



FY 2018 – 2020

# STRATEGIC PLAN Action Plan



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

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October 3, 2017

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October 3, 2017

RE: FY 2018-2020 Strategic Plan- Action Plan City of Northfield

Dear Northfield Mayor and City Council,

I am pleased to present this FY 2018-2020 Strategic Plan and Summary Action Plan Report. The action plan reflects the organization's commitment to strategic thinking, measurable results and the delivery of quality services put into actionable steps.

Thank you to our professional and dedicated staff who assisted to complete the initial draft of the strategic action plan. Additionally, thank you to the Councilmembers who The City Council, Boards and Commissions for your interest, dedication and collective effort.

This is just the initial draft of the action plan and will be continually updated by staff and serve as planning "how" a strategic initiative will be developed and implemented. This document will become the on-going work plan for staff over the FY 2018-2020 period. There will be additional quarterly updates to the City Council planned as part of the implementation process.

Yours truly,

Ben Martig  
City Administrator

801 Washington Street, Northfield, MN 55057-2598

City of Northfield Strategic Plan FY 2018 – 2020 Action Plan October 3, 2017



## VISION

Northfield is an open, safe, and welcoming community, recognized for its world-class colleges and historic riverfront downtown, and is dedicated to sustainably enhancing and preserving its vibrant culture, celebrated arts, strong economy, and an excellent quality of life where all can thrive.

## MISSION

The City of Northfield works for the common good of our residents and businesses and the improvement of our community by providing excellent, innovative municipal services that carry out the City's vision for a high quality of life for all.



## VALUES

### RESULTS

ALWAYS STRIVE FOR WIN-WIN

CREATIVE

CUSTOMER-ORIENTED

INCLUSIVE, ENGAGED

### FUN

COMPETENCE/EXPERTISE

FISCAL RESPONSIBILITY

MENTORING/GROWTH

ATTACK THE PROBLEM, NOT THE PERSON

# STRATEGIC PLAN SUMMARY 2018-2020

## City of Northfield

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
<b>ECONOMIC DEVELOPMENT</b>  <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.	
<b>AFFORDABLE HOUSING</b>  <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	
<b>INFRASTRUCTURE</b>  <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	
<b>DIVERSITY, EQUITY, INCLUSION</b>  <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	
<b>OPERATIONAL EFFECTIVENESS</b>  <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	
<b>CLIMATE CHANGE IMPACTS</b>  <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.

# City of Northfield Strategic Plan Summary 2018-2020

## 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 – **S**pecific, **M**easurable, **A**ctionable, **R**ealistic, **T**ime-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- August 8<sup>th</sup>
- C. Action Plan Initiation Council Considers Support to Initiate Action Plan (September)
- D. Action Plan & Strategic Plan Implementation & Reporting (Ongoing).

*Special thanks to our nationally recognized facilitator who delivered meaningful customized service for Northfield.*

Strategic Priority: Economic Development: A Community That's Economically Thriving

Outcome: Expanded commercial & industrial tax base, expanded downtown, enhanced tourism

Target: Commercial & industrial tax value increased by \$ \_\_\_\_\_

**Initiative: Develop a Comprehensive Redevelopment Plan. Encourage a compact development pattern, and support infill, redevelopment and land intensification**

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for commercial & industrial tax value increase (overall not specific to just redevelopment). Include exploration of tax per acre target development to enhance metric	Council and EDA approval of defined Target \$ amount	Heineman EDA Council	EDA 12-28-17 Council January 2018
Receive small area concept plan for the Q-Block site and Econo site related to potential liquor store project. Next steps developed thereafter	Completion of concept drawing for further analysis to come forward on development options	Martig	October 3, 2017
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"> <li>- EDA – Commercial / Industrial</li> <li>- HRA – Housing</li> <li>- City Council – Public Related</li> </ul>	Completed Joint Working Sessions	Heineman EDA HRA City Council	July, 2018
Prioritization of redevelopment areas <ul style="list-style-type: none"> <li>- Q-Block including transit hub project with City Council</li> <li>- MnDOT site</li> <li>- 1407 Armstrong Road</li> </ul>	Prioritized list of redevelopment areas with corresponding timelines	Heineman	July, 2018



<ul style="list-style-type: none"> <li>- Hwy 3 south commercial area</li> <li>- Other sites from comprehensive list</li> </ul>			
Identify stakeholders	Established stakeholder discussion groups	Carlson	December, 2018
Identify incentives and development resources (financial, partner entities, etc.) particularly those areas related to intensification of land use	Established resource dashboard for redevelopment resources	Carlson	December, 2017
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 as required	Heineman	December, 2018
Recruit developers for specific redevelopment projects or opportunities in conformance with the comprehensive plan	Developed Request for Proposals	Carlson	March, 2019

**City Guiding Document References:**

- **Comprehensive Plan:**
  - ED1 The City will Support existing businesses.
  - ED2 The City will make sufficient land resources available for the needs of existing and future businesses in line with the strategies outlined in the 2006 Economic Development Plan.
  - ED3 Expanding and revitalizing the Cannon River corridor will be a pivotal part of the strategy to maintain the historic character that is Northfield.
  - ED4 Support the economic vitality of the community through business retention and recruitment and enhancement of tourism opportunities.
  - LU3 Encourage a compact development pattern, and support infill, redevelopment and land intensification.
    - LU3.3 – see comprehensive plan
    - LU3.5 – see comprehensive plan
  - LU8 Provide locations that facilitate economic development opportunities.
- **Comprehensive Economic Development Plan:**

