



CITY OF CORCORAN
Council Work Session Agenda
January 3, 2024 – 5:30 pm

1. **Call to Order / Roll Call**
2. **Goal Setting 2024***
 - a1. Review Mission, Vision, Values, and Core Strategies
 - a2. Review 2023 Core Strategies and Short-term Goals
 - a3. Review 2023 Measurables
 - a4. Establish 2024 Core Strategies and Short-term Goals
3. **Discuss 2024 Measurables**
4. **Unscheduled Items**
5. **Adjournment**

HYBRID MEETING OPTION AVAILABLE
The public is invited to attend the regular Council meetings at City Hall.

Meeting Via Telephone/Other Electronic Means
Call-in Instructions:
+1 312 626 6799 US
Enter Meeting ID: 823 0146 2660

Video Link and Instructions:
<https://us02web.zoom.us/j/82301462660>
visit <http://www.zoom.us> and enter
Meeting ID: 823 0146 2660

**Please note in-person comments will be taken at the scheduled meeting where noted. Comments received via email to City Clerk Friedrich at mfriedrich@corcoranmn.gov or via public comment cards will also be accepted. All email and public comment cards must be received by the Wednesday prior to scheduled Council meeting.*

For more information on options to provide public comment visit:
www.corcoranmn.gov

***Includes Materials** - *Materials relating to these agenda items can be found in the house agenda packet book located by the Council Chambers entrance, or online at the City's website at www.corcoranmn.gov.*



CITY OF CORCORAN

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MEMO

Meeting Date: January 3, 2024
To: City Council
From: Jay Tobin, City Administrator
Re: 2024 Goal Setting

The City Council held a work session facilitated by Phil Kern on January 23, 2023, to review and update the City's mission, vision, values, core strategies, short-term goals. The process continued to build on strategic planning foundations established with adoption of Mission, Values, and Core Strategies on March 11, 2021. The City Council held work sessions building from the strategic planning foundation to develop core strategies and short-term goals oriented toward measurable results in 2022, and again in 2023. Staff has provided progress updates to those measurables to the core strategies and short-term goals, most recently in June and September of 2023.

To assist in the strategic planning process for 2024, I've included the information identified above, to adjust strategies and goals accordingly to confirm priorities and establish measurables for 2024.

Staff expect the work session to go no longer than 1.5 hours.

Attachments:

- 2a1. Mission, Vision, Values. And Core Strategies - adopted 3.11.21
- 2a2. 2023 Core Strategies and Short-term Goals – adopted 2.9.23
- 2a3. 2023 Core Strategies and Short-term Goals – Measurables – update 6.8.23
- 2a4. 2023 Core Strategies and Short-term Goals – Measurables – update 9.22.23



CITY OF CORCORAN

MISSION

THE CITY OF CORCORAN WILL PROVIDE HIGH-QUALITY PUBLIC SERVICES IN A COST-EFFECTIVE, RESPONSIBLE, AND PROFESSIONAL MANNER IN ORDER TO CREATE A PREFERRED ENVIRONMENT TO LIVE, WORK, PLAY, AND CONDUCT BUSINESS.

VISION

THE CITY OF CORCORAN WILL BECOME A VIBRANT, CONNECTED COMMUNITY WHILE PRESERVING ITS NATURAL CHARACTER AND AGRICULTURAL ROOTS.

VALUES

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 and 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.

Transparency

We believe that open, honest, and proactive communication is essential for an informed and involved citizenry. Processes and decision making should include opportunities to educate citizens and receive feedback.

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.

CORE STRATEGIES

- *Enhance Corcoran's sense of place and identity.*
- *Provide diverse community amenities and recreational opportunities.*
- *Maintain excellence in safety and security for our community.*
- *Ensure high-quality, market-driven growth.*
- *Provide high-quality, innovative municipal services.*

ADOPTED MARCH 11, 2021

City of Corcoran

2023 Strategic Planning and Goal Setting Report

PROCESS

On January 23, 2023, 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 2023.

The process built upon the strategic planning foundations established in previous years 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 2023.

