



CITY OF CORCORAN

8200 County Road 116 • Corcoran, MN 55340
763-420-2288 • www.corcoranmn.gov

MEMO

Meeting Date: January 23, 2023
To: City Council
From: Jessica Beise, City Administrator
Re: 2023 Goal Setting

In January of 2022, the City outlined goals for 2022 and staff has been working towards completing the action steps related to those goals. While a lot of progress was made, not all action steps were able to be completed.

To assist with our strategic planning process for 2023, I've included information on 2022 goals, progress on goals, and the priorities for the Planning and Parks and Trails Commissions.

Staff anticipates that we will no go longer than 4.5-5 hours for the session.

Attachments:

1. 2022 Strategic Plan Report
2. 2022 City of Corcoran Core Strategies, Short-Term Goals, and Measurables
3. 2023 Planning Commission Priorities
4. 2023 Parks and Trails Commission Priorities

Corcoran Strategic Plan

Vision and Long-Term Core Strategies

Mission and Values

Short-Term Goals

On January 19, 2022, the Corcoran City Council and Staff Leadership Team convened its annual Goal Setting and Strategic Planning session to review progress on previous goals and establish new targets for the organization in 2022. The process built upon the strategic planning foundations established in 2020 and 2021 and focused primarily on examining the present status of the City and organization to develop a workplan for Council and staff consistent with the Vision and Long-Term Core Strategies. The participants engaged in discussion around a series of questions to examine the areas of strength and weakness, along with potential impacts and opportunities on the horizon. This report will reaffirm the Vision, Long-Term Core Strategies, Mission and Values established in previous strategic planning processes and recap the goals as outlined for 2022.

Attendees

Tom McKee, Mayor

Jeremy Nichols, City Council

Jonathan Bottema, City Council

Alan Schultz, City Council

Dean Vehrenkamp, City Council

Jessica Beise, Interim City Administrator/Administrative Services Director

Matt Gottschalk, Director of Public Safety

Kevin Mattson, Public Works Director

Phil Kern, Facilitator

Vision Statement

The City of Corcoran will become a vibrant connected community focused around preserving its natural character and agricultural roots.

The vision statement serves as a long-term organizational directive. Its purpose is to establish an organizational philosophy that is served by a series of core strategies which collectively contribute to the accomplishment of the vision statement.

Core Strategies

The core strategies provide an outline of the top organizational priorities. Above all, these statements highlight the key priorities of the City's Leadership Team and provide a basis for decision-making, including both big picture policy, funding, and program decisions as well as day-to-day staff actions.

The process for establishing the core strategies did yield discussion items that should be revisited by the Council prior to final adoption. The recommendation below represents an attempt to codify the general discussion of the worksession, however, some individual proposals are not entirely reflected. Ultimately, the process of establishing core strategies requires consensus building amongst the members and the outline below is an attempt at compromise within those interests.

The five strategies speak to core statements of philosophy - first and foremost that the identity of the community is important. In terms of government actions, the focus is established around the core of safety, amenities, and excellence in providing core services. Additionally, the City will approach development to be responsive to business needs and seek high quality, market-driven growth.

Core Strategy #1: Enhancing Corcoran's sense of place and identity

- a. Engage residents through proactive outreach and communication
- b. Provide and/or support high quality community events for community gathering
- c. Identify and develop a place where people identify with Corcoran

Core Strategy #2: Provide diverse community amenities and recreational opportunities

- a. Plan for and provide multi-seasonal and multi-use trail and park systems
- b. Provide high quality parks that are unique, innovative, and accessible

Core Strategy #3: Maintain excellence in safety and security for our community

- a. Promote public safety engagement with the community
- b. Maintain position as one of the safest cities in MN

Core Strategy #4: Ensure high quality, market-driven growth

- a. Be innovative in molding market forces and organic growth into community
- b. Protect natural character, environmental features, and agricultural roots
- c. Preserve our distinguishing features through market-driven development
- d. Be responsive to the needs of businesses, both current and prospective

