



Public Hearing 2018 Budget & Tax Levy
December 5th, 2017

Draft 12/1/17

Agenda

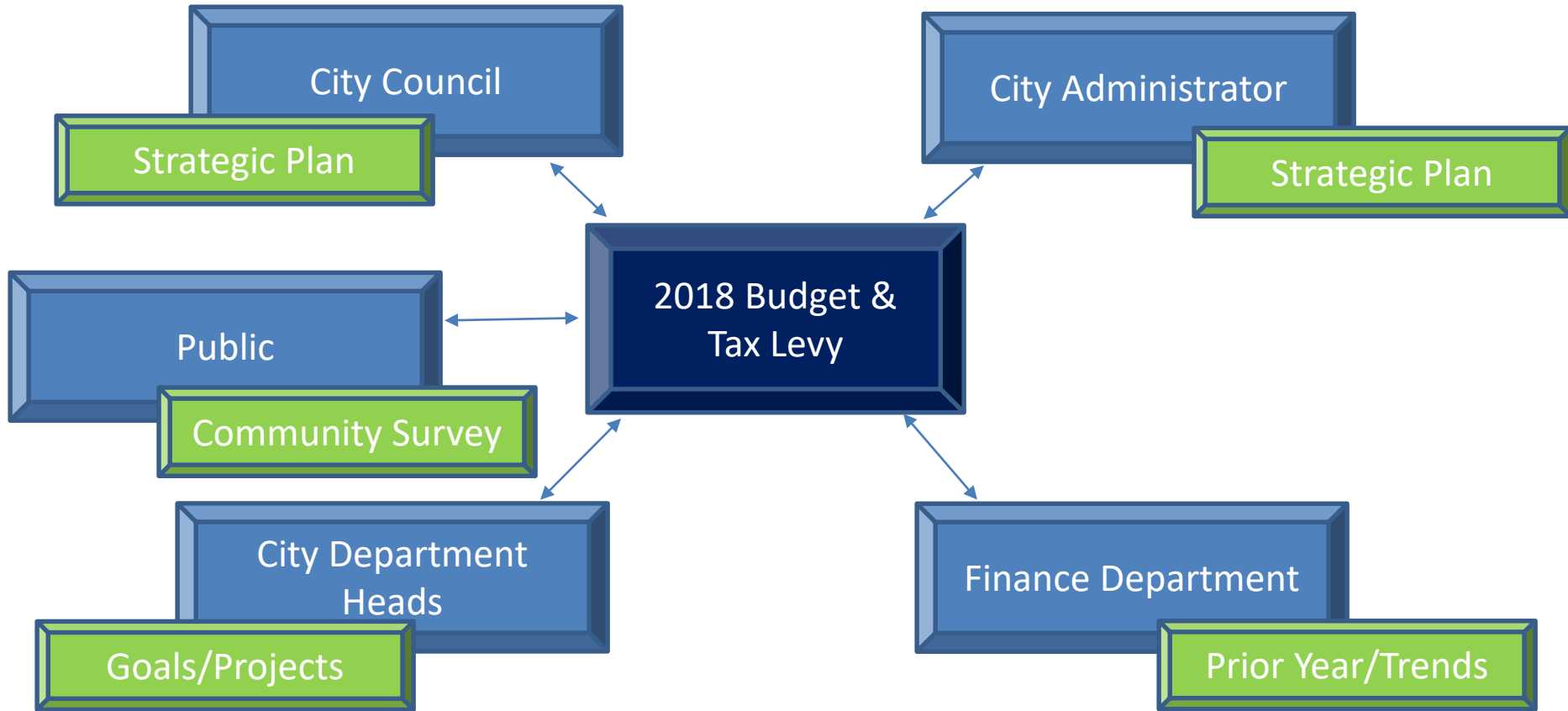
City of Northfield
2018 Budget & Levy Public Hearing
Tuesday, December 5, 2017 6:00 pm
Council Chambers, 801 Washington St

1. Public Hearing on 2018 Budget and Levy
 - Staff Presentation
 - Public Comment
2. Adoption of 2017 Property Tax Levy/Budget

Alternative Action: Adoption at December 12, 2017 meeting

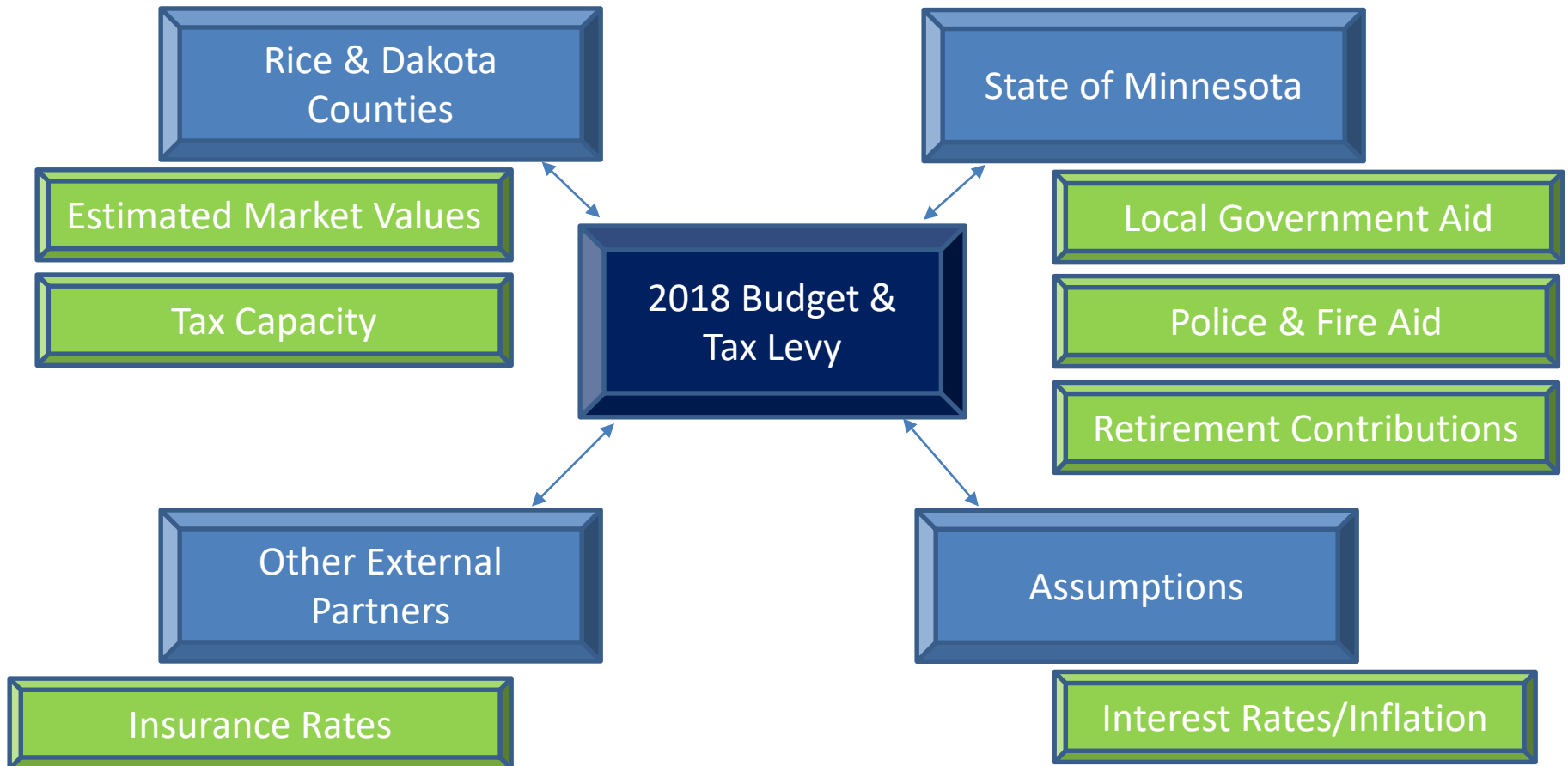
Budget Process

- The City budget is a collaborative process



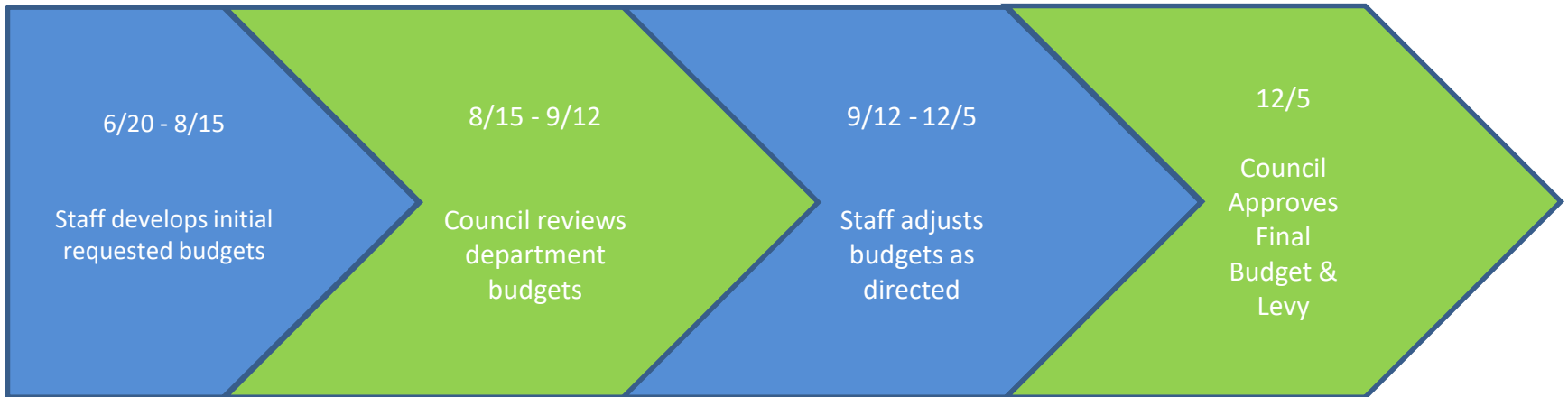
External Key Inputs

- The City budget is a collaborative process



Budget Timeline

- The City budget is a 6 month planning process

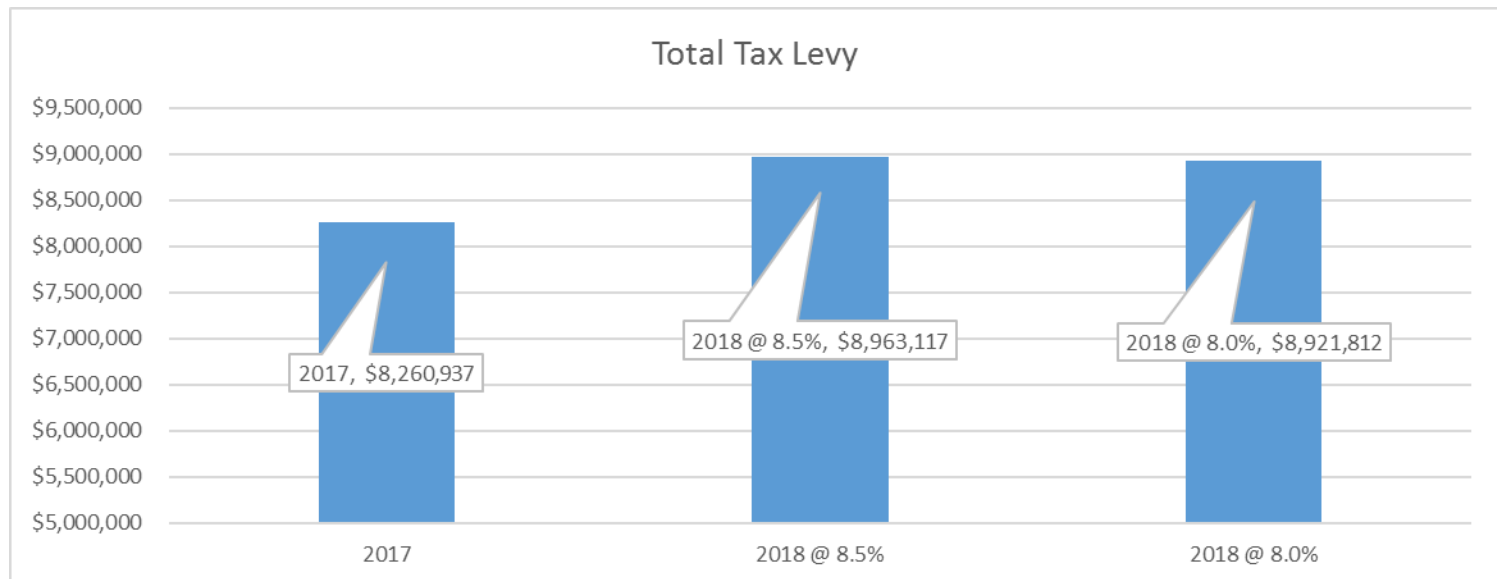


- Key Dates in the planning process



Proposed Levy

- Certified Preliminary 2018 Levy \$8,963,117
- Certified 2017 Levy \$8,260,937
- 2018 Proposed Increase \$702,180, or 8.5%



