

# Northfield Economic Development Authority

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## Northfield EDA Work Plan Goal

From June through August 2017, the Northfield Economic Development Authority and senior staff engaged in a strategic planning process. The process resulted in a strategic plan covering 2018-2020.

The plan consists of six **strategic priorities**—the issues of greatest importance to the EDA and community over the next three years. Several guiding principles were presented during the strategic planning process. Northfield Community ideals of synergy, sustainability, equity, inclusion and economic stability are the primary drivers of this Work Plan.

The Northfield Economic Development Authority Work Plan shall strive to improve the economy of Northfield through initiatives that increase employment, broaden the tax base, attract new enterprises and resources to the community and strengthen our appeal as a place to do business. The six strategic priorities provide the framework for completion of this Work Plan.

STRATEGIC PRIORITIES	
Business Expansion	Business Retention
Workforce	Communication
Redevelopment	Infrastructure

## 2018-2020 Work Plan

Strategic Priorities	Strategic Initiatives	Target Dates
<p><b>Business Expansion</b></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>Expanded commercial and industrial tax base</li> <li>Adequate available industrial land</li> <li>Vibrant start-up community</li> </ol> <p><u>Target</u></p> <ol style="list-style-type: none"> <li>Commercial Net Tax Capacity Value increased by 10% (Increase of \$290,750) by 12/2020</li> <li>Industrial Net Tax Capacity Value increased by 10% (Increase of \$292,635) by 12/2020</li> <li>100 acres of land ready for development</li> <li>5 new commercial businesses by 2020</li> <li>2 new industrial businesses by 2020</li> </ol>	<p><b>A) Business Expansion and Infill Development Plan</b></p> <ul style="list-style-type: none"> <li>Compile a database of all recent business expansions and business contractions that details current land use and business operations</li> <li>Identification of current available infill sites</li> <li>Identify expansion needs of existing businesses for infill sites where their existing site does not accommodate needs</li> <li>Review available incentives for current and future business infill development</li> <li>Recruit targeted businesses for infill sites</li> </ul> <p><b>B) New Growth Plan</b></p> <ul style="list-style-type: none"> <li>Establish Priority Expansion Areas to pursue (GIS Mapping) consistent with the comprehensive plan</li> <li>Research sustainable development, and find applicable case studies</li> <li>Research potential land acquisition opportunities for EDA</li> <li>Engage in development discussion with St. Olaf</li> <li>Complete small area development concept plans and determine priority options and alternatives to provide flexibility in reaction to development.</li> <li>Recruit targeted commercial and industrial businesses that cannot be served through infill sites</li> </ul> <p><b>C) Business Development &amp; Recruitment Strategy</b></p> <ul style="list-style-type: none"> <li>Identify “Targeted” commercial and industrial businesses referencing City guiding documents</li> <li>Collaborate with Northfield Economic Development Partners to establish joint business recruitment tactics</li> </ul>	<p>February, 2018</p> <p>August, 2018 December, 2018</p> <p>December, 2018</p> <p>March, 2019</p> <p>February, 2018</p> <p>March, 2018 August, 2018 October, 2018 February, 2019</p> <p>Ongoing, March 2019</p> <p>March, 2018</p> <p>June, 2018</p>

	<ul style="list-style-type: none"> <li>• Continue to support for Northfield Enterprise Center (NEC) and collaborate to develop internship program</li> <li>• Determine financing gaps and develop entrepreneurial and minority owned business incentive package</li> <li>• Develop EDA Socioeconomic Sub-Committee to address current conditions for minority, women and veteran owned businesses</li> </ul>	<p>Ongoing</p> <p>January, 2019</p>
<p><b>Business Retention</b></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>1. Businesses recognize Northfield as a good place to do business</li> <li>2. Business aware of resources</li> <li>3. Strong business-college relationship</li> </ol> <p><u>Target</u></p> <ol style="list-style-type: none"> <li>1. 85% of businesses surveyed recognize Northfield as a good place to do business</li> <li>2. 75% of businesses surveyed are aware of available resources</li> <li>3. 50% of feedback positive from businesses surveyed, 2 new programs linked</li> </ol>	<p><b>A) Develop Business Retention Program</b></p> <ul style="list-style-type: none"> <li>• Implement staff business visit goal</li> <li>• Review current and past practices for business retention</li> <li>• Identify areas for business assistance</li> <li>• Develop interview tool for business visit interview</li> </ul> <p><b>B) Develop EDA Board Business Visit Program</b></p> <ul style="list-style-type: none"> <li>• Organize EDA Board semi-annual business visits</li> <li>• Promote outreach between EDA Board and local businesses by hosting annual EDA Reception</li> </ul> <p><b>C) Develop Available Resource Directory</b></p> <ul style="list-style-type: none"> <li>• Continue to manage and update website resources</li> <li>• Develop EDA resource insert for the current economic development brochure</li> </ul> <p><b>D) Develop College Engagement Strategy</b></p> <ul style="list-style-type: none"> <li>• Collaborate with Economic Development Partners to establish joint college engagement strategy</li> <li>• Explore college internship program with Economic Development Partners</li> <li>• Establish summer internship opportunity in Community Development Department</li> </ul>	<p>May, 2018</p> <p>June, 2018</p> <p>September, 2018</p> <p>January, 2019</p> <p>March, 2018</p> <p>February, 2019</p> <p>Ongoing</p> <p>June, 2019</p> <p>Ongoing</p> <p>February, 2019</p> <p>Ongoing</p> <p>June, 2019</p>

