



FY 2018 – 2020
STRATEGIC PLAN
Action Plan

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

Strategic Priorities	Desired Outcomes	Strategic Initiatives	Analysis	Recommendations
<p>Economic Development <i>A Community That's Economically Thriving</i></p>	<p> Expanded Commercial & Industrial Tax Base</p>	<p> Develop a Comprehensive Redevelopment Plan</p>	<p>The EDA has coordinated a redevelopment project with a private developer to construct a 79-unit apartment complex called the 5th Street Lofts. The project has begun and is scheduled to be completed in spring 2021. A virtual groundbreaking for this project was produced and uploaded to the City's social media.</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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		<p> Business Expansion and Infill Development Plan</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 completed and was presented to the EDA. The Socio-Economic Committee of the EDA will continue to oversee any implementation of the consultant work.</p> <p>The EDA has coordinated with the Chamber of Commerce throughout the pandemic to identify needs and opportunities for support as businesses recover from the continued effects of the shutdown. The EDA established an E-Commerce Grant program to assist with retail and restaurant businesses making the transition to online ordering. The EDA grant is a reimbursement program that reimburses 50% of e-commerce investment up to a max grant of \$1,500. To date, the program has assisted 12 local businesses with this transition. As the CARES Act funding reaches Northfield, the EDA encourages the City to engage the business community with financial relief efforts.</p>	<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.</p> <p>As the CARES Act funding reaches Northfield, the EDA encourages the City to engage the business community with financial relief efforts.</p>
	<p> Enhanced Tourism</p>	<p> Increased Tourism</p>	<p>Northfield's tourism industry has been greatly affected by the pandemic and shut down. The CVB continues to make efforts on showcasing the City. However, the CVB operates using lodging tax dollars. Minimal tax is gained when the hotels are closed or at minimum occupancy.</p>	<p>The Council should consider measures to stabilize the tourism industry and CVB due to continued effects of the pandemic and shut down.</p>

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	 Expanded Downtown	 Riverfront Expansion Plan	<p>The Riverfront Enhancement Committee is meeting every month to discuss ways to enhance the use and accessibility of the Cannon River.</p>	<p>The Riverfront Enhancement Committee will recommend that the Council officially adopt an identified landing zone for non-motorized watercraft in the near future.</p>

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<p>Affordable Housing <i>A Community Where Everyone Can Afford to Live</i></p>	<p> Grow & maintain affordable housing</p>	<p> Barrier Removal Strategy- Affordable Housing</p>	<p>The HRA is sponsoring an initiative to evaluate and improve the rental licensing program, policies and procedures. WSB is providing consulting services and is in the early stage of this project.</p>	<p>WSB will continue working on the rental licensing program, policies and procedures project. Completion is anticipated by year-end.</p>
		<p> Develop Southbridge Property</p>	<p>Minnesota Housing Finance Agency (MHFA) approved tax credit financing for the project mid-November 2019. Three Rivers Community Action Agency (TRCA) is proposing to develop the property.</p> <p>HRA has committed 4.5 acres of the 11.18 acres parcel at Southbridge for the 32 unit, Spring Creek II Townhome Project.</p> <p>The project is in the process of seeking development approvals and TIF from the City. Other financing approvals and land transaction will follow to facilitate construction – likely Spring 2021.</p>	<p>HRA will use housing market study, once available, to consider additional plans for remaining 6.68 acres.</p> <p>Spring Creek II Timelines – working through development approvals, financing, land transaction through late 2020; Anticipate construction Spring 2021</p>

