



FY 2018 – 2020

STRATEGIC PLAN Action Plan

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

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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.

Strategic Plan

Strategic Planning Process



Community Engagement & Outreach

- A. Joint Facilitation Session. City Council, Economic Development Authority, Planning Commission.
- B. Board & Commission Community Forum. Real-time voting & facilitated discussion.
- C. Community Survey. Online, print, English-Spanish versions.

Components of the Strategic Plan

A. Strategic Priorities

- The highest priority issues to be addressed.
- Relevant to the challenges facing the community & current operational challenges.

B. Desired Outcomes

- What we are seeking to achieve in each priority area.
- What success looks like.

C. Key Outcome Indicator

- Indicators of the success we desire
- What we can monitor, count, report
- Direct relationship - indicator to desired outcome

D. Target

- Measurable end date - achieves desired outcomes
- Realistic - based upon the desired outcome
- Stretch, but achievable.
- Direct relationship - target to outcome desired

E. Strategic Initiatives

- Covers multi-year planning period
- Is SMART - Specific, Measurable, Actionable, Realistic, Time-bound

Strategic Initiative - Action Plans

- Provides a framework for planning "how" a strategic initiative will be developed and implemented
- Who, What, When, How
- Development Status = Currently under development and review by staff, City Council, Boards & Commissions & related stakeholders

Council-Staff Leadership

- A. Council Owns. Purpose, Direction, Success Definition, Accountability
- B. Staff Owns. Action Plans, Methods, Performance
- C. Shared Council & Staff Ownership. Perspectives, Creation, Accountability

Strategic Planning Timelines

- A. Outreach, Assessment & Plan City Council & Staff (May through July)
- B. Strategic Plan (2018-2020) Council Considers Adoption - Planned (August 8th)
- C. Action Plan Initiation Council Considers Support to Initiate Action Plan (September)
- D. Action Plan & Strategic Plan Implementation & Reporting (Ongoing).

Strategic Plan Summary 2018- 2020 with Targets

Northfield, MN

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 Economic Development	Commercial Net Tax Capacity Value Economic Development	\$3,198,255 Net Tax Capacity for Commercial Properties as assessed by Rice and Dakota Counties	Develop a Comprehensive Redevelopment Plan Economic Development
	Enhanced Tourism Economic Development	Lodging and sales tax Economic Development	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	Develop Tourism Strategy Economic Development
				Riverfront Expansion Plan Economic Development
		Events attendance Economic Development	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	Develop Tourism Strategy Economic Development
				Riverfront Expansion Plan Economic Development
	Pull factors Economic Development	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	Develop Tourism Strategy Economic Development	
Riverfront Expansion Plan Economic Development				
Expanded Downtown Economic Development	Downtown sq. ft. Economic Development	<ul style="list-style-type: none"> • 2,000 add'l sq. ft. 	Downtown Revitalization Plan Economic Development	
Affordable Housing <i>A Community Where Everyone Can Afford to Live</i>	Grow & maintain affordable housing Affordable Housing	Affordable units Affordable Housing	___ total units by 2020	Koester Court Preservation Affordable Housing
				Revise Residential Rehab Program for Homeowners Affordable Housing
				Barrier Removal Strategy-Affordable Housing Affordable Housing
				Develop Southbridge Property Affordable Housing
				Workforce Housing Strategy Affordable Housing
	Workforce units Affordable Housing	___ total units by 2020	Koester Court Preservation Affordable Housing	
			Revise Residential Rehab Program for Homeowners Affordable Housing	
			Barrier Removal Strategy-Affordable Housing Affordable Housing	
			Develop Southbridge Property Affordable Housing	
			Workforce Housing Strategy Affordable Housing	

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
				 Develop Southbridge Property Affordable Housing
				 Workforce Housing Strategy Affordable Housing
	 More senior units Affordable Housing	 Senior unit inventory Affordable Housing	___ new affordable senior units	 Develop Senior Housing Plan Affordable Housing
	 Expanded supportive & emergency housing Affordable Housing	 Supportive & emergency housing units Affordable Housing	___ new units	
Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i>	 Improved Infrastructure systems Infrastructure	 System indicators-PCI, breaks, back-ups, etc. Infrastructure	Targeted improvements achieved-each system	 Update Pavement Management System Infrastructure
				 Create Stormwater Maintenance Plan Infrastructure
				 Update pedestrian/bike, parks & trails plan Infrastructure
	 Resolution of major facility projects Infrastructure	 Project timelines - each project Infrastructure	<ul style="list-style-type: none"> • Fire Station- 1/1/19 • Liquor Store- 1/1/18 • Arena, build/no- 6/1/18 	 Coordinate decision process for Fire Station Expansion Infrastructure
				 Plan and Develop new Liquor Store Infrastructure
				 Coordinate decision process for Ice Arena Infrastructure
	 Increased satisfaction with high speed internet Infrastructure	 Internet speed measurements Infrastructure	=/> 20% increase in citizen satisfaction with internet services	 Develop Internet Strategy Infrastructure
Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i>	 Increased transit options for all Diversity, Equity, Inclusion	 Existing routes Diversity, Equity, Inclusion		 Develop Equitable Service Access Plan Diversity, Equity, Inclusion
		 Surveys Diversity, Equity, Inclusion		 Develop Equitable Service Access Plan Diversity, Equity, Inclusion
		 Ridership Diversity, Equity, Inclusion		 Develop Equitable Service Access Plan Diversity, Equity, Inclusion
	 Staff and volunteers reflect community Diversity, Equity, Inclusion	 Staffing statistics Diversity, Equity, Inclusion	Increase from ___ to ___ by 2020	 Develop and Implement the GARE Equity Action Plan Diversity, Equity, Inclusion
			 Implement Recruitment, Hiring, and Retention Plan for City Staff Positions Diversity, Equity, Inclusion	

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
				<ul style="list-style-type: none"> Develop a recruitment plan for volunteers, board/commission members, interns Diversity, Equity, Inclusion
	<ul style="list-style-type: none"> Improved access to City services for all demographics Diversity, Equity, Inclusion 	<ul style="list-style-type: none"> Surveys Diversity, Equity, Inclusion 	=/> 75% of targeted access improvements met	<ul style="list-style-type: none"> Develop Equitable Service Access Plan Diversity, Equity, Inclusion
				<ul style="list-style-type: none"> Develop and Implement the GARE Equity Action Plan Diversity, Equity, Inclusion
		<ul style="list-style-type: none"> Access statistics Diversity, Equity, Inclusion 	=/> 75% of targeted access improvements met	<ul style="list-style-type: none"> Develop Equitable Service Access Plan Diversity, Equity, Inclusion
				<ul style="list-style-type: none"> Develop and Implement the GARE Equity Action Plan Diversity, Equity, Inclusion
Operational Effectiveness <i>A Community with a Government that Works</i>	<ul style="list-style-type: none"> Adequate staff to meet demands Operational Effectiveness 	<ul style="list-style-type: none"> Staffing analyses Operational Effectiveness 	Approved targets met	<ul style="list-style-type: none"> Develop Operating Effectiveness Plan Operational Effectiveness
				<ul style="list-style-type: none"> Evaluate comprehensive training programs Operational Effectiveness
	<ul style="list-style-type: none"> Improved respect/trust - internal Operational Effectiveness 	<ul style="list-style-type: none"> Council/staff survey Operational Effectiveness 	=/> 80% see improvement	<ul style="list-style-type: none"> Establish integrated work plan Operational Effectiveness
				<ul style="list-style-type: none"> Develop Council/Staff relationship trust-building process/plan Operational Effectiveness
				<ul style="list-style-type: none"> Communications Plan Operational Effectiveness
	<ul style="list-style-type: none"> Improved external communication Operational Effectiveness 	<ul style="list-style-type: none"> Survey Operational Effectiveness 	=/> 75% of stakeholders say meets or exceeds	<ul style="list-style-type: none"> Create Community Engagement Plan Operational Effectiveness
				<ul style="list-style-type: none"> Communications Plan Operational Effectiveness
		<ul style="list-style-type: none"> Feedback mechanisms Operational Effectiveness 	=/> 75% of stakeholders say meets or exceeds	<ul style="list-style-type: none"> Create Community Engagement Plan Operational Effectiveness
				<ul style="list-style-type: none"> Communications Plan Operational Effectiveness
Climate Change Impacts <i>A Community that's Resilient and Sustainable</i>	<ul style="list-style-type: none"> A clear vision for climate action Climate Change Impacts 	<ul style="list-style-type: none"> CAP development timeline Climate Change Impacts 	Adopted CAP	<ul style="list-style-type: none"> Climate Communication/Outreach Program Climate Change Impacts

