

Comprehensive Plan

City of Hibbing (St. Louis County, MN)

Accepted and Filed by Vote of Hibbing City Council on December 19, 2018

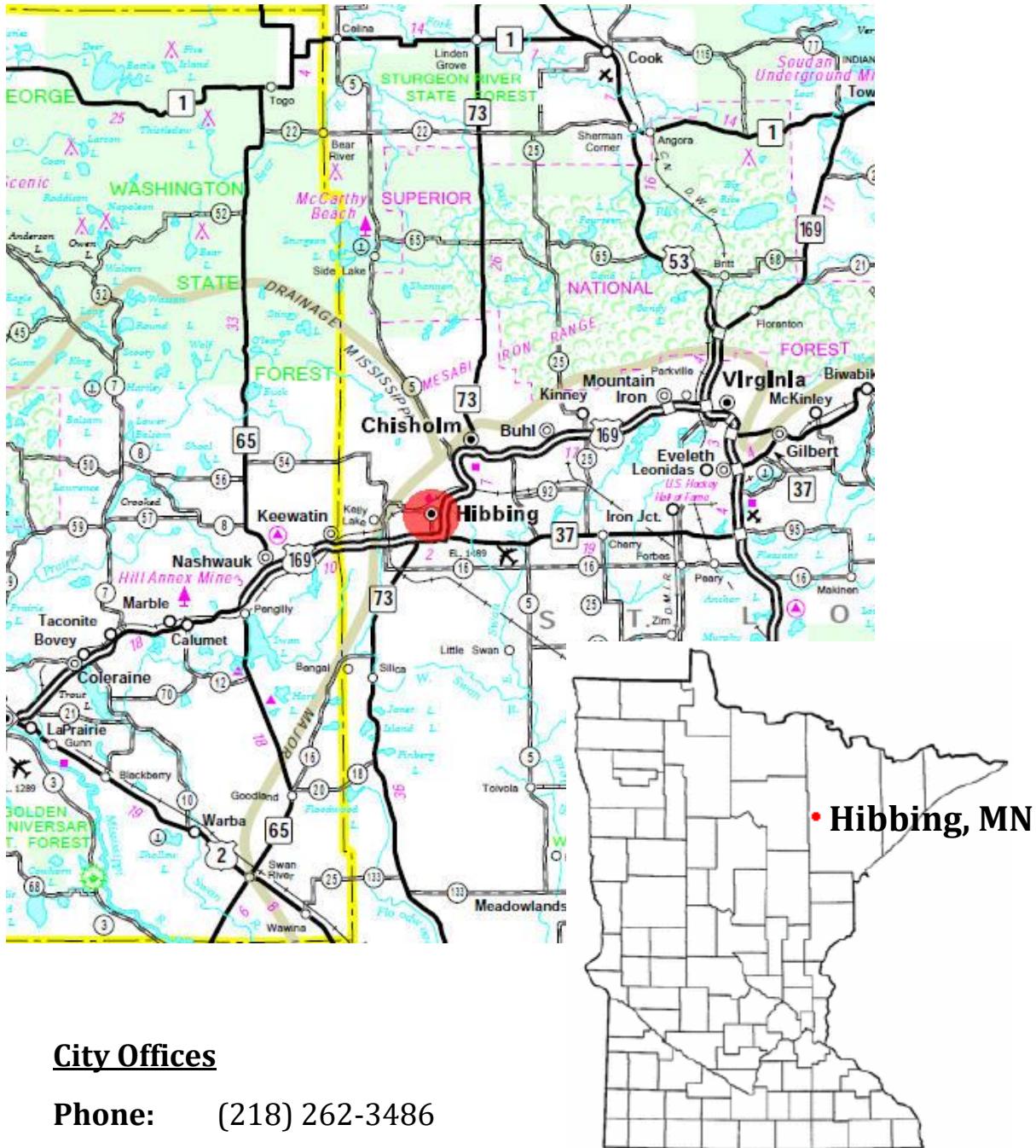


Hibbing's Centennial Fountain located near City Hall, 2018



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Acknowledgements

The City of Hibbing, Hibbing City Council and Comprehensive Planning Steering Committee would like to thank our residents and stakeholders for your valuable contributions to the development of this Comprehensive Plan. Your participation in the survey process, Community Visioning Sessions, interviews and discussions have helped us as a community to define a vision, identify our core community values and establish goals and plans for our future. We have valued your ideas and input and will do our best to include and address them as we all work together to carry this plan forward. We would also like to acknowledge the Iron Range Resources & Rehabilitation Board for providing financial contributions and support for this project.

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Plan Adoption

The Hibbing City Council voted to accept and file this Comprehensive Plan during its regularly scheduled public meeting on December 19, 2018.

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Hibbing Comprehensive Plan

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INTRODUCTION

History of Hibbing

In the late 1800's, rural NE Minnesota experienced a dramatic change in its demographic, cultural and economic landscape with the launch of the mining industry. Immigrants from 43 different nations, mostly European, settled in the undeveloped frontier in pursuit of a better life for their families and the opportunities mining would provide (Serrin, 1982). One of the early pioneers was Frank Hibbing who was born in Hanover, Germany in 1856, moved to the U.S. to Beaver Dam, WI and later settled in Duluth, MN in 1887. An expert iron ore prospector, Frank Hibbing and a party of 30 men set out to explore the wilderness area west of Mountain Iron, MN in search of ore deposits. Little did they know that their venture would lead them to such significant mining that a community would establish in honor of Frank Hibbing and continue to prosper and grow for decades to come.

Founded in 1893, Hibbing, MN is part of Minnesota's Iron Range which quadrupled in population from 1900-1920 due to the booming mining economy. Hibbing's population alone grew to about 20,000 people in its first twenty years in existence (Hibbing Chamber of Commerce, n.d.). Numerous schools and churches were built, new businesses developed, and a melting pot of families settled and weaved their culture and traditions into the fabric of their new community. Hibbing was thriving as its vast iron ore mines including the Mahoning, Hull Rust, Sellers and Burt provided the raw material needed for the industrial revolution.

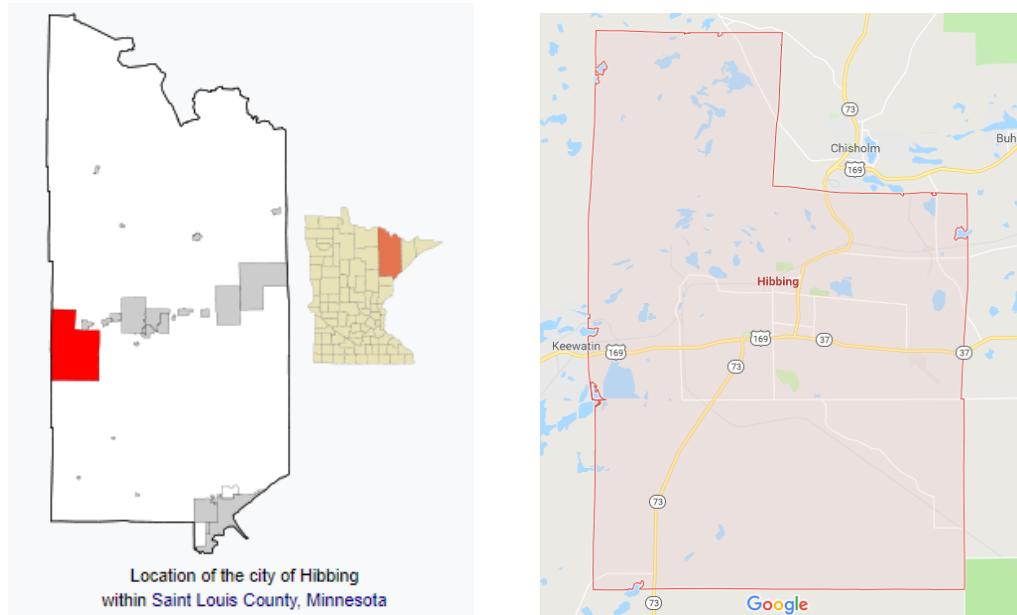
As mining progressed, it began to encroach on the settling community as precious bodies of ore were found extending beneath it. The Oliver Mining Company negotiated to relocate North Hibbing and provided funding to construct several buildings including a school, hotel, hospital and buildings in the new downtown area. About 200 existing structures were also transported and relocated. The move started in 1919 and was completed by 1968. North Hibbing remained a business and residential center until the 1930's when mining companies purchased the remaining structures. During that same time, the community struggled through the Great Depression when mining shut down completely, and then recovered during World War II as steel production became vital to supporting the U.S. military.



Currently, though it still experiences periods of boom and bust, the mining industry continues to play a lead role and contributes significantly to Hibbing's community and economic development. The city's pride for its rich mining history and heritage is evident as it works to preserve its structures and share its stories so current residents, visitors and future generations have them for years to come. Perhaps less tangible but no less significant is the residual culture and grit of a community of people who recognize that working hard and working together were—and still are—key to persevering and securing a promising future. It is in this same spirit, as described in the pages that follow, that Hibbing's residents and stakeholders created a vision and goals for the future of the community and are committed to working hard and working together to see them through.

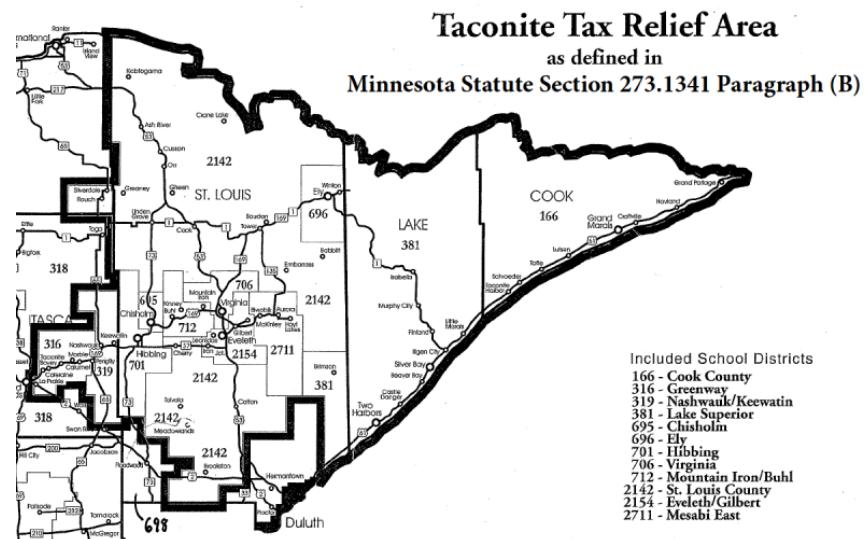
Geography and General Maps

The City of Hibbing is in St. Louis County in northeastern Minnesota and covers a territory of 186.43 square miles. It has a population density of approximately 88 people per square mile. Hibbing is the largest city in the State of Minnesota by area and is the 40th largest city, by area, in the United States. The following maps identify the location of Hibbing within the State of Minnesota and St. Louis County.



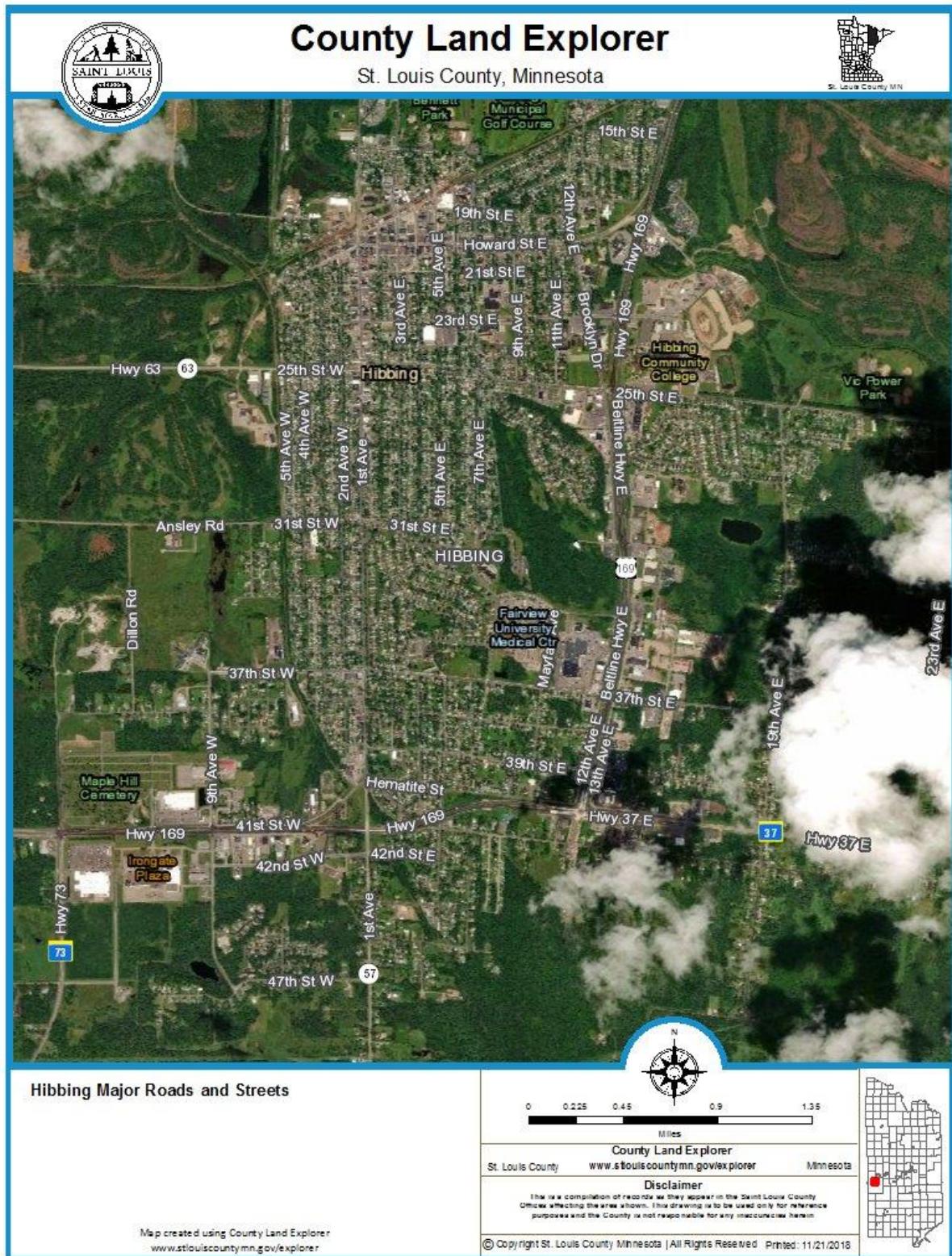
With an estimated population of 16,230 residents, Hibbing is also the largest city in terms of population in the Taconite Tax Relief Area (TTRA). TTRA areas include school districts with cities or towns that meet unmined ore and property value specifications and/or have had an operating mining facility since 1977 located within 20 miles of the school district.

Through the MN Department of Revenue, the Taconite Tax Area Fund collects 38.4 cents of tax per ton of taconite produced in the region. The fund provides homestead credits to homeowners and aid to counties and schools that reside in the TTRA area.



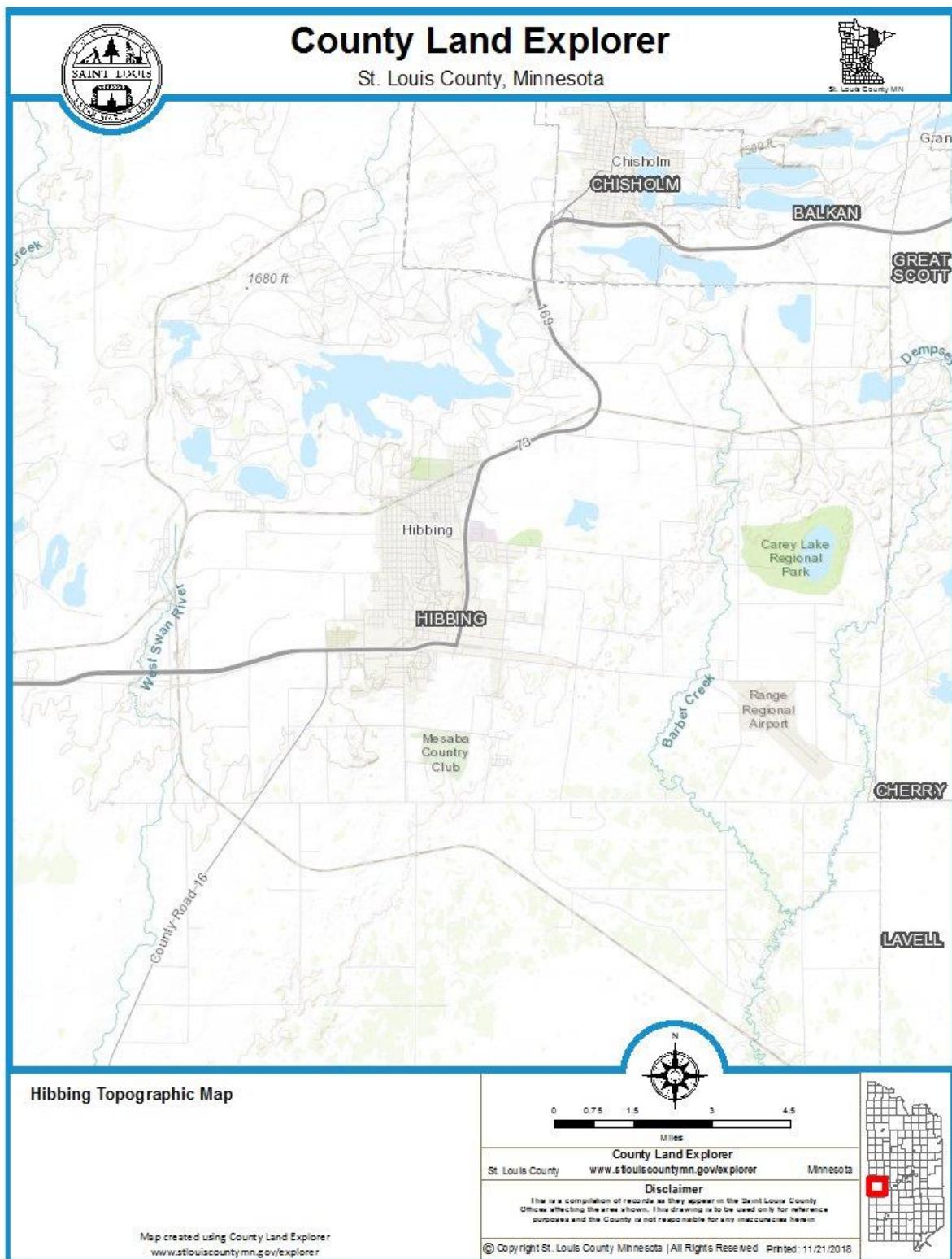
Hibbing has three trunk highways (TH) that are the city's main arterial routes. Trunk Highway 169 accesses Hibbing from the west and north and runs through the center of Hibbing. Trunk Highway 37 connects with TH 169 from the east, and TH 73 runs north and south of Hibbing and junctions with TH 169 through the city.

Hibbing Major Roads and Streets Map



Of Hibbing's 186.43 square miles, approximately 81.83 square miles are comprised of land and 4.6 square miles are water. It's largest body of water within its boundaries is Carey Lake which covers an area of about 139 acres.

Hibbing Topographic Map



DEMOGRAPHIC PROFILE

Hibbing's estimated 2016 population of 16,230 residents constitutes a 10.1% decline since 1990 as opposed to the minor growth in St. Louis County and major growth in Minnesota over the same time period. Even though St. Louis County's overall 26-year percentage shows positive growth, the County's population has also been declining. Projections through 2045, as described below, show that this downward trend is expected to continue for both St. Louis County and Hibbing while Minnesota is anticipated to grow.

Population Growth

Area	Year			
	1990	2000	2010	2016 est.
Hibbing	18,046	17,071	16,361	16,230
St. Louis County	198,213	200,528	200,226	199,980
Minnesota	4,782,264	4,919,479	5,303,925	5,576,606

Sources: U.S. Census 1990, 2000, 2010; American Community Survey, 2012-2016

Population Percent Change

Area	Percent Change			
	1990- 2000	2000- 2010	2010- 2016	1990- 2016
Hibbing	-5.4%	-4.2%	-1.0%	-10.1%
St. Louis County	+1.2%	-.15%	-.12%	+.89%
Minnesota	+2.9%	+7.8%	+5.1%	+16.6%

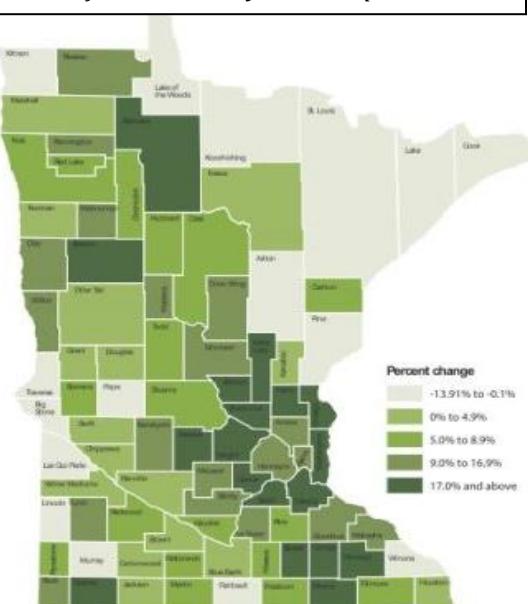
Sources: U.S. Census 1990, 2000, 2010; American Community Survey, 2012-2016

Population Projections (with 3% and 5% scenarios for Hibbing)

Area	Number/Percent Estimates	
	2030	2040
Hibbing	15,743 -3.0%	15,271 -3.0%
	15,418 -5.0%	14,647 -5.0%
MN	5,974,304 +7.1%	6,189,207 +3.6%

Projected Population Change 2010 - 2045

Center for Rural Policy & Development, 2014



Historic trends show Hibbing's median age increased from 1990–2010 while slightly decreasing from 2010-2016. In 2018, the average life expectancy in the U.S. is 76 for males and 81 for females (Statista 2018). Over the next 20 years, a high number of Hibbing residents (shaded in blue) will graduate into the 65+ year old category, if residents remain in the community and reach life expectancy age. Population projections for St. Louis County also forecast an increase in the population percentage of age 65+ while the percentage of those age 19 and under will decrease. An important trend to note, however, is the number of 20-24-year-olds transitioning into the 25-34-year-old category (shaded in orange) indicating that 25-34-year-olds are moving into the Hibbing community.

Age

Age/Year	0-4	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
2000	874	1016	1187	1413	960	1720	2468	2560	1501	1522	1337	513
2010	1051	921	943	1049	974	1959	1744	2473	2337	1299	1073	538
2016	923	919	1349	715	1311	1907	1855	2092	2182	1455	986	536
(Condensed)	0-4	5-19	20-44	45-64	65+							
2000	874	3616	5148	4061	3372							
	5%	21%	30%	24%	20%							
2010	1051	2913	4677	4810	2910							
	6%	18%	29%	29%	18%							
2016	923	2983	5073	4274	2977							
	6%	18%	31%	26%	18%							

Median Age – Hibbing

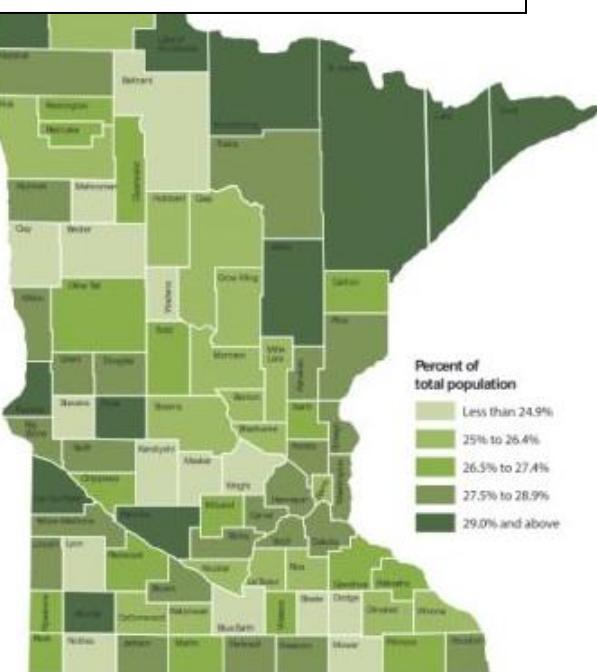
1990 – 36.9	
2000 – 41	
2010 – 42.5	
2016 – 41	

Sources: U.S. Census 1990, 2000, 2010; American Community Survey, 2012-2016

Projected Population

Age 65+, 2045

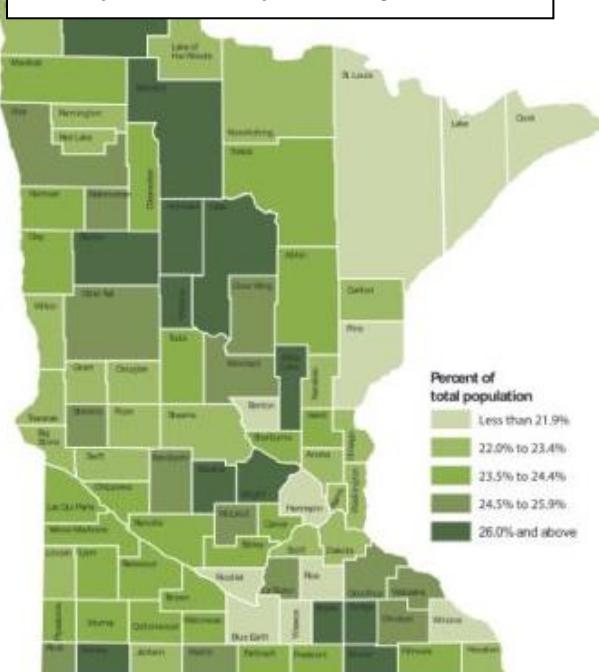
Center for Rural Policy & Development, 2014



Projected Population

Age 19 and under, 2045

Center for Rural Policy & Development, 2014



Hibbing is consistently increasing in racial diversity as shown in the table below.

Race

	White	Black or Afr. Amer.	Amer. Ind./Eskimo/ Aleut	Asian/Native HI/Pacific Islander	Other	2 or more races
1990	17,802	26	150	19	37	(undefined)
2000	16,616	79	124	47	33	172
2010	15,698	90	154	74	42	303
2016	15,453	73	72	181	162	289

Sources: U.S. Census 1990, 2000, 2010; American Community Survey, 2012-2016

The number of households in Hibbing has been declining along with the number and percentage of households containing families. The average sizes for both household and families are decreasing at a rate that aligns with the State of Minnesota as a whole.

Households *(Sources: U.S. Census 1990, 2000, 2010; American Community Survey, 2012-2016)*

Total Households - Hibbing		Household Type - Hibbing		
		1990	2000	2010
2000-	7,439			
2010-	7,414			
2016-	7,186			
Hibbing Average Household Size-		2.38	2.24	2.17
Minnesota Average Household Size-		2.58	2.52	2.48
Hibbing Average Family Size-		2.95	2.86	2.8
Minnesota Average Family Size-		3.13	3.09	3.05

	1990	2000	2010
Hibbing Average Household Size-	2.38	2.24	2.17
Minnesota Average Household Size-	2.58	2.52	2.48
Hibbing Average Family Size-	2.95	2.86	2.8
Minnesota Average Family Size-	3.13	3.09	3.05

Kindergarten enrollment in Hibbing ISD 701 has remained consistent over the past four years along with graduating students enrolling in higher education. Hibbing School District students consistently enroll in higher education at higher rates than Minnesota students in general.

Education

High School Grads Enrolling in Higher Ed

Year	Hibbing	MN
2016	71%	69%
2015	75%	70%
2014	82%	70%
2013	85%	71%
2012	79%	70%

Source: MDE, 2018

Kindergarten Enrollment - Hibbing

School Year	# of Students
2016-17	- 187
2015-16	- 210
2014-15	- 199
2013-14	- 230

Source: MDE, 2018

Hibbing's population of age 18-24 has achieved both a level of high school graduation or higher and a level of bachelor's degree or higher at a greater rate than Minnesota in both 2010 and 2016. The population of age 25 and over have similar rates of having reached a level of high school graduation or higher, yet Hibbing's population that has achieved some college/no degree or an associate's degree is much higher than Minnesota. In 2016, approximately 44% of Hibbing's population of age 25 and over had an education beyond high school (less than a bachelor's degree) as compared to Minnesota whose percentage was about 33%. These statistics suggest that Hibbing may have greater access to a technically skilled and trained workforce than other areas of Minnesota.

Educational Attainment

	Hibbing		Minnesota	
Population	2010	2016	2010	2016
Age 18 to 24				
% high school grad or higher	88.2%	89.4%	86.4%	87.6%
% bachelor's degree or higher	16.3%	17.7%	11.1%	12.5%
Age 25-34				
% high school grad or higher	90.1%	90.0%	91.3%	93.5%
% bachelor's degree or higher	15.6%	22.1%	31.4%	34.2%
Age 35-44				
% high school grad or higher	90.7%	97%	93.8%	93.1%
% bachelor's degree or higher	14.6%	19.2%	37.1%	40.2%
Age 45-64				
% high school grad or higher	93.8%	94.4%	94.2%	94.3%
% bachelor's degree or higher	19.3%	18.5%	31.1%	33.3%
Age 65 and over				
% high school grad or higher	78.1%	77.3%	81.2%	88.2%
% bachelor's degree or higher	13.3%	12.7%	20.2%	26.0%
Age 25 and over				
% high school grad or higher	84.1%	89.4%	87.9%	92.6%
some college, no degree	27.0%	27.3%	22.4%	21.7%
% associate's degree	10.4%	16.6%	9.7%	11.0%
% bachelor's degree or higher	17.3%	27.4%	27.4%	34.2%

Sources: U.S. Census 2010; American Community Survey, 2012-2016

The cost of living in 2017 for a family of three in St. Louis County (\$47,076) is comparable to the Arrowhead Region of NE Minnesota (\$47,604) and substantially less than Minnesota (\$57,624). For an individual living in NE Minnesota, the cost of living is

Cost of Living (family of 3)

St. Louis County - \$47,076
Arrowhead Region - \$47,604
Minnesota - \$57,624

Source: MN DEED, 2017

\$27,816. This would require a full-time hourly wage of \$13.37 per hour to cover basic needs as described in the adjacent diagram.

While the cost of living is lower in Hibbing and the Arrowhead Region versus Minnesota as a whole, income levels adjust accordingly. Household and family median incomes are between 32-34% lower in Hibbing than in Minnesota.

Hibbing has had higher rates of poverty than St. Louis County and Minnesota. Hibbing's poverty rate has more than doubled since 2000, and the gap in poverty rates between Hibbing and Minnesota has also continued to grow.



Income and Poverty

	2000	2010	2016
Household Median			
Hibbing	\$33,346	\$36,585	\$42,004
St. Louis County	\$36,306	\$44,941	\$49,395
Minnesota	\$47,599	\$57,243	\$63,217
Family Median			
Hibbing	\$43,558	\$46,288	\$54,020
St. Louis County	\$47,134	\$60,136	\$66,572
Minnesota	\$56,874	\$71,307	\$79,595
Families in Poverty			
Hibbing	8.1%	12.7%	16.9%
St. Louis County	7.2%	8.8%	9.1%
Minnesota	5.1%	6.8%	6.9%
Individuals in Poverty			
Hibbing	11.7%	17.1%	18.2%
St. Louis County	12.1%	15.1%	15.5%
Minnesota	7.9%	10.6%	10.8%

Sources: U.S. Census 2000, 2010; American Community Survey, 2012-2016

Free & Reduced Lunch

ISD 701	Free	Reduced	F & R Rate
2016	872 students (36.1%)	250 students (10.3%)	46.4%
2017	774 students (32.2%)	224 students (9.3%)	41.5%

Per Capita Income - 2016

Hibbing - \$24,080

St. Louis County - \$28,013

Minnesota - \$33,225

Source: American Community Survey, 2012-2016

Free & Reduced Lunch

Rate Comparison

2015-16 School Year

Hibbing – 46.4%

St. Louis County – 40.7%

Minnesota – 38.1%

Wages in NE Minnesota compare to those in other regions of the state except for the Twin Cities Metro Area as shown in the adjacent DEED table (White, 2018). Median hourly wages in the Metro are about 19% higher than those in NE Minnesota. However, the cost of living in the Metro Area is \$64,000 per year for a family of three which is about 26% higher than the cost of living in St. Louis County. While wages are higher in the Twin Cities, the cost of living difference exceeds the increased wage. A wage earner in NE Minnesota will have an easier time covering the cost of living than an earner in the Metro.

Wages

Table 9. Occupational Employment Statistics by Region, 1 st Qtr. 2018	Median Hourly Wage	Estimated Regional Employment
Northeast Minnesota	\$17.72	143,490
Central Minnesota	\$17.93	285,900
Twin Cities Metro Area	\$21.92	1,769,290
Northwest Minnesota	\$17.38	211,950
Southeast Minnesota	\$18.91	238,090
Southwest Minnesota	\$17.14	179,500
State of Minnesota	\$20.07	2,838,270

Source: [DEED Occupational Employment Statistics](#)

Employment

Hibbing	2000	2010	2016
Population 16 years and older	13,662	13,222	12,839
Labor Force	8,219 (60.2%)	7,224 (54.6%)	7,384 (57.5%)
Employed	7,782 (56.9%)	6,631 (50.2%)	6,816 (53.1%)
Hibbing Unemployment	3.1%	4.5%	4.4%
St. Louis County Unemployment	4.3%	5.0%	3.6%
Minnesota Unemployment	2.9%	4.5%	3.4%

Sources: U.S. Census 2000, 2010; American Comm. Survey, 2012-2016

When current labor force participation rates are considered with future population and age projections, NE Minnesota is likely headed for a future workforce shortage. According to the Minnesota Department of Employment and Economic Development (DEED), “the labor force will see...declines in the number of workers aged 45 to 64 years (and)...is also expected to lose teenaged and entry-level workers in the next decade” (White, 2018). However, there are 17,346 workers of age 25-34 who are working across NE Minnesota outside of Duluth. This is an increase of 12.6% of workers in that age category since 1995 compared to an increase of only 1.1% of workers in that same age category in Minnesota during that time frame. (Sertich, 2016).

Hibbing's unemployment rates have been comparable to those in St. Louis County and Minnesota, but have been consistently, and at times significantly, less than U.S. unemployment rates in 2000 (4.0%), 2010 (9.6%) and 2016 (4.9%). In 2016, 57.5% of Hibbing's population of age 16 or older participated in the labor force (were working or seeking work), and nearly 96% of the labor force was employed.

Table 5. Local Area 3 Labor Force Projections

	2020 Labor Force Projection	2030 Labor Force Projection	2020-2030 Change	
	Numeric	Percent		
16 to 19 years	6,236	5,436	-800	-12.8%
20 to 24 years	14,260	13,792	-468	-3.3%
25 to 44 years	43,749	45,276	+1,526	+3.5%
45 to 54 years	21,484	20,375	-1,110	-5.2%
55 to 64 years	21,573	15,174	-6,399	-29.7%
65 to 74 years	6,100	6,300	+200	+3.3%
75 years & over	1,060	1,610	+550	+51.8%
Total Labor Force	114,464	107,962	-6,502	-5.7%

Source: calculated from [MN State Demographic Center projections](#), and [2012-2016 American Community Survey 5-Year Estimates](#)

The following tables show occupations, hourly wages, employment counts and percent of total employment in Northeast Minnesota and the State of Minnesota as well as 5-year employment counts in some of the region's major industries:

Employment and Wages by Occupation

	Northeast Minnesota			State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment
Total, All Occupations	\$17.72	143,490	100%	\$20.07	2,838,270	100%
Office and Administrative Support	\$16.36	20,610	14.4%	\$18.45	409,820	14.4%
Food Preparation & Serving Related	\$10.52	14,480	10.1%	\$11.12	239,950	8.5%
Sales & Related	\$11.72	13,300	9.3%	\$14.10	277,720	9.8%
Health Care practitioners & Technical	\$29.02	11,860	8.3%	\$34.44	182,500	6.4%
Personal Care & Service	\$11.53	8,160	5.7%	\$12.12	139,210	4.9%
Education, Training & Library	\$23.93	8,080	5.6%	\$23.65	163,850	5.8%
Transportation & Material Moving	\$17.37	7,800	5.4%	\$17.59	178,720	6.3%
Production	\$19.44	7,550	5.3%	\$17.89	217,610	7.7%
Installation, Maintenance & Repair	\$22.56	6,920	4.8%	\$23.22	95,660	3.4%
Management	\$39.95	6,880	4.8%	\$49.99	168,930	6.0%
Health Care Support	\$14.89	6,490	4.5%	\$15.81	85,940	3.0%
Building, Grounds Cleaning & Maint.	\$12.81	5,710	4.0%	\$14.07	84,300	3.0%
Construction & Extraction	\$27.53	5,540	3.9%	\$27.10	99,900	3.5%
Community & Social Service	\$19.18	4,790	3.3%	\$21.88	55,430	2.0%
Business & Financial Operations	\$28.31	4,600	3.2%	\$31.97	161,080	5.7%
Protective Services	\$20.64	3,040	2.1%	\$20.27	43,150	1.5%
Architecture & Engineering	\$35.47	2,170	1.5%	\$36.61	53,780	1.9%
Computer & Mathematical	\$31.65	1,800	1.3%	\$40.00	94,290	3.3%
Life, Physical & Social Science	\$28.91	1,600	1.1%	\$31.27	26,220	0.9%
Art, Design, Entertainment & Media	\$18.11	1,350	0.9%	\$23.44	36,910	1.3%
Legal	\$32.96	450	0.3%	\$37.34	19,750	0.7%
Farming, Fishing & Forestry	\$19.91	300	0.2%	\$15.45	3,540	0.1%

Source: White, 2018

5-Year Employment Counts by Industry in NE Minnesota

	2014	2015	2016	2017	2018
Health Care and Social Assistance	32,870	33,005	33,599	34,001	34,426
Retail Trade	16,948	17,423	17,048	17,419	16,976
Accommodation and Food Services	13,040	13,357	13,765	13,791	14,016
Educational Services	12,453	12,479	12,717	13,109	12,787
Manufacturing	8,360	8,429	8,335	8,271	8,557
Public Administration	10,275	10,336	10,556	10,546	10,715
Mining	4,497	4,652	3,268	3,952	4,163
Construction	5,265	5,736	5,225	5,350	5,357
Finance and Insurance	4,896	4,471	4,635	4,596	4,555

Source: MN DEED Quarterly Census of Employees and Wages, 2018

COMPREHENSIVE PLANNING HISTORY

Prior to this plan, Hibbing's most recent Comprehensive Plan was facilitated by Hokanson/Lunning/Wende Associates, Inc. and developed through a process of public input and information analysis from 2000-2002. An online copy of the 2002 plan can be found at <http://www.hibbing.mn.us/home/showdocument?id=634>, and a printed copy can be found archived in the Hibbing Public Library. The 2002 Hibbing Comprehensive Plan replaced a previous comprehensive plan that had been in place since 1984.

The 2002 Hibbing Comprehensive Plan project was part of a larger initiative that led to the development of two additional planning documents during the same timeframe by the same team. One was the Central Iron Range Initiative which involved Balkan Township, City of Buhl, City of Chisholm, Great Scott Township, City of Hibbing, Minnesota Discovery Center (formerly known as Ironworld) and the City of Kinney. The other was a Comprehensive Plan for the City of Chisholm. The City of Hibbing continues to be a member of the Central Iron Range Initiative and collaborates on projects with neighboring communities.

In the spring of 2017, City of Hibbing Officials decided to update the 2002 plan and received an Iron Range Resources & Rehabilitation Board grant to help cover costs. Preliminary work on the project began in the summer of 2017 through meetings with City Council Members and Administrators who understood that effective comprehensive planning would include taking inventory of the city's assets and opportunities, gaining a better understanding of the city's needs and challenges, and engaging residents in the entire process.

COMMUNITY INVOLVEMENT

As effective comprehensive planning relies on strong community participation, a variety of strategies and methods were used to engage members and stakeholders in the community and collect information, ideas and feedback. They include the following:

Steering Committee: A press release was issued to solicit resident participation as Steering Committee members in the Comprehensive Plan project. This was accomplished through a combination of online applications and Hibbing City Council member appointment. The initial search was to enlist community members which included representation from the Hibbing City Council, Hibbing Economic Development Authority, Planning and Zoning, and general Hibbing residents. Each Hibbing City Council member was invited to appoint a representative of their respective ward. A Steering Committee of 21 members was formed and carried out tasks that included 1.) promoting the overall project through networking and marketing, 2.) participating in meetings and visioning sessions, 3.) responding and contributing to emails and virtual discussions, 5.) helping to identify ways to publicize events and encourage community engagement, 6.) providing insight and feedback in comp plan content and development, 7.) contributing to the Community Survey development, 8.) providing guidance in identifying, selecting and

prioritizing action plans, and 9.) planning for comp plan implementation and execution. Comprised of residents and community leaders, the Steering Committee represented a wide variety of backgrounds and experience and contributed significantly to the comprehensive planning process.

Community Visioning Sessions: All Hibbing residents and stakeholders were invited to participate in two Community Visioning Sessions held at Hibbing Community College on May 31st, 2018 and July 26th, 2018. Over 120 people attended and contributed to the development of a Community Vision Statement, identification of community values, and development of goals in six focus areas representing various community environments. The sessions were attended by a wide demographic variety of residents and stakeholders and engaged participants in interactive discussions and idea-generating activities. Once the Comprehensive Plan document was completed and provided for public comment, the Hibbing community was invited to attend a presentation of the document and findings and celebrate the community's contributions to the Comprehensive Plan on Saturday, December 8th, 2018, at 10:00 a.m. in the Little Theater at the Memorial Building.

Community Survey: An extensive in-depth community survey was developed to collect responses on common comprehensive planning topics and to solicit feedback on areas of interest to Hibbing. (*See Appendix A*) All Hibbing residents and stakeholders were invited to participate in the survey which was available in both online and paper formats. A total of 709 surveys were completed and submitted. While every Hibbing resident and stakeholder could have completed a survey individually, some submitted surveys that represented an entire household. Others reported that they completed the survey in groups. The American Customer Satisfaction Index reports that response rates for paper-based surveys are about 10% (or less for lengthy surveys like Hibbing's Community Survey), and the response rates for web-based surveys average between 5%-15%. While it is difficult to determine Hibbing's exact response rate, the ratios of surveys received to households would be about 10%, and surveys received versus Hibbing's population of age 20+ would be about 6%.

The following demographic data represents those responding to the Community Survey:

- Employment Status – About 60% of respondents reported full-time employment, 10% worked part-time, 14% were retired, 6% were self-employed, 4% were full-time homemakers, 2% were unable to work and 1.3% were unemployed.
- Household Size – Over 53% of respondents reported household sizes of 3 or more people, 37% reported household sizes of 2 members and nearly 10% represented households with only one occupant.
- Age – Over 50% of respondents fell into the age range of 26-44, 32% were between 45-64, 12% were 65 or older, about 6% were between 18-26 with less than 1% under 18.

