private, public, and non-profit partners to sustain community
   e. Celebration of diverse ethnicities and pride in community heritage

6. **Excellence in Delivery of Services**
    a. Well-maintained and high functioning infrastructure
    b. Technologically advanced, effective processes
    c. Engaged employees making a positive impact
    d. Progressive approach in partnerships and networking with local, state, and federal entities
    e. Integrity and trust throughout organization
    f. Fiscally responsible and efficient
    g. Accountability to community and each other

ORGANIZATIONAL EXPECTATIONS AND VALUES

The second part of the session focused on how the organization desires to conduct its matters and how the different members of the leadership team interact with each other. Effective local governance requires respect and understanding of the difference in roles between the elected body, the City Council, and its professional staff. Understanding those roles and what each body provides the other is important in setting the context for a strong, working relationship and good governance.

For this exercise, the City Council and staff leadership teams respectively split into different rooms and discussed three questions: what each group expects of each other, what it expects of the other group, and what it provides for the other group. The Council and staff leadership team then reconvened and shared with each other providing an opportunity for discussion and feedback.

The outcome of this work are the following expectations and values for the City of Hibbing.

City Council Expectations		Leadership Team (Staff) Expectations	
Integrity	Be objective	Communication	Respect
Respect	Feel valued	Trust	Honesty
Trust	Open communication	Patience	Be adaptable
Provide a unique perspective	Be educated and prepared for meetings	Passion	Be sensitive
Be relevant	Get all the information	Be genuine	Empathy
Focused	Cooperative	Be considerate	Professionalism
Bring different views but share common goals	Be transparent	Be accountable	Be supportive
		Funsies	

City Council Expectations of Leadership Team (Staff)		Leadership Team (Staff) Expectations of City Council	
Trust	Be ambitious	Support	Communication
Truth	Feel valued	Loyalty	Patience
Lead with confidence and competence	Possess high interpersonal communication skills	Trust	Willingness to take the journey
Respect	Be advocates for the City	Participation	Open mind
Dedication	Leadership	Priority/Vision	Transparency
Professionalism	Provide accurate information	Parameters	Candor
Know and respect roles	Be good listeners	Boundaries	Professionalism
Don't be afraid to ask questions, ask for help	Treat employees with respect, human-to-human	Cohesive vision	Positivity
Be coachable/trainable	Be knowledgeable	Knowledge	Creativity
Treat residents with respect	Pride top-to-bottom		

City Council Provides for Leadership Team (Staff)		Leadership Team (Staff) Provides for City Council	
Training opportunities	Positive leadership	Data/Information	Access
Lead by example	Safe, healthy workplace	Knowledge	Expertise
Fair budget	Political leverage	Communication	Efficiency
Good wages/benefits	Transparency, whole story	Recommendations	Fiscal responsibility
Freedom to operate	Understanding	Execution of vision	Performance metrics
Tools to succeed	Listening ear	Feedback	Follow-through
Don't setup for failure	Insight into resident community feedback	Navigation of political landscape	Willingness to go on the journey
Help unlock potential	Trust/Truth	Respect	Transparency
		Support	Open-mindedness

ENVIRONMENTAL ASSESSMENT

The second session was highlighted by the process of conducting an environmental scan of the City and organization. This activity is designed to consider the present state of the community from a variety of perspectives. Again in small group settings, participants were asked to consider its strengths, challenges, and explore trends and issues that face the City in the coming years. The scan provided the basis for the group's efforts later in the work session to develop the goals that will guide the organization in the coming years.

In its first assessment activity, the group was asked to consider all of the things that identify as strengths of Hibbing, both as a City and the organization itself. Participants were encouraged to think of projects, services, actions, and policies. After discussing the strengths, participants turned their attention towards reviewing City and organizational areas that need improvement. These items are areas that presently challenge the organization and City.

Following the assessment of its strengths and challenges, the group moved on to the final brainstorming activity - anticipating emerging trends or issues that may impact the City. Forecasting potential external changes or impacts is a key step in the process to help leadership anticipate pressures and opportunities that may arise. To guide this process, the participants followed a STEP model of analysis, thinking about trends and external impacts in the areas of socio-cultural, technical, economical, and political. Thinking about the ongoing opportunities and challenges in each of these areas provides a variety of important perspectives for the City in the coming years.