* The 2017 certified property tax levies for all cities increased 5.5% from 2016 to 2017 vs Northfield's increase of 2.0% (Source: League of Minnesota Cities)

Property Tax Rate

- How is Property Tax Calculated?

$$\text{City Tax Rate} = \frac{\text{Total \$ City Levy}}{\text{Net Tax Capacity}}$$

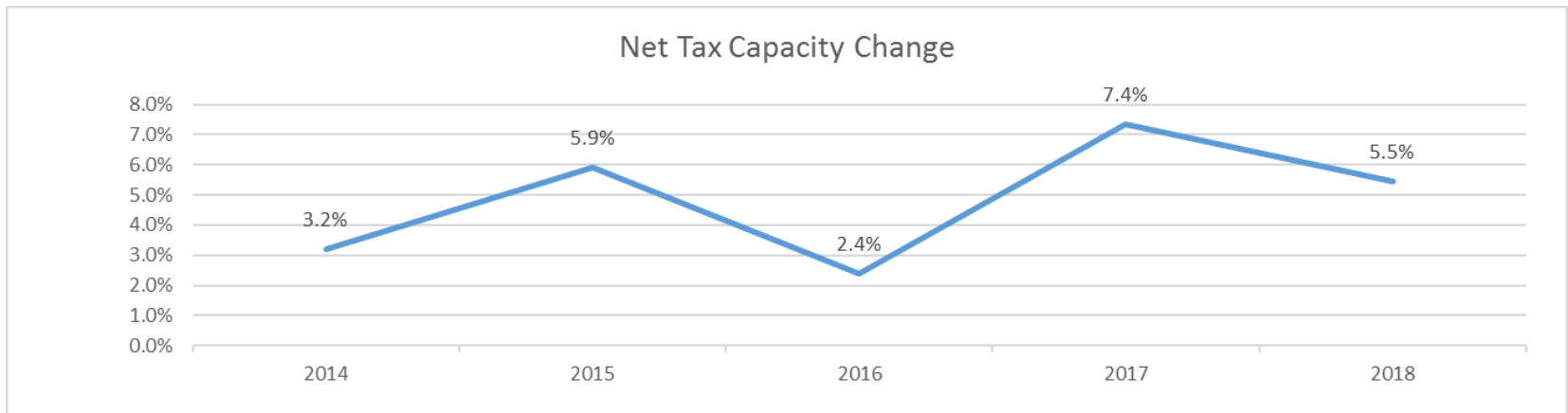
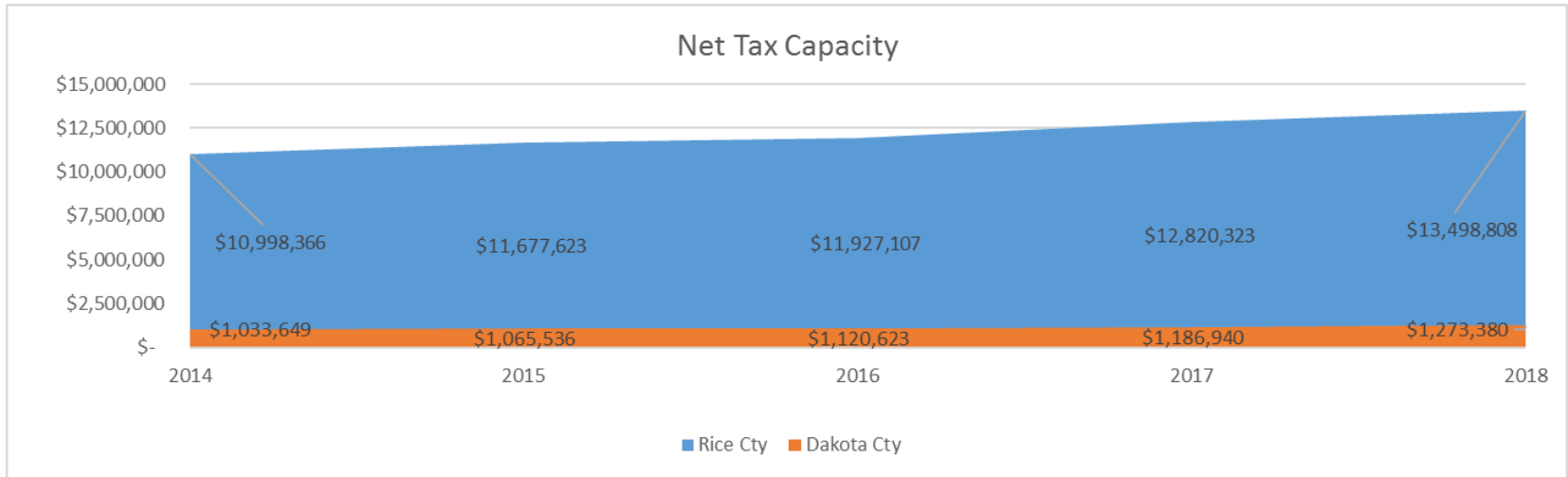
$$\text{Individual Tax Bill} = \text{Parcel Tax Capacity} * \text{City Tax Rate}$$

- Total \$ City Levy = City Budget – Non-Property Tax Revenue
- Tax Calculation with Residential Homestead Example:
 - Taxable Market Value = Estimated Market Value - Homestead exclusion
 - Parcel Tax Capacity = Taxable Market Value * (1.0% of first \$500,000 + 1.25% of taxable market value > \$500,000)

Estimated Market Value Changes

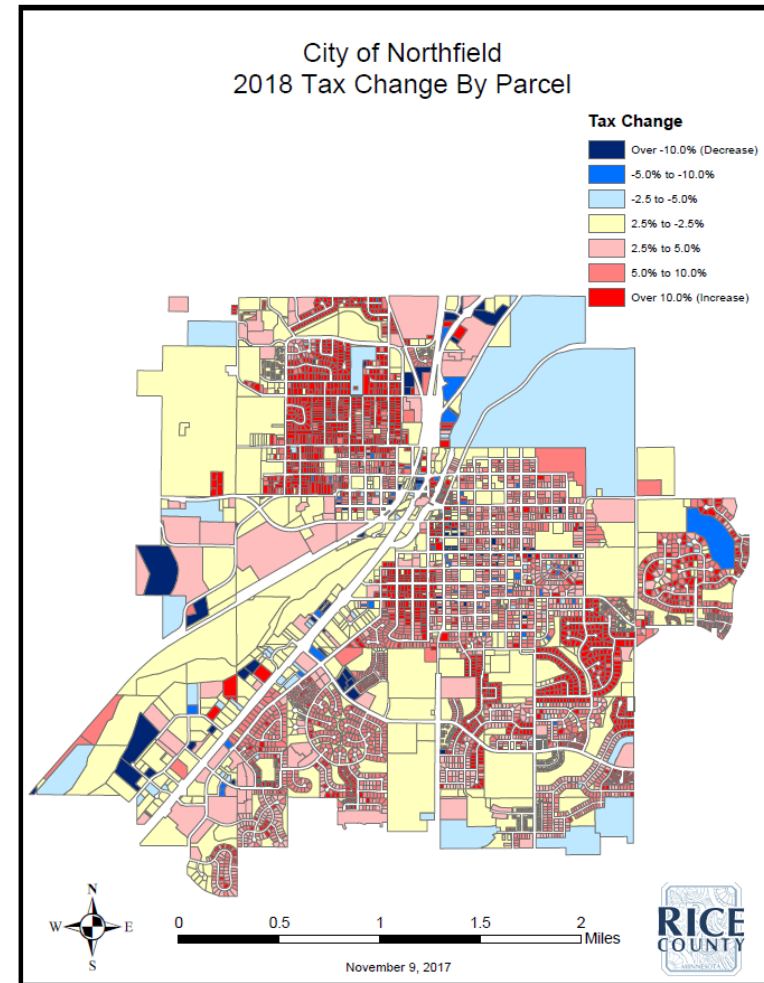
- Estimated Market Value (EMV) increased 4.9%
 - 2017 valuation payable in 2018 \$1,386,709,300
 - 2016 valuation payable in 2017 \$1,322,187,500
- Northfield includes properties in both Rice & Dakota County
 - Rice County EMV represents 91% of total and increased 4.7%
 - Dakota County EMV represents 9% of total and increased 6.2%
- Net Tax Capacity increased 5.5% (Estimated Market Value adjusted for homestead exclusion and class rate)
 - 2017 valuation payable in 2018 \$14,772,188
 - 2016 valuation payable in 2017 \$14,007,263