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
				<ul style="list-style-type: none"> ↑ Develop and Deploy Awareness Survey Climate Change Impacts ↑ Develop and Implement Climate Action Plan Climate Change Impacts
	<ul style="list-style-type: none"> ■ An economy resilient to energy & environment impacts Climate Change Impacts 	<ul style="list-style-type: none"> ■ Flood damage Climate Change Impacts 	Meet CAP targets	<ul style="list-style-type: none"> ■ Comprehensive Stormwater Plan (CSP) Climate Change Impacts
		<ul style="list-style-type: none"> ■ Climate benchmarks Climate Change Impacts 	Meet CAP targets	<ul style="list-style-type: none"> ■ Comprehensive Stormwater Plan (CSP) Climate Change Impacts
	<ul style="list-style-type: none"> ■ Reduced net carbon emissions Climate Change Impacts 	<ul style="list-style-type: none"> ■ Carbon measurements Climate Change Impacts 	Carbon neutral city by ___	<ul style="list-style-type: none"> ↑ Climate Communication/Outreach Program Climate Change Impacts ↑ Develop and Deploy Awareness Survey Climate Change Impacts ↑ Develop and Implement Climate Action Plan Climate Change Impacts

Strategic Plan Summary with Targets

Economic Development

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 Net Tax Capacity Value	\$3,198,255 Net Tax Capacity for Commercial Properties as assessed by Rice and Dakota Counties	 Develop a Comprehensive Redevelopment Plan
	 Enhanced Tourism	 Lodging and sales tax	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	 Develop Tourism Strategy
				 Riverfront Expansion Plan
				 Develop Tourism Strategy
				 Riverfront Expansion Plan
 Events attendance	 Events attendance	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	 Develop Tourism Strategy	
			 Riverfront Expansion Plan	
			 Develop Tourism Strategy	
 Pull factors	 Pull factors	<ul style="list-style-type: none"> • Inc. ___ lodging tax • Inc. ___ sales tax-non-NF • Inc. targeted Pull Factors 	 Develop Tourism Strategy	
			 Develop Tourism Strategy	
 Expanded Downtown	 Downtown sq. ft.	 <ul style="list-style-type: none"> • 2,000,000 sq. ft. 	 Downtown Revitalization Plan	
			 Riverfront Expansion Plan	