- Years of Living in Hibbing – Almost 60% of respondents reported living in Hibbing for over 20 years, 14% reported 13-20 years, 12% reported 6-12 years, 12% reported 1-5 years, and 2.4% reported less than a year.
- Ward Representation – Approximately 5% of respondents reported being from each of Wards A, B and C. 9% reported Ward D and 2.5% reported Ward E. Nearly 74% of respondents reported they were unsure of which ward they lived in.
- Property Ownership – Nearly 82% of respondents reported they own their home and live in Hibbing, 9% rent their home in Hibbing, 6% live with friends or relatives, and about 3% owned or rented property in Hibbing but lived elsewhere.
- Home Structure – Over 92% of respondents reported living in single family permanent homes, 8% were living in multi-family complexes, and about 1% lived in mobile homes.
- School-age Children – 58% of respondents reported they did not have school-aged children while 42% were households with school-age children.
- Household Income – About 29% of respondents reported household incomes of over \$100,000, 23% were between \$75,000-\$100,000, 20% were between \$50,000-\$75,000, 20% were between \$25,000-\$50,000 and a little over 7% were under \$25,000.

Communication: A website was created to keep residents informed of the comprehensive planning project and process. Announcements for upcoming community meetings were posted along with the final draft of the new comprehensive plan document for public review. The website was available in desktop and mobile formats. Residents were able to submit questions or comments on the site. Multiple media sources were also used to communicate project awareness, progress, meetings and activities. These sources included the Hibbing Daily Tribune, USA Radio, social media, emails and printed flyers. As the comprehensive plan is implemented and executed, Hibbing Public Access Television has offered to also be involved as a means of communicating progress in the community.

HOLISTIC ECONOMIC DEVELOPMENT

Hibbing's 2018 Comprehensive Plan has been facilitated and organized using modern theories and models of holistic economic development. When considering traditional economic development, economists have typically focused on creating jobs, recruiting businesses and supporting business start-ups. In recent years, however, economists and planners have found that a more modern holistic approach leads to greater economic sustainability and success.

"To grow a community's ability to compete and to build support to keep and attract talent, it is imperative that organizations change the way that economic development has been approached over the past years and embrace a new, more holistic, integrated approach to growing the economy in their community or region" (Charting a New Course to Community Prosperity, 2017). The authors of Hibbing's 2002 Comprehensive Plan suggested that, "economic development is a process—it comes about by attending to the underlying

conditions that bring about or impede the development of healthy cities and towns.” In describing these “underlying conditions”, they noted the following findings:

- The condition of a city’s fabric—its street life, human scale, architectural variety, cultural and commercial diversity and patchwork blend of old and new—is key to its ability to weather economic shifts and social change.
- Many economic studies suggest that small businesses are the growth engine for new jobs in our economy. Moreover, small locally-owned businesses help keep dollars in the local economy.
- Housing is important for many reasons, but almost always seems to be a key factor in strong cities and towns.
- The one-shot mega project is rarely the source of success for cities and towns that have turned themselves around. Instead, it is usually the accumulation of patience, hard work and investment of residents.
- As people and jobs become more mobile, people want to live where there is a high quality of life. Increasingly, as capital becomes more mobile, firms, too, are looking at quality of life as a factor in where they decide to locate.
- It is important to invest in people as well as buildings and physical infrastructure.

In approaching economic development in a holistic manner, the following principles, as stated in the 2002 Plan, also remain applicable:

- ✓ Emphasize the condition of Hibbing’s historic built and natural environment as a key to building its unique identity and ability to sustain itself and adapt over time.
- ✓ Nurture small businesses and encourage new ones.
- ✓ Concentrate efforts on the expansion of new industries (which research shows is the most productive and cost-effective means of economic growth), as opposed to attracting new industries through large subsidies.
- ✓ Invest in people and services. It is as important as investment in buildings and projects.
- ✓ Focus on small well-designed and linked projects (as opposed to mega projects), so big infusions and funds are not necessarily a requirement for progress.
- ✓ Invest in quality education to develop a workforce that attracts businesses.
- ✓ Invest in a quality physical and local environment to attract and retain residents and workers. This includes housing, infrastructure and physical and cultural amenities.
- ✓ Develop a unique identity and image to distinguish Hibbing from others.
- ✓ Build resilient and flexible (local and regional) institutions that can adapt to rapidly changing circumstances.

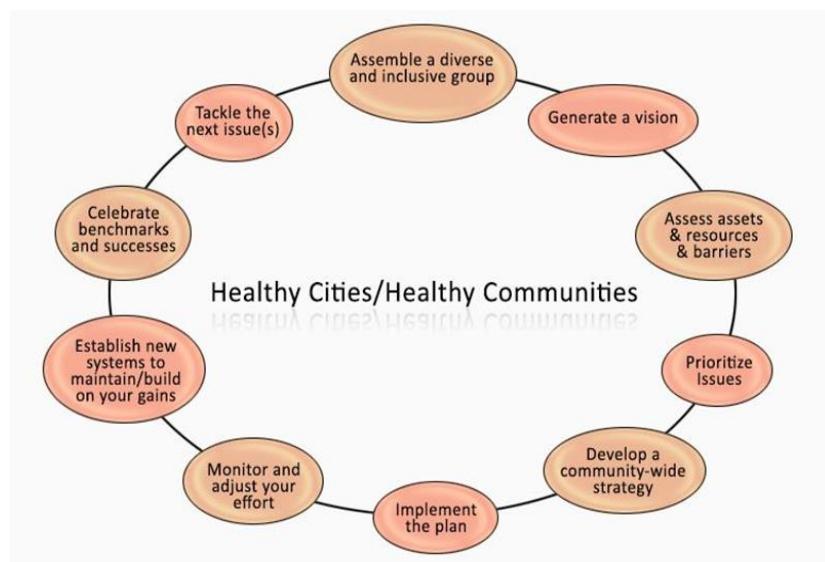
Hibbing’s 2018 Comprehensive Plan includes goals and actions that address many of these principles. As part of the planning process, the Tupelo Model was used to discuss the importance of human development as a necessary foundation to community and economic development. The Tupelo Model foundations and principles align with a holistic approach to economic development. Business strategist Alejandra Guzman reiterated this stating, “It

is most common when thinking about economic development to make an immediate connection to the concept of a region's ability to generate wealth and job opportunities. What is less obvious is that economic development generates well-being, quality of life and the opportunities to develop human potential. Creating the right conditions for this is a complex task that requires participation of various sectors within our community, a systemic and holistic approach that should be centered on people" (Meridiano90, 2017).

HEALTHY COMMUNITIES MODEL APPROACH

Hibbing's comprehensive planning process and document have been organized using an adaption of the Healthy Cities/Healthy Communities model. Introduced in Canada in the 1980's, the Healthy Cities/Healthy Communities model has been used all over the world to provide a "theoretical framework for a participatory process by which citizens can create healthy communities" (Healthy Cities/Healthy Communities, n.d.). The model initially launched with a focus on how community elements impact individual and community health and development. Since then, the loosely-defined adaptable strategy has been used by hundreds of cities and municipalities in a variety of ways for assessing, planning and developing healthier communities and engaging community members in the process.

Effective comprehensive planning requires involving stakeholders, developing a vision, assessing issues and opportunities, devising strategies, implementing plans and monitoring progress. A comprehensive plan is meant to be a living, working document that can be altered as needs and opportunities arise. The following diagram describes the Healthy Cities/Healthy Communities strategy which aligns perfectly with Hibbing's process for updating, establishing, evaluating and revising its comprehensive plan:



Using an adaptation of the Healthy Cities/Healthy Communities model, the Hibbing community has been dissected into six different focus area environments to highlight Hibbing's assets and guide discussions and planning in an organized, methodical and comprehensive way. The Hibbing Comprehensive Plan focus areas include the Natural, Built, Economic, Leisure, Social and Political environments which support a healthy Hibbing community in the following ways:

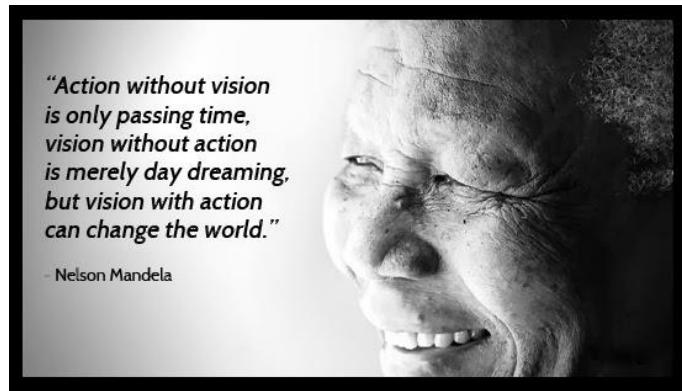
- **Natural Environment:** A healthy community uses laws, regulations and practices to guide **conservation** of natural resources, **preservation** of open spaces and natural beauty, and appropriate and effective land use and development. This section addresses Hibbing's natural environment assets, clean and sustainable living practices, **land use** and zoning ordinances and the **mining** industry's presence, plans and impact.
- **Built Environment:** A healthy community ensures that its buildings, spaces, **facilities**, **utilities**, **housing** and **transportation** systems are adequate in quantity and quality to meet the needs of the community. Quality includes attractiveness, cleanliness, safety and accessibility. As part of the built environment, historic and cultural heritage structures and buildings are also preserved.
- **Economic Environment:** A healthy economic environment is one where there is work for everyone capable of working, where workers are treated as assets and are paid a living wage, where there is equal economic opportunity for all, and where those who can't work are supported. Profiles of the city's economic base, employers, and labor force are included, and **economic development** opportunities are discussed in the Economic Environment (EE) focus area.
- **Leisure Environment:** A healthy community is one in which the work and home environments can provide time for leisure. The community provides **recreational** and **cultural** opportunities to use in that leisure time including museums, parks and beaches, cultural and sports events, libraries, etc. It also pursues opportunities to increase **tourism** and promote its recreational assets and community events.
- **Social Environment:** A healthy community encourages social networks, provides gathering places where people from all parts of the community may mingle, nurtures families and children, offers universal education, health care and other services, strives to foster non-violent and healthy behavior, invites familiarity and interaction among the various groups that make up the community, and treats all groups and individuals with respect.
- **Political Environment:** In a healthy community, all citizens have a say in how and by whom their community is governed and have easy access to the information necessary to understand political situations and make informed political decisions. Citizens feel they have power in the community—that they own it and can and should control its direction. Healthy communities are good stewards of their resources and form relationships that work to the benefit of the community. As it represents the vision, values and goals, the **implementation** and execution of the comprehensive plan is also addressed in the Political Environment (PE) focus area.

COMMUNITY VISION AND VALUES

Hibbing's Vision Statement and Community Values were developed through resident and stakeholder input from Community Visioning Sessions, survey responses and committee work. A vision can be described as, "your big picture of the way things ought to be. It is your billboard image of what you are working towards. Whatever

your vision of your community is, it is important. Why? Because nothing happens until it happens in someone's mind first. If your vision is one that touches a chord with many people and if you communicate it well, people will join you in reaching towards your goals" (Healthy Cities/Healthy Communities, n.d.).

While Hibbing residents and stakeholders recognize the need for progress in some areas, they identified these vision and community values statements as representing what the community is, wants to sustain and hopes to achieve and become in the future.



COMMUNITY VISION STATEMENT

"Hibbing is a vibrant city of caring, friendly people who value family and community. It offers safe, small-town, affordable living with access to high-quality education, health care, transportation, and recreation. The economy is strong and diverse, and excellent business and employment opportunities are available. Having easy access to the city via trails, highways, and the local airport, people come to Hibbing to experience the city's beautiful parks, historic buildings, revitalized downtown area, arts and culture attractions, and community events. Hibbing is proud of its heritage and history, and its residents reflect a legacy of working hard and persevering to ensure the community continues to thrive locally and regionally."

COMMUNITY VALUES

- ❖ Hibbing is a community of friendly, caring people that focuses on family and family values, takes pride in its history and heritage, is open to new ideas and opportunities, and has a positive outlook on the future.
- ❖ Hibbing provides affordable living and a small-town feel while supporting and offering access to strong educational systems, employment opportunities, and health care services.
- ❖ Hibbing inspires a strong sense of community where people are neighborly, helpful to others, inclusive, look out for one another, volunteer their time, and are actively involved in social and civic activities.
- ❖ Hibbing appreciates its natural resources, is environmentally conscious, and promotes its outdoor environments to ensure residents and visitors can enjoy them for years to come.
- ❖ Hibbing commits to responsible planning, construction and maintenance of buildings, transportation systems, and other infrastructure to adequately serve the needs of the existing and developing community.
- ❖ Hibbing promotes economic prosperity through accessible education and skills training, quality job opportunities, and support for existing businesses and new and diverse business development.
- ❖ Hibbing provides activities and events that foster a sense of community, engage residents, attract tourists, encourage healthy lifestyles and choices, and promote the city's assets and attractions.
- ❖ Hibbing ensures that residents have access to municipal services, public agencies, service organizations, faith communities, and non-profits that promote the overall safety, health and well-being of the community.
- ❖ Hibbing endorses a governance structure that efficiently and effectively addresses city issues and opportunities, manages city resources and services, collaborates with other organizations and neighboring communities, and welcomes and encourages participation from its constituents.

NATURAL ENVIRONMENT

Goals

1. Establish land use principles that are flexible, coherent, applied fairly and consistently, and ensure the sustainability of Hibbing's economy and quality of life.
2. Protect and preserve the natural attributes and unique natural character of Hibbing.
3. Promote and grow opportunities for access and use of Hibbing's natural spaces and resources.

Natural Environment: A healthy community uses laws, regulations and practices to guide conservation of natural resources, preservation of open spaces and natural beauty, and appropriate and effective land use and development. This section addresses Hibbing's natural environment assets, clean and sustainable living practices, land use and zoning ordinances and the mining industry's presence, plans and impact.

✓ *Reflects the Vision*

"access to high quality...recreation...beautiful parks...employment opportunities... heritage and history"

✓ *Reflects the Values*

"Hibbing appreciates its natural resources, is environmentally conscious, and promotes its outdoor environments...job opportunities...economic prosperity."

While a traditional definition of "Natural Environment" might refer to living and non-living things occurring naturally, the term is used in a much broader and different sense in this focus area of the comprehensive plan. This section includes some of the community's natural assets as well as practices for preserving, protecting and enhancing them. Land use planning, zoning and ordinances are important tools cities use to guide decision-making and development. These will be addressed in this section and referenced throughout this document. Hibbing's City Ordinances can also be found at <http://www.hibbing.mn.us/city-administration/city-ordinances>.

LAND USE

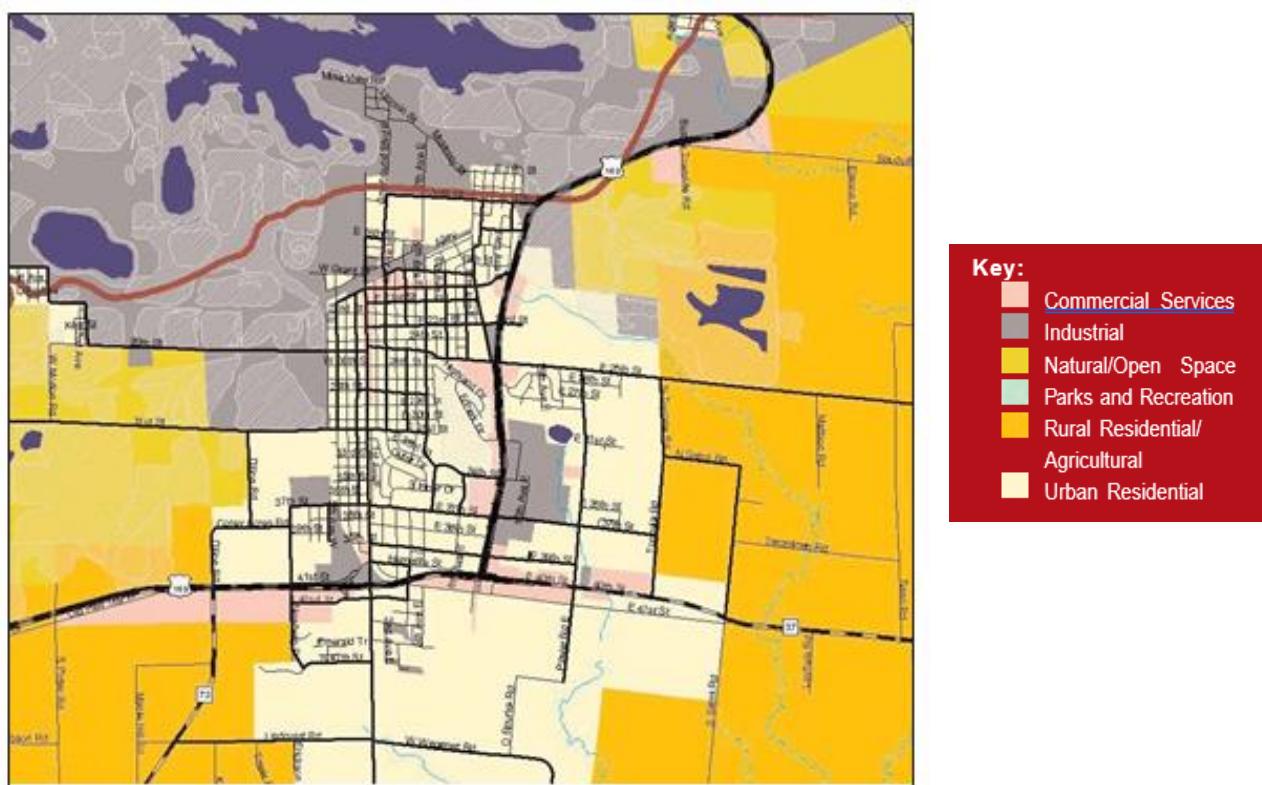
When professional planner Katie Myers-Griffith was once asked why communities ought to have a land use plan, she gave a lighthearted but helpful analogy (paraphrased):

"Unplanned communities are like hoarders. Let's take the vision we have in our mind of a 1200 square foot home busting at the seams with stuff and convert it to 1200 square miles of a township or village. When we don't plan, when we don't have a "place" for stuff, we ultimately have a disorganized mess. Just as a home would run out of room for key functions and activities, without planning we will not have room for recreation or natural resource. In your home, every room has a purpose and is intentionally wired, plumbed and built accordingly. Would you ever think your bedroom is a good place for the grill? Keep your garbage cans in the family room? Think that a suitable place for the toilet is in the dining room? I highly doubt it! So, why in a community, do we think it is ok to let the chips fall where they will? Much like the arrangement of a home, community plans are fluid and rearrangeable. Think of it as a home, though, even when you rearrange you keep bedroom furniture in the bedroom and bathroom facilities in the bathroom. Communities should be treated the same. Farmland deserves farming facilities, and residential developments deserve amenities like parks, schools and shops nearby. So next time I am asked why a community should have a plan, my answer will be simple. Do you have a toilet in your dining room?" Source: Myers-Griffith, 2010

The first goal in the Natural Environment is to establish land use principles that are flexible, coherent, applied fairly and consistently, and ensure the sustainability of Hibbing's economy and quality of life. These principles serve as a foundation for much of the planning and information that follows in this comprehensive plan. Land use designation and regulation through zoning and ordinances govern how we thoughtfully and carefully plan our physical environment (transportation, housing, utilities, facilities, neighborhoods, historic and cultural structures, leisure and social spaces) in a manner that maximizes and balances assets and promotes the highest quality of life.

Current Land Use

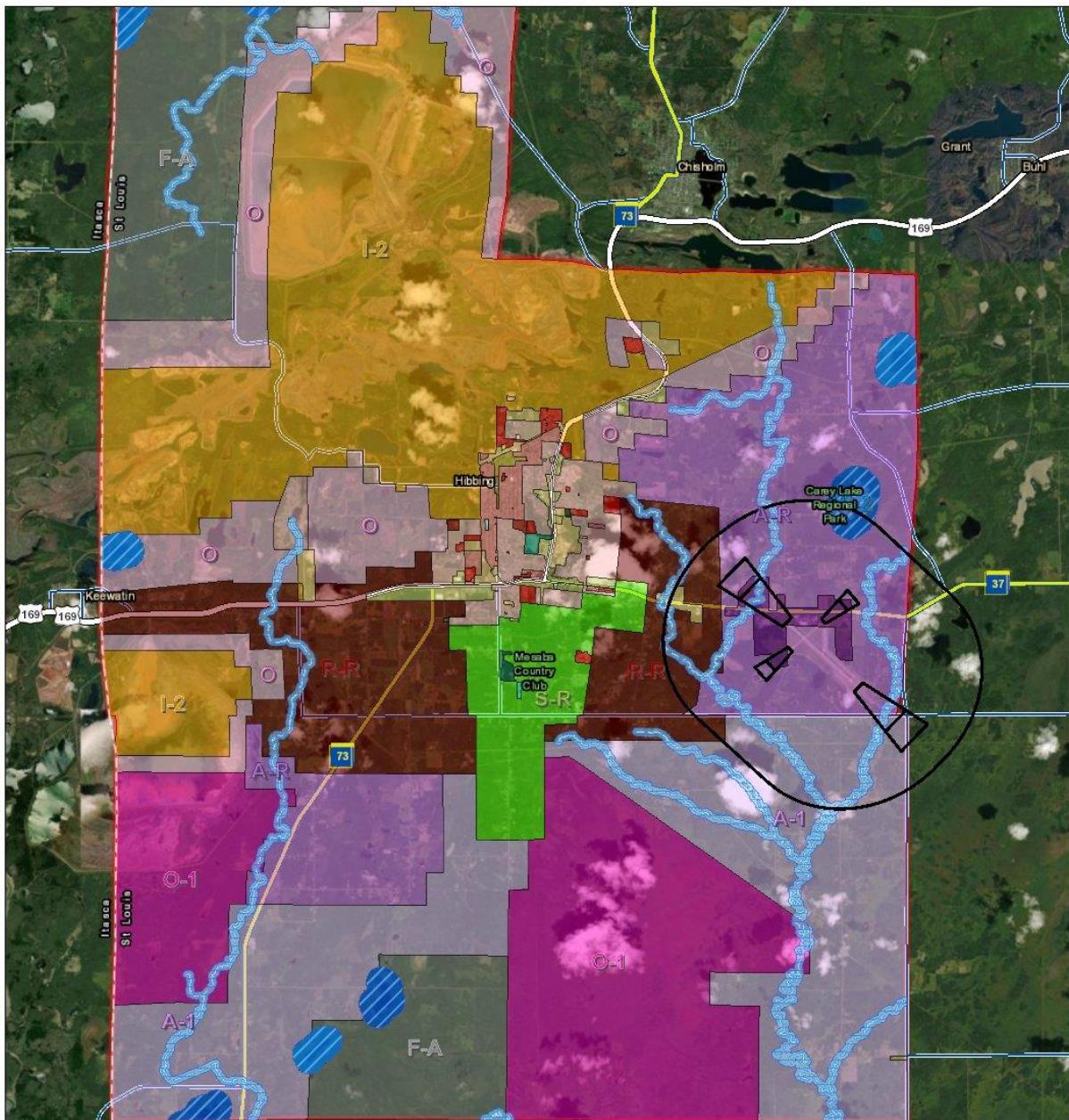
The following map indicates the current land uses in Hibbing:



Zoning

"Ask any local elected official what their most powerful and effective tool is to shape and protect their community and most will say, "our zoning code." (Source: Duerksen, 2008) In the planning process, a vision and goals are created, and data is collected on the physical, economic, recreational and social aspects of a community. Some proposed actions in the plan may require reconfigurations of zoning districts to accommodate Hibbing's vision and goals for the future. The following map shows Hibbing's zoning districts:

Hibbing Zoning Map



November 23, 2018

1:138,233

<input type="checkbox"/> Airport Safety Zone	■ F-A	■ PD10-1	<input type="checkbox"/> City Limits	0	1.5	3	6 mi
<input type="checkbox"/> Shoreline Zoning Setback	■ HWY	■ PD11-1		0	1	2.5	5
<input type="checkbox"/> Forested Rivers Zoning Setback	■ I-1	■ R-1					10 km
<input type="checkbox"/> Forested Rivers Centerline	■ I-2	■ R-2					
	■ I-3	■ R-3					
	■ O	■ R-4					
	■ O-1	■ R-R					
	■ PD00-1	■ S-R					
	■ PD04-1	■ W-1					
	■ PD07-1	■ W-2					
	■ PD08-1	■ U. S. Trunk Highway					
	■ PD08-2	■ Minnesota Trunk Highway					
	■ PD09-1	■ County State-aid Highway					

Hibbing Zoning (Small Scale)

■ A-1	■ F-A
■ A-R	■ PD10-1
■ AMU-P	■ PD11-1
■ C-1	■ I-1
■ C-2	■ I-2
■ C-2a	■ I-3
■ C-2b	■ O
■ C-3	■ O-1
	■ R-1
	■ R-2
	■ R-3
	■ R-4
	■ R-R
	■ S-R
	■ W-1
	■ W-2

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Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

CGIS
2017 City of Hibbing

Residential

Zoning in most of the city's neighborhoods accommodates a variety of residential types from single family to multi-family, with spot commercial zoning. Several established but isolated residential areas that extend beyond Hibbing's urban services district also exist. The following table describes Hibbing's neighborhoods:

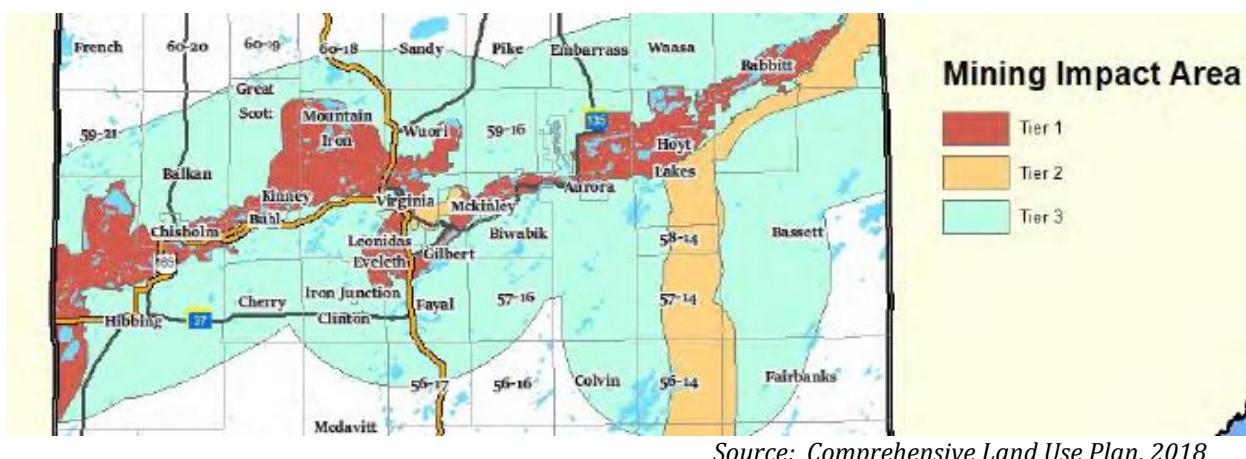
Neighborhood	Location	Zoning	Character & Challenges
Central Urban Neighborhood	RR Tracks to north; US 169 to south & east, East 2 nd Ave. on west	R-I, R-2, C-3, spot zones: R-3, R-4, C-1	40-80-year-old homes, many in good to very good condition & historically significant; in central area, many small lots, homes in poor to fair condition; commercial district good mix but inadequate access to US 169
Southern Urban Neighborhood	US 169 on north to Town Line Rd. on west, Hwy 73 on east, O'Rourke R./19 th Ave. E on south	R-I, R-3, C-3, SR	Residential fair to very good; dilapidated mobile home park, potential for residential development; fair to very good highway commercial development
Eastern Urban Neighborhood	Southview Dr. on north, US 169 to south, west of Tapala Rd./23 rd Ave. E	R-R, S-R, R-I, I-I, C-3	Residential and mobile home park in fair condition; industrial park; commercial strip; small natural stream & wetland concerns, but potential for residential development
North Central Neighborhood	RR Tracks to south, Brooklyn to east, mining/RR land to west	R-3, R-1, C-I, I-I	Municipal park and golf course; poor residential; light industrial park; Mesabi Trail; "North Hibbing" and walking trail
Western Urban Neighborhood	Grant St. to north, 2 nd Ave. W on east, abandoned RR tracks on west	R-2, R-3, I-I, spot zones: C-I, C-2	Western Addition on north is residential surrounded by industrial zone; poor to fair housing; bordered by heavy equipment business to north and non-conforming salvage yard on south; fair to good residential on 2 nd Ave. W
Brooklyn	East 16 th St. on south, Municipal Golf Course on west, US 169 on east	R-2, R-3, spot zones: C-2, I-I	Old homes in poor to fair condition; small lots; intrusive commercial mining land and industrial uses north and northeast
Burton Townsite	US 169 on north and undeveloped land around it	C-3	Zoned to discourage residential development; no city sewer or water; small parcels with poor soils for onsite sewer; several homes very poor to fair condition
Kitzville	West side of US 169 in north central Hibbing	R-3, spot zones: C-I, C-2	Old homes in fair to poor condition; a few commercial buildings; one body shop with a salvage yard
Kelly Lake	West of urban Hibbing, north of US 169	R-I area, surrounded by mining and RR land	Old homes in fair to poor condition; most development occurred prior to platting and zoning controls; non-conforming commercial uses

Mining

Located 10 miles north of urban Hibbing, the Hull Rust Mine has been a driving force in Hibbing's establishment and development since the late 1800's. The mine was taken over by Hibbing Taconite in 1976 and is still operational today. The Hibbing Taconite Mine is managed by Cleveland-Cliffs, Inc. and is owned by three companies: ArcelorMittal (62.3%), Cleveland-Cliffs (23%) and US Steel (14.7%).

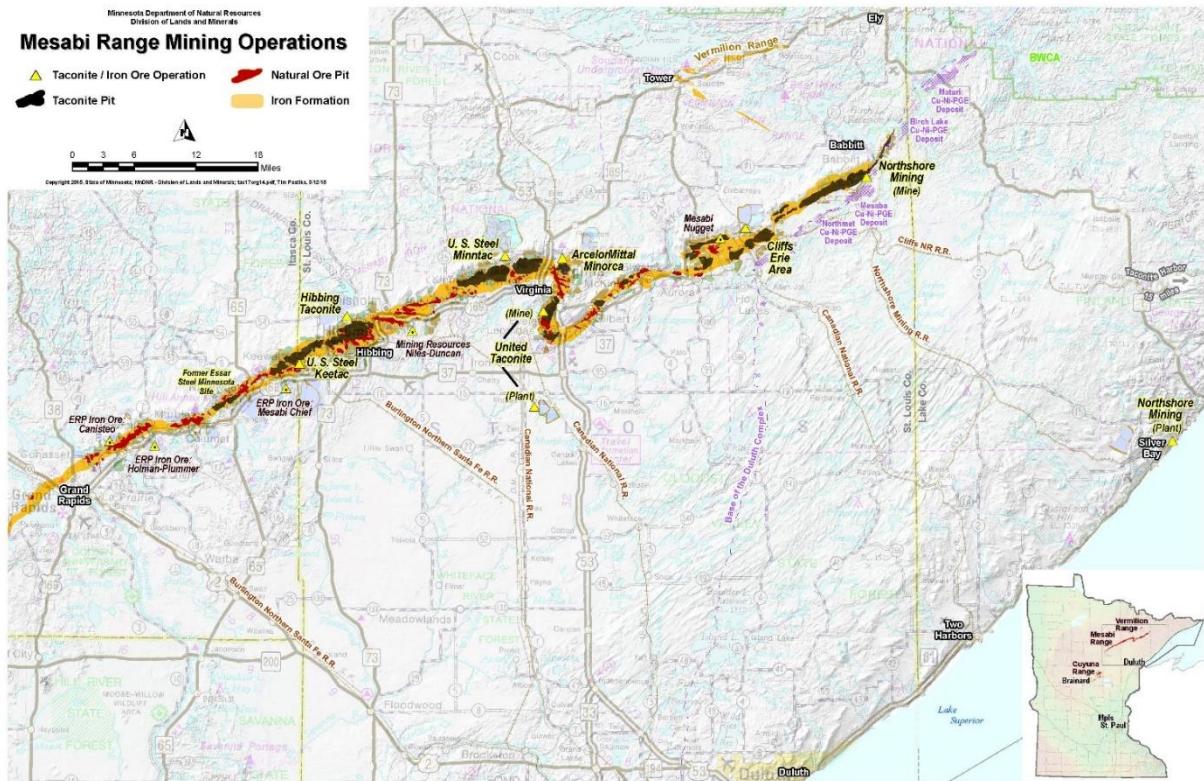
Hibbing Taconite is the world's largest open-pit mine and is sometimes referred to as the "Grand Canyon of the North." Over the past five years, Hibbing Taconite has produced between 7.7 million and 8.2 million tons of iron ore pellets each year. As of December 2017, the Mine's taconite reserves were at about 47.2 million tons. If production continues at the current rate, Hibbing Taconite's reserves will last about another seven years which will have significant impact on Hibbing. According to Cleveland-Cliffs officials, "Mining at Hibbing Taconite is conducted on multiple private/public mineral leases with varying expiration dates and the leases are routinely renegotiated and renewed as they approach their respective expiration dates. The Hibbing Taconite partners are working on various options to extend the life of mine."

St. Louis County recognizes the importance of the mining industry to the region. In its most recent Land Use Plan, the County stated that it will "proceed cautiously with permitting any uses that are not related to mining, especially within Tiers 1 and 2 (see below), to preserve opportunities for mining industry growth, to mitigate environmental hazards, and to avoid potential land use conflicts before they begin...In the future, new land use policies, such as zoning and subdivision regulations, could be applied to these areas."



When it comes to environmental impact, Minnesota has some of the strictest environmental standards in the world, which mining companies are required to meet or exceed during the environmental review and permitting process. This process was implemented by the state's regulatory agencies, specifically the Minnesota Department of Natural Resources (MN DNR) and the Minnesota Pollution Control Agency (MPCA). *Source: Environmental Review and Permitting, 2018*

Map of Mining Operations in NE Minnesota



Topographical View of Hibbing Taconite Mine



Open Space

Open Space is defined as, “any open piece of land that is undeveloped (has no buildings or other built structures) and is accessible to the public. It can include green space, schoolyards, playgrounds, public seating areas, public plazas, and vacant lots. Open space provides recreational areas for residents and helps to enhance the beauty and environmental quality of neighborhoods.” *Source: What is Open Space/Green Space, 2018*

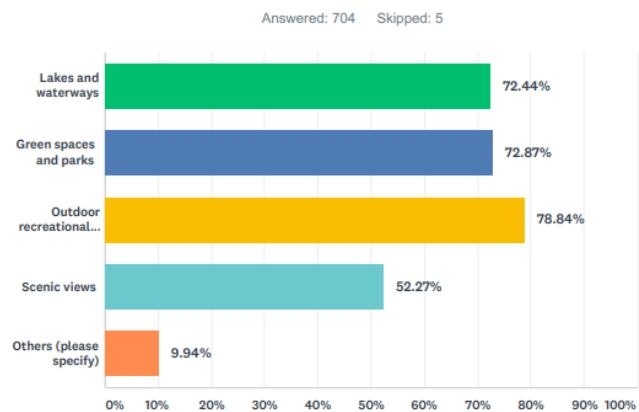
Hibbing has a variety of open space areas in terms of size and type. The urban city area is scattered with neighborhood and big city parks, playgrounds, schoolyards, and two golf courses. The community also has significant natural parks and undeveloped open spaces in the outskirts and more rural areas.

When asked which natural environments were most important to them, Hibbing residents and stakeholders responded that outdoor recreational areas, green spaces and parks, and lakes and waterways were all highly important. Others appreciate the city's scenic views, and some gave personal testimonials on how much certain trails, parks and views meant to them.

South of town, the land becomes laced with small streams and wetlands, providing excellent opportunities for wildlife observation, hunting and winter recreation including snowmobiling. Located on the south side of Hibbing, **Maple Hill Park** covers 133 acres, almost all of which consist of a natural, undeveloped environment. The park hosts a forest of hardwood trees and the small Woodland Lake which is surrounded by glacial hills offering beautiful views. Residents and visitors use the many miles of trails in the park to go hiking, mountain biking, geocaching, cross-country skiing and bird watching. A coordinated plan for preservation and enhancement of natural systems could be developed for this district.

Located a little over four miles east of Hibbing, **Carey Lake Park** also provides public access to natural open spaces. The 1,139-acre park is mostly pristine and undeveloped and contains both wetland and forested areas. Part of the property includes Carey Lake which is approximately 139 acres in size. Residents and visitors use 13 miles of trails throughout the park for hiking and cross-country skiing and access the public beach during summer months. Aside from existing structures onsite of a basic bath house, pavilion and utility garage, the only other development on the property was a black powder plant that was built by the E. I. DuPont de Nemours & Company in 1910 prior to the area being designated

Q20 What natural environments in Hibbing are most important to you?
(check all that apply)



as a park. The plant operated until 1918 and was completely dismantled in 1931. All that remains are a few concrete blocks and a landmark sign indicating its historic location.

Also located on the east side of Hibbing is **Vic Power Park**. This 134-acre park is partially developed with playground areas and athletic fields, but a portion of it is undeveloped. People can access these natural areas of the park via trails.

According to the National Recreation and Park Association, “The mission of public parks and recreation at all levels should support the conservation and stewardship of land, water, and natural resources” (Role of Parks and Recreation, 2018). When survey respondents were asked for their suggestions for how they felt the community could better use or promote Hibbing’s natural environments, some addressed specific recreational areas and activities while others mentioned preservation and conservation:

- ✓ Carey Lake development – campground, trails, beach, disc golf
- ✓ Increased activities and events – community-sponsored, forming clubs, more equipment to rent or check out
- ✓ Trail development – ATV, biking, mountain biking, walking, hiking, skiing
- ✓ Updated parks and playgrounds – modernizing, multi-seasonal, splash park
- ✓ Increased advertising – using multiple media approaches and community calendar
- ✓ Access mining areas – Mine View, repurpose old mine sites for kayaking, cliff jumping, mountain biking
- ✓ Address safety and cleanliness
- ✓ Recycle – community cleanup and curbside pickup
- ✓ Increase green spaces – pocket parks, flower gardens, add benches

PRESERVATION AND CONSERVATION

Thomas Jefferson once said, “Then I say the earth belongs to each generation during its own course, fully and in its own right, but no generation can contract debts greater than can be paid during the course of its own existence.” Applying this concept, Hibbing’s planning and development ought to strive to not only consider the needs and desires of the current community, but to protect, sustain and improve its assets and opportunities for generations to come.

Solid Waste and Recycling

The City provides recycling services the Hibbing Green Center (Hibbing Recycling Center) located at the old North Wastewater Treatment Plant. As there is no City-sponsored curbside pickup option for recyclables, all corrugated cardboard, compost, and recyclables (glass, plastic, metal, cartons) must be transported to the recycling center. The City provides optional recycle bins for households. St. Louis County Environmental Services provides two additional recycling drop-off locations in Hibbing as shown.

Hibbing Recycling Drop-Off Locations
Hibbing Recycling Center 1600 Plant Road
Hibbing Transfer Station 3994 Landfill Road
Hibbing Waste Water Treatment Plant 11669 Townline Road

The City of Hibbing also offers weekly residential garbage services (\$23.60/month) via curbside pickup or alley containers. Appliances and furniture may also be picked up along with residential garbage with appropriate disposal stickers purchased from City Hall attached. Commercial customers are charged by volume (\$18.37/cubic yard, 2-yard minimum). Household garbage is accepted at the Roll Off Container Site at the Hibbing Transfer Station which also accepts residential household hazardous waste and electronic waste. The City will deliver bulk refuse containers (3 – 6 cubic yards in size) to residential and commercial customers who will be charged for each cubic yard of debris/waste.

FUTURE LAND USE

The **Downtown** area is defined as the central business district with approximate boundaries of 16th Street on the north, 24th Street on the south, 7th Avenue E on the east, and 1st Avenue on the west. Downtown Hibbing projects a strong, classic image. Continued downtown vitality depends upon 1.) further securing its regional role, 2.) attracting a diversified business base which builds upon the mix of services and retail uses, and 3.) a commitment that Downtown is the commercial/retail center for the community.

Downtown	
Desired Attributes	Opportunities and Strategies
<p>Image and Character</p> <ul style="list-style-type: none"> • Revitalize historic downtown • Pedestrian oriented “green spaces” • An attractive public realm (landscaping, lighting) • Use of sympathetic materials for new construction <p>Access and Connections</p> <ul style="list-style-type: none"> • Compact and walkable downtown • “Green” transitions into neighborhoods which link to neighborhood parks and Mesabi Trail • Strong connections between civic buildings • Develop downtown gateways <p>Land Use and Development</p> <ul style="list-style-type: none"> • Consider more downtown housing • Continue to strengthen the traditional urban form <p>Public Infrastructure</p> <ul style="list-style-type: none"> • Downtown remains the center for public services 	<p>Image and Character</p> <ul style="list-style-type: none"> • Continue to pursue mixed use developments • Look for opportunities to change land uses to reinforce the downtown character <p>Access and Connections</p> <ul style="list-style-type: none"> • Provide stronger connections to the park and golf course north of downtown • Connect downtown to parks and open space with “green streets” • Explore the opportunity for bicycle routes from downtown past parks and to the Mesabi Trail <p>Land Use and Development</p> <ul style="list-style-type: none"> • Re-evaluate existing vacant/underutilized buildings • Evaluate existing housing stock in terms of reinvestment and redevelopment <p>Public Infrastructure</p> <ul style="list-style-type: none"> • Create buffers to the railroad where feasible • Continue to develop small-scale parking strategies

The **Western Edge** of Hibbing, along the Hwy 169 corridor, continues to grow and develop with the presence of large retail (Walmart and Lowe's), lodging (Hampton Inn), and strip malls. The Irongate Mall, however, has become nearly vacant with only a few stores remaining. At the same time, downtown Hibbing has evolved into a more service-oriented district. The City would benefit from determining where retail and service activities should be focused and plan and develop accordingly.

Several questions arise in the Western Edge: What are the redevelopment opportunities within the boundaries of existing infrastructure? Will this development pull desired related development from either downtown or the north/south Hwy 169 corridor? How far west will development extend? There are issues limiting development in the corridor including the proximity of mining lands on the north and wet soil conditions on the south.

