

Northfield Economic Development Authority

2018 Staff Action Plan

Strategic Initiatives	Action Steps – January to December 2018
<p><i>Business Expansion</i></p> <p>A) Business Expansion and Infill Development Plan</p> <ul style="list-style-type: none"> • Compile a database of all recent business expansions and business contractions that details current land use and business operations • Identification of current available infill sites • Identify expansion needs of existing businesses for infill sites where their existing site does not accommodate needs • Review available incentives for current and future business infill development • Recruit targeted businesses for infill sites 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Query last 10 years of building permit applications for commercial/industrial 2. Cross -reference permits with businesses in order to gain a better understanding of past projects 3. Compile data into a spreadsheet <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Review available infill sites and establish pros/cons of those sites 2. Prioritize identified sites 3. Cross-reference existing business expansion needs from business interviews in order to review possible expansion areas 4. Review incentives available for business infill projects 5. Propose potential incentives to existing businesses preparing to expand
<p><i>Business Expansion</i></p> <p>B) New Growth Plan</p> <ul style="list-style-type: none"> • Establish Priority Expansion Areas to pursue (GIS Mapping) consistent with the comprehensive plan • Research sustainable development, and find applicable case studies • Research potential land acquisition opportunities for EDA 	<p><i>Quarter 1</i></p> <ol style="list-style-type: none"> 1. Review Comprehensive Plan 2. Coordinate with Stakeholders 3. Review historical documents pertaining to growth plan areas 4. Identify areas of growth 5. Establish Priority Growth Area (Approved by Planning Commission, EDA and Council)

<ul style="list-style-type: none"> • Engage in development discussion with St. Olaf • Complete small area development concept plans and determine priority options and alternatives to provide flexibility in reaction to development. • Recruit targeted commercial and industrial businesses that cannot be served through infill sites 	<p><i>Quarter 2</i></p> <ol style="list-style-type: none"> 1. Review and research sustainable development case studies 2. Propose applicable sustainable policies for Priority Growth Area 3. Review potential land acquisition by EDA 4. Propose cost-benefit analysis for land purchase by EDA in Priority Growth Area <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Proceed with cost-benefit analysis option by EDA 2. Engage St. Olaf with respect to adjacent land ownership 3. Establish common goals with St. Olaf for adjacent land development
<p><i>Business Expansion</i></p> <p>C) Develop Business Recruitment Strategy</p> <ul style="list-style-type: none"> • Identify “Targeted” commercial and industrial businesses referencing City guiding documents • Collaborate with Northfield Economic Development Partners to establish joint business recruitment tactics • Continue to support for Northfield Enterprise Center (NEC) and collaborate to develop internship program • Determine financing gaps and develop entrepreneurial and minority owned business incentive package • Develop EDA Socioeconomic Sub-Committee to address current conditions for minority, women and veteran owned businesses 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Review City documents corresponding to business recruitment 2. Research business industry trends 3. Outline potential businesses for “Targeted” definition 4. Establish “Targeted” businesses for recruitment 5. Review current incentives for minority, women and veteran owned businesses 6. Establish EDA Socioeconomic Sub-Committee <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Introduce recruitment tactics with Economic Development Partners 2. Research potential joint tactic 3. Establish joint business recruitment tactic with Economic Development Partners 4. Propose new incentive package for minority, women and veteran owned businesses
<p><i>Business Retention</i></p> <p>A) Develop Business Retention Program</p> <ul style="list-style-type: none"> • Implement staff business visit goal • Review current and past practices for business retention 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Review historical business visit data 2. Establish a baseline of businesses not visited in last 5 years 3. Implement annual goal for business visits on a 3 year cycle

<ul style="list-style-type: none"> Identify areas for business assistance Develop interview tool for business visit interview 	<p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> Review applicable questions for business visits Create a conversational interview tool for business visits Coordinate “Manufacturers’ Week” with Economic Partners
<p><i>Business Retention</i></p> <p>B) Develop EDA Board Business Visit Program</p> <ul style="list-style-type: none"> Organize EDA Board semi-annual business visits Promote outreach between EDA Board and local businesses by hosting annual EDA Reception 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> Plan EDA Board business visits Coordinate two EDA business visits for Spring and Summer 2018 <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> Plan a business reception to promote existing business to take place in early 2019 Establish date for business reception by end of 2018
<p><i>Business Retention</i></p> <p>C) Develop Available Resource Directory</p> <ul style="list-style-type: none"> Continue to manage and update website resources Develop EDA resource insert for the current economic development brochure 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> Review website resources Plan for resource insert <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> Develop resource insert for brochure
<p><i>Business Retention</i></p> <p>D) Develop College Engagement Strategy</p> <ul style="list-style-type: none"> Collaborate with Economic Development Partners to establish joint college engagement strategy Explore college internship program with Economic Development Partners Establish summer internship opportunity in Community Development Department 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> Introduce collaborative initiative for college engagement with the Economic Development Partners Establish joint strategy with Economic Development Partners following discussion Review current internship practices by local businesses <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> Discuss options for internship program with Economic Development Partners Establish internship program

