



FY 2018 – 2020  
**STRATEGIC PLAN**



---

A commitment to strategic thinking,  
measurable results and the delivery of  
quality services.

**CRAIGRAPP**  
Envisioning the possible. Making it achievable.

August 31, 2017

RE: FY 2018-2020 Strategic Plan- City of Northfield

Dear Mayor Pownell,

I am pleased to present this FY 2018-2020 Strategic Plan and Summary Report to the City of Northfield. The plan reflects the organization's commitment to strategic thinking, measurable results and the delivery of quality services.

Thank you for the opportunity to assist the City with this project. The City Council, staff and community to be commended for your interest, dedication and collective effort.

I also want to thank City Administrator Ben Martig and City Clerk Deb Little for their help and support during the process.

Yours truly,

A handwritten signature in black ink, appearing to read 'Craig R. Rapp', written in a cursive style.

Craig R. Rapp  
President

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# EXECUTIVE SUMMARY

From March through August 2017, the Northfield City Council, senior leadership team, key collaborators, and the community at large, 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 City over the next three years. Associated with each priority is a set of **desired outcomes**, **key outcome indicators**, and **performance targets**, describing expected results and how the results will be measured. The plan also includes strategic initiatives that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment via an environmental scan conducted by staff. From March through early May, the City reached out to its stakeholders to gather feedback on issues, programs and operations. On May 9-10, the City Council and senior leadership team held strategic planning sessions. They developed a set of priorities, key outcomes and performance targets, and refined the organization's vision and mission.

Based upon those priorities, the City's senior staff met from June-August to develop a set of strategic initiatives and preliminary action steps.

The strategic priorities, key outcome indicators, and strategic initiatives are summarized on the following page.



- 1 ECONOMIC DEVELOPMENT
- 2 AFFORDABLE HOUSING
- 3 INFRASTRUCTURE
- 4 DIVERSITY, EQUITY, INCLUSION
- 5 OPERATIONAL EFFECTIVENESS
- 6 CLIMATE CHANGE IMPACTS

# STRATEGIC PLAN SUMMARY 2018-2020

## City of Northfield

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
<b>ECONOMIC DEVELOPMENT</b>  <i>A Community That's Economically Thriving</i>	Expanded commercial & industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and industrial tax value increased \$ ____ by 12/2020	a) Comprehensive Redevelopment b) Business Expansion c) New growth expansion d) Develop tourism strategy e) Downtown revitalization f) Riverfront enhancement
	Enhanced tourism	- Lodging and sales tax - Events attendance - Pull factors	- Inc. ____ lodging tax - Inc. ____ sales tax- non-NF - Inc. targeted Pull Factors	
	Expanded downtown	Downtown sq. ft.	____ add'l sq. ft.	
<b>AFFORDABLE HOUSING</b>  <i>A Community Where Everyone Can Afford to Live</i>	Grow & maintain affordable housing	--Affordable units --Workforce units	____ total units by 2020	a) Koester Court preservation b) Revise res. rehab prog. for income-eligible homeowners c) Barrier removal strategy-aff. hsg. d) Develop senior housing plan e) Develop Southbridge property f) Workforce housing strategy
	More senior units	Senior unit inventory	____ new affordable senior units	
	Expanded supportive & emergency housing	Supportive & emergency hsg units	____ new units	
<b>INFRASTRUCTURE</b>  <i>A Community Where Infrastructure Supports Its Objectives</i>	Improved infrastructure systems	- System indicators-PCI, breaks, back-ups, etc.	- Targeted improvements achieved-each system	a) Coordinate Fire Station project b) Plan & develop new Liquor Store c) Coordinate decision process for Ice Arena d) Develop community internet strategy e) Update pavement mgt. system f) Create stormwater main. plan g) Update pedestrian/bike, parks & trails plan
	Resolution of major facility projects	Project timelines-each project	-Fire Station- 1/1/19 -Liquor Store- 1/1/18 -Arena, build/no-6/1/18	
	Increased satisfaction with high speed internet	Internet speed measurements	=/> 20% increase in citizen satisfaction with internet services	
<b>DIVERSITY, EQUITY, INCLUSION</b>  <i>A Community that Welcomes Everyone</i>	Increased transit options for all	-Existing routes -Surveys -ridership	#__new routes for underserved __new rides created	a) Develop equitable service access strategy b) Develop and implement the Racial Equity Action Plan c) Develop a recruitment plan for volunteers, board/commission members, interns d) Implement recruitment, hiring and retention plan for City staff positions
	Staff and volunteers reflect community	Staffing statistics	Increase from __ to __ by 2020	
	Improved access to City services for all demographics	-Surveys -Access statistics	=/> 75% of targeted access improvements met	
<b>OPERATIONAL EFFECTIVENESS</b>  <i>A Community with a Government that Works</i>	Adequate staff to meet demands	Staffing analyses	Approved targets met	a) Dev. operating effectiveness b) Eval comp. training programs c) Establish integrated work plan d) Develop Council/Staff relationship trust-building process e) Community engagement plan f) Communication plan
	Improved respect/trust-internal	Council/staff survey	=/>80% see improvement	
	Improved external communication	-Survey -Feedback mechanisms	=/>75% of stakeholders say meets or exceeds	
<b>CLIMATE CHANGE IMPACTS</b>  <i>A Community that's Resilient and Sustainable</i>	A clear vision for climate action	CAP development timeline	Adopted CAP	a) Climate communication/outreach program b) Develop/deploy awareness survey c) Comprehensive stormwater plan d) Develop and implement Climate Action Plan
	An economy resilient to energy & environment impacts	-Flood damage -Climate benchmarks	Meet CAP targets	
	Reduced net carbon emissions	Carbon measurements	Carbon neutral city by ____	

**Note:** Specific Strategic Plan "Targets" will be developed in the Action Plan Phase.

## VISION

Northfield is an open, safe, and welcoming community, recognized for its world-class colleges and historic riverfront downtown, and is dedicated to sustainably enhancing and preserving its vibrant culture, celebrated arts, strong economy, and an excellent quality of life where all can thrive.

## MISSION

The City of Northfield works for the common good of our residents and businesses and the improvement of our community by providing excellent, innovative municipal services that carry out the City's vision for a high quality of life for all.



## VALUES

### RESULTS

ALWAYS STRIVE FOR WIN-WIN

CREATIVE

CUSTOMER-ORIENTED

INCLUSIVE, ENGAGED

### FUN

COMPETENCE/EXPERTISE

FISCAL RESPONSIBILITY

MENTORING/GROWTH

ATTACK THE PROBLEM, NOT THE PERSON

# STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City of Northfield was designed to answer four key questions. The process is divided into a development phase and an implementation phase. The full process is depicted below.



## DEVELOPMENT

## IMPLEMENTATION

### Where we are

### Where we are going

### How will we get there

### What we will do

- Save the environment
- 
- Conduct internal and external analysis (SWOT)
- 
- Develop Strategic Profile
- 
- Identify Strategic Challenges

- Define our Mission
- 
- Articulate Core Values
- 
- Set a Vision
- 
- Establish Goals
- 
- Identify Key Intended Outcomes

- Develop Initiatives
- 
- Define Performance Measures
- 
- Set Targets and Thresholds
- 
- Cascade throughout organization

- Create Detailed Action Plans
- 
- Establish Accountability: Who, What, When
- 
- Identify Success Indicators
- 
- Provide Resources

## Assessing the Environment – Community and Stakeholder Engagement

To answer the question “Where are we now?”, the strategic planning process began with a community engagement process—in order to understand stakeholder needs and expectations—and gain insight into their priorities. The main outreach took place over two months—from March-early May, and included a community forum, a survey, and a joint meeting/focus group between the City Council, EDA and Planning Commission.

# STRATEGIC PLANNING PROCESS

## MARCH – MAY 2017

### Stakeholder Engagement

- Environmental Scan
- Community Forum
- Focus Group- Joint Meeting
- Community Survey
- Listening & Engaging
- Assessing Conditions

## MAY 9–10, 2017

### Strategic Planning Session

- Two Days
- Operating Environment
  - Environmental Scan
  - Internal SWOT
- Draft Vision, Mission, Values
- Challenges, Priorities
- Outcomes, Targets

## MAY – OCT 2017

### Strategic Action Planning

- Management Review
- Initiatives Development
- Action Plans
- Vision, Mission Refined
- Council Review, Amend

## Stakeholder engagement included the following efforts:

### Community Forum

The community was invited to participate in a public forum on April 6 at St. Olaf College. To assist the facilitation process, audience participation technology (APT) was employed. The APT enables the participants to “vote” on questions posed at the forum, and then instantaneously view the collective response. The process allowed the City to pose more than fifty demographic, service delivery and policy questions to the group.

### KEY TAKEAWAYS

- A desire for improved communication from the City
- The group was divided regarding development, generally in favor of cultivating local business however
- Improve transportation—as part of aging in place and improving workforce options
- Need to address poverty, but the group was divided as to what and how to do so
- People are willing to pay taxes to get quality

The full results of the forum are included in Appendix I.

## Community Survey

The City administered a community survey via SurveyMonkey. It offered both English and Spanish versions. A total of 628 responses were received—591 in English, 37 in Spanish.

### KEY TAKEAWAYS

- People are willing to pay taxes to get services they want
- Some differences in priorities between English speakers and Spanish speakers-housing in particular
- Respondents generally believe services meet needs and priced right
- More emphasis on improving communication is needed

The full results of the survey are included in Appendix II.

## Focus Group/Joint Meeting – City Council, EDA, Planning Commission

A focus group consisting of the City Council, Economic Development Authority and Planning Commission was held on April 11. The joint session offered the participants the opportunity to discuss a limited number of key policy issues confronting the community.

### KEY TAKEAWAYS

- Address business challenges
- Skilled trade workforce needed
- Downtown businesses are supported, west business area are not supported
- Workforce and affordable housing needed
- Address focused economic development

The questions asked at the focus group and a summary is included in Appendix III.

# STRATEGIC PLANNING PROCESS

## MARCH – MAY 2017

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## Strategic Planning Retreat – Assessing the Operating Environment

The strategic planning process continued with a leadership retreat on May 9-10. To address the question “Where are we now?”, and kick off the retreat, City Administrator Ben Martig presented an environmental scan--examining elements in the external and internal environments that impact performance. Included in the scan was a detailed review of major trends impacting operations, community characteristics, demographics, development realities, and the condition of capital facilities.

Major challenges facing the City identified in the environmental scan:

- Expansion of commercial and industrial tax base
- Investments in facilities, infrastructure & technology
- Organizational leadership development
- Staffing capacity to meet service expectations
- Facilitation of more affordable housing

The full environmental scan presentation is included in Appendix IV.

## Setting Direction, Value Proposition and Organizational Culture

Following the environmental scan and community engagement presentations, the group reviewed and discussed the leadership roles of the City Council and the staff in strategic planning, as well as the collaborative approach they must take for a successful outcome. They discussed the need for a compelling vision, or “Why?” To answer this, the group reviewed their current vision statement, and concluded that it needed modification. A brainstorming session occurred, with new concepts identified, and direction to prepare a draft statement for consideration.

A similar process was followed for addressing the City’s Mission and Values Statements. Each was determined to need updating. The current statements were reviewed, and the group brainstormed new concepts to be used in draft statements to be developed.

Over the following months, the consultant and staff developed draft statements, which were revised and adopted provisionally by the City Council. The Vision, Mission and Values are listed on page 3.



The group then turned to a discussion of the organization’s culture and the value proposition, which provide the foundation for the way in which services are delivered and strategic direction is set. Four core cultures and three value propositions (including strengths and weaknesses) were presented and summarized.

## Three Value Propositions

### Operational Excellence

(ex: Wal-Mart, Southwest Airlines)

- They adjust to us (command and control)

### Product/Service Leadership

(ex: Apple, Google)

- They 'ooh and 'ah' over our products/services (competence)

### Customer Intimacy

(ex: Nordstrom, Ritz-Carlton)

- We get to know them and solve their problems/satisfy their needs (collaborative)



## Four Core Cultures

### Control Culture

(example: Military - command and control)

**Strengths:** Systematic, clear, conservative

**Weaknesses:** Inflexible, compliance more important than innovation

### Competence Culture

(ex: Research Lab – best and brightest)

**Strengths:** Results oriented, efficient, systematic

**Weaknesses:** Values can be ignored, human element missing, over planning

### Collaboration Culture

(example: Family-teams)

**Strengths:** Manages diversity well, versatile, talented

**Weaknesses:** Decisions take longer, group think, short-term oriented

### Cultivation Culture

(example: Non-profit/religious group-mission/values)

**Strengths:** Creative, socially responsible, consensus oriented

**Weaknesses:** Lacks focus, judgmental, lack of control

The City Council and staff engaged in a discussion regarding the organization's value proposition – coming to a consensus that **operational excellence** is the primary value proposition – with the secondary emphasis on **product and service leadership** – given the leadership and innovation demonstrated by the City over the years, and **customer intimacy** – given the high level of quality delivered, and expected, by the community.

The group agreed to continue this discussion in order to determine whether any changes were necessary, and to align the supporting culture.

## Internal and External Analysis – SWOT

Following the vision, mission, values and value proposition discussions, the group reviewed the results of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) questionnaire completed by the City Council and senior staff. The SWOT process revealed the following internal strengths and weaknesses and external opportunities and threats.

### STRENGTHS

Professional, dedicated staff, experienced department leaders, strong bond rating, financial position, experienced and collaborative leadership, comprehensive guiding documents, and plan based policy making, a record of commitment in investing in infrastructure including facilities, streets, technology

Diversity, aging demographics, smart growth and economic development, natural assets, sustainability, partnerships focused on development, youth programs, culture, transportation, resources at city hall, alternative revenue

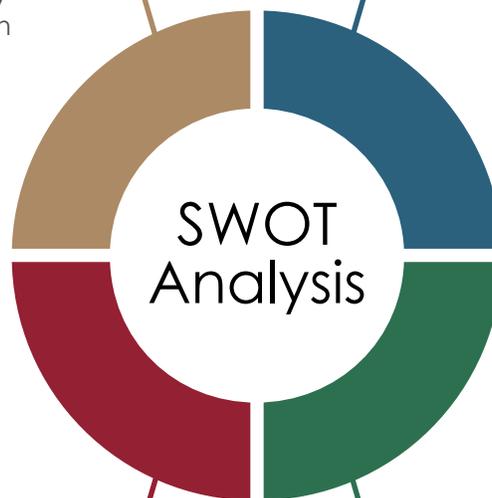
### OPPORTUNITIES

### WEAKNESSES

Resources-funding for services/capital, communication-communication with the public, attitude-doubt of professional staff, vision-commitment to our visionary documents, transportation-transportation options for all, diversity-lack of diversity, climate-no official commitment to addressing climate issues

Unfulfilled vision for growth and development, City Council culture of critique, civic and political—uncertain outlook for state and federal government funding, housing-lack of senior and workforce housing, environment-climate change: flooding and rain events, drought/food production, social-issues of racial disparity and dramatic demographic change, finance-securing enough funding for core service demand

### THREATS





**A high level of quality delivered, and expected, by the community.**

The group compared **strengths** with **opportunities** and **weaknesses** with **threats**, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. Below are the results of this analysis.

### **STRENGTHS LEVERAGING OPPORTUNITIES**

(Make good things happen)

- Use guiding documents to drive smart growth and economic development
- Use strong financial position to contribute to partnerships for development
- Experienced staff can help grow and cultivate a team that can meet community needs
- Our commitment to invest in infrastructure in future can incorporate sustainability and friendly to our natural assets
- Leadership can deepen engagement with youth thus cultural and diversity initiatives
- Revisit guiding documents to support planning opportunities in diversity, aging demographics and transportation

### **WEAKNESSES EXACERBATED BY THREATS**

(Keep bad things from happening)

- Resource and financial stability
- Internal and external communications challenges (culture of critique)
- Lack of commitment to our visionary documents and plans
- Workforce and senior housing
- Cost and design of non-city roadways
- Addressing climate change issues
- Addressing diversity and demographic issues

Following this exercise, the group examined the results, and then engaged in additional brainstorming to identify a broad set of issues and challenges facing the community.



### ISSUES/CHALLENGES

- Resources and financial stability
- Smart growth/sense of place
- Economic development
- Communication-internal and external
- Sustainable development and infrastructure
- Unified consistency of vision – growth and development
- Affordable and senior housing
- Infrastructure maintenance
- Climate change impacts
- Staff capacity and turnover
- Lack of diversity/changing demographics
- Aging population
- Transportation
- Street conditions
- Train whistles
- High speed internet
- Ice arena/liquor store
- Public art
- Intergovernmental uncertainty

Based upon the issues and challenges identified, the group debated where the City's focus should be over the next three years. After significant discussion, six strategic priorities emerged, and were adopted.

## Strategic Priorities

**ECONOMIC DEVELOPMENT**

**AFFORDABLE HOUSING**

**INFRASTRUCTURE**

**DIVERSITY, EQUITY, INCLUSION**

**OPERATIONAL EFFECTIVENESS**

**CLIMATE CHANGE IMPACTS**

## Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used to create guidance, and ultimately, definitions.

