

STRATEGIC PLAN SUMMARY 2021–2024

City of Northfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Economic Vitality <i>A community that's economically thriving</i>	Expansion of commercial-industrial tax base consistent with guide plans	- C/I permit value increase - # of new infill inventory	- C & I permit value increased by \$50M by 2024 - > 50% of new C/I developed on infill sites by 2024	a) Implement economic stabilization, recovery & growth strategy b) Implement infill & redevelopment strategies b) Implement Tourism recovery strategy d) Implement Riverfront Enhancement Plan
	Successful local business recovery	- # new business starts - \$ sales tax growth - Job growth above 2019	- New business starts increased by TBD 2021-24 - Increase in sales tax revenue by 10% 2021-24 - Total jobs above 2019 base increased by TBD by 2024	
	Successful tourism recovery	- Lodging tax growth - Plan completion % - # new events	- > 60% of Riverfront sequence chart actions completed by 2024 - Lodging tax revenue increased by 10% 2019 to 2024 - Recreation/tourism events increased by TBD 2021-24	
Housing Availability <i>A community where everyone can afford to live</i>	Increased availability of housing at all levels	- # of units added above need	- Vacancy rate for rentals increased to 6% 2021-24 - Meet/exceed 2021 housing study supply needs by 2024	a) Implement rental housing strategy b) Implement housing stabilization program c) Implement a housing expansion strategy
	Increased affordability for cost burdened households	- % decrease in cost burdened HH	- Reduce by 5% renters that are cost burdened 2021-24 - Reduce by 5% of owners that are cost burdened 2021-24	
	Improved housing quality throughout the city	- % of non-compliant rental properties - # properties stabilized	- Est. compliance baseline-all licensed rental properties by 2024 - =>90% compliance of rental properties by 2024 - Assist 12 senior households to facilitate aging in place 2021-24	
Quality Facilities <i>A community where infrastructure supports its objectives</i>	Park, recreation and trails exceed community expectations	- % facilities satisfactory - % of gaps addressed - condition rating change	- All Park and Rec facilities judged satisfactory or above 2021-24 - 50% of high priority walking & biking system gaps addressed by 2024	a) Implement Park & Recreation Capital Investment Plan b) Implement coordinated major facilities strategy c) Implement integrated high-speed internet program
	Resolution of major facility projects	- # decisions made by deadline	By 2024, Go/No Go decisions: - Ice Arena; NCRC/Fifty North remodel & expansion; Liquor Store	
	High speed internet access available to all	- # w/o provider access - % public places w/o free Wi-Fi	- High-speed fiber provider access – all properties by 2023 - Free high-speed Wi-Fi in public places by 2024	
Diversity, Equity and Inclusion <i>A community that welcomes everyone</i>	Staff and volunteers reflect the community	- % increase in racial diversity: staff, volunteers	- 50% increase in racial diversity of: City workforce, Boards and Commissions by 2024	a) Implement Board and Commission diversity strategy b) Continue implementation of Racial Equity Action Plan
	Improved access to city services for all demographics	- % improvement in access-target groups	- Meet access goals for two targeted groups by 2024	
	City is a community leader on DEI	- Race equity action plan targets achieved	- DEI Leadership collaboration goals met yearly 2021-24	
Service Excellence <i>A community with a government that works</i>	Adequate staff to meet demands	- # projects delayed - % service-level staffing ratios not met	- Staffing/resources reconciled to meet staffing & service demands-two services by 2024	a) Conduct annual department analyses b) Deploy Board & Commission Governance effectiveness program c) Implement a service excellence program d) Complete updated comprehensive plan
	Improved Board-Staff effectiveness	- % aligned with strategic plan - % rating good/above	- >75% rate working relations good or excellent by 2024 - 90% of Board activities align w/strategic plan by 2024	
	Improved service delivery	- % improvement in community satisfaction; cycle/response times	- Satisfaction in two targeted services increased by 10% by 2024 - >80% indicate well informed re: City issues by 2024 - 90% of targeted improvements achieved by 2024	
Climate Action <i>A community that's resilient and sustainable</i>	Climate resilience is a priority in plans and budgets	- # climate actions in City plans - # climate actions funded	- Emerald Ash Borer plan funded & implemented by 2024 - Climate resilience standards incorporated into annual budget process and planning decisions by 2024	a) Implement Climate Action Plan
	Reduced net carbon emissions	- % reduction in CO2 emissions - increase-renewable energy use	- City renewable electricity is 60% of usage by 2024 - City CO2 emissions reduced 20% from 2019 levels by 2024	
	Community participation in Climate Action	- % increase in people implementing actions	- 20% increase in people participating in defined activities by 2024	