



Equity in Development

Community Case Studies

Equity in Development

Overcoming inherent bias in development projects to deliver...

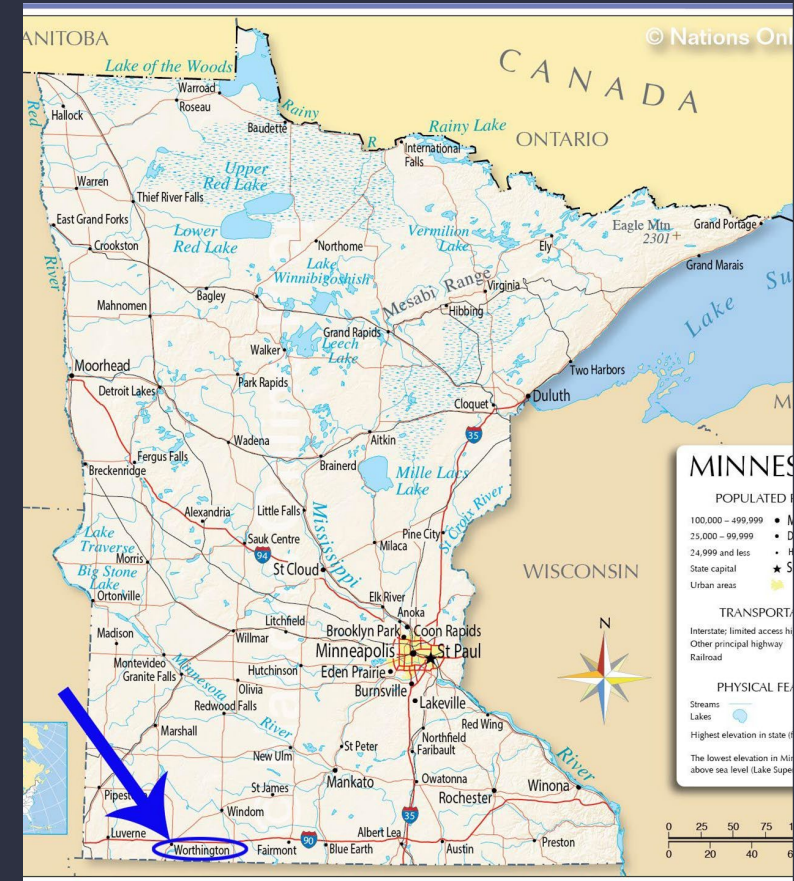
- ✓ Economic vitality
- ✓ Housing availability
- ✓ Public amenities
- ✓ Job opportunities

...For ALL.

Equitably. Responsibly. Sustainably.

City of Worthington

- Founded in 1870
- Population of 14,000, 36% increase since 1990
- 63% “minority” population
- Worthington ISD 518: 3400 students, 75% “minority”
- More than 30 native languages



“Worthington, Minn. was dying. Then, enter the
immigrants.”

St. Paul Pioneer Press



Worthington *International Festival*

“To promote the acceptance of our individual differences and
foster positive relationships among groups.”

JBS Pork
2300 Employees
Processing 20,000 hogs per day



How are we doing?







City of Worthington

Worthington.....

“There’s no place to live and nothing to do”

New Grand Theater – Opened May 2022

\$4,000,000.00



Buss Soccer Fields – Completed 2017
Soccer Field Restrooms – Completed 2020
\$1,350,000.00



