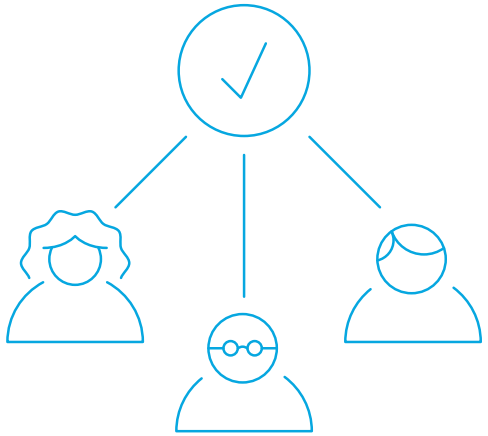
Plan Implementation

The first few years after plan adoption are critical to its success. Establishing roles, both internal and external, identifying funding, and determining priorities will help launch the plan and ensure it is on track. This plan includes aggressive goals to have carbon free electricity by 2030 and be zero carbon by 2040. This will require integration of the CAP into City operations, functions, and services; commitment and actions on behalf of residents and the business community; and a robust volunteer network to help shape and drive action. This section is intended to guide the City as it gets started deploying the CAP.

Building Internal Capacity

Building internal capacity will be important to help establish the CAP as a priority for internal operations as well as fostering connections to the broader community through project building and service delivery.

1. **Fund and hire 1 full-time, permanent staff who will be responsible for actions related to:**
    - Facilitating discussion among large users to reduce emissions through business and industrial strategies
    - Participating in technical resource programs as they are available through the GreenStep Cities Program, such as:
        - The Efficient Buildings Collaborative offered by Hennepin County
        - The renewable energy procurement network offered by CERTs and GPI
    - Working with developers and builders on net zero energy buildings
    - Leading the Energy Task Force and implementing the residential strategies in the Energy Plan
    - Convening an internal City climate working group that meets regularly and provides updates on progress and success, and discusses strategies for more complex challenges, like advanced strategies and zero waste
    - Ensuring the One-Stop Shop webpage is maintained and regularly updated
    - Coordinating and organizing volunteer groups and events
    - Engaging city boards and commissions (e.g., the Planning Commission or Economic Development Authority) to ensure the CAP is integrated into their work plans



2. **Develop internal targets and implement actions:**
    - Complete an assessment of all City assets and prioritize actions based on life cycle costs and emissions impact
    - Set annual reduction targets across City departments
    - Consider how existing City funds can be utilized to deliver City services and operations through a climate lens

External Support

City staff and elected officials will not be able to implement this plan without robust support from community members and coordination with jurisdictional, institutional, and organizational partners.

1. **Establish the Environmental Quality Commission as the main citizen-body to support the implementation of the CAP**
   - Form subcommittees that focus on particular areas of the CAP
   - Coordinate with City staff to receive updates on City projects and progress
2. **Establish jurisdictional partnerships that advance CAP strategies to advance and accelerate action.** This can include, but is not limited to Rice and Dakota counties, the State of Minnesota, the Cannon River Watershed Partnership, Xcel Energy, institutions like St. Olaf and Carleton, and neighboring communities.
3. **Leverage partnerships with existing entities including, but not limited to:**
   - Northfield Healthy Community Initiative
   - Greater Northfield Sustainability Collaborative

Funding

Funding the implementation of the CAP will require reallocation/reconsideration of existing City funds, raising new City funds, and identifying outside resources and funding opportunities. Some funds will need to be dedicated toward long-term support like staffing, while other funding will be on a project-by-project basis. The cost estimates included in the tables below are intended to give a sense of what implementation might cost, not actual dollar amounts. These estimates will include a mix of public and private funding and many of these initiatives will result in a financial payback.