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		<p> Workforce Housing Strategy</p>	<p>Minnesota Housing Finance Agency (MHFA) approved tax credit financing for the project mid-November 2019. Three Rivers Community Action Agency (TRCA) is in the process of seeking development approvals. Finalizing financing and property acquisition will follow.</p> <p>The HRA is sponsoring a housing study. Staff is in the process of working through contract details for this work. Estimated deliverables available 4-6 months.</p> <p>Help maintain existing affordable housing by partnering with Growing Up Healthy to provide weatherization, maintenance and repair education to mobile home park residents and community volunteers</p> <p>HRA committed to provide a grant to CAC as a community partner to deliver rental/housing assistance to community members facing financial challenges in response to the current pandemic and economic impacts.</p> <p>HRA is considering purchase of a property and authorized entering into a purchase agreement.</p>	<p>Spring Creek II Timelines – working through development approvals, financing, land transaction through late 2020; Anticipate construction Spring 2021</p> <p>Results from Housing Study will be available by year-end and will help to identify housing needs and guide future use of HRA properties.</p> <p>Assist with maintaining existing affordable housing stock by assisting qualified manufactured home owners with a project to help finance repairs.</p> <p>Also continue to administer the Home Rehab program, assisting income qualified homeowners with repairs.</p> <p>Maplebrook Townhomes will soon be completed. This project received TIF.</p> <p>Timberfield Apartments, near the Y, recently started construction. The project will add 70 units and will help fill workforce housing needs.</p> <p>Fifth Street Lofts construction will continue to progress through the end of the year.</p>

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	<p>■ More senior units</p>	<p>▲ Develop Senior Housing Plan</p>	<p>The HRA committed to sponsoring a housing study. This may inform housing needs for senior populations.</p>	<p>Staff is in process of contracting with HKGI for housing study, which may include identifying needs of seniors. Estimated deliverables available 4-6 months</p>

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<p>Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i></p>	<p>■ Improved Infrastructure systems</p>	<p>▲ Create Stormwater Maintenance Plan</p>	<p>No maintenance activities during this time period.</p>	<p>City is contracting with Heselton to repair one of the high priority structures. Work scheduled to begin in July. In 2021, staff will develop cost for the larger maintenance activities found during inspections.</p>
	<p>■ Resolution of major facility projects</p>	<p>■ Plan and Develop new Liquor Store</p>	<p>Current facility review is being finalized.</p>	<p>Staff continue to look for options for alternate location with focus on keeping location downtown.</p>
		<p>■ Coordinate decision process for Ice Arena</p>	<p>Routine maintenance.</p>	<p>At this time staff will budget for capital maintenance at the existing facility to keep it operational, unless there is a different direction from Council</p>
	<p>■ Increased satisfaction with high speed internet</p>	<p>▲ Develop Internet Strategy</p>	<p>Continued conversations with MetroNet (formerly Jaguar) about expand service in Northfield.</p>	<p>MetroNet will be making decision in late summer if they would like to build out broadband network in Northfield late in 2020 and 2021.</p>

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<p>Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i></p>	<p> Increased transit options for all</p>	<p> Develop Equitable Service Access Plan</p>	<p>All City services have yet to be evaluated. This is part of implementation of Racial Equity Action Plan that should be adopted in July.</p> <p>The Library continues to offer many services bilingually - English/Spanish. The recent pandemic has helped to heighten the need for City information to be accessible at least in English and Spanish. Communications office has been increasing materials such as videos and State of the City that have been broadcast in both languages. City continues to work with Language Line and develop resources around translation options.</p>	<p>Issue of more comprehensive evaluation of transportation needs and ridership need to addressed.</p>
	<p> Staff and volunteers reflect community</p>	<p> Develop and Implement the GARE Equity Action Plan</p>	<p>Draft Racial Equity Action Plan developed and shared with HRC and City Council.</p> <p>Racial Equity Core Team began work on training plan. We also developed a book conversation option for staff, Boards & Commission members to read and discuss essays from A Good Time for the Truth: Race in Minnesota.</p>	<p>Racial Equity Action Plan on City Council agenda for July 21 motion to adopt.</p> <p>Finalize training plan and develop RFP for training contract.</p> <p>Begin to carry out other implementation actions.</p>

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		 Implement Recruitment, Hiring, and Retention Plan for City Staff Positions	<p>Employment Recruiting & Hiring (FT, PT Seasonal and Interns) - Staff racial diversity = 4.32%</p> <p># of Employment Opportunities this quarter = 16</p> <p># of Opportunities advertised with HCI = 8</p> <p># of Opportunities that Listed Bilingual as a Preferred Qualification = 2</p> <p>Total # of Applicants for Jobs Advertised this quarter = 201+</p> <p>Total # of People of Color who applied for Jobs Advertised this Quarter (as disclosed) = 18</p>	<p>Increase recruitment and retention of people of color as city employees in all departments.</p>
		 Develop a recruitment plan for volunteers, board/commission members, interns	<p>The Growing Local: Northfield Emerging Leaders program was held online in April, May and June. Participants will meet one more time in September. Initial evaluation feedback has been positive.</p>	<p>University of Minnesota Extension will offer a fall training session to work with existing Board & Commission members on the topic of Equity.</p> <p>The Growing Local: Northfield Emerging Leaders program will offer a final session for that cohort in September. Advisory group will summarize evaluation feedback and discuss options for continuing to offer beyond this pilot effort.</p>