Action Report
Economic Development

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete	
Expanded Commercial & Industrial Tax Base	Develop a Comprehensive Redevelopment Plan	Identify incentives and development resources (financial, partner entities, etc.) particularly those areas related to intensification of land use	Established resource dashboard for redevelopment resources	12/31/17	0 %	
		Identify Key Potential Redevelopment Areas (Geographic Areas Mapping)	Comprehensive list of key potential redevelopment areas identified	12/31/17	0 %	
		Receive small area concept plan for the Q-Block site and Econo site related to potential liquor store project	Completion of concept drawing for further analysis to come forward on development options	10/3/17	0 %	
		Review historical plans and studies	Compiled historical data	12/31/17	0 %	
		Clarification of roles for redevelopment	Completed Joint Working Sessions	7/31/18	0 %	
		Develop small area plan through the EDA or in partnership with entities such as Northfield Roundtable for specific redevelopment projects or opportunities	Approved small area plan, potential site assembly required	12/31/18	0 %	
		Establish goal for commercial & industrial tax value increase (overall not specific to just redevelopment)	Council and EDA approval of defined Target \$ amount	1/31/18	0 %	
		Identify stakeholders	Established stakeholder discussion groups	12/31/18	0 %	
		Prioritization of redevelopment areas	Prioritized list of redevelopment areas with corresponding timelines	7/31/18	0 %	
		Recruit developers for specific redevelopment projects or opportunities in conformance with the comprehensive plan	Developed Request for Proposals	3/31/19	0 %	
	Business Expansion and Infill Development Plan		Establish formalized business retention and expansion opportunity identification plan	Complete agreed upon business visit/surveying/data collection on business needs and opportunities (example: U of MN Extension BR&E survey instrument, ongoing visit formats and communications, etc.)	12/31/17	0 %
			Review available incentives for current and future business infill development	Established resource dashboard for infill development resources	12/31/17	0 %
			Review historical documents and studies	Compiled historical data	12/31/17	0 %
			Clarification of roles of business interaction	Completed Joint Working Sessions	7/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Compile a database of recent business expansions as it relates to City involvement 	Compiled database	2/28/18	0 %
		<ul style="list-style-type: none"> Complete new development expansions and infill 	Increased taxable value, job creation	1/31/20	0 %
		<ul style="list-style-type: none"> Establish goal for commercial and industrial tax value increase (not exclusive to specific expansion and infill sites) 	Council and EDA approval of target for commercial and industrial tax value increase	1/31/18	0 %
		<ul style="list-style-type: none"> Identification of current available infill sites 	Complete update to EDA, Planning Commission and Council on existing infill sites available for commercial and industrial uses.	8/31/18	0 %
		<ul style="list-style-type: none"> Identify expansion needs of existing businesses for infill sites where their existing site does not accommodate needs 	Completion of formal business retention and expansion plan (targeted for infill sites)	12/31/18	0 %
		<ul style="list-style-type: none"> Identify relationship between existing Northfield businesses and City of Northfield - 2018 	Survey existing businesses	12/31/18	0 %
		<ul style="list-style-type: none"> Identify resources available for business expansion assistance 	Established resource dashboard for business expansion assistance	7/31/18	0 %
		<ul style="list-style-type: none"> Recruit targeted commercial and industrial businesses that would fit the need of infill sites 	Completion of formal business recruitment plan (targeted in this area for infill areas)	12/31/19	0 %
	<ul style="list-style-type: none"> New Growth Plan 	<ul style="list-style-type: none"> Clarification of City relationships of roles of expansion and establishing a shared vision of planning for the area 	Consensus agreement on governance responsibilities Consensus of land use and zoning goals as well as clarification of targeted businesses for each expansion area	3/31/18	0 %
		<ul style="list-style-type: none"> Complete any amendments necessary for the comprehensive land use plan and zoning ordinance 	Amended land use plan and zoning ordinance	9/30/18	0 %
		<ul style="list-style-type: none"> Complete new development in expansion areas 	Increased taxable value, job creation	12/31/20	0 %
		<ul style="list-style-type: none"> Complete small area development concept plans and determine priority options and alternatives to provide flexibility in reaction to development 	Consensus agreement on small area development concept plans including preferred options	3/31/18	0 %
		<ul style="list-style-type: none"> Complete Xcel Energy Certified Site Application 	Completion of certification with active listing on Xcel website	1/31/18	0 %
		<ul style="list-style-type: none"> Construct necessary infrastructure necessary to serve committed businesses or to attract new 	Completion of defined public infrastructure	8/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Establish goal for commercial and industrial tax value increase (overall not specific to just new growth plan) 	Council and EDA approval of defined Target \$ amount	1/31/18	0 %
		<ul style="list-style-type: none"> Establish Priority Expansion Areas to pursue (Geographic Areas Mapping) consistent with the comprehensive plan 	EDA, Planning Commission, and City Council agreement on priority expansion areas to explore for development	2/28/18	0 %
		<ul style="list-style-type: none"> Explore the development of a decision matrix into future orderly annexation area considerations for commercial & industrial related properties 	Completion of options to present the EDA and City Council	6/30/19	0 %
		<ul style="list-style-type: none"> Identify expansion needs of existing businesses not served by expansion or infill sites for potential development in growth areas 	Completion of formal business retention and expansion plan (targeted in this area for new growth areas)	12/31/18	0 %
		<ul style="list-style-type: none"> Identify phased priority infrastructure needs and funding opportunities both local as well as potential leveraged private, state, federal funds 	Presentation to Council and EDA on scope and potential funding options	8/31/18	0 %
		<ul style="list-style-type: none"> Identify site stakeholders 	Educate site stakeholders on city work and define and codify their interests	10/31/18	0 %
		<ul style="list-style-type: none"> Recruit targeted commercial and industrial businesses that cannot be served through infill sites 	Completion of formal business recruitment plan (targeted in this area for new growth areas)	1/31/19	0 %
		<ul style="list-style-type: none"> Review historical documents and studies 	Compiled historical data with detailed plans and executive summary provided to EDA, Planning Commission and Council	1/31/18	0 %
<ul style="list-style-type: none"> Enhanced Tourism 	<ul style="list-style-type: none"> Develop Tourism Strategy 	<ul style="list-style-type: none"> Completion of public arts policy 	Completion of public arts policy. ACC recommend and Council approve	9/30/17	100 %
		<ul style="list-style-type: none"> Develop specific goals and create action steps for film rebate program and cultural district development 	EDA & Council presentation	12/31/18	0 %
		<ul style="list-style-type: none"> Establish goal for increased lodging, sales taxes and targeted pull factors increased 	Council approval of target for lodging, sales taxes and targeted pull factors	1/31/18	0 %
		<ul style="list-style-type: none"> Explore funding opportunities related to the incorporation of 1% for the arts goal of the comprehensive plan 	Presentation of options for consideration to ACC & City Council	12/31/18	0 %
		<ul style="list-style-type: none"> Explore need for public WiFi installation in Bridge Square, Division Street for visitor access to enhance tourism experience 	Project planned, funded, implemented	5/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Identify and develop possible initiatives in collaboration with the ACC to promote the arts & cultural qualities in Northfield 	ACC complete review of opportunities in conjunction with Arts Lab cohort Cultural Plan members	11/30/18	0 %
		<ul style="list-style-type: none"> Identify City role in tourism strategies in the areas of recreation, arts & culture 	Council, ACC and EDA presentations	1/31/18	0 %
		<ul style="list-style-type: none"> Identify key partners for tourism strategy emphasizing recreation, arts & culture 	Establish relationship as staff liaison to CVB	1/31/18	0 %
		<ul style="list-style-type: none"> Research and review potential "Cultural District" for downtown marketing with CVB and potential incentive program 	Implementation of District	7/31/18	0 %
		<ul style="list-style-type: none"> Review historical documents, studies, past actions, strategies 	Compiled historical data compiled, reviewed by stakeholder group	3/31/18	0 %
		<ul style="list-style-type: none"> Review potential film rebate program with Chamber of Commerce and CVB 	Implementation of program	7/31/18	0 %
		<ul style="list-style-type: none"> Using the Existing Northfield Gateway Corridor Improvement Plan, develop improvements for gateway nodes/corridor from 5th Street to 2nd street along the Highway 3 Gateway Corridor to promote tourism using arts, culture and recreation. 	Presentation of completed plan to Council & partner organizations, including ACC, EDA, CVB, Roundtable	3/31/19	0 %
		<ul style="list-style-type: none"> With partner organizations & City, develop a Cultural Plan as an outcome of ArtsLab participation 	Presentation of completed plan to Council & partner organizations, including ACC, EDA, CVB, Roundtable	10/1/18	0 %
		<ul style="list-style-type: none"> Work with CVB to identify specific targets that increase tourism emphasizing recreation, arts and culture opportunities 	Prioritized list of specific targets	6/30/18	0 %
<ul style="list-style-type: none"> Expanded Downtown 	<ul style="list-style-type: none"> Downtown Revitalization Plan 	<ul style="list-style-type: none"> Establish goal for additional square footage to be added to the downtown 	Council and EDA approval of target for additional square footage in downtown.	12/31/17	0 %
		<ul style="list-style-type: none"> Identify incentives and development resources (financial, partner entities, etc.) 	Established resource dashboard for downtown revitalization resources	12/31/17	0 %
		<ul style="list-style-type: none"> Identify key potential revitalization areas (Geographic Areas Mapping) 	Prioritized list of redevelopment areas with corresponding timelines	12/31/17	0 %
		<ul style="list-style-type: none"> Clarification of roles for redevelopment 	Completed Joint Working Sessions	7/31/18	0 %
		<ul style="list-style-type: none"> Complete additional expansion in downtown 	Increased commercial (including residential rental or owner occupied) square footage in downtown	1/31/20	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Establish goal for commercial and industrial tax value increase (overall not specific to just downtown) 	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites)	1/31/18	0 %
		<ul style="list-style-type: none"> Initiate discussions with current building/land owners about future use 	Working stakeholder discussion groups created	12/31/18	0 %
		<ul style="list-style-type: none"> Prioritization of revitalization areas 	Prioritized list of redevelopment areas with corresponding timelines. EDA approve	7/31/18	0 %
		<ul style="list-style-type: none"> Research and review potential "Cultural District" incentive for downtown development 	Implementation of Program	7/31/18	0 %
		<ul style="list-style-type: none"> Review historical documents and studies 	Compiled historical data: City & Partners – NDDC, Northfield Roundtable, etc.	7/31/18	0 %
	<ul style="list-style-type: none"> Riverfront Expansion Plan 	<ul style="list-style-type: none"> Clarification of City relationships of roles of riverfront expansion 	Completed Joint Working Session	5/31/18	0 %
		<ul style="list-style-type: none"> Establish goal for commercial and industrial tax value increase (overall not specific to just downtown) 	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites)	1/31/18	0 %
		<ul style="list-style-type: none"> Establish goal to increase lodging tax and sales tax from non-Northfield residents 	Council and EDA approval of target to increase lodging tax and sales tax from non-Northfield residents	1/31/18	0 %
		<ul style="list-style-type: none"> Identify and pursue potential uses for orientation to river 	Prioritized three areas of riverfront expansion with corresponding timelines	7/31/18	0 %
		<ul style="list-style-type: none"> Identify locations for non-motorized boat access near downtown 	Identify a take out location upstream from the dam	2/1/18	0 %
		<ul style="list-style-type: none"> Identify resources (financial, partner entities, etc.) 	Established resource dashboard for riverfront purposes	9/30/18	0 %
		<ul style="list-style-type: none"> Identify Riverfront Areas for possible expansion (Geographic Areas Mapping) that may more effectively integrate the Cannon River into the fabric of the downtown 	Presentation of options for expansion to EDA	6/30/18	0 %
		<ul style="list-style-type: none"> Identify site stakeholders 	Working stakeholder discussion groups created	8/31/18	0 %
		<ul style="list-style-type: none"> Initiate riverfront expansion next action steps identified to specific projects based on priority areas 	Approve defined expansion project areas and updated action steps in this area	10/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> ■ Prioritization of riverfront areas (short term/long term) 	Prioritized three areas of riverfront expansion with corresponding timelines	7/31/18	0 %
		<ul style="list-style-type: none"> ■ Review historical documents and studies 	Compiled historical data	2/28/18	0 %
		<ul style="list-style-type: none"> ■ Budget Prioritization for Riverfront Enhancement 2019-2020 		9/18/18	0 %
		<ul style="list-style-type: none"> ■ Creation of Riverfront Enhancement Advisory Committee & Mayoral Appointments 		9/21/18	0 %
<ul style="list-style-type: none"> ■ Additional Outcome 	<ul style="list-style-type: none"> ■ Delete this Record 	<ul style="list-style-type: none"> ■ Additional Action 		4/15/18	0 %