Net Tax Capacity Trend

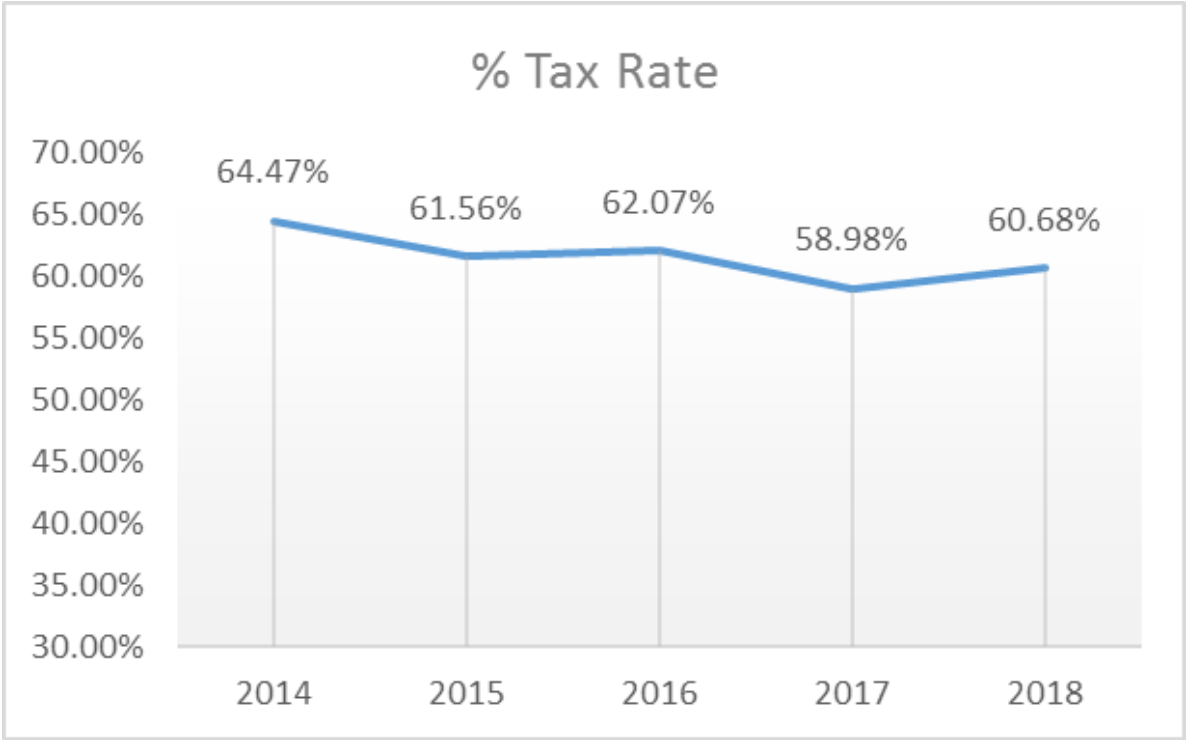


Tax Change by Parcel Map

- 2018 Net Tax Capacity for Northfield increased 5.5%
 - Rice County increased 5.3%
 - Dakota County increased 7.3%
- Individual parcel tax changes vary according to the map
- Rice and Dakota County Auditors parcel specific notices have been sent



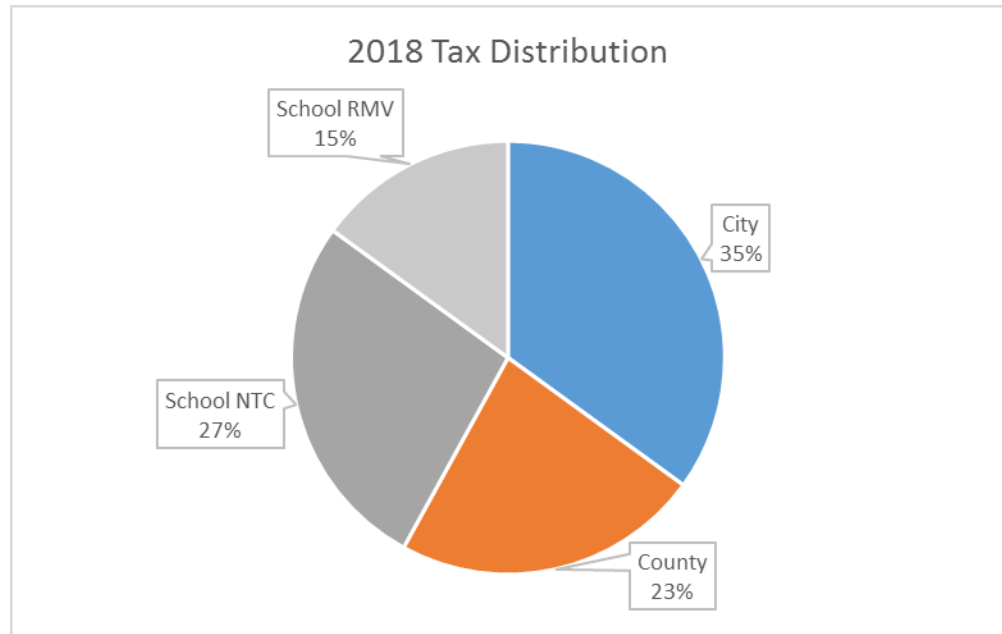
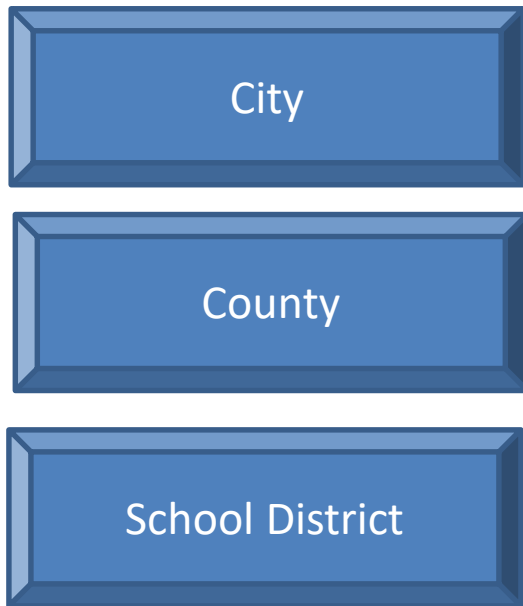
City Tax Rate Trend



* Combined Tax Rate for both Dakota and Rice Counties

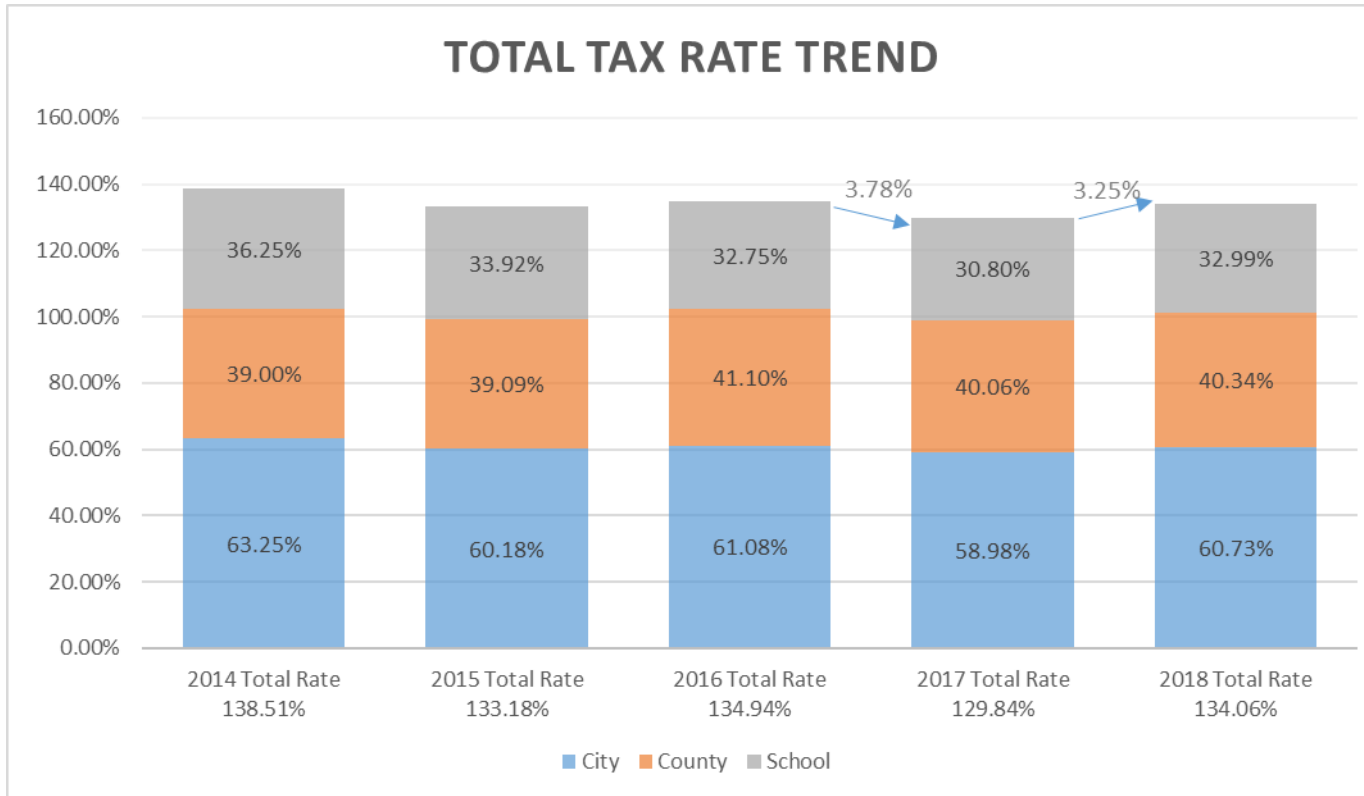
Property Taxes

- Who levies property taxes?



- Percentages based on current Rice County example
- Net Tax Capacity (NTC) and Referendum Market Value (RMV)

Total NTC Tax Rate Trend



- Tax Rate based on Net Tax Capacity (NTC), does not include the portion of school tax based on Referendum Market Value
- Source: Rice County Assessors Office

Total Tax Rate Comparisons

- 2018 Rate comparison
 - Northfield 134.055%
- 2016 Rate comparison
 - Average All MN Cities 125.06%
 - Region 10 (SE MN) 131.81%
 - Greater MN, 10,000-24,999 129.71%
 - Peer Group Comparable Cities (mean) 130.79%
 - Peer Group Comparable Cities (median) 132.29%

* Peer Group Comparable Cities (Population range 19,754-25,782, average total tax range 106.91%-152.54%)

Residential Total Tax Rate Impact

Homestead Residential Property							
Entity		2016		2017		2018	
		Tax Rate	Tax Paid	Tax Rate	Tax Paid	Tax Rate	Tax Paid
County	\$ 150,000	41.101%	\$ 519	40.059%	\$ 506	40.341%	\$ 510
City	\$ 150,000	61.083%	\$ 771	58.975%	\$ 745	60.725%	\$ 767
School	\$ 150,000	32.753%	\$ 955	30.803%	\$ 903	32.989%	\$ 951
Total	\$ 150,000	134.937%	\$ 2,245	129.837%	\$ 2,154	134.055%	\$ 2,227
County	\$ 175,000	41.101%	\$ 631	40.059%	\$ 615	40.341%	\$ 619
City	\$ 175,000	61.083%	\$ 938	58.975%	\$ 905	60.725%	\$ 932
School	\$ 175,000	32.753%	\$ 1,134	30.803%	\$ 1,073	32.989%	\$ 1,129
Total	\$ 175,000	134.937%	\$ 2,703	129.837%	\$ 2,593	134.055%	\$ 2,681
County	\$ 200,000	41.101%	\$ 743	40.059%	\$ 724	40.341%	\$ 729
City	\$ 200,000	61.083%	\$ 1,104	58.975%	\$ 1,066	60.725%	\$ 1,098
School	\$ 200,000	32.753%	\$ 1,314	30.803%	\$ 1,242	32.989%	\$ 1,308
Total	\$ 200,000	134.937%	\$ 3,161	129.837%	\$ 3,033	134.055%	\$ 3,136
County	\$ 250,000	41.101%	\$ 967	40.059%	\$ 943	40.341%	\$ 949
City	\$ 250,000	61.083%	\$ 1,437	58.975%	\$ 1,388	60.725%	\$ 1,429
School	\$ 250,000	32.753%	\$ 1,673	30.803%	\$ 1,582	32.989%	\$ 1,666
Total	\$ 250,000	134.937%	\$ 4,077	129.837%	\$ 3,912	134.055%	\$ 4,044
County	\$ 300,000	41.101%	\$ 1,191	40.059%	\$ 1,161	40.341%	\$ 1,169
City	\$ 300,000	61.083%	\$ 1,770	58.975%	\$ 1,709	60.725%	\$ 1,760
School	\$ 300,000	32.753%	\$ 2,031	30.803%	\$ 1,921	32.989%	\$ 2,024
Total	\$ 300,000	134.937%	\$ 4,993	129.837%	\$ 4,791	134.055%	\$ 4,953

