



FY 2018–2020

Strategic Plan Summary

City Of
Northfield

Minnesota

Coronavirus pandemic

Expect the unexpected

The coronavirus pandemic played a big role in 2020. It effected every aspect of life. Starting in March, statewide restrictions came into place. At the City of Northfield, offices were closed, events were canceled and some employees started working from home.

As the coronavirus situation changed, the City of Northfield was committed to maintaining essential city services to the community. The community's safety and the safety of our staff was our utmost concern. We followed the recommendations from the CDC and the Minnesota Department of Health.

As the situation continued to evolve, As the Stay at Home order became Stay Safe, Minnesota, the City of Northfield adjusted procedures, used online meeting tools and found innovative ways to continue to serve the community.

For our facilities offering limited services, we requested visitors to follow our guidance for safe physical distancing.

We were diligent about cleaning and sanitizing all of our facilities, especially in common areas and on counters.

The City of Northfield wants to acknowledge the challenges the pandemic has had on staff, residents, businesses, schools, and organizations.

The pandemic demanded our focus and required us to assist the community in different ways. While many changes were required to deal with the crisis, we didn't abandoned our strategic priorities. It did, however, make things more difficult and things took longer than expected to get done.



Vision

Northfield is an open, safe and welcoming community recognized for its world-class colleges and historic riverfront downtown, and is dedicated to sustainably enhancing and preserving its vibrant culture, celebrated arts, strong economy, and an excellent quality of life where all can thrive.

Mission

The City of Northfield works for the common good of our residents and businesses and the improvement of our community by providing excellent, innovative municipal services that carry out the City's vision for a high quality of life for all.

Strategic priorities

**Economic
development**

**Affordable
housing**

Infrastructure

**Diversity,
equity,
inclusion**

**Operational
effectiveness**

**Climate
change
impacts**

Values

Results

Always strive for win-win

Creative

Customer-oriented

Inclusive, engaged

Fun

Competence/expertise

Fiscal responsibility

Mentoring/growth

Attack the problem, not
the person

Economic development

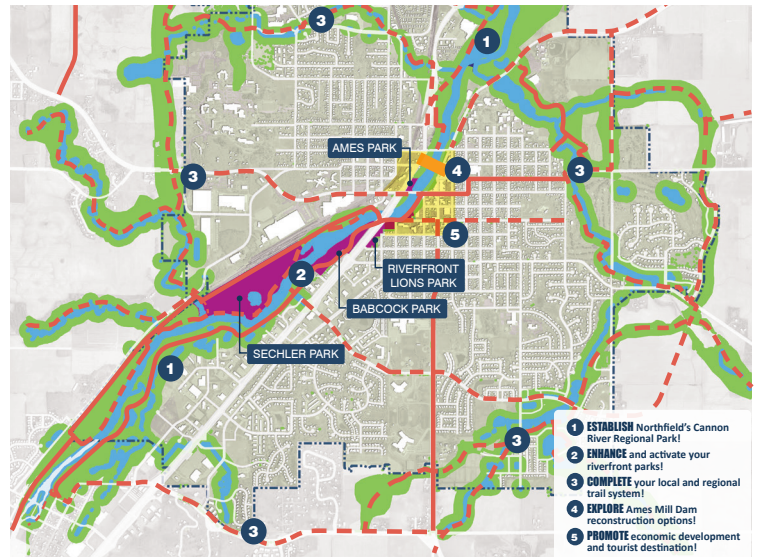


Downtown redevelopment

Creation of 5th Street lofts is a massive success.

Riverfront Enhancement Plan

The Riverfront Enhancement Action Plan is a framework to guide improvements along the River and future design of park spaces. It is intended to create enthusiasm and identify actions necessary to further enhance Northfield's riverfront parks into an exciting regional experience. While some actions can be implemented in the next few years, many will be longer term and may require incremental steps to complete.



COVID-19 pandemic response

City action to assist businesses, long term business recovery will be dire for the foreseeable future.



A community where everyone can afford to live

Affordable housing



Spring Creek II development

Advancement of the Spring Creek II development in partnership with Three Rivers, which will add 32 affordable townhomes on property currently owned by the Northfield Housing and Redevelopment Authority.