Strategic Priority: Economic Development: A Community That's Economically Thriving

Outcome: Expanded commercial & industrial tax base

Target: Commercial & industrial tax value increased by \$ \_\_\_\_\_

**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). Include exploration of tax per acre target development to enhance metric	Council and EDA approval of target for commercial and industrial tax value increase	Heineman EDA Council	EDA December, 2017 Council January 2018
Establish formalized business retention and expansion opportunity identification plan. Includes items such as surveying for barriers, tools/incentives	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"> <li>- EDA – Commercial / Industrial</li> <li>- HRA – Housing</li> <li>- Planning Commission – Land Use</li> <li>- City Council – Public Related</li> </ul>	Completed Joint Working Sessions	Heineman EDA HRA PC City Council	July, 2018

Identify resources available for business expansion assistance	Established resource dashboard for business expansion assistance	Carlson	July, 2018
Identification of current available infill sites: <ul style="list-style-type: none"> <li>- Riverview Drive Industrial Park</li> <li>- Schilling Business Park</li> <li>- Armstrong Industrial Park</li> <li>- Other potential sites</li> </ul>	Complete update to EDA, Planning Commission and Council on existing infill sites available for commercial and industrial uses.	Heineman EDA PC Council	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 EDA	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 EDA	December 2019
Review available incentives for current and future business infill development	Established resource dashboard for infill development resources	Carlson	December, 2017
Complete new development expansions and infill	Increased taxable value, job creation	Heineman	January 2019 January 2020

*City Guiding Document References:*

- *Comprehensive Plan:*
  - *ED1 The City will Support existing businesses*
  - *ED2 The City will make sufficient land resources available for the needs of existing and future businesses in line with the strategies outlined in the 2006 Economic Development Plan*
- *Comprehensive Economic Development Plan:*

Strategic Priority: Economic Development

Outcome: Expanded commercial & industrial tax base

Target: Commercial & industrial tax value increased by \$ \_\_\_\_\_

**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). Include exploration of tax per acre target development to enhance metric	Council and EDA approval of defined Target \$ amount	Heineman EDA Council	EDA 12-28-17 Council January 2018
Complete Xcel Energy Certified Site Application	Completion of certification with active listing on Xcel website	Carlson	January 2018
Review historical documents and studies	Compiled historical data with detailed plans and executive summary provided to EDA, Planning Commission and Council	Carlson	January 2018
Establish Priority Expansion Areas to pursue (Geographic Areas Mapping) consistent with the comprehensive plan: 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 EDA PC Council	February 2018
Clarification of City relationships of roles of expansion and establishing a shared vision of planning for the area - 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	March 2018

Complete small area development concept plans and determine priority options and alternatives to provide flexibility in reaction to development. Determine if lead by EDA and/or in partnership or coordination of the Northfield Roundtable	Consensus agreement on small area development concept plans including preferred options	Heineman	March 2018
Identify phased priority infrastructure needs and funding opportunities both local as well as potential leveraged private, state, federal funds. Include financial analysis of cost-benefit of public infrastructure to support projects	Presentation to Council and EDA on scope and potential funding options	Heineman EDA Council	August 2018
Complete any amendments necessary for the comprehensive land use plan and zoning ordinance	Amended land use plan and zoning ordinance	Tempel PC Council	September 2018
Identify site stakeholders	Educate site stakeholders on city work and define and codify their interests	Carlson	October 2018
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	December 2018
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 EDA	Ongoing but expanded effort January 2019
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	Heineman EDA Council	June 2019
Construct necessary infrastructure necessary to serve committed businesses or to attract new	Completion of defined public infrastructure	Bennett	August 2019



Complete new development in expansion areas	Increased taxable value, job creation	Heineman	New development commitments in 2019 commencement 2020
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- Comprehensive Plan:
  - ED2 The City will make sufficient land resources available for the needs of existing and future businesses in line with the strategies outlined in the 2006 Economic Development Plan.
- Comprehensive Economic Development Plan:

Strategic Priority: Economic Development: A Community That's Economically Thriving

Outcome: Enhanced Tourism

Target: increased lodging \_\_%, sales tax increased \_\_%, targeted pull factors increased \_\_%

**Initiative: Develop tourism strategy. Support the economic vitality of the community building off of strengths in the tourism with a strategic focus on community assets of recreation, arts and culture**

Actions	Measure of Success	Who's Responsible	Target Date
Completion of public arts policy	Completion of public arts policy. ACC recommend and Council approve	Jensen ACC Council	Completed - September 2017
Establish goal for increased lodging, sales taxes and targeted pull factors increased	Council approval of target for lodging, sales taxes and targeted pull factors	Heineman EDA Council CVB	EDA December 2017, Council January 2018
Identify City role in tourism strategies in the areas of recreation, arts & culture	Council, ACC and EDA presentations	Heineman/Jensen ACC EDA Council	January, 2018
Identify key partners for tourism strategy emphasizing recreation, arts & culture	Establish relationship as staff liaison to CVB	Heineman	January, 2018
Review historical documents, studies, past actions, strategies	Compiled historical data compiled, reviewed by stakeholder group	Carlson	March, 2018
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	Jensen ACC Council	March 2018
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	Jensen ACC EDA CVB	May 2018

