



FY 2018 – 2020
STRATEGIC PLAN
Action Plan

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

DRAFT 5-9-19







| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economic Development <i>A Community That's Economically Thriving</i> |  Develop a Comprehensive Redevelopment Plan | Redevelopment areas have been identified and prioritized at the staff level. Conversations with property owners is ongoing. | Staff is working to recruit developers to invest in Northfield redevelopment projects. The EDA will bring forward recommended redevelopment projects to Council when appropriate. |
| |  Business Expansion and Infill Development Plan | The Tax Increment Financing package approved for the Aurora Pharmaceutical Business Expansion completed several action steps to encourage local business expansion. Staff conversations with other existing businesses is ongoing. | Staff is working to develop relationships with local businesses and identifying opportunities for local expansion. The EDA will bring forward recommended business expansions projects to Council when appropriate. |
| |  New Growth Plan | Throughout 2018, the Northwest Area Process Advisory Committee conducted a series of meetings to identify a path forward for new growth in the NW area. Conversations with property owners is ongoing. | The Process Advisory Committee recommended that City Staff conduct conversations with St. Olaf College leadership regarding their land use goals. City Staff will propose new zoning criteria to the Planning Commission when appropriate. |
| |  Develop Tourism Strategy | A public arts policy has been completed. The CVB continues to explore new areas for enhancing tourism strategies. | No new recommendations are prepared at this time. |
| |  Downtown Revitalization Plan | Redevelopment areas in the downtown district have been identified and prioritized at the staff level. Conversations with property owners is ongoing. The EDA assisted the revitalization efforts for the "Reunion Restaurant" project by providing a \$100,000 low interest loan to assist with gap financing affiliated to project costs. | Staff is working to recruit developers to invest in Northfield downtown projects projects. The EDA will bring forward recommended redevelopment projects to Council when appropriate. |
| |  Riverfront Expansion Plan | The Riverfront Enhancement Committee is meeting ever month to discuss ways to enhance the use and accessibility of the Cannon River. The Committee is currently discussing non-motorized watercraft landing zones. | The Riverfront Enhancement Committee will recommend that the Council officially adopt an identified landing zone for non-motorized watercraft in the near future. |








Affordable Housing - Quarterly Update for Council

Affordable Housing

 Home

 Strategic Initiatives

| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Affordable Housing <i>A Community Where Everyone Can Afford to Live</i> |  Koester Court Preservation | Property owners decided not to sell the property so this item has been listed as complete. | Staff will pay attention to this property and if owner decides to list it for sale again will renew work on this item. |
| |  Revise Residential Rehab Program for Homeowners | Program is more viable with changes made. HRA has received 8 applications and completed 4 rehab projects for homeowners. | HRA will continue to monitor program for effectiveness. |
| |  Barrier Removal Strategy-Affordable Housing | Accessory Dwelling Unit (ADU) ordinance in process. | Planning Commission to review rental license restriction ordinances. |
| |  Develop Senior Housing Plan | Need data to assess number of senior units and forecast need. | Staff exploring cost effective approach to gather and interpret data. |
| |  Develop Southbridge Property | Application for tax credit financing for 2018 was not approved. Reapplying for tax credit financing in 2019 with Three Rivers Community Action Agency. | Tax Credit awards will be made October/November 2019. |
| |  Workforce Housing Strategy | Working with Rice County to host Workforce Housing Summit. 2 local workforce housing developments totalling 32 units in the planning stage. Additional 32 units of workforce housing are in tax credit application phase. | Staff to continue working with developers to ensure project completion. Anticipate construction to commence on 8 unit building in May and 24 unit building in August, 2019. Rice County/Northfield Workforce Housing Summit cancelled to bad weather, to be rescheduled for May or June. |

| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i> |  Coordinate decision process for Fire Station Expansion | Initiative is completed except for a few final landscaping/signage pieces. | |
| |  Plan and Develop new Liquor Store | Staff have been working on potential site options for Liquor Store keeping in mind how it fits into larger discussions on redevelopment and housing needs in downtown area. | Staff will continue to work on site considerations and recommendations and bring to Council as soon as possible. |
| |  Coordinate decision process for Ice Arena | In Nov. 2018 referendum for the Cannon River Civic Center and Park Initiative didn't pass. Therefore the existing issues at the Ice Arena need a new solution moving forward. | <p>Continue to explore options for the Ice Arena. Northfield Ice Arena Advisory Board had reviewed other options prior to recommending to Council to proceed with the Cannon River Civic Center.</p> <p>Consider other alternatives such as.</p> <ol style="list-style-type: none"> 1. City no longer operates the Ice Arena 2. Keep the Ice Arena operation with little changes to improve the facility. 3. Consider a remodel and expansion of the existing ice arena 4. Build stand alone Single Sheet Ice Arena 5. Other options yet to be explored. |
| |  Develop Internet Strategy | Free public wifi is now available in Bridge Square. Survey done for Youth Council to get feedback on needs. | Will be expanding survey to reach broader audience in terms of needs. |
| |  Update Pavement Management System | The City has Completed an analysis of pavement condition within the City. The 2017 Overall Pavement Condition Index was 74. Staff have shared with Council projected costs to achieve PCI target condition for the City streets. | <p>Council hasn't formally adopted a PCI goal, staff look at funding level for street and are programming the CIP with a 5-year average in the 70 - 74 PCI range.</p> <p>As an alternative option, Council could set a PCI target and staff would review the CIP to ensure programming aligns with Councils targeted goal.</p> |
| |  Create Stormwater Maintenance Plan | The City has completed the inventory of the existing stormwater infrastructure. The City has established a scheduled inspection for this infrastructure. A review of current need for maintenance has been identified. Staff has identified 123 needed maintenance activities on the stormwater infrastructure. | Next steps through 2019 is to determine prioritization and costs related to the identified maintenance activities. |
| |  Update pedestrian/bike, parks & trails plan | This initiative has been completed and City Council accepted the new plan. | |

