

Strategic Priority: Economic Development **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial & industrial tax value increased by \$_____

Initiative: Develop a Comprehensive Redevelopment Plan.

Actions	Measure of Success	Who's Responsible	Target Date
Identify Redevelopment Areas of City (Geographic Areas Mapping)	Three areas identified with cause for Redevelopment	Carlson	
Review historical documents and studies	Compiled historical data	Carlson	
Clarification of City relationships of roles of redevelopment <ul style="list-style-type: none"> - EDA – COMMERCIAL - HRA – HOUSING - COUNCIL – PUBLIC RELATED 	Completed Joint Working Session	Heineman	
Prioritization of redevelopment areas (short term/long term) <ul style="list-style-type: none"> - Q-Block - Riverview Dr. - Schilling Business Park - Armstrong Rd. - South Hwy 3 (ice arena) – mndot site - Etc. 	Prioritized three areas of redevelopment with corresponding timelines	Heineman	
Identify site stakeholders	Working stakeholder discussion groups created	Carlson	
Identify resources (financial, partner entities, etc.)	Established resource dashboard for redevelopment purposes	Carlson	
Recruit a developer to review redevelopment opportunities		Heineman	

Strategic Priority: Economic Development **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial & industrial tax value increased by \$ [REDACTED]

Initiative: Business Expansion and Infill Development Plan. *Complete a formal business retention and expansion plan that includes encouragement of growing businesses on sites as well as infill sites that are currently development ready.*

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for commercial and industrial tax value increase (overall not specific to just expansion and infill sites).	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites).	Heineman	
Establish formalized business retention and expansion opportunity identification plan.	Complete agreed upon business visit/surveying/data collection on business needs and opportunities (example: U of MN Extension BR&E survey instrument, ongoing visit formats and communications, etc.)	Carlson	
Identify relationship between current businesses and City	Survey existing businesses	Carlson	
Review historical documents and studies	Compiled historical data	Carlson	
Compile a database of recent business expansions as it relates to City involvement	Compiled database	Carlson	
Clarification of City relationships of roles of business interaction <ul style="list-style-type: none"> - EDA – COMMERCIAL - HRA – HOUSING - Planning Commission – Land Use - Chamber of Commerce COUNCIL – PUBLIC RELATED	Completed Joint Working Session	Heineman	

Identify resources available for business expansion assistance	Established resource dashboard for business assistance purposes	Carlson	
Identification of current available infill sites: <ul style="list-style-type: none"> - Riverview Dr. - Schilling business park - Armstrong Rd. - Other 	Complete update to EDA, Planning Commission and Council on existing infill sites available for commercial and industrial uses.		
Identify expansion needs of existing businesses for infill sites where their existing site does not accommodate needs.	Completion of formal business retention and expansion plan (targeted in this area for infill sites).	Carlson	
Recruit targeted commercial and industrial businesses that would fit the need of infill sites.	Completion of formal business recruitment plan (targeted in this area for infill areas).	Carlson	
Review available incentives for current and future business infill development		Carlson	

Strategic Priority: Economic Development **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial & industrial tax value increased by \$ [REDACTED]

Initiative: New Growth Plan. *Increasing the availability of commercial & industrial land for existing business expansion and new business attraction.*

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for commercial and industrial tax value increase (overall not specific to just new growth plan).	Council and EDA approval of defined Target \$ amount.	Heineman	
Identify Priority Expansion Area to pursue (Geographic Areas Mapping) consistent with the comprehensive plan: <ul style="list-style-type: none"> • West of the Northfield Hospital • West of the existing industrial area along Armstrong Rd. & Industrial Boulevard south of Hwy 19. 	EDA, Planning Commission, and City Council agreement on priority expansion areas to explore for development.	Carlson	
Review historical documents and studies	Compiled historical data with detailed plans and executive summary provided to EDA, Planning Commission and Council	Carlson	
Clarification of City relationships of roles of expansion and establishing a shared vision of planning for the area. <ul style="list-style-type: none"> - EDA – Vision, Recruitment & financing - Planning Commission – Vision, Land Use & Zoning - COUNCIL – Vision, Infrastructure, land use, zoning 	Consensus agreement on governance responsibilities. Consensus of land use and zoning goals as well as clarification of targeted businesses for each expansion area.	Heineman	
Identify phased priority infrastructure needs and funding opportunities both local as well as potential leveraged private, state, federal funds.	Presentation to Council and EDA on scope and potential funding options.	Heineman	

Complete any amendments necessary for the comprehensive land use plan and zoning ordinance.	Amended land use plan and zoning ordinance.	Tempel	
Identify site stakeholders	Educate site stakeholders on city work and define and codify their interests.	Carlson	
Identify expansion needs of existing businesses not served by expansion or infill sites for potential development in growth areas.	Completion of formal business retention and expansion plan (targeted in this area for new growth areas).	Carlson	
Recruit targeted commercial and industrial businesses that cannot be served through infill sites.	Completion of formal business recruitment plan (targeted in this area for new growth areas).	Carlson	
Construct necessary infrastructure necessary to serve committed businesses or to attract new.	Completion of defined public infrastructure.	Bennett	
Complete new development in expansion areas.	Increased taxable value, job creation.	Heineman	

