



# STRATEGIC PLAN UPDATE & ALIGNMENT

Planning Commission

June 15<sup>th</sup>, 2021

Ben Martig, City Administrator

Mitzi Baker, Community Development Director

Mikayla Schmidt, City Planner



# 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



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

# City Council Strategic Planning

## STRATEGIC PLAN SUMMARY 2021–2024 City of Northfield

|  |   |   |   |   |
|--|---|---|---|---|
| <b>Quality Facilities</b><br><br><i>A community where infrastructure supports its objectives</i> | Park, recreation and trails exceed community expectations | <ul style="list-style-type: none"> <li>- % facilities satisfactory</li> <li>- % of gaps addressed</li> <li>- condition rating change</li> </ul> | <ul style="list-style-type: none"> <li>- All Park and Rec facilities judged satisfactory or above 2021-24</li> <li>- 50% of high priority walking &amp; biking system gaps addressed by 2024</li> </ul>                                       | <ul style="list-style-type: none"> <li>a) Implement Park &amp; Recreation Capital Investment Plan</li> <li>b) Implement coordinated major facilities strategy</li> <li>c) Implement integrated high-speed internet program</li> </ul>                                 |
|  | Resolution of major facility projects                     | - # decisions made by deadline  | By 2024, Go/No Go decisions: <ul style="list-style-type: none"> <li>- Ice Arena; NCRC/Fifty North remodel &amp; expansion; Liquor Store</li> </ul>  |   |
|  | High speed internet access available to all               | <ul style="list-style-type: none"> <li>- # w/o provider access</li> <li>- % public places w/o free Wi-Fi</li> </ul>                             | <ul style="list-style-type: none"> <li>- High-speed fiber provider access – all properties by 2023</li> <li>- Free high-speed Wi-Fi in public places by 2024</li> </ul>   |   |
| <b>Diversity, Equity and Inclusion</b><br><br><i>A community that welcomes everyone</i>          | Staff and volunteers reflect the community                | - % Increase in racial diversity: staff, volunteers   | - 50% increase in racial diversity of: City workforce, Boards and Commissions by 2024   | <ul style="list-style-type: none"> <li>a) Implement Board and Commission diversity strategy</li> <li>b) Continue Implementation of Racial Equity Action Plan</li> </ul>   |
|  | Improved access to city services for all demographics     | - % improvement in access-target groups   | - Meet access goals for two targeted groups by 2024   |   |
|  | City is a community leader on DEI                         | - Race equity action plan targets achieved  | - DEI Leadership collaboration goals met yearly 2021-24   |   |
| <b>Service Excellence</b><br><br><i>A community with a government that works</i>                 | Adequate staff to meet demands                            | <ul style="list-style-type: none"> <li>- # projects delayed</li> <li>- % service-level staffing ratios not met</li> </ul>                       | <ul style="list-style-type: none"> <li>- Staffing/resources reconciled to meet staffing &amp; service demands-two services by 2024</li> </ul>   | <ul style="list-style-type: none"> <li>a) Conduct annual department analyses</li> <li>b) Deploy Board &amp; Commission Governance effectiveness program</li> <li>c) Implement a service excellence program</li> <li>d) Complete updated comprehensive plan</li> </ul> |
|  | Improved Board-Staff effectiveness                        | <ul style="list-style-type: none"> <li>- % aligned with strategic plan</li> <li>- % rating good/above</li> </ul>                                | <ul style="list-style-type: none"> <li>- &gt;75% rate working relations good or excellent by 2024</li> <li>- 90% of Board activities align w/strategic plan by 2024</li> </ul>  |   |
|  | Improved service delivery                                 | - % improvement in community satisfaction; cycle/response times   | <ul style="list-style-type: none"> <li>- Satisfaction in two targeted services increased by 10% by 2024</li> <li>- &gt;80% indicate well informed re: City Issues by 2024</li> <li>- 90% of targeted improvements achieved by 2024</li> </ul> |   |
| <b>Climate Action</b><br><br><i>A community that's resilient and sustainable</i>                 | Climate resilience is a priority in plans and budgets     | <ul style="list-style-type: none"> <li>- # climate actions in City plans</li> <li>- # climate actions funded</li> </ul>                         | <ul style="list-style-type: none"> <li>- Emerald Ash Borer plan funded &amp; implemented by 2024</li> <li>- Climate resilience standards incorporated into annual budget process and planning decisions by 2024</li> </ul>                    | <ul style="list-style-type: none"> <li>a) Implement Climate Action Plan</li> </ul>  |
|  | Reduced net carbon emissions                              | <ul style="list-style-type: none"> <li>- % reduction in CO<sub>2</sub> emissions</li> <li>- Increase-renewable energy use</li> </ul>            | <ul style="list-style-type: none"> <li>- City renewable electricity is 60% of usage by 2024</li> <li>- City CO<sub>2</sub> emissions reduced 20% from 2019 levels by 2024</li> </ul>  |   |
|  | Community participation in Climate Action                 | - % increase in people implementing actions   | - 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