		Council	
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	Jensen ACC ArtsLab Cohort NDDC Vision group	June 2018
Work with CVB to identify specific targets that increase tourism emphasizing recreation, arts and culture opportunities	Prioritized list of specific targets	Heineman CVB	June, 2018
Review potential film rebate program with Chamber of Commerce and CVB	Implementation of program	Carlson CVB Chamber EDA	July, 2018
Research and review potential “Cultural District” for downtown marketing with CVB and potential incentive program	Implementation of District	Carlson EDA CVB NDDC	July, 2018
Develop specific goals and create action steps for film rebate program and cultural district development	EDA & Council presentation	Carlson EDA CVB Council	December, 2018
Develop phased plan for the Northfield Arts Corridor with partner organizations & City to promote arts & culture in the community	Presentation of completed plan to Council & partner organizations, including ACC, EDA, CVB, Roundtable	Jensen ACC EDA CVB NDDC Council	March 2019
Explore need for public WiFi installation in Bridge Square, Division Street for visitor access to enhance tourism experience	Project planned, funded, implemented	Jensen/Wolf NDDC CVB	May 2018

		Council	
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- Comprehensive Plan:
  - ED4 Support the economic vitality of the community through business retention and recruitment and enhancement of tourism opportunities.
  - CI2 Strengthen downtown as an historical and cultural center of the community.
  - CI5 Improve the entry points (gateways) into the community.
  - CI6 Continue to host and sponsor local arts and cultural activities and festivals.
- Comprehensive Economic Development Plan:

Strategic Priority: Economic Development: A Community That's Economically Thriving

Outcome: Expanded Downtown

Target: \_\_\_\_ additional square footage and Commercial & industrial tax value increased by \$ \_\_\_\_

**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). Include exploration of tax per acre target development to enhance metric	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites)	Heineman EDA Council	EDA December, 2017 Council January 2018
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 EDA Council	December, 2017
Identify incentives and development resources (financial, partner entities, etc.)	Established resource dashboard for downtown revitalization resources	Carlson	December, 2017
Prioritization of revitalization areas <ul style="list-style-type: none"> <li>- Byzantine site</li> <li>- Q-Block</li> <li>- Other sites from comprehensive list</li> </ul>	Prioritized list of redevelopment areas with corresponding timelines. EDA approve	Heineman EDA	July, 2018
Review historical documents and studies	Compiled historical data: City & Partners – NDDC, Northfield Roundtable, etc.	Carlson	July, 2018
Clarification of roles for redevelopment <ul style="list-style-type: none"> <li>- EDA – Commercial / Industrial</li> <li>- HRA – Housing</li> </ul>	Completed Joint Working Sessions	Heineman EDA HRA	July, 2018



- City Council – Public Related		Council	
Research and review potential “Cultural District” incentive for downtown development	Implementation of Program	Carlson	July, 2018
Initiate discussions with current building/land owners about future use	Working stakeholder discussion groups created	Carlson	December, 2018
Complete additional expansion in downtown	Increased commercial (including residential rental or owner occupied) square footage in downtown	Heineman	January 2019 January 2020 benchmarks

*City Guiding Document References:*

- *Comprehensive Plan:*
  - *Cl2 Strengthen downtown as an historical and cultural center of the community.*
  - *Cl3 Preserve historic sites and structures.*
  - *LU2 The downtown core is an important aspect of community life.*
- *Comprehensive Economic Development Plan:*

Strategic Priority: Economic Development: A Community That's Economically Thriving

Outcome: Expanded Downtown

Target: \_\_\_\_\_ additional square footage, Increase \_\_\_\_\_ in lodging tax, Increase \_\_\_\_\_ 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). Include exploration of tax per acre target development to enhance metric	Council and EDA approval of target for commercial and industrial tax value increase (overall not specific to just expansion and infill sites)	Heineman EDA Council	EDA 12-28-17 Council January 2018
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 EDA Council	EDA 12-28-17 Council January 2018
Review historical documents and studies	Compiled historical data	Carlson	February 2018
Identify Riverfront Areas for possible expansion (Geographic Areas Mapping) that may more effectively integrate the Cannon River into the fabric of the downtown, while also protecting its environmental quality and enhancing its visual appearance	Presentation of options for expansion to EDA	Carlson	June 2018
Clarification of City relationships of roles of riverfront expansion <ul style="list-style-type: none"> <li>- EDA – COMMERCIAL</li> <li>- HRA – HOUSING</li> <li>- Planning Commission – Land Use</li> <li>- Public Works/Park Board</li> <li>- Partner entities – NDDC, Chamber, Roundtable, etc.</li> </ul>	Completed Joint Working Session	Heineman EDA HRA PC PB	May 2018

COUNCIL – PUBLIC RELATED			
Identify locations for non-motorized boat access near downtown,			
<p>Prioritization of riverfront areas (short term/long term):</p> <ul style="list-style-type: none"> <li>- Bridge Square</li> <li>- River Access identification and improvements (above and below dam)</li> <li>- Identify potential private enhancements to orient to the river</li> <li>- Riverwalk connection to new hotel</li> </ul> <p>Identify and pursue potential uses for orientation to river:</p> <ul style="list-style-type: none"> <li>- sporting good stores (equipment rental for river)</li> <li>- Cafes</li> <li>- retail including potential seasonal sales along riverwalk)</li> <li>- other</li> </ul>	Prioritized three areas of riverfront expansion with corresponding timelines	Heineman EDA	July 2018
Identify site stakeholders	Working stakeholder discussion groups created	Carlson	August 2018
Identify resources (financial, partner entities, etc.)	Established resource dashboard for riverfront purposes	Carlson	September 2018
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	Heineman	October 2018