City portion is an increase of \$22/year, 2.95%

City portion is an increase of \$32/year, 3.00%

City portion is an increase of \$51/year, 2.98%

Impact analysis based on Rice County rates
 Tax rate shown is of Net Tax Capacity (NTC)
 School Tax Paid includes taxes on referendum market value

Residential Total Tax Rate Impact

- 2018 vs 2017 Total Tax Rate comparison
 - Scenario of Estimated Market Value increasing 5.5%
 - 5.5% average increase for Northfield
 - Total tax change impact is approximately 3.4%
 - Remaining increase is due to valuation changes

Homestead Residential Property						
2017	2018	2017	2018	18v17		
Value	Value	Tax Paid	Tax Paid	Change	% Change	
\$ 150,000	\$ 150,000	\$ 2,154	\$ 2,227	\$ 73	3.39%	
\$ 150,000	\$ 158,250	\$ 2,154	\$ 2,376	\$ 222	10.33%	
\$ 175,000	\$ 175,000	\$ 2,593	\$ 2,681	\$ 88	3.39%	
\$ 175,000	\$ 184,625	\$ 2,593	\$ 2,856	\$ 263	10.15%	
\$ 200,000	\$ 200,000	\$ 3,033	\$ 3,136	\$ 103	3.39%	
\$ 200,000	\$ 211,000	\$ 3,033	\$ 3,334	\$ 301	9.94%	
\$ 250,000	\$ 250,000	\$ 3,912	\$ 4,044	\$ 132	3.38%	
\$ 250,000	\$ 263,750	\$ 3,912	\$ 4,294	\$ 382	9.76%	
\$ 300,000	\$ 300,000	\$ 4,791	\$ 4,953	\$ 162	3.38%	
\$ 300,000	\$ 316,500	\$ 4,791	\$ 5,252	\$ 461	9.61%	

3.38% \$162 Tax Change Impact

6.23% \$299 Valuation Impact

9.61% \$461 Total Impact

Residential Total Tax Rate Impact

- 2018 impact to Total Taxes if City Levy is reduced
 - Annual savings of \$4 to a \$150,000 house if levy reduced to 8.0%
 - Annual savings of \$16 to a \$150,000 house if levy reduced to 6.2%
- Annual savings of \$8 To a \$300,000 house if levy reduced to 8.0%
- Annual savings of \$37 To a \$300,000 house if levy reduced to 6.2%

Homestead Residential Property				
2017	2018	Impact from 8.5%		
Value	Value	8.00%	6.20%	
\$ 150,000	\$ 150,000	\$ 4	\$	16
\$ 175,000	\$ 175,000	\$ 4	\$	20
\$ 200,000	\$ 200,000	\$ 5	\$	24
\$ 250,000	\$ 250,000	\$ 6	\$	30
\$ 300,000	\$ 300,000	\$ 8	\$	37

Residential Total Tax Rate Impact

- \$171,100 Estimated Market Value 2017 – Residential Homestead, with a 1.5% Market Value Increase
- \$134 Total Tax increase, a 5.3% increase
- \$43 City Tax increase, 4.9%
- Note: The school district's voter approved property tax for 2018 may be higher than the proposed amount shown on this notice based on the recently approved referendum.

RICE COUNTY
320 NW 3RD ST
FARIBAULT MN 55021

PROPOSED TAXES 2018

THIS IS NOT A BILL. DO NOT PAY.

VALUES AND CLASSIFICATION

Taxes Payable Year	2017	2018
Step 1 Estimated Market Value	171,100	173,700
Homestead Exclusion	21,800	21,600
Taxable Market Value	149,300	152,100
Property Classification	ResHstd	Res Hstd

Residential Homestead
with 1.5% Market
Value Increase
Example

Legal Description:

PROPOSED TAX

Step 2 Property Taxes before credits	2,658.00
School building bond credit	0.00
Agricultural market value credit	0.00
Other Credits	0.00
Property Taxes after credits	\$2,658.00

PROPERTY TAX STATEMENT
Coming in March 2018

**The time to provide feedback on
PROPOSED LEVIES IS NOW**
It is too late to appeal your value without going to Tax Court.

Proposed Property Taxes and Meetings by Jurisdiction for Your Property

Contact Information	Actual 2017	Proposed 2018	Meeting Information
RICE COUNTY 320 3RD ST NW FARIBAULT MN 55021 Tel.: 507-332-6104	595.50	612.43	Thursday, Dec 7th, 2017, 7:00 pm Rice County Gov Serv Building Board Room 320 Third Street NW Faribault, MN 55021
CITY OF NORTHFIELD 801 WASHINGTON ST NORTHFIELD MN 55057 Tel.: 507-645-8833	831.12	873.75	Tuesday, Dec 8th, 2017, 6:00 pm City Council Chambers 801 Washington Street Northfield, MN 55057
State General Tax	0.00	0.00	NO MEETING REQUIRED
SD 0659 NORTHFIELD 1400 DIVISION ST S NORTHFIELD MN 55057 Tel.: 507-663-0620			Monday, Dec 11th, 2017, 7:00 pm Northfield High School Media Center 1400 Division Street S Northfield, MN 55057
			Your school district was scheduled to hold a referendum at the November general election. If the referendum was approved by the voters, the school district's voter approved property tax for 2018 may be higher than the proposed amount shown on this notice.
			Voter Approved 708.45 737.01 Other 337.90 383.06
Special Taxing Districts	51.03	51.75	
Tax Increment Tax	0.00	0.00	NO MEETING REQUIRED
Fiscal Disparity Tax	0.00	0.00	NO MEETING REQUIRED
TOTAL			
Excluding Special Assessments	\$ 2,624.00	\$ 2,658.00	5.3%

IMPORTANT INFORMATION IS PRINTED ON THE BACK OF THIS FORM.

Residential Total Tax Rate Impact

- \$243,800 Estimated Market Value 2017 – Residential Homestead, with a 5.5% Market Value Increase
- \$372 Total Tax increase, a 9.8% increase
- \$129 City Tax increase, 9.6%
- Note: The school district's voter approved property tax for 2018 may be higher than the proposed amount shown on this notice based on the recently approved referendum.

RICE COUNTY
320 NW 3RD ST
FARIBAULT MN 55021

PROPOSED TAXES 2018

THIS IS NOT A BILL. DO NOT PAY.

VALUES AND CLASSIFICATION

Taxes Payable Year	2017	2018
Estimated Market Value	243,800	257,200
Homestead Exclusion	15,300	14,100
Taxable Market Value	228,500	243,100
Property Classification	Res Hom	Res Hom

Step 1

Residential Homestead
with 5.5% Market Value
Increase
Example

Step 2

PROPOSED TAX	
Property Taxes before credits	4,174.00
School building bond credit	0.00
Agricultural market value credit	0.00
Other Credits	0.00
Property Taxes after credits	\$4,174.00

Step 3

PROPERTY TAX STATEMENT
Coming in March 2018

**The time to provide feedback on
PROPOSED LEVIES IS NOW**

It is too late to appeal your value without going to Tax Court.

Proposed Property Taxes and Meetings by Jurisdiction for Your Property

Contact Information	Actual 2017	Proposed 2018	Meeting Information
RICE COUNTY 320 3RD ST NW FARIBAULT MN 55021 Tel.: 507-332-6104	912.41	977.24	Thursday, Dec 7th, 2017, 7:00 pm Rice County Gov Serv Building Board Room 320 Third Street NW Faribault, MN 55021
CITY OF NORTHFIELD 801 WASHINGTON ST NORTHFIELD MN 55057 Tel.: 507-645-8833	1,272.00	1,396.51	Tuesday, Dec 5th, 2017, 6:00 pm City Council Chambers 801 Washington Street Northfield, MN 55057
State General Tax	0.00	0.00	NO MEETING REQUIRED
SD 0659 NORTHFIELD 1400 DIVISION ST S NORTHFIELD MN 55067 Tel.: 507-663-0620			Monday, Dec 11th, 2017, 7:00 pm Northfield High School Media Center 1400 Division Street S Northfield, MN 55057
			<small>Your school district was scheduled to hold a referendum at the November general election. If the referendum was approved by the voters, the school district's voter approved property tax for 2018 may be higher than the proposed amount shown on this notice.</small>
			<small>Voter Approved Other</small>
	1,039.11	1,124.50	
	500.38	593.03	
Special Taxing Districts	78.10	82.72	
Tax Increment Tax	0.00	0.00	NO MEETING REQUIRED
Fiscal Deparity Tax	0.00	0.00	NO MEETING REQUIRED
TOTAL Excluding Special Assessments	\$ 3,802.00	\$ 4,174.00	9.8%

IMPORTANT INFORMATION IS PRINTED ON THE BACK OF THIS FORM.

Commercial Total Tax Rate Impact

- 2018 vs 2017 Total Tax Rate comparison
 - Scenario of Valuations increasing 5.5%
 - Rice County average for Northfield
- Tax change impact is 2.3%-2.6%
- Remaining increase is due to valuation changes

Commercial Property						
2017 Value	2018 Value	2017 Tax Paid	2018 Tax Paid	18v17 Change	18v17 % Change	
\$ 200,000	\$ 200,000	\$ 5,707	\$ 5,856	\$ 149	2.62%	
\$ 200,000	\$ 211,000	\$ 5,707	\$ 6,289	\$ 583	10.21%	
\$ 500,000	\$ 500,000	\$ 17,273	\$ 17,667	\$ 394	2.28%	
\$ 500,000	\$ 527,500	\$ 17,273	\$ 18,750	\$ 1,477	8.55%	

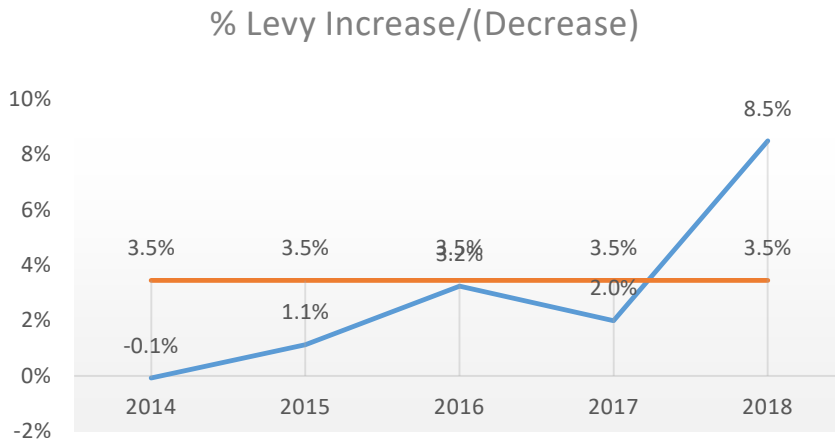
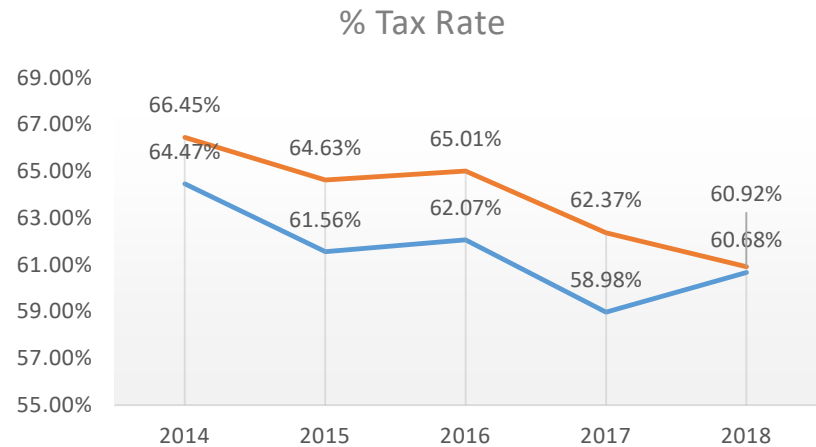
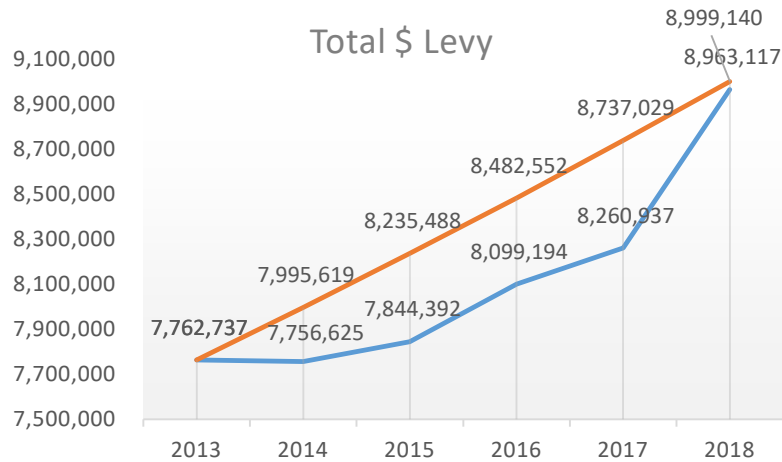
2.28% \$394 Tax Change Impact

