

2011 CITY OF **ZUMBROTA**

Strategic Planning Project



Originally Prepared By:
City of Zumbrota Strategic Planning Task Force
For the Zumbrota City Council

Updated 2011

City of Zumbrota

Strategic Planning Project

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Under Separate Cover:

- Community Survey Results
- Housing Study — Zumbrota Chat Report

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Introduction

In June 2000, the Zumbrota City Council initiated development of a 20-year strategic plan for the city. A committee consisting of citizens and residents, a city council member, the mayor, city administrator, and director of community development were charged with the task of developing this plan. The City Council engaged the services of WJS Consulting Group of St. Paul, MN to design and facilitate the planning process and assist the task force in development of key goals and objectives for the plan.

The task force met 15 times between the end of August 2000 and May 1, 2001. Attendance was very strong, participation good, and the conversation spirited throughout the eight months. Committee members felt the process was successful, allowing for a full range of points of view to be heard on issues.

The task force began its work by reviewing the current status of the city, fielding a community-wide survey to gather input from citizens, business owners, persons living in the adjacent townships, and 11th and 12th grade students. This information provided important guidance on what issues needed the greatest attention.

The following report outlines the community 20-year vision along with 20 key goals, issues, and 3-year objectives for 13 areas of city life, including housing, healthcare, central business district, education, etc.

This report is submitted to the City Council for review and adoption. The City Council is asked to put the necessary processes in place to assure these goals and objectives are accomplished.

City of Zumbrota

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Task Force Members

| | |
|--------------------|--------------------------------|
| Rich Bauer | Mayor of Zumbrota |
| Jim Bryant | Goodhue County Commissioner |
| Marlene DeBoef | Ace Hardware |
| Dave Driscoll | Custom Iron |
| Allan Falk | Zumbrota EDA |
| Chrystine Haferman | Community Member |
| Bob Hawley | Zumbrota Health Care Board |
| Tricia Hinckley | Community Development Director |
| Pete Hinrichs | Zumbrota Park Board |
| Ron Horsman | Zumbrota Fire Department |
| Ron Johnson | City Administrator |
| Rob Nelson | Lands Lutheran Church |
| Brad Nord | Nord Sanitation |
| Lowell Olson | Planning & Zoning |
| Parker Quammen | Zumbrota Library Board |
| Sidney Ronnigen | Covered Bridge Society |
| Roger Rueckert | ZM School Board |
| Beth Stumm | Zumbrota Health Care |
| Chuck Sturm | Zumbrota EDA |
| Paul Tschann | Zumbrota Park Board |
| Phil Walch | Zumbrota Vet Clinic |
| Jim Wedge | Star City/P&Z |
| James Wendt | ZM School Board |
| Leah Wichmann | Zumbrota Health Care |
| Deb Wilkinson | Zumbrota City Council |

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Community Survey

The strategic planning task force developed a survey focused on gaining an understanding of the issues citizens, adjacent township residents, business owners, and high school juniors and seniors believe need attention in the coming years.

Surveys were sent to the houses of 895 city residents (two per house), the houses of 416 township residents (two per house), 206 businesses, and 175 high school juniors and seniors. Of the 3,003 surveys mailed, 952 completed surveys were returned.

Table 1 on the following page is a listing of issues identified by 25% or more of respondents as one of the top three issues facing Zumbrota, by constituency. Table 2 is a listing of the top three issues facing Zumbrota, by constituency and all respondents. These results helped frame what issues the task force addressed in its deliberations.

Complete results of the community survey may be found in a separate document entitled: “Summary of Community Survey Results — October 23, 2001.”

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VISION 2020

People of all ages are proud of Zumbrota and feel supported and nurtured by the community. New people are welcomed and quickly feel valued and safe. Citizen involvement is at the center of a continually improving quality of life. Planning and decision-making groups cooperate and invite input from all people. The community is proactive and responsive to change, yet respectful of the past.

Businesses requiring skilled and knowledgeable workers compete to locate in Zumbrota, provide competitive wages, and become involved in community activities. Various types of attractive and affordable housing are available. The community provides high quality education, health care, and city services for all ages. The downtown is safe, inviting, and alive and has a useful variety of successful businesses. The community offers a wide range of recreational, cultural, and entertainment activities, engaging to both youth and adults. The river, parks, and trails offer high quality and distinctive opportunities to citizens and visitors. The public highways and transportation systems benefit local businesses and residents.

Pride and quality are evident in all that Zumbrota does.

**Strategic Planning Task Force
11/15/00**

City of Zumbrota

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GOALS

Projected Population Growth

Overall Goal:

- Set a 20-year population target that reflects historical growth patterns and an understanding of projected growth in the surrounding area.

Key Issues:

- Not being able to accurately predict how all the variables that will ultimately determine the “real” growth of Zumbrota will perform over the next 20 years.

