

### **Strategic Priority: ECONOMIC VITALITY**

#### **Draft Outcomes:**

- Commercial & Industrial Expansion consistent with smart growth principles
- Businesses & Business Sectors Recover from COVID-19 Pandemic
- Tourism Industry Recover from COVID-19 Pandemic

#### **Draft Outcome Indicators:**

- New Business Starts (DEED Quarterly reports)
- Business Closures (DEED Quarterly reports)
- Sales Tax Data
- Job growth data/employment

#### **Draft Targets:**

- # of New business starts
- Increase in sales tax
- Reduction of business closures
- Increase in job growth

STRATEGIC INITIATIVES: Strategic initiatives *are the projects and programs* the City will undertake to achieve the targeted performance listed in the plan. Strategic Initiatives need to be “SMART” – Specific, Measurable, Actionable, Realistic, Time-bound. We will ultimately have no more than three strategic initiatives per Strategic Priority area with the final strategic plan.

Strategic Initiative Brainstorm from 3/30 meeting:

*Tourism, business climate, support CD efforts for downtown, rail corridor impacts, master plan of QBlock, Sechlar Park to Greenvale planning, international outreach, expanded tourism – all forms, strategic investment in regional trails & parks.*

### **Strategic Priority: HOUSING AVAILABILITY**

#### **Draft Outcomes:**

- Increased quantity of housing at all levels
- Increased affordability for cost burdened households
- Good quality rental housing. Improved quality of housing

#### **Draft Outcome Indicators:**

- Renovation of existing housing stock
- Housing study results
- Inspection results
- License renewals
- Building permit records and evaluations

#### **Draft Targets:**

- Vacancy rate for rentals between 5-6%
- Absorption rate
- Reduce by \_\_\_\_% of renters that are cost burdened
- Reduce by \_\_\_\_% of owners that are cost burdened

- All rental housing meets or exceeds standards by 12/2024

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Strategic Initiative Brainstorm from 3/30 meeting:

*More housing diversity within neighborhoods, rental code changes, more tenant protection, incentives for big lot subdivision-infill, add matrix for green step cities,*

### **Strategic Priority: QUALITY FACILITIES**

Draft Outcomes:

- Park, Recreation and Trail Facilities that exceed community expectations non-motorized walking/biking facilities
- Resolution of Major Facility Projects
- High Speed Internet Access for all

Draft Outcome Indicators:

- Survey results
- Conditions ratings
- Inventories
- Go/No Go, Project Timelines

Draft Targets:

- 75% user satisfaction of user satisfaction by 2024.
- No existing park & recreation facilities judged below satisfactory condition
- \_\_\_\_% gaps addressed for walking and biking systems
- Ice Arena – Go/No Go decision by \_\_\_\_; NCRC/FiftyNorthf Expansion Go/No Go by \_\_\_\_; Liquor Store Go/No Go by \_\_\_\_
- All Northfield properties have access to 2 separate service providers by \_\_\_\_
- Free high speed in public spaces by \_\_\_\_

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Strategic Initiative Brainstorm from 3/30 meeting:

*Inventory, use surveys, bigger skate park, policy/budget level discussion re: parks; pedestrian bike and trail connections*

### **Strategic Priority: SERVICE EXCELLENCE**

Draft Outcomes:

- Adequate staff to meet demands
- Improved internal effectiveness and understanding
- Improved service delivery

Draft Outcome Indicators:

- Staff efficiency
- Staffing analysis results
- Staffing ratios
- Service levels
- Plans completed
- Surveys
- Training conducted
- Policies adopted
- Validated residential survey
- Survey of key stakeholders/community partners
- Cycle times, response times

Draft Targets:

- One department/service area per year is reviewed for staffing needs and process efficiency by December 2024.
- +/- \_\_\_% of peers say that working relationships are good or excellent
- Long-range planning – completion of Comprehensive Plan (and Land Development) Code and township agreements by \_\_\_\_
- 75% Staff/Council satisfied with communication by \_\_\_\_\_
- Annual Staff & volunteer (Board & Commission) training.
- Boards & Commissions have uniform policies and procedures by December 2022
- Policy changes
- Resources
- Improve resident satisfaction with two service areas by 2024
- Continue to improve communications with community
- Stakeholder satisfaction with service delivery

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Strategic Initiative Brainstorm from 3/30 meeting:

*Foundational*

## **Strategic Priority: DIVERSITY, EQUITY AND INCLUSION**

### **Draft Outcomes:**

- Staff and volunteers reflect the community
- Improve access to City services for all demographics
- City is a leader in the community on DEI initiatives

### **Draft Outcome Indicators:**

- Staffing and hiring statistics
- Board/committee/volunteer data
- Surveys
- Access statistics
- Documented outreach or communications
- Implementing EDA Socio-Economic Plan
- Race equity action plan targets,

### **Draft Targets:**

- Work toward Measurable progress increasing from 3.7% to 11.2% by 2020 for Boards & Commissions.
- Work toward Measurable progress increasing from 3.0% to 10% by 2020 for employees.
- Meet two targeted demographic groups access goals by 1/2024
- City is acknowledged for its leadership and collaboration on DEI initiatives

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Strategic Initiative Brainstorm from 3/30 meeting:  
*Transit, rental ordinance relationship,*

## **Strategic Priority: CLIMATE ACTION**

### **Draft Outcomes:**

- Climate Resilience in City Planning and Budgeting
- Reduced net carbon emissions
- Community participation for climate action

### **Draft Outcome Indicators:**

- Tree planting, treatment, replacement
- Identification of mobility options missing or needs
- Street and stormwater metrics
- Percent Reduction in Energy Consumption
- Tons of CO2 emission reduction
- Percent renewable electricity
- Public education efforts
- Engagement actions

Draft Targets:

- Emerald Ash Borer Plan Funded & Implemented by January 2022
- \_\_\_\_\_ Number of Active Mobility Options by \_\_\_\_\_
- Create a list of Transportation options needs identified
- Complete Street/stormwater projects evaluate resiliency “checklist”
- City facilities net carbon emissions are reduced by \_\_\_\_ by\_\_\_\_  
(initiatives/actions steps: building incentives, requirements)
- Community supports the Climate Action Plan
- Three Year Climate action plan targets achieved

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Strategic Initiative Brainstorm from 3/30 meeting:  
*Transit, tree replacement, incentives for developers*