Core Strategy #5: Provide high quality, innovative municipal services

- a. Maintain fiscal stability and affordability
- b. Perform exceptionally within the structure of limited government services
- c. Excel at managing change

Mission and Values

Mission Statement:

The City of Corcoran will provide high quality public services in a cost effective, responsible, collaborative, and professional manner in order to create a preferred environment to live, work, play, and conduct business

The mission statement is the first part of the organizational statement that addresses the manner in which the City will conduct its business. The process of working towards the vision and core strategies is important work and it is the mission that outlines how the City will perform its operations. It is a commitment to the community and statement of clarity for staff regarding the method in which the organization seeks to act. By conducting its business consistent with its mission and focusing on its core strategies, the City will move toward accomplishing the vision it has established.

Values Statements:

The following values are fundamental to the City of Corcoran's success and the fulfillment of our mission:

Honesty, Ethics, Integrity

We believe that honesty, ethics, and integrity are the foundation blocks of public trust and confidence.

Community Pride and Partnership

We believe in creating a strong sense of community through partnerships with civic organizations, school districts, and local businesses.

Efficient and Effective Service Delivery

We believe providing services to residents and businesses in an efficient and effective manner makes government easier to work with and creates a business-friendly environment.

Community Safety

We will protect the community by maintaining or improving safety through police and fire protection by investing and maintaining the infrastructure of the City.

Fiscal Responsibility

We believe that the prudent stewardship and opportunistic investment of public funds is essential for confidence in government and to position the City for future success.

Adaptable and Proactive Leadership

We believe that an open, honest, and proactive community is essential for an informed and involved citizenry. Processes and decision-making should be adaptable and proactive when dealing with citizens.

Responsible Decision Making

We believe it is the responsibility of the City to address difficult issues now in order to avoid larger, more difficult issues in the future.

Short-Term Goals

Following the community and organizational assessment, the Council and Leadership Team developed a list of 20 potential short-term goals. Participants were offered the opportunity to present draft goals that addressed any of the following objectives - previous goals that had yet to be fully accomplished, goals to address weaknesses, opportunities, or potential impacts discussed during the assessment process, or other goals that individual members viewed to be important for the City. The process encouraged the brainstorming of SMART goals - specific, measurable, attainable, relevant, and time-bound (1-3 years) - and objectives that would support the core strategies and vision.

Following the brainstorming process, a prioritization process was used to develop the following list of high priority and priority goals. Participants were given the ability to choose a limited number of brainstormed goals as their top priorities. As each participant's choices were collected, the draft goals were bunched into three categories. The categories and prioritization followed these guidelines:

- High Priority Goals - goals that were identified by a majority of the Council as top priority and also received support from City Staff.
- Priority Goals - goals that fell short of a Council majority but were identified as a top priority by at least one member of the Council and multiple members participating in the session.
- Other Brainstormed Goals - goals that were nominated by a participant but did not achieve one of the other two designations.

2022 Short-Term Goals

High Priority

1. Facility/land planning program for a long-term development of infrastructure and amenities, including parks, community center, facilities, and wetland bank potential
2. Complete review of specific sections of the City Zoning Code, including but not limited to the following:
 - a. a review of the PUD process to simply and better align to Comp Plan goals
 - b. Consider setback requirements in residential subdivisions
 - c. review/modify buffer zones between neighboring zones, public areas and/or developments
 - d. finding ways to incentive natural resource preservation or enhancements
 - e. Consider credits for tree plantings, encouraging more mature trees
 - f. Development densities in non-MUSA areas
 - g. shared/private driveways
 - h. zoning restrictions regarding ecologically significant natural areas
 - i. smaller developments (less than 20 acres), storage buildings
 - j. Public notice policy
3. Review options for infrastructure revenue increases, including stormwater utility fund
4. Park Dedication/Park needs review and updates, including mapping of park property and potential Three Rivers collaborations
5. Develop a long-term financial model, including future revenue forecasts, comprehensive infrastructure financial planning, and long-term tax rate trend analysis
6. Review code enforcement policy and impacts on staffing/budget
7. Consider current methods of communication and public involvement, including the website and newsletter, to share codes, requirements, and City information and explore/implement preferred alternatives