Population Projection:

- We project the population of Zumbrota to be at 4,600 in 2020, based on a current population of 2,789, and a projected growth of 2 ½ percent per year over twenty years.

| Population Trends and Future Projections | | | | | |
|---|-------------|-------------|-------------|--------------------------|---------------------------|
| Zumbrota, MN | | | | | |
| | 2000 | 2001 | 2002 | 2010 (projected)* | 2020 (projected)** |
| Zumbrota | 2,789 | 2,877 | 2,934 | 3,130 | 4,600 |

Source: Minnesota State Demographer

* Figure projected by Maxfield Research Inc. as part of the Market Feasibility Study for Senior Housing in Zumbrota (February 2003)

**Figure projected as part of Strategic Plan 2001, using a projected growth rate of 2 ½ percent per year over twenty years.

2011 Comments:

| Population Trends and Future Projections | | | |
|---|--------------|--------------|---------------------------|
| Zumbrota, MN | | | |
| | 2000* | 2010* | 2020 (projected)** |
| Zumbrota | 2,789 | 3,252* | 3,792 |

* Source: Minnesota State Demographer; 2000 & 2010 U.S. Census Bureau

** Source: Actual annual growth rate over ten year period (2000-2010) was 1.7% per year. If we assume a growth rate of 1.7% per year to 2020 (from 2010 actual population), the projected population estimate is about 3,792.

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Housing Growth

Overall Goal:

- Take actions that will assure an adequate housing supply, mix of housing types, and range of affordable housing to deal with Zumbrota's projected 20-year population growth.

Projected population growth over the next 20 years will result in the addition of approximately 805 new housing units.

2011 Comment:

Actual annual growth rate over ten year period (2000-2010) was 1.7% per year. This resulted in an actual increase of 463 residents. Based on 2.4 people per household this should've required an addition of 193 new housing units. Actual construction over same period was 268 units.

Key Issues:

- Not enough housing to meet the 20-year projected growth in population.
- Inadequate numbers of housing units to meet the needs of lower income residents, e.g., first-time home buyers and entry level/lower skilled employees at local companies.

2011 Comment:

Since the 2001 study, there have been four subdivisions platted; Trelstad Estates, Zumbrota Woodlands, Zumbrota Highlands and Sugarloaf Estates. These developments created 380 residential lots. They utilized creative design in order to maximize the number of lots available and provide a mixture of housing types (single-family, townhomes, patio homes and manufactured homes). These subdivisions offer options for many income levels from affordable first-time home buyers, upper income home buyers and empty-nesters, etc. Of these 380 newly platted lots, 123 houses have been built, or

about 32%. Combined with previous platted lots there are currently a total of 271 lots available for residential development.

Key Objectives:

- Actively pursue strategies that will make it possible for new home owners to afford to purchase a home/condominium/townhouse, etc., e.g., secure state and federal programs that help lower income and first-time home buyers to afford to purchase a home, like the First Home project program.
- Provide environments that are designed to provide distinctive environments for affordable housing. The Zumbrota City Council and EDA should establish development of affordable, owner-occupied housing in a distinctive and marketable environment as one of its top priorities.

2011 Comment:

The city has partnered with the Southern MN Multi-County Housing and Redevelopment Authority (SEMMCHRA) to offer Small City Development Program (SCDP) grants which offer low-interest, forgivable loans to rehabilitate homes.

- Provide a mix of apartments and residential units in the new areas of development and throughout the city. Apartment units need to be affordable and fit well with the style of single family homes. Provide affordable, market-rate rental development to accommodate people who are new to town or who are not ready to purchase a home in the city at a specific time.
- Provide housing for seniors directed toward people who are looking for high amenity, maintenance-free housing which, nevertheless, maintains home-like qualities and features. In addition, provide a range of affordable senior housing options including the addition of new assisted living units.

2011 Comment:

In 2003 and again in 2008, Maxfield Research has conducted Market Feasibility Studies analyzing market data on existing senior housing projects in the area to determine an estimation of demand for senior housing in Zumbrota. These studies indicate the Zumbrota market area could support approximately 30 independent active senior housing units, 20 assisted living units and 10 memory care units for a total of 60 senior housing

units. Staff continues to pursue a development partner to facilitate construction/operation of such facilities. An active senior living site is being solicited for the former Grover Auto site; an assisted living facility is being solicited within one of the existing residential plats or as a redevelopment of the former hospital.

- Continue to enhance downtown as a mixed use business district, and take advantage of potential residential and mixed use development opportunities as they emerge as land use changes.

2011 Comment:

The city has partnered with the Southern MN Multi-County Housing and Redevelopment Authority (SEMMCHRA) to offer Small City Development Program (SCDP) grants which offer low-interest, forgivable loans to rehabilitate commercial properties. Many downtown property owners have utilized these funds to improve their buildings, both interior and exterior.

Property owners have also leveraged low-interest loans through the Zumbrota Economic Development Authority for building improvement, often in conjunction with SCDP funding.

