

STRATEGIC PLAN SUMMARY 2018-2020

City of Northfield

| STRATEGIC PRIORITY | DESIRED OUTCOME | KEY OUTCOME INDICATOR | TARGET | STRATEGIC INITIATIVES |
|--|---|--|--|---|
| ECONOMIC DEVELOPMENT <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. | |
| AFFORDABLE HOUSING <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 | |
| INFRASTRUCTURE <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 | |
| DIVERSITY, EQUITY, INCLUSION <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 | |
| OPERATIONAL EFFECTIVENESS <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 | |
| CLIMATE CHANGE IMPACTS <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.