

Nancy R. Aronson Norr



*Personal Purpose Statement: Be fully present in the lives of my family and friends and perform meaningful work that encourages prosperity widely shared, provides deep community engagement, strengthens the social license of my organization and creates a more informed and knowledgeable citizenry.*



### **Leadership Highlights**

- Developed Minnesota Power's Community Advisory Panels to strengthen communication with community leaders, provide education and information about a transforming electric utility industry and encourage greater awareness of strategic regional issues.
- Inspired and implemented the creation of ALLETE Advocates, a corporate grassroots initiative to educate, inform and engage employees in issues of importance to the company, its customers and communities.
- Co-Founded the Area Partnership for Economic Expansion in 2003, a 72 member company, private sector organization encouraging business development and investment in Northeastern Minnesota and Northwest Wisconsin. Currently serving as Past Chair.
- Co-Founded the Jobs For Minnesotans coalition of business, labor and communities advocating for economic growth and responsible development in Minnesota in 2012, along with the Minnesota Chamber of Commerce and the Minnesota Construction and Building Trades Council. Serving as the Chair since inception.
- Completed the Blandin Foundation Community Leadership program strengthening communities in rural Minnesota.

**Professional Attributes**

Collaborative	Diplomatic	Coalition Builder
Projects Thoughtful Presence	Passionate	Empathetic
Demonstrates External Sensing	Inspires Trust	Exhibits Bias For Action

**Professional Strengths**

Relationship Management	Public Speaking	Budget Discipline
Engaging Elected Officials	Group Facilitation	Event Planning
Generate and Sell Ideas	Manage Consultants	Issues Advocacy
Board Governance	Understands State and Federal Development Programs	
Loan Portfolio Management	Communication Strategy Development	

**Director, Regional Development, Minnesota Power, an ALLETE Company, Duluth, Minnesota  
November 2006- Present**

Directs economic development services to support business retention, expansion and attraction. Leads strategic external relations activities covering the company's corporate contributions, Community Advisory Panels and employee volunteer and advocacy efforts. Serves as the primary account relationship manager for the City of Duluth. Conducts strategic planning, handles budgeting and personnel responsibilities and builds regional capacity by providing leadership to numerous external organizations.

**Manager/ Economic Development Analyst Economic Development, Minnesota Power  
December 1989– June 2006**

Managed economic development, community relations and contributions program, and energy services advertising and communication efforts. Develop and design improvements to Minnesota Power's community presence and regional economic development initiatives. Provide critical capacity building at regional, state and national level through board service.

Managed \$6 million revolving loan fund portfolio, wrote and reviewed loan recommendations, coordinated business recruitment and retention activities, and developed economic development promotion and employee training programs. Co-managed industrial real estate development projects with responsibility for performing project due diligence, attracting financing, maintaining tenant and community relationships, project team coordination, and making presentations to upper management.

Participated in business development initiative to launch a telecommunications subsidiary.

**Business Improvement District Manager**, Superior, Wisconsin

June - November 1989

Created a unified image for the downtown business district, coordinated a major storefront design study, maintained cooperation of businesses and landowners, City departments and other community organizations, and managed a work force of community volunteers.

**Business Product Officer/Commercial Lending Representative**, First Bank Duluth (now US Bank, Duluth, Minnesota)

October 1985 - May 1989

Evaluated small business loan requests and managed a commercial loan portfolio, performed financial analyses for large business credits, cross-sold bank products and services, and implemented programs for regional credit portfolio maintenance.

**Education**

U W- Eau Claire Bachelors in Business Administration

U W-Madison Master's degree in Agricultural Economics

Humphrey School Public Policy Forum Graduate

Blandin Community Leadership Program Graduate

National Development Council Development Finance Certification

Northwestern Kellogg School of Business, Executive Education courses

**Current Board/Community Engagement**

Area Partnership for Economic Expansion, Founding Board member and Past Chair  
Arrowhead Growth Alliance

Duluth Economic Development Authority, Past President and Commissioner

Jobs For Minnesotans, Founder and Chair

Minnesota Power Foundation, Board member

Utility Economic Development Association, Board Member and Executive Committee

**Past Positions**

Anderson Center, Board member

Central Hillside United Ministries Lifecyclers, Chair

Duluth Airport Authority, Board member and Chair

Duluth CDBG City-Wide Citizens Advisory Committee

Duluth Legacy Endowment Fund, Chair

Economic Development Association of Minnesota, 2<sup>nd</sup> Vice President

Grow Minnesota Advisory Board, Minnesota Chamber

Harborview Economic Development, Chair

Minnesota Business Finance Corp. (Statewide SBA 504 Program), Board Member

Minnesota Community Capital Fund, Founding Board member

Minnesota Extension State Citizens' Advisory Committee

Northland Foundation Board member

Minnesota Public Radio, Regional Advisory Council, Member and Chairperson

Northspan, Inc., Chairperson, Board Member

Northeast Entrepreneur Fund, Chairperson