1. **Determine a budget and identify funding sources for staff dedicated to the implementation of the CAP**
2. **Identify a budget necessary to support projects on an annual basis:**
   - For City operations projects, establish an internal fund to pay for energy improvements, direct any savings back to the fund
   - For community-based projects, identify funding opportunities including, but not limited to, foundation funding, crowd-sourcing, private investments, and Property Assessed Clean Energy (PACE)
   - Identify opportunities to increase tax base or production incentives through demonstration projects like large renewable energy systems or a waste (recycling and composting) processing facility
   - Create a Sequestration Fund which individuals can contribute into and the City can use for projects such as tree planting, native plantings, etc.
3. **Utilize no-cost technical assistance offerings:**
   - Participate in program offerings that help to establish a building energy benchmarking program, like the Efficient Buildings Collaborative
   - Participate in GreenStep Cities program offerings to network and share resources with peer cities, and access technical assistance from program partners and advisors

1-3 Year Priority Projects:

The following are projects were identified by the CAPAB and are intended to jump start the plan. These projects span climate resilience and mitigation, reaching all sectors of the community. The cost estimates provided are relative costs from least ($) to most ($$$$). It should be noted that costs include a mix of public and private investments and that many of these actions will result in cost savings as well, noted by $.

Internal Projects	Leaders	Cost Estimate
1. Build the One-Stop-Shop webpage on the City's website. This will be a site dedicated to the CAP, providing resources for residents and business leaders to take action, sign-up opportunities for volunteers, event registration, as well as CAP progress and success updates	City staff	$
2. Complete an assessment of City assets for carbon reducing opportunities, including: a. Fleet assessment of all City-owned vehicles b. Building benchmarking and asset management study c. Solar site analysis for rooftop and ground-mount opportunities	City staff	$$$
3. A carbon-free City will need to plan for the elimination of fossil fuels in the community, including how to work with community members on fuel switching strategies, how to think strategically about future infrastructure changes for natural gas and transportation fuels (e.g., gasoline), and how to move toward zero waste. The City's internal climate team should begin think about long-term strategies to transition to clean energy.	City staff	$$

Community-wide Projects	Leaders	Cost Estimate
1. Identifying opportunities for on-site renewables to the achieve the 10% in-boundary generation goal (20 MW) • Complete a solar and wind analysis to determine how much renewable energy could be generated locally • Determine the amount of community solar garden subscriptions and green power purchases (Renewable*Connect) needed to support the goal • Add at least 1 MW of renewable energy by 2021	City staff, EQC, Energy Task Force	$$$$
2. There is enormous potential to store carbon in trees, plants, and soils. This plan identified tree planting as a priority for the community to not only store carbon, but to provide additional co-benefits that come with increased canopy coverage. • Establish annual tree planting goals and identify priority areas in the community for accelerated tree planting and replacement • Create a community-wide tree planting event • Work with volunteers to enhance the existing volunteer tree planting program • Dedicate at least $2/per resident to the City's annual forestry program	City staff, EQC, Park board, Northfield in Bloom	$$$
3. Collaborate with PiE staff, the Energy Task Force, and EQC to execute shared building energy action items, particularly those that address large energy consumers and low-income households.	City staff, EQC, Energy Task Force	$

Reduction Targets:

To meet the goals of this plan, the City will need to steeply reduce its emissions over the next 20 years. This plan includes strategies that will reduce emissions 77% from anticipated, business-as-usual, 2040 emissions. Some of the emissions reductions, about 22%, will be met by Xcel Energy. The remaining 53% will be met through commercial/industrial efficiency (26%), residential efficiency (4%), local renewable energy (7%), fuel switching (8%), travel reductions (6%), and waste strategies (2%). The City will need to achieve, on average, an annual reduction of -2.75% of its baseline emissions to reach the planned 77% reduction, or a -3.90% annual reduction of its baseline to meet is goal to be carbon free by 2040. The three-year targets below are intended to get the City started across the various sectors and positioned to meet or exceed annual targets.

2025: -13%

2030: -26%

2035: -39%

2040: -53%

Three-year targets:

- Assessment of City assets completed and a plan in place to reduce emissions from city operations
- Commitment from large energy users to meet city climate goals
- Building benchmarking program established

- City fleet assessment completed and purchasing policy updated
- Additional public EV infrastructure available in the community

- 1 MW of additional renewable energy
- 8% of businesses and 19% of residences have made deep energy efficiency improvements
- PiE Jump Start goals have been achieved

- 10 miles of additional bike and pedstrian infrastructure (trails, paths, sidewalks)
- Community-wide mobility-sharing program in place

- Urban forestry program established that includes robust tree planting, soil restoration, and other sustainable practices
- Resilience is incorporated into city planning and budget processes

- Zero-waste plan developed and adopted; including a plan for a waste processing facility
- Zero-waste packaging ordinance adopted
- Farm to school program in place