



Strategic Plan

2023–2024 Update

Strategic Plan (2021-2024)



Economic
Vitality

Housing
Availability

Quality
Facilities

Diversity,
Equity &
Inclusion

Service
Excellence

Climate Action

Priority #1: Economic vitality



Initiative	Status	Summary
Economic Stabilization, Recovery & Growth Strategy	●	<ul style="list-style-type: none">Established contract with Metropolitan Consortium of Community Developers providing access to Open to Business programConducted Alternative Urban Areawide Review (AUAR) for the Northwest Development Area, water tower site acquired, zoning amendments in processEngagement with developers and property owners in NW Area to spur industrial development prospects\$50,000 loan for KYMN Radio for business acquisition project
Infill & Redevelopment Strategies	●	<ul style="list-style-type: none">Identified key potential redevelopment areas with EDA input5th and Water St project public engagementDistributed \$1,000,000 in DEED Main Street grant funds in partnership with SMIFSignificant Archer House progress5th & Washington project on going
Tourism Recovery Strategy	●	<ul style="list-style-type: none">Continue Riverfront Enhancement ProgramReinstate Façade Improvement programEstablished Third Thursdays DowntownCommunity branding project completed
Riverfront Enhancement Plan	●	<ul style="list-style-type: none">Implemented first year of Riverfront Enhancement grant programAmended Riverwalk Market Fair contract to include expanded fundingDam removal exploration continues

Economic Vitality Highlights



- The Northfield EDA has provided \$18,000 in riverfront enhancement activities for building owners located along the Cannon River in 2023. This is part of the EDA's efforts to incentivize the "river" facades of buildings. The program concludes in 2024.
- The EDA continued to demonstrate support for local entrepreneurial businesses through the EDA Micro-Grant program. One micro-grant of \$5,000 was provided to Soulstice Boutique to help expand their businesses in Northfield in 2023.
- The EDA continues to partner with the Metropolitan Consortium of Community Developers (MCCD). This was achieved through a new Consultant Contract with MCCD for entrepreneurial and business development services. The MCCD has many resources dedicated to BIPOC entrepreneurs, and MCCD will be serving as the EDA's partner over the next three years. The Socio-Economic work of the EDA is a culmination of efforts to bring equity of resources to business development for veteran, women and minority businesses.



Commercial Industrial Tax Base



- The total valuation from 2020 to 2023 sums up to **\$13,619,135.43.**

2020		2021		2022		2023	
Permit	Valuation	Permit	Valuation	Permit	Valuation	Permit	Valuation
Dundas Self Storage	\$ 189,000.00	Wings Financial	\$ 1,295,670.00	Dundas Self Storage	\$ 439,400.00	Kwik Trip	\$ 150,000.00
Hometown Credit Union	2,420,000	2121 Cannon Rd	745,000	Dundas Self Storage	264,500	Northfield Automotive	1,200,000
Dundas Self Storage	279,680			Dollar General	1,250,000	110 UNION ST S	1,125,143
Premier Bank (foundation)	225,000			Golf Club	100,000	Acorn Mini Storage	2,026,242
Premier Bank	983,500			Acorn mini-storage	926,000		
Total:	\$ 4,097,180.00	Total:	\$ 2,040,670.00	Total:	\$ 2,979,900.00	Total:	\$ 4,501,385.43