The City Council will now consider the results of the session through the process of adopting its 2023 Strategic Plan. This report contains a summary of the session and outlines the outcomes in the form of a work plan to guide the City moving forward.

VISION

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.

With continuity amongst the City Council and Leadership Team, the 2023 session did not focus on modifications to the Vision Statement. The group accepted the previous work and maintained its long-term direction as previously developed.

Corcoran Vision Statement

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

CORE STRATEGIES AND STRATEGIC OBJECTIVES

The core strategies are action statements that identify the organization and City's long-term key areas of focus. The strategies provide consistent and stable organizational priorities for the years to come, and serve as organizational guideposts for day-to-day action, policy formation, and program decision-making. It is anticipated that the core strategies may be modified over the long-term, but generally all agreed as to the key priorities of the leadership team.

The core strategies are supported in this plan by strategic objectives. These objectives provide more specific action areas that the City's leadership team believes are integral to achieving success with the core strategies. Each objective addresses an internal or external area of action or improvement. The strategic objectives, combined with the core strategies, provide direction for all areas of leadership.

Like the Vision Statement, the core strategies and strategic objectives listed below are a product of previous strategic planning efforts. 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

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.

Corcoran 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

Values

Supporting the Mission of the City, previous strategic planning sessions resulted in the development and adoption of organizational values statements. These statements are adopted values that affirm the manner in which the City expects to perform.

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

The primary focus of the 2023 goal setting session was to develop a short-term goals platform and workplan to guide the organization in the coming year. 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 or two or more staff members.
- Other Goals - goals that did not have an initial priority ranking by more than one member. (Included as an appendix to the report.)

Proposed 2023 Short-Term Goals

High Priority

1. Evaluate road designations and pedestrian crossings/crosswalk standards to ensure pedestrian safety
2. Review zoning around commercial and industrial, consider types of land uses, buffers, impacts
3. Deploy automatic license plate readers for use by Police/Public Safety
4. Accelerate planning and action for fire, rescue, and first responder services
5. Develop a new approach for creating park standards, design and more rapidly construct dedicated parks
6. Develop a trail maintenance plan
7. Align budget process with population growth + inflation
8. Finish the PUD project, end cookie-cutter developments
9. Identify/Plan City trail corridors, including off-road trail plan, more input/direction from Parks and Trails & Planning Commission

Priority

10. Develop an IT architectural roadmap, integrations city-wide and department wide, such as laserfiche, muni-code/city code, agenda parsing
11. Create a human resources road map, as we grow what positions are needed, retention program, contractual positions, management-level staff planning
12. Reduce density in Comprehensive Plan by increasing density in multiuse, track development density
13. Consider potential for bringing planning in-house
14. Evaluating resource need and availability for internal engineering capability
15. Expand, develop an asset and fleet management need system, lifecycle, replacement, work order/ticket system
16. Continue to evaluate public facilities and land planning program
17. Update Right-of-Way ordinance

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 an honor to assist your team in the process of establishing its Strategic Plan for the coming years.

Respectfully submitted,

Phil Kern
Facilitator

2022 Highest Priority Goals	No Progress	Some	Substan.	Accomplish
1. Facility/Land planning program for long-term development of infrastructure and amenities		7	1	
2. Complete Review of specific sections of the City Zoning Code		7		
3. Review Options for infrastructure revenue increases, including storm water utility fund		4	4	
4. Park Dedication/Park needs review and updates, including mapping of park property/Three Rivers		5	3	
5. Develop a long-term financial model, including future revenue, comp infrastructure, tax rate		3	5	
6. Review code enforcement policy and impacts on staffing/budget	1	4	3	
7. Consider current methods of communication and public involvement		3	4	

What is different today than a year ago

Continuity of the City Council, understanding each other

Better staffing position

Facing more complex issues, need to dig into things that were set in place

Greater access to state and federal projects, County level funding, state funding

Active, new population group

Better partnerships with neighboring cities, continuing to grow relationships

Evolution of the perception, reputation for consistency

Commercial/Industrial interest

Broke ground on St. Therese

New types of development can stress processes

Know how expensive water will be

What are the challenges you see coming that will impact . . .