Housing studies

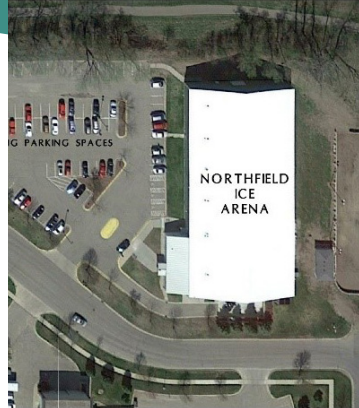
The Northfield Housing and Redevelopment Authority sponsored two consultant studies. One to support improvements to the rental licensing program and policies; and another to complete a housing study and housing need analysis. Both are anticipated to be considered in early 2021.



Grants in response to COVID-19 pandemic

Responding to households experiencing economic hardship related to the COVID -19 pandemic by providing grant dollars to the Community Action Center of Northfield to assist households with rent and mortgage payments.

Infrastructure



Ice Arena

The City's Ice Arena is one of the most substandard facilities in the state and the refrigerant used to make the ice is being phased out. The City went through over a year-long process with the Northfield Ice Arena Advisory Committee to come up with options for the Arena. This led to the pursuit of a ½ percent local option sale tax question to the voters in 2018. The vote was for the Cannon River Civic Center along with additional funding for parks and recreation. The vote didn't pass however, more information has been gained related to the costs for improvements at the Ice Arena.



Pavement Management Program

The City has updated its pavement management program and has established a pavement condition index (PCI) of 72. Understanding the current PCI and costs to maintain our streets allows for future capital planning to ensure the City program is setup to maintain its PCI and not to fall behind on keeping up with maintaining streets.



Storm Water Plan

The City completed an inventory of the existing storm water infrastructure. This led to the establishment of an inspection schedule, and now staff are determining costs and making repairs.



A community that welcomes everyone



**Diversity,
equity, inclusion**

Adoption of Racial Equity Action Plan

In July 2020, Northfield adopted a Racial Equity Action Plan. We developed this plan because:

- It is a way to be intentional about institutional culture change.
- It will help us to design strategies to focus improvements. Developing racial equity plans and tools with all departments will help us better include racial equity as a factor in delivery of services and budgeting.
- Institutional racism is something ingrained into the fabric of many institutions in the United States. For the City, racial equity is about exploring our practices, service delivery and policies to help find ways to make our institution more racially equitable.
- Having a racial equity action plan will keep this work a priority for the City as we carry out our work and create our budgets.



Creation of City ID

The City of Northfield now offers an identification card issued at the Northfield Public Library to provide the community an alternative identification to access city programs, services, and activities, and provide a means to substantiate a person's identity.

Piloted Growing Local: Northfield Emerging Leaders Program

This program is for residents in the Northfield area from historically under-represented groups such as people of color, indigenous people, people living with disabilities, LGBTQ+ and others who have not yet actively participated in local boards, commissions or committees but who are interested in exploring future leadership opportunities. The first cohort took place from February – September 2020 and included 15 participants and 15 coaches. This effort was a collaboration between the City of Northfield, University of Minnesota Extension, Northfield Public Schools, Healthy Community Initiative and Northfield Shares.

Operational effectiveness



Staffing analysis

Completed staffing analysis for Police Department and Wastewater Treatment Plant

Training and support

We offered Language Line interpretation and translation services for all department to use, racial equity training, safety training, and COVID-19 support.

Communications plan

We expanded our repertoire and are more intentional in using communication tools such as social media, television, video and translation services. We added television displays at the ice arena, police station and the newly constructed art kiosk at 5th and Division streets. Redesigned and regularly mailed out a 2-page newsletter

through the utility bill. Created Northfield Public Broadcasting (NPB) as the public and government access television channels and increased video production. We redesigned the city's website with age-friendly specifications and accessibility in mind. We increased the use of translation services in messaging. We will continue to use language services in communication materials and everyday customer service.

A community that's resilient and sustainable



Climate change impacts

Adopted Climate Action Plan

The Northfield City Council adopted the Climate Action Plan on November 5, 2019. This plan was the result of many months of work by the volunteer Climate Action Plan Advisory Board, City staff, the Great Plains Institute, Xcel Energy's Partners in Energy program, and numerous community partners. Read the plan at www.ci.northfield.mn.us/sustainability.