City Guiding Document References:

- Comprehensive Plan:
  - ED3 Expanding and revitalizing the Cannon River corridor will be a pivotal part of the strategy to maintain the historic character that is Northfield.
  - CI2 Strengthen downtown as an historical and cultural center of the community.
  - CI3 Preserve historic sites and structures.
  - LU2 The downtown core is an important aspect of community life.
- Comprehensive Economic Development Plan:

Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live

Outcome: Grow & Maintain Affordable Housing

Target: \_\_ total units by 2020

**Initiative: Koester Court Preservation: *Encourage & assist in the preservation and rehabilitation of income restrictions for a 95-unit affordable housing complex***

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of target metric	Atchison HRA Council	HRA December 2017 Council January 2018
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	Atchison	June 2018
Commit CDBG Funding for project to assist in effort to rehabilitate units in addition to preservation of income restrictions	CDBG Application Submitted & Approved	Atchison	January 2019

City Guiding Document References:

- **Comprehensive Plan:**
  - *HS2 Preserve the character and style of existing neighborhoods that have created Northfield's sense of place.*
  - *HS3 The City should assist in providing affordable housing.*
  - *HS4 The City will encourage homes to be well-maintained, environmentally friendly and energy efficient.*



Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live

Outcome: Grow & Maintain Affordable Housing

Target: \_\_\_ total units by 2020

**Initiative: Revise Residential Rehab Program for Homeowners: Complete an updated HRA sponsored financial incentive program to encourage the rehabilitation of affordable owner occupied housing**

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of metrics	Atchison HRA Council	HRA December 2017 Council January 2018
Implement Administrative Contract with Three Rivers Community Action	Administrative Services Provided	Atchison	September 2017 - completed
Publish new guidelines owner-occupied residential rehab program	Guidelines/Application Published	Atchison	September 2017 - completed
Guidelines and application Given to Link Center to be translated into Spanish	New guidelines and application Translated by Link Center	Atchison	September 2017 – completed
New guidelines and application placed on City Website	Guidelines & application published on City Website	Atchison	December 2017
Evaluate CDBG Program Changes from 2017	Complete a review look back on changes from staff with approved changes by HRA	Atchison HRA	May 2018

City Guiding Document References:

- Comprehensive Plan:
  - HS2 Preserve the character and style of existing neighborhoods that have created Northfield's sense of place.
  - HS3 The City should assist in providing affordable housing.
  - HS4 The City will encourage homes to be well-maintained, environmentally friendly and energy efficient.

Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live

Outcome: Grow & Maintain Affordable Housing

Target: \_\_Total Units by 2020

**Initiative: Barrier Removal Strategy-Affordable Housing. Determine regulatory changes to enhance opportunities for innovative solutions to stimulate improvement of existing and new affordable housing development**

Actions	Measure of Success	Who's Responsible	Target Date
Create Team to Review Land Use Code/Zoning Ord  Review Best Practices for items such as opportunities for alternative housing types and styles, including mixed-use neighborhoods, accessory or mother-in-law apartments, modular homes, manufactured home parks and other innovative approaches to housing	Findings & Report submitted to City Administrator	Atchison	December 2018
Recommended amendments to Planning Commission and City Council	Presentation to PC and Council	Atchison	January 2019
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.	Tempel Planning Commission	December 2018

*City Guiding Document References:*

- **Comprehensive Plan:**
  - HS1 Housing will strengthen the unique physical character of the community.
    - HS1.2 – see comprehensive plan
    - HS1.5 – see comprehensive plan
    - HS1.6 – see comprehensive plan
  - HS3 The City should assist in providing affordable housing.
  - LU4 Facilitate the creation of residential areas with strong neighborhood qualities.
    - LU4.6 See comprehensive plan

Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live

Outcome: More Senior Units

Target: \_\_\_\_ New Affordable Senior Units

**Initiative: Develop Senior Housing Plan: Encourage or assist in the expansion of affordable senior housing options to meet market conditions and emerging consumer interests**

Actions	Measure of Success	Who's Responsible	Target Date
Determine the number of seniors units in Northfield	Inventory created, presented to HRA Board	Atchison	August 2017
Establish goal for total units to be added in senior housing units target	HRA and Council approval of target metric	Atchison	HRA December 2017 Council January 2018
Forecast additional need or increasing demand for senior housing utilizing Rice County and US Census data	Prepared report presented to HRA Board	Atchison	August 2017
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	Atchison Tempel	HRA & Planning Commission review 2018 Planning Commission Approve Changes 2019
Evaluate and promote opportunity for senior co-op housing development	Existing single-family, entry-level homes made available for resale	Atchison	2020

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live.