### 1. Economic Development

Jobs, tax base, business retention and expansion, high speed internet

### 2. Affordable Housing

Workforce, senior, large families, high availability, maintaining

### 3. Infrastructure

All underground systems and surface water, buildings, technology, high speed internet, climate change, complete streets, general maintenance and expansion, parks and nature

### 4. Diversity, Equity, Inclusion

Aging, multi-cultural, redistricting, transit demand, equity in service delivery, racial diversity, infrastructure equity, communication, diverse City Hall

### 5. Operational Effectiveness

Balanced budget, long-term planning (capital budget, debt maturity plan, reserves), resource

### 6. Climate Change Impacts

Climate action plan, flooding, food—ag support, renewable energy, preservation open space conversion, walkability, city facility energy efficiency, sustainable development

### Key Outcomes, Indicators, and Targets by priority:

With definitions in place, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

## Economic Development

- a. **Outcome:** Expanded commercial and industrial tax base  
**KOI:** Commercial EMV, Industrial EMV  
**Target:** Commercial and industrial tax value increased by \$\_\_\_ by 12/2020
- b. **Outcome:** Enhanced tourism  
**KOI:** Lodging and sales tax, events attendance, pull factors  
**Target:** Increase \_\_ lodging tax, Increase \_\_ sales tax—non-Northfield, Increase targeted pull factors
- c. **Outcome:** Expanded downtown  
**KOI:** Downtown square footage  
**Target:** \_\_additional square feet



## Affordable Housing

- a. **Outcome:** Grow and maintain affordable housing  
**KOI:** Affordable units, Workforce units  
**Target:** \_\_total units by 2020
- b. **Outcome:** More senior units  
**KOI:** Senior unit inventory  
**Target:** \_\_new affordable senior units
- c. **Outcome:** Expanded supportive and emergency housing  
**KOI:** Supportive and emergency housing;  
**Target:** \_\_new units

## Infrastructure

- a. **Outcome:** Improved infrastructure systems  
**KOI:** System indicators: PCI, breaks, back-ups, etc.  
**Target:** Targeted improvements achieved—each system
- b. **Outcome:** Resolution of major facility projects  
**KOI:** Project timelines-each project  
**Target:** Fire station-1/1/19; Liquor store-1/1/18; Arena-build/no build-6/1/18
- c. **Outcome:** Increased satisfaction with high speed internet  
**KOI:** Internet speed measurements  
**Target:** =/> 20% increase in citizen satisfaction with internet services

## Diversity, Equity, Inclusion

- a. **Outcome:** Increased transit for all  
**KOI:** Existing routes, surveys, ridership  
**Target:** \_\_ new routes for underserved, \_\_ new rides created
- b. **Outcome:** Staff and volunteers reflect the community  
**KOI:** Staffing statistics  
**Target:** Increase from \_\_ to \_\_ by 2020
- c. **Outcome:** Improved access to City services for all demographics  
**KOI:** Surveys, access statistics  
**Target:** +/- 75% of targeted access improvements met

## Operational Effectiveness

- a. **Outcome:** Adequate staff to meet demands  
**KOI:** Staffing analysis  
**Target:** Approved targets met
- b. **Outcome:** Improved respect and trust-internal  
**KOI:** Council-staff survey  
**Target:** =/> 80% see improvement
- c. **Outcome:** Improved external communication  
**KOI:** Survey, feedback mechanisms  
**Target:** =/> 75% of stakeholders say meets or exceeds

## Climate Change Impacts

- a. **Outcome:** A clear vision for climate action  
**KOI:** CAP development timeline  
**Target:** Adopted CAP
- b. **Outcome:** An economy resilient to energy and environment impacts  
**KOI:** Flood damage, climate benchmarks  
**Target:** Meet CAP targets
- c. **Outcome:** Reduced net carbon emissions  
**KOI:** carbon measurements  
**Target:** Carbon neutral city by \_\_



### **MARCH – MAY 2017** **Stakeholder Engagement**

- Environmental Scan
- Community Forum
- Focus Group- Joint Meeting
- Community Survey
- Listening & Engaging
- Assessing Conditions

### **MAY 9–10, 2017** **Strategic Planning Session**

- Two Days
- Operating Environment
  - Environmental Scan
  - Internal SWOT
- Draft Vision, Mission, Values
- Challenges, Priorities
- Outcomes, Targets

### **MAY – OCT 2017** **Strategic Action Planning**

- Management Review
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- Action Plans
- Vision, Mission Refined
- Council Review, Amend

## **Implementing the Vision: Developing Strategic Initiatives and Action Plans**

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The City of Northfield will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the Targets.

The following are strategic initiatives developed by staff, refined by the City Council.

### **Economic Development**

- Comprehensive redevelopment
- Business expansion
- New growth expansion
- Develop tourism strategy
- Downtown revitalization
- Riverfront enhancement

### **Affordable Housing**

- Koester Court preservation
- Revise residential rehab program for income eligible homeowners
- Barrier removal strategy-affordable housing
- Develop senior housing plan
- Develop Southbridge property
- Workforce housing strategy

## Infrastructure

- Coordinate Fire Station project
- Plan and develop new Liquor Store
- Coordinate decision process for Ice Arena
- Develop community internet strategy
- Update pavement management system
- Create stormwater maintenance plan
- Update pedestrian/bike, park and trails plan



## Diversity, Equity, Inclusion

- Develop equitable service access strategy
- Develop and implement the Racial Equity Action Plan
- Develop and recruitment strategy for volunteers, board/commission members, interns
- Implement recruitment, hiring and retention plan for City staff positions

## Operational Effectiveness

- Develop operational effectiveness
- Evaluate comprehensive training programs
- Establish integrated work plan
- Develop Council-staff relationship and trust-building process
- Community engagement plan
- Update communications plan

## Climate Change Impacts

- Climate communications and outreach program
- Develop and deploy awareness survey
- Comprehensive stormwater plan
- Develop and implement Climate Action Plan

In the coming months, the staff, with City Council input, will finalize detailed action steps for each strategic initiative. The collective actions will become the on-going work plan for the staff over the FY 2018-2020 performance period.

## Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The City Council led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the City, their clients and to the cities and stakeholders with whom they partner and serve.

The City's senior staff supported the City Council and offered challenges to conventional thinking. In addition, key collaborators from the EDA and Planning commission made valuable contributions to the final product.

### City Council

Rhonda Pownell, Mayor  
Greg Colby, Councilmember  
David DeLong, Councilmember  
Suzie Nakasian, Councilmember  
Brad Ness, Councilmember  
Jessica Peterson-White, Councilmember  
Erica Zweifel, Councilmember

### City of Northfield Senior Staff

Ben Martig, City Administrator  
Deb Little, City Clerk  
Brenda Angelstad, Finance Director  
Monte Nelson, Chief of Police  
David Bennet, Public Works Director/City Engineer  
Chris Heineman, Community Planning and Development Director  
Teresa Jensen, Director of Library and IT Services  
Michelle Mahowald, Communications and Human Resources Director  
Kurt Wolf, IT Manager

# **APPENDIX I**

## **Community Forum Summary**

City of Northfield  
Board & Commission Forum

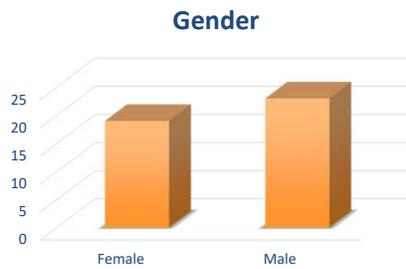
Strategic Planning Session

# Part I

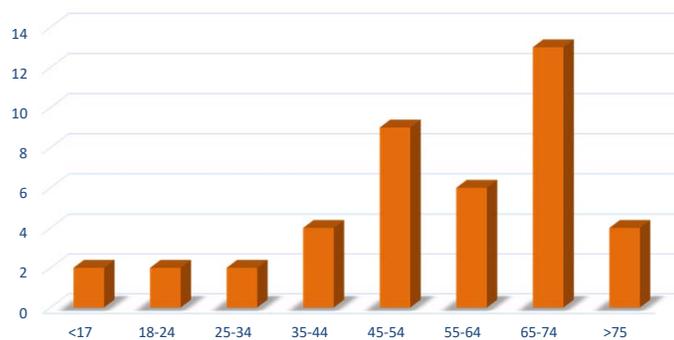
## Participant Information



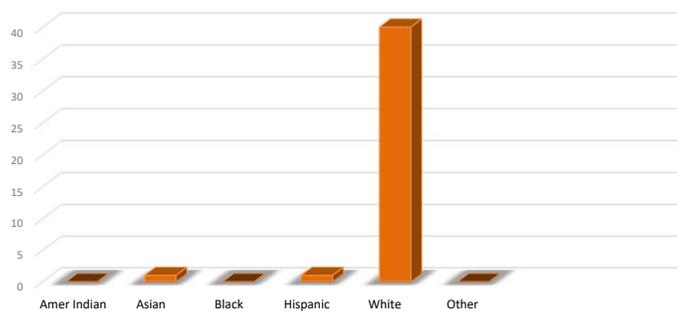
What is your gender?



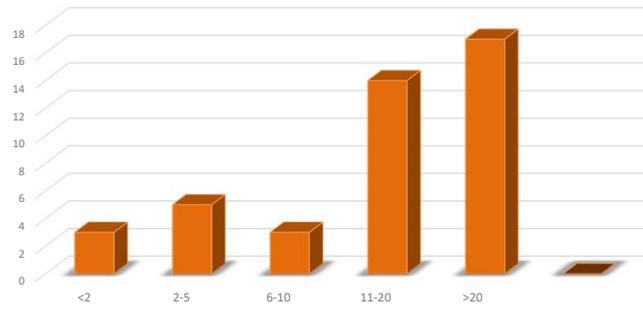
## How old are you?



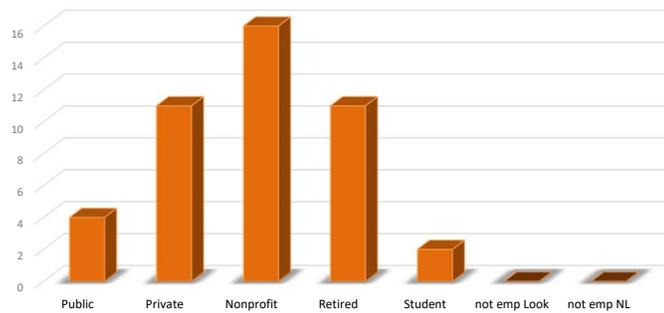
## What is your race?



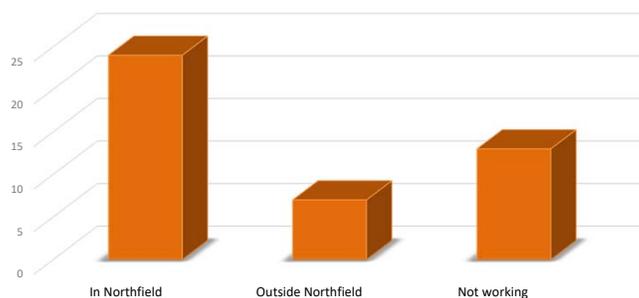
## How long have you lived in Northfield?



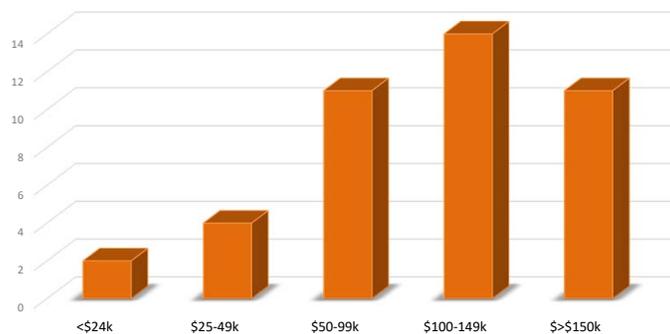
## How are you employed?



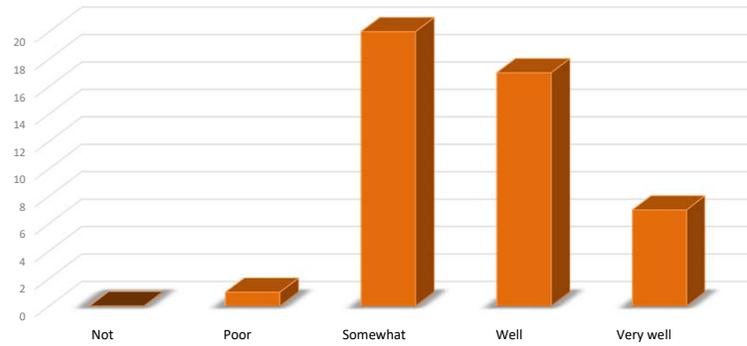
## Where do you work?



## What will your household's total pre-tax income be for the current year?

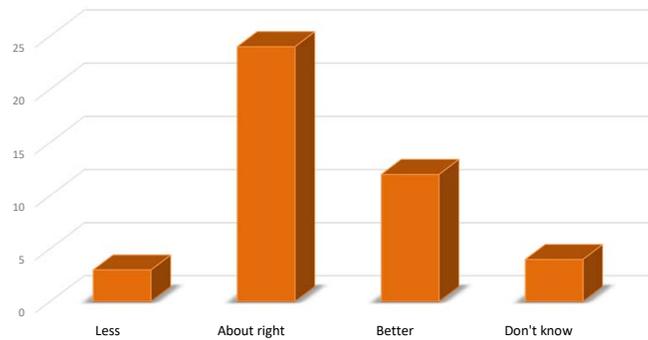


## How well-informed are you are on Northfield's issues, & events?



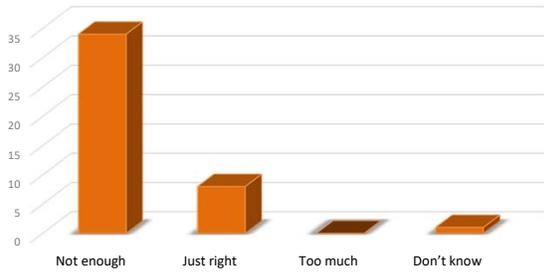
11

## The variety of services provided by the City of Northfield is:

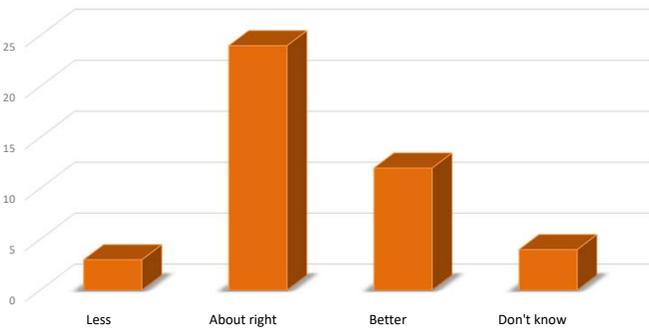


12

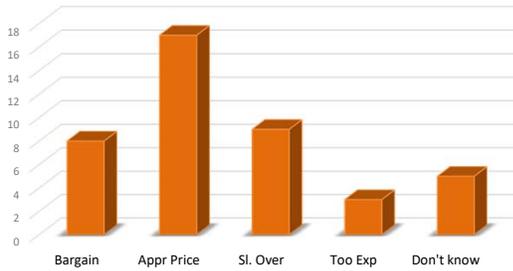
# The communications on City services to the public are:



# The quality of services provided by the City of Northfield is:

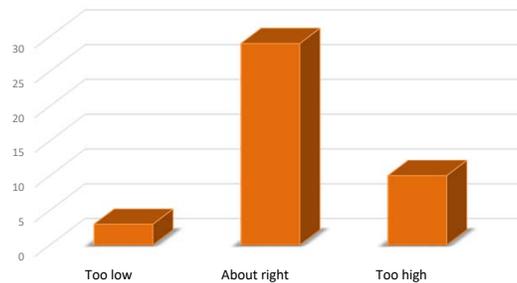


## The services I receive from the City of Northfield are:



15

## Property taxes levied by the City of Northfield are:



16

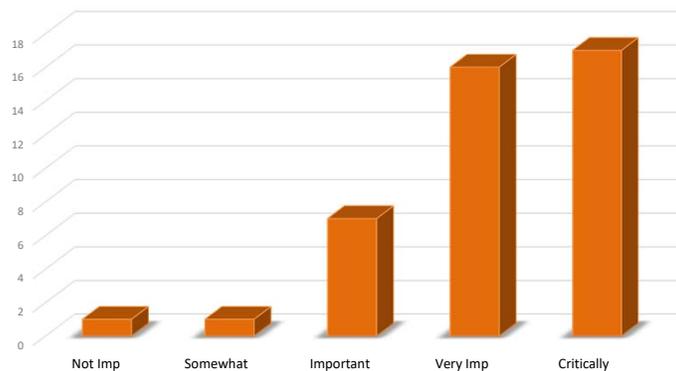
## How important are these to you?

- A. A safe city
  - B. Excellent schools (pre-K-12)
  - C. An economically strong city
  - D. A community that supports racial equity
  - E. An attractive community
  - F. A great place for all ages/stages of life. "Age Friendly:"
  - G. Environmentally sustainable
  - H. Vibrant arts and culture
  - I. Life-long learning and enrichment opportunities
  - J. Park Community Recreation Facilities
- 1. Not important
  - 2. Somewhat important
  - 3. Important
  - 4. Very important
  - 5. Critically important

17

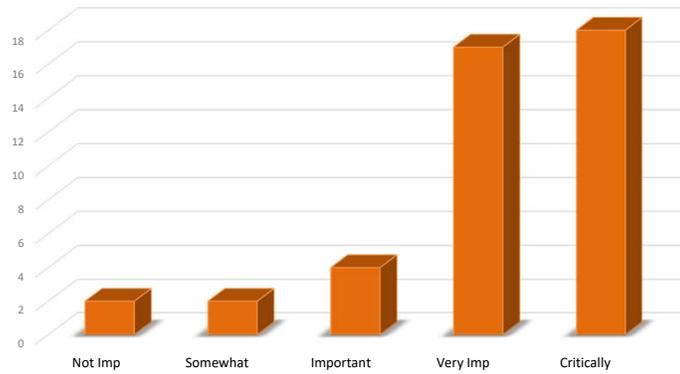
## How important are these to you?

### Safe City



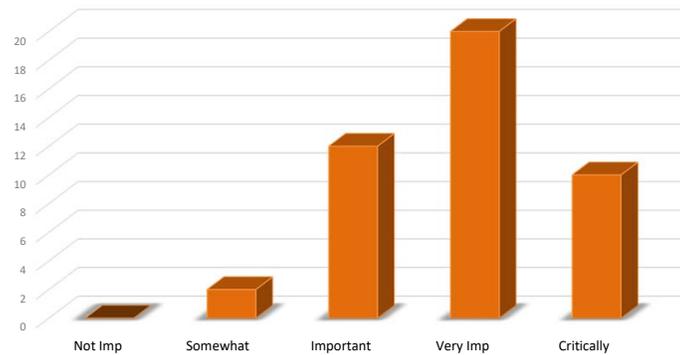
## How important are these to you?

### Schools



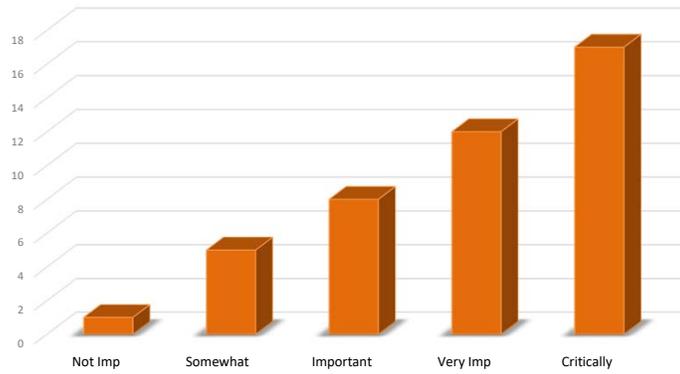
## How important are these to you?

### Economically Strong City



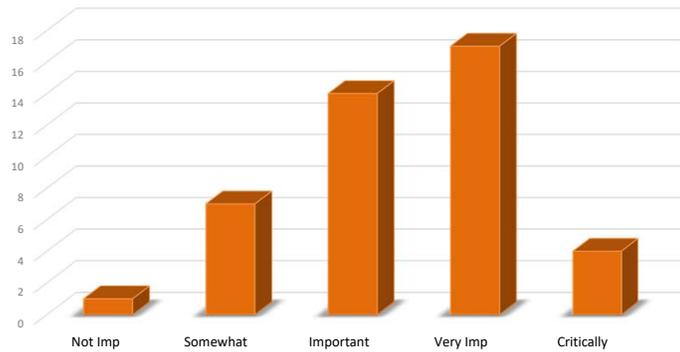
# How important are these to you?