City Strategic Growth



- CURRENT AVAILABLE LOTS



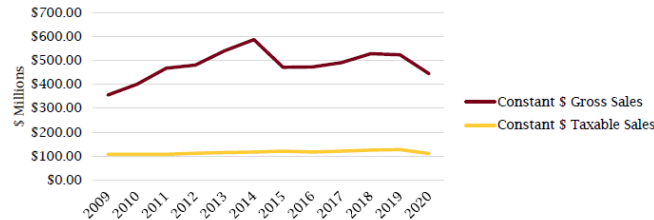
Taxable and Gross Retail Sales



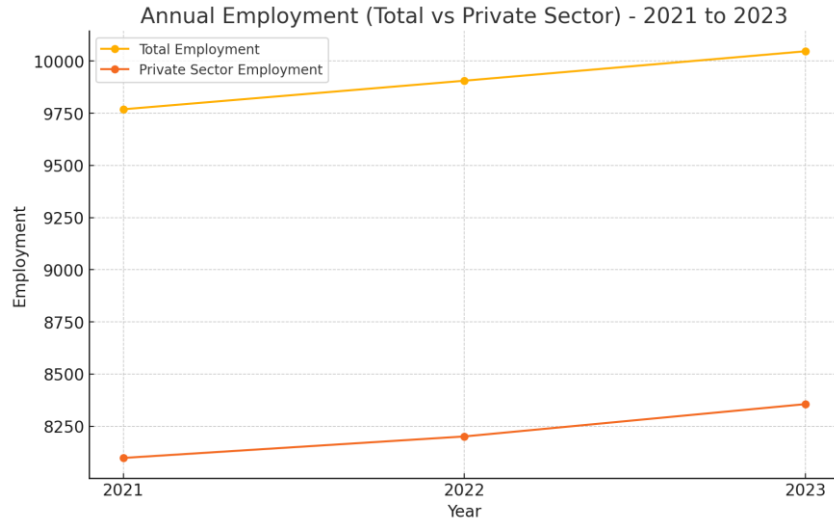
Year	Estimated Population	Current Dollars		Constant 2020 Dollars		Number of Firms	Per Capita Sales	Pull Factor
		Gross Sales* (\$millions)	Taxable Sales (\$millions)	Gross Sales* (\$millions)	Taxable Sales (\$millions)			
2009	19,656	\$295.24	\$89.90	\$355.51	\$108.25	367	\$4,574	0.51
2010	20,007	\$340.40	\$91.46	\$400.96	\$107.73	381	\$4,572	0.51
2011	20,454	\$409.99	\$94.70	\$467.68	\$108.03	357	\$4,630	0.50
2012	20,373	\$430.40	\$100.96	\$480.84	\$112.79	354	\$4,956	0.51
2013	20,146	\$498.28	\$106.52	\$540.18	\$115.47	365	\$5,287	0.61
2014	20,313	\$541.58	\$108.82	\$586.90	\$117.93	371	\$5,357	0.61
2015	20,320	\$433.09	\$111.74	\$471.28	\$121.59	385	\$5,499	0.61
2016	20,355	\$438.71	\$109.25	\$472.77	\$117.73	369	\$5,367	0.59
2017	20,398	\$464.99	\$114.84	\$490.66	\$121.18	369	\$5,630	0.61
2018	20,426	\$513.14	\$121.97	\$528.00	\$125.50	377	\$5,971	0.62
2019	20,494	\$517.59	\$126.23	\$523.87	\$127.77	388	\$6,160	0.64
2020	20,790	\$444.67	\$111.18	\$444.67	\$111.18	364	\$5,348	0.57
7 yr Change '14 to '20	2.3%	-17.9%	2.2%	-24.2%	-5.7%	-1.9%	-0.2%	-5.9%
3 yr Change '18 to '20	1.8%	-13.3%	-8.8%	-15.8%	-11.4%	-3.4%	-10.4%	-8.0%

*Gross sales figures are self-reported by firms and not audited by the Dept. of Revenue for accuracy.

Northfield: Retail/Service Sales in Constant Dollars



Employment Growth



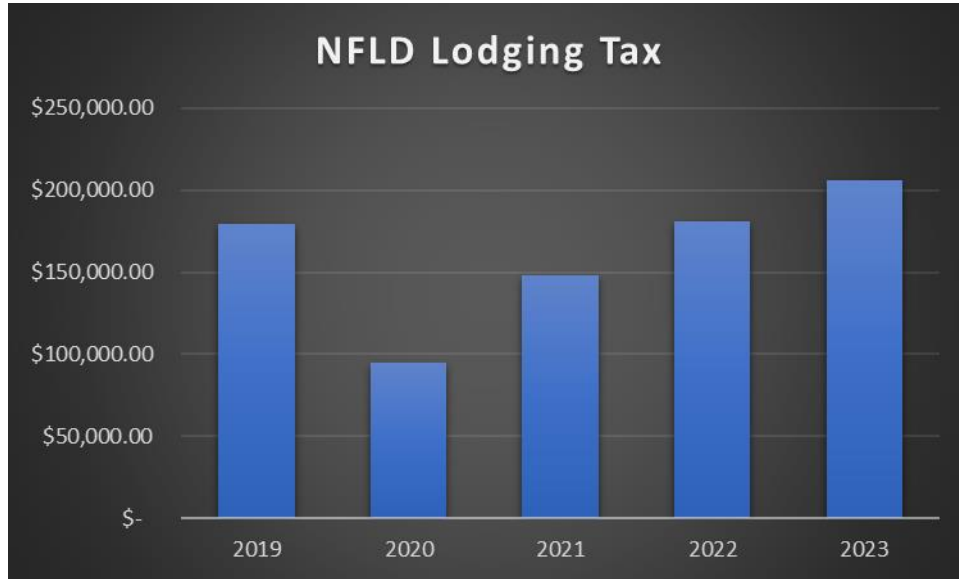
Total Employment (All Ownerships)

