

Strategic Priority: Affordable Housing Outcome: Grow & Maintain Affordable Housing Target: __ total units by 2020

Initiative: Revise Residential Rehab Program for Homeowners

Actions	Measure of Success	Who's Responsible	Target Date
Implement Administrative Contract with Three Rivers Community Action	Administrative Services Provided	Janine Atchison	September 2017
Publish new guidelines owner-occupied residential rehab program	Guidelines/Application Published	Janine Atchison	September 2017
Guidelines and application Given to Link Center to be translated into Spanish	New guidelines and application Translated by Link Center	Janine Atchison	September 2017
New guidelines and application placed on City Website	Guidelines & application published on City Website	Janine Atchison	September 2017

Strategic Priority: Affordable Housing Outcome: Grow & Maintain Affordable Housing Target: __ Total Units by 2020

Initiative: Barrier Removal Strategy-aff. Hsg.

Actions	Measure of Success	Who's Responsible	Target Date
Create Team to Review Land Use Code/Zoning Ord. Review Best Practices Summarize Findings & Prepare Report for Administrator	Findings & Report submitted to City Administrator	Janine Atchison	Dec 2019
Submit report to Planning Commission and City Council	PLANNERS to ASSIST PC can provide input		
Create Team to Review Rental License Ordinances Review Best Practices Summarize Findings & Prepare Report for Administrator	Findings & Report submitted to City Administrator	Corey Murphy	Dec 2018
Submit Report to City Council Develop and Implement Plan			

Strategic Priority: Affordable Housing Outcome: Grow & Maintain Affordable Housing Target: 20 units by 2020
Initiative: Expand Spring Creek Townhomes (Workforce Housing)

Actions	Measure of Success	Who's Responsible	Target Date
Determine location at Southbridge property and number of units to be constructed.	Accepted site plan in place	Janine Atchison	June 2018
Seek input and feedback from surrounding neighborhoods	Neighborhood meetings held.	Janine Atchison	March 2018
Partner with Three Rivers Community Action Agency (TRCAA) to apply for Tax Credits	Tax Credit Application submitted	Janine Atchison	June 2018
Partner with TRCAA to obtain additional funds and Financing, ie Tax Increment Financing, CDBG etc.	Total Funding for project in place	Janine Atchison	Dec 2019

Strategic Priority: Affordable Housing Outcome: Grow & Maintain Affordable Housing Target: 10 units
Initiative: Workforce Housing Strategy

Actions	Measure of Success	Who's Responsible	Target Date
2017 Housing Study – Capstone Project	Study presented to HRA Board	Janine Atchison	August 2017
Participate in Rice County Housing Study	Study Complete	Janine Atchison	Dec 2018
Research partnership with owner & developer of Adjacent, undeveloped property	Development Agreement	Janine Atchison	June 2018
Research possible development of 2 acre residential Lot for hsng development.	Lot purchased and developed	Janine Atchison	Dec 2020

Strategic Priority: Climate Change Impacts **Outcome:** A clear vision for climate change & Reduced net carbon emissions **Target:** Adopted Climate Action Plan (CAP) and Carbon neutral city

Initiative: Climate Communication/Outreach Program

Action	Measure of Success	Who's Responsible	Target Date
Establish a Climate Communication/Outreach Team.	Communication/Outreach team is established	Utilities Manager	July 2018
Referral to the Climate Action Plan Team for CAP inclusion.	Communication/Outreach team prepare items for inclusion in the CAP	Utilities Manager	Aug. 2018
Start outreach program after CAP implementation.	Outreach program is setup identifying communication strategies	Utilities Manager	Feb. 2020

Strategic Priority: Climate Change Impacts **Outcome:** A clear vision for climate change & Reduced net carbon emissions **Target:** Adopted Climate Action Plan (CAP) and Carbon neutral city

Initiative: Develop and Deploy Awareness Survey

Action	Measure of Success	Who's Responsible	Target Date
Establish a Climate Action Plan Team.	Climate Action Plan team is established	Utilities Manager	Jan 2018
Research and review surveys completed by other communities and organizations.	Surveys are gathered and reviewed	Utilities Manager	June 2018
Create a draft survey.	A draft survey is created	Utilities Manager	Sept. 2018
Draft survey brought to the Environmental Quality Commission	The draft survey is brought to the EQC for comments and review	Utilities Manager	Oct. 2018
Finalize Survey with Environmental Quality Commission comments.	A final survey is created	Utilities Manager	Nov. 2018
Final Survey brought to Environmental Quality Commission for approval of staff to deploy survey.	A final survey is brought to the EQC for review	Utilities Manager	Dec. 2018
Implement survey to public.	The survey is deployed to the public	Utilities Manager	April 2019
Review findings of survey with Environmental Quality Commission.	Information from the survey is brought to the EQC	Utilities Manager	May 2019
Redeploy survey to determine measure based upon CAP implementation.	The survey is re-deployed to the public	Utilities Manager	Dec. 2020

Suggest CAP be adopted as Amendment to Comp Plan?

