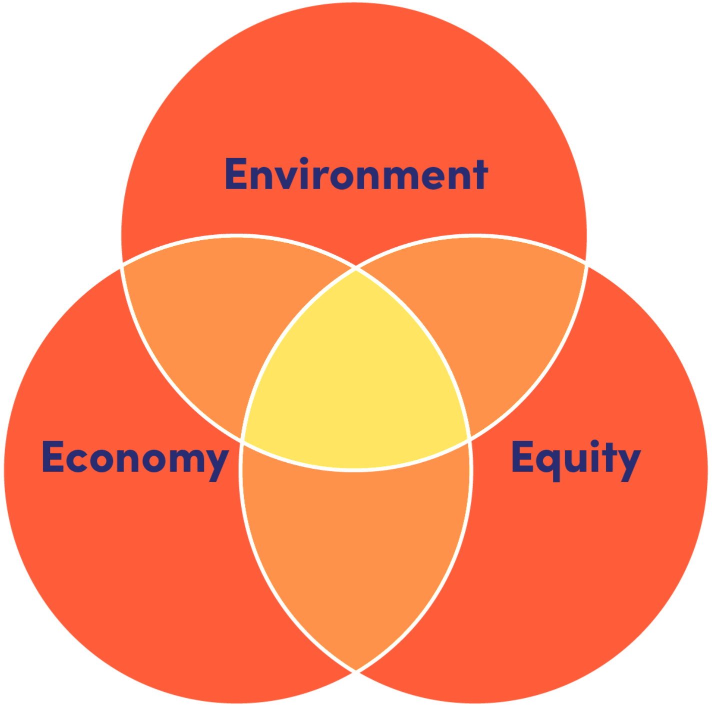
THE CITY OF
NORTHFIELD
MINNESOTA
ESTD 1855

Strategic Plan 2025-2028

2025 Annual Update

October 21, 2025

Comprehensive Plan
3 Core Principles



Impact to the financial health of the City

How to ensure the benefits and burdens of actions are distributed equitably

Whether an action improves climate resilience and sustainability

Guiding Values

CREATIVITY — Northfield will develop **creative solutions to local challenges** by working with the community, ensuring staff understand and have tools to implement best practices in their fields, and using consultants who understand Northfield and its values.

ECONOMY — Northfield's capital planning and budgeting advances the goals of this Plan in **economically responsible and sustainable** ways to ensure revenue is sufficient to meet the City's needs for the long term.

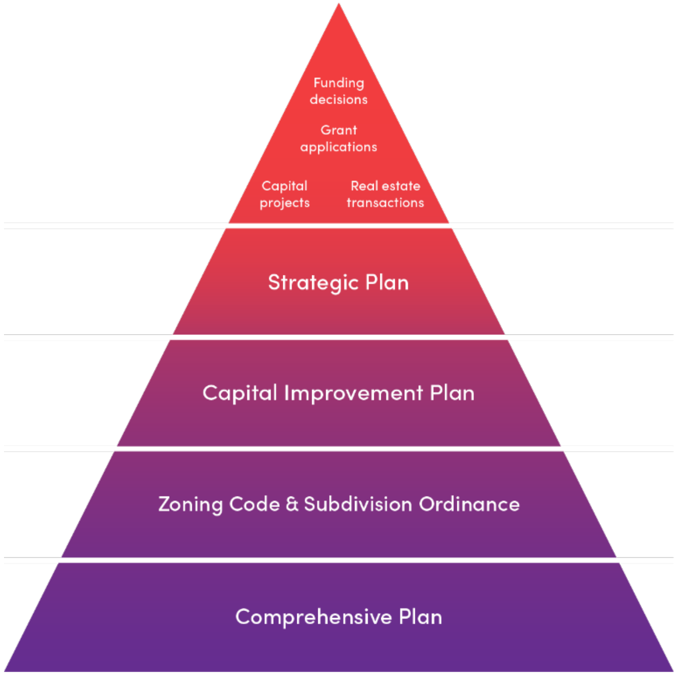
HOME — Northfield promotes **safe, stable housing** in a wide variety of types, sizes, and ownership models, to support local business and accommodate residents in all stages of life

RESILIENCE — Northfield develops infrastructure, policies, and practices to **foster resilience and mitigate the effects of climate change**.

MOBILITY — Northfield works to provide a full complement of **mobility options** so all Northfield residents and visitors can get where and how they want.

