








FY 2018 – 2020
STRATEGIC PLAN
Action Plan



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

Strategic Priority	Strategic Initiative	Analysis	Recommendations
Economic Development <i>A Community That's Economically Thriving</i>	 Develop a Comprehensive Redevelopment Plan	<p>The EDA heard a presentation from a developer on June 27 regarding a potential redevelopment project. The redevelopment project is a 79-unit market rate apartment building at the Southwest corner of 5th Street and Washington Street. The project proposal has identified underground parking for the tenants as well as public parking on the ground floor. This project will require public assistance. However, the level of assistance will be reviewed by staff once an application is submitted.</p> <p>Potential redevelopment areas have been identified and prioritized at the staff level. Conversations with property owners and potential developers are ongoing.</p>	<p>Staff is working to recruit developers to invest in Northfield redevelopment projects. The EDA will bring forward recommended redevelopment projects to Council when appropriate.</p>

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	 Business Expansion and Infill Development Plan	<p>The EDA approved a \$50,000 revolving loan to assist the expansion of Secure Base Counseling. The business identified an opportunity for expansion by acquiring new property in Northfield. The business specializes in mental healthy therapy services. Currently, the business employs over 100 highly-skilled therapists, and the business anticipates employing over 125 therapists following the expansion. The Rice County HRA matched the EDA loan with a \$50,000 loan. The business needed gap financing to bridge the private financing and equity financing portions of the expansion. The EDA and Rice County HRA loans helped leverage over \$1.5 million in private financing. The expansion is expected to occur in early fall 2019.</p> <p>The EDA hired a consultant to engage with local minority and immigrant owned businesses to inform the City of opportunities to understand and learn strategies to address barriers that may hinder full participation in local economic development. The study is underway and is expected to be completed before the end of the year</p> <p>The Tax Increment Financing package approved for the Aurora Pharmaceutical Business Expansion completed several action steps to encourage local business expansion.</p> <p>Staff conversations with other existing businesses is ongoing.</p>	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.







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	 Downtown Revitalization Plan	Potential 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 every month to discuss ways to enhance the use and accessibility of the Cannon River.	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

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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		
	 Barrier Removal Strategy-Affordable Housing	ADU ordinance revision completed and adopted by City Council	ADU ordinance revision completed and adopted by City Council.
	 Develop Senior Housing Plan	Growing support to move forward with study. Staff is exploring scope & costs.	RFP for marketing study services.
	 Develop Southbridge Property	Tax credit application complete.	Tax Credit awards will be made October/November 2019.
	 Workforce Housing Strategy	<p>Rice County Housing Summit completed in June.</p> <p>Utilizing financing tools to fill financing gaps for housing development.</p> <p>Northern Oaks Rehabilitation Project to maintain affordable housing.</p> <p>Viking Terrace Rehabilitation Project to maintain affordable housing.</p> <p>City wide Owner Occupied Rehabilitation project to maintain affordable housing.</p> <p>Street Assessment Assistance Program to allow low income homeowners to remain in their homes.</p> <p>Spring Creek II Project - Resolution of support of TIF financing secured from HRA & City Council.</p> <p>Tax credit application filed.</p>	<p>Construction to begin on 24-unit townhome project known as Maple Brook by October.</p> <p>Rehab work to commence at Northern Oaks by mid August.</p> <p>Viking Terrace rehab project to commence by November.</p> <p>Owner occupied rehab is ongoing.</p> <p>Street Assessment assistance application must be submitted by September 20, 2019.</p> <p>Tax credit awards in Oct/Nov 2019.</p>

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Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i>	 Coordinate decision process for Fire Station Expansion		
	 Plan and Develop new Liquor Store	Original options did not come to fruition. One is no longer expressing interest the other is on hold for now. Staff are continuing to pursue other locations with the intent of finding the best site and not rushing to choose a site that would not be optimal. (7/1/19)	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.	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. Consider other alternatives such as. 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.	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. As an alternative option, Council could set a PCI target and staff would review the CIP to ensure programming aligns with Councils targeted goal.
	 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.