More demand on growth

More demand on staff

Increased development yields more public input, more difficult conversations

Uncertainty - permits continue

Slow down in single-family homes

Large funding need for water and park(s)

Need to create a mechanism for funding parks

Roads! - Right-of-way ordinance, snowplowing in new developments as an example

Need for public safety pieces

Job market is tough to find people to meet staffing needs

Cost of fire services, proportional to property values instead of demand (subscriber vs. partner with others)

Expectations of new residents different from existing/more independent residents

Demand for different park and community amenities

Growth causing greater pushback on that growth

Connectedness with trails, expectation to be walkable

Phasing of the buildout - takes time from start to finish of new neighborhoods

Highway 610, impacts on CR 30

Reactive engagement, not proactive

Positive Momentum, what are the areas that Corcoran can build on?

High skill level and passion in the organization, staffing

Retention of employees

Interest in the community, can do what we want, demand is present and we steer

Continuity in vision and long-term direction

Population increase/demand in the metro overall, have land available here closer than others

Ability to preserve natural amenities, attract people to that with stability long-term

Revenue-neutral, don't rely on other entities money, can say no when we want

Bucking the trend in public safety, still a very safe - safest! - community

Continue to build on financial planning, studying fees, tax rate, etc.

Have a lot of open space left, learning from previous projects

Tax base diversifying, continuing to grow - interest in commercial/industrial

Staff is creative to keep costs down where possible

Downtown implementation, starting of construction

Parks and trails, Diamond Lake Regional Trail and plan for City Park (need more momentum horse trails)

What trends or potential influences could impact Corcoran in the coming years?

THC/Cannabis law changes - impacts internally (employment) and externally

Housing policy - legislation regarding development

Diversification in population

Public safety/crime in metro area spillover

Political representation - State single-party, issues that will impact the community more than others

Economic issues - interest rates, inflation, regional/national/international impacts

Supply chain impacts

Finding employees - labor market availability

Pace of change (politically) - things moving through quickly

MS4 - watershed/water quality regulations

Country Daze / community events trending with growth, volunteer challenges

Community buy-in through engagement, active participants

Desire to create/define/build our identity

Interest in downtown area, building up the area and events

Broadband upgrades to underserved areas

Impact of water, expansion of water services

Housing trends in the market, rental market picking up / opportunity for condos

Keep momentum going on gained political influence

CC	S	Short-Term Goal
4	1	Evaluate road designations and pedestrian crossings/crosswalk standards to ensure pedestrian safety
4	1	Review zoning around commercial and industrial, consider types of land uses, buffers, impacts
4	1	Deploy automatic license plate readers for use by Police/Public Safety
3	4	Accelerate planning and action for fire, rescue, and first responder services
3	3	Develop a new approach for creating park standards, design and more rapidly construct dedicated parks
3	3	Develop a trail maintenance plan
3	1	Align budget process with population growth + inflation
3		Finish the PUD project, end cookie-cutter developments
3		Identify/Plan City trail corridors, including off-road trail plan, more input/direction from Parks and Trails & Planning Commission
2	4	Develop an IT architectural roadmap, integrations city-wide and department wide, such as laserfiche, muni-code/city code, agenda parsing
2	4	Create a human resources road map, as we grow what positions are needed, retention program, contractual positions, management-level staff planning
2		Reduce density in Comprehensive Plan by increasing density in multiuse, track development density
2		Consider potential for bringing planning in-house
2		Evaluating resource need and availability for internal engineering capability
	2	Expand, develop an asset and fleet management need system, lifecycle, replacement, work order/ticket system
	2	Continue to evaluate public facilities and land planning program
	2	Update Right-of-Way ordinance

CC	S	Short-Term Goal
1		Consider changes to public notice policy, increasing the distance for notice and sooner-than-prelim
1		Finish open space park near Ravinia Development
1		Reviewing policies, including RFP policy, for consistency, consistent and not contradictory language between emp groups
1		Take ownership of roads and trails sooner from new developments
	1	Updating underlying zoning districts
1		Establish a street light policy as we develop new neighborhoods
		Update the sign ordinance for community events
		Increase involvement and engagement of commercial and industrial land owners
		Research and pilot an electric squad car
		Incentivize bee lawns and drought tolerant plantings, conservation of water
		Verifying and ensuring consistency with our Comp Plan, planning
		Incentives for condos instead of rentals
		Creating a community engagement fund
		More specifics/identify property for future parks
		Designate Corcoran a food-focused innovation district
		Seek donations for park master plan or other identified parks goals
		Proactively plan future park amenities, develop long-term needs
		Explore parking requirements to create additional greenspace



