

Strategic Planning Work Session
Tuesday, May 9, 2017
4:00 PM
Northfield Police Station – Training Room

City Council Members Present: Mayor Pownell, Greg Colby, David DeLong, Suzie Nakasian, Brad Ness, Jessica Peterson White, Erica Zweifel

City Staff Members Present: Ben Martig, David Bennet, Monte Nelson, Deb Little, Michelle Mahowald, Kurt Wolf, Teresa Jensen, Chris Heineman

Mayor Pownell called the meeting to order at 4:36 PM

Strategic Planning Consultant Craig Rapp conducted a joint session with the City Council and City staff as part of the City's Strategic Planning process. Participants answered the following questions and discussed the mission, vision, and values of Northfield.

Who are we?

What do we have in common?

- Care about community
- Want to leave it better than found it
- Make a difference
- What are our differences?
- Come from many different places

Do these things matter?

- Yes, our diversity makes us stronger, a variety of perspectives brings better solutions
- Opportunity to understand where people come from

Review of Current Environment:

a. Environmental Scan

- City Administrator Martig introduced this item, described what an environmental scan is, meant to focus on key elements of the enterprise. Presented community metrics regarding demographic composition, workforce composition, education, commercial sector status, commercial construction, household income, housing, population growth, tax base, financial conditions, and environmental conditions.
- Administrator Martig discussed trends, challenges, and needs in Administration, Human Resources & Communications, Library, Information Technology, Police

Department, Public Works, Community Development

- 5 most important trends: aging population, ethnic racial diversity, technology, community engagement, environment
- 5 most common Challenges: growing tax base, investing in facilities, infrastructure & technology, leadership development, staffing cap, affordable housing

b. Community Forum

- Craig Rapp presented data collected from community forum held on April 6 at St. Olaf. Discussed items identified as Northfield's greatest challenges by forum attendees.

c. Joint Session – City Council, Planning Commission, EDA Summary

- Craig Rapp highlighted discussion topics from the City Council, Planning Commission Work Session on April 11, 2017.

d. Community Survey

- Craig Rapp presented Community Survey data with comparison of responses from English and Spanish speakers and responded to questions from City staff and Council Members about the method in which the written survey responses were compiled and organized.

Mission, Vision, Values

- Craig Rapp discussed expectations of Council and City Staff. Described the role of Council to own purpose, direction, definition of success, and accountability; while Staff own action plans, methods, and performance. Both Council and Staff share perspectives, creation, and accountability. Presented an example of a basic strategic plan outline.
- Defined Vision – “Comes from heart, is compelling, defines who you are/seek to be, about where you are going.” Mission is “*what* we exist to do.”
- Identify key pieces of a vision:
 - Equity
 - Distinct heritage
 - Equity in services, people
 - Inclusiveness/Welcoming
 - Comfortable/Quality of life
 - Cherished history
 - Safe community
 - Balanced and sustainable growth
 - Thriving community
 - Arts town/Culture

- Whimsy
- Agriculture/Food
- World-class
- River/Natural Environment/Downtown
- Partnerships/Collaboration
- Schools/education
- Innovative/Idea City
- Businesses
- Resiliency
- “Womb to tomb”
- What *must* be on the list?:
 - Heritage
 - Equity/Inclusiveness/welcoming
 - Safe community
 - Business friendly
 - Downtown
- Deliver great services- internal; Creating great communities/places to live – external
- What is Northfield’s Value Proposition?
- Identify key pieces of a Mission:
 - Common Good
 - Work together
 - Excellence
 - Innovation
 - Services – municipal/required/mandated
 - Safe
 - Sustainable
 - Community – engaged/community values/building
 - High quality
- Current Values:
 - Results
 - Strive for win/win
 - Mentoring growth
 - Fun
 - Creative
 - Serving Customer Needs/Customer-Oriented
 - Understand customer service perspective
 - Mentor
 - Attitude of a servant
 - Responsiveness
 - Put interests of others before your own
 - Attack the problem, not the person
 - Believe in people
 - Inclusive/Engagement
 - Fiscal Responsibility

The meeting adjourned at 9:25 PM