## Racial Equity



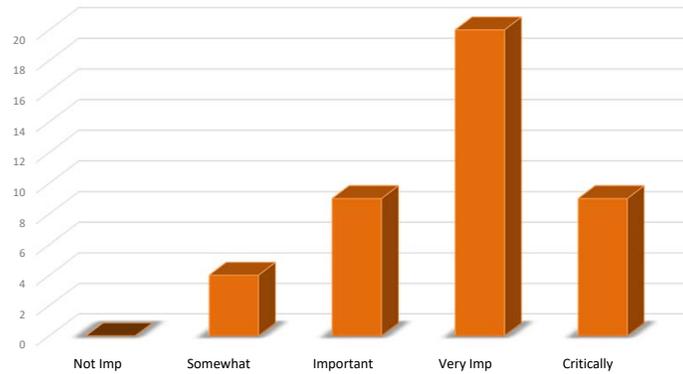
# How important are these to you?

## Attractive City



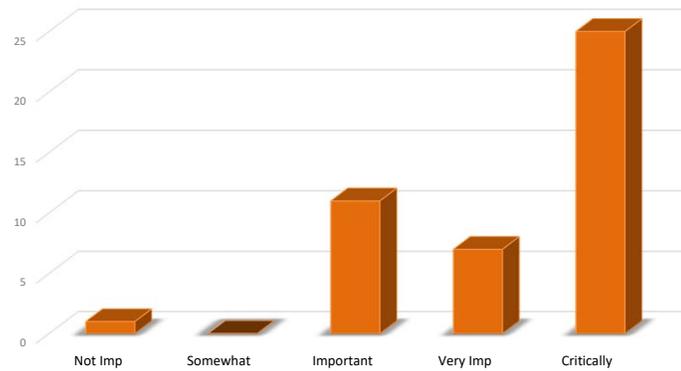
## How important are these to you?

### Age Friendly



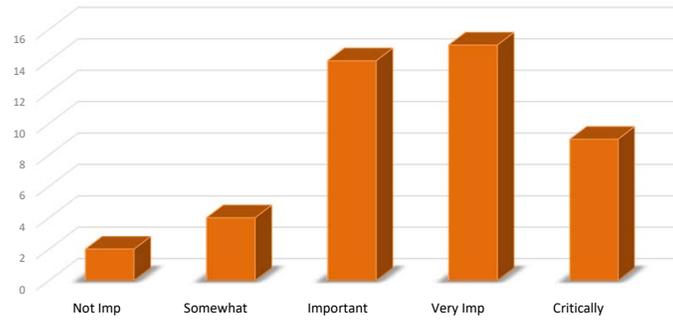
## How important are these to you?

### Environmentally Sustainable



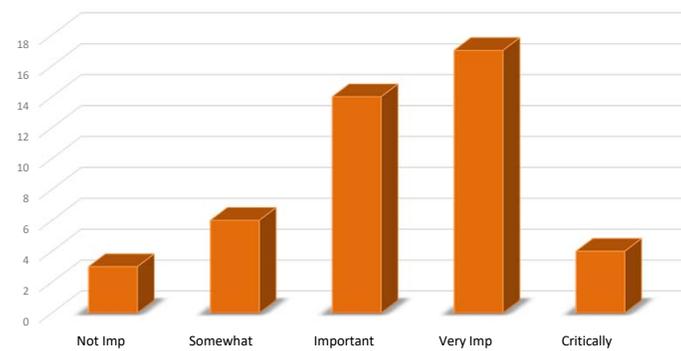
## How important are these to you?

### Vibrant Arts & Culture



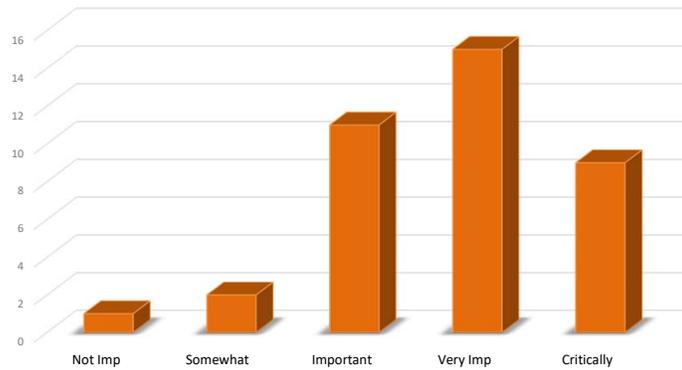
## How important are these to you?

### Lifelong Learning



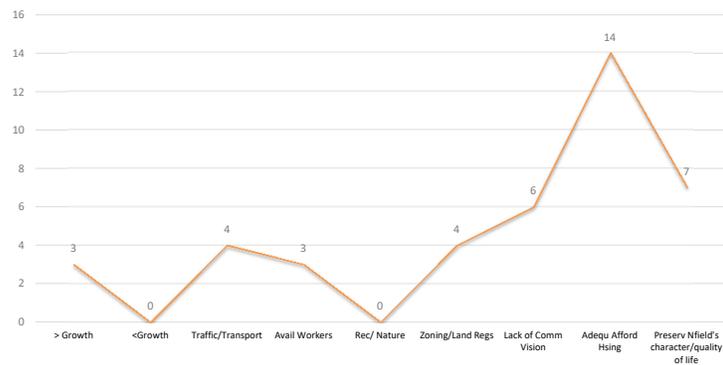
# How important are these to you?

## Park & Rec Facilities



# What is the greatest challenge facing the city?

## Greatest Challenges #1



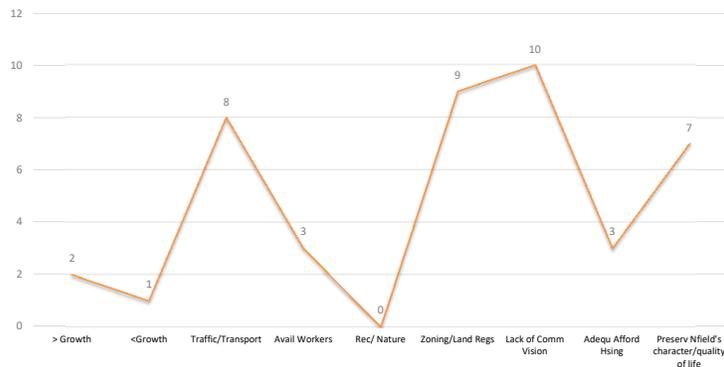
## What is the greatest challenge facing the city?

Greatest Challenges #2



## What is the greatest challenge facing the city?

Greatest Challenges #3

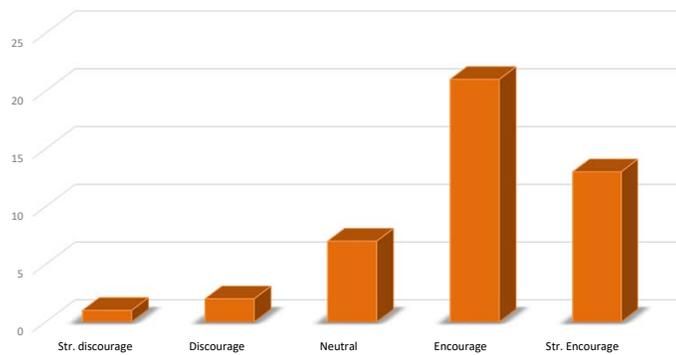


Rate the following forms of residential development in terms of what the City should encourage for the future

1. "Entry-level" single-family housing  
(\$150,000 -- 300,000)
  2. "Move up" single family housing  
(\$350,000 -- 500,000)
  3. Affordable housing
  4. High density housing above/near retail
  5. Townhouses
  6. Rental Apartments
  7. Assisted Living – Senior Housing
1. Strongly discourage
  2. Discourage
  3. Neutral
  4. Encourage
  5. Strongly encourage

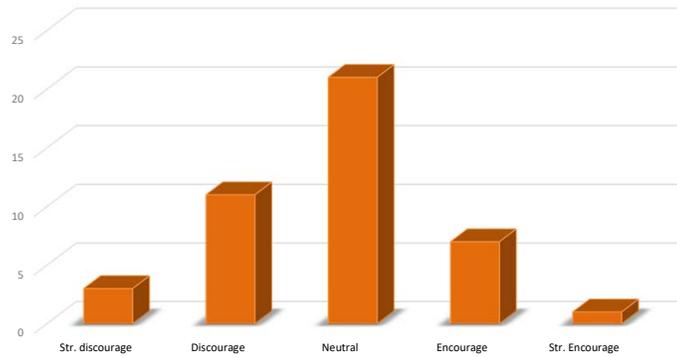
Rate the forms of residential development in terms of what the City should encourage for the future

Entry Level



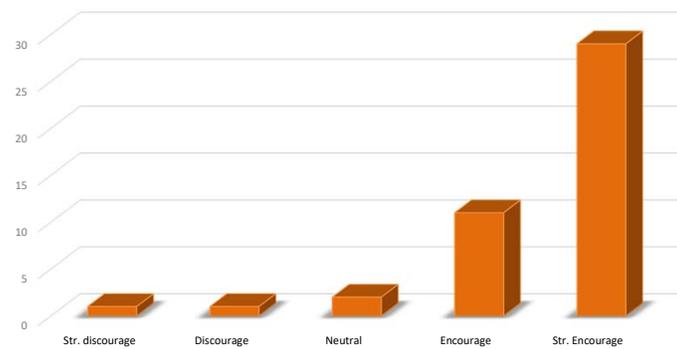
Rate the forms of residential development in terms of what the City should encourage for the future

Move Up



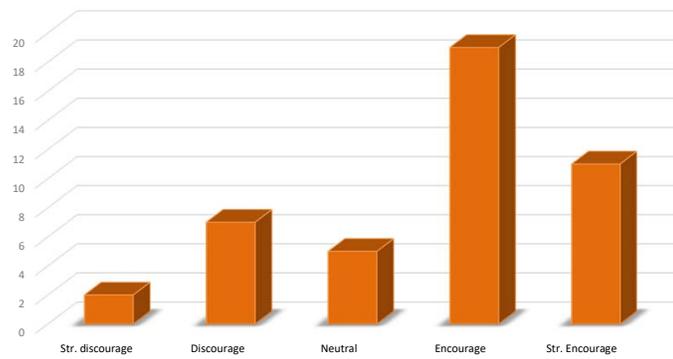
Rate the forms of residential development in terms of what the City should encourage for the future

Affordable



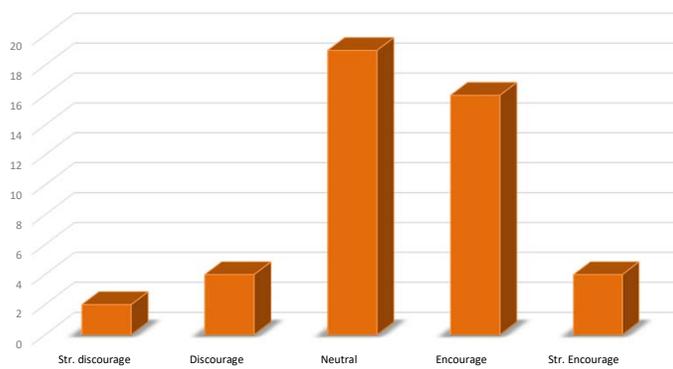
Rate the forms of residential development in terms of what the City should encourage for the future

High Density



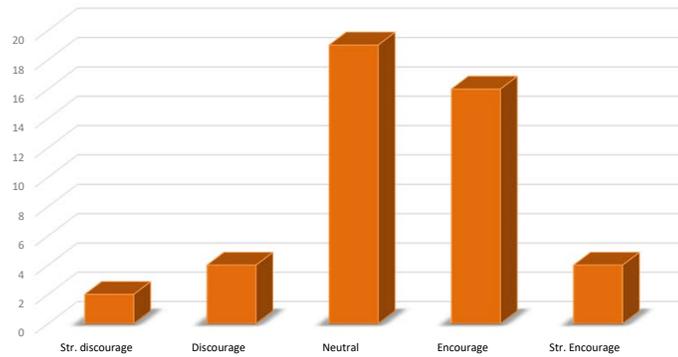
Rate the forms of residential development in terms of what the City should encourage for the future

Townhouses



Rate the forms of residential development in terms of what the City should encourage for the future

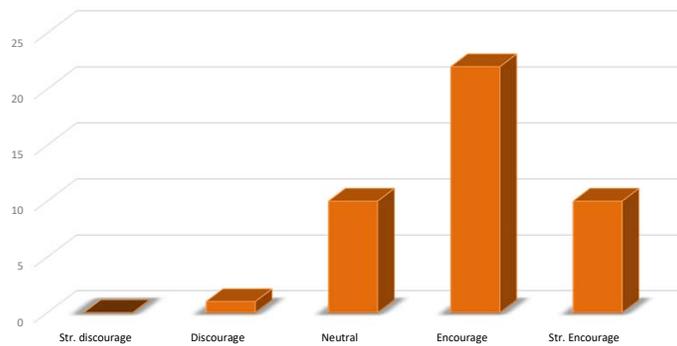
### Rental Apartments



37

Rate the forms of residential development in terms of what the City should encourage for the future

### Senior-Assisted Living



38

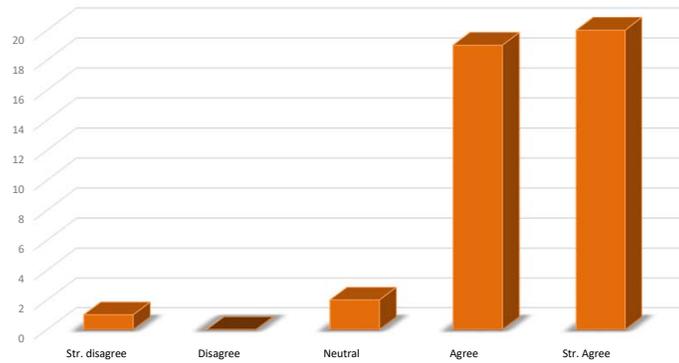
# Community Issues

## Community Issues React to the following statements:

- Northfield's schools are attractive to young families making location decisions.
  - Northfield should invest in communication efforts to improve public information on City services and activities.
  - The City should invest in creating jobs and business growth.
  - Low taxes are important to a community's success.
  - We need a thriving downtown for Northfield to be successful.
  - There are adequate housing choices in the community.
  - We should do more to address poverty in Northfield.
  - We have strong, connected community leadership.
1. Strongly disagree
  2. Disagree
  3. Neutral
  4. Agree
  5. Strongly agree

