

# 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 \$10% 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. 87% lodging tax - Inc. 10% sales tax- non-NF - Inc. targeted Pull Factors from .61 to .75 by 2020	
	Expanded downtown	Downtown sq. ft.	- 77,000 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	- Inc. 40 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	- Inc.16 new affordable senior units	
	Expanded supportive & emergency housing	Supportive & emergency hsg units	- Inc. 8 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- 6/1/19 site acq. -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 ..	Staffing statistics	- Inc. from 3.7% to 11.2% by 2020 for b&c - Inc. from 3.0% to 10% by 2020 for employees.	
	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.