Year	Q1	Q2	Q3	Q4	Annual
2021	9589	9828	9719	9940	9769
2022	9720	9932	9937	10033	9906
2023	9912	10166	9997	10111	10047
2024	10184	NA	NA	NA	NA

Private Sector Employment

Year	Q1	Q2	Q3	Q4	Annual
2021	7955	8140	8095	8202	8098
2022	8020	8215	8290	8277	8201
2023	8214	8423	8412	8376	8356
2024	8437	NA	NA	NA	NA

Successful Tourism Recovery



Year	Lodging Tax
2019	\$179,686
2020	\$94,748
2021	\$147,947
2022	\$181,046
2023	\$206,046

- 2020: 47.27% decrease from 2019
- 2021: 56.15% increase from 2020
- 2022: 22.37% increase from 2021
- 2023: 13.81% increase from 2022

NFLD Recreation and Tourism Events



Year	Event
2020	6
2021	22
2022	27
2023	26



Priority #2: Housing Availability

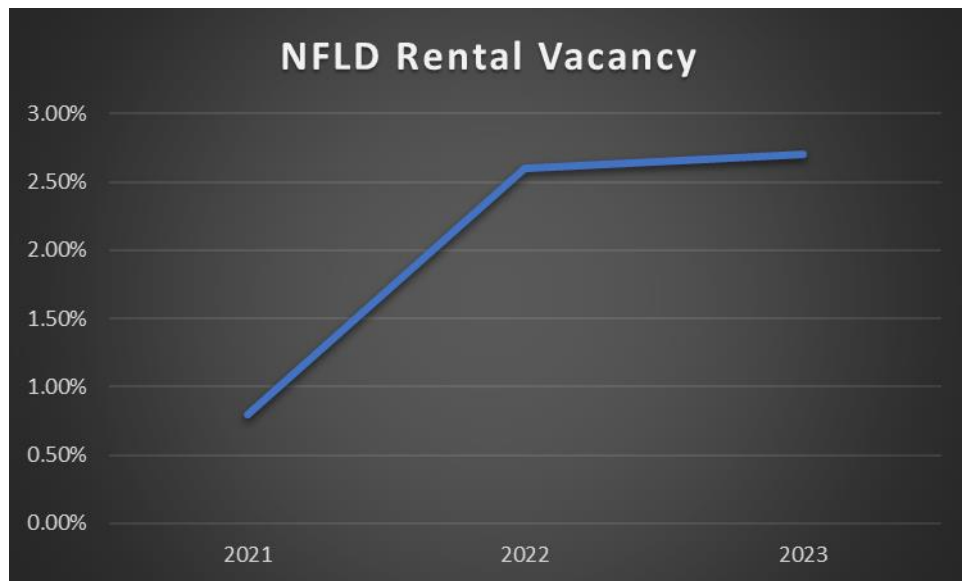


Initiative	Status	Summary
Rental Housing Strategy	●	<ul style="list-style-type: none">To date the HRA has assisted 193 households with rent and provided 17 down payment assistance loans
Housing Stabilization Program	●	<ul style="list-style-type: none">From January 2021 to present, the HRA has originated 13 single family rehab loans and two manufactured home rehab forgivable loans
Housing Expansion Strategy	●	<ul style="list-style-type: none">Expansion strategy – the HRA has purchased 2 blighted properties (Linden & Sumner) and has done mitigation and cleanup to prepare for future housing redevelopment. HRA has purchased Cherry Street to reunite Linden and Cherry street lots for future housing redevelopment. HRA is in negotiations with Northfield Hospital to purchase 706/716 2nd St for possible housing redevelopment.Kraewood has opened. Having been approved TIF, there are 42 units reserved for those households at or below 60% AMI and the remaining 64 are market rate.

Rental Vacancy Rate



NFLD Rental Vacancy	Vacancy Rate
2021	.8%
2022	2.6%
2023	2.7%



NFLD Housing Supply



Type of Housing	Supply Needed	2020	2021	2022	2023	Total
For Sale Housing	180	13	33	18	31	95
Rental Housing	226	51	150	53	32	286
Senior Housing	88					
Total	494	64	183	71	63	381

NFLD Housing Supply



For Sale Housing - New Construction	Year units available	Number of Units
Scattered Sites (primarily detached SF)	2020-2024	55
Single-family (Rice County Habitat production)	2022	5
Hills of Spring Creek (8 th & 9 th editions)	2021-2023	28 (*43 total)
Bluffview (platted, primarily detached SF)	2022-2023	4 (*46 total)
Maple Place Condos (platted)	2022	3 (*5 remaining to be built; 8 units total)
Kraewood (platted)	*2025-2026	*29
SF detached	TBD	*22-23
SF attached (duplex)	TBD	*2 (four units)
SF attached (triplex)	TBD	*1 (three units)
Cedar Meadows (final plat pending)	*2025-2028	*231
SF detached		*85 ("villas" and SF)
SF attached (duplex/triplex/townhome)		*40 (14 duplex; 4 triplex)
Gracewin senior cooperative		*120 (+/-)
Rice Co. Habitat for Humanity SF detached	*2025-6	*4