6.27% \$1,083 Valuation Impact

8.55% \$1,477 Total Impact

8.5% Levy Increase

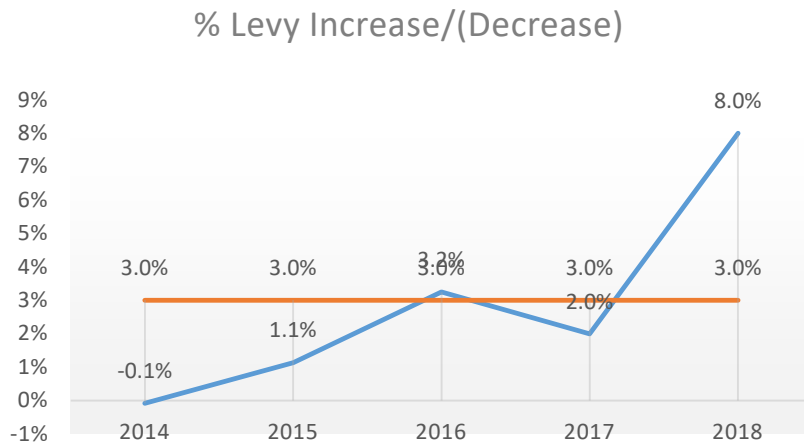
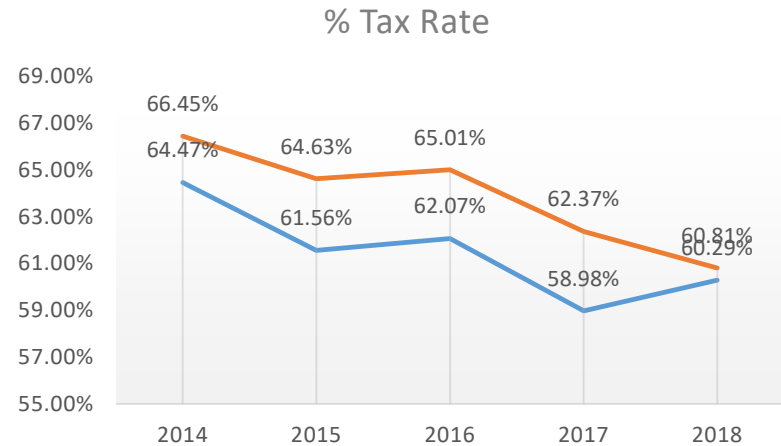
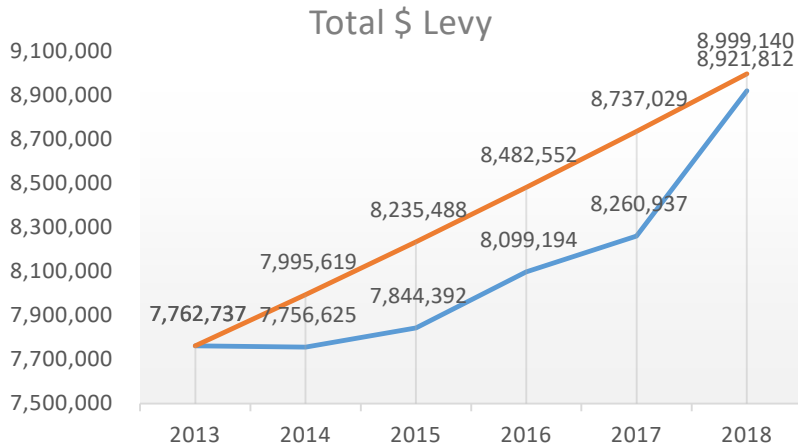
(with 3% steady growth scenario – orange line)



- An 8.5% increase in the levy for 2018 yields similar results as a 5 year average 3% growth rate
 - 2018 levy is \$36K under the 5-year average rate projection

8.0% Levy Increase

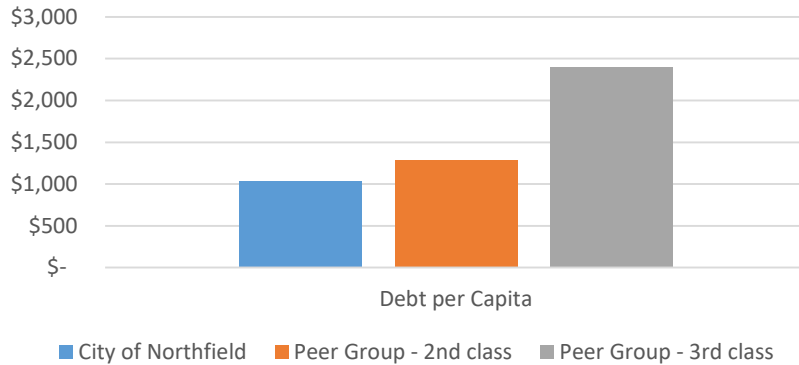
(with 3% steady growth scenario – orange line)



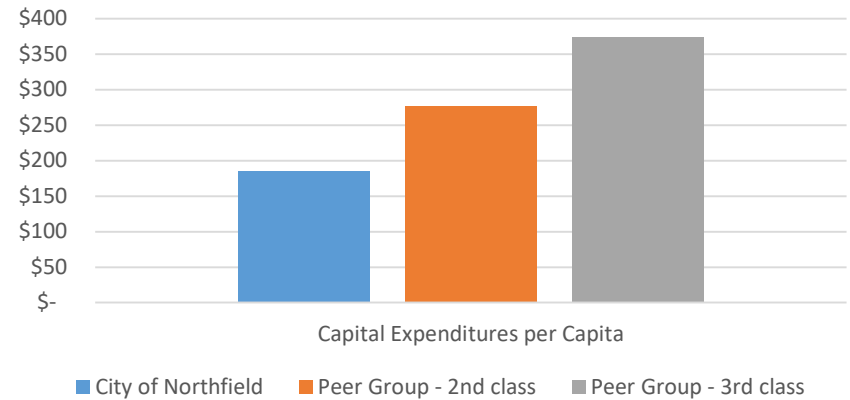
- An 8% increase in the levy for 2018 yields similar results as a 5 year average 3% growth rate
 - 2018 levy is \$77K under the 5-year average rate projection