Strategic Plan Summary with Targets

Affordable Housing

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Affordable Housing <i>A Community Where Everyone Can Afford to Live</i>	 Grow & maintain affordable housing	 Affordable units	___ total units by 2020	 Koester Court Preservation
				 Revise Residential Rehab Program for Homeowners
				 Barrier Removal Strategy-Affordable Housing
				 Develop Southbridge Property
				 Workforce Housing Strategy
			 Workforce units	___ total units by 2020
				 Revise Residential Rehab Program for Homeowners
				 Barrier Removal Strategy-Affordable Housing
				 Develop Southbridge Property
				 Workforce Housing Strategy
	 More senior units	 Senior unit inventory	___ new affordable senior units	 Develop Senior Housing Plan
	 Expanded supportive & emergency housing	 Supportive & emergency housing units	___ new units	

Action Report
Affordable Housing

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
Grow & maintain affordable housing	 Koester Court Preservation	 Assist Common Bond with Tax Credit Application for the preservation of approximately 95 units of income restricted units that will preserve affordability in Northfield	Application Submitted	6/30/18	100 %
		 Commit CDBG Funding for project to assist in effort to rehabilitate units in addition to preservation of income restrictions	CDBG Application Submitted & Approved	1/31/19	100 %
		 Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of target metric	1/31/18	0 %
	 Revise Residential Rehab Program for Homeowners	 Guidelines and application Given to Link Center to be translated into Spanish	New guidelines and application Translated by Link Center	12/31/17	100 %
		 Implement Administrative Contract with Three Rivers Community Action	Administrative Services Provided	12/31/17	0 %
		 New guidelines and application placed on City Website	Guidelines & application published on City Website	12/31/17	100 %
		 Publish new guidelines owner-occupied residential rehab program	Guidelines/Application Published	12/31/17	100 %
		 Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of metrics	1/31/18	0 %
		 Evaluate CDBG Program Changes from 2017	Complete a review look back on changes from staff with approved changes by HRA	5/31/18	100 %
		 Barrier Removal Strategy-Affordable Housing	 Create Team to Review Land Use Code/Zoning Ord	Findings & Report submitted to City Administrator	12/31/18
	 Create Team to Review Rental License Ordinances Review Best Practices		Findings & Report submitted to Planning Commission for review and direction on possible recommendations to council	12/31/18	0 %
	 Recommended amendments to Planning Commission and City Council		Presentation to PC and Council	1/31/19	0 %
	 Develop Southbridge Property	 Construction of new affordable housing underway	Building Permit and project started	7/31/20	0 %
		 Determine location at Southbridge property and number of units to be constructed	Accepted site plan in place	6/30/18	100 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Establish goal for total units to be added in affordable housing by 2020 	HRA and Council approval of metrics	12/31/20	0 %
		<ul style="list-style-type: none"> Partner with Three Rivers Community Action Agency (TRCAA) to apply for Tax Credits 	Tax Credit Application submitted	6/30/18	0 %
		<ul style="list-style-type: none"> Partner with TRCAA to obtain additional funds and financing, i.e. Tax Increment Financing, CDBG etc. 	Total Funding for project in place	12/31/19	0 %
		<ul style="list-style-type: none"> Seek input and feedback from surrounding neighborhoods 	Neighborhood meetings held	3/31/18	100 %
	<ul style="list-style-type: none"> Workforce Housing Strategy 	<ul style="list-style-type: none"> 2017 Housing Study – Capstone Project 	Study presented to HRA Board	8/31/17	100 %
		<ul style="list-style-type: none"> Establish goal for total units to be added in affordable housing by 2020 	HRA and Council approval of metrics	1/31/18	0 %
		<ul style="list-style-type: none"> Participate in Rice County Housing Study 	Study Complete	12/31/18	0 %
		<ul style="list-style-type: none"> Research partnership with owner & developer of adjacent, undeveloped property 	Development Agreement	6/30/18	0 %
		<ul style="list-style-type: none"> Research possible development of 2-acre residential lot for housing development 	Lot purchased and developed	12/31/20	0 %
<ul style="list-style-type: none"> More senior units 	<ul style="list-style-type: none"> Develop Senior Housing Plan 	<ul style="list-style-type: none"> Determine the number of seniors units in Northfield 	Inventory created, presented to HRA Board	8/31/17	0 %
		<ul style="list-style-type: none"> Forecast additional need or increasing demand for senior housing utilizing Rice County and US Census data 	Prepared report presented to HRA Board	8/31/17	0 %
		<ul style="list-style-type: none"> Establish goal for total units to be added in senior housing units target 	HRA and Council approval of target metric	1/31/18	0 %
		<ul style="list-style-type: none"> Evaluate and promote opportunity for senior co-op housing development 	Existing single-family, entry-level homes made available for resale	12/31/20	0 %
		<ul style="list-style-type: none"> Revise zoning & subdivision ordinances to ensure opportunities for development of alternative/innovative typed and styled senior housing such as mixed use, accessory structures such as “granny flats” or “mother-in-law” apartments in conjunction with existing or new neighborhoods, especially near downtown 	Completion of analysis of market interests and complete revisions as determined appropriate	12/31/19	0 %

Strategic Plan Summary with Targets

Infrastructure

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
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	 Update Pavement Management System
				 Create Stormwater Maintenance Plan
				 Update pedestrian/bike, parks & trails plan
	 Resolution of major facility projects	 Project timelines - each project	<ul style="list-style-type: none"> • Fire Station- 1/1/19 • Liquor Store- 1/1/18 • Arena, build/no- 6/1/18 	 Coordinate decision process for Fire Station Expansion
				 Plan and Develop new Liquor Store
				 Coordinate decision process for Ice Arena
 Increased satisfaction with high speed internet	 Internet speed measurements	=/> 20% increase in citizen satisfaction with internet services	 Develop Internet Strategy	

