

STRATEGIC PLAN (2018-2020)

developing “targets”

August 6, 2018

City Council Work Session

City of Northfield



Goal for “target” development

- Review and clarify the staff development of recommended targets for the Economic Development Authority and Housing Strategic Outcomes.
- Discuss, provide questions or seek alternative information on recommended targets.

Strategic Plan (2018-2020)

Economic Development

A Community That's Economically Thriving

Affordable Housing

A Community Where Everyone Can Afford to Live

Infrastructure

A Community Where Infrastructure Supports Its Objectives

Diversity, Equity & Inclusion

A Community that Welcomes Everyone

Operational Effectiveness

A Community with a Government that Works

Climate Change Impacts

A Community that's Resilient and Sustainable



ECONOMIC DEVELOPMENT

A Community that's Economically Thriving

DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET
Expanded commercial & industrial tax base	<ul style="list-style-type: none">- Commercial EMV- Industrial EMV	<ul style="list-style-type: none">- Commercial and industrial tax value increased <u>10%</u> by 2020
Enhanced Tourism	<ul style="list-style-type: none">- Lodging and sales tax- Events attendance- Pull Factors	<ul style="list-style-type: none">- Increase of <u>87%</u> in lodging tax- Increase of <u>10%</u> in sales tax-non-Northfield- Increase total pull factor from <u>0.61 to 0.75 by 2020</u>
Expanded Downtown	<ul style="list-style-type: none">- Downtown Square Footage	<ul style="list-style-type: none">- <u>77,000</u> additional square feet

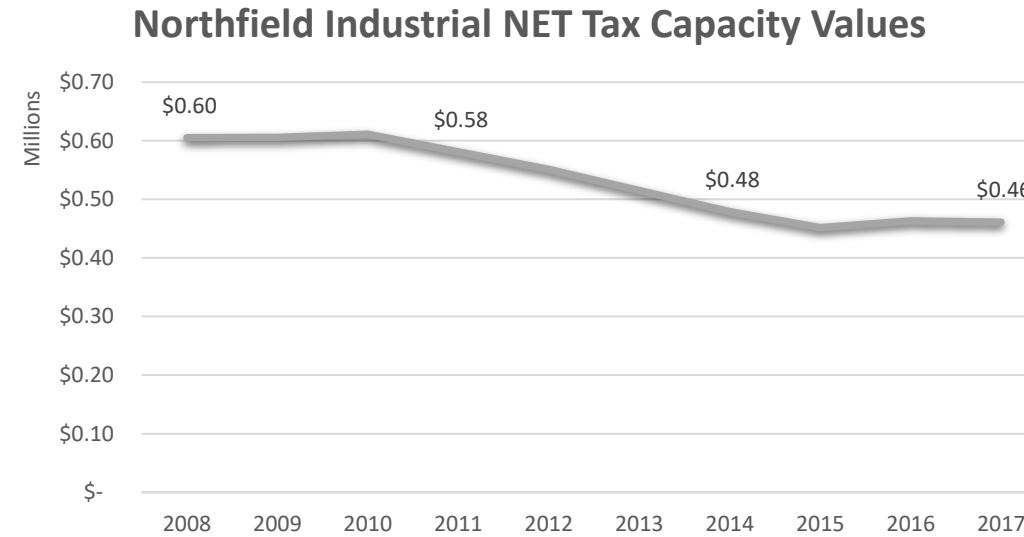
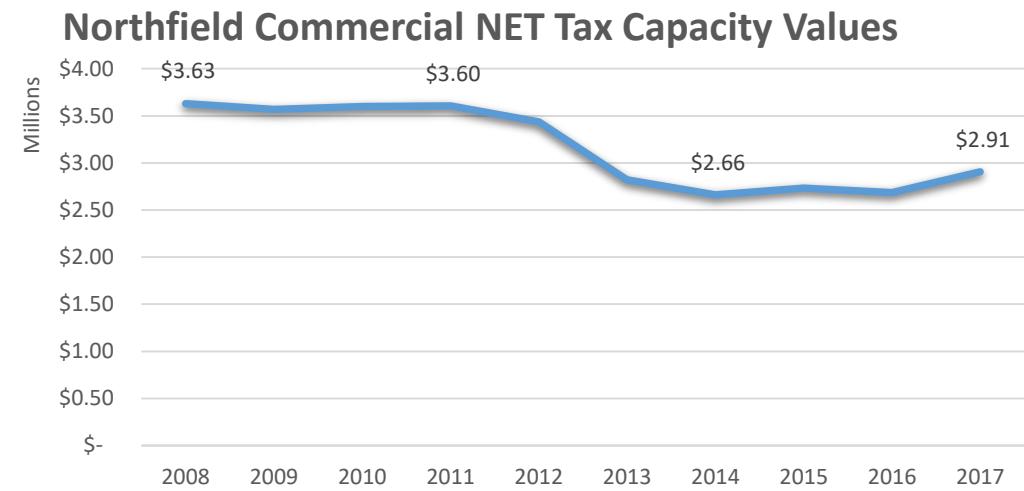
Commercial and industrial tax value: increased 10% by 2020