Diversity, Equity, Inclusion - Quarterly Update for Council

Diversity, Equity, Inclusion

[Home](#)

[Strategic Initiatives](#)


| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i> |  Develop Equitable Service Access Plan | Transportation Advisory Committee has been established. Hiawathaland transit recently completed ridership survey. | Staff will be reviewing action items and assignments to determine best process to move forward. |
| |  Develop and Implement the GARE Equity Action Plan | Some staff attended GARE program in 2017, 2018. Outline for Racial Equity Plan started. | New Program Coordinator will be reviewing work to date and work on developing Racial Equity Action Plan by end of 2019. |
| |  Implement Recruitment, Hiring, and Retention Plan for City Staff Positions | Staff diversity remains ~ 4.35% minority. | <p>Continue to recruit, select, retain top applicants throughout city departments. City Recruitment Resources: League of Minnesota Cities, partners with Minnesotajobs.com (through September 19) and DiversityMN.com, Link Services and HCI Partners.</p> <p>Select applicants with bi-lingual skills to improve service levels throughout City departments (continue as opportunities become available).</p> <p>Retain skilled employees by offering competitive wages and benefits (compensation study 2017; benefits analysis 2019).</p> |
| |  Develop a recruitment plan for volunteers, board/commission members, interns | City staff have had discussions with University of Minnesota Extension about developing a Boards & Commissions training program targeted for under-represented audiences. | New Program Coordinator will continue to work with Extension on development of training as well as recruitment of candidates to Boards & Commission. Also look at what training can be provided to staff liaisons and Board/Commission members to ensure that Boards & Commissions are welcoming environment for all. |

Operational Effectiveness - Quarterly Update for Council

Operational Effectiveness

[Home](#)

[Strategic Initiatives](#)





| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operational Effectiveness <i>A Community with a Government that Works</i> |  Develop Operating Effectiveness Plan | In fall of 2018 did do staff evaluation to assess employee culture vs culture of other cities in MN. Worked with Carlson School and LMC to do this. Also used Custom Insight to understand where employees were suggesting change across organization and within departments. | Plan to do staffing analysis with Police Department in Quarter 2. |
| |  Evaluate comprehensive training programs | Board and Commission recognition event in April 2019 in part to improve shared understanding of operations. | Staff will be reviewing action items and revising as needed. |
| |  Establish integrated work plan | City is using Clear Point Strategy software to help track work. Recently hired Program Coordinator to assist with tracking and facilitating discussions within departments about actions and targets. | Staff will be reviewing and adapting action items and target dates to better integrate with existing work flow. Will be doing some additional training on software use and understanding of how items fit into department work. |
| |  Develop Council/Staff relationship trust-building process/plan | Council/Employment Policy committee. Use to review employee policies. Developed council professional development and travel policy for reimbursement. Clarified a retirement policy in handbook. | Staff will be reviewing action items and making updates/modifications. |
| |  Create Community Engagement Plan | State of the City address held on March 18, 2019. Had several hundred people attend. | Using Polco surveys to gather input from residents on various issues. Translating surveys into Spanish. Continue to work with department staff and communications on developing engagement strategies. |
| |  Communications Plan | Full-time staff hired in Communications. Implemented Polco Engagement tool. | Communications staff meeting with department heads for 2019 communications needs. Developing standards for use across departments. |

Climate Change Impacts - Quarterly Update for Council

Climate Change Impacts

 Home

 Strategic Initiatives

| Strategic Priority | Strategic Initiative | Analysis | Recommendations |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Climate Change Impacts <i>A Community that's Resilient and Sustainable</i> |  Climate Communication/Outreach Program | All actions completed except for outreach program after CAP is adopted. | Outreach for after climate action plan is adopted will be included in CAP. |
| |  Develop and Deploy Awareness Survey | All actions completed except for establishing carbon neutral city date. | Carbon neutral recommendation will be part of Climate Action Plan |
| |  Comprehensive Stormwater Plan (CSP) | Phase 1 of this initiative is related to a flood improvement study for the River Walk between Second Street(Hwy 19) and Fourth Street bridge in 2019. | Phase II would occur in 2020 and would be to update the City's storm water model. Identify area's of concern that maybe more prone to flooding and lack resiliency. |
| |  Develop and Implement Climate Action Plan | CAPAB, staff and Great Plains Institute (consultant) have been gathering data and develop items for the Climate Action Plan. | Draft plan is expected in June and will be reviewed by Boards/Commissions and public comment in June/July. Draft to Council as informational item August 6. Final version on Sept 17, 2019. |