



FY 2018 – 2020
STRATEGIC PLAN
Action Plan



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

Economic Development - Quarterly Update for Council





Economic Development







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 Strategic Initiatives








Strategic Priorities	Desired Outcomes	Strategic Initiatives	Analysis	Recommendations
Economic Development <i>A Community That's Economically Thriving</i>	 Expanded Commercial & Industrial Tax Base	 Develop a Comprehensive Redevelopment Plan	<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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	<div> <div></div> <div>Expanded Commercial & Industrial Tax Base</div> </div>	<div> <div></div> <div>Business Expansion and Infill Development Plan</div> </div>	<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. This consultant is also working to develop a Work Plan for the EDA to align their socio-economic priorities for the near future.</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>The City provided \$298,800 in CARES Act grants to Northfield businesses affected by the pandemic. In total, 30 small businesses received this funding assistance. Similarly, the City provided \$200,000 to local non-profits affected by the pandemic using CARES Act funding. In total, 20 non-profits received funding.</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. As potential federal stimulus funding reaches Northfield, the EDA encourages the City to engage the business community with financial relief efforts.</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>A draft Riverfront Enhancement plan was created. City Council approved the plan at the December 1, 2020 Council meeting.</p> <p>During Pandemic the Police Department has provided increased patrols of business areas to ensure safety and security for business operating under adjusted hours or business closures resulting in unattended buildings. The police department has also responded to calls on a local level that have been reported to the state hotline for masking and business operation violations during the pandemic for violations of the governors executive orders.</p> <p>Worked with businesses and associations to review event plans to operate within Emergency Order guidelines for community events.</p>	Staff work with local stakeholders to begin to carry out aspects of the concept plan as capacity and resources allow.
	 Enhanced Tourism	 Increased Tourism	<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 CVB and Chamber were awarded CARES Act grants to assist with tourism efforts and for their assistance in the early days of the pandemic with City communications.</p>	The Council should consider measures to stabilize the tourism industry and CVB due to continued effects of the pandemic and shut down.

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Affordable Housing <i>A Community Where Everyone Can Afford to Live</i>	 Grow & maintain affordable housing	 Barrier Removal Strategy-Affordable Housing	<p>The HRA is sponsoring an initiative to evaluate and improve the rental licensing program, policies and procedures. WSB is providing consulting services.</p> <p>The HRA recognizes the high cost of housing in the City of Northfield and administers a Down Payment Assistance Program for those of low- and moderate income in the community</p> <p>The HRA has been working with the new owners at Riverside Manufactured Home Park to remove blight and abandoned coaches.</p>	<p>WSB will continue working on the licensing program, policies and procedures project with goal of having something to present in first quarter 2021. The Community Development Department has begun work with the City's legal team to sort through areas where City Code may need to change to improve policies and enforcement.</p> <p>To bridge the gap between cost and affordability of purchasing a home in Northfield, HRA assists income qualified households to obtain ownership by administering a Down Payment Assistance loan program using CDBG funds.</p> <p>In 2020, HRA has increased the amount a household is eligible for in response to rising home prices</p> <p>The new owner of Riverside was able to leverage HRA funding and support to garner grant funding through the Minnesota Housing Finance Agency (MHFA) for much needed infrastructure repairs and site preparation to be able to bring in newer manufactured homes.</p>
	 More senior units	 Develop Senior Housing Plan	<p>HKGI is providing the consulting services for the housing market study that will help to understand community housing needs.</p>	<p>Housing market study will be provided upon completion in early 2021.</p>
	 Grow & maintain affordable housing	 Develop Southbridge Property	<p>Minnesota Housing Finance Agency (MHFA) approved tax increment financing for the project mid-November 2019. Three Rivers Community Action Agency (TRCA) is developing the property.</p> <p>HRA has committed 4.5 acres of the total 11.18 acres owned by HRA in Southbridge for the 32 unit, Spring Creek II townhome project.</p>	<p>HKGI is providing the consulting services for the housing market study. HRA will use the results of the housing market study to consider possible uses for the remaining 6.68 acres of HRA owned land in the Southbridge development.</p> <p>Spring Creek II Timelines – working through final development approvals, financing, and land transaction. Construction is anticipated to begin Spring 2021</p>