Action Report

Infrastructure

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
Improved Infrastructure systems	Update Pavement Management System	City Council Sets PCI Goals of Street System	Council sets direction on pavement management	3/31/17	0 %
		Analyze Collected Data	Field data is reviewed for quality assurance	10/31/17	100 %
		Data Collection of Existing Streets	Field information is collected and inputted into pavement management program	9/30/17	100 %
		Run Scenarios on Pavement Management System	Pavement Condition Index (PCI) scenarios are run for funding option/PCI goals	12/31/17	0 %
		Implement Financial Options	Council move forward as necessary to achieve PCI goal	9/30/18	0 %
		Share Financial Impacts with City Council	Presentation to Council on findings	2/28/18	0 %
	Create Stormwater Maintenance Plan	Determine Cost of Maintenance Activities	Develop estimates, for annual budgeting	9/30/19	0 %
		Establish a Maintenance Plan	Create scheduled inspections for all stormwater infrastructure	1/31/19	0 %
		Gather Information on Existing System	All inlet and outlets to ponds and river inspected	6/30/18	0 %
		Identify Maintenance Activities	Prioritization of needed maintenance activities	6/30/19	0 %
	Update pedestrian /bike, parks & trails plan	Council sets aside funding for consultant	Funding approved	9/30/17	100 %
		Develop scope of update	Scope of the project is determined	9/30/17	100 %
		Comprehensive Plan Amendment for Planning Commission approval	Recommendation of Approval of comp plan amendment to City Council	12/31/18	0 %
		Develop draft plan	Draft completed	6/30/18	0 %
		Draft plans for PRAB approval	PRAB approves draft plans	9/30/18	0 %
		Engage public, PRAB, and Planning Commission	Engagement of Boards and commission and input from the public is provided	6/30/18	0 %
		Send out request for proposal (RFP)	Hire a consultant	1/31/18	0 %
		Submit final plans to council	Council approves plans and comp plan amendment	1/31/19	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Update draft plans 	Plans are complete	10/31/18	0 %
<ul style="list-style-type: none"> Resolution of major facility projects 	<ul style="list-style-type: none"> Coordinate decision process for Fire Station Expansion 	<ul style="list-style-type: none"> Approve building and site design resolution 	Approve by Council	10/6/17	100 %
		<ul style="list-style-type: none"> Draft JPA & Lease completed 	Internal completion – City Attorney, Bond Attorney, Finance Director, NAFRS Reps.	10/6/17	100 %
		<ul style="list-style-type: none"> Final pre-bid cost estimate completed & presented to NAFRS design committee & NAFRS Facility Committees 	Review & support of final recommendations to NAFRS Board	10/18/17	0 %
		<ul style="list-style-type: none"> NAFRS Board Action on Lease & JPA changes 	Approve resolution for preliminary approval of lease & JPA changes and related recommendation to parties	10/19/17	0 %
		<ul style="list-style-type: none"> Northfield approve calling for public hearing 	Approve resolution calling for hearing	11/20/17	100 %
		<ul style="list-style-type: none"> Northfield conduct public hearing on project CIP 	Complete public hearing and Authorization of Bonds	12/11/17	100 %
		<ul style="list-style-type: none"> Northfield Council Review Communication Tower and Gateway Enhancements 	Receive and discuss alternates and cost considerations	11/13/17	100 %
		<ul style="list-style-type: none"> Presentations to JPA Parties for Resolution of Support to Proceed 	Presentations by NAFRS Representatives. Includes design, cost, financing, project schedule, etc.	11/13/17	100 %
		<ul style="list-style-type: none"> Approvals JPA Parties for Resolution of Support to Proceed 	Presentations by NAFRS Representatives	11/20/17	0 %
		<ul style="list-style-type: none"> Approve final plans and specifications and authorize for bids (30 days after hearing minimum) 	Council approve resolutions approving plans and specifications and authorizing bids	1/15/18	0 %
		<ul style="list-style-type: none"> Award bonds 	Approve bonds	4/20/18	0 %
		<ul style="list-style-type: none"> CIP Bond Reverse Referendum Filing Period Ends 		2/28/18	100 %
		<ul style="list-style-type: none"> City Award Construction Contracts, Approve JPA Amendment, Approve Lease Agreements 	Final Council approvals	3/12/18	0 %
		<ul style="list-style-type: none"> Construction contracts approved by City 	Final approval council and execution by all parties	3/19/18	0 %
		<ul style="list-style-type: none"> Final JPA Amendment Approval and NAFRS Approval of Lease Agreement and Recommend Project 	NAFRS Approve Lease and Recommend Project Rural Fire and Dundas approve lease and final agreements	3/5/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		■ Open bids	Bid opening conducted by CM, Architect, City Reps.	2/27/18	100 %
		■ Project commencement	Authorization by Construction Manager Authorization by Construction Manager	4/1/18	0 %
		■ Project Completion	Certificate of occupancy	1/31/19	15 %
		■ Subproject		4/30/18	0 %
	■ Plan and Develop new Liquor Store	▲ Council Direction on Liquor Store	Formal Action on Next Steps (specific yet to be determined)	12/31/17	0 %
		■ Hire Architect to initiate Conceptual Design phase	Staff solicitation, interviews, proposal reviews, negotiation, contract award	12/31/17	0 %
		▲ Prepare pro forma based upon Market Study update and Conceptual Design cost estimates	Staff and consultant team complete cost estimates	12/31/17	100 %
		▲ Present Conceptual Designs and preliminary cost estimates to Council	Presentation on site option reviews	10/3/17	100 %
		■ Staff further analysis site considerations and recommendation development for Council	Presentation of Recommendations	12/31/18	0 %
		■ Update 2015 Market Study to reflect market changes	Completion of market analysis Completion of market analysis	12/31/17	100 %
		■ Council Site Selection and Purchase		12/31/18	0 %
		■ Design Development phase		10/31/18	0 %
		■ Negotiate terms		7/1/18	0 %
		■ Schematic Design phase		9/1/18	0 %
		■ Construction Document phase		8/5/19	0 %
	▲ Coordinate decision process for Ice Arena	■ Complete Operational Analysis	All report completed	9/30/17	100 %
		■ Determination of Next Steps	Not Yet Determined	12/31/17	100 %
		■ Financing Options / impacts	Financial Scenario's completed	11/30/17	100 %
		■ Present Operation Analysis to Northfield Ice Board	Presentation completed	11/30/17	100 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Recommendation on options from Northfield Ice Board 	Direction from Ice Board on how to proceed	12/31/17	100 %
		<ul style="list-style-type: none"> Remodel Existing Arena—Option/Costs 	Option is created along with costs	8/31/17	100 %
		<ul style="list-style-type: none"> Present Council Options on moving forward 	Presentation to Council of Options and Recommendations	1/31/18	100 %
		<ul style="list-style-type: none"> Community Vote 		11/6/18	0 %
<ul style="list-style-type: none"> Increased satisfaction with high speed internet 	<ul style="list-style-type: none"> Develop Internet Strategy 	<ul style="list-style-type: none"> Develop baseline of residential satisfaction with Internet services 	Completed baseline	11/30/17	0 %
		<ul style="list-style-type: none"> Conduct concluding survey of residential satisfaction with Internet services 	20% improvement in citizen satisfaction per year	5/31/21	0 %
		<ul style="list-style-type: none"> Develop plan to implement improved Internet services 	Bring plan to council for approval	5/31/19	0 %
		<ul style="list-style-type: none"> Evaluate dual-franchise possibilities with high-speed internet providers 	Completed agreements with vendors for dual franchise	5/31/18	0 %
		<ul style="list-style-type: none"> Evaluate options for citywide fiber coverage 	Viable options for citywide fiber coverage	8/31/18	0 %
		<ul style="list-style-type: none"> Implement improved internet services plan 	__% of residents have access to fast internet	7/31/20	0 %

Strategic Plan Summary with Targets

Diversity, Equity, Inclusion

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives	
Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i>	Increased transit options for all	 Existing routes		 Develop Equitable Service Access Plan	
		 Surveys		 Develop Equitable Service Access Plan	
		 Ridership		 Develop Equitable Service Access Plan	
	Staff and volunteers reflect community	 Staffing statistics		Increase from ___ to ___ by 2020	 Develop and Implement the GARE Equity Action Plan
					 Implement Recruitment, Hiring, and Retention Plan for City Staff Positions
					 Develop a recruitment plan for volunteers, board/commission members, interns
	Improved access to City services for all demographics	 Surveys		= /> 75% of targeted access improvements met	 Develop Equitable Service Access Plan
					 Develop and Implement the GARE Equity Action Plan
		 Access statistics		= /> 75% of targeted access improvements met	 Develop Equitable Service Access Plan
					 Develop and Implement the GARE Equity Action Plan