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	<p>Improved access to City services for all demographics</p>	<p> Develop Equitable Service Access Plan</p>	<p>All City services have yet to be evaluated. This is part of implementation of Racial Equity Action Plan that should be adopted in July.</p> <p>The Library continues to offer many services bilingually - English/Spanish. The recent pandemic has helped to heighten the need for City information to be accessible at least in English and Spanish. Communications office has been increasing materials such as videos and State of the City that have been broadcast in both languages. City continues to work with Language Line and develop resources around translation options.</p>	<p>Issue of more comprehensive evaluation of transportation needs and ridership need to addressed.</p>
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Operational Effectiveness - Quarterly Update for Council

Operational Effectiveness

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<p>Operational Effectiveness <i>A Community with a Government that Works</i></p>	<p>— Adequate staff to meet demands</p>	<p>↑ Conducting staffing analysis for at least one department per year</p>	<p>WWTP staffing analysis presented to Council. Hiring underway for additional position as recommended in report.</p> <p>COVID-19 has highlighted and fast tracked some needs such as equipment and technology for remote work, financial processing (ex timesheets), as well as how we provide community services (ex. credit card processing).</p>	<p>Plan to review one department each year.</p>
		<p>↑ Offer staff training and support</p>	<ol style="list-style-type: none"> 1. COVID-19 - alternative work arrangements 2. Managing and monitoring Federal and Local EPSTL/EFML leaves of absence 3. Wellness Committee – Walk MN Challenge, 4. New employee onboarding – plan went into production & we’ve started using it after a year of planning 5. Multiple employee handbook and administrative policy updates 	<p>Continue to support employees around COVID related issues through Sand Creek/EAP and other HR needs.</p> <p>Working to schedule customer service training and other trainings/educational sessions around benefits online.</p> <p>Racial Equity Core Team is developing training plan around racial equity topic.</p>
	<p>— Improved respect/trust - internal</p>	<p>▢ Develop Council/Staff relationship trust-building process/plan</p>	<p>No action this reporting period due to COVID restrictions.</p>	<p>As November election is approaching plan to hold off on this item until 2021 Council is seated.</p>
	<p>— Improved external communication</p>	<p>↑ Communications Plan</p>	<ol style="list-style-type: none"> 1. Coronavirus response <ol style="list-style-type: none"> 1. Press releases 2. Video updates 3. Website page 4. Employee Communications 5. Graphic Design 6. Facebook posts 7. Mayor’s letter to NHS graduates 2. Census campaign 3. Response to George Floyd’s murder 	<p>Increase access to English-Spanish translation of city communications.</p>

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			<ol style="list-style-type: none"> 1. Council meetings GoTo Meetings 2. Welcomed PT intern 3. Work on public website 4. Developed policies and procedures 5. Partner-submitted videos 6. Mission Statement 6. Video production <ol style="list-style-type: none"> 1. Coronavirus updates with Spanish translation 2. State of the City Address virtual event and Spanish version 3. Hwy 246 project detours 4. Crosswalk safety 5. PSAs from City departments 6. Census Challenge trailer 7. Memorial Day service 8. 5th Street Lofts Virtual Groundbreaking 7. 6th and Division kiosk <ol style="list-style-type: none"> 1. Programming kiosk 8. Design <ol style="list-style-type: none"> 1. COVID-19 signs, street signs, decals 2. EDA newsletter quarterly 3. Employee newsletter monthly 4. Utility bill insert quarterly and two special editions 9. Website <ol style="list-style-type: none"> 1. Coronavirus pages 2. Sustainability pages 3. Siteimprove issues for QA, accessibility, etc. 4. Demos from CMS vendors 10. Laserfiche <ol style="list-style-type: none"> 1. Public Works Purchase Authorization form 	

