

## City of Northfield Strategic Plan Summary 2018-2020

(baseline values starting in January 2018 unless otherwise noted)

Items with strikethroughs suggest to be remove. Yellow highlights are text to add.

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	<del>- Commercial EMV</del> <del>- Industrial EMV</del> <b>- Commercial and Industrial permit values</b>  <del>- Commercial and Industrial permit values</del> per acre	<del>Commercial and industrial tax value increased by 410% by 12/2020.</del>  Commercial and industrial construction <b>permit value increased 10%</b> by 12/2020.	a) Comprehensive Redevelopment Plan b) Business Expansion Plan c) New Growth Plan-expansion areas d) Develop tourism strategy e) Downtown revitalization plan f) Riverfront expansion plan
	Enhanced Tourism	<del>- Lodging and sales tax</del> <del>- Events attendance</del> <del>- Pull factors</del>	Increase lodging tax by 87%.	
	Expanded downtown	Downtown sq. ft.	Add 77,000 add'l sq. ft.	
<b>AFFORDABLE HOUSING</b>  <i>A Community Where Everyone Can Afford to Live</i>	Grow & maintain affordable housing	<del>--Affordable units*</del> <del>--Workforce units*</del>	Inc. 40 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) Expand spring creek townhomes f) Workforce housing strategy
	More senior units	Senior unit inventory	Inc. 16 new affordable senior units.	
	Expanded supportive & emergency housing	Supportive & emergency housing units	Inc. 8 new units	
<b>INFRASTRUCTURE</b>  <i>A Community Where Infrastructure Supports Its Objectives</i>	Improved infrastructure systems	<del>-System indicators: PCI, breaks, backups, etc.</del>  <b>System indicators for pavement and stormwater.</b>	- Targeted improvements achieved-each system <del>- Studies completed by December 2020</del>	a) Update Pavement Mgmt. System b) Create Stormwater Maintenance Plan c) Update pedestrian/bike, parks & trails plan d) <b>Flood mitigation and resiliency study</b>  e) Coordinate Fire Station project f) Plan & develop new Liquor Store g) Coord. decision process-Arena  h) Develop community internet plan
	Resolution of major facility projects	Project timelines-each project	<del>-Fire Station- 1/1/19</del> <del>-Liquor Store- 12/31/2020</del> <b>Site selection analysis by 12/31/2020</b> <del>-Arena, build/no-6/1/18</del>	
	Increased satisfaction with high speed internet	Internet speed measurements	=/> 20% increase in citizen satisfaction with internet services <b>by December 2021</b>	
<b>DIVERSITY, EQUITY, INCLUSION</b>  <i>A Community that Welcomes Everyone</i>	Increased transit options for all	<del>-Existing routes</del> <del>-Surveys</del> <del>-Ridership</del>	# __ new routes for underserved __ new rides created	a) Develop equitable service access plan b) Develop and implement the GARE equity action plan c) Develop a recruitment plan for volunteers, board/commission members, interns

Commented [BK1]: This is moved from Climate Change Impacts and rephrased

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	Staff and volunteers reflect community	Staffing statistics	<p>Work toward increasing from 3.7% to 11.2% by 2020 for Boards &amp; Commissions.</p> <p>Work toward increasing from 3.0% to 10% by 2020 for employees.</p>	d) Implement recruitment, hiring and retention plan for City staff positions
	Improved access to City services for all demographics	-Surveys -Access statistics	<p>=&gt; 75% of targeted access improvements met</p> <p>Establish baseline metrics for city service access by December 2020 and work toward improvement.</p>	
<b>OPERATIONAL EFFECTIVENESS</b>  <i>A Community with a Government that Works</i>	Adequate staff to meet demands	Staff analysis	<p>Approved targets are met. Approved staffing targets determined and progress towards meeting them by December 2021.</p>	<p>a) Dev. operating effectiveness plan Conduct staffing analysis for at least one department per year.</p> <p>b) <del>Eval comp. training programs</del> b) Offer staff training and support</p> <p>c) Establish integrated work plan</p>
	Improved respect/trust-internal	Council/staff survey	<p>=&gt; 80% see improvement Equal to or Greater than 90% of staff and council feel trusted and respected by December 2021.</p>	<p>d) Develop Council/Staff relationship trust-building process/plan</p> <p>e) Community Engagement Plan</p> <p>f) Update Communication Plan</p>
	Improved external communication	-Survey staff stakeholders -Feedback mechanisms	<p>=&gt; 75% of stakeholders are satisfied with the communication the city provides by December 2021 meets or exceeds</p>	
<b>CLIMATE CHANGE IMPACTS</b>  <i>A Community that's Resilient and Sustainable</i>	A clear vision for climate action	Climate Action Plan(CAP) development timeline	<p>Adopted CAP by December 2019 which includes carbon emissions goals, mitigation and resiliency strategies.</p>	<p>a) Climate communication/outreach program</p> <p>b) Develop/deploy awareness survey</p> <p>c) <del>Comprehensive Stormwater Plan</del></p> <p>d) Develop and implement CAP</p>
	An economy resilient to energy & environment impacts	-Climate benchmarks	<p>Meet CAP targets</p>	
	Reduced net carbon emissions	Carbon emissions.	<p>Carbon neutral city by ____</p> <p>Baseline emissions for City Operations and community by June 2019.</p> <p>Annual emissions tracking report at end of each year.</p>	

\*For City of Northfield purposes we are using the following definitions: Affordable Housing - housing available at 30% of income for persons making less than 80% of area median income (AMI). Workforce Housing - is housing available at 30% of income for persons making less than 115% of area median income. Note that AMI varies based on size of household.

Created Nov 25, 2019