NFLD Housing Supply



Rental Housing: Name of Development	Year units available	Number of Units
Maple Brook Townhomes	2020	24
Spring Creek I apartments	2020	27
5 th Street Lofts- Market Rate apartments	2021	78
Timberfield Apartments- Market Rate	2021-2022	108
Hillcrest Village townhomes	2022	17
Kraewood Apartments	2024	106
Spring Creek II apartments and townhomes	2023	32
Total		392

Cost Burden Households



- A household is cost-burdened when it spends more than 30% of its income on rent and utilities and severely cost-burdened when it spends more than 50% of its income on these expenses.
- The 2020 Housing Study showed 39.3% of Renters in Northfield are considered cost burdened and 21.2% of Houseowners are also cost burdened.
- In 2023 40.9% of Renters and 26% of Homeowners in Northfield are cost burdened




Housing Assistance



- The City has an agreement in with CAC to provide emergency housing navigation, deposit and first month's rent for a household who's home has been deemed uninhabitable/condemned by the City Building Official. The City has helped 2 households (\$8,000).
- Partnered with the Northfield Union of Youth (NUY) to provide \$20,000 in support of the Wallflower Project- a temporary host home/foster care for Northfield teens.
- Partnered with Rice County Habitat for Humanity by financially contributing \$25,000 to purchase 1102 Forest Street and paid \$8,479.88 for their building permit fees for a quadplex.
- Collaborated with HCI and CAC to allocate \$50,000 for urgent repairs of manufactured homes.

Priority #3: Quality Facilities



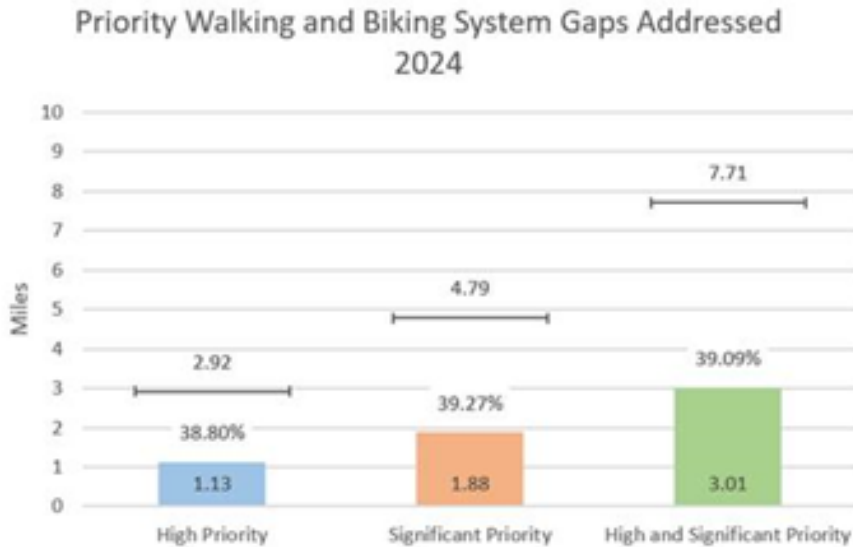
Initiative	Status	Summary
Park & Recreation Capital Investment Plan		<ul style="list-style-type: none">• The City is working with a consulting of JLG, Damon Farber, & Pro's to prepare a 10-year Capital Investment Plan for Parks and Recreation. The draft plan is complete with \$47 Million in investments into the system.• High priority walking and biking gaps have been programmed into the Capital Improvement Plan.
Coordinate Major Facilities Strategy		<ul style="list-style-type: none">• The NCRC/FiftyNorth remodel study has been completed. The study identifies \$14-\$20 Million in improvement to the building.• Council has provided project direction for the Ice arena, Liquor store and FiftyNorth
Integrated high speed internet program		<ul style="list-style-type: none">• Metronet has completed about 50% of the underground fiber build, and about 10% of the above ground and pole build. They are working with Xcel Energy to continue the above ground build. They are working with Xcel Energy to continue the above ground build.

Key Highlights



- Deployment of high-speed fiber-optic internet throughout the city currently underway. Metronet has completed about 95% of the underground fiber build.
- Northfield's free public access WiFi upgrades, in Bridge Square, the Library and many City buildings
- Began design and bid process for the wastewater treatment plants improvement project. Interior piping and the beginning of the new sludge storage tank have been completed as part of the project Drinking Water Treatment Plant analysis for construction of new plant
- Initiated preliminary design and public communication on the 2025 Reclamation and Overlay Project.