EQUITY — Northfield **emphasizes equity** to address disparities and to ensure equitable access to jobs, housing, education, essential services, retail, mobility options, and open space for all.

CONNECT — Northfield **fosters human connections** in our increasingly diverse community through well-designed neighborhoods, gathering places, and business districts that are inclusive for all, independent of age, economic status, mobility, gender, or racial and ethnic background.



Vision, mission and values

Vision

Northfield is an open, safe, and welcoming community, recognized for its world-class colleges and historic riverfront downtown, and is dedicated to sustainably enhancing and preserving its vibrant culture, celebrated arts, strong economy, and an excellent quality of life where all can thrive.

Mission

The City of Northfield works for the common good of our residents and businesses and the improvement of our community by providing excellent, innovative municipal services that carry out the city's vision for a high quality of life for all.

Values

- Teamwork
- Excellence & Innovation
- Integrity
- Celebration
- Stewardship

Strategic Plan Summary 2025–2028

STRATEGIC PLAN SUMMARY 2025-2028
City of Northfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Improve Financial Strength *A financially responsible organization*	Increased Commercial-Industrial tax base	- Net new C/I Valuation - C/I Permit Valuation (new)	- $50M net increase-C/I valuation 2025-2028 - $50M net increase-C/I permit valuation 2025-2028	a) Develop and implement Northwest Area Shovel Ready and Recruitment Plan b) Strategies to develop high potential CI properties c) Create a Revenue Diversification Program (new & updates) d) Implement a coordinated 2-year Budget and Aligned Financial Management Plan e) 3-year Financial Management Alignment with Service Level Strategy.
	Increased revenue diversification	Change in $ value of new non-tax General Fund revenue	10% increase in non-tax revenues 2025-2028	
	Taxation responsive to community needs & expectations	- Annual tax levy - Annual tax rate	Tax levy at or below __% over Estimated Market Value (EMV) growth	
Increase Housing Availability *Addressing the City's affordable housing needs*	Expanded availability of single- family housing	# of single-family housing units added annually	Add 50 single-family homes annually through end 2028	a) Create and implement single-family home expansion strategy b) Implement new and existing housing stabilization programs c) Create a strategy to reduce homeownership disparity d) Create development subsidy standards and policy e) Create a plan for publicly owned high priority redevelopment sites
	Expanded availability of multi- family housing	# of multi-family housing units added annually	Add 50 multi-family homes annually by end 2028	
	Preservation of housing quality and affordability	- # of Naturally Occuring Affordable Housing (NOAH) units preserved	- 30 NOAH units preserved/rehabbed by end 2028	
Achieve Infrastructure Sustainability *Infrastructure that supports community needs*	A flood resistant community	- Flood plan adoption - Flood plan implementation	Flood plan fully implemented by 2028	a) Create Pedestrian and Biking Crossing Improvement Plan for TH-3 b) Create a safe street for all plan c) Implement City-wide pedestrian crossing improvement plan d) Create a dam removal strategy e) Implement downtown flood improvements f) Implement neighborhood flood improvements
	Improved pedestrian safety	- #__ of upgraded pedestrian crossings installed - #__ of pedestrian plan improvements completed	- #10 new pedestrian crossings installed 2025-2028 - #TH3 pedestrian & biking plan improvements completed by 12/2028 - **Safe Streets for All Plan Complete 12.28**	
	Dam-free river	Dam removal decision	Dam removal completed by 12/2029	
Enhance Service Delivery *A community that cares about its residents*	Capacity to meet desired service levels	# of capacity improvements implemented	Full implementation of critical capacity-building measures across Administrative Services, PD, and Streets & Parks by 2028	a) Identify long-term service delivery needs b) Defined service levels in core services c) Review & update Communications Plan d) Develop a survey framework e) Create a downtown managed parking plan
	Community input guides service improvements	Completion of a city-wide quality of life survey	Conduct a city-wide community survey every other year starting in 2026	
	Downtown parking needs are met	- Managed parking plan adoption - Parking need assessment	Comprehensive downtown managed parking solution in place by 12/2026	

The plan consists of four ***strategic priorities*** the issues of greatest importance to the City over the next three years.

Associated with each priority is a set of ***desired outcomes***, ***key outcome indicators***, and ***performance targets***, describing expected results and how the results will be measured.