Current Housing Statistics

Zumbrota, MN

| Housing Type | Total Units 1990 | New Units 1990-1997 | New Units 1998-1999 | New Units 2000 - Date | Total Units | % of Total Units |
|-----------------|---------------------|------------------------|------------------------|--------------------------|----------------|---------------------|
| 1 Unit Detached | 685 | 96 | 24 | 32 | 837 | 71% |
| 2 Units | 43 | 14 | 6 | 8 | 71 | 6% |
| 3-4 Units | 25 | 0 | 0 | 0 | 25 | 2% |
| 5+ Units | 112 | 53 | 0 | 0 | 165 | 14% |
| Mobile Home | 70 | 0 | 7 | 0 | 77 | 7% |
| Total | 935 | 163 | 37 | 40 | 1175 | 100% |

**source: 1998 Goodhue County Housing Study & City of Zumbrota Building Permit Reports*

Proposed 2020 Housing Needs (to accommodate target population of 4,600)

| | 1 Unit Detached | 2 Units | 3-4 Unit Complex | 5+ Units/ Apartment Style Complex | Mobile Home/ Mfr Home | Total Units |
|---------------|--------------------|-----------|---------------------|---|--------------------------|-------------|
| New | 468 | 67 | 33 | 223 | 14 | 805 |
| %New | 58% | 8% | 4% | 28% | 2% | ** |
| Total | 1305 | 138 | 58 | 388 | 91 | 1980 |
| %Total | 66% | 7% | 3% | 19% | 5% | ** |

**Target of 805 units was derived by the target population of 4,600 less the current population of 2,789, then divided by an average occupancy of 2.25 persons per unit.*

***These values are based on the current percentages (proportions) of available housing with the consideration of what types of housing we are lacking.*

2011 Comment:

| | | | | | |
|-----------------------------------|--|--|--|--|--|
| Current Housing Statistics | | | | | |
| Zumbrota, MN | | | | | |

| Housing Type | Total Units 2000 | New Units 2000-2010 | Total Units 2010 | % of Total Units |
|-----------------|------------------|---------------------|------------------|------------------|
| 1 Unit Detached | 844 | 179 | 1023 | 73% |
| 2 Units | 71 | 27 | 98 | 7% |
| 3-4 Units | 25 | 1 | 26 | 2% |
| 5+ Units | 165 | 0 | 165 | 12% |
| Mobile Home | 82 | 10 (-4) | 88 | 6% |
| Total | 1,187 | 213 | 1400 | 100% |

| | | | | | | |
|--|--|--|--|--|--|--|
| Proposed 2020 Housing Needs* | | | | | | |
| (to accommodate target population of 3,792) | | | | | | |

| | 1 Unit Detached | 2 Units | 3-4 Unit Complex | 5+ Units/ Apartment Style Complex | Mobile Home/ Mfr Home | Total Units* |
|-----------------|-----------------|-----------|------------------|--------------------------------------|--------------------------|--------------|
| New | 166 | 16 | 5 | 26 | 14 | 227 |
| % New** | 73% | 7% | 2% | 12% | 6% | 100% |
| Total | 1,189 | 114 | 31 | 191 | 102 | 1,674 |
| %Total** | 73% | 7% | 2% | 12% | 6% | 100% |

**Target of 227 units was derived by taking the projected population of 3,792 less the current population of 3,252 (540) divided by an average occupancy of 2.37 persons per unit (2010 US Census Data)*

***Projected units consistent with 2010 percentages.*

2011 Comment:

The city has partnered with the Southern MN Multi-County Housing and Redevelopment Authority (SEMMCHRA) to offer Small City Development Program (SCDP) grants which offer low-interest, forgivable loans to rehabilitate commercial properties. Many downtown property owners have utilized these funds to improve their buildings, both interior and exterior.

Property owners have also leveraged low-interest loans through the Zumbrota Economic Development Authority for building improvement, often in conjunction with SCDP funding.

Zumbrota

Housing Development Program

Table 5

TEN YEAR HOUSING DEVELOPMENT AND PRICING PROGRAM, 2001-2010

| | 2001-2005 | 2006-2010 | Total |
|--|------------------|------------------|--------------|
| Total Units Needed | 149 | 180 | 329 |
| Total Owner Occupied Units | 97 | 117 | 214 |
| Affordable Units, \$60,000-\$80,000 | 21 | 26 | 47 |
| Affordable Units \$80,000-\$110,000 | 20 | 24 | 44 |
| Moderate Market Rate Units, \$110,000-\$170,000 | 32 | 38 | 70 |
| High Market Rate Units, \$170,000 and Over | 24 | 28 | 52 |
| Total Rental Units | 52 | 63 | 115 |
| Tax Credit or Assisted Units, Rents less than \$500 | 19 | 22 | 41 |
| Tax Credit or Affordable Rental Units, Rents between \$500-\$700 | 17 | 21 | 38 |
| Market Rate Units, Rents over \$700 | 16 | 20 | 36 |

Source: Zumbrota CHAT Report

2011 Comment:

No information on rental prices is available at this time.

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Community Health Care

Overall Goal:

- Provide high quality, accessible health care services for the full range of Zumbrota's residents.

Key Issues:

- The changing nature of health care for smaller communities over the past 10 years and projected for the next 10 years is causing major re-thinking on how best to provide quality services.
- Health care is one of the top two community issues identified by residents in the 2000 community survey results.
- The community's desire to have a mix of health care services available in town. Potential conflict between the desire and ability to pay/support the range of services.
- The ability of the current health care provider to be financially stable beyond 2001 — expense vs. income and payment of the long-term debt/bonds.