Strategic Priority: Climate Change Impacts **Outcome:** An economy resilient to energy and environmental impacts **Target:** Meet CAP targets
Initiative: Comprehensive Stormwater Plan (CSP)

Action	Measure of Success	Who's Responsible	Target Date
Establish a Comprehensive Stormwater team.	A Comprehensive Stormwater team is established	Public Works Director/City Engineer	Jan 2018
Budget funds for CSP	Funds are allocated in the 2019 budget	Public Works Director/City Engineer	June 2018
Request for Proposals for CSP to City Council.	RFP is presented and approved to the City Council	Public Works Director/City Engineer	Jan. 2019
Approval of consultant for CSP to City Council.	A consultant is approved for the CSP by the City Council	Public Works Director/City Engineer	Mar. 2019
Create draft CSP.	CSP draft is created	Public Works Director/City Engineer	Sept. 2019
Draft Plan presentation to the Environmental Quality Commission.	CSP draft is presented to the EQC	Public Works Director/City Engineer	Oct. 2019
Final CSP.	Final CSP is created	Public Works Director/City Engineer	Feb. 2020
Final CSP approved by the City Council.	CSP is approved by the City Council	Public Works Director/City Engineer	Mar. 2020

Strategic Priority: Climate Change Impacts **Outcome:** A clear vision for climate change & Reduced net carbon emissions **Target:** Adopted Climate Action Plan (CAP) and Carbon neutral city

Initiative: Develop and Implement a CAP

Action	Measure of Success	Who's Responsible	Target Date
Establish a Climate Action Plan Team.	Climate Action Plan team is established	Utilities Manager	Jan 2018
Research and review the scope of work for a CAP.	Scope of work for the CAP is established	Utilities Manager	June 2018
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	Utilities Manager	July 2018
Develop a draft outline for the CAP.	A draft outline is developed	Utilities Manager	June 2019
Present the draft outline to the Environmental Quality Commission.	The CAP draft outline is presented to the EQC	Utilities Manager	June 2019
Develop a rough draft CAP	A rough draft CAP is developed	Utilities Manager	Aug. 2019
Present the rough draft to the Environmental Quality Commission.	The CAP rough draft is presented to the EQC	Utilities Manager	Aug. 2019
Present the rough draft to the City Council	The CAP rough draft is presented to the City Council	Utilities Manager	Sept. 2019
Develop a final draft CAP based upon comments.	The final draft CAP is developed	Utilities Manager	Oct. 2019
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	Utilities Manager	Oct. 2019
Bring Environmental Quality Commissions recommendation to approve the CAP to the City Council via Resolution.	The CAP resolution is brought to the City Council	Utilities Manger	Nov. 2019

PC IF Adopted AS Comp Plan Amendment

Adoption of CAP by City Council.	The CAP is adopted by the City Council	Utilities Manager	Dec. 2019
Implement CAP by staff.	The CAP is implemented by staff	Utilities Manager	Jan. 2020

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Strategic Priority: Diversity, Equity, Inclusion**Outcome:** Improved Access to City Services for all demographics**Target:** => 75% of targeted access improvements met.**Initiative:** Develop Equitable Service Access Plan.