Action Report

Diversity, Equity, Inclusion

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
<p>Increased transit options for all</p>	<p>Develop Equitable Service Access Plan</p>	<p>Collect information from current transportation companies regarding existing routes, rates of use, rider information, etc.</p>	<p>Complete internal analysis</p>	<p>12/31/17</p>	<p>0 %</p>
		<p>Complete Age Friendly Survey to Identify Potential Inequitable Service Access</p>	<p>Complete Age Friendly survey and analyze results</p>	<p>12/31/17</p>	<p>0 %</p>
		<p>City Staff and Department Survey to ID weaknesses and areas of concern related to serving all segments of the Community</p>	<p>Complete internal survey</p>	<p>6/30/18</p>	<p>0 %</p>
		<p>Create a proposal for increased transportation services and routes within City</p>	<p>Recommendations and complete action plan to implement changes</p>	<p>12/31/18</p>	<p>0 %</p>
		<p>Establish goal for "targeted access" metric on "=> of targeted access improvements met."</p>	<p>Council approval of defined "targeted access" metric</p>	<p>1/31/18</p>	<p>0 %</p>
		<p>Evaluate needs and facility discussion of Age Friendly</p>	<p>Complete survey and priority list with the Friendly Community Partner</p>	<p>2/28/18</p>	<p>0 %</p>
		<p>Identify Partner Agencies & the Information they maintain that relates to Northfield Demographics and Services</p>	<p>Complete inventory internal for staff review</p>	<p>2/28/18</p>	<p>0 %</p>
		<p>Recommend a plan to improve translation and communication services within City Offices and in the Community</p>	<p>Complete review in coordination with communications plan development</p>	<p>6/30/18</p>	<p>0 %</p>
		<p>Create Northfield Transportation Advisory Committee & Mayoral Appointments</p>		<p>7/17/18</p>	<p>0 %</p>
<p>Staff and volunteers reflect community</p>	<p>Develop and Implement the GARE Equity Action Plan</p>	<p>Identify and Organize Department Leaders and Staff to be part of the core GARE team year 2 cohort</p>	<p>Designation of staff and/or elected or appointed officials participating in year 2</p>	<p>12/31/17</p>	<p>0 %</p>
		<p>Develop a Racial Equity Action Plan for the City of Northfield</p>	<p>Council adoption of Racial Equity Action Plan</p>	<p>7/31/18</p>	<p>0 %</p>
		<p>Establish goal for "targeted access improvements" metric</p>	<p>Council approval of defined "targeted access improvements"</p>	<p>12/31/18</p>	<p>0 %</p>
		<p>Establish goal for target metric on "increasing from ___ to ___ by 2020 the staff and volunteers to reflect the community</p>	<p>Council approval of defined Target \$ amount</p>	<p>1/31/18</p>	<p>0 %</p>

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Identify Partner Agencies & the Information they maintain that relates to Race and Equity in Northfield 	Completion of summary document of partners and programs	3/31/18	0 %
		<ul style="list-style-type: none"> Implement the GARE Equity Action Plan across all Departments within the City 	Complete implementation of one full year of implementation to be determined	12/31/19	0 %
		<ul style="list-style-type: none"> Racial Equity Action Plan staff development 	Year 1 GARE Cohort completed draft Racial Equity Action Plan for Council Review	3/31/18	0 %
		<ul style="list-style-type: none"> Review and recommend Municipal ID Implementation 	Complete report and recommendations to council for adoption	12/31/18	0 %
	<ul style="list-style-type: none"> Implement Recruitment, Hiring, and Retention Plan for City Staff Positions 	<ul style="list-style-type: none"> Identify techniques and steps to achieve Diversity among City Staff that closely matches the Community Diversity 	Use 2017 GARE Action plan. Staff will continue to build on community relationships and contact when in need to fill vacant volunteer and employment opportunities	12/31/17	0 %
		<ul style="list-style-type: none"> Study Demographics of City Staff and Community 	Use demographic information gathered by the GARE Cohort 1st quarter 2017 as a starting point	12/31/17	0 %
		<ul style="list-style-type: none"> Establish goal for "targeted access" metric on "=> of targeted access improvements met." 	Council approval of defined "targeted access" metric	1/31/18	0 %
		<ul style="list-style-type: none"> Implement a Recruitment, Hiring, and Retention Plan that will address issues of Diversity, Equity, and Inclusion 	Plan development and implementation	12/31/18	0 %
	<ul style="list-style-type: none"> Develop a recruitment plan for volunteers, board/com mission members, interns 	<ul style="list-style-type: none"> Identify techniques and steps to advertise and attract applicants from all sectors of community 	2017 - Increase recruitment with the Northfield High School, Youth First, and Link Center. Invited to Greenvale neighborhood gathering Fall 2017 and will continue to build ongoing relationships in the community.	12/28/18	0 %
		<ul style="list-style-type: none"> Implement recruitment plan that will reach, attract and appeal applicants from all sectors of community 	Establish relationships and resources in order to reach all community members about City opportunities. 2017 and ongoing	12/28/18	0 %
		<ul style="list-style-type: none"> Establish goal for target metric on "increasing from ___ to ___ by 2020 the staff and volunteers to reflect the community" 	Council approval of defined Target \$ amount	1/31/18	0 %
		<ul style="list-style-type: none"> Study Demographics of community 	Update 2017 demographic data gathered by 2017 GARE cohort	4/1/20	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
Improved access to City services for all demographics	Develop Equitable Service Access Plan	Collect information from current transportation companies regarding existing routes, rates of use, rider information, etc.	Complete internal analysis	12/31/17	0 %
		Complete Age-Friendly Survey to Identify Potential Inequitable Service Access	Complete Age Friendly survey and analyze results	12/31/17	0 %
		City Staff and Department Survey to ID weaknesses and areas of concern related to serving all segments of the Community	Complete internal survey	6/30/18	0 %
		Create a proposal for increased transportation services and routes within City	Recommendations and complete action plan to implement changes	12/31/18	0 %
		Establish goal for "targeted access" metric on "=> of targeted access improvements met."	Council approval of defined "targeted access" metric	1/31/18	0 %
		Evaluate needs and facility discussion of Age Friendly	Complete survey and priority list with the Friendly Community Partner	2/28/18	0 %
		Identify Partner Agencies & the Information they maintain that relates to Northfield Demographics and Services	Complete inventory internal for staff review	2/28/18	0 %
		Recommend a plan to improve translation and communication services within City Offices and in the Community	Complete review in coordination with communications plan development	6/30/18	0 %
		Create Northfield Transportation Advisory Committee & Mayoral Appointments		7/17/18	0 %
	Develop and Implement the GARE Equity Action Plan	Identify and Organize Department Leaders and Staff to be part of the core GARE team year 2 cohort	Designation of staff and/or elected or appointed officials participating in year 2	12/31/17	0 %
		Develop a Racial Equity Action Plan for the City of Northfield	Council adoption of Racial Equity Action Plan	7/31/18	0 %
		Establish goal for "targeted access improvements" metric	Council approval of defined "targeted access improvements"	12/31/18	0 %
		Establish goal for target metric on "increasing from ___ to ___ by 2020 the staff and volunteers to reflect the community"	Council approval of defined Target \$ amount	1/31/18	0 %
		Identify Partner Agencies & the Information they maintain that relates to Race and Equity in Northfield	Completion of summary document of partners and programs	3/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Implement the GARE Equity Action Plan across all Departments within the City 	Complete implementation of one full year of implementation to be determined	12/31/19	0 %
		<ul style="list-style-type: none"> Racial Equity Action Plan staff development 	Year 1 GARE Cohort completed draft Racial Equity Action Plan for Council Review	3/31/18	0 %
		<ul style="list-style-type: none"> Review and recommend Municipal ID Implementation 	Complete report and recommendations to council for adoption	12/31/18	0 %

Strategic Plan Summary with Targets

Operational Effectiveness

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Operational Effectiveness <i>A Community with a Government that Works</i>	— Adequate staff to meet demands	↑ Staffing analyses	Approved targets met	↑ Develop Operating Effectiveness Plan
				↑ Evaluate comprehensive training programs
	— Improved respect/trust - internal	↑ Council/staff survey	=/> 80% see improvement	↑ Establish integrated work plan
				↑ Develop Council/Staff relationship trust-building process/plan
				↑ Communications Plan
	— Improved external communication	↑ Survey	=/> 75% of stakeholders say meets or exceeds	↑ Create Community Engagement Plan
				↑ Communications Plan
		↑ Feedback mechanisms	=/> 75% of stakeholders say meets or exceeds	↑ Create Community Engagement Plan
↑ Communications Plan				