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<p>Climate Change Impacts <i>A Community that's Resilient and Sustainable</i></p>	<p> A clear vision for climate action</p>	<p> Climate Communication/Outreach Program</p>	<p>Hosted the Renewable Energy Challenge Webinar on May 27. Recording is on Sustainability webpage. Some social media posts and information in the Utility Mailer about renewable energy challenge. Created Climate Champions page on website.</p> <p>Several Facebook posts and updates to Sustainability website.</p> <p>Shredded Paper Recycling event on June 6 very well received. 8500 pounds of paper diverted from landfill.</p> <p>Assisted in hosting the Northfield Earth Day celebration online April 25.</p> <p>Worked with Xcel Partners in Energy to develop mailer that will be going to all water bill customers regarding Home Energy Squad.</p> <p>Continuing work with Growing Up Healthy regarding promotion of virtual Home Energy Squad visits.</p> <p>Large Energy Consumer Group received presentation about geothermal system at Carleton.</p> <p>Working with two Carleton student fellows on possible podcasts and Zero Waste efforts.</p>	<p>Home Energy Squad postcard mailing in July.</p> <p>Air Source Heat Pump Webinar on July 14th and will then be posted to website.</p> <p>Evaluating options for other community engagement and how to support those who have already done home energy audits.</p> <p>Developing materials for businesses regarding energy efficiency and renewable energy technical and financial assistance.</p>

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		<p> Implementation of Climate Action Plan</p>	<p>With COVID restrictions we have put some community outreach efforts on hold and are focusing more on City energy efficiency and renewable energy options.</p> <p>Applied for and received GreenStep Cities Step 4 recognition.</p> <p>Working with Xcel Energy and Sawatch Labs to set up Fleet Study on 22 vehicles to assess shifts to Electric Vehicles and use patterns. Xcel will reimburse City for cost of the study.</p> <p>Turn Key building energy audits conducted at five City properties - City Hall, Police Dept, Maintenance Facility, Water Department, WWTP.</p> <p>Solar for Northfield study underway to assess on-site solar potential for City properties and community overall.</p> <p>Installed second Electric Vehicle charging station with financial support from Northfield Rotary Club. Located in the 5th & Washington parking lot.</p>	<p>We will be receiving final reports on the Turn Key building energy audits and the Solar for Northfield recommendations. Fleet study will be underway.</p>
	<p> An economy resilient to energy & environment impacts</p>	<p> Comprehensive Stormwater Plan (CSP)</p>	<p>New subwatersheds have been delineated for the Surface Water Model. 10 year pipe capacity has been modeled as well as the 100 year existing condition for all of the city stormwater ponds</p>	<p>Bolton and Menk is working on sizing regional basins for future development in the Urban Expansion area and starting to put together the draft report</p> <p>Draft report will be presented Sept. 8 Council work session, and final report acceptance will be October 6</p>

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	<p>■ Reduced net carbon emissions</p>	<p>▲ Climate Communication/Outreach Program</p>	<p>Hosted the Renewable Energy Challenge Webinar on May 27. Recording is on Sustainability webpage. Some social media posts and information in the Utility Mailer about renewable energy challenge. Created Climate Champions page on website.</p> <p>Several Facebook posts and updates to Sustainability website.</p> <p>Shredded Paper Recycling event on June 6 very well received. 8500 pounds of paper diverted from landfill.</p> <p>Assisted in hosting the Northfield Earth Day celebration online April 25.</p> <p>Worked with Xcel Partners in Energy to develop mailer that will be going to all water bill customers regarding Home Energy Squad.</p> <p>Continuing work with Growing Up Healthy regarding promotion of virtual Home Energy Squad visits.</p> <p>Large Energy Consumer Group received presentation about geothermal system at Carleton.</p> <p>Working with two Carleton student fellows on possible podcasts and Zero Waste efforts.</p>	<p>Home Energy Squad postcard mailing in July.</p> <p>Air Source Heat Pump Webinar on July 14th and will then be posted to website.</p> <p>Evaluating options for other community engagement and how to support those who have already done home energy audits.</p> <p>Developing materials for businesses regarding energy efficiency and renewable energy technical and financial assistance.</p>

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