<p><b>Workforce</b></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>1. People who work here can find an affordable home</li> <li>2. Adequate transportation to jobs in Northfield</li> <li>3. Employers find qualified applicants</li> </ol> <p><u>Target</u></p> <ol style="list-style-type: none"> <li>1. Increase in homes affordable to median wage workers</li> <li>2. Increased transit stops and connections</li> <li>3. 15% turnover rate or less for businesses surveyed</li> </ol>	<p><b>A) Coordinate Workforce Housing Strategy</b></p> <ul style="list-style-type: none"> <li>• Partner with Housing and Redevelopment Authority (HRA) to facilitate joint workforce housing initiatives</li> <li>• Facilitate discussions with owners of underutilized property for potential development of workforce housing</li> <li>• Support HRA workforce housing development initiatives</li> </ul> <p><b>B) Coordinate Barrier Removal Strategy for Affordable Housing</b></p> <ul style="list-style-type: none"> <li>• Gather input from local employers on housing needs</li> <li>• 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</li> <li>• Review potential barriers to affordable housing development in the Land Development Code with HRA and Planning Commission</li> </ul> <p><b>C) Develop Equitable Service Access Plan</b></p> <ul style="list-style-type: none"> <li>• Identify partner agencies and the information they maintain that relates to Northfield demographics and services</li> <li>• Develop a plan to improve translation and communication services specifically with Economic Development resources</li> <li>• Work with local business owners to evaluate workforce transit needs</li> </ul> <p><b>D) Develop and support local workforce training</b></p> <ul style="list-style-type: none"> <li>• Partner with existing high school trade programs in order to help non-college bound students transition into the local workforce</li> <li>• Develop and support businesses and organizations that are focused on workforce training and entrepreneurial education</li> </ul>	<p>March, 2018</p> <p>June, 2019</p> <p>Ongoing</p> <p>June, 2018</p> <p>September, 2018</p> <p>January, 2019</p> <p>December, 2018</p> <p>April, 2019</p> <p>December, 2019</p> <p>June, 2018</p> <p>January, 2019</p>
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<p><b>Communication</b></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>1. Outside businesses and developers think of Northfield as a premier opportunity</li> <li>2. Community understands that policymakers and staff have a positive economic development vision</li> <li>3. Businesses and property owners have strong connection to staff and resource providers</li> </ol> <p><u>Target</u></p> <ol style="list-style-type: none"> <li>1. Increase number of developer contacts by <u>10%</u></li> <li>2. 80% of businesses and community members surveyed report understanding positive vision</li> <li>3. 75% of businesses and property owners surveyed indicate strong connection</li> </ol>	<p><b>A) Coordinate Marketing and Networking Campaign</b></p> <ul style="list-style-type: none"> <li>• Establish baseline for developer contacts</li> <li>• Explore marketing opportunities through DEED, MREJ, Greater MSP and other economic development organizations and publications</li> <li>• Support staff networking opportunities</li> <li>• Continue hosting marketing events and review effectiveness of prior events</li> <li>• Review and update the EDA webpages/resources to ensure optimal equity and inclusion</li> <li>• EDA materials available at Northfield Business and Tourism Center</li> </ul> <p><b>B) Develop Public Economic Development Update</b></p> <ul style="list-style-type: none"> <li>• Create and distribute quarterly electronic newsletter on Northfield economic development initiatives; archive on EDA website</li> <li>• Initiate quarterly video updates featuring recent Northfield economic development projects</li> </ul>	<p>February, 2018          March, 2018          Ongoing, December 2018          Ongoing, December 2018          Ongoing          Ongoing          March, 2018          September, 2018</p>
<p><b>Redevelopment</b></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>1. Focused redevelopment plan</li> <li>2. Increased tax base</li> <li>3. Expanded downtown</li> </ol>	<p><b>A) Develop a Comprehensive Redevelopment Plan</b></p> <ul style="list-style-type: none"> <li>• Prioritization of redevelopment areas</li> <li>• Identify incentives and development resources (financial, partner entities, etc.) particularly those areas related to intensification of land use</li> <li>• Develop small area plan through the EDA or in partnership with entities such as Northfield Roundtable for specific redevelopment projects or opportunities</li> </ul>	<p>July, 2018          September, 2018          December, 2018</p>

