

Northfield Economic Development Authority

2018-2020 Work Plan

Strategic Priorities	Strategic Initiatives	Target Dates
<p>Business Expansion</p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> Expanded commercial and industrial tax base Adequate available industrial land Vibrant start-up community <p><u>Target</u></p> <ol style="list-style-type: none"> Commercial Net Tax Capacity Value increased by 10% (Increase of \$290,750) by 12/2020 Industrial Net Tax Capacity Value increased by 10% (Increase of \$292,635) by 12/2020 100 acres of what? 5 new commercial businesses by 2020 	<p>A) Business Expansion and Infill Development Plan</p> <ul style="list-style-type: none"> Compile a database of recent business expansions as it relates to City involvement Identification of current available infill sites Identify expansion needs of existing businesses for infill sites where their existing site does not accommodate needs Review available incentives for current and future business infill development Recruit targeted commercial and industrial businesses for infill sites.- (Andrew) <p>B) New Growth Plan</p> <ul style="list-style-type: none"> Establish Priority Expansion Areas to pursue (Geographic Areas Mapping) consistent with the comprehensive plan Complete small area development concept plans and determine priority options and alternatives to provide flexibility in reaction to development. Recruit targeted commercial and industrial businesses that cannot be served through infill sites. 	<p>February 2018</p> <p>August 2018</p> <p>December 2018</p> <p>December 2018</p> <p>February 2018</p> <p>March 2018</p>

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Commented [FAR1]: While it is not part of a work plan, per se, I'm thinking this whole document needs a clear statement of our agreed upon strategy. My overall reaction is that this is pursuing any opportunity. I think we should have a clear statement of what we intend to be our strategy. My own opinion on that is that synergy matters and building on existing strengths is always more likely to success than starting anew. In Northfield, we have some very unique high-tech businesses and we have a concentration of logistics and food processing businesses. We also have the resources of two colleges. We should have some perspective on who would most benefit from this type of community neighbors/colleagues and see how to grow our strengths. My personal bet is on food processing and agricultural support, including new growing/animal husbandry techniques and organic/locally...

Commented [MS2R1]: I agree with Fred, we need to be more focused on this.

Commented [FAR3]: Why limit this to incidents involving the City? Should inventory all business expansions as well as business downsizing or moves away.

Commented [MS4R3]: Should not be limited.

Commented [JP5]: How will we establish priorities that will drive this? Will comp plan be the guide, and/or other information?

Commented [NC6]: Mayor Pownell - Policy discussion on EDA land ownership to help facilitate redevelopment and new growth

Commented [NC7]: Mayor Pownell - What does targeted mean?

Commented [MS8R7]: I suggest we give some examples

Commented [JP9]: How will we choose targets? I would like data, analytics, community feedback, etc. to be identified as guides for this work. In our strategic planning...

Commented [FAR10]: How are they to be 'targeted'? I really think we should focus 'targeting' on business that will enjoy some synergistic benefit from being in Northfield.

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<p>5. 2 new industrial businesses by 2020</p>	<ul style="list-style-type: none"> ● <u>Research sustainable development, and find applicable case studies to learn from.- (Andrew)</u> <p>C) Develop Business Recruitment Strategy</p> <ul style="list-style-type: none"> ● Collaborate with Economic Development Partners to establish joint business recruitment strategy ● Continue to incentivize development of the Northfield Enterprise Center (NEC) <u>I'm not sure what this means. Sounds like consultant speak...do we mean "continue to encourage private funding sources to support and sustain the NEC"?</u> ● Develop entrepreneurial incentive package 	<p>Ongoing, January 2019</p> <p>June 2018</p> <p>Ongoing, December 2019</p> <p>December 2018</p>
<p>Business Retention</p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> 1. Businesses recognize Northfield as a good place to do business 2. Businesses aware of resources 3. <u>Continue promoting a strong</u>Strong business-college relationship 	<p>A) Develop Business Retention Program</p> <ul style="list-style-type: none"> ● Implement staff business visit goal ● Review current and past practices for business retention ● Identify areas for business assistance ● Coordinate template for business visit interview <p>B) Develop EDA Board Business Visit Program</p> <ul style="list-style-type: none"> ● Organize EDA Board semi-annual business visits 	<p>March 2018</p> <p>April 2018</p> <p>June 2018</p> <p>September 2018</p> <p>March 2018</p>

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Commented [FAR11]: Good idea, but too general. Our 'strategy' needs to be more specific and focused. This leaves it to be too opportunistic. Maybe this should say 'tactics' instead of strategy?