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	<p>■ Grow & maintain affordable housing</p>	<p>■ Workforce Housing Strategy</p>	<p>Spring Creek II is workforce housing. Minnesota Housing Finance Agency (MHFA) approved tax increment financing for the project mid-November 2019. Three Rivers Community Action Agency (TRCA) is developing the property.</p> <p>The HRA is sponsoring a housing study. HKGI has been contracted to provide the consulting services for this project. Estimated deliverables available by the end of 2020.</p> <p>Help maintain existing affordable housing by partnering with Growing Up Healthy to provide weatherization maintenance and repair education to manufactured home park residents and community volunteers</p> <p>HRA committed to provide a grant to the Community Action Center (CAC) of Northfield as a community partner to deliver rental/housing assistance to community members facing financial challenges in response to the COVID-19 pandemic and economic impacts</p>	<p>Spring Creek II Timelines – working through final development approvals, financing, and land transaction. Construction is anticipated to begin Spring 2021</p> <p>HKGI is providing the consulting services for the housing market study. HRA will use the results of the housing market study to identify housing needs in the community and guide future use of HRA properties and project development</p> <p>Assist with maintaining existing affordable housing stock by assisting income qualified manufactured home owners with repairs through the Manufactured Home Rehabilitation loan program using CDBG funds.</p> <p>Assist with maintaining existing affordable housing stock by assisting income qualified homeowners with repairs through the Residential Rehabilitation loan program using CDBG funds.</p> <p>Timberfield Apartments, located near the YMCA, will be completed Spring 2021 and will add an additional 70 units of workforce housing.</p> <p>5th Street Lofts will add an additional 8 units of affordable housing will be added to the community. Construction is estimated to be completed Spring 2021</p>

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Infrastructure <i>A Community Where Infrastructure Supports Its Objectives</i>	 Improved Infrastructure systems	 Create Stormwater Maintenance Plan	5 level 3 structures completed 6 level 2 structures completed 1 level 1 structure completed.	Develop Estimates on Maintenance Activities for annual budgeting, which will happen during the 2021 calendar year.
	 Resolution of major facility projects	 Plan and Develop new Liquor Store	Current site analysis being completed.	Current site analysis will be shared with Council in early 2021. Staff looking for potential sites for a new Liquor Store.
		 Coordinate decision process for Ice Arena	Routine maintenance	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
	 Increased satisfaction with high speed internet	 Develop Internet Strategy	Metronet is looking at a two-year plan to build out fiber in Northfield that would start in 2021, and complete in 2022. The City and Metronet are working on a franchise agreement.	Finalize franchise agreement.

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Diversity, Equity, Inclusion <i>A Community that Welcomes Everyone</i>	 Increased transit options for all	 Develop Equitable Service Access Plan	Transit Related Service <p>The State of Minnesota approved \$1.75 million to the City of Northfield through state bonding funds to complete the Transit Hub project that will connect to the historic Depot building.</p> <p>Police Department provided support of traffic safety for all through education and enforcement of alternative transportation methods and safety. Bike and pedestrian safety initiatives and conflict reduction. Signage, PSA's, and enforcement.</p> Other City Services <p>The Library continues to offer many programs bilingually - English/Spanish.</p> <p>Communications office is working with each department to do training and practice with Language Line for translation assistance to customers.</p> <p>The City purchased translation headsets that can be used for City functions and can be loaned to community groups to provide synchronous translation at events.</p>	<p>As part of the Transit Hub project, the City should work with Hiawathaland Transit and local community members to evaluate routes and transit needs.</p> <p>The City will be expanding translation services and material translation in 2021.</p>

Strategic Priorities	Desired Outcomes	Strategic Initiatives	Analysis	Recommendations
	<p>■ Staff and volunteers reflect community</p>	<p>■ Develop and Implement the GARE Equity Action Plan</p>	<p>The Racial Equity Action Plan was adopted in July 2020.</p> <p>The Racial Equity Core Team is finalizing plans to work with training consultant in upcoming years to provide staff training. We are also working on department equity tools that can be used to evaluate projects, programs and policies.</p> <p>Staff and board and commission members created a video for global diversity month in October to highlight our backgrounds and hopes for the future around diversity.</p> <p>Book conversations were held for staff and board and commission volunteers on the book <i>A Good Time for the Truth: Race in Minnesota</i>. Library and Admin staff created a book kit for the community use on this book.</p> <p>Staff are working with Healthy Community Initiative and Northfield Public Schools to develop a community equity effort.</p> <p>The EDA and staff are working with Strong & Starlike on workplan items from the Minority Business owners report.</p>	<p>The Racial Equity Core Team will continue to work on department equity tools and approaches to apply to City work.</p> <p>Training for all staff and managers will be offered in 2021.</p> <p>Continue to work with local partners on a Community Equity effort.</p>