Strategic Priority	Strategic Initiative	Analysis	Recommendations
	<ul style="list-style-type: none"> Update pedestrian/bike, parks & trails plan 		

Diversity, Equity, Inclusion - Quarterly Update for Council

Diversity, Equity, Inclusion

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Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i>	 Develop Equitable Service Access Plan	<p>Equity rating was used as part of analysis for prioritizing sidewalk repairs. Categories included:</p> <ul style="list-style-type: none"> • Race (Hispanic/Latino Populations) • Age (65+) • Total Population Density • Rental Unit Density <p>Maps were created using 2010 census data.</p>	<p>Need to develop data collection plan to establish baseline level of services and desired future goals.</p>
	 Develop and Implement the GARE Equity Action Plan	<p>Program Coordinator has been reviewing materials and work to date. Discussions with community partners.</p>	<p>Program Coordinator will be attending GARE 1-day training. Setting up Racial Equity Core Team with staff from across departments. Drafting Racial Equity Plan with goal of completion by end of 2019.</p>
	 Implement Recruitment, Hiring, and Retention Plan for City Staff Positions	<p>Staff diversity: 185 total employees, 6 are non-caucasian (3.24%). This is a slight decrease from last reporting period.</p> <p>Affirmative Action Report for Applicants for City Jobs - Jan - June 2019</p> <p>Two non-caucasians were hired during this time period out of 68 total hires.</p> <p>Total applicants - 308</p> <ul style="list-style-type: none"> • White - 208 (67.53%) • Black - 4 (1.30%) • Hispanic - 5 (1.62%) • Other - 7 (2.27%) <p>Disability</p> <p>No = 218 (70.78%)</p> <p>Yes = 6 (1.95%)</p> <p>(numbers don't add to total as not all applicants responded to questions)</p>	<p>Staff attending meeting at League of Minnesota Cities who have done GARE program. Will use this group as resource to expand options for recruitment and retention.</p>
	 Develop a recruitment plan for volunteers, board/commission members, interns	<p>Program Coordinator has been working with University of Minnesota Extension on development of training as well as recruitment of candidates to Boards & Commission.</p>	<p>Continue to develop training and recruitment program to be piloted in early 2020. Work on recruitment of participants and "coaches".</p> <p>Equity topic will be a focus for the Oct 23rd Board & Commission training night.</p>

Operational Effectiveness - Quarterly Update for Council

Operational Effectiveness

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Operational Effectiveness <i>A Community with a Government that Works</i>	 Develop Operating Effectiveness Plan	Board & Commission appreciation and information sharing night in April. New Target being proposed to Council.	If new Target approved staff will begin revising actions.
	 Evaluate comprehensive training programs	New Target being proposed to Council.	If new Target approved staff will begin revising actions.
	 Establish integrated work plan	New Target being proposed to Council.	If new Target approved staff will begin revising actions.
	 Develop Council/Staff relationship trust-building process/plan	Staff wellness/picnic in June and Employee Appreciation Event in July. New Target being proposed to Council.	If new Target approved staff will begin revising actions.
	 Create Community Engagement Plan	New Target being proposed to Council.	If new Target approved staff will begin revising actions.
	 Communications Plan	Website overhaul is in process. POLCO surveys with Northfield focus implemented with baseline surveys. <ul style="list-style-type: none"> • Snow Removal from downtown and residential areas. • Recycling education. • 2020-2021 high level budget input. • 207 subscribers to date. 	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

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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 to be adopted in November 2019.
	 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.	Working on contract for Phase 1 with plans to have in place by end of August. Study to be done in the fall of 2019 If approved in 2020 Budget, 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	A draft Climate Action Plan has been sent to the CAPAB and city staff for first round of reviews. Consultants from Great Plains Institute will make revisions and CAPAB will discuss at August meeting.	As the draft plan needed more time for completion, the overall timeline has shifted later into the fall for adoption. Boards & Commissions will begin review in August, public presentations in September. Draft to Council as informational item and first review on August 20. A final version will be presented to Council on Oct 15th with request for adoption on November 5th.