2018-20 EDA Strategic Plan

- Commercial and Industrial Net Tax Capacity Value increased by 10%
 - \$290,750 increase for Commercial
 - \$46,118 increase for Industrial

Alternative Targets:

- Tax Capacity value by acreage
- More than 10% goal



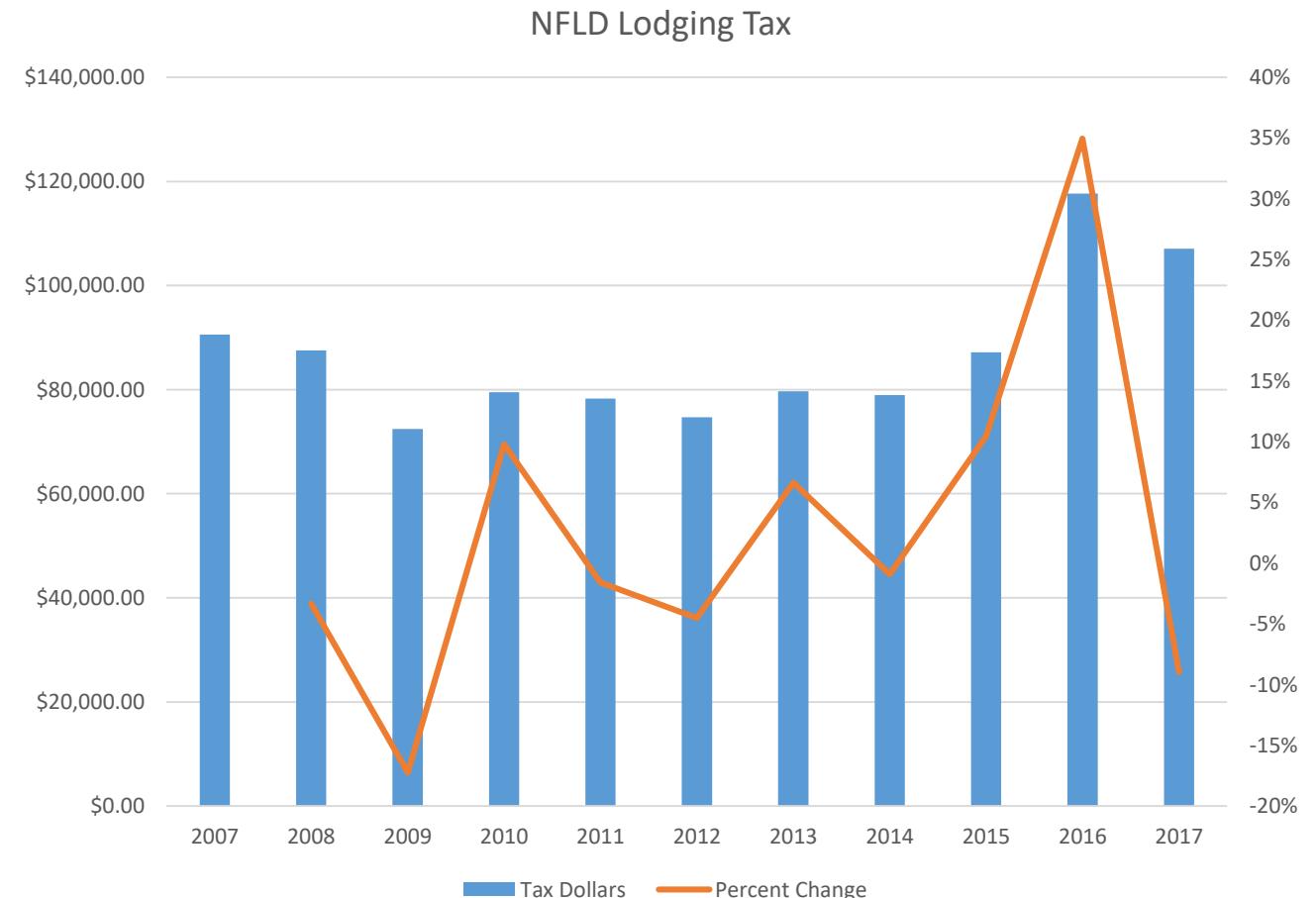
Increase of 87% in lodging tax

- Current Lodging Tax

- \$107,088 lodging tax received in 2017