Ratio Comparison to Peer Groups

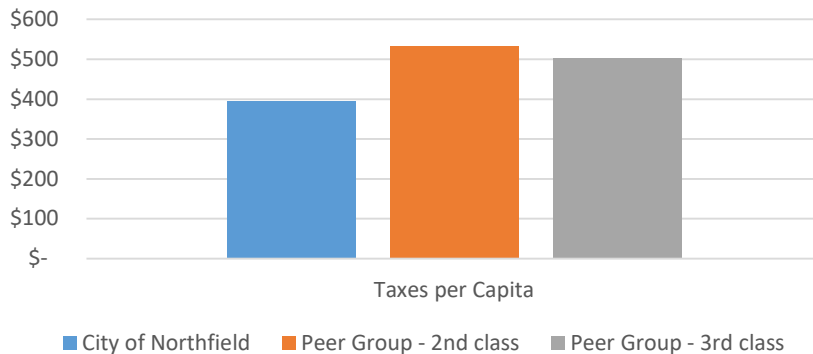
Debt per Capita



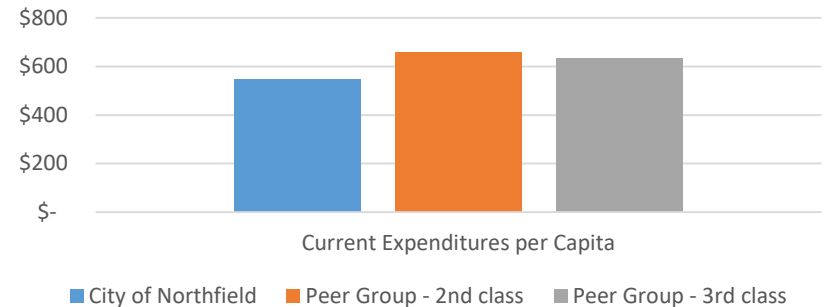
Capital Expenditures per Capita



Taxes per Capita



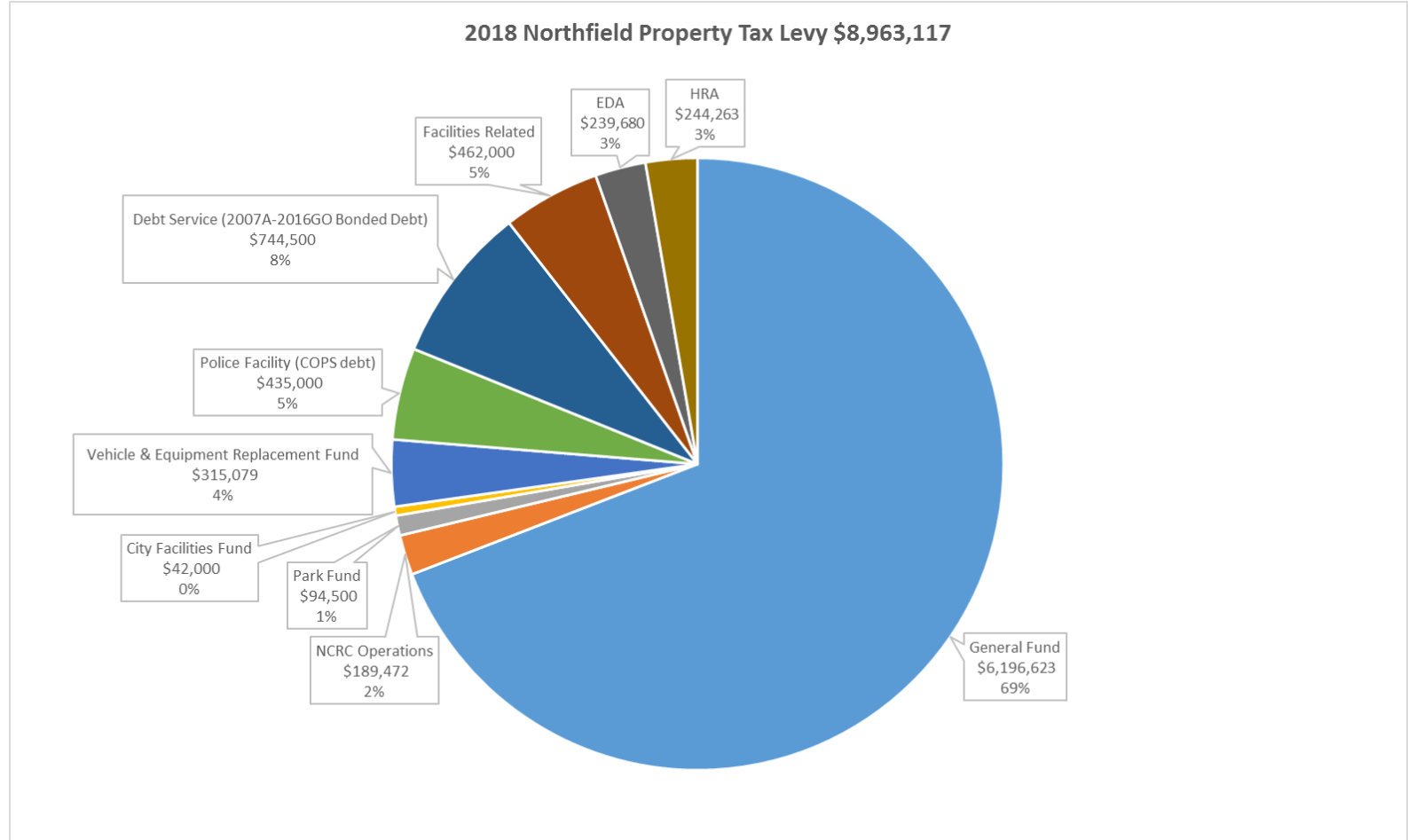
Current Expenditures per Capita



Source: 2016 Abdo Eick & Meyers Audit Management Letter, page 20, (2015 comparisons)

Peer Group 2nd class – City populations of 20,000-100,000, Peer Group 3rd class – City populations of 10,000-20,000

2018 Tax Levy

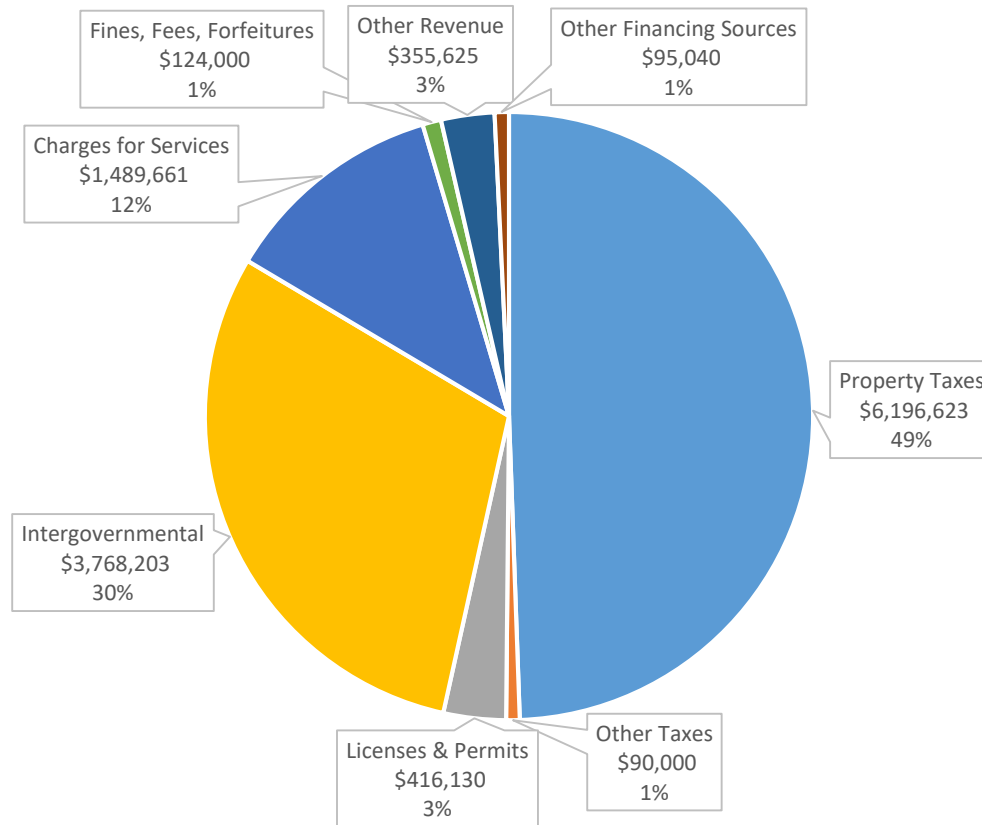


2018 Tax Levy

City of Northfield Property Tax Levy	Levy		\$ Change	% Change
	Actual 2017	Proposed 2018		
General Fund	\$ 5,512,070	\$ 6,196,623	\$ 684,553	12.4%
NCRC Operations	\$ 189,472	\$ 189,472	\$ -	0.0%
Park Fund	\$ 94,500	\$ 94,500	\$ -	0.0%
City Facilities Fund	\$ 42,000	\$ 42,000	\$ -	0.0%
Vehicle & Equipment Replacement Fund	\$ 315,079	\$ 315,079	\$ -	0.0%
Police Facility (COPS debt)	\$ 420,160	\$ 435,000	\$ 14,840	3.5%
Debt Service (2007A-2016GO Bonded Debt)	\$ 725,000	\$ 744,500	\$ 19,500	2.7%
Facilities Related	\$ 499,200	\$ 462,000	\$ (37,200)	-7.5%
EDA	\$ 229,488	\$ 239,680	\$ 10,192	4.4%
HRA	\$ 233,968	\$ 244,263	\$ 10,295	4.4%
Total City Levy	\$ 8,260,937	\$ 8,963,117	\$ 702,180	8.5%

2018 General Fund Revenue

General Fund 2018 Revenue \$12,535,282

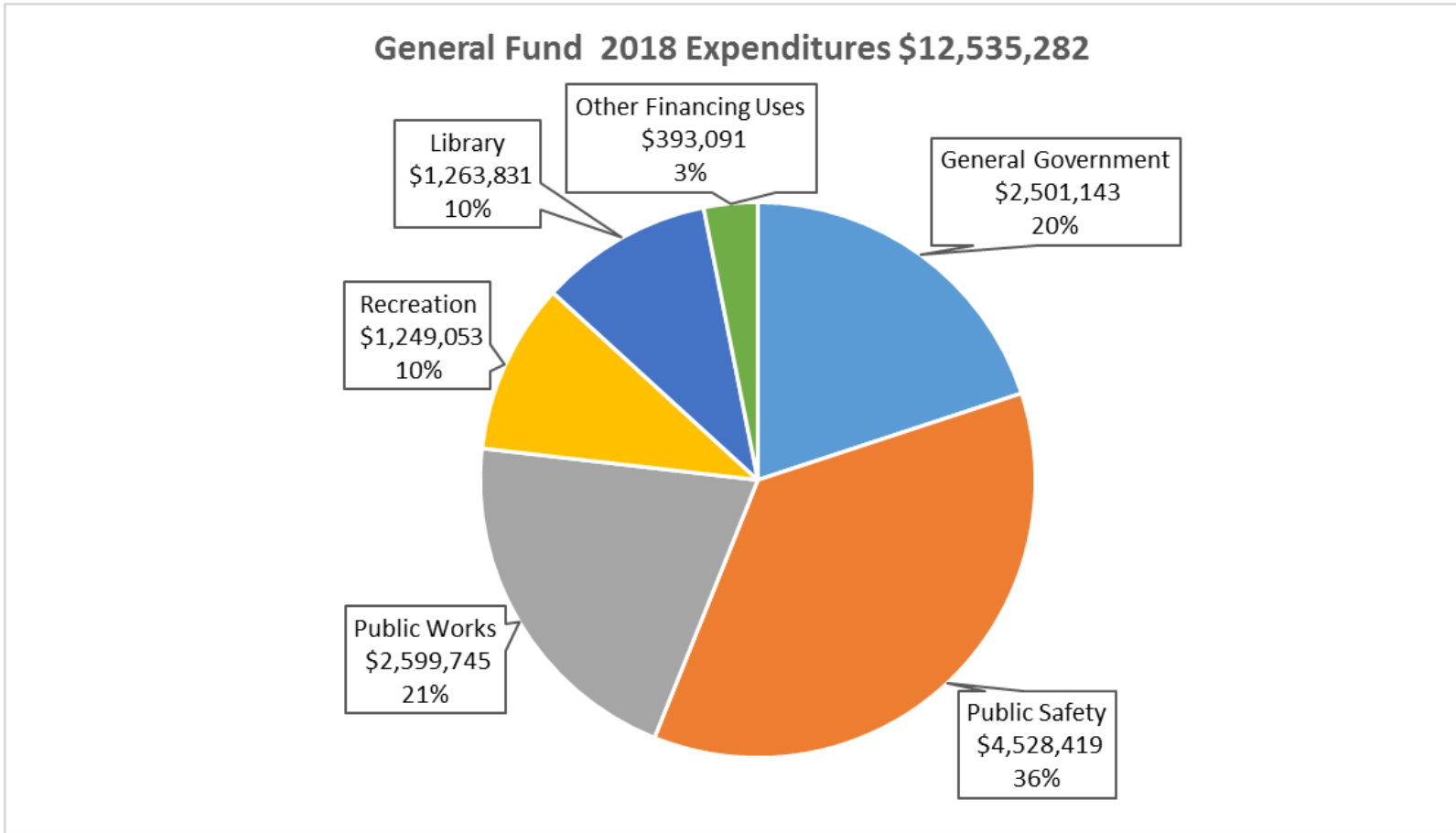


2018 General Fund Revenue

GENERAL FUND SUMMARY

REVENUES BY MAJOR CATEGORY	2017 Adopted	% of	2018 Proposed	% of	Difference
		Total		Total	
Property Taxes	5,512,070	46.6%	6,196,623	49.4%	684,553
Other Taxes	85,300	0.7%	90,000	0.7%	4,700
Licenses & Permits	412,630	3.5%	416,130	3.3%	3,500
Intergovernmental	3,617,301	30.6%	3,768,203	30.1%	150,902
Charges for Service	1,544,308	13.1%	1,489,661	11.9%	(54,647)
Fines & Forfeitures	147,000	1.2%	124,000	1.0%	(23,000)
Other Revenue	351,000	3.0%	355,625	2.8%	4,625
Other Financing Sources	156,000	1.3%	95,040	0.8%	(60,960)
TOTAL REVENUES	11,825,609	100.0%	12,535,282	100.0%	709,673