Walking and Biking System Gaps



Major Facilities Strategies



- FiftyNorth – the remodel has been rolled into the Park & Recreation Capital Investment Plan. Staff working on updating tenant leases and budget forecasting for remodeling cost.
- Liquor Store – City will continue to work through the redevelopment of the site at 5th & Washington mixed-use project including residential, commercial, and public parking. Tentative 2025–2026 construction.
- Ice Arena – Council authorization for single sheet ice arena in partnership with Dundas, Northfield Public Schools and Private Fundraising. Sale of existing closing in October and construction 2025.

Priority #4: Diversity, Equity and Inclusion

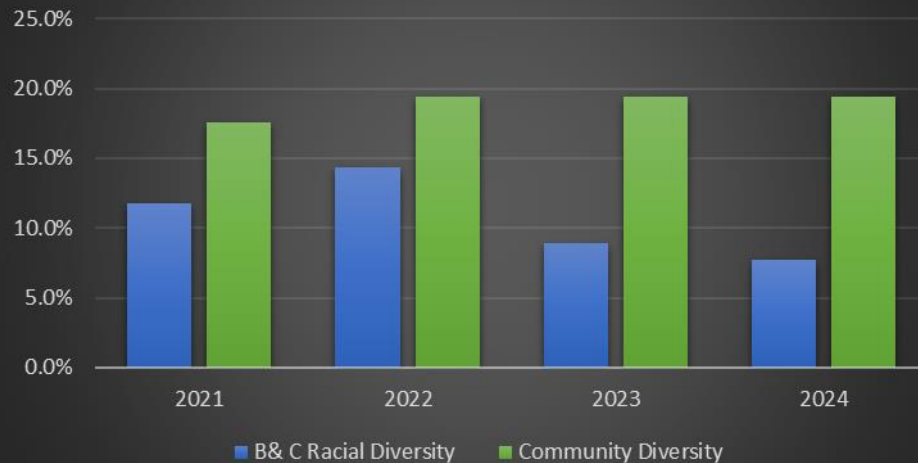


Initiative	Status	Summary
Board and Commission Diversity Strategy	●	<ul style="list-style-type: none">Continuation of Growing Local: Northfield Emerging Leaders program. Since the program first launched in 2020 30+ community members have completed the program, and several of those members have joined a Board or Commission.
Implementation of Racial Equity Action Plan	●	<ul style="list-style-type: none">The City of Northfield is now an I/WE Designated employer! The Inclusive Workforce Employer (I-WE) Designation is supported by the Workforce Development Board of Southeast Minnesota and the Winona Workforce Development Board.City Staff taking Civility & Respect Training in September 2024HR implemented routinely review of personnel policy to align with state laws and best practices for Equity & InclusionRacial Equity Core Team continues to evaluate Racial Equity Tools for internal department implementation

Board & Commission Racial Diversity

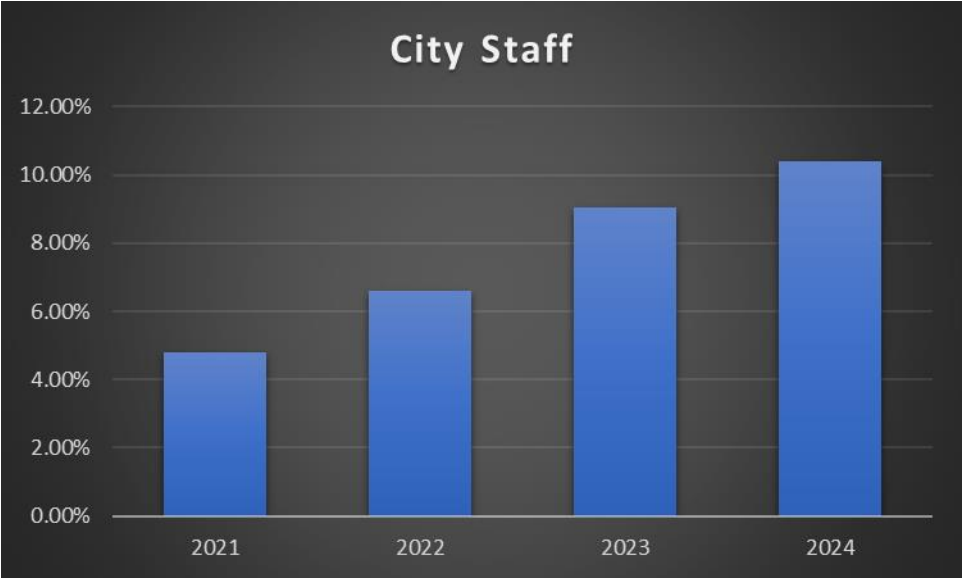


NFLD Racial Diversity 2021-2024



Year	B&C Racial Diversity	Community Racial Diversity (2020 NFLD Census)
2021	11.8%	17.6%
2022	14.3%	19.4%
2023	8.9%	19.4%
2024	7.7%	19.4%