- Average lodging tax growth of 3% per year since 2007
- Anticipated new lodging tax collection of approximately \$90,000 per year with 80-unit Marriott Fairfield Inn & Suites hotel project.

- Potential Targets:

- By 2020, 87% growth (+\$92,912)
- Consider re-setting target after hotel is operational



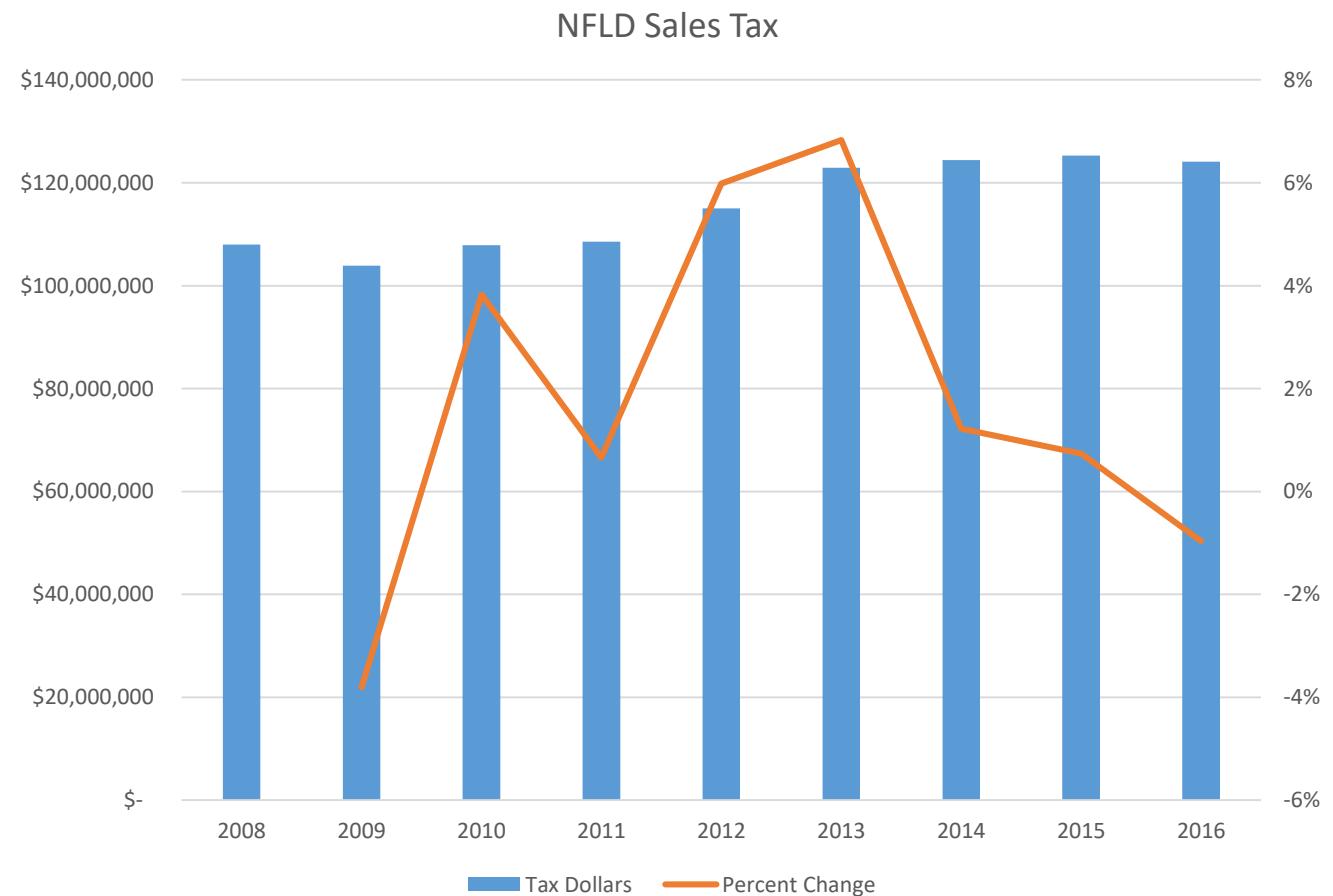
Increase of 10% in sales tax-non-Northfield