Action Report

Operational Effectiveness

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
 Adequate staff to meet demands	 Develop Operating Effectiveness Plan	 Technology - evaluate leverage of technology for increased effectiveness	Technology for department selected is evaluated with improvements noted	12/31/17	0 %
		 Data collection from similar cities	Comparable cities determined and data collected	12/31/18	0 %
		 Determine appropriate target for outcome evaluation	Completion of targets	1/31/18	0 %
		 Determine initial areas to review	Departments selected	3/31/18	0 %
		 Find outside source to assist	Outside source selected	3/31/18	0 %
		 Initiate organization wide review of appropriate services	Services evaluated and noted	12/31/18	0 %
		 Present findings & seek approvals as necessary	Finding presented to appropriate body and budget implications determined. Funding & approvals requested and approved	6/30/18	0 %
		 Staffing analysis - Develop appropriate staffing levels in 3 divisions	Determination of department for review each year	6/30/18	0 %
	 Evaluate comprehensive training programs	 Create project scope for needed training	Project scope created	12/31/20	0 %
		 Determine appropriate target for outcome evaluation	Completion of targets	1/31/18	0 %
		 Determine budget implications	Budget needs identified	12/31/20	0 %
		 Establish an ongoing review schedule	Gant chart with ongoing reviews department and city-wide noted	12/31/20	0 %
		 Initiate organization wide review of training	Analysis of training completed; documented where needed	12/31/20	0 %
		 Present findings & seek approvals as necessary	Information presented to appropriate authority. Approvals and budget requests sought as needed	12/31/20	0 %
		 Technology - evaluate leverage of technology	Analysis of technology completed (in person versus electronic) as well as training needs identified on existing technology available	12/31/20	0 %
 Establish integrated work plan	 Actions to be finalized once strategic planning process is completed	Complete initial targets for Strategic Actions	1/31/18	0 %	

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> ■ Create Gant chart or large spreadsheet to track progress 	Software purchased or method created to chart progress on items	8/31/18	0 %
		<ul style="list-style-type: none"> ■ Incorporate items from strategic initiatives action plans to create realistic timelines and work plan 	Realistic integrated work plan created in conjunction with employees	8/31/18	0 %
		<ul style="list-style-type: none"> ■ Report progress and results 	Progress and results reported to appropriate groups. January Council Presentation Quarterly Council Reporting Q1: to be determined Q2: to be determined Q3: to be determined Q4: to be determined	12/31/18	0 %
<ul style="list-style-type: none"> ■ Improved respect/trust - internal 	<ul style="list-style-type: none"> ▲ Establish integrated work plan 	<ul style="list-style-type: none"> ■ Actions to be finalized once strategic planning process is completed 	Complete initial targets for Strategic Actions	1/31/18	0 %
		<ul style="list-style-type: none"> ■ Create Gant chart or large spreadsheet to track progress 	Software purchased or method created to chart progress on items	8/31/18	0 %
		<ul style="list-style-type: none"> ■ Incorporate items from strategic initiatives action plans to create realistic timelines and work plan 	Realistic integrated work plan created in conjunction with employees	8/31/18	0 %
		<ul style="list-style-type: none"> ■ Report progress and results 	Progress and results reported to appropriate groups. January Council Presentation Quarterly Council Reporting Q1: to be determined Q2: to be determined Q3: to be determined Q4: to be determined	12/31/18	0 %
	<ul style="list-style-type: none"> ▲ Develop Council/Staff relationship trust-building process/plan 	<ul style="list-style-type: none"> ■ Create safe feedback mechanism 	Agreed to ongoing feedback mechanism created	12/31/18	0 %
		<ul style="list-style-type: none"> ■ Determine budget implications and seek necessary approvals 	Budget implications determined. Funding and other approvals secured	9/30/18	0 %
		<ul style="list-style-type: none"> ■ Determine needs - survey staff and council 	Survey created and completed	12/31/18	0 %
		<ul style="list-style-type: none"> ■ Find outside source to facilitate (training/education process) 	Outside sources for facilitation of training/education process secured	12/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Initiate roles and responsibilities education process for council and staff 	Roles and responsibilities education completed	12/31/18	0 %
		<ul style="list-style-type: none"> Ongoing feedback from council and staff 	Opinions reflected in feedback show improvement in relationships	12/31/20	0 %
<ul style="list-style-type: none"> Improved external communication 	<ul style="list-style-type: none"> Create Community Engagement Plan 	<ul style="list-style-type: none"> Create updated community plan based on feedback 	Draft plan updated.	12/31/18	0 %
		<ul style="list-style-type: none"> Outreach - Identify & Meet with targeted community groups to gather input 	Identified community groups met with community including Council	3/31/18	0 %
		<ul style="list-style-type: none"> Report results and plan to community and council 	Results and plan shared with community and council	3/31/19	0 %
		<ul style="list-style-type: none"> Review what we are currently doing 	Updated department communication spreadsheet completed	3/31/18	0 %
		<ul style="list-style-type: none"> Survey - Use League of Minnesota Cities community engagement survey as a template for a community-wide survey 	Survey completed and returned. Paper & electronic format	12/31/18	0 %
		<ul style="list-style-type: none"> Use outside sources to assist in aggregating statistics from survey. Consult with St. Olaf and Carleton Statistics or use outside paid resource 	Source chosen and Statistics aggregated	12/31/18	0 %
		<ul style="list-style-type: none"> Communications Plan 	<ul style="list-style-type: none"> Create updated community plan based on feedback 	Plan is created	12/31/18
	<ul style="list-style-type: none"> Determine budget implications and seek necessary approvals 		Budget requirements determined and necessary approvals completed	6/30/18	0 %
	<ul style="list-style-type: none"> Implementation 		Plan is implemented	12/31/20	0 %
	<ul style="list-style-type: none"> Outreach - in conjunction with community engagement identify & meet targeted community groups to gather input & include communications questions on survey 		Outreach completed and input gathered	3/31/18	0 %
	<ul style="list-style-type: none"> Outreach - Report results to community and council 		Results reported	12/31/18	0 %
	<ul style="list-style-type: none"> Review applicable communication avenues 		Communication avenues documented	12/31/18	0 %
	<ul style="list-style-type: none"> Review items contained in draft Spethman document to determine usefulness and applicability for current conditions and moving forward 		Review completed	3/31/18	0 %
	<ul style="list-style-type: none"> Review what we are currently doing. Review and update chart from 2014 	Review completed and 2014 chart updated	6/30/18	0 %	

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> ■ Technology – evaluate leverage of technology 	Technology evaluated and improvements noted	12/31/18	0 %

Strategic Plan Summary with Targets

Climate Change Impacts

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives	
Climate Change Impacts <i>A Community that's Resilient and Sustainable</i>	■ A clear vision for climate action	■ CAP development timeline	Adopted CAP	 Climate Communication/Outreach Program	
				 Develop and Deploy Awareness Survey	
				 Develop and Implement Climate Action Plan	
	■ An economy resilient to energy & environment impacts	■ Flood damage	■ Climate benchmarks	Meet CAP targets	 Comprehensive Stormwater Plan (CSP)
					 Comprehensive Stormwater Plan (CSP)
	■ Reduced net carbon emissions	■ Carbon measurements	Carbon neutral city by ___	Carbon neutral city by ___	 Climate Communication/Outreach Program
 Develop and Deploy Awareness Survey					
 Develop and Implement Climate Action Plan					

Action Report
Climate Change Impacts

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
<p>■ A clear vision for climate action</p>	<p>▲ Climate Communication/Outreach Program</p>	<p>▲ Establish a Climate Communication/Outreach Team</p>	Communication/Outreach team is established	7/31/18	30 %
		<p>■ Establish target for carbon neutral city date of goal</p>	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		<p>■ Referral to the Climate Action Plan Team for CAP inclusion</p>	Communication/Outreach team prepare items for inclusion in the CAP: Detailed phased communication plan for remainder of 2018- 2020 developed	8/31/18	0 %
		<p>■ Start outreach program after CAP implementation</p>	Outreach program is setup identifying communication strategies	1/31/20	0 %
	<p>▲ Develop and Deploy Awareness Survey</p>	<p>■ Create a draft survey</p>	A draft survey is created	9/30/18	0 %
		<p>■ Draft survey brought to the Environmental Quality Commission</p>	The draft survey is brought to the EQC for comments and review	10/31/18	0 %
		<p>■ Establish a Climate Action Plan Team</p>	Climate Action Plan team is established	1/31/18	100 %
		<p>■ Establish target for carbon neutral city date of goal</p>	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		<p>■ Final Survey brought to Environmental Quality Commission for approval of staff to deploy survey</p>	A final survey is brought to the EQC for review	12/31/18	0 %
		<p>■ Finalize Survey with Environmental Quality Commission comments</p>	A final survey is created	11/30/18	0 %
		<p>■ Implement survey to public</p>	The survey is deployed to the public	4/30/19	0 %
		<p>■ Redeploy survey to determine measure based upon CAP implementation</p>	The survey is re-deployed to the public	12/31/20	0 %
		<p>■ Research and review surveys completed by other communities and organizations</p>	Surveys are gathered and reviewed	6/30/18	0 %
		<p>■ Review findings of survey with Environmental Quality Commission</p>	Information from the survey is brought to the EQC	5/31/19	0 %
<p>▲ Develop and Implement Climate Action Plan</p>	<p>■ Adoption of CAP by City Council</p>	The CAP is adopted by the City Council	12/31/19	0 %	