Strategic Priority: Economic Development industrial tax value increased by \$_____			
Outcome: Expanded commercial & industrial tax base			
Target: Commercial &			
Initiative: New Growth Plan			
Actions	Measure of Success	Who's Responsible	Target Date
Identify Expansion Areas of City (Geographic Areas Mapping)	Three areas identified with cause for Expansion	Carlson	March 2018
Review historical documents and studies	Compiled historical data	Carlson	June 2018
Clarification of City relationships of roles of expansion - EDA – COMMERCIAL - HRA – HOUSING - Planning Commission – Land Use COUNCIL – PUBLIC RELATED	Completed Joint Working Session	Heineman	June 2018
Prioritization of expansion areas (short term/long term) - Northwest Annexation - Northfield Township Priority Growth area - Bridgewater Township Growth area - Waterford Township Growth area Etc.	Prioritized three areas of redevelopment with corresponding timelines	Heineman	September 2018
Identify site stakeholders	Working stakeholder discussion groups created	Carlson	October 2018
Identify resources (financial, partner entities, etc.)	Established resource dashboard for redevelopment purposes	Carlson	December 2018
Establish working group for New Growth plan development	Working group objectives defined	Heineman	February 2019

Review progress made by working group and refine plan aspects	Working group progress reviewed by Council	Heineman	August 2019 – iterative process
Working group presents Complete New Growth Plan for Council adoption	Adopted Comprehensive Redevelopment Plan	Heineman	March 2020

Strategic Priority: Economic Development Outcome: Enhanced Tourism Target: increased lodging, sales tax, targeted pull factors

Initiative: Develop tourism strategy. *Develop a 3 year strategy for tourism emphasizing recreation, arts and culture*

Actions	Measure of Success	Who's Responsible	Target Date
Identify City role in tourism strategy	High-level list of city-led possibilities	Chris Heineman	
Identify partners/participants in tourism strategy emphasizing recreation, arts & culture	Working stakeholder discussion group created	Nate Carlson	
Continue relationship with CVB	Successful marketing plan	Chris Heineman	
Review historical documents, studies, past actions, strategies	Compiled historical data compiled, reviewed by stakeholder group	Nate Carlson	
Identify areas/items that would increase tourism emphasizing recreation, arts and culture opportunities	Prioritized list of categorized areas	Nate Carlson	
Develop goals and create action steps for each area	Council presentation	Nate Carlson	
Identify and secure funding to accomplish goals and action steps	Council approval	Ben Martig	

Strategic Priority: Economic Development **Outcome:** Expanded Downtown **Target:** [redacted] additional square footage and Commercial & industrial tax value increased by \$ [redacted]

Initiative: Downtown Revitalization Plan. *Increase the availability of additional space in downtown through redevelopment and intensification that will maintain or enhance Northfield’s sense of place.*

Actions	Measure of Success	Who’s Responsible	Target Date
Establish goal for commercial and industrial tax value increase (overall not specific to just downtown).	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites).	Heineman	
Establish goal for additional square footage to be added to the downtown	Council and EDA approval of target for additional square footage in downtown.	Heineman	
Identify Downtown Areas needing revitalization (Geographic Areas Mapping)	Three areas identified with cause for Revitalization	Carlson	
Review historical documents and studies	Compiled historical data	Carlson	
Clarification of City relationships of roles of redevelopment <ul style="list-style-type: none"> - EDA – COMMERCIAL - HRA – HOUSING - Planning Commission – Land Use COUNCIL – PUBLIC RELATED	Completed Joint Working Session	Heineman	
Prioritization of revitalization areas (short term/long term) <ul style="list-style-type: none"> - Q-Block - Water Street - Liquor Store - South Division - Washington Street 	Prioritized three areas of redevelopment with corresponding timelines	Heineman	

- Bridge Square Etc.			
Initiate discussions with current building/land owners about future use	Working stakeholder discussion groups created	Carlson	
Identify resources (financial, partner entities, etc.)	Established resource dashboard for redevelopment purposes	Carlson	
Engage the NDDC and define specific role in downtown revitalization			
Recruit downtown developer for redevelopment opportunities			

Strategic Priority: Economic Development **Outcome:** Expanded Downtown **Target:** [redacted] additional square footage, Increase [redacted] in lodging tax, Increase [redacted] sales tax non-northfield.

Initiative: Riverfront Expansion Plan. *Enhance the asset of the Cannon River as a unique sense of place in an effort to strengthen downtown retail and visitors to Northfield.*

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for commercial and industrial tax value increase (overall not specific to just downtown).	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites).	Heineman	
Establish goal to increase lodging tax and sales tax from non-Northfield residents	Council and EDA approval of target to increase lodging tax and sales tax from non-Northfield residents	Heineman	
Identify Riverfront Areas for possible expansion (Geographic Areas Mapping)	Three areas identified with cause for expansion	Carlson	
Review historical documents and studies	Compiled historical data	Carlson	
Clarification of City relationships of roles of riverfront expansion - EDA – COMMERCIAL - HRA – HOUSING - Planning Commission – Land Use - Public Works/Park Board COUNCIL – PUBLIC RELATED	Completed Joint Working Session	Heineman	
Prioritization of riverfront areas (short term/long term): - Bridge Square - River Access identification and improvements (above and below dam)	Prioritized three areas of riverfront expansion with corresponding timelines	Heineman	

<ul style="list-style-type: none"> - Identify potential private enhancements to orient to the river. - Riverwalk connection to new hotel. <p>Identify and pursue potential uses for orientation to river:</p> <ul style="list-style-type: none"> - sporting good stores (equipment rental for river) - Cafes - retail including potential seasonal sales along riverwalk). - other 			
Identify site stakeholders	Working stakeholder discussion groups created	Carlson	
Identify resources (financial, partner entities, etc.)	Established resource dashboard for riverfront purposes	Carlson	
Initiate riverfront expansion identified.			