Western Edge	
Desired Attributes	Opportunities and Strategies
<p>Image and Character</p> <ul style="list-style-type: none"> Western edge community "gateway" defines limits to development Provides a walkable development pattern Creates an attractive public realm (urban forest, lighting) Screened parking lots and developed tree canopy <p>Access and Connections</p> <ul style="list-style-type: none"> Develops a network of movement systems (focus on pedestrian movement and traffic management) Provides transit connections Provides for non-motorized routes Ties into existing open space systems <p>Land Use and Development</p> <ul style="list-style-type: none"> Promote a "urban" development pattern (sidewalks, public spaces, etc.) Provides for a mix of uses Connects to adjacent neighborhoods <p>Public Infrastructure</p> <ul style="list-style-type: none"> Provides an urban highway section (curb and gutter, pedestrian lighting and sidewalks) 	<p>Image and Character</p> <ul style="list-style-type: none"> Develop a desired building character, not an exhibit of "chain store" images Designate this area as the western "gateway" into the community Develop a public realm capital improvement program <p>Access and Connections</p> <ul style="list-style-type: none"> Designate a hierarchy for streets and movement patterns Connect this area to the existing community Explore the opportunity for bicycle and pedestrian routes to the Mesabi Trail <p>Land Use and Development</p> <ul style="list-style-type: none"> Redevelop underutilized or previously developed sites or buildings before developing new sites Develop as an urban retail district Develop around natural features <p>Public Infrastructure</p> <ul style="list-style-type: none"> Limit additional highway stoplights, consider Hwy 73 as the major access point Develop low-impact storm water run-off Expand existing infrastructure only as a last resort

The **Highway 169 Corridor** was rebuilt during the 1980's at the east edge of Hibbing creating a bypass around the community. Over the years, commercial development migrated out to the highway corridor affecting not only the role of the traditional downtown commercial area, but also creating a second "main street" for the community. The importance of the Highway 169 corridor as the "image-maker" for the city has grown dramatically with its development. For people visiting, using, or passing through, this highway corridor gives a major impression of how Hibbing feels about itself and what it wishes to convey to others.

Pedestrian and bicycle crossings are difficult due to the limited access, width of the corridor, and lack of sidewalks. In addition, there are no sidewalks along the corridor. With expanding development to the east and south of the corridor, the roadway function has changed from a peripheral highway to an arterial road within the City. Also, previously planned frontage roads don't work well at signalized intersections.

Highway 169 Corridor	
Desired Attributes	Opportunities and Strategies
<p><i>Image and Character</i></p> <ul style="list-style-type: none"> • Provides a positive image for the city • Provides a walkable corridor (good sidewalks, routes to other businesses) • Develops safe highway crossing (calm traffic, well lit) • Creates an attractive public realm (urban forest, lighting) <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> • Enhances a network of movement systems • Provides non-motorized routes • Establishes links to parks and trails • Creates a community gateway at the north end of the corridor <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> • Develops an "urban" land use pattern (sidewalks, lighting, etc.) • Defines and creates integral "green spaces" <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> • Provides an urban highway section (curb and gutter, pedestrian lighting and sidewalks) 	<p><i>Image and Character</i></p> <ul style="list-style-type: none"> • Develop a corridor master plan • Designate this area as the northern "gateway" into the community • Look for demonstration project opportunities <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> • Designate a hierarchy for streets and movement patterns • Connect this area to the existing community • Explore the opportunity for bicycle and pedestrian routes to the Mesabi Trail and Carey Lake <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> • Develop land uses which support the intended image and character • Develop around natural features <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> • Limit additional highway stoplights • Develop low-impact storm water run-off

The **Highway 37 Corridor**, from County Road 5 to the intersection of 169, is emerging as another major corridor in the City of Hibbing. Anchoring the east end of the corridor is the Range Regional Airport which is continuing to grow and expand. The corridor continues to evolve as a mixed-use area with increasing commercial and industrial uses. Existing municipal sewer and water infrastructure can serve additional businesses and industries that may be interested in locating there, including airport-related businesses.

There are no signaled intersections within the corridor. As the corridor continues to develop, there will be issues with multiple uncontrolled driveways. There are also no sidewalks for pedestrian use.

Existing zoning is a mix of agriculture, rural and suburban residential, and light industrial. The corridor is currently experiencing conflicts with existing zoning as the desire for new business/industrial uses dictate changing land uses. Furthermore, with potential future development, the City and the Minnesota Department of Transportation may need to explore whether Highway 37 should remain a two-lane highway.

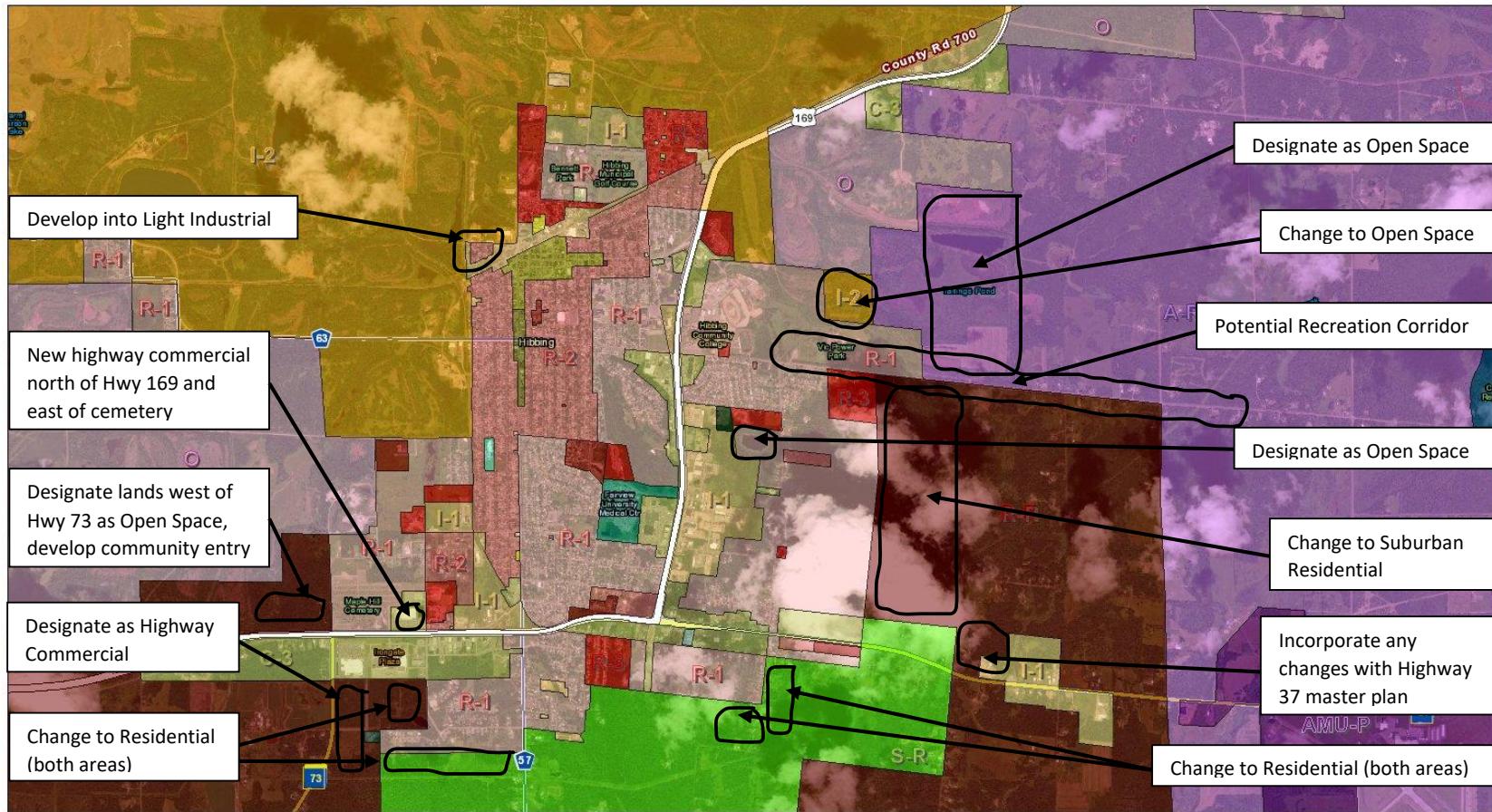
Highway 37 Corridor	
Desired Attributes	Opportunities and Strategies
<p><i>Image and Character</i></p> <ul style="list-style-type: none"> • Provides a walkable corridor (good sidewalks, routes to other businesses) • Develops safe highway crossing (calm traffic, well lit) • Creates an attractive public realm (urban forest, lighting) <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> • Enhances a network of movement systems • Provides non-motorized routes • Establishes links to parks and trails • Creates a community gateway at the east end of the corridor <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> • Develop an “urban” land use pattern (sidewalks, lighting) • Defines and creates integral “green spaces” <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> • Develops an urban highway section (curb and gutter, pedestrian lighting and sidewalks) 	<p><i>Image and Character</i></p> <ul style="list-style-type: none"> • Develop a corridor master plan • Designate this area as the northern “gateway” into the community • Look for demonstration project opportunities <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> • Design a hierarchy for streets and movement patterns • Connect this area to the existing community • Explore the opportunity for bicycle and pedestrian routes to Carey Lake and the Mesabi Trail <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> • Develop land uses which support the intended image and character • Develop around natural features <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> • Limit additional highway stoplights • Develop low-impact storm water run-off

The **Eastern Growth and Development Area** is between Highway 169 and County Road 5, and north of Hwy 37 to the mining lands south of the Minnesota Discovery Center. This has been identified as a potential growth area with increasing commercial and residential activity. This area is relatively undeveloped. Businesses and educational uses continue to expand on the east side of the Hwy 169 corridor. Residential development continues to increase in suburban style (rather than rural pattern) development.

As Carey Lake Park becomes increasingly popular, residential development pressure will increase. Consideration should be given to reconnecting a link between Carey Lake and County Road 5. Abandoned mining lands to the north offer opportunities for industrial and recreational activities. This will require careful development considerations due to the potential for future mining activities. However, there are limited City utilities serving much of the Eastern Growth area other than electricity.

Eastern Growth and Development Area	
Desired Attributes	Opportunities and Strategies
<p><i>Image and Character</i></p> <ul style="list-style-type: none"> Focus is a residential/recreational multi-use corridor connecting the city to Carey Lake Provide a walkable corridor (good sidewalks, routes to other businesses) Develop a safe highway crossing (calm traffic, well lit) Create an attractive public realm (urban forest, lighting) <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> Enhance a network of movement systems Provide non-motorized routes Establish links to parks and trails Create a community gateway at the north end of the corridor <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> Develop an “urban” land use pattern (sidewalks, lighting, etc.) Define and create integral “green spaces” <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> Reconnects Carey Lake to Highway 5 	<p><i>Image and Character</i></p> <ul style="list-style-type: none"> Develop a master plan for the area Look for demonstration project opportunities <p><i>Access and Connections</i></p> <ul style="list-style-type: none"> Designate a hierarchy for streets and movement patterns Connect this area to the existing community Explore opportunities for bicycle and pedestrian routes to the Mesabi Trail <p><i>Land Use and Development</i></p> <ul style="list-style-type: none"> Anticipate desired land uses which support the intended image and character, rezone as needed Develop around natural features <p><i>Public Infrastructure</i></p> <ul style="list-style-type: none"> Develop low-impact storm water run-off

Future Land Use – Map 1



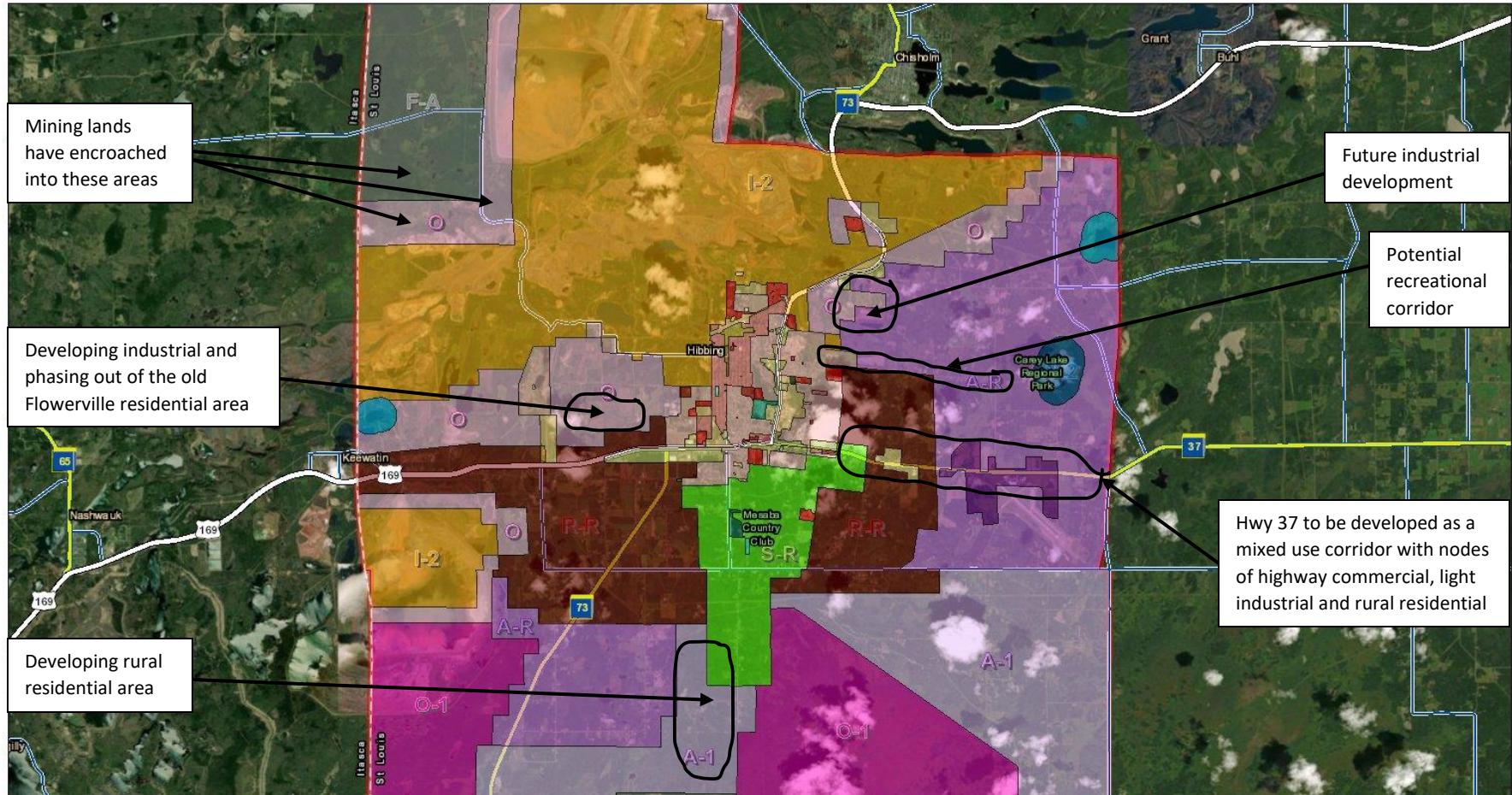
December 2, 2018

Hibbing Zoning (Small Scale)		C-2a	I-2	PD07-1	R-1	W-1	
A-1		C-2b	I-3	PD08-1	R-2	W-2	
A-R		C-3	O	PD08-2	R-3		City Limits
AMU-P		F-A	O-1	PD09-1	R-4		
C-1		Hwy	PD00-1	PD10-1	R-R		U. S. Trunk Highway
C-2		I-1	PD04-1	PD11-1	S-R		Minnesota Trunk Highway
							County State-aid Highway
							County Road

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Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

CGIS
2017 City of Hibbing

Future Land Use – Map 2

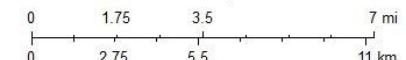


December 2, 2018

Hibbing Zoning (Small Scale)

A-1	C-2a	I-2	PD07-1	R-1	W-1
A-R	C-2b	I-3	PD08-1	R-2	W-2
AMU-P	C-3	O	PD08-2	R-3	U. S. Trunk Highway
C-1	F-A	O-1	PD09-1	R-4	Minnesota Trunk Highway
C-2	HWY	PD00-1	PD09-2	R-R	County State-aid Highway
		PD04-1	PD10-1		City Limits
			PD11-1	S-R	

1:144,448



Esri, HERE, Garmin, © OpenStreetMap contributors, and the GIS user community
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

CGIS
2017 City of Hibbing

NATURAL ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

Please note: Recommendations, Strategies and Actions listed here are in addition to those found within the Future Land Use section on pages 37-41.

GOAL 1: Establish land use principles that are flexible, coherent, applied fairly and consistently, and ensure the sustainability of Hibbing's economy and quality of life.

- ✓ Consider adding the position of a Planning Director to oversee and focus on City planning processes, including the implementation and execution of the Comprehensive Plan, to ensure the City is appropriately and effectively planning for its future.

GOAL 2: Protect and preserve the natural attributes and unique natural character of Hibbing.

- ✓ Research municipal recycling programs and resources (such as St. Louis County's Reduce, Reuse, Recycle Program) to determine what support they can provide Hibbing to promote increased recycling and curbside pickup.

GOAL 3: Promote and grow opportunities for access and use of Hibbing's natural spaces and resources.

- ✓ Local mining companies own many acres of property in the outskirts of Hibbing, many of which are currently absent of any development or activity. Some of the former mining areas have resting properties and water-filled pits that have been the topic of discussion for years as potential sites to reclaim for recreational amenities now and in the future. Pursue opportunities to use these open space areas for public use.
- ✓ Develop a plan for developing east of Hibbing to connect new development with parks, natural resources and recreational corridors.

BUILT ENVIRONMENT

Goals

1. Ensure adequate and affordable housing is available for all residents and potential new residents.
2. Provide transportation options that offer safe and convenient access to area jobs, shopping, educational, cultural, institutional, open space and recreational opportunities, and distant travel.
3. Manage and maintain existing infrastructure, utilities, structures and facilities, and provide city services in a cost-effective, efficient manner.
4. Protect and preserve the cultural, historic and natural attributes of Hibbing.

Built Environment: A healthy community ensures that its buildings, spaces, facilities, utilities, housing and transportation systems are adequate in quantity and quality to meet the needs of the community. Quality includes attractiveness, cleanliness, safety and accessibility. As part of the built environment, historic and cultural heritage structures and buildings are also preserved.

✓ *Reflects the Vision*

"access to high quality transportation...easy access to trails, highways, airport...historic buildings"

✓ *Reflects the Values*

"Hibbing commits to responsible planning, construction and maintenance of buildings, transportation systems, and other infrastructure to adequately serve the needs of the existing and developing community."

Hibbing's built environment is comprised of complex infrastructure that includes transportation, housing, community facilities, historic and cultural buildings and utilities. These assets are the core physical and organizational structures and facilities serving the Hibbing community.

TRANSPORTATION

Transportation is a critical part of every community. It enables people and goods to move about the region and contributes to a healthy economy. Northeast Minnesota has a dynamic transportation system that includes multiple transportation assets:



Source: Transportation, 2018

Northeastern Minnesota's transportation system is noted for having:

- ✓ The 5th largest highway system in the nation.
- ✓ Three airports (Duluth, Hibbing, and International Falls) that support daily flights to the Minneapolis-St. Paul International Airport.
- ✓ Four major rail carriers that cover 3,260 miles.
- ✓ The Duluth-Superior Port which supports about 40 million metric tons of cargo passing through every year. (*Transportation, 2018*)

Hibbing's local transportation system is also diverse, improving and growing. It includes facilities ranging from sidewalks and bike trails to railways, multi-lane highways and an airport. Sound planning is needed to keep these transportation systems as healthy and efficient as possible while minimizing any negative impacts they may have on other important aspects of the City.

City Sidewalks, Streets and Roads

The City works to ensure the safety and quality of curbs, sidewalks, trails and over 227 miles of paved roads, 98 miles of gravel roads, and 27 miles of alleys in Hibbing. One of the more recent major projects completed was the replacement of 58,000 sq. ft. of sidewalk and curbing on Howard Street and 1st Avenue in 2018. Prior to the project, Hibbing's downtown area sidewalks were not compliant with the American Disabilities Act (ADA). The new concrete sidewalks included the removal of posts, small trees and other protrusions that posed safety and accessibility issues. and the installation of ADA-compliant ramps and new benches.

The issue of parking is something the City is currently addressing, particularly the lack of parking in its downtown area. Several Community Survey respondents mentioned downtown parking as an issue they are asking the City to address. Recently, the City resurfaced an existing parking lot and added a new paved one near 2nd Avenue. Hibbing's Engineering Department plans to continue to work on the parking issue and identify locations where parking can be added or improved.

The City of Hibbing responsibly plans and prioritizes projects to support ongoing maintenance and improvements needed in its transportation infrastructure. The City is allotted about \$1.4 million each year in state aid. Of the total amount received, 75% is restricted funding to be specifically allocated to reconstruct and maintain municipal state-aid streets while 25% may be used for other streets. A good portion of these resources are used to fund projects in the city's 5-year paving plan. The City contributes additional varied funding for transportation projects from year-to-year based on need and budget. These additional funds are included in the city's levy. The City responds to resident requests and partners with them through petition-based city sidewalk replacement. Based on budget and City Council approval, the City and residents each pay half to cover the cost of the replacement.

County Highways/Roads

St. Louis County's road system is quite extensive in the Hibbing area. There are 20 miles of County Roads (CR) and 41 miles of County State-Aid Highways (CSAH). CSAH's are the more principal routes carrying heavier traffic and connecting destinations. County Roads are more collective in nature, bringing traffic to higher volume routes. To plan improvements to the County system, St. Louis County updates their five-year road plan every year. The county uses their own funds as well as state aid and federal funds to fund projects. Federal funds, however, come from a limited source and are usually reserved for major projects. According to St. Louis County's Five-Year Capital Improvement Plan 2018-2022, the following projects are planned for the Hibbing area:

Future Highway/Road Projects in Hibbing			
Location	Construction Type	Project Year	Cost
CSAH 60 – from TH 169 to TH 73	Reclaim and Overlay	2021	\$1.1M
CR 704 (Town Line Road) – from CSAH 60 to Karkas Road	Reclaim and Overlay	2021	\$125K
CR 444 – from CSAH 16 to Helstrom Road	Reclaim and Overlay	2022	\$2.2M

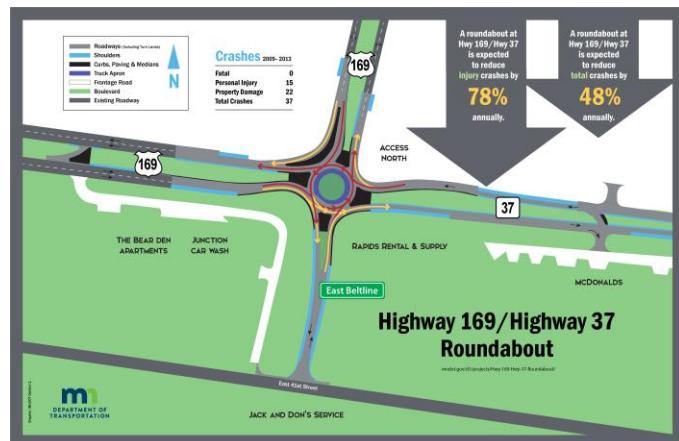
Map of Future County Road and Bridge Projects
Source: St. Louis County Five-Year Capital Improvement Plan 2018-2022



Trunk Highways

The Minnesota Department of Transportation (MnDOT) has jurisdiction over three Trunk Highways (TH) in the Hibbing area. TH 169, TH 73 and TH 37 are principle routes, carrying the bulk of the area's road traffic. Funding for these major highways is a combination of state and federal dollars. Currently, most of the money for improvements is used to maintain the Trunk Highway systems in the Arrowhead Region through repaving projects. There is very little money available for major reconstruction or expansion.

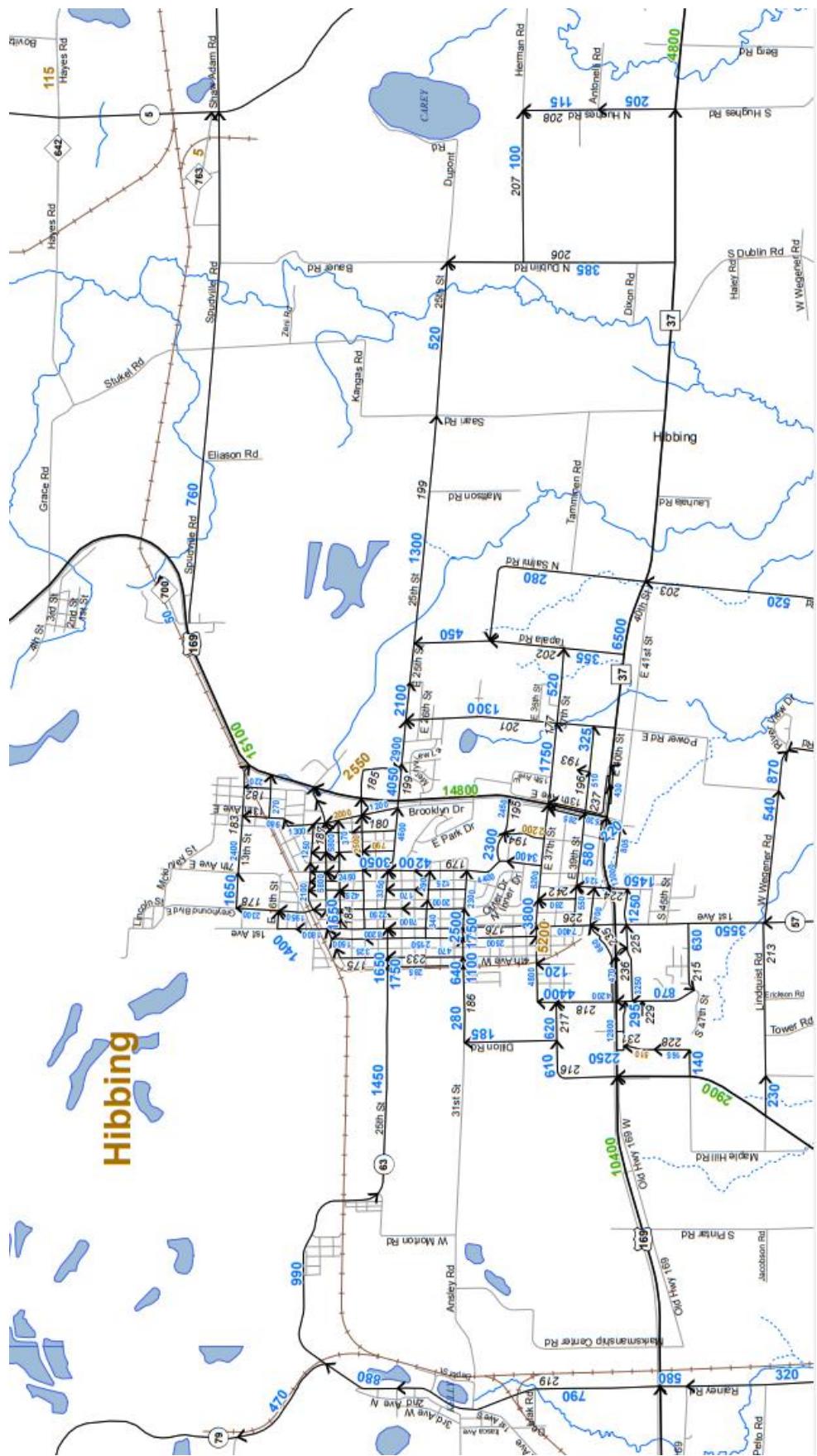
Trunk Highway 169 is a major connector crossing the entire Iron Range, mostly as a four-lane roadway. It carries an average daily traffic (ADT) volume of 10,400 to 15,100 vehicles. TH 169 presents several issues in Hibbing. The highway effectively cuts off the city with its four lanes and heavy, high speed traffic restricting pedestrian and bike traffic from crossing it, and often limiting safe access to intersections with stoplights. The number of stoplights needs to be kept at a minimum, however, if traffic is to move efficiently through the city. An existing signalized intersection at Highway 169 and Highway 37 was replaced by a new roundabout. American Disabilities Act (ADA) compliant pedestrian and bicycle crossings were also constructed. The goals for this Minnesota Department of Transportation (MnDOT) project were to 1.) improve safety and mobility, 2.) improve intersection capacity resulting in reduced traffic backups, and 3.) improve pedestrian mobility and safety with ADA compliant ramps and access routes.



Trunk Highway 73 is less traveled but is still an important road linking the City and Northern Minnesota with Interstate 35 and the Twin Cities Metropolitan Area. In 2019, TH 73 is scheduled for a bridge rehabilitation 2.5 miles south of Hibbing over the Burlington Northern Santa Fe Railway. Currently, TH 73 sees traffic counts of about 2,900 vehicles a day in the immediate Hibbing area.

Trunk Highway 37 connects Hibbing with TH 53, a major four-lane route that is between the Iron Range and the region's major city, Duluth. The Range Regional Airport is located on TH 37 with a portion between the airport and town experiencing recent commercial development. Highway traffic counts for TH 37 are about 4,800 vehicles a day. TH 37 had significant road upgrades east of Hibbing with the resurfacing of 19 miles of highway beginning 0.29 miles east of TH 169 and extending to Highway 53. Traffic will likely increase with the highway condition upgrade and future developments along the roadway.

The following map shows traffic counts for Hibbing's main streets, county roads and highways:



Hibbing Traffic Counts – 2017

Source: MN Dept. of Transportation

A high percentage of Hibbing residents have vehicles, regularly use the road system and tend to travel several miles on local roads to get to work. In 2016, about 89% of Hibbing households had at least one vehicle available with more than half of the households having two or more vehicles available. Nine out of ten workers (age 16 and older) used cars, trucks or vans to travel to work while the remaining population walked, biked, worked from home or used public transportation. According to the 2016 American Community Survey, about 37% of Hibbing's working population travels for less than 10 minutes to get to work, 32.8% travel for 10-19 minutes, and 29.8% travel for 20 minutes or more.

Range Regional Airport

The Range Regional Airport is located approximately four miles east of Hibbing on TH 37. It is owned and operated by the Chisholm-Hibbing Airport Authority which is comprised of a six-member Board. The Board consists of three members from Hibbing and three from Chisholm who are appointed by their City Councils for 3-year terms. The Airport employs thirteen people including eleven full-time and two part-time employees. Aside from airport employees, others who work onsite include aircraft maintenance, airline staff, rental car staff, and Transportation Security Administration employees.



Range Regional Airport is one of the larger airports in the Arrowhead Region. In addition to its main terminal, the airport also administers the Carey Lake Seaplane Base. The airport is a fixed-base operator (FBO) and offers many amenities and services onsite including fueling, aircraft maintenance, aircraft refinishing, auto rentals, and free parking. It also partners with the MN DNR supporting water bomber aircraft and Life Link III providing medical emergency flights and services. An Industrial Airpark was constructed near the airport in 2013 to increase employment near the airport by 100+ jobs, and a commercially-zoned area for future business expansion exists along the airport corridor.

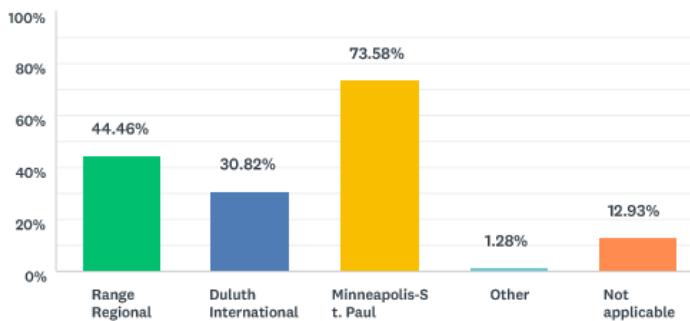
Range Regional Airport provides commercial airline services, charter airline services, and general aviation. Delta (SkyWest) Airlines serves the airport offering twelve round-trip flights to Minneapolis- St. Paul International Airport each week for up to 50 passenger per trip. Sun Country Airlines also provides periodic chartered services to Laughlin, NV.

The airport serves about 14,000 passengers per year and has had significant increases in enplanements over the past couple of years including a 20% increase from 2016 to 2017 and a 16% increase from 2017 through October of 2018.

Hibbing residents frequently use the Range Regional Airport. Of survey respondents, approximately 87% (613 respondents) use air transportation every year with 1 in 4 flying three or more times per year. Of survey respondents, 44% report that they use Range Regional Airport, 74% report using Minneapolis-St. Paul International Airport (200 miles from Hibbing), and 35% report using Duluth International Airport (72 miles from Hibbing).

Q14 Which airports do you use when flying?

Answered: 704 Skipped: 5



When asked about choosing an airport, respondents stated the following factors as being most important in their decision-making: price/cost, convenience, location, flight times and availability, parking (cost and ease), direct flight opportunities, and flight/airline options. According to their responses, Hibbing residents appreciate Range Regional Airport most for its free and easy parking along with its convenient location.

From 2008 to 2016, Range Regional Airport made \$36M of improvements of which only 2.3% was local funding. These included improvements to runways, taxiways, aprons, buildings and facilities. One of the major improvements was an 21,000-sq.ft. terminal expansion in 2016 that was done to address security and capacity issues. Former MN State Senator Al Franken stated, "By investing in the Range Regional Airport in Hibbing, we're spurring economic development on the Range and bolstering our regional transportation network" (Duluth News Tribune 2014). From its establishment in the late 1920's and early 1930's to its current state, Range Regional Airport has been, and continues to be, a tremendous asset to Hibbing in both community and economic development.

Public Transit

Hibbing Area Transit (HAT), operated by Shubat Transportation, provides public transportation services within the city of Hibbing. They have a total of 4 buses and have an average annual ridership of about 55,000. Arrowhead Transit, headquartered in Virginia, MN, serves on a more regional level providing routes that go from Hibbing to Virginia and connections to the City of Duluth. Round trip transportation to the Twin Cities is also available from Hibbing.

In 2016, the Arrowhead Regional Development Commission provided an updated Arrowhead Region 2016 Local Human Service Transit Coordination Plan. Key findings in the study show that small to mid-size cities serve as notable population centers and destinations in the Arrowhead Region with pockets of transit-dependent populations centered in Duluth, Ely, Hibbing/Chisholm, and Virginia. Transit riders in the Arrowhead Region most commonly travel to access their place of employment or school and to access

shopping opportunities or run errands. The largest barrier identified for transit providers in NE Minnesota is the large size of counties and the rural nature of the Arrowhead Region whose more rural communities have reported a lack of real transit access.

Hibbing Area Transit received 34 surveys from their customers with the following results:

- 63% of respondents did not have a driver's license.
- 41% identified as someone with a disability.
- Primary purposes for riding the bus were shopping (34%), errands (26%), work (22%), social (8%) and other (8%) with most related to medical appointments.
- 47% ride the bus 5-7 days per week; 41% ride the bus 2-4 days per week.
- 88% were either satisfied or very satisfied with the availability of services.
- 43% would like HAT to provide longer service hours; 9% wanted more frequency
- In making decisions to use HAT services, customers reported the following as most important: convenience (34%), travel time (21%), flexibility (18%), cost (15%) and safety (12%).

In the future, HAT would like to expand into outlying areas and increase coordination with other local transit providers. In 2015, it expanded its route to include the TH 37 corridor.

Railroads

Railroads are an extremely important asset in the Hibbing transportation system. They are the exclusive transporters of taconite, the iron ore product that is produced in mines and plants around Hibbing. The Burlington, Northern and Santa Fe (BNSF) line is southwest of Hibbing's city center connecting mining operations with the Duluth/Superior Port. The Duluth, Missabe and Iron Range (DMIR) Railroad has facilities to the north of Hibbing which and connects the mines with docks in Duluth and Two Harbors. In recent years, "Minnesota iron ore mines report that they are having trouble getting pellets to market due to a shortage of rail service, leading to heavy stockpiles at industrial facilities in the region. Two Minnesota mines have reportedly begun sending taconite pellets via truck from the Mesabi Iron Range to Duluth" (Minnesota GO State Rail Plan, 2015).

Railroads are operated by private interests and typically have their own right-of-way. One area where railroads are a concern in public planning is the safety of at-grade road-rail crossings. There are 24 at-grade crossings in the Hibbing area. Of those, nine are unsignalized with only railroad crossbucks or stop signs to warn drivers of oncoming railroad traffic. While these unsignalized intersections are generally low-volume roads, they still pose safety concerns. Addressing two areas of concern, the City of Hibbing, St. Louis County and MnDOT are planning to close the low-volume railroad crossing on CR 763 (Wilpen Trail) and install train-activated signals and gates at the railroad grade crossing on Spudville Road. These projects are anticipated to be completed in 2019.

HOUSING

Residents of Hibbing and their political and community leaders recognize that a vibrant quality of life and adequate supply of quality affordable housing are key to the ability to attract and retain families and businesses. The City of Hibbing and partnering organizations work together to provide housing options and other city services and amenities to ensure that every neighborhood is an attractive place to live. These efforts support existing and future residents and create an appealing environment where businesses will want to invest and are able to thrive. All housing-related demographics are retrieved from the following sources unless otherwise noted: *U.S. Census 2000, 2010; American Community Survey, 2012-2016*.

Housing Demographics

Housing Unit Structure - 2010/2016	
Single Unit Housing -	74.2%/76%
Multi-Unit Housing -	22%/19.9%
Mobile Home or Other -	3.8%/4.1%

Housing occupancy rates have remained consistent with a slight increase in vacancy showing in 2016. The very low homeowner vacancy rate of 1.6% indicates a need for additional product available for homeowners. The rental vacancy rate of 7.3% in 2016 was high relative to the statewide vacancy rate (4.01%). Most housing analysts generally consider a rental vacancy rate of over 5% to be a healthy rate to support ample choices in availability and smoother turnover as occupants move from one place to another. While high vacancy rates indicate rental units are available, they do not clarify whether the rental units are of high quality or whether the size of the units available align with the size of families in need of them. Approximately 3/4 of Hibbing's housing stock is comprised of single unit housing with only about 1/5 of it serving as multi-unit housing.

Hibbing Housing Occupancy			
	2000	2010	2016
Total Units	8,037	8,200	8,222
Occupied Units	7,439	7,414	7,186
Vacant Units	598	786	1,036
For rent	233	261	-
For sale	73	94	-
Rented or Sold, not occupied	45	35	-
Seasonal/recreational	93	94	-
Other	154	302	-
Homeowner Vacancy Rate	1.3%	1.8%	1.6%
Rental Vacancy Rate	11.1%	10.7%	7.3%

Occupancy and Ownership

	2000	2010	2016
Total Units Occupied	7,439	7,414	7,186
Owner-occupied	5,570 (74.9%)	5,253 (70.9%)	5,043 (70.2%)
Renter-occupied	1,869 (25.1%)	2,161 (29.1%)	2,143 (29.8%)
Owned w/mortgage or loan	-	2,927 (55.7%)	2,654 (52.6%)
Owned free and clear	-	2,326 (44.3%)	2,389 (47.4%)

Of the 7,186 occupied housing units in Hibbing in 2016, over 70% were **owner-occupied**. Nearly half of Hibbing's owner-occupied units were owned free and clear (without a mortgage or loan) which is high compared to St. Louis County (41.3%) and Minnesota (32.6%). Most people would prefer to own their own home (with or without a mortgage), but income levels and other challenges limit their capacity.

In the U.S., over 78% of households with family income over the median family income own their own homes compared to households with incomes less than the median family income (50%). With family median income in Hibbing at \$54,020 and 60% of households (4,343) below family median income, about 2,172 of those households would be projected homeowners. With 40% of households (2,874) above family median income, about 2,242 would be projected homeowners. The total projected homeownership based on national rates would be 4,414. ***Hibbing's actual total homeownership rate is higher at 70.2% versus the national combined rate of about 64%.***

While home ownership is clearly the primary preference in Hibbing, nearly one in three households are paying rent. Even though some are subsidized, over 92% of occupants in rentals pay rent. In fact, about 58% of all occupants paying rent pay more than \$500/month. Recognizing that some people have unique situations, many experts will say that most people should not spend more than 30% of their household income on housing-related expenses including rent and utilities. Households that spend more than 30% of their income on housing costs are considered "cost-burdened", and those contributing 50% or more of their income are classified as "severely cost-burdened" households.

Configuring rent versus percent of household income, nearly half (49.1%) of all renting households were "cost burdened" or "severely cost-burdened" in 2016 as they contributed 30% or more of their income for rent, which may or may not have included utilities. Furthermore, "the 30% threshold does not necessarily account for variations in cost of living or household size. A single person with dependents might be able to spend 30% or more of his/her income and still have enough money to get by. But someone supporting a family of five or six might need to spend less than that on housing expenses" (Dixon, 2018).

Hibbing residents tend to live in their same homes for years. Almost 40% of householders have lived in their homes for at least 16 years with 26% of them living there for 26 years or more. The long housing tenure coincides with the high rates of home ownership including homes that are owned free and clear.

Rent	
	2016
Rental Units Occupied	2,143
Occupants Paying Rent	1,980 (92.4%)
Less than \$500	835
\$500 - \$999	994
\$1000 - \$1,499	105
\$1,500 - \$1,999	15
\$2,000 - \$2,499	7
\$2,500 - \$2,999	0
\$3,000 +	24
Median Rent	\$569
No Rent Paid	163 (7.6%)

Rent as % of HH Income - Hibbing		
	2016	
	# of households	% of households
Less than 15%	195	9.9%
15 - 19.9%	310	15.7%
20 - 24.9%	303	15.3%
25 - 29.9%	196	9.9%
30 - 30.4%	226	11.4%
35% +	745	37.7%
Not computed (no rent paid)	168	N/A

Hibbing Householder Tenure - 2016	
Moved in 2015 or later	372
Moved in 2010-2014	1,741
Moved in 2000-2009	2,262
Moved in 1990-1999	967
Moved in 1989 or earlier	1,844

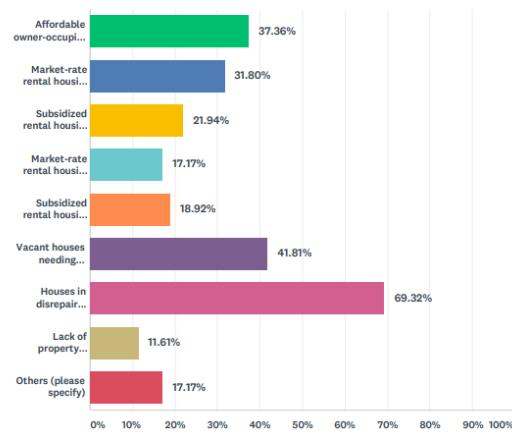
Housing Stock

Hibbing has a high percentage of old housing stock. Over 59% of it is at least 50 years of age and was built prior to 1960. More than 1 in 5 houses were built prior to 1940. Some of these structures are well-maintained historically-significant housing in the neighborhood immediately south of downtown. Others are in older neighborhoods that extend from the downtown commercial area and suffer from deterioration, obsolete housing, undersized lots, vacant buildings and encroaching industrial and commercial development. The City addresses these through ongoing demolition of dilapidated structures and city ordinance enforcement. These properties tend to be tax-forfeited through St. Louis County and are then available for adjacent owners to purchase and expand their lots. Survey respondents shared their perceptions of which housing issues are problematic in Hibbing. Almost 70% identified houses in disrepair as a key issue to address.

