









FY 2018 – 2020
STRATEGIC PLAN
Action Plan

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

Strategic Priority	Strategic Initiative	Analysis	Recommendations
<p>Economic Development <i>A Community That's Economically Thriving</i></p>	<p> Develop a Comprehensive Redevelopment Plan</p>	<p>The EDA is coordinating a redevelopment project with a private developer. The redevelopment project is a 79-unit market rate apartment building at the Southwest corner of 5th Street and Washington Street. The project proposal has identified enclosed parking for the tenants. This project requested EDA land contribution, an EDA loan and Tax Increment Financing. EDA and Council have approved these incentives. Staff is working to finalize the development.</p> <p>Potential redevelopment areas have been identified and prioritized at the staff level. Conversations with property owners and potential developers are ongoing.</p>	<p>Staff is working to recruit developers to invest in Northfield redevelopment projects. The EDA will bring forward recommended redevelopment projects to Council when appropriate.</p>
	<p> Business Expansion and Infill Development Plan</p>	<p>The EDA approved a Resolution supporting the application for incentives from the Minnesota Department of Employment and Economic Development (DEED) to assist local business, All Flex, with a major expansion. The EDA serves as the applicant for Minnesota Investment Fund (MIF) incentives and will pass those dollars onto the business. All Flex will be planning an expansion for 2020. The company wishes to expand from a 25,500 square foot facility to a 40,000 square foot facility with investment in capital equipment and an increase in employment of 35-40 new jobs. Working with the regional DEED representative, Natalie Siderius, we have identified the Minnesota Investment Fund and Job Creation Fund as the two programs that could assist with this major expansion effort. Total cost for the Northfield expansion is estimated to be \$6.4 million between construction and capital equipment.</p>	<p>Staff is working to develop relationships with local businesses and identifying opportunities for local expansion. The EDA will bring forward recommended business expansion projects to Council when appropriate.</p>

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		<p>The EDA approved a \$50,000 revolving loan to assist the expansion of Secure Base Counseling. The business identified an opportunity for expansion by acquiring new property in Northfield. The business specializes in mental healthy therapy services. Currently, the business employs over 100 highly-skilled therapists, and the business anticipates employing over 125 therapists following the expansion. The Rice County HRA matched the EDA loan with a \$50,000 loan. The business needed gap financing to bridge the private financing and equity financing portions of the expansion. The EDA and Rice County HRA loans helped leverage over \$1.5 million in private financing. The expansion is expected to occur in early fall 2019.</p> <p>The EDA hired a consultant to engage with local minority and immigrant owned businesses to inform the City of opportunities to understand and learn strategies to address barriers that may hinder full participation in local economic development. The study is underway and is expected to be completed before the end of the year</p> <p>The Tax Increment Financing package approved for the Aurora Pharmaceutical Business Expansion completed several action steps to encourage local business expansion. Staff conversations with other existing businesses is ongoing.</p>	
	<p> New Growth Plan</p>	<p>Throughout 2018, the Northwest Area Process Advisory Committee conducted a series of meetings to identify a path forward for new growth in the NW area. Conversations with property owners is ongoing. The Process Advisory Committee recommended that City Staff conduct conversations with St. Olaf College leadership regarding their land use goals. City Staff will propose new zoning criteria to the Planning Commission when appropriate.</p>	







Strategic Priority	Strategic Initiative	Analysis	Recommendations
	 Develop Tourism Strategy	<p>A public arts policy has been completed. The CVB continues to explore new areas for enhancing tourism strategies. No new recommendations are prepared at this time.</p>	
	 Downtown Revitalization Plan	<p>Potential redevelopment areas in the downtown district have been identified and prioritized at the staff level. Conversations with property owners is ongoing. The EDA assisted the revitalization efforts for the "Reunion Restaurant" project by providing a \$100,000 low interest loan to assist with gap financing affiliated to project costs.</p> <p>The EDA also considered the requests made by a private developer to redevelop the Fifth Street Lofts. The EDA held a public hearing and took action in October.</p>	<p>Staff is working to recruit developers to invest in Northfield downtown projects. The EDA will bring forward recommended redevelopment projects to Council when appropriate.</p>
	 Riverfront Expansion Plan	<p>The Riverfront Enhancement Committee is meeting every month to discuss ways to enhance the use and accessibility of the Cannon River.</p>	<p>The Riverfront Enhancement Committee will recommend that the Council officially adopt an identified landing zone for non-motorized watercraft in the near future.</p>