Outcome: Grow & Maintain Affordable Housing

Target: \_\_\_\_ units by 2020

**Initiative: Develop Southbridge Property. Pursue new development opportunities on the Housing and Redevelopment Authority owned Southbridge property for development**

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of metrics	Atchison	Establish goal for total units to be added in affordable housing by 2020
Determine location at Southbridge property and number of units to be constructed	Accepted site plan in place	Atchison	June 2018
Seek input and feedback from surrounding neighborhoods	Neighborhood meetings held	Atchison	March 2018
Partner with Three Rivers Community Action Agency (TRCAA) to apply for Tax Credits	Tax Credit Application submitted	Atchison	June 2018
Partner with TRCAA to obtain additional funds and Financing, i.e. Tax Increment Financing, CDBG etc.	Total Funding for project in place	Atchison	Dec 2019
Construction of new affordable housing underway	Building Permit and project started	Atchison	July 2020

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Affordable Housing: A Community Where Everyone Can Afford to Live

Outcome: Grow & Maintain Affordable Housing

Target: \_\_\_\_ total units by 2020

**Initiative: Workforce Housing Strategy: Develop a comprehensive approach to address the needs of workforce housing within the community**

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for total units to be added in affordable housing by 2020	HRA and Council approval of metrics	Atchison HRA Council	HRA December 2017 Council January 2018
2017 Housing Study – Capstone Project	Study presented to HRA Board	Atchison	August 2017
Participate in Rice County Housing Study	Study Complete	Atchison	Dec 2018
Research partnership with owner & developer of adjacent, undeveloped property	Development Agreement	Atchison	June 2018
Research possible development of 2-acre residential lot for housing development	Lot purchased and developed	Atchison	Dec 2020

*City Guiding Document References:*

- *Comprehensive Plan:*



Strategic Priority: Infrastructure: A Community Where Infrastructure Supports Its Objectives

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 building and site design resolution	Approve by Council	City Administrator Council	October 3
Draft JPA & Lease completed	Internal completion – City Attorney, Bond Attorney, Finance Director, NAFRS Reps.	City Administrator	October 6
Final pre-bid cost estimate completed & presented to NAFRS design committee & NAFRS Facility Committees	Review & support of final recommendations to NAFRS Board	City Administrator Construction Manager & Architect	October 11-18
NAFRS Board Action on Lease & JPA changes	Approve resolution for preliminary approval of lease & JPA changes and related recommendation to parties	City Administrator NAFRS Board	October 19
Presentations to JPA Parties for Resolution of Support to Proceed: Rural Fire – to be determined Dundas – to be determined Northfield – November 13	Presentations by NAFRS Representatives. Includes design, cost, financing, project schedule, etc.	City Administrator	October 23- November 13
Northfield Council Review Communication Tower and Gateway Enhancements	Receive and discuss alternates and cost considerations	City Administrator Council	November 13
Approvals JPA Parties for Resolution of Support to Proceed: Rural Fire – to be determined Dundas – to be determined Northfield – November 20	Presentations by NAFRS Representatives	City Administrator	October 23- November 20
Northfield approve calling for public hearing	Approve resolution calling for hearing	City Administrator Council	November 20

Northfield conduct public hearing on project CIP	Complete public hearing and Authorization of Bonds	City Administrator	December 11
Approve final plans and specifications and authorize for bids (30 days after hearing minimum)	Council approve resolutions approving plans and specifications and authorizing bids	City Administrator Council	January 15
Open bids	Bid opening conducted by CM, Architect, City Reps.	City Administrator CM/Architect	Week of Feb.18th
Final JPA Amendment Approval and NAFRS Approval of Lease Agreement and Recommend Project  Rural Fire – to be determined Dundas – to be determined NAFRS – to be determined	NAFRS Approve Lease and Recommend Project  Rural Fire and Dundas approve lease and final agreements	City Administrator NAFRS Reps. Dundas and Rural Fire Reps.	Week March 5
City Award Construction Contracts, Approve JPA Amendment, Approve Lease Agreements	Final Council approvals	City Administrator Council	March 12
Construction contracts approved by City	Final approval council and execution by all parties	City Administrator	March 19
Project commencement	Authorization by Construction Manager	City Administrator Construction Manager	April 1, 2018
Award bonds	Approve bonds	City Administrator Council	April 2, 2018
Project Completion	Certificate of occupancy	City Administrator Construction Manager/Architect	January 2019

*City Guiding Document References:*

- *Comprehensive Plan:*

Strategic Priority: Infrastructure : A Community Where Infrastructure Supports Its Objectives

Outcome: Resolution of Major Facility Projects

Target: 1-1-18 Project direction

**Initiative: Plan and Develop new Liquor Store**

Action	Measure of Success	Who's Responsible	Target Date
Update 2015 Market Study to reflect market changes	Completion of market analysis	Liquor Store Manager	Completed
Hire Architect to initiate Conceptual Design phase	Staff solicitation, interviews, proposal reviews, negotiation, contract award	Administrator Liquor Store Manager	Completed
Prepare pro forma based upon Market Study update and Conceptual Design cost estimates	Staff and consultant team complete cost estimates	Finance Director Liquor Store Manager	Completed October 2017
Present Conceptual Designs and preliminary cost estimates to Council	Presentation on site option reviews	Administrator Liquor Store Manager	October 3 2017
Staff further analysis site considerations and recommendation development for Council	Presentation of Recommendations	Administrator Liquor Store Manager Council	November 2017
Council Direction on Liquor Store	Formal Action on Next Steps (specific yet to be determined)	Administrator Liquor Store Manager Council	December 2017
Phases below to be clarified dependent on council action on project direction:		Administrator Liquor Store Manager	
Negotiate terms		Administrator Finance Director	
Council Site Selection and Purchase		Administrator Liquor Store Manager	