Age of Housing Structure (of Occupied Units in 2016)	
2010 or later-	7%
2000-2009-	4.1%
1980-1999-	12.9%
1960-1979-	24.8%
1940-1959-	34.7%
1939 or earlier-	22.7%

Q33 Which of the following topics do you believe are key housing issues in Hibbing that need to be addressed? (check all that apply)

Answered: 629 Skipped: 80



Housing and Redevelopment Authority

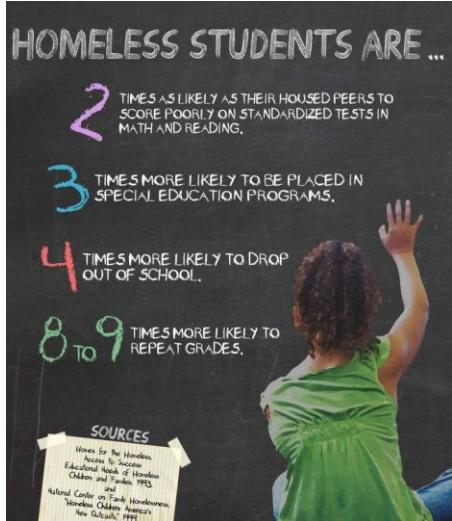
A Wilder Research study entitled ***Homeless in Minnesota - 2012***, stated that “the affordability of housing is the most significant reason people have lost their housing and the primary barrier to their regaining it.” Established in 1948, Hibbing’s Housing and Redevelopment Authority (HRA) provides public housing and works with the Virginia HRA to provide Section 8 housing to those who qualify in the City of Hibbing. The organization recognizes that financial support for subsidized housing is a necessity for many. Tenants are required to pay rent based on the gross income of the family members. Rent geared-to-income units include all public housing stock and other properties managed by non-profit and cooperating housing providers. The HRA’s vision to seize social and economic opportunities to develop and revitalize neighborhoods within the Hibbing community.

HOMELESS STUDENTS ARE ...

- 2 TIMES AS LIKELY AS THEIR HOUSED PEERS TO SCORE POORLY ON STANDARDIZED TESTS IN MATH AND READING.
- 3 TIMES MORE LIKELY TO BE PLACED IN SPECIAL EDUCATION PROGRAMS.
- 4 TIMES MORE LIKELY TO DROP OUT OF SCHOOL.
- 8 TO 9 TIMES MORE LIKELY TO REPEAT GRADES.

SOURCES

Homeless in the United States: Access to Basic Services and Educational Needs of Homeless Children and Families, 1993
National Center on Family Homelessness
Washington, D.C.: America's New Poor, 1994



(Source: www.hibbinghra.org)

The Hibbing HRA currently serves 252 individuals and families and consistently has a waiting list of others in need of housing. The organization provides clients with resources and referrals to address other obstacles and issues affecting their ability to thrive. HRA operates four subsidized facilities including:

Park Terrace Manor <i>Location:</i> 301 East 18 th Street <i>Features:</i> 20 one-bedroom apartments, in a secure setting, located within walking distance of Downtown and Bennett Park	Seventh Avenue Apartments <i>Location:</i> 3230 East 7 th Avenue <i>Features:</i> 70-unit complex, located in a serene setting, close to shopping, clinics and hospital
First Avenue Apartments <i>Location:</i> 2315 First Avenue <i>Features:</i> 60 one-bedroom apartments with a community room and two private courtyards	Haven Court (Greenhaven Apartments) <i>Location:</i> 3100 and 3200 blocks of 6 th Ave. E <i>Features:</i> one-bedroom apartments, and 2-, 3- and 4-bedroom townhouses

The Hibbing HRA works with the Virginia HRA who provides the Section 8 Housing Choice Voucher Program. Through the program, eligible families can select their own rental units and pay between 30-40% of their adjusted monthly income towards rent and utilities with HRA paying the balance of the rent. The Virginia HRA currently supports 180 individuals and families from Hibbing through the Section 8 Program.

Future Needs in Housing

To prepare for Hibbing's future in terms of housing, the community needs to:

1. Develop programs and resources to maintain its existing housing stock
2. Rehabilitate or demolish and replace obsolete, deteriorated homes in its older neighborhoods
3. Address the need for an expanded housing stock that reflects the needs of new residents, empty nesters and seniors as well as evolving preferences for housing type, size and amenities
4. Ensure that an adequate supply of quality affordable housing is available to meet the needs of the community now and in the future.

Surveys and community focus groups conducted as part of the comprehensive planning process confirm the importance of appropriate, affordable housing opportunities to the overall quality of life in Hibbing. The following assets and challenges may be useful to City leaders, residents and employers as they plan Hibbing's housing future.

- **Assets** – affordable housing stock, core of solid, attractive homes that exhibit Hibbing's historic character, land available for developing new residential communities.
- **Challenges** – many older structures do not meet today's market demand for larger houses and amenities, undersized lots in fully developed neighborhoods limit investment, conflicting uses isolate and weaken neighborhoods, lack of sewer/water services limits redevelopment potential in some isolated areas.

COMMUNITY FACILITIES

The City of Hibbing provides the community with services and facilities. The following buildings are maintained by the City Services Department: City Hall, Library, Bus Museum, Memorial Building, Mine View. As each of these have been found to be incredibly important to the Hibbing community, a master plan should be created for each of them to plan for future repairs, renovations, preservation and maintenance. The Library, Bus Museum and Mine View are discussed more thoroughly in the Leisure Environment section of the Plan. The remaining two prominent and popular structures owned and operated by the City of Hibbing are the City Hall and Memorial Building.

City Hall

Constructed in 1921 and occupying a city block, Hibbing's City Hall was built on property donated by the Oliver Mining Company. Hibbing's first City Hall structure was originally built in North Hibbing but was unable to be relocated when the Oliver Mining Company negotiated the move of North Hibbing. In addition to the donation of property, the mining company also contributed \$40,000 to help cover a portion of the costs to construct the current City Hall which amounted to about \$400,000. Hibbing's City Hall was designed by Holstead and Sullivan in a unique Georgian Revival style. Its interior walls host colorful murals portraying historic Hibbing and NE Minnesota. Another notable feature is the large clock tower on top of the building. Along with the murals and clock, the architectural planning put into the ceilings, floors, woodwork and overall building was done to "help the citizens to feel pride and permanence in their new town" (Palcich Keyes, 2018). Due to its structural and historical significance, City Hall is on the National Register of Historic Places. The City has worked to preserve the building through years of upkeep, renovations and updates to ensure it continues to be an important functional building and a source of community pride for years to come.



Hibbing Memorial Building

The Hibbing Memorial Building was built in 1925 and then rebuilt in 1935 after a fire destroyed the building in 1933. The multi-purpose complex has provided 93 years of indoor recreation and currently hosts:

- 20,000 sq. ft. arena with a capacity of 5,460 people
- MHSL sporting events
- USFSA sanctioned figure skating competitions
- Concerts and music festivals
- Conventions
- Business and industry trade fairs
- Banquets, receptions, celebrations and special events
- Car shows
- Hibbing Youth Hockey tournaments
- Shrine Circus

In addition to its arena space, the Hibbing Memorial Building contains the Hibbing Historical Society Museum and its numerous collections and exhibits. The Little Theater Auditorium is also located in the building and includes a stage and seating for 260 people. An onsite Seniors' Center provides kitchen facilities, a lounge area, and meeting room where seniors, ethnic groups, and veterans organizations meet regularly. Meeting and breakout rooms in areas of the building and banquet and kitchen facilities in the lower level are available for public use. Formed in 1942, the Hibbing Curling Club is located in the Memorial Building, has over 500 members and 7 sheets of ice, and holds the largest bonspiel in the U.S. every year. (Source: hibbing.mn.us)

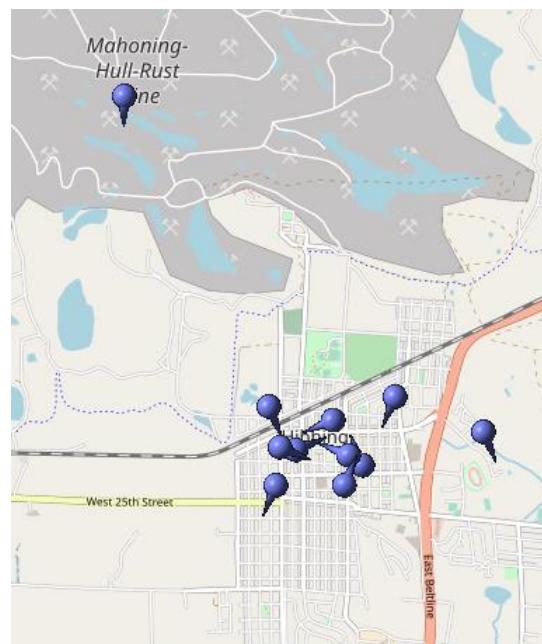


The City of Hibbing is committed to maintaining the Memorial Building and exploring ways to improve and expand its provisions. Recent improvements (completed and underway) include upgrades to its locker rooms, heating system and entryway. An **Economic Impact Study of the Hibbing Memorial Building** was also conducted in 2018 to determine the economic impact of increased activities and expanded events as a result of proposed upgrades and new construction involving the Memorial Building. The study concluded that new facility projects have the potential for large boosts to the Hibbing area economy. The actual construction work and the addition of new and expanded events will contribute to the local economy. (Source: Erkkila, 2018)

HISTORIC AND CULTURAL STRUCTURES

As of October 2018, Hibbing has 190 architectural/historical properties recorded with the Minnesota State Historic Preservation Office (SHPO). Eleven listings of 43 properties are also listed on the National Register of Historic Places (NRHP). Of these NRHP properties, 34 of them are identified as part of the East Howard Street Commercial Historic District. One property, the Hibbing Disposal Plan, has been demolished. The adjacent map pinpoints the locations of the NRHP listings which include the following existing properties:

Andrew G. Anderson House (1001 E. Howard St.)—
was built by one of the pioneers of the bus industry,
known locally as "Bus Andy", who partnered with the Greyhound Bus Company and owned the Mesabi Transportation Company. (constructed 1920; listed 1980)



Androy Hotel (2010 5th Ave. E) – was a large Renaissance Revival style hotel constructed under the direction of the Oliver Mining Company to serve the social and lodging needs of a growing mining community. Historically, the building has served as a visual and commercial focal point in downtown Hibbing since the 1920's, contributing to the city's development as a regionally important trade and mining operations center. (constructed 1921; listed 1986)



Emmett Butler House (2530 3rd Ave. W) – is significant for its architecture and its association with Emmett Butler, its original owner and builder. Butler was a dominant figure in the Butler Brothers Construction Company which constructed numerous well-known buildings in Minnesota, including the State Capital and many mining structures on the Iron Range. Butler Brothers were deeply involved in the move of North Hibbing, particularly as contractors but also in political activities which frequently took place in this house. (constructed 1916; listed 1980)

Delvic Building (102-104 Howard St.) – is an example of a structure built by the mining company for Central Addition, Hibbing, as a modern well-planned community commercial center built a certain size with specific plans and materials. It reflects the important commercial activities pursued during the post-mining boom period and the role of U.S Steel and other industrial corporations in community design and development. (constructed 1922, listed 1980)

East Howard Street Commercial Historic District (100-400 blocks of E Howard St.) – covers a four-block area on both sides of Howard Street between First Avenue and Fifth Avenue and includes two- and three-story brick buildings in the primary business area that were built in the early 1920's when the town of Hibbing was moved. Most of the storefronts have had minor alterations, but the upper floors and windows remain intact. The tallest building is the four-story Androy Hotel. (constructed 1920-21; listed 1993)

Hibbing City Hall (401 E 21st St.) – prominently sits on a one-block parcel in the central business district of Hibbing. Constructed Georgian Revival style, the three-story brick building embodies many architectural elements of the era and hosts a four-faced square clock tower centrally located on the top of the structure. (constructed 1922; listed 1981)

Hibbing High School (800 E 21st St.) – is an expansive structure situated on the northern half of a four-block site constructed in Medieval Revival style which was popular for educational and public buildings during the early twentieth century. In addition to its grandeur, the school is significant for Hibbing and Minnesota Iron Range history in serving the needs of the iron mining industry for a better educated and skilled labor force. The predominantly foreign-born population sought a good educational system as a means for their families to successfully adapt to the American environment. As a result, mining companies were also able to hire a better educated and higher skilled workforce locally and at a lower cost. (constructed 1919-24; listed 1980)

Hull-Rust-Mahoning Open Pit Iron Mine (North Hibbing) – is one of the largest open pit iron ore mines in the world. It was the immense output of this mine, as the chief producer of the Mesabi range, that revolutionized the steel industry. It also made Minnesota the largest producer of iron ore in the nation and enabled the United States to become the world's largest manufacturer of steel. The mine was also among the world's first mines to operate by open pit or use strip mining techniques. (established 1892; listed 1966)

Mitchell-Tappan House (2125 4th Ave. E) – was built in North Hibbing by the Oliver Mining Company and served as a residence for various Oliver Mining Company officials. It is representative of the lavish style of the company officials' home and reflects the wide social and economic gap between the mining corporation operatives and the rest of the population. Pentecost Mitchell and W.M. Tappan were superintendents of the U.S. Steel-Oliver operations and lived in the house; first Mitchell and then Tappan who was responsible for the house's move to its present site in Hibbing during the relocation of the town in 1920. (constructed 1905; listed 1980)

Sons of Italy Hall (704 E Howard St.) – was constructed to serve as the social center for the Sons of Italy, an Italian immigrant fraternal organization, and is located near Hibbing's central business district. The hall reflected the ethnic and religious diversity of the Iron Range population and the distinct method of social organization used by the Italian community in Hibbing. The Italians in Hibbing developed separate social centers usually based upon old country politics as with the Sons of Italy. (constructed 1930; listed 1980)

The City of Hibbing has an ordinance in place (Sec. 2.29) for the formation of a Heritage Preservation Commission. The Commission, currently inactive, is comprised of seven (7) voting members whose specified tasks are intended to support the following purposes:

1. Safeguarding the heritage of the City by preserving sites and structures which reflect elements of the City's cultural, social, economic, political, visual or architectural history.
2. Protecting and enhancing the City's appeal to residents, visitors and tourists, and serve as a support and stimulus to business and industry.
3. Fostering civic pride in the beauty and notable accomplishments of the past.
4. Promoting the preservation and continued use of historic sites and structures for the education and general welfare of the people of the City.

UTILITIES

Adequate and affordable public utilities play an important role in a community's ability to attract and accommodate growth. Public utilities provided by the City of Hibbing include water, sewer, storm water, natural gas and a steam/electricity co-generation plant. Maps of City utilities can be generated using GIS Data Tool software found on the City's website at <http://www.hibbing.mn.us/services/engineering-department>. Since funding for public infrastructure is limited, new development needs to be coordinated in order to ensure

affordable and adequate services to the public. Also, ongoing maintenance and replacement of an aging public infrastructure needs to be planned.

This utilities section provides more detailed information about existing facilities and services, and present and future needs. Facilities covered include wastewater management, septic systems, storm water management, drinking water, natural gas and the steam/electricity co-generation plant. The **City of Hibbing** oversees the community's wastewater and storm water management. Governed by the **Hibbing Public Utilities Commission (PUC)**, Hibbing Public Utilities provides four utility services for the City of Hibbing including electricity, natural gas, water and steam. The PUC consists of five members appointed by the City Council with the allowance of one member from the City Council. Members serve 3-year terms and are appointed in staggered years. "The Commission is the decision-making body of the Utility, overseeing all projects and programs, reviewing and approving budgets and determining Utility projects."

Wastewater

The City of Hibbing operates the South Waste Water Treatment Plant and 18 lift stations to provide wastewater treatment services for its residents and industry. In 2004, the City upgraded the Treatment Plant which increased its waste water capacity from 2 million gallons per day (MGD) to the current rate of 4.5 MGD. This allowed the City to close the North Waste Water Treatment Plant. In 2013, major improvements were also made through the \$7.5 million Mercury Removal Project. These projects were funded through a combination of City resources and Public Facility Authority (PFA) loans.

The plant is rated for 4.5 million gallons a day, with an average of 2 million per day, and storage ponds capable of holding about 47 million gallons. The wastewater treatment facilities currently serve approximately 5800 residential and commercial units. Many commercial customers pretreat their wastewater before it goes to the treatment plant.

The South Waste Water Treatment Plant has a three-stage trickling filter system. It has two mechanical bar screens, one grit removal system, two primary clarifiers, four trickling filters, one chlorination/dechlorination tank, one gravity thickening unit, two anaerobic digesters, three equalization basins, one biosolids storage lagoon, and one dual media filter system. Bio-solids from the treatment facility are hauled to two solid waste facilities; one owned by the City and the other by Hibbing Taconite. The City's site is 100 acres in size and Hibbing Taconite's is 120 acres. These sites provide adequate capacity for future bio-solids disposal needs.

The City has been working to address and prevent any inflow and infiltration (I and I) problems with its wastewater collection system. Inflow occurs when rainwater is misdirected to the sanitary sewer system instead of storm sewers. Infiltration occurs when groundwater seeps into the sanitary sewer system through cracks or leaks in sewer pipes. The combination of inflow and infiltration can lead to sewers backing up and overflowing into streets and basements. In 2013, the City lined 47,000 feet of existing pipe to help

address the issue and continues to seek and secure Community Development Block Grant (CDBG) funding (of \$100,00 per year) to continue making progress. These proactive efforts are fiscally responsible as the cost to repair a sewer failure is exponentially higher than the cost to line pipe. A new plan and City ordinance will be implemented in July 2021 to further help prevent illicit discharges into the City sanitation sewer system.

“An ounce of prevention is worth a pound of cure.”

\$\$\$\$\$

Cost to line a sewer pipe to prevent failure = **\$27 ft**

Cost to hire a contractor to fix a sewer failure = **\$850 ft**

Storm Water

Hibbing's storm water system was built in early 1939 and expanded as the City developed. Two major projects that have taken place recently include:

- 2011 – Brooklyn Phase II
 - Installed structured liner into the 60" failing sewer pipe
 - *Brooklyn Phase III, a continuation of liner installation under Hwy 169, will be conducted in the future in partnership with the MNDOT*
- 2017 – Hospital Location (\$2.5M)
 - Relocated 60" storm sewer pipe from under hospital facilities

The federally-mandated National Pollutant Discharge Elimination System (NPDES) requires a storm water permit from the Minnesota Pollution Control Agency (MPCA) for any disturbance of more than one acre of land. The MPCA also developed a State Storm Water Discharge Permit Program to meet the requirements of Section 402 of the Federal Clean Water Act, NPEDS. Phase II of this Storm Water Program affected cities of 10,000 including Hibbing. Municipal Separate Storm Sewer Systems (MS4's) in urban areas with populations over 10,000 were required to develop and submit an approved citywide storm water management plan and institute NPDES permit requirements.

The City of Hibbing researched Best Management Practices (BMP's) and launched its Storm Water Pollution Prevention Program (SWPPP). The program identified the community's watersheds and receiving streams and lakes and the led to the development of the erosion and sediment control and storm water ordinances. Hibbing's permit was published, and the City became an MS4 city in 2008.

City Water and Sewer Rates - 11/30/2018		
Monthly Rates	Water	Sewer
Residential fixed fee	\$15.84	\$15.25
Residential per unit	\$3.22 (1-6 units) \$3.44 (7-12 units) \$3.68 (13-24 units) \$3.91 (>24 units)	\$4.55
Commercial fixed fee	\$15.84	\$15.25 per block
Commercial per unit	\$3.34	\$4.55
Date last raised	1/1/2018	2/1/2016
Avg. residential bill (6 units)	\$35.16	\$42.55

Septic Systems

The St. Louis County Health Department regulates the permitting of septic systems through St. Louis County Ordinance No. 50. This ordinance is compliant with Minnesota Rules Chapter 7080, which are the statewide standards for the design, construction and maintenance of individual septic systems. The City of Hibbing has also adopted a Shore Land Protection Ordinance, Chapter 16 of the Hibbing City Code.

The shore land areas are designated by the Minnesota Department of Natural Resources (MN-DNR) and are identified in the ordinance. Shore land rules set by MN-DNR require that failing sewage treatment systems be upgraded at any time a permit or variance of any type is required for any improvements on or use of the property. It is the City's responsibility to ensure a building permit is not granted before the County Health Department has approved a building site for meeting all septic requirements. A coordinated permitting procedure will ensure compliance with State and County regulations regarding septic systems and provide a clear process for the permit applicant.

Drinking Water

Hibbing draws its drinking water from two groundwater sources. The first is a mantle of glacial drifts overlying impenetrable bedrock. The second groundwater source is from the Biwabik Iron Formation.

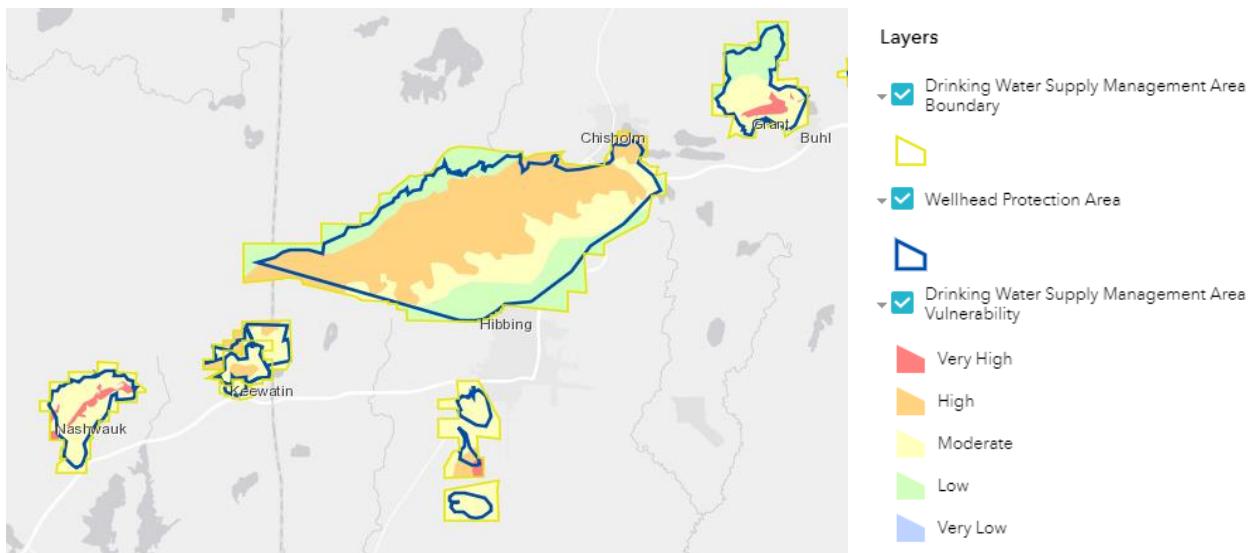
Hibbing's current drinking water distribution system was constructed between 1920-1950. It has received ongoing upgrades as the City has developed. The water system includes approximately 5,187 residential and 572 commercial connections (2017 figures), 626 hydrants, and 110 miles of water main. The water distribution system is supplied by 10 groundwater wells and a 4,000,000 gallon per day water treatment plant which treats seven of the wells. In addition, Hibbing Public Utilities manages three million gallons of water storage using underground and elevated storage facilities in three locations. Current monthly water rates are \$15.23 for single family residences and commercial water customers.

The EPA and the Safe Drinking Water Act regulate Hibbing's drinking water on Federal and state levels, and the water is regulated and monitored by the Minnesota Department of Health (MDH). Three different groups analyze the City's water including the Minnesota Department of Health laboratory, Hibbing Public Utilities employees and independent laboratories. Minnesota Department of Health (MDH) studies show that the groundwater used for Hibbing's drinking water supply is relatively young (between 70 and 80 years) which leaves it vulnerable in terms of potential drinking water contamination.

The MDH has recently instituted a Wellhead Protection program which examines the zone of contribution to groundwater and determines its contamination vulnerability. Hibbing has been identified as a Wellhead Protection Area with its drinking water vulnerability estimated as mostly high with some moderate and low areas. A City Wellhead Protection

Plan would inventory Hibbing's potential contaminant sources and develop management strategies to ensure a safe supply of drinking water for the community.

Source Water Protection Areas Map – MDH 2018



In July 2018, Hibbing Public Utilities completed a Long-term Planning Study conducted to “inform how they can best continue to provide the community with essential energy and utility services that remain reliable and cost-effective for decades to come.” Consultants in the study included the addition of a new water treatment plant in the long-term with continued capital improvement of the water distribution system in the interim.

Electricity and Steam

Hibbing Public Utilities provides electricity and electrical services to the City of Hibbing and surrounding areas. HPU's main power generating plant is located near the downtown business district. The plant burns coal in its three boilers which have a total combined output capacity of 400,000 pounds of steam per hour. This steam is then used by three turbo-generators to supply the system with electrical power. These three generators have a total connected load capability of 31 megawatts.

Over the last year, Hibbing used more than 110 million kilowatt-hours of electricity which is distributed over 96 miles of power lines. The Utility supplements the City's electrical needs by brokering energy over the Mid-Continent Area Power Pool (MAPP) System. To promote energy efficiency, Hibbing Public Utilities offers the Commercial Electric Power Grant rebate program encouraging commercial customers to implement energy efficiency and conservation projects. The Utility also offers customers a free residential electrical energy analysis of their homes through the Residential Electric Energy Analysis program.

In 2017, the Hibbing Public Utilities supplied 6,121 residential and 896 commercial customers with electricity. In that same year, the Utility provided steam to 972 residential

and 127 commercial steam customers. The top eight consumers of steam heat in Hibbing are Range Regional Health Services, Hibbing High School, Hibbing Community College, Lincoln School, Ameripride Services, Inc., Hibbing Memorial Building, St. Louis County Courthouse, and U.S. Bank.

Hibbing Public Utilities is currently working with the City of Hibbing to make crucial decisions and determine future utility configurations and operations. Two of the main factors contributing to significant discussions and decisions are the recent termination of the Power Purchase Agreement with Xcel Energy and the aging steam distribution system.

Natural Gas

Hibbing's Public Utilities operates a natural gas distribution system with a connection to a Northern Natural Gas transmission line. The existing system, converted from a coal tar manufactured gas system, was constructed between 1965 and 1969. Over the years, parts of the original bare steel distribution network have been replaced, and the utility has expanded to serve additional outlying areas of the community. Currently, the oldest components of the system date back to 1965, yet the entire system is in good condition.

As of 2017, the HPU's natural gas distribution system supplied 2.5, 8.5, and 48 psig (pounds per square inch gauged) gas to 4,015 residential and 483 commercial customers. This was distributed through almost 94 miles of pipe including 26.65 miles of coated steel main pipe and 67.21 miles of polyethylene plastic main pipe. HPU has been experiencing a steady increase of gas customers each year. The gas distribution system is checked, monitored and maintained on an annual basis to ensure compliance with current codes and to ensure the integrity of the system.

Broadband

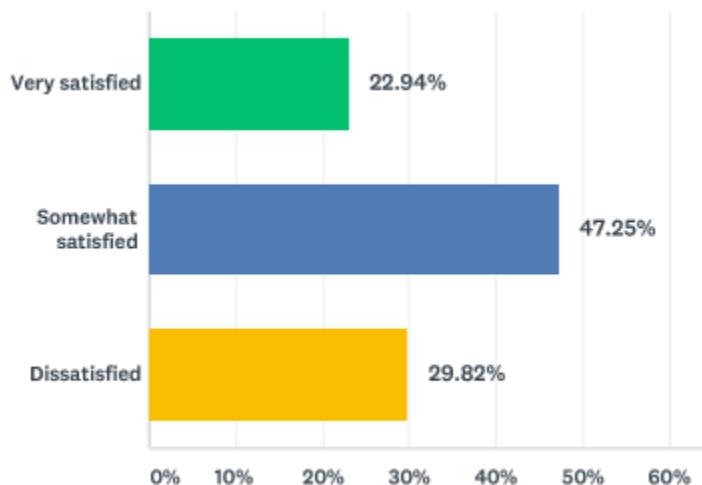
Access to reliable and affordable high-speed internet has become increasingly important to a city's ability to sustain and develop. In 2018, a study was completed on broadband services in the Iron Range Communities of Chisholm/Balkan Township, Hibbing, Mt. Iron-Buhl, Kinney, Great Scott Township and Cherry Township. In the study, residents were surveyed regarding their existing services, existing fiber assets were identified and mapped, and a needs assessment was conducted. Some of the results show that:

- In Hibbing, the downtown area is considered "served" with baseline internet speeds, but outside of the more densely populated downtown core, areas do not have sufficient broadband access.
- 2,679 households in Hibbing would be eligible for grant funding for broadband e-Connectivity through the U.S. Department of Agriculture.
- The average cost to build fiber to homes and businesses in Urban Hibbing is \$2,573 per home/business. The average cost in the outskirts and rural parts of Hibbing to bring fiber to homes or businesses is \$10,656.
- The total cost to provide all of Hibbing with fiber is estimated to be \$29.6 million.

Fiber to the Home networks can deliver download and upload speeds of 1000 Mbps. However, in St. Louis County, only 5.87% of households have access to such high-speed services, and those that do are likely in Duluth. Furthermore, rural populations have been so behind in terms of broadband infrastructure and speeds, they have become unsuspecting and thus, satisfied, as shown in the adjacent survey question, not fully knowing what they are missing or what is at stake.

“Having access to very high-speed internet is imperative for education, government services, economic development, healthcare, utility operations, first responders and business operations” (Kruse, 2018). The first step in progressing is in identifying the needs and issues which has now been completed. The next step is to pursue resources to ensure that the important broadband utility is meeting the community’s technological needs.

Q18 If you have internet service in your home, how satisfied are you with the connectivity and speed of your internet service?



BUILT ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

GOAL 1: Ensure adequate and affordable housing is available for all residents and potential new residents.

- ✓ Look for mixed land use opportunities to increase residential development near the downtown area and western edge of the city where retail stores, commercial properties prime for development, and transit options are available.
- ✓ Develop a city-wide master housing plan that promotes mixed housing neighborhoods, increases housing stock of homes for purchase and adequate quantity of rental properties suitable for a variety of family sizes, strategizes demolition and rehabilitation particularly in aging neighborhoods, and plans for future housing needs based on demographic projections.
- ✓ Work with the Arrowhead Economic Opportunity Agency (AEOA) which offers deferred loans to homeowners throughout its service area using the Minnesota Housing Finance Agency's (MHFA) Fix-Up Fund. This program has annually provided 20-25 loans of up to \$15,000 to homeowners in Hibbing.
- ✓ Work with AEOA to encourage Hibbing landlords to take advantage of MHFA's Rental Rehab program to make improvements to rental properties serving low/moderate income residents.
- ✓ Form (or strengthen) partnerships between City Departments, public organizations, and private entities to collaborate on addressing housing issues, implementing projects, and providing comprehensive services to support individuals and families experiencing housing challenges.

GOAL 2: Provide transportation options that offer safe and convenient access to area jobs, shopping, educational, cultural, institutional, open space and recreational opportunities, and distant travel.

- ✓ Continue to improve the quality and quantity of parking in the downtown area, making sure that any additions promote convenience and accessibility while protecting the historic and cultural nature of the downtown area.
- ✓ Promote the City's petition-based City Sidewalk Replacement program to engage residents and neighborhoods in partnerships to resolve sidewalk issues.
- ✓ Develop a communications plan to inform residents on transportation funding intricacies, plans for future projects, project progress and accomplishments.
- ✓ Research and identify ways to improve pedestrian and bicycle crossings on the Highway 169 Corridor on the Beltline and the west entrance stretch on Highway 169 to the junction of Highway 37.
- ✓ Market Range Regional Airport to area residents and communities emphasizing the modern facilities, ease of access and convenience, and competitive pricing with all costs considered. Publicize the economic impact of the airport on the

Hibbing community and the importance of “shopping local” in terms of air transportation.

- ✓ Fill vacancy on the Chisholm-Hibbing Airport Authority.
- ✓ Increase Hibbing Area Transit routes to outlying areas of the City (especially recreational areas like Carey Lake Park) and continue to partner with Arrowhead Transit to increase opportunities for transit between communities.

Goal 3: Manage and maintain existing infrastructure, utilities, structures and facilities, and provide city services in a cost-effective, efficient manner.

- ✓ Maximize City resources by allocating internal funding and continuing to seek external funding to address the aging sewer system and proactively prevent sewer pipe line failure.
- ✓ Develop a City plan and corresponding Ordinance to help prevent illicit discharges into the City's sanitary sewer system.
- ✓ Develop a City Wellhead Protection Plan to identify potential contaminant sources and develop management strategies to ensure a safe supply of drinking water for the community.
- ✓ Continue to work with the HPUC to find viable solutions for the aging steam distribution system and affordable utility rates for consumers.
- ✓ Promote development in places with existing structures, facilities and infrastructure to limit the need to build and sustain costly new infrastructure.
- ✓ Create a master plan for buildings and facilities maintained by the City including City Hall, Memorial Building, Library, Bus Museum and Mine View.
- ✓ Develop a plan for the maintenance and support of the City-owned Hibbing Raceway facilities.
- ✓ Collaborate with neighboring communities and pursue county, state and federal grant funding and support to improve Broadband infrastructure throughout the Hibbing community and region.

Goal 4: Protect and preserve the cultural, historic and natural attributes of Hibbing.

- ✓ Enforce City Ordinances related to preservation and ensure that any renovations or new developments do not detract from Hibbing's cultural, historic and natural assets. Pursue opportunities to enhance them.
- ✓ Fill vacancies on the Heritage Preservation Commission.
- ✓ Continue to maintain and preserve ten properties on the National Register of Historic Places. Update the National Register on the removal of the Hibbing Disposal Plant.
- ✓ Develop a database containing the ten properties on the National Register of Historic Places and 190 architectural/historical properties recorded with the MN State Historic Preservation Office (SHPO) to document their status and preservation activities.
- ✓ Repair and maintain the City Hall clock tower.

ECONOMIC ENVIRONMENT

Goals

1. Support existing businesses.
2. Support entrepreneurs and pursue and attract new businesses.
3. Create and maintain a diverse economy with expanded business and job opportunities that focus on local resources, talent and industries.
4. Seek opportunities to expand or add high-quality jobs.
5. Retain talented people in the community and attract diverse, talented populations to address current employment needs, spur economic progress and create jobs.

Economic Environment: A healthy economic environment is one where there is work for everyone capable of working, where workers are treated as assets and are paid a living wage, where there is equal economic opportunity for all, and where those who can't work are supported. Profiles of the city's economic base, employers, and labor force are included, and **economic development** opportunities are discussed in the Economic Environment (EE) focus area.

✓ **Reflects the Vision**

"economy is strong and diverse, and excellent business and employment opportunities are available...reflects a legacy of working hard...continues to thrive locally and regionally"

✓ **Reflects the Values**

"Hibbing promotes economic prosperity through accessible education and skills training, quality job opportunities, and support for existing businesses and new and diverse business development."

WORKFORCE

Employment Profile

Of the total population in Hibbing in 2016, 79% were age 16 years and older. Of that age group, 7,384 (57.5%) were in the labor force (were working or seeking work) and 6,816 (53.1%) of them were employed. Of the total labor force, nearly 96% of Hibbing's population of age 16 and older was employed.

Hibbing's unemployment rates have been comparable to those in St. Louis County and Minnesota, but have been consistently, and at times significantly, less than U.S. unemployment rates as shown in 2000 (4.0%), 2010 (9.6%) and 2016 (4.9%).

Hibbing	2000	2010	2016
Population 16 years and older	13,662	13,222	12,839
Labor Force	8,219 (60.2%)	7,224 (54.6%)	7,384 (57.5%)
Employed	7,782 (56.9%)	6,631 (50.2%)	6,816 (53.1%)
Hibbing Unemployment	3.1%	4.5%	4.4%
St. Louis County Unemployment	4.3%	5.0%	3.6%
Minnesota Unemployment	2.9%	4.5%	3.4%
Source: MN Compass, 2018			

The breakdown of workers by age in Hibbing shows that 24% are age 29 or younger, 52.3% are between the ages of 30 and 54, and 23.7% are age 55 and older. (Source: MN Compass, 2018) Historically, Hibbing's median age has tended to increase. Population projections for the region forecast increases in the percentage of age 65+ and decreases in the percentage of age 19 and under. When current labor force participation rates are considered with future population and age projections, NE Minnesota is likely headed for a future workforce shortage. According to the Minnesota Department of Employment and

Economic Development (DEED), “the labor force will see...declines in the number of workers aged 45 to 64 years (and)...is also expected to lose teenaged and entry-level workers in the next decade” (2018).

However, there are 17,346 workers of age 25-34 who are working across NE Minnesota outside of Duluth. This is an increase of 12.6% of workers in that age category since 1995 compared to an increase of only 1.1% of workers in that same age category in Minnesota during that time frame. (Community Recharge the Range Presentation 2016).

Income

Workers in Hibbing have earnings at rates consistent with St. Louis County, but have a higher rate of workers with lower earnings than Minnesota as a whole.

Source: MN Compass, 2018

Earnings in 2015	Hibbing # and %	SLC %	MN %
\$15,000 per year or less	1,654	23.2%	22.2%
\$15,001 to \$39,000 per year	2,488	34.9%	34.6%
\$40,000 or more per year	2,981	41.9%	43.1%

These earnings impact the ability for workers to cover the cost of living depending on the composition of their households and variable monthly costs. The cost of living is lower in Hibbing and in Northeast Minnesota compared to all of Minnesota which allows for an adjustment in hourly wages required to meet it. The current cost of living in NE Minnesota and hourly wage required to afford it is described in the following table:

Family Composition	Number of Workers	Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
				Child Care	Food	Health Care	Housing	Trans- portation	Other	Taxes
Northeast Minnesota										
Single, 0 children	1 FT	\$27,816	\$13.37	\$0	\$329	\$134	\$593	\$658	\$269	\$335
Single, 1 child	1 FT	\$42,732	\$20.54	\$531	\$485	\$269	\$777	\$699	\$369	\$431
2 parents, 1 child	1 FT, 1 PT	\$47,604	\$15.26	\$266	\$749	\$417	\$777	\$817	\$446	\$495
2 parents, 2 children	2 FT	\$67,068	\$16.12	\$928	\$978	\$426	\$1,005	\$871	\$579	\$802
State of Minnesota										
Single, 0 children	1 FT	\$31,656	\$15.22	\$0	\$334	\$136	\$754	\$696	\$318	\$400
2 parents, 1 child	1 FT, 1 PT	\$57,624	\$18.47	\$504	\$763	\$459	\$980	\$869	\$510	\$717

Source: DEED Cost of Living tool

Household and family median incomes are between 32-34% lower in Hibbing than in Minnesota. Hibbing has had higher rates of poverty than St. Louis County and Minnesota. Hibbing's poverty rate has more than doubled since 2000, and the gap in poverty rates between Hibbing and Minnesota has continued to grow.

Table 5. Local Area 3 Labor Force Projections				
	2020 Labor Force Projection	2030 Labor Force Projection	2020-2030 Change	
			Numeric	Percent
16 to 19 years	6,236	5,436	-800	-12.8%
20 to 24 years	14,260	13,792	-468	-3.3%
25 to 44 years	43,749	45,276	+1,526	+3.5%
45 to 54 years	21,484	20,375	-1,110	-5.2%
55 to 64 years	21,573	15,174	-6,399	-29.7%
65 to 74 years	6,100	6,300	+200	+3.3%
75 years & over	1,060	1,610	+550	+51.8%
Total Labor Force	114,464	107,962	-6,502	-5.7%

Source: calculated from MN State Demographic Center projections, and 2012-2016 American Community Survey 5-Year Estimates.

Median Income and Poverty				
	2000	2010	2016	
Household Median				
Hibbing	\$33,346	\$36,585	\$42,004	
St. Louis County	\$36,306	\$44,941	\$49,395	
Minnesota	\$47,599	\$57,243	\$63,217	
Family Median				
Hibbing	\$43,558	\$46,288	\$54,020	
St. Louis County	\$47,134	\$60,136	\$66,572	
Minnesota	\$56,874	\$71,307	\$79,595	
Families in Poverty				
Hibbing	8.1%	12.7%	16.9%	
St. Louis County	7.2%	8.8%	9.1%	
Minnesota	5.1%	6.8%	6.9%	
Individuals in Poverty				
Hibbing	11.7%	17.1%	18.2%	
St. Louis County	12.1%	15.1%	15.5%	
Minnesota	7.9%	10.6%	10.8%	

Sources: U.S. Census 2000, 2010; American Community Survey, 2012-2016

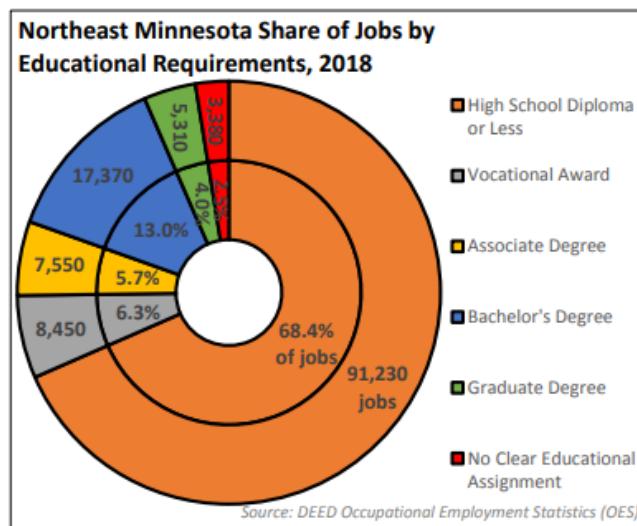
Education

Hibbing's population that has achieved some college/no degree or an associate's degree is much higher than Minnesota. In 2016, about 44% of Hibbing's population of age 25 and over had an education beyond high school (less than a bachelor's degree) as compared to Minnesota whose percentage was about 33%. These statistics suggest that Hibbing may have greater access to a technically skilled and trained workforce than other areas of MN.

