



STRATEGIC PLAN UPDATE & ALIGNMENT

Planning Commission

June 15th, 2021

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Strategic Plan (2021-2024) Point of Emphasis

- Update values statements
- Commitment to Develop Targets
- Commitment to Accountability to Targets
- Board & Commission Alignment of Strategic Plan:

Council Adopted Target: 90% of Board Activities (including EDA) align with the City Strategic Plan

Strategic Plan (2021-2024) Point of Emphasis

- Update values statements
- Commitment to Develop Targets
- Commitment to Accountability to Targets
- Board & Commission Alignment of Strategic Plan:
 - Budget Alignment
 - Board Agenda Alignment
 - Programs & Policies Alignment
 - Staff Work Plan Alignment

City Council Strategic Planning

The background of the slide features a photograph of a brick building with large windows. On the left side, there is a 'Welcome' sign with a colorful, abstract pattern of red and yellow shapes. The text 'Welcome' is written in a simple, sans-serif font. The sign is partially obscured by the blue text box.

MISSION STATEMENT

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.

VISION STATEMENT

Northfield will be an open, safe, 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.

VALUES

INTEGRITY

- Provide outstanding customer service
- Be open, honest, respectful, kind and accountable
- Demonstrate fiscal responsibility
- Act and communicate in authentic ways

EXCELLENCE & INNOVATION

- Serve by leading and lead by serving
- Focus on clearly defined outcomes to achieve best results
- Commit to continuous improvement building on lessons learned
- Seek creative solutions for difficult problem

CELEBRATION

- Welcome diversity, inclusivity, and welcoming broad perspectives
- Commemorate our unique and rich cultural sense of place
- Recognize others and their contributions
- Celebrate and acknowledge accomplishments

TEAMWORK

- Actively participate in cooperative and collaborative approaches
- Commit to equitable treatment and the elimination of discrimination
- Build on our shared successes as a means for workplace satisfaction
- Utilize the experience and expertise within our organization and community

STEWARDSHIP

- Protect our physical environment through ecologically sustainable practices and policies
- Maintain, improve and develop municipal assets
- Invest in others through advancement, mentorships and professional development
- Nurture personal well-being through physical and mental health initiatives

City Council Strategic Planning

STRATEGIC PLAN SUMMARY 2021-2024 City of Northfield

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Economic Vitality <i>A community that's economically thriving</i>	Expansion of commercial-industrial tax base consistent with guide plans	- C/I permit value increase - # of new infill inventory	- C & I permit value increased by \$50M by 2024 - > 50% of new C/I developed on infill sites by 2024	a) Implement economic stabilization, recovery & growth strategy b) Implement infill & redevelopment strategies b) Implement Tourism recovery strategy d) Implement Riverfront Enhancement Plan
	Successful local business recovery	- # new business starts - \$ sales tax growth - Job growth above 2019	- New business starts increased by _TBD_ 2021-24 - Increase in sales tax revenue by 10% 2021-24 - Total jobs above 2019 base increased by _TBD_ by 2024	
	Successful tourism recovery	- Lodging tax growth - Plan completion % - # new events	- > 60% of Riverfront sequence chart actions completed by 2024 - Lodging tax revenue increased by 10% 2019 to 2024 - Recreation/tourism events increased by TBD 2021-24	
Housing Availability <i>A community where everyone can afford to live</i>	Increased availability of housing at all levels	- # of units added above need	- Vacancy rate for rentals increased to 6% 2021-24 - Meet/exceed 2021 housing study supply needs by 2024	a) Implement rental housing strategy b) Implement housing stabilization program c) Implement a housing expansion strategy
	Increased affordability for cost burdened households	- % decrease in cost burdened HH	- Reduce by 5% renters that are cost burdened 2021-24 - Reduce by 5% of owners that are cost burdened 2021-24	
	Improved housing quality throughout the city	- % of non-compliant rental properties - # properties stabilized	- Est. compliance baseline-all licensed rental properties by 2024 - =>90% compliance of rental properties by 2024 - Assist 12 senior households to facilitate aging in place 2021-24	
Quality Facilities <i>A community where infrastructure supports its objectives</i>	Park, recreation and trails exceed community expectations	- % facilities satisfactory - % of gaps addressed - condition rating change	- All Park and Rec facilities judged satisfactory or above 2021-24 - 50% of high priority walking & biking system gaps addressed by 2024	a) Implement Park & Recreation Capital Investment Plan b) Implement coordinated major facilities strategy c) Implement integrated high-speed internet program
	Resolution of major facility projects	- # decisions made by deadline	By 2024, Go/No Go decisions: - Ice Arena; NCRC/Fifty North remodel & expansion; Liquor Store	
	High speed internet access available to all	- # w/o provider access - % public places w/o free Wi-Fi	- High-speed fiber provider access – all properties by 2023 - Free high-speed Wi-Fi in public places by 2024	