Priority

1. Review and consider compensation policies, including union/non-union adjustments
2. Facilitate expansion of broadband coverage in the City
3. Encourage the Planning Commission to explore long-term issues, joint work session with Commission to set goals

4. Further develop and implement water improvement plan, consider future compatible/complementary uses of excess land and water tower logo and facility lease plan
5. Consider applicants, hire, and onboard City Administrator
6. Development of an economic development marketing and business development plan

Other Brainstormed Goals

1. Hold developers accountable to making neighborhoods unique to the area
2. Explore and consider jurisdictional County boundary change
3. Promote and encourage existing business, consider flexibility for property improvements
4. Development and implement a maintenance and use plan for trails
5. Working with the City of Medina to complete Hackamore
6. Increase percentage of meeting time/agenda on citizen-related topics compared to development. Increase focus on non-time sensitive community issues that are not development-driven
7. Discuss and change meeting structure/format to make meetings more efficient

Next Steps

The next step in the goal setting process is to work within each of these short-term goals to develop action plans and the establishment of benchmarks to measure progress. One of the discussion items during the workshop involved the identification of measurables, or benchmarks, to effectively evaluate the City's accomplishment of each goal. Developing measurable outcomes for each goal will also help in the development of action plans to reach the desired outcome. The goals should then be revisited from time-to-time as an accountability measure for both the Council and staff.

Additionally, finding ways to integrate the goals into the organizational processes also helps to develop success. Building on the methods in which Corcoran has been successful in the past is recommended, along with exploring new methods of keeping the goals on the forefront of the leadership team's efforts. It was a pleasure to assist the City of Corcoran in this process and I wish you well in the coming years.

Respectfully submitted,

Phil Kern, Facilitator



2022 City of Corcoran Core Strategies, Short-Term Goals, and Measurables

Core Strategy		
Enhancing Corcoran's sense of place and identity.		
Strategic Objectives <ol style="list-style-type: none"> Engage residents through proactive outreach and communication. Provide and/or support high quality community events for community gathering. Identify and develop a place where people identify with Corcoran. 	Short-Term Goals <ol style="list-style-type: none"> Consider current methods of communication and public involvement, including the website and newsletter, to share codes, requirements, and City information and explore/implement preferred alternatives 	Measurables <ol style="list-style-type: none"> Review options for an online ordinance software that allows users to view the City Code more efficiently. Staff has contacted two vendors. Review the City's information related to requirements for permits/land use applications and make updates to the City's website. Staff has implemented online permitting processes. Hire the Human Resources/Communications Assistant position. Council authorized the hire of a Communications Assistant.

Core Strategy		
Provide diverse community amenities and recreational opportunities.		
Strategic Objectives <ol style="list-style-type: none"> Plan for and provide multi-seasonal and multi-use trail and park systems. Provide high quality parks that are unique, innovative, and accessible. 	Short-Term Goals <ol style="list-style-type: none"> Facility/land planning program for a long-term development of infrastructure and amenities, including parks, community center, facilities, and wetland bank potential Park Dedication/Park needs review and updates, including mapping of park property and potential Three Rivers collaborations 	Measurables <ol style="list-style-type: none"> Inventory all City owned properties. Action on this item will take place in 2023. Create a facilities subcommittee and create a work plan to understand the City's need for facilities. The subcommittee has meet twice and staff is working on site options. Adopt the plan for phase 1 City Park improvement project. The Parks and Trails Commission reviewed survey data; staff is working with Stantec to make necessary plan changes to bring forward 70% design and final design in 2023. Inventory the City's trails. Action on this item will take place in 2023.

Core Strategy		
Maintain excellence in safety and security for our community.		
Strategic Objectives <ol style="list-style-type: none"> Promote public safety engagement with the community. Maintain position as one of the safest cities in Minnesota. 	Short-Term Goals <ol style="list-style-type: none"> Review code enforcement policy and impacts on staffing/budget. 	Measurables <ol style="list-style-type: none"> Schedule a work session to discuss code enforcement policy and create priorities. Held a work session to discuss code enforcement priorities.