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		Bring Environmental Quality Commissions recommendation to approve the CAP to the City Council via Resolution	The CAP resolution is brought to the City Council	11/30/19	0 %
		Determine whether the CAP will be completed internally or externally (If external, needs to have a budget)	If internal, staff time is dedicated If external, funds are budgeted for the CAP	7/31/18	0 %
		Develop a draft outline for the CAP	A draft outline is developed	6/30/19	0 %
		Develop a final draft CAP based upon comments	The final draft CAP is developed	10/31/19	0 %
		Develop a rough draft CAP	A rough draft CAP is developed	8/31/18	0 %
		Establish a Climate Action Plan Team	Climate Action Plan team is established	1/31/18	100 %
		Establish target for carbon neutral city date of goal	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		Implement CAP by staff	The CAP is implemented by staff The CAP is implemented by staff	1/31/20	0 %
		Present the draft outline to the Environmental Quality Commission	The CAP draft outline is presented to the EQC	6/30/19	0 %
		Present the final draft to the Environmental Quality Commission. Environmental Quality Commission's recommendation to the City Council	The CAP final draft is presented to the EQC and EQC recommends the final CAP to the City Council	10/31/19	0 %
		Present the rough draft to the City Council	The CAP rough draft is presented to the City Council	9/30/19	0 %
		Present the rough draft to the Environmental Quality Commission	The CAP rough draft is presented to the EQC	9/30/19	0 %
		Research and review the scope of work for a CAP	Scope of work for the CAP is established	6/30/18	0 %
■ An economy resilient to energy & environment impacts	■ Comprehensive Stormwater Plan (CSP)	■ Approval of consultant for CSP to City Council	A consultant is approved for the CSP by the City Council	3/31/19	0 %
		■ Budget funds for CSP	Funds are allocated in the 2019 budget	6/30/18	0 %
		■ Create draft CSP	CSP draft is created	9/30/19	0 %
		■ Determine Climate Action Plan Targets	Complete approval of Climate Action Plan Targets approval by EQC and Council	1/31/18	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Draft Plan presentation to the Environmental Quality Commission 	CSP draft is presented to the EQC	10/31/19	0 %
		<ul style="list-style-type: none"> Establish a Comprehensive Stormwater team 	A Comprehensive Stormwater team is established	1/31/18	0 %
		<ul style="list-style-type: none"> Final CSP 	Final CSP is created	2/29/20	0 %
		<ul style="list-style-type: none"> Final CSP approved by the City Council 	CSP is approved by the City Council	3/31/20	0 %
		<ul style="list-style-type: none"> Request for Proposals for CSP to City Council 	RFP is presented and approved to the City Council	1/31/19	0 %
<ul style="list-style-type: none"> Reduced net carbon emissions 	<ul style="list-style-type: none"> Climate Communication/Outreach Program 	<ul style="list-style-type: none"> Establish a Climate Communication/Outreach Team 	Communication/Outreach team is established	7/31/18	30 %
		<ul style="list-style-type: none"> Establish target for carbon neutral city date of goal 	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		<ul style="list-style-type: none"> Referral to the Climate Action Plan Team for CAP inclusion 	Communication/Outreach team prepare items for inclusion in the CAP: Detailed phased communication plan for remainder of 2018- 2020 developed	8/31/18	0 %
		<ul style="list-style-type: none"> Start outreach program after CAP implementation 	Outreach program is setup identifying communication strategies	1/31/20	0 %
	<ul style="list-style-type: none"> Develop and Deploy Awareness Survey 	<ul style="list-style-type: none"> Create a draft survey 	A draft survey is created	9/30/18	0 %
		<ul style="list-style-type: none"> Draft survey brought to the Environmental Quality Commission 	The draft survey is brought to the EQC for comments and review	10/31/18	0 %
		<ul style="list-style-type: none"> Establish a Climate Action Plan Team 	Climate Action Plan team is established	1/31/18	100 %
		<ul style="list-style-type: none"> Establish target for carbon neutral city date of goal 	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		<ul style="list-style-type: none"> Final Survey brought to Environmental Quality Commission for approval of staff to deploy survey 	A final survey is brought to the EQC for review	12/31/18	0 %
		<ul style="list-style-type: none"> Finalize Survey with Environmental Quality Commission comments 	A final survey is created	11/30/18	0 %
		<ul style="list-style-type: none"> Implement survey to public 	The survey is deployed to the public	4/30/19	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> Redeploy survey to determine measure based upon CAP implementation 	The survey is re-deployed to the public	12/31/20	0 %
		<ul style="list-style-type: none"> Research and review surveys completed by other communities and organizations 	Surveys are gathered and reviewed	6/30/18	0 %
		<ul style="list-style-type: none"> Review findings of survey with Environmental Quality Commission 	Information from the survey is brought to the EQC	5/31/19	0 %
	<ul style="list-style-type: none"> Develop and Implement Climate Action Plan 	<ul style="list-style-type: none"> Adoption of CAP by City Council 	The CAP is adopted by the City Council	12/31/19	0 %
		<ul style="list-style-type: none"> Bring Environmental Quality Commissions recommendation to approve the CAP to the City Council via Resolution 	The CAP resolution is brought to the City Council	11/30/19	0 %
		<ul style="list-style-type: none"> Determine whether the CAP will be completed internally or externally (If external, needs to have a budget) 	If internal, staff time is dedicated If external, funds are budgeted for the CAP	7/31/18	0 %
		<ul style="list-style-type: none"> Develop a draft outline for the CAP 	A draft outline is developed	6/30/19	0 %
		<ul style="list-style-type: none"> Develop a final draft CAP based upon comments 	The final draft CAP is developed	10/31/19	0 %
		<ul style="list-style-type: none"> Develop a rough draft CAP 	A rough draft CAP is developed	8/31/18	0 %
		<ul style="list-style-type: none"> Establish a Climate Action Plan Team 	Climate Action Plan team is established	1/31/18	100 %
		<ul style="list-style-type: none"> Establish target for carbon neutral city date of goal 	Completion of date as a metric target for carbon neutral city as recommended by EQC and approved by Council	1/31/18	0 %
		<ul style="list-style-type: none"> Implement CAP by staff 	The CAP is implemented by staff	1/31/20	0 %
		<ul style="list-style-type: none"> Present the draft outline to the Environmental Quality Commission 	The CAP draft outline is presented to the EQC	6/30/19	0 %
		<ul style="list-style-type: none"> Present the final draft to the Environmental Quality Commission. Environmental Quality Commission's recommendation to the City Council 	The CAP final draft is presented to the EQC and EQC recommends the final CAP to the City Council	10/31/19	0 %
		<ul style="list-style-type: none"> Present the rough draft to the City Council 	The CAP rough draft is presented to the City Council	9/30/19	0 %
		<ul style="list-style-type: none"> Present the rough draft to the Environmental Quality Commission 	The CAP rough draft is presented to the EQC	9/30/19	0 %

Desired Outcome	Strategic Initiative	Actions	Action Measure of Success	Action End Date	Action Percent Complete
		<ul style="list-style-type: none"> ■ Research and review the scope of work for a CAP 	Scope of work for the CAP is established	6/30/18	0 %