

## STRATEGIC PLAN

The City of Norfolk's Strategic Plan is designed to be a 5-year "living" document that defines the mission and vision for the community. It is adjusted and updated as the action plan is worked, existing goals are refined and completed, and new goals are established. The Mayor and City Council, along with senior staff members, meet at least annually in a strategic planning session to review the status of the goals set at previous sessions and to look toward the future to establish new goals and initiatives. These sessions are the beginning of the annual budget process and incorporate the capital improvement program and the refinement of the impact analysis completed by each city division lead and reviewed by the city administrator and the city council. The strategic plan provides information on how the city is organized, along with a short history of the community and how it is supported by the employers and taxpayers. Incorporated in the strategic plan is the recently updated comprehensive plan. This plan speaks to the future growth and goals of the community and its extraterritorial jurisdiction over the next ten to twenty years. Much community input was received at key points during the approximately year long process to adopt the comprehensive plan. Norfolk city government is designed to serve the community with a high level of quality public services with confidence, expertise, and honesty.

### Mission Statement

The mission of the City of Norfolk is to provide quality public services.

### Vision Statement

**O**  
**Norfolk Moving Forward**  
**E**

**CITY OF NORFOLK, NE**

Working together as one community Norfolk moves forward with intentional and strategic purpose. Norfolk is a place people want to visit, experience and stay. Norfolk is a place where you can own a home, walk to school, retain a quality job, be within a short drive of work and enjoy an evening with your friends at the park, a local restaurant or community event.

As residents of Norfolk we care about each other and our community. We are connected to one another, feel safe, and cherish living in a friendly neighborhood. We enjoy a high quality of life defined by exceptional livability, a strong identity, and civic pride. Community life includes quality educational, cultural and outdoor opportunities that are valued locally, known regionally and recognized nationally.

Our vision is straightforward: one community moving forward. Through the creation of vibrant places, meaningful community activities and abundant economic opportunities Norfolk will leverage established assets so that future residents can discover and enjoy Norfolk living!

As one community moving forward...

- Norfolk is a community of strength that takes pride in being a clean, safe, friendly, prosperous, united city with modern municipal facilities.
- Norfolk is a healthy community with state of the art medical facilities, abundant water resources and environmentally friendly practices.
- Norfolk is a vibrant growing community offering shovel ready industrial sites, a network of transportation corridors, abundant low cost utilities, diverse education opportunities and quality workforce.
- Norfolk is an active community know as a place with abundant recreational, entertainment and cultural opportunities.

### Goals and Objectives from 2017 City of Norfolk Comprehensive Plan

- **Abundant Economic Opportunity: focused upon the creation/retention of jobs and businesses, as well as workforce development and support**
  - **Seek to diversify economic opportunities through strategic employment creation and retention efforts focusing on the following core sectors:**
    - Agriculture, Commercial Trades and Services, Education, Manufacturing, Medical, Outdoor Recreation/Tourism.
  - **Be known as entrepreneurial community that encourages small business development through programs targeting:**
    - Youth, Ownership Skills, Idea/Concept mentoring, Local venture capital.
  - **Purposefully address continuing workforce education and the provision of services to develop and support the Norfolk workforce in the following area:**
    - Basics (GED, English), Trade skills, Management Preparation, Career Specific, Day Care, Medical Advancement/Training
  - **Create a Community Continuing Education Forum made up of local employers and education providers to do the following:**
    - Identify workforce needs and develop educational partnerships with local businesses for additional vocational development and technical training.
    - Work with area community colleges and universities to establish enhanced online and in town extension and expanded educational services.
    - Develop local library programs and services to enhance this facility as a community education center working jointly with other libraries in the area.
- **Strategic Physical Growth and Development: focused upon creating vibrant and sustainable places**
  - **Create a vibrant riverfront that serves as a spine for new residential, commercial, and recreational activities while providing opportunities to enjoy the river daily.**
    - Create a “riverfront development district” and develop a master plan for redevelopment and reinvestment along the river as well as immediately adjacent neighborhoods.
    - Promote high quality residential and commercial development along the riverfront that leverages the presence of the river and complements the desired scale and intensity of downtown Norfolk.
    - Continue efforts to develop a community trail along the riverfront that connects with other community facilities and destinations.
    - Create a Riverfront Zoning District to establish and guide the implementation of desired design and development qualities.
  - **Continue to develop downtown as a regional destination with unique experiences and qualities.**
    - Continue to nurture the development of a vibrant and visually appealing downtown / “main street” that serves as a hub for commerce and community activity.
    - Support the activities of Downtown Business and Property Owners Association as an effective peer group for addressing organization, economic structure, physical design / conditions, and promotion of Downtown Norfolk.
    - Encourage and support “downtown / main street” scaled commercial development (e.g. 1 to 3 stories; zero setback; on-street parking; etc.) that serves the daily needs of adjacent neighborhoods, provides community retail and entertainment venues, and draws people from around the area to unique shops and experiences.
    - Continue to expand the attractive qualities of “downtown / main street” with programmed aesthetic and functional improvements (e.g. signage, lighting, pedestrian enhancements, multi-functional streetscape, roadway, etc.) beyond Main Street into the Downtown District.
    - Develop a downtown master plan for long-term design and development guidance, and establish a Downtown Zoning District to guide the implementation of desired design and development qualities.