Key Objectives:

- Actively support Zumbrota's existing health care providers and seek ways to assist them to remain viable.

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Community Health Care (cont'd)

- In response to the growing pressures and complexities of being able to provide a wide range of health care services to the residents of Zumbrota, a task force to examine health care issues should be established. The task force should include elected and appointed city and healthcare officials. The purpose of this task force is to examine the health care desires and needs of Zumbrota's residents and how they can best be provided over the next 5-10 years. In addition, the task force should outline the extent to which the City of Zumbrota should be financially involved in any proposed recommendations.
- The task force should be selected by 7/1/01 and complete its work by 12/1/01.

2011 Comment:

A Community Healthcare Task Force was established in 2001 and created a summary report outlining the objectives stated above. The recommendations of the summary report outline indirect assistance, cooperative efforts and financial assistance measures that can be pursued to ensure that health care services remain available to the residents of Zumbrota.

The former hospital has since closed but Mayo Clinic Health Systems Zumbrota is available for healthcare. Emergency services are available in Red Wing and Rochester; the Zumbrota Area Ambulance is on call for emergency transport.

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Hwy. 52 Expansion

Overall Goal:

- Ensure that the planned expansion of Hwy. 52 has a positive impact on Zumbrota's residents and businesses.

Key Issues:

- The issues of safety, land usage, and city appearance need to be successfully addressed by the Hwy. 52 Sub Area study committee.

1. Safety Objectives:

- Provide controlled access from Hwy. 52.
- People will be able to cross Hwy. 52 by bicycle and/or foot as residential development requires.
- Actions will be taken to ensure that residential streets handling truck traffic are safe for residents, e.g., Jefferson Drive and County 7.

2011 Comment:

The City is coordinating with Goodhue County and Mn/DOT to conduct a Trunk Highway 58 (TH 58) Subarea Study, particularly as TH 58 crosses TH 52. Development near the interchange is attracting more traffic in the area and concern has been raised about safety at the interchange, and pedestrian and bicyclist access to places south of the interchange. The current TH 58/TH 52 bridge is narrow, with no sidewalks or shoulders, and may be reconstructed in the future. In addition, TH 58 paving is deteriorating; a resurfacing project is planned to improve pavement condition and ride quality.

Looking at 2006-2010 crash data, the crash rates and severity for TH 58 in Zumbrota are higher than Mn/DOT District 6 averages for similar roads, and about the same as statewide averages.

The Zumbrota Subarea Study will use a “Context Sensitive Solutions” approach to plan short-term and long-term multi-modal transportation and land use in the study area to guide the safe and effective movement of people and goods, and support local growth and economic development. The city of Zumbrota sees this as an opportunity to update land use planning along TH 58, to update its pedestrian and bicycle network plans and to improve the quality of the historic downtown Main Street.

2. Land Usage Objectives:

- Develop a plan for use of land immediately adjacent to Hwy. 52 for commercial and industrial use that is well thought out and pleasing to the eye.

2011 Comment:

In 2003, in Cooperation with Mn/DOT, a Trunk Highway 52 (TH 52) Corridor Sub-Area Land Use/Transportation Study was completed. The purpose of this study was to develop and encourage state and local cooperation in ensuring the long-term performance of TH 52, an important interregional corridor. A Future Land Use Plan was drafted and approved by the City Council. The Future Land Use Plan identifies both highway commercial and general industrial land uses along the west/south side of TH 52 with a frontage road system. The study also identified Mn/DOT’s future improvement plans for TH 52 in order to transition it into a limited access freeway facility. These improvements included a future overpass at CSAH 68, a future interchange south of CSAH 7 and a future full-leg interchange at CSAH 60.

In 2003, Page Welding and Grover Auto relocated from downtown to the west/south side of TH 52; Highway 52 Truck Wash developed soon after. In 2005 Jacobson Commercial Park was platted at the west/south side of TH 52, consisting of approximately 22 acres. Development in Jacobson Commercial Park includes D’s Auto, Alco Department Store, McDonald’s and Memory Maker Antiques.

In 2007, the City purchased and platted a 20 acre subdivision (Highway 52 South West Business Park First Addition) and subsequently sold an 8-acre parcel to Midwest Fabrication for an 80,000 square foot manufacturing facility. A one acre parcel was sold to Commercial Water Filters for a 20,000 square foot warehouse/distribution facility. There are approximately 7 acres vacant for future development.

- Complete a plan that demonstrates minimal impact of frontage roads on residential areas closest to Hwy. 52.
- Evaluate impact of Hwy. 52 on the West View (Nygren) Addition.

- Minimize negative impact on existing businesses currently on Hwy. 52 with anticipated loss of entrance and exit.

3. Appearance of City from Hwy. 52 Objective:

- Planning for Hwy. 52 should assure that the city increases its attractiveness from Hwy. 52, including quality/style of signs, and noise abatement.

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Central Business District Development

Overall Goal:

- Retain and grow the viability of the Zumbrota Central Business District (CBD).