		2. Take code enforcement actions based on the updated priority list. Enacted a code enforcement program based on the feedback.
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Core Strategy		
Ensure high quality, market driven growth.		
Strategic Objectives <ol style="list-style-type: none"> 1. Be innovative in molding market forces and organic growth into the community. 2. Protect natural character, environmental features, and agricultural roots. 3. Preserve our distinguishing features through market driven development. 4. Be responsive to the needs of businesses, both current and prospective. 	Short-Term Goals <ol style="list-style-type: none"> 1. Complete review of specific sections of the City Zoning Code, including but not limited to the following: <ul style="list-style-type: none"> ▪ a review of the PUD process to simply and better align to Comp Plan goals ▪ Consider setback requirements in residential subdivisions ▪ review/modify buffer zones between neighboring zones, public areas and/or developments ▪ finding ways to incentive natural resource preservation or enhancements ▪ Consider credits for tree plantings, encouraging more mature trees ▪ Development densities in non-MUSA areas ▪ shared/private driveways ▪ zoning restrictions regarding ecologically significant natural areas ▪ smaller developments (less than 20 acres), storage buildings ▪ Public notice policy 	Measurables <ol style="list-style-type: none"> 1. Approve ordinance update work plan, begin review. Held work sessions to better understand the work plan and provided direction to staff on the remaining 2022 priorities at the 7/14 meeting.

Core Strategy		
Provide high quality, innovative municipal services.		
Strategic Objectives <ol style="list-style-type: none"> 1. Maintain fiscal stability and affordability. 2. Perform exceptionally within the structure of limited government services. 3. Excel at managing change. 	Short-Term Goals <ol style="list-style-type: none"> 1. Develop a long-term financial model, including future revenue forecasts, comprehensive infrastructure financial planning, and long-term tax rate trend analysis. 2. Review options for infrastructure revenue increases, including stormwater utility fund. 	Measurables <ol style="list-style-type: none"> 1. Update the Five-Year Financial Management Plan with expanded commercial and industrial growth. Staff has met with the City's Financial Planner and presented a draft in Fall 2022. 2. Inventory the City's streets, identifying maintenance needs and approximate costs for future repair and replacement. Action on this item will take place in 2023. 3. Implement a stormwater area charge. A feasibility study was commissioned; a work session to refine the information was held and this fee is anticipated for adoption in 2023.



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MEMO

Meeting Date: December 1, 2022
To: Planning Commission
From: Natalie Davis McKeown, Planner
Re: Planning Commission 2023 Priority Setting

At the November 3rd meeting, staff and the Planning Commission discussed potential priorities for 2023. As promised, enclosed is a draft annual report for work completed in 2022 with the discussed priorities for 2023 to forward to the City Council in January (the exact date is to be determined). Staff asks the Commission to review the report. If commissioners would like to make any changes to the draft, please provide feedback to staff at the meeting on December 1, 2022. Please feel free to reach out to me if you have any questions.

Attachments:

1. Draft 2022 Planning Commission Annual Report and 2023 Priorities



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MEMO

Meeting Date: January 12, 2023

To: City Council

From: Planning Commission

Re: Planning Commission 2022 Annual Report and 2023 Priorities

As requested by the City Council, the Planning Commission is to update the Council on activities of the previous year and propose priorities for 2023.

2022 Summary:

The Planning Commission held 10 regular meetings, 1 special work session for training, and numerous public hearings. The following is a compilation of the land use applications reviewed in 2022:

- Reviewed a Final Planned Unit Development Plan for Tavera 3rd Addition.
- Reviewed a Final Planned Unit Development Plan for Bellwether 7th Addition.
- Reviewed a landscaping variance for St. Therese.
- Reviewed a Final Planned Unit Development Plan for Cook Lake Highlands.
- Reviewed a Site Plan, Preliminary Plat, and Administrative Permit for the Corcoran II Substation.
- Reviewed a Site Plan and Interim Use Permit for Westside Wholesale Tire.
- Reviewed Final Planned Unit Developments for Amberly 2nd Addition, Bellwether 8th Addition, and Bellwether 9th Addition.
- Reviewed Final Planned Unit Development for Rush Creek Reserve 2nd Addition.
- Reviewed Rezoning, Preliminary Plat, and Preliminary Planned Unit Development for Walcott Glen.
- Reviewed Preliminary Plat and Variance for Kariniemi Meadows.
- Reviewed a Conditional Use Permit and Variance for the Ditzer Garage.
- Reviewed a Preliminary Plat and Variance for the Zewde Subdivision “FIRA”.
- Reviewed an Interim Use Permit for the Sease Accessory Dwelling Unit.