<b>Goal 1 – Economic Development</b>		
<b>Objectives</b>	<b>Completed Action Steps</b>	<b>Remaining Action Steps &amp; Departmental Responsibility</b>
Increase the capacity of natural gas flowing to Norfolk	<ul style="list-style-type: none"> <li>• Continue dialogue with natural gas stakeholders and action items from their viewpoint</li> <li>• Set meeting with federal delegation and economic development personnel while on D.C. trip</li> <li>• Encourage “Open Season” to support the industrial coalition firming up natural gas supply</li> <li>• Recruit an industry with enough natural gas need and help negotiate a second gas line to the community</li> <li>• Installation of an eight inch natural gas line to Norfolk</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Black Hills Energy               <ul style="list-style-type: none"> <li>○ Finalize installation of pipeline</li> <li>○ Facilitate final city/state financial support of project</li> <li>○ Open the pipe (Finance Officer page 88)</li> </ul> </li> </ul>
Increase Norfolk area planning efforts and resources	<ul style="list-style-type: none"> <li>• Develop Request for Qualifications (RFQ) for planning consultant</li> <li>• Select consultant</li> <li>• Explore and develop Community Planner job description and present to Council for discussion and action</li> <li>• Hire Planner</li> <li>• Negotiate contract for consultant to begin industrial site assessment</li> <li>• Review codes concerning telecommunications and aerial locations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue working with Nebraska Public Power District industrial site analysis team</li> <li>• Finalize TIF Guiding Document</li> <li>• Continue industrial site development for Norfolk area (City Administrator page 87, Economic Development page 148)</li> </ul>

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Infrastructure development to support continued community growth	<ul style="list-style-type: none"> <li>• Installation of southwest water interceptor</li> <li>• Completed sewer development south of river (completion Fall 2016)</li> <li>• Begin sewer design for northeast expansion to Nucor and industrial area (Fall 2016)</li> <li>• Extend sewer to OCT property</li> </ul>	<ul style="list-style-type: none"> <li>• Development and installation of water line to northeast industrial area as identified by need. (Engineering page 101)</li> <li>• Look into creative ways of sharing the assessment burden of development – i.e. connection districts, utilities/financing (Finance Officer page 89)</li> <li>• Continue lobbying efforts at the state and federal level for continual and increased funding for infrastructure projects including transportation, water, sewer, storm water, etc.</li> </ul>
Continue Norfolk Leadership in the N.E.E.D. and “Four Lanes for Nebraska”	<ul style="list-style-type: none"> <li>• Identify potential funding sources               <ul style="list-style-type: none"> <li>◦ Nebraska State Roads (Build Nebraska Act)</li> </ul> </li> <li>• Continue lobbying efforts to place Highway 275 in second 10 year phase of Build Nebraska Act or sooner</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential funding sources               <ul style="list-style-type: none"> <li>◦ Bonding</li> <li>◦ Infrastructure bank</li> </ul> </li> <li>• Engage in area-wide planning efforts (City Administrator page 87)</li> </ul>
Retail development in the community to grow as a regional retail hub	<ul style="list-style-type: none"> <li>• Assess potential sites</li> <li>• Evaluate area in west and southwest Norfolk for possible annexation study</li> <li>• Conduct blighted and substandard study – if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct annexation study if warranted</li> <li>• Discuss annexation with property owner(s)</li> <li>• Annex property</li> <li>• Offer “Tools” to attract “Destination” retail (Finance Officer page 88)</li> </ul>
Housing Study	<ul style="list-style-type: none"> <li>• Hire Hanna Keenan to do housing study</li> </ul>	

### **Goals and Objectives from 2017 City of Norfolk Comprehensive Plan**

- **Outstanding Quality of Life:** focused upon enhancing daily living through diverse offerings, activities and events.
  - **Promote healthy living through the creation of communitywide health and wellness programs and activities.**
    - Create a Healthy Lifestyle Alliance to leverage resources and conduct activities and programs through partnerships among education, recreation and medical providers, as well as corporate sponsors.
  - **Enhance accessibility to Recreation Opportunities.**
    - Promote the development of neighborhood scale institutions (i.e. schools, places of worship), facilities (i.e. parks, community gardens) and amenities whenever possible to support informal and formal recreation activity.
    - Continue implementation efforts related to the Riverfront Trail, and develop viable network to connect parks, community facilities and destinations with neighborhoods via designated pedestrian and bicycle trails.
    - Become known as a welcoming and accommodating community in the region offering unique daily recreational experiences for citizens and annual recreational events for visitors with special needs.
  - **Diversify the number and type of Cultural Activities and Entertainment Events.**
    - Continue efforts to develop historic/recreational/tourism elements of the community including the development of museums, public art, and interpretative education elements.
    - Become known as a community that gathers frequently to celebrate and promote social interaction as part of the fabric of Norfolk.
    - Establish a local arts academy that invites children and youth to create, explore and discover a variety of traditional and non-traditional art and entertainment forms (e.g. comedic, culinary, visual/graphic, theatre, music, etc.).
    - Embrace and celebrate the notable people and their crafts associated with Norfolk through community festivals and activities (e.g. Johnny Carson, Orville Carlisle, Joyce Hall, Philip N. Karsne, Thurl Ravenscroft, etc.).