The plan also includes strategic initiatives that will be undertaken to achieve the targeted outcomes.

Improve Financial Strength

- Implement NW Area “Shovel Ready” & Recruitment Plan
  - Enhance relationships among landowners, power suppliers, and development brokers, etc.
  - Produce additional marketing materials highlighting industrial property & Northfield complimentary industries
  - Construct Water Tower & Preliminary Sanitary Sewer Collector
  - Develop cost-share policy for NW Area dependent on infrastructure needs

Target
-$50M net increase C/I valuation 2025-2028
-$50M net increase C/I permit valuation 2025-2028

Improve Financial Strength

- Strategies to develop high potential C/I properties (infill & redevelopment)
  - Zoning & subdivision ordinance update
  - Identify infill sites, & complimentary uses & developers, and update marketing materials
  - Pursue redevelopment initiatives & partners

Target
-$50M net increase C/I valuation 2025-2028
-$50M net increase C/I permit valuation 2025-2028

Improve Financial Strength

- Create a Revenue Diversification Program (new & updates)
  - Develop summary of existing revenues & alternative new revenue options
  - Identify & facilitate prioritization of exploration of existing revenue increases
  - Implement updated revenue and new revenue options

Target
10% increase in non-tax/non-intergovernmental revenue 2025-2028

Improve Financial Strength

- **Implement a coordinated 2-year Budget and Aligned Financial Management Plan**
  - Complete preliminary tax levy & budget for upcoming year as realistic final option
  - Develop 5-year financial plan that aligns with 5-year CIP and revenue targets
  - Create new schedule & budget guide to align with expanded planning
  - Continuing 2027 budget in January and 5-year financial plan

Target
Tax levy at or below_% over Estimated Market Value (EMV) growth

Improve Financial Strength

- Recommend changing Target to:

From:

Tax levy at or below ___% over Estimated Market Value (EMV) growth

To:

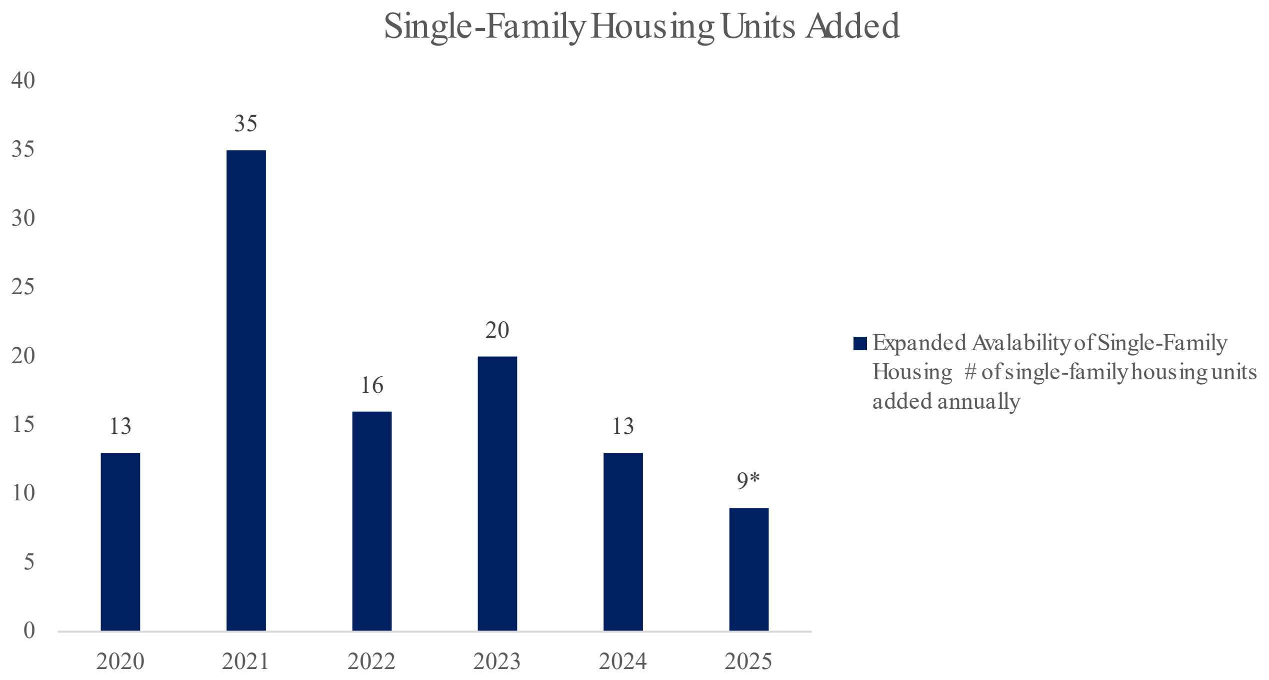
5-Year Financial Plan Approved Annually that Includes Tax Levy Targets for each year end 2026, 2027, 2028.