<p><i>Workforce</i></p> <p>A) Coordinate Workforce Housing Strategy</p> <ul style="list-style-type: none"> • Partner with Housing and Redevelopment Authority (HRA) to facilitate joint workforce housing initiatives • Facilitate discussions with owners of underutilized property for potential development of workforce housing • Support HRA workforce housing development initiatives 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Partner with Housing and Redevelopment Authority (HRA) to facilitate joint workforce housing initiatives 2. Coordinate discussions between HRA and employers <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Establish joint action steps between Housing Coordinator and Economic Development Coordinator
<p><i>Workforce</i></p> <p>B) Coordinate Barrier Removal Strategy for Affordable Housing</p> <ul style="list-style-type: none"> • Gather input from local employers on housing needs • Review Best Practices for alternative housing types and styles, including mixed-use neighborhoods, accessory or mother-in-law apartments, modular homes, manufactured home parks and other innovative approaches to housing • Review potential barriers to affordable housing development in the Land Development Code with HRA and Planning Commission 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Gather input from local employers on housing needs 2. Take part in discussions related to review of current housing zoning <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Research existing mixed use neighborhoods 2. Research existing business parks and workforce housing land use practices
<p><i>Workforce</i></p> <p>C) Develop Equitable Service Access Plan</p> <ul style="list-style-type: none"> • Identify partner agencies and the information they maintain that relates to Northfield demographics and services • Develop a plan to improve translation and communication services within City Offices and in the Community specifically with minority-owned businesses • Work with local business owners to evaluate workforce transit needs 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Identify partner agencies and the information they maintain that relates to Northfield demographics and services 2. Coordinate discussions with partner agencies in order to maintain best practices <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Review transportation services in and out of Northfield area 2. Coordinate discussions with transportation providers

<p><i>Workforce</i></p> <p>D) Develop and support local workforce training</p> <ul style="list-style-type: none"> • Partner with existing high school trade programs in order to help non-college bound students transition into the local workforce • Develop and support businesses and organizations that are focused on workforce training and entrepreneurial education 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Identify existing high school trade programs 2. Coordinate joint meeting with high school trade program staff on a semi-annual basis <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Identify areas of collaboration with existing programs 2. Introduce MN DEED workforce practices for Northfield Workforce specifically
<p><i>Communication</i></p> <p>A) Coordinate Marketing and Networking Campaign</p> <ul style="list-style-type: none"> • Establish baseline for developer contacts • Explore marketing opportunities through DEED, MREJ, Greater MSP and other economic development organizations and publications • Support staff networking opportunities • Continue hosting marketing events and review effectiveness of prior events • Review and update the EDA webpages/resources to ensure optimal equity and inclusion • EDA materials available at Northfield Business and Tourism Center 	<p><i>Quarter 1</i></p> <ol style="list-style-type: none"> 1. Gather data pertaining to past 5 years of developer contact by staff 2. Forecast 3-year developer contact goal 3. Establish annual goals for developer contacts using historical data for baseline <p><i>Quarters 2-3</i></p> <ol style="list-style-type: none"> 1. Identify best practices for marketing 2. Research potential areas of marketing improvement 3. Gather information on marketing partnerships 4. Propose progressive steps to develop marketing campaign <p><i>Quarter 4</i></p> <ol style="list-style-type: none"> 1. Review past marketing events and prepare for 2019 marketing event 2. Initiate first step of marketing campaign
<p><i>Communication</i></p> <p>B) Develop “Economic Development Update” Broadcast</p> <ul style="list-style-type: none"> • Create and distribute quarterly electronic newsletter on Northfield economic development initiatives; archive on EDA website 	<p><i>Quarter 1</i></p> <ol style="list-style-type: none"> 1. Review common community newsletter format 2. Develop template for newsletter 3. Develop distribution list 4. Gather data for first newsletter 5. Distribute first newsletter by March 31, 2018