	Hibbing		Minnesota	
Population	2010	2016	2010	2016
Age 18 to 24				
% high school grad or higher	88.2%	89.4%	86.4%	87.6%
% bachelor's degree or higher	16.3%	17.7%	11.1%	12.5%
Age 25-34				
% high school grad or higher	90.1%	90.0%	91.3%	93.5%
% bachelor's degree or higher	15.6%	22.1%	31.4%	34.2%
Age 35-44				
% high school grad or higher	90.7%	97%	93.8%	93.1%
% bachelor's degree or higher	14.6%	19.2%	37.1%	40.2%
Age 45-64				
% high school grad or higher	93.8%	94.4%	94.2%	94.3%
% bachelor's degree or higher	19.3%	18.5%	31.1%	33.3%
Age 65 and over				
% high school grad or higher	78.1%	77.3%	81.2%	88.2%
% bachelor's degree or higher	13.3%	12.7%	20.2%	26.0%
Age 25 and over				
% high school grad or higher	84.1%	89.4%	87.9%	92.6%
some college, no degree	27.0%	27.3%	22.4%	21.7%
% associate's degree	10.4%	16.6%	9.7%	11.0%
% bachelor's degree or higher	17.3%	27.4%	27.4%	34.2%

Sources: U.S. Census 2010; American Community Survey, 2012-2016

According to DEED's 2018 Regional Profile report, almost 33% of jobs in Northeast Minnesota require education beyond high school (White). In Hibbing, 54.7% of people over age 25 have at least some training beyond high school; 6.3% of NE MN jobs require a vocational award. In Hibbing, 10.4% of the population has an associate's degree; 5.7% of NE MN jobs require such a degree. In Hibbing, 17.3% of the population has a bachelor's degree or higher; in NE MN, 17% require a bachelor's degree or higher. These figures and comparisons are general and do not necessarily indicate that there is perfect alignment in the current workforce's training and education and what employers need. The following chart demonstrates occupations in demand in NE Minnesota along with educational and training requirements and wages:



Occupations in Demand by Typical Required Education in Northeast Minnesota, 2017 with (Median Hourly Wage)			
High School or Equivalent	Voc. Award or Assoc. Degree	Bachelor's Degree	Graduate/Advanced Degree
Retail Salespersons (\$10.60)	Registered Nurses (\$28.34)	Mental Health Counselors (\$19.53)	Family & General Practitioners (\$98.33)
Personal Care Aides (\$11.19)	Nursing Assistants (\$14.16)	Elementary School Teachers (\$57,767/yr)	Child, Family, & School Social Workers (\$27.89)
Construction Laborers (\$22.83)	Emergency Medical Technicians & Paramedics (\$15.39)	Secondary & Middle School Teachers (\$57,271/yr)	Physical Therapists (\$36.03)
Heavy & Tractor-Trailer Truck Drivers (\$19.76)	Licensed Practical & Licensed Vocational Nurses (\$19.41)	Medical & Health Services Managers (\$40.98)	Nurse Practitioners (\$55.70)
Combined Food Preparation & Serving Workers (\$9.84)	Hairdressers, Hairstylists, & Cosmetologists (\$12.37)	Financial Managers (\$42.55)	Internists, General (>\$100.00)
Cashiers (\$9.64)	Automotive Service Technicians & Mechanics (\$18.46)	Accountants & Auditors (\$27.81)	Physician Assistants (\$56.37)
Maids & Housekeeping Cleaners (\$10.51)	Industrial Machinery Mechanics (\$28.11)	Human Resources Specialists (\$24.34)	Mental Health & Substance Abuse Social Workers (\$21.25)
Bus & Truck Mechanics & Diesel Engine Specialists (\$23.93)	Electrical & Electronics Engineering Technicians (\$32.59)	Network & Computer Systems Administrators (\$33.91)	Dentists, General (\$98.19)
Janitors & Cleaners (\$11.91)	Electricians (\$32.13)	Construction Managers (\$40.34)	Clinical, Counseling, & School Psychologists (\$35.12)
First-Line Supervisors of Retail Sales Workers (\$16.93)	Medical Records & Health Information Technicians (\$21.38)	Educational, Guidance, School, & Vocational Counselors (\$24.62)	Healthcare Social Workers (\$23.27)
Office Clerks, General (\$15.49)	Massage Therapists (\$18.32)	Rehabilitation Counselors (\$14.69)	Nurse Anesthetists (\$93.34)
Waiters & Waitresses (\$9.65)	Aircraft Mechanics & Service Technicians (\$28.57)	Training & Development Specialists (\$24.17)	Surgeons (>\$100.00)
Stock Clerks & Order Fillers (\$11.35)	Radiologic <i><X-Ray></i> Technologists (\$29.89)	Computer Systems Analysts (\$34.62)	Marriage & Family Therapists (\$18.79)
Social & Human Service Assistants (\$14.34)	Police & Sheriff's Patrol Officers (\$30.36)	Civil Engineers (\$41.60)	Pharmacists (\$60.20)
Cooks, Restaurant (\$11.64)	Surgical Technologists (\$24.59)	Human Resources Managers (\$41.48)	Pediatricians, General (\$96.16)

Source: DEED Occupations in Demand

In 2015, Hibbing's workers with an identified employer location (6,972 workers) were mapped by location of employer. About half of Hibbing's workforce (with an identified employer location) works within Hibbing while the remaining travel to other locations for employment. This is significant as it shows an opportunity for Hibbing employers to recruit residents who may be enticed to work where they live. It also shows the interconnectedness of a much broader Hibbing community and the opportunities employers have for drawing in workers from outside of Hibbing in order to meet their workforce needs.

Where does the Hibbing workforce work?

Hibbing - 3,384 workers (48.5%)

Duluth - 484 workers (6.9%)
 Mt. Iron - 418 workers (6.0%)
 Chisholm - 415 workers (6.0%)
 Virginia - 386 workers (5.5%)
 Grand Rapids - 148 workers (2.1%)
 Buhl - 92 workers (1.3%)
 Nashwauk - 84 workers (1.2%)
 All other - 1,432 (20.5%)

Source: MN Compass, 2018

ECONOMIC BASE

In 2015, the Hibbing work force was employed in the following industries (**suppressed figures indicate a low count or percentage of less than 1% of total workforce*). Most workforce percentages are comparable for Hibbing, St. Louis County and Minnesota. Some show a distinct difference in Hibbing's workforce versus the County or State. These include percentages of workers in educational services, manufacturing, mining/quarrying, etc., and transportation and warehousing as highlighted:

Workers by Industry	Hibbing # and %	SLC %	MN %
Accommodation and food services	540	7.6	8.6
Administration and support, waste management and remediation	232	3.3	3.0
Agriculture, forestry, fishing and hunting	*	*	*
Arts, entertainment and recreation	*	*	2.0
Construction	368	5.2	4.9
Educational services	453	6.4	9.9
Finance and insurance	226	3.2	3.8
Health care and social assistance	1,662	23.3	23.1
Information	*	*	1.1
Management of companies and enterprises	*	*	1.1
Manufacturing	577	8.1	5.8
Mining, quarrying, and oil and gas extraction	812	11.4	4.6
Other services (excluding public administration)	177	2.5	3.3
Professional, scientific and technical services	214	3.0	3.9
Public administration	426	6.0	6.2
Real estate and rental and leasing	*	*	*
Retail trade	735	10.3	10.7
Transportation and warehousing	137	1.9	3.0
Utilities	*	*	1.2
Wholesale trade	302	4.2	2.8

Source: MN Compass, 2018

The following tables show 5-year employment counts in some of the region's major industries as well as employment counts, hourly wages, and percent of total employment in Northeast Minnesota and the State of Minnesota:

5-Year Employment Counts by Major Industry in NE Minnesota

	2014	2015	2016	2017	2018
Health Care and Social Assistance	32,870	33,005	33,599	34,001	34,426
Retail Trade	16,948	17,423	17,048	17,419	16,976
Accommodation and Food Services	13,040	13,357	13,765	13,791	14,016
Educational Services	12,453	12,479	12,717	13,109	12,787
Manufacturing	8,360	8,429	8,335	8,271	8,557
Public Administration	10,275	10,336	10,556	10,546	10,715
Mining	4,497	4,652	3,268	3,952	4,163
Construction	5,265	5,736	5,225	5,350	5,357
Finance and Insurance	4,896	4,471	4,635	4,596	4,555

Source: MN DEED Quarterly Census of Employees and Wages, 2018

Employment and Wages by Occupation

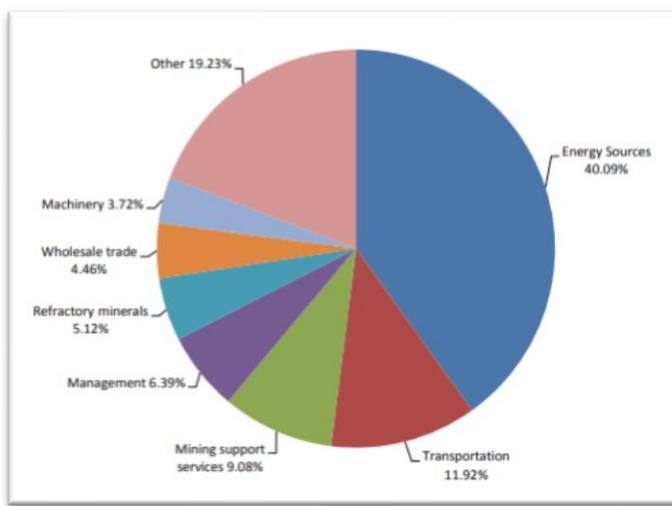
	Northeast Minnesota			State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment
Total, All Occupations	\$17.72	143,490	100%	\$20.07	2,838,270	100%
Office and Administrative Support	\$16.36	20,610	14.4%	\$18.45	409,820	14.4%
Food Preparation & Serving Related	\$10.52	14,480	10.1%	\$11.12	239,950	8.5%
Sales & Related	\$11.72	13,300	9.3%	\$14.10	277,720	9.8%
Health Care practitioners & Technical	\$29.02	11,860	8.3%	\$34.44	182,500	6.4%
Personal Care & Service	\$11.53	8,160	5.7%	\$12.12	139,210	4.9%
Education, Training & Library	\$23.93	8,080	5.6%	\$23.65	163,850	5.8%
Transportation & Material Moving	\$17.37	7,800	5.4%	\$17.59	178,720	6.3%
Production	\$19.44	7,550	5.3%	\$17.89	217,610	7.7%
Installation, Maintenance & Repair	\$22.56	6,920	4.8%	\$23.22	95,660	3.4%
Management	\$39.95	6,880	4.8%	\$49.99	168,930	6.0%
Health Care Support	\$14.89	6,490	4.5%	\$15.81	85,940	3.0%
Building, Grounds Cleaning & Maint.	\$12.81	5,710	4.0%	\$14.07	84,300	3.0%
Construction & Extraction	\$27.53	5,540	3.9%	\$27.10	99,900	3.5%
Community & Social Service	\$19.18	4,790	3.3%	\$21.88	55,430	2.0%
Business & Financial Operations	\$28.31	4,600	3.2%	\$31.97	161,080	5.7%
Protective Services	\$20.64	3,040	2.1%	\$20.27	43,150	1.5%
Architecture & Engineering	\$35.47	2,170	1.5%	\$36.61	53,780	1.9%
Computer & Mathematical	\$31.65	1,800	1.3%	\$40.00	94,290	3.3%
Life, Physical & Social Science	\$28.91	1,600	1.1%	\$31.27	26,220	0.9%
Art, Design, Entertainment & Media	\$18.11	1,350	0.9%	\$23.44	36,910	1.3%
Legal	\$32.96	450	0.3%	\$37.34	19,750	0.7%
Farming, Fishing & Forestry	\$19.91	300	0.2%	\$15.45	3,540	0.1%

Source: White, 2018

Major Employers

Mining and Health Care are the top two industries employing Hibbing workers. In 2018, The Mining industry employed 812 Hibbing residents, and Health Care employed 1,662.

The **Mining Industry**, specifically Hibbing Taconite, has significant direct and indirect impacts on the local economy. In 2017, Hibbing Taconite employed 737 employees with an annual payroll of \$91 million (including benefits). Regionally, the mines employ about 4,500 workers. For every mining job, it is estimated that approximately 1.8 spin-off jobs are added to the local economy. (*Source: The Economic Impact of Ferrous and Non-Ferrous Mining, 2012*) Many of these jobs are in manufacturing, construction, engineering and other firms that serve the industry. In 2017, Hibbing Taconite also purchased \$295 million in local services and supplies; and had a total economic impact in Minnesota of \$411 million. According to a 2012 UMD Labovitz School of Business and Economics study, the adjacent chart illustrates a breakdown of local supplier purchases typical of regional NE Minnesota mines. It will be important for Hibbing to monitor Hibbing Taconite's progress in extending the life of its operation and plan for the impacts it may have on the community.



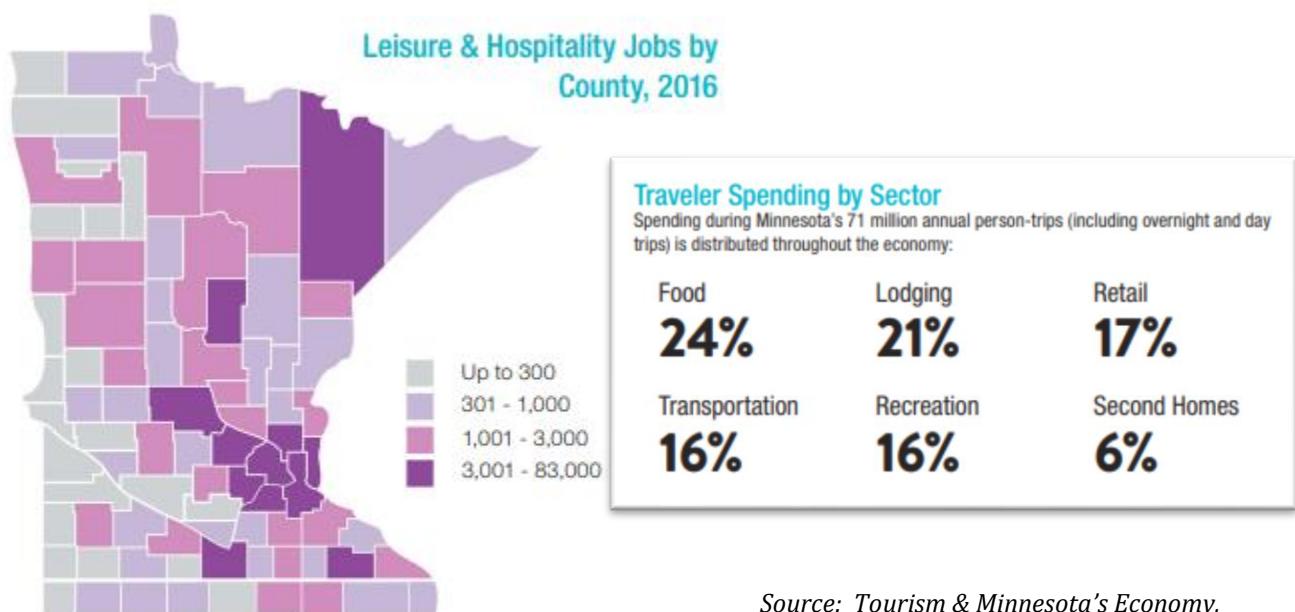
The **Health Care and Social Assistance Industry** is employing 1,622 members of Hibbing's workforce, the highest number of people in any other industry. Fairview Range is the largest health care-related employer in Hibbing which employs approximately 748 people. Guardian Angels Health and Rehabilitation employs about 200 people, and the Essentia Health- Hibbing Clinic is estimated to employ about 100. (*Source: Infogroup, 2018*)

Currently, the Health Care and Social Assistance industry in NE Minnesota employs 34,426 people in the region and has experienced a 4.7% increase in employment over the past five years. "If a job seeker is looking for future employment opportunities, it doesn't get any better than the health care and social assistance sector in northern Minnesota." (*Source: Minnesota Economic TRENDS, 2014*)

While it may not be the leading industry employing Hibbing's workforce, **Tourism Industry**-related employment in Northeast Minnesota comprised about 10% of the region's total employment and about 7.6% of Hibbing's workforce employment in 2015. Currently, Accommodations and Food Services is the third largest industry cluster in NE Minnesota employing 14,016 people in 2018.

In addition to providing employment for the Hibbing workforce, the Tourism Industry offers tremendous economic opportunities in drawing in visitors who may stop, shop, eat and recreate in Hibbing. These visitors contribute significantly to the local economy.

According to an IRRRB study entitled *The Economic Impact of Leisure & Hospitality in the IRRRB Service Area*, "The leisure and hospitality industry in the IRRRB service area has an economic impact of nearly \$1 billion and contributes to the creation of more than 13,600 jobs in the region. Leisure and hospitality-related spending contributed to approximately \$493 million in wages, rents, and profits to the region" (2015). Hibbing has a variety of natural, recreational and social assets to that could draw in tourists and capture some of the region's tourism revenue.



Source: Tourism & Minnesota's Economy, 2017

- Travel & tourism creates jobs and generates sales in every county of Minnesota.
- Tourism jobs represent all levels of employment, from important entry-level service jobs to high-paying executive positions.
- Traveler spending indirectly supports jobs in many other industries, as well, from financial services to printing.

Market Analysis

In 2007, the City of Hibbing contracted with MapInfo, Inc. to conduct a Market Analysis on the City and its potential for retail development. With Hibbing as the focal point, the study covered the Hibbing area which also included the cities of Chisholm, Buhl and Keewatin as influencing and contributing to any new development. A summary of some of the study's findings and suggestions include:

- Walmart and Lowe's and their location on U.S. Highway 169 strengthen the drawing power of Hibbing from the surrounding region.

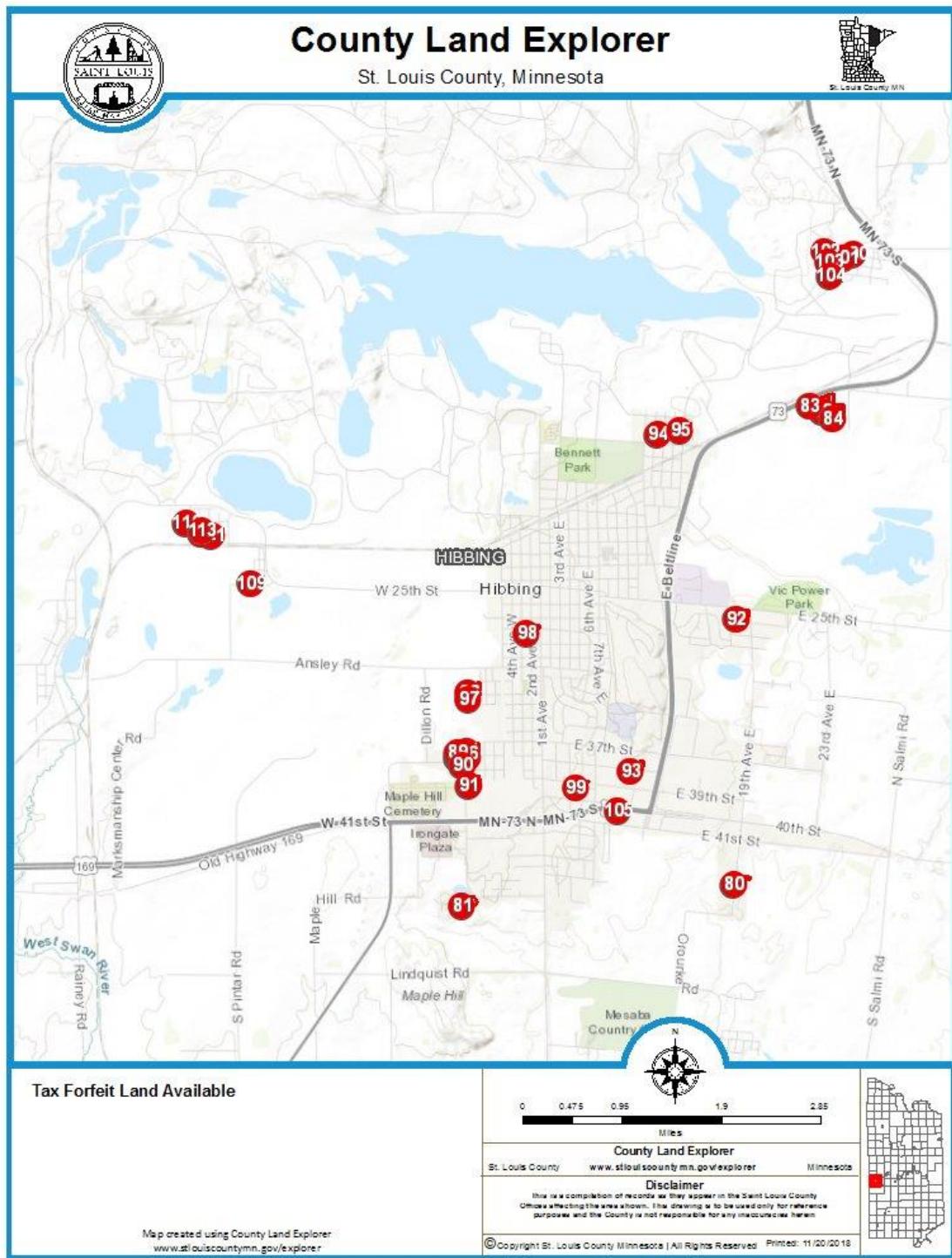
- Hibbing could be further strengthened by providing more convenient alternatives to driving to the surrounding communities, repositioning Irontate Mall, and capitalizing on the city's strengths while addressing areas for improvement.
- Hibbing has advantages for retail development including land availability, retail incentive packages, utility incentives, three major medical facilities, a community college, and several tourist attractions that can draw people regionally and on a national/international level.
- One of the significant challenges facing the community is the significant portion of existing retail spending going to Duluth, Virginia and Grand Rapids.
- The most sought-after retail categories in Hibbing are clothing, sporting goods, mid-priced sit-down casual dining, Kohl's, TJ Maxx, appliances/electronics, and shoes.
- The study assumed the ability of Hibbing to draw customers from across Minnesota and Canada for recreational activities, special events, and some shopping. All scenarios assume the city will undertake a well-planned marketing campaign to attract residents within and beyond the city limits.
- It is not recommended that all new square footage be provided by new competition. Rather, it would be more prudent (in certain categories) for existing retailers to expand their store and/or merchandise lines.
- The city must be proactive in retaining businesses. A concerted effort will be needed to educate consumers on what Hibbing has to offer and to residents why it is important to shop where you live.
- Hibbing needs to create an image as being a place to shop, dine and be entertained.
- Hibbing must be willing to spend time and money to infuse residents with the desire to shop in town. This includes addressing issues such as perceived lack of parking, a feeling of the city being difficult to work with, and other challenges that inhibit development within the downtown.
- The City and Irontate Mall Management should work together to address the mall.
- The community must educate retailers on how to be more customer-friendly and provide standards shoppers have come to expect from big retailers.

The study concluded suggesting the following additional supportable square footage of retail would be viable in Hibbing as described in the **adjacent table:**

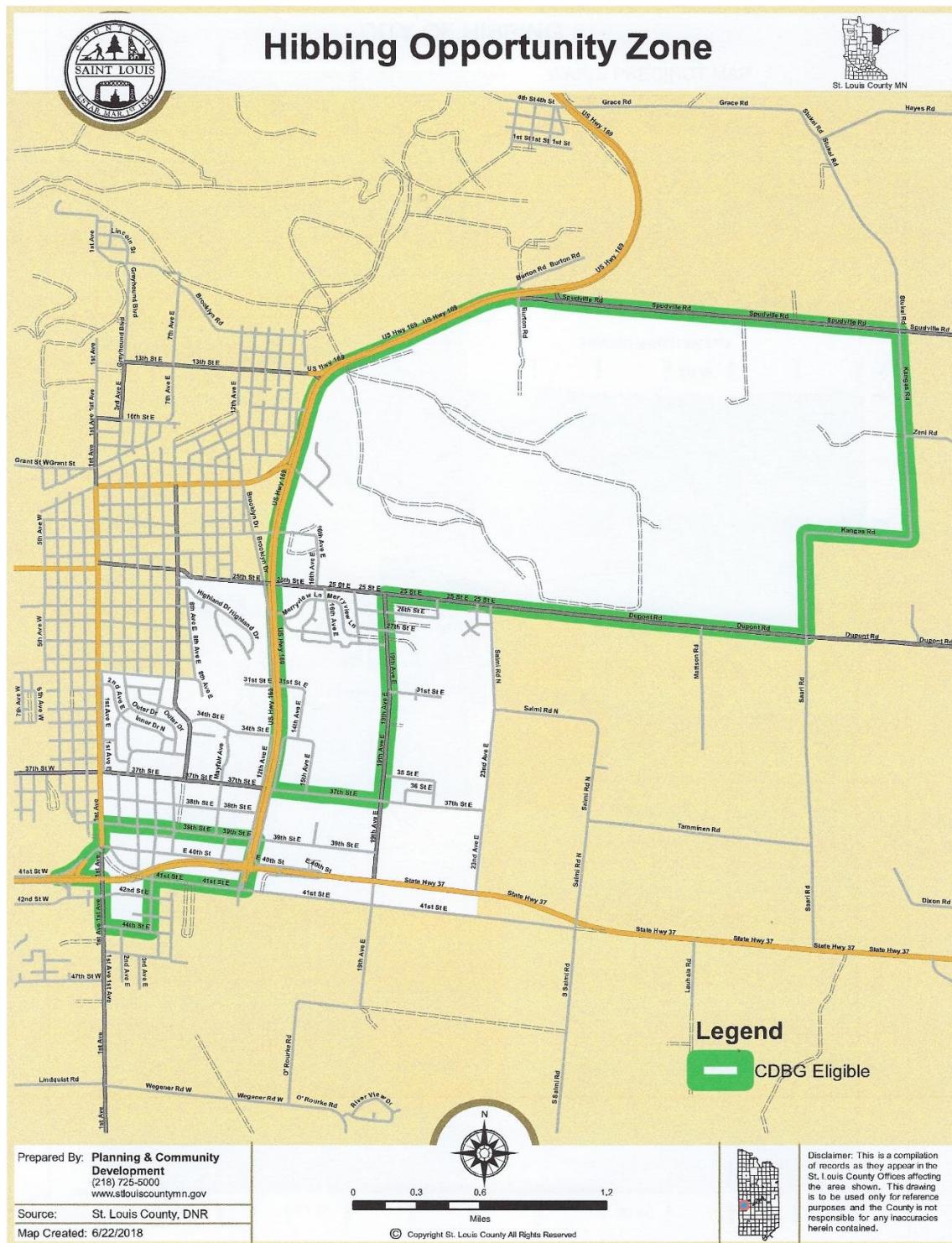
Category	Status Quo	Conservative	Aggressive	Tertiary Trade Area
General Merchandise/Junior Dept Store	65,000	68,000	90,000	95,000
Women's Apparel	2,200	2,200	3,400	2,200
Men's Apparel	1,600	1,600	2,400	1,600
Children's Apparel	0	0	1,000	0
Restaurants	10,800	11,000	14,000	13,000
Grocery	0	3,000	3,500	0
Dollar Store/Variety	24,000	27,500	35,000	24,000
Drug Store	6,300	6,300	8,100	6,300
Home Furnishings	6,200	6,200	6,300	8,000
Pet Supplies	4,000	4,500	6,200	9,500
Toy/Hobby Shop	1,200	1,200	1,700	1,500
Appliances/Electronics	0	0	0	10,000
Sporting Goods	0	0	75,000	0
Total	121,300	131,500	249,900	171,100

Other Opportunities for Development

The following map of properties are St. Louis County Tax-Forfeited and could be possible opportunities for residential and commercial development. Three properties are zoned commercial, and 28 properties are in various residential zones:



An additional opportunity in Hibbing is the Opportunity Zones program which is a community development program established by Congress in the Tax Cut and Jobs Act of 2017. The designation of Opportunity Zones is designed to help spur development in identified communities. In exchange for investing in Opportunity Zones, investors can access capital gains tax incentives available exclusively through the program.



LOCAL ORGANIZATIONS SUPPORTING WORKFORCE AND BUSINESS DEVELOPMENT

Hibbing Economic Development Authority (H.E.D.A.)- offers development assistance for new and expansion-minded businesses interested in locating in Hibbing. This assistance can take many forms depending upon the individual needs of each client. HEDA utilizes both in-house staff and professional consulting firms to make sure all development efforts are maximized.

www.hibbing.mn.us/business/hibbing-economic-development-authority-heda

Northeast Office of Job Training- provides job training services on-site at local community and technical colleges as well as in K12 school districts throughout the region. The Office of Job Training is also part of the Minnesota Workforce Center System, a state-wide system of one-stop centers providing employment and training services. www.nemojt.org

AEOA- is a non-profit organization and established Community Action Program (CAP) for the northeast Minnesota counties of St. Louis, Lake, and Cook. The organization provides a wide variety of programming in five different department areas including Arrowhead Transit, Head Start, Housing, Employment and Training, and Senior Services. <https://www.aeo.org/>

Iron Range Resources & Rehabilitation Board- promotes and invests in business, community and workforce development for the betterment of NE Minnesota. The IRRRB provides vital funding, including low or no interest loans and grants for businesses relocating or expanding in the region. Additionally, a variety of grants are available to local units of government, education institutions, and nonprofits that promote workforce development and sustainable communities. <https://mn.gov/irrrb>

UMD Center for Economic Development- is the primary gateway for businesses, entrepreneurs, and professionals in the Northland seeking resources and expertise geared toward business and talent development. It provides free consulting services to small businesses and entrepreneurs to develop business plans, project financials, facilitate loans, and provide market research, among other business needs. <https://ced.d.umn.edu/>

Northeast Minnesota Entrepreneur Fund- partners with entrepreneurs in northeast Minnesota and northwest Wisconsin to spark growth and achieve success. We accelerate business growth with business loans and flexible financing, fuel success with strategic support and help promote a culture of entrepreneurship throughout the region. <https://www.entrepreneurfund.org/>

Iron Range Makerspace- is a makerspace/co-working/incubator in Hibbing that aims to become the innovation center for the entire Iron Range. Their entrepreneurial facility houses a metal working bay, automotive lift, hand tools, wood shop, textile area, recording studio, library of maker related reading material, commercial kitchen, and more. <http://www.ironrangemakerspace.com/>

Hibbing Chamber of Commerce- advocates for business retention, growth and development; promotes the region and community and encourages civic engagement; serves as an association of business people and individuals working together to enhance and improve the economic strength, commercial activity and unique qualities of the area. <http://www.hibbing.org/>

NHED/Advanced Minnesota- serves Northeast Minnesota and those looking for a challenging and rewarding career. Advanced is a group of elite colleges and their customized training units that help create the most highly skilled workforce in the world. <http://www.advancedmn.org/>

Northforce- is a local initiative aimed at connecting talent with opportunities in Northeast Minnesota and Northwest Wisconsin. It helps talented individuals locate careers that fit their interests and goals and helps employers locate talent that fits their job openings. <https://www.northforce.org/>

ECONOMIC ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

GOAL 1: Support existing businesses.

- ✓ Identify employment gaps between what the needs are for existing Hibbing businesses and the availability of an ample workforce with appropriate skills and training to meet them. Work with the educational systems, training centers and workforce agencies to address any discovered gaps.
- ✓ Develop a marketing campaign to educate Hibbing residents on what the community has to offer and the importance of shopping where you live. Include marketing strategies for attracting people beyond the city limits and enticing them to shop, dine, recreate and stay in Hibbing.
- ✓ Provide opportunities for existing business owners to access workshops and training opportunities that build their capacity to operate successful businesses.
- ✓ Support the MapInfo study's findings and work to add the additional supportable square footage of retail as suggested.
- ✓ Promote mixed use development in the downtown area to ensure a healthy balance of residential, commercial, leisure and social assets exist.

GOAL 2: Support entrepreneurs and pursue and attract new businesses.

- ✓ Develop a community-wide coordinated system in supporting entrepreneurs through multiple ports of entry including, but not limited to, the college system, Chamber of Commerce, Makerspace organization, workforce system, UMD Center for Economic Development, Hibbing Economic Development Authority, financial institutions, etc. A collaborative coordinated effort would ensure that entrepreneurs and/or new business potentials would have access to the best services and resources to help them establish and sustain.
- ✓ Pursue opportunities to acquire (or connect potential business owners with) commercially-zoned County tax-forfeit properties.
- ✓ Advertise the Opportunity Zones program opportunity in Hibbing and encourage new or expanded businesses to take advantage of the program's incentives to invest in designated Opportunity Zone sites.
- ✓ Fill the vacancy on the Hibbing Economic Development Authority Board.

GOAL 3: Create and maintain a diverse economy with expanded business and job opportunities that focus on local resources, talent and industries.

- ✓ Organize a collaborative tourism task force that will focus on marketing and promoting Hibbing's recreational and social assets to increase tourism in the community. The task force will also explore and suggest opportunities for the expansion of existing assets or the addition of new activities or events that would attract more visitors to the area.

GOAL 4: Seek opportunities to expand or add high-quality jobs.

- ✓ Form a collaboration of business leaders in the community, Hibbing Community College, the Hibbing Economic Development Authority and workforce and economic development organizations. Focus on identifying potential opportunities for expanding existing or adding new businesses, addressing the need to increase or fill gaps in occupational training and education, and developing a coordinated plan for them.
- ✓ Work with the growing Health Care and Social Assistance sector to identify future plans for expansion, newly-developing occupational fields, and opportunities to partner or provide support needed for business expansion and workforce training.

GOAL 5: Retain talented people in the community and attract diverse, talented populations to address current employment needs, spur economic progress and create jobs.

- ✓ Conduct further study on the local talent that works outside of the Hibbing community. Identify their educational training and skill sets and identify strategies to build employment opportunities or match them with existing vacancies to harness the talents of the Hibbing workforce and use them to develop the local economy.
- ✓ Monitor the status of the Hibbing Taconite mining operation and its anticipated depletion of ore reserves in its current location in approximately 2025 (if production maintains current levels). Work closely with the company to maintain communication, keep abreast of plans and progress, and partner in addressing any potential challenges and impact in terms of workforce and the local economy.
- ✓ Promote Hibbing Community College by encouraging residents to use it for their educational and training needs. Strong enrollment leads to strong programming, and strong programming leads to a strong workforce. The College can serve as a retention tool increasing the length of time youth stay in the community, even if temporary.
- ✓ Continue to improve, market and promote Hibbing's many assets. Develop marketing materials and communications that describe what Hibbing has to offer and why people choose to live there.

LEISURE ENVIRONMENT

Goals

1. Support and maintain existing leisure and recreational activities.
2. Work to expand leisure and recreational activities.
3. Promote Hibbing's leisure environments and activities.

Leisure Environment: A healthy community is one in which the work and home environments can provide time for leisure. The community provides **recreational** and **cultural** opportunities to use in that leisure time including museums, parks and beaches, cultural and sports events, libraries, etc. It also pursues opportunities to increase **tourism** and promote its recreational assets and community events.

✓ **Reflects the Vision**

"access to high quality...recreation...beautiful parks, historic buildings, arts and culture attractions"

✓ **Reflects the Values**

"Hibbing...promotes its outdoor environments...provides activities that engage residents, attract tourists, encourage healthy lifestyles and choices, and promote the city's assets and attractions."

BENEFITS OF LEISURE

According to *The Benefits of Leisure*, a white paper produced by Finland's Academy of Leisure Sciences, "The benefits of leisure—physical and mental health, economic development, family bonding, environmental awareness, and so on—are now well-documented

scientifically...The "social good" of leisure is both substantially and widely unappreciated." The white paper discusses the impact of leisure economically, physiologically, environmentally, psychologically and socially, emphasizing these key points:

"Some Americans feel guilty about play. They reflect the traditional "work ethic" that ties all value to productivity. Considering all the evidence about the benefits of play and recreation, perhaps these people should feel guilty about not playing enough."

Source: The Benefits of Leisure, n.d.

- **Economic Benefits**

- *People have a high level of perceived benefit in leisure activities and will spend resources to participate in them.*
- *Tied to travel and tourism, the leisure industry is one of the biggest industries in the world in terms of cash flows, income generation, and creation of employment opportunities.*
- *Employees who engage in leisure activity have a higher quantity and quality of productivity and are less likely to miss work.*
- *Leisure activity is shown to reduce social anomie and alienation and their associated economic costs to society.*

- **Physiological Benefits**

- *Exercise promotes physiological health and wellness.*
- *Physical activity reduces stress and improves mental health.*
- *Individuals who are healthy mentally and physically are more productive at work.*

- **Environmental Benefits**
 - *Creation and preservation of opportunities for recreation is a driving force for protecting natural environments as well as cultural, historic and heritage sites.*
 - *Recreational use and study promote environmental learning and an ethic toward sustainability and environmentally-conscious behavior.*
- **Psychological Benefits**
 - *Leisure and recreation provide a perceived sense of freedom, independence and autonomy; enhanced self-competence and improved sense of self-worth, self-reliance and self-confidence; improved leadership skills and interpersonal relationships; greater joy from life and enhanced perceived quality of life; enhanced sense of personal place and fit and reduced sense of social alienation.*
- **Social Benefits**
 - *Leisure and related amenities contribute to a sense of pride in one's community.*
 - *Leisure resources and opportunities help maintain the central values and positive identities of communities.*
 - *Leisure activities and places can maintain and enhance ethnic identities and meet the unique needs of segments of the population.*
 - *Family bonds are strengthened, and social cohesion and integration occur.*
 - *Support systems and companionship lead to longer, healthier, higher-quality lives.*
 - *Learning and skill development take place during leisure time.*

COMMUNITY INPUT

For many of the reasons cited in *The Benefits of Leisure*, Hibbing residents repeatedly shared how much they value the abundant leisure and recreational opportunities in the community and the impact they have on the quality of their lives. Almost 90% of survey respondents claimed that proximity to recreational opportunities was either a somewhat important or very important factor in choosing to live in Hibbing. People view Hibbing's leisure environment as a tremendous asset. The community ought to recognize, if it hasn't already, how this powerful asset can be in retaining and recruiting individuals and families.

Similar Community Survey questions related to the leisure environment were asked in both the 2002 and 2018 comprehensive planning projects. When the question was asked, "What three recreational, tourist, or arts and culture places in Hibbing are most important to you," the Community Survey yielded the following results (in order of popularity):

<ol style="list-style-type: none"> 1. Hibbing High School 2. Mine View/Hull Rust Mine 3. Bennett Park/City Parks, general 4. Trails 5. Carey Lake 	<ol style="list-style-type: none"> 6. Memorial Building 7. Hibbing Raceway 8. North Hibbing 9. Library 10. Historical Society/Museum
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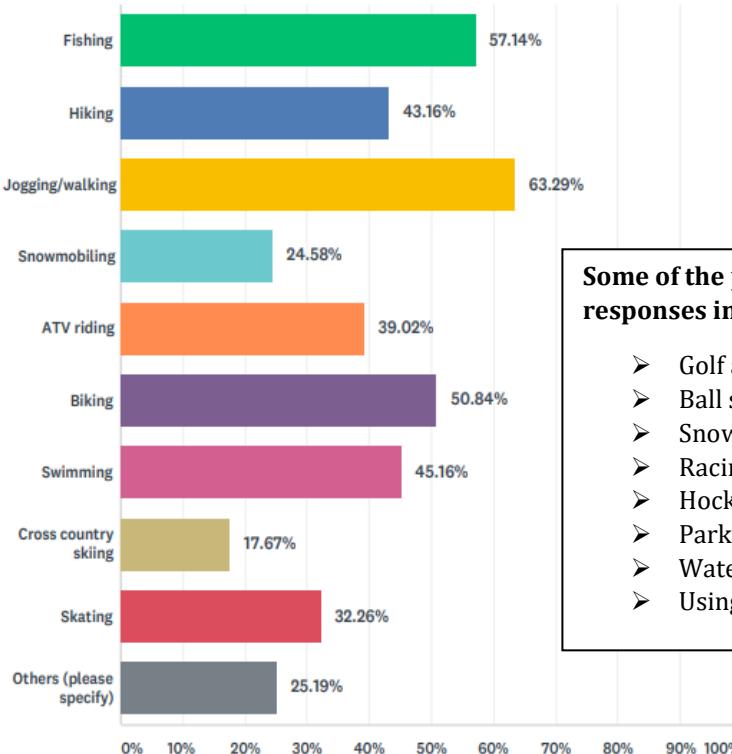
Residents were asked in both 2002 and 2018 to “list three places, traditions or stories you think visitors to Hibbing should experience or know about.” Their responses show similar sentiments with the Hibbing High School, Mining/Mine View and the Town that Moved/North Hibbing story ranking in the top four. Here are the comparable results for both years (in order of popularity):

2018 Comp Plan	2002 Comp Plan
<ul style="list-style-type: none"> • Hibbing High School/Auditorium • Mine View/Hull Rust Mine • Town that Moved/North Hibbing • Bob Dylan's Hibbing history • Mining history, in general • Greyhound Bus Museum • Historical Society/Museum • Hibbing Raceway • Memorial Building • Trails system 	<ul style="list-style-type: none"> • Mines/Mining/Mine View/Hull Rust • Hibbing High School • Greyhound Bus Museum • Town that Moved/North Hibbing • Famous people (Dylan, McHale, Perpich, Frank Hibbing) • Ironworld • Ethnic diversity • History/Founding of Hibbing • Mines and Pines Annual Festival

Over 90% of survey respondents participate in outdoor recreation in or near Hibbing. When asked about the type of recreational activities they participate in, respondents provided the following responses:

Q28 If yes, which public outdoor recreational activities in or near Hibbing do you participate in?

Answered: 651 Skipped: 58



Some of the popular “Other” responses included the following:

- Golf and disc golf
- Ball sports
- Snowmobiling
- Racing
- Hockey
- Park amenities
- Water sports/activities
- Using the trails

CITY SERVICES DEPARTMENT

The City Services Department maintains City Hall, the Library, and parks and recreational properties and works to provide clean, safe and accessible facilities. City Services employs a year-round staff of 18 full-time, 15 part-time and 4 seasonal employees. An additional 16 summer recreation staff and 31 instructors are hired to deliver programming. City Ordinance 2.24 provides for a Park and Recreation Advisory Board comprised of 7 members, appointed by the City Council for 3-year terms, and has four active members. The purpose of the Board is to advise the council on the management and operation of parks and recreation facilities.

City Services operates on an annual operating budget of \$2.3 million with an additional \$500,000 allocated for capital projects. The budget resources come from user fees and the City's general fund. Capital improvements are identified and proposed by City Services and prioritized by the Finance Department. One of the major projects currently underway is the \$1.2 million relocation and construction of the Mine View which is expected to be completed in 2019. A Splash Pad will also be added to Bennett Park in 2019.

The City's mix of neighborhood, community and regional parks and athletic facilities provide a wide range of recreational opportunities for its citizens. The City hosts 32 parks that are a total of 1,800 acres combined. Five of the parks are large major parks including Bennett Park, Vic Power Park, Carey Lake Park, Maple Hill Park and North Hibbing. These parks contain playgrounds, ball fields, swimming beach, trails, a campground, dog park, a disc golf course, and many other amenities.



In addition to parks, the City provides a **municipal golf course** adjacent to Bennett Park. The 9-hole, par 34 course covers 2,657 yards with a practice green and watered greens and fairways. Community members can participate in golf leagues and/or take lessons through the P & R Department. The Golf Course offers daily rates or season pass options.

