

Key Points from Interview Process

WSB

- Why did the 2011 plan go nowhere?
- RFP lacked clarity and cohesiveness
- Internal strategic planning
- Timeframe of RFP and money was too short
- Emphasizing that the questions are the deliverables

Northland Securities

- Understand why you want to diversify your tax base
- Seeking industrial development for tax base isn't all that it is cut out to be
- Need to grow who we are rather than something we're not
- Build on our strengths
- Emphasized "vertical" certainty
- What makes Northfield distinguishable?

Stantec

- Business/developers forums – most cost effective
- Market feasibility should be first
- Concerns with market demand in Northfield
- Develop realistic expectations based on current market demand
- Be clear about who is responsible when it comes time to develop
- Timeline is not realistic
- How would you expand the employment base if this area grows?
- Timeline was confusing
- Vision statement or concept plan?
- Better define our expectations
- You are selling to the development community on your commitment to be a partner
- Planning is about protecting private and public investments over time
- Connecting Cedar would be needed to make area marketable
- Diversity of workforce housing would be needed to make area marketable
- Land use and infrastructure analysis would be important
- Stantec representatives assumed large-scale development
- "Less vision, more action" – knocking down investment barriers

MSA

- More familiarity with rural areas
- Wanted our business
- Existing plans need a "dust off"

- Gather background information with respect to businesses
- Mostly aimed at process
- “Plan, market, then zone” – speaks to flexibility
- Needing future land use map
- The challenge is how to make this area a part of Northfield

Chris Zimmerman – Smart Growth America

- “That’s a lot of real estate” – 10% of Northfield area
- Most of the benefit is in investing in what we already have
- Looking at the costs of investment in infrastructure; short and long term
- Measuring the city’s ROI on development
- Start with something smaller and build concisely and compactly
- Anything we do needs to incorporate what is already here
- “These are generational decisions”
- Sustainable growth can be continued long term
- Highlighted walkability
- “What kind of center will this be?”
- Current RFP covers a lot, +\$100,000
- Question #2 important
- Question #4, 5 and 6 should be internal
- Question #1 is the biggest
- The hospital is a long-term anchor and how to develop around it in the right way
- Don’t draw development off downtown

Dena Belzer – Strategic Economics

- Opened and closed on being explicit on what outcome we want
- Think about the broader impact (i.e. job creation and housing)
- Developing the fiscal security of the City of Northfield
- Developing sustainable streams of revenues
- Do fiscal modelling first
- Focus on gathering data
- Market analysis – what do we have and why would they come here?
- Answering #1 what would the market deliver
 - #2 what would we like to see as a city
 - #3 what is the difference between 1 and 2
- What future demand could be driven by what is already here?
- “Land planning process” that is data driven rather than a “visioning process”
- Expertise for Ag processing is much different than typical industrial development
- “Be precise on the problem we are trying to solve”