- Reviewed a Conditional Use Permit for the Brown Riding Arena.
- Reviewed a Site Plan, Conditional Use Permit, and Variance for Pro-Tech.
- Reviewed a Site Plan and Variances for the City's Water Treatment Plant.
- Reviewed a Rezoning, Preliminary Plat, and Preliminary Planned Unit Development for the Corcoran Farms Business Park proposal.
- Reviewed the Slabaugh Variance request.
- Reviewed a Conditional Use Permit for the Tharp Accessory Structure.
- Reviewed a Site Plan, Preliminary Plat, and Variance for the City's Water Tower site.
- Reviewed a Conditional Use Permit for the Vollrath Ag Shop.
- Reviewed a Rezoning, Preliminary Plat, and Preliminary Planned Unit Development plan for the Pioneer Trail Industrial Park.
- Reviewed proposed Ordinance Amendments for MS4; an urban conservation subdivision; ground mounted solar; the review process for Planned Unit Developments; the Northeast District Plan and Design Guidelines; lot width, fences, and walls; Accessory Dwelling Units; and park dedication fees.

Totals:

Preliminary Plats: 7

Preliminary Planned Unit Developments Plans: 3

Final Planned Unit Development Plans: 5

Site Plans: 5

Variances: 8

Subdivision or Zoning Ordinance Amendments: 9

Interim Use Permits: 2

Conditional Use Permits: 5

Rezoning: 3

2023 Priorities

In addition to the Commission role to review land use application, the Planning Commission proposes the following priorities for 2023:

- Review the Accessory Dwelling Unit standards and make amendments based on how applications have been approved (Sease).
- Review the Nonconformities Section of the Zoning Ordinance to allow more administrative approvals of residential expansions in certain situations (Slabaugh).
- Review the requirements for traditional and non-traditional farm animals within Chapter 82 under General Regulations.
- Receive training to better understand the role of Homeowner Associations and their ability to place more restrictions on property than the City.

The Planning Commission appreciates the support of the City Council and requests feedback on its proposed priorities for 2023.



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MEMO

Meeting Date: January 19, 2023
To: Parks and Trails Commission
From: Jessica Christensen Buck, Recreation Coordinator
Re: 2022 Year in Review and 2023 Priorities

January 19, 2023, marks the first Parks and Trails Commission meeting of the year. Staff looked back at the progress the Commission made this past year and opens discussion to the priorities for 2023. The following are some of the activities completed in 2022:

- Reviewed Parks and Trails Commission meeting minutes from prior meetings.
- Received a presentation from the Police Department.
- Received a presentation from the Public Works Department.
- Discussed the memorial bench program.
- Received regular Parks and Trails Commission meeting minutes, active planning applications, Recreation Supervisor updates, park dedication fee updates, City Council updates, and Garden Club updates.
- Attended the City Council meetings as liaisons from the Commission.
- Coordinated the annual tree giveaway.
- Reviewed the 2023 fee schedule and Parks and Recreation budget.
- Discussed funding options for phase 1 of the City Park remaster, acquiring additional feedback from residents regarding the proposed amenities, and recommended approval of 30% design to the City Council.
- Discussed and reviewed options for the Hennepin County Youth Sports Grants.
- Received presentations from the Three Rivers Park District regarding the Diamond Lake Regional Trail.
- Reviewed plans for Bechtold Farm and provided a recommendation to Council for park dedication on the project.
- Reviewed the site plan, preliminary plat, and administrative permit for Corcoran II Substation.