Actions	Measure of Success	Who's Responsible	Target Date
Complete Age Friendly Survey to Identify Potential Inequitable Service Access.	Complete Age Friendly survey and analyze results.	Tempel	October 2017
Update and Evaluate recent surveys to identify potential Needs and Groups in Need		Michelle Mahowald	
Identify Partner Agencies & the Information they maintain that relates to Northfield Demographics and Services		Monte Nelson	
Collect information from current transportation companies regarding existing routes, rates of use, rider information, etc.		Deb Little	
City Staff and Department Survey to ID weaknesses and areas of concern related to serving all segments of the Community.		Michelle Mahowald	
Recommend a plan to improve translation and communication services within City Offices and in the Community.		Michelle Mahowald	
Create a proposal for increased transportation services and routes within City.		?	
Identify a Group or Committee to oversee and make recommendations related to these City Plans and Initiatives		Ben Martig	

Strategic Priority: Diversity, Equity, Inclusion **Outcome:** **Target:**

Initiative: Develop and Implement the GARE Equity Action Plan

Actions	Measure of Success	Who's Responsible	Target Date
Identify and Organize Department Leaders and Staff to be part of the core GARE team.		Ben Martig	
Identify Partner Agencies & the Information they maintain that relates to Race and Equity in Northfield.		Monte Nelson	
Develop an Equity Action Plan for the City of Northfield.		Ben Martig	
Implement the GARE Equity Action Plan across all Departments within the City.		All Dept. Directors	

Strategic Priority: Economic Development industrial tax value increased by \$ _____ **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial & industrial tax value increased by \$ _____
Initiative: Develop a Comprehensive Redevelopment Plan.

Actions	Measure of Success	Who's Responsible	Target Date
Identify Key Potential Redevelopment Areas (Geographic Areas Mapping)	Comprehensive list of key potential redevelopment areas identified	Carlson	December, 2017
Review historical plans and studies	Compiled historical data	Carlson	December, 2017
Clarification of roles for redevelopment <ul style="list-style-type: none"> - EDA – Commercial / Industrial - HRA – Housing - City Council – Public Related 	Completed Joint Working Sessions	Heineman	July, 2018
Prioritization of redevelopment areas <ul style="list-style-type: none"> - Q-Block - MnDOT site - 1407 Armstrong Road - Other sites from comprehensive list 	Prioritized list of redevelopment areas with corresponding timelines	Heineman	July, 2018
Identify stakeholders	Established stakeholder discussion groups	Carlson	December, 2018
Identify incentives and development resources (financial, partner entities, etc.)	Established resource dashboard for redevelopment resources	Carlson	December, 2017
Develop small area plan for specific redevelopment projects or opportunities	Approved small area plan, potential site assembly as required	Heineman	December, 2018
Recruit developers for specific redevelopment projects or opportunities	Developed Request for Proposals	Carlson	March, 2019

Approval by Planning Commission

Identification of current available infill sites: <ul style="list-style-type: none"> - Riverview Drive Industrial Park - Schilling Business Park - Armstrong Industrial Park - Other potential sites 	Complete update to EDA, Planning Commission and Council on existing infill sites available for commercial and industrial uses.	Heineman	August, 2018
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).	Carlson	December, 2018
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).	Carlson	2019
Review available incentives for current and future business infill development	Established resource dashboard for infill development resources	Carlson	December, 2017

Strategic Priority: Economic Development industrial tax value increased by \$ [redacted] **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial &

Initiative: Business Expansion and Infill Development Plan. Complete a formal business retention and expansion plan that includes encouragement of growing businesses on sites as well as infill sites that are currently development ready.

Actions	Measure of Success	Who's Responsible	Target Date
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	Heineman	December, 2017
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.)	Carlson	December, 2017
Identify relationship between existing Northfield businesses and City of Northfield	Survey existing businesses	Carlson	Annually
Review historical documents and studies	Compiled historical data	Carlson	December, 2017
Compile a database of recent business expansions as it relates to City involvement	Compiled database	Carlson	February, 2018
Clarification of roles of business interaction <ul style="list-style-type: none"> - EDA – Commercial / Industrial - HRA – Housing - Planning Commission – Land Use - City Council – Public Related 	Completed Joint Working Sessions	Heineman	July, 2018
Identify resources available for business expansion assistance	Established resource dashboard for business expansion assistance	Carlson	July, 2018



Strategic Priority: Economic Development **Outcome:** Expanded commercial & industrial tax base **Target:** Commercial & industrial tax value increased by \$ [redacted]

Initiative: New Growth Plan. *Increasing the availability of commercial & industrial land for existing business expansion and new business attraction.*