<p><u>Target</u></p> <ol style="list-style-type: none"> <li>1. One site under redevelopment/construction</li> <li>2. Increase Commercial Taxable Value from \$154,531,900 to \$170,000,000 (10% increase) by 2020</li> <li>3. Increase downtown (C1 District) car parking by <u>20</u>, Increase bike parking by <u>20</u>, Increase building square footage by <u>77,000 SF</u></li> </ol>	<ul style="list-style-type: none"> <li>• Recruit developers for specific redevelopment projects or opportunities in conformance with the comprehensive plan and in support of targeted businesses</li> </ul> <p><b>B) Coordinate Downtown Revitalization Plan</b></p> <ul style="list-style-type: none"> <li>• Establish goal for commercial and industrial tax value increase</li> <li>• Prioritization of revitalization areas</li> <li>• Initiate discussions with building/land owners about future use</li> <li>• Coordinate renewed parking discussion and analyze areas for parking improvement</li> <li>• Research and review potential “Cultural District” incentive for downtown development</li> </ul> <p><b>C) Develop Riverfront Expansion Plan</b></p> <ul style="list-style-type: none"> <li>• Identify Riverfront Areas for possible expansion</li> <li>• Prioritization of riverfront areas</li> <li>• Identify and pursue potential uses for orientation to river</li> </ul>	<p>March, 2019</p> <p>January, 2018          July, 2018          December, 2018          March, 2019</p> <p>February, 2019</p> <p>June, 2018          July, 2018          August, 2018</p>
<p><u>Infrastructure</u></p> <p><u>Desired Outcomes</u></p> <ol style="list-style-type: none"> <li>1. Increased access and availability of fiber internet</li> <li>2. Infrastructure adequate to serve community goals for business</li> <li>3. Clear vision for Highway 19 and Cedar corridors</li> </ol>	<p><b>A) Develop Internet Strategy</b></p> <ul style="list-style-type: none"> <li>• Develop baseline of residential satisfaction with Internet services</li> <li>• Evaluate dual-franchise possibilities with high-speed ISP’s</li> <li>• Evaluate options for citywide fiber coverage</li> </ul> <p><b>B) Coordinate Industrial Area Infrastructure Improvement Plan</b></p> <ul style="list-style-type: none"> <li>• Review existing industrial area infrastructure</li> <li>• Prioritization of future development needs</li> <li>• Explore financial resources through state programs</li> <li>• Initiate infrastructure development for future business park</li> </ul>	<p>January, 2018          May, 2018          August, 2018</p> <p>March, 2018          May, 2018          September, 2018          January, 2019</p>

<p><u>Target</u></p> <ol style="list-style-type: none"> <li>1. 30% increase in fiber availability by 12/2020</li> <li>2. Phase I infrastructure available</li> <li>3. Coalition and vision in place</li> </ol>	<p>C) Coordinate Small Area Plan for Highway 19 and County Road 23 Corridor</p> <ul style="list-style-type: none"> <li>• Facilitate discussions with existing stakeholders (MnDOT, Dakota County, Rice County, Greenvale and Bridgewater Townships)</li> <li>• Pursue small area plan through consultant</li> </ul> <p>D) Coordinate Agricultural Area Infrastructure Improvement Plan</p> <ul style="list-style-type: none"> <li>• Review existing agricultural/food processing area infrastructure</li> <li>• Prioritization of future development needs</li> <li>• Explore financial resources through state programs</li> <li>• Initiate infrastructure development for future business park</li> </ul>	<p>September, 2018</p> <p>March, 2019</p> <p>July, 2018</p> <p>September, 2018</p> <p>December, 2018</p> <p>February, 2019</p>
<p><b>On-going Initiatives:</b> These are core and regular functions of economic development staff that shape future development, growth and stability by promoting our assets, responding to the needs of existing businesses, and identifying community challenges.</p>	<ul style="list-style-type: none"> <li>• Address development opportunities/Respond to developer and business requests</li> <li>• Maintain a current, up-to-date economic toolbox</li> <li>• Maintain LOIS and the Economic Development website</li> <li>• Business visits</li> <li>• Market revolving loan programs</li> </ul>	
<p><b>Enhance Strategic Partnerships:</b> Partnerships provide the ability to extend resources and leverage opportunities that will enhance growth and strength in the community.</p>	<ul style="list-style-type: none"> <li>• Coordinate quarterly Economic Development Partners meeting</li> <li>• Northfield Enterprise Center</li> <li>• Northfield Downtown Development Corporation</li> <li>• Northfield Chamber of Commerce</li> <li>• Northfield Convention and Visitors' Bureau</li> <li>• Northfield Public Schools</li> <li>• Rice County Economic Development Dept.</li> <li>• Dept. of Employment &amp; Econ. Dev. (DEED)</li> </ul>	

<p>They also allow identified EDA priorities to receive direct attention, such as downtown stability and small business development.</p>	<ul style="list-style-type: none"><li>• Destination Medical Center (DMC)</li><li>• Higher Education Institutions</li><li>• Greater MSP</li><li>• Southern MN Initiative Foundation (SMIF)</li><li>• Northfield City Council; Boards and Commissions</li></ul>	
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