<ul style="list-style-type: none"> Initiate quarterly video updates featuring recent Northfield economic development projects 	<p><i>Quarters 2-3</i></p> <ol style="list-style-type: none"> Review common community video format Develop goals for video production Engage Communications Department and IT Department on possible video development Review video production format <p><i>Quarter 4</i></p> <ol style="list-style-type: none"> Plan videos for 2019 Propose video production roll-out for 2019
<p><i>Redevelopment</i></p> <p>A) Develop a Comprehensive Redevelopment Plan</p> <ul style="list-style-type: none"> Prioritization of redevelopment areas Identify incentives and development resources (financial, partner entities, etc.) particularly those areas related to intensification of land use Develop small area plan through the EDA or in partnership with entities such as Northfield Roundtable for specific redevelopment projects or opportunities Recruit developers for specific redevelopment projects or opportunities in conformance with the comprehensive plan and in support of targeted businesses 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> Review available redevelopment sites and establish pros/cons of those sites Prioritize identified sites Coordinate with stakeholder group Cross-reference existing business expansion needs from business interviews in order to review possible expansion areas <p><i>Quarter 3</i></p> <ol style="list-style-type: none"> Review incentives available for business redevelopment projects Propose potential incentives to existing businesses preparing to expand Identify potential business uses for redevelopment projects <p><i>Quarter 4</i></p> <ol style="list-style-type: none"> Coordinate discussion with potential small area plan consultants Engage necessary partnerships
<p><i>Redevelopment</i></p> <p>B) Coordinate Downtown Revitalization Plan</p> <ul style="list-style-type: none"> Establish goal for commercial and industrial tax value increase Prioritization of revitalization areas 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> Review available downtown revitalization sites and establish pros/cons of those sites Prioritize identified sites

<ul style="list-style-type: none"> • Initiate discussions with building/land owners about future use • Coordinate renewed parking discussion and analyze areas for parking improvement • Research and review potential “Cultural District” incentive for downtown development 	<p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Initiate discussions with applicable land owners in the downtown pertaining to identified revitalization areas 2. Propose joint strategy between EDA and Downtown property owners
<p><i>Redevelopment</i></p> <p>C) Develop Riverfront Expansion Plan</p> <ul style="list-style-type: none"> • Identify Riverfront Areas for possible expansion • Prioritization of riverfront areas • Identify and pursue potential uses for orientation to river 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Identify Riverfront Areas for possible expansion 2. Prioritization of riverfront areas <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Identify and pursue potential uses for orientation to river
<p><i>Infrastructure</i></p> <p>A) Develop Internet Strategy</p> <ul style="list-style-type: none"> • Develop baseline of residential satisfaction with Internet services • Evaluate dual-franchise possibilities with high-speed ISP’s • Evaluate options for citywide fiber coverage 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Coordinate with IT Department to develop baseline of residential satisfaction with Internet services 2. Evaluate dual-franchise possibilities with high-speed ISP’s <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Participate in discussions that evaluate options for citywide fiber coverage
<p><i>Infrastructure</i></p> <p>B) Coordinate Industrial Area Infrastructure Improvement Plan</p> <ul style="list-style-type: none"> • Review existing industrial area infrastructure • Prioritization of future development needs • Explore financial resources through state programs • Initiate infrastructure development for future business park 	<p><i>Quarter 1</i></p> <ol style="list-style-type: none"> 1. Identify current infrastructure in industrial areas 2. Research current trends for industrial infrastructure needs 3. Identify areas of improvement 4. Prioritize areas of improvement <p><i>Quarters 2-3</i></p> <ol style="list-style-type: none"> 1. Review potential incentives and financial resources available for infrastructure improvement 2. Initiate conversations with land owners adjacent to identified areas of improvement

	<p><i>Quarter 4</i></p> <ol style="list-style-type: none"> 1. Propose infrastructure improvements to be made in 2019
<p><i>Infrastructure</i></p> <p>C) Coordinate Small Area Plan for Highway 19 and County Road 23 Corridor</p> <ul style="list-style-type: none"> • Facilitate discussions with existing stakeholders (MnDOT, Dakota County, Rice County, Greenvale and Bridgewater Townships) • Pursue small area plan through consultant 	<p><i>Quarters 1-2</i></p> <ol style="list-style-type: none"> 1. Plan discussions with stakeholders <p><i>Quarters 3-4</i></p> <ol style="list-style-type: none"> 1. Facilitate discussions with existing stakeholders (MnDOT, Dakota County, Rice County, Greenvale and Bridgewater Townships)
<p><i>Infrastructure</i></p> <p>D) Coordinate Agricultural Area Infrastructure Improvement Plan</p> <ul style="list-style-type: none"> • Review existing agricultural/food processing area infrastructure • Prioritization of future development needs • Explore financial resources through state programs • Initiate infrastructure development for future business park 	<p><i>Quarter 1</i></p> <ol style="list-style-type: none"> 1. Identify current infrastructure in agricultural areas 2. Research current trends for agricultural infrastructure needs 3. Identify areas of improvement 4. Prioritize areas of improvement <p><i>Quarters 2-3</i></p> <ol style="list-style-type: none"> 1. Review potential incentives and financial resources available for infrastructure improvement 2. Initiate conversations with land owners adjacent to identified areas of improvement <p><i>Quarter 4</i></p> <ol style="list-style-type: none"> 1. Propose infrastructure improvements to be made in 2019