

# STRATEGIC PLAN SUMMARY 2025-2028

## City of Northfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
<b>Improve Financial Strength</b>  <i>A financially responsible organization</i>	Increased Commercial-Industrial tax base	- Net new C/I Valuation - C/I Permit Valuation (new)	- \$50M net increase-C/I valuation 2025-2028 - \$50M net increase-C/I permit valuation 2025-2028	a) Develop and implement Northwest Area Shovel Ready and Recruitment Plan b) Strategies to develop high potential CI properties c) Create a Revenue Diversification Program (new & updates) d) Implement a coordinated 2-year Budget and Aligned Financial Management Plan e) 5-year Financial Management Alignment with Service Level Strategy.
	Increased revenue diversification	Change in \$ value of new non-tax /non-intergovernmental revenue	10% increase in non-tax/non-intergovernmental revenue 2025-2028	
	Taxation responsive to community needs & expectations	- Annual tax levy - Annual tax rate	Tax levy at or below __% over Estimated Market Value (EMV) growth	
<b>Increase Housing Availability</b>  <i>Addressing the City's affordable housing needs</i>	Expanded availability of single- family housing	# of single-family housing units added annually	Add 50 single-family homes annually through end 2028	a) Create and implement single-family home expansion strategy b) Implement new and existing housing stabilization programs c) Create a strategy to reduce homeownership disparity d) Create development subsidy standards and policy e) Create a plan for publicly owned high priority redevelopment sites
	Expanded availability of multi- family housing	# of multi-family housing units added annually	Add 50 multi-family homes annually by end 2028	
	Preservation of housing quality and affordability	- # of Naturally Occurring Affordable Housing (NOAH) units preserved	- 30 NOAH units preserved/rehabbed by end 2028	
<b>Achieve Infrastructure Sustainability</b>  <i>Infrastructure that supports community needs</i>	A flood resistant community	- Flood plan adoption - Flood plan implementation	Flood plan fully implemented by 2028	a) Implement downtown flood improvements b) Implement neighborhood flood improvements c) Implement City-wide pedestrian crossing improvement plan d) Create Pedestrian and Biking Crossing Improvement Plan for TH-3 e) Create a safe street for all plan f) Create a dam removal strategy
	Improved pedestrian safety	- #__ of upgraded pedestrian crossings installed - #__ of pedestrian plan improvements completed	- #10 new pedestrian crossings installed 2025-2028 - #TH3 pedestrian & biking plan improvements completed by 12/2028 - Safe Streets for All Plan Complete 12.28	
	Dam-free river	Dam removal decision	Dam removal completed by 12/2029	
<b>Enhance Service Delivery</b>  <i>A community that cares about its residents</i>	Capacity to meet desired service levels	# of capacity improvements implemented	Full implementation of critical capacity-building measures across Administrative Services, PD, and Streets & Parks by 2028	a) Identify long-term service delivery needs b) Defined service levels in core services c) Review & update Communications Plan d) Develop a survey framework e) Create a downtown managed parking plan
	Community input guides service improvements	Completion of a city-wide quality of life survey	Conduct a city-wide community survey every other year starting in 2026	
	Downtown parking needs are met	- Managed parking plan adoption - Parking need assessment	Comprehensive downtown managed parking solution in place by 12/2026	