**STRATEGIC PRIORITY**  
**Service Excellence**



**OUTCOME**  
Adequate staff to meet demands

**KEY OUTCOME INDICATOR**  
# projects delayed; % service-level staffing ratios not met

**TARGET**  
Staffing/resource reconciled to meet staffing & service demands in two services by 2024

**OUTCOME**  
Improved Board-Staff effectiveness

**KEY OUTCOME INDICATOR**  
% aligned with strategic plan; % rating good/above

**TARGET**  
>75% rate working relations good or excellent by 2024; 90% of Board activities align with strategic plan by 2024

**OUTCOME**  
Improved service delivery

**KEY OUTCOME INDICATOR**  
% improvement in community satisfaction; % improvement in cycle; response times

**TARGET**  
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

**STRATEGIC INITIATIVES**

- a. Conduct annual department analyses
- b. Deploy Board & Commission Governance effectiveness program
- c. Implement a service excellence program
- d. Complete updated comprehensive plan

- 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



|  |   |
|--|---|
| <p><b>OUTCOME</b></p> <p>Expansion of commercial-industrial tax base consistent with guide plans</p> | <p><b>KEY OUTCOME INDICATOR</b></p> <p>Commercial/Industrial permit increase; # of new infill projects</p> <p><b>TARGET</b></p> <p>Commercial/Industrial permit value increased by \$50M by 2024; &gt; 50% of new Commercial/Industrial developed on infill sites by 2024</p>                       |
| <p><b>OUTCOME</b></p> <p>Successful local business recovery</p>                                      | <p><b>KEY OUTCOME INDICATOR</b></p> <p># new business starts; \$ sales tax growth; job growth above 2019</p> <p><b>TARGET</b></p> <p>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</p>             |
| <p><b>OUTCOME</b></p> <p>Successful tourism recovery</p>   | <p><b>KEY OUTCOME INDICATOR</b></p> <p>Lodging tax growth; Plan completion %; # new events</p> <p><b>TARGET</b></p> <p>&gt; 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</p> |