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		<p>■ Implement Recruitment, Hiring, and Retention Plan for City Staff Positions</p>	<p>Employment Recruiting & Hiring (FT, PT Seasonal and Interns) - Staff racial diversity = 4.64% at end of Q3, 3.70% at end of November.</p> <p>Police department racial diversity is 8%.</p> <p># of Employment Opportunities July - Nov = 17</p> <p># of Opportunities advertised with HCI July- Nov = 17</p> <p># of Opportunities that Listed Bilingual as a Preferred Qualification = 4</p> <p>Total # of Applicants for Jobs Advertised = 418</p> <p>Total # of People of Color who applied for Jobs Advertised July-Nov (as disclosed) = 26 (~6.22%)</p>	<p>Increase recruitment and retention of people of color as city employees in all departments.</p>
		<p>■ Develop a recruitment plan for volunteers, board/commission members, interns</p>	<p>The pilot cohort of the Growing Local: Northfield Emerging Leaders program wrapped up in September. 15 participants and 15 coaches were part of this group. Instruction was provided by the University of Minnesota Extension. Two members currently serve on city Advisory Boards, one is part of the Community/Police Policy group, one was elected to the School Board and several others are considering nonprofit and City Advisory Boards in the coming year.</p>	<p>Due to the pandemic and inability to meet in-person at this time the advisory group for this project determined it is not a good time to launch a second round. Staff will continue to work with Extension to determine some ways to keep momentum and interest around this effort. We hope to offer a second round by fall 2021.</p>

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	<p>■ Improved access to City services for all demographics</p>	<p>■ Develop Equitable Service Access Plan</p>	<p>Transit Related Service</p> <p>The State of Minnesota approved \$1.75 million to the City of Northfield through state bonding funds to complete the Transit Hub project that will connect to the historic Depot building.</p> <p>Police Department provided support of traffic safety for all through education and enforcement of alternative transportation methods and safety. Bike and pedestrian safety initiatives and conflict reduction. Signage, PSA's, and enforcement.</p> <p>Other City Services</p> <p>The Library continues to offer many programs bilingually - English/Spanish.</p> <p>Communications office is working with each department to do training and practice with Language Line for translation assistance to customers.</p> <p>The City purchased translation headsets that can be used for City functions and can be loaned to community groups to provide synchronous translation at events.</p>	<p>As part of the Transit Hub project, the City should work with Hiawathaland Transit and local community members to evaluate routes and transit needs.</p> <p>The City will be expanding translation services and material translation in 2021.</p>





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Operational Effectiveness - Quarterly Update for Council

Operational Effectiveness

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Operational Effectiveness <i>A Community with a Government that Works</i>	 Improved respect/trust - internal	 Develop Council/Staff relationship trust-building process/plan	Nothing to report Q3 or Q4.	Plan to work with new Council in 2021.
	 Improved external communication	 Communications Plan	Administrator's Memo - monthly Events <ol style="list-style-type: none"> 1. Employee recognition lunch and virtual event 2. Police Chief Monte Nelson retirement 3. Board & Commission Training event 4. Martig All Employee Meetings (5) 5. Holiday social Coronavirus response <ol style="list-style-type: none"> 1. Press releases 2. Website page, CARES Act pages (English and Spanish) 3. Employee Communications 4. Graphic Design 5. Facebook posts 6. Forms and Engagement CARES funding, Website added/updated information 7. 2 employee meetings/website updates 8. Graphic Cow/warming houses Campaigns <ol style="list-style-type: none"> 1. Census 2. Election 3. Yard Waste 4. Night to Unite 5. Franchise Fees 6. Riverfront enhancement NPB <ol style="list-style-type: none"> 1. Council meetings GoTo Meetings 2. PT intern 3. Work on public website 4. Partner-submitted videos 5. Received local submissions for programming 	Update the website app and roll it out (likely May 2021), livestream certain events, enhance use of kiosks/e charging stations, increase online forms and Sustainability newsletter.

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			6. Record Council meetings GoTo Meetings 7. Created instructions for AV Room 8. Fall Intern 9. Public website: completion of redesign 10. Partner-submitted videos: DEI, Concert, Guild, BTYR, League of Women Voters, Northfield football, MISTery of Mars 11. Equipment purchases; decoder RAP 12. Received local submissions for programming 13. AV Room physical storage/organization January 2021 mental health campaign 16 Videos produced	
	■ Adequate staff to meet demands	■ Conducting staffing analysis for at least one department per year	WWTP staffing review conducted earlier in 2020.	Plan to review 1 department in 2021 - TBD.