City Staff Demographic



NFLD Rental Vacancy	Vacancy Rate
2021	4.8%
2022	6.6%
2023	9.05
2024	10.4%

Key Highlights



- In 2023, the City took part in the Racial Equity Dividends Index for the Public Sector, an analytical tool designed by the Center for Economic Inclusion. Northfield was named as a High-Scoring Organization in the category of Public Policy.
- The City of Northfield is now an I/WE Designated employer! The Inclusive Workforce Employer (I-WE) Designation is supported by the Workforce Development Board of Southeast Minnesota and the Winona Workforce Development Board.



Priority #5: Service Excellence



Initiative	Status	Summary
Annual Department Analyses	●	<ul style="list-style-type: none">Admin and Streets & Park division carried out department analysis in 2024. Final report has been delivered to Council for consideration of budget implications.
Board & Commission Governance Effectiveness Program	●	<ul style="list-style-type: none">All Board & Commissions schedules adjusted to ensure one meeting per night. Meeting start time and location standardized for efficiency
Complete Comprehensive Plan	●	<ul style="list-style-type: none">Comprehensive Plan engagement process currently underway. Tentative completion of the plan slated for end of 2024


Key Highlights



- Organizational Assessment for Administrative Services and Parks & Streets Division completed in 2024
- As a result of the 2022 DMV study, The City extended DMV hours in 2023 to better serve the community's needs.
- Earned our 15th consecutive GFOA Award for Excellence in Financial Reporting
- Northfield Area Fire and Rescue Services added full-time Fire Chief

Priority #4: Climate Action



Initiative	Status	Summary
Climate Action Plan		<ul style="list-style-type: none">Continued implementation of the Zero Waste PlanThe city has planted almost 950 new trees in the last three yearsImplemented Residential Energy Efficiency Rebate Program, the program encourages residents to make their homes more energy efficient by upgrading insulation, appliances, and lightingKraewood and Archer House working towards compliance with Sustainable Building PolicyThe City cut its electricity-related greenhouse gas emissions by 34% between 2017 and 2023, and the city's new LED streetlights cut electricity waste by 50%

Key Highlights



- In 2023 charging station infrastructure was installed at City Hall to accommodate up to 4 charging stations for future city owned EV's.
- In 2024 The City began its transition from a 2-bin system to a 3-bin system with the introduction of composting at City Hall and the Library.
- Commissioned a District Energy Study to assess geothermal into the planning for the downtown riverfront redevelopment.
- \$25,000 allocated to Northfield School District to assist with the cost of the drilling of wells to test for a geothermal system at Northfield high School