Target
Tax levy at or below_% over Estimated Market Value (EMV) growth

Improve Financial Strength

- 5-Year Financial Management Alignment with Service Level Strategy
  - Council review of department studies & recommendations (police, administration, streets/parks)
  - Council determination of priority position implementation with clear budget finance implications

Increase Housing Availability



Target

- Add 50 single-family homes annually through 12/2028

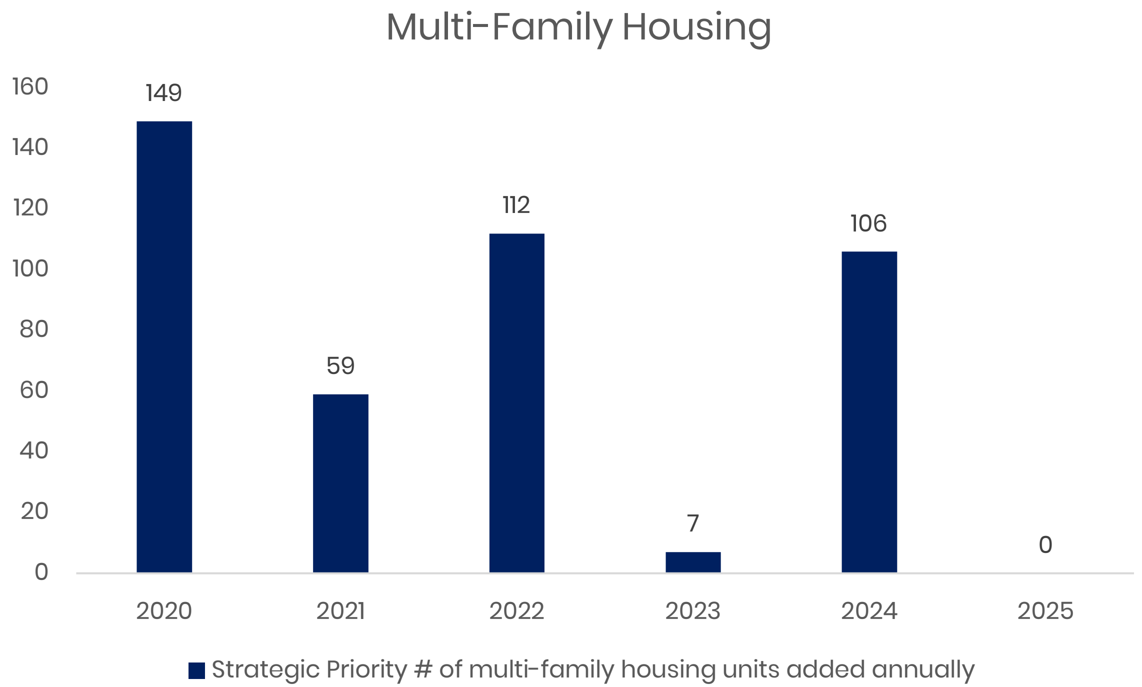
Housing Project Pipeline

- Kraewood Final Plat (22)
- Bluff View (55)
- Cedar Meadows (149)
- Meadows Park/Fargaze Meadows (71)
- Harvest Hills (20)
- Festler Farms (20)
- Southbridge HRA (65)

Increase Housing Availability

- Implement new and existing housing stabilization programs
  - Building Department Emergency Housing Navigation grant (CAC partnership)
  - Manufactured Home Repair Program grant (TRCA partnership)
  - Explore HRA partnership with The Key related to their expansion exploration including temporary emergency housing options

Increase Housing Availability



Target

- Add 50 multi-family homes annually through 12/2028

Housing Project Pipeline

- Gracewin @ Cedar Meadows (45)
- Meadows Park/Fargaze Meadows (70)
- Harvest Hills (10)
- Festler Farms (66)
- Heritage Lofts (170)

Increase Housing Availability

- **4D Program established in January 2025**
  - Prior to ,city primarily focused Naturally Occurring Affordable Housing (NOAH) preservation through rehab programs funded by the Federal Community Development Block Grant (CDBG)
- **109 NOAH Properties preserved so far this year**
  - 54 Northfield Estates, 50 for Jefferson Square which is pending, and 5 related to HRA rehabilitation loans (3 manufactured homes and 2 single family homes).