- Reviewed the preliminary plat for Kariniemi Meadows.
- Discussed park system signs and the vision for future signs.
- Received an update on the memorial bench program.
- Reviewed options for the 79th Place rain garden/ditch treatment.
- Reviewed the rezoning, PUD plan, and preliminary plat for Pulte Walcott Glen.
- Reviewed the final plat and final PUD plan for Tavera 4th addition.
- Reviewed the Pioneer Trail Industrial Park rezoning, PUD, and preliminary plat.
- Reviewed the Corcoran Farms Industrial Park rezoning, preliminary plat, and PUD.
- Discussed

In 2023, the Parks and Trails Commission have the following priorities:

- Diamond Lake Regional Trail: Continue working with Three Rivers Park District to develop trails through the City that align with the City of Corcoran's comprehensive plan and the Diamond Lake Regional Trail master plan.
- Open space park and boardwalk in Bellwether: City staff to provide updates to the Commission as progress is made, including boardwalk design options as they become available, followed by a decision on boardwalk design.
- City Park remaster: Continue to find additional funding for the project, go out for RFP on 70% designs, make a recommendation to City Council on the 70% designs, and apply for the Hennepin County Youth Sports fall 2023 facility grant.
- Park dedication fund allocations: Acknowledge upcoming projects, project upcoming park dedication funds, and begin allocating funds for upcoming projects.
- Education signs at Wildflower Park: Design, determine amount, and placement of signage educating people of the types of flowers located at Wildflower Park.
- Development/park standards update: Create a vision of what the Commission would like for various types of park standards (i.e., neighborhood parks, open space parks, etc.).

Attachments:

2023 Parks and Trails Commission Meeting Schedule

City of Corcoran
2023 Parks and Trails Commission Schedule

Dates and items listed are subject to change

January 19, 2023

- Commissioner Re-Appointment
- Chairperson and Vice-Chairperson Elections
- Minutes
- 2022 Year in Review and 2023 Priorities
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Commissioner Term Update
 - Sharon Meister, Phillip Christenson up in 2022
- Garden Club Report
- Park Dedication Fund

February 16, 2023

- Minutes
- Admin Annual Presentation
- PW Annual Presentation
- CPD Annual Presentation
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

March 16, 2023

- Minutes
- Commissioner Training
- OSP/Boardwalk in Bellwether (update)
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

April 20, 2023

- Minutes
- City Park RFP Update
- Active Planning Applications

City of Corcoran
2023 Parks and Trails Commission Schedule

Dates and items listed are subject to change

- Recreation Supervisor Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

May 18, 2023 (Program Coordinator Introduction?)

- Minutes
- Educational Signs at Wildflower Park
- Active Planning Applications
- Recreation Supervisor Update
- Program Coordinator Introduction and Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

June 15, 2023

- Minutes
- 2023 Budget & Fee Schedule
- Active Planning Applications
- Recreation Supervisor Update
- Program Coordinator Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

July 20, 2023

- Minutes
- Active Planning Applications
- Park Dedication Fund allocations
- Recreation Supervisor Update
- Program Coordinator Update
- City Council Report
- Park Dedication Fund

August 17, 2023

- Minutes
- Active Planning Applications
- Recreation Supervisor Update

City of Corcoran
2023 Parks and Trails Commission Schedule

Dates and items listed are subject to change

- Program Coordinator Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

September 21, 2023 (Park Tour?)

- Minutes
- Development/Park Standards
- Active Planning Applications
- Recreation Supervisor Update
- Program Coordinator Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

October 19, 2023

- Minutes
- Natural Resources Presentation
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

November 16, 2023

- Minutes
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Garden Club Report
- Park Dedication Fund

December 21, 2023

- Minutes
- Active Planning Applications
- Recreation Supervisor Update
- City Council Report
- Park Dedication Fund

City of Corcoran
2023 Parks and Trails Commission Schedule

Dates and items listed are subject to change

OTHER POTENTIAL ITEMS

- Diamond Lake Regional Trail updates
- Memorial Bench Program
- Park Signs Plan
- Winter Trail Maintenance

DRAFT