City Council Strategic Planning

STRATEGIC PLAN SUMMARY 2021–2024 City of Northfield

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Diversity, Equity and Inclusion <i>A community that welcomes everyone</i>	Staff and volunteers reflect the community	<ul style="list-style-type: none"> - % Increase in racial diversity: staff, volunteers 	<ul style="list-style-type: none"> - 50% increase in racial diversity of: City workforce, Boards and Commissions by 2024 	<ul style="list-style-type: none"> a) Implement Board and Commission diversity strategy b) Continue Implementation of Racial Equity Action Plan
	Improved access to city services for all demographics	<ul style="list-style-type: none"> - % improvement in access-target groups 	<ul style="list-style-type: none"> - Meet access goals for two targeted groups by 2024 	
	City is a community leader on DEI	<ul style="list-style-type: none"> - Race equity action plan targets achieved 	<ul style="list-style-type: none"> - DEI Leadership collaboration goals met yearly 2021-24 	
Service Excellence <i>A community with a government that works</i>	Adequate staff to meet demands	<ul style="list-style-type: none"> - # projects delayed - % service-level staffing ratios not met 	<ul style="list-style-type: none"> - Staffing/resources reconciled to meet staffing & service demands-two services by 2024 	<ul style="list-style-type: none"> a) Conduct annual department analyses b) Deploy Board & Commission Governance effectiveness program c) Implement a service excellence program d) Complete updated comprehensive plan
	Improved Board-Staff effectiveness	<ul style="list-style-type: none"> - % aligned with strategic plan - % rating good/above 	<ul style="list-style-type: none"> - >75% rate working relations good or excellent by 2024 - 90% of Board activities align w/strategic plan by 2024 	
	Improved service delivery	<ul style="list-style-type: none"> - % improvement in community satisfaction; cycle/response times 	<ul style="list-style-type: none"> - Satisfaction in two targeted services increased by 10% by 2024 - >80% indicate well informed re: City Issues by 2024 - 90% of targeted improvements achieved by 2024 	
Climate Action <i>A community that's resilient and sustainable</i>	Climate resilience is a priority in plans and budgets	<ul style="list-style-type: none"> - # climate actions in City plans - # climate actions funded 	<ul style="list-style-type: none"> - Emerald Ash Borer plan funded & implemented by 2024 - Climate resilience standards incorporated into annual budget process and planning decisions by 2024 	<ul style="list-style-type: none"> a) Implement Climate Action Plan
	Reduced net carbon emissions	<ul style="list-style-type: none"> - % reduction in CO2 emissions - Increase-renewable energy use 	<ul style="list-style-type: none"> - City renewable electricity is 60% of usage by 2024 - City CO2 emissions reduced 20% from 2019 levels by 2024 	
	Community participation in Climate Action	<ul style="list-style-type: none"> - % increase in people implementing actions 	<ul style="list-style-type: none"> - 20% increase in people participating in defined activities by 2024 	

City Council Strategic Planning Planning Commission

- Comprehensive Plan Update
 - *Consider Strategic Priorities (Climate Action, Equity Goals) that may need attention in the update*
- LDC
 - *Prioritizing review of amendments to the targeted outcomes of the strategic plan*
- Staff leading action plan coordinate with boards for effective implementation

City Council Strategic Planning Service Excellence




- Comprehensive Plan
- Board & Commission Governance Effectiveness Program
 - *Consistency across organization*
 - *Ordinances, Bylaws, Policies*
 - *Training*
 - *Onboarding*
 - *Recruitment*
 - *Etc.*

City Council Strategic Planning

Economic Vitality

STRATEGIC PRIORITY
Economic Vitality



OUTCOME
Expansion of commercial-industrial tax base consistent with guide plans

KEY OUTCOME INDICATOR
Commercial/Industrial permit increase; # of new infill projects

TARGET
Commercial/Industrial permit value increased by \$50M by 2024; > 50% of new Commercial/Industrial developed on infill sites by 2024

OUTCOME
Successful local business recovery

KEY OUTCOME INDICATOR
new business starts; \$ sales tax growth; job growth above 2019

TARGET
New businesses increased by _TBD_ 2021-24; Increase in sales tax revenue by 10% 2021-24; Total jobs above 2019 base increased by _TBD_ by 2024