SHORT-TERM GOALS

The third portion of the Strategic Planning process was to develop a short-term goals platform and workplan to guide the organization in the coming years. Participants were offered the opportunity to present draft goals that addressed any of the following objectives - short-term actions that lead to a core strategy or strategic objective, goals to address weaknesses, opportunities, or potential impacts discussed during the assessment process, or other goals that individual members viewed to be important for the City. The process encouraged the brainstorming of SMART goals - specific, measurable, attainable, relevant, and time-bound (1-2 years) - and objectives that would support the core strategies and vision.

Following the brainstorming process, a prioritization process was used to develop the following list of high priority and priority goals. Participants were given the ability to choose a limited number of brainstormed goals as their top priorities. As each participant's choices were collected, the draft goals were bunched into three categories. The categories and prioritization followed these guidelines:

- High Priority Goals - goals that were identified by a majority of the Council as top priority and also received support from City Staff.
- Opportunity Goals - goals that fell short of a Council majority but were identified as a top priority by at least two members of the Council or a majority of the staff members present.
- Other Goals - goals that did not have an initial priority ranking by more than one Council member. (Included as an appendix to the report.)

Proposed 2023-24 Short-Term Goals

High Priority - goals that are the top priority of the organization in the coming two-year period.
1. Completion of 3 big projects; mineview, campground, Public Safety building (bigger than projects, include areas)
2. Implement a plan and program to revitalize Howard Street
3. Complete feasibility study on community recreation center
4. Create CIP for City Equipment, Facilities and Infrastructure
5. Acquiring more property (building our land portfolio) for Economic Development
6. Clean-up ordinances leading to greater enforceability

Opportunity - goals that have organizational support, to be pursued when opportunity is available.
7. Breaking ground on the Hills, residential development plan (Fall 2024)
8. Update Comprehensive Plan
9. High-Speed internet for all
10. Increase Youth/all ages activities
11. Find and implement detox facility project
12. Implement and update organizational policies and procedures
13. Develop/Streamline process to deal with privately-owned blighted/dilapidated/vacant buildings, housing, and junk on property
14. Automate / leverage technology to deliver services and optimize workflow

NEXT STEPS

The next step in the goal setting process is to work within each of these short-term goals to develop action plans and the establishment of benchmarks to measure progress. One of the discussion items during the workshop involved the identification of measurables, or benchmarks, to effectively evaluate the City's accomplishment of each goal. Developing measurable outcomes for each goal will also help in the development of action plans to reach the desired outcome. The goals should then be revisited from time-to-time as an accountability measure for both the Council and staff.

Additionally, finding ways to integrate the goals into the organizational processes also helps to develop success. Building on the methods in which Hibbing has been successful in the past is recommended, along with exploring new methods of keeping the goals on the forefront of the leadership team's efforts. It was an honor to assist your team in the process of establishing its Strategic Plan for the coming years.

Respectfully submitted,

Phil Kern
Facilitator

APPENDIX TO 2023 STRATEGIC PLANNING REPORT
ENVIRONMENTAL/ORGANIZATIONAL ASSESSMENT

Q1: What's going well? In what areas does the City have positive momentum? What are the areas that you can build on?

- **Within the organization, the "City Team" -** the people, structure, resources, policy, and all things internal

- **Within the community and community culture -** all of the non-physical attributes, actions, and things happening with stakeholders, institutions, and community

- **Within the physical features of the community** - the infrastructure, physical attributes, development, and business

- **City services and activities** - the services the City provides, the City as a business, and economic climate

- Networking amongst different levels and within the region
- Great team of people
- Leader who is clear and concise (City Administrator)
- Staff knowledge, expertise, and professionalism
- Inter-Department collaboration
- Information sharing
- Longevity
- Forward-looking community
- Creating partnerships
- Increased high speed internet
- Infrastructure planning and improvements
- PUC looking at different energy sources
- Looking at what's next, e.g., electric cars
- Genuine, compassionate providing of services
- Inventory/assessment of buildings
- Creativity and problem solving
- Finding ways to spur economic development
- Have each others' backs
- Structure compensation plan
- Right people in the right spot
- Added capacity
- Fantastic assets - cool stuff to work with
- Own land
- Staff providing excellent services
- Clustered recreation facilities (tournaments)
- Positive atmosphere and culture
- Utilizing technology where available
- Leaving no stones unturned, moving forward
- Large enough to have a variety of assets
- Engaged citizenry
- Location
- Transportation/Airport
- Banking industry
- Largest city in the state

- Police engaged in the community
- Many public services
- Community Band
- Historical Society
- Large Community Foundation
- Community College
- Mutual aid, fire and police
- Dog Park, Disc Golf
- Outdoor activities
- Dirt race track

APPENDIX TO 2023 STRATEGIC PLANNING REPORT
ENVIRONMENTAL/ORGANIZATIONAL ASSESSMENT

Q2: What are the challenges you currently have?