Schematic Design phase		Administrator Liquor Store Manager	
Design Development phase		Administrator Liquor Store Manager	
Construction Document phase		Administrator Liquor Store Manager	

City Guiding Document References:

- *Comprehensive Plan:*

**Strategic Priority:** Infrastructure: A Community Where Infrastructure Supports Its Objectives

**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	November 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	Presentation to Council of Options and Recommendations	Public Works Director City Engineer	Jan 2018
Determination of Next Steps	Not Yet Determined	Public Works Director City Engineer	

*City Guiding Document References:*

- Comprehensive Plan:

Strategic Priority: Infrastructure: A Community Where Infrastructure Supports Its Objectives

Outcome: Determine community need for high-speed Internet

Target: =/> 20% increase in citizen satisfaction with internet services

**Initiative: Develop Internet Strategy: Ensure community competitiveness on internet availability, capacity, and affordability to meet needs of current and prospective business, organizations and residents**

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	City Administrator IT Director Communications/IT Manager	May 2018
Evaluate options for citywide fiber coverage	Viable options for citywide fiber coverage	City 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

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Infrastructure: A Community Where Infrastructure Supports its Objectives

Outcome: Improved Infrastructure Systems

Target: Council Establishes PCI Goal

**Initiative: Update Pavement Management System: Complete a street pavement management plan including ongoing rating, prioritization and financial planning**

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

City Guiding Document References:

- Comprehensive Plan:



Strategic Priority: Infrastructure: A Community Where Infrastructure Supports Its Objectives

Outcome: Maintenance Plan has been created

Target: Go from addressing 0% to 10% of prioritized maintenance activities annually.

**Initiative: Create Stormwater Maintenance Plan: *Complete a stormwater maintenance plan including ongoing rating, prioritization and financial planning***

Action	Measure of Success	Who's Responsible	Target Date
Gather Information on Existing System	All inlet and outlets to ponds and river inspected	Engineering Manager	June 2018
Establish a Maintenance Plan	Create scheduled inspections for all stormwater infrastructure	Engineering Manager	Jan 2019
Identify Maintenance Activities	Prioritization of needed maintenance activities	Engineering Manager	June 2019
Determine Cost of Maintenance Activities	Develop estimates, for annual budgeting	Engineering Manager	Sept 2019

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Infrastructure: A Community Where Infrastructure Supports Its Objectives

Outcome: Improved Infrastructure Systems

Target: Approved pedestrian/bike, parks & trails plan by \_\_\_\_ date

**Initiative: Update pedestrian/bike, parks & trails plan : Update of the pedestrian/bike & trails plan to the comprehensive plan of the City**

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

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Diversity, Equity, Inclusion: A Community that Welcomes Everyone

Outcome: Improved Access to City Services for all demographics; Increased transit options for all

Target: => 75% of targeted access improvements met; # \_\_\_\_ new routes for underserved; \_\_\_\_ new rides created

**Initiative: Develop Equitable Service Access Plan**

Actions	Measure of Success	Who's Responsible	Target Date
Establish goal for “targeted access” metric on “=> of targeted access improvements met.”	Council approval of defined “targeted access” metric	Mahowald	Council January 2018
Establish goal for “targeted access” metric on “=> of targeted access improvements met.”	Council approval of defined “targeted access” metric	Mahowald	Council January 2018
Complete Age Friendly Survey to Identify Potential Inequitable Service Access	Complete Age Friendly survey and analyze results	Tempel	October 2017
Evaluate needs and facility discussion of Age Friendly	Complete survey and priority list with the Friendly Community Partner	Tempel	February 2018
Identify Partner Agencies & the Information they maintain that relates to Northfield Demographics and Services	Complete inventory internal for staff review	Monte Nelson	February 2018
Collect information from current transportation companies regarding existing routes, rates of use, rider information, etc.	Complete internal analysis	Bennett	December 2017
City Staff and Department Survey to ID weaknesses and areas of concern related to serving all segments of the Community	Complete internal survey	Mahowald	June 2018
Recommend a plan to improve translation and communication services within City Offices and in the Community	Complete review in coordination with communications plan development	Mahowald	June 2018
Create a proposal for increased transportation services and routes within City  - This would include transit hub project currently under review for planning & development	Recommendations and complete action plan to implement changes	Bennett	December 2018

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Diversity, Equity, Inclusion: A Community that Welcomes Everyone

Outcome: Staff and volunteers reflect community; Improved access to City services for all demographics

Target: Increase from \_\_\_ to \_\_\_ for by 2020; => 75% of targeted access improvements met

**Initiative: Develop and Implement the GARE Equity Action Plan. *Develop a Racial Equity Plan that includes internal and external actionable items to reduce inequities within policies and services provided by the City of Northfield***

Actions	Measure of Success	Who's Responsible	Target Date
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	Mahowald	Council January 2018
Establish goal for “targeted access improvements” metric	Council approval of defined “targeted access improvements	Mahowald	Council January 2018
Review and recommend Municipal ID Implementation	Complete report and recommendations to council for adoption	Martig	Council – November presentation December actions
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	Martig	December 2017
Identify Partner Agencies & the Information they maintain that relates to Race and Equity in Northfield	Completion of summary document of partners and programs.	Nelson	March 2018
Racial Equity Action Plan staff development	Year 1 GARE Cohort completed draft Racial Equity Action Plan for Council Review	Martig	March 2018
Develop a Racial Equity Action Plan for the City of Northfield	Council adoption of Racial Equity Action Plan	Martig Council	July 2018
Implement the GARE Equity Action Plan across all Departments within the City	Complete implementation of one full year of implementation to be determined	Martig	December 2019