**STRATEGIC INITIATIVES**

a. Implement economic stabilization, recovery and growth strategy

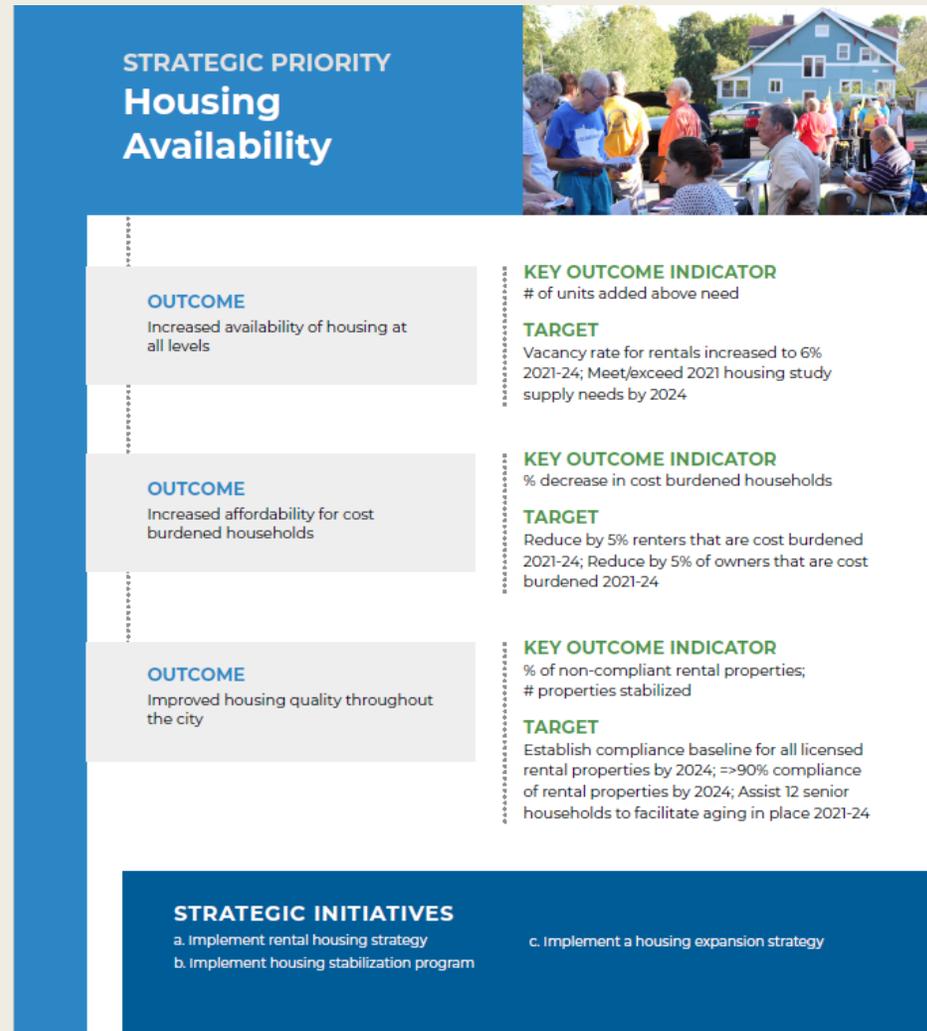
b. Implement infill and redevelopment strategies

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



**STRATEGIC PRIORITY**  
**Housing Availability**



**OUTCOME**  
Increased availability of housing at all levels

**KEY OUTCOME INDICATOR**  
# of units added above need

**TARGET**  
Vacancy rate for rentals increased to 6% 2021-24; Meet/exceed 2021 housing study supply needs by 2024

**OUTCOME**  
Increased affordability for cost burdened households

**KEY OUTCOME INDICATOR**  
% decrease in cost burdened households

**TARGET**  
Reduce by 5% renters that are cost burdened 2021-24; Reduce by 5% of owners that are cost burdened 2021-24

**OUTCOME**  
Improved housing quality throughout the city

**KEY OUTCOME INDICATOR**  
% of non-compliant rental properties;  
# properties stabilized

**TARGET**  
Establish compliance baseline for all licensed rental properties by 2024; =>90% compliance of rental properties by 2024; Assist 12 senior households to facilitate aging in place 2021-24

**STRATEGIC INITIATIVES**

- a. Implement rental housing strategy
- b. Implement housing stabilization program
- c. Implement a housing expansion strategy

- 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

**STRATEGIC PRIORITY**  
**Quality Facilities**



**OUTCOME**  
Park, recreation and trails exceed community expectations

**KEY OUTCOME INDICATOR**  
% facilities satisfactory; % of gaps addressed; condition rating change

**TARGET**  
All Park and Rec facilities judged satisfactory or above 2021-24; 50% of high priority walking and biking system gaps addressed by 2024