OUTCOME
Successful tourism recovery

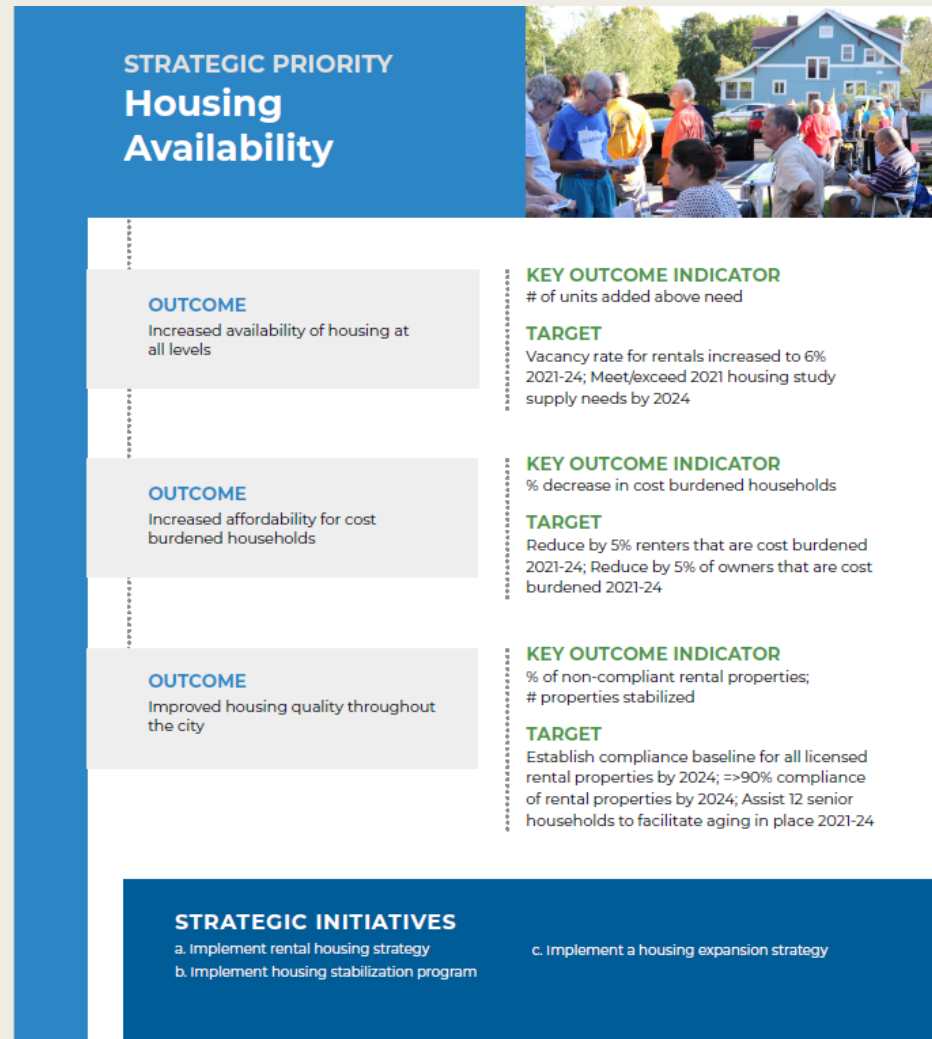
KEY OUTCOME INDICATOR
Lodging tax growth; Plan completion %; # new events

TARGET
> 60% of Riverfront sequence chart actions completed by 2024; Lodging tax revenue increased by 10% 2019 to 2024; Recreation/tourism events increased by _TBD_ 2021-24

STRATEGIC INITIATIVES
a. Implement economic stabilization, recovery and growth strategy
b. Implement infill and redevelopment strategies
c. Implement Tourism recovery strategy
d. Implement Riverfront Enhancement Plan

- Comprehensive Plan Updates
 - *Land Use Map*
- LDC
 - *PUD Exploration*
 - *New District ED-F (west of hospital) new growth area*