Commented [JP12]: What does this mean? That we are providing additional funding to NEC? Structuring incentives for expansion of its programs? Offering incentives to NEC clients? Need to clarify.

Commented [JP13]: Did EDA identify NEC as especially important partner in our strategic planning conversations? I don't recall, but it seems like there must be background to this.

Commented [JP14]: Specify that this will be available to targeted types of businesses, or do we intend it to be wide open?

Commented [JP15]: Does this mean "create and use" template? With whom are we coordinating?

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<p>Target</p> <ol style="list-style-type: none"> 85% of businesses surveyed recognize Northfield as a good place to do business 75% of businesses surveyed are aware of available resources 50% of feedback positive from businesses surveyed, 2 new programs linked 	<ul style="list-style-type: none"> Need a second bullet point here...perhaps something like "promote outreach between EDA Board and local businesses by hosting annual EDA reception" or something else <p>C) Develop Available Resource Directory</p> <ul style="list-style-type: none"> Continue to manage and update website resources Develop EDA resource insert for brochure. which brochure? <p>D) Develop College Engagement Strategy</p> <ul style="list-style-type: none"> Collaborate with Economic Development Partners to establish joint college engagement strategy Establish summer internship opportunity in Community Development Department Engage in development discussion with St. Olaf <ul style="list-style-type: none"> Develop and support College Internship programs for Northfield Businesses – (Fred) 	<p>Ongoing</p> <p>June 2018</p> <p>May 2018</p> <p>December 2018</p> <p>December 2018</p>
<p>Workforce</p> <p>Desired Outcomes</p> <ol style="list-style-type: none"> People who work here can find an affordable home Adequate transportation to jobs in Northfield Employers find qualified applicants 	<p>A) Coordinate Workforce Housing Strategy</p> <ul style="list-style-type: none"> Coordinate workforce recruitment through Make it. MSP. Research partnership with owner & developer of adjacent, undeveloped property Research possible development of 2-acre residential lot for housing development Work with the City council, HRA, other partners, and the community in order to bring more affordable housing to Northfield. - (Andrew) 	<p>March 2018</p> <p>June 2018</p> <p>December 2020</p>

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Commented [NC16]: Mayor Pownell - Why is the St. Olaf development discussion fall within this category? It would seem to fit under the strategic priority for new growth.

Tom Gillaspay and Tom Stinson (former state demographer and state economist)- disruptive innovation with regards to doing more with less workers and the aging demographics. Anything in our tool box to appropriately support our businesses in the area of revamping their business model to find worker efficiencies or rehabbing our businesses for ADA compliance issues?

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Commented [JP17]: Where do we include plans to collaborate with HRA? Overall this sections seems less ambitious and detailed than I expected based on the weight this was given in our strategic planning conversations.

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Commented [FAR18]: I have no idea what this refers to.

Commented [JP19]: Does this refer to a specific property? If so, it's unclear.

Commented [FAR20]: I have no idea what this refers to.

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Commented [JP21]: Is this in connection with HRA? I'd like more detail and/or action words/outcomes than just "research" if we are putting this as far out as end of 2020.

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<p><u>Target</u></p> <ol style="list-style-type: none"> 1. Increase in homes affordable to median wage workers 2. Increased transit stops and connections 3. 15% turnover rate or less for businesses surveyed Depending on the business, this may not be realistic. I'm also unsure how much of this is the EDA's problem. 	<p>B) Coordinate Barrier Removal Strategy for Affordable Housing</p> <ul style="list-style-type: none"> Review Best Practices for items such as opportunities for alternative housing types and styles, including mixed-use neighborhoods, accessory or mother-in-law apartments, modular homes, manufactured home parks and other innovative approaches to housing <p>C) Develop Equitable Service Access Plan</p> <ul style="list-style-type: none"> Identify Partner Agencies & the Information they maintain that relates to Northfield Demographics and Services Recommend a plan to improve translation and communication services within City Offices and in the Community Create a proposal for increased transportation services and routes within City <p>D) Develop and support local workforce training.- (Andrew)</p> <ul style="list-style-type: none"> Work with the high school trade programs in order to help kids who are not college bound step into the local workforce. Help to develop and support businesses and organizations that are primarily focused on workforce training and entrepreneurial education. 	<p>December 2018</p> <p>February 2018</p> <p>June 2018</p> <p>December 2018</p>
<p>Communication</p>	<p>A) Coordinate Marketing and Networking Campaign</p>	

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Commented [NC22]: Mayor Pownell - How does a Community Land Trust (affordable housing) fit into this discussion?