**OUTCOME**  
Resolution of major facility projects

**KEY OUTCOME INDICATOR**  
# decisions made by deadline

**TARGET**  
By 2024: Go/No Go Decisions: Ice Arena; NCRC/Fifty North remodel & expansion; Liquor store

**OUTCOME**  
High speed internet access available to all

**KEY OUTCOME INDICATOR**  
# without provider access; % public places without free Wi-Fi

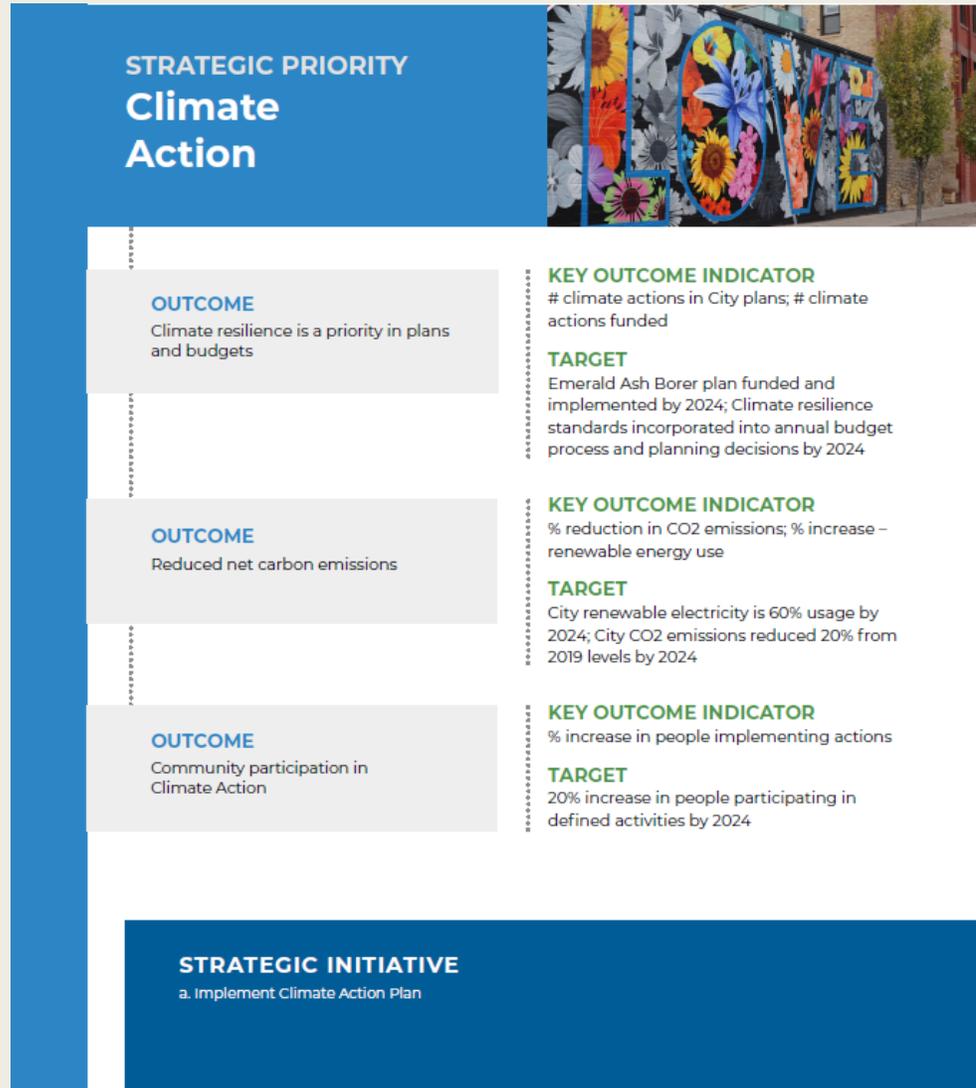
**TARGET**  
High-speed fiber provider access – all properties by 2023; Free high-speed Wi-Fi in public places by 2024

**STRATEGIC INITIATIVES**

a. Implement Park & Recreation Capital Investment Plan  
b. Implement coordinated major facilities strategy  
c. Implement integrated high-speed internet program

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

# City Council Strategic Planning Climate Action



**STRATEGIC PRIORITY**  
**Climate Action**

**OUTCOME**  
Climate resilience is a priority in plans and budgets

**KEY OUTCOME INDICATOR**  
# climate actions in City plans; # climate actions funded

**TARGET**  
Emerald Ash Borer plan funded and implemented by 2024; Climate resilience standards incorporated into annual budget process and planning decisions by 2024

**OUTCOME**  
Reduced net carbon emissions

**KEY OUTCOME INDICATOR**  
% reduction in CO2 emissions; % increase – renewable energy use

**TARGET**  
City renewable electricity is 60% usage by 2024; City CO2 emissions reduced 20% from 2019 levels by 2024

**OUTCOME**  
Community participation in Climate Action

**KEY OUTCOME INDICATOR**  
% increase in people implementing actions

**TARGET**  
20% increase in people participating in defined activities by 2024

**STRATEGIC INITIATIVE**  
a. Implement Climate Action Plan

- 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