2011 Comment:

The city has partnered with the Southern MN Multi-County Housing and Redevelopment Authority (SEMMCHRA) to offer Small City Development Program (SCDP) grants which offer low-interest, forgivable loans to rehabilitate commercial properties in the CBD. Since 2008, seven property owners have utilized the forgivable loan program to improve their building facades, update mechanical equipment and other similar improvements.

Key Issues:

- The CBD currently has a range of issues that are not being addressed, e.g., safety, looking a little worn around the edges, no active downtown council, etc.
- There is no strategic plan that articulates the vision and plan for the development, beautification, and growth of the CBD over the next 5-10 years.

Overall Objectives:

- The EDA and City of Zumbrota should be proactive about maintaining existing core retail establishments.
- The EDA should work with CBD (C1 and C1a) businesses to form and develop an active CBD council. The role of the CBD council would be to develop plans and actions that contribute to the short- and long-term viability of the Zumbrota CBD.

- Organize a group of businesses and building owners and interested residents from Zumbrota and the surrounding area to develop a comprehensive plan that improves the appearance/ambiance, safety, and accessibility of the central business district.

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Central Business District Development (cont'd)

- The committee should be selected by 9/15/01 and work completed by 6/15/02.
 - The project will articulate (written and visual) how the downtown will look and the mix of business/residential desired to 10 years out.
 - Help downtown business owners understand that it is in their best interests to fully participate in efforts to continually improve the central business district.
 - Create architectural design standards for main street renovations/construction.
 - Integrate the side streets and east/west avenues into “main streets” (sidewalks, aesthetics, etc.).

 - Complete the downtown streetlight project by 12/01.
- 2011 Comment:
Streetlight Project Complete.
- Relocate businesses not congruent with the central business district to outside of core downtown.
 - Focus on the 3-5 businesses most interested in moving.
 - Take action to assure that solid retail businesses are found to replace businesses moved to new locations.

2011 Comment:

Grover Auto and Page Welding have both relocated out of the C1a District to new facilities along TH 52. The EDA acquired both sites for reuse and redevelopment. The former Page Welding site has been sold to a private party that has renovated it for continued use as the Zumbrota Dance Studio as well as limited warehouse/storage space. The City continues to solicit proposals for redevelopment of the former Grover Auto site for active senior housing development.

- Install one traffic light.
 - Actively keep up efforts to get MNDOT to take action, e.g., complete traffic study while school is in session, slow speed on street until traffic light is in place, etc.

2011 Comment:

TH 58 Subarea Study will address these issues

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Industrial Development

Overall Goal:

- Aggressively aid in the growth and development of existing businesses and successfully complete at least 50 acres with new industries by 2008.

Key Issues:

- Need to identify land sections that are most conducive to further industrial development.
- Lack of a clear and up-to-date marketing plan with attractive promotional materials that makes the case for moving business and industry to Zumbrota.
- Concern that the new industrial park not deter from the central business district.

Key Objectives:

- Develop and fill a 13-acre light industrial park off Kennedy Drive by January 1, 2003.
- Actively develop at least 40 additional acres for industrial growth with the intention to develop another 80 acres.
 - Have a plan in place by 3/1/02 that outlines the location of the 40 acres and the plan to fill the industrial park

2011 Comment:

The future land use plan created as part of the TH 52 Sub-Area Study identified industrial land along the west side of TH 52. AS noted earlier, the City has developed a 20 acre business park for light industrial near the Jacobson Commercial Park, with over nine acres developed.

Additionally, the area west of TH 52 and Goodhue County 68 by AmeriCold Cold Storage has been identified for future general industrial development. The City is cooperating with Goodhue County and Mn/DOT to improve the township road heading west and south to Highway 60. This will bring urban utilities and road capacity to facilitate industrial growth of the area, potentially serving over 160 acres. The current at-grade access onto TH 52 would be closed once the County Highway is completed, as this traffic will access TH 52 at the controlled interchange at TH 60/TH 52.

- Complete filling the industrial park by 3/1/08.
- Take full advantage of available incentives to attract industry.

2011 Comment:

In 2007, the City/EDA used the Job Opportunity Building Zone (JOBZ) incentive to attract two new companies to the Highway 52 Southwest Business Park.

- Seek a mix of small- to medium-sized businesses.
 - Actively recruit companies for this site that will contribute to the cost of bringing utilities to the site.
 - Determine if it will be necessary to relocate some houses to make the 40-acre industrial park possible. If the answer is yes, outline the plan to make it happen.
- Actively aid in the growth of existing industry.
 - Complete an analysis by 9/1/01 of existing businesses to identify ones that are interested and could benefit from assistance from the city, e.g., move to new location in town, need technical and/or financial assistance, etc.

2011 Comment:

The City continues to conduct a Business Retention/Expansion Surveys to gain an understanding of existing businesses' future needs and desires in order to better plan and assist them.

- By 1/02, outline the priorities and a plan of action for each business the city will be working with over the next 3 years.

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Education

Overall Goal:

- Aid and encourage a stable public education system that provides quality educational services for the community.

