

STRATEGIC PLAN SUMMARY 2018-2020

City of Northfield

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

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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 8th
- 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.