How does the Florellas situation fit into what is being discussed with regards to affordable housing - potential redevelopment option of an existing area being used for affordable housing?

Commented [FAR23]: Does this imply a zoning code review and possible change? If so, should say that more directly.

Commented [MS24R23]: Agree

Commented [FAR25]: Does this imply a zoning code review and possible change? If so, should say that more directly.

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Commented [JP26]: Next strategic initiative here after "review best practices" should be: work together with HRA on policy proposals and/or ordinance changes to reflect what we have learned about best practices.

Commented [JP27]: In addition to best practices learned from researchers, think tanks, and other communities, I would like to see plans included here for gathering input from employers and especially those in need of housing t...

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Commented [JP28]: Is this specific to Community Development services, or city-wide?

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Commented [MS29R28]: I Agree

Commented [JP30]: Is this aimed at reaching workers and employers? How does this fit together with similar plans ...

Commented [FAR31]: This seems like it should be the first and highest priority in this section?

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<p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> 1. Outside businesses and developers think of Northfield as a premier opportunity 2. Community understands that policymakers and staff have a positive economic development vision 3. Businesses and property owners have strong connection to staff and resource providers <p><u>Target</u></p> <ol style="list-style-type: none"> 1. Increase of 10% (Baseline needed) <u>Ten percent of what?</u> 2. 80% of businesses and community members surveyed report understanding positive vision 3. 75% of businesses and property owners surveyed indicate strong connection 	<ul style="list-style-type: none"> ● Establish baseline for developer contacts per quarter ● Pursue investor relationship with GreaterMSP ● Explore marketing opportunities through DEED, MREJ, and other economic development publications ● Support staff networking opportunities ● Continue hosting Minnesota Real Estate Journal Micropolitan Summit <u>Not sure how useful this was. Perhaps we try one more time to see if we get more turnout and more positive feedback.</u> ● <u>Review and expand the City EDA webpages and on-line resources</u> ● <u>Printed materials to be available at the Chamber of Commerce office and City Hall and NEC – (Fred)</u> <p>B) Develop “Economic Development Update” Broadcast</p> <ul style="list-style-type: none"> ● Create and distribute monthly Economic Development Newsletter through online presence <u>I really like this!</u> ● Initiate monthly video features of recent Economic Development projects <p>C) Build an inclusive relationship with the community. - (Andrew)</p> <ul style="list-style-type: none"> ● <u>Help develop an immigrant task force or equivalent to facilitate two way communication between the City Council, staff and boards and our immigrant communities.</u> ● <u>Develop multiple ways of informing and engaging the general public in the EDA’s work.</u> 	<p>February 2018</p> <p>March 2018</p> <p>Ongoing, December 2018</p> <p>Ongoing, December 2018</p> <p>January 2019</p> <p>June 2018</p> <p>July 2018</p>
<p>Redevelopment</p>	<p>A) Develop a Comprehensive Redevelopment Plan</p> <ul style="list-style-type: none"> ● Prioritization of redevelopment areas 	<p>July 2018</p>

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Commented [JP32]: What does this mean? I don't recall this being identified as a goal by EDA in strategic planning process, so I need more detail on how it fits with our priorities and what it means for staff

Commented [JP33]: GREAT! What resources do we need to make this happen? Wondering because I'm doubtful that communications position will be funded for 2018.