The City offers year-round indoor recreation space through the multi-purpose Memorial Building and Hibbing High School. ISD 701 and the City of Hibbing have a facility use agreement in place to allow for the sharing of facilities. This has allowed for more year-round indoor recreational opportunities and additional space for P&R programming and activities. However, based on interviews with Park personnel, the lack of indoor facilities is a problem for the Parks and Recreation Department. With restricted times when indoor facilities are available, the P & R Department has to limit park programming accordingly. To develop a first-rate indoor program, the Parks Department is exploring the option of expanding or constructing additional indoor facilities.

Survey results show a lower participation rate in indoor recreation (63%) versus a much higher participation rate in outdoor recreation participation (90%) for community

members. Many survey respondents mentioned that increasing indoor recreation should be a high priority in supporting and promoting recreation. The development of a recreation center/YMCA/sports complex type of facility was also the top response in residents' suggestions for new recreational activities they would like to see developed.

Community members in the Blandin Leadership Program conducted an Economic Impact Study on the Hibbing Memorial Building in 2018 to weigh the estimated costs to expand against the economic value and impact in expanding. The findings were as follows:

"An estimate was made of the Hibbing Memorial Building's economic impacts to the St. Louis County area using proven input-output impact estimation techniques. Based on the most recent estimates of 2017 ice and dry-floor events, its annual operations and visitors spending in the area generated \$4.4 million in gross output, 52 jobs and \$2.5 million in value-added to the local economy. Impacts stemming from proposed ice and construction projects include nearly \$21 million in gross output and \$11 million in value-added. Local job impacts from construction include approximately 113 across the span of years required for completion. Growth of positive economic impact to the area from public and private investment projects could see annual gross output more than double to \$9.4 million."

PARKS

Bennett Park was founded in the 1920's and is one of Hibbing's oldest parks. The park's 34-acres include playgrounds, picnic tables, athletic fields, trails for biking, hiking and skiing, horse shoe and bocce ball courts, baseball and softball fields, ornamental planting and pavilions available for rental. Maintenance facilities for the City's entire park system are also headquartered in Bennett Park. In the summer of 2018, a basketball court in the park was refurbished with funding from the Minnesota Timberwolves FastBreak Foundation. A Splash Pad will be installed in the park during the summer of 2019. Bennett Park's most active months are May through September.



Vic Power Park is a 134-acre park located on the east side of Hibbing near Hibbing Community College. The park contains three lighted softball fields, two baseball fields, four soccer fields, playground and parking lot. The park was upgraded in the last five years with the installation of an irrigation system.

Carey Lake Park was established in the mid 1960's and at 1,139 acres, is Hibbing's largest park. The park is mostly pristine and undeveloped and contains forested and wetland areas including 139-acre Carey Lake. Some of the park's amenities include picnic tables, trails for biking, hiking, and skiing, a swimming beach, fishing piers, ornamental plantings, the historic DuPont site, and natural conservation. A 4 ½ mile paved walking/biking trail connects the urban Hibbing area to Carey Lake Park. The park is used year-round. Winter usage has grown with increased interest in ice fishing and cross-country skiing. As Carey Lake Park grows in usage, some facilities will need to be added and expanded. Funds are needed to expand ski trails, parking, swimming beach, picnic grounds, campground development, and trailhead/shelter facility.



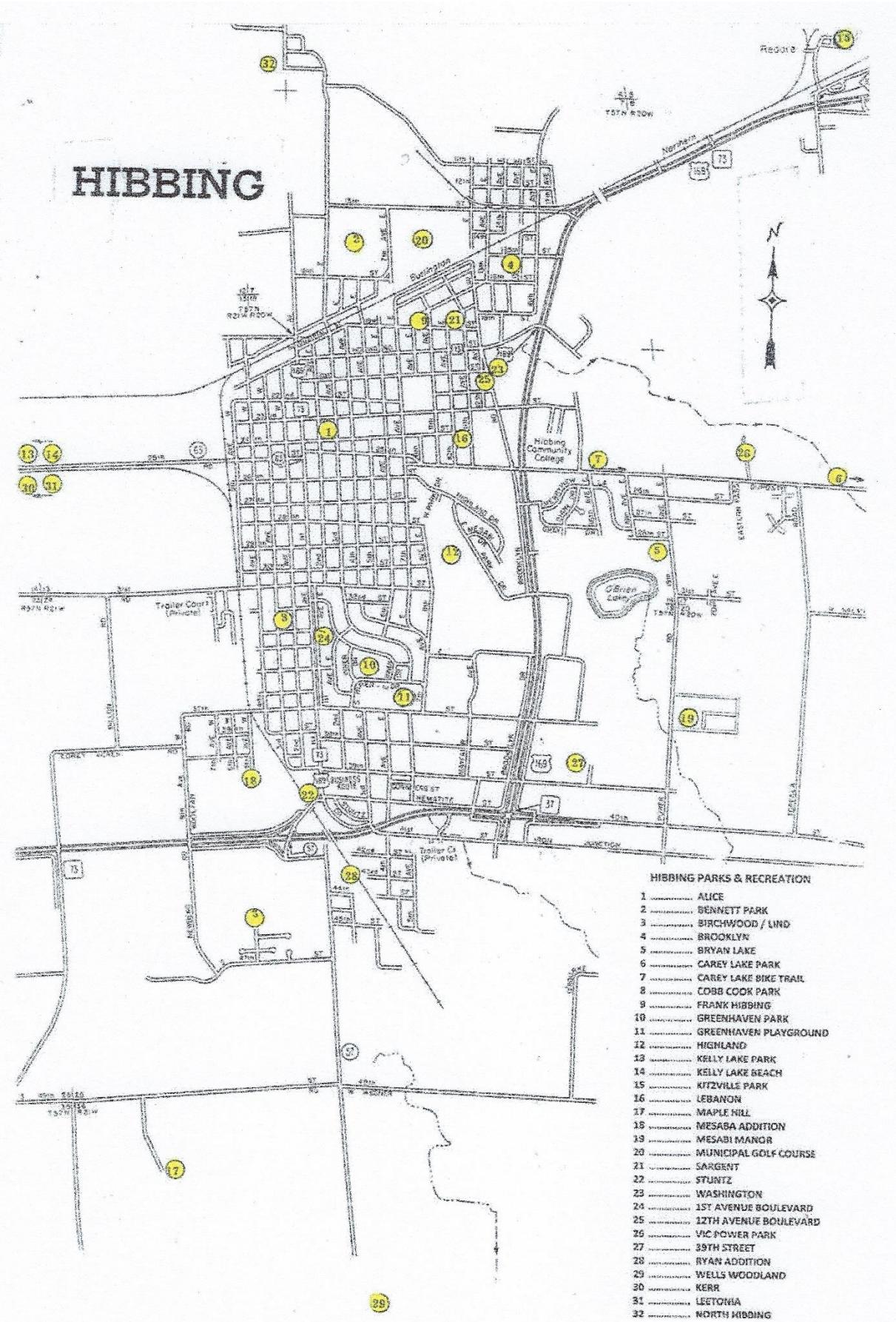
North Hibbing used to be the home of the original Hibbing settlement until the property was consumed by encroaching mining activity. The Hull Rust Mine View, which was located on the property until it closed in 2017, is in the process of being rebuilt in a new location. The property offers camping, an enclosed off-leash dog park, remote control aircraft field, disc golf course, and historic landmarks and visitor sites.



Maple Hill Park covers 160 acres, almost all of which consist of a natural, undeveloped environment. The park recently increased by 40 acres due to the acquisition of tax-forfeited property. The park hosts a forest of hardwood trees and the small Woodland Lake which is surrounded by glacial hills offering scenic views. Residents and visitors use the many miles of trails in the park to go hiking, mountain biking, geocaching, cross-country skiing and bird watching.

***All of Hibbing's parks are located on the map on the following page.**

HIBBING



TRAILS

The City of Hibbing maintains miles of trails in the community. Many of the trails are in designated parks. Carey Lake Park contains 13 miles of trails used for cross-country skiing, hiking and biking, including several miles of trail that are lighted. Maple Hill Park has miles of trails running through it. Vic Power Park also has a smaller area of undeveloped area where trails are found.



One of the most notable and popular trails winding through the center of Hibbing is the **Mesabi Trail** which spans 135 miles and connects 28 communities in NE Minnesota. Hibbing lies near the midpoint of the Mesabi Trail, which will eventually run from Grand Rapids on the west to Ely on the east. Traversing some remarkable country, the Mesabi Trail provides non-motorized access (with snowmobiling in some areas) to many destination points and outdoor experiences.

The main access point in Hibbing for the Mesabi Trail is near the Greyhound Bus Museum. Traffic on the Mesabi Trail is significant with trail counters calculating approximately 30,000 passes made through some of the main access points each year. These counts are the highest traffic counts of any other trail in the county.



The City maintains the Mesabi Trail from Chisholm to Keewatin. City workers monitor the condition of the trail and provide brushing and mowing services and repairs as needed. Costs for repairs are covered by the Mesabi Trail organization while the City of Hibbing absorbs the cost of brushing and mowing. The cost of these services to Hibbing are likely minimal compared to the economic impact of the many trail users who stop, shop, eat and stay in Hibbing along the way.

Another major trail in the City of Hibbing is the **Carey Lake Bike Trail**. The 4 ½-mile Carey Lake Bike Trail is significant as it connects residents in the urban area of Hibbing with Carey Lake Park. When the previous 2002 Comprehensive Plan was developed, community members had asked for better connections to existing parks and recreational areas. In 2015, the Carey Lake Bike Trail received significantly upgrades to improve the trail and meet ADA standards compliance. The \$500,000 project was jointly funded by the City of Hibbing and the MN Department of Natural Resources grant.

Other trails in and near Hibbing are increasing and expanding as snowmobiling, ATV riding, biking and other clubs continue to form and organize. Trail connections provide opportunities for Hibbing residents wanting to use them and the local economy that can profit from the increase in visitors. The City would benefit from developing a plan for making more trail connections and maximizing income potential in drawing in trail users.

ATTRACTI0NS

In addition to recreational spaces, Hibbing residents also have a strong sense of pride and appreciation for leisure spaces that celebrate the community's history and cultural heritage. Through community feedback, the following historical and cultural attractions have been identified as places that are most important to community members, as well as places they believe others should experience or know about:

- ❖ For years, **Mine View** has given residents and visitors the opportunity to look out over the Hull Rust Mahoning Open Mine Pit, one of the largest open mine pits in the world. Mine View was in North Hibbing until its recent closure due to the encroaching mine. Construction of the new relocated Hull Rust Mine View is underway and is expected to be completed in 2019.
- ❖ **North Hibbing** is where the original settlement of the Hibbing community began. While every community has a story, few can tell a tale about having to relocate an entire town of homes, businesses, schools, churches, hotels, etc. Visitors to North Hibbing can view historical landmarks describing Hibbing's history. They can also utilize the more modern amenities available including a small campground, disc golf course, dog walk park, and two sheltered pavilions.
- ❖ Built in the early 1920's at a cost of \$4 million, **Hibbing High School** was once hailed as the "Richest Gem in Minnesota's Crown" with its impressive architecture and structural and artistic features including its majestic auditorium. Listed on the National Register of Historic Places, the high school reflects the rich history and abundant resources at the time the mining community was establishing.
- ❖ The **Greyhound Bus Museum** showcases Hibbing's significant history as the birthplace of the bus industry in the United States. Visitors can tour the museum and view exhibits that include pictures, videos, memorabilia and artifacts including 18 historical buses.
- ❖ Located in the Memorial Building, the **Hibbing Historical Society & Museum** shares the story of Hibbing through photographs, videos and exhibits. While the collection is historic, the museum facilities are modern and use the latest technology and technique for presenting its collection. The museum is free to the public.
- ❖ Born in Duluth, MN, in 1941, **Bob Dylan** (originally named Robert Zimmerman) moved to Hibbing when he was less than a year old and lived in Hibbing until he graduated from Hibbing High School. During his time in Hibbing, Dylan was heavily involved in writing, playing and performing music. He carried his musical talent with him to Minneapolis and then to New York City where his career as a famed singer-songwriter launched. Bob Dylan has an active organized fan base in the Hibbing community that promotes Dylan Days in honor of him and hopes he will one day return.

MARKETING AND COMMUNICATION

Hibbing's abundant leisure environment activities and attractions are enjoyed by members in the community and draw in visitors from outside the community. However, the City may want to consider whether Hibbing, and all it has to offer, is "the best kept secret".

When Community Survey respondents were asked for their input on how Hibbing could better support or promote its recreational assets, the **number one response was advertising**. Many offered ideas for how to market the Hibbing area to lure visitors to the community. Others mentioned frustrations of not having a good understanding of what recreational opportunities and activities existed in the community and the difficult time they had trying to find out.

There are a multitude of tools for sharing information, and Hibbing has a strong base of them including the Hibbing Daily Tribune, Hibbing Public Access Television, a network of radio stations, individual websites, and group Facebook pages. Local organizations such as the Hibbing Chamber of Commerce and Hibbing Tourist Center also promote area amenities, attractions and events. However, the likelihood of any of these tools successfully communicating Hibbing's message is slim if they are operating in silo.

The City of Chula Vista, CA created a Marketing and Communications Plan to "support the City's strategic goals to enhance revenues, improve business and economic development, promote a positive image, and attract people to live, work, invest and play in Chula Vista." The plan had two goals and three priorities:

Marketing and Communications Plan – Chula Vista, CA	
<i>Goals</i>	<i>Priorities</i>
<ol style="list-style-type: none">1. Increase local, regional and national awareness of the benefits of living, working, investing and visiting Chula Vista.2. Enhance communications with Chula Vista residents about City issues, projects and services.	<ol style="list-style-type: none">1. Enhance City of Chula Vista's image and brand2. Promote and market Chula Vista's assets, signature projects, programs and services3. Expand community engagement and partnerships

Hibbing would benefit from such a plan, not only to increase communication and marketing of its assets, but to also increase resident engagement and communication within the City. City communication and resident engagement are important and further discussed in the Political Environment section of this document.

LEISURE ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

GOAL 1: Support and maintain existing leisure and recreational activities.

- ✓ Determine the future of the existing Parks and Recreation Board.
- ✓ Continue to support the maintenance, appearance and cleanliness of City parks, facilities and properties.
- ✓ Pursue opportunities to increase beautification efforts and projects to improve existing parks, facilities and properties.

GOAL 2: Work to expand leisure and recreational activities.

- ✓ Pursue opportunities to increase indoor recreational space and expand indoor recreational opportunities.
- ✓ Consider resident interest shown in the Community Survey, review the results of the Economic Impact Study on the Hibbing Memorial Building and make decisions on whether to move forward with the proposed facility expansion.
- ✓ Continue to pursue the establishment of a campground at Carey Lake Park.
- ✓ Develop a trail system that connects the Mesabi Trail to the Carey Lake Bike Trail.
- ✓ Continue to pursue an indoor shelter at Carey Lake Park to better serve park patrons and the needs of seniors and special populations.
- ✓ Explore opportunities to access or acquire vacated mine sites and use them to expand recreational activities.

GOAL 3: Promote Hibbing's leisure environments and activities.

- ✓ Organize a marketing and communications team to efficiently and effectively market and communicate Hibbing's leisure and social environments and activities to populations within and outside of Hibbing's city limits.
- ✓ Develop a comprehensive brochure (or a few brochures) to showcase and market Hibbing's parks, recreational opportunities, community facilities and attractions. Many of the materials currently used are out of date, incomplete and not professionally produced. Providing these marketing and communication tools to area residents and visitors in designated city locations and online will establish a thorough, up-to-date, consistent message of what Hibbing has to offer.
- ✓ Update Park maps and brochures to include new amenities and developments and remove parks, facilities or amenities that no longer exist.
- ✓ Explore opportunities to further market Hibbing as a key access point, stopping point and destination on the Mesabi Trail.
- ✓ Form partnerships with area riding clubs and trail associations to collaborate on developing an integrated regional trail system.

SOCIAL ENVIRONMENT

Goals

1. Build a strong sense of community and interaction among residents and offer social activities and events that engage community members of all ages and abilities.
2. Support and promote a strong educational system.
3. Support and promote a strong health care system.
4. Protect and promote the health and safety of residents through efficient and effective law enforcement, emergency services, public services and community activities.

Social Environment: A healthy community encourages social networks, provides gathering places where people from all parts of the community may mingle, nurtures families and children, offers universal education, health care and other services, strives to foster non-violent and healthy behavior, invites familiarity and interaction among the various groups that make up the community, and treats all groups and individuals with respect.

- **Reflects the Vision**

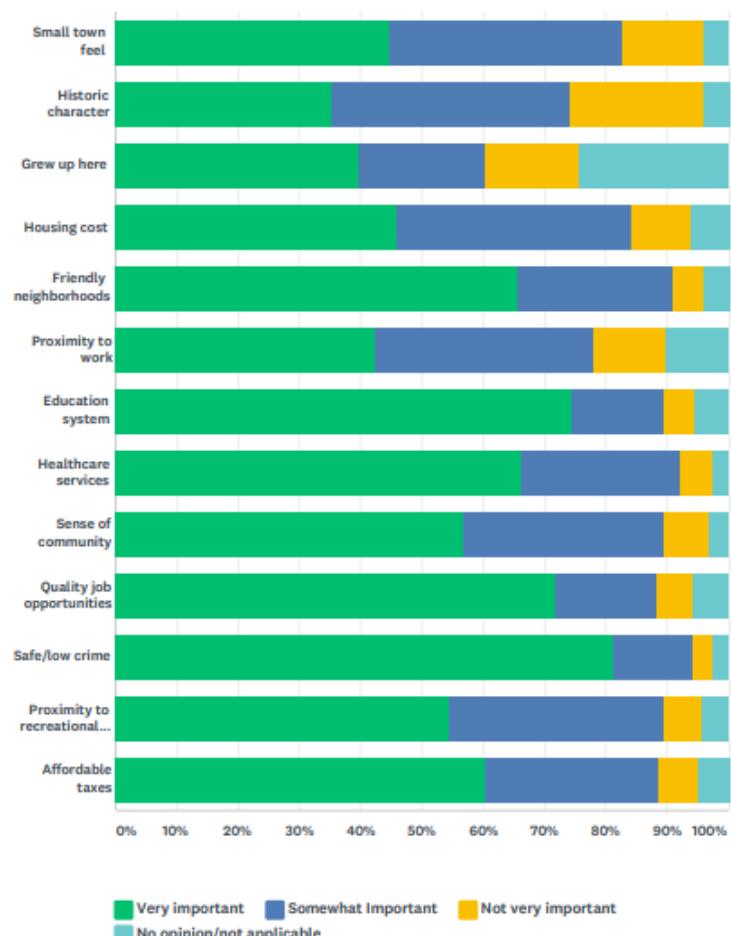
“vibrant city of caring, friendly people who value family and community...offers safe, small-town living...access to high-quality education, healthcare... attractions...events”

- **Reflects the Values**

“Hibbing is a community of friendly, caring people who have a strong focus on family and family values, take pride in their community’s history and heritage... have a positive outlook on the future...are neighborly, helpful to others, inclusive, look out for one another, volunteer their time, and are actively involved in social activities.”

“The word community, like many words in the English language, has more than one interpretation. A community can be identified as a geographical location—a physical infrastructure of streets, parks and buildings, defined by tangible brick and mortar structures. But a sense of community is often emotional, intangible and much more difficult to define; it is what makes an address a home, not just a location.” *Source: Childers, 2014*

When Hibbing residents were asked for reasons why they choose to live in Hibbing, some of their highest-rated responses including the education system, friendly neighborhoods, healthcare services, safe/low crime, and sense of community. These characteristics, discussed further in this section, are all signature of a healthy social environment and are powerful tools for retaining residents and recruiting others to the community.



EDUCATIONAL SYSTEM

Hibbing School District

The Hibbing School District serves approximately 2,400 students and enrolls more students than any other sizable community in the area. For the past four years, kindergarten enrollment has averaged about 207 students per year.

The District includes the following schools:

- **Greenhaven Elementary/Early Childhood Center**
(Pre-K – Grade 2)
- **Washington Elementary**
(Pre-K – Grade 2)
- **Lincoln Elementary**
(Grades 3-6)
- **Hibbing High School**
(Grades 7-12)

2015-2016* Enrollment for Area School Districts (K-12)

	ISD #695	ISD #2154	ISD #701	ISD #2711	ISD #706	
	Chisholm	Eveleth-Gilbert	Hibbing	Mesabi East	Virginia	Total
Kinder	54	67	201	34	144	500
1	60	62	195	66	117	500
2	58	83	200	70	153	564
3	61	72	191	79	152	555
4	62	83	204	56	123	528
5	49	97	194	72	132	544
6	61	63	177	78	121	500
7	64	91	198	77	155	585
8	66	82	166	84	116	514
9	58	91	197	68	137	551
10	44	61	172	68	103	448
11	53	89	186	63	109	500
12	44	59	136	64	116	419
Total	734	1,000	2,417	879	1,678	6,708

Source: Minnesota Department of Education, Data Reports and Analytics, Student, Enrollment by Ethnicity/Gender

*Preliminary as of 7.27.16

The Hibbing School District has a school board comprised of six elected directors and the Superintendent acting in ex-officio. The District employs 141 teachers and 129 support staff who, along with the Hibbing School Board, work together to carry out the District's vision and mission:

Vision – *"Hibbing Public Schools, in partnership with our community, are committed to academic excellence and the opportunity for all students to develop their talents in a caring, safe environment."*

Mission - *"Hibbing Public Schools will provide all students with a quality education designed to help them develop their fullest potential."*

Hibbing teachers use a variety of teaching strategies to **meet the needs of learners** and deliver curriculum that **meets the Minnesota Graduation Standards**. Findings in the District's most recent Strategic Plan report that Hibbing High School **offers the widest array of electives** of any high school in the area and has been able to maintain them versus other area schools. Hibbing High School also **offers more than 60 extra-curricular opportunities** in academics, sports and fine arts. Over the past five years, students graduating in the District have consistently **enrolled in higher education at higher rates** than students in Minnesota as a whole.

Early Childhood

Research shows that the years between birth and age five are most critical to a child's development. The Hibbing School District provides early childhood programs to support child development and school readiness. These programs include:

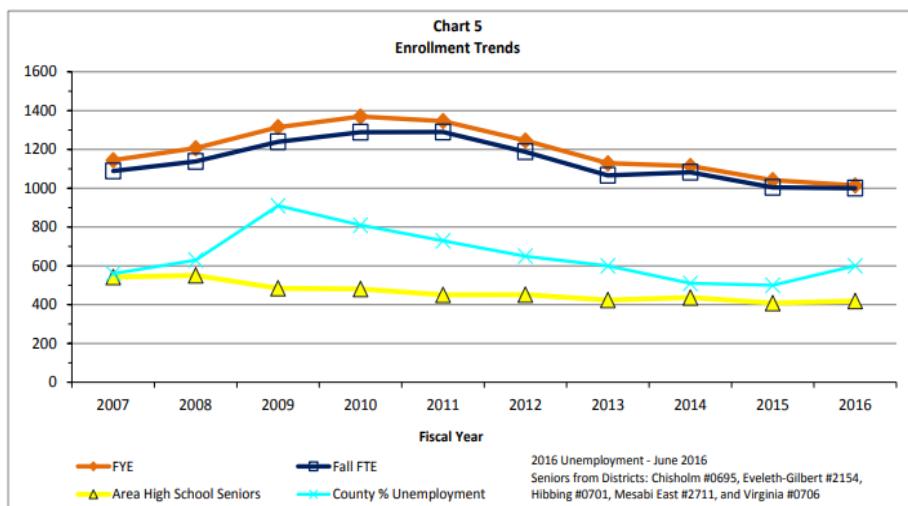
- **Early Childhood Family Education (ECFE)** – provides information, support and activities for children, birth to kindergarten, and their parents
- **School Readiness Ready-Set-Go program** – gives children, who are 4 years of age, a 2-3 day/week preschool experience to prepare them for entry into kindergarten
- **Early Childhood Screening** – is required for every child before entering kindergarten to ensure students are physically and developmentally ready for kindergarten

During these formative years, some of Hibbing's youngest residents spend a substantial amount of time in child care which also contributes to early childhood education. However, NE Minnesota is experiencing an alarming shortage in child care. Of the 14,000 children in the region needing child care, the number of spaces available will only accommodate about 9,000 of them, leaving approximately 55% of them without licensed child care. Hibbing child care providers need support on local, regional and state levels to be able to meet their requirements, sustain their operations and expand their capacity, if possible. Aside from it being an educational issue, the lack of available child care is also a workforce issue.

Hibbing Community College

Community colleges (commonly called Junior Colleges) began to establish in the early 1900's in the U.S. One of the first was Hibbing Junior College which started in Hibbing in 1916 and transitioned over the years to become what is currently Hibbing Community College (HCC).

Hibbing Community College is an accredited college that enrolls about 1300 students with the equivalency of 1,000 full-time students. Approximately 13.2% of all admitted students enroll upon graduating from high school, and 36.6% of admitted students (including high school students) enroll at the regular undergraduate level. With many students waiting to enroll, the average age of an HCC student is about 25. HCC's enrollment adjusts according to unemployment rates;



when unemployment is high, unemployed members of the labor force often take the opportunity to go back to school for new or advanced training.

From 2011-2015, an average of 79% of HCC's enrolled students were from St. Louis County (64%) and Itasca County (15%). In 2015, **about a third of all new students were from Hibbing High School (23%)** and Chisholm High School (10%) followed by Grand Rapids supplying 5%, Nashwauk-Keewatin with 4%, and Cherry with 3%. Of total Concurrent Enrollment and Post-Secondary Enrollment Options (PSEO) students, nearly 65% are from Hibbing High School.

Hibbing Community College awards a variety of degrees, certificates and diplomas. As of 2016, approximately 44% were A.A. and A.S. degrees, and 56% were A.A.S. degrees, certificates and diplomas. Many students seeking A.A. and A.S. degrees continue their education in pursuit of advanced degrees. Aside from A.A. and A.S. degree enrollment, HCC's largest programs in order of enrollment are:

- 1. *Nursing***
- 2. *Electrical Maintenance and Construction***
- 3. *Dental Assistant***
- 4. *Law Enforcement***
- 5. *Diesel Mechanic and Heavy Equipment Maintenance***
- 6. *Heating and Cooling Technician***

HCC continuously works with area industry to align higher education and training with industry and workforce needs. Two currently developing areas include Nursing and Transportation. The preparation of nurses for the workforce has evolved with advanced technology and the need for hands-on simulated training. Hibbing Community College is striving to increase its simulation technology and advance the training it can provide for nursing students. The college is also working closely with the Transportation Industry to ensure that it provides the technical education and training needed through its Professional Truck Driver, Auto Technician, and Diesel Mechanics and Heavy Equipment Maintenance programs. Customized training programs and opportunities are also provided through HCC's partnership with Advanced Minnesota, a regional customized training collaborative.

Hibbing Community College employs 376 teachers, staff and administrators who work together to carry out HCC's mission to, "provide life-changing education and opportunities in a dynamic learning environment." In addition to serving its mission, HCC and its employees are also committed to building relationships and leading within the community, connecting students with community services, and advancing the community in embracing diversity as relayed in its 2016-2018 Strategic Plan.



FAITH COMMUNITY

In addition to public school options, Hibbing also has two private faith-based schools: Assumption Catholic School (Pre-K – Grade 6) and Victory Christian Academy (Pre-K – Grade 12). The faith-based community in Hibbing includes 18 churches, many of which have been a part of Hibbing's history in establishing and developing.



As research shows, "churches are perceived to be an important element of a community, even among the unchurched." (*Source: Barna Research – Do Churches Contribute to Their Communities, 2011*) The faith-based community is a component of Hibbing's social environment. There is unity among churches as they host ecumenical community events together including concerts, community-wide mass, community dinners, etc. They lead and support various social justice programs that impact services such as housing, food distributions, divorce care, recovery programs and charitable giving. Many Hibbing congregations are involved in service and volunteer work through the church. Hibbing's faith community collectively contributes to serve many of the community's social needs.

HEALTH CARE

The health care industry is the leading industry in NE Minnesota in terms of employment and growth. In 2018, the Health Care and Social Assistance industry employed 34,426 people in NE Minnesota. The industry cluster is the only one, aside from Accommodation and Food Service, to consistently grow every year from 2014-2018. About a third of health care workers have a median hourly wage of \$29.02.

Addressing growth in the health care industry, a Minnesota Economic TRENDS 2014 report indicated that there has been a "long-term shift in the national economy away from the goods-producing sectors and toward the service-providing sectors. This trend, coupled with an aging population demanding more health care, has led to an explosion in health care and social assistance employment nationwide." Hibbing's population has been aging, and projections in the future show the City and region aging at an even greater pace than most other areas in Minnesota.

Hibbing has much to offer in terms of health care. Three of Hibbing's primary medical providers are Fairview Range, Essentia Health and St. Luke's which serve Hibbing and the greater community and provide a wide variety of hospital and clinical services. Hibbing residents have access to other health care services including mental health, dental health, rehabilitation services and home health care. Some services have clinics offering services at free or reduced rates.

According to Hibbing Community Survey respondents, over 92% say that **having access to health care services was an important factor** in choosing to live in Hibbing. Respondents also viewed **Hibbing's medical community as one of the city's top strengths/assets** in terms of economic development.

EMERGENCY SERVICES AND COMMUNITY SAFETY

Law Enforcement

The Hibbing Police Department employs 29 staff and serves the City of Hibbing. Its mission is “to serve and protect our community by enforcing the law, preserving peace and providing a safe community in which people can work, play and raise their families. We will do this by making a positive difference in the people we have contact with, and by developing a sense of trust and teamwork with our citizens.”

The Hibbing Police Department offers the Nextdoor Program, a private social network for neighborhoods that supports communication between residents and law enforcement regarding crime and safety. The Department is also involved with a variety of other collaborative community programs including:

Minnesota Office of Justice Programs – serving crime victims

Bicycle Patrol – enforcing laws and ordinances related to quality of life in Hibbing, and promoting community relations between the public and police department

D.A.R.E. – teaching youth about the dangers of doing drugs and the skills to say “no”

National Child Safety Council – working with the Safety Council and local businesses to educate children on safety, personal health, and the dangers of drugs and alcohol

Safety Town – interacting with children and allowing them to become familiar with police officers and their equipment

Community Liaison Officer – providing law enforcement services to ISD #701 students and staff

Safe & Sober – educating the public on speed reduction, seat belts and DUI enforcement

Alcohol and Tobacco Compliance Checks – working with establishments to curb underage purchasing of alcohol and tobacco products

Drug Enforcement – employing a full-time officer focused on the sale of illegal drugs

Predatory Offenders Program – working with other agencies and departments to track predatory offenders in the City of Hibbing

Fire Department and Emergency Medical Services

The City of Hibbing Fire Department employs 27 career and 18 paid-on-call staff and responds to nearly 3,000 service calls each year. The Department provides fire coverage for all of Hibbing and emergency medical services (EMS) to Hibbing and portions of the Silica, Lavell and Cherry areas. It also provides Paramedic Intercept to other Basic Life Support ambulance services in surrounding communities. Other services the Hibbing Fire Department offers are:

- *Inter-facility patient transports*
- *Automobile extrication*
- *Fire prevention/education*
- *Fire investigation*
- *Fire inspection/code enforcement*
- *Surface water and ice rescue*

- *Confine space rescue*
- *Haz-mat response*
- *High angle rope rescue*
- *Community education*
- *Community risk assessment*

The Department operates out of three fire stations located in the following areas:

**Hibbing Fire Department
(Headquarters)**
2320 Brooklyn Drive

Hibbing Fire Hall
11896 Town Line Road

Kelly Lake Fire Department
303 3rd Avenue North



Hibbing Foundation

In 1984, a Progress Report on Hibbing Economic Development was provided to City Hall by the Economic Development Commission describing goals and areas for economic development. The Commission believed that all the community needed be involved in economic development and recommended the development of the Mesaba Foundation. The Foundation's purpose was to enhance social and cultural development in the region.

Now known as the Hibbing Foundation, the organization allows people to "join their charitable dollars for the common good of our community. (Their) funds are not the result of a single person's or corporation's giving; they represent hundreds of donors and organizations that care about Hibbing, Minnesota. The Hibbing Foundation provides flexibility to a broad community agenda - granting to the nonprofit community and developing and enhancing new projects and initiatives in the community." *Source: www.hibbingfoundation.org, 2018*)

SOCIAL ACTIVITIES AND EVENTS

Hibbing provides opportunities for social interaction and community activities. More than 80% of Community Survey respondents participate in community and social events in Hibbing. Some of the activities and events residents would like to see added or increased include:

- More activities for kids/youth/teens
- Concerts and music events
- Increased activities in the parks
- More indoor recreational activities
- Things for families to do
- Increased festivals
- Mines and Pines Festival

Hibbing's Parks and Recreation Department hires 31 teachers during the year and 16 extra summer staff to facilitate educational and recreational activities. Local organizations such as the **Borealis Art Guild, Hibbing Historical Society, and Hibbing School District Community Education** also offer activities and programs throughout the year. Operating as a City Department, the **Hibbing Public Library** is another entity that provides special activities and programming in addition to its daily operations. Its overall mission is to "provide technology to access the online world, introduce children to a lifetime of reading and learning, and bring enjoyment to people's lives." The facility also contains an Indoor Play Park for children five years of age and under.



In addition to the extensive parks and recreational areas in Hibbing, several historic and cultural attractions (more thoroughly described in the Leisure Environment) serve as social spaces where people gather nearly any day of the week including the **Greyhound Bus Museum, Hibbing Historical Society & Museum, North Hibbing** and the new **Mine**



View reopening in 2019. Other popular social attractions in Hibbing include the **Hibbing Raceway** which hosts five divisions of racing every Saturday night during the Northern Minnesota dirt track racing season.

Several residents in the Community Survey asked for the return of the Mines & Pines festival (and will be happy to know it is returning in July 2019). Others were asking for a splash park (which is also slated for construction in 2019). With so many events and attractions available, and residents claiming that more are needed, the question arises on whether there are ample events and activities or if there may be a marketing or communication issue at hand.

Advertising was the top suggestion for how Hibbing could promote its recreational activities; advertising may very well be something suggested for social activities as well. Hibbing collaborates with others to market and promote the many events, activities and attractions happening across the Iron Range. (See the photo of the Summer Visitors Guide example.) However, there may be room to improve. An inventory of how the community currently markets and communicates its events, activities and attractions may be a worthwhile first step in determining whether communication gaps exist, both internally to residents and externally to those who may want to visit or move there.



SOCIAL ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

GOAL 1: Build a strong sense of community and interaction among residents and offer social activities and events that engage community members of all ages and abilities.

- ✓ Organize a marketing and communications team to efficiently and effectively market and communicate Hibbing's leisure and social environments and activities to populations within and outside of Hibbing's city limits.
- ✓ Find ways to partner with the college and support their aspirations to "advance the community in embracing diversity."
- ✓ Consider resident interest shown in the Community Survey, review the results of the Economic Impact Study on the Hibbing Memorial Building and make decisions on whether to move forward with the proposed facility expansion.
- ✓ Work to add the additional supportable square footage of retail as suggested in the MapInfo study. Many Hibbing residents consider shopping to be a social activity.
- ✓ Promote mixed use development in the downtown area to ensure a healthy balance of residential, commercial, leisure and social assets exist.

GOAL 2: Support and promote a strong educational system.

- ✓ Work with community providers to assess the need to increase or expand options for child care in the Hibbing community. Support initiatives that ensure that Hibbing families have access to quality child care.
- ✓ Promote Hibbing Community College by encouraging residents to use it for their educational and training needs. Strong enrollment leads to strong programming, and strong programming leads to a strong workforce. The College can serve as a retention tool increasing the length of time youth stay in the community, even if temporary.
- ✓ Form a collaboration of business leaders in the community, Hibbing Community College, the Hibbing Economic Development Authority and workforce and economic development organizations. Focus on identifying potential opportunities for expanding existing or adding new businesses, addressing the need to increase or fill gaps in occupational training and education, and developing a coordinated plan for them.

GOAL 3: Support and promote a strong health care system.

- ✓ Work with the growing Health Care and Social Assistance sector to identify plans for expansion, newly-developing occupational fields, and opportunities to partner or provide support needed for business expansion and workforce training.

GOAL 4: Protect and promote the health and safety of residents through efficient and effective law enforcement, emergency services, public services and community activities.

- ✓ Fill vacancies on the Firefighter and Police Civil Service Commissions.
- ✓ Advertise and promote the Hibbing Police Department and Fire Department's numerous community programs. Provide annual public forums or reports to the community to communicate Department goals, activities and achievements.
- ✓ Recognize the faith community as an integral part of Hibbing's social network and service-providing institutions. Partner with them and support their efforts to help address social needs in the community.

POLITICAL ENVIRONMENT

Goals

1. Promote sense of ownership in the community and increase community awareness, engagement, optimism and participation.
2. Effectively manage city resources, services, issues and opportunities.
3. Form beneficial collaborations and partnerships within and outside of the City of Hibbing.
4. Provide a governance structure that welcomes and encourages participation from constituents.

Political Environment: In a healthy community, all citizens have a say in how and by whom their community is governed and have easy access to the information necessary to understand political situations and make informed political decisions. Citizens feel they have power in the community—that they own it and can and should control its direction. Healthy communities are good stewards of their resources and form relationships that work to the benefit of the community. As it represents the vision, values and goals, the **implementation** and execution of the comprehensive plan is also addressed in the Political Environment (PE) focus area.

- **Reflects the Vision**

“...a legacy of working hard and persevering to ensure the community continues to thrive locally and regionally.”

- **Reflects the Values**

“Hibbing provides affordable living...people are actively involved in civic activities...Hibbing endorses a governance structure that efficiently and effectively addresses city issues and opportunities, manages city resources and services, collaborates with other organizations and neighboring communities, and welcomes and encourages participation from its constituents.”

GOVERNANCE STRUCTURE

Legal Organization

Hibbing is organized as a Statutory City, operating under the Option Plan A form of government with a weak mayor-council consisting of an elected mayor, an appointed clerk who serves as a voting member of the council, and four council members. The City moved from a Standard Plan of operating via resolution which was passed in December 2016. The Mayor is elected at-large, Clerk is appointed by the Council, four Council members are elected under a Ward System, and two Council members are elected at-large for a total of seven positions on the Council. City Boards and Commissions are made up of city officials, city employees and community members.



City Government Mission

The Hibbing City Council and its Boards, Commissions and Staff are committed to provide a community environment that is managed in an effective, accountable and efficient manner. Further, we shall enhance that quality of life which characterizes our community by providing Hibbing's residents with the amenities that make it a desirable place to live, work and play.

We are the people-oriented organization that will reflect the highest standards of public services consistent with the trust and responsibilities given us. We strive to inform all residents of public issues and listen to their concerns for consideration in community policy. Because city government is its people, we are constantly striving for excellence and are committed to quality and professionalism in providing the best in public services to the citizens of Hibbing.

Community Vision Statement

"Hibbing is a vibrant city of caring, friendly people who value family and community. It offers safe, small-town, affordable living with access to high-quality education, health care, transportation, and recreation. The economy is strong and diverse, and excellent business and employment opportunities are available. Having easy access to the city via trails, highways, and the local airport, people come to Hibbing to experience the city's beautiful parks, historic buildings, revitalized downtown area, arts and culture attractions, and community events. Hibbing is proud of its heritage and history, and its residents reflect a legacy of working hard and persevering to ensure the community continues to thrive locally and regionally."

City Departments and Services

The City of Hibbing employs approximately 90 people (and some seasonal staff) serving in the following departments:

<ul style="list-style-type: none">✓ City Administration✓ City Clerk✓ City Attorney✓ Building and Housing✓ Engineering/Public Works	<ul style="list-style-type: none">✓ City Services/Parks and Recreation✓ Sanitation✓ Fire Department✓ Police Department✓ Library
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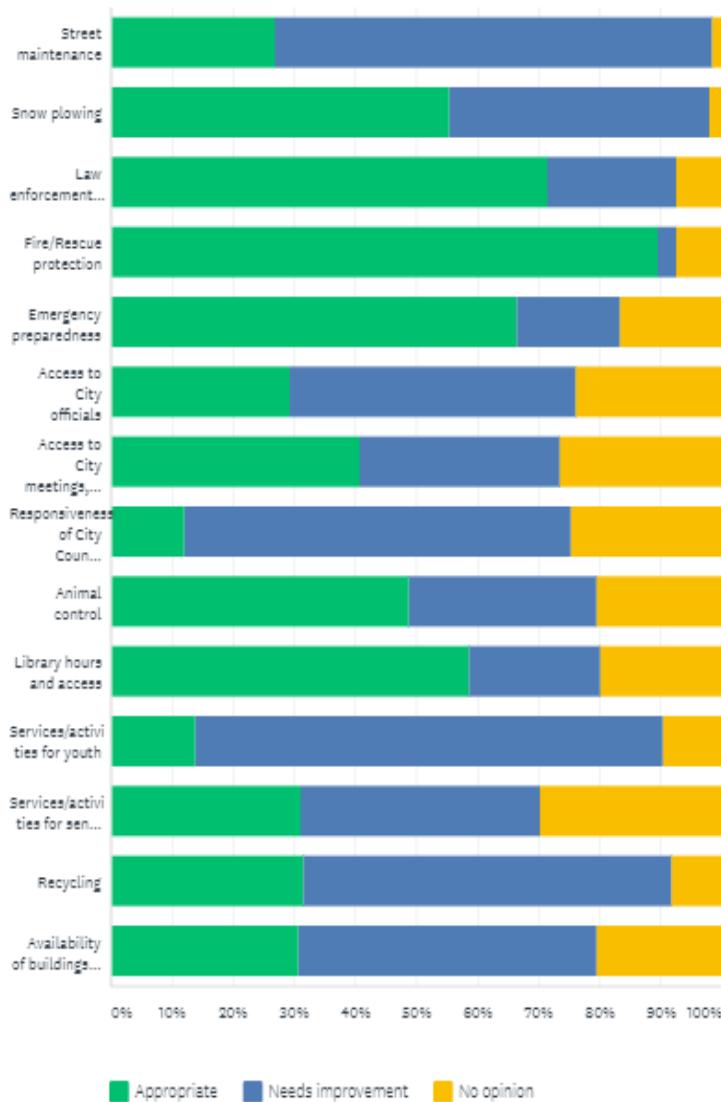
City departments provide the following services:

For Residents – fire services, law enforcement, transit service, library, garbage and recycling, waste treatment, recreation, use of city facilities and Hibbing Public Access Television (HPAT)

For Businesses – Hibbing Economic Development Authority (HEDA), Engineering, Building and Housing, Planning and Zoning

Community Feedback

In the Community Survey, residents were asked to indicate whether they thought the level of services were appropriate or should be improved on these city services. Here is how they responded along with some observations:



Survey Observations

Respondents appeared to be most satisfied with the level of police, fire and emergency preparedness. Recycling is an area that respondents felt needed improvement. In terms of street maintenance, most respondents felt it needs improvement. However, it may be worth exploring if this may be due to a lack of understanding in how street funding is restricted in its allocation. Residents may make these judgements as they notice major improvements on state aid streets and compare them with what is being done on others. Services/activities for youth was another area listed as needing improvement along with a moderate need reported for availability of buildings for public use. These may be corresponding with respondents' strong desire for more indoor recreational activities and an indoor complex. The areas of access to city

officials, city meetings/records/minutes, and responsiveness of City Council to concerns show a level of needing improvement. Those three categories also have the highest percent of "no opinion" responses. If respondents have no opinion of these services, does it mean they are satisfied with the level of services provided? Does it mean they don't really know if the levels are appropriate or need improvement because they don't access city officials, city meetings/records/minutes or contact the council for concerns? This, too, may be worth investigating as citizen engagement and participation is important to a city's health.