Actions	Measure of Success	Who's Responsible	Target Date
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.	Heineman	EDA 12-28-17. Council January 2018
Establish Priority Expansion Areas to pursue (Geographic Areas Mapping) consistent with the comprehensive plan: <ul style="list-style-type: none"> A. West of the Northfield Hospital B. Bridgewater Township adjacent to Armstrong Industrial Park 	EDA, Planning Commission, and City Council agreement on priority expansion areas to explore for development.	Heineman	
Complete Xcel Energy Certified Site Application	Completion of certification with active listing on Xcel website	Carlson	Council support letter December 2018
Review historical documents and studies	Compiled historical data with detailed plans and executive summary provided to EDA, Planning Commission and Council	Carlson	
Clarification of City relationships of roles of expansion and establishing a shared vision of planning for the area. <ul style="list-style-type: none"> EDA – Vision, Recruitment & financing Planning Commission – Vision, Land Use & Zoning COUNCIL – Vision, Infrastructure, Land Use & Zoning 	Consensus agreement on governance responsibilities. Consensus of land use and zoning goals as well as clarification of targeted businesses for each expansion area.	Heineman	

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EDA – Vision, Recruitment & financing
 Planning Commission – Vision, Land Use & Zoning

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.	Heineman	
Complete any amendments necessary for the comprehensive land use plan and zoning ordinance.	Amended land use plan and zoning ordinance.	Tempel	PC
Identify site stakeholders	Educate site stakeholders on city work and define and codify their interests.	Carlson	
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).	Carlson	
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).	Carlson	
Construct necessary infrastructure necessary to serve committed businesses or to attract new.	Completion of defined public infrastructure.	Bennett	
Complete new development in expansion areas.	Increased taxable value, job creation.	Heineman	

**Strategic Priority: Economic Development
targeted pull factors**

Outcome: Enhanced Tourism

Target: increased lodging, sales tax,

Initiative: Develop tourism strategy. Develop a 3 year strategy for tourism emphasizing recreation, arts and culture

Actions	Measure of Success	Who's Responsible	Target Date
Identify City role in tourism strategy	High-level list of city-led possibilities	Chris Heineman	January, 2018
Identify key partners for tourism strategy emphasizing recreation, arts & culture	Establish relationship as staff liaison to CVB	Chris Heineman	March, 2018
Review historical documents, studies, past actions, strategies	Compiled historical data compiled, reviewed by stakeholder group	Nate Carlson	March, 2018
Work with CVB to identify specific targets that increase tourism emphasizing recreation, arts and culture opportunities	Prioritized list of specific targets	Chris Heineman	June, 2018
Research and review potential "Cultural District" incentive for downtown development	Implementation of Program	Nate Carlson	July, 2018
Review potential film rebate program	Implementation of program	Nate Carlson	July, 2018
Develop specific goals and create action steps for each area	Council presentation	Nate Carlson	December, 2018
Identify and secure funding to accomplish goals and action steps	Council approval	Ben Martig	2019 Budget Cycle

Strategic Priority: Economic Development **Outcome:** Expanded Downtown **Target:** [redacted] additional square footage and Commercial & industrial tax value increased by \$ [redacted]

Initiative: Downtown Revitalization Plan. *Increase the availability of additional space in downtown through redevelopment and intensification that will maintain or enhance Northfield's sense of place.*

Actions	Measure of Success	Who's Responsible	Target Date
Identify key potential revitalization areas (Geographic Areas Mapping)	Prioritized list of redevelopment areas with corresponding timelines	Carlson	December, 2017
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).	Heineman	December, 2017
Establish goal for additional square footage to be added to the downtown	Council and EDA approval of target for additional square footage in downtown.	Heineman	December, 2017
Prioritization of revitalization areas <ul style="list-style-type: none"> - Byzantine site - Q-Block - Other sites from comprehensive list 	Prioritized list of redevelopment areas with corresponding timelines	Heineman	July, 2018
Review historical documents and studies	Compiled historical data	Carlson	July, 2018
Clarification of roles for redevelopment <ul style="list-style-type: none"> - EDA – Commercial / Industrial - HRA – Housing - City Council – Public Related 	Completed Joint Working Sessions	Heineman	July, 2018
Initiate discussions with current building/land owners about future use	Working stakeholder discussion groups created	Carlson	December, 2018
Identify incentives and development resources (financial, partner entities, etc.)	Established resource dashboard for downtown revitalization resources	Carlson	December, 2017

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Strategic Priority: Economic Development **Outcome:** Expanded Downtown **Target:** [redacted] additional square footage, Increase [redacted] in lodging tax, Increase [redacted] sales tax non-northfield.