Affordable Housing - Quarterly Update for Council




Affordable Housing


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Strategic Priority	Strategic Initiative	Analysis	Recommendations
<p>Affordable Housing <i>A Community Where Everyone Can Afford to Live</i></p>	<p> Koester Court Preservation</p>	<p>None</p>	<p>No Action at this time.</p>
	<p> Revise Residential Rehab Program for Homeowners</p>		
	<p> Barrier Removal Strategy-Affordable Housing</p>	<p>Management to hire consultant to develop program.</p>	<p>Management is currently reviewing consultant responses to RFP.</p>
	<p> Develop Senior Housing Plan</p>	<p>No bids were received for Housing Market Study RFP.</p>	<p>Staff is interviewing prospective bidders to determine changes needed to RFP.</p>
	<p> Develop Southbridge Property</p>	<p>Minnesota Housing Finance Agency (MHFA) approved Tax credit financing for the project in mid November, 2019. Three Rivers Community Action Agency (TRCA) working with city staff to develop timelines for property transfer, tax increment & other financing, planning process, permit process.</p>	<p>The HRA has committed 4.5 acres of the 11.18 acres parcel at Southbridge for the 32-unit, Spring Creek II Townhome Project which is scheduled to break ground in August 2020.</p> <p>The HRA will use their housing market study, once available, to develop additional plans for the remaining 6.68 acres.</p>
<p> Workforce Housing Strategy</p>	<p>Minnesota Housing Finance Agency (MHFA) approved Tax credit financing for the project in mid November, 2019. Three Rivers Community Action Agency (TRCA) working with city staff to develop timelines for property transfer, tax increment & other financing, planning process, permit process. Plan to begin site work by August 2020.</p> <p>No bids were received for Housing Market Study RFP. Staff is interviewing prospective bidders to determine changes needed to RFP.</p> <p>At help maintain existing housing the City Housing Coordinator, with financial support from the HRA, worked with Growing Up Healthy to bring in a weatherization professional to conduct a training for mobile home park residents and volunteers to help build their skills and abilities to maintain affordable housing.</p>	<p>Although timelines are still being developed, some of the next steps include a formal request to Council for tax increment financing, plan review process, engineering approvals, site plan approval, etc.</p>	

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<p>Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i></p>	<p> Coordinate decision process for Fire Station Expansion</p>		
	<p> Plan and Develop new Liquor Store</p>	<p>The City is continuing to explore best site opportunities or options to make the current location ADA compliant</p>	
	<p> Coordinate decision process for Ice Arena</p>		
	<p> Comprehensive Stormwater Plan (CSP) Climate Change Impacts</p>	<p>Surface Water Model Update scope of work developed. City is working with Bolton & Menk to conduct update.</p>	<p>Bolton & Menk will be working with City staff to carry out updates to the model. They will also be looking at neighborhood flooding issues to identify risks and provide recommendations.</p>
	<p> Develop Internet Strategy</p>	<p>Staff conversation about this initiative is that a community-wide survey around this is probably not the best approach. Exploring the idea to build internet capacity by ensuring conduit for wiring is provided in all new and redevelopment street projects.</p>	<p>Determine what needs to happen (perhaps a policy or best practice statement and funding in the Capital Improvement Plan) to ensure this action takes place in the future. A small scale/less formal survey may be conducted.</p>
	<p> Update Pavement Management System</p>		
	<p> Create Stormwater Maintenance Plan</p>		
	<p> Update pedestrian/bike, parks & trails plan</p>		

