

City of Northfield Strategic Plan Summary 2018-2020

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
ECONOMIC DEVELOPMENT	Expanded commercial & industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and industrial tax value increased \$ _____ by 12/2020	a) Comprehensive Redevelopment Plan b) Business Expansion Plan c) New Growth Plan-expansion areas d) Develop tourism strategy e) Downtown revitalization plan f) Riverfront expansion plan
	Enhanced quality of place	- Lodging and sales tax - events attendance	- Increase ___ in lodging tax - Increase ___ sales tax-non-Northfield zip code & category	
	Expanded downtown	Downtown sq. ft.	___ add'l sq. ft.	
AFFORDABLE HOUSING	Existing affordable housing maintained	Affordable units	No net loss of units	a) Koester Court Preservation b) Expand res. rehab prog. for income-eligible homeowners c) Strategy-aff. hsg barrier removal d) Develop Senior Housing Plan e) Expand spring creek townhomes f) Workforce housing strategy
	More senior units	Existing senior units	___ new senior units	
	More workforce units	Existing workforce units	___ new affordable rental & owner-occupied units	
INFRASTRUCTURE	Improved infrastructure systems	- PCI, breaks, back-ups, etc.—by system	- Targeted improvements achieved-each system	a) Coordinate Fire Station project b) Plan & develop new Liquor Store c) Coord. decision process-Arena d) Develop community internet plan e) Update Pavement Mgmt. System f) Create Stormwater Mtce 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 high speed internet	Internet speed measurements	___% increase in high speed internet across community	
DIVERSITY, EQUITY, INCLUSION	Increased transit options for all	-Existing routes -Surveys	# ___ new routes for underserved transit-dependent people	a) Dev. equitable access plan b) Develop and implement the GARE equity action plan c) Develop a recruitment plan for volunteers, board/commission members, interns d) Implement recruitment and hiring plan for specific City staff (paid) positions
	Staff and volunteers reflect makeup of 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	
OPERATIONAL EFFECTIVENESS	Adequate staff to meet demands	Staffing analyses	Approved targets met	a) Dev oper. effectiveness plan b) Eval comp. training programs c) Establish integrated work plan d) Develop Council/Staff relationship trust-building process/plan e) Community Engagement Plan f) Update Communication Plan
	Improved respect/trust-internal	Council/staff survey	=/>80% see improvement	
	Improved external communication	Community survey	=/>75% say meets or exceeds	
CLIMATE CHANGE IMPACTS	Improved community understanding of climate change impact	Community feedback, surveys	Increase from ___% to ___% in reported understanding	a) Climate communication/outreach program b) Develop/deploy awareness survey c) Comprehensive Stormwater Plan d) Develop and implement CAP
	Flood resiliency	Flood impact results	No significant flood damage	
	Reduced CO2	CO2 measurements	Carbon neutral city operations by ___	