Initiative: Riverfront Expansion Plan. *Enhance the asset of the Cannon River as a unique sense of place in an effort to strengthen downtown retail and visitors to Northfield.*

Actions	Measure of Success	Who's Responsible	Target Date
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).	Heineman	
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	Heineman	
Identify Riverfront Areas for possible expansion (Geographic Areas Mapping)	Three areas identified with cause for expansion	Carlson	
Review historical documents and studies	Compiled historical data	Carlson	
Clarification of City relationships of roles of riverfront expansion <ul style="list-style-type: none"> - EDA – COMMERCIAL - HRA – HOUSING - Planning Commission – Land Use - Public Works/Park Board COUNCIL – PUBLIC RELATED	Completed Joint Working Session	Heineman	
Prioritization of riverfront areas (short term/long term): <ul style="list-style-type: none"> - Bridge Square - River Access identification and improvements (above and below dam) 	Prioritized three areas of riverfront expansion with corresponding timelines	Heineman	

<ul style="list-style-type: none"> - Identify potential private enhancements to orient to the river. - Riverwalk connection to new hotel. <p>Identify and pursue potential uses for orientation to river:</p> <ul style="list-style-type: none"> - sporting good stores (equipment rental for river) - Cafes - retail including potential seasonal sales along riverwalk). - other 			
Identify site stakeholders	Working stakeholder discussion groups created	Carlson	
Identify resources (financial, partner entities, etc.)	Established resource dashboard for riverfront purposes	Carlson	
Initiate riverfront expansion identified.			

Strategic Priority: Infrastructure **Outcome:** Resolution of major Facility Projects **Target:** Built by January 1, 2019

Initiative: Coordinate decision process for Fire Station Expansion

Action	Measure of Success	Who's Responsible	Target Date
Approve expansion and remodel final design	Plans approved by NAFRS, City, and Other Partners	City Administrator	Dec 2017
Financing plan for project is complete	Financing approved by NAFRS, City, and Other Partners	City Administrator/Finance Director	Dec 2017
Construction contracts approved by City	Construction of the project occurs	City Administrator	Jan-Mar 2018

Strategic Priority: Infrastructure Initiative: Plan and Develop new Liquor Store			
		Outcome:	Target:
Action	Measure of Success	Who's Responsible	Target Date
Update 2015 Market Study to reflect market changes		Liquor Store Manager	Completed
Hire Architect to initiate Conceptual Design phase		Administrator / Liquor Store Manager	Completed
Prepare pro forma based upon Market Study update and Conceptual Design cost estimates		Finance Director / Liquor Store Manager	Aug 2017
Present Conceptual Designs and preliminary cost estimates to Council for approval and direction		Administrator / Liquor Store Manager	Sept 2017
Negotiate terms		Administrator / Finance Director	Oct 2017
Council Site Selection		Administrator / Liquor Store Manager	Nov 2017
Schematic Design phase		Administrator / Liquor Store Manager	Dec 2017
Design Development phase		Administrator / Liquor Store Manager	Jan 2018
Construction Document phase		Administrator / Liquor Store Manager	Feb 2018

Strategic Priority: Infrastructure **Outcome:** Resolution of major Facility Projects **Target:** Build/No Build by June 1, 2018

Initiative: Coordinate decision process for Ice Arena

Action	Measure of Success	Who's Responsible	Target Date
Remodel Existing Arena – Option/Costs	Option is created along with costs	Public Works Director/City Engineer	Aug 2017
Complete Operational Analysis	All report completed	Public Works Director/City Engineer	Sept 2017
Present Operation Analysis to Northfield Ice Board	Presentation completed	Public Works Director/City Engineer	October 2017
Financing Options / impacts	Financial Scenario's completed	Finance Director	November 2017
Recommendation on options from Northfield Ice Board	Direction from Ice Board on how to proceed	Public Works Director/City Engineer	Dec 2017
Present Council Options on moving forward	Direction on Go/No on Ice Arena	Public Works Director/City Engineer	Feb 2018

Strategic Priority: Infrastructure**Outcome: Determine community need for high-speed Internet****Target:****Initiative: Develop Internet Plan**