Strategic Priority	Strategic Initiative	Analysis	Recommendations
<p>Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i></p>	<p> Develop Equitable Service Access Plan</p>	<p>No progress on transportation routes/ridership.</p> <p>Hearing Loop system installed in Council Chambers to make space more accessible for those with hearing impairments.</p> <p>EDA Socio-Economic Committee Report from Strong & Starlike Consulting</p> <ul style="list-style-type: none"> ● Further the work of the EDA Strategic Plan (Business Development) ● Socio-Economic Committee Charge (Review of current business environment for minority, women and veteran owned businesses) ● Gather information on Minority/Immigrant Owned Businesses in Northfield ● Offer Recommendations to EDA through final report 	<p>Issue of more comprehensive evaluation of transportation needs and ridership will be brought to the Transportation Advisory Committee.</p>
	<p> Develop and Implement the GARE Equity Action Plan</p>	<p>Staff Racial Equity Core Team completed a first draft of a Racial Equity Action Plan. It was reviewed and input was provided by Department Coordination team. Program Coordinator is working on edits.</p> <p>A training on Intercultural Effectiveness was offered by Health Finders in December and was attended by 31 city staff/volunteer board members.</p>	<p>The Racial Equity Action Plan will be reviewed by the Human Rights Commission.</p> <p>Staff survey on racial equity will be conducted.</p> <p>Training options for the next year are being developed.</p>
	<p> Implement Recruitment, Hiring, and Retention Plan for City Staff Positions</p>	<p>Employee racial diversity status: 137 employees, 3.62% non-white</p> <p>A new bilingual, library clerk was hired in November 2019.</p> <p>Staff had a table at the Northfield News job fair in October 2019.</p>	<p>The Racial Equity Action Plan that is being finalized has some strategies and actions for increasing recruitment as well as retention for more diversity in staffing.</p>






Strategic Priority	Strategic Initiative	Analysis	Recommendations
	<p data-bbox="415 175 449 207"></p> <p data-bbox="457 152 758 228">Develop a recruitment plan for volunteers, board/commission members, interns</p>	<p data-bbox="856 152 1283 363">Program Coordinator worked with University of Minnesota Extension, HCI, and the Northfield School District to launch a pilot training program for those who have not typically served on Boards, Commissions or Committees. Recruitment for participants began in November and for Coaches in December.</p>	<p data-bbox="1304 152 2001 228">The Growing Local: Northfield Emerging Leaders program has a group of 16 people for the first round. This cohort will meet one Monday a month for 3 hours, February - May.</p> <p data-bbox="1304 245 2001 350">In January and February 2020 all Boards & Commission appointees will be asked to complete an Equal Opportunity Information form (voluntary) to gather baseline data on gender and race/ethnicity. This will be used to help track changes going forward each year.</p>



Operational Effectiveness - Quarterly Update for Council

Operational Effectiveness

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Strategic Priority	Strategic Initiative	Analysis	Recommendations
Operational Effectiveness <i>A Community with a Government that Works</i>	 Develop Operating Effectiveness Plan	This item suspended. Changed to Offer Staff Training and Support	
	 Evaluate comprehensive training programs	This item suspended. Changed to Conduct Staffing analysis for at least one department per year.	
	 Establish integrated work plan	This item suspended.	
	 Develop Council/Staff relationship trust-building process/plan	City Administrator and Program Coordinator looking into options for assessing current levels of trust and trust building.	City Administrator and Program Coordinator continue to look into options for assessing current levels of trust and trust building.
	 Create Community Engagement Plan	This item suspended. Some elements include in communications work.	