CAP Expenditure

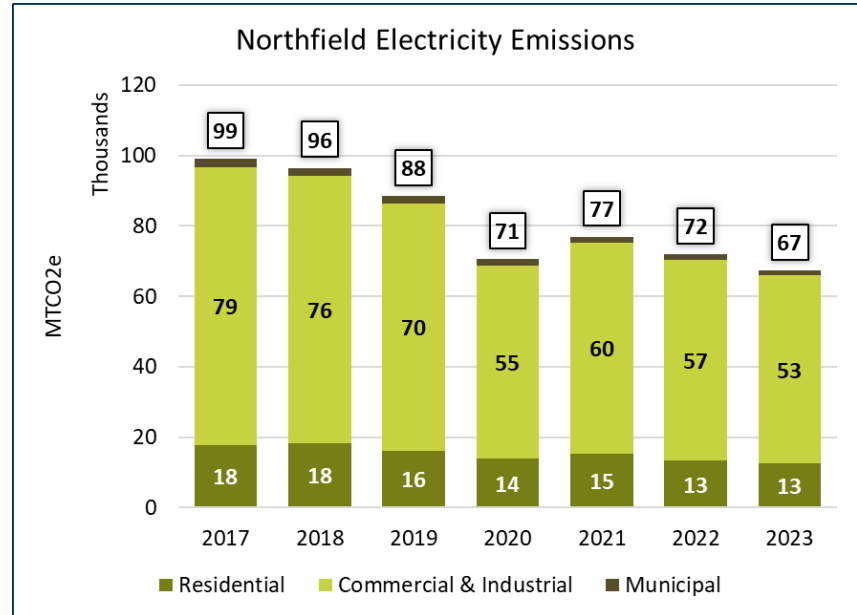
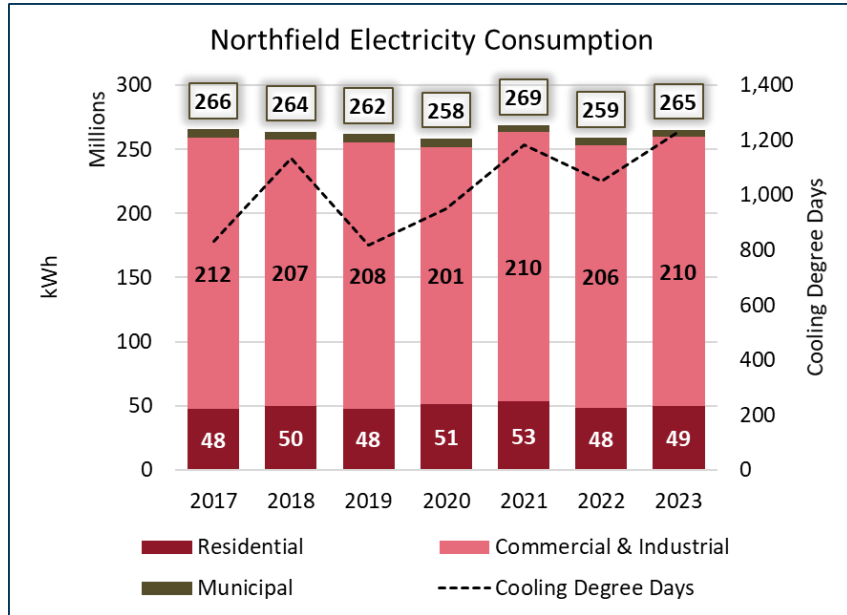


- In order to fund some of the strategies in the Climate Action Plan, especially those focused on carbon sequestration, the Carbon Reduction Fund allows for an alternative source of revenue for projects without additional burden on the general operating fund.

Other Related Expenses to come from the CRF:

- Funds are reserved annually to process rebate applications through the Energy Efficiency Program (HRA). These funds are paid by the HRA budget and reimbursed by the Carbon Reduction Fund.
- Tree planting/maintenance expenses. Funds may be used to provide some match or enhance the amount of work that can be done with current tree planting grant or to support work around Emerald Ash Borer management.
- Modeling and planning for clean energy transition options
- District Energy Study
- Sustainable Building Policy technical service provider through LHB. LHB provides assistance to guide developers, builders and City staff.
- Education and marketing of the Carbon Reduction Fund and Energy Efficiency Rebates
- Reserve fund set aside for electric charging stations and electric vehicle fleet transition.
- Sponsorship of Northfields Earth Day event & activities

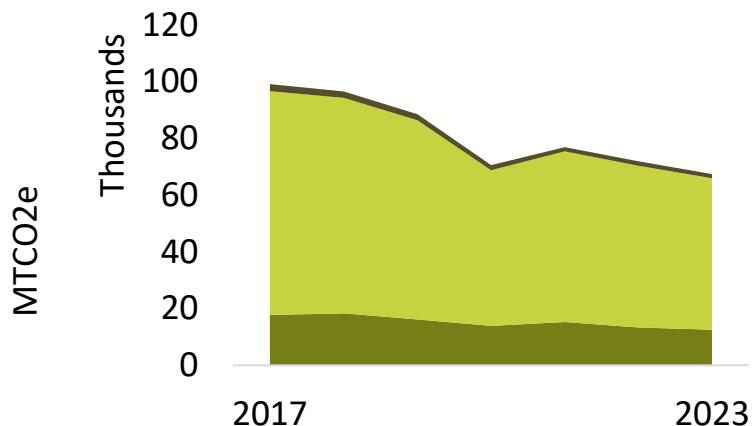
Electricity consumption



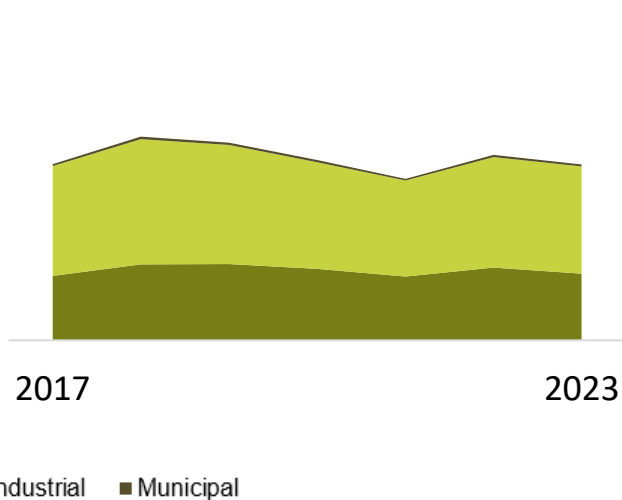
Over time Larger share of energy emissions come from natural gas