- **Within the organization, the "City Team" -** the people, structure, resources, policy, and all things internal

- **Within the community and community culture -** all of the non-physical attributes, actions, and things happening with stakeholders, institutions, and community

- **Within the physical features of the community** - the infrastructure, physical attributes, development, and business

- **City services and activities** - the services the City provides, the City as a business, and economic climate

- Housing - not enough options, affordability, "tweener" houses
- Geographic alignment of the City
- Selling the City to the people that live here
- Keeping people happy
- Getting residents to be brand ambassadors
- Selling our City around the State
- Reinvestment in your own community
- Transportation has changed things
- Finding funding and prioritizing
- Retiring baby boomers
- Getting and training and education to meet labor needs
- Aged infrastructure - need to reinvent
- Keeping functional buildings, reimaging purpose
- Meeting needs of aging population
- Mental health, treatment options
- Property taxes, property values
- Medical transfers we do out of the area, needs beyond a certain medical level have to leave town
- Weak and outdated policy, procedures, and ordinances
- Limited tax capacity, impacts on staffing
- Amenities and services for community
- Service area
- Mining uncertainty
- OPEB liability
- Outstate community challenges
- Aging equipment, being able to secure new equipment
- Duplicating services

APPENDIX TO 2023 STRATEGIC PLANNING REPORT
ENVIRONMENTAL/ORGANIZATIONAL ASSESSMENT

Q3: What trends or potential influences could impact in the coming years?
- **STEP Analysis**
    - **Social/Socio-Cultural**
        ◦ trends/changes in society, human conditions, influences, economic
    - **Technological**
        ◦ how things work, non-human side of performance
    - **Environmental**
        ◦ Physical features of the community, regulatory matters, impacts
    - **Political**
        ◦ Changes in laws, policies, structures, relationships, resources. Impacts the way we work with others

- Fuel source changes for energy (biomass/renewable)
- Environmental mandates
- Changes in labor force attitude towards work
- Working from home
- Active environmental organizations
- The way we communicate
- Demographic shifts - aging/retiring
- High speed internet
- Electric cars - power production
- Child care and elderly care
- Polarization of politics
- Changing laws related to social media
- Mental health/chemical dependency
- Sustainability of fire services
- Lack of volunteerism
- Technology changing citizen engagement
- Securing mining permits/leases
- Supply chain issues
- Two largest employers with potential changes
- Bus service may not be feasible
- Funding/LGA/Resource availability
- Compliance requirements

DRAFT GOALS

1. Acquiring more property (building our land portfolio) for Economic Development
2. Growing value, participation, and involvement in public engagement events.
3. Completion of 3 big projects; mineview, campround, Public Safety building (bigger than projects, include areas)
4. Increase Youth/all ages activities
5. Create marketing campaign for both residents, visitors, and potential residents
6. Develop rental housing regulations
7. Breaking ground on the Hills, residential development plan (Fall 2024)
8. Create CIP for City Equipment, Facilities and Infrastructure
9. Implement and update organizational policies and procedures
10. Automate / leverage techology to deliver services and optimize workflow
11. Find solutions for Hibbing Area Transportation
12. Develop program and reinstate Junior City Council
13. Create Housing Trust Fund
14. Secure/Obtain report on HibTac
15. Complete feasibility study on community recreation center
16. Update library strategic plan
17. Fire/Ambulance work to cost-neutral operations
18. Develop/Streamline process to deal with privately-owned blighted/dilapidated/vacant buildings, housing, and junk on property
19. Find and implement detox facility project
20. Increase owner-occupied housing by 10%
21. Clean-up ordinances leading to greater enforceability
22. Getting a live concert event
23. Address and act on records retention
24. Plan and develop water treatment plant
25. Discuss and develop plan for changing property value calculation process
26. High-Speed internet for all
27. Expansion of workforce training meet needs of our area
28. Implement a plan and program to revitalize Howard Street
29. Implement tourism improvement district
30. Finalize user agreements relationships with community groups, non-profits
31. Update Comprehensive Plan