Actions	Measure of Success	Who's Responsible	Target Date
Develop baseline of residential satisfaction with Internet services	Completed baseline	IT Manager	Nov 2017
Evaluate dual-franchise possibilities with high-speed internet providers	Completed agreements with vendors for dual franchise	Administator/IT Director/Communications/IT Manager	May 2018
Evaluate options for citywide fiber coverage	Viable options for citywide fiber coverage	Administrator/IT Director/IT Manager	Aug 2018
Develop plan to implement improved Internet services	Bring plan to council for approval	IT Director/IT Manager	May 2019
Implement improved internet services plan	__% of residents have access to fast internet	IT Director/IT Manager	July 2020
Conduct concluding survey of residential satisfaction with Internet services	20% improvement in citizen satisfaction per year	IT Director/IT Manager	May 2021

Strategic Priority: Infrastructure **Outcome:** Improved Infrastructure Systems **Target:** Council Establishes PCI Goal
Initiative: Update Pavement Management System

Action	Measure of Success	Who's Responsible	Target Date
Data Collection of Existing Streets	Field information is collected and inputted into pavement management program	Engineering Manager	Sept 2017
Analyze Collected Data	Field data is reviewed for quality assurance	Engineering Manager	Oct 2017
Run Scenarios on Pavement Management System	Pavement Condition Index (PCI) scenarios are run for funding option/PCI goals	Engineering Manager	Dec 2017
Share Financial Impacts with City Council	Presentation to Council on findings	Engineering Manager/Finance Director	Feb 2018
City Council Sets PCI Goals of Street System	Council sets direction on pavement management	Engineering Manager	Mar 2017
Implement Financial Options	Council move forward as necessary to achieve PCI goal	Engineering Manager	Sept 2018

Strategic Priority: Infrastructure
Target: Updated Plan

Outcome: Improved vision for Ped/Bikes and complete streets

Initiative: Update pedestrian/bike, parks & trails plan

Actions	Measure of Success	Who's Responsible	Target Date
Develop scope of update	Scope of the project is determined	Streets and Parks Manager	September 2017
Council sets aside funding for consultant	Funding approved	Streets and Parks Manager	September 2017
Send out request for proposal (RFP)	Hire a consultant	Streets and Parks Manager	January 2018
Develop draft plan	Draft completed	Consultant	June 2018
Engage public, PRAB, and Planning Commission	Engagement of Boards and commission and input from the public is provided	Streets and Parks Manager; City Planner	June 2018
Draft plans for PRAB approval	PRAB approves draft plans	Streets and Parks Manager	September 2018
Update draft plans	Plans are complete	Streets and Parks Manager	October 2018
Comprehensive Plan Amendment for Planning Commission approval	Recommendation of Approval of comp plan amendment to City Council	City Planner	December 2018
Submit final plans to council	Council approves plans and comp plan amendment	Streets and Parks Manager	January 2019

Strategic Priority: Operational Effectiveness Outcome:			Target:
Initiative: Develop Operating Effectiveness Plan			
Actions	Measure of Success	Who's Responsible	Target Date
Staffing analysis - Develop appropriate staffing levels in 3 departments/divisions		• Michelle Mahowald (with assistance from Leadership)	1 st quarter 2018, 2019 and 2020
Initiate organization wide review of appropriate services – <ul style="list-style-type: none"> • core versus non core • are we doing the right things versus things we have always done 	Services evaluated and noted.	Michelle Mahowald (with assistance from Leadership)	2018
Determine initial areas to review	Departments selected.	Michelle Mahowald (with assistance from Leadership)	1 st quarter 2018
Technology – evaluate leverage of technology for increased effectiveness	Technology for department selected is evaluated with improvements noted.	Michelle Mahowald (with assistance from Leadership)	2017 /ongoing
Find outside source to assist	Outside source selected	Michelle Mahowald (with assistance from Leadership)	1 st quarter 2018
Data collection from similar cities <ul style="list-style-type: none"> • Determine comparable cities 	Comparable cities determined and data collected.	Michelle Mahowald (with assistance from Leadership)	2018
Present findings & seek approvals as necessary <ul style="list-style-type: none"> • Budget implications for staffing and technology 	Finding presented to appropriate body and budget implications determined. Funding & approvals requested and approved.	Michelle Mahowald (with assistance from Leadership)	2 nd quarter 2018, 2019, 2020

Strategic Priority: Operation Effectiveness Outcome:

Target:

Initiative: Evaluate comprehensive training programs

Actions	Measure of Success	Who's Responsible	Target Date
Initiate organization wide review of training <ul style="list-style-type: none">• What we currently do• Citywide versus department specific• Mandatory versus elective	Analysis of training completed; documented where needed.	• Michelle Mahowald (with assistance from Leadership)	2019/2020
Create project scope for needed training	Project scope created.	Michelle Mahowald (with assistance from Leadership)	2019/2020
Technology – evaluate leverage of technology <ul style="list-style-type: none">• In person versus electronic training opportunities• Training on technology	Analysis of technology completed (in person versus electronic) as well as training needs identified on existing technology available.	Michelle Mahowald (with assistance from Leadership)	Ongoing 2019/2020
Determine budget implications	Budget needs identified	Michelle Mahowald (with assistance from Leadership)	2019/2020
Present findings & seek approvals as necessary	Information presented to appropriate authority. Approvals and budget requests sought as needed.	Michelle Mahowald (with assistance from Leadership)	2019/2020
Establish an ongoing review schedule	Gant chart with ongoing reviews department and city-wide noted.	Michelle Mahowald (with assistance from Leadership)	2019/2020

Strategic Priority: Operational Effectiveness Outcome:

Target: =/>80% see improvement

Initiative: Develop Council/Staff relationship trust-building process/plan

Actions	Measure of Success	Who's Responsible	Target Date
Determine needs – survey staff and council	Survey created and completed.	• Deb Little (with assistance from Leadership)	2018
Find outside source to facilitate (training/education process)	Outside sources for facilitation of training/education process secured.	Deb Little (with assistance from Leadership)	2018
Initiate roles and responsibilities education process for council and staff	Roles and responsibilities education completed.	Deb Little (with assistance from Leadership)	2018
Create safe feedback mechanism	Agreed to ongoing feedback mechanism created.	Deb Little (with assistance from Leadership)	Ongoing – starting in 2018
Determine budget implications and seek necessary approvals	Budget implications determined. Funding and other approvals secured.	Deb Little (with assistance from Leadership)	2 nd quarter 2018
Ongoing feedback from council and staff	Opinions reflected in feedback show improvement in relationships.	Deb Little (with assistance from Leadership)	2019-2020

Strategic Priority: Operational Effectiveness Outcome: Improved external communication Target: $\geq 75\%$ of stakeholders say meets or exceeds

Initiative: Create Community Engagement Plan

Actions	Measure of Success	Who's Responsible	Target Date
Review what we are currently doing	Updated department communication spreadsheet completed.	• Michelle Mahowald (with assistance from Leadership)	1 st quarter 2018
Outreach – Identify & Meet with targeted community groups to gather input	Identified community groups met with	Michelle Mahowald (with assistance from Leadership)	Starting Fall 2017 – 1 st quarter 2018
Survey – Use League of Minnesota Cities community engagement survey as a template for a community-wide survey	Survey completed and returned. Paper & electronic format	Michelle Mahowald	2018
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.	Michelle Mahowald	2018
Create updated community plan based on feedback	Draft plan updated.	Michelle Mahowald	2018
Report results and plan to community and council.	Results and plan shared with community and council.	Michelle Mahowald	Late 2018/early 2019

Strategic Priority: Operational Effectiveness Outcome:			Target:
Initiative: Update Communications Plan			
Actions	Measure of Success	Who's Responsible	Target Date
Review what we are currently doing. Review and update chart from 2014	Review completed and 2014 chart updated.	• Michelle Mahowald (with assistance from Leadership)	2 nd quarter 2018
Review items contained in draft Spethman document to determine usefulness and applicability for current conditions and moving forward.	Review completed.	Michelle Mahowald (with assistance from Leadership)	1 st quarter 2018
Outreach – in conjunction with community engagement identify & meet targeted community groups to gather input & include communications questions on survey	Outreach completed and input gathered.		Starting Fall 2017 – 1 st quarter 2018
Review applicable communication avenues.	Communication avenues documented.	Michelle Mahowald (with assistance from Leadership)	2018
Technology – evaluate leverage of technology	Technology evaluated and improvements noted.	Michelle Mahowald (with assistance from Leadership)	2018
Create updated community plan based on feedback	Plan is created.	Michelle Mahowald (with assistance from Leadership)	2018
Determine budget implications and seek necessary approvals	Budget requirements determined and necessary approvals completed.	Michelle Mahowald (with assistance from Leadership)	2 nd quarter 2018

Outreach - Report results to community and council.	Results reported.	Michelle Mahowald (with assistance from Leadership)	Late 2018
Implementation.	Plan is implemented.	Michelle Mahowald (with assistance from Leadership)	Phased late 2018 - 2020