Key Issues:

- The immediate enrollment drop will put pressure on the school system to either decrease expenditures or increase revenue. Expenditure reductions will include a reduction in services and increased class size. Increased revenue would likely be derived from an approved referendum expansion.
- The public school anticipates that enrollment will drop from 1,211 students in 2000-2001 to 1,128 students in 2005-2006. Based on information from the state demographer, enrollments over the next 20 years will drop until late in the first decade of 2000 and then begin to rise. When the enrollment bottoms out and it begins to rise, the stability of the public school system will be enhanced.
- Housing growth projections will have some impact on school programs. It is anticipated that the increase in number of homes will offset some of the projected enrollment drops. It should be noted, however, that the state demographer's office indicates that on average it takes three houses in rural Minnesota to generate one K-12 student.

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Education (cont'd)

Key Objectives:

- Encourage continuing cooperation between the Zumbrota-Mazeppa School District, the City, and the EDA. The tennis court project, West 7th Street Bridge, and conversion of the bus garage to an early childhood center were good examples.
- Initiate reviews between the schools and the City when both may benefit.

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Parks and Recreation

Overall Goal:

- Assure that the river, parks, and trails offer high quality and distinctive opportunities to citizens and visitors.

Key Issues:

- No up-to-date five-year plan for the overall park system and each of the individual parks.
- Current “green space” set aside policy for new residential development is not up-to-date in terms of amount of space to be set aside and developer reimbursement levels.

2011 Comment:

Completed: Parkland dedication was established for all new developments (residential/Commercial/Industrial) as part of a Zoning Ordinance update.

Key Objectives:

- Actively support the ongoing improvement of existing parks and recreation, as outlined in the Parks and Recreation Board’s 2001 work plan dated 1/24/01.
- The Park Board should develop a 5-year master plan for the overall park system and a master plan for each park to guide future development of each area. This plan should address the following key points:
 - 1) Preservation of historic buildings in Covered Bridge Park.
 - 2) Access to the river availability and issues, e.g., kids, fishing piers, etc.
 - 3) Development of soccer fields.
 - 4) The needs of senior citizens.

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Parks & Recreation (cont'd)

- 5) Ongoing park maintenance at a high level.
 - 6) Children not having to cross a major street to get to a park.
 - 7) All residents being no more than 4 blocks from a park.
- Require new residential developments set aside a certain amount (percent) of “green space” that could later be developed into a park. The specific formula for “green space” will be developed by the Planning Commission in conjunction with the Park Board, and approved by the City Council.
 - The city ordinance on purchase back of green space by the developer should be a consistent percent of the current value of the land.

2011 Comment:

Completed: Parkland dedication was established for all new developments (residential/Commercial/Industrial) as part of a Zoning Ordinance update.

- Develop a softball field complex on the east side of Hwy. 58.

2011 Comment:

Completed: two softball fields and bathroom/storage/concession stand has been built.

- Actively support completion of the Goodhue Pioneer Trail. In addition, the Zumbrota city loop should be completed and connected to the Goodhue Pioneer Trail.

2011 Comment:

The City continues to support the Pioneer Trail Group and legislators in pursuing funding for the remaining links of the Goodhue Pioneer Trail. Additionally, the City is cooperating with the Pioneer Trail Group, Covered Bridge Task Force, Downtown Business and Art Representatives’ to add a trailhead visitor’s center between City Hall and the Covered Bridge.

The City also continues to pursue local trail grants for the remaining city loop to connect to the Goodhue Pioneer Trail to the east. In 2011 the local trail was extended from West Avenue on Jefferson Drive east past the new Kwik Trip.

- Upgrade the current campground for the benefit of residents and visitors to Zumbrota.

2011 Comment:

The campground was improved with the installation of _____ permanent/seasonal sites...

- Actively support action of the state and county that will positively impact flooding of Covered Bridge Park.

2011 Comment:

?

- The City should actively participate in a fitness center project that is fiscally responsible.

2011 Comment:

Two privately owned fitness centers in the City currently meet this need.

- As Zumbrota grows, assure that the connecting tissue necessary to connect its parts together also grows.

City of Zumbrota

Strategic Planning Project

Annexation

Overall Goal:

- Assure that growth and annexation issues are properly addressed in an atmosphere of common understanding and open communication with residents of the city, townships, county, and affected property owners.

Key Issues:

- Resistance on the part of some adjacent townships to annexation requests to the City of Zumbrota.

Key Objectives:

- Develop cooperative efforts in the established urban fringe district with township boards, the county, and affected property owners.

2011 Comment:

The City initiated orderly annexation agreements with the surrounding townships in the last four annexation requests. Established a two-step process for annexations in which land will only be annexed at such time as the land has been sold or there is evidence of platting.

- Annexation of surrounding land shall be done in a manner consistent with the city's strategic plan, using the following guidelines:
 - 1) The area to be annexed will be a logical extension of the city.
 - 2) A master land use and development plan will be developed by the city for all underdeveloped areas to be annexed.

- 3) Existing and future development of the annexed area should be in the best interests of the community. Cost and benefit examples that should be considered may include the following:
- a) The short- and long-term impact of extending all city utilities and services.
 - b) The impact that the developed area will have on the balance of the city if it is not annexed.
 - c) The impact of needed capital improvements and the generated revenues of the area to be developed.
 - d) Business and employment opportunities.
 - e) Improved ability to manage waste water treatment.
 - f) Improved drainage control.
 - g) Expanded residential growth opportunities.
 - h) Improved transportation systems.
 - i) Stability and diversity of the community's economic base.
 - j) The efficiencies of adding needed small developments to the city.
 - k) Impact on the environment.