Implement the GARE Equity Action Plan across all Departments within the City	Complete implementation of one full year of implementation to be determined	Martig	Implement the GARE Equity Action Plan across all Departments within the City
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*City Guiding Document References:*

- *Comprehensive Plan:*

Strategic Priority: Diversity, Equity, Inclusion: A Community that Welcomes Everyone

Outcome: Staff and volunteers reflect community

Target: Increase from \_\_\_ to \_\_\_ for by 2020; => 75% of targeted access improvements met

**Initiative: Implement Recruitment, Hiring, and Retention Plan for City Staff Positions**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Establish goal for “targeted access” metric on “=> of targeted access improvements met.”	Council approval of defined “targeted access” metric	Mahowald	Council January 2018
Establish goal for “targeted access” metric on “=> of targeted access improvements met.”	Council approval of defined “targeted access” metric	Mahowald	Council January 2018
Study Demographics of City Staff and Community	Use demographic information gathered by the GARE Cohort 1 <sup>st</sup> quarter 2017 as a starting point	Mahowald	2017 – review and update data each year
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	Mahowald	2017 – review and update annually
Implement a Recruitment, Hiring, and Retention Plan that will address issues of Diversity, Equity, and Inclusion	Plan development and implementation	Mahowald	2018 – review and update annually

City Guiding Document References:

- *Comprehensive Plan:*

Strategic Priority: Diversity, Equity, Inclusion: A Community that Welcomes Everyone

Outcome: Staff and volunteers reflect community

Target: Increase from \_\_\_ to \_\_\_ by 2020

**Initiative: Develop a recruitment plan for volunteers, board/commission members, interns**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
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	Mahowald	Council January 2018
Study Demographics of community	Update 2017 demographic data gathered by 2017 GARE cohort	Mahowald	2017/1 <sup>st</sup> quarter 2018, 2019, 2020
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.	Mahowald	2017 and continue to increase recruitment options
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	Mahowald	2017

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Operational Effectiveness : A Community With a Government that Works

Outcome: Adequate staff to meet demands

Target: Approved targets met (to be determined)

**Initiative: Develop Operating Effectiveness Plan: *Complete a plan to evaluate operational effectiveness plan that includes technology opportunities, staffing level needs, and evaluation of current work assignments to determine appropriate servicing needs in an efficient and effective manner***

Actions	Measure of Success	Who's Responsible	Target Date
Determine appropriate target for outcome evaluation	Completion of targets	Mahowald Council	January 2018
Staffing analysis - Develop appropriate staffing levels in 3 divisions	Determination of department for review each year	Mahowald	1 <sup>st</sup> quarter 2018, 2019 and 2020
Initiate organization wide review of appropriate services – <ul style="list-style-type: none"> <li>core versus non core</li> <li>are we doing the right things versus things we have always done</li> </ul>	Services evaluated and noted	Mahowald	2018
Determine initial areas to review	Departments selected	Mahowald (with assistance from Leadership)	1 <sup>st</sup> quarter 2018
Technology – evaluate leverage of technology for increased effectiveness	Technology for department selected is evaluated with improvements noted	Mahowald (with assistance from Leadership)	2017 /ongoing
Find outside source to assist	Outside source selected	Mahowald (with assistance from Leadership)	1 <sup>st</sup> quarter 2018



Data collection from similar cities <ul style="list-style-type: none"> <li>Determine comparable cities</li> </ul>	Comparable cities determined and data collected	Mahowald (with assistance from Leadership)	2018
Present findings & seek approvals as necessary <ul style="list-style-type: none"> <li>Budget implications for staffing and technology</li> </ul>	Finding presented to appropriate body and budget implications determined. Funding & approvals requested and approved	Mahowald (with assistance from Leadership)	2 <sup>nd</sup> quarter 2018, 2019, 2020

*City Guiding Document References:*

- Comprehensive Plan:*

Strategic Priority: Operation Effectiveness : A Community with a Government that Works

Outcome: Adequate staff to meet demands

Target: Approved Targets Met \_\_\_\_ determine levels

**Initiative: Evaluate comprehensive training programs : *Evaluate annual training needs for employees, board & commissions, and Council to improve operational effectiveness***

Actions	Measure of Success	Who's Responsible	Target Date
Determine appropriate target for outcome evaluation	Completion of targets	Mahowald Council	January 2018
Initiate organization wide review of training <ul style="list-style-type: none"> <li>What we currently do</li> <li>Citywide versus department specific</li> <li>Mandatory versus elective</li> </ul>	Analysis of training completed; documented where needed	Mahowald	2019/2020
Create project scope for needed training	Project scope created	Mahowald (with assistance from Leadership)	2019/2020
Technology – evaluate leverage of technology <ul style="list-style-type: none"> <li>In person versus electronic training opportunities</li> <li>Training on technology</li> </ul>	Analysis of technology completed (in person versus electronic) as well as training needs identified on existing technology available	Mahowald (with assistance from Leadership)	Ongoing 2019/2020
Determine budget implications	Budget needs identified	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	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

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Operation Effectiveness: A Community with a Government that Works

Outcome: Adequate staff to meet demands, improved respect/trust internal

Target: =/> 80% see improvements

**Initiative: Establish integrated work plan: *Establish a work plan that is ambitious but attainable with available resources including personnel, financing, and other***