Pickle Ball Courts – Completed 2017
Skating Rink- Completed 2018
\$150,000.00



Centennial Park Splash Pad – Completed 2019 \$544,000.00



Centennial Park Beach Nook—
Completed Summer 2020
\$732,000.00



Centennial Park Shelter/Walk Bridge/ Playground-
Completed 2020
\$858,000.00



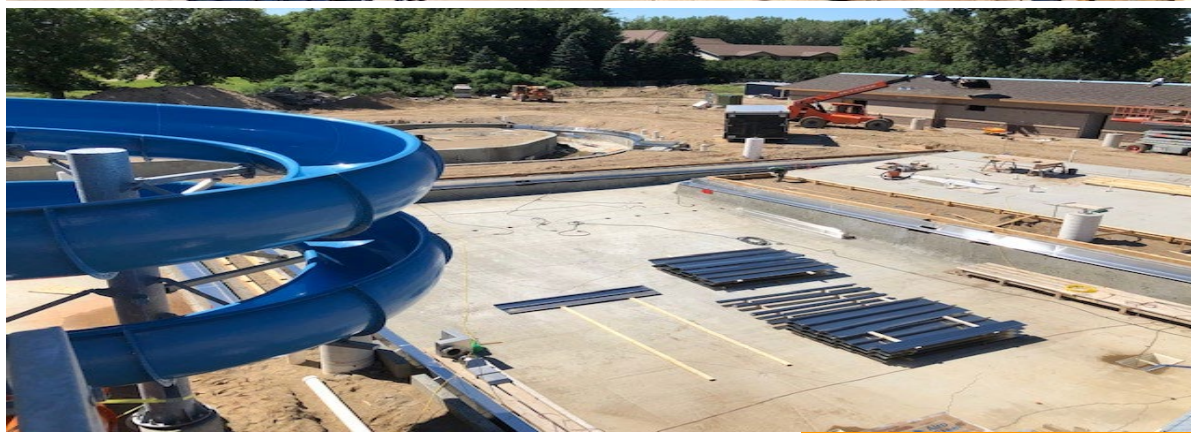
Slater Park Rest Room and Shelter Completed 2020
\$652,000.00



JBS-City of Worthington Field House and Recreation Center
Completed 2022
\$5,500,000.00