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	<p>■ Adequate staff to meet demands</p>	<p>■ Offer staff training and support</p>	<p>HR Office led the following efforts: Onboard 36 pool employees due to delayed pool opening</p> <p>Managing and monitoring Federal and Local EPSL/EFML leaves of absence (how many requests)</p> <p>Employee Recognition Event</p> <p>CEPC – 2 meetings</p> <p>Scavenger Hunt</p> <p>Mandatory Employee Safety training</p> <p>Mandatory Customer Service DEI Training</p> <p>Biometrics screening/flu shot clinic</p> <p>Fit Testing</p> <p>Shred-It pickup</p> <p>2020 Benefits Enrollment</p> <p>Random Acts of Kindness</p> <p>Secret Santa</p> <p>2021 Labor Negotiations Research, Proposal Prep</p> <p>Hiring/Onboarding 14 Arena Seasonals</p> <p>Incode Time Entry vs. paper timesheets</p> <p>Payroll Accounts Payable Reconciliations</p> <p>Work Comp Renewal</p> <p>Processing steps and BPS pay increases</p>	<p>Continue to support employees around COVID related issues through Sand Creek/EAP and other HR needs.</p> <p>Customer service and Diversity, Equity and Inclusion trainings planned for 2021.</p>

Climate Change Impacts - Quarterly Update for Council

Climate Change Impacts

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 Strategic Initiatives

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Climate Change Impacts <i>A Community that's Resilient and Sustainable</i>	 A clear vision for climate action	 Climate Communication/Outreach Program	<p>Partnered with the City of Faribault and Partners in Energy to host a webinar Energy Efficiency in New Construction & Renovation webinar on Oct 20th.</p> <p>Launched Sustainable Northfield Podcast series with monthly episodes.</p> <p>Continued promotion of Home Energy Squad visits.</p>	<p>Staff and community volunteers will continue to look for opportunities to promote home and business energy efficiency and other educational components of Climate Action Plan.</p> <p>In 2021 a main focus will be to provide communications/marketing support for a community wide bulk solar purchase effort. This will be done in collaboration with the Midwest Renewable Energy Association and the City of Faribault.</p>

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		<p>■ Implementation of Climate Action Plan</p>	<p>Turn Key building energy audits completed on 5 City buildings. Lighting upgrades have been made at WWTP and Water Department.</p> <p>Fleet study (funded by Xcel Energy) on 21 city owned vehicles to assess usage patterns and potential for conversion to electric vehicles (EVs) when time for replacement.</p> <p>Second public EV charging station installation completed.</p> <p>Solar for Northfield project (on-site solar assessment) completed.</p> <p>Organics recycling/compost survey completed. 962 responses.</p> <p>Worked with St. Olaf Environmental Studies class on Sustainability Tour, EV/PV incentives/support.</p> <p>City energy use data automation in B3 tracking/reporting system.</p> <p>Staff from several departments (Admin, Community Development and Public Works) helped to support Growing Up Health in their project to distribute weatherization kits to all manufactured homes in Northfield.</p>	<p>City staff will continue to implement action steps in the Turn Key building audits as funds permit.</p> <p>A main focus for 2021 will be on determining on-site solar plans for city properties in assessment. Staff will be working with MN Department of Administrations State Master Contract staff to solicit requests for information from vetted solar installers. We will be brining potential cost and financing information to Council as soon as possible.</p>
	<p>■ An economy resilient to energy & environment impacts</p>	<p>■ Comprehensive Stormwater Plan (CSP)</p>	<p>Final report on stormwater model update presented to EQC and City Council in November.</p>	<p>Staff will continue to explore how best to include climate resiliency approaches into infrastructure projects.</p>

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	<p>■ Reduced net carbon emissions</p>	<p>■ Climate Communication/Outreach Program</p>	<p>Partnered with the City of Faribault and Partners in Energy to host a webinar Energy Efficiency in New Construction & Renovation webinar on Oct 20th.</p> <p>Launched Sustainable Northfield Podcast series with monthly episodes.</p> <p>Continued promotion of Home Energy Squad visits.</p>	<p>Staff and community volunteers will continue to look for opportunities to promote home and business energy efficiency and other educational components of Climate Action Plan.</p> <p>In 2021 a main focus will be to provide communications/marketing support for a community wide bulk solar purchase effort. This will be done in collaboration with the Midwest Renewable Energy Association and the City of Faribault.</p>
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