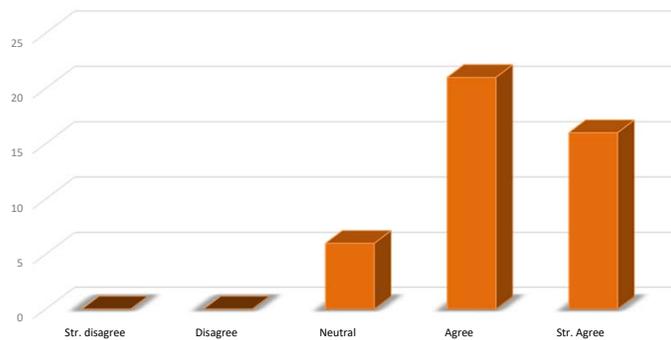
# Community Issues

Schools are attractive to young families making location decisions



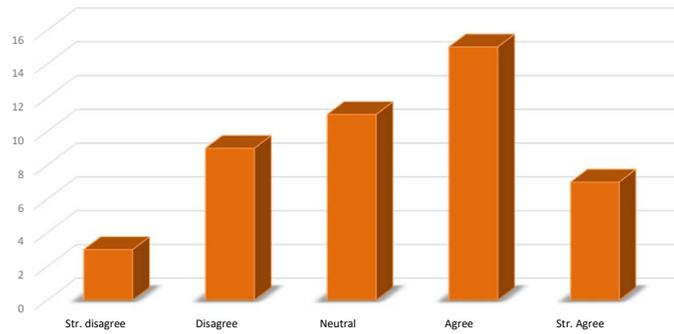
# Community Issues

Invest in improved communication efforts re. City services and activities



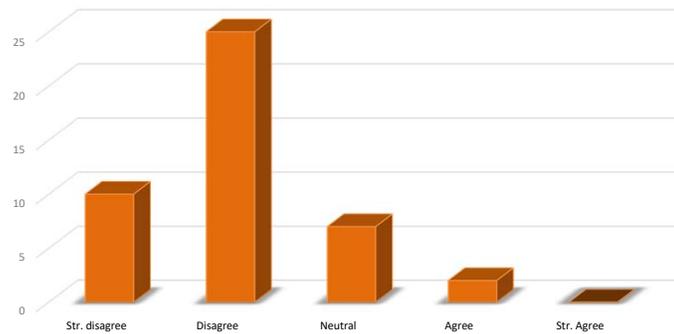
# Community Issues

City should invest in jobs and business



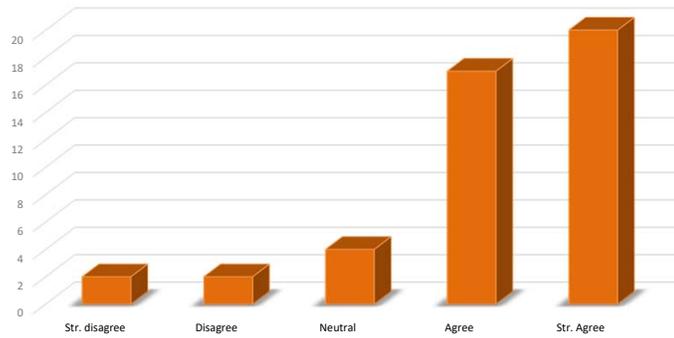
# Community Issues

Low taxes are important to community success



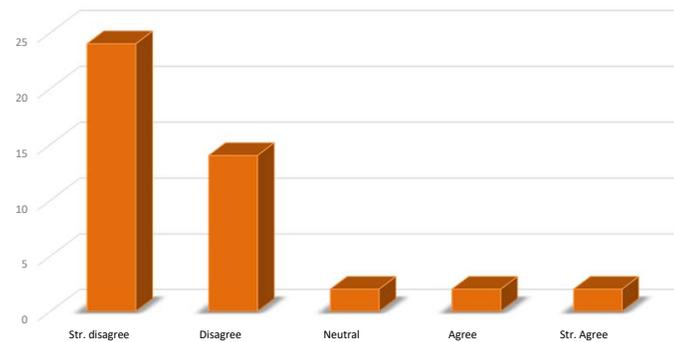
# Community Issues

Need a thriving downtown to be successful



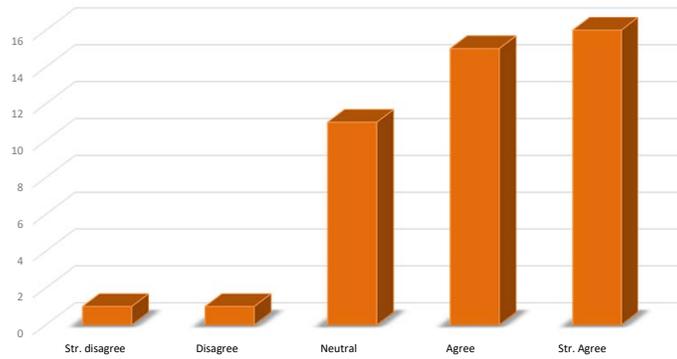
# Community Issues

There are adequate housing choices



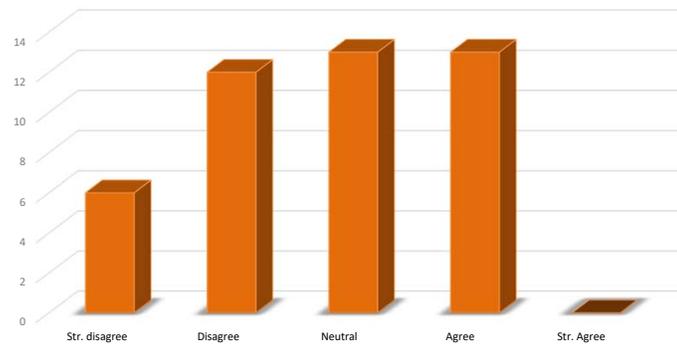
# Community Issues

Do more to address poverty



# Community Issues

We have strong, connected leadership

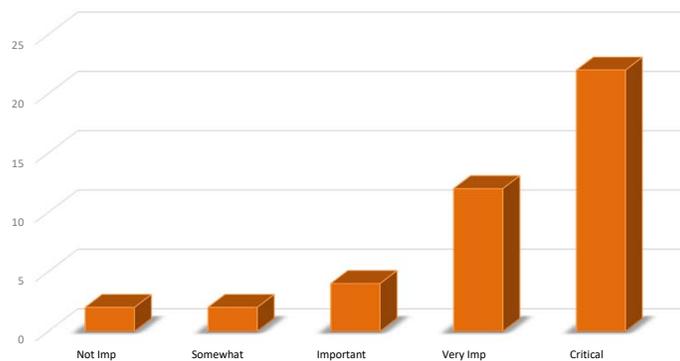


## Community Issues: How Important are the following statements?

- Northfield's schools are attractive to young families making location decisions.
  - Northfield should invest in communication efforts to improve public information on City services and activities.
  - The City should invest in creating jobs and business growth.
  - Low taxes are important to a community's success.
  - We need a thriving downtown for Northfield to be successful.
  - There are adequate housing choices in the community.
  - We should do more to address poverty in Northfield.
  - We have strong, connected community leadership.
1. Not important
  2. Somewhat important
  3. Important
  4. Very important
  5. Critically important

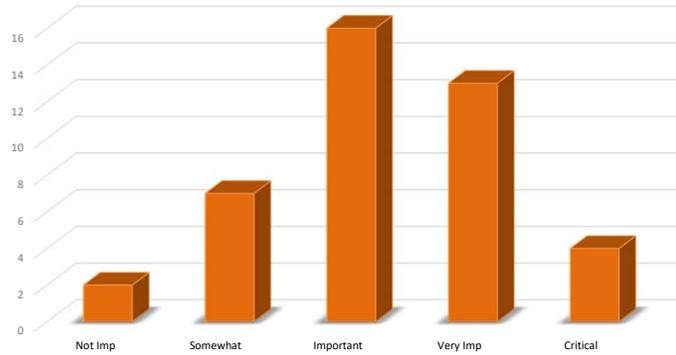
## How important is this issue to the future of Northfield?

Schools are attractive to families making location decisions



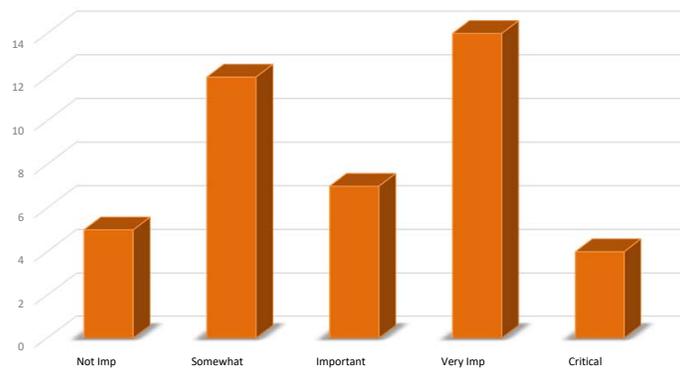
## How important is this issue to the future of Northfield?

Invest in communication efforts to improve info on City services/activities



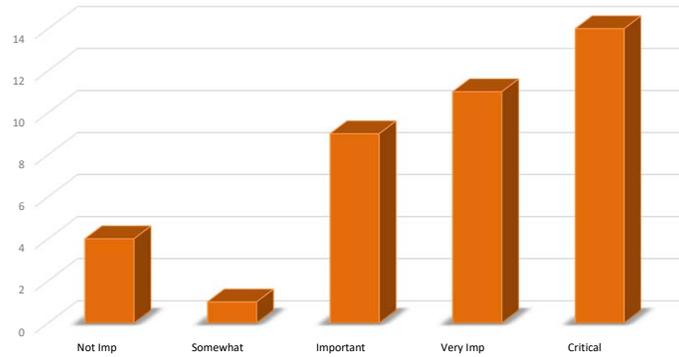
## How important is this issue to the future of Northfield?

City investment in job creation/business growth



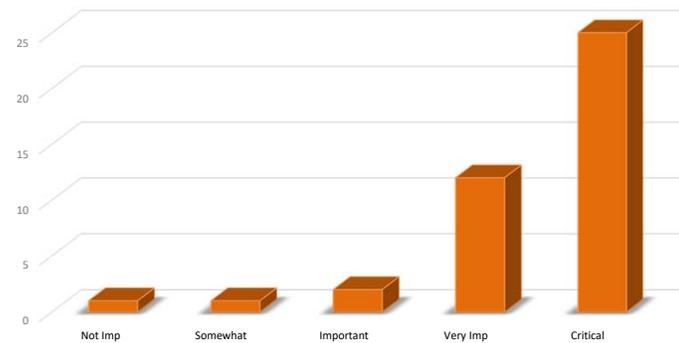
## How important is this issue to the future of Northfield?

Need a thriving downtown to be successful



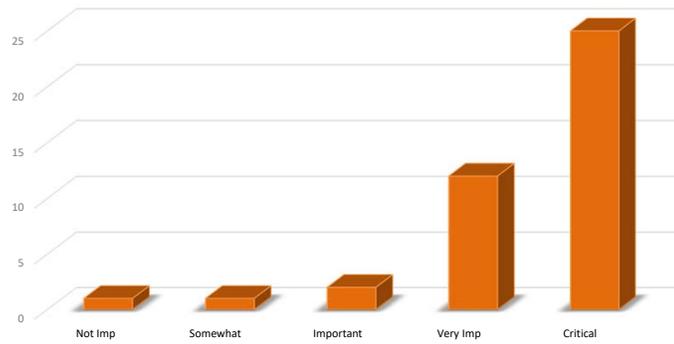
## How important is this issue to the future of Northfield?

Do more to address poverty



## How important is this issue to the future of Northfield?

Strong, connected community leadership



# **APPENDIX II**

## **Community Survey Summary**

# Northfield Community Survey

• Monday, May 08, 2017

Powered by  SurveyMonkey

**591**

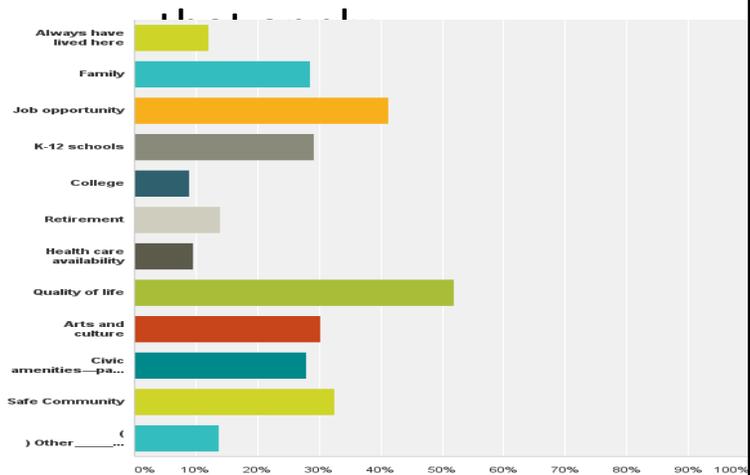
- Total Responses
- Date Created: Friday, April 21, 2017
- Complete Responses: 591

37

- Total Responses
- Date Created: Thursday, April 27, 2017
- Complete Responses: 37

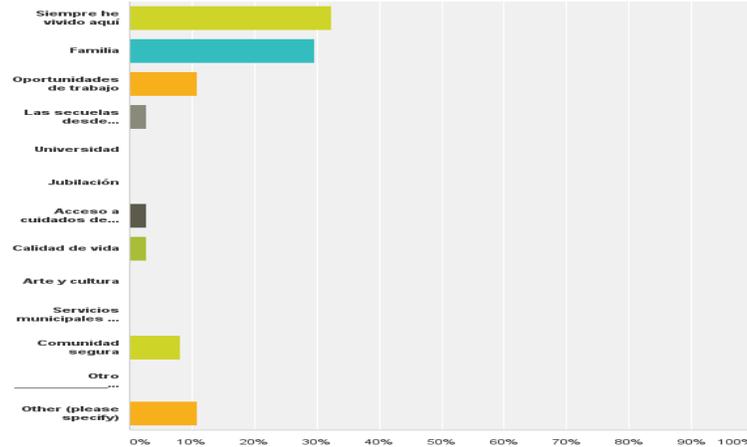
Q1: Please tell us why you live in or have moved to Northfield. Check all

• Answer



Q1: Por favor, díganos por qué viven en Northfield o por qué se mudaron a Northfield. Elijan todas las opciones

• Answ



Q1: Please tell us why you live in or have moved to Northfield. Check all that apply:

• Answer

Answer Choices	Responses	
Always have lived here	12.05%	71
Family	28.69%	169
Job opportunity	41.26%	243
K-12 schools	29.20%	172
College	9.00%	53
Retirement	13.92%	82
Health care availability	9.68%	57
Quality of life	51.95%	306
Arts and culture	30.22%	178
Civic amenities—parks, library, pool, arena	28.01%	165
Safe Community	32.60%	192
( ) Other _____	13.75%	81
<b>Total Respondents: 589</b>		

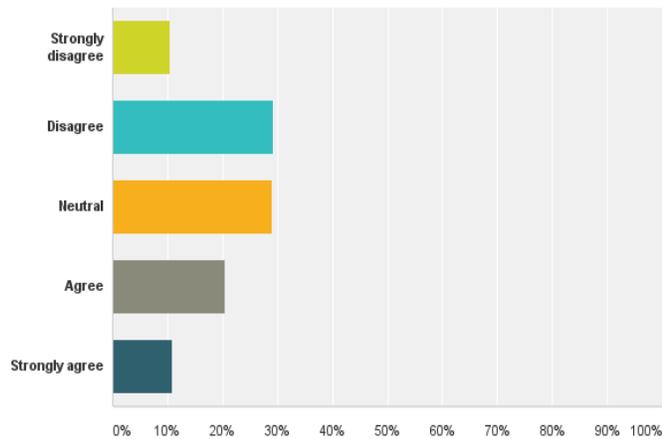
Q1: Por favor, díganos por qué viven en Northfield o por qué se mudaron a Northfield. Elijan todas las opciones

• Answer

Answer Choices	Responses
Siempre he vivido aquí	32.43% 12
Familia	29.73% 11
Oportunidades de trabajo	10.81% 4
Las escuelas desde Kindergarten a 12 grado	2.70% 1
Universidad	0.00% 0
Jubilación	0.00% 0
Acceso a cuidados de salud	2.70% 1
Calidad de vida	2.70% 1
Arte y cultura	0.00% 0
Servicios municipales – parques, biblioteca, piscina, estadios de deporte	0.00% 0
Comunidad segura	8.11% 3
Otro _____	0.00% 0
Other (please specify)	10.81% 4
<b>Total</b>	<b>37</b>

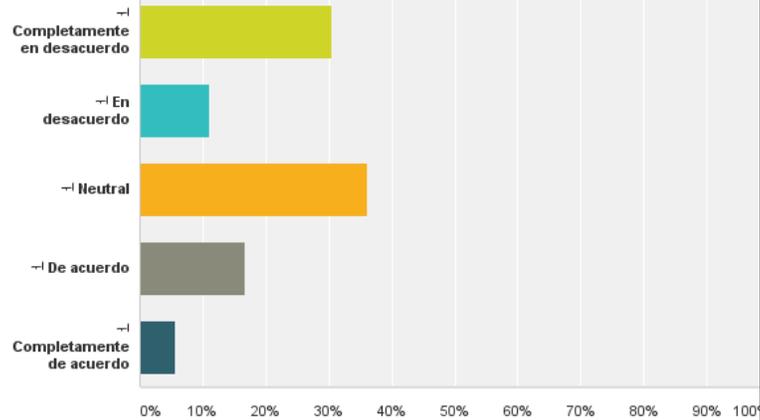
Q2: Low taxes are important to a community's success.

• Answer



## Q2: Tener impuestos bajos es importante para el éxito de una comunidad.

• Answ



## Q2: Low taxes are important to a community's success.

• Answered 579 (Skipped 12)

Answer Choices	Responses	Count
Strongly disagree	10.54%	61
Disagree	29.19%	169
Neutral	29.02%	168
Agree	20.38%	118
Strongly agree	10.88%	63
<b>Total</b>		<b>579</b>

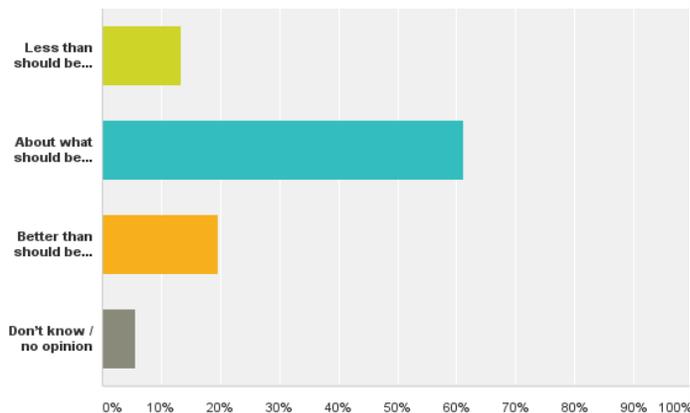
## Q2: Tener impuestos bajos es importante para el éxito de una comunidad.

- Answer

Answer Choices	Responses
☐ Completamente en desacuerdo	30.56% 11
☐ En desacuerdo	11.11% 4
☐ Neutral	36.11% 13
☐ De acuerdo	16.67% 6
☐ Completamente de acuerdo	5.56% 2
<b>Total</b>	<b>36</b>

## Q3: The quality of services provided by the City of Northfield is:

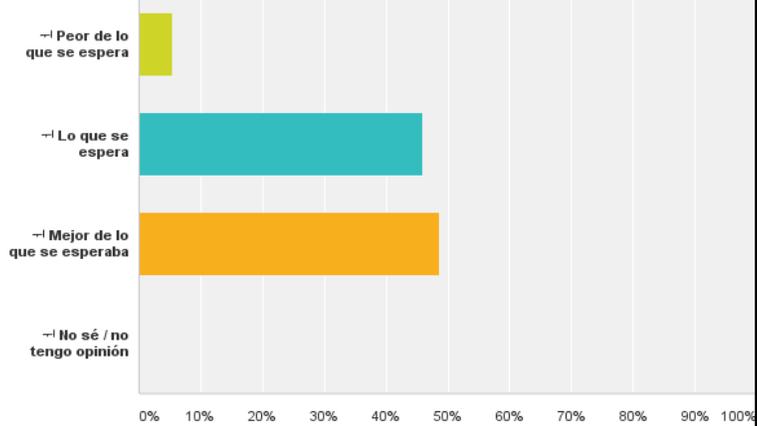
- Answer



### Q3: La calidad de los servicios ofrecidos por la ciudad de Northfield

es:

- Answer



### Q3: The quality of services provided by the City of Northfield is:

- Answer

Answer Choices	Responses
Less than should be expected	13.38% 78
About what should be expected	61.23% 357
Better than should be expected	19.73% 115
Don't know / no opinion	5.66% 33
<b>Total</b>	<b>583</b>

### Q3: La calidad de los servicios ofrecidos por la ciudad de Northfield

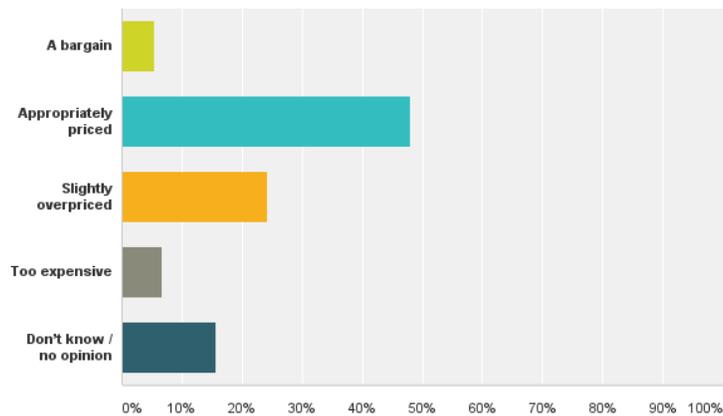
es:

- Answered

Answer Choices	Responses
Peor de lo que se espera	5.41% 2
Lo que se espera	45.95% 17
Mejor de lo que se esperaba	48.65% 18
No sé / no tengo opinión	0.00% 0
<b>Total</b>	<b>37</b>

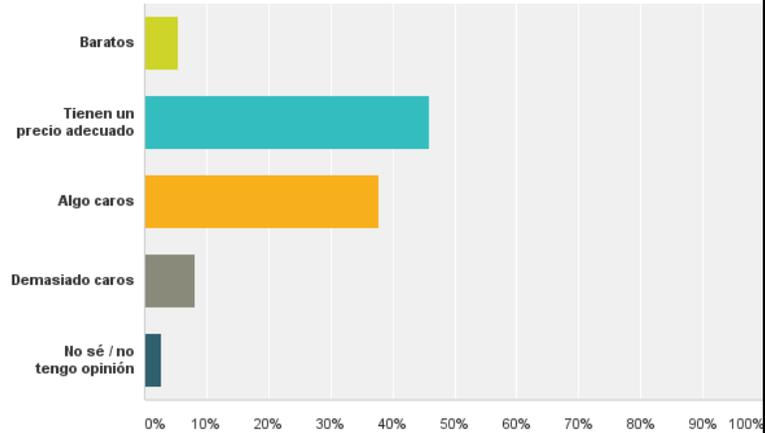
### Q4: The services I receive from the City of Northfield are:

- Answered



### Q4: Los servicios que recibí de la ciudad de Northfield son:

• Answ



### Q4: The services I receive from the City of Northfield are:

• Answer

Answer Choices	Responses
A bargain	5.33% 31
Appropriately priced	48.11% 280
Slightly overpriced	24.23% 141
Too expensive	6.70% 39
Don't know / no opinion	15.64% 91
<b>Total</b>	<b>582</b>

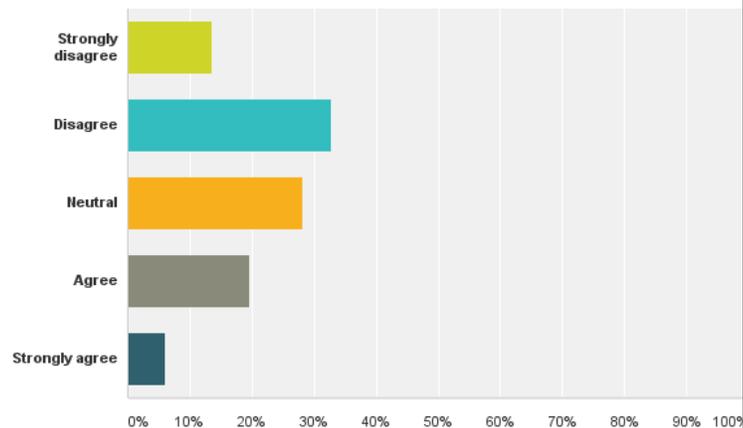
## Q4: Los servicios que recibí de la ciudad de Northfield son:

• Answered:

Answer Choices	Responses	
Baratos	5.41%	2
Tienen un precio adecuado	45.95%	17
Algo caros	37.84%	14
Demasiado caros	8.11%	3
No sé / no tengo opinión	2.70%	1
<b>Total</b>		<b>37</b>

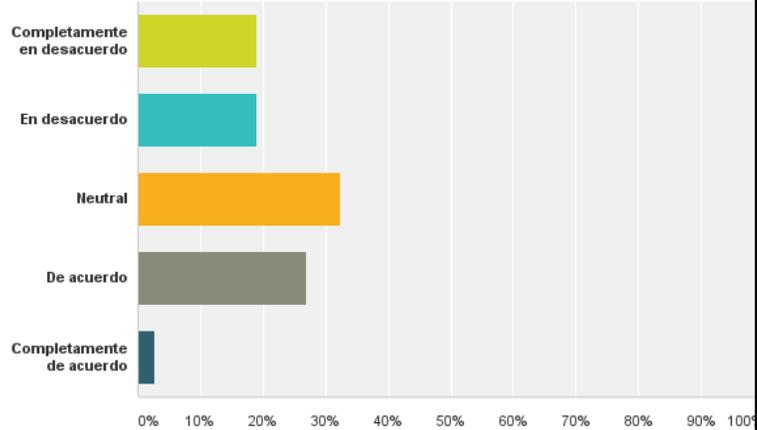
## Q5: There are adequate housing choices in the community.

• Answ



## Q5: Hay opciones adecuadas de vivienda en la ciudad.

• Answ



## Q5: There are adequate housing choices in the community.

• Answer

Answer Choices	Responses
Strongly disagree	13.53% 79
Disagree	32.71% 191
Neutral	28.25% 165
Agree	19.52% 114
Strongly agree	5.99% 35
<b>Total</b>	<b>584</b>

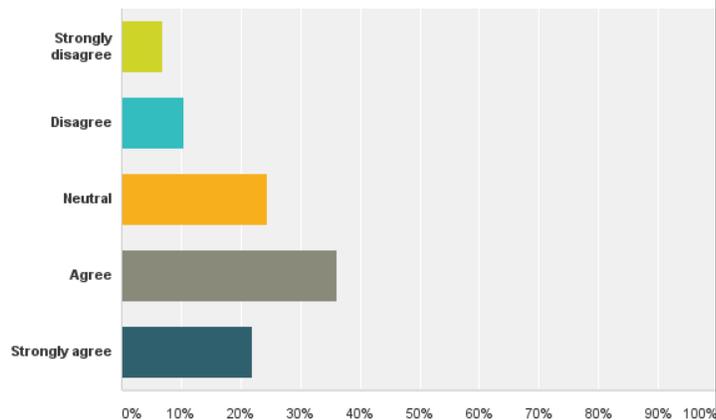
## Q5: Hay opciones adecuadas de vivienda en la ciudad.

- Answered

Answer Choices	Responses
Completamente en desacuerdo	18.92% 7
En desacuerdo	18.92% 7
Neutral	32.43% 12
De acuerdo	27.03% 10
Completamente de acuerdo	2.70% 1
<b>Total</b>	<b>37</b>

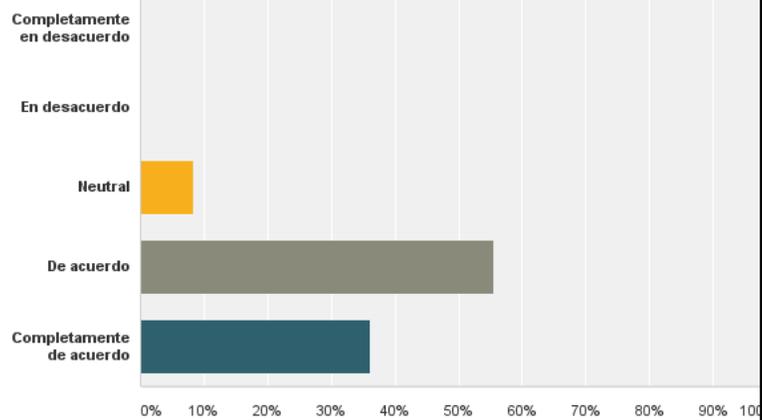
## Q6: We should do more to address poverty in Northfield.

- Answer



## Q6: Deberíamos hacer más para ayudar a los grupos de pobreza en Northfield.

• Answ



## Q6: We should do more to address poverty in Northfield.

• Answered

Answer Choices	Responses
Strongly disagree	6.90% 40
Disagree	10.52% 61
Neutral	24.48% 142
Agree	36.21% 210
Strongly agree	21.90% 127
<b>Total</b>	<b>580</b>

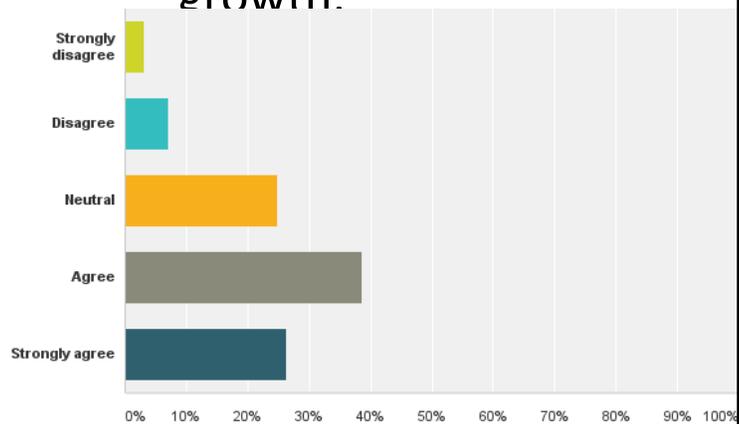
## Q6: Deberíamos hacer más para ayudar a los grupos de pobreza en Northfield.

- Answer

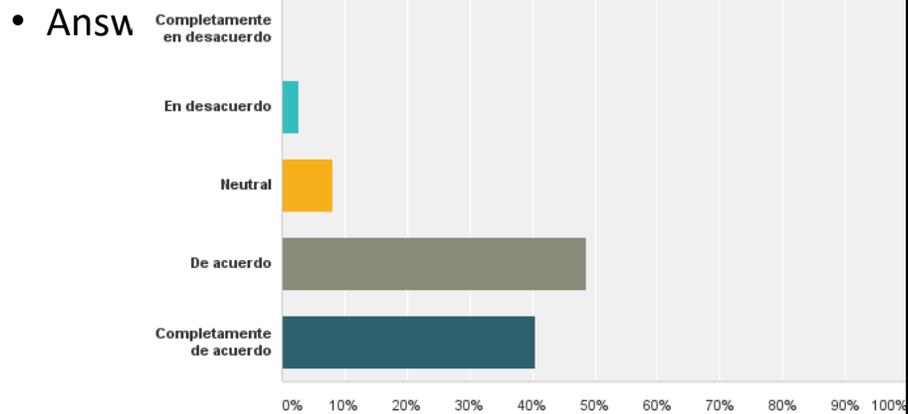
Answer Choices	Responses
Completamente en desacuerdo	0.00% 0
En desacuerdo	0.00% 0
Neutral	8.33% 3
De acuerdo	55.56% 20
Completamente de acuerdo	36.11% 13
<b>Total</b>	<b>36</b>

## Q7: The City should place more emphasis in creating jobs and business growth.

- Answer



## Q7: La ciudad debería hacer más esfuerzo en crear trabajos y en que crezcan los negocios.



## Q7: The City should place more emphasis in creating jobs and business growth.

- Answer

Answer Choices	Responses
Strongly disagree	3.08% 18
Disagree	7.02% 41
Neutral	24.83% 145
Agree	38.70% 226
Strongly agree	26.37% 154
<b>Total</b>	<b>584</b>

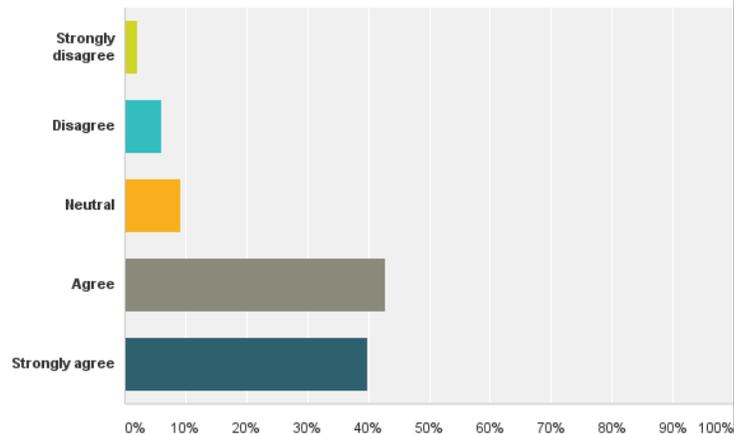
## Q7: La ciudad debería hacer más esfuerzo en crear trabajos y en que crezcan los negocios.

• Answered: 3

Answer Choices	Responses
Completamente en desacuerdo	0.00% 0
En desacuerdo	2.70% 1
Neutral	8.11% 3
De acuerdo	48.85% 18
Completamente de acuerdo	40.54% 15
<b>Total</b>	<b>37</b>

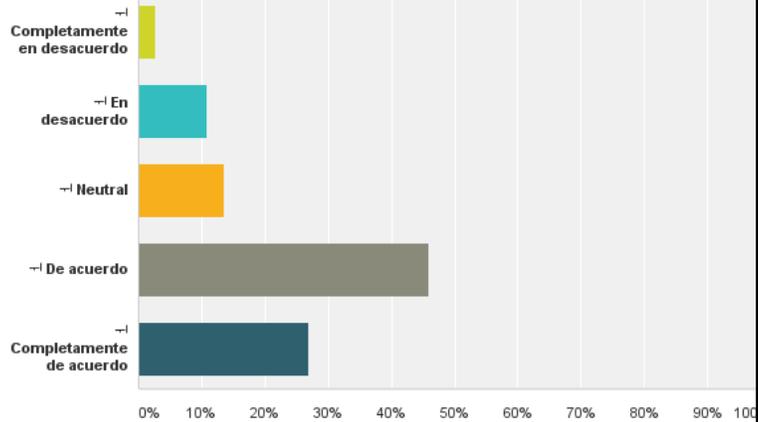
## Q8: We need a thriving downtown for Northfield to be successful.

• Answered: 3



Q8: Necesitamos que el downtown (la zona del centro) vaya bien para que Northfield tenga éxito.

• Answ



Q8: We need a thriving downtown for Northfield to be successful.

• Answered: 588 Skipped: 3

Answer Choices	Responses	Count
Strongly disagree	2.04%	12
Disagree	6.12%	36
Neutral	9.18%	54
Agree	42.86%	252
Strongly agree	39.80%	234
<b>Total</b>		<b>588</b>

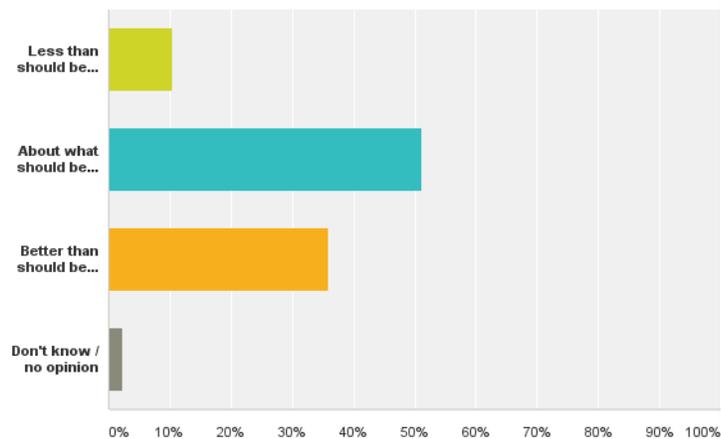
## Q8: Necesitamos que el downtown (la zona del centro) vaya bien para que Northfield tenga éxito.

• Answered

Answer Choices	Responses
Completamente en desacuerdo	2.70% 1
En desacuerdo	10.81% 4
Neutral	13.51% 5
De acuerdo	45.95% 17
Completamente de acuerdo	27.03% 10
<b>Total</b>	<b>37</b>

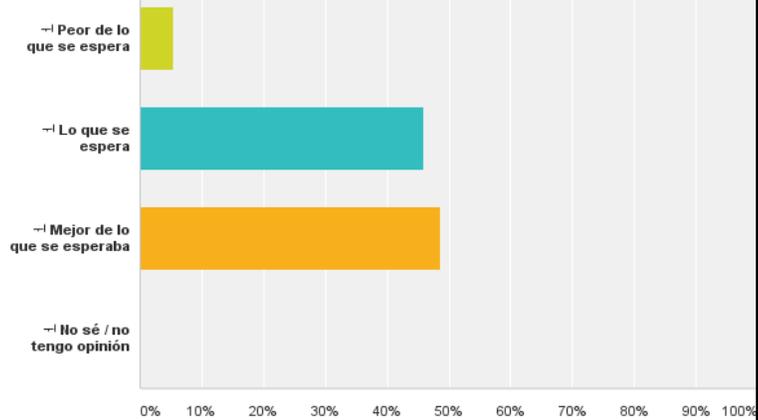
## Q9: The City parks provide amenities, greenspace, and recreation that are:

• Answered



## Q9: Los parques de la ciudad ofrecen servicios, espacio verde y de entretenimiento que son:

• Answ



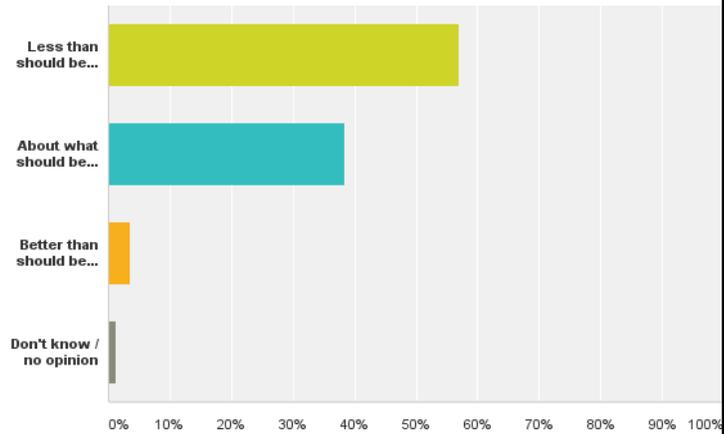
## Q9: The City parks provide amenities, greenspace, and recreation that are:

• Answ

Answer Choices	Responses
Less than should be expected	10.41% 61
About what should be expected	51.19% 300
Better than should be expected	36.01% 211
Don't know / no opinion	2.39% 14
<b>Total</b>	<b>586</b>

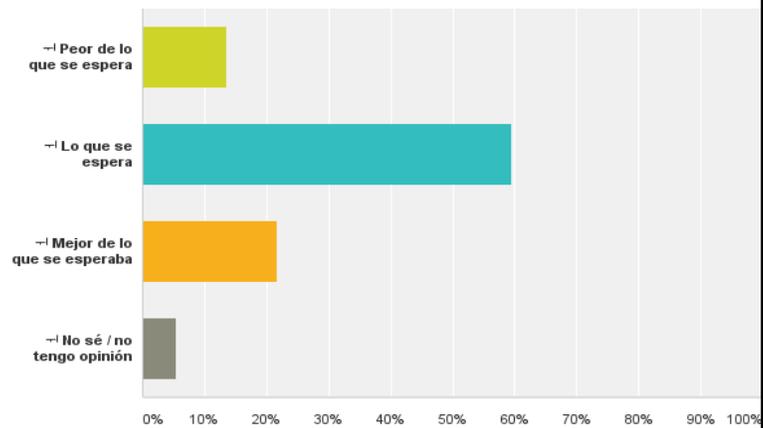
## Q10: The surface conditions of the streets in the City are:

- Answer



## Q10: La superficie de las calles de la ciudad es:

- Answer



## Q10: The surface conditions of the streets in the City are:

• Answer

Answer Choices	Responses	
Less than should be expected	56.90%	334
About what should be expected	38.33%	225
Better than should be expected	3.58%	21
Don't know / no opinion	1.19%	7
<b>Total</b>		<b>587</b>

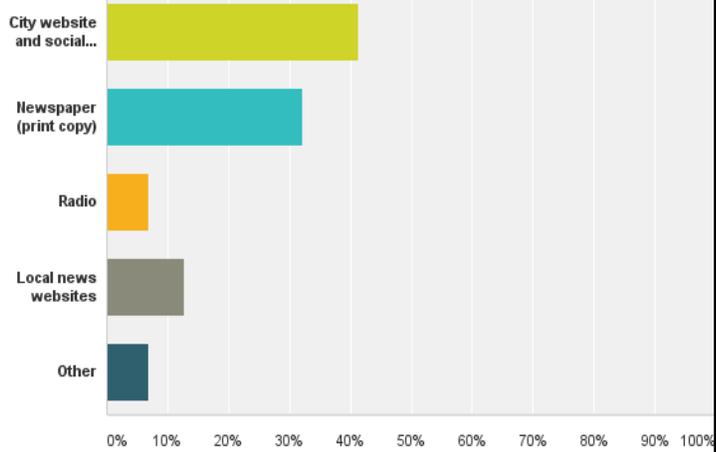
## Q10: La superficie de las calles de la ciudad es:

• Answer

Answer Choices	Responses	
Peor de lo que se espera	13.51%	5
Lo que se espera	59.46%	22
Mejor de lo que se esperaba	21.62%	8
No sé / no tengo opinión	5.41%	2
<b>Total</b>		<b>37</b>

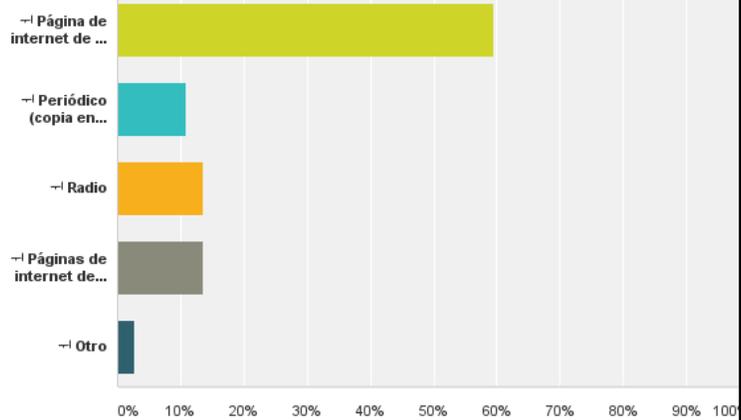
### Q11: What is your preferred form of media used to receive City of Northfield news and announcements?