Outdoor Aquatics Center -Projected 2023 \$6,200,000.00



10th Street Pavilion - Completed 2021
\$1,305,000.00



Chautauqua Park Restrooms, Playground and Bandshell- 2021 \$930,000.00



Blue Jay Villas – Completed 2018



Glenwood Heights- Completed 2022

\$3,300,000.00

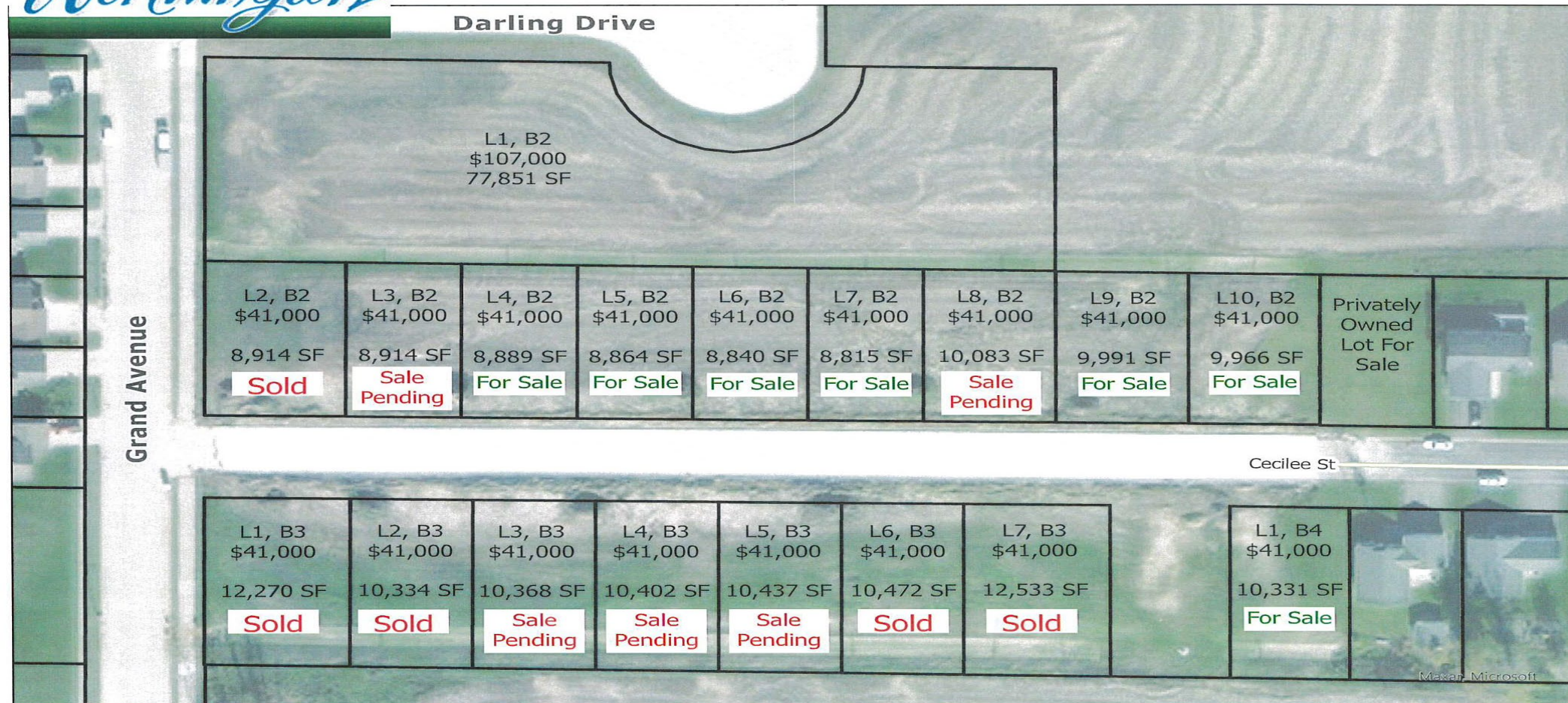


Cecilee Street Housing Subdivision – Completed 2022

\$493,000.00



Cecilee Street Addition



For more information call: 507-372-8640

Source of funds

- Sale of Municipal Hospital in 2008 - \$26 million
- Local Option Sales Tax: 2009-2018 – \$8.3 million
- Local Option Sales Tax: 2020-2034 – 15 years or \$25 million

Worthington, MN

King Turkey Day Race



(Yes, we actually race Turkeys)

City Of
Northfield

Minnesota

Strategic Plan (2021-2024)

Economic
Vitality

Housing
Availability

Quality
Facilities

Diversity,
Equity &
Inclusion

Service
Excellence

Climate Action

Economic Vitality

Desired outcomes:

- Expansion of commercial-industrial tax base
- Post-pandemic local business recovery
- Post-pandemic tourism recovery

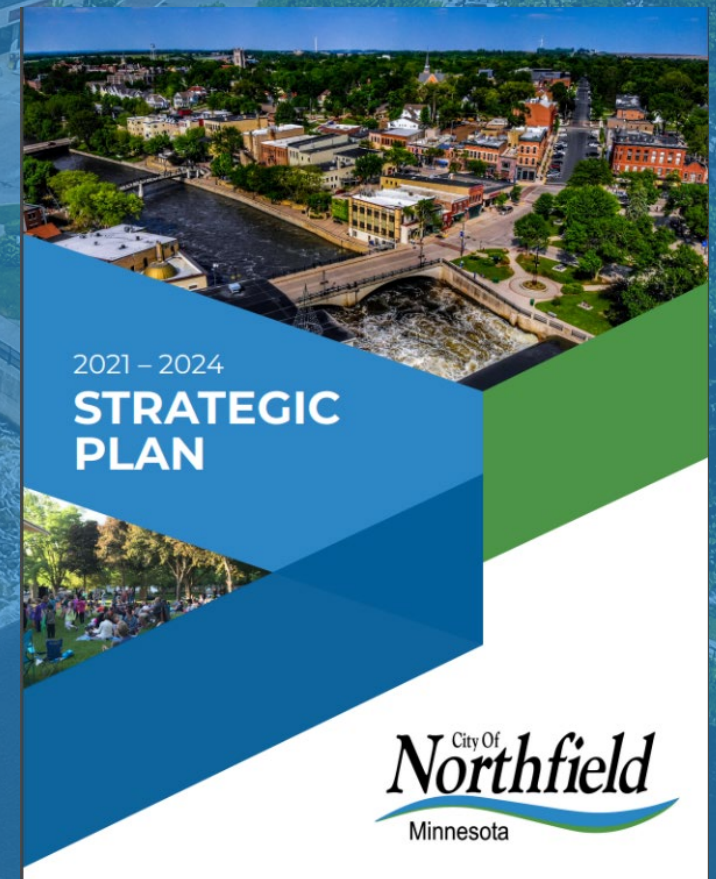
Strategic initiatives:

- Intensify land uses/increase density
- Implement branding initiative
- Prepare for future C/I growth through AUAR
- Financial support for local businesses

Economic Development Goals '22 – '23

Expand efforts to grow commercial and industrial tax base

- Hire additional economic development staff
- Riverfront enhancement program
- Implement Council strategic plan
- Continue pandemic recovery efforts
- Explore redevelopment opportunities



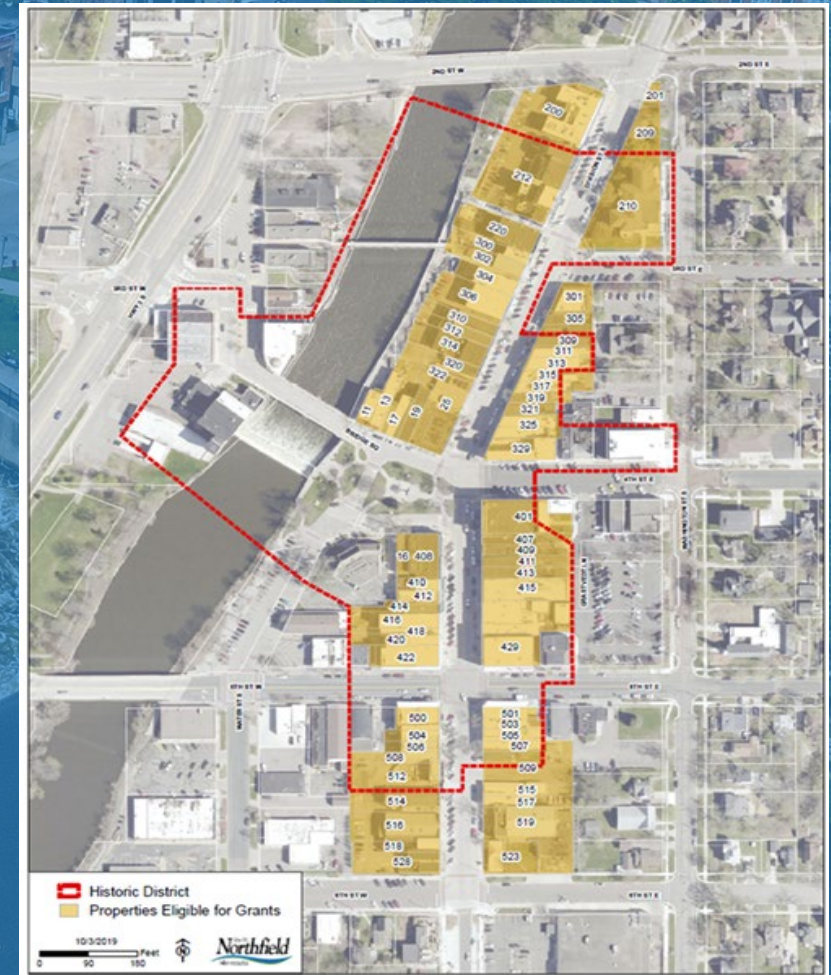
Economic Development – Grants

2021

- \$5K micro-grant for business expansion
- 11 façade grants totaling \$109,676
 - Leveraged \$261,731 in total investment

2022

- Three façade grants totaling \$30,000
 - Leveraged additional \$84,000 in match
- Established riverfront fund
 - Five grants totaling \$80,000



Economic Development – Equity & Inclusion



Strong & Starlike Consulting

- Created socio-economic work plan
- Support staff implementing strategic priorities

Metropolitan Consortium of Community Developers (MCCD)

- Multi-lingual business advisors
- CDFI mission to assist minority businesses
- New partnership making progress on EDA socio-economic goals



“Between 1994-2015 the rate of immigrant-owned enterprises in the United States more than doubled increasing from 8.6% to 19.5%”

“90 out of 1542 business in Northfield are minority-owned businesses.”