CITY OF CORCORAN

2023 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"> Identify/Plan City trail corridors, including off-road trail plan, more input/direction from Parks and Trails & Planning Commission. 	Measurables <ol style="list-style-type: none"> Create a map of existing trails that can be utilized for reviewing future trails by 4th quarter. 	Status Update – September 22 <ol style="list-style-type: none"> Map creation has begun in coordination with the trail maintenance program.
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"> Develop a new approach for creating park standards, design and more rapidly construct dedicated parks. Develop a trail maintenance plan. 	Measurables <ol style="list-style-type: none"> Hire an engineering consultant to assist in outlining processes for park creation and construction which can be utilized to develop City Park and dedicated parks. 	Status Update – September 22 <ol style="list-style-type: none"> RFQ for Park Design Services is out and interviews are anticipated on October 10th Need to schedule a Work Session when the

		<ol style="list-style-type: none"> 2. Meet with the Parks and Trails Commission in a work session to outline a park standards document. 3. Create a plan for trail maintenance to bring forward to the Parks and Trails Commission by the end of the 2nd quarter. 4. Bring the trail maintenance plan forward to the Council for review by the end of the 3rd quarter. 	<ol style="list-style-type: none"> 3. Park Consultant is brought on board. Staff has met to outline a draft and the trail maintenance policy was brought to Parks and Trails Commission in July and staff was provided feedback to incorporate in the final draft. 4. A final draft of the trail maintenance policy will be brought to the Council in October.
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Core Strategy			
Maintain excellence in safety and security for our community.			
Strategic Objectives <ol style="list-style-type: none"> 1. Promote public safety engagement with the community. 2. Maintain position as one of the safest cities in Minnesota. 	Short-Term Goals <ol style="list-style-type: none"> 1. Evaluate road designations and pedestrian crossings/crosswalk standards to ensure pedestrian safety. 2. Deploy automatic license plate readers for use by Police/Public Safety. 3. Accelerate planning and action for fire, rescue, and first responder services. 	Measurables <ol style="list-style-type: none"> 1. Host a work session to understand desires for pedestrian crossing/crosswalk standards by the end of 2nd Quarter. 2. Create a financial and deployment plan for automatic license plate readers. 3. Complete two action steps within phase one of the Fire Service Action Plan. 	Status Update – September 22 <ol style="list-style-type: none"> 1. Held a work session on March 9 and are reviewing a draft policy on June 8. 2. Staff has begun work on the financial and deployment plan. A work session will be scheduled in the 4th Quarter. 3. Staff will be working on the action steps.

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. Review zoning around commercial and industrial, consider types of land uses, buffers, impacts. 2. Finish the PUD project, end cookie-cutter developments. 	Measurables <ol style="list-style-type: none"> 1. Approve an ordinance update work plan related to underlying zoning for commercial and industrial land uses by end of 3rd Quarter. 2. Incorporate feedback from the Joint Work Session; bring back a draft for review by the end of 2nd Quarter. 	Status Update – September 22 <ol style="list-style-type: none"> 1. Staff met with Council on September 14th to being to develop a workplan. 2. Adopted the PUD Ordinance Amendment at the May 25 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. Align budget process with population growth + inflation 	Measurables <ol style="list-style-type: none"> 1. Draft the 2024 budget to meet the goal of equaling growth and inflation. 	Status Update – September 22 <ol style="list-style-type: none"> 1. Staff drafted the 2024 preliminary budget with this philosophy in mind The General Fund Budget increased by 10.7% lower than the 7.4% population increase and inflation 6% (as of 2/2023 from Bureau of Labor Statistics) The total levy with debt service in

			increase was 17.1%
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DRAFT