Citizen Engagement and Communication

The City strives to communicate with constituents and keep them informed through open meetings, televised meetings via HPAT, posted minutes of meetings, and news and information on the City website. The City of Hibbing also provides opportunities for citizens to engage on boards and commissions which are all established through City

Ordinance. Boards/Commissions and their vacancies are announced on the City website and filled by City Council appointment. Currently, there are eight Boards/Commissions listed, 41 positions available to Hibbing residents, and 18 vacancies listed on the website.

Boards/Commissions	Purpose	Members/Terms
Chisholm-Hibbing Airport Authority	Provide airport-planning services to Range Regional Airport	6 members; 3 from Hibbing, 3 from Chisholm 3-year terms
Fire Fighter Civil Service Commission	Select and promote Public Safety personnel under the authority of MN Statutes Chapter 419 and amendments thereto	3 members 3-year terms
Heritage Preservation Commission	Safeguard the heritage of the City by preserving sites and structures which reflect elements of the City's history	7 members 3-year terms
Hibbing Economic Development Authority (HEDA)	Serve as a primary resource for economic development	7 members (4 public/3 Council) 6-year terms
Hibbing Public Utilities Commission	Develop policy and oversee management of the City of Hibbing Public Utility System	5 members 3-year terms
Human Rights Commission	Secure for all citizens freedom from discrimination	6 members 3-year terms
Planning Commission	Oversee the City Land Use Ordinance and provide land use recommendations to the City Council	7 members 3-year terms
Police Civil Service Commission	Select and promote Public Safety personnel under the authority of MN Statutes Chapter 419	3 members 3-year terms

Plan Implementation and Execution

As this comprehensive planning document began with a description of why planning is important to a community, it seems fitting to conclude with a few straight-forward simple reasons to plan even though planning is anything but simple:

1. If you don't plan for yourself, someone else will do it for you. This may be the County or regional agencies, and chances are, they won't care as much as the local people.
2. The government and other granting agencies like to give funding to communities that plan.
3. A plan is just that, a plan. It is better to have some vision than no vision at all.
4. A well-developed plan gives elected officials a framework for making decisions that address the wants, desires and needs of its constituents.

Source: Myers-Griffith, 2010

Hibbing is committed to the implementation and execution of the community's Comprehensive Plan. Respecting the ideas and input of residents, the City Council will invest resources and work with the community to accomplish the action plans, goals and vision of its stakeholders and residents.

As a working document, the plan may need to be amended or adjusted as situations change or opportunities arise. The plan will be reviewed on an annual basis to monitor progress and propose amendments as needed. It will also need to be updated every 5-7 years, as best practices suggest, to ensure that it contains current and relevant information and continues to accurately represent Hibbing's vision, values and goals.

"Successful communities always have a plan for the future...Technology, the economy, demographics, population growth, market trends and consumer attitudes are always changing, and they will affect a community whether people like it or not. There are really only two kinds of change in the world today: planned change and unplanned change."

Source: McMahon, 2013



North Hibbing Mine View – May 4, 2017

POLITICAL ENVIRONMENT

GOALS, RECOMMENDATIONS, STRATEGIES AND ACTIONS

GOAL 1: Promote sense of ownership in the community and increase community awareness, engagement, optimism and participation.

- ✓ Develop a City Marketing and Communications Plan to coordinate efficient and effective communication about Hibbing's offerings and activities. This should be done with two goals in mind; to market and promote Hibbing internally to its residents and externally to visitors and prospective residents and businesses.
- ✓ Determine best practices and strategies for recruiting community members to serve on local Boards and Commissions.
- ✓ Fill vacancies on the eight Boards and Commissions listed on the City website.
- ✓ Address Boards and Commissions enlisted in City Ordinances that are not publicized on the City website, are inactive, or need to be adjusted or repealed.
- ✓ Adopt and support the community's vision, values and goals as established in the Comprehensive Plan.

GOAL 2: Effectively manage city resources, services, issues and opportunities.

- ✓ Implement and execute the 2018 Comprehensive Plan, monitor and communicate its progress, adjust it as needed, and update the plan every 5-7 years, as recommended in best practice. The Plan is meant to be fluid, and amendments to it are expected as opportunities and challenges arise.
- ✓ Continue to pursue grant funding and resources to help support the operations and improvements within the City.
- ✓ Consider adding the position of a Planning Director to oversee and focus on City planning processes to ensure the City is appropriately and effectively planning for its future.

GOAL 3: Form beneficial collaborations and partnerships within and outside of the City of Hibbing.

- ✓ Invest resources and work with the community to accomplish the action plans, goals and vision of stakeholders and residents.
- ✓ Establish committees or task forces made up of diverse individuals and organizations within and outside of Hibbing to accomplish goals and projects.

GOAL 4: Provide a governance structure that welcomes and encourages participation from constituents.

- ✓ Inventory the ways in which City government communicates with community members and encourages their civic participation. Involve the community in evaluating the effectiveness of these methods and identify ways to improve resident awareness and increase their involvement in City activities.

Appendix A: Community Survey

Survey Questions

Welcome! Thank you so much for taking the time to complete this community survey. The City of Hibbing is in the process of developing a Comprehensive Plan which is a document that will describe the vision, values, assets, goals, trends, and opportunities for the community. The Comprehensive Plan should reflect the ideas and opinions of the city's residents. This is why your participation in this survey is so very important.

Every resident/property owner/stakeholder is invited and encouraged to complete this survey. Please note that your survey responses will be kept confidential. This survey should take approximately 20 minutes to complete and needs to be submitted by August 12, 2018. Thank you so much for your valuable insights and contributions to help guide the future of your Hibbing community.

1. Current employment status:

- Full-time
- Part-time
- Self-employed
- Unemployed and looking for work
- Unable to work
- Full-time homemaker
- Retired
- College student
- Grade/middle/high school student

2. How many people live in your household?

- 1
- 2
- 3 or more

3. What age range represents you?

- Under 18
- 18-25
- 26-44
- 45-64
- 65 or older

4. How long have you lived in the City of Hibbing?

- Less than a year
- 1-5 years
- 6-12 years
- 13-20 years
- Over 20 years

5. Which city ward do you live in?

- Ward A
- Ward B
- Ward C
- Ward D
- Ward E
- Unsure

6. Do you rent or own your home/property?

- Own home, live in the City of Hibbing
- Rent home, live in the City of Hibbing
- Own property in the City of Hibbing, live elsewhere
- Rent property in the City of Hibbing, live elsewhere
- Live with friends or relatives

7. What type of structure is your home?

- Single family permanent
- Multi-family complex
- Mobile home

8. Do you have school-age children?

- Yes
- No

9. What is your household income?

- Under \$25,000
- \$25,000 - \$50,000
- \$50,000 - \$75,000
- \$75,000 - \$100,000
- Over \$100,000

10. If you work outside of the home, how far do you travel for work?

- 0-5 miles
- 6-10 miles
- 11-20 miles
- 21-45 miles
- Over 45 miles
- Not applicable

11. What mode of transportation do you most often use to get to work?

- Walk
- Personal vehicle
- Carpool/rideshare
- Bicycle
- Not applicable
- Other (please specify)

12. Aside from roadways, do you use other trails, sidewalks, or paths in the City of Hibbing?

- Yes
- No

13. How often do you fly per year?

- 0 - 2 times
- 3 - 5 times
- 6 - 10 times
- 11+ times

14. Which airports do you use when flying?

- Range Regional
- Duluth International
- Minneapolis-St. Paul International
- Other
- Not applicable

15. What is your most important factor for choosing an airport?

16. For each of the services below, please indicate whether you think the level of service is appropriate or should be improved. (Please check only one for each service.)

	Appropriate	Needs improvement	No opinion
Street maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snow plowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Law enforcement protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire/Rescue protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emergency preparedness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to City officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to City meetings, records and minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness of City Council to concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library hours and access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services/activities for youth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services/activities for senior citizens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of buildings for public use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Do you have internet service at your home or property located in Hibbing?

- Yes
- No

18. If you have internet service in your home, how satisfied are you with the connectivity and speed of your internet service?

- Very satisfied
- Somewhat satisfied
- Dissatisfied

19. Do you currently recycle?

- Yes
- No

20. What natural environments in Hibbing are most important to you? (check all that apply)

- Lakes and waterways
- Green spaces and parks
- Outdoor recreational spaces
- Scenic views
- Others (please specify)

21. In what ways do you believe Hibbing could better use or promote these natural environments?

22. How do you believe local mining affects you in terms of opportunities, limitations, and quality of life?

23. What three recreational, tourist, or arts and culture places in Hibbing are most important to you?

1.
2.
3.

24. List three places, traditions or stories you think visitors to Hibbing should experience or know about.

1.
2.
3.

25. Do you participate in community activities and social events in Hibbing?

- Yes
- No

26. What type of other community activities and social events would you like to see added in Hibbing?

27. Do you participate in public outdoor recreation in or near the City of Hibbing?

Yes
 No

28. If yes, which public outdoor recreational activities in or near Hibbing do you participate in?

Fishing
 Hiking
 Jogging/walking
 Snowmobiling
 ATV riding
 Biking
 Swimming
 Cross country skiing
 Skating
 Others (please specify)

29. Do you participate in public indoor recreation in Hibbing?

Yes
 No

If yes, please list your indoor activities.

30. In what ways do you believe Hibbing could better support or promote its recreational assets?

31. What new or other recreational activities would you like to see developed in Hibbing?

32. If you moved into or within the City of Hibbing in the past 10 years, did you have any difficulty finding desired affordable housing for yourself or your family?

- Not Applicable
- No
- Yes (please explain)

33. Which of the following topics do you believe are key housing issues in Hibbing that need to be addressed? (check all that apply)

- Affordable owner-occupied homes
- Market-rate rental housing for individuals/families
- Subsidized rental housing for individuals and families
- Market-rate rental housing for seniors
- Subsidized rental housing for seniors
- Vacant houses needing occupants
- Houses in disrepair needing demolition
- Lack of property available for housing development
- Others (please specify)

34. What do you believe are Hibbing's top three strengths/assets that support or promote economic development?

1.
2.
3.

35. What do you believe are Hibbing's top three challenges related to economic development?

1.
2.
3.

36. What do you believe are the three most important economic development goals/projects that Hibbing should pursue in the upcoming years?

1.

2.

3.

37. How do you think Hibbing can best promote its downtown area corridor?

38. Please rate each reason describing what you might value about Hibbing and why you choose to live here:

	Very important	Somewhat Important	Not very important	No opinion/not applicable
Small town feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Historic character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grew up here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximity to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sense of community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality job opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safe/low crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximity to recreational opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. How would you rate the quality of life in Hibbing?

Excellent

Good

Fair

Poor

No opinion

40. What do you like most about Hibbing?

41. What is your biggest concern about Hibbing?

42. What would you change about Hibbing if you could?

43. What do you believe are Hibbing's top three most important issues to address?

1.

2.

3.

44. Would you be willing to pay higher taxes or fees (if needed) to address the issues you have identified above?

Yes

No

Maybe

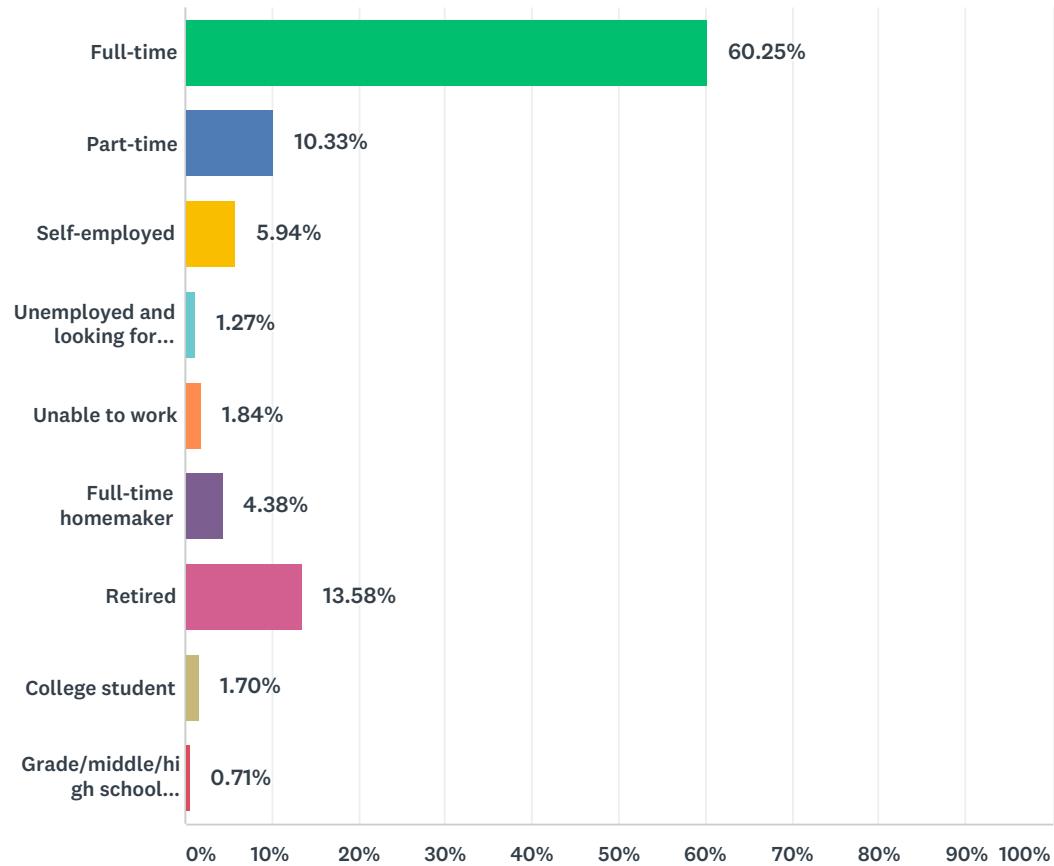
No opinion

Appendix B – Survey Responses

**Included are survey data summaries followed by trending open-ended responses listed in order of popularity.*

Q1 Current employment status:

Answered: 707 Skipped: 2

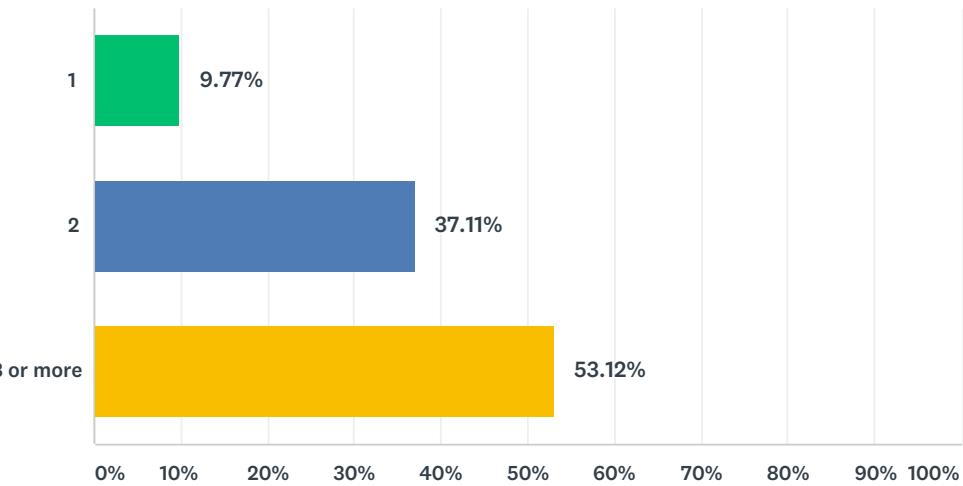


ANSWER CHOICES	RESPONSES
Full-time	60.25% 426
Part-time	10.33% 73
Self-employed	5.94% 42
Unemployed and looking for work	1.27% 9
Unable to work	1.84% 13
Full-time homemaker	4.38% 31
Retired	13.58% 96
College student	1.70% 12
Grade/middle/high school student	0.71% 5
TOTAL	707

Q2 How many people live in your household?

Answered: 706 Skipped: 3

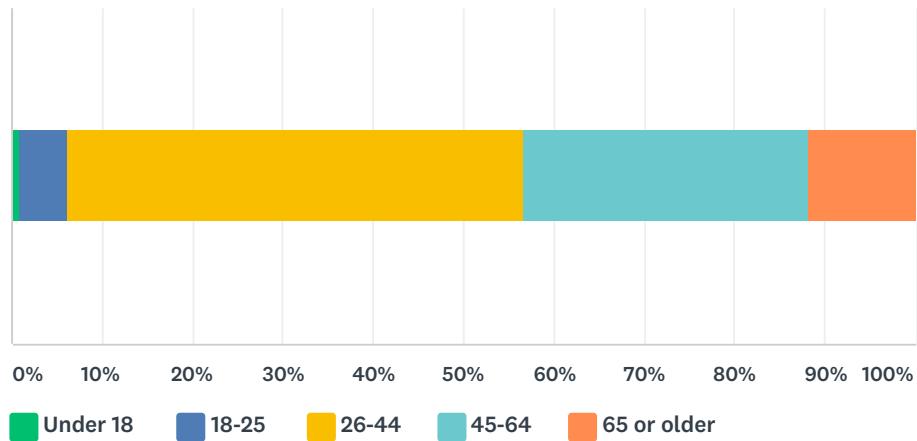
City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES	
1	9.77%	69
2	37.11%	262
3 or more	53.12%	375
TOTAL		706

Q3 What age range represents you?

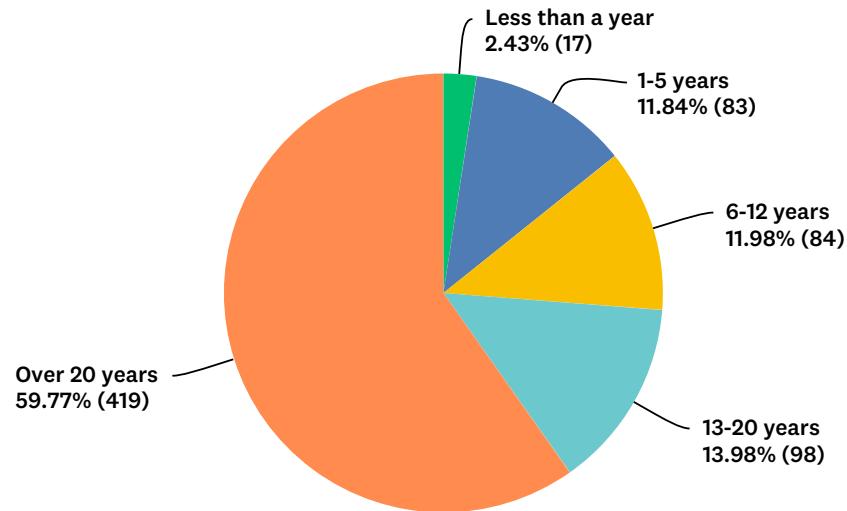
Answered: 704 Skipped: 5



ANSWER CHOICES	RESPONSES	
Under 18	0.71%	5
18-25	5.54%	39
26-44	50.43%	355
45-64	31.53%	222
65 or older	11.79%	83
TOTAL		704

Q4 How long have you lived in the City of Hibbing?

Answered: 701 Skipped: 8

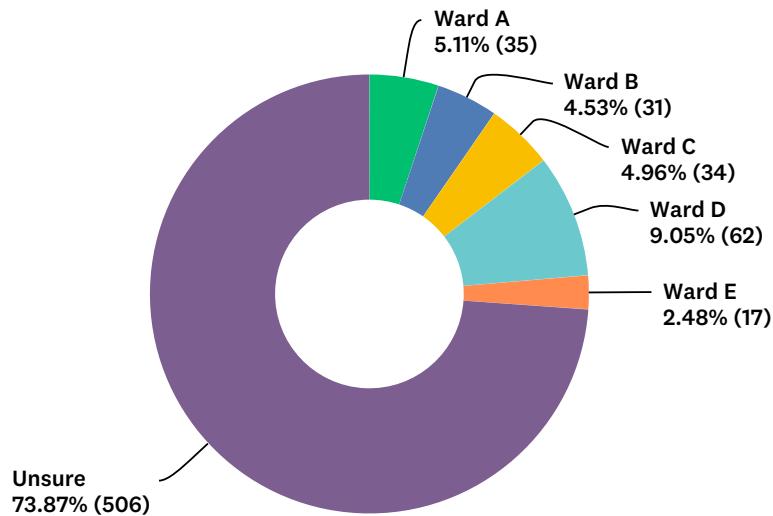


ANSWER CHOICES	RESPONSES	
Less than a year	2.43%	17
1-5 years	11.84%	83
6-12 years	11.98%	84
13-20 years	13.98%	98
Over 20 years	59.77%	419
TOTAL		701

Q5 Which city ward do you live in?

Answered: 685 Skipped: 24

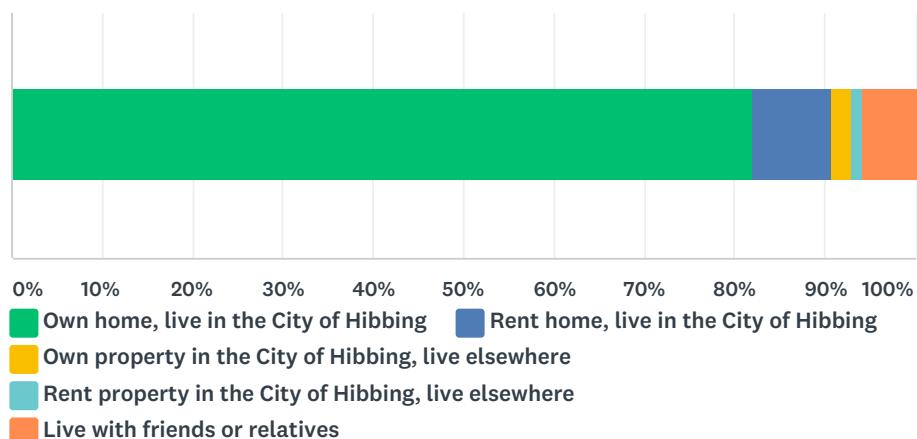
City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES	
Ward A	5.11%	35
Ward B	4.53%	31
Ward C	4.96%	34
Ward D	9.05%	62
Ward E	2.48%	17
Unsure	73.87%	506
TOTAL		685

Q6 Do you rent or own your home/property?

Answered: 699 Skipped: 10



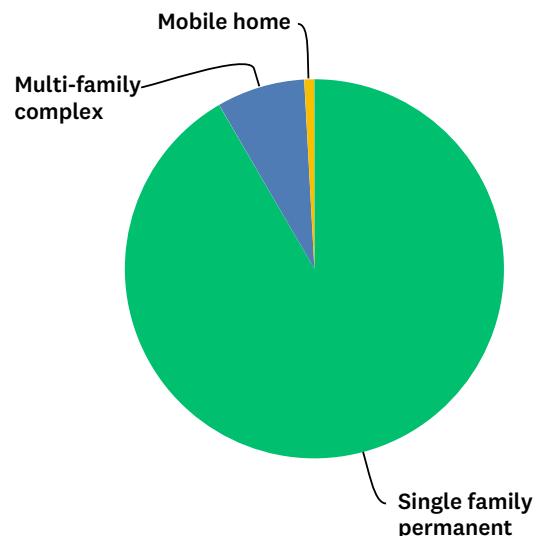
ANSWER CHOICES	RESPONSES	
Own home, live in the City of Hibbing	81.83%	572
Rent home, live in the City of Hibbing	9.01%	63
Own property in the City of Hibbing, live elsewhere	2.15%	15

City of Hibbing - Community Survey

Rent property in the City of Hibbing, live elsewhere	1.14%	8
Live with friends or relatives	5.87%	41
TOTAL		699

Q7 What type of structure is your home?

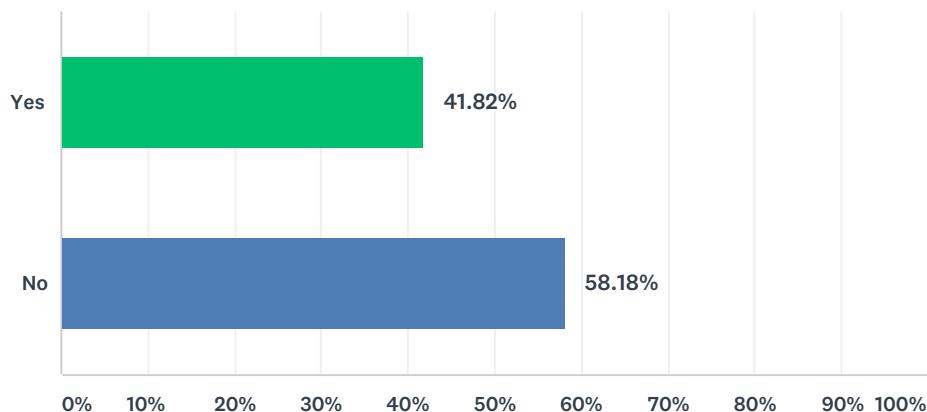
Answered: 704 Skipped: 5



ANSWER CHOICES	RESPONSES
Single family permanent	91.62%
Multi-family complex	7.53%
Mobile home	0.85%
TOTAL	704

Q8 Do you have school-age children?

Answered: 703 Skipped: 6



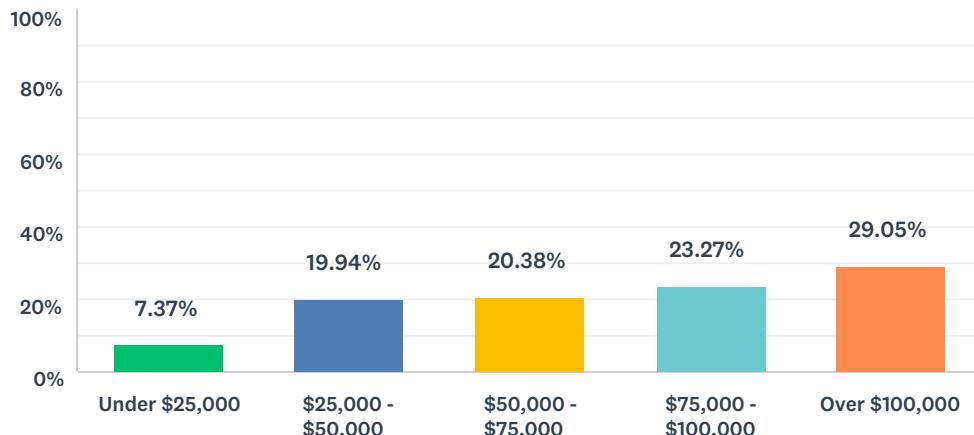
ANSWER CHOICES	RESPONSES
5 / 24	132

City of Hibbing - Community Survey

Yes	41.82%	294
No	58.18%	409
TOTAL		703

Q9 What is your household income?

Answered: 692 Skipped: 17

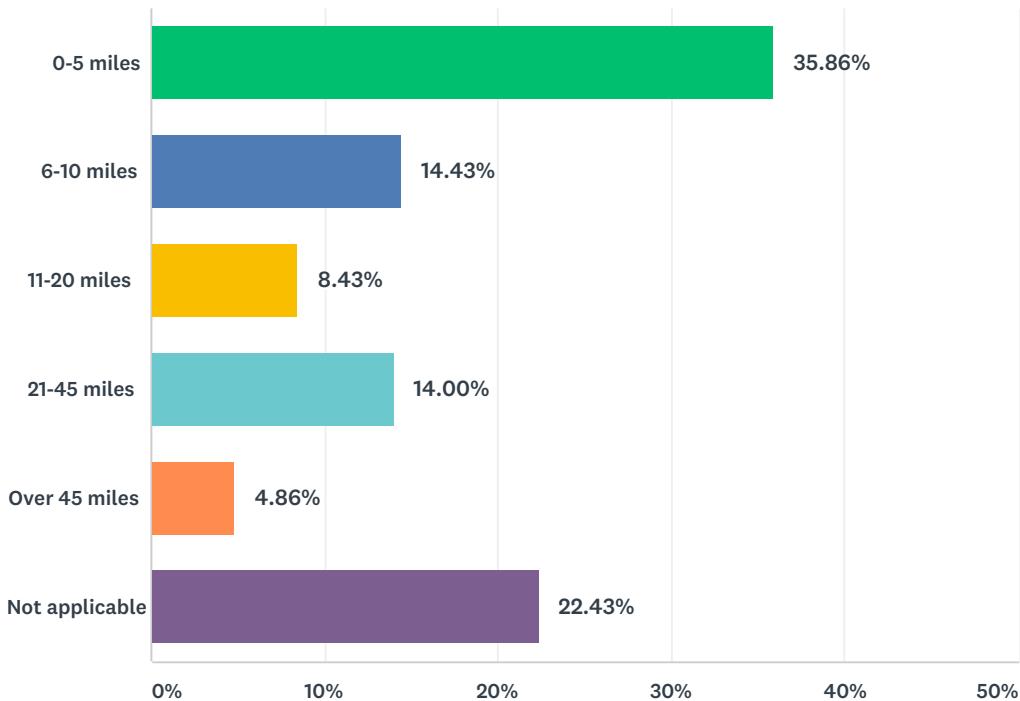


ANSWER CHOICES	RESPONSES	
Under \$25,000	7.37%	51
\$25,000 - \$50,000	19.94%	138
\$50,000 - \$75,000	20.38%	141
\$75,000 - \$100,000	23.27%	161
Over \$100,000	29.05%	201
TOTAL		692

Q10 If you work outside of the home, how far do you travel for work?

Answered: 700 Skipped: 9

City of Hibbing - Community Survey

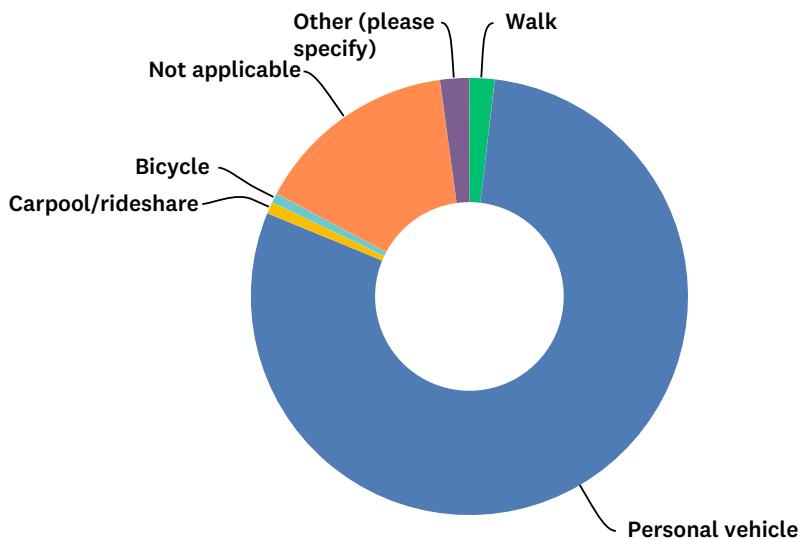


ANSWER CHOICES	RESPONSES
0-5 miles	35.86%
6-10 miles	14.43%
11-20 miles	8.43%
21-45 miles	14.00%
Over 45 miles	4.86%
Not applicable	22.43%
TOTAL	700

Q11 What mode of transportation do you most often use to get to work?

Answered: 698 Skipped: 11

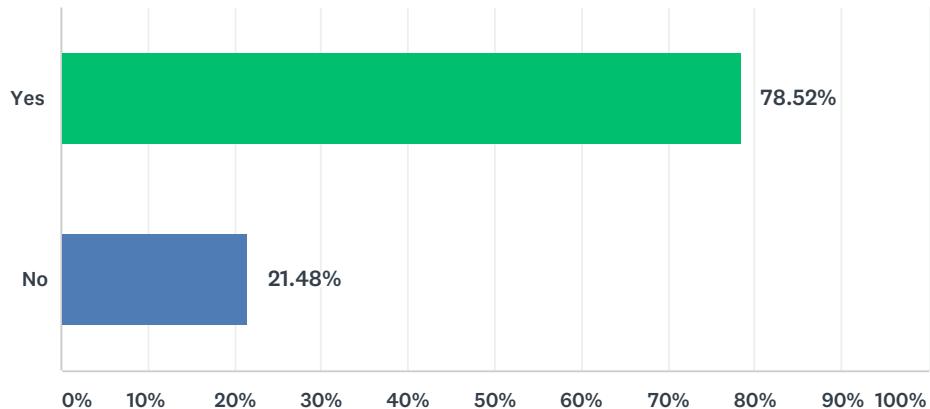
City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES
Walk	1.86%
Personal vehicle	79.37%
Carpool/rideshare	0.86%
Bicycle	0.72%
Not applicable	15.04%
Other (please specify)	2.15%
TOTAL	698

Q12 Aside from roadways, do you use other trails, sidewalks, or paths in the City of Hibbing?

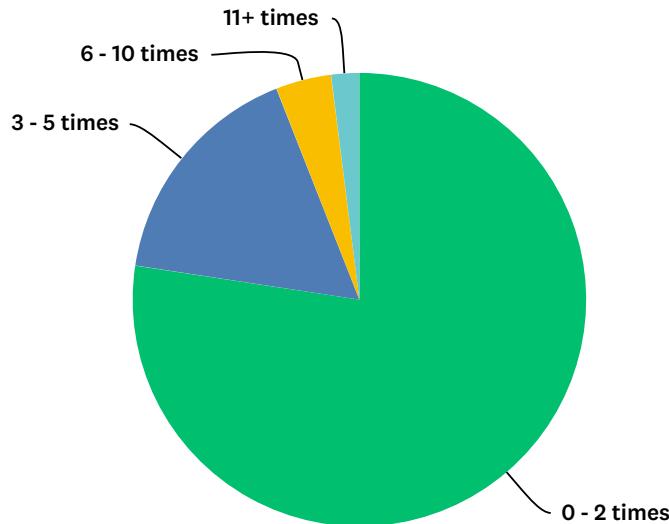
Answered: 703 Skipped: 6



ANSWER CHOICES	RESPONSES
Yes	78.52%
No	21.48%

Q13 How often do you fly per year?

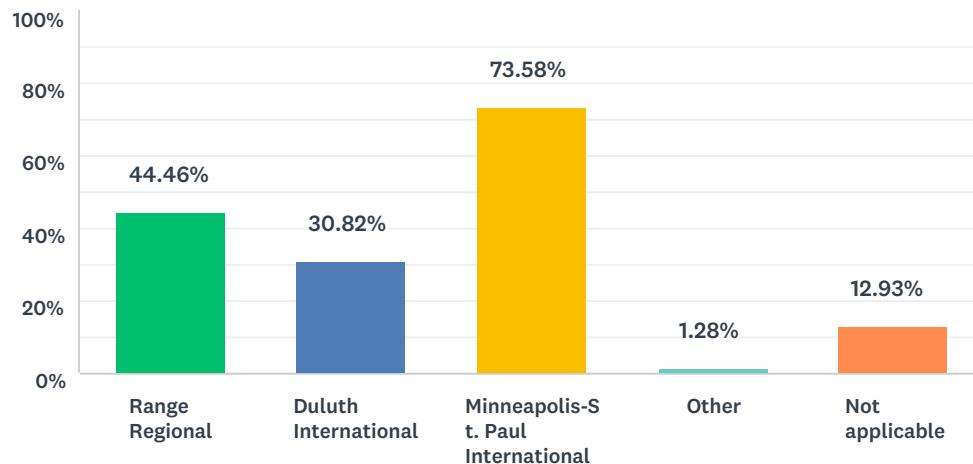
Answered: 704 Skipped: 5



ANSWER CHOICES	RESPONSES
0 - 2 times	77.41% 545
3 - 5 times	16.62% 117
6 - 10 times	3.98% 28
11+ times	1.99% 14
TOTAL	704

Q14 Which airports do you use when flying?

Answered: 704 Skipped: 5



ANSWER CHOICES	RESPONSES
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City of Hibbing - Community Survey

Range Regional	44.46%	313
Duluth International	30.82%	217
Minneapolis-St. Paul International	73.58%	518
Other	1.28%	9
Not applicable	12.93%	91
Total Respondents: 704		

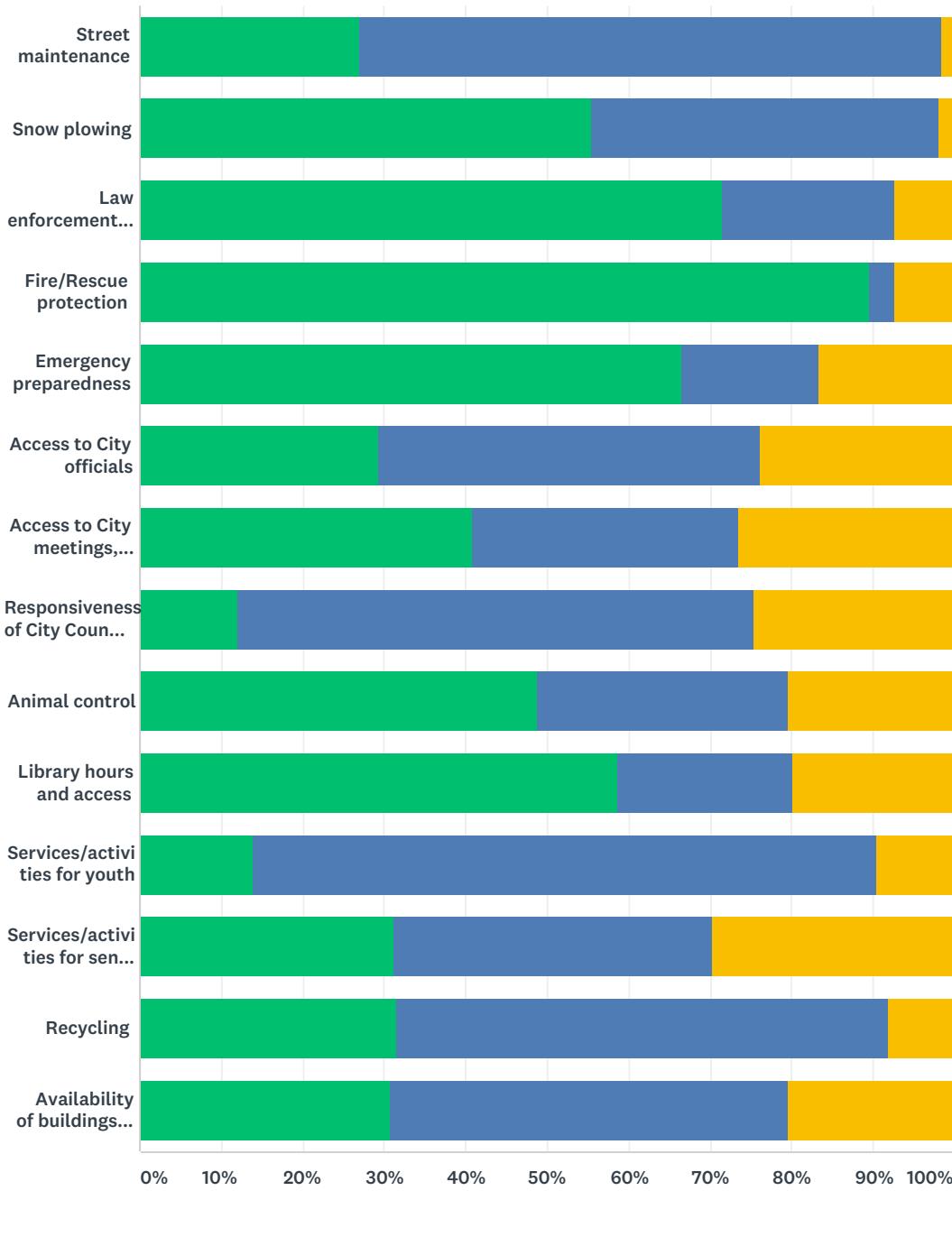
Q15 What is your most important factor for choosing an airport?

Answered: 593 Skipped: 116

Q16 For each of the services below, please indicate whether you think the level of service is appropriate or should be improved. (Please check only one for each service.)

Answered: 707 Skipped: 2

City of Hibbing - Community Survey



■ Appropriate ■ Needs improvement ■ No opinion

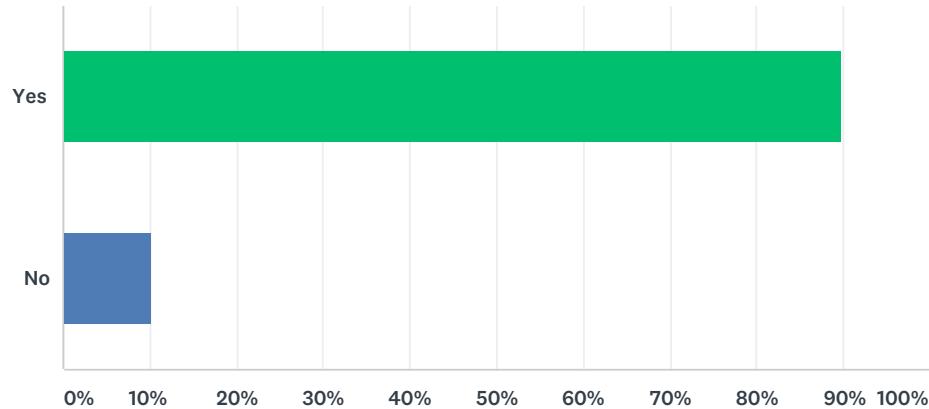
	APPROPRIATE	NEEDS IMPROVEMENT	NO OPINION	TOTAL
Street maintenance	26.91% 190	71.39% 504	1.70% 12	706
Snow plowing	55.38% 391	42.63% 301	1.98% 14	706
Law enforcement protection	71.53% 505	20.96% 148	7.51% 53	706
Fire/Rescue protection	89.65% 632	2.98% 21	7.38% 52	705
Emergency preparedness	66.38% 468	17.02% 120	16.60% 117	705

City of Hibbing - Community Survey

Access to City officials	29.26% 206	46.88% 330	23.86% 168	704
Access to City meetings, records and minutes	40.83% 287	32.72% 230	26.46% 186	703
Responsiveness of City Council to concerns	12.09% 85	63.16% 444	24.75% 174	703
Animal control	48.79% 344	30.64% 216	20.57% 145	705
Library hours and access	58.69% 412	21.37% 150	19.94% 140	702
Services/activities for youth	13.76% 97	76.60% 540	9.65% 68	705
Services/activities for senior citizens	31.06% 219	39.15% 276	29.79% 210	705
Recycling	31.57% 221	60.14% 421	8.29% 58	700
Availability of buildings for public use	30.68% 216	48.86% 344	20.45% 144	704

Q17 Do you have internet service at your home or property located in Hibbing?