• Answer



### Q11: ¿Cuál es su forma preferida para recibir noticias y anuncios de la ciudad de Northfield?

• Answ



## Q11: What is your preferred form of media used to receive City of Northfield news and announcements?

• Answered

Answer Choices	Responses	
City website and social media	41.37%	242
Newspaper (print copy)	32.14%	188
Radio	6.84%	40
Local news websites	12.82%	75
Other	6.84%	40
<b>Total</b>		<b>585</b>

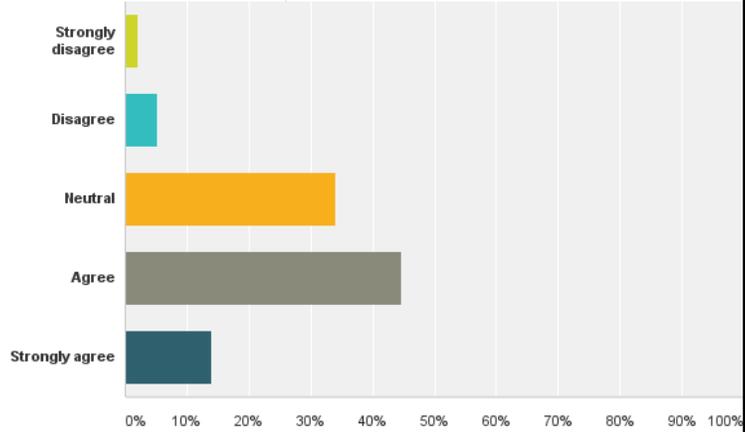
## Q11: ¿Cuál es su forma preferida para recibir noticias y anuncios de la ciudad de Northfield?

• Answered

Answer Choices	Responses	
☐ Página de internet de la ciudad y redes sociales	59.46%	22
☐ Periódico (copia en papel)	10.81%	4
☐ Radio	13.51%	5
☐ Páginas de internet de noticias locales	13.51%	5
☐ Otro	2.70%	1
<b>Total</b>		<b>37</b>

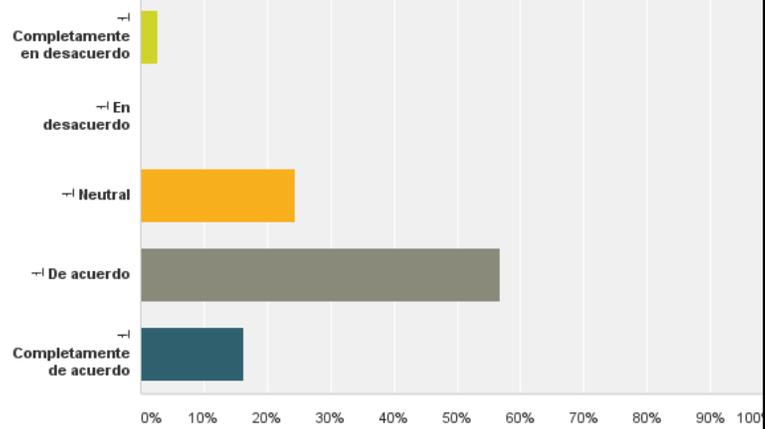
Q12. Northern should place more emphasis on communication effort to improve public information on City

• Answ



énfasis en sus esfuerzos por comunicarse para mejorar la información al público en la ciudad

• Answ



Q12. Northern should place more emphasis on communication effort to improve public information on City

• Answer

Answer Choices	Responses	
Strongly disagree	2.06%	12
Disagree	5.15%	30
Neutral	34.02%	198
Agree	44.67%	260
Strongly agree	14.09%	82
<b>Total</b>		<b>582</b>

énfasis en sus esfuerzos por comunicarse para mejorar la información al público en la ciudad

• Answered

Answer Choices	Responses	
☐ Completamente en desacuerdo	2.70%	1
☐ En desacuerdo	0.00%	0
☐ Neutral	24.32%	9
☐ De acuerdo	56.76%	21
☐ Completamente de acuerdo	16.22%	6
<b>Total</b>		<b>37</b>

**Q13 What do you like best about Northfield?**

Answered: 493 Skipped: 98

Quality of Life Urban Big Green Spaces Location Bike  
Twin Cities Involved Education Residents  
Schools Nice Downtown  
Senior Center Community Variety  
Small Town Cultural Opportunities Safe  
Place to Live Northfield Civic Friendly People  
Distance Size Cultural Events Clean

**Q13 ¿Qué es lo más le gusta de Northfield?**

Answered: 36 Skipped: 1

Security People are Nice Tranquility Community  
Calm Opportunities Schools Safe Place

**Q14 What are the strengths and/or greatest assets of Northfield?**

Answered: 479 Skipped: 112

Close to the Cities Citizenry Safe Friendliness  
Small Town Quality of Life Two Colleges  
Stable **Citizens** Resources Education  
Amenities **Schools** Civic Downtown  
Pride **Community** Size River Support  
Senior Center Department Location Safety  
Population Metro Area Green Space Access

**Q14 ¿Cuáles son los puntos fuertes y lo mejor que tiene Northfield?**

Answered: 32 Skipped: 5

Support Education **Colleges** Security  
**Schools** Police **Community** Communication  
Downtown

**Q15 What are the greatest challenges in Northfield?**

Answered: 491 Skipped: 100

Issues Lower Income Families Poverty Twin Cities  
Population Kids Parking Citizens Growth  
Providing Community Drugs Housing  
Students Business Small Town Taxes  
Bike Downtown Groups City Council  
Sustainability Streets Theater Public Middle School  
City Government

**Q15 ¿Cuáles son los mayores retos en Northfield?**

Answered: 30 Skipped: 7

Offer Safe Undocumented People Drugs  
Town Community Security Activities  
Latino People Control  
Affordable Housing for Everybody Northfield  
Transportation

**Q16 Do you see any changes or shifts in the local, regional or national environment in the next 5-7 years that the City should plan for? (e.g., economy, technology or demographics?)**

Answered: 389 Skipped: 202

**Immigrants** Industrial Park **Affordable Housing**  
High Quality **Schools** Downtown Area **Growth**  
Federal Government **Climate Change** Low  
**Technology** Development **Northfield**  
Colleges **Population** Renewable Energy  
**Community** Lashbrook Park **Services**  
High Speed Internet **Continue** Senior Citizens  
**Demographics** City Wide **Retired** Water Quality  
**Public Trump**

**Q16 ¿Ve cambios en el entorno local, regional o nacional para los que la ciudad se debería preparar? (Por ejemplo, ¿en economía, tecnología o demografía?)**

Answered: 27 Skipped: 10

**Economy** Northfield **Technology**

**Q17 What are/should be the top priorities for the City over the next 3-5 years?**

Answered: 454 Skipped: 137

**Economic Growth** Walking Paths **Sustainable** Natural  
**Plan** Expand **Community** Clean **Downtown**  
Public Safety **Streets** Making Northfield  
**Housing** Bike Paths **Business**  
Government **Tax** Maintain Quality **Schools**  
Internet **TOWN** Job Creation **Roads** Food **City Council**  
**Senior**

**Q17 ¿Cuáles deberían ser las prioridades de la ciudad en los próximos 3-5 años?**

Answered: 28 Skipped: 9

**Support** Schools **Employment** Immigration  
**Young People** Jobs **Community**  
Residents **Education** Youth **Driving Licenses**  
**Security**

**Q18 What do you see as the biggest concern related to Public Safety in Northfield?**

Answered: 417 Skipped: 174

Sanctuary City Petty Crime Immigrants Attention  
Opioids Jefferson Parkway Bike Children Driving  
Mental Health Street Theft Police Colleges  
Drugs Law Enforcement Community  
Highway 3 Traffic Groups Concern Pay  
School Equipment Public Safety Division and Jefferson  
Stop Sign

**Q18 ¿Cuál es, en su opinión, la máxima preocupación en cuanto a seguridad pública en Northfield?**

Answered: 27 Skipped: 10

Safe License Young People Accessible  
Vigilance Youth Police Involved  
Latino Community Racism

**Q19 How can the City improve inclusiveness of the entire Northfield Community?**

Answered: 377 Skipped: 214

Residents Lower Income Affordable Housing Stop  
Population Center Meetings Sanctuary City  
Think Access Inclusiveness Survey  
Events City Council Community  
Issues Northfield Bridge Square Groups  
Seniors Town Education Listen City Employees  
Communication Open Dialogue Question

**Q19 ¿Cómo puede la ciudad incluir a todos de la comunidad de Northfield mejor?**

Answered: 24 Skipped: 13

Northfield Look Community Everybody  
Events Participate Communicate Programs  
Meetings

# **APPENDIX III**

## **Focus Group/Joint Meeting Survey**

**City Council –Planning Commission—EDA Joint Session  
Joint Meeting Summary**

**What one word comes to mind when you think of Northfield?**

- Home
- Quaint
- Special
- Creative
- Unique
- Healthy
- Because
- Colleges
- Considered
- Engaged
- Inclusive
- Amazing
- Community
- Works
- Fresh
- Friendly
- Difficult
- Alive

**1. How would you describe Northfield to a stranger or someone who doesn't live or work here?**

- Quintessential Midwestern college town+++ with agriculture, broad economic base, great downtown
- Quality of life ++, can have free-range kids, safe ++
- Parks, recreation, wild places
- Know neighbors
- Good education ++
- River, mill history, natural areas
- Small town with a big town feel
- Close to large metro without being a suburb ++
- Large percent of professionals
- Healthy land/farmland
- Engaged citizens in 2 camps, with 3<sup>rd</sup> camp of "happily unengaged"
- Can be all things to all people
- Well-storied history
- CSA's –business model

**2. If you left Northfield and did not see or encounter anyone from the City for 20 years, what do you think you'll see?**

- Substantial population and business growth (4-1 vs slow growth)
- Slow population and business growth
- Tightly developed riverfront
- Commercial district
- Biomedical
- Same/similar downtown look
- Both colleges still in existence, but possibly larger, park still in downtown
- New businesses that employ grads and keep them here
- More creative class folks
- More diverse population
- Still a good family place
- More renewable energy
- Completed mill towns trail
- Bus and high speed rail transit to metro
- Much of the same
- Older population
- Warmer weather

- Possible vulnerability unchanged, guarded against
- Edge/car-oriented residential development
- Change in agriculture's role
- Closer farm to eaters relationship with more jobs
- Sustained commitment to agriculture in surrounding townships

- Creative solutions to growth (not old annexation model)
- Residential and commercial development will be a result of larger entities – change type of growth
- Water runoff and access will be big issues

**And what do you hope you'll see, when you return?**

- Community College next to High School
- Successfully transitioned to 100% carbon free economy
- Integrated community
- Genuine 8/80 community
- Infrastructure that will support ease of movement without cars
- Thriving downtown
- Take care of river
- Growth in C/I tax base
- Development of highway 19 corridor- expanded to 4 lanes to I35
- More people pf color
- Wealth and power equally distributed

- Next incubated business that grows big
- String, sustained business growth downtown and near hospital
- Good interconnection
- Resilient
- Land access if you want to farm-supporting food infrastructure
- Strong support of business growth, make it easier ++
- See 5,000 students
- Strong regional planning ++
- Connection – link – Rochester
- Ancillary markets

**3. What are the strengths/greatest assets of Northfield?**

- Colleges
- Opportunities
- Educated workforce
- Story/history
- Ability to do/try anything
- Farmland
- Movie set downtown
- Schools
- Charming neighborhoods
- Family atmosphere
- Socio-economic makeup
- Involved parents

- Metro priority
- Hospitals/clinics
- Safe
- Green space – close to nature
- Arts
- River
- Drinkable aquifer
- Organized to care for disadvantaged
- Volunteerism
- Good place for 8/80
- Good place for business

- Good regional location
- Cool factor
- Stable economic climate
- Engaged
- Civic organizations

- Public works
- Fire, police
- History reinvestment

**4. What areas or (non-growth/development) issues need attention or improvement? Related to that, what are the weaknesses/greatest needs in Northfield? Challenges?**

- Meaningful inclusion
- Lack of diversity
- Not enough jobs
- Mass transit
- Non-motorized transportation infrastructure
- Property tax revenue
- Complacency
- Lack of affordable housing
- Wastewater treatment plant capacity

- Can't swim in cannon river
- Lack of communication between advisory boards
- Land for development
- Workforce for existing businesses
- Retain youth
- Absence of neighborhood feeling in some areas
- Resources that support families
- Off-putting sense of superiority
- People living in poverty

**5. With respect to growth and development, what are the City's greatest assets?**

- People *want* to be here – they care
- Build on existing business – help thrive
- Great rail spur/system/connection
- Educated workforce
- Amenities
- Location

- Colleges
- Healthcare
- Farmland/ag
- Good services
- Service clubs
- Great plans/guides

**What are its greatest challenges?**

- Skilled trade workforce
- Affordable housing
- Affordable childcare
- Reputation
- High real estate taxes – not equitable distribution
- Allow others to tell our story

- Don't celebrate success
- Culture of critique
- 2 business communities: downtown – supported, west – not well supported
- Retaining staff long term

**Do the City Council, EDA and Planning Commission have a common vision for growth and development? If yes, what is it? If no, why not?**

- Good plans – maybe no agreement

- Been a while since economic development community discussion
- "Culture of critique" – inhibits, limits
- Vision/Plan/Principles

**6. Do you see any changes or shifts in the local, regional or national environment in the next 5-7 years that the City should plan for? (e.g., economy, technology or demographics?) If yes, what should the City do?**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Increased diverse demographic – how do we welcome/embrace</li> <li>• Aging workforce, population – skills shifts +</li> <li>• Increase interest rates – community investment</li> <li>• Economic downtown</li> <li>• Unstable national systems</li> <li>• Change how kids are educated beyond high school</li> </ul> | <ul style="list-style-type: none"> <li>• Retiree impact</li> <li>• Income inequality</li> <li>• Reduction in outside funding</li> <li>• Clash between needs and wants – what can we afford</li> <li>• Conglomerates impact</li> <li>• Quality preservation – draw/keep business</li> <li>• Increase of destabilization of immigrant communities</li> </ul> |
|---|--|

**What are/should be the top priorities for the City over the next 3-5 years?**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• P.R. –Communication/tell story</li> <li>• Housing</li> <li>• Transportation – multi-model</li> <li>• Build for next generation</li> <li>• Prioritize needs and wants</li> <li>• Support minority-owned start-ups</li> <li>• Support diversified workforce</li> <li>• Adjust to new reality of climate change impacts</li> <li>• Protect Northfield's "soul"/brand – sense of peace</li> <li>• Affordable housing</li> </ul> | <ul style="list-style-type: none"> <li>• Controlling taxes</li> <li>• Data-backed decisions</li> <li>• Keep things compact</li> <li>• Determine focus for economic development \$</li> <li>• Get land into developers hands</li> <li>• Regional planning for sustainable expansion boundary</li> <li>• Determine rationale for level of taxation</li> <li>• College growth/boundary decisions</li> <li>• Community <u>engagement</u></li> </ul> |
|--|---|

# **APPENDIX IV**

## **Environmental Scan**

# CITY OF NORTHFIELD STRATEGIC PLAN

## ENVIRONMENTAL SCAN

May 9, 2017



# What is Environmental Scanning?

- Environmental scanning is the exploration phase of the strategic planning process.
- It is a systematic process of collecting and analyzing information for the purpose of planning and forecasting.
- Meant to focus on key elements of the enterprise:
  - Statistics regarding services, finances, workforce, infrastructure, and community demographics.
  - Key trends and gaps that may need to be addressed.
  - Identify for potential opportunities and threats.