Target
• 30 NOAH units preserved/rehabbed annually through 2028

Achieve Infrastructure Sustainability

- Flood Mitigation Progress (Since 2020)
  - Two major studies advancing downtown & neighborhood flood solutions
- Downtown Flood Study (2020–2023)
  - Updated Cannon River modeling & FEMA Benefit-Cost Analysis
  - Identified grant-eligible projects
  - Council approved floodwall extension north of 4th St Bridge (301–205 Water St)
  - Cost: $5.2M | Grant share: 50% ($2.6M)
- Neighborhood Flooding Study
  - Updated surface water modeling & identified at-risk properties
  - 5 properties lack feasible infrastructure fixes
  - Exploring home modification or acquisition options
  - City now prioritizes regional flooding solutions

Council received full project update at September 9th,2025 Council Meeting

Target
Flood plan fully implemented by 2028

Achieve Infrastructure Sustainability

Improved Pedestrian Safety

Pedestrian & Bicycle Safety Initiatives

- Advancing multiple efforts to enhance safety and connectivity citywide

TH3 Pedestrian & Biking Crossing Plan

- 5 crossings improved in 2025
- Identifies & prioritizes safe crossing locations and design options
- Strengthens connections between neighborhoods, schools, and downtown
- Budget request planned in 2026 for 2027 consideration

Safe Streets & Roads for All (SS4A) Grant

- Applied in 2025 to develop a comprehensive Safe Streets for All Plan
- Aims to reduce roadway fatalities and serious injuries
- If awarded (Fall 2025): RFP in Q2 2026 to begin plan development

Target
• 10 new pedestrian crossings installed 2025-2028 • TH3 pedestrian and biking plan improvements completed by 12/2028 • Safe Streets for All Plan complete 12/2028

Achieve Infrastructure Sustainability

Dam Free River

Phase 1 (2023)

- Completed DNR-recommended dam study & feasibility analysis

Phase 2 (2025)

- Stakeholder engagement & design evaluation
- Ownership transfer from Post Consumer Brands to City
- Dam removal considered as preferred option

Future Phases (2026–2028)

- Design, permitting, construction for river restoration, recreation, and downtown revitalization
- Must meet historic preservation requirements

Next Steps

-Council action (Nov 2025) on conditional land transfer agreement

- Project schedule & scope summary to accompany Council action

Target
• Dam Removal by 2029

Enhance Service Delivery

Capacity to meet desired service levels

- Police Study (2019): 90% implemented
  - Restructured 1 FTE CSO into two part-time CSOs working toward peace officer licensure
  - Supports smoother transition to full-time officers
  - Staffing levels now at or above 2019 recommendations
- Administration Study: Implementation underway
  - Plan to hire full-time Sustainability Coordinator
  - Assistant to City Administrator reclassified to Assistant City Administrator
  - Human Resources Manager position added
- Public Works / Parks & Streets:
  - Maintenance position eliminated in 2026 budget (part of levy reduction strategy)
  - No staffing increases despite ongoing workload and 2024 analysis findings
  - Staffing analysis remains ongoing as budget considerations continue

Target
• Full implementation of critical capacity-building measures across Administrative Services, PD, and Streets & Park by 2028

Enhance Service Delivery

- Request for Proposals (RFP) issued August 2025
  - 16 respondents, 7 interviewed
  - ETC Institute selected
- Survey launch QT 1 2026

Target Completion: May 2026

Target
• Conduct a city-wide community survey every other year starting in 2026

Enhance Service Delivery

Police Study (2019): 90% implemented

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Target

- Full implementation of critical capacity-building measures across Administrative Services, PD, and Streets & Park by 2028

Timeline

- Informational tonight and any initial discussion or feedback
- Scheduling November agenda item for additional feedback and option to consider amending strategic plan sections as recommended by staff

Questions & Discussion

- Change in Improve Financial Strength metric (annual adoption of 5-year financial plan)
- Downtown Parking Study