2018 General Fund Expenditures



2018 General Fund Expenditures

GENERAL FUND SUMMARY

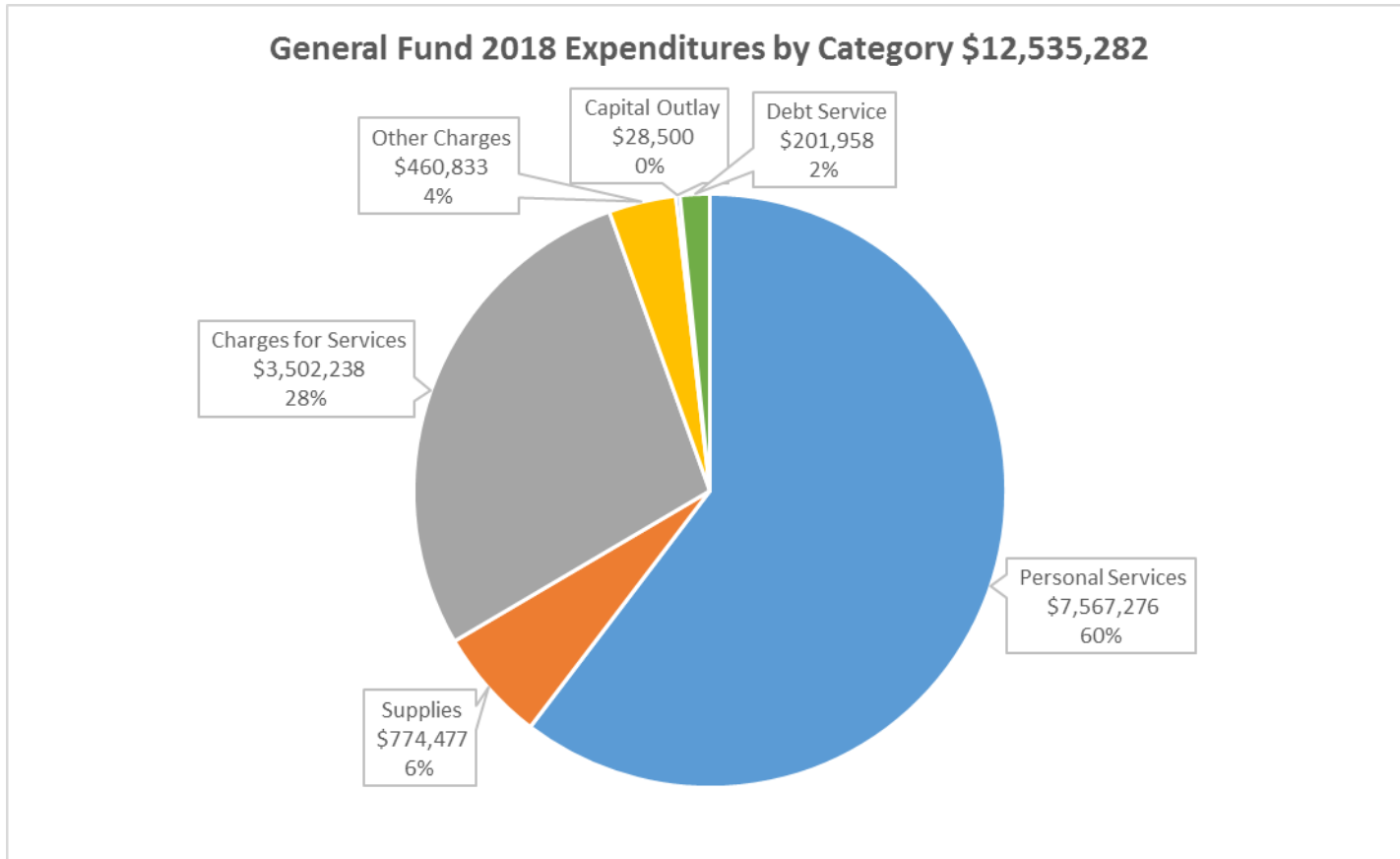
EXPENDITURES BY MAJOR FUNCTION	2017 Adopted	% of Total	2018 Proposed	% of Total	Difference
GENERAL GOVERNMENT					
Mayor & Council	266,568	2.2%	367,159	2.9%	100,591
Administration	406,043	3.4%	456,429	3.6%	50,386
City Clerk	190,753	1.6%	198,698	1.6%	7,945
Elections	35,100	0.3%	57,667	0.5%	22,567
Finance	452,310	3.8%	503,584	4.0%	51,274
Human Resources	400,605	3.4%	469,979	3.7%	69,374
Community Development	127,873	1.1%	134,719	1.1%	6,846
Planning	164,347	1.4%	173,547	1.4%	9,200
City Hall Operations	118,348	1.0%	139,361	1.1%	21,013
Total General Government	2,161,947	18.1%	2,501,143	20.0%	339,196
PUBLIC SAFETY					
Police	3,481,330	29.2%	3,682,587	29.4%	201,257
Fire	531,000	4.5%	545,350	4.4%	14,350
Building Inspections	281,349	2.4%	300,482	2.4%	19,133
Total Public Safety	4,293,679	36.0%	4,528,419	36.1%	234,740

2018 General Fund Expenditures

GENERAL FUND SUMMARY

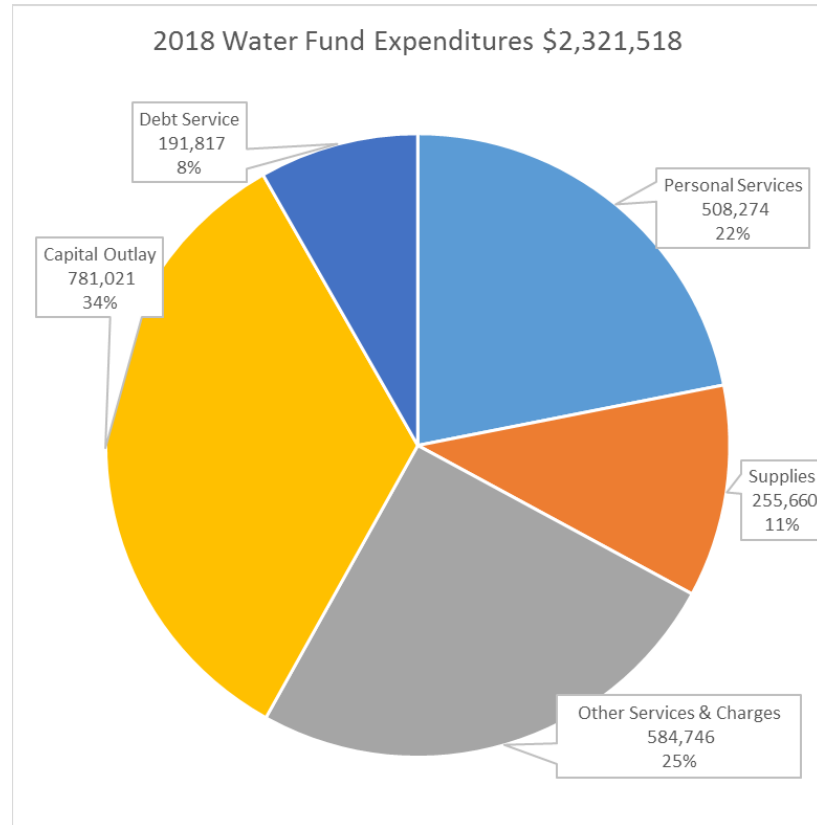
EXPENDITURES BY MAJOR FUNCTION	2017 Adopted	% of Total	2018 Proposed	% of Total	Difference
PUBLIC WORKS					
Engineering	529,235	4.4%	555,536	4.4%	26,301
Streets	1,409,670	11.8%	1,464,621	11.7%	54,951
Street Lighting	300,000	2.5%	300,000	2.4%	-
Facilities	252,916	2.1%	279,588	2.2%	26,672
Total Public Works	2,491,821	20.9%	2,599,745	20.7%	107,924
CULTURE & RECREATION					
Ice Arena	308,784	2.6%	350,793	2.8%	42,009
General Parks	267,430	2.2%	307,366	2.5%	39,936
Athletic Facilities	129,092	1.1%	134,800	1.1%	5,708
Recreation Administration	216,875	1.8%	219,226	1.7%	2,351
Outdoor Pool	237,034	2.0%	236,868	1.9%	(166)
Library	1,242,793	10.4%	1,263,831	10.1%	21,038
Total Culture & Recreation	2,402,008	20.2%	2,512,884	20.0%	110,876
OTHER FINANCING USES	476,154	4.0%	393,091	3.1%	(83,063)
TRANSFERS OUT	90,000	0.8%	-	0.0%	(90,000)
TOTAL EXPENDITURES	11,915,609	100.0%	12,535,282	100.0%	619,673

2018 General Fund Expenditures



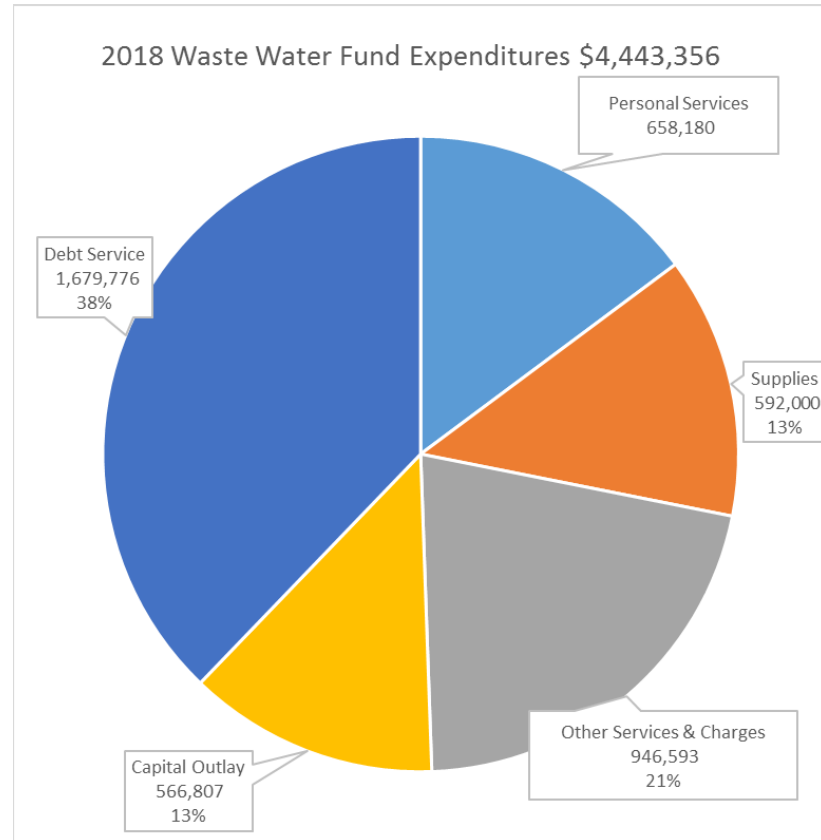
2018 Water Fund

- 0% increase in 2018
 - per 2014 rate study
- Revenue \$2,100,200
- Net Revenue/(Expense) \$554,703, excluding capital outlay
- Fund Balance \$6.2 million
 - 2018 Street Projects utilizing \$776,021 of fund balance



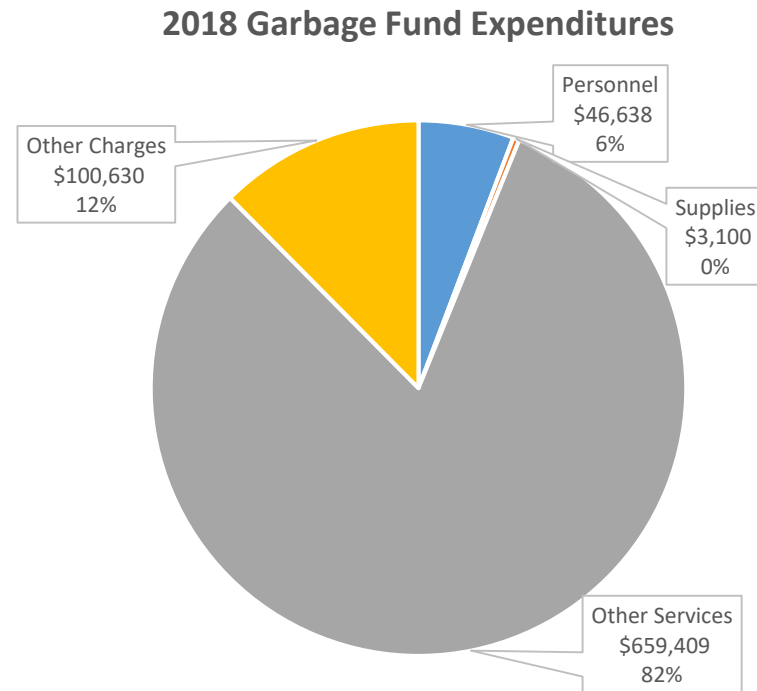
2018 Waste Water Fund

- 3% increase in 2018
 - per 2014 rate study
- Revenue \$4,434,236
- Net Revenue/(Expenses) \$557,687, excluding capital outlay
- Fund Balance \$2.7 million
 - 2018 Street Projects utilizing \$566,807 of fund balance