City Council Strategic Planning Housing Availability



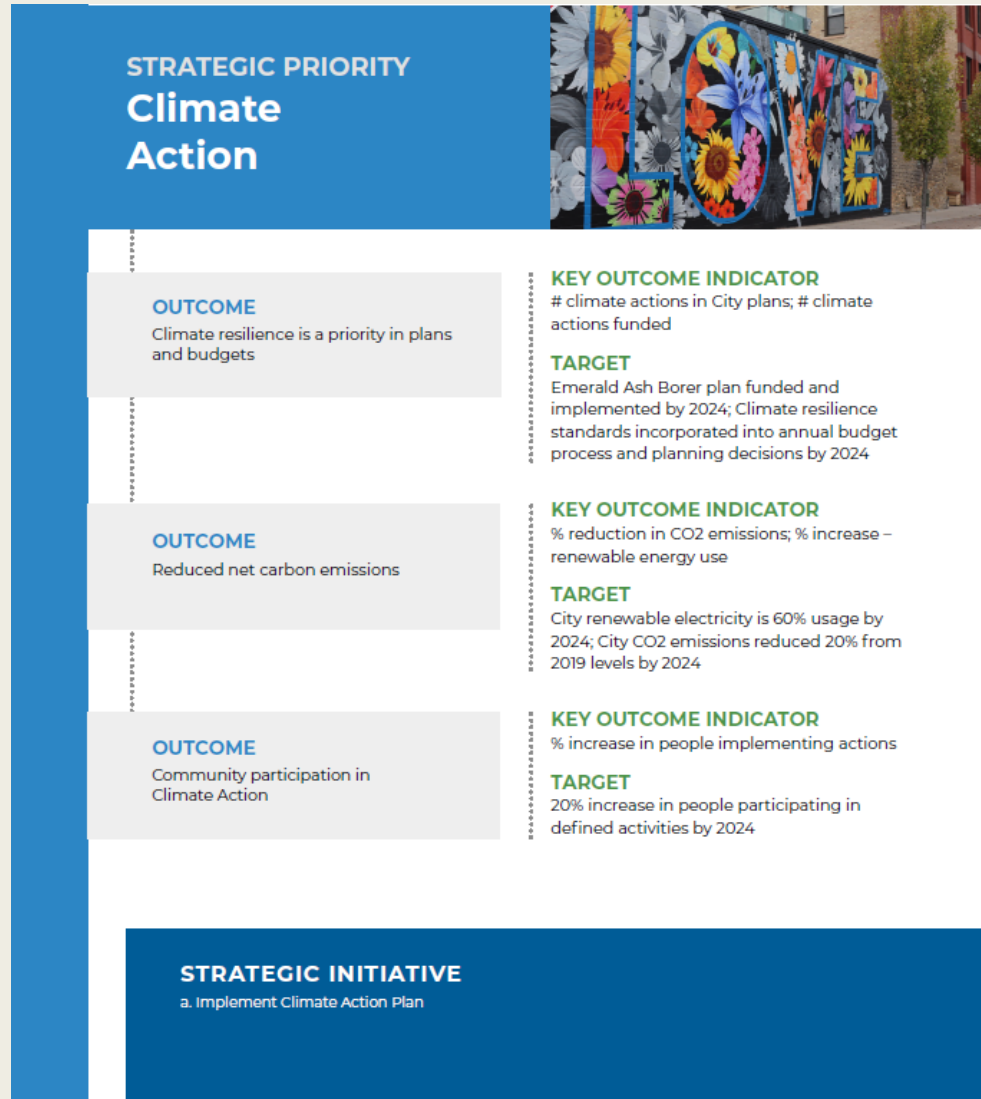
- Comprehensive Plan
- LDC
 - *Explore areas of priority to advance housing objectives: parking, rental licensing, mobility requirements (bike facilities, charging capacity, etc.), zoning density areas near downtown,*

City Council Strategic Planning Quality Facilities



- Comprehensive Plan
 - *Park and trail updates*
 - *Riverfront updates*
- LDC

City Council Strategic Planning Climate Action



- Comprehensive Plan
 - *Added focus in update*
 - *Land use considerations*
- LDC
 - *Parking, bike standards, electric charging capacity, etc.*

City Council Strategic Planning Diversity, Equity & Inclusion

STRATEGIC PRIORITY Diversity, Equity and Inclusion



OUTCOME

Staff and volunteers reflect the community

KEY OUTCOME INDICATOR

% increase in racial diversity: staff, volunteers

TARGET

50% increase in racial diversity of: City workforce; Boards and Commissions by 2024

OUTCOME

Improved access to city services for all demographics

KEY OUTCOME INDICATOR

% improvement in access-target groups

TARGET

Meet access goals for two targeted groups by 2024

OUTCOME

City is a community leader on Diversity, Equity and Inclusion

KEY OUTCOME INDICATOR

Race equity action plan targets achieved

TARGET

DEI Leadership collaboration goals met yearly 2021-24

STRATEGIC INITIATIVES

a. Implement Board and Commission diversity strategy

b. Continue implementation of Racial Equity Action Plan

■ Comprehensive Plan

- *Added focus in update*
- *Land use considerations*
- *Mobility & access to amenities*
- *Exploration of structural bias*

■ LDC

- *Inclusive language review*
- *Exploration of structural bias*

Questions/Discussion