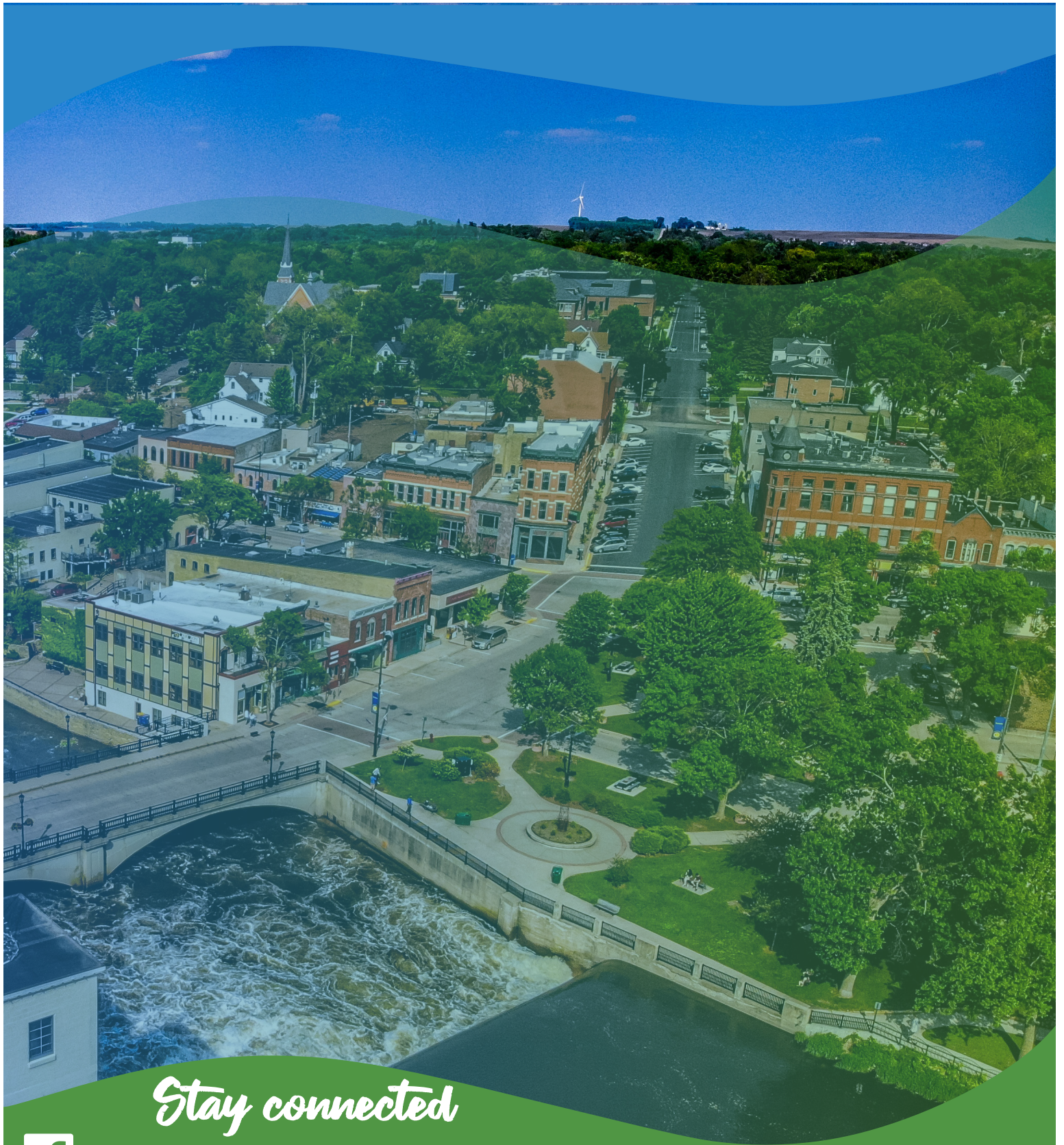
Beginning Implementation of Climate Action Plan

Building energy use is the major source of greenhouse gas emissions in Northfield. As such we have been focusing outreach to residents on home energy efficiency and working with large consumers to learn about options to reduce energy as well as source renewable energy. The City is taking a close look at our buildings and operations and taking actions.

Carbon Reduction Fund established

Implementation of the Climate Action Plan takes resources. This fund will allow anyone who wishes to make a contribution to the fund to support efforts that are outside some of the normal budget such as enhancing our tree canopy and more native plantings. The recently adopted Franchise Fee will also provide a portion of funding for these and other efforts.





Stay connected



/cityofnorthfield



@cityofnorthfield



@city_of_nfld



City of Northfield



Northfield Public Broadcasting
Channel 180 & 187



Radio updates 95.1 FM
Wednesdays 7:20 a.m.



Community engagement
polco.us/northfield



Email/text updates
ci.northfield.mn.us/notify



Emergency alert notification
ci.northfield.mn.us/alerts



Comment on City Council items
ci.northfield.mn.us/comment