

Strategic Planning Session II

Wednesday, May 10, 2017

4:00 PM

Northfield Police Department – 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 4:49 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 worked together to identify priorities and develop community goals.

SWOT Analysis – Step 1

List the most used words/trends:

Strengths:

- Profession, dedicated staff, and experience department leaders
- Strong bond financial position
- Experienced and collaborative elected leadership
- Comprehensive guiding documents and plan broad policy-making
- Commitment (or a record of commitment) to invest in infrastructure to include: facilities, streets, technology

Weaknesses:

- Resources – funding for services and capital
- Communication – communication with public
- Attitude – doubt of professional staff
- Vision – commitment to visionary documents
- Transportation – transportation options for all
- Diversity – lack of diversity
- Climate – no official commitment to addressing climate issues

Opportunities:

- Diversity
- Aging demographics
- Smart economic growth

- Natural assets
- Sustainability
- Partnerships focused on development
- Youth programs and education
- Culture – appreciation of history of community, wanting to maintain
- Transportation- regional transportation initiatives, bike planning
- Resources – City Hall, need more staff
- Alternative resources

Threats:

- Development – lack of unified vision for growth and development
- City Council – culture of critique/ pride/arrogance
- Civil and political – uncertain outlook for state and federal government funding and regulation
- Housing – lack of senior and workforce housing
- Environment – climate change, flooding rain events, drought, food production
- Social issues – issues of racial disparity and dramatic demographic change
- Finance – securing enough funding for core service to keep up with growing demand (staff only)

SWOT – Step 2

Match Strengths with Opportunities:

- Smart growth --- economic development
- Partnerships for development
- Infrastructure --- sustainable and friendly to natural assets
- Staff --- ultimate team

Match Weaknesses with Threats:

- Resource --- Financial Stability
- Internal --- external communication challenges (Culture of criticism)
- Lack of commitment to our visionary documents and plans --- Development
- Workforce --- senior housing
- Cost --- Design of non-city roadways
- Addressing Climate Change Issues
- Addressing Diversity and Demographic issues

Challenges/Issues (Looking forward 3 years)

- Resources Financial Stability
- Smart growth
- Economic development
- Communication – internal/external

- Sustainable development & infrastructure
- Consistency of vision – on growth and development
- Affordable housing
- Secure housing
- Climate change impacts
- Staff capacity
- Lack of diversity/changing demographics
- Aging population
- Transportation
- Street Conditions
- Train whistles
- High Speed Internet – Public Wi-Fi
- Ice Arena/ Liquor store – public facilities
- Public Art
- Intergovernmental uncertainty

Identify a Maximum of 6 Priorities:

1. Economic Development
2. Affordable Housing
3. Public Facilities and Infrastructure
4. Welcoming Community
5. Operational Effectiveness
6. Climate Change

Definitions:

- Economic development – Jobs, tax base, business retention,
- Affordable housing – work force, senior, large families, high quality,
- Infrastructure – all underground systems, buildings, technology, high-speed internet, climate change, complete streets, maintain and expand general maintenance, parks and nature, surface water
- Demographics – aging, multiculturalism, redistricting, transit demand, equity in service delivery, racial diversity, infrastructure equity,
- Operational Effectiveness – Communication, staffing, training and development, session planning, developing services at lower cost, advanced technology
- Climate Change – climate action plan, flooding, food/ag, renewable energy, preserving open space, conversion of manicured open space, walkability

What are the three outcomes you are seeking to achieve?

- Economic Development:
 1.
 - a. Outcome: Expand commercial tax base

- b. KOI: Commercial tax base
 - c. Target: Increase commercial tax base by \$___M
 - 2.
 - a. Outcome: Expand Industrial tax base
 - b. KOI: Industrial tax base
 - c. Target: Increase industrial tax base by \$___M
 - 3.
 - a. Outcome: Expand downtown
 - b. KOI: Square feet in downtown
 - c. Target: ___ Additional square feet

- Affordable Housing:

- 1.
 - a. Outcome: Maintain Existing Affordable Housing
 - b. KOI: Affordable units
 - c. Target: No net loss of existing units
 - 2.
 - a. Outcome: Increased number of senior units
 - b. KOI: Existing senior units
 - c. Target: Increase number of new units
 - 3.
 - a. Outcome: Increase workforce units
 - b. KOI: Existing units
 - c. Target: Increase number of affordable renter and owner-occupied units

- Infrastructure:

- 1.
 - a. Outcome: Improve quality of all infrastructure systems
 - b. KOI: Pavement condition Index (PCI)
 - c. Target: Increase P.C.I. by x %
 - 2.
 - a. Outcome: Resolution of Ice Arena Question
 - b. KOI: Project timeline
 - c. Target: Build/No build 2018
 - 3.
 - a. Outcome: Ubiquitous High speed/fiber-optic
 - b. KOI: Implementation plan
 - c. Target: (unanswered)
 - 4.
 - a. Outcome: Increased energy efficiency of City assets
 - b. KOI: Biannual charting and usage reports
 - c. Target: 25% reduction by ____, 25% Carbon-free energy

- Addressing Changing Demographics:
 1.
 - a. Outcome: Increased Transit Options
 - b. KOI: Existing Routes
 - c. Target: Increased rates servicing under-served
 2.
 - a. Outcome: More diverse staff
 - b. KOI: Statistics - Staffing
 - c. Target: Increase staff diversity from ____% to ____% by 2020
 3.
 - a. Outcome: Improved Access to City services by all demographic/segments of the community
 - b. KOI: (unanswered)
 - c. Target: Funded and implemented strategy for improving access to City services across all demographics
- Operational Effectiveness:
 1.
 - a. Outcome: Adequate staff to meet demand
 - b. KOI: Staffing analyses
 - c. Target: Staffing meets analysis targets
 2.
 - a. Outcome: Improve Respect/Trust (Internal)
 - b. KOI: Council/Staff survey
 - c. Target: >80% see improvement
 3.
 - a. Outcome: Improve external communication
 - b. KOI: Council/Community survey
 - c. Target: 75% or respondents meet or exceed expectation
- Climate Change
 1.
 - a. Outcome: Develop climate action plan
 - b. KOI: Clear vision for climate action in Northfield
 - c. Target: Adopted detailed climate action plan (CAP)
 2.
 - a. Outcome: Resiliency to effects of flood/rain events
 - b. KOI: Flood wall design and engineering within 2-3 years
 - c. Target: No specific flood damage
 3.
 - a. Outcome: Reducing CO2 in the community
 - b. KOI: Increased urban forest, native plantings, and renewables. Decreased turf and plastics.
 - c. Target: Carbon free by 2033

Meeting Adjourned at 10:50 PM