City of Zumbrota

Strategic Planning Project

Public Infrastructure

Overall Goal:

- Assure that the city has the water, capacity and pressure, and sanitary sewer capacity to handle the residential and business growth outlined in the strategic plan.

Key Issues:

- City streets require ongoing repair, maintenance, and replacement.
- Some water and sewer mains are in need of repair and should be enlarged to meet state standards and future growth demands.
- Wastewater treatment facility in need of rehabilitation, e.g. due to obsolescence and odor.
- A water booster station will be required to serve areas above elevations of 1,060 feet.

Key Objectives:

- Complete a 3-year pavement improvement plan that includes a review of the accompanying infrastructure needs.
- A study of the water and sewer mains will be conducted and a plan implemented to replace undersized mains and problem sewers.

- Ensure new subdivisions not only meet infrastructure needs of the development but also meet the needs of future growth extending from those services.
- Continue to explore the feasibility of a water booster station.
- Implement SAC/WAC charges to offset financial demands of growth.
- As new industry is developed, water quality and treatment issues, e.g. odor, should be addressed.

City of Zumbrota

Strategic Planning Project

Land Usage Around Zumbrota

Overall Goal:

- Develop the land that surrounds the city limits of Zumbrota that is consistent with planned land use within Zumbrota and other goals of the strategic plan.

Key Issues:

- Townships surrounding Zumbrota are increasingly concerned about knowing what plans the City has for the land that immediately surrounds its borders.
- Zumbrota is increasingly concerned about making sure that the land within a 2-mile distance of the city is used in a way that is consistent with the long-term development of Zumbrota.

Key Objectives:

- Serve the west/south side of Hwy. 52 with sewer and water to serve future commercial, industrial, and residential growth.

2011 Comment:

In 2003, sewer and water services became available to serve future development along the west/south side of TH 52.

- Develop backage road system on the west/south side of Hwy. 52.

2011 Comment:

A frontage/backage road system was identified in the future land use plan of the TH 52 Sub-Area Study. As the area has developed the City continues to work with landowners along the west/south side of TH 52 to incorporate this roadway into their development plans.

- Concentrate highway commercial businesses around the Hwy. 52/TH 58 and west Hwy. 52/CSAH 60 interchanges.

2011 Comment:

The future land use plan identifies a wide area of highway commercial land along the west/south side of TH 52 from the TH 60 interchange to the TH 58 interchange.

- Develop industrial uses to the west of Hwy. 52, north of the west CSAH 60 interchange.

2011 Comment: The future land use plan identifies this area as a future industrial use.

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Land Usage Around Zumbrota (cont'd)

- Disperse residential growth around the entire community, provided there is adequate buffering between industrial and residential uses, at the same time ensuring a connective link to the rest of the community.
- Redevelop slum and blight areas into new commercial or mixed use developments.

2011 Comment:

Residential growth has been spread throughout the community, with the Highlands of Zumbrota in the northwest, Zumbrota Woodlands and Trelstad Estates in the southeast.

Redevelopment projects have occurred in the CDB (Grover Auto/Page Welding) as well as a 4-acre parcel of the Ponderosa Trailer Park for Kwik Trip.

Zumbrota Land Use Map

- Up-to-date land use map available at Zumbrota City Hall.

City of Zumbrota

Strategic Planning Project

Arts, Culture, and Entertainment

Overall Goal:

- Actively encourage and support the work of the Zumbrota Arts Council, Zumbrota Area Historical Society, and other organizations and businesses in the growth of arts, culture, and entertainment opportunities in Zumbrota.

Key Issues:

- No overall community coordination of the scheduling of events.
- Need for more direct input and programming that relates to youth.

Key Objectives:

- An increasing number of arts and entertainment initiatives should be designed to reach out to youth, e.g., entertainment in the parks that appeal directly to youth, with an emphasis on involvement of youth in the planning of these programs.
- The city should create, update, and publicize a monthly community-wide arts, culture, and entertainment calendar to all Zumbrota and neighboring residents.

City of Zumbrota

Strategic Planning Project

Transportation

Overall Goal:

- Continue to develop and maintain a good transportation system that meets the needs of all residents of Zumbrota.

Key Issues:

- Provide controlled access from Hwy. 52.
- People will be able to cross Hwy. 52 by bicycle and/or foot.

Key Objectives:

- Actions will be taken to ensure that residential streets handling truck traffic are safe for residents, e.g., Jefferson and County 7.
- Identify major transportation routes, rights-of-way, and easements needed to meet the long-term needs of the community.
- The city will adhere to a maintenance plan to ensure that existing curbs, gutters, and road surfaces are well maintained.
- Develop a capital improvement plan that interlinks evaluation of city streets and an underground utility replacement program.
- Improve pedestrian access, movement, and crossing to provide both convenience and safety.

- The city should fully explore providing bus or van service to seniors and others in need.