Answered: 701 Skipped: 8

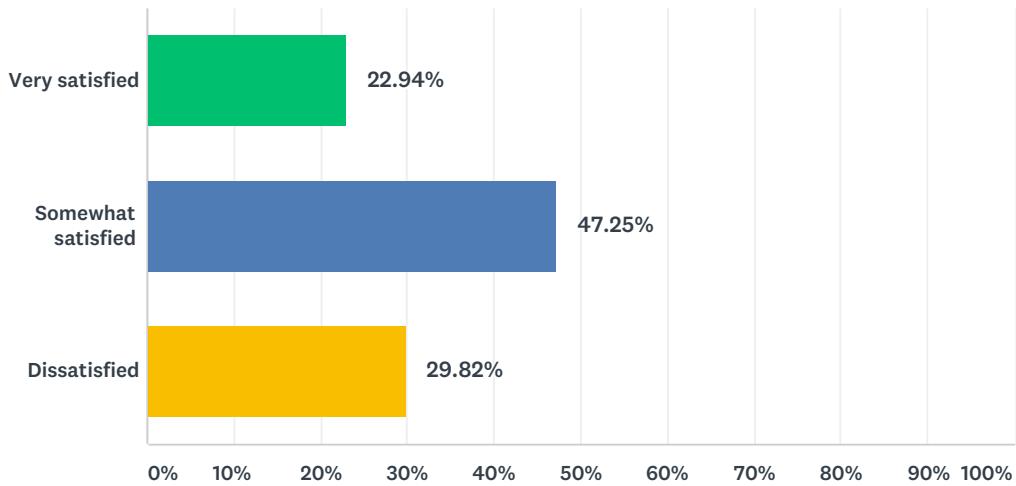


ANSWER CHOICES	RESPONSES
Yes	89.73%
No	10.27%
TOTAL	701

Q18 If you have internet service in your home, how satisfied are you with the connectivity and speed of your internet service?

Answered: 654 Skipped: 55

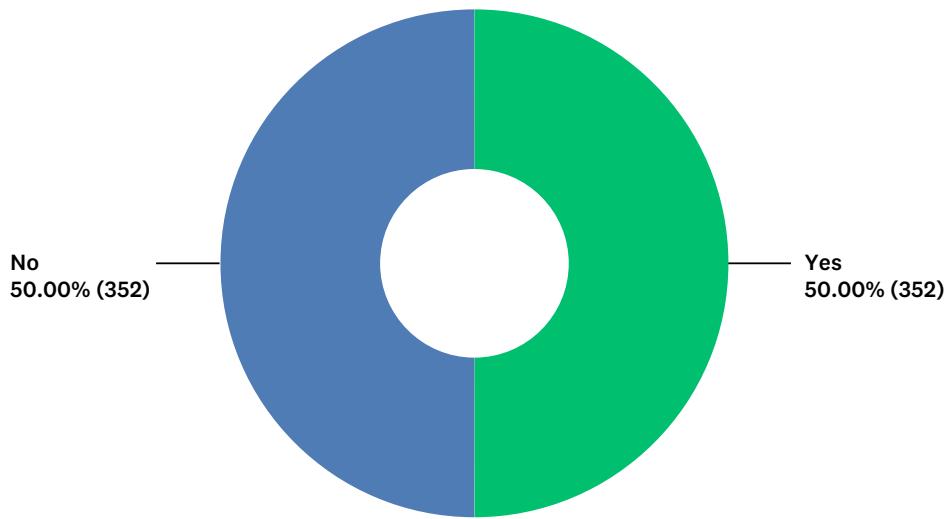
City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES	
Very satisfied	22.94%	150
Somewhat satisfied	47.25%	309
Dissatisfied	29.82%	195
TOTAL		654

Q19 Do you currently recycle?

Answered: 704 Skipped: 5

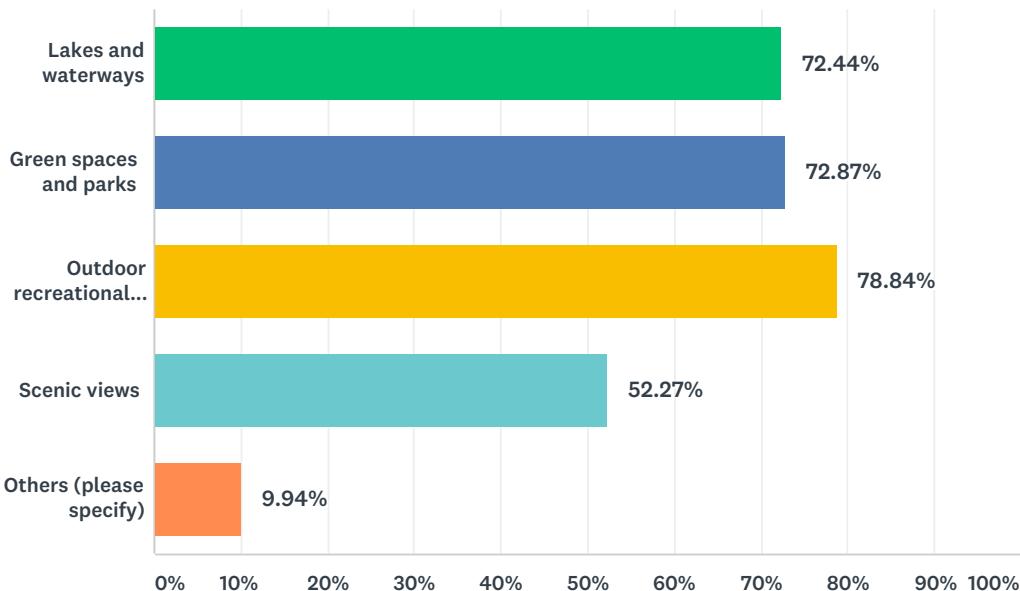


ANSWER CHOICES	RESPONSES	
Yes	50.00%	352
No	50.00%	352
TOTAL		704

Q20 What natural environments in Hibbing are most important to you?

(check all that apply)

Answered: 704 Skipped: 5



ANSWER CHOICES	RESPONSES
Lakes and waterways	72.44%
Green spaces and parks	72.87%
Outdoor recreational spaces	78.84%
Scenic views	52.27%
Others (please specify)	9.94%
Total Respondents: 704	

Q21 In what ways do you believe Hibbing could better use or promote these natural environments?

Answered: 421 Skipped: 288

Q22 How do you believe local mining affects you in terms of opportunities, limitations, and quality of life?

Answered: 516 Skipped: 193

Q23 What three recreational, tourist, or arts and culture places in Hibbing are most important to you?

Answered: 537 Skipped: 172

City of Hibbing - Community Survey

ANSWER CHOICES	RESPONSES	
1.	100.00%	537
2.	90.32%	485
3.	80.26%	431

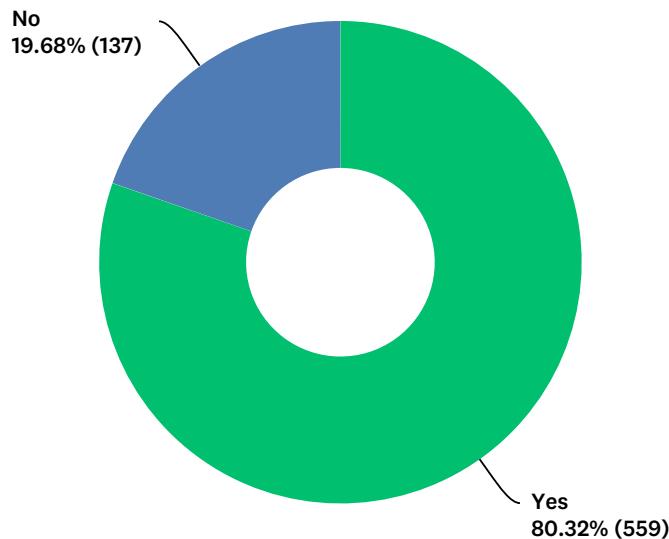
Q24 List three places, traditions or stories you think visitors to Hibbing should experience or know about.

Answered: 507 Skipped: 202

ANSWER CHOICES	RESPONSES	
1.	100.00%	507
2.	89.55%	454
3.	74.36%	377

Q25 Do you participate in community activities and social events in Hibbing?

Answered: 696 Skipped: 13



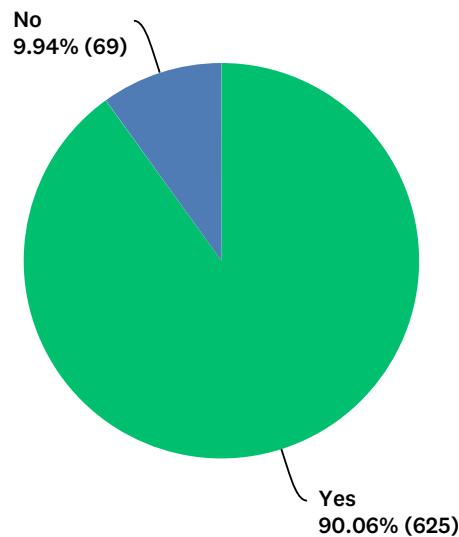
ANSWER CHOICES	RESPONSES	
Yes	80.32%	559
No	19.68%	137
TOTAL		696

Q26 What type of other community activities and social events would you like to see added in Hibbing?

Answered: 438 Skipped: 271

Q27 Do you participate in public outdoor recreation in or near the City of Hibbing?

Answered: 694 Skipped: 15

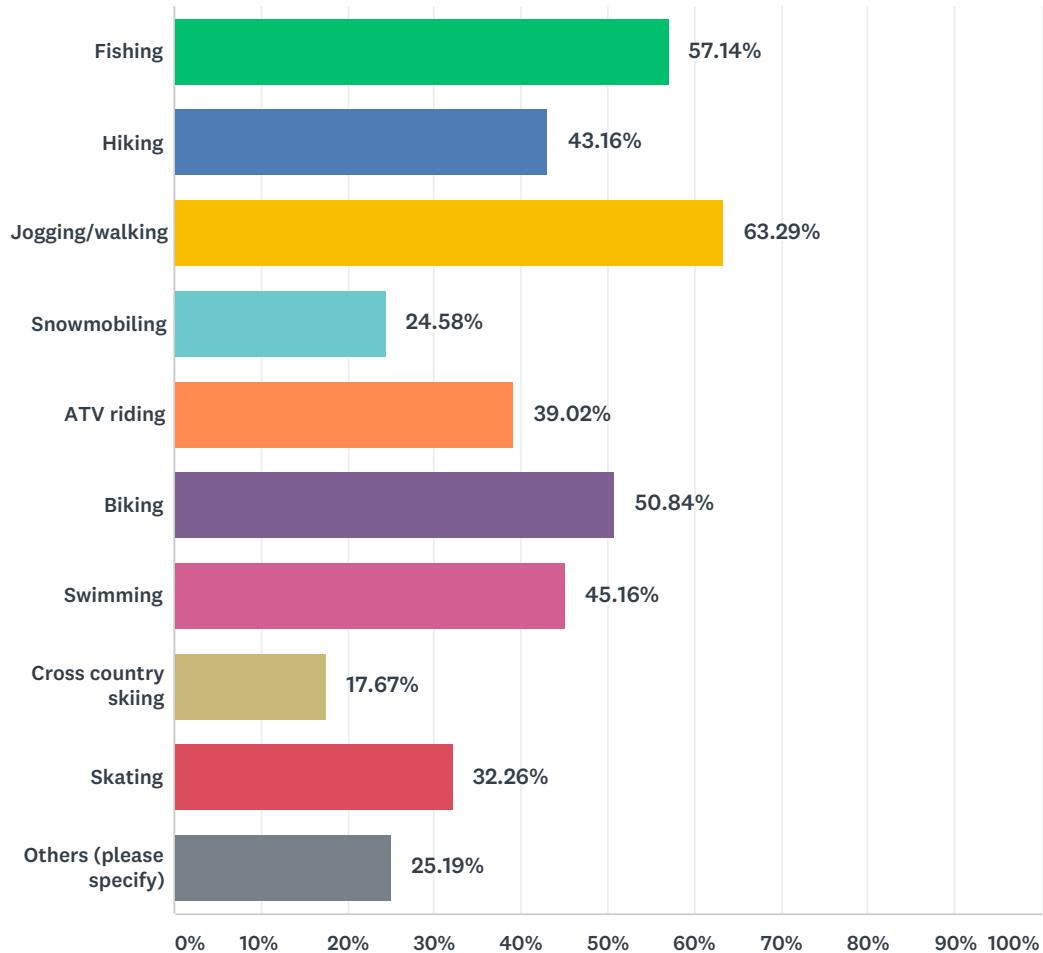


ANSWER CHOICES	RESPONSES	
Yes	90.06%	625
No	9.94%	69
TOTAL		694

Q28 If yes, which public outdoor recreational activities in or near Hibbing do you participate in?

Answered: 651 Skipped: 58

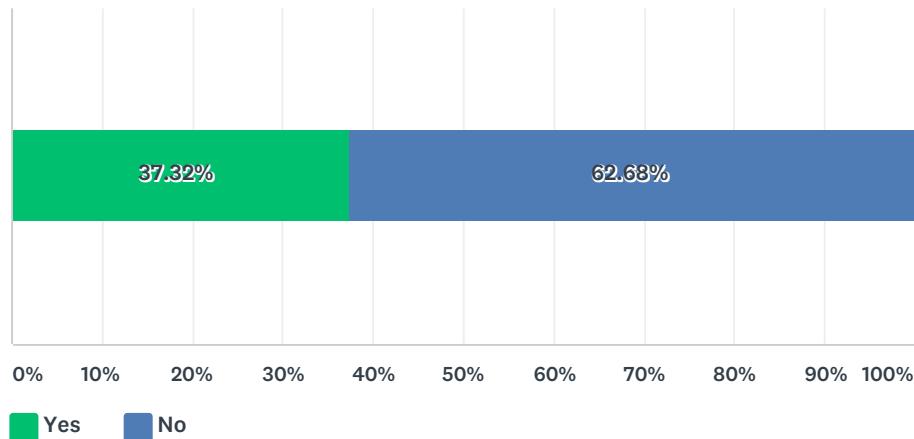
City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES
Fishing	57.14%
Hiking	43.16%
Jogging/walking	63.29%
Snowmobiling	24.58%
ATV riding	39.02%
Biking	50.84%
Swimming	45.16%
Cross country skiing	17.67%
Skating	32.26%
Others (please specify)	25.19%
Total Respondents: 651	

Q29 Do you participate in public indoor recreation in Hibbing?

Answered: 678 Skipped: 31



ANSWER CHOICES	RESPONSES
Yes	37.32%
No	62.68%
TOTAL	678

Q30 In what ways do you believe Hibbing could better support or promote its recreational assets?

Answered: 416 Skipped: 293

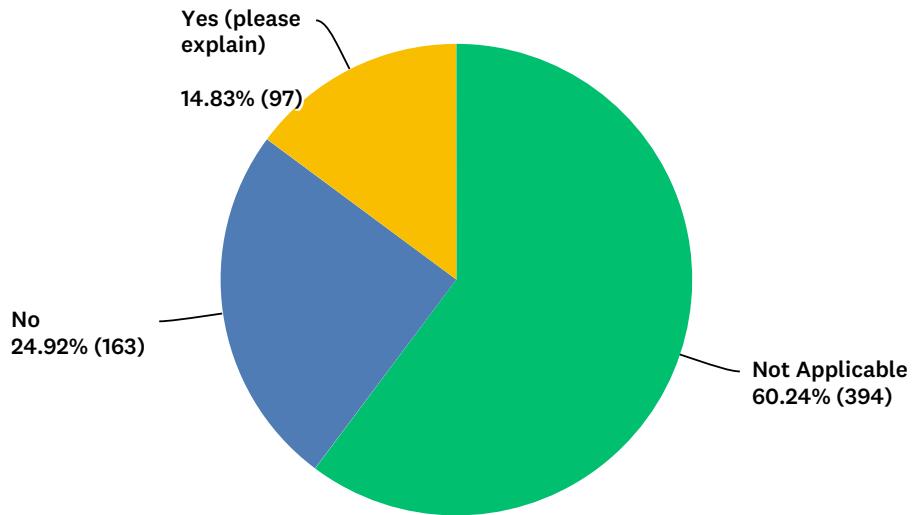
Q31 What new or other recreational activities would you like to see developed in Hibbing?

Answered: 421 Skipped: 288

Q32 If you moved into or within the City of Hibbing in the past 10 years, did you have any difficulty finding desired affordable housing for yourself or your family?

Answered: 654 Skipped: 55

City of Hibbing - Community Survey

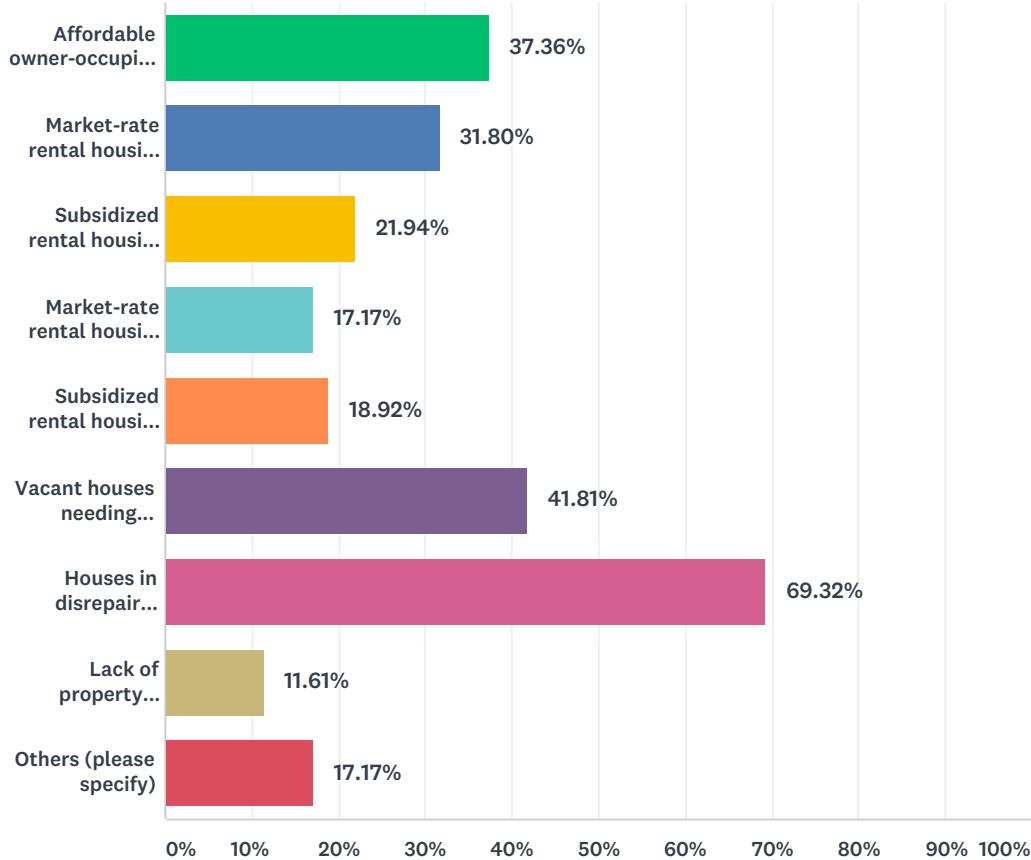


ANSWER CHOICES	RESPONSES	
Not Applicable	60.24%	394
No	24.92%	163
Yes (please explain)	14.83%	97
TOTAL		654

Q33 Which of the following topics do you believe are key housing issues in Hibbing that need to be addressed? (check all that apply)

Answered: 629 Skipped: 80

City of Hibbing - Community Survey



ANSWER CHOICES	RESPONSES
Affordable owner-occupied homes	37.36% 235
Market-rate rental housing for individuals/families	31.80% 200
Subsidized rental housing for individuals and families	21.94% 138
Market-rate rental housing for seniors	17.17% 108
Subsidized rental housing for seniors	18.92% 119
Vacant houses needing occupants	41.81% 263
Houses in disrepair needing demolition	69.32% 436
Lack of property available for housing development	11.61% 73
Others (please specify)	17.17% 108
Total Respondents: 629	

Q34 What do you believe are Hibbing's top three strengths/assets that support or promote economic development?

Answered: 414 Skipped: 295

ANSWER CHOICES	RESPONSES
1.	100.00% 414

2.	72.95%	302
3.	58.21%	241

Q35 What do you believe are Hibbing's top three challenges related to economic development?

Answered: 517 Skipped: 192

ANSWER CHOICES	RESPONSES
1.	100.00%
2.	86.27%
3.	69.63%

Q36 What do you believe are the three most important economic development goals/projects that Hibbing should pursue in the upcoming years?

Answered: 501 Skipped: 208

ANSWER CHOICES	RESPONSES
1.	100.00%
2.	85.23%
3.	69.86%

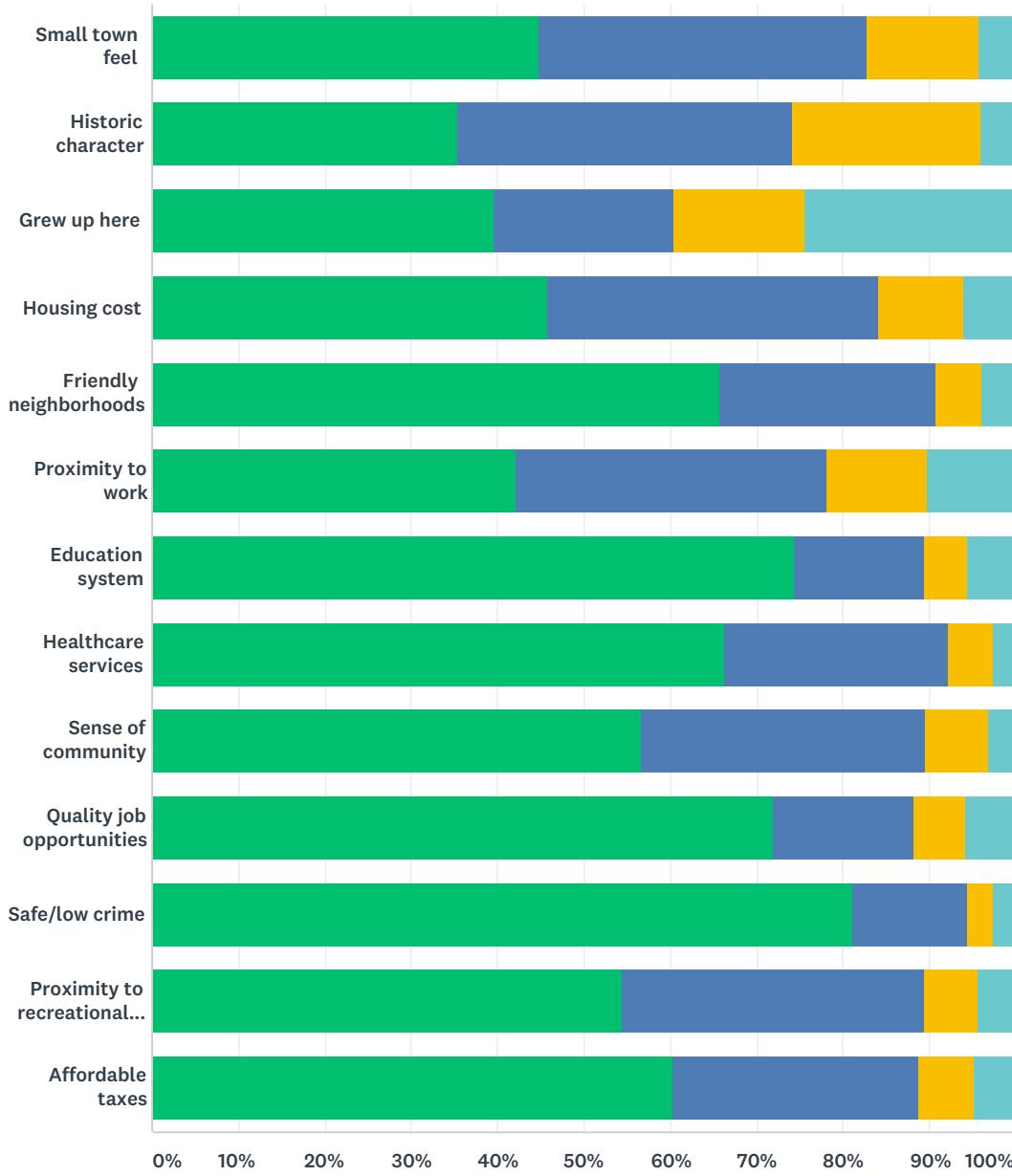
Q37 How do you think Hibbing can best promote its downtown area corridor?

Answered: 468 Skipped: 241

Q38 Please rate each reason describing what you might value about Hibbing and why you choose to live here:

Answered: 688 Skipped: 21

City of Hibbing - Community Survey



█ Very important █ Somewhat Important █ Not very important
█ No opinion/not applicable

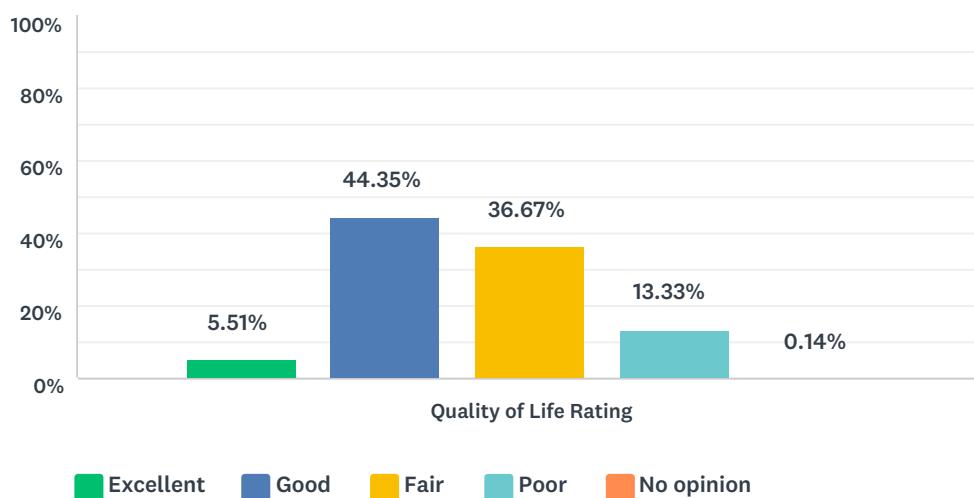
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NO OPINION/NOT APPLICABLE	TOTAL
Small town feel	44.71% 304	38.09% 259	12.94% 88	4.26% 29	680
Historic character	35.29% 240	38.82% 264	21.91% 149	3.97% 27	680
Grew up here	39.65% 270	20.70% 141	15.12% 103	24.52% 167	681
Housing cost	45.87% 311	38.20% 259	9.88% 67	6.05% 41	678
Friendly neighborhoods	65.59% 446	25.15% 171	5.29% 36	3.97% 27	680

City of Hibbing - Community Survey

Proximity to work	42.27% 287	35.94% 244	11.49% 78	10.31% 70	679
Education system	74.23% 507	15.08% 103	4.98% 34	5.71% 39	683
Healthcare services	66.27% 450	25.92% 176	5.15% 35	2.65% 18	679
Sense of community	56.57% 383	32.94% 223	7.24% 49	3.25% 22	677
Quality job opportunities	71.79% 486	16.40% 111	5.91% 40	5.91% 40	677
Safe/low crime	81.15% 551	13.25% 90	2.95% 20	2.65% 18	679
Proximity to recreational opportunities	54.49% 370	34.90% 237	6.19% 42	4.42% 30	679
Affordable taxes	60.15% 409	28.53% 194	6.47% 44	4.85% 33	680

Q39 How would you rate the quality of life in Hibbing?

Answered: 690 Skipped: 19



	EXCELLENT	GOOD	FAIR	POOR	NO OPINION	TOTAL	WEIGHTED AVERAGE
Quality of Life Rating	5.51% 38	44.35% 306	36.67% 253	13.33% 92	0.14% 1	690	2.58

Q40 What do you like most about Hibbing?

Answered: 507 Skipped: 202

Q41 What is your biggest concern about Hibbing?

Answered: 590 Skipped: 119

Q42 What would you change about Hibbing if you could?

Answered: 531 Skipped: 178

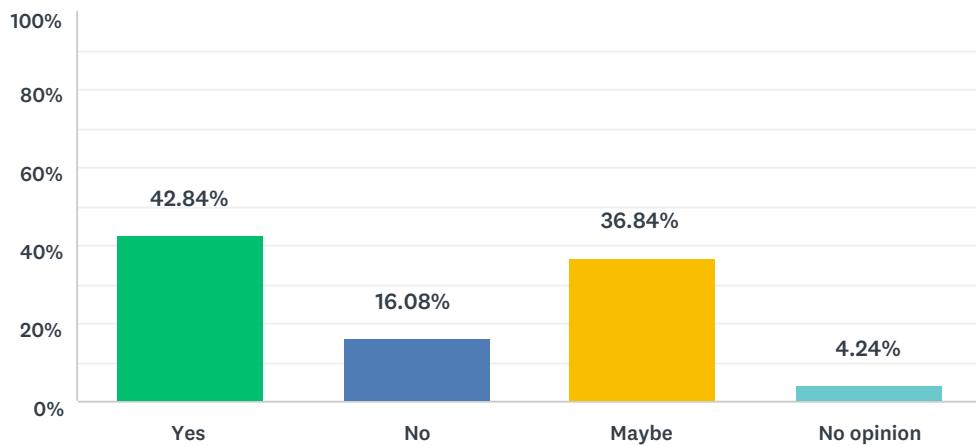
Q43 What do you believe are Hibbing's top three most important issues to address?

Answered: 522 Skipped: 187

ANSWER CHOICES	RESPONSES	
1.	100.00%	522
2.	93.30%	487
3.	83.14%	434

Q44 Would you be willing to pay higher taxes or fees (if needed) to address the issues you have identified above?

Answered: 684 Skipped: 25



ANSWER CHOICES	RESPONSES	
Yes	42.84%	293
No	16.08%	110
Maybe	36.84%	252
No opinion	4.24%	29
TOTAL		684

Survey Data – *Open-Ended Response Trends (in order of popularity)*

Question 15: Most important factor for choosing an airport:

- Price/Cost
- Convenience
- Location
- Flight times/availability
- Parking (cost and ease)
- Direct flight options
- Flight/airline options

Question 20: Natural Environments most important – responses to “other”:

Carey Lake areas parks new snowmobile trails Business
ATV trails access trails Bike trails Need Mesabi
mine view used Hibbing activities town

Question 21: Suggestions for promoting natural environments:

- Carey Lake development – campground, trails, beach, disc golf
- More activities/events – community sponsored, clubs formed, equipment to rent/check out
- Trails- ATV, biking, mtn biking, walking, cc skiing, hiking
- Update parks and playgrounds – modernizing, multi-seasonal, splash park
- Advertising – using social media, brochures, newspaper, increase signage, community calendar
- Mining – Mine View, repurpose old mine sites for kayaking, cliff jumping, mtn biking
- Address safety and cleanliness
- Recycle – community cleanup, curbside pickup
- Increase quiet green spaces – pocket parks, flower gardens, benches
- Accessibility – people of all ages and abilities, group size accommodation

Question 22: Mining impact:

economy affects good living need city area business jobs people
mining keep Hibbing life community go town quality life
opportunities family

Question 23: Recreational, tourist, arts and culture places most important to respondents:

- Hibbing High School
- Mineview
- Bennett Park
- Trails
- Carey Lake
- Memorial Building
- Hibbing Raceway
- Parks
- North Hibbing

Question 24: Three places, traditions, stories visitors should experience or know about:

- Hibbing High School
- Mineview
- Town that Moved Story/North Hibbing
- Bob Dylan's Hibbing history
- Mining History
- Bus Museum
- Historical Society/Museum

Question 26: Other community activities and social events people would like to add:

- For kids/youth/teens
- More activities
- More events
- Concerts/music
- Activities in the parks
- Indoor recreation/complex/center
- Things for families to do
- Festivals
- Mines and Pines

Question 28: Survey respondents participate in these other activities:

- Disc golf
- Ball sports
- Golf
- Racing/Raceway
- Golf
- Hockey
- Park amenities – playgrounds
- Hockey

- Water sports/activities

Question 30: Supporting and promoting recreational assets:

- Advertising
- Cleaning, maintaining, upkeep existing
- Investing, updating, fixing, modernizing existing
- Increase indoor recreation
- Increase outdoor recreation

Question 31: New or other recreational activities suggested:

- Recreation center/YMCA/sports complex/community center
- Activities for kids, teens, youth
- More activities in existing parks and potential new parks
- More trails
- More indoor activities
- More activities in general
- Community pool
- Carey Lake development
- Splash pad
- Shopping

Question 32: Housing difficulties experienced by respondents:

- Homes – old, outdated, need rehab, demo
- High rent (added to high utilities) make it expensive
- Affordable rental properties – bad shape or bad neighborhoods
- Mid-range homes and new high-end homes hard to find
- Few market-rate rentals
- Few options for single families for rental homes and apartments/condos
- Major employers see housing in Hibbing as an issue

Question 33: Key housing issues to address “others”:

- Maintenance of properties – blight, abandoned/decaying, unoccupied, city enforcement
- Utilities
- Landlord responsibilities
- Subsidized housing
- Increase housing for seniors, homeless
- Increase new housing and high-end housing stock

Question 34: Top three strengths/assets supporting or promoting economic development:

- Mining
- Schools/Education system
- People/Community – resilient, prideful people, ambitious, large group of young professionals, schools, safe, small
- Location – outdoor recreation, natural environments, beautiful, proximity to other cities and amenities
- Medical community
- Workforce/work ethic
- Space/room for businesses to establish and grow
- Job opportunities

Question 35: Top three economic development challenges:

- New business development
- Shopping/retail
- Strategies and support
- Promoting/recruiting/attracting
- Jobs – stable, diverse, good paying
- Diversification
- Retaining youth, “brain drain”
- Location
- Downtown – pros and cons
- Condition of existing buildings

Question 36: Three most important economic development goals/projects:

- Recruit/attract/develop new businesses
- Shopping/retail
- Restaurants/Dining
- Downtown
- Increase job opportunities
- Develop facility/complex/rec center
- Diversify economy
- Advertise/promote/market Hibbing
- Beautification/cleaning up
- Address the mall
- Increase opportunities for youth and families – retention and attraction
- Promote tourism
- Make it more affordable to do business, live and work in Hibbing – incentives, taxes

Question 37: Promoting downtown:

- Increase shopping, stores, retail
- Advertising/recruiting/marketing/attracting
- Beautify/update/renovate/fix/clean
- Increase any new businesses
- Provide tax incentives, grants, loans, etc.
- Increase restaurants/dining
- Host more events, activities, concerts, fun activities in downtown
- Ample parking
- Create park spaces, benches, green spaces
- Rental rates affordable, reasonable
- Support/patronize/reward existing businesses
- Increase presence of art and history

Question 40: What do you like most about Hibbing?

- Small town
- Friendliness
- Good place to raise a family
- Education system
- Community
- History and roots – born, graduated, raised
- Safe
- Recreational activities
- Proximity, convenience, location

Question 41: Biggest concern:

- Crime, drugs, and safety
- New businesses and development
- Shopping, retail, mall
- Employment/jobs – stable, good paying
- Youth and families leaving
- Resistance to change, apathy, bad attitudes, negative thinking
- Not enough youth, kids, and teen activities
- Aging population and declining population
- Dependence on mining alone – need to diversify
- Population composition
- Rising costs and utilities
- Lack of growth
- Strong leadership

Question 42: What you would change if you could:

- Increased shopping/retail
- New business development
- Increased opportunities for youth
- Increased restaurants/dining
- Improved leadership
- Increased recreational opportunities – indoor and outdoor
- Improved attitudes – caring, pride, optimism
- Revitalized downtown
- Addressing drugs, crime and safety

Question 43: Top three most important issues to address:

- Businesses – supporting new ones, retaining existing ones
- Addressing safety, crime, drugs
- Increasing shopping/retail and restaurants/dining
- Supporting youth (mostly in terms of activities, but also in education and jobs)
- Ensuring good quality, high-paying jobs are available
- Increasing activities (mostly for youth, but also for all ages)
- Economic growth, development, stability and diversity
- Addressing utilities/PUC issue
- Promoting/attracting/marketing to visitors and families to contribute to economy and workforce and business development
- Increasing recreational opportunities
- Supporting and growing opportunities through the education system
- Address blight and community appearance/cleanliness
- Leadership
- Downtown

Appendix C: Action Plans

ACTION PLAN - Communication

COMMUNICATION: Enhance city and community communication internally and externally to increase awareness, engage the community and promote the many amenities and opportunities Hibbing has to offer.

Related Goals	<ul style="list-style-type: none"> • Promote and grow opportunities for access and use of Hibbing's natural spaces and resources. (Natural Environment) • Attract and support new business development. (Economic Environment) • Promote Hibbing's leisure environments and activities. (Leisure Environment) • Build a strong sense of community and interaction among residents. (Social Environment) • Promote a sense of ownership in the community and increase community awareness, engagement, optimism and participation. (Political Environment)
Action Steps or Strategies	<ol style="list-style-type: none"> 1. Inventory and evaluate current methods used to disseminate various types of information within and outside of the city. 2. Evaluate current methods and opportunities for residents to interact with City Council members and Department heads. 3. Form a City Communication Committee comprised of representatives from each marketing/communication segment and from key community and economic development departments and organizations.
Persons Responsible	Resources Needed
Timeline	

ACTION PLAN - Housing

HOUSING: Increase and improve housing stock to ensure an adequate supply of quality affordable housing is available.

Related Goals	<ul style="list-style-type: none"> • Ensure adequate and affordable housing is available for all residents and potential new residents. (Built Environment) • Retain talented people in the community and attract diverse, talented populations to address current employment needs, spur economic progress and create jobs. (Economic Environment) • Effectively manage city resources, services, issues and opportunities. (Political Environment)
Action Steps or Strategies	<ol style="list-style-type: none"> 1. Update existing tired housing stock – incorporating affordable housing (rental and ownership). 2. Demolish housing that is blighted and in disrepair. 3. Form a committee to evaluate and consider the value of a Housing Action Plan (public and private collaboration). 4. Consider hiring a consultant to: <ol style="list-style-type: none"> a. Increase knowledge of the housing situation. b. Establish a comprehensive study to have a complete understanding of needs. c. Collaborate with residents throughout the community of all demographics and incomes for input.
Persons Responsible	Resources Needed
Timeline	

ACTION PLAN – Recreation and Social Space

RECREATION AND SOCIAL SPACE: Establish a multi-purpose indoor athletic complex/community center that increases opportunities for indoor recreation and social activities for community members and families.

Related Goals	<ul style="list-style-type: none"> • Ensure existing infrastructure, utilities, structures, facilities and city services are high quality and cost-effective. (Built Environment) • Retain talented people in the community and attract diverse, talented populations to address current employment needs, spur economic progress and create jobs. (Economic Environment) • Work to expand leisure and recreational activities. (Leisure Environment) • Build a strong sense of community and interaction among residents and offer social activities and events that engage community members of all ages and abilities. • Protect and promote the health and safety of residents through efficient and effective law enforcement, emergency services, public services and community activities. (Social Environment)
Action Steps or Strategies	<ol style="list-style-type: none"> 1. Inventory the city's facilities and their capacity and use to emphasize the need for a multi-purpose athletic complex/community center. 2. Work with community partners and residents to share ideas and resources. 3. Revisit the idea of building a bridge over the Beltline or a passageway under the highway to promote safe pedestrian crossing.
Persons Responsible	Resources Needed
Timeline	

ACTION PLAN – Economic Development

ECONOMIC DEVELOPMENT: Develop a strategic plan with specific goals, strategies and outcomes for developing a more diversified economy.

Related Goals	<ul style="list-style-type: none"> • Promote and grow opportunities for access and use of Hibbing's natural spaces and resources. (Natural Environment) • Support existing businesses. (Economic Environment) • Attract and support new business development. (Economic Environment) • Work to diversify the local economy. (Economic Environment) • Retain talented people in the community and attract diverse, talented populations to address current employment needs, spur economic progress and create jobs. (Economic Environment) • Support and promote a strong educational system. (Social Environment) • Support and promote a strong health care system. (Social Environment) • Effectively manage city resources, services, issues and opportunities. (Political Environment) • Form beneficial collaborations and partnerships within and outside of the City of Hibbing. (Political Environment)
Action Steps or Strategies	<ol style="list-style-type: none"> 1. Form a committee of professionals representing departments and organizations focused on economic, workforce and community development. 2. Identify businesses to pursue that are independent of the mining industry. 3. Work with Hibbing Community College to grow a workforce that diversifies the local economy and entices diverse companies to establish and grow in Hibbing. 4. Work with local health care partners to expand specialized care and services. 5. Establish and strengthen collaborative relationships with regional workforce and economic development partners to further support Hibbing's efforts to diversify the economy.
Persons Responsible	Resources Needed
Timeline	

ACTION PLAN – Community Appearance and Attraction

COMMUNITY APPEARANCE AND ATTRACTION: Enhance Bennett Park, North Hibbing Park and Carey Lake Park through beautification and maintenance, increased activities and events and more marketing of park amenities.

Related Goals	<ul style="list-style-type: none"> • Protect and preserve the natural attributes and unique character of Hibbing. (Natural Environment) • Promote and grow opportunities for access and use of Hibbing's natural spaces and resources. (Natural Environment) • Ensure existing infrastructure, utilities, structures, facilities and city services are high quality and cost-effective. (Built Environment) • Protect and preserve the cultural places and historic structures in Hibbing. (Built Environment) • Support and maintain existing leisure and recreational activities. (Leisure Environment) • Work to expand leisure and recreational activities. (Leisure Environment) • Promote Hibbing's leisure environments and activities. (Leisure Environment) • Build a strong sense of community and interaction among residents and offer social activities and events that engage community members of all ages and abilities. (Social Environment) • Protect and promote the health and safety of residents through efficient and effective law enforcement, emergency services, public services and community activities. (Social Environment)
Action Steps or Strategies	<ol style="list-style-type: none"> 1. Develop a plan to enhance the Highway 169 corridor through Hibbing to attract and encourage tourists and those passing through to stop, shop and visit.
Persons Responsible	Resources Needed
Timeline	

APPENDIX D: Sources

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