# NORTHFIELD COMMUNITY METRICS

## Demographic Composition

Total Population	20,309
Median Age	26.6
20 to 44 years old	36.5%
45 to 65 years old	20.2%
65 years and older	13.6%
Ethnicities	
White	87.4%
Black/African American	2.6%
Asian	4.5%
American Indian	0.3%
Two or more races	2.0%
Hispanic/Latino	7.2%

American Community Survey (ACS) 2011—2015



# NORTHFIELD COMMUNITY METRICS

## Demographic Composition

### NORTHFIELD COMPREHENSIVE PLAN

TABLE 2.1: GENERAL POPULATION OF NORTHFIELD BY YEAR (2017 Update)

Year	Total Population	Population Increase	% Growth From Last Census	Population Excluding College Students	Population Increase Excluding College Students	% Growth Based on Non-Student Population
1960	8,707	1,220	16%	5,834	N/A	N/A
1970	10,235	1,528	18%	6,435	601	10%
1980	12,562	2,327	23%	7,560	1,125	17%
1990	14,684	2,122	17%	9,746	2,186	29%
2000	17,147	2,463	17%	12,339	2,593	27%
2010	20,007	2,860	16.68%	14,611	2,272	18.41%
2015	20,309	302	1.51%	14,045	<b>566</b>	<b>-3.87%</b>



# NORTHFIELD COMMUNITY METRICS

## Demographic Composition

**NORTHFIELD COMPREHENSIVE PLAN**

TABLE 2.7: NORTHFIELD HOUSEHOLDS BY YEAR (2017 Update)

Year	Households	Persons Per Household
1960	2,031	2.92
1970	2,285	2.89
1980	3,170	2.60
1990	4,056	2.49
2000	4,909	2.53
2010	6,272	2.44
2015	6,428	2.43

**NORTHFIELD COMPREHENSIVE PLAN**

TABLE 2.8: PERSONS BY HOUSEHOLDS BY AREA (2017 Update)

Geographical Area	Persons Per Household
Northfield	2.44
Rice County	2.55
Dakota County	2.60
Minnesota	2.48

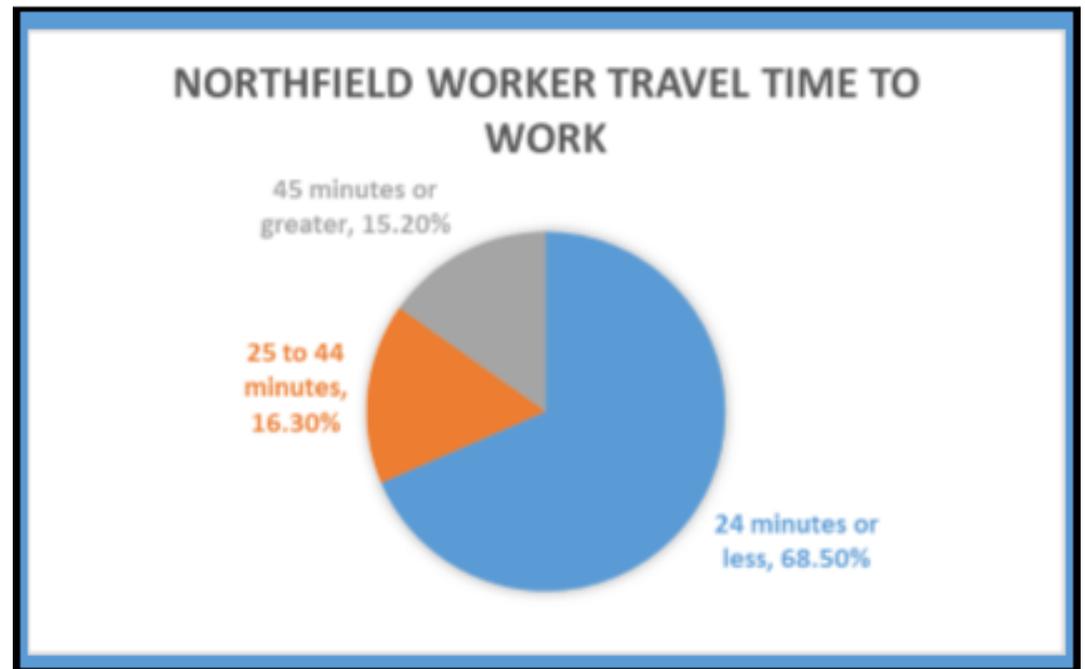


# NORTHFIELD COMMUNITY METRICS

## Commercial Sector Status

### Workforce Composition

Northfield Workforce	8,076
Work & live in Northfield	5,492
Live in Northfield work elsewhere	2,584



# NORTHFIELD COMMUNITY METRICS

## Commercial Sector Status

### NORTHFIELD COMPREHENSIVE PLAN

TABLE 2.8: EDUCATION BY AREA (2017 Update)

Geographical Area	Bachelor's Degree or Higher
Northfield	47.8%
Rice County	27.6%
Dakota County	40.3%
Minnesota	33.7%

### Education (25 years and older)

No HS Degree or GED	5.5%
Only HS Degree or GED	20.5%
Some college, no degree	18.6%
Associate's degree	7.6%
Bachelor's Degree	27.1%
Graduate or professional	20.7%

American Community Survey (ACS) 2011—2015



# NORTHFIELD COMMUNITY METRICS

## Commercial Sector Status

Northfield  
Selected Components of Change, 2011 to 2014

Selected Categories	Taxable Sales 2011	Taxable Sales 2014	Dollar Change	Percent Change
Vehicles & Parts	\$5,495,368	\$7,850,271	+\$2,354,903	+42.85%
Furniture Stores	\$1,515,259	\$2,250,943	+\$735,684	+48.55%
Electronics	NA	NA	NA	NA
Building Materials	NA	NA	NA	NA
Food, Groceries	\$11,374,262	\$11,513,122	+\$138,860	+1.22%
Health, Personal Stores	\$1,932,871	\$1,913,105	-\$19,766	-1.02%
Gas/Convenience Stores	\$4,208,677	\$4,602,668	+\$393,991	+9.36%
Clothing	\$538,033	\$474,590	-\$63,443	-11.79%
Leisure Goods	\$702,044	\$704,617	+\$2,573	+0.37%
General Merchandise Stores	NA	NA	NA	NA
Miscellaneous Retail	\$23,866,814	\$27,871,817	+\$4,005,003	+16.78%
Accommodations	\$1,265,305	\$2,209,316	+\$944,011	+74.61%
Eating & Drinking	+\$23,414,419	+\$27,840,642	+\$4,426,223	+18.90%
<b>Total Retail and Services Sales</b>	<b>\$94,701,327</b>	<b>\$108,822,901</b>	<b>+\$14,121,574</b>	<b>+14.91%</b>

\* Figures not adjusted for inflation.

# NORTHFIELD COMMUNITY METRICS

## Commercial Sector Status

### Comparison with Competing Trade Centers, 2014

Town	Population	Gross Sales (\$millions)	Taxable Sales (\$millions)	Number of Firms	Per Capita Taxable Sales	Pull Factor (Taxable Sales)
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

U of M Retail Trade Analysis, 2016

# NORTHFIELD COMMUNITY METRICS

## Commercial Sector Status

### Commercial Construction (2012-2016)

	Total Permit Value	Total Projects
2012	\$10,944,450	41
2013	\$17,713,854	33
2014	\$14,285,783	38
2015	\$10,110,263	51
2016*	\$55,830,617	57

Northfield Community Development, 2012-2016

#### \* 2016 Commercial Construction

#### 7 Total Projects exceeding \$1 Million

- 985 Hwy 3 (\$1,713,700)
- Holland Hall (\$6,926,500)
- Weitz Center (\$35,000,000)
- 105 College St (\$3,153,270)
- Larson Hall (\$11,883,280)
- 2300 North Avenue (\$1,405,000)
- 1012 Woodley St (\$1,078,441)



# NORTHFIELD COMMUNITY METRICS

## Residential Status

### Annual Household Income

Median Household Income	\$57,866
\$24,999 or less	22.1%
\$25,000 to \$49,999	23.0%
\$50,000 to \$99,999	31.5%
\$100,000 or greater	23.3%

American Community Survey (ACS) 2011-2015

### Housing Costs as Percentage of Income

\$34,999 or less (Income)	20% of income	2.8%
	30% or more	20.8%
\$35,000 to \$74,999 (Income)	20% of income	10.8%
	30% or more	8.4%
\$75,000 or more (income)	20% of income	26.2%
	30% or more	1.4%

American Community Survey (ACS) 2011-2015



# NORTHFIELD COMMUNITY METRICS

## Residential Status

### Housing

Total Units	6,792
Owner Occupied	67.2%
Renter Occupied	32.8%

American Community Survey (ACS) 2011-2015

### Owner Occupied Housing Value

\$149,999 or less	24.2%
\$150,000 to \$299,999	60.5%
\$300,000 to \$499,999	14.2%
\$500,000 or greater	1.2%

### Gross Rent Per Month

Less than \$500	18.5%
\$500 to \$1,499	71.2%
\$1,500 to \$2,999	10.2%
\$3,000 or more	0%

### New Single Family Construction (2012-2016)

Average Permit Value	\$245,285
Average Sale Price	\$305,298

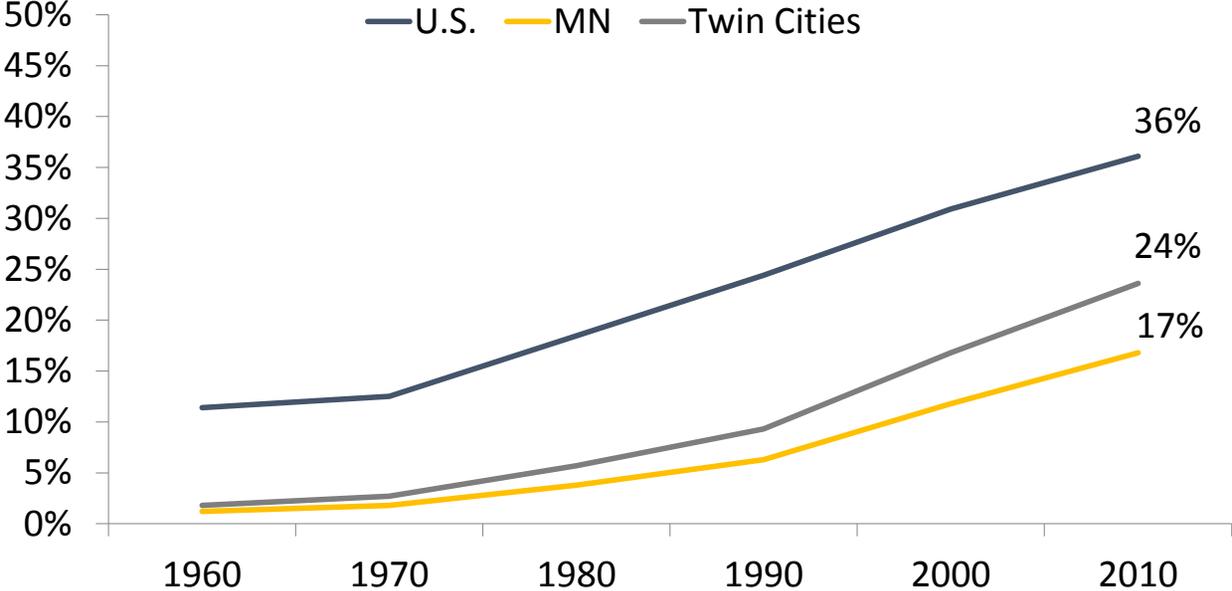
Northfield Community Development, 2012-2016



# NORTHFIELD COMMUNITY METRICS

## Demographic Composition

**Percent Of Color, 1960-2010**



<b>Total Population</b>	<b>20,309</b>
White	87.4%
Black/African American	2.6%
Asian	4.5%
American Indian	0.3%
Two or more races	2.0%
Hispanic/Latino	7.2%

American Community Survey (ACS) 2011—2015

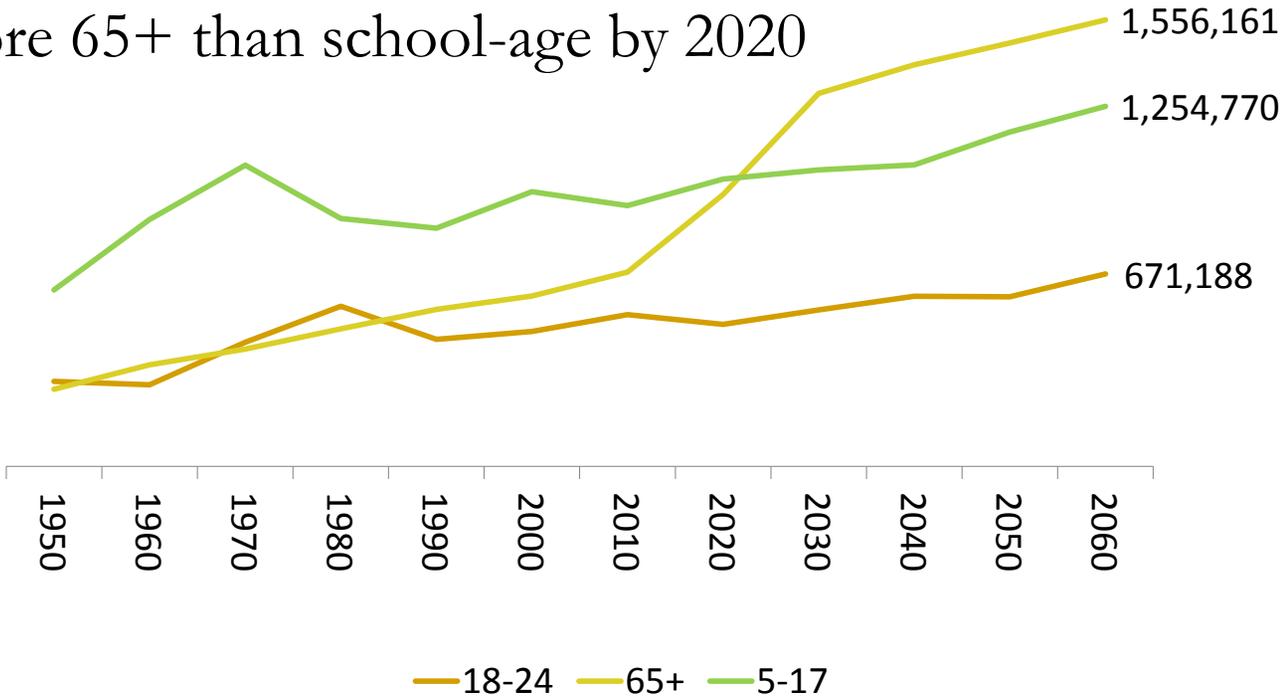
Source: mncompass.org



# NORTHFIELD COMMUNITY METRICS

## Demographic Composition

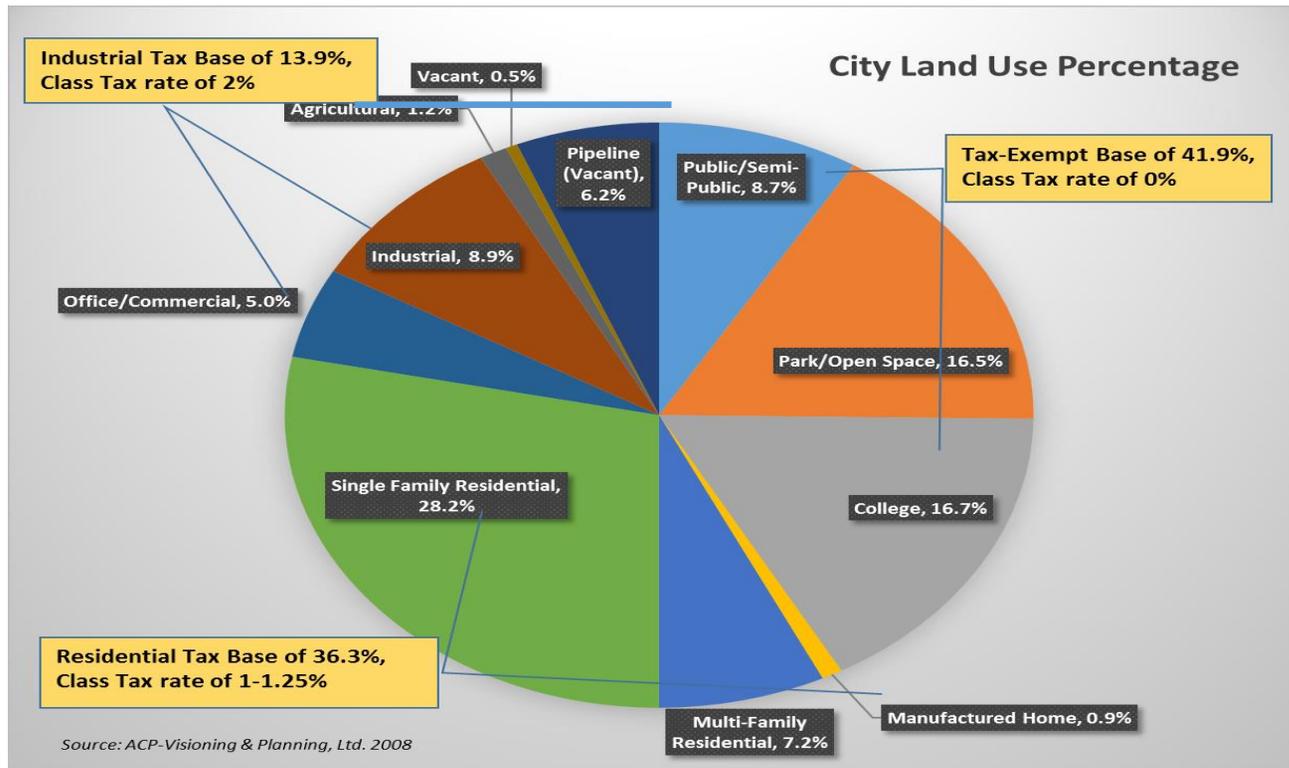
Budget pressures will change  
More 65+ than school-age by 2020



U.S. Census Bureau & Minnesota State Demographic Center

# NORTHFIELD COMMUNITY METRICS

## Tax Base Conditions



# NORTHFIELD COMMUNITY METRICS

## Financial Conditions

### Comparative Data (13 Other Cities)

Northfield Tax Rate 15' 56.675% (132.252%)  
Median Tax Rate 15' 55.000% (131.200%)

Northfield Tax Levy 15' \$7,166,706  
Median Tax Levy 15' \$9,337,121

Northfield Tax Capacity 15' \$12,896,491  
Median Tax Capacity 15' \$16,925,501

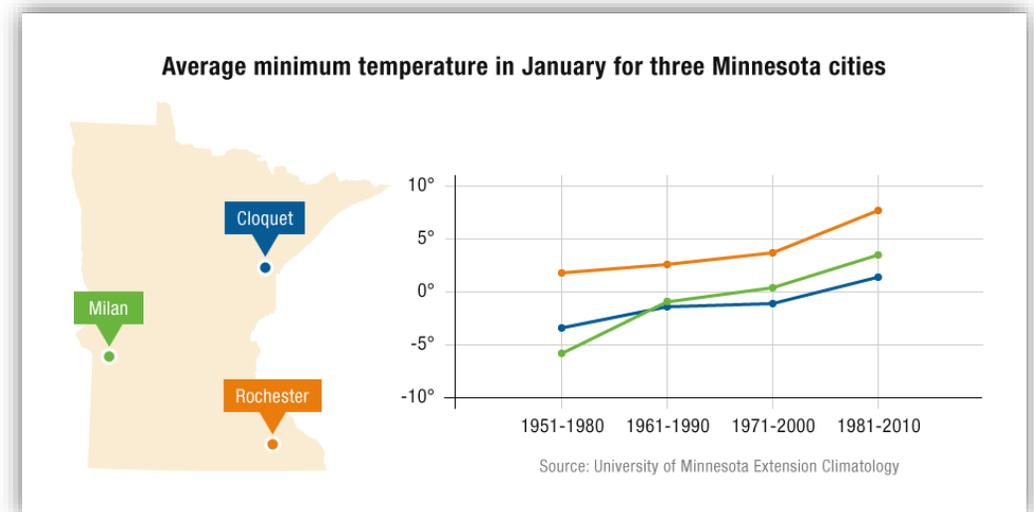
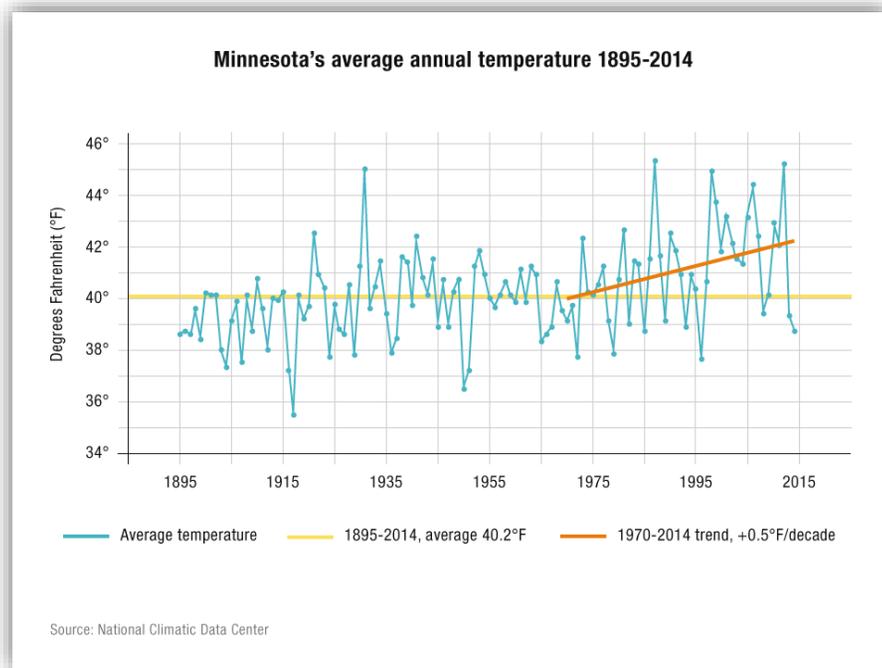
Northfield Industrial MV 15' \$20,843,700  
Mean Industrial MV 15' \$51,830,150

\* Industrial Tax rates with value over \$150,000  
pays double rate of residential homestead valued  
up to \$500,000.