**City of Zumbrota
Strategic Planning Project**

APPENDIX

City of Zumbrota

Strategic Planning Project

CITY STRENGTHS, WEAKNESSES, THREATS AND OPPORTUNITIES

Strengths

Community

- Small-town atmosphere (lack of congestion, clean air, safe)
- Great geography — small town close to metro
- Ambiance of the town — “real town”
- Location of the town
- Community pride — working together/ownership and involvement
- Community size
- Small-town character while maintaining economic strength

Facilities and Services

- City Hall and library
- Intact main street
- Hub of services, e.g., school, hospital, library, grocery, etc.
- Emergency services — fire, police, ambulance, hospital
- Infrastructure — schools, health care, fire, police, streets, etc.
- High quality business services
- Parks
- Bike trail

Other

- The people
- Healthy area economy — jobs
- Hwy. 58

Weaknesses

Land/Housing/Industry/Infrastructure Needs

- Lack of developable land — residential, industrial, and downtown
- Need for additional housing and industry
- Need for more green space
- Waste water treatment plant odor
- Lack of indoor recreational facilities

Health Care

- Long-term viability of Zumbrota health care — clinic, hospital, nursing home

Citizens

- Apathy among average citizens
- “Old guard” citizens lack of openness to change

Hwy. 58

- Truck traffic on Hwy. 58 through downtown
- Hwy. 58

Other

- Proximity to Rochester, e.g. competition for employees

Threats

- Annexation issues — the township's viewing city as an enemy
- Losing our health care
- Hwy. 52 — a barrier, traffic volume, access issues
- Health of downtown businesses — number and mix of businesses
- Lack of growth of Zumbrota — size of population, industry, etc.
- Not dealing with rapid change effectively
- Not having a plan for growth, e.g. infrastructure

Opportunities

- Tourism — bike trail, bridge, shops, etc.
- Zumbrota as a destination for cultural and recreational activities
- The town being in the high traffic area of Hwy. 52 — finding ways to get people to get off the road and into town to spend money, live, and work
- Growth of industry and housing
 - Tax base
 - Living here
 - Job opportunities
- Building a fitness center — will add to the quality of life and to attraction of the town as a place to live
- Stabilization of health care — the largest employer
- Forward thinking of Zumbrota

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Strategic Planning Project

COMMUNITY HEALTH CARE PRESENTATION AND DISCUSSION 12/6/00

At the 12/6/00 meeting of the strategic planning task force, Mr. Paul Anderson (interim director) made a presentation on the current status of health care available in Zumbrota and the opportunities and issues it faces in the years ahead. Following is a representation of points covered during that presentation and the discussion that followed between task force members.

- Healthcare has changed a great deal in the last 5-10 years. Moving more and more to outpatient vs. inpatient care.
 - During the past year, Zumbrota had 1,000 inpatient days vs. 41,000 outpatient procedures.
- Good schools, business district, strong city government, active churches, and healthcare are important ingredients to a viable community.
- Zumbrota has received “critical access hospital” status. A major factor in bringing more money into the operation.
- The hospital will start an urgent care clinic (24/7) by 1/1/01.
- Annual budget is approximately \$6MM.
- Healthcare facilities employ approximately 110 FTE with an annual payroll of approximately \$3.5MM.
- Healthcare services include:
 - Hospital (19 beds) (most use comes from Medicare patients)
 - Hospice
 - Home health care
 - Nursing home (57 beds with a potential for 65)

- Assisted living (23 apartments) (with a long waiting list; the number could double and still be filled)
- Financial condition of healthcare
 - Outstanding bond debt of slightly less than \$5.5MM
 - Hospice, home health care, nursing home, and assisted living are break-even operations at best (there are no “cash cows”)
 - Current mix of services through the hospital do not generate enough money to pay the bills and retire the debt
 - Change in hospital status to “critical access” allows move from DRG to cost-based reimbursement from the government
 - Moving to cost-based and urgent care clinic is key to making the financial model work
 - The ability of the current health care provider to be financially stable beyond 2001 — expense vs. income and payment of the long-term debt/bonds.
- Continued growth of technology has major impact on the amount and quality of health care that can be provided in smaller communities.
- Mixed opinion on whether an outside vendor would come into today’s situation (current debt level) and take over. This needs to be understood fully.
- What role should the city play, if any, in helping keep the current mix of services in Zumbrota? Key to this discussion is understanding the current finances in detail and the financial model that is needed in the future.

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COMMUNITY HEALTHCARE ISSUES

(1/18/01)

Draft # 1

- The changing nature of healthcare for smaller communities over the past 10 years and projected for the next 10 years.
- Healthcare is a key community issue. The 2000 community survey results showed healthcare services as one of the top two issues facing the community over the next 5 years.
- The community desires to have a mix of healthcare services available in town. Strongest desire among older residents. Possible conflict between desire and ability to pay/support the range of services.
- The ability of the current healthcare provider to be financially stable beyond 2001 — expense vs. income and payment of long-term debt/bonds.
- Do not have complete picture of the status of all aspects of the current healthcare system, e.g. finances.
- Community and current provider have limited time (6-12 months) to figure out what needs to be done. Need a plan of action to address the issues.