Strategic Priority	Strategic Initiative	Analysis	Recommendations
	<p> Communications Plan</p>	<p>Communications staff have worked on the following:</p> <ol style="list-style-type: none"> NCTV: Hired station manager and production assistant. Cablecast training. NCTV partners. Equipment purchases – cameras, tripods, rigging, gimbal, lighting, etc. Video production on the following topics: Winter parking ban, Home Energy Squad visit, Rice County Holiday PSA, Council recap, ntercultural Effectiveness training, Illicit Discharge training, Polco community survey, 5th street lofts, What goes in the bin? Recycling presentation, Gallagher benefits, Safety training, Winter Walk, Captain Jack Sparrow. Event planning or assistance: Holiday Social and Appreciation Reception, Board and Commission Training, NAFRS ribbon cutting and open house, Capital bonding tours (x2), Senator Smith and Rep Craig visit, Fire station open house, Greenvale Community meal volunteering. Processes and procedures: Admin Memo protocol, Board & Commission year in review protocol, Snow emergency protocol with new template and TV stations included Design: Budget overview 2-pager, EDA newsletter quarterly, Sidewalk handout, Employee newsletter monthly, Utility bill insert quarterly Website: Intranet reorganized navigation, Intranet news and events, Sustainability section and pages, Finance pages, Utility billing pages, Parks and Recreation pages, Snow and parking pages. 	<p>Continue to implement communications actions:</p> <ul style="list-style-type: none"> ● Press releases ● Facebook postings ● Website updates <p>Special focus on State of the City event/presentation, an annual strategic plan update and a Board & Commissions accomplishments from 2019 update.</p>
	<p> Conducting staffing analysis for at least one department per year</p>	<p>Police Department staffing analysis completed by Novak Consulting.</p> <p>Operational Analysis for WWTP first draft received.</p>	<p>Police Department will be using information from report in hiring, work planning and budgeting going forward.</p> <p>Operational Analysis for WWTP is scheduled to be reviewed by Council in April.</p>

Strategic Priority	Strategic Initiative	Analysis	Recommendations
	<p> Offer staff training and support</p>	<ol style="list-style-type: none"> 1. New Medical & Dental insurance implementation planning 2. MOA's for labor unions to leave PEIP 3. Employee Benefits & Wellness Fair 4. Benefits - Employee Info Sessions 5. Biometrics Screenings 6. Work Comp Renewal 7. Spirit Week 8. Secret Santa 9. Potlucks 10. Graci Leadership Sessions 11. Employee Safety Training 12. Uniform Policy Update 13. Employment Recruiting & Hiring 14. Drug & Alcohol Program Clearinghouse Webinar 15. Storage Room clean-out 16. Kindness Week 17. Performance Review Audit / Completions 18. Processing steps and BPS pay increases 	<p>HR will be working with the Youth Leadership Academy program being led by HCI. The goal is to provide internships for high school and college students at the City.</p>

Climate Change Impacts - Quarterly Update for Council

Climate Change Impacts

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Strategic Priority	Strategic Initiative	Analysis	Recommendations
<p>Climate Change Impacts <i>A Community that's Resilient and Sustainable</i></p>	<p>▬ Climate Communication/Outreach Program</p>	<p>Completed.</p>	<p>Completed.</p>
	<p>▬ Develop and Deploy Awareness Survey</p>	<p>All actions completed except for establishing carbon neutral city date.</p>	<p>Carbon neutral recommendation will be part of Climate Action Plan to be adopted in November 2019.</p>
	<p>▬ Develop Climate Action Plan</p>	<p>Completed November 2019</p>	<p>Completed November 2019.</p>
	<p>▲ Implementation of Climate Action Plan</p>	<p>The Climate Action Plan (CAP) was adopted in November 2019. Staff and the EQC began discussions on how the EQC can provide oversight and support for the CAP.</p> <p>Most implementation activities focused around the Energy Action Plan (18-month Jump Start) through the Partners in Energy program. Staff and volunteers worked to promote Home Energy Squad visits. Planning for 2020 for the Small Business Blitz, Renewable Energy Challenge and Electric Vehicle Ride & Drive events.</p> <p>The City was awarded a small grant from the Clean Energy Resource Teams (CERTs) to do a city building high level energy efficiency review and on-site solar potential.</p> <p>A final application to the McKnight Foundation was submitted for \$50,000 to help the City explore moving toward a full-time Sustainability position (an action item of the CAP).</p>	<p>The focus in the early part of 2020 is on the Energy Jump Start. A meeting will be held with Large Energy Consumers in January. Small Business Blitz to encourage energy audits will be in March. The community-wide Renewable Energy Challenge will be April-May.</p> <p>Staff will be working on an approach for building energy efficiency, tracking emissions, a fleet study with Xcel Energy, and on-site solar possibilities. These are being done to support the City doing its part to shift to 100% renewable energy.</p> <p>The EQC is developing work group leads who can be conduits for information flow between community members working on various aspects of the CAP and the City.</p> <p>Staff will be using the GreenStep Cities tool to track some of our efforts and work toward the new level of being a Step 4 city.</p>