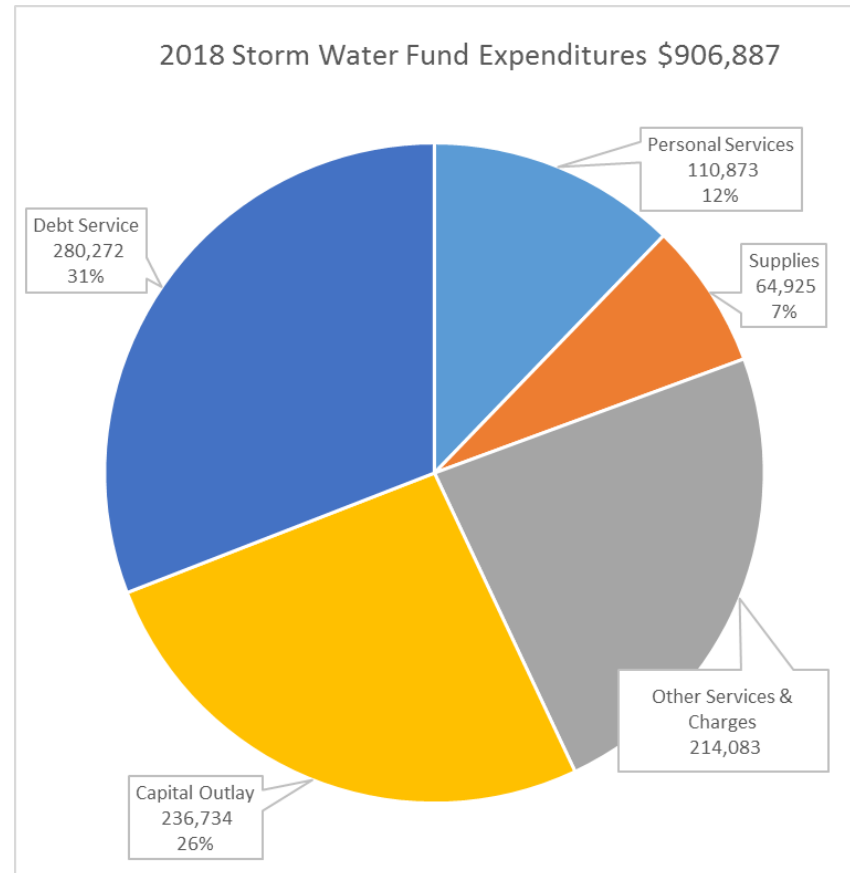
2018 Garbage Fund

- 0% increase in 2018
 - per 2014 rate study
- Revenue \$906,252
- Net Revenue/(Expense) \$87,4423
- Fund Balance \$1.1 million
- The garbage hauling contract and landfill charges make up 77% of the expenditures
 - 54% contract with DSI and 23% landfill charges



2018 Storm Water Fund

- 6% increase in 2018
 - per 2014 rate study
- Revenue \$858,607
- Net Revenue/(Expense) \$188,454, excluding capital outlay
- Fund Balance \$214K
 - 2018 Street Projects utilizing \$236,734 of fund balance



Strategic Plan Summary 2018-2020

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.

Strategic Plan Summary 2018-2020

STRATEGIC PLAN SUMMARY 2018-2020 City of Northfield

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
ECONOMIC DEVELOPMENT A Community That's Economically Thriving	Expanded commercial & industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and industrial tax value increase \$_____	a) Comprehensive redevelopment b) Business expansion c) New growth expansion d) Develop tourism strategy e) Downtown revitalization f) Overlook enhancement
	Enhanced tourism	- Lodging and sales tax - Events attendance - Full factors	- Inc. _____ lodging tax - Inc. _____ sales tax non-NF - Inc. targeted full factors	
	Expanded downtown	Downtown sq. ft.	_____ add'l sq. ft.	
AFFORDABLE HOUSING A Community Where Everyone Can Afford to Live	Grow & maintain affordable housing	Affordable units - Workforce units	_____ total units by 2020	a) Covert Court preservation b) Revise rehabs prog. for income-eligible homeowners c) Senior removal strategy - eff. hsg. d) Develop senior housing plan e) Develop Southbridge property f) Workforce housing strategy
	More senior units	Senior unit inventory	_____ new affordable senior units	
	Expanded supportive & emergency housing	Supportive & emergency hsg units	_____ new units	
INFRASTRUCTURE A Community Where Infrastructure Supports Its Objectives	Improved infrastructure systems	- System indicators: PCL, breaks, backups, etc.	- Targeted improvements achieved each system	a) Coordinate Fire Station project b) Plan & develop new Liquor Store c) Coordinate decision process for Ice Arena d) Develop connectivity internet strategy e) Update pavement mgmt. system f) Create stormwater man. plan g) Update pedestrian/bike, parks & trails plan
	Resolution of major facility projects	- Project timelines each project	- Fire Station - 1/1/19 - Liquor Store - 1/1/18 - Arena, build/ren - 6/1/18	
	Increased satisfaction with high speed internet	Internet speed measurements	- > 20% increase in citizen satisfaction with internet services	
DIVERSITY, EQUITY, INCLUSION A Community that Welcomes Everyone	Increased transit options for all	- Existing routes - Surveys - Ridership	# _____ new routes for underserved _____ new rides created	a) Develop equitable service access strategy b) Develop and implement the "Racial Equity Action Plan" c) Develop a recruitment plan for volunteers, board of commission members, interns d) Implement recruitment, hiring and retention plan for city staff positions
	Staff and volunteers reflect community	Staffing statistics	Increases from _____ to _____ by 2020	
	Improved access to City services for all citizens/guests	- Surveys - Access statistics	- > 75% of targeted access improvements met	
OPERATIONAL EFFECTIVENESS A Community with a Government that Works	Acquire staff to meet demands	Staffing analyses	Approved targets met	a) Dev. operating effectiveness b) Eval comp. training programs c) Establish internal work plan d) Develop Council/Staff relationship trust-building process e) Community engagement plan f) Communication plan
	Improved respect/trust internal	Council/Staff survey	- > 80% w/o improvement	
	Improved external communication	- Survey - Feedback mechanisms	- > 75% of stakeholders say meets or exceeds	
CLIMATE CHANGE IMPACTS A Community that's Resilient and Sustainable	A clear vision for climate action	CAI development timeline	Adopted CAI	a) Climate communication/outreach program b) Develop/deliver awareness survey c) Comprehensive stormwater plan d) Develop and implement Climate Action Plan
	Minimize economy-wide or to energy & environment impacts	Flood damage Climate benchmarks	Meet CAP targets	
	Reduced net carbon emissions	Carbon measurements	Carbon neutral city by _____	

The plan includes 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.

Note: Specific Strategic Plan "Targets" will be developed in the Action Plan Phase.

2018 Project Highlights (CIP)

- **NAFRS Fire Hall Project** (will require specific project approvals)

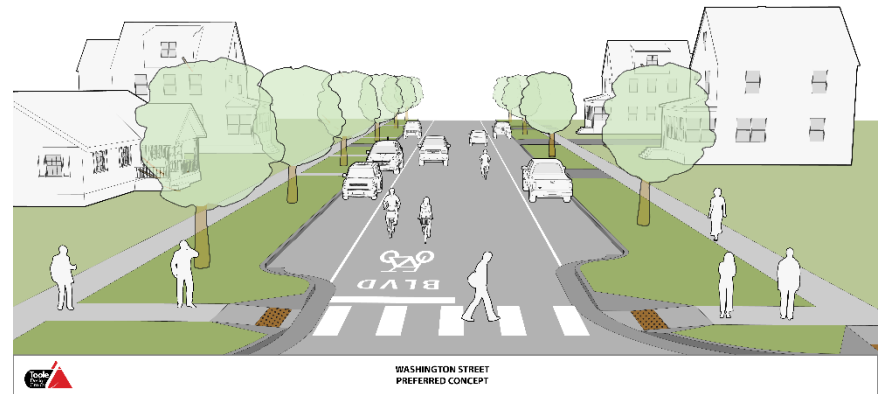


- Expansion project \$3.953 million estimated (11-13-17)
- City financing through debt issuance and repayment through members.
- Northfield current formula portion of cost about 71%.
- Commencement Spring 2018.

2018 Project Highlights (CIP)

- **3 Street Projects**

- Division and 7th Reconstruction
- Washington St Mill & Overlay with parking lots rehabilitation
- Spring Creek Road Reconstruction
- \$5.5 million in total street projects, \$2.7 million of MSA Construction funds will be used on 2018 projects



2018 Project Highlights (CEP)

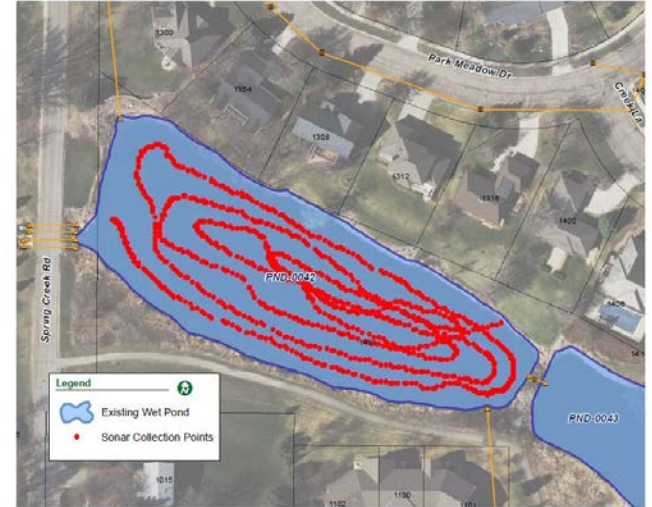
- **Equipment**

- Election Equipment
- Front End Loader
- Backhoe
- Well 5 Generator
- 5 Pickup Truck Replacements
 - 3 Street
 - 1 Waste Water
 - 1 Water
- 3 Police Vehicle Replacements
- \$777,700 in 2018



2018 Project Highlights

- **Other**
 - 5 Year Utility Rate Study
 - Including impact from Storm Pond Study
 - Liquor Store Analysis & Alternatives (in CIP)
 - Ice Arena Analysis & Alternatives



Summary

- Resolutions are attached representing the recommended 8.5% increase; an alternative 8.0% option is also included
 - The 8.5% target includes the following position additions
 - \$40K to increase Communications position from part-time to full-time
 - \$10K intern programs (Administrative & Youth)
 - An 8.0% target can be achieved by removing these positions and the resulting tax reduction is noted below
 - \$4 estimated property tax reduction on a \$150,000 value house
 - \$8 estimated property tax reduction on a \$300,000 value house

Public Comment