Current Sales tax

- \$124,111,586 sales tax in 2016
- Average annual sales tax growth of 1.8% since 2008

Potential Targets by 2020

- 5% growth (+ \$6,205,579)
- 6% growth (+ \$7,446,695)
- 7.5% growth (+ \$9,308,368)
- 10% growth (+12,411,159)



Increase Total Pull Factor to 0.75

Current Pull Factor

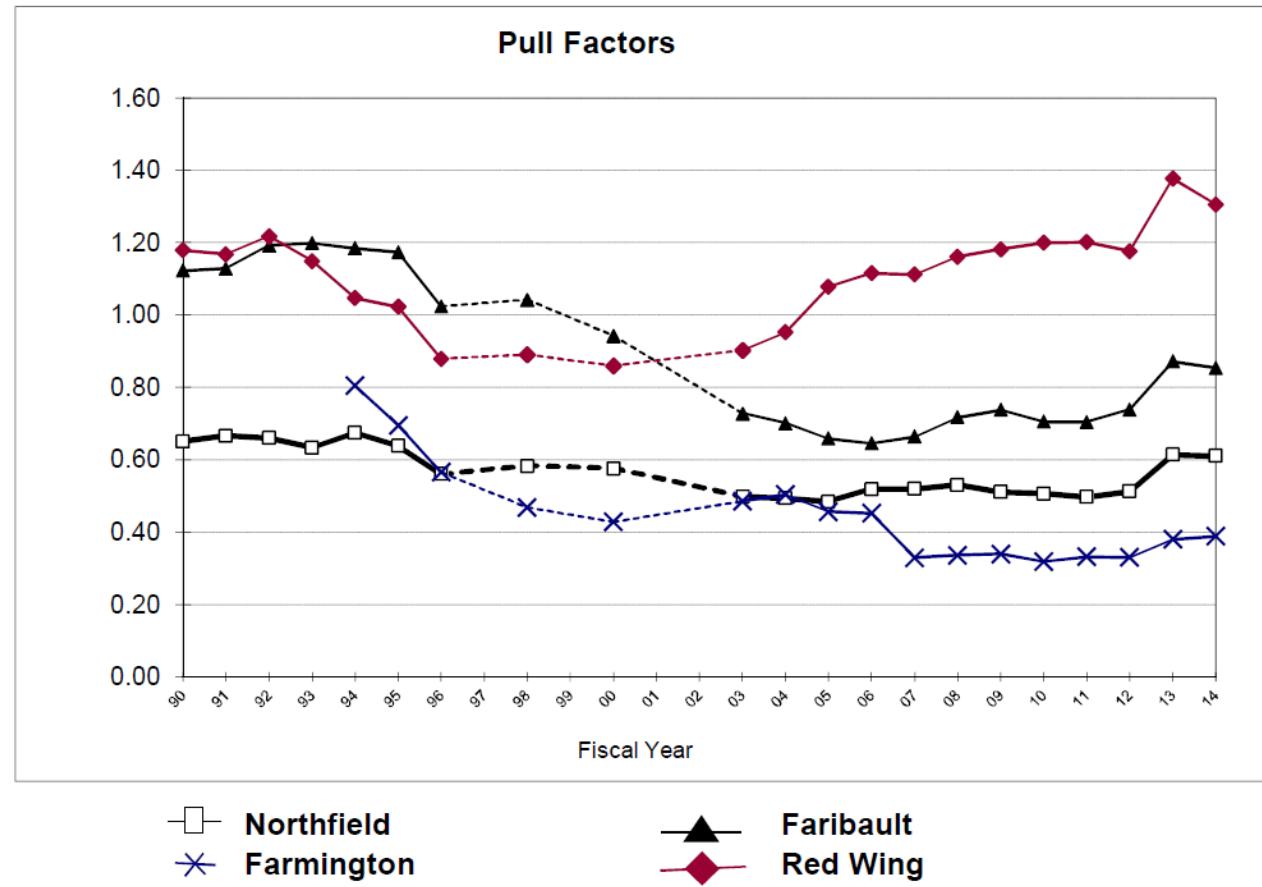
- 2014 Northfield Pull Factor: 0.61
- 2016 Pull Factor: Available in 2018