Actions	Measure of Success	Who's Responsible	Target Date
Actions to be finalized once strategic planning process is completed	Complete initial targets for Strategic Actions	City Administrator	Council approve January 2018
Incorporate items from strategic initiatives action plans to create realistic timelines and work plan	Realistic integrated work plan created in conjunction with employees	City Administrator	Late 2017/early 2018
Create Gant chart or large spreadsheet to track progress	Software purchased or method created to chart progress on items.	City Administrator	Late 2017/early 2018
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	City Administrator Council Employees	Ongoing

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Operational Effectiveness: A Community with a Government that Works

Outcome: Improved respect/trust internal

Target: =/>80% see improvement

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

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

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Operational Effectiveness: A Community with a Government that Works

Outcome: Improved external communication

Target:  $\geq 75\%$  of stakeholders say meets or exceeds

**Initiative: Create Community Engagement Plan : *Create a plan that works to understand the engagement of the community and to identify areas of improvement***

Actions	Measure of Success	Who's Responsible	Target Date
Review what we are currently doing	Updated department communication spreadsheet completed	Mahowald	1 <sup>st</sup> quarter 2018
Outreach – Identify & Meet with targeted community groups to gather input	Identified community groups met with community including Council	Mahowald Council	Starting Fall 2017 – 1 <sup>st</sup> 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	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	Mahowald	2018
Create updated community plan based on feedback	Draft plan updated.	Mahowald	2018
Report results and plan to community and council	Results and plan shared with community and council	Mahowald Council	Late 2018/early 2019

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Operational Effectiveness: A Community With a Government that Works

Outcome: Improved External Communications

Target: =>80% see improvement; =/> 75% of stakeholders say meets or exceeds.

**Initiative: Communications Plan: *Complete an internal and external communication plan .***

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Review what we are currently doing. Review and update chart from 2014	Review completed and 2014 chart updated	Mahowald (with assistance from Leadership)	2 <sup>nd</sup> quarter 2018
Review items contained in draft Spethman document to determine usefulness and applicability for current conditions and moving forward	Review completed	Mahowald (with assistance from Leadership)	1 <sup>st</sup> 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 <sup>st</sup> quarter 2018
Review applicable communication avenues	Communication avenues documented.	Mahowald (with assistance from Leadership)	2018
Technology – evaluate leverage of technology	Technology evaluated and improvements noted	Mahowald (with assistance from Leadership)	2018
Create updated community plan based on feedback	Plan is created	Mahowald (with assistance from Leadership)	2018
Determine budget implications and seek necessary approvals	Budget requirements determined and necessary approvals completed	Mahowald (with assistance from Leadership)	2 <sup>nd</sup> quarter 2018

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

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Climate Change Impacts: A Community That's Resilient and Sustainable

Outcome: A clear vision for climate change & Reduced net carbon emissions

Target: Adopted Climate Action Plan (CAP) and Carbon neutral city by \_\_\_\_\_

**Initiative: Climate Communication/Outreach Program**

Action	Measure of Success	Who's Responsible	Target Date
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	Utilities Manager EQC Council	EQC Dec.2017 Council Jan. 2018
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: Detailed phased communication plan for remainder of 2018-2020 developed	Utilities Manager	Aug. 2018
Start outreach program after CAP implementation	Outreach program is setup identifying communication strategies	Utilities Manager	Feb. 2020

City Guiding Document References:

- Comprehensive Plan:



Strategic Priority: Climate Change Impacts: A Community That's Resilient and Sustainable

Outcome: A clear vision for climate change & Reduced net carbon emissions

Target: Adopted Climate Action Plan (CAP) and Carbon neutral city by \_\_\_\_

**Initiative: Develop and Deploy Awareness Survey**

Action	Measure of Success	Who's Responsible	Target Date
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	Utilities Manager EQC Council	EQC Dec.2017 Council Jan.2018
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 EQC	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 EQC	May 2019
Redeploy survey to determine measure based upon CAP implementation.	The survey is re-deployed to the public	Utilities Manager	Dec. 2020

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Climate Change Impacts: A Community That's Resilient and Sustainable

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
Determine Climate Action Plan Targets	Complete approval of Climate Action Plan Targets approval by EQC and Council	Public Works Director/City Engineer EQC Council	EQC Dec. 2017 Council January 2018
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 Council	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 Council	Mar. 2020

City Guiding Document References:

- Comprehensive Plan:

Strategic Priority: Climate Change Impacts: A Community That's Resilient and Sustainable

Outcome: A clear vision for climate change & Reduced net carbon emissions

Target: Adopted Climate Action Plan (CAP) and Carbon neutral city by \_\_\_\_\_

**Initiative: Develop and Implement Climate Action Plan.**

Action	Measure of Success	Who's Responsible	Target Date
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	Utilities Manager EQC Council	EQC Dec.2017 Council Jan.2018
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 EQC	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 EQC	Aug. 2019
Present the rough draft to the City Council	The CAP rough draft is presented to the City Council	Utilities Manager Council	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 EQC	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 Council	Nov. 2019
Adoption of CAP by City Council	The CAP is adopted by the City Council	Utilities Manager Council	Dec. 2019
Implement CAP by staff	The CAP is implemented by staff	Utilities Manager	Jan. 2020

*City Guiding Document References:*

- *Comprehensive Plan:*