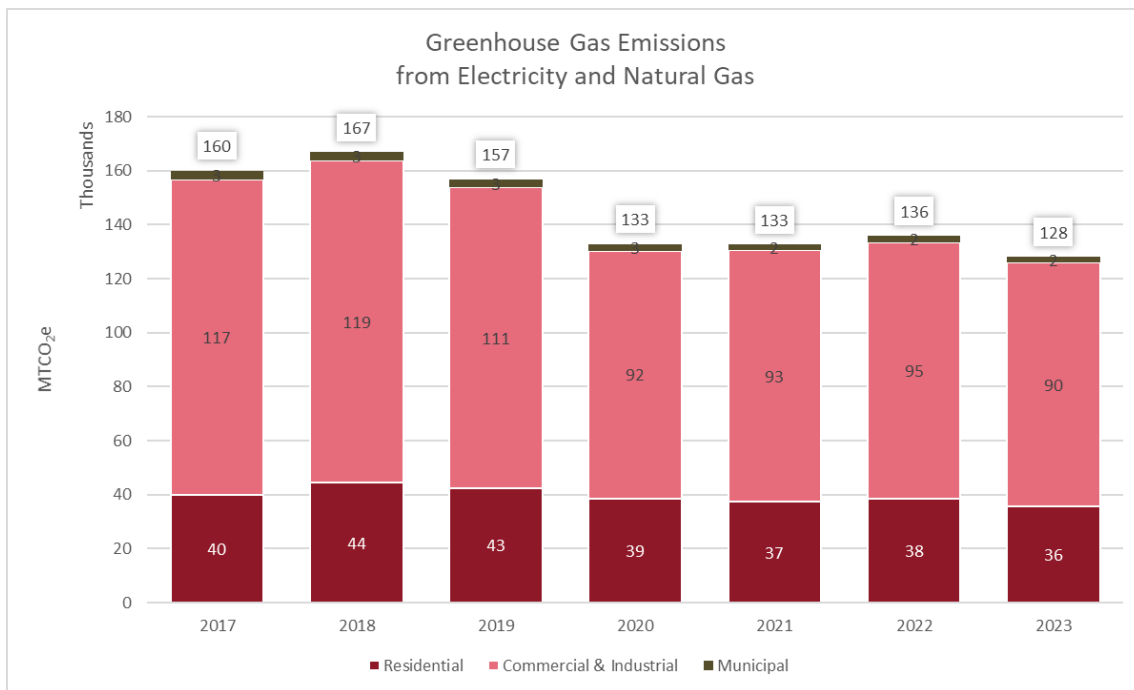
Electricity emissions down 32%



Natural gas emissions steady



GHG Emissions



Program Participation



Implementation Metrics

Energy Efficiency Program Participation

	2019	2020	2021	2022	2023
Commercial & Industrial	75	109	100	92	99
Municipal	3	1	3	0	0
Residential	835	747	753	501	685

Renewable Program Participation

	2019	2020	2021	2022	2023
Commercial & Industrial	38	54	61	69	74
Municipal	13	13	13	13	15
Residential	916	1,114	1,218	1,322	1,321

Total Renewable Program kWh

	2019	2020	2021	2022	2023
Commercial & Industrial	46,024,272	38,766,356	45,168,879	43,883,906	46,462,440
Municipal	1,692,256	1,843,084	1,972,595	1,714,822	1,834,646
Residential	3,911,762	5,383,520	6,476,126	6,924,584	8,153,970

Total Renewable Program Participation

	2019	2020	2021	2022	2023
Solar*Rewards Participation	29	34	45	50	57
Non-Solar*Rewards Net Metering Participation	0	0	0	6	11
Solar*Rewards Community Participation	403	534	611	733	736
Windsources & Renewable*Connect Flex Participation	493	571	598	576	571
Renewable*Connect Participation	42	42	38	39	35

Mayor & Council Strategic Plan (2025–2028)



Preparation & Development Process (2024–2025)

- 10/22/24– All Board & Commission Training
- January – February 2025 (dates & times tbd)
 - 4 Focus Group Facilitation Feedback for Strategic Plan Download
 - Community Survey
- 1/14/25– Council Work session: Good Governance Workshop
- 3/11/25– Strategic Plan Work session
- 5/13/25 – Council Work session: Review & Direction on KOIs & Targets
- 5/20/25: Council Regular Meeting: Adoption of Strategic Plan Report

Questions?

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Thank you