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<p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> 1. Focused redevelopment plan 2. Increased tax base 3. Expanded downtown 	<ul style="list-style-type: none"> ● Identify incentives and development resources (financial, partner entities, etc.) particularly those areas related to intensification of land use ● Develop small area plan through the EDA or in partnership with entities such as Northfield Roundtable for specific redevelopment projects or opportunities ● Recruit developers for specific redevelopment projects or opportunities in conformance with the comprehensive plan 	<p>September 2018</p> <p>December 2018</p>
<p><u>Target</u></p> <ol style="list-style-type: none"> 1. One site under redevelopment/construction 2. Increase Commercial Taxable Value from \$154,531,900 to \$170,000,000 (10% increase) by 2020 3. Increase downtown car parking by 20, Increase bike parking by 20, Increase building square footage by 2,000 	<p>B) Coordinate Downtown Revitalization Plan</p> <ul style="list-style-type: none"> ● Establish goal for commercial and industrial tax value increase ● Prioritization of revitalization areas ● Research and review potential "Cultural District" incentive for downtown development ● Initiate discussions with current building/land owners about future use 	<p>March 2019</p> <p>January 2018</p>
	<p>C) Develop Riverfront Expansion Plan</p> <ul style="list-style-type: none"> ● Identify Riverfront Areas for possible expansion ● Prioritization of riverfront areas ● Identify and pursue potential uses for orientation to river 	<p>July 2018</p> <p>July 2018</p> <p>December 2018</p> <p>June 2018</p> <p>July 2018</p>

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Commented [NC35]: Mayor Pownell - With the ACC and PC?

Commented [JP36]: ...and in support of targeted industries, services, business types, etc.?

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Commented [NC34]: Mayor Pownell - Increase car parking by more than 20 - maybe 40?

An additional 2000 sq ft doesn't seem like that much. I spoke with just one business recently that said they were looking for that much additional space (going from 4000 sq ft to 6000sq ft) in the downtown to expand into.

Commented [JP37]: Is there a component here related specifically to public land in riverfront area (as distinct from private redevelopment)?

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		August 2018
<p>Infrastructure</p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> 1. Increased access and availability of fiber internet 2. Infrastructure adequate to serve community goals for business 3. Clear vision for Highway 19 and Cedar corridors <p><u>Target</u></p> <ol style="list-style-type: none"> 1. 30% increase in fiber availability by 12/2020 2. Phase I infrastructure available 3. Coalition and vision in place 	<p>A) Develop Internet Strategy</p> <ul style="list-style-type: none"> ● Develop baseline of residential satisfaction with Internet services ● Evaluate dual-franchise possibilities with high-speed internet providers ● Evaluate options for citywide fiber coverage <p>B) Coordinate Industrial Area Infrastructure Improvement Plan</p> <ul style="list-style-type: none"> ● Review existing industrial area infrastructure ● Prioritization of future development needs ● Explore financial resources through state programs ● Initiate infrastructure development for future business park <p>C) Coordinate Small Area Plan for Highway 19 and County Road 23 Corridors</p> <ul style="list-style-type: none"> ● Facilitate discussions with existing stakeholders (MnDOT, Dakota County, Rice County) ● Pursue small area plan through consultant <p>D) Coordinate Agricultural Area Infrastructure Improvement Plan- (Andrew)</p> <ul style="list-style-type: none"> ● Review existing agricultural/food processing area infrastructure ● Prioritization of future development needs ● Explore financial resources through state programs ● Initiate infrastructure development for future business park 	<p>January 2018</p> <p>May 2018</p> <p>August 2018</p> <p>March 2018</p> <p>May 2018</p> <p>September 2018</p> <p>January 2019</p> <p>March 2018</p> <p>June 2018</p>
On-going Initiatives:		

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<p>These are core and regular functions of economic development staff that shape future development, growth and stability by promoting our assets, responding to the needs of existing businesses, and identifying community challenges.</p>	<ul style="list-style-type: none"> ● Address development opportunities/Respond to developer and business requests ● Maintain a current, up-to-date economic toolbox ● Maintain LOIS and the Economic Development website ● Business visits ● Market revolving loan programs 	
<p>Enhance Strategic Partnerships: Partnerships provide the ability to extend resources and leverage opportunities that will enhance growth and strength in the community.</p> <p>They also allow for identified EDA priorities to receive direct attention, such as downtown stability and small business development.</p>	<ul style="list-style-type: none"> ● Northfield Enterprise Center ● Northfield Downtown Development Corporation ● Northfield Chamber of Commerce ● Northfield Public Schools ● Rice County Economic Development Dept. ● Dept. of Employment & Econ. Dev. (DEED) ● Destination Medical Center (DMC) ● Higher Education Institutions ● Greater MSP ● Southern MN Initiative Foundation (SMIF) 	

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Commented [FAR38]: Should the Chamber of Commerce be on this list?

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