# NORTHFIELD COMMUNITY METRICS

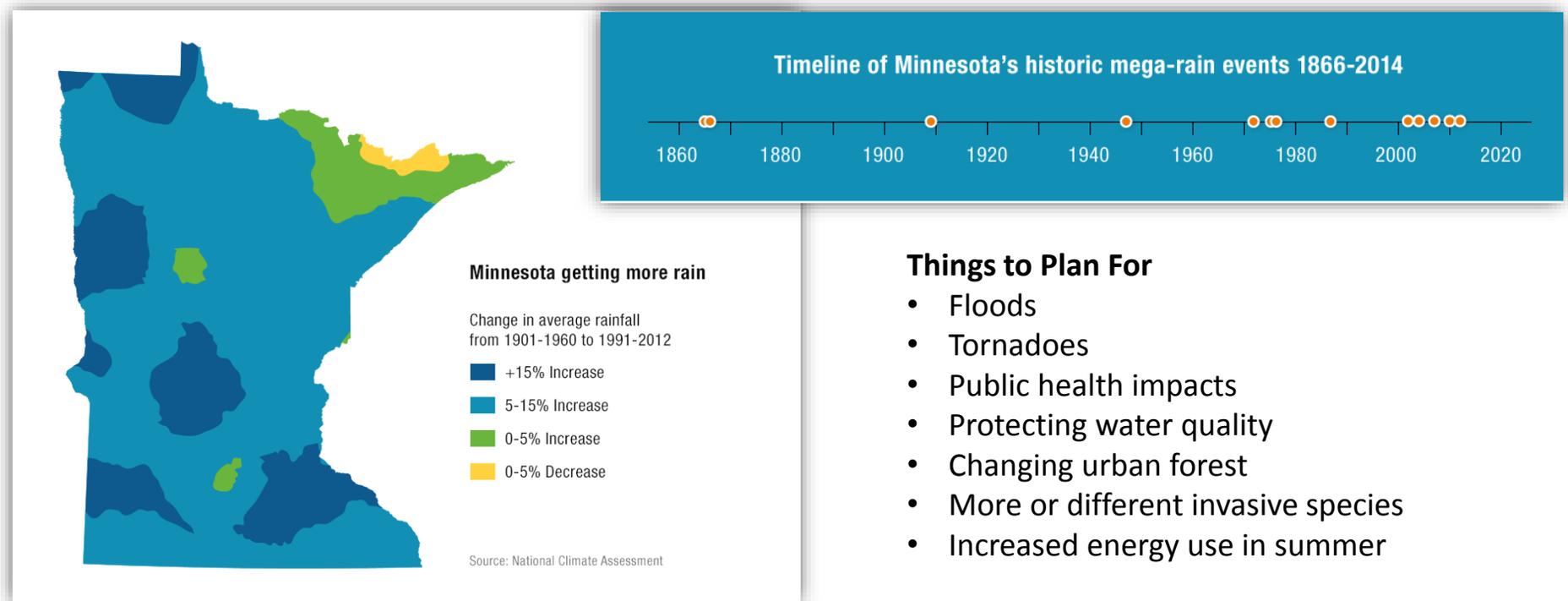
## Environmental Conditions



Environmental Quality Commission/Northfield Energy Working Group Presentation to Council 5-2-2017

# NORTHFIELD COMMUNITY METRICS

## Environmental Conditions



### Things to Plan For

- Floods
- Tornadoes
- Public health impacts
- Protecting water quality
- Changing urban forest
- More or different invasive species
- Increased energy use in summer

Environmental Quality Commission/Northfield Energy Working Group Presentation to Council 5-2-2017

# ADMINISTRATION

## Trends:

- Rapidly emerging software technologies for governments are becoming available to increase service efficiencies.
- Highly polarized national political environment creates a less predictable local operating environment.

## Challenges and Needs

- Making informed decisions and technology investments (accounting software upgrade, citizen engagement tools, financial planning, etc.)
  - City ability to finance the maintenance of our existing infrastructure, facilities and services will require new revenue sources not even considering the addition of new amenities or services.
  - NAFRS organizational changes including a facility expansion, review of administrative personnel transition and consideration of a possible change to an independent local government unit (taxing district)
  - Maintaining a supportive governance environment of civility, respect and cooperation.
  - Balancing governance goals with operational administrative capacities.
- 

# COMMUNICATIONS & HUMAN RESOURCES

## Communications

### Trends:

- The demand for accessing information quickly increases with the use of technology
- Citizen engagement continues to increase with website and social media

### Challenges and Needs

- Increase staffing to meet growing complexity of communications demand
  - Implement outreach plan to reach all members of the Northfield community
  - Increase budget to meet communication needs in the areas of staffing, training, and technology resources
  - Increase staffing to dedicate more time to communications projects
  - Continue to enhance website and social media functionality
  - Development of website App project (in process)
  - Focus on community events to increase inclusiveness of our citizenry
- 

# COMMUNICATIONS AND HUMAN RESOURCES

## Recruitment and Retention

### Trends

- Diversity of our population continues to grow in Northfield.
- Extremely competitive environment for attracting employees.

### Challenges and needs

- Outreach
- Increase diversity of our Boards & Commissions and through employment opportunities
- Focus on our Community Events and how we can become more inclusive
- Increase communication and outreach in order to interact with all members of the Northfield Community
- Increase diversity of City workforce
- Continue to increase employment advertisement outreach with use of traditional, online, and social media resources
- Continue to increase employee engagement for succession planning and gain efficiencies



# COMMUNICATIONS AND HUMAN RESOURCES

## Employee Benefits Study

### Trends

- Attractive benefits are important to talented millennials, experienced and senior applicants.

### Challenges and Needs

- Keep benefit offerings competitive with other municipalities in the region
- Creation of a labor management committee for research, discussion, and presentation of changes to part and full time benefit packages



# LIBRARY

## Trends

- People use libraries differently; Library WiFi, in-library computers, meeting spaces
- More Outreach requests for programming to day cares and senior care facilities
- More homebound delivery requests; especially to seniors
- Reaching out via social media, website, FB, partner organizations expands library's reach
- While increase of ebooks continues, many more people in Northfield read physical books

## Challenges and Needs

- Small footprint of physical building necessitates expansion of services beyond the walls of the library
  - As we provide more Outreach and in-library programming, we are limited by current staff levels for basic public desk coverage in-library.
  - As staff age, they retire or want to work reduced hours– reducing desk coverage hours
  - Need for succession planning for the next generation of Northfield librarians
  - More PT staff hours for out-of-building planning and execution of Outreach programs
  - FT reference manager for supervision and succession planning
- 

# ARTS AND CULTURE COMMISSION

## Trends

- Increasing role of the arts in cross-cultural relationships
- Arts organizations look to community partners for resources and expertise
- Communities value the role of the arts in health and well-being
- Communities value arts and culture as an economic driver

## Challenges and Needs

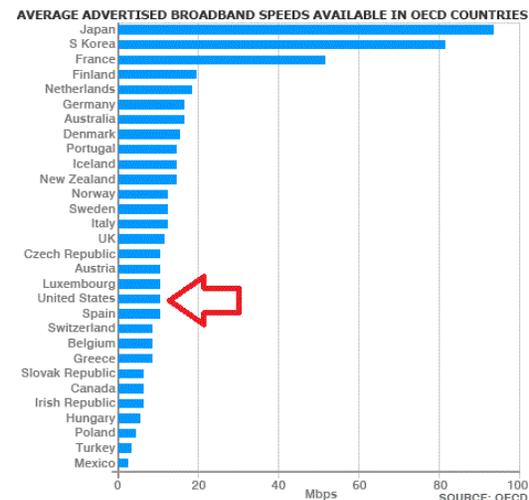
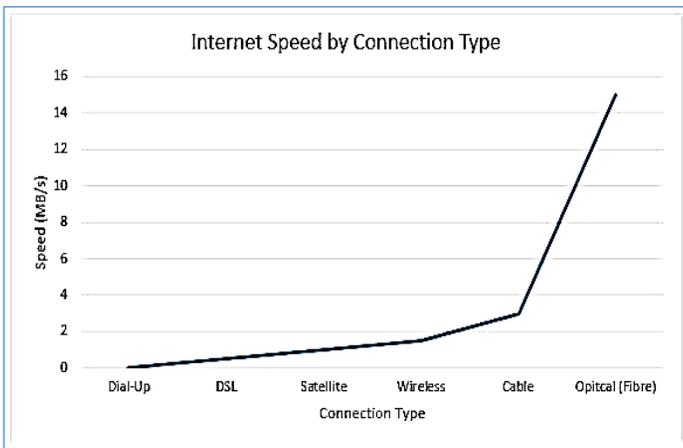
- Public Arts Policy
- Ordinance amendment that stipulates public art funding mechanism for public art and cultural programming in the community (1% for the Arts)
- Matching dollars to secure grants
- Community and City buy-in that the arts are an essential component in the quality of life in society



# INFORMATION TECHNOLOGY

## Trends

- Increased need for fiber-optic cable to home and business to support future advances in technology



- Increased reliance on technology for City transparency
- Cybersecurity challenges increase complexity of solutions
- More cities install free municipal wireless

# INFORMATION TECHNOLOGY

## Challenges and Needs

- Need for network reinforcement (tower)
- Fiber-optic cable to homes and businesses
- IT Department must remain current with new technology, hardware and software
- City-owned fiber to City buildings lessens dependence on outside commercial providers
- Free Public WiFi in downtown district



# POLICE DEPARTMENT

## Trends

- Mental Health/Suicide threat calls increased dramatically
- Child abuse reports up 25%
- Use of digital/electronic analysis of criminal investigations required
- Requests for Police participation at the Northfield community events desirable but impacts staffing
- Community demand for transparency and accountability requires new tools, such as body cameras
- Recommended per capita is 1.5-2 officers per 1,000; Northfield PD is 1.1 officers /1,000



# POLICE DEPARTMENT

## Challenges and Needs

- Implement Body Worn Cameras by 2018
- Two additional sworn police officer positions
  - Additional officer for child abuse, sexual assault and digital/electronic crimes
  - Additional supervisor to manage technology, community involvement, department equipment and day-shift supervision
- Training budget increase for officers



# PUBLIC WORKS

## Trends

- Environment/Climate Changes – staying resilient, flooding
  - Complete Street/Pedestrian Safety Improvements
  - Increased regulatory requirements – Phosphorus WWTP
  - Desire to become more energy efficient and carbon free
  - Technology increasing
  - Facilities moving to more energy efficiency (bldg. automation, reduction in energy consumption)
  - Security at facilities
- 

# PUBLIC WORKS

## Challenges

- Expansion of any services without additional resources
  - Volunteers in the community for the Garden Club are aging, and not many new members are joining to take on those voluntary services, continued pressure for additional city services
  - Maintaining our Facilities
  - Maintaining Streets & Parks
  - Maintaining Wastewater Collection System, Water Distribution System
  - Park funding – Meadows, Bridge Square, Playground Equipment
- 

# PUBLIC WORKS

## Challenges

- Filling seasonal staffing positions
  - Lack of applicants
- Maintaining storm water infrastructure – beginning to identify needs for programming
- 25% Staff Turnover in Public Works



# PUBLIC WORKS

## Needs

- Utilities Vulnerability Assessment
  - Emergency Response Plan – Water and Wastewater
  - Storm Pond Assessment (underway)
  - Pavement Management (underway)
  - Pool Facility Assessment – Identify needs and costs
  - Ice Arena – Upgrade/New Facility
  - NCRC Coordination
- 

# PUBLIC WORKS

## Needs

- Staffing needs in Utilities and Streets and Parks
  - ADA Transition Plan
  - Preparing for WWTP Biosolids Replacement
  - Utilities Security SCADA/Operator Access
  - Surface water management update
  - Comprehensive Water Plan Update
  - Comprehensive Sewer Plan Update
- 

# COMMUNITY DEVELOPMENT

## Trends:

- Balancing the opportunities for growth and development within varying opinions of community values and character.
- Local interest in providing for growth in a fiscally contiguous, dense and sustainable manner.

## Challenges and Needs

- Identification of strategic commercial redevelopment to maximize infrastructure resources
- Lacking need of affordable housing.
- Comprehensive plan updates are timely (2008).



# SUMMARY

## MOST IMPORTANT TRENDS

- A. Aging Population
- B. Ethnic and Racial Diversity
- C. Service delivery technology
- D. Community engagement and communications
- E. Environmental stewardship



# SUMMARY

## MOST IMPORTANT CHALLENGES

- A. Expansion of commercial and industrial tax base.
  - B. Investments in facilities, infrastructure & technology.
  - C. Organizational leadership development.
  - D. Staffing capacity to meet service expectations.
  - E. Facilitation of more affordable housing.
- 

# **APPENDIX V**

## **Community Forum Notes**

## Notes from 4/6 Board/Commission Forum - St. Olaf College

### Comments during questions:

#### Communication

- Not necessarily more – but different – clearer
- Need to communicate what's available to people – what services are there.
- Website could be more robust – enhance

#### Slide 19 - Taxes

- Homes versus businesses – 3 participants answered the question based on business
- Taxes make it difficult to run a business in town
- Businesses are sustainable, but not competitive
- Colleges
  - Not paying taxes
  - Colleges purchase more homes taking off tax rolls, makes it more difficult
  - Service burden on city services
- Large amount of churches and untaxed park land
- Not good information to public on what the effects of, or burdens, placed on tax payers might be helpful
- Taxes higher on more affordable houses than other places
- ¾ of workforce doesn't live in Northfield

#### Growth development

- Sustainable development wasn't on list – environmentally sustainable

#### Available workforce – surprised it wasn't higher

- Available workforce and adequate affordable housing go together, don't have entry or mid-level living in Northfield

#### Affordable housing – willing to have it near your home?

Rental housing – also issue about having it near you. Noted student housing different than rental housing

#### Connected community leadership question comments:

- Political ideological camps – does it fight against strong connected community leadership
- Answered question on a much broader group beyond city council
- Sense is moving in a positive direction, but has ways to go.

#### Communications – not totally city responsibility

#### Creating jobs & growth:

- Depends on what kind of business
- Business is critically important to any community

- Affects all other areas of City of Northfield
- Better to invest in local business rather than recruiting those from outside
- Need strong business base – retail & housing don't support
- Invest in high tech
- Response reflects complexity of question. Ideas & visions on how community should develop – invest as long as it is what I want
- C Rapp summary - Not necessarily divided. Hesitancy – if city would do the right thing I would support it.

Lower taxes don't necessarily make a great community

Lower than the current taxes

### **Responses to questions on what did we miss:**

Environmental sustainability issues

- Energy
- climate issues
- Cannon River

Public transportation

- Viable transportation:
  - Addressing poverty & aging in place
  - Blends with housing
  - Connecting jobs & transportation

Stronger better interface with rural (relationship)

- Rural ag is important
- Shouldn't be us against them

More content

- More specific when presenting information
- Articulate various visions so people can respond to or paths to be followed

Arts & Culture Tourism as an economic driver

More focus on:

- Being welcoming
- Diversity
- Inclusiveness

Public health

- Lot of people in Northfield interested in it
- Noted public health typically delivered by county

- Healthy communities – Healthy Community Initiative
- Opioid issues

Local accessible affordable educational opportunities. Often need to go out of town to increase education. Much is narrowly accessible

Inclusiveness - minorities

- Break down barriers & weave city back together

Keeping youth here

- More opportunities for youth to stay
- Affordable housing

River

- Dam reconstruction
- Infrastructure
- Flooding
- Quality of life
- Recreation opportunities water trail

C. Rapp noted the group is raising issues that may or may not be under the control of the City. The City could however be the convener or collaborator on those issues.

Civic Engagement

- People understanding how decisions are made
  - Educate on how decisions can be influenced
  - Participatory decision making process
  - Transparency – how to improve

Preservation of historic heritage/character of community.

Bikes/trails

Financial sustainability

- Reliant on Federal \$'s
- Grants & donations – what if that dries up
- Impact of colleges on community - good, bad or indifferent

Do more to address fundamental issues of poverty

- Missing out of box solutions to critical problems
- Workforce – how can we think outside of box for solutions
- Explore state funding for job training
- Public private partnerships
- Train for higher paying jobs – opportunities without costing money

- Poverty complex issue not as simple as pairing someone with a job. Challenges, mental health, child care, transportation, etc.
- Do more to educate people.
- Often times nonprofits are in silos to deal with one issue not entire infrastructure.

Early childhood education

Youth mental health – connecting to county services – communicating what services exist