“When a community changes, it can present an opportunity for community members to build new connections and identify opportunities that support all community members thriving.”

Economic Development

5TH Street Lofts

- EDA acquisition and subsequent land write-down of 510 Washington St.
- \$250,000 EDA Loan
- Redevelopment TIF



Economic Development

5TH Street Lofts

Subsidy Type	Amount
EDA Contribution of Property (510 Washington St)	\$212,000 (Valued)
EDA Revolving Loan	\$250,000
Tax Increment Financing (Redevelopment TIF District)	\$1,596,427
Total Subsidy	\$2,058,427
Total Project Costs	\$13,369,854

Diversity, Equity & Inclusion

Desired outcomes include:

- Staff and volunteers reflect the community.
- Improved access to city services for all demographics.
- City is a community leader in diversity, equity, and inclusion.

Strategic Initiatives:

- Full-time Spanish Translator
- Northfield Racial & Ethnic Equity Collaborative (NREEC).
- Emerging Leaders Program

Northfield Racial & Ethnic Equity Collaborative (NREEC)

- Established in February 2021
- The NREEC membership, as of January 2023, includes 15+ institutions and organizations.
- Work Groups include: Housing, Building Awareness and Employment & Business
- Community-wide customer service training in early August 2022 that focused on diversity, equity, and inclusion.



Housing Availability



Desired outcomes:

- Increased availability of housing at all levels
- Increased affordability for cost-burdened households
- Improved housing quality throughout the city

Strategic Initiatives:

- Increase density
- Establish rental licensing program and nuisance ordinances
- Expand formal rental assistance program(s)

Housing Affordability

- Few accessible ownership opportunities in city limits
 - For-sale supply is less than three months
 - Limited land availability
- Concentration of affordable units are ~240 mobile/manufactured home sites in Northfield in two communities/neighborhoods
 - Many cost-burdened: utility costs associated with aged infrastructure
 - Some homes pre-date HUD standards for manufactured homes (1976)
 - Most water/gas/electric infrastructure has never been upgraded

Case Study: Viking Terrace

Scenario

- Out-of-state owner purchased park in April 2022 for \$5 Million
- Despite protections for manufactured home owners established in 1991 and amended 2019, loopholes exist
- Aggressive approach to rule changes led to organizing efforts
- Residents' association established in May/June 2022

Partnerships

- All Parks Alliance for Change
- Community Action Center
- Emmaus Church
- Healthy Community Initiative/Northfield Promise
- Housing Justice Center
- MN Attorney General
- Neighbors United/Vecinxs Unidxs
- North Country Cooperative Foundation

Case Study: Viking Terrace

Equity considerations:

- Ethnicity (most residents are of Mexican or Guatemalan origin)
- Immigration status
- Language/literacy
- Inclusion (*nothing about a group without that group's participation*)
- Other (safety, fear, disability, cost, communication)

Strategic Initiatives:

- Use rental code to hold landowner accountable
- Partner with **trusted** advocates
- Identify needs **with** community
- Use HRA, City, and one-time funds to fill gaps (short-term)
- Develop long-term approach

Questions?

Jake Reilly, Community Development Director
City of Northfield
801 Washington Street Northfield, MN 55057
(P) 507-645-3005 | Jake.Reilly@ci.northfield.mn.us
Pronouns: He/Him



Risi Karim, Assistant to the City Administrator
City of Northfield
801 Washington Street Northfield, MN 55057
(P) 507-645-3074 | Risi.Karim@ci.northfield.mn.us
Pronouns: She/Her





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