Recommended Target:

- Target Pull Factor 0.75 (\$10 Million new taxable sales)

Comparison with Competing Trade Centers, 2014

Town	Population	Taxable		Number of Firms	Per Capita Taxable Sales	Pull Factor (Taxable Sales)
		Gross Sales (\$millions)	Sales (\$millions)			
Northfield	20,313	\$541.58	\$108.82	371	\$5,357	0.61
Faribault	23,631	\$497.53	\$176.97	422	\$7,489	0.85
Farmington	22,386	\$164.21	\$76.44	242	\$3,415	0.39
Red Wing	16,505	\$627.91	\$189.09	407	\$11,457	1.31



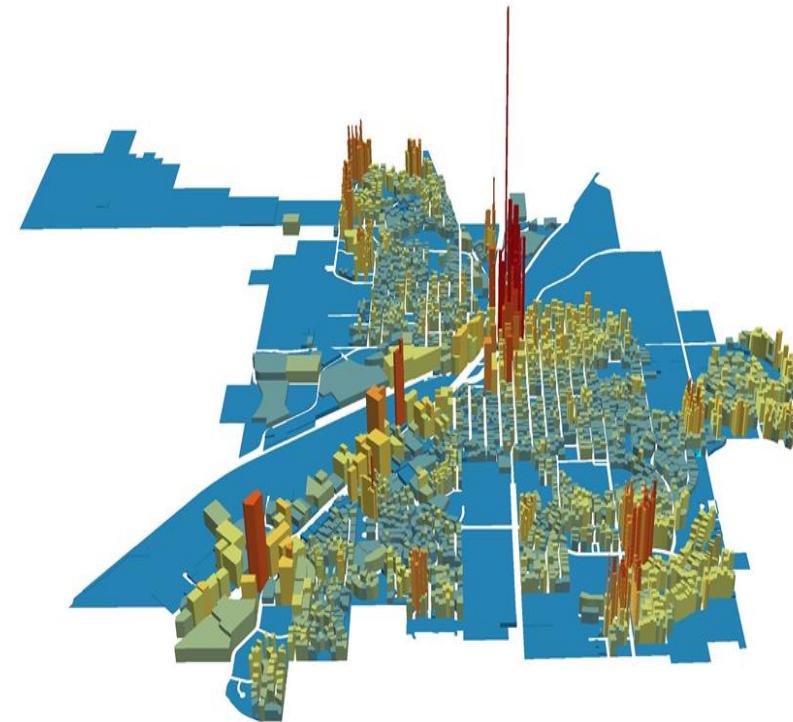
Downtown SF: 77,000 Additional Square Feet

Downtown Square Footage

- Increase new downtown buildings by 77,000 SF by 2020
- Examples:
 - Marriott Hotel: 61,088 SF
 - Municipal Liquor Store: 8-10,000 SF
 - Retail Development: 2-4,000 SF
 - Multi-Family Housing: 50-60,000 SF

Alternatives:

- More than 77,000 SF goal (EDA Recommended)
- Establish Total Tax Per Acre goal
- Additional car/bike parking goal



AFFORDABLE HOUSING

A Community Where Everyone Can Afford to Live

DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET
Grow & maintain affordable housing	- Affordable units - Workforce units	# <u>40</u> total units by 2020
More senior units	Senior unit inventory	# <u>16</u> affordable senior units
Expanded supportive & emergency housing	- Supportive & emergency housing units	# <u>8</u> new units

Workforce & Affordable Workforce Housing

Workforce Housing

- Households earning up to 120 percent of area median income (AMI)

As defined by the Department of Housing & Urban Development (HUD).

Affordable Housing

- Households earning less than 80 percent of AMI

As defined for eligibility to most HUD assistance programs.

Goal:

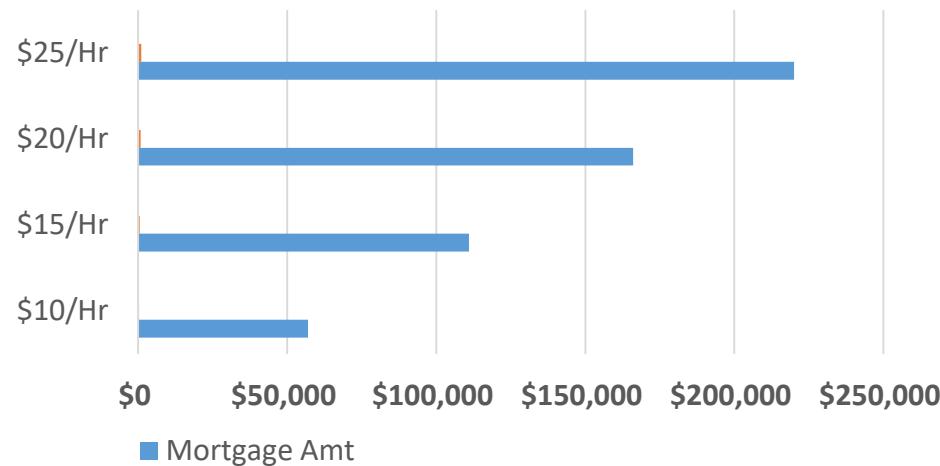
- ***Add 120 workforce housing units by 2020***
- ***33% of new workforce housing to be affordable***

60% of US workers make \$20/Hour or Less

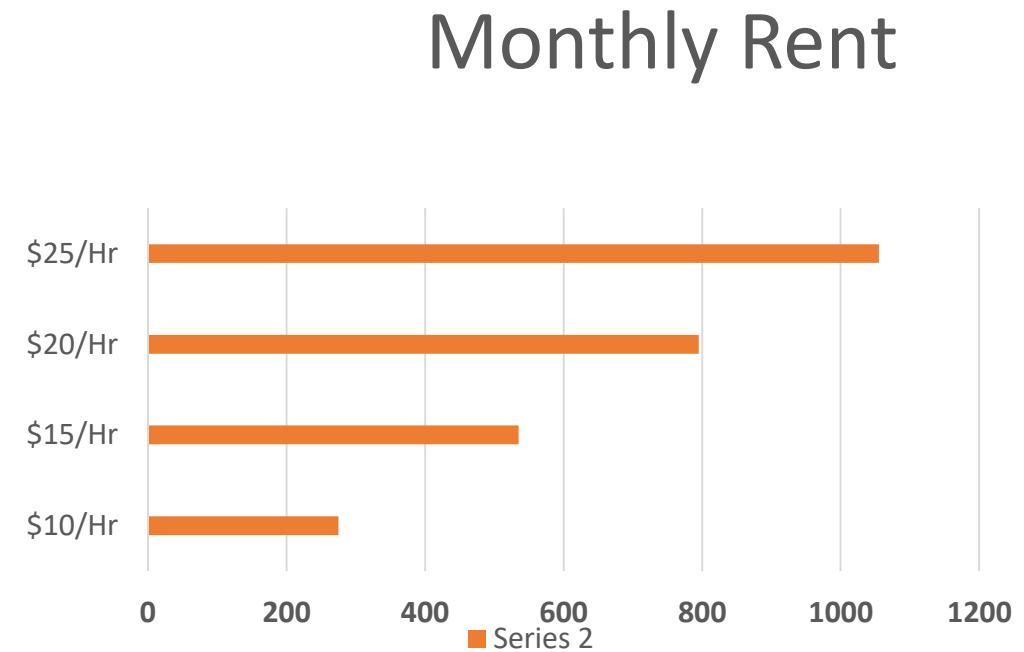
US Department of Labor Statistics

Affordable

Mortgage



Monthly Rent



Senior Housing

Housing designed for seniors 55+ suitable for the needs of an aging population

Housing Types

- Independent Living – market rate and affordable
- Assisted Living
- Memory Care

Affordable - Affordable as defined by HUD=80% of AMI or less

Goal:

- *Add 177 senior housing units by December 2020.*
- *9% of new senior housing to be affordable*

Expanded supportive & emergency housing

Supportive housing is an evidence-based housing intervention that combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities. —*US Dept. of Housing & Urban Development*

Goal:

Add 8 new units of supportive & emergency housing by 2020.

DIVERSITY, EQUITY, INCLUSION

A Community that Welcomes Everyone

DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET
Increased transit options for all	<ul style="list-style-type: none">- Existing routes- Surveys- Ridership	# <u> </u> new routes for underserved <u> </u> new rides created
Staff and volunteers reflect community	Staffing statistics <u>Census data</u> <u>Board & Commission statistics</u>	Increase from <u>3.7%</u> to <u>11.2%</u> by 2020 for board and commissions. Increase from <u>3.0%</u> to <u>10%</u> by 2020 for employees.
Improved access to City services for all demographics	<ul style="list-style-type: none">- Surveys- Access statistics	=/>75% of stakeholders say meets or exceeds

Staff and volunteers reflect community

- Human Rights Commission Strategic Planning 5-10-18.
 - By 2020, have advisory boards & commissions reflect **50%** of the racial diversity within the city.
 - This would be **5.6%** of advisory board and commission members.
- Currently have approximately 161 advisory board and commission members. Of that, we have not completed the estimate but think we may have somewhere around 6 total, or 3.7%.
- Census 2010 for Northfield has 11.2% people of color.
 - Working to verify this is current with census data
- An alternative goal would be to reduce the goal to be lower amounts similar to HRC goals. for people of color (18 of 161 at a minimum, an increase of 12 new members).

INFRASTRUCTURE

A Community Where Infrastructure Supports Its Objectives

DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET
Improved Infrastructure systems	<ul style="list-style-type: none">- Existing routes- Surveys- Ridership	<u> </u> new routes for underserved <u> </u> new rides created
Resolution of major facility projects	Project timelines – each project	Fire Station 1/1/19 Liquor Store – 1/1/18 site acquired 6/1/19 Arena build/no build 6/1/18
Increased satisfaction with high speed internet	Internet speed measurements	=/> 10% increase in citizen satisfaction with internet services

Remaining Targets

- Climate Change Impacts – targets